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Ministry of Communications and Information Technology
State of Qatar • دولـــة قطـــر

Consultation Document

This document is a draft intended for consultation purposes only. It is not the final version and is subject to change based on feedback received during the consultation period.

National Artificial Intelligence Policy

Date: September 2025 | Version: 1.0.0 | Ref: P00X

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The Ministry of Communications and Information Technology (MCIT), has designed and created this publication, entitled National Artificial Intelligence Policy, reference P00X (hereinafter referred to as the "Work"), primarily as a resource for government bodies, senior management, policymakers, AI practitioners, private organizations and other stakeholders involved in the development, deployment, and oversight of artificial intelligence in the State of Qatar.

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State of Qatar
Ministry of Communications and Information Technology – Digital Industry Affairs Sector
Digital Industry Policies Department

http://www.mcit.gov.qa

Legal Mandate

This policy has been issued pursuant to Amiri Decision No. (57) of 2021 regarding the specification of ministries' mandates, which includes the competencies of the Ministry of Communications and Information Technology. It is also issued under Ministerial Decision No. (17) of 2024, which established departments within the administrative units of the Ministry of Communications and Information Technology and defined their responsibilities.

Strategic Alignment

Qatar National Vision 2030		*Foster innovation in a knowledge-based economy* *Leverage advanced technologies to support sustainable development and economic growth*
Qatar's National AI Strategy 2019	AI National Strategy 2019	*Foster innovation in AI technologies* *Build a skilled workforce capable of working with and developing AI* *Ensure access to the necessary computing power, data, and connectivity* *Establish guidelines for the responsible and ethical use of AI*
Third National Development Strategy 2024 - 2030		*Develop Qatar's digital economy and long-term strategic capabilities in AI and other emerging technologies*
Digital Agenda 2030	2030 Digital Ager	*Develop national Emerging Technologies Strategic Framework* *Establish technology foresight centre* *Establish national applied programmes for emerging tech* *Advance Tech Research & Development (R&D)*
Qatar Digital Government Strategy	QATAR DIGITAL GOVERNMENT STRATEGY	*Foster a culture of innovation, driven by emerging tech and AI-First agenda*

Document Summary

Name	National AI Policy
Version	1.0.0
Document Reference	P00X
Document Type	Policy
Summary	The National AI Policy serves as an overarching umbrella to drive coherence and alignment across all AI-related efforts in the State of Qatar. It establishes the policy environment required to foster the ethical, sustainable, and inclusive adoption of AI, with the core objective of making AI a technology that works for Qatar - amplifying national priorities, preserving local values, and delivering public benefit. The policy identifies a set of high-level provisions structured around five foundational pillars: Digital Infrastructure, Data and Information, Human Capabilities, Institutional Capacity, and AI Governance. This streamlined foundation provides clear policy directives to stakeholders, enabling them to harness AI effectively while aligning with national development goals and local values.
Publishing Date	September 2025
Applicable To	• All private sector entities and non-profit organizations • All public-sector institutions, including state-owned enterprises and specialized agencies • AI developers and implementers in the State of Qatar, including all foreign-owned corporations and companies running AI systems and applications used by individuals[1] • All AI end-users in the State of Qatar, including but not limited to academics, researchers, and recreational users
Owner	Ministry of Communications and Information Technology (MCIT)
Contributors	Digital Industries Policies Department Digital Government & Standards Department National AI Committee

* For any feedback or inquiries, please contact dipd@mcit.gov.qa

[1] Individuals include Qatari citizens and residents.

Acronyms

AgenAI	Agentic Artificial Intelligence
AI	Artificial Intelligence
AIC	AI Committee
DA	Qatar's Digital Agenda 2030
GDP	Gross Domestic Product
GenAI	Generative Artificial Intelligence
GPT	General-purpose Technology
HPC	High-Performance Computing
ICT	Information and Communication Technologies
ILO	International Labour Organization
IP	Intellectual Property
LLM	Large Language Model
MCIT	Ministry of Communications and Information Technology
MSME	Micro, Small, and Medium-sized Enterprise
NAIP	National AI Policy
NAIS	National AI Strategy
NCSA	National Cyber Security Agency
NDS 3	Third National Development Strategy 2024 - 2030
NPC	National Planning Council
OECD	Organisation for Economic Co-operation and Development
PPPs	Public-Private Partnerships
QCB	Qatar Central Bank
QNV	Qatar National Vision 2030
R&D	Research and Development
RFP	Request for Proposal
SBTC	Skilled-biased Technical Change
SDGs	United Nations Sustainable Development Goals
SNO	Strategic National Outcome
STEM	Science, Technology, Engineering, and Mathematics

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1. Introduction

Emerging technologies are reshaping economies and industries at their core, **with Artificial Intelligence** (AI) standing out as a foundational catalyst of digital transformation.

The **advancement of machine learning (ML) and especially deep learning (DL)** in the early 2010s, driven by large-scale data processing and enhanced computational power, marked a decisive shift in the digital landscape and established AI as a leading force in innovation. A decade later, the rapid development and widespread adoption of **Generative AI (GenAI)** further reinforced AI's transformative potential, underscoring its far-reaching socio-economic and governance implications.

As a twenty-first century **General-Purpose Technology** (GPT), AI is defined by its rapid evolution, cross-sectoral applicability, and capacity to generate complementary innovations that amplify its impact. In this light, AI holds the potential to catalyze the strategic objectives of Qatar National Vision 2030, drive digital economic growth, and position Qatar as a regional leader in AI.

The State of Qatar is among the early pioneers in AI policy development. In 2019, the State launched its first **National AI Strategy (NAIS)** outlining a structured national vision for AI grounded in pillars related to human capital, data infrastructure, AI+X, AI ethics, and public policy integration, setting a benchmark for other countries. The NAIS recognized AI as a General-Purpose Technology with system-wide implications across sectors. It emphasized early the cross-sectoral impact of AI on education, healthcare, government services, and the private sector, positioning AI as a strategic enabler of national development goals.

Building upon the recommendations of the NAIS, Qatar established the **Artificial Intelligence Committee (AIC)** in 2021. The objective of the Committee is to coordinate the implementation of the NAIS, including managing related programs, fostering human capital development, supporting AI start-ups, and promoting research.

In addition, the National Cyber Security Agency (NCSA) issued detailed guidelines on the **safe use of AI**. Complementing this effort, the Ministry of Communications and Information Technology (MCIT) published **two AI Ethical Guidelines**, focused on the responsible development, deployment, and use of AI in Qatar. These guidelines are aligned with internationally recognized frameworks. Together, they form the foundational layer of Qatar's national AI ecosystem.

Since the launch of the NAIS, additional digital policy instruments have been launched at a national level such as the **Digital Agenda 2030**, the **Third National Development Strategy 2024-2030**, and the **Qatar Digital Government (QDG) Strategy.**

Despite significant progress, there remain important opportunities to strengthen coherence and strategic alignment across the various AI and digital policy instruments issued by the State of Qatar. At present, there is a risk of developing a fragmented AI policy landscape, where individual sectors operate under separate strategies and guidelines, potentially resulting in regulatory overlaps, inconsistent implementation, and reduced policy effectiveness. The existing instruments contribute to managing the issue; however, there remain gaps in fully addressing the potential impact of GenAI and Agentic AI (AgenAI). This creates a timely and strategic opportunity to consolidate existing instruments -such as ethical guidelines, sector-specific policies, and national strategies- into a **single, integrated policy framework**.

In this context, the National AI Policy provides an **integrated policy framework** to drive coherence and alignment across all AI-related efforts in Qatar. It establishes the policy environment necessary to ensure the ethical, sustainable, and inclusive adoption of AI, with the core objective of making AI a technology that works for Qatar - amplifying national priorities, preserving local values, and delivering public benefit.

2. Policy Objectives

The Policy sets out high-level provisions that serve as a beacon for the overall development, deployment, and governance of AI. It empowers government entities and a wide range of stakeholders to implement AI initiatives responsibly, while mitigating associated risks and promoting long-term trust.

Such provisions stem from an **integrated policy framework** comprising five interdependent foundational pillars: Digital Infrastructure, Data and Information, Human Capabilities, Institutional Capacity, and AI Governance.

The National AI Policy's (NAIP) objectives are the following:

2.1. Establish the overall policy environment and framework that enables the ethical, responsible, and resilient adoption and use of AI technologies across sectors, in alignment with Qatar's long-term development priorities and aspirations.

2.2. Support the consistent implementation of existing and future AI strategies, initiatives or programs providing unified policy vision, analytical tools[2] and institutional mechanisms that position Qatar as a regional AI leader.

2.3. Enhance the diffusion of AI systems and platforms by pinpointing the critical role of the private sector and the relevance of innovation-driven investments, including innovative public-private partnerships.

2.4. Foster the development of the human and institutional capacities required to use and manage AI, including micro, small and medium enterprises (MSMEs) and the most vulnerable groups in society.

2.5. Identify the governance instance and related structures and mechanisms that will spearhead AI policy development, deployment, use, and oversight in the State of Qatar, with an adequate legal mandate to ensure its sustainable diffusion across all sectors and AI domains.

[2] Example of analytical tools include AI readiness assessments, risk classification frameworks, impact evaluations, and foresight models.

2.6. Embed future foresight and horizon-scanning mechanisms into national policymaking to ensure Qatar remains agile and responsive to the rapid pace of AI advancement and emerging challenges.

3. Policy Scope and Application

The provisions of this Policy are applicable to:

All private sector entities operating in Qatar, including small enterprises and large companies and non-profit organizations such as non-governmental organizations and foundations.

- All public-sector institutions, including state-owned enterprises and specialized agencies.

- AI developers and implementers in Qatar, including all foreign-owned corporations and companies running AI systems and applications used by Qatari citizens and residents.

- All AI end-users in Qatar, including academics, researchers, and recreational users.

The provisions of this Policy do not apply to:

- Public sector institutions dealing with national security and other critical areas that demand special AI policy and strategy arrangements, such as the National Cyber Security Agency (NCSA) and Qatar Central Bank (QCB), are exempted.

4. Policy Framework

4.1 Overview

Recognizing AI as a General Purpose Technology (GPT) is critical to ensuring its multidimensional structure which cuts across all sectors of the economy, regardless of the particular model, or system being deployed, is appropriately captured in policy design and implementation. GPTs are characterized by **three core traits**:

1. Rapid development
2. Pervasiveness
3. Complementary innovations across most sectors

In this context, the **dual layer policy framework** is designed to address AI's overarching implementation requirements. The framework is circumscribed by the local policy context, which can rapidly reveal the unique opportunities and challenges AI's adoption can face in practice at the national level. The dual layer policy framework comprises:

- **Foundational pillars**: The structural components that provide the backbone for harnessing AI effectively.

- **Policy dimensions**: The key thematic policy areas that should be addressed to ensure AI's structural components are in place and will contribute to existing national development priorities.

In this context, pairing the foundational pillars with the policy dimensions yields a comprehensive framework for policy development and governance.

4.2 Foundational pillars

The five foundational pillars provide the structural enablers for the development, deployment, use and governance of AI across the public and private sectors. These pillars are interdependent yet may evolve at different speeds depending on sectoral needs, institutional readiness, and technological maturity. The table below presents succinct definitions for each foundational pillar.

Table 1: Foundational Pillars Description

Foundational Pillar	Description
Digital Infrastructure	*The physical and digital requirements, such as networks, broadband, data centers and cloud computing, computing power, connectivity, and all other hardware and software, needed to deploy AI at scale on a resilient and secure basis.*
Data and Information	*The data and informational data requirements that should be at the disposal of AI algorithms to train and use them adequately. Big data, data analytics tools, and information management platforms, as well as mechanisms, are needed to ensure that the data fed into AI is accurate and incorporates local information that reflects the values and culture of local populations.*
Human Capabilities	*The skills, competencies, training, education, and talent development needed to build a future-ready workforce capable of running and managing AI and fostering digital innovation across the board.*
Institutional Capacity	*The public sector capacities to deploy AI efficaciously, including administrative, organizational and policymaking capacities, in addition to technological ones. Private organizations and businesses—big and small—that invest in and run AI initiatives should have similar capabilities*
AI governance	*The AI governance structures and mechanisms that should be in place to oversee the overall deployments of AI. Unlike previous digital technologies, AI can significantly influence decision-making processes in two ways: indirectly by furnishing aggregated information to policymakers, and directly by making a final decision.*

4.3 Policy dimensions

Building upon the foundational pillars, the framework identifies policy dimensions that are key thematic areas the policy must address to ensure AI contributes to national priorities in a responsible, inclusive, and sustainable manner. They four policy dimensions include:

Table 2: Policy Dimensions Description

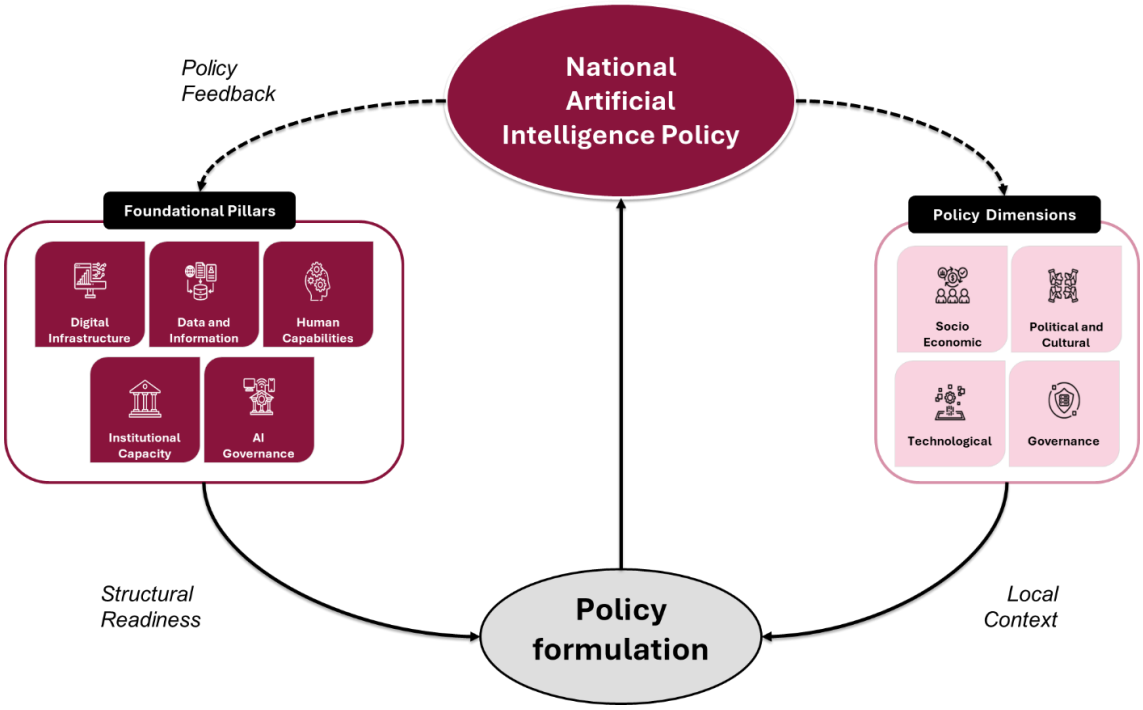
Dimensions	Description
Socio-economic	*Comprises economic, human, and environmental development priorities identified by governments and stakeholders*
Political and cultural	*Encompasses social development, as well as privacy, justice, ethics, human rights, trust, transparency, and accountability*
Technological	*Introduces specific AI issues regarding safety, security, robustness, transparency, explainability, and accountability*

Governance	*Addresses the mechanisms that mediate stakeholder political power distribution and interactions, including governments, the private sector, academics, and other non-state actors.*

4.4 Framework interactions

In this context, interlacing the foundational pillars and the policy dimensions yields a **comprehensive policy framework** that considers the national context first and foremost (see Figure 1).

Figure 1: National AI Policy Framework Interactions



While the foundational pillars set out a holistic view of the country's structural readiness for AI, the policy dimensions inform the multiple layers that policymakers must integrate into the formulation process, guided by national developmental aspirations.

Once the National AI policy is formally adopted, policymakers should oversee its execution from a strategic policy perspective, ensuring that its impact cascades across both layers of the framework. Implementation should be continuously assessed to measure progress, identify emerging gaps, and respond to new challenges. These assessments will inform necessary revisions, thereby initiating a new cycle of formulation and refinement, ensuring that the policy remains adaptive, responsive, and future proof.

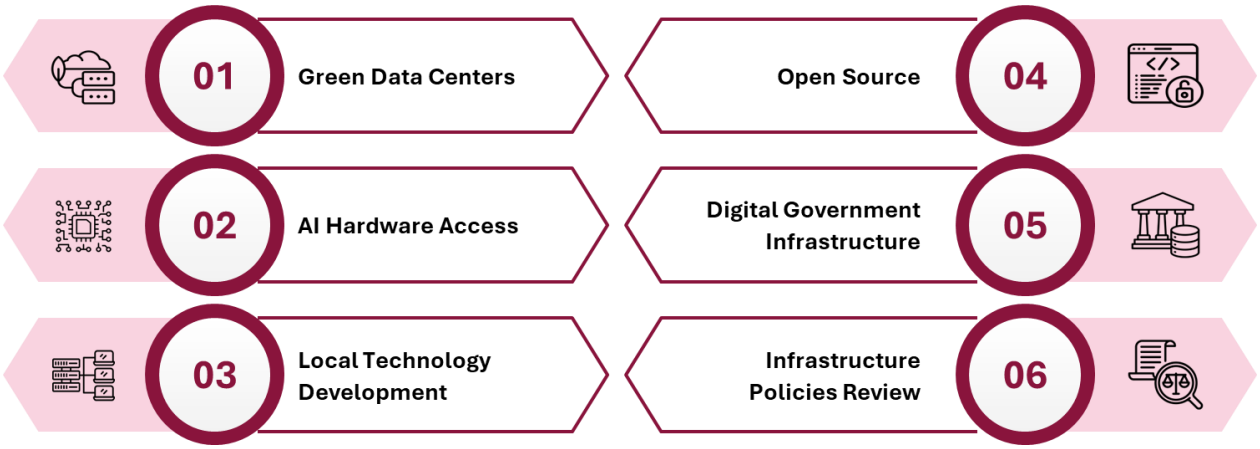
5. Policy Provisions

The five foundational pillars, recast through the lens of the four policy dimensions, are the source of the policy provisions. As a result, they are tightly interconnected to core national policies such as the under **Qatar National Vision 2030** (QNV2030), the T**hird National Development Strategy** (NDS-3, 2024–2030**), Qatar's Digital Agenda** 2030 (DA2030) and **2025 Digital Government Strategy** (DGS).

5.1 Digital infrastructure

Deploying **state-of-the-art digital infrastructure is a fundamental AI requirement** upon which Qatar's AI ecosystem will grow and thrive. From high-performance computing and cloud platforms to reliable connectivity and access to specialized AI hardware, this pillar provides the **essential foundation needed to develop, deploy, and scale AI solutions across sectors**. As AI adoption accelerates, infrastructure must not only expand in capacity but also align with national priorities around sustainability, resilience, and digital sovereignty.

The following provisions form the backbone of this pillar:



5.1.1 Green Data Centers

Expanding cloud and data center capacity will require increasing the use of critical resources such as water and energy. Before such expansion, its **ecological footprint impact shall be assessed**, and **renewable energies and new data center cooling technologies shall be explored as alternatives**. In the short term, **guidelines and standards for cloud and green data centers shall be designed and implemented** in coordination with relevant environment and infrastructure government entities. These guidelines may cover areas such as energy efficiency benchmarks, emissions thresholds, water usage, cooling technologies, and integration of renewable energy sources.

5.1.2 AI Hardware Access

As the demand for AI consumption skyrockets, expanding cloud and data center capacity will **require reliable and continuous access to state-of-the-art hardware and AI chips**. Securing the constant flow of such technologies shall be an AI policy priority to support the Qatar's efforts to commercialize data center capacity and successfully compete in international markets. The government shall **develop a related strategy that could also support provision 5.1.3 "Local Technology Development"**.

5.1.3 Local Technology Development

The government **shall develop a comprehensive strategy exploring the potential of nurturing locally developed hardware and software in partnership with the business sector and academia** to support AI's increasing local and global demand. **Complementary public and private investments in HPC** shall be incentivized to support provision 5.1.2 "AI Hardware Access".

5.1.4 Open Source

The government entities shall also **explore using Open-Source Large Language Models (LLMs) to augment Qatar's AI use** and foster its international competitiveness. Retraining such models with Arabic sources and resources shall also be undertaken **to supplement national AI flagship programs such as Fanar and expand the local LLM ecosystem**. Together, these can be part of a broader **Digital Sovereignty strategy** that the government shall consider developing in the short term.

5.1.5 Digital Government Infrastructure

Centralized digital government services and applications that support key public functions - such as data exchange services, digital identity and national portals – together with other public services shall be prioritized for AI integration (in alignment with Qatar's Digital Government Strategy). Accordingly, they shall have adequate access to state-of-the-art AI-friendly cloud services and data centers where security, confidentiality, and privacy are core design principles.

5.1.6 Infrastructure Policies Review

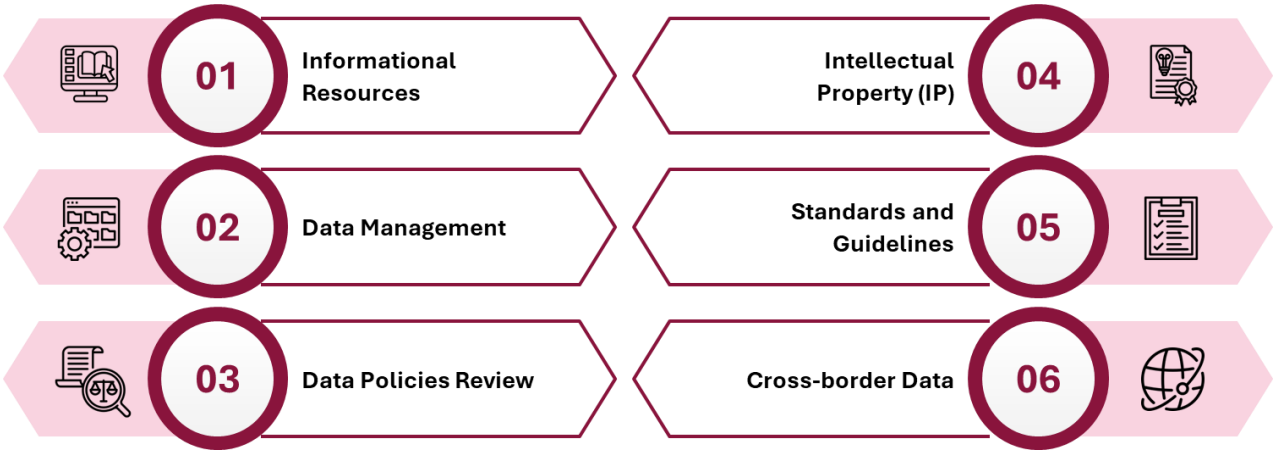
The government shall **review all related national digital policies where infrastructure is a priority** and request the responsible institutions or entities to update them by **incorporating AI as a critical enabler**. Suitable governance mechanisms to complete such an undertaking shall be established or strengthened if already in place.

5.2 Data and Information

Data and information are **fundamental components of AI development and diffusion**. As AI systems, particularly GenAI and Agentic AI models, advance, they consume and produce unprecedented volumes of content - including text, images, video, and other forms of unstructured information. This shift requires **rethinking how data is accessed, governed, and protected**, especially as the boundaries between data creation, transformation, and reuse become increasingly fluid.

In Qatar, efforts under this pillar should build on the existing landscape, including the Open Data Policy, Law No. (9) of 2022 on the Regulation of the Right to Access Information, and the National Data Policy and Standards issued by the NPC, ensuring that AI adoption remains fair, secure, and strategically aligned.

The following provisions form the backbone of this pillar:



5.2.1 Informational Resources

Since GenAI and AgenAI have expanded the data frontier by directly consuming vast information and knowledge resources, the government shall **expand existing efforts** (e.g. the Open Data Policy and Law No. (9) of 2022 on the Regulation of the Right to Access Information) **to ensure national data and informational resources are fairly and equally distributed among platforms**.

5.2.2 Data Management

Data management policies and initiatives **shall also incorporate AI's much-needed data-cleaning processes**, which are usually undertaken manually and cannot yet be automated. Accordingly, **efforts to map data preparation workflows and supply chains** – particularly where third-party or outsourced services are used – **shall be encouraged to promote transparency and uphold ethical standards in AI development**.

5.2.3 Data Policies Review

National data policies and data management initiatives **shall be revisited to incorporate the new data scope of state-of-the-art AI systems** and the potential overall impact of AI on data production, dissemination, and consumption. Personal data protection and security shall remain core pillars in these efforts to ensure that AI systems operate within ethical and legal boundaries.

5.2.4 Intellectual Property (IP)

IP agreements and legislation shall be assessed to determine whether they sufficiently address the evolving implications posed by GenAI - particularly in ensuring national information and knowledge creators receive due acknowledgment and protection. Where gaps are identified, the government **shall revisit existing IP frameworks or develop complementary IP guidelines** that facilitate responsible access to such resources while protecting local IP, a key pillar to fostering local innovation.

5.2.5 Standards and Guidelines

The government shall **develop standards and guidelines to strengthen data management and analytics platforms** capable of deploying the latest AI systems or seemingly interacting with them. Public-Private Partnerships (PPPs), including public and private academic and research centers, shall also be strongly considered.

5.2.6 Cross-border Data

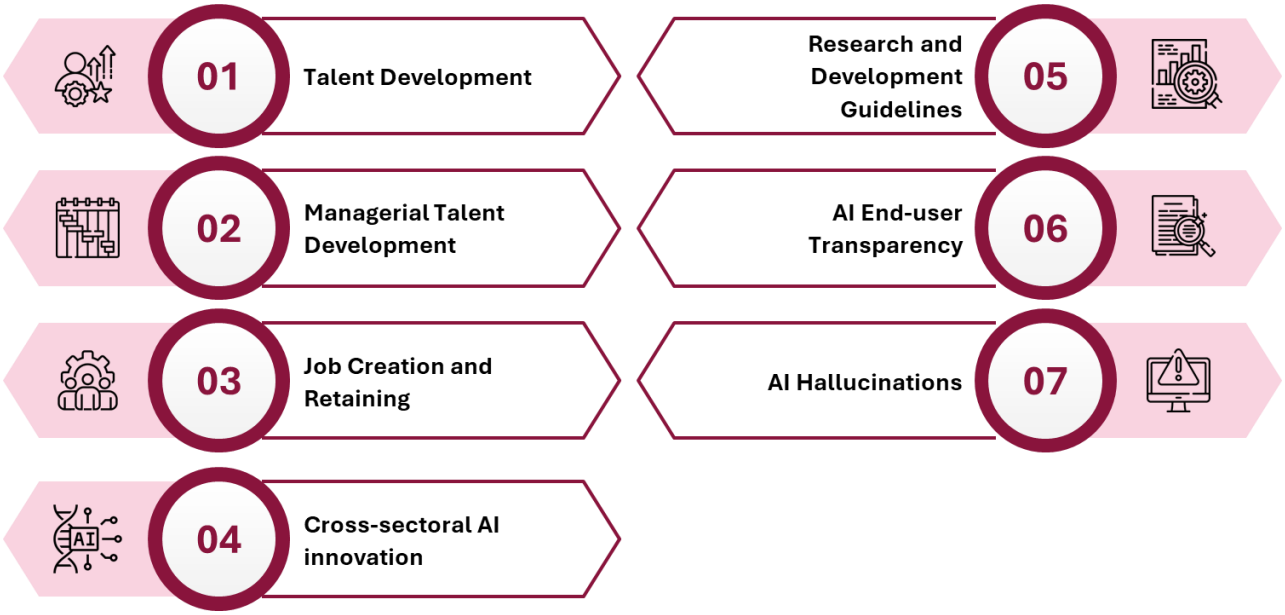
The government **shall revamp existing cross-border data and information policies and agreements to include informational data** - such as text, documents, web content, and other knowledge-based materials - which are increasingly used by GenAI and AgenAI systems. In principle, such sources will be as pivotal as well-known structured digital data sources – if not more so – in shaping AI development and outcomes.

5.3 Human Capabilities

A strong and inclusive foundation of **human capital** is essential for the successful deployment and diffusion of AI technologies. Building and sustaining AI capabilities across society is central to Qatar's ambition to transition to a diversified, knowledge-based economy.

This pillar recognizes that **empowering people,** not just with technical skills, but also with creative, managerial, and ethical competencies, **is vital to developing a resilient and innovation-driven workforce**.

The following provisions form the backbone of this pillar:



5.3.1 Talent Development

All individuals, communities and stakeholders **shall have the digital competencies and skills to effectively use AI technologies**, regardless of sector. **Special emphasis shall be placed on the most vulnerable and disadvantaged populations**, who can directly benefit from GenAI and AgenAI's unique features and capabilities.

Fostering local talent is essential to building a sustainable and sovereign AI ecosystem in Qatar. To that end, Qatar shall further integrate **AI-focused degrees, academic pathways, and research themes** within national universities. This includes the design of undergraduate and postgraduate programs that equip students with the theoretical and practical skills required for AI development and deployment. Moreover, given that AI is fundamentally underpinned by applied mathematics and computer science which involve design and analysis of machine learning

algorithms, Qatar must address the current gap in **dedicated research, academic investment, and institutional coordination** in these foundational areas.

5.3.2 Managerial Talent Development

Ongoing and new talent development, attraction, and retention initiatives shall not be limited to technical AI skills but also include administrative and technology management capacities. **Special attention shall be placed on micro, small, and medium enterprises (MSMEs)** that are not expected to deploy AI platforms but instead access them via the cloud or data centers. Enhancing existing IT governance curricula by including AI and related business management competencies and skills shall be a priority.

5.3.3 Job Creation and Retraining

The impact of AI on employment and job creation shall be part of AI policymaking in an *ex-ante* fashion (i.e. by assessing potential effects in advance) to maximize job creation, foster new employment opportunities, and develop new AI competencies and skills for the country's workforce. This may include conducting labor market impact assessments before approving major AI policies or deployments. The government **shall also develop supplementing guidelines that outline practical approaches and mechanisms** to effectively manage job and workplace transformation driven by AI.

5.3.4 Cross-sectoral AI innovation

Promoting and enhancing the AI innovation ecosystem initiatives **shall also systematically identify links to existing productive ecosystems and the potential creation of new ones to foster a virtuous innovation spiral**. AI's pervasiveness and complementary innovation impact present a unique opportunity that provides fertile ground for the emergence of a resilient innovation ecosystem in the medium and long term. The potential impact of AI on critical services such as education, health, and government services shall be addressed by **developing related strategies, guidelines, and regulations where appropriate**.

5.3.5 Research and Development Guidelines

R&D programs, such as next-generation AI labs and the AI research center of excellence, shall be directly involved in nurturing local AI technologies, as described under the Digital Infrastructure pillar. The government shall **develop guidelines to promote such synergies in partnership with the business sector and leading national and international research and development organizations**. **Dedicated funding mechanisms** (including but not limited to competitive grants, innovation vouchers, and co-funding schemes) **shall be established to support AI-focused R&D activities** across academia, startups, and private enterprises.

5.3.6 AI End-user Transparency

Regardless of its final purpose, AI developers and implementers shall notify all end-users when interacting with an AI algorithm, agent, or platform. The government **shall evaluate appropriate policy options to determine whether this transparency requirement should be established as a binding legal obligation or adopted as a non-binding ethical guideline**, depending on the context of use and sector-specific risk levels. This requirement shall be mandatory for government institutions and entities that provide digital services and information. The government **shall issue standards and guidelines to ensure implementation across the board**.

5.3.7 AI Hallucinations

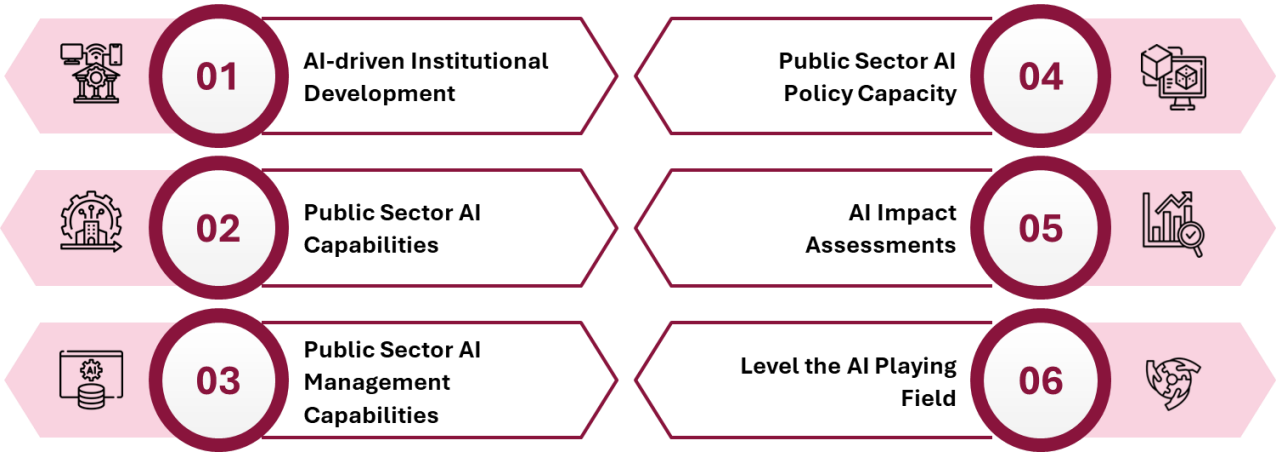
The government **shall ensure that all end users are fully aware of the error and hallucination rates** that characterize the AI systems and platforms they use. This can be achieved through national initiatives promoting inclusive access and upskilling in AI initiatives. End users shall also be **informed on how to seek redress in case algorithmic errors prevent access to a service** or have a negative personal or economic impact.

5.4 Institutional Capacity

A resilient and adaptive **institutional foundation** is essential for AI to be deployed effectively and responsibly across sectors. Institutional development enables the public sector to not only absorb and deploy AI technologies effectively, but also to coherently develop and implement relevant AI policies, strategies, and guidelines in alignment with national priorities.

This pillar focuses on enhancing the **public sector's ability to plan, procure, deploy, and govern** AI in a way that is efficient, strategic, and human-centric. It underscores the importance of embedding AI into ongoing efforts to advance digital government, drive operational efficiency, and uphold the principles of government excellence. Institutions must be equipped not only to adopt AI, but to govern it in a way that is coordinated, accountable, and focused on delivering public value.

The following provisions form the backbone of this pillar:



5.4.1 AI-driven Institutional Development

AI deployment offers a powerful opportunity to enhance the quality, responsiveness, and efficiency of public services, while simultaneously strengthening the administrative capacity and responsiveness of the institutions delivering them. Public sector productivity gains through AI shall be prioritized where they generate tangible value that is both measurable and visible to all stakeholders. To fully realize this potential, **AI should be adopted systematically and at scale**, serving as a catalyst to accelerate the achievement of strategic outputs and outcomes across government. In parallel, **existing government excellence initiatives and Digital Government strategies should be revisited** and updated to fully integrate AI as a transformative enabler of institutional performance and citizen-centric service delivery.

5.4.2 Public Sector AI Capabilities

AI and ICT capacity in the public sector **shall be strengthened to ensure AI implementation is successful in the short term**. Such capabilities are not limited to pure technical expertise, which is critical. Understanding how AI systems impact the public sector, and associated risks shall be part of capacity-building efforts, especially for managers and decision-makers within the various public entities.

5.4.3 Public Sector AI Management Capabilities

The public sectors' administrative and managerial capacities shall be strengthened to appropriately implement public investments in AI from a business perspective. Many AI projects are remarkably complex and require adequate project management skills for successful implementation. This includes strengthening procurement capabilities and equipping public entities with adequate competencies needed to design and manage advanced AI tenders and requests for proposals (RFPs).

5.4.4 Public Sector AI Policy Capacity

AI Policy and strategic capacity shall be developed or strengthened within key public institutions to ensure the successful rollout of sectoral AI deployment and diffusion. Creating an AI strategic network comprising such entities shall be explored as a catalyst for a whole-of-government approach to implementing AI in the public sector.

5.4.5 AI Impact Assessment

The effectiveness of AI implementation in the public sector **shall be regularly assessed to ensure it delivers measurable public value and institutional impact**. Qatar shall consider using international indices and assessments available, such as **IMF's AI Preparedness Index, as a guiding assessment tool.** Additionally, as part of Qatar's aspirations to become a regional leader in AI, **the development or enhancement of a national dedicated performance index or measurement framework shall be considered.**

5.4.6 Level the AI Playing Field

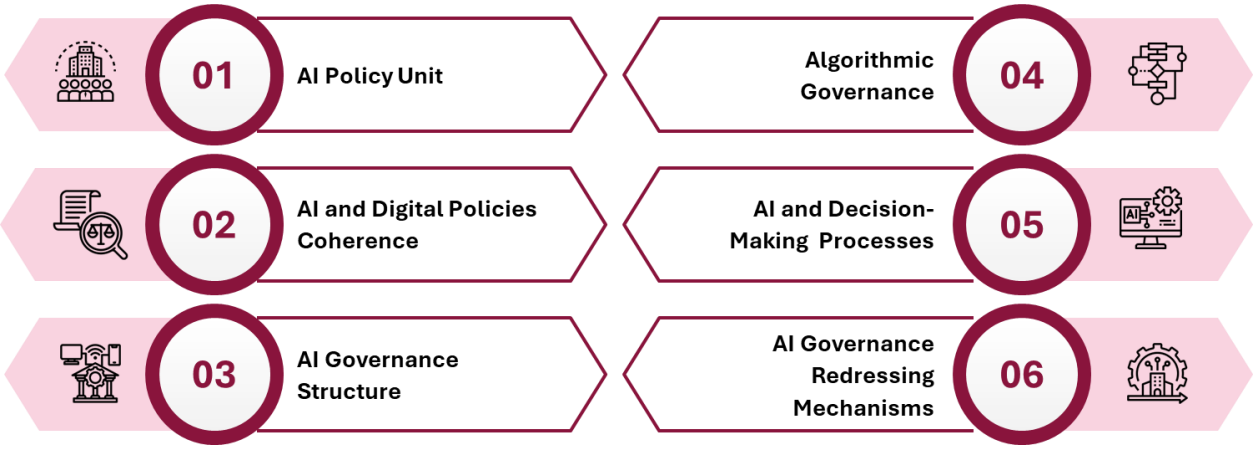
The private sector should align its ambitions with those of the public sector in advancing AI capabilities. While large corporations are leaders, MSMEs and start-ups must be empowered to build these competencies. This can be achieved, in part, by **establishing, strengthening and expanding technical training centers**, across both public and private sectors, specialized in AI and other emerging technologies.

5.5 AI Governance

As AI systems become more powerful, autonomous, and deeply embedded in public and private decision-making, effective governance becomes essential to ensure they operate transparently, fairly, and in the public interest. A **comprehensive AI governance framework must be grounded in fundamental human rights, including privacy, equality, non-discrimination, and broader social, economic, and cultural protections**. Qatar's existing AI Ethical Guidelines and Secure Adoption guidelines represent an important foundation for responsible and accountable AI use. However, the pace and complexity of technological advancement will require broader, more coordinated governance.

This pillar focuses on building the **structures, tools, and oversight mechanisms** needed to guide AI deployment in a transparent, fair, and risk-based manner.

The following provisions form the backbone of this pillar:



5.5.1 AI Policy Unit

To successfully drive AI policy oversight and update and align existing digital policies, Qatar should **establish a centralized AI policy unit mandated to lead AI policy development while ensuring overall policy coordination, coherence, and oversight.** International best practices show that supra-ministerial digital policy units, positioned close to the highest levels of government, have been critical to secure the inclusive and resilient diffusion of digital technologies, AI included.

5.5.2 AI and Digital Policies Coherence

The government shall **establish a dedicated function to align and harmonize digital and non-digital policy frameworks**, supported by a team of policy analysts and aggregators. This function must be equipped with the **institutional capacity, analytical tools** (such as AI readiness assessments, risk classification frameworks and impact evaluations) and **forward-looking**

resources needed to continuously scan the horizon, anticipate emerging trends, and inform agile policy responses.

5.5.3 AI Governance Structure

AI governance instances and working mechanisms shall be created and include the private sector, academia, and the government. The public sector shall explore a centralized AI governance instance comprising key ministries and entities. Each public institution **shall have a similar mechanism at the AI implementation level**, taking cues from the centralized structure.

5.5.4 Algorithmic Governance

AI's potential to unleash algorithmic governance requires a proactive and coordinated policy response. While Qatar's existing principles and guidelines on AI ethical deployment and use – grounded in international and UN-aligned standards – provide a solid foundation, they must be revisited and updated to reflect the rapid evolution of AI, particularly the emergence of AgenAI systems with autonomous decision-making capabilities. **Future revisions shall clearly define the governance, oversight, and accountability mechanisms** required to ensure transparency, explainability, and human oversight in algorithm-driven processes. In parallel, Qatar should actively **explore international cooperation to strengthen global alignment** and uphold responsible AI leadership.

5.5.5 AI and Decision-Making Processes

The use of AI in governance and decision-making processes presents both opportunities and risks. While AI systems can enhance the efficiency and responsiveness of public services, they may also reduce transparency, accountability, or fairness, particularly when complex models with limited explainability are involved. To address these concerns, the government **shall assess AI systems in advance (ex-ante) and classify them based on their level of risk, opacity, and explainability**. This classification shall guide their appropriate use across public institutions, **ensuring that high-risk or opaque systems are not allowed to make consequential decisions without human oversight.**

In parallel, the government shall extend this risk-based approach to systemic threats, including the creation and spread of disinformation through AI-enabled platforms, and shall develop preventive safeguards and governance mechanisms to mitigate such impacts and preserve public trust.

5.5.6 AI Governance Redressing Mechanisms

In all cases, AI governance instances **shall devise and deploy mandatory redress mechanisms** to ensure individuals or entities negatively impacted by algorithm decisions have a way to appeal them. In case of glaring AI errors, **remedial mechanisms shall also be spelled out with mandatory characters**.

6. Roles and Responsibilities

MCIT spearheads the formulation of AI policy instruments. In that light, MCIT shall continue to provide leadership and strategic direction for NAIP implementation.

6.1 MCIT Responsibilities

6.1.1. Ensure NAIP remains aligned with Qatar's national development agendas by developing relevant guidelines and procedures.

6.1.2. Highlight AI's general-purpose character to all stakeholders, including policymakers and regulatory entities, to ensure AI is mainstreamed into the overall policy development process.

6.1.3. Develop new guidelines described in NAIP's provisions while working with other entities mandated to cover relevant policy areas.

6.1.4. Facilitate updating digital and data policies to incorporate AI as a cross-cutting technology while checking policy coherence across all responsible entities.

6.1.5. Provide guidance and support to all entities that NAIP's implementation will impact directly and indirectly.

6.1.6. Engage regularly with stakeholders to ensure NAIP supports their efforts and create a consultative governance instance where they can provide substantive inputs to refine further and update the policy as needed.

6.1.7. Establish a policy review mechanism and process to ensure NAIP is updated regularly and connected to the stakeholder consultative instance mentioned above.

6.1.8. Develop strategies that could support the access to AI and hardware access and local technology development.

6.1.9. Revamp existing cross-border data and information policies and agreements to include informational data

6.1.10. Plan to develop a future foresight instance and capabilities to keep up with AI's rapid development and prevent glaring policy gaps.

6.1.11. Develop a comprehensive communications strategy geared towards national and international audiences to foster Qatar's standing as a key AI player in the region and globally.

6.1.12. Facilitate NAIP's dissemination throughout the State through online events and workshops involving the public and private sectors and academic and research institutions.

6.1.13. Strengthen efforts to augment international cooperation on AI governance.

6.1.14. Explore, alongside AIC and NPC, among others, creating an AI policy unit with a supra-ministerial mandate to lead and oversee AI policy development. That will ensure that digital policies developed by other public institutions are tightly interconnected.

6.1.15. Transfer all the above responsibilities to the **AI policy unit** once established.

6.2 Public Sector Entities

6.2.1. Ensure NAIP is appropriately implemented within their institutions.

6.2.2. Provide information and feedback to relevant policy units for revising existing policies and contribute to developing new AI guidelines related to their mandates.

6.2.3. Support new policy development efforts to revise and update NAIP regularly.

6.3 Private Sector, Academia and Civil Society Organizations

6.3.1. Contribute expertise and knowledge to support the effective implementation of the NAIP, and actively participate in consultation activities and working groups established by MCIT for the revision, updating, and overall oversight of the policy.

6.3.2. Provide feedback and support for enhancing international collaboration on AI governance.

7. Glossary of Terms and Definitions

Term	Definition
Agentic AI	An emerging form of generative AI that independently sets and pursues goals, plans tasks, adapts dynamically, and makes decisions throughout a process. It exhibits human-like autonomy in managing complex tasks and producing outputs like reports or scientific insights.
AI Hallucinations	Incorrect or misleading results that AI models generate. These errors can be caused by a variety of factors, including insouciant training data, incorrect assumptions made by the model, or biases in the data used to train the model. They are usually difficult to detect and pinpoint.
Artificial Intelligence	A system (hardware, software, or both) designed to carry out tasks associated with human intelligence in a manner that mimics the human mind with a certain level of autonomy.
AI Systems	The physical or virtual products or services that use AI to serve end users.
AI User	An individual who interacts with artificial intelligence systems to achieve specific tasks, solve problems, or gain insights. This includes use of AI-powered applications or services to perform everyday tasks. These users typically interact with AI through user-friendly interfaces without needing deep knowledge about the underlying AI technologies.
AI Developers	Entities and professionals who design, develop, and implement AI systems and applications.
AI Deployers	Companies or other entities that adopt, integrate, or deploy AI solutions in their operations, such as backroom operations (e.g. processing applications for loans), front-of-house services (e.g. e-commerce portals or ride-hailing apps), or the sale or distribution of devices that have AI-powered features (e.g. smart-home appliances).
Contextual AI	AI systems that handle large volumes of knowledge-based information, particularly text, often using large language models (LLMs).
Digital economy	All economic activity reliant on, or significantly enhanced by the use of digital inputs, including digital technologies, digital infrastructure, digital services, and data; it refers to all producers and consumers, including government, that are utilizing these digital inputs in their economic activities.
Ecosystem	A dynamic network of interconnected stakeholders (e.g., government, private sector, academia, civil society) and infrastructure that work together to support innovation, development, and value creation within a specific domain or sector.

Emerging Technologies	Innovative, rapidly developing technologies with the potential to significantly impact society and industries. Examples include artificial intelligence, blockchain, Internet of Things (IoT), and machine learning.
General Purpose Technology	A transformative technology that affects most sectors of the economy, drives complementary innovations, and evolves rapidly. Examples include electricity, the internet, and AI. GPTs typically cause long-term productivity gains but also lead to short-term disruptions like job displacement.
Generative AI	An intelligent system capable of generating text, images, or other data using generative models, often in response to prompts, based on the patterns and structures of the data it has been trained on.
Government / Government entities	Official public sector organizations at the national or sub-national level responsible for creating and implementing policies, delivering public services, and overseeing regulatory compliance.
High-Performance Computing (HPC)	Advanced computing systems with massive processing power used to run large-scale simulations or train complex AI models. HPC infrastructure is essential for training large language models that underpin contextual or generative AI.
Large Language Model (LLM)	A language AI model trained with self-supervised machine learning on vast amounts of text, designed for natural language processing tasks, especially language generation. GenAI is to date the most effective LLM.
Individuals and Communities	Members of the public, including consumers, citizens, and civil society groups, who are both affected by and contribute to societal, economic, and technological developments.
Informational Data	Refers to process data that has been extracted from unstructured or semi-structured sources such as text, documents, websites, and other knowledge-based materials. They are critical inputs to by AI systems – especially GenAI and AgenAI – for training, learning, inference, or augmentation. Unlike structured data, informational data does not conform to predefined schemas but carries rich contextual knowledge critical to AI capabilities.
Private Enterprises	Businesses that are privately owned and operated for profit, ranging from small and medium-sized enterprises (SMEs) to large corporations, across various industries.
Regulatory bodies/entities	Specialized government or independent agencies tasked with setting, monitoring, and enforcing rules and standards to ensure safety, fairness, and accountability within specific sectors (e.g., finance, health, telecommunications).
Research Institutions and Universities	Academic and research-driven organizations that generate knowledge, conduct studies, and support innovation through education, technology development, and public-private collaboration.

8. Related Legislation and Documents

The following table provides links to all relevant documents and papers referenced in this policy. Every effort is made to ensure these links are valid, but there may be times when resources may not be available due to being deleted, moved, or replaced.

Legislation	• Amiri Decision No. (57) of 2021 • Ministerial Decision No. (17) of 2024 • Law No. (9) of 2022 on the Regulation of the Right to Access Information
Policies, Standards, of Frameworks	• Open Data Policy • National Data Policy • Principles and Guidelines for Ethical Use of Artificial Intelligence • Principles and Guidelines for Ethical Development and Deployment of Artificial Intelligence • Guidelines for Secure Adoption and Usage of Artificial Intelligence
Other links	• Qatar National Vision 2030 • Qatar's National AI Strategy 2019 • Digital Agenda 2030 • National Development Strategy 3 • Digital Government Strategy

Document control

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E-Mail: dipd@mcit.gov.qa
www.mcit.gov.qa