



## Consultation Document

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# National Digital Inclusion Policy

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State of Qatar

Ministry of Communications and Information Technology – Digital Industry Affairs Sector

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### Legal Mandate

The legal basis of issuing this policy is the Amiri Decree No.57 of 2021 setting the competencies of ministries including the competencies of the Ministry of Communications and Information Technology (MCIT). The competencies of the Ministry of Communications and Information Technology (MCIT) are determined as stated in the Amiri Decision No. (47) of 2022, which include raising community awareness about the importance of using communications and information technology in secure ways to enhance individuals' lives and uplift society, leading to building a knowledge society based on the digital economy.



## Strategic Alignment

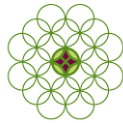
### Qatar National Vision 2030



Qatar National Vision prioritizes the establishment of a knowledge-based economy, focusing on human development which can be achieved through digital inclusion to ensure that Qatar's population is adequately equipped for the modern digital economy.

The vision drives the Digital Inclusion Strategy, focusing on equipping the populations with necessary digital skills and infrastructure, aligning with the broader goal of enhancing social equity and economic diversification in Qatar.

### Third National Development Strategy 2024 - 2030



NDS3 enhances Qatar's digital inclusion efforts by prioritizing IT and digital sector development to boost the digital economy efforts and accessibility.

These efforts are aligned to support the creation of a digitally skilled workforce and integrate digital technologies across various economic sectors, propelling social and economic advancements consistent with the Qatar National Vision 2030.

### Digital Agenda 2030



The Digital Agenda aligns with Qatar's National Digital Inclusion Policy by prioritizing expansion of digital infrastructure and enhancing digital skills across all segments of society, ensuring equitable access to technology.

This initiative aims to integrate digital technologies into everyday life, promoting inclusivity and supporting Qatar's goals for diversification and societal wellbeing.

### The Digital Inclusion Strategy of 2020

The Digital Inclusion Strategy of 2020 states that existing policies tackle the first and second digital divides that focus on access. As Qatar moves beyond the access dimension and builds a Smart Nation, policies that encourage use and create motivation to participate are required.



## Document Summary

<b>Name</b>	National Digital Inclusion Policy
<b>Version</b>	1.0
<b>Document Reference</b>	P00X
<b>Document Type</b>	Policy
<b>Summary</b>	<p>Qatar’s Digital Inclusion Policy aims to ensure that every resident can fully participate in the nation’s digital evolution. Grounded in a vision of preventing new divides rather than merely bridging existing gaps, the Policy pursues three primary objectives:</p> <ol style="list-style-type: none"> <li>1. <b>Position Qatar as a frontrunner in digital inclusion</b> by extending reliable connectivity, fostering continuous skill development, enhancing the trustworthiness of online services, and supporting open innovation.</li> <li>2. <b>Establish clear guiding principles and roles</b> so that government entities, private industry, NGOs, and community organizations can coordinate and implement effective, inclusive initiatives.</li> <li>3. <b>Provide robust governance and accountability</b> through a two-tiered structure, led by the Ministry of Communications and Information Technology (MCIT) and supported by a Digital Inclusion Working Group, and periodic assessments via Key Performance Indicators (KPIs) and the Qatar Digital Inclusion Index (DII).</li> </ol> <p>The Policy uses a four-layered “digital metropolis” analogy (infrastructure, digital literacy, service adoption, and co-creation), underpinned by the INSPIRE principles, to illustrate how each segment of society can benefit from, and contribute to, Qatar’s digital transformation. Ultimately, this framework unites stakeholders in a cohesive approach that not only addresses existing barriers but also proactively readies the country for the rapid pace of emerging technologies.</p>
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### Definitions and Acronyms

<b>AI</b>	Artificial Intelligence
<b>CRA</b>	Communications Regulatory Authority
<b>CSR</b>	Corporate Social Responsibility
<b>DII</b>	Digital Inclusion Index
<b>DIWG</b>	Digital Inclusion Working Group
<b>ICT</b>	Information and Communication Technology
<b>IoT</b>	Internet of Things
<b>KPI</b>	Key Performance Indicator
<b>MADA</b>	Assistive Technology Center (MADA)
<b>MCIT</b>	Ministry of Communications and Information Technology
<b>MoEHE</b>	Ministry of Education and Higher Education
<b>MoPH</b>	Ministry of Public Health
<b>MSDF</b>	Ministry of Social Development and Family
<b>NDS3</b>	National Development Strategy 3
<b>NGO</b>	Non-Governmental Organization
<b>QNV</b>	Qatar National Vision
<b>WCAG</b>	Web Content Accessibility Guidelines



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## 1. Introduction

### 1.1 Context

The digital revolution is transforming how we live, work, and connect, unlocking opportunities for growth and innovation that were once unimaginable. Our daily lives now unfold in both the digital and analogue realms. In Qatar, significant investments in information and communication technologies (ICT) have propelled the country into a leading position in the digital landscape. The State of Qatar currently ranks among the world's top performers in infrastructure coverage, connection quality, and access to digital devices. These achievements are largely due to government initiatives, such as the extensive rollout of mobile 5G networks across nearly the whole country and meaningful investments in fiber optic networks have further enhanced network quality.

Since 2012, Qatar has prioritized digital inclusion through dedicated strategies and a range of programs aimed at ensuring equitable access to digital technologies. Flagship initiatives such as *Better Connections*, *WASLA*, *Digital Inclusion for Women*, and *Digital Inclusion for People with Impaired Vision* have focused on bridging digital gaps for low-skilled workers, older adults, women, and persons with disabilities. These programs have provided digital skills training, increased access to technology, and fostered greater participation in the digital economy, reinforcing Qatar's commitment to an inclusive digital society.

Despite great strides in ensuring equitable access to technology, the latest digital inclusion index of 2025 highlights that not all segments of the population are benefiting equally from the country's rapid digital transformation. Skills gaps remain most pronounced among older adults, low-skilled expatriates and low-income households. Furthermore, Qatar's rich cultural and linguistic diversity with over 88% of the population being expatriates, presents unique challenges related to language barriers that slow down uptake and highlight the need for culturally sensitive efforts in closing existing digital divides. Trust issues also emerge as a core challenge, with many vulnerable groups expressing greater skepticism toward online services largely attributed to concerns about data privacy, insufficient exposure to secure digital practices, or unfamiliarity with digital platforms. Motivation levels further compound these barriers; while some demographics show eagerness to adopt new tools, elderly residents and low-skilled workers typically need stronger engagement efforts that showcase tangible benefits such as improved healthcare access or government services.

In response to these challenges, the **TASMU Digital Inclusion Strategy (2020)** was established as a cornerstone of Qatar's digital transformation journey. Aligned with the **Qatar National Vision 2030**, the strategy seeks to bridge digital inequities by focusing on four key pillars: **access**, ensuring affordable connectivity and infrastructure; **skills for life**, promoting digital proficiency across all segments of society; **motivation**, addressing psychological and behavioral barriers to technology adoption; and **trust**, building confidence in cybersecurity and data protection. The need for a **National Digital Inclusion Policy** arises from the imperative to formalize and institutionalize these strategic goals. While the TASMU strategy of 2020 provides a vision and roadmap, a policy framework establishes the foundation for coordinated and accountable actions. By clarifying aspirations, delineating responsibilities, proposing guiding principles for digital inclusion, this policy does not only seek to close existing digital divides, but also prevent new ones from forming. The need for a proactive approach is underscored by the fast pace of developments in emerging technologies such as AI, blockchain, and IoT.

This Policy is built on a layered framework inspired by the concept of a *digital metropolis*, where different elements of digital inclusion function like essential components of a modern city. The first foundational layer, akin to roads, bridges, and utility networks, represents *digital infrastructure*: ensuring reliable, affordable internet access for all residents. The second layer consists of *educational institutions and community centers*, acting as hubs for digital literacy and skill development, helping individuals gain confidence in using technology. The third layer reflects *service adoption and everyday digital engagement*, similar to bustling public spaces where people carry out daily activities. Just as physical town squares facilitate transactions, interactions, and essential services, digital platforms enable people to book medical appointments, access government services, and conduct financial transactions. The final





layer represents *innovation and co-creation*, where individuals, businesses, and institutions actively shape the digital landscape. Rather than being passive consumers of technology, residents are encouraged to participate in digital innovation. This collaborative approach ensures that Qatar’s digital transformation is inclusive, responsive, and continuously evolving to meet societal needs.

## 1.2 Policy Objectives

This policy seeks to:

- 1.2.1 Provide a strategic direction for digital inclusion by listing aspirations that aim to position Qatar as a front-runner in digital inclusion through closing current digital divides and preventing new ones from forming
- 1.2.2 Define a set of digital inclusion guiding principles to help different public and private stakeholders work cohesively
- 1.2.3 Outline the roles and responsibilities for MCIT and other stakeholders in the digital inclusion ecosystem ensuring that all efforts remain coherent and consistent

## 2. Aspirations for Digital Inclusion

Building on the guiding vision set forth in the introduction, Qatar’s Digital Metropolis is depicted as a society that extends reliable connectivity to everyone, nurtures digital skills in welcoming “neighborhoods,” promotes widespread service adoption in lively “public squares,” and fosters grassroots participation in an “innovation district.” This layered framework responds to Qatar’s need to bridge current gaps while also preventing new ones from evolving as emerging technologies reshape daily life. Each layer carries an overarching commitment (desired outcome) and then describes the methods and mechanisms that will help achieve it. These methods shall guide future programs, initiatives and strategies released by MCIT in the area of digital inclusion.

### 2.1 Foundational infrastructure: Dismantling physical barriers to inclusion

**Our Commitment (Outcome):** *To ensure that every resident has a dependable, affordable route into the digital world, mirroring the vital roads and utilities of a modern metropolis. No individual (whether older adult, low-income household, or low-skilled expatriate) should be excluded for lack of infrastructure or feasible connectivity.*

#### How We Will Achieve This:

Qatar will continue to bolster its core networks, expanding high-speed internet and advancing research into next-generation systems such as 5G and 6G to cover underserved communities. Alongside these measures, the 2010 e-Accessibility Policy will be modernized to ensure compliance with evolving WCAG, thus guaranteeing inclusive design for people with disabilities. By forging public-private partnerships that build on successful models, the country aims to fill any lingering connectivity gaps and bring digital services directly to those most in need.

### 2.2 Digital literacy & skills: Neighborhoods of learning

**Our Commitment (Outcome):** *Cultivate a culture of ongoing skill development, in which people of all ages and backgrounds build digital confidence thereby averting future digital divides before they materialize.*

#### How We Will Achieve This:

Qatar will expand culturally and linguistically tailored digital training programs, including self-paced e-learning modules and community-led workshops. Schools and universities will integrate digital literacy into curricula, ensuring that young people acquire foundational competencies at an early age. Parallel efforts will support low-skilled workers and older residents who have limited formal education, using language-specific courses and social enterprises to deliver face-to-face training where needed. Community centers and NGOs will serve as local “digital hubs,” offering continued mentorship and safe spaces to explore new tools, thereby laying the groundwork for every demographic to remain agile in a fast-evolving digital landscape.



## 2.3 Service adoption & trust: Creating lively public squares

**Our Commitment (Outcome):** *Establish digital services as vibrant public squares where everyone feels confident conducting everyday activities from booking medical appointments, handling government transactions, to shopping online, free from distrust, complexity, and fear.*

### How We Will Achieve This:

Central to this effort is the recognition that service providers share responsibility for making their platforms understandable, accessible, and trustworthy. Through Digital Service Standards, providers are mandated to design user-friendly interfaces with clear privacy assurances, especially important for vulnerable groups like older adults and low-skilled workers who report skepticism regarding online safety and data safety. Information campaigns and hands-on tutorials will illustrate how using digital services, such as telehealth and e-banking, can simplify daily routines. At the same time, the expansion of the (Theqa) Trustmark will foster transparency around data protection, instilling greater confidence across different demographic segments. Ultimately, by featuring real-world benefits (like discounted online groceries or streamlined government forms) this layer aims to ensure that every resident not only has access to digital platforms but also sees tangible value in embracing them.

## 2.4 Co-Creation & innovation: The innovation district

**Our Commitment (Outcome):** *Transform citizens from passive recipients of technology into active collaborators - mirroring an open-source “innovation district” where everyone contributes ideas, experiments with fresh concepts, and helps shape the country’s digital future.*

### How We Will Achieve This:

Qatar will encourage e-participatory development through hackathons, innovation labs, and community-driven challenges that tap into local talents and interests. Civic-minded developers, students, and social entrepreneurs will have open data sets and standardized APIs at their disposal, allowing them to propose, refine, and localize digital solutions that meet real community needs, including those of non-Arabic speakers and individuals with disabilities. By modernizing regulations like the eAccessibility Policy in tandem with emerging technologies, the country ensures that as AI, IoT, and blockchain progress, they do so with inclusive design principles already embedded. Furthermore, Qatar will spotlight success stories from grassroots collaborators, showcasing how ordinary people can deliver extraordinary solutions when given the right resources and open frameworks.



### 3. Seven Guiding Principles for Digital Inclusion in Qatar

As Qatar continues to develop its **Digital Metropolis** in which accessible infrastructure, vibrant learning “neighborhoods,” bustling public services, and co-creative innovation hubs work in harmony a set of guiding principles become indispensable. These principles act as the blueprint for constructing a city that not only connects all its “residents” but also empowers them to thrive in the digital realm. By adhering to the **INSPIRE** acronym, stakeholders across government, private enterprises, civil society, and educational institutions can synchronize their efforts to ensure that no layer of the Metropolis is left underdeveloped or inaccessible.

#### I - Inclusive and Universal Design

Design from the outset for universal usability, incorporating features and interfaces that accommodate diverse abilities, languages, and literacy levels.

#### N - Nurture Partnerships

Achieving digital inclusion requires a collective effort. This principle underscores the need for a whole-of-society approach, fostering partnerships across government, private enterprises, civil society, educational institutions, and international stakeholders.

#### S - Strengthen Digital Skills

Empowering individuals with digital skills is critical to ensuring they are active participants in the digital economy and society. This principle calls for a lifelong learning approach, addressing skill gaps across age groups, genders, and socioeconomic backgrounds. From embedding digital literacy in education systems to providing tailored programs for older adults, women, and low-skilled workers, Qatar will prioritize digital upskilling as a national imperative.

#### P - Protect Data Privacy

Trust is the foundation of meaningful digital adoption. Uphold transparent data practices and implement rigorous security measures to safeguard personal information, thereby cultivating trust and confidence in digital services.

#### I - Improve Equity

Equity is the cornerstone of an inclusive digital society. Qatar will address systemic barriers that limit access to digital tools and opportunities for low-income households, marginalized groups, and rural communities.

#### R - Respect Cultural Contexts

Localize content and user interfaces to reflect regional languages, traditions, and values, ensuring digital offerings are both relevant and meaningful to Qatari society.

#### E - Engage Users Continuously

Involve communities throughout the design and deployment process, gathering real-world input from diverse groups and iterating solutions based on shifting user needs.



#### 4. Governance of Digital Inclusion

Qatar's governance for digital inclusion is designed to establish a cohesive, accountable, and outcome-driven system where all stakeholders work collaboratively to eliminate barriers to equitable digital access and participation. A structured and strategic governance approach is essential to ensure that Qatar's National Digital Inclusion Policy is implemented efficiently, sustainably, and in alignment with national and international digital transformation priorities. The governance of digital inclusion has two layers: 1) decision-making governance and 2) advisory and collaborative governance which are detailed below.

##### 4.1 Decision-Making Governance: The Ministry of Communication and Information Technology (MCIT)

As a decision-maker and custodian of national digital inclusion efforts, the Ministry of Communications and Information Technology (MCIT) shall:

- 4.1.1 Develop, update and enforce policy and regulatory frameworks that govern digital inclusion including but not limited to refreshing the digital inclusion strategy, or launching national upskilling programs or initiatives.
- 4.1.2 Monitor and evaluate the effectiveness of digital inclusion initiatives using measurable indicators, including the Qatar Digital Inclusion Index (DII) and Key Performance Indicators (KPIs) on accessibility, literacy, motivation and trust in digital platforms.
- 4.1.3 Facilitate national and international partnerships, ensuring alignment with global digital transformation best practices and encouraging cross-sector collaboration.
- 4.1.4 Allocate financial, technical, and institutional resources to accelerate digital inclusion efforts, ensuring accessibility for vulnerable and marginalized segments of the population.
- 4.1.5 Drive public awareness campaigns to promote digital skills, trust, motivation, and accessibility.
- 4.1.6 Lead inter-ministerial coordination to align digital inclusion initiatives with broader education, social development, economic diversification, and workforce strategies.

MCIT shall establish mechanisms to ensure that digital inclusion is systematically integrated into Qatar's broader digital transformation agenda and that all policies remain adaptable to technological advancements, demographic shifts, and global trends.

##### 4.2 Advisory and Collaborative Governance: Digital Society (DS)

###### 4.2.1 Purpose and Scope

The Digital Society (DS) serves as the primary advisory and implementation coordination body supporting MCIT in achieving national digital inclusion objectives. The DS provides technical expertise, stakeholder engagement mechanisms, and evidence-based recommendations to drive inclusive digital development.

###### 4.2.2 Functions and Responsibilities

The DS is tasked with:

- 4.2.2.1 Advising MCIT on policy execution, sectoral challenges, and emerging digital inclusion needs, ensuring policies are responsive and adaptable.
- 4.2.2.2 Assisting in the effective implementation of national digital inclusion aspirations, specifically:
  - Expanding access to affordable and inclusive digital services
  - Bridging digital literacy and skills gaps through lifelong learning and training programs
  - Strengthening trust in digital platforms through cybersecurity initiatives



- Promoting digital engagement and motivation among marginalized and vulnerable segments of the population
- 4.2.2.3 Facilitating collaboration between public and private sector stakeholders, aligning corporate investments, CSR programs, and industry-led digital inclusion initiatives with national priorities.
- 4.2.2.4 Monitoring program effectiveness and recommending improvements, ensuring digital inclusion initiatives remain impactful, inclusive, and scalable.
- 4.2.2.5 Coordinating research and capacity-building efforts, leveraging insights from academia, international best practices, and real-world implementation challenges.

#### **4.2.3 Membership and Structure**

- 4.2.3.1 The DS, steered by MCIT, shall also include representatives from the entities mentioned in the Roles and Responsibilities section of this policy.

#### **4.2.4 Governance Mechanisms and Support Structures**

MCIT shall ensure the DS has the necessary institutional support through:

- 4.2.4.1 The Digital Inclusion Portal: A centralized platform for data sharing, coordination, and program tracking.
- 4.2.4.2 Stakeholder Engagement Platforms: Mechanisms to ensure ongoing participation from industry leaders, community organizations, and affected groups.

## **5. Roles and Responsibilities in Qatar’s Digital Inclusion Ecosystem**

### **5.1 Ministry of Communications and Technology (MCIT)**

MCIT is the cornerstone of Qatar’s National Digital Inclusion Policy. The Ministry spearheads efforts to address barriers to digital access, digital skills, motivation, and public trust in technology. MCIT is in charge of establishing the Digital Inclusion Working Group to ensure that the contributions of all stakeholders are aligned with Qatar’s long-term strategic vision.

In addition to its policy-making role, MCIT acts as a resource hub by providing technical expertise and capacity-building initiatives. The Ministry also leads the operationalization of the Qatar Digital Inclusion Index, which provides measurable insights into the progress of digital inclusion efforts. By fostering collaboration among stakeholders and monitoring their performance, MCIT is tasked with ensuring that Qatar’s digital inclusion initiatives are impactful, equitable, and sustainable.

### **5.2 Government and Semi-Government Entities**

#### **5.2.1. Ministry of Education and Higher Education (MoEHE)**

The MoEHE will play a pivotal role in embedding digital literacy into Qatar’s educational landscape. It will oversee the integration of comprehensive digital skills training into school curricula and coordinate with universities to establish research-backed educational frameworks. Schools will serve as community hubs, offering access to technology and promoting intergenerational learning. The Ministry will also provide teachers with specialized training to ensure they can effectively deliver digital literacy programs tailored to the needs of diverse learners.

#### **5.2.2. Ministry of Social Development and Family (MSDF)**

The Ministry of Social Development and Family will focus on empowering marginalized groups, including women, older adults, and low-income families. By partnering with NGOs and community organizations, it will deliver targeted digital inclusion initiatives that address the unique challenges faced by these populations. The Ministry, in close cooperation with MCIT, will also ensure that digital inclusion programs are culturally sensitive and accessible, fostering a sense of ownership and participation among the communities it serves.



#### 5.2.3. **Ministry of Public Health (MoPH) and Healthcare Providers**

The MoPH will leverage digital technologies to expand access to healthcare services, particularly for underserved populations. Telemedicine platforms will be scaled up to ensure that rural and homebound individuals can consult healthcare professionals without the need for travel. Institutions like *Hamad Medical Corporation* and *Sidra Medicine* will integrate *wearable devices* and *digital health education* into their services to ensure that all residents, including those with limited digital literacy, can benefit from technology-driven healthcare solutions. These efforts will enhance patient care and health outcomes by making healthcare more accessible, especially for marginalized groups. Additionally, the *Ministry of Public Health (MoPH)* will collaborate with MCIT to develop *inclusive digital tools* that support preventive care and remote monitoring, ensuring that even those with limited access to traditional healthcare facilities can actively manage their well-being through user-friendly digital platforms.

#### 5.2.4. **Communications Regulatory Authority (CRA)**

The CRA will ensure that all residents have access to affordable and high-quality digital services. It will implement regulations to promote competition among service providers and enforce accessibility standards to meet the needs of diverse populations. The CRA will also oversee infrastructure-sharing initiatives to reduce deployment costs and expand connectivity to underserved areas. By maintaining a fair and inclusive telecommunications market, the CRA will play a critical role in bridging the digital divide.

#### 5.2.5. **Assistive Technology Center (MADA)**

MADA will champion digital inclusion for persons with disabilities, ensuring that adaptive technologies are widely available and integrated into mainstream services. It will provide training programs for individuals with disabilities to enhance their digital competencies and advocate for inclusive design practices in the public and private sectors. MADA will also collaborate with educational institutions to promote the use of assistive technologies in classrooms and workplaces, fostering greater accessibility and independence for persons with disabilities.

### 5.3 Third Sector

#### 5.3.1. **NGOs**

NGOs and community organizations are instrumental in implementing grassroots digital inclusion initiatives. Their roles will include advocating for policy changes, designing culturally sensitive programs, and mobilizing resources through partnerships with corporate and governmental stakeholders. NGOs amplify the voices of underserved populations and deliver targeted training programs.

#### 5.3.2. **Cultural and religious institutions**

Cultural and religious institutions act as trusted intermediaries. These institutions are encouraged to host workshops, awareness campaigns, and community events that promote digital literacy and engagement. Their established networks and cultural relevance ensure that digital inclusion initiatives resonate with local communities and reach those who need them most.

#### 5.3.3. **Media and communication channels**

Grassroots media outlets are encouraged to raise awareness about digital inclusion initiatives. By producing content in multiple languages and tailoring messages to diverse audiences, these platforms ensure broad outreach. Social media influencers and local storytellers are encouraged to collaborate with MCIT to share success stories and encourage participation in digital programs.



## 5.3.4. Volunteers

Volunteers have the ability to drive peer-to-peer training and community outreach. MCIT shall integrate volunteer management systems into the Digital Inclusion Portal, providing a centralized platform for tracking, supporting, and recognizing volunteer efforts.

## 5.4 Industry

### 5.4.1. Corporations

The corporate sector is encouraged to actively support digital inclusion by funding infrastructure projects, donating technology, and offering training programs. CSR initiatives shall be aligned with national priorities, ensuring that businesses contribute meaningfully to reducing the digital divide. MCIT fosters partnerships between corporations and NGOs to maximize the social impact of these efforts.

### 5.4.2. Digital service providers

Digital service providers are encouraged to design platforms that prioritize accessibility and user-friendliness, ensuring that all residents can engage with digital services effectively. They will promote adoption through outreach programs, multilingual support, and intuitive onboarding processes. By adhering to MCIT's standards, these providers play a pivotal role in creating an inclusive digital ecosystem.

## 6. Monitoring Progress

### 6.1 Oversight and Governance

- 6.1.1 MCIT shall oversee overall compliance and implementation of the National Digital Inclusion Policy, ensuring alignment with Qatar's National Vision, the National Digital Agenda, and other relevant strategies.
- 6.1.2 MCIT shall collaborate with Digital Society (DS) to coordinate multi-sectoral efforts, set priorities, and streamline policy execution across government entities, private sector partners, and civil society organizations.

### 6.2 KPI Setting and Alignment

- 6.2.1 MCIT shall establish Key Performance Indicators (KPIs) within its Digital Inclusion Strategy and any subsequent strategies, reflecting national priorities.
- 6.2.2 These KPIs shall be periodically reviewed and updated to remain consistent with evolving technologies, global best practices, and the overarching objectives of Qatar's digital transformation.

### 6.3 Monitoring and Evaluation Toolkits

- 6.3.1 MCIT shall develop comprehensive monitoring and evaluation (M&E) toolkits and systems for uniform data collection, performance tracking, and impact measurement across the digital inclusion ecosystem.
- 6.3.2 All stakeholders – governmental, private, and non-governmental – participating in digital inclusion initiatives shall adopt these standardized M&E tools, ensuring a consistent basis for comparison and accountability.

### 6.4 Stakeholder Accountability

- 6.4.1 Each stakeholder involved in digital inclusion efforts shall have defined targets aligned with the national KPIs, and shall be responsible for achieving measurable progress.



- 6.4.2 Each stakeholder involved in digital inclusion efforts will have a partnership agreement outlining their roles, responsibilities, and operational commitments. These agreements will specify expectations, performance metrics, and mechanisms for addressing non-compliance or underperformance. MCIT and the DIWG shall regularly review stakeholder performance against these agreements, ensuring accountability and alignment with national digital inclusion goals.

### **6.5 Qatar Digital Inclusion Index (DII)**

- 6.5.1 The Qatar Digital Inclusion Index shall be conducted on a regular basis, assessing the overall impact of national initiatives on digital inclusion.
- 6.5.2 DII findings shall inform policy refinements, highlight areas requiring increased focus, and help position Qatar on international digital readiness rankings.
- 6.5.3 While the DII complements KPI tracking, it functions primarily as a holistic benchmarking tool to measure collective progress rather than replace ongoing M&E activities.

### **6.6 Annual Digital Inclusion Report**

- 6.6.1 MCIT shall publish a periodic Digital Inclusion Report summarizing achievements, persistent gaps, and recommended policy or strategic adjustments.
- 6.6.2 This report shall incorporate data from the M&E toolkits, stakeholder performance reviews, and DII findings (where available), ensuring transparency and fostering continual improvement.





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