



No. 2 – July 2011
C 46321

Contents

Qatar remains LNG World Champion	1
Editorial	3
H.E. Dr. Philipp Rösler meets Deputy Prime Minister of the State of Qatar	3
Qatar Foundation names new university	5
Project Qatar 2011	6
The Emir inaugurates the country's largest power and water project	7
Qatar top competitiveness in the region	8
Exporting Education to Qatar	9
New framework for Qatari banking sector	10
Sustainable Green Future for Qatar	11
Qatar's first independent satellite by early 2013	13
The Emir Cup	14
News in Brief	15
Job Opportunities	16
Exhibitions	16
Tenders	16
Board of the German Near and Middle East Association	17
Imprint	17

Qatar remains LNG World Champion

by Julian Tucker



H.E. Dr. Mohammed Saleh Abdullah Al-Sada, Minister of Energy and Industry of the State of Qatar and Hans-Peter Floren, Member of the Board E.ON Ruhrgas AG and Member of the Board of NUMOV

Qatar is continuously expanding its leading position in the Liquefied Natural Gas (LNG) market. Regarding Germany, Rasgas, one of the two LNG producers owned by the government of Qatar, signed a deal with German-based company E.ON, one of the biggest utilities in Europe. The deal included an initial four LNG cargoes, which were delivered to the UK Isle of Grain terminal earlier this year. More gas is due to follow since E.ON now has a "master spot agreement" with Rasgas, which allows them to purchase LNG cargoes as often as needed. "We want to expand that business, so we are continuously in talks with LNG suppliers. Qatar is a priority", stated Hans-Peter Floren, Member of the Board E.ON Ruhrgas AG and Member of the Board of NUMOV. Sales of Liquefied Natural Gas (LNG), which is

slowly becoming the fuel of choice for customers around the globe, is rising steadily due to its clean-burning nature and low emission values. Thanks to the reduction in volume, carried out by removing specific components like helium, water, gases and dust, long-distance transportation is much more cost efficient than other, comparable energy commodities. Global LNG production capacity is expected to grow by about 50 percent by 2016, as production has already increased by more than 60 percent, 260m tonnes per year, since 2005. Projections indicate that the estimated industry-wide capital is going to surpass USD 200bn.

The MENA region, with a production of 80m tonnes annually, is, in combination with the Asia-Pacific region, the leading LNG producer world wide.

continued on page 4

Qatar - German - Business - Forum
Doha - Berlin
E-Mail:
QGBF@Qatar-German-Business-Forum.com
Internet:
www.Qatar-German-Business-Forum.com



NAH- UND MITTELST-VEREIN E.V.
GERMAN NEAR AND MIDDLE EAST ASSOCIATION

NUMOV services since 77 years:

- Extensive consulting
- Initiation and extension of cooperation
- Up-to-date business information
- Providing market information
- Supporting market entries
- Analysis of economic and business trends
- Promotion of import and export
- Information on projects and tenders
- Business delegations
- Representation of Interests
- Training, Lectures, Seminars and Conferences
- Match-making events
- Project-Hotline
- Bi-monthly Magazine "Near and Middle East Economic Forum" (Wirtschaftsforum Nah- und Mittelost)
- Near and Middle East Economic Handbook
- Founder and coordination office of the Federation of European Near and Middle East Business Associations
- German Orient-Foundation / German Orient-Institute
- German-Egyptian Economic Council
- Saudi German Business Dialogue
- German-Yemenite Forum
- Qatar German Business Forum
- Iraqi German Business Dialogue
- NUMOV Junior Section
- NUMOV Senior Consultants Section

www.numov.de
numov@numov.de

Chairman Martin Bay, CEO Helene Rang,
Honorary Chairman Dr. Gerhard Schröder,
Former Chancellor of the Federal Republic of Germany

Editorial



Dear Readers,

It is my pleasure to once again present you with the newest edition of the QATAR-GERMAN-BUSINESS-FORUM, in the hope that it will further enhance the strong bilateral relations between our two countries.

Over the past few months, I have been pleased to witness my country's diverse economic developments as well as the continually strong presence of Qatar on the world stage in areas such as athletics, politics and the arts. It is a very exciting and successful time for us.

Recently, H.E. Abdullah bin Hamad Al-Attayah, our Deputy Prime Minister and Chief of the Emiri Diwan, paid a visit to Berlin, where he met with the German Federal Minister of Economics and Technology, H.E. Philipp Rösler. On various occasions H.E. Abdullah bin Hamad Al-Attayah outlined the importance of natural resources for Qatar's booming economy. While much of the country's recent development has been deeply influenced by the extraction and overseas export of LNG, the diversification and investment in the future are central to the government's plan for the country. In light of this we have included leading articles on both LNG exports and investments in education.

This issue focuses on a number of developments taking place in Qatar, such as Qatar's increasing international competitiveness, the inauguration of the country's largest water and power project, as well as our growing "Go Green" movement, to name only a few.

I hope that you will find our latest edition interesting and insightful, and would like to wish you pleasant reading.

With kind regards,

Abdulrahman Mohamed Sulaiman Al-Khulaifi
Ambassador of the State of Qatar to Germany

H.E. Dr. Philipp Rösler meets Deputy Prime Minister of the State of Qatar



H.E. Abdullah bin Hamad Al-Attayah, Deputy Prime Minister and Chief of the Emiri Diwan of the State of Qatar and H.E. Dr. Philipp Rösler, German Federal Minister of Economics and Technology

German Federal Minister of Economics and Technology, H.E. Dr. Philipp Rösler has concluded a meeting with H.E. Abdullah bin Hamad Al-Attayah, Deputy Prime Minister and Chief of the Emiri Diwan of the State of Qatar. The focus of the meeting was to strengthen bilateral economic relations as well as concentrate on questions surrounding energy. In addition, the expansion of the representative office at the Chamber of Commerce in Doha was discussed.

Following this, H.E. Abdullah bin Hamad Al-Attayah, together with H.E. Ernst Burgbacher, Parliamentary Secretary at the German Federal Ministry of Economics and Technology, opened the German Near and Middle East Association's Annual Conference, which took place at the Ministry of Economics and Technology in Berlin.

Federal Minister H.E. Dr. Philipp Rösler commented that Qatar is a dependable partner for Germany. He also commented on Qatar's ambition to host an emission-free World Cup in 2022. Here, he believes Germany, as a leading technology producer, can make a considerable contribution. In addition he noted that the bilateral cooperation is mutually beneficial as the first deliveries of Liquefied Natural Gas (LNG) from Qatar will help diversify Germany's gas supply.

Both sides wish to use the Joint Economic Commission as a committee for bilateral economic cooperation. The Joint Economic Commission is next scheduled to meet in 2012 in Qatar.

For further information
please see

WirtschaftsForum Nah- und Mittelost 4th Edition
- July/ August 2011 published by NUMOV

continued from page 1

Qatar, with an estimated 10% of the world's natural gas reserves, is expected to reach an LNG export capacity of 77m tonnes by the end of 2011. Qatar has held the title of largest LNG exporter in the world since 2006. The constant rise in export capacities led to a growth of 53 percent in 2010, compared to 2009. With a market share of nearly 26 percent of the global LNG exports, Qatar is the main player in the Liquefied Natural Gas sector all around the globe. 2011 will be even better for Qatar's LNG exports. The full production capacity is expected to reach more than 77m tonnes by the end of 2011.

Global energy consumption grew by nearly 6 percent in 2010 alone. This rise is considered to be the biggest increase since the early 1970s. Asia, one of Qatar's biggest clients, is the fastest growing market for energy, with China's consumption overtaking that of the United States in 2010. Growing populations, continued development of infrastructure and industry, as well as rising standards of living, have driven a rise in demand for energy throughout Asia. The increasing demand for energy and fuel means that the supplier-client relationship will expand in coming years, and Qatar will have the chance to strengthen bilateral ties abroad as well as to further develop its export capacity. With the delivery of the 5000th LNG cargo at Ras Laffan Industrial City

(RLC), the State of Qatar has reached a prestigious milestone, which reflects the countries continued growth and its efforts to increase exports.

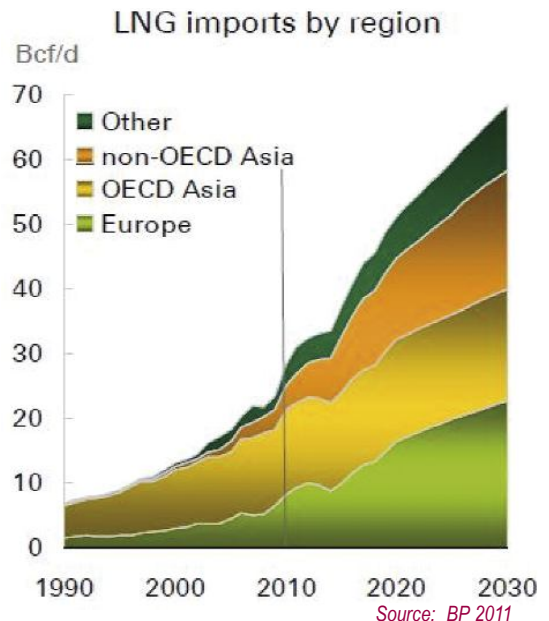
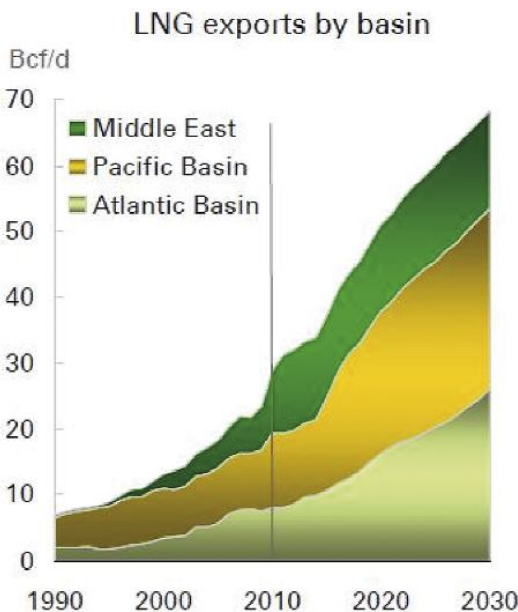
The 260,000 cubic metre capacity Q-Max LNG tanker Al-Ghuwairiya was loaded on the 21st June 2011, and subsequently headed for Canaport, Canada. The Qatargas chartered Al-Ghuwairiya is one of a new generation of mega tankers that are intended to respond to the rising demand for natural gas as a key component in the global energy mix. It is part of the world's biggest LNG fleet, owned by the Qatari shipping company Nakilat, which possesses 54 vessels of different sizes. To highlight the historic shipment, various officials of the two major Qatar Petroleum joint venture industries, Qatargas and RasGas, and of Nakilat met in Ras Laffan Industrial City where the tanker was berthed.

RLC Director Abdulaziz al Muftah handed over a commemorative certificate to Al-Ghuwairiya ship master Captain Derick Gomes saying that this achievement would not have been realised without the close cooperation between the involved companies. RLC is the only port in Qatar that can handle LNG cargos. The Qatar Petroleum administered harbour is the world biggest of its kind with six LNG berths. The first LNG cargo departed on

the 23rd December 1996 destined for Japan, meaning that it took 15 years to reach the 5,000-mark. According to officials, it is assumed that the 10,000-mark will be surpassed in 2016, implying an increased production of 77 million tonnes per year. RasGas and Qatargas enjoy a good reputation for their ultramodern vessels that allow huge cargo volumes and safe transportation to ports all over the world. In addition, the RLC with its advanced facilities constitutes an important connective link between the North Field, where the gas is hauled, and the end user overseas.

The growing popularity of LNG as a source of energy in Asia and throughout the rest of the world speaks to the cost efficiency, reliability and overall high performance of Natural Gas as an energy commodity. Qatar, as one of the world's major suppliers of LNG, is well positioned to take advantage of its enormous reserves and strategic location in the Middle East, at the crux of several key markets and transportation routes. While technological and economic innovation are constantly shaping the face of the global market and make it difficult to predict future developments with a minute degree of accuracy, one thing is certain: Qatar's economy has grown explosively in recent years, largely due to the energy sector, and this trend seems likely to continue in the future.

LNG outlook 2030



Qatar Foundation names new university

Qatar Foundation has now announced the official name of its new university, after its formation in May 2010.

The multidisciplinary university has been named the Hamad Bin Khalifa University, after H.H. the Emir Sheikh Hamad bin Khalifa Al Thani. H.E. Sheikh Dr. Abdulla bin Ali Al Thani will assume the role of the university's first

president; he also acts as Vice President for Education at the Qatar Foundation. This was announced by H.H. Sheikha Moza bint Nasser Al Missned, during the Fourth Senior Convocation of graduates at Education City on 3rd May 2011.

The Fourth Senior Convocation of graduates saw 242 students graduate from various universities based in Education City. The universities which belong to or are part of the Qatar Foundation's education initiatives cover a total area of 15,000,000 sq. m. This scale shows the importance of this facility and the belief that Qatar has that education must play a central role in the future development of the country. A third of the projects at Education City have now been completed and the rest are due for completion by 2020. Outside of the original plan, Qatar Foundation has also acquired more land adjacent to the campus allowing for further development in the future. This also shows the ambition of the Qatar Foundation to expand on the already large-scale project.

As H.H. Sheikha Moza bint Nasser Al Missned announced the formation of the new university in May 2010, she highlighted that Qatar needed to enhance its network of specialist centres of learning through collaboration and cooperation and



H.H. Sheikh Hamad bin Khalifa Al Thani, Emir of the State of Qatar with H.H. Sheikha Moza bint Nasser Al Missned

gain the maximum benefit from the combined skills and experience. She also stated that this university, and the efforts of the Qatar Foundation with regard to the Qatar Vision 2030, are the beginning of a real transition from dependency on natural resources to an exciting new era led by Qatari creativity and innovation. The creation and innovation will make use of human potential rather than natural resources and will help build knowledge and capabilities.

During the Fourth Senior Convocation at Education City H.E. Sheikh Dr. Abdulla bin Ali Al Thani expressed his honour at accepting the new role as president of the university. He added that he believed naming the university in honour of the Emir was very suitable, because education is extremely important to the country's development. He went on to say that Qatar Foundation offers programmes which are the same quality and complement those programmes of the partner institutions. The goal for the university looking forward is bringing together these institutions and creating a research-based multidisciplinary university that will greatly benefit Qatar. Finally, he stated that students would benefit from an improved campus experience due to the excellence of the faculty, the interdisciplinary research

which is conducted at Hamad Bin Khalifa University, and being part of a pioneering initiative in global education.

H.H. Sheikha Moza bint Nasser Al Missned commented that the most important elements concerning development are education, critical thinking, and young people's aspirations to improve their standard of living and society. Furthermore, she added

that it is critical to defend the right to education. This is the role of Education City, to not act in a discriminative way and to treat prospective students equally, regardless of their social and cultural background.

Hamad Bin Khalifa University will bring together learning, teaching and research being carried out in different academic institutions, other campuses of leading universities, and centres at Education City in Doha. Many new undergraduate and research programmes are planned for the new university as well as further cooperation with partners from the academic, industry, and public sectors. Qatar Foundation was established in 1995 by H.H. the Emir Sheikh Hamad bin Khalifa Al Thani. H.H. Sheikha Moza bint Nasser Al Missned, the Emir's wife is the chairperson of the organisation. The Qatar Foundation is part of the Qatar National Vision 2030, the national plan to transform Qatar into a country with a modern knowledge-based economy by utilising its copious revenues and hydrocarbon resources. Qatar Foundation will play a hugely important role in this: the foundation aims to unlock human potential. This goal will be realised by focussing on the three "pillars" of Education, Science & Research, and Community Development.

Project Qatar 2011

This year's edition of the international trade show Project Qatar took place from May 2nd to 5th 2011, and was opened by H.E. Sheikh Abdulrahman bin Khalifa Al Thani, Minister of Municipality and Urban Planning of the State of Qatar. The event was record-breaking in terms of numbers, with as many as 40,000 visitors in attendance, making it the biggest edition of Project Qatar so far in its eight year history and showing a considerable increase from the 32,000 attendees in 2010. Of these participants, around 8,000 are expected to have been international visitors.

The trade show brought together companies from all over the world, with over 1,700 firms from 45 countries exhibiting at Project Qatar 2011. The largest numbers of pavilions were set up by the United Arab Emirates, Turkey, France, China, and Germany. Project Manager Michael Gebrael stated that the show "has exceeded all our expectations".



German pavillon

In the Middle East region, the construction trade show, in terms of numbers, is second only to the Big 5 Show in Dubai. However, Gebrael believes that Project Qatar could overtake the Dubai show over



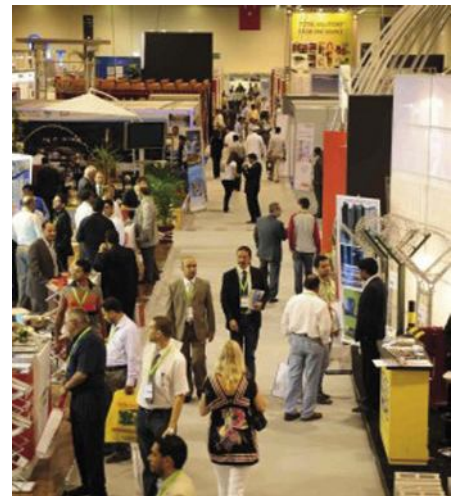
H.E. Sheikh Abdulrahman bin Khalifa Al Thani, Minister of Municipality and Urban Planning of the State of Qatar together with other dignitaries

the coming years to become the biggest in the region, especially with all the support from the Qatari construction sector.

The German presence at the event was strong with more than 90 firms exhibiting at the event. The event was also attended by Saxon State Minister for Economic Affairs, Labour and Transport, H.E. Sven Morlok. H.E. Sven Morlok travelled together with a business delegation to Qatar, with the focal point of the delegation being the trade show, Project Qatar 2011. H.E. Sven Morlok commented that the State of Qatar belongs to the most dynamic markets in the Middle East, a market which he believes offers considerable potential for large-scale construction, infrastructure and industry projects. Talks at the political level between H.E. Sven Morlok and various high-

ranking representatives from the Qatari side were aimed to help open doors for German businesses wishing to do business in Qatar, especially those from Saxony. Show Director Michael Gebrael

attributed much of the success of this year's event to the vast amounts of infrastructure projects either planned or underway in Qatar. He cited the World Cup 2022, which Qatar will host, as one of the major causes of the booming Qatari construction sector. Qatar is set to invest USD 100bn over the next 12 years in infrastructure projects related to the World Cup; USD 4bn alone is allocated to the 12 stadia necessary for the world's largest football tournament, nine are to be built from scratch and 3 to be renovated. Qatar's massive efforts to diversify its oil-driven economy will provide potential investors excellent opportunities in the construction sector, because as Qatar aims to achieve an economy where non-energy sectors



Visitors of the exhibition

account for 80% of total revenues by 2015, infrastructure projects will play a crucial role in this.

Even outside of the World Cup 2022 infrastructure projects, the scale of Qatar's planned investment in the construction sector of the coming years is impressive. Approximately USD 86.5bn is set to be invested in infrastructure projects not related to the World Cup 2022. The sheer scale of investment



Information stand of the German pavilion

underlines Qatar's ever-growing prominence in the region, with some of the most ambitious mega development projects taking place such as the USD 10bn project Pearl Qatar off the coast of Doha, Education City, or the many rail network projects.

Qatar has been the world's fastest growing economy over the last 10 years, giving Qatar one of the world's highest GDPs per capita. The country's economy forms the backbone of its ability to invest on such a large scale. However, one of the problems facing its economy is diversification. This diversification is one

of the key goals of Qatar's National Vision 2030, and this year's Project Qatar has shown that Qatar is making every effort to move away from its energy dependant income and towards the construction sector.

Looking ahead to next year's edition of Project Qatar, the trade show will look to capitalise on this year's success, and continue the positive trend in terms of numbers of participants and exhibitors. This year saw the participation of nine new countries including Slovakia, and Show Director Michael Gebrael expects to see more new participant countries next year, particularly concerning the showcasing of heavy machinery,

which is growing in significance due to the vast number of construction projects either planned or underway in Qatar. With every chance of the numbers set to rise at next year's edition of Project Qatar, the Qatari construction market is set to attract even more potential investors looking to profit from the booming construction sector in the country.



Heavy Max 2011

The Emir inaugurates the country's largest power and water project

H.H. Sheikh Hamad bin Khalifa Al Thani, Emir of the State of Qatar has formally inaugurated the Ras Girtas Power Plant. The USD 3.9 bn independent water and power project (IWPP) is located in Ras Laffan Industrial City. With 2,500MW of power and 63 million gallons a day of water capacity, it is the biggest of its kind in the country and in the whole region.

Due to sharp population growth and rising industrial demands, the demand for electric power and water has been increasing in Qatar. When required by Qatar General Electricity and Water Corporation (Kahramaa), the project can supply approximately 30% and 20%, respectively, of the total electricity generation and water supply capacity required by the country.

H.E. Dr. Mohammed Saleh Al Sada, Minister of Energy and Industry of the State of Qatar noted: "The requirement for power

and portable water in a fast emerging economy like the State of Qatar will always be on the rise. The development of huge power generation and desalination capacity is being undertaken to meet this projected growth in demand". He added that together with the Ras Girtas Project the overall power and portable water capacity stands at around 9,000MW.

The Ras Girtas Project was finalised in a record time of only three years. 60% of Ras Girtas strategic plant is owned by the Qatari side, of which a 45% share is held by Qatar Electricity and Water Company and 15% by Qatar Petroleum (QP). Another 20% stake in the project each is held by France's GDF-Suez and Japan's Mitsui.

Faisal Obeid Al-Siddiqi, Vice-Chairman of the Board of Directors and Chief Executive Officer of Ras Girtas Energy Company

announced that the plant has a 25-year Power Purchase Agreement (PWPA) with Qatar General Electricity and Water Corporation (Kahramaa) provided that Ras Girtas will exclusively supply Kahramaa. On the one hand, it will feed the local network and externally in the GCC Electricity Link-up System, thus enhancing economic development.

He further added that the appropriate use of technology in the modern plant reduces spending in workforce. Likewise, in this respect, the impact of emissions on the environment is almost nonexistent. Due to the high efficiency of the technology used by the station, the rate of emissions from the station will be less than 9 PMM.

Preparing Qatar for the future, Ras Girtas is an instrumental part in building up reserve capacity into the country's power and water infrastructure.

Qatar top competitiveness in the region

Qatar's economy is increasingly being recognized internationally for its competitiveness. Business efficiency has been on the rise in the Gulf state and international reviews such as the International Institute for Management Development (IMD) have taken notice. IMD's annual report on business efficiency has upgraded Qatar's position from fifteenth in 2010 to eighth in 2011. This change in the country's international rankings reflects improvements and changes made in several sectors of the robust Qatari economy. A positive overall macroeconomic performance has strongly contributed to the country's strong position as a worldwide competitor, and a regional heavyweight among the countries of the Near and Middle East.

In a similar study by the World Economic Forum's report on the Global Competitiveness Index (CGI), Qatar ranks seventeenth in the world, and first in the Near and Middle East. The report divides the world's nations into different categories based on the structures of their economy and their per capita income and adjusts the contributing factors in such a way as to correct for various manifestations of production and consumption. A country's technology, public institution and macro-economy are calibrated to determine its relative standing as a trading and producing entity in a global context. Qatar is placed in the "efficiency-driven" category, indicating that growth is tied to efficiency driving factors such as improved education, financial market development, technological readiness etc.

To accommodate the vast diversity in terms of economic structure, stage of development, size and geography, the individual countries are compared to their peers in terms of similar economic categories. In the ranking of efficiency-based economies, Qatar holds first place, leading competitiveness not only relative to the MENA region but throughout the


world. This leading position is due at least in part to the high degree of potential for business innovation found in the country, encouraged by targeted efforts on the part of policy makers and business leaders. Over the past five years, most Arab countries have managed to significantly raise their overall capacity to compete in the global market, with Qatar leading the trend. According to the World Economic Forum's report, the Gulf country advanced from the fourth decile to the second between the years 2005 and 2010.

With a projected growth rate of 18.5% Qatar is one of the fastest growing economies in the world, as well as one of the wealthiest. Its high position in terms of relative ability to compete is due to a number of factors that not only make it a formidable economic entity, but also an excellent destination for international investment. A low level of corruption coupled with a high degree of security and government efficiency, help the country to stand out among its competitors. Additionally, Qatar does exceptionally well in a number of international rankings that serve to further highlight its economic successes. The competitive advantage is further compounded by the high quality of institutional frameworks, the stability of the country's macroeconomic climate and the efficiency of its goods market, ranked tenth, eight and twelfth in the world respectively.

It is partly because of these strong foundations that the country's economy emerged relatively unharmed from the global economic downturn. In fact the economy continued to grow inexorably, the growth rate experiencing a mild decrease to 9% in 2009, down from 16.4% the year before. The incredibly high economic growth rate, along with prudent investments in the financial sector on the part of the government, not only shielded Qatar from the worst of the global slump, but actually allowed it to

emerge from the crisis in a stronger relative position than before. From its place as thirteenth in the world, the macroeconomic environment rose to eighth place immediately following the downturn.

The World Index of Economic Freedoms also notes Qatar's steady rise in position. In 2007, ranked the country 27th, second highest in the region. Especially in the areas of Trade & Fiscal Freedoms as well as Government spending, Qatar received scores significantly above the world average. This is part of a steady increase, with mostly continuous growth in economic freedom beginning in 2006. By promoting a sound entrepreneurial framework and a flexible regulatory process for business ventures the country has effectively strengthened its private sector, facilitating a gradual departure from dependence on oil resources. Rising recognition of the country as a regional trade hub and an open trade regime have further strengthened this development. However, the volatility of prices of the international market still negatively effect the country's economic stability, despite the sound institutional foundations upon which the private sector rests.

In order to further solidify the country's position as a regional leader in terms of competitiveness, the economy must diversify in order to decrease the risk posed by fluctuations in world markets, specifically hydrocarbons. This drive for diversification also finds resonance in the Qatar National Vision (QNV) 2030, which aims to provide the country with a stable and prosperous future by enacting a series of strategies to address potential challenges as they arise. The QNV 2030 aims to strengthen the country's economy by introducing measures to promote stable economic growth, low inflation rates and a stable and efficient financial system. To maintain the competitive edge the country currently enjoys, the QNV encourages the creation of open and flexible economic structures. 

Exporting Education to Qatar

The Supreme Education Council (SEC) of Qatar recently announced a worldwide request for proposal for a “National Plan for Vocational and Educational Training”. Since 2002, Qatar has made efforts to restructure the basic and higher educational system in order to establish international education standards and improve preparation for the Qatari labour market. This strategy to improve the educational system by transferring and sharing knowledge and expertise also presents a highly attractive opportunity for international entrepreneurs acquainted with the education exports branch. Individuals or companies interested in this project are given the opportunity to gain insights into a country which currently is initiating the construction of outstanding education and research institutions.

Notable ventures such as the “Education City”, founded by one of the major players, the Qatar Foundation, may be given favourable mention. Designed by some of the greatest architects, the “Education City” houses numerous educational institutions from school age to research level. It includes, among others, several internationally renowned US universities like the Texas A&M University of Qatar and research institutions like the RAND-Qatar Policy Institute. Thereby, Qatar is on the right path to becoming one of the leaders in importing education in the Gulf region.

Classified as one of the fastest-growing countries, and the third wealthiest in the world, Qatar attained a remarkable GDP per capita of about USD 69,754 in 2009. With 52% of young Qataris pursuing higher education and a literacy-rate of about 93%, education can be looked upon very favourably. Despite these highly positive facts, Qatar still faces some challenges concerning the educational



Education City, Doha, Qatar

system. Candidates for the project planning are strongly required to comply with the principles of the reform initiative (see box below). Related to secondary and tertiary education, the major challenge will be to develop a plan of how to augment the percentage of degrees achieved in the most relevant subjects, such as in mathematics, science,

“All has been done for the purpose of preparing and equipping the future generation of Qataris with the right skills for the global marketplace”.

Prof. Sheikha Abdulla Al Misnad, President of Qatar University, Member of the Board of Trustees of the German Orient Foundation

medicine or management. In 2005, 3,604 of 5,488 in total and more than 65% of students in secondary schools majored in literature. Regarding post-secondary education, similar results are noticeable. In 2002, out of 1,330 degrees in total, less than a quarter were in

the sciences and engineering fields. The majority were graduates in literature and humanities, followed by a mismatch with job profiles in the private sector. In order to compete in Qatar’s economy, the working population has to concentrate on the market needs.

This “National Plan” also opens up the possibility to deal with the question of how international working standards can be met. A proxy for these standards is proposed by the Qatar Comprehensive Educational Assessment (QCEA) which “measures student performance with respect to the Qatar Curriculum Standards.” The 2008 results of QCEA in science and mathematics illustrate that more than 70% of the students did not meet international standards. In this evaluation more than 28,000 students,

attending Qatar Independent schools, were tested. Even though Qatar has already created some technical education schools, like the Air-Force Aviation College, it is crucial to improve the overall higher education system. Practical preparation for the labour market, and linkages between academic and technical education might be important steps for all institutions. Skills in technology, finance, accounting and public relations have to be trained as well. By developing and implementing improved curricula, these needs can be obtained. As an important consequence of the reform, the dominance of the expatriate labour force in the private sector could be reduced. Due to Qatar’s economic upturn based on gas and oil exploration, and the lack of qualified professionals, many non-Qataris have entered the labour market. With currently 388,722 of 481,390 persons, still more than 80% of the labour force are non-nationals, mostly being employed in the private sector. In line with Qatarization, which is part of Qatar’s Vision 2030, the government is currently aiming to increase the percentage of nationals in the labour force in the private sector. By meeting international working standards, Qatar has the opportunity to achieve this goal.

Finally, this focus on the educational system is a welcome development and indeed a very important step to sustained economic prosperity.

Four principles of the Education Reform Initiative

Autonomy: The Reform encourages innovation and improves student outcomes through school autonomy.

Accountability: The Reform holds schools and those working within them accountable for the quality of the students’ educational outcomes.

Variety: The Reform offers a variety of alternatives, encouraging different kinds of schools and instructional programs, but maintains consistent performance standards.

Choice: The Reform gives parents a choice and voice.

New framework for Qatari banking sector

After the statement recently released by the Qatar Central Bank announcing the ban of the Islamic banking branches of conventional banks, and its request of winding down the existing Islamic branches by the end of 2011, an important change in the Qatari banking sector is expected to take place. The opinions concerning the positive impact on the Islamic banking market are confronted by the apprehension of the conventional banks of losing considerable parts of their market shares of deposits, assets and loans.

The decision of the Qatar Central Bank has been taken in a period of extensive growth in the Qatari banking sector. According to BML estimations, the loan growth for 2011 will be the highest in the Gulf region. Closely connected to the growing Qatari economy based on a massive expansion of Qatari liquefied natural gas delivery, a development which is showing no signs of slowing down. Now it is probable that the three largest commercial banks in Qatar, Qatar National Bank, the Commercial Bank of Qatar and Doha Bank will have to face an important regression in their deposits base, total assets and profit. However, the Islamic banking sector may benefit from larger access to new customers and major profit expectations.

Qatar Central Bank's decision is based on the rationale that the mixing of Islamic and non-Islamic activities in a conventional bank provokes opaqueness, unpredictable risks concerning the differences in market risks, profit participation and capital contribution in Islamic and non-Islamic banking, and a lack of conforming to international financial standards.

Based on the Islamic ban on interest, profit participation, market risks for the bank and capital contribution differ significantly from the conventional banking system and fixed-income deposits. The consequence for conventional banks with Islamic banking branches is that they must now unify these two different activities in one single financial position, which



Qatar Central Bank

complicates risk evaluation and the applying of general instruments and practices.

At the same time, the combination of Islamic and non-Islamic banking makes transparent financial reporting difficult due to two different international standards. The impossibility of implementing one unifying international finance standard also has an impact on the capital adequacy of the conventional banks which must comply with the Basel II and Basel III standards, while their Islamic banking branches are subject to the regulations of the Islamic Financial Services Board. After all, the conventional banks represent a powerful part in the business competition challenging the Islamic banks and, according to the Qatar Central Bank, this is a threat to the stability of their growth rates and the entire banking sector.

In spite of the possible boost the Islamic banking sector may experience, the efficiency of this move is being criticised in the financial world. According to Dr. Sayd Farook, the Global Head of Islamic Capital Markets at Thomson Reuters, the main criticism mentioned is the fact that the Islamic banks cannot seem to accomplish transactions of the magnitude realised by the large conventional banks in the region.

Secondly, by closing the Islamic branches, the conventional banks will be forced to establish separate Islamic banking units which will cause significant additional costs. Thus, the Islamic banking sector could be reduced to the already existing

Islamic banks. The consequence of this development could be a banking monopoly for these Islamic banks, which could limit competition and eventually be detrimental to customers.

However, the recent decision taken by Qatar Central Bank will probably contribute to the strengthening of the Islamic banking sector. Creating a new Islamic banking market could facilitate the competition between Islamic and conventional banks, which follow purely financial aspects of transactions

in opposition to the sharia-compliant Islamic banks, Islamic bankers have commented. Islamic banking reputation suffers therefore from the criticism that labelled sharia-conformist banking activities as often hiding conventional banking proceedings, when Islamic and conventional funds are mixed. According to Dr. Sayd Farook, a separate Islamic banking system with standardised regulation and every bank under the surveillance of an independent internal sharia consultant could in fact create transparency and contribute to a better Islamic banking reputation. The estimates of Moody's rating agency show that, regarding the probable development of the Qatari banking sector, the large conventional banks could lose between 10 and 15 percent of their revenue from their Islamic banking branches per year, the loss concerning their deposits base, loans and assets could be between eight and 16 percent. The worst affected bank will be the country's largest commercial bank, Qatari National Bank, with 20 per cent share of the Islamic banking market in Qatar.

Even if the opinions concerning the long-term benefit for the Islamic banks may differ, there will surely be an immediate financial benefit for the Islamic banks due to the Islamic assets sold by the conventional banks. According to an analyst at Alembic HC, Qatar Islamic Bank could observe a loan growth of 35 percent if it buys just 50 percent of the expected Islamic assets.

Sustainable Green Future for Qatar

Qatar has recently announced a National Development Strategy (NDS) for 2011 to 2016. The aim is to provide the basis upon which a smooth realization of the goals outlined in the Qatar National Vision (QNV) for the year 2030 can be built. As the upcoming 2022 World Cup looms on the horizon, the country's infrastructure is being expanded to meet the demands of a population that is set to treble as spectators flood into the country for the sporting event. However, according to the 2011 – 2016 NDS, the impression made by World Cup-related construction activities will be relatively inconsequential during the initial phase of development. This is largely due to the numerous "mega-projects" already underway in the Gulf state. Nevertheless, preparations for the FIFA

tournament do reflect the trend towards a more sustainable and environmentally friendly approach to construction, as evinced by the Qatar 2022 Bid Committee's proposal to construct 12 new solar powered football stadia in the country.

The Qatar National Vision was conceived by H.H. Sheikh Hamad bin Khalifa Al Thani, Emir of the State of Qatar, as a way to make his vision for the future of the country a reality. Through a series of development strategies arrayed in a series of steps, the government will develop policies that will help manage national growth effectively, preventing potential problems before they take form, and ensuring a positive future for coming generations. The NDS for the years between 2011 and 2016 represents the first set of policies that will promote economic, social cultural and environmental stability. It is flexible enough to be shaped to meet the demands of any given situation as they arise and accommodate special events. It has also identified environmental

degradation and climate change as some of the major issues facing the country in the foreseeable future, and will put policies in place that are hoped to help mitigate the effects of changing weather patterns in the Gulf region.

This shift to increasing sustainability, both economic and environmental, is not limited to football related construction.



According to the website of the General Secretariat for Development Planning (GSDP), the government agency charged with developing the QNV, the projected plan for securing the country's environmental future consists of three main initiatives. Firstly, an education system which promotes awareness of the Gulf's ecology is to be put into place to entrench environmental consciousness within the population. The hope is that a widespread appreciation for the region's rich natural heritage will help garner support for conservation campaigns. Furthermore, the creation of an agile and robust legal system, which can respond quickly and effectively to environmental issues as they arise, will help enforce regulations as needed to pre-empt long-term damage. Finally, the QNV seeks to build institutions that will encourage efficiency, promote the use of green technology and conduct environmental research.

Especially in the fields of construction and infrastructure expansion, the plan identifies potential venues to further the

country's green initiative. Urban developments especially are becoming the focus of much attention for investment in sustainability programmes. The firm Qatar Planning Management (QPM) has become increasingly involved in implementing methods for passive energy conservation, enhancing its sustainability measures and participating in numerous projects throughout the country. The

Barwa Financial District (BFD), a project with whom the company has been intimately involved, is touted to be one of the Middle East's first certified sustainable-designed projects. QPM has also been involved in the planning and construction of the first phase of Barwa City Amenities (BCA). Innovative design schemes help to make these highly concentrated building sites

more energy efficient by promoting passive conservation. For instance, Barwa City's buildings are arranged in such a way as to integrate as many elements of the environment as possible, maximizing efficiency. The goal is to accommodate heat recovery, thermal energy retention and passive solar energy through design. Companies like QPM help to reduce the impact construction projects have on the environment by constantly rethinking how sustainability measures can be incorporated into the project delivery process.

Additionally, the self-contained nature of the building projects is aimed at reducing the need for long-distance travel and associated energy expenditure. A similar project that has received international acclaim is the massive Msheireb development, considered to be the world's first sustainable downtown regeneration project. Covering over 35 ha of Doha's historic centre, it will transform the city's old commercial and business district into a vibrant, cohesive and culturally diverse neighbourhood. Planned for completion in

2016, the Msheireb project will tackle such issues as urban congestion and sustainability, while simultaneously retaining Qatar's unique aesthetic and social identity. Msheireb Properties, formerly Dohaland, has recently signed an agreement with the Harvard Graduate School of Design to promote a research initiative focusing on sustainable urbanism. This will lay the groundwork for an eventual "Gulf Encyclopaedia of Sustainable Urbanism" (GESU), the first of the kind in the region.

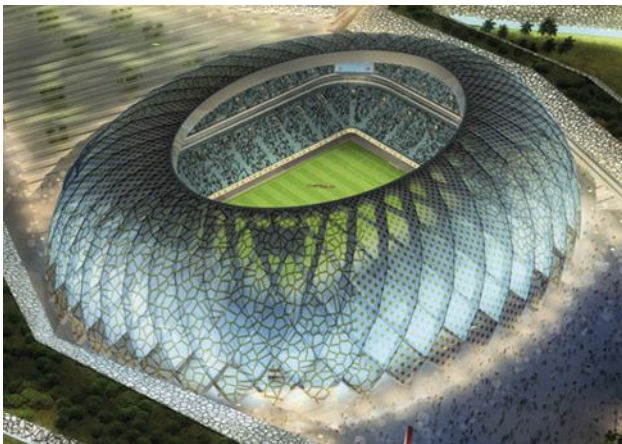
However, the initiative of the Qatari construction industry to develop solutions to environmental problems is not limited to innovative design. Throughout the world companies are incorporating technologies that help reduce their impact on the environment into their production programmes. This is also true of construction firms active in Qatar. Khalid Cement Industries Complex W.L.L. (KCIC), one of the country's foremost cement and concrete suppliers, is a good

transportation of resources and driving the creation of a local market within the country. Furthermore, KCIC incorporates a number of day-to-day practices that help to maximize resource efficiency, such as utilizing natural light and air wherever possible, maintaining tree plantations with onsite sewage water treatment facilities and the using quality equipments and fleets.

For its efforts to develop and promote green technologies KCIC received the "Green Innovation" award at the Qatar Today Green Awards (QTGA) 2010. The QTGA represents the first programme of its kind in the Gulf state. Founded in 2008, it was conceived as a way to help increase awareness of environmental issues and problems and in doing so, motivate behavioural changes that can help efforts to protect Qatar's fragile ecosystem and natural resources. Its message is intended not only for private citizens, but also for business and government institutions, all of whom play an integral role in society's

relationship with the natural world. By encouraging responsible patterns of consumption and production the QTGA hopes to improve the balance between economic development and sustainable practices. Awards are not only given for the implementation of new technology and innovation, but also for the development of proposed visions for expanding the environmental sector, thereby expanding the horizons of the country's "Go Green" movement.

In April, a number of government institutions participated in an environmental exhibition sponsored by Qatar Petroleum (QP). In addition to hosting events like the environmental exhibition in Doha, QP helps to fund numerous programmes aimed at fostering ecological protection and maintenance. The company's Corporate Social Responsibility (CSR) include measures for a reduction in energy expenditure and carbon emissions, the application of environmentally sustainable principals into business decisions, compliance with applicable national and international legislation for the protection of the environment, as well as minimizing the impact of activities that do have the potential to harm the natural world. In 2008 the company became one of the main sponsors in a joint project to develop new CO2 management plans and carbon-capture technologies, along with the government of Qatar, Shell, Imperial College London and the Qatar Science and Technology Park.



Al Wakrah Stadium

example of a company taking measures to lessen the strain placed on the environment by its activities. As part of Qatar's rapidly expanding construction sector, KCIC reflects the country's efforts to help protect the Gulf environment. For example, the company has adopted an innovative new sulphur concrete production technology, which consistently produces lower emissions to reduce its carbon footprint. This technology also takes advantage of Qatar's abundant indigenous sulphur reserves, circumventing the need for long distance

Government patronage for conferences and events which focus on the relationship between national development and natural resource management also reflects the growing desire to ensure the sustainability of Qatar's future. However, organization of these events is not limited only to government ministries and

The guidelines contained in the QNV 2030 and realized through the five year plan of the GDS have already gone a long way to solidifying the ecologically conscious nature of Qatar's construction sector and will most likely continue to improve the degree of the industry's sustainability as the sector expands. Cooperation between the public and private sectors are further helping to manage the effect of human habitation, production and consumption habits on the Gulf's fragile environment. As home to a number of mega projects that lead the world not only in terms of size and sheer scale, but also in environmentally conscious designs, the country is sure to secure a position among the leaders of the green technology movement. Through their influence as innovators of new technologies, sponsors for international and national events, as well as advocates of environmentally responsible practices firms such as QPM, KCIC and QP are well positioned to help in the development of Qatar's National Vision and ensure a bright sustainable tomorrow for the country.

Through their influence as innovators of new technologies, sponsors for international and national events, as well as advocates of environmentally responsible practices firms such as QPM, KCIC and QP are well positioned to help in the development of Qatar's National Vision and ensure a bright sustainable tomorrow for the country.

Eutelsat and ictQatar to launch Qatar's first independent satellite by early 2013

In May 2010, Eutelsat and ictQatar announced the signing of a partnership with the aim of developing and operating a new high capacity satellite. Space Systems/Loral has been selected by the partners to build the high-performance satellite EUROBIRD 2A, due to enter into service in early 2013. The satellite will operate at Eutelsat's 25.5° East location in a geostationary orbit. The partners will, on completion, jointly own and operate the EUROBIRD 2A satellite.

This significant partnership was signed between H.E. Dr Hessa al-Jaber, Secretary General of ictQatar and Michael de Rosen Chief Executive Officer of Eutelsat at the Emiri Diwan in Qatar. The historic signing was presided over by Prime Minister of Qatar and Foreign Minister, H.E. Sheikh Hamad bin Jassim bin Jabor Al Thani and Eutelsat Chairman Giuliano Berretta. Commenting on the signing Dr Hessa al-Jaber noted that the agreement is a significant step forward for the region, as the demand for telecommunications provision is ever growing. She added that the agreement will be mutually beneficial as both sides will bring complementary insight and expertise to the decision-making process. Finally, she added that selecting Space Systems/ Loral as the build partner followed a fair and transparent process.

Addressing hundreds of ICT industry decision-makers at the recent QITCOM 2011 conference, Dr Hessa al-Jaber, Secretary General of ictQatar, stated that the launching of Qatar's first independent satellite in 2013 will also help deliver high-speed internet connections at affordable rates and a reliable network that covering 95% of the country by 2015.

She also highlighted the incredibly high demand for telecommunications technology in Qatar remarking that mobile penetration surpassed 150% in 2010 (the highest in the world), while internet penetration reached 84% in 2010. Looking ahead, she also commented that the dense network of technology in Qatar would be put to excellent use during the hosting of the FIFA World Cup in 2022.

Michael de Rosen Eutelsat CEP also praised the historic agreement and hoped that the already close and positive cooperation with ictQatar would continue and furthermore develop into a long-lasting relationship. Regarding Space Systems/Loral, he added that the build partner will provide Eutelsat with the much needed extra capacity at the 25.5° East location and bring about new business opportunities. John Celli, President of Space Systems/Loral (SS/L), added that his company looks forward to cooperating with its new partners and broadening the availability of telecommunications in the MENA region.

The partners:

Eutelsat Communications has its headquarters in Paris and is one of the top three satellite operators in the world in terms of revenue. Eutelsat is involved in the operating of 26 satellites, which provide coverage all over the world, including Europe, the Middle East, Africa, India, and large parts of Asia and the Americas. Eutelsat's satellites cater for more than 3,500 television channels and also serve many fixed and mobile telecommunications services.

The Supreme Council of Information and Communication Technology (ictQatar) is Qatar's independent regulator for the telecommunications

market. ictQatar is also the government body which aims to provide and improve innovative technology which benefits those who live and work in Qatar.

Space Systems/Loral (SS/L) is the world's leading provider of commercial satellites and is involved in delivering satellite and spacecraft systems for commercial and governmental customers from all over the world. The company has a long tradition in this industry, building the first ever commercial satellite in 1960 and being responsible for the production of over 260 satellites.

The satellite follows on from the EUROBIRD 2 satellite, already operational at Eutelsat's 25.5° East location. The new satellite EUROBIRD 2A will add additional capacity to the Ku-band resources of the partners, but it will also include Ka-band resources, which the current satellite does not have. The satellite is to be built with an expected design life (estimated life span) of at least 15 years and is based on Space Systems/Loral's 1300 satellite bus, a powerful model with a decades-proven track record. This will open up new business opportunities for ictQatar and Eutelsat.

This increased capacity and new Ka-band facility will allow the partners to respond to the rapidly growing demand for applications and telecommunications coverage in the Middle East and North Africa, including video broadcasting, enterprise communications and government services. Concerning the television market, it is estimated that around 13 million homes equipped with direct-to-home reception in the region are set to benefit from the new satellite.

The Emir Cup

This year's Emir Cup saw title defenders Al Rayyan, one of the most popular teams in the country, manage to defend their title and add another victory to their repertoire. During the award ceremony the Emir H.H. Sheikh Hamad bin Khalifa Al Thani himself presented the victorious team with the prestigious trophy, accompanied by cheers from football fans who had attended the game at Khalifa Stadium. The enthusiasm that the fans brought to the match reflects the degree to which football has diffused within country, permeating all walks of society. Local football clubs abound in the country. In many ways football can claim the title of Qatar's national sport as one of the most played sports among young men and as one of the most watched spectator sports in the country.

With two national tournaments, the Emir Cup and the Heir Apparent Cup, the strong position of the sport within the country's national ethos is secure. Qatar has become an international destination for professional footballers, with players from abroad coming to the country to support its teams by playing alongside and helping to coach various Qatari football teams and clubs. Such famous players as Germany's Olaf Marschall or Brazil's Paolo Autuori have found a place in Qatar's football world. This influx demonstrates how Qatar has positioned itself to become a powerhouse of the sport, which is recognized not only locally but also globally.

Earlier this year, Qatar played host to the 15th edition of the Asian Cup, which was excellently carried out and displayed a high degree of organizational professionalism. Opening and closing ceremonies of the tournament were



H.H. Sheikh Hamad bin Khalifa Al Thani, Emir of the State of Qatar hands over the trophy


accompanied by fireworks and widespread celebrations. A friendly, welcoming atmosphere and the evident love of the sport on the part of Qataris helped ensure the favourable outcome of the tournament. Even after Qatar was narrowly defeated by the eventual cup winner Japan, attendance at matches remained high. Such enthusiasm for the sport can be found throughout the country and no doubt contributed to the resounding success of the Asian Cup. Many believe that the positive outcome of the Asian Cup bodes well for the upcoming World Cup and that Qatar's experience hosting large scale international sporting events will help deal with the massive scale of FIFA's tournament and various potential challenges that hosting such an event might pose.

Some of the country's sports related structures have become points of identification for Qatar's citizens, elevating them to the level of national symbols. The Khalifa stadium, venue for the final match of the Asian Cup, is one such example. The preferred location for the gulf nation's sporting events, the stadium has been witness to many of its most iconic athletic triumphs, including Qatar's triumph during the 2004 Gulf Cup. It is conceivable that

the proposed relocation of the twelve proposed new stadia for the World Cup to other countries of the Near and Middle East after the tournament will export the symbolic association between football and the state of Qatar.

With FIFA's decision to hold the 2022 World Cup in Qatar, the world's attention has come to be focussed on the country's athletic facilities and infrastructure. Planning for the tournament has already been incorporated into

Qatar's National Vision for future development and infrastructure expansion. Measures to accommodate a massive influx of football fans have the potential to provide the foundations for construction projects that will help cope with the demands of a rapidly growing population. In this way, the coming of the World Cup will leave its mark on the country. However, even before it made history by being the first nation in the Middle East to receive the privilege of hosting FIFA's popular tournament, Qatar was already home to a well established football culture and it is safe to say that it has embraced the game to an extent that it is certainly a football nation.

This high level of enthusiasm for football tournaments reflects the important place that football holds in Qatar's national culture and consciousness. For Qatar, FIFA's decision to host the 2022 World Cup in the Gulf state was a dream come true, and is of great importance both for Qatar and the Middle East as a whole. As Qatar, with its high growth rate, both in terms of financial assets and population, heads toward the future with a National Vision aimed at ensuring a brighter tomorrow for the country, one thing is certain: football is, and will remain, an essential element of the nation. 

News in brief

Museum of Islamic Art (MIA) Park to be opened soon

The Museum Authority (QMA) announced the opening of the Museum of Islamic Art (MIA) Park for the public is to be scheduled for the end of this year. The new park is located at the same site as the Museum of Islamic Art on the Corniche and will serve as a new cultural destination. With nearly 280,000 sqm the park will have the shape of a crescent. One of the main features is a vertical steel sculpture by American artist Richard Serra including 5 kilometres of lighted pathway surrounded by native palm trees. The MIA Park is to serve as a dynamic place for learning and exploration for everyone with public activities including film screenings, art workshops and sports events. Since the MIA Park will be extended in stages there is still room for additional elements.

Qatar preparing tender for sewage project

An estimated USD 200m tender for a sewage tunnel in Doha is currently being evaluated by Qatar's Public Works Authority (Ashghal). The tunnel is set to provide the main water drainage for most of the south of Doha, an area of around 170km. Besides the construction of a 9.5 kilometre long Abu Hamour southern outfall tunnel, the contract will include a provision for a 580 meter long tunnel to collect surface water. The tunnel will then run from Musameer street along the F-ring road to the New Doha International Airport. The completion of the project is set for a four year period.

Public attends 2011 Doha World Trade Fair

On 4th June the 2011 Doha World Trade Fair was opened to the public.

Held at the Doha Exhibition Centre and organized by the Qatar Tourism Authority (QTA) and Qatar Media Services (q.media) the Fair will offer visitors from all over the world the opportunity to do some premium shopping as well as to observe the fruits of the country's economic boom first hand.

The theme of this edition of the Doha World Fair is "Shop the World" Vice Chairman of Qatar Chamber of Commerce and Industry Mohamed bin Tuwar Al-Kuwari noted that the variety of goods offered by a diverse host of providers make the experience unique from those of previous fairs. 31 countries will be represented by over 550 renowned exhibitors who will be demonstrating and selling their newest products.

However, elaborate showcases and deals on cutting edge new products is not all the fair has to offer its visitors. Children and adults alike can enjoy the specially designated "Fun Zone" which plays host to daily parades as well as numerous other entertaining activities. One major feature will be the attempt to break the record for the world's largest board game: a life sized Monopoly match, with a brand new car as the grand prize. The ten-day game is held under the patronage of H.E Sheikh Khalifa bin Jassim Bin Mohammed Al Thani, Chairman of Qatar Chamber of Commerce & Industry (QCCI) and sponsored by numerous Qatari businesses, including QIB Bank, VW and SBA automobiles to name only a few.

Munich 2018 brings carbon-cutting concept to Qatar

In order to promote the Munich 2018 environmental concept a delegation took part in the 9th World Conference on Sport and the Environment held in Doha. The delegation was led by Chairperson, Katarina Witt, bid committee CEO Bernhard Schwank

and Michael Vesper, Secretary General of the German Olympic Sports Confederation (DOSB). The primary focal point of the delegation was to emphasise awareness of Munich 2018's Flagship 18 initiative. The Flagship 18 initiative is comprised of 18 projects in areas including the education and sustainable development, the protection of natural resources, climate protection and sustainable sport.

The visit to Qatar's 9th World Conference on Sport and the Environment shows the commitment of Munich 2018, which is preparing for the important technical presentation to the IOC. As a result, the conference is an excellent opportunity to share its vision to carry out the carbon-neutral Olympic and Paralympic Winter Games for the first time. The conference brought together leading academics and experienced professionals as well as the most prominent figures in the fields of sports and the environment.

Service for QGBF-Members:

Important information upon request:

- Industrial development in Qatar
- Generating investment opportunities in Qatar
- Conducting business events in Qatar
- The regulation of foreign capital investment in economic activity

Free for QGBF-MEMBERS

Please return by fax:
+49 (0)30 - 20641010
or email: qgbf@qatar-german-business-forum.com

Please send us information on:

Our Membership Number:

Company / Address:

Job Opportunities

QatarQas

Accountant
 Communications Officer
 Compliance Specialist
 Controls Management Specialist
 Corporate Planner
 Corporate Planning Analyst
 Development Officer
 Electrical Engineer
 Head of Corporate Planning
 Instrument Engineer
 Instrument Supervisor
 Joint Interest Analyst
 Lead Product & Sales Planner
 Marine Superintendent
 Mechanical Engineer
 Medical Doctor
 Offshore Operations Specialist
 Offshore Panel Operator
 Process Engineer I
 Process Facilities Engineer I
 Production Engineer-I
 For more Information please refer to:
<http://www.qatargas.com>

Qtel

Lead Technician Engineering Safety
 Engineer - Packet Switching
 Network Administrator
 Specialist - Core Network NGN
 Senior Programmer
 Assistant Director
 Specialist Commercial
 Senior Analyst CRM
 Manager Back Office
 For more Information please refer to:
<http://www.qtel.qa>

Qatar Petroleum

Manager, Information Technology
 System Engineer
 Network Engineer
 Senior Technical Support Engineer
 Business Analyst
 Database Engineer
 Senior IT Technician
 IT Technician
 Manager Human Resources
 Senior Personal Assistant
 Admin Assistant
 Planning Manager
 Senior Planning Engineer
 For more Information please refer to:
<http://www.qp.com.qa>

Kahramaa

Leak Detection Engineer
 Senior Water Planning and Design
 Engineer
 Control Assistant
 Engineer Material Standards
 Engineer Emergency
 Engineer Project Planning and Cost
 Technician Building Services
 Employee Relation Officer
 For more Information please refer to:
<http://www.km.com.qa>

Exhibitions

September/ October 2011
 Eco-Q
 Date: 17. – 19. September 2011
 Location: Doha Exhibition Center

International Toys Fair
 Date: 25. – 27. September 2011
 Location: Doha Exhibition Center

Furniture and Decoration Gallery
 Date: 5. – 8. October 2011
 Location: Doha Exhibition Center

Finance and Investment Exhibition
 Date: 16. – 19. October 2011
 Location: Doha Exhibition Center

Doha Transport, Railways Gallery
 Date: 17. – 19. October 2011
 Location: Doha Exhibition Center

Power Gen Exhibition
 Date: 25. – 27. October 2011
 Location: Doha Exhibition Center

Tenders

Supply of chemical detector for the
 Ministry of Environment
 CD: 24/07/2011

Operating and maintenance works of
 Al Rayyan Municipality new building
 for three years for the Ministry of
 Municipal Affairs & Agriculture
 CD: 31/07/2011

Supply of medicines and chemical
 tens at call of order system for three
 years for the Ministry of Environment
 CD: 01/08/2011

Pre -Contract consultancy services
 and quantities survey for rehabilitation
 of Rawdat Al Khail for the Ministry of
 Municipal Affairs & Agriculture
 CD: 07/08/2011

Supply and installation of carpets and
 underlays for several mosques for the
 Ministry of Endowment & Islamic
 Affairs
 CD: 07/08/2011

Renewal of maintenance services
 and technical support and renovation
 of Oracle products for the Ministry of
 Municipal Affairs & Agriculture
 CD: 07/08/2011

Business Contacts

We would like to publish the following
 business enquiry:

Please give name, company, address,
phone, fax and email

Please return to fax: **+49 30 20641010**
 or email:
qgbf@qatar-german-business-forum.com

For further information please contact:

Email: **qgbf@qatar-german-business-**
forum.com

or Fax: **+49 30 20641010**

Please give name, company, address,
phone, fax and email

Only for members of NUMOV (German Near
 and Middle East Business Association) and
 QGBF (Qatar-German-Business-Forum)

Relevant Addresses

H.H. The Emir's Manager Office
Tel: +974 44388888

Ministries

Ministry of Communication & Transport
P.O. Box 22228, Doha - Qatar

Tel: +974 4835353, Fax: +974 4885101

Ministry of Defence

P.O. Box 37, Doha - Qatar

Tel: +974 4404270, Fax: +974 4433464

Ministry of Economy & Commerce

P.O. Box 22355, Doha - Qatar

Tel: +974 4945555, Fax: +974 4411112

Ministry of Education

P.O. Box 80, Doha - Qatar

Tel: +974 4941111, Fax: +974 4941111

Ministry of Electricity & Water

P.O. Box 41, Doha - Qatar

Tel: +974 4491491, Fax: +974 4836999

Ministry of Auqaf & Islamic Affairs

P.O. Box 422, Doha - Qatar

Tel: +974 4470777, Fax: +974 4327383

Ministry of Energy & Industry

P.O. Box 2599, Doha - Qatar

Tel: +974 4491491, Fax: +974 4836999

Ministry of Finance

P.O. Box 83, Doha - Qatar

Tel: +974 4461444, Fax: +974 4414418

Ministry of Foreign Affairs

P.O. Box 250, Doha - Qatar

Tel: +974 4334334, Fax: +974 4324131/4418321

Ministry of Interior

P.O. Box 920, Doha - Qatar

Tel: +974 4330000, Fax: +974 4327177

Ministry of Justice

P.O. Box 4696, Doha - Qatar

Tel: +974 836222, Fax: +974 4832868

Ministry of Municipal Affairs & Agriculture

P.O. Box 2727, Doha - Qatar

Tel: +974 4413535, Fax: +974 4411464

Ministry of Public Health

P.O. Box 42, Doha - Qatar

Tel: +974 4440146, Fax: +974 4429786

Government Organisations

Qatar Chamber of Commerce & Industry

P.O. Box 402, Doha - Qatar

Tel: +974 4559111, Fax: +974 4661693

Central Tenders Committee

P.O. Box 1908, Doha - Qatar

Tel: +974 44378111, Fax: +974 4439360

Qatar Central Bank

P.O. Box 1234, Doha - Qatar

Tel: +974 4456456, Fax: +974 4430490

Planning Council

P.O. Box 1855, Doha - Qatar

Tel: +974 44958888, Fax: +974 4381298

Qatar National Olympic Committee

P.O. Box 7494, Doha - Qatar

Tel: +974 44944787, Fax: +974 44944785

Qatar Telecom

P.O. Box 217, Doha - Qatar

Tel: +974 44400400, Fax: +974 44476231

Qatar Broadcasting Service

P.O. Box 1414, Doha - Qatar

Tel: +974 4894444, Fax: +974 4870712

Embassies

Embassy of the Federal Republic of Germany

P.O. Box 3064, Doha - Qatar

Tel.: +974 4876959/4861066/4876131, Fax: +974 4876949

Embassy of the State of Qatar to the Federal Republic of Germany

Hagenstr. 56, 14193 Berlin, Germany

Tel.: +49 30 862060, Fax: +49 30 86206150

Qatar - German - Business - Forum

Doha - Berlin

E-Mail: QGBF@Qatar-German-Business-Forum.com

Tel.: +49 30 20641012, Fax: +49 30 20641010

Board of the German Near and Middle East Association / Nah- und Mittelost-Verein e.V. - Founded 1934 in Berlin

HONORARY CHAIRMAN

Dr. Gerhard Schröder
Former Chancellor of the Federal Republic of Germany

CHAIRMAN

Martin Bay
Deutsche Bahn International
German Railway Group
Vice Chairman Qatar Railways Development Co.

CEO AND DEP. CHAIRPERSON

Helene Rang
Proprietor
Helene Rang & Partner

DEPUTY CHAIRMEN

Dr. Martin Herrenknecht
Chairman of the Board
Herrenknecht AG

Dr. Norbert Kloppenburg
Member of the Board KfW Bankengruppe

Bernd Romanski
Member of the Board
HOCHTIEF Solutions AG

Jens-Ove Stier
Managing Director, Winterstein Kontor GmbH

BOARD MEMBERS

Martin Bachmann
Member of the Board of Executive Directors
Wintershall Holding AG

Jürgen Chrobog
Chairman of the Board, BMW Stiftung Herbert Quandt
Secretary of State (ret.)

Burkhard Dahmen
Member of the Board, SMS Siemag AG

Klaus Eberhardt
Chairman of the Board, Rheinmetall AG

Dr. Bernd Eisenblätter
Chairman of the Management Board GIZ,
Gesellschaft für internationale Zusammenarbeit

Joachim Enenkel
Member of the Board, Bilfinger Berger SE

Dieter Ernst
Chairman of the Board
RWL WaterGroup

Jürgen Fitschen
Member of the Management Board, Deutsche Bank AG

Hans-Peter Floren
Member of the Board
E.ON Ruhrgas AG

Michael Glos, MdB

Former Federal German Minister of Economics and
Technology
Member of the Federal German Parliament

Marc Hall
Managing Director
Bayerngas GmbH

Joachim Hörster, MdB
Member of the Federal German Parliament

Elke Hoff, MdB
Member of the Federal German Parliament

Michael Ludwig
Member of the Executive Board
Verbundnetz Gas AG

Martin Marsmann
Head of International Business,
UniCredit Bank AG

Hartmut Mehdorn
Chairman of the Board (ret.)
Deutsche Bahn AG

Matthias Müller
Chairman of the Board Porsche AG

Günther Mull
Proprietor
DERMALOG Identification Systems GmbH

Jürgen Sander
Managing Director
VEM motors GmbH

Maria-Elisabeth Schaeffler
Proprietor
Ina-Holding Schaeffler KG

Paul Schockemöhle
Proprietor, Paul Schockemöhle
Pferdehaltung GmbH

Werner Schoeltzke
Proprietor, ENTRACON

Prof. Dr. Rainer Schwarz
CEO, Berlin Airports

Erich Staake
Chairman of the Board
Duisburger Hafen AG

Dr. Monika Wulf-Mathies
Former Member of the
European Commission
Proprietor, wulf.mathies.consult

**Honorary Member
of the Board 1998 - 2005
Hans-Jürgen Wischnewski †**
Federal Minister/Minister of State (ret.)

Imprint

Qatar - German - Business - Forum ©

المنتدى القطري الألماني للأعمال

Founded by NUMOV www.numov.de

Publishers: Cooperation of
Embassy of the State of Qatar
and Qatar-German-Business-Forum

E-Mail:

QGBF@Qatar-German-Business-Forum.com

HeleneRang@Qatar-German-Business-Forum.com

Internet: www.qatar-german-business-forum.com

Tel.: +49 (0)30 - 20641012

Fax: +49 (0)30 - 20641010

Issue No. 2

July 2011

published: trimonthly

Publishing Director/ Chief Editor:

H.E. Abdulrahman Mohamed Sulaiman Al-Khulafi

Helene Rang

Deputy Chief Editor:

Abdurrahim Güleç

Head of Editorial Team of this Issue:

Alina Mambrey

Editors:

Samira Akrach, Peter Dingens, May Elmahdi, Susen Hollmig, Dr. Klaus-Dieter von Horn, Alexander Rieper, Ludwig Schulz, Katharina Schmoll, Sebastian Sons, Julian Tucker, Tom Wells, Marie-Sophie Werz, Karl Heinz Wittek

Further Assistance: Ozan Celebi

Layout: Philipp Rast

printed by Brandenburgische Universitätsdruckerei und
Verlags-gesellschaft mbH, Potsdam

Articles appearing in this magazine may be reproduced
with authorization of the Qatar - German - Business -
Forum, provided the source is acknowledged. Articles
published in this magazine reflect the personal views of
their authors, and not necessarily those of the magazine.