



# *Al Zubarah Archaeological Site*

## VOLUME II: MANAGEMENT PLAN

NOMINATION DOCUMENT FOR THE INSCRIPTION  
ON THE UNESCO WORLD HERITAGE LIST

JANUARY 2011

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**STATE OF QATAR**

**January 2011**



# Foreword

The State of Qatar has launched a series of strategic development projects as part of a major program of modernization. Recent years have seen an extraordinary development of the crucial, yet complex, process of archaeological discovery and site management. It is extremely pleasing to see that —thanks to the awareness and farseeing vision of Qatar's leadership — the hitherto underexplored and unrevealed cultural and archaeological heritage of the country has become the focus of special attention.

The celebrated *Al Zubarah Archaeological Site* is a large walled urban site consisting of mosques, housing complexes, an ordered street system, and commercial zones, Al Zubarah is a successful example of pioneering socio-economic human transformations and achievements, a leading example of coexistence, tolerance and dialogue between several ethnic groups and cultures, and a living document of mutual cultural influence that reaches far beyond the homeland.

A new and exciting partnership between the Qatar Museums Authority and The University of Copenhagen has been initiated: The Qatar Islamic Archaeology and Heritage Project (QIAH). Conceived as a ten-year project, this program includes a comprehensive plan involving conservation and restoration work that focuses on presenting in innovative ways the ensemble of Al Zubarah through specifically-designed and world-class programs of site presentation and outreach, ground-breaking academic research, and implementation of advanced management practices, so as to adequately recognize the site's leading role in the field of knowledge, culture, education and tourism in the Gulf and internationally.

This Management Plan is a key step in this process aiming to locate Al Zubarah, in both its cultural and natural perspective, at the core of a multidisciplinary project intended to be exceptional in the region.

The inscription of Al Zubarah to the World Heritage List would have a deep and positive impact on the protection and appropriate use of archaeological heritage sites in Qatar and, indeed, the entire region. Acknowledgement of Al Zubarah's international heritage status would foster the recognition of, and deliver powerful protection to, all heritage sites in Qatar, and ensure the preservation of a nation's heritage for future generations of Qataris, visitors and scholars.

**Professor Dr Sultan Muhesen**  
Director of Archaeology and Heritage  
Qatar Museums Authority



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# 1. Presentation



## 1.1. INTRODUCTION

### 1.1.1. The World Heritage List

As of June 2010, 187 countries have ratified the 1972 World Heritage Convention. By ratifying the Convention, State Parties formally agree to protect and preserve universally significant properties for future generations.

The most significant feature of the 1972 World Heritage Convention is that it links together in a single document the concepts of nature conservation and the preservation of cultural properties. The Convention recognises the way in which people interact with nature, and the fundamental need to preserve the balance between the two.

The Convention sets out the duties of State Parties in identifying potential sites and their role in protecting and preserving them. By signing the Convention, each country pledges not only to conserve the World Heritage sites within its territory, but also to protect its national heritage. The State Parties are encouraged to integrate the protection of the cultural and natural heritage into regional planning programmes, set up staff and services at their sites, undertake scientific and technical conservation research, and adopt measures which assign heritage a function in the day-to-day life of the community.

State Parties are invited to enhance the appreciation of the public for World Heritage properties, and to strengthen their protection of the sites through educational and dissemination programmes.

The World Heritage List consists of 911 properties, located in 151 countries. In the List, there are 70 Cultural, 180 Natural and 27 Mixed Properties. According to the World Heritage Committee, these heritage sites have 'Outstanding Universal Value'.

The overarching benefit of ratifying the 1972 World Heritage Convention is that of belonging to an international community of appreciation and concern for universally significant properties, which embody a multitude of outstanding examples of cultural diversity and natural wealth.

By cooperating to protect and cherish the world's natural and cultural heritage the State Parties to the Convention express a shared commitment to preserving our legacy for future generations.



### 1.1.2. Qatar and the World Heritage Convention

The State of Qatar joined UNESCO on January 27, 1972. The country acceded to the 1954 Hague *Convention for the Protection of Cultural Property in the Event of Armed Conflict* on 31/07/1973, and to The Second Protocol, which completes The Hague Convention of 1954, on 17/05/1999.

On 12/09/1984 the State of Qatar also accepted the 1972 *Convention concerning the Protection of the World Cultural and Natural Heritage*.

In 2008, the State of Qatar submitted to the World Heritage Centre its Tentative List, an inventory of the properties Qatar intended to consider for nomination for inscription on the World Heritage List in the coming years. The Qatari UNESCO Tentative List contains two properties: the Khor Al Adaid natural reserve, and the archaeological site of Al Zubarah.

In 2007/08, the State of Qatar also pursued another UNESCO recognition, successfully applying to the Man and Biosphere Programme for the Al Reem ecosystem site. Situated on the West Coast of Qatar in the immediate vicinity of, and partially overlapping with, *Al Zubarah Archaeological Site*, *Al Reem Biosphere Reserve* constitutes one of the Arabian Gulf's most unique habitat complexes.

The present Nomination File for *Al Zubarah Archaeological Site* is the first ever submitted by the State of Qatar to the World Heritage Centre.

### 1.1.3. Qatar National Programmes for Heritage and Tourism

In 1971 the comparatively small territory of the Qatari Peninsula became the independent State of Qatar. In the 40 years since the country was founded, the Qatari government has generously dedicated huge amounts of time and money into long-term strategies aimed at enhancing the country's cultural profile on a regional and international scale.

The culturally progressive strategy aimed at transforming the country – and its capital – into the major cultural destination of the Gulf is highlighted by the following impressive list of achievements and projects, some of which are still ongoing:

- The creation and the reinforcement of the Qatar Museums Authority (QMA) and its relationship to the Amiri Diwan. The work of the QMA is distinguished by two main high profile aims, namely the establishment and running of world-class major museums, and the elaboration of cultural strategies, aimed at raising the status and relevance of archaeology and heritage in the country.
- The Doha Debates are a forum for free speech in Qatar, which were founded in 2004 and sponsored by the Qatar Foundation. Aired monthly, eight times a year on BBC World News, they tackle the region's most controversial and topical issues.
- Qatar is home to Al Jazeera, an international news network with its headquarters in Doha and owned by Qatar Media Corporation. Al Jazeera began transmission as an Arabic news TV channel, and later expanded into a network with

several outlets, including TV channels in multiple languages. The original Al Jazeera channel's willingness to broadcast dissenting views is still controversial in the Arab states of the Gulf.

- The creation in 2000 of the Qatar Tourism Authority (QTA) aims at preserving the country's social, cultural and environmental resources, while at the same time ensuring economic benefits through tourism. The QTA's role is to encourage and guarantee a coordinated tourism infrastructure development, with specific foci on heritage and eco-tourism. The QTA works in close collaboration with other ministries, committees, associations, and the local community, and supervises a number of companies and institutions operating in the tourism sector, in order to ensure the strict standards of quality expected by the agency. In 2003, the QTA launched the Hotel Classification Project, which guarantees a high level of services for hotels and other receptive structures in Qatar, and provides statistical data.
- The organisation of the Fourth Global Travel and Tourism Summit, held in May 2004, was organised by the World Travel and Tourism Council (WTTC), the largest tourism authority in the world. On this occasion, a 15bn USD Qatar Tourism Masterplan was unveiled, representing one of the largest investments in tourism facilities in the Gulf region. It focuses on a series of projects aimed at establishing Qatar as a high-quality tourism destination for leisure, business, education, and sport. The Masterplan also includes significant investment in cultural facilities, including a new Public Library complex, a Islamic arts museum, the promotion of Qatar's historic forts and the redesigning of the National Museum of Qatar.

- The Museum of Islamic Art (MIA) is the first major project to be completed within the Masterplan of the QTA. This world-class cultural institution opened to the public in December 2008. The spectacular architecture of the MIA contains one of the largest collections of its kind in the world, underlining the position of Qatar as an important centre for the preservation of Islamic culture. Statistical data from the MIA shows that, in the two years from the opening date until the end of December 2010, over 500,000 people already visited the collections, with a marked increase in numbers registered for the months from September to April.
- Another major cultural institution, the National Museum is currently being redeveloped. The new premises, which have been designed by the French architect Jean Nouvel, are due to open within the next four years. Notably, there are plans for the development of a strong connection and coordination between the planned permanent galleries of the National Museum and *Al Zubarah Archaeological Site*, which will showcase the importance of the pearl trading town in the history of the Gulf.
- The QTA is currently drafting a new Masterplan for the development of tourism. The Qatar National Convention Centre (QNCC) and an International Exhibition Centre are being built. They will significantly contribute to the expansion of national and international business and education tourism in the country. The QNCC, an ambitious 1.2bn project developed by the Qatar Foundation, is scheduled to be ready by the second quarter of 2011.

- QTA has launched an extensive marketing campaign, promoting the State of Qatar both locally and internationally as a culturally vibrant and attractive destination. The implementation of the strategies of promotion of cultural and business tourism for Qatar triggered an increase in visitor numbers. Estimates show that the total number of tourist arrivals in Qatar increased from the 400,000 in 2004, to 964,000 in 2007, with more than one million in 2010. European tourists accounted for a sizeable proportion of the total figures, with 16.3% of arrivals in 2004 and 33.1% of visitors by 2009, showing that the business and leisure tourism sectors in the State of Qatar are growing steadily, both from a regional and international perspective. Tourist arrivals in Qatar are forecast to reach 1.8 million in 2014, with the number of visitors on business also increasing over the period between 2010 and 2014. The QTA estimates that 40 new hotels and around 7,000 rooms will open in 2010-2011, to meet the demand, and the new Doha International airport, to be completed in 2012, will have capacity for 25 million passengers per year.
- The recent naming of Doha as the 2010 Arab Capital of Culture (the Arab Capital of Culture is a project undertaken by UNESCO, under the Cultural Capitals Program to support and celebrate Arab culture and to promote cooperation in the Arab region). The Qatari government undertook preparations in many different fields, including an 82m USD Cultural Village. Katara, Doha's Cultural Village opened in 2010 and has been built to reflect the traditional architecture of Qatar. Designed to host large-scale events and act as a cultural hub for the city, the main feature of Katara is a large amphitheatre, which is surrounded by libraries, galleries, museums, coffee shops and restaurants. The Village will act as a creative centre for artists, scholars and musicians, as well as a centre for preserving

Qatari traditions and culture. So far, Katara has hosted the Doha Tribeca Film Festival, Doha Music Festival and Japanese Cultural Celebration, and there are a large variety of events planned for the future.

- Recent, major events will continue to draw international attention to Qatar, giving the State the opportunity to raise awareness of its cultural and leisure appeal. In January 2011, Qatar hosted the Asian Football Cup and in 2010 Qatar won the right to host the 2022 FIFA World Cup, one of the most prestigious sporting events in the international calendar. Such tournaments will focus world attention onto Qatar and help to raise the cultural awareness of the country, in order for it to become one of the new major touristic destinations in the Arab world.
- The forward-thinking rulers of Qatar strive for the highest possible level of Sustainable Tourism in a country where delicate desert and marine ecosystems coexist. The national commitment to ecological sustainability will be crucial to the future development of tourism in Qatar, and this process will be further strengthened by a connection between QTA and other governmental bodies, such as the QMA and the Ministry of Environment (MOE).
- A major success at the international level has been the creation, in 2007, of *Al Reem Biosphere Reserve*, which is the first of its kind in the Arabian Peninsula. The site contains a large variety of species, representative of those found throughout the arid landscapes of the region. The critically endangered dugong and hawksbill turtle, and other rare species, such as the Socotra cormorant and green turtle also inhabit the waters bordering the reserve. The Management Plan for *Al Zubarah*

*Archaeological Site* will be sensitive to these issues. Facilities will be designed to be sustainable and energy-neutral, so as to mitigate the environmental impact of the increasing number of visitors that are expected in the area.

- The Qatar rulers' vision, the government's dedication to the nation's development, Qatar's ample financial resources and its experience in attracting foreign investments, and the privileged geographical position in the Gulf have made the State of Qatar a serious point of reference for the elaboration of strategies aimed at the advancement of the tourism industry and at the celebration of the natural, historical and archaeological sites of the country.

The Qatar rulers' vision, combined with the dedication of the government to the nation's development, Qatar's ample financial resources and its ability to attract foreign investments, as well as its privileged geographical position in the Gulf, have made the State of Qatar a serious point of reference for the elaboration of strategies aimed at the advancement of the tourism industry, and the celebration of its natural, historical and archaeological sites across the country.

#### 1.1.4. Management Concept and Principles

Paragraph 97 of the *Operational Guidelines for the Implementation of the World Heritage Convention* (2008) states:

*"All properties inscribed on the World Heritage List must have adequate long-term legislative, regulatory, institutional and/or traditional protection and management to ensure their safeguarding."*

The Guidelines also underline (§ 108) that

*"Each nominated property should have an appropriate management plan or other documented management system which should specify how the outstanding universal value of a property should be preserved, preferably through participatory means."*

This preliminary condition is a prerequisite, and all Nomination Files submitted to the World Heritage Centre should include a Management Plan. The Operational Guidelines also give general prescriptions concerning the management and protection of properties. Paragraph 96 underlines that:

*"Protection and management of World Heritage properties should ensure that the outstanding universal value, the conditions of integrity and/or authenticity at the time of inscription are maintained or enhanced in the future."*

The State of Qatar actively supports the elaboration of the Management Plan for the Nominated Property. This determination does not simply stem from the need to comply with international requirements, but it is the actual result of the analysis of the site

of Al Zubarah and its immediate surroundings undertaken by the Qatari authorities' international scientific partners. As Qatar witnesses an extraordinary rate of development, it is essential to set up an administrative framework capable of directing and managing the long-term development of the area in order to guarantee the adherence to the objectives set by the 1972 World Heritage Convention. These Guidelines for the Management Plan of *Al Zubarah Archaeological Site* are meant as a blueprint for such a development strategy.

One of the principal effects of the inscription of a Nominated Property on the World Heritage List is raising the awareness of the significance and values of the Property, both at a national and international level. This, in turn, leads to significant development of tourism at the site. The proper planning and management of this development is one of the key elements the Management Plan should tackle. The tourism section of the Management Plan will be based upon the principles of "sustainable tourism" and "cultural tourism", with the double aims of preserving this fragile and unique site and developing it as an economic resource for the region.

In recent years, heritage site management has developed into a distinct discipline, and its growing relevance has been recognised by the authorities in most countries. A Management Plan cannot be reduced to a simple "conservation plan", an architectural design for restoration, a visitor management plan, or an administrative structure; each of these aspects can constitute one element or a section of a whole Management Plan.

The preparation of the Nomination Dossier for *Al Zubarah Archaeological Site* has given the QMA the opportunity to confront these issues for the first time in Qatar. It has acted as a

catalyst for developing new mechanisms of coordination among the different agencies involved.

Furthermore, the inscription of the property on the World Heritage List would allow the staff of the QMA to take a more active part in the international debate on site management. This would pave the way for greater coordination, technical and scientific exchanges with other national institutions in the region and with the site managers of other World Heritage properties across the Arab world and beyond.

The guidelines presented in the following pages build upon the notion of "sustainable development". As underlined by the Mr. Koichiro Matsuura, former Director-General of UNESCO:

*"Sustainable development is a moral precept as well as a scientific concept. It is closely linked to peace, human rights and equity as much as to ecology or global warming. And if it obviously concerns the natural sciences, economics and politics, it is also a cultural issue. Founded on the values particular to one society or another, it implies that we recognize the complex interdependence of human needs and the natural environment. It also implies that development goals be conceived not just in national terms, but also according to a global vision – as global as our planet."<sup>1</sup>*

<sup>1</sup> MATSUURA K., 2005, "Sustainable Development, our common task", preface to UNESCO and Sustainable Development, UNESCO, Paris.



Sustainable development might be defined as a

*“development that meets the needs of the present without compromising the ability of future generations to meet their own needs”*

and

*“a vision of development that encompasses populations, animal and plant species, ecosystems, natural resources – water, air, energy – and that integrates concerns such as the fight against poverty, gender equality, human rights, education for all, health, human security, intercultural dialogue, etc.”<sup>2</sup>*

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<sup>2</sup> “Our Common Future”, Report of the World Commission on Environment and Development, 1987.





## 1.2. GENERAL PRESENTATION

### 1.2.1. Legal Framework

The legal texts for the preservation of the Qatari heritage have all been recently upgraded, the last revision of the Antiquity Law dating from 2010. Law n° 2 of 1980: On Antiquities, approved 10.04.1400 A.H./26.02.1980 A.D.

- Law n° 23 of 2010: Amending some provisions of Law n° 2 of 1980 regarding monuments, amends articles 1, 2, 7, 9, and 41 and cancels articles 3 and 4, approved 06.12.1431 A.H./12.11.2010 A.D.
- Law n° 30 of 2002: On the Protection of the Environment, approved 22.07.1423 A.H./29.09.2002 A.D.
- *Emiri Decree n° 65 of 2005: The Establishment of the Qatar Museums Authority*, approved 27.11.1426 A.H./27.12.2005 A.D.
- *Emiri Decree n° 26 of 2009: The Organisation of Qatar Museums Authority*, approved 12.05.1430 A.H./06.05.2009 A.D.
- *Emiri Decree n° 87 of 2009: Amending Amiri Decree No. 26 of 2009 on the Organisation of Qatar Museums Authority*, approved 21.12.1430 A.H./08.12.2009 A.D.

With the creation of the Qatar Museums Authority in 2005, the Amir of Qatar raised the status of cultural heritage in the country. The QMA is an independent governmental body connected directly to the Amiri Diwan and dedicated to the protection,

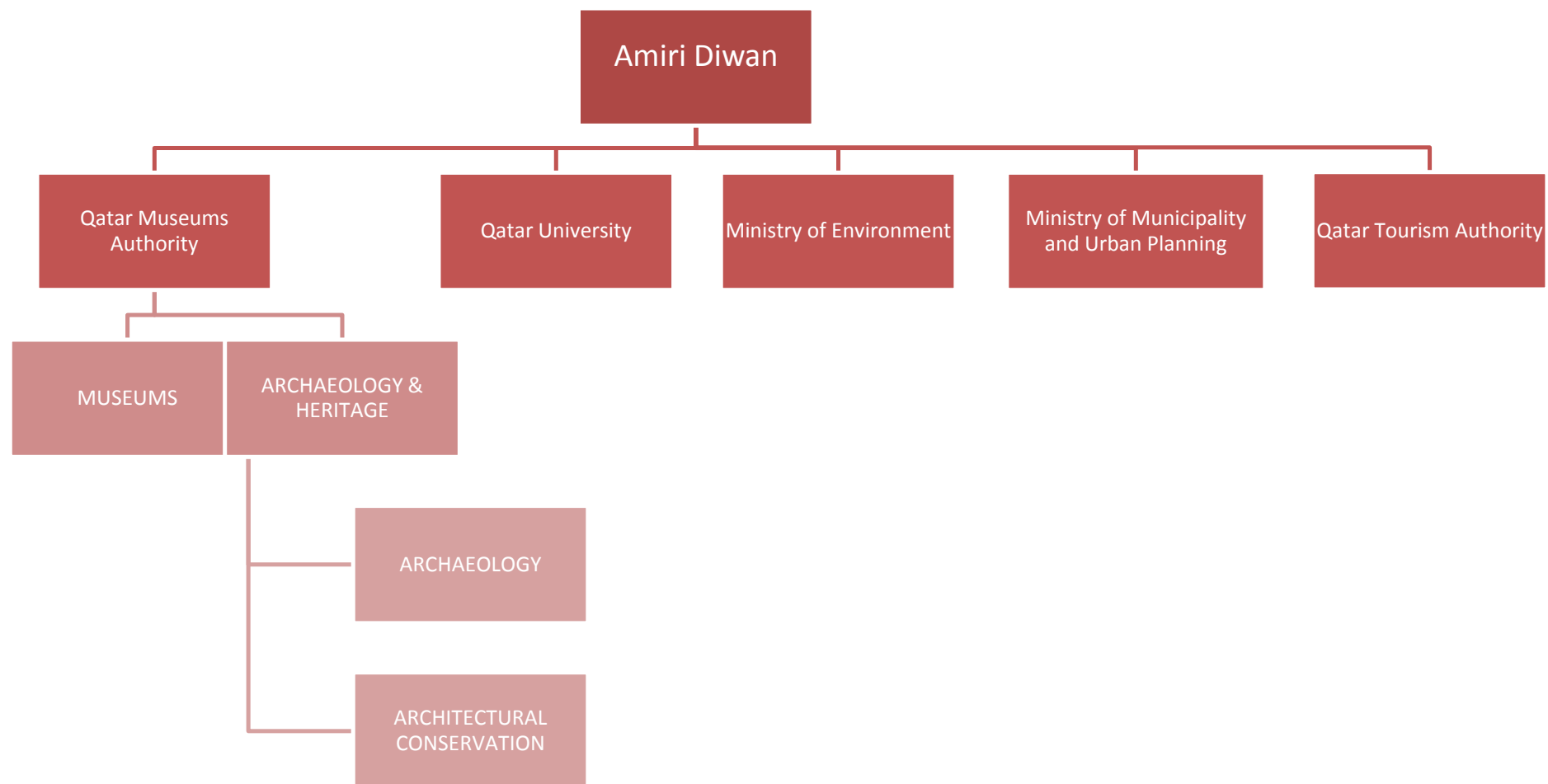
### 1.2.2. Current Structure of Qatar Cultural Heritage

conservation and presentation of the national heritage (See Fig 1 [Archaeology within the Qatari National Structure p.10](#)).

The independence of the QMA from other ministries and agencies in the administrative structure of Qatar is very important, as is the impressive budget the government assigns to the institution every year. Because of its autonomy, the QMA not only has full authority to fund projects related to arts and culture without the need for any external authorisation, but it can also take all the necessary legal and procedural steps to protect the heritage of Qatar.

According to the Law of Antiquity No. 2 of 1980 and its later amendments, planning permission for each construction development has an archaeological condition which falls under the responsibilities of the Department of Antiquities of the QMA. Archaeological mitigation of development sites, such as the planned Qatar-Bahrain Friendship Bridge terminal, have been successfully carried out by the QMA in recent years, and the Department of Antiquities monitors each development application with the help of the document for *Protection and Services for Archaeological Sites*, compiled by the QMA in 2007, and the Qatar National Historic Monuments Record, which is currently in the process of being completed.

So far, *Al Zubarah Archaeological Site* is the first of the nation's natural and/or cultural heritage sites to be nominated to the World Heritage Centre, and as such it has the full legal and financial



**Fig 1: Archaeology within the Qatari National Structure**

support of the government. The State of Qatar is responsible to UNESCO and the international community for the preservation, management and presentation of the Nominated Property. More specifically, the Department of Antiquities of the QMA is in charge of all the research for and protection of *Al Zubarah Archaeological Site*, along with all the other archaeological remains in Qatar and structures connected to them. This process of protection and enhancement of the heritage of the country, and of *Al Zubarah Archaeological Site*, in particular, must occur in synergy with other governmental bodies, like the QTA, the Ministries of Culture and of Environment, and the municipalities of Qatar, as envisioned by national strategic documents like the *Masterplan for the Development of Tourism in the State of Qatar*. The process will also necessarily include the management of existing and foreseen visitor facilities, as well as programs related to the presentation of the Nominated Property.

As *Al Zubarah Archaeological Site* is the first Nominated Property in Qatar, the current structure of the Department of Antiquities of the QMA does not yet include a division dedicated to the management of archaeological sites, although the situation is rapidly changing. With the appointment of a Director of Archaeology and Heritage in 2009, the QMA has begun to implement critically important structural reforms, which have streamlined the administrative processes of heritage management in Qatar. The administrative organisation of the Department of Antiquities is currently under evaluation, and will consist of three main departments, namely Archaeology, Architectural Conservation, and Administration & Finance, under which there will be divisions dedicated to the specific areas of administration, research and protection of the nation's heritage (See Fig 2 p.12).

As can be seen from the chart, the Department of Archaeology will include a department dedicated to the Management of Archaeological Sites, with foreseen positions ranging from Security, Archivist, Webmaster, Photographer, to Archaeologist, Architect, and Officers for Tourism and Cultural Activities (See Fig 3 p.13).

At present, the QMA employs approximately 800 people, around 120 of whom work for the Department of Antiquities, although these figures may fluctuate with restructuring. In addition to the Department's staff, research at *Al Zubarah* and the surrounding area is carried out in association with the QIAH Project run by the University of Copenhagen, and it also sub-contracts other institutions to document and protect archaeology in Qatar. QIAH is currently running a basic division for Site Management on behalf of the Department of Antiquities.

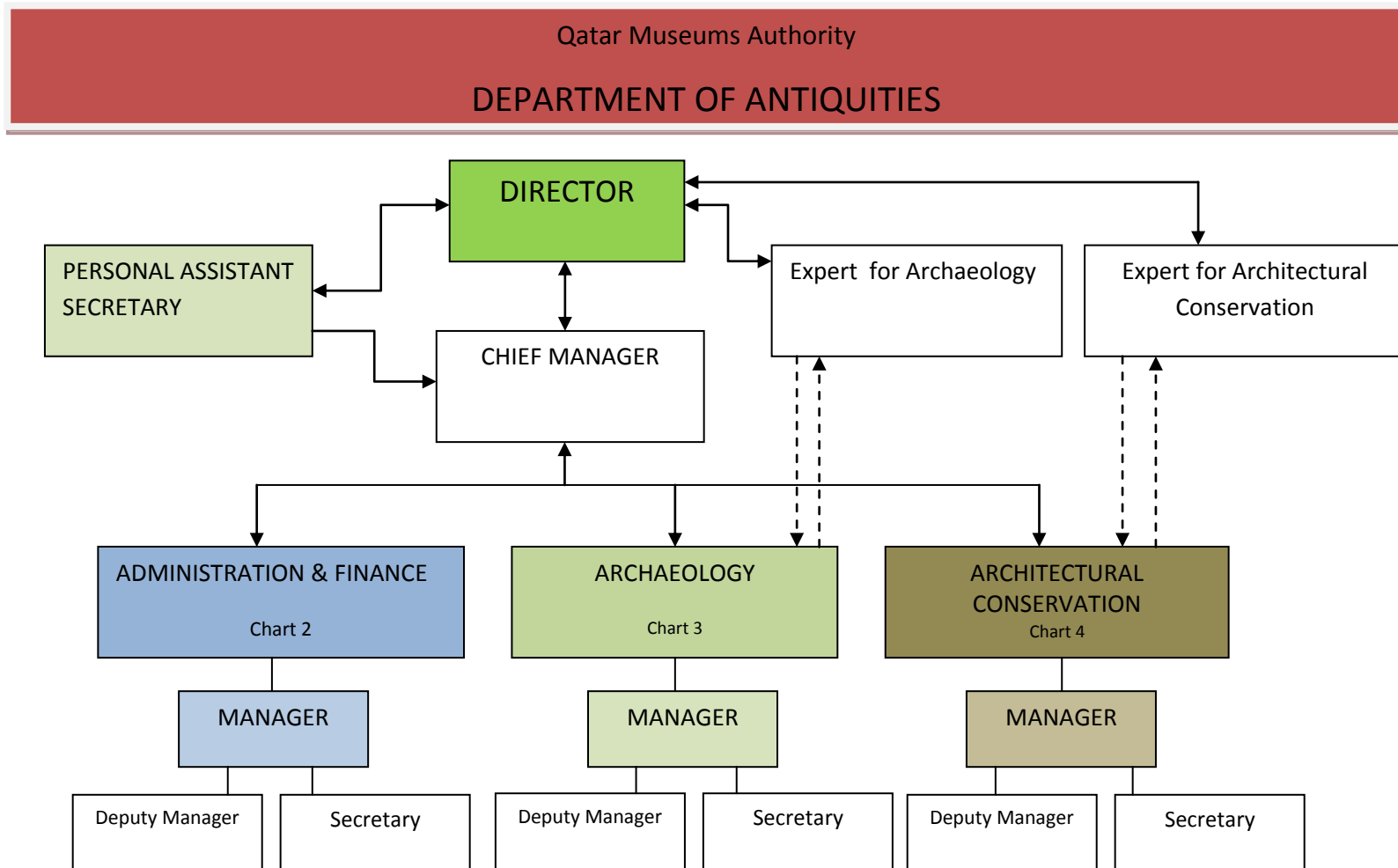


Fig 2: New Structure of Department of Antiquities within the QMA

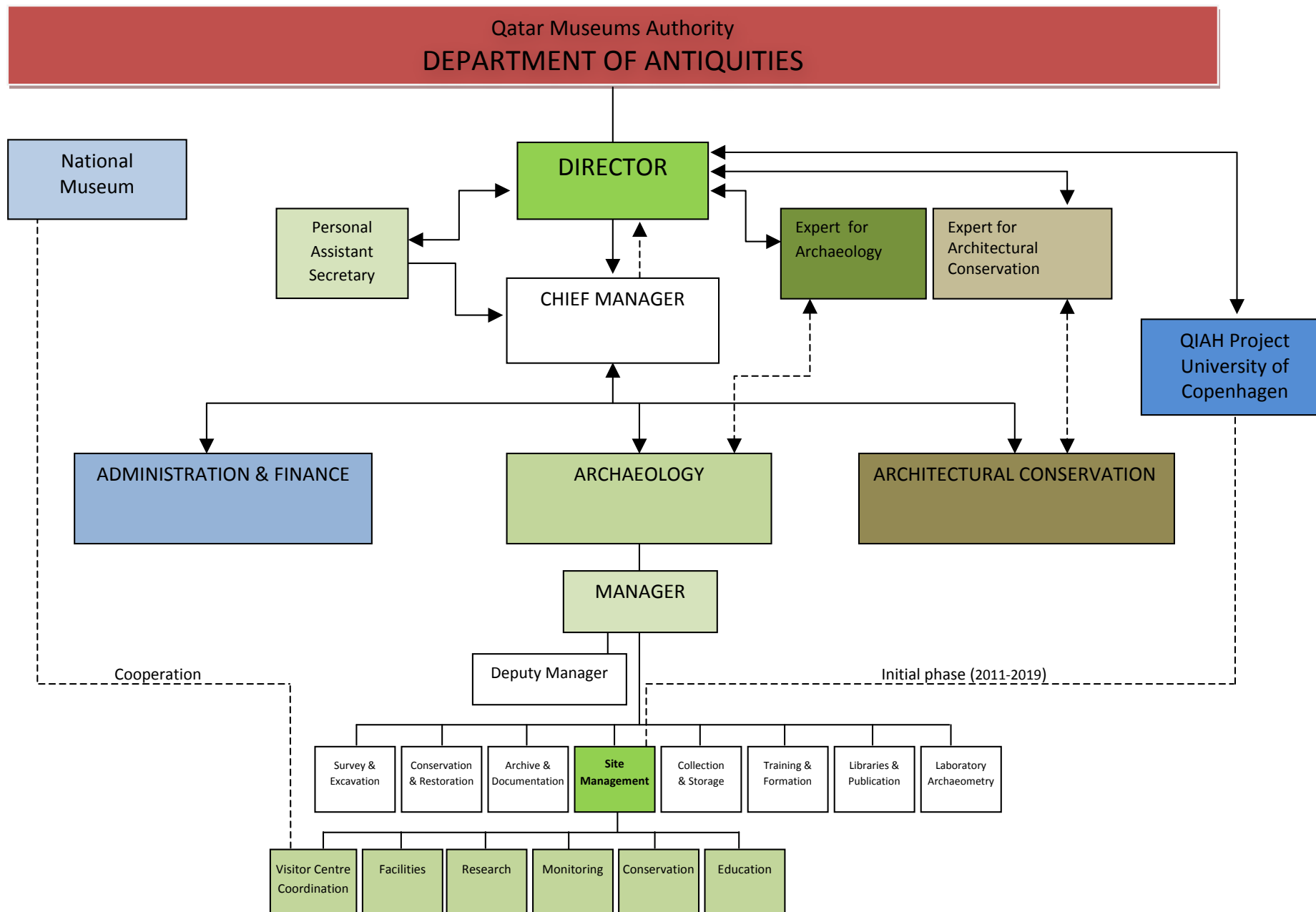


Fig 3: Al Zubarah Archaeological Site Management in the Department of Antiquities

### 1.2.3. QMA and QIAH Administrative Framework

In 2009, the QMA launched the Qatar Islamic Archaeology and Heritage project (QIAH) jointly with the University of Copenhagen. The QIAH Project is a ten-year research, conservation and heritage initiative, to investigate the archaeological sites of Al Zubarah, preserve its fragile remains, and work toward the presentation of the site to the public. Up to now the QIAH Project has completed a topographic survey of the Nominated Property, conducted excavations in five areas in Al Zubarah, and undertaken surveys and test excavations at Qal'at Murair. The work of QIAH on archaeology and conservation at the site of Al Zubarah and its surroundings is comprehensively preliminarily published and reported on a yearly basis to the Department of Antiquities of the QMA (See Volume III – Technical Annexes).

The QIAH team led by the University of Copenhagen is responsible until 2019 for the research on *Al Zubarah Archaeological Site*; for preparing and presenting it to the international community, and preserving it for future generations. The project runs in accordance with the national legislative framework for protection of both the cultural and natural heritage of the State of Qatar, and it is under the aegis of the Department of Antiquities of the QMA (See Fig 3 p.13).

In the initial phase of preparation of *Al Zubarah Archaeological Site* for presentation, the QIAH Project will function as the basic Site Management unit of the Archaeological section of the Department of Antiquities, organising the research activities on the property, and cooperating with the QMA in the running of the basic maintenance facilities provided in the area. QIAH has also been producing and providing the informative material of the temporary exhibition currently held in Al Zubarah Fort.

At a later stage, after completion of the preliminary phase of the listing process of *Al Zubarah Archaeological Site* in the World Heritage List, the QIAH Project will work with the QMA to develop the structure of its Site Management Department, in order to be able to deal more effectively with the challenges posed to the heritage sites of the country (See Fig 4 p.15).

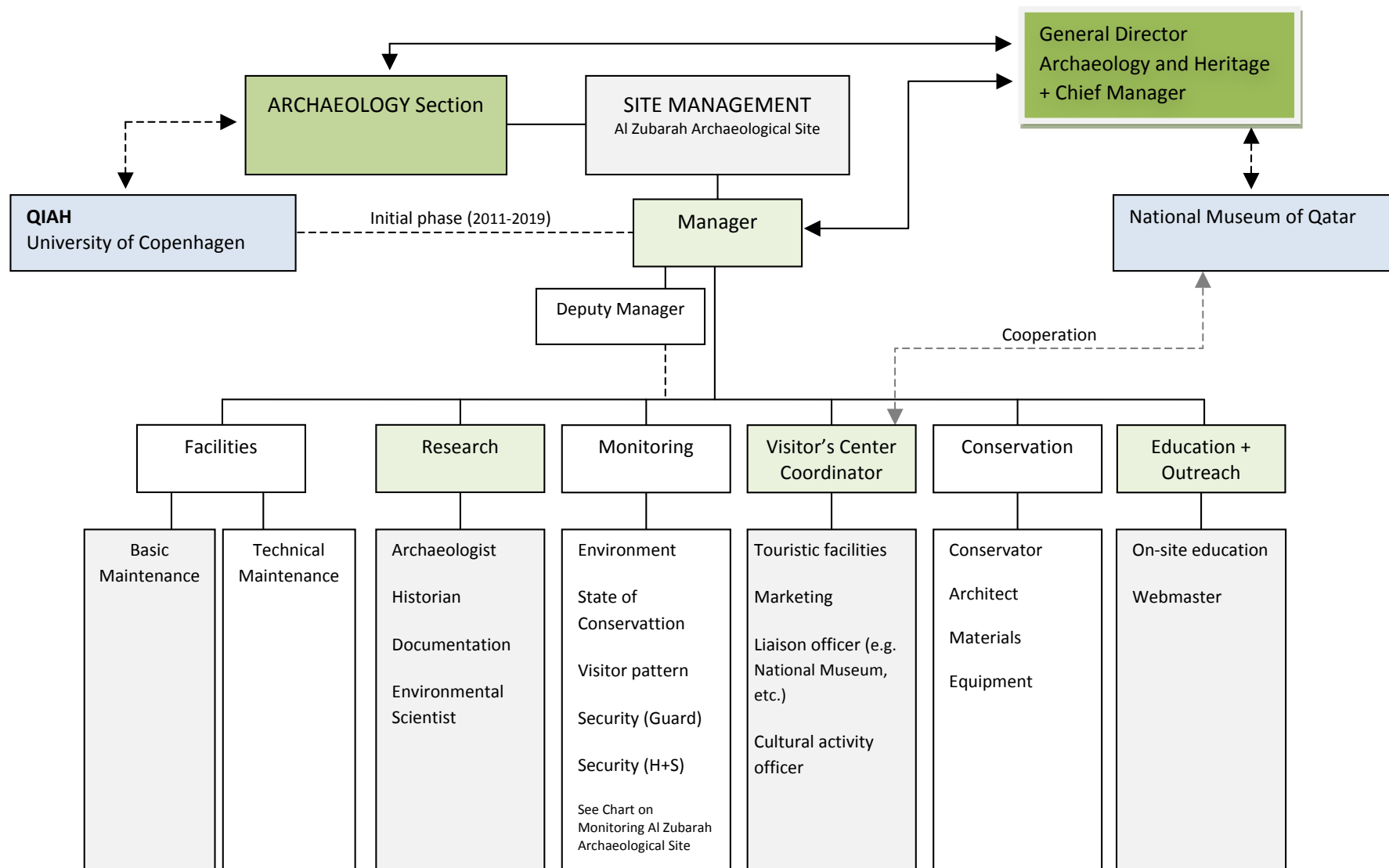


Fig 4: Al Zubarah Archaeological Site Management

#### 1.2.4. Development Plans for the Region

##### Introduction

The plans for *Al Zubarah Archaeological Site* designed by QMA are part of a more ambitious and comprehensive strategy for the development of cultural and educational tourism for the Qatari nation based on the engagement of local communities in protecting, promoting, and interpreting the archaeological and heritage sites within their region, and ultimately at the international level.

The driving principles of the QMA vision for *Al Zubarah Archaeological Site* are the protection, conservation and promotion of the tangible and intangible heritage of this most celebrated historic site in Qatar. This program of sustainable tourism development implies not only plans for the overall social and economic development of the region, but also a prominent eco-friendly component, which will monitor the state of the natural environment of *Al Zubarah* and the neighbouring *Al Reem Biosphere Reserve*, preserve the delicate ecosystem, and present it together with the cultural heritage as one of the major assets of the region.

The Management Plan of *Al Zubarah Archaeological Site* will coordinate with - and direct the impact of - a series of large-scale planning and development strategies, elaborated by various governmental agencies, for the region and for the nation of Qatar as a whole. The existing plans for the development of the area, with which the Management Plan of *Al Zubarah Archaeological Site* will harmonise, are described below.

##### ***Masterplan for the Development of Tourism in the State of Qatar***

In 2004, the QTA produced a *Masterplan for the Development of Tourism in the State of Qatar*, which is currently in the process of being updated. The plan contains a section specifically dealing with "Qatar tourism resorts and the management of touristic sites as a way to establish the vision of QTA and to accomplish the goals related to its *Masterplan for the Development of Tourism in the State of Qatar*". Subsections contained in this part of the plan are particularly dedicated to different types of tourism to be developed in Qatar, among which is cultural tourism. According to this document, the results of the national efforts to develop this type of tourism are not yet tangible, due to the limited number of historical and archaeological sites adequately managed and widely known in the country. The construction of Visitor Centres near archaeological sites is to be supported, and tourism sites should be managed by the QTA, the QMA, the municipalities of Qatar, and the Ministry of Culture. The Masterplan focuses also on cultural tourism and on the appreciation of intangible heritage in the form of regional customs and traditions. The *Masterplan for the Development of Tourism in the State of Qatar* emphasises the importance of involving Qatari nationals in the protection of their cultural traditions as social instruments of identity-building.

The 2004 *Masterplan for the Development of Tourism in the State of Qatar* lists among its plans the expansion and renewal of the *Souq Waqif* in Doha, the establishment of the Museum of Islamic Art, and the development of programs publicising the archaeological sites of the country, specifically mentioning the site of *Al Zubarah*, and the palaces and forts of Qatar. Most of these initiatives have to date already been implemented, as is the case with the opening of the Museum of Islamic Art in 2008, and the recent and ongoing renewal of the *Souq Waqif*.



## Protected Area Action Plan 2008-2013 (SCENR)

In 2007 the Supreme Council for Environment and Natural Reserves (SCENR), now the Ministry of Environment, in conjunction with the Department of Wildlife Conservation, developed a Protected Area Action Plan to be implemented in 2008-2013. It contains several sections which are crucial to the protection of tangible cultural heritage in Qatar, as well as strategies for tourism, particularly the encouragement, development and growth of eco-tourism.

The Action Plan focuses on the conservation and management issues in Protected Areas, including but not limited to: Al Reem, designated as a Protected Area in 2005, and as a Biosphere Reserve in 2007 under the UNESCO Man and Biosphere Program; and Khor Al Adaid, which has been proposed as a nominee for the Tentative List of UNESCO World Heritage Sites. In total, roughly 22% of the State of Qatar has been designated as a Protected Area, with *Al Reem Biosphere Reserve* already occupying approximately 10.4% of the entire peninsula, elevating Qatar to one of the highest percentages of protected area per country in the world.

An important component of the Protected Area Action Plan is the involvement of local communities and stakeholders in the protection and promotion of the designated areas, including consultation on limited resource uses such as camping, hunting, and grazing of livestock.

The Plan proposes the establishment of a Protected Areas Department within the Ministry of Environment (ex SCENR), which will manage the Protected Areas, regulate sustainable use and eco-tourism, and build cooperation with local communities in addition to formulation and carrying out the Management

Plans of Protected Areas. The creation of a single agency in charge of the Protected Areas will help to overcome the difficulties encountered in the past, when multiple agencies had jurisdiction over these areas, and greatly facilitate conservation management. Infrastructures in Protected Areas should be modelled on the local architecture and constructed using locally available building materials where possible, and their environmental impact should be monitored and reduced as much as possible.

The plans for the development of eco-tourism in and around *Al Zubarah Archaeological Site* will be made in close cooperation with the QTA. These will include: destination development, capacity building of local stakeholders, and building marketing linkages. Specifically, these may include activities such as trekking, or guided bird-watching tours. In cooperation with the QTA, guidelines for eco-tourism will be developed in a way that benefits the environment as well as the local economy, with a constant eye on the preservation, protection and promotion of the natural resources of Qatar.

## Qatar-Bahrain Causeway

The largest, currently planned development project in the Ash Shamal Municipality is the construction of the Qatar-Bahrain Causeway (also referred to as the Qatar-Bahrain Friendship Bridge). This 40km long causeway and bridge will serve as a vital connection between Qatar and Bahrain, with construction costs estimated at 3-4bn USD. A highway and train line connected with the bridge will be routed a few kilometres south of *Al Zubarah Archaeological Site*, but the final alignment of the road has yet to be agreed upon and approved by the QMA and the Ministry of Municipality and Urban Planning. Archaeological sites situated along the route of the highway and bridge are in the process

of being investigated prior to development, to ensure that the impact of the Qatar-Bahrain Causeway construction is kept to a minimum. The road alignment will respect the limits of the Buffer Zone surrounding the Nominated Property, and will therefore have a limited impact on the preservation of the site.

### **Protection and Services for Archaeological Sites**

In 2007, the QMA catalogued and mapped all the archaeological sites in the state of Qatar known at the time of preparation of the document, as prescribed by article 10 of the Law of Antiquity no. 2 of 1980, Amiri Decree no. 65 of 2005, and later by its amendment, Amiri Decree no. 26 of 2009. The *Protection and Services for Archaeological Sites* file was created to implement protection of the sites through preventative fencing of the areas declared of archaeological interest. The sites of Al Zubarah and Qal'at Murair, which are situated within the Nominated Property, and other archaeological sites in the Buffer Zone of *Al Zubarah Archaeological Site* are all registered as belonging to Area 4 of Zone 78 of the document.

### **National Heritage Park of Qatar: 'The String of Pearls'**

The Masterplan for the *National Heritage Park of Qatar: 'The String of Pearls'* is currently being elaborated by the QMA in collaboration with the QIAH. The Masterplan sees the nominated *Al Zubarah Archaeological Site* as a part of a larger area that will become the *National Heritage Park of Qatar*. In terms of mid to long-term perspective, the *National Heritage Park* aims to cover the entire area along the north-western coast of Qatar between Al Zubarah and Madinat ash Shamal, including archaeological sites, abandoned villages and forts.

The Masterplan is in line with the general strategies of development promoted by the State of Qatar to protect and promote the heritage of the country, as well as the principles presented in the *Al Zubarah Archaeological Site* Nomination File. It takes into consideration the foreseen increase in visitor numbers at *Al Zubarah Archaeological Site* and in the region in general, following the amelioration of infrastructural connections to other regions of the Gulf and major future international events, such as the 2022 FIFA World Cup. The Masterplan for the *National Heritage Park of Qatar* ensures that *Al Zubarah Archaeological Site* will maintain its integrity and authenticity as an outstanding example of a well-preserved 18<sup>th</sup> century traditional pearl fishing and trading town, while the other archaeological sites and the fragile ecosystem present in northern Qatar will be protected from indiscriminate development. The existence of a *National Heritage Park of Qatar* will add a further layer of protection to the Nominated Property, and go a long way to raise public awareness for the heritage of the site and its natural and historic landscape.

### **Plans relating to the 2022 FIFA World Cup**

In 2010, the State of Qatar won the bid to host the 2022 FIFA World Cup international football tournament, a prestigious event with a massive following worldwide. One of the twelve stadia for the 2022 FIFA World Cup will be built in the vicinity of Madinat ash Shamal. The existing preliminary plans to create solar powered, carbon neutral buildings mean the stadium is in line with the long-term strategies devised by the government of Qatar for environmental protection. It is considered that together with the 45,120 people capacity stadium, parts of the town will be modified significantly. Around 10% of the foreseen spectators for Ash-Shamal are expected to arrive via the Qatar-Bahrain Causeway Bridge, and the development of local infrastructure is also expected to push the urban development of the town itself.

*Al Zubarah Archaeological Site, Al Reem Biosphere Reserve and the National Heritage Park* of Northern Qatar will therefore be an integral part of a long-term development of the region. Moreover, the status of the former two zones as legally Protected Areas will be crucial in ensuring that any regional development will be conducted with respect to the protection and conservation of the cultural and natural heritage of the region.



## *2. Site Description*



## 2.1. EXTENT OF THE SITE

*Al Zubarah Archaeological Site* lies 92 km north-west of Doha, on the north western coast of Qatar, in the municipality of Madinat ash Shamal.

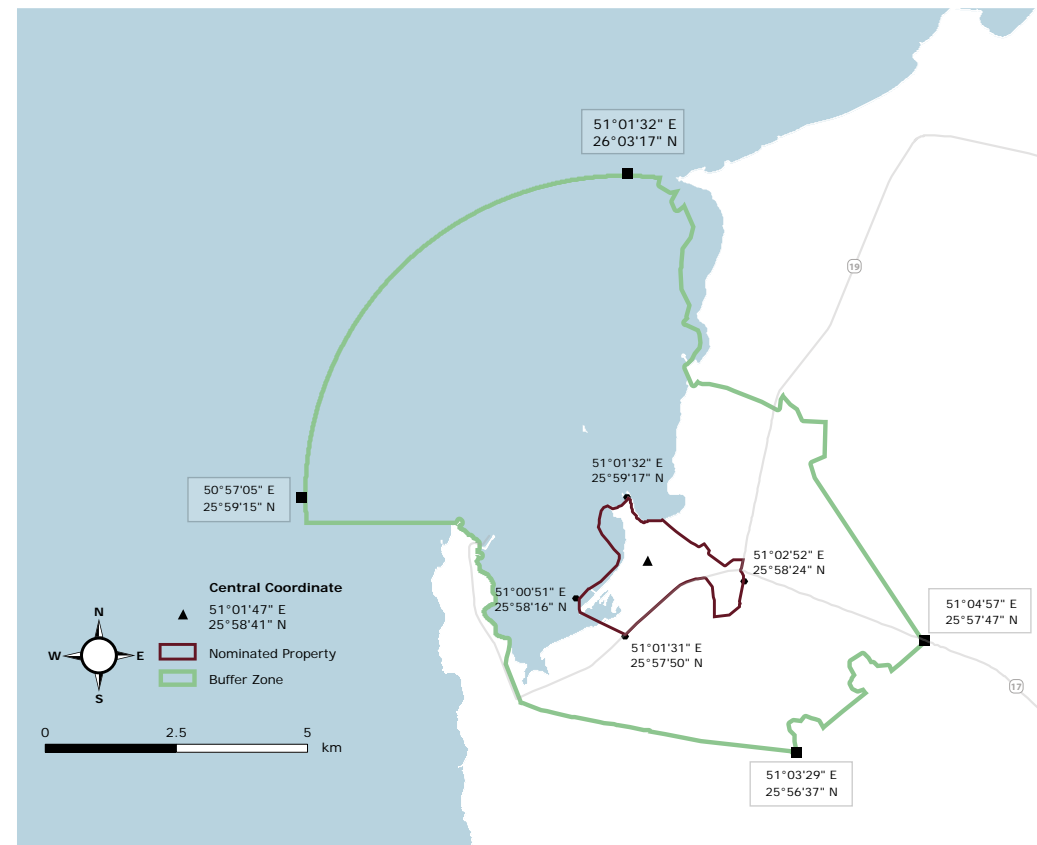
The Nominated Property consists of an area covering 415.66ha, which includes the area of the town, two extra-mural screening walls, a sea-canal, cemeteries, Qal'at Murair and Al Zubarah Fort.

A modern road dissects parts of the site, with the majority of the site located north of the road, and Qal'at Murair situated south of the road. In the north, the Nominated Property is defined as a straight line between the coast and the existing fence around Al Zubarah Fort. The eastern extent encompasses the remains at Qal'at Murair, while the current Ras Ushairiq road defines part of the southern limit. The intersection between the beach and the *sabkha* formation south-west of Al Zubarah town forms the western boundary of the Nominated Property.

A large Buffer Zone, which extends over an area of 7196.4ha, incorporates both the wider hinterland and the extensive coral reef system off the shore of Al Zubarah which surrounds the Nominated Property. The Buffer Zone follows administrative and physical limits to the East, South and North of the site, and includes the archaeological sites of Qal'at Shuwail, Helwan, and the abandoned village of Ain Mohammad. In the sea, it draws a north-west quadrant at 6.2km from the north point of the Nominated Property.

The land on which the Nominated Property site lies is owned by the State of Qatar and protected and administered by the QMA. The Buffer Zone limits include exclusively public-owned parcels

and avoid private properties to permit a more effective control over the land development. The Buffer Zone territory belongs partially to the State of Qatar and partially to the Municipality of Madinat ash Shamal.



**Fig 5: Buffer Zone and Nominated Property**  
QMA/QIAH 2011

## 2.2. SITE DESCRIPTION

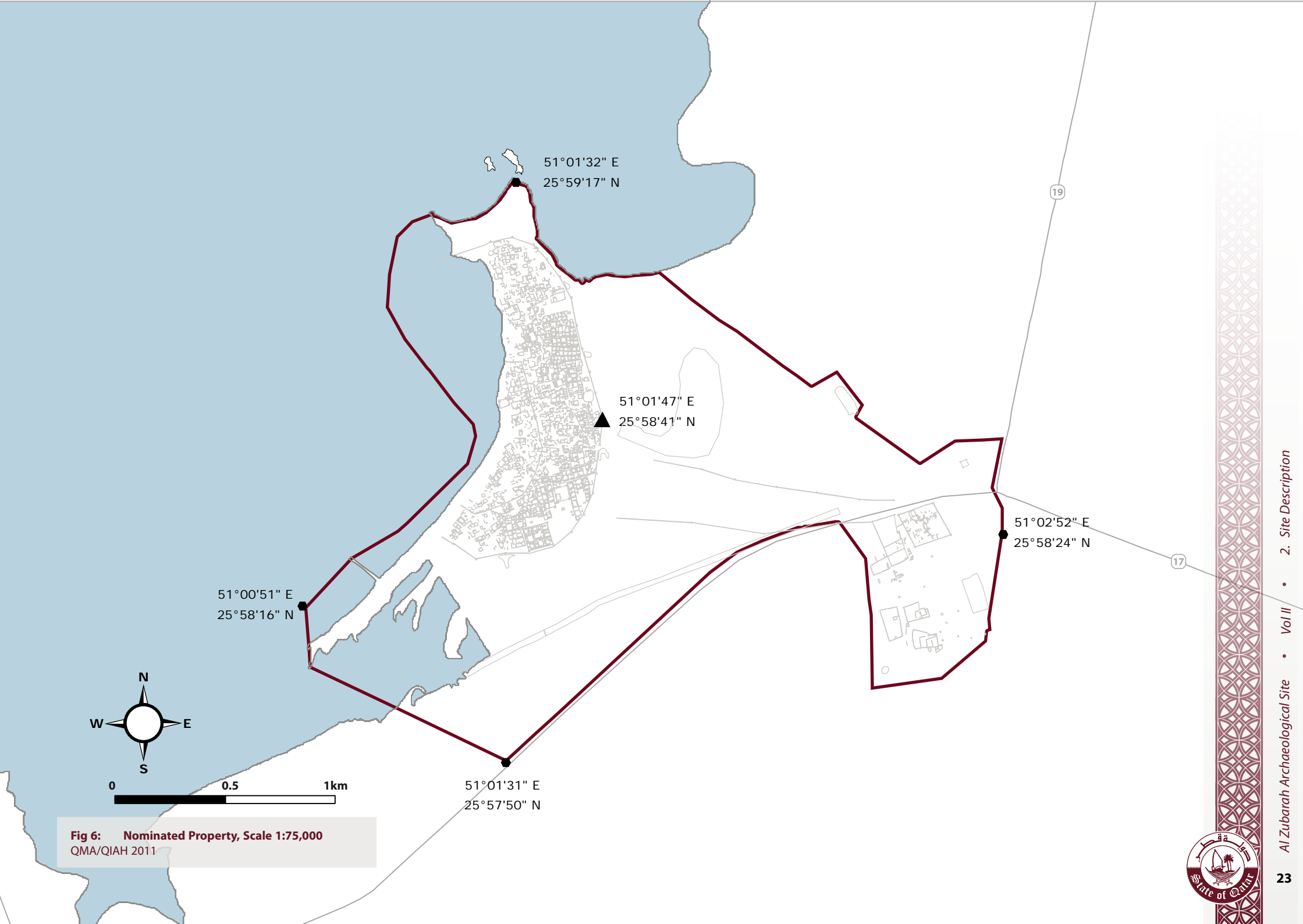
The Nominated Property is situated along a shallow bay on Qatar's north-west coast. The earlier part of the settlement extends over an area of c. 60 ha and is enclosed by a 2.5km town wall. A later, inner town wall encloses a smaller area of 13 ha. Within the wall of the early town, regularly laid out neighbourhoods exist, which suggest that they were planned and constructed with an overall urban layout in mind. A variety of traditional buildings are preserved, including mosques, fortified compounds, courtyard houses and souqs, as well as the more ephemeral traces of traditional palm-leaf huts and tents, examples of which are rarely preserved elsewhere.

About 1.5km to the east of the town of Al Zubarah lies Qal'at Murair. This large fortified settlement consisted of a square enclosure wall reinforced by four corner towers and surrounded by field systems and wells, protecting Al Zubarah's key water source. A 1.5km long canal connected Qal'at Murair with the ocean, which was used to transport goods and water on flat bottom boats to larger ships sheltering in the bay of Al Zubarah. Later, two screening walls running from the outer town wall of Al Zubarah to the gates of Murair were built, to protect people transporting water from Qal'at Murair to the town. In addition to Qal'at Murair, there are multiple other sites situated in the vicinity of Al Zubarah, including wells, coastal fishing villages, small fortified compounds and inland settlements, as well as Bedouin camps.

To understand Al Zubarah's history we also have to study the hinterland and landscape around the town without which the settlement could not have survived. The wider historic landscape therefore preserves and encapsulates a traditional form of land

use associated with a pastoral economy, in conjunction with the transformative effects of pearl fishing and trade. This historic landscape and hinterland forms an integral part of the proposed UNESCO World Heritage Site, thus composing a discrete and effective Buffer Zone around the Nominated Property.

Excavations at Al Zubarah by the QIAH since 2009 have begun to provide more details on the settlement's history and development. Most importantly, fieldwork has demonstrated that the inner town wall of Al Zubarah is later than the outer, larger town wall. Although normally towns develop outward from a core, the situation in Al Zubarah appears to be the reverse. This reflects not only the changing and dynamic nature of settlement, but also shows how the early town was decisively imposed on the landscape as a fully fledged urban development. The nearby canal further attests to this dramatic impact on the landscape. The preservation of much of this urban layout today provides a unique insight into concepts of urban design and planning in the Arab world during the 18<sup>th</sup> century, encapsulating and showcasing fundamental urban ideas.



**Fig 6: Nominated Property, Scale 1:75,000**  
QMA/QIAH 2011

### 2.3. HISTORICAL AND CULTURAL CONTEXTS OF AL ZUBARAH AND ITS REGION

Al Zubarah is Qatar's largest extant archaeological site and is the Gulf's best-preserved 18<sup>th</sup>-19<sup>th</sup> century pearl fishing and trading settlement. Until the introduction of the cultured pearl, and before the exploitation of oil and gas, pearl fishing and trading constituted the Gulf's single most important industry, both economically and culturally. It created large economic surplus and wealth at a time when the Safavid State lost political influence and importance. Pearl fishing and trade therefore provided the economic foundation on which incipient city states in the Gulf depended. This occurred at a time when the crucial geopolitical, social, and cultural trajectories of recent Gulf history were established, shaping the region to the modern day.

Given Al Zubarah's unique state of preservation, the town is an outstanding testament to this crucial period in the Gulf's and the Arabian Peninsula's historical development; the unique cultural traditions associated with pearl fishing; and the local and international trade routes that linked Al Zubarah into a network ranging from the Indian Ocean and the coast of eastern Africa, to western Asia and Europe.

With the arrival of the Utub from Kuwait during the 1760s Al Zubarah experienced a major urban expansion, and quickly emerged as a major regional trade centre. Following a devastating attack on the town in 1811 the settlement was destroyed and abandoned only to be resettled and occupied throughout the mid to late 19<sup>th</sup> century on a much smaller scale. Caught between the political rivalries of local tribes and outside states (e.g. the Ottomans, British Empire, and Muscat) its inhabitants continued to fish for pearls and maintain their cultural traditions and practices. Yet, following a further devastating attack in 1895,

Al Zubarah was once again abandoned. From the early 20<sup>th</sup> century onwards it was used only occasionally by fishermen and Bedouin as a temporary camp with the remains of the former town falling into ruin. Only in 1938 was Al Zubarah Fort, located to the east of the site, built to watch over the coastline and provide security in the region.

Across the Gulf, pearl fishing and trading settlements like Al Zubarah later developed into modern cities. The accelerated development of these cities as a result of the oil boom over the course of the last 60 years has severely affected the preservation of archaeological remains, historic buildings and old urban topographies. In most cases, pearl fishing settlements have been completely displaced by ultra-modern metropolitan areas or have been otherwise lost (e.g. Kuwait, Basra, Abu Dhabi, Bushire, Al Huwaylah, and Manama). In many cases where the urban fabric and layout has survived it has done so only partially and it is very fragmented.

Because of the short duration of the original settlement and the gradual abandonment of Al Zubarah, the layout and historic fabric of the 18<sup>th</sup>-19<sup>th</sup> century settlement is preserved in outstanding detail. It is therefore the best preserved example of the rapid urban development associated with pearl fishing and trade, and provides us with key historical information about urban planning, trade connections, cultural traditions, economic development and ecological sustainability in a harsh environment. Al Zubarah constitutes a major heritage asset of national and international importance that requires protection so that its historical lessons are available for future generations. It represents a key source of cultural identity for Qataris and citizens of nearby Gulf countries alike, and offers major opportunities for the development of tourism and educational programs.



## 2.4. BASELINE CONDITION

The town of Al Zubarah on the north-western coast of Qatar sits on a narrow band of slightly higher ground abutting the sea on its western side, with a *sabkha* occurring on its landward side. The landscape in the vicinity of Al Zubarah has its origins in the mid-Holocene marine transgression, which lasted from perhaps 4500-2300 BC, peaking at ca 3500-2300 BC at levels about 2-3m above those at present. The ancient shoreline is now marked by a low 2-5m scarp, readily seen in the vicinity of Qal'at Murair, where the narrow coastal plain represented by active coastal *sabkha* gives way to higher areas of limestone on which Al Zubarah Fort was built. Offshore from Al Zubarah are extensive wave-cut rock platforms eroded across the limestone bedrock during the marine transgressions. The distribution of the rock platforms probably affected the town design, in that the platforms mute any significant storm impact by dissipating wave energy.

The local environment is characterised by high average annual temperatures, which can reach >50°C during the summer months. During May to September, in particular, temperatures can vary significantly between day and night. During the winter months, rare but intensive rainfall occurs, which can cause localised flooding. Strong northerly winds are particularly common in January. Given the close proximity of the sea humidity can be high and the air has an above average salinity content, due to high evaporation rates.

*Al Zubarah Archaeological Site* and surroundings comprise characteristic habitats of the Arabian Gulf desert and semi-desert terrestrial ecoregion. From the coastline to the inland border of the area there is a transition from intertidal mudflats and patchy mangrove to *sabkha* plains and arid stony desert. The flora and

fauna is typical to the region and dominated by species that are strongly adapted to the salt exposed or xeric environment and migrant birds that come to forage.

*Al Reem Biosphere Reserve* is part of UNESCO's World Network of biosphere protectorates and was listed in 2007. The biosphere reserve includes *Al Zubarah Archaeological Site* as part of its core zone, while the reserve's Buffer Zone begins south of the Ras Ushairiq road. This Buffer Zone includes the area of Qal'at Murair. To the north and northeast of Al Zubarah is the terrestrial transitional zone of the reserve, while the bay between Al Zubarah and the Ras Ushairiq peninsula, and the adjacent marine environment, is included in the biosphere reserve's marine transitional zone.

*Al Zubarah Archaeological Site* and the other historical localities in its immediate vicinity are protected by existing legislation because they are recognised heritage areas.

## 2.5. INTERVENTION HISTORY AND SITE'S CURRENT CONDITION

### 2.5.1. History of Excavations

During the early 1980s and in 2002-2003, State authorities carried out two excavation projects in Al Zubarah.

- The excavations in the 1980s were the more comprehensive of the two, targeting an area of approximately 3,000m<sup>2</sup> in the northern part of the site and a further area of 1,300m<sup>2</sup> in the centre of the town toward the beach front. Also during that season an area of c.600m<sup>2</sup> was excavated in the southern part of the town. In addition, the excavations exposed sections of the outer town wall, as well as one of the large extra mural middens. The results from these excavations were published in Arabic.
- A further excavation was carried out in 2002-2003 in the north-western sector of the town (QMA-2). These excavations covered an area of c. 3,000m<sup>2</sup> and revealed a series of domestic buildings, lanes, and courtyards. The area is situated close to the beach and is outside the inner town wall. These excavations provided an initial insight into the chronology and development of Al Zubarah and the economic, social and cultural relations amongst the town's inhabitants.
- In 2009 the QIAH Project excavated five areas at Al Zubarah, carried out a complete topographic survey of the site, and conducted survey and test excavations at Qal'at Murair. This work, comprehensively reported on an annual basis to QMA, and preliminarily published, has begun to develop a more thorough understanding of the urban archaeology of Al Zubarah, its history and development.

### 2.5.2. History of Conservation

#### 1980s

- During the archaeological investigations at Al Zubarah, the town walls were surveyed and roughly documented.
- The building structures exposed were drawn in the scale of 1:100 and photos were taken. The executed restoration work was documented with photos.
- After the archaeological records were carried out no further documentation or monitoring of the exposed remains were done.

#### 2003/2004

- A survey of old buildings in the State of Qatar was carried out by the private company GHD Engineers and the Building Engineering Department (BED) of the Ministry of Municipal Affairs and Agriculture of Qatar. Several villages and forts were documented in the Al Zubarah region.
- A photo survey was carried out and plans were produced in the scale of 1:100. The archaeological site of Al Zubarah and Qal'at Murair were not documented.

#### 2009

- The QIAH project, initiated by the QMA and carried out by the University of Copenhagen, did a preliminary survey of the state of conservation to identify the major problems for the conservation of architectural remains and to develop a

strategy to find the best solution for the conservation and consolidation of the exposed architecture respecting the international conservation standards.

- Several tests were carried out to identify the best conservation materials, techniques and methods to succeed in the harsh high saline environment of Al Zubarah.
- In cooperation with the *Labor für Baudenkmalpflege/Naumburg*, Germany building materials of Al Zubarah were analysed, and a catalogue of building materials derived from the analysis is in preparation.
- A GIS-based database is under construction to serve as the major platform for the monitoring of the state of preservation during the QIAH project, and afterwards.
- Emergency conservation of *dhow* carvings on the wall of one of the architectural structures of Al Zubarah.

To date, 2.5% of the site's total area has been excavated providing a window into the history of occupation of the site. Although much has been discovered about the settlement's history, layout and development, there are still crucial lessons to be learnt, and only further excavations in key areas can provide a more detailed understanding of its development and phasing. While there is now a preliminary theory about the chronology of Al Zubarah, whether there was a substantial settlement prior to the mid 18<sup>th</sup> century is still open to conjecture.

Conservation work has already begun on the architectural structures of the site, as well as on moveable artefacts in the past two seasons of work on Al Zubarah. In the next few years, as archaeological excavations gradually wind down, conservation will be the principal activity at *Al Zubarah Archaeological Site*.





## 2.6. STATEMENT OF SIGNIFICANCE

The scope of the Management Plan is to preserve the Outstanding Universal Value of *Al Zubarah Archaeological Site*. Stakeholders and the site manager should be familiar with the concepts expressed in the UNESCO Nomination File, which are reproduced below

*Al Zubarah Archaeological Site* is of outstanding universal value as the Gulf's most complete and well-preserved pearl trading and diving town of the 18<sup>th</sup>-19<sup>th</sup> centuries. Until the introduction of the cultured pearl, and before the exploitation of oil and gas, the trade in pearls constituted the Gulf's most important industry, employing up to a third of the male population in the region. It created large economic surplus and wealth at a time when the Persian Safavid Empire had lost political influence and importance. Pearling was the foundation on which incipient city-states were formed and gained wider regional influence and importance, laying down the crucial geopolitical, social, and cultural trajectories of recent Gulf history, which shape the region to the modern day.

Al Zubarah played a pivotal role in this historic phase of development, as it represented one of the most prolific and crucial international trading ports in the region. As a traditional settlement located in Arabia in which trade, commerce and hence social and cultural interaction and exchange were the underlying tenets, the Nominated Property relates to a number of socially and culturally relevant themes. The site reflects the history of tribal migration in the Arabian Gulf, as it was founded by merchants arriving from Kuwait and Basra in the search for pearls. Al Zubarah also represents a unique mode of occupying a fragile desert ecosystem, which includes a particular system

of water management. Moreover, during the mid to late 18<sup>th</sup> century, Al Zubarah was the Gulf's most important trading hub, connecting the Indian Ocean with Arabia and western Asia, and highlighting how trade and exchange connected people from East and West economically, socially and culturally. Collectively, these themes highlight Al Zubarah as a non-European, traditional form of settlement, which encapsulates anthropological and social historical themes.

*Al Zubarah Archaeological Site's* outstanding universal value pertains to the unique preservation of a virtually complete urban town plan of an 18<sup>th</sup>-19<sup>th</sup> century pearling and trading settlement. This unique state of preservation highlights the authenticity of the site, and it provides crucial information on human relations with the land and sea, trade links, and social and economic relationships, which are engrained and materialised in this exceptional assemblage of urban, historic fabric. Surrounded and protected by a 2.5km long wall, the town extended over an area of 61ha. Due to the abandonment of the site in the beginning of the 20<sup>th</sup> century, the entire layout of the settlement is preserved in great detail, providing key archaeological and anthropological data on economic, social and cultural relations between the inhabitants of the town, as well as traditional pearling practices.

The site is today preserved in the form of low mounds, which mask the buried traces of traditional vernacular and religious architecture. The urban fabric of the Nominated Property includes courtyard houses, palaces, mosques, souqs, defensive walls and palm-leaf fishermen's huts and tents. This represents a unique mix and assemblage of building types, whose spatial organisation across an entire townscape is preserved in

outstanding detail. The Nominated Property includes the entire town, harbour, canal, screening walls, cemeteries, and Qal'at Murair. Qal'at Murair, destroyed in the latter part of the 20<sup>th</sup> century, survives largely as sub-surface archaeology, but is an important, interconnected feature of the Nominated Property. The fort showcases how the desert's most precious resource – water – was managed and protected, and how Al Zubarah's rulers strategically protected access to it.

The integrity of *Al Zubarah Archaeological Site* is guaranteed, having been abandoned in the early 20<sup>th</sup> century, and being located far from any modern settlement. Only a small proportion of the site has been excavated and restored, and scientific reports have either been or are in preparation to be published. The archaeological phases at the site are intact and showcase the development and evolution of the town. *Al Zubarah Archaeological Site* is under development to ensure the preservation and presentation of the site for future generations.

The Nominated Property is proposed for inscription under criteria (iii) and (v), as it is an outstanding example of a mid 18<sup>th</sup> to late 19<sup>th</sup> century pearl fishing and trading settlement, representing a traditional form of land-use and sea-use, settlement and water management. Moreover, Al Zubarah is one of the last remaining localities that embodies the historical trajectories that shaped the economic, social and geopolitical landscape of the early-modern and modern Gulf. *Al Zubarah Archaeological Site* encapsulates the traditions and lifestyle of 18<sup>th</sup>-19<sup>th</sup> century urban populations in the Gulf, and reflects the relationship that existed between the people of the Arabian Peninsula and their natural environment.

The property is owned by the QMA, a distinct governmental organisation under direct control of the Amir's Office. The Buffer

Zone around *Al Zubarah Archaeological Site* protects it from the impact of any development plan being considered for the region, guaranteeing the preservation of not only the archaeological remains, but also of their setting and surrounding landscape. The Nominated Property includes the 1938 Al Zubarah Fort, itself an important visitor attraction and source of national pride, while Qal'at Shuwail, an 18<sup>th</sup> century fort and settlement associated with Al Zubarah, is inside the limits of the Buffer Zone. Given the strong existing governmental planning and development control, in which the QMA has direct input for the protection of archaeological and historic building assets, the Buffer Zone will guarantee the highest level of protection for this outstanding site.

# *3. Guidelines for the Management Plan*





### 3.1. INTRODUCTION

The Management Plan for *Al Zubarah Archaeological Site* is a strategic document currently being prepared by the QIAH Project in consultation with the QMA, an autonomous governmental body with the authority to protect and manage the Nominated Property and all archaeological zones in the State of Qatar. The document will outline the framework for coordinated management and the development of affiliations between recognised national stakeholders, local authorities, external agencies, and operators of the private sector. The Management Plan for *Al Zubarah Archaeological Site* will not simply be a strategic guideline, but it is intended as a living document and, as such, it will evolve through updates, and be expanded over time as needed by local circumstances and results of research. It is important that the Plan should have the flexibility to react to changes, particularly in sites like the Nominated Property, where tourism development is expected to occur. The document should therefore include mechanisms to allow for regular feedback, and for monitoring the impact of the planning strategies as they are implemented on site.

The Guidelines for the Management Plan for *Al Zubarah Archaeological Site* are specifically developed to provide a framework for the management and mitigation of the existing and foreseen threats to the protection and conservation of the site, and for the presentation and enhancement of its significance and its outstanding universal value. It is instrumental in supplying guidance and helping to ensure that the distinctive qualities of the site are documented, protected, and preserved in their integrity and authenticity for future generations.

The Management Plan for *Al Zubarah Archaeological Site* also aims to transmit the social and historical significance of the site to the local and international community through a programme of research, education, and dissemination of its historical, social, economic and ecological qualities. The site is, in fact, situated in an area distinguished by the exceptional presence of not only a rare natural ecosystem, but also the only extensive remains of Islamic urbanism connected to the traditional practice of pearl fishing in the Gulf, which has today completely disappeared. Other objectives and considerations relevant to the process of the creation of a coordinated system of management are included in the planning strategies, but they are necessarily subordinate and compatible to the main aims of protection, conservation and presentation of the site.

Effective management of *Al Zubarah Archaeological Site* will be achieved through a system of coordination operating at different levels. At the highest level, there should be coordination of the site management system of the Nominated Property with the administrative structure of the government, identifying responsibilities and levels of authority of the administrators of the site. At an internal level, management coordination should exist among the numerous divisions into which the organisation of *Al Zubarah Archaeological Site* is structured, to ensure efficiency and clarity of operation. A National Committee for *Al Zubarah Archaeological Site*, composed of stakeholders, is also being developed at this stage. At an external level, the site management should work in close cooperation with local authorities, other agencies, and operators of the private sector, whom this Plan is targeting.

The Management Plan will be aimed at local authorities, namely the Ministry of Municipality and Urban Planning and the Ash Shamal Municipality, agencies like the QTA, the Ministry of Environment, the Ministry of Interior, and the General Secretariat for Development Planning, and finally the various operators of the private sector, like managers of hotels and restoration industries, retailers, and tour operators.

On a national level the Management Plan for *Al Zubarah Archaeological Site* will help to foster the overall vision for the development of the State of Qatar and the strengthening of its national cultural identity. It will add to other plans and proposals already designed, or in the process of being elaborated, such as the Qatar National Vision 2030 and Qatar's First National Development Strategy (NDS), 2011-2016, both designed by the General Secretariat for Development Planning; the Masterplan for Qatar, in the process of being elaborated by the Qatar Urban Planning and Development Authority; the Qatar Tourism Masterplan, prepared by the QTA, and the Masterplan for the *National Heritage Park of Qatar: 'The String of Pearls'*, currently being elaborated by the QMA in collaboration with QIAH. These plans intend to improve the infrastructure and quality of life in Qatar, while protecting and showcasing the unique cultural heritage assets of the nation.

In addition to the above-mentioned plans, *Al Zubarah Archaeological Site* Management Plan will guarantee the coherence between not only the physical remains, but also the social, scientific and historical values of the site, presenting them within their cultural and natural background, which constitutes in itself an invaluable attraction. The *Al Zubarah Archaeological Site* Management Plan will guarantee the coherence between the preservation of the Nominated Property and the development

plans being developed for the site, on the basis of the legal authority given to the QMA, and according to the principles set in these guidelines and in the Nomination File.

The present Guidelines for the Management Plan are a blueprint for the principles and strategies of site management which will be developed in the final version of the document that is currently being finalised and reviewed by the authorities. The final version of the Management Plan for *Al Zubarah Archaeological Site* will be transmitted to the World Heritage Centre in the coming months.



### 3.1.1. Vision

*Al Zubarah Archaeological Site* is the first Nominated Property to be presented by the Qatari government to the World Heritage Centre for inscription in the List of World Heritage Sites, and as such it is meant to become a model for the protection and administration of other archaeological sites in the State of Qatar.

The heritage of Al Zubarah and its surrounding landscape is an irreplaceable resource of unmatched value, which should be protected and conserved for the future. The Guidelines for the Management Plan of *Al Zubarah Archaeological Site* presented in this volume introduce the conservation strategy being developed to protect the archaeological remains. They lay down the path to guarantee that the material structures and artefacts, their significance, and their unique values are preserved and presented to the world community in a scientifically correct and aesthetically convincing manner.

Al Zubarah is surrounded by an exceptional natural environment, combining marine ecosystem with desert landscape, which also requires protection from the negative pressures of industrial and tourism development, making necessary a series of planning policies specifically formulated for the characteristics of the local area. The Management Plan for the Nominated Property therefore aims to strive for the highest possible level of eco-friendliness, utilising low-impact and energy-neutral architecture, and sustainable solutions wherever possible.

*Al Zubarah Archaeological Site* seeks to be an oasis of heritage and a sophisticated cultural nexus in a country developing at high-speed. It is deeply connected to the ancestral traditions of a land which used to be inhabited by nomadic herders, pearl

divers and fishermen, and it preserves vestiges of a way of life which is now all but lost. The role of the Nominated Property in the future of the young nation of Qatar, and indeed of the entire world, is to safeguard and present the significance of not only the physical remains of the Gulf's most complete and well preserved pearl trading and diving town of the 18<sup>th</sup>-19<sup>th</sup> century, but also of Al Zubarah's social, historical and economic values. The integration of heritage and development of the Nominated Property is essential in order to avoid the ossification of the site.

### 3.1.2. Scope, Status and Limitations

The Guidelines for the Management Plan of *Al Zubarah Archaeological Site* aim at reaching a stable balance between conservation needs, tourism development, and larger-scale economic and development plans. This will guarantee the contribution of *Al Zubarah Archaeological Site* to the nation's awareness of its history and heritage, and will ensure that the development of the regional economy respects a sustainable approach and vision. These Guidelines identify the key issues at stake in the present, medium, and long-term development of the site, and propose a set of strategies to direct the organisation and evolution of the site. These pages provide the first steps in the elaboration and implementation of the Site Management system. The final version of the Management Plan for the Nominated Property will be completed in collaboration with the authorities in charge of the management and maintenance of the site, and in consultation with the local community and all the stakeholders concerned.

The implementation of the Management guidelines in a country that boasts a dramatically high pace of development, and where public attention is mainly focused on modernisation, is a major challenge. The State of Qatar is an emerging economy developing at rapid speed and with staggering success. Given this situation, various legislative, governmental and official policies and principles are under constant development, and will necessarily be subjected to future modifications in line with the evolving legal framework. This is particularly the case in the field of heritage management and protection, where the recently-created QMA is seeking to clarify and assert its role within the national administrative structure. For this reason, the present Guidelines to the Management Plan for *Al Zubarah Archaeological Site* play a critical part in negotiating

and implementing essential heritage control and development principles. The guiding principles need to be flexible enough to adapt to new discoveries, and to the evolution of the scientific knowledge on the one hand, while also staying strict enough to prevent the many values of *Al Zubarah Archaeological Site* from being jeopardised by ineffective cooperation between the stakeholders, or by unsuitable development plans. The status of the Guidelines from the Management Plan therefore is that of a dynamic heritage policy document establishing base line management directions for *Al Zubarah Archaeological Site*.

The present Management Plan is, in many ways, still limited. As many legislative, governmental and official policies and principles are still developing and emerging, the present Guidelines can only provide directions to be transformed into concrete decisions and management policies in the future. This situation is related to the need to build professional heritage management capacity in Qatar, which has to date largely been provided by international experts. The implementation of the management blueprint will in the future be critically dependent on building up national professional heritage capacities through international training networks and education.

At present, key decisions relating to some elements of the present document have not yet been approved. The Management Plan, following more detailed consultations and endorsements from multiple stakeholders and agencies, requires not only the approval of the QMA, but wider consensus within the governmental agencies of the State of Qatar as prescribed by national laws. This process has already started, although it is still in a preliminary phase. More work is still needed to build up an effective management structure, support the site managers in their daily work, and to design and enhance the Nominated Property and its surroundings.

## 3.2. ASSESSMENT

### 3.2.1. Current Management Situation

Thanks to the financial resources of the State of Qatar, and the comprehensive plan designed by QIAH, an impressive and highly qualified multi-national team of archaeologists and conservators has been studying, excavating, and preserving *Al Zubarah Archaeological Site*. This endeavour is one of the largest ongoing archaeological projects worldwide. Working seasons for excavation and conservation run throughout the autumn and winter months, from October to April, and are scheduled over a period of ten years. The QIAH components of archaeology, heritage and conservation have been active at *Al Zubarah Archaeological Site* since 2009, employing a workforce of 44 archaeologists, 80 workmen, and 12 specialists in standing building recording and conservation.

At present, *Al Zubarah Archaeological Site* is maintained by a site supervisor, who controls access to the building, oversees maintenance activities, and the general security of the area, especially in and around Al Zubarah Fort. Temporary accommodations and office space for the QIAH project currently exist on site, although these structures will be greatly reduced in size as the archaeological activities wind down over the next few years.

Members of QIAH currently undertake basic maintenance and outreach activities on site, like cleaning the area of the Nominated Property and the nearby beaches from refuse, assisting visitors, and offering guided tours of the archaeological remains.

The QIAH team also monitors the Al Zubarah area, documenting the state of conservation of the town structures, looking for the occasional presence of endangered marine creatures along the shores and reporting their state to the Ministry of Environment, observing vehicle traffic in the protected zones, and reporting any damages or law infringements to the authorities. Because *Al Zubarah Archaeological Site* is currently still in its initial phase of development, members of QIAH, together with the appointed QMA site supervisor, are able to implement a series of basic guidelines of Site Management, although the current staffing situation will necessarily be further reinforced once the new management structure for the site is approved.

### 3.2.2. Stakeholders

*Al Zubarah Archaeological Site* is strongly connected with cultural identity in the State of Qatar, and the local community has developed a distinct relationship with the site. In addition to being the physical home of their ancestors, the site has been embraced by the local community as a locus for camping, fishing from the shore as well as the jetty, and camel and horse races at the track near Al Zubarah Fort.

Today, although access is more restricted (camping is no longer permitted, for example, and the camel and horse tracks have long been abandoned) the local community still fishes from the jetty and visits Al Zubarah Fort. The Nominated Property remains a cultural touchstone in the lives of the local inhabitants, as well as for citizens throughout the State of Qatar – many of whom visit the site with regularity and display it proudly to foreign guests and dignitaries.

On a nationwide and international level there are numerous stakeholders who are involved with *Al Zubarah Archaeological Site*, the neighbouring *Al Reem Biosphere Reserve* and the area surrounding the Nominated Property and Buffer Zone. The coordination of their different interests is an important part of the Site Management, in order to ensure the protection of the integrity and authenticity of the Nominated Property and its Buffer Zone in the long-term.

These stakeholders include:

**Qatar Museums Authority (QMA):** The QMA administers the Nominated Property and is responsible for its protection. The QMA issues all permission for research and conservation works, and will be in charge of the site management in the long-term.

**Qatar Islamic Archaeology and Heritage Project (QIAH):** The archaeological, research and conservation work at the site is currently undertaken by QIAH, under the aegis of the University of Copenhagen, on behalf of the QMA. Current and future publications of the archaeological, research and conservation work at the Nominated Property have been, and will be, prepared by QIAH on behalf of the QMA.

**Qatar Tourism Authority (QTA):** The QTA has pointed out in its 2004 *Masterplan for the Development of Tourism in the State of Qatar* that the forts of Qatar should be promoted, and the development of programs publicising Qatar's archaeological sites considered. With the development of *Al Zubarah Archaeological Site*, *Al Reem Biosphere Reserve*, and *National Heritage Park: the String of Pearls*, the interests and objectives of the QTA will increase considerably. The QTA will be significantly involved in the planning of both touristic activities and infrastructure.

**Qatar University:** Qatar University holds several important resources for the research and presentation of *Al Zubarah Archaeological Site*. Their Materials Technology Unit (MTU) is a state-of-the-art, accredited testing laboratory run by professional staff. It holds important facilities including electron and transmission microscopes, EDXRF and ICP-MS

equipment. Additionally, the faculty includes several experts in Qatari and Gulf history, and Qatar University programmes in Urban Planning and Architecture focus heavily on cultural heritage. A proposed programme in archaeology is being developed. Both faculty and students will contribute greatly to the investigation, preservation and promotion of the Nominated Property.

**Ministry of Environment:** The Ministry of Environment is in charge of the protection of the natural environment, especially regarding *Al Reem Biosphere Reserve*. Coordination with the Ministry of Environment in the Site Management is essential due to the overlapping of *Al Zubarah Archaeological Site* and *Al Reem Biosphere Reserve*. A clarification of respective competencies and responsibilities is in the interest of both the QMA and the Ministry of Environment, in order to protect the cultural and natural heritage of Qatar.

**Ministry of Education:** The development of *Al Zubarah Archaeological Site* will include consultations with the Ministry of Education for educational use and promotion of the Nominated Property, and may result in revisions or additions regarding Al Zubarah to approved governmental curricula for schools and universities.

**Ministry of Defence:** The access to the military base and the control of the coastline near *Al Zubarah Archaeological Site* are the principle interests of the Ministry of Defence. In addition, the new customs terminal and the Qatar-Bahrain Causeway may result in other demands for security strategies.

**Ministry of Interior:** With the newly proposed customs terminal for the Qatar-Bahrain Causeway and Friendship Bridge,

which will also include an immigration office, the Ministry of Interior will be a vital stakeholder in the Al Zubarah region. The size and position of the new terminal is directly related to all of the administrative institutions involved and the decisions that are made.

**Ministry of Municipality and Urban Planning:** Under Qatari legislation, the MoMUP needs the confirmation of the QMA concerning the intersection of all new building activities with the protection of archaeological heritage. The MoMUP will be involved in the long-term development planning of the region, as well as the Nominated Property, to ensure its protection and sustainable development.

**Municipality of Madinat ash Shamal:** The proposed Qatar-Bahrain Causeway will define the southern border of the Buffer Zone for *Al Zubarah Archaeological Site*. The aims of the QBCF are twofold: on one hand, the regulation of environmental protection as well as the protection of archaeological heritage has to be considered in the design and construction of the causeway, while on the other hand the demands of the clients in relation to funding should be harmonised with the needs of the site. In particular, the building complexes related to the proposed customs terminal will border the southern part of the Buffer Zone. The solution to reduce their impact on the environment will be designed jointly by QBCF and the QMA, and reviewed periodically, in order to ensure the continued protection of the site.

**Local Community:** The Nominated Property and the Buffer Zone were used by the local community for herding and camping, and are still used for fishing and touristic activities. The local



Al Naimi and Ali Ben Ali tribes regard and revere the area of the Nominated Property and Buffer Zone as their ancestral homeland.

**UNESCO:** The presence of the Doha UNESCO Office is an opportunity to improve the coordination among the interested parties. Because *Al Zubarah Archaeological Site* is situated in the *Al Reem Biosphere Reserve*, UNESCO is necessarily a key stakeholder in the site. The proposed development of a joint Visitor Centre for the two locations will involve significant input on the part of UNESCO and its designated advisors.

**Qatar-Bahrain Causeway Foundation (QBCF):** The proposed Qatar-Bahrain Causeway will define the southern border of the Buffer Zone for *Al Zubarah Archaeological Site*. The interest of the QBCF is twofold: on one hand, the regulation of environmental protection as well as the protection of archaeological heritage has to be considered in the placement and construction of the causeway, while on the other hand the demands of the clients in relation to funding have to be respected and considered. In particular, the building complexes related to the proposed customs terminal will constrain the southern part of the Buffer Zone and have to be resolved in developing the management of the site.

**Qatar Football Association (QFA):** The QFA will become a vital part of the regional development of Madinat ash Shamal due to the development strategies and building activities related to the 2022 FIFA World Cup. The new football stadium in Shamal, as well as related infrastructural investigations such as hotels and roads, will have an impact on the development of the Nominated Property.

### 3.2.3. SWOT Analysis

The general factors creating the physical conditions of *Al Zubarah Archaeological Site* and an understanding of its management environment can be made clear through what is known as SWOT analysis, a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project. This analytical and strategic method should help to clarify what actions are possible immediately, and what needs to be planned for the future.

Among the general factors that need to be considered when assessing the management conditions for an archaeological site are the:

- Physical conditions of the site
- Existing Site management plans and current administrative system for the site
- Neighbouring land use
- Needs and expectations of the community
- Financial and other resources available
- Technical possibilities
- Allocation of management responsibilities
- Staffing levels
- Threats to the fabric, ambience and values
- Current and projected patterns of visitor use

Considering the above listed factors, a preliminary SWOT analysis of the internal and external aspects affecting the specific property of *Al Zubarah Archaeological Site* has been undertaken.

The elements identified in this examination will be discussed further in the following section of this volume. In particular, the identification of the Opportunities for and Threats to the site is a critically important step in the creation of an effective Management Plan for a Nominated Property. Only through this it is possible to understand the pressures affecting the area, and establish a plan of action to transform the threats to the *Al Zubarah Archaeological Site* into opportunities to create a safe and sustainable area for the preservation of the archaeological remains and the values connected to them.

## Strengths

- State ownership of Nominated Property
- High levels of financial resources and manpower available
- Historic, social and scientific value of site
- Outstanding natural landscape and sea/desert ecosystem
- Overlapping of property with *Al Reem Biosphere Reserve* offering extra protection to the area
- Existing programmes of research and conservation
- Al Zubarah Fort as a source of national pride and identity for Qatar

## Opportunities

- Potential for regional development
- Increase awareness and appreciation of cultural heritage and archaeology in Qatar
- Promotion of education within relevant fields
- Fostering international partnership programmes and improving cooperation with the other Gulf states over the preservation and presentation of the common heritage of the region
- Recreational value as outdoor destination
- Development of maritime archaeology (1895 shipwrecks) and coastal mapping
- Potential to expand Site area to include *Al Reem Biosphere Reserve*
- Challenge to present an archaeological site to visitors unaccustomed to excavations (i.e., pre-empting the 'disappointment' of those who expect to see standing buildings)
- Blank slate on which to build appropriate touristic infrastructure

## Weaknesses

- State of conservation
- Climate conditions
- Pollution produced by the 1991 Gulf War oil spill
- Existing infrastructure (old fences, disused helipad, etc.)
- Limited coordination mechanisms at the central and local levels
- Absence of familiarity of the Qatari people with archaeological and heritage sites
- Limited public transportation
- Lack of information for tourists in Doha and at the site
- Lack of adequate touristic infrastructure
- Lack of adequate visitor facilities (toilets, maintenance, healthcare, parking, eco-friendly waste disposal, official guidance to site and/or area)

## Threats

- Lack of conservation and maintenance
- Climate conditions
- Unsuitable development plans
- Lack of coordination among authorities
- Neighbouring military area
- Pollution
- Uncontrolled vehicle traffic on site
- Uncontrolled tourism development

### 3.3. STRATEGIES

#### 3.3.1. Strategy and Mitigation

In order to develop a comprehensive Management Plan, which addresses and mitigates any weaknesses and threats to the site and ensures the highest level of protection for the Nominated Property, it is essential that the integration and promotion of best practice is emphasised in the protection, preservation and promotion of *Al Zubarah Archaeological Site*. Such a framework will entail the sharing of research and materials, as well as consistent communication among all stakeholders.

Based on the SWOT analysis discussed above, there are a number of thematic issues at stake that will guide the management strategy in the mitigation of any threats and weaknesses and their transformation into strengths and opportunities.

A National Committee of stakeholders, headed by the leadership of the QMA, is in the process of being formed. This committee will control the development of the site, and guarantee not only the collaboration of all parties concerned, but also the safeguarding of *Al Zubarah Archaeological Site* and its archaeological value.

One main theme and issue at *Al Zubarah Archaeological Site* is Conservation of the historical fabric and authenticity of the site – specifically, the preservation of the architectural and archaeological fabric within the Nominated Property. The strategy for conservation of the historical fabric of the Nominated Property is addressing the adverse environmental effects on the preservation of built structures, the equilibrium between intrusive archaeological field research and building

consolidation and preservation, the historic building techniques to be used, the use of authentic building materials as much as possible, the impact of vehicle traffic and more general direct threats to archaeological preservation such as illicit excavations or looting. Conservation of the historic fabric is also a key aspect of pressures resulting from tourism – principally the physical impact of visitors on the built environment and archaeological fabric.

The development of conservation technology and skills in Qatar will be enhanced by the experience gained from the archaeological and conservation work of QIAH at the Nominated Property. This will result in best practices being developed in the State of Qatar and throughout the Gulf region.

It is recognised that many visitors may be unfamiliar with archaeological remains, and providing educational information about the site as a whole is an essential component of encouraging involvement and interaction with the Nominated Property. This begins with the physical conservation of the site, and the management of archaeological investigations – essential for the greater understanding of *Al Zubarah Archaeological Site*, but also destructive to physical remains – so that the most positive visitor experience is available. In particular, the medium-range management goals of conserving the archaeological fabric with methods other than backfilling will be addressed, in order to offer more of the exposed Nominated Property to the visiting public in a safe and responsible manner.

The creation of the Visitor Centre will play a key role in the conservation of the Nominated Property, by providing information on the physical remains of the site as well as the considerable intangible heritage interlaced with its standing fabric. Therefore, considerable effort will be dedicated to ensuring that the Nominated Property is not seen as ossified and static remains, but instead as a window into a way of life that played a crucial role in the development of the modern State of Qatar, and one which is tied intimately and directly with the lives of many of its modern-day inhabitants.

A Visitor Centre, constructed in accordance with the regulations for the Buffer Zone and the Nominated Property as a low impact and energy-sustainable facility, will serve for presentation of both the cultural heritage of *Al Zubarah Archaeological Site* and the natural heritage of the *Al Reem Biosphere Reserve*. The architectural design of all building structures will respect the integrity of the historic landscape. Main educational trails dedicated to history, culture and nature of the region will be presented in the centre (e.g. history, the desert and the sea, water management, ecology, maritime history, trade, daily life, archaeology and heritage, etc.), while more specific topics and the actual archaeological/architectural remains will be presented on-site, with the help of both traditional supports and innovative presentation techniques. A strong cooperation with the National Museum has been agreed for the Visitor Centre, so as to link the educational programs and displays of the new museum in Doha with those implemented at the archaeological sites.

Any emphasis on site conservation, therefore, should be seen not as a challenge but as a tremendous opportunity to introduce, or reintroduce, the Nominated Property to local and international visitors both now and in the future.

The issue of Construction and Development concerns primarily, but not exclusively, the Buffer Zone that surrounds the Nominated Property. Within the Nominated Property, development pressures may result from the future development of the site as a tourist attraction – such as the construction or upgrading of visitor facilities and the Visitor Centre. Within the Buffer Zone there are few development pressures, but those that exist are significant. This concerns primarily the construction of the Qatar-Bahrain Causeway, associated motorway and border/customs control infrastructure to the south of the Nominated Property.

Although these are considerable challenges, they also pose significant opportunities for the Nominated Property. Chiefly, the improved transport links will situate *Al Zubarah Archaeological Site* near a major regional transportation network. This will allow visitors – particularly from neighbouring foreign countries – more readily available and convenient access to the site. In addition, it is expected that the Nominated Property will also benefit from much greater exposure, as travellers on the Qatar-Bahrain Causeway will see signage for the site, increase the awareness of *Al Zubarah Archaeological Site* and draw visitors who might not have otherwise travelled to the site.

The Qatar-Bahrain Causeway may also result in an increased population in the areas directly south of the Buffer Zone, as services to cater for the increase in travellers are established and expanded. This will provide a greater pool of visitors to the site, as well as increase the number and quality of facilities available to visitors to the Nominated Property.

It is understood, and in the process of being formalised at the legal and administrative levels, that within the Buffer Zone the



following activities are verboten without the explicit written consent of the QMA:

- mining activities or quarrying of stones or minerals
- opening of new roads
- building activities
- establishment of commercial activities
- camping
- waste disposal
- collecting flora and fauna
- lighting fires

Environmental Protection is a concern within the Nominated Property and the Buffer Zone. Littering in particular has been identified as a weakness in the SWOT analysis, although not a direct threat to the Nominated Property. A further issue is over-grazing of local vegetation in the Buffer Zone. Litter derives from three sources: marine litter (i.e. waste accumulating along the beach), wind-blown garbage from outside the Buffer Zone, and littering by site visitors. It represents a degeneration of the overall appearance of the site and poses a hazard to the local wildlife, and thus has to be addressed.

Nonetheless, there are opportunities for the Nominated Property in the management of environmental concerns. The growing awareness and recognition of Al Zubarah Archaeological Site is expected to prompt greater interest in the adjoining Al Reem Biosphere Reserve. The proposed Visitor Centre will provide details on both properties. Additionally, information on the fragility of the Nominated Property, Buffer Zone and surrounding areas will be a key component of all

published educational documents as well as guided tours of the Nominated Property.

As the jetty in the Nominated Property is still used actively by the local community for fishing, the intensive beach clearing of marine rubbish undertaken by the QIAH Project on a weekly basis will be observed. The placement and regular emptying of appropriate rubbish receptacles at Al Zubarah Fort also provide a teaching opportunity in the proper disposal of wastes and an easy incentive for visitors to participate actively in the maintenance and conservation of the Nominated Property.

The area of Tourism covers a wide range of issues, which relate to the development of the site as a touristic resource, threats posed by visitors to the historic fabric, pollution and littering. It also offers key opportunities for site promotion and presentation. Many of these have been discussed above.

The physical reception of visitors to the site will provide an opportunity for education and involvement while respecting the physical integrity of the Nominated Property. Clearly marked trails will lead visitors to points of interest on the site adhering to written commentary provided in accompanying booklets and brochures, while controlling access to fragile areas of the Nominated Property and minimising damage to the archaeological fabric.

A key tenet of the Tourism policy at Al Zubarah Archaeological Site is the reaching out to the local community, especially children and school groups. This will allow the Nominated Property to become a key part of the cultural fabric of the area

and nation as a whole, in much the same way that Al Zubarah Fort functions today.

With the growing recognition of the Nominated Property, and its status as the preeminent cultural heritage property in the State of Qatar, Al Zubarah Archaeological Park has an important opportunity and responsibility for the development of best practice in the management of cultural heritage. It is a tremendous opportunity to set the tone for the preservation, protection and promotion of cultural heritage projects in the nation.

The “carrying capacity” of the Nominated Property is relatively high. However, large numbers of visitors require greater numbers of tourist facilities that might have a heavy impact on the site. This consideration will be taken into account in the development of new infrastructure in order to mitigate the impact on the environment and assure the safety of visitors. Dry toilets, first aid stations, evacuation procedures and adequate parking will be planned in detail.

### 3.3.2. Time Frame

The implementation of the Management Plan for *Al Zubarah Archaeological Site* is scheduled in three phases and is expected to develop over a period of nine years, beginning in 2011 and ending in 2019. The period corresponds with the ongoing archaeology and heritage activities carried out by the QIAH Project, run by the QMA and the University of Copenhagen. During this period it is expected that a functioning Management Plan, based on a local workforce, and managed by the Department of Antiquities of the QMA, will be fully implemented.

#### i. Short-term strategies – archaeology and conservation, large scale QIAH intervention, years 2011-2015

The short-term strategies identified for the first phase of the Plan foresee the implementation of a site management structure with a division of tasks and appointment of staff at different levels of expertise, from site conservation and maintenance to research and management. The main focus in this first phase is on large-scale archaeological research, associated with the development of adequate conservation strategies. In this phase, responsibilities will be shared between the QMA and QIAH.

#### Administration, Research, Protection and Maintenance

- The completion of the fencing of the Nominated Property is expected to happen in 2011. The construction of the fence began in 2010 under the supervision of the QMA.

- A system of guarding of the area will be initiated. Two guards employed by the QMA are supervising the site currently, and living on location in tents. When the temporary research station is completed during the spring of 2011, permanent guards will take over. After receiving training from the QMA, they will protect the compound and the Nominated Property in regular shifts, ensuring that the site is under constant vigilance.
- A temporary shelter for more threatened areas will be constructed. This will protect fragile architecture from extreme weather conditions, such as heavy rainfall and exposure to the sun, during conservation and consolidation work on the buildings. The shelter will be built as a light, portable metal structure and attention will be paid to its impact on the landscape. QIAH is responsible for the design and building of temporary shelters.
- A maintenance system will be introduced. This will include maintenance of the structures and spaces, including waste disposal, cleaning and maintenance of the trail system. The system design will be suggested by QIAH and implemented by the QMA.
- Monitoring will continue. This involves observing the state of the Nominated Property, any damage to the exposed architecture, the natural environment within the Nominated Property, fences, and facilities for visitors (toilets and wastebaskets). Staff from the QMA, together with QIAH staff, will undertake the monitoring.

- Workers will be supervised on site. In this phase there will be substantial excavation and conservation activities, involving around 100 workmen at the site. QIAH staff are responsible for the supervision of the workers. The workers are brought to the site each day, so only a limited number of facilities are needed: sun shelters and toilet facilities.
- The QMA is the responsible authority for deciding the character and extent of research allowed on site. QIAH is the only research project carrying out work on site. Every year the scope of the work of QIAH is negotiated with the QMA prior to fieldwork.
- The QMA controls any encroaching development or infrastructure development within the Buffer Zone of the Nominated Property.

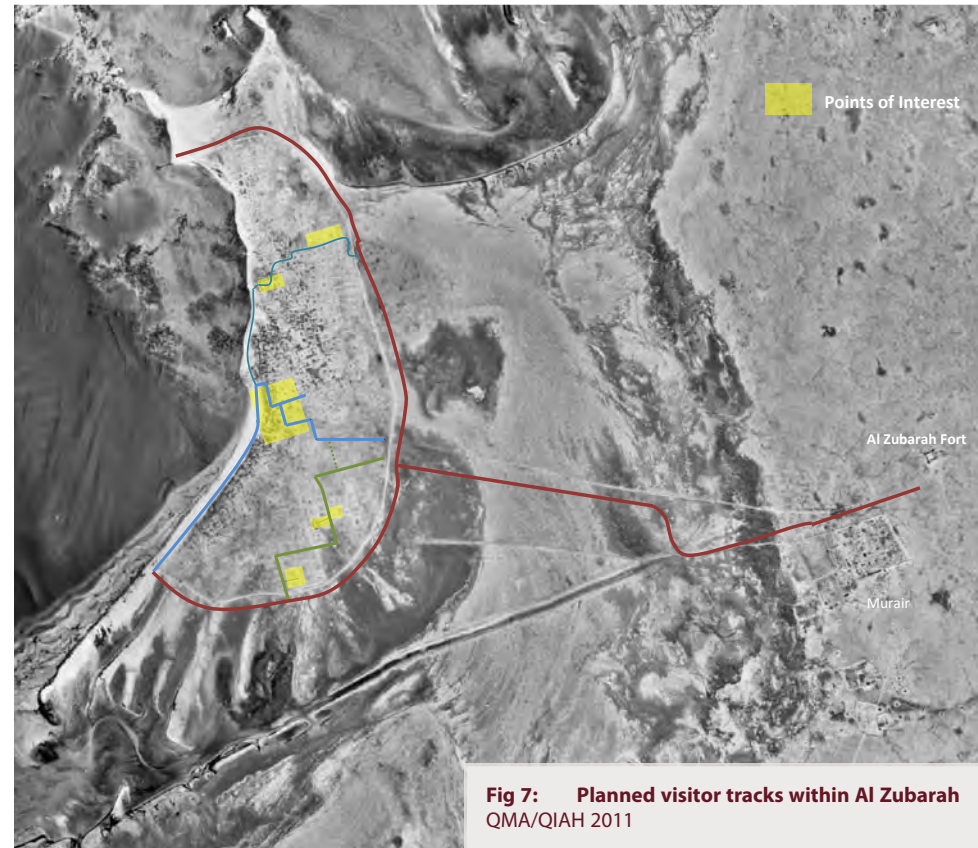
### Conservation

- Temporary backfill of excavated areas, which are not yet ready to be conserved or whose conservation cannot take place immediately, will take place. The backfilling will stay until a sustainable conservation technique is developed. Test conservations, and analyses of building materials in order to identify the best materials and methods, were initiated in 2010 and are ongoing. Local materials and traditional techniques will be used whenever possible. QIAH has the responsibility to develop and implement the best practices of conservation.
- The conservation of architectural structures began in 2011, and follows international standards. In early 2011, the QMA staff will be trained by specialists from QIAH in order to establish at least four permanent conservation teams, including a master builder and skilled workers.

- QIAH has designed a database for the recording of the state of conservation for exposed architectural units. The database will serve as a log for documenting any damage and/or interventions, as well as for prioritising conservation issues.
- QIAH will monitor and maintain exposed areas.
- The curation and conservation of movable artefacts is done by QIAH conservators. The new research station includes facilities for in-field conservation work. The QMA is responsible for the storage of movable artefacts.
- QIAH is responsible for the capacity building of QMA staff in site management and conservation issues. A series of workshops dealing with conservation and presentation of the site will begin in 2011. The workshops will feature international specialists and will focus on the specific challenges associated with the conservation and presentation of Al Zubarah. The first workshop, scheduled for December 2011, deals with the conservation strategies for building materials.

### Dissemination of Results, Presentation and Visitor Management

- QIAH will prepare a simple, preliminary trail system for visitors, in order to protect the site from indiscriminate passage. The trails will connect points of interest, such as the town walls, palatial compound, harbour and *souq* areas. The trail system will respect the urban layout of Al Zubarah using the historic street system. (See Fig 7)



- QIAH will devise and implement a series of preliminary information panels for visitors, which will communicate the cultural and natural history and value of the site. The signs will be placed discreetly in the townscape, and will direct the movement of visitors and prevent access to prohibited areas.
- The QMA will build basic visitor facilities as part of the site Management Plan. Some services have already been built in the parking lot next to Al Zubarah Fort.



- QIAH has introduced a series of short-term exhibitions displayed inside Al Zubarah Fort. The fort has long functioned as the starting point for visitors, and it is seen by many as the most important monument at Al Zubarah. The exhibitions introduce the visitor to the history of the town of Al Zubarah and its natural setting, and describe the archaeological and conservation activities of the QIAH Project.
- QIAH will produce flyers and educational booklets aimed at adults and young visitors. These will be available in Al Zubarah Fort (and later in the Visitor Centre) and will contain easily understandable maps with trails indicated, as well as the guidelines and regulations for visiting the site.
- QIAH will develop a system of observing visitor patterns. A preliminary survey of visitors was carried out in January 2011, during which visitors arriving at the fort were asked about their background and reason for visiting Al Zubarah. This survey will be further developed and implemented during the coming years of fieldwork, as the winter excavation season coincides with the peak tourist season.
- QIAH, in collaboration with the QMA, will prepare a webpage dedicated to the Nominated Property. The webpage will be a dynamic medium that presents basic information concerning the site as well as news from the archaeological research. The webpage will contain comprehensive documentation of the history and culture of the site, and present its natural setting and ecology.
- QIAH disseminates scientific research and results to the international academic community. The IX International Conference for the Archaeology of the Ancient Near East

(ICAANE) will take place in Doha in 2014. ICAANE regularly attracts several hundred scholars from all over the world. Themes relevant to the archaeology of Al Zubarah will be suggested as session topics, such as Public Archaeology and Islamic Archaeology, the latter of which is a compulsory theme at ICAANE.

### **Preparation of the Masterplan for Tourism Development**

QIAH will elaborate a tourism Masterplan for *Al Zubarah Archaeological Site*, which will be implemented during Phase Two of the Management Plan, and will include the following points:

- Define criteria for the construction of the Visitor Centre, which will respect the integrity and authenticity of the Nominated Property.
- Prepare programmes for visitors. This will lead to the formulation of detailed proposals for an educational plan with defined Points of Interest (POI), both cultural and natural, which will be linked into the tourist trails with signage, resting points, activities and facilities.
- Present a concept for an innovative information system to guide visitors through the site, such as a navigation and applications system based on mobile phone technologies.
- Develop strategies for Public/Community Archaeology, with an emphasis on the documentation and presentation of intangible culture.
- Develop strategies for tourism, building on connections with existing tour operators.

- Train local guides to present the site to visitors.
- Assist with the development of appropriate displays at the National Museum, which will inform visitors about Al Zubarah and encourage them to visit the site.
- Prepare a Risk Management Plan.

## ii. Medium-term Strategies – presentation and capacity building, years 2015-2019

In Phase Two of the project, the main target is the training and capacity building of the QMA staff. A site manager will be appointed, and the final design for the presentation of the site will be prepared and initiated. Members of the relevant committees will be appointed, and archaeological research will continue. The conservation of the site will become a regular activity, with a permanent QMA member of staff.

### Administration, Research, Protection and Maintenance

The monitoring of the property, including fencing and facilities for visitors, will be undertaken by QMA staff supervised by QIAH staff, who will:

- Continue to oversee the guarding of the Nominated Property.
- Design the permanent structures for protecting any exposed architectural remains, and develop a touristic trail system for the site.
- Train a site manager, as well as other management staff.
- Continue to supervise workers on site.

- Continue their excavation and conservation work, according to agreements between the QMA and QIAH.
- Build up the administrative structure and recruit staff for positions.

### Conservation

- QMA teams will perform maintenance and conservation tasks, under QIAH supervision, according to the priorities discussed above.
- Conservation work and the monitoring of previously-conserved structures will continue, utilising the database introduced in phase one.
- The training and capacity building of QMA conservators will begin, in collaboration with relevant institutions such as Qatar University and the National Museum.
- At the end of Phase Two, all excavated areas will be backfilled and the original surfaces will be reconstructed, and permanent structures for the protection of exposed architecture will be in place.

### Presentation and Visitor Management

- QIAH will implement the tourism Masterplan for *Al Zubarah Archaeological Site*, devised during Phase One of the Management Plan:
- The Visitor Centre will be constructed.
- Conduct programmes for visitors.

- Develop the innovative information system to guide visitors through the site, such as a navigation and applications system based on mobile phone technologies.
- Implement strategies for Public/Community Archaeology, with an emphasis on the documentation and presentation of intangible culture.
- Strengthen ties with existing tour operators.
- Assist with the development of appropriate displays at the National Museum, which will inform visitors about Al Zubarah and encourage them to visit the site.
- Perfect the Risk Management Plan.

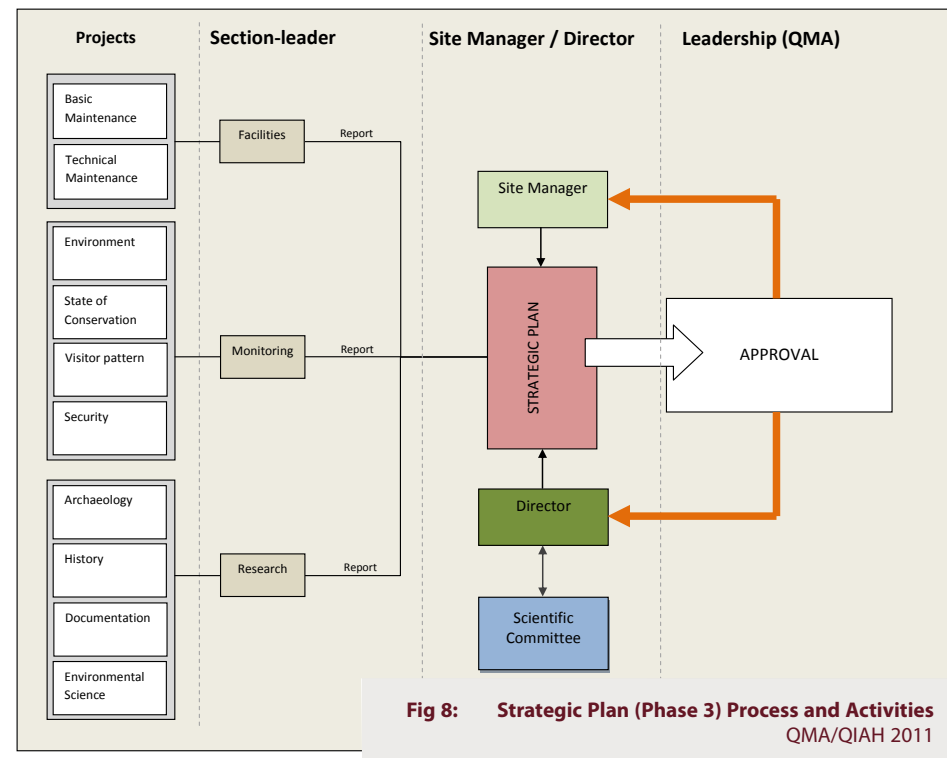
### iii Long-term Strategies – maintenance and management, years 2019+

At the beginning of Phase Three, the QMA will take full responsibility for site management. The organizational chart for the administrative structure of the Site Management is presented hereafter. It foresees the creation of an external Scientific Committee to support the site Manager and the Director of Archaeology and Heritage of the QMA. (See Fig 8)

In this third phase the Masterplan designed in Phase One will be fully implemented.

This includes:

- Implement the Risk Management Plan.
- Preparation of a joint strategy with the Qatar Football Association (QFA) for the management of tourists expected for the 2022 FIFA World Cup.
- Creation of the *National Heritage Park of Qatar: “The String of Pearls”*



### 3.3.3. Monitoring and Feedback

During the first two phases (from 2011 to 2019), the quality and the efficacy of the Management Plan will be assured by the defining of strategic goals at four-year intervals. There will be one Action Plan for Phase One (2011-2015) and another for Phase Two (2015-2019). The strategic goals will be reached by passing a number of milestones. Each year during the four-year period, the person responsible for reaching each goal will report to a supervisor, normally the Site Manager and/or the Director of Archaeology and Heritage of the QMA. In the report, the progress and quality will be assessed based on the successful passing of the pre-defined milestones. Any deviations from the strategic plan will be pointed out and explained, and the strategic plan will be adjusted. Supervisors must approve all adjustments.

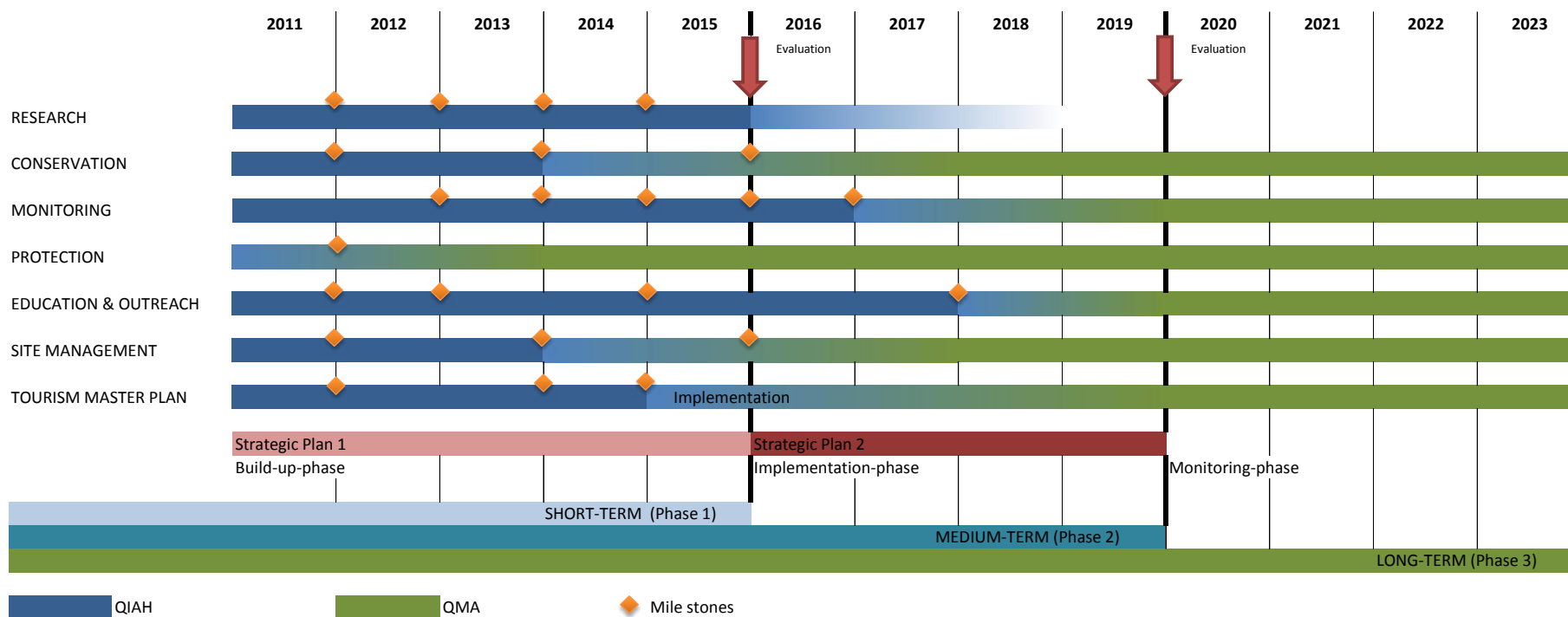
Once the activities are handed over to the QMA, an annual monitoring system will ensure the quality and efficacy of the various functions. The basic principles for evaluating and monitoring are shown in Figure A. This structure is based on four-year cycles for Phase One and Phase Two, and on an annual basis for Phase Three. Major trajectories within the Management Plan are:

- Research
- Conservation
- Protection
- Facilities
- Monitoring
- Education and Outreach
- Visitor Centre and Tourism Management

Each of these sections will carry out a number of activities, as shown in Figure B. Each project leader has well-defined milestones and strategic goals for Phase One and Phase Two (2011-2019), and will negotiate and determine the milestones and goals with his/her superior prior to each four-year cycle. The components are described in the strategic plan for *Al Zubarah Archaeological Site* together with sections on each of the main objectives.

The site manager, together with the Director of Archaeology and Heritage, will compile the strategic plan for *Al Zubarah Archaeological Site* based on contributions from section leaders and as approved by the leadership. The strategic plan for Phase One will be approved by the end of 2011, while the strategic plan for Phase Two will be approved by the end of 2015. The site manager is responsible for the monitoring of routine functions on a daily and monthly basis, and will confer with the Director of Archaeology and Heritage on an annual basis.





**Fig 9: Proposed time line for implementing management plan QMA/QIAH**

# *Legal Annexes*



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# *Annex I: Legal Documentation*

**I.a - p55      Property Document - Al Zubarah**

**II.b - p59      Protection of Archaeological Sites and Services: Al Zubara Outside  
City Limits**







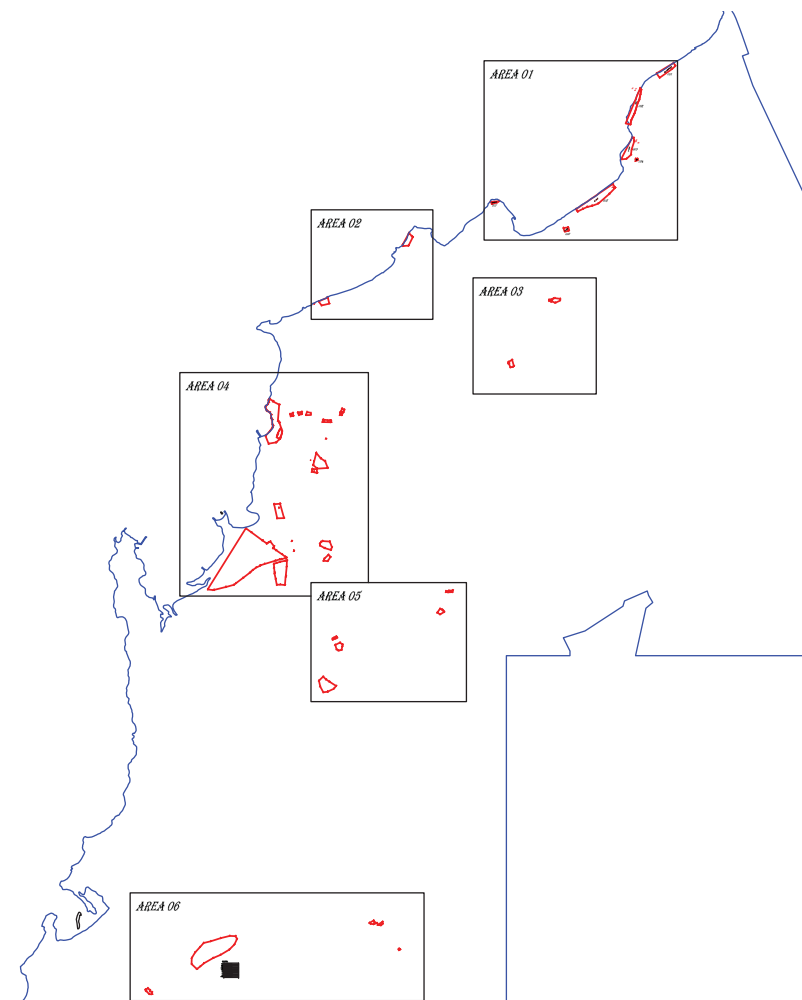
مشروع المحافظة  
على الآثار  
والمواقع الأثرية

PROTECTION & SERVICES  
ARCHEOLOGICAL SITES

إعداد  
قسم الآثار  
هيئة متاحف قطر

Prepared by:  
ARCHEOLOGY SECTION  
Q M A

2007 م



Site Coordination:

Area (M2):

Perimeter (M):

Project:

Protection & Services for  
Archeology Sites

Location:



Site:

Zone 78

|          |            |            |          |      |      |
|----------|------------|------------|----------|------|------|
| Date:    | Drg:       | Site Code: | Zone     | Area | Site |
| May 2007 | Murtada .K |            | 78       | 00   | 00   |
| Scale:   | Cad:       | Drawing:   | Z-780000 |      |      |
| N.T.S    |            |            |          |      |      |

**ZONE 78**  
**AREA 04**  
**SITES 01 to 07**

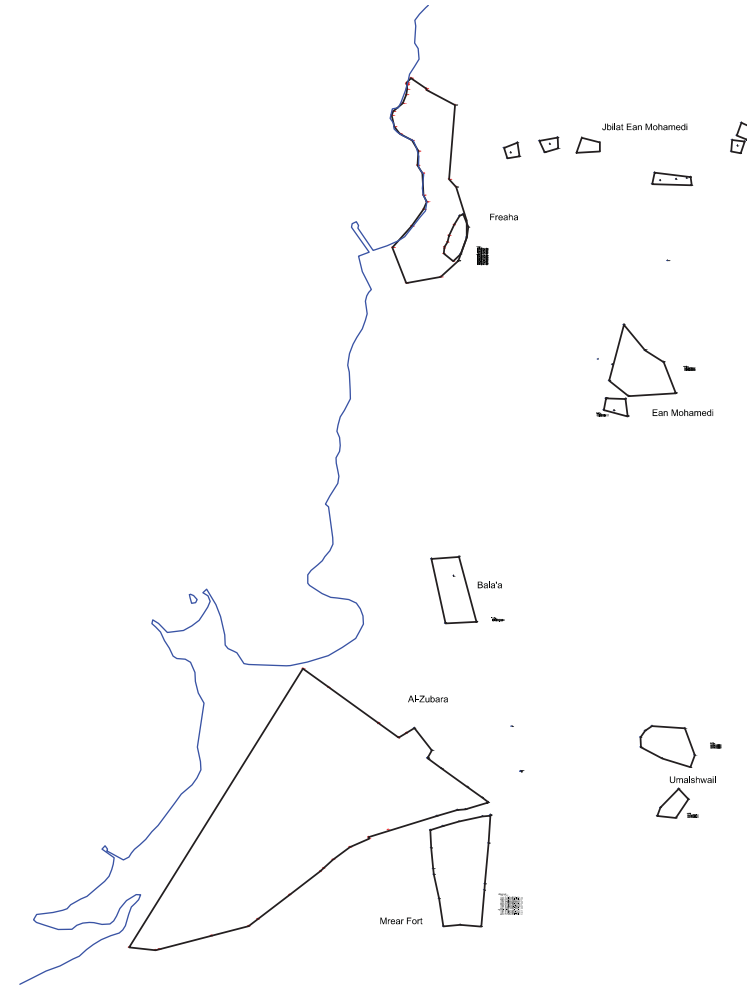
✓ جدول لمسميات المناطق والمواقع وأحداثيات حدود كل موقع والمساحة التي يغطيها وطول المنطقة

✓ مخطط عام يوضح خارطة شبه جزيرة قطر موضحا بها تقسيمات المناطق (Zone)

✓ مخطط تقسيمات المربعات (Area) داخل المنطقة 78 (Zone 78)

✓ مخططات لجميع المواقع (Sites) الواقعة داخل المربع 4 (Area 4) وعددها أربعة عشر مواقع (14 Sites)

| Site Name        | رقم الموقع (Site Code) | اسم الموقع      |
|------------------|------------------------|-----------------|
| Jbilat Ean Mohd. | 780401(1-6)            | جبيلات عين محمد |
| Ean Mohamed.     | 780402(1-2)            | عين محمد        |
| Umalshwail       | 780403(1-2)            | أم الشويل       |
| Freaha           | 780404                 | فريحة           |
| Bala'a           | 780405                 | بلاع            |
| Al-Zubara        | 780406                 | الزبارة         |
| Mrear            | 780407                 | مرير            |



Site Coordination:

Area (M2):

Perimeter (M):

Project:

Protection & Services for  
Archeology Sites

Location :



Site:

Area (4)

| Date:    | Drg:       | Site Code: | Zone     | Area | Site |
|----------|------------|------------|----------|------|------|
| May 2007 | Murtada .K |            | 78       | 04   | 00   |
| Scale:   | Cad:       | Drawing:   |          |      |      |
| N.T.S    |            |            | S-780400 |      |      |

# *Annex II:*

## *Permanent Constitution of the State of Qatar*

## **Permanent Constitution of the State of Qatar**

### **PART ONE**

#### **The State and the Bases of the Rule**

##### **Article 1**

Qatar is an independent sovereign Arab State. Its religion is Islam and Shari'a law shall be a main source of its legislations. Its political system is democratic. The Arabic Language shall be its official language. The people of Qatar are a part of the Arab nation.

##### **Article 2**

The capital of the State is Doha City; and it may be transferred to any other place by a law. The State shall exercise its sovereignty on its territory and it may not relinquish its sovereignty neither may it cede any part of its territory.

##### **Article 3**

The law shall specify the flag of the State, the emblem, decorations, badges, and the National Anthem.

##### **Article 4**

The law shall determine the financial and banking system of the State, and specify its official currency.

##### **Article 5**

The State shall preserve its independence, sovereignty, territorial safety and integrity, security and stability, and defend itself against aggression.

##### **Article 6**

The State shall respect the international charters and conventions, and strive to implement all international agreements, charters, and conventions it is party thereof.

##### **Article 7**

The foreign policy of the State is based on the principle of strengthening international peace and security by means of encouraging peaceful resolution of international disputes; and shall support the right of peoples to self-determination; and shall not interfere in the domestic affairs of states; and shall cooperate with peace-loving nations.

##### **Article 8**

The rule of the State is hereditary in the family of Al Thani and in the line of the male descendants of Hamad Bin Khalifa Bin Hamad Bin Abdullah Bin Jassim. The rule shall be inherited by the son named as Heir Apparent by the Emir. In the case that there is no such son, the prerogatives of rule shall pass to the member of the family named by the Emir as Heir Apparent. In this case, his male descendants shall inherit the rule. The provisions of the rule of the State and accession shall be determined by a special law that shall be issued within a year commencing as from the date of coming into force of this Constitution. This law shall have the power of the Constitution.

##### **Article 9**

The Emir shall, by an Emiri Order, appoint an Heir Apparent after consultation with the members of the Ruling Family and the people of wisdom (Ahal Alhal wal agd) in the State. The Heir Apparent must be a Muslim of a Qatari Muslim Mother.

##### **Article 10**

The Heir Apparent, on his appointment, shall take the following of oath:

( I swear by Almighty God to respect Sharia law, the Constitution and the law, maintain the independence of the State and safeguard its territorial integrity, defend the freedom and interests of its people, and be loyal to the State and the Emir).

##### **Article 11**

The Heir Apparent shall assume the powers and discharge the functions of the Emir on his behalf during his absence outside the country, or in the event of temporary compelling circumstances).

##### **Article 12**

The Emir may, by an Emiri Order, confer upon the Heir Apparent the exercise of some of his powers and the discharge of some of his functions. The Heir Apparent shall preside over the sessions of the Council of Ministers whenever he is in attendance.

##### **Article 13**

Without prejudice to the provisions of the two preceding articles, and where it is not possible to delegate powers to the Heir Apparent, the Emir may, by an Emiri Order, designate a deputy from the Ruling Family to discharge some of his powers and functions; and where the person who has been so designated holds a post or performs a function in any institution, the same person shall cease to discharge the duties of that post or function during his deputation of the Emir; and the Deputy Emir shall, as soon as he is so designated, take, before the Emir, the same oath as taken by the Heir Apparent.

**Article 14**

There shall be established a Council by an Emiri Resolution named "The Council of the Ruling Family". The Emir shall appoint the Members of such Council from amongst the members of the Ruling Family.

**Article 15**

The Council of the Ruling Family shall determine the vacancy of the position of the Emir in the event of his demise or when he becomes totally incapacitated to discharge his functions. Following this, the Council of Ministers and Al-Shoura Council shall after a secret joint session announce the vacancy and declare the Heir Apparent as the Emir of the State.

**Article 16**

Where the Heir Apparent, at the time he is named Emir of the State, is less than 18 years of age according to the Gregorian calendar, the reins of Government shall be conferred upon a Regency Council to be appointed by the Council of the Ruling Family. The Regency Council shall be composed of a Chairman and not less than three or more than five Members; and the Chairman and the majority of Members shall be from amongst the Ruling Family.

**Article 17**

The financial emoluments of the Emir as well as the funds allocated for gifts and assistance shall be determined by a resolution issued annually by the Emir.

**PART TWO**  
**The Guiding Principles of the Society**

**Article 18**

The Qatari society is based on the values of justice, benevolence, freedom, equality, and high morals.

**Article 19**

The State shall maintain the pillars of the society and ensure security, stability, and equal opportunities for all citizens.

**Article 20**

The State shall strive to strengthen the spirit of national unity, cooperation, and fraternity among all citizens.

**Article 21**

The family is the basis of the society. A Qatari family is founded on religion, ethics, and patriotism. The law shall regulate adequate means to protect the family, support its structure,

strengthen its ties, and protect maternity, childhood, and old age.

**Article 22**

The State shall provide care for the young, and protect the same from corruption, exploitation, evils of physical, mental and spiritual neglect. The State shall also create conducive circumstances for developing their capabilities in all fields based on sound education.

**Article 23**

The State shall foster public health; provide means of prevention from diseases and epidemics and their cure in accordance with the law.

**Article 24**

The State shall foster, preserve and help disseminate sciences, arts, cultural and national heritage, and encourage scientific research.

**Article 25**

Education is one of the basic pillars of social progress. The state shall ensure, foster, and endeavor to spread it.

**Article 26**

Ownership, capital and labour constitute the foundation of the social structure of the State; and the same are individual rights with a social function and which shall be regulated by the law.

**Article 27**

Private property is inviolable; and no one shall be deprived of his property save by reason of public benefit and in the cases prescribed by the law and in the manner stated therein provided that the person concerned is fairly compensated.

**Article 28**

The State shall guarantee freedom of economic enterprise on the basis of social justice and balanced cooperation between private and public activity in order to achieve socio-economic development, increase in production, achieve public welfare, raise standard of living, and provide job opportunities in accordance with the provisions of the law.

**Article 29**

Natural wealth and its resources are the property of the State; and the State shall preserve and exploit the same in the best manner in accordance with the provisions of the law.

**Article 30**

The employee- employer relationship shall be based on the ideals of social justice and shall be



regulated by law.

**Article 31**

The State shall encourage investment and shall provide the necessary guarantees and facilities for it.

**Article 32**

The law shall regulate State loans.

**Article 33**

The State shall preserve the environment and its natural balance in order to achieve comprehensive and sustainable development for all generations.

**PART THREE**  
**Public Rights and Duties**

**Article 34**

The Citizens of Qatar shall be equal in public rights and duties.

**Article 35**

All persons are equal before the law and there shall be no discrimination whatsoever on grounds of sex, race, language, or religion.

**Article 36**

Personal freedom shall be guaranteed and no person may be arrested, detained, searched, neither may his freedom of residence and mobility be restricted save under the provisions of the law; and no person may be subjected to torture, or any degrading treatment; and torture shall be considered a crime punishable by law.

**Article 37**

The sanctity of human privacy shall be inviolable, and therefore interference into privacy of a person, family affairs, home of residence, correspondence, or any other act of interference that may demean or defame a person may not be allowed save as limited by the provisions of the law stipulated therein.

**Article 38**

No citizen shall be banished neither shall he be denied re-entry to his country.

**Article 39**

An accused person is presumed innocent until his conviction is proved before a court of law

wherein the necessary guarantees of the right of self-defense are secured.

**Article 40**

No crime and no punishment save as prescribed by the law and no penalty save on the acts committed subsequent to the enforcement of that law; and punishment is personal. The provisions of the laws shall have no effect save on the acts committed from the date of the enforcement of the said laws. These provisions shall have no effect on the acts which occurred prior to the enforcement of the said laws; however, it may be stipulated otherwise by a majority of two-thirds of Al-Shoura Council in case of non-criminal provisions.

**Article 41**

The Qatari nationality and the rules governing it shall be prescribed by law, and the same shall have the similar power as that of the constitution.

**Article 42**

The State shall ensure the right of citizens to elect and be elected in accordance with the law.

**Article 43**

Taxes shall be founded on social justice and henceforth may not be levied save by a law.

**Article 44**

The right of the citizens to assemble is guaranteed in accordance with the provisions of the law.

**Article 45**

The right of citizens to establish association is guaranteed in accordance with the conditions and circumstances set forth in the law.

**Article 46**

Individuals have the right to address public authorities.

**Article 47**

Freedom of expression of opinion and scientific research is guaranteed in accordance with the conditions and circumstances set forth in the law.

**Article 48**

Freedom of press, printing and publication shall be guaranteed in accordance with law.

**Article 49**

All citizens have the right to education; and the State shall endeavor to make general education compulsory and free of charge in accordance with the applicable laws and regulations of the

State.

**Article 50**

Freedom to practice religious rites shall be guaranteed to all persons in accordance with the law and the requirements of the maintenance of public order and morality.

**Article 51**

The right of inheritance shall be maintained and governed by Shari'a law.

**Article 52**

Every person who is a legal resident of the State shall enjoy protection to his person and property in accordance with the provisions of the law.

**Article 53**

Defending the country is a duty of every citizen.

**Article 54**

The public post is a national service; and a public employee shall make public interest his only objective when performing the duties of his post.

**Article 55**

Public funds are inviolable and its protection is a duty of everyone in accordance with the law.

**Article 56**

General confiscation of property is prohibited. The penalty of confiscation of private property shall only be imposed by a court judgment and in cases specified by the law.

**Article 57**

The respect of the Constitution, compliance with the laws issued by Public Authority, abiding by public order and morality, observing national traditions and established customs is a duty of all who reside in the State of Qatar or enter its territory.

**Article 58**

Extradition of political refugees is prohibited; and the law shall determine conditions of granting political asylum.

**PART FOUR**  
**Organization of Powers**

**Chapter One: General Provisions**

**Article 59**

The people are the source of power, and they shall exercise the same in accordance with the provisions of this Constitution.

**Article 60**

The system of Government is based on the separation of powers and shall be exercised in collaboration with the manner specified in this Constitution.

**Article 61**

The Legislative Authority shall be vested in Al-Shoura Council as prescribed in this Constitution.

**Article 62**

The Executive Authority shall be vested in the Emir and he shall be assisted by the Council of Ministers as specified in this Constitution.

**Article 63**

The Judicial Authority shall be vested in courts of law as prescribed in this Constitution; and court judgments shall be pronounced in the name of the Emir.

**Chapter Two: The Emir**

**Article 64**

The Emir is the head of State. His person shall be inviolable and he must be respected by all.

**Article 65**

The Emir is the Commander-in- Chief of the armed forces. He shall supervise the same with the assistance of Defence Council under his direct authority. The said Council shall be constituted by an Emiri Resolution, which will also determine the functions thereof.

**Article 66**

The Emir shall represent the State internally and externally and in all international relations.

#### **Article 67**

##### **The Emir shall discharge the following functions:**

1. Drawing up the general policy of the State with the assistance of the Council of Ministers;
2. Ratification and promulgation of laws; and no such law may be issued unless it is ratified by the Emir;
3. Summoning the Council of Ministers to convene at any time deemed necessary for public interest; and the Emir shall preside over the meetings of the Council of Ministers that he attends;
4. Appointment of civil servants and military personnel and terminating their service in accordance with the law;
5. Accrediting diplomatic and consular missions;
6. Granting pardon or commuting penalty in accordance with the law;
7. Conferring civilian and military orders and badges of honour in accordance with the law;
8. Establishment and organization of ministries and other Government bodies and specifying their functions;
9. Establishment and organization of such consultative bodies to assist him in directing, supervising, and specifying the functions of the high policies of the State;
10. Any other functions vested upon him by this Constitution or the law.

#### **Article 68**

The Emir shall conclude treaties and agreements by a decree and refer them to Al-Shoura Council accompanied with appropriate explanatory notes. The treaty or agreement shall have the power of law after ratification and publication in the official Gazette; however, reconciliation treaties and treaties pertaining to the territory of the State or those relating to the right of sovereignty or public or private rights of the citizens, or those that involve an amendment of the laws of the State shall come into force when the same are issued as a law. Under no case may a treaty include secret conditions contradicting its publicized conditions.

#### **Article 69**

The Emir may, be a decree, declare Martial Laws in the country in the event of exceptional cases specified by the law; and in such cases, he may take all urgent necessary measures to counter any threat that undermine the safety of the State, the integrity of its territories or the security of its people and interests or obstruct the organs of the State from performing their duties. However, the decree must specify the nature of such exceptional cases for which the martial laws have been declared and clarify the measures taken to address this situation. Al-Shoura Council shall be notified of this decree within the fifteen days following its issue; and in the event that the Council is not in session for any reason whatsoever, the Council shall be notified of the decree at its first convening. Martial laws shall be declared for a limited period and the same shall not be extended unless approved by Al-Shoura Council.

#### **Article 70**

The Emir may, in the event of exceptional cases that require measures of utmost urgency which necessitate the issue of special laws and in case that Al-Shoura Council is not in session, issue pertinent decrees that have the power of law. Such decree-laws shall be submitted to Al-Shoura Council at its first meeting; and the Council may within a maximum period of forty days from the date of submission and with a two-thirds majority of its Members reject any of these decree-laws or request amendment thereof to be effected within a specified period of time; such decree-laws shall cease to have the power of law from the date of their rejection by the Council or where the period for effecting the amendments have expired.

#### **Article 71**

Defensive war shall be declared by an Emiri decree and aggressive war is prohibited.

#### **Article 72**

The Emir shall appoint the Prime Minister, accept his resignation and remove him from office by an Emiri order; and the resignation of the Prime Minister or his removal from office shall entail all Ministers. In the event of acceptance or resignation or removal from the office, the same Council shall continue to run urgent matters until such time the new Council is appointed.

#### **Article 73**

The Emir shall appoint Ministers by an Emiri Order upon nomination by the Prime Minister; and he shall accept resignations of Ministers and relieve them from office in a like manner. Where a resignation of a minister has been accepted, the Minister may be entrusted with running urgent matters until his successor is appointed.

#### **Article 74**

The Emir shall take the following oath prior to the discharge of his functions in a special session convened by Al-Shoura Council:

The Emir shall take the following oath prior to the discharge of his functions in a special session convened by Al-Shoura Council:

(I swear by Almighty God to respect Sharia law, the Constitution and the law, protect the independence of the State, safeguard its territorial integrity, and defend the freedom and interests of its people).

#### **Article 75**

The Emir shall seek public opinion on important issues pertaining to the interests of the State in a referendum. The subject of such referendum shall be deemed acceptable if acknowledged by the majority of voters; and the results of the referendum shall be binding and effective from the date of its announcement. The results shall be published in the official Gazette.

### **Chapter Three: The Legislative Authority**

#### **Article 76**

Al-Shoura Council shall assume the legislative authority, approve the general policy of the Government, the budget, and it shall exercise control over the executive authority as specified in this Constitution.

#### **Article 77**

Al-Shoura Council shall consist of forty-five Members thirty of whom shall be elected by direct, general secret ballot; and the Emir shall appoint the remaining fifteen Members from amongst the Ministers or any other persons. The term of service of the appointed Members in Al-Shoura Council shall expire when these Members resign their seats or are relieved from their posts.

#### **Article 78**

The system of election shall be determined by law in which the conditions and procedure of nomination and election are specified.

#### **Article 79**

The electoral constituencies into which the State is divided and the districts thereof shall be determined by a decree.

#### **Article 80**

The member of Al-Shoura council should fulfill the following conditions:

1. To be a holder of an original Qatari nationality;
2. His age shall not be less than thirty calendar years at the closing date of nomination;
3. To be good in reading and writing Arabic;
4. Not to have been convicted by a competent court of law for an offense involving moral turpitude or dishonesty unless rehabilitated in accordance with the law; and
5. Eligible to vote as determined in the elections law.

#### **Article 81**

The term of Al-Shoura Council shall be four calendar years commencing from the date of the first meeting; and the elections of the new Council shall be conducted during the last ninety days of the aforementioned term. The Member whose term of service expires may be re-elected; and where the elections are not held at the expiry of the term of the Council or delayed for any reason whatsoever, the term of the Council shall remain intact until a new Council is elected. The legislative term shall not be extended save for necessity and by decree provided that the said extension shall not exceed the period of one legislative term.

#### **Article 82**

The law shall determine the competent Judicial Authority that shall decide on the validity of the Members' election of Al-Shoura Council.

#### **Article 83**

Where for any reason a seat of one of the elected Members of Al-Shoura Council falls vacant at least six months before the term of the Council expires, a successor shall be elected within two months from the date of notification of such vacancy. Where, on the other hand, a seat of an appointed Member falls vacant, a new Member shall be appointed to fill the vacancy. In both cases, the new Member shall complete the term of his predecessor.

#### **Article 84**

The annual term of session of the Council shall at least be eight months and the Council may not be allowed to adjourn the session until the budget of the State is approved.

#### **Article 85**

Al-Shoura Council shall commence its annual ordinary session upon convocation by the Emir within the month of October every year.

#### **Article 86**

Notwithstanding the preceding two articles, the Emir shall call the Council for the first meeting following the general elections of the Council within one month of the end of election. Where the convening of the Council is delayed during this term from the date prescribed by the preceding article, then the duration of the term of the Council shall be reduced by the time difference between the two fore-mentioned dates.

#### **Article 87**

The Emir or his nominated representative shall open the annual term of the session of Al-Shoura Council and give a comprehensive speech in which he addresses the affairs of the State.

#### **Article 88**

In the case of necessity, the Emir shall, by a decree, or upon a request by a majority of the Members of the Council call Al-Shoura Council to an extraordinary meeting. In case of an extraordinary session, the Council shall not look into matters other than those for which the Council is convoked.

#### **Article 89**

Summoning and adjourning the ordinary and extraordinary sessions of the Council shall be by decree.

#### **Article 90**

The Emir may by a decree postpone the meeting of Al-Shoura Council for a period of time not exceeding one month; and the postponement of the meeting of Al-Shoura Council shall not be repeated during one term save by the approval of the Council and for one period and such period shall not be considered as part of the term of the session.

#### **Article 91**

The Council shall hold its meetings in its seat in Doha City; however, the Emir may call the Council to convene in any other place.

#### **Article 92**

Prior to the discharge of their duties before Al-Shoura Council and in an open session, the Members shall take the following oath:

(I swear by the Almighty God to be loyal to the country and to the Emir, respect Sharia law, the Constitution and the law, and safeguard the interests of the people and perform my duties with honesty and integrity).

#### **Article 93**

The Council shall in its first convening and for the duration of its term of session elect a Speaker and Deputy Speaker from amongst the Members. In the event of vacancy of office of either of them, the Council shall elect to replace either of them for the rest of the duration of the term of Council. The election shall be by secret ballot and by absolute majority of the votes of attending Members; and should such majority not be attained on the first vote, a second vote shall be taken between the two Members who obtained the highest number of votes of attending Members.

Where there is a tie between the second of the two who obtained the most votes and another candidate, this other candidate shall run for the second voting and in such case the election shall be determined by relative majority. In the event that more than one candidate obtains equal votes, a lot is cast. The session shall be chaired by the most senior Member until the Speaker is elected.

#### **Article 94**

The Council shall set up from amongst its Members, within two weeks from the commencement of its annual term of session, committees as may be necessary for the performance of its functions. Such committees may discharge their functions during the recess of the Council in preparation for submission of the outcomes of their work to the Council at the beginning of the following term of session.

#### **Article 95**

The Council shall have a bureau consisting of the Speaker, his deputy and chairs of committees,

and it shall have a general secretariat to assist the Council in the discharge of its functions.

#### **Article 96**

Maintaining order in the Council shall be the function of the Speaker.

#### **Article 97**

Al-Shoura Council shall make its internal regulations comprising its internal order and the conduct of its business, the work of committees, organization of sessions, rules of proceedings, voting and all functions stipulated in this Constitution. The regulations shall determine the disciplinary penalties for the Members' violation of order or failure to attend sessions of the Council or committees without acceptable reason; and the aforementioned regulations shall be issued by law.

#### **Article 98**

Sittings of the Council shall be public, and they may also be held in camera upon a request of one third of the Members of the Council or upon a request from the Council of Ministers.

#### **Article 99**

For the sessions of the Council to be quorum, the majority of the Members must be present provided that the Speaker or his Deputy is present. In the event that quorum is not attained, the session shall be adjourned to the next sitting.

#### **Article 100**

The resolutions of the Council shall be passed by absolute majority of the attending Members save in cases that require special majority; and in case the votes are equal, the Speaker shall have casting vote.

#### **Article 101**

The membership of the Council expires by reason of:

1. Death or total disability;
2. Expiration of term of membership;
3. Resignation;
4. Removal from office;
5. Dissolution of the Council.

#### **Article 102**

The resignation of a Member shall be made in writing to the Speaker. The Speaker shall submit the resignation to the Council to decide its acceptance or refusal. The internal regulations shall specify the rules pertaining to this matter.



**Article 103**

No member may be removed from the Council unless he loses confidence and esteem, or becomes disqualified for lacking one of conditions of the membership on the basis of which he was elected, or is in breach of the duties of membership. The resolution of removal from the Council shall be taken by a two-thirds majority of the Members of the Council.

**Article 104**

The Emir may dissolve the Council by a decree in which the reasons for the dissolution shall be stated; however, the Council shall not be dissolved twice for the same reasons. Where the Council is dissolved, the elections of the new Council shall take place within a period not exceeding six months as of the date of dissolution.

Until a new Council is elected, the Emir with the assistance of the Council of Ministers shall assume the power of legislation.

**Article 105**

1. Every Member of the Council shall have the right to propose bills; and every proposal shall be referred to the relevant committee in the Council for study, making recommendation and submission to the Council. If the Council accepts the proposal, the same shall be referred in draft form to the Government for study and opinion. Such a draft shall be returned to the Council during the same or the following term of session.
2. Any bill rejected by the Council may not be re-introduced during the same term of session.

**Article 106**

1. Any draft law passed by the Council shall be referred to the Emir for ratification.
2. If the Emir, declines to approve the draft law, he shall return it a long with the reasons for such declination to the Council within a period of three months from the date of referral.
3. In the event that a draft law is returned to the Council within the period specified in the preceding paragraph and the Council passes the same once more with a two-thirds majority of all its Members, the Emir shall ratify and promulgate it. The Emir may in compelling circumstances order the suspension of this law for the period that he deems necessary to serve the higher interests of the country. If, however, the draft law is not passed by a two-thirds majority, it shall not be reconsidered within the same term of session.

**Article 107**

The general draft budget shall be submitted to Al-Shoura Council at least two months from the commencement of the fiscal year and it shall not be in force unless the Council approves it. Al-Shoura Council may with the approval of the Government make amendments to the draft budget; and in case that the draft budget is not passed before the start of fiscal year, the previous budget continues to be effective until the new budget is passed.

The law shall define the method of preparing the budget is prepared and specify the fiscal year.

**Article 108**

Al-Shoura Council shall have the right to express to the Government its interest in public matters. If the Government is unable to comply with such interest, it must give to the Council the reasons for that. The Council may comment but once on the statement of the Government.

**Article 109**

Every Member of Al-Shoura Council may address a point of clarification to the Prime Minister and to any of the Ministers pertaining to matters within their jurisdiction; and only the person who raised the question has the right to comment but once on the response.

**Article 110**

Every Member of Al-Shoura Council may address an interpellation to Ministers on matters within their jurisdiction. An interpellation may not be made unless it is agreed on by one third of the Members of the Council. Such interpellation may not be discussed before a period of at least ten days from the date of submission save in urgent circumstances and provided the Minister agrees to reduce such period.

**Article 111**

Every Minister is responsible before Al-Shoura Council for the performance of his ministry; and the Minister may not be subjected to a vote of confidence save after an interpellation addressed to him. The vote of confidence shall be discussed if the Minister so desires or upon a request signed by fifteen Members. The Council may not take a resolution in this respect before at least ten days from the date of the submission of the request or expression of desire; and the vote of no confidence on the Minister shall be a majority of two thirds of the Members of the council. The minister shall be considered to have relinquished his office as of the date of the no confidence resolution.

**Article 112**

The Minister of the Council shall in no circumstances be accountable for opinions or statements he makes in respect of matters within the jurisdiction of the Council.

**Article 113**

1. Save when a Member of Al-Shoura Council is found flagrante delicto, he shall not be arrested, detained, searched or subject to investigation without prior permission from the Council. Where the Council has not issued a resolution on the request for permission within a period of one month from the date of receipt of the said request, this shall be virtually considered a permission. The permission shall be issued by the Speaker of the Council when the latter is not in session.
2. In case of flagrante delicto, the Council must be notified of the measures taken against the offending Member; and where the Council is not in session, such notification should be made at

the first subsequent session.

**Article 114**

Combination of membership of the Council and the assumption of public posts shall not be permissible save in cases where combination is permissible in accordance with the Constitution.

**Article 115**

The Members of Al-Shoura Council shall aim in their conduct to serve the interests of the country and shall not, in any way, use their official positions for their own interests, nor for the interests of their own acquaintances. The law shall determine the acts that are restricted for the Member of Al-Shoura Council.

**Article 116**

The Speaker of the Council, his Deputy and the Members shall be granted a remuneration to be determined by law. Such remuneration shall be due as of the date of taking oath before the Council.

**Chapter Four: The Executive Authority**

**Article 117**

No one shall assume a Ministerial Post save a person of an original Qatari nationality.

**Article 118**

The formation of the Council of Ministers shall be by an Emiri Order on a proposal by the Prime Minister. The Emir may entrust the Prime Minister or any other Minister with the functions of one or more ministries; and the law shall specify the powers of Ministers.

**Article 119**

Prior to assuming office, the Prime Minister and the Ministers shall take before the Emir the following oath:

( I swear by Almighty God to be loyal to the country and to the Emir , respect Shari'a Law, the Constitution and the law, fully safeguard the interests of the people, perform my duties faithfully, conscientiously, and with honour, and fully safeguard the territorial integrity and safety of the State).

**Article 120**

The Council Of Ministers shall assist the Emir in discharging his functions and exercising his powers in accordance with this Constitution and the provisions of the law.

**Article 121**

It shall be conferred upon the Council of Ministers, in its capacity as the highest executive organ, to administer all the internal and external affairs falling within its jurisdiction as determined in this Constitution and the provisions of the law. The Council of Ministers shall specifically perform the following functions:

1. Proposal of draft laws and decrees and submission of the same to Al-Shoura Council for debates. If such proposed laws are approved by the Advisory Council, they shall be referred to the Emir for ratification and promulgation in accordance with the provisions of this Constitution;
2. Approval of the regulations and decisions prepared by the Ministries and other Government organs relevant to their respective jurisdiction for the implementation of the laws in accordance with their provisions;
3. Supervision of the implementation of laws, decrees, regulations, and resolutions;
4. Proposals of establishing and organizing of the Government departments, public authorities and corporate bodies according to the law;
5. High control of the financial and administrative system of the Government;
6. Appointment and dismissal of civil servants in the cases where such appointment and dismissal do not fall within the jurisdiction of the Emir or the power of the Ministers as specified by the law;
7. Drawing up the general regulations that adequately ensure the maintenance of internal security and public order in all parts of the State in accordance with the law;
8. Administration of the finance of the State and preparation of its draft budget as determined by this Constitution and the provisions of the law;
9. Approval of economic project and methods of their implementation;
10. Supervision of the means for preserving the interests of the State abroad and maintenance of its international relations and foreign affairs;
11. Preparation of a report at the beginning of every fiscal year including a detailed survey of the tasks accomplished internally and abroad. The report shall be accompanied with a plan drawing up the most adequate ways for achieving comprehensive development of the State, providing the necessary conditions for its development and prosperity, and consolidating its security and stability in accordance with the basic guiding principles of the policy of the State as stated in this Constitution. The said report shall be submitted to the Emir for approval;
12. Any other functions vested upon it by this Constitution or the law.

**Article 122**

The Ministers shall implement the general Government policy, each within the limits of his jurisdiction .The Emir may request the Prime Minister and the Ministers to submit reports on any matter of the State that fall within the scope of their functions.

**Article 123**

The Prime Minister and the Ministers are collectively responsible before the Emir for the implementation of the general Government policy; and each one of them is individually responsible before the Emir for the manner in which he carries out his duties and exercises his function.

**Article 124**

The law shall determine remunerations for the Prime Minister and the Ministers; and all provisions pertaining to the Ministers shall apply to the Prime Minister unless otherwise stipulated.

**Article 125**

The Prime Minister shall, preside over the sessions of the Council, organize its proceedings and supervise coordination of work among the various Ministries in order to achieve unity and harmony among the Governmental organs of the State. The Prime Minister shall sign, in the name and on behalf of the Council of Ministers, decisions made by the Council. He shall also submit to the Emir the decisions of the Council on matters requiring an Emiri Resolution for approval and issuance in accordance with the provisions of this Constitution.

**Article 126**

The meetings of the Council of Ministers shall be quorum if a majority of its Members are present, provided that the Prime Minister or his Deputy are present. The discussions of the Council shall be secret; and its decisions shall be made by a majority of the present Members. When the votes are equal, the Prime Minister shall have casting vote. The minority shall abide by the opinion of the majority.

**Article 127**

The Council of Ministers shall set up its internal regulations and it shall have a general secretariat to assist in the discharge of its functions.

**Article 128**

When assuming their positions, the Ministers shall aim to serve the interests of the country and shall not, in any way, misuse their official positions for their own interests, or for the interests of their own acquaintances. The law shall determine the acts that are restricted for Ministers and the acts committed during their term of office that entail accountability; and the said law shall specify the manner of accountability.

**Chapter Five: The Judicial Authority**

**Article 129**

The supremacy of law is the base of rule in the State. The honour of the judiciary, its integrity, and impartiality of judges are a safeguard of rights and liberties.

**Article 130**

The judicial authority shall be independent and it shall be vested in courts of different types and grades. The courts shall make their judgments according to the law.

**Article 131**

Judges are independent and they shall not be subject to any power in the exercise of their judicial functions as provided by the law and no interference whatsoever shall be permitted with court proceedings and the course of justice.

**Article 132**

The law shall regulate the categories and divisions of courts and define their jurisdiction and powers. The jurisdiction of Military tribunals is restricted, save when martial law is in force, to military crimes committed by staff of the armed and the security forces within the limitations specified by the law.

**Article 133**

Court sessions shall be public save when a court decides, for the interest of public order or morality, to hold them in camera. In all cases, the pronouncement of judgments shall be made in an open session.

**Article 134**

Judges shall not be subject to removal from office save in cases specified by the law. The said law shall also specify the rules and disciplinary matters applicable to Judges.

**Article 135**

The right of litigation is inviolable and it shall be guaranteed to all people. The law shall specify the procedures and manner of exercising this right.

**Article 136**

Public prosecution shall conduct public actions in the name of the people, supervise the law enforcement, and ensure the enforcement of criminal laws. The law shall regulate the functions of this body, specify the condition and guarantees pertaining to the staff discharging the functions of the same.

**Article 137**

The judiciary shall have a Supreme Council to supervise the proper functioning of courts of law and their auxiliary organs. The law shall determine the composition, powers and functions of the said Council.

**Article 138**

The law shall determine the competent body entrusted with the settlement of administrative disputes and define its structure and manner of discharging its functions.

**Article 139**

The law shall regulate the method of settling conflicts of jurisdiction and also judgments among the judicial bodies.

**Article 140**

The law shall specify the competent judicial body for settling of disputes pertaining to the constitutionality of laws and regulations, define its powers and method of challenging and procedures to be followed before the said body. It shall also specify the consequences of judgment regarding unconstitutionality.

**PART FIVE****Final Provisions****Article 141**

The Emir shall promulgate this Constitution and it shall come into force as of the day immediately following the date of its publication in the official Gazette.

**Article 142**

The laws shall be published in the official Gazette after ratification and promulgation within two weeks of their issue, and unless otherwise stated in the laws themselves, such laws shall come into force a month as of the date of their publication.

**Article 143**

All provisions embodied in laws and regulations in force upon the entering of this Constitution into force shall continue to be valid and effective unless they are amended in accordance with it. The enforcement of this Constitution shall not affect the provisions of the treaties and international agreements to which the State of Qatar is a party.

**Article 144**

The Emir or one third of the Members of Al-Shoura Council each shall have the prerogative to

apply for the amendment of one or more of the articles of this Constitution. If the majority Members of the Council accept the amendment in principle, the Council may discuss it article by article. The amendment shall be passed by a two-thirds majority of the Members of the Council. The said amendment shall not be into force before the approval of the Emir and its publication in the official Gazette. If, on the other hand, the proposal for amendment is rejected in principle or in subject, it may not be re-introduced before the lapse of one year from the date of its rejection.

**Article 145**

Provisions pertaining to the rule of the State and its inheritance thereof may not be subject to application for amendment.

**Article 146**

Provisions pertaining to rights and public liberties may not be subject to amendment save for the purpose of granting more rights and guarantees for the interest of the citizen.

**Article 147**

The functions of the Emir set forth in this Constitution may not be subject to an application for amendment during the term of his deputation.

**Article 148**

No article of this Constitution may be proposed for amendment before the lapse of a period of ten years from the date of its coming into force.

**Article 149**

No provision of this Constitution may be suspended save where martial laws are in force and within the limits specified by the law; however, the convening of the session of Al-Shoura Council may not be suspended neither may the immunity of its Members be violated during this period.

**Article 150**

The Amended Provisional Constitution, issued on 19th April, 1972, in force in the State, shall be repealed. The provisions pertaining to the current Al-Shoura Council shall remain in force until the new Council is elected.

### **The Constitution**

Qatar's constitution has passed through transitional stages starting in 1970 when the first provisional system of governance was enacted. This system was revised in 1972 after the national independence and amended to address the requirements and responsibilities of the new stage. Thereafter, the features and objectives of the State's policies and affiliations were defined at the regional, Arabic and Islamic levels. The government and its organs drew much benefit from the actual performance of authority at the domestic and international levels.

The legislative amendments tackled some articles of the basic modified provisional system pertaining to the executive authority and the articles pertaining to the inheritance of the Emir's post as an integral part of the constitutional situation in the country. In the same manner, the issuance of the judicial authority law and other basic laws that regulate civil and commercial transactions were complementary steps towards the establishment of the State's organs and laying down the foundations of the State of law and institutional governance.

### **The Drafting Committee of the Permanent Constitution**

On the 13th of July, 1999, Qatar transferred into a new era of its modern history when HH the Emir Sheikh Hamad Bin Khalifa Al-Thani issued decree no (11) in 1999 stipulating the formation of a drafting committee of the permanent constitution in a historic speech he delivered on this occasion. In his speech, HH the Emir maintained that the Constitution is the basic document that contains the substantial principles relative to the country's sovereignty in different domains, regulates its authorities and its ruling system and defines public rights and duties. HH stressed the importance of expanding the base of communal participation in governance vis-a-vis the election of a parliament. He also defined the basic features of Qatar's prospective permanent constitution as being based on affiliation to the Gulf region and the Arabic and Islamic worlds and observing the Arabic profound traditions and sublime teachings of Islam.

A constitutional committee was formed, namely, The Drafting Committee of the Permanent Constitution, headed by a chairman and a deputy chairman with the membership of thirty other members. The Emiri decree stipulated the committee should draft a permanent constitution for the country in a time span of no more than three years effective from the date of the issuance of the decree. The Committee was instructed to prepare a report every six months to brief HH the Emir of the output of its work. At the end of its mission, the committee should submit the manuscript accompanied by its recommendations to HH the Emir.

On the second of July, 2002, HH the Emir received the manuscript of the permanent constitution enterprise which lays the basic foundations of the society, regulates the State's authorities, embodies the public participation in governance and ensures the rights and freedom of Qatari citizens. The Constitution consists of five chapters and 150 articles. It stipulates the establishment of a parliament to be called "The Advisory Council" of which two-thirds of its members are elected vis-a-vis free direct elections whereas the remaining members shall be

appointed by the Emir. The Advisory Council shall be entrusted with the legislative authority, the endorsement of the public budget and accountability of the ministers and the executive authority.

### **Referendum on the Constitution**

On the 29th of April 2003, the Qataris were set to transfer into a new era where they soar high in the horizons of freedom, after thirty years of living under the umbrella of the Amended Provisional Constitution which had fallen short of being convenient to the requirements of contemporary life. This new era is marked with setting up a permanent constitution that upholds personal liberty, safeguards the principle of equal opportunities for all citizens, protects private proprietorship, deems all people equal in rights and duties and prohibits the expulsion of any citizen from the country or preventing him from returning to it. Furthermore, the Constitution creates a free atmosphere whereby all types of expression are allowed and enhances the freedom of press and publication. It likewise enshrines the freedom of religion, worship and conviction for all people and makes the Qatari population the source of powers and legislations to be exercised through an elected legislative council.

The 29th of April, 2003 was the date set for a public referendum whereby citizens have their say on this Constitution freely; thus, transferring Qatar from the zone of totalitarian states to the world of democratic countries and from the cycle of closed countries to the world of liberties and cultural openness to the world.

The result of the referendum in which the percentage of popular turnout was high showed a general consent to the Constitution mounting to 96.6%, equal to 68987 voters as opposed to 2145 who cast a negative vote. The invalid votes counted as 274.

The heavy turnout to the ballot boxes evidently reflects the extent of the Qatari people's response to the call dispatched by HH the Emir Sheikh Hamad Bin Khalifa Al-Thani in a speech he delivered to his nation and urged them to cast their votes in the referendum and have their say on the Constitution.

The Ministry of Interior and the Public Committee of the referendum formed one hundred committees to oversee the referendum on the permanent Constitution and define the centers where the referendum would take place. These committees were distributed among work places at the ministries, establishments and residential areas among which is the 29th electoral districts where municipal elections to elect the first and second central municipal council took place. In addition, a number of mobile committees were set up to cover certain schools, work places in the State, commercial malls, clubs, Doha International Airport, Abu Samra Center, hospitals and other health centers of the Ministry of Public Health.

The requisite terms and conditions that qualify citizens to cast their votes on the draft constitution were defined as being a citizen holding a natural Qatari nationality and at least eighteen years old by the 29th of April.

On 8th June 2004 H.H. Sheikh Hamad bin Khalifa Al-Thani, the Emir of the State of Qatar,



issued a statement on the occasion of the ratification of the Permanent Constitution of the State of Qatar. The statement stated the following:

We, Hamad bin Khalifa Al-Thani, the Emir of the State of Qatar, have decreed the following:

In implementation of our objectives to complete the premises of democratic rule in our beloved homeland through ratification of a permanent constitution for the country that consolidates the basic foundations of society, reflects people's participation in decision-making and guarantees the rights and freedoms of citizens, and recognizing our Arab and Islamic affiliation of which we are proud, and having been familiarized with the results of the Referendum on the Permanent Constitution of the State of Qatar on 9th April 2003 and the approval by the overwhelming majority of citizens of this constitution, and having read Article 141 of the Permanent Constitution, we have issued this Constitution, which shall be published in the Official Gazette a year after it is issued, during which constitutional institutions shall be completed and necessary measures thereto shall be undertaken .

# *Annex III: Laws & Decrees*

**IIIa - p.76: Law No. 2 of 1980**

**IIIb - p.82: Law No. 23 of 2010**

**IIIc - p.83: Law No. 30 of 2002**

**IIId - p.93: Amiri Decision No. 65 of 2005**

**IIIe - p.96: A miri Decision No. 26 of 2009**

**III f - p.99: A miri Decision No. 87 of 2009**



THE STATE OF QATAR  
MINISTRY OF INFORMATION  
DEPARTMENT OF TOURISM AND ANTIQUITIES

LAW N°. 2 OF 1980  
on Antiquities (1)

(1)  
Unofficial translation prepared by Unesco

- 1 -

We Khalifa bin Hamad Al Thani, Emir of the State of Qatar,

Having consulted the provisional amended Statutes, particularly Articles 23, 31, 34 and 51 therein, and the following legislative texts :

Law N°. 14 of 1964, concerning land registration, and its amendments;

Law N°. 13 of 1971, concerning courts of justice, and its amendments;

Law N°. 14 of 1971, concerning the penal code of Qatar;

Law N°. 15 of 1971, concerning penal procedures;

Law N°. 16 of 1971, concerning the civil and commercial code;

Law N°. 4 of 1974, concerning the limits of competence of the Ministry of Information;

Law N°. 3 of 1975, concerning commercial stores and similar general industrial enterprises; and

Having considered the suggestion of the Minister of Information, and the draft legislation presented by the Council of Ministers; and

After consulting the Shura (advisory) Council;

Have decided to promulgate the following law :

PART ONE

General Provisions

Article 1

An antiquity is anything discovered, fortuitously or otherwise, of movable or immovable nature, which has been inherited from past civilizations and generations and relates to art, science, literature, customs, beliefs, daily life, public or other events and which dates back at least forty years and is of artistic or historical value.

In conformity with Article 5 of this law, antiquities are property owned by the State unless otherwise provided by the provisions of this law.

Article 2

Antiquities are of two kinds: movable and immovable; the latter include sites of ancient buildings and their annexes, such as ruins of ancient cities and buildings, as well as mounds, grottoes, caves, citadels, ramparts, forts, religious places, schools and so forth, whether they are above or under the ground, or submerged by inland or territorial waters.

Movable antiquities are antiquities which, by their nature, are not made to be attached to the ground and can be displaced without being damaged.

#### Article 3

The Department of Tourism and Antiquities in the Ministry of Information undertakes the evaluation of the archaeological character of movable and immovable antiquities and the importance of each antiquity.

#### Article 4

The Department of Tourism and Antiquities is responsible for the conservation of antiquities and is charged with their discovery, registration and maintenance, in addition to the preservation of their characteristics and ornamentations, their exhibition to the public and dissemination of knowledge of antiquities, and the owner shall have no right to object thereto.

An antiquity is registered by decision of the Minister of Information, and registration decisions are conveyed to the individuals and authorities concerned.

Registered antiquities, whether movable or immovable, shall be listed in records kept in the Department of Tourism and Antiquities, with the importance and description of each antiquity indicated. If the antiquity is movable, the names of its successive owners are to be noted in the record.

The Department of Tourism and Antiquities shall carry out the registration of immovable antiquities at the land registry office.

#### Article 5

All movable and immovable antiquities located on or in the ground are public properties the ownership of which is vested in the State and no ownership claim may be made except in conformity with the provisions of this law.

#### Article 6

Ownership of land shall not bestow on the owner the right to dispose of the antiquities existing on the surface or underneath it, or to excavate for antiquities in the land.

#### Article 7

It is forbidden to damage, transform, impair, mutilate, or change the features of movable and immovable antiquities, and it is also forbidden to put placards and advertisements in archaeological areas and on registered historical buildings.

No new constructions may be erected next to immovable antiquities, no openings may be made in historic buildings and walls, and no other easement may be attached to them. Furthermore, no earth or any materials, debris or rubble may be taken from archaeological areas without the permission of the authority concerned and the approval of the Department of Tourism and Antiquities.

### PART TWO

#### Immovable Antiquities

#### Article 8

The Department of Tourism and Antiquities shall examine all the immovable antiquities in Qatar as well as the scientific documents and the historical information concerning them, and constitute a special file for each one of them.

#### Article 9

If the Department of Tourism and Antiquities has proof of the existence of immovable antiquities in any place, the Minister of Information may, without prejudice to Article 13 of this law, declare that place and the surrounding land to be an archaeological site, should there be a scientific need. The Minister's decision shall be published in the Official Gazette.

#### Article 10

The Department of Tourism and Antiquities shall establish a list of immovable antiquities existing in Qatar, photograph and make a full survey of them. It shall determine the features and limits of archaeological sites and prepare, by modern scientific means, detailed records and atlases of these sites.

#### Article 11

In order to promote knowledge of the country's civilization, the Department of Tourism and Antiquities shall prepare immovable antiquities to receive visitors, highlighting their artistic qualities and historical specificities.

#### Article 12

Registered immovable antiquities are not to be used for purposes other than those which are determined by the Department of Tourism and Antiquities; it is, likewise, not permitted to demolish, transfer, restore or renovate part or the whole of an immovable antiquity except within the limits fixed and approved by the Department and under its supervision.

It is forbidden to use the sites of registered antiquities as depositories for debris or rubble, or as graveyards; it is also forbidden to install irrigation systems, or dig, plant or cut down trees, or to take any

action which may change the features of these sites, without obtaining prior permission from the Department of Tourism and Antiquities which shall supervise all authorized activities.

Action 13

The Minister of Information may decide the appropriation by the State of any historic building or archaeological area; and without prejudice to the rules of expropriation for reasons of public interest, he may expropriate the owners of registered lands or buildings containing an antiquity or of those adjacent thereto.

Action 14

Anyone who discovers or learns of the discovery of an immovable antiquity should, within ten days of the date of the discovery or of his knowledge of it, notify the Department of Tourism and Antiquities or the nearest police station of it. The Minister of Information may grant the person a suitable award, regardless of the age of the antiquity or of its nature or historical value.

In cases where a police station is informed, it should immediately notify the Department of Tourism and Antiquities.

Article 15

Any person occupying land in which non-transferable antiquities exist should allow officials from the archaeological services to have access to that land at all convenient times in order to examine, map and photograph it or do whatever else the Department of Tourism and Antiquities judges necessary.

Article 16

Subject to the approval of the Minister of Information, the Department of Tourism and Antiquities may cancel the registration of an antiquity by marking the records related to it, and the cancellation decision shall be communicated to the individuals and authorities concerned.

Article 17

When plans for the management or extension of towns and villages are drawn up provision should be made for the preservation of archaeological areas and features, and no development plans for sites in which antiquities are located shall be adopted without the approval of the Department of Tourism and Antiquities.

PART THREE

Movable Antiquities

Article 18

Movable antiquities are conserved in the National Museum of Qatar

and in other museums which may be built in the future and these antiquities shall be studied, restored, exhibited or stored there.

The Department of Tourism and Antiquities shall organize expositions or travelling exhibitions inside the country or abroad, provided that the safety of the antiquities exhibited is guaranteed.

Article 19

Bodies and individuals may acquire and keep movable antiquities on condition that they present them to the Department of Tourism and Antiquities in order to obtain an official document of registration if they are of special interest, or to permit their free disposal if they are not of special interest. The holder of an antiquity is responsible for preserving it and for ensuring that no change is made to it; should the antiquity be lost or damaged, the holder should notify the Department of Tourism and Antiquities.

Article 20

Anyone in possession of a movable antiquity, should - within six months from the date on which this law enters into force - present it to the Department of Tourism and Antiquities. After that delay, every unregistered movable antiquity of special interest and every movable antiquity not of special interest whose owner has not been authorized to dispose of it freely, will be confiscated.

Article 21

The Department of Tourism and Antiquities may ask the holders of registered antiquities to hand them over in order to study, make drawings or photograph them, or expose them temporarily, on condition that the Department, as soon as the work for which the antiquity was borrowed is completed, returns them to its holder in its initial condition.

PART FOUR

Regulations governing Transactions in Antiquities

Article 22

Ownership of registered movable antiquities may be transferred. Whoever sells a registered movable antiquity should present it to the Department of Tourism and Antiquities for consideration of the price agreed upon by the seller and purchaser. The seller of a registered antiquity should communicate the name and address of the purchaser to the Department of Tourism and Antiquities.

Article 23

Anyone who fortuitously discovers or finds a movable antiquity should, within ten days from the date of his discovery or finding, inform the Department of Tourism and Antiquities or the nearest police station about it; the Department may decide whether it will keep the antiquity, in which case it should grant the person a suitable cash award, or leave the antiquity in the possession of its finder.



In cases where a police station is informed, it should immediately notify the Department of Tourism and Antiquities.

Article 24

Immovable antiquities owned by the state and movable antiquities held in its museums cannot be sold.

Article 25

Antiquities cannot be offered as gifts except within the strictest limits and with a view to serving the public interest and on condition that the antiquity is registered and is not indispensable, due to the existence of other antiquities similar to it in material, fabrication, historical significance and artistic value; the offer of a gift is subject to a decision of the Council of Ministers.

Article 26

The Department of Tourism and Antiquities may exchange or lend antiquities to museums and scientific institutions in Arab and foreign states under special agreements concluded in this respect and, in the case of exchange, subject to the approval of the Council of Ministers.

Article 27

Nobody may trade in antiquities without a licence to that effect from the Department of Tourism and Antiquities; this trade is limited to registered movable antiquities and to those whose free disposal has been authorized.

The licence is issued according to the rules and conditions decided by the Council of Ministers.

Article 28

The export of antiquities is prohibited. However, the export of movable antiquities which does not cause an impoverishment of the archaeological or artistic heritage of the country may be authorized by decision of the Minister of Information.

The request for a licence to export antiquities is to be made on a special form prepared by the Department of Tourism and Antiquities in accordance with a decision of the Minister of Information. The form should stipulate that the Department has the right to authorize or prohibit the export or to purchase whatever antiquities it may desire at the price indicated by the person concerned in the export licence request.

Article 29

(A) Antiquities imported to Qatar without an export licence from their countries of origin shall be seized by officials of the customs, postal or security services or other responsible officials, and handed over with an official report to the Department of Tourism and Antiquities for the purpose of investigating into their origin and the way the

import agent obtained them.

(B) If the investigation proves that the antiquities were smuggled or taken out of their country of origin in violation of established laws and without the knowledge of the import agent of that fact, the antiquities in question shall be subject to confiscation by the executive authorities and considered state property; they may be returned to their countries of origin on the basis of reciprocity.

If the investigation proves the good faith of the import agent, the Minister of Information may decide to seize the antiquities in return for just compensation if their acquisition is in the interest of the State.

PART FIVE

Archaeological Excavations

Article 30

By archaeological excavations is meant any digging, exploration or research aimed at the discovery of movable or immovable antiquities, whether on the surface of or in the ground or in territorial waters.

Article 31

Only the Department of Tourism and Antiquities has the right to undertake excavations. However, it may, by a special licence issued according to the provisions of this law, authorize scientific authorities and associations, as well as archaeological missions, to excavate for antiquities.

Bodies and individuals - even if they are owners of land - are forbidden to excavate for antiquities without a licence from the Department of Tourism and Antiquities.

Article 32

The Department of Tourism and Antiquities is responsible for working out agreements with landlords on the principle of excavating and on the sum to be paid in compensation for damages. If no agreement is reached, the state may, without prejudice to the provisions of Article 13 of this law, reserve its rights to the land through administrative procedures.

Article 33

Licences to excavate for antiquities shall not be issued to archaeological bodies, associations and missions unless their scientific and material capacities and efficiency are assured.

The Department of Tourism and Technology may set as a condition that the party which undertakes the excavations should satisfy certain technical requirements.

#### Article 34

Licences to excavate for antiquities shall include the following data :

1. The qualifications of the institution or mission which is granted the licence and its experience in the field of archaeological excavations.
2. Limitations of the archaeological site where excavations are to be undertaken together with maps.
3. Programme and schedule of operations.
4. Any other conditions which the Department of Tourism and Antiquities may judge necessary to set.

#### Article 35

The party authorized to excavate shall undertake to satisfy the conditions stated in the licence, to photograph and map the archaeological sites, to register one by one each antiquity discovered in special records, to take the necessary measures to ensure the conservation and care of antiquities discovered, to communicate frequently the results of the excavations to the Department of Tourism and Antiquities, to make, at the end of each season, a summary report in the form required by the Department of Tourism and Antiquities and to enable the representatives of the Department of Tourism and Antiquities to control the excavations; at the end of each season, it shall also transport the antiquities discovered while taking all safeguarding precautions to the National Museum of Qatar.

#### Article 36

The excavating party should publish the scientific results of its excavations within a maximum period of two years. This period may, upon a decision from the Minister of Information, be extended to five years as from the completion of the works; otherwise, the Department of Tourism and Antiquities may publish the results itself or through other bodies and the excavating party shall have no right to object.

The excavating party should provide the Department of Tourism and Antiquities with copies of studies published, of photographs of the antiquities discovered and of films which it has made about its discoveries; it shall have the rights to the scientific property of all that is related to the results of its excavations, and also the right to publish first those results.

#### Article 37

A foreign party granted a licence to excavate may import on a tax-free basis the equipment which is required for the work, provided that it present a list of that equipment to the Department of Tourism and Antiquities for approval of the tax exemption.

#### Article 38

All antiquities found during excavations are property of the State. Movable antiquities shall be deposited in the National Museum of Qatar or in other museums which may be built in the future. Excavation missions may be granted awards for their work, in the form of casts of the foresaid antiquities or of some of the antiquities which are not indispensable because of the existence of other antiquities similar in material, fabrication, historical significance and artistic value.

The excavation mission should, within a maximum period of one year, exhibit the antiquities granted to it in a public museum or in a museum annexed to a scientific institution.

#### Article 39

If the provisions of this law or any condition figuring in the licence are violated by an institution, association or mission authorized to excavate, the Minister of Information may, on the proposal of the Department of Tourism and Antiquities, decide that the excavations shall be stopped until the violation is redressed. If the violation is serious, the licence may at the suggestion of the Department be cancelled by decision of the Minister of Information.

#### PART SIX

#### Penalties

#### Article 40

Without prejudice to any other severer penalty foreseen in another law, any person who violates provisions of this law or of its executive regulations shall be liable to a maximum period of three years' imprisonment or to a fine of not more than ten thousand rials or to both. In all cases, the movable antiquity whose owner violated the provisions of this law shall be confiscated and handed over to the Department of Tourism and Antiquities.

#### Article 41

The officials of the Department of Tourism and Antiquities to whom powers have been delegated by the Minister of Information have the authority to act as officers of the law in making official enquiries into violations of the provisions of this law.

Together with all officers of the law, they are authorized to inspect excavations and antiquities discovered in order to make sure that these provisions are applied; they may also enter at any appropriate time stores dealing in antiquities in order to examine the antiquities held there.

#### Article 42

The Minister of Information shall issue the necessary regulations and decisions for the implementation of this law.

Article 43

All parties concerned, each within its field of specialization, should execute this law, which shall be enforced as from the date of its publication in the Official Gazette.

Khalifa bin Hamad Al Thani  
Emir of the State of Qatar

Promulgated at Doha Palace on 10/4/1400 A.H.  
(26/2/1980 A.D.)

Sheikh Hamad bin Khalifa Al Thani  
The Emir of the State of Qatar

Law No. (23) of 2010  
Amending some provisions of Law No. (2) of 1980 regarding monuments

We, Hamad bin Khalifa Al Thani                      The Emir of the State of Qatar

After perusal of constitution, and  
Law No. (2) of 1980 as regards monuments, and  
The Amiri Decree No. (26) of 2009 regarding establishment of Qatar Museums Authority, as amended by Decree No. (87) of 2009, and  
The proposal by Qatar Museums Authority (QMA), and  
The draft law proposed by the Cabinet, and  
After consultation with the Consultative Assembly of Qatar,

We have ratified and promulgated the following act:

**Article (1)**

The statement of "Board of Trustees of Qatar Museums Authority" replaces the statement "Minister of Information", wherever mentioned in the said Law No. (2) of 1980.

The statement "Competent Department of Antiquities of Qatar Museums Authority" replaces "Department of Tourism and Antiquities", in the articles (14, 23, 39) of the said law, and replaces "Qatar Museums Authority" in the remaining articles of the said law.

**Article (2)**

The texts of articles (3), (7), (9) and (41) of the said law No. (2) of 1980 will be replaced by the following texts:

Article (3)

"QMA shall be entitled to assess the monumental value of the movable and immovable antiquities and the importance of each of them".

"Archaeological zones shall be defined through a resolution by the Board of Trustees of the QMA, approved by the cabinet, and published in the Official Gazette".

Article (7)

"It is prohibited to damage, distort, scratch or harm whatsoever antiquities, and no signs or advertising materials are allowed in the archaeological zones or on the recorded historical buildings".

No constructions or buildings are allowed in the archaeological zones, and no exploitation of any soil, materials, debris, wastes, or plants for these zones is allowed, except prior permit is obtained from the competent authority, and an approval is made by the QMA in this regard.

Neither addition of new building to the archaeological premises, nor opening of windows or skylights is allowed on the monuments, nor might any other easements apply on the archaeological buildings or fences."

Article (9)

"Without prejudice to the regulations of article (13) of the law, if the Competent Department of Antiquities of QMA found some immovable antiquities anywhere, the Board of Trustees of QMA may resolve to consider the place and the surrounding areas, as practically required, an archaeological site, in accordance with the procedures of article (3/second paragraph) of the law."

Article (41)

"The employees of QMA, authorized as judicial enforcement officers, upon resolution by the Attorney General, in an agreement with the President of the Board of Trustees of QMA, shall be entitled to arrest and record the crimes in breach of the provisions of the herein law, and shall be entitled to check all places of activity subject to the provisions of the law. Further, they shall be entitled, all times, to access all places, where these crimes might be, and to issue an arrest process-verbal and take the necessary legal actions thereof".

**Article (3)**

Article (37) of the said law no. (2) of 1980 shall be cancelled.

**Article (4)**

All competent authorities, each in its competence, should implement this law, and to be published in the Official Gazette.

Hamad bin Khalifa Al Thani  
The Emir of the State of Qatar

Issued at the Amiri Diwan on 05/12/1431AH  
Correspondent to: 11/11/2010AD.

## LAW NO. 30 OF 2002

Decree of law No. (30) year 2002

Issuance law of environment protection

We Hamad Bin – Khalifa – Al- Thani, Emir of the state of Qatar

After Pursuing the provisional amended constitution and in particular articles(23),(27),(37), thereof and the law decree (29) of year 1966, which stated the organization of Qatar maritime ports, and its amended laws.

And on law No. (8) – 1974, stated the general cleansing and its amended laws.

On law No.(9) – 1977, which stated the disregarded animals, and its amended laws and on law No.(3) 1975, which stated the typical, public, industrial, and commercial installations, and its amended laws.

And on decree in law No. (4) 1977, which stated the conservation of petroleum resources, and on the maritime law that issued in law No. (15) – 1980.

And on law No.(12) – 1981 that stated the agricultural quarantine, amended by law No.(6) – 1996.

And on law No. (4) –1983 that stated exploitation and protection of live sea resources in Qatar, and its amended laws.

And on law No. (1) – 1985 that stated the animal's health and its amended laws.

And on law No. (10) – 1987 that stated public and private real estates, and its amended laws.

And on law No. (1) that stated organization of excavation of groundwater wells, and its amended laws.

And on law No. (1) – 1993, that stated the prohibition of agricultural lands and beach's sand curettage that amended by law No. (33) – 1995.

And on law No. (19) – 1995 that stated the industrial organization.

And on law No. (32) – 1995, that stated prohibition of vegetal environment and components damaging.

And on law No. (13) – 1997 that stated the civil defense.

And on law No. (4) 2002 that stated the organization of hunting of terrestrial animals, birds and reptiles.

And on decree No. (55) – 1978 that stated the approval of Kuwait regional agreement for the cooperation in maritime environment protection for the pollution and the protocol of regional cooperation in control of oil pollution and other injurious materials in emergency cases.

And on decree No. (51) – 1988 that stated approval of the state of Qatar admission to the international agreement of establishment international fund for the compensation of damages resulting from oil pollution (Brucksell 1971).

And on decree No. (52) – 1988 that stated the approval of the State of Qatar admission to the agreement of the right of interference in case of accident causes oil pollution, or may cause oil pollution in high seas (Brucksell 1969) and its annexes.

And on decree No. (53) – 1988 that stated the approval of the State of Qatar admission to the international charter of civil responsibility of oil pollution damages (Brucksell 1969) that amended by a protocol – 1976.

And on decree No. (36) – 1989 that stated the approval of the protocol of maritime pollution resulting from exploration and exploitation of continental shelf.

And on decree No. (40) – 1992 that stated the determining of regional sea breadth of state of Qatar, and the neighboring areas.

And on decree No. (55) – 1992, that stated the protocol of maritime environment protection from pollution resulting from land sources.

And on the decree No. (15) – 1996, that stated the approval of the State of Qatar admission

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Hamad  
Amir  
Issued  
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29/9/2002

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Environment  
Introductory  
Definitions

Protection

law  
chapter

### Article (1)

In the application of rules of this law, to be for the following words and statements, the definitions indicated in front of each of them, unless the statement aimed to different meaning.

1. Council: The Supreme Council for the Environment and Natural Reserves.
2. General Secretariat: The General Secretariat of the Council.
3. The administrative authority: any ministry or other governmental body, or general corporation general assembly.
4. The authorized body: any body responsible of issuing licenses of functions practicing, or establishment of projects, which may expected to cause negative impacts on the environment.
5. The pure economical area: The area that extends to a distance of 200 nautical miles begins from the basic lines, from which starts the breadth of the regional sea.
6. The natural reserve: any area specified to shelter a kind of plants or animals, or birds, or sea live creatures that threatened by extinction, where elimination, hunting, or killing of these kinds is highly restricted, and a decision issued from the Council to mark out this area.
7. The Environment: The biosphere that includes the live creatures of humans, animal, and plant, and their surroundings of air, water, and soil, and that contains solid, liquid, or gases materials or radiations, and what established by human, like installations, industries or innovations.
8. Environment development: The policies and procedures that satisfy the everlasting development requirements in the State socially, culturally, and economically, and achieve the objectives and principles, that the law made for, also including the improvement of natural environment elements, and conservation of biological variation, historical, archeological, natural, current, and future heritage in the State.
9. Watery environment: The maritime environment and the inland waters including the groundwater, spring waters, and valleys, where there are natural resources, plants, fish, and other live creatures, and where there is air above and built in, installations, or fixed or mobile projects.
10. The maritime environment: The State Coasts, the sea, internal seas, the regional sea water, the neighboring area, the pure economical area and its depths, and all its components, live and inanimate creatures, where built in, installations or fixed and mobile projects.
11. Land sources: The municipal, industrial, agricultural fixed and mobile resources on land, which drainage reaches the maritime environment.
12. Environment Pollution: Any changes occur in environment characteristics, which lead directly Indirectly to injure the live creatures or installations, or affect the human natural daily life.
13. Environment standard: The utmost limit for the degree of concentration of any of the pollutants in the different environment as an annual average and with utmost limit not



allowed to be overtaken during a continuous hour without unbalancing the annual average value.

14. Deterioration of environment: The effect on environment that reduces its value, spoils its environmental nature, exhausts its resources, or injures both the life creatures or the installations.

15. Environmental catastrophe: The accident that caused by nature factors or man-made, which results to great damage in the environment.

16. Environment protection: The conservation of environment components and its development, and prevent its deterioration or pollution, or reduction of pollution frequency. These components consist of air, seas, and inland waters that include the groundwater, the terrain, the natural reserves, and the other natural resources.

17. Project or establishment: Any utility, project, foundation, or activity expected to be a source of pollution or environmental deterioration due to what determined by the executive regulation.

18. The environmental impact assessment: The study linked with the environmental feasibility analysis, which is made before the licensing of projects, which their construction or practicing of their functions may affect the safety of environment, to determine the potential environmental effects, and the appropriate, or control the negative effects, or maximize the positive inputs of the project upon the environment.

19. Environment protection measures: Limits or concentrations of pollutants that UN allowed to be overtaken in the natural environment components (the air – the water – the soil).

20. The dangerous materials: The solid, or liquid, or gas materials with dangerous characteristics that injure the man, animal, or plant health, or air, or perform a harmful impact on environment like poisonous, fragile, flammable, or of ionic radiations materials.

21. Dangerous wastes: The wastes of the different functions or operations, or their ashes, which composed of dangerous materials characteristics that has no subsequent original or alternative uses like clinical wastes from the medical functions and wastes resulting from manufacturing of pharmaceutical compounds, drugs, organic solubles, inks, paints, or jelly's and creams.

22. Handling of materials: All that leads to move them for collecting transporting, storing, treating or using.

23. Wastes management: Collection and transport of wastes, and returning and removing them.

24. Re- operating of wastes: The operations that allow extraction of materials or re- using them. Like using as fuel, or extraction of minerals and organic materials, or soil treatment, or oils refining.

25. Disposal of Wastes: The operation that does not lead to extraction of materials or reusing them again, like the embedding in the ground, or deep injecting, or drain for surface waters, or any other operations.

26. Air pollution: Any changes in characteristics or specifications of natural fresh air, which cause damage or danger on humans and Environment health, whether this pollution caused by natural factors, or man made, including noise.

27. Public area: The area arranged to receive all or specific category of people for any reason, or reasons.

28. The enclosed public area: The public area, which has the shape of covered building, with no ventilation except doors and windows (outlets).

29. The semi- closed public area: an area as an uncompleted building linked directly with outer air, which prevents complete closing.

30. Noise: sound with oscillation exceeds the allowed limits.

31. Vessel (ship): any type of ships work in the maritime environment, include hydroveel boats, boats with air-pads, underwater boats, lunches, Fixed, floating platforms.

32. Oil : all kinds of crude oil and its products, this include any type of liquid hydro-

carbonate, lubes, fuels, refined oils, steamer oils, asphalt, any other petroleum extracts and wastes.

33. Oil mix: (compound) any mixture contains a quantity of oil exceeds the limit determined in the executive regulation.

34. The dirty equilibrium water :( dirty ballast water): the water that found inside tankers on the ship if its oil contents exceed the limit determined in the executive regulation.

35. Oil transport means: any pipeline used to transport the oil, any other equipments used to load the oil, or delivery the oil or transport oil, or any other of pumping equipments and necessary equipments to use these pipelines.

36. Injurious materials carrier: The ship that built basically or modified to carry shipments of bulk injurious materials also includes oil carriers, when having complete or partial shipment of injurious material not packed due to rules of second section of third chapter of this law.

37. Drainage: any leakage, or flow, or discharge, Or unloading for any of pollutant materials or getting rid of them in the regional sea water or the neighboring area, or the pure economical area, with consideration to the levels determined in the executive regulation.

38. The sinking foundering: (a) any meant throw in the maritime environment for polluted materials or wastes from ships, planes, or platforms. Etc. (b) any meant discharge in the maritime environment for ships, or industrial components, or others.

39. Liquid materials injuring the watery environment: the articles mentioned in the second section in the second annex, Marbol agreement 1973, and its amendments 1978.

40. Pollutant elements and materials: any materials, solid liquid, gas, noise, radiations, heat, or quivering, caused by humans and leads directly or indirectly to pollution, or deterioration of environment.

41. Watery pollution: inserting of any materials, or energy in the watery environment, which causes damage in the solid / live recourses, or threaten human health, or retard watery activities including fishing and touristic activity, or spoil the goodness of sea water for use, or reduced its enjoyment, or changes its characteristics.

42. The pollutant materials to watery environment: any materials drained into watery environment, intentionally, or unintentionally, which causes change in the characteristics, or participates directly or indirectly towards injury of humans, natural resources, or sea waters, or touristic areas, or overlap with other legal uses of watery environment.

|  |            |         |           |
|--|------------|---------|-----------|
| First                                    |            |         | chapter   |
| Environment                              | Protection | against | Pollution |
| First                                    |            |         | Section   |
| the enduring development and Environment |            |         |           |

Article (2)

The law aims to achieve the following purposes:

1. Protection of environment and maintain its quality and natural balance.

2. Counteract the pollution with its different shapes, and avoid any damages or instant, long range negative effects, which result from plans and programs of construction, industrial, agricultural, or economical development, or any other development programs which aim to improve life standard, and achieve the supplementary protection to the environment and conserve its quality and natural balance, and settlement of environmental awareness and principles of pollution counteractions

3. Development of natural resources and conserve the biological variation and exploit it to the maximum for the benefit of the current and Coming generations

4. Protection of society and health of humans, and other live creatures from all environmental injurious actions and functions, or that retard the legal use for the environmental media.
5. Protection of environment for the harmful impact of activities outside the State.

#### **Article (3)**

The whole administrative bodies should take the necessary procedures and precautions to protect environment and counteract the pollution and maintaining of natural resources and continuity of natural material's competence to satisfy the development requirements for the current or coming generations.

#### **Article (4)**

The whole administrative bodies should care of environmental considerations, and giving them a top priority, and contribute these considerations in all processes and levels of planning, and make the environmental planning a part of the overall planning for development in all industrial , agricultural, and Construction fields, and others.

#### **Article (5)**

The whole administrative departments, each in its field of specialization, work on rationalization the use of the solid/ live resources, to maintain what regenerated, and developing it, or prolong the validity of the stagnant resources for the benefit of current, or coming generations

#### **Article (6)**

All administrative and private bodies, are bound to inscribe the clause of environment protection and pollution counteraction in all local, international agreements and contracts, which their execution cause injurious effects on environment, and to include in them, clauses of penalties, undertaking of pay expenses to remove the Environmental damages and their compensations

#### **Article (7)**

All departments responsible of education should insert environmental enlightenment materials in the educational curriculum in all levels of education. To make sure that these enlighten materials should be given a special consideration and work on establishing and developing specialized institutions in Environmental Science to graduate technical cadres. And all departments responsible of information should work on reinforcement of environmental enlightenment programs in different means of information, visual, readable /audible.

#### **Article (8)**

The Council by Coordinating with the authorized administrative bodies assumes establishing, issuing, revising, developing, and modernizing measures and standards environmental protection.

#### **Article (9)**

The Council by Coordinating with the authorized administrative departments, issue the regulations and decisions that deal with the maintaining the natural live genres and domesticated, especially, Those which are threatened by extinction in this respect, the Council is authorized to do the following :

1. Prevention of hunting the scarce natural live Creatures.
2. Prevention of cutting and uprooting and removal of big trees, small trees, and ground grass.
3. Establishment and managing of natural reserves.
4. Maintaining the live resources that include, domestic, tamed animals, and the domestic plants of comical value and improving them.

#### **Article (10)**

The Council by Coordination with the specialized administrative bodies and the authorized departments should take precautions, which are necessary to avoid, prevent, or minimize the injury that happens to environment to the minimum possible prior it takes place. It has to do the following specifically:

1. the temporary stopping or Cancellation for any activities, that it seem, has a negative impact on environment.
2. Imposing of Technical or operational restrictions, conditions, measures and standards, or any other necessary requirements

Second  
Environmental Impact of Projects

Section

#### **Article (11)**

The Council by Coordination with the related administrative bodies establishes the necessary standards, specifications, and basics and controls for evaluation of the environmental impact for projects and establishments, which required licensing, is authorized to do the following:

1. Determine the classes and sections of public, private development projects, which are expected to cause environmental damages.
2. Determine the areas and location of environmental importance due to the environment protection standards. And the executive regulation determines environmental impact evaluation procedures and the conditions of offering the environmental authorization for the project or operating authorization and, the cases of its stopping or canceling.

#### **Article, 12**

The plans and public, private, development projects, whatsoever their qualities, or locations, including the construction, agricultural, and industrial projects, should be submitted to the Council after planning and before execution, for revision and evaluation, and to check their sticking to scientific practical styles for appropriate environmental planning, due to the standards, specifications, and basics, and the controls mentioned in the former article

### Article, 13

Without prejudice to other conditions that determined by the operative laws, it is not allowed for the licensing authorities to issue licenses for the projects that determined by the executive regulation due to the rule of article (11) from this law, except after presenting a study of environmental impact evaluation for it, and receive an approval of the Council according to the results of this study. The operating of the project or establishment is forbidden before receiving the necessary license satisfying the environmental impact evaluation study and the Council approval. The extensions and modification in the operative projects subject to the rules related to the environmental impact evaluation procedures.

### Article (14)

The authorized department submits a copy of environmental impact evaluation study for the project to the General Secretariat to revise and submits it to the Council for a decision. The General Secretariat should inform those departments of the council decision within a period of thirty days from the date of receiving the study completed. If there is no answer from the General Secretariat within this period, this considered as an approval to the study. Who is concerned, has the right to claim from the Council rejection, due to the basics and procedure and timing determined by the executive regulation.

### Article (15)

The authorized department should make sure whether the new project and the major changes for the operative projects are using a technology available and economically feasible to control the pollution and prevent the Environmental deterioration, at the renewal of the operative projects licensing, the authorized department should make sure of its commitment in using the appropriate technology, that achieves the engagement of environment protection measures, which determined in the executive regulation.

### Article (16)

The Owners of the project should keep a record to illustrate the establishment activity impact on the environment. The executive regulation establish a form for this record and the information registered in, the General Secretariat should follow-up the record information, to make sure that it is real, in this respect to have the necessary samples and perform the suitable test to specify the establishment activity impact on the environment, and determine its sticking to the measures for environment protection. If there are any violations, the General Secretariat should inform the specialized administrative unit to burden the owner of the establishment to correct these violations immediately., if not, makes the correction within sixty days, the council will take the necessary procedures, according to the violation, and claim of appropriate compensation, to treat the damages caused by these violations

### Article (17)

All the administrative authorities, committed by coordination and cooperation with the General Secretariat to take all procedures and precautions as follows:  
1. working on prevention of environmental negative effects that caused by its projects or the projects that under its control or that issue its licenses.

2. Taking all appropriate procedures to secure application of rules in this law on its projects and projects under its supervision, or issue its licenses beside engaged by valid environment protection measures and issuing required systems, executes regulations, and instructions.
3. Observation and follow-up application of systems and measures of environment protection, and stick to them in its projects, or projects that under its supervision, and submit periodical reports to the Council.
4. Conduct the coordination with the Council prior issuing any licenses, or authorization, or measures, or specifications, or basics related to activities affecting the environment.

### Article (18)

Any body who designs or executes, or operates any project, must stick to the systems and measures of the environment protection, which determined by this law, or any other issues of application it. And also who intends to do work, or intends to give up an action, which leads to negative effects on environment, must identify its potential effects either through conducting environmental impact evaluation study related to it or by any other way determined by this law or its executive regulation, and take all necessary precautions, actions, or procedures to prevent the occurring of these effects, or minimize the potentiality of their happening to the minimum possible. In case, any one of the potential environmental negative effects for any project due to doing an action, or not doing an action, the project owner must engage to take all necessary actions to stop, or minimize its effects as minimum as possible however, his doing the environmental impact evaluation, will not release him of responsibility.

### Article (19)

To all administrative departments and who acts supervision on any project, which may establish negative effects on environment, must put emergency plans and necessary means of applying them to prevent those effects, or reduce their risks. And must submit the plans and means to the Council for study and assume his appropriate decision in this respect due to the executive regulation rule.

### Article (20)

For any person, natural or moral, committed a responsibility of operating a project including functions or operations that may cause acute negative effects on environment, must assign a person to be responsible of guarantee achievement of those functions and operations due to basics and rules stated in this law and its executive regulation.

Third section  
Emergency plan to counter the environmental disasters

### Article (21)

The coordination must be taken between the Council, the permanent emergency committee, and the administrative departments, to establish a general plan for emergency to face the environmental disasters, and that plan will not become operative, unless accredited from the Council of Ministers, the following is specifically considered in that plan:  
1. Collection of information's and systems (internationally, and domestically) available, about the method of countering the environmental disasters and reduce their damages.  
2. Enumeration the available capabilities on local, national and International level, and

to pazell international agreement to command dangerous wastes transport and getting rid of them across the borders.

And on the decree No. (47) – 1996, that stated the approval of the admission to the Unites Nations setting agreement relating the change of climate.

And on the decree No. (90) – 1996, that stated the approval of biological variations agreement for 1992.

And on the decree No. (23) – 1999, that stated the approval of the State of Qatar admission to Vienna agreement 1985 concerning the protection of ozone stratum and Montreal executive protocol – 1987 that included the depleted materials of the ozone and its amendments for years 1990. 1992.

And on the decree No. (29) – 1999, that stated the approval of the State of Qatar admission to the international agreement to counteraction of desertification in the countries that suffer from acute draught or from desertification, especially in Africa.

And on resolution of Council of Ministers No. (17) – 1998, that stated, establish a permanent committee for emergency, and its amendments.

And on suggestion of Chairman of Supreme Council for the Environment and Natural Reserves.

And on the draft law introduced by the Council of Ministers.

#### **Article (1)**

To act according to the rules of environment protection law, this is attached with this law.

#### **Article (2)**

The Chairman of Supreme Council for the Environment and Natural Reserves issues, after coordinating with the specialized departments, the necessary decisions for the execution of the rules of the annexed law, in addition, he issues his executive regulation in a period not to exceed six month from the application date of the law. All the ministries, the other governmental bodies, the corporations and the public departments, each in his field, has to issue the necessary determined rates and proportions to execute the rules of the annexed law, during the same period mentioned in the above Para.

#### **Article (3)**

The installations, established in the date of Issuance of this law, should make adjustment for their situations according to the rules of the annexed law, during two years from the application date of the rules of its executive regulation and any extending for this period, subject to a decision from H.H the Emir due to a suggestion from the Chairman of the Supreme Council for the Environment and Natural Reserves.

#### **Article (4)**

To be cancelled, any rule disagreed with the rules of the annexed law.

#### **Article (5)**

To the whole related bodies, each in his field, to execute the rules of this law. To be implemented after six month from the date of publish in the official journal.

determine the way of using them to achieve a rapid disaster counteraction.  
3. Conduct trainings and tests to know the extent of alertness for emergency team individuals, and present the weaknesses in their performance, and the mean of developing the plan or the team performance.

#### **Article (22)**

The emergency plan includes the following:  
1- Determine the environment disasters types and the authorized departments, which report of happened, or expected to happen.  
2- Establish a central operation chamber to receive reports of environmental disaster and follow-up sending and receiving of related accurate information's aiming to mobilize the necessary capabilities to face them.  
3- Forming a work group to follow the countering of environmental disaster, when happened, or expected to happen, and the work group leader is authorized to have all necessary power to face the disaster, by cooperation and coordination with the specialized administrative departments.

#### **Article (23)**

In the accidental compulsive situations, it is allowed not to stick to the standards and measures that issued for application to the rules of this law, if the target is humans safety or securing the establishment safety. In this case, the Council and the specialized administrative departments should be notified.

Fourth Section  
Wastes and Dangerous Materials

#### **Article (24)**

Importing, entering passing, laying, burying, injecting putting or storing of dangerous wastes in the state is restricted. Unless authorized by the specialized administrative departments, it is restricted allowing passing of ships carriers of wastes in the regional sea or the pure economical area of the state.

#### **Article (25)**

Establishment of projects to treat the dangerous wastes is restricted, unless licensed from the specialized administrative department after the Council approval. Extraction of dangerous wastes is restricted, except due to standards and conditions and in the areas determined by the executing regulation. And the Council issues, by cooperation with the specialized administrative departments, an information timetables of dangerous wastes, beside the Council determines areas and conditions of extraction of those wastes by coordination with the specialized administrative departments.

#### **Article (26)**

The importing, dealing, or transporting the dangerous wastes, is restricted, unless authorized by the related administrative departments.



The executing regulation declares the procedures and conditions of offering authorization, and issued by the specialized department, with the basics and procedures of dangerous materials management and the council issues an information table of dangerous materials by coordination with the specialized administrative departments.

#### **Article (27)**

Those who are in charge of producing, dealing or transporting dangerous, gas, liquid, or solid materials, should take all precautions to prevent any damages to the environment. According to the rules of this law, the owner of the establishment, which causes dangerous wastes, must keep a record of these wastes and means of extracting them, and also the contracting departments that authorized to handle those wastes due to the procedures and conditions and forms determined by the executing regulation.

2nd  
Protection of air environment against pollution

Chapter

#### **Article (28)**

The location of the project should be suitable to the establishment activity, that secure not to overtake the allowed limits of air pollutants, and the total pollution resulting from all establishments in one area, to be in the allowed limit. The executing regulation determines the establishments controlled by its rules and the specialized department to approval on the suitability of the location and the allowed extents of the air pollutants and the noise in the area where the establishment is built.

#### **Article (29)**

Spraying or using of insecticides, or any other chemical components for agricultural, or general health purposes, is restricted, unless considering the conditions and controls and guarantees determined by the executing regulation, which include preventing exposure of human, or animal, or plant, or water streams, or environment components, directly, or indirectly, recently, or in future, from the injurious effects for these insecticides or chemical components.

#### **Article (30)**

All the projects subject to rules of this law must be obliged in practicing their functions, to prevent discharge or leak of air pollutants, to exceed the maximum possible of the limits, due to the executing regulation.

#### **Article (31)**

Using of equipments, machineries, or vehicles, that resulting polluted exhaust to the environment is prohibited with a rate higher than the maximum possible limit determined by the executing regulation.

#### **Article (32)**

Throwing, delivering, treating, or burning the garbage and liquid, solid wastes, is restricted, except in the arranged areas away of the agricultural, industrial and the residual areas, and

the water streams. And the executing regulation determines the specifications and controls and the minimum possible for the distance of the arranged areas away from those places. The administrative departments, engaged to the treatment of the wastes and garbage within their specialization due to what determined by the executing regulation.

#### **Article (33)**

In burning any type of fuel or any other material, in industry, energy generating, or constructions, or any other commercial purpose, the smokes, gases and harmful vapors, must result in the allowed limits, and the responsible of this function should take all necessary precaution to minimize pollutants quantity in the burning results indicated before, and the executing regulation to illustrate those precautions and the allowed limits and specifications of chimneys, and any other means of controls in smoke, gases, and the vapors discharged from the burning operation.

#### **Article (34)**

The departments responsible of works of search, exploration, digging, taking out, and producing crude oil, refining, and manufacturing it, must engage to the controls and procedures that stated in this law and its executing regulation, with consideration to basics, and international principles of oil industry, that provided by the specialized administrative department.

#### **Article (35)**

For all departments and individuals, when doing the works of solidification, or cracking, or exploration,, or digging, or building, or running, or transport what resulting from them, like materials or wastes, or dusts, must take the necessary precautions for safe storing and transporting to prevent aching due to what determined by the executing regulation.

#### **Article (36)**

For all department and individuals, when conducting the serving, or productive activities, or else, and especially in operating the machinery, and equipments, and using alarm machines and loud speakers, must not to exceed the allowed limit of the sound oscillation that determined by the executing regulation. The specialized departments must consider that total of sound discharged from the fixed sources in one area in the allowed possible range. And to make sure of the establishment engagement of choosing appropriate equipment and machinery to fulfill that.

#### **Article (37)**

The owner of the project or establishment, emerged to take necessary actions and precautions to prevent leak or discharge of air pollutants inside the working area, except in the allowed limit, determined by the executing regulation, either it is caused by the nature of the establish function, or by a defect in the equipments, and must provide the necessary protection according to vocational safety and health conditions, besides selection of suitable



machinery, equipments, materials, and types of fuels, considering the exposure period for these pollutants, and has to secure the sufficient ventilation and assembling chimneys and other means of air purification.

Article (38)

The owner of the project or the establishment has to take the necessary procedures to maintain the degree of temperature and humidity inside the working area not to exceed the allowed maximum limit and not to be less than the allowed minimum limit. In case of work necessity may required the movement of temperature and humidity to be out of limit, so he must secure suitable protection means for the workers in terms of special uniforms and any other means of protection. The executing regulation illustrates the maximum and minimum limits for the degree of temperature and humidity and duration of exposure and means of protection from them.

Article (39)

The public closed and semi-closed areas, and establishment and projects, are conditional to be fulfilled to the sufficient ventilation means, which suit the area volume and its capacity and kind of activity practiced in, to maintain air renewal, purification and keeping a suitable temperature degree.

|                                     |             |            |         |
|-------------------------------------|-------------|------------|---------|
| Third                               |             |            | chapter |
| Watery                              | environment | protection | against |
| Pollution                           |             |            |         |
| Section                             |             |            | (1)     |
| Surface and ground water protection |             |            |         |

Article (40)

The water storage of ground water that valid for use, subject to the controls and procedures that decided by the specialized administrative department, to get use of it with the extent that does not affect the available quantities, or their characteristics, or basics of their distribution and usage.

Article (41)

Regarding the statements in the operative decisions and laws for organizing digging of ground water wells, throwing, draining, extracting of solid, liquid, gas materials, is restricted in the sources or the streams of surface water or ground water valid for use.

|          |             |            |
|----------|-------------|------------|
| Section  |             | 2          |
| Maritime | environment | protection |

The maritime environment protection from pollution aims to protect and safeguard the State coasts and ports, from pollution risks with all their types, shapes, and sources, and protection of regional sea environment and natural resources of the pure economical area and the continental shelf, by prevention of pollution, regardless of its sources before happening and remove, stop, or minimize its effects to the minimum in case of happening.

|                  |           |      |       |
|------------------|-----------|------|-------|
| First:           | Pollution | from | ships |
| 1- Oil pollution |           |      |       |

Article (43)

It is restricted for all ships and carriers to drain or throw the oil, or oily mixture in the regional sea or the pure economical area of the State. All ships and carriers port at State harbors must fulfill all requirements and obligations stated in this law and its executing regulation.

Article (44)

It is restricted for departments authorized of exploration, or taking out, or exploitation of offshore oil fields and other maritime natural resources, or those who are authorized using of oil carrying means, drainage of a pollutant material caused by drilling, or exploration, or wells testing, or production operations in the regional sea or the pure economical area of the State, unless using safe means, which do not cause damages to watery environment, and treatment of the drained wastes and pollutant materials according to the available advanced technical systems, and what matched with conditions stated in the international, regional agreements approved by the State.

Article (45)

The owner and the commander of the ship and those who are responsible of oil transport means located in the ports or internal waters or the regional sea, or the pure economical area, and also the working companies in oil production, must take the initiative immediately to inform the specialized administrative departments about any accident of oil leakage as soon as possible, with informing of accident circumstances, the type of material leak and the procedures taken to stop, or minimize the leak, and any other particulars stated in the executing regulation. The owner and the captain of the ship are responsible of any oil leak accident caused by error or negligence or ignoring the necessary precautions to prevent that accident. And in all cases, the specialized administrative department must report the council of all information's about the accident indicated above immediately after the accident.

Article (46)

The owner and captain of the ship, which registered inside or outside the State, must keep a record for oil in the ship, containing all oil operations, and specially the following operations:

- 1- Conducting the loading and delivery operations and any other operations oily load transport with illustrating the type of oil.
- 2- Drain of oil or oil mixture for the safety of the ship or its load or saving passengers with illustrating the type of oil.
- 3- Leak of oil or oil mixture due to crash or accident, with showing oil rate and volume of

leak.

4- Drain of dirty balance water, or cleaning of tankers.

5- Discarding of pollutant wastes.  
6- Throwing of ship waters with oil content that gathered in the machineries room, out of the ship when it is anchored in the port.  
The executing regulation determined the way of recording operations of drainage of oil or oily mixture of the sea platforms that established in the watery environment.

#### **Article (47)**

The specialized administrative departments must provide in the specific arrival ports, the necessary constructions, provisions, and equipments to receive the extracts, wastes, sedimentations of oil and oily mixture from the anchored ships in those ports.

#### **Article (48)**

The ships with the load capacity that determined by the executing regulation, and that used the Qatari ports, or travel through its area, must be equipped with pollution reducing equipments due to what is determined by the executing regulation.

#### **Article (49)**

Without violation to the international agreement rules in the respect of the civil responsibility of the damages caused by oil pollution accidents that signed in (Bruckcell in 1969) and its amendments, the oil carriers of total manifest 2000 ton and more, that work in the regional sea or the pure economical area of the State, must present, to the specialized administrative department due to the controls issued by the specialized Minister Decree by coordination with the council, financial guarantee certificate, in a shape of insurance or compensation note, or any other guarantee. The certificate of guarantee must be issued at the carrier entering in the regional sea, and should be valid and cover its responsibility of compensation for all damages caused by the potential pollution accidents from its side, that estimated by the specialized administrative department. Regarding the ships registered in a State joining the above mentioned International agreement, this certificate issued from the specialized authority for the State registering the ship.

#### **Article (50)**

For the ships that carry oil regularly to/from any Qatari port, or from any of oil carrying means inside the regional sea, or the pure economical area of the State, must have the international oil pollution prevention certificate due to the executing regulation.

2- Injurious materials pollution

#### **Article (51)**

It is restricted to the ships and carriers in the regional sea or the pure economical area of the state, to conduct any of the following:  
1- Throwing or drain any wastes, pollutant, injurious liquid materials, or perished animals, intentionally, or unintentionally, directly, or indirectly, that caused damage in the watery

environment, or general health, or any other legal usages in the sea.  
2- Throwing of injurious materials packed in parcels, containers, or mobile tankers or trucks.  
3- Drowning of dangerous wastes and materials and the executing regulation, determines the liquid, solid materials, which damage the watery environment, and expose it to danger.

#### **Article (52)**

The specialized administrative departments must prepare the shipping and delivery ports that made to receive the carriers that stated in the first part of the previous article, and also ships repair basins, with the suitable facilities to receive the injurious liquid materials and their wastes.

3- Pollution by sanitary drainage wastes and garbage

#### **Article (53)**

It is restricted for the ships and sea platforms drain the Contaminated sanitary drainage water inside the internal water, or regional sea, or the pure economical area of the State, and must get rid of it due to the standards and procedures that determined by the executing regulation.

#### **Article (54)**

It is restricted for the ships and sea platforms, that do the works of exploration and exploitation of the mineral and natural resources in the maritime environment of the State, and also the ships using the ports, to throw the wastes or byproducts in the internal waters or the regional sea or the pure economical area of the State, and must deliver the wastes in the containers, especially made for receiving the wastes or in areas determined by the specialized administrative departments.

2nd: Pollution from land sources

#### **Article (55)**

With considering the protocol rules of main time environment protection against pollution resulting from land sources indicated, these sources include either of municipal, or industrial, or agricultural, fixed, or mobile sources, which their drains reach the maritime environment and specifically the following sources:  
1- Outlets and pipelines that drain into the sea.  
2- Canals or watery streams that include the ground water streams.  
3- Maritime establishments, fixed and mobile, that used for other purposes not including exploration or exploitation sea depth and bottom and continental shelf and sea platforms and drillers and the man-made islands and others.  
4- Any other land sources located in the State lands, either through water, air, or directly from coast.

#### **Article (56)**

It is restricted for all projects and establishments including the public places and the commercial, industrial, touristic and serviceable establishments, to drain or throw any materials, or wastes, or untreated liquids that cause pollution in the coasts or the neighboring waters, either caused intentionally or unintentionally, directly, or indirectly.

#### Article (57)

The licensing for establish, any projects or establishments or shops at the sea beach, or nearby, that caused pollutant materials drainage as a violation to the rules of this law and decisions supporting it, the license applicant must conduct the environmental impact studies, and stick to provide the necessary means to treat the wastes.

#### Article (58)

The executing regulation determines the specifications and standards that engaged the industrial projects, which are authorized to drain the soluble pollutant materials, after treatment, also determines the unsoluble pollutant materials, which are restrict to be drained in the watery environment by the industrial establishment.

#### Article (59)

The representative, or the responsible of the project or the establishment management, that stated in Article (56) of this law, which drain in the water environments, is responsible of any in violation performed by the workers, and also responsible of providing the treatment means typical to the standards and specifications that determined by the executing regulation.

#### Article (60)

With consideration to the rules of law No. (10) dated 1987, indicated above, It is restricted foundation of any projects or establishments on the sea beaches to a distance of 200 meters minimum inside from the coast line, unless agreed by the specialized administrative department, which is subject to coordination with the council, and the executing regulation organized the procedures and conditions, which must be followed in this respect.

#### Article (61)

With regarding to rules of law No (4) dated 1983. It is restricted for any action that affects the natural flow of the coast, or changing it to penetrate into the sea waters right flow or the line of reflux, unless agreed by the specialized administrative department, by coordination with the Council, and the executing regulation organizes the procedures and conditions, which must be followed in this respect.

Fourth chapter  
Administrative and Judicial procedures  
The General Secretariat personnel, who are delegated by a decision issued from the Chairman of the Council, a capacity of judicial arrest commissioners, also this capacity delegated to the other administrative personnel, who are deputed to the Council for this purpose. And that in the crimes evidence, that occur as a violation for the rules of this law

and its executing regulation, and decrees supporting it. They must have the authority of search on all places practicing a function affects on environment, to observe the rules of this law and its executing regulation, and have the right at any time to enter all places committed violations for the environmental legislations rules, and writing journals of capturing these violations and take the legal procedures related to them, they have specifically to do the following:  
1- Entry and Inspection of establishments, with considering operation and safety laws for them.

2- Apply for reports about functions expected to cause environmental pollution or deterioration.

3- Take samples from wastes and used, stored, produced materials from the project to make sure of its engagement of environment protection measures and systems.

4- Climb on board ships and sea platforms, and entry of establishments founded at the sea coast and inspect means of oil transport and pollutant materials to the maritime environment to identify their engagement of rules application of this law and its executing regulation, and the issued decrees supporting it, and provide equipments and means of wastes treatment committed by the determined safety and operation conditions and regulations

#### Article (63)

In the Case that the wish of the captain of the ship, which committed a violation, is to depart from the port, the judicial arrest commissioners stated in the previous article, has the authority to collect a cash insurance to cover amount of penalties and compensations that may expected to charge with, not less than the minimum limit determined to the violation adding to it all expenses and compensations that estimated by the specialized administrative department to remove the violation. It is allowed to replace the cash insurance by a bank letter of guarantee or any other guarantee accepted by the specialized administrative department, as allowed by the international law regulations which exist in this field, especially the international agreement rules in respect of civil responsibility about oil pollution damages that signed in (Bruckcell 1969).

#### Article (64)

Without contravention to the rules of the previous article, the specialized administrative department has the authority to take legal procedures to lockup any ship, due to failure of its captain to fulfill the payments of instant penalties and compensations determined in case of red-handed or incase of acceleration stated in the previous article. The retention will be raised, if the entire required amount are paid, or introduce an unconditional financial guarantee.

#### Article (65)

Any Captain or owner or responsible of a ship that using the Qatari ports, or has the authorization of working in the regional sea or the neighboring area, or the pure economical area of the State, must present to specialized administrative department representatives or the judicial arrest commissioners, who are delegated to apply this law and its regulations, facilities to achieve their mission

Chapter  
Sanctions / punishments

#### **Article (66)**

Without contravention by any maximum sanction stated in the criminal code or any other law , to be punished any one who commits violation of Articles rules stated in this chapter will be charged by the sanctions or punishments indicated in the following , and the punishment will be doubled in case of repeating the violation

#### **Article (67)**

Any one who breaches the rules of articles (31), (35), (36 secl) from this law, will be punished by a payment of penalty not less than one thousand Qatar riyal and not to exceed twenty thousand QR.

#### **Article (68)**

Anyone who breaks the rules of articles (13 , Para 2 ) , ( 16 , Para 1 ) , (18) , (32, Para ,1 ) , (33) , ( 37 ) , (38) , (48 ) ,(60) , (61) , from this law , will be punished by a penalty not less than five thousand QR , and not to exceed fifty thousands QR.

#### **Article (69)**

Any one who breaches the rules of articles (27 ,Para 2 ) , (29 ) , (30) , (41 ) , (45 , Para ) , (53) , ( 54 ) , (56) , from this law will be punished by a detention period not to exceed one year with a penalty not less than twenty thousand QR , and not to exceed hundred thousand QR , or by one of the two mentioned punishments

#### **Article (70)**

Any one commits a violation of rules of articles (25, Para), (26), (27, Para), (45. Para 2) , ( 51 clause 1, 2) from this law , will be punished by a detention period not less than one year , and not to exceed three years , with a penalty not less than one hundred thousand QR , and not to exceed three hundred thousand Qr , or by one of those punishments .

#### **Article (71)**

Any one who breaks the rules of the articles (24) , ( 25 , para 3 ) , (43 ) , (44) .(51, clause 3) from this law , will be punished by a detention period not less than three years and not to exceed ten years , and by penalty not less than two hundred thousand QR. And not to exceed five hundred thousand QR, or by one of those punishments

#### **Article (72)**

Considered as a repeater , in application of the rules of this law , any one who commits a crime typical to a previous crime , which he committed before and punished with one of the punishments determined for its rules violation and that before five years passed from the date of the punishment end, or cancelled by period factor.

#### **Article (73)**

The court when charged by conviction is authorized accordingly to close the project or the establishment or deportation of foreigner from the country or seizure of tools and equipments used in the violation, with engaging the breaker to remove the violation and turning the situation back as it is.

#### **Article (74)**

If the one who commits the crime, or committed on his behalf, or for his benefit, a moral person, his legal representative in a capacity of partner for the real doer, punished with the punishments stated in this law. The representative of the moral person, exempted from the punishment, if approved that the crime is committed without his notice, or compulsory, or to harm him, or he delegated another person to practice his jurisdictions, or perform a reasonable effort to avoid the crime aimlessly.

#### **Article (75)**

The owner, captain, operator, responsible of the ship and the principals of the projects, and establishments, are all responsible of all damage rising from committing a violation to the rules of this law, and paying the penalties and compensations that decided, and the expenses of the removal of effects of that violation.

## EMIRI DECISION NO. (65) OF 2005

### QATAR MUSEUMS AUTHORITY

We, the undersigned Tameem Bin Hamad Al-Thani, Heir Apparent of Qatar,

Upon reviewing the Constitution,  
Law No. (2) of 1980 on monuments,  
Decree-Law No. (16) of 1998 as to establish the National Council for Culture, Arts and Heritage,  
The Authorities and Public Institutions Law issued by virtue of Law No. (26) of 2004,  
The proposal of the Cabinet,

Decided the following:

#### CHAPTER 1 - DEFINITIONS

##### Article (1)

As to the implementation of the provisions of the present Decision, the following words and expressions shall have the meanings respectively assigned to them, unless the context requires otherwise:

|                          |   |
|--------------------------|---|
| Authority                | : Qatar Museums Authority.  |
| Board of Trustees        | : Board of Trustees of the Authority.   |
| Chairperson of the Board | : Chairperson of the Board of Trustees.   |
| General Director         | : General Director of the Authority.  |
| Monuments                | : All that is considered to be a monument of any kind, according to the provisions of the above-mentioned Law No. (2) of 1980.  |
| Museums                  | : Every accredited museum at the time of Issuing the present Decision, or museum that shall be accredited by the Board of Trustees, and that contains monuments or other archeological items. |
| Museums properties       | : Movable archeological monuments originally kept at the museums, or decided to be permanently or temporarily exposed therein.  |

#### CHAPTER 2 - ESTABLISHMENT, GOALS, AND COMPETENCE OF THE AUTHORITY

##### Article (2)

A public Authority shall be constituted, under the name of "Qatar Museums Authority", and shall have a corporate identity and a budget annexed to the State's General Budget.

##### Article (3)

The Authority shall follow the Emir, and shall have its headquarters in Doha.

##### Article (4)

The Authority aims at promoting museums and monuments, the projects of excavation of such monuments and their management, supervision, development, collection, registration, protection

by every means and their preparation for public interest, in addition to the preservation of monuments and museums' properties.

##### Article (5)

In order to achieve its goals, the Authority shall carry out the following:

1. Set out the general policy for the organization of museums and monuments, and supervise the implementation of the said policy.
2. Adopt the projects of promotion, development, restoration and maintenance of the museums, their properties, and whatever is kept and deposited therein.
3. Decide the rules for the accreditation of museums, and the regulations for the observance thereof.
4. Erect museums.
5. Set and adopt scientific rules and regulations related to the excavation, collection, and registration of monuments, as well as the preservation of such monuments and of the museums' properties, all through the stages of their registration, transportation, keeping, exhibition or use.
6. Coordinate between the museums and other competent authorities.
7. Execute the activities related to monuments, as described in the aforementioned Law No. (2) of 1980.
8. Take part in exhibitions, and in regional and international conferences related to the Authority's aims, and represent the State in such events.
9. Propose draft laws and regulations on museums and monuments, and give its opinion on everything that is related to the said museums and monuments.

##### Article (6)

Shall follow the Authority, the museums under the supervision and management of the Department of Museums and Monuments at the National Council for Culture, Arts and Heritage, as well as any other museum accredited or erected by virtue of a Decision by the Board of Trustees,.

#### CHAPTER 3 - THE MANAGEMENT OF THE AUTHORITY

##### Article (7)

The management of the Authority shall be undertaken by a Board of Trustees, composed of a Chairperson, a Vice-Chairperson, as well as not less than five nor more than seven members having experience and interest in the field of museums and monuments, who shall be appointed and remunerated by virtue of an Emiri Decision, according to a proposal submitted by the Cabinet. The Vice-Chairperson shall replace the Chairperson of the Board in case of he was absent or the position was vacant; the Board of Trustees shall have a Secretary, chosen by the Board who shall determine his competences and financial remuneration.

##### Article (8)

The membership term of the Board of Trustees shall be of three years, renewable once or more for the same period.

##### Article (9)

The Board of Trustees shall have the necessary competences and powers to manage the Authority's Affairs and to achieve its goals. It shall in particular:

1. Draw the General Policy of the Authority and control and supervise the implementation of the same.
2. Ratify and adopt the plans and programs of the Authority's projects, and follow up the



implementation of the same.

3. Ratify and adopt the plans of action related to the registration, transportation, preservation, exhibition and use of the monuments and of the museums' properties.
4. Performing the competences related to monuments, as described in the aforementioned Law No. (2) of 1980.
5. Ratify the organizational structure of the Authority, and issue the technical, administrative and financial regulations as well as the regulations of its personnel affairs.
6. Ratify the estimated annual Budget and the final account of the Authority.
7. Accept the legacies, donations, gifts and endowments offered to the Authority.
8. Propose the legislation related to the Authority's competences.
9. Consider the issues submitted to it by the Chairperson of the Board.
10. Any other competences stipulated in the present Decision.

The Decisions of the Board of Trustees stipulated in articles 1, 5 and 6 shall not come into effect unless after they are adopted by the Emir.

#### Article (10)

The Board of Trustees shall meet at the call of the Chairperson, at least twice a year, and upon the request of four of its members.

The meeting of the Board of Trustees shall not be valid unless it is attended by the two thirds of its members at least, provided the Chairperson or Vice-Chairperson is present among them.

#### Article (11)

The meetings of the Board of Trustees shall be confidential; delegation of attendance and vote shall not be accepted; the Board's decisions shall be issued by the majority of the attendants, and in case of a tie, the party supported by the Chairperson shall predominate.

The minutes of the Board's meetings and its decisions shall be written down in a special register, and they shall be signed by the Chairperson and the Secretary.

#### Article (12)

The Board of Trustees shall be entitled to invite any of the Authority's employees or of the people of expertise and qualification, whose help may be needed, to attend the meetings. The persons invited to attend the meeting shall have the right to participate in the discussions, but not in the vote.

#### Article (13)

The Board of Trustees shall have the right to constitute one or more committees out of its own members, to assist the Board in examining whatever issues submitted to it; the said committees may include any people of expertise and qualification, whose help the Board deems needed and who may or may not be members of the Authority.

#### Article (14)

The Chairperson of the Board shall have the right to sign on behalf of the Authority, and the Board of Trustees shall be entitled to delegate the right of signature to the Director General or to another employee at the Authority, separately or jointly, in the matters determined by the Board of Trustees.

The Authority's seal on its papers shall not be valid unless it is seconded by the signature of the Chairperson of the Board or by the person delegated to sign.

#### Article (15)

The Chairperson and members of the Board, the General Director or any other employee at the Authority shall have no personal interest, directly or indirectly, in the contracts concluded with or for the account of the Authority, in the projects it carries out or in any other field of its activities.

#### Article (16)

The Authority shall have a General Director, not member in the Board of Trustees, appointed by virtue of a decision by the Board of Trustees, and who shall handle, under the supervision of the said Board and within the General Policy of the Authority, the execution of all its technical, administrative and financial affairs, according to the regulations of the Authority, and within the limits of the annual Budget. He shall be entitled, in particular, to do the following:

1. Propose the Authority's plans, programs and projects.
2. Propose the plans, programs and projects of the museums and monuments, as well as all what is related thereto, and submit the same to the Board of Trustees.
3. Implement the acts and competences related to monuments, according to the system decided by the Board of Trustees.
4. Propose the organizational structure of the Authority, as well as its administrative, financial and technical regulations and the regulations of the personnel affairs.
5. Draft the Board's agenda.
6. Execute the decisions of the Board of Trustees.
7. Draft the estimated annual Budget and the final account of the Authority.
8. Coordinate between the museums to achieve the Authority's goals, and implement the decisions of the Board of Trustees related thereto.
9. Draft an annual report on the achievements and work programs of the Authority, and submit it to the Board of Trustees at the end of every fiscal year.
10. Any other acts delegated to him by the Board of Trustees, in accordance with the provisions of the present Decision.

#### Article (17)

The General Director shall represent the Authority before the courts and in its relations with third parties.

### CHAPTER 4 - THE FINANCIAL SYSTEM OF THE AUTHORITY

#### Article (18)

The Authority's financial resources are composed of:

1. The financial credits allocated to it by the State.
2. The sum of fees collected from entrance to museums and organization of exhibitions.
3. The legacies, gifts, donations and endowments granted to the Authority.

#### Article (19)

The Authority shall have an estimated annual Budget, elaborated similarly to the budgets of Ministries and other governmental bodies, as well as a private account to deposit its money. The Authority's fiscal year shall start and end along with the State's fiscal year; however, the first fiscal year of the Authority shall start as of the enforcement date of the present Decision, and shall end when the State's following fiscal year ends.

#### Article (20)

The Emir shall have the right to appoint one or more auditors to examine the Authority's accounts, and the auditor shall be entitled, at any time, to inspect the Authority's account books, records and documents, and to ask for the information, he deems necessary to fulfill his duties in a right

manner. The auditor shall also have the right to check the assets and liabilities of the Authority, and he shall submit an annual report on all of the above to the Emir.

## CHAPTER 5 - GENERAL PROVISIONS

### Article (21)

The Board of Trustees shall submit a detailed annual report on the activities, projects, work progress and financial status of the Authority, not later than three months as of the end of the Authority's fiscal year. The report shall include his proposals and recommendations, and he shall attach thereto a copy of the audit bureau's report. The Board of Trustees shall as well submit quarterly reports on the work progress of the Authority.

### Article (22)

The Emir shall have the right, at any time, to claim from the Authority to submit reports on its administrative, financial and technical status, or on any aspect of its activities, or any information related to it.  
He shall be entitled as well to give general directives on what the Authority should do with respect to its activities.

### Article (23)

All the rights and duties of the National Council for Culture, Arts and Heritage shall return to the Authority, in respect of the management of museums and monuments, in addition to all the financial credits related to the same.

### Article (24)

Shall be transferred to the Authority, by virtue of a Decision by the Cabinet, every employee at the Department of museums and monuments in the National Council for Culture, Arts and Heritage, whose transfer is deemed necessary, and the transferred employee shall keep the same position, rights, and job description as when he has been transferred, until the adoption of the regulations of the Authority's personnel affairs.

### Article (25)

The Authority's employees shall be subject to the Civil Service Law, as to what is not stipulated in a text in the present Decision or in the regulations of the Authority's personnel affairs.

### Article (26)

An Emiri Decision shall be issued, upon the proposal of the Board of Trustees, on the organizational structure, the determination of the administrative units and the competences of the Authority. The Authority's administrative units may, by virtue of a decision of the Board of Trustees, be divided into sections, whose competences will be determined in the decision, and which may be modified by dissolution, addition, or merging.

### Article (27)

The Emir shall issue, upon the proposal of the Board of Trustees, the necessary Decisions for the execution of the provisions of the present Decision, and until such Decisions are issued, the Decisions and regulations in force shall be observed shall remain in force inasmuch as compatible with its provisions.

### Article (28)

All the competent parties, each within its competence, shall execute the present Decision. It shall come into effect three months after its publication in the Official Gazette.

Tameem Bin Hamad Al-Thani  
Heir Apparent of Qatar

Issued in the Amiri Diwan on 11/25/1426 A.H.; 12/27/2005 A.D.

## **Amiri Decision No 26 of 2009**

### **Establishing the Qatar Museums Authority**

We, Hamad bin Khalifa Al Thani, Amir of the State of Qatar,  
Having considered the Constitution,  
and examined Law 2 of 1980 on antiquities;  
Law 26 of 2004 on public bodies and institutions as amended by Law 18 of 2006;  
Amiri Decision No. 65 of 2005 creating the QMA as amended by Amiri Decision No 39 of 2008; and

Upon proposal by the Council of Ministers,

Decide as follows:

#### **Chapter One: Definitions**

##### **Article 1:**

In the application of this Decision, the following words and expressions shall have the meanings respectively assigned hereunder, unless the context otherwise requires:

Authority: QMA

**Board of Trustees:** QMA Board of Trustees

**Chairperson of the Board:** Chairperson of the QMA Board of Trustees

**Antiquities:** everything, no matter what nature, considered as an antiquity in accordance with Law 2 of 1980 mentioned above.

**Museums:** all museums having accreditation at the date of issuing this Decision or accredited by the BOT, and which contain antiquities or historic objects.

**Museums collections:** any artefacts already moved and preserved in the Museums or those to be showcased therein, on temporary or permanent basis.

#### **Chapter Two: QMA Establishment, Objectives and Mandate**

##### **Article 2:**

QMA shall be an autonomous body with a budget directly annexed to the Amiri Diwan budget

##### **Article 3:**

QMA shall report to the Amir and shall be located in Doha.

##### **Article 4:**

QMA aims to promote museums, antiquities and related exploration projects; manage, supervise and upgrade museums; collect and authenticate artefacts, protect them by all means and make them accessible to the public; and maintain antiquities and museums' collections.

##### **Article 5:**

To achieve its objectives, the Authority may:

1. Develop a general policy for organizing museums and antiquities and supervise its implementation;
2. Endorse projects related to the organisation, development, restoration, preservation of Museums and artefacts and collections hereof.
3. Determine the museums accreditation rules and bylaws.
4. Establish [new] museums.
5. Develop and implement scientific rules and systems for antiquities exploration, collection and documentation and preserve such antiquities as well as the Museums' collections during various registration, transportation, preservation and exhibition stages.
6. Coordinate between QMA and parties concerned with its field of activity.
7. Handle antiquity-related specializations as stipulated in Law 2 of 1980.
8. Participate in relevant regional and international exhibitions and conferences and represent the State of Qatar therein.
9. Propose draft laws and regulations related to museums and artefacts and provide consultations hereof.

##### **Article 6:**

State museums as well as those created or accredited by the Board shall be affiliated to the QMA.

#### **Chapter Three: QMA Management**

##### **Article 7:**

The QMA shall be managed by a board of trustees that will consist of: a chairperson, a vice chairman and a number of members (no less than 5 and no more than 9) with proven expertise and interest in museums and antiquities issues. The nomination and

remunerations of these members shall be determined in an Amiri decision upon proposal by the Chairperson of the Board.

The Vice Chairman shall represent the Chairperson during his/her absence and in case of vacancy. The Board of Trustees shall choose a general secretary and determine his/her responsibilities and remunerations.

**Article 8:**

The Board of Trustees members shall serve a term of 3 years renewable for one or more periods.

**Article 9:**

The Board shall enjoy the powers and authorities necessary for managing the QMA and realizing its objectives, namely:

1. Develop the general QMA policy and supervise and monitor its implementation.
2. Endorse QMA plans and projects and follow up implementation hereof.
3. Endorse specific action plans related to the documentation, transportation, preservation and showcasing of artefacts and museums' collections.
4. Handle antiquity-related specializations as stipulated in Law 2 of 1980.
5. Determine the QMA organizational structure.
6. Propose the QMA draft budget.
7. Accept bequests, donations, endowments and grants provided to the Authority.
8. Propose draft legislations related to the QMA activity.
9. Consider issues referred by the Chairperson of the Board of Trustees.
10. Handle other duties stipulated in this Decision.

The Board of Trustees decisions mentioned in Paragraphs 1 and 5 shall not take effect unless ratified by the Amir.

**Article 10:**

The Board shall convene, upon the invitation of the Chairperson, twice a year at least and upon a call by four Board members.

The Board of Trustees meeting shall not be valid unless attended by minimum two thirds of the Board members and by the Chairperson or the Vice Chairman.

**Article 11:**

The Board meetings shall be confidential and attendance and/or voting delegation shall not be allowed. The Board decisions shall be made by a majority vote of the attending members and in case of balance, the Chairperson's side shall win.

The minutes of the Board meeting shall be written in a special register and signed by both the Chairperson and the General Secretary.

**Article 12:**

The Board of Trustees may invite whomever it deems appropriate to attend its meetings from among the QMA employees or other persons with expertise and competency. The invitees may take part in the discussions without having the right to vote.

**Article 13:**

The Board of Trustees may create a committee or more from among its members to assist in examining issues referred to the Board of Trustees. It may also invite whomever it deems appropriate to the committees' membership from among the persons with expertise and competency inside and outside the Authority.

**Article 14:**

The Chairperson may sign in the name of the Authority and the Board of Trustees may delegate the General Secretary and/or other QMA employees to sign for the Authority, individually or collectively, in areas determined by the Board of Trustees.

The Authority stamp on its publications shall not be valid unless signed by the Chairperson or the relevant authorized signatory.

**Article 15:**

The Chairperson, Board members, General Secretary or any QMA employee may not have any direct or indirect personal interests in the contracts concluded with the Authority or on its behalf or in the QMA projects or any other QMA areas of activity.

**Article 16:**

The Authority shall have a general secretary who is not a Board member. The General Secretary shall be appointed in a decision by the Board of Trustees. He/she shall, under the Board supervision and in line with the QMA general policy, handle different technical, financial and administrative issues in accordance with the QMA bylaws and within the QMA annual budget. He/she shall specifically:

1. Propose QMA plans and projects.
2. Propose museums and antiquities plans, programmes and projects and the related activities and present them to the Board of Trustees.
3. Propose the organizational structure of the technical management units handling core QMA activities.

4. Prepare the QMA draft budget and balance sheet and present them to the Board.
5. Prepare an annual report specifying the QMA achievements and action programs and present this report to the Board of Trustees at the end of each fiscal year.
6. Prepare the agenda for the Board meetings and see to the implementation of the Board decisions.
7. Handle any other tasks assigned by the Board of Trustees in accordance with the provisions of this Decision.

**Article 17:**

The General Secretary shall represent the Authority before the courts and in its transactions with others.

**Chapter Four: QMA Financial System**

**Article 18:**

The QMA financial resources shall consist of:

1. Appropriations allocated by the State;
2. Fees of museums and exhibitions.
3. Endowments, bequests, donations and grants provided to the Authority.

**Article 19:**

Without prejudice to the provisions of the Law of Accountability Diwan, the Amir may appoint one independent auditor or more to monitor the QMA accounts. The auditor shall submit a report hereof to the Amir.

**Chapter Five: General Provisions**

**Article 20:**

The Board of Trustees shall submit a detailed annual report to the Amir about the QMA activities, projects and their progress and financial status.

**Article 21:**

The Amir may, at any time, ask the Authority to present reports about its technical, financial and administrative situations or about any other QMA activities or information hereof.

The Amir may issue general guidance about the QMA approach to handling its activities.

**Article 22:**

It shall be allowed, in a decision by the Chairperson, to create, merge or repeal any technical departments necessary to achieve the QMA objectives and specify its specializations.

It shall be allowed, in a decision by the General Secretary, to create any of the technical departments stipulated in the previous Paragraph, determine their specializations and amend them through merger, annexation or repeal.

The financial, administrative and other support departments in the Amiri Diwan shall directly assume the relevant QMA specializations.

**Article 23:**

The Chairperson shall issue necessary directives to implement the provisions of this Decision. Until such directives have been issued, the current decisions and regulations shall remain effective so long as they are not contradicting the provisions of this Decision.

**Article 24:**

The Amiri Decision No. 65 of 2005 shall be repealed.

**Article 25:**

All competent bodies shall, each within its mandate, implement this Decision, which shall take effect as of the date of its issuance in the Official Gazette.

Hamad Bin Khalifa

Amir of the State of Qatar

Issued in the Amiri Diwan: 11.05.1403 Hijri  
06.05.2009



**Amiri Decision No 87 of 2009**

**Amending Amiri Decision No 26 of 2009 on the Establishment of the Qatar Museums Authority**

We, Hamad bin Khalifa Al Thani, Amir of the State of Qatar,  
Having considered the Constitution,  
and examined Decision 26 of 2009; and  
Upon proposal by the Council of Ministers,

Decide as follows:

**Article 1:**

Article (2), (9/last paragraph), 16/first paragraph) and (22) of Amiri Decision No 26 of 2009 shall be amended to become as follows:

**Article 2:**

QMA shall be an autonomous body with a legal personality and budget annexed to the Amiri Diwan budget

**Article 9 (last paragraph):**

The Board of Trustees decisions mentioned in Paragraphs 1 and 5 and 11 shall not take effect unless ratified by the Amir.

**Article 16 (first paragraph):**

The Authority shall have a general secretary who is not a member of the Board of Trustees. The General Secretary shall be appointed in a decision by the Board of Trustees. He/she shall, under the Board supervision and in line with the QMA general policy, handle different technical, financial and administrative issues of the Authority in accordance with the established rules and within the QMA annual budget. He/she shall specifically:

**Article 22:**

It shall be allowed, in a decision by the Chairperson, to amend the organisation of the QMA administrative units through addition, abolition or merger in addition to specifying their specializations.

It shall be allowed, in a decision by the General Secretary and as required by the public interest, to create new administrative units in the QMA, abolish or merger current units

and determine and amend their specializations. The General Secretary decision shall not take effect unless ratified by the Chairperson.

**Article 2:**

The following texts shall be added to Amiri Decision No. 26 of 2009:

**Article 5 / Para 10:**

10. Invest its funds in areas of relevance to its work and utilize the investment return in implementing the Authority objectives and plans.

**Article 9 (Para 11 and 12):**

11. Issue the QMA technical rules.

12. Endorse the QMA investment policies and plans and set up the necessary regulations in this regard.

**Article 16 (Para 8):**

Propose the technical rules for the Authority.

**Article 18 (Para 4):**

Revenues from the QMA investments.

**Article 3**

All the concerned authorities, each within its mandate, shall implement this Decision, which shall take effect on April 1<sup>st</sup> 2010 and shall be promulgated in the Official Gazette.

Hamad Bin Khalifa

Amir of the State of Qatar

Issued in the Amiri Diwan: 21.12.1430 Hijri  
08.12.2009

# *Annex IV:*

## *Qatar Tourism Agency Master Plan*



ملخص عن الجزء الخاص بتنمية المنتج السياحي القطري ، وإدارة المواقع السياحية كتدخلات أساسية لتحقيق رؤية الهيئة العامة للسياحة ورسالتها ، ولتحقيق الأهداف المتعلقة بذلك ، وذلك ضمن مشروع استراتيجية الهيئة العامة للسياحة لتنمية صناعة السياحة في دولة قطر

تعتبر السياحة المرتبطة بقطاع التجارة والأعمال هي الأبرز في دولة قطر وتقع في المقام الأول بين أنواع السياحة الأخرى المختلفة إلا أن ذلك لا يمنع من أن نرسم خططا وأهدافا لأن نحقق مقاصد أخرى من مقاصد السياحة لتكون هدفا للزائر للحضور الى الدولة . ونحن لا نسعى بذلك للوصول لرقم قياسي لعدد السواح والزائرين ، بل نضع نصب أعيننا إبراز بلدنا كوجهة سياحية عالمية فريدة ومتميزة تتوفر فيها المرافق والخدمات عالية الجودة.

ومن هذا المنطلق فإن الهيئة العامة للسياحة وضعت رسالة لاستراتيجيةها تتمثل بعنوان : "تعرف على دولة قطر كمقصد سياحي فريد ضمن الساحة السياحية العالمية يجمع بين عالمي الأعمال والترفيه على صعيد واحد، حيث المتعة والأصالة تعانق التكنولوجيا الحديثة، وحيث تلقتي العولمة بالاستقلالية".

ووضعت الهيئة رؤية لتحقيق هذه الرسالة الخاصة تتمثل بالترويج لدولة قطر كوجهة سياحية عالمية فريدة تعرف بكونها مركز الإبداع للتجارة والأعمال في المنطقة مع تثقيف السياح والزائرين حول أماكن الجذب السياحية والتراثية والثقافية ذات الطراز العالمي الرفيع بدولة قطر والتي تحمل عبق الحضارة العربية المميز الذي يسمها بالتفرد، فدولة قطر هي الجسر الذي يربط التراث العربي الأصيل بالتطور والحداثة العالمية.

ووضعت الهيئة العامة للسياحة خطة واستراتيجية عمل لتحقيق الرسالة والرؤية المشار إليها أعلاه لبناء تصور لقطاع سياحي ينمو باستمرار ، وتتوافق بذات الوقت مع الرؤية التي أرساها صاحب السمو أمير البلاد المفدى \_ حفظه الله \_ من خلال إطلاقه لرؤية قطر الوطنية ٢٠٣٠ وتتماشى مع توجهات الاستراتيجية الوطنية ، والتي تستند بدورها على أربعة ركائز أساسية هي (التنمية البشرية ، التنمية الاجتماعية، التنمية الاقتصادية والتنمية البيئية).

حيث أعدت الهيئة العامة للسياحة استراتيجية عمل تقوم على تقييم الواقع الحالي لصناعة السياحة القطرية ، ومن ثم وضع التدخلات الرئيسية التي يمكن تنفيذها لتحقيق رسالتها ورؤيتها الاستراتيجية والأهداف التي من المتوقع تحقيقها عند نجاح هذه التدخلات.

وكان ناتج ذلك أن أعدت الهيئة العامة للسياحة هذه الاستراتيجية وهذا البرنامج الذي يستند على تحقيق الأهداف الرئيسية التالية للعشر سنوات القادمة :



- الإقرار بأهمية القطاع السياحي والتحسس به وبمردوده الإقتصادي وإعطائه الدعم الكامل من قبل السلطة التنفيذية.
- تأسيس قاعدة تشريعية للأنشطة السياحية حيث أن هذا الأساس الذي يتم الانطلاق منه لتنظيم القطاع وتفعيله ، وتأسيس قاعدة معلوماتية وإحصائية خاصة بصناعة السياحة يتم من خلاله تحسس ما تحققه هذه الصناعة من إسهام في الاقتصاد الوطني.
- رفع نسبة الزوار والسواح القادمين الى الدولة وفقا لخطة موضوعية نحو نوع السائح المطلوب ، ومدة إقامته ، ونتائج ذلك.
- وضع خطة نحو تنشيط السياحة الداخلية ، ووضع المقومات المطلوبة لتحقيق ذلك بالتنسيق مع الجهات المختصة وذات القرار في الدولة.
- تحسين صورة قطر في الخارج (الترويج والتسويق السياحي) بإعتبار أن الصورة الواضحة والسليمة هي العامل الأساسي في إقناع السائح بإختيار قطر كمقصد سياحي. والبحث عن أسواق جديدة ، واستخدام وسائل جديدة لجذب السياحة
- تطوير المنتج السياحي القطري لتعزيز تنافسيته في السوق الدولية وليصبح عامل مشارك في المنتج الاقتصادي.
- تشجيع وتمفيز الإستثمار في القطاع السياحي وكشف الفرص المتوافرة لذلك بالتنسيق مع الجهات المختصة في الدولة.
- تنمية الموارد البشرية HR (الرأسمال البشري).
- العمل في إطار تنمية السياحة المستدامة والجودة والمنافسة المشروعة.
- مواكبة التطور التكنولوجي والعولمة واستعمال التكنولوجيات الحديثة في العمل السياحي
- تعزيز الشراكة بين القطاعين العام والخاص السياحيين.
- تفعيل دور القطاعات الحكومية والقطاعات الخاصة التي لها صلة بصناعة السياحة في إطار سياسة الإنماء المتوازن. وتوفير بيئة عمل مناسبة للأطراف المعنية من خلال إطار مؤسسي و تنظيمي مرن وفعال .
- تنمية وتنويع عناصر الجذب السياحي والمنتجات السياحية. والكشف عن أنواع سياحة جديدة في دولة قطر من شأنها أن ترفع عدد السواح المقصودين وأن تحقق انتعاش اقتصادي.



العمل على تنظيم عمل المنشآت الفندقية ( الفنادق ، الشقق الفندقية ) ، مكاتب السياحة ، مكاتب اقتسام الوقت ، المراكب السياحية ، مكاتب النقل السياحي، المرشدين السياحيين وتنشيط الأدوار التي تحققها في السياحة السياحية الوطنية ورفع مستوياتها.

الاستفادة من تنشيط صناعة المعارض بالطاقة القصوى ، وجذب معارض دولية جديدة للدولة والاستفادة من هذه المعارض كوسائل لتنشيط سياحة الأعمال والمؤتمرات والأعمال. واستغلال هذه الفعاليات كوسائل لانعاش السياحة الداخلية في الدولة.

وتهدف الخطة والسياسة التي تبنتها الهيئة العامة للسياحة إلى تطوير قطاع السياحة وصناعة المعارض لما له من آثار إيجابية على الصعيد الوطني، وفقا لمبدأ تسويق قطر كخبرة وليس منتجا . Experience Qatar، فالسويق الحديث يعتمد على بيع الخدمة والخبرة السياحية كحزمة واحدة، وتشمل المنتج أو الموقع السياحي أو مرافق إقامة المعارض والمؤتمرات وما يرتبط به من خدمات منذ لحظة دخول السائح إلى البلاد لحين مغادرته لها وهي خبرة لا يمكن تقليدها وستساهم في ترويج الدولة كوجهة سياحية إذا ما قدمت وفق معايير متقدمة، فأصبح هناك ما يسمى بالتجربة القطرية لصناعة سياحة المعارض والمؤتمرات والفعاليات ، والتجربة القطرية لصناعة السياحة الرياضية، والتجربة القطرية لصناعة السياحة الثقافية . وهذه تستند إلى تسويق هذا المنتج ومرافقه كخبرة متميزة أصبحت تحتل علامة متميزة عنوانها الخبرة السياحية القطرية في هذا المجال.

و قبل البدء بعرض رؤية العمل التي تبنتها الهيئة العامة للسياحة لتحقيق أهدافها وتطبيق الإستراتيجية الوطنية التي وضعتها أمام نصب أعينها كان لا بد أن يتم استعراض "مفهوم السياحة في دولة قطر" وتحليل المقاصد السياحية التي تدخر بها الدولة، وتحليل الوضع الحالي لصناعة السياحة القطرية ( أين نحن الآن؟)

حيث تتمتع دولة قطر بوفرة جيدة في الموارد الطبيعية، وقد نجحت حتى الآن، وفي خلال فترة زمنية قصيرة، في استغلال مواردها، بل وفي تنويع اقتصادها، بغية إقامة دعائم قوية ودائمة لمستقبلها وما تحققة من نمو. فقد نجحت في استقطاب أغلب القطاعات الكبرى من خدمات مالية، ومصارف، وتأمين، واتصالات، وعقارات، وإنشاءات، وقطاعات الطاقة ، والرياضة، والتعليم وغيرها. كما حققت الشركات التجارية الصغيرة ومتوسطة الحجم نمواً من حيث العدد والقوة.

ونظرا لحركة النمو الأخيرة والنشاط الاقتصادي بشكل عام فقد برزت لدولة قطر صورة إيجابية للغاية لدى العالم الخارجي، وقد لا يعلم الناس الكثير عنها إلا أنهم قد سمعوا عن قطر بشكل رئيسي من خلال الإعلانات التلفزيونية واسعة الانتشار لكل من الخطوط الجوية القطرية ومركز قطر للمال، وأيضا بسبب قنوات الجزيرة الفضائية ، كما كان لحكومة قطر نشاطا كبيرا في إقامة علاقات سياسية واقتصادية مع العديد من الدول. وقامت مطبوعات وصحف مختلفة حول العالم



بإعداد قدر ضخم من التقارير عن قطر خلال العامين أو الثلاثة أعوام الأخيرة مما كان له أثرا إيجابيا بشكل عام على قطر.

إلا أنه لا زال هناك حاجة لزيادة التعريف بقطر من منظور سياحي وتعريف الجمهور بما تعنيه السياحة في قطر.

فالسياحة بدولة قطر بمفهومها الأساسي المتعلق بـ قضاء العطلات ليست سوقا تحتاجه قطر فعليا لدعم اقتصادها ، ونحن هنا ينبغي أن نفرق بين نوعين من أنواع الجمهور الذين يقصدون دولة قطر وهم :

١- السائحون القادمون لمقصد أساسي لقضاء العطلات.

٢- الزائرون القادمون لمقصد زيارة عمل أو غيرها فجميع القطاعات والأسواق في قطر تؤدي إلى ازدياد عدد الزائرين إلى البلاد، والذين يأتي ٩٥٪ منهم في زيارات عمل سواء بشكل فردي أو لحضور محفل عام كالمؤتمرات أو الاجتماعات أو المعارض المتنوعة، وحصول هؤلاء الزائرين على ختم أو تأشيرة سياحة في جوازات سفرهم عند دخولهم إلى البلاد لا يضعهم في فئة السائحين، بل هو مجرد إجراء يستند إلى نظام الهجرة القائم.

وان أردنا أن نضع مفهوم صحيح لتسمية أغلب الزائرين إلى دولة قطر ووضعها في قالبها الصحيح فإننا نصل إلى مصطلح صحيح وأقرب إلى الواقع وهو السياحة لغرض الأعمال سياحة الأعمال. فسياحة الأعمال أو سياحة الشركات تمثل في المقام الأول النوع الأساسي والمجال السياحي الذي يقع عليه التركيز الرئيس في دولة قطر. وتنشط هذه السياحة عن طريق الزائرين الفرديين الممثلين لجهات و شركات مختلفة وعن طريق الوفود التي تقوم بحضور المؤتمرات والاجتماعات والمعارض، وعلى الرغم من أن عدد الزائرين لدولة قطر مستمر في الازدياد. فإن هؤلاء الزائرين هم نوعية ونخبة وليس كم وبالتالي يختلف تركيز نوع السياحة في دولة قطر عن تلك الدول المستوردة للسياحة لغايات السياحة العامة وقضاء العطلات، حيث تكون هذه السياحة مفتوحة وتهدف إلى استقبال عدد كبير وتركز على الكم وليس النوع.

أما السياحة النوعية التي نجحت قطر في بلورتها "سياحة الأعمال" تقوم على رفع عدد السائحين القادمين للبلاد مع التركيز على النوعية وهذا هو ما تركز عليه الهيئة العامة للسياحة وهو النمط النموذجي لمنظمات السياحة الوطنية الأخرى ولا تقوم على قصد تحقيق أعداد متزايدة من السائحين القادمين إلى البلاد مع فتح الباب على مصراعيه للعموم.

- وان أردنا أن نحصر مجالات استقطاب السياحة النوعية في دولة قطر في الوقت الحاضر لوجدناها أنها تنصب على ما يلي:

الفعاليات عالية الجودة في الدوحة، وسوف يتغير ذلك في نهاية المطاف، ومثلما يتوجه العديد من محبي رياضة التنس إلى ويمبلدون في شهر يونيو من كل عام وهو أمر مكلف للغاية، ويصعب الحصول على مقاعد جيدة، وغالبا ما يكون الجو ممطرا فسوف يفكر الناس مستقبلا في الحضور إلى قطر في شهر يناير لمشاهدة منافسات عالمية في رياضة التنس مع سهولة الوصول إلى أماكن الفعاليات ودون تكلفة أو بتكلفة محدودة، بالإضافة إلى حصولهم على بعض الاسترخاء (استراحة قصيرة) خاصة مع حلول فصل الشتاء ببلدناهم.

٦- الزيارة لغايات سياحة التعليم: منحت جميع الجامعات في قطر، خاصة تلك التابعة لمؤسسة قطر للعلوم وتنمية المجتمع، فرصا لعدد من طلاب منطقة الشرق الأوسط ولا يزال الأمر صغيرا لكنه سينمو للحضور والدراسة في قطر بدلا من التوجه كما هو معتاد إلى الولايات المتحدة الأمريكية أو بريطانيا أو أستراليا، والتجهيزات الموجودة في قطر متميزة كما أنها أقرب لبلدان هؤلاء الطلاب بالإضافة إلى أنها تظل في بيئة عربية، وتقوم جميع عائلاتهم بزيارة قطر في مرحلة مما يؤدي إلى إحداث عدد من الزائرين، وكذلك فإن جميع هذه الجامعات تقوم بتنظيم مجموعة من المنتديات والحلقات الدراسية والاجتماعات والندوات كل في مجالات تخصصها مما يؤدي مرة أخرى إلى ازدياد عدد الزائرين.

ولقد كان لتنمية المنتجات السياحية في دولة قطر وإدارة المواقع السياحية جزء هام في هذه الاستراتيجية تتمثل بالتالي.

### الإقتراحات القصيرة المدى لتطوير القطاع السياحي وصناعة المعارض

يتضمن هذا الفصل مقترحات عملية قابلة للتنفيذ خلال فترة سنة إلى سنتين على أبعد مدى وهي:

- أولا: تفعيل وسائل إنماء السياحة في قطر وذلك عن طريق:
  - تنظيم حملات إعلانية وإعلامية بمختلف الوسائل المتاحة.
  - تنظيم رحلات ترويجية لمكاتب وكلاء السفر ومنظمي الرحلات ووسائل الإعلام الأجنبية والعاملين في الأسواق الخارجية المصدرة للسياحة في دولة قطر (FAM Trips)
  - تكثيف الحملات الدعائية في الخارج لتثبيث صورة قطر كبلد سياحي آمن وغني بالمنتجات السياحية وذلك عن طريق شركات تسويق عالمية والسفارات القطرية في الخارج.

١- الزيارة لغايات الأعمال المختلفة: المسافرين من الأفراد الذين يأتون من أجل الأعمال. في قطاع الشركات والصناعات جهات اقتصادية أخرى.

٢- الزيارة لغايات الاجتماعات / المعارض: المسافرين من الأفراد الذين يأتون من أجل حضور المؤتمرات، المعارض، الاجتماعات، المنتديات والحلقات الدراسية، وينبغي استخدام مصطلح الاجتماعات والمؤتمرات والمعارض بحذر خاصة وأن دولة قطر وفي الوقت الحاضر غير مستعدة تماما لتوسيع هذا المجال. إلا أنه مستقبلا ومع الانتهاء من إنشاء المشاريع التي تنصب على توسيع المباني المتخصصة لاستقبال عدد أكبر لهذه المجالات ورفع سويتها لتستوعب عدد أكبر من المحافل ومن الزائرين مثل الانتهاء من مشروع مركز ورج الدوحة الجديد للمؤتمرات ومركز قطر الوطني للمؤتمرات فسوف تزداد فرص قطري لتوسيع هذا القطاع.

٣- الزيارة لغايات الترفيه: المسافرين من الأفراد الذين يقيمون لأيام إضافية بعد انتهاء السبب الرئيس من الزيارة مازجين بين الأعمال والترفيه، وغالبا ما يصحبون معهم زوجاتهم أو أزواجهن أو عائلاتهم، ومسافرين التوقف المؤقت الذين يتوقفون لمدة يومين أو ثلاثة أيام في طريقهم إلى وجهة أخرى لتعزيز تجربتهم في السفر بشكل عام، والأشخاص الذين يزورون عائلاتهم أو أصدقائهم.

٤- الزيارة لغايات الثقافة: ونعني بها هنا المسافرين من الأفراد الذين يأتون من أجل زيارة المواقع التراثية. وهذا النوع من الزيارة ملموس بشكل أقل، نظرا لمحدودية الأماكن التاريخية في حد ذاتها، فهي تتعلق أكثر بالثقافة القطرية التقليدية وطريقة التزام الشعب بالحفاظ عليها، فهي أكثر أصالة وصدقا ويتم التعريف بها من خلال الشعب القطري وليس عن طريق الآثار ونمثل على هذا النمط:

- اختيار سمو أمير بلاد دولة قطر تجديد وتوسيع سوق واقف مثلا رائعا للحفاظ على هذه الثقافة، حيث أن الغرض من إنشائه لم يكن لجعله مزارا سياحيا بل تقريبا لتوصيل رسالة إلى الناس مفادها أن قطر دولة عصرية ومتطورة، ولكن دعونا لا ننسى ماضيها، ونظرا لأصالتها الشديدة فإنه محل تقدير بالغ من قبل المقيمين والزائرين.
- متحف الفن الإسلامي الذي سيمثل مجموعة فريدة بالمقارنة مثلا مع المتاحف التي يتم حاليا بناؤها في أبوظبي والتي ستكون امتدادا لمتاحف موجودة بالفعل.
- تطوير وتسويق المواقع الأثرية كمناطق الزيارة، والقصور والقلاع القطرية.

٥- الزيارة لغايات السياحة الرياضية: تستضيف قطر بالفعل أكثر من ٨٠ فعالية رياضية عالمية، إلا أنه يندر أن يعلم بها أحد خارج قطر، ويرجع السبب في ذلك بالدرجة الأولى لعدم وجود ترويج خارجي وأيضا لعدم توفر العدد الكافي من الغرف الفندقية حتى الآن لاستيعاب مجموعة من





- الإشتراك في المعارض السياحية الهامة في الخارج بهدف الترويج والتسويق السياحيين وتشجيع مكاتب وكلاء السفر القطريين المستقدمين للسياح على المشاركة بها وإعطائهم حوافز إدارية ومالية.

- الإستمرار في دعم إقامة المهرجانات والفعاليات والمعارض القطرية، وتشجيع المجمعات التجارية على إقامة مهرجانات محلية.

- تعيين مكاتب سياحية كممثل للهيئة العامة للسياحة في عواصم الدول المصدرة للسياح، والتركيز على أهداف محددة في قارة آسيا، وأوروبا، وبعض دول الخليج العربي المجاورة، وإستراليا وأمريكا الجنوبية.

- تعزيز المكاتب السياحية في داخل الدولة.

- تنشيط حملات تنفيذ جولات خارجية وعروض وتركيز أهدافها لإستقطاب أسواق جديدة ومصدرة للسياحة (Incentive Tourism).

- القيام بعمليات تحسيس (Public Awareness Campaign) لحث صانعي القرار في دولة قطر (سلطات تشريعية وتنفيذية) على تشجيع السياحة وإدراك أهميتها الإقتصادية والإنمائية وذلك عن طريق الاجتماعات المشتركة والندوات والمحاضرات.

ثانياً : إطلاق مشروع إعادة تصميم القاعدة القانونية وقاعدة الاحصاءات والبيانات السياحية في الدولة من خلال:

١- اقتراح مشاريع كافة القوانين التنظيمية الخاصة بالانشطة السياحية في الدولة وبما يتوافق مع الأنظمة السياحية العالمية وشروط إنشاء وإستثمار المؤسسات السياحية.

٢- تعميم المعلوماتية في مكاتب هيئة السياحة : إن إدخال نظام المعلوماتية في كافة أقسام الهيئة يساعد على تسهيل وتبسيط وتسريع المعاملات الإدارية، كذلك تسهيل هذا النظام، بالإضافة إلى خدمة الموقع الإلكتروني، وسبل الإتصال والتواصل بين الهيئة والراغبين بالحصول على معلومات سياحية داخل البلد وخارجه، إضافة إلى أن نظام المعلوماتية يسمح بزيادة كفاءة الموظف وإنتاجيته.

٣- تطوير قسم الإحصاء في الهيئة العامة للسياحة.

يعاني قسم الإحصاء الحالي التابع للهيئة العامة للسياحة من عدة مشاكل تمنعه من تقديم الإحصاءات الدقيقة في معظم الأحيان، ومن هنا فإننا بحاجة إلى تطويره وتعزيزه بخبراء أخصائيين وتوسيع دائرة إهتمامه ومهامه لتشمل:



- إحصاءات دخول الوافدين السياح عبر الحدود القطرية كافة.

- إحصاءات أشغال الفنادق.

- إحصاءات عدد زائري المناطق الأثرية والتاريخية والمتاحف.

- إحصاءات مستوى الرضى لدى السياح والزائري من الخدمات السياحية.

إن تطوير هذا القسم بالشكل الصحيح والمتكامل، سيؤثر حتماً في مجال التخطيط والتوجيه للمشاريع السياحية والإنمائية الممكن إنجازها في المستقبل، وفي توجيه الإهتمام نحو الخدمات الأكثر طلباً في السوق السياحي.

٤- التدريب السياحي:

على الهيئة العامة للسياحة وضع الآلية اللازمة للإستفادة من طلاب الجامعات المتخصصين في القطاعين السياحي والفندقي، وإستقطابهم لإجراء فترة التدريب المفروضة عليهم من قبل جامعاتهم في أجهزة داخل حرم الهيئة، وذلك بعد تزويدهم بالأدوات والتقنيات اللازمة وتأمين التوجيه الدائم لهم، فالطلاب الجامعيون يفيدون الهيئة بالخبرة والإلمام بالتقنيات المستحدثات والأفكار العصرية للتعامل مع القطاع السياحي، كما يمكن لهؤلاء الطلاب المساعدة في الأبحاث والدراسات التي من شأنها أن تستخلص الإستراتيجيات لتطوير المنتجات السياحية والتسويق لها.

٥- مواكبة التطور التكنولوجي والعولمة وإستعمال التكنولوجيات الحديثة في العمل السياحي

٧- تسهيل وتبسيط وتسريع المعاملات الإدارية عن طريق إنشاء شبك موحدة في الهيئة (One Stop Shop Concept)

ثالثاً : التسهيلات السياحية

١- حصر المعوقات التي تقف أمام المرافق السياحية، ووضع مقترحات تسهيلها ورفعها الى الجهات المختصة لاتخاذ القرارات اللازمة.

٢- العمل على تسهيل منح التأشيرات السياحية، ولا سيما في إطار سياسة الأجواء المفتوحة:

فقد أثبتت التجربة أن تسهيل اجراءات التأشيرة عن مجموعة من الدول يؤدي إلى زيادة عدد الوافدين السياح إلى أضعاف الأضعاف مما يساعد في زيادة الجانب الإقتصادي لقطر.



٢. التنسيق مع وزارة الداخلية ووضع برنامج خاص يربط بين هيئة السياحة والجهات المختصة في عمل جداول خاصة يتم من خلاله إحصاء عدد القادمين لدولة قطر للسياحة سواء كانت سياحة أعمال أو سياحة تعليمية أو غيرها.

رابعاً، السعي لتأمين ودعم المنشآت والمكاتب السياحية لا سيما في الوسط التجاري :

على الهيئة أن تنظر إلى تحسين مستوى المنشآت ومستوى الخدمات السياحية فيها لتنمية وتطوير السياحة في دولة قطر، بالإضافة إلى دعم هيئة السياحة لتلك المؤسسات والمكاتب السياحية عن طريق تزويدها بالكتيبات والنشرات الترويجية والأقراص المدمجة عن دولة قطر والخرائط المفصلة والمحدد عليها المناطق السياحية، ونضيف إلى ذلك أنه من المفترض مراقبة تلك المنشآت السياحية ووضع خطط سياحية وقوانين تطبق عليها لتسيير التطوير في الوجهة الصحية والناجحة.

خامساً، الاجتماع الدوري لمدرء المنشآت الفندقية والمكتب السياحية، والسير نحو إنشاء جمعيات متخصصة لتلك الجهات :

سيكون لهذه الاجتماعات الدور الاستشاري في كل مشاريع الهيئة وتقديم الدعم لها وإطلاعها على المستجدات الحاصلة في القطاعين السياحي والفندقي، إضافة إلى تزويد الهيئة بكل ماتقدمه تلك الجهات في القطاع السياحي الوطني. كما يجب أيضاً النظر في كل ما تقدمه تلك الجهات من شكاوى ومقترحات متعلقة بالقطاع السياحي مما يساعد ذلك في تنمية صناعة السياحة القطرية وتطويرها.

سادساً : تطوير أنواع جديدة من السياحة بدولة قطر :

إضافة إلى سياحة الأعمال والمعارض والمؤتمرات التي اشتهرت بها دولة قطر، فإنه من المفترض تنمية سياحات جديدة أخرى بدأنا نتلمس نتائجها الإيجابية ومنها :

#### السياحة التعليمية :

نظراً لإزدهار التعليم في بلادنا في الآونة الأخيرة وتطوره وزيادة عدد المدارس وأنواعها وتنوع عدد الجامعات وتقدم العلم وأكبر تقدم تعليمي حدث هو مؤسسة قطر للتعليمية ( Qatar Foundation ) والتي شملت جامعات كثيرة ومنوعة وتخصصات جديدة ومرحلت تعلم متعددة فإن هذا يؤدي إلى جلب السياح بهدف الالتحاق تلك الجامعات والمؤسسات التعليمية فمثل هذه السياحة تعتبر من أهم أنواع السياحة لوجود الوافدين السياح لفترة طويلة في بلادنا.

#### ١. السياحة الثقافية :



لقد احتلت قطر مكانة مرموقة على خارطة العالم الثقافية بإنشاء متحف الفن الإسلامي والتخطيط لإنشاء متاحف أخرى. لذلك ينبغي أن تولي هذه السياحة اهتماماً خاصاً من حيث الحفاظ على مواقعنا الأثرية والتاريخية وترميمها وتحسين شروط وظروف استثمارها وزيارتها وإثرائها ومبانيها وإعادة تأهيلها والحفاظ عليها. ووضع إشارات في الخارج على الطرق المؤدية إليها وداخل المواقع للأرشاد السياحي. فهي أكثر أصالة ومديناً ويتم التعريف بها من خلال الشعب القطري وليس عن طريق الآثار وتمثل على هذا النمط :

اختيار سمو أمير دولة قطر تجديد وتوسيع سوق واقف مثلاً وانعاش للحفاظ على هذه الثقافة. حيث أن الغرض من إنشاءه لم يكن لجعله مزاراً سياحياً بل تقريباً لتوصيل رسالة إلى الناس مفادها أن قطر دولة عصرية ومتطورة. ولكن دعونا لا ننسى ماضيها ونظراً لأصالتها الشديدة فإنه محل تقدير بالغ من قبل المقيمين والزائرين

متحف الفن الإسلامي الذي يشمل مجموعة فريدة بالمقارنة مثلاً مع المتاحف التي يتم حالياً بناؤها في أبوظبي والتي ستكون امتداداً للمتاحف الموجودة بالفعل

تطوير وتوسيع المواقع الأثرية كمنطقة الزيارة، والقصور والقلاع القطرية.

#### ٢. السياحة البيئية :

ويفترض تطويرها ومساعدتها وتقديم الإمكانيات وخاصة الإعلامية منها لتنميتها بطريقة مستدامة ومسؤولة (Sustainable Responsible Tourism) وتطوير الحميات وأماكن التخميم وغيرها.

#### ٣. السياحة الرياضية :

سيكون للهيئة العامة للسياحة في الفترة المقبلة إهتمام خاص بالسياحة الرياضية، وستعاون مع اللجنة الأولمبية وهيئة الشباب والرياضة والأندية الرياضية المحلية والمنظمات الدولية والإقليمية وما تبذله تلك الجهات من جهد وخطط لإجتذاب ألعاب ومباريات رياضية بأنواعها وسباق الدراجات الهوائية والنازية والزوارق البحرية وسباق الخيول وغيرها ومباريات كرة القدم وألعاب القوى والتنس وغيرها.

### ٤. سياحة الترفيه والتسوق:

وهي عبارة عن سياحة المهرجانات والمدن الترفيهية والعديد من الفعاليات المتنوعة بالإضافة إلى مهرجانات التسوق المقامة في المجمعات التجارية.

### ٥. استقطاب المسافرين العابرين للدوحة واستقطاب سياحة الأعمال (٤٨ ساعة إضافية:

ولاسيما مع التوسع المستمر للمخطوط الجوية القطرية بفتح محطات جديدة فإنه من المتوقع عبور ما يزيد عن خمسين مليون مسافر عبر مطار الدوحة الدولي بعد افتتاحه بحلول العام ٢٠١٢. في الوقت ذاته، تستهدف الهيئة بقاء نسبة ٥ % من هؤلاء المسافرين وإمضاء ٤٨ ساعة إضافية في دولة قطر إضافة إلى جداولهم المقررة وذلك بوضع برامج مقترحة لذلك (قطر في ٤٨ ساعة). حيث ستؤكد الهيئة العامة للسياحة والمعارض للعالم بأسره أن دولة قطر تقدم لزائريها عالما مفعما بالراحة والمتعة والاستكشاف مجتمعين خلال ٤٨ ساعة فقط. وهذا ينطبق على رفع نسبة القادمين بغرض زيارة الأعمال والمعارض والمؤتمرات بحيث يتم الترويج لهم لإمضاء ٤٨ ساعة إضافية في دولة قطر إضافة إلى جداولهم المقررة وذلك بوضع برامج مقترحة لذلك (قطر في ٤٨ ساعة).

السياحة البرية

### ٦. تنشيط حركة استقبال البواخر السياحية. والعمل على رفع عدد الرحلات القادمة إلى الدولة.

بالإشارة إلى ازدهار نشاط استقطاب البواخر السياحية وإلى ما وصلت إليه هذه الصناعة من نمو. فإننا نفيد سعادتك بأن هذا النشاط السياحي يعتبر من أهم النشاطات السياحية المزدهرة والتي تنمو بإطراد في منطقة دول الخليج العربي لا سيما بإزدياد عدد البواخر السياحية التي تجوب دول الخليج العربي قاصدة الرسو في دولها، مما نتج عنه نمو عدد السائحين القادمين عن طريق الماعبر البحرية حيث وصل عدد السائحين القادمين إلى بعض الدول عن طريق هذا النشاط عدد قد يفوق أحيانا القادمين عن طريق الماعبر البرية أو الجوية.

وحيث أن من شأن هذا النشاط أن يشكل مصدرا أساسيا لرفع عدد السائحين من الشرائح التي يقصد سوق السياحة القطري استقطابه قامت الهيئة العامة للسياحة بالتعاون مع الجهات المختصة بتنشيط هذا المجال ووضع خطة لتسهيل إجراءات حركة دخول السياح القادمين إلى الدولة على متن السفن البحرية والتي تقوم بجولات في الخليج العربي، مما نتج عنه استقبال عدد من تلك السفن ولأول مرة في

قطر عبر ميناء الدوحة الحالي، حيث حملت هذه البواخر على ظهرها سياح من جنسيات مختلفة قاموا بدخول البلاد.

ونظرا للأهمية الواضحة لهذا النشاط السياحي والذي من المتوقع أن ينمو في الفترة القريبة القادمة بحيث ستزداد عدد السفن السياحية التي ستقصد دولة قطر كمنطقة للرسو ضمن جدول جولاتها السياحية قمنا لجنة تسيير مشروع ميناء الدوحة الجديد بعدة مخاطبات لإطلاعه على أهمية أن يشتمل مشروع ميناء الدوحة الجديد على التجهيزات اللازمة لرسو هذا النوع من البواخر ووجود مبنى مخصص لاستقبال الوفود السياحية لا سيما وأنه وفي ظل الإمكانيات الحالية للميناء الحالي فإن هناك العديد من البواخر السياحية تبدي رغبتها بالقدوم إلى الدوحة ولكن يعيقها عدم توافر التجهيزات اللازمة لرسوها بسبب حجمها وعدم توافر مبنى لتسهيل إجراءات مرور ركابها ودخولهم للبلاد.

وإن كنا إختصرنا تعداد بعض هذه السياحات، فلأننا نؤثر أن نهتم في السنتين المقبلتين بما ذكر منها وإطلاقها والإبتداع فيها، وهناك أنواع أخرى سوف نقوم بعرضها والعمل عليها في حال دراستها وتنسيقها.

## المنتجات السياحية

| ما العمل؟   | كيفية إتمامه                       | النتائج المتوقعة                                 | الجهات المنفذة  |
|---|------------------------------------|--|---|
| تطوير صورة سياحية للبلد تشمل المواقع والمنشآت المتوفرة للسياح | إجراء بحوث ودراسات إستقصائية للسوق | تحديد وتقييم المنتجات السياحية والخدمات المتوفرة | الهيئة العامة للسياحة<br>وزارة البلدية والتخطيط العمراني<br>هيئة متاحف قطر<br>وزارة الثقافة والفنون والتراث |



| اللجنة اللومبية<br>وزارة البيئة  |   |   |  |
|--|---|---|--|
| الهيئة العامة للسياحة<br>وزارة البلدية والتخطيط<br>العمرائ<br>هيئة متاحف قطر<br>وزارة الثقافة والفنون<br>والتراث | توسيع أنشطة السياح<br>وزيادة إنفاقهم                                    | استكشاف مواقع غير<br>تقليدية وتحديد<br>كيفية ربطها بالمواقع<br>التقليدية                    | تنويع المنتجات<br>والخدمات السياحية<br>لتلبية احتياجات<br>مختلف العملاء                      |
| الهيئة العامة للسياحة<br>وزارة البلدية والتخطيط<br>العمرائ<br>هيئة متاحف قطر<br>وزارة الثقافة والفنون<br>والتراث | تطوير أنواع جديدة من<br>المنتجات السياحية من<br>أجل استقطاب سياح<br>جدد | إجراء الأبحاث والتحليل  | تعدد أسواق سياحية<br>إضافية ممكن<br>تطويرها في قطر   |
| الهيئة العامة للسياحة<br>اللجنة اللومبية<br>وزارة البيئة   | زيادة عدد السياح<br>الوافدين ونسبة إنفاقهم<br>داخل البلاد               | إجراء الأبحاث والتحليل<br>تطوير برامج بمساعدة<br>منظمي الرحلات<br>السياحية ووكالات<br>السفر | توفير مجموعة<br>نشاطات سياحية على<br>مدار السنة تتضمن<br>الرياضات والعطل<br>الصيفية والشتوية |
| الهيئة العامة للسياحة<br>وزارة البلدية والتخطيط<br>العمرائ   | تطوير أنواع جديدة من<br>المنتجات السياحية من<br>أجل استقطاب سياح<br>جدد | إجراء الأبحاث والتحليل  | تأمين المنشآت المناسبة<br>للمنتجات السياحية<br>الجديدة                                       |
| الهيئة العامة للسياحة<br>وزارة البلدية والتخطيط<br>العمرائ<br>هيئة متاحف قطر<br>وزارة الثقافة والفنون<br>والتراث | اجتذاب المزيد من السياح<br>وزيادة الإنفاق السياحي                       | تقييم احتياجات هذا<br>القطاع وإجراء مايلزم من<br>تحسينات وتعديلات                           | التشديد على المواقع<br>الأثرية والسياحية<br>المتطورة بشكل<br>جزئي                            |
| الهيئة العامة للسياحة<br>وزارة البلدية والتخطيط<br>العمرائ   | جذب أنواع جديدة من<br>السياح وزيادة الإنفاق<br>السياحي                  | الترويج للسياحة البحرية<br>في قطر والخارج   | تنمية السياحة<br>البحرية بالتعاون مع<br>مقدمي الجولات  |

| السياحة البحرية   |  |  | اللجنة اللومبية<br>وزارة البيئة   |
|---|--|--|---|
| تطوير السياحة البيئية   | تطوير المحميات الطبيعية<br>، والشواطئ العامة<br>والمواقع التاريخية والأثرية  | توفير نوعية أفضل من<br>المؤسسات السياحية   | الهيئة العامة للسياحة<br>وزارة البلدية والتخطيط<br>العمرائ<br>هيئة متاحف قطر<br>وزارة البيئة                      |
| إعادة تأهيل المقيمت<br>الصيفية والكشفية   | توفير البنية التحتية<br>والتجهيزات المناسبة<br>وإشراك هيئة السياحة<br>العامة في سياحة الشباب<br>الدولية وجذب السياح  | جذب سياح من الشباب<br>وتشجيع السياحة<br>الداخلية وزيادة عدد<br>السياح الذين يزورون<br>البلاد | الهيئة العامة للسياحة<br>وزارة البلدية والتخطيط<br>العمرائ<br>وزارة الثقافة والفنون<br>والتراث<br>اللجنة اللومبية |
| تشجيع السياحة<br>الثقافية من خلال<br>ترميم المواقع الأثرية<br>والتاريخية والمحافظة<br>عليها | التنسيق مع القطاع<br>الخاص وخبراء من هيئة<br>السياحة العامة  | زيادة عدد السياح<br>الوافدين وزيادة الإنفاق<br>السياحي وزيادة<br>التعسس                      | الهيئة العامة للسياحة<br>هيئة متاحف قطر<br>وزارة الثقافة والفنون<br>والتراث                                       |
| تشجيع السياحة<br>الداخلية   | إعداد خطة السياحة<br>الداخلية<br>وتسليط الضوء على تنوع<br>المنتجات السياحية في<br>قطر<br>تنظيم رحلات للشباب إلى<br>جميع المدن والمناطق<br>القطرية<br>إطلاق حملات نظافة<br>وحملة توعية<br>تنظيم النقل العام إلى<br>المواقع السياحية | تطوير السياحة الداخلية<br>للمساهمة في توزيع<br>أنشطة السياحة على<br>مدار السنة               | الهيئة العامة للسياحة<br>هيئة متاحف قطر<br>وزارة الثقافة والفنون<br>والتراث<br>اللجنة اللومبية<br>وزارة البيئة    |

## إدارة المواقع السياحية

| الجهات المنفذة  | النتائج المتوقعة  | كيفية إتمامه  | ما العمل؟  |
|---|---|---|--|
| الهيئة العامة للسياحة   | زيادة عدد السياح<br>الوافدين ونسبة إنفاقهم  | إجراء دراسة على المنشآت<br>المتوفرة والتي يجب تأمينها<br>في المواقع السياحية<br>وأعداد خطة عمل وفقا<br>لذلك | تحسين وتطوير<br>الخدمات والمنشآت<br>الموجودة في المواقع<br>السياحية        |
| الهيئة العامة للسياحة<br>وزارة البلدية والتخطيط<br>العمراني<br>هيئة متاحف قطر<br>وزارة الثقافة والفنون<br>والتراث                 | توزيع السياحة على<br>كافة المناطق   | دراسة احتياجات<br>الإيواء في كل مدينة<br>ووضع خطة عمل<br>وفقا لذلك  | توزيع منشآت الإيواء<br>بشكل متساو في<br>جميع أنحاء البلد                   |
| الهيئة العامة للسياحة<br>وزارة البلدية والتخطيط<br>العمراني<br>هيئة متاحف قطر<br>وزارة الثقافة والفنون<br>والتراث                 | جذب عدد أكبر من<br>السياح   | تشجيع بناء منشآت<br>للإيواء بالقرب من<br>المواقع الأثرية  | تشجيع بناء منشآت<br>للإيواء بالقرب من<br>المواقع الأثرية                   |
| الهيئة العامة للسياحة<br>وزارة البلدية والتخطيط<br>العمراني<br>وزارة الداخلية   | تقديم مستوى عال من<br>الخدمة للسياح وزيادة<br>ثقة السياح في جودة<br>الخدمات في البلاد | التنسيق مع خبراء<br>التكنولوجيا   | توفير ما يكفي من<br>المعدات المناسبة والأمن<br>في جميع المواقع<br>السياحية |
| الهيئة العامة للسياحة<br>وزارة البلدية والتخطيط<br>العمراني<br>هيئة متاحف قطر<br>وزارة الثقافة والفنون<br>والتراث<br>وزارة البيئة | زيادة عدد السياح إلى<br>المواقع السياحية وزيادة<br>نسبة الإنفاق السياحي               | تطوير المنشآت والخدمات<br>السياحية وإطلاق حملات<br>ترويجية  | زيادة عدد السياح<br>للمواقع السياحية في<br>دولة قطر                        |
| الهيئة العامة للسياحة   | زيادة عدد السياح  | تعزيز قدرة الاستيعاب  | تطوير السياحة  |

|  |   |   |   |
|--|---|---|---|
| المستدامة  | وضع خطة إدارية دقيقة<br>لإدارة المواقع المكتشفة<br>حديثا على نحو مستدام                   | الوافدين وزيادة<br>مساهمة القطاع<br>السياحي في الإقتصاد<br>القطري               | وزارة البلدية والتخطيط<br>العمراني<br>هيئة متاحف قطر<br>وزارة الثقافة والفنون<br>والتراث<br>وزارة البيئة                          |
| تطوير وتسويق<br>وترويج المواقع<br>السياحية         | إنشاء وحدات لإدارة المواقع<br>بمشاركة القطاعين<br>العام والخاص لوضع خطة<br>إدارة لكل موقع | زيادة عدد السياح إلى<br>المواقع السياحية وزيادة<br>ونسبة الإنفاق على<br>السياحة | الهيئة العامة للسياحة<br>وزارة البلدية والتخطيط<br>العمراني<br>هيئة متاحف قطر<br>وزارة الثقافة والفنون<br>والتراث<br>وزارة البيئة |
| تحسين وإعادة تأهيل<br>المواقع السياحية<br>الطبيعية | التنسيق مع البلديات<br>و خبراء في هذا المجال  | جذب عدد أكبر من<br>السياح إلى هذه المواقع                                       | الهيئة العامة للسياحة<br>وزارة البلدية والتخطيط<br>العمراني<br>وزارة البيئة   |
| تنظيم الأنشطة<br>والمنتجعات البحرية<br>السياحية    | تطوير مشاريع جديدة<br>على الشاطئ بالتنسيق<br>مع القطاع الخاص                              | تطوير الأنشطة البحرية<br>وجذب عدد أكبر من<br>السياح                             | الهيئة العامة للسياحة<br>وزارة البلدية والتخطيط<br>العمراني<br>وزارة البيئة   |



# *Annex V:*

## *SCENR Protected Area Action Plan*

**Protected Area Action Plan**  
**2008-2013**

**Department of Wildlife Conservation, SCENR**  
**December, 2007**

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| 8. Research  |           |
| 9. Sustainable Resource Use Plan                                   |           |
| 10. Ecotourism Development Plan                                    |           |
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## I. Protected Area Development: A Review of the Current Status

### 1. Introduction

Qatar launched its National Biodiversity Strategy and Action Plan (NBSAP) in 2004, in fulfilment of its commitment to implement the Convention on Biological Diversity (CBD). Protected area development has been a key element of the NBSAP and this has made considerable incremental progress in the past three years which calls for a revision of the protected area program so that a future course is set in view of the recent achievements as well as constraints faced in this respect, and hence this *Protected Area Action Plan*. This work, in addition, incorporates the principles contained in the relevant resolutions of the Durban World Parks Congress as well as the CBD Program of Work on Protected Areas. The first part of the document provides a review of the current status of protected area development in the country, the second part proposes a set of action plans to advance the protected area program in the half decade ahead while the third part provides a summary of the proposed actions with timeline and identifying the responsible entities for implementation.

### 2. Current Protected Areas

The goal and activities in protected area development proposed by the NBSAP is summarised in box 1. Since the launch of the NBSAP, the country has substantially expanded the coverage of protected areas in size, number and ecosystem diversity. A profile of the current protected areas, namely, Al Reem, Khor Al Odaid, Al Dakhira, Al Weseil, Al Orai, Al Mas'habiya and Shahania is given in table 1. The sites selection for protection have been done based on several field studies and largely follows the criteria of representative and critical habitats, coverage of habitats of rare and threatened species and prospects of stakeholders

Box.1 NBSAP (2004) on Protected Areas

**Strategic goal:** To expand the national system of terrestrial and marine protected areas to protect representative examples of all of the major ecosystems, key biological sites and species of special management concern in Qatar.

**Short term activities:**

- Identify viable populations of flora and fauna
- Develop a Protected Area System Plan
- Select new protected areas
- Prepare management plans
- Recruit staff to manage new protected areas
- Strengthen community participation
- Strengthen traditional / local conservation initiatives

**Long term activities:**

- Implement hunting ban in protected areas
- Continue protection and reintroduction of key terrestrial species
- Protection and reintroduction of key marine species
- Promote cooperation
- Public awareness programs

participation. Diverse habitats such as wadis, hamada, sabka, sand dunes, rawdahs, mangroves, coastal swamps, seagrass beds, etc as well as rare, endangered and otherwise critical species of fauna and flora are covered by the protected area system.

A location map of the protected areas of the country is given in figure 1. The PAs have a reasonably wide geographic spread across the country though the central stretch of the country is relatively less represented. The protected area network currently covers an area of 2517 sq kms, which is about 22 per cent of the terrestrial area of the country. Although this far exceeds the 10 per cent target set by the Bali World Parks Congress, it is fully justified in the country given the fragile nature of several of its ecosystems and rarity of species, and in fact the coverage of protected areas should be expanded further in a later phase by developing multiple use managed reserves.

### 3. Categories of Protected Areas

The protected area program in the country grew, incrementally, from the captive breeding centres where extant mega fauna of the country was bred. Shahania, Al Isheiriq and Al Mas'habiya were wildlife farms and were transformed into formal facilities for the captive breeding of endangered native wildlife species. These are 1 to 8 sq km size enclosed reserves with facilities for breeding and veterinary care. Some animals bred here were reintroduced into the wild. Arabian oryx, Sand gazelle and Ostrich are the focal species of breeding. These sites are strictly protected from human interventions except for educational purpose.

The fully *in situ* conservation areas are: Al Reem, Khor Al Odaid, Al Dakhira, Al Weseil and Al Orai. In terms of legal status and management system all the five are identical. Al Reem has been designated as a Biosphere Reserve under the Unesco Man and Biosphere Program which along with a site in UAE are among the first MAB sites in the region. Khor Al Odaid has been proposed as a World Heritage Site under the World Heritage Convention. Although conservation issues and management problems in the PAs have commonalities, they differ in specifics and hence the management system should have the flexibility to be responsive to the respective local context. The zonation and the control regimes in each protected area will be spelt out in the respective management plans. However, it is important to distinguish the captive breeding facilities from the *in situ* protected areas and this has to be done as a priority.

## 4. Institutional System

### 4.1. The Legal Regime

Qatar enacted the Law Concerning the Protection of Wildlife and Their Natural Habitats in 2004 which provides a sound legal basis for the rehabilitation and management of wildlife habitats (Article 2.1) and empowers the Wildlife Department of SCENR to *propose* suitable wildlife sites for designation as protected areas (Article 3.4). However, an explicit provision for the designation of protected areas needs to be introduced in the legal domain. The law empowers SCENR to prohibit or control activities in the natural habitats that can cause damage to the habitat or the biodiversity therein, and requires it to protect the endangered species. The legal mandate of the Wildlife Dept is listed in table 2.

In addition, the Law Regulating the Hunting of Animals, Birds and Reptiles (Law no 4 of 2002) provides the legal powers to SCENR to ban or control hunting in the protected areas. A draft law for regulating the taking of marine life and establishing a coordination mechanism among SCENR and other concerned agencies is being enacted. (text continued on page 7)

Table 1. Profile of Protected Areas (PAs) in Qatar

| Sl No | Name of PA (and location)        | Date of declaration | Area (Sq. km)                     | Habitat, fauna and flora   | Remarks  |
|-------|----------------------------------|---------------------|-----------------------------------|--|--|
| 1     | Al Reem (Northwestern region)    | 2005 (Decree no 7)  | 1189 (Core area: 605 Buffer: 584) | Includes the adjoining marine area. Limestone cliffs, mesas, wadis, sabkhas and gravel plains constitute the terrestrial site. Coastal swampy mudflats, shallow sea waters rich in seagrass beds. Ostrich and Sand gazelle have been reintroduced. Fauna includes Hawksbill and Green turtles, Dugong, Spiny-tailed lizard, Ethiopian hedgehog, Red fox and a large number of birds. Vegetation includes <i>Acacia tortilis</i> , <i>A. ehrenbergiana</i> , <i>Lyceum shawii</i> , <i>Astragalus spinosus</i> , etc. | Designated as Biosphere Reserve by Unesco. Al Ishiriq wildlife breeding centre and Al Zubara archeological site located within the core area |
| 2     | Al Dakhera (Northeastern region) | 2006 (Decree no 6)  | 100 Plus adjoining marine areas   | Largest mangrove forests in the country. Coastal wetland system, khawrs (embayments), mudflats, saltmarsh, sabkha, coral reefs, seagrass beds, etc. The fauna includes over 130 species of birds, Hawksbill turtle, Hooded malpolon, Spiny tailed lizard and 44 species of terrestrial insects. <i>Avicennia marina</i> , <i>Anabis setifera</i> , <i>Salsola imbricate</i> , <i>Lycium shawii</i> , etc are the key plant species.  | A preliminary management plan has been developed; its implementation is due.   |
| 3     | Al Waseil (Eastern region)       | 2005 (Decree no 8)  | 36                                | Gravel plains, sabkhas and coastal system. The fauna includes Spiny-tailed lizard, Red fox, a large number of bird species including long-distance migrants. <i>Acacia tortilis</i> , <i>Zygophyllum qatarense</i> , <i>Lycium shawii</i> , etc are among the flora. Reintroduction of Arabian oryx and Sand gazelle proposed in the area.   | Fenced reserve. Supplementary planting has been done.  |
| 4     | Khor Al Odaid (Southeastern)     | 2007 (Decree no)    | 1129                              | A unique tidal lagoon inside an area of mobile sand dune. The landscape includes parabolic dunes, rowdats, wadis,  | Being nominated as a Unesco World  |

|  |                                  |                    |   |   |
|--|----------------------------------|--------------------|---|---|
|  | region)                          | 1)                 | mesas and sabkhas and the seascape covers coral reefs, seagrass beds, algal mats, etc. Ethiopian hedgehog, Red fox, Sand gazelle (natural and reintroduced), Arabian hare, and 98 species of breeding and migrant birds are among the fauna. There are 41 perennial plants identified. <i>Zygophyllum qatarense</i> , <i>Acacia tortilis</i> , <i>A. ehrenbergiana</i> , <i>Ziziphus spinachristi</i> , <i>Cyperus conglomerates</i> , etc are the key species. | Heritage Site. Attracts a large number of visitors. |
| 5  | Al Oraiq (Southwestern corner)   | 2006 (Decree no 1) | 54.76<br>Gravel plain, sand sheets, wadis, mesa, etc. Reintroduced Sand gazelle, Arabian hare, a large number of bird species, Spiny tailed lizard, etc include the fauna. The vegetation consists of <i>Acacia tortilis</i> , <i>A. ehrenbergiana</i> , <i>Lycium shawii</i> , <i>Ziziphus spinachristi</i> , etc.   | More reintroductions of Sand gazelle are planned.   |
|  | Mas'habiya (Southwestern corner) | 2006 (Decree no 1) | 8<br>The reserve is a fenced breeding facility for the native ungulates ie. Sand gazelle and Arabian oryx, and Ostrich.   |   |
| 6  | Shahaniya (Central part)         | 1979               | 1<br>Fenced breeding facility for Arabian oryx and Sand gazelle   | Visitor's centre is a public attraction.            |
| Total area under the protected area system: 2517 sq km covering 22% of the country's land area |                                  |                    |   |   |

## 4.2. Organisational Set Up

The current management of PAs involves the Wildlife, and Monitoring departments of SCENR and the responsibilities of each of these departments is listed in table 2.

**Table 2. Responsibilities of Wildlife and Monitoring depts in PA management**

| Wildlife Department   | Monitoring Department   |
|---|---|
| <p>According to Wildlife Protection Law 2004:</p> <ul style="list-style-type: none"> <li>-Propose new sites for PAs;</li> <li>-Conducting research in PAs;</li> <li>-Coordination with other agencies on grazing control including the notification of grazing areas and timings;</li> <li>-Proposing plans/programs for prevention of negative impacts of development project on natural habitats;</li> <li>-Enforce the hunting of key wildlife species;</li> </ul> <p>According to the mandate provided in the organisational structure of SCENR:</p> <ul style="list-style-type: none"> <li>-Develop and implement plans for the development of PAs.</li> </ul> | <p>Law enforcement in the PAs is done by this department. Guards are deployed for protection in ecologically important areas, especially in protected areas. However, the guards are not trained in protected area management issues.</p> |

Although the Wildlife Dept and Monitoring Dept are doing well their respective works, there are inherent constraints in effectively coordinating the multiple issues involved, from the planning of PA development to daily management of PAs. The Wildlife Dept has not been geared or adequately staffed to address the practical issues of PA management while the Monitoring Dept is not specifically oriented towards the wide range of issues related to the management of PAs. There could also arise confusion with regard to responsibilities on account of the apparent overlaps. The need to rely on ad hoc arrangements for the development of certain protected areas was also a result of this. An equally important issue is the need for acquiring protected area planning capacity as well as the ability and resources to address the many problems in management that arise from time to time. The PA program is a critical element of the country's conservation mission and it is therefore important to consider the formation of a dedicated Department of Protected Areas within SCENR, as described in section II.1.



### 4.3. PA Staff

Protected area development has been a key concern of SCENR over the past few years which has seen the expansion of the area under PA network. However, the training and deployment of protection staff remains to be substantially improved. The protection staff belongs to the Monitoring Dept while the captive breeding staff belongs to the Wildlife Dept. The three captive breeding centres have a total of 30 staff. The protection staff are not deployed on a PA-wise formation, but on a regional arrangement, and they also cover the PAs. At the Wildlife Dept, the director is assisted in PA issues by one coordinator whose focus is the captive breeding centres. There has not been adequate training opportunities for the staff in PA management issues in the recent years. There is an pressing need to create a trained cadre for PA protection/management, as addressed in section II.

### 5. Biodiversity Coverage in the PA Network

The current network of protected areas covers nearly all the key species of the country, as is evident from table 1. However, there is a lack of information on the exact population. Besides, the representation of some of the threatened species in the PA system is unclear. Examples in this respect within the avifauna include Greater spotted eagle (*Aquila clanga*), Corn crake (*Crex crex*) and Houbara bustard (*Chlamydotis undulata*). There is an obvious need to do a systematic analysis of the coverage of various species of significance in the protected area system, but this can be done only when biodiversity inventories and population surveys of all the PAs have been done.

### 6. Sustainable Use

The data available on the socio-economic conditions of the local communities in and around the protected areas is rather patchy. Information on the number of villages/settlements, households, occupations, income levels, livestock size, fodder cultivation, etc are not available. However, this data could be generated for each PA in cooperation with the regional municipalities. Information available for the population size in the Al Reem reserve puts it at 11,160 in the core area and buffer zone, while the transition zone (outside the legally protected area) has a population of 6875. Seventy five per cent of the population in the reserve is males, predominantly

expatriate workers. The notified area of Khor Al Odaid is reported to have no inhabitants though there are villages outside the western boundary of the reserve.

Except for the three fenced PAs engaged in captive breeding, the other PAs are subject to varying levels of resource use by the local people. These include farming, grazing by livestock, regulated hunting, etc in addition to camping. Such activities are being controlled by the protection staff though their reach needs to be expanded. However, there is a need to develop resource use plans for each reserve, in consultation with the local community, so that the resource use pattern remains sustainable.

### 7. Role of Local Communities

The NBSAP had laid emphasis on engaging the local communities in the management of protected areas. The CBD Program of Work on Protected Areas as well as the World Parks Congress 2003 has underlined the need for involving the local people in the planning and management of protected areas, as it has been realised from experience around the world that a participatory PA management system is more successful in the long run compared with the conventional approach and on the other hand such a management system can better reconcile the imperative of conservation with the social need for sustainable resource use.

Consultations with local communities have been held in the case of some protected areas. However, a formal mechanism for involving the local communities in the management of protected areas has yet to be developed. The historical experience of the Hima system that was in vogue in some parts of the country and widespread in the rest of the Arabian region would serve as a key stimulus for the meaningful participation of the local communities in the PA project.

### 8. Reintroductions

Reintroduction of captive bred animals to areas where the population of the species in question has markedly declined has been applied as a means for restocking the populations of native endangered species in the country. Sand gazelle, the wild-extinct Arabian oryx and Ostrich have been the main target species and the three captive breeding centres have streamlined the breeding of these species. The species and number of animals reintroduced in the country is given in table 3 and the number of animals currently held in the captive breeding centres is given in table 4.

**Table 3: Details of animals released**

|              | No. of animals released(Year) | Area of release    |
|--------------|-------------------------------|--------------------|
| Sand gazelle | 30 (Nov 2002)                 | Nasrania           |
|              | 20 (Nov 2002)                 | Al Oraiq PA        |
|              | 25 (Nov 2002)                 | Brooq (Al Reem PA) |
|              | 25 (Nov 2002)                 | Guwairia           |
|              | 30 (Oct 2004)                 | Brooq (Al Reem PA) |
| Ostrich      | 35 (Oct 2004)                 | Brooq (Al Reem PA) |

However, of the 130 Sand gazelles released, only Brooq has a herd now and these animals are being provided supplemental food. The released Ostrich is breeding successfully in Brooq.

**Table 4: Current status of animals in the captive breeding centres**

|              | Shahaniya | Mas'habia | Ishiriq | Totals |
|--------------|-----------|-----------|---------|--------|
| Arabian oryx | 220       | 251       | 324     | 795    |
| Sand gazelle | 1000      | 500       | 0       | 1500   |
| Ostrich      | 11        | 0         | 0       | 11     |

As SCENR is set to embark on further reintroductions, it is essential to formulate a policy on reintroductions taking into account the ecological history of the species in the area, current carrying capacity of potential reintroduction sites, the genotype of the captive bred animals, influence on the extant natural populations, etc. A projection of future reintroductions should be made and the captive breeding program has to be reoriented accordingly.

## II. Protected Area Action Plan

This action plan is designed in the light of the foregoing review of the protected area development in the country, with a view to address the gaps and to strengthen the overall protected area program. The actions proposed are grouped under 11 program areas and are also summarized in part III with timeline covering the next five years and identifying the entities responsible implementation.

### 1. Institutional Reform for PA Management

The current institutional scenario with respect to PA management presented in section I clearly shows the need for a streamlining of the institutional system to significantly enhance the capacity of SCENR to manage the protected areas effectively and to brace for the future challenges.

It is proposed to establish a Protected Areas Department within SCENR for the effective management of protected areas. It shall function in close coordination with the Wildlife Department. The functions of the PA Department shall include:

- Developing and updating protected area policies on behalf of SCENR
- Proposing areas for the establishment of PAs
- Formulation and updating of management plans for each PA
- Management of protected areas
- Enforcement of protected area laws
- Regulating sustainable use and ecotourism in PAs
- Facilitating scientific studies in the PAs in coordination with the Wildlife Department
- Building cooperation with the local communities
- Man power training in cooperation with the HR Department

A detailed organisation structure of the Department will be formed in a consultative manner. The staff can be posted by re-deployment of some of the existing staff and by new recruitment. The man-power requirement needs to be assessed at the time of developing the organisational structure of the new Department. The legal implications of establishing the Department needs to be carefully examined and addressed. The planning process for the Department could be done over a six months period, and the same can be implemented after approval by the Governing Body, up to the field level, in a two year period.

## 2. Formation of National Advisory Committee on PAs

Multiple agencies have had traditional jurisdiction over the areas now designated as protected. A coordination mechanism with these agencies to facilitate conservation oriented PA management and to minimise/modify/terminate their activities in the PAs would significantly help ease the PA management. Hence it is proposed to establish a National Advisory Committee on PAs with the following composition:

Senior level representatives of:

Department of Agriculture

Department of Municipalities

Department of Fisheries

Ministry of Petroleum

Tourism Authority, and

Faculty of Life Sciences of Qatar University

Head of the proposed Protected Area Department shall chair the Committee, in the interim period the head of the Wildlife Department shall serve as the chair.

The Committee shall have the following terms of reference:

- a) Advise SCENR on PA policies and plans in general
- b) Periodically review the management of PAs and advise SCENR on addressing vexing management issues
- c) Advise SCENR on overgrazing in PAs and to enhance coordination with the Department of Agriculture on addressing this problem
- d) Advise on enhancing cooperation with the local people and to improve the performance of Local Consultative Committees for PAs

The Committee shall meet at least twice a year.

## 3. Local Consultative Committees for PAs

Local committees shall be formed in each PA with the objective of involving the local people in the management of the protected area and to address the concerns of the people. This is expected to ensure their support for the conservation work and participation in the PA management process as local stakeholders. The committee could help resolve issues of local conflict through sustained efforts.

The process of formation of the committees, their numbers, structure and mandate can vary from PA to PA. However generalities are mentioned below:

- a) Each PA can have one or more committees depending on the number of villages and settlements in and on the peripheries of the PA concerned

- b) Consultation meetings shall be held in each potential site before the formation of the Committee. The input of these consultations can help to decide the structure and detailed functions of the Committee
- c) Representatives of the local municipality and the local section of the Dept of Agriculture/Fisheries, and a representative of the business sector shall be included in the committee.
- d) SCENR shall formally recognise these committees.

As mentioned above, the functions of the committee shall vary according the local context. However, the broad functions that the Committees can undertake include the following:

- Assist in the preparation of the management plan for the PA
- Participate in the preparation of a sustainable resource use plan for the PA
- Seek measures to reduce the overgrazing pressure in the PA, and help implementing the agreed measures
- Help SCENR in enforcing the protected area law and hunting law
- Serve as a forum to promote ecotourism in the area in a way that benefits the local economy

Training workshops shall be conducted for the members of these committees so as to enable them to participate in the protected area management process in an effective and informed manner.

## 4. Rationalising the Categorisation of PAs

It is necessary to distinguish *in situ* protected areas from the *ex situ* conservation breeding centres. The objective of *in situ* PAs is to protect representative natural habitats along with the entire biodiversity while the *ex situ* centres serve as breeding centres to propagate critical species and for their restocking in the wild through re-introductions. An in-house consultation meeting could be held to discuss and clarify the issues related to this separation of the two categories of conservation programs, and its management implications. The breeding centres shall remain with the Wildlife Department while the future Protected Area Department will take over the management of *in situ* protected areas.

Once the management plans for the protected areas have been developed (see 5

below), a categorisation of *in situ* PAs shall be made based on the zonations and management interventions formulated for the PAs.

### **5. Preparation of Management Plans for PAs**

Management plans for each PA should be developed and implemented. These plans shall identify and describe all the interventions in the PA for the next 5 years and the means for implementing the same. A sustainable resource use plan should be made subsequently as a supplement to the management plan, as mentioned in section 5 below.

Preparation of the management plan shall be led by the Protected Area Department when that is established. In the meantime this exercise shall be led by the Wildlife Department. A technical committee may be designated for each PA for developing management plan. The service of an individual consultant may be required for assistance. Further technical assistance, if required, could be sourced from outside SCENR.

Available ecological and socio-economic information about each site needs to be compiled and a format for the management plan for each site should be developed. Substantial field studies for generating additional ecological and socio-economic information for the planning would be required. The prospects of constructing water conservation structures may also be investigated. Structured consultations with the local people on the management interventions, controls, sustainable resource use, etc would be an important part of this process. The final plan, as approved by the Governing Body of SCENR, shall be implemented by the Protected Area Department in coordination with other departments.

### **6. Capacity Building**

Capacity building in protected area management would be critical to the success of the protected area program. Formation of a protected area cadre would be necessary for the effective management of the PAs. This cadre is not to be shaped as a policing-only force but more as a group of extension workers who can both enforce the law and at the same time work with the local communities to gain their support for conservation. The actual size of the cadre and its structure need to be assessed. The cadre is to be formed through new recruitment as the present guards of the Monitoring Department face work pressure in areas outside PAs.

Adequate training for the cadre would be important for their effective performance. An assessment of the training needs has to be undertaken and thereafter the curriculum should be developed. The training program can be conducted by SCENR, with the support of two external individual consultants.

A separate set of training workshops needs to be conducted for the local people so that they become capable of participating in the management of protected areas. In the absence of such a training program for the local people, the participatory objective may not succeed which might lead to the wrong conclusion that community participation in PA management is a failure. The PA Dept shall be responsible for planning and conducting these training programs.

### **7. Infrastructure Development**

The infrastructure requirements in each protected area need to be assessed. The infrastructure development, however, should be limited to the minimum; office space, quarters, watch towers, communication networks, computers, vehicles, signage, etc would be needed depending on the site. Where structures are constructed these should be modelled on the local architecture and, where possible, using locally available building material. The proposed PA Dept should take the lead in making the infrastructure needs assessment, followed by the development of designs, and execution after the approval by the Secretary General.

### **8. Research**

Management oriented research needs to be strengthened in the PAs. While studies on wildlife assume importance, socio-economic studies also are to be carried out. The Wildlife Dept shall lead the research, in coordination with the PA Dept when that is established. While other research organisations (eg universities) should be encouraged to conduct research, they may be advised to be informed by the priorities of SCENR in choosing their research topics. Research by foreign agencies should be subject to prior permission from SCENR and based on the conditions set by it. Training of SCENR researchers should be given adequate attention, and publication of reports in various forms should be encouraged. The researchers should also be encouraged to be associated with international and regional professional networks. Priority areas for wildlife research would be:

- Preparation of species inventory

- Population count of key species
- Periodic monitoring of indicator species
- Population dynamics of endangered species/ game species
- Comparative studies on the impact of protection on vegetation
- Migration studies of birds and turtles

The focus of socio-economic studies will be on

- Documenting the socio-economic profile of the communities in and around protected areas. Traditional patterns of resource use will also be documented.
- Livestock populations and livestock economy
- Alternative income generating opportunities for the local communities.

Imparting training to SCENR researchers for enhancing their technical capacity in research is important and in respect SCENR should hold at least two training workshops a year. In the first year the focus of the training shall be on the following themes, while the themes for future training shall be determined in the respective year of training:

- Wildlife research methodologies
- Documenting socio-economic issues in PAs

### 9. Sustainable Resource Use Plan

Sustainable resource use is the paradigm to reconcile the imperative of conservation with the resource use needs of the local people. Subject to regulation, limited resource use can be permitted in PAs in a manner that can turn the local stakeholders into partners in conservation rather than alienating them. In order to practice this, a well formulated sustainable use plan for each PA, as a supplement to the management plan (5 above), would be necessary. The process and output of preparing the management plan and the research works as envisaged in section 8 would provide input to the preparation of sustainable use plan. Extensive structured consultations with the local stakeholders would be important in the preparation of the plan, the Local Consultative Committees will play an important role in facilitating these consultations and in providing the local input to the plan.

The plan shall identify areas, periods, quantities and methods for resource use such as grazing, hunting, herbal collection, etc and provide mechanism for social control over resource users (in addition to the legal monitoring). Where appropriate, the delivery of

some welfare measure of agriculture/rural development agencies could also be directed through this process.

### 10. Ecotourism Development Plan

The development of ecotourism in PAs shall have the twin objectives of providing an opportunity for tangible economic benefit to the local people so that they have a self interest in the protection of the PA, and to promote greater public awareness about the environmental features of the country. When adequate opportunities and facilities for tourism to PAs in the country are provided, there will be a growing number of nationals and expatriates wanting to visit these sites. The development of ecotourism shall be done fully in cooperation with the Qatar Tourism Authority. The development of ecotourism has the following three basic elements:

- Destination development
- Capacity building of local stakeholders
- Building marketing linkages

Destination development includes the creation of basic facilities like ecolodges/cottages which shall be modelled on local architecture and using local materials to the extent possible. Camp sites may also be developed. Products like guided bird tours, camel/horse rides, trekking, local cultural items, etc may also be designed. Visitors' centres and souvenir shops may also be added. Wherever possible the income generating activities in the destinations shall be owned and operated by local stakeholders, individually or in collective forms. In order for them to be able to do so specialised training for interested local persons may be provided in the different aspects related to the establishment and operation of ecotourism facilities. Such trainings shall be conducted jointly by SCENR and Qatar Tourism Authority, with the aid of one or two external consultants. When corporate firms establish ecotourism facilities, the maximum number of recruitments shall be made from the locality, and provision for adequate training should be part of the development plan. The marketing of the ecotourism facilities shall be done in cooperation with the tour operators and hotel industry within the country and outside.

In cooperation with Qatar Tourism Authority a set of guidelines for ecotourism operation in the country shall be developed. This will provide the basis for promoting ecotourism in a way that benefits conservation and the local economy. Two sets of



workshops shall be held with the participation of tour operators and local stakeholders. An ecotourism plan for each PA shall be developed by SCENR, through a widely consultative process, which shall serve as the basis for ecotourism development in the respective reserves.

### **11. Reintroductions**

Reintroduction of wildlife species is used as a tool to restore populations of critically endangered or locally extinct species. As reviewed earlier, the reintroductions of Reem gazelle and Ostrich had varying degrees of success. Qatar has created captive populations of some of the endangered species, and has made advances in the techniques of captive breeding.

Reintroductions become ecologically effective only when the subject is a native species, although the species found in the ecologically contiguous central eastern part of the Arabian peninsula could be considered as Qatari in ecological terms. Extreme care has to be applied when a non-native species is considered for reintroduction. Due to the multiple issues involved in this potentially useful conservation method, it would be important for SCENR to develop a policy statement to guide future reintroductions, drawing on the scientific consensus on the subject. This shall set out the objective of future reintroductions, target species and the protocols to be used. Building on this, a reintroduction plan needs to be developed. The plan will identify the reintroduction sites, provide provision for ecological carrying capacity studies to assess the feasibility of reintroductions, years and herd sizes for reintroductions, details of reintroduction protocols for different species and sites, monitoring program, timeline for the provision of supplemental feeding or for removal of fence if any has been erected, and this should also help to reorient the captive breeding program.

### **Conclusion**

The protected area program of the country, covering about 22 per cent of its area is on a firm footing and this could be strengthened to restore and enhance the biodiversity of the country by formulating a ecologically sound and socially acceptable management regime. The implementation of the action plans proposed can succeed only when all the relevant players synergistically take forward their respective roles.

### **Abbreviations used**

|        |   |
|--------|---|
| CBD:   | Convention on Biological Diversity                    |
| PA:    | Protected Area  |
| SCENR: | Supreme Council for Environment and Natural Reserves  |
| NBSAP: | National Biodiversity Strategy and Action Plan, Qatar |

### III Summary of Protected Area Action Plans

| No | Actions   | Work components |   | Responsibility  | Time-line<br>(Yrs) |   |   |   |   |
|----|---|-----------------|---|---|--------------------|---|---|---|---|
|    |   |                 |   |   | 1                  | 2 | 3 | 4 | 5 |
| 1  | PA institutional reform in the form of creation of a central PA Department within SCENR | 1.1             | Preparation of a detailed plan for the creation of a PA Dept, based on consultations and field visits | Wildlife Dept   |                    |   |   |   |   |
|    |   | 1.2             | Approval of the plan by SCENR Governing Body and subsequent implementation                            | Secretary General (All functions of the PA Dept mentioned below shall be undertaken by the Wildlife Dept until the former is established) |                    |   |   |   |   |
| 2  | Formation of National Advisory Committee on PAs   | 2.1             | Constitution of the Committee   | Secretary General with the advise of Wildlife Dept  |                    |   |   |   |   |
| 3  | Local Consultative Committees for PAs   | 3.1             | Structured consultation meetings with local stakeholders in each PA                                   | Wildlife Dept in cooperation with Monitoring Dept   |                    |   |   |   |   |
|    |   | 3.2             | Formation of the Committees and ratification of the same by SCENR                                     | Wildlife Dept in cooperation with Monitoring Dept   |                    |   |   |   |   |

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|---|---|-----|---|---|--|--|--|--|--|
| 4 | Rationalising the categorisation of PAs               | 4.1 | To be finalised at an in-house consultative meeting   | Wildlife Dept/ approval by SG   |  |  |  |  |  |
| 5 | Preparation of Management Plans (5 years) for each PA | 5.1 | Review of available literature  | A team lead by the Wildlife Dept; the PA Dept when established to take over this. |  |  |  |  |  |
|   |   | 5.2 | Develop format for the Plan for each site   |   |  |  |  |  |  |
|   |   | 5.3 | Field surveys for ecological, management and socio-economic data; also to investigate prospects water conservation structures |   |  |  |  |  |  |
|   |   | 5.4 | Consultation with the local people and other stakeholders   |   |  |  |  |  |  |
|   |   | 5.5 | Preparation of the Plans and approval by the Governing Body of SCENR  | do/Secretary General  |  |  |  |  |  |
| 6 | Capacity Building                                     |     | Implementation of the plans   | PA Dept, and Wildlife Dept until the former is established                        |  |  |  |  |  |
|   |   | 6.1 | Formation of a protected area cadre (recruitment/redeployment)  | HR Dept and PA Dept   |  |  |  |  |  |
|   |   | 6.2 | Training needs assessment   | PA Dept and HR Dept   |  |  |  |  |  |
|   |   | 6.3 | Preparation of training curriculum  | do  |  |  |  |  |  |
|   |   | 6.4 | Conduct of training courses/workshops   | do  |  |  |  |  |  |

|   |                            |     |  |   |  |  |  |  |  |
|---|----------------------------|-----|--|---|--|--|--|--|--|
| 7 | Infrastructure development | 7.1 | Identification of infrastructure needs for each PA (Office space, quarters, computers etc, communication networks, vehicles, signage, etc) | PA Dept   |  |  |  |  |  |
|   |                            | 7.2 | Design of structures   | do/consultants/Finance Dept                                     |  |  |  |  |  |
|   |                            | 7.3 | Approval by SG and execution   | SG/PA dept /contractors   |  |  |  |  |  |
|   |                            | 8.1 | Preparing species inventory  | Wildlife Dept/engaging individual consultants where appropriate |  |  |  |  |  |
| 8 | Research                   | 8.2 | Population counts on key species   | do  |  |  |  |  |  |
|   |                            | 8.3 | Periodic monitoring of indicator species   | do  |  |  |  |  |  |
|   |                            | 8.4 | Population dynamics of endangered species/ game species  | do  |  |  |  |  |  |
|   |                            | 8.5 | Comparative studies on the impact of protection on the vegetation  | do  |  |  |  |  |  |
|   |                            | 8.6 | Migration studies on birds and turtles   | do  |  |  |  |  |  |
|   |                            | 8.7 | Socio-economic profile of the dependent communities  | do  |  |  |  |  |  |
|   |                            | 8.8 | Livestock populations and livestock economics  | do  |  |  |  |  |  |
|   |                            | 8.9 | Training   | do  |  |  |  |  |  |
|   |                            |     | 8.9.1. Wildlife research methodologies   |   |  |  |  |  |  |
|   |                            |     | 8.9.2. Documenting socio-economic issues in PAs  |   |  |  |  |  |  |

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|----|--|------|--|--|--|--|--|--|--|
| 9  | Sustainable use plan (for each site)   | 9.1  | Inputs: items 5 and 8 above; structured consultations with local stakeholders, facilitated by the Local Consultative Committees. To set out areas, periods, quantities for resource use (grazing, hunting, herbal collection, etc);mechanisms for social control, etc. | Lead by PA Dept                          |  |  |  |  |  |
|    |  | 9.2  | Implementation of sustainable use plan   | do                                       |  |  |  |  |  |
| 10 | Ecotourism development plan (key objective being economic benefit to local people) | 10.1 | Issuance of Guidelines for Ecotourism in PAs.  | A technical committee to be formed by SG |  |  |  |  |  |
|    |  | 10.2 | Consultation workshop with Tourism Authority, tour operators, local stakeholders.  | PA Dept/HR Dept                          |  |  |  |  |  |
|    |  | 10.3 | Preparation of ecotourism plans for each PA.   | PA Dept/individual consultants           |  |  |  |  |  |
|    |  | 10.4 | Training programs for local people in undertaking low cost ecotourism ventures (with the provision of marketing linkages with tour operators)  | PA Dept                                  |  |  |  |  |  |
|    |  | 10.5 | Execution of 10.3  | do                                       |  |  |  |  |  |
| 11 | Reintroductions  | 11.1 | Reintroduction policy statement based on existing scientific consensus on the issue  | Wildlife Dept                            |  |  |  |  |  |

|  |  |      |   |    |  |  |  |  |  |  |
|--|--|------|---|----|--|--|--|--|--|--|
|  |  | 11.2 | Assessment of habitat suitability and carrying capacity of potential reintroduction sites, for restocking locally-extinct/threatened species, and preparation of a reintroduction plan for future | do |  |  |  |  |  |  |
|  |  |      |   |    |  |  |  |  |  |  |





# *Al Zubarah Archaeological Site*

Management Plan 

DECEMBER 2011