

THE MAGAZINE OF QATAR CAREER DEVELOPMENT CENTER

ISSUE 13 - NOVEMBER 2022

CAREERGuide

LASTING LEGACY

WORLD CUP SPECIAL EDITION

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This edition of the World Cup will be a special one. We believe that sport is a tool for positive change, promotes tolerance and respect, empowers youth, and inspires unity. We stand by that belief, and I hope you will join us to discover the beautiful game, as it is played in our country.
HH SHEIKH TAMIM BIN HAMAD AL THANI
THE AMIR OF THE STATE OF QATAR
”

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Produced by Qatar Career Development Center in collaboration with Qatar Foundation Communication Directorate



'Career Guide' app available to download at:





HAYYA

Dear readers,

We are pleased to present to you the truly special 13th issue of Career Guide magazine, as we are quickly approaching the launch of the FIFA World Cup Qatar 2022™, the world's largest and most anticipated sports event, held and delivered for the first time on Arab soil and by Qatari hands. Therefore, we have dedicated this issue to showcasing the developmental and intellectual benefits achieved throughout the preparations to host this renowned tournament, as well as the everlasting legacy it will leave for years to come.

This edition of the tournament promises to be both historic and fascinating. It is the embodiment of a long-awaited dream that our relentless efforts have made come true. While 2010 was the year Qatar's ambitions proved possible, 2022 will be the year we demonstrate how proper planning, hard work, and creativity can achieve what some may deem impossible.

Our successful bid for the rights to host this historic event was only the beginning of our journey, rich with challenges, opportunities, and innovation. During this journey, we united all our efforts, each from their position and to their ability, toward organizing an unprecedented tournament and bringing together people far and close to the heart of our Arab world.

The whole world witnessed Qatar's great growth in the past decade. An unrivaled infrastructure was developed, and the stadiums constructed for the event became monuments to Qatari and Arab culture and heritage. These inspiring preparations teach us a lot about the art of management and the importance of willpower. They represent a development model for what can be achieved by adopting science and knowledge as

the foundation for strategic planning and systematic execution.

Furthermore, the tournament will leave distinguished economic, social, and human legacies. This issue will shed light on these legacies and their influence on Qatari youth; in the following pages, you will read interviews with inspiring Qatari talents who participated in the preparation journey as we further explore their success stories, as well as a variety of programs and experiences that may benefit future generations. In addition, we will highlight the impact hosting this tournament has had on education and the local economy.

Nevertheless, this issue will also showcase new and exciting careers that proved essential in organizing major events, along with the role that Qatar Foundation has played in creating the abovementioned legacy. Lastly, we offer you a selection of topics carefully chosen by our experts to aid you in developing your career path and empower you to make the best decisions for brighter academic and professional futures.

Esteemed readers, our unique journey will not conclude with the final whistle of the final match. Albeit an important milestone, the tournament is just a new beginning that will encourage us to carry on toward achieving the Qatar National Vision 2030 and developing human potential with wise guidance and appropriate planning. Thus, we at QCDC reiterate our commitment to continue our efforts and cooperation with all partners to enhance the role of career guidance in the country, as well as provide all necessary programs and services that help our youth build a better future and achieve sustainable development for the State of Qatar.

ABDULLA AL-MANSOORI

Director
Qatar Career Development Center

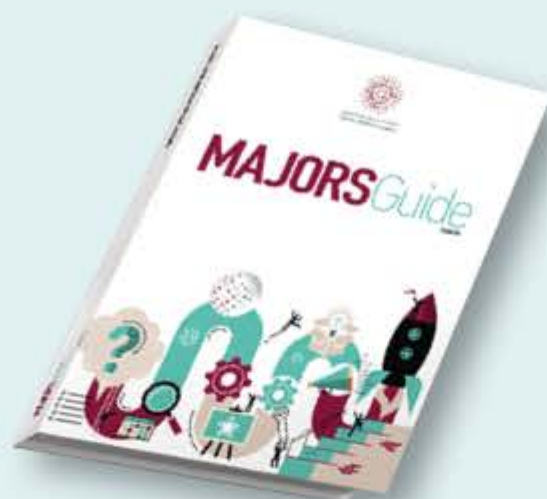


QCDC PUBLISHES QATAR'S FIRST OF ITS KIND "MAJORS GUIDE"

QCDC's Majors Guide is Qatar's first detailed and comprehensive guide for all academic majors in Qatari universities and other educational institutions that provide the national labor market with qualified cadres.

The Majors Guide offers a detailed map of the Qatari higher education sector to students, involved parents, career counselors, academics, and administrators in the field of scholarships and development.

It also provides its users with all the necessary information, advice, and insights to help them make well-informed academic and career decisions based on trusted and scientific resources. The guide serves as a tool that helps our youth achieve their best potential and reach their aspirations, toward building a qualified human capital and implementing development and sustainability standards as dictated by Qatar National Vision 2030.



The Majors Guide is available for purchase and delivery through the Education City Marketplace. Scan the QR code to get your copy for only QR70.



QATAR NATIONAL LIBRARY LISTS QCDC IN ITS "DIRECTORY OF RESEARCH INSTITUTIONS"

All details and information about Qatar Career Development Center can now be found in Qatar National Library's Directory of Research Institutions, published on the library's official website.

The directory contains more than 30 research institutions in different fields and is intended to facilitate cooperation between researchers and research institutions by providing access for researchers to the different services and contact information of listed institutions within Qatar.

QCDC is now listed with these institutions, as its research concentrates on developing the career guidance and development sector in the State of Qatar, as well as cooperation with relevant state actors to nurture basic career awareness in the youth and help them plan out their future careers.

NATIONAL EFFORTS UNDERWAY TO IMPROVE INCLUSIVITY IN THE WORKPLACE



QCDC continues to lead efforts of integrating neurodiverse people in the workplace, as well as facilitating the transition of students with learning challenges into the labor market and onto suitable career paths for them.

An important milestone toward this objective was integrating QCDC's Career Readiness Program into the curricula of Awsaj Academy and The Learning Center (TLC), a Pre-University Department within Qatar Foundation.

QCDC has also launched the Inclusive Internship Days initiative which aims to build an inclusive employment culture across QF centers, divisions, and functions, while supporting the transition of QF students with learning challenges from education to employment through internship opportunities.

The Center seeks to further these efforts by hosting the Inclusive Employment Stakeholders Meetings that offered key actors and relevant experts in Qatar an opportunity to discuss the creation of inclusive classrooms and workplaces.

QCDC DEVELOPS STUDENTS' CAREER SKILLS IN COLLABORATION WITH QATAR UNIVERSITY

Qatar Career Development Center, in collaboration with the Qatar University Honors Program, organized its Career Skills Development Program, which aims to provide students with important career management skills that they need to start planning their future careers, set their objectives, and work to achieve them on both the personal and professional

levels. The program, attended by hundreds of the university's students, included multiple workshops and virtual sessions that delivered concentrated and comprehensive career guidance, provided training on important employability skills, and prepared students for a seamless transition to the labor market upon their graduation.

A SUCCESSFUL SECOND EDITION OF "CAREER COMPETITION"

QCDC organized the second iteration of the Career Competition to build on the resounding success of the first edition in introducing Qatar's students of all educational levels to the various careers and professions they can pursue in the future. The competition aims to spread awareness and foster a career-driven culture among students. It also provides them

with the opportunity to express themselves and discover their career ambitions and aspirations. This edition of the Career Competition hosted dozens of students from across Qatar, who participated in the different categories of the competition, including creative writing, drawing, and design.

QATAR'S FIRST ANNUAL "CAREER COUNSELORS HUB" CONVENES THIS YEAR



As an evolution of the annual Career Counselors Training Program, the first Career Counselors Hub was organized by QCDC in partnership with the U.S. Embassy in Doha and the Ministry of Education and Higher Education. The event, which took place in Education City, provided a professional development platform for career practitioners to cooperate, communicate, and find more effective ways to support their students' career development. The event attracted more than 180 career counselors and academic advisors from public and international schools across Qatar. They had the chance to network with representatives of 36 organizations and institutions relevant to students' career development in the State of Qatar, such as governmental agencies, foreign missions, universities, NGO partners, and industry representatives that offer scholarship programs. The organization of the Career Counselors Hub came as an advancement of QCDC's efforts since 2015 to respond to the emerging opportunities and challenges facing Qatar's national career development sector.



REMARKABLE SUCCESS FOR THE FOURTH EDITION OF "MY CAREER – MY FUTURE"

Building on the success of previous editions, QCDC organized the fourth edition of the highly sought-after My Career – My Future program. The program aims to provide high school students with an insider's perspective on various career choices by exposing them to real working environments.

During the program, several career options were provided to our participants due to QCDC's cooperation with some of Qatar's largest and most prominent institutions from all sectors, including Qatar Airways, Hamad Medical Corporation, and Equine Veterinary Medical Center. Moreover, Al Kass Sports Channel, Doha Film Institute, Qatar National Convention Centre, Katara Cultural Village, the Qur'anic Botanic Garden, the Commercial Bank, QTerminals, Social Development Center-NAMA, Qatar University, and Qatar National Library, also participated in the program.

The program's success is a result of its efficiency in nurturing early career awareness in secondary education students, educating them about the many career options within each field, and teaching them core work values like self-reliance and responsibility; all that helps them draw a clearer path toward their bright academic and career futures.

Participants who completed the program were handed participation certificates that displayed the hours spent in the simulation as a recognition of their efforts. They were also given licenses to use QCDC's Career Advising System, Qatar and the region's largest and most comprehensive career planning system.

EXTENSIVE PARTICIPATION IN QCDC'S LITTLE EMPLOYEE INITIATIVE

Organized by Qatar Career Development Center last August, the Little Employee initiative gained the support and participation of more than 17 major institutions within Qatar and across the region in Jordan, Oman, and Kuwait. Among the participating institutions within Qatar were Qatar News Agency, Qatar Red Crescent, Qatar Charity, Qatar Museums, and other institutions from different fields and sectors.

In line with QCDC's efforts to empower parents' involvement in their children's career development, this initiative offered 9- to 15-year-old children the opportunity to accompany one of their parents, or a relative, to their workplace to get acquainted with the ideas of jobs, occupations, and careers, and explore their interests and inclinations in a fun and engaging way.

The Little Employee initiative emphasizes parents' role in forming their children's career identity and encourages them to start thinking about career planning at an early age. QCDC organizes consecutive editions of this initiative to build on this important role.



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Visit the Publications section on our website and enjoy reading a selection of handouts that will help you acquire new skills and better plan your career: www.qcdc.org.qa



VCUARTS QATAR LAUNCHES THE INSTITUTE FOR CREATIVE RESEARCH

vcuarts
QATAR

Virginia Commonwealth University School of the Arts in Qatar, a Qatar Foundation partner university, announced the opening of its "Institute for Creative Research" to be Qatar and the region's first university-level research institution of its kind. The institute will have four main objectives: to partner with local industry for increased community engagement; increase awareness of societal impacts and contributions of creative research; support multi-disciplinary collaborations with partner institutions from within Education City and the VCU campuses in Richmond; and support human capacity development in creative research in Qatar.

Visit VCUarts Qatar's official website for more information: qatar.vcu.edu

QATAR OLYMPIC COMMITTEE FORMS QATAR'S FIRST COLLEGIATE SPORTS FEDERATION

QCSF
QATAR COLLEGIATE SPORTS FEDERATION
الاتحاد القطري للرياضة الجامعية

The Qatar Olympic Committee (QOC) officially announced the establishment of the Qatar Collegiate Sports Federation (QCSF) to promote sports among male and female students of higher education institutions, by developing their activities and events in accordance with the best international standards and following up on them in the field.

QOC added that other objectives also include the organization, coordination and implementation of sports projects, programs and activities among its members, as well as developing sports competitions, and discovering talented athletes to raise the competitive level of collegiate sports in the country locally, globally and regionally.

The official website
of Qatar Collegiate
Sports Federation:
WWW.QCSF.QA

NEW SCHOLARSHIPS AND SPONSORSHIPS FOR QATARI NATIONALS AT QATAR UNIVERSITY

Qatar University (QU) launched two new sponsorship programs for Qataris: the STEM Sponsorship Program and the Talents Sponsorship Program. The university announced the launch of the Talents Scholarship and International Partnership Scholarship for Undergraduate and Graduate Degrees. In addition, Qatar University revealed the reconstruction of several competitive scholarships that were offered before by renaming some of the scholarships to reflect their nature and the targeted students. The reconstruction of the scholarships' scheme in alignment with the university's strategic direction, as well as the launching of new scholarships aims to serve the university's strategic goals. Moreover, the requirements of application and the conditions for continuity of the scholarships were revised accordingly.



For more information on scholarships and sponsorships offered by Qatar University, visit their official website at:
WWW.QU.EDU.QA

MCIT LAUNCHES THE FIRST CLOUD DATACENTER DISTRICT IN QATAR



The Ministry of Communications and Information Technology (MCIT), in collaboration with Microsoft, launched the first new cloud datacenter region in Qatar.

This region, which is Microsoft's 55th globally, will join the largest cloud infrastructure in the world, enhance the competitiveness of the State of Qatar at the regional and global levels and in line with the Qatar National Vision 2030, and consolidate the country's leading

position in the digital transformation process.

The new Microsoft cloud data center will contribute to the growth of the local economy, support the country's efforts to achieve economic diversification, foster new talent, and attract foreign investment, while Microsoft also pledges it will provide more than 36 thousand job opportunities to nationals and residents in the next 5 years.

MINISTRY OF LABOUR LAUNCHES THE WOMEN'S WORK GROUP INITIATIVE

The Ministry of Labour announced the launch of the Women's Work Group initiative, with the participation of many state actors from ministries, the private sector, and academic institutions, to serve as a cooperation platform for exchanging experiences, information, best practices, and research to enhance women's potential at all levels and their presence in the labor market.

QATAR FOUNDATION LAUNCHES THE ALUMNI PLATFORM PROGRAM

Qatar Foundation has launched a new program to provide a networking platform for QF alumni. The platform will offer QF graduates the opportunity to reconnect, make new connections, share their experiences, and find new opportunities, allowing for collaboration, knowledge exchange, and stronger bonds among QF alumni from all graduation classes.

MINISTRY OF LABOUR SIGNS A MEMORANDUM OF UNDERSTANDING WITH QATAR FOUNDATION FOR THE QUALIFICATION OF NATIONAL CADRES



The Ministry of Labour and Qatar Foundation for Education, Science, and Community Development signed a memorandum of understanding for cooperation on localizing jobs in the private sector, by qualifying and training national cadres capable of entering and competing in the labor market, in addition to supporting Education City graduates in seeking employment.

The memorandum aims to facilitate the exchange of expertise between the two parties and to develop policies that empower national cadres. It also aims to establish joint cooperation committees that, in turn, will allow QF to share with the ministry the vast experience of affiliate entities, including QCDC, in training and qualifying national cadres.

QCDC'S CAREER GAMES FOR CHILDREN

Qatar Career Development Center (QCDC) is excited to announce the release of its career game collection. Directed toward children of 4-10 years old, the career games are QCDC's newest initiative aimed at promoting career guidance among children, as they are designed to broaden their horizons, spark their interest in various professions, and educate them about how these professions benefit society.

The entire family is welcome to join in on the fun, too. Adults and teachers can help answer the children's questions and provide them with useful information about each profession in the games. This will enrich their experience and allow them to realize the importance of career planning for their futures in an educational yet entertaining way.

'What do I want to be when I grow up?' Puzzle

This game is a classic jigsaw puzzle that contains 3 different wooden puzzle sets, with pictures and names of different professions. Each puzzle consists of 48 disassembled pieces. The player must collect these pieces to complete the puzzles to be able to see the picture and the name of each profession. This game celebrates the diverse career options children have when they grow up, and helps them understand the importance of this diversity.



'Career Heroes' Card Game

Career Heroes is a card game designed to intrigue children and make them think and ask questions about different careers and their importance. The game consists of 50 cards with images representing different careers and questions associated to them. The card holder reads the question to the next player in line, and if they answer correctly, they get to keep the card. At the end of the game, the winner is the player with the most cards.



129
QR

49
QR

You can purchase your favorite career game online through the Education City Marketplace by scanning the following QR codes:

'What Do I Want to be When I Grow Up' Puzzle:



'Career Heroes' Card Game:



DAVID BECKHAM

ENGLAND'S LEGEND SHARES HIS SECRETS FOR CAREER SUCCESS

While most footballers enjoy fame and earn fans' affection for what they achieve on the pitch, only a few garner the same status off it. Our special guest in this issue is one of those few.

Despite retiring from football in 2013, England's legend David Beckham maintains his position as one of the most popular sports figures around the world. This comes as no surprise after a career that spanned 20 years and saw him rise to the ranks of football legends with some of the biggest clubs in the world. At the same time, his outstanding reputation and immense charm made him an icon in both the media and fashion worlds, becoming the face of some of the world's most famous brands.

In addition, Beckham has always been keen on participating in charitable work. He has been a goodwill ambassador for UNICEF since 2005, and his collaborative efforts with the organization include launching the "7" fund project, an initiative to protect at-risk children around the world from violence, exploitation, and disease.

THE WORLD CUP WILL INSPIRE YOUTH IN QATAR AND ACROSS THE REGION

During his many visits to Doha, which started in 2009 as a player, Beckham witnessed the rapid growth and infrastructural development of the Qatari capital. He also had firsthand experience with the impact of Qatar's preparation for hosting the World Cup, through the multitude of programs and initiatives implemented by the Supreme Committee for Delivery and Legacy (SC).

On one of these visits, we had the opportunity to meet England's legend, who shared his opinions on what Qatar and the region could achieve by hosting their first global tournament of this scale. He also extended to our readers some of the lessons he learned during his career, and offered them valuable advice for achieving success in any field.

The Power of Football

Beckham knows very well the impact that the world's most popular sport can have on people's lives, as he himself has inspired millions of young people across the globe during his career. At the age of 28, he received the Order of the British Empire (OBE) for his services to the game.

During his visits to Qatar, the English legend closely followed the activities of Generation Amazing, a program that has benefited around one million persons, most

of them children and women from underprivileged communities across the world, by helping them develop their life and career skills, build better lives, and support their communities, all through football.

He also felt the passion for football in the country when he visited the Qatar Community Football League (QCFL) which offers hundreds of amateur players, including children and women, a chance to practice their beloved game in well-organized events hosted on world-class football pitches.

Generation Amazing and QCFL are two of the most important initiatives implemented by the SC since Qatar won the tournament's hosting rights in 2010, to ensure a lasting human and social legacy from hosting the tournament.

Beckham believes that organizing the World Cup in the Middle East for the first time carries an exciting opportunity for the whole world to learn more about the rich culture and history of Qatar and the region, but what is more important is the legacy the tournament will create.

"Hosting an event like the World Cup is going to create a lasting legacy for the young people in Qatar and across the region. There is no tournament quite like it and to see it take place in your own country is going to be incredibly inspiring for the young people here," Beckham says.



A Promising Edition

Born in 1975, Beckham never got the chance to see his countrymen raise the World Cup trophy, as the only time England won the title was in 1966, when they hosted the tournament. This is a perplexing dilemma considering England's history as the birthplace of modern football. The former England captain will surely hope England can finally get lucky this year.

For the first time in history, the tournament will be held in winter instead of its regular summer schedule. This will not only ensure enjoyable weather for the visiting fans, but it will also mean better physical conditions for the players who will be coming for a mid-season break, and not at the end of the season like the previous editions.

But what might carry an even more positive impact on the teams' performances, and help produce a great fan experience, is the unprecedented proximity between the tournament's venues. "The fact that the stadiums are close together is going to make a huge difference to both the players and fans. From a player's point of view, there won't be lengthy traveling times between games, and the fans will be able to travel between games more easily and even see multiple games in a day," Beckham said.

Qatar has built seven new stadiums to host the event.

The distance between the two furthest ones is just 55 kilometers, which means less physical and financial burden on players and fans, as they will not need to travel hundreds of kilometers during the event, as was the case in the previous two editions in Russia (2018) and Brazil (2014).

Fundamentals for Success

Beckham's footballing talent was apparent from an early age. He was only 17 when he made his first team debut at Manchester United before quickly establishing himself as a key player in the squad. It was the start of a career like no other, during which he would prove himself as one of the best footballers in history.

But was talent alone behind this career success? Certainly not. For Beckham, the road to success started when he set goals for his life and had enough passion for pursuing them, as he explains: "From a very young age, I always knew I wanted to play football professionally and have played for as long as I can remember. As a child, I played at the grassroots level for my local Sunday League team and was lucky enough to be part of an incredible academy system at Manchester United before signing my first professional contract. I never had any doubts that football



was what I wanted to do, and I'm lucky enough to have been able to make a long career out of my passion." Beckham also emphasizes that having support from those around you is essential for success, whether it came from family, friends, teachers, or employers.

"Throughout my career, I had fantastic support from my family. They encouraged me to work hard and achieve my dreams. I remember as a child, my dad would take me to the local park, and we would kick balls for hours, then I would practice free kicks. As my career progressed and I started playing professionally, my parents, wife, and children were always supporting me, and watching me play, which always made those games extra special."

as they can, and invest their time and effort in what they love doing, because he believes it is the best way if they want to achieve great things in life. He offers the following advice to anyone planning his career: "Believe in yourself and enjoy what you do. It's what I did when I was young. I wanted to play football professionally. I wanted to play for Manchester United. I wanted to play for England. My dreams came true because I believed in myself. I had incredible support and I worked hard."

The media tends to highlight the luxurious lifestyles of famous footballers, while less attention is paid to what they endured to become who they are. Beckham believes that the way to achieve career success in football is not different from any other field, as he says: "To reach the top, you have to make sacrifices and dedicate your time and energy to working hard. For instance, when I was younger and at the start of my career, I had to prioritize training over socializing with my friends. Work ethics are also hugely important to me and the way I live my life."

A Career Like No Other

From an early age, Beckham worked for long hours to master his long-range shots, and his persistence paid off greatly. One of his main strengths during his entire career was the right-footed crosses and free-kicks that stroke fear in the hearts of the most experienced defenders and goalkeepers.

After a glorious decade with Manchester United, Beckham went on to represent some of Europe's top clubs, achieving more domestic and continental success. He was part of the Real Madrid team known as "Los Galacticos," and has represented AC Milan and Paris Saint Germain. He also spent a couple of seasons with Los Angeles Galaxy in the Major League Soccer (MLS).

He hung up his boots in 2013 after playing more than 600 matches at top club level. He also represented England in 115 international matches - wearing the captain's armband in many of them, and was a member of the team in three World Cups.

Beckham always encourages his children to work as hard

A New Adventure

Although many would think Beckham will make a great football coach, he had a different plan after retiring as a player. "I always had ambitions of owning a club. I am so proud to own Inter Miami CF who started competing in MLS in 2020, after years of hard work to make it happen." The former England captain currently holds an ownership stake in the club. Inter Miami CF is one of the most promising clubs in MLS, and further growth is expected for the project after they finish building their new stadium. "Miami is an incredible city with such amazing fans, and I am so proud of everyone involved in the club," he concludes.



VOLUNTEERS... THE BEATING HEART OF THE WORLD CUP



Volunteers play a vital role in the success of any major sports event. They support every department, and are always in the front lines dealing directly with fans, guests and participants. Their contributions are crucial for offering an ideal experience to everyone.

The FIFA World Cup Qatar 2022™ Volunteer Program is the largest of its kind in the country's history, as it will have employed more than 20 thousand volunteers by the end of the tournament, 15 thousand of whom are Qatari nationals and residents. Their task during the World Cup will be to support all operational aspects in 30 different roles within 45 distinct operational areas like stadiums, hotels, the airport, fan zones, and media centers.

Work to form the volunteer team began in 2018, when the Supreme Committee for Delivery and Legacy decided to implement its vision regarding human capital development. The SC's vision had two main objectives: firstly, establishing a volunteer database; and secondly, designing a system that organizes the employment of volunteer expertise in the State of Qatar to transform this initiative into a lasting human legacy even well after the end of the tournament. Last March, the SC started receiving volunteer applications, and more than 400 thousand volunteering requests flooded their platforms. Following the overwhelmingly positive reception of the program, the SC conducted more than 58 thousand interviews to select the most suitable candidates for the volunteering roles and opportunities according to criteria such as experience, age, and availability during the tournament. And to ensure the implementation of the SC's high standards, all volunteers went through world-class career guidance and

training programs, in order to qualify them for their responsibilities during the tournament.

Although Qatar's successful bid to host the World Cup, and the subsequent efforts to prepare for the massive tournament, have undoubtedly shed light on the importance of volunteering, the culture of voluntary work is not novel to Qatari society. Volunteer Strategy Manager at the SC, Nasser Al-Mogaiseeb, believes that: "Generosity in giving, helping, and serving the community is an integral part of Qatari identity, traditions, and culture. Hence, you can clearly see the development in the institutions and organizations that concentrate on managing voluntary work and experience with a systematic approach and specific policies and standards."

But why are the institutionalization and development of voluntary work important? Voluntary work is a great capacity-building endeavor, as it offers the youth an opportunity to develop their skills and gain new ones. In addition, it introduces volunteers to new cultures and opportunities, and facilitates networking and experience exchange between them. Benefits gained from volunteering experience can benefit not only the individual's career path, but also the national workforce in general.

In addition, volunteering has tremendous effects on national economies, and many countries around the world attach great importance to the economic value of volunteering, as Al-Mogaiseeb explains: "It might be a relatively new concept in the Arab world, but for many developed countries it is highly important as it can save billions of dollars. This value can be calculated on the basis of the amount that it would cost to pay employees to do the work carried out by volunteers, while deducting the cost of recruiting and training those volunteers."



This is because people don't volunteer only for sports events. Volunteering can provide solutions to many issues facing societies. This was evident during the COVID-19 pandemic, as volunteers played a crucial role in supporting the national containment and vaccination strategy.

The economic benefits of volunteering do not stop here. Nearly five thousands of the World Cup volunteers will come from outside Qatar. Al-Mogaiseeb sees it as a golden opportunity for the tourism sector in Qatar, as he says: "After the tournament, these volunteers will act as ambassadors to Qatar. They will take home what they saw during their time here. We prepared a cultural exchange program that will help them learn more about Qatar's history and culture while visiting its different regions."

Qatar's volunteers have accumulated impressive experience through participating in major sports events hosted by the country, like the FIFA Club World Cup and the FIFA Arab Cup. But this year's tournament promises to deliver an unprecedented volunteering experience, as state-of-the-art technology is being employed to develop volunteer management systems that facilitate the correct employment of volunteers' skills, and communication and cooperation between them, all while guaranteeing operational excellence.

But training, managing, and coordinating 20 thousand volunteers from 155 countries is a process that will always carry multiple challenges with it, regardless of the technology used. Thus, the SC invested heavily in employing and developing volunteer management expertise on the national level, as well as establishing a joint committee that brings together prominent

Qatari institutions active in the volunteer management and organization. The joint committee is ultimately responsible for three main objectives; the first is preparing training programs and activities for volunteers in the period preceding the World Cup. The second is managing and coordinating volunteer work during the tournament. And last but not least, transforming the acquired volunteer experience and the management system adopted in the tournament into a lasting human capital development legacy that will benefit the State of Qatar and the whole world.

Al-Mogaiseeb, who is a well-known figure in the field of voluntary work management in Qatar, considers establishing the joint committee as one of the biggest achievements that will positively impact the future of this field in Qatar: "We have discussed and designed policies and guidelines that will help better-organize voluntary work in Qatar in the future, specially when it comes to managing the volunteer database in Qatar after the tournament. The World Cup offers an opportunity for the local organizations to gain invaluable experience that can benefit them when Qatar hosts other major events in the future."

A bright future lies ahead for volunteers and volunteering experiences in Qatar. And despite that, Al-Mogaiseeb's ambition does not stop here, as he strongly believes that local institutions still have a lot to gain from international cooperation: "There are plenty of international organizations that we can cooperate with and learn from. One important aspect that we can build on is further developing the institutional framework, along with its standards and policies; this will no doubt take volunteering in Qatar to the next level."



THE POWER OF FOOTBALL

AN AMAZING GENERATION

Sports in general carry great potential to make a positive impact on the lives of individuals and advance the development of societies. Football, the most popular sport in the world, is no exception.

Founded in 2010, at the time of Qatar's successful bid to host the FIFA World Cup Qatar 2022™, the Generation Amazing Foundation (GA) has since worked relentlessly on establishing a human and social development legacy through the employment of football. Over the past twelve years, the foundation has positively impacted the lives of more than one million people around the globe.

Programs and initiatives organized by Generation Amazing span across the region and far beyond. The foundation has a global footprint, with projects in more than 35 countries, including Oman, Jordan, Lebanon, India, Myanmar, Nepal, Pakistan, the Philippines, Rwanda, and Uganda. It collaborates with local, regional, and international organizations such as FIFA, CONCACAF, the International Federation of Red Cross and Crescent Societies (IFRC), Generations for Peace, and famous football clubs like A.S. of Italy and Leeds United of England, as well as local organizations like the Qatar Social Work Foundation.

Throughout its years, Generation Amazing's efforts were largely focused on children and the youth of disadvantaged, marginalized, and vulnerable communities, including the displaced and refugee camps, mainly through building more than 30 football fields that offered safe places for youth to play and learn through the "Football for Development" program, while serving the surrounding communities. Under the supervision of highly qualified and specialized coaches, the "Football for Development" program equips youth with important life skills like communication, teamwork, leadership, and financial awareness. The program's activities are aligned with the United Nations Sustainable Development Goals, as the participants also learn about issues such as gender inequality, bullying and climate change. The foundation is currently working on transforming some of these football fields to clubs and community centers that offer support to youth and the wider community through workshops and activities. One of these centers, the Generation Amazing Community Club, was inaugurated earlier this year in Lusail, Qatar.

The youth in these at-risk societies rarely get the chance to acquire these kinds of skills and knowledge, which allowed "Football for Development" to impact the lives of tens of thousands of young people and helped them improve their societies, and further develop their communities toward a brighter future. The foundation was always keen on providing safe spaces for everyone to exchange knowledge and experience, and to showcase their



community projects, regardless of age, race, gender, or religion.

Nasser Al-Khori, Executive Director of Generation Amazing, believes firmly in the program's effects, as he explains: "At Generation Amazing, we believe that when we equip the youth with the right tools, we are giving them a chance to unleash their potential and become change-makers in the future. We feel truly proud when we see the Generation Amazing youth using what they learned in the program to get inspired and become leaders in their communities."

And despite the emphasis on disenfranchised communities, Generation Amazing's programs were not only conducted abroad. They were also offered within the State of Qatar and have greatly benefited the local communities at all levels.

In schools, students had access to the "Football for Development" activities alongside Physical Education (PE) classes, thanks to the GA Schools Program which was delivered by Generation Amazing Foundation in collaboration with the Ministry of Education and Higher Education, the Qatar National Commission for Education, Culture and Science, in addition to Qatar Foundation and the international schools inside Qatar. The foundation also hosted many PE teachers in their Lusail-based Community Club, to train them on leveraging PE classes to teach the youth important life skills.

The program, which was also offered in schools across Oman and Jordan, helped thousands of students to make new connections and friendships, while building up their self-esteem, compassion, and teamwork skills. The effects Generation Amazing seeks on the well-being of Qatari society are, as Al-Khori puts them: "Generation Amazing aims to prepare the next generation of leaders in Qatar and to equip them with the necessary skills needed to develop themselves at a young age. We succeeded in laying solid foundations for the program to become

an essential part of the curricula of the participating schools. This pioneering program also provided us with the opportunity to help develop sports at schools, and to highlight the sustainable legacy that the World Cup will leave at the national and regional levels."

Qatari youth also benefited from programs like the Youth Ambassadors Program, which prepared dozens of young people from around the world to become GA ambassadors through a year-long capacity-building program that refined their skills and provided them with the expertise needed to harness the power of football to make positive changes in their communities.

Another example of Generation Amazing's extensive local efforts is their collaboration with Qatar Foundation on ability friendly football training programs. Workers in Qatar have also benefited from special Generation Amazing programs that helped them develop life skills through football activities and become worker advocates and coaches who can transfer their experience to other members of their communities in Qatar and abroad.

Generation Amazing has clearly made a great impact throughout its 12 years of activity. However, the question here remains: how will the foundation proceed after the World Cup ends? Al-Khori again seems adamant and optimistic about the persistence of Generation Amazing's potential and impact, as he says: "Initially, we started out as the Corporate Social Responsibility arm of the Supreme Committee for Delivery & Legacy. However, with a strong emphasis on creating a lasting legacy, Generation Amazing has evolved into something much bigger. The Foundation plans to continue impacting the youth and their communities locally, regionally, and globally. We will work on expanding our global footprint by continuing to offer our programs to the most vulnerable communities. We will seek to expand the scope of the GA Youth Festival and strengthen its relationships with organizers of major sporting events around the world. The community clubs we are building will also continue to grow and pave the way for sustainable communities."





QATAR'S STUDENTS & THE WORLD CUP DEEP IMPACT AND BRIGHT FUTURE

When Qatar won the bid to host the FIFA World Cup in 2010, it was a huge source of inspiration for every student across the country, and with 12 years to go, those who aspired to be part of this historic event had all the time they needed to plan, work toward, and achieve their goal.

The World Cup inspired students to explore traditionally less sought-after engineering and science disciplines, while fields like event management and sustainability became more popular than ever.

As we approach the start of the much-awaited tournament, many of these students have indeed achieved their goals. Graduates of local universities made impressive contributions to many of the World Cup-related projects, including building the stadiums and sports facilities, and the mega infrastructure projects. Certainly, they will also play crucial roles during the organization of the tournament itself, and more importantly in the post-event years when the focus will be on benefiting from the tournament's legacy to build a brighter future for the country.

To learn more about how hosting the World Cup has impacted students in Qatar, we spoke to Dr. Michael Trick, Dean of Carnegie Mellon University in Qatar (CMU-Q), a Qatar Foundation partner university.

Founded in Pittsburgh, Pennsylvania, more than 120 years

ago, Carnegie Mellon is a world-renowned institution with a stellar reputation for its innovative approach to education and research. In 2004, by partnering with Qatar Foundation, the university opened its branch in Qatar to offer programs that support the country's sustainable development. The university currently offers bachelor's programs in Computer Science, Information Systems, Biological Sciences, and Business Administration.

Over the past 15 years, more than 1,100 alumni have graduated from CMU-Q and supported the local economy, as Dr. Trick explains: "We are very proud of how our alumni are contributing to the knowledge economy in Qatar. Most of them have chosen to live and work in Qatar. They work at top organizations and creative startups in nearly every sector, including technology, finance, entrepreneurship, health care, research, and the arts. With respect to the World Cup, many members of our community, including our alumni, have contributed to preparing Qatar for this monumental event."

The emphasis on science and technology in CMU-Q programs is of particular importance in light of Qatar's efforts to build a diverse and sustainable economy, as the demand for jobs related to these fields is continuously increasing.

Carnegie Mellon has a strong focus on emerging technologies, including areas like artificial intelligence



and robotics. These technologies will be critical to future advances in nearly every aspect of human life. "At the heart of every new technology is a human question: how will this invention make life better, easier, more equitable, or more sustainable? At Carnegie Mellon, we require our students to explore fields outside their majors so they can develop context and perspective, in addition to technical and scientific expertise", adds Dr. Trick.

This academic year, CMU-Q has more than 450 students (The largest number of students in its history), among whom 35% are Qatari nationals, and more than half of them are female students. Dr. Trick believes that Qatar's bid to host the World Cup has drawn attention to educational opportunities in Qatar: "Each year, we receive an extraordinary amount of interest from international students who would like to study in Education City. Right now, we have students from 60 different nationalities. This wonderfully diverse community nurtures cultural awareness and understanding. It also creates a lot of energy and enthusiasm as we approach the World Cup."

Of course, this is not the only impact of hosting the World Cup. Qatar's organization of this global sporting event invigorated the passion for football in many students and encouraged them to devise solutions that contribute to the development of football in particular, and the sports industry in general.

One example is CMU-Q's Information Systems graduate, Mohammed Al-Qassabi, who placed third in "Stars of Science" for his invention of an automatic football offside detector. A year earlier, two teams of CMU-Q's female students achieved both first and second places in the Sports Tech Hackathon. The first-place team

had developed an Augmented Reality application that allowed users to visit and explore audience areas, collect augmented reality markers, and learn more about the stadiums. The runner-up team, also from CMU-Q, developed technological solutions to enable people with disabilities to enjoy a richer fan experience at football matches.

This passion for sports and football, in particular, is also evident in CMU-Q's "Mindcraft" workshop, a program that promotes Computer Science to school students. MindCraft participants learn the basics of computer science by programming a robot to score goals in a football-inspired scenario. More than 11,000 students have participated in the MindCraft workshops over the past six years.

This kind of passion shows great promise, with the sports industry's rapid growth all over the world, it supports local economies and provides more and more jobs. Sports Analytics is one of those promising sports-related fields that saw massive growth in recent years, as Dr. Trick elaborates: "Sports analytics are beginning to shape the entire way that we think of sports, from player performance and safety to the economics of professional leagues. With the World Cup right around the corner, students are eager to learn data analysis by looking at football data. We have several students who are inspired to pursue careers in sports analytics."

To find out more about the programs and initiatives offered by Carnegie Mellon University in Qatar, visit the university's official website: www.qatar.cmu.edu

WORLD CUP

THE ECONOMIC IMPACT



Hosting a major sports event can be an economic boost for the host nation, and the 2022 FIFA World Cup is no exception. According to the organizers, the World Cup is predicted to generate revenues of USD 17 billion, which is nearly double the cost of hosting the event. More than a million fans are expected to visit the country during the event which makes organizing an event of this scale a complex and highly demanding process, but at the same time an opportunity to boost the national economy. Qatar has also invested significantly in developing its infrastructure ahead of this event. National projects like the Doha Metro will play a fundamental role in successfully hosting the World Cup. Still, like many other infrastructure projects, it is an important long-term investment that will benefit generations to come. What the World Cup has done is accelerate the development of such projects.

"Every organization in Qatar has been learning how to deal with the complexity of one of the biggest events in the world. It is an experience that will make hosting any event

in the future a lot easier," said Dr. Pablo Martin de Holan, Dean of HEC Paris in Qatar.

"Sectors like tourism and hospitality can benefit the most from the event. For instance, they can learn to tailor innovative offerings and attract different types of tourists to Qatar. Leaders of these sectors should ask themselves questions like how to provide the visitors with a great experience, and how tourism in Qatar can grow after this mega event and play a bigger role in Qatar's economy," he added.

Hosting the World Cup is aligned with the goals of Qatar's national vision 2030, as Dr. Martin de Holan explains: "The World Cup will put Qatar under the spotlight, which allows it to show its strengths to the world and increase its potential to attract global talent, entrepreneurs, and foreign direct investment. This can help accelerate the country's sustainable development and support its efforts to shift from hydrocarbon-based economy to a diversified, knowledge-based economy."

HEC Paris, one of the world's top business schools, became the first European partner of Qatar Foundation's Education City in 2010, and soon afterwards launched the country's first International Executive MBA. Thousands of decision-makers in Qatar and the region have benefited from the university's management programs, which include an Executive MBA, a Specialized Master's in Strategic Business Unit Management, executive certificates, and custom programs for companies and organizations. The World Cup has been a major theme and a key topic in most discussions and many of their final projects. They were not only keen on changing the offerings of their organizations to seize the opportunities that would arise during the event, but also to adapt their organizations to the post-World Cup Qatar.

"At HEC Paris, we empower the decision-makers who will help Qatar achieve its national vision. We help them prepare their organizations for new realities, and the World Cup is one of those new realities. In the classroom, we studied how the event will impact their organizations,

what opportunities it will offer for growth, and how it will shape the country's future."

Over the past two decades, Qatar's economy has grown spectacularly. The country's gross domestic product (GDP) in the year 2000 was around USD 18 billion, and its population was just over 500,000. Ahead of this year's World Cup, its GDP has increased to over USD 200 billion while the population is over 2.5 million. Dr. Martin de Holan sees that every country in the world should learn from Qatar's journey as he says: "What Qatar has achieved over the past 20 years is remarkable. Developing a nation to these levels takes many decades and requires building national capabilities. Qatar has done so in record time, and the world should learn from this success story."

"It was not only about the resources, as many other countries also have resources. It is a combination of good leadership with a clear vision and patience, and making good choices. Choosing to host the World Cup is one of them," he concluded.

A LASTING LEGACY

Exclusive interview with

His Excellency Hassan Al Thawadi

Secretary General of the Supreme
Committee for Delivery and Legacy



Qatar's journey since its pursuit of the rights to organize the FIFA World Cup was full of obstacles, but through proper planning and the efforts of its youth, it overcame all challenges, and is now on the cusp of entering history as the first Arab nation to host the largest sports event in the world.

We had the privilege of meeting with His Excellency Hassan Al Thawadi, Secretary General of the Supreme Committee for Delivery and Legacy, where he spoke about the efforts made by the Supreme Committee to ensure building a sustainable legacy that will benefit the youth of Qatar and the region as a whole for decades to come. He also discussed the unique aspects that distinguish the upcoming tournament from all previous editions, along with the lessons to be learned from Qatar's inspiring journey.

With the FIFA World Cup Qatar 2022™ just weeks away, how would you describe the past 12 years since Qatar was awarded the hosting rights?

Even 12 years later, I still vividly remember the moment FIFA announced that our bid was successful, and naturally so, as I was the Chief Executive of the Qatar 2022 bid committee.

To put it simply, it was a journey rich with experiences to have, and even richer with challenges to overcome, and together, we overcame them and put our minds and efforts toward Qatar's prosperity and respect among world nations. An honor and a privilege, I am truly proud that I have been able to contribute through the Supreme Committee to the lasting economic, social, environmental, and human legacy the tournament will leave in Qatar and the Arab world.

What set Qatar's bid ahead of the competition?

Qatar's winning bid was distinguished by presenting the most formidable organization and execution plan in World Cup history. In addition to the proximity between the proposed stadiums, the bid also included exceptional perspectives on the technical, organizational, and human aspects of the planning process.

Qatar also relied on emphasizing the humanitarian aspect of its bid to host the World Cup. Despite the Middle East being usually known as a conflict zone, our efforts to reveal its brighter side and the creative potential of its people, did not go unnoticed.

This edition of the tournament faced unprecedented pressures over the past few years. How did the Supreme Committee deal with these pressures and maintain focus on delivering its goals?

We faced challenges from day one. At first, we had to convince FIFA that we are capable of organizing a tournament of this size, and then, we had to start preparing to host the largest sporting event in the world, and the first of its kind in the Arab region.

Qatar is the first Arab and Middle Eastern country to win the honor of hosting the World Cup. This meant that as of the day we submitted our bid, we were keen on presenting a unique version that matches the unique nature of our aspirations at the local, regional, and global levels. The pressure was mounting, but we turned challenges into opportunities for the State of Qatar and the entire region.

The most prominent challenge was fulfilling all the organizational requirements and preparing all the facilities to meet the tournament's standards, which was done a full year before the tournament's launch, achieving

an unprecedented feat in World Cup history. This would not have been possible if not for Qatar's commitment to fulfill all obligations, and often exceeding them, to implement all related standards, requirements, and promises, as winning the bid was not a goal in itself, but our country's success in fulfilling all promises is what we considered the main objective.

Did achieving this objective require cooperation with other key actors?

It is never the responsibility of one institution. Hosting the World Cup required the focused and concerted efforts of all institutions and partners, whether directly involved in the organization process or not; from infrastructure, to transportation, hospitality, tourism, aviation, and many other sectors on all levels within Qatar.

We even formed a joint task force with FIFA in an unprecedented partnership under the name: FIFA World Cup Qatar 2022™, to facilitate the operating mechanism and the process of hosting the tournament.

Has the tournament changed any misconceptions about Qatar and the Arab world before its launch?

The event is the largest to be hosted in the region. The influx of millions of fans from all over the world will convey the true image of Arabs and Muslims through their passion for football, thus correcting the prevailing stereotypes and showing our region's hospitality, generosity, and cultural diversity.

We have already witnessed such effects as a result of the multiple international sports events hosted in Qatar, such as the FIFA Club World Cup, FIFA Arab Cup, the Formula One Grand Prix, the global tennis tournaments, and many others.



What is the legacy you expect the World Cup to leave for Qatar and its youth?

We are setting up this tournament to be a turning point in the World Cup's history, and for that, we wanted it to have a sustainable legacy in Qatar, the region, and the world. We have also worked on making it a tool for solving real-world problems, which prompted us to apply the best innovative solutions and highest standards of sustainability in all stages of stadium construction and all other projects related to the tournament. This clearly shows in projects such as the stadium cooling technology that was developed in cooperation with Qatar University, the development of natural grass for stadiums and the training grounds were in cooperation with Aspire Zone. These facilities will be available to use all over the year. There was also an emphasis on investing in national cadres, who proved essential to our efforts and the sustainable development journey our country has undertaken.

Will the tournament's impact cross Qatar's borders?

We are confident it will. There were many initiatives to extend the tournament's legacy beyond Qatar's borders to the Arab region and the whole world, such as the Challenge 22 initiative that promoted innovation and entrepreneurship, and Generation Amazing which employed a "football for development" approach to inspire the youth. It is also worth noting that the eight stadiums built to host the tournament will serve local communities as well as developing countries around the world in many ways; for example, we will donate more than 170 thousand seats to other countries to help boost passion for football and further develop sports in their societies.

Also, we are cooperating with Qatar National Library to

preserve and publish all the information, knowledge, and expertise we have garnered over these years, free of charge, so that anyone could benefit from this tremendous achievement.

Will hosting the World Cup improve Qatar's ability to host other major sports events in the future?

We have built multiple state-of-the-art sports stadiums and supporting infrastructure. We have also gained extensive experience in organizing these major events. These factors qualify Qatar to become the beating heart of sports in the region and the world.

Accordingly, Qatar will be ready to host the 2030 Asian Games utilizing the same infrastructure and facilities we now have, in addition to hosting the 2023 Asian Cup. Qatar has also shown interest and readiness to host the 2032 Olympic Games.

We were keen on making the World Cup a platform for many legacy programs that aim to achieve the Qatar National Vision 2030, and build a diversified knowledge-based economy. The tournament will showcase innovation and originality, and will offer a rich experience that will help generations to come in organizing any, major sporting event, not only in the Middle East but on the global stage as well.

Can reforms to Qatari labor laws enhance Qatar's standing as a regional business hub?

Qatar has taken several steps toward reforming its labor laws, aiming to further strengthen the local economy and labor market and ensure the protection of worker rights. The government has continuously cooperated with employers on developing new legislation, implementing it, and raising awareness about it.



The government has also implemented a national development strategy to overcome obstacles facing private sector investments, by further developing the business environment and easing government procedures and red tape.

And have these steps had any positive influence on the local economy?

Certainly. The government's success in this aspect has greatly improved the country's ranking in the World Bank's "Ease of Doing Business" Index, which has benefited local and international investors. Qatar also witnessed a boom in business incubators and accelerators, created by ministries and agencies. All this shows the country's commitment to empowering entrepreneurship and technological innovation worldwide.

A study conducted by Al Jazeera Centre for Studies supports this stance: "The State of Qatar has recorded remarkable development in its economic performance, which has made it the most attractive destination for foreign direct investment among the Gulf Cooperation Council countries. Qatar was also ranked in the 2019 Global Competitiveness Report as one of the most competitive countries in the Arab world, ranking second in the Arab world and 29th globally".

Hosting the World Cup is one of the auxiliary aspects of economic diversification, hence Qatar's focus on investments in the sports industry. Another aspect of the tournament's influence on economic development is the great advancement seen in the tourism sector, including the modernization of hospitality infrastructure and attracting foreign investment to this rapidly growing sector.

How do you perceive the impact of hosting the World Cup on the local labor market?

Qatar has always realized the World Cup's potential in accelerating social and economic development. It was one of the main reasons for bidding to host the tournament. Winning the bid has accelerated investing in modern infrastructure that will benefit generations to come. It also led to the growth of the local economy, as it offered more opportunities for the local companies and contractors who helped in building the sports infrastructure of the country, for instance, all stadium seats were manufactured locally by Coastal Qatar company.

What role did local Qatari talent play in preparing to host the World Cup?

Enormous investments and efforts went into developing education in Qatar and providing administrative training programs, specialized qualifications, and diplomas. That, in addition to the country's actual experiences in the modernization industry and crisis management, has prepared Qatari nationals to undertake leading roles and responsibilities in their professional fields, becoming an integral part of the tournament's organizing efforts. Their various contributions are evident throughout all aspects of the preparation process; local talents found the tournament as a platform to shine, where their sports, administration, and technical expertise manifested in how the stadiums were built, the projects were managed, the facilities run, and the events impressively organized leading to the World Cup. Also, the art produced for the World Cup, like the official anthem, logo, and mascot clearly shows the distinct participation of Qatari talent that enriched the tournament.





Sustainability Management

If you follow the news or have had any presence on social media platforms during the last few years, you must have at least heard of the term "Sustainability". Even so, do you know the meaning behind the term or the scope of its effects on the future of our human race?

We wouldn't blame you if you didn't. Sustainability is widely misrepresented as only relating to protecting the environment, which is true, but also an oversimplification of the term. Major economic and social aspects interact with the environmental one to create what we now call sustainability, as evidenced by its adopted definition: "Fulfilling the needs of current generations without compromising the needs of future generations, while ensuring a balance between economic growth, environmental care, and social well-being."

Unfortunately, even though previous models of human development had clear negative impacts on the environment, the UN-led efforts to establish international cooperation on fighting environmental pollution and resource depletion did not come to fruition until the beginning of this millennium; when agendas were set to seriously think about these issues and tackle them seriously. In 2015, the UN General Assembly adopted the 2030 Agenda for Sustainable Development that includes 17 Sustainable Development Goals (SDGs). They encompassed three main principles: economic, environmental, and social. The time frame for achieving these goals extends to 2030, which does not sound so far now, but are we making progress on this front?

You should appreciate the criticality of these efforts if you knew that just 70 years ago, in the 1950s, only 3 billion people walked the earth, while now we're quickly closing in on 8 billion people! This rapid increase in population puts a great strain on the availability of natural resources like water, energy, and food, as well as proves catastrophic by exacerbating pollution and climate change, along with all their accompanying phenomena: desertification, floods, forest fires, etc.

Sustainability is our only hope in salvaging our home planet and protecting its habitability and future. Thus, growing voices continue to call for governments to consolidate SDGs within their national

development policies and strategies, which in turn requires legislative and executive efforts to enforce. The private sector had to join. As new generations became more conscious of the impact their consumption has on our planet, sustainability models have become a trend in corporates' social responsibility efforts and, more importantly, in their marketing schemes!

On a more local note, Qatar has always been a strong proponent of sustainable development, both locally and globally, as evidenced by Qatar National Vision 2030 and the efforts to align national development strategies with the UN-adopted sustainable development goals.

Hosting the FIFA World Cup Qatar 2022™ clearly demonstrated Qatar's commitment to sustainable development, while it introduced the Qatari society to the concept. The Supreme Committee for Delivery and Legacy adopted the most comprehensive strategy in World Cup history, as standards of unparalleled scope were implemented in human, economic, and social development. It will be a legacy bound to influence future event organizers in their efforts toward sustainability.

So, what does a career in the field of sustainability look like? It is one of the widest fields of work, as it includes engineering, environmental science, sociology, administration, economics, and much more. Similarly, many sectors now employ sustainability professionals in what has become known as "Green Jobs."

Of these varying career options, we chose to talk with a Sustainability Manager, a role with dynamic responsibilities that may even differ from one organization to the other but generally holds the same objective: to design and implement sustainable development strategies for the organization, and execute initiatives and programs accordingly, while monitoring and evaluating the progress in implementation, effect, and economic feasibility of the strategy, all done in a localized context, and within local needs.

To find out if a career in sustainability fits your aspirations, read more about SDGs and the three sustainability principles. You can also search LinkedIn for the keyword "Sustainability", or "Green Jobs", and scan the different listings available and their roles and responsibilities.



Eng. Bodour Al-Meer

Sustainability Executive Director

Supreme Committee for Delivery and Legacy

I graduated from Qatar University's Department of Mechanical and Industrial Engineering. I then worked for more than seven years with Occidental Petroleum in the Health and Safety department, which is heavily involved with protecting not only the well-being of employees but also the environment. Through this role, I became interested in preserving the environment and sustainable development. I also accumulated a lot of experience in strict environmental requirements, interactions with government regulators, and an ultimate focus on protecting the environment while ensuring operational and business success.

My family encouraged and supported me to become an engineer, despite my inclination toward developing my creative and artistic sides. But given how my career has progressed, the logical processing and the strong technical focus have been what I mostly carried across.

Being a woman in a technical field is a big challenge. I had to work much harder than my male peers to show that I was technically capable, as well as responsible in my commitments to budget, scope, and project management. In many senior-level meetings with decision-makers or stakeholders, I have been the only woman or one of the few, which wasn't always the most comfortable situation. Much has changed, and we still have a long way to go to be seen as equal contributors in the workplace.

As for my current job, the Supreme Committee's Sustainability Program shoulders a great deal of responsibility because the FIFA World Cup represents the nexus of sustainability, sports, and event organization. My role is to ensure that we implement our FIFA World Cup Sustainability Strategy. We have committed to organizing a carbon-neutral tournament; to having sustainably designed, built, and operated stadiums; to managing air, water, and waste sustainably, all while protecting our country's natural, cultural, human, and social environments. Of course, this comes in stages, and we are currently at a later stage where we focus on ensuring that the tournament will run sustainably.

Through our stringent sustainability requirements in construction, we now have a national construction market that has learned to operate and provide sustainable materials, new sustainable construction management processes, and design considerations. In addition, our sustainable procurement requirements for all services that will be provided for the tournament, shaped the service market, and made it adapt and respond to these requirements. Moreover, through operating a sustainable tournament, we now have the capacity in the country to continue delivering a sustainable level of service in all future events. This knowledge and experience may become our biggest legacy.

What I love most about my job is that we can make a difference and bring about change! We get to have a legacy impact! It's also a continually progressing field, so we are always learning and improving. And we've only just begun; through Qatar National Vision 2030 and all the sustainability commitments and changes we've seen in almost every sector of the country; we have a lot of work ahead of us. For this to work, we need engineers, entrepreneurs, social and human development program experts, project managers, procurement and financial experts, communication experts, and our youth to genuinely care about protecting our country and planet for all future generations.

To help me commit to this ambition, I had the inspiration of my role model who, without a doubt, is Her Highness Sheikha Moza bint Nasser. Her active engagement and focus on development, education, science, and the Qatari community, as well as communities in need worldwide, are inspiring. She's a true change-maker!

Finally, I encourage those aspiring to work in sustainability to learn as much as possible about new solutions and approaches to solving potential issues that can have various impacts. You must be committed and patient; if you care about the world around you, this could be an excellent career choice.

Hamad Bin Khalifa University (HBKU)'s Master of Science in Sustainable Environment offers one of the best academic opportunities in the field of sustainability in Qatar.



Event Management

In a few weeks, hundreds of thousands of fans will flood the Qatari capital, Doha, to attend dozens of football matches held in multiple stadiums throughout the FIFA World Cup Qatar 2022™. Hosting an event of this size is a difficult undertaking; it requires the combined and coordinated efforts of thousands of employees and volunteers, allocated into teams with different tasks and responsibilities, operating with true beehive-like synergy, with the sole objective of providing the perfect audience experience for World Cup fans.

But who organizes all these efforts? And who guarantees the correct allocation of manpower and resources or the synergy between working teams? As a relatively new field, event management is the unknown soldier behind what has now become a global trend in organizing events, from the simplest to the grandest and most spectacular.

Event managers have constantly varying roles and responsibilities according to the type of event they organize; major sporting events are completely different from political conferences, for example, and art exhibitions have different requirements compared to musical concerts. What they all have in common is that they are projects with a specific timeframe and end date, a set budget, a location, an audience, and stakeholders (suppliers, sponsors, media, etc.). Dealing with these aspects is the event management team's responsibility.

This makes event management a challenging and exciting role, with an abundance of last-minute changes and unexpected issues that an event manager must resolve. It is a high-intensity work environment, suitable for those who are quick on their feet, problem solvers, detail-oriented, and have leadership, teamwork, and communication skills.

An important example of the challenges faced in event management is the COVID-19 pandemic. The aftermath of the pandemic was catastrophic for almost all economic sectors, and event management was no exception. Although quarantines and restrictions were put in place, they did not hinder event management as events moved to online platforms. The digitalization of events is a remarkable example of the flexibility, adaptability, and creative thinking required in event management to deal with unexpected challenges and minimize losses.

Event management holds a promising future, especially in Qatar, where professionals in the field are in constant demand. In addition, events in Qatar are not limited to sports, as the country is rapidly becoming an international hub for commerce, culture, and arts. After hosting the FIFA World Cup Qatar 2022™, Qatar has more of an impetus to host other major events in the future, whether cultural, economic, political, or other sporting events.

As mentioned before, this trend is not particular to Qatar. Countries are rushing to host as many and as large events as they can because of the great social and economic benefits these events accumulate. Event tourism is a booming sector, further developing other related industries like hospitality, accommodation, transport, and national infrastructure. It also brings in investments, provides job opportunities, and enhances the efficiency and expertise of the existing workforce. All in all, these events have had an immensely positive impact on host nations.

Volunteering at events is a great way to determine if this field of work suits your ambitions and skills.



Khalid Al-Hamar

Director of Events

Supreme Committee for Delivery and Legacy

Although I studied business administration at the University of Sussex and graduated in 2011, my passion for football started earlier than that. In my teenage years, I used to play football professionally for multiple local football clubs like Al Sadd, Al Shamal, and Umm Salal Sports Club. When Qatar won the bid to host the FIFA World Cup Qatar 2022™, I was inspired, and I dreamed of representing my country's national team in the tournament. Unfortunately, an injury to my leg prevented me from following through on this ambition. Still, I was adamant about participating in some other way to give something back to my country, which is why I shifted back to the sports industry.

My career started in Qatar Foundation's human resources department, after which I moved on to work for the Qatar Stars League, where I handled players' affairs. Both these experiences helped me boost my expertise in all aspects of major sports events organization, as I had participated in organizing many sporting events, from local league and Qatar Cup games to working as the Executive Director of Corporate Sports at the Local Organizing Committee for the Under 23 AFC 2016. Lastly, I was the Head of Ticketing at the Khalifa International Stadium's opening match in 2017.

Also in 2017, I moved to Aspire Academy as the Director of Human Resources, where I had the opportunity to work on multiple big projects like the Champion Sports and Life vision, which entailed attracting and retaining professional players at the academy.

All the events I had participated in gave me the experience I needed to excel in event management in general and in a wide variety of different aspects within event management, which in turn empowered me to join the Supreme Committee for Delivery and Legacy as Deputy Events Director, and then as Events Director. Of course, the tremendous guidance and support I received from colleagues and supervisors, as well as my late parents

may they rest in peace, and my extended family and friends all played a great role in all that I have achieved.

My main responsibilities in this role are to take care of all minor and major events related to the World Cup, such as the FIFA Fan Festival™ in Al Bidda, with a capacity of 80,000 attendees; the fan zones in the Industrial Area and Al Khor, which include entertainment and activations for the fans and the community; as well as the Cornish activations that will take place during the World Cup. Also, my team and I work on all corporate and promotional events and campaigns to promote Qatar abroad. It is a huge pressure on me and the team, as it's the single biggest event in the world. We focus on our role to deliver the best FIFA Fan Festival™, Cornish activations, and fan experiences during the World Cup. We will deliver the best version ever of the World Cup, as it's the first in the Middle East. We are setting the standard.

To build a successful career in event management, you need to simply love doing it. You will only be able to keep going if you do. It's one of the most demanding jobs as it involves too many details and uncertainty factors, and it can sometimes be a 24-hour job. That is why you need to enjoy what you are doing. I also advise young students to get involved in different types of events, such as sports, musical performances, and different exhibitions, to get a wider perception and understanding of all the needs and requirements of different kinds of events. They can do this by volunteering. And although some people think that after the World Cup, the demand for event management professionals in Qatar might decline, so choosing a career in this field might not be a wise decision, I wholeheartedly disagree with this idea. It is important to understand that event management is not only about sports events, and Qatar continually hosts major events, exhibitions, and international conferences. Therefore, all organizations now have event management professionals or contracted companies, as events won't ever stop!

The Master of Science Program in Sport and Entertainment Management, offered by Hamad Bin Khalifa University (HBKU), can be a good choice if you want to pursue a career in event management. In addition, Josoor Institute offers a Diploma Program in Major Events Management.



Corporate Communication

Corporate success has many requirements: a clear corporate vision, an experienced management team, qualified employees, adequate funding, and a well-devised operating plan. Each of these factors is a fundamental part of a corporation. Yet, without a clear communication strategy, all these factors may not even become apparent, and success cannot be guaranteed.

Simply put, corporate communication can be defined as the practices through which a corporation communicates with its stakeholders.

Communication can have different forms and types. It can be internal, as each corporation needs a procedural protocol to govern the exchange of information within its working force and between its different departments. The absence of such a system can hinder cooperation, disconnect the corporation's values and goals from its personnel, and even affect the quality of the work environment.

On the other hand, external communication is directed outwardly toward external stakeholders. This might include clients, media, and general audience.

The different tasks and responsibilities of external communication departments mean that the structure of their work could vary from one corporation to the next. Certain fields may require media relations to interact with the media on behalf of the corporation, ensuring a credible and positive depiction of the corporation's vision and objectives. Other fields require a marketing component to their communications to retain current clients or attract new ones and increase the appeal of their products or services. As the name implies, public relations concentrate on building and maintaining the corporation's relationship with its public audience. In general, the objective of all these sub-departments remains to build the corporate brand, improve its reputation and stance in the market, and provide a positive overall image to the stakeholders and general public.

The key to effective corporate communications is formulating a message that correctly conveys the corporate's vision. Communication messages vary according to purpose, target audience, and in terms of medium (be it a press release or conference, social media posts, presentations, or even an SMS or a phone call).

Communication specialists are expected to undertake multiple tasks, including liaising with media and governmental agencies and creating content in press releases, speeches, presentations, and emails. They also have administrative and managerial responsibilities such as designing and implementing communication strategies and protocols, crisis communications, and team management activities like allocating duties, training, and supervision.

As all corporations, institutions, organizations, and companies are increasingly aware of the importance of effective communication, the future of this industry is very promising. Also, academic preparation for corporate communications qualifies you for public relations, marketing, journalism, and media roles. If you are interested in this line of work, it is important to do research and talk to industry professionals about what it entails to make sure it aligns with your skills and ambitions. This is important because having a passion for an industry with such a high overhead for learning and development will give you great opportunities to excel at your work.

However, as in all highly rewarding careers, a career in corporate communication comes with challenges. It is a field that fits people who possess creative skills, especially writing and storytelling skills, because they are the basis of creating an effective message. Communication, presentation, and time management skills are also essential because you often work and cooperate with colleagues under pressure to meet important deadlines.



Mohammed Rashid Al-Khanji

Local and Regional Media Manager

Supreme Committee for Delivery and Legacy

Working in the media was a childhood dream of mine, in particular, sports-related media and journalism. However, when I got to pick my major in university, I opted for a degree in business administration, as it was in high demand in the labor market at the time. Despite that, I never forgot my dream, and as it happened, I co-founded Al-Annabi sports online forum with a group of friends, and it became one of the most prominent sports sites in Qatar. It was partially because forums were very popular at the time, as they were like today's social media platforms. But the forum's success mainly came as a result of our efforts, as oftentimes we'd beat even the newspapers to exclusive news.

After graduating from the College of Business and Economics at Qatar University, I worked as a broker at Qatar Stock Exchange. But at the time, I kept searching for an opportunity to redirect my career path toward media, communication, or marketing. Two years later, I joined the communications department of Amlak Finance, where I started accumulating experience in this field. My experience at Amlak Finance allowed me to join Barwa Group, where I continued to develop my expertise in communication, marketing, media, and public relations. I then worked in the same field for Qatar Stars League for 11 years, after which I moved to Dreama Orphan Care Center as the Director of Social Services. Later, I was delegated to the Supreme Committee to support their communications department and teams.

The communications team at the SC is making great efforts to establish and show the true image of the FIFA World Cup Qatar 2022™. Highlighting the numerous achievements of the SC, introducing football fans around the world to details and information about the tournaments, and promoting Qatar's efforts since it won the bid to host the tournament, are all responsibilities undertaken by the team. Within the team, my work is centered on media relations, as the media, in both its traditional and alternative forms (social media), is an

integral part of our efforts to reach the largest segment of the public we can and get information across to all audiences. We've built a great and fruitful relationship with many local and Arab media outlets, which has helped us deliver our message to millions of football fans worldwide. We also attended many conferences and events inside and outside the State of Qatar, where we had the opportunity to meet influential media figures and prominent organizations representing numerous media outlets, and we worked hard to provide them with the best representation of what is being achieved in Qatar in order to host this historic event. This is precisely why I like working in this field: we constantly meet with new and talented individuals, and it is very enriching and interesting to hear their ideas and benefit from their experience!

I learned through my experiences that every step you make will pay off sooner or later, but it is also important to always be open for further learning and development. It is a continuous process, as there is always something to figure out and something to learn. Do not be afraid of change. As long as you have done your research, have the passion, and believe change is the right way to go, do not hesitate. I advise students to seriously consider pursuing a career in communication, as interest in the field is rapidly growing, and it is as important as every department in any organization. Communication is instrumental to the success of any project, and without it, no one will know what is being accomplished. If you choose to work in this field, you must know that you bear a great responsibility that requires commitment and hard work.

I take great pride in being part of the team responsible for organizing the World Cup. When you see our team at work, you will find unparalleled passion, as they all love their jobs. Many of us work non-stop, seven days a week, to fulfill our promise to organize the best-ever World Cup!

Qatar University's BA in Mass Communications is an excellent start if you are interested in pursuing a career in corporate communication.

FRUITFUL PARTNERSHIP

HOW QATAR FOUNDATION CONTRIBUTED TO BUILDING THE WORLD CUP LEGACY

Interview with

Alexandra Chalat

Director of World Cup Legacy for Qatar Foundation



During the FIFA World Cup Qatar 2022™, Qatar Foundation's Education City will be a unique arena where the world will gather to attend matches at its stadium and enjoy an array of exciting accompanying events.

This will be the culmination of efforts made throughout the years-long partnership with the Supreme Committee for Delivery and Legacy to ensure the successful organization of the tournament and an unprecedented fan experience. However, Qatar Foundation's vision does not end here, as since the early stages of preparing Qatar's bid to host the historic event, Qatar Foundation has had a prominent role

in highlighting the positive impact hosting the tournament will have on Qatari society.

Join us in the following pages to learn more about this vision, as we interviewed Alexandra Chalat, Director of World Cup Legacy for Qatar Foundation, and she generously shared with us QF's journey and efforts to build a World Cup legacy that benefits not only QF's students and community, but rather the whole world. In addition, she discussed QF's cooperation with the Supreme Committee, and told us about the latest preparations made in the Education City to host the tournament.



What were the main targets of Qatar Foundation's World Cup legacy efforts?

Qatar Foundation's World Cup legacy approach is twofold. First, to support the Supreme Committee for Delivery and Legacy in achieving their goals of creating a legacy that makes a long-lasting impact on the country and aligns with Qatar Foundation's values. Second, to maximize the opportunity of the World Cup and use it to achieve Qatar Foundation's goals in areas like education, social progress, health, and well-being.

How will Qatar Foundation's activations during the World Cup be different from other activations around the country?

We will run many activations around the Education City during the World Cup, and as we did during previous FIFA events like the FIFA Club World Cup and the FIFA Arab Cup, we will not only provide fans with an amazing experience, but we will also make sure to engage them in ways that Qatar Foundation wants to be remembered. When we plan any activation, event, or program, our top priority is to create a long-lasting legacy not only for our community, but for Qatar and the wider world.

How did Qatar Foundation ensure making the most out of the event internally?

QF created a World Cup team of experts in areas like sustainability, legacy, activations, and communication. We have worked together to organize events, and activations in Education City over the past two years. Our main targets were to ensure that all members of our community from all entities in our ecosystem were engaged with the World Cup. We work on engaging all entities inside the Qatar Foundation ecosystem to be engaged with the World Cup. We encouraged them to become volunteers, take part in our activations, and educated them about culture, health, and well-being.

How did the World Cup impact QF's students?

Our students have a lot of good opportunities in the lead-up to and during the World Cup, to be engaged and to learn and gain experience.

We are hosting events that use the power of football to engage and educate young people such as the Generation Amazing Youth Festival and Street Child World Cup. Our students were engaged as volunteers and players; they learned from other participants, benefited from cultural exchange programs, and worked on projects together. Another important area is art. We worked with Virginia Commonwealth University School of the Arts in Qatar (VCUarts Qatar) and Hamad Bin Khalifa University (HBKU) on developing bespoke pieces that have been displayed in previous FIFA events at the Education City, and will be displayed during the World Cup. Thousands of fans who will come here will see the work of our students and learn about their achievements and our universities. Also, students from VCUarts Qatar worked on a project to design sportswear for women. It was an incredible opportunity to showcase their talent and gain invaluable experience.

How did Qatar Foundation contribute to the volunteering program at the World Cup?

Our students and other members of our community will play an important role in the World Cup Volunteer Program. We built our own student volunteers program which we piloted during the FIFA Club World Cup and FIFA Arab Cup. The biggest edition of this program will be during the World Cup with over 500 students being trained on issues like sustainability, health, and well-being, inclusion, and the Arabic language. They will be in all the fan areas around the Education City Stadium educating visitors about these topics. We also trained Accessibility Volunteers who will help fans with disabilities during the event and help Qatar deliver the most accessible

FIFA World Cup to date. Another important volunteering program is the Cultural Volunteers through which our students learned about Qatar's culture, heritage, and history. They will give visitors tours around cultural and heritage sites in the Education City, and educate them about the Arabic language and the country's rich history. These programs are set to continue after the World Cup. We are also contributing to a National Volunteer Strategy, building a volunteerism culture in Qatar, and supporting the SC in creating a unified platform for all entities involved in volunteering around the country.

What will happen to the Education City Stadium after the World Cup?

After the tournament, the Education City Stadium will turn into a hub for education, inclusion, sports, health and well-being with a focus on women and girls. It will be open for our students to take part in community programs, training programs, and activations.

Did Qatar Foundation benefit from the event in promoting certain careers?

We used the excitement around the World Cup to improve and create more opportunities in STEM education. We are collaborating with ConocoPhillips on a program that focuses on invention education. During the World Cup, students and kids can come to Oxygen Park and take workshops on invention, STEM, and exploration, which are all connected to football.

Women's football has also been at the heart of many Qatar Foundation programs; can you tell us more about that?

We were keen on using the excitement around the World Cup and football to empower and improve opportunities

for women and girls to play football in Qatar. We achieved this through programs within the Education City, but we are also working on a national women's and girls' sports strategy with other entities across the country. This will not only help young girls get into this sport, but will help change preconceived notions about women and girls in Qatar and the Arab region.

Will any of the projects make a global impact?

Most of our projects will one way or another make an impact globally. One of the projects that mainly target the global audience is the Goals Exhibition which engaged storytellers from around Qatar to tell their stories about how the World Cup impacted their lives. They are people from all nationalities and backgrounds. Their stories will be showcased in an exhibition during the World Cup for fans, before going on a global tour that includes the FIFA Women's World Cup in Australia and New Zealand next year.

We also contributed to the FIFA Foundation app, by helping them create its content which will teach young people around the world life skills and educate them about important topics like sustainability and inclusion through football.

What is your advice to students during the World Cup?

Make sure to live the World Cup experience. I had the privilege of being part of many World Cups in the past, and I can assure you that it is an incredible experience. The country comes together like never before. Attend matches, events, and activations. We will have a lot of events in Education City. Be part of it and live the spirit of the tournament. You will have the most amazing time of your life.

Qatar Foundation offers a range of exciting programs and activations that will take place in Education City before and during the FIFA World Cup Qatar 2022™. Here is some information on what you can attend during November and December.



Is it a Beautiful Game?

3 August – 12 November

The Media Majlis, Northwestern University

The exhibition investigates the multiple roles played by the media when mediating football to the world. It is accompanied by a full-color publication, available in Arabic and English, a series of discussion programs, as well as a film screening.



Reesha: The Children's Art Exhibition

3 October – 31 December

Qatar National Library

Qatar National Library, in collaboration with Hamad Bin Khalifa University and as part of Qatar-MENASA 2022, is organizing the Reesha art exhibition of children's works under the slogan, "We welcome the world to Qatar 2022". The exhibition aims to showcase Qatar's efforts in preparing for the World Cup through the stadiums it built to host this global event. In addition, it strives to help children connect and keep pace with contemporary events using the arts and by consolidating the means of creative and cultural development.



GOALS 2022 Exhibition

16 November – 10 December

VCUarts Gallery

This exhibition tells the story of the FIFA World Cup's impact by the people who experienced it themselves. GOALS storytellers share insights into their World Cup journey through a range of mediums, including digital and analog photography, videography, public presentations, and the written word.



GOAL 22 and Generation Amazing Festival 2022

16 – 21 November

Education City

GOAL 22 is the first-ever international school exchange program alongside the FIFA World Cup Qatar 2022™. The year-long school program is designed to ensure a lasting legacy of FIFA World Cup Qatar 2022™ that embodies social responsibility. School groups from all competing nations will convene to network, exchange experiences, and play football. In addition, participants will gain insight into the practical applications of Sport for Development education through workshops and other activities.



Education City Fan Experience

22 November – 9 December

Education City

As visitors head to matches in the Education City, they will be greeted by Qatar Foundation's vibrant community, introducing them to Arab culture, guiding them through fun activities, and sharing key insights about Education City and QF's broader mission.

The Education City Fan Experience will take place on the following match days: 22, 24, 26, 28, and 30 November – 2, 6, and 9 December.



D'reesha Performing Arts Festival 2022

11-17 December

Oxygen Park

This week-long festival will present talented performers in the fields of music, poetry, and research, to highlight Arab culture, language, and heritage. Visitors on non-match days will be able to enjoy the festival on many different stages erected around the Education City.





YOUR COMPLETE GUIDE TO BETTER DECISIONS



Are you aware that you are making dozens of decisions every day? Whether you are getting out of bed in the morning, setting out to school, or planning a meal; in each of these instances, you are required to weigh and assess at least two options, but the habitual nature of decision-making makes it go unnoticed.

The issue becomes clearer when you factor in the array of daily choices in your personal and professional lives. Of course, some decisions require more thought and deliberation than others, like choosing your academic path, accepting a particular job, moving out, or choosing a life partner. Thus, the gravity of a decision corresponds to the severity of your hesitation toward it. In turn, hesitation is not something to avoid altogether; it can translate into a more deliberate and robust decision-making process.

That is not to say that smaller choices do not impact your life as much. Deciding what to eat, as simple as it may seem, as well as adopting an active versus sedentary lifestyle may have great implications for your future health and well-being. Similarly, studying hard today may alleviate stress in the days leading up to your exams.

Regardless of your decisions, persistent reluctance will drain your time and mental capacities and hinder your personal and career development. Resolute decision-makers often boast more confidence and are thus better suited for agenda setting, building positive relations, and leadership responsibilities in general. On the other hand, the chronically hesitant display less confidence and miss out on improvement opportunities, undoubtedly hampering their performance.

If you struggle with decision-making, you can always start with simple steps like limiting your options on what to wear and where to eat out. Mark Zuckerberg, CEO of META, has famously been wearing the same t-shirt to work every day to avoid wasting any effort deciding on unimportant matters. Likewise, choices that risk your health or pose a hazard to your community should also be easier to exclude, saving you time and energy.

Knowing the importance of being decisive, especially in matters that may affect your future on a personal and career level, you should also know that the ability to make decisions meticulously and with confidence is a personal skill like any other: it can be acquired and further built upon.

In short, the key to eliminating hesitation is to be in a positive state of mind, to be able to objectively evaluate all available options, make your decisions rationally and independently, basing them on knowledge and understanding, and, lastly, to be confident that you will always adapt to find solutions to your goals no matter the consequences of your choices. This may seem complicated or hard to attain, but it is not. Here is a quick guide to better decisions to help you understand and improve your decision-making process.

What To Do Before Making Life-Altering Decisions:

1 Pay attention to your emotions:

Before making life-altering decisions or even evaluating options and possible outcomes, you need to be mindful of your emotional state's impact on the decision-making process. Do not be impulsive; an angry decision is most likely the worst one. Take your time, and practice patience. When in a negative state of mind, try the following technique: proceed with your normal decision-making process, but instead of enacting your decision, write it down on paper. You would be surprised at how drastically a calm day's notice can change your perspective. On the other hand, beware that those positive emotions, too, can have the same adverse effect on your decision-making capacities. Excitement often has the potential to drive ambitious decisions, but momentum soon withers, leaving you committed yet lacking in energy and passion.

2 Manage your stress:

We all know that overthinking is one of the main reasons for hesitation. In his book "Stop Overthinking", the acclaimed author Nick Trenton sees stress as the underlying cause of overthinking, hence his advice to do away with stressors if possible or to manage them if not. The author further explains that decluttering your mind, whether by writing a stress diary or practicing planning in advance, can help clear your thought process, allowing you to think rationally and critically. Trenton also provides a mnemonic device to help you manage stressors; his "four A's": Avoid – as in avoiding things that stress you and that you cannot control.

Alter- to deal with the latent causes from which the stressor originates.
Accept- deal positively with the fact that something you cannot change is stressing you out.
Adapt- cope with stress by adopting a positive attitude and setting SMART goals (Specific, Measurable, Attainable, Relevant, and Time-bound).

3 Set a timeframe:

Suppose you were faced with an important decision to make; it might be tempting to put it off until the last second. Procrastination is a common stressor, and, as stated earlier, stress often leads to difficulty in decision-making. Adversely, setting a binding timeframe to stretch out the decision-making process can help you utilize most of your time in evaluating options and possible decisions.

4 Avoid distractions:

Make sure your environment is organized and distraction-free. Refrain from dividing your attention; focus only on the decision at hand. Making a life-changing decision while watching a sports match or scrolling social media is highly inadvisable.

5 Put it on paper:

Use pen and paper, a whiteboard, or a note-taking app. Writing down your ideas and options will help you organize and connect them properly, removing your stress and biases from the process and allowing you to see the whole picture.





When making a decision, avoid the following:

1 Impulsiveness

To rush in without prior thought, planning, or critical thinking.

5 Delegating Decision-Making

Letting someone else make your decisions for you.

2 Procrastination

Delaying deciding on an issue to avoid facing a problem or due to fear of failure.

6 Leaving it Up to Fate

Avoiding rational decision-making, hoping you will get lucky with your choices.

3 Relying on Intuition

Deciding solely based on your feelings toward the options.

7 Misallocation of Time and Effort

Wasting disproportional time and effort on information gathering while neglecting option analysis.

4 Emotional Decision-Making

Letting uncontrolled emotions guide decision-making.

8 Perfectionism

Awaiting unlikely perfect conditions to make a decision.

Rational Decision-Making:



The rational decision-making process involves several methodical steps. The more closely you adhere to these steps, the more rational the process is considered:

1

Carefully examine the problem and determine its nature: what is the core question your decision needs to address?

2

Establish a list of all factors that need to be considered: what are the things you need to consider while deciding?

3

Identify the relative importance of each factor: which of the things you are considering means most to you?

4

Compile a list of options: what are the possible choices to make a decision?

5

Carefully and critically evaluate your options: which choice is the best and why?

6

Take a new decision; continue with the first choice, alter it, or go for a new choice.

Causes for Indecision:



To get rid of indecisiveness, it is necessary to identify its causes.

Despite the lack of information about your options, the experience of analyzing said information, or simply the abundance of similarly positive (or negative) options, may leave you reluctant to decide; it is often more closely related to your fearful attitude. Insecurity regarding your capabilities or potential, mixed with future uncertainties, account for some of the hardest obstacles you will face in decision-making.

Identify Possible Options:



Before you move on to evaluate your options, it is crucial that you collect and identify all possible choices for your decision.

The decision to take on a new job or not only has two options, but other decisions might prove increasingly more complex, with multiple possible options. In this decision-making phase, you can list the obvious, common-sense options. But it would also greatly benefit you to think outside the box and try to be creative with the options you come up with. Try your best to keep an open mind, and don't rule out any options at this stage.

Evaluate Your Options:

After having a list of all possible options, you can move on to the evaluation phase. Remember to stick to a timeframe; procrastination can heavily burden your decision-making process.

Start the evaluation process by considering your personal and career-related priorities and values, disqualifying all the options that contradict them right out of the gate. Then, try to acquire all the relevant information about each option while being mindful not to overdo it to the point you find yourself out of energy and time, in addition to being distracted with information you do not need.

Here are a few questions that will help you through the process:

- Why is this decision necessary?
- Does this decision further your agenda in the long run?
- What is required of you if you make this decision?
- Are you ready to commit to the decision you make?
- Are you willing to get out of your comfort zone?
- Is this decision attainable under the current circumstances?
- Will this decision affect anyone else but yourself?
- Is the decision compatible with your capabilities? Do

- you have the skills or resources to implement it?
- What are the strengths that will enable you to make this move?
- What weaknesses may pose an obstacle to achieving what you aspire to? Is there a way to fix or eliminate them?
- Does this decision meet your ambitions?
- What benefits will you acquire if things go as planned?
- What would you be risking if things did not go as intended?
- What minimum must you achieve even if you do not get the desired outcome?
- What are the challenges you will potentially face? How can you prepare for and deal with them?
- What will you lose if you fail to make this decision?

Things may seem complicated because of the multitude of questions and the lack of definitive answers to some of them. Still, the process is rather simple: do your best to achieve the best possible answers, even for only a few of these questions, because even in the worst case, they will give you a chance to see things from a different perspective and maybe clarify the potential consequences of the decision you are about to make.

Success Mindset:

Now to the most important step in the process. Despite identifying possible options and evaluating them, odds are you are still torn between possible choices. The reason for this is often your fear of choosing the option that will not bring about the outcome you particularly desire due to circumstances you cannot control or past failures that still haunt you. Herein lies the importance of a success mindset: you need to proceed in the decision-making

process, thinking only of success and not meditating on ideas of failure. If you achieve this, you will be pleasantly surprised by its effect on your decisiveness.

Your desire to control the future, or dwell on the past, leaves you stuck in a negative thought loop. Make up your mind and try your best to achieve what you set out for, despite knowing that what you plan can be affected by

circumstances beyond your control. You cannot predict the future, let alone control it, and the COVID-19 pandemic is a testimony to that. Dwelling on the past is even more dangerous, as it is unchangeable and puts a great strain on your time, energy, and mental well-being. Just think of your past failures as experiences that taught you what not to do in the future.

In her book "Feel the Fear and Do It Anyway," American author Susan Jeffers believes that most people are accustomed to a wrong mentality when deciding between two options, which she called the "no gain" mentality, in which we constantly ask ourselves, "What if?" We hesitate, then remain afraid that perhaps our decision was wrong and that the other option was the right one! We also try to control circumstances beyond our reach,

hoping that everything will happen as expected, which is certainly improbable, if not downright impossible.

Accordingly, Jeffers advises a shift to the "no-loss" mentality, which is to choose an option with the confidence that whatever we choose, we have nothing to lose and everything to gain. If you believe that an opportunity lies in each option before you, you will undoubtedly think more positively.

Although it could be argued that adopting this approach has its own downfalls, as being too optimistic can cloud your judgment and disrupt the rationality of your decision-making process, Jeffers maintains that, as opposed to the "no gain" mentality, the "no loss" mentality helps you prepare for any future challenges.

Conclusion

You will often have to make decisions without being completely confident that you will achieve the desired outcome. Instead, focus on what you're doing now and work toward your goal, believing that you can reach it and overcome any challenge you might face if things don't go as planned. See every decision you make as an opportunity to learn, grow, and move forward. Even if you fail in achieving your goal, you will gain experiences that will enable you to achieve greater results in the future.

Also, know that the experiences you will accumulate throughout your life will enrich your personality, open new horizons, and change your perspective on many things. Thus, your perception of the very notion of success may change drastically. Evaluate your results from time to time and correct the course if necessary. If you become certain that a decision you made was incorrect, take full responsibility for it without blaming others or circumstances you cannot control. That's very important. Realize that loss, pain, and frustration are a part of life and that both your right and wrong decisions shape your character. The important thing to remember is that you can learn from these experiences to make better decisions in the future and not give in to negative feelings to move your life forward toward achieving your goals.

Develop these skills for better decision-making:



Consult the Experts:

At every stage of the decision-making process, there is nothing better than getting advice from those with experience. These may be people who have had similar experiences as you aspire to, have achieved success in the areas related to your decision, or are professionals trained to help you in the same field.

Use their help to identify, gather information, and evaluate your options. You can also benefit from their

experience to assess your capabilities and compare them with what is needed to make good decisions.

Make it your objective to seek advice to gain as much knowledge as possible about your goal and potential, as well as to see a clearer picture of the situation in general. All of this will give you more confidence when making the decision that should ultimately be yours and yours alone.



Career Decisions:

Now, let's put everything we've learned to use in a big decision you'll have to make at the start of your career: choosing your major and figuring out what kind of career you want.

Let's say you're a student at school and still hesitant to decide what you want to achieve professionally. As we have agreed, you will have to consult the experts, in this case, the career advisor at your school.

Career counselors have enough experience and tools to figure out why you're undecided and help you learn more about your career tendencies and options. They can also evaluate your skills and abilities, suggest the best majors to study, and give you all the information you need about universities and their admission requirements,

as well as available jobs and their future in the market.

But you must work hard on yourself, too. Talk to people who work in the areas you're considering. Read books on various fields. You can learn a lot from the biographies of successful people. Look for information on the Internet, but make sure that the sources from which you are getting information are reliable. Explore and connect with the universities' official websites. Communicate with institutions and companies and visit them to learn about the work environment and search for training opportunities. But remember, in the end, you will have to be the one who makes the decision and chooses your career path with complete independence.

TAKING CAREER DEVELOPMENT IN QATAR TOWARD NEW HORIZONS

The "Facilitating Career Development" Training Program

Career development in Qatar has made great strides over the past two decades. Many institutions and companies in the public and private sectors have opted to adopt policies and offer opportunities to upskill and improve their workforces. The practice of career guidance itself has become attractive to many individuals who provide their services to interested clients, albeit without necessarily adhering to professional guidelines and practice standards.

As a pioneer of the efforts to systematize and organize the national career guidance and development ecosystem, Qatar Career Development Center (QCDC) organizes the country and the GCC region's first Facilitating Career Development (FCD) training program, originally provided by the internationally reputed National Career Development Association (NCDA) that, through dedicated work by the QCDC, was successfully adapted and localized to fit Qatari and GCC contexts and needs.

FCD training provides individuals with relevant skills and knowledge to assist others in planning careers and obtaining meaningful work. Participants will receive in-depth training in key career development areas, provided by QCDC's most prominent NCDA-trained and qualified instructors over 160 training hours.

Upon successful completion of the program, attendees will have qualified for two internationally recognized certificates, the Certified Career Service Provider (CCSP) credential, offered by the NCDA, and the Global Career Development Facilitator (GCDF) credential, awarded by the Center for Credentialing and Education (CCE).

Successful graduates will be able to better understand, administer, and interpret career development assessments, in addition to applying theoretical knowledge to their career guidance. Such knowledge will also improve their ability to assist students with career decision-making and to access and interpret employment trends and labor market information. To further develop their skills, FCD graduates will also be eligible to engage in QCDC's Career Advisor Mentoring Program.

Participation in this training program is open to professionals with varying levels of education and experience in a career development setting or whose work may involve offering career development information or skills to students, adults, clients, employees, or the public. They may either have experience in or a desire to enter the field of career development from the following sectors: secondary or tertiary education, human resources, national talent development and Qatarization,

occupational and labor market information, workforce development, private practice, coaching, and not-for-profit work. FCD training is available to all citizens and residents of Qatar, as well as other GCC and MENA countries.

Participants will receive training in the below 12 career development competencies applicable in international settings, including contextualized resources and examples, and applying hands-on and interactive teaching methods suitable for various work settings:

Career resources and labor market information

Basic help and facilitation skills

Informal and formal assessment approaches and validity research

Development and continuous improvement of an effective career resource center

Case management and referral skills

Professional and resource portfolios

Career planning processes

Career development models and theories

Diversity and specific population needs

Training others and program promotion

Ethical and scope-of-practice issues

Cutting-edge job searching



To learn more about the FCD Training, including registration fees and upcoming training dates, please e-mail us at: qcdc@qf.org.qa

2022 CAREER GUIDANCE STAKEHOLDERS PLATFORM EFFORTS UNDERWAY TO BUILD AN INTEGRATED CAREER DEVELOPMENT ECOSYSTEM IN THE STATE OF QATAR

Hosted by QCDC, the 4th edition of the Platform took place virtually earlier this year, in collaboration with the Ministry of Education and Higher Education, the International Labor Organization (ILO) Project Office for the State of Qatar, and Qatar Foundation (QF)'s Higher Education Division. Participation in the platform was wide and diverse, ranging from field experts, academics, researchers, and career practitioners to policy-makers and representatives of public, private, and mixed sectors.

Themed "Accelerating Human Capital Development through Career Guidance under the QNV2030", this year's Platform reviewed the progress in implementing 2018's Platform recommendations, and the field's latest evidence-based international research, as well as continuing hard work on strategic and tactical issues related to career guidance and development. The Platform also discussed how to enhance career development policies and practices in the State of Qatar by developing a career guidance and development ecosystem and maximizing its role in the realization of QNV 2030 human development pillar objectives.

Among the discussion groups that were held during the event was a dialogue session under the title of "Accelerating Human Capital Development in the State of Qatar", with the participation of representatives from the Civil Service and Government Development Bureau, the Ministry of Education and Higher Education, Qatar Energy, and Qatar Foundation, along with other discussion groups that analyzed strategic and tactical challenges and opportunities related to career guidance and development on the national, education sector, and labor market levels, with a focus on the following seven main axes: National career guidance and development policies and strategies, development of multi-channeled career development services, transition of disabled people from



primary and secondary education to higher education and the labor market, in addition to career guidance for pre-university students, enhancing employability skills of higher education graduates, human power mobility within the labor market, enhancing their skills, and benefiting from labor market information. As a result, a set of recommendations was developed with the aim of enhancing career development policies and practices in Qatar by developing a career guidance and development ecosystem. Accordingly, QCDC renews its commitment to continuing efforts and cooperating with all partners and stakeholders to ensure progress in implementing these recommendations in the next five years.

2022 Career Guidance Stakeholders Platform Summary of Recommendations

National Level



- Alignment and cohesion of national policies to provide a mandate which leads to further improvement in the scope and quality of career development in Qatar.
- Establishing a central authority or interagency group to regulate career development processes and operationalize a coherent career development ecosystem in line with the objectives of QNV 2030.
- Strengthening existing career development processes, improvement of levels of practice, greater investment in technical and vocational development, and extension of lifelong career development services that complement formal education, such as through micro-credentials and workplace learning.
- Developing multi-channeled career development services using technologies to build a real-time national labor market information system that enables a centralized data pool of career opportunities and needs.

Education Sector Level



- Expanding existing school transition programs and individualized career services to benefit more students, alongside raising levels of equity of access for people with disabilities in the labor market.
- Increasing synergies between the education sector and labor market by tailoring programs for high school students and providing timely and updated education and labor market information and trends to support parents' engagement with their children's career development processes.
- Embedding competence-building and career readiness processes from school to higher education, sharing best career readiness practices among employers, and communicating existing and emergent working life needs between employers and higher education.

Labor Market Level



- Aligning education and labor market needs to address shortages, identifying opportunities for future employees, and building motivation for adults to further engage in career development based on research evidence and quality assurance.
- Training and qualifying more career development practitioners and teachers to provide services, establishing scholarships for nationals to qualify as career development practitioners.
- Encouraging Qatar-based educational entities to conduct interdisciplinary research that generates a national evidence base to guide future decision-making and investment in career development.

For further details and information on the above-mentioned recommendations, please visit the Research Papers page of the Publications section on our website: www.qcdc.org.qa



"Football is for everyone,"

a phrase repeated enthusiastically throughout our conversation with Shaima Abdullah, goalkeeper of Qatar women's national football team. To Shaima, the phrase carried a fundamental belief, an outlook on life that she developed during her impressive sports career, as a result of the rich life experiences she had lived through in the world of football.

Shaima's engagement with sports developed at an early age, as she was brought up in a sports-loving family that made exercising and playing sports a practiced tradition: "Since I was six years old, I remember the whole family used to gather every weekend, split into two teams to play football and other competitive sports," she says, stressing that her parents' interest in sports is what allowed them to notice her talent and outstanding performance at such a young age.

Shaima considers her mother to be the first talents scout that invested in her development, and as the story goes for most professional sports players, opportunities parents provide for children to train and refine their skills are a cornerstone in establishing a successful sports career, as she explains: "My mother supported me tirelessly. Her help was important in getting over all the negative stereotypes surrounding women's sports, as she took me by hand to Al Wajba school, which at the time was one of the few places that offered sports programs for female students. And there, I got to try out many sports like gymnastics, basketball, volleyball, and handball which I particularly liked and trained extensively on until the age of 17."

But family support, as crucial as it is, may not be sufficient alone. Shaima sees that institutions play an important role in providing opportunities for professional growth to players, evidenced by the fact that she couldn't practice football, her favorite sport, because a lack of institutional support: "When I was 17 years old, I received the happiest news about the launch of a women's football club, and I rushed there to sign up immediately," she tells us. However, despite Shaima's individual success, the lack of suitable opportunities is a problem still faced to this day by female athletes in the State of Qatar; as attempts to take up professional sports by women are still questioned because of the huge tradeoffs believed to be necessary tradeoffs in time, effort, and even future career opportunities because institutional support for women sports is lacking in comparison with men's sports.

Shaima's experience, on the other hand, sets a different standard. She plays football professionally for Qatar women's national football team, while at the same time she graduated from Qatar University's College of Business and Economics with a bachelor's degree in Management and Marketing, and currently works at a public sector company. In her opinion, this proves that women athletes can balance between their passion for sports and other life commitments that lack of professional sports opportunities imposes. Shaima elaborates more on this issue by saying: "Qatar has an abundance of young female

talents that we cannot invest in because of the sacrifices female athletes will have to make. In addition, we lack sports facilities, like Aspire Academy, that could utilize the many already existing experienced female athletes in preparing the next generation of female athletes. To start addressing these issues, financial incentives should be drastically increased in women's sports, as well as training camps locally and abroad. We can also benefit greatly from organizing exhibition matches with experienced teams to learn from them and improve."

Although developing the material aspect of women's sports is important, Shaima also concentrates on societal factors that inhibit women's opportunities in sports, especially that stereotypes around football picture it as a dangerous sport that only men could undertake. Hoping her story could inspire change, she says: "Everyone used to criticize female sports. And my ambitions in a professional sports career were usually met with skepticism. I hope I have proved them wrong; as my experience shows, there is no contradiction between sports and modesty or fulfilling religious and societal duties. Lastly, having graduated from university, and working a full-time job along with playing football should also show that it is possible to succeed in both aspects."

Shaima also recognizes the huge positive impact that sports in general, and football in particular, can provide for young women and society in general. Competitive sports, she argues, instill values such as teamwork, cooperation, and dedication, and this has shaped a lot of Shaima's ambitions; as she went on to coach football to school children in multiple schools around her city, where eventually, she got to know about the "Generation Amazing" initiative. Coaching through "Generation Amazing" broadened Shaima's horizons and her student base that at the time included not just the youth but also adults. "Being nominated to join 'Generation Amazing' is an important milestone in my life, as it made me more invested and passionate about coaching and helped me gain excellent experience in coaching all skill levels and potentials. This has empowered me to continue coaching, and I am currently working on upgrading my B-level coach license and reaching A-level coaching," she elaborates.

However, Shaima's conviction that Football is for all was never stronger than when she had the chance to undergo specialized preparatory courses that qualified her to coach within the Generation Amazing Ability Friendly Program; as she explains, "having had the pleasure to coach this impressively competitive class, my experience there was indescribable; their persistence and courage are really inspiring. I am confident that football is truly, and surely, for all."

Today, although Shaima has no direct involvement in the World Cup, she has definitely left her mark on Qatar's sports culture. Reaching out to all genders, ages, and abilities is an integral part of Generation Amazing and the Supreme Committee for Delivery and Legacy's objectives. Shaima's journey, experience, and efforts all revolve around furthering these ambitions, and conveying a message of kindness and inclusiveness in the State of Qatar.

