

Qatar and Humanitarian Diplomacy: Leveraging Aid to Build Global Partnerships

DOI: <https://doi.org/10.65683/e4cb3s68>

Fahad Khalifa Al-Malki - International Relations Researcher

Institute of International Relations

MGIMO University, Moscow - Russia

Abstract

Qatar is noted to have relatively recently become an active actor in humanitarian diplomacy, using aid to strengthen diplomacy and diplomatic presence. Through a network of organisations receiving official support from the state, Qatar has achieved a pragmatic level of humanitarian activity closely connected with the agenda of diplomacy. This study evaluates Qatar's humanitarian diplomacy approach by focusing on the key institutions, geographical areas, and sectors. The study adopts an explanatory cross-sectional research design that integrates quantitative and qualitative data collected from institutional records, field visits, and expert' surveys to assess the impact of Qatari humanitarian diplomacy. While serving the humanitarian goal of providing aid to struggling citizens in target countries, current research also portrays Qatari humanitarian diplomacy as effective in .improving both the quality of bilateral relations and the country's international standing

Keywords: Humanitarian diplomacy - Soft power - Qatar Fund for Development (QFFD) - Qatar National Vision 2030 - International Humanitarian - Law (IHL) Humanitarian (principles (IFRC



"قطر والدبلوماسية الإنسانية: تسخير المساعدات لبناء شراكات عالمية"

الملخص

دولة قطر أصبحت لاعباً نشطاً في الدبلوماسية الإنسانية الدولية، باستخدام المساعدات الإنسانية لتعزيز العلاقات الدولية والحضور الدبلوماسي.

من خلال شبكة من المؤسسات المحلية التي تتلقى الدعم الرسمي من الدولة مثل «صندوق قطر للتنمية وقطر الخيرية والهلال الأحمر القطري والتعليم فوق الجميع»، حققت قطر مستوى عالي من النشاط الإنساني المرتبط ارتباطاً وثيقاً بأجندة الدبلوماسية الإنسانية.

تقيم هذه الدراسة نهج الدبلوماسية الإنسانية التي تقوم بها دولة قطر من خلال التركيز على المؤسسات والمناطق الجغرافية والقطاعات الرئيسية.

تتبنى الدراسة تصميم بحثي مقطعي توضيحي يدمج البيانات الكمية والنوعية التي تم جمعها من السجلات المؤسسية والزيارات الميدانية واستطلاعات الخبراء لتقييم تأثير الدبلوماسية الإنسانية القطرية، وفي حين تخدم الهدف الإنساني المتمثل في تقديم المساعدة للمواطنين المكافحين في البلدان المستهدفة، فإن البحث الحالي يصور أيضاً الدبلوماسية الإنسانية القطرية على أنها فعالة في تحسين كل من جودة العلاقات الثنائية والمكانة الدولية للبلاد.

الكلمات المفتاحية: الدبلوماسية الإنسانية - القوة الناعمة - صندوق قطر للتنمية - رؤية قطر الوطنية 2030 - القانون الدولي الإنساني - المبادئ الإنسانية، الاتحاد الدولي.

1. Introduction

This article situates Qatar's humanitarian diplomacy within the broader evolution of humanitarian action and small-state foreign policy. It clarifies the research gap and specifies mechanisms (agenda setting, venue choice, partnership design) linking aid to diplomacy.

1.1 Background

The evolution of Qatar from a relatively small state of the Gulf Cooperation Council to a consequential actor in the humanitarian field is a compelling narrative in contemporary Middle Eastern diplomacy. The extents of funding for humanitarian operations and strong support systems for delivering humanitarian aid make this country stand out in the sphere of humanitarian diplomacy. The studies reveal that small states tend to use its foreign policies including the humanitarian direction, to improve its international stance and create new diplomatic ties. Over the past two decades Qatar has played prominent role in humanitarian assistance with a distinct focus on addressing crises in Arab, Islamic, and African nations. Hence, this study delves into how Qatar's distinct humanitarian activities are instrumental in building foreign relations and bolstering its diplomatic power.

1.2 Research Methodology

Despite the extensive research on Qatar's humanitarian policy, the significance of this paper lies in the investigation about the application of humanitarian policy as a strategic tool by a small influential state to achieve its political and diplomatic objectives. The objectives of the study are: to detect the intentions behind Qatar's humanitarian policies, to analyse the effectiveness of humanitarian policy application in the context of diplomatic relations, the asses the challenges of humanitarian diplomacy application.

The research question is therefore: To what extent is Qatar effective in using humanitarian policy to achieve its diplomatic goals?

The hypothesis of this study is: The strategic use of humanitarian policy enhances achievement of diplomatic goals of a state by strengthening global partnerships, increasing international influence and reinforcing state's reputation on international arena.



In order to formulate perspective and conduct the analysis a specific research methodology is used in this paper. The study adopts an explanatory cross-sectional research design that integrates quantitative and qualitative data collected from institutional records, field visits, and expert' surveys to assess the impact of Qatar's humanitarian diplomacy. Interpretivist approach is used, which employs qualitative methods such as content analysis, in order to evaluate and analyse the norms that shape Qatar's humanitarian policy as well as to understand its application in the context of case-studies. Content analysis is used to asses and analyse various perspectives of experts in the field and formulate a distinct perspective within this research paper. Quantitative methods are also used in order to assess the effectiveness of humanitarian policy and to evaluate its long-term application.

This paper consists of six parts: introduction, outlook of Qatar's humanitarian infrastructure, analysis of case studies, impact assessment, challenges and opportunities of the Qatar's humanitarian policy and conclusion. The outlined structure of the paper allows to conduct the analysis needed to answer the research question.

1.3 Literature review

Scope and recency. The review now foregrounds humanitarian diplomacy practice, small-state diplomacy, and Gulf donors as distinct actors. Recent studies (e.g., Alarabeed 2024; Elayah & Al-Awami 2024; Pericoli & Donelli 2024) are integrated. Other donors are mentioned only to note ecosystem interdependencies.

The literature review investigates perspectives of scholars on the ways in which Qatar is implementing humanitarian diplomacy and what are the outcomes for Qatar and other involved parties. Barakat (2019) highlights Qatar's humanitarian diplomacy priorities and challenges, underlying its efforts to balance humanitarian principles with foreign policy objectives. Pericoli and Donelli (2024) analyse Qatar's foreign aid in the Horn of Africa, illustrating the connection between humanitarian aid and political strategies. The authors underline the importance of interconnection between humanitarian aid and political strategies in the context of regional competition and geopolitical strategies. Pericoli and Donelli explain the way in which small states use foreign aid to achieve their national interests and maintain autonomy, combining neoclassical realism and small-state theory.

This is a highly useful analysis, which is further expanded in this paper.

Barakat, Milton, and Elkahout (2019) evaluate the way in which the Gulf crisis affected Qatar's humanitarian sector and emphasise the impact of regional political tensions on humanitarian projects and diplomatic relations. This issue is further addressed in this paper and is considered as one of the challenges for Qatar's application of humanitarian diplomacy.

Alqashouti (2021) in his article underlines that soft diplomacy and mediation are the central tools of Qatar's foreign policy and embeds the application of foreign policy in the context of state-building strategy of Qatar. Alqashouti explores how small states use soft power to expand their influence and protect autonomy, given their relatively small position in the international arena. Alqashouti contextualizes Qatar's mediation within Joseph Nye's concept of soft power, highlighting the state's use of reputation, credibility, and moral authority as diplomatic assets. Given the fact that this paper analyses the importance of soft power when it comes to small state diplomacy, the perspectives of the author are relevant.

Literature on humanitarian diplomacy is mainly concentrated on traditional donors from Western countries and lacks information about other emerging humanitarian actors, particularly from the Gulf states. While authors such as Elayah & Al-Awami (2024) and Alarabeed (2024) have extensively documented the role of conventional humanitarian actors, the unique approaches employed by Gulf states remain understudied. Qatar is especially noteworthy because its example shows that small states can use humanitarian aid to strengthen their positions and promote themselves internationally.

1.4 Theoretical Framework

The theoretical framework of this paper is grounded in the humanitarian diplomacy, which integrates the concepts of classic diplomacy with humanitarian ethics to achieve both humanitarian and diplomatic objectives. Nye's soft power and theories related to small-state diplomacy and the relatively recent discourse on humanitarian diplomacy offer a suitable theoretical foundation for analysing Qatar's humanitarian diplomacy.



Diplomacy is defined as use of intelligence and tact to the conduct of official relations between the governments of independent States, extending sometimes also to other relations with vassal States (Roncati, 2017). Humanitarian policy is a strategy that is used to prevent and resolve humanitarian issues by negotiations and preparation of rules (M. Tavel, 2005). Humanitarian diplomacy implies convincing decision makes to act in the interests of people and with full respect for fundamental humanitarian principles (IFRC). Humanitarian diplomacy acts according to the four principles for action: the responsibility to persuade; persuading with the appropriate diplomatic tools and actions; focusing on areas of knowledge and expertise; engaging at appropriate times with partners outside the movement (IFRC). Humanitarian diplomacy extends beyond the traditional values of diplomacy by involving states, international organisations, non-governmental organisations and civilians.

This paper analyses the effectiveness of Qatar's humanitarian diplomacy in the framework of soft power theory and small state diplomacy theory, underlying the importance of Qatar's multidimensional humanitarian diplomacy in building diplomatic relations and protecting the autonomy of a small state in international relations. The paper provides critical examination of the soft power and small-state diplomacy, acknowledging their limitations and exploring alternative perspectives. Additionally, the paper considers the ethical dimensions of leveraging humanitarian aid for diplomatic gains as well as the broader implications of intertwining humanitarian efforts with statecraft.

2. Qatar's Humanitarian Infrastructure

Institutional depth and alignment. We map roles and interfaces across QFFD, Qatar Charity, Qatar Red Crescent Society, and Education Above All, showing how strategic guidance (Vision 2030; SDGs) informs project selection, risk controls, and learning.

The Qatar Fund for Development (QFFD) is the primary management body for Qatar's engagement in international development and humanitarian aid (Qatar Fund, 2024). The QFFD has a partnership with Qatar Charity, one of the largest NGOs in the Gulf region, to partially or fully finance projects in various sectors and areas (Qatar Fund, 2024). The Qatar Red Crescent Society employs professional and professional knowledge in emergency situations and health interventions without losing its affiliation with the International Red

Cross and Red Crescent Movement (Alah et al., 2021). Education Above All Foundation and Qatar Foundation supports these efforts by centering on education and infrastructure advancement for the recipient nations (Sever & Tok, 2022). The mentioned institutions have a well-organized cooperation system that allows acting quickly in humanitarian crises and promotes Qatar's foreign policy interests.

Qatar's Humanitarian organizations operate within the policy direction set by the Qatar National Vision 2030, which positions the country as a strategic global player. The government has developed comprehensive foreign policy frameworks that align humanitarian activities with broader diplomatic aims, such as regional stability and cooperation. This strategic planning ensures that Qatar's humanitarian aid processes not only address short-term emergencies but also contribute to the long-term strategic objectives of target countries. The policy framework, which prioritizes transparency, accountability, and sustainable outcomes, helps Qatar maintain its reputation as a humanitarian actor while advancing its foreign policy agenda.

Different tiers of Qatari humanitarian organizations have complex mechanisms of communication channels along with common strategic goals (Elkahlout & Milton, 2023). Supervisory meetings iterated within institutional administrators are essential to define responsibilities and avoid rivalry among individual organizations. The government has laid down well-articulated guidelines for executing emergency response and development undertakings; hence, the appropriate institutional frameworks can be quickly deployed for the requisite interventions whenever required (Maat et al., 2021). There are technology platforms and common databases to track implementation and outcomes across organizations involved. This integrated approach not only enhances the effectiveness of Qatari humanitarian diplomacy but also promotes efficiency in the use of resources, instilling confidence in the audience about Qatar's approach. This rephrasing maintains the key points about Qatar's dual approach to aid and its increased focus on multilateral cooperation, while presenting the information in a fresh way.

Qatar's humanitarian strategy can be described as multidimensional. The nation actively provides direct bilateral aid. Simultaneously, Qatar engages in extensive collaboration with multilateral entities, particularly the United Nations. This approach clearly demonstrates



Qatar's strengthened dedication to multilateralism (Himpel & Ayad, 2024).

Qatar has also initiated the development of International Humanitarian Law (IHL) in Islam, which led to the creation of Islamic Forum for International Humanitarian Law (IFIHL), an affiliate the Islamic Committee of the International Crescent (ICIC), which conducts research, training, and advocacy for humanitarian protection through the lens of International Humanitarian Law (IHL) and Islam (Barakat, 2019). It addresses issues such as genocide, forced disappearances, abduction, rape, sabotage, well poisoning, and environmental harm during armed conflicts (Barakat, 2019).

3. Case Studies and Analysis

Design logic and scope. Cases focus on education, health, disaster response, and economic inclusion. For education, we emphasize access pathways; in health, facility upgrading and workforce development; disaster response centers on readiness; livelihoods reduce vulnerability.

With the help of humanitarian aid and assistance Qatar has been improving its diplomatic relations with many nations as well as improves its diplomatic position internationally. Over the years Qatar has become more assertive in the implementation of humanitarian policies, which is highlighted and valued by the international community. For example, The United Nations High Commissioner for Refugees recently emphasized Qatar's crucial role in humanitarian efforts, highlighting that the country has consistently provided not only dedicated aid but also financial support and strategic assistance for emergency programs (Himpel & Ayad, 2024).

Qatar has provided humanitarian aid to sub-Saharan Africa, primarily emphasizing education and economic infrastructure, with major projects in Sudan, Somalia, and Mali (Pericoli & Donelli, 2024). Having donated billions of dollars to humanitarian aid in Syria, Yemen, and Palestine, the Middle East and North Africa region sees the efforts of Qatar on its way to stability. In Asian countries, the focus has been placed on the creation of healthcare facilities and relief measures in terms of disasters, especially in Bangladesh, Pakistan, and Nepal (Adibelli et al., 2022). Qatar has recently coordinated and shown its ability to extend emergency humanitarian aid to more than 80 countries during the

COVID-19 outbreak (Pericoli & Donelli, 2024). Additionally, Qatar contributed more than \$140 million to multilateral health organizations and initiatives like COVAX to facilitate the development and equitable distribution of vaccines to over 92 developing nations (Qatar News Agency, 2024).

Qatar has been also active in providing humanitarian assistance to victims in Israeli - Palestinian conflict. Qatar reacted to the humanitarian crisis in the Gaza Strip by providing about 25 million USD to the United Nations Relief and Works Agency for Palestine Refugees (UNRWA) on July 25, 2024 (Qatar Fund, 2024). These geographic focus areas are aligned with Qatar's worldview while also responding to some of the most pressing humanitarian crises.

In 2023, the Qatar Fund for Development (QFFD) allocated grants exceeding half a billion dollars to various countries. The amount of investment accounted for about \$95,787,309 for education, \$51,288,045 for economic development initiatives, \$53,749,100 for budgetary support, and \$38,566,783 for healthcare projects, along with additional grants totaling \$4,865,961 (Qatar Fund, 2024). It can be derived from the statistical data that education is one of the most significant priorities of Qatar's humanitarian diplomacy. Qatar also implements its leading Educate A Child program helping millions of children in the least developed countries gain an education (Amin et al., 2024). The healthcare goals have aimed at constructing and extending medical centers, developing human resources for health, and procuring foundational essential quality healthcare facilities in disadvantaged areas. An analysis of Qatar's disaster relief shows the extent to which the country promptly disaster and humanitarian crises (Isleem et al., 2023). The aim of economic development projects is to foster sustainable livelihoods, microfinance, and infrastructure development with long-term effects in the target communities. These efforts in education should inspire the audience about the transformative power of humanitarian diplomacy.

Qatar's involvement extends beyond merely providing aid. Qatar also facilitates the establishment of development projects across various sectors regionally and globally. For example, on July 24, 2024, the Qatar Fund for Development (QFFD) signed an agreement with the Municipality of Tirana in Albania to construct Qatar Square in the capital. (Qatar News Agency, 2024).



An examination of different sectors shows that Qatar has tended to support Intervention-Development strategies where both the humanitarian stage of intervention and the developmental stage of the same are conducted in one integrated manner (Khan et al., 2023). The country has gained experience in diagnosing and managing priority needs in different areas, in particular, focusing on education and health. Qatar's humanitarian organisations have complicated systems to monitor and assess project results and revise strategies accordingly (Khan et al., 2023). The future orientation of sustainable development guarantees that humanitarian interventions bring benefits to target populations and produce long-term improvements in the communities in which they operate. These sectoral approaches are well-coordinated to achieve Qatar's strategic interests and political goals while addressing human suffering.

4. Impact Assessment

Mechanisms of diplomatic impact. We identify reputation, access, and relational effects, distinguishing outputs, outcomes, and diplomatic impacts. Causal inference limits are acknowledged, with a mixed-methods approach recommended.

Qatar's humanitarian diplomacy has played a significant role in positively transforming the bilateral relations between the state and all the recipient countries, especially those in the developing world (MH Al-Ansari et al., 2023). In political studies it is known that small states use their foreign policy and humanitarian agenda in order to strengthen their political position on international arena as well as to improve diplomatic relations with other nations.

Qatar has learned to use its more popular humanitarian commitments as platforms for diplomatic engagement and expanding its international presence, which had positive implications for its development. Qatar has fostered its positive position in mediating regional conflicts, boosted by a steady partner, especially on humanitarian grounds (Alqashouti, 2021). Participation with the United Nations and other international bodies has added to Qatar's breadth of diplomatic relations throughout the globe. These humanitarian engagements have placed the country on the world map and aided its soft power assets. Such methodology is a perfect example of how small states use their resources and foreign policy instruments in order to improve their international stance.

Furthermore, Qatar's foreign policy should be considered within the geopolitical dynamics. Qatar uses a combination of mediation, soft power and strategic alliances in its humanitarian policy approach. However, soft power is limited by the probability of an effective outcome and by the time it takes to achieve them. On the contrary, hard power ensures a faster achievement of goals. Yet, it does not foster diplomatic relations as effective as soft power. Therefore, Qatar's prioritisation of soft power in the context of humanitarian assistance and diplomatic relations is justified. Additionally, the amount of investments made by Qatar in its humanitarian projects shows its dedication as well as suggests that Qatar is willing to provide assistance not only due to the diplomatic interests but also to help nations.

The diaspora of humanitarian activities in Qatar has a net development impact proportionate to the wide reach and efficacy shown in the beneficiary statistics (Alqashouti, 2021). According to project monitoring and performance information, there is notable success in meeting intended goals in various sectors and the global community (Chen et al., 2022). Contemporary measures of sustainability solutions provide for long-standing beneficial change in the receiving communities. Several studies on independence have supported Qatar's approach of mixing humanitarian aid with need enhancement (Alqashouti, 2021). It increased the sustainability of project outputs due to ownership and participation; hence, the focus should shift from ownership to utilisation.

Many of the improvements in availability and quality have positively impacted beneficiary populations of Qatar's initiatives in education, healthcare, and economic development (Alqashouti, 2021). Studies show the greatest efficacy of impact assessments in projects in the education sector, in which the incidence of enrollment and the quality of education have increased. Healthcare interventions provide enhanced medical services and decreased mortality in focus areas of health interventions (Qoronfleh, 2020). The economic development processes have, therefore, enhanced the sustainable employment of vulnerable groups (Alqashouti, 2021). Such positive consequences have improved the reputation of Qatar as a humanitarian subject while promoting its foreign policies.



5. Challenges and Opportunities

Operational and ethical fronts. We distinguish operating-environment constraints, systems constraints, and principled risks (politicisation; conditionality). Climate risk and digital delivery are introduced alongside measurement indicators for soft power.

Despite these achievements, Qatar's humanitarian diplomacy encounters multiple operational issues that must remain a topic of interest and demand appropriate responses (Alqashouti, 2021). Inter-agency and implementation partner cooperation sometimes results in project slippages and marginal productivity. Sometimes, the still simmering geopolitical rivalries within the regions pose challenges to humanitarian interventions and projects in some parts. The conflict in Syria, the Gaza Conflict, Yemen and Libya are examples of how geopolitical rivalries can impact Qatar's ability to conduct humanitarian operations, often leading to restrictions on aid deliver and complicating effective mission operation in general. Qatar is actively engaged into the implementation of humanitarian policies in the Gulf region. Qatar has provided about 3 billion dollar commitment to Syria over 2011-2014 period (Barakat, 2019 p. 4). Another example, that severely impacted Qatar's humanitarian sector, is the 2017 Gulf Crisis, which resulted in a blockade by Saudi Arabia, the UAE, Bahrain, and Egypt (Barakat & Milton & Ghassan, 2019). This case significantly worsened the efficiency of humanitarian operation and complicated Qatar's aid operations in these areas.

Additionally, it is also important to highlight the limitations that arise when measuring the efficiency of soft power, in the case of this paper, Qatar's humanitarian policy. Insufficient implementation capacity in some recipient countries impacts the project's efficiency and sustainability (Pandey et al., 2022). It becomes even more stressful to determine which resources to allocate and prioritize at any given time when more than one humanitarian calamity is ongoing. Due to political issues, some areas need to be carefully addressed, addressing the politics of the areas and the needs of the affected populations.

The issue arise when we are trying to evaluate the effectiveness of Qatar's policies Soft power is also hard to measure through humanitarian interventions. The main challenge is figuring out whether a country's actions are changing because of another nation's soft

power efforts or for entirely different reasons. Humanitarian aid, often used as a tool for soft power, can be especially challenging. When aid is tied to foreign policy goals, it risks losing its neutrality and integrity, as we've seen in recent debates about politicised aid in the Gulf region. Also, if aid is given with strings attached, it can create more problems than it solves because a state is willing to help another state at the same time asking to do you a favor in return. This approach not only undermines trust but also makes it harder to measure whether soft power is truly effective. Additionally, the methods used to gauge soft power, such as surveys, can be subjective and biased, making it tough to draw clear conclusions. Moreover, there's a deep ethical dilemma at play. On one hand, countries want to promote their national interests; on the other, they need to respect humanitarian principles.

Yet, the future of Qatar's humanitarian diplomacy has offered brilliant prospects for expansion and effectiveness (Alqashouti, 2021). New priorities are building digital communication readiness in humanitarian response and developing climate shelter programs. Compared to most countries, Qatar appears prepared to respond effectively to these changes in the humanitarian setting while preserving diplomatic goals (Zarras, 2021). Proposed strategies target the improvement of coordination frameworks as well as the improvement of measurement of results frameworks. The key strategic adaptations will probably be the enhancement of both the localization of humanitarian assistance and the coordination with recipient countries.

6. Conclusion

Concluding propositions and policy guidance. Propositions emphasize institutional credibility, multilateral alignment with clear value commitments, and rigorous learning systems. Recommendations include results measurement, conflict-sensitivity, and climate-resilient social infrastructure.

Qatar's humanitarian diplomacy reflects a complex model of using humanitarian aid for diplomatic goals that can illustrate the roles of a small state in shaping international relations through foreign aid policies. The analysis conducted in this paper shows a deep dedication of Qatar to beyond doubt help and assist the countries in need. Although a number of limitations arise in the process of evaluation of soft power and humanitarian



6. Conclusion

Concluding propositions and policy guidance. Propositions emphasize institutional credibility, multilateral alignment with clear value commitments, and rigorous learning systems. Recommendations include results measurement, conflict-sensitivity, and climate-resilient social infrastructure.

Qatar's humanitarian diplomacy reflects a complex model of using humanitarian aid for diplomatic goals that can illustrate the roles of a small state in shaping international relations through foreign aid policies. The analysis conducted in this paper shows a deep dedication of Qatar to beyond doubt help and assist the countries in need. Although a number of limitations arise in the process of evaluation of soft power and humanitarian policy effectiveness and true intentions, the statistical data analysed in this paper shows Qatar's intentions and the importance of humanitarian assistance for the recipient states.

As it was addressed in the analysis conducted in this paper, in its humanitarian policies Qatar focuses on the fields such as education and economic development, which are the keystones for the economic uprising of recipient states.

Furthermore, studies reveal a high level of satisfaction with the work done in terms of enhancing cooperation and attaining development outcomes in different fields and in various countries. Theoretical implications raise the argument regarding the necessity of amending the concept of humanitarian diplomacy to encompass the newly arising role of the Gulf countries.

Regarding the long-term diplomatic implications, Qatar should continue to implement humanitarian policy into the broader diplomatic strategies to expand and consolidate its international standing. The approach used by Qatar demonstrates that diplomacy is a powerful tool for conflict resolution.

Table A. Key Qatari Humanitarian Institutions and Roles

Institution	Core Functions	Typical Partnerships
Qatar Fund for Development (QFFD)	Strategic financing; portfolio design; coordination	UN agencies; line ministries; INGOs/NGOs
Qatar Charity	Program implementation; community outreach	Local NGOs; municipalities; schools/health centers
Qatar Red Crescent Society	Emergency response; public health; protection	IFRC/ICRC network; national societies; MoH
Education Above All (EAA)	Access to education; out-of-school children	UNICEF; UNESCO; MoE; civil society

Table B. Illustrative Results Framework for Humanitarian Diplomacy

Inputs/Activities	Outputs	Outcomes	Diplomatic Impacts
Aid financing; partnerships; deployments	Facilities built; services delivered	Improved coverage/quality; resilience	Reputation; access to venues; trusted convenor role
Education & health programs	Enrollment; trained staff	Human capital gains; health security	Constructive bilateral ties; multilateral influence

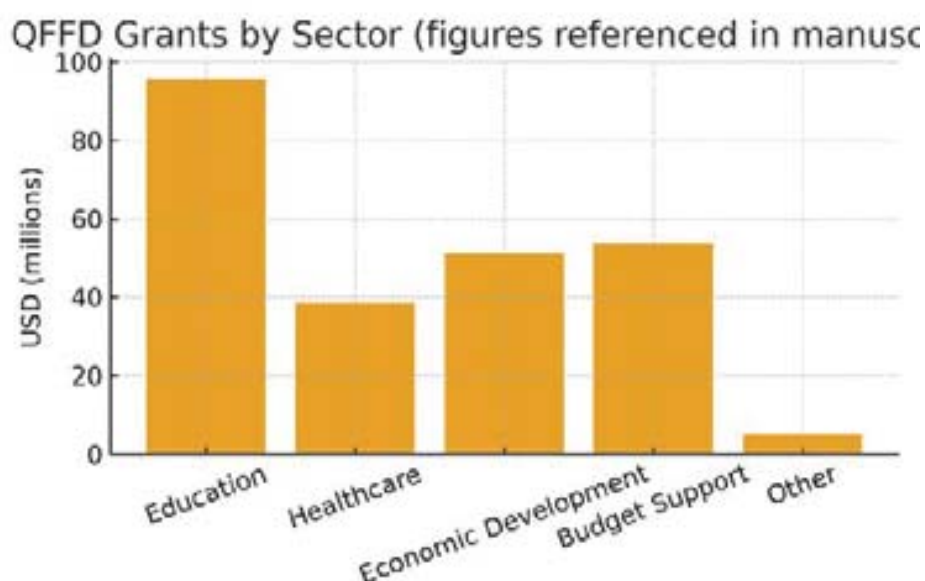


Figure 1. QFFD Grants by Sector (as referenced in the manuscript)

Share of Sectoral Grants (referenced figures)

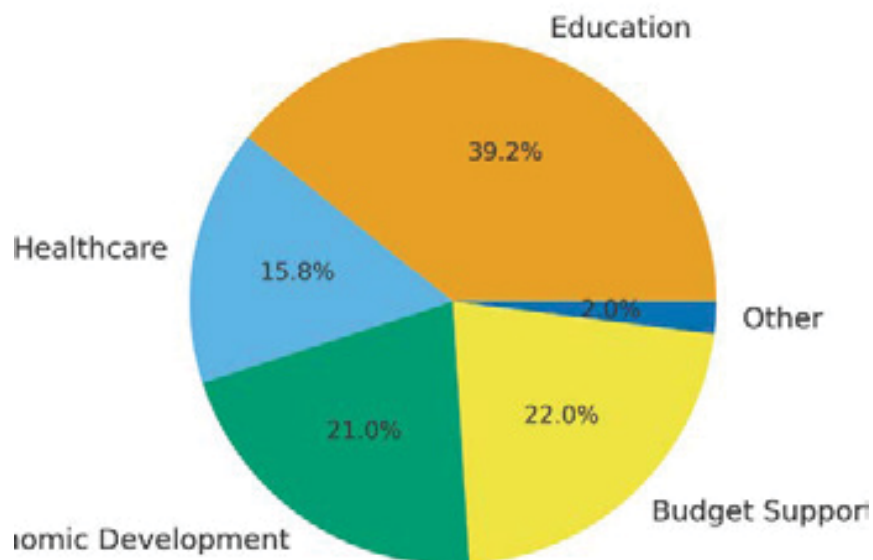


Figure 2. Share of Sectoral Grants (as referenced in the manuscript)

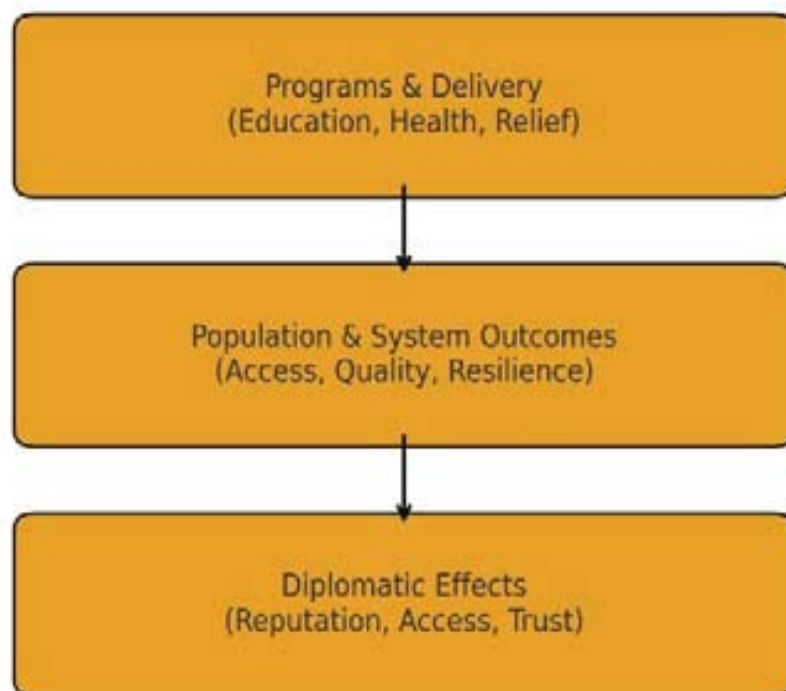


Figure 3. Conceptual Pathways from Humanitarian Programming to Diplomatic Effects

References

1. Adıbelli, B., E. Gülbaş, G. F. Keskin, H. Ünlü, H. G. Türkmen, H. H. Şahin, ... Ö. Aslan. 2022. South Asia Country Analyses: Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, Sri Lanka. GASAM & South Asia Strategic Research Center.
2. Alah, M. A., K. Ali, S. Abdeen, G. Al-Jayyousi, H. Kasem, F. Poolakundan, ... I. Bougmiza. 2021. "The Psychological Impact of COVID-19 on Health Care Workers Working in a Unique Environment under the Umbrella of Qatar Red Crescent Society." *Heliyon* 7 (6). <https://doi.org/10.1016/j.heliyon.2021.e07236>.
3. Alarabeed, W. 2024. "Qatar's Approach across the Triple Nexus in Conflict-Affected Contexts: The Case of Darfur." *Third World Quarterly* 45 (1): 6–23. <https://doi.org/10.1080/01436597.2023.2215724>.
4. Al-Ansari, M. H., B. Aras, and N. Mugurtay. 2022. "Qatar's Development Cooperation and Least Developed Countries (LDCs)." *Alternatives* 47 (2): 84–99. <https://doi.org/10.1177/03043754221082899>.
5. Alqashouti, M. 2021. "Qatar Mediation: From Soft Diplomacy to Foreign Policy." In *Contemporary Qatar: Examining State and Society*, 73–92. Singapore: Springer. https://doi.org/10.1007/978-981-16-1391-3_6.
6. Amin, H., K. Sakbani, and E. Tok. 2024. "State Aspirations for Social and Cultural Transformations in Qatar." *Social Sciences* 13 (7): 359. <https://doi.org/10.3390/socsci13070359>.
7. Barakat, S. 2019. "Priorities and Challenges of Qatar's Humanitarian Diplomacy." ResearchGate. <https://doi.org/10.13140/RG.2.2.16823.27043>.
8. Barakat, S., S. Milton, and G. Elkahout. 2019. "The Impact of the Gulf Crisis on Qatar's Humanitarian Sector." *Disasters* 44. <https://doi.org/10.1111/disa.12407>.
9. Chen, X., A. Y. Chang-Richards, A. Pelosi, Y. Jia, X. Shen, M. K. Siddiqui, and N. Yang. 2022. "Implementation of Technologies in the Construction Industry: A Systematic Review." *Engineering, Construction and Architectural Management* 29 (8): 3181–3209. <https://doi.org/10.1108/ECAM-02-2021-0172>.



10. Elayah, M., and H. Al-Awami. 2024. "Exploring the Preference for Bilateral Aid: Gulf Oil States' Aid to Yemen." *Third World Quarterly*. <https://doi.org/10.1080/01436597.2024.2327451>.
11. Elkahlout, G., and S. Milton. 2023. "The Evolution of the Gulf States as Humanitarian Donors." *Third World Quarterly*. <https://doi.org/10.1080/01436597.2023.2229742>.
12. Himpel, F., and K. Ayad. 2024. "Qatar's Growing Role as a Humanitarian and Diplomatic Hub." *Gulf International Forum*. <https://gulrif.org/qatars-growing-role-as-a-humanitarian-and-diplomatic-hub/>.
13. International Federation of Red Cross and Red Crescent Societies (IFRC). n.d. Humanitarian Diplomacy Policy. https://www.ifrc.org/sites/default/files/Humanitarian-Diplomacy-Policy_EN.pdf.
14. Isleem, N., L. Naserallah, S. Koraysh, A. Abu Ghalyoun, S. Alnaimi, A. Pallivalapila, and M. Al Hail. 2023. "Disaster Preparedness amongst Emergency Pharmacists for the FIFA World Cup Qatar 2022™: A Cross-Sectional Survey." *Risk Management and Healthcare Policy*: 573–583. <https://doi.org/10.2147/RMHP.S404367>.
15. Jara Roncati, E. 2017. "Diplomacy." In *Max Planck Encyclopedia of Public International Law*. Oxford University Press. <https://opil.ouplaw.com/display/10.1093/law:epil/9780199231690/law-9780199231690-e1974>.
16. Khan, S. A., A. Al Rashid, and M. Koç. 2023. "Adaptive Response for Climate Change Challenges for Small and Vulnerable Coastal Area (SVCA) Countries: Qatar Perspective." *International Journal of Disaster Risk Reduction* 96: 103969. <https://doi.org/10.1016/j.ijdrr.2023.103969>.
17. Marion Harroff-Tavel. 2005. "The Humanitarian Diplomacy of the International Committee of the Red Cross." *Relations internationales* 121: 72–89. <https://www.icrc.org/sites/default/files/external/doc/en/assets/files/other/humanitarian-diplomacy-icrc.pdf>.
18. Maat, H., D. Balabanova, E. Mokuwa, P. Richards, V. Mohan, F. Ssengooba, and S. Mayhew. 2021. "Towards Sustainable Community-Based Systems for Infectious Disease and Disaster Response; Lessons from Local Initiatives in Four African

- Countries.” *Sustainability* 13 (18): 10083. <https://doi.org/10.3390/su131810083>.
19. Pandey, N., H. de Coninck, and A. D. Sagar. 2022. “Beyond Technology Transfer: Innovation Cooperation to Advance Sustainable Development in Developing Countries.” *WIREs Energy and Environment* 11 (2): e422. <https://doi.org/10.1002/wene.422>.
 20. Pericoli, A., and F. Donelli. 2024. “Qatar’s Foreign Aid and Political Strategies in the Horn of Africa: The Case of Somalia.” *Global Policy* 15 (1): 53–65. <https://doi.org/10.1111/1758-5899.13294>.
 21. Qatar Fund for Development (QFFD). 2024. Home Page. <https://www.qatarfund.org.qa/>
 22. Qatar News Agency (QNA). 2024. “Qatar’s Relief, Humanitarian, Development Initiatives on World Stage.” September 24. <https://www.qna.org.qa/>
 23. Qoronfleh, M. W. 2020. “Pathway to Excellence in Cancer Care: Learning from Qatar’s Experience.” *Precision Medical Sciences* 9 (2): 51–61. <https://doi.org/10.1002/prm2.12027>.
 24. Sever, S. D., and M. E. Tok. 2022. “Education for Sustainable Development in Qatar.” In *Sustainable Qatar: Social, Political and Environmental Perspectives*, 329–347. Singapore: Springer. https://doi.org/10.1007/978-981-19-7398-7_17.
 25. Zarras, K. 2021. “Qatar, the UAE and Kuwait: Evaluating their Role in Regional Organizations and the Prospects for a Small State Security Cooperation Framework.” *International Journal of Politics and Security* 3 (2): 1–23.



المراجع

1. Acemoglu, D., & Robinson, J. A. (2012). *Why nations fail: The origins of power, prosperity, and poverty*. New York: Crown Business.
2. Chang, H.-J. (2002). *Kicking away the ladder: Development strategy in historical perspective*. London: Anthem Press.
3. Christensen, C. M. (1997). *The innovator's dilemma: When new technologies cause great firms to fail*. Boston: Harvard Business School Press.
4. Christensen, C. M., Ojomo, E., & Dillon, K. (2019). *The prosperity paradox: How innovation can lift nations out of poverty*. New York: Harper Business.
5. Easterly, W. (2007). *The white man's burden: Why the West's efforts to aid the rest have done so much ill and so little good*. New York: Penguin Press.
6. Flyvbjerg, B. (2009). *Survival of the unfittest: Why the worst infrastructure gets built—and what we can do about it*. Oxford Review of Economic Policy, 25(3), 344–367.
7. Prahalad, C. K. (2004). *The fortune at the bottom of the pyramid: Eradicating poverty through profits*. Philadelphia: Wharton School Publishing.
8. Rodrik, D. (2007). *One Economics, Many Recipes: Globalization, Institutions, and Economic Growth*. Princeton, NJ: Princeton University Press.
9. Sachs, J. D. (2006). *The end of poverty: Economic possibilities for our time*. New York: Penguin Press.
10. Yunus, M. (2009). *Creating a world without poverty: Social business and the future of capitalism*. New York: PublicAffairs.