

Qatar Policy Co-design Toolkit

Collaborative tools for designing solutions to real policy challenges in Qatar

Understand
experiences

Imagine the
ideal

Create new ideas

Make decisions

This printable toolkit uses challenge cards, activity cards, a co-design wheel and wisdom cards. Participants use them to explore a Qatar policy challenge, understand people's experiences, imagine what better could look like, create ideas and agree practical next steps.

How to use: choose one challenge card, select activity cards from the co-design wheel, write group principles on wisdom cards, and cut along the dotted lines after printing.

- Print this document out double sided
- Cut each card out along the dotted line

Co-design wheel

Each stage relates to cards in the deck.

- Reflect on which co-design stage you are in
- Choose which activity card to try next

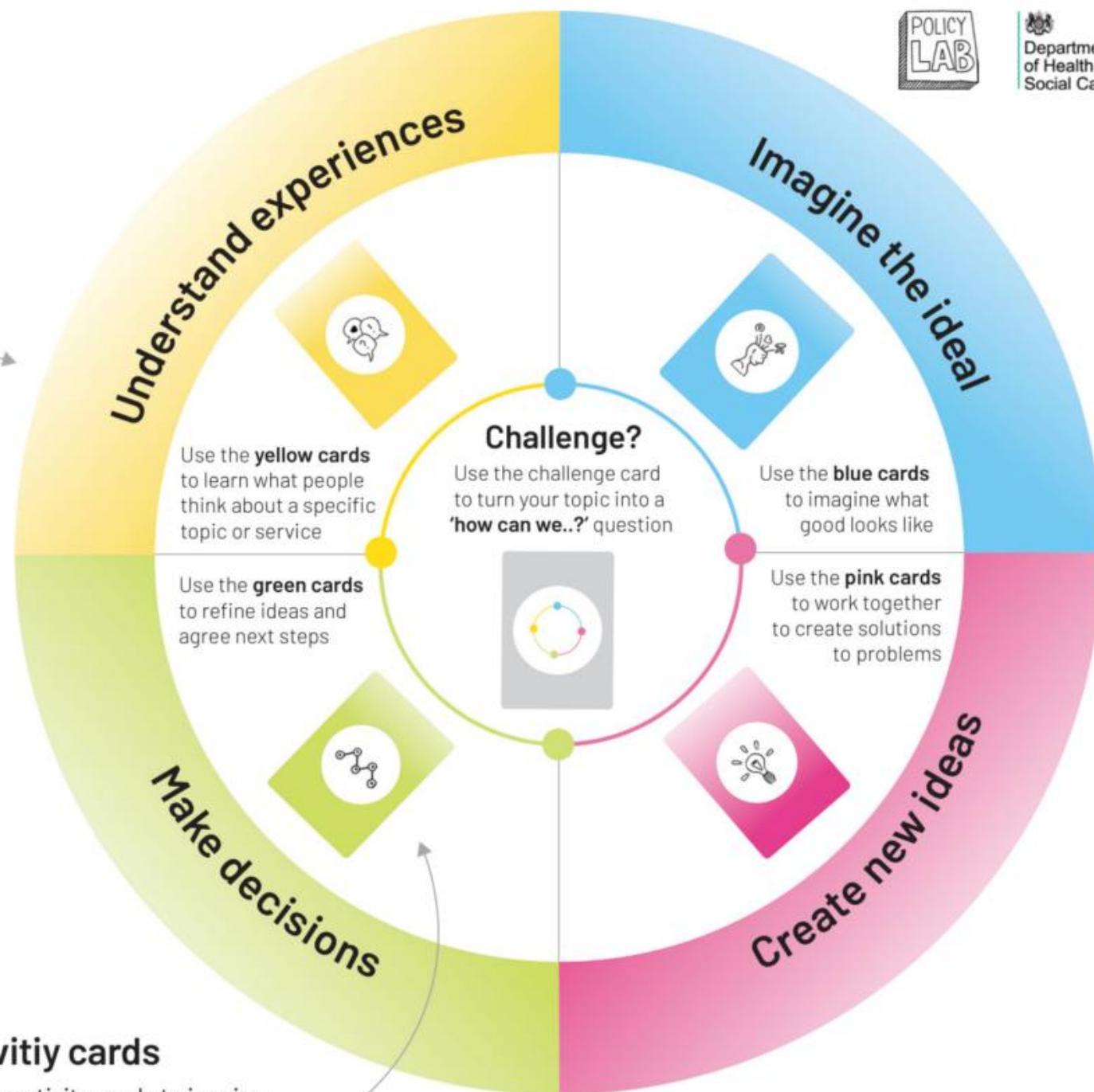
Wisdom cards

Use the 'wisdom cards' to write principles for working together.

Wisdom

Activity cards

Use the activity cards to inspire conversations and ideas at any stage of the co-design process.



CHALLENGE CARDS

Use these cards to turn a Qatar policy topic into a "How can we...?" question.

Print double-sided where possible. Cut each card along the dotted line.

Challenge card

Obesity, Diabetes & Lifestyle

'How can we...?'



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Challenge card

Early Childhood Education
Access

'How can we...?'



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Challenge card

Science, Technology, Engineering and
Mathematics (STEM) & Future Skills

'How can we...?'



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Challenge card

Antimicrobial Resistance (AMR)

'How can we...?'



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Early Childhood Education Access

Objective: Qatar's Education Strategy aims to double early childhood education enrolment from 44% by 2030.

Challenge card: How can we make early childhood education more accessible, trusted and attractive for families in Qatar?

Obesity, Diabetes & Lifestyle

Objective: Qatar has launched a 2024-2030 national action plan targeting obesity, diabetes and cardiovascular risk, with prevention and community action as priorities.

Challenge card: How can we help families in Qatar make healthier daily choices in a hot, car-dependent urban environment?

Antimicrobial Resistance (AMR)

Objective: Qatar has a National Antimicrobial Resistance Action Plan 2024-2030, showing Antimicrobial Resistance (AMR) is a current public health priority.

Challenge card: How can we reduce unnecessary antibiotic use while keeping patients confident in the care they receive?

Science, Technology, Engineering and Mathematics (STEM) & Future Skills

Objective: Qatar plans to expand Science, Technology, Engineering and Mathematics (STEM) education, including opening four new STEM schools by 2026 for over 2,000 students.

Challenge card: How can we prepare students in Qatar with practical Science, Technology, Engineering and Mathematics (STEM) and future-work skills beyond traditional classroom learning?

Challenge card

Road Safety & Mobility

'How can we...?'



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Road Safety & Mobility

Objective: The World Health Organization (WHO) Qatar road safety profile supports monitoring deaths and nonfatal injuries for the 2021-2030 road safety decade.

Challenge card: How can we make everyday travel safer for pedestrians, drivers and school communities in Qatar?

ACTIVITY CARDS

Use the activity cards to inspire conversations and ideas at any stage of the co-design process.

**Print double-sided where possible. Cut each card
along the dotted line.**

ACTIVITY CARDS: UNDERSTANDING EXPERIENCES

Use the yellow cards to learn what people think about a specific topic or service.

**Print double-sided where possible. Cut each card
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8

Speaking through objects



Understanding experiences



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Community journey map



Understanding experiences



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Personas



Understanding experiences



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How's the weather



Understanding experiences



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Community journey map

Understand how people experience a service or policy issue over time.

Draw a simple timeline of a person's journey. Mark key moments, barriers, waiting points, helpful support and moments where the experience could improve.

Try next...
Personas

Speaking through objects

Use an object to show what's important to you.

Bring or find an object that represents something important to you about the services you use. Take turns with others to explain why you chose that item and what it means to you.



Try next...
Diary of a
perfect day

How's the weather

Describe how you feel about a service using the weather.

Think about how you feel about a service and use weather words to describe it. You can draw pictures or use words like sunny, rainy, or foggy. Then, explain your experience with the service by using those weather words.



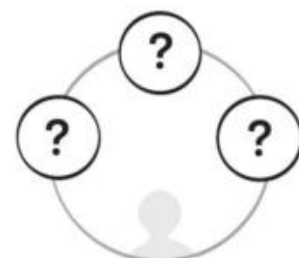
Try next...
Hopes
and fears

Personas

Think about how your problem affects other people.

Draw an outline of a person on a piece of paper. Around the drawing, add details to bring the persona to life, e.g. their daily routine, family, what challenges they face.

The details don't have to be real but they could be based on someone who isn't in your group or someone who is affected by the problem you want to solve. Then use this persona to think about what they might need from a service.



Try next...
Future
thinking

Community conversations



Understanding experiences



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Supportive street



Understanding experiences



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Understanding you



Understanding experiences



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A day in my life



Understanding experiences



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Supportive street

Think about what support is needed for your local area.

Imagine your area was a single street. What services are needed to meet the specific needs of the people in your community. How is this different to somewhere else?

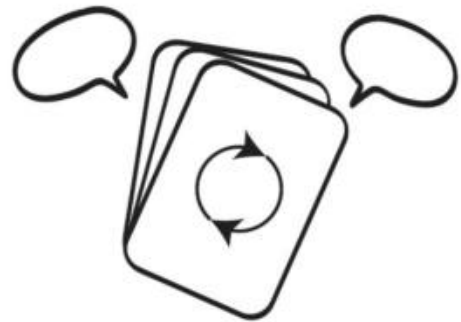


Try next...
Inspiration
safari

Community conversations

Share helpful stories from people you know.

Talk to your friends or family about a topic you're thinking about or a need they may have. Listen carefully to their feedback. Afterward, write down any good advice or stories you hear on your wisdom cards.



Try next...
Future
thinking

A day in my life

Explore how the challenge affects everyday life.

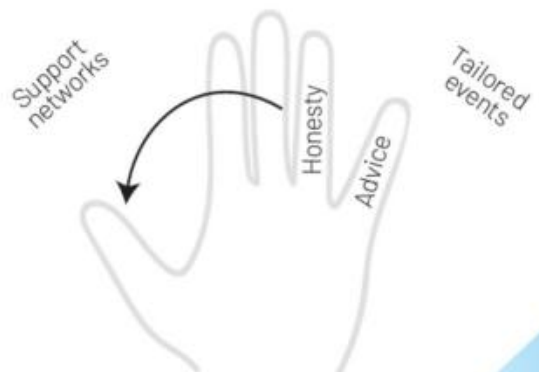
Choose one person affected by the challenge. Describe their day from morning to evening. Where does the challenge appear? What helps? What makes things harder?

Try next...
Understanding
you

Understanding you

Think about the services you use and what matters most to you.

On a piece of paper, draw your hand. Inside the hand, write the things that are important to you. Then, on the outside of the hand, write all the things that could help make those important things happen.



Try next...
A diary of a
perfect day

Voices not heard



Understanding experiences



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Five whys



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Barrier spotting



Understanding experiences



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Trust check



Understanding experiences



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Five whys

Look beneath the first explanation of a problem.

Write the problem in one sentence. Ask "why?" five times. Each answer should help the group move closer to possible root causes.

Try next...
Decode the
problem

Voices not heard

Identify perspectives missing from the discussion.

List groups who may be affected by the challenge but are not represented in the room. Discuss what they might need, worry about or ask for.

Try next...
Community
conversations

Trust check

Understand what helps people feel confident using a service.

Discuss what makes people trust or mistrust a service. Think about communication, privacy, staff attitudes, accessibility and past experiences.

Try next...
Hopes and
fears

Barrier spotting

Find what makes a service difficult to use.

Think about the service from a user perspective. List practical, social, language, cost, time or trust barriers that could stop someone from taking part.

Try next...
Supportive
street

ACTIVITY CARDS: IMAGINE THE IDEAL

Use the blue cards to imagine what good looks like.

Print double-sided where possible. Cut each card along the dotted line.



Diary of a perfect day



Imagine the ideal



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Future thinking



Imagine the ideal



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Inspiration gallery



Imagine the ideal



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Hopes and fears



Imagine the ideal

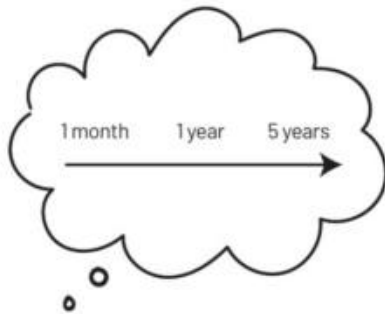


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Future thinking

Imagine what good looks like in the future.

Write your idea in the middle of a piece of paper. As a group, talk about what your idea might look like in 1 month, 1 year, or even 5 years. How might it help the people it's meant for?



Try next...
Road
mapping

Diary of a perfect day

Imagine what a perfect day with your services looks like.

Take a piece of paper and fold it into 4 parts. This is your storyboard. In each section, draw or write about different moments in your day. Imagine it's the perfect day - how do you use the services around you? How does it make your day better?



Try next...
What if
questions

Hopes and fears

Share your hopes and fears about a topic or idea.

Take turns sharing one thing you hope will happen and one thing you worry might happen with your idea, group, or service. You can repeat the activity until everyone has shared all their hopes and fears.

Inspiration gallery

Think about the different ways that people have fixed a problem or created a new idea.

For example, how have they planned an event, used technology, or worked with their community? Once you have some ideas, put them around the room and write notes about each one.



Try with...
Challenge
card

Try next...
How, wow,
or now?



Create a wishlist



Imagine the ideal



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Measures of success



Imagine the ideal



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Headline from the future



Imagine the ideal



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Postcard from the future



Imagine the ideal



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Measures of success

How will you know if your idea is successful?

Think about what will happen for individual people, groups, or goals if your idea works. How will people feel? What will be different?



Your idea

Try next...
How, wow,
or now?

Create a wishlist

Imagine what good looks like for your service.

Think about ways to make your service better and write down all the things you would like to improve.



Try next...
How, wow,
or now?

Postcard from the future

Describe future impact from a user perspective.

Write a short postcard from a future resident, patient, parent or student. Describe how their experience has improved because of the idea.

Try next...
Future thinking

Headline from the future

Visualize success in a simple and memorable way.

Imagine it is five years from now and your idea has worked well. Write a headline that describes what changed and why it matters.

Try next...
Measures of
success



Dream service



Imagine the ideal



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Success stories



Imagine the ideal



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Ideal journey



Imagine the ideal



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One small change



Imagine the ideal



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Success stories

Learn from what already works.

Think of a real service, project or community activity that works well. What makes it successful? What could be adapted to your challenge?

Try next...
Inspiration
gallery

Dream service

Imagine the best possible version of a service.

Set aside current limits for a few minutes. Describe what the ideal service would feel like, how people would access it and what support they would receive.

Try next...
Create a
wishlist

One small change

Focus on a realistic improvement.

Choose one small change that could improve the experience quickly. Discuss why it matters and how people would notice the difference.

Try next...
How, wow, or
now?

Ideal journey

Imagine the smoothest possible experience.

Draw the ideal steps a person would take from first hearing about a service to receiving support. Mark what makes each step easier.

Try next...
Road map

ACTIVITY CARDS: CREATE NEW IDEAS

Use the pink cards to work together to create solutions to problems.

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along the dotted line.**



What if questions



Create new ideas



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Mystery shopper



Create new ideas



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Start, stop, keep



Create new ideas



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Decode the problem



Create new ideas



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Mystery shopper

Try a new service and see what it's like.

Pick a service, event, or tool to try for the first time. What do you notice about the experience? Do people make you feel welcome? How do you feel while using it? What makes it a good or bad experience?

Then think about how you could apply these lessons to the service you want to change.



Try next...
Start, stop,
keep

What if questions

"What if" questions can help you come up with new ideas.

Think about the problem you're trying to fix. Now, fold your paper into 4 parts. In each part, answer a different "What if" question every minute.

Here are some examples:

- What if a child created it?
- What if you started from scratch?
- What if you only had one day?
- What if you asked for help?

Try next...
How, wow,
or now?

Decode the problem

Define the challenge and how to fix it.

Take a piece of paper and fold it into 4 parts.

In each part, answer these questions:

Problem: What do you want to change?

Causes: What might be causing this problem?

Impact: How does this affect people?

Solution: How can you fix it?

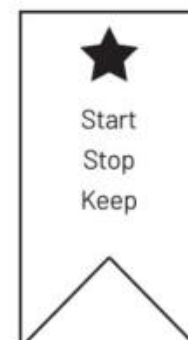
Use this
card if you
have limited
time...

Try next...
Road
mapping

Start, stop, keep

Think about how a service could support you more.

Make stickers or badges that show one thing a service should start doing, stop doing, and keep doing to help you. Then, take turns sharing your ideas with the group.



Try next...
Future
thinking

Three room ideas



Create new ideas



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A recipe for...



Create new ideas



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Borrow brilliant ideas



Create new ideas



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Worst possible idea



Create new ideas



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A recipe for...

Think about a problem in a different way.

Create a recipe to solve your problem...

Recipe 	
Tools?	Ingredients?
The things that help you	What you need
Special diet	Instructions?
Make sure it suits the needs of everyone	Steps to follow

Try next...
Road
mapping

Three room ideas

Imagine there are three rooms. Spend a few minutes imagining yourself in each room and think about the questions below.

Imagination room What if there were no rules for your ideas? What crazy ideas could you think of?	Reality room What is the easiest and most practical thing you could do?
	Curiosity room What problems or risks might there be?

Try next...
Impact
vs effort

Worst possible idea

Use bad ideas to reveal useful improvements.

Design the worst possible service or solution. Then reverse each feature to discover what a better idea might need.

Try next...
What if
questions

Borrow brilliant ideas

Generate ideas by learning from other settings.

Think about how another sector solves a similar problem, such as schools, hospitals, transport, apps or community events. What could be adapted?

Try next...
A recipe for...



Rapid sketching



Create new ideas



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Idea mash-up



Create new ideas



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Service blueprint



Create new ideas



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Policy prototype



Create new ideas



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Idea mash-up

Combine different ideas into something stronger.

Choose two or three ideas from the group. Combine them into one improved concept. Discuss what each idea contributes.

Try next...
Impact vs effort

Rapid sketching

Create many ideas quickly.

Give everyone one minute to sketch one idea. Repeat several times. Share the sketches and combine the strongest parts.

Try next...
Three room ideas

Policy prototype

Make an idea visible before it is final.

Create a quick version of your idea using paper, drawings or role play. Use it to explain the idea and get feedback.

Try next...
Hopes and fears

Service blueprint

Think through what must happen behind the scenes.

Draw two lines: what users see and what staff or organizations must do. Add the steps needed to make the idea work.

Try next...
Road map

ACTIVITY CARDS: MAKE DECISIONS

Use the green cards to refine ideas and agree next steps.

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Impact vs. effort



Make decisions



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Cluster your ideas



Make decisions



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Association tree



Make decisions



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power map



Make decisions



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Cluster your ideas

Look at all the different ideas your group has created. Put ideas that are similar together. What themes do you see?

These clusters of ideas or feedback will help you see the main things to focus on next.

Theme 1



Theme 2



Theme 3



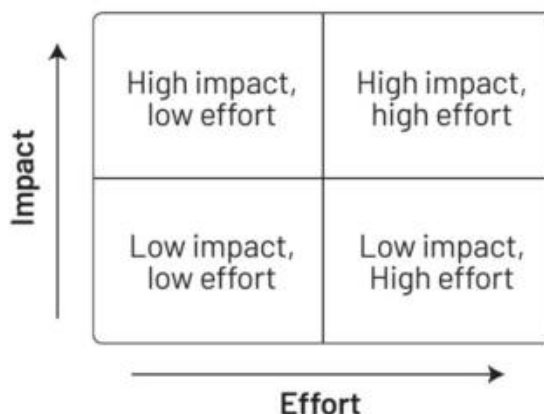
Try next...
Imagination
safari

Impact vs effort

Choose which ideas to work on.

Take a piece of paper and fold it into 4 parts.

Sort your ideas into these 4 boxes:



Try next...
Future
thinking

Power map

Who can help make your idea happen?

Take a piece of paper and fold it into 4 parts.
Answer these questions:

1. Who can help your ideas move forward?	2. Why might these people not like your idea?
3. How can you get people to support your idea?	4. What would happen if they did support your idea?

Try next...
Personas

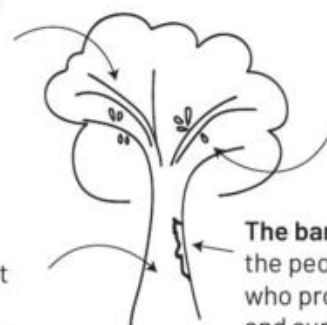
Association tree

Think about who can help you solve your problem.

Draw a tree. Next to each part of the tree, write down names of people who fit the description.

The branches:
the people who connect others

The trunk
the people that keep things moving forward



The leaves:
the people who inspire us

The bark:
the people who protect and support us

Try next...
Personas



Road map



Make decisions



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Dot voting



Make decisions



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Stakeholder Priority matrix



Make decisions



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First step challenge



Make decisions

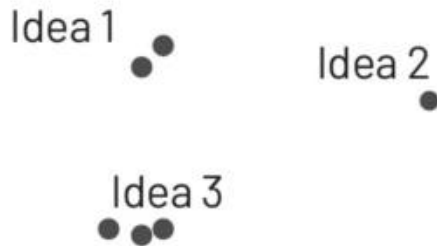


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Dot voting

Choose your favourite idea to take forward.

Everyone gets 3 dots to vote for their favorite ideas. The idea with the most dots will be the one we work on next.

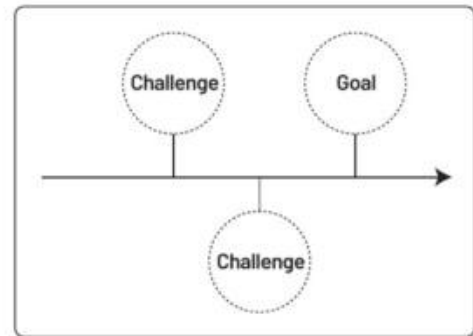


Try next...
Imagination
safari

Road map

Make a timeline for your idea.

On a piece of paper, draw a straight line. Along the line, write down the steps and when they need to happen. Add challenges you might face while making your idea happen.



Try with...
Challenge
card

First step challenge

Move from a good idea to a realistic action.

Choose one idea. Identify the first action that could happen in the next month, who would do it and what support is needed.

Try next...
Road map

Stakeholder priority matrix

Compare what different groups need from an idea.

List key stakeholders. For each one, write what matters most to them and where their priorities may align or conflict.

Try next...
Power map



Policy pitch



Make decisions



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Risks and mitigations



Make decisions



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Decision checklist



Make decisions



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Who does what



Make decisions



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Risks and mitigations

Think about what could go wrong and how to respond.

List possible risks for your idea. For each risk, write one way to reduce it or prepare for it.

Try next...
Impact vs effort

Policy pitch

Build agreement around a preferred idea.

Prepare a short pitch explaining the problem, your idea, who benefits and what should happen next. Listen to feedback before deciding.

Try next...
Dot voting

Who does what

Clarify roles and responsibilities.

Write down the main tasks needed to make the idea happen. Agree who should lead, who should support and who needs to be informed.

Try next...
Road map

Decision checklist

Check whether an idea is ready to move forward.

Review your idea against simple questions: Is it needed? Is it fair? Is it practical? Who must be involved? What is the next step?

Try next...
First step challenge

WISDOM CARDS

Use the wisdom cards to write principles for working together. The blank cards at the end are for participants or facilitators to add their own.

Print double-sided where possible. Cut each card
along the dotted line.



Wisdom



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Consider the needs
of those who are
not in the room

It should be, "you said
We did it together"

Make ways for people
who aren't the
loudest in the room,
to be heard

Remember that
no idea is a bad idea.
Reflect on what went
well and what could be
improved

People are the experts
of their own experience.
Include and embrace
local knowledge

Meet people where
they are at. Build
flexibility into your
co-design to adapt
to people's needs
and busy lives

Find ways to make a
space where people
feel comfortable and
safe. For example,
sitting in a circle or
sharing a hot drink

Everyone is
respected as an
individual. Show
that they are
valued in the
process



Wisdom



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Add your own:

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