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# Business Environment Challenges in Qatar: Evidence on Structural Constraints and Policy Gaps

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## Abstract

This paper provides the first firm-level evidence on business constraints in Qatar, a country not included in the World Bank Enterprise Surveys (WBES). Drawing on a new survey of 386 firms across eight sectors grouped into three clusters, we develop three indices to capture structural and policy-related barriers. Results show that structural challenges such as high costs and infrastructure pressures are more severe than policy obstacles, with the greatest burden on resilience sectors like food, agriculture, and health. In contrast, enabling sectors including IT, finance, and education are more affected by regulatory and institutional barriers. Medium-sized firms report fewer constraints than small firms, while older firms consistently face fewer obstacles, suggesting that experience and networks ease adaptation. Interestingly, firms with financial support remain highly constrained, indicating that such assistance often responds to existing difficulties rather than preventing them. Limited benchmarking against WBES confirms that Qatar's structural–policy divide reflects broader international patterns.

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