



**IIAS-IASIA-DOHA INSTITUTE
REGIONAL CONFERENCE**

**HUMAN RESOURCES CAPACITY
DEVELOPMENT FOR ACHIEVING
NATIONAL DEVELOPMENT
AGENDAS**

11-12 DECEMBER 2019

INTRODUCTION

The Doha Institute for Graduate Studies (DI), the International Institute of Administrative Sciences (IIAS) and the International Association of Schools and Institutes of Administration (IASIA) will organize a regional conference on “Human Resources Capacity Development for Achieving National Development Agendas” on December 11-12, 2019. The conference is part of a broader cooperation between the IIAS-IASIA and DI and the State of Qatar aiming at establishing joint working groups to conduct research on specific topics and get involved in collaborative projects especially in public administration development.

BRIEF INTRO ABOUT DI, IIAS AND IASIA

The Doha Institute for Graduate Studies (DI) is an independent institute for learning and research in the fields of Social Sciences, Humanities, Public Administration and Development Economics in Doha.

The International Institute of Administrative Sciences (IIAS) is an international non-profit organization under Belgian law. Founded in 1930 by member states willing to jointly develop solutions to administrative challenges, it has since created autonomous regional groups (EGPA, LAGPA and AGPA) as well as a specialized entity (IASIA) which conducts research in public administration to inform education and training programs.

BACKGROUND ON THE THEME

Many countries around the world have launched national development plans aiming at achieving a sustainable economic, social, human and environmental development while modernizing and preserving its values and traditions (General Secretariat for Development Planning, 2008[1]).

It is evident from previous country experiences that vast challenges accompany the planning and implementation of national visions. One of the key challenges is preparing highly skilled public servants to achieve the short and long-term considerations of national plans and materialize the expected outcomes of major national visions. Improving policymaking, planning, and administrative capacity, which lies at the center of this agenda, has become a key priority to enhance public sector planning and delivery capacities..

[1] General Secretariat for Development Planning (2008). Qatar National Vision 2030. Doha : GSDP

Acknowledging the importance of these agendas, governments have communicated, in a number of key strategic documents, the importance of training and developing the capacities of the public sector servants to deliver on these ambitious plans. Amongst the vehicles for developing the national public service workforce, national public and private education and training institutions are encouraged to develop cooperation with international leading universities and research centers as well as international organizations in order to fulfil their mission: develop human capacity and produce top-quality knowledge that could be used by both the private and public sectors in a coordinated manner in planning and implementing the national agendas.

In line with the above, the organizers of the conference invite participants to submit their proposals on the following sub-themes:

- **Enhancing HR Capacities to Deliver on National Visions and Strategic Plans**

Human resources are at the core of public and private organizations. A highly qualified, motivated and capable personnel is key to responding adequately to current challenges and preparing the future of a country. To this end, high-quality education and training is essential to building human resources that are able to turn the vision, policy, objectives and goals of an institution or government into reality. Furthermore, an appropriate management of human resources, a merit-based recruitment system as well as policy that retains talents and skilled employees is crucial when implementing national policies and agendas.

- **The concept of nationalization of the workforce: focusing on national capacity development**

The rapid economic growth and, consequently, the labor shortages have pushed in the past years the GCC countries' authorities to employ a significant number of expatriate workers, thus increasing the ratio of expatriates in the labor force and population. Hence, through a public policy, the authorities aim to develop a skilled national workforce through education and training; thus, as planned in national development agendas such as Qatar National Vision 2030, these countries intend to invest in and prepare human capital to take greater responsibility in key positions within public and private institutions (<https://www.qf.org.qa/content/about/jobs/qatarization>). Nevertheless, governments face many challenges in this regard. These include but are not limited to:

1) Encouraging citizen to join the private sector, where nationals are still marginally represented because of the job security and salary-attractiveness of the public sector job market, and 2) ensuring the process of nationalization of the workforce in both, the public and private sectors, is carried out without jeopardizing any quality standards by ensuring that there is a right match between the education and training requirements for vacant positions in the sector and applicant's qualifications.

- **Leadership**

The realization of projects and national strategies such as the achievement of the Belt and Road Initiative, the organization of World Cup 2022 or National Visions requires a significant amount of planning and audacious leadership. If setting goals and missions, providing a clear sense of direction and being committed to achieve results are some of the key features of leadership, leaders must also have the ability to communicate with their colleagues and subordinates, motivate them, and prove they are credible and trustworthy (Aguilar, 2013[2]).

- **Addressing legal and regularity barriers which complicate creating a conducive environment for Public Private Partnerships (PPPs)**

According to the United Nations Economic and Social Commission for the Asia and Pacific (UN-ESCAP), PPP is defined as: "A long-term contract between a private party, and a government entity, for the provision of public services and/or development of public infrastructure, in which responsibilities and rewards are shared". Many GCC countries have adopted, or are in the process of adopting, PPP legislation to allow for more PPP to take place in designing and building key infrastructure projects. As oil prices have fluctuated over the last years, many GCC countries have become keen to diversify their economies relying on private investments through introducing and adopting PPP legislation. The governments of GCC countries have most recently introduced new legislations on PPP opening the door for many foreign and local investors to partner with the government in delivering key infrastructure projects (See: <https://www.gulf-times.com/story/579619/Qatar-s-new-PPP-law-to-benefit-investors-says-Seet>). Yet, as these countries are new to PPP, it is anticipated that they might face some challenges in managing and implementing of such partnerships (See: <https://journals.sagepub.com/doi/abs/10.1177/1087724X16671719>). Therefore, representatives from the government and public sector are eager to learn more about other countries' successful experiences and best practices to help promoting and implementing successful PPPs.

[2] Aguilar, L. (2013). What did we learn? In: de Vries, M.S. and Bouckaert, G. (eds.) *Training for Leadership* (p. 312-325). Brussels: Bruylant

• The Transformation to a Knowledge-based Economy: Challenges and Opportunities

In today's world, highly specialized human resources, data and information flows as well as knowledge production are key to innovation, economic development and welfare of a nation (Cooke and Leydesdorff, 2006[3]). As a result, many advanced economies are becoming more and more dependent on knowledge and information, thus shaping new socio-economic models and highlighting the significant role of the connection between various stakeholders. Until now, the economy and development of the GCC countries have been highly dependent on oil and gas resources; however these countries aim through National development plans to diversify the economy by switching to a knowledge-based model (GSPD, 2008[4]). To ensure that this transformation is a success, governments plan to develop research, educational and training capabilities of the highest quality which are able to cooperate or compete with their peer institutions at global level.

To address the above challenges, participants could focus on the following questions (the list is not exhaustive):

- What kind of human resources are needed to support the implementation of national development strategies such as Qatar National Vision 2030?
- What training can contribute to upgrade the quality of existing human resources engaged in implementing these strategies?
- How to stimulate, support and promote bold leadership that is able to drive the implementation of vital national projects and strategies?
- To which extent are leaders allowed to fail especially in national contexts? Is leadership for national development the same as conventional organizational leadership? Can it be nurtured?
- How can governments and private companies best prepare the implementation of PPPs? To which extent have governments the capacities to supervise the implementation of these projects and guarantee the best value for the beneficiaries? Are PPPs a sustainable alternative of public service delivery?
- How to transform the economy from a model highly dependent on gas and oil resources to a knowledge-based model?
- What role can education and training institutions play in preparing the qualified and less-qualified workforce to succeed in a globalized and highly competitive international order?

[3] Cooke, P., & Leydesdorff, L. (2006). Regional development in the knowledge-based economy: The construction of advantage. *The journal of technology Transfer*, 31(1), 5-15.

[4] General Secretariat for Development Planning (2008). *Qatar National Vision 2030*. Doha : GSDP.

The organizers invite interested individuals to submit their abstracts for the 2019 IIAS-IASIA-DI Regional Conference by 31 September 2019.

- Abstracts (max. 400 words) can be submitted to the Organizing Committee (b.dobra@iias-iisa.org) by 31 September 2019;
- Proposals will be evaluated by the Organizing Committee;
- Authors whose abstract has been accepted will receive a notification by 11 October 2019; and will be asked to submit a paper on the topic. Guidelines for writing the paper can be found on the website;
- Questions and requests should be addressed to b.dobra@iias-iisa.org;
- The conference provisional program will be published online by mid-October and the final program by mid-November.