



## ***Qatar National Vision 2030***

**International Seminar**

# **Towards Qatar's National Strategy: Issues and Challenges**

**Summary Report**

**28-29 October 2008**

**Doha**

## EXECUTIVE SUMMARY

This report provides a summary of the main themes considered at the International Seminar, ***Towards Qatar's National Strategy 2030: Issues and Challenges*** (QNV Seminar), which was held in Doha on 28-29 October 2008. Some 400 high-level delegates from Ministries and Government Agencies, the private sector and civil society as well as international participants attended the QNV Seminar. A full report of the proceedings of the QNV Seminar will be published by GSDP in early 2009.

The QNV Seminar marked the official launch of the Qatar National Vision 2030 and the start of the national strategy formulation process. Participants discussed the issues and challenges that need to be overcome in preparing Qatar's First National Strategy (QNS) and reviewed international best practices and lessons learned on the processes involved in formulating national strategies. A wide range of issues were covered including stakeholder engagement and participation, aligning sector and agency strategies with the QNS, formulating benchmarks and targets for results driven outcomes, models for monitoring and evaluation, and strategies for national and sectoral capacity building.

In preparing the QNS, Qatar will build on national and international lessons learned, taking account of its unique cultural conditions and other relevant factors. The General Secretariat for Development Planning (GSDP) will actively follow-up on the outcome of the QNV Seminar and will engage stakeholders from all sectors. Documents setting out (i) the Timelines of Outputs, Activities and Outcomes of Stakeholder Engagements and (ii) the Summary Masterplan for QNS were circulated to all participants and as a next step, GSDP will be contacting stakeholders to form multi-sectoral task teams for preparing the QNS.

## INTRODUCTION

The International Seminar, *Towards Qatar's National Strategy 2030: Issues and Challenges* (QNV Seminar) was held in Doha on 28-29 October 2008. The main objectives of the QNV Seminar were:

- To review international best practices and lessons learned, including success strategies, the difficulties and pitfalls, about the processes involved in formulating national strategies. These processes include:
  - Stakeholder engagement and participation for ensuring broad and inclusive national ownership
  - Aligning sector and agency strategies with the Qatar National Strategy (QNS)
  - Formulating benchmarks and targets for results driven outcomes
  - Models for monitoring and evaluation
  - Strategies for national and sectoral capacity building
- To identify issues and challenges that need to be overcome in preparing Qatar's first QNS
- To prepare elements of a Plan of Action based on the above for the preparation of Qatar's first QNS

The QNV Seminar was officiated by His Highness Sheikh Tamim Bin Hamad Al-Thani, Heir Apparent, who launched the Qatar National Vision 2030 and the National Strategy Formulation Process. HE Sheikh Hamad bin Jassim bin Jabor Al-Thani, Prime Minister and Minister of Foreign Affairs, Qatar made the keynote address during the opening ceremony to some 400 high-level delegates from Ministries and Government Agencies, the private sector and civil society as well as international participants.

The QNV Seminar was divided into three Panel Sessions and three Working Groups. A special meeting with international participants was also held to review best practices and lessons learned from international experiences in formulating national strategies (see Annex).

This report provides a summary of the main themes considered at the two-day QNV Seminar. A full report of the proceedings of the QNV Seminar will be published by GSDP in early 2009.

## SUMMARY OF OPENING CEREMONY

### ***Qatar National Vision 2030's (QNV 2030) Four Pillars***

*Speech by HE Sheikh Hamad bin Jabor bin Jassim Al-Thani, Director General, GSDP*

In his speech, HE Sheikh Hamad bin Jabor bin Jassim Al-Thani stressed that given the breadth and severity of the current global financial and economic crisis, the Qatar National Vision 2030 (QNV 2030) provides the country with a steadying compass to chart its future directions and priorities for a stable and prosperous economy that will benefit the Qatari people. He underscored that in these turbulent times, Qatar must also carefully manage risks that could jeopardize its legacy to future generations.

Giving an overview of the four interrelated pillars that underpinned the QNV 2030, namely Human Development; Social Development; Economic Development and Environmental Development, he said that each encompassed a set of development outcomes towards which the country aspires. Sheikh Hamad noted

- The Human Development Pillar foresees Qatar building world-class education and health systems that provide all citizens with opportunities to realize their potential. "Human capital development, especially in science and technology, will remain a priority as we seek to achieve the targets of Qatarization and the needs of a knowledge economy".
- The Social Development Pillar aims to promote strong family values and an effective social safety net for all Qataris, such that they have an adequate income to maintain a dignified life. "The broadening and deepening of democratic institutions, including giving civil society a voice in social policy, is foreseen in the Qatar National Vision 2030. It envisages inclusive institutions that will help to preserve the country's national heritage and enhance Arab and Islamic values and identity. There will be increasing opportunities to empower Qatari women, and to provide them equal opportunities to participate at all levels of society. "
- The Economic Development Pillar foresees the responsible and strategic use of Qatar's hydrocarbon resources so that they benefit both the current and future generations. "Financial and economic stability are the bedrock on which our ambitions must build. We must resolutely tackle economic imbalances and ensure that we create an environment in which business can thrive."
- The Environmental Development Pillar foresees increased advocacy efforts to build an environmentally aware population, adding that the government would formulate appropriate legislation that supports the improved management of Qatar's natural resources and its environment. "Qatar will aim to balance its development needs with the conservation and protection of its unique environment".

#### ***Addressing Qatar's Development Challenges through the QNV 2030***

*Speech by HE Dr Ibrahim Ibrahim, Secretary General, GSDP*

HE Dr Ibrahim Ibrahim highlighted some of the main challenges facing Qatar in its efforts to realise the QNV 2030. He said that the country faced challenges at three different levels.

- *"The first level of challenges depends on the distinctive positions that will be taken by Qatar towards some important aspects of national development, including the preservation of religious and cultural identity in an increasingly globalised world and the issue of the size and quality of the expatriate labour force in a way that balances national identity and social security with the needs of development."* Dr Ibrahim highlighted that the government was mindful of the need to target a pragmatic and moderate rate of economic growth that is compatible with the absorptive capacity of the economy, while at the same time avoiding rapid uncontrolled growth.

- *“One of the major challenges at this second level is the ability to diversify Qatar’s economy without harming its competitiveness. This requirement is widely mentioned in development literature. However, it has met little success in economies that depend on a single source of wealth, especially the economies of oil producing countries.”* Dr Ibrahim said that there was a need to ensure the wise management of the country’s non-renewable resources and to determine the optimum exploitation of these resources, as well as sound economic management, to ensure that financial wealth from the exploitation of hydrocarbon would generate sustainable wealth.
- *“The third level of challenges lies in formulating and implementing the national strategy. We need first and foremost, the full commitment of agencies and ministries to the goals of the national strategy, and for these institutions to be efficient, effective and comprehensive when decisions are made.”* Dr Ibrahim underscored the importance of forging partnerships between the public and private sectors as well as civil society in carrying out the QNV 2030.

***The Role of Government in the Formulation and Implementation of Qatar’s National Strategy***  
*Speech by HE Sheikh Hamad bin Jassim bin Jabor Al-Thani, Prime Minister and Minister of Foreign Affairs, Qatar*

HE Sheikh Hamad bin Jassim bin Jabor Al-Thani said that Qatar’s remarkable progress in less than two decades was a result not only of its bountiful hydrocarbon wealth but also reflected the foresight and wisdom of its leadership. He said that

- The government realized the need to strengthen coordination and harmonization of development efforts across various ministries and agencies. *“Towards this end, there are a number of ongoing initiatives that are taking place. A few months ago the government began formulating sectoral strategies, plans and programmes. His Highness the Emir issued a Decision to restructure government with the aim of increasing the efficiency of public administration, and upgrading the performance and quality of public services.”*
- The establishment of the General Secretariat for Development Planning (GSDP) through an Emiri Decision in 2006, with its broad mandate of spearheading the country’s development plans and strategies in all sectors, reflected the government’s commitment to the QNV 2030.
- Urging all parties to work together, he said, *“Achievement of the National Vision is a collective responsibility that will be led by the State, in partnership with the private sector, civil society and academia. The government will strengthen partnerships among all sectors and coordinate economic and social policies in order to build a more progressive and prosperous Qatari society. To achieve these aims, sectoral plans should be synchronized with the National Strategy. This calls for good cooperation and coordination with the GSDP.”*

## SUMMARY OF PLENARY SESSIONS

### **PANEL 1 Qatar's First National Strategy: Issues and Challenges**

*Chair: HE Sheikh Nasser bin Mohamed bin Abdulaziz Al-Thani, Minister of State and Cabinet Affairs, Diwan Emiri*

There were 4 presentations for Panel 1. Panelists raised issues and challenges that Qatar is likely to face based on their agency experiences as well as their broader expertise on national development. Presentations and discussions highlighted, inter-alia, the following issues:

- Issues and challenges identified in the QNV 2030
- Additional issues and challenges
- Clarification of some aspects of the QNV 2030

*Presentation by HE Sheikh Abdulaziz bin Jassim Al Thani, Director of Administration, Qatar Petroleum*

In his presentation HE Sheikh Abdulaziz bin Jassim Al Thani highlighted the need to put greater emphasis on broad engagement of stakeholders and to make the process of formulating the strategy an inclusive one. He stressed on the need to build bridges with the private sector and civil society. He also underlined the need for raising the awareness of the QNS and the alignment of strategies.

Greater clarity will be needed for the benchmarks and targets and the use of performance budgeting. Integration mechanisms would have to be identified. Capacity building would be needed especially for enhancing the public delivery systems, supplemented by performance management schemes, especially when moving towards a knowledge economy.

*Presentation by Mr Bader Al- Qayed, Director of Public Accounts, Ministry of Economy and Finance (MoEF)*

The MoEF can assist in the formulation and implementation of the QNS, especially through its role in economic development and through public finance. The MoEF can support implementation by working with the GSDP and other agencies to strengthen the delivery of value for money of QNV 2030-related programme plans and budgets.

Mr Bader Al-Qayed also highlighted the salient features of the MoEF's on-going modernization programmes, such as public service finance management where the focus is on strengthening the performance of the public service and managing fiscal risks and public debt. Through the programme, the MoEF will be able to attract talents to strengthen capacity of agencies. It will also be examining the budgets of agencies to make an assessment on how they will make a contribution to the QNS.

*Presentation by Mr Mohammad bin Khalid Almana, former Chairman of Qatar Chamber of Commerce and Industry*

In presenting the views of the private sector Mr Mohammad bin Khalid Almana highlighted the importance of taking external relations of Qatar into account, especially in the evolving new

financial world system. He said that the fruits of progress in implementing the QNV 2030 accrued to all levels of society, including the private sector and there was scope for the private sector to integrate these goals in business plans.

There will be cultural, religious and other challenges in realizing the QNS, including increasing the participation of women and coping with the demands of sustainable development. Human development will be a crucial pillar and investments in education and health will be vital needs. Flexibility should be a built-in feature of the QNS. He expected that competition from the public sector will continue to put the private sector at a disadvantage, and mechanisms should be put in place that will improve the performance of the private sector.

*Presentation by Mrs Amal Al-Manai, General Manager, Social Development Centre*

Mrs Amal Al-Manai's presentation considered the five challenges raised in the QNV 2030 from a social perspective. She emphasized the need for integration in various areas and for balanced development. She also underlined the importance of getting ownership of the QNV 2030 at all levels particularly at the grassroots. This requires raising citizens' awareness and wide participation in design and implementation.

Mrs Amal stressed the importance of maintaining Qatar's identity, values and Arab-Islamic culture in a context of a growing expatriate population, cultural pluralism and increasing globalization. She foresaw an expanding role of NGOs and the growing importance of the family and the education system. She also underlined policies and programmes to engage youth for enhancing national and cultural identity.

#### ***Discussion Points for Panel 1***

Various issues and questions were raised by participants, including about the implementation and follow-up on the QNS, the role of the GDSP, youth employment, curriculum, globalization and the QNS, diversification of Qatar's economy, raising awareness of QNV 2030, statistics for QNS, measuring the value system and the preservation of language, heritage and culture. A strong case was made for the inclusion of cultural development as a separate pillar in the QNV 2030, rather than as a cross-cutting dimension. It was also emphasized that more attention need to be given to special groups such as the youth and children, people with disabilities, volunteers and the elderly. Further, the private sector should support the incorporation of QNV 2030 goals into their respective strategies and business plans.

#### **PANEL 2 Formulating National Strategies: Stakeholder Engagement and Capacity Building. Best Practices and Lessons Learned from International Experiences**

*Chair: Dr Saleh Al-Nabit, Director, Government Affairs Department, GSDP*

There were 4 presentations for Panel 2. Panelists shared ideas on best practices and lessons learned, both success and constraints, based on their country/regional/international experiences in preparing national development strategies. Presentations and discussions highlighted, inter-alia, the following issues:

- Globalisation and planning
- Stakeholder engagement
- Capacity building

*Presentation by Mr Mehdi Mohammad Al Abdawani, Director General of Development Planning, National Economy Ministry, Oman*

Planning in Oman is guided by the setting of goals, targets and indicators. Oman, now in the midst of its Seventh Plan, has 5-year and long term plans that extend to 2020. Oman formulates and implements regional and sectoral plans. Measures taken to crystallize the future vision include the building of economic development models and information databases, supported by a national data centre.

Mr Mehdi Al Abdawani said that Oman has benefited from technical assistance from multilateral organizations in planning, implementation and capacity building. For programme and project implementation, various committees and task forces are formed, which include members from the private sector and civil society. Based on Oman's experience, it is advisable to be realistic when setting objectives and targets. Deviations from the plan targets are monitored and addressed through policy adjustments.

*Presentation by Tan Sri Dr Sulaiman Mahbob, Director General, Economic Planning Unit, Malaysia*

Malaysia's Vision 2020, which was launched in 1991, with the overarching objective of becoming a developed country, has been guided by a sequence of medium-term Plans. Malaysian development planning has incorporated the objectives and targets of eradicating poverty irrespective of race and reducing inter-ethnic inequalities. Poverty has been reduced from about half to 7 percent of households and the ownership of 'Bumiputera' (local Malays and other indigenous groups) in the economy has increased from about 2 percent to 20 percent, short of the 30 percent target. At times of externally induced shocks, adjustments were made to the 5-year plans – first in 1986, second in 1998 and third currently. To achieve its development targets, institutions have been strengthened and new agencies developed according to needs.

Tan Sri Dr Sulaiman Mahbob highlighted that there was also growing recognition of the need to differentiate between outputs and outcomes so to assess impact and ensure development projects reach their target beneficiaries. The impact of projects is now being given more emphasis in planning. Dr Sulaiman said that the government was also looking at ways to reduce leakages and cut corruption while improving transparency. One lesson learned is the importance of communication to ensure active participation and buy-in of target groups.

*Presentation by Mr Kevin Carey, Senior Country Economist for the Gulf Cooperation Council Countries, Middle East and North Africa Region, World Bank*

In relation to capacity building, it is important to define of whom, for what and priority needs. Enhancing the capacity of those involved in strategy formulation and implementation is key. Capacity can be acquired by learning-by-doing. In mapping out a capacity building strategy, cognizance should be taken of what individuals or teams are expected to do for the QNS, and to use resources efficiently and effectively.

Mr Kevin Carey said it is important to focus capacity building on the ability to generate data to refine and modify targets and how to link them to budgets. In target-setting, it is better to start with simple benchmarks and monitorable indicators for which data are readily available or can be collected at reasonable cost.

*Presentation by Mr Rafee Yusoff, Strategic Planning Advisor, Islamic Development Bank (IDB)*

Some of the work on strategic planning initiated by the IDB could be useful input for the QNS. Special attention should be given to the role of institutions, including the private sector and civil society. The QNS should incorporate global perspectives and not merely be inward looking so as to take into account, inter-alia, new ideas related to the knowledge economy, technological and scientific innovations, and knowledge networks.

Mr. Rafee Yusoff suggested that Islamic values could be incorporated in the design of the QNS and that Qatar should progress towards becoming a knowledge society. Successful strategies require clear visions, strong leadership (including leap-frog thinking), systematic policy coordination and execution, and mass mobilization involving mindset changes.

#### ***Discussion Points for Panel 2***

Various issues and questions were raised by the participants, including about normalizing benchmarks, the importance of institution building, defining capacity building, ex-ante quantification rather than an ex-post quantification of strategies, the multi-dimensionality of challenges, balanced development, dealing with inequalities and marginalized groups, transferability and replicability of international best practices, and the preservation of culture and heritage.

#### **PANEL 3 Results-based National Strategies: Setting Goals and Monitoring and Evaluation. Best Practices and Lessons Learned from International Experiences.**

*Chair: Datuk Dr Richard Leete, Director, Social Affairs Department, GSDP*

There were four presentations in Panel Session 3. Panelists shared ideas on best practices and lessons learned, both successes and constraints, based on their country/regional/international experiences in preparing national development strategies. Presentations and discussions highlighted, inter-alia, the following issues:

- Simplicity and flexibility in setting goals and targets
- Community and broad stakeholder engagement in monitoring and evaluation, including political will
- Implementation gaps and performance agreements

*Presentation by Mr Awang Haji Murni Haji Mohamed, Permanent Secretary, Department of Economic Planning and Development, Brunei Darussalam*

Brunei has a long-term vision covering the period 2007-2035. This contains long-term goals, a limited number of targets, and strategies for achieving them. Broad and inclusive participation is central to the implementation of Brunei's development plans. The financial allocation for human and social development is relatively large and includes a human resource capacity building fund. Mr Awang Haji Murni Haji Mohamed noted that the Brunei government now puts

increasing emphasis on the measurement of development progress through key performance indicators at the policy, programme and project levels. The technique of using the "spider-web" diagrams to stimulate policy discussion about how far targets have been met, what gaps exist, and resource allocations has been found very useful.

Mr Awang stressed the need to realign and consolidate the strategic plans of all ministries and agencies. The selection of programmes and projects for implementation are based on three criteria: (i) contribution to growth; (ii) policy relevance; and (iii) implementation capacity.

*Presentation by Ms Linda Low, Head of Strategic Planning in Abu Dhabi, UAE*

Ms Linda Low summarised the strategic planning experiences of Singapore and Abu Dhabi, UAE. Singapore's approach to strategic planning is built on the concept of "Singapore Inc.", which places heavy emphasis on the involvement and development of the private sector. Indicative planning is fleshed out by the private sector and implementation is based on a cross-cutting "cluster approach" led by strategic business units and government and quasi-government boards. This approach acknowledges that the private sector knows more than the government in moving towards a knowledge-based economy driven by ICT-induced globalization processes. While cultural factors should not be ignored, economic growth should be seen as a growth engine with human capital and innovation as key determinants of growth.

In outlining UAE's approach to strategic planning, Ms Linda noted the importance of performance markers and public private partnerships for the achievement of Abu Dhabi's Vision 2030. The Department of Planning and Economy is charged to develop a 5-year economic plan to enhance a customer-centric business environment for job creation opportunities. It strives to adopt a bottom-up approach to planning which is done on a 5-year rolling basis and incorporates various economic and quality of life targets as key performance indicators.

*Presentation by Mr. Bader Al-Dafa, United Nations UnderSecretary General, Executive Secretary, ESCWA*

Mr Bader Al-Dafa contended that based on the international experience in the ESCWA region, Qatar must balance economic growth with social and human development. The guiding principles and goals in the QNV 2030 must be reflected in results-based sector strategies and plans. The social aspects of development and a shared vision of these will require effective management by the community and other stakeholders. Monitoring and evaluation is crucial for assessing the progress in the implementation of the QNS. Performance indicators and benchmarks, taking into account international norms and standards, will be necessary. The QNS must be clear, accessible, have acceptable standards, priorities in outcomes, realistic timelines and feedback mechanisms.

Mr Bader also highlighted the role of ESCWA in forging cooperation at the regional level, acting as an information hub, and providing technical assistance to countries in implementation of their strategies. He reiterated the organization's commitment to helping Qatar in realizing the QNV 2030 and said that it could provide a range of technical assistance for capacity building as may be required.

*Presentation by Mr Praja Trivedi, Economic Adviser to the Ministry of Economy and Planning, Saudi Arabia*

Saudi Arabia's approach to long-term development planning is based on results-based national strategies. There are, according to Mr Praja, alignment and target issues to be considered. He highlighted the benefits in using measurement tools such as performance indices and other indicators that provide accurate and objective data across the board. He said that single point accountability was crucial in ensuring ownership and take up of benchmarks, and that e-government systems were useful in minimizing errors and ensuring quality.

Mr Praja highlighted that implementation is a vital requirement for the success of national strategies and the implementation gaps must be closed. In Saudi Arabia there are sectoral policies, goals and actions, and weights are assigned to assess the progress in implementation. The Implementation Agreements and Performance Agreements which are the basis for ministerial accountability are measures that have helped implementation processes. These agreements can be aligned with other development goals such as diversification and regional development, with weighted indices, and an Implementation Index can be derived. Agencies can then be ranked using a composite index and the plan's achievements can be measured.

### ***Discussion Points for Panel 3***

Various issues and questions were raised by the participants, including the incentives needed for performance and the linkages to compensation, concerns over the "software" side of development, the linkages between universities and industry, change management and the assessment of gaps and failures in performances. There must be realism in establishing goals and targets and policy consistency between different goals and targets.

## **WORKING GROUPS' SUMMARIES**

### **Working Group 1 Stakeholder engagement and participation and aligning sector and agency strategies with the National Strategy**

*Chair: Mr Rashid Al-Naimi, Vice-President – Administration, Qatar Foundation*

*How to ensure broad and inclusive national ownership?*

- Community-wide advocacy and awareness campaigns through media and other approaches
- Ownership, responsibility and accountability for the formulation and implementation of strategies and plans for each agency, including through performance indicators
- Emphasis on the importance of creating a fair accountability system
- Continuous consultation through scheduled visits, revisions, reports, ongoing assessment, questionnaires, use of modern technology and signing Memorandums of Understanding
- Engagement/targeting special categories in the community
- Consistency and compatibility, avoiding duplication of effort

*How best to ensure that the process of preparation of the QNS is not a heavily top-down process and that information flow both ways?*

- Create better understanding of the QNS through different communication channels
- Provide appropriate opportunities for dialogue at different levels
- Provide accurate and timely information
- Ask agencies to identify their current capabilities and measure them against their assigned roles
- Share draft QNS with stakeholders for observations

*How to maximize the space for various sectors, including private sector and civil society and to define their roles?*

- Identify key players in all sectors, including the private sector and civil society, and mapping of their roles in the QNS process
- Increase awareness about the importance of civil society organisations
- Active involvement of youth
- Enact and develop supportive legislation
- Create incentives, provide opportunities and facilitate financing

*How best to leverage the comparative advantage of the regional and international community?*

- Identify the State's relative advantages and needs, and work in partnerships with multilateral organizations especially for capacity building
- Give priority to the GCC states' decisions, followed by the Arab and global views
- Promote international conventions and agreements on human rights and social and economic development issues

## **Working Group 2 Formulating benchmarks and Targets for Results Driven Outcomes and Models for Monitoring and Evaluation**

*Chair: Dr. Khalid Kamal Naji, Director, Office of the Executive Management Committee Affairs, Qatar University*

*How best to formulate quantitative goals and targets and to monitor progress?*

- Clearly define a limited number of goals, targets and indicators, whilst ensuring broad consultation with all stakeholders so that there is sufficient ownership
- Start with a situation analysis in specifying goals and targets so that appropriate baselines can be determined
- Set realistic target values with buy-in from political leaders: may be assessed by reference to other countries or global standards to establish benchmarks
- Undertake a SWOT analysis to determine whether the goals are achievable and how: disseminate to all stakeholders
- Identify a central unit to be responsible for data collection of development goals and the tracking of progress towards achieving the goals

*How best to ensure budget efficiency in the allocation of resources?*

- Link determination of resource allocation with the goals, targets and milestones of the QNV 2030
- Prioritize projects linked to the goals of the QNV 2030
- Set flexible budget timelines as annual budgets sometimes impose constraints where project durations are for two or three years
- Ensure accountability in the utilization of resources for results-based projects
- Clearly define results for outcomes, measured in relation to each goal

*What tools and methods of monitoring should be employed?*

- Distinguish between monitoring and evaluation - monitoring can be more detailed and more frequent
- Important not to increase the burden of reporting - focus should be on quality of monitoring rather than quantity
- Use electronic systems for reporting and monitoring to ensure a dynamic and interactive communications

*What tools and methods of evaluation should be employed?*

- Evaluation methods must be meaningful to implementers and must take into account the views of clients or customers or users
- Tools of evaluation should be action oriented and time bound - both quantitative and qualitative tools could be employed
- Specific tools need to take into account the particular context and scorecards can be important to strategic planners
- Develop integrated databases with information flowing from different sectors

### **Working Group 3 Strategies for national and sectoral capacity building**

*Chair: Dr Ali Bin Somaik Al-Marri, Secretary General, National Human Rights Committee*

*How can we improve public service delivery through streamlining administrative processes and creating a performance-based culture?*

- Create an institutional culture of excellence in service delivery and public awareness of it
- Streamline bureaucratic procedures
- Use output-based budgeting
- Adopt system of monitoring and evaluation to improve performance - incentives and promotions linked to performance indicators
- Promote coordination and cooperation between stakeholders and teamwork
- Provide continuous training and professional development

*How best to create institutional and individual capacity to support the implementation of QNS?*

- Clear and specific government reform agenda at all levels
- Reform programme to contain material and moral incentives, supported by mechanisms to develop analytical and critical thinking
- Build individuals' capacities through
  - Education reform, paying attention to the principles and values in the QNV 2030
  - Develop relevant programmes and training courses
  - Monitoring and evaluation systems to identify functional needs
- Build institutions' capacities through
  - A vision, strategy and targets linked to performance-based corporate goals
  - Promote coordination among institutions to open channels of communication

*How best to enhance integrity and good governance in the public and private sector?*

- Enhance integrity and good governance at individual and institutional levels through:
  - Awareness and clarity of the organization's culture
  - Transparent and effective internal and external communication throughout the organization
  - Regular institutional self-assessment to ensure the implementation and achievement of corporate goals
  - Clarity in the roles, responsibilities and powers throughout the institution

### **CLOSING REMARKS AND NEXT STEPS**

Dr Ibrahim Ibrahim warmly thanked all participants for their active role in and contribution to the QNV Seminar, which was conducted at a high professional level. He observed that many countries had formulated national visions and strategies and that Qatar would build on lessons learned in formulating the QNS, taking account of its unique cultural conditions and other relevant factors. He stressed that in preparing the QNS, GSDP will engage stakeholders from all sectors.

Dr. Ibrahim informed participants that GSDP will actively follow-up on the outcome of the QNV Seminar and will disseminate a Summary Report to all participants and subsequently the Proceedings of the QNV Seminar. In terms of next steps, he drew participants attention to two documents that they had each been given: (i) the Timelines of Outputs, Activities and Outcomes of Stakeholder Engagements and (ii) the Summary Masterplan for QNS, and said that GSDP will shortly be contacting stakeholders to form multi-sectoral task teams for preparing the QNS.

## ANNEX

### SUMMARY OF SPECIAL MEETING WITH INTERNATIONAL PARTICIPANTS

International participants were given an opportunity to learn more about the particularities of Qatar's circumstances and to share experiences from their countries that might help Qatar in formulating the QNS.

To frame the discussion, GSDP circulated a short note on selected issues that Qatar faces as it embarks on the journey to realize the QNV 2030. In particular, the note drew attention to the challenges in areas of: (i) capabilities and capacity building; (ii) population; (iii) intergenerational justice; and (iv) sustaining growth. The note mentions a variety of other issues including: planning the physical environment; environmental, energy and water policies; the information needs for Qatar in the 21<sup>st</sup> century; food security; reconciling modernity with tradition and public sector governance.

The discussion was led by Dr. Adel Al-Wugayan who shared a presentation on Kuwait's experience with national strategy and planning processes. He drew attention to how Kuwait's approach had shifted from an emphasis on post-war reconstruction to a fully articulated strategy that is now integrated with the national budget. Dr. Adel emphasized the vital importance of leadership support for the process; the necessity of inclusion and participation of all sectors of society and the need for a "can do" or optimistic culture.

During discussion, participants raised several issues:

- The so called "resource curse" and how it can be avoided, and the relevance of "Dutch Disease" problems that might hamper the process of industrialization and diversification of Qatar's economy
- Jamaica's long-experience in the formulation of national strategies and plans, and the critical process mistakes that were made in the early days of planning, largely due to a failure to build consensus and get buy-in. One factor here was the frequent changes of government.
- The importance of scenario thinking in the strategy process and that model-based approaches can be helpful in considering strategic choices
- The impacts of the current financial crisis on the GCC countries, and what steps might be taken to mitigate impacts
- What constitutes a realistic timeline for a strategy process - some favored short timelines, whereas others seemed more pre-disposed to longer horizons
- Cultural and social factors should be important cross-cutting dimensions in formulating and implementing national strategies and taken into account when trying to attract foreign direct investment
- National strategies need to be married with tangible projects as Arabs are not accustomed to thinking long-term about possible futures and choices.

- Especially for GCC countries, it is important to take into account the negative environmental externalities resulting from development activities, and a regional strategy might be the best way forward
- Lack of implementation is a key challenge across the GCC region
- The incentive structure of the public sector needs to be aligned with that of the private sector so as not to cause distortions in national employment patterns
- How best to manage large flows of foreign workers for which there are both costs and benefits. Whatever policy is adopted, there is a need for transparency and clarity.
- Privatization as a means to allow the private sector to emerge in economies where the state has a significant profile
- Good strategies are flexible strategies, allowing periodic shifts in weight and direction, and building in mechanisms to monitor changes

SAD/GSDP  
11:11:2008