

Panel 1: Qatar’s First National Strategy: Issues and Challenges, Tuesday, 28 October 2008, 10.30-11.30 am. Chair: H.E. Sheikh Nasser bin Mohammad bin Abdul-Aziz Al-Thani

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Panelist should raise issues and challenges that Qatar is likely to face base on their agency experiences as well as based on their broader expertise on national development.

Issues for Panelists:	Issues and Challenges
<p><i>Stakeholder engagement and participation</i></p> <ul style="list-style-type: none"> ➤ How to ensure broad and inclusive national ownership? ➤ How best to ensure that the process of preparation of the National Strategy is not a heavily top-down process and that information flow both ways? ➤ How to maximize the space for various actors, including private sector and civil society and to define their roles? 	<p>We are starting on a journey with the task of pulling together multiple stakeholders, with different expectations to participate in the National transformation process. My thoughts are as follows:</p> <p>Segment stakeholder population and classify nature of their involvement to ensure success of the program (i.e. vital, essential or desirable).</p> <p>Raise awareness about the National Strategy using appropriate channels of communication</p> <p>Identify helping and restraining forces in strategy implementation – Use appropriate strategy to ensure positive contribution</p> <p>Prepare People to accept the Change – Build Trust in ‘Key Players’ – This might include one to one sessions at the senior levels</p> <p>Acknowledge the good work being done by agencies and solicit their views and suggestions for ‘National Strategy’ Implementation Program - Communicate, communicate and communicate</p> <p>Appreciate and acknowledge differences in strategic preparedness between agencies – learning curve and maturity.</p> <p>Pace the implementation program based on current capability and build capacity as we go along</p> <p>Encourage communication between the different sectors based on their dependencies and inter-dependencies.</p>

	<p>GSDP could be a catalyst in this - Example – Manpower Growth in Hydrocarbon Sector at locations: Need for Health, Schools, and Recreation, Municipal Affairs etc.)</p>
<p><i>Alignment with National Vision and sector and agency strategies</i></p> <ul style="list-style-type: none"> ➤ How best to ensure that the goals and guiding principles (eg preserving Qatar’s cultural traditions, promoting and preserving justice and equality, guaranteeing stability, security and opportunities) are reflected in the sectoral strategies and vice versa, so that there is harmony and consistency? ➤ How best to ensure connectivity between the QNV’s 4 pillars? <ul style="list-style-type: none"> First Pillar – Human Development <ul style="list-style-type: none"> • Education • Health • Labour Market Second Pillar – Society <ul style="list-style-type: none"> • Preservation of cultural heritage • Women empowerment • Social security Third Pillar – Economic Development <ul style="list-style-type: none"> • Economic Management • Hydrocarbon (Oil & Gas) • Infrastructure • Economic Diversification Fourth Pillar – The Environment <ul style="list-style-type: none"> • Legal and regulatory framework • National Plan ➤ How best to leverage the comparative advantage of the regional and international community? 	<p>Encourage agencies to imbibe the National Vision goals and guiding principles in their business plans</p> <p>Advise Ministries, Agencies to align their outcomes to their ‘Sectoral / National Strategies’ – In reality, this has to be a structured two-way communication process. For the Private Sector, approach has to be incentive based</p> <p>Encourage different sectors to share their business plans (non confidential data) with others who have an interest and are affected by others plans</p> <p>Develop a ‘Model Business Plan’ for those sectors who need support and coaching</p> <p>Advise agencies to project their contribution to the ‘National Strategy’ in their annual reports</p> <p>Institute intra-sector and inter-sector coordination/ follow-up / integration mechanisms</p> <p>Give prominence to ‘Qatarisation’ and ‘Women in the work-force’ and ‘Environmental’ issues in Government and Agency Business Plans</p> <p>Utilize the learning experience (s) from regional and international community to our advantage (cost curve) – Exchange Programs</p>
<p><i>Formulating benchmarks and targets for results driven outcomes</i></p> <ul style="list-style-type: none"> ➤ How best to formulate quantitative goals and targets and, to monitor progress? ➤ How best to ensure budget efficiency in 	<p>Use ‘Balance Scorecard’ with outcome based indicators that integrate and aligns National strategy with Sectoral / Agency strategies</p> <p>Adopt Performance-linked budgeting and variance analysis approach</p>

<p>the allocation of resources?</p> <ul style="list-style-type: none"> ➤ What tools and methods of evaluation should be employed? 	<p>Track Key Performance Indicators (KPIs) – leading (enabling activities) and lagging indicators to measure progress</p>
<p><i>Strategies for national and sectoral capacity building</i></p> <ul style="list-style-type: none"> ➤ How can we improve public service delivery through streamlining administrative processes and creating a performance-based culture? ➤ How best to ensure that the on-going government reform agenda will create institutional and individual capacity to support the implementation of the National Strategy? ➤ How best to build institutional and individual capacity to move towards achieving the QNV? 	<p>Build Strategic Planning capability - GSDP could facilitate this process through Industry / University partnerships</p> <p>Enhance and upgrade Manpower Planning Skills with a view to assess the ‘Size & Skill Mix requirement’ to support the National Strategy</p> <p>Modify/ change ‘Talent Management Process’ in line with best practice to support the government reform agenda</p> <p>Prepare leaders - Those who build shared vision, champion customer focus, demonstrate professional mastery, display personal effectiveness, demonstrate courage, motivate others, coach & develop subordinates, value differences, and deliver results</p> <p>Enhance Performance Management Process - ‘SMART Objectives’ and Performance Linked Rewards</p> <p>Develop structured training schemes for ‘entry level executives’ such as Engineers, Administrators, and Financial people with a focus on critical skills in strategy implementation</p> <p>Integrate the ‘Knowledge Based Economy’ initiative with ‘National Strategy’ implementation and ensure that we have a ‘critical mass’ to propel change in each sector</p> <p>Encourage ‘self development’ in the executives in the Government, Public Sector</p> <p>Increase the use of E learning</p> <p>Provide incentives to Civil Service employees for acquiring higher qualifications and membership of professional bodies such as CPA, MIE etc.</p>

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