

CALL FOR PAPERS

**IIAS-SEAPP**

**DOHA CONFERENCE**

**2023**



**6-9 February**

**on Developmental States and Professionalization  
of Public Administration and Public Policy**



[www.ias-doha-institute-conference2023.org](http://www.ias-doha-institute-conference2023.org)



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## **Towards Developmental States, Policy Making for Complex Challenges, and Professional Delivery**

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### **Introduction**

The International Institute of Administrative Sciences (IIAS) and the School of Economics, Administration and Public Policy (SEAPP) at the Doha Institute for graduate Studies (DI) are issuing this Call-for-Papers for the IIAS-SEAPP joint Conference 2023.

In these fast-changing times, and in this very diverse world of public governance and public administration, we wish to be inclusive. So, while we have identified three core themes and associated questions for the conference, we welcome all proposals for papers and panels on aspects of public governance and public administration.

We see the context for the three core conference themes as follows.

In the last 15 years governments faced the big challenges (e.g., the 2008 financial crisis and the Covid-19 pandemic). They made major strategic commitments to delivering the United Nations 2030 Agenda for Sustainable Development. As we look ahead, we can anticipate that their future success will depend on intelligent government action addressing complex policy dilemmas and capability and capacity constraints. There will be challenges to overcome, which will include the obvious ones of climate change, tensions in international relations, and how to deliver sustainable economic growth that is good for citizens and good for the planet. We assume that highly capable and well-motivated civil servants will be at the heart of effective support of government ministers and will be critical for the delivery of visions and public policy for better futures.

### **Developmental States**

Over the last twenty-five years, the governments of the world have invested in a variety of public governance reforms. Some attempts have been made to distil the lessons of this experience. The work of drawing lessons needs to continue. The main lessons need to be formulated so more governments can put them into practice, evaluate them, and develop them further.

It has been remarkable how much rethinking of the best approach to public governance of development has occurred. For some years, in the 1980s notably, the world was perceived by powerful bodies such as the World Bank as split into industrial countries and developing countries. Advice and development funding were aimed at the developing countries. The President of the World Bank in a foreword to a World Development Report for 1991 wrote (World Bank 1991):

*“Domestic policies and institutions hold the key to successful development. With strong and sustained reforms at home ... the pace of development can be substantially increased to lift millions out of poverty by the end of the decade.”*

In the 1990s doubts mounted about the existing development models being advocated, presumably partly because of attention being paid to the causes of the "East Asian Miracle", which was a label applied to sum up the impressive economic growth achieved by China, Singapore, and other East Asian economies. With the United Nation's powerful advocacy of the Millennium Development Goals, followed by its creation of a global partnership in 2015 to deliver the 17 Sustainable Development Goals of the 2030 Agenda, the old split between industrial countries and developing countries faded away. Models of public governance were now discussed and promoted that were seen as applicable to all the countries of the world. These were not models based on the state exercising command and control (World Bank 1997 1):

*“An effective state is vital ... Without it, sustainable development, both economic and social is impossible. ... The message of experience ... is ... that the state is central to economic and social development, ... as a partner, catalyst, and facilitator.”*

Various characteristics were surfaced in international meetings of ministers and civil servants held to share learning about public governance. Some of these characteristics included the formation of long-term visions for a country, the quality of political and administrative leadership, evidence-based policy making, whole-of-government coordination, government partnerships with the private sector (e.g., PPP), government being responsive to the public and engaging citizens and stakeholders in policy making, and the importance of evaluation, learning, and strategic agility.

In this conference we would like to look at experiences from all around the world to better understand effective public governance of development. This includes learning more about the experiences of the MENA countries. We want to explore their successes and challenges in creating effective public governance of development. It can be usefully stressed here that some

of the MENA countries led the world in terms of national development in the decade leading up to the pandemic of 2020. For highly successful examples just look at the records on human development and environmental performance of countries such as Qatar, Bahrain, and the United Arab Emirates. Many other countries in MENA have interesting experiences to share. For example, countries such as Egypt and Tunisia performed very respectably compared to international benchmarks. It would be great if the conference could feature some recent bold experiments in public governance, such as that in Saudi Arabia, which in 2016 launched Vision 2030. And, of course, with the conference taking place in Doha, lessons from the implementation of the Qatar National Vision 2030, which aimed to "Transform Qatar into an advanced society capable of achieving sustainable development by 2030", would be very welcome.

**Key questions for consideration:**

- Is there a single best model of public governance for development? Is it applicable to all countries, whatever their history or circumstances? Let's call it a Developmental State.
- If a "one-best" model of governance can be found, what are its chief characteristics? And more importantly, what does a Developmental State do and what are its benefits and consequences?
- But maybe there is not one best model? States vary a great deal in terms of their capital and investment riches, in their extent of regulation of market forces, in their social capital endowments, and in their engagement with stakeholders and citizens in delivering development. Do all these factors, and other pertinent factors, separately or together, create several ideal types of Developmental State?
- In the absence of "one-best" model, which models of public governance have been most effective for economic, environmental, and social development in the last ten years or so? And which models will be most likely to be effective in the decade ahead?
- And if development should be strategic, how can governments prevent threats turning into crises and blowing national development off-course?
- And finally, how can governments harness the strategic opportunities offered by major cultural and sporting events (like the World Cup in Qatar) to serve long-term visions for national progress?

**References:**

World Bank (1991) World Development Report 1991: The Challenge of Development. Oxford: Oxford University Press.

World Bank (1997) World Development Report 1991: The State in a Changing World. Oxford: Oxford University Press.

### **Policy Making for Complex Challenges**

Over the last twenty years, as widespread attempts were made to reform public governance, attempts were made to improve the making and delivery of public policy. Sometimes efforts emphasised the value of evidence-based policy. It is possible to point to examples of public policy being turned into legislation with limited efforts to base this on research and analysis and then having to be rapidly revised because policy was wrong. It has come to be seen as unarguable that very often government was grappling with issues that were too complex to rush to legislate based on untested assumptions.

Sometimes efforts have gone under the badge of a shift to more “strategic policy making”. This has been an effort to ensure public policy was invested with more long-termism and more concern for implementation.

The idea of complexity in policy making has been given increased force by the global partnership to deliver the 17 sustainable development goals. If sustainable development goals are dealt with separately by ministers and civil servants working in ministerial and administrative silos, then we can presume progress will be slowed down. Actual policy making, media stories, and public discourse all suggest that action on one sustainable development goal (for example, pursuing reductions in the extent and depth of poverty within a country) may have negative repercussions for another goal (say, the reduction of greenhouse gases). And vice versa. Dangers of silo working and poor policy making are not inevitable, but it will take many governments to get much better at multidimensional policy responses.

In recent years there have been trials of enhanced policy making, including experimental policy implementation, more thorough and frequent policy evaluation, and more systematic approaches to policy learning.

#### **Key questions for consideration:**

- How has public policy making changed over the years?
- Is policy making adapting to the complexity of multidimensional policy making?

- Has the policy coherence required for the delivery of the 17 sustainable development goals of the 2030 Agenda been achieved?
- Is policy making and delivery well-coordinated?
- Is policy making integrated into whole-of-government strategic frameworks and long-term strategic visions?
- How is government engaging citizens and external stakeholders with the public policy process and has it provided meaningful engagement?

### **Professional Delivery by Civil Servants**

The success of public governance in the years ahead will depend in each country on the quality of the civil service. For example, surely the civil servants will be of key importance for the successful delivery chains of sustainable development goals. Government can recognise the importance of increasing the quality of the civil service by measures to enable the civil service to become more professional.

Professionalization of the civil service can take different forms. First, government can seek to strengthen the professional identity and values of civil servants. A professional identity may be strengthened by increasing the expertise of civil servants. The government can nurture values such as honesty, reliability, objectivity, and impartiality in the civil service. This could be important for the civil service's relationship to the public; professional civil servants can say to the public, "You can trust us to work in your interests". One means of cultivating professional identity and values is to develop professional specialisms within the civil service through representation by professional leads who sit outside the management hierarchy. Another means is the provision of civil service codes of values.

Second, there is the use of human resource management processes (selection and recruitment, training and development, incentives systems, career systems, and so on) to move the civil service toward a merit-based civil service. This can be given an additional dimension by reimagining human resource systems as concerned with talent pipelines and talent development, as has been done, for example, in Australia.

Third, senior civil servants may argue that they become more professional by becoming adept at the use of tools typically used by professional managers, such as strategic planning. In this case, the professionalism of the civil service is to be judged by its capacity for deploying professional management techniques.

**Key questions for consideration:**

- Are civil servants becoming more or less professional?
- Do civil servants have the skills needed for reformed systems of public governance and for ambitious national development agendas?
- Are civil servants competently handling the multidimensional nature of policy advice and policy delivery required by the 2030 Agenda for Sustainable Development?
- How do we best develop senior civil servants to be the administrative leaders needed by effective governments?
- Are the ideas of talent development and talent management appropriate to the civil service environment and do processes based on these ideas work effectively?
- How are the civil services in different countries developing and what are the consequences of changes in their capacity and behaviour for the delivery of national outcomes?

## Call for Panels

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Our call for papers, panels, and tracks is not restricted to ones focused on the three themes and questions set out for your consideration above. We would of course hope to get many proposals for papers, panels, and tracks that are aligned and correspond to the themes and questions we have presented.

Panels are sessions where the chairpersons and panelists are identified in advance. Example of such panels are the national panels organized by our State members. No further submissions will be called for by the panel. The Chairperson commits to participate in the conference and ensure the participation of other panelists. He/she will be in charge of all programmatic aspects of the panel.

All costs related to the participation in the conference are to be borne by the participants themselves.

## PhD Symposium

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Building upon the successful experience of the IIAS-EUROMENA Conference 2022 in Rome, the IIAS wishes to organize a second edition of its PhD symposium.

PhD Students are invited to submit their research to the PhD track of the IIAS Doha Conference 2023. Topics can be broader than those explored in this call.



## Practicalities

- Submissions should be made in English or Arabic.
- The call-for-papers and panels will remain open until November 30<sup>th</sup>.
- Notifications of acceptance will be sent by December 15.
- Full papers will be expected by January 8<sup>th</sup>.

The conference will take place on February 6-9, 2023, in the School of Economics, Administration and Public Policy (SEAPP) of the Doha Institute for Graduate Studies, in Qatar. The PhD symposium will take place on February 6; all plenary and parallel sessions on the themes, proposals and panels will be scheduled on February 7-9.

The IIAS Open Access Publication platform offers an array of publication opportunities. These include edited manuscripts in the [IIAS Public Governance Series](#), in IIAS online journal “[Developments in Administration \(DinA\)](#)” and in special issues of partner journals. For more information on publication opportunities in our partner journals, please access the [OAP-Informative Flyer](#).

Furthermore, one or several edited manuscripts through the [Palgrave IIAS Book series](#) as well as submission to [IRAS \(International Review of Administrative Sciences\)](#) are possible.

All information on the conference can be obtained at:

- [info@iias-doha-institute-conference2023.org](mailto:info@iias-doha-institute-conference2023.org)
- <http://www.iias-seapp-dohaconference2023.org/>