

HBKU Flagship Research Grant Program 3rd Cycle– Project Highlight

Project Title: Visualizing Adaptive and Transformative Governance: Qatar at the Nexus of Local, Regional, Transnational, and Global Change

Research Team:

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Principal Investigators, PIs:

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- d) College of Islamic Studies (CIS) - Dr. Abdulfatah Mohamed

External Collaborators:

- a) Economic and Social Commission of Western Asia (ESCWA) - Dr. Sukaina Nasrawi
- b) Civil Service and Government Development Bureau (CGB) - Ms. Enjood Al Naemi
- c) Ministry of Foreign Affairs (MoFA) - HE Dr. Abdulaziz Al Horr
- d) Ministry of Communication and Information Technology (MCIT) - HE Dr. Hassan Al Darbesti
- e) Ibtechar - Mr. Nayef Ibrahim

Executive Summary

This research provides a comprehensive understanding of Qatar's adaptive and transformative governance at the local, national, regional, and transnational levels, and how these approaches create adaptive spaces for policy innovation. In collaboration with four HBKU colleges and Qatari ministries, it highlights the use of visualization tools to help Qatar manage uncertainties like technological disruption, climate change, and shifting geopolitical alignments by integrating foresight into governance systems. The project investigates how Qatar navigates and shapes governance across multiple scales through five case studies. It connects global and local governance discussions, representing a strategic partnership among four HBKU entities and key ministries. The project also examines how adaptive governance can be made visible, understandable, and actionable in ways that reflect local realities and global futures. The project explores digital policy innovation, smart urban governance, data-driven foresight, AI-enabled

citizen engagement, and humanitarian responses, advancing adaptive governance through local insights, strategic tools, and cross-sector collaboration.

This project aims to equip Qatari institutions with an interactive ArcGIS governance map and a competency-based training programme that together will enhance their ability to anticipate and manage uncertainty, thereby bolstering institutional resilience under evolving local and global pressures. Through peer-reviewed case studies and a comparative synthesis policy paper, it translates multi-scalar findings into concrete guidance for policy reform aligned with Qatar National Vision 2030. The resulting adaptive governance framework and educational initiatives will also enrich global governance scholarship by offering transferable models for embedding foresight and iterative learning in public-sector decision-making.

Expected Outcome

The project will produce a suite of tangible outcomes designed for both academic and policy audiences. Key deliverables include:

- An interactive ArcGIS Governance Map visualizing policy networks and innovation hubs across Qatar.
- A practical Adaptive Governance Framework article, providing a step-by-step model for Qatari agencies.
- A comparative policy paper synthesizing lessons for regional and global stakeholders.
- A comprehensive training course and certificate program to build lasting capacity in data-driven, adaptive governance for professionals and students, directly embedding research insights into HBKU curricula.

Flagship Area, keywords, tags:

Adaptive Governance, Transformative Governance, Policy Innovation, Data Visualization, Qatar National Vision 2030, Smart Cities, Digital Law, Strategic Foresight, Computational Linguistics, Multi-scalar Governance, Policymaking.

Visualizing Adaptive & Transformative Governance

Qatar at the Nexus of Local, Regional, Transnational, and Global Change

A Multi-Scalar Approach to Modern Governance Challenges

This project offers a comprehensive understanding of Qatar's governance evolution. By analyzing how institutions adapt to challenges like technological disruption and climate change, we aim to develop a framework that makes policy innovation visible, communicable, and actionable. The research bridges global aspirations with localized action, positioning Qatar as a leader in proactive, future-ready governance.

Interdisciplinary Team Composition

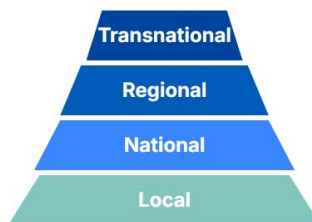
The project is powered by a diverse team from multiple Hamad Bin Khalifa University entities, ensuring a holistic research approach.

- College of Public Policy (CPP)
- College of Law (CL)
- College of Humanities & Social Science
- College of Islamic Studies (CIS)



Multi-Level Governance Focus

Our research analyzes governance innovations across a hierarchy of interconnected scales, from the broad local base to the focused transnational peak.



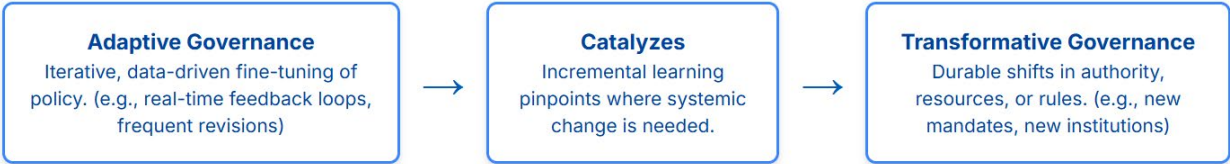
Project Deliverables Overview

The project will produce a balanced and significant portfolio of outputs across research, practical tools, policy guidance, and capacity building.



Understanding the Governance Cycle

The project distinguishes between two intertwined concepts: iterative adaptation, which fine-tunes policy, and transformative governance, which creates systemic change. Repeated adaptation can ultimately lead to transformative leaps.



Strategic Collaborations

This project is strengthened by in-kind collaborations with key governmental and international bodies, ensuring our research is grounded in practice and relevant to policy-makers.

PARTNER INSTITUTION	KEY AREA
Economic and Social Commission of Western Asia (ESCWA)	Regional Governance and Development
Civil Service and Government Development Bureau (CGB)	Public Sector Modernization
Ministry of Foreign Affairs (MoFA)	International Relations and Diplomacy
Ministry of Communication and Information Technology (MCIT)	Digital Transformation and Policy
Ibtechar	Innovation and Technology Hubs