هضبة
HADABA
ELEVATING INNOVATION AND POLICY DESIGN
الارتقاء بالابتكار وتصميم السياسات

كلية السياسات العامة
College of Public Policy
جامعة حمد بن خليفة
HAMAD BIN KHALIFA UNIVERSITY

HADABA 25: Flagship for Policy Innovation and Design

Hadaba—Hamad Bin Khalifa University's **College of Public Policy (CPP)** high-ground platform for policy innovation—brings research, teaching, and practice into one experiential arena. Hadaba 25 links this platform directly to the classroom: the programme serves as an applied module for all three CPP master's degrees—the **Master in Public Policy (MPP), Master in Social Policy and Program Evaluation (MSPPE), and Master in Global Health Policy (MGHP).**

Established in 2019 as HBKU's youngest college, CPP unites faculty members whose work spans sustainable development, international organizations, social-policy evaluation, digital transformation, global health, humanitarian work, development, peace and public-sector innovation. By combining these strengths with Hadaba 25's hands-on narrative training, CPP is uniquely positioned to lead the region's move toward story-driven, evidence-based policymaking.
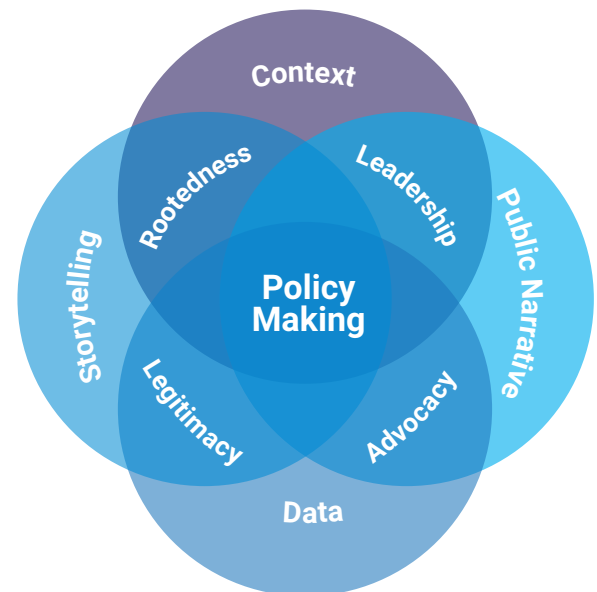
Hadaba 25 is CPP's response to global trends in policy innovation: localising global practice and embedding it in Qatar's policy ecosystem.

1. Why Data Storytelling and Narrative Policy Analysis Are Critical Policy Skills?

Policymakers and practitioners face mounting datasets, varied audiences, and constant pressure to show results. Data storytelling helps by blending numbers with context and lived experience, then presenting that story through clear, up-to-date policy dashboards. In this way, complex evidence becomes a concise narrative that anyone can grasp and use.

The payoff is three-fold: more people can take part, because technical findings are translated into plain language; decisions improve, because the story highlights both needs and opportunities; and progress stays visible, because the dashboard—story pair makes it easy to monitor trends and adjust course.

Numbers have an important story to tell. They rely on you to give them a clear and convincing voice.
— Cole Nussbaumer Knaflic

2. Global/Regional/National Evidence and Benchmarks

Reference	Insight for Hadaba 25
WEF Future of Jobs 2025	Names data storytelling as one of the five fastest-growing skills worldwide. Hadaba 25 answers that demand by teaching public servants and students to turn numbers into clear stories.
Storytelling for Systems Change (Centre for Public Impact, 2023)	Finds that community-shared stories make new policies easier to accept than technical reports alone. Hadaba 25 uses the same idea: co-created stories help reform land and last.
Harvard Public Narrative – Leadership & Action	Shows how linking personal values to a shared goal can move people to act, from local health drives to national campaigns. Hadaba 25 draws on this approach to connect evidence with purpose.
ANZSOG Data & Storytelling (Australia–New Zealand)	Demonstrates that public servants who learn storytelling explain complex data more clearly and speed up decisions. Hadaba 25 brings a similar skill set to Qatar and the wider region.
Dubai Data Initiative (Dubai Pulse)	Pairs open-data dashboards with plain-language stories, boosting public use of government services. Hadaba 25 gives the tools to create policy dashboards and stories.
WHO – "The Power of Storytelling for Health Impact" (2021)	The World Health Organization shows that patient stories, told alongside data, improve public health messages. Hadaba 25 applies the same principle to wider policy fields.
Georgetown University – Online Certificate in Social Impact Storytelling	A well-subscribed global course that blends data and narrative for social change, proving broad interest in the skill. Hadaba 25 offers a regional, in-person pathway to the same competence.
Qatari press – The Peninsula, 10 Dec 2024 ("Civil Service Bureau launches 'Future Skills Office'")	The new Future Skills Office signals a national push to equip the workforce with advanced, technology-driven competencies—reinforcing the need for programmes like Hadaba 25 that develop narrative and data-storytelling skills within the public sector.

3. Why Data Storytelling and Narrative Policy Analysis Are Critical Policy Skills?

Hadaba 25 unfolds in three interlinked phases. **Foundations (1 – 27 September 2025)** begins with a CPP-led Tableau boot-camp that converts raw datasets into clear visuals and assembles student clusters. **Core Event (28 – 29 September 2025)** follows, with morning sessions open to the wider community as a Public Narrative & Data Storytelling Certificate, while afternoon and evening labs immerse student clusters in hands-on narrative design. **Application & Mentorship (October – November 2025)** then offers targeted seminars, workshops, and mentor checkpoints, guiding each cluster as they refine a policy dashboard and concise brief.

The programme recognises achievement through distinct credentials. Student participants earn three certificates—**Foundational Tableau, Public Narrative, and Data Storytelling**—while public attendees who join the morning sessions receive the combined **Public Narrative & Data Storytelling Certificate.**

Hadaba 25 is fully embedded in CPP's curriculum, serving as an integrated course module across all three of the college's master's programmes: the **MPP, MSPPE, and MGHP**.

4. Alignment with Qatar's Third National Development Strategy (NDS3)

Hadaba 25 aligns squarely with the goals of Qatar's Third National Development Strategy (NDS 3). By turning raw administrative data into dynamic, story-driven policy dashboards, the programme gives agencies practical insight for quicker, more informed action. It also embeds narrative-design and visual-analytics skills inside public bodies, accelerating the country's wider digital-transformation agenda. Finally, through CPP-led training delivered in coordination with national partners, Hadaba 25 strengthens Qatar's pipeline of innovation and data-literate talent.

Enhancing Governance through story-driven policy dashboards that turn administrative data into actionable insight;

Advancing Digital Transformation via narrative design and visualisation capacity embedded within public agencies;

Building Innovation And Human Capital through CPP-led training in collaboration with government programs.

5. Metrics for December 2025

Indicator	Target
Participants to be trained	**70** (60 % students, 20 % professionals, 20 % civil servants)
Certificates to be issued	**3** per student (Tableau, Public Narrative, Data Storytelling) **1** per public attendee (Public Narrative & Data Storytelling)
Policy dashboards & briefs to be produced	**20** high-quality outputs ready for institutional use

Hadaba 25 knits together CPP's analytical strengths, Hadaba's hands-on ethos, and Qatar's wider push for data-informed governance. By turning complex evidence into stories that guide action and by embedding this practice across teaching and public-sector collaboration, the programme positions CPP and its partners to shape more responsive, results-oriented policy aligned with the ambitions of NDS 3.