



# **POLICY-MAKING IN A TRANSFORMATIVE STATE**

THE CASE OF QATAR

**EDITED BY**  
**M. EVREN TOK**  
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# Policy-Making in a Transformative State



M. Evren Tok • Lolwah R.M. Alkhater • Leslie A. Pal

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The Case of Qatar

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## ACKNOWLEDGEMENTS

The journey for this book began many years ago in seminars, lectures, and discussions organized through the Public Policy in Islam Program of Qatar Faculty Islamic Studies, Hamad Bin Khalifa University. A key, recurring issue was the application of current models of policy analysis to the uniqueness of Qatar's policy-making processes and its grand passions formalized in the Qatar National Vision, "transforming Qatar into an advanced country by 2030." The country is grappling with standard policy challenges (e.g., health, education, and economic development) but in very special circumstances. And yet there is almost no sustained scholarly attention or analysis of these challenges. To date, the work on Qatar has been preoccupied with its foreign policies and its oil and gas economy. We decided to remedy that by focusing on the policy process in Qatar, its internal dynamics and tensions, and its results and prospects. We decided on a theme of Qatar as a *transformative state*, a policy-making system that combines the features of a Gulf monarchy: a modern governance machinery, unrivalled resources, and remarkable ambition.

From the very beginning of the project, we decided that we would do our best to enlist Qatari as well as non-Qatari contributions. For a variety of reasons, much of the scholarship on the Gulf region has been written by outsiders, and we wanted to balance that with an "internal perspective" from analysts who have been, in some cases, directly engaged in policy development or who work and live in Qatar. Additionally, we held two authors workshops in Qatar to encourage cross-fertilization and strengthen the book's thematic focus.

Apart from chapter authors, we have significantly benefited from the work of graduate students of Qatar Faculty of Islamic Studies, Public Policy in Islam Program. We are grateful to Sara Al Mohannadi, Sultan Al Kuwari, Abdulla Al Shaiba, and Haya Burshaid, who acted as theme leaders and helped develop the initial thematic scaffolding for the book. Jennifer Spence at Carleton University also aided invaluablely in organizing and editing the bibliography.

We are grateful to the Qatar Faculty of Islamic Studies and two consecutive Deans, Dr. Hatem Al Karanshawy and Dr. Aisha Yusuf Al Mannai, for their unwavering support throughout the project. We extend our special gratitude to Her Highness, Shaikha Moza bint Nasser for providing her valuable feedback on the initial stages of the book.

We commenced this book with the intention of showcasing the “uniqueness” of Qatar, but readers will acknowledge that Qatar as a transformative state is not only about the special nature of the Qatari experience. We believe that there is a lot to learn from the Qatari experience about transformational policy-making, and this experience brings valuable lessons for the region and other developing countries.

M. Evren Tok  
Lolwah R.M. Alkhater  
Leslie A. Pal

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