



**UNCTAD XIII**  
**21-24 April 2012,**  
**Doha**



***“Linking Human Capital Development with  
Employability, Organisational & National  
Competitiveness for Sustainable Growth  
and Social Cohesion”***

***Prof Raymond Saner***  
***CSEND Panel <***  
***[www.csend.org](http://www.csend.org)***

# Arab spring- Mena region



- Eruptions of change in Mena region mostly due to:
  - *inadequate economic participation of the youth*
  - *lack of social equity boiling over to critical point after years of inequality and political oppression*

## While waiting for better market access to OECD and BRIC countries...



- 4 Experts will focus on what MENA countries can do while awaiting better trade conditions....by e.g. elaborating reforms of human capital development in MENA countries. The panel will:
  - *1. present different perspectives from regional, national and organizational levels on how a more responsive governance structure of HCD could be constructed.*

## Goal of this side-event (2)



- *2. Identify integrated approaches to entrepreneurship and human development based on coherent HCD policies.*
- *3. Examine how to create effective links between learning and work space performance*
- *4. and suggest ways to more effectively link workforce demand and supply.*

# Words of Thanks



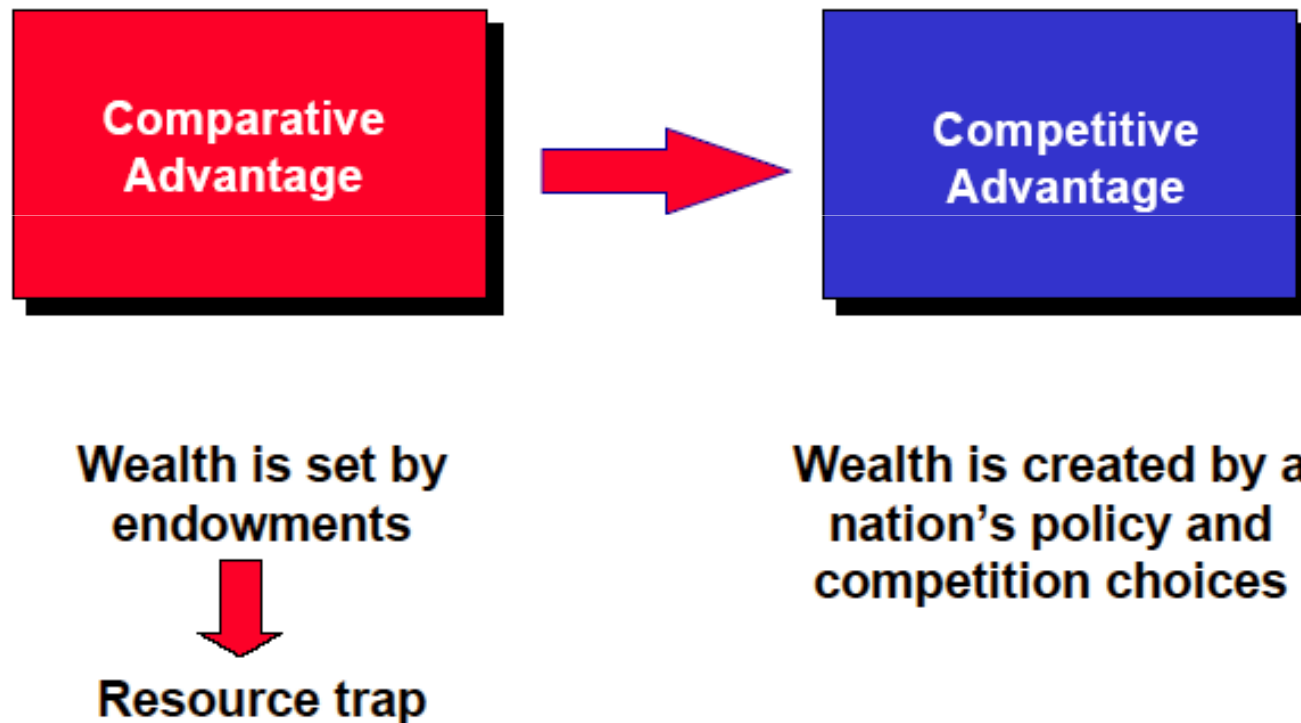
- **“UNCTAD Policy Dialogue :  
Redefining the Role of the  
Government in Tomorrow’s  
International Trade (UNCTAD XIII)”  
March 26, 2012**
- **Colleagues from ECA and Qatar  
Foundation**

# Time flow



- **Overview & Moderator, R. Saner** 10m
- **R. Saner; Sciences Po, Paris** 15m
- **Ghanim M. Al-Naimi &**
- **Shaza M. Kahlil, Qatar Foundation** 30m
- **Lichia Yiu, CSEND, Geneva** 30m
- **M. Farahat, ECA, Addis-Geneva** 15m
- **Q & A** 10m
- **Closing Comments** 10m

# Changing Sources of Prosperity



# Determinants of Productivity and Productivity Growth



Macroeconomic, Political, and Legal Context for Development

Microeconomic Foundations of Development

Sophistication  
of Company  
Operations and  
Strategy

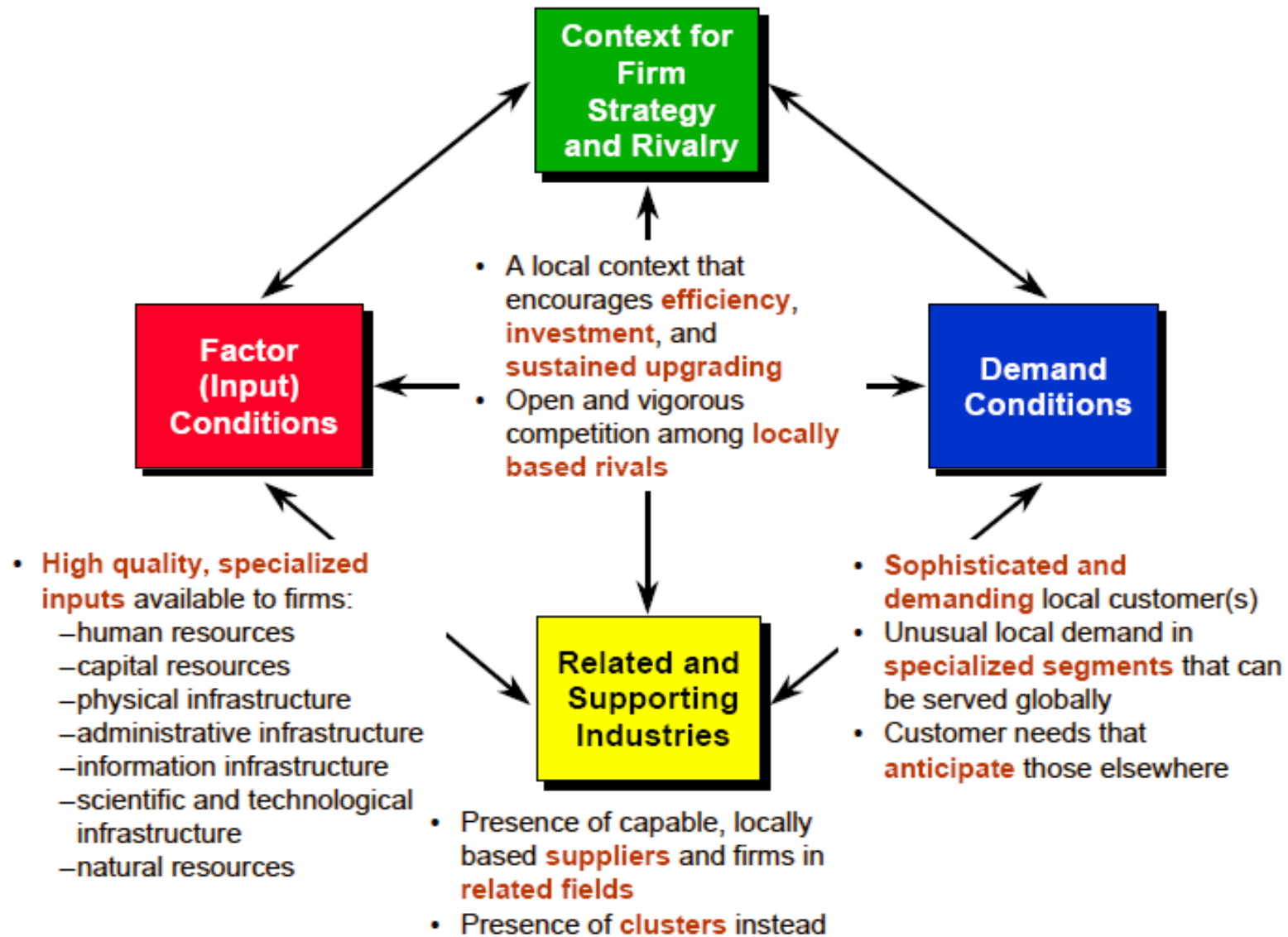


Quality of the  
Microeconomic  
Business  
Environment

- Sound macroeconomic policies and a stable political / legal context are **necessary** to ensure a prosperous economy, **but not sufficient**
- Competitiveness ultimately depends on improving the **microeconomic foundations** of competition



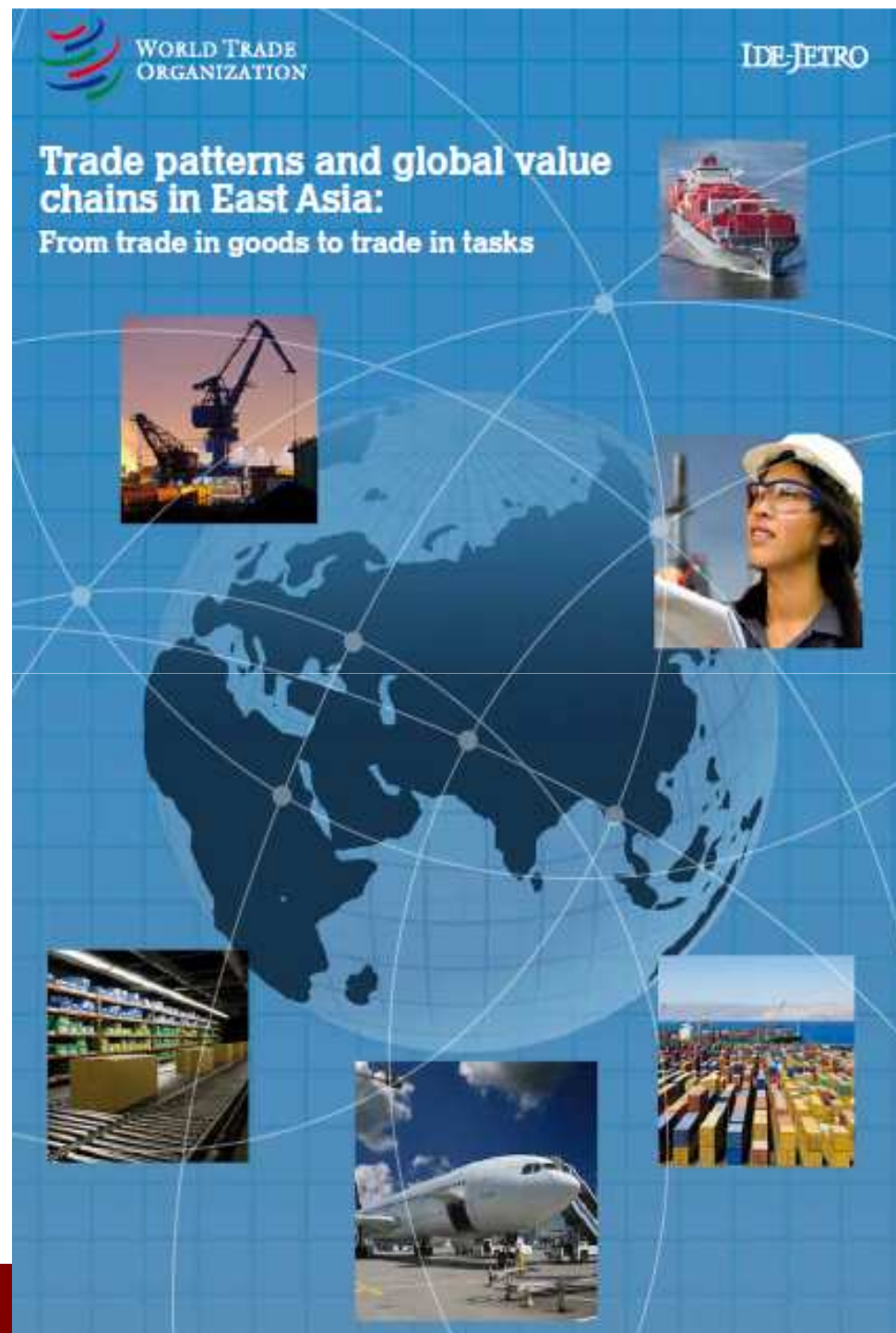
# Productivity & Microeconomic Business Environment



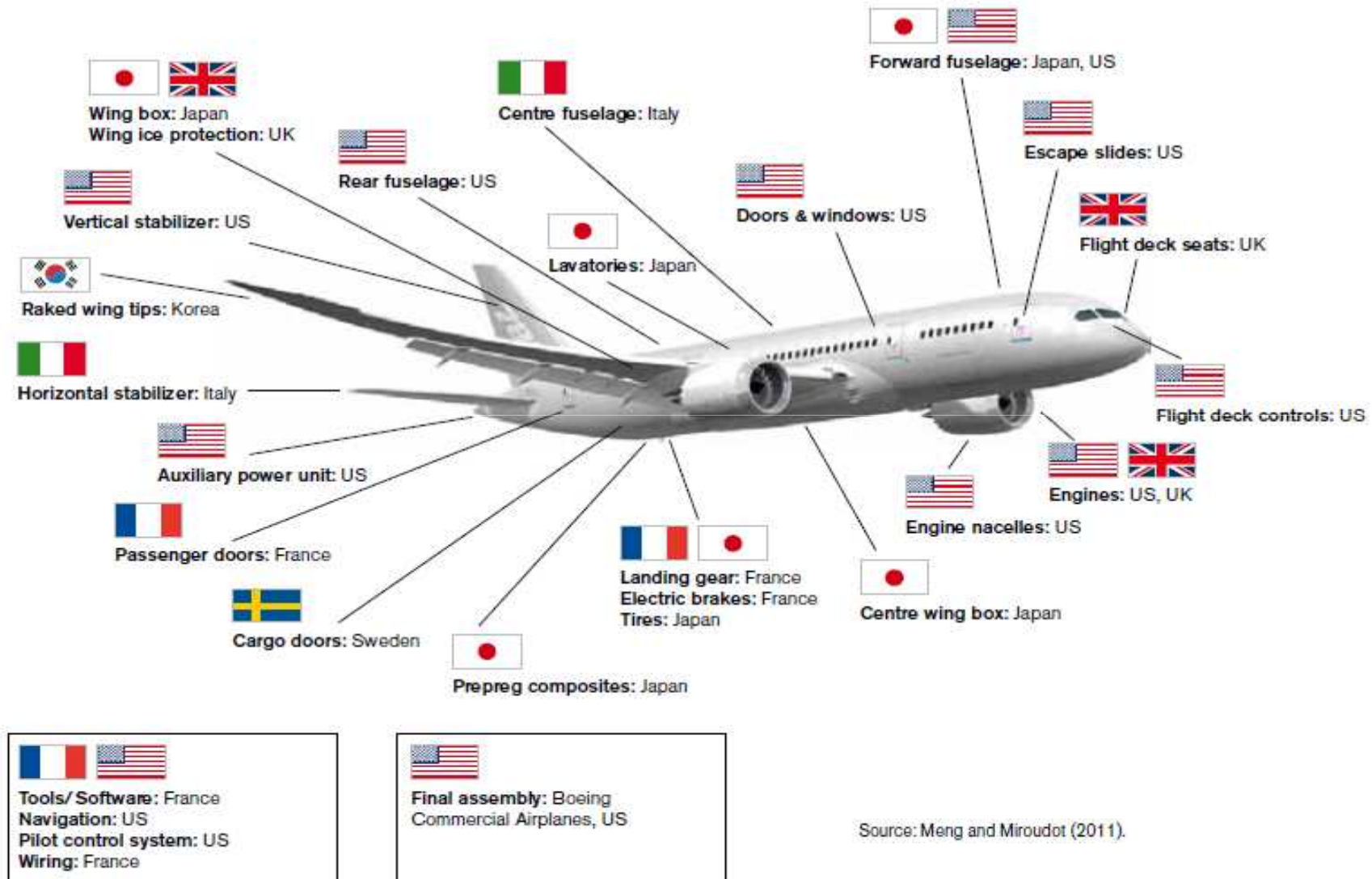
## Made in the world

“Trade in Tasks, not  
in goods or in  
Services”

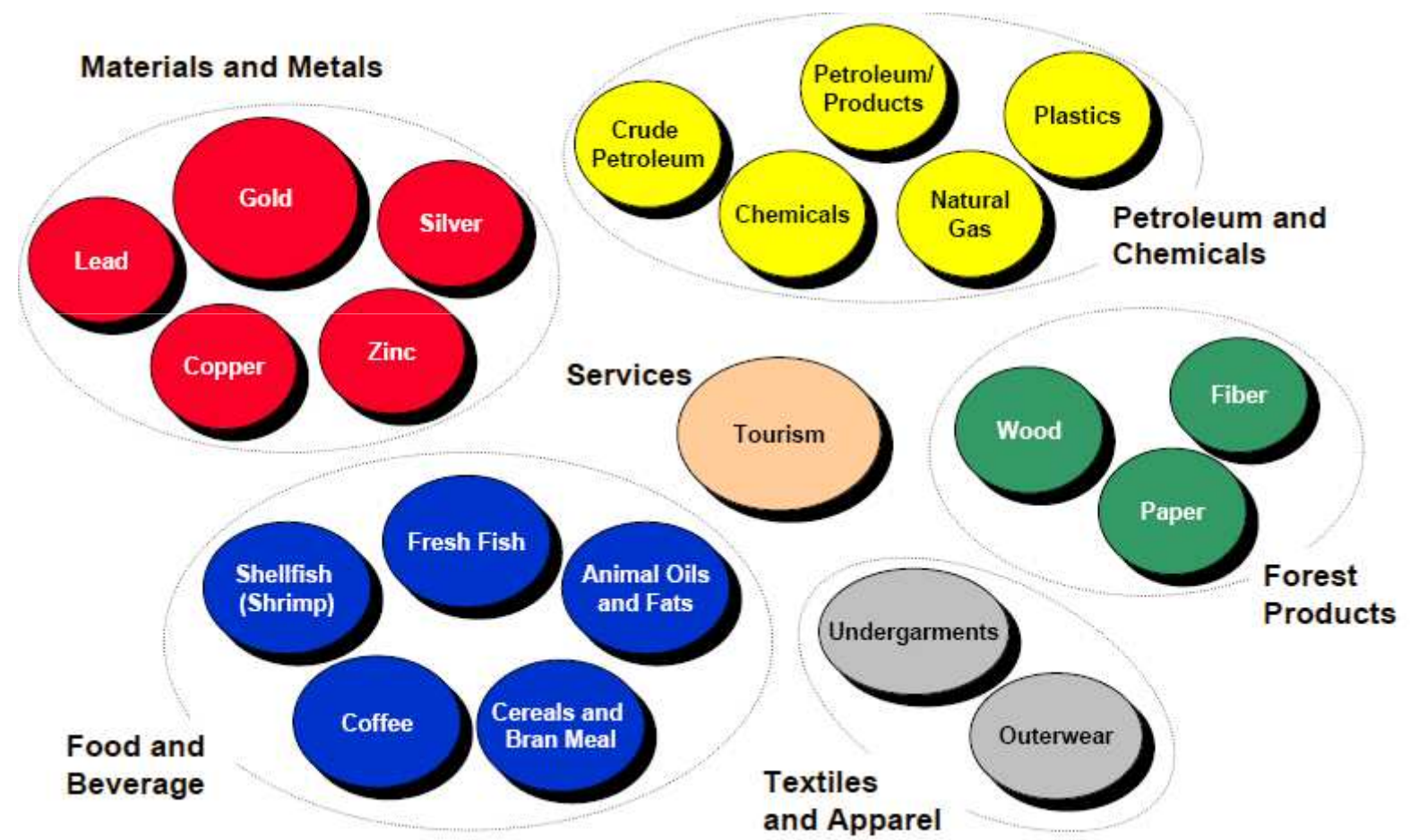
“Trade in value  
creation”



# Example of 787 Dreamliner



# Clusters in Andean Countries (e.g. Peru)



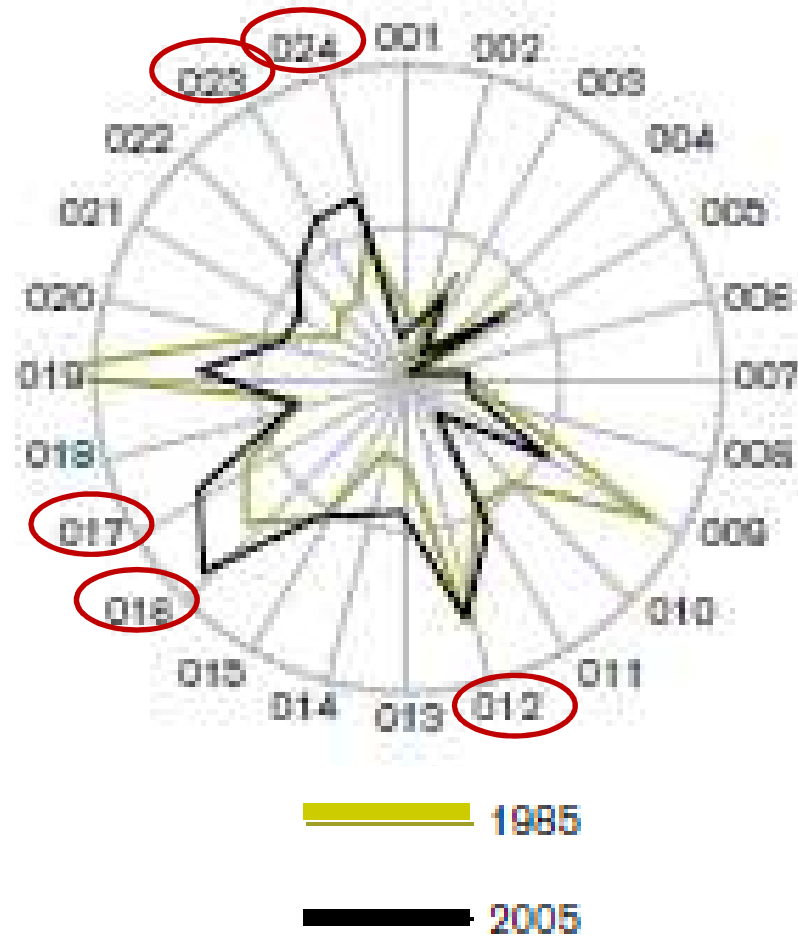
Source: Institute for Strategy and Competitiveness, Harvard Business School.

# Proposition – Which sector?

## Building on existing competitive advantage & Specialisation



### Chinese Taipei



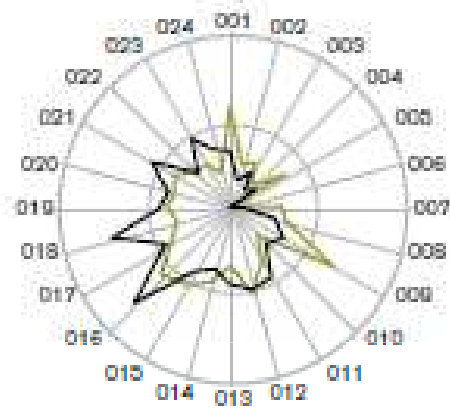
- 009 Textile, leather, and the products thereof
- 012 Chemical products
- 016 Metals and metal products
- 017 Machinery
- 018 Transport equipment
- 019 Other manufacturing products
- 020 Electricity, gas and water supply
- 021 Construction
- 022 Trade and transport
- 023 Other services
- 024 Public administration

Source: Trade Patterns & Global Value Chains in E Asia 2011

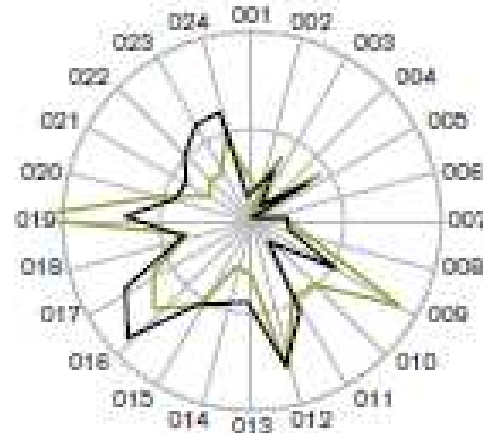
# Industrial Specialisation of Countries



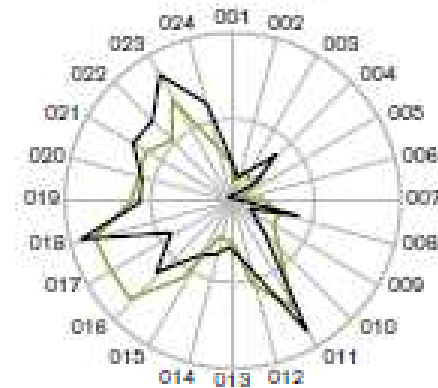
**Republic of Korea**



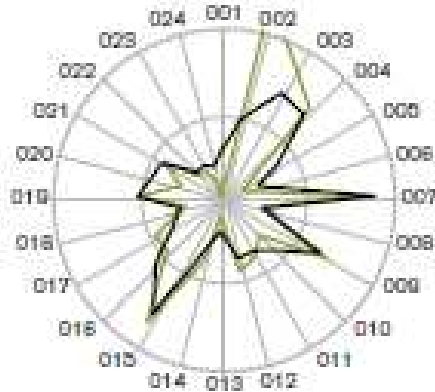
**Chinese Taipei**



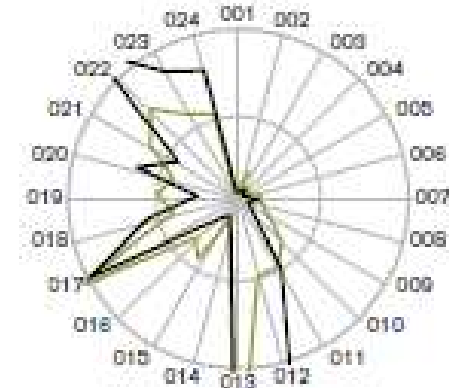
**Japan**



**China**



**Singapore**



— 1985

— 2005

# Factor Condition Labour



- Value added = knowledge + know-how = need for competent workers- employees- entrepreneurs
- Option: *“recruit from abroad or develop at home”*
- Latter option: even though plenty of young, unemployed and eager workforce in Mena region = need to train and transfer market related competences (knowledge, skills, attitudes)
- In light of limited resources: must invest and must do so effectively = wasteful investment = wasted opportunity = renewed Arab spring!!!



# Centrality of Human Capital Development and Investment





# Centrality of Human Capital Development and Investment

# This Panel



- Will look at the tools and experiences in enhancing training and development impact through three perspectives:
  - Organisational
  - National
  - Regional



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**Thank you VERY MUCH**