Diagnosing and strategizing for rare competencies in developing economies

تشخيص الكفاءات النادرة ووضع استراتيجيات لها في الاقتصادات النامية

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Abstract: This report conducts a rigorous diagnostic of the multifaceted causes and consequences of the skilled labor outflow, commonly known as brain drain, from the Global South. A significant portion of the analysis is dedicated to examining strategic frameworks and actionable policies, drawing on successful international case studies. The report also provides a forward-looking perspective on the future of rare competencies, assessing the transformative, yet perilous, impact of the digital economy, automation, and artificial intelligence. The findings underscore that a successful national strategy requires a holistic and coordinated approach that integrates educational reform, strategic human resource management, and proactive diaspora engagement.

Keywords: Rare competencies; Brain drain; Developing economies; Human capital; Talent management.

Résumé : Ce rapport établit un diagnostic rigoureux des causes et conséquences multiformes de la fuite des cerveaux, ou exode des travailleurs qualifiés, des pays du Sud. Une part importante de l'analyse est consacrée à l'examen de cadres stratégiques et de politiques concrètes, s'appuyant sur des études de cas internationales réussies. Le rapport propose également une prospective sur les compétences rares, en évaluant l'impact transformateur, mais aussi périlleux, de l'économie numérique, de l'automatisation et de l'intelligence artificielle. Les conclusions soulignent qu'une stratégie nationale efficace requiert une approche globale et coordonnée, qui intègre la réforme de l'éducation, la gestion stratégique des ressources humaines et une mobilisation proactive de la diaspora.

Mots-clés : Compétences rares; Fuite des cerveaux; Économies en développement; Capital humain; Gestion des talents.

ملخص: يقدم هذا التقرير تشخيصا دقيقا للأسباب والنتائج المتعددة الأوجه لهجرة العمالة الماهرة، والمعروفة باسم هجرة العقول، من دول الجنوب العالمي. ويخصص جزء كبير من التحليل لدراسة الأطر الاستراتيجية والسياسات القابلة للتنفيذ، بالاستناد إلى دراسات حالة دولية ناجحة. كما يقدم التقرير رؤية مستقبلية حول الكفاءات النادرة، مقيما الأثر التحويلي، وإن كان محفوفا بالمخاطر، للاقتصاد الرقمي والأتمتة والذكاء الاصطناعي. وتؤكد النتائج أن الاستراتيجية الوطنية الناجحة تتطلب نهجا شاملا ومنسقا يدمج الإصلاح التعليمي، والإدارة الاستراتيجية للموارد البشرية، والتواصل الفعال مع المغتربين.

الكلمات المفتاحية: الكفاءات النادرة؛ هجرة الأدمغة؛ الدول النامية؛ رأس المال البشري؛ إدارة المواهب.

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Introduction :

The prevailing consensus is that human capital has surpassed physical and financial assets as the singular most critical guarantor of economic prosperity and sustained ascendancy. While advanced economies have moved to strategically cultivate and protect this invaluable resource, the situation in the Global South presents a stark and persistent paradox. For decades, developing nations have been subject to a continuous, systemic depletion of their rarest and most valuable human assets, a phenomenon widely known as brain drain. This continuous outflow transforms these countries into what the poignantly describes as "seedbeds of talent for others," while they themselves remain burdened by underdevelopment and a cycle of dependency. This report is therefore dedicated to a rigorous examination of this core problem: the diagnosis of its causes, a nuanced assessment of its consequences, and the formulation of strategic frameworks to address this existential challenge for developing economies.

Research Objectives

This report aims to achieve the following objectives, as laid out in the conference preamble:

1. To provide a modern, foundational understanding of the term "rare competence" that enriches academic discourse.
2. To address the challenges faced by rare competencies, both those residing in their home countries and those who have emigrated, and propose suitable solutions.
3. To forecast the future of rare competencies in developing countries and propose potential strategic alternatives for a better future.
4. To learn from the successful experiences of other countries in cultivating, retaining, and developing their rare competencies.

Problem Statement and Significance

The central problem addressed by this study is the chronic and damaging loss of high-skilled professionals from developing countries to more affluent nations.

How does the chronic 'brain drain' of rare competencies from developing economies constitute a fundamental obstacle to their national development, and what holistic, multi-faceted strategies can effectively diagnose, retain, and leverage this talent to break the cycle of dependency and compete in the global knowledge economy?

Research Questions

The study is guided by the following research questions:

- What are the primary drivers (push and pull factors) of rare talent migration from developing countries, and what are the multifaceted consequences of this brain drain?
- What strategic frameworks and practical policies have been successful in attracting, retaining, and leveraging rare competencies in developing countries?
- How will emerging technologies, such as automation and AI, reshape the landscape of rare competencies, and what strategic adjustments are necessary for developing nations to adapt?

Study Structure

The report's structure is designed to guide the reader through a logical progression: Section 2 provides a foundational understanding of the key concepts; Section 3 presents a comprehensive diagnosis of the drivers and consequences of brain drain; Section 4 analyzes successful and nascent strategic frameworks for talent retention and reversal; and Section 5 offers a forward-looking perspective on the impact of digitalization. The final section synthesizes the findings and offers actionable recommendations for a comprehensive national strategy.

1. Conceptualizing Rare Competencies: Foundations and Distinctions

1.1 The Evolving Definition of Competence

The term "competence" has evolved from a simple description of a person's abilities to a more integrated, dynamic, and relational concept. Academic literature now defines competence as a "contextualised capability" that seamlessly integrates knowledge, skills, and attitudes in the performance of a task. This definition emphasizes a holistic understanding, moving beyond a narrow focus on purely technical proficiency. The core of competence lies in its relational nature: it is a link between a person's abilities and the successful execution of complex and demanding tasks. For example, in a higher education context, competence is a combination of a teacher's "instrumental skills" (knowing how to do something) and their "affective-emotional skills" (affective abilities). (Zlatkin-Troitschanskaia, 2019, p. 91-93)

Crucially, this integrated approach to competence also incorporates a wide range of attributes, including cognitive skills such as critical thinking and problem-solving, interpersonal skills, and affective qualities. This means that the assessment of competence cannot be a static, one-dimensional process; it must be inferred from the performance of realistic and complex professional tasks that demonstrate an individual's ability to apply their knowledge, attitudes, and skills in a real-world context. (Hager, 2009, p. 15-18) The concept of competence also carries a strategic dimension for organizations, as it can be considered a "firm-specific asset" that is difficult for competitors to imitate and can lead to cost reduction through more efficient production and design processes.

1.2 From Competence to Scarcity: The Rare Skills Framework

The concept of a "rare competency" is a direct application of the Resource-Based View (RBV) of the firm, which posits that a company's competitive advantage is derived from a unique bundle of valuable and inimitable resources. In this framework, human capital is considered a strategic asset. When a competency is not only valuable but also rare and difficult to replicate, it becomes a powerful source of competitive advantage. (Noerchoidah, 2015, p. 14-17)

The rarity of a competency, however, is not a simple function of the number of individuals who possess it. Its true value is rooted in its inherent complexity and the context-specific nature of its application. For a competency to be truly rare and difficult to imitate, it must be embedded within a complex organizational or national system. The value of a rare skill is not an isolated attribute but is a direct result of its social complexity and its integration with other unique practices.

For example, a rare competency in a developing country may not be rare in a developed one; its rarity is a function of its strategic fit within a unique local context that makes it difficult to find and, crucially, difficult to replicate or imitate. (Tshukudu, 2021, p. 159-171) Therefore, a "rare competency" in a developing country is a skill that is not just scarce globally but also possesses unique qualities, such as an understanding of local markets, specific problem-solving abilities, or context-specific technological knowledge, that are a direct result of the specific environment. This makes it a powerful, albeit precarious, national asset.

The following table provides a structured overview of the multi-faceted nature of competence, highlighting its key components and their operational implications.

Dimension	Description	Operational Manifestation
Cognitive Skills	The mental processes required for learning, problem-solving, and critical thinking.	Knowledge, critical thinking, and problem-solving strategies applied to complex tasks.
Interpersonal Skills	Abilities related to communication and interaction with others.	Effective collaboration, team leadership, and negotiation within a work environment.
Affective/ Attitudinal Attributes	The emotional and attitudinal aspects that influence behavior.	Self-concept, attitudes, motivation, and a spirit of continuous learning.
Psychomotor Skills/Technical	The specialized knowledge and physical abilities required for specific tasks.	Hands-on skills and technical know-how needed for a particular profession or function.
Holistic & Relational Nature	The integration of all attributes to perform complex tasks.	The ability to apply an integrated set of skills in the context of a carefully chosen set of realistic occupational tasks.

Source: (Hager, 2009, p. 15-18)

2. The Brain Drain Phenomenon: Causes, Consequences, and Counterarguments

2.1 A Multifactorial Analysis of Skilled Migration

The migration of rare talent from developing countries is not a monolithic phenomenon but the result of a complex interplay of internal "push factors" and external "pull factors." A comprehensive diagnosis reveals a confluence of economic, political, and social drivers that compel skilled individuals to seek opportunities abroad.

Push Factors: The internal conditions in developing countries are often a primary catalyst for emigration. Economic factors are paramount, including low salaries, underemployment, and a stark lack of competitive career prospects. Beyond mere compensation, the absence of an enabling

environment for innovation and professional growth is a critical determinant. This includes a scarcity of research facilities, limited funding for research and development (R&D), and a pervasive disregard for local talent. The case of Algeria, for instance, illustrates these challenges with its low spending on R&D as a percentage of GDP, which falls significantly below the global. (Benamouma, 2024, p. 335-345) Furthermore, inefficient institutions, corruption, and a weak rule of law are consistently cited as powerful motivators for migration. Even within academia, challenges such as an inefficient postgraduate system and slow career progression can compel scientists and engineers to emigrate. (El-Kenz, 1997, p. 53-80)

Pull Factors: Concurrently, the attractive conditions in destination countries act as a powerful magnet. The most significant pull factors are economic, including higher salaries, superior income, and better overall economic prospects. In addition to financial incentives, skilled migrants are attracted by the promise of enhanced career opportunities, a better quality of life, and a more stable political environment. Access to advanced research and educational facilities is also a key attraction, allowing professionals to pursue intellectual freedom and join a rich scientific and cultural tradition that may be absent in their home countries. (Ngoma, 2013, p. 744-754) The existence of established diaspora networks, historical ties, and language familiarity can also facilitate and accelerate the migration process, creating a self-perpetuating system of mobility. (Oleribe, 2022, p. 292)

The following table provides a clear, systematic overview of these multifactorial drivers.

Push Factors (Internal)	**Pull Factors (External)**
Low salaries and income	Higher salaries and income
Underemployment and misplacement of talent	Better career expectations and opportunities
Political instability, corruption, and inefficient institutions	Relative political stability and efficient institutions
Lack of R&D and advanced research facilities	Better research and educational facilities
Disregard for local talent and discrimination	Prestige of foreign training and intellectual freedom
Limited access to quality education	Access to a rich scientific and cultural tradition
Desire for a better urban life and quality of services	Advanced training and better quality of life

Source: (Ngoma, 2013, p. 744-754)

2.2 The Detrimental and Beneficial Effects

The consequences of brain drain are a subject of extensive debate, with a consensus emerging that the impact is a complex interplay of negative and, in some cases, beneficial effects.

Detrimental Effects (The Drain): For the majority of developing countries, the effects of brain drain are unambiguously negative. The most direct cost is the loss of a significant social investment, as high-skilled emigrants, whose education was often subsidized by the government, leave before they can repay their societal debt through taxes and contributions to the domestic economy. This outflow creates acute shortages of skilled manpower in critical sectors, such as healthcare and engineering, which can undermine a country's ability to adopt new technologies or handle health crises. The concentration of human capital in developed economies further contributes to their technological progress, thereby widening the technological gap and perpetuating a cycle of dependency. The exodus can also be a cause or consequence of poverty, as the loss of human capital weakens the economy, which in turn motivates further emigration, creating a self-reinforcing vicious cycle. (Wagle, 2021, p.32-43)

Beneficial Effects (The Brain Gain): In a more recent academic discourse, the "brain gain" hypothesis suggests that some level of skilled migration can generate benefits for the home country. The core of this argument lies in the "brain effect," which states that the prospect of working abroad can increase the private returns to education, motivating individuals to invest more in their human capital and ultimately creating a larger pool of educated workers at home. Other benefits include the flow of remittances, which can be a significant source of foreign exchange and can contribute to poverty reduction. The diaspora can also facilitate the transfer of knowledge, technology, and business networks back to the home country. However, the beneficial effects of brain gain are far from automatic and often occur as a consequence of systemic policy failures rather than a deliberate, successful strategy. The fact that the mere possibility of leaving is a motivator for increased educational investment indicates that the domestic system is failing to provide adequate incentives and opportunities for its citizens to begin with. This externalizes the value of a nation's human capital, as the returns on a publicly subsidized education are ultimately realized by another country. Furthermore, a country's ability to reap the benefits of remittances and knowledge transfer is contingent on it possessing a certain level of institutional and economic capacity to attract and leverage those returns. The stark reality is that for a country like Algeria, which struggles with limited R&D funding, the capacity to attract back and re-integrate its skilled diaspora is significantly hindered. The "brain gain" is therefore a double-edged sword: it is a symptom of a weak domestic labor market and a lack of institutional support for talent, and its benefits are often reaped by those nations that are already on a trajectory of development. For the vast majority of developing countries, the drain effect continues to outweigh any potential gain, reinforcing the status of most as "losers" in the global talent race. (Docquier, 2014, p. 1-10)

3. Strategic Frameworks for Talent Discovery, Retention, and Reversal

3.1 Human Resource Management in Developing Countries

Effective human resource management (HRM) is a critical lever for addressing the challenges of rare competency retention, but it faces unique obstacles in the context of developing countries. Traditionally, HRM in these regions has been perceived as a marginal administrative function concerned with compliance and payroll. However, a growing number of forward-thinking organizations are recognizing its strategic value in driving performance and innovation. (Salam, 2025, p. 167-180)

The challenges for strategic HRM are considerable. Many organizations operate with limited financial and human resources, which can hinder the implementation of robust training and development programs. The legal and institutional frameworks are often weak or absent, and cultural diversity can complicate communication and employee relations. Political instability and corruption can also create an unpredictable environment that impacts workforce planning and employee morale. Despite these formidable challenges, there are significant opportunities for HRM to contribute to organizational and national success. HRM can play a pivotal role in addressing the skills gap by strategically investing in talent development and capacity building through training, mentoring, and coaching. The adoption of technology can streamline HR processes and improve employee engagement. (Samarqandi, 2025, p. 62-65)

By focusing on employee well-being and creating a positive work environment, HRM can improve job satisfaction, reduce turnover, and enhance organizational performance, particularly in regions where employees face broader socio-economic challenges. (Mazlan, 2023, p. 78-91)

3.2 Corporate and Public Sector Retention Strategies

At the organizational level, whether in the public or private sector, retaining rare competencies requires a comprehensive and holistic approach that extends beyond simple compensation. Research highlights that a combination of financial and non-financial incentives is necessary to create an environment where talented employees feel valued and motivated to stay. (Thusi, 2023, p. 120-134)

Key retention strategies include:

- **Competitive Compensation and Benefits:** Providing market-related salaries is foundational, as it addresses a key physiological need and reduces the incentive to seek opportunities elsewhere. (Thusi, 2023, p. 120-134)
- **Continuous Learning and Career Growth:** Employees with rare skills are often driven by a desire for professional development. Organizations must provide continuous learning opportunities, leadership training, and clear career progression pathways to keep them engaged and motivated. The inability to offer a structured career growth plan is a significant challenge to talent retention. (Mazlan, 2023, p. 78-91)

- **Positive and Supportive Work Environment:** Fostering a positive workplace culture, characterized by open communication, supervisor support, and a focus on well-being, is a critical factor in influencing employees to stay. (Mazlan, 2023, p. 78-91)
- **Recognition and Appreciation:** Acknowledging and rewarding outstanding performance, both monetarily and non-monetarily, is a highly effective way to motivate and retain talent, as it strengthens the "psychological contract" between employees and their employers. (Ibrahim, 2024, p. 35-49)

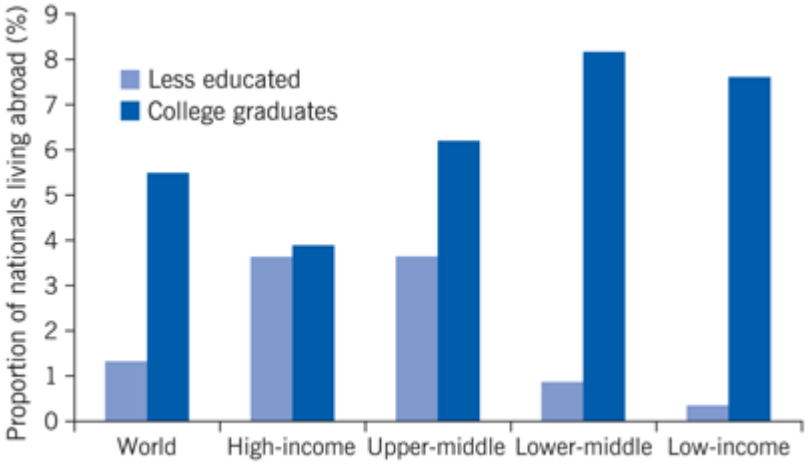
3.3 Government Policies to Counter Brain Drain

Governments of developing countries have a critical role to play in addressing brain drain at a macro level, moving beyond organizational-specific initiatives to national-level policies. The discourse on these policies has shifted from a narrow focus on "return migration" to a broader strategy of "diaspora engagement". (Savchick, 2021)

Repatriation and Return Migration: Traditional policies aimed at enticing emigrants' home have included financial incentives, such as subsidized moving expenses, housing allowances, salary increments, and research funding. (Nacházelová, 2022, p. 31-37) While these measures have had some success, they are often insufficient on their own, as they fail to address the underlying systemic issues that caused the migration in the first place. (Boumedjout, 2010)

Diaspora Engagement: A more resilient and effective approach involves leveraging the diaspora as a "brain reserve" without demanding permanent physical return. This strategy focuses on creating mutually beneficial partnerships that encourage knowledge transfer, networking, and entrepreneurship. Policies include establishing databases to track and monitor diaspora members, creating virtual research centers, and implementing legal frameworks that offer special status or dual citizenship to strengthen ties. (Mori, 2025)

Figure 1: Brain drain rates decrease with economic development



Source: (Docquier, 2014, p. 1-10)

3.3.1 Case Study: Taiwan's Success Story

Taiwan's experience in reversing its brain drain is widely considered a model for developing nations, demonstrating that a coordinated, multi-decade strategy can yield transformative results. (Tzeng, 2006, p. 239-256) The success was not an accident but the outcome of a deliberate, multi-pronged effort.

First, a strategic educational policy in the 1950s focused on subsidizing basic and vocational education, while encouraging students to pursue advanced degrees abroad, effectively externalizing the cost of advanced education. This inadvertently created a large, highly skilled diaspora that maintained strong ties to their homeland. Second, the government did not rely on chance. It implemented a proactive and sustained diaspora engagement strategy. The National Youth Council was established to actively network with and track its skilled emigrants, providing job-search assistance and travel subsidies to encourage their return. The government also offered salary reimbursements to local firms that recruited overseas talent and provided incentives like loans and subsidized facilities to encourage the establishment of new businesses. Finally, and perhaps most critically, Taiwan created an institutional anchor for its returning talent. The establishment of the Hsinchu Science-based Industrial Park in 1980, inspired by Silicon Valley, provided financial incentives, infrastructure, and a supportive environment designed to attract a high concentration of returnees. (O'Neil, 2003)

This created a "critical mass" of creative, Western-educated individuals that, in turn, attracted more talent and fostered a self-sustaining ecosystem of innovation and knowledge transfer. The success of this model was not merely due to isolated incentives but was a product of an institutional vision that linked education policy, diaspora engagement, and the creation of a physical hub where talent could thrive and collaborate.

The following table provides a comparative overview of different national strategies, highlighting the contrast between the comprehensive approach of Taiwan and the more limited or nascent strategies of other nations.

Cou	Key Strategies & Policies	Reported Effectiveness
Taiwan	Strategic educational investment, proactive diaspora engagement (National Youth Council), financial incentives (subsidized airfare, job assistance), and institutional anchors (Hsinchu Science Park).	Highly successful; reversed brain drain; created a critical mass of talent; fueled the high-tech sector boom.
Slovakia	Grant programs for students to return after studying abroad.	Limited success; only a third of targeted students returned.

Albania	National Diaspora Strategy (2021-2025), focusing on political participation, cultural ties, and economic cooperation; creating a database to monitor engagement.	Nascent; a comprehensive strategy but facing obstacles in communication and developing concrete partnerships.
Serbia	Law on Diaspora (2009) focused on cultural preservation and economic cooperation; a strategy to deter emigration and promote return migration.	Ongoing; focuses on leveraging the diaspora for transnational entrepreneurship and circular migration.

Source: (Mori, 2025)

4. The Future of Rare Competencies in the Digital Economy

4.1 The Impact of Automation and AI

The future of rare competencies in developing economies will be profoundly shaped by the accelerating pace of technological change, particularly the rise of automation and artificial intelligence (AI). These technologies present a paradoxical scenario, acting as both a potential great equalizer and a significant threat. On one hand, digital technologies can enhance connectivity, financial inclusion, and access to public services, offering a leapfrogging opportunity for developing nations to bypass traditional development stages. They can drive high-quality enterprise development by optimizing production processes, improving efficiency, and promoting continuous innovation. (Liang, 2024, 3188)

However, the rapid adoption of automation and AI also poses a significant risk of exacerbating existing inequalities and deepening the digital divide. The most immediate threat is the potential for large-scale job displacement, particularly in developing economies where the labor force is heavily concentrated in manual and routine tasks that are highly susceptible to automation. (Joël-Blit, 2018) This could lead to massive unemployment and a decline in living standards for those without the skills to adapt. The concentration of technological power in the Global North also raises the specter of "digital colonialism," where developing nations become consumers of technology rather than creators, with wealth and power remaining concentrated among a global elite.

This transformation necessitates a fundamental shift in the definition of "rare competencies." The demand is moving away from rote skills and towards competencies that are complementary to technology and difficult to automate. These include complex problem-solving, critical thinking, communication, collaboration, and creativity. The future workforce will need a solid understanding of digital tools and technologies, but their long-term value will depend on their ability to perform tasks that require human-centric skills and emotional intelligence. (Tee, 2024, p. 389)

4.2 Rethinking Education for the Future

To navigate this complex future, developing nations must strategically reform their education systems to produce a workforce equipped with the rare competencies needed to compete.

The traditional curricula, which often fail to keep pace with technological advancements, must be overhauled. (Ebom-Jebose, 2025, p. 24-30)

Strategic adjustments for education systems include:

- **Curricular Reform:** Education must place a greater emphasis on Science, Technology, Engineering, and Mathematics (STEM) subjects, alongside the cultivation of soft skills such as resilience, communication, and collaboration. The goal should be to produce graduates who are not just knowledgeable but also adaptable and capable of continuous upskilling throughout their careers. (UN, 2020)
- **Bridging the Digital Divide:** Governments, educational institutions, and the private sector must collaborate to address the digital divide by investing in digital infrastructure and expanding access to digital learning resources. This is crucial for ensuring that marginalized communities are not left behind in the digital revolution. (UN, 2020)
- **Fostering Localized Knowledge Production:** Higher education institutions in the Global South must recognize their rising role as centers of knowledge production, moving from the periphery to the center of the global academic landscape. (Knobel, 2025) They must build new frameworks and partnerships that leverage their unique strengths and address local challenges in areas such as sustainable development, public health, and climate change, thereby creating a new kind of locally-relevant rare competence that is not easily replicated elsewhere. (Das, 2024, p. 173-195)

Conclusion

The analysis in this report confirms that the chronic loss of rare competencies is a systemic challenge for developing economies, rooted in a confluence of push and pull factors that are often beyond the control of individual organizations or citizens. The diagnosis reveals that the traditional brain drain phenomenon, while occasionally yielding conditional benefits under a "brain gain" hypothesis, is overwhelmingly detrimental to the long-term prosperity of most developing nations. This occurs because the domestic systems often lack the institutional and economic capacity to both retain and effectively leverage their human capital. The "brain gain" in such contexts can be viewed as a symptom of a weak domestic labor market rather than a successful policy outcome.

The report's central argument is that a successful national strategy for rare competency retention and reversal requires a holistic, long-term, and multi-level approach. It necessitates a

fundamental shift in perspective, moving from a reactive stance to a proactive one that addresses the root causes of emigration. Learning from successful international case studies, such as Taiwan, demonstrates that an effective strategy is a deliberate, coordinated effort that links education, institutional development, and strategic diaspora engagement.

Recommendations

Based on the synthesis of academic evidence, the following strategic recommendations are proposed to address the challenge of rare competencies in developing economies:

- **Implement Coordinated National Strategies:** A successful approach must integrate economic policies, educational reform, and proactive diaspora engagement under a unified, long-term national vision. This involves investing in R&D, combating corruption, and creating an enabling environment for innovation and entrepreneurship.
- **Establish Institutional Anchors:** Governments should create and support strategic hubs, such as science parks or technology clusters, that provide the necessary infrastructure, financial incentives, and supportive ecosystem to attract and retain rare talent. These hubs can serve as magnets, creating a "critical mass" of professionals that attracts further talent and investment.
- **Promote Proactive Diaspora Engagement:** Move beyond simple repatriation programs to a more resilient strategy of engaging the diaspora as a valuable resource. This involves establishing formal networks, utilizing technology to facilitate knowledge transfer, and creating mutually beneficial opportunities for investment and collaboration without requiring physical return.
- **Reform Curricula for the Digital Age:** Educational systems must be overhauled to produce future-ready graduates with a blend of technical (STEM, digital literacy) and human-centric (problem-solving, communication) skills. This requires a shift from outdated curricula to ones that are agile and responsive to the evolving demands of the global economy.
- **Foster South-South and North-South Collaborations:** Universities in developing nations must embrace their rising role as centers of knowledge production by building partnerships that address power imbalances and leverage their unique strengths in solving local challenges. This helps create a class of rare competencies that are context-specific and highly valuable.
- **Adopt Strategic HRM Practices:** Organizations must view HRM as a strategic function and prioritize investments in talent development, competitive compensation, and a positive and supportive work environment. This includes providing clear career pathways and offering non-financial incentives that foster employee well-being and loyalty.

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