

DSG HOSTS VIETNAMESE PM

On Monday, February 16, DSG hosted a 35-member delegation from Vietnam led by His Excellency Prime Minister Nguyen Tan Dung. At the School, the delegation met with His Excellency Dr. Anwar Gargash, Minister of State for Federal National Council Affairs and Chairman of the Board of Trustees for Dubai School of Government (DSG), Her Excellency Reem Ibrahim Al Hashimi, UAE Minister of State, Dr. Tarik Yousef, Dean of DSG, and other high-ranking UAE government officials.

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كلية دبي للإدارة الحكومية
DUBAI SCHOOL OF GOVERNMENT



SCHOOL LAUNCHES MASTER OF PUBLIC ADMINISTRATION PROGRAM

One-Year Program Will Enable 35 Participants from Arab Governments to Assume Leadership Roles in Home Countries

On January 11, the Dubai School of Government officially launched a one-year Master's program in Public Administration for 35 officials representing various Arab governments. The program is administered in cooperation with the Kennedy School of Government at Harvard University.

As part of the first day, DSG organized an orientation session to brief participants on the objectives and content of the program, as well as to introduce faculty members. Additionally, an on-site tour familiarized students with the various departments and technical facilities of the School.

Dr. Tarik Yousef, Dean of the Dubai School of Government, said: "We believe that these students will dedicate themselves to deriving the maximum benefit from this program, and that this will enable them to contribute to the development of public institutions in their home countries. The need for effective institutions and innovative governance is pressing, and through this program we at the Dubai School of Government are working to



empower future Arab leaders with the competencies and skills they need to address the challenges they are certain to face.”

Mohammad Lahouel, Associate Dean for Academic Affairs, noted that “The candidates for the master’s program include senior officials and potential nominees for leadership positions in governmental and non-governmental organizations. These officials with varying levels of experience will be able to exchange ideas in an intellectual setting at the School.

“Participants have the opportunity to take advantage of the School’s excellent research programs, as well as specialized workshops and seminars conducted by the School. We also encourage students to utilize the DSG knowledge portal to build their awareness of public policy issues.”

“One of my key reasons for coming here is to learn best practice so that I can contribute to the development of my home country when I return to it.”

*Mohammed Saleq
Master of Public Administration student
Advisor to the Prime Minister, Mauritania*

Most MPA program participants receive assistance from the Mohammed Bin Rashid Al Maktoum Foundation, which is offering scholarships covering tuition and housing for the twelve-month program.

By providing rigorous academic training with an emphasis on the real-world practical application of theory, the DSG MPA program is designed to empower aspiring leaders from across the Arab world to successfully address the challenges and maximize the opportunities they face as public sector professionals. In addition to functional

and regional specializations, participants will gain a deep understanding of the development of public administration internationally and within the region.

The School also provides its graduates with a lifetime membership in the “Association of Graduates of the Dubai School of Government,” which connects them with a network of Arab leaders in politics and public administration. In addition, the Association provides members with a way to participate in events organized by DSG graduates throughout the world.

RAMI KHOURI ON CHANGE IN THE ARAB WORLD

Middle Eastern societies are going through a crucial transition phase, and their success will depend largely on their ability to capitalize on current opportunities, according to Rami G. Khouri, Senior Fellow at the Dubai School of Government and Director

of the Issam Fares Institute of Public Policy and International Affairs at the American University of Beirut.

Khouri was delivering a lecture at the School on January 26 entitled “Change Happens Everywhere: The ‘New Middle

East’ that Awaits Obama.” A cross-section of more than 70 faculty, students and opinion makers from throughout the UAE came to hear Khouri, who is also an internationally-syndicated columnist and Editor-at-Large of the Daily Star newspaper in Beirut.

He described a region that has seen enormous change since the end of the Cold War, which he said had immobilized the region politically for decades. However, since 1990 numerous opportunities have been missed, and there has been a collective inability to change the region for the better, in spite of an overwhelming desire to do so by most people.

According to Khouri, the Middle East has failed in five major challenges: border disputes which still prevent the emergence of cooperative relations; the dilemma of citizen/state relations, in which the limits of the state are not clear; a crisis of identity within the region, where shifting forms of affiliation (national, ethnic, religious, etc.) compete; a crisis of relations with the non-Arab world, where Arab publics and governments are divided over how to interact with states such as Israel, Iran and the United States; and, the failure of Arab states to provide the basic needs of human development. He noted that until the mid-1980s, progress in health and education was exemplary throughout the Arab world, but this progress receded mostly due to high birth rates and the lack of economic opportunities. The collective failure of the Arab world to address these five challenges, according to Khouri, has led to the current situation.

Describing the ways in which change is happening now in the Arab world, Khouri returned to the imbalance between population growth and economic growth, noting the existence of a large, young population that is frustrated economically, socially and politically. This demographic situation combines with external factors such as the Arab-Israeli conflict and the US occupation of Iraq to radicalize the region. Another major element of change involves the “contraction of the modern Arab state” where, since the mid-1980s, Arab states have remained very stable but their power



Rami Khouri

has receded. Into this vacuum, non-state actors—often with a religious tone such as Hamas, Hezbollah, the Muslim Brotherhood and others—have emerged.

In the realm of geopolitics, Khouri claimed that the weakening of Arab states has led to a situation in which power in the Middle East is determined by the balance of power between the US, Israel, Iran and Turkey. Khouri described two poles emerging in the Arab world—one of chaos, disorder, poverty and extremism, and one of order, law, moderation and globalization. He noted that these two different worlds often coexist side-by-side within the same country.

“The peoples of the Middle East want good, accountable governance. They want to determine their own values and express their own identities, and they want legitimate governments who can effectively exercise sovereignty on their behalf.”

Rami Khouri

While emphasizing that the problems of the Arab world must primarily be addressed by the Arabs themselves, Khouri was hopeful of a new approach to the region from the Obama Administration.

Khouri concluded the talk by stressing that most people in the Middle East are “decent, law-abiding, peaceful people, but have not been empowered or given the opportunity to live in orderly societies. Like most people throughout the world, the people of the Middle East want good, accountable governance. They want to determine their own values and express their own identities, and they want legitimate governments who can effectively exercise sovereignty on their behalf.”

REAL CAUSES OF THE GLOBAL FINANCIAL CRISIS



Dr. William Overholt

On December 30, the School welcomed Dr. William Overholt of Harvard University to a packed audience for a lecture on “The Global Financial Crisis: The Real Causes and the Political Obstacles to Real Solutions.”

Dr. Overholt began by describing three primary causes of the current financial crisis. First, and most important of the three, according to Overholt the world is simply awash with excess liquidity caused primarily by low interest rates over an extended period. The mismanagement of financial institutions and rating agencies is the second main factor leading to the crisis. Finally, the crisis was prompted by an overall breakdown in corporate governance. Overholt described how compensation based on current performance (quarterly or yearly) incentivizes a very short-term perspective and leads to risky and sometimes unethical financial instruments. According to Overholt, while considerable attention is being paid currently to the second factor—mismanagement of financial institutions and rating agencies—excess liquidity

and poor corporate governance are actually the most decisive causes of the financial meltdown. He stressed that focusing exclusively on improving the regulation of financial institutions “is like improving the service on the Titanic.”

Primary Causes of the Crisis

- Excess liquidity from low interest rates
- Mismanagement of financial institutions
- Breakdown in corporate governance

Overholt listed a number of factors from the United States contributing to causing and then worsening the crisis: namely, the large budget deficits of the Bush administration, an “addiction” to low interest rates championed by Alan Greenspan, a tendency to let institutions such as Fannie Mae and Freddie Mac grow “too big to fail,” and an inconsistent governmental response to the crisis.

In the area of global economic governance, Overholt made the point that the IMF and World Bank had no role at all in preventing the crisis,

and would have only marginal efficacy in ameliorating some of its effects in developing nations. He asserted that the “Washington Consensus,” with its emphasis on open markets, shock therapy, and immediate democracy, has now been thoroughly discredited in favor of a more gradualist approach such as that implemented by China.

After briefly summarizing the outlooks for China, Japan, and Russia in the current climate, Dr. Overholt listed a number of predictions for the coming year. The US housing market will fall further in value, while unemployment and bankruptcies increase. However, he stressed that while conditions will deteriorate somewhat, “We are not now in a downward spiral.” He maintained that while inflation is currently dead, it will return with time.

He concluded the lecture by listing steps to prevent the recurrence of another boom-bust cycle. First and foremost, excess global financial liquidity must be better managed. Corporate governance must be recalculated so there is less incentive for a risky, short-term approach, and more effective regulation of the

financial institutions and rating agencies is required. In calibrating a more inclusive international financial system, Overholt stressed that the emerging economies, and most particularly China, must be central to new institutions and policies. Finally, Overholt concluded his talk with a warning of the dangers of protectionism, which is politically popular but carries the risk of plunging the world into a severe depression.

Dr. Overholt holds a research position at the Harvard Kennedy School. Previously, he held the Asia Policy Distinguished Research Chair at RAND’s California

headquarters and was Director of the Center. Currently he is Visiting Professor at Shanghai Jiaotong University and Principal of AsiaStrat LLC, which advises on global investment strategies and on direct investments in China and elsewhere in Asia.

Audio and/or video of most public events is available on the DSG Web site at www.dsg.ae.

MICROSOFT OFFICIALS OUTLINE TECHNOLOGY SCENARIOS FOR THE REGION

As part of an ongoing agreement of cooperation, experts from Microsoft Corp. addressed students from the School's MPA and EDPA programs on January 20. Jonathan Murray, Worldwide Technology Officer for Public Sector, and Cathy Menees, Regional Technology Officer, External Partnerships, spoke to MPA students on the topic of "Technology Futures and the Service Economy," while in a second lecture, Mr. Murray addressed EDPA program students as well as senior government officials and policy makers.

In "Technology, Society and the Next Transformation," Murray highlighted the key drivers of technology growth, its adaption and its impact on society.

Focusing on the role of government policies, Murray said: "I believe there are three issues the UAE needs to address in its ongoing effort to stay at the forefront of technology adaption. First and foremost is the need to focus on existing industries and upgrade them with newly emerging technologies.

"Secondly, while doing so, a debate is imperative on such a transformation and how government policies should evolve to support this while taking into consideration the social, economic, moral and ethical obligations. Lastly, the knowledge aspect of how the country will manage technology adaption needs

to be closely looked into in terms of educating its manpower and enabling them to add value."

Murray added: "The trend towards automation could create serious challenges, as was witnessed during the early days of industrial revolution in the 19th century. What we are looking at now is a new wave of technology transformation, including elements such as "cloud platforms," which will drastically change the way information is stored, accessed or shared. This translates into new challenges for the global economy, with radical implications — social as well as ethical — for the society in which these technologies are deployed."

A cloud computing platform is software that provides the necessary technologies and services to enable on-demand access to computing services for a wide variety of end users.

Murray also highlighted the move toward a greater service economy worldwide, especially in the developing world. He said: "In the IT sector, not only is the processing capacity of computer chips doubling roughly every 18 months, following Moore's law, but the storage capacity is also increasing rapidly. This means that the world of IT is evolving at an even more accelerated pace, bringing far-reaching implications in terms of automating even jobs that are done by highly specialized professionals."



Jonathan Murray, Microsoft Worldwide Technology Officer for Public Sector

THE EXECUTIVE SUMMARY

DSG Executive Education programs provide concise, focused courses that target government and nongovernment leaders seeking to broaden their knowledge of the latest developments in public policy, leadership and management.

Capturing the Power of Negotiation

On December 21-22, DSG Executive Education extended its regional scope by holding a two-day open course in Cairo, Egypt. “Capturing the Power of Negotiation” introduced over 40 senior executives to cutting-edge analytical frameworks and approaches that the Harvard Negotiation Project has developed over the past 30 years. Led by Professor Dan Shapiro of Harvard University, the course provided participants with innovative and practical frameworks to enhance success in negotiation, and challenged them to improve their skills and strategies through case studies and negotiation exercises. The course was held in partnership with the Future Generation Foundation.

“Readers Today, Leaders Tomorrow”

The Young Leaders of the Mohammed bin Rashid Programme for Leadership Development conducted two sessions in the “Readers Today...Leaders Tomorrow” book of the month activity. On January 10, they discussed *Must-Win Battles: How to Win Them, Again and Again* by Peter Killing, Thomas Malnight, and Tracey Keys, while on February 11 they analyzed *Real Leadership: Helping People and Organizations Face Their Toughest Challenges*, by Dean Williams.

Negotiating for Leadership

“Negotiating for Leadership” — an intense two-day open enrollment course designed to assist women



Participants in the “Negotiating for Leadership” course

in senior positions to develop the negotiation strategies necessary to lead effectively — took place on January 14 and 15 at the Dubai School of Government. Participants included 46 senior women from ten different countries representing diverse fields. The course was the first executive education program on negotiation for women leaders in the Arab world, and was directed by one of the world’s leading experts on the role of gender in negotiation and decision making, Professor Iris Bohnet of Harvard University. The program was co-sponsored with the Women and Public Policy Program at Harvard University and the Gender and Public Policy Research Initiative at DSG.

DEWA Frontiers Leadership Development Program

During January 20-22, around 28 participants from DEWA’s senior management took part in a “Crisis Management and Scenario Planning” course. The course was designed to

introduce the participants to crisis management and scenario planning in a way that is not only practical, but also flexible enough to be applied to organizations along a range of sizes, with varying missions and responsibilities.

MBRPLD-Young Leaders Program

34 participants from the Mohammed Bin Rashid Programme for Leadership Development-Young Leaders participated in a two-day course on “Globalization and Economic Policy for the UAE” conducted by DSG Executive Education. The course allowed participants to obtain an understanding of economic policy issues facing the UAE within both a regional and global context, discuss the role and limitations of fiscal spending and industrial policies in light of international experience, engage in policy debates related to the role of monetary policy, assess the state of economic diversification within the UAE and discuss the role of sovereign wealth funds in encouraging investment.

Visit the DSG Executive Education Web site at www.execed.dsg.ae.

Upcoming Open Enrollment Programs

Creating Sustainable Solutions for Education Development

Date: March 10-11

Leadership for the 21st Century: Chaos, Conflict and Courage

Date: March 30 – April 2

Driving Performance Management in a Time of Economic Turbulence

Date: April 12-13

RESEARCH SPOTLIGHT:

PUBLIC MANAGEMENT

As regional governments strive to keep pace of the challenges and opportunities that globalization presents, there is growing realization of the pressing need for public sector reform to ensure the better utilization of resources and delivery of public value. Common public sector challenges across the region include overstaffing of public institutions, lack of transparency, slow improvements in public services and general dissatisfaction with government performance. Indeed, across the region, as is the global trend, trust in government is dropping, and thus efforts are being made to modernize government, improve performance, and increase accountability and transparency.

The Arab Public Management Research Initiative

The Arab Public Management Research Initiative examines the dynamics of change in regional public administration. It explores the overriding institutional and organizational models in the region, and the factors affecting their development. The Initiative documents and disseminates regional experiences in public administration, sets a framework for examining the success of reform efforts, and exposes regional governments to international practices via comparative studies.

The Initiative promotes public sector research through in-house studies, as well as through research grants for policy briefs and case studies. It supports capacity building in the Arab public sector by hosting public forums and conferences, and works to benchmark the capacity and performance of public administration systems by conducting surveys of public officials and academics within the region. At the core of the Initiative's mission is the drive to open doors of communication among regional policy makers and researchers, thereby promoting the sharing of knowledge and experience.

The Initiative produced a number of publications in 2008. Nesrine Halima

authored two policy briefs—"Results-Based Government in Arab States: Drivers, Barriers and Tensions" and "Between Potential and Reality: Innovation in the Arab Public Sphere"—while Dr. Khalid Al-Yahya authored "The Over-Educated, Under-Utilized Arab Professional: Why Doesn't Human Capital Development Bring Desired Outcomes?," a working paper finding widespread underutilization of the skills and abilities of employees in Saudi Arabia and Oman.

The Initiative is currently working with the World Bank to identify and analyze case studies from Morocco, Egypt, Lebanon, and Jordan of critical public sector innovations, reforms or practices that have the potential to be replicated in other countries of the region. In an effort to support research capacity throughout the region, in 2009 the Initiative will award grants to researchers, practitioners, and faculty members from universities and research institutions in the region to document public administration experiences and develop them into case studies, with selected cases published, translated and disseminated as annual edited volume.

In 2008, the Initiative commenced work on building a database of public officials and academics throughout the Arab region. This is the first step toward conducting a comprehensive survey to identify public administration problems in the region, as well as best practices which have been adopted to address those problems.

The School signed a memorandum of understanding in 2008 with the United Nations Public Administration Network (UNPAN), positioning DSG as UNPAN's leading regional partner for knowledge creation and dissemination on public administration and policy in the Arab region. Likewise, the Initiative is working with the Mohammad Bin Rashid Foundation to establish the Arab Governance and Public Administration Network (AGPAN) to create and sustain an electronic virtual network to exchange expertise and share experiences and lessons learned in public administration and management.

Most recently, the Initiative has begun collaborating with the Dubai Government's Human Resources Committee on organizing a Human Resources Management Forum (HRMF), which will consist of a series of workshops that will tackle emerging critical issues and their implications for the successful management of human resources in the Government of Dubai.

Finally, in cooperation with The Consulting Office (TCO), the Initiative has been involved in producing a "Public Sector Knowledge Management Handbook." The aim of this book is to explore the most common challenges and solutions to implementing knowledge management practices in public sector organizations.

NEW MEDIA CONFIGURATIONS IN/FROM THE ARAB WORLD



Dr. Adel Iskandar

In collaboration with the Embassy of Canada, DSG welcomed Dr. Adel Iskandar of Georgetown University to the School for a January 28 lecture and discussion on “Al-Jazeera and Beyond: New Media Configurations in/from the Arab World.”

Dr. Iskandar described the current period in Arab media as “one of tremendous ferment, in which we are witnessing a revival in production of media content from and by Arabs themselves, moving away from a period of dependency on outside media sources.” He outlined five major periods in modern Arab media history, moving from dependency on Western propaganda broadcasting in the early to mid-20th century into a

“revolutionary” period of social and political transformation, characterized in the media realm by Nasser’s “Voice of the Arabs.” After the discrediting of Voice of the Arabs in 1967, the region moved back into more dependency on Western broadcasters such as the BBC and Radio Monte Carlo. In the mid-1990s, the emergence of Arab satellite networks such as Al-Jazeera heralded a reemergence of Arab voices, while the current stage is being shaped by the introduction of new types of media and a changing social and political role for Arab media.

Iskandar noted the greater role played currently by “revolutionary social movement” media, such as the Al-Manar channel of Hezbollah. Other characteristics of the current period include the emergence of multilingual, transnational broadcasts from the region (such as Al-Jazeera International) in non-native languages, as well as the greater prominence of diasporic media. Iskandar noted the shifting relations between government and media, pointing to new configurations of public and private ownership and stressing

that “religious media” is now no longer controlled solely by governments.

Describing the Arab world as possessing a “ferocious desire to consume news,” Iskandar claimed that “despite the vast disparities between rich and poor, the communal usage of media bridges a divide in the Arab world. In fact, there is no ‘media divide’ in this region.”

Iskandar closed the presentation by looking ahead to the increasing pervasiveness of new forms of media such as citizen journalism, social networking media, and blogging in the Arab world. Describing the media culture of the Arab world as “perhaps the most effervescent media environment in the world,” he concluded by remarking that this region is “at the cusp of fully engaging with the world in equal, reciprocal communication.”

Dr. Iskandar is the author of Al-Jazeera: The Story of the Network that is Rattling Governments and Redefining Modern Journalism, the first major analysis of any single Arabic media organization. He is also the founder and Executive Director of Voices Without Borders International, a media development NGO focused on capacity-building and training for youth in disadvantaged communities worldwide.

“The Arab world is at the cusp of fully engaging with the world in equal, reciprocal communication.”
Adel Iskandar

MASTER CLASS PROMOTES ENVIRONMENTAL AWARENESS *School Partners with WWF, EWS for Sustainable Development*

The School partnered with the Worldwide Fund for Nature (WWF) and the Emirates Wildlife Society (EWS) to host an environmental master class on February 12 for 40 regional business leaders to help the United Arab Emirates realize the opportunities of transitioning to a sustainable business model. The event was the first in the UAE to define the critical environmental and social issues relevant to businesses and society.

The high-level program drew upon the long experience of WWF and their solutions-driven partnerships and collaborations with corporations and experts around the world.

Delivering the keynote address, His Excellency Dr. Salem M. Al Dhaheri, Director-General of the Federal Environmental Agency, called for the enhanced adoption of sustainable

initiatives to keep the UAE in the forefront as a global pioneer of green technologies.

Jimmy Brannigan and Joss Tantram, members of the WWF’s “One Planet Leaders” initiative, conducted the master class, which offered an array of processes and management tools aimed at mainstreaming sustainability into core organizational practices, building more

profitable and longer-lasting businesses as a result.

Jimmy Brannigan, Director of ESD Consulting Ltd., said: "This is an incredible opportunity for us to share key perspectives and help the UAE make a big impact in terms of environment and social sustainability. We are here to inform the business leaders on how to identify and develop environmentally sustainable business models."

According to Joss Tantram, Partner – Corporate Sustainability at Terra Consult, "The time is right to address the larger issues of water and energy conservation, and prompt thought leaders to explore innovative solutions for achieving

sustainability. We firmly believe the UAE has the leadership and vision to become a leader in green technology and related areas, and show the world that it can offer creative solutions to the problems that the world faces."

Dr. Mohamed Lahouel, Associate Dean for Academic Affairs and Professor at DSG, said: "We are indeed living in an interesting phase, where environment and social sustainability are becoming key issues, not just on the government level, but in the private sector too."

Pointing out that businesses today are paying more attention to non-finance aspects of sustainability, Lahouel added:



Razan Al Mubarak, Managing Director, Emirates Wildlife Society

"A sustainable business must take into account the gamut of factors that make an ecosystem sustainable and help the business or community thrive. With improved environmental regulation and a reduced ecological footprint, the region has what it takes to become a role model for other nations globally."

SCHOOL HOSTS JAPANESE BUSINESS SEMINAR



Professor Haruo Shimada

In collaboration with the Consulate General of Japan, on February 11 the School welcomed Professor Haruo

Shimada for a lecture on "Japan, the Arab World and the Global Financial Crisis." Professor Shimada analyzed the underlying reasons behind the rise of Japan in the second half of the twentieth century. Located in the Far East with scant natural resources, the country has grown to the second largest economic power in the world. Prof. Shimada noted the slowdown of the Japanese economy since 1990, but remained upbeat about the underlying fundamental strengths that have enabled the country to achieve

its current level of prosperity. The lecture also addressed the nature of Japan's relations with the Arab world.

Professor Shimada is the President of Chiba University of Commerce. He served as chairman of the Economic Research Center Fujitsu Research Institute from April 2004 to March 2008, and was involved in the formulation of government policy as a Special Advisor to the Cabinet Office from 2001 to 2006.

SUDANESE DELEGATION VISITS DSG



A nine-member, high-level delegation from Sudan held consultations on February 2 with DSG officials on facilitating knowledge exchange, capacity building measures, as well as executive education programs. The Sudanese delegation included officials from a variety of academic and governmental organizations in Sudan, and was led by Mr. Abdullah Al-Bushra Mohammed Abdelrahman, Undersecretary of the Ministry of Labor and Administrative Reform.

MIKE HELAL ON EDUCATION REFORM



DSG Visiting Researcher Mike Helal

On January 14, Visiting Researcher Mike Helal presented analysis of Dubai's scores in the 2007 Trends in International Mathematics and Science

Studies (TIMSS) test. Overseen by scholars from the Lynch School of Education at Boston College, the TIMSS has become one of the leading international indicators of comparative educational performance in the world. Participating countries are tested once every four years, at grade 4 and grade 8, in mathematics and science. Dubai fared well in both mathematics and science in comparison with other Middle East/North Africa region participants, but ranked lower than worldwide averages in both subjects.

Mr. Helal presented a detailed analysis of the findings, and offered specific recommendations—including changes in curriculum content, more stringent teacher certification and professional development, a shift away from rote memorization in pedagogical style, and additional time devoted to instruction—on how to improve education in Dubai schools. Mr. Helal's research is to be released in a forthcoming DSG Policy Paper. Audio of the presentation can be found on the DSG Web site.

GENDER RESEARCH SEMINARS

The School's Gender and Public Policy Research Initiative hosts a research seminar series focusing on a variety of gender and public policy issues. This series brings prominent researchers, scholars, and practitioners alike to the discussion table to share their research findings and views on opportunities and challenges facing women's leadership in the Arab world.

Rema Hanna

On January 19, Dr. Rema Hanna spoke on "Gender and Health in India: Microfinance Products for Rural Women." In many developing countries, high percentages of women deliver babies at home rather than at an institution. Many women who do deliver in an institution take out crippling loans from moneylenders at incredibly high interest rates to pay for the delivery.

Dr. Hanna described her ongoing research involving a pregnancy financing

product for rural women in India. The product provides women with both savings and loan opportunities to finance delivery in an institution, and seeks to both increase access to healthcare in rural areas as well as reduce the burden of debt frequently incurred by women during the childbearing process.

Rema Hanna is Assistant Professor of Public Policy at the Kennedy School of Government, Harvard University. Her fields of interest include development



Dr. Rema Hanna

and environmental economics, and her developmental work focuses mostly on India and Indonesia.



Dr. Rohini Pande

Rohini Pande

Dr. Rohini Pande, Mohammed Kamal Professor of Public Policy at the Kennedy School of Government, presented a talk on January 14 entitled "Powerful Women: Can Exposure Reduce Bias?" Dr. Pande's research explored using a random assignment of gender quotas for leadership positions across Indian village councils to show that prior exposure to a female leader is associated with subsequent electoral

gains for women. She provided experimental and survey evidence on one channel of influence—changes in voter attitudes. Prior exposure to a female chief councilor improves perceptions of the effectiveness of female leaders and weakens stereotypes about gender roles in the public and domestic spheres. Audio of Dr. Pande's presentation can be found on the DSG Web site.

Mohammad Al Ississ on the Financial Impact of Violent Events

Dubai Initiative Research Fellow Mohammad Al Ississ presented the results of his research on “The Positive Cross-Border Financial Impact of Violent Events” at the School on Thursday, February 26. Al Ississ measured the performance of equity markets in the periods immediately before and after 66 violent events in 32 countries, finding that—in the short term—political violence boosted equity market performance in neighboring and distant countries, while countries in a middle range of distance had either a negative effect or none at all. Audio of the presentation can be found on the DSG Web site.

DSG Partners with DWE for First Arab Women Leadership Forum

The School’s Gender and Public Policy Program joined the Dubai Women Establishment (DWE) as knowledge partner for their first annual conference, entitled “Women and Leadership: Global Trends and Local Innovations.” Held on January 13-14, the Forum is an annual conference organized by the DWE which provides an opportunity to acknowledge the contribution of outstanding individuals and organizations that have contributed to advancing women’s leadership worldwide. Her Highness Sheikha Manal bint Mohammed Al Maktoum, President of the Dubai Women’s Establishment, delivered the keynote speech for the event, which was also attended by His Highness Sheikh Mohammed bin Rashid Al Maktoum, in addition to several UAE ministers and dignitaries. May Al-Dabbagh moderated the first panel on “Women and leadership research: The state of the art,” and over 400 people attended the event, which was held at the Monarch Hotel in Dubai.

New DSG Web Site Launched

A redesigned version of the DSG Web site at www.dsg.ae was launched on January 22. The site features relational tagging and dynamic content generation across the platform, RSS feeds, content sharing with the Dubai Initiative site, as well as a revamped design and improved usability. Future plans for the site include blogs, podcasts, and eventually an Arabic version.



DSG Helps Launch Arab Council for the Social Sciences

Scholars and researchers from throughout the Arab world gathered in Cairo, Egypt to officially launch the Arab Council for the Social Sciences (ACSS) on December 17 and 18. The Dubai School of Government played a vital role in the initial development of the ACSS, offering organizational leadership and support, with the Council becoming independent upon its launch in Cairo.

Leading Arab social scientists present at the Cairo launch of the ACSS included Ibtisam Al-Kitbi from the UAE, Ragui Assaad from Egypt, Mustafa Hamarneh of Jordan, Rahma Bourkiya from Morocco, Abdul Karim Barghouti from Palestine, Amr Hamzawy from Egypt, Raoufa Hassan of Yemen, Ahmed Baydoun from Lebanon, and Naser Jaby of Algeria.

Dr. Tarik Yousef, Dean of the Dubai School of Government and member of the Council’s steering committee, commented that “The launch of the Council will pave the way for a larger role for social science research in the Arab region, and empower leaders to make policy decisions based on sound research.”

Dr. Yousef added: “The Council will strengthen social science research in the Arab region and promote links between Arab scholars and their regional and international counterparts, fulfilling one of the primary tenets of our mission at the Dubai School of Government.”

The Arab Council for the Social Sciences is an effort by leading Arab scholars and experts to address the region’s deficiency in self-produced research. A number of UN reports on human development have emphasized the need for the Arab world to address the “knowledge gap” in order to meet the challenges of development, good governance and security. Likewise, many reports have focused on the weakness of research in the Arab world, highlighting the need to establish indigenous institutions to explore social, economic, political and environmental issues at the regional level.

Developed initially with the support of the Dubai School of Government, the ACSS is the fruit of collaboration between experts from a number of regional and international organizations, including the Regional Office of Arab States at the United Nations Development Program, the International Development Research Centre, the Social Science Research Council and the Regional Office for West Asia and North Africa of The Population Council.

UPCOMING EVENTS

For updated information, see the DSG Web site at www.dsg.ae

Creating Sustainable Solutions for Education Development

March 10-11

Offered jointly by DSG and The Harris School of Public Policy Studies at the University of Chicago, this distinctive course will focus on the internal and external factors linked to students' success at schools, as well as the public policies needed to improve education and build human capital. It will be taught by Prof. Susan Meyer of the University of Chicago.

Suad Joseph on Representations of Islam and Muslims in Wall Street Journal Commentaries

March 23

Suad Joseph will present the outcomes of an ongoing research project on the representation of Muslims, Islam, Muslim Americans and Arab Americans in major news print media in the United States.

Leadership for the 21st Century: Chaos, Conflict and Courage

March 30-April 2

Led by Marty Linsky of Harvard University's Kennedy School of Government, the program offers a personal, stimulating, and challenging four days that invites participants to learn how to act both courageously and skillfully when exercising leadership.

Driving Performance Management in a Time of Economic Turbulence

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