



مبادرات محمد بن راشد آل مكتوم العالمية
Mohammed Bin Rashid
Al Maktoum Global Initiatives

كلية محمد بن راشد
للإدارة الحكومية
MOHAMMED BIN RASHID
SCHOOL OF GOVERNMENT



Future Government Programs

Master in Public Administration



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INTRODUCTION

This proposal details the Mohammed Bin Rashid School of Government future government programs, focusing on the Master of Public Administration (MPA) with integrated Executive Education training options tailored to offer practical insight into complementary areas such as AI ethics and sustainability.

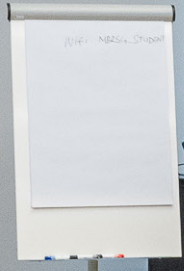
The Executive Education training also affords students the opportunity to learn from UAE government best practice and MBRSG experience in leading policy councils and policy dialogue.

The proposal also details admission and other related criteria.



مؤسسة حكومية بحثية و تعليمية
تأسست عام 2005
تمكين قادة المستقبل

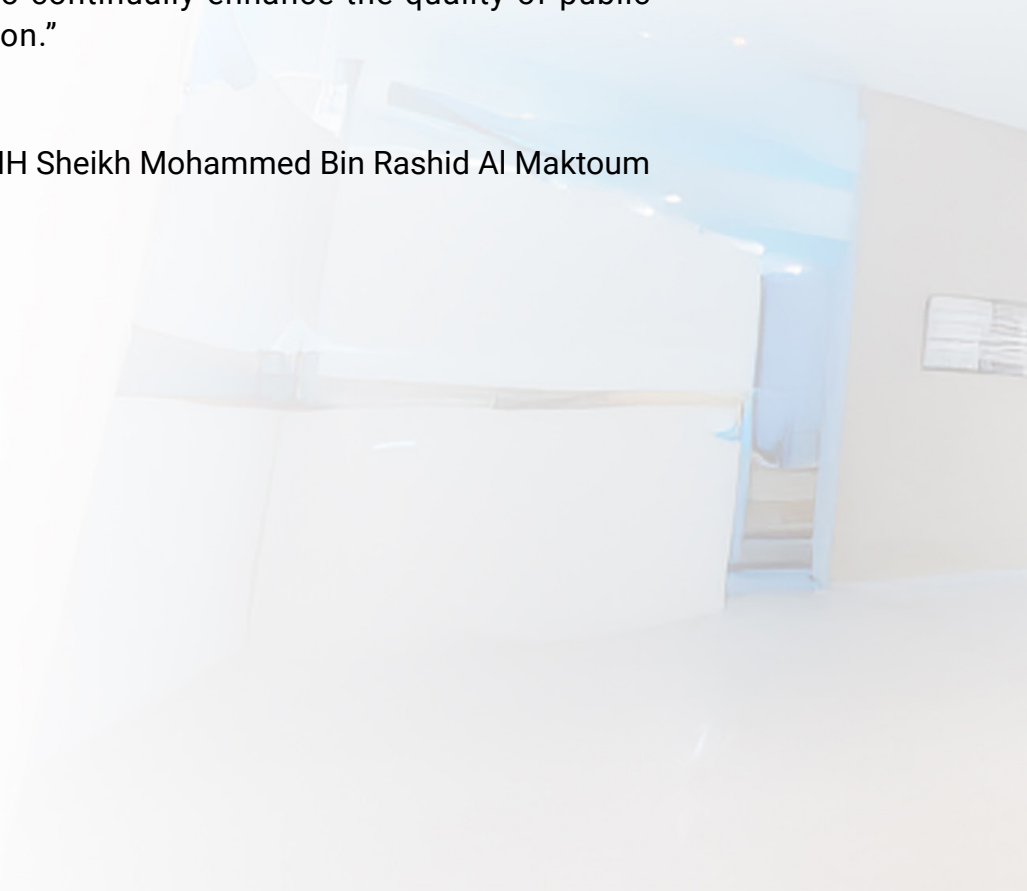
اعداد و تقديم
د. يوسف الغلابينم





“The leaders of tomorrow are our focus and the foundation of the future. Our duty is to advance their skills and knowledge to continually enhance the quality of public administration.”

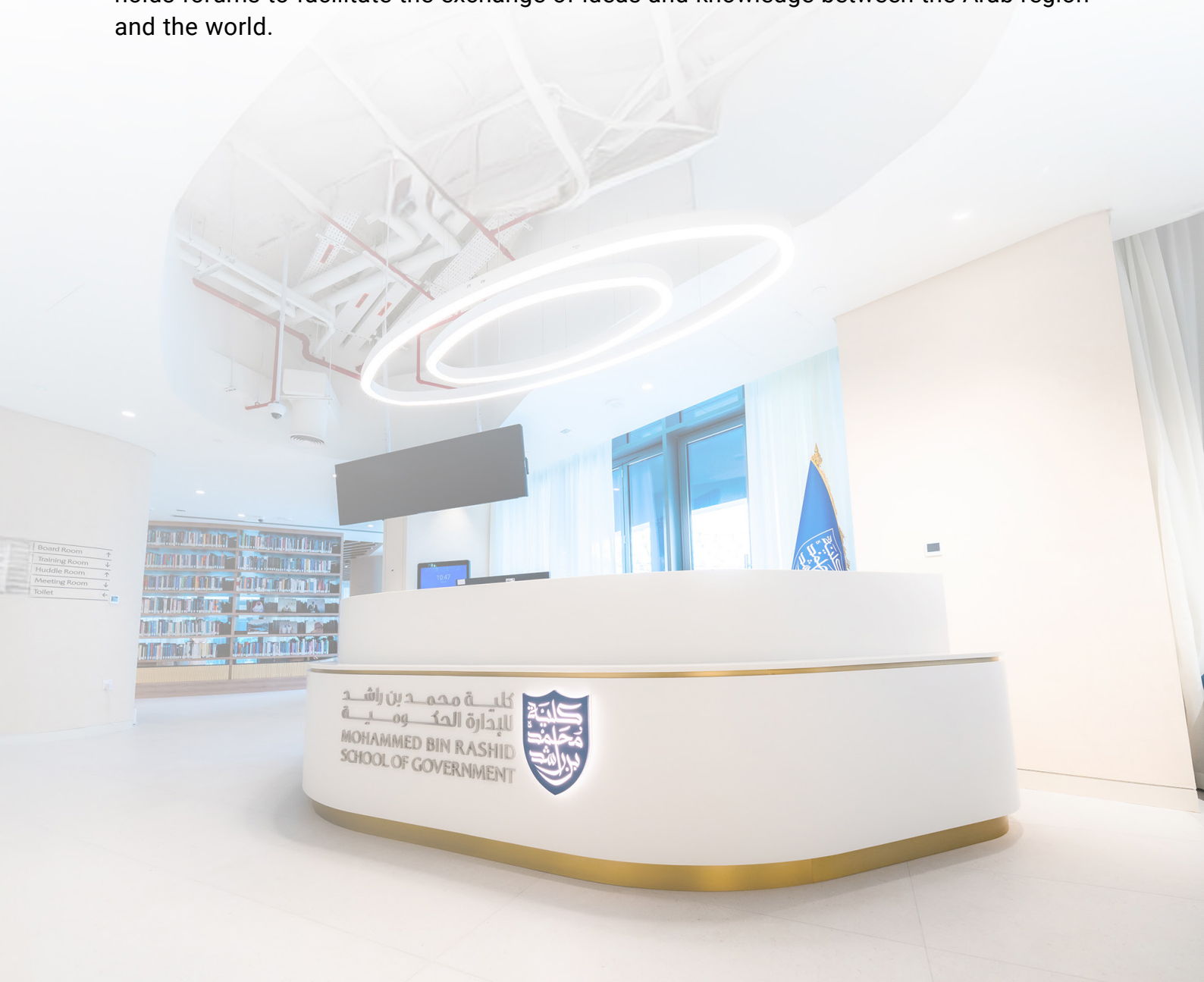
HH Sheikh Mohammed Bin Rashid Al Maktoum



ABOUT MBRSG

The Mohammed Bin Rashid School of Government (MBRSG) was launched in 2005 under the patronage of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai. MBRSG is the first research and teaching institution focusing on governance and public policy in the Arab World. The school aims to support good governance in the UAE and the Arab World and empower future leaders through an integrated system offering academic and training programs, as well as research and studies. The school's operations were initially founded on global best practices developed in collaboration with the Kennedy School at Harvard University, and it is considered a unique model for academic institutions in that it focuses on the practical side of governance.

The school also collaborates with several government and private institutions both regionally and internationally. The overall design and implementation of training programs is built on the foundation of scientific thought and is inspired by the reality of Arab Public Administration and with a view to addressing the issues and helping future leaders meet the challenges facing public administration in various parts of the Arab World. The school also organizes international and regional conferences and specialized workshops and holds forums to facilitate the exchange of ideas and knowledge between the Arab region and the world.





EXECUTIVE PRESIDENT'S FOREWORD

With each passing year, the United Arab Emirates remains firm in its commitment to progress and excellence, further solidifying its reputation as a leader on the world stage across all sectors. Building on a robust foundation of innovation, science, and experience, and guided by a wise leadership with a sound and ambitious vision for the future, the UAE maintains a strong focus on strategic planning and empowering people as a basis for progress, setting an inspiring example for nations and individuals around the world. People are at the heart of the UAE's strategy for success; the country's range of initiatives and projects all have one thing in common – prioritising human talent. Particularly, the focus is on scouting, training, and empowering qualified and capable leaders who can take the wheel, navigate challenges, and turn the country's strategic goals into reality. The UAE prioritises the development of a skilled and qualified human capital to drive meaningful change both domestically and abroad. Steered by clear directives from His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, Ruler of Dubai, the Mohammed Bin Rashid School of Government (MBRSG), has long assumed a pivotal role in this vision, as well as in the UAE's growth and international engagement.

MBRSG is steadfast in its commitment to its mission, striving to train and empower the leaders of tomorrow across government entities, with a vision to strengthen public administration, promote sustainable development, and advance the nation's strategic vision.

With a team of accomplished academics and researchers at the helm, MBRSG leads the way in bridging the gap between theory and practice in public policy, ensuring that research has practical applications that strengthen government actions in the UAE and around the world. The institution offers bold programmes and learning opportunities to arm future leaders with the skills necessary to excel in public administration and achieve strategic objectives. Furthermore, MBRSG is dedicated to driving innovation and progress across all sectors and for all segments of the economy, and to that end, prioritises modernising public administration systems, enhancing government efficiency, and ensuring sound governance. With these goals in mind, MBRSG highlights collaboration as a core component of its strategic approach, actively seeking out partnerships with influential and forward-thinking organisations, specialised in public policy and government administration. This extensive network of local, regional, and international partners enables MBRSG to champion innovation, success, and ultimately, prosperity.

With its myriad strategies, programmes, and partnerships, the Mohammed Bin Rashid School of Government maintains an unshakeable commitment to empowering the leaders of tomorrow, shaping a more prosperous future, and laying solid foundations for future generations.

HE Dr. Ali Bin Sebaa Al Marri

Executive President

Mohammed Bin Rashid School of Government



DEAN'S FOREWORD

The United Arab Emirates has long recognised that empowering people is the basis of sustainable development, firmly positioning itself as a global leader both in fostering a highly qualified human capital and in spearheading development. Guided by our nation's wise leadership, this vision emphasises the critical role education and training play in forming future leaders capable of navigating the complexities of the future.

At the Mohammed Bin Rashid School of Government (MBRSG), we can take pride in knowing that we have excelled in that regard. As the premier institution dedicated to public administration in the Arab world, MBRSG plays a critical role in training government leaders to develop the skills, knowledge, and tools

needed to be at the fore in terms of governance and strategic leadership. Moreover, MBRSG contributes to the UAE's broader goal of fostering innovation and excellence across all sectors through its diverse range of academic and executive education programmes.

Our range of courses cover a myriad of disciplines, ranging from leadership to public policy, finance, economics, innovation, and strategic management. Designed to provide a robust foundation for both aspiring and established leaders, the programmes are delivered by a distinguished faculty, as well as visiting scholars and internationally renowned practitioners.

The executive education initiatives offered at the Mohammed Bin Rashid School of Government have empowered more than 30,000 government officials to date, with over 300 alumni now serving in top government positions.

These programmes are clearly hitting the mark, too, as participants have overwhelmingly expressed their satisfaction, at an impressive rate of 94%. This is an unmistakable testament to MBRSG's commitment to quality.

Similarly, the School's dedication to advancing thought leadership was made evident in the more than 500 research publications it has issued, which contribute valuable insights to the fields of governance and public administration.

As the UAE continues to move forward towards further progress and prosperity, the Mohammed Bin Rashid School of Government remains committed to its core mission to inspire, educate, and empower the leaders of tomorrow. We strive to ensure they are well-equipped to turn vision into reality, and we intend to continue playing our pivotal role in shaping a brighter future for the UAE and beyond.

Dr. Arthur King,

Acting Dean and Director of Academic Affairs
Mohammed Bin Rashid School of Government

BOARD OF TRUSTEES

HH Sheikh Hamdan bin Mohammed bin Rashid al Maktoum, Crown Prince of Dubai, Chairman of the Executive Council issued Executive Council Resolution No. (9) of 2021 on the formation of the Board of Trustees of the Mohammed Bin Rashid School of Government. The new Board comprises of prominent public officials:



HE Abdullah Ali bin Zayed Al Falasi (Chairman)
Director General
Dubai Government Human Resources Department



HE Younus Abdulaziz Al Nasser (Vice Chairman)
CEO
Dubai Data and Statistics Establishment



Mrs. Sameera Mohammad Alrais
Assistant Secretary General of the Council for the Sustainable
Development Sector
General Secretariat of The Executive Council Dubai



HE Dr. Tayeb Amanalla Kamali
Director General for Education & Training Development
Ministry of Interior



Mrs. Raja Al Mazrouei
Chief Executive Officer
Etihad Credit Insurance



Dr. Yasar Jarrar
Managing Partner
International Advisory Group



HE Dr. Ali bin Sebaa Al Marri
Executive President
Mohammed Bin Rashid School of Government

MBRSG STRATEGY 2022 – 2024

VISION

Shaping the future leaders
for better tomorrow

MISSION

To build a sustainable future
through wise leadership
& impactful public
administration

VALUES

Innovate

We embrace and engage with new technology to creating new values, and explore channels for executing new techniques, approaches, and styles in learning and knowledge dissemination

Collaborate

We look for opportunities to share and exchange knowledge and seek continuous learning with strategic partners.

We target collective goals and recognize potential for impactful collaboration with both internal and external stakeholders

Empower

We believe in the capabilities and talents of employees, and delegate responsibilities to develop their potential.

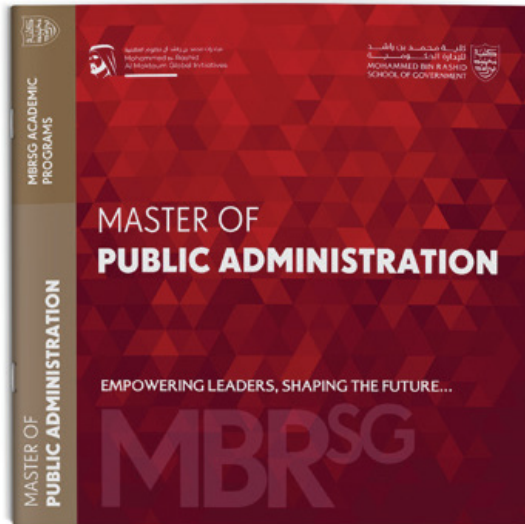
We set clear expectations and get everyone involved in the communication to deliver the best services to students, clients and government leaders.

We provide the required resources to support the school's mission, and we are keen to celebrate achievements and recognize our best efforts

Excel

We set best practices and excel in achievements. We care about research quality, leadership development, and a positive student experience.

We strive for internationalization through our strong and sustainable partnership, with our partners we look for joint projects, adaptability, innovation and vigilance to achieve success



ABOUT THE MASTER OF PUBLIC ADMINISTRATION

The MBRSG Master of Public Administration (MPA) is the premier professional degree for students seeking to advance their career in public administration working in the government sector, public-private partnerships, consultancy, government media, or in the civil society space. The MPA program will guide students to develop knowledge, skills and competencies needed to analyze, develop and implement policies and

programs that address important issues related to the public sector and society. The program provides students with an opportunity to study core and current theories, and cases related to key public management and policy challenges facing countries like the UAE, drawing on local and global best practice. The program aims to develop students' critical thinking, analytical skills and leadership potential, ensuring sensitivity to the ethical and public value concerns that are central to the field of public administration and policy.

MBRSG graduates are well-equipped for careers across multiple levels of government. The MPA is a flexible modular program, which has been designed with the busy professional in mind. It can be completed in one and half years full-time study or in two years part-time. Moreover, part (49%) of the MPA of the program will be conducted online, which allows international students the flexibility to study in their home countries. Our MPA program is research-driven, requiring students to complete a dissertation as part of their degree. This offers them the opportunity to explore a specific issue or challenge in-depth, fostering critical analysis and original contribution to the field.

MPA PROGRAM MISSION

To equip public sector leaders with effective competencies and skills geared towards creating sustainable public value for society

PROGRAM OBJECTIVES

1. Explain the applicability and limitations of contemporary public management and governance theories.
2. Appraise and assess the role of public management and policy data in driving local outcomes.
3. Justify the need for contextualization in analysis, and formulation of strategies for the public sector.
4. Design policy frameworks to solve wicked problems.
5. Demonstrate effective leadership and teamwork skills to solve complex problems and present the recommendations to diverse stakeholders.



Master in Public Administration Module Descriptions

MPA 511 CONTEMPORARY PUBLIC MANAGEMENT & GOVERNANCE

5 days (20 credit hours equivalent to 40 class hours)

The public sector is the backbone of a well-functioning country. Its smooth operation ensures that the country utilizes its resources optimally (people, natural resources, geographic positioning). However, the public sector worldwide is struggling as it grapples with global challenges (global value chains, pandemic, economic spillovers) as most of the systems and processes the public sector has developed are rapidly becoming obsolete.

The Contemporary Public Management & Governance module (MPA 511) will form a foundation for the MPA program. The objective of MPA 511 is to introduce you to contemporary thought on public management and governance in the form of research articles, policy briefs and cases from around the world. By engaging in contemporary issues and cases from different parts of the world, it is possible to see how different governments solve similar problems in various ways.

The course also forms a foundation in research skills. Knowledge is always built on the previous knowledge – hence an important part of looking at a problem or a solution, is knowing how to research. By the end of this course, students will write a case, which will highlight important parts of theory. This module sets the foundation for success in terms of basics of what is needed for a successful policy innovator or agile government disruptor

MPA 512 ECONOMICS OF PUBLIC FINANCE

5 days (20 credit hours equivalent to 40 class hours)

The Economics of Public Finance module (MPA 512) focuses on the intersection of economics, public policy, and government finance. It explores how governments make decisions regarding taxation, public spending, and resource allocation to achieve economic efficiency and social welfare. The module introduces the fundamental principles and concepts of public economics, including market failures, externalities, public goods, and social welfare. It examines the role of government in addressing these market failures and improving economic outcomes. The material explores topics such as Taxation and Fiscal Policy; with the focus on theory and practice of taxation and fiscal policy. It explores different tax systems, such as income taxes, consumption taxes, and wealth taxes, along with their implications for economic efficiency and equity. It also covers topics related to tax administration, tax evasion, and optimal tax design.

The module also examines the theory and analysis of public expenditures. It explores how governments allocate resources across different sectors, such as education, healthcare, infrastructure, and social welfare. It covers issues related to cost-benefit analysis, public investment, public-private partnerships, and the evaluation of government programs. The module looks at Government Budgeting and Debt. This part of the module focuses on government budgeting processes, including revenue forecasting, expenditure prioritization, and budgetary decision-making. It also explores the management of government debt

and fiscal sustainability, analyzing topics such as public debt dynamics, debt financing strategies, and debt sustainability analysis.

Additionally, the module examines how economic principles and tools can inform public policy decisions, such as designing optimal social insurance programs, evaluating the impact of government interventions, and analyzing the effects of taxation on behavior and economic growth. Throughout the module, students may engage in case studies, empirical analyses, and policy discussions to apply the theoretical concepts learned and develop a deeper understanding of the complexities and challenges in public economics and finance.

MPA 513 ORGANIZATIONAL LEADERSHIP AND HR MANAGEMENT

5 days (20 credit hours equivalent to 40 class hours)

The Organizational Leadership and HR Management module (MPA 513) looks at the role of organizational leadership and HR Management in creating a strong public sector workforce. The public sector is being disrupted by change and the future of work. This requires a rethinking of how public sector organizations are designed, people are hired and promoted, and the role the organization plays in the larger ecosystem to deliver public value. The competitive mindset that dominated the private sector may not always be beneficial for the public sector. Further in their role as ambassadors of soft power, the public sector needs to think beyond the local and national boundaries to international markets. This requires introspection on HR practices and leadership itself.

A significant expenditure of public budgets is human capital and hence people management is critical to explain why and how public sector can be relevant and contribute rather than detract from the process of public value. In the UAE which is expatriate focused, another key objective is to ensure we retain knowledge but this can only come with long-term policies that support a culture of knowledge-transfer.

Technology being used in HR itself is a two-edged sword and policy makers need to look the role of people and technology in new teams being formed. Finally the value with which a public sector organization operates is a function of the public value they are supposed to deliver. How do we prevent mission drift by creating a culture of trust and rewarding for performance and contribution to public value? These are some topics being explored in this module through discussions, readings and cases. We are creating a new stronger public sector, one that can weather the crisis of time and generational gaps, and changes in global culture and technology.

MPA 514 POLICY ANALYSIS FOR PUBLIC ADMINISTRATORS

5 days (20 credit hours equivalent to 40 class hours)

What are public policy and governance? These are the central ideas associated with the MPA 514 module, which takes a practical and theoretical approach to the UAE and across the region. The Module examines the themes associated with the governance and public policy, from the role of the government, its organization and management, to the purpose, design and delivery of public services.

MPA 514 takes students on a journey of guided learning and self-study, which applies governance and public policy concepts to their own experiences and areas of expertise. Over the semester, students will be introduced to the various stages of public policy design and development, working in groups and individually to address a policy problem and propose a policy solution. To facilitate the learning process, different assessment forms are undertaken.

The Module is tailored towards the local experience of governance and public policy (for example, in Dubai and the UAE). Therefore, students will acquire insight and knowledge about policymaking and development alongside governance by drawing on practical, real-world cases and examples. At the same time, students will also be encouraged to gain a broader perspective of the Module's themes by studying the theories and concepts associated with the governance and public policy, benchmarking local cases against international policies.

Lectures (including guest speakers) will complement their learning, alongside audiovisual and written content that provides insights into the various state and government organization models, the role of international and regional organizations, and various models of policymaking. The Module will allow students to understand why and how public policies are designed, implemented and evaluated.

MPA 515 TECHNOLOGY AND INNOVATION GOVERNANCE

5 days (20 credit hours equivalent to 40 class hours)

Advanced countries are technology dependent to drive their economies. The challenge is balancing human capital development with technology. The research pipeline from basic to commercial research takes decades and often governments are the key stakeholder in the early stages. However, this focus is changing.

This module (MPA 515) will challenge assumptions made about the role of governments in technology development, supporting innovation and its governance. The objective of MPA 515 is to build knowledge and understanding of the topic and use practical examples to illustrate the complexity of thought required for governance. These answers require systems thinking and an ability to "foresee" the future advantages and consequences. The future is not simple but grey and fuzzy.

The module will “borrow” theory from recent government thinking, public management and digital transformation, engineering management (including new topics like synthetic biology) and business management. This breadth of knowledge will give an overview of the complexity of new technology and innovation governance.

Further, the readings are chosen to motivate individuals to probe more into the topic via their assignments. The reality is that though preparations for the future from the past, the past alone cannot prepare us for the future. The assignments have been designed to understand the role of design thinking centering on the human on planet even though the focus is technology. This is “human and planet centeredness”

MPA 516 RESEARCH METHODS

5 days (20 credit hours equivalent to 40 class hours)

This is a core module within the MPA program which furthers understanding about the process of research and develops the ability to use quantitative and qualitative analytical tools to conduct research in your field of interest including public policy analysis. Module topics include research design (this includes defining research problems, formulating research questions, and reviewing literature), research strategy; methods and data collection tools. Students will be introduced with a wide range of qualitative tools such as case studies, grounded theory, and action research as well as quantitative tools moving from descriptive statistics to regression analysis.

MPA 901 DISSERTATION

60 credit hours

The research dissertation (MPA 901) is a very important part of your Master’s degree. It is an opportunity for you to acquire and apply transferable research and academic writing skills.

It is the part of your program where you can apply your policy analysis skills through creative thinking and problem-solving techniques you have acquired during your studies to explore a specialist interest in greater depth. Although demanding, students often find the dissertation one of the most rewarding aspects of their Master’s experience. Students normally do their dissertation online in the third semester.

FIELD TRIPS & EVENTS

As part of their studies, MPA students will have various opportunities to visit local and international organizations. Within the UAE, some of the government departments students have visited to observe Dubai and UAE public administration in practice are:

UAE GOVERNMENT ACCELERATORS

PMO's Mohammed bin Rashid Center for Government Innovation

- Ministry of Economy
- Dubai Chamber of Commerce
- Ministry of human resources & Emiratization
- Al Futtaim Group
- Government Collaboration in digitizing services:
- Digital Dubai Authority
- Telecommunications & Digital Government Regulatory Authority (TDRA)
- Statistics Centre – Abu Dhabi (SCAD)
- Dubai Municipality
- BAAH Sharjah
- Government Accelerators-PMO

Some of the optional international field trips have been to Switzerland (Geneva), Germany (Berlin), USA (San Francisco), China Hangzhou) and South Korea (Seoul).

MBRSG regularly brings guest to the campus and students have an opportunity to interact with them. For example, we have international authors: Sustainable Sustainability (Rajeev Peshwaria); Clever (Alessandro Lanteri), Billionaire Raj (James Crabtree).

INTEGRATED EXECUTIVE EDUCATION TRAINING OPTIONS

MPA students have an opportunity to earn additional qualifications by enrolling for training courses offered by MBRSG's Executive Education Department. MPA students can earn either certificates or diplomas in areas of which they would have received training in.

MBRSG Executive Education programs provide concise, focused courses that target government and non-government leaders seeking to enhance their expertise in public policy, leadership, management, strategic planning and financial management.

Designed and implemented in cooperation with local and international partners, our executive education programs are taught by leading scholars and practitioners from a network of local and international educational institutions.

Through its executive education programs, MBRSG seeks to promote a non-dogmatic learning environment by designing cutting-edge training programs, and providing practical advice and support on how to develop effective leaders and achieve excellence.

We are Passionate about People, Serious about Results. We thrive on helping organizations, teams and individuals achieve excellence. We offer a comprehensive range of services covering personal performance, leadership development, capability building and business improvement. Our team brings a wealth of expertise and tailors this to match your specific culture, objectives and success criteria.

The Executive Education Department offers a range of customized and open enrollment programs delivered by leading scholars and practitioners, and are designed to provide a powerful learning experience.

Academic Education



Executive Education



Master in Public Administration

برامج حكومة المستقبل
FUTURE GOVERNMENT PROGRAMS

Executive Education Diploma / Certificate

التعليم التنفيذي
Executive Education

General explanation of the training courses

COURSE ONE: ARTIFICIAL INTELLIGENCE - ETHICS IN THE AGE OF GENERATIVE AI

3 training hours, plus a site visit

Course one: Artificial Intelligence Governance and Ethics: Governing in The Age of Generative AI (3 training hours plus a company visit – Potential for completion of a Global Certification program)

The AI Governance and Ethics module equips leaders with the practical framework and high-level conceptual lenses to address Artificial Intelligence Governance and Ethics to ensure responsible AI systems are adopted, implemented and developed. The module emphasizes social responsibility in Autonomous Intelligent Systems (AIS) which are critical component of the governing the rise of AI in the future of work. Importantly, this module also identifies the key leadership considerations in the age of generative AI (GAI). Participants will explore how to practically, responsibly and ethically govern advances in the application of AI and shape understanding to lead AI Ethics assessments and evaluation. The module can be complemented with advanced training course for a Certified AI Ethics Assessor, which offers a wide spectrum of government and private sector leaders an opportunity to join a community of AI Ethics experts.

Upon completing the course, participants gain proficiency in the key principles of AI governance and ethics based on a standard global criterion, develop practical skills in assessing AI systems in public and private sectors

The course also includes practical tools to address dealing with the many ethical implications of Generative AI applications. No specialized technical background required.

Learning Objectives

- *Upon completion of this course, participants will be able to:*
- Develop a high-level holistic understanding of the responsible and ethical AI governance
- Become proficient in the governance of key principles of AI Ethics based on global standards
- Gain practical skills in the responsible management of the AI products, services and systems from an ethical perspective
- Obtain practical knowledge of the fundamental concepts of AI governance and ethics evaluation such as ethics profiling, assessment, and certification
- Conceptualize a comprehensive framework for governing and ethically implementing AI systems within their organizations.
- Apply practical strategies to ensure the responsible adoption, development, and implementation of AI technologies.
- Articulate the social responsibilities associated with autonomous intelligent systems (AIS) and their impact on the future of work.
- Identify key leadership considerations specific to the age of generative AI (GAI).

- Govern advancements in AI applications responsibly and ethically, making informed decisions to mitigate risks and maximize benefits.
- Understand the global standards and criteria for AI governance and ethics, based on a recognized framework
- Address the ethical implications of Generative AI applications using practical tools and strategies.
- Conduct AI ethics assessments and evaluations using a practical, structured approach (a more practical advanced course can be provided).
- Assess AI systems in both public and private sectors, identifying potential ethical concerns and proposing solutions (a more practical advanced course can be provided).

Additional Notes:

- No technical background is required for participation.
- The course can be supplemented with advanced training to become a Certified AI Ethics Assessor.
- Possibility to continue the process towards becoming recognized globally as a CertifAIEd Authorized Assessor by completing full additional course by the MBRSG, leveraging the partnership between the MBRSG and the IEEE on the CertifAIEd approach

COURSE TWO: GOVERNMENT BEST PRACTICES

(3 training hours, plus a site visit)

Within the framework of the UAE government’s commitment to continuously enhance the effectiveness of services, achieve customer satisfaction, raise the level of performance, and improve the quality of services provided by government agencies, the state seeks to create a distinguished and proactive service system that meets the desires of all customers and society. Therefore, it has prepared the best-specialized guides for customer services and launched incentives/ awards specialized in services through improving public administration services through agility

Objectives:

- Role of public administration in Government creation of Public Value;
- The role of policies and governance
- Skills development: Tools and Techniques for services enhancements/ agile government.

COURSE THREE: THE ROAD TOWARDS ACHIEVING THE SUSTAINABLE DEVELOPMENT GOALS: GOVERNING, MEASURING AND ADVANCING THE SDGS.

(3 training hours, plus a site visit)

Globally, we rapidly approaching the deadline for delivering on the Sustainable Development Goals (SDGs) and the Environmental, Social, and Governance (ESG) agendas. Public and private sector leaders are tasked with the responsibility to take actions to accelerate the realization of the sustainability and climate goals in their countries. How can these efforts better target generating impactful positive outcomes in every single domain of development and growth? Leaders are currently facing a monumental collective challenge. To successfully steer efforts in pursuit of the sustainability goals, a set of requirements and capacities are needed for the leaders of tomorrow. How can leaders ensure responsible and rapid action, that leaves no one behind in a highly complex setup? How to ensure accurate and representative evidence and data availability to policy makers, and decision makers, among all other stakeholders? Achieving sustainability goals require new mindsets, a future-oriented and multidimensional thinking, while utilizing data-driven approaches to empowers all stakeholders to identify challenges and make informed decisions towards realizing sustainable development.

At this crucial juncture, the aim of this module is to develop a high-level set of competencies and practical skillsets for a more sustainable outcomes in businesses and governments. A data-driven practical tool will be utilized based on the long-standing global research by the MBRSG, for governments, policymakers and other stakeholders to measure progress on the SDGs, and to highlight implementation challenges and data gaps, as a foundation for actions.

Learning Objectives

Upon completion of this leadership course on sustainability, participants will be able to:

- **Define and articulate** the key competencies and practical skills necessary to drive sustainable outcomes in both business and government sectors.
- **Apply** a data-driven, research-based tool (developed by MBRSG) to assess progress towards achieving the Sustainable Development Goals (SDGs) within their own organizations or jurisdictions.
- **Identify and analyze** specific implementation challenges and data gaps that may hinder progress towards SDGs.
- **Develop actionable strategies** to address the identified challenges and data gaps, thereby accelerating progress towards a more sustainable future.
- **Evaluate** the effectiveness of various sustainability initiatives and policies using the data-driven tool, making informed decisions to optimize outcomes.

COURSE FOUR: LEADING POLICY COUNCIL AND POLICY DIALOGUES

(3 training hours, plus a site visit)

The module builds on MBRSG's "Policy Council" framework to equip leaders with the ability to manage platforms for policy experts, to discuss current challenges, gaps and opportunities key policy questions based on actionable research. This Policy Council approach can be applied as a participatory tool towards achieving a variety of policy and developmental outcomes. The tool has been utilized as an engagement and participatory tool for developing actionable policy outcomes, in domains ranging from digital transformation, disability and gender policy, sustainable development, economic diversification among many others.

The outcomes of the module will enable leaders to develop meaningful dialogues that enrich shared knowledge among diverse stakeholders. The practical approach also enable highlighting vital public concerns and tensions, feeding into developing policies of high priority within the framework of the renown achievements realized by organizations in various fields as leaders within their specializations. Additionally, the approach showcases methods of dissemination of expertise, promoting knowledge sharing, and ensuring that all entities benefit.

Overall, the module aims to contribute to empowering leaders and organizations to advance more evidence-based approaches in policy making in order to achieve the strategic aims of long-term growth, competitiveness, and development objectives.

Upon completion of this course, participants will be able to:

- **Understand and apply** MBRSG's "Policy Council" framework to create and manage platforms for policy experts to discuss current challenges, gaps, and opportunities in key policy areas.
- **Facilitate** meaningful dialogues among diverse stakeholders to enrich shared knowledge and identify vital public concerns and policy priorities.
- **Utilize** the Policy Council approach as a participatory tool to achieve a variety of policy and developmental outcomes across different domains (e.g., digital transformation, sustainability, economic diversification).
- **Leverage** the expertise of leading organizations and institutions to inform policy development and ensure evidence-based decision-making.
- **Develop and implement** effective strategies for knowledge sharing and dissemination, ensuring that the benefits of policy expertise reach all relevant stakeholders.
- **Empower** organizations to adopt more evidence-based approaches in policymaking, contributing to long-term growth, competitiveness, and development objectives

OUR PARTNERS

MBRSG's clients include a large number of major institutions in the country, including but not limited to:

- Prime Minister's Office
- Dubai Electricity and Water Authority
- Mohammed Bin Rashid Program for Leadership Development,
- Etisalat,
- Dubai Courts,
- Sheikh Khalifa Government Excellence Program
- Department of Finance,
- Dubai Corporation For media,
- Department of Lands and Properties,
- Sheikh Zayed Housing Program,
- Dubai Women Establishment,
- Department of Tourism and Commerce Marketing,
- Department of Islamic Affairs and Charitable Activities.

ADMISSION REQUIREMENTS FOR GRADUATE PROGRAMS

To be admitted to the MPA program, students will need to apply online and provide the following

Personal documents:

1. Passport copy
2. Essay (400-800 words) explaining your interest in the program and how you see it benefiting your career.

Educational documents:

1. Copy of official Bachelor or master's degree certificate and transcript attested from Ministry of Education (back and front side of certificate and transcript) with a minimum (GPA) of:
 - a. 3.00 (on a 4.0 Scale) for Full Admission
 - b. 2.50 (on a 4.0 Scale) for Conditional Admission.
2. Equivalence certificate from the Ministry of Education in the United Arab Emirates for

degrees completed outside the United Arab Emirates.

3. English language proficiency test results (no more than 2 years old):

a. Full admission: EmSAT score of 1400 or more, or TOEFL score of 550 or more (213 CBT, 79 iBT) or Academic IELTS score 6.0 or more, STEP 97 or more, or CEFR level B2 or higher, or grade C or more in GCE O Level English

b. Conditional admission: EmSAT score not less than 1250, or TOEFL score not less than 530 (197 CBT, 71 iBT) or Academic IELTS score 5.5, or STEP not less than 84, CERF level B2, and not less than grade C in GCE O Level English.

EMPLOYMENT/WORK DOCUMENTS:

1. Current updated CV or resume.
2. Provide two (2) recent recommendation letters supporting your application.
3. Employment letter- Applicants are expected to have a minimum of two (2) years of relevant work experience, except for applicants who have a GPA of 3.5 or above on a 4.0 scale, and who are already working in the public sector or a non-profit organization, who may be accepted with a minimum relevant work experience of 18 months.

PROGRAM COSTS

The total tuition fees for the MBRSG Master of Public Administration is AED120,000. This amount covers all the costs of study, references, lecturers, program management, as well as logistical procedures (classrooms, hospitality, printing of scientific materials, valet parking services. MBRSG offers a number of grants which are deductible from the total tuition fees AED120,000 as follows.

- AED 20,000 grant for students working in UAE government (federal or local entities) including UAE Nationals and residents.
- AED 30,000 grant to international students.
- AED 40,000 grant for groups or entities that sponsor 5 to 10 students.
- AED 50,000 grant for groups or entities that sponsor 11 students or more.

STUDY COMPLETION REQUIREMENTS

In order to be awarded with the MBRSG Master in Public Administration (MPA), the following conditions must be met:

Completion of 180 credit hours of coursework, comprising 120 credit hours in six (6) teaching courses

Plus 60 credit hours in the dissertation project

LICENSE AND GRADUATION CERTIFICATES

Mohammed bin Rashid School of Government is a higher education institution licensed by the Ministry of Higher Education and Scientific Research in the United Arab Emirates in accordance with Federal Decree No. 4 of 1992. Accordingly, those who have successfully completed the requirements for completing the study will receive:

1. Master in Public Administration postgraduate degree certificate
2. Certificate for each training course the student completes

PROPOSED STUDY SCHEDULE

The academic and training courses of the program are distributed as follows

	Educational Hours	Type of Course	Course
First Semester August 2025- December 2025	3 training hours plus site visit	My training	Artificial Intelligence- Ethics In The Age Of Generative AI
	Credit 20	Academic	MPA511 Contemporary Public Management & Governance
	Credit 20	Academic	MPA 512 Economics of Public Finance
	Credit 20	Academic	MPA513 Organizational leadership and HR Management

	EducationalHours	Type of Course	Course
Second Semester February 2026 - May 2026	3 training hours plus site visit	My training	Government Best Practices
	Credit 20	Academic	MPA 514 Policy Analysis for Public Administrators
	Credit 20	Academic	MPA 515 Technology and Innovation Governance
	Credit 20	Academic	MPA 516 Research Methods

	Educational Hours	Type of Course	Course
Third Semester September 2026 December 2026	3 training hours plus site visit	My training	The Road towards Achieving the Sustainable Development Goals: Governing, Measuring and Advancing the SDGs
	3 training hours plus site visit	My training	Leading Policy Council and Policy Dialogues
	Credit 60	Academic	MPA 901 Dissertation

ADMISSION REQUIREMENTS

The requirement for entry into a master’s program is a Bachelor’s degree, earned in a discipline appropriate for the prospective graduate degree, with a minimum Grade Point Average (GPA) of 3.00 (on a 4.0 Scale) for full admission or 2.50 (on a 4.0 Scale) for Conditional Admission.

Full Admission: Master Program taught in English: Provision of an original and Official standardized test score(s) document issued for (i) EmSAT (1400 or more) or (ii) a TOEFL score of 550 or more (213 CBT, 79 iBT) equivalent or IELTS (6.0 or more) OR

Conditional Admission: Master Program taught in English: Provision of an original and Official standardized test score(s) document issued for an (i) EmSAT score of a minimum of 1250, OR (ii) a TOEFL score of 530 or more (197 CBT, 71 iBT) equivalent OR an IELTS (Academic) score of a minimum of 5.5.

If eligible, an acceptance letter will be sent within 3 working days

APPLICATION PROCESS

To submit your application, fill out the application form online for the desired program ([click here Link](#))

REQUIRED DOCUMENTS

In order to complete your admissions application, you must provide the following documents so they arrive at University Admissions by the deadline.

Original attested bachelor’s degree certificate and transcript and equivalency certificate issued by the UAE Ministry of Education (MOE).

Current updated CV or resume

Valid passport copy

Recent recommendation letters supporting your application

Recent passport-size photographs (coloured with white background) or in JPEG file format

TOEFL/IELTS (Test Validity 2 Years) as stated under Admission Criteria.

All documents must be translated in English

PROCEDURES FOR ATTESTING DOCUMENTS

Below are the steps for attestation in order:

Certificates and Transcripts and School Marksheets must first be attested by the following organizations from the country where the applicant graduated:

- Ministry of Education (or the equivalent educational institute)
 - Ministry of Foreign Affairs
 - UAE Embassy
-

After which, these documents must also be attested by the Ministry of Foreign Affairs in the UAE.

PROCEDURES FOR OBTAINING EQUIVALENCY

Once attested, Bachelor's Degree Certificate , Transcript and High School certificates with mark sheets must be submitted to the UAE Ministry of Education for equivalency. Please click on this link for more information on attestation and equivalency.

TUITION FEES

The total tuition fees for the MBRSG Master of Public Administration is AED120,000. This amount covers all the costs of study, references, lecturers, program management, as well as logistical procedures (classrooms, hospitality, printing of scientific materials, valet parking services).

Grants

MBRSG offers a number of grants which are deductible from the total tuition fees AED120,000 as follows.

- AED 20,000 grant for students working in UAE government (federal or local entities) including UAE Nationals and residents.
- AED 30,000 grant to international students.
- AED 40,000 grant for groups or entities that sponsor 5 to 10 students.
- AED 50,000 grant for groups or entities that sponsor 11 students or more

VISA APPLICATION

Visa application does not guarantee its issuance. Please do not make any travel/ accommodation arrangements until the visa is issued.

ACCOMMODATION

MBRSG does not provide students with accommodation. Please do not make any accommodation arrangements until the visa is issued. Visa application does not guarantee its issuance.

TRANSPORTATION

MBRSG does not provide transportation for students. Therefore, students are responsible for arranging their own transport. The campus is easily accessible by various modes of transportation, including road and rail.



FREQUENTLY ASKED QUESTIONS

How do I submit my application?

To submit your application, fill out the application form online by *clicking on this* [Link](#)

What documents do I need to complete application?

Check list	Tick
Application form click here (Link)	<input type="checkbox"/>
Original bachelor's degree certificate and transcript	<input type="checkbox"/>
Attested bachelor's degree certificate and transcript with the Ministry of Foreign Affairs in the UAE (link).	<input type="checkbox"/>
Equivalency certificate for bachelor's degree issued by the UAE Ministry of Education (Link)	<input type="checkbox"/>
Current updated CV or resume	<input type="checkbox"/>
Valid passport copy	<input type="checkbox"/>
Two recent recommendation letters supporting your application	<input type="checkbox"/>
Recent passport-size photographs (coloured with white background) or in JPEG file format	<input type="checkbox"/>
TOEFL/IELTS (Test Validity 2 Years) as stated under Admission Requirements	<input type="checkbox"/>
<i>Essay requirement</i> . Student to submit essay (400-800 words) explaining their interest in the program and how you see it benefiting their career	<input type="checkbox"/>
All documents must be translated into English	<input type="checkbox"/>

What are the procedures of attesting documents?

Below are the steps for attesting documents presented in chronological order:

- Attest your Bachelor's Degree Certificate, Transcripts and School Marksheets with following organizations from the country where you graduated:
- Ministry of Education (or the equivalent educational institute)

- Ministry of Foreign Affairs
- UAE Embassy
- Attest the above documents with the Ministry of Foreign Affairs in the UAE.

For more information on how to attest your documents please click here ([link](#))

What are the procedures for obtaining certificate of equivalency?

Once attested, Bachelor's Degree Certificate , Transcript and High School certificates with mark sheets must be submitted to the UAE Ministry of Education for equivalency. Please click here

([link](#)) for more information on attestation and equivalency.

When will I know the results of my application?

Applicants will receive the results of their application within 3 working days

How do I get my student visa?

Once you get an admissions letter, you can apply for student visa by clicking here ([link](#)). Please do not make any travel/accommodation arrangements until the visa is issued. Visa application does not guarantee its issuance. For additional information regarding visa application please contact MBRSG at admissions@mbrsg.ae.ac

How much is medical insurance for students

Students need to obtain their own medical insurance. Medical Insurance is approximately 1200AED/year. MBRSG can assist you to obtain medical insurance([link](#))

What is the cost of accommodation?

The cost of accommodation will depend on the type and contract a student enters with a landlord. Students are responsible for securing their own accommodation. For example, they can explore options on websites such as propertyfinder.com ([link](#)). Please also click here([link](#)) for additional information about accommodation costs and available options.

What is the tuition cost of the program?

The total tuition fees for the MBRSG Master of Public Administration is AED120,000. This amount covers all the costs of study, references, lecturers, program management, as well as logistical procedures (classrooms, hospitality, printing of scientific materials, valet parking services).

Grants

MBRSG offers a number of grants which are deductible from the total tuition fees AED120,000 as follows.

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- AED 40,000 grant for groups or entities that sponsor 5 to 10 students.
- AED 50,000 grant for groups or entities that sponsor 11 students or more

Does the University provide transportation?

MBRSG does not provide transportation for students. However, it is accessible via various modes of travel, including public trains, buses, and taxis. The map below shows MBRSG location

What will the hybrid learning schedule look like?

As outlined in the program introduction, the MBRSG Master's Degree is delivered through a hybrid learning model consisting of three distinct blocks. This format combines in-person and online learning to provide a flexible yet immersive educational experience.

Block 1 and Block 3 – In-Person Learning (Dubai Campus)

These two blocks are conducted face-to-face at MBRSG's campus in Dubai. Each in-person session spans 10 days and 9 nights, scheduled as follows:

Block 1: August 2025

Arrival in UAE: Friday, 22nd August 2025

Classes Begin: Saturday, 23rd August 2025

Departure from UAE: Sunday, 31st August 2025 (evening)

Block 3: November 2025

Arrival in UAE: Friday, 7th November 2025

Classes Begin: Saturday, 8th November 2025

Departure from UAE: Sunday, 16th November 2025 (evening)

Block 2 – Online Learning

Block 2 takes place between Block 1 and Block 3 and is delivered entirely online. This allows students to continue their studies remotely with full access to digital resources and live virtual sessions.

Dates and Deadlines

Applicants seeking admission for Fall 2025 must submit their application by June 1st, 2025

Where is the new MPRSG Campus?

The new campus is located in the Courtyard of City Walk







كلية محمد بن راشد
للإدارة الحكومية
MOHAMMED BIN RASHID
SCHOOL OF GOVERNMENT

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