GOVERNMENT OF DUBAI

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

MOHAMMED BIN RASHID SCHOOL OF GOVERNMENT

ANNUAL REPORT

2014

MOHAMMED BIN RASHID
SCHOOL OF GOVERNMENT

ANNUAL REPORT
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Empowering Leaders, Shaping the Future

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About MBRSG

Launched in 2005 under the patronage of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the United Arab Emirates and Ruler of Dubai, the Mohammed Bin Rashid School of Government (MBRSG) is a premier research and teaching institution focusing on governance and public policy in the Arab world. The School aims to support the ongoing efforts for government excellence in the UAE and the Arab world, and empower leaders to build the future through an integrated system offering education and training programs as well as research and studies.

The School's operations are founded on global best practices developed in collaboration with the Harvard Kennedy School, and is considered a unique model for academic institutions for its focus on the practical side of governance. As part of its priority to build synergy with relevant stakeholders, the School collaborates with several government and private institutions both regionally and internationally.

The School's overall design and implementation of training programs are built on the foundation of scientific thought inspired by the reality of Arab public administration and with a view to improving individual and institutional performance and helping future leaders meet the challenges that face 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 fruitful exchange of ideas and knowledge between the Arab region and the world.

The Board of Trustees

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Abu Dhabi

Welcome Note

In 2014, the Mohammed Bin Rashid School of Government took further steady steps to empower leaders and contribute to the success of the UAE Government, as a model for best practices in governance.

This was demonstrated through the launch of several distinctive programs; mainly the Arab Leadership and Government Excellence Program which is designed to enable young leaders to face modern challenges in an effective and sustainable manner, the Distinguished Speaker Series that attracted prominent strategic critical thinkers who enriched the ongoing dialogue with an innovative look towards development approaches, the Smart Cities Forum that brought together decision makers from the public and private sector who shared their experience and ideas on challenges and best practices, as well as the Knowledge and Policy Council which gathered representatives from various leadership development programs in the UAE to discuss and evaluate methodologies for developing Emirati leadership. In the academic area, the

School has moved forward with the Master of Public Administration program (MPA) which now boasts a total of 38 students.

These accomplishments are a source of motivation for us to anticipate meeting new challenges and mandates as we search for ways to further develop our programs, recruit more faculty, researchers and staff and support them through building their experience, expanding their knowledge and highlighting their career growth.

The wide spectrum of achievements covered in this annual report reflects the dynamism of MBRSG and the overall energy exerted to meet the set goals and objectives which we continue to pursue in the coming years supported by the trust granted us from the UAE leadership and our respective stakeholders.

Dr. Ali Sebaa Al Marri
Executive President

MBRSG Milestones

2014
1. Knowledge and Policy Council is launched to enhance knowledge-sharing among government entities
2. The first Dubai Smart Cities Forum is organized
3. Arab Leadership and Government Excellence Program is launched
4. New MBRSG Website applies "Share, Listen, Read and Watch"
5. New MBRSG MPA Program is launched
6. MoU with Dubai Municipality is signed
7. Ranked sixth most important research center in the Arab world

2013
1. DSG is renamed after HH Sheikh Mohammed Bin Rashid Al Maktoum
2. New MBRSG brand identity is launched
3. MBRSG Leads the GCC Government Social Media Summit
4. 300 Libyan participants graduate from "Leaders Program"
5. MoU with Dubai Courts is signed

2012
1. Accreditation Review Visit by CAA
2. New Board of Trustees assigned marking an exceptional era of the School

2011
1. HH Sheikh Maktoum Bin Mohammed Bin Rashid Al Maktoum awards certificates to the 3rd cohort of MPA graduates
2. UAE Ministry of Higher Education awards DSG full licensure
3. A group of 26 graduate students and young professionals from the United States and Europe participate in the inaugural Gulf Exchange entitled "Project Encounter"

2010
1. 73 students from the MPA, EDPA and Executive Education programs graduate in the School's second commencement ceremony
2. Malaysia PM H.E. Mohammed Mahathir visits the School

MBRSG Milestones

2009
1. DSG launches its newly designed website.
2. First MPA cohort of 31 professionals graduates
3. 30 students successfully complete the EDPA program
4. MoU with YAL is signed

2008
1. DSG to be governed by the first regional Board of Trustees
2. The Master of Public Administration program is granted initial accreditation by the UAE Ministry of Higher Education and Scientific Research
3. Dubai Initiative is launched as a joint venture between the School and the John F. Kennedy School of Government
4. Bill Gates Visits Dubai School of Government
5. LKY Singapore Study Visit

2007
1. Executive Diploma in Public Administration (EDPA) is launched in collaboration with Lee Kuan Yew School of Public Policy at the National University of Singapore
2. Marty Linsky from Kennedy School of Government delivers open enrollment course

2006
1. DSG and the Wolfensohn Center for Development at the Brookings Institution to create the Middle East Youth Initiative (MEYI).
2. Research Initiatives and Executive Education programs launched at DSG
3. MoU signed with Dubai Customs, Microsoft, Royal Family Council of Bahrain

2005
1. A royal decree is issued to mark the beginning of a distinctive journey
2. MoU signed with Harvard Kennedy School 2005
3. MoU Signed with Dubai e-Government

2014 Facts and Figures

38 MPA PARTICIPANTS
UAE Nationals 34
Egypt 1
Lebanon 1
Morocco 1

6 Brochures **6** Reports **7** Policy Briefs **2** Newsletters

AED 10 Million Net Revenue

5 Full-Time Faculty Members **5** Senior Management **6** Researchers **25** Admin Staff

Executive Education Programs **15**

Participants **361**

Days of Training **201**

Events **56**

Attendees **1363**

Satisfaction **86%**

Strategic Planning & Corporate Performance

In 2014, MBRSG produced a new shield design comprising the strategic goals and objectives as well as a new organization chart which was approved by the Executive Council and started planning according to these. 2014 was the first year to apply the strategic key performance indicators to the employee appraisal. The strategic goals and objectives were cascaded to all departments and units. The employees' performance objectives were linked with the action plan of the relevant department. The strategy developed a common KPIs derived from the internal KPIs as a communication tool to be used for reporting to the Board of Trustees on a quarterly basis. The accreditation and the requirements of the Ministry of Higher Education and Scientific research, policy update and documents' control were also performed and aligned with the strategy guidelines.

Building MBRSG Strategy:
The institutional values, strategic objectives and mapping were prepared in line with the MBRSG vision and mission. The performance measures were set and cascaded to all departments through more than 40 internal Strategy Awareness Sessions while aligning the School activities with the objectives. A database was developed for the School results.

The Enhancement of the MPA Program:
The MPA course portfolios and ensuring the implementation of accreditation requirements with the Ministry of Higher Education and Scientific Research (MOHESR) were evaluated against the strategic goals and objectives. The CHEDS data collection and data entry were coordinated in the Ministry's tabular system. Two reports were submitted re the MPA program course changes as well as the updated mission, vision, values, structure and functions.

Other Key Achievements
MBRSG updated the charters of all School committees, managed School policies, ToRs and changed the contract with Dubai Quality Group (DQG) from investor to corporate partnership.

Strategic Planning & Corporate Performance

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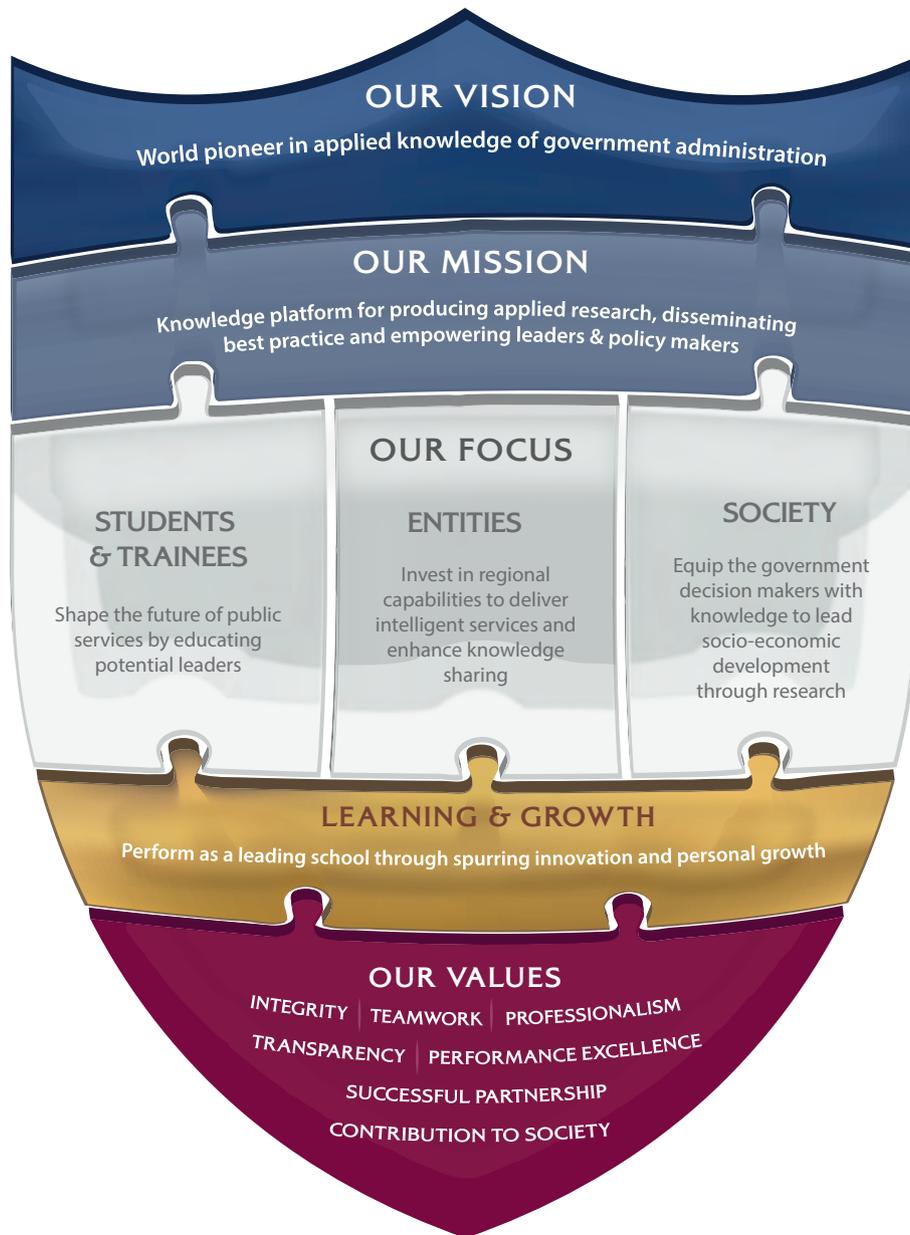| Executive Education Programs	Research & Advisory	Academic Affairs	Corporate Support Services	Corporate Communication	Business Development
Open Enrolment Programs	Research Initiatives	Students Affairs & Alumni	Financial Affairs	Public Relations & Public Events	Alliances and MOUs
Executive Customized Programs	Research Advisory & Support	Registration	Human Resource	E-Communication & E-Marketing	Endowment
Innovation & Program Development		Academic Programs	Information Technology	Publications	
			Administrative Affairs		

Committees

MBRSG work structure also includes the following 9 committees

1. Faculty & Research Review Committee
2. Strategy Management Committee
3. Curriculum Committee
4. Board of Studies
5. Grievance and Complaints Committee
6. Administrative Violations Committee
7. Public Events Committee
8. Smart Projects Committee
9. Rewards and Incentives Committee

External Strategic Map

OUR VISION

World pioneer in applied knowledge of government administration

OUR MISSION

Knowledge platform for producing applied research, disseminating best practice and empowering leaders & policy makers

OUR FOCUS

STUDENTS & TRAINEES

Shape the future of public services by educating potential leaders

ENTITIES

Invest in regional capabilities to deliver intelligent services and enhance knowledge sharing

SOCIETY

Equip the government decision makers with knowledge to lead socio-economic development through research

LEARNING & GROWTH

Perform as a leading school through spurring innovation and personal growth

OUR VALUES

INTEGRITY | TEAMWORK | PROFESSIONALISM

TRANSPARENCY | PERFORMANCE EXCELLENCE

SUCCESSFUL PARTNERSHIP

CONTRIBUTION TO SOCIETY

Internal Strategic Map

OUR VISION
World pioneer in applied knowledge of government administration

OUR MISSION
Knowledge platform for producing applied research, disseminating best practice and empowering leaders & policy makers

OUR FOCUS

STUDENTS & TRAINEES

C1. Provide excellent educational and training programs

P1. Drive comprehensive understanding of students, trainees & entities needs

P2. Design high quality & rich in content courses.

P3. Enhance teaching/learning Experience.

F1. Enhance students fees revenue

ENTITIES

C2. Enhance MBRSG brand equity

P4. Customize MBRSG knowledge in solid offering to meet actual needs.

P5. Lead knowledge transfer & utilization across entities.

P6. Accelerate balanced & sustainable capability building in entities.

F2. Maximize corporate contracts revenue

SOCIETY

C3. Equip Government leaders with knowledge, evidences and recommendations

P7. Monitor and Report on the Socioeconomic framework

P8. Align the MBRSG high quality research to society and government priorities.

P9. Bridging the gap between MBRSG research & policy makers.

F3. Optimize studies & services fees

LEARNING & GROWTH

L&G1. Create attractive workplace

L&G2. Institutionalize MBRSG culture to be an organizational model of excellence

L&G3. Align with best providers as strategic partners

L&G4: Enable innovation and business improvement via technology

OUR VALUES
INTEGRITY | TEAMWORK | PROFESSIONALISM
TRANSPARENCY | PERFORMANCE EXCELLENCE
SUCCESSFUL PARTNERSHIP
CONTRIBUTION TO SOCIETY

Business Development

Strategic Relations

- 21 trainees from the National College of Public Administration and Economics in Lahore, Pakistan visited MBRSG in May 2014 to learn about the latest practices in government institutions in the UAE.
- Dr. Julia Sloan presented a lecture titled "Life after Planning-Leveraging Strategic Thinking" on April 7, 2014.
- MBRSG participated as a knowledge partner in the Dubai International Project Management Forum, which took place on the 29th and September 30th, 2014.
- Hosted Dr. Mustafa Raza Batoush, HH Deputy Chairman of the National Center for Security and Crisis Management, Jordan, to deliver a specialized training course in "National Security - Policies and Strategies" corner.
- Received the Jordanian Minister of Public Sector Development and signed a general MoU.

Business Development

Networking Activities

- The GIFT-MENA Fifth Annual Conference, Kuwait, January 28-30, 2015.
- The First Conference for Business Schools of Gulf Cooperation Council (GCC) Universities with the topic of "The Role of Business Schools in the context of Contemporary Challenges and Issues"
- The Internet of Things World Forum 2014, Chicago, October 14 2014. The School participated in a mega breakout session with the title of "IoT Customer Panel: Best Practices for Successful IoT Deployments."
- The NASPAA / APPAM conferences, Albuquerque, New Mexico, November 4 to 8, 2014 and a roundtable on "International Research Partnerships".
- Roundtable discussion during the "Network of Schools of Government meeting" organized by The Organization for Economic Co-operation and Development, Paris, 12 -14 November, 2014
- Took part in two conferences held by the Arab Thought Foundation in and participated in two discussion panels entitled "Workforce Market" and "Work Opportunities in the Arab World" in Jordan and the UAE respectively.

Business Development

- Gave a lecture on "Succession Planning in the Public Sector" as part of the International Forum organized by the Federal Authority for Human Resources (FAHR) in the UAE.
- Gave a speech on "Integration Training with Career Path" within the Sharjah 3rd HR Conference which was organized by the Sharjah Department of Human Resources
- Gave a lecture on "Building Capacities on the Ground" during the OECD conference in Italy and took part in the MENA- OECD Roundtable.
- Delivered the first module of the Executive Education Leadership Course held for Dubai Culture.
- Participated in two brainstorming sessions organized by the Prime Minister's Office (PMO) on "Future of Governments" and "Governance Innovation" alongside the Global Agenda Councils meetings in Dubai.

Collaboration
- MBRSG hosted Peter Allen, Deputy Dean of the Australia and New Zealand School of Government and discussed potential cooperation with ANZSOG, particularly in the fields of research and academia.
- Hosted Wim Elfrink, Cisco's Executive Vice President for Industry Solutions and Chief Globalization Officer, as a speaker for a Public Lecture with the title of "The Internet of Everything: Smart Cities and Beyond" in September 2014.
- Hosted adviser to the Prime Minister of the Republic of Montenegro, Dr. Jovan Kojicic, in August 2014 to discuss ways of cooperation with the School particularly in the development of governmental capacities and the empowerment of leaders.
- Organized the "Dubai Smart Cities Forum" series in cooperation with the Executive Office of the Government of Dubai. The forum seeks to spread the awareness of the latest technical developments and global applications and their effectiveness in building future cities that provide the ideal life for its citizens.
- Signed a MoU with the Ministry of Public Sector Development and the Institute of Public Administration, Jordan in August 2014 to enhance cooperation in the fields of administrative development and knowledge sharing.
- Developed the "Innovation Days Series" in coordination with SAP which will take place over five days to cover the latest topics relating to innovation in technology and smart government.
- Signed an agreement with the RTA for cooperation in various areas of common interest
- Signed a MoU with Dubai Municipality for cooperation in developing skills of second tier leaders.

Business Development

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New Initiatives

MBRSG Organizes the Knowledge and Policy Council

MBRSG organized two sessions of the Knowledge and Policy Council, a new initiative for roundtable dialogue among government entities at the local and federal levels.

Chaired by Ali Rashid Al Ketbi, Chairman of Abu Dhabi Tawteen Council and member of Mohammed Bin Rashid School of Government's Board of Trustees, the first session entitled the "UAE Leadership School" took place last March and was attended by Dr. Ali Sebaa Al Marri, Executive President of Mohammed Bin Rashid School of Government and Abdulla Al Basti, Director General of the Executive Office, Huda Al Hashimi, Executive Director of Strategy and Policy in the Prime Minister's Office, Major General Dr Abdul Quddus Abdul Razzaq Al Obaidly, Director General at the Directorate General of Total Quality Performance at Dubai Police, Dr Rashid Al Leem, Director General, Sharjah Department of Seaports and Customs and Sharjah Free Zones Authority, and Ahmed

Mehri, Assistant Secretary-General for the Executive Council in Dubai.

The second session chaired by His Excellency Humaid Al Qatami, ex-Minister of Education took place in June under the title 'Building National Leadership, a Journey of Achievements and Chances for Development'. The session was attended by Dr Ali Sebaa Al Marri, Executive President of MBRSG, Obaid Al Kutbi, Manager, UAE Government Leaders Program, Ibtisam Bin Balila, Coordinator General, Mohammed Bin Rashid Leaders Program, Faisal Al Noaimi, Chairman, Higher Committee, Abdulaziz Bin Humaid Leaders Program, Jasim Mohammad Al Bloushi, Chairman of Sharjah Development Forum/Sharjah Leaders Program, Lt Dr. Omar Al Ali, Deputy Manager, Leaders Development Center, Ministry of Interior, and Sultan Al Dhaheri, Director of Registration, Excellence Center, General Secretariat, Abu Dhabi Executive Council.

Business Development

The session gathers representative from various leadership building programs in the UAE who discussed methodologies for developing Emirati leadership and the imperative need to work synergistically for achieving the objective. The participants also reviewed the leadership building programs currently underway in the UAE, their strengths, best practices and potential areas of improvement. Solutions for enhancing the commitment of institutions and individuals engaged in leadership programs were also explored during the session.

His Excellency Humaid Al Qatami said: "The federal government seeks to continuously develop national leaders who hold the potential to be on top of current events and developments. This drive is part of the federal government's HR strategy that aims to enhance national capabilities and skills."

Dr. Ali Sebaa Al Marri said: "Our wise leadership seeks to build an advanced Emirati society and individuals. It is to their credit that the leaders have achieved great success in their objective. Continuing the journey, our leadership is focusing on developing their people to secure the UAE's future. On our part, we are keen to support this mandate. We recognize that becoming competent leaders needs a combination of knowledge, skills and experience. Through the Council, we seek to bring together successful leaders to deliberate and transfer their knowledge and expertise. The process is documented to create a reference for current and future leaders."

MBRSG had designed the Council as an integrated action agenda to ensure a comprehensive and in-depth analysis of the issues raised. The sessions are documented to optimize the benefit of the outputs and recommendations for research and training at MBRSG, and publication on the official website and social media platforms. The outcomes of the sessions are also compiled in a research paper that will be published.

Business Development

منتدى دبــي للمدن الذكية

DUBAI SMART CITIES FORUM

MBRSG launches the
Dubai Smart Cities
Forum

In an effort to support the Dubai's efforts to be one of the smartest cities in the world, the Mohammed Bin Rashid School of Government launched the Dubai Smart Cities Forum which held several sessions discussing various topics related to smart government such as "Big Data" and "The Internet of everything".

Leveraging Big Data for operational and analytical purposes to better plan and conceptualize urban infrastructure and cities of the future will be critical in the evolution of smart cities, reiterated experts and thought leaders at the second session of the Smart Cities Forum hosted by MBRSG.

The session brought together decision makers from the public and private sector to discuss issues related to the Dubai Smart City initiative announced by His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, in October 2013.

Big Data is an all-encompassing term for any collection of data sets so large and complex that it becomes difficult to process using traditional data processing applications. Set to become the cornerstone of next-generation cities, Big Data can help boost citizen security, cut waste management, anticipate traffic jams and analyze citizen sentiment to catapult our cities into the future.

In her opening address, Dr Aisha Bin Bishr, Assistant Director-General of the Executive Office of His Highness Sheikh Mohammed Bin Rashid Al Maktoum and member of the Executive Committee for Dubai Smart City Initiatives, highlighted the synergy shared by the committee and MBRSG towards spreading knowledge and enhancing awareness on smart cities.

Noting that Dubai is keen to benefit from global best practices and develop a unique smart city model, Dr Bin Bishr said: "Today, there are many

Business Development

challenges in using Big Data but in Dubai we see that as an opportunity to further develop ourselves. Dubai is working to consolidate data through a bundle of projects and platforms. We are also developing enabling legislations and infrastructures that will fast track Dubai into a smarter and happier city."

Headlining a session on Big Data analytics and their use and impact on government plans, Olga Parra, Smarter Analytics Leader for IBM Middle East and Africa, said: "Smart cities are shaped using information and communications technologies to deliver sustainable economic development and a higher quality of life, while engaging citizens and effectively managing natural resources.

The forum that brings together decision makers from the public and private sector to address systematic approaches for developing smart city projects, hosted Mr. Howard Charney, Senior Vice President of Cisco, Office of the Chairman and CEO, who explained what "The internet of Things" means to Dubai, and the way it is impacting government, corporation and individuals in all aspects of life.

Delivering the opening address, His Excellency Ahmad Bin Byat, CEO, Dubai Holding and Vice Chairman of the Board of Trustees for Mohammed Bin Rashid School of Government, said:" Dubai is ideally placed to become the world's first fully-realized Smart City. To achieve that goal, we already are working on re-designing city services and government processes with cross-agency

collaboration and connectivity, delivering a new level of services across Dubai"

In his presentation, Charney revealed that according a new study by Cisco, Dubai's public and private sectors, Driven by Dubai Smart City initiative, can achieve a potential AED 17.9 billion,(USD 4.87 billion) in value by 2019. He outlined how new levels of automation and connectivity are fuelling the next Internet of Things era which Cisco defines as the Internet of Everything (IoE). The IoE is the networked connection of people, process, data and things that generates value as "everything" joins the network. Several technology transitions – including the Internet of Things, increased mobility, cloud computing, and the growing importance of big data and analytics, among others – are combining to enable IoE.

The IoE will create value by lowering costs, improving employee productivity, generating new revenue, and enhancing citizen benefits. In the private sector additional benefits include improvements in innovation, supply chain and asset utilization The IoE's value potential is likely to strongly appeal to Dubai's smart city ambitions, which span six key pillars (life, society, mobility, economy, government, and environment), and more than 100 initiatives focusing on transport, communication, infrastructure, electricity, economic services, and urban planning.

Academic Report

Master of Public Administration

In line with the MBRSG mission to promote good governance and the adoption of best practices through offering strategic training to policy makers in the UAE and the region, the School intensified its efforts to enhance the awareness of the MPA program. 3 Open house days were organized by the MPA faculty and staff with the prospective candidates seeking to enroll for the Master's program in Public Administration.

Classification by Semester:

Spring 2014	11 students
Nationality	10 UAE citizens 1 Lebanese
Background	10 government employees 1 semi government institution
Summer 2014	7 students
Nationality	5 UAE citizens 1 Egyptian 1 Moroccan
Background	6 government employees 1 private sector employee
Fall 2014	8 students
Nationality	8 UAE citizens
Background	8 government employees
Total	26 Students

Achievements

With the support of the Dubai Government Human Resources Department and the Federal Authority for Human Resources (FAHR), the Mohammed Bin Rashid School of Government continued its recruitment to the Master in Public Administration (MPA) for mid-career professionals.

Executive Education Programs

In line with the strategic objective to shape the future of public services by educating potential leaders, the Executive Education organized 11 cutting edge customized and 4 open Enrollment programs.

In 2014, the following programs were offered:

#	Program Type	Entity	No. of Modules	No. of Days	No. of Participants
1	Customized	Dubai Culture Batch (1)	6	12	31
2	Customized	Dubai Culture Batch (2)	6	12	21
3	Customized	Dubai Civil Aviation Authority	4	12	12
4	Customized	Advisory Council- Government of Sharjah	1	1	42
5	Customized	Libya Government - LPRD	18	45	91
6	Customized	Abu Dhabi Fund for Development	1	2	16
7	Customized	CAHRD - Ajman Government	4	6	15
8	Customized	CAHRD - Ajman Government	Pre-Program Assessment		12
9	Customized	Dubai Municipality	4	12	24
10	Customized	Department of Finance	3	6	16
11	Customized	DEWA	2	6	31
#	Program Type	Entity	No. of Modules	No. of Days	No. of Participants
12	Open Enrollment	National Security and Public Policy	1	2	5
13	Open Enrollment	Arab Leadership and Government Excellence	4	10	20
14	Open Enrollment	Research Methodology for the Public Sector	1	5	10
15	Open Enrollment	Leadership	1	3	15
Total			56	134	361

Executive Education Programs

Customized Programs

Year	No. of Clients for Customized Programs	No. of Modules	No. of Days	No. of Participants
2007	5	40	107	219
2008	3	7	13	84
2009	7	38	144	153
2010	3	14	36	86
2011	4	12	56	287
2012	2	26	49	360
2013	6	81	182	620
2014	11	49	114	311
Total	41	267	701	2120

Customized Programs Per Year

- No. of Participants
- No. of Days
- No. of Modules
- No. of Clients for Customized Programs
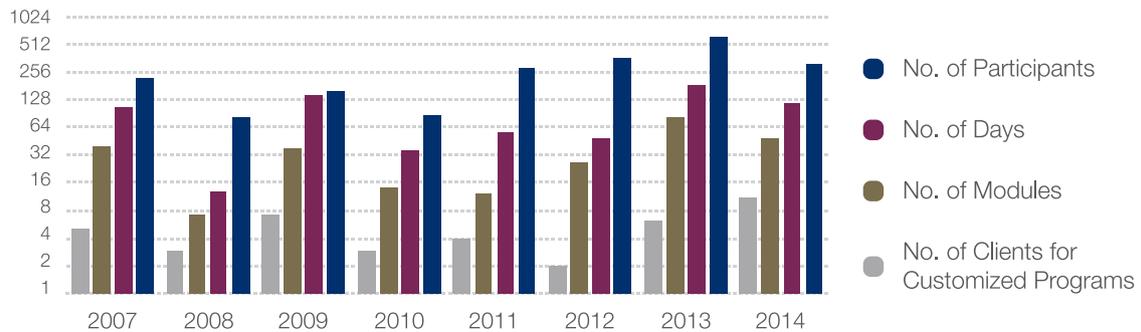
Executive Education Programs

Open Enrollment

Year	No. of O.E Programs	No. of Days	No. of Participants
2007	2	8	71
2008	4	14	164
2009	5	13	144
2010	4	10	154
2011	0	0	0
2012	1	2	22
2013	2	8	18
2014	4	20	50
Total	22	75	623

Open Enrollment Programs Per Year

- No. of Participants
- No. of Days
- No. of O.E Programs
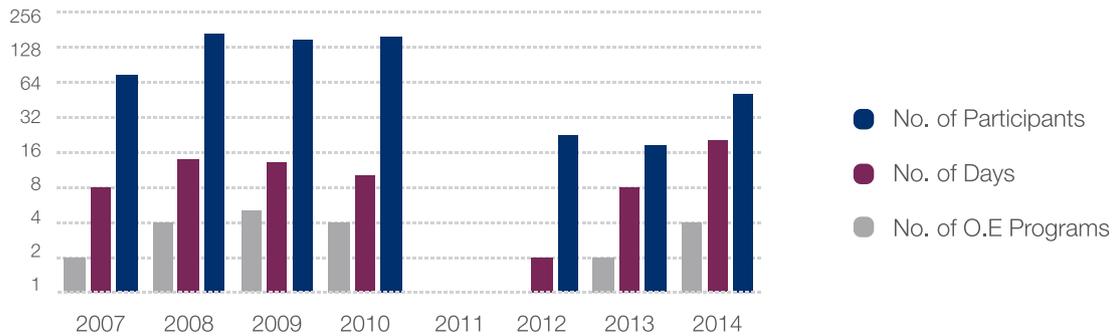
Executive Education Programs

Breakdown by Nationality (2007 - 2014)

Countries	No. of Days
UAE	2079
Gulf	88
Arab Countries	492
Others	84
Total Number of Participants	**2743**

Nationalities of Participants (2007 - 2014)

%3
Others

%18
Arab Countries

%3
Gulf

%76
UAE
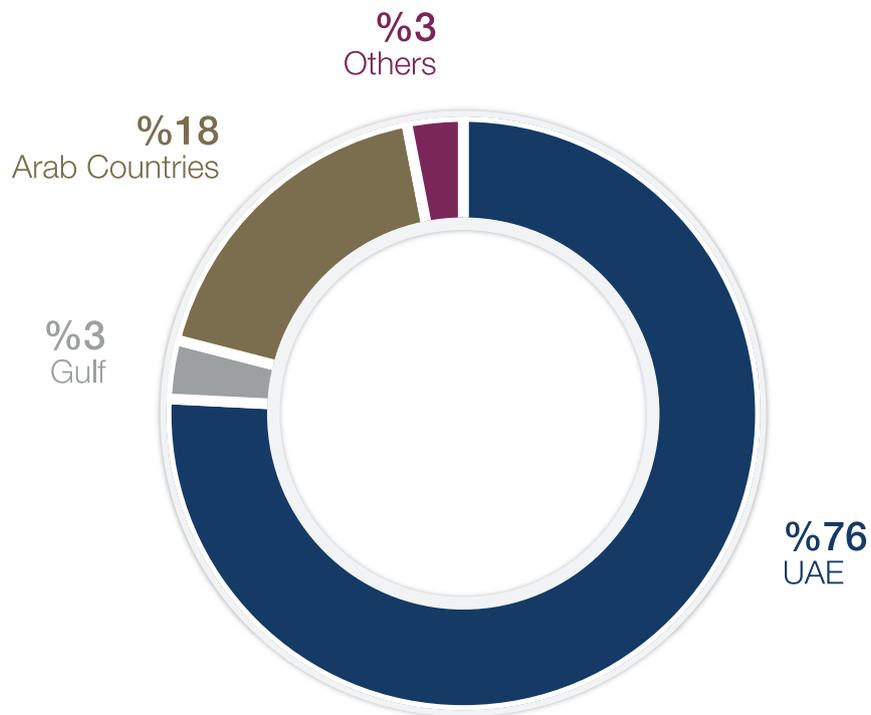
Arab Leadership Program

MBRSG launched in 2014 "the Arab Leadership and Government Excellence" Program, aiming to prepare leaders to deal with the multiple challenges of globalization and the high degree of competitiveness among institutions while honing leadership skills in the government sector across a variety of disciplines and fields.

The program focuses on leadership styles and the essential skills needed to create an effective leadership system. Strategic thinking and planning, comprehensive strategy development, public policy development, performance management and institutional excellence are other essential components of the curricula. Participants of the inaugural year's program include 20 senior leaders at the level of undersecretaries, directors and managers from government institutions and ministries across Saudi Arabia, Bahrain, Oman, Egypt, Lebanon and the UAE.

Dr Ali Sebaa Al Marri, Executive President, MBRSG, said: "The UAE offers a unique model for government achievements in all fields – the country's model has been commended by many international reports and indices. The UAE is committed to supporting Arab countries by all means including transferring its know-how and sharing successful experiences as and when needed."

Al Marri added: "The UAE has a lot to offer to the Arab world. We possess efficient governance processes and systems, highly acclaimed public institutions and a wealth of expertise in government best practices. Given the significant challenges facing Arab leaders today, MBRSG seeks to empower them with the opportunity to build leadership capacity, enhance skills and acquire new ones to outline and execute strategies that will help drive their institutions forward and ultimately boost development processes in the Arab world."

Aisha Al Shamsi, Executive Education Director at MBRSG, said: "Excellence remains a key priority for government institutions in the UAE, and the country recently ranked first in government efficiency globally according to the World Competitiveness Report issued by Switzerland's IMD Institute. The Arab Leadership and Government Excellence program enriches participants' knowledge, and enhances their practical skills and capabilities."

Hana Ateeq Al Kash, Arab Leaders Program Manager, MBRSG said: "The program brings together participants from a variety of backgrounds and practices to interact and benefit from each other and from the successful Emirati model of Government. The Modules of this open enrollment program offer our participants the opportunity to develop and grow through lectures, case studies, practical exercises, workshops and field visits, in addition to thought sessions delivered by prominent guest speakers from renowned UAE-based institutes and organizations.

The second session of the Arab Leadership and Government Excellence program is scheduled to take place from 8 to 19 November 2015.

Ajman Leaders Program

Mohammed Bin Rashid School of Government organized the Ajman Leadership Development Program entitled "Young Leaders" for the Central Department of Human Resources Development in the emirate of Ajman. The opening ceremony took place in the presence of director generals and heads of human resources departments in government bodies as well as participants in Young Leaders Program. The program aims to realize the vision of Ajman through the development of national leader capacities, upgrade their leadership skills as per best practices in various areas, increase opportunities for participation and training in addition to the empowerment of human resources nominated to assume leadership positions and develop human resources competencies, and provide opportunities to acquire global best practices in general and government practices in the United Arab Emirates in particular.

His Excellency Rashid Al Suwaidi, Director of the Central department of Human Resources Development said: "under the patronage of His Highness Sheikh Ammar Bin Humaid Al Nuaimi, Crown Prince of Ajman, Chairman of the Executive Council and in collaboration with the Mohammed Bin Rashid School of Government, the Ajman Leaders Program comes in line with the vision of Ajman 2021 to educate and equip human and leadership cadres with knowledge and ambition in government institutions and departments. The program is a projection of the visions and strategies of our leaders through the adoption of programs and ambitious plans aimed at realizing further achievements at all levels, based on building a generation of national leaders equipped with science, knowledge and tools of efficiency and excellence and a high sense of commitment to national duty. Over the past period, we have developed the idea, the dimensions of the strategy, and a clear action plan. Today we are gathered to celebrate the launch of the first batch- the young leaders and the prospective leaders of the Ajman Leaders Program"

Dr. Ali Al Marri, Executive President, Mohammed Bin Rashid School of Government said: "The public sector at the local and international levels is witnessing significant changes affecting various aspects. Mohammed Bin Rashid School of Government works with various public entities in the United Arab Emirates in order to develop the general performance of the public sector and achieve institutional excellence. Empowering leaders is the foundation stone in order to achieve this goal. We are confident that the

Ajman Leaders Program

strategic partnership between the Mohammed Bin Rashid School of Government and the Central department of Human Resources Development, the Executive Council of Ajman will be an important milestone in Ajman's institutional efforts through capacity building of future leaders to support the overall development process."

"We have worked closely with the Central Department of Human Resources Development in order to customize a program based on global best practices and designed to meet the needs of local institutions. The program includes a number of modules that cover a range of topics, which aims to develop national leaders and equip citizens with the skills and knowledge necessary in order to be exceptional leaders capable of rising to any challenge", said Aisha Al Shamsi, Director of Executive Education at the Mohammed Bin Rashid School of Government.

The program which runs until December 2015 includes seminars, discussions, workshops, case studies, projects and field trips for the best governmental practices in addition to a host of government experts.

Research Contribution to Society

Serving the strategic focus on society, the research activities at MBRSG equip the government decision makers with knowledge to lead socio-economic development through research.

NUMBER OF SCHOOL PUBLICATIONS, 2011-2014

The graph 1 illustrates the total number of School publications issued over the relevant publication type. A listing of publications under process shows an exponential rise.

with reference to Graph 3 shows that the academic publications increased by 110% in 2014.

GRAPH 1 SHOWING THE NUMBER OF SCHOOL PUBLICATIONS BY TYPE
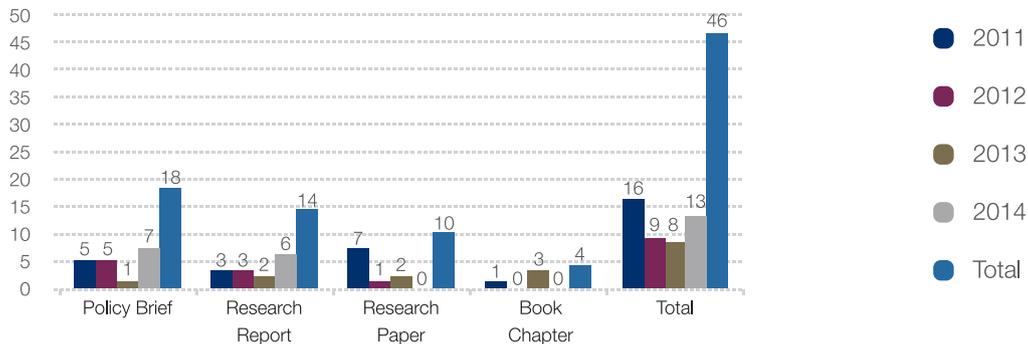
The graph 2 illustrates the total number of School publications issued over the relevant publication type.

The positive aspect with reference to Graph 3 shows that the academic publications increased by 110% in 2014. These publications included: Books-2, Book Chapters-7, Case Studies-10, Commissioned Research Project-2, Flagship Report-1, Journal Articles-2, and Regional Reports-2.

GRAPH 2 SHOWING THE NUMBER OF SCHOOL PUBLICATIONS BY YEARS
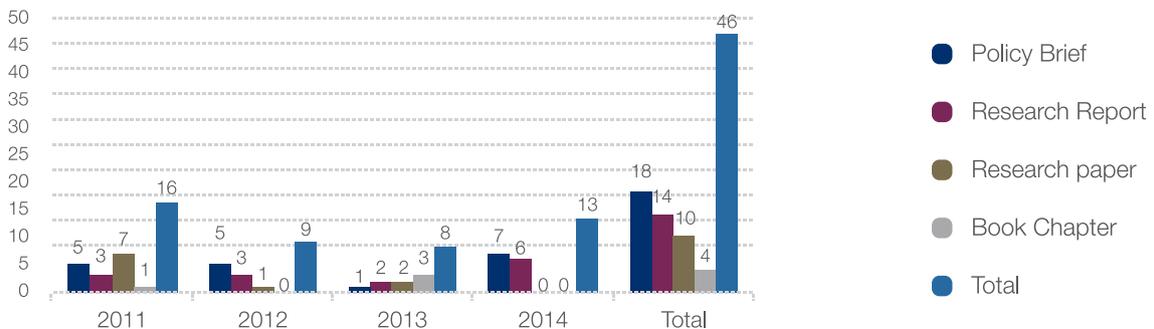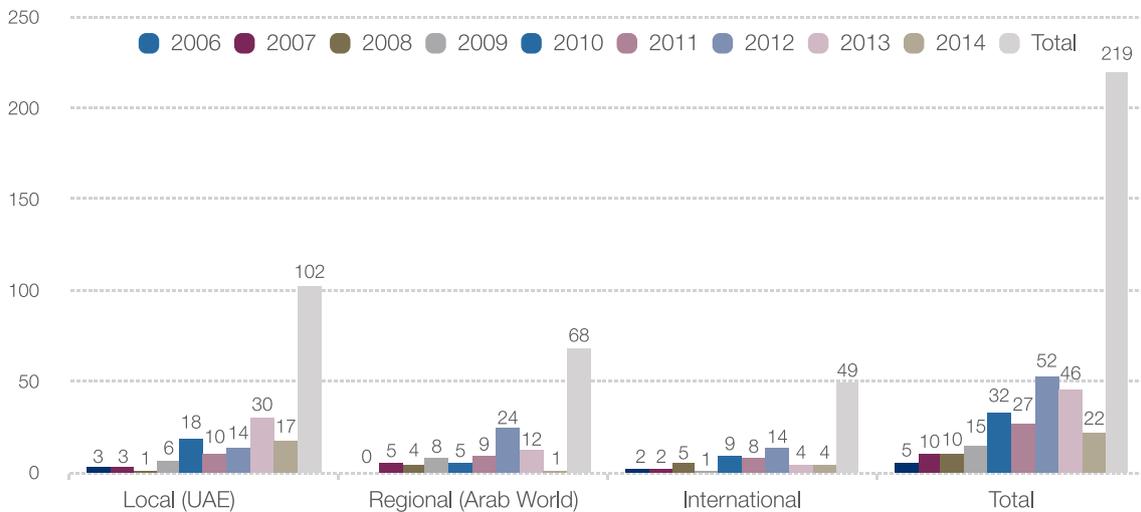
Research Contribution to Society

GRAPH 3 SHOWING THE NUMBER OF ACADEMIC PUBLICATIONS BY YEARS
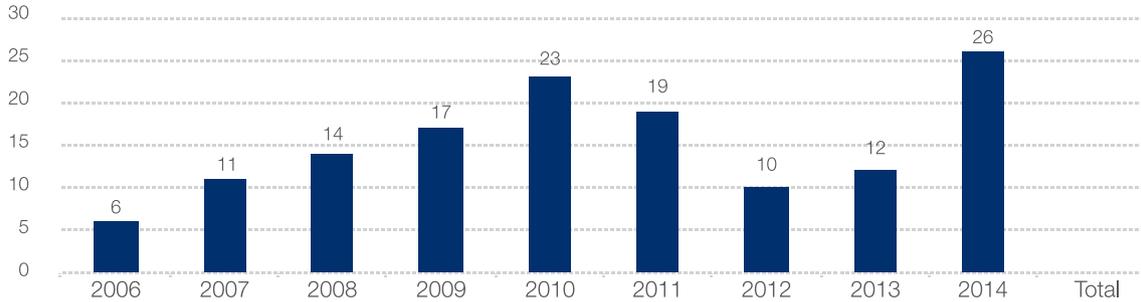
Number of External Speeches

This positive trend in which extensive invitations have been received and accepted by both researchers and faculty unreservedly documents the faith and trust that the larger research community places in MBRSG research capabilities for the years 2006 until 2013. The extensive participation in both the local as well as regional forum is well represented however greater encouragement in international conferences and forums would increase MBRSG visibility.

GRAPH 4: THE NUMBER OF EXTERNAL SPEECHES BY TYPE

Research Contribution to Society

Research Initiatives and Achievements

Table: Research Initiatives INTERNAL published work for 2014

Author	Published Work Title	Date	Type
Ahmad Al-Nuseirat and Mhamed Biygautane	The Impact of Effective Training on Organizational Performance in Dubai's Public Sector, Mhamed Biygautane	February 2014	Policy Brief/ Policy Note
Ahmad Al-Nuseirat and Mhamed Biygautane	Training During Times of Financial Constraints: Lessons from the Case of Dubai's Public Sector	February 2014	Policy Brief/ Policy Note
Ahmad Al-Nuseirat and Mhamed Biygautane	The Rudiments for an Effective Training Strategy: Practical Insights from Dubai Government's Experience	February 2014	Policy Brief/ Policy Note
The Governance and Innovation Program-Author Racha Mourtada Launched at the Emirati Media Forum	UAE Social Media Outlook 2014: Increasing Connectivity between Government and Citizen	November 2014	Research Report/ Research Paper/ White Paper
The Governance and Innovation Program Author Fadi Salem and Racha Mourtada- Launched at the Arab Media Forum	The Arab Social Media Report- 6th Edition Citizen Engagement and Public Services in the Arab World: The Potential of Social Media	June 2014	Research Report/ Research Paper/ White Paper
The Governance and Innovation Program Author Fadi Salem and Racha Mourtada- Launched at the Arab Media Forum	Arab Social Media Outlook 2014	May 2014	Research Report/ Research Paper/ White Paper
The Governance and Innovation Program Author Fadi Salem and Racha Mourtada-	The Arab World Online 2014:Trends in Internet and Mobile Usage in the Arab Region- The Governance and Innovation Program in cooperation with Bayt	May 2014	Research Report/ Research Paper/ White Paper
Fadi Salem Racha Mourtada Launched at the Government Summit	The Arab Government Services Outlook 2014	January 2014	Research Report/ Research Paper/ White Paper
Fadi Salem Racha Mourtada Launched at the Government Summit	Making Government Smarter, Cutting Red tape and Making Valuable Partnerships.	February 2014	Research Report/ Research Paper/ White Paper

MBRSG Launches a Report on Social Media at the Emirati Media Forum

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The use of social media continues to grow rapidly and influence practical and social aspects of life in the UAE and Arab world, according to the 'UAE Social Media Outlook 2014'. The report, titled 'Increasing Connectivity between Government and Citizen' was released by the Governance and Innovation Program at the Mohammed Bin Rashid School of Government in collaboration with the Dubai Press Club.

The launch event was held on 26 November on the sidelines of the UAE Media Forum in Dubai.

Among key findings, the report reveals that the UAE's citizens are optimistic about the government's use of social media with 57% of the respondents strongly supporting the government's use of social media for the design and delivery of public services. Meanwhile, 59% of the respondents admit to visiting the government's official social media pages at least once a week, with 31% of them visiting these pages several times a day.

Over half of the respondents said they have provided feedback about government services. While the largest percentage (28%) have used an electronic feedback form, 10% of the respondents admit to submitting feedback through an official government social media account, 10% via e-mail, and 5% via Twitter.

The majority of respondents agreed that using social media for public service design and delivery could prove beneficial. In terms of short-term benefits, 85% said that by making communication between customers and government more efficient, social media could reduce the costs of creating and delivering these services, while 80% believe that social media's capacity to enhance information exchange could increase service quality. In terms of long-term benefits, 80% of the respondents believe that analyzing data and feedback from social media resources could help improve the government's understanding of customer needs.

The growth of social media usage in the Arab world - and in the UAE in particular - has been consistently strong. In the past four years, the number of Facebook users in the UAE has tripled from 1.6 million users in June 2010 to five million users in October 2014, with a penetration rate of 60%.

Analyzing demographics, the report reveals that the percentage of young Facebook users (under the age of 30 years) has decreased in the past two years, from 52% to 48% in October 2014, with older Facebook users making up the difference. The report also shows that the UAE has the highest penetration of LinkedIn users in the Arab world, at 25%.

The report includes an overview of the 'UAE National Brainstorming Session', which was held on December 8-9, 2013 and engaged large sections of society through the use of social media. Attracting more than 82,000 people, the nation-wide initiatives highlighted the UAE government's innovative utilization of modern technology to crowd source ideas and engage the public in addressing challenges in the education and healthcare sectors.

Increased Social Media Usage in Arab Region is Enabling Citizen Engagement for Better Government Services

Arab Social Media Report

Under the title 'Citizen Engagement and Public Services in the Arab World: The Potential of Social Media', the sixth edition of the Arab Social Media Report series was launched today by the Governance and Innovation Program at the Mohammed Bin Rashid School of Government. The report shows that the public sector in a majority of Arab countries continues to suffer from mounting deficiencies in terms of quality, efficiency and accessibility of government service despite the continued growth of social media penetration in the Arab region and its increasing potential for governments to engage citizen on enhancing public services.

In addition to analyzing patterns, demographic breakdowns and usage trends of key social media platforms across the Arab world, the report studies the influence of social media on reforming and reshaping the delivery of government services, based on a regional survey conducted among several thousand participants across the Arab world.

The report revealed that Arabs have positive attitudes towards getting engaged by government through social media for public service design and delivery. As part of the findings of the survey, 55% of the respondents said they strongly support the government's use of social media for the design and delivery of public services. Respondents also agreed that social media facilitates better accessibility to government entities and public sector officials.

However, according to the report findings, social media is still used in the Arab region as a one-way information source for the majority of those who utilize it to interact with government. Only 2% of the respondents reported visiting official social media pages or using their personal social media accounts for sourcing information on public services. Of the 63% who do utilize government social media pages, 74% only use it to access information on government services and entities, while giving feedback, sending complaints or new ideas to government ranked lower.

Fadi Salem, Director of the Governance and Innovation Program at the Mohammed Bin Rashid School of Government, and co-author of the report, said: "We are still in a beginning of an era where technology is empowering the public and allowing for collaboration opportunities between government and society. With around 82 million Facebook users and 5.8 million active Twitter users in the Arab world today, more than 22 percent of Arabs are actively using social media platforms in innovative ways."

Additionally, the report findings suggests that increased connectivity, coupled with the low levels of quality and accessibility of public services in the region prompted many civil society

Increased Social Media Usage in Arab Region is Enabling Citizen Engagement for Better Government Services

structures to utilize social media tools to fill gaps in service delivery. "Social media is providing a growing space for the '3rd sector' in many Arab countries. Around 42% of respondents in our research said that civic organizations in their country were using social media to deliver some services that the government was not providing. This not only highlights the disruptive nature of new informational flows facilitated by social media tools, but also the relatively low levels of trust between government and society", Salem added.

Growth of social media usage in Arab world has been consistently strong, with the number of users in 2014 increasing by a whopping 49% on Facebook, 54% on Twitter and 79% on LinkedIn since May 2013. Analyzing demographics, the report reveals that the UAE has the highest rate among Arab countries in terms of LinkedIn penetration at 22.4%, while Qatar climbed to first place in Facebook penetration with 61% of its population using Facebook, followed closely by the UAE with 58%. On Twitter, Saudi Arabia has 40% of all Arab active users, however, Kuwait enjoys the highest penetration rate with 11.4% of its population active on the microblogging platform.

Racha Mourtada, Research Associate with the Governance and Innovation Program and co-author of the report, said: "Our research shows that social media in the Arab world is dominated by young men under 30, with only 1 in 3 social media users in the region being a woman. Given this young tech-savvy population many

governments in the Arab world have come to realize the importance of proactively engaging citizens in finding innovative ways of delivering public services that are inclusive, citizen-centric, responsive and cost-effective. Respondents in our survey agreed that engagement through social media for service delivery presented benefits such as increased service accessibility, improved quality of services, inclusiveness and reduced costs. They also indicated a need to increase government responsiveness to citizens' feedback on social media platforms, in order to encourage citizen trust in and utilization of these channels."

The sixth Arab Social Media Report, which is available for download at http://www.arabsocialmediareport.com is the latest of the series spearheaded by the Governance and Innovation Program at the Mohammed Bin Rashid School of Government. This edition also reveals that Twitter users in the Arab region generated more than 533 million tweets in March 2014. It additionally states that the number of LinkedIn users in Arab countries increased from 4.7 million to 8.4 million during the past year. Meanwhile, Arabic language continues to be the fastest growing language on different social media platforms, with Arabic tweets generated standing at 75% of total tweets in the region in March 2014.

MBRSG Ranked Sixth Most Important Arab Research institution

Based on accurate and specific academic criteria characterized by impartiality and transparency that takes into consideration contemporary scientific and intellectual developments, the second edition of the Emirates Center for Strategic Studies and Research (ECSSR) issued the second edition of its academic ranking of think tanks in the Arab region and worldwide. After being ranked eighth in 2013, MBRSG moved up to the sixth most important research center in the Arab world in 2014.

In the introduction to its report, the ECSSR highlights that it has issued the academic classification in light of the fact that we are living in an interconnected world within the framework of globalization. The ECSSR has adjusted the criteria followed in certain Arab and international quarters, which sometimes contradicts issues of impartiality, transparency and the objectives pursued by Arab and global research centers.

The application of these adjusted criteria to nearly 219 centers of strategic studies in more than 30 countries with the greatest number of research centers has resulted in two lists: the first is comprised of ten research centers in the Arab world; and the second includes 20 international research centers. The ECSSR has not been included in the evaluation for the sake of impartiality and integrity. Furthermore, the ECSSR is a non-profit institution that does not seek any kind of funding. With regard to the ranking of research centers in the Arab world, the results were as follows:

First	Al-Ahram Center for Political and Strategic Studies, Egypt
Second	King Faisal Center for Research and Islamic Studies, Saudi Arabia
Third	Middle East Studies Center, Jordan
Fourth	Gulf and Arabian Peninsula Studies Center, Kuwait University, Kuwait
Fifth	Bahrain Center for Strategic Studies and Energy, Bahrain
Sixth	**Mohammed Bin Rashid School of Government (MBRSG), Dubai, UAE**
Seventh	The Egyptian Center for Economic Studies, Egypt
Eighth	Arab Thought Forum, Kingdom of Jordan
Ninth	Center for Arab Unity Studies, Lebanon
Tenth	Royal Institute for Strategic Studies IRES, Morocco

MBRSG Ranked Sixth Most Important Arab Research institution
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Snapshots of External Research Activities

MBRSG Ranked Sixth Most Important Arab Research institution

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Opinion Editorials

لا نريد الوصول إلى المريخ وحدنا

Al Bayan - Dr. Ali Al Marri

أرقى الأمم أعلى الهمم

Al Bayan - Mohammed Al Khatib

الجرافيك اليومي | الصور | الفيديو | إنفوجرافيك | الطقس | مواقيت الصلاة

الرئيسية » اتجاهات » مقالات

أرقى الأمم.. أعلى الهمم

محمد حسن الخطيب

التاريخ: 09 نوفمبر 2014

بادرت حكومتنا الرشيدة بوضع رؤية استراتيجية للدولة حتى عام 2021 وتهدف تلك الاستراتيجية لأن تكون دولة الإمارات ضمن أفضل دول العالم بحلول اليوبيل الذهبي للاتحاد. وبناء عليه، تم تعميم تلك الرؤية على كل المؤسسات والمستويات حتى أصبحت رؤية 2021 فخراً للجميع. ولكن لنتوقف معاً لبرهة قصيرة ونتساءل ماذا تعني لنا رؤية 2021؟

لا بد وأنها تعني بذل أقصى جهد والمرور بالعديد من المحطات التي يشكل كل منها إنجازاً بحد ذاته في الطريق للوصول إلى الهدف الأسمى وهو أن تكون ضمن أفضل دول العالم.

وتعني أيضاً أن هناك كماً هائلاً من المسؤوليات والطاقات المتفانية والموارد المادية والمعرفية المطلوبة لتحقيق التنمية المتكاملة والمستدامة في جميع القطاعات.

كما أنها تمثل امتداداً لرؤية الحكومة لدولتنا في ظل القيادة الرشيدة لسيدي صاحب السمو الشيخ خليفة بن زايد آل نهيان، رئيس الدولة، حفظه الله، وسيدي صاحب السمو الشيخ محمد بن راشد آل مكتوم نائب رئيس الدولة رئيس مجلس الوزراء حاكم دبي، رعاه الله، والتي نجحت حتى اليوم في تحقيق العديد من النتائج المبهرة لدولة الإمارات وشعبها وصولاً إلى المرتبة الأولى عربياً والسابعة عشر عالمياً في تقرير السعادة...

رأي البيان | ذاكرة | معكم دائما | يوميات | كل أسبوع | جديد الكتب | ﺣﺎﺕ ﻭ

الرئيسية » اتجاهات » مقالات

لا نريد أن نصل المريخ وحدنا

د.علي سباع المري

التاريخ: 26 أكتوبر 2014

تشكل الإمارات نموذجاً فريداً استطاع أن يحقق العديد من الإنجازات في جميع المجالات، وقد أشاد العالم بالنموذج الإماراتي في تقاريره ومؤشراته، ما يؤكد كفاءة هذا النموذج وقدرته على التكيف مع المتغيرات والتطورات.

ونستمر المسيرة بقيادة رشيدة تملك رؤية للمستقبل، ونسعى لبناء دولة حديثة وتحقيق رغبات وتطلعات شعبها، وتتسارع الخطى بإطلاق مبادرات ومشروعات جديدة، من استضافة إكسبو 2020، إلى العصف الذهني الإماراتي، ومبادرة دبي الذكية، ومؤشرات السعادة.. وغيرها من المبادرات الداعمة للجهود الإماراتية نحو تحقيق الخطة الاستراتيجية 2021.

لقد حذفت قيادتنا الرشيدة المستحيل من قاموس دولتنا، وارتفع سقف الطموح ليصل إلى النجوم، بإعلان الإمارات تأسيس وكالة للفضاء، وإطلاق مشروع أول مسبار عربي إلى المريخ، حيث يحقق هذا المشروع العديد من الأهداف المعنوية التي تسبق المادية. فالطموح الإماراتي أصبح لا حدود له، تصديقاً لمقولة المتنبي: «إذا غامرت في شرف مروم فلا تقنع بما دون النجوم»

Learning and Growth

Human Resources

In line with strategic learning and growth goals which aim to create an attractive workplace, the School focused in 2014 on the following:

I-Employee Satisfaction:

The HR organized several events that were geared towards ensuring employee satisfaction.

1-Staff Recognition:

MBRSG organized a staff recognition and awards ceremony on 20 November 2014 covering four important areas: recognition, appreciation, activity performance and behavior.

2- Staff Outing

MBRSG staff enjoyed the afternoon of one May day on board a private yacht which took them on a tour from Dubai Marina to the Palm.

Learning and Growth

3-Staff Lunch

The Executive President hosted two lunch banquets attended by the entire staff members.

Learning and Growth

II-New Appointments: January - December 2014

12 full time employees were hired throughout 2014 as follows:

Sr.	Code	Name	Designation	Nationality
1	MBRSG/122	Asma Al Hosani	Institutional Effectiveness Specialist	UAE
2	MBRSG/123	Mazna Ahmad Abdulrahim Mahmood Hafiz	Human Resources Manager	UAE
3	MBRSG/124	Sarah Ismail Mohd Noor Talib	Endowment Manager	UAE
4	MBRSG/125	Faisal Hashem Mahmoud Al Khatib	Research Officer	UAE
5	MBRSG/126	Aziza Zemrani	Associate Professor	Morocco
6	MBRSG/127	Alaa Attalah Salem Othman	Strategy Specialist	Jordan
7	MBRSG/128	Gihan Mohamed Hussein Abuelela	Talent Assessment & Innovation Manager	Egypt
8	MBRSG/129	Yusra S G Alagha	Corporate Communication Coordinator	Palestine
9	MBRSG/130	Shuaib Kunnoth	Programmer	India
10	MBRSG/131	Khalid Essa Humaid Mohammad Almarri	Administrative Affairs Manager	UAE
11	MBRSG/132	Engy Alaa Eldin Abdelmegid Shibl Osman	Business Development Coordinator	Egypt
12	MBRSG/133	Prof Rhys Roland Jones	Director of Academic Affairs	United Kingdom

Human Capital Positions

Positions	No.
Senior Management	5
Middle Management	9
Non - Managerial Administrative	25
Researchers	6
Faculty	5
Total	50

Emiratization and Turnover

% of Emiratization	% of Turnover
32	8

Learning and Growth

Training received by MBRSG staff in 2014

Name	Designation	Training	Location
International			
1. Dr. Ali Sebaa Al Marri	Executive President	HARVARD HKS EXECUTIVE EDUCATION Leadership PROGRAM	USA
2. Dr. Bassem Mohammad Younes	Director of Strategic Alliances	HARVARD HKS EXECUTIVE EDUCATION Leadership PROGRAM	USA
Domestic			
3. Ms. Aisha Ibrahim Mohamed Hussain Al Ali	Director of Strategy & Development	Training program on Professional Development at Sharjah Chamber of Commerce	Sharjah
		Human Resources Management	The American University in Sharjah, Sharjah
4. Mr. Rathnakar Lokesh Rao	Senior Accountant	CIMA REPORT WRITING SKILLS	Dubai
5. Mrs. Dalya Faroug Sulieman	Human Resources Coordinator	DGHR training on Job Evaluation and Analysis Training	HBMSU University, Dubai
6. Miss. Mazna Ahmad Abdulrahim Mahmood Hafiz	Human Resources Manager	DGHR training on Job Evaluation and Analysis Training	HBMSU University, Dubai
7. Mr. Immanuel Azaad Moonesar	Research Coordinator	Introduction to Research Methods Participants	MBRSG, Dubai
8. Ms. Aisha Sultan Majid Al Shamsi	Director of Executive Education	Mohammed Bin Rashid Leadership Program (Young Leaders)	Dubai

Learning and Growth

International and Domestic Conferences

MBRSG employees participated in a number of domestic and international conferences to represent the School.

1- Six staff members attended the Government Summit held in February 2015. The MBRSG representatives were Dr. Ali Al Marri, Mohammed Al Khatib, Dr. Bassem Younes, Aisha Al Shamsi, Professor Rhys Rowland-Jones and Esam Dukhan.

2- Dr. Ali al Marri and Dr. Bassem Younes attended the conference entitled "The Internet of Things" in Chicago.

	Name	Conference	Time and place	Type of Attendance
	International			
1	Dr. Ali Al Marri	OECD Conference Open Government: Building Capacity on the Ground	February Caserta, Italy	Attendance and representation of MBRSG
2	Dr. Bassem Younes	The Fifth Annual Conference for the governmental institutes and training centers in the MENA Region	January Kuwait city, Kuwait	Attended and presented a paper on behalf of MBRSG
		The first Gulf Summit for Business Schools in GCC Countries	February Saudi Arabia	Attendance
		OECD Roundtable Discussion	November Paris, France	Attendance
		OECD CONFERENCE Promoting Public Sector Innovation: the Role of Schools of Government	November Paris, France	Attendance and representation of MBRSG
3	Dr. Mohammed Habibur Rahman	The 15th European Conference on Knowledge Management - ECKM	September Santarem, Portugal	Participated as a speaker and presented a paper
4	Dr. Aziza Zemrani	NASPAA AND APPAM CONFERENCE	November USA	Participated as a speaker and presented a paper
5	Dr. Ahmed Badran	COMPA/ASPA conferences	March USA	Participated as a speaker and presented a paper
		PSA 64th Annual International Conference	April Manchester, UK	Participated as a speaker and presented a paper
		Policy & Politics conference 2014: The challenges of leadership and collaboration in the 21st Century	September Bristol, UK	Participated as a speaker and presented a paper

Learning and Growth

Name	Conference	Time and place	Type of Attendance
6 Mr. Fadi Salem	The Smart Cities Council	February USA	Participated as a speaker as an expert on the Arab world
	Emerging Internet Transformations and Opportunities in a Connected World, Oxford University's St Antony's College.	March UK	Participated as a speaker
	Participated in the EGM organized by the UNDESA, Public Service Forum	June Korea	Participated as a speaker
Domestic			
7 Mr. Fadi Salem	Government Communication conference	February Sharjah	Participated as a speaker and presented research findings
	GCC Social Media Summit	February Dubai	Chaired a panel session and launched the UAE Brainstorming Case study
8 Mr. Rodel Pabico	6th GT Summit – Middle East	February Dubai	Attendance
	M-Government conference	March Dubai	Attendance
	IT Sourcing 2014: Opportunities, Risks & Negotiation Best Practices	May Dubai	Attendance
9 Dr. Mohammed Habibur Rahman	The 7th Quality Conference organized by HBMSU	March Dubai	Participated as a speaker and presented a paper
10 Dr. Mohammed Habibur Rahman	CIMA Conference and Convocation	March Dubai	Attendance
11 Ms. Aisha Al Ali	Chief Audit Executives Leadership	April Dubai	Participated as a committee member
12 Mr. Esam Dukhan	Making Strategy Happen	May Dubai	Attendance
13 Dr. Ali Sebaa Al Marri	RTA PROJECT MANAGEMENT SYMPOSIUM	May Dubai	Attendance
14 Dr. Bassem Younes	RTA PROJECT MANAGEMENT SYMPOSIUM	May Dubai	Attended and moderated a panel

Learning and Growth

|	Name	Conference	Time and place	Type of Attendance
14	Dr. Bassem Younes	MEED'S SMART CITIES	September Dubai	Attendance
32	Mrs. Hebatallah Shaaban	GCC Government Social Media Summit	September Dubai	Attendance and organization of MBRSG Publications Booth
33	Mrs. Yusra S G Alagha	GCC Government Social Media Summit	September Dubai	Attendance and organization of MBRSG Publications Booth
34	Ms. Aisha Al Ali	Abu-Dhabi First Higher Education Forum	September Abu Dhabi	Attended as a committee member
35	Ms. Asma Al Hosani	How to Develop Higher Education Strategy and Policies- Zayed University	November Abu Dhabi	Attendance
39	Mr. Faisal Al Khatib	How to Develop Higher Education Strategy and Policies- Zayed University	November Dubai	Attendance
		The Emirati Media Forum event, co-hosted by the Dubai Press Club	November Dubai	Attendance
41	Ms.Ghalia Gargani	4th Arab Women Leadership Forum	November Dubai	Attendance
42	Ms. Racha Mourtada	The Arab Future Cities Summit	November Dubai	Attendance
		Emirati Media Forum	November Dubai	Participated as a speaker and launched the Emirati Social Media Report
		Datamatrix GITEX Conference	October Dubai	Participated and gave a presentation
		GCC Social Media Summit	September Dubai	Attended and presented a report
44	Miss. Sarah Raouf Adeeb Shaer	The Dubai Women's Establishment Annual conference	November Dubai	Attendance

Learning and Growth

Information Technology

In order to realize strategic learning and growth goal which encourages **enabling innovation and business improvement via technology**, a reliable IT Infrastructure, a unified communication system, centralized information depository were designed and provided to enhance the accessibility to any medium for information used by the entire organization.

The IT achievements are divided into five major areas, as per the strategic objectives.

MBRSG-IT-L1: Create Attractive Workspace

- The computers used by the staff were fully upgraded
- A series of awareness sessions and training were organized to enhance the staff capacity to use new applications such as, the SharePoint, blackboard, webinar etc.
- 760 support tickets logged in the IT Helpdesk System
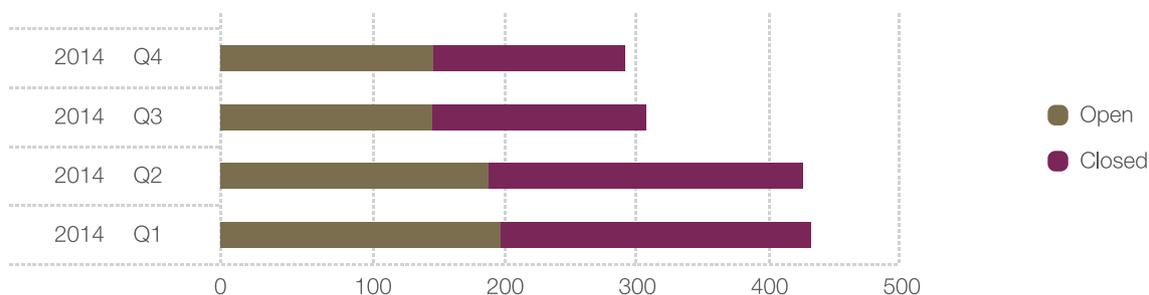
The School has no recorded security or repeated incidents for the entire year.

IT Services:

Institutionalize MBRSG culture to be an organizational model of excellence

Updated the documentation for the IT infrastructure from the project implemented in 2013 from network and server configuration, security, sharepoint portal, IP phone systems.

Learning and Growth

Knowledge partner in Government practice

Supported Academic Affairs and Executive Education in deploying resources online with the use of e-Learning Management System. 20 modules created in the system that was made available for students, faculties and other entities outside the School.

Enable innovation and business improvements via technology

Two applications were deployed and made available through mobile devices i.e. Adobe Webinar and the Blackboard Mobile add-on module.

Network Infrastructure:

The School Network Infrastructure is stable with a speed of 1Gigabit backbone,

Server Infrastructure:

MBRSG currently utilizes 3 physical servers with a total number of 17 number of virtual servers running to support the dedicated server of the School. The first bay of the storage has been 100% utilized for the virtual server requirements and extended to second bay of HP 3par storage.

Telecommunication:

The IP Phone system is 100% deployed and implemented.

Applications:

The cloud webinar system was used intensively in 2014 for the purpose of events broadcast and as medium for teaching by a remote faculty in Academics.

On-Going Projects

Mobile Application for MBRSG

The mobile application for MBRSG has been completed in December 2014 with a target to be launched in early 2015.

Corporate Communication

In line with the strategic objective to create awareness and disseminate knowledge, MBRSG Implemented an intensive policy towards publications.

I-Publications

In 2014, the Publications division produced six major brochures, 7 policy briefs and 6 reports.

1-Brochures

a) MBRSG Corporate Brochure- English and Arabic
b) Executive Education- Corporate Brochure-English and Arabic
c) Master of Public Administration- English and Arabic
d) Master of Public Administration- Academic Catalog- English
e) Arab Leadership and Government Excellence- Arabic
f) Leadership and Government Excellence- English

Corporate Communication
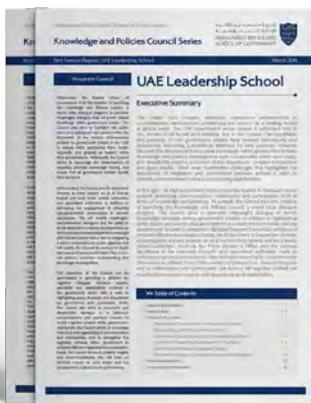
Corporate Communication

2-Reports

Policy Briefs/Policy Notes 7

1. The Second Policy Council Report- National Leadership Development Efforts, June 2014
2. The Experiences of Sub-Saharan Africa and the Maghreb Region with South-South Cooperation Region: Missed Opportunities and the Way Forward, April 2014
3. The First Knowledge and Policy Council Report Arabic and English -UAE Leadership Model, March 2014
4. The Impact of Effective Training on Organizational Performance in Dubai's Public Sector, Mhamed Biygautane, Feb 2014
5. Training During Times of Financial Constraints: Lessons from the Case of Dubai's Public Sector,
6. Feb 2014
7. The Rudiments for an Effective Training Strategy: Practical Insights from Dubai Government's Experience, Feb 2014
8. Translating "Gender" in the Arab World: Implications for Public Policy, Jan 2014

Research Report/Research Paper 6

1. UAE Social Media Outlook 2014: Increasing Connectivity between Government and Citizen, Nov 2014
2. The Arab Social Media Report- 6th Edition, Citizen Engagement and Public Services in the Arab World: The Potential of Social Media, June 2014
3. Arab Social Media Outlook 2014, May 2014
4. The Arab World Online 2014:Trends in Internet and Mobile Usage in the Arab Region- The Governance and Innovation Program in cooperation with Bayt
5. The Arab Government Services Outlook 2014, Jan 2014
6. Making Government Smarter, Cutting Red tape and Making Valuable Partnerships

Newsletters 2

1. MBRSG News, September 2014
2. Electronic Newsletter, December 2014

For more information and to download/view any of the publications, please visit http://www.mbrsg.ae/HOME/PUBLICATIONS.aspx

Corporate Communication

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II-Outreach and Media Relations

To increase the exposure of MBRSG, enhance awareness of its role and mission and complement the marketing efforts for the executive education and MPA programs, the corporate communication department adopted an intensive media strategy throughout 2014 on all fronts.

The media strategy included: media and advertising. The total press releases/features published and TV / radio interviews exceeded the average projected annually. As per statistics conducted by Apco, the ad value of a total of 65 exposures reached AED 1,300,000 from 900,000 in 2013.

In addition, two brainstorming sessions were organized to create awareness among employees re the key MBRSG and MPA messages.

MBRSG in the Media

البيان	الخليج	دبي	GULF NEWS
Khaleej Times	TheNational	DUBAI	دبي

Press Releases	34
Features	8
TV interviews/coverage	7
Radio interview	4
Radio commercial	3
Print Advertising	4
Op Eds	4
Total	**64 media exposures**

Corporate Communication

III-Events and Government Relations

1. organized 56 events attended by 1363 participants (including the participants for executive training Department.
2. Organized the MBRSG national day which hosted H.E. Dahi Khalfan Tamim as the keynote speaker. Other guest speakers included H.E. Jamal Bin Huweireb and Dr. Amal Belhoul.

Breakdown of Events in 2014

Event Category	Public lecture	Workshop	Training Program	Policy Forum	Total
No. of Events	16	5	33	2	56
Attendees	539	112	692	20	1363

✔ **Average Satisfaction level (86%)**

Database

To increase efficiency of communication and achieve a better engagement of our stakeholders and the society at large, MBRSG managed to upgrade its CRM system and increased the number of contacts in our database from 5500 (baseline in 2013) to 7590, exceeding 2014 target while updating the data of the existing contacts as well.

3-E-Communication and Marketing

a- MBRSG New Website

The new portal focuses on appealing to the visitor's sensibilities and ensures interactivity through sharing and transferring knowledge and adding value to research and public performance.. It will also enable easy access to information and facilitate two-way communication with users via computers and smart devices. Content on the new website is available in both English and Arabic.

b- MBRSG Social Media and e-Marketing Campaign

In keeping up to date with social media trend in the UAE and the world, MBRSG has fully leveraged on social media tools such as Twitter, Facebook, Instagram, LinkedIn and Youtube to maximize the benefit of society from the activities and events.

These efforts resulted in increasing website traffic and user engagement, contributing to a community of leaders, creating alliances on social media to maximize impact, promote MBRSG main services. MBRSG was successful in increasing number of followers for example on twitter

Corporate Communication

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from 2,400 to 20,400. Total number of fans and followers reached 28, 452. In addition, the Youtube channel was launched with a live stream and a high quality video.

2014 KPI 5000 Fans/followers = achieved 28,452

c- Multimedia and Video Production

Established MBRSG Education Channel by records MBRSG public lecture, Interview with speakers and producing events highlight

2014 KPI 10 videos = achieved 32

Facilitating School's projects and Initiatives

A) MBRSG Re-Branding
- Developed MBRSG branding guidelines

B) Development of Micro-sites
- Designed micro sites for the sessions, to give the forums maximum exposure for initiative such as the DSCF and ALP.

Partners

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MBRSG relies on a diverse network of partners to further its mission. The School has worked closely with many organizations to build long lasting relationships that have helped us achieve success through mutual support and commitment.

Abu Dhabi Fund for Development
Bayt.com
Belfer Center for Science and International Affairs
Central Department for Human Resources- Government of Ajman
Cisco Systems
Department of Finance
Department of Islamic Affairs and Charitable Activities
Department of Tourism and Commerce Marketing
Dubai Civil Aviation Authority
Dubai Courts
Dubai Culture and Arts Authority
Dubai Electricity and Water Authority
Dubai Executive Council
Dubai Media Corporation
Dubai Media Office
Dubai Municipality
Dubai Women Establishment
Etisalat
Harvard Kennedy School
Libyan Program for Integration and Development - Government of Libya
Microsoft
Ministry of Cabinet Affairs, UAE
Ministry of Labor, UAE
Ministry of State for Federal National Council Affairs, UAE
Mohammed Bin Rashid Program for Leadership Development
Organization for Economic Cooperation and Development (OECD)
SAP
Sharjah Consultative Council
Sheikh Zayed Housing Program
Shell
Telecommunications Regulatory Authority, UAE
The Executive Office of His Highness Sheikh Mohammed Bin Rashid Al Maktoum
The ICLIF Leadership and Governance Center
The Prime Minister's Office
United Nations Department of Economic and Social Affairs (UNDESA)

كلية محمد بن راشد
للإدارة الحكومية

**MOHAMMED BIN RASHID
SCHOOL OF GOVERNMENT**

Empowering Leaders, Shaping the Future