2021
FACT BOOK

كلية محمد بن راشد
للإدارة الحكومية

MOHAMMED BIN RASHID
SCHOOL OF GOVERNMENT

Table of Contents

Preface

The MBRSG Fact Book is designed to provide relevant and useful information to its various stakeholders about the School and is updated on an annual basis. The current edition of the document contains a compendium of information about the institution, its students, staff and the activities that the School engaged in during the past year. The information in this report has been compiled by the Department of Institutional Effectiveness with inputs from the different units in the School. The information provided on these pages reflect much of what the Department of Institutional Effectiveness reports on throughout the year. If you have any questions about the material of this publication or if you have recommendations for future editions, please do not hesitate to contact the Department of Institutional Effectiveness.

We thank all members of MBRSG for their valuable contributions to this publication.

Department of Institutional Effectiveness
Mohammed Bin Rashid School of Government

Executive President's Foreword

The Mohammed Bin Rashid School of Government (MBRSG) has firmly established itself as the foremost and pioneering research and teaching institute focusing on leadership, governance, and public policy in the UAE and the Arab world since its launch in 2005.

The School has made tremendous strides, guided by the vision and ambition of the leadership of the UAE and Dubai, and we remain as dedicated as always to our mission to influence and empower young leaders to spearhead the transformation we aspire to in the UAE and the Arab region.

By all standards, 2021 was an extraordinary year. The world breathed a sigh of relief as a gradual global recovery from the heavy economic burden of the COVID-19 pandemic began to take shape. Amidst this 'New Normal', MBRSG sought to adapt its programmes to cater to the rapid developments transforming our world. This, in turn, brought an entirely new way of thinking that we sought to impart on participants in these programmes, which they can carry with them as they reassume their positions at the helm of various government entities.

The School was proud to see the first cohort of the 'Future Pioneers' programme graduate in 2021, with 13 promising young Emirati leaders taking part. This is in addition to the 285 graduates from our Master's programmes across all specialisations in administration, innovation, and public policy.

As of 2016, the School has been led by a visionary Board of Trustees to play an increasingly effective role in championing good governance and effective public policy in the region. Integral to our strategy is collaborating with prominent partners – both domestic and international. On that note, 2021 saw MBRSG ink new partnership agreements with such prestigious institutions.

We are aware that with the rapidly changing world around us, the Mohammed Bin Rashid School of Government will constantly be faced with challenges that need to be addressed with the utmost agility. Nevertheless, we reaffirm our commitment to do all that is necessary and spare no resources to maintain and enhance our role as a source of potential solutions to the region's public policy challenges.

Dr. Ali bin Sebaa Al Marri

Dean's Foreword

The year 2021 witnessed great achievements for the Mohammed Bin Rashid School of Government, despite the global pandemic. As a PAN-Arab platform, our key objective is producing and sharing scientific and policy research and knowledge on vital themes in line with the UAE Centennial Vision 2071. The ambitious vision aims to empower future leaders and to transform the country into the happiest on earth.

The COVID-19 global crisis is the type of challenge that brings humanity together to solve problems and help and protect all citizens of the world. This is the time for leadership, the type of leadership that serves and guards while creating public value. The MBR School of Government aims to prepare future leaders with the kind of public service values and skills they will need to tackle complexity and aid governments address immediate and long term public needs.

Throughout the year, we pressed on with new initiatives including hybrid teaching and training, and research initiatives. We also collaborated with national and international organizations focusing on health, innovation, and future government policies. Furthermore, we published a record number of books, policy briefs, and journal articles. Additionally, we held numerous open online public seminars addressing topics relevant to the country, region, and the world.

Thus, it gives me great pleasure to welcome you to our 2021 Fact Book. This valuable document captures our main achievements over one year, and includes statistics, milestones, and key deliverables. Once again, welcome to the Mohammed Bin Rashid School of Government, and I wish you all health, happiness, and progress.

Professor Raed Awamleh

2021: The Year in Review

MoU with Rochester Institute of Technology in Dubai

February

MBRSG signed a MoU with the Rochester Institute of Technology in Dubai to deliver the 'Professional Digital Leader' Executive Diploma. The purpose of the program is to introduce participants to the concept of global digital transformation and its impact on our governments and institutions, all while allowing them to closely examine the incentives for digital transformation and how to benefit from them. The diploma also seeks to explain the prominent trends that are accelerating the adoption of advanced technology, as well as those that are leading to technological breakthroughs in government administration.

First Meeting of the Board of Trustees

June

The MBRSG Board of Trustees held its first meeting, headed by its Chairman His Excellency Abdulla Ali bin Zayed Al Falasi, Director General of the Dubai Government Human Resources Department, with various topics on the agenda, including MBRSG's achievements in 2020 responding to the challenges of the COVID-19 pandemic and its impact on activities. The meeting brought together all the members of the Board who were appointed following the implementation of Executive Council Resolution No. (9) for the year 2021 to form the Board of Trustees of the Mohammed bin Rashid School of Government.

Visit from South African Consul General

June

ECKC signed an agreement with DGHR, which forms part of the existing collaboration framework between the Centre and the Department. As part of the agreement, ECKC will work towards developing DGHR systems and policies, in addition to providing support and consulting services the Dubai Government Human Resources. Through the agreement, the ECKC will provide innovative and forward-thinking management solutions that would advance government operations across the emirate.

MBRSG Graduation Ceremony

September

His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai attended the graduation ceremony of the 7th and 8th batch of graduates of the Mohammed bin Rashid School of Government (MBRSG) Master's

programmes. His Highness Lt. General Sheikh Saif bin Zayed Al Nahyan, Deputy Prime Minister and Minister of Interior, also attended the graduation ceremony.The ceremony saw 285 students graduate from MBRSG's Master's programmes in various disciplines including administration, innovation and public policy. A total of 86 candidates from the Ministry of Interior graduated from the Executive Master of Public Administration (EMPA) programme.

Outcomes-Based Policymaking for International Development   **November**

MBRSG hosted a three-part public administration and public policy lecture titled 'Outcomes-Based Policymaking for International Development' on November 10, 2021, bringing together policymakers, researchers, and various other stakeholders. The event featured three renowned international speakers Matthew Goldie-Scot, Charles Schulze and Matej Damborsky. The lecture aimed to educate participants on how effective policies are formulated. It also sought to determine how monitoring and evaluation mechanisms could be used in a meaningful way, and explored how innovation is driving outcomes-based policymaking.

MBRSG Training Program for EV 2020 Alumni   **November**

As a partner institute of Emerging Voices for Global Health (EV4GH), MBRSG hosted a training program titled Emerging Voices for Global Health (EV4GH) 2020: Emergence During a Global Pandemic'. The training program was attended by over 60 attendees representing all six World Health Organisation (WHO) regions, and including several EV alumni of the 2020 cohort.

SECTION 1 –

ABOUT THE SCHOOL

MBRSG OVERVIEW

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, as 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 began offering its first postgraduate program, the Master of Public Administration program in 2009. The School expanded its program portfolio in 2017 to include 3 Master programs under the title "Future Government Programs".

The School's operations are 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 Arab region and the world.

2005	• A royal decree is issued to mark the beginning of a distinctive journey • MoU signed with Harvard Kennedy School 2005 • MoU Signed with Dubai e-Government
2006	• Launched research Initiatives and Executive Education programs • MoU signed with Dubai Customs, Microsoft, Royal Family Council of Bahrain
2007	• Executive Diploma in Public Administration (EDPA) is launched in collaboration with Lee Kuan Yew School of Public Policy at the National University of Singapore
2008	• DSG's first regional Board of Trustees constituted to govern DSG • The Master of Public Administration program is granted initial accreditation by the UAE Ministry of Higher Education and Scientific Research • Dubai Initiative is launched as a joint venture between the School and the John F. Kennedy School of Government
2009	• DSG's graduates its first cohort of 31 graduates from the Master of Public Administration program • 30 students successfully complete the Executive Diploma in Public Administration (EDPA) program
2010	• 73 students from the MPA, EDPA and Executive Education programs graduate in the School's second commencement ceremony
2011	• The UAE Ministry of Higher Education and Scientific Research renewed DSG's license for further five years. • DSG held its 3rd graduation ceremony honoring 21 students from the Master of Public Administration program.
2012	• New board of trustees under the Chairmanship of His Excellency Dr. Anwar Mohammed Gargash, Minister of State for Foreign Affairs and Minister of State for Federal National Council Affairs appointed for DSG • Visit by the Commission for Academic Accreditation for the renewal of accreditation of Master of Public Administration program.
2013	• DSG renamed after His Highness Sheikh Mohammed Bin Rashid Al Maktoum to "Mohammed bin Rashid School of Government" by His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Dubai Executive Council. • Dr Ali Sebaa Al Marri Appointed Executive President of Mohammed Bin Rashid School of Government • MoU signed with the Department of Finance and the Federal Authority for Human Resources • Launched the redesigned MPA program • New MBRSG brand identity launched
2014	• Launch of the Arab Leadership and Government Excellence Program at the second Government Summit • Launch of Knowledge and Policy Council to enhance knowledge-sharing among government entities

	• MoU signed with Dubai Municipality • MoU signed with the Jordanian Ministry of Public Sector Development and Jordanian Institute of Public Administration • Ranked sixth most important research center in the Arab world
2015	• HH Sheikh Mohammed Bin Rashid Al Maktoum attended the graduation ceremony held to honor graduates from four government leadership programs. The event also marked the 10th anniversary celebrations of the School • MBRSG organized the fourth Smart Cities Forum under the theme 'Enabling Smart Services' • Ranked fifth most important research center in the Arab world
2016	• Launch of the Emirates Center for Government Knowledge (ECGK) at the MBRSG by His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of Dubai Executive Council • MoU signed with the UAE Ministry of Foreign Affairs and International Cooperation (MOFAIC) • Received initial accreditation from the Ministry of Education for three Master programs - Master in Innovation Management, Executive Master of Public Administration in Arabic, and Master of Public Policy program with specializations in Education, Health, Sustainable Development, Social Policy, and Science and Technology.
2017	• Launch of a suite of 3 Master programs under the title "Future Government Programs". The programs launched were the Master in Innovation Management (MIM), the Executive Master of Public Administration (EMPA) in Arabic and Master of Public Policy (MPP) program with specializations in Education, Health, Sustainable Development, Social Policy, and Science and Technology. • Launch of the UAE Public Policy Forum, a new global discussion platform dedicated to enhancing government sector output in the UAE. • Agreement with Family Development Centers Department in Sharjah and Federal Competitiveness and Statistics Authority
2018	• MBRSG won the bid to host the Sixth Global Symposium on Health Systems Research (HSR2020) in 2020 • Agreement with Saudi Arabia's Economic Cities Authority to develop government operations and skills across the region
2019	• MBRSG launched the third annual Public Administration Forum, under the theme "Capacity Building for Future Readiness" • MBRSG launched the 'Knowledge Gate', a unified smart portal that hosts government documents, guidelines, standards, references and best practices that relate to vital areas in public management and administration in the UAE • MBRSG launched the 'Ten Commandments of Governance', a book inspired by the 10 commandments of Governance by H.H. Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai.

	• Launch of the OneBlue online survey solution to conduct School-wide surveys for faculty, staff, students, employers and alumni • Launch of the performance and risk management solution provided by Corporater. The school performance management system called "Qeyas" was successfully launched to capture both school and department-wise strategic and operational KPIs.
2020	• Launch of Professional Diploma Programme comprising of four Professional Diplomas, namely, 'Professional Government Administrator', 'Professional Public Policy Analyst', 'Professional Public Leader', and 'Professional Digital Leader' • MBRSG signed a Memorandum of Understanding (MoU) with Dubai Health Authority (DHA) to enhance academic cooperation and exchange of knowledge • MBRSG hosted the Sixth Global Symposium on Health Systems Research (HSR2020) in collaboration with the Knowledge to Policy (K2P) Center at the American University of Beirut, as well as the World Health Organisation and the Alliance for Health Policy and Systems Research.

VISION, MISSION AND VALUES

In 2017, MBRSG reviewed its strategy, and defined its vision, mission, strategic objectives and core values.

Vision

- Internationally renowned as the 1st leadership and public policy institution in the Arab world

Mission

- We are an innovative platform that produces knowledge and empowers government leaders and policy makers through graduate level Education, Executive Training, Research and Advisory

Values

- Integrity
- Teamwork
- Professionalism
- Performance Excellence
- Innovation
- Successful Partnership

MBRSG STRATEGY

The MBRSG strategic plan includes 3 pillars:

GOVERNANCE AND PERSONNEL

1. Board of Trustees

The MBRSG management underwent a major change in 2016 with the new composition of the 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 MBRSG. The new Board, is chaired by HE Abdullah Ali Bin Zayed Al Falasi (Director General – Dubai Government Human Resources Department) and comprises of prominent public officials:

HE Aisha Miran (Vice Chairman)
Assistant Secretary-General, Strategy Management and Governance Sector, Dubai Executive Council

HE Younus Abdulaziz Al Nasser
Assistant Director General- Smart Dubai

HE Dr Tayeb Amanullah Mohammed Kamali
Director General for Education & Training Development - Ministry of Interior

Mrs Raja Al Mazrouei
Executive Vice President- FinTech Hive

Dr Yasar Jarrar
Managing Partner IAG

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

2. Committees at MBRSG

The Executive President is responsible for the overall administration of the School and is supported by a number of key personnel and standing Committees in the governance of the School. The standing committees of the School are listed below:

- Strategy Planning Lab
- Grievance & Complaints Committee
- Work-related Offenses Committee
- Academic Research & Executive Education Board
- MBRSG School Council
- Board of Studies
- Rewards and Incentives Committee
- Directors Formal Biweekly Meeting
- External Advisory Board
- Promotions Committee for Academic & Research Staff
- Internal Audit Committee
- Exam Board
- Award Board
- Progression Board
- Teaching and Learning Committee
- Occupational Health and Safety Committee
- Scholarship Committee
- DEAR Management Group
- Direct Purchase Committee

3. MBRSG Organization Structure 2021

Board of Trustees

- Internal Audit Office

Executive President

- Planning & Institutional Effectiveness Department
  - Excellence & Quality Management
  - Planning & Project Management
- Executive President Office
- Emirates Center for Knowledge and Consultancy

Dean

Academic Development Office

Executive Education Department
- Open Enrolment Programs
- Customized Programs
- Evaluation & Development

Policy Research Department
- Research
- Publications

Academic Affairs Department
- Academic Programs
- Student & Alumni Support
- Library & Knowledge Support
- Admission & Registration

Corporate Support Services Department
- Financial Affairs
- Human Resources
- Information Technology
- Administrative Affairs

Corporate Communication & Marketing Department
- Events
- Marketing & Communication

4. MBRSG Key Personnel 2021

Executive President	Dr Ali bin Sebaa Al Marri
Dean	Prof Raed Awamleh
Director of Academic Affairs	Dr Arthur King
Director of Institutional Effectiveness	Ms Aisha Ibrahim Zayed Al Ali
Director of Executive Education	Ms Aisha Al Shamsi
Director of Policy Research	Mr Fadi Salem
Director of Corporate Communication and Marketing	Ms Mazna Ahmad Hafiz Salha Juma Bu-Kattara
Director of Corporate Support Services	Mr Mohammed Al Khatib
Director of Emirates Center for Knowledge and Consulting	Ms Sarah Talib

5. Accreditation

The Mohammed Bin Rashid School of Government is licensed by the Ministry of Education – Higher Education Affairs through the Commission for Academic Accreditation to offer academic programs. The following table shows the accreditation status of the academic programs offered by MBRSG.

Program	Accreditation Status
Master of Public Administration (MPA)	Received renewal of accreditation in 2019
Master of Innovation Management (MIM)	Received initial accreditation in 2016 Submitted application for renewal of accreditation in 2020.
Master of Public Policy (MPP) Specializations Education Health Science and Technology Social Policy Sustainable Development	Received initial accreditation in 2016 Submitted application for renewal of accreditation in 2020
Executive Master of Public Administration (EMPA)	Received initial accreditation in 2016 Submitted application for renewal of accreditation in 2020.
Postgraduate Diploma in Innovation Management	Received initial accreditation in 2016 Submitted application for renewal of accreditation in 2020
Postgraduate Diploma in Public Administration (English)	Received initial accreditation in 2016
Postgraduate Diploma in Public Administration (Arabic)	Received initial accreditation in 2016 Submitted application for renewal of accreditation in 2020
Postgraduate Diploma in Public Policy Specializations Education Health Science and Technology Social Policy Sustainable Development	Received initial accreditation in 2016 Submitted application for renewal of accreditation in 2020

SECTION 2 –

STUDENTS AND GRADUATES

1. Admission Statistics 2021

Program Name	Applications	Offers	New Enrolments	Admissions Yield*	Matriculation Yield*
Master of Public Administration	41	15	12	37%	80%
Master of Innovation Management	107	57	17	53%	30%
Executive Master of Public Administration	119	54	45	45%	83%
Master of Public Policy	85	30	13	35%	43%
Total	**352**	**156**	**87**	**44%**	**56%**

* **Admissions Yield**= No. of offers/No. of applications; **Matriculation Yield**= No. of newly enrolled students/ No. of offers
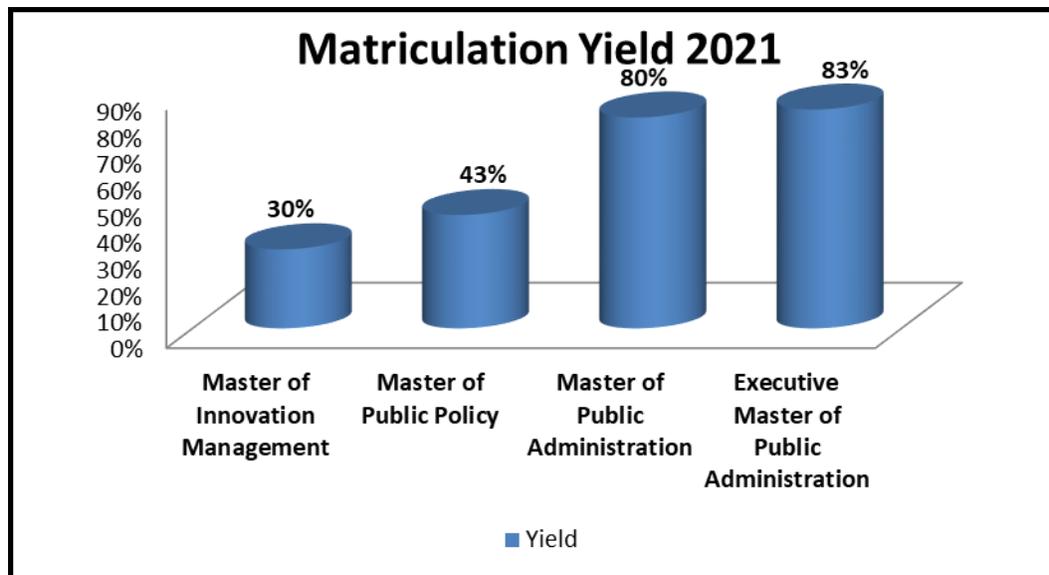
Fig 2.1.1: Matriculation Yield

2. Application Acceptance Rate

During 2021, MBRSG received a total of 352 applications of which 196 were rejected as they did not meet the admission criteria mandated by MBRSG, resulting in an application acceptance rate of 44%.
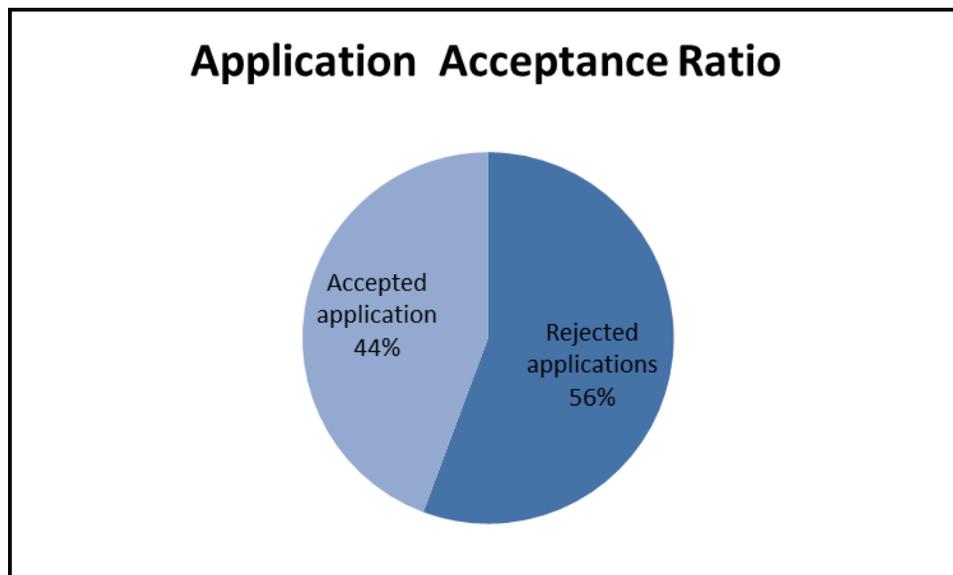
Fig 2.2.1: Application Acceptance Rate

3. Historical Admission Statistics (2015-2021)

MASTER OF PUBLIC ADMINISTRATION					
Year	Applications	Offers	New Enrolments	Admissions Yield*	Matriculation Yield*
2021	41	15	12	37%	80%
2020	26	23	9	88%	39%
2019	50	21	15	42%	71%
2018	25	21	13	84%	62%
2017	23	23	15	100%	65%
2016	-	29	23	-	79%
2015	50	38	31	76%	82%

MASTER OF INNOVATION MANAGEMENT (2017-2021)

Year	Applications	Offers	New Enrolments	Admissions Yield*	Matriculation Yield*
2021	107	57	17	53%	30%
2020	31	30	9	97%	30%
2019	69	28	17	41%	61%
2018	47	36	28	77%	78%
2017	43	43	23	100%	54%

EXECUTIVE MASTER OF PUBLIC ADMINISTRATION (2017-2021)

Year	Applications	Offers	New Enrolments	Admissions Yield*	Matriculation Yield*
2021	119	54	45	45%	83%
2020	168	105	88	63%	84%
2019	174	103	99	59%	96%
2018	122	80	74	66%	93%
2017	146	81	62	56%	77%

MASTER OF PUBLIC POLICY (2017-2021)

Year	Applications	Offers	New Enrolments	Admissions Yield*	Matriculation Yield*
2021	85	30	13	35%	43%
2020	29	23	16	79%	70%
2019	46	32	23	70%	72%
2018	22	20	8	91%	40%
2017	28	28	19	100%	68%

* **Admissions Yield**= No. of offers/No. of applications; **Matriculation** Y**ield**= No. of newly enrolled students/ No. of offers

4. Semester-wise Student Headcount by Program for 2021

Program Name	Student Type	Spring 2021			Fall 2021		
		Total	Male	Female	Total	Male	Female
Master of Public Administration	New	3	1	2	9	3	6
	Re-enrolled	15	6	9	10	4	6
	Total	18	7	11	19	7	12
Master of Innovation Management	New	3	1	2	14	4	10
	Re-enrolled	15	7	8	14	5	9
	Total	18	8	10	28	9	19
Executive Master of Public Administration	New	27	16	11	18	10	8
	Re-enrolled	93	64	29	72	44	28
	Total	120	80	40	90	54	36
Master of Public Policy (General)	New	0	0	0	10	2	8
	Re-enrolled	11	5	6	7	4	3
	Total	11	5	6	17	6	11
Master of Public Policy (Education)	New	0	0	0	0	0	0
	Re-enrolled	1	0	1	1	0	1
	Total	1	0	1	1	0	1
Master of Public Policy (Health)	New	0	0	0	1	0	1
	Re-enrolled	1	0	1	0	0	0
	Total	1	0	1	1	0	1

Program Name	Student Type	Spring 2021			Fall 2021		
		Total	Male	Female	Total	Male	Female
Master of Public Policy (Science and Technology)	New	**2**	0	2	**0**	0	0
	Re-enrolled	**3**	0	3	**6**	0	6
	Total	**5**	0	5	**6**	0	6
Master of Public Policy (Social Policy)	New	**0**	0	0	**0**	0	0
	Re-enrolled	**2**	1	1	**1**	0	1
	Total	**2**	1	1	**1**	0	1
Master of Public Policy (Sustainable Development)	New	**0**	0	0	**0**	0	0
	Re-enrolled	**5**	0	5	**2**	0	2
	Total	**5**	0	5	**2**	0	2
Overall Enrollment	**New**	**35**	18	17	**52**	19	33
	Re-enrolled	**146**	83	63	**113**	57	56
	Total	**181**	101	80	**165**	76	89

	Spring 2021	Fall 2021
New	35	52
Re-enrolled	146	113
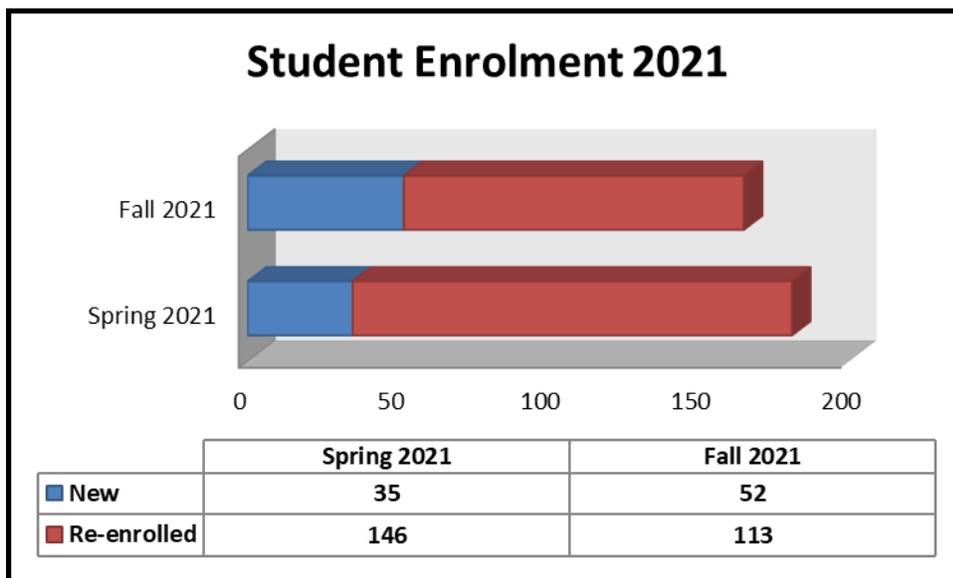
Fig 2.4.1: Student Enrolment 2021 academic year

5. Student Headcount by Program and Gender for 2021

Program	Male		Female		Total
	No.	**%**	**No.**	**%**	
Master of Public Administration	10	36%	18	64%	28
Master of Innovation Management	12	35%	22	65%	34
Executive Master of Public Administration	96	66%	49	34%	145
Master of Public Policy	8	22%	28	78%	36
Total	**126**	52%	**117**	48%	**243**
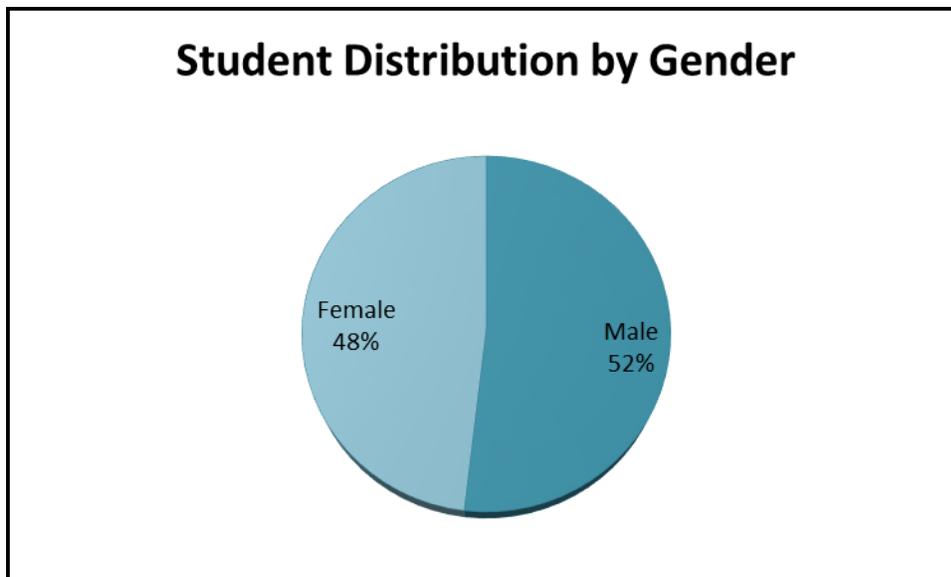
Fig 2.5.1: Student Gender Distribution

6. Student Headcount by Program and Nationality for 2021

Program	UAE Nationals		Non-UAE nationals		Total
	No.	%	No.	%	
Master of Public Administration	24	86%	4	14%	28
Master of Innovation Management	31	91%	3	9%	34
Executive Master of Public Administration	142	98%	3	2%	145
Master of Public Policy	34	94%	2	6%	36
Total	**231**	95%	**12**	5%	**243**

Students by Nationality

5%

95%

■ UAE nationals   ■ Non-UAE nationals
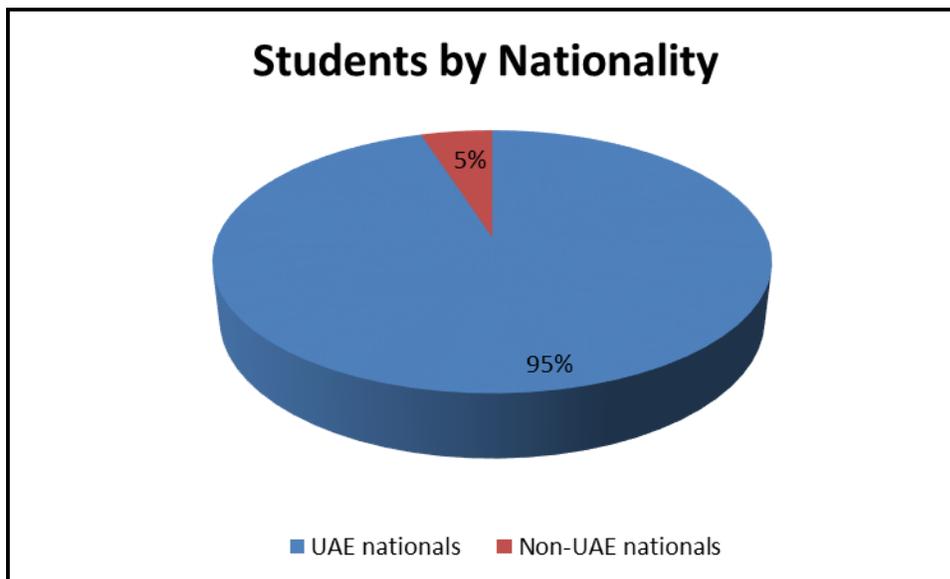
Fig 2.6.1: Student Nationality

7. Student Headcount by Mode of Study for 2021

Program	Full Time		Part Time		Total
	No.	%	No.	%	
Master of Public Administration	2	7%	26	93%	28
Master of Innovation Management	5	15%	29	85%	34
Executive Master of Public Administration	130	90%	15	10%	145
Master of Public Policy	7	19%	29	81%	36
Total	**144**	59%	**99**	41%	**243**
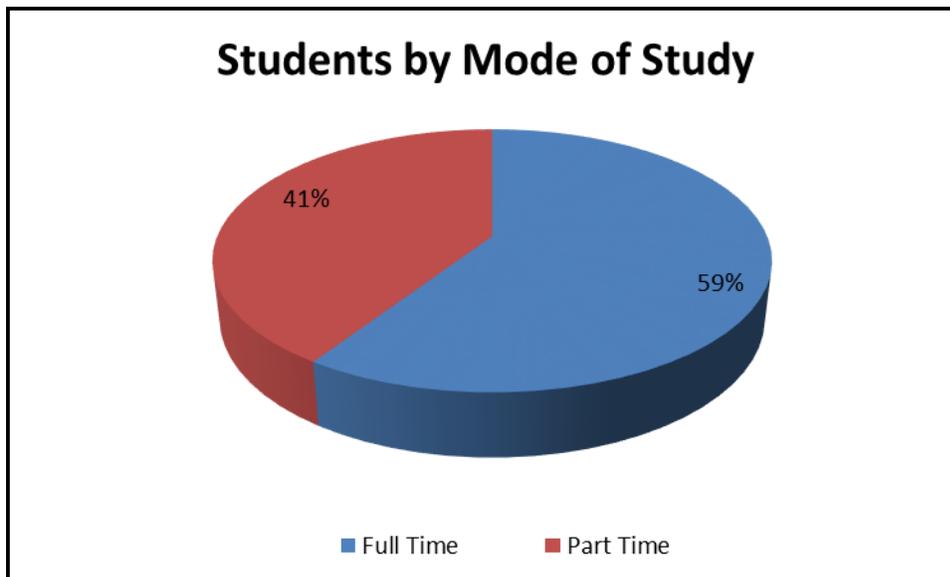
Fig 2.7.1: Student Mode of Study

8. Students by Emirate of Residence

Student Distribution by Emirate

Abu Dhabi 26%, Ajman 4%, Dubai 33%, Fujairah 10%, Ras al-Khaimah 7%, Sharjah 15%, Umm al Quwain 5%

Legend: ■ Abu Dhabi ■ Ajman ■ Dubai ■ Fujairah ■ Ras al-Khaimah ■ Sharjah ■ Umm al Quwain
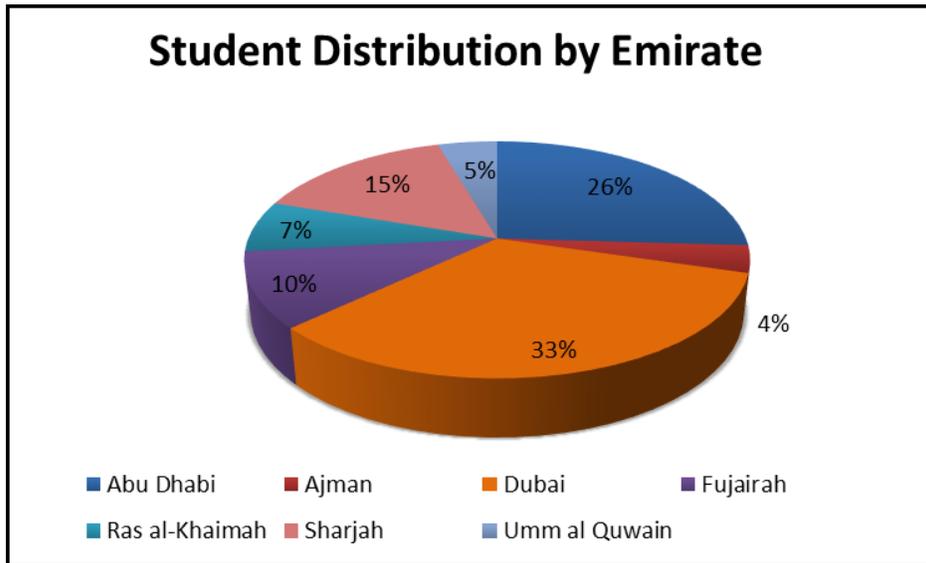
Fig 2.8.1: Student Emirate of Residence

9. Student Population Snapshot

Indicator	2017	2018	2019	2020	2021
Number of new students	119	123	154	122	87
Total number of students	154	251	328	329	243
Number of male students	68 (44%)	120 (48%)	161(49%)	189(57%)	126 (52%)
Number of female students	86 (56%)	131 (52%)	167(51%)	140 (43%)	117 (48%)
Percentage of UAE nationals	92%	91%	93%	95%	95%
Number of countries represented by students	9	12	12	11	9

New Student Enrollment 2016-2021

2017: 119, 2018: 123, 2019: 154, 2020: 122, 2021: 87
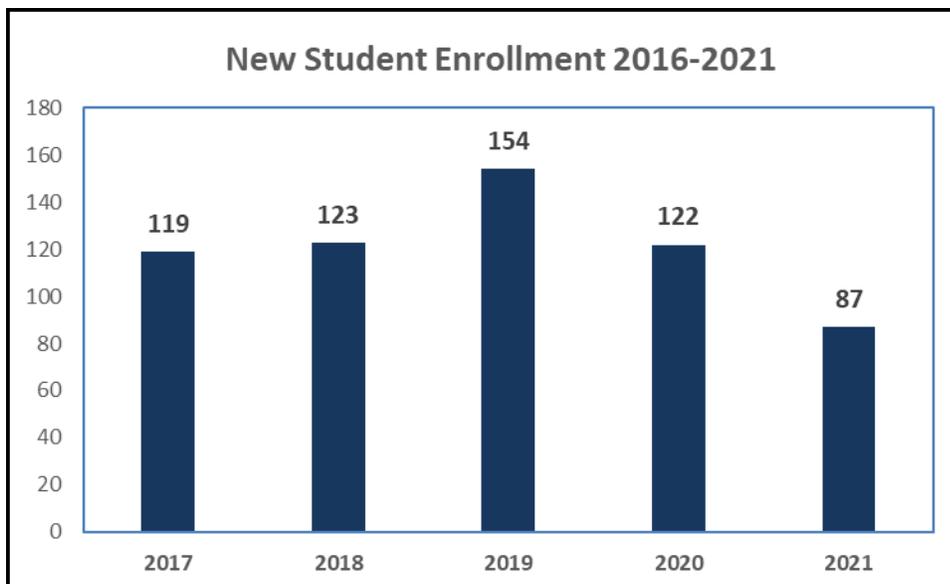
Fig 2.9.1: New Student Enrollment Trend

10. Statistics by Program

A)   Master of Public Administration (MPA)

MBRSG launched the Master of Public Administration in 2009. The program was revised in 2013. The program is intended for students seeking to advance their career in public / private service or nonprofit management. The program helps 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.

Key Statistics for MPA (2021)

| Indicator	Value
Number of new enrolments	12
Total Number of students (new + returning)	28
Percentage of UAE nationals	86%
Number of male students	10
Number of female students	18
Average age	34
Number of countries represented by MPA students	5
Average class size	5
Number of graduates	19

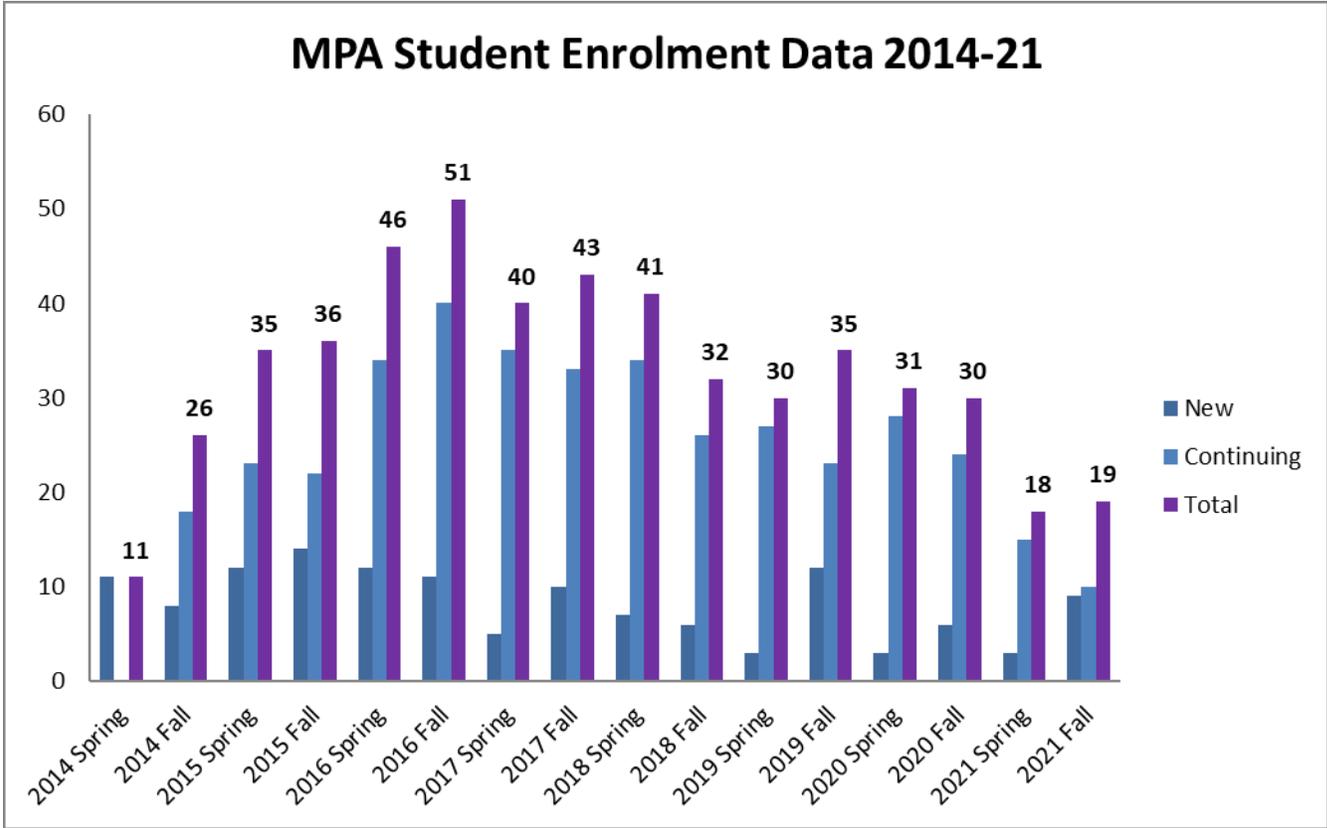| MPA Historical Enrolment Data																
	2014 Spring	2014 Fall	2015 Spring	2015 Fall	2016 Spring	2016 Fall	2017 Spring	2017 Fall	2018 Spring	2018 Fall	2019 Spring	2019 Fall	2020 Spring	2020 Fall	2021 Spring	2021 Fall
New	11	8	12	14	12	11	5	10	7	6	3	12	3	6	3	9
Continuing	0	18	23	22	34	40	35	33	34	26	27	23	28	24	15	10
Total	**11**	**26**	**35**	**36**	**46**	**51**	**40**	**43**	**41**	**32**	**30**	**35**	**31**	**30**	**18**	**19**

Fig 2.10.1: MPA Student Enrolment 2014-21

B) Master of Innovation Management (MIM)

The Master of Innovation program was first offered in Spring 2017. The Master of Innovation Management program is designed for professionals working in and with the public sector, who wish to pursue a career in innovation management. The program uses a quintuple helix approach which includes: a strong theoretical foundation on core concepts of innovation management in the context of the creation of public value; experiential learning through interactive workshops and discussions and practice-based assessments; and personal competencies development for leaders in charge of leading, designing, managing and implementing innovations. The focus is understanding and solving wicked problems using design thinking and a customer-centric approach to solve problems that impact public value. The MIM program reflects the 2018 UAE Advanced National Innovation Strategy, the National Advanced Sciences Agenda 2031, UAE Vision 2021, and the aspirational goals outlined in the Centennial Plan 2071.

Key Statistics for MIM (2021)

Indicator	Value
Number of new enrolments	17
Total Number of students (new + returning)	34
Percentage of UAE nationals	91%
Number of male students	12
Number of female students	22
Average age	35
Number of countries represented by MIM students	3
Average class size	7
Number of graduates	19

MIM Historical Enrolment Data										
	2017 Spring	2017 Fall	2018 Spring	2018 Fall	2019 Spring	2019 Fall	2020 Spring	2020 Fall	2021 Spring	2021 Fall
New	14	9	12	16	11	6	5	4	3	14
Continuing	0	9	16	24	32	37	32	23	15	14
Total	**14**	**18**	**28**	**40**	**43**	**43**	**37**	**27**	**18**	**28**

MIM Student Enrolment Data 2017-21

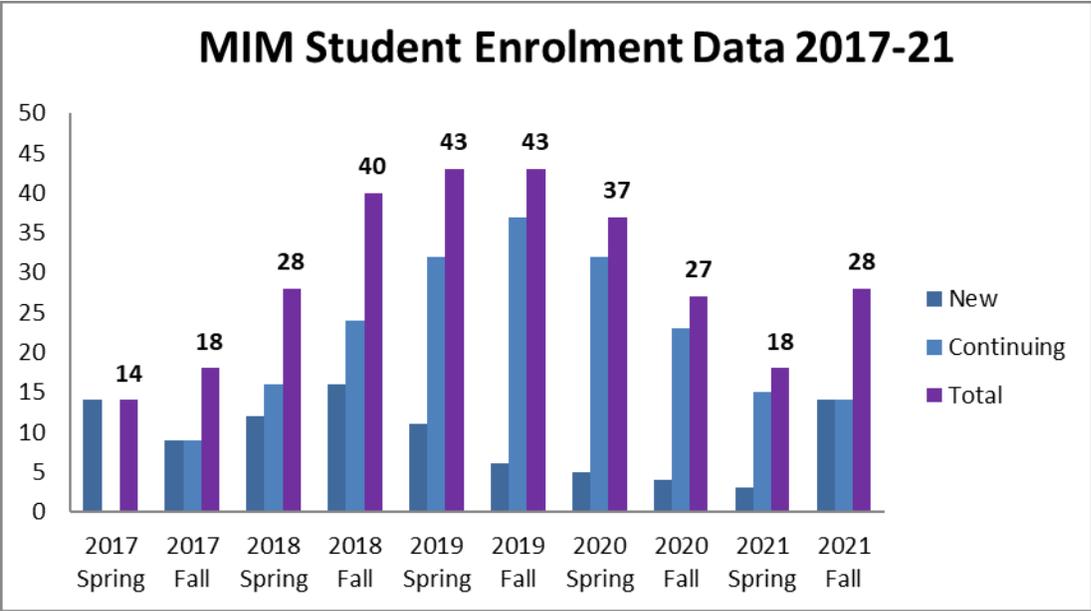|	New	Continuing	Total
2017 Spring	14		14
2017 Fall	9	9	18
2018 Spring	12	16	28
2018 Fall	16	24	40
2019 Spring	11	32	43
2019 Fall	6	37	43
2020 Spring	5	32	37
2020 Fall	4	23	27
2021 Spring	3	15	18
2021 Fall	14	14	28

Fig 2.10.2: MIM Student Enrolment 2017-21

C) Master of Public Policy (MPP)

The Master of Public Policy was first offered in Spring 2017. The Master of Public Policy (MPP) program is designed to provide education which complies with international norms, for professionals to develop further as leaders in a variety of roles, including public policy analysis and planning, public management and services, research institutes, government orientated positions within the private sector and the third sector organizations. The MPP Program is also aligned to the seven key strategic objectives of the UAE National Innovation Strategy (NIS) in addition to alignment with the United Nations Global Goals- Sustainable Development Goals (SDGs) and in close cooperation and coordination with the UAE Federal Competitiveness and Statistics Authority (FCSA). The program is offered with specializations in Education, Health, Social Policy, Science and Technology, and Sustainable Development.

Key Statistics for MPP (2021)

Indicator	Value
Number of new enrolments	13
Total Number of students (new + returning)	23
Percentage of UAE nationals	94%
Number of male students	8
Number of female students	28
Average age	31
Number of countries represented by MPP students	3
Average class size	5
Number of graduates	15*

* includes one student who graduated from the PG Diploma in Public Policy (Social Policy) program

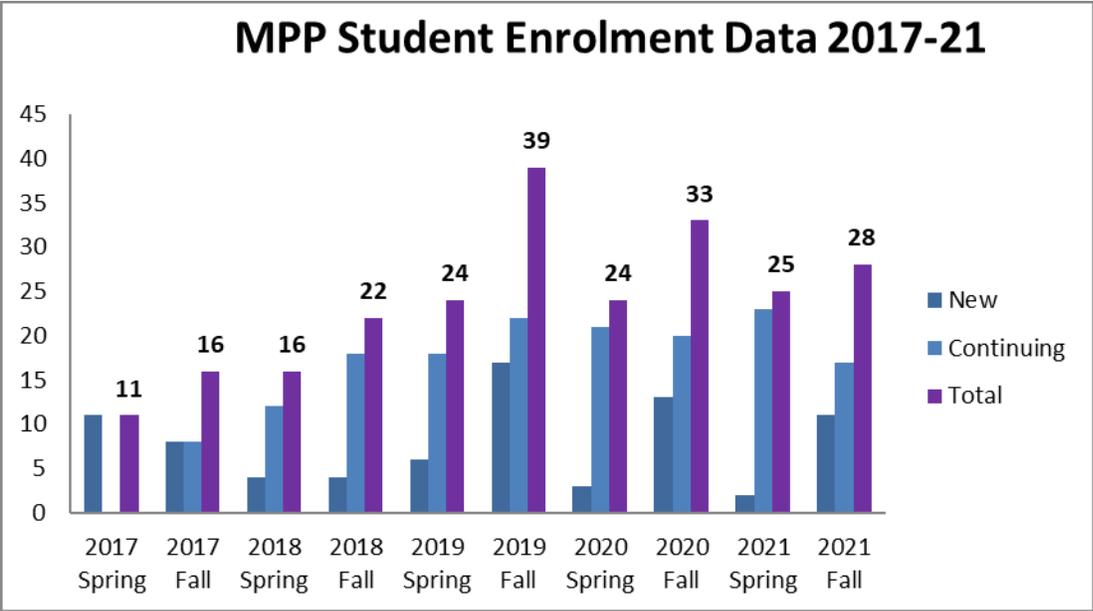| MPP Historical Enrolment Data										
	2017 Spring	2017 Fall	2018 Spring	2018 Fall	2019 Spring	2019 Fall	2020 Spring	2020 Fall	2021 Spring	2021 Fall
New	11	8	4	4	6	17	3	13	2	11
Continuing	0	8	12	18	18	22	21	20	23	17
Total	**11**	**16**	**16**	**22**	**24**	**39**	**24**	**33**	**25**	**28**

Fig 2.10.3: MPP Student Enrolment 2017-21

D) Executive Master of Public Administration (EMPA)

MBRSG launched the Executive Master of Public Administration program in Spring 2017. The program provides students with the opportunity, skills and knowledge to coordinate and implement coherent policy alternatives, in order to implement successful cost-effective programs. The 'executive' element of the EMPA program is primarily designed to educate working executives, managers, and other business leaders in a cohesive learning environment that is designed to fit the variety of different students' schedules. The EMPA program requires students to attend blocks of lectures, and then complete a large portion of the work on their own time.

Key Statistics for EMPA (2021)

Indicator	Value
Number of new enrolments	45
Total Number of students (new + returning)	100
Percentage of UAE nationals	98%
Number of male students	96
Number of female students	49
Average age	37
Number of countries represented by EMPA students	4
Average class size	26
Number of graduates	79

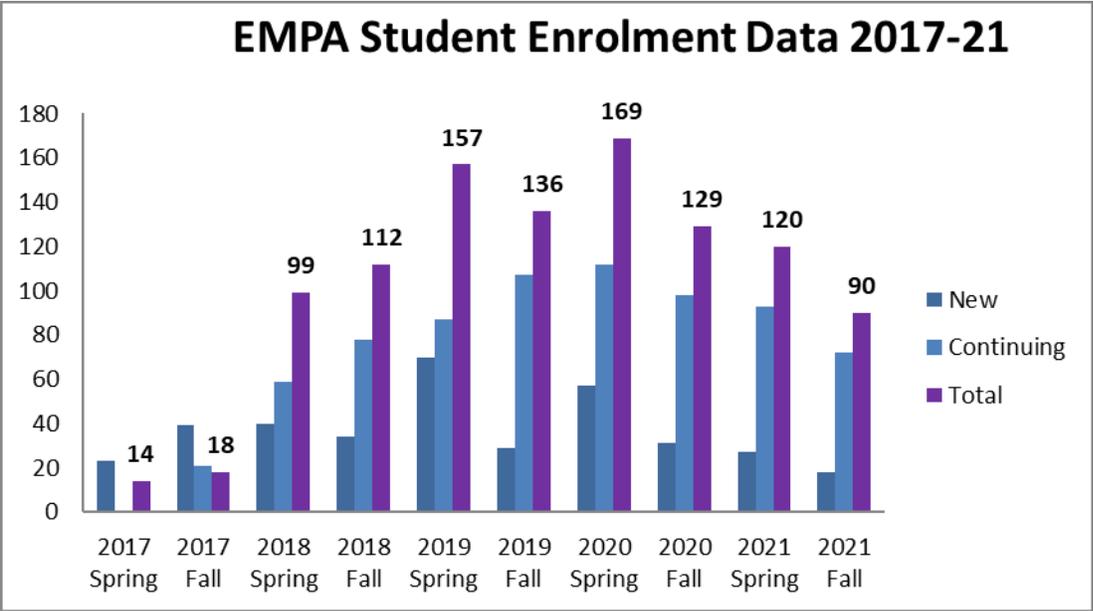| EMPA Historical Enrolment Data										
	2017 Spring	2017 Fall	2018 Spring	2018 Fall	2019 Spring	2019 Fall	2020 Spring	2020 Fall	2021 Spring	2021 Fall
New	23	39	40	34	70	29	57	31	27	18
Continuing	0	21	59	78	87	107	112	98	93	72
Total	**23**	**60**	**99**	**112**	**157**	**136**	**169**	**129**	**120**	**90**

EMPA Student Enrolment Data 2017-21

Fig 2.10.4: EMPA Student Enrolment 2017-21

11. Student Satisfaction Summary

MBRSG measures student satisfaction with their modules of study through the Module Evaluation Survey conducted at the end of each semester. The below table has been prepared using data extracted from the Module Evaluation Survey and provides an overview of student satisfaction with their academic program of study.

Overall Student Satisfaction with academic program		
Program	Spring 2021	Fall 2021
Executive Master of Public Administration	88.08%	90.66%
Master of Public Administration	89.70%	94.11%
Master of Public Policy	91.16%	91.82%
Master of Innovation Management	84.73%	84.67%
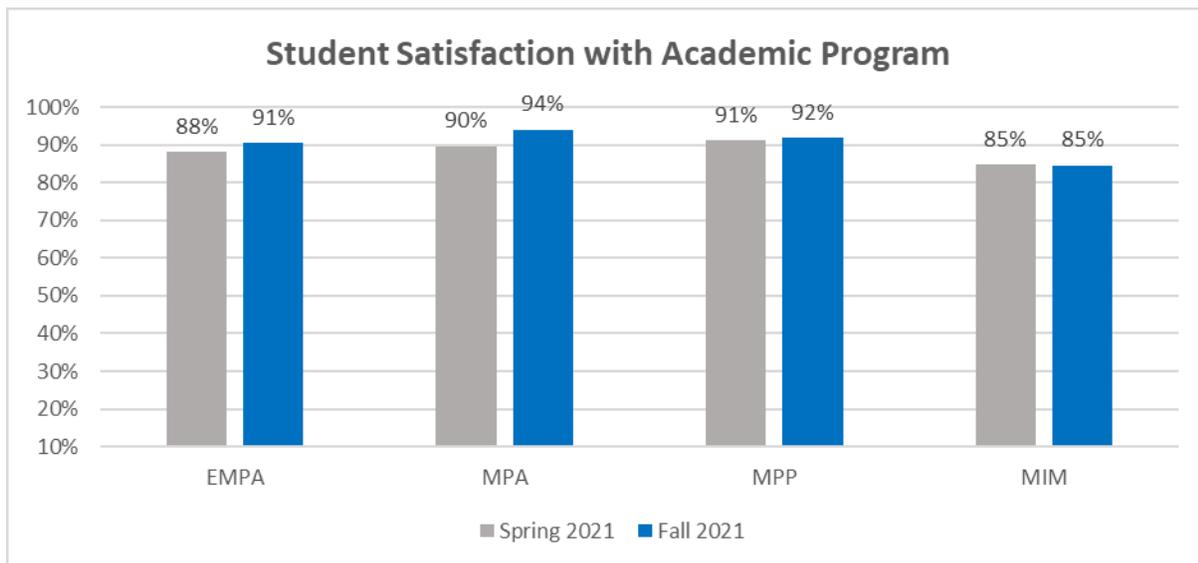
Fig 2.11.1: Student Satisfaction Summary

12. Student Attendance Summary

MBRSG monitors student attendance and records it on the Quercus system. The below table provides the average student attendance rate in each of the programs during 2021 Spring and Fall semesters

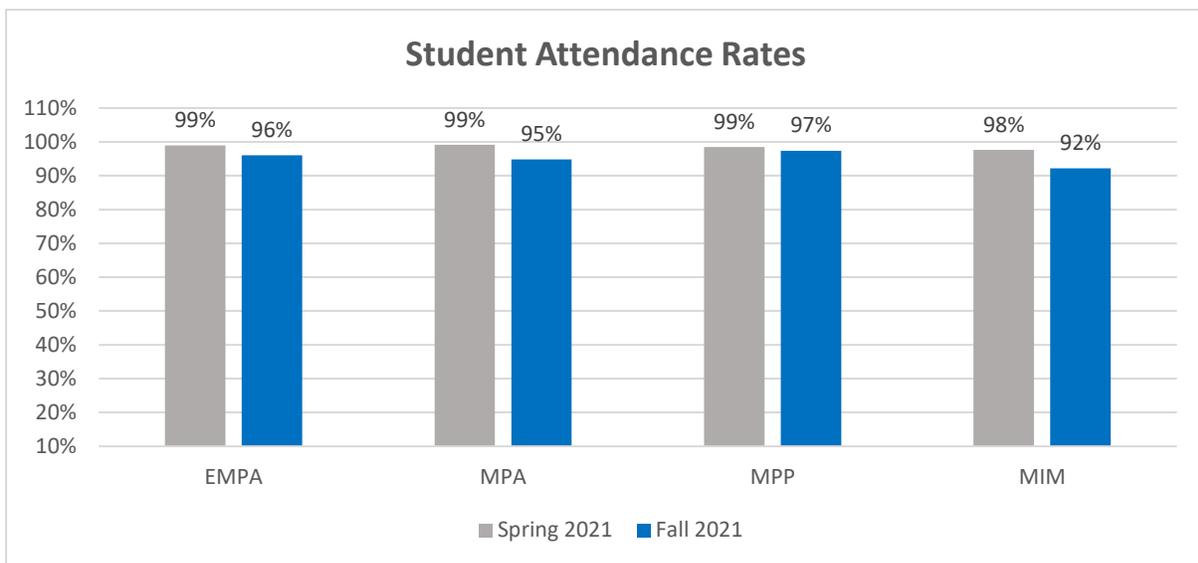| Student Attendance Rate		
Program	**Spring 2021**	**Fall 2021**
Executive Master of Public Administration	99%	96%
Master of Public Administration	99.1%	94.8%
Master of Public Policy	98.5%	97.4%
Master of Innovation Management	97.6%	92.2%

Fig 2.12.1: Student Attendance Summary

13. Tuition Grants and Scholarships

The Mohammed Bin Rashid School of Government provides opportunities for students to receive three types of grants. If applicable, the grant amount(s) will be deducted from the total tuition fees payable for all postgraduate programs offered. Each grant is worth 10,000AED and are detailed as follows:

• Emirati National Grant: AED10,000 grant (deducted from total fees) to be offered to all Emirati Nationals who enroll.

• Working in Government Grant: AED10,000 grant (deducted from total fees) offered to all students who work in government full time. This includes all federal and local governments in the UAE.

• Institutional Grants: AED10,000 grant (deducted from total fees) offered to any student coming from an institution that sponsors five or more students.

In addition to the regular grants stated above, in Fall 2021 MBRSG offered a grant covering 50% of program fees for students enrolling in MPA, MIM or MPP programs

The below table shows the number of grants awarded in 2021:

Student Grants 2021					
Number of grants	MPA	MIM	MPP	EMPA	Total
Number of grants	13	25	29	135	**202**

MBRSG recognizes academic excellence of students through the award of scholarships. MBRSG also provides scholarships to People of determination to support their educational aspirations. MBRSG has signed MOUs with various government entities which has resulted in the sponsorship of employees of these entities to undertake studies at MBRSG. The table below shows the number of internal and external scholarships obtained by MBRSG students.

Student Scholarships 2021					
Type of Scholarship	MPA	MIM	MPP	EMPA	Total
MBRSG (internal scholarship)	12	7	6	1	**26**
External sponsorship	1	5	0	64	**70**

14. Graduates

Overall MBRSG Graduates

MBRSG has produced a total of 506 graduates till date of which 261 graduates are from the Executive Master of Public Administration program. The Master of Public Administration program has produced a total of 169 graduates. The MIM program produced its first graduate in 2019 and a total of 45 students have graduated from the program till date. 30 students have graduated from the MPP program (from various specializations) since its commencement while one student has graduated from the Postgraduate Diploma in Master of Public Policy (Social Policy) program.

Year	2009	2010	2011	2015	2016	2017	2018	2019	2020	2021	Total
No. of Graduates	31	30	22	1	10	16	35	79	150	132	**506**
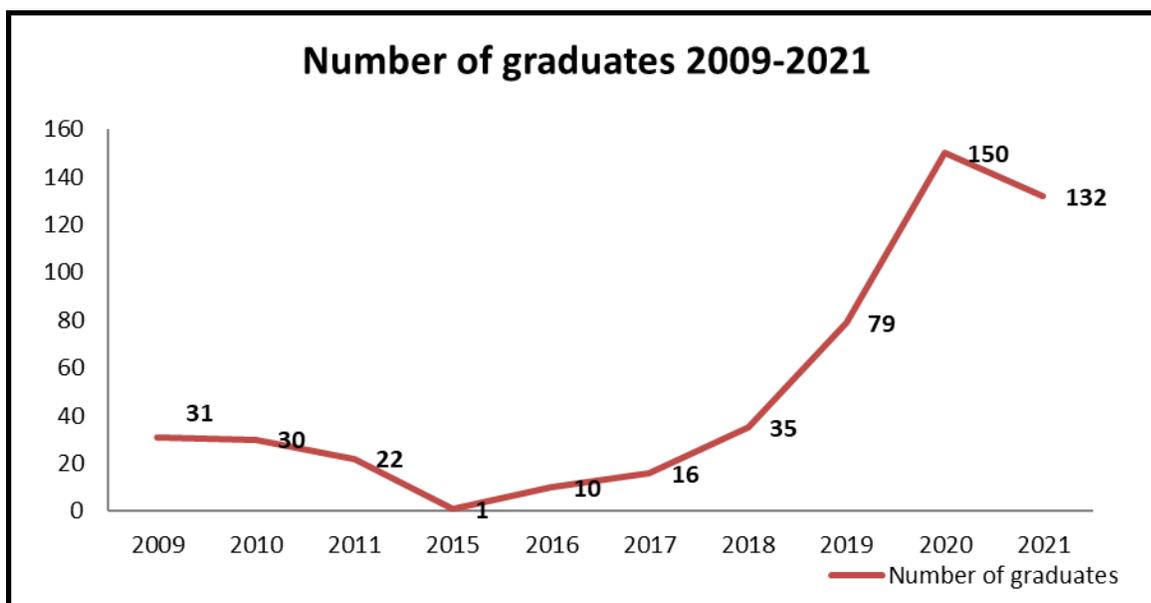
Fig 2.14.1: Graduates 2009-2021

Graduates by Program (2015-2021)														
	2015		2016		2017		2018		2019		2020		2021	
Program	No.	%	No.	%	No.	%	No.	%	No.	%	No	%	No	%
MPA	1	100%	10	100%	16	100%	15	42.8%	7	8.9%	18	12%	19	14.4%
EMPA							20	57.1%	65	82.3%	97	64.7%	79	59.8%
MPP									3	3.8%	13	8.7%	15*	11.4%
MIM									4	5.1%	22	14.7%	19	14.4%
Total	1	100%	10	100%	16	100%	35	100%	79	100%	150	100%	132	100%

* includes 1 student who graduated from the Postgraduate Diploma in Public Policy (Social Policy) program

Graduates by Gender (2015-2021)

Gender	2015 No.	2015 %	2016 No.	2016 %	2017 No.	2017 %	2018 No.	2018 %	2019 No.	2019 %	2020 No	2020 %	2021 No	2021 %
Male	0	0%	4	40%	10	62.5%	17	48.6%	40	50.6%	88	58.7%	73	55.3%
Female	1	100%	6	60%	6	37.5%	18	51.4%	39	49.4%	62	41.3%	59	44.7%
Total	1	100%	10	100%	16	100%	35	100%	79	100%	150	100%	132	100%

Graduates by Nationality (2015-2021)

Nationality	2015 No.	2015 %	2016 No.	2016 %	2017 No.	2017 %	2018 No.	2018 %	2019 No.	2019 %	2020 No	2020 %	2021 No	2021 %
UAE Nationals	1	100%	10	100%	12	75%	33	94%	73	92.4%	139	92.7%	128	97%
Non- UAE Nationals	0	0%	0	0%	4	25%	2	6%	6	7.6%	11	7.3%	4	3%
Total	1	100%	10	100%	16	100%	35	100%	79	100%	150	100%	132	100%

2021 MBRSG Graduates

2021 Graduates by Program and Gender										
	EMPA		MPA		MPP		MIM		Total	
Gender	No.	%	No.	%	No.	%	No.	%	No.	%
Male	62	78.5%	3	15.8%	3	20%	5	26.3%	73	55.3%
Female	17	21.5%	16	84.2%	12*	80%	14	73.7%	59	44.7%
Total	79	100%	19	100%	15	100%	19	100%	132	100%

* includes 1 student who graduated from the Postgraduate Diploma in Public Policy (Social Policy) program

Fig 2.14.2: Gender Distribution – Graduates

2021 Graduates by Program and Nationality										
	EMPA		MPA		MPP		MIM		Total	
Nationality	No.	%	No.	%	No	%	No	%	No	%
UAE nationals	78	98.7%	18	94.7%	14*	93.3%	18	94.7%	128	97%
Non-UAE nationals	1	1.3%	1	5.3%	1	6.7%	1	5.3%	4	3%
Total	79	100%	19	100%	15	100%	19	100%	132	100%

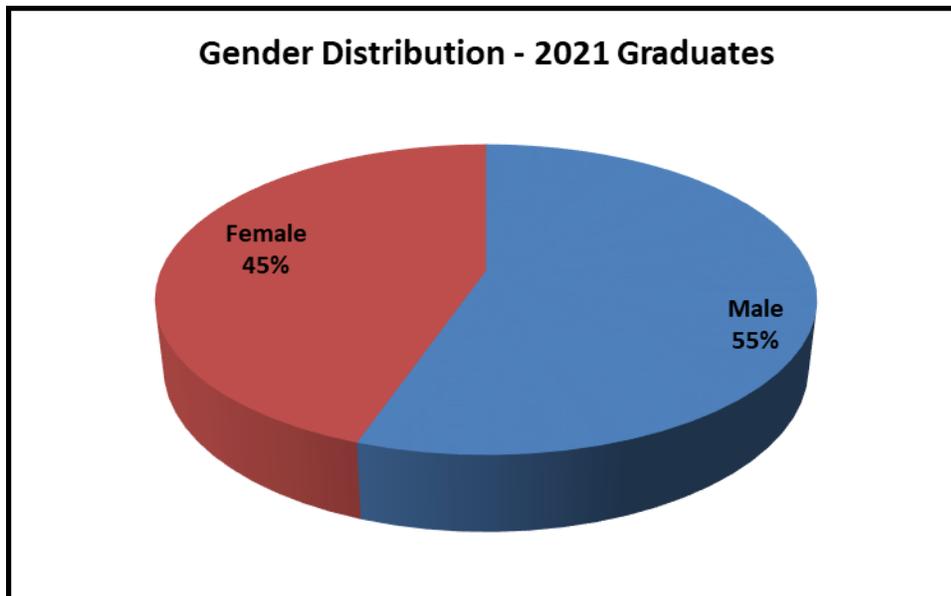*** includes 1 student who graduated from the Postgraduate Diploma in Public Policy (Social Policy) program**
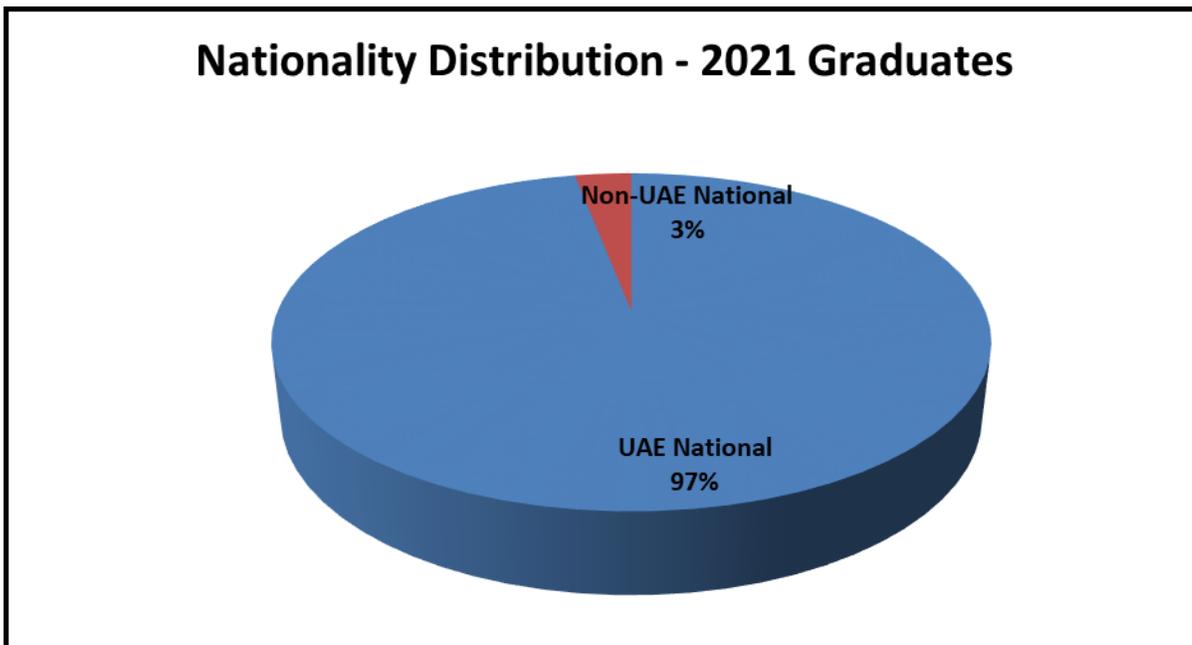

Fig 2.14.3: Nationality Distribution – Graduates

15. Dissertation Titles – 2021 Graduates

The list below provides the dissertation titles of graduates who scored distinction in the dissertation module.

Student ID	Program	Dissertation Title
	Distinction Dissertations 2021	
170003	EMPA	Job evaluation and their role in enhancing institutional loyalty in accordance with international best practices: A study on the Ministry of Interior
178951	EMPA	Developing Crisis Management Mechanisms in Ministry of Health & Prevention in the United Arab Case Study (Covid -19 Crisis)
188174	EMPA	The Role of Civil Society in the UAE Public Administration
192554	EMPA	The Role of Digital leadership Activating in Artificial Intelligence
200956	EMPA	Role of Internet of Things in Emergency Health Crisis Management: COVID-19
211206	EMPA	Media Agility in UAE in Dealing with Emerging Crises: A Case Study in Dubai
214183	EMPA	The role of behavioral insights in improving individual behavior to achieve Dubai Cyber Security Strategy Case study in "Dubai"
216577	EMPA	The Human Resource Management During Pandemic
217590	EMPA	The effect of the application of governance rules on improving institutional disclosure" (An applied study – UAE local Banks)
218839	EMPA	The role of Organizational Support at the Dubai Naturalization and Residency Department in customer happiness
205958	EMPA	A proposal for a national strategy to enhance the values of positive citizenship in light of modern global challenges (The Roadmap to the UAE Centennial 2071 - A more cohesive society)
214159	EMPA	The role of transformational leadership in reducing job burnout: An applied study on government departments in the Emirate of Fujairah
246565	EMPA	The role of big data in decision making in the security field
214591	EMPA	Financial Agility and Its impact on Implementation of Agile Organizations-Dubai Government
189561	EMPA	The role of data quality in the project planning decision process for infrastructure projects. Case study Ministry of Energy and Infrastructure UAE.
247758	EMPA	A Model for School Staff Professional Development in the Emirates School Establishment based on the Kay Axes of National Strategy of the Wellbeing in the United Arab Emirates.
246557	EMPA	Using Artificial Intelligence to collect Evidences in Recent Crimes against Children Electronic Extortion as A model
242438	EMPA	The Role of Human Resource Planning in Achieving Strategic Goals: Case Study of the UAE Ministry of Interior
241849	EMPA	Security Leadership Training System on Crisis and Disaster Management - A Strategic View. An applied study on the General Command of Ras Al Khaimah Police.
212768	EMPA	The reality of the readiness of the Dubai Police in implementing the talent management system
241814	EMPA	The Role of Corporate Governance In Achieving Organizational Justice. (An applied study on the Ministry of Interior)
241903	EMPA	Artificial intelligence and its role in Civil Defense works

Distinction Dissertations 2021		
Student ID	**Program**	**Dissertation Title**
155926	MPA	Youth Involvement in Political System: A study of Emirati youth engagement with Federal National Council in the United Arab Emirates
207951	MPA	Smart Sustainable Cities – Dubai
154105	MPA	Agile leadership for motivating employees in the UAE's public sector : Lessons learned during COVID 19 Pandemic
204781	MPA	Collaborative Leadership Impact on Performance in the UAE's Public Sector amid Covid-19 Pandemic
137677	MPA	Digitisation of National Records
198951	MIM	The Evaluation of Educational Robots' Influence on Early Childhood Students' Learning Attainments and Language Acquisition
122319	MIM	Psychological Well-being: Toward an Innovative Provision of Mental Health and Well-being in the UAE
201952	MIM	Innovation in the Workplace: Correlation between innovation, Motivation and Employee Performance
159697	MIM	Happiness Indicator Proposal
186554	MIM	The Power Of Big Data Mining To Improve The Healthcare System Within UAE
157724	MIM	Factors that Affect Access to the Healthcare Services in Rural Areas in the UAE. (A Case Study about Hatta Hospital)
140007	MIM	Research Proposal: Solving Wicked Problems: Education Strategy during COVID-19 in the UAE
139084	MIM	Optimization of Etihad Water Network Efficiency Through AI Toward Achieving Sustainability
223964	MIM	The Barriers and Enablers of New Technology Adoption for Window Cleaning Services: A Study of the United Arab Emirates
177954	MPP	UAE Renewable Energy Diversification Strategy
211770	MPP	Strategies to Mitigate and Adapt to Climate Change in the UAE
121771	MPP	The Effectiveness Of Internship Programs In Public Higher Education Institutions (HEIs) in the United Arab Emirates (UAE)
129330	MPP	Implementation of Education for Sustainable Development in the United Arab Emirates: An Overview
129321	MPP	Place-led policies as a tool for sustainable development in Cities
124311	MPP	The Impact of healthy workplace on productivity and health of employees in UAE government entities
192597	MPP	Policy Success Factors of Space Technology Clusters: a comparative study of Israel, Luxembourg, USA to the UAE
202959	MPP	Empowerment of Youth in the UAE as a Path towards Achieving SDGs
212415	MPP	Power of AI: Optimizing Decision-Making Through Predictive Analytics
211214	MPP	Mental Health in the UAE: Assessment of Policy and Practice
218821	MPP	Factors encouraging and limiting UAE Nationals to Work for the United Nations
195359	MPP	Psychological effect of E-Learning on Secondary School Students in Fujairah

FACULTY AND STAFF

1. General Information

During 2021, a total of 51 full-time administrative staff and 10 full-time academic staff were employed at MBRSG. 8 new appointments were made during the year. Staff turnover rate during the year stood at 25%.

2. Academic Staff

Academic staff are classified into the below 3 categories:

- Professor
- Associate Professor
- Assistant Professor

Full-time Academic Staff Listing	
Name	**Academic Rank**
Prof. Raed Abdellateif Al Awamleh	Professor
Prof. Melodena Stephens	Professor
Dr. Arthur Seakhoa King	Associate Professor
Dr. Abdulrahman Chikhouni	Associate Professor
Dr. Immanuel Azaad Moonesar	Associate Professor
Dr. Racquel Warner	Associate Professor
Dr. Scott William Fargher	Associate Professor
Dr. Yosuif El-Ghalayini	Associate Professor
Dr. Mona Mostafa Ahmed Elsholkamy	Assistant Professor
Dr. Abdulla Mohammed AlAwadhi	Assistant Professor

Classification by Academic Rank			
Professor	**Associate Professor**	**Assistant Professor**	**Total**
2	6	2	10
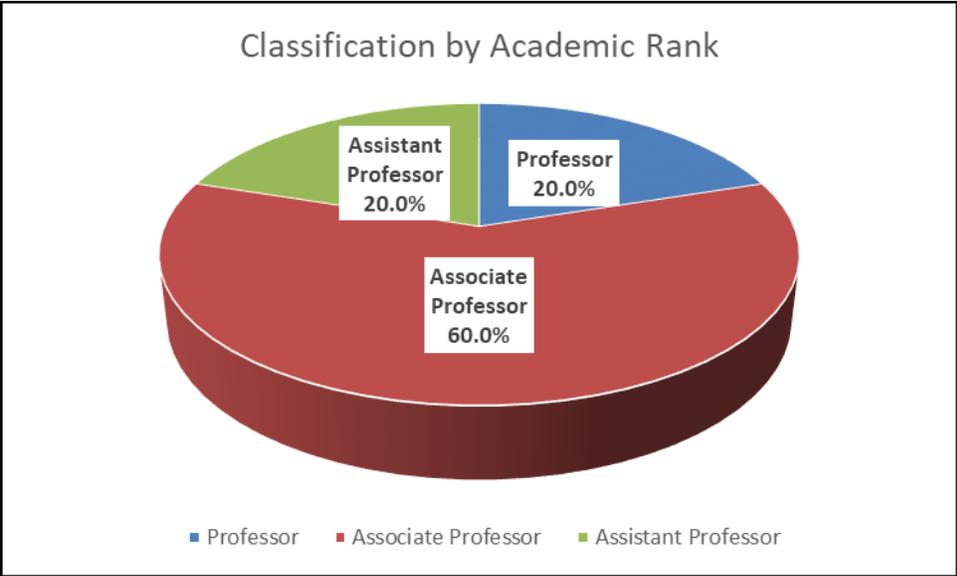
Fig 3.2.1: Academic Staff by Rank

Academic Staff Classification by Gender		
Gender	No.	Percentage
Male	7	70%
Female	3	30%
Total	10	100%
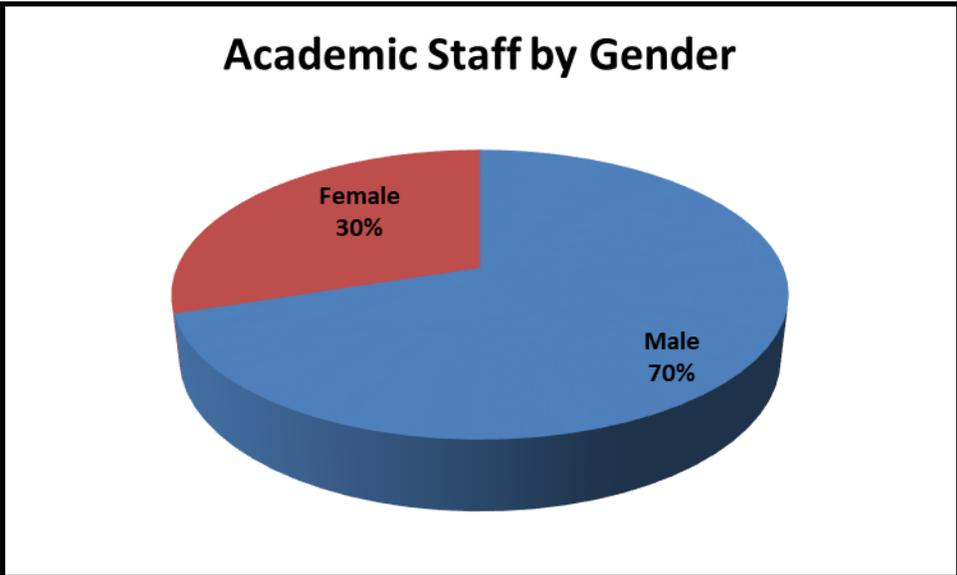
Fig 3.2.2: Academic Staff by Gender

Academic Staff (Full-time) Classification by Nationality	
Nationality	**Total**
Canada	2
Egypt	1
India	1
Jamaica	1
Jordan	1
New Zealand	1
Trinidad & Tobago	1
United Arab Emirates	1
United Kingdom	1
Total	**10**

3. Administrative Staff

During 2021, 51 full-time administrative staff representing 18 countries worked at MBRSG. UAE nationals constituted 50.9% of the administrative staff population at MBRSG. The table below provides break down of full-time administrative staff by department and gender.

Department	Total	Male	Female	% Male	% Female
President's Office	3	1	2	33%	77%
Academic Affairs	6	2	4	33%	67%
Deans Office	2	0	2	0	100%
Corporate Communications and Marketing	6	3	3	50%	50%
Corporate Support Services	17	12	5	70.6%	29.4%
ECKC	2	0	2	0%	100%
Executive Education	7	2	5	29%	71%
Institutional Effectiveness	4	0	4	0	100%
Policy Research	4	2	2	50%	50%
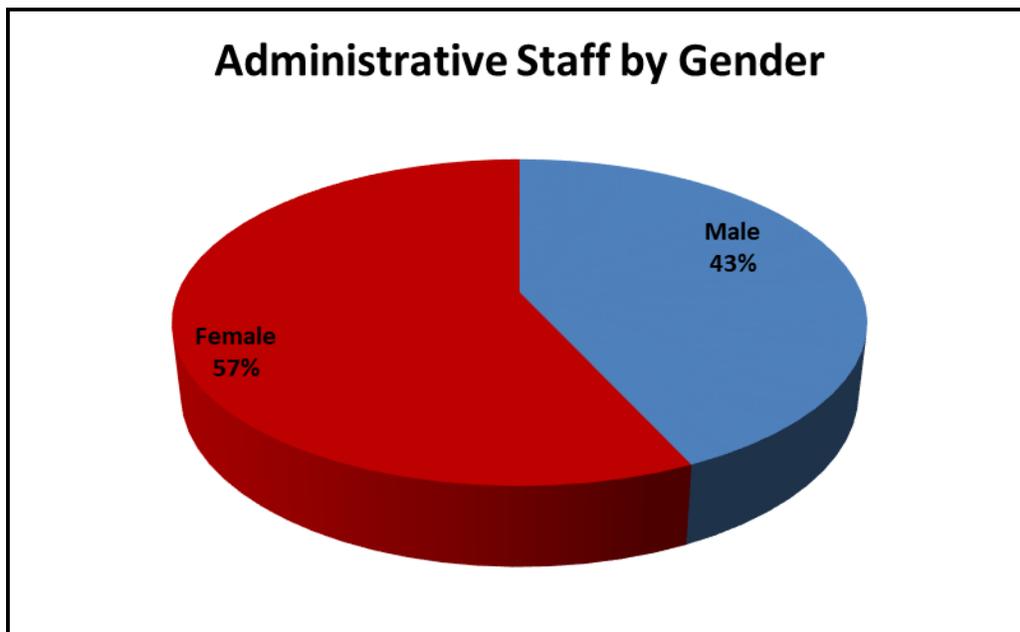
Fig3.3.1: Gender Distribution – Administrative Staff

Full-time Administrative staff by Gender and Nationality			
Nationality	**Male**	**Female**	**Total**
Afghanistan	1	0	1
Australia	1	0	1
Bangladesh	1	0	1
Comoros Islands	0	1	1
Egypt	1	1	2
India	2	1	3
Jordan	1	0	1
Lebanon	0	1	1
Nepal	1	0	1
Pakistan	3	0	3
Palestine	0	1	1
Philippines	2	0	2
Sudan	0	1	1
Syria	1	1	2
Tunisia	1	0	1
United Arab Emirates	7	19	26
United States of	0	1	1
Yemen	0	2	2
Total	**22**	**29**	**51**

4. Professional Development

MBRSG invests in its human resources, and both administrative and academic staff members are provided with opportunities to undertake professional development activities to develop their skills and enhance their competencies. A number of employees attended training sessions and/or conferences in 2021 in order to enhance the skills needed for their current positions and to be able to assume new responsibilities. The below table shows the number of academic and administrative staff members who attended training programs and conferences in 2021:

Type of Program	Academic staff	Administrative staff	Total
Training Programs	0	3	**3**
Conferences	3	1	**4**

5. Employment Data Snapshot

	2016	2017	2018	2019	2020	2021
Number of full-time administrative staff	47	53	58	60	56	51
Number of full-time academic staff	9	10	12	12	11	10
Number of part-time academic staff	0	6	7	10	11	8
Total number of full-time staff (administrative & academic)	56	63	70	72	67	61
Number of new employees hired	15	11	11	7	1	8
Staff turnover rate	21%	6%	7%	7%	6%	25%

FACULTY RESEARCH

1. Research at MBRSG

Research is at the core of the MBRSG mission to produce knowledge, disseminate best practices, and train policy makers in the Arab world. To that effect, MBRSG seeks to address a double academic challenge, and link research to policies within its institutional work and as part of its collaboration with its regional and international partners. Research areas are diverse and cover an array of themes including public administration, governance, future government and innovation, sustainable development, well-being and happiness, economics, education, health and public policy.

The Policy Research Department and the Academic Research and Executive Education Board provides leadership in all research-related activities and is responsible for promoting a research culture in the School by effectively communicating research expectations, research ethics credibility and research opportunities to academic staff, researchers, and students. The Board devises and manages a range of initiatives designed to enhance research activity in the School, including a research seminar/workshop series, a research funding program, a conference attendance support program, and an external research collaboration program.

Academic Research and Executive Education Board members - 2021	
Prof. Raed Awamleh (Chair)	Dean
Dr Arthur King (Member)	Director of Academic Affairs
Fadi Salem (Member)	Director Policy Research
Dr. Mona Mostafa Elsholkamy (Member)	Assistant Professor
Aisha Al Shamsi (Member)	Director of Executive Education
Saleh Al Hamouri (Member)	Executive Education Consultant
Amal Anwar Elsisi (Member & Secretary)	Research Officer

2. Research Output Snapshot

The table below provides the research output of the School for the past 5 years:

Description	2021	2020	2019	2018	2017
Policy Briefs	11	3	0	6	3
Conference contribution/ Conference Proceeding Reports	4	1 (proceeding report)	5	15	14
Research in International Journals	19	30 (journal articles) 2nd volume of Dubai Policy Review Journal	4	7	0
Commissioned Research Report/ Paper	120	5	0	2	0
Books/Chapters	2	1 Book 6 book chapters	1 Book	21	1 book (edited)

Description	2021	2020	2019	2018	2017
			11 Book chapters		15 book chapters
Seminars/Workshops	7	4	7	8	15
Case Studies (co-authored)	0	0	0	7	0
Research Reports	0	9	6	11	6

3. Research Events

The table below provides the list of research events conducted during 2021

Event	Event Type	Date
EDI Policy Council: World Bank	Policy Council	27th Jan 2021
'The New Era of Education', Finnish Business Council Virtual Coffee Morning	Webinar	14th Jan 2021
DEWA "Agile Good Governance Global Summit"	Seminar	1st Feb 2021
'How sustainability is built in the economic recovery and diversification efforts of the UAE', Team Finland virtual meeting	Webinar	2nd Feb 2021
'Green Talks Tuesday', Twitter Q&A for Middle East's series	Seminar	16th Feb 2021
EDI Policy Council: OECD	Policy Council	18th February 2021
Green, Resilient and Just Recoveries in the Middle East	Policy Council	25th February 2021
International Women Day Webinar (IWD) 2021: "Women in Leadership: Achieving an Equal Future in a COVID-19 World"	Seminar	8th March 2021
Policy Council on Digital Economy with Microsoft	Policy Council	8th March 2021
Policy Council on Digital Economy with SMEs	Policy Council	18th March 2021
Policy Council on Digital Economy with Government	Policy Council	28th March 2021
EDI Policy Council: UNCTAD	Policy Council	1 April 2021
Digital Economy and AI with the Minister of AI Office	Policy Council	2 April 2021
Understanding challenges and opportunities for SMEs in the Post-COVID-19 reality in the UAE	Policy Council	4 April 2021
Designing the Future of Digital Health in Abu Dhabi	Policy Council	April 2021

Event	Event Type	Date
Challenges and Opportunities of AI in the Public Sector	Webinar	May 2021
Sustainable Recovery from COVID-19 in the Middle East	Webinar	3 June 2021
Recovering Better – A Green, Resilient and Just Recovery in the Middle East	Policy Council	9 September 2021
Ajman Municipality – Future of Public Sector Skills	Workshop	24 Nov 2021

4.   Conference Attendance

Conference	Participant	Date
Teacher Retention and PD Conference	Dr Raquel Warner	June 2021
5th International Conference East China University of Science & Technology - University of San Francisco Global Business in the Digital Age and Post-COVID-19	Dr Raquel Warner	June 2021
Aurora Board Summit	Prof Melodena Stephens	October 2021
NASPAA Conference	Dr Raquel Warner	October 2021
EdEx MENA	Dr Raquel Warner	November 2021
Academy of International Business MENA Conference	Dr Raquel Warner	November 2021
Academy of International Business MENA Conference	Dr Immanuel Moonesar	November 2021
7th AIB-CEE Chapter Conference	Dr Immanuel Moonesar	November 2021
Academy of International Business MENA Conference	Prof Melodena Stephens	November 2021
AI Middle East Enterprise AI and Analytics Summit	Prof Melodena Stephens	November 2021
TCS Innovation Forum	Prof Melodena Stephens	November 2021

5. Research Publications

Title	Author	Type	Date
Using Global Practices & Policies to inform the UAE Quality of Life & Wellbeing in the 21st Century	Irina Godchaux-Berezhnova, Immanuel Azaad Moonesar	Policy Brief	January 2021
Artificial Intelligence in Health Policy – A Global Perspective	Immanuel Moonesar, Ruchi Dass	Journal Article	January 2021
Advancing the Inclusive Agenda for People of Determination in the UAE Through Sustainable Innovations.	Racquel Warner, Immanuel Moonesar	Book Chapter	January 2021
إنتاج الهيدروجين من مياه الصرف الصحي في فوكوكا في اليابان	Ahmad Rashad, Mona Mostafa El-Sholkamy	Commissioned Report	January 2021
Is there Evidence to Suggest that Maternal Obesity Impacts Breastfeeding Prevalence? - A Review	Immanuel Moonesar, Qasem Z, Mawajdeh JS, Nasir L, Badran E, Qutob, RJ.	Journal Article	January 2021
Block mode delivery in an andragogic environment: challenges and strategies	Shalini Ajayan, Sreejith Balsubramanian	Journal Article	January 2021
A Mixed-Methods Study To Explore The Impact of Hospital Accreditation	Khamis Al-alawy, Immanuel Moonesar, Hanan Ali Mubarak Obaid, Reem Gaafar, Ehab Ismail Al-Abed Bawadi	Journal Article	February 2021
AI Smart Kit: Agile Decision-Making on AI (Abridged Version)	Melodena Stephens, Himanshu Vashishtha	Book	March 2021
A SAS macro for examining stationarity under the presence of endogenous structural breaks	Dimitrios Dadakas, Scott Fargher	Journal Article	March 2021
UAE Resident Users' Perceptions of Healthcare Applications from Dubai Health Authority: Preliminary Insights	Shamsa AlSuwaidi, Immanuel Moonesar	Journal Article	March 2021
Implications of the Use of Artificial Intelligence in Public Governance: A Systematic Literature Review and a Research Agenda	Anneke Zuiderwijk, Yu-Che Chen, Fadi Salem	Journal Article	March 2021
Deployment of 5G Technology in the United Arab Emirates: Perspectives and Insights	Sultan Ahmed AlBalooshia, Md Moynul Ahsan, Mohammad Habibur Rahman	Journal Article	April 2021
مختبر التجارب": فنلندا تعيد ابتكار نظامها " التعليمي	Lama Zakak , Fadi Salem	Commissioned Report	March 2021
عن بعد من جورجيا": مبادرة ضمن السباق " العالمي لجذب العاملين عن بعد	Lama Zakak , Fadi Salem	Commissioned Report	March 2021
الأسبوع الأوروبي للعاملين المستقلين	Lama Zakak , Fadi Salem	Commissioned Report	March 2021
محركات الابتكار: كيف نجحت سنغافورة في تحقيق حكومة رقمية قائمة على الابتكار	Lama Zakak , Fadi Salem	Commissioned Report	April 2021
تسخير التثقيف الرقمي للتحقق من الأخبار في فنلندا	Lama Zakak , Fadi Salem	Commissioned Report	April 2021
نموذج مبتكر "للتكافل الصناعي" ضمن الاقتصاد الدائري في الدنمارك	Lama Zakak , Fadi Salem	Commissioned Report	April 2021
استخدام التطبيقات الذكية كوصفات طبية في ألمانيا	Lama Zakak , Fadi Salem	Commissioned Report	April 2021
البيانات الضخمة تنفذ "المُلقِّحات" الصغيرة في المملكة المتحدة	Lama Zakak , Fadi Salem	Commissioned Report	April 2021
صنع الهيدروجين من الرياح في اسكتلندا	Lama Zakak , Fadi Salem	Commissioned Report	April 2021
التنقل كخدمة" في اليابان: سوق مبتكرة تقدر ب " 61 مليار دولار	Lama Zakak , Fadi Salem	Commissioned Report	April 2021

Title	Author	Type	Date
الذكاء الاصطناعي للحد من انتشار كوفيد-19... اليونان نموذجاً	Lama Zakak , Fadi Salem	Commissioned Report	April 2021
Gender-based disparities on health indices during COVID-19 crisis: a nationwide cross-sectional study in Jordan.	Mohammad Abufaraj, Zaid Eyadat, Mohammed Al-sabbagh, Abdullah Nimer, Immanuel Moonesar, Lin Yang, Walid Al Khatib, Ra'eda Al-Qutob	Journal Article	April 2021
The Sweet and Sour of the Sugar-Sweetened Beverage Tax	Khamis Al-Alawy, Immanuel Moonesar, Shatha Muhsineh, Reem Gaafar, Aden Bashir	Journal Article	April 2021
Examining the link between country-specific pull factors and international student mobility in the United Arab Emirates	Sreejith Balsubramanian, Shalini Ajayan, Cody Morris Paris	Journal Article	April 2021
Building Resilience among Healthcare Professionals in Dubai.	Shatha Muhsineh, Melodena Stephens	Policy Brief	April 2021
Economic Issues Hindering Breast Cancer Screening and Early Detection	Tala Hamadeh, Immanuel Moonesar	Policy Brief	April 2021
Towards More Healthy Older Citizens & Inclusive Societies in Sudan.	Eglal Elrayah, Racquel Warner	Policy Brief	April 2021
"الشبكات الكهربائية المصغرة" في بروكلين: حل مبتكر ومستدام لإمداد الأحياء المحلية بالكهرباء	Lama Zakak , Fadi Salem	Commissioned Report	May 2021
مشروع باركر: إعادة ابتكار دور المركبات الكهربائية كمصدر للطاقة في الدنمارك	Lama Zakak , Fadi Salem	Commissioned Report	May 2021
من "صحاري الطعام" إلى "الغابات الغذائية": توفير الغذاء الصحي بطريقة مبتكرة لذوي الدخل المحدود في أتلانتا	Lama Zakak , Fadi Salem	Commissioned Report	May 2021
هل ستختفي العملات النقدية الورقية في السويد؟ أبعاد التحول رسمياً نحو العملات الرقمية	Lama Zakak , Fadi Salem	Commissioned Report	May 2021
أتمتة عمليات تفقّد جودة الطرق في فيلادلفيا	Lama Zakak , Fadi Salem	Commissioned Report	May 2021
الزراعة الاجتماعية في جنوب أفريقيا	Lama Zakak , Fadi Salem	Commissioned Report	May 2021
الأرجنتين تطلق رخصة قيادة رقمية الأولى من نوعها	Lama Zakak , Fadi Salem	Commissioned Report	May 2021
السويد تتّجه نحو "الاقتصاد التشاركي" في مبادرة طالت أهم مدنها	Lama Zakak , Fadi Salem	Commissioned Report	May 2021
إشارات مرور ذكية تنظم حركة المرور في هولندا	Lama Zakak , Fadi Salem	Commissioned Report	May 2021
رفع كفاءة الشحن البحري اعتماداً على تقنية بلوكشين في عُمان	Lama Zakak , Fadi Salem	Commissioned Report	May 2021
مزارع الطاقة الشمسية العائمة في سنغافورة	Lama Zakak , Fadi Salem	Commissioned Report	May 2021
"برنامج الظل الوظيفي": مبادرة مبتكرة للتقارب بين كوادر القطاعين الحكومي والخاص في لاتفيا	Lama Zakak , Fadi Salem	Commissioned Report	May 2021
تطوير مواد جديدة بوقت قياسي باستخدام الذكاء الاصطناعي في كندا	Lama Zakak , Fadi Salem	Commissioned Report	June 2021
الدنمرك تشيد جزيرة لطاقة الرياح في بحر الشمال	Lama Zakak , Fadi Salem	Commissioned Report	June 2021
ابتكار يحد من المخاطر الصحية لشبكات الجيل الخامس للاتصالات في كوريا الجنوبية	Lama Zakak , Fadi Salem	Commissioned Report	June 2021
تسوية المنازعات عبر الإنترنت: إطار عمل مبتكر في ولاية تكساس	Lama Zakak , Fadi Salem	Commissioned Report	June 2021
"قرى ذكية" في النيجر للتغلب على تحديات تغير المناخ	Lama Zakak , Fadi Salem	Commissioned Report	June 2021
منصة رقمية مفتوحة لدعم استدامة الغابات في كندا	Lama Zakak , Fadi Salem	Commissioned Report	June 2021
إنتاج الكهرباء من بقايا الطعام باستخدام "مِعِدّة" ميكانيكية في أستراليا	Lama Zakak , Fadi Salem	Commissioned Report	June 2021

Title	Author	Type	Date
"ماي-ديجيتال": خطة عمل ماليزية للتحول الرقمي بحلول عام 2030	Lama Zakak , Fadi Salem	Commissioned Report	June 2021
بريطانيا تستعين بالعلوم السلوكية في محاربة الأخبار الزائفة عن لقاح كوفيد-19	Lama Zakak , Fadi Salem	Commissioned Report	June 2021
توليد الطاقة النظيفة من البرتقال في إشبيلية	Lama Zakak , Fadi Salem	Commissioned Report	June 2021
أحياء سكنية خالية من السيارات في برشلونة	Lama Zakak , Fadi Salem	Commissioned Report	June 2021
تطبيق مفهوم الرؤى السلوكية على "الموازنة التشاركية" في الإكوادور	Lama Zakak , Fadi Salem	Commissioned Report	June 2021
Recovering Better from COVID-19: Middle East at the Crossroads	Mari Luomi, Moustafa Bayoumi	Policy Brief	June 2021
Frontier: The Tug of War in AI Decision Responsibility	Melodena Stephens, Mark Munoz.	Journal Article	June 2021
Promoting Children's & Adolescents Mental Health in the United Arab Emirates in the 21st Century	Reem Gaafar, Immanuel Moonesar, Nancy Hee Chang, Duaa Suliman	Policy Note	June 2021
The Future of Work and Dubai Economy: How Dubai wins the 4th Industrial Revolution?	Ahmad Rashad, Mona Mostafa El-Sholkamy	Policy Brief	June 2021
التنقل باستخدام السيارات الطائرة في اليابان	Lama Zakak , Fadi Salem	Commissioned Report	July 2021
خطة بيئية معززة بالتقنيات الحديثة في سنغافورة	Lama Zakak , Fadi Salem	Commissioned Report	July 2021
هل نجحت تجربة "روبوتات التوصيل"؟ دروس بعد سنوات من التطبيق في فرجينيا	Lama Zakak , Fadi Salem	Commissioned Report	July 2021
الساعات الذكية للكشف عن الإصابات بكوفيد 19 وحماية عمال الحدود في نيوزيلندا	Lama Zakak , Fadi Salem	Commissioned Report	July 2021
Mixed methods research in tourism: a systematic sequential approach	Peter Mason, Marcjanna Augustyn, Arthur Seakhoa-King	Journal Article	July 2021
إشراك المواطنين في التخطيط لمستقبل المدينة – تجربة فانكوفر	Lama Zakak , Fadi Salem	Commissioned Report	July 2021
موسكو تطلق دليلاً خاصاً بمشاريع المدينة الذكية	Lama Zakak , Fadi Salem	Commissioned Report	July 2021
الصفقة الخضراء" مبادرة تشاركية لإعادة تصميم وسائل التنقل الخضراء في بروكسل	Lama Zakak , Fadi Salem	Commissioned Report	July 2021
فلسفة "الثقة المعدومة": وزارة الدفاع الأمريكية تتبنى مفهوماً جديداً لتعزيز أمنها السيبراني	Lama Zakak , Fadi Salem	Commissioned Report	July 2021
دعم الشركات الصغيرة من خلال برامج الولاء في بوسطن	Lama Zakak , Fadi Salem	Commissioned Report	July 2021
حاضنة أعمال لتعزيز تكنولوجيا المناخ في هيوستن	Lama Zakak , Fadi Salem	Commissioned Report	July 2021
نظام رقمي جديد لإدارة النفايات في إستونيا	Lama Zakak , Fadi Salem	Commissioned Report	July 2021
قياس جودة الهواء بالشراكة مع المجتمع في تجربة علمية في بروكسل	Lama Zakak , Fadi Salem	Commissioned Report	July 2021
أكاديمية متخصصة لتعزيز المهارات الرقمية في تايلاند	Lama Zakak , Fadi Salem	Commissioned Report	July 2021
سيج بارك": مدينة تشاركية نموذجية في السويد"	Lama Zakak , Fadi Salem	Commissioned Report	July 2021
محطّات حافلات خضراء للحفاظ على النحل في هولندا	Lama Zakak , Fadi Salem	Commissioned Report	July 2021
تسخير التحفيز السلوكي لتحصيل الضرائب المتأخرة في ولاية بنسلفانيا	Lama Zakak , Fadi Salem	Commissioned Report	July 2021
صفقة كوريا الجديدة" للتحول الرقمي والبيئي في" كوريا الجنوبية	Lama Zakak , Fadi Salem	Commissioned Report	August 2021
طرق من البلاستيك المعاد تصنيعه للتغلب على التغيّر المناخي في المكسيك	Lama Zakak , Fadi Salem	Commissioned Report	August 2021
منصة لدعم القرار عبر تحليل وتصوير البيانات في إنجلترا	Lama Zakak , Fadi Salem	Commissioned Report	August 2021

Title	Author	Type	Date
مدينة جديدة ذكية ومستدامة بتصميم حضري مبتكر في سنغافورة	Lama Zakak , Fadi Salem	Commissioned Report	August 2021
روبوتات ذاتية القيادة لتنظيف الشوارع في هلسنكي	Lama Zakak , Fadi Salem	Commissioned Report	August 2021
حافلات هجينة قابلة للشحن لخفض انبعاثات الاحتباس الحراري في إيرلندا	Lama Zakak , Fadi Salem	Commissioned Report	August 2021
التشغيل الروبوتي لتحسين الخدمات الحكومية في سنغافورة	Lama Zakak , Fadi Salem	Commissioned Report	August 2021
التوأمة الرقمية للتعافي السريع من الكوارث الطبيعية في الفلبين	Lama Zakak , Fadi Salem	Commissioned Report	August 2021
الذكاء الاصطناعي للحد من حوادث المرور في ولاية نيفادا	Lama Zakak , Fadi Salem	Commissioned Report	August 2021
أول مفاعل نووي يعتمد على الطباعة ثلاثية الأبعاد	Lama Zakak , Fadi Salem	Commissioned Report	August 2021
برنامج مبتكر يحوّل المزارعين إلى روّاد أعمال في أستراليا	Lama Zakak , Fadi Salem	Commissioned Report	August 2021
مشروع يحوّل العقارات النائية إلى أبنية ذكية في إسكتلندا	Lama Zakak , Fadi Salem	Commissioned Report	August 2021
اختبار أفكار تطبيقات الذكاء الاصطناعي في النرويج	Lama Zakak , Fadi Salem	Commissioned Report	August 2021
أعمدة إنارة ذكية متعدّدة الاستخدامات في سيؤول	Lama Zakak , Fadi Salem	Commissioned Report	August 2021
نيويورك تستحدث عمليات شحن ونقل البضائع ضمن خطة تطويرية شاملة	Lama Zakak , Fadi Salem	Commissioned Report	August 2021
إنترنت النطاق العريض لإنشاء مجتمعات ريفية ذكية في ولاية آيوا الأمريكية	Lama Zakak , Fadi Salem	Commissioned Report	August 2021
Hospital Accreditation: A Review of Evidence, Regulatory Compliance & Healthcare Outcome Measures.	Khamis Al-Alawy, Immanuel Moonesar, Hanan Obaid, Ehab Badawi, Reem Gaafar	Journal Article	August 2021
توظيف بيانات ”العنونة المكانية“ لدعم الفئات الأكثر تأثراً من عدوى كوفيد-19 في بريطانيا	Lama Zakak , Fadi Salem	Commissioned Report	September 2021
أول مشروع في العالم لاحتجاز ثاني أكسيد الكربون وتخزينه للحد من التغير المناخي	Lama Zakak , Fadi Salem	Commissioned Report	September 2021
نظام مبتكر للتنبؤ بالفيضانات اعتماداً على إنترنت الأشياء في الولايات المتحدة	Lama Zakak , Fadi Salem	Commissioned Report	September 2021
الذكاء الاصطناعي للحد من سلوكيات السائقين الخطرة في أستراليا	Lama Zakak , Fadi Salem	Commissioned Report	September 2021
حافلات ذاتية القيادة لنقل الرّكاب في مدينة كامبريدج	Lama Zakak , Fadi Salem	Commissioned Report	September 2021
أول خريطة تفاعلية عامة على مستوى مدينة تطلقها هلسنكي لتعزيز التجربة السياحية	Lama Zakak , Fadi Salem	Commissioned Report	September 2021
حلول ذكية للدفاع المدني وإدارة الطوارئ في سنغافورة	Lama Zakak , Fadi Salem	Commissioned Report	September 2021
تطبيق تقنية التعرف على بصمة الوجه في نظام الهوية الرقمية في سنغافورة	Lama Zakak , Fadi Salem	Commissioned Report	September 2021
مركز لاختبار الابتكارات المستدامة لتوصيل الطرود في سياتل	Lama Zakak , Fadi Salem	Commissioned Report	September 2021
منصة إلكترونية لتعزيز الاقتصاد الدائري في ماديرا	Lama Zakak , Fadi Salem	Commissioned Report	September 2021
إنتاج الغاز الطبيعي المتجدد من النفايات العضوية في تورونتو	Lama Zakak , Fadi Salem	Commissioned Report	September 2021
توظيف شبكات الجيل الخامس للاتصالات للحد من زحمة السير في المملكة المتحدة	Lama Zakak , Fadi Salem	Commissioned Report	September 2021
مشروع لاختبار تقنيات الذكاء الاصطناعي لتشغيل السكوتر الكهربائي في دبلن	Lama Zakak , Fadi Salem	Commissioned Report	September 2021
إنشاء منطقة ذكية لتحسين إدارة الأرصفة وسط مدينة ناشفيل	Lama Zakak , Fadi Salem	Commissioned Report	September 2021
أول تطبيق ذكي خاص بالتنقل كخدمة في مدينة بيتسبرغ الأمريكية	Lama Zakak , Fadi Salem	Commissioned Report	September 2021

Title	Author	Type	Date
مشروع منصة رقمية لخدمات إدارة القطاع الصحي البحريني	Lama Zakak , Fadi Salem	Commissioned Report	September 2021
شبكة أجهزة استشعار لقياس جودة الهواء في كامدن	Lama Zakak , Fadi Salem	Commissioned Report	September 2021
توظيف الذكاء الاصطناعي للحفاظ على نظافة الشوارع في ملبورن	Lama Zakak , Fadi Salem	Commissioned Report	September 2021
مشروع مبتكر لقياس جودة الهواء في شوارع دبلن	Lama Zakak , Fadi Salem	Commissioned Report	September 2021
مشروع جديد لأتمتة مرافق معالجة مياه الصرف الصحي في كوريا الجنوبية	Lama Zakak , Fadi Salem	Commissioned Report	September 2021
How do intergovernmental organizations embed themselves in global value chains: A case study of Gavi, the Vaccine Alliance.	Melodena Stephens, Immanuel Moonesar	Journal Article	September 2021
دور إنترنت الأشياء في القطاع الصحي	Maithaa Al-Swaidi	Policy Analysis Exercise	September 2021
UAE Efforts in Promoting COVID-19 Vaccination and Building Vaccine Confidence	Duaa Suliman, Faisa Nawaz, Parvathy Mohanan, Mohamed Modber, Muhammad Musa, Mohamed Musa, Diala El Chbib, Yasir Elhadi, Mohammad Essar, Mashkur Isa, Don Lucero-Prisno III, Immanuel Moonesar.	Journal Article	September 2021
The Nexus of Sugar-Sweetened Beverages: Insights on Demographics, Enablers and Barriers	Khamis Al-Alawy , Reem Gaafar, Immanuel Moonesar, Shatha Muhsineh	Journal Article	October 2021
Construction Industry 4.0 and Sustainability: An Enabling Framework	SreejithBalasubramanian, Vinaya Shukla, Nazrul Islam, Shalini Manghat	Journal Article	October 2021
إطار عمل مبني على تحليل البيانات لتحقيق العدالة الاجتماعية في كاليفورنيا	Lama Zakak , Fadi Salem	Commissioned Report	October 2021
استخدام الروبوتات لدعم عمل الكوادر الطبية في مستشفيات سنغافورة	Lama Zakak , Fadi Salem	Commissioned Report	October 2021
تصميم جديد يحول مواقف الحافلات العامة إلى مرافق ذكية في سيؤول	Lama Zakak , Fadi Salem	Commissioned Report	October 2021
استخدام أجهزة استشعار تعمل بالذكاء الاصطناعي لتعزيز النقل المستدام في أستراليا	Lama Zakak , Fadi Salem	Commissioned Report	October 2021
لوحة تفاعلية للحد من العنف والجريمة في شيكاغو	Lama Zakak , Fadi Salem	Commissioned Report	October 2021
توظيف تقنية التعرف على بصمة الوجه في مطارات البرازيل	Lama Zakak , Fadi Salem	Commissioned Report	October 2021
روبوت محادثة قائم على الذكاء الاصطناعي لتحسين الخدمات البلدية في سنغافورة	Lama Zakak , Fadi Salem	Commissioned Report	October 2021
الذكاء الاصطناعي لتعزيز الرقابة على التنقل النشط في مانشستر	Lama Zakak , Fadi Salem	Commissioned Report	October 2021
مواجهة جائحة كوفيد-19 باستخدام "نظام معلومات جغرافية" في جورجيا	Lama Zakak , Fadi Salem	Commissioned Report	October 2021
إطلاق أول مشروع لتنظيم حركة الطائرات المُسيّرة في ألمانيا	Lama Zakak , Fadi Salem	Commissioned Report	October 2021
توظيف الذكاء الاصطناعي وإنترنت الأشياء في وزارة الدفاع السنغافورية	Lama Zakak , Fadi Salem	Commissioned Report	October 2021
تعاون أكاديمي وحكومي لتقييم البنى التحتية للمدارس أمام الكوارث الطبيعية	Lama Zakak , Fadi Salem	Commissioned Report	October 2021
استخدام التوأمة الرقميّة لتحسين الخدمات في عدة قطاعات في مدينة إنتشيون بكوريا الجنوبية	Lama Zakak , Fadi Salem	Commissioned Report	November 2021
أستراليا وسنغافورة تعلنان عن تجربة مشتركة في التجارة الرقمية اعتماداً على تقنية بلوك تشين	Lama Zakak , Fadi Salem	Commissioned Report	November 2021
روبوتات لمراقبة شوارع سنغافورة ورصد السلوكيات غير المرغوب فيها""	Lama Zakak , Fadi Salem	Commissioned Report	November 2021

Title	Author	Type	Date
مركبات مائية ذاتية القيادة ترصد براميل المواد السامة في قاع البحر قبالة ساحل كاليفورنيا	Lama Zakak , Fadi Salem	Commissioned Report	November 2021
مدينتان أمريكيتان توظفان الذكاء الاصطناعي في مرافق المياه والصرف الصحي	Lama Zakak , Fadi Salem	Commissioned Report	November 2021
منصة تعمل بالذكاء الاصطناعي للوقاية من حمى الضنك في تايوان	Lama Zakak , Fadi Salem	Commissioned Report	November 2021
إطلاق توأم رقمي مفصّل لتعزيز الاستدامة في مدينة أوبسالا السويدية	Lama Zakak , Fadi Salem	Commissioned Report	November 2021
منصة مدعومة بالذكاء الاصطناعيّ لتشخيص الإصابة بفيروس كوفيد-19 في ساو باولو	Lama Zakak , Fadi Salem	Commissioned Report	November 2021
العمل المشترك بين مختلف القطاعات كمنهجيةٍ يابانيةٍ لتعزيز مجال الطب التجديدي	Lama Zakak , Fadi Salem	Commissioned Report	November 2021
Emerging Voices for Global Health 2020: Emergence during a global pandemic.	Nandini Sarker, Immanuel Moonesar, Charles Ssemugabo, Francis Onyambu, Sara Ardila-Gomez	Policy Note	November 2021
Creating value from Big Data: a knowledge assets-based view	Francesco Santarsiero, Daniela Carlucci , Yasar Jarrar	Journal Article	November 2021
بناء أول مطار في العالم للسيارات الطائرة في المملكة المتحدة	Lama Zakak , Fadi Salem	Commissioned Report	November 2021
النمذجة الرياضية والمحاكاة الحاسوبية لتحسين سياسات الصحة النفسية والعقلية في أستراليا	Lama Zakak , Fadi Salem	Commissioned Report	November 2021
تقنية جديدة لتبريد الأرصفة الإسفلتية في فينيكس	Lama Zakak , Fadi Salem	Commissioned Report	November 2021
تقنية مراقبة الحشود باستخدام الذكاء الاصطناعيّ في مدينة أمستردام	Lama Zakak , Fadi Salem	Commissioned Report	November 2021
حاسبة البصمة الكربونية لمواجهة تغير المناخ في سنغافورة	Lama Zakak , Fadi Salem	Commissioned Report	December 2021
استخدام الذكاء الاصطناعيّ والحوسبة السحابية للاستجابة للكوارث في الولايات المتحدة الأمريكية	Lama Zakak , Fadi Salem	Commissioned Report	December 2021
نظام إنذار مبتكر ضد الزلازل في الصين	Lama Zakak , Fadi Salem	Commissioned Report	December 2021
مدن الدقيقة الواحدة": مشروع مبتكر لإعادة " تخطيط شوارع السويد	Lama Zakak , Fadi Salem	Commissioned Report	December 2021
إنترنت الأشياء في حديقة كيرنغورم الوطنية بالمملكة المتحدة لتحسين تجربة الزائرين	Lama Zakak , Fadi Salem	Commissioned Report	December 2021
استخدام تحليل البيانات لإدارة العقارات في مدينة لويفيل الأمريكية	Lama Zakak , Fadi Salem	Commissioned Report	December 2021
كوريا الجنوبية تطلق نظاماً لتقصي وتتبع الإصابات بكوفيد-19 في الوقت الفعلي	Lama Zakak , Fadi Salem	Commissioned Report	December 2021
Review of the Contemporary Role of the Corporations in Soft Power	Melodena Stephens, Racquel Warner, Immanuel Moonesar	conference paper	December 2021
Research Landscape of Internationalization of Social Enterprises	Sadaf Khurshid, Melodena Stephens	conference paper	December 2021
Mental Health Policy Support, Needs & Resources In The United Arab Emirates	Immanuel Moonesar, Reem Gaafar,Duaa Kambal, Nancy Hee Chung	Policy Brief	December 2021
Building Mental Resilience among Healthcare Professionals during Emergencies in Dubai	Shatha Muhsineh, Melodena Stepehens, Immanuel Moonesar	Policy Proceedings Report	December 2021
Well-Being and Happiness Policy in post-COVID19 across UAE	Irina Godchaux-Berezhnova, Immanuel Azaad Moonesar	Policy Brief	December 2021
AIBMENA International Public Policy Insights 2021	Editors: Immanuel Moonesar, Melodena Stephens, Racquel Warner	Conference Publication	December 2021

SECTION 5 –

EXECUTIVE EDUCATION

1. Executive Education Programs

Mohammed Bin Rashid School of Government is committed to developing institutional capacity in the region and offers executive education programs that equip leaders in the public and private sectors with the skills to confront the region's evolving policy challenges. 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. During 2021, MBRSG offered a total of 25 executive education programs. 153 trainers contributed to delivering the executive education programs. During 2021, the executive education leadership programs had a total of 126 graduates who are employed at various government entities in the UAE.

2. Customized Programs

MBRSG's customized executive education programs are designed to help institutions realize their full potential by introducing integrated, customized, capacity building solutions. Each customized program is designed as a collaborative effort bringing together MBRSG faculty and staff with representatives from client institutions. During 2020, 14 customized programs with a total of 103 modules were delivered to 7 entities. A total of 244 participants attended the customized programs.

List of Customized Programs offered in 2021				
#	Program Name / Module	No. of Modules Delivered	No. of Days Delivered	No. of Participants
1.	برنامج إعداد القادة لوزارة الداخلية- الدبلوم المهني في القيادة الحكومية (الدفعة الثانية) المجموعة الأولى	2	5	22
2.	برنامج إعداد القادة لوزارة الداخلية- الدبلوم المهني في القيادة الحكومية (الدفعة الثانية) المجموعة الثانية	2	5	20
3.	برنامج القيادات الوسطى - المرحلة الأولى القيادية	8	8	21
4.	برنامج القيادات الوسطى ـ المرحلة الثانية التطوير الذاتي	8	8	
5.	برنامج رواد المستقبل/الدبلوم المهني في إعداد القيادات الشابة- Future Pioneer	5	7	13
6.	برنامج عجمان لإعداد القادة	2	5	20
7.	برنامج الدبلوم التنفيذي: خبير الرشاقة المؤسسية في الإدارة الحكومية	12	12	21
8.	DEWA Frontiers Leadership Program	43	52	28
9.	برنامج تدريب موظفي الفئتين القيادية والاشرافية في وزارة الداخلية	5	15	16

List of Customized Programs offered in 2021				
#	Program Name / Module	No. of Modules Delivered	No. of Days Delivered	No. of Participants
10.	برنامج قيادات المستقبل	3	9	10
11.	دورة استشراف المستقبل	1	1	4
12.	الدبلوم المهني لقيادات المستقبل	4	8	15
13.	Emerging Voices for Global Health	7	7	39
14.	برنامج الإدارة الحكومية للقيادات الأمنية	1	1	15
	Total	**103**	**143**	**244**

3. Open Enrollment Programs

MBRSG's open enrollment programs are short, certificate-based programs that focus on leadership, management, negotiation and governance. These programs are designed to equip executives with the skills and knowledge essential to achieve both individual and institutional excellence. During 2021, 11 open enrollment programs were delivered with 60 modules and a total of 230 participants attended.

List of Open Enrollment Programs offered in 2021				
#	Program Name / Module	No. of Modules Delivered	No. of Days Delivered	No. of Participants
1.	برنامج الدبلوم التنفيذي خبير السياسات العامة المتقدمة (الدفعة الثانية)	5	10	30
2.	برنامج الدبلوم التنفيذي القيادة الرقمية والمستقبل(الدفعة الاولى)	5	10	22
3.	برنامج الدبلوم التنفيذي القيادة الرقمية والمستقبل(الدفعة الثانية)	5	10	26
4.	Evidence to Policy Training Program - Phase 2 Batch 2	5	5	3
5.	Evidence to Policy Training Program - Phase 2 Batch 3	5	5	3

List of Open Enrollment Programs offered in 2021				
#	Program Name / Module	No. of Modules Delivered	No. of Days Delivered	No. of Participants
6.	برنامج الدبلوم التنفيذي الرشاقة المؤسسية في الادارة الحكومية الدفعة الثانية (عبر الانترنت)	10	10	19
7.	برنامج الدبلوم التنفيذي الرشاقة المؤسسية في الادارة الحكومية الدفعة الثالثة (عبر الانترنت)	10	10	23
8.	الدبلوم التنفيذي السياسات العامة- تأسيسي	9	10	19
9.	دبلوم المدير الحكومي المعتمد الادارة الحكومية	4	4	16
10.	جلسات التعليم التنفيذي الحكومات المرنة	1	1	44
11.	جلسات التعليم التنفيذي المقدمة لموظفي وزارة الموارد البشرية والتوطين	1	1	25
	Total	60	76	230

4. Graduates from Leadership Program

Till date, a total of 2240 participants have graduated from the various Executive Education Leadership programs offered by MBRSG.

Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
No. of graduates	219	30	92	30	16	360	567	158	122	72	132	76	138	102	126	**2240**
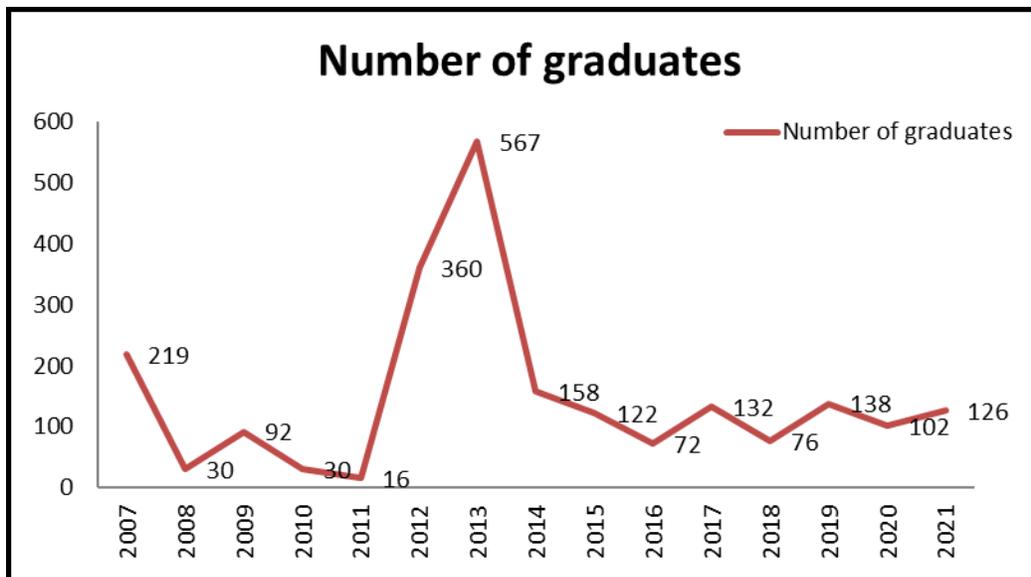
Fig 5.4.1Executive Education Graduates 2007-21

5. Executive Education Data Snapshot

	2016	2017	2018	2019	2020	2021
Number of customized programs	10	11	7	11	13	14
Number of open enrollment programs	18	11	18	15	9	11
Total number of executive education programs	28	22	25	26	22	25
Number of clients (entities) served	10	12	7	10	9	7
Total number of participants	887	1346	654	614	692	2247
Number of graduates from Leadership programs	72	132	76	138	102	126
Total number of training days	128	172	170	209	173	219
Total number of trainers	35	38	38	145	72	153

SECTION 6 –

EMIRATES CENTER FOR KNOWLEDGE AND CONSULTANCY

(ECKC)

1. About ECKC

The Emirates Center for Knowledge and Consultancy (ECKC) is the management consulting arm of the MBRSG. His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of The Executive Council in Dubai, launched the ECKC on May 26, 2016, in order to offer management consulting services to public sector organizations based on sound management theories, practical expertise, and applied knowledge.

The ECKC offers its services in five different areas for effective and efficient public administration and management. The services are offered in the fields of governance and organizational design, strategy and organizational performance, human resource management, knowledge management and innovation management. In its first four years, the ECKC has provided management consulting services in different scopes to over 15 different organizations in the UAE.

Some of the offerings of the ECKC since its inception has included, but is not limited to, the below:

- Organizational design and development
- Analysis of organizational productivity, efficiency, and effectiveness
- Development of internal policies and governance frameworks
- Drafting of functional mandates for organizational units
- Drafting of job descriptions
- Development of organizational authority matrices
- Business process re-engineering
- Designing the vision, mission, and organizational values
- Building of the strategy map, themes, and objectives
- Identification of suitable and relevant key performance indicators
- Bridging of performance gaps by developing the necessary strategies and initiatives
- Development of Human Resources strategies, policies & procedures based on local and international best practices
- Implementation of various local & international excellence standards
- Assessment of knowledge management maturity and development of the necessary plans to fill any gaps
- Development of innovation management frameworks using the latest tools in the field
- Development of a comprehensive innovation management strategies and labs
- Scenario planning and future foresight

In order to leverage on the accumulated applied knowledge within the different public sector entities in the region, the ECKC designs, develops and delivers the Internal Management Consultant Program (IMCP). The IMCP is a capacity building program designed for the purpose of equipping participants with the required tools and techniques to better utilize their knowledge, skills and expertise in the different areas of public management. The program allows participants to perform three roles upon the successful completion of the program: be able to deal with external consultants and set clear expectations by representing their

organization, act as an internal management consultant to identify, contain and resolve public management challenges and opportunities and be able to provide their management consulting services to other organizations through the ECKC. The center has trained over 150 individuals from local, federal and regional public entities since the start of the program in 2016.

2. ECKC Key Statistics

ECKC Consulting projects					
Year	2017	2018	2019	2020	2021
Number of Projects	5	5	7	6	10
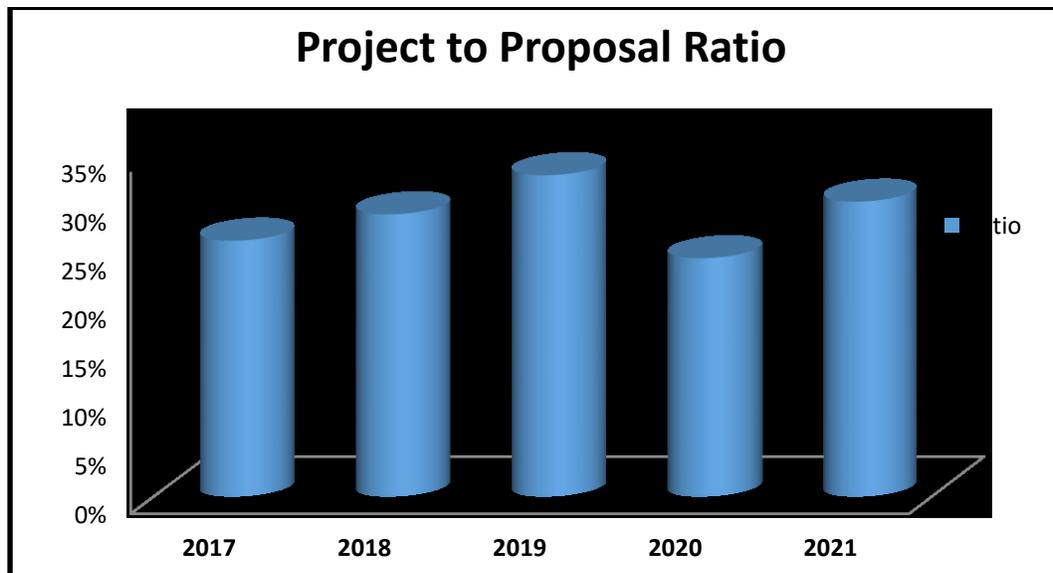
Fig 6.2.1 Project to Proposal Ratio

***** *Project to proposal ratio measures the proportion of consulting projects executed in comparison to the number of proposals submitted to clients*

ACADEMIC SUPPORT SERVICES

1. Library

The aim of the Mohammed Bin Rashid School of Government library is to support teaching, research, and lifelong learning by utilizing the best possible resources and latest information technologies. MBRSG Library provides a comprehensive collection of books covering subject areas related to public policy and public administration, and electronic resources to students, staff and research associates. The library's print as well as electronic books can be searched through an online catalog.

Category	2017	2018	2019	2020	2021
Online databases	7	7	8	7	7
Number of books (printed)	6500	7750	8000	8150	8150
Number of textbooks	70	50	54	54	56
Library availability (hours per week)	60	60	60	60	60
Number of journals	0	0 (no print journals)	0 (no print only electronic journals)	0 (no print only electronic journals)	0 (no print only electronic journals)

2. Information Technology Services

Information Technology division falls under the Corporate Support Services Department and is responsible for setting a corporate technology plan, which is aligned with the MBRSG Strategic Plan. The division is responsible for setting the technology policies, networking of computers, and hardware and software settings. The IT team works to ensure that MBRSG employees have full access to different computer systems. IT also ensures data security, manage programming services, and offers technical support to develop educational material and solve related computer problems. The IT below summary graphs of IT resource utilization and technology implementation provide a gauge of the effectiveness of the IT services provided.
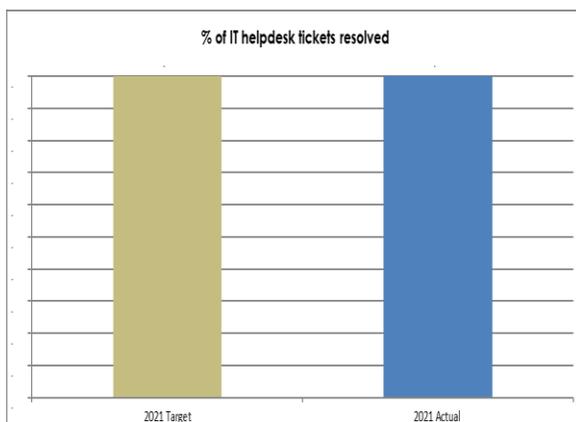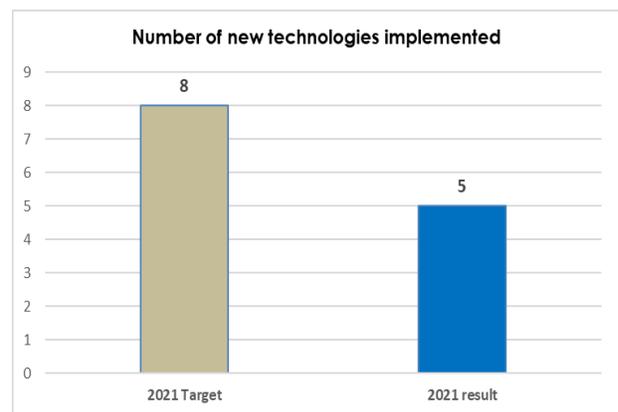

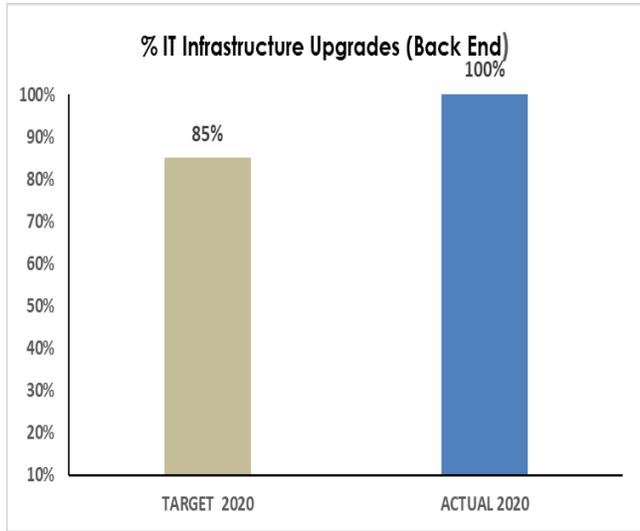Fig7.2.1: IT Helpdesk ticket summary

Fig7.2.2: Technology Implementation

Fig7.2.3: Infrastructure Upgrades (back end)

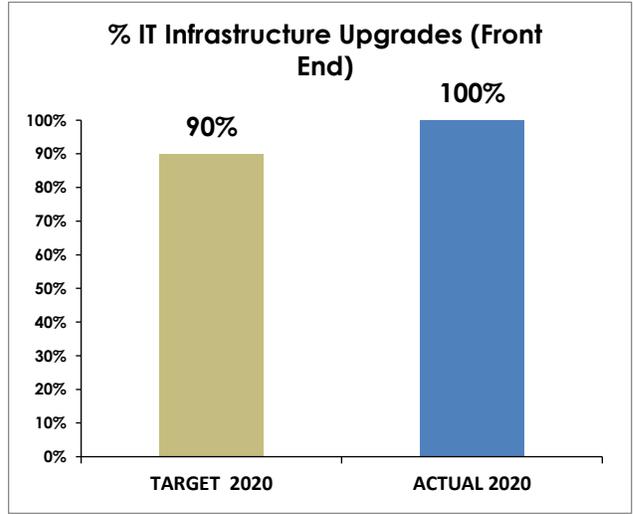**Fig7.2.4: Infrastructure Upgrades (front end)**

SECTION 8 –

FINANCES

1. Tuition Fees

Tuition Fees for 2021	
Academic Program	**Tuition Fees**
Executive Master of Public Administration (EMPA)	AED140,000
Master of Public Administration (MPA)	AED120,000
Master of Innovation Management (MIM)	AED120,000
Master of Public Policy (MPP)	AED120,000

SECTION 9 –

EXTERNAL ENGAGEMENT

1. Agreements and MoU

MBRSG management is keen on building partnership, fostering cooperation and sharing expertise, studies and research with government entities and private organizations in the UAE as well as a number of regional organizations to support the MBRSG strategic goals and projects. MBRSG has signed several partnership agreements and MoUs with private sector companies, international organizations and academic institutions specialized in government and public administration. The entities with which MBRSG is partnered is provided below:

#	Entity Name
1	Academy of International Business
2	Academy of Public Administration- Kazakhstan
3	American University of Beirut- Knowledge to Policy Center
4	Arab Academy for Science, Technology and Maritime Transport
5	Arab Administrative Development Organization-ARADO
6	Community Development Authority
7	Department of Economic Development
8	Department of Family Development Center
9	Dubai Government Human Resources Department
10	Dubai Health Authority
11	Dubai Media Inc.
12	Dubai Municipality
13	Dubai Tourism
14	Economic Cities Authority
15	ELM
16	Emarat Al Youm
17	Emirates Association for Management Consultants and Trainers
18	Etihad Export Credit Insurance
19	EXPO 2020
20	Federal Competitiveness and Statistics Authority
21	General Directorate of Residency and Foreigners Affairs
22	Hamdan Smart University
23	King Saud University
24	Microsoft
25	Ministry of Foreign Affairs and International Cooperation
26	Ministry of Human Resources and Emiratisation
27	National Institute for Governance and Sustainable Development
28	New Media Academy
29	Ottawa University

#	Entity Name
30	Prime Minister's Office
31	Road and Transport Authority
32	Rochester Institute of Technology
33	Smart Dubai
34	Social Security Fund – Ministry of Interior
35	The United Nations
36	University of Jordan

2. List of Public Events

In the year 2021, MBRSG hosted 29 public events, which attracted a total 3106 attendees. The graduation ceremony held in September had the highest turnout with 365 attendees.

Month	Event	Type of Event
January	MBRSG Open Day	Public Event
February	MBRSG Open Day	Public Event
	Future Government Insights Series 1-The Nexus of Crisis Management and Public Policy	Workshop
	Future Government Insights Series 1-Tech as a force for good: Innovating for future public value	Workshop
	Future Government Insights Series 1-Tech as a force for good: Innovating for future public value	Workshop
	Future Government Insights Series 1-إضاءات على الإدارة العامة	Workshop
	DHA Webinar - Policy Making: Research and Analysis in Healthcare –An Overview	Workshop
	Innovation Week :Advancing Public Sector Innovation	Workshop
	Digital Leadership Session	Workshop
March	Women in Leadership: Achieving an Equal Future in a COVID-19 World	Workshop
April	Stakeholder Analysis: an Overview	Public Event
June	Sustainable Recovery from COVID-19 in the Middle East	Public Event
	MBRSG Open day	Public Event
July	Policy Making Through the Lens of Change Management Theory	Public Event
September	Enabling Public Sector Stakeholder Engagement and Communication (MPA Workshop)	Public Event
	الإدارة الحكومية: من البيروقراطية إلى الرشاقة(EMPA Workshop)	Public Event
	Graduation Ceremony 2021	Public Event
October	The Nexus of Crisis Management and Priority Setting in Public Policy (MPP Workshop)	Public Event
	Future Innovation and Value (MIM Workshop)	Public Event
	GITEX Workshop 1: الرشاقه المؤسسيه في الادارة الحكومية	Public Event
	GITEX Workshop 2: Harnessing Digital transformation	Public Event
	GITEX Workshop 3: Enabling an AI system	Public Event
	Harnessing Sovereign Wealth Funds in Emerging Economies towards Sustainable Development	Public Event
November	Outcomes Based Policy Making for International Development	Public Event
	DOF - Future Pioneers Program Graduation	Public Event
	MBRSG/DHA Webinars: Creating Evidence to Policy Making	Public Event

Month	Event	Type of Event
	MBRSG Open Day	Public Event
	Emerging Voices for Global Health	Public Event
December	AIB MENA Conference	Public Event

In accordance with the CAA requirements, the Planning & Institutional Effectiveness (PIE) Department collects and reports institution-wide data. The PIE department is pleased to present this factbook which contains data for the period 1st January 2021 to 31st December 2021.

The Department of Planning & Effectiveness seeks to implement the CAA standards, build institutional data and information to support academic programs, institutional Survey system, student success, data-informed decision-making, institutional accomplishments, KPIs design, project progress, and reporting.