

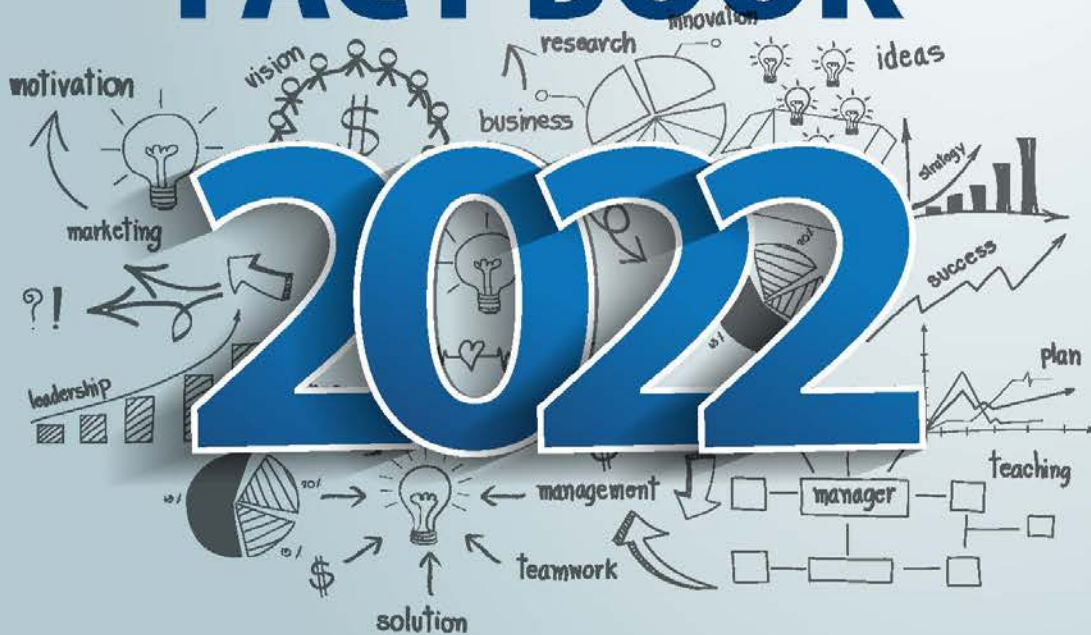


مبادرات محمد بن راشد آل مكتوم العالمية
Mohammed Bin Rashid
Al Maktoum Global Initiatives

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



MBRSG FACT BOOK



Empowering Future Leaders

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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

Guided by the wisdom and vision of its leadership, the UAE is moving forward with its journey, striving towards excellence and leadership, setting sound plans for the future, and creating solutions rooted in science, knowledge, and experiences. The Emirates has given the world an outstanding example of development across various fields, and its success story now inspires people and governments around the globe.

The UAE's remarkable achievements were made possible by its philosophy that aims, first and foremost, to strengthen human resources – and especially, leaders – and empower them to achieve strategic objectives. Without a qualified workforce, capable of bringing about real change, the UAE would not have achieved its advanced ranking on global competitiveness indicators. With this philosophy in mind, and under the directives of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, Ruler of Dubai, the Mohammed Bin Rashid School of Government (MBRSG) embodies the UAE's development model and communicates it to the world.

Perhaps the most notable part of that model is moulding government leaders and empowering the minds of the future to enhance government administration and advance the sustainable development process in the UAE, the region, and the world, all the while enhancing the country's reputation and promoting its development-driven vision in its regional and global environment.

MBRSG implements its innovative methods, guided by the vision of H.H. Sheikh Mohammed bin Rashid Al Maktoum. We strive to develop our systems to improve public administration and enhance government performance. And to that end, MBRSG works to document H.H.'s mindset as a guideline to embracing strict principles for government administration, and kickstarting a new phase of development and prosperity across all sectors.

The Mohammed Bin Rashid School of Government has developed a set of tools that enable it to better support governments around the world in their efforts to create innovative policies that improve government performance and find practical solutions to all challenges. With a distinguished team of researchers and academics, MBRSG has built an integrated system for research and development in the field of public policy, focusing on the applied, practical side to support government operations in the UAE and provide an effective, forward-looking platform for formulating modern government policies that keep pace with local, regional, and global developments in the future.

As part of our new and improved approach, we are committed to providing a unique academic experience that empowers leaders, equips them with pioneering skills, and enables them to play a greater role in achieving the strategic and development goals of their respective governments. We offer them a vibrant and sophisticated academic community, pioneering academic programmes, and unique content based on practical experiences and implementation.

With our policy of openness to all, the Mohammed Bin Rashid School of Government is pleased to cooperate closely with our various partners in the UAE, the region, and the world. We believe that partnership is the key to finding the right solutions, and a powerful means to accomplish ambitious objectives for development and prosperity, and to shape a better future for coming generations.

Dr. Ali bin Sebaa Al Marri

Dean's Foreword

The year 2022 witnessed great achievements for the Mohammed Bin Rashid School of Government. 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 post COVID-19 global situation 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 academic teaching, executive education, and research. 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 public seminars addressing topics relevant to the country, region, and the world.

Thus, it gives me great pleasure to welcome you to our 2022 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 happiness and progress.

Professor Raed Awamleh

2022: The Year in Review

MoU with Tata Consultancy Services Limited (TCS)

February

MBRSG signed an MoU with the Tata Consultancy Services Limited (TCS) to ensure bilateral support on various issues from the agile government to good governance, education research, and executive training. Through the MOU, the organizations decided to provide rewarding scholarships for candidates from both organisations, alongside a mutual commitment to create opportunities for knowledge sharing between the entities.

Executive Diploma in Government Digital Communication Program

March

MBRSG in collaboration with the New Media Academy launched an Executive Diploma in Government Digital Communication. The objective of the Diploma is to upskill government communication teams, train cadres across government entities to master social media communication, enhance their capacities and introduce them to international best practice in the field.

MBRSG Publishes Reports in support of Green Transformation and Global Climate Objectives

March

As part of the HSBC funded project 'Recovering Better: A Green, Resilient and Just Recovery in the Middle East', MBRSG produced two regional studies: 'Aligning Policies with Green, Resilient and Just Recoveries in the Middle East' and 'Financing a Green Transition in Middle East' which included a series of recommendations for the Middle east countries that could aid them in achieving the UN SDGs and contributing to the Paris Agreement on climate change.

Internship Program for Kazakhstan Students

May

MBRSG conducted a 5-day internship programme for MPP students from the Republic of Kazakhstan, in accordance with the courses offered at the Academy of Public Administration under the President of the Republic of Kazakhstan. The internship aimed at developing student practical, research, and professional competencies.

MBRSG Participation at the Annual Meeting of the OECD Global Network of Schools of Government

June

MBRSG took part in the Global Network of Schools of Government, organised by the OECD which provided a unique platform for schools of government from around the world to come together, exchange expertise and pioneering practices. At the event MBRSG highlighted its pioneering experience in promoting new and innovative educational programs.

International Symposium on Public Health Surveillance **July 2022**

MBRSG was part of a consortium of organizations in the UAE and India which organized an international symposium on Public Health Surveillance. The symposium brought together leading institutions from India and the UAE to explore and address the human resources training needs for public health systems in both countries.

Training Program for Egyptian Government Leaders **September 2022**

MBRSG was part of a consortium of organizations in the UAE and India which organized an international symposium on Public Health Surveillance. The symposium brought together leading institutions from India and the UAE to explore and address the human resources training needs for public health systems in both countries.

Training Program for Senegal Government Delegation **September 2022**

The UAE government, in cooperation with MBRSG conducted training workshops Under the theme “Future Government”, for a government delegation from the Republic of Senegal as part of the MoU signed between the two countries on government experience exchange.

Launch of book on Public Sector Agility **November 2022**

MBRSG launched the book “Agile Government: Emerging Perspectives in Public Management” in the presence of HE Huda Al Hashimi, Deputy Minister of Cabinet Affairs for Strategic Affairs. Featuring research by 38 authors from around the globe, the book provides valuable insight into in the topic of agile government across different country contexts as well as across a range of public sector themes such as human resources, healthcare, education and government digitalization.

MBRSG Graduation Ceremony **November 2022**

His Highness Sheikh Ahmed bin Mohammed bin Rashid Al Maktoum, Chairman of the Dubai Media Council attended the graduation ceremony of the ninth cohort of the MBRSG Master’s programs, which took place at the Museum of the Future. A total of 93 graduates from various local and federal entities graduated from the institution’s four programs.

Executive Diploma in Public Policy Graduation **November 2022**

MBRSG held a graduation ceremony for 125 students who have successfully completed the Executive Diploma in Public Policy program, consisting of six batches from 59 federal and local entities, as well as organisations from across the GCC.

Partnership with World Government Summit Organization **December 2022**

The World Government Summit Organization signed a strategic partnership with five distinguished knowledge contributors including MBRSG to develop futuristic and scientific content, and organize a series of global and regional conversations that support empowering and enabling the next generation of governments to overcome future challenges through innovative solutions.

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.

SCHOOL MILESTONES

2005	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Launched research Initiatives and Executive Education programs • MoU signed with Dubai Customs, Microsoft, Royal Family Council of Bahrain
2007	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 73 students from the MPA, EDPA and Executive Education programs graduate in the School's second commencement ceremony
2011	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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

	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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.

	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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.
2021	<ul style="list-style-type: none"> • 285 students graduated from MBRSG’s Master’s programmes in various disciplines including administration, innovation and public policy. • The newly appointed 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

VISION, MISSION AND VALUES

In 2022, MBRSG reviewed its strategy, and re-defined its vision, mission, strategic objectives and core values.

Vision
HH Sheikh
Mohammed bin
Rashid Al Maktoum
Direction

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

Mission

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

Values

- Innovate
- Collaborate
- Empower
- Excel

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- Dubai Digital Authority

HE Dr Tayeb Amanullah Mohammed Kamali

Director General for Education & Training Development - Ministry of Interior

Mrs Raja Al Mazrouei

Acting Chief Executive Officer – Etihad Credit Insurance

Dr Yasar Jarrar

Managing Partner IAG

HE Dr Ali bin Sebaa Al Marri

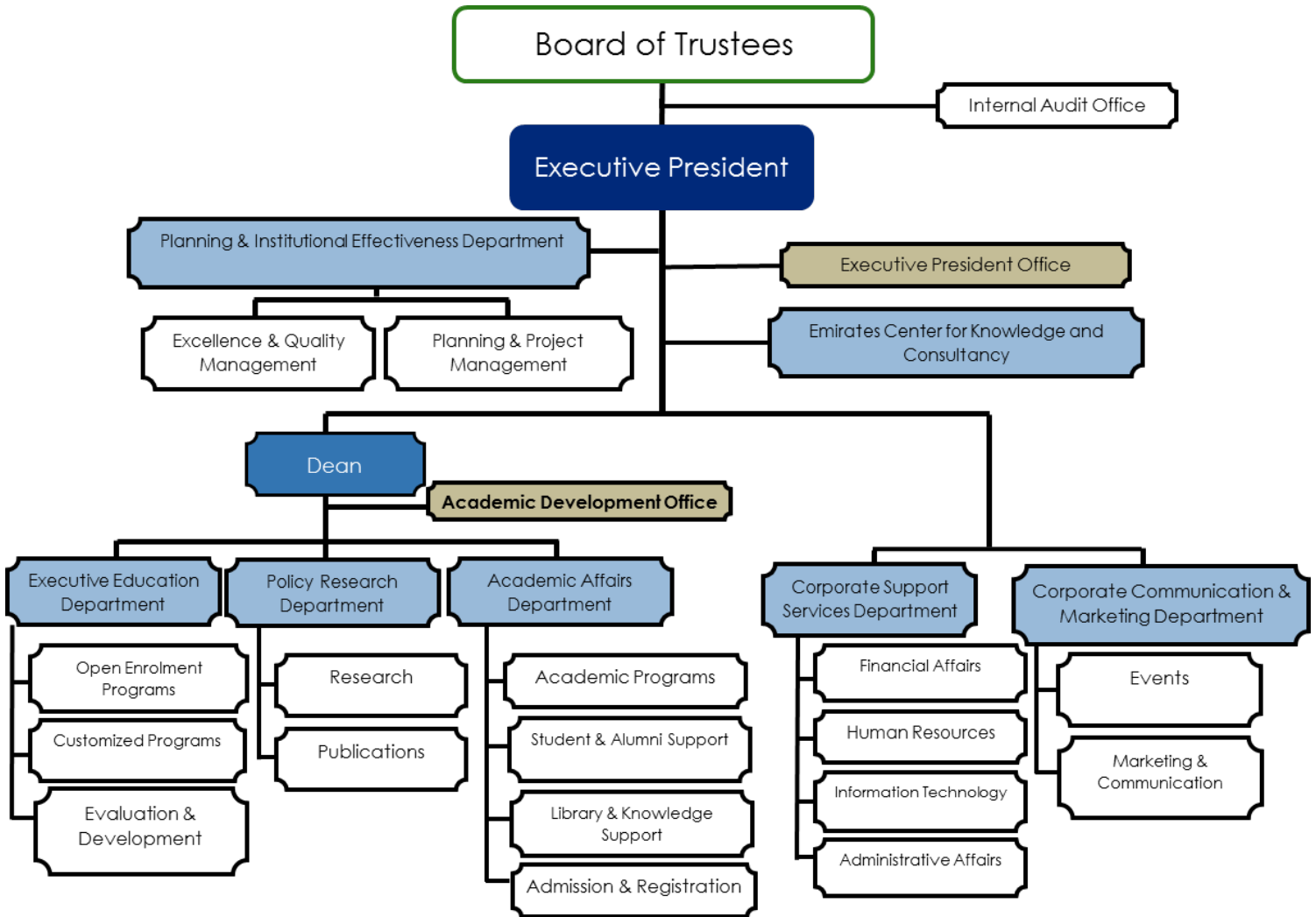
Executive President- Mohammed Bin Rashid School of Government

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 2022



4. MBRSG Key Personnel 2022

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	Dr Fadi Salem
Director of Corporate Communication and Marketing	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 renewal of accreditation in 2022
Master of Public Policy (MPP) <u>Specializations</u> Education Health Science and Technology Social Policy Sustainable Development	Received renewal of accreditation in 2022
Executive Master of Public Administration (EMPA)	Received renewal of accreditation in 2022
Postgraduate Diploma in Innovation Management	Received renewal of accreditation in 2022
Postgraduate Diploma in Public Administration (English)	Received initial accreditation in 2016
Postgraduate Diploma in Public Administration (Arabic)	Received renewal of accreditation in 2022
Postgraduate Diploma in Public Policy <u>Specializations</u> Education Health Science and Technology Social Policy Sustainable Development	Received renewal of accreditation in 2022

SECTION 2 -

STUDENTS AND GRADUATES

1. Admission Statistics 2022

Program Name	Applications	Offers	New Enrollments	Admissions Yield*	Matriculation Yield*
Master of Public Administration	46	27	12	58.7%	44.4%
Master of Innovation Management**	46	16	10	34.8%	62.5%
Executive Master of Public Administration	182	66	59	36.3%	89.4%
Master of Public Policy**	25	13	11	52.0%	84.6%
Total	299	122	92	40.8%	75.4%

* **Admissions Yield**= No. of offers/No. of applications; **Matriculation Yield**= No. of newly enrolled students/ No. of offers
 ** No new enrollments in Fall 2022

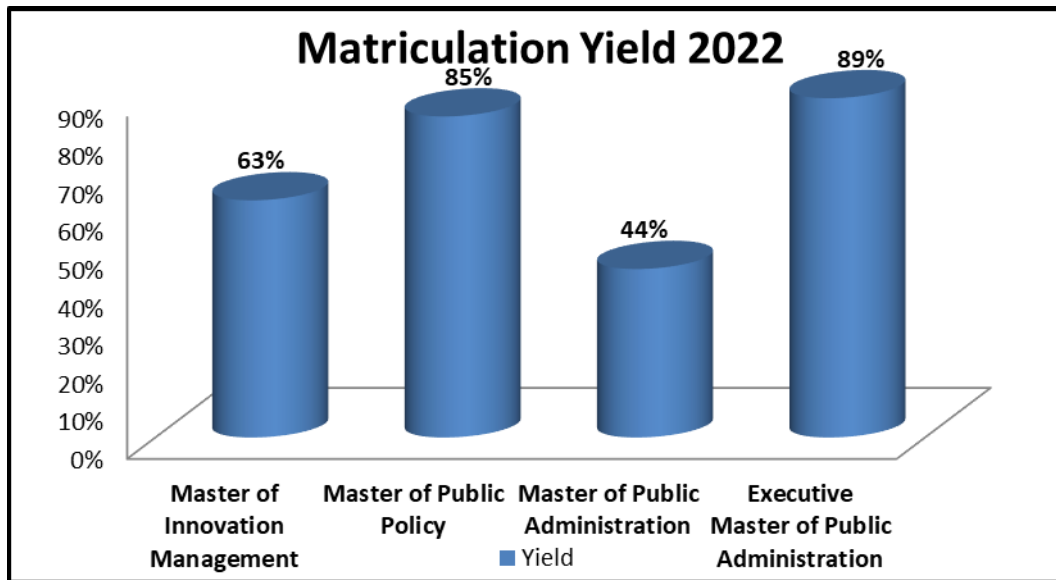
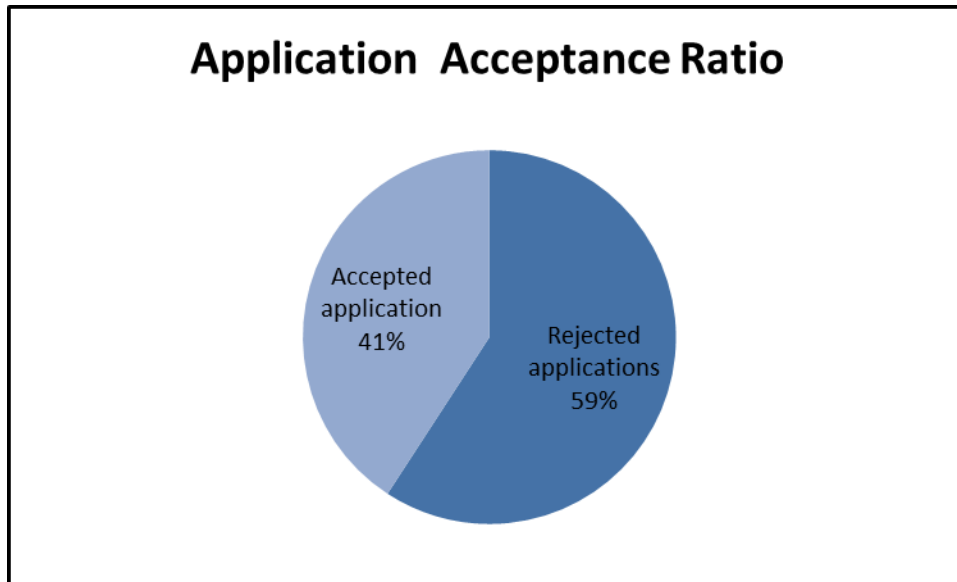


Fig 2.1.1: Matriculation Yield

2. Application Acceptance Rate

During 2022, MBRSG received a total of 299 applications of which 177 were rejected as they did not meet the admission criteria mandated by MBRSG.



3. Historical Admission Statistics (2015-2022)

MASTER OF PUBLIC ADMINISTRATION					
Year	Applications	Offers	New Enrolments	Admissions Yield*	Matriculation Yield*
2022	46	27	12	58.7%	44.4%
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 (2017-2022)					
Year	Applications	Offers	New Enrolments	Admissions Yield*	Matriculation Yield*
2022	46	16	10	34.8%	62.5%
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 (2017-2022)					
Year	Applications	Offers	New Enrolments	Admissions Yield*	Matriculation Yield*
2022	182	66	59	36.3%	89.4%
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 (2017-2022)					
Year	Applications	Offers	New Enrolments	Admissions Yield*	Matriculation Yield*
2022	25	13	11	52.0%	84.6%
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 Yield**= No. of newly enrolled students/ No. of offers

** No new enrollments in Fall 2022

4. Semester-wise Student Headcount by Program for 2022

Program Name	Student Type	Spring 2022			Fall 2022		
		Total	Male	Female	Total	Male	Female
Master of Public Administration	New	4	2	2	8	2	6
	Re-enrolled	18	5	13	15	5	10
	Total	22	7	15	23	7	16
Master of Innovation Management*	New	10	1	9			
	Re-enrolled	20	5	15	26	6	20
	Total	30	6	24	26	6	20
Executive Master of Public Administration	New	44	32	12	15	10	5
	Re-enrolled	49	27	22	63	42	21
	Total	93	59	34	78	52	26
Master of Public Policy (General)*	New	9	2	7			
	Re-enrolled	10	3	7	13	3	10
	Total	19	5	14	13	3	10
Master of Public Policy (Education)*	New	1	0	1			
	Re-enrolled	0	0	0	0	0	0
	Total	1	0	1	0	0	0
Master of Public Policy (Health)*	New	0	0	0			
	Re-enrolled	0	0	0	0	0	0
	Total	0	0	0	0	0	0
Master	New	0	0	0			

Program Name	Student Type	Spring 2022			Fall 2022		
		Total	Male	Female	Total	Male	Female
	Re-enrolled	3	0	3	0	0	0
	Total	3	0	3	0	0	0
Master of Public Policy (Social Policy) *	New	0	0	0			
	Re-enrolled	1	0	1	3	0	3
	Total	1	0	1	3	0	3
Master of Public Policy (Sustainable Development) *	New	1	0	1			
	Re-enrolled	1	0	1	1	0	1
	Total	2	0	2	1	0	1
Overall Enrollment	New	69	37	32	23	12	11
	Re-enrolled	102	40	62	121	56	65
	Total	171	77	94	144	68	76

* New students were not admitted to MIM and MPP programs due to suspension of admission to the two programs for 2022-2023 academic year.

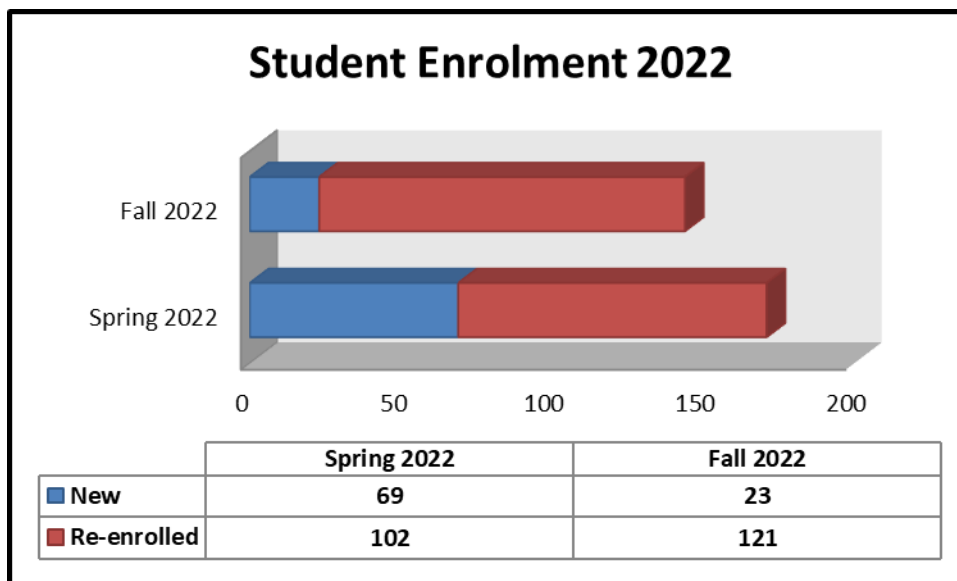


Fig 2.4.1: Student Enrolment 2022 academic year

5. Student Headcount by Program and Gender for 2022

Program	Male		Female		Total
	No.	%	No.	%	
Master of Public Administration	10	32.3%	21	67.7%	31
Master of Innovation Management	6	20.0%	24	80.0%	30
Executive Master of Public Administration	69	63.3%	40	36.7%	109
Master of Public Policy	5	19.2%	21	80.8%	26
Total	90	45.9%	106	54.1%	196

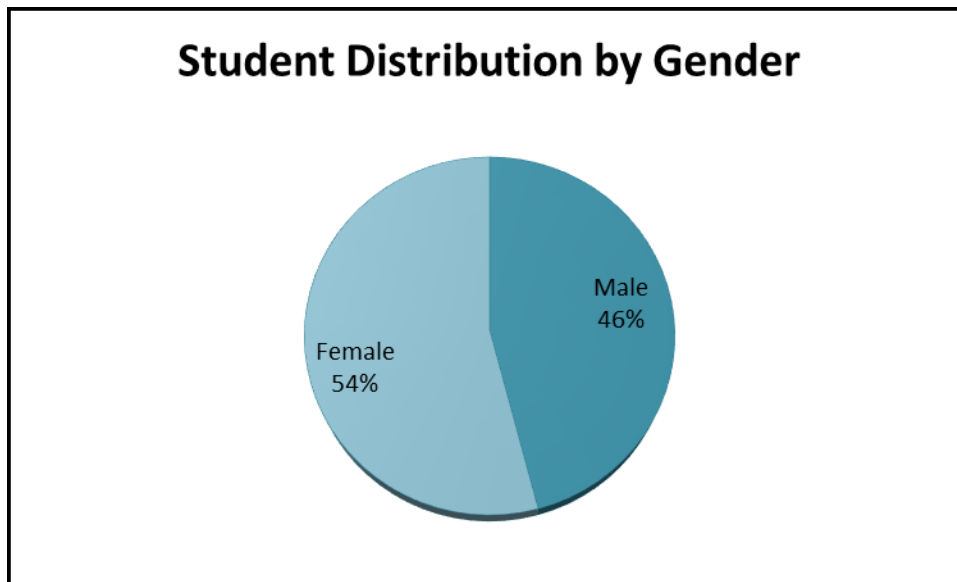


Fig 2.5.1: Student Gender Distribution

6. Student Headcount by Program and Nationality for 2022

Program	UAE Nationals		Non-UAE nationals		Total
	No.	%	No.	%	
Master of Public Administration	25	80.6%	6	19.4%	31
Master of Innovation Management	25	83.3%	5	16.7%	30
Executive Master of Public Administration	104	95.4%	5	4.6%	109
Master of Public Policy	23	88.5%	3	11.5%	26
Total	177	90.3%	19	9.7%	196

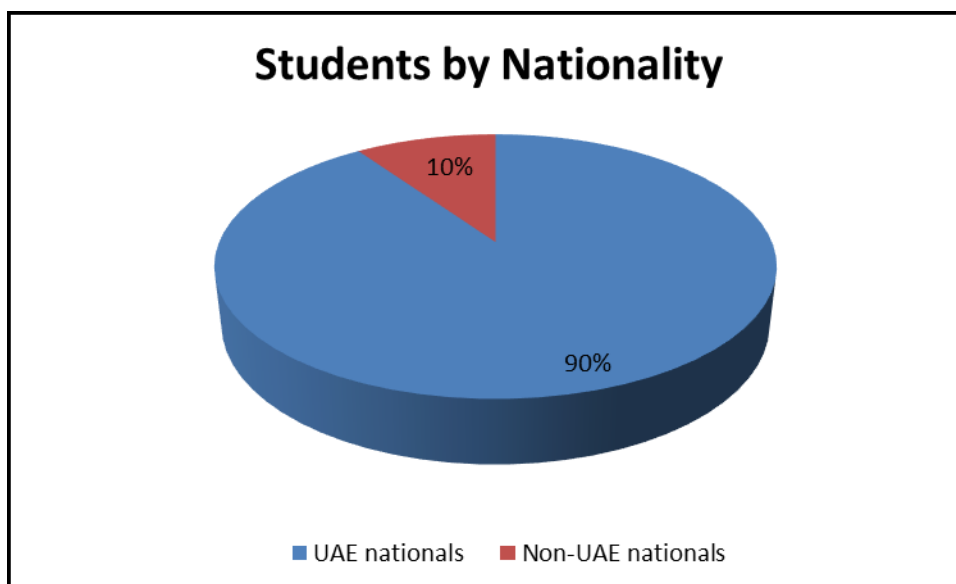


Fig 2.6.1: Student Nationality

7. Student Headcount by Mode of Study for 2022

Program	Full Time		Part Time		Total
	No.	%	No.	%	
Master of Public Administration	4	12.9%	27	87.1%	31
Master of Innovation Management	2	6.7%	28	93.3%	30
Executive Master of Public Administration	87	79.8%	22	20.2%	109
Master of Public Policy	3	11.5%	23	88.5%	26
Total	96	49.0%	100	51.0%	196

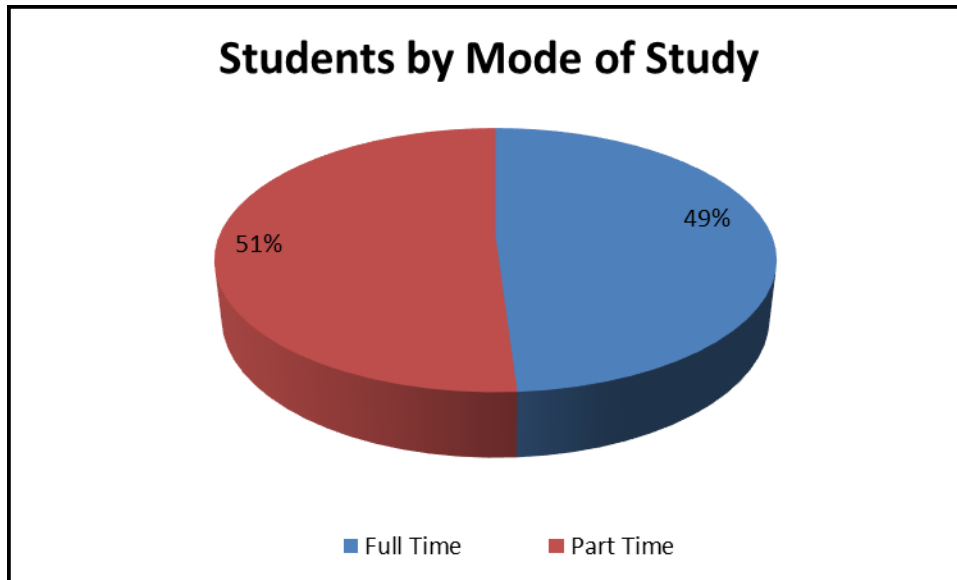


Fig 2.7.1: Student Mode of Study

8. Students by Emirate of Residence

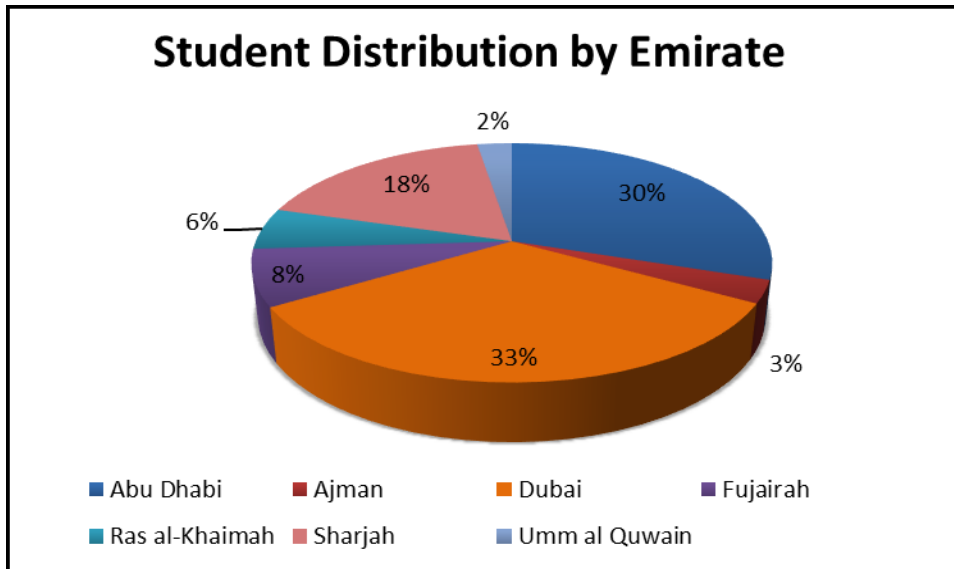


Fig 2.8.1: Student Emirate of Residence

9. Student Population Snapshot

Indicator	2018	2019	2020	2021	2022
Number of new students	123	154	122	87	92
Total number of students	251	328	329	243	196
Number of male students	120 (48%)	161(49%)	189(57%)	126 (52%)	90(46%)
Number of female students	131 (52%)	167(51%)	140 (43%)	117 (48%)	106 (54%)
Percentage of UAE nationals	91%	93%	95%	95%	90%
Number of countries represented by students	12	12	11	9	12

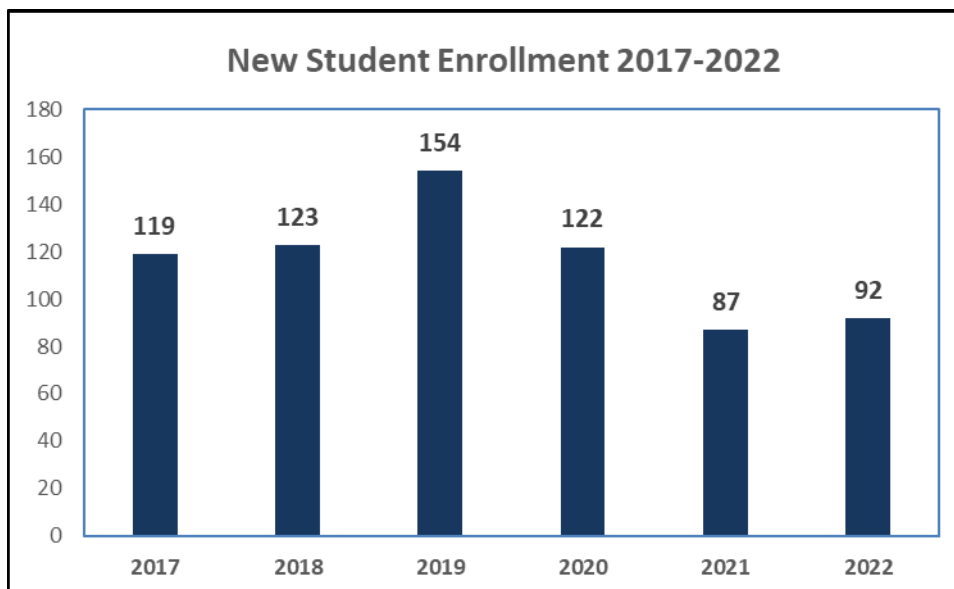


Fig 2.9.1: New Student Enrollment Trend

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 (2022)

Indicator	Value
Number of new enrolments	12
Total Number of students (new + returning)	31
Percentage of UAE nationals	81%
Number of male students	10
Number of female students	21
Average age	32
Number of countries represented by MPA students	7
Average class size	5.6
Number of graduates	5

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	2022 Spring	2022 Fall
New	11	8	12	14	12	11	5	10	7	6	3	12	3	6	3	9	4	8
Continuing	0	18	23	22	34	40	35	33	34	26	27	23	28	24	15	10	18	15
Total	11	26	35	36	46	51	40	43	41	32	30	35	31	30	18	19	22	23

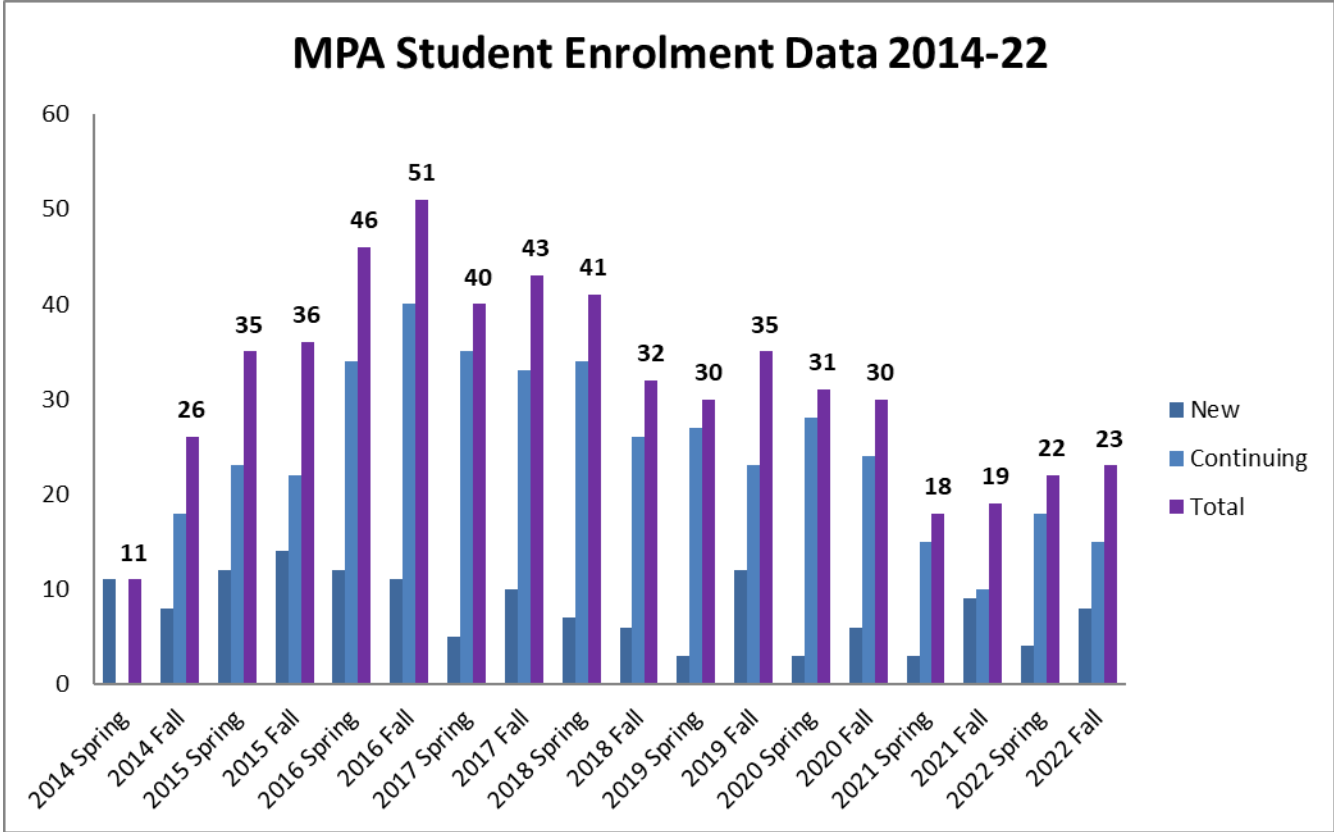


Fig 2.10.1: MPA Student Enrolment 2014-22

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 (2022)

Indicator	Value
Number of new enrolments	10
Total Number of students (new + returning)	30
Percentage of UAE nationals	83%
Number of male students	6
Number of female students	24
Average age	34
Number of countries represented by MIM students	5
Average class size	7.77
Number of graduates	10

MIM Historical Enrolment Data												
	2017 Spring	2017 Fall	2018 Spring	2018 Fall	2019 Spring	2019 Fall	2020 Spring	2020 Fall	2021 Spring	2021 Fall	2022 Spring	2022 Fall
New	14	9	12	16	11	6	5	4	3	14	10	
Continuing	0	9	16	24	32	37	32	23	15	14	20	26
Total	14	18	28	40	43	43	37	27	18	28	30	26

* No new student enrollment in 2022 Fall

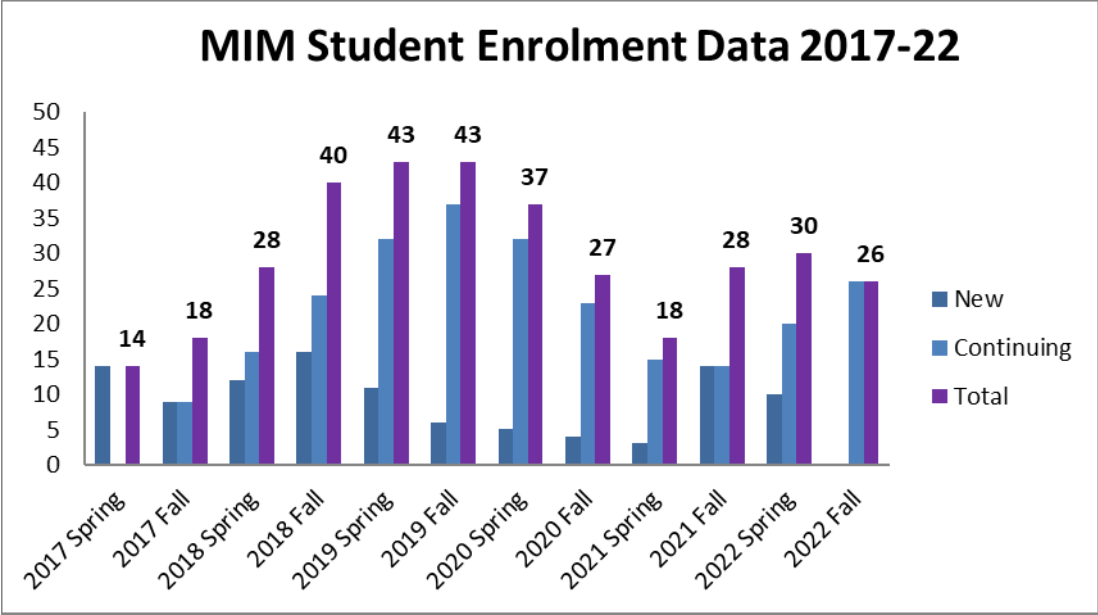


Fig 2.10.2: MIM Student Enrolment 2017-22

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 (2022)

Indicator	Value
Number of new enrolments	11
Total Number of students (new + returning)	26
Percentage of UAE nationals	88.5%
Number of male students	5
Number of female students	21
Average age	33
Number of countries represented by MPP students	4
Average class size	4.9
Number of graduates	15

MPP Historical Enrolment Data												
	2017 Spring	2017 Fall	2018 Spring	2018 Fall	2019 Spring	2019 Fall	2020 Spring	2020 Fall	2021 Spring	2021 Fall	2022 Spring	2022 Fall
New	11	8	4	4	6	17	3	13	2	11	11	
Continuing	0	8	12	18	18	22	21	20	23	17	15	17
Total	11	16	16	22	24	39	24	33	25	28	26	17

* No new student enrollment in 2022 Fall

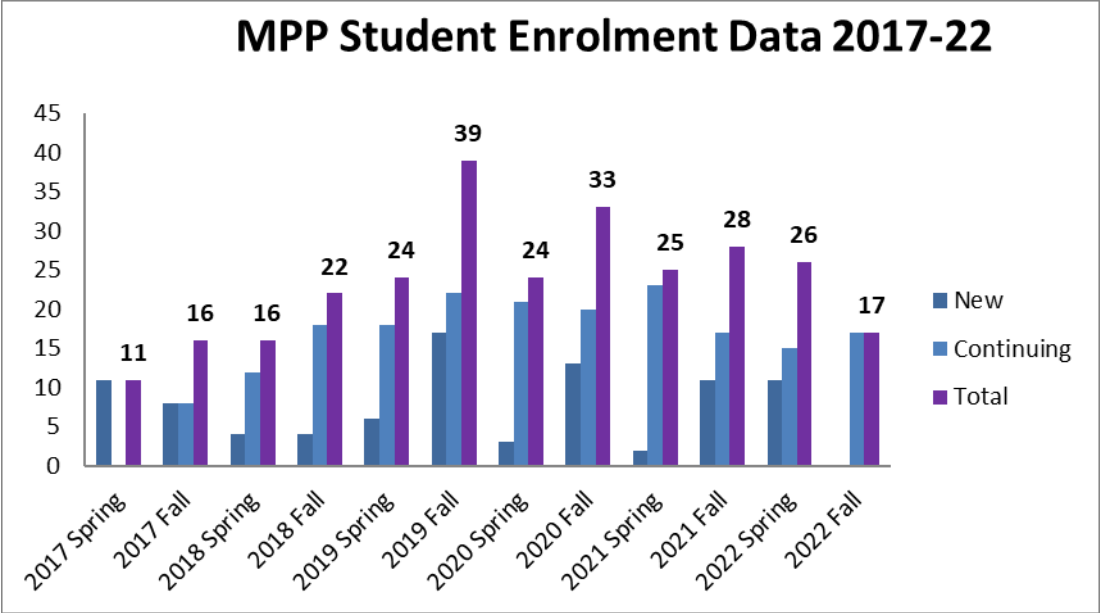


Fig 2.10.3: MPP Student Enrolment 2017-22

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 (2022)

Indicator	Value
Number of new enrolments	59
Total Number of students (new + returning)	109
Percentage of UAE nationals	95.4%
Number of male students	69
Number of female students	40
Average age	37
Number of countries represented by EMPA students	4
Average class size	22.3
Number of graduates	63

EMPA Historical Enrolment Data												
	2017 Spring	2017 Fall	2018 Spring	2018 Fall	2019 Spring	2019 Fall	2020 Spring	2020 Fall	2021 Spring	2021 Fall	2022 Spring	2022 Fall
New	23	39	40	34	70	29	57	31	27	18	44	15
Continuing	0	21	59	78	87	107	112	98	93	72	49	63
Total	23	60	99	112	157	136	169	129	120	90	93	78

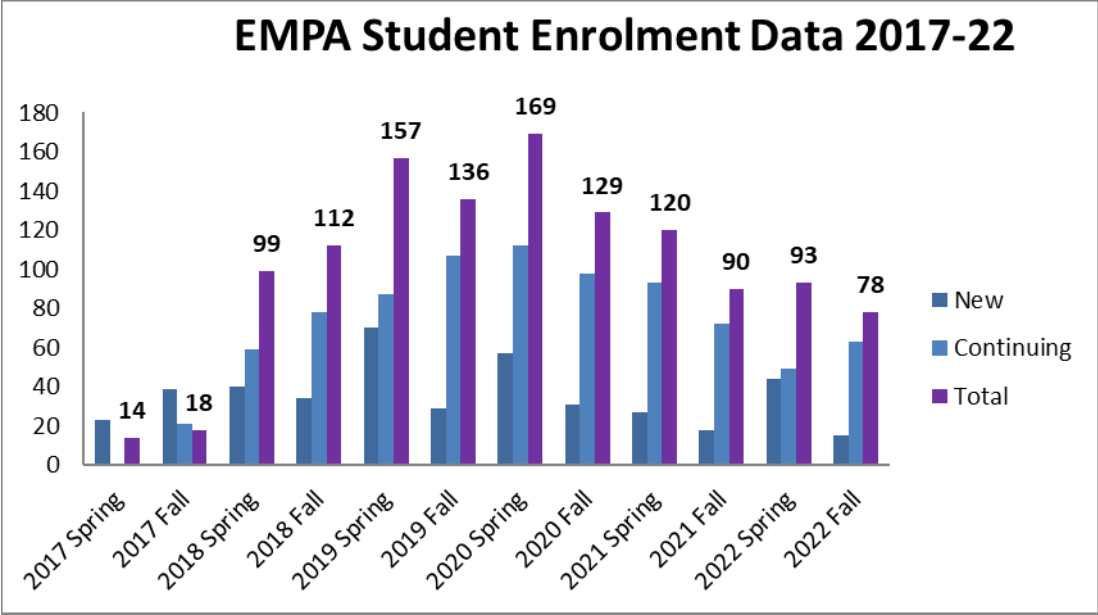


Fig 2.10.4: EMPA Student Enrolment 2017-22

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 2022	Fall 2022
Executive Master of Public Administration	94.8%	92.5%
Master of Public Administration	89%	85.6%
Master of Public Policy	84.2%	89%
Master of Innovation Management	87%	85.9%
Dissertation	94.5%	100%

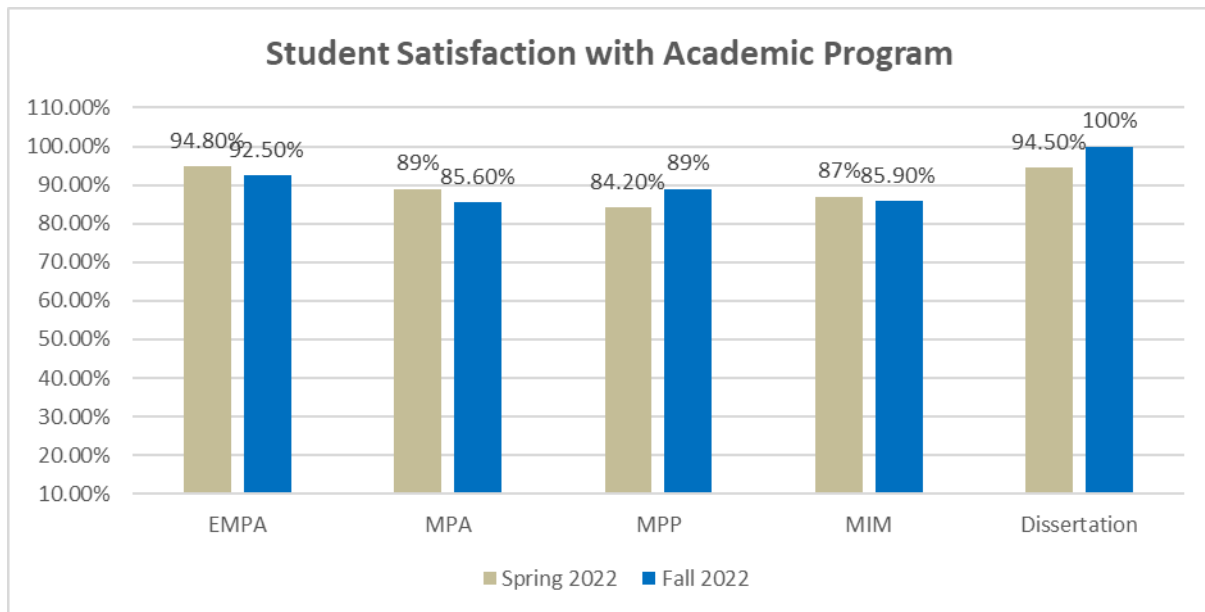


Fig 2.11.1: Student Satisfaction Summary

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 2022 Spring and Fall semesters

Student Attendance Rate		
Program	Spring 2022	Fall 2022
Executive Master of Public Administration	99.7%	96.4%
Master of Public Administration	97.4%	94.7%
Master of Public Policy	94%	88.8%
Master of Innovation Management	96.1%	93.6%

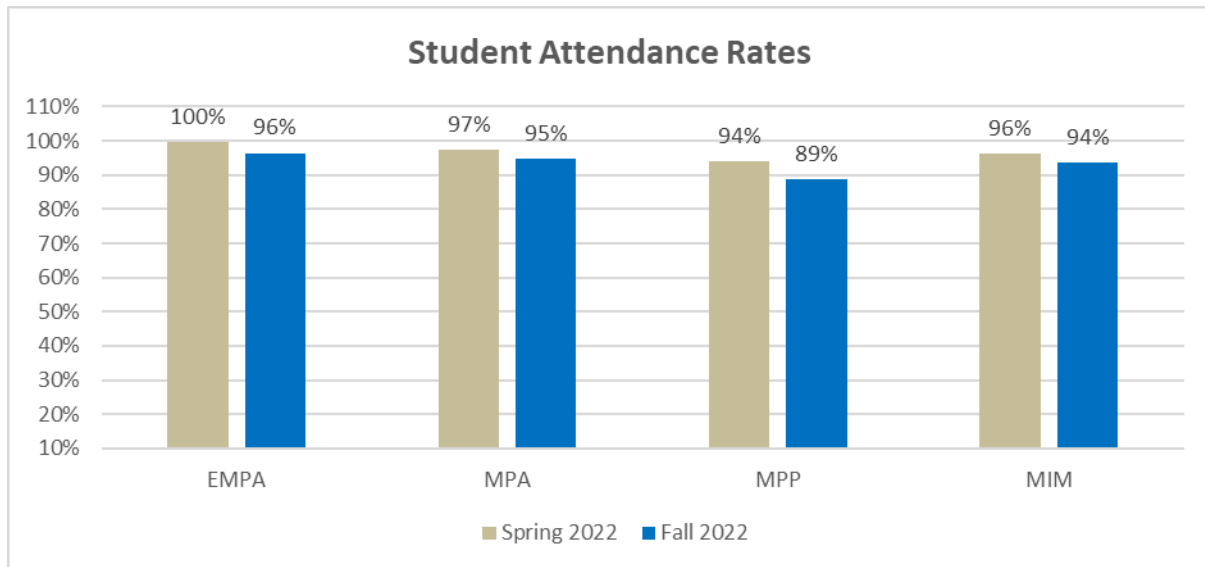


Fig 2.12.1: Student Attendance Summary

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 Spring 2022 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 2022:

Student Grants 2022					
Number of grants	MPA	MIM	MPP	EMPA	Total
Number of grants	18	26	24	107	175

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 2022					
Type of Scholarship	MPA	MIM	MPP	EMPA	Total
MBRSG (internal scholarship)	13	4	3	0	20
External sponsorship	0	3	2	39	44

14. Graduates

Overall MBRSG Graduates

MBRSG has produced a total of 599 graduates till date of which 324 graduates are from the Executive Master of Public Administration program. The Master of Public Administration program has produced a total of 174 graduates. The MIM program produced its first graduate in 2019 and a total of 55 students have graduated from the program till date. 45 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	2022	Total
No. of Graduates	31	30	22	1	10	16	35	82 ¹	150	132	93	602

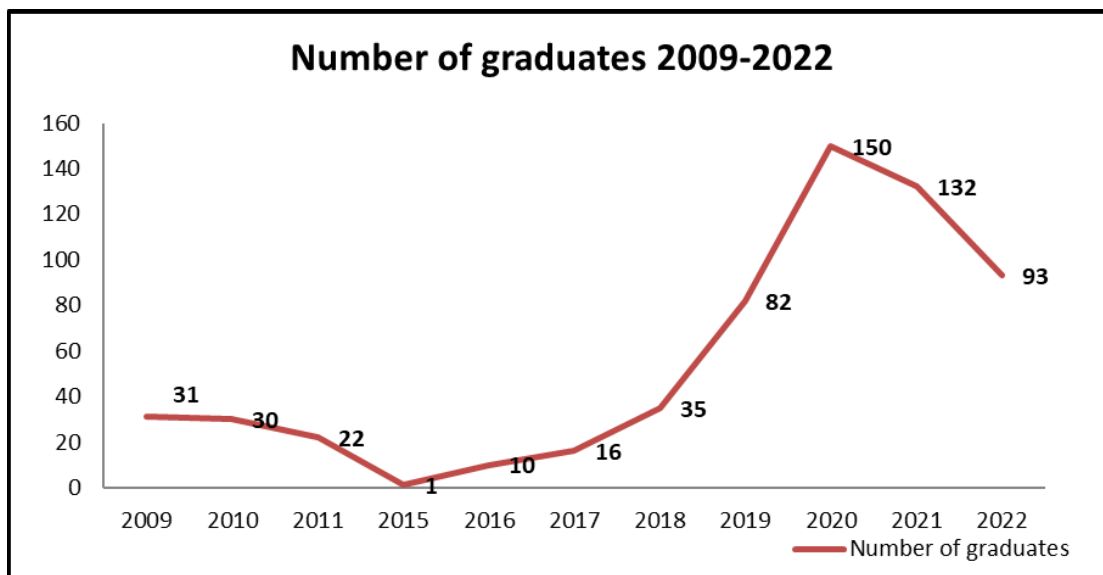


Fig 2.14.1: Graduates 2009-2022

Graduates by Program (2016-2022)														
Program	2016		2017		2018		2019		2020		2021		2022	
	No	%	No	%	No	%	No.	%	No	%	No	%	No	%
MPA	10	100%	16	100%	15	42.8%	7	8.5%	18	12%	19	14.4%	5	5.4%
EMPA					20	57.1%	68**	82.9%	97	64.7%	79	59.8%	63	67.7%
MPP							3	3.7%	13	8.7%	15*	11.4%	15	16.1%
MIM							4	4.9%	22	14.7%	19	14.4%	10	10.8%
Total	10	100%	16	100%	35	100%	82	100%	150	100%	132	100%	93	100%

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

** includes 3 students who graduated from the Postgraduate Diploma in EMPA program

¹ 3 students graduated with a postgraduate diploma in EMPA

Graduates by Gender (2016-2022)

Gender	2016		2017		2018		2019		2020		2021		2022	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Male	4	40%	10	62.5%	17	48.6%	42	51.2%	88	58.7%	73	55.3%	45	48.4%
Female	6	60%	6	37.5%	18	51.4%	40	48.8%	62	41.3%	59	44.7%	48	51.6%
Total	10	100%	16	100%	35	100%	82	100%	150	100%	132	100%	93	100%

Graduates by Nationality (2016-2022)

Nationality	2016		2017		2018		2019		2020		2021		2022	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
UAE Nationals	10	100%	12	75%	33	94%	76	92.7%	139	92.7%	128	97%	90	96.8%
Non- UAE Nationals	0	0%	4	25%	2	6%	6	7.3%	11	7.3%	4	3%	3	3.2%
Total	10	100%	16	100%	35	100%	82	100%	150	100%	132	100%	93	100%

2022 MBRSG Graduates

2022 Graduates by Program and Gender										
Gender	EMPA		MPA		MPP		MIM		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
Male	37	58.7%	1	20%	4	26.7%	3	30%	45	48.4%
Female	26	41.3%	4	80%	11	73.3%	7	70%	48	51.6%
Total	63	100%	5	100%	15	100%	10	100%	93	100%

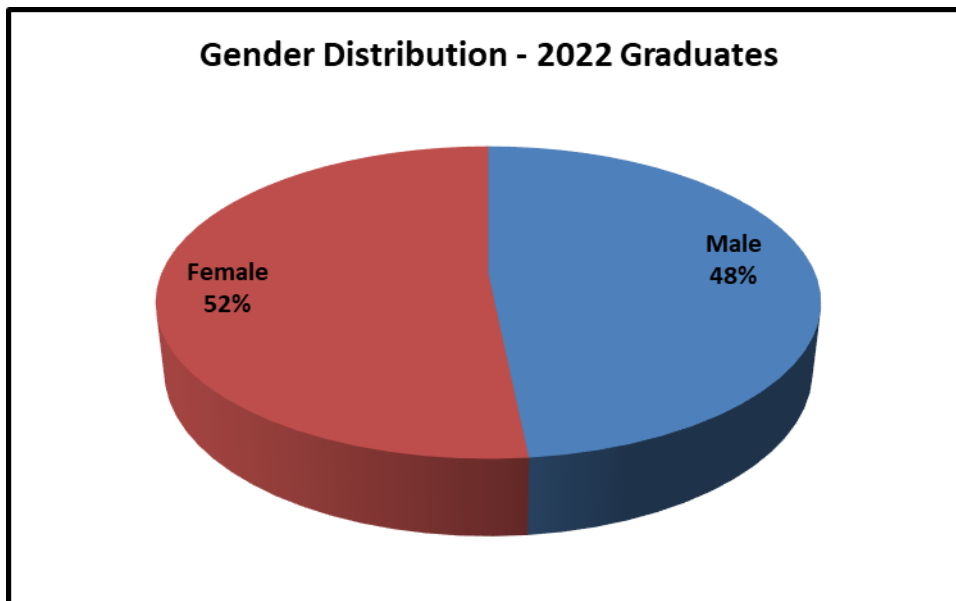


Fig 2.14.2: Gender Distribution - Graduates

2022 Graduates by Program and Nationality										
	EMPA		MPA		MPP		MIM		Total	
Nationality	No.	%	No.	%	No.	%	No.	%	No.	%
UAE nationals	63	100%	4	80%	14	93.3%	9	90%	90	96.8%
Non-UAE nationals	0	0	1	20%	1	6.7%	1	10%	3	3.2%
Total	63	100%	5	100%	15	100%	10	100%	93	100%

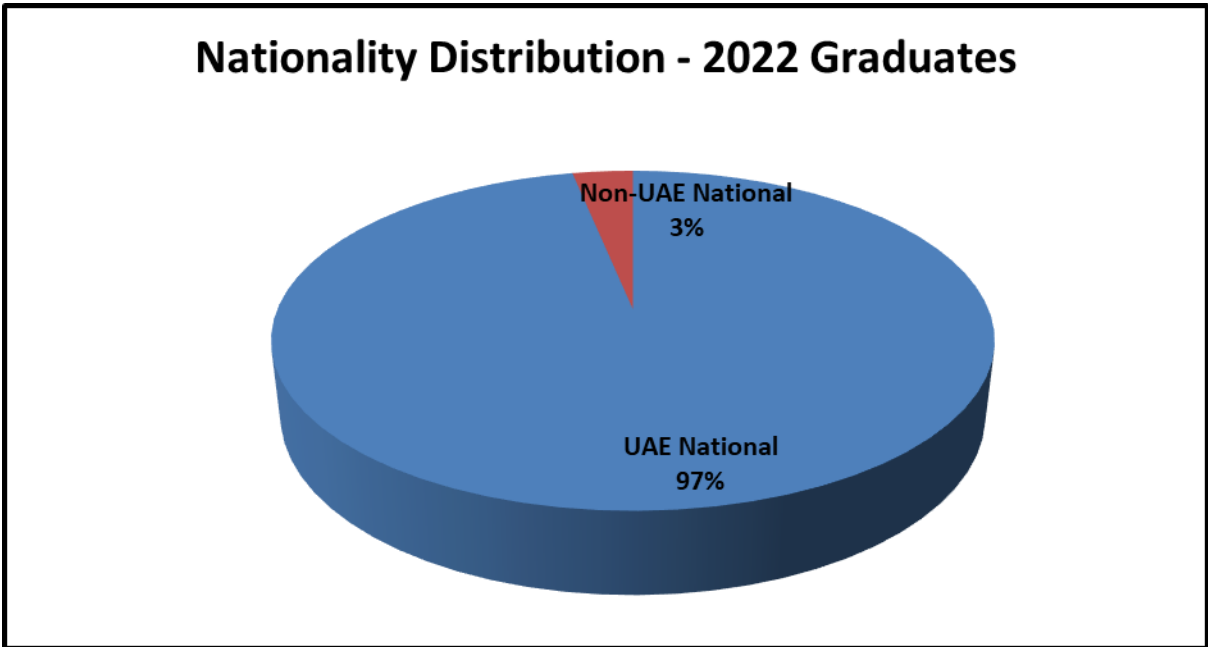


Fig 2.14.3: Nationality Distribution - Graduates

15. Dissertation Titles – 2022 Graduates

The list below provides the dissertation titles of 2022 graduates:

Dissertations 2022		
Student ID	Program	Dissertation Title
00159581	EMPA	Localization Policy and its Impacts on the Private Sector
00229369	EMPA	The Impact of Knowledge Management on Employees Performance: Case Study at the Ministry of Interior in the UAE
00230154	EMPA	Studying the relationship between the application of knowledge management and improving the performance of employees
00232955	EMPA	The role of applying organizational agility in managing the Corona crisis Applied study on the case of Dubai Police Force
00238759	EMPA	Developing and Managing: Electrical Cars Infrastructure in the Emirate of Dubai
00239208	EMPA	The Future of Government Jobs Under the Digital Transformation in Dubai
00241792	EMPA	Foreseeing the future of the remote work system and its role in achieving human resources goals: An applied study on the Ministry of Interior
00241881	EMPA	The role of strategic planning for human resources in business continuity: A case study on the UAE Ministry of Interior
00242195	EMPA	Rehabilitation Programs Monitoring and Evaluation
00242390	EMPA	Monitoring and Evaluation of Aftercare Programs for the Released in the United Arab Emirates
00242489	EMPA	Strategic leadership and its role in developing organizational culture
00242802	EMPA	Human Resource Strategies and the Code of Conduct effects on Job Ethics, and Organizational Commitment
00243558	EMPA	The role of artificial intelligence in human resource operations through employment: An applied study on the Ministry of Interior
00243612	EMPA	The personnel training policy and its impact on improving the efficiency of the UAE Ministry of Interior's employees
00243752	EMPA	The Role of Institutional Memory In Achieving Agility (Applied Study on the GHQ of Fujairah Police)
00244562	EMPA	The impact of using artificial intelligence techniques on the effectiveness of the administrative decision to be applied to the Ajman Police General Command
00249157	EMPA	The impact of project management on partnerships with the private sector from the perspective of the UAE Ministry of Interior
00251798	EMPA	Government digital services for visually impaired people of determination
00251941	EMPA	The relationship between strategic planning and the stages of development of the government excellence model system
00252468	EMPA	The role of using artificial intelligence in business continuity in the Federal Authority for Identity, Citizenship, Customs and Ports Security during the Corona pandemic
00252603	EMPA	Institutional Agility for Business Continuity in Human Resource Department during Crises - Dubai Health Authority - Under Case Study
00252778	EMPA	The Role of Behavioural Insights in Strengthening the Telemedicine System: Applied study on Fujairah Hospital - Emirates Health Services in the UAE

Dissertations 2022		
Student ID	Program	Dissertation Title
00252816	EMPA	The Impact of Online Education on the Educational Skills of First-cycle Students in Dubai Schools
00252972	EMPA	The reality of the partnership between the public and private sectors, and its role in improving the projects of the Roads and Transport Authority - Government of Sharjah Public transport services as a model
00253014	EMPA	The digital transformation of the human resources department's services in Dubai Health Authority
00253065	EMPA	The Influence of Leadership types on institutional excellence: in the Ministry of Energy and Infrastructure - UAE
00253138	EMPA	Logistics management and its role in supporting the economy during crises
00253634	EMPA	Partnership between Public and Private Health Sectors to Overcome COVID-19 Pandemic Challenges and Crisis in the Emirate of Dubai, Dubai Health Authority - Under Case Study
00253669	EMPA	Introducing the virtual digital coin system for medical services with the help of the digital transformation system for performance measurement
00253685	EMPA	Studying the release of self-referral service to specialized clinics in DHA
00253774	EMPA	The application of remote Work and its relationship to job performance in the Dubai Police General Command: A case study in (General Administration for Excellence and Entrepreneurship)
00253782	EMPA	The system of government excellence on the results of religious institutions in the United Arab Emirates
00253855	EMPA	The Role of Human Resources Management In Maintaining Employee Competencies and Talents And Its Impact On Achieving Functional Sustainability: Case Under Study Department Of Town Planning & Survey
00254215	EMPA	Institutional culture and its impact on the Foreseeing the future of the charity A case study on the Emirate of Dubai.
00254266	EMPA	Stimulating Policies of National Local Industries and their Impact on Economic Growth. Case Study United Arab Emirates
00254495	EMPA	The UAE's response to the Corona crisis and its impact on the soft power system
00254967	EMPA	Space Diplomacy: The case of Mission to Mars
00144525	EMPA	The Role of The Government in The Sustainability of the Publishing Industry in UAE
00210561	EMPA	Expo Dubai Legacy: visitors experiences & government innovation vision post-Expo 2020
00216950	EMPA	UAE Policies in developing skills and talents, and role in building capabilities of government cadres in the post-Covid-19 era
00239551	EMPA	The reality of the impact of behavioral insights on the effectiveness of drivers compliance with traffic safety rules and laws
00246352	EMPA	Policy of wage disputes for workers in the private sector in the United Arab Emirates
00252361	EMPA	The Role of Creative Leadership in Enhancing Knowledge Management: A Case Under Study at the Ministry of Culture and Youth in the United Arab Emirates
00252514	EMPA	The Reality of the Emirates Program for Early Intervention in the Quality of Life of Families within the Perspective of the National Strategy 2031 (Case Under Study Families of Children with Autism Spectrum Disorder)

Dissertations 2022

Student ID	Program	Dissertation Title
00253057	EMPA	The effect of the absence of legal legislation digital drugs on the extent of criminalizing their prevalence among students in UAE schools
00253847	EMPA	The mechanism for assessing and applying the resilience cities in Sharjah using City Resilience Index tool (CRI)
00254231	EMPA	Digital transformation and its impact on the efficiency of government services, a case under study (Department of Lands and Properties and Public Prosecution in the Emirate of Dubai)
00254363	EMPA	The effectiveness of different Leadership styles and their impact on crisis management - " A field study on the employees of the Ministry of Interior"
00254541	EMPA	The impact of amendments to the labor law on improving job satisfaction
00254991	EMPA	The reality of the application of digital management in the Federal Authority for Identity, Nationality, Customs and Ports Security after its integration
00255441	EMPA	The development of the tourism sector and its impact on economic activity in the United Arab Emirates
00255661	EMPA	Organizational culture and its impact on crisis management
00255793	EMPA	The Role of Volunteerism in Crisis Management in the Emirates "Coronavirus Case Study"
00255891	EMPA	Digital Transformation Governance and its Impacts on Creative Economy
00255963	EMPA	Strategic risk management and its impact on business continuity during crises
00255971	EMPA	The Reality of the energy policies in the UAE in the light of the sustainable development goals
00256196	EMPA	The role of the blue economy in supporting the overall economy of the United Arab Emirates
00256226	EMPA	Agility in government services, Emirate of Sharjah and call centers - Applied study on call centers in the Emirate of Sharjah
00256277	EMPA	The role of the digital transformation of government services in the emergence of soft power relations
00256315	EMPA	Leadership during crises: addressing the crisis and future challenges in the Abu Dhabi Police General Command
00256331	EMPA	Strategic leadership and its impact on organizational culture: in the Federal Authority for Protocol and Strategic Narrative case under study
00256463	EMPA	Sheikh Mohammed bin Rashid's methodology in government administration in the media sector
00257231	EMPA	Work-Life Balance for the UAE Female Employee and its Role in National Identity (Sample: Department of Health – Abu Dhabi)
00137693	MIM	Small, Medium Enterprises Adoption of the Fourth Industrial Revolutions
00139912	MIM	Government Management of Mass Media During COVID-19: A Case Study of the Dubai Health Authority
00177750	MIM	Open-Source Artificial Intelligence: Community-Developed AI Applications for the UAE Government
00230162	MIM	Transforming Mohammed bin Zayed City - Fujairah turn into a security-smart city
00232556	MIM	Comparative Policy Analysis of Smart Mobility in Dubai, New York, and South Korea
00234150	MIM	Patient Satisfaction with Telemedicine During the COVID-19 Pandemic: A Systematic Review on Elderly Patients Experience

Dissertations 2022		
Student ID	Program	Dissertation Title
00239356	MIM	How to Sustain Innovative Culture in Public Sector while Teleworking
00253677	MIM	Enablers and Barriers of Implementation Artificial Intelligence in Image Interpretation and Reporting Radiological Cases in Dubai Health Authority
00140091	MIM	The Role of Social Media Channels in RTA's Customer Engagement Effort
00255602	MIM	Intellectual Property Rights for Software Innovation in the UAE Context Comparative Analysis
00220752	MPA	Benefits of Future Foresight for SMEs in Times of Crisis
00253740	MPA	Improving Health and Development of The UAE Youth Through Sports
00211222	MPA	Soft Power as a Positive Externality of Exchange Programs in the United Arab Emirates
00231754	MPA	Evolution of Workforce Management, Strategies, and Leadership Expectations during COVID-19: The Case of Dubai's Tourism Industry
00253189	MPA	The perceptions of UAE youth about their involvement in national development
00195758	MPP	Emiratisation and Reskilling: Evaluating UAE Labor Market Policy
00211761	MPP	Embedding Blockchain in UAE Electronic Medical Records: A comparative study
00233951	MPP	5G Implementation in Smart Cities for Advance Governance
00242527	MPP	The Relationship between Working Hours, Productivity, and Work-Life Balance: Examining a Policy Alternative for the UAE
00252379	MPP	Advancing Gender Equality in GCC Countries
00253103	MPP	Experience of Public-School Stakeholders when School Reopened After the COVID 19 Shutdown: An Exploratory Research
00253413	MPP	Implications of declining fertility rate on the local UAE labour force
00254151	MPP	Micro-Mobility Uptake in Dubai and the Reduction of Carbon Footprint Emissions
00254576	MPP	Smart Cities' Response to COVID-19 in the Retail Sector
00212776	MPP	Assessment of Informal Caregiving on Caregiver's Wellbeing in the UAE
00238368	MPP	The United Arab Emirates food security strategy 2018-2021: Target vs. Achievement
00252760	MPP	Factors Influencing Digital Transformation and the Effects of Digital Transformation and AI on Organizational Agility in the Ras Al Khaimah Government
00253286	MPP	Developing a Personalized Medicine Cluster in The United Arab Emirates
00254690	MPP	The Career Growth and Inclusion of People of Determination (POD) in the UAE Workforce
00256056	MPP	Video Gaming Sector for UAE's Creative Economy

SECTION 3 -

FACULTY AND STAFF

1. General Information

During 2022, a total of 51 full-time administrative staff and 11 full-time academic staff were employed at MBRSG. 5 new appointments were made during the year. Staff turnover rate during the year stood at 12%.

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. Mark Esposito	Professor
Prof. Melodena Stephens	Professor
Dr. Arthur Seakhoa King	Associate Professor
Dr. Immanuel Azaad Moonesar	Associate Professor
Dr Khalid Alwazani	Associate Professor
Dr. Mona Mostafa Ahmed Elsholkamy	Associate Professor
Dr. Racquel Warner	Associate Professor
Dr. Yosuf El-Ghalayini	Associate Professor
Dr. Abdulla Mohammed AlAwadhi	Assistant Professor
Dr. Mounia Drissi	Assistant Professor

Classification by Academic Rank			
Professor	Associate Professor	Assistant Professor	Total
3	6	2	11

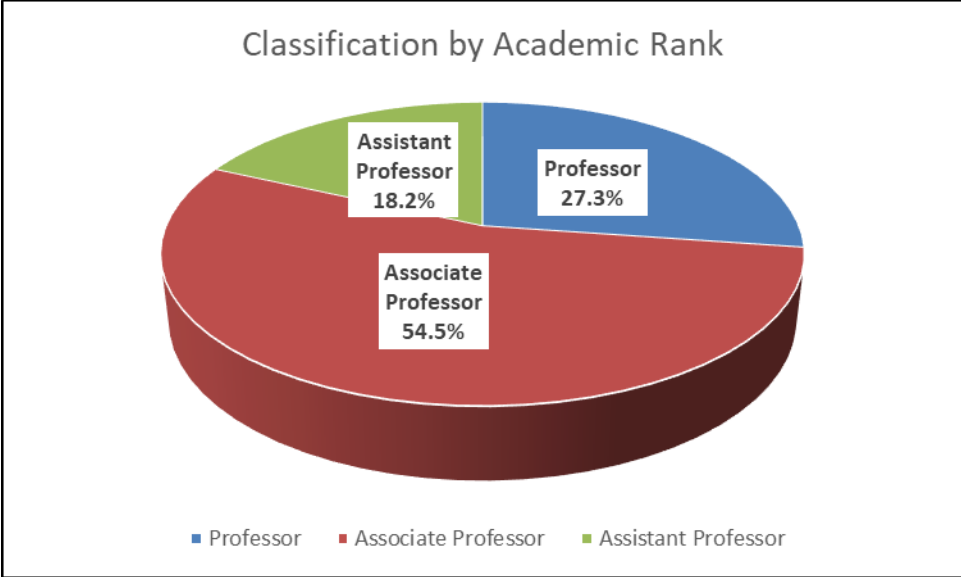


Fig 3.2.1: Academic Staff by Rank

Academic Staff Classification by Gender		
Gender	No.	Percentage
Male	7	63.6%
Female	4	36.4%
Total	11	100%

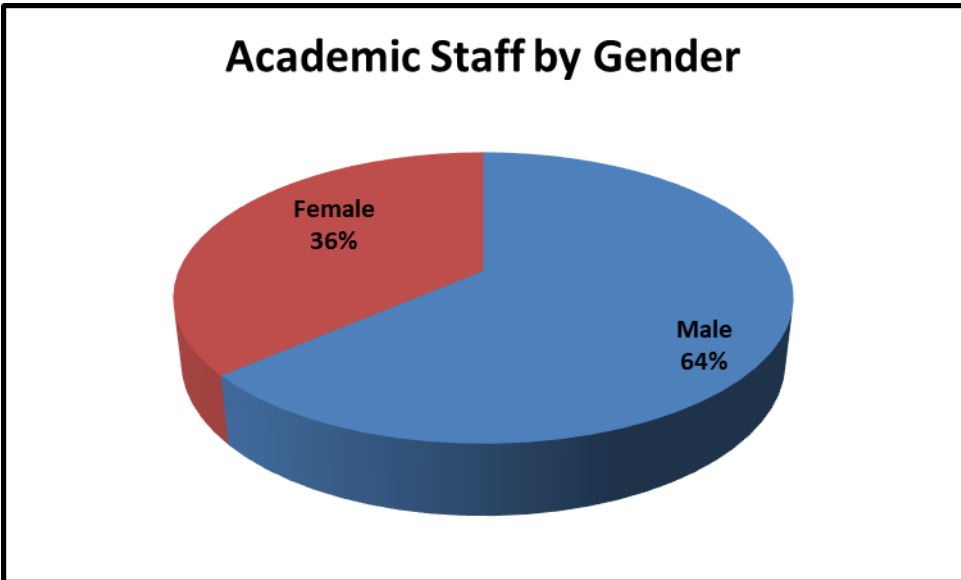


Fig 3.2.2: Academic Staff by Gender

Academic Staff (Full-time) Classification by Nationality	
Nationality	Total
Canada	1
Egypt	1
India	1
Jamaica	1
Jordan	2
Morocco	1
Switzerland	1
Trinidad & Tobago	1
United Arab Emirates	1
United Kingdom	1
Total	11

3. Administrative Staff

During 2022, 51 full-time administrative staff representing 18 countries worked at MBRSG. UAE nationals constituted 51% 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%	67%
Academic Affairs	6	2	4	33%	67%
Deans Office	2	0	2	0%	100%
Corporate Communications and Marketing	6	2	4	33%	67%
Corporate Support Services	17	13	4	76.47%	23.53%
ECKC	2	0	2	0%	100%
Executive Education	8	3	5	38%	63%
Institutional Effectiveness	4	0	4	0%	100%
Policy Research	3	1	2	33%	67%

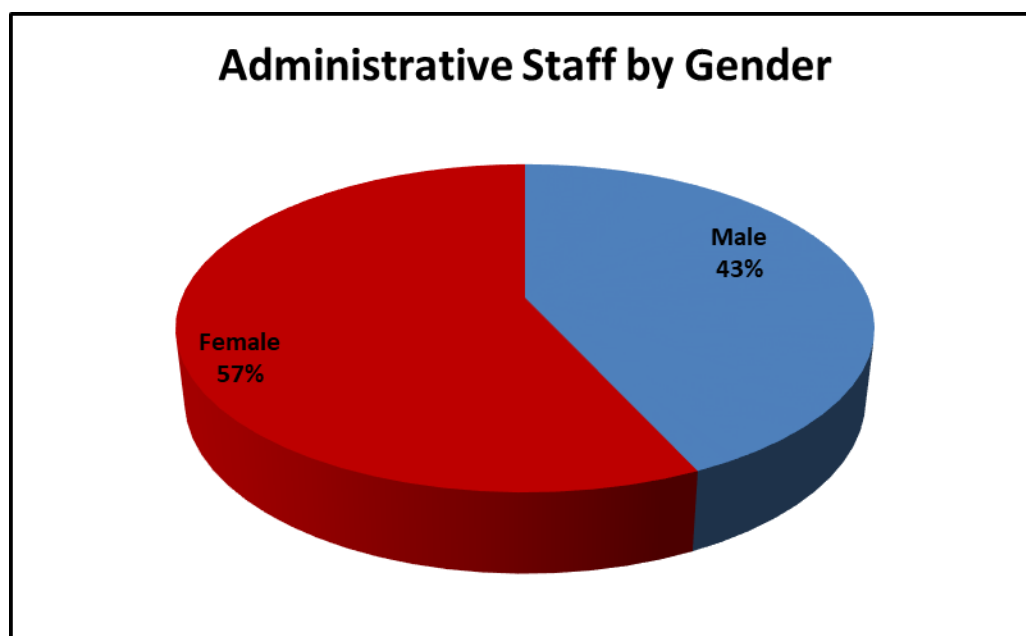


Fig3.3.1: Gender Distribution – Administrative Staff

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 America	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 2022 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 2022:

Type of Program	Academic staff	Administrative staff	Total
Training Programs	2	33	35
Conferences	6	9	15

5. Employment Data Snapshot

	2016	2017	2018	2019	2020	2021	2022
Number of full-time administrative staff	47	53	58	60	56	51	51
Number of full-time academic staff	9	10	12	12	11	10	11
Number of part-time academic staff	0	6	7	10	11	8	7
Total number of full-time staff (administrative & academic)	56	63	70	72	67	61	62
Number of new employees hired	15	11	11	7	1	8	5
Staff turnover rate	21%	6%	7%	7%	6%	25%	12%

SECTION 4 -

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 - 2022	
Prof. Raed Awamleh (Chair)	Dean
Dr Arthur King (Member)	Director of Academic Affairs
Fadi Salem (Member)	Director Policy Research
Dr. Mona Mostafa Elsholkamy (Member)	Associate Professor
Aisha Al Shamsi (Member)	Director of Executive Education
Saleh Al Hamouri (Member)	Executive Education Consultant

2. Research Output Snapshot

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

Description	2022	2021	2020	2019	2018	2017
Policy Briefs/paper/ Policy Analysis Exercise	6	11	3	0	6	3
Conference contribution/ Conference Proceeding Reports	2	4	1 (proceeding report)	5	15	14
Research in International Journals	10	19	30 (journal articles) 2 nd volume of Dubai Policy Review Journal	4	7	0
Commissioned Research Report/ Paper	185	120	5	0	2	0
Books/Chapters	1 book	2	1 Book 6 book chapters	1 Book	21	1 book (edited)

Description	2022	2021	2020	2019	2018	2017
	19 book chapters			11 Book chapters		15 book chapters
Case Studies (co-authored)	0	0	0	0	7	0
Research Reports	11	0	9	6	11	6

3. Research Events

The table below provides the list of research events conducted during 2022

Research Event		
Event	Event Type	Date
Did the Full Foreign Ownership of Companies Increase Foreign Investments in Dubai? An Impact Evaluation Study Using Quasi Experimental Method	Research Seminar	25 May 2022
NYU Delegation: Women Empowerment in the UAE	Student Delegation	15 June 2022
Policy Council: Advancing the Digital Economy in the UAE and Empowering AI Utilization	Policy Council	30 June 2022
Hult International Business School: Women Empowerment in the UAE	Student Delegation	20 July 2022
University of Birmingham: Public Policy Research in the UAE	Student Delegation	24 August 2022
Policy Council (Ministry of Economy and Google)	Policy Council	12 September 2022
ESCWA Public Day	Seminar (speaker)	26 October 2022
Arab Digital Agenda and the Arab International Digital Cooperation and Development Forum (UNESCWA + ARADO)	Forum	25-27 October 2022
Agile Government Book Launch	Book Launch	8 November 2022
ESCP Business School Delegation	Student Delegation	8 November 2022
Book Talk: CLEVER	Seminar (Speaker)	10 November 2022
Virtual Policy Council: Advancing the Digital Economy and AI Utilization in Dubai	Policy Council	21 November 2022

4. Conference Attendance

Conference	Participant	Date
UN PRME Chapter MENA 9th Annual Forum & 2022 Conference: Partnerships for Change	Dr Immanuel Moonesar	March 2022
UN PRME Chapter MENA 9th Annual Forum & 2022 Conference: Partnerships for Change	Prof Melodena Stephens	March 2022
Ministry of AWQAF and Islamic Affairs Conference	Dr Yousif El-Ghalayini	March 2022
SWF Conference with JIBP and AUS and Bank of Sharja	Prof Melodena Stephens	May 2022
OECD Global Network of Schools of Government-Athens Greece	Dr Arthur King	June 2022
IEEE Planet Positive Stanford workshop and conference with Stanford Institute for Human-Centered Artificial Intelligence	Prof Melodena Stephens	July 2022
Academy of International Business MENA Conference	Prof Melodena Stephens	July 2022
OR64 Conference	Dr Mounia Drissi	September 2022

5. Research Publications

Research Publications			
Title	Author	Type	Date
Clusters as Drivers of the Innovation Ecosystem: Policy directions for re-designing clusters in the UAE	Salma Refass	Policy Brief	January 2022
تعاون بين القطاع الحكومي والخاص لإطلاق نموذج شامل للمدينة الذكية في إيطاليا	Lama Zakak / Fadi Salem	Commissioned Report	January 2022
توظيف الذكاء الاصطناعي لتقديم الدعم السكني في مقاطعة كلارك الأمريكية	Lama Zakak / Fadi Salem	Commissioned Report	January 2022
بوابات مبتكرة التصميم في ميناء "نيلبوري" للتصدي للفيضانات	Lama Zakak / Fadi Salem	Commissioned Report	January 2022
مركبات ذاتية القيادة لتنظيف شوارع سنغافورة	Lama Zakak / Fadi Salem	Commissioned Report	January 2022
تحديث نظام المشتريات الرقمي في نيوزيلندا	Lama Zakak / Fadi Salem	Commissioned Report	January 2022
تطوير منصة حكومية افتراضية "ميتافيرس" في سيؤول	Lama Zakak / Fadi Salem	Commissioned Report	January 2022
نظام الخدمات الشتوية الذكي في إسكتلندا لأتمتة أعمال إزالة الثلوج	Lama Zakak / Fadi Salem	Commissioned Report	January 2022
تعزيز قطاع السياحة في فيتنام عبر التحول الرقمي	Lama Zakak / Fadi Salem	Commissioned Report	January 2022
رقمنة الخدمات الاجتماعية في سنغافورة	Lama Zakak / Fadi Salem	Commissioned Report	January 2022
مشروع تجريبي لتفعيل الخدمات المالية الذكية في فيتنام	Lama Zakak / Fadi Salem	Commissioned Report	January 2022
محطات الوقت المستقطع "كعقوبة للسائقين" المرعدين في إستونيا	Lama Zakak / Fadi Salem	Commissioned Report	January 2022
منصة إلكترونية للبيانات المفتوحة لتعزيز مشاركة المواطنين في غلاسكو	Lama Zakak / Fadi Salem	Commissioned Report	January 2022
ألمانيا تصنّع أول قطار ذاتي القيادة في العالم	Lama Zakak / Fadi Salem	Commissioned Report	January 2022
Mental Health Intervention Policy Report: Advancing Mental Health in the UAE – the next 50 years	Farah Ahmed., Tina Balachandran & Immanuel Moonesar	Research Report	January 2022
How to ensure UAE health security Moving from 'fat to fit'	Immanuel Moonesar	Book Chapter	January 2022
Telemedicine in the Midst of the COVID-19 Crisis: A Case Study in Government and Healthcare Agility	Immanuel Azaad Moonesar, Melodena Stephens, Kulaitheem Saif Al Mazrouei, Dorcus Kiwanuka Henriksson and Vladimir Sergeevich Gordeev	Journal Article	February 2022
توظيف الذكاء الاصطناعي لحماية النمر البني من الانقراض في الصين	Lama Zakak / Fadi Salem	Commissioned Report	February 2022
تجربة خدمات التوصيل باستخدام روبوتات ذاتية القيادة في سنغافورة	Lama Zakak / Fadi Salem	Commissioned Report	February 2022
تطوير نظام ذكي لإدارة النقل في مدينة "لونغ بيتش" الأمريكية	Lama Zakak / Fadi Salem	Commissioned Report	February 2022
إطلاق منصة إلكترونية تفاعلية لدعم المبادرات المستدامة في قطاع الشحن البحري	Lama Zakak / Fadi Salem	Commissioned Report	February 2022
سنغافورة وأبوظبي تتجانح في تنفيذ أول نموذج تجريبي رقمي للتمويل التجاري في العالم	Lama Zakak / Fadi Salem	Commissioned Report	February 2022
الابتكار كوسيلة لتلبية الطلب المتنامي على الأغذية النباتية محلياً في السويد	Lama Zakak / Fadi Salem	Commissioned Report	February 2022
طائرات مسيرة لحماية رواد الشواطئ الأسترالية من أسماك القرش	Lama Zakak / Fadi Salem	Commissioned Report	February 2022
الهند تطور مرصد مائي أوتوماتيكي لمراقبة جودة مياه الأنهار	Lama Zakak / Fadi Salem	Commissioned Report	February 2022

Research Publications			
Title	Author	Type	Date
أول مشروع لتخزين الهيدروجين ينطلق في غلاسكو	Lama Zakak / Fadi Salem	Commissioned Report	February 2022
مختبر للطباعة ثلاثية الأبعاد لرفع جودة الجراحة في سنغافورة	Lama Zakak / Fadi Salem	Commissioned Report	February 2022
توجه أوروبي نحو تحويل الموائج إلى مرافق خضراء بقيادة بلجيكا	Lama Zakak / Fadi Salem	Commissioned Report	February 2022
كوريا تطلق تجربة البيت الذكي المستقبلي باستخدام بروتوكول الإنترنت المفتوح	Lama Zakak / Fadi Salem	Commissioned Report	February 2022
منصة إلكترونية مبتكرة للارتقاء بخدمات النقل العام في شيكاغو	Lama Zakak / Fadi Salem	Commissioned Report	February 2022
مراقبة جودة الهواء لحماية أطفال ميلانو من آثار التلوث	Lama Zakak / Fadi Salem	Commissioned Report	February 2022
المملكة المتحدة تبدأ بإعداد خريطة رقمية لأصولها المدفونة تحت الأرض	Lama Zakak / Fadi Salem	Commissioned Report	February 2022
لاس فيغاس تبدأ باستخدام تقنية التوائم الرقمي للحد من الانبعاثات	Lama Zakak / Fadi Salem	Commissioned Report	February 2022
كوريا تطلق برنامجاً جديداً للاعتماد الأولي لشراء البحوث المبتكرة	Lama Zakak / Fadi Salem	Commissioned Report	March 2022
توظيف الذكاء الاصطناعي في بلجيكا للتصدي للتلوث الصوتي	Lama Zakak / Fadi Salem	Commissioned Report	March 2022
توظيف الذكاء الاصطناعي في تشخيص مرض الزهايمر خلال دقائق في تايوان	Lama Zakak / Fadi Salem	Commissioned Report	March 2022
أستراليا تخفض البصمة الكربونية لاقتصادها عبر تقييم الشركات وتأسيس بورصة الكربون	Lama Zakak / Fadi Salem	Commissioned Report	March 2022
استخدام الطائرات المسيرة لفحص سلامة المباني في نيويورك	Lama Zakak / Fadi Salem	Commissioned Report	March 2022
تقنيات المحاكاة لتدريب سرب العمليات الخاصة بخفر السواحل السنغافوري	Lama Zakak / Fadi Salem	Commissioned Report	March 2022
إدارة الهوية الرقمية باستخدام تقنية بلوكشين في أوهايو	Lama Zakak / Fadi Salem	Commissioned Report	March 2022
موسكو تعزز منظومة النقل العام باستخدام تقنية التعرف على الوجوه	Lama Zakak / Fadi Salem	Commissioned Report	March 2022
استخدام الطائرات المسيرة من دون طيار لمكافحة حرائق الغابات في كاليفورنيا	Lama Zakak / Fadi Salem	Commissioned Report	March 2022
الحكومة السنغافورية توظف تقنية بلوك تشين لإصدار الشهادات الرقمية	Lama Zakak / Fadi Salem	Commissioned Report	March 2022
أوهايو تنشئ منصة للأحكام القضائية لإرشاد القضاة	Lama Zakak / Fadi Salem	Commissioned Report	March 2022
مدينة الإسكندرية الأمريكية تعتمد على الحوسبة السحابية لتسريع الاستجابة للطوارئ	Lama Zakak / Fadi Salem	Commissioned Report	March 2022
Predicting Universal Health Care (UHC) through Health Financial Management (HFM) for Sustainable Development in BRICS, GCC, and AUKUS Economic Blocks	Manoj Kumar, NandaKumar B. Sastry, Immanuel Moonesar and Ananth Rao	Journal Article	March 2022
Financing a Green Transition in the Middle East – Summary Report	Jeffrey Beyer and Moustafa Bayoumi	Summary Report	March 2022
Financing a Green Transition in the Middle East	Jeffrey Beyer and Moustafa Bayoumi	Research Report	March 2022
Aligning Policies with Green, Resilient and Just Recoveries in the Middle East	Mari Luomi and Moustafa Bayoumi	Research Report	March 2022
The Global Economic Diversification Index 2022	Aathira Prasad, Salma Refass, Nasser Saidi, Fadi Salem and Ben Shepherd	Research Report	March 2022
The Arab SDGs Index and Dashboard Report 2022	Moustafa Bayoumi, Mari Luomi, Grayson Fuller, Aisha Al-Sarihi, Fadi Salem and Seppe Verheyen	Research Report	March 2022

Research Publications			
Title	Author	Type	Date
The State of Arab Public Management Report 2022	Multiple Authors, Fadi Salem	Research Report	March 2022
الصين تستخدم تقنية التعرف على الوجه لحماية الباندا	Lama Zakak / Fadi Salem	Commissioned Report	April 2022
قُمرّة التصوير الذكية لتسريع إصدار بطاقات الهوية في ميلانو	Lama Zakak / Fadi Salem	Commissioned Report	April 2022
سنغافورة توّظّف أحدث التقنيات لتسريع عمليات الشحن	Lama Zakak / Fadi Salem	Commissioned Report	April 2022
الترويج تمهد الطريق لاستخدام الأيونيا 'الخضراء' كوقود للسفن بشكل تجاري	Lama Zakak / Fadi Salem	Commissioned Report	April 2022
مشروع لإنشاء ممر جوي للطائرات بدون طيار بين ميشيغان وأونتاريو	Lama Zakak / Fadi Salem	Commissioned Report	April 2022
أوسن تعيد النظر في السلامة العامة بتبني نهج قائم على البيانات	Lama Zakak / Fadi Salem	Commissioned Report	April 2022
تصميم قائم على مبدأ الاستدامة في مطار جنيف الدولي	Lama Zakak / Fadi Salem	Commissioned Report	April 2022
فرنسا تطلق رادارات لضبط مخالفات التلوث السمي	Lama Zakak / Fadi Salem	Commissioned Report	April 2022
تايلاند تعزز قدراتها لمواجهة الجرائم الإلكترونية	Lama Zakak / Fadi Salem	Commissioned Report	April 2022
أثينا تستخدم أجهزة الاستشعار الذكية لمنع الاصطاف المخالف للسيارات	Lama Zakak / Fadi Salem	Commissioned Report	April 2022
مونتانا تستخدم البيانات لإنشاء خريطة لخدمة تغطية الإنترنت	Lama Zakak / Fadi Salem	Commissioned Report	April 2022
أوروبا تستخدم البلوك تشين لتعزيز استدامة سلسلة توريد منتجات القطن	Lama Zakak / Fadi Salem	Commissioned Report	April 2022
أسطول كامل من المركبات الكهربائية في شركة البريد النمساوي	Lama Zakak / Fadi Salem	Commissioned Report	April 2022
تطبيق ذكي لمتابعة أعراض كوفيد-19 الطويلة الأمد في ويلز	Lama Zakak / Fadi Salem	Commissioned Report	April 2022
مجموعة أدوات لتحويل الشركات الصغيرة إلى شركات صديقة بالبيئة في نيوزيلندا	Lama Zakak / Fadi Salem	Commissioned Report	April 2022
إطلاق أول عملة مشفرة خاصة بمدينة ميامي الأمريكية	Lama Zakak / Fadi Salem	Commissioned Report	April 2022
سنغافورة تتجه نحو الابتكار لخفض الأثر البيئي لمؤسسة المياه	Lama Zakak / Fadi Salem	Commissioned Report	April 2022
مشروع طاقة شمسية عائم على سطح سد في تايلاند	Lama Zakak / Fadi Salem	Commissioned Report	April 2022
تعزيز أمن مدينة إدنبرة عبر إنشاء مركز ذكي للتحكم بكاميرات المراقبة	Lama Zakak / Fadi Salem	Commissioned Report	April 2022
تصور جديد لمستقبل معالجة النفايات البلاستيكية في أستراليا	Lama Zakak / Fadi Salem	Commissioned Report	April 2022
Predicting Universal Health Care (UHC) through Health Financial Management (HFM) for Sustainable Development in BRICS, GCC, and AUKUS Economic Blocks	Manoj Kumar, NandaKumar Sastry, Immanuel Moonesar, Ananth Rao	Commissioned Report	April 2022
كندا تحصد نتائج مبادرة التجمّعات الفائقة للابتكار	Lama Zakak / Fadi Salem	Commissioned Report	May 2022
الابتكار في الأمن السيبراني كأولوية حكومية لما بعد الجائحة	Lama Zakak / Fadi Salem	Commissioned Report	May 2022
الذكاء الاصطناعي يساعد في التشخيص المبكر لأمراض القلب بسنغافورة	Lama Zakak / Fadi Salem	Commissioned Report	May 2022
سان فرانسيسكو تبتكر نظاماً لإدارة حركة المرور باستخدام تكنولوجيا الليدار	Lama Zakak / Fadi Salem	Commissioned Report	May 2022
النمسا تطور بنية تحتية للمستقبل عبر خطة جديدة شاملة	Lama Zakak / Fadi Salem	Commissioned Report	May 2022
أستراليا تستخدم الذكاء الاصطناعي لمكافحة الآفات الدخيلة	Lama Zakak / Fadi Salem	Commissioned Report	May 2022

Research Publications			
Title	Author	Type	Date
مدينة ذكية جديدة قائمة على البيانات في كوريا الجنوبية	Lama Zakak / Fadi Salem	Commissioned Report	May 2022
الطائرات المسيرة تغيّر طريقة توصيل الدم في بعض البلدان الأفريقية	Lama Zakak / Fadi Salem	Commissioned Report	May 2022
ميناء ذكي " في ولاية لوزيانا للتغلب على تحديات إدارة الموانئ	Lama Zakak / Fadi Salem	Commissioned Report	May 2022
أداة مبتكرة لقياس فوائد التحول الرقمي في ميلانو	Lama Zakak / Fadi Salem	Commissioned Report	May 2022
استخدام جرافات الثلوج ذاتية القيادة في مطار أوسلو	Lama Zakak / Fadi Salem	Commissioned Report	May 2022
مدينة تالين الإستونية تتبنى نموذجاً رقمياً للنقل	Lama Zakak / Fadi Salem	Commissioned Report	May 2022
Older Adults' Satisfaction with Telemedicine During the COVID-19 pandemic: A Systematic Review	Nabeel H.M. Alsabeeha, Momen A. Atieh, Melodena Stephens	Journal Article	May 2022
Advancing cybersecurity in the UAE	Authors: Fatma Ali and Saeed Al Dhaheri Reviewer: Fadi Salem and Immanuel Moonesar	Policy Analysis Exercise	May 2022
Cross Country Determinants of Investors' Sentiments Prediction in Emerging Markets using ANN.	Rao, A., Kumar, M., Moonesar, I.A., Atalla, S., Prashanth, B.S., Joshi, G, Soni, T.K., Ngoc, Q.L., Verma, Anuj & Marshdeh, H	Journal Article	May 2022
Agile Government: New Concepts in Public Management.	Multiple Authors. Ed. Melodena Stephens, Raed Awamleh and Fadi Salem	Book	May 2022
Agile Government — Emerging Perspectives in Public Management	Awamleh, R., Stephens, M. and Salem, F.	Book Chapter	May 2022
Agile Government — Trajectories of Public Administration Theories: A Perspective of Agile Government Discourse	Mohammad Habibur Rahman and Abu Elias Sarker	Book Chapter	May 2022
Agile Government — Post-COVID-19 UAE Government Restructuring: Reflections and Future Directions	Raed Awamleh	Book Chapter	May 2022
Agile Government — Digital Government for Government Agility in a Post-Pandemic World	Fadi Salem and Sarah Shaer	Book Chapter	May 2022
Agile Government — Systems Thinking: The WISE Framework for Effective Policymaking	Melodena Stephens	Book Chapter	May 2022
Competitive Industry Clusters Analysis: A Strategy Development Toolkit.	Sumaya Al Hajeri, Melodena Stephens	Report	May 2022
Agile Government — Future-Proofing the Public Sector in the UAE	Racquel Warner and Laura Warner	Book Chapter	May 2022
Agile Government — A Readiness Assessment Framework for Agile Government Projects	Sreejith Balasubramanian and Shalini Ajayan	Book Chapter	May 2022
Agile Government — Enablers of Institutional Agility in Dubai Government	Saleh Al-Hammouri and Raed Awamleh	Book Chapter	May 2022
Agile Government — Public Service of the Future: Agile Government Skills	Melodena Stephens and Scott Fargher	Book Chapter	May 2022
Agile Government — Restoring Trust in Public Policy Process	Racquel Warner and Scott Fargher	Book Chapter	May 2022
Agile Government — Navigating the Data Quagmire that Wicked Problems Create	Melodena Stephens and Sadaf Khurshid	Book Chapter	May 2022

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Agile Government — International Students as a Source of Soft Power: COVID-19 and an Agile Government Response	Aaisha Balakrishnan and Melodena Stephens	Book Chapter	May 2022
Agile Government — Agile Government and Healthcare: An Example of Telemedicine	Immanuel Azaad Moonesar, Melodena Stephens, Reem Gaafar, Kulaithem Saif Al Mazrouei, Dorcus Kiwanuka Henriksson, Vladimir Sergeevich Gordeev	Book Chapter	May 2022
Agile Government — Knowledge Management as a Catalyst for Government Agility	Mona Elsholkamy	Book Chapter	May 2022
Agile Government — Open Strategy for Agile Government: Importance of Data Openness	Aisha Zayed Ali-Ali	Book Chapter	May 2022
Detection of COVID-19 using Deep Learning Techniques and Cost Effectiveness Evaluation: A Survey.	Manoj Kumar, Shadi Atalla, Nasser AlMuraqab, Immanuel Moonesar	Journal Article	May 2022
Examining the impact of the Intellectual Property Rights (IPR) System on Innovation: A Case Study of DEWA	Authors: Hessa AlShaiba Reviewer: Lama Zakzak	Policy Analysis Exercise	June 2022
MBRSG Research Newsletter Vol 6	Engy Shibl	Newsletter	June 2022
ICT enabled Disease Diagnosis, Treatment & Management- a holistic Cost-effective approach through Data Management and Analysis in UAE & India.	Kumar, M., Patil, J., Sastry, N. K. B., Darshan, S., Nandakumar, B.S., Moonesar, I.A., AlMuraqab & Rao, A	Journal Article	June 2022
سياسة الحد من عدد المنازعات العمالية في دولة الإمارات العربية المتحدة	Authors: Ahmed Alkara, HAwa Al Balooshi and Khalfan Bin Hammad Reviewer: Lama Zakzak	Policy Analysis Exercise	June 2022
تقنيات مدمجة في الدرجات الهوائية تكشف المواقع الأكثر عرضة لحوادث الاصطدام في مدينة برمنغهام	Lama Zakak / Fadi Salem	Commissioned Report	June 2022
المنتدى الاقتصادي العالمي يطرح منصة رقمية لخفض انبعاثات الكربون في المدن	Lama Zakak / Fadi Salem	Commissioned Report	June 2022
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الاستعانة بخبرات فنلندا التقنية في صناعة أول حاسوب كمي	Lama Zakak / Fadi Salem	Commissioned Report	June 2022
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خريطة أشجار أوسن تساعد قادة المدينة على مقارنة التفاوت الاجتماعي	Lama Zakak / Fadi Salem	Commissioned Report	June 2022
هلسنكي تستعين بفريق إبداعي لرسم نقطة لقاء الابتكارات الخاصة بالاحتياجات الحكومية	Lama Zakak / Fadi Salem	Commissioned Report	June 2022
اقتصاد الملابس الدائري يساهم في تطوير الطرق في ولنغتون	Lama Zakak / Fadi Salem	Commissioned Report	June 2022

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لونغ بيتش تطلق عملية جديدة للمشتريات الإلكترونية عبر برنامج الإعلان المفتوح	Lama Zakak / Fadi Salem	Commissioned Report	June 2022
غلاسكو تتبنى استراتيجية إسكان جديدة للحد من الإقصاء الرقمي	Lama Zakak / Fadi Salem	Commissioned Report	June 2022
مشروع ضخم لإنارة شوارع شيكاغو بأنظمة الإضاءة الذكية	Lama Zakak / Fadi Salem	Commissioned Report	June 2022
The Dirham-Dollar Peg	Melodena Stephens, Immanuel Moonesar	Book Chapter	June 2022
Zipline International INC.: The Last Mile Business Model	Melodena Stephens, Immanuel Moonesar	Book Chapter	June 2022
Perceptions about the relationship between curiosity and the development of creativity in post-secondary education	Zainal and Racquel Warner	Conference Proceeding	June 2022
Metaverse and its Governance	Melodena Stephens	Report	June 2022
Enabling the Acceleration of More Women on Board	Sheikha Shamma bint Sultan bin Khalifa Al Nahyan, Diana Wilde, Melodena Stephens, Racquel Warner	Report	June 2022
Non Executive Board Positions in the UAE: A Path to Gender balance	Sheikha Shamma bint Sultan bin Khalifa Al Nahyan, Diana Wilde, Melodena Stephens, Racquel Warner	Report	June 2022
نيويورك تستعد لمواجهة تأثيرات تغير المناخ على محطات الطاقة الكهرمائية	Lama Zakak / Fadi Salem	Commissioned Report	July 2022
يوركشاير توظف أنابيب المياه لتوفير إنترنت فائق السرعة	Lama Zakak / Fadi Salem	Commissioned Report	July 2022
هيئات أمريكية تستخدم تقنيات المواقع لتوزيع شامل للفاح كورونا	Lama Zakak / Fadi Salem	Commissioned Report	July 2022
إشراك المواطنين في رحلة تحول النمسا إلى الطاقة الخضراء	Lama Zakak / Fadi Salem	Commissioned Report	July 2022
الغلبين تعالج الصيد غير المشروع للأسماك عبر تقنية التتبع الذكية	Lama Zakak / Fadi Salem	Commissioned Report	July 2022
الحكومة الكندية تتبنى المسرع الرقمي نموذجاً تعاونياً لحلّول الذكاء الاصطناعي	Lama Zakak / Fadi Salem	Commissioned Report	July 2022
أول حافلة ذاتية القيادة تنطلق على طرقات اسكتلندا السريعة	Lama Zakak / Fadi Salem	Commissioned Report	July 2022
خطوة جديدة للبرتغال صوب الاستدامة عبر الإدارة الذكية للنفايات	Lama Zakak / Fadi Salem	Commissioned Report	July 2022
نقاط التحميل الذكية في بيتسبرغ لزيادة كفاءة منظومة النقل	Lama Zakak / Fadi Salem	Commissioned Report	July 2022
منصة صينية لتداول البيانات بهدف تعزيز النمو الاقتصادي	Lama Zakak / Fadi Salem	Commissioned Report	July 2022
المملكة المتحدة تختبر أنظمة الذكاء الاصطناعي للحد من التحيز في قطاع الرعاية الصحية	Lama Zakak / Fadi Salem	Commissioned Report	July 2022
سنغافورة تطوّر بوابة وطنية لموارد الصحة النفسية	Lama Zakak / Fadi Salem	Commissioned Report	July 2022
Inflation Dynamics and Fuel Prices in the UAE: Case of Dubai	Ahmed Rashad and Mona Elsholkamy	Policy Brief	July 2022
سنغافورة تستعد للفيضانات وارتفاع منسوب مياه البحر	Lama Zakak / Fadi Salem	Commissioned Report	August 2022
الهند تستخدم الذكاء الاصطناعي لتعزيز سلامة الطرقات	Lama Zakak / Fadi Salem	Commissioned Report	August 2022
كيف تعمل إندونيسيا على تحسين الوضع الاقتصادي للمجتمعات الريفية	Lama Zakak / Fadi Salem	Commissioned Report	August 2022
سيؤول تنشر خدمات المدينة الذكية لتعزيز السلامة والرفاهية	Lama Zakak / Fadi Salem	Commissioned Report	August 2022
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كوريا تتبنى حلولاً ذكية لتحسين خدمات الطوارئ	Lama Zakak / Fadi Salem	Commissioned Report	August 2022
استخدام أحدث تقنيات التخضير في أبنية الحكومة الفيدرالية الأمريكية	Lama Zakak / Fadi Salem	Commissioned Report	August 2022
الحكومات تسعى لحلول مبتكرة لإدارة النفايات الإلكترونية	Lama Zakak / Fadi Salem	Commissioned Report	August 2022
معالجة الهوية الرقمية وسيلة للإدماج الاجتماعي لمسئتي سنغافورة	Lama Zakak / Fadi Salem	Commissioned Report	August 2022
مناطق "الانبعاثات المنخفضة" حلّ بريطاني مبتكر لتحديات متعددة	Lama Zakak / Fadi Salem	Commissioned Report	August 2022
كيف تتعامل الحكومات مع تحدي تغير المناخ وارتفاع درجات الحرارة	Lama Zakak / Fadi Salem	Commissioned Report	August 2022
مبادرات جديدة لتنقية الهواء في بولندا	Lama Zakak / Fadi Salem	Commissioned Report	August 2022
سنغافورة تستخدم التكنولوجيا لمعاينة الأشجار عن بعد في متنزهاتها	Lama Zakak / Fadi Salem	Commissioned Report	August 2022
نيويورك تدرس بيانات الاتصالات عبر خريطة حكومية لخدمة النطاق العريض	Lama Zakak / Fadi Salem	Commissioned Report	August 2022
ملبورن تنشئ بوابات إلكترونية لأحياء المدينة على الإنترنت	Lama Zakak / Fadi Salem	Commissioned Report	August 2022
"مدن آسيوية جديدة تنضم لعالم "مينتافيرس"	Lama Zakak / Fadi Salem	Commissioned Report	August 2022
Financial Restrictions Limit Early Breast Cancer Screening: The Case of Jordan	Tala Hamadeh, Immanuel Azaad Moonesar	Journal Article	August 2022
An enabling Framework for Blockchain in Tourism	Sreejith Balasubramanian, Jaspreet Singh Sethi, Shalini Ajayan & Cody Morris Paris	Journal Article	August 2022
شبكة كاليفورنيا المصغرة للطاقة تعمل بالكامل على الطاقة المتجددة	Lama Zakak / Fadi Salem	Commissioned Report	September 2022
سنغافورة تتبنى نهج التوأمة الرقمية في إدارة شبكة الطاقة الكهربائية	Lama Zakak / Fadi Salem	Commissioned Report	September 2022
هونغ كونغ توّظف الروبوتات في صيانة الصرف الصحي	Lama Zakak / Fadi Salem	Commissioned Report	September 2022
تطبيق سنغافوري ذكي لوقف التجارة غير المشروعة لسمك القرش	Lama Zakak / Fadi Salem	Commissioned Report	September 2022
خطة شاملة لتعزيز مكانة فرنسا كمركز لابتكارات الرعاية الصحية	Lama Zakak / Fadi Salem	Commissioned Report	September 2022
السعودية تبني قدرات شبابها بتقنية البلوكتشين	Lama Zakak / Fadi Salem	Commissioned Report	September 2022
تايبوان تسعى إلى تعزيز التحول الرقمي لزيادة دخل المزارعين	Lama Zakak / Fadi Salem	Commissioned Report	September 2022
الزراعة الحضرية لرفع مستوى الأمن الغذائي في سنغافورة	Lama Zakak / Fadi Salem	Commissioned Report	September 2022
نظام مبتكر لإدارة المياه في بروناي	Lama Zakak / Fadi Salem	Commissioned Report	September 2022
العناية بالمسنين عبر التكنولوجيا الذكية في تايبوان	Lama Zakak / Fadi Salem	Commissioned Report	September 2022
برامج خاصة بالصحة العقلية في منظومة الاستجابة لحالات الطوارئ	Lama Zakak / Fadi Salem	Commissioned Report	September 2022
ابتكارات حكومية حول العالم لمعالجة الضوضاء في المدن	Lama Zakak / Fadi Salem	Commissioned Report	September 2022
الحكومة الفيدرالية الأمريكية تطور تقنيات تخزين الطاقة النظيفة	Lama Zakak / Fadi Salem	Commissioned Report	September 2022
هامبورغ تطوّر توأماً رقمياً لاختبار استخدام الهيدروجين في الطيران	Lama Zakak / Fadi Salem	Commissioned Report	September 2022
ابتكارات من حول العالم في مجال رعاية المسنين	Lama Zakak / Fadi Salem	Commissioned Report	September 2022

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كيف تعمل فينكس على تبريد أجوائها وتخفيض درجات الحرارة المرتفعة؟	Lama Zakak / Fadi Salem	Commissioned Report	September 2022
الحكومة الفدرالية الأمريكية تعمل على تعزيز أنظمة التحذير من الفيضانات	Lama Zakak / Fadi Salem	Commissioned Report	September 2022
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The UAE Smoke-free Policy Review: Smoke-free 2030 is Possible?	Irina Godchaux-Berezhnova and Immanuel Moonesar	Policy Paper	September 2022
Benchmarking the research performance of United Arab Emirates with gulf cooperation council countries – A bibliometric study	Shalini Ajayan, Sreejith Balasubramanian and Sunder Ramachandran	Journal Article	September 2022
IB research opportunities in Middle East and North Africa	Melodena Stephens	Book Chapter	September 2022
The Pass-Through of Global Oil Prices To Consumer Price Index: A Panel Data Analysis	Ahmed Shoukr Rashad and Mona Mostafa El-Sholkamy	Conference Proceeding	October 2022
تعاون حكومي متعدد المستويات لحماية تورونتو من الفيضانات	Lama Zakak / Fadi Salem	Commissioned Report	October 2022
تعاون حكومي متعدد المستويات لحماية تورونتو من الفيضانات	Lama Zakak / Fadi Salem	Commissioned Report	October 2022
الحكومة الأمريكية تعزز الأمن السبراني ضد تهديدات الحوسبة الكمية المستقبلية	Lama Zakak / Fadi Salem	Commissioned Report	October 2022
زراعة العشب البحري لاحتجاز ثاني أكسيد الكربون في إنجلترا	Lama Zakak / Fadi Salem	Commissioned Report	October 2022
رواندا توجد فرصاً لإدماج الذكاء الاصطناعي في الرعاية الصحية	Lama Zakak / Fadi Salem	Commissioned Report	October 2022
إعادة تدوير المنسوجات يُعزز من اقتصاد فنلندا الدائري	Lama Zakak / Fadi Salem	Commissioned Report	October 2022
التوائم الرقمية تساعد كندا في حلّ أكثر التحديات تعقيداً	Lama Zakak / Fadi Salem	Commissioned Report	October 2022
هل يمكن إعادة تشجير العالم من الجو؟	Lama Zakak / Fadi Salem	Commissioned Report	October 2022
منغوليا تبدأ رحلة التحول إلى الحوكمة الرقمية بمساعدة إستونيا	Lama Zakak / Fadi Salem	Commissioned Report	October 2022
أكبر معبر للحياة البرية في كاليفورنيا لإنعاش تنوعها الحيوي	Lama Zakak / Fadi Salem	Commissioned Report	October 2022
إنجلترا توظف الحلول الرقمية لمواجهة تداعيات شيخوخة السكان	Lama Zakak / Fadi Salem	Commissioned Report	October 2022
الدراجات الكهربائية لخفض انبعاثات الكربون في كولورادو	Lama Zakak / Fadi Salem	Commissioned Report	October 2022
كوريا تسعى إلى مواكبة السباق العالمي نحو السيارات ذاتية القيادة	Lama Zakak / Fadi Salem	Commissioned Report	October 2022
تسهيل وصول أصحاب الهمم إلى المنصات الرقمية الأسترالية	Lama Zakak / Fadi Salem	Commissioned Report	October 2022
كيف تبدو المدن، إذا ما حُصّنت تماماً ضد الفيضانات؟	Lama Zakak / Fadi Salem	Commissioned Report	October 2022
المملكة المتحدة تختبر جاهزيتها لأنظمة التدفئة الصديقة للبيئة	Lama Zakak / Fadi Salem	Commissioned Report	October 2022
فيينا تبني منظومة نقل ذكية ومستدامة	Lama Zakak / Fadi Salem	Commissioned Report	October 2022
مرشات مياه عملاقة لحماية المدن الإسبانية من حرائق الغابات	Lama Zakak / Fadi Salem	Commissioned Report	November 2022
ميشيغان تشرع بشقّ طريق للمركبات المتصلة وذاتية القيادة	Lama Zakak / Fadi Salem	Commissioned Report	November 2022

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هل يمكن لميلانو أن تصبح المدينة المثالية لراكبي الدراجات الهوائية في أوروبا؟	Lama Zakak / Fadi Salem	Commissioned Report	November 2022
أستراليا تبتكر الحلول لتعزيز جاهزية طواقم الإطفاء	Lama Zakak / Fadi Salem	Commissioned Report	November 2022
تجربة الهند مع الطائرات المسيرة لتعزيز مرونة منظومتها الصحية	Lama Zakak / Fadi Salem	Commissioned Report	November 2022
سنغافورة تبني ميناء ضخماً ببوابة ذكية ومؤتمتة بالكامل	Lama Zakak / Fadi Salem	Commissioned Report	November 2022
تجارب من آسيا: هل يمكن أن يكون للروبوتات دور في الفصول الدراسية؟	Lama Zakak / Fadi Salem	Commissioned Report	November 2022
كيف تستخدم المدن التطبيقات الذكية لتعزيز إمكانية الوصول لدى أصحاب الهمم	Lama Zakak / Fadi Salem	Commissioned Report	November 2022
مدينة ألمانية تتيح لسكانها التحكم بإدارة الشوارع	Lama Zakak / Fadi Salem	Commissioned Report	November 2022
برنامج مبتكر للتأهب بالكوارث الطبيعية في الفلبين	Lama Zakak / Fadi Salem	Commissioned Report	November 2022
بلدة تالاجت الإيرلندية تستخدم حرارة مراكز البيانات لتدفئة الأبنية	Lama Zakak / Fadi Salem	Commissioned Report	November 2022
خطة لتدريب أكثر من 3 ملايين موظف مدني في الهند على مهارات القرن	Lama Zakak / Fadi Salem	Commissioned Report	November 2022
إشراك المجتمع الأسترالي في مشروع لإنقاذ الحيتان العظمى	Lama Zakak / Fadi Salem	Commissioned Report	November 2022
ماليزيا توظف التحول الرقمي لتساعد الشركات الصغيرة والمتوسطة على التعافي من الجائحة	Lama Zakak / Fadi Salem	Commissioned Report	November 2022
أوسنن تؤسس شبكة من المراكز للتكيف مع تغير المناخ	Lama Zakak / Fadi Salem	Commissioned Report	November 2022
تجربة كوريا الريادية في حلول الزراعة الذكية	Lama Zakak / Fadi Salem	Commissioned Report	November 2022
إستونيا تستخدم التوائم الرقمية لإحداث ثورة في البناء	Lama Zakak / Fadi Salem	Commissioned Report	November 2022
لندن تشرع باختبار إشارات المرور التي تمنح الأولوية للمشاة	Lama Zakak / Fadi Salem	Commissioned Report	November 2022
الصين تستعد لمستقبل السيارات ذاتية القيادة	Lama Zakak / Fadi Salem	Commissioned Report	November 2022
منصة رقمية لأتمتة عمليات الجهات الحكومية السنغافورية	Lama Zakak / Fadi Salem	Commissioned Report	December 2022
الإدارة الذكية للنفايات لشوارع أكثر نظافة في إدنبرة	Lama Zakak / Fadi Salem	Commissioned Report	December 2022
شيكاجو تبتكر خريطة رقمية لتحقيق المساواة بين مواطنيها	Lama Zakak / Fadi Salem	Commissioned Report	December 2022
مركز موحد لدعم الشركات السنغافورية في رحلة الابتكار	Lama Zakak / Fadi Salem	Commissioned Report	December 2022
مواجهة تغير المناخ بإعادة إحياء غابات المانغروف	Lama Zakak / Fadi Salem	Commissioned Report	December 2022
المملكة المتحدة تسعى إلى لقب "مركز التشفير العالمي"	Lama Zakak / Fadi Salem	Commissioned Report	December 2022
اقتصاد الزمن الحقيقي "مشروع فنلندي رقمي" لجميع المعاملات التجارية	Lama Zakak / Fadi Salem	Commissioned Report	December 2022
أوسنن تواجه ظاهرة التشرد بالابتكار الرقمي	Lama Zakak / Fadi Salem	Commissioned Report	December 2022
الصين تلجأ إلى التكنولوجيا لمواجهة الجفاف الشديد	Lama Zakak / Fadi Salem	Commissioned Report	December 2022
خدمة البريد الأمريكية توظف الذكاء الاصطناعي لتعزيز عملياتها	Lama Zakak / Fadi Salem	Commissioned Report	December 2022
كيف طورت سنغافورة أول توأم رقمي وطني في العالم	Lama Zakak / Fadi Salem	Commissioned Report	December 2022
الحكومة الفيدرالية الأمريكية تنشئ بوابة إلكترونية للتخطيط لتغير المناخ	Lama Zakak / Fadi Salem	Commissioned Report	December 2022

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Title	Author	Type	Date
Tourism destination quality and the UN Sustainable Development Goals: tourism Agenda 2030	Peter Mason, Marcjanna Augustyn, Arthur Seakhoa-King	Journal Article	December 2022

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 2022, MBRSG offered a total of 47 executive education programs. 277 trainers contributed to delivering the executive education programs. During 2022, the executive education leadership programs had a total of 323 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 2022, 19 customized programs with a total of 141 modules were delivered to 16 entities. A total of 228 participants attended the customized programs.

List of Customized Programs offered in 2022				
#	Program Name / Module	No. of Modules Delivered	No. of Days Delivered	No. of Participants
1	برنامج الدبلوم المهني السياسات العامة (تأسيسي)	8	10	15
2	الدبلوم المهني لقيادات المستقبل	2	3	15
3	برنامج القيادات الأولى (المجموعة الأولى)	10	13	19
4	برنامج القيادات الأولى (المجموعة الثانية)	10	13	14
5	برنامج القيادات الأولى (المجموعة الثالثة)	9	12	23
6	DEWA Frontiers Leadership Program	17	19	29
7	برنامج التخطيط التنظيمي	5	5	11
8	WHU – Otto Beisheim School of Management (Batch 1)	5	5	31
9	WHU – Otto Beisheim School of Management (Batch 2)	5	6	32
10	WHU – Otto Beisheim School of Management (Batch 3)	5	6	37
11	برنامج تقييم الكفاءات القيادية لفئة رؤساء الأقسام	7	7	17
12	Policy Brief Writing	1	2	16
13	ADNOC Future Leaders Program – Batch 3	4	4	27
14	برنامج التميز في الحوكمة والإستدامة في العصر الرقمي (المجموعة الأولى)	5	5	32

List of Customized Programs offered in 2022				
#	Program Name / Module	No. of Modules Delivered	No. of Days Delivered	No. of Participants
15	برنامج التميز في الحوكمة والإستدامة في العصر الرقمي (المجموعة الثانية)	5	5	32
16	برنامج التميز في الحوكمة والإستدامة في العصر الرقمي (المجموعة الثالثة)	5	5	32
17	المرحلة الثانية من برنامج تطوير الكفاءات- القيادات الشابه	6	10	14
18	دورة تدريبية في الرشاقة المؤسسية في الإدارة الحكومية	1	3	7
19	Futures Leaders Program for RTA	10	19	25
20	دورة إستشراف المستقبل لشرطة دبي	1	3	10
21	دورة متقدمة في التخطيط والإدارة الإستراتيجية لشرطة دبي	1	3	11
22	إعداد دليل السياسات الحكومية و تنظيم ورش العمل التدريبية	7	30	69
23	الدبلومات المهنية المجموعة الأولى (أ)	3	15	18
24	الدبلومات المهنية المجموعة الثانية (ب)	3	14	24
25	ورش تدريبية لأكاديمية أنور قرقاش	3	3	69
26	Scientific Research Group 1- RTA	1	3	22
27	Scientific Research Group 2 – RTA	1	3	25
28	ورش ومختبرات في إدارة الأداء الفردي وخطط الأداء الفردية	1	2	20
Total		141	228	696

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 2022, 28 open enrollment programs were delivered with 81 modules and a total of 2900 participants attended.

List of Open Enrollment Programs offered in 2022				
#	Program Name / Module	No. of Modules Delivered	No. of Days Delivered	No. of Participants
1.	برنامج الدبلوم التنفيذي المدير الحكومي	7	7	16
2.	الدبلوم التنفيذي السياسات العامة المتقدمة	8	11	22

List of Open Enrollment Programs offered in 2022				
#	Program Name / Module	No. of Modules Delivered	No. of Days Delivered	No. of Participants
3.	برنامج بناء القدرات الحكومية- ضمن برنامج التبادل المعرفي التابع لمكتب رئاسة مجلس الوزراء - قيادة التغيير - جمهورية العراق	1	2	110
4.	الدبلوم التنفيذي الأتصال الرقمي الحكومي بالتعاون مع أكاديمية الإعلام الجديد	4	11	39
5.	جلسات التعليم التنفيذي بالتعاون مع المملكة الأردنية الهاشمية - معهد الإدارة العامة	4	4	174
6.	جلسات التعليم التنفيذي بالتعاون مع حكومة عجمان - إدارة الموارد البشرية	6	6	282
7.	جلسات التعليم التنفيذي بالتعاون مع جمارك دبي	1	1	100
8.	جلسات التعليم التنفيذي بالتعاون مع هيئة كهرباء ومياه دبي	4	4	472
9.	جلسات التعليم التنفيذي بالتعاون مع هيئة الطرق والمواصلات دبي	1	1	150
10.	جلسات التعليم التنفيذي بالتعاون مع اللجنة العليا للتشريعات -دبي	1	1	25
11.	برنامج بناء القدرات الحكومية- ضمن برنامج التبادل المعرفي التابع لمكتب رئاسة مجلس الوزراء	3	6	483
12.	برنامج التبادل المعرفي الحكومي بين حكومة دولة الإمارات العربية المتحدة وحكومة المملكة الأردنية الهاشمية	1	2	41
13.	برنامج بناء القدرات الحكومية- ضمن برنامج التبادل المعرفي التابع لمكتب رئاسة مجلس الوزراء	1	1	245
14.	برنامج بناء القدرات الحكومية- ضمن برنامج التبادل المعرفي التابع لمكتب رئاسة مجلس الوزراء _ خطى الحسين	1	2	43
15.	برنامج التبادل المعرفي الحكومي بين حكومة دولة الإمارات العربية المتحدة وحكومة المملكة الأردنية الهاشمية	1	1	97
16.	برنامج بناء القدرات الحكومية- ضمن برنامج التبادل المعرفي التابع لمكتب رئاسة مجلس الوزراء _ خطى الحسين	1	2	46
17.	برنامج التبادل المعرفي الحكومي بين حكومة دولة الإمارات العربية المتحدة وحكومة المملكة الأردنية الهاشمية	1	1	113

List of Open Enrollment Programs offered in 2022				
#	Program Name / Module	No. of Modules Delivered	No. of Days Delivered	No. of Participants
18.	برنامج بناء القدرات الحكومية- ضمن برنامج التبادل المعرفي التابع لمكتب رئاسة مجلس الوزراء	1	1	137
19.	برنامج بناء القدرات الحكومية- ضمن برنامج التبادل المعرفي التابع لمكتب رئاسة مجلس الوزراء _خطى الحسين	1	2	39
20.	في إطار برنامج التبادل المعرفي الحكومي بين حكومة دولة الإمارات العربية المتحدة وحكومة المملكة الأردنية	1	2	67
21.	برنامج بناء القدرات الحكومية- ضمن برنامج التبادل المعرفي التابع لمكتب رئاسة مجلس الوزراء _خطى الحسين	1	2	43
22.	برنامج بناء القدرات الحكومية- ضمن برنامج التبادل المعرفي التابع لمكتب رئاسة مجلس الوزراء	1	1	11
23.	برنامج الدبلوم التنفيذي القيادة الرقمية والمستقبل (الدفعة الثالثة	5	10	9
24.	الدبلوم التنفيذي المدير الحكومي (الدفعة الثانية)	11	11	27
25.	Future Government - UAE Study Trip for Senegalese Leaders	4	4	11
26.	دورة دراسات الجدوى الإقتصادية والمالية للمشروعات الحكومية (الدفعة الأولى)	1	2	34
27.	دورة دراسات الجدوى الإقتصادية والمالية للمشروعات الحكومية (الدفعة الثانية)	1	2	36
28.	الدبلوم التنفيذي السياسات العامة- تأسيس (الدفعة الثانية)	10	10	28
Total		83	110	2900

4. Graduates from Leadership Program

Till date, a total of 2588 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	2022	Total
No. of graduates	219	30	92	30	16	360	567	158	122	72	132	76	138	102	126	348	2588

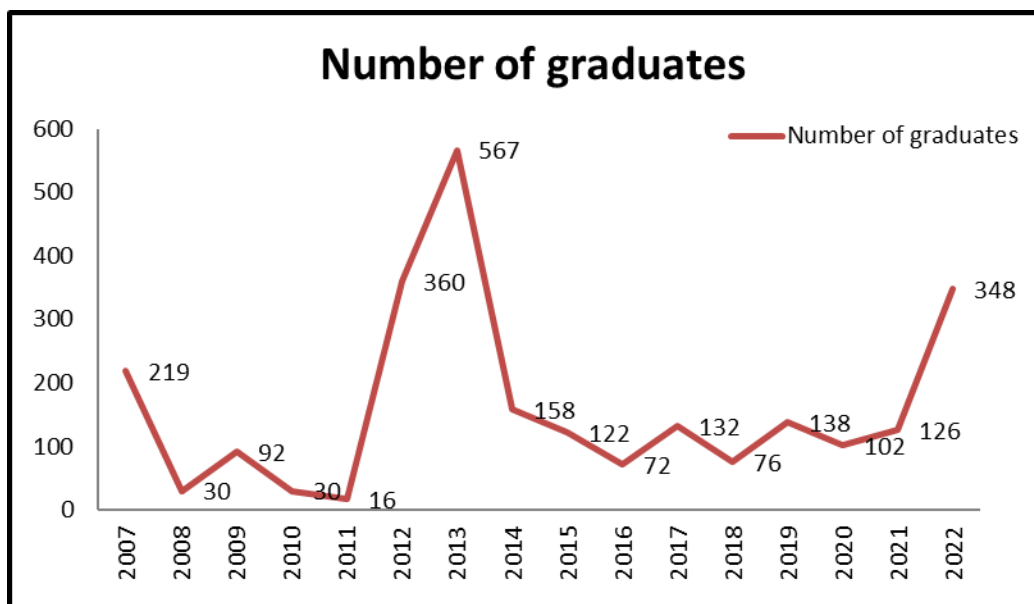


Fig 5.4.1 Executive Education Graduates 2007-22

5. Executive Education Data Snapshot

	2016	2017	2018	2019	2020	2021	2022
Number of customized programs	10	11	7	11	13	14	19
Number of open enrollment programs	18	11	18	15	9	11	28
Total number of executive education programs	28	22	25	26	22	25	47
Number of clients (entities) served	10	12	7	10	9	7	17
Total number of participants	887	1346	654	614	692	474	3596
Number of graduates from Leadership programs	72	132	76	138	102	126	348
Total number of training days	128	172	170	209	173	219	347
Total number of trainers	35	38	38	145	72	153	277

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 Clients and Projects

Since its inception, ECKC has provided consulting services to number of clients including:

- Dubai Health Authority
- Dubai Statistics Center
- Dubai Government Human Resources Department
- Environment Agency – Abu Dhabi
- Dubai Women Establishment
- Mohammed Bin Rashid Library
- Hamdan Bin Rashid Al Maktoum Foundation for Distinguished Academic Performance
- Abu Dhabi Food Control Authority
- Erada Center for Treatment and Rehab
- Economic Security Center of Dubai
- Dubai Institute for Human Resource Development
- Islamic Affairs and Charitable Activities Department
- Government of Ajman Executive Council

SECTION 7 -

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	2022
Online databases	7	7	8	7	7	7
Number of books (printed)	6500	7750	8000	8150	8150	8560
Number of textbooks	70	50	54	54	56	58
Library availability (hours per week)	60	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)	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.

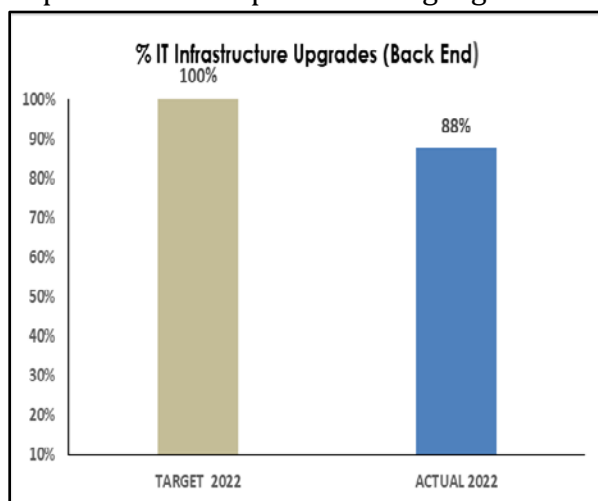


Fig7.2.1: Infrastructure Upgrades (back end)

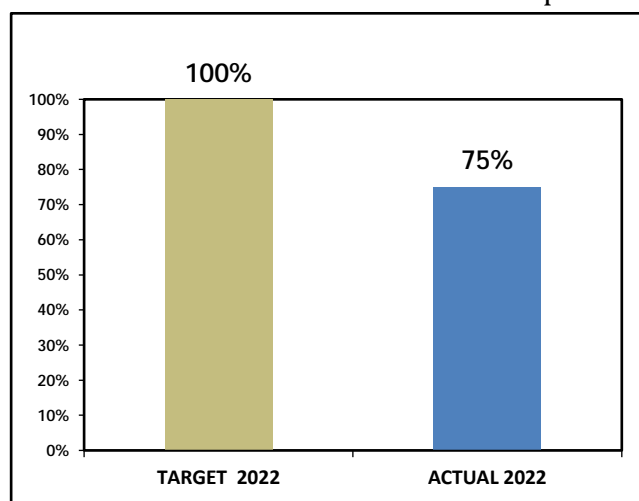


Fig7.2.2: Infrastructure Upgrades (front end)

SECTION 8 –

FINANCES

1. Tuition Fees

Tuition Fees for 2022	
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 partnered during 2022 on various projects, research initiatives and/ or events is provided below:

#	Entity Name
1	Academy of International Business (AIB) The Middle East and North Africa (MENA) Chapter
2	ELM
3	Etihad Export Credit Insurance
4	FTI Consulting
7	Geneva school of diplomacy
8	Google
9	HSBC
10	Hult International Business School
11	International Humanitarian City
12	Lee Kuan Yew School of Public Policy (LKY)
13	Microsoft
14	National Institute for Governance and Sustainable Development (Egypt)
15	Prime Minister's Office
16	RAK Executive Council
17	TATA Consultancy Services Limited (TCS)
18	The Academy of Public Administration under the President of the Republic of Kazakhstan
19	University of Georgia School of Public and International Affairs
20	University of Birmingham
21	United Nations Economic and Social Commission for Western Asia (ESCWA)
22	World Health Organization (WHO)
23	WHU - Otto Beisheim School of Management, MBA Program (Germany)
24	World Scientific Publication
25	World Government Summit Organization

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
	IHC MoU Signing	Event (by invitation)
February	Dubai Police Book Launch	Event (by invitation)
	MoU Signing with TCS in the Indian Pavilion at EXPO2020	Event (by invitation)
	AI – Good Governance	Public Event (virtual)
	Ai – Good Governance (Digital Dubai Authority)	Event (by invitation)
	FAO-MBRSG Knowledge Exchange Visit	Event (by invitation)
March	PAG 1: Ethics, Public Value, and Accountability in Policy Development and Implementation	Public Event (virtual)
	MoU Signing with Libya at EXPO2020	Event (by invitation)
	Press Conference at EXPO2020	Event (by invitation)
	PAG2: Education, has the 21st Century (and COVID 19), Really 'Changed Everything?	Public Event
April	Future Gov. Insights session 1: From traditional Government to new government	Public Event (virtual)
	Ramadan Knowledge Series session 1: Digital Leadership	Public Event (virtual)
	Future Gov. Insights session 2: Agile Government and Agile Governance: What is it About?	Public Event (virtual)
	Ramadan Knowledge Series 2: From Traditional Public Administration to New Public Administration	Public Event (virtual)
	Future Gov. Insights session 3: Digitalization of Soft Power: Issues and Perspectives	Public Event (virtual)
	Ramadan Knowledge Series 3: United Arab Emirates Competitiveness	Public Event (virtual)
	Future Gov. Insights session 4: How to become a Policy Ambassador or Policy Entrepreneur	Public Event (virtual)
	Ramadan Knowledge Series 4: Government Innovation in Food Security	Public Event (virtual)
	PAG 3: The 'Two Imposters' - Lessons from perceived 'Triumph' and 'Disaster' in Foreign Policy	Public Event (virtual)
May	Special ICEE Open Day	Public Event (virtual)
	PAG 4: Lecture 4: Looking Forward to COP 28: lessons for and from the region	Public Event (virtual)
June	Open Day	Public Event (virtual)
July	City Seminar for Hult International Business School	Event (by invitation)

Month	Event	Type of Event
September	EHS MoU Signing	Event (by invitation)
October	Synthetic Biology (SynBio): Future Forward	Public Event
	Open Day	Public Event (virtual)
	MOU with MOI	Event (by invitation)
	Executive Education Forum: the Metaverse	Event (by invitation)
November	Agile Government Book Launch	Event (by invitation)
	CLEVER Book Talk	Public Event
	MBRSG Graduation Ceremony 2022	Event (by invitation)
	Open Day	Public Event (Virtual)
	Executive Policy Diploma Graduation	Event (by invitation)
December	MoU Signing with the World Government Summit Organization	Event (by invitation)



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

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 2022 to 31st December 2022.

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.

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