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

ANNUAL
REPORT

20
23

Empowering Future Leaders
تمكين قادة المستقبل

2023

ANNUAL REPORT

> **The leaders of tomorrow are the goal of this nation, the foundation of its future, and we will work on developing their capabilities and knowledge to achieve ever-evolving government administrations.**
>
> HH Sheikh Mohammed Bin Rashid Al Maktoum

ABOUT MBRSG

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, the school stands as the first research and teaching institution focused on governance and public policy in the Arab World. It aims to promote good governance in the UAE and across the Arab region, empowering future leaders through an integrated offering of academic programs, training, research, and studies. Its operations are rooted in global best practices, developed in collaboration with the Kennedy School at Harvard University, marking it as a unique model among academic institutions with its emphasis on practical governance. Additionally, the school engages in collaborations with a range of governmental and private entities both regionally and internationally. Training programs are designed on a foundation of scientific thought, drawing inspiration from the realities of Arab Public Administration, and aim to address pertinent issues while equipping future leaders to navigate the challenges of public administration across the Arab World. Moreover, the school plays a pivotal role in fostering dialogue by organizing international and regional conferences, specialized workshops, and forums that facilitate the exchange of ideas and knowledge between the Arab region and the global community.

EXECUTIVE PRESIDENT'S FOREWORD

Guided by visionary leadership and a steadfast commitment to strategic foresight, the United Arab Emirates (UAE) strides confidently towards global prominence. With meticulously crafted plans and a penchant for innovation grounded in science, knowledge, and experience, the UAE stands as a beacon of progress and prosperity, inspiring individuals and governments worldwide.

The UAE's unparalleled success stems from a steadfast dedication to nurturing and empowering its human capital, particularly in cultivating adept leaders capable of realizing strategic objectives. Recognizing that global competitiveness hinges upon the quality of its people, the UAE prioritizes the development of competent, qualified individuals poised to effect positive change.

In light of this philosophy, and under the supervision of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, the Mohammed Bin Rashid School of Government (MBRSG) stands out as an emblem of the UAE's progress and its constructive engagement with the international community.

At the core of its mission lies the empowerment of government leaders and the cultivation of future minds to bolster public administration, foster sustainable development, and amplify the nation's developmental vision on both local and global scales.

Guided by the wise vision of His Highness, MBRSG endeavors to modernize public administration systems, enhance governmental efficiency, and embody principled governance, catalyzing pioneering advancements across all spheres of life.

With a cadre of distinguished researchers and academics, MBRSG pioneers a comprehensive research and development framework in public policy, bridging theory with practical application to fortify government actions within the UAE and beyond. Through cutting-edge programs and experiential learning, the institution equips future leaders with the skills needed for achieving strategic objectives and driving excellence in public administration and public policy.

MBRSG takes immense pride in its strategic approach, which values collaboration and openness with pioneering, distinguished, specialized, and effective partners in the field of public policy and government management. Through fostering a comprehensive and diverse matrix of partnerships at the local, regional, and international levels, the college views collaboration as fundamental to achieving innovation, success, and prosperity, thus building a thriving future for generations to come.

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

BOARD OF TRUSTEES

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

HE Abdulla Ali Bin Zayed Al Falasi (Chairman)
Director General
Dubai Government Human Resources Department

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

HE Younus Abdulaziz Al Nasser
CEO
Dubai Data and Statistics Establishment

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

Mrs. Raja Al Mazrouei
Chief Executive Officer
Etihad Credit Insurance

Dr. Yasar Jarrar
Managing Partner
International Advisory Group

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

MBRSG STRATEGY 2022 – 2024

VISION

Shaping the future leaders for better tomorrow

MISSION

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

VALUES

Innovate

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

Collaborate

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

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

Empower

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

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

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

Excel

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

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

STRATEGIC OBJECTIVES

1. We are the home for future government leaders
2. We are the platform for the UAE model
3. We are shapers of frontier government policy
4. We are anchors for UAE's international support for government excellence
5. We are a vibrant and connected community
6. We are built with tomorrow in mind
7. We are sustainable institutionally & financially

2023 IN NUMBERS

289

Master's Degree Students Enrolled

%95

MOE student satisfaction
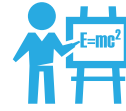
+5000

Executive Education Trainees in 2023

+300

Executive Educatuion Graduates in Senior Government Positions

33

Trainees Nationalities

76

Master's Degree Graduates

2.3 M

External Research Funding

1.1 M

External in-kind Research Support

143

Research Output

EMPOWERING FUTURE LEADERS

FUTURE GOVERNMENT PROGRAMS

Master Degree Programs Admission Statistics

During 2023, MBRSG received a total of 323 applications. The below table Reveals the data relevant to students enrollment in the year 2023 across the future government programs.

| Program Name	Applications	New Enrollments
Master of Public Administration	105	9
Master of Innovation Management	12	12
Master of Public Policy	0*	0*
Executive Master of Public Administration	206	61
Total	323	82

* No new enrollments in Spring and Fall 2023.

Students Statistics By Program (New and Continuing Students)

Program Name	Spring 2023	Fall 2023	Total
Master of Public Administration	24	20	44
Master of Innovation Management	19	24	43
Master of Public Policy	17	8	25
Executive Master of Public Administration	101	76	177
Total	161	128	289

* No new enrollments in the MPP program in Spring and Fall 2023 and no new enrollments in the MIM program in Spring 2023.

Students Admission Statistics

	Spring 2023	Fall 2023
▪ New	42	40
▪ Re-enrolled	119	88
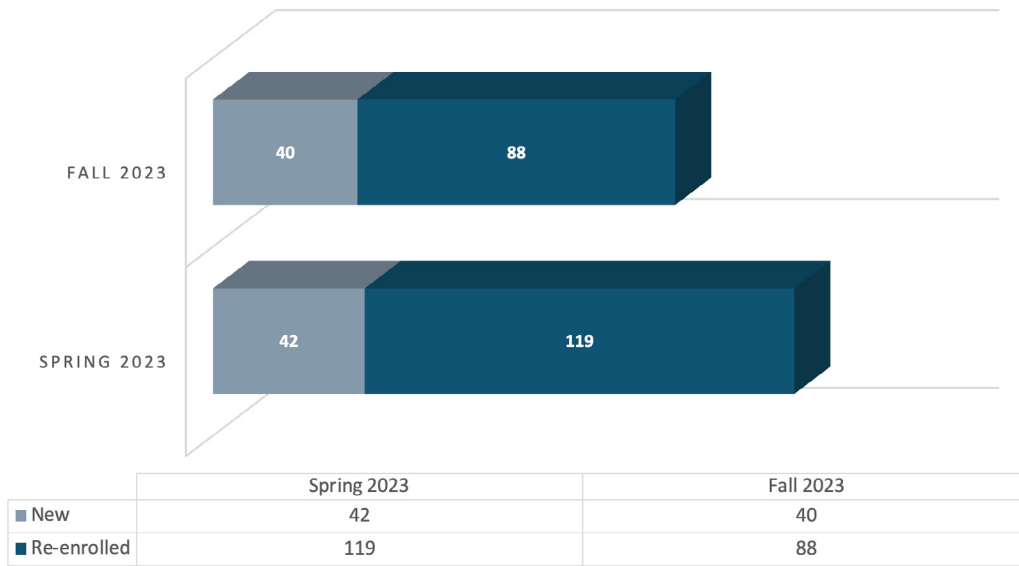
Students enrollment 2023
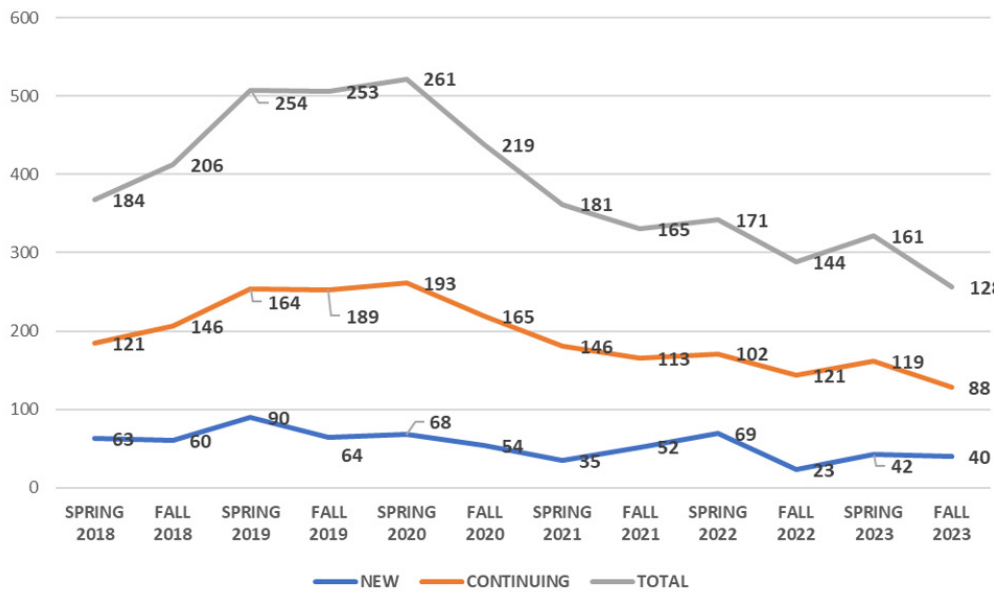
Historical Student Enrollment Data

MBRSG ALUMNI ACHIEVEMENTS

Prominent government appointment:
Mohammed Issa Al Kashf

A notable graduate of the Executive Master of Public Administration, was re-elected in the Federal National Council (FNC), which is the consultative council, in the parliamentary body of the UAE.

International Health Decision Maker
Dr. Muna Tahlak

Relentless dedication and efforts have led to her election as President of the International Hospital Federation. She now proudly stands as the first Arab woman to hold this prestigious international position in the federation's history.

Academic Milestone
Mohammed Abdullah Mohammed Al Dhanhani

A graduate of the Executive Master of Public Administration from MBRSG. He earned his doctorate in educational administration from Mansoura University in the Arab Republic of Egypt with distinction.

Book Launch
Fatima Al Zarouni

A graduate of the Executive Master of Public Administration from MBRSG. She participated in the Sharjah Book Fair where she officially launched her first book, titled 'Critical Success Factors for Small and Medium Enterprises in the UAE'.

Emirati Astronaut
Mohammed Al Mulla

He holds an Executive Master's in Public Administration from the Mohammed bin Rashid School of Government

MBRSG SCHOLARSHIPS

Scholarships

MBRSG, acknowledging its pivotal role as an academic institution, annually awards academic scholarships to a select group of students demonstrating exceptional academic achievement. Scholarships cover either 50% or 100% of tuition fees. In addition, MBRSG is committed to inclusivity and supports People of Determination in pursuing their Master's degrees by providing them with academic   scholarships.

Furthermore, MBRSG collaborates with various government entities through Memorandums of Understanding (MoUs) to sponsor employees seeking to advance their education with a Master's degree at the institution.

Scholarships	MPA	MIM	MPP	EMPA	Total
MBRSG's Internal Scholarships	14	2	0	1	17
External Sponsorships	0	14	2	68	84

* The table presents the distribution of internal and external scholarships awarded to students in 2023.

CLASS OF 2023

Under the patronage of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai; His Highness Sheikh Mansoor Bin Mohammed Bin Rashid Al Maktoum, Chairman of Dubai Sports Council attended the graduation ceremony of the 10th cohort of the Mohammed bin Rashid School of Government's Master Degree programs. The ceremony took place in the Sheikh Maktoum Hall at the Dubai World Trade Center celebrating the graduation of 79 graduates, who have successfully completed their degrees from various local and federal government entities.

His Highness Sheikh Mansoor Bin Mohammed Bin Rashid Al Maktoum, the Chairman of the Dubai Sports Council, honored the graduation ceremony of the 10th cohort of the Mohammed Bin Rashid School of Government's Master's Degree programs with his presence. This momentous event took place in Sheikh Maktoum Hall at the Dubai World Trade Center, celebrating the achievements of 79 graduates from various local and federal government entities.

His Highness Sheikh Mansoor Bin Mohammed stated, "The UAE's leadership places the utmost importance on nurturing the competencies of our national talent, providing them with opportunities to deepen their knowledge and understanding of modern sciences, and continually enhancing their skills. Emirati talents are the cornerstone of our nation's development narrative. Our country is dedicated to ensuring a prosperous future for the generations to come."

He further emphasized, "The commitment to elevating the competencies of our national talent is a key element that has propelled the UAE to a prestigious position on both regional and global stages." His Highness described the graduation of this tenth batch of students as a testament to the visionary leadership of the UAE. "These graduates are set to further elevate government performance and lead our nation toward new heights of progress

Graduates Statistics

MBRSG's 2023 cohort – the 10th cohort- included 76* graduates from various local and federal government entities, as well as overseas students who successfully completed their courses to obtain degrees in Master of Public Administration (MPA), Master of Innovation Management (MIM), Executive Master of Public Administration (EMPA), and Master of Public Policy (MPP).

Programs	MPA	MIM	MPP	EMPA	Total
Number of Graduates	10	10	5	51	76*

* 3 additional graduates who had outstanding documents were granted permission to participate in the graduation ceremony.

Historical Graduates Data

MBRSG has produced a total of 678 graduates till date of which 375 graduates are from the Executive Master of Public Administration program. The Master of Public Administration program has produced a total of 184 graduates. The MIM program produced its first graduate in 2019 and a total of 65 students have graduated from the program till date. 49 students have graduated from the MPP program (from various specializations) since its commencement while 5 students have graduated from the various Postgraduate Diploma programs.

Number of graduates 2009-2023
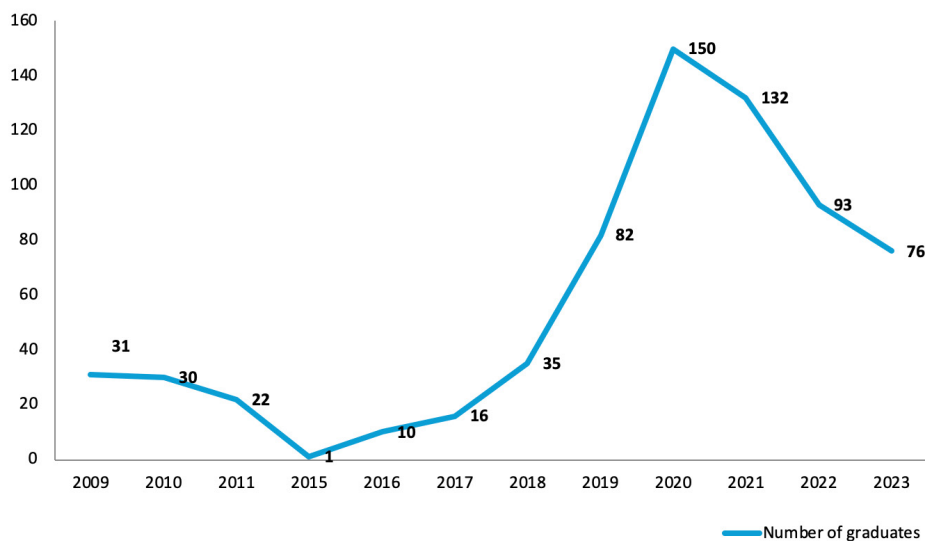
Mansoor bin Mohammed ✔
@sheikhmansoor

I attended the graduation ceremony of the 10th cohort of postgraduate students of The Mohammed Bin Rashid School of Government, made up of 79 students from various government entities and other countries around the world. We congratulate all the graduates and wish them success in their future. We also thank the faculty for their constant hard work and determination to educate in fields related to public administration and policies, whilst maintaining the best global practices and standards
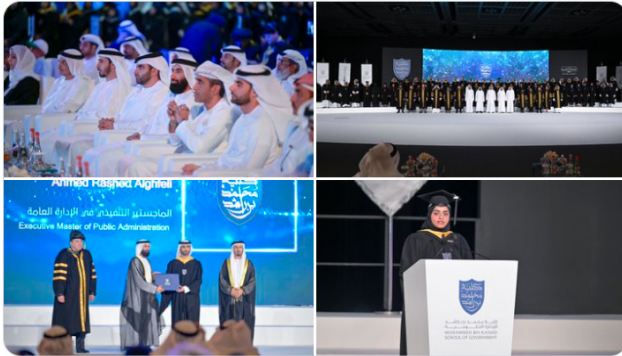
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Mansoor bin Mohammed attends graduation ceremony at (MBRSG)
01 Nov, 2023

2 attends graduation ceremony at (MBRSG)

His Highness Sheikh Mansoor bin Mohammed bin Rashid Al Maktoum, Chairman of Dubai Sports Council, attended a graduation ceremony for the tenth cohort of the Mohammed Bin Rashid School of Government (MBRSG), comprising students from various master's programs. Held under the patronage of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, the event was held at Dubai World Trade Centre's Sheikh Maktoum Hall.

This year's cohort included 79 graduates from various local and federal government entities, as well as overseas students who completed their courses to obtain degrees in Master of Public Administration (MPA), Master of Innovation Management (MIM), Executive Master of Public Administration (EMPA), and Master of Public Policy (MPP).

HH Sheikh Mansoor bin Mohammed said: "The UAE's leadership accords top priority to nurturing competencies of national talent, providing them with avenues to enhance their knowledge and understanding of modern sciences besides constantly upgrading their skills. Emirati talents are the building blocks of the nation's development story. Our country is committed to building a bright future for the upcoming generations.

شهد حفل تخريج كلية محمد بن راشد للإدارة الحكومية

منصور بن محمد: الإمارات وقيادتها تضع رعاية الكفاءات الوطنية أولوية استراتيجية

منصور بن محمد خلال حضوره حفل تخريج طلبة الماجستير في كلية محمد بن راشد للإدارة الحكومية. **وام**

❯ «محمد بن راشد للإدارة الحكومية» تعمل كمنصة معرفية مبتكرة لتمكين القادة وصُنّاع السياسات.

دبي - الإمارات اليوم

برعاية صاحب السموّ الشيخ محمد بن راشد آل مكتوم، نائب رئيس الدولة رئيس مجلس الوزراء حاكم دبي، شهد سموّ الشيخ منصور بن محمد بن راشد آل مكتوم، رئيس مجلس دبي الرياضي، أمس، حفل تخريج الدفعة الـ10 من طلبة الماجستير في مجالات الإدارة العامة وإدارة الابتكار، وبرنامج الماجستير التنفيذي في الإدارة العامة، والماجستير في السياسات العامة، في كلية محمد بن راشد للإدارة الحكومية، والذي نظمته الكلية في مركز دبي التجاري العالي.

وضم خريجو الكلية لهذا العام 79 طالباً وطالبة من العاملين في عدد من الجهات الحكومية المحلية والاتحادية، إضافة إلى منتسبين من دول أخرى.

وأكد سموّ الشيخ منصور بن محمد بن راشد آل مكتوم، أن دولة الإمارات وقيادتها تضع رعاية الكفاءات الوطنية، ورفدها بالعلوم والمعارف الحديثة، والارتقاء بمهاراتها وتطوير أدواتها بشكل دائم، كأولوية استراتيجية، بوصفهم ركيزة التنمية والطاقات التي ستكون مسؤولة عن تشكيل ملامح المستقبل المشرق المأمول للأجيال المقبلة. فضلاً عن دورهم في تعزيز فرص الدولة في اعتلاء أرقى مراكز التميز والريادة إقليمياً وعالمياً، ترجمة لفكر ورؤية القيادة التي تسعى إلى رفد القطاع الحكومي بعقول وكفاءات وطنية شابة، قادرة

على قيادة الخُطى نحو آفاق جديدة من التقدم.

حضر الحفل الأمين العام للمجلس التنفيذي لإمارة دبي، عبدالله محمد البسطي، ورئيس مجلس أمناء كلية محمد بن راشد للإدارة الحكومية مدير عام دائرة الموارد البشرية لحكومة دبي، عبدالله علي بن زايد الفلاسي، والرئيس التنفيذي لكلية محمد بن راشد للإدارة الحكومية، الدكتور علي بن سباع المري.

وقال عبدالله علي بن زايد الفلاسي: «تقدم كلية محمد بن راشد للإدارة الحكومية كل الدعم المعرفي والعلمي لطلابها في مجالات الإدارة والسياسات الحكومية، وفقاً لأفضل الممارسات والمعايير العالمية، بما يتماشى مع استراتيجيات دولة الإمارات وقيادتها الحكيمة، ويحقق أهدافها في ترسيخ مكانتها إقليمياً وعالمياً»، مؤكداً ثقته بأن الدفعة الجديدة من خريجي

الكلية ستكون لها بصمة مميزة في مجال صناعة القرار وإدارة المنظومات الحكومية المستقبلية.

من جانبه، هنّأ الدكتور علي بن سباع المري الخريجين وذويهم، مشيراً إلى أن هذه الدفعة الجديدة من خريجي الكلية ستكون قادرة على مجاراة مستجدات العصر في مجالات الإدارة الحكومية والسياسات العامة، وتلبية متطلبات المرحلة الحالية والمستقبلية، والاستعداد للسيناريوهات المختلفة، والإسهام في تعزيز المكانة التنافسية للدولة، والإسهام في تعزيز التجربة الإماراتية المتميزة في الإدارة الحكومية والمجالات البحثية والمهنية، ونقلها إلى أقرانهم في مواقع العمل المختلفة.

يُذكر أن كلية محمد بن راشد للإدارة الحكومية هي كلية رائدة عالمياً والأولى عربياً في القيادة والسياسات العامة، وتعمل كمنصة معرفية مبتكرة لتمكين القادة وصُنّاع السياسات من خلال برامج الدراسات العليا، والتعليم التنفيذي، وإنتاج البحوث، وتقديم الاستشارات.

79

طالباً وطالبة عدد خريجي الكلية لهذا العام من العاملين في جهات حكومية محلية واتحادية.

منصور بن محمد لدى حضوره حفل تخريج طلبة كلية محمد بن راشد للإدارة الحكومية بحضور عبدالله الفلاسي وعلي المري.

برعاية محمد بن راشد.. سموه يشهد حفل تخريج كلية محمد بن راشد للإدارة الحكومية

منصور بن محمد: رعاية الكفاءات الوطنية ورفدها بالمعارف أولوية

سموه: القيادة تسعى إلى رفد القطاع الحكومي بعقول شابة قادرة على قيادة الخطى نحو آفاق جديدة

Master of Public Administration

دبي - البيان

بحضور منصور بن محمد.. وشملت 79 طالباً وطالبة

«كلية محمد بن راشد للإدارة» تخرج الدفعة 10 لطلبة الماجستير

منصور بن محمد وكبار المسؤولين والخريجون.

دبي - «الخليج»

شهد حفل تخريج كلية محمد بن راشد للإدارة الحكومية وشمل خريجي الدفعة العاشرة لطلبة الماجستير

منصور بن محمد: رعاية الكفاءات الوطنية أولوية استراتيجية

منصور بن محمد وكبار الحضور خلال الحفل. **وام**

دبي (الاتحاد)

IMPACTING POLICY THROUGH RESEARCH

POLICY RESEARCH AT MBRSG

MBRSG serves as both an educational institution and a public policy think tank, putting research at the heart of its mandate, vision and activities. The School's distinctive regional positioning drives its passion to leading the region in multidisciplinary research related to public policy and government.

Policy Research Tracks

- Future Government & Innovation
- Educational Policy
- Public Leadership Policy
- Sustainable Development Policy
- Social Policy
- Economic Policy
- Health Policy
- Policy Councils

Research Publications

MBRSG dedicates vast resources to creating original research and supplying multidisciplinary evidence both in support of its educational activities and in advancing more impactful policymaking on a regional level. Accordingly, the primary objective of the school's research strategy is to influence the formulation of future policies and provide decision-makers with sufficient evidence to frame effective decisions. MBRSG is keen to spread knowledge through its research outputs, which include:

3 Policy Councils	**13** Articles	**9** Research Reports	**6** Books & Book Chapters
2 Proceedings Reports	**2** Policy Briefs	**28** Seminars / Workshops	**71** Commissioned reports
2 Research Newsletter	**3** Policy Paper	**1** Conference Paper	

Policy Research in Numbers

36
CONTRIBUTIONS TO
MAJOR GOVERNMENT
ACTIVITIES

143
RESEARCH
OUTPUT

18
PEER-REVIEWED PUBLICATIONS

557
SENIOR PARTICIPANT
IN RESEARCH EVENTS

480
CITATIONS OF
MBRSG RESEARCH

55
RESEARCH CONTRIBUTIONS
TO DEVELOPMENT ACTIVITIES

2.3 M
IN-CASH
EXTERNAL RESEARCH
FUNDING

1.1 M
EXTERNAL
IN-KIND RESEARCH
SUPPORT

Key Publications Series
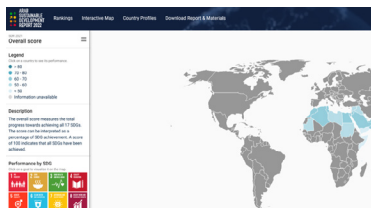
Arab Region SDG Index
www.ArabSDGIndex.com

Arab Social Media Report
www.ArabSocialMediaReport.com

مجلة دبي للسياسات
Dubai Policy Review
www.DubaiPolicyReview.ae

Global Economic Diversification Index
GLOBAL ECONOMIC DIVERSIFICATION INDEX
www.EconomicDiversification.com

RESEARCH PUBLICATIONS

Global Economic Diversification Index 2023

295 Downloads

Arab Region SDG Index and Dashboards Report 2023

175 Downloads

The Future of SMEs in the UAE

375 Downloads

Advancing Artificial Intelligence Impact in Dubai
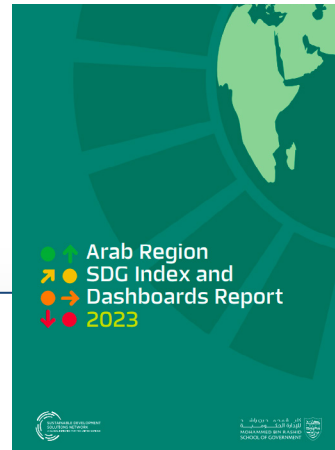
225 Downloads

GLOBAL ECONOMIC DIVERSIFICATION INDEX 2023

The Global Economic Diversification Index (GEDI) measures and ranks countries on the extent of their economic diversification from a multi-dimensional angle, exploring diversification of economic activity, international trade as well as of government revenues (away from a dependence on natural resource or commodity revenue). The EDI is based solely on quantitative indicators, with no survey or perception indicators, providing a quantitative benchmark and ranking of the economic diversification of countries, using 25 publicly available indicators, data and information. The 2023 edition of the EDI extends the coverage to a total of 105 countries, for the period 2000 to the Covid19 affected 2020 and 2021.
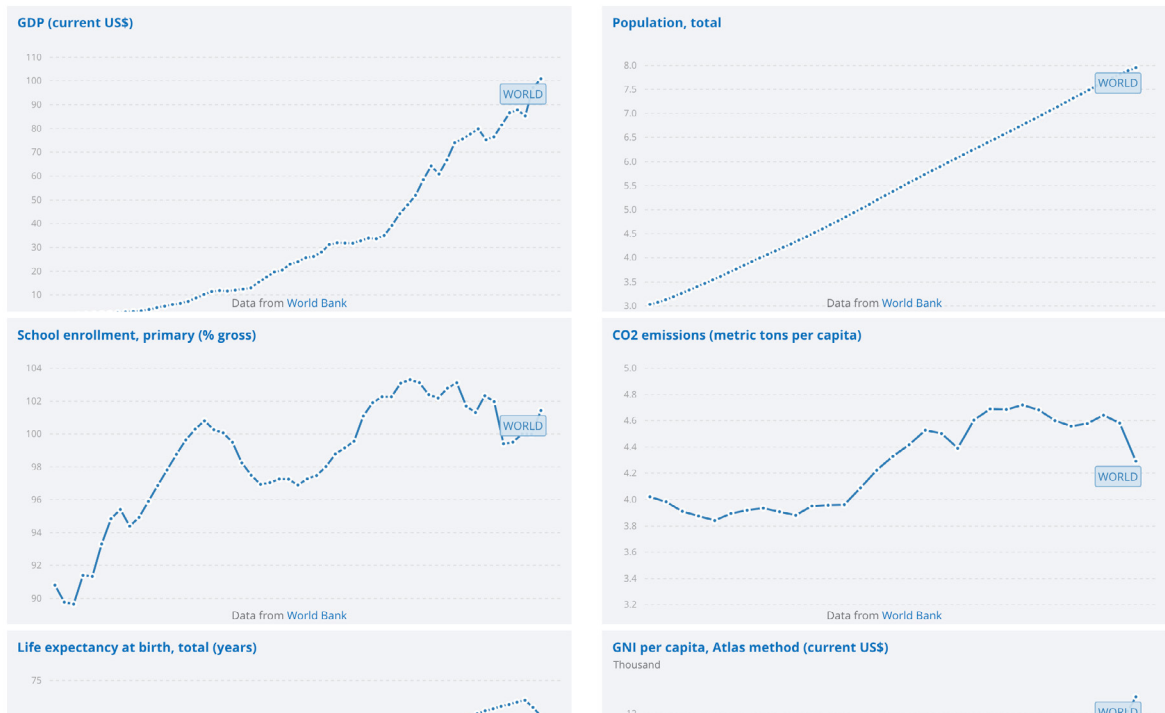
www.economicdiversification.com

ARAB REGION
SDG INDEX 2023

The Arab Region SDG Index and Dashboards 2023 aims to provide a data-driven practical tool for governments, policymakers, and other stakeholders to measure progress on the SDGs, and to highlight implementation challenges and data gaps, as a foundation for actions. The Index comprises of 113 indicators covering the 17 SDGs. Launched at COP 28, this edition of the Arab Index, includes a section dedicated to highlighting findings related to environmental sustainability and climate action.

ARAB SUSTAINABLE DEVELOPMENT REPORT 2023   Interactive Map   Country Profiles   Download Report & Materials   Sign in

Country Profiles

Track progress and trends on achieving the Sustainable Development Goals for all 22 Arab Countries

Search country 🔍

Algeria	Bahrain	Comoros	Djibouti	Egypt, Arab Rep.	Iraq	Jordan	Kuwait
Lebanon	Libya	Mauritania	Morocco	Oman	Qatar	Saudi Arabia	Somalia
State of Palestine	Sudan	Syrian Arab Republic	Tunisia	United Arab Emirates	Yemen, Rep.		
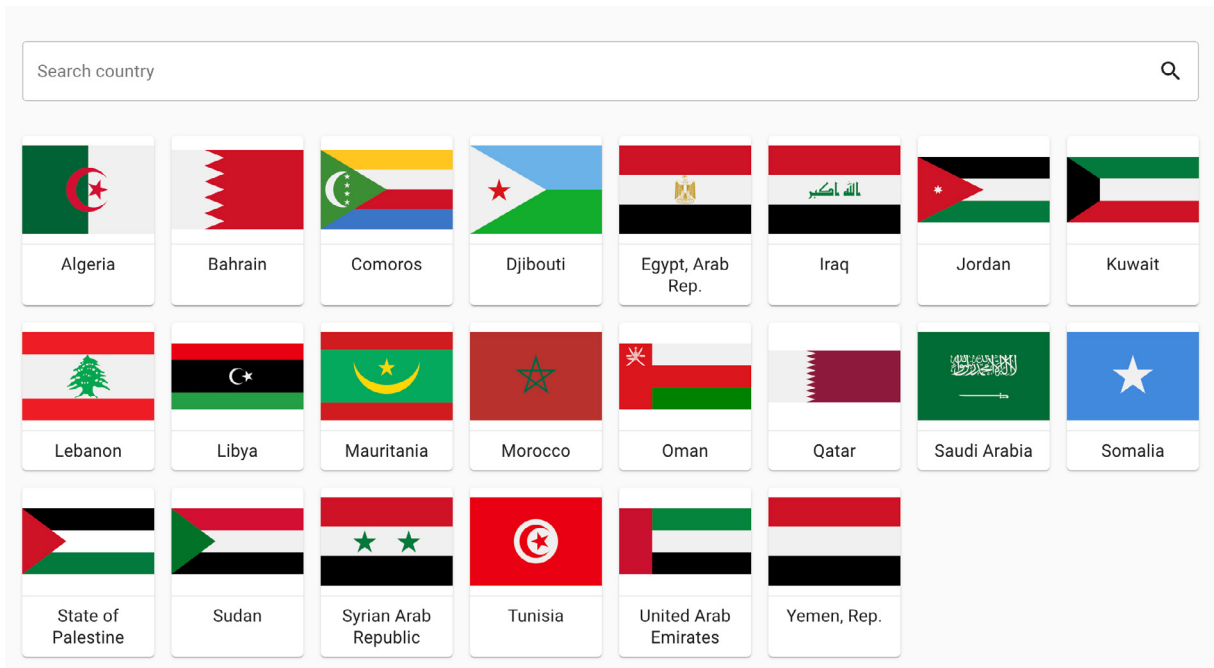
www.arabsdgindex.com

POLICY FORUMS

Policy Council: GPT and Generative AI in Dubai Government

This session, conducted in collaboration with the Dubai Digital Authority and Microsoft, explored the use of generative AI within the Dubai government. It featured the unveiling of a major report on AI's contribution to Dubai's digital economy and included discussions with prominent leaders from Dubai and international corporations.

Workshop on Responsible Generative AI

A collaboration with Digital Dubai and IEEE, this workshop addressed the ethical dimensions of AI deployment across different sectors, guiding participants through AI ethics' complexities at the Dubai Assembly on Generative AI.

Towards Universal Principles for Generative AI in Research and Education

Held at the Dubai Assembly for Generative AI, this policy council session aimed to set universal guidelines for generative AI's application in research and education. Attended by experts and academics, the discussion highlighted the need to address the challenges and opportunities in AI integration, with a strong emphasis on considering the ecosystems that surround generative AI adoption.

Policy Council: Re-imagining Accessibility Rights in the Age of Artificial Intelligence

In partnership with World Enabled and led by Dr. Victor Pineda, this session focused on how AI can intersect with and enhance accessibility rights. It consisted of a presentation by Dr. Pineda and a roundtable with AI and disability experts, aiming to assess AI's potential to improve accessibility in the digital era.

RESEARCH PROJECTS AND PUBLICATIONS

Policy Briefs

Summary of a particular issue by our research team, the policy options to deal with it, and some recommendations on the best option.
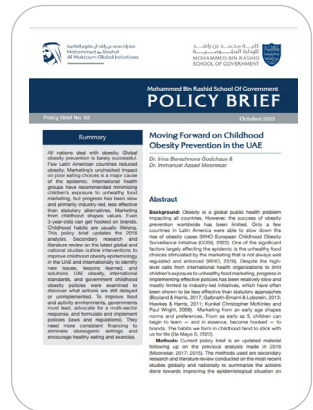
International Government Innovation Case Series

The Policy Research Department at the Mohammed Bin Rashid School of Government continue to partner with the Prime Minister's Office on documenting global innovation in government. Over 410 case studies of global innovation in the public sector have been published in Arabic and 2 policy briefs on the innovation ecosystem in the UAE.

+400

Case Studies Published

RESEARCH PUBLICATIONS

Title	Author/s	Type	Date
The Future of SMEs in the UAE	Salma Refass, John Lillywhite, Fadi Salem, Zina Akrout, Sarah Shaer, and Engy Shibl	Research Report	Jan-2023
Psychological Wellbeing: Toward an Innovative Provision of Mental Health and Wellbeing in the United Arab Emirates	Fatema Alrumaithi & Immanuel Azaad Moonesar	Journal Article	1-Jan-2023
The Future of SMEs in the UAE	Engy Shibl, Sarah Shaer, Dr. Fadi Salem, Salma Refass	Research Report	Jan-2023
Telehealth: Beyond Legislation and Regulation	Khamis Alalawy, Immanuel Azaad Moonesar R.D	Journal Article	10-Jan-2023
Perspective: Telehealth – beyond legislation and regulation	Khamis Al-Alawy and Immanuel Azaad Moonesar	Journal Article	10-Jan-2023
كوريا الجنوبية تخطط لإطلاق الهوية الرقمية بالاعتماد على تقنية بلوكتشين	Lama Zakak and Fadi Salem	Commissioned Report	11-Jan-2023
اليابان تلجأ للزراعة الذكية لتعزيز اكتفائها الذاتيّ غذائياً	Lama Zakak and Fadi Salem	Commissioned Report	11-Jan-2023
المجالس البلديّة في المملكة المتحدة تجعل المدن أكثر ملاءمة للأنواع المهددة بالانقراض	Lama Zakak and Fadi Salem	Commissioned Report	11-Jan-2023
كيف حسّنت مقاطعة فيتناميّة سبل وصول الجمهور إلى خدمات حكومتها الإلكترونية	Lama Zakak and Fadi Salem	Commissioned Report	11-Jan-2023
الهواتف المتحركة لإجراء تحويلات رعاية الأمومة والطفولة في ميانمار	Lama Zakak and Fadi Salem	Commissioned Report	17-Jan-2023
أجهزة الطوارئ في أمريكا الشمالية تتبنّى تقنية مبتكرة لتحديد المواقع	Lama Zakak and Fadi Salem	Commissioned Report	17-Jan-2023
توأم رقمي دقيق في أستراليا باستخدام نموذج الجاذبية المبتكر	Lama Zakak and Fadi Salem	Commissioned Report	17-Jan-2023
هيئات الخدمات البريدية في روسيا تستخدم الروبورتات في فرز الطرود وإيصالها	Lama Zakak and Fadi Salem	Commissioned Report	17-Jan-2023
طائرات مسيّرة لتوصيل الأدوية للمرضى في المملكة المتحدة	Lama Zakak and Fadi Salem	Commissioned Report	25-Jan-2023
Global Economic Diversification Index 2023	Salma Refass, Nasser Al Saidi, Fadi Salem, and Ben Shepherd	Research Report	Feb-2023
Agile Government - Emerging Perspectives in Public Management	Melodena Stephens, Raed Awamleh, Fadi Salem	Book	Feb-2023
NFT: Beyond the Hype, There is the Future	Mark Esposito	Magazine Article	Feb-2023
Remember something called NFTs?	Mark Esposito	Magazine Article	Feb-2023

The power of big data mining to improve the health care system in the United Arab Emirates	Khawla Eissa Alhajaj & Immanuel Azaad Moonesar	Journal Article	1-Feb-2023
Global Economic Diversification Index 2023	Aathira Prasad, Salma Refass, Nasser Saidi, Fadi Salem, Ben Shepherd	Research Report	Feb-2023
Arab Public Administration Report: Digital Transformation	Nasser Yassin, Marwan Gomaa, Mhamed Biygautane, Fadi Salem	Research Report	Feb-2023
الذكاء الاصطناعيّ يعزّز السلامة على شواطئ اليابان في موسم السياحة	Lama Zakak and Fadi Salem	Commissioned Report	23-Feb-2023
الذكاء الاصطناعيّ داعماً لتربية المائيات في سنغافورة	Lama Zakak and Fadi Salem	Commissioned Report	23-Feb-2023
وكالات ضريبية تستعين بالذكاء الاصطناعي في التفتيش العقاري	Lama Zakak and Fadi Salem	Commissioned Report	23-Feb-2023
كيف طوّرت إستونيا نظام الطريق الذكي	Lama Zakak and Fadi Salem	Commissioned Report	23-Feb-2023
Theory and Practice of Public Administration Reforms – The case of the United Arab Emirates	Abu Elias Sarker, Mohammad Habibur Rahman	Book Chapter	Mar-2023
An Appraisal of Agile/Adaptive Implementation Methods Used in Public Sector Reforms	Mark Esposito	Magazine Article	Mar-2023
Can businesses help build trustworthy and accurate generative AI?	Mark Esposito	Magazine Article	Mar-2023
Government e-Services Reputation: Case of UAE	Fatima Al Ali, Melodena Stephens, M. & Vijay Pereira	Book Chapter	Mar-2023
Advancing Artificial Intelligence Impact in Dubai	Engy Shibl, Sarah Shaer, Fadi Salem	Research Report	Mar-2023
Advancing Artificial Intelligence Impact in Dubai	Sarah Shaer, Amani O'Neil, Fadi Salem, Zina Akrout, and Engy Shibl	Research Report	Mar-2023
Moving forward on childhood obesity prevention in the UAE	Irina Berezhnova	Policy Brief	Mar-2023

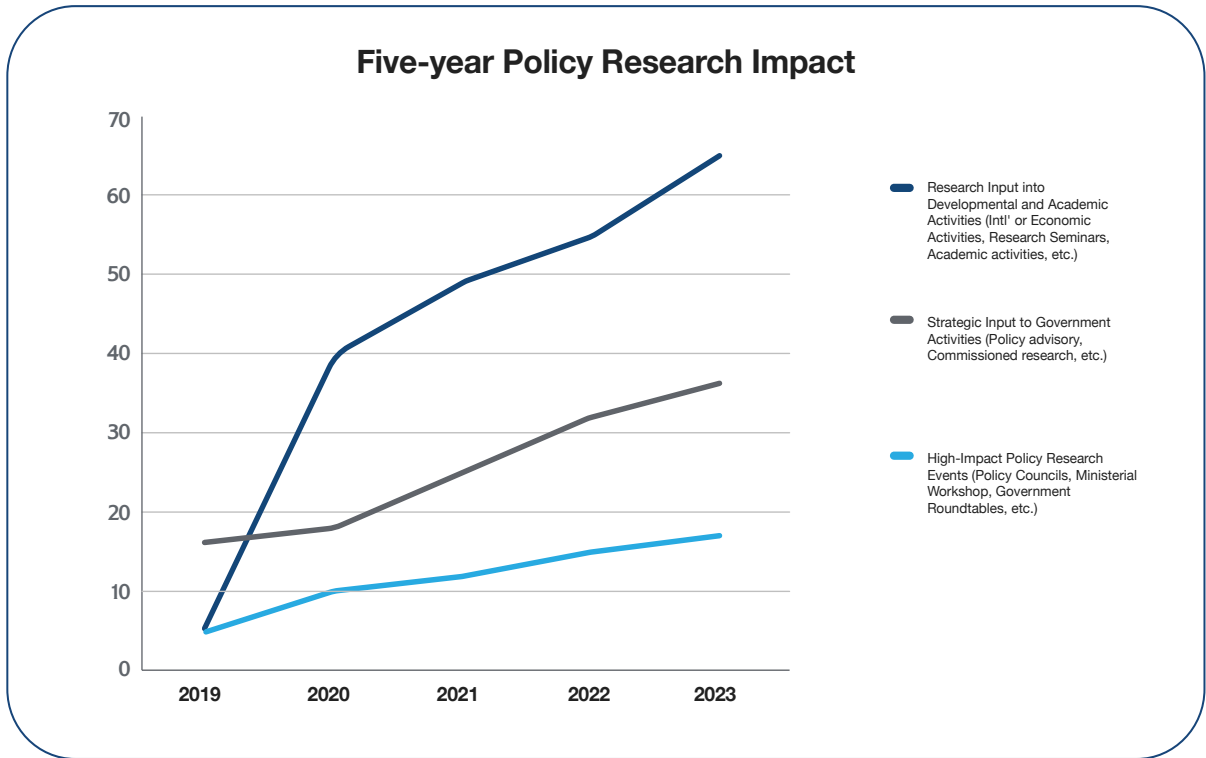|			
Advances in Data Science Driven Technologies (Volume 2) Computer Assistive Technologies for Physically and Cognitively Challenged Users	Manoj Kumar M.V., Immanuel Azaad Moonesar R.D., Ananth Rao, Pradeep N., Annappa, Sandeep Kautish, Vijayakumar Varadarajan	Edited book	Mar-2023
ريو دي جانيرو تضع خريطة رقمية لأكبر العشوائيات البرازيلية	Lama Zakak and Fadi Salem	Commissioned Report	7-Mar-2023
إستونيا تختار التعهدَ الجماعي وسيلةً للحفاظ على اللغة المحلية	Lama Zakak and Fadi Salem	Commissioned Report	7-Mar-2023
خطة لبناء أول جزيرة طاقة صناعية في العالم قبالة السواحل البلجيكية	Lama Zakak and Fadi Salem	Commissioned Report	7-Mar-2023
جامايكا تطلق منصة إلكترونية لتحديد أولويات التلقيح ضد فايروس كورونا	Lama Zakak and Fadi Salem	Commissioned Report	7-Mar-2023
Knowledge of Jordanian women of reproductive age who underwent bariatric surgery and its effect on birth outcomes: A cross-sectional study	Zainah Assaf, Hana Taha, Immanuel Azaad Moonesar, Firas Obeidat, Eman F Badran, Mazen Al-Nabelsi, Raeda Al Qutob	Journal Article	17-Mar-2023
لندن تبتكر حلاً لخفض درجات الحرارة في شبكة قطارات الأنفاق	Lama Zakak and Fadi Salem	Commissioned Report	22-Mar-2023
روتردام تستخدم التكنولوجيا الذكية لإنقاذ المدينة من الغرق	Lama Zakak and Fadi Salem	Commissioned Report	22-Mar-2023
بنغلاديش تطلق منصة رقمية لتعزيز منظومة إدارة الكوارث	Lama Zakak and Fadi Salem	Commissioned Report	22-Mar-2023
طائرات مسيرة توصل الأدوية للمرضى في المملكة المتحدة	Lama Zakak and Fadi Salem	Commissioned Report	22-Mar-2023
ما هي "المدن الإسفنجية"؟ وكيف تمنع الفيضانات؟	Lama Zakak and Fadi Salem	Commissioned Report	31-Mar-2023
طرق سريعة للدراجات... نحو تنقّل أوروبي أكثر صحة ونظافة	Lama Zakak and Fadi Salem	Commissioned Report	31-Mar-2023
تكنولوجيا مبتكرة لمعالجة تلوث الهواء في كوريا الجنوبية	Lama Zakak and Fadi Salem	Commissioned Report	Apr-2023
طرق مبتكرة لاستضافة الرحّالة الرقميين	Lama Zakak and Fadi Salem	Commissioned Report	Apr-2023
أجهزة استشعار ذكية لشتاء آمن في الشوارع البريطانية	Lama Zakak and Fadi Salem	Commissioned Report	Apr-2023
حاسوب فائق لتخفيف الازدحام المروري في مدينة تشاتانوغا الأمريكية	Lama Zakak and Fadi Salem	Commissioned Report	Apr-2023
ابتكارات جديدة لتعزيز الاستدامة في ميناء بوسان	Lama Zakak and Fadi Salem	Commissioned Report	Apr-2023
مدن أمريكية تسوّق لسكانها تطبيق الأمن السيبرانيّ	Lama Zakak and Fadi Salem	Commissioned Report	Apr-2023
سنغافورة تتجه صوب الأعماق في مشروع لرقمنة باطنّ الأرض	Lama Zakak and Fadi Salem	Commissioned Report	Apr-2023
كوبنهاغن تختبر نظام إعادة تدوير عبوات الوجبات الجاهزة	Lama Zakak and Fadi Salem	Commissioned Report	Apr-2023

سنغافورة تختبر طرقاً عديدة لاستخدام الذكاء الاصطناعي في قطاع التعليم	Lama Zakak and Fadi Salem	Commissioned Report	Apr-2023
توربينات الرياح العائمة ... دولٌ تجلب الطاقة من أعالي البحار	Lama Zakak and Fadi Salem	Commissioned Report	Apr-2023
مدن الدقائق الخمس عشر ... مدن اختارت حياة محلية مستدامة	Lama Zakak and Fadi Salem	Commissioned Report	Apr-2023
اختبار مياه الصرف الصحي مرجعاً لقرارات الصحة العامة	Lama Zakak and Fadi Salem	Commissioned Report	Apr-2023
The Relationship Between UAE Advanced National Skills and the Future Innovation Skills in the Public Sector.	Hamid Saeed, Melodena Stephens, Arthur Seakhoa-King	Journal Article	Apr-2023
كيف بنَت الصين أكبر شبكة شحن مركبات كهربائية في العالم	Lama Zakak and Fadi Salem	Commissioned Report	May-2023
دول آسيوية تعلّق آمالها على الحافلات ذاتية القيادة	Lama Zakak and Fadi Salem	Commissioned Report	May-2023
استخدام الطائرات المسيّرة في فحص البنى التحتية لعمليات أكثر أماناً واستدامةً	Lama Zakak and Fadi Salem	Commissioned Report	May-2023
Tax Authorities Use AI-powered Tools to Assess Properties Accurately	Lama Zakak and Fadi Salem	Commissioned Report	May-2023
Australia Innovates a Tool for Land Use Planning	Lama Zakak and Fadi Salem	Commissioned Report	May-2023
Underwater Bike Garage Solves Amsterdam Station's Storage Headache	Lama Zakak and Fadi Salem	Commissioned Report	May-2023
Farmers Without Land How Urban Farming is Feeding Cities	Lama Zakak and Fadi Salem	Commissioned Report	May-2023
Japan's Innovative Solutions for Future Tsunami Events	Lama Zakak and Fadi Salem	Commissioned Report	May-2023
Using Behavioral Science to Promote Cyber Security in New Zealand	Lama Zakak and Fadi Salem	Commissioned Report	May-2023
Small US City Sets Example for Floating Solar	Lama Zakak and Fadi Salem	Commissioned Report	May-2023
A Brazilian City Addressed Challenges with an Open Innovation Program	Lama Zakak and Fadi Salem	Commissioned Report	May-2023
UK Local Governments Benefit from Geospatial Technology	Lama Zakak and Fadi Salem	Commissioned Report	May-2023
Knowledge, Attitude, and Practice among Dubai Health Authority Healthcare Workers towards the COVID-19 Vaccine	Khawla Eissa Al hajaj, Immanuel Azaad Moonesar, Shatha M Alsuwaidi, Kulaithem Saif Al Mazrouei, Hamidah Saleh AlShaibany, Afra ahmad Alshafar	Journal Article	May-2023
Estonia Governance with Open Source	Lama Zakak and Fadi Salem	Commissioned Report	Jun-2023
Advanced Technology Used to Fight Water Pollution in Denmark	Lama Zakak and Fadi Salem	Commissioned Report	Jun-2023
Korea's Digital Platform Government	Lama Zakak and Fadi Salem	Commissioned Report	Jun-2023
US City Launched the First Police Drones Program	Lama Zakak and Fadi Salem	Commissioned Report	Jun-2023

A National Digital Twin Supporting Policymakers in Germany	Lama Zakak and Fadi Salem	Commissioned Report	Jun-2023
A "Data Brain" Making Las Condes Smarter	Lama Zakak and Fadi Salem	Commissioned Report	Jun-2023
One-Stop-Shop Citizens-centered Focus to Digital Government Services	Lama Zakak and Fadi Salem	Commissioned Report	Jun-2023
Indonesia Unified Medical Records Platform	Lama Zakak and Fadi Salem	Commissioned Report	Jun-2023
Drones and AI Helping Local Governments Repair Roads	Lama Zakak and Fadi Salem	Commissioned Report	Jun-2023
How Data Dashboards are Adding Accountability to Public Safety	Lama Zakak and Fadi Salem	Commissioned Report	Jun-2023
Seoul Launches World's First Public Services Platform in Metaverse	Lama Zakak and Fadi Salem	Commissioned Report	Jun-2023
Countries Fighting Distracted Driving with Innovation	Lama Zakak and Fadi Salem	Commissioned Report	Jun-2023
German Cities Solve Complex Challenges with Digital Twins	Lama Zakak and Fadi Salem	Commissioned Report	Jun-2023
How Is AI Helping Firefighters in US	Lama Zakak and Fadi Salem	Commissioned Report	Jun-2023
Three Cities Tackling Heatwaves with Innovative Solutions	Lama Zakak and Fadi Salem	Commissioned Report	Jun-2023
How Augmented Reality Is Used for Better City Experience	Lama Zakak and Fadi Salem	Commissioned Report	Jun-2023
Strong Sustainability by Design – Metrics/Indicators	Melodena Stephens et al.	Policy Paper	Jun-2023
Prospects, Volume 7	Engy Shibl, Fadi Salem	Research Newsletter	Jun-2023
Analysis of the United Arab Emirates' contribution to the sustainable development goals with a focus on global health and climate change	Mohammed Alkhaldi, Immanuel Moonesar, Marina Albada, Sabrina Chelli, Wissam Ghach, Sahar Issa, Ahmad Okasha, Aseel Takshe	Journal Article	Jun-2023
Experience Exchange Forum - WGS Proceedings	Fadi Salem, Lama Zakak, Zina Akrout, Khalid Alwazani, Mounia Drissi, Immanuel Azaad Moonesar, Saleh Al Hammouri, Irina Berezhnova Gochaux	Proceedings Report	Jul-2023
Defining Regulatory Innovation: A RegHive on Starting Regulatory Sandbox	Zina Akrout, Lama Zakzak, Mona Elsholkamy, Mounia Drissi, Fadi Salem	Proceedings Report	1-Jul-2023
Communication to protect brand image during a terrorism crisis: Application of situational crisis communication theory	Laura Domschat, Melodena Stephens, Hamid Saeed	Journal Article	Jul-2023
AI Enabled Business: A Smart Decision Kit	Melodena Stephens et al.	Book	Jul-2023
The Benefits of A Multidisciplinary Lens for AI System Ethics: A Primer for Education Thought Leadership	Melodena Stephens et al.	Policy paper	Jul-2023

Leveraging Artificial Intelligence for Smart Cities Development, London Data Week's AI and Sustainable Cities workshop (Alan Turing Institute and UCL)	Zina Akrout, Fadi Salem	Conference Paper	4-Jul-2023
Planet Positive 2030. Strong Sustainability By Design. Metrics and Indicators.	Melodena Stephens et al.	Policy paper	5-Jul-2023
أستراليا تبتكر أداة لتخطيط استخدام الأراضي	Lama Zakak	Commissioned Report	24-Aug-2023
حلول يابانية مبتكرة استعداداً لمواجهة ظاهرة التسونامي	Lama Zakak	Commissioned Report	24-Aug-2023
موقف للدراجات تحت الماء يحلّ معضلة القدرة الاستيعابية لمحطة أمستردام	Lama Zakak	Commissioned Report	24-Aug-2023
فلّاحون بلا أراضٍ... كيف تغذّي الزراعة الحَضَرية المدن	Lama Zakak	Commissioned Report	24-Aug-2023
استخدام العلوم السلوكية لتعزيز الأمن الرقميّ في نيوزيلندا	Lama Zakak	Commissioned Report	18-Sep-2023
بلدة أمريكية صغيرة تغدو قدوةً في مزارع الطاقة الشّمسية العائمة	Lama Zakak	Commissioned Report	18-Sep-2023
مدينة برازيلية تواجه تحدياتها عبر برنامج الابتكار المفتوح	Lama Zakak	Commissioned Report	18-Sep-2023
الحكومات المحلية في المملكة المتحدة تستثمر التكّنولوجيا الجغرافية المكانية	Lama Zakak	Commissioned Report	18-Sep-2023
Digital Entrepreneurship and Disruptive Innovation in the Greek Maritime Industry: the Case of Harbor Lab	Mark Esposito	Book chapter	25-Sep-2023
Moving forward on childhood obesity prevention in the UAE	Godchaux Berezhnova and Dr. Immanuel Moonesar	Policy Brief	Oct-2023
The Great Remobilization Strategies and Designs for a Smarter Global Future	Olaf Groth, Mark Esposito and Terence Tse	Book	Oct-2023
Synthetic Biologi (SYNBIO) Governance	Melodena Stephans, Amal Alahmadi, Brett Bunting, Khawla Al Hajaj, Meera Alsuwaidhi, Samyukta Srinivasan	Research Report	Nov-2023
The Arab Region SDGs Index and Dashboards Report 2023	Lama Zakak, Keertana Subramani, Mari Luomi, Grayson Fuller, Fadi Salem, and Lafortune G.	Research Report	Dec-2023
Prospects, Volume 8	Engy Shibl,Fadi Salem	Research Newsletter	Dec-2023

POLICY RESEARCH TRENDS AND IMPACT

Impact on Government / Economy / Society

Five-year Policy Research Impact

Research Input into Developmental and Academic Activities (Intl' or Economic Activities, Research Seminars, Academic activities, etc.)

Strategic Input to Government Activities (Policy advisory, Commissioned research, etc.)

High-Impact Policy Research Events (Policy Councils, Ministerial Workshop, Government Roundtables, etc.)
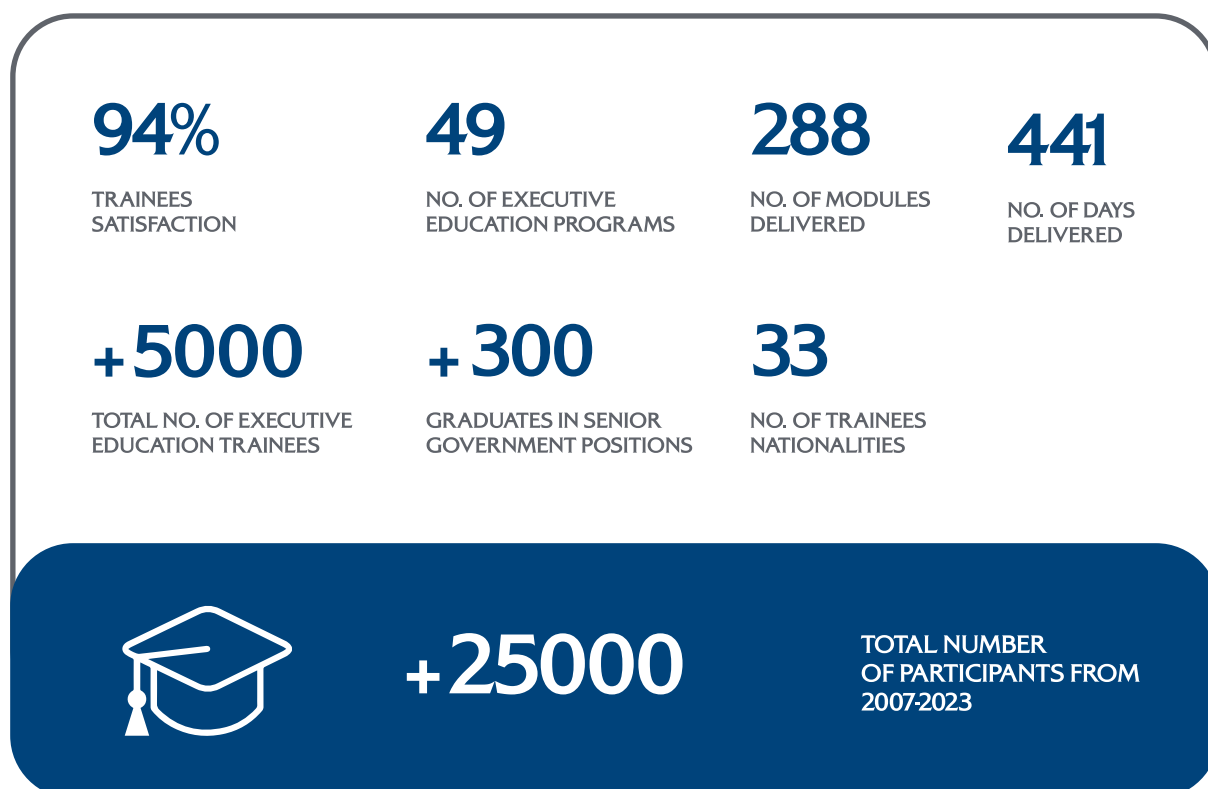
CAPACITY BUILDING FOR GOVERNMENT LEADERS

EXECUTIVE EDUCATION

The Mohammed Bin Rashid School of Government (MBRSG) is dedicated to enhancing institutional capabilities within the region through its executive education programs. These programs are meticulously designed to prepare leaders from both the public and private sectors to navigate the complex policy issues that the region faces. Focused and intensive, MBRSG's executive education offerings aim to sharpen the skills of leaders in areas such as public policy, leadership, management, strategic planning, and finance.

In the year 2023, MBRSG successfully completed 49 executive education programs, with 340 trainers playing a key role in their development. These initiatives culminated in the graduation of more than 300 senior government graduates, all of whom are employed across various government bodies in the UAE. This achievement underscores MBRSG's role in advancing the knowledge and capabilities of those at the forefront of governance and policy implementation in the region.

Executive Education in Numbers

94%
TRAINEES SATISFACTION

49
NO. OF EXECUTIVE EDUCATION PROGRAMS

288
NO. OF MODULES DELIVERED

441
NO. OF DAYS DELIVERED

+5000
TOTAL NO. OF EXECUTIVE EDUCATION TRAINEES

+300
GRADUATES IN SENIOR GOVERNMENT POSITIONS

33
NO. OF TRAINEES NATIONALITIES

+25000
TOTAL NUMBER OF PARTICIPANTS FROM 2007-2023

CUSTOMIZED PROGRAMS

MBRSG offers a unique approach in offering customized programs designed to meet the specific needs of each government entity. These tailored programs are aimed at enhancing employees' skills in leadership and management in addition to addressing gaps in skills and knowledge, promoting a culture of continuous learning and improvement. During 2023, several programs were undertaken to support employees across government entities, examples are below:

33 Customized Programs

3086 Participants

Dubai Government

RTA · بلدية دبي DUBAI MUNICIPALITY · دائرة المالية Department of Finance · محاكم دبي AI COURTS · DUBAI Culture للثقافة · شرطة دبي DUBAI POLICE · dans دبي لخدمات الملاحة الجوية · جهاز الرقابة المالية Financial Audit Authority

UAE Federal Governement

UNITED ARAB EMIRATES MINISTRY OF INTERIOR الإمارات العربية المتحدة وزارة الداخلية · UNITED ARAB EMIRATES THE SUPREME COUNCIL FOR NATIONAL SECURITY National Emergency Crisis and Disaster Management Authority · أكاديمية أنور قرقاش الدبلوماسية ANWAR GARGASH DIPLOMATIC ACADEMY · UNITED ARAB EMIRATES MINISTRY OF INDUSTRY & ADVANCED TECHNOLOGY · دائرة تنمية المجتمع DEPARTMENT OF COMMUNITY DEVELOPMENT · دائرة البلديات والنقل DEPARTMENT OF MUNICIPALITIES AND TRANSPORT · أكاديمية الإعلام الجديد

International Governments

قيادات حكومات المستقبل FUTURE GOVERNMENT LEADERS

OPEN ENROLLMENT PROGRAMS

In 2023, MBRSG offered several open enrollment programs. These concise, certificate-based courses are centered around key areas such as leadership, management, negotiation, and governance. Crafted to provide executives with the critical skills and knowledge needed for personal and organizational success, the programs were a blend of **89 modules** across **16 programs**. They successfully attracted a total of **2,566 attendees**, demonstrating their wide appeal and relevance to professionals aiming for excellence in their respective fields.

Program Name	Modules	Days	Participants
الدبلومات المهنية - الدبلوم التنفيذي السياسات العامة المتقدمة (الدفعة الرابعة)	9	12	138
برنامج الدبلومات المهنية المساقات التخصصية بالتعاون مع دائرة المالية دبي - دبلوم إدارة المال	4	20	367
برنامج الدبلومات المهنية المساقات التخصصية بالتعاون مع دائرة المالية دبي - دبلوم المحاسبة الحكومية	4	20	199
برنامج الدبلومات المهنية المساقات التخصصية بالتعاون مع دائرة المالية دبي - دبلوم المشتريات الحكومية	4	20	171
جلسات التعليم التنفيذي - جلسات التعليم التنفيذي لحكومة عجمان- إدارة الموارد البشرية	1	1	58
برنامج الدبلوم المهني المدقق الحكومي بالتعاون مع جهاز الرقابة المالية - الدبلوم المهني المدقق الحكومي	22	41	611
Artificial Intelligence Ethics in the Age of Generative AI in a Collaboration with IEEE SA (Standards Association)	5	6	131
مخيم القيادات التنفيذية - مخيم القيادات التنفيذية للمدراء التنفيذيين	3	3	45
مخيم القيادات التنفيذية - مخيم القيادات التنفيذية لمدراء الإدارات	3	3	66
الدبلومات المهنية - برنامج الدبلوم التنفيذي " السياسات العامة " الدفعة الثامنة	12	12	232
سلسلة جلسات التعليم التنفيذي - جلسات التعليم التنفيذي - لمؤسسة دبي لخدمات الإسعاف	1	1	25
سلسلة جلسات التعليم التنفيذي - جلسات التعليم التنفيذي - بالتعاون مع دائرة الموارد البشرية في حكومة عجمان	1	1	30
سلسلة جلسات التعليم التنفيذي - جلسات التعليم التنفيذي - بالتعاون مع دائرة الموارد البشرية في حكومة عجمان	1	1	65
الدبلومات المهنية - برنامج الدبلوم التنفيذي قائد الاستدامة وَالمسؤوليّة المجتمعيّة في المؤسّسات	10	10	180
الدبلومات المهنية - برنامج الدبلوم التنفيذي -الاتصال الرقمي الحكومي – الدفعة الثانية بالتعاون مع أكاديمية الإعلام الجديد	5	13	88
برنامج قيادات حكومات المستقبل - برنامج قيادات حكومات المستقبل بالتعاون مع مجلس رئاسة الوزراء	4	4	160
Total	**89**	**168**	**2566**

HISTORICAL EXECUTIVE EDUCATION DATA

Till date, a total of 2906 participants have graduated from the various Executive Education Leadership programs offered by MBRSG.

Number of Graduates
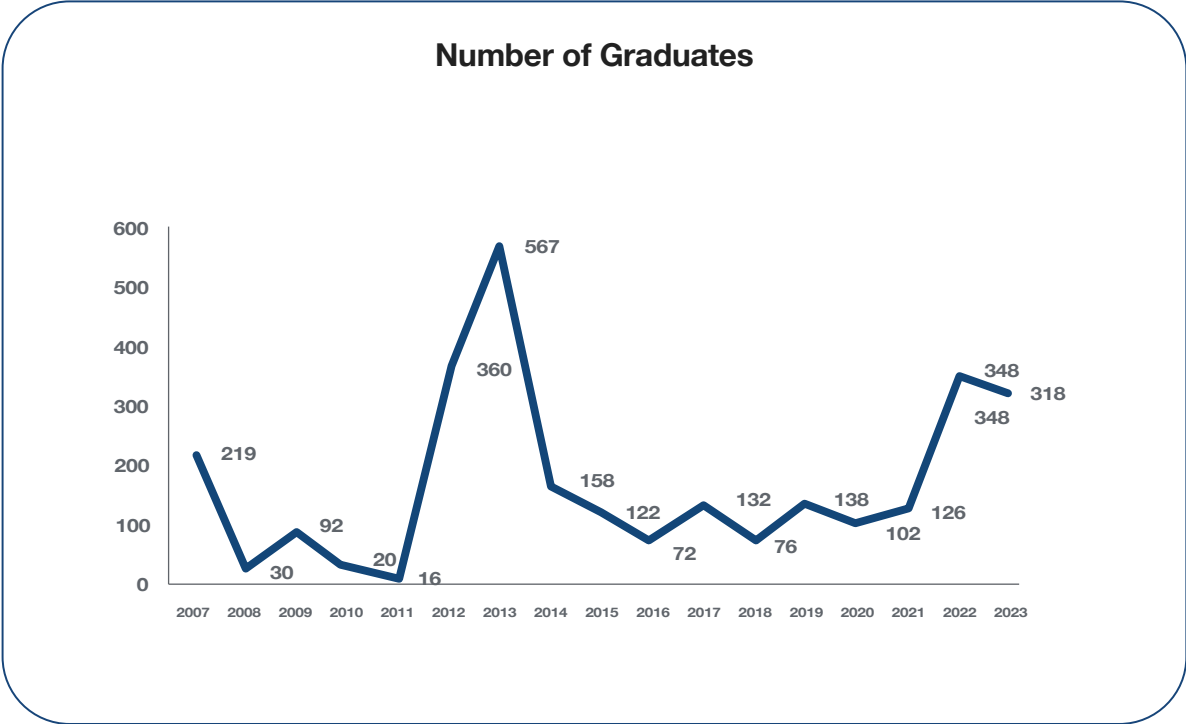
Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
No. of Graduates	219	30	92	30	16	360	567	158	122	72	132	76	138	102	126	348	318	2906

HISTORICAL EXECUTIVE EDUCATION DATA

	2016	2017	2018	2019	2020	2021	2022	2023	Total
Number of customized programs	10	11	7	11	13	14	19	33	**118**
Number of open enrollment programs	18	11	18	15	9	11	28	16	**126**
Total number of executive education programs	28	22	25	26	22	25	47	49	**244**
Number of clients (entities) served	10	12	7	10	9	7	17	16	**88**
Total number of participants	887	1346	654	614	692	474	3596	5652	**13915**
Number of graduates from Leadership programs	72	132	76	138	102	126	348	318	**1312**
Total number of training days	128	172	170	209	173	219	347	441	**1859**
Total number of trainers	35	38	38	145	72	153	277	340	**1098**

Executive Education Summaries

EXECUTIVE EDUCATION INITIATIVES

Executive Education Forum

On May 2nd 2023, MBRSG held the Executive Education Forum under the theme "the future of executive education and training" which highlighted the essential role of foresight in navigating and understanding future challenges and opportunities. This forum aimed to review training experiences post-COVID-19, share leading practices, discuss the effectiveness of online learning platforms, and deliberate on the future directions of executive education. It targeted HR and training professionals, focusing on preparing for future changes, strategic decision-making, and developing proactive solutions and long-term goals. The gathering addressed current challenges in training systems, the need for adjustments, and the methodology for anticipating and shaping the future of training.

LEADERSHIP BOOT CAMP

1st Batch: Dubai Government Leadership and Executive Directors

The Mohammed bin Rashid School of Government (MBRSG) organised the first session of the Executive Leadership Camp, which took place 17 -19 May 2023 and welcomed 15 participants and over 10 special guests who shared their experiences over the course of 26 training hours, 20 hours dedicated for an executive project and four hours of remote training sessions.

2nd Batch: Dubai Government Directors

MBRSG Conducted a 2nd session of the camp dedicated to directors in the Government of Dubai. The camp, which was organized between 24 and 26 May, welcomed 22 participants and over 10 distinguished guests who shared their experiences. With the end of this batch, MBRSG concluded phase 1 of the Leadership Boot Camp.

CONNECTING MINDS

MBRSG EVENTS

MBRSG performs a critical role in providing a knowledge platform in the UAE. Tackling several areas of leadership, administration and policymaking, MBRSG organizes and holds annual impactful events targeting leaders, decision-makers and professionals in government and nongovernment entities across the UAE.

During 2023, MBRSG hosted **3500+ PARTICIPANTS** at its public events, which revolved around several vital topics including:

SMEs **AI** ACCESSIBILITY RIGHTS
INNOVATION STAKEHOLDER ANALYSIS
FINANCE CRISIS MANAGEMENT **MANAGEMENT**
HAPPINESS **AGILITY**
SUSTAINABLE DEVELOPMENT GOVERNMENT EXCELLENCE
ECONOMY **PUBLIC ADMINISTRATION**
EDUCATION DIGITAL HEALTH SMES DIGITAL ECONOMY
GENERATIVE AI TECHNOLOGY CLIMATE CHANGE

16	**2**	**2**	**13**	**7**
MoUs Signed	Graduation Ceremonies	Exhibitions Participations	Virtual Events / Webinars	Physical Events

MBRSG EVENTS

World Government Summit

The Mohammed Bin Rashid School of Government (MBRSG) has been contributing to the World Government Summit (WGS)'s body of knowledge for over 10 years. During the past decade, MBRSG launched several reports, engaged in councils and global groups that contributed to large-scale impact, and partnered with 15 local and international activities to enhance the results and magnify the impact of the findings.

COP 28

MBRSG Launched the special COP28 edition of the Arab SDG Index & Dashboards Report. Dr. Fadi Salim, MBRSG's Director of the Policy Research Department, shares key insights to drive progress on the 17 SDGs, highlighting MBRSG's commitment to supporting COP28's mission and global sustainable development.

Arab Climate Change Forum 2023

Under the patronage and presence of His Royal Highness Prince Abdulaziz bin Talal Al Saud, President of AGFUND, MBRSG hosted the second edition of the Arab Climate Forum. Themed 'Sustainable Agriculture and Food Security: Together to Achieve the Resilience, Flexibility, and Social Development of Small-Scale Farmers. The forum began with impactful welcome speeches from prominent figures, who emphasised on their goal to support research projects and purposeful initiatives that address the challenges resulting from climate change. These include the effects of climate change on development, the environment, sustainable agriculture, and food security in the Arab world.

Arab Society for Economic Research (ASFER)

MBRSG, in cooperation with the Arab Society for Economic Research, officially launched the 17th scientific conference, centred around the main theme 'Climate Change and its Implications on Arab Economic Development'. HE Razan Al Mubarak UN Climate Change High-Level Champion gave a keynote speech in day 1 of the event.

GITEX Global 2023

MBRSG's participated in GITEX Global 2023 within Dubai Digital's pavilion, where the team showcased the MBRSG programs as well as the latest research and studies conducted by researchers and specialists across various fields.

Youth Session with MOI

The Ministry of Interior's Youth Council, in collaboration with the Mohammed bin Rashid School of Government, hosted a youth dialogue session titled "Readiness for a Sustainable Future". This initiative is part of our joint efforts to foster knowledge exchange, with a particular focus on environmental sustainability.

Ramadan Knowledge Series

During the holy month of Ramadan, MBRSG held several virtual knowledge sessions on important topics aimed at enriching the governmental knowledge of participants. Topics included sustainable finance for climate change, corporate social responsibility and profitability, the future of artificial intelligence including Chat GPT, building high governance AI systems, and the competition in the job market amid AI technologies.

MBRSG EVENTS

Date	Session Title	Platform
16 January 2023	Women's Empowerment Policies in the UAE	Closed Lecture
17 January 2023	MBRSG Open Day	Public Event (Virtual)
26 January 2023	Report Launch: "the Future of SMEs in the UAE"	Report Launch and Panel Discussion
6 February 2023	ECSP School of Management Student Delegation	Student Delegation
7 February 2023	MBRSG Alumni Forum	Public Event
14 February 2023	Global Economic Diversification Index 2023	Report Launch and Panel Discussion
23 February 2023	Innovation Session: Decision Trade-Offs: Reimagining the Future	Public Event
24 February 2023	MBRSG 2022 Year in Review Event	Closed event
28 February 2023	The Contribution of SMEs in the Future Economy of the United Arab Emirates	Public Event
1 March 2023	Knowledge to Policy Event	Panel Discussion
9-6 March 2023	Public Administration	Presentation
9-6 March 2023	Public Finance	Presentation
9-6 March 2023	Government Excellence	Presentation
9-6 March 2023	Economy	Presentation
19 March 2023	Outcomes of the WGS Event	Public Event (Virtual)
20 March 2023	Report Launch: Advancing Artificial Intelligence Impact in Dubai	Report Launch and Round Table
20 March 2023	Generative AI in Government: The Case of ChatGPT	Policy Council
30 March 2023	Ramadan Knowledge Series session 1: التمويل المستدام لتغيير المناخ	Public Event (Virtual)
4 April 2023	Ramadan Knowledge Series session 2: المسؤولية المجتمعية للمؤسسات والربحية	Public Event (Virtual)

6 April 2023	Ramadan Knowledge Series session 3: الذكاء الاصطناعي (ChatGPT) إلى أين؟	Public Event (Virtual)
11 April 2023	Ramadan Knowledge Series session 4: Building High Governance AI Systems	Public Event (Virtual)
13 April 2023	Ramadan Knowledge Series session 5: المزاحمة على سوق العمل في ظل تقنيات الذكاء الاصطناعي	Public Event (Virtual)
2 May 2023	Executive Education Forum	Public Event
15 May 2023	Artificial Intelligence Ethics in MENA (IEEE Course)	Presentation
19 May 2023	Generative AI Ethics Case Studies (IEEE Course)	Presentation
30 May 2023	MBRSG Open Day	Public Event (Virtual)
20 June2023	MBRSG Open Day - RTA	Public Event (Virtual)
4 July 2023	Public Policy Fundamentals _Maldives' Leadership Program	Presentation
1 August 2023	MBRSG Open Day	Public Event (Virtual)
7 September 2023	Youth Session: Readiness for a Sustainable Future	By Invitation Only
19 September 2023	MBRSG Knowledge Session: COP 28: The Future of Sustainability in the UAE	Public Event (Virtual)
21 September 2023	MBRSG Happiness Council Launch	By Invitation Only
1 October 2023	Government Excellence & Public Administration	Presentation
4 October 2023	Open Day	Public Event (Virtual)
12 October 2023	Towards Universal Principles for Generative AI in Research and Education	Policy Council
12 October 2023	Responsible Generative AI: Towards Systematic Ethical AI Assessment in Dubai	Workshop
19 October 2023	Public Finance	Presentation
24 October 2023	Economy and Gov Strategies	Presentation
25 October 2023	AI & Data Policies and Governance	Presentation
27 October 2023	Public Policy and Innovations	Presentation
1 November 2023	MBRSG Graduation Ceremony 2023	By Invitation Only
5-4 November 2023	The 17th Annual Scientific Conference of the Arab Society for Economic Research: Climate Change and its repercussions on Arab Economic Development	Conference

10 November 2023	ECSP School of Management Student Delegation	Student Delegation
14-13 November 2023	2nd Arab Climate Forum 2023: Sustainable Agriculture and Food Security	Public Forum
27 November 2023	Report Launch: Synthetic Biology (Syn-Bio) Governance	Closed Event
29 November 2023	Trip to Sheikh Mohammed Center for Cultural Understanding "National Day Celebration"	By Invitation Only
4 December 2023	Launching the special COP 28 Edition of the Arab SDGs Index and Dashboard Report	Public Event
6 December 2023	MBRSG Open Day	Public Event (Virtual)
8 December 2023	Reimagining Accessibility and Rights in the Age of Artificial Intelligence	Policy Council
12 December 2023	COP28	Presentation
20 December 2023	Kids at Work	Closed Event
21 December 2023	DANS Graduation	By Invitation Only

EMPLOYEES EMPOWERMENT

TRAINING AND DEVELOPMENT

TRAINING AND DEVELOPMENT

MBRSG launched its Training and Development Program in March 2022 in partnership with several leading training entities including: Meirc Training & Consulting, Aztec Training & Consultancy, KPI Institute, and Vinsys IT Consultancy. The graphs below preview data on these training programs.

In the year 2023, 84% of the employees have attended at least one training session.

EMPLOYEES

46 out of 57 employees have attended training

84% Percentage of employees that have attended training

TRAINING

46
Employees have attended training

59
Number of training topics covered

18
Employees have completed 2 or more trainings

8 out of 8
departments have enrolled employees in training

MBRSG HAPPINESS COUNCIL

The Year 2023 witnessed the launch of the MBRSG Happiness Council. Dedicated to providing employees with a positive environment and enhancing their productivity, the council functions around four main operating pillars:
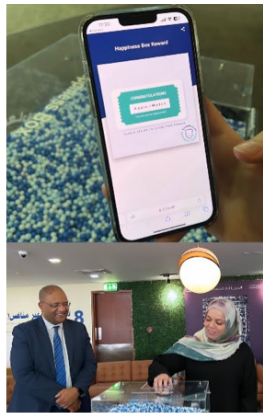
1. Community Engagement

2. Health & Wellness

3. Outreach & Communication

4. Employee Welfare

The Happiness Council was launched on the 21st of September 2023. Among the initiatives the council has successfully achieved, which had a visible impact on employees:

• Happiness Box

• 30x30 Challenge & Steppi

• Flag Day & National Day

• Health Check Up

• Happiness Ambassador

INFRASTRUCTURE DEVELOPMENT

VIRTUAL EDUCATION LAB

In 2023, MBRSG introduced the Virtual Education Lab, a pioneering platform designed to address the dynamic educational and professional development demands of a swiftly evolving world.

Virtual Education Lab underscores the importance of sustainability, innovation, and accessibility. It functions as a virtual hub, connecting learners and leaders globally with state-of-the-art content. Participants have the opportunity to engage with industry experts and partake in a diverse array of programs, including executive education and specialized training sessions.

IMPLEMENTING SUCCESSFUL OUTREACH

IMPLEMENTING SUCCESSFUL OUTREACH

5.5 M
**Total Social
Media Reach**

13.6M
Total Ad Value

71,445
Community Size

1.47 B
Total Media Reach

Classic Media

TV Channels

Social Media

BUILDING SUSTAINABLE STRATEGIC ALLIANCES

PARTNERS

The Mohammed Bin Rashid School of Government (MBRSG) actively fosters strategic and knowledge partnerships with renowned educational and research institutions worldwide. These alliances are geared toward promoting innovation in work systems, supporting the strategic objectives of public and private sector entities, and nurturing an internationalized educational environment. MBRSG's collaborations result in shared expertise, joint academic programs, faculty and student exchanges, research initiatives, and internships, all contributing to a globally informed, creative learning culture.

MoUs Signed in 2023

Empowering Future Leaders

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