

كليـــة محمــد بن راشـــد للإدارة الحكـــومـــيـــة MOHAMMED BIN RASHID SCHOOL OF GOVERNMENT



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

HH Sheikh Mohammed Bin Rashid Al Maktoum

ABOUT MBRSG

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

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





EXECUTIVE PRESIDENT'S FOREWORD

With each passing year, the United Arab Emirates remains firm in its commitment to progress and excellence, further solidifying its reputation as a leader on the world stage across all sectors. Building on a robust foundation of innovation, science, and experience, and guided by a wise leadership with a sound and ambitious vision for the future, the UAE maintains a strong focus on strategic planning and empowering people as a basis for progress, setting an inspiring example for nations and individuals around the world. People are at the heart of the UAE's strategy for success; the country's range of initiatives and projects all have one

thing in common – prioritising human talent. Particularly, the focus is on scouting, training, and empowering qualified and capable leaders who can take the wheel, navigate challenges, and turn the country's strategic goals into reality. The UAE prioritises the development of a skilled and qualified human capital to drive meaningful change both domestically and abroad. Steered by clear directives from His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, Ruler of Dubai, the Mohammed Bin Rashid School of Government (MBRSG), has long assumed a pivotal role in this vision, as well as in the UAE's growth and international engagement.

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

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

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

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



DEAN'S FOREWORD

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

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

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

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

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

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

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

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

Dr. Arthur King.

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

BOARD OF TRUSTEES

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



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



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



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



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



Mrs. Raja Al Mazrouei Chief Executive Officer Etihad Credit Insurance



Dr. Yasar JarrarManaging Partner
International Advisory Group



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

2024 ANNUAL REPORT - 6 -

MBRSG STRATEGY 2022 - 2024



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



A YEAR OF IMPACT

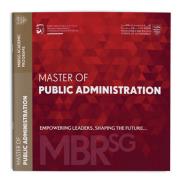
	Students Enrolled	282
	Master Degree Graduates	80
	Master Degree Graduates since 2005	756
	Total Number of Training Programs Participants	+30,000
	2024 Executive Educations Participants	9,202
	Number of Trainees in Arab Leadership program	172
	Number of Trainees in the Global Leadership Program	331
	Different Nationalities (trainees)	29
	# of Graduates in Senior Government Positions	343
	Total Social Media Reach	9,849,425
	Community Size	71,718
© 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Total Media Reach	1.7 B
	Total Ad Value	20.3 \$M
\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \	Research Output	262
	Website Downloads	+ 14,000

EMPOWERING FUTURE LEADERS

FUTURE GOVERNMENT PROGRAMS

The Mohammed Bin Rashid School of Government (MBRSG) offers the "Future Government Programs," a suite of advanced degrees designed to shape the future of government by cultivating leaders skilled in public administration, innovation, and executive decision-making. These programs include the Master of Public Administration (MPA), Master of Innovation Management (MIM), and Executive Master of Public Administration (EMPA), each tailored to equip professionals with the competencies to drive impactful policy, foster innovation, and effectively manage public and nonprofit organizations. Aligned with the UAE's visionary goals, these programs empower professionals to address complex societal challenges and lead transformative initiatives for a future-ready government.

Master of Public Administration (MPA)



Launched in 2009

191 graduates since 2009

Master of Innovation Management (MIM)



Launched in 2017
73 graduates since 2017

Executive Master of Public Administration (EMPA)



Launched in 2017
429 Graduates since 2017*

Accreditation

As a leading academic institution, MBRSG is committed to maintaining and exceeding the highest standards in education, ensuring our programs meet global benchmarks for quality and excellence. The School is accredited by the Commission for Academic Accreditation (CAA), UAE Ministry of Education, which underscores our dedication to delivering impactful education aligned with national and international standards.

2024 ANNUAL REPORT - 11 -

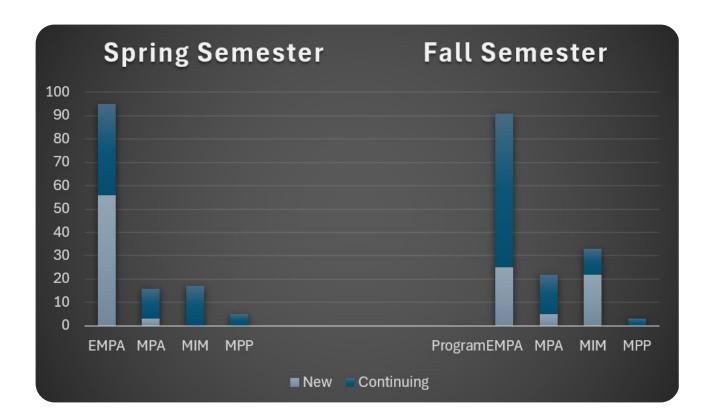
^{*} The MPP program, which is currently not accepting new enrollments, had 42 graduates, in addition to 2 who graduated with a postgraduate diploma in MPP, and 3 who graduated with a postgraduate diploma in EMPA.

STUDENTS ENROLLMENT DATA

During the Spring Semester 2023-2024, and Fall Semester 2024-2025, the Mohammed Bin Rashid School of Government had a total of 282 students completing their Master's Degree. Of these, 171 were continuing students, while 111 were newly enrolled in the Future Government Programs.

New Enrollment by Program:

- Master of Public Administration (MPA): 8 students
- Master of Innovation Management (MIM): 22 students
- Executive Master of Public Administration (EMPA): 81 students



2024 ANNUAL REPORT - 12 -

ACADEMIC YEAR 2024-2025



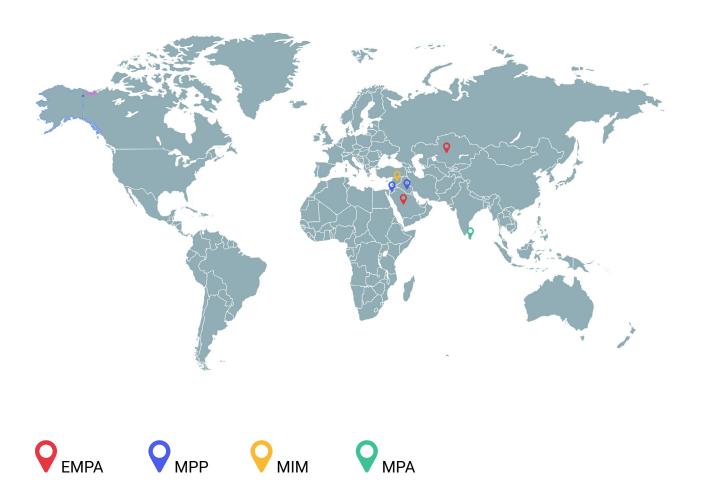


Commencement of the 2024- 2025 Academic Year

2024 ANNUAL REPORT - 13 -

INTERNATIONAL STUDENTS

MBRSG proudly fosters global connections by welcoming international students, showcasing the UAE's distinctive governance and policy practices. In 2024, MBRSG hosted 8 international students from 6 countries. This visual highlights the geographic reach of our programs, emphasizing MBRSG's role as a bridge for sharing the UAE experience globally.



2024 ANNUAL REPORT - 14 -

MBRSG SCHOLARSHIPS

Each year, MBRSG provides substantial support to high-achieving students through scholarships covering 50% or 100% of tuition. The School also offers dedicated scholarships for People of Determination pursuing Master's degrees. Furthermore, MBRSG collaborates with government entities via MoUs to sponsor their employees in MBRSG's Master's programs. The table below presents the number of scholarships awarded to MBRSG students in 2023.



2024 ANNUAL REPORT - 15 -

INTERNATIONAL FIELD VISITS

MBRSG Geneva Global Governance Field Trip 2024

Date: October 21–25, 2024 | Participants: 24 studentsThe Mohammed Bin Rashid School of Government (MBRSG) hosted an immersive 5-day academic field trip to Geneva, Switzerland, and Lyon, France, cantered on global governance and the operations of international organizations.

The program featured visits to leading international institutions, including:

- World Health Organization (WHO)
- International Labour Organization (ILO)
- INTERPOL Headquarters (Lyon, France)
- World Trade Organization (WTO)
- UN Environment Programme (UNEP)
- World Intellectual Property Organization (WIPO)
- Food and Agriculture Organization (FAO)
- United Nations Development Programme (UNDP)

Participants also engaged in academic discussions at the Graduate Institute of International and Development Studies (IHEID) and attended a diplomatic session at the UAE Permanent Mission in Geneva.

Notable Features

- A dedicated full-day visit to INTERPOL headquarters in Lyon.
- Insight into policy, development, and agency-level contributions to global governance.
- Networking opportunities with representatives from key international organizations.
- Learning Outcomes
- Practical understanding of global governance mechanisms and international cooperation.
- Enhanced awareness of multilateral policymaking.
- · Academic enrichment through structured discussions and on-site learning.

This trip served as an invaluable educational module for participants, enriching their academic and professional development. While not credited toward graduation, it was added to student transcripts as a supplementary learning experience.

2024 ANNUAL REPORT - 16 -



Domestic Field Visits

In October 2024, MBRSG welcomed 10 master's students from the Institute of Management at the Academy of Public Administration under the President of Kazakhstan.

During their visit, the students participated in expert-led lectures and gained insights into governance practices through site visits to key ministries, including Dubai Economy and Tourism and Ministry of Climate Change and Environment

This program fostered cross-cultural learning and provided an overview of Dubai's approach to governance, public administration, and economic development.



2024 ANNUAL REPORT - 17 -

MBRSG Graduation Ceremony

The Mohammed Bin Rashid School of Government (MBRSG) celebrated its 11th graduation ceremony on January 28, 2025, under the patronage of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President, Prime Minister of the UAE, and Ruler of Dubai. The event was attended by His Highness Sheikh Mansoor bin Mohammed bin Rashid Al Maktoum, along with distinguished officials and board members.

A total of 80 graduates, many in leadership positions, received Master's degrees in Public Administration, Innovation Management, Public Policy, and Executive Public Administration. The ceremony was held under the theme "We Learn, to Give Back," reflecting MBRSG's mission of knowledge-driven national development.

Graduates by Program:

- Master of Public Administration (MPA): 8 graduates
- Master of Innovation Management (MIM): 7 graduates
- Master of Public Policy (MPP): 9 graduates
- Executive Master of Public Administration (EMPA): 56 graduates



2024 ANNUAL REPORT - 18 -

TOP DISTINCTION GRADUATES OF THE YEAR 2024

Fall Semester 2023-2024

	ЕМРА	MPA	MPP	MIM
Rank 1	Khaled Mohammed Ghanem Ahmed Alqemzi	Rawan Azzam Fu'ad Mubarak	Alia Ali Ahmad Abdulla Al Janaahi	Maryam Ali Mohammad Abdulrahman Alqassab
Rank 2	Kaltham Ali Hussain Kayaf	Anoud Abdalla Mohamed Abdelrasoul Shalwani	Meshael Abdulrahman Mohammed Abdulrahman AlRum	Muzna Farid Ahmad Saleh Al Rasheed
Rank 3		Majid Mohamed Ibrahim Abuyaraba Alzarooni	Alia Abdulla Abduljabbar Almajid Almheiri	

2024 ANNUAL REPORT - 19 -

Spring Semester 2023-2024

	EMPA	МРА	MPP	MIM
Rank 1	Abdulsamad Hussain Sulaiman Ali Alblooshi	Amira Abdulrahman Mohammed Saleh Alhammadi	Amer Abdulwahab Mohd Abubaker AlMadani	Shaikha Obaid Rashid Al Aqroubi Alsuwaidi
Rank 2	Aziza Sulaiman Ahmed Ali Aldhuhoori	Alaa Ahmed Raslan	Faris Mohamed Khamis Bardan Alblooshi	
Rank 3	Hind Hamdan Mohamed Rashid Alsaadi		Muna Ali Hassan Ali Alhammadi	

WE TAKE IMMENSE PRIDE IN OUR ALUMNI



Sheikha Hind Ali Rashid Al Mualla

Member of the Board of Trustees
The British University in Dubai
Achievement: Appointed as a
member of the Board of Trustees
of The British University in
Dubai by Decree No. (69) of
2024, issued by His Highness
Sheikh Mohammed bin Rashid Al
Maktoum.



Captain Rashid bin Hamdan Al Nuaimi

Captain
Ministry of Interior, Ajman
Police General Headquarters
Achievement: Prime Minister's
Medal for Youth - Mohammed
bin Rashid Government
Excellence Award 2024



H.E. Hanan MagdyDeputy Governor
New Valley Governorate,

Egypt

Achievement: Appointed as Deputy Governor of New Valley Governorate by H.E. President Abdel Fattah El-Sisi



Mohamed Faisal Mohamed Abdelghani

Assistant to the Head of the
Central Agency for Organisation
and Administration
Arab Republic of Egypt
Achievement: Appointed as
Assistant to the Head of the
Central Agency for Organisation
and Administration, with the rank
of Deputy Minister.



H.E. Marwan bin Ghalita

Acting Acting Director General Dubai Municipality Achievement: Assigned two prominant positions in 2024: Director General of Dubai Land Department and Acting Director General of Dubai Municipality



H.E. Saeed Al Tayer

Development Sector

CEO of the Social

Community Development
CDA, Dubai
Achievement: Appointed
as CEO of the Social
Development Sector under
the directives of H.H. Sheikh
Hamdan bin Mohammed bin
Rashid Al Maktoum, Crown
Prince of Dubai.

2024 ANNUAL REPORT - 21 -



H.E. Maitha Al Shamsi
CEO of the Community
Empowerment Sector
Community Development
Authority (CDA), Dubai
Achievement: Appointed as CEO
of the Community Empowerment
Sector under the directives
of H.H. Sheikh Hamdan bin
Mohammed bin Rashid Al
Maktoum, Crown Prince of Dubai.



Dr. Jawaher Ahmed AlBlooshi
Ambassador
Association of Chartered
Certified Accountants (ACCA)
Achievement: Appointed
as an Ambassador for the
Association of Chartered
Certified Accountants (ACCA),
reflecting her leadership
and commitment to
collaboration, innovation, and
transformation.



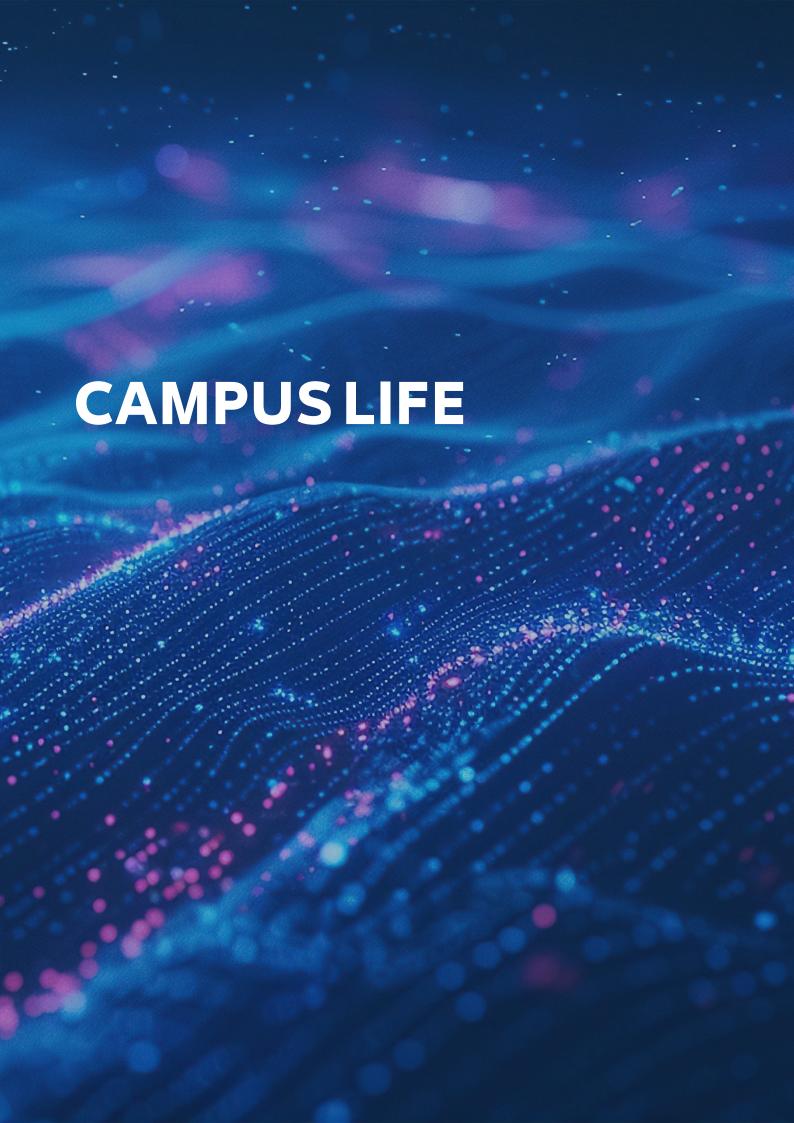
Hosani
Deputy Director
Sharjah Education Academy
Achievement: Appointed
as Deputy Director of the
Sharjah Education Academy
by Royal Decree issued
by H.H. Dr. Sheikh Sultan
bin Mohammed Al Qasimi,
Member of the Supreme
Council and Ruler of Sharjah.



Issa Yousef Ibrahim
Student, Executive Master of
Public Administration - MBRSG
Achievement: Secured third place
in the Dubai Excellence medal for
Field Employee.



Rashid Sultan Al Makri Al Ali
Graduate, Executive Master of Public Administration
Umm Al Quwain Police General Command
Achievement: Awarded the Commander-in-Chief Award for
Proposals at the Umm Al Quwain Police General Command level
for 2023, along with three medals for excellence, distinction, and
outstanding performance.



The Mohammed Bin Rashid School of Government (MBRSG) operates two campuses in Dubai: one at City Walk and another at the Dubai World Trade Centre (DWTC). Each campus is designed with state-of-the-art facilities to support learning, collaboration, and research, ensuring an engaging and dynamic experience for students, faculty, and visitors.



INTEGRATING EDUCATION AND INNOVATION: MBRSG'S CITY WALK CAMPUS

The Mohammed Bin Rashid School of Government (MBRSG) is redefining education by integrating learning within dynamic commercial hubs. The City Walk campus enhances engagement by merging academic and real-world

environments, creating a more interactive and accessible learning experience. This move aligns with global educational trends, fostering innovation, leadership, and adaptability. As the first specialized academic institution in public policy and governance in the Arab world, MBRSG continues to shape future leaders through cutting-edge programs, training, and research, ensuring sustainable excellence in governance and public administration across the UAE and beyond.

A STRATEGIC HUB FOR LEARNING: MBRSG'S DWTC CAMPUS

The Mohammed Bin Rashid School of Government (MBRSG) enhances its academic presence with a campus at Dubai World Trade Centre (DWTC), a premier hub for global conferences and business events. This strategic location provides students and professionals with direct access to industry leaders, networking opportunities, and high-profile



discussions. Offering state-of-the-art facilities for training, research, and collaboration, the DWTC campus fosters a dynamic learning environment that connects education with real-world policy and economic discourse. Through this setup, MBRSG strengthens its role in shaping future government leaders and advancing policy innovation in the UAE and beyond.

2024 ANNUAL REPORT - 24 -

Student Life at MBRSG

At MBRSG, student life is about more than just academics—it's a holistic journey that nurtures leadership, innovation, and collaboration. With the relocation to City Walk, students now benefit from a dynamic environment enriched by a range of amenities, including vibrant cafés, a cinema, and family-friendly activities. This lively setting complements our academic and professional initiatives, fostering a balanced lifestyle that reflects the values of the UAE while preparing students for leadership roles in governance and administration.



Academic Engagement: Throughout the year, students participate in enriching activities such as guest lectures by government leaders, interactive workshops on emerging technologies, and knowledge-sharing sessions tied to governance and public policy.

Professional Development: Students benefit from a range of programs designed to enhance their career readiness. Initiatives like the "Future Trip Alumni" gatherings, executive training opportunities, and collaborations with government entities ensure they are prepared to contribute meaningfully to their fields.

Student Support Services: Our students have access to a comprehensive support system, including academic advisors, library facility, and state-of-the-art learning facilities at the City Walk campus.



2024 ANNUAL REPORT -25 -

LIBRARY

The library at MBRSG plays a pivotal role in supporting the academic and professional development of our students. With a comprehensive collection of resources in governance, public policy, leadership, and related fields, it is an essential hub for research and learning. Students have access to an extensive range of physical and digital materials, including textbooks, journals, e-books, and online databases, ensuring they are equipped with the latest knowledge in their areas of study.

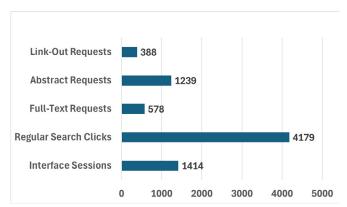
Developing a core collection of materials, including print books, periodicals, and electronic resources that cater for the academic and research needs of the School.

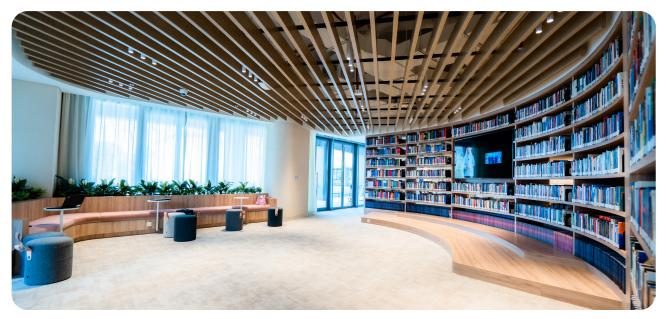
Employing highly qualified and experienced staff to effectively manage its resources and services.

Creating and nurturing strong relationships with local and regional libraries for inter-library resource sharing.

Responding to the diverse and changing needs of its faculty, staff, students and researchers by utilizing the best information technology infrastructure and knowledge resources.

Providing information literacy programs that enhance lifelong learning in a knowledge-based economy.



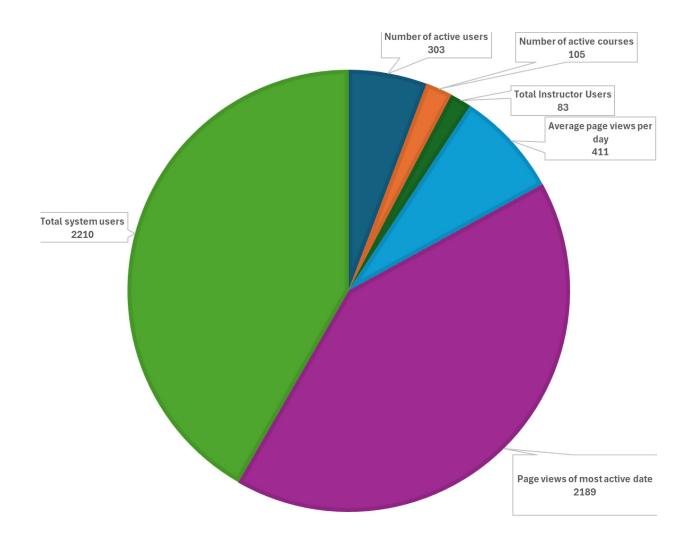


2024 ANNUAL REPORT - 26-

Library & Knowledge Support in Numbers

Print Books	7264
Electronic Books	257800
Electronic Journals	13830
Instructional Videos	12
Instructional Video Views	353
Information Literacy Sessions	11

Student and Faculty Engagement



2024 ANNUAL REPORT - 27 -

IMPACTING POLICY THROUGH RESEARCH

POLICY RESEARCH

The Mohammed Bin Rashid School of Government (MBRSG) is dedicated to advancing knowledge and fostering impactful change as both a premier educational institution and a public policy think tank. At MBRSG, research is not only central to our mission but also deeply embedded in our vision and everyday activities.

Our unique position within the region empowers us to lead pioneering research in public policy and governance, addressing pressing challenges and supporting sustainable development across diverse fields. Our research tracks are carefully designed to drive innovation and contribute to evidence-based policymaking. These include:

- Future Government & Innovation: Exploring advancements and new paradigms for effective governance and smart government solutions.
- **Social Policy**: Examining strategies to enhance social welfare, equity, and inclusivity within society.
- **Educational Policy**: Developing policies to improve educational systems and support lifelong learning initiatives.
- Economic Policy: Focusing on policies that drive sustainable economic growth and resilience.
- **Public Leadership Policy**: Strengthening public leadership capacity and governance practices.
- Health Policy: Addressing healthcare challenges and promoting policies for better public health outcomes.
- Sustainable Development Policy: Supporting sustainable growth that aligns with environmental goals and societal needs.
- Policy Councils: Facilitating collaborative dialogues on emerging policy issues and solutions.

Through these tracks, MBRSG is committed to shaping the future of governance and policy development, not just within the UAE but across the region, providing insights and solutions that address the evolving needs of governments and societies.

2024 ANNUAL REPORT - 29 -

OVER A DECADE OF STRATEGIC PARTNERSHIP

The Mohammed Bin Rashid School of Government (MBRSG) has been contributing to the World Government Summit (WGS) for over 10 years. As part of its continuous engagement, MBRSG launches two reports every year at the summit. Throughout the past decade, MBRSG has also engaged in councils and global groups that created large-scale impact and partnered with 15 local and international activities to enhance and magnify the impact of their findings.

Arab Region SDG Index and Dashboards

Developed in collaboration with the UN Sustainable Development Solutions Network (SDSN), this report tracks progress on the Sustainable Development Goals (SDGs) in the Arab world. It provides data-driven insights, an interactive dashboard, and policy recommendations to support sustainable development and informed governance.

Global Economic Diversification Index

This report assesses economic diversification worldwide, capturing its multi-dimensional aspects and ranking countries based on their level of diversification. It aims to provide a deeper understanding of the nature of economic diversification and the key factors that directly or indirectly influence a country's overall diversification level.



2024 ANNUAL REPORT -30-

Major Outcoms:

7	Major reports contributions
13	Forums and roundtables
6	government agencies benefited
4	Intl' Org. engagements (WB, IMF, UN, SDSN)

1ST GLOBAL CONFERENCE ON ECONOMIC DIVERSIFICATION (GCED 2024)

The school organized and hosted the first Global Conference on Economic Diversification on 31 October and 1 November 2024, with an aim to explore policy, thought-leadership, methodological, and theoretical outcomes related to economic diversification.

Her Excellency Alia Al Mazrouei, UAE Minister of State for Entrepreneurship, has inaugurated the first edition of the conference, which will be an annual event convening thought leaders from renowned universities, policy-making institutions, and international organisations, including UN agencies, The World Bank, the IMF, and the OECD.

Economic diversification has long been at the heart of the UAE's strategic vision, and the Emirates continues to be a trailblazer in that regard on the regional and international levels. With that in mind, and in line with the mission to empower the leaders of tomorrow and arm them with the knowledge they need to navigate the challenges that lie ahead, the forum brought leading international experts and stakeholders together to share their insight and expertise on the subject and chart a roadmap for economic diversification in the years ahead.



Discussion Topics:

- The Linkages between Economic Diversification and Complexity
- Economic Diversification Pathways in the Gulf Region
- Financing Green Pathways to Economic Diversification
- Global Reflections on the Challenges of Economic Diversification
- Advancing Economic Diversification Measurement: Data for Better Policy

2024 ANNUAL REPORT -32 -





Major Outcoms:

150	Experts and participants
130	Organizations Participated
30	Countries Participated
70	Papers Submitted

HOSTING ACADEMIC CONFERENCES AND ENGAGING DISTINGUISHED GLOBAL THOUGHT LEADERS AT MBRSG

The Mohammed Bin Rashid School of Government (MBRSG) fosters public policy innovation and governance excellence by hosting academic conferences that bring together global thought leaders, policymakers, and researchers to discuss emerging trends and critical policy challenges.

As part of this, MBRSG hosted the Economic Research Forum's (ERF) symposium on "The Potential of the Fourth Industrial Revolution on The Economic Transformation of GCC Countries" at its City Walk campus. Experts, including Dr. Ibrahim Elbadawi, H.E. Dr. Abdallah Dardari, and H.E. Dr. Fahad bin Mohammed Al-Turki, explored how Fourth Industrial Revolution (4IR) technologies, such as Al and Io, are driving economic transformation.







POLICY COUNCIL

Mohammed Bin Rashid School of Government took the initiative of launching the Policy Council, a round table dialogue program, to promote meaningful dialogues that will enrich shared knowledge within government entities. The Council also aims to highlight vital public topics and policies of high priority within the framework of the renown achievements realized by government entities in the UAE in various fields, positioning them locally, regionally, and globally as leaders within their specializations. Additionally, the Council strives to encourage the dissemination of expertise, promote knowledge sharing, and ensure that all government entities benefit from the same. In this context, the School aims for participant diversity at every session, so as to include federal and local levels, central authorities, and specialized authorities, in addition to promoting the engagement of influential non-government stakeholders in relevant discussions. This will enable meaningful, comprehensive dialogues and the ability to tackle topics from a variety of perspectives, as the School seeks to restructure the Policy Council with a view to integrating it within comprehensive action agendas that will enable the Council to conduct in depth discussions of topics on the table. This, in turn, will enhance common understanding and knowledge-sharing efforts.

The objectives of the Council can be summarized in:

- Providing a platform for cognitive dialogue between experts, specialists and stakeholders involved in the government sector with a view to highlighting issues of priority and importance on government and community levels.
- Documenting and disseminating dialogue in a balanced, comprehensive and practical manner to enrich cognitive content within government.
- Encouraging individual and organizational communication and relationships, and strengthening the cognitive network within government to enhance effective organizational cooperation.
- Presenting insights and recommendations that will have an effective impact on joint action and the development of government performance.



2024 ANNUAL REPORT -35 -

GLOBAL GOVERNANCE FORUMS

OECD Network of Schools of Government Annual Conference

In partnership with the Organisation for Economic Co-operation and Development (OECD), hosted the 2024 annual meeting of the OECD Network of Schools of Government, held under the theme 'Public Sector Transformation'.

The meeting, hosted and orgnized at MBRSG's headquarters from 28th - 29th May, was attended by Her Excellency Ohood bint Khalfan Al Roumi, Minister of State for Government Development and the Future; His Excellency Dr. Ali bin Sebaa Al Marri, Executive President of the Mohammed bin Rashid School of Government; Naheed Nenshi, former Mayor of Calgary; Professor Geert Bouckaert from KU Leuven Public Governance Institute; and Mr. Jón Blondal, Head of Public Management and Budgeting Division of OECD, along with a group of leading experts from 33 countries and 41 Schools of Government worldwide.

The annual meeting addressed the transformation of workforces, the modernization of learning technologies and techniques, and strategies for promoting positive transformations in work culture in the government sector. It also analyzed the challenges and changes shaping the public sector with an emphasis on the role of innovation, artificial inteligence, learning and the workforce





MAJOR POLICY REPORT LANUCHES

In June 2024, the Mohammed Bin Rashid School of Government (MBRSG) initiated a research collaboration with Google.org, the philanthropic arm of Google, under the Google Digital Futures Project. This partnership focuses on conducting primary fieldwork to empower Artificial Intelligence (AI) SMEs in the region, aiming to foster innovation and support the growth of AI-driven enterprises. By combining MBRSG>s expertise in governance and policy with Google>s technological resources, the collaboration seeks to create an enabling environment for AI SMEs, contributing to the region>s digital transformation and economic development

This was launched in AI Retreat was held under the patronage of H.H. Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai, Chairman of Dubai Executive Council and Chairman of the Board of Trustees of Dubai Future Foundation

Organised by the Dubai Centre for Artificial Intelligence (DCAI) in collaboration with the National Program for Artificial Intelligence, the event witnessed the participation of more than 1,000 key decision-makers and experts for government and the private sector convened to address how to accelerate the adoption of AI applications and uses in addition to exploring trends and future solutions. The event looked in-depth at the vast opportunities surrounding AI, aiming to pave the way for more inclusive societies and a better future.





IEEE CERTIFAIED AI ETHICS ASSESSOR TRAINING PROGRAM

This first-of-its-kind in-person training program is delivered in partnership between MBRSG's Executive Education and Research Policy Department, offering a unique opportunity for government and private sector leaders in the UAE and the MENA region. The series is delivered jointly by the IEEE Standards Association (IEEE SA) and MBRSG, with contributions from Digital Dubai.

The IEEE CertifAlEd AI Ethics Assessor Training enables participants to systematically address Artificial Intelligence Ethics and social responsibility in Autonomous Intelligent Systems (AIS)—crucial considerations in the age of generative AI. "IEEE's collaboration with MBRSG advances the application of ethical AI and builds the capacity to perform AI Ethics assessments in the region. The training offers a wide spectrum of government and private sector leaders an opportunity to join a community of AI Ethics experts, leveraging the IEEE CertifAlEd approach, and earn a globally respected certification," said Dr. Konstantinos Karachalios, Managing Director for IEEE SA.







MBRSGRESEARCH IN NUMBERS

50

Major Contributions to Government Activities

262

Research Outputs

13

Peer-reviewed Publications

1,430

Participant in Research Events 564

Citations of MBRSG
Research

87

Research contributions to Development Activities

2.4

Million in-cash external research funding raised

1.1

Million external in-kind research support

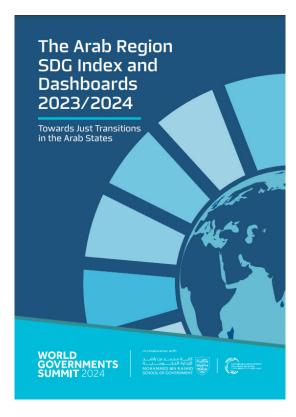
14

Research-based
Contributions to Top Global
International Events

RESEARCH PUBLICATIONS

MBRSG devotes substantial resources to producing original, multidisciplinary research to support its educational mission and drive impactful policymaking across the region. Our primary research objective is to shape future policies and equip decision-makers with robust, evidence-based insights for effective governance. Through our research outputs, MBRSG is committed to broadening knowledge and fostering informed leadership.





Published on: February 2024

Language: English

Author: Dr. Fadi Salem | Keertana

Subramani | Salma Refass

Research topic: Government Summit

Published on: February 2024

Language: English

Author: Dr. Fadi Salem | Lama Zakzak

Research topic: Government Summit

2024 ANNUAL REPORT -40-

MBRSG PUBLICATIONS



ntroduction

The Cimite change is becoming a persistent finest to the Cimite change is becoming a persistent threat to Coperniss Cimite Thomps Service noted than the 12 months isselfing up to February 2014, the working slobal mean temperature was 1.52 degrees clearly cimited threat to the use of the 1.5-oppers Cellusir Cimiter threatol. It was used the 1.5-oppers Cellusir Cimiter threatol. It continue to bring short extreme climate changes and mass bothwesty loss. When significant climate changes arout social, economic, and environmental systems are effected interconnectic, corrective ways. Effected extrages arout social, economic, and environmental systems are filtred interconnectic, corrective ways. Effected extrages arout social, economic, and environmental systems are filtred under the control of the control of the interconnectic corrective ways. Effective strategies are interconnectic corrective ways. Effective strategies are filtred as a service of the control of the service of the control of the control of the filtred control of the control of the service of service service of service service service service service service service

Developed and developing nations increasingly need climate mitigation and adaptions strategies. Digital technologies can become a crucial ally in this battle and soluter climate change preparateless in a transformative way. Advancements in artificial intelligence (AII), data way, Advancements in artificial missingue (AII), data technologies have given rations the tools to develop a rebus framework for developing and deploying technologies tha mitigate the effects of climate charges. Publishing on: June 2024

Language: English

Author: Professor Mark Esposito

Genre: Climate | Policies | Sustainable

development

Category: Sustainable Development Policy



Publishing on: May 2024

Language: English

Authors: Prof. Immanuel Azaad Moonesar

Non-Residents: Umesh Palwankar | Alia Fares

AlDhaheri

Category: Health Policy

2024 ANNUAL REPORT - 41 -



Published on: April 2024

Language: English

Category: Health Policy



What the current discourse gets wrong

The current discourse on tech deployments in any field tends to be ten towards one of the poles. This discourse either overemphasizes the benefits of technologies to propel sociely into its next evolutionary stage or exaggements in potential to destroy our global system's social, environmental and economic laberic. This polarized discourse ignores two critical facest—the implications for different populations and the practical concerns of technology uptake in organizations.

Safeguarding against risk is not merely a technical challenge for organizations, but a complicated issue that requires rigorous governance, interdisciplinesy strategies, and an aglie middler. It succeed in this area, organizations that deploy climate tech cannot focus solely on regulatory measures and compliance. They meta tida odopt a holistic approach to risk mitigation that involves considering how the technology, the conditions of its development, the organization, and its stakeholders in the value chain play a voice in the outerful affects.

Climate tech runs the risk of creating

The potential of emerging technologies to exacerbate existing social divides and biases is often referenced in

Published on: February 2024

Language: English

Author: Prof. Melodena Stephens

Prof. Raed Awamleh

Professor Mark Esposito

Genre: Innovation

Category: Future Government and Innovation

INTERNATIONAL GOVERNMENT INNOVATION CASE SERIES

The Policy Research Department at the Mohammed Bin Rashid School of Government is working with the Prime Minister's Office on documenting global innovation in government. So far, 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.





More details: https://ibtekr.org/

RESEARCH CONTRIBUTIONS:

Date	Title	Туре
18/1/2024	SDGs in the Arab World - Digitiztion and Sustainability program (Egyptian Delegation)	Lecture
18/1/2024	Digital Government Future - Digitiztion and Sustainability program (Egyptian Delegation)	Presentation
31-Jan-24	Al Governance (PMO Leadership program - Madagascar delegation)	Lecture
31-Jan-24	SDGs in the Arab region (PMO Leadership program - Madagascar)	Presentation
10-Feb-24	Current state of Generative Al on Dubai Government Employees	Presentation
11-Feb-24	Generative Al and its Impact	Policy Council
12-Feb-24	Digital Governance (PMO Leadership program - Malta delegation)	Lecture

2024 ANNUAL REPORT -43 -

13-Feb-24	UAE National Committee on SDGs Meeting at WGS (FCSC)	Proceedings Development
13-Feb-24	Ministerial Roundtable: XDGs 2045: Navigating the Future of Our World (PMO)	Proceedings Development
13-Feb-24	UAE SDGs in Action Forum (FCSC)	Proceedings Development
13-Feb-24	Global Council on SDGs Meeting (WGS SDG16)	Discussant
13/2/2024	PMO Arab Public Administration Forum (PMO)	Data gathering for Regional Report
13/2/2024	Launch of Arab Public Administration Report (PMO)	Speaker
13/2/2024	Arab SDG Index Report 2024 panel, World Government Summit	Panel Discussion
13/2/2024	Arab SDG Index Report 2024 panel, World Government Summit	Panel Discussion
14-Feb-24	Findings of the Arab SDG Index Report 2024, World Government Summit	Presentation
12-Feb-24	Global Al Governance Forum - (Minister of Al)	Proceedings Development
12-Feb-24	Ministirial Future of Responsile Al Roundtable (Minister of Al)	Proceedings Development
14-Feb-24	Economic Diversification Index Report 2024, World Government Summit	Panel Discussion
20/2/2024	Economic Diversification Index Report 2024, World Government Summit	Panel Discussion
16-Jan-24	Emerging Economies Forum (Ministry of Economy)	Proceedings Development
• • • • • • • • • • • • • • • • • • • •		• • • • • • • • • • • • • • • • • • • •

18/1/2024	Government Administration lecture	Lecture
18/1/2024	Excellence in Governance and Sustainability in the Digital Age	Lecture
1-May-24	Al Ethics program for the UAE Federal Government agencies - Al Ethics Certification Program - Minister of Artificial Intelligence	Design of Program
6-May-24	MENA AI Ethics status - AI Ethics Certification Program - Minister of Artificial Intelligence	Presentation
6-May-24	Al Ethics in Healthcare in Dubai - Al Ethics Certification Program - Minister of Artificial Intelligence	Presentation
7-May-24	Dubai Al Ethics guidelines - Al Ethics Certification Program - Minister of Artificial Intelligence	Worksop
8-May-24	Al Majlis - Minister of Artificial Intelligence	Roundtable
6-Jun-24	Human Rights and Bussinesses - Ministry of Foreign Affairs	Policy Council
11-Jun-24	Al Retreat panel - Dubai Future Foundation	Panel Discussion
15-Jun-24	UN Global Compact - UAE National Committee on SDGs	Survey design
25-Jun-24	Businesses and SDGs in the UAE - FCSC / PMO	Conference
25-Jun-24	SDG16 and UAE Businesses - PMO	Roundtable
28-Jun-24		Report
30-Jun-24	UAE - UN High Level Political Forum report - UAE National Committee on SDGs	Report

2024 ANNUAL REPORT -45 -

CAPACITY BUILDING FOR GOVERNMENT LEADERS



CUSTOMIZED PROGRAMS

MBRSG's executive education programs offer specialized courses designed for leaders in government and non-government sectors to enhance expertise in public policy, leadership, management, strategic planning, and financial management.

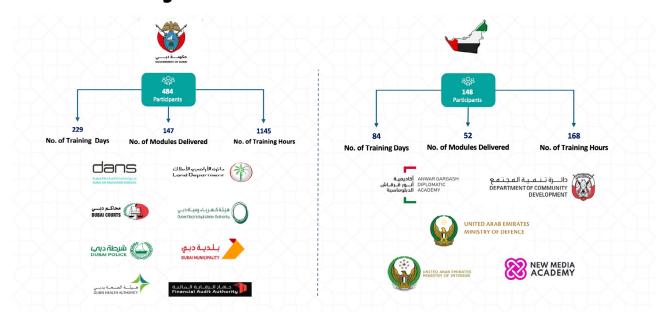
Delivered by top scholars and practitioners in collaboration with local and international partners, these programs combine cutting-edge content with practical insights.

MBRSG fosters an innovative learning environment, equipping participants to develop effective leadership and achieve excellence in their organizations.

2024 Customized Programs at a glance



Customized Programs - Local



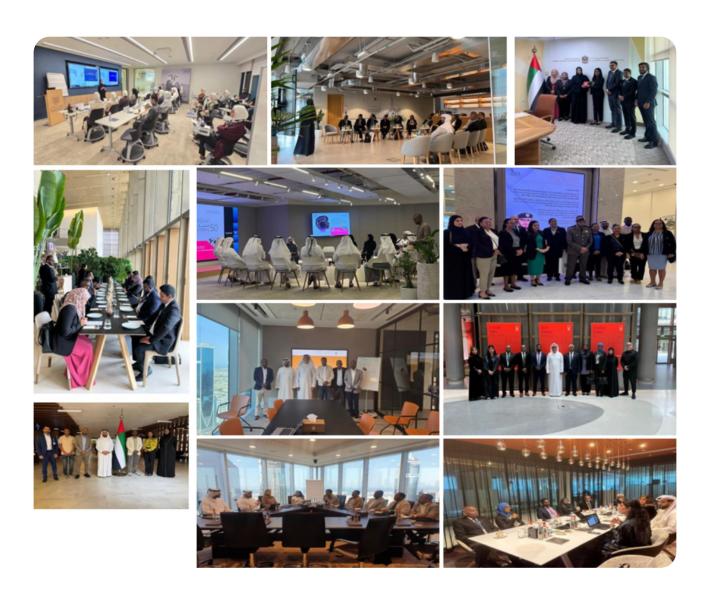
Customized Programs - International



Field Visits

The Mohammed Bin Rashid School of Government (MBRSG) integrates field visits within its customized programs, offering participants firsthand exposure to best practices in governance and public administration across various local entities in the UAE. These visits enable participants to engage with leading government institutions, gain insights into innovative policies, and observe successful implementation strategies.

By incorporating these field visits, MBRSG enhances participants practical learning, fosters knowledge exchange with experts from key government bodies, and strengthens networking opportunities, ensuring they are well-equipped to enhance governance and public service delivery in the UAE.



2024 ANNUAL REPORT -50 -

GLOBAL LEADERSHIP PROGRAMS IN COLLABORATION WITH THE GOVERNMENT EXPERIENCE EXCHANGE OFFICE

1 Malta Executive leadership program 2 Kyrgyzstan Executive Leadership program 3 Uzbekistan Executive Leadership program 4 Kazakhstan Executive Leadership Program Kurdistan Leadership Program 5 6 Seychelles Executive Leadership Program 7 Maldives Executive Leadership program 8 Bermuda Executive leadership program 9 Malta senior Executive Leadership Program 10 Ethiopia Executive Leadership Program 11 Brunei Executive Leadership program 12 Colombia Executive Leadership Program 13 Rwanda Executive Leadership Program

2024 ANNUAL REPORT - 51 -

ARAB LEADERSHIP PROGRAM

132 Participants in total



AL Hussein Fellowship Program

43 Participants

In collaboration with

Government Experience Exchange Office – Prime Ministers Office



Excellence in Governance and Sustainability in the Digital Age -6^{th} Edition

31 Participants



Excellence Program in Government Management and Organizational Planning

18 Participants

Future Leadership Government Program

40 Participants

In partnership with

Government Development And Future Office , ARADO and Government Experience Exchange Office, PMO

Excellence in Governance and Sustainability in the Digital Age – 6th Edition



MBRSG, in its commitment to empowering global leaders, successfully launched the sixth edition of the Excellence in Governance and Sustainability in the Digital Age training program in partnership with the Egyptian National Institute for Governance and Sustainable Development. The program focused on developing a new generation of government leaders in Egypt, offering workshops on future governance, government strategies, and sustainable development goals. Through this initiative, MBRSG reinforced its dedication to strengthening regional governance and equipping leaders to address contemporary challenges.

Excellence in Government Administration and Organizational Planning Program



Customized Programs Department at MBRSG launched the Excellence in Government Administration and Organizational Planning Program for employees of the Ministry of Finance in Kuwait. The program featured interactive sessions focused on institutional resource management, equipping participants with practical tools and strategies to enhance organizational planning and administrative excellence in government operations.

2024 ANNUAL REPORT - 53 -

Honoring Future Government Leaders



Graduation Ceremony – Government Management and Leadership Program

In the esteemed presence of H.H. Sheikh Ahmed bin Saeed Al Maktoum, Chairman of Dubai Air Navigation Services, the graduation ceremony of the Government Management and Leadership Program celebrated the achievements of participants who successfully completed the program.



Graduation Ceremony - Diploma in Digital Government Communication

With the esteemed presence of H.E. Mohammed Al Gergawi, Minister of Cabinet Affairs in the UAE Government, the graduation ceremony for the Diploma in Digital Government Communication – Batch 2 at the New Media Academy.



Graduation Ceremony - Future Government Leaders Program in the Arab World

H.H. Sheikh Mohammed bin Rashid Al Maktoum attended the graduation ceremony of the first cohort of the Future Government Leaders Program in the Arab World, during the World Government Summit 2024.

2024 ANNUAL REPORT -54 -



Graduation Ceremony – Excellence in Governance and Sustainability in the Digital Age

The 'Excellence in Governance and Sustainability in the Digital Age' training program marked a significant milestone with the graduation of its sixth cohort. The program played a pivotal role in enhancing the expertise of government leaders in the Arab Republic of Egypt through in-depth knowledge and insights from industry experts complemented by field visits showcasing the UAE's governance model.



Graduation Ceremony – Government Auditor Program

The Financial Audit Authority, in collaboration with the Mohammed Bin Rashid School of Government (MBRSG), celebrated the graduation of the inaugural cohort of the Government Auditor Program.



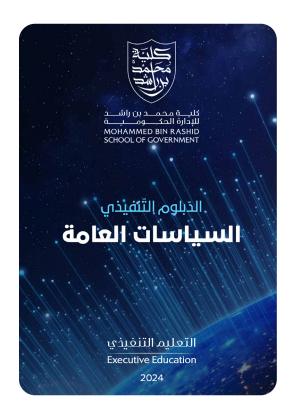
Graduation Ceremony - Future Government Leaders Program in the Arab World

H.H. Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, attended the graduation ceremony of the first cohort of the Future Government Leaders Program in the Arab World.

2024 ANNUAL REPORT - 55 -

OPEN ENROLMENT

MBRSG's open enrollment programs offer short, certificate-based courses emphasizing leadership, management, negotiation, and governance. Supported by our global network of expert faculty, these programs are crafted to empower executives with critical skills and insights, fostering individual growth and driving institutional excellence.









2024 ANNUAL REPORT -56 -

SMART EXECUTIVE EDUCATION PLATFORM 2019-2024

The Smart Executive Education Platform by the Mohammed Bin Rashid School of Government (MBRSG) is a digital learning initiative aimed at enhancing executive education for government leaders. It offers flexible, self-paced programs with online materials, videos, and assessments to improve public sector performance. Key courses include:

- Reimagining the Role of Governments in Times of Crisis
- The Ten Commandments of Governmental Administration
- Agility in Government Administration
- Innovation in Government
- Future Foresight and Preparing for the Next 50 Years

A total of 74 participants have benefited from the Smart Executive Education Platform, gaining valuable insights and skills to enhance their leadership and governance capabilities



Training Hours



Satisfaction Rate



Participant



03

Certificate Issued

2024 ANNUAL REPORT - 57 -

















Executive Education Achievements 2024

49 # of Executive Education Programs in 2024



4

Arab Future Government Leaders Programs



13

of Open Enrollment Diplomas/ programs



13

of Global Leaders Programs



19

of Customized Programs

EMPLOYEES EMPOWERMENT TRAINING AND DEVELOPMENT

EMPLOYEE TRAINING AND DEVELOPMENT OVERVIEW

At MBRSG, we prioritize the continuous growth and development of our employees. In 2024, 64% of employees (37 out of 58) participated in training programs, covering 20 topics and attending 75 conferences and seminars. Additionally, all 8 departments enrolled employees in training, reflecting our commitment to fostering a skilled and knowledgeable workforce.



MBRSG HAPPINESS COUNCIL



The MBRSG Happiness Council, established on July 10, 2023, prioritizes employee well-being, engagement, and workplace culture. Recognizing the impact of a positive work environment on productivity and satisfaction, the council drives initiatives that support mental, physical, and emotional well-being while fostering collaboration and appreciation.

Backed by MBRSG leadership, it implements programs in wellness, recognition, community engagement, and professional development, creating an inclusive and supportive workplace. Guided by its vision of "Creating Happiness, Cultivating Unity" the council ensures that happiness remains a core value, motivating a thriving workforce.

The council operates through four main pillars:

Employee Welfare

Enhancing worklife balance, employee benefits, and recognition programs.

Outreach & Communication

Managing internal communication, branding, and partnerships to strengthen engagement.

Health & Wellness

Promoting physical and mental wellbeing through fitness programs, workshops, and wellness challenges.

Community Engagement

Organizing internal and external events, volunteer activities, and outings.

Measuring Success:

The MBRSG Community Happiness Survey is conducted quarterly to assess employee satisfaction and guide future improvements.

Employees Satisfaction Rate: 88.86%







The Happiness Council at MBRSG launched the Happiness Ambassador initiative to recognize employees who exemplify positivity, well-being, and a supportive spirit within the School. Each quarter, a new Happiness Ambassador is selected to highlight and celebrate these values. MBRSG is honored to recognize its Happiness Ambassadors:

2023: Hayathem Shukri

2024 Q1: Amani Hassan

2024 Q2: Khalid Al Marri

2024 Q3: Sarah Bin Jarsh

2024 Q4: H.E. Dr. Ali Bin Sebaa Al Marri

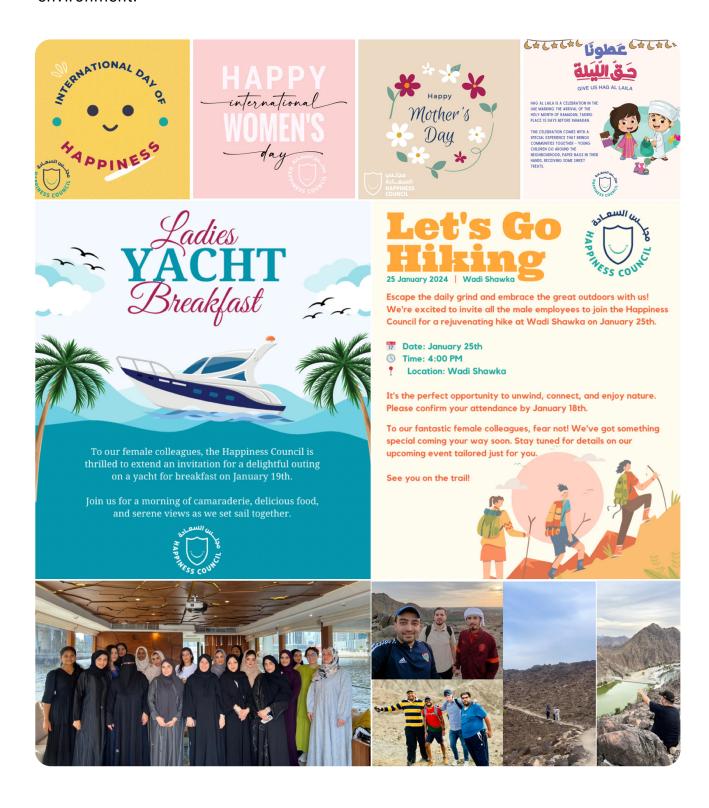
This initiative underscores MBRSG's commitment to fostering a joyful and inclusive community, where each ambassador plays an essential role in enhancing the well-being of our workplace.



2024 ANNUAL REPORT -62 -

CELEBRATING EVENTS IN CORRELATION TO THE INTERNATIONAL EVENTS CALENDAR

The MBRSG Happiness Council actively celebrates international and national occasions fostering a sense of appreciation and belonging among employees. Through meaningful initiatives that recognize and appreciate employees. These efforts reflect MBRSG's commitment to inclusivity, cultural awareness, and fostering a positive workplace environment.



2024 ANNUAL REPORT - 63-

HAPPINESS EVENTS

Year in Review (2023)



UAE Flag Day



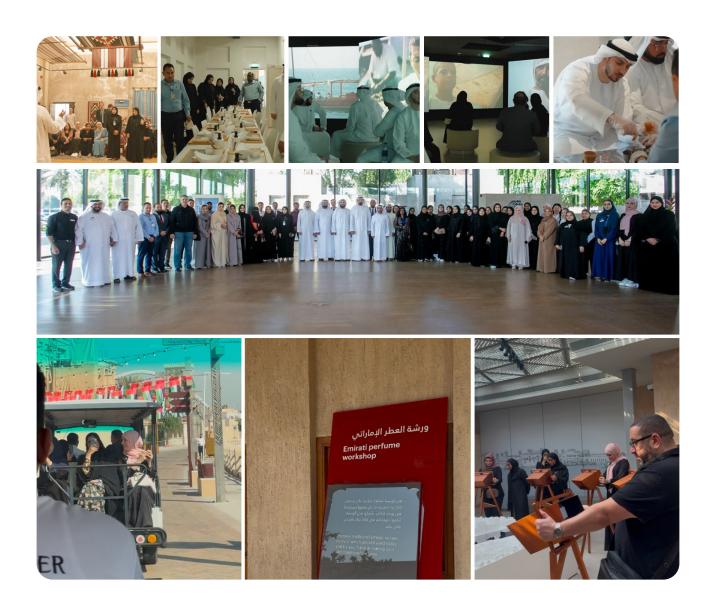


Emirati Women's Day



2024 ANNUAL REPORT -64-

Trip to Al Shindagha Museum



National Day



2024 ANNUAL REPORT -65 -

DIGITIZED PROCESSES

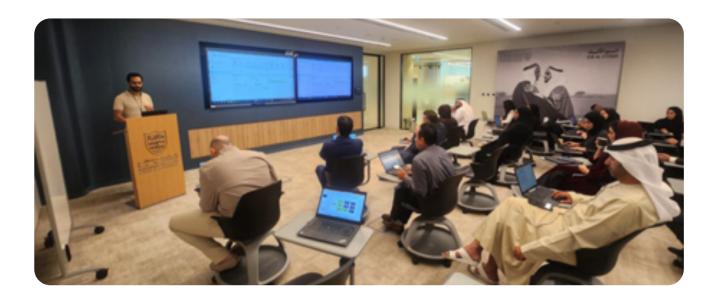
The Government Resource Planning System (GRPS), managed by Digital Dubai Authority (DDA), is a unified and secure platform that integrates various administrative functions across Dubai Government entities. This centralized system connects more than 40 government departments and serves over 71,000 employees, streamlining operations and enhancing efficiency.

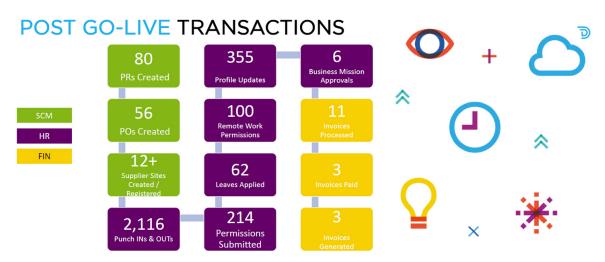




MBRSG successfully transitioned to the Government Resource Planning System (GRPS) through a coordinated effort across Finance, Procurement, and HR. This included data migration, system testing, and comprehensive training to ensure seamless adoption. The transition enhances efficiency, accuracy, and alignment with Dubai's digital transformation strategy, strengthening operational processes across departments.

Several training sessions, including one-on-one sessions, were conducted on Procurement and HR to educate employees on system functionalities.





2024 ANNUAL REPORT -66-

CONNECTING MINDS

CORPORATE COMMUNICATION AND MARKETING

The Corporate Communication and Marketing department at the Mohammed Bin Rashid School of Government (MBRSG) plays a vital role in enhancing the school's brand presence, stakeholder engagement, and thought leadership. By aligning communication efforts with MBRSG's vision, the department strengthens public outreach, media presence, and digital engagement, reinforcing the school's impact on policy innovation and governance excellence.

In addition to organizing flagship events such as the Public Administration Forum, Economic Research Forum, and the Global Conference on Economic Diversification, the department supports key government and academic events and collaborates with partners to co-host initiatives that drive impactful discussions on governance, policy, and leadership. Through strategic media partnerships and targeted digital campaigns, it ensures MBRSG's insights and contributions reach a broad audience.

Furthermore, the department is committed to continuous infrastructure development, enhancing MBRSG's website and management systems with advanced digital tools, user-friendly features, and AI-powered solutions to improve accessibility and engagement. Leveraging technology, branding, and content creation, the department continues to enhance MBRSG's reputation, strengthen its influence, and support its educational and research mission across the UAE and beyond.



Total Potential Reach

1.7 B



Average Sentiment

100



Total Ad Value

20.3\$ M

4,317	Event Attendees
155	Facilitated Events
9,849,425	Total Reach on Social Platforms
430,662	Website Visits
+14k	Document Downloads
18	Marketing Campaigns
71,718	Community Size
106	Major Video Productions
+70	Design Projects

2024 ANNUAL REPORT -68-

IMPACTFUL PUBLIC EVENTS

MBRSG organizes high-impact events that bring together policymakers, economists, academics, and industry leaders to discuss key global and regional challenges. Topics include economic diversification, technological advancements, governance, and policy innovation, sustainable development and economic resilience. These events feature expert insights, data-driven discussions, and actionable policy recommendations, ensuring meaningful engagement.

Additionally, public online sessions extend access to a broader audience, fostering inclusive dialogue and knowledge sharing. In 2024, MBRSG welcomed **+4000 event** attendees through various platforms. Through these initiatives, MBRSG plays a vital role in shaping forward-thinking strategies that drive long-term growth and transformation.

Public Administration Forum 2024

The Mohammed Bin Rashid School of Government (MBRSG) hosted the fourth edition of the Public Administration Forum on June 4, 2024, under the theme « Global Disruptions: The Art of Economic Diplomacy». The forum gathered a distinguished group of economists, academics, and decision-makers to discuss emerging challenges and opportunities in the global economy, focusing on economic disruptions and the role of sovereign wealth funds in addressing them. The event commenced with an opening speech by H.E. Abdulla Al Saleh, Undersecretary of the Ministry of Economy.



2024 ANNUAL REPORT - 69 -

MBRSG Dialogues

The MBRSG Dialogues are a series of interactive discussions that bring together experts, policymakers, and thought leaders to explore key issues in governance and public policy. These sessions cover topics like digital governance, sustainability, and public sector leadership, providing valuable insights from both local and international experts.

With an engaging and interactive format, MBRSG Dialogues encourage knowledge sharing through panel discussions, Q&A sessions, and workshops. They serve as a platform for fresh ideas, collaboration, and continuous learning, reinforcing MBRSG's role in shaping better governance practices.

Satisfaction Rate: 97.65%



Ramadan Knowledge Series

The Ramadan Knowledge Series is a signature initiative by the Mohammed Bin Rashid School of Government (MBRSG), aimed at enhancing the knowledge of government employees on various vital topics. Held annually during the holy month of Ramadan, these weekly sessions cover subjects like digital leadership, public administration evolution, Governance and Public Policy. By bringing together experts and practitioners, the series fosters knowledge sharing and stimulates creative thinking within governmental administration.

Satisfaction Rate: 97.5%



2024 ANNUAL REPORT - 70 -

Future of Workplace Wellbeing: Let's Measure Impact

In the insightful policy discussion on Future of Workplace Wellbeing: Let's Measure Impact, valuable strategies and future prospects for enhancing workplace wellbeing were explored. MBRSG's Professor of Health Policy and Systems Research, Immanuel Azaad Moonesar, and Dr. Khulood Alsayegh, Head of Clinical Standards and Guidelines at DHA, shared key discussions on the importance of measuring the impact of wellbeing initiatives in the workplace.



Key Insights from the World Government Summit

As a knowledge platform aimed at enriching the knowledge and experiences of future leaders, Mohammed bin Rashid School of Government organized a discussion session for its students and alumni titled "Key Insights from the World Government Summit."

The session featured experts in research and policy, who discussed the main topics of the summit aimed at shaping a better future for humanity, including artificial intelligence, the future of education, sustainability, and more. Additionally, the session highlighted the key findings from the 2024 Global Economic Diversification Index report, as well as the 2024 Sustainable Development Goals Index for the Arab region, both were major reports launched by MBRSG during the summit.



2024 ANNUAL REPORT - 71 -

Raw Health Series

The Raw Health Podcast offered an unfiltered look at the evolving world of health, bridging the gap between academia and industry. Through thought-provoking discussions, practitioners, regulators, and academics explore the latest advancements, challenges, and debates shaping healthcare today.

Each episode featured leading experts sharing real-world insights on topics ranging from medical innovations and regulatory hurdles to emerging health trends. The series aims to empower listeners to make informed decisions and drive positive change in the health sector.



From Chaos to Calm: Strategies for Effective Crisis Management in Healthcare

From Chaos to Calm: Strategies for Effective Weight Loss Management

Attendees will receive their e-certificate of attendance after the session.

For more information, reach us at events@mbrsg.ac.ae or 043175544

Mohammed Bin Rashid School of Government © Level 13, Convention Tower P.O. Box 72229, Dubai, UAE \$\$-971 4 329 3290

Date is TBA

2024 ANNUAL REPORT -72 -

Future of Workplace Wellbeing: Let's Measure Impact



In the insightful policy discussion on Future of Workplace Wellbeing: Let's Measure Impact, valuable strategies and future prospects for enhancing workplace wellbeing were explored. MBRSG's Professor of Health Policy and Systems Research, Immanuel Azaad Moonesar, and Dr. Khulood Alsayegh, Head of Clinical Standards and Guidelines at DHA, shared key discussions on the importance of measuring the impact of wellbeing initiatives in the workplace.

Key Insights from the World Government Summit



As a knowledge platform aimed at enriching the knowledge and experiences of future leaders, Mohammed bin Rashid School of Government organized a discussion session for its students and alumni titled "Key Insights from the World Government Summit." The session featured experts in research and policy, who discussed the main topics of the summit aimed at shaping a better future for humanity, including artificial intelligence, the future of education, sustainability, and more. Additionally, the session highlighted the key findings from the 2024 Global Economic Diversification Index report, as well as the 2024 Sustainable Development Goals Index for the Arab region, both launched by the school during the summit.

2024 ANNUAL REPORT -73 -

MBRSG EVENTS

Date	Title	Туре
11/1/2024	RIT University Symposium on Generative Al Challenges and Opportunities	Conference
16/1/2024	SDGs in the Arab World - NYU Delegation	Seminar
16/1/2024	Women leadership - NYU Delegation	Seminar
17/1/2024	AI in the UAE (Aurora50 conference - HH Sheikha Shamma)	Conference
30/1/2024	MBRSG Dialogues session 1	Webinar
31/1/2024	Future of workplace wellbeing: let's measure Impact	Seminar
1/2/2024	Panel: Right to Health: Armed Conflicts and Peace Building	Panel
8/2/2024	UN Internet Governance Forum Policy Network on Artificial Intelligence (PNAI)	Seminar
8/2/2024	OECD AI Policy and Strategy Observatory Seminar	Seminar
18/2/2024	Key Insights from the World Government Summit	Panel
19/2/2024	SDGs in UAE - MPP 717 course	Guest Lecture
21/2/2024	2023 Year in Review	Internal Event
2/22/2024	Al Regulation Panel	Panel
27/2/2024	UN Internet Governance Forum 2024 MAG Conference	Conference
28/2/2024	MBRSG Dialogues session 2: Unleashing Innovation: Exploring the Power of Creative Problem Solving	Hybrid Seminar
28-29/02/2024	UN ESCWA Regional Expert Group Meeting on Digital Governance	Conference
5/3/2024	Al Enabled Business Book launch	Book Launch
5-7/3/2024	UN Arab Forum on Sustainable Development (UN ESCWA) - Session on Public Institutions and SDG16	Conference
13/3/2024	Innovative Approaches to Education for Creating Future Leaders	Seminar
14/3/2024	Ramadan Knowledge Series - Session 1	Seminar

2024 ANNUAL REPORT - 74 -

16/3/2024	Ramadan Knowledge Series - Session 2	Seminar
21/3/2024	Ramadan Knowledge Series - Session 3	Seminar
25/3/2024	Ramadan Knowledge Series - Session 4	
25/4/24	Book Launch: Sustainable Sustainability	Book Launch
25/4/2024	MBRSG Dialogues Session 3	Webinar
21/5/2024	University of Navarra in Spain delegation visit	Delegation Visit
21/5/2024	Raw Health 2: Navigating the Ethical Frontier: Al Ethics in the Era of Digitalization	Webinar
28/5/2024	Raw Health 3: Navigating the Maze: Understanding the Role of Insurance in Modern Healthcare	Webinar
28-29/5/2024	OECD Network of Schools of Government (NSG) Meeting 2024	Conference
4/6/2024	Public Administration Forum 2024	
6/6/2024	Business and Human Rights	Roundtable
11/6/2024	Al Retreat: Bridging the Al Gap through Ecosystem Support	Panel Discussion
11/7/2024	Human Resources Forum	Conference
11/7/2024	Setting Guardrails for an Al-Enabled World	Roundtable
4/9/2024	Panel at International Government Communication Forum	Panel
5/9/2024	Panel: The Digital Publishing Market	Panel
5/9/2024	Workshop: Al literacy	Workshop
10/9/2024	Presentation at ENOC	Presentation
15-16/10/2024	Economic Research Forum 2024	Conference
31- 11/10/1/2024	The 1st Global Conference on Economic Diversification (GCED) 2024	Conference
28/11/2024	National Day Celebration	Internal Event

2024 ANNUAL REPORT - 75 -

PARTICIPATING IN EXTERNAL CONFERENCES:

MBRSG at the World Government Summit 2024

The Mohammed Bin Rashid School of Government (MBRSG) continues to enhance the World Government Summit with valuable knowledge, impactful publications, and thought leadership across global forums. In 2024, MBRSG expands its contributions, sharing the UAE's forward-thinking insights and expertise with the world.





2024 ANNUAL REPORT -76 -

MBRSG at DIFSC





Showcasing its dedication to academic excellence and addressing global challenges, MBRSG participated in the 17th Dubai International Food Safety Conference. MBRSG's EMPA alumna, Hessa Al Falassi, presented impactful findings from her dissertation, exemplifying the high standards of our research.

Additionally, Dr. Khalid Wazani, Associate Professor of Public Policies at MBRSG, contributed to a thought-provoking panel titled The Nexus Between Academia, Research, and Food Security Solutions, reinforcing our commitment to bridging academia with real-world solutions in food security.







MBRSG's Professor of Health Policy and Systems Research, Immanuel Azaad Moonesar, contributed to a thought-provoking blog post titled Fostering a Greener Tomorrow at COP28 Dubai and Beyond: On the Role of Healthcare in Environmental Sustainability. The post offered valuable insights into the crucial intersection of healthcare and sustainability.

2024 ANNUAL REPORT -77 -

MBRSG at The Inclusion Summit





At the Inclusion Summit, MBRSG's Professor of Health Policy and Systems Research, Immanuel Azaad Moonesar, participated in a panel discussion titled The Power of Inclusion: How People of Determination Are Advancing the Public and Private Sector. Alongside experts from various fields, Prof. Moonesar explored the growing influence of people of determination in healthcare. He highlighted their advocacy for inclusive healthcare practices, which has led to notable changes such as improved accessibility, integration of assistive technologies, and a stronger emphasis on patient-centered care.

MBRSG at the World Economic Forum





MBRSG's Professor of Innovation Management, Melodena Stephens, Gave an insightful presentation on the "The Al Iceberg," exploring the integral role of humans in Al systems. Emphasizing that data, often regulated but human-driven, is just the visible tip, she highlighted issues like cybersecurity costs, inherent biases, and environmental impacts. The talk underscored the need for human oversight, accountability, and ethical safeguards in Al's future.

2024 ANNUAL REPORT - 78 -

MBRSG at the Future Skills and Employability Forum

H.E. Dr. Ali bin Sebaa Al Marri, Executive President of MBRSG, participated in an insightful session titled "Adapting to the Age of Digitalisation: Strategies for Building Tomorrow's Skills" at the Future Skills and Employability Forum. The session explored the transformative impact of Al on the workforce, highlighted the critical challenges of adapting to rapid digital advancements, and identified essential skills required to thrive in the evolving digital land-scape.



MBRSG at Third Human Resources Forum 2024

H.E. Dr. Ali Bin Sebaa Al Marri, Executive President of the Mohammed Bin Rashid School of Government, during his participation in the Third Human Resources Forum 2024, focusing on Talent Management and the Future of Human Resources. The forum brings together government officials, HR professionals, and industry experts to discuss global trends in talent management and the role of artificial intelligence (AI) in shaping the future of the workforce.



MBRSG at the International Government Communication 2024

MBRSG participated in the International Government Communication Forum at Expo Centre Sharjah, showcasing global best practices in government communication. The forum aimed to develop an innovative framework to enhance the effectiveness of communication strategies, benefiting government institutions and communication professionals worldwide.



2024 ANNUAL REPORT -79 -

Digital Publishing Forum 2024

In partnership with Dubai Culture, the Mohammed Bin Rashid School of Government (MBRSG) played a key role in the third edition of the Digital Publishing Forum, held on September 18, 2024, at Etihad Museum. The forum explored digital publishing's role in cybersecurity, intellectual property, governance, and its economic impact.

MBRSG experts, including Dr. Khalid Alwazani and Dr. Mounia Drissi, discussed market trends, content distribution challenges, and digital innovation, while Professor Melodena Stephens led a workshop on Al literacy. The event fostered dialogue between policymakers, publishers, and experts, reinforcing MBRSG's commitment to advancing digital publishing and supporting Dubai's vision for a global creative economy.





2024 ANNUAL REPORT -80-

MBRSG at GITEX Global 2024

At GITEX Global 2024, MBRSG participated under the Digital Dubai Authority (DDA) pavilion, showcasing its programs, research, and digital governance initiatives. As part of its engagement, two workshops were held: "Leadership Skills for 21st Century Governments," exploring the impact of the Fourth Industrial Revolution, and "Keys to the Future," focusing on strategic foresight and technological innovation. Through its annual presence at GITEX, MBRSG reinforces its role in advancing digital governance and future leadership.









2024 ANNUAL REPORT - 81 -

IMPLEMENTING SUCCESSFUL OUTREACH

EXPANDING MBRSG'S MEDIA PRESENCE AND GLOBAL REACH

MBRSG has achieved an impressive media reach of 1.7 billion, securing coverage across top-tier regional and international outlets, including CNN Arabia, Bloomberg ME, Forbes, Dubai TV, CNBC Arabia, and WAM. This extensive media presence has amplified MBRSG's thought leadership, research impact, and academic excellence, reinforcing its position as a leading institution in governance, public policy, and executive education. Through strategic media engagements, high-profile interviews, and expert insights, MBRSG continues to shape public discourse, influence policy discussions, and extend its outreach to a global audience.

Featured in Top-Tier Media



































الاعادوة







Discussions emphasized integrating MBRSG's research into Dubai's cultural policies to develop frameworks for innovation, sustainability, and inclusivity.





Dubai launches professional diploma in emergency and crisis healthcare

Followsus + f X D & A



الإمارات اليوم

منصور بن محمد: تمكين الإنسان ركيزة أساسية في التَّنَّميَّة المستدامةُ بالإمارات



كلية العلوم الإنسانية بجامعة الإمارات تعقد "منتدى المهارات المستقبلية والتوظيف"







«منتدى البحوث الأقتصادية» يناقش تأثيرات الذكاء الاصطناعي على تطور للدن





منصوربن محمد: دعم وتطوير القيادات الوطنية لبنة أساسية في بنيان الوطن





كلية محمد بن راشد للإدارة الحكومية تنظم سلسلة رمضان المعرفية





تستضيفه كنية محمد بن راشد للإدارة الحكومية بعد غج

منتدى يستكشف مكنونات الثورة الصناعية الرابعة وآثارها فاي اقتصادات دول «التعاون»



مواكية العصر تتطلب قادة



Mohammed Bin Rashid School of Government and Anwar Gargash Diplomatic Academy sign MoU to strengthen collaboration on research and enhance knowledge exchange







UAE leading example of economic diversification, says UN Envoy



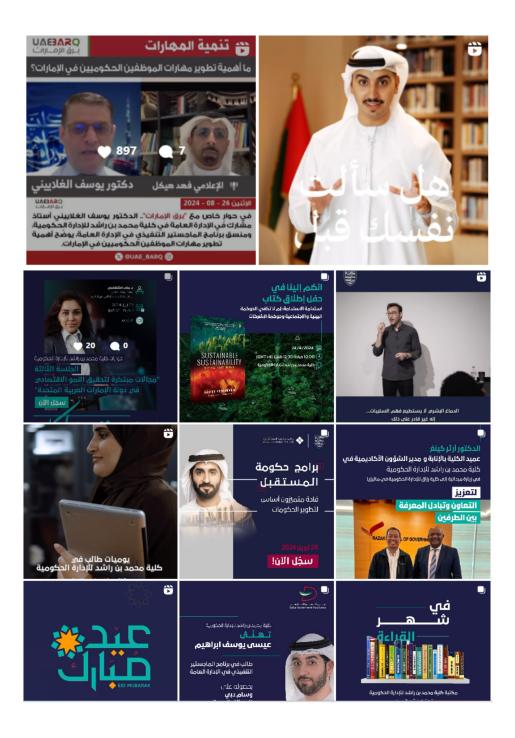
Ø



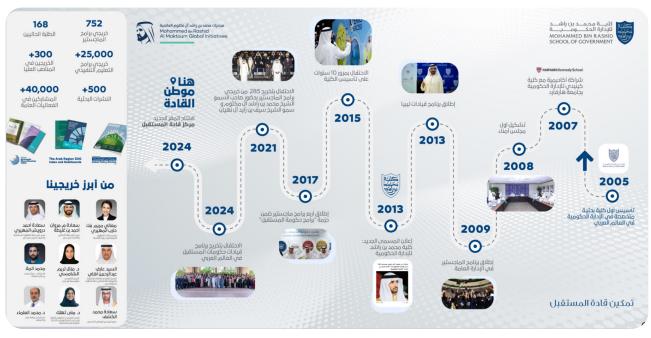
O 31

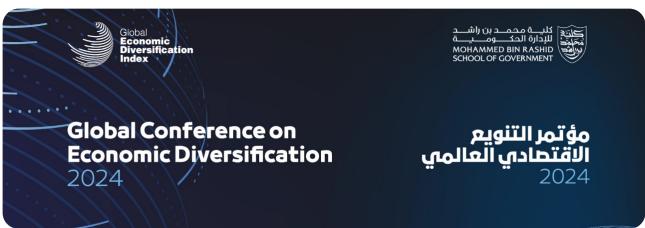
ELEVATING MBRSG'S BRAND IMPACT

Reflecting MBRSG's innovative and dynamic approach to storytelling and visual communication, the school has developed 106 major video projects and completed 70+ design deliverables, including brand awareness campaigns, academic brochures, event visuals, and interactive digital content. These efforts have played a crucial role in strengthening MBRSG's brand identity, enhancing audience engagement, and effectively showcasing its thought leadership in governance, public policy, and executive education. Through creative strategies, visually compelling narratives, and strategic multimedia campaigns, MBRSG continues to expand its reach and influence across diverse platforms, reinforcing its position as a leading institution in shaping future leaders.



2024 ANNUAL REPORT -86-











2024 ANNUAL REPORT - 87 -

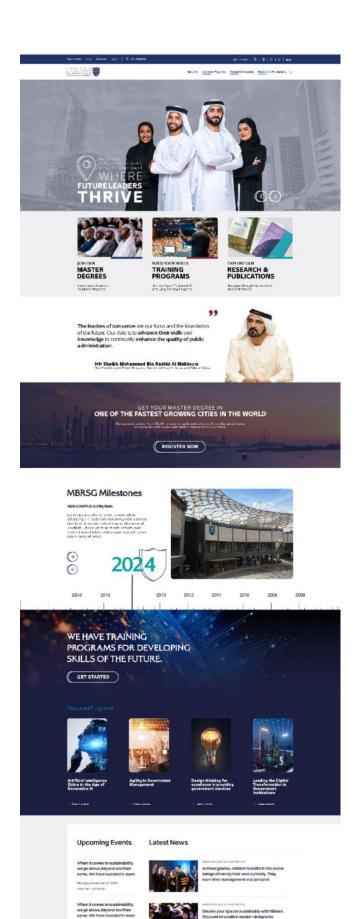
MBRSG WEBSITE LAUNCH – ENHANCED DIGITAL EXPERIENCE

The Mohammed Bin Rashid School of Government launched a new and improved website, significantly enhancing user experience, accessibility, security, and functionality. The platform integrates advanced digital solutions to streamline event management, research accessibility, and public engagement, while also supporting faster performance and greater security.

This revamped digital platform ensures a smarter, faster, and more user-friendly experience, aligning with Dubai's digital transformation strategy and reinforcing MBRSG's commitment to innovation in governance, education, and public engagement.

Key Enhancements:

- Integrated Event Management: Streamlined registration, attendance tracking, and automated digital certification.
- Enhanced Content Management: Optimized system for efficient document and media processing.
- Advanced Security & Accessibility: Multi-factor authentication and improved assistive technology support.
- Al-Driven Search & Multilingual Capabilities: Intelligent keyword suggestions and translation in 160+ languages.
- Optimized Performance & Cloud Hosting: Faster load times and migration to UAE-based cloud infrastructure.



2024 ANNUAL REPORT -88-

SWIFT - CORPORATE COMMUNICATION SERVICE DESK

The Swift System at MBRSG is an integrated platform designed to streamline corporate communication services, event bookings and registration, logistics management, Coverage requests, PRL requests, design requests and website content change requests. It ensures efficient coordination and execution of event-related services while optimizing internal resource allocation.

Key Metrics (September to December 2024)

Total Services Managed: 14 services

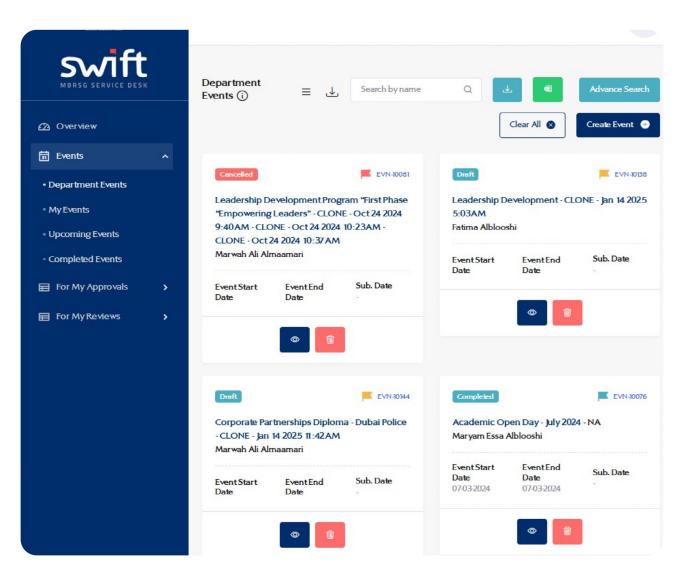
Total Service Requests: 477

Meeting Room Bookings: 262

Event Catering: 82

Venue Services: 38

Photography Services: 20



2024 ANNUAL REPORT -89-

BUILDING SUSTAINABLE STRATEGIC ALLIANCES

STRENGTHENING PARTNERSHIPS FOR IMPACTFUL COLLABORATION

In 2024, the Mohammed Bin Rashid School of Government (MBRSG) signed several Memorandums of Understanding (MoUs) to reinforce its commitment to building strong partnerships and fostering collaboration with local and international entities. These agreements aim to enhance knowledge exchange, drive innovation in governance and public policy, and support capacity-building programs. By establishing a foundation for collaborative research and impactful initiatives, MBRSG continues to advance its mission of sustainable development and government excellence while empowering the next generation of leaders.





2024 ANNUAL REPORT - 91 -







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.





All rights reserved 2025 © Mohammed bin Rashid School of Government

It is prohibited to copy, save or reproduce any part of this publication or transmit it in any form or way (electronically, by photocopying, recording, or any other way) without the written consent of MBRSG. This excludes brief quotations that are included in research, reviews and some other non-com- .mercial uses permitted by copyright laws

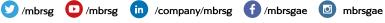
Empowering Future Leaders

تمكيين قادة المستقيل











www.mbrsg.ae