



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



2019 Responsible Management Report



PRME Principles for Responsible
Management Education

an initiative by the  United Nations
Global Compact

PRME Principles



Principle 1 | Purpose

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.



Principle 2 | Values

We will incorporate into our academic activities, curricula, and organisational practices the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.



Principle 3 | Method

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.



Principle 4 | Research

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.



Principle 5 | Partnership

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.



Principle 6 | Dialogue

We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.



Organization Practice | Not an Official Principle

Our organizational practice will reflect our values and our commitment to tolerance. All activities will embed the five characteristics to develop future leaders of the government.

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Principle 1
Purpose



“ We are determined to respond proactively to all challenges in a way that will bequeath to the future generations a legacy worthy of the pioneers who founded our great nation, a legacy defined by prosperity, security, stability and a life filled with dignity and respect.”

**His Highness Sheikh Mohammed bin
Rashid Al Maktoum**

**Vice-President and Prime Minister of
the UAE and Ruler of Dubai**

1.1 About MBRSG

The UAE, as a country, is committed to the achievement of the 17 Sustainable Development Goals of the Global Agenda (<https://uaesdgs.ae/en>). The goals, which were launched in September 2015, and adopted in January 2016 by world leaders, should be achieved by 2030. These 17 goals are broken down into 169 targets and 233 indicators.

The created the National Committee on Sustainable Development in 2017. UAE SDG Data Hub was launched in October 2017. The Data Hub is a joint venture between the Federal Competitiveness and Statistics Authority (FCSA) and the United Nations Department of Economic and Social Affairs (UNDESA). As a public policy school, we have worked directly with the department and its partners.



Mohammed bin Rashid School of Government is a research and teaching institution focusing on public policy and effective governance in the Arab world. Mohammed Bin Rashid School of Government was established by decree under the patronage of HH Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the United Arab Emirates and Ruler of Dubai in 2005. The School was set up in cooperation

with the Harvard Kennedy School, to promote good governance through enhancing the region's capacity for effective public policy. The School is part of the Government of Dubai. To that extent, our mandate is to focus on good public policy and effective governance in the Arab world. The UAE government has concentrated on SDGs by championing initiatives to ensure that we are "Leaving No One Behind." MBRSG's values are a reflection of the UAE's and Dubai's aspirations.



YEAR IN REVIEW

تقرير الأعمال

2 0 1 9

AED
1.3 Billion spent in 2019

108 Countries reached in 2019

71 Million beneficiaries in 2019

The School is part of the Government of Dubai and also falls under the Mohammed Bin Rashid Al Maktoum Global Initiatives (MBRGI), which has over 30 humanitarian and developmental initiatives and entities. Of the five pillars, MBRSG sits under the "Empowering Communities" pillar. The MBRGI is the largest regional foundation in terms of the number of institutional initiatives that work on a global scale, supporting significant time-bound humanitarian aid and relief operations. The MBRGI entities and initiatives also support vital societal sectors and develop practical and innovative solutions to address cultural, knowledge, economic, social, health, environment and humanitarian challenges in the region and the world. The vision is to develop a comprehensive humanitarian aid and social framework that adopts and implements a culture of creating hope and building a better future for societies.

MBRSG decided to formalize its involvement in its commitment to Sustainable Development by becoming a member of the United Nations-supported initiative, The Principles for Responsible Management Education (PRME), in 2018. MBRSG plans a five-year strategic in line with the Dubai Government Strategic Planning cycle, and the next one will begin in 2021.

The Dubai Vision for 2021 was in six strategic developmental themes:

- a. The People: “City of Happy, Creative & Empowered People”
- b. The Society: “An Inclusive & Cohesive Society”
- c. The Experience: “The Preferred Place to Live, Work & Visit”
- d. The Place: “A Smart & Sustainable City”
- e. The Economy: “A Pivotal Hub in the Global Economy”
- f. The Government: “A Pioneering and Excellent Government”

PRME is an initiative by the United Nations Global Compact, the world’s largest voluntary initiative. We are now part of a large family of over 650 business and management-related higher education institutions across 85 countries. We use the MBRSG knowledge platform to focus on raising the sustainability profile in our institution and the public sector by equipping our students with knowledge and tools to manage change, not just for today but tomorrow. Our students have a better understanding of how decisions today can impact the future and work on sound strategies and policies that contribute to sustainable development. We aggregate and create knowledge for dissemination and conduct research on factors that contribute to responsible leadership.



HH Sheikh Mohammed Bin Rashid Al Maktoum, the Vice-President and Prime Minister of UAE and Ruler of Dubai says, “During challenging times that put humankind to the test, the act of giving keeps us moving forward, build resilience, gives our humanity meaning and sustains us in our fight against adversity. It is our giving that expresses our love for one another and commitment to our communities....We work to bring hope to people of all races, ethnicities, cultures and religions, and we promise that our giving will endure as long as there is a need in the world.”

Our foundational belief is that when we instill the right values in those current and future leaders that pass through our programs, we have an opportunity to spread the ethos of this great nation and help create a better world for today and the future. MBRSG has four platforms through which it engages the public sector: Academic programs, Training Programs, Consultancy, and Commissioned Research.

For further Information on PRME in MBRSG contact:
Prof. Melodena Stephens (Melodena.stephensb@mbrsg.ac.ae)

1.2 From the Dean's Desk

The Mohammed Bin Rashid School of Government 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, as the first research and teaching institution focusing on governance and public policy in the Arab world. The School aims to support good governance in the UAE and the Arab world, and empower future leaders through an integrated system offering academic and training programs and evidence-based policy analysis and research. To that extent, the school ascribes to the UN's Principles of Responsible Management Education (PRME), as we believe in "Empowering Future Leaders."



The School's operations are founded on global best practices developed in collaboration with the Kennedy School at Harvard University. It is considered a unique model for academic institutions in that it focuses on the applied aspects of governance. The School provides a vibrant and engaging educational environment and a positive student experience, which will enable our students to develop and fulfill their learning potential. MBRSG is in a unique position, given its close ties with the government, to support the vision of the UAE and its leaders.

The School also has collaborations with several governments and private institutions at a regional and international level. The overall design and implementation of training programs are built on the foundation of scientific thought. They are based on a deep understanding of Arab public administration. Thereby helping future leaders meet the challenges facing public administration in various parts of the Arab world.

To achieve its mission of the creation of knowledge, the dissemination of best practice, and the training of policymakers in the Arab world, the School has developed a strong graduate-level education, executive training, research and advisory capabilities to support research and teaching programs including:

- Applied research in governance, public policy, and management;
- Master's degrees in public policy and public administration;
- Executive education for senior officials and executives; and,
- Knowledge forums for thought leaders, scholars and policymakers.

Together, we will endeavor to prepare, inspire, qualify, and empower our graduates to become tomorrow's leaders and strengthen government capacity in the UAE and the Arab world.

Professor Raed Awamleh
Dean - Mohammed Bin Rashid School of Government



Principle 2 **Values**



“ For the UAE, and from the UAE, we will plant a seed of goodness in every corner of this world.”

**His Highness Sheikh Mohammed bin
Rashid Al Maktoum**

**Vice-President and Prime Minister of
the UAE and Ruler of Dubai**

Fact: UAE has over 200 nationalities living in the country and is the largest international aviation transit hub. UAE is the first country to have a Minister of Tolerance and a Minister of Artificial Intelligence.

One-quarter of the 40-member parliament known as the Federal National Council (FNC) is women. Women now occupy 30 percent of higher leadership and decision-making positions in the UAE.



“Tolerance is no catchphrase, but a quality we must cherish and practice. It must be woven into the fabric of our society to safeguard and maintain the progress we have made”

HH Sheikh Mohammed Bin Rashid Al Maktoum

2.1 MBRSG Vision & Mission

MBRSG vision and mission were captured and encapsulated in communication as part of our 5-year planning cycle from 2018 to 2021.



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

Our mission is to reflect the vision of the UAE and Dubai government in our strategy. Sustainable Development and Tolerance are significant focus areas for the country.



Our corporate values are described below and resonate in our branding, culture, and KPIs. Our values reflect the overall values of the Dubai government: Transparency; Cooperation and Partnerships; Flexibility and Adaptability; Innovation and Creativity; Empowerment; Knowledge Sharing and Service Excellence.

SCHOOL VALUES DESCRIPTIONS		
1 Integrity	Ownership	Take pride in our role, mission and existence.
	Commitment	Set high standards of workplace ethics and behaviors while abiding with School regulations
	Taking responsibility	Initiate, be decisive and take responsibility in making things happen, find better ways of doing the work, reach out to colleagues who need help
2 Teamwork	Collaboration	Willing to work together as a team, develop team synergy, accountability and shared responsibilities
	Respond	Cooperate and respond to each other positively
	Breaking barriers	Working together across departmental and managerial levels while maintaining the chain of command
3 Professionalism	Development	Invest in employees' continuous learning to expand knowledge, competencies and capabilities.
	Clear communication	Disclose all decisions, results and reports in complete honesty
	Respect	Treat everyone with courtesy and consideration.
4 Performance Excellence	Clear Vision	Clear objectives and responsibilities that support school strategy and direction.
	Quality and efficiency	Continuous improvement, be a role model to our employees and partners through applying what we deliver.
	Knowledge sharing	Clear communication channels to transfer information, knowledge and exchange ideas
5 Innovation	Positive energy and happiness	Being inspirational, optimistic, thoughtful and positive to change.
	Engagement	Encourage culture of contribution and empower employees through clarity of expectations, open and honest communication.
	Smart	Think out of the box, constant development and do more with less
6 Successful Partnership	Connectivity	Value our partners through displaying respect, trust and professionalism.
	Clear Expectation	We understand our strength, define our prospects and attempt to excel in what we commit to.
	3 ways win	Seek added value to the School, partners and society

2.3 SDGs Focus

MBRSG commits to SDGs. Between 27-28 January 2019, we ran the UAE Public Policy Forum, focusing on “Accelerating SDGs Implementation: Future Policy Roadmap,” in partnership with the Federal Competitiveness and Statistics Authority in UAE (FCSA). The purpose of discussing the UAE’s potential policy challenges and responses was to draft a high-level “policy roadmap” for the UAE’s 2020-2030 plan. MBRSG, during this period, also signed an MOU with the SDSN Network. During this forum, we launched the Dubai Policy Review, which is published in English and Arabic. The inaugural issue had contributors like Prof. Jeffery Sachs, who spoke about Developmental priorities.

#مسرعات_التنمية_المستدامة
#AcceleratingSDGs

منتدى الإمارات للسياسات العامة
UAE Public Policy Forum



شبكة حلول التنمية المستدامة



Prof. Jeffery Sachs key note address at the UAE PPF 2019 Conference.



Principle 3 **Method**



830
Students

graduated from the
Mohammed bin Rashid
School of Government's
programmes in 2019

We train and interact with over 830 public servants every year, either through degree programs, executive education or consultancy projects. The audience is much wider when you look at the community impact.

3.1 Teaching

Teaching is at the core of the Mohammed Bin Rashid School of Government's mission. The School focuses on effective governance and significant public policy development, implementation, and analysis. MBRSG developed the Future Government Programs, which are tailored to the highest global academic standards, to equip the UAE's future leaders with the required skills and knowledge to undertake their roles in their government institutions efficiently. The UAE Ministry of Education accredits the four master programs: Master of Public Administration, Executive Master in Public Administration, Master of Public Policy (with specializations in Education, Health, Sustainable Development, Social Policy, and Science & Technology) Masters in Innovation Management. In addition, MBRSG offers executive development courses, certificate programs, international and local field trips, and assessments. Some of the programs are delivered in Arabic and some in English and some both.

At the School, we have a teaching and learning accord, instituted in 2016, that outlines expectations from students and faculty. In August 2020, we adopted the following five characteristics to guide our teaching philosophy.

1. Integrity: To ensure a human-centric, fair, transparent, data-driven, and responsible process to build trust.
2. Innovation: To build capacity through a culture of innovation for solving societal and environmental challenges and delivering public value through service excellence.
3. Knowledge Platform: To create synergies through boundary-spanning and interdisciplinary cooperation for knowledge creation, transfer, and dissemination.
4. Good Governance: To contribute to an inclusive, self-sufficient, and resilient governance system.
5. Cohesive Society: To create a cohesive, interconnected society that celebrates cultural heritage and contributes to the nation's wellbeing.

MBRSG has a student-centric pedagogy where we focus on a balance of theory and applied learning. Our programs use a quintuple helix approach to look at society, industry, academia, and government. We consider student engagement is critical for a collaborative learning environment. Interactive lectures, guest lectures, seminars, group work, class discussions, directed independent learning, online learning resources via the Virtual Learning Environment (Blackboard), project-based learning, and field trips are learning activities that add value to the student experience. Our capstone project for our Master's students is a dissertation thesis that reflects their self-learning journey.

3.2: MBRSG Future Government Programs

The School began offering its first postgraduate program, the Master of Public Administration program in 2009. The School expanded its program portfolio in 2017 to include 3 Master programs under the title “Future Government Programs.” We are the only specialized Master’s program with a sole focus on public policy. All our Masters’ programs are accredited by the Commission for Academic Accreditation (CAA), UAE Ministry of Education.



In 2019, we revamped our teaching material to reflect our commitment to SDGs. These are highlighted in the Module Handbook and implemented across all the English programs.

3.2.1: Master of Public Administration

Engaging with the SDGs is of significant benefit to the Master of Public Administration program at the Mohammed Bin Rashid School of Government because by embedding the goals into the delivery of the various modules, we can demonstrate program impact, make students aware of SDG-related elements in their education and make them more globally aware. Education and research are unequivocally recognized in a number of the SDGs and the MPA program has directly addressed these through teaching and learning, research and community engagement.



Source: Commonwealth Secretariat

Teaching and learning: Facilitating the development of knowledge, skills and motivation so students can identify, understand, articulate and address the SDGs ('education for sustainable development'). The MPA program provides in-depth academic and applied knowledge in some of the taught modules on SDG solutions being implemented in the local and global context through our association with the Federal Competiveness and Statistics Authority (FCSA), the agency responsible to monitoring the UAE's attainment of the SDG.

Research: The program builds students capacity to critically engage with scholarly literature on the SDG and undertake independent empirical research which is an empowering and transferable skill they can use in their lives to evaluate the progress being made on SDGs. Students on the program often contextualize their research in line with the SDGs that are embedded within the national agenda when they study topics such as Public Private Partnerships, Social Policy Analysis and Equitable Economic Development. In the course of research on the MPA program students engage with evidence-based solutions, technologies, alternatives and innovations that support the implementation of the SDGs by the local and international community .

Community Engagement: The Public Administration and Governance (MPA501 and Public Policy Analysis (MPA502) are introductory core modules in the MPA program which imparts the knowledge , skills and competencies so student can strengthen their civic engagement and participation in addressing the SDGs in their spheres of influence. Students do comparative analysis in order to identify policy failures or best global, regional or national implementation of SDG. They are often challenged to examine policy alternatives and design SDG based policies that would advance the national agenda of the UAE. Through the project based assessment of learning, students' policy analysis and governance exercises are authentic and relevant.



Dr. Racquel Warner

Master of Public Administration Coordinator
Assistant Professor, Education Policy

3.2.2: Executive Master of Public Administration (EMPA)

The EMPA program at MBR School of Government is a unique program that emphasizes a multidisciplinary, systems approach to solving complex public sector leadership. Developing an effective leadership role is not limited to policy formulation and implementation. It extends to developing exceptional analytic and strategic decision-making skills in public sector so that its graduates can help governments at all levels achieve SDGs. The program curriculum includes individual and class projects that lead to innovative, equitable, cost-effective, and attainable solutions to diverse public sector challenges. For instance, the EMPA 1501 “Comparative Public Administration and Governance” is a core module within the EMPA program. Goal 16 (Peace, Justice, and Strong Institutions), the course aims to provide students with the knowledge and theoretical foundations of the comparative of public administration and governance systems that regulate the work of administrative bodies in the Gulf States as well as

the MENA's region. The course introduces the challenges of governance reform as well as some of the key issues and problems confronting public sector management, such as globalization, modernization, accountability, ethical action, public engagement, decentralization, results-based policy delivery and public-private partnerships. This program is delivered in Arabic and is for senior managers.



Dr. Yousif Al Ghalayini

Executive MPA Program Coordinator,
Assistant Professor – Public Administration

3.2.3 Master of Public Policy (MPP)

The Master of Public Policy is directly aligned with the Sustainable Development Goals 2030. In the first and second core modules, MPP 701 - Governance & Policy Process and MPP 702 - Public Policy Analysis focus on the Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development. In the third and fourth core modules, MPP 703 Public Economics & Finance and MPP 704 - Microeconomics of Competitiveness focus on the Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Within the social policy specialization, the first module MPP 711 - Social Policy focuses on Goal 1. End poverty in all its forms everywhere and Goal 2. End hunger, achieve food security and improved nutrition, and promote sustainable agriculture. The second module of the social policy specialization, MPP 712 - Global Governance focuses on Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels and Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development.

Within the Education policy specialization, the first module MPP 713- Education Policy and Development, focuses on Goal 4. Ensure inclusive and equitable quality education and promote life-long learning opportunities for all. The second module, MPP 714 -Comparative Higher Education focuses on Goal 4. Ensure inclusive and equitable quality education and promote life-long learning opportunities for all.

Within the health policy specialization, the two modules, MPP 715 - Health Policy, Law & Ethics Management and MPP 716 - Public Health Policy, Leadership & Systems Thinking focus on Goal 3. Ensure healthy lives and promote well-being for all at all ages.

Within the sustainable development policy specialization, the two modules, MPP

717 - Global Sustainable Development –the Challenge and MPP 718 - Sustainable Development and Regional Policy in Practice focus on Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation and Goal 13. Take urgent action to combat climate change and its impacts.

Within the science and technology policy specialization, the two modules, MPP 719 - The Political Economy of Science Policy and MPP 720 - Science, Technology and Innovations: Markets, Firms and Policies focus on Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all and Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.



Dr. Immanuel A. Moonesar
Master of Public Policy Coordinator
Associate Professor – Health Policy

MBRSG offers two sustainability modules within its Master of Public Policy (MPP) program; Global Sustainable Development – the Challenge and Sustainable Development and Regional Policy in Practice which, together with the dissertation, comprise the MPP sustainable development specialization. These modules largely focus on sustainable development through a focus on governance and policy with particular emphasis on sustainable development practices in the UAE and MENA region.

In the 2019/2020 academic year 7 students chose the sustainability specialization and two completed their dissertations. One of the dissertations focused on The Holiday Effect on the UAE Economy, which aligns with SGD goal 8; the other was on Factors Influencing Electric Vehicle Adoption: Perceptions from UAE Consumers, which relates to goals 11, 12 and 13.



Dr. Scott Farghar
Dissertation Coordinator (MPP, MPA and MIM)
Associate Professor

One our Master of Public policy students, Eman Abdulrahman AlHarmoodi successfully defended her dissertation on the topic “The Role of Civil Society Organizations (CSOs) in Implementing the Sustainable Development Goals (SDGs) in the United Arab Emirates: Case Studies on Emirates Environmental Group and Azraq”. The dissertation focused on the Sustainable Development Goal #13 “Climate Action” This study aimed to explore the current role of civil society organizations (CSOs) in implementing the SDGs in the

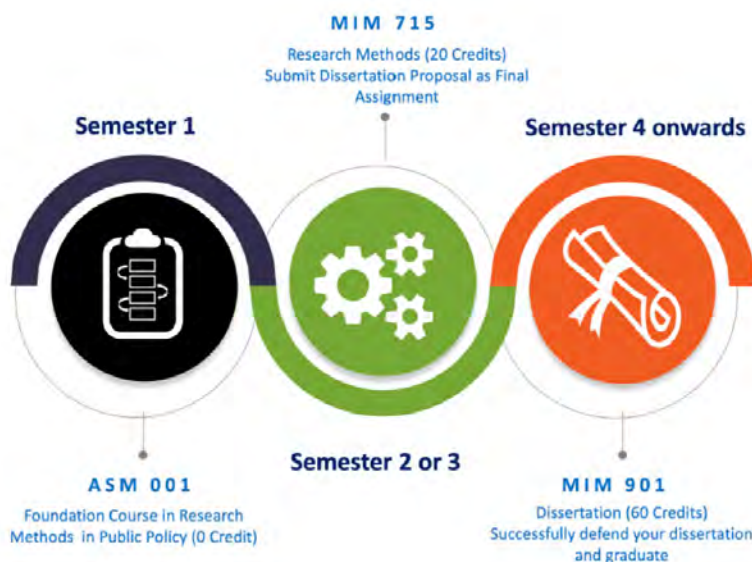
UAE. Also, the study highlighted the key challenges that hinder the implementation of SDGs by CSOs. The research findings indicate three leading roles of these two CSOs (i.e. Emirates Environmental Group and Azraq) in terms of implementing the SDGs: raising public awareness, implementing projects, and partnership/collaboration with different sectors of society. Furthermore, the two case studies show potentially strong supplementary role that CSOs can play in involving different sectors to implement the SDGs in a collaborative fashion. The study makes policy suggestions for the government to involve CSOs and raising their awareness about the national priorities of SDGs.



Prof. Mohammad Habibur Rahman
Professor - Public Administration

3.2.4: Master of Innovation Management (MIM)

The Master of Innovation Management is focused on the public sector. Still, the emphasis is on the interface between the government and the private sector, the third sector, and its people. We use a collaborative learning approach. Students engage with “wicked problems.” The program uses summative assessments that are project-based, ensuring that students have a “real-world” perspective when finding optimal innovation solutions. In their dissertation, our students often apply their learnings over the preceding modules to develop a project that will benefit the government and society. We cover all the global goals across the various modules, with a particular focus on (1) limitations of data for decision making (2) impact of decisions and (3) spillovers on other SDGs (positive and negative). We highlight topics like global citizenship and values.





Brainstorming: Class Session

Some exciting projects have looked at (1) sandboxing for health (2) refugees (looking at the role of International Humanitarian City) and (3) AI and smart city systems. In addition to these topics, some interesting dissertations produced in the last semester are:

- End-of- life management of solar photovoltaic panels – recommendation for UAE by Wadhah Al Zahmi, Supervisor (SDG 7 and 12)
- Regulation of Autonomous Vehicles through multi-agent decision making and good governance – by Abdulla Al Awadhi Supervisor: Prof. Melodena Stephens (SDG 13)

Students use human-centered design thinking to help them get better perspectives on the root cause of problems and the dangers of simple solutions.



Prof. Melodena Stephens

Coordinator of Master of Innovation Management
Professor of Innovation Management

3.3: Executive Education

The School's executive education programs provide concise, focused courses, and long-term diplomas that target government and non-government leaders seeking to enhance their expertise in governance, public policy, leadership, and management. Designed and implemented in cooperation with international partners, our executive education programs are taught by leading scholars and practitioners from a network of local, regional, and international educational institutions.

The Executive Education integrated the sustainable development goals into a set of workshops that are offered throughout the year.

	Workshops Delivered	No. of Participants	Date (2019-2020)
1	Tolerance Diploma	20	18 – 19 June
2	Implementation of Ten Commandments for the Governmental Management	20	15 – 19 August
3	Implementation of Ten Commandments for the Governmental Management	20	24 – 28 November
4	Future Foresight	20	20 – 21 August
5	Future Foresight	40	– 12 February



The Future Journey Program was held for 21 executive leaders in the United Arab Emirates. The interactive workshop was explicitly designed to identify leadership competencies using a unique design thinking workshop. With COVID-19, the department pivoted and went online to ensure continuing education.

Converted eight training programs into virtual programs; hence they were paperless. We trained more than 600 trainees on “Strategic leadership in A Challenging World Program” and “Reimagining the Role of Governments in Times of Crisis” remotely and paperless (still ongoing).



Aisha Al Shamsi

Director of Executive Education Programs



Principle 4 Research




“ We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.”

4.1 Overview


There have been several key outputs in terms of research considering the staff academic size of the School (a total size of 15 people). MBRSG has three primary tracks: Policy and Scholarly Research, Regional Development Activities, and Policy Advisory. Over the last ten years, there were more than 300 policy research and advisory projects and publications by the R&AD at the MBRSG involving more than 200 local and global experts. Our policy research focuses on government policies and societal transformation in highly critical areas in the UAE and the Arab region. There were 34 policy briefs, research policy briefs, cases, policy council reports and magazine publications. A key research philosophy is evidence based policy research, and to help bridging the gap between theory and practice, practice and what is needed for future evolving government needs. Below are examples of some our research outputs in the last year.

4.2 Journal Outputs

Aisha,Z., Saeed, H. and Spraggon, M. (2020), The Role of Mohammed Bin Rashid School of Government in Capacity Building Towards Making Dubai a Leading Innovative City of the Future—Case-Study. In: Abu-Tair A., Lahrech A., Al Marri K., Abu-Hijleh B. (eds) Proceedings of the II International Triple Helix Summit. THS 2018. Lecture Notes in Civil Engineering, vol 43. Springer, Cham. https://doi.org/10.1007/978-3-030-23898-8_2

SDG 4 

Ajayan, S. and Balasubramaniam, S. (2020), New managerialism” in higher education: the case of United Arab Emirates, , International Journal of Comparative Education and Development, Vol. 22 No. 2, pp. 147-168, <https://doi.org/10.1108/IJCED-11-2019-0054>


SDG 4 

Al-Ali, A Z., Stephens, M. Ajayan, S. (2020), Integration of the Quintuple Helix innovation Model into the Higher Education Sector: The case of Mohammed bin Rashid School of Government, International Journal of Innovation, Creativity and Change. www.ijicc.net Volume 13, Issue 7, Available: https://www.ijicc.net/images/vol_13/Iss_7/13700p_Ali_2020_E_R1.pdf

SDG 4, SDG 9, SDG 17   

Moonesar, I. A., Al Qutob, R. and Gaafar, R. (2020), Health Policies during a Pandemic: UAE and Jordan Perspective, International Health Policies Organization. SDG 3

Warner, R. & **Moonesar, I.A.** (2020),. Diversity within Diversity Management: Country-based Perspectives. Advanced Series in Management, Volume 21, 43-66 [in Arabic].

SDG 5 

4.3: Books

Stephens B., M, Elsholkamy, M.M, Moonesar, I.A., & Awamleh, R. (eds.) (2020), Actions and Insights - Middle East North Africa: Future Governments, [Arabic], Qindeel Publishing (MBRF Holding): UAE. Arabic Translation edited by Ms. Amal Anwar Elsis.



MBRSG translated the English Volume of the Book “Future Governments” into Arabic for dissemination in the region. Topics discussed here were public policy, refugees, Start-up Chile’s work with entrepreneurship and impact measurement, Finland’s experiment with universal basic income, Iceland’s experiment with teenage substance abuse, UAE’s digitalization of health records, UAE’s Happiness Agenda and Smart City, sharing economy – the case of Careem and its partnership with governments of UAE and KSA, soft power, and social entrepreneurship.

Although Arabic is such a rich language, translating a book from English to Arabic was never an easy task, but now it is even more complicated with all the new terminology that came to light. It has been a real pleasure working with such a wonderful team to put together, edit and translate a much needed book gathering different experiences of governments doing their best to provide efficient and effective services to their people.

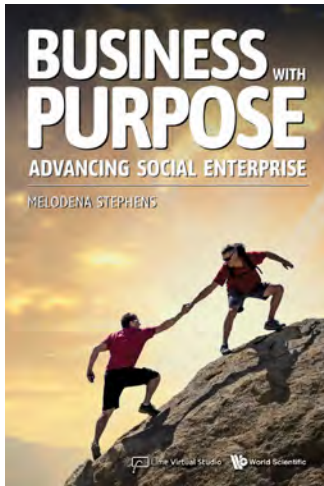
Amal Anwar Elsis

Research Officer

Mohammed Bin Rashid School of Government

SDG3, SDG 8, SDG 9, SDG 10, SDG 16, SDG 17





Stephens, M. (2020), Business with Purpose: Advancing Social Enterprise. World Scientific Publishing Company. Singapore. ISBN 13: 978-9811204081.

This book is an outcome of a UAE National Research Foundation Grant and focuses on building Social Enterprise Ventures (SEVs). A Social Enterprise Venture is defined as an organization, initiative or startup that has a strong social innovation characteristic focusing on a scalable and sustainable social wealth creation or sustainable living at the individual or community level. Most books that deal with SEVs, unfortunately still focus on non-profits. Current market trends indicate non-profits need more sustainable funding mechanisms for survival. With the growing role of the private

sector in the development arena, as highlighted by the UN Sustainable Development Goals, all firms need to relook entrepreneurship from a 'business-with-purpose' lens. The fact that venture capitalists/private equity firms are acquiring social ventures (like Bain Capital and TOMS), or that SEVs are being divested (L'Oreal and Body Shop), reinforces the need to understand which business models work. One of the biggest barriers for growth of SEVs is scalability and internationalization. This book fills the present gap between research and practice; and the non-profits and for-profit worlds.

This book is authored by Prof. Melodena Stephens and the book is relevant to all the SDGs.

Email: melodena.stephensb@mbrsg.ac.ae



Public Administration Theory

The book introduces and assesses the principles and theories of public administration from unique perspective. Public administration theory is the amalgamation of history, management theory, economic theory, political theory and related studies focused on the meanings, structures and functions of public service in all its forms. The book discusses the underlying changes in the scope and management of the public sector over the last century. Changes in theory and practice of public administration, from the earlier Wilsonian Public Administration, to the traditional model of public administration which was dominant for most of the century revised and analyzed. The New Public Management is argued to be discredited and newer public governance models are being adopted all over the world and the basis, nature and dimensions of these - as well as their theoretical underpinnings - are considered in detail. The last chapter of the book includes an expanded coverage of the U.A.E. government and impacts of agility, smart public service and organizational excellence in public sector.

This book is authored by Dr. Yousif Al Ghalayini. SDG 16



Email: yousif.ghalayini@mbrsg.ac.ae



This book in Arabic titled “Agile Government” is trying to answer the question of How Agility Facilitates Government Organizational Change. The book consists of 3 chapters, the first chapter explains the definition of agility and expands on what an agile government is, the second chapter talks about the transformation to agile, and the last chapter explains agility in the government sector. The book uses real world examples of government systems to elucidate the content of the book. The book is authored by Mr Saleh Al Hammouri, Training and Development Expert.

Email: saleh.hammouri@mbrsg.ac.ae

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‘Ten Commandments of Governance’ it is inspired by the 10 commandments of Governance by H.H. Sheikh Mohammed bin Rashid Al Maktoum, The book reflects His Highness’s ambitious vision to establish a comprehensive management approach to enable government officials to continue achieving excellence and leadership across all sectors. It comprises 10 chapters representing the Ten Commandments of Governance , and details of each commandment, offering examples from the achievements of His Highness to highlight his forward-looking governance approach. The book also contains examples of world government systems, which complement the book’s content.” The book is authored by Mr. Saleh Al Hammouri, Training and Development Expert.

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4.4 Book Chapters

Moonesar, I. M., Stephens, M. et al., (2019). Innovation & Creativity: A Case of Dubai Government, In: Stephens, M., El Sholkamy, M. M., Moonesar, I.A. and Awamleh, R. R., eds. Actions and Insights: Middle East North Africa (Vol. 7): Future Governments. Translated into Arabic in 2020 and published by Qindeel Publishing: UAE, 267-302.

SDG 16. 

Othman, A.A. & Moonesar, I.A. (2020). Electronic Health Record Management: Dubai Health Authority's Project 'SALAMA' In Actions and Insights - Middle East North Africa: Future Governments ([Arabic], Qindeel Publishing (MBRF Holding): UAE. SDG 3,

SDG 17 

Stephens, M. 2020. Cities as Custodians for Entrepreneurial Opportunity. In: Iftikhar, M. N., Justice, J. and Audretsch, D. Urban Studies and Entrepreneurship. Springer AG. Switzerland.

SDG 8, SDG 17  

Stephens, M., Al Nahyan, S.S. and Schroeder, C.M. 2020. Future Disruptive Governments. In: Stephens, M., El Sholkamy, M. M., Moonesar, I.A. and Awamleh, R. R., eds. Actions and Insights: Middle East North Africa (Vol. 7): Future Governments. Translated into Arabic in 2020 and published by Qindeel Publishing: UAE, 25-109.

SDG 16, SDG 17  

Al Nahyan, S.S. and Stephens, M. 2019. Reforming Policies on Refugees. In: Stephens, M., El Sholkamy, M. M., Moonesar, I.A. and Awamleh, R. R., eds. Actions and Insights: Middle East North Africa (Vol. 7): Future Governments. Translated into Arabic in 2020 and published by Qindeel Publishing: UAE, 227-253.

SDG 8, SDG 10.  

Stephens, M. (2019). Kickstarting International Entrepreneurship: Start-Up Chile 3.0. In: Stephens, M., El Sholkamy, M. M., Moonesar, I.A. and Awamleh, R. R., eds. Actions and Insights: Middle East North Africa (Vol. 7): Future Governments. Translated into Arabic in 2020 and published by Qindeel Publishing: UAE, 227-253.

SDG 8, SDG 9.  

Stephens, M. (2019). Careem: Taking a Local problem-solving approach to the sharing economy. In: Stephens, M., El Sholkamy, M. M., Moonesar, I.A. and Awamleh, R. R., eds. Actions and Insights: Middle East North Africa (Vol. 7): Future Governments. Translated into Arabic in 2020 and published by Qindeel Publishing: UAE, 559-631.

SDG 8, SDG 11.  

4.5 Conference Papers

Rodriguez-Rios, J & Moonesar, IA. (2019). Approaches to foreign ownership and their effect on domestic industrial development: what can the UAE learn from the differing fates of Malaysia and Thailand's automobile industries? Academy of International Business Annual Conference. Copenhagen, Denmark, 22-27 June 2019.

SDG 8. 

Stephens, M., Al Nahyan, S.S., Mouwiya, A., Bodoloca, V., & Spraggon, M. 2020. Country Soft Power Using International Brands - The Humanitarian Context. In: 62nd Academy of International Business Annual Conference. Miami, July. (Virtual).

SDG 17. 


Stephens, M. & Moonesar, IA (2019). A Global Factory Perspective of the Strategic Asset Seeking FDI Nature of IGOs and SWFs. Academy of International Business Annual Conference. Copenhagen, Denmark, 22-27 June 2019.

SDG 8 

Stephens, M., Al Nahyan, S.S., and Mouwiya, A. 2019. MNC Soft Power: A Refugee Context. . In: 61st Academy of International Business Annual Conference. Copenhagen, 24 June.

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Warner R. & Moonesar, IA. (2019). Diversity within Diversity Management: UAE case, International Business in an unsettling environment. Academy of International Business Annual Conference. Copenhagen, Denmark, 22-27 June 2019.

SDG 5. 



4.6: Policy Briefs and other MBRSG Publications

Between May 2019 to May 2020, the Dubai Public Policy Review's second volume was released. This volume focused on Sustainable Development. It can be accessed here: <https://dubaipolicyreview.ae/latest-articles/previous-edition/>.

Some examples of our Policy Council Reports include: Inclusive Urban Development: Strategic Policy Directions; Promoting Mental Health and Wellbeing for UAE School Children; Policy Council on Hospital Accreditation in the Emirate of Dubai and Rapid Response: Informing United Arab Emirates' Response to the COVID-19 Pandemic and Climate Action in a Post COVID-19 World: Policy Directions for Sustainable Recovery in the UAE.

Publications



4.7: Community Publications

Our staff publish in other outlets aimed at the community. Here are a few examples:

Stephens, M. & Vashishtha, H. 2019. Artificial Intelligence & Decision Making (English and Arabic), HR ECHO magazine - Federal Authority For Government Human Resources (FAHR) - November 2019, Available: <https://www.fahr.gov.ae/Portal/Userfiles/Assets/Magazines/7a5de488.pdf>

SDG 16, SDG 17  

Stephens, M. 2019. The Roadmap for Building a Business with Heart (English and Arabic), HR ECHO magazine - Federal Authority For Government Human Resources (FAHR) - January 2019, Available: <https://www.fahr.gov.ae/Portal/assets/download/b85ec48b/hr-eco-9-eng-ar.aspx>

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4.8: Students Dissertation



- Food Security policy
- Organic agriculture and food security



- Water Sustainability
- Solid Waste recycling



- Health Systems
- Wellbeing/Mental Health
- Happiness Agenda
- COVID-19 Policy Research
- Child and Mother
- Medical Tourism
- Healthy Lifestyles
- Tele-health
- Child obesity
- Perception of breast cancer



- Renewables
- Recycling Solar cells policy recommendation



- Work-life Balance
- SME ease of doing business
- Emiratisation
- Home-policy for worker retention
- Entrepreneurship
- Innovation and person-organisation and job fit.
- AI/IR and future workforce



- Education Policy
- Knowledge Sharing (interorganisational)
- Global Literacy Challenge
- Virtual Reality on Employee Training



- STI policy
- Autonomous vehicles policy recommendations
- Securities Innovation
- UAE IP laws on Public sector innovation
- Factors affecting innovation & creativity
- Innovation framework in public hospitals
- Accident reduction technology
- Digital transformation



- Gender Gap: Female participation



- *Healthcare accessibility of unskilled workers*
- *Child protection Law*



- *Agile Government*
- *Data Privacy (Health records)*
- *IP infringement*
- *Privatisation of Government Ministries (UAE)/ Services (KSA)*



- *Smart Cities*
- *Renewable energy uptake (developers perspective)*
- *Dubai Silk Road*
- *Implications of 5G*



- *Public-Private-Partnership*
- *Role of CSOs in Implementing SDGs*



- *Food Knowledge behaviour and SDGs*
- *Mass media and health literacy*



- *Climate Change mitigation policy*
- *Electric Vehicle adoption policies*





Principle 5 **Partnership**



“ We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.”


5.1: Overview

MBRSG works primarily with the government sector but has formal and informal partnership agreements with the third sector and the private sector. While most of our work is educational, we also capture best practices through cases, consultancy, and research for specific organizational challenges and training needs. With COVID-19, we have been proactive in catering to the government sector.

In 2019 we had 96 MOUs, Service contracts, training agreements and consultancy projects. 13 were with international bodies, 19 were with private organizations and 11 were with academic institutions. MBRSG actively works with the UAE government at many levels (federal, emirate and local). At an international level we have worked in the last years with the governments of the Kingdom of Saudi Arabia, Kazakastan, - academic institutions from USA, Jordan, Lebanon, Kingdom of Saudi Arabia and Switzerland. The next few pages highlight a few partnerships and related activities.


5.2: American University of Beirut and World Health Organization

This partnership began in 2018, and the focus was on Health System Research. There was a bid to host the HSG Symposium on Health Systems Research in Dubai for 2020. A series of workshops were held in capacity building. So far, 68 participants have taken part. This project is led by Dr. Immanuel A. Moonsesar, Associate Professor, Health Policy

SDG 3. 

5.3: Microsoft Policy Innovation Center

MBRSG entered into an MOU with Microsoft Gulf FZ LLC for a ten-year sponsorship and collaboration. The purpose was to create a Policy Innovation Center to focus on regional policy engagement, development, and reform.

SDG 16. 

5.4: Institute for Tolerance



MBRSG worked closely with the Institute to develop a strategic plan and training program on Tolerance.

SDG 16. 

محمد بن راشد: كما خرجنا اليوم الدعوة الأولى من خبراء التسامح من مواطني الدولة عن طريق المعهد الدولي للتسامح التابع لمبادرات محمد بن راشد آل مكتوم العالمية



المكتب الإعلامي
المكتب الإعلامي
GOVERNMENT OF DUBAI
MEDIA OFFICE



HH Sheikh Mohammed
@HShkMohd

كما خرجنا اليوم الدعوة الأولى من خبراء التسامح من مواطني الدولة عن طريق المعهد الدولي للتسامح التابع لمبادرات محمد بن راشد آل مكتوم العالمية

Year of Tolerance is ending, its legacy isn't

Staff Reporter

ABU DHABI — With the Year of Tolerance coming to an end, the UAE Cabinet has affirmed that the initiatives and activities launched in 2019 would continue as the virtue of tolerance "is an intrinsic part of Emirati heritage established by the country's founding fathers".

Chairing the Cabinet meeting on Sunday, His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai, the Year of Tolerance is a vehicle for achieving progress and development.

Sheikh Mohammed stressed that the UAE is benefiting from its efforts and from the cultural diversity of its society to consolidate and institutionalise tolerance to become a sustainable value in the country and the world as a whole. "Tolerance is part of our heritage and we will continue to consolidate it in our society to set an example for the world," he said.

He made these remarks as the Cabinet approved a national initiative to promote the role of the government as an incubator for tolerance.

Sheikh Mohammed said: "At the end of the Year of Tolerance, which was a year of achievements and giving... we have issued directives to launch a national initiative to further promote tolerance and dedicate it as a value in all our government programmes and activities.

"The government is the first incubator of tolerance. Its practices, laws and processes will continue with us... and everyone will be an ambassador for tolerance and responsible for promoting its values.

KEY RESOLUTIONS ADOPTED

- 1 Regulating stem cell centres:** Resolution on regulation of umbilical cord blood and stem cell centres. This aims at regulating and improving the services provided in these centres, in addition to achieving the desired benefits within a legislative framework that helps enhance public health.
- 2 Food security council:** Establishment of the Emirates Council for Food Security. This council will be tasked to supervise the implementation of the National Food Security Strategy and follow on all its strategic directions, organisation of the food disaster in the country's developing the national food security system and the relevant legislation in a comprehensive manner covering the seven Emirates, and aligning and complementing national efforts and defining priorities in this regard.
- 3 Centre for education planning:** Ratification of an agreement between the government of the UAE and the Unesco regarding the Regional Centre for Educational Planning in the UAE.
- 4 Boosting efficiency of products:** Application of mandatory standards in the electricity and food sector to strengthen safety, security and health in society while ensuring that all segments of society are taken into account. These measures are equally geared towards raising the efficiency of products in the country in accordance with best practices and developing the relevant technical regulations and regulatory systems.
- 5 Tax authority budget:** Budget of the Federal Tax Authority and the General Pension and Social Security Authority for the fiscal year 2020, and the final account of the Emirates Real Estate Corporation for the fiscal year 2018.

"We want the culture of tolerance to be a lifestyle in the fabric of our policies, work environments and society as a whole, such that the UAE, be a leader in the field of tolerance and a unique model for spreading it globally," the UAE Vice-President added.

The initiative aims to raise awareness among all employees working in federal and local entities by instilling the culture of tolerance in their daily processes. In this manner, these entities — thanks to their values of tolerance, respect for coexistence and support of the innovation that stems from diversity — will achieve well beyond their institutional confines and spread the spirit of tolerance in society.

reporters@khalijnews.com

MAIDEN BATCH OF TOLERANCE CHAMPIONS GRADUATE

His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai, has attended a ceremony marking the graduation of the inaugural batch of the International Experts of Tolerance Programme.

This is a first-of-its-kind programme in the region organised by the International Institute for Tolerance in Dubai — one of the initiatives launched by the Mohammed bin Rashid Al Maktoum Foundation to develop innovative means to define tolerance and promote it as a culture and as an approach in all areas of life.

The programme covers themes provided by a network of experts and professors from the Mohammed bin Rashid School of Government as well as other specialists in tolerance. It was designed in accordance with best international practices, and the material and references were selected according to the UAE National Tolerance Programme based on a set of initiatives that were launched in the UAE. The programme aims to enable charterers to acquire specialised knowledge skills related to tolerance.



5.5: Academy of International Business (AIB)

AIB is represented in the region through its MENA chapter since 2010. MBRSG formally became the host of AIB-MENA in July 2019. They held a panel in February 2020. The focus is on international business. Various conference papers have focused on the intersection of international business and public policy. The chapter has three committee members – Dr. Immanuel A. Moonesar (current Chair), Prof. Melodena Stephens (previous Chair and current Board member), and Dr. Racquel Warner (Treasurer).

SDG 17 





Principle 6
Dialogue



“ We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.”

6.1: Emirates Center for Government Knowledge

Advisory services are offered through the Emirates Center for Government Knowledge and the Research & Advisory Department (R&AD). The Emirates Center for Government Knowledge provides clear channels for the exchange of government dialogue and practices between the UAE, Arab region and the world with increasing organizational efficiency, efficacy and effectiveness. In collaboration with various local and federal government entities, the School's 'Emirates Centre for Government Knowledge' launched the 'Government Knowledge Gate' as a smart platform to facilitate knowledge exchange on best practices of local and global government entities. Since its launch in July 2019, the platform attracted 4,750 users who benefitted from 100 guidebooks and references. The platform acts as an open and sustainable source for students, government employees, academics and decision-makers interested in government work and public administration

MBRSG's Emirates Centre for Government Knowledge launched an "Ask an Expert" in May 2020 to create a valuable source of applied public management knowledge on the internet. Using LinkedIn, the department used a team of 70 resident and non-resident experts to offer advice on various challenges the public sector faced. The platform targeted federal and local government leaders in UAE and the GCC region as a whole. The inaugural discussion had 2000 followers and was able to answer more than a 100 questions.

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

اسأل خبير على LinkedIn

مركز الإمارات
للمعرفة الحكومية
Emirates Center for
Government Knowledge

كل خميس من الساعة 12:00
ظهراً ولغاية 02:00 بعد الظهر

6.2 Governance in the Age of Artificial Intelligence (2019)

In cooperation with the Digital Government Society (DGS), the Mohammed bin Rashid School of Government organised the 20th Annual International Conference on Digital Government Research in June 2019 under the theme 'Governance in the Age of Artificial Intelligence'. The Conference, which was held in the Middle East for the first time, discussed several research papers and studies on digital governance and government transformation in the age of artificial intelligence, and the application of AI in developmental plans, government services and smart cities.

20TH ANNUAL INTERNATIONAL
CONFERENCE ON DIGITAL
GOVERNMENT RESEARCH (DGO 2019)

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



"Governance in the Age of Artificial Intelligence"

digital government society

Dubai, 18-20 June, 2019 Join Now

SDG 9 and 17



6.3 UAE Public Policy Forum: Agile Government (2020)

The UAE Public Policy Forum is an annual event and free to all participants. The conference theme of the 17-18 February 2020 event was “Agile Government: Becoming Future-Proof.” The conference run in partnership with the Mohammed Bin Rashid Centre for Government Innovation, under the Prime Minister’s Office. Agile government is a concept that is needed to make governments future-proof and contribute to the welfare of 7.6 billion global citizens. Agile Governments are better prepared for the future. In simple terms, agility refers to “the ability of an organization to react to changes in its environment faster than the rate of these changes.” The 2030 Sustainable Development Goals have ambitious targets. Among the 17 goals are no poverty, zero hunger, good Health, and well-being, all of which are a blueprint for achieving a better and more sustainable future.

We had 2000 delegates attend the two-day conference. Themes for discussion included systems, structures and culture, the ethics and responsible practices of experimentation in the government sector, the need for understandable and transparent data, ethics in the space race, political bargaining, and getting actors on a common agenda. The speakers represented Governments of UAE, Estonia, Denmark, UK, France, organizations like OECD, private sector, and academia. COVID-19 highlighted the importance of this concept when it reared its head at the end of December 2019. Five specially commissioned research papers were published at this session. We held a panel session dedicated to international business in collaboration with the Academy of International Business.

Several workshops were held focusing on ethics and Health, behavioral insights, and wellbeing. Policy Council Workshops were held in Agile Government and in Health.

Key Facts for 2020

Registrations: 2200

6 million social media impressions

Ad Value (Print and Digital Coverage): US\$ 1,676,049

The entire session was recorded live and shared and uploaded on YouTube for use in class or for research on the MBRSG YouTube Channel . Workshops were held in the following topics (1) Ethics of Agile in government services for health and wellbeing (2) Leveraging Behavioral Economics in Public Policies

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6.4 COVID related webinars

Through 13 April to 29 April 2020, six zoom webinars were offered by the Academic Program Coordinators and the Dean on #BeyondCovid-19. The topics included: What have we learned from Corona (Arabic); Governments After COVID-19 (Arabic); The Impact of the Coronavirus on HR (Arabic): The New VUCA; Health Policies During and After Epidemics; Coronavirus Impact on Economy (Arabic); Governments Post COVID and Agile Government: Crisis Responses and Learning.

THE GLOBAL GOALS
The Sustainable Development Goals

#ما بعد كوفيد 19
#BeyondCovid-19
Live Instagram sessions

829 Attendees

11 Quality Education
12 Sustainable Consumption and Production
16 Peace, Justice and Strong Institutions
17 Partnerships for Sustainable Development

3 Good Health and Well-being
4 Quality Education
8 Decent Work and Economic Growth

13 April, 2020
#BeyondCovid-19
13th April 2020
7:00pm - 7:30pm
ماذا تعلمنا من كورونا؟
What have we learnt from Corona?

29 April, 2020
#BeyondCovid-19
27th April 2020
10:00pm - 10:30pm
الحكومات ما بعد كورونا
Governments Post COVID-19

20 April, 2020
#BeyondCovid-19
20th April 2020
7:00pm - 7:30pm
اقتصاد ما بعد أزمة كورونا
Economy Beyond Covid 19

27 April, 2020
#BeyondCovid-19
29th April 2020
10:00pm - 10:30pm
ما بعد كوفيد 19: الدور الجديد ل"إدارة الموارد البشرية" تجاه الواقع الجديد
The Impact of The Coronavirus On HR: The New VUCA

15 April, 2020
#BeyondCovid-19
15th April 2020
7:00pm - 7:30pm
الحكومة المرنة: الاستجابة للأزمات والاستفادة منها
Agile Government: Crisis Responses and Learning

22 April, 2020
#BeyondCovid-19
22nd April 2020
7:00pm - 7:30pm
السياسات الصحية خلال الوباء وبعده
Health policies during and after Epidemics

6.5: Staff Volunteer Days



MBRSG had two staff volunteer days this year. We visited the Thukher Social Club (a recreation center for the elderly) on the 19 December 2019 and the Senses Center for Special Needs.



Section 7

Future Plan

For 2020-21 the following key plans are in process:

- Set up an SDG Task Force and focus on translating MBRSG brand values into responsible leadership principles.
- Create greater awareness of Principles of Responsible Management in the campus and the program with staff, students and adjunct staff.
- Work with partners like AIBMENA and reinforce where possible our values.
- Greater awareness for issues that MBRSG deems as important for the community.



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



كلية محمد بن راشد
للإدارة الحكومية
MOHAMMED BIN RASHID
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