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

MBRSG 2024 FACT BOOK

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Preface

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

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

Department of Institutional Effectiveness
Mohammed Bin Rashid School of Government

Executive President's Foreword

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.

H.E. Dr. Ali Bin Sebaa Al Marri

Executive President

Mohammed Bin Rashid School of Government

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

2024: The Year in Review

MOU with Local Government Entities: MBRSG signed an MOU with the Dubai Land Department and Dubai Government Excellence Program, focusing on general collaboration and scholarship support.	**February**
MOU with Federal Government Entities: MBRSG signed an MOU with the Anwar Gargash Diplomatic Academy, strengthening ties in public sector development.	**February**
OECD Network of Schools of Government Annual Conference In partnership with the Organization 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 organized 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.	**May**
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 Al 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	**June**
Public Administration Forum 2024 MBRSG hosted the fourth edition of the Public Administration Forum under the theme "Global Disruptions: The Art of Economic Diplomacy." The event brought together leading economists, academics, and policymakers to explore global economic challenges and the role of sovereign wealth funds. The forum opened with a keynote by H.E. Abdulla Al Saleh, Undersecretary of the Ministry of Economy.	**June**
MOU with International Academic Institutions: MBRSG signed an MOU with the University of Bologna, Saint Petersburg University, and the National School of Government – Republic of South Africa, emphasizing academic exchange and joint research	**June**

MOU with Digital Dubai: MBRSG signed an MOU with Digital Dubai focusing on general collaboration and scholarship support.	**August**
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, methodology, 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 organizations, including UN agencies, The World Bank, the IMF, and the OECD.	**October**
MOU with DUBAI police: MBRSG signed a Memorandum of Understanding with DUBAI police to expand cooperation opportunities in holding workshops for leaders and managers.	**October**

ABOUT THE SCHOOL

MBRSG OVERVIEW

Launched in 2005 under the patronage of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, as the first research and teaching institution focusing on governance and public policy in the Arab world. The school aims to support good governance in the UAE and the Arab world and empower future leaders through an integrated system offering academic and training programs, as well as research and studies. The school began offering its first postgraduate program, the Master of Public Administration program in 2009. The school expanded its program portfolio in 2017 to include 3 Master programs under the title "Future Government Programs".

The school's operations are founded on the best global practices developed in collaboration with the Kennedy School at Harvard University, and it is considered a unique model for academic institutions in that it focuses on the practical side of governance. The school also collaborates with several government and private institutions both regionally and internationally.

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

SCHOOL MILESTONES

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

Page 12	• MoU signed with Dubai Municipality • MoU signed with the Jordanian Ministry of Public Sector Development and Jordanian Institute of Public Administration • Ranked sixth most important research center in the Arab world
2015	• HH Sheikh Mohammed Bin Rashid Al Maktoum attended the graduation ceremony held to honor graduates from four government leadership programs. The event also marked the 10th anniversary celebrations of the School • MBRSG organized the fourth Smart Cities Forum under the theme 'Enabling Smart Services' • Ranked fifth most important research center in the Arab world
2016	• Launch of the Emirates Center for Government Knowledge (ECGK) at the MBRSG by His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of Dubai Executive Council • MoU signed with the UAE Ministry of Foreign Affairs and International Cooperation (MOFAIC) • Received initial accreditation from the Ministry of Education for three Master programs - Master in Innovation Management, Executive Master of Public Administration in Arabic, and Master of Public Policy program with specializations in Education, Health, Sustainable Development, Social Policy, and Science and Technology.
2017	• Launch of a suite of 3 Master programs under the title "Future Government Programs". The programs launched were the Master in Innovation Management (MIM), the Executive Master of Public Administration (EMPA) in Arabic and Master of Public Policy (MPP) program with specializations in Education, Health, Sustainable Development, Social Policy, and Science and Technology. • Launch of the UAE Public Policy Forum, a new global discussion platform dedicated to enhancing government sector output in the UAE. • Agreement with Family Development Centers Department in Sharjah and Federal Competitiveness and Statistics Authority
2018	• MBRSG won the bid to host the Sixth Global Symposium on Health Systems Research (HSR2020) in 2020 • Agreement with Saudi Arabia's Economic Cities Authority to develop government operations and skills across the region
2019	• MBRSG launched the third annual Public Administration Forum, under the theme "Capacity Building for Future Readiness" • MBRSG launched the 'Knowledge Gate', a unified smart portal that hosts government documents, guidelines, standards, references and best practices that relate to vital areas in public management and administration in the UAE • MBRSG launched the 'Ten Commandments of Governance', a book inspired by the 10 commandments of Governance by H.H. Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai.

	• Launch of the One Blue online survey solution to conduct School-wide surveys for faculty, staff, students, employers and alumni • Launch of the performance and risk management solution provided by Corporate. The school performance management system called "Qeyas" was successfully launched to capture both school and department-wise strategic and operational KPIs.
2020	• Launch of Professional Diploma Program comprising of four Professional Diplomas, namely, Professional Government Administrator', 'Professional Public Policy Analyst', 'Professional Public Leader', and 'Professional Digital Leader' • MBRSG signed a Memorandum of Understanding (MoU) with Dubai Health Authority (DHA) to enhance academic cooperation and exchange of knowledge • MBRSG hosted the Sixth Global Symposium on Health Systems Research (HSR2020) in collaboration with the Knowledge to Policy (K2P) Center at the American University of Beirut, as well as the World Health Organization and the Alliance for Health Policy and Systems Research.
2021	• 285 students graduated from MBRSG's master's programmes in various disciplines including administration, innovation and public policy. • The newly appointed MBRSG Board of Trustees held its first meeting, headed by its Chairman His Excellency Abdulla Ali bin Zayed Al Falasi, Director General of the Dubai Government Human Resources Department
2022	• MBRSG graduated its ninth cohort of Master students at a ceremony which took place at the Museum of the Future. A total of 93 graduates from various local and federal entities graduated from the institution's four programs. • MBRSG graduated 125 students who successfully completed the Executive Diploma in Public Policy program. • MBRSG signed a partnership with the World Government Summit Organization to develop futuristic and scientific content, and organize a series of global and regional conversations that support empowering and enabling the next generation of governments to overcome future challenges through innovative solutions. • MBRSG launched the book "Agile Government: Emerging Perspectives in Public Management" which features research by 38 authors from around the globe.
2023	• Published "Agile Government" book at the World Government Summit, highlighting agile governance. • Released the Arab Public Administration Digital Transformation Report to enhance government digital systems. • Conducted the Ramadan Knowledge Series on key topics like AI, climate finance, and CSR. • Hosted the 17th Annual Conference on Climate Change's impact on Arab economic development.
2024	• Hosted the 2024 OECD Network of Schools of Government meeting

	• Organizing the 4th edition of the Public Administration forum under the title: "Global Disruptions and the Art of Economic Diplomacy" • Hosting and organizing the 1st Global Conference on Economic Diversification (GCED) 2024 • Economic Research Forum 2024

VISION, MISSION AND VALUES

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

Vision
- Shaping the future leaders for better tomorrow

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

Values
- Innovate
- Collaborate
- Empower
- Excel

MBRSG STRATEGY

The MBRSG strategic plan includes 3 pillars:

GOVERNANCE AND PERSONNEL

1. Board of Trustees

The MBRSG management underwent a major change in 2016 with the new composition of the Board of Trustees. HH Sheikh Hamdan bin Mohammed bin Rashid al Maktoum, Crown Prince of Dubai, Chairman of the Executive Council issued Executive Council Resolution No. (9) of 2021 on the formation of the Board of Trustees of the MBRSG. The new Board, is chaired by HE Abdullah Ali Bin Zayed Al Falasi (Director General – Dubai Government Human Resources Department) and comprises of prominent public officials:

HE Abdulla 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

Senior Director of Policies and Strategies for Sustainable Development- General Secretariat of The Executive Council Dubai

HE Aisha Miran (Vice Chairman)
Director General- Knowledge and Human Development Authority

HE Younus Abdulaziz Al Nasser
Assistant Director General- Dubai Digital Authority

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

Mrs Raja Al Mazrouei
Chief Executive Officer – Etihad Credit Insurance

Dr Yasar Jarrar
Managing Partner IAG

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

2. Committees at MBRSG

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

- Grievance & Complaints Committee.
- Work-related Offenses Committee.
- Rewards and Incentives Committee
- Occupational Health and Safety Committee.
- Stock Count and Valuation Committee.
- Direct Purchase Committee.
- Tenders and Bids Committee.
- Student Grievance Committee.
- Students Disciplinary Board.
- Institutional Effectiveness Evaluation Committee.
- Audit and Risk Committee.
- School Council.
- Administrative Committees.
- Academic Committees.
- Teaching and Learning Committee.
- Promotions Committee for Academic & Research Staff.
- Teaching & Learning Committee.
- Board of Studies.
- Exam Board.
- Award Board.
- Progression Board.
- External Advisory Board.

3. MBRSG Organization Structure 2024

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                              Board of Trustees
                                    |
                                    |————————————— Internal Audit Office
                              Executive President
                                    |
Planning & Institutional Effectiveness Department
                    |                       |————— Executive President Office
        ┌───────────┴──────────┐            |
  Excellence & Quality    Planning & Project |————— Emirates Center for Knowledge and
   Management              Management                Consultancy
                                    |
                          Dean
                    Academic Development Office
        ┌──────────────┬───────────────┐         ┌────────────────┬──────────────────┐
 Executive Education  Policy Research  Academic Affairs   Corporate Support    Corporate Communication &
  Department          Department        Department        Services Department   Marketing Department
        |                 |                |                    |                    |
 Open Enrolment        Research       Academic Programs    Financial Affairs         Events
  Programs
                                                           Human Resources
 Customized Programs   Publications   Student & Alumni Support                   Marketing &
                                                           Information Technology  Communication
 Evaluation &                         Library & Knowledge
  Development                          Support             Administrative Affairs

                                      Admission & Registration
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4. MBRSG Key Personnel 2024

Executive President	Dr Ali bin Sebaa Al Marri
Dean	Dr Arthur King
Director of Academic Affairs	Dr Arthur King
Director of Institutional Effectiveness	Khalid Almarri
Director of Executive Education	Ms Aisha Al Shamsi
Director of Policy Research	Dr Fadi Salem
Director of Corporate Communication and Marketing	Salha Juma Bu-Kattara
Director of Corporate Support Services	Mr Mohammed Al Khatib

5. Accreditation

The Mohammed Bin Rashid School of Government (MBRSG) is licensed by the Ministry of Education – Higher Education Affairs through the Commission for Academic Accreditation to offer academic programs. In 2023, MBRSG submitted its application to the Ministry of Education for the renewal of the institutional licensure and is currently still in progress. In 2024 MBRSG received approval to introduce a blended learning mode of delivery, allowing the delivery of less than 50% of each module in the Master of Public Administration program delivered in English and the Executive Master of Public Administration (Arabic)program to be conducted through synchronous online instructor-led sessions. The following table shows the accreditation status of the academic programs offered by MBRSG.

Program	Accreditation Status
Executive Master of Public Administration (EMPA) (Arabic)	Received renewal of accreditation in 2022
Executive Master of Public Administration (EMPA) (Arabic) – Blended Learning Mode	Approval received in August 2024 to offer each Module in the program in a Blended Learning Mode of less than 50% of synchronous online instructor-led sessions.
Postgraduate Diploma in Public Administration (Arabic) (**Exit Award from Executive Master of Public Administration (Arabic) only)	Received renewal of accreditation in 2022
Executive Master of Public Administration (EMPA) (English) – Not offered in 2024	Received initial accreditation in 2016
Postgraduate Diploma in Public Administration (English) (**Exit Award from Executive Master of Public Administration (English) only) - Not offered in 2024	Received initial accreditation in 2022
Master of Public Administration (MPA)	Received renewal of accreditation in 2024
Master of Public Administration (MPA) – Blended Learning Mode	Approval received in August 2024 to offer each Module in the program in a Blended Learning Mode of less than 50% of synchronous online instructor-led sessions.
Master in Innovation Management (MIM)	Received renewal of accreditation in 2022
Postgraduate Diploma in Innovation Management (**Exit Award from Master in Innovation Management – only)	Received renewal of accreditation in 2022
Master's in public policy Concentrations: Education	Received initial accreditation in 2016

Health Science and Technology Social Policy Sustainable Development	
Postgraduate Diploma in Public Policy <u>Concentrations:</u> Education Health Science and Technology Social Policy Sustainable Development (**Exit Award from a Master in Public Policy program (including concentration) – only)	Received initial accreditation in 2016
Master in Public Policy (MPP)	Received renewal of accreditation in 2022
Postgraduate Diploma in Public Policy (**Exit Award from the Master in Public Policy program only)	Received renewal of accreditation in 2022

SECTION 2

STUDENTS AND GRADUATES

1. Admission Statistics 2024

Program Name	Applications	Offers	New Enrolments	Admissions Yield*	Matriculation Yield*
Master of Public Administration	53	17	9	0.32%	0.05%
Master of Innovation Management***	33	24	22	0.72%	0.91%
Executive Master of Public Administration	175	68	64	0.38%	0.94%
Master of Public Policy**					
Total	261	109	95	0.41%	0.87%

* **Admissions Yield**= No. of offers/No. of applications; **Matriculation Yield**= No. of newly enrolled students/ No. of offers
** No new enrollments in Spring and Fall 2023 *** The program had only one intake in Fall 2023
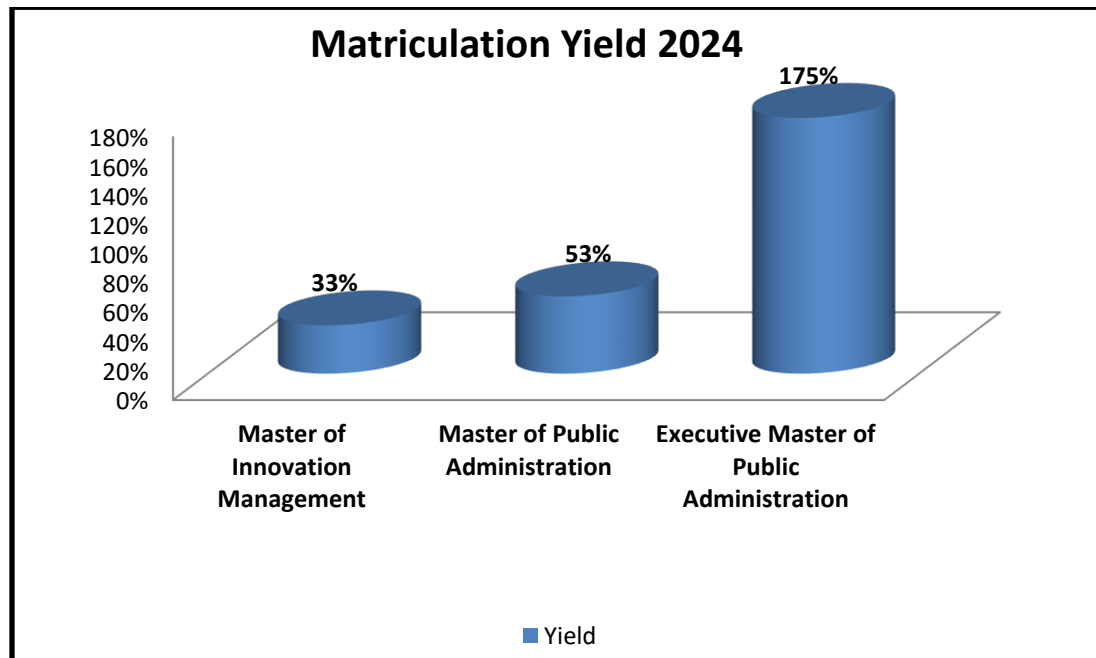
Fig 2.1.1: Matriculation Yield

2. Application Acceptance Rate

During 2024, MBRSG received a total of 261 applications of which 118 were rejected as they did not meet the admission criteria mandated by MBRSG.
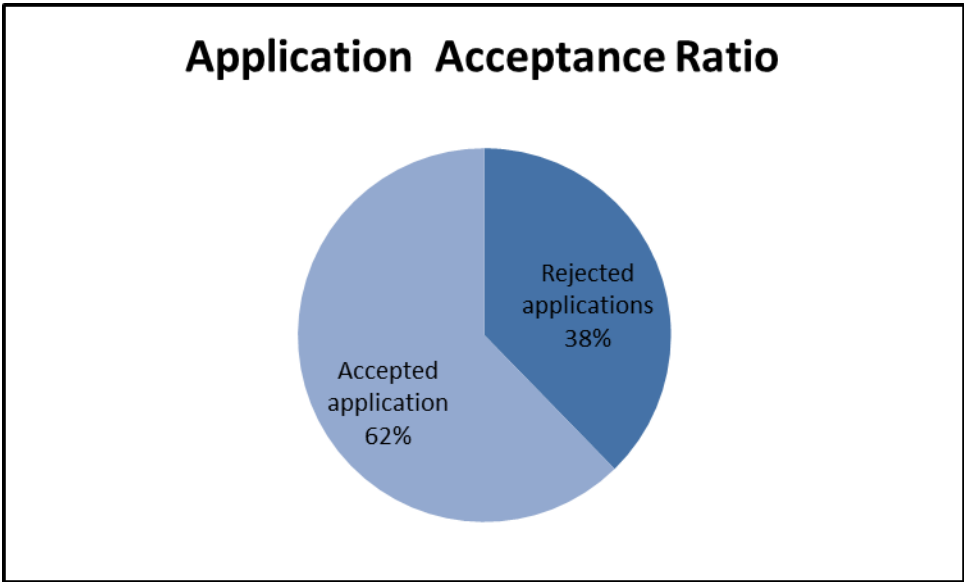
Fig 2.2.1: Application Acceptance Ratio

3. Historical Admission Statistics (2015-2024)

MASTER OF PUBLIC ADMINISTRATION					
Year	Applications	Offers	New Enrolments	Admissions Yield*	Matriculation Yield*
2024	53	17	9	0.32%	0.05%
2023	105	17	9	16.2%	52.9%
2022	46	27	12	58.7%	44.4%
2021	41	15	12	37%	80%
2020	26	23	9	88%	39%
2019	50	21	15	42%	71%
2018	25	21	13	84%	62%
2017	23	23	15	100%	65%
2016	-	29	23	-	79%
2015	50	38	31	76%	82%

MASTER OF INNOVATION MANAGEMENT (2017-2024)***					
Year	Applications	Offers	New Enrolments	Admissions Yield*	Matriculation Yield*
2024	33	24	22	0.72%	0.91%
2023	12	12	12	100%	100%
2022	46	16	10	34.8%	62.5%
2021	107	57	17	53%	30%
2020	31	30	9	97%	30%
2019	69	28	17	41%	61%
2018	47	36	28	77%	78%
2017	43	43	23	100%	54%

EXECUTIVE MASTER OF PUBLIC ADMINISTRATION (2017-2024)					
Year	Applications	Offers	New Enrolments	Admissions Yield*	Matriculation Yield*
2024	175	68	64	0.38%	0.94%
2023	206	65	61	31.6%	93.8%
2022	182	66	59	36.3%	89.4%
2021	119	54	45	45%	83%
2020	168	105	88	63%	84%
2019	174	103	99	59%	96%
2018	122	80	74	66%	93%
2017	146	81	62	56%	77%

MASTER OF PUBLIC POLICY (2017-2024)**					
Year	Applications	Offers	New Enrolments	Admissions Yield*	Matriculation Yield*
2024					
2023					
2022	25	13	11	52.0%	84.6%
2021	85	30	13	35%	43%
2020	29	23	16	79%	70%
2019	46	32	23	70%	72%
2018	22	20	8	91%	40%
2017	28	28	19	100%	68%

* **Admissions Yield**= No. of offers/No. of applications; **Matriculation** Y**ield**= No. of newly enrolled students/
No. of offers
** No new enrollments in Spring and Fall 2023 *** The program had only one intake in Fall 2023

4. Semester-wise Student Headcount by Program for 2024

Program Name	Student Type	Spring 2024			Fall 2024		
		Total	Male	Female	Total	Male	Female
Master of Public Administration	New	**3**	3	0	**6**	2	4
	Re-enrolled	**13**	3	10	**16**	6	10
	Total	**16**	6	10	**22**	8	14
Master of Innovation Management*	New				**22**	13	9
	Re-enrolled	**17**	7	10	**11**	6	5
	Total	**17**	7	10	**33**	19	14
Executive Master of Public Administration	New	**39**	31	8	**25**	12	13
	Re-enrolled	**56**	39	17	**66**	49	17
	Total	**95**	70	25	**91**	61	30
Master of Public Policy (General)*	New						
	Re-enrolled	**5**	2	3	**3**	1	2
	Total	**5**	2	3	**3**	1	2
Master of Public Policy (Education)*	New						
	Re-enrolled	**0**	0	0	**0**	0	0
	Total	**0**	0	0	**0**	0	0
Master of Public Policy (Health)*	New						
	Re-enrolled	**0**	0	0	**0**	0	0
	Total	**0**	0	0	**0**	0	0
Master of	New						

Program Name	Student Type	Spring 2024			Fall 2024		
		Total	Male	Female	Total	Male	Female
	Re-enrolled	**0**	0	0	**0**	0	0
	Total	**0**	0	0	**0**	0	0
Master of Public Policy (Social Policy) *	New						
	Re-enrolled	**0**	0	0	**0**	0	0
	Total	**0**	0	0	**0**	0	0
Master of Public Policy (Sustainable Development) *	New						
	Re-enrolled	**0**	0	0	**0**	0	0
	Total	**0**	0	0	**0**	0	0
Overall Enrollment	**New**	**42**	34	8	**53**	27	26
	Re-enrolled	**91**	51	40	**96**	62	34
	Total	**133**	85	48	**149**	89	60

* *New students were not admitted to MPP program in Spring and Fall 2023. New students were not admitted to MIM program in Spring 2024.*

Student Enrolment 2024

	Spring 2024	Fall 2024
■ **New**	42	53
■ **Re-enrolled**	91	96
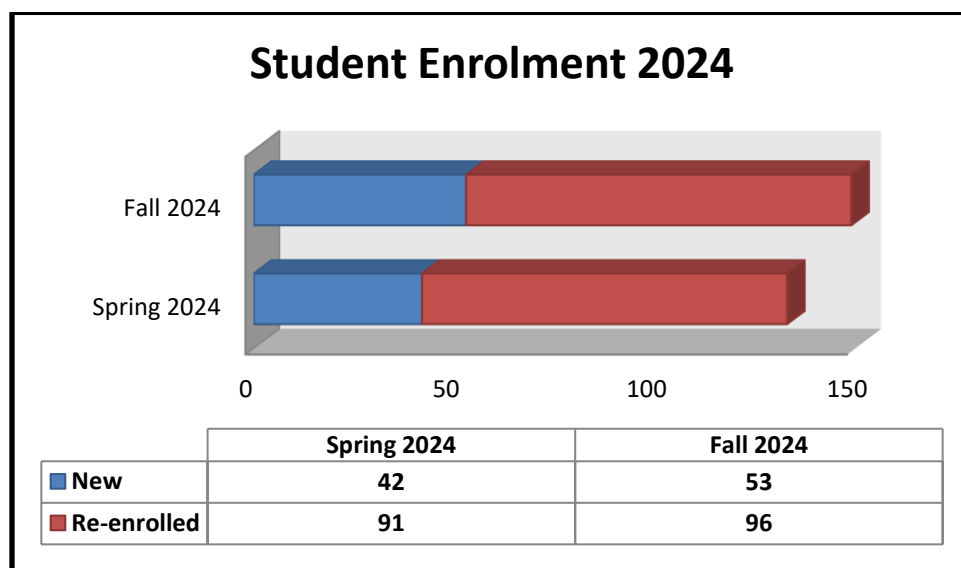
Fig 2.4.1: Student Enrolment 2024 calendar year

5. Student Headcount by Program and Gender for 2024

Program	Male		Female		Total
	No.	%	No.	%	
Master of Public Administration	8	36.4%	14	63.6%	22
Master of Innovation Management	20	51.3%	19	48.7%	39
Executive Master of Public Administration	82	65.6%	38	30.4%	120
Master of Public Policy	2	40.0%	3	60.0%	5
Total	**112**	60.2%	**74**	39.8%	**186**
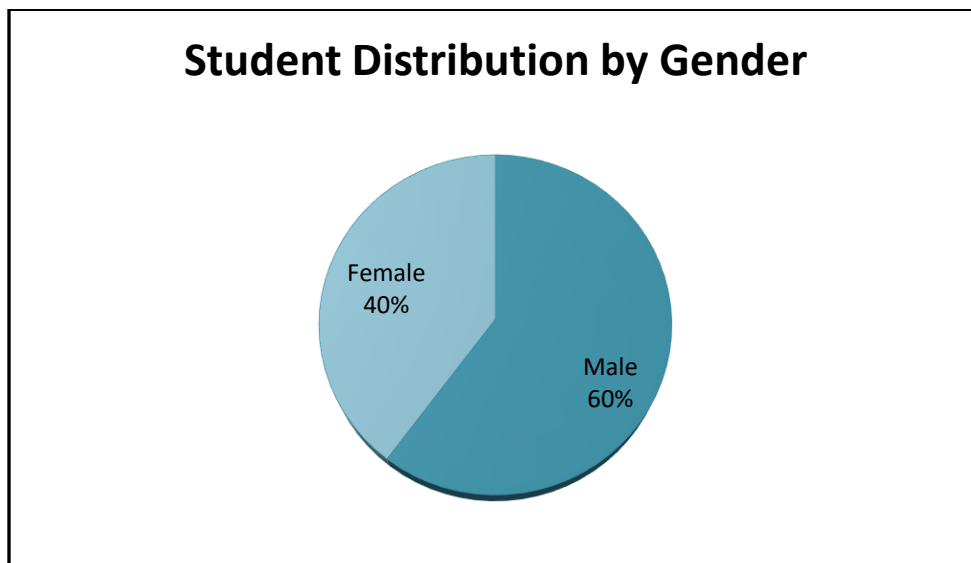
Fig 2.5.1: Student Gender Distribution

6. Student Headcount by Program and Nationality for 2024

Program	UAE Nationals		Non-UAE nationals		Total
	No.	%	No.	%	
Master of Public Administration	21	95.5%	1	4.5%	22
Master of Innovation Management	38	97.2%	1	2.6%	39
Executive Master of Public Administration	116	96.70%	4	3.30%	120
Master of Public Policy	3	60%	2	40%	5
Total	**178**	95.6%	**8**	4.4%	**186**
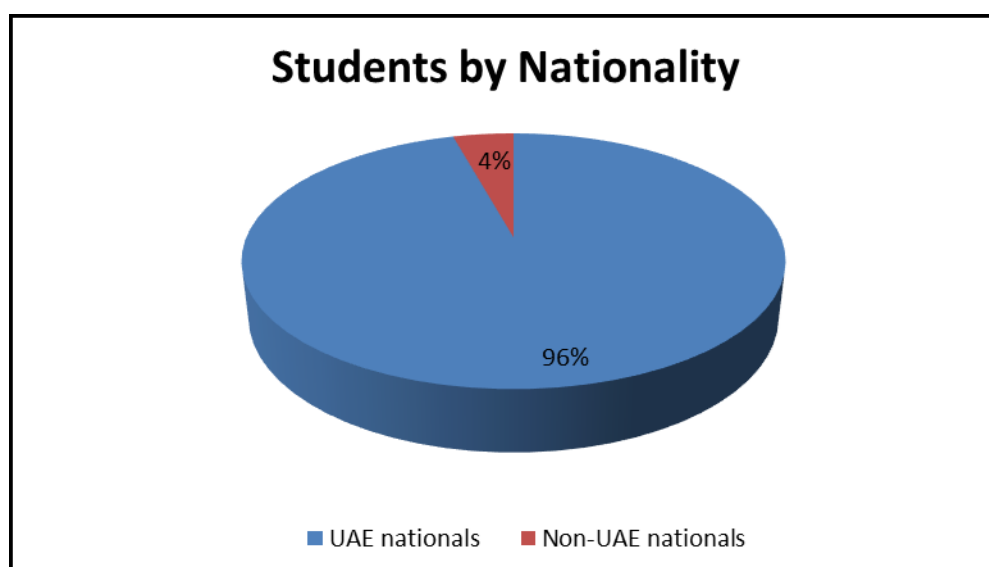
Fig 2.6.1: Student Nationality

7. Student Headcount by Mode of Study for 2024

Program	Full Time		Part Time		Total
	No.	%	No.	%	
Master of Public Administration	12	54.5%	10	45.5%	22
Master of Innovation Management	33	84.6%	6	15.4%	39
Executive Master of Public Administration	91	75.8%	29	24.2%	120
Master of Public Policy	0	0.0%	5	100%	5
Total	**136**	73.1%	**50**	26.9%	**186**
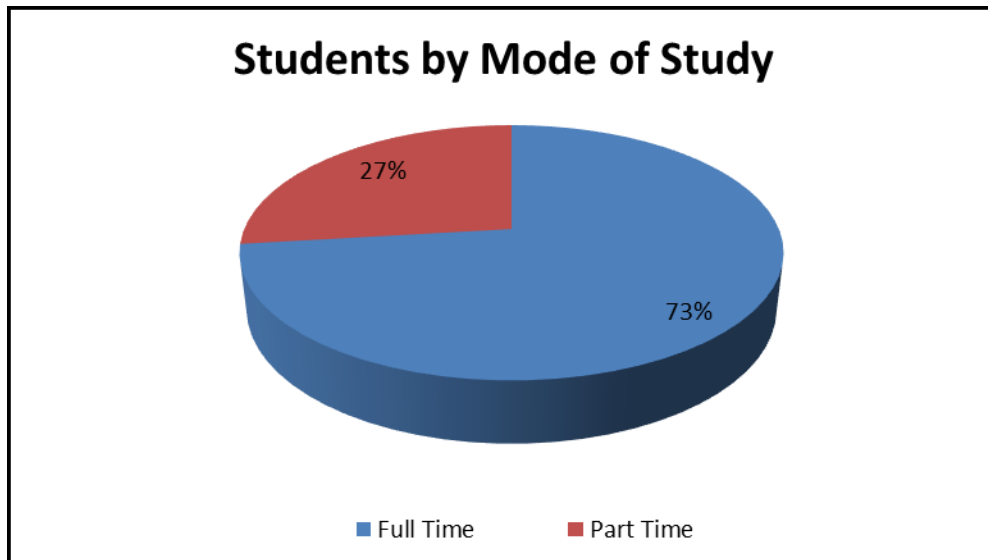
Fig 2.7.1: Student Mode of Study

8. Students by Emirate of Residence
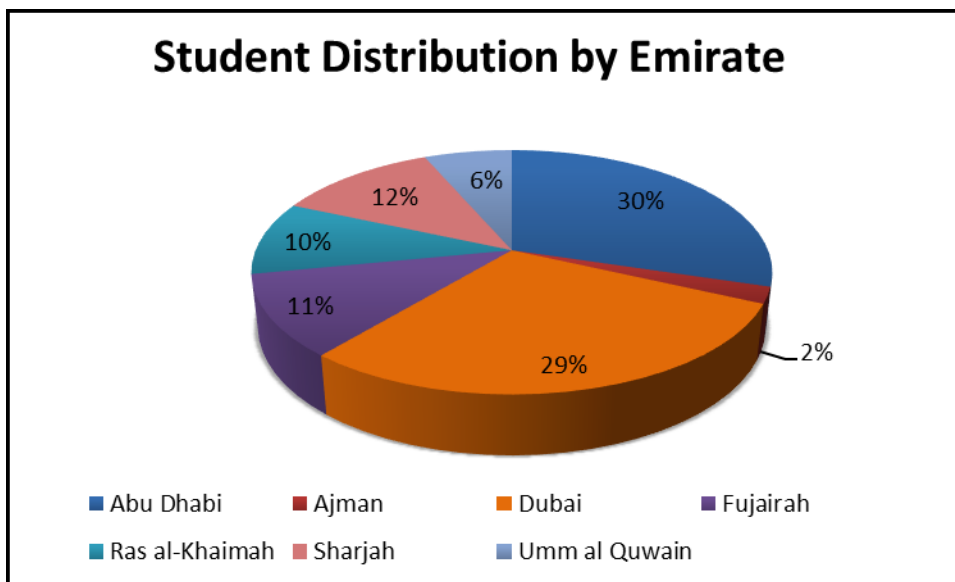
Fig 2.8.1: Student Emirate of Residence

9. Student Population Snapshot

Indicator	2019	2020	2021	2022	2023	2024
Number of new students	154	122	87	92	82	95
Total number of students	328	329	243	196	205	186
Number of male students	161(49%)	189(57%)	126 (52%)	90(46%)	113 (55.1%)	112(60.2%)
Number of female students	167(51%)	140 (43%)	117 (48%)	106 (54%)	92 (44.9%)	74
Percentage of UAE nationals	93%	95%	95%	90%	92%	96%
Number of countries represented by students	12	11	9	12	13	6
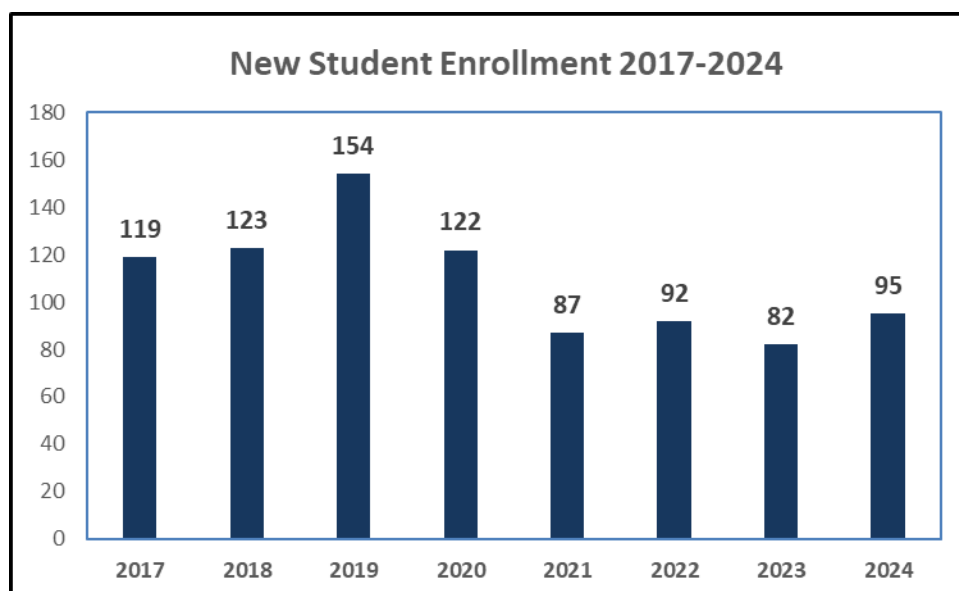
Fig 2.9.1: New Student Enrollment Trend

10. Statistics by Program

A) Master of Public Administration (MPA)

MBRSG launched the Master of Public Administration in 2009. The program was revised in 2013. The program is intended for students seeking to advance their career in public / private service or nonprofit management. The program helps to develop knowledge, skills and competencies needed to analyze, develop and implement policies and programs that address important issues related to the public sector and society.

Key Statistics for MPA (2024)

Indicator	Value
Number of new enrolments	9
Total Number of students (new + returning)	22
Percentage of UAE nationals	95.5%
Number of male students	8
Number of female students	14
Average age	29
Number of countries represented by MPA students	2
Average class size	6
Number of graduates	8

MPA Historical Enrolment Data																				
	2015 Spring	2015 Fall	2016 Spring	2016 Fall	2017 Spring	2017 Fall	2018 Spring	2018 Fall	2019 Spring	2019 Fall	2020 Spring	2020 Fall	2021 Spring	2021 Fall	2022 Spring	2022 Fall	2023 Spring	2023 Fall	2024 Spring	2024 Fall
New	12	14	12	11	5	10	7	6	3	12	3	6	3	9	4	8	4	5	3	6
Continuing	23	22	34	40	35	33	34	26	27	23	28	24	15	10	18	15	20	15	13	16
Total	**35**	**36**	**46**	**51**	**40**	**43**	**41**	**32**	**30**	**35**	**31**	**30**	**18**	**19**	**22**	**23**	**24**	**20**	**16**	**22**
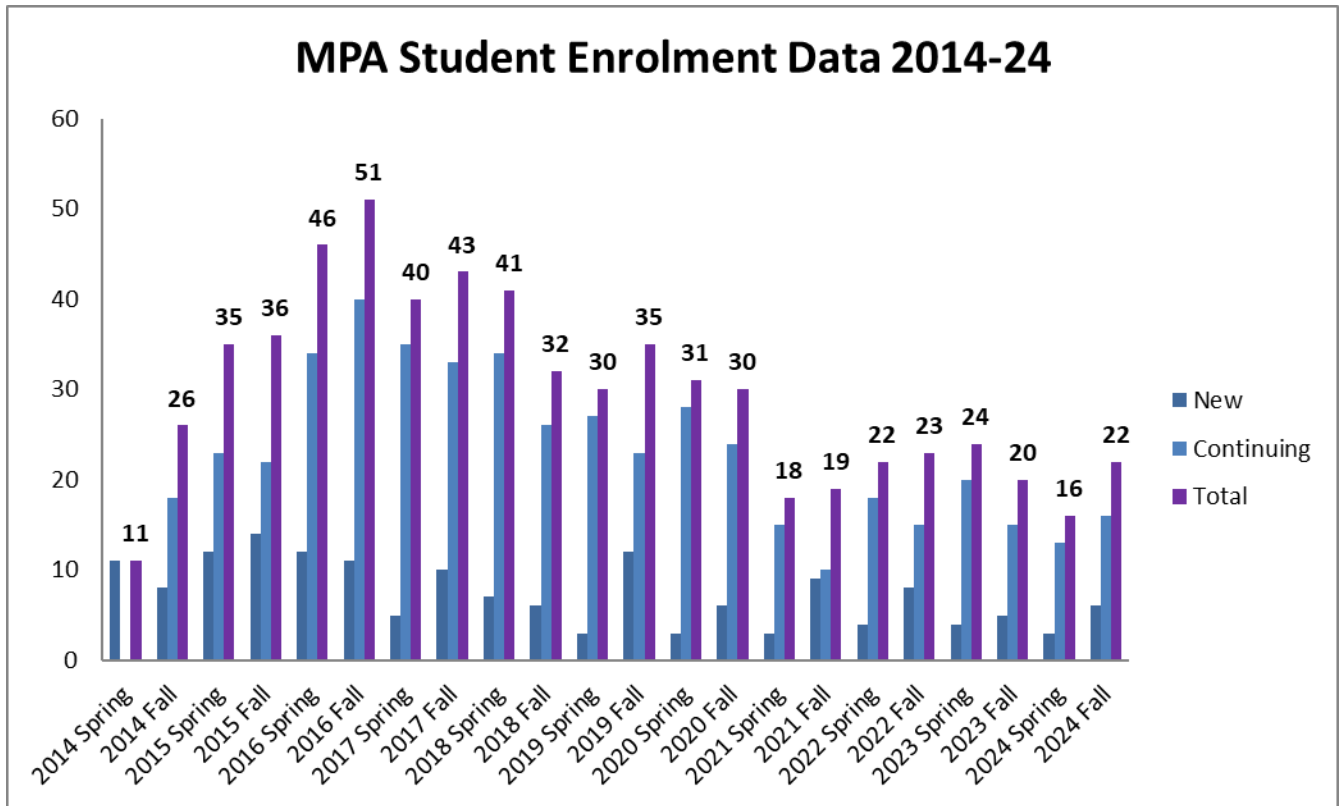
Fig 2.10.1: MPA Student Enrolment 2014-24

B) Master of Innovation Management (MIM)

The Master of Innovation program was first offered in Spring 2017. The program received renewal of accreditation in 2022. The Master of Innovation Management program is designed for professionals working in and with the public sector, who wish to pursue a career in innovation management. The program uses a quintuple helix approach which includes: a strong theoretical foundation on core concepts of innovation management in the context of the creation of public value; experiential learning through interactive workshops and discussions and practice-based assessments; and personal competencies development for leaders in charge of leading, designing, managing and implementing innovations. The focus is understanding and solving wicked problems using design thinking and a customer-centric approach to solve problems that impact public value. The MIM program reflects the 2018 UAE Advanced National Innovation Strategy, the National Advanced Sciences Agenda 2031, UAE Vision 2021, and the aspirational goals outlined in the Centennial Plan 2071.

Key Statistics for MIM (2024)

Indicator	Value
Number of new enrolments	22
Total Number of students (new + returning)	39
Percentage of UAE nationals	97.4%
Number of male students	20
Number of female students	19
Average age	30
Number of countries represented by MIM students	2
Average class size	13.5
Number of graduates	7

MIM Historical Enrolment Data	2017 Spring	2017 Fall	2018 Spring	2018 Fall	2019 Spring	2019 Fall	2020 Spring	2020 Fall	2021 Spring	2021 Fall	2022 Spring	2022 Fall	2023 Spring	2023 Fall	2024 Spring	2024 Fall
New	14	9	12	16	11	6	5	4	3	14	10			12		22
Continuing	0	9	16	24	32	37	32	23	15	14	20	26	19	12	17	11
Total	**14**	**18**	**28**	**40**	**43**	**43**	**37**	**27**	**18**	**28**	**30**	**26**	**19**	**24**	**17**	**33**

* No new student enrollment in 2022 Fall and 2023 Spring
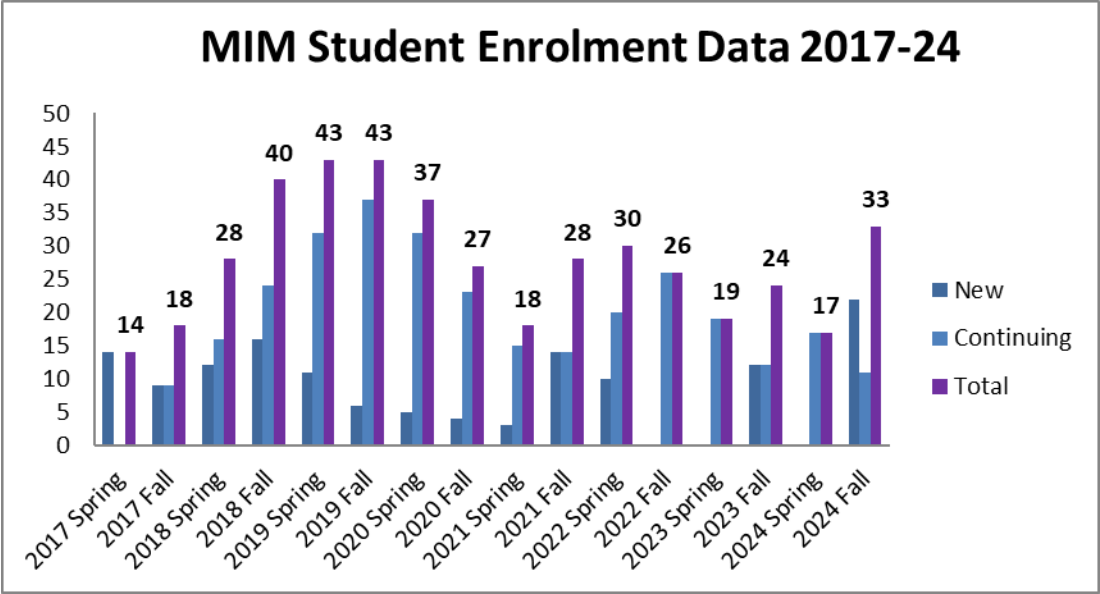
Fig 2.10.2: MIM Student Enrolment 2017-24

C) Master of Public Policy (MPP)

The Master of Public Policy was first offered in Spring 2017. The program received renewal of accreditation in 2022. The Master of Public Policy (MPP) program is designed to provide education which complies with international norms, for professionals to develop further as leaders in a variety of roles, including public policy analysis and planning, public management and services, research institutes, government orientated positions within the private sector and third sector organizations. The MPP Program is also aligned to the seven key strategic objectives of the UAE National Innovation Strategy (NIS) in addition to alignment with the United Nations Global Goals- Sustainable Development Goals (SDGs) and in close cooperation and coordination with the UAE Federal Competitiveness and Statistics Authority (FCSA). The program is offered with specializations in Education, Health, Social Policy, Science and Technology, and Sustainable Development.

Key Statistics for MPP (2024)

Indicator	Value
Number of new enrolments	0
Total Number of students (returning)	5
Percentage of UAE nationals	88.2%
Number of male students	2
Number of female students	3
Average age	35
Number of countries represented by MPP students	3
Average class size	3
Number of graduates	9

MPP Historical Enrolment Data	2017 Spring	2017 Fall	2018 Spring	2018 Fall	2019 Spring	2019 Fall	2020 Spring	2020 Fall	2021 Spring	2021 Fall	2022 Spring	2022 Fall	2023 Spring	2023 Fall	2024 Spring	2024 Fall
New	11	8	4	4	6	17	3	13	2	11	11					
Continuing	0	8	12	18	18	22	21	20	23	17	15	17	17	8	5	3
Total	**11**	**16**	**16**	**22**	**24**	**39**	**24**	**33**	**25**	**28**	**26**	**17**	**17**	**8**	**5**	**3**

* No new student enrollments in 2022 Fall, 2023 Spring and Fall.
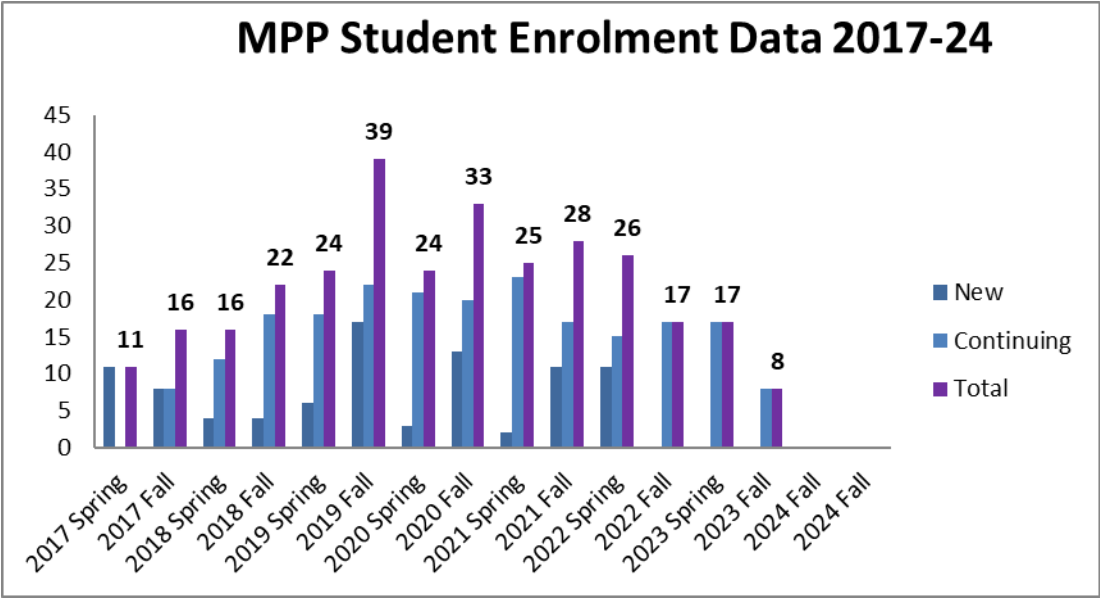
Fig 2.10.3: MPP Student Enrolment 2017-24

D)   Executive Master of Public Administration (EMPA)

MBRSG launched the Executive Master of Public Administration program in Spring 2017. The program received renewal of accreditation in 2022. The program provides students with the opportunity, skills and knowledge to coordinate and implement coherent policy alternatives, to implement successful cost-effective programs. The 'executive' element of the EMPA program is primarily designed to educate working executives, managers, and other business leaders in a cohesive learning environment that is designed to fit the variety of different students' schedules. The EMPA program requires students to attend blocks of lectures and then complete a large portion of the work on their own time.

Key Statistics for EMPA (2024)

Indicator	Value
Number of new enrolments	64
Total Number of students (new + returning)	120
Percentage of UAE nationals	96.7%
Number of male students	82
Number of female students	38
Average age	36
Number of countries represented by EMPA students	4
Average class size	18.5
Number of graduates	55

EMPA Historical Enrolment Data																	
	2017 Spring	2017 Fall	2018 Spring	2018 Fall	2019 Spring	2019 Fall	2020 Spring	2020 Fall	2021 Spring	2021 Fall	2022 Spring	2022 Fall	2023 Spring	2023 Fall	2024 Spring	2024 Fall
New	23	39	40	34	70	29	57	31	27	18	44	15	38	23	39	25
Continuing	0	21	59	78	87	107	112	98	93	72	49	63	63	53	56	66
Total	**23**	**60**	**99**	**112**	**157**	**136**	**169**	**129**	**120**	**90**	**93**	**78**	**101**	**76**	**95**	**91**
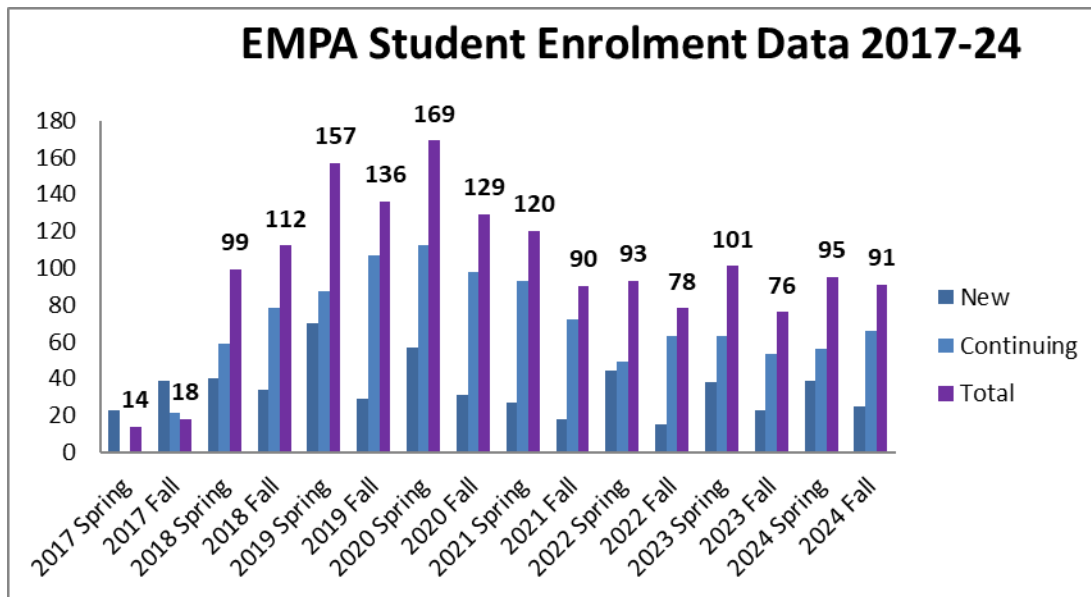
Fig 2.10.4: EMPA Student Enrolment 2017-24

11. Student Satisfaction Summary

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

Overall Student Satisfaction with academic program		
Program	Spring 2024	Fall 2024
Executive Master of Public Administration	96.34%	96.91%
Master of Public Administration	91.67%	84.4%
Master of Public Policy	95.18%	NA
Master of Innovation Management	90.17%	93.58%
Dissertation	90.4%	94%
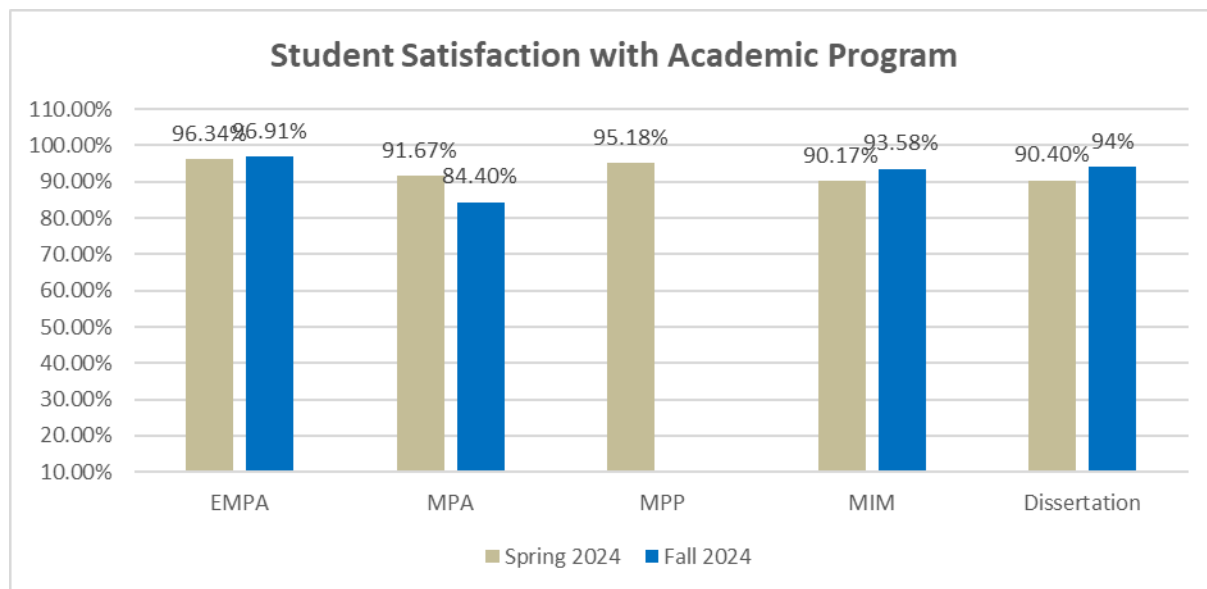
Fig 2.11.1: Student Satisfaction Summary

12. Student Attendance Summary

MBRSG monitors student attendance and records it on the Quercus system. The below table provides the average student attendance rate in each of the programs during the 2024 Spring and Fall semesters.

Student Attendance Rate		
Program	**Spring 2024**	**Fall 2024**
Executive Master of Public Administration	96.31%	92.63%
Master of Public Administration	92.91%	90.63%
Master of Public Policy	94.12%	40%*
Master of Innovation Management	90.06%	98.20%
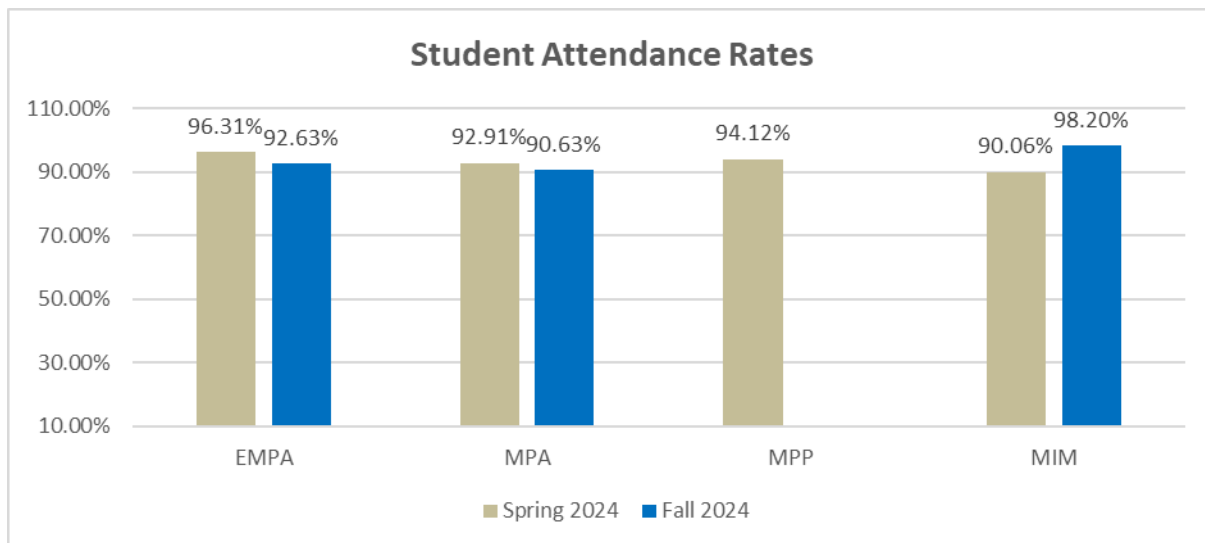
Fig 2.12.1: Student Attendance Summary

13. Tuition Grants and Scholarships

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

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

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

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

The table below shows the number of grants awarded in 2023:

Student Grants 2024					
Number of grants	MPA	MIM	MPP	EMPA	Total
Number of grants	13	31	17	115	176

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

Student Scholarships 2024					
Type of Scholarship	MPA	MIM	MPP	EMPA	Total
MBRSG (internal scholarship)	14	2	0	1	17
External sponsorship	0	14	2	68	84

14. Graduates

Overall MBRSG Graduates

MBRSG has produced a total of 79 graduates. Among this, 55 graduates are from the Executive Master of Public Administration program. The Master of Public Administration program has produced a total of 8 graduates since its inception in 2019, while the MIM program has graduated 7 students. Additionally, 9 students have completed the MPP program across various specializations, and 5 students have graduated from the various Postgraduate Diploma programs.

Year	2009	2010	2011	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Total
No. of Graduates	31	30	22	1	10	16	35	82	150	132	93	76	**79**	**757**
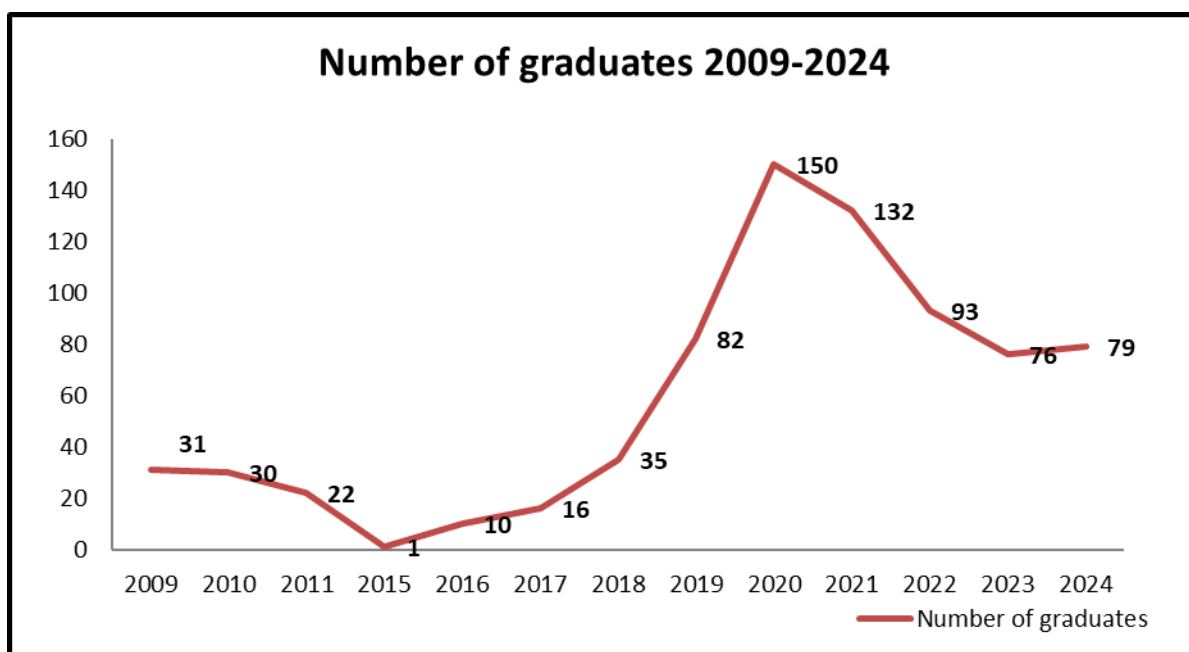
Fig 2.14.1: Graduates 2009-2024

Graduates by Program (2017-2024)

Program	2017 No	2017 %	2018 No	2018 %	2019 No.	2019 %	2020 No	2020 %	2021 No	2021 %	2022 No	2022 %	2023 No	2023 %	2024 No	2024 %
MPA	16	100%	15	42.8%	7	8.5%	18	12%	19	14.4%	5	5.4%	10	13.2%	8	100%
EMPA			20	57.1%	68**	82.9%	97	64.7%	79	59.8%	63	67.7%	51	67.1%	55	100.0%
MPP					3	3.7%	13	8.7%	15*	11.4%	15	16.1%	5***	6.6%	9	100%
MIM					4	4.9%	22	14.7%	19	14.4%	10	10.8%	10	13.2%	7	100%
Total	16	100%	35	100%	82	100%	150	100%	132	100%	93	100%	**76**	100.0%	79	100%

* includes 1 student who graduated from the Postgraduate Diploma in Public Policy (Social Policy) program
** includes 3 students who graduated from the Postgraduate Diploma in EMPA program
*** includes 1 student who graduated from the Postgraduate Diploma in Public Policy program

Graduates by Gender (2017-2024)																
Gender	2017 No.	2017 %	2018 No.	2018 %	2019 No.	2019 %	2020 No	2020 %	2021 No	2021 %	2022 No	2022 %	2023 No	2023 %	2024 No	2024 %
Male	10	62.5%	17	48.6%	42	51.2%	88	58.7%	73	55.3%	45	48.4%	43	56.6%	46	55.9%
Female	6	37.5%	18	51.4%	40	48.8%	62	41.3%	59	44.7%	48	51.6%	33	43.4%	33	44.1%
Total	16	100%	35	100%	82	100%	150	100%	132	100%	93	100%	76	100%	79	100%

Graduates by Nationality (2017-2024)																
Nationality	2017 No.	2017 %	2018 No.	2018 %	2019 No.	2019 %	2020 No	2020 %	2021 No	2021 %	2022 No	2022 %	2023 No	2023 %	2024 No	2024 %
UAE Nationals	12	75%	33	94%	76	92.7%	139	92.7%	128	97%	90	96.8%	69	90.8%	71	92.6%
Non- UAE Nationals	4	25%	2	6%	6	7.3%	11	7.3%	4	3%	3	3.2%	7	9.2%	8	7.4%
Total	16	100%	35	100%	82	100%	150	100%	132	100%	93	100%	76	100%	79	100%

2024 MBRSG Graduates

2024 Graduates by Program and Gender										
	EMPA		MPA		MPP		MIM		Total	
Gender	No.	%	No.	%	No.	%	No.	%	No.	%
Male	33	73.3%	3	30%	2	25%	0	0%	64	55.9%
Female	12	26.7%	5	70%	6	75%	7	100%	33	44.1%
Total	45	100.0%	8	100%	8	100%	7	100%	79	100%
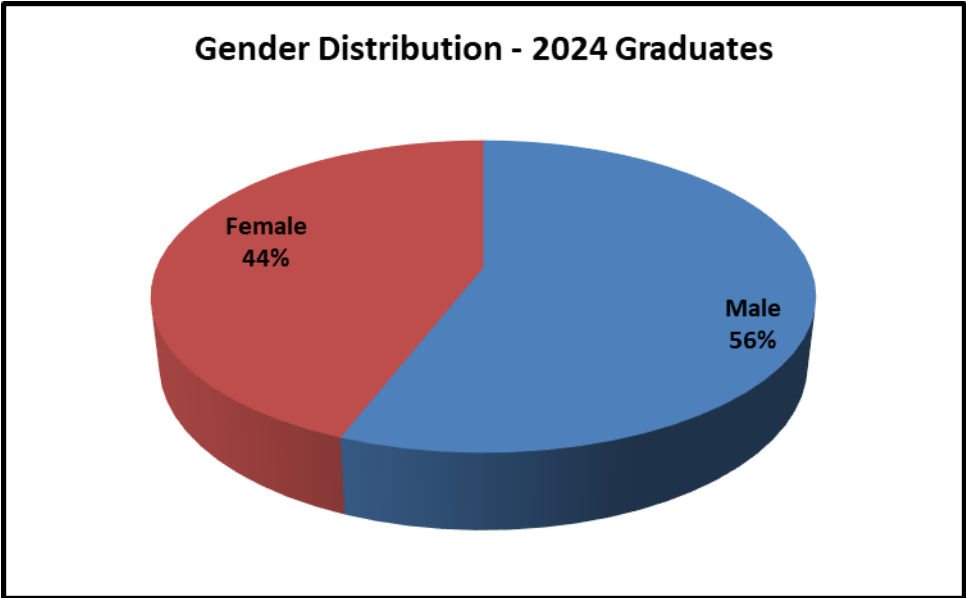
Fig 2.14.2: Gender Distribution – Graduates

2024 Graduates by Program and Nationality										
	EMPA		MPA		MPP		MIM		Total	
Nationality	No.	%	No.	%	No	%	No	%	No	%
UAE nationals	44	97.8%	5	62.5%	8	100%	6	85.7%	71	92.6%
Non-UAE nationals	1	2.2%	3	37.5%	0	0	1	14.3%	8	7.4%
Total	45	100.0%	8	100%	8	100%	7	100%	79	100%

Fig 2.14.3: Nationality Distribution – Graduates

15. Dissertation Titles – 2024 Graduates

The list below provides the dissertation titles of 2024 graduates:

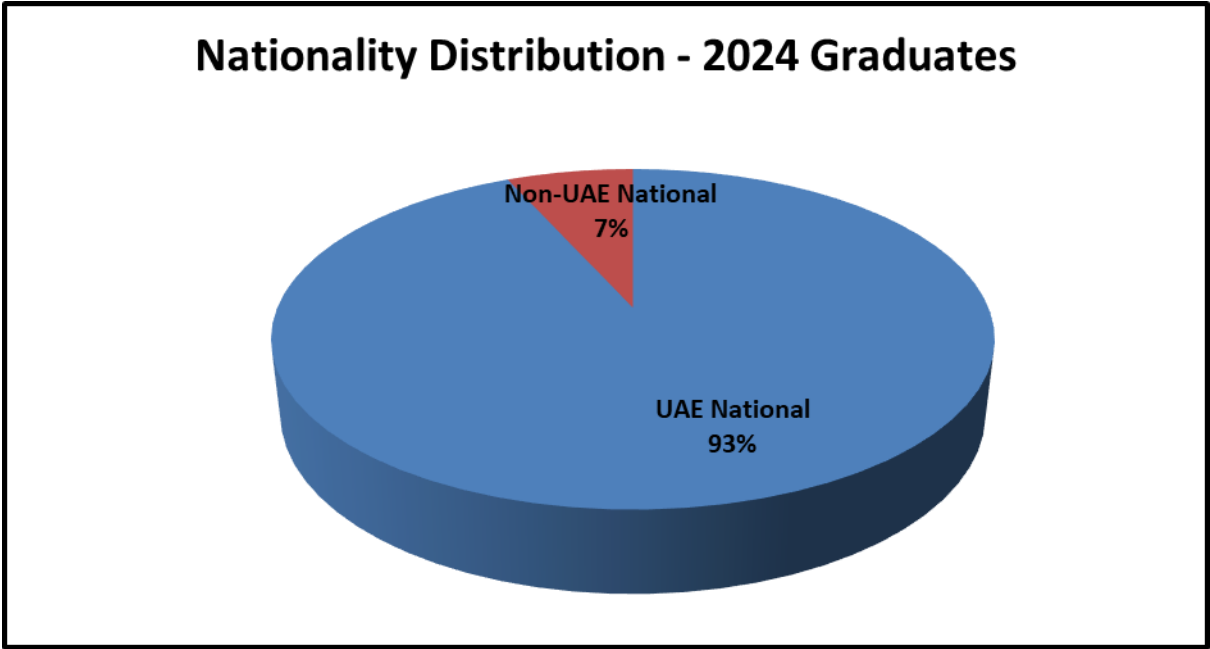| Student ID	Program	Dissertation Title
**Dissertations 2024**		
00152081	EMPA	The reality of logistics services provided by Dubai Municipality in the Emirate of Dubai and their impact on achieving sustainable development: A (case) under study, Dubai Municipality
00218847	MPP	Technology in the future of healthcare in UAE
00242781	EMPA	Transformational leadership and its role in building future leaders
00252565	MPP	How is the business environment in Dubai affected by the associated costs of starting and operating a business in Dubai?
00254142	MPA	Informing the UAE's climate change policy integration through cross-country comparative analysis of the UAE, the UK, and Malaysia policy frameworks
00255742	EMPA	The impact of digitization on the effectiveness of the performance of government communication: An applied study on government departments in the Sharjah
00256218	EMPA	The Role of Governance Elements in Digital Transformation Excellence in the Comprehensive Police Stations
00256421	MPP	Review of Abu Dhabi's Single-Use Plastic Policy
00257796	MPP	The impact of heavy equipment operators' participation on the prevention of Work-related Musculoskeletal Disorders in the United Arab Emirates
00258067	MPP	The Role of Civil Society in Reviewing Family Legislation in the UAE
00258253	MPP	How Policies in the UAE Support Families with Special Education Needs and Disabilities Children Compared with Global Best Practices
00258733	EMPA	Governance of inheritance procedures in Dubai Courts and its impact on the socioeconomic conditions
00258792	MPP	Barriers to Screening for Breast, Cervical and Colon Cancer among Women Aged 40 and Older in the United Arab Emirates
00258857	MPP	HOW SMART AMBULANCE SERVICES IMPROVE PATIENT OUTCOMES
00259004	MPA	Return of Spontaneous Circulation Outcomes of Advanced vs. Basic Life Support in the Management of Out-of-Hospital Cardiac Arrest in Dubai
00259578	MIM	THE ROLE OF VIRTUAL WORLDS IN FOSTERING CULTURAL IDENTITY AMONG YOUTH: A CASE STUDY OF THE UAE
00259616	MIM	The Role of Innovation in Supporting Dubai's Global Trade through Digital Customs Services
00259667	MPA	Analyzing the Factors Shaping the UAE's Leadership in the Green Hydrogen Sector
00262099	EMPA	The Reality of Digital Transformation in Government Entities "A Case Study in Dubai Courts"
00262927	EMPA	The impact of organizational intelligence on building the institutional structure (Case study on the Ministry of the Interior)
00263087	EMPA	Strategic leadership and its impact on the efficiency of institutional performance (a case under study, the General Command of Civil Defense)
00263265	EMPA	The Impact of integrating Knowledge Systems in Security Decision-Making

Dissertations 2024		
Student ID	**Program**	**Dissertation Title**
00263613	EMPA	The Impact of Digital Transformation on Logistical Support In The Ministry Of Interior (Applied Study on the GHQ of RAK Police).
00263745	EMPA	Empowering Employees and Its Impact on Crisis Management: Applied to the Ministry of Interior of the United Arab Emirates
00263818	MIM	The Impact of Indoor Air Quality (IAQ) on Health in Selected Private Schools in the UAE
00263877	MIM	Key Factors of Digital Economy in attracting FDI in the UAE
00264105	EMPA	International Relations and the Employment of Artificial Intelligence Tools for the UAE Foreign Policy
00264121	MPA	Airports' Climate Resilience Planning: Evaluation Framework in Dubai Airports
00264415	EMPA	The Future of Food Security towards sustainability Analysis of International organization strategies – FAO
00264440	MIM	The Perception of the Role of Change Management in Implementing Predictive Maintenance
00264458	MIM	Developing an AI Governance Framework for Airport Business Model
00264938	MPA	Boosting Domestic Tourism: Unveiling the Hidden Gems of the UAE
00265381	MIM	The Role of Arbitration in Public Private Partnerships in the UAE
00266345	EMPA	The relationship of unemployment insurance policy to the efficiency of the UAE labor market
00266957	MPA	Examining the UAE government's Digital Transformation and reviewing the Police Simulators in the Training Field
00267082	MPA	Blockchain Technology Adoption in Non-profit Organizations in the UAE: A Study on Enhancing Transparency and Accountability
00267163	EMPA	The role of artificial intelligence in enhancing governance
00267180	MPA	Strengthening Innovation Outputs: A Comparative Analysis of Human Capital and Research in the UAE and Singapore.
00267431	EMPA	The impact of smart training programs on the process of training Dubai Police employees (Criminal Investigation Sector)
00267988	EMPA	The impact of agility in government communication on crisis management in the National Emergency Crisis and Disaster Management Authority
00268143	EMPA	The Impacts of Financial and Administrative Audit on the Private Public Partnership
00268186	EMPA	The impact of achieving work-life balance on enhancing employee satisfaction and the happiness index of administrative employees at Princess Noura bint Abdul Rahman University in the Kingdom of Saudi Arabia
00268615	EMPA	The Effects of Artificial Intelligence on Human Resources Management Functions
00269000	EMPA	The impact of employees' work life and professional life balance on job satisfaction (research study, Emirates School of Education)
00269310	EMPA	Behavioral Insights in Public Service
00269506	EMPA	The impact of applying the strategic risk management approach on achieving strategic objectives (a case under study - UAE Ministry of Interior).
00269514	EMPA	Public Policies and its impacts in Achieving Security Sustainability

Dissertations 2024		
Student ID	**Program**	**Dissertation Title**
00269522	EMPA	Agile leadership and its role in achieving strategic leadership in the United Arab Emirates (Case under study: Ministry of Interior in Abu Dhabi)
00269531	EMPA	The impact of hosting global events on the soft power of the United Arab Emirates (Case under study COP28)
00269590	EMPA	The impact of competency management on sustaining job performance excellence in the Ministry of Interior
00269611	EMPA	The Role of international partnerships in Achieving Security Sustainability and the Existence of life in the society of the United Arab Emirates
00269638	EMPA	The role of digital transformation in logistical support
00269654	EMPA	The Impact of Learning Quality on Achieving Strategic Entrepreneurship (a case study at the Police College in the Emirate of Abu Dhabi)
00269662	EMPA	"Efficiency and Challenges of the Innovation System in Developing Smart Services in Security Institutions in the UAE(A Case Study of the Ministry of Interior)"
00269671	EMPA	The Impact of Applying Total Quality Management on the Performance of Security Institutions: A case under study (UAE Ministry of Interior)
00269719	EMPA	The impact of artificial intelligence on developing investigation systems and strategies at the level of the Ministry of Interior
00269751	EMPA	USING ARTIFICIAL INTELLIGENCE TO ACHIEVE INSTITUTIONAL EXCELLENCE FOR THE INTERNAL AUDIT FUNCTION IN THE GOVERNMENT SECTOR
00269786	EMPA	The impact of private security regulations on the public security
00269859	EMPA	The impact of applying artificial intelligence on improving project management: (An applied study on the Ministry of Interior)
00269905	EMPA	Behavioral insights into human resources management and their impact on employee performance: An applied study on workers in the Ministry of Interior
00269948	EMPA	"The concept of institutional agility and its impact on achieving international standards in security institutions: a case study of the Civil Defense Academy - Abu Dhabi"
00269999	EMPA	Empowering Employees and Its Impact on Crisis Management: Applied to the Ministry of Interior of the United Arab Emirates
00270075	EMPA	Decentralization and its impact on crisis management in the United Arab Emirates
00270105	EMPA	Security Media and Its Role in Enhancing Response during Crises and Disasters- A Case under Study of Social Media in the UAE
00270121	EMPA	The impact of artificial intelligence programs on crime fighting
00270130	EMPA	The Role of Security Academy in Enhancing Intelligence in UAE

FACULTY AND STAFF

1. General Information

During 2024, a total of 59 full-time administrative staff and 9 full-time academic staff were employed at MBRSG. 2 new appointments were made during the year. Staff turnover during the year stood at 5%.

2. Academic Staff

Academic staff are classified into the below 3 categories:

- Professor
- Associate Professor
- Assistant Professor

Full-time Academic Staff Listing	
Name	**Academic Rank**
Prof. Mark Esposito	Professor
Prof. Melodena Stephens	Professor
Prof. Immanuel Azaad Moonesar	Professor
Dr Khalid Alwazani	Professor
Dr. Jassem Ahmed Alali	Assistant Professor
Dr. Mona Mostafa Ahmed Elsholkamy	Associate Professor
Dr. Yosuif El-Ghalayini	Associate Professor
Dr. Abdulla Mohammed AlAwadhi	Assistant Professor
Dr. Mounia Drissi	Assistant Professor

Classification by Academic Rank			
Professor	**Associate Professor**	**Assistant Professor**	**Total**
4	2	3	9
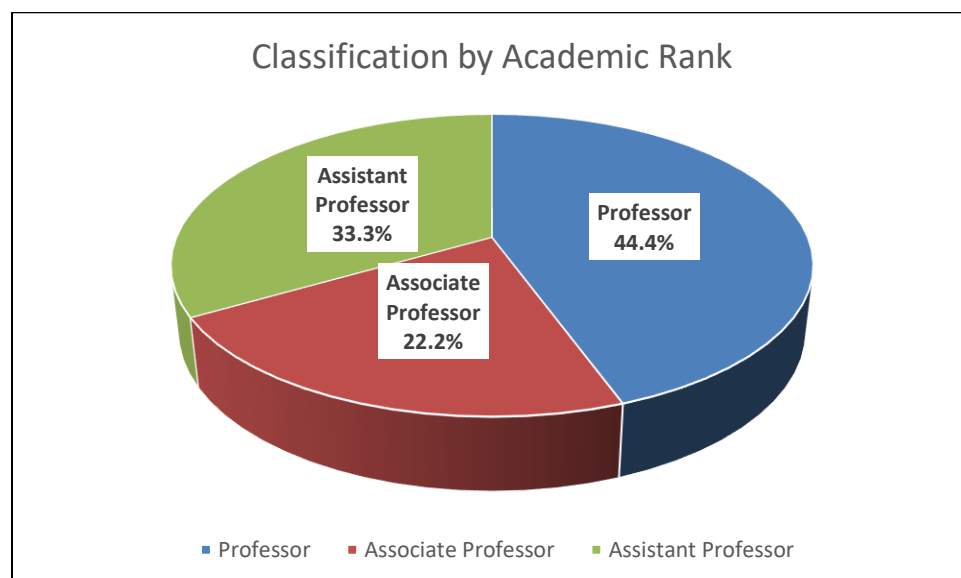
Fig 3.2.1: Academic Staff by Rank

Academic Staff Classification by Gender		
Gender	No.	Percentage
Male	6	70%
Female	3	30%
Total	9	100%
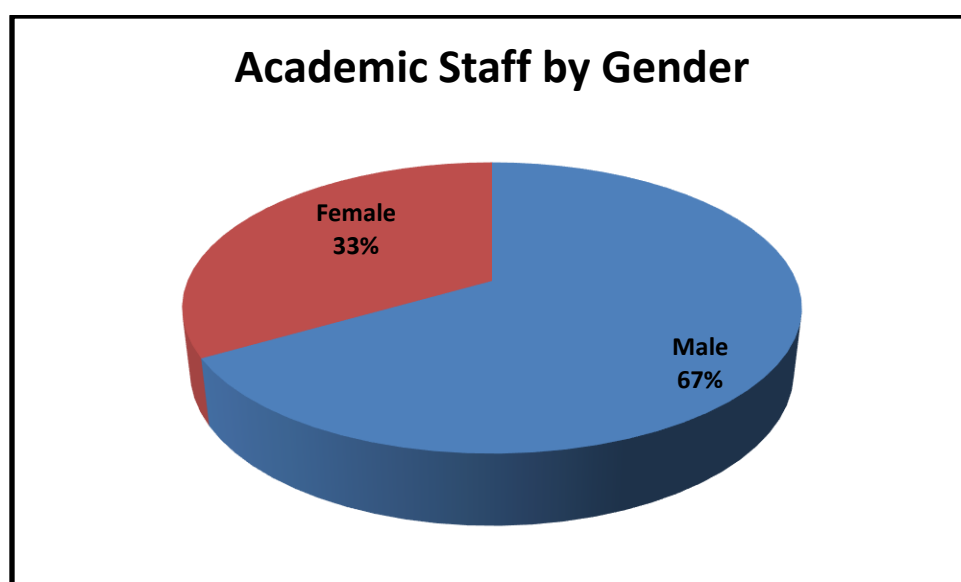
Fig 3.2.2: Academic Staff by Gender

Academic Staff (Full-time) Classification by Nationality	
Nationality	Total
Canada	1
Egypt	1
India	1
Jordan	1
Morocco	1
Switzerland	1
Trinidad & Tobago	1
United Arab Emirates	2
Total	**9**

3. Administrative Staff

During 2024, 59 full-time administrative staff representing 15 countries worked at MBRSG. UAE nationals constituted 50% of the administrative staff population at MBRSG. The table below provides break down of full-time administrative staff by department and gender.

Department	Total	Male	Female	% Male	% Female
President's Office	3	1	2	33%	67%
Academic Affairs	8	3	5	37%	63%
Deans Office	2	0	2	0%	100%
Corporate Communications and Marketing	6	2	4	33%	67%
Corporate Support Services	17	13	4	76.47%	23.53%
Executive Education	9	3	6	33.33%	66.66%
Institutional Effectiveness	4	0	4	0%	100%
Policy Research	4	1	3	25%	75%
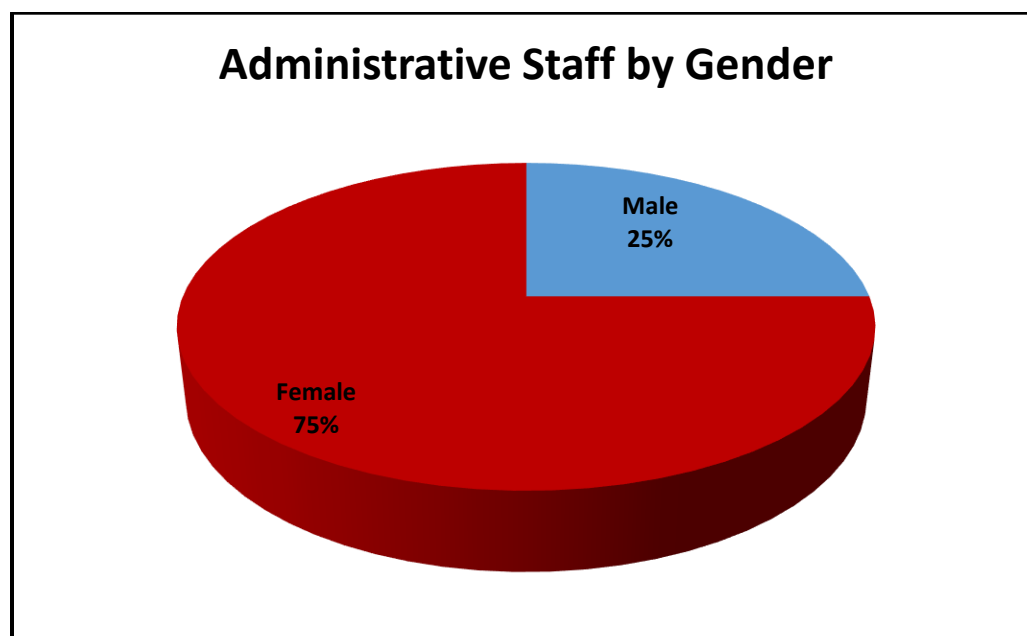
Fig3.3.1: Gender Distribution – Administrative Staff

Full-time Administrative staff by Gender and Nationality			
Nationality	**Male**	**Female**	**Total**
Australia	1	0	1
Bangladesh	1	0	1
Comoros Islands	0	1	1
India	2	0	2
Jordan	1	0	1
Lebanon	0	1	1
Nepal	1	0	1
Pakistan	3	0	3
Palestine	0	1	1
Philippines	2	0	2
Sudan	0	1	1
Syria	1	1	2
Tunisia	1	0	1
United Arab Emirates	9	24	33
United States of America	0	1	1
Total	22	30	52

4. Professional Development

MBRSG invests in its human resources, and both administrative and academic staff members are provided with opportunities to undertake professional development activities to develop their skills and enhance their competencies. A few employees attended training sessions and/or conferences in 2024 to enhance the skills needed for their current positions and to be able to assume new responsibilities. The table below shows the number of academic and administrative staff members who attended training programs and conferences in 2024. In addition to the table below:

Type of Program	Academic staff	Administrative staff	Total
Training Programs	3	13	**16**
Conferences	6	31	**37**

5. Employment Data Snapshot

	2016	2017	2018	2019	2020	2021	2022	2023	2024
Number of full-time administrative staff	47	53	58	60	56	51	51	50	59
Number of full-time academic staff	9	10	12	12	11	10	11	10	9
Number of part-time academic staff	0	6	7	10	11	8	7	7	7
Total number of full-time staff (administrative & academic)	56	63	70	72	67	61	62	60	58
Number of new employees hired	15	11	11	7	1	8	5	2	9
Staff turnover rate	21%	6%	7%	7%	6%	25%	12%	5%	5%

RESEARCH

1. Research at MBRSG

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

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

Academic Research and Executive Education Board members - 2024	
Dr Arthur King (Member)	Acting Dean and Director of Academic Affairs
Dr Fadi Salem (Member)	Director Policy Research
Dr Mona Mostafa Elsholkamy (Member)	Associate Professor
Aisha Al Shamsi (Member)	Director of Executive Education
Saleh Al Hamouri (Member)	Executive Education Consultant

2. Research Output Snapshot

The table below provides the research output of the school for the past 7 years:

Description	2024	2023	2022	2021	2020	2019	2018	2017
Policy Briefs/paper/ Policy Analysis Exercise	3	5	6	11	3	0	6	3
Conference contribution/ Conference Proceeding Reports	169	16	2	4	1 (proceeding report)	5	15	14
Research in International Journals	13	9	10	19	30 (journal articles) 2nd volume of Dubai Policy Review Journal	4	7	0

Description	2024	2023	2022	2021	2020	2019	2018	2017
Commissioned Research Report/ Paper	61	71	185	120	5	0	2	0
Books/Chapters	4	3 books 3 book chapters	1 book 19 book chapters	2	1 Book 6 book chapters	1 Book 11 Book chapters	21	1 book (edited) 15 book chapters
Case Studies	35	0	0	0	0	0	7	0
Research Reports	-	9	11	0	9	6	11	6

3. Research Events

The table below provides the list of research events conducted during 2024

Research Event		
Event	**Event Type**	**Date**
SDGs in the Arab World - NYU Delegation	Seminar	16-Jan-24
Women leadership - NYU Delegation	Seminar	16-Jan-24
SDGs in MENA	Seminar	18-Feb-24
Economic Diversification Index	Seminar	18-Feb-24
SDGs in UAE - MPP 717 course	Guest Lecture	19-Feb-24
AI Regulation Panel	Panel	22-Feb-24
Innovative Approaches to Education for Creating Future Leaders	Seminar	13-Mar-24
AI Enabled Business Book launch	Book Launch	5-Mar-24
Innovative Approaches to Education for Creating Future Leaders	Seminar	13-Mar-24
MBRSG's Ramadan Knowledge Series - Session 1: تطور أنماط الحوكمة وانعكاسها على السياسات العامة	Seminar	14-Mar-24
MBRSG's Ramadan Knowledge Series - Session 2: كيف يؤثر رمضان على الاقتصاد؟	Seminar	16-Mar-24
MBRSG's Ramadan Knowledge Series | Session 3: القيادة المتجددة: كيف تجدد من نفسك لتصبح قائداً فعالاً	Seminar	21-Mar-24
MBRSG's Ramadan Knowledge Series - Session 4 دور الموازنة الحكومية في رفاهية المجتمع	Seminar	25-Mar-24
SDGs in the Arab World - Digitiztion and Sustainability program (Egyptian Delegation)	Lecture	17-Jan-24
Digital Government Future - Digitiztion and Sustainability program (Egyptian Delegation)	Presentation	17-Jan-24
AI Governance (PMO Leadership program - Madagascar delegation)	Lecture	18-Jan-24
SDGs in the Arab region (PMO Leadership program - Madagascar)	Presentation	18-Jan-24
Current state of Generative AI on Dubai Government Employees	Presentation	31-Jan-24
Generative AI and its Impact	Policy Council	31-Jan-24
Arab SDG Index Report 2024 panel, World Government Summit	Panel Discussion	13-Feb-24
Economic Diversification Index Report 2024, World Government Summit	Panel Discussion	12-Feb-24
Excellence in Governance and Sustainability in the Digital Age	Lecture	16-Jan-24

Research Event		
Event	**Event Type**	**Date**
AI Ethics CertifAIEd Assessor session - Institute of Electrical and Electronics Engineers (IEEE)	Presentation	6-May-24
OECD Network of Schools of Government (NSG) Meeting 2024	Conference	28-May-24
The Role of Schools of Government - University of Navarra (Spain) delegation Visit	Delegation Visit	21-May-24
SDGs in the MENA region - University of Navarra (Spain) delegation visit	Delegation Visit	21-May-24
Human Rights and Bussinesses - Ministry of Foreign Affairs	Policy Council	6-Jun-24
Global Conference on Economic Diversifications	Conference	31-Oct-24
Self-Development for Building Leadership Personality for Enoc	Lecture	10-Sep-24
Economic Research Forum	Forum	15-Oct-24
Arab SDG Index & Dashboards: Data-driven Tool for Informing Policy	Presentation	23-Oct-24
Advancing Economic Diversification Measurement (World Government Summit)	Roundtable	31-Oct-24
Kazakhstan delegation on Sustainable Development Goals (PMO) - The SDG Index and Dashboards Report: Advancing the SDGs in Government	Presentation	16-Oct-24
Kazakhstan delegation on Economic Diversification (PMO)	Presentation	16-Oct-24
AI Ethics CertifAIEd Assessor session - Institute of Electrical and Electronics Engineers (IEEE)	Presentation	6-May-24
Bridging the AI Gap through Ecosystem Support	Panel Discussion	11-Jun-24
MENA AI Ethics status - AI Ethics Certification Program - Minister of Artificial Intelligence	Presentation	6-May-24
AI Ethics in Healthcare in Dubai - AI Ethics Certification Program - Minister of Artificial Intelligence	Presentation	6-May-24
Dubai AI Ethics guidelines - AI Ethics Certification Program - Minister of Artificial Intelligence	Worksop	7-May-24

4. Conference Attendance

Conference	Participant	Date
World Government Summit	Dr Fadi Salem	12-Feb-24
World Government Summit	Lama Zak Zak	12-Feb-24
World Government Summit	Keertana Subramani	12-Feb-24
SEE Global Sustainability Summit 24/25	Prof. Immanuel Azaad	24-Apr-24
Jalinga Conference	Prof. Immanuel Azaad	13-Mar-24
Arab Health 2024 via Mohammed Bin Rashid School of Government, Dubai, UAE.	Prof. Immanuel Azaad	31-Jan-24
HEALTHCARE GOVERNANCE FORUM AGENDA	Prof. Immanuel Azaad	27-Jun-24

Conference	Participant	Date
Economic Research Forum	Keertana Subramani	15-Oct-24
Digital Globalization Research Summit AIB	Prof. Melodena Stephen	21-Feb-24
Setting Guardrails for an AI -Enabled World, The Digital Economist	Prof. Melodena Stephen	19-Jul-24
Dubai Capital Club, AI Policy Roundtable	Prof. Melodena Stephen	14-Jun-24
DUBAI CHAMBER – STOCKBROKER	Prof. Melodena Stephen	29-Aug-24
DEWA Business Agility Week	Prof. Melodena Stephen	18-Sep-24
World Economist Forum High-level ICT Governers meeting	Prof. Melodena Stephen	25-Sep-24
Sharjah Publishin AI Literacy	Prof. Melodena Stephen	18-Sep-24
Dubai Culture - Digital Publishing Forum in Al Itihaad Museum	Prof. Melodena Stephen	16-Sep-24
META MENA Community Summit	Prof. Melodena Stephen	1-Oct-24
European Research Consortium for Informatics and Mathematics (ERCIM)	Prof. Melodena Stephen	14-Oct-24
International Conference on Theory and Practice of Electronic Governance (ICEGOV 2024) - UN Department of Economic and Social Affairs (UNDESA)	Dr. Fadi Salem	1-Oct-24
META MENA Community Summit	Dr. Melodena Stephens, Dr. Fadi Salem	1-Oct-24
EFE's 3rd Virtual Alumni Summit	Dr. Mona El Sholkamy	10-Oct-24
AI in MENA - Korean centre (KICC) in UAE ceremony	Dr. Fadi Salem	15-Oct-24
Economic Research Forum	Keertana Subramani, Dr. Fadi Salem	15-Oct-24
World Early Childhood Congress	Dr. Immanuel Moonesar	29-Oct-24
Emerging Voices for Global Health	Dr. Immanuel Moonesar	3-Nov-24
UN ESCWA Digital Development summit	Dr. Fadi Salem	3-Nov-24
Economic Development and Policies Conference	Dr. Khalid Alwazani	7-Nov-24
THE CODE SUMMIT	Dr. Fadi Salem	7-Nov-24
UN-OECD 1st Annual Public Administration Forum	Dr. Fadi Salem	12-Nov-24
Global South Art in Health Week	Duaa Kambal	13-Nov-24
COP29 - United Nations Framework Convention on Climate Change (UN FCC)	Lama Zakzak, Dr. Fadi Salem	14-Nov-24
Health Systems Research 2024	Dr. Immanuel Moonesar	18-Nov-24
MIT GovTech summit	Dr. Fadi Salem	21-Nov-24

Conference	Participant	Date
Korea-Middle East Digital Cooperation Forum	Dr. Fadi Salem	26-Nov-24
المؤتمر الثامن عشر للجمعية العربية للبحوث الاقتصادية	Dr. Khalid Alwazani	28-Nov-24
Digital Health Week NZ - Green Health Equity: Technologies to Advance Sustainable Healthcare and Environmental Justice	Dr. Immanuel Moonesar	2-Dec-24
ENAI AI Ethics Lab UOWD, Panel: Policies in Governing GenAI and Tech Innovations in Academia	Dr. Melodena Stephens	5-Dec-24
Metaverse Safety Week - International Human Rights Day – Global Community Lab	Dr. Melodena Stephens	10-Dec-24
International Conference on Advancing Sustainable Futures, Abu Dhabi, UAE	Lama Zakzak	11-Dec-24
Stratcom	Dr. Melodena Stephens	14-Dec-24
Jalinga Conference	Dr. Immanuel Moonesar	16-Dec-24
"AI and International Business Workshop: Foundations and Theories"	Dr. Melodena Stephens	16-Dec-24
Women in AIB - AIBMENA	Dr. Melodena Stephens	16-Dec-24
Academy of International Business-MENA chapter	Abdulrahman Chikhouni and Yousif Al Ghalayini	17-Dec-24
Internet Governance Forum (IGF),WS #25 Multistakeholder cooperation for online child protection	Dr. Melodena Stephens	17-Dec-24
AIBMENA 2024	Dr. Immanuel Moonesar	18-Dec-24
Internet Governance Forum (IGF)	Dr. Melodena Stephens	17-Dec-24
AIBMENA 2024	Dr. Immanuel Moonesar	18-Dec-24
11th Workshop on Voluntary National Reviews in the Arab Region	Dr. Fadi Salem	17-Oct-24
META Innovation and Policy Forum 2024	Dr. Fadi Salem	17-Oct-24
Network of Centers on Digital Research annual meeting	Dr. Fadi Salem	18-Oct-24
UNDP Global Congress on Population, Health, and Human Development (PHDC '24) - Data-driven Tool for Informing Policy	Lama Zakzak	23-Oct-24
Middle East Council on Global Affairs "Digital Diplomacy in the Gulf: Charting Pathways from Legacy to Future"	Dr. Fadi Salem	28-Oct-24
Dubai Chamber- Fireside Chat for Sustainability Week 2024	Dr. Melodena Stephens	7-Oct-24
AI Majlis MENA (Minister of AI and Google)	Dr. Fadi Salem	31-Oct-24
UAE Pavilion at COP29	Lama Zakzak, Dr. Fadi Salem	14-Nov-24
MBRF/UNDP Knowledge Summit -	Keertana Subramani, Lama Zakzak, Dr. Fadi Salem	18-Nov-24
DIFC Risk Conference	Dr. Fadi Salem	11-Dec-24

Conference	Participant	Date
United Nationed - Committee of Experts on Public Administration	Dr. Fadi Salem	15-Apr-24
UNPAN Annual Forum - UN Public Administration Network (UNPAN)	Dr. Fadi Salem	17-Apr-24
TESOL Arabia 28th International Conference and Exhibition	Dr. Racquel Warner	20-Apr-24
Sustainability and Governance in MENA and Africa	Dr. Ali Al Marri, Dr. Fadi Salem	7-May-24
Investopia Europe 2nd Edition	Taufiq Rahim	10-May-24
UN IGF Policy Network on AI PNAI meeting	Dr. Fadi Salem	29-May-24
AI Retreat	Sarah Shaer	11-Jun-24
International Conference on Digital Government Research (DGO)	Dr. Fadi Salem	12-Jun-24
International Conference on Digital Government Research (DGO)	Dr. Mark Esposito	12-Jun-24
Digital Government Soceity (DGS)	Dr. Fadi Salem	13-Jun-24
Businesses and SDGs in the UAE - FCSC / PMO	Prof. Mark Esposito	25-Jun-24
Academy of International Business conference	Dr Abdulrahman Chikhouni	2-Jul-24
Empowering Universities for Climate Action: Challenges and Opportunities for Decarbonization" (UN Climate Change Capacity-building (PCCB) and Mohammed VI Foundation)	Dr. Fadi Salem	9-Jul-24
Google Regulatory Academy conference on AI Competititvenss	Dr. Fadi Salem and Sarah Shaer	23-Jul-24
United Nations Summit of the Future	Dr. Fadi Salem and Lama Zakzak	21-Sep-24
Highway to 100 Unicorns" virtual conference	Dr. Fadi Salem	3-Sep-24

5. Research Publications

Research Publications			
Title	Author	Type	Date
آفاق الاقتصاد في العام 2024	د. خالد الوزني	News Paper Articles	18-Jan-24
هل هو عام كبح التضخم؟	د. خالد الوزني	News Paper Articles	26-Jan-24
INNOVATION AND CLIMATE TECHNOLOGY	Esposito, M., Awamleh, R. and Stephens, M.	Policy Brief	1-Feb-24
فقاعة خدمة الدين	د. خالد الوزني	News Paper Articles	2-Feb-24
اقتصاديات تصفير كربون البيروقراطية	د. خالد الوزني	News Paper Articles	9-Feb-24
Review: Medical Directors – Is there a need for reform?	Al-Alawy K, Moonesar IA. (2024)	Journal Article	14-Feb-24
الاقتصاد العالمي في قمة الحكومات	د. خالد الوزني	News Paper Articles	16-Feb-24
Climate Tech Innovations Are Not Immune to Risk	Professor Raed Awamleh |Professor Mark Esposito |Prof. Melodena Stephens	News Paper Articles	1-Mar-24
الاقتصاد والطبقة الوسطى	د. خالد الوزني	News Paper Articles	3-Mar-24
Developing Cases for Teaching Social Sustainability in Business: Lessons from the MENA Region.	Stephens, M., & Moonesar, I. A. (2024).	Book Chapter	14-Mar-24
الملفات الساخنة في اجتماعات الربيع للصندوق والبنك الدوليين	د. خالد الوزني	News Paper Articles	19-Mar-24
Taxing Sugar-Sweetened Beverages: Knowledge, Beliefs and Where Should the Money Go?	Moonesar IA., Al-Alawy K, Ghafar R. (2024).	Journal Article	26-Mar-24
الخدمات الحكومية عبر الذكاء الاصطناعي التوليدي	د. خالد الوزني	News Paper Articles	29-Mar-24
Lessons in Circular Economy from the Finish Experience	Lama Zakzak	Case Study	29-Jan-24
Barcelona's Superblocks Inspire Cities to Change Urban Design for Health	Lama Zakzak	Case Study	20-Mar-24
France Introduces National Label to Combat Food Waste	Lama Zakzak	Case Study	21-Apr-24
Seoul Aspires to Become the Global Hub for Robotics	Lama Zakzak	Case Study	21-Apr-24
Promoting Responsible Artificial Intelligence Adoption in Singapore	Lama Zakzak	Case Study	29-Jan-24
A Hub for Deep Tech Startups in Estonia	Lama Zakzak	Case Study	23-Jul-24
Innovative Tools to Safeguard Public Health Against Heatwaves Worldwide	Lama Zakzak	Case Study	21-Apr-24
Smart Streets: Sensors Revolutionize Road Management	Lama Zakzak	Case Study	23-Jul-24

Research Publications

Title	Author	Type	Date
Canadian City Determined to Reduce Food Watse	Lama Zakzak	Case Study	5-Jun-24
An Algorithm Registry for Addressing AI Bias in Amsterdam	Lama Zakzak	Case Study	8-May-24
Philippines Takes on Circular Economy Measures to Tackle Plastic Waste	Lama Zakzak	Case Study	5-Jun-24
Early Warning Systems:Lessons from Japan and China for Resilience against Natural Disasters	Lama Zakzak	Case Study	8-May-24
Transforming Urban Freight: Pioneering Sustainable Solutions for Greener Cities	Lama Zakzak	Case Study	5-Jun-24
UK Government Launches MaaS Code of Practice	Lama Zakzak	Case Study	22-Aug-24
Managing Water Crisis: Lessons from Cape Town's Drought Experience	Lama Zakzak	Case Study	8-May-24
Santiago is Tackling Air Quality through Improved Public Transport Technology	Lama Zakzak	Case Study	24-Jun-24
Zero Waste Vision: The Case of Kiel's Innovative Waste Management	Lama Zakzak	Case Study	24-Jun-24
Innovative Healthcare Reducing Hospital Admissions for Frail Elderly in the UK	Lama Zakzak	Case Study	9-Jul-24
My Footprint App: How Oslo Nudges Citizens towards Sustainable Choices	Lama Zakzak	Case Study	24-Jun-24
Innovative Use of Data Supports Public Health Policy in Canada	Lama Zakzak	Case Study	22-Aug-24
Singapore's Green ICT Initiative: A Sustainable Future for Technology	Lama Zakzak	Case Study	18-Sep-24
Poverty to Progress: Mexico City's Digital Transformation for Social Impact	Lama Zakzak	Case Study	18-Sep-24
From Informal to Integrated: Jakarta's Microbus Revolution	Lama Zakzak	Case Study	18-Sep-24
"Lux Chat" Application: Towards Ensuring Privacy and Security in Instant Messaging	Lama Zakzak	Case Study	9-Jul-24
Microclimate Maps in Sydney to Combat Urban Heat	Lama Zakzak	Case Study	19-Nov-24
Tunisia Municipality Uses GIS for Community Management	Lama Zakzak	Case Study	9-Jul-24
Bridging the Employment Gap-Phoenix's Mobile Career Units	Lama Zakzak	Case Study	23-Jul-24
Tsukuba City: Pioneering Privacy Protection in Japan's Super City Initiative	Lama Zakzak	Case Study	19-Nov-24
Korea's Artificial Sun	Lama Zakzak	Case Study	22-Oct-24

Research Publications			
Title	Author	Type	Date
Blurring as a service in Amesterdam	Lama Zakzak	Case Study	22-Oct-24
River as a Person	Lama Zakzak	Case Study	19-Nov-24
Manthan Platform India	Lama Zakzak and Keertana Subramani	Case Study	22-Oct-24
Cities Employed Data Analytics to Prevent Homelessness	Lama Zakzak	Case Study	29-Jan-24
U.S. Adopts Automation to Accelerate Solar Projects	Lama Zakzak	Case Study	22-Jan-24
Japan Bets Big on Hydrogen Towards Green Future	Lama Zakzak	Case Study	22-Jan-24
The Arab Region SDG Index and Dashboards 2023/2024: Towards Just Transitions in the Arab States	Dr. Fadi Salem, Lama Zakzak, Grayson Fuller, Guillaume Lafortune, Mari Luomi	Report	14-Feb-24
Global Economic Diversification Index 2024: Exploring the Impact of Digital Trade on Economic Diversification	Dr. Fadi Salem, Keertana Subramani, Salma Refass, Aathira Prasad, Dr. Nasser Saidi, Dr. Ben Shepherd	Report	14-Feb-24
INNOVATION AND CLIMATE TECHNOLOGY	Prof. Melodena Stephens, Professor Raed Awamleh, Professor Mark Esposito	Policy Brief	1-Feb-24
Measuring the Impact of Workplace Well-being Initiatives in the UAE	Prof. Immanuel Azaad, Dr. Khulood Alsayegh, Dr. Elizabeth Berryman, Dr. Louise Lambert, Dr. Irina Berezhnova, Rebecca Furness	Policy Council Proceeding	1-Apr-24
RIGHT TO HEALTH- ARMED CONFLICTS AND PEACE-BUILDING	Professor Immanuel Azaad, Umesh Palwankar, Alia Fares AlDhaheri	Policy Council Proceeding	1 May 2024
Securing Our Future: How Climate Solutions Can Power Sustainable and Resilient Societies	Professor Mark Esposito	Policy Brief	1 June 2024
Empowering Fathers Enhancing Paternal Involvement in Early Diagnosis and Care for Young Children of Determination in the UAE	Dr. Mounia Drissi, Khamis Al Alawy, Professor Immanuel Azaad, Farah Ahmad	Policy Brief	1 July 2024
UAE National Committee on SDGs Meeting at WGS (FCSC)	Lama Zakzak, Dr. Fadi Salem, Keertana Subramani	Proceedings Report	11-Feb-24
Ministerial Roundtable: XDGs 2045: Navigating the Future of Our World (PMO)	Lama Zakzak, Dr. Fadi Salem	Proceedings Report	12-Feb-24
UAE SDGs in Action Forum (FCSC)	Lama Zakzak, Dr. Fadi Salem	Proceedings Report	13-Feb-24
TOWARDS A FUTURE OF RESPONSIBLE AIROUNDTABLE - (Minister of AI)	Fadi Salem, Sarah Shaer, Zina Akrout	Report	13-Feb-24
The Artificial Intelligence Forum 2024 (Minister of AI)	Fadi Salem, Sarah Shaer, Zina Akrout	Report	14-Feb-24
XDGS 2025: Navigating the Future of our World	Lama Zakzak, Keertana Subramani	Report	14-Feb-24
Emerging Economies Forum (Ministry of Economy)	Keertana Subramani, Mark Esposito, Melodena Stephens	Proceedings Report	14-Feb-24

Research Publications			
Title	Author	Type	Date
Towards an Inclusive Global AI Governance Future: Policy Directions for Embedding the Global South in Global AI Governance	Zina Akrout, Fadi Salem, Sarah Shaer	Report	1-Mar-24
UAE Annual Report on SDGs - FCSC / PMO	Lama Zakzak	Report	28-Jun-24
UAE - UN High Level Political Forum report - UAE National Committee on SDGs	Lama Zakzak	Report	30-Jun-24
The AI Governance We Want, Call to Action: Liability, Interoperability, Sustainability & Labour	Fadi Salem, with Caroline Friedman Levy, Umut Pajaro Velasquez, Aji Fama Jobe, Antara Vats, Azeem Sajjad, Brian Scarpelli, Debby Kristin, Patrick M. Bell, Jasmine Ko, Karen Mulberry, Lika Døhl Diouf, Lufuno T Tshikalange, Omor Faruque, Saba Tiku Beyene, Sameer Gahlot, Sana Nisar, Seth Hays, Yasir Zunair, Yik Chan Chin	Report	15-Dec-24
Implications of Generative Artificial Intelligence for Government	Fadi Salem, Gianluca Misuraca, Theresa Pardo	Conference Proceedings	11-Jun-24
The metaverse and its impact on human rights, the rule of law and democracy (2024).	Contirbution of Prof. Melodena Stephen as a member of Council of Europe and the IEEE Standards Association	Key publication	1-Jan-24
Guidelines for Secure Development and Deployment of AI Systems. Kaspersky AI Technology Research. IGF Riyadh	Contirbution of Prof. Melodena Stephen as advisory exper	Report	1-Dec-24
Fostering Social Sustainability in Digital Business	Prof. Melodena Stephen	Book Chapter	14-Mar-24
Developing Cases for Teaching Social Sustainability in Business: Lessons from the MENA region	Prof. Melodena Stephen & Prof. Immanuel Azaad	Book Chapter	14-Mar-24
IEEE SA Industry Connections Research Group On Issues Of Autonomy And Ai In Defense Systems. A Framework For Human Decision Making Through The Lifecycle Of Autonomous And Intelligent Systems In Defense Applications.	Prof. Melodena Stephen	White paper	1-Jan-24
From Hype to Norm - Embedding Responsible AI in Everyday Practices	Prof. Melodena Stephen	Report	1-Jan-24
Enhancing Economic Diversification in West Africa: The	Joshua Adeyemi Afolabi, Keertana Subramani, Fadi Salem and Hamid Saeed	Conference Paper	31-Oct-24

Research Publications			
Title	**Author**	**Type**	**Date**
Transformative Potential of Urbanization and Digitalization			
Unlocking Egypt's Economic Potential: Insights from the Global Economic Diversification Index (GEDI) and Possible Pathways	Sahar Aboud, Keertana Subramani, Fadi Salem and Hamid Saeed	Conference Paper	31-Oct-24
An Empirical Analysis of Economic Complexity and Commodity Dependence	Sofia Dominguez, Cosimo Frontera, Clovis Freire , Keertana Subramani, Fadi Salem and Hamid Saeed	Conference Paper	31-Oct-24
Impact Of Economic Diversification on Environmental Degradation in Resource-Rich Economies: A Case of Namibia	Brigitte Fikunawa, Keertana Subramani, Fadi Salem and Hamid Saeed	Conference Paper	31-Oct-24
Diversifying and Benchmarking Madagascar	Thorvaldur Gylfason, Jean-Pascal Nganou, Keertana Subramani, Fadi Salem and Hamid Saeed	Conference Paper	31-Oct-24
Macroeconomic Determinants of the Fintech Sector: An Empirical Evidence of Global and Regional Dynamics	Hassnian Ali, Ahmet Faruk Aysan, Keertana Subramani, Fadi Salem and Hamid Saeed	Conference Paper	31-Oct-24
Economic Diversification, Economic Growth & FDI: Causality Analysis in some GCC Countries	Khalid Wazani, Abeer Rashdan, Keertana Subramani, Fadi Salem and Hamid Saeed	Conference Paper	31-Oct-24
Boosting Qatar's economic complexity and productivity	Ken Miyajima, Keertana Subramani, Fadi Salem and Hamid Saeed	Conference Paper	31-Oct-24
Artificial Intelligence (AI) and Economic Diversification: A Cross-Sectional Analysis	Noha Ghazy, Keertana Subramani, Fadi Salem and Hamid Saeed	Conference Paper	31-Oct-24
The Effect of Economic Complexity on Innovation and Human Development	Sana Hameed, Muhammad Ali , Keertana Subramani, Fadi Salem and Hamid Saeed	Conference Paper	31-Oct-24
The policy of informal economy sector legalization to enhance economic diversification	Samar Sofy, Emad Abd Elsalam, Keertana Subramani, Fadi Salem and Hamid Saeed	Conference Paper	31-Oct-24
Nexus of Economic Diversification, Institutional Quality, and CO2 Emissions: Evidence from Emerging Economies	Anum Rashid , Shomaila Habib , Keertana Subramani, Fadi Salem and Hamid Saeed	Conference Paper	31-Oct-24
The Interplay Between Economic Diversification and Food Security in the GCC	Dalal Aasouli, Ousman Mohammed Yimam , Akande Emmanuel Ayodele , Keertana Subramani, Fadi Salem and Hamid Saeed	Conference Paper	31-Oct-24
UAE and the 2030 Agenda for Sustainable Development	Lama Zakzak	Report	1-Jan-24
2024 ACCELERATING PRIVATE SECTOR ENGAGEMENT| for the Sustainable Development Goals at the High-Level Political Forum	Lama Zakzak	Report	1-Jan-24

Research Publications			
Title	Author	Type	Date
Local Digital Government Research - UN Department of Economic and Social Affairs (UN DESA DPAG)	Dr. Fadi Salem	Report agreement	26-Jun-24
UAE Annual Report on SDGs - FCSC / PMO	Lama Zakzak	Report	28-Jun-24
The Artificial Intelligence Forum 2024 (Minister of AI)	Fadi Salem, Sarah Shaer, Zina Akrout	Report	14-Feb-24
XDGS 2025: Navigating the Future of our World	Lama Zakzak, Keertana Subramani	Report	14-Feb-24
Emerging Economies Forum (Ministry of Economy)	Keertana Subramani, Prof.Mark Esposito, Prof. Melodena Stephens	Proceedings Report	14-Feb-24
Towards an Inclusive Global AI Governance Future: Policy Directions for Embedding the Global South in Global AI Governance	Zina Akrout, Fadi Salem, Sarah Shaer	Report	1-Mar-24
UAE Annual Report on SDGs - FCSC / PMO	Lama Zakzak	Report	28-Jun-24
UAE - UN High Level Political Forum report - UAE National Committee on SDGs	Lama Zakzak	Report	30-Jun-24

EXECUTIVE EDUCATION

1. Executive Education Programs

Mohammed Bin Rashid School of Government is committed to developing institutional capacity in the region and offers executive education programs that equip leaders in the public and private sectors with the skills to confront the region's evolving policy challenges. MBRSG executive education programs provide concise, focused courses that target government and non-government leaders seeking to enhance their expertise in public policy, leadership, management, strategic planning and financial management. During 2024, MBRSG offered a total of 49 executive education programs. 9209 trainers contributed to delivering the executive education programs. During 2024, the executive education leadership programs had a total of 343 graduates who are employed at various government entities in the UAE.

2. Customized Programs

MBRSG's customized executive education programs are designed to help institutions realize their full potential by introducing integrated, customized, capacity building solutions. Each customized program is designed as a collaborative effort bringing together MBRSG faculty and staff with representatives from client institutions. During 2024, 36 (Arab Future Government Leaders' Programs, Customized Programs, Global leaders' programs) with a total of 309 modules were delivered to entities. A total of 6712 participants attended customized programs.

List of Customized Programs offered in 2024				
#	Program Name / Module	No. of Modules Delivered	No. of Days Delivered	No. of Participants
1	مكتب التبادل المعرفي - Ministry of Cabinet Affairs الحكومي Kyrgyzstan Youth Leaders Program	13	16	265
2	Development of Community Development- Abu Dhabi Government دائرة تنمية المجتمع بحكومة أبوظبي برنامج الدبلوم التنفيذي السياسات العامة- المجموعة الأولى	7	8	74
3	Development of Community Development- Abu Dhabi Governmentدائرة تنمية المجتمع بحكومة أبوظبي الدبلوم التنفيذي في السياسات العامة الخاص بموظفين دائرة تنمية المجتمع – المجموعة الثانية	12	15	178
4	وزارة الداخلية - أبوظبي Ministry of Interior برنامج الدبلوم التنفيذي لقادة الابتكار- الدفعة الأولى	13	28	253
	مكتب التبادل المعرفي - Ministry of Cabinet Affairs الحكومي Malta Executive Leadership Program-Batch 1	8	12	153

List of Customized Programs offered in 2024				
#	Program Name / Module	No. of Modules Delivered	No. of Days Delivered	No. of Par-ticipants
5	Dubai Air Navigation Services دبي لخدمات الملاحة - الجوية Executive Diploma in Leadership Management - Batch 2	15	21	207
6	Anwar Gargash Diplomatic Academy - Abu Dhabi دورة القيادة وإدارة التغيير	1	1	21
7	Ministry of Cabinet Affairs مكتب التبادل المعرفي - الحكومي Seychelles Executive Leadership Program-Batch 1	5	8	122
8	Ministry of Cabinet Affairs مكتب التبادل المعرفي - الحكومي Kurdistan Leadership Program- Batch 1	2	3	50
9	National Institute for Governance and Sustainable Development - EGYPT برنامج التميز في الحوكمة والإستدامة في العصر الرقمي (المجموعة السادسة)	6	6	180
10	Ministry of Finance - Kuwait وزارة المالية -بدولة الكويت - برنامج التميز في الإدارة الحكومية والتخطيط التنظيمي	5	5	90
11	دائرة تنمية المجتمع بحكومة أبوظبي جلسة تطوير السياسات	1	1	7
12	FINANNICAL AUDIT AUTHORITY جهاز الرقابة المالية - برنامج الدبلوم المهني المدقق الحكومي - الدفعة الثانية	29	43	727
13	Dubai Municipality بلدية دبي- برنامج إعداد القيادات - المرحلة الأول - تمكين القيادات - الدفعة الثانية	7	14	101
14	Dubai Municipality بلدية دبي- برنامج إعداد القيادات - المرحلة الاولى تمكين القيادات - الدفعة الأولى	6	6	83
15	Ministry of Cabinet Affairs مكتب التبادل المعرفي - الحكومي Kazakhstan Executive Leaders Program-Batch 1	17	27	472
16	Dubai Police Security "برنامج القيادات الوسطى"	8	8	137

#	Program Name / Module	No. of Modules Delivered	No. of Days Delivered	No. of Participants
	List of Customized Programs offered in 2024			
17	Dubai Police Security دورة تدريبية في استشراف المستقبل	1	3	14
18	Ministry of defense وزارة الدفاع - برنامج قيادات المستقبل	14	21	300
19	Ministry of Cabinet Affairs مكتب التبادل المعرفي - الحكومي Uzbekistan Strategic Leadership Program 2024-Batch 1 (Senior Level)	9	7	63
20	Dubai Land Department Real estate leadership preparation program	12	22	202
21	Prime Minister OfficeAl Hussein Fellowship Program (JORDAN)-Batch 1	3	6	83
22	Prime Minister Office Ethiopia Executive Leadership Program-Batch 1	12	18	310
23	Prime Minister OfficeMalta Senior Executive Leadership Program-Batch 2	10	16	250
24	Prime Minister Office Seychelles Executive leadership program- Batch 2	9	13	236
25	Prime Minister Office Maldives Executive Leadership Program-Batch 2	12	16	338
26	Prime Minister Office Bermuda Executive Leadership Program- Batch 1	11	18	215
27	DUBAI Courts Future Leaders Empowerment Program	9	15	186
28	Dubai Electricity and Water Authority (DEWA) Leadership Development Program - Frontiers Batch 6	11	12	144
29	Prime Minister Office Colombia Executive Leadership Program-Batch 1	4	6	70

List of Customized Programs offered in 2024				
#	Program Name / Module	No. of Modules Delivered	No. of Days Delivered	No. of Par-ticipants
30	Prime Minister Office برنامج قيادات حكومات المستقبل	19	20	760
31	Prime Minister Office Brunei Executive Leadership Program-Batch 1	9	13	252
32	Dubai Police دبلوم الشركات	5	7	100
33	دورة تدريبية بعنوان" مهارات Dubai Police Security التفاوض الفعال وقوة التأثير"	1	1	20
34	Dubai Courts + Dubai Civil Aviation Authority برنامج إعداد القيادات العليا للمدراء التنفيذيين Senior Leadership program (CEO's)	1	1	12
35	Ministry of Interior Executive Diploma for Innovation leaders - Batch 2	1	1	20
36	Ministry of Cabinet Affairs مكتب التبادل المعرفي - الحكومي Kyrgyzstan Youth Leaders Program	13	16	265
37	Development of Community Development- Abu Dhabi Government دائرة تنمية المجتمع بحكومة أبوظبي برنامج الدبلوم التنفيذي السياسات العامة- المجموعة الأولى	7	8	74
	TOTAL	309	439	6712

3. Open Enrollment Programs

MBRSG's open enrollment programs are short, certificate-based programs that focus on leadership, management, negotiation, and governance. These programs are designed to equip executives with the skills and knowledge essential to achieve both individual and institutional excellence. During 2024, 13 open enrollment programs were delivered with 103 modules and a total of 2497 participants attended.

#	Program Name / Module	No. of Modules Delivered	No. of Days Delivered	No. of Participants
1.	Diversified الدبلومات المهنية \الرشاقة المؤسسية في الادارة الحكومية – الدفعة الرابعة	12	12	168
2.	Diversified برنامج قيادات حكومات المستقبل بالتعاون مع مجلس رئاسة الوزراء	13	13	280
3.	Diversified Artificial Intelligence Ethics in the Age of Generative AI: (IEEE CertifAIEd™ Assessor Training) – Batch 2	6	6	131
4.	Diversified الدبلوم التنفيذي للسياسات العامة - الدفعة التاسعة Executive Diploma in Public Policy - Batch 9	11	12	212
5.	Diversified Executive Diploma: Sustainability and Social Responsibility Leader in Organizations	9	9	210
6.	Dubai Health Authority (DHA) Diploma in Emergency and Diaster Healthcare Program - Group 1	7	12	315
7.	Dubai Health Authority (DHA) Diploma in Emergency and Diaster Healthcare Program - Group 2	6	12	217
8.	Diploma in Emergency and Diaster Healthcare Program - Group 3	6	12	167
9.	Dubai Health Authority (DHA) Diploma in Public Healthcare Program - Group 1	8	13	216
10.	Dubai Health Authority (DHA) Diploma in Public Healthcare Program - Group 2	7	13	159

List of Open Enrollment Programs offered in 2024				
#	Program Name / Module	No. of Modules Delivered	No. of Days Delivered	No. of Participants
11.	Dubai Health Authority (DHA) Diploma in Public Healthcare Program - Group 3	7	13	243
12.	New Media Academy الدفعة الثالثة الدبلوم التنفيذي الاتصال الرقمي – الحكومي	3	9	64
13.	Diversified الدبلوم التنفيذي " القيادة الرقمية والمستقبل – الدفعة الرابعة	8	11	115
14.	Executive Diploma in Leadership Management - Batch 2 DANS	1	1	17
	Total	103	147	2497

4.   Graduates from Leadership Program

Till date, a total of 3249 participants have graduated from the various Executive Education Leadership programs offered by MBRSG.

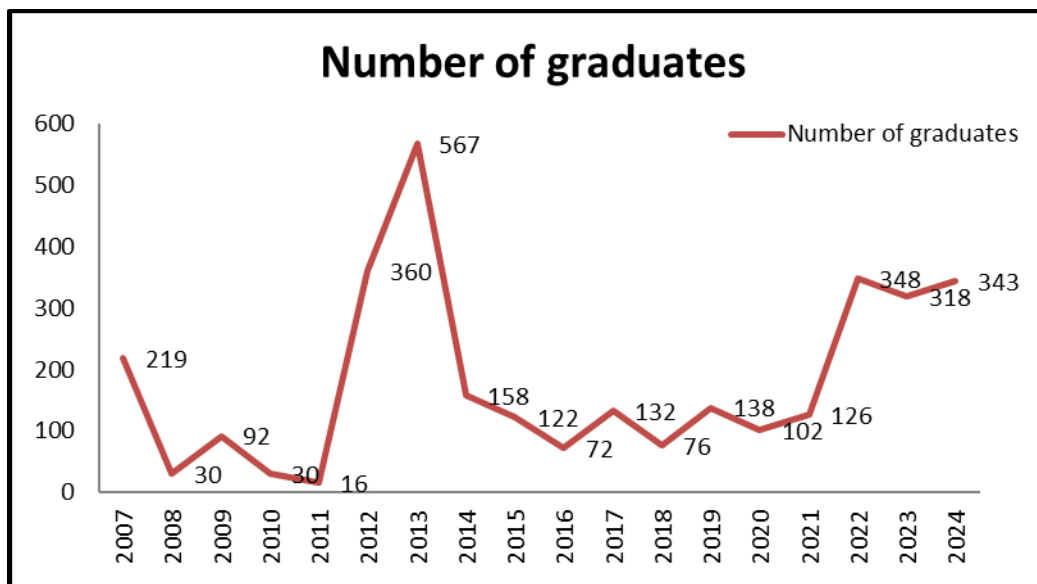| Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Total
No. of graduates	219	30	92	30	16	360	567	158	122	72	132	76	138	102	126	348	318	**343**	**3249**

Fig 5.4.1Executive Education Graduates 2007-24

5. Executive Education Data Snapshot

	2016	2017	2018	2019	2020	2021	2022	2023	2024
Number of customized programs	10	11	7	11	13	14	19	33	36
Number of open enrollment programs	18	11	18	15	9	11	28	16	14
Total number of executive education programs	28	22	25	26	22	25	47	49	50
Number of clients (entities) served	10	12	7	10	9	7	17	16	17
Total number of participants	887	1346	654	614	692	474	3596	3088	9209
Number of graduates from Leadership programs	72	132	76	138	102	126	348	318	343
Total number of training days	128	172	170	209	173	219	347	441	586

	2016	2017	2018	2019	2020	2021	2022	2023	2024
Total number of trainers	35	38	38	145	72	153	277	340	756

# ACADEMIC SUPPORT SERVICES

1. Library

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

| Category	2019	2020	2021	2022	2023	2024
Online databases	8	7	7	7	7	5
Number of books (printed)	8000	8150	8150	8560	8560	7655
Number of textbooks	54	54	56	58	58	58
Library availability (hours per week)	60	60	60	60	60	60
Number of journals	0 (no print only electronic journals)	0 (no print only electronic journals)	0 (no print only electronic journals)	0 (no print only electronic journals)	0 (no print only electronic journals)	0

2. Information Technology Services

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

technology implementation provide a gauge of the effectiveness of the IT services provided.
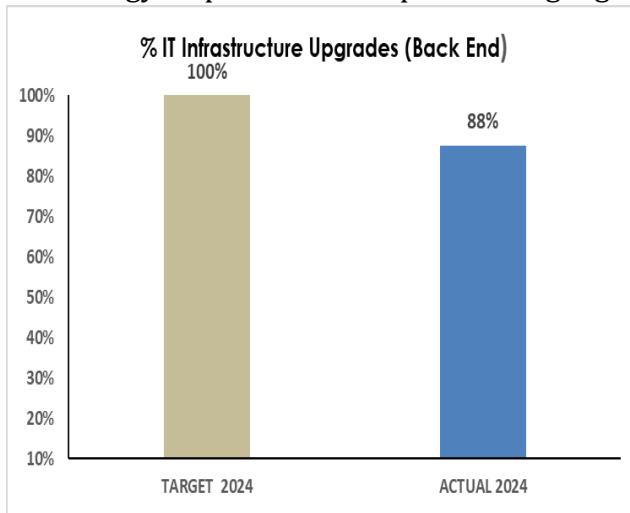
Fig7.2.1: Infrastructure Upgrades (back end)
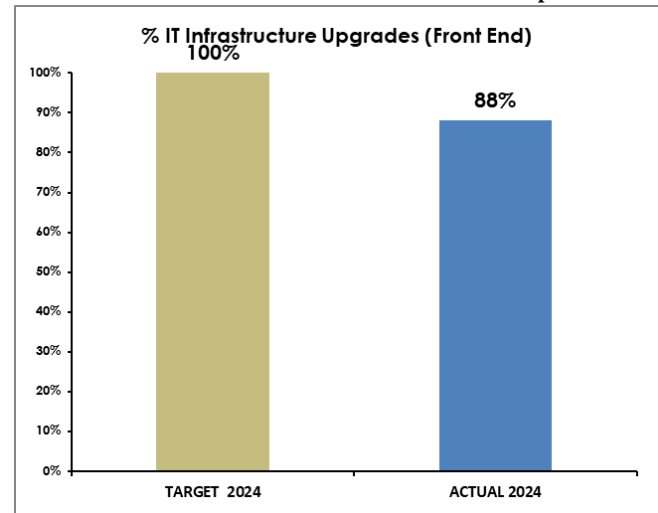
Fig7.2.2: Infrastructure Upgrades (front end)

EXTERNAL ENGAGEMENT

1. Agreements and MOU

MBRSG management is keen on building partnerships, fostering cooperation and sharing expertise, studies and research with government entities and private organizations in the UAE as well as several regional organizations to support the MBRSG strategic goals and projects. MBRSG has signed several partnership agreements and MOUs with private sector companies, international organizations and academic institutions specialized in government and public administration. The entities with which MBRSG partnered during 2024 on various projects, research initiatives and/or events is provided below:

#	Entity Name
1	Digital Dubai government Establishment
2	Dubai Police
3	Dubai Government Excellence Award
4	Dubai Health
5	Anwar Qargash Academy
6	School Of Government -Republic of South Africa
7	Bologna University Business
8	Lend Department
9	Saint-Petersburg University-Russian Federation
10	The United Nation

2. List of Public Events

In the year 2024, MBRSG hosted 41 public events, which attracted a total of 4317 attendees. The Ramadan Knowledge Series session 3 held virtually in March had the highest participation of 510 attendees while the graduation ceremony held in January 2025 had the second highest turnout of 353 attendees.

Month	Event	Type of Event
January	RIT University Symposium on Generative AI Challenges and Opportunities	Conference
	SDGs in the Arab World - NYU Delegation	Seminar
	Women leadership - NYU Delegation	Seminar
	AI in the UAE (Aurora50 conference - HH Sheikha Shamma)	Conference
	MBRSG Dialogues session 1	Webinar
	Future of workplace wellbeing: let's measure Impact	Seminar

Month	Event	Type of Event
February	Panel: Right to Health: Armed Conflicts and Peace Building	Panel
	UN Internet Governance Forum Policy Network on Artificial Intelligence (PNAI)	Seminar
	OECD AI Policy and Strategy Observatory Seminar	Seminar
	Key Insights from the World Government Summit	Panel
	SDGs in UAE - MPP 717 course	Guest Lecture
	2023 Year in Review	Internal Event
	AI Regulation Panel	Panel
	UN Internet Governance Forum 2024 MAG Conference	Conference
	MBRSG Dialogues session 2: Unleashing Innovation: Exploring the Power of Creative Problem Solving	Hybrid Seminar
	UN ESCWA Regional Expert Group Meeting on Digital Governance	Conference
March	AI Enabled Business Book launch	Book Launch
	UN Arab Forum on Sustainable Development (UN ESCWA) - Session on Public Institutions and SDG16	Conference
	Innovative Approaches to Education for Creating Future Leaders	Seminar
	Ramadan Knowledge Series - Session 1	Seminar
	Ramadan Knowledge Series - Session 2	Seminar
	Ramadan Knowledge Series - Session 3	Seminar
	Ramadan Knowledge Series – Session 4	Seminar
April	Book Launch: Sustainable Sustainability	Book Launch
	MBRSG Dialogues Session 3	Webinar
May	University of Navarra in Spain delegation visit	Delegation Visit
	Raw Health 2: Navigating the Ethical Frontier: AI Ethics in the Era of Digitalization	Webinar
	Raw Health 3: Navigating the Maze: Understanding the Role of Insurance in Modern Healthcare	Webinar

Month	Event	Type of Event
	OECD Network of Schools of Government (NSG) Meeting 2024	Conference
June	Public Administration Forum 2024	Conference
	Business and Human Rights	Roundtable
	AI Retreat: Bridging the AI Gap through Ecosystem Support	Panel Discussion
July	Human Resources Forum	Conference
	Setting Guardrails for an AI-Enabled World	Roundtable
September	Panel at International Government Communication Forum	Panel
	Panel: The Digital Publishing Market	Panel
	Workshop: AI literacy	Workshop
	Presentation at ENOC	Presentation
October	Economic Research Forum 2024	Conference
	The 1st Global Conference on Economic	
November	National Day Celebration Internal Event	Internal Event

كليــــــة محمـــــد بن راشــــد
للإدارة الحكـــــوميــــة
MOHAMMED BIN RASHID
SCHOOL OF GOVERNMENT

In accordance with the CAA requirements, the Planning & Institutional Effectiveness (PIE) Department collects and reports institution-wide data. The PIE department is pleased to present this factbook which contains data for the period 1st January 2024 to 31st December 2024.

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

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