

MBRSG
FACT BOOK
2025

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Preface

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

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

Department of Institutional Effectiveness
Mohammed Bin Rashid School of Government

Executive President's Foreword



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

Dean's Foreword



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

At the Mohammed Bin Rashid School of Government (MBRSG), we can take pride in knowing that we have excelled in that regard. As the premier institution dedicated to public administration in the Arab world, MBRSG plays a critical role in training government leaders to develop the skills, knowledge, and tools needed to be at the fore in terms of governance and strategic leadership. Moreover, MBRSG contributes to the UAE's broader goal of fostering innovation and excellence across all sectors through its diverse range of academic and executive education programmes.

Our range of course cover a myriad disciplines, ranging from leadership to public policy, finance, economics, innovation, and strategic management. Designed to provide a robust foundation for both aspiring and established leaders, the programmes are delivered by a distinguished faculty, as well as visiting scholars and internationally renowned practitioners. The executive education initiatives offered at the Mohammed Bin Rashid School of Government have empowered more than 30,000 government officials to date, with over 300 alumni now serving in top government positions. These programmes are clearly hitting the mark, too, as participants have overwhelmingly expressed their satisfaction, at an impressive rate of 94%. This is an unmistakable testament to MBRSG's commitment to quality.

Similarly, the School's dedication to advancing thought leadership was made evident in the more than 500 research publications it has issued, which contribute valuable insights to the fields of governance and public administration. As the UAE continues to move forward towards further progress and prosperity, the Mohammed Bin Rashid School of Government remains committed to its core mission to inspire, educate, and empower the leaders of tomorrow. We strive to ensure they are well equipped to turn vision into reality, and we intend to continue playing our pivotal role in shaping a brighter future for the UAE and beyond.

Dr. Arthur King,

Acting Dean and Director of Academic Affairs

Mohammed Bin Rashid School of Government

2025: The Year in Review

Strategic Horizons: The UAE Economic Diplomacy Report 2024–2025 MBRSG hosted the fifth round of the Public Administration Forum under the theme "Strategic Horizons, The UAE Economic Diplomacy Report 2024–2025" convening senior decision-makers, diplomats, economists, and policy experts to examine the evolving landscape of the UAE's economic diplomacy. The Forum marked the launch of the UAE Economic Diplomacy Report 2024–2025, prepared by the Anwar Gargash Diplomatic Academy (AGDA) in collaboration with MBRSG.	**June**
Launch of the Dubai Behavioral Insights Lab In October 2025, MBRSG marked its 20th anniversary, commemorating two decades of advancing public administration, policy research, and leadership development. Established in 2005 under the patronage of H.H. Sheikh Mohammed bin Rashid Al Maktoum, the School has evolved into a regional hub for governance excellence, producing more than 600 research publications and contributing to the development of over 30,000 leaders from government and public sector entities. The anniversary milestone coincided with the graduation of the School's 12th Master's cohort, further reinforcing its sustained academic impact. As part of the celebration, H.E. Dr. Ali Bin Sebaa Al Marri, Executive President of MBRSG, launched his book, The Leadership Journey: On the Path of Mohammed bin Rashid, a work that reflects on leadership principles inspired by the vision and governance model of H.H. Sheikh Mohammed bin Rashid Al Maktoum. The 20th anniversary celebration highlighted the School's institutional growth, its expanding global partnerships, and its continued commitment to shaping future-ready leaders and advancing evidence-based policymaking across the region.	**September**
MBRSG 20th Anniversary Celebration and 12th Cohort Master Programs Graduation MBRSG announced the launch of the Happiness Council that aims to prioritize employee happiness and wellbeing and enhance their sense of pride and belonging in line with the national goals of promoting the happiness of all members of the society. The Council was launched under the theme, "Creating Happiness, Cultivating Unity", and comprises of 11 employees from MBRSG.	**October**
Second UN Arab Public Administration Forum: **Public Administration in the Age of Digital Transformation and Artificial Intelligence** MBRSG convened the Second Arab Forum on Public Administration, in collaboration with ESCWA, bringing together senior officials, ministers, and experts to advance digital governance and AI-driven	**October**

transformation in the Arab world. Organized by the Centre for Future of Government, the Forum reinforced MBRSG's role in shaping more agile, transparent, and citizen-centric governments across the region. Distinguished Leadership Participation • H.E. Ohood Khalfan Al Roumi, Minister of State for Government Development and the Future • H.E. Dr Ali bin Sebaa Al Marri, Executive President, MBRSG • Dr Younes Abouyoub, Chief of Governance and State-Building, ESCWA	
Book Signing Ceremony **"The Path of Leadership – Following the Footsteps of Mohammed bin Rashid"** MBRSG organized a book signing ceremony for "The Path of Leadership – Following the Footsteps of Mohammed bin Rashid" by H.E. Dr Ali bin Sebaa Al Marri, Executive President of MBRSG, convening senior officials, academics, and leadership practitioners. The book articulated the leadership philosophy of H.H. Sheikh Mohammed bin Rashid Al Maktoum, presenting a practical framework grounded in nation-building, talent empowerment, and future-ready governance.	**November**

SECTION 1

ABOUT THE SCHOOL

MBRSG OVERVIEW

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

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

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

SCHOOL MILESTONES

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 complete 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 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 • MoU signed with Dubai Municipality

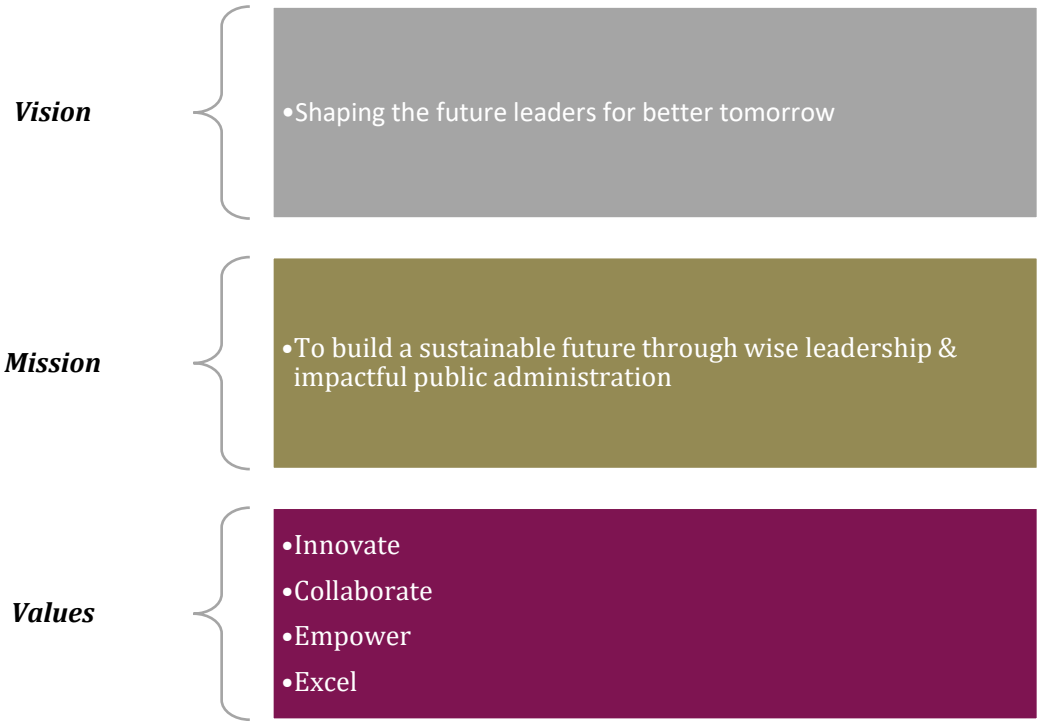
	• MoU signed with the Jordanian Ministry of Public Sector Development and Jordanian Institute of Public Administration • Ranked sixth most important research center in the Arab world
2015	• HH Sheikh Mohammed Bin Rashid Al Maktoum attended the graduation ceremony held to honor graduates from four government 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 OneBlue online survey solution to conduct School-wide surveys for faculty, staff, students, employers and alumni • Launch of the performance and risk management solution provided by Corporater. The school performance management system called "Qeyas" was successfully launched to capture both school and department-wise strategic and operational KPIs.
2020	• 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
2025	• Public Administration Forum – Fifth Round/Strategic Horizons: The UAE Economic Diplomacy Report 2024–2025. • Launch of the Dubai Behavioral Insights Lab. • MBRSG 20th Anniversary Celebration and 12th Cohort Master Programs Graduation. • Second UN Arab Public Administration Forum: • Public Administration in the Age of Digital Transformation and Artificial Intelligence.

VISION, MISSION AND VALUES

In 2025, MBRSG reviewed its strategy, and re-defined its vision, mission, strategic objectives and core values.



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

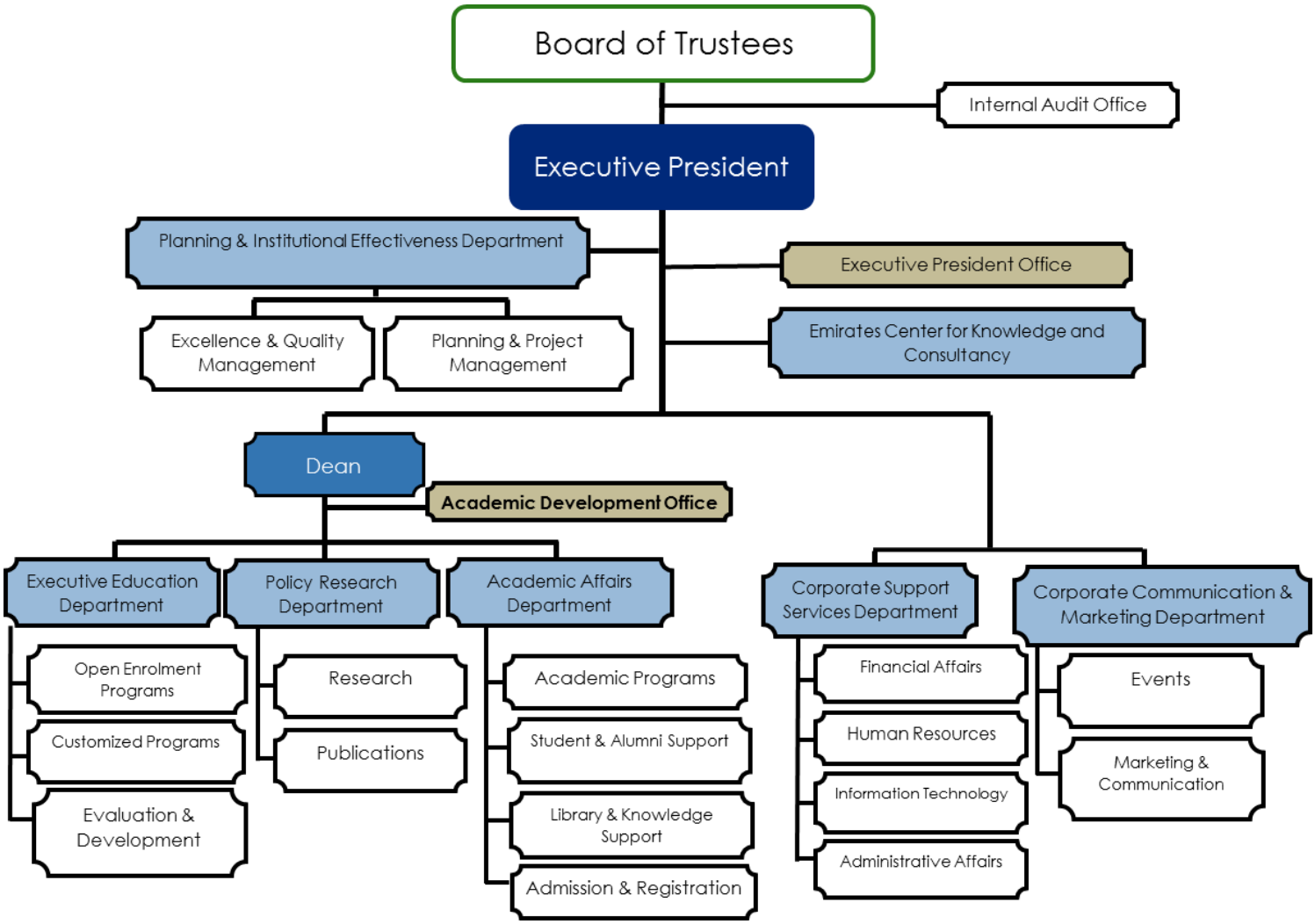
HE Dr Ali bin Sebaa Al Marri
Executive President- Mohammed Bin Rashid School of Government

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 2023



4. MBRSG Key Personnel 2025

Executive President	Dr Ali bin Sebaa Al Marri
Dean	Dr Arthur King
Director of Academic Affairs	Dr Arthur King
Director of Institutional Effectiveness	Mr Khalid Almarri
Director of Executive Education	Ms Aisha Al Shamsi
Director of Policy Research	Dr Fadi Salem
Director of Corporate Communication and Marketing	Ms Salha Juma Bu-Kattara
Sr.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 Higher Education and Scientific Research (MOHESR) through the Commission for Academic Accreditation (CAA) to offer academic programs. In June 2025, MBRSG received notification from the MOHESR that MBRSG had successfully renewed its institutional licensure until February 2028. During 2025 MBRSG commenced preparations for the renewal of program accreditation for the Executive Master of Public Administration (EMPA) (Arabic) and Master in Innovation Management Programs, and the associated Postgraduate Diploma exit awards for each program, which are due for renewal in 2026. 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 2025	Received initial accreditation in 2016
Postgraduate Diploma in Public Administration (English) (**Exit Award from Executive Master of Public Administration (English) only) - Not offered in 2025	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	Received renewal of accreditation in 2022

Master in Innovation Management – only)	
Master's in public policy <u>Concentrations:</u> Education Health Science and Technology Social Policy Sustainable Development	Received initial accreditation in 2016
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 2025

Program Name	Applications	Offers	New Enrolments	Admissions Yield*	Matriculation Yield*
Master of Public Administration	38	14	10	0.37%	0.71%
Master of Innovation Management***	60	39	36	0.65%	0.92%
Executive Master of Public Administration	138	74	62	0.54%	0.84%
Master of Public Policy**					
Total	236	127	108	0.54%	0.85%

* **Admissions Yield**= No. of offers/No. of applications; **Matriculation Yield**= No. of newly enrolled students/ No. of offers

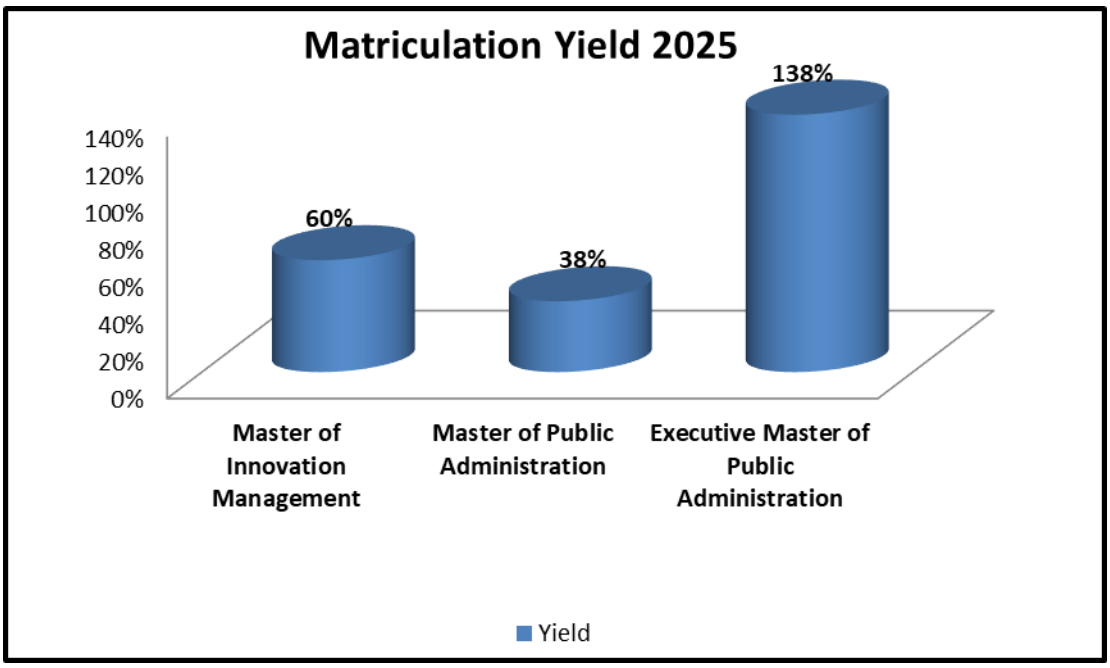


Fig 2.1.1: Matriculation Yield

2. Application Acceptance Rate

During 2025, MBRSG received a total of 236 applications of which 109 were rejected as they did not meet the admission criteria mandated by MBRSG.

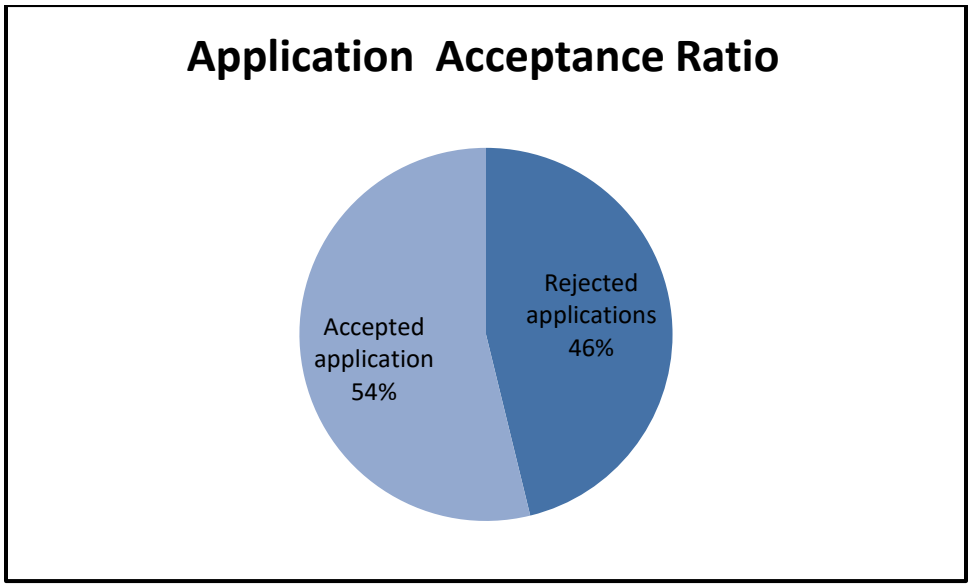


Fig 2.2.1: Application Acceptance Ratio

3. Historical Admission Statistics (2017-2025)

MASTER OF PUBLIC ADMINISTRATION					
Year	Applications	Offers	New Enrolments	Admissions Yield*	Matriculation Yield*
2025	38	14	10	0.37%	0.71%
2024	53	17	9	0.32%	52.%
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%

MASTER OF INNOVATION MANAGEMENT (2017-2025)***					
Year	Applications	Offers	New Enrolments	Admissions Yield*	Matriculation Yield*
2025	60	39	36	65%	92%
2024	33	24	22	72%	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 (2017-2025)					
Year	Applications	Offers	New Enrolments	Admissions Yield*	Matriculation Yield*
2025	138	74	62	53.6%	83.8%
2024	175	68	64	38%	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 (2017-2025)**					
Year	**Applications**	**Offers**	**New Enrolments**	**Admissions Yield***	**Matriculation Yield***
2022	25	13	11	52.0%	84.6%
2021	85	30	13	35%	43%
2020	29	23	16	79%	70%
2019	46	32	23	70%	72%
2018	22	20	8	91%	40%
2017	28	28	19	100%	68%

* **Admissions Yield**= No. of offers/No. of applications; **Matriculation** Y**ield**= No. of newly enrolled students/ No. of offers

** No new enrollments in 2023, 2024 and 2025.

4. Semester-wise Student Headcount by Program for 2025

Program Name	Student Type	Spring 2025			Fall 2025		
		Total	Male	Female	Total	Male	Female
Master of Public Administration	New	0	0	0	10	7	3
	Re-enrolled	12	5	7	6	1	5
	Total	12	5	7	16	8	8
Master of Innovation Management**	New	20	17	3	16	10	6
	Re-enrolled	25	14	11	39	26	13
	Total	45	31	14	55	36	19
Executive Master	New	39	25	14	23	15	8

Program Name	Student Type	Spring 2025			Fall 2025		
		Total	Male	Female	Total	Male	Female
	Re-enrolled	66	44	22	67	36	31
	Total	105	69	36	90	51	39
Master of Public Policy (General)*	New						
	Re-enrolled	2	0	2	1	0	1
	Total	2	0	2	1	0	1
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 Public Policy (Science and Technology)	New						
	Re-enrolled	**0**	0	0	**0**	0	0
	Total	**0**	0	0	**0**	0	0
Master of Public Policy (Social [illegible]*	New						
	Re-enrolled	0	0	0	0	0	0
	Total	0	0	0	0	0	0
Master of Public Policy (Sustainable Development [illegible]*	New						
	Re-enrolled	0	0	0	0	0	0
	Total	0	0	0	0	0	0
Overall Enrollment	**New**	59	42	17	49	32	17
	Re-enrolled	105	63	42	113	63	50

Program Name	Student Type	Spring 2025			Fall 2025		
		Total	Male	Female	Total	Male	Female
	Total	164	105	59	162	95	67

* *New students were not admitted to MPP program in Spring and Fall 2025.*

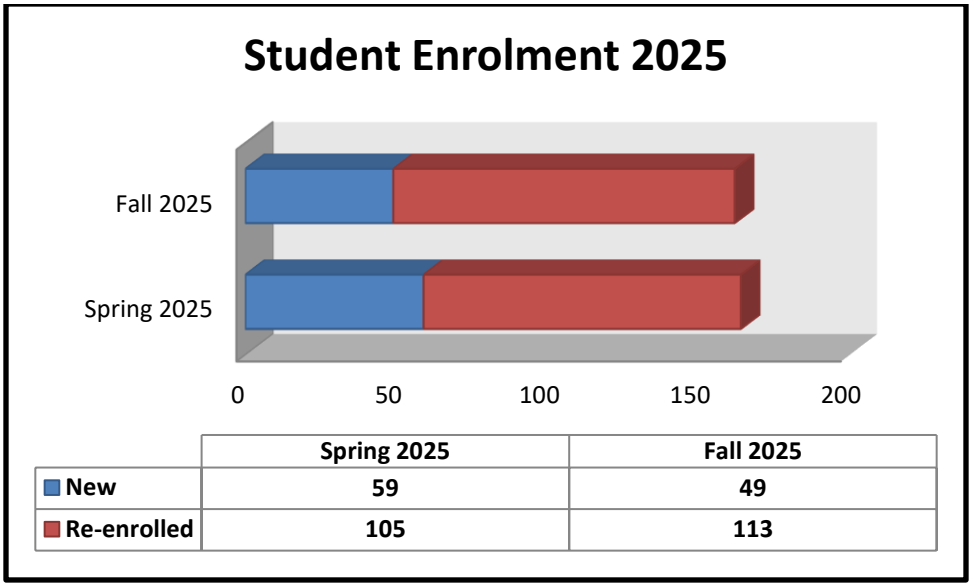


Fig 2.4.1: Student Enrolment 2025 calendar year

5. Student Headcount by Program and Gender for 2025

Program	Male		Female		Total
	No.	%	No.	%	
Master of Public Administration	12	54.6%	10	45.4%	22
Master of Innovation Management	41	66.1%	21	33.9%	62
Executive Master of Public Administration	87	64.9%	47	35.1%	134
Master of Public Policy	0	00.0%	2	100.0%	2

Total	140	63.6%	80	36.4%	220

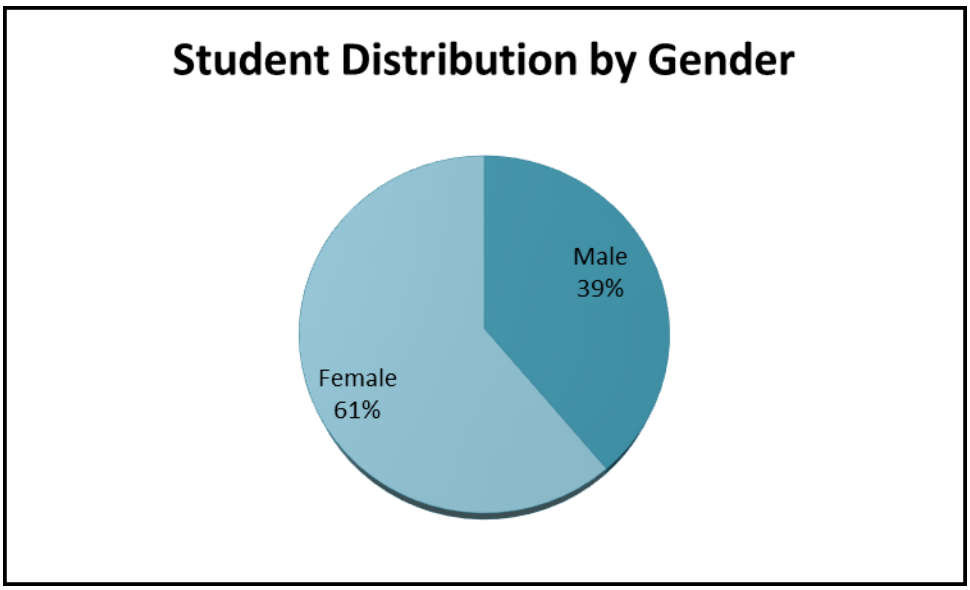


Fig 2.5.1: Student Gender Distribution

6. Student Headcount by Program and Nationality for 2025

Program	UAE Nationals		Non-UAE nationals		Total
	No.	%	No.	%	
Master of Public Administration	21	95.5%	1	4.5%	22
Master of Innovation Management	60	96.8%	2	3.2%	62
Executive Master of Public Administration	132	98.50%	2	1.50%	134
Master of Public Policy	1	50%	1	50%	2
Total	178	97.3%	6	2.7%	220

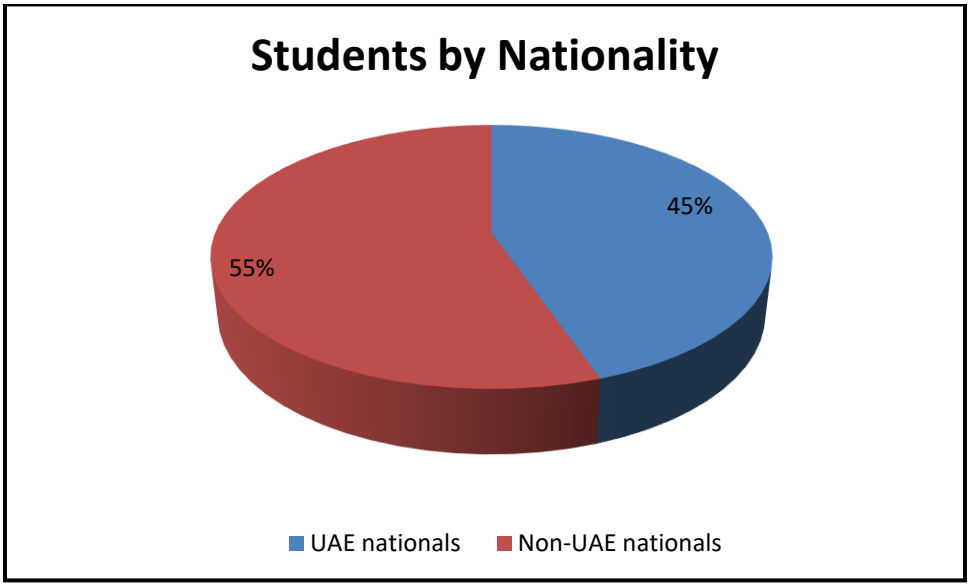


Fig 2.6.1: Student Nationality

7. Student Headcount by Mode of Study for 2025

Program	Full Time		Part Time		Total
	No.	%	No.	%	
Master of Public Administration	13	59.1%	9	40.9%	22
Master of Innovation Management	54	87.1%	8	12.9%	62
Executive Master of Public Administration	96	71.6%	38	28.4%	134
Master of Public Policy	0	0.0%	2	100%	2
Total	163	74.1%	57	25.9%	220

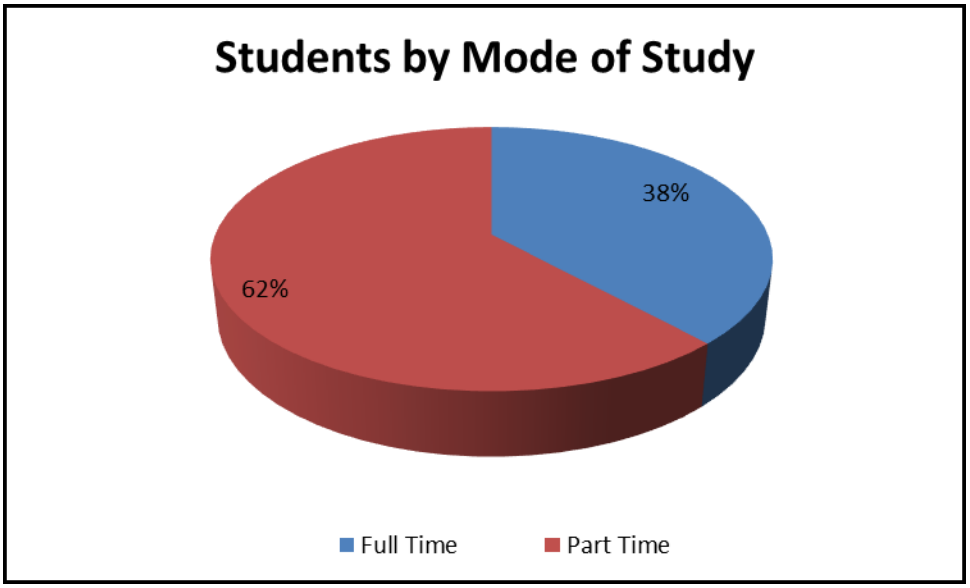


Fig 2.7.1: Student Mode of Study

8. Students by Emirate of Residence

Emirate	Number
Abu Dhabi	73
Ajman	6
Dubai	63
Fujairah	20
Ras Al Khaimah	20
Sharjah	26
Umm Al Quwain	10
Other (International Students)	2
Total	220

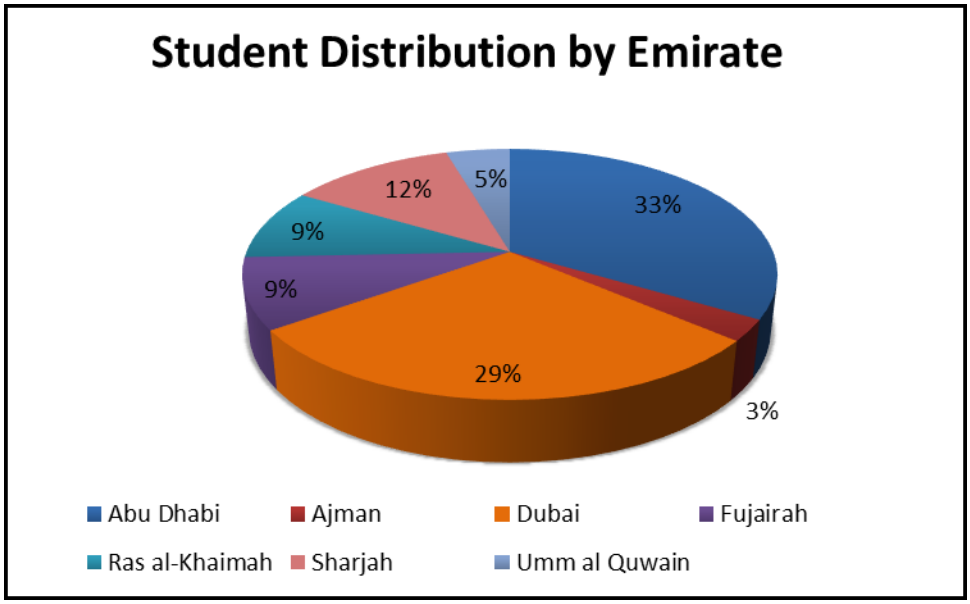


Fig 2.8.1: Student Emirate of Residence

9. Student Population Snapshot

Indicator	2019	2020	2021	2022	2023	2024	2025
Number of new students	154	122	87	92	82	95	108
Total number of students	328	329	243	196	205	186	220
Number of male students	161 (49%)	189 (57%)	126 (52%)	90 (46%)	113 (55.1%)	112 (60.2%)	140 (63.6%)
Number of female students	167 (51%)	140 (43%)	117 (48%)	106 (54%)	92 (44.9%)	74	80 (36.4%)
Percentage of UAE nationals	93%	95%	95%	90%	92%	96%	97.3%
Number of countries	12	11	9	12	13	6	7

represented by students							

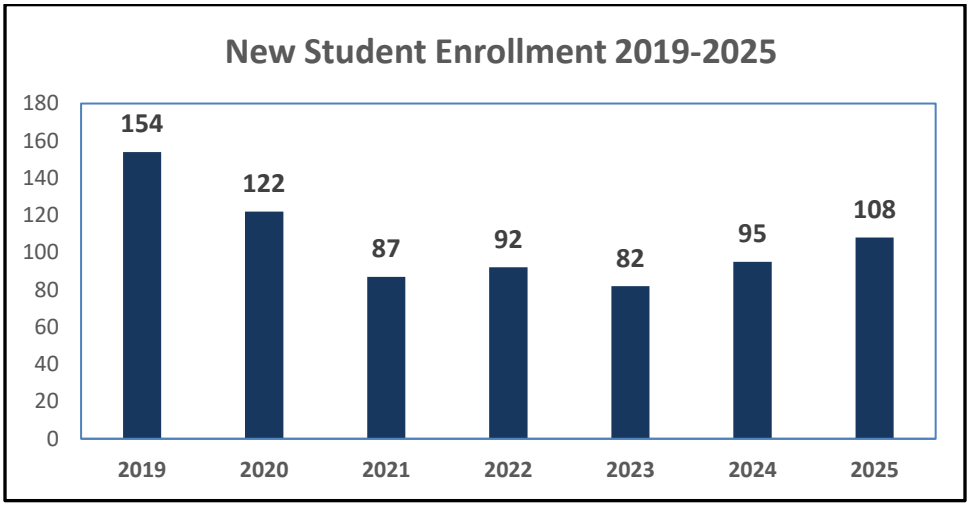


Fig 2.9.1: New Student Enrollment Trend

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. Most recently the MPA program had its accreditation renewed in September 2024, and MBRSG also received approval to offer the MPA in a blended learning mode as at August 2024 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 (2025)

Indicator	Value
Number of new enrolments	10
Total Number of students (new + returning)	22
Percentage of UAE nationals	95.5%
Number of male students	12
Number of female students	10
Average age	30.7
Number of countries represented by MPA students	2
Average class size	6
Number of graduates	12

*Represents the number of individual different students who studied the MPA during 2025

MPA 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	2025 Spring	2025 Fall
New	5	10	7	6	3	12	3	6	3	9	4	8	4	5	3	6	0	10
Continuing	35	33	34	26	27	23	28	24	15	10	18	15	20	15	13	16	12	6
Total	**40**	**43**	**41**	**32**	**30**	**35**	**31**	**30**	**18**	**19**	**22**	**23**	**24**	**20**	16	22	12	16

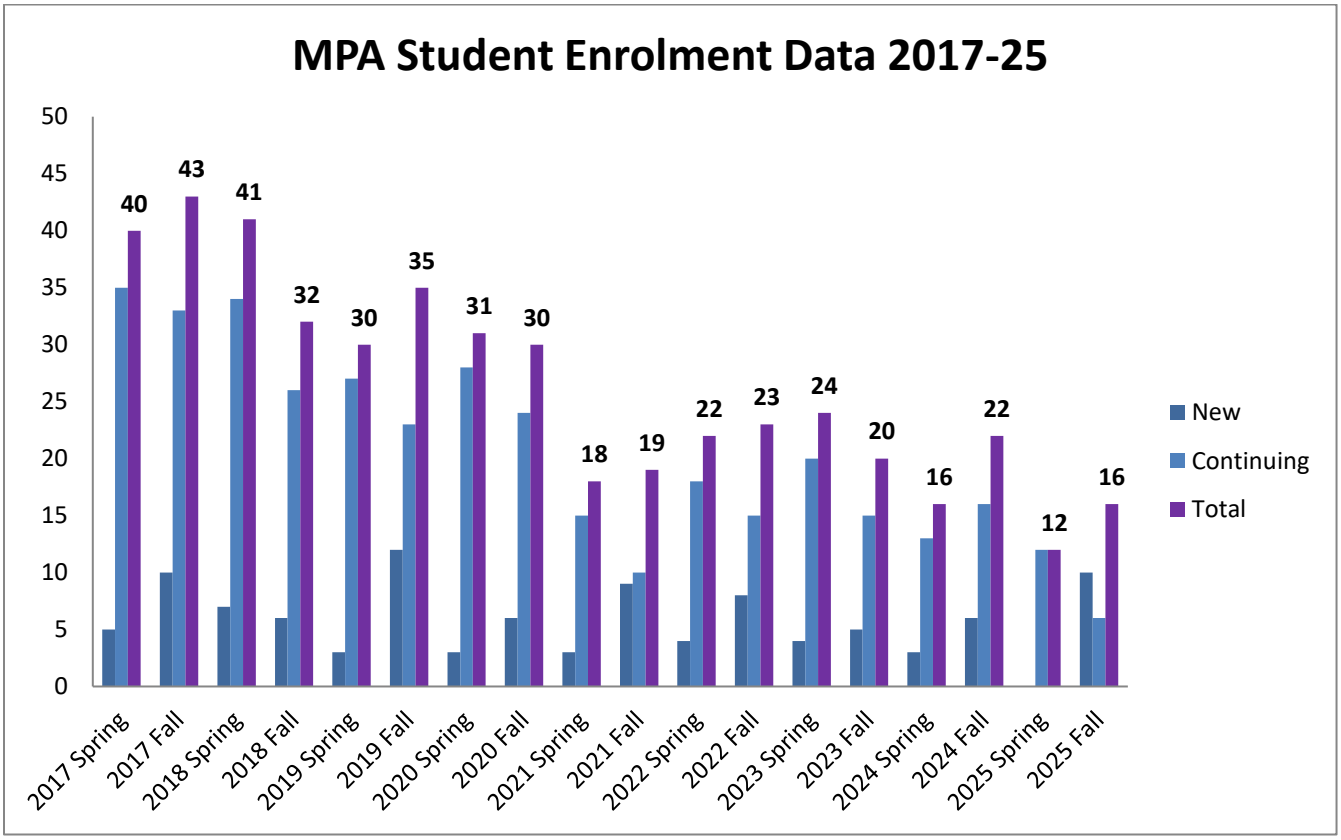


Fig 2.10.1: MPA Student Enrolment 2017-25

B) Master in Innovation Management (MIM)

The Master in Innovation program was first offered in Spring 2017. The program received renewal of accreditation in 2022. The Master in 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 (2025)

Indicator	Value
Number of new enrolments	36
Total Number of students (new + returning)	62
Percentage of UAE nationals	96.8%
Number of male students	41
Number of female students	21
Average age	29.6
Number of countries represented by MIM students	3
Average class size	16.8
Number of graduates	12

**Represents the number of individual different students who studied in the MIM during 2025.*

MIM Historical Enrolment Data														
	2019 Spring	2019 Fall	2020 Spring	2020 Fall	2021 Spring	2021 Fall	2022 Spring	2022 Fall	2023 Spring	2023 Fall	2024 Spring	2024 Fall	2025 Spring	2025 Fall
New	11	6	5	4	3	14	10			12		22	20	16
Continuing	32	37	32	23	15	14	20	26	19	12	17	11	25	39
Total	**43**	**43**	**37**	**27**	**18**	**28**	**30**	**26**	**19**	**24**	17	33	45	55

**** No new student enrollment in 2022 Fall and 2023 Spring***

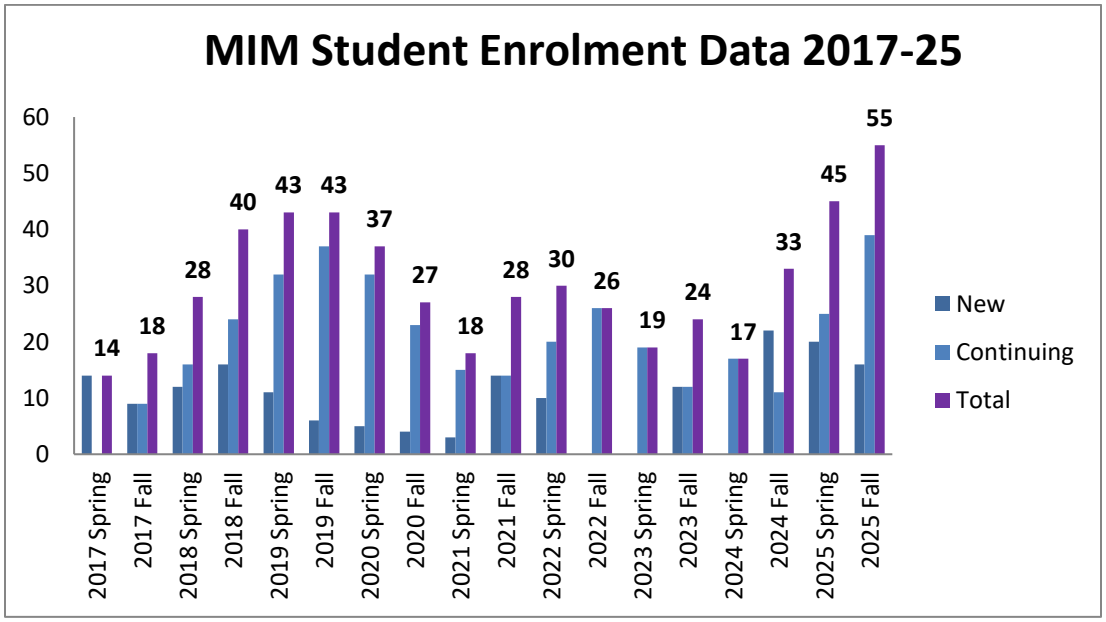


Fig 2.10.2: MIM Student Enrolment 2017-25

C) Master of Public Policy (MPP)

The master in public policy was first offered in Spring 2017. The program received renewal of accreditation in 2022. The master in 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 was originally offered with concentrations in Education, Health, Social Policy, Science and Technology, and Sustainable Development.

Key Statistics for MPP (2025)

Indicator	Value
Number of new enrolments	0
Total Number of students (returning)	2
Percentage of UAE nationals	50%
Number of male students	0
Number of female students	2
Average age	33.5
Number of countries represented by MPP students	2
Average class size	1
Number of graduates	2

** Represents the number of individual different students who studied in the MPP during 2025.*

MPP Historical Enrolment Data														
	2019 Spring	2019 Fall	2020 Spring	2020 Fall	2021 Spring	2021 Fall	2022 Spring	2022 Fall	2023 Spring	2023 Fall	2024 Spring	2024 Fall	2025 Spring	2025 Fall
New	6	17	3	13	2	11	11							
Continuing	18	22	21	20	23	17	15	17	17	8	5	3	2	1
Total	**24**	**39**	**24**	**33**	**25**	**28**	**26**	**17**	**17**	**8**	5	3	2	1

**** No new student enrollments since Fall 2022 onwards.***

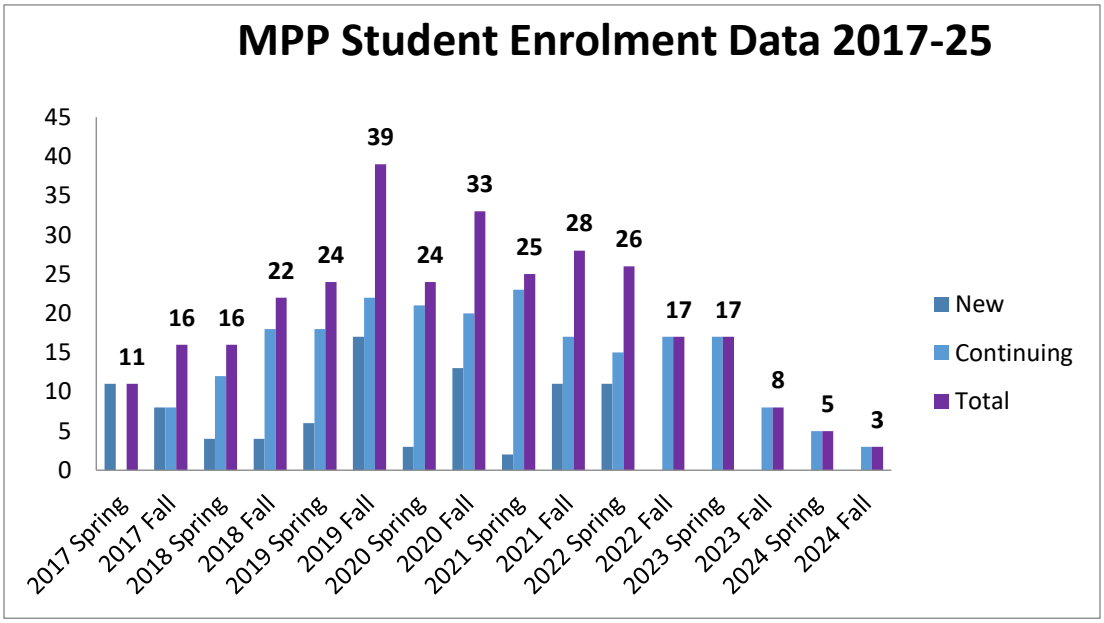


Fig 2.10.3: MPP Student Enrolment 2017-25

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. MBRSG received approval to offer the EMPA in a blended learning mode as at August 2024 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 (2025)

Indicator	Value
Number of new enrolments	62
Total Number of students (new + returning)	134
Percentage of UAE nationals	98.5%
Number of male students	87
Number of female students	47
Average age	35.6
Number of countries represented by EMPA students	3
Average class size	20
Number of graduates	49

** Represents the number of individual different students who studied in the EMPA during 2025.*

EMPA Historical Enrolment Data														
	2019 Spring	2019 Fall	2020 Spring	2020 Fall	2021 Spring	2021 Fall	2022 Spring	2022 Fall	2023 Spring	2023 Fall	2024 Spring	2024 Fall	2025 Spring	2025 Fall
New	70	29	57	31	27	18	44	15	38	23	39	25	39	23
Continuing	87	107	112	98	93	72	49	63	63	53	56	66	66	67
Total	**157**	**136**	**169**	**129**	**120**	**90**	**93**	**78**	**101**	**76**	95	91	105	90

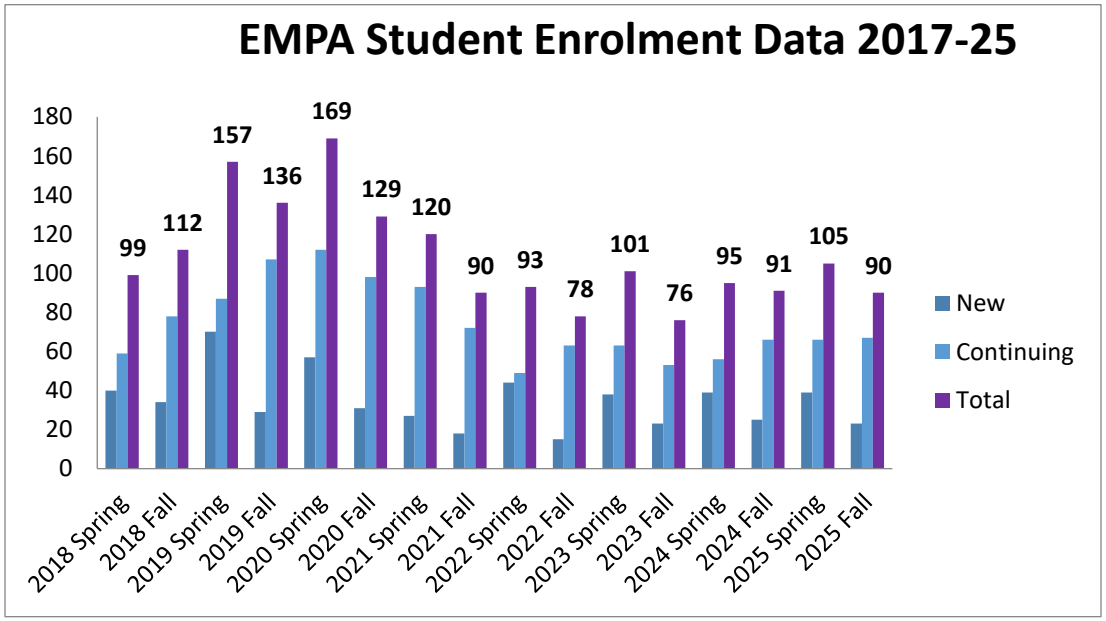


Fig 2.10.4: EMPA Student Enrolment 2018-2025

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 2025**	**Fall 2025**
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%

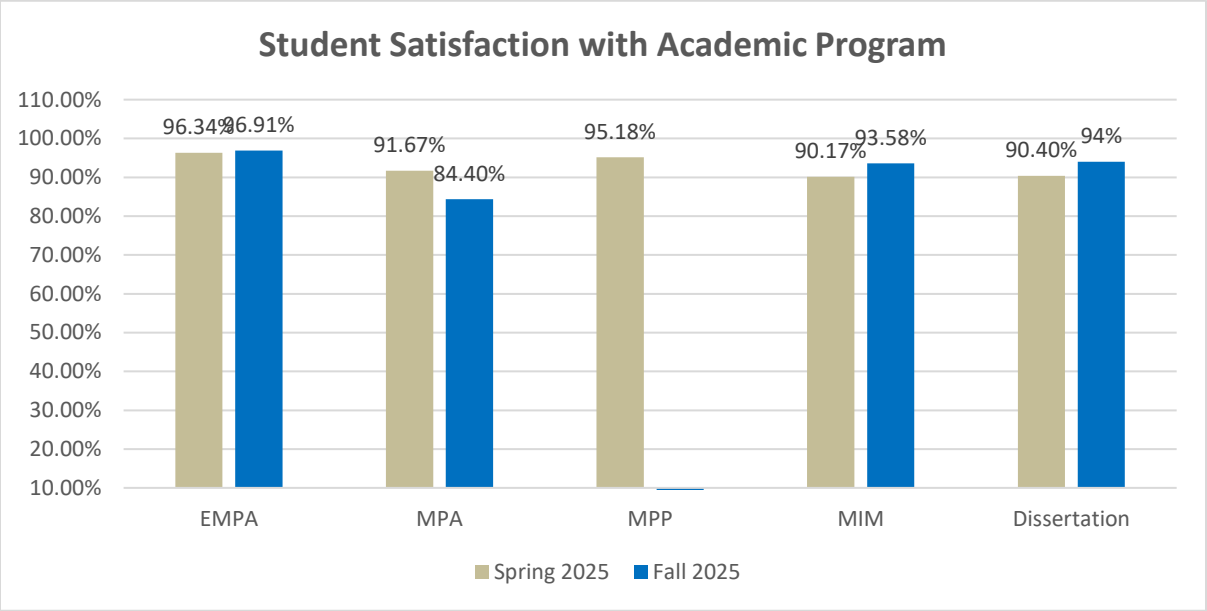


Fig 2.11.1: Student Satisfaction Summary

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 2025 Spring and Fall semesters

Student Attendance Rate		
Program	**Spring 2025**	**Fall 2025**
Executive Master of Public Administration	94.87%	98.00%
Master of Public Administration	95.56%	97.19%
Master of Public Policy	81.25%	N/A
Master of Innovation Management	92.08%	84.27%

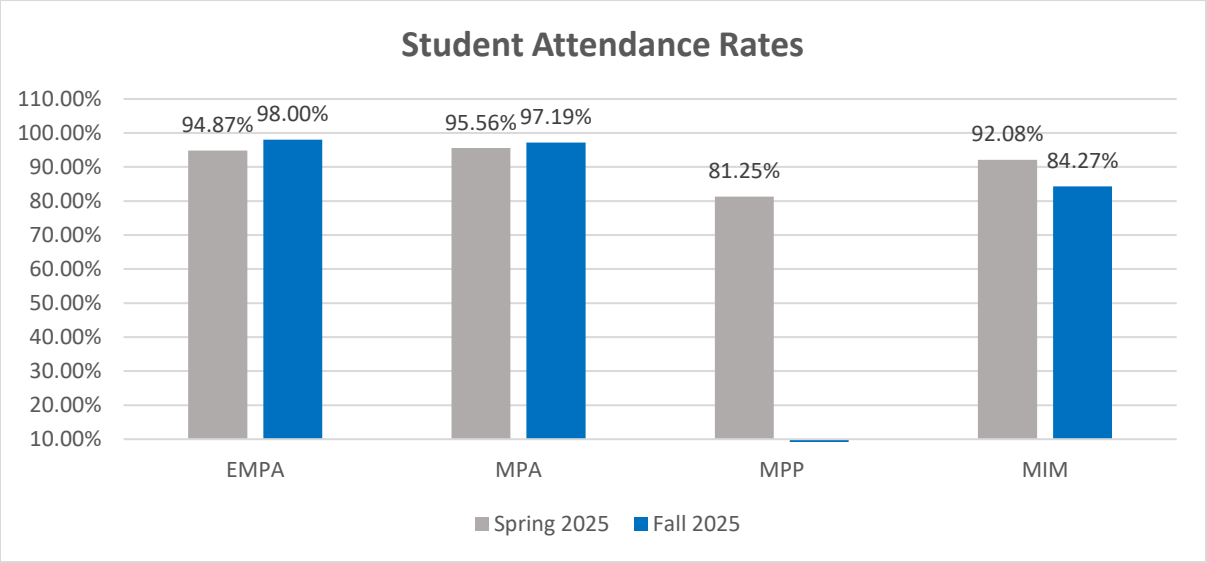


Fig 2.12.1: Student Attendance Summary

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 2025:

Student Grants 2025					
Number of grants	**MPA**	**MIM**	**MPP**	**EMPA**	**Total**
Number of grants	13	62	4	131	210

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

Student Scholarships 2025					
Type of Scholarship	**MPA**	**MIM**	**MPP**	**EMPA**	**Total**
MBRSG (internal scholarship)	7	0	0	1	8
External sponsorship	0	47	0	62	109

14. Graduates

Overall MBRSG Graduates

In 2025 MBRSG awarded a total of 75 graduates. 49 graduates in the Executive Master of Public Administration (Arabic) program 12 graduates in the Master of Public Administration program, 12 graduates in the Master in Innovation Management program and 2 graduates in the Master in Public Policy.

Overall MBRSG has graduated a total of 833 graduates. 479 graduates in the Executive Master of Public Administration(Arabic) program, 3 graduates exited with a Postgraduate Diploma in Public Administration (Arabic), 204 graduates in the Master of Public Administration program, 85 graduates in the Master in Innovation Management program, a total of 60 graduates in the Master in Public Policy program (including concentrations), and 2 students have graduated with an exit award of a Postgraduate Diploma in Public Policy (and a concentration of Social policy).

Year	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
No. of Graduates	10	16	35	82[1]	150	132	93	76[2]	80	75	**833**

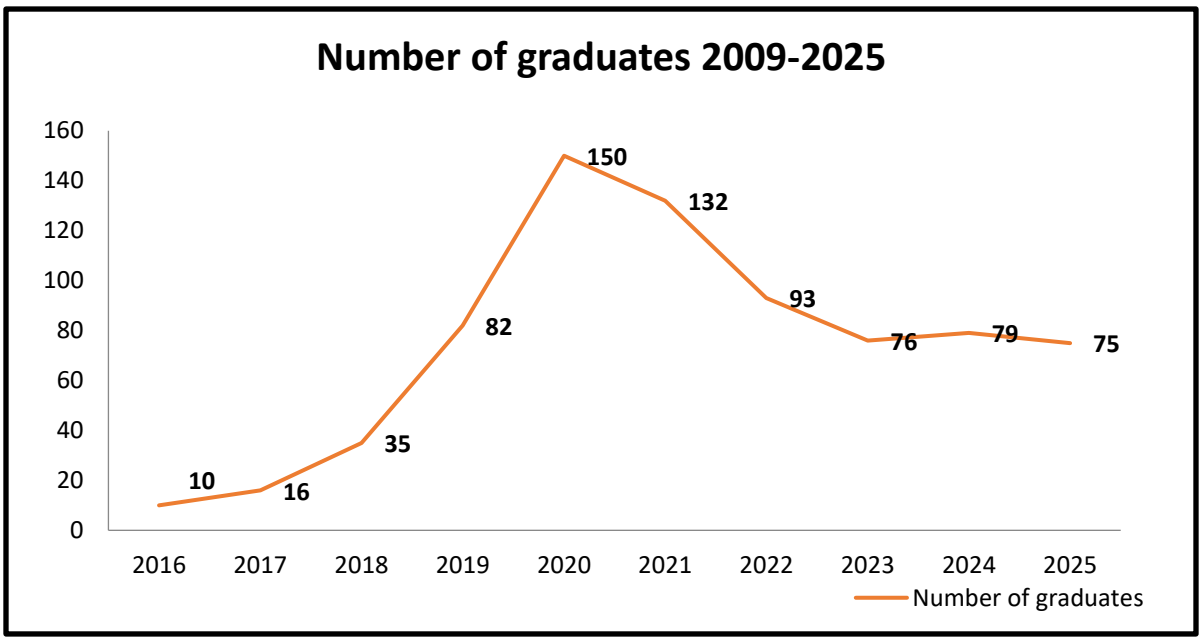


Fig 2.14.1: Graduates 2016-2025

[1] 3 students graduated with a postgraduate diploma in EMPA

[2] 1 student graduated with a postgraduate diploma in MPP

Graduates by Program (2019-2025)														
	2019		2020		2021		2022		2023		2024		2025	
Program	No.	%	No	%	No	%	No	%	No	%	No	%	No	%
MPA	7	8.5%	18	12%	19	14.4 %	5	5.4%	10	13.2 %	8	10%	12	16%
EMPA	68**	82.9 %	97	64.7 %	79	59.8 %	63	67.7 %	51	67.1 %	56	70.0 %	49	65.3 %
MPP	3	3.7%	13	8.7%	15*	11.4 %	15	16.1 %	5***	6.6%	9	11.3 %	2	2.7%
MIM	4	4.9%	22	14.7 %	19	14.4 %	10	10.8 %	10	13.2 %	7	8.7%	12	16%
Total	82	100 %	150	100 %	132	100 %	93	100 %	**76**	100.0 %	80	100%	75	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 (2019-2025)														
	2019		2020		2021		2022		2023		2024		2025	
Gender	No.	%	No	%	No	%	No	%	No	%	No	%	No	%
Male	42	51.2 %	88	58.7 %	73	55.3 %	45	48.4 %	43	56.6 %	47	58.8 %	49	65.3 %
Female	40	48.8 %	62	41.3 %	59	44.7 %	48	51.6 %	33	43.4 %	33	41.2 %	26	34.7 %
Total	82	100%	150	100%	132	100%	93	100%	76	100%	80	100%	75	100%

Graduates by Nationality (2019-2025)														
	2019		2020		2021		2022		2023		2024		2025	
Nationality	No.	%	No	%	No	%	No	%	No	%	No	%	No	%
UAE Nationals	76	92.7%	139	92.7%	128	97%	90	96.8%	69	90.8%	71	88.7%	74	98.7 %

Non-UAE Nationals	6	7.3%	11	7.3%	4	3%	3	3.2%	7	9.2%	9	11.3%	1	1.3%
Total	82	100%	150	100%	132	100%	93	100%	76	100%	80	100%	75	100%

2025 MBRSG Graduates

2025 Graduates by Program and Gender										
	EMPA		MPA		MPP		MIM		Total	
Gender	No.	%	No.	%	No.	%	No.	%	No.	%
Male	37	75.5%	6	50%	0	0%	6	50%	49	64.5%
Female	12	24.5%	6	50%	2	100%	6	50%	26	35.5%
Total	49	100.0%	12	100%	2	100%	12	100%	75	100%

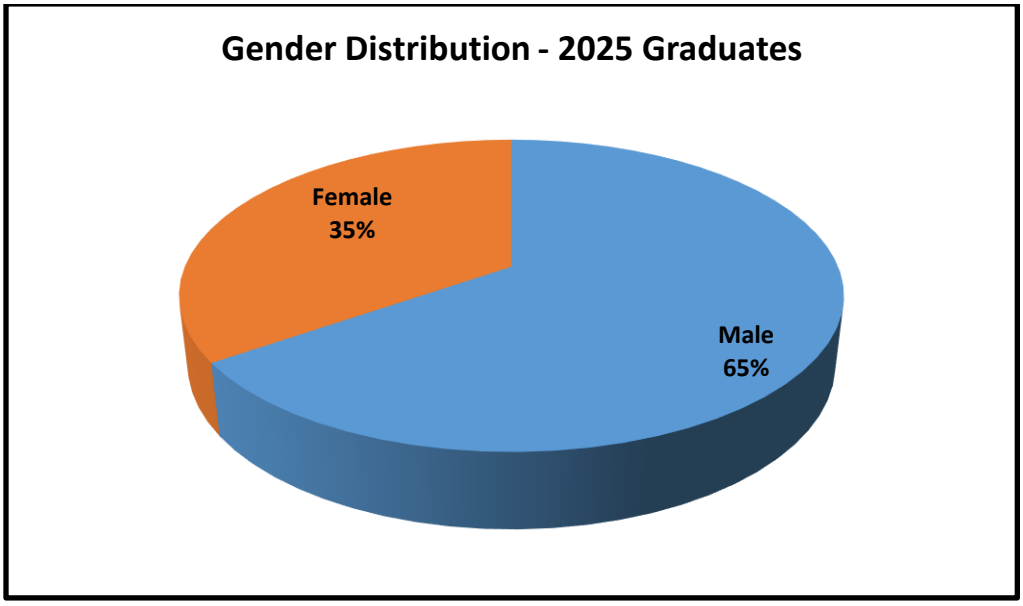


Fig 2.14.2: Gender Distribution – Graduates

2025 Graduates by Program and Nationality										
	EMPA		MPA		MPP		MIM		Total	
Nationality	No.	%	No.	%	No	%	No	%	No	%
UAE nationals	49	100%	12	100%	1	50%	12	100%	74	98.7%
Non-UAE nationals	0	0%	0	0%	1	50%	0	0%	1	1.3%
Total	49	100%	12	100%	2	100%	12	100%	75	100%

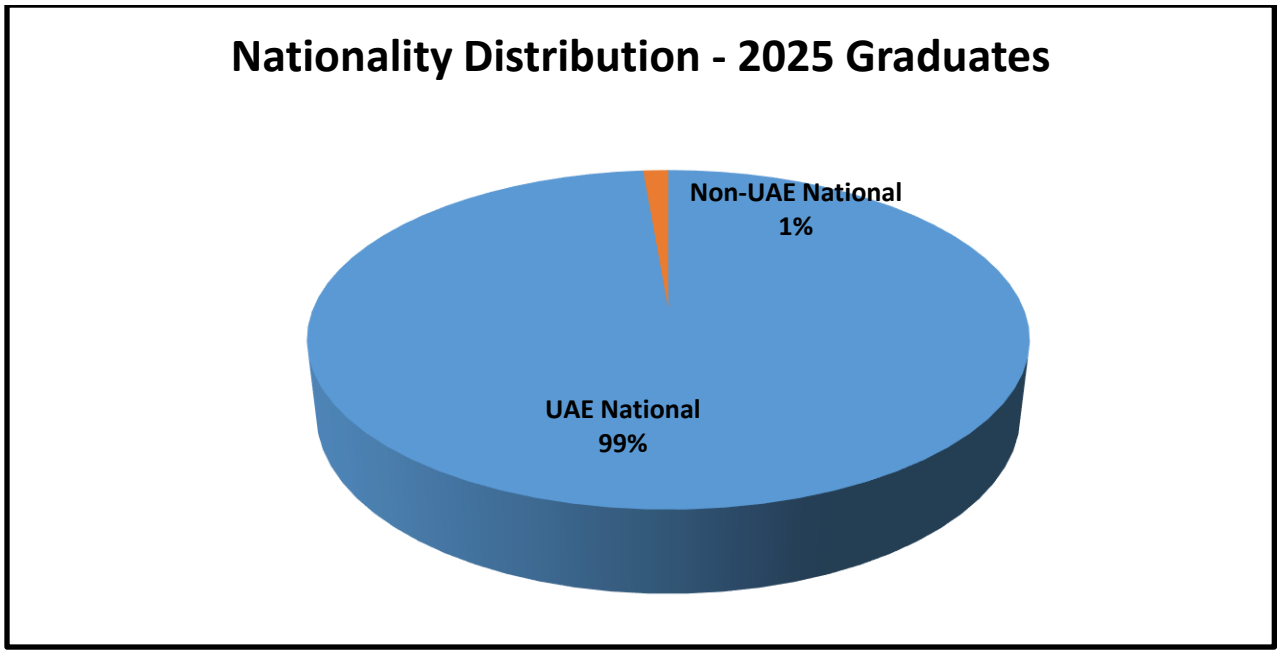


Fig 2.14.3: Nationality Distribution – Graduates

15. Dissertation Titles – 2025 Graduates

The list below provides the 75 dissertation titles of MBRSG graduates in 2025.

Dissertations 2025		
Student ID	**Program**	**Dissertation Title**
00272680	MPA	Urban Development and Infrastructure Expansion in the UAE; Managing Rapid Growth and Modernization.
00267406	MPA	The Effect of Annual Leave on Faculty Job Satisfaction and Performance in Universities on the East Coast of the UAE.
00272451	MPA	Higher Education Sector in the UAE Adapting to Future Labor Market Demands.
00267660	MPA	The Influence of Social Media in Constructing Social Identity and Social Cohesion among Emiratis in Dubai.
00268895	MPA	The Impact of Remote Working on the Job Satisfaction Among Human Resources Employees in The Dubai Public Sector.
00271861	MPA	The Role of Regulatory Measures and Tax Policy in Driving Economic Diversification and FDI in Dubai.
00271772	MPA	Sustainable Emiratization: Strategies for enhancing Emirati employment in the private sector aligned with National Economic Diversification Goals.
00260509	MPA	The Key Factors influencing Emirati male physiotherapy workforce in Dubai.
00260100	MPA	Global AI: Evaluating the Influence of International Coalitions on UAE AI Policies in Ethics and Data Privacy.
00269026	MPA	Economic Ecosystem Barriers to the Adoption of Advanced Manufacturing Technologies in Dubai's Chemical Sector: A Qualitative Study.
00273236	MPA	Addressing Bureaucratic Inefficiencies in the UAE Public Sector: A Global and Local View.
00273376	MPA	Opportunities and Challenges of Biometric Facial Recognition in Public Security: Comparative Insights and Implications for the UAE.
00258440	MPP	Rethinking Sustainable Urban Mobility for RAS Al Khaimah.
00261343	MPP	Investigating the possible impact of linguistic diversity on communication in Nuclear Power Plants.
00258075	MIM	Exploration of Factors Influencing Walkability in Dubai: Enabling the 20-Minute City Vision.
00272833	MIM	Addressing Privacy Concerns in Artificial Intelligence-Driven Healthcare Innovation: Ethical Challenges and Governance Gaps.
00272850	MIM	The Role of Artificial Intelligence (Predictive Analysis) in Enhancing Sustainable Policing in the UAE.
00272868	MIM	The impact of employee engagement on employee readiness for digital transformation in UAE Government Institutions.
00272884	MIM	The UAE's Use of Cultural Diplomacy to Strengthen Soft Power and Enhance Security.
00272906	MIM	The Relationship Between Organizational Agility and Performance for Digitalization.

Dissertations 2025		
Student ID	**Program**	**Dissertation Title**
00272914	MIM	Digital Transformation Security in the Context of Cloud Localization and Data Sovereignty.
00272922	MIM	The Role of DNA Banking in Safety and Regulation in UAE.
00272949	MIM	Institutional Innovation in the Context of Government Bureaucracy.
00272957	MIM	Sustainable Innovation Practices in the UAE: Balancing Economic Growth with Environmental Conservation at DEWA.
00272892	MIM	The Impact of Sustainability-Oriented Innovation on Reducing Carbon Footprint in the Electric Vehicle Industry.
00272965	MIM	An Innovative Policy: Early Warning System based on Genetic Algorithms techniques to Reduce wastewater Toxicity of Heavy Metals for Water Sustainable Development in UAE.
00153931	EMPA	The impact of restructuring the health authorities on strengthening and raising the efficiency of the health sector in the Emirate of Dubai (the Dubai Health Authority as a model.
00272264	EMPA	The Role of Artificial Intelligence in Improving Criminal Reporting Services at the Abu Dhabi Police.
00232165	EMPA	The Impact of Adopting Artificial Intelligence Technologies on Improving the Efficiency of the Administrative System in Zayed Higher Organization for People of Determination .
00272060	EMPA	Human resources systems in the police field: a case study of Selection and hiring policy.
00272167	EMPA	Excellence Strategies in Economic and Cultural Performance" Dubai as a Model".
00269778	EMPA	The Impact of Inmate Employment Programs on Achieving the Goals of Penal and Correctional Institutions.
00273481	EMPA	The Impact of Cognitive Competence on Enhancing Future Foresight (An applied study on the Police College at the Ministry of Interior).
00273651	EMPA	The Impact of Corporate Reputation Management on the Organizational Behavior in the Ministry of Interior in the United Arab Emirates.
00273422	EMPA	Institutional cooperation and its role in enhancing the efficiency of decision-making support centers A field study on the Ministry of Interior in the United Arab Emirates.
00272159	EMPA	The Impact of Innovation Culture on the Efficiency of Criminal Investigation and Investigation Department: An Applied Study: Fujairah Police General Command.
00265098	EMPA	Strategic Management and Its Role in Designing the Organizational Structure of Family Guidance Centers within the Framework of Organizational Culture: An Applied Study in Dubai Court.
00273546	EMPA	The Role of Internal Audit in Supporting Institutional Excellence Applied to the Ministry of Interior in the United Arab Emirates.

Dissertations 2025		
Student ID	**Program**	**Dissertation Title**
00269565	EMPA	The Impact of Managing Young Talents in Achieving Security Entrepreneurship. (Applied Study on the GHQ of Umm Al Quwain Police).
00273643	EMPA	The Role of Artificial Intelligence in the Development of Autonomous Driving Systems: A Strategic Study of Future Transformations at the Police Academy.
00273741	EMPA	The Role of Collaborative Innovation in Improving the Quality of Traffic Services. (Fujairah Police General Command as a Model).
00252131	EMPA	The Role of Artificial Intelligence Strategies in Enhancing Community Programs "A Field Study of the Ministry of Interior in the United Arab Emirates."
00271730	EMPA	The Impact of Work-Life Balance on Job Performance: A Case under Study of Employees at the Child and Women Protection Department, Dubai Police.
00269620	EMPA	Future Training Strategies and Their Impact on Security Performance Efficiency. A Field Study on the Ministry of Interior in the United Arab Emirates.
00273929	EMPA	The impact of artificial intelligence applications in criminal investigations. A practical study on the Ministry of Interior.
00273601	EMPA	Using Digital Twinning to Improve the Efficiency of Security Systems: A Field Study on the Ministry of Interior in the United Arab Emirates.
00269646	EMPA	The impact of artificial intelligence in improving the management of crises resulting from hazardous materials. A field study on the General Command of Civil Defense in Abu Dhabi.
00273627	EMPA	The Role of Succession Planning Strategies in Transforming Tacit Knowledge into Institutional Competencies: An Analytical Study of Their Applications in the Police College.
00273538	EMPA	The impact of leadership styles on the effectiveness of decision-making related to improving the quality of life of employees in penal and correctional institutions: A case study of penal and correctional institutions in the United Arab Emirates.
00273287	EMPA	Human Resource Strategies for Personal Protection Workers: A Case Study Dubai Police.
00273945	EMPA	The Impact of Big Data Utilization on Supporting Decision- Making of Civil Defense Teams: A Field Study on the General Directorate of Civil Defense.
00274054	EMPA	The Impact of Bureaucracy Zeroing on Governmental Work : An Applied Study on the General Command of Umm Al Quwain Police.
00271802	EMPA	National Public-Private Partnership in Defense Manufacturing in the United Arab Emirates – EDGE as a Case Study.
00269921	EMPA	The Role Of Digital leadership In Improving The Quality Of Digital Life (Applied Study on the GHQ of Umm Al Quwain Police).
00274151	EMPA	An academic case study undertaken by the Ministry of Interior, focusing on the effects of remote work on employee productivity

Dissertations 2025		
Student ID	**Program**	**Dissertation Title**
		and the strategies employed to manage it efficiently.
00273767	EMPA	The Protocol strategy and its impact on achieving soft power goals. (A case study: the Ministry of Interior).
00273848	EMPA	Generative Intelligence and its Impact on Achieving Security Sustainability. A Field Study on the Ministry of Interior in the United Arab Emirates.
00271748	EMPA	Generative Artificial Intelligence Impact on Digital Economy. (Case Study on Dubai Government).
00272205	EMPA	The Impact of Soft Power on the Knowledge Economy of the United Arab Emirates.
00269891	EMPA	The role of artificial intelligence in crisis management.
00273431	EMPA	The Impact of Empowering Second-Line Leaders on Enhancing Criminal Investigation Efficiency: A Case Study of the Fujairah Police General Command.
00273988	EMPA	Human Resources Management and Its Role in Talent Retention in the Era of Digital Transformation : A Case Study – Ministry of Interior.
00273872	EMPA	The impact of artificial intelligence applications on providing work-life balance in the public administration at the Ministry of Interior.
00274607	EMPA	The Impact of Tax Policies on the Competitiveness of the United Arab Emirates.
00272116	EMPA	The Impact of Artificial Intelligence Technologies on the Speed of Response to Crises and Disasters - A case study Dubai Police.
00261432	EMPA	The UAE Educational Model 2071 Towards Pioneering Educational Governance.
00270342	EMPA	Maximizing the Benefits of Artificial Intelligence in Eliminating Bureaucracy and Achieving Institutional Excellence.
00271683	EMPA	Leadership styles and their role in Shaping Institutional Culture and Enhancing Educational Performance: Dubai schools and the northern regions of the United Arab Emirates.
00217557	EMPA	Decentralized decision-making at specific times between the federal and local governments.
00274437	EMPA	The Role of Artificial Intelligence Technologies in Training Security Recruits: A Field Study of the Ministry of Interior in the United Arab Emirates.
00273694	EMPA	The Role of Administrative Empowerment in Achieving Institutional Excellence: A Case Study of the Ministry of Interior in the United Arab Emirates.
00273414	EMPA	The Role of Behavioral Insights in Enhancing Educational Administration Efficiency.
00264776	EMPA	The Influence of Organizational Culture on Organizational Performance: An Empirical Study on Government Entities in the Emirate of Sharjah.

Dissertations 2025		
Student ID	**Program**	**Dissertation Title**
00273228	EMPA	The correlation between the privatization of the health sector in the Kingdom of Saudi Arabia and performance excellence in the Kingdom's Vision 2030.
00269727	EMPA	Zeroing out government bureaucracy and its impact on e-commerce in the United Arab Emirates.

SECTION 3

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

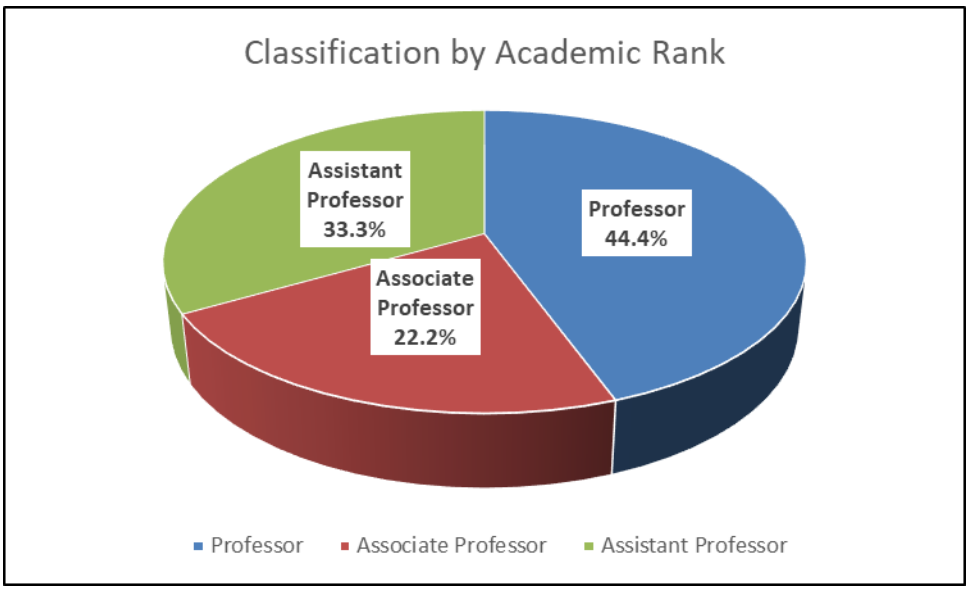


Fig 3.2.1: Academic Staff by Rank

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

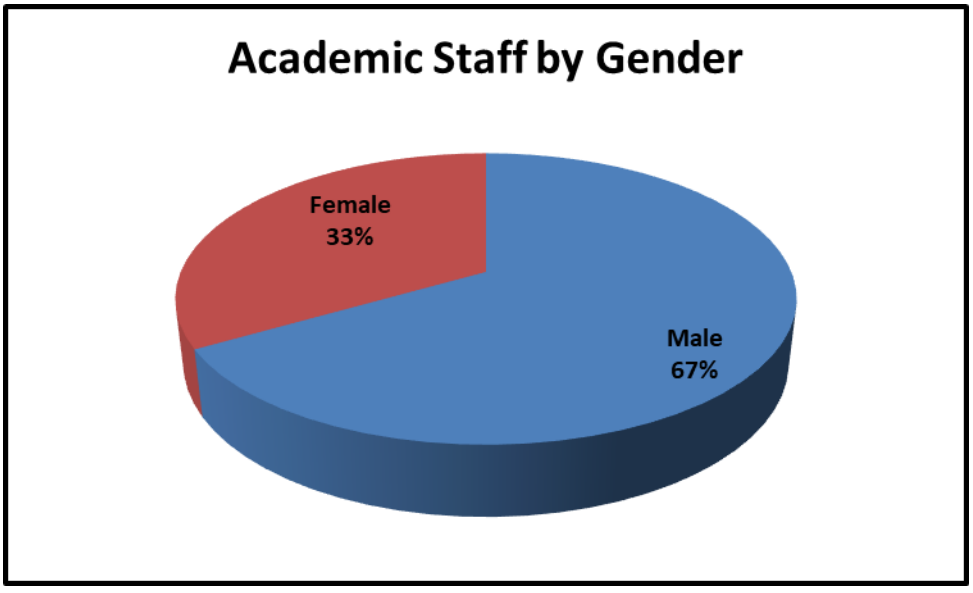


Fig 3.2.2: Academic Staff by Gender

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 2025, 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%

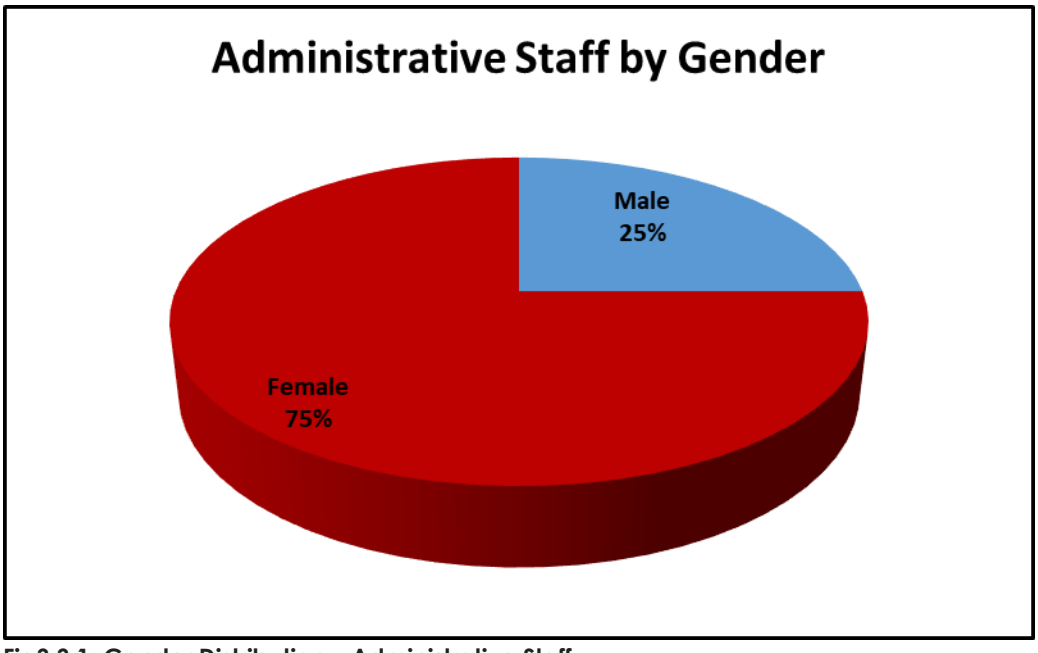


Fig3.3.1: Gender Distribution – Administrative Staff

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	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 2025 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 2025. 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

	2017	2018	2019	2020	2021	2022	2023	2024	2025
Number of full-time administrative staff	53	58	60	56	51	51	50	59	
Number of full-time academic staff	10	12	12	11	10	11	10	9	
Number of part-time academic staff	6	7	10	11	8	7	7	7	
Total number of full-time staff (administrative & academic)	63	70	72	67	61	62	60	58	
Number of new employees hired	11	11	7	1	8	5	2	9	
Staff turnover rate	6%	7%	7%	6%	25%	12%	5%	5%	

SECTION 4

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	2025	2024	2023	2022	2021	2020	2019	2018	2017
Policy Briefs/paper/ Policy Analysis Exercise	8	3	5	6	11	3	0	6	3
Conference contribution/ Conference Proceeding Reports	157	169	16	2	4	1 (proceeding report)	5	15	14

Description	2025	2024	2023	2022	2021	2020	2019	2018	2017
Research in International Journals	41	13	9	10	19	30 (journal articles) 2nd volume of Dubai Policy Review Journal	4	7	0
Commissioned Research Report/ Paper	38	61	71	185	120	5	0	2	0
Books/Chapters	3 Books 10 Book 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	29	35	176	19	0	0	0	7	0
Research Reports	9	-	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**
Launch of the AI Safety mapping research (GRASP / BERI / FLI)	Report launch	10-Feb-25
Launch of the Economic Diversification Index Report 2024, World Government Summit	Report launch	12-Feb-25
Launch of the Arab SDG Index Report 2024, World Government Summit	Report launch	12-Feb-25
Communicating Chaos: The Role of Public Administration in Emergency and Disaster Response	Webinar	12-Mar-25
Anticipatory Governance – A Responsible Future.	Panel Discussion	1-Mar-25
جلسات رمضان المعرفية_عام المجتمع: شراكة مبتكرة بين الجهات الحكومية والمواطنين	Webinar	18-Mar-25
جلسات رمضان المعرفية_قصص القيادة: دروس ملهمة من الواقع	Webinar	20-Mar-25
جلسات رمضان المعرفية_السياسات العامة وروحانيات رمضان	Webinar	25-Mar-25
الصفرية البيروقراطية	Webinar	16-Jan-25
Launch of the Generative AI Adoption amongst Dubai Government Employees Report in the Dubai AI Week	Report launch	22-Apr-25
Launch of The Artificial Intelligence SMEs Ecosystem in the UAE in the Dubai AI Week	Report launch	22-Apr-25
IEEE CertifAIEd™ AI Ethics Assessment Program	Research-based education	26-May-25

Research Event		
Event	**Event Type**	**Date**
The Book Launch of "The Sheikh CEO"	Book Launch	26-May-25
Foresight and resilience - Anticipatory Governance Session 4	Seminar	17-Jun-25
Public Administration Forum - Economic Diplomacy Report	Forum	19-Jun-25
سلسلة محاضرات البصار السلوكية : كيف تُحدث البصار السلوكية فرقًا في السياسات العامة والخدمات العامة	Webinar	30-Jul-25
سلسلة محاضرات البصار السلوكية : البصار السلوكية في تجربة واقعية – من التجريب إلى التمكين المؤسسي	Webinar	12-Aug-25
Building Anticipatory Governance Capabilities for Agile Public Institutions	Webinar	13-Aug-25
Strategic Planning and Institutional Excellence	Book Launch	17-Aug-25
سلسلة محاضرات البصار السلوكية : الندج "Nudging" في المؤسسات الحكومية: أدوات ذكية لتغيير السلوك دون فرض	Webinar	27-Aug-25
Strategic Planning and Institutional Excellence: A Practical Methodology for Future Leaders and Governments	Webinar	1-Sep-25
مختبر دبي للبصائر السلوكية – إطلاق المبادرة	Seminar	17-Sep-25
المنتدى العربي الثاني للإدارة العامة	Forum	28-Oct-25
2nd SDG16 Conference	Forum	29-Oct-25
طريق القيادة: على خطى محمد بن راشد	Book Launch	11-Nov-25
القيادات العربية الشابة في القطاع الثالث	Training	8-Dec-25

4. Conference Attendance

Conference	Participant	Date
UNCTAD & UN DESA expert group on Digital Government - WSIS20	Dr. Fadi Salem	16-Jan-25
IEEE P2863 Working Group on AI Governance Workshop	Dr. Fadi Salem	6-Feb-25
AI Safety as a Collective Challenge (Oxford AI Governance Initiative)	Dr. Fadi Salem	9-Feb-25
Launch of the AI Safety mapping research at AI Action Summit	Cyrus Hodes, Dr. Fadi Salem	10-Feb-25
UN Digital Compact Stakeholders Consultations AI Panel	Dr. Fadi Salem	18-Feb-25
UN ESCWA Conference on Arab Digital Agenda and Digital Cooperation and Development Forum (DCDF 2.0) Conference	Dr. Fadi Salem	23-Feb-25

Conference	Participant	Date
7th Arab Internet Governance Forum	Dr. Fadi Salem	24-Feb-25
Expert Group Meeting on Public Policy Making and Evaluation for Sustainable Development (UN-ESCWA)	Lama Zakzak	24-Feb-25
4th High Level Forum on World Summit on Information Society WSIS	Dr. Fadi Salem	25-Feb-25
UNDP/GSMA Digital Engagement Forum	Dr. Fadi Salem	5-Mar-25
IEEE P2863 Working Group on AI Governance Workshop	Dr. Fadi Salem	20-Mar-25
Global Southing Internet, Data and AI Studies Workshop	Dr. Fadi Salem	26-Mar-25
IEEE P2863 Working Group on AI Governance Workshop	Dr. Fadi Salem	3-Apr-25
Mediterranean Platform School of Government - LUISS School of Government	Fadi Salem, Mark Esposito, Lama Zakzak, Keertana Subramani, Eiman Almarzooqi	7-Apr-25
UN DESA Committee of Experts on Public Administration - 24th session of the Committee of Experts on Public Administration of the Economic and Social Council	Fadi Salem	8-Apr-25
United Nations 28th Commission on Science and Technology for Development (CSTD) on WSIS	Fadi Salem	9-Apr-25
UN Public Administration Network Annual meeting	Fadi Salem	10-Apr-25
AI and Wearables Policy Implications - AI Week panel	Fadi Salem	24-Apr-25
MIT GovTech summit	Fadi Salem	29-Apr-25

Conference	Participant	Date
China and the GCC green finance in the Middle East: Bankrolling the transition	Lama Zakzak	6-May-25
Harnessing AI and Digital Tech - Oxford University Dpil Anniversary	Fadi Salem	6-May-25
OECD Network of Schools of Government Annual Meeting	Fadi Salem, Dr. Ali Almarri	8-May-25
Navigating Uncertainty and Competition (ME Council SASS Workshop)	Fadi Salem	11-May-25
Emotional Recognition and Connection with AI Assistants - Conference on AI and Privacy	Fadi Salem	27-May-25
Green Finance Platform (GFP) with UNDP	Lama Zakzak	30-May-25
UNESCO Digital capacity-building for governments	Fadi Salem	4-Jun-25
Research Track on Generative AI at the International Digital Government Research Conference 2025	Fadi Salem	9-Jun-25
UNFCC Global Adaptation Goal Conference	Lama Zakzak	16-Jun-25
SDGs, Climate & Health	Lama Zakzak	23-Jun-25
"AIB Paper Presentation: International Diffusion and Scaling of Social Innovations: Making a Global Societal Impact"	Prof. Melodena Stephens	1-Jul-25
AIB SESSION CHAIR: Global Engagement, Inclusiveness, Free Riding & the Evolving Role of AI: SESSION CHAIR	Prof. Melodena Stephens	1-Jul-25
Presentation: The Visual Keyhole into Vulnerable Communities: When Pictures Speak a Thousand Words in Session: Fitting in and Standing Out	Prof. Melodena Stephens	1-Jul-25

Conference	Participant	Date
When Doing Qualitative Research in Emerging Markets: Speaker		
AIB Best Paper Award Committee	Prof. Melodena Stephens	2-Jul-25
Policy Design Thinking Council: Trustworthy AI in healthcare (with Databricks): organizer, designer and facilitator	Prof. Melodena Stephens	1-Aug-25
Policy Design Thinking Council: Trustworthy AI in healthcare (with MIT): organizer, designer and facilitator	Prof. Melodena Stephens	1-Aug-25
How shifting diplomatic relations affect Gulf foreign investments: the case of Egypt. Applied Economics, 1-16.	Dr Ahmed Shoukry Abdelgawad	7-Aug-25
Responsible AI in tech policy	Gilles Fayad	14-Aug-25
Enhancing national capacity for policy and systems research and evidence-informed policymaking:	Immanuel Azaad Moonesar	31-Aug-25
Enhancing national capacity for policy and systems research and evidence-informed policymaking:	Immanuel Azaad Moonesar	31-Aug-25
TDE Policy Council	Prof. Melodena Stephens	11-Sep-25
Global Standards Governing AI Responsibility Webinar (SDAIA)	Akmaral Orazaly	16-Sep-25
Science Summit UNGA Presentation: organizer and Moderator	Prof. Melodena Stephens	19-Sep-25
Social Care Forum	Akmaral Orazaly	24-Sep-25

Conference	Participant	Date
Guest Lecture: Invited Practitioner Session	Dr Swetal Sindhvad	7-Oct-25
Presentation at Google Office to Google Cross-regional Public Affairs Team	Akmaral Orazaly	9-Oct-25
AI in Healthcare. The Good, the Bad, and the Ugly: Lecture	Dr Suhair M. H. Hamouri	11-Oct-25
Invitation to Honorary Board by AIB teaching SIG (letter enclosed): Advisory	Prof. Melodena Stephens	20-Oct-25
The New Middle East: How MENA Countries Are Redefining Global Value Chains Through Health Innovation and the Wellness Economy	Immanuel Azaad Moonesar	22-Oct-25
UNPAF Presentation 1: Dubai as a Smart City Case Study: Presentation	Akmaral Orazaly	28-Oct-25
United Nations 2nd SDG16 Conference	Fadi Salem	29-Oct-25
UNPAF Presentation 2: Bridging AI Divide: inclusive Governance, Innovation & Competitiveness in the MENA Region: Presentation	Akmaral Orazaly	29-Oct-25
Workshop on Systematic Reviews (Research Methods Course – MIM 715)	Dr. Mounia Drissi , Dr Irina Berezhnova	1-Nov-25
META - Moderator for Fireside Chat: Moderator	Prof. Melodena Stephens	4-Nov-25
AI for All: The Imperative of Governance in Low-Resource Settings	Immanuel Azaad Moonesar	5-Nov-25
Advancing International Partnerships for Digital Health Capacity Building	Immanuel Azaad Moonesar	6-Nov-25
10th International Conference on Information Technology Trends (ITT 2025)	Akmaral Orazaly	7-Nov-25
ITU 4th Arab Consultative Conference on the WSIS+20	Fadi Salem	12-Nov-25
Double Burden: Diabetes and Obesity in Youth – Trends, Triggers and Interventions	Dr Irina Berezhnova	15-Nov-25
Inclusive Digital and AI Governance for Resilient Economies roundtable	Akmaral Orazaly	19-Nov-25

Conference	Participant	Date
UNDP Knowledge Forum [Digital & AI Inclusion] : Inclusive Digital and AI Governance for Resilient Economies roundtable	Akmaral Orazaly, Lama Zakzak	19-Nov-25
Middle East Enterprise AI & Analytics Summit and Awards	Prof. Melodena Stephens	20-Nov-25
Bridging the Care Gap: How Multiple Sclerosis Research Illuminates Mental Health Accessibility Challenges	Immanuel Azaad Moonesar	21-Nov-25
From Data to Policy: How to Communicate Health Data & Make it Actionable for Policy Makers	Immanuel Azaad Moonesar	27-Nov-25
international Forum on Family Medicine	Dr Irina Berezhnova	28-Nov-25
Symposium on Healthy Lifestyle (National Phthisiatry Congress)	Dr Irina Berezhnova	28-Nov-25
Internationalization deepens focus on quality in Gulf HE	Dr Racquel Sydonie	29-Nov-25
Bridging the Care Gap: How Multiple Sclerosis Research Illuminates Mental Health Accessibility Challenges	Immanuel Azaad Moonesar	14-Dec-25
panel member: Women in AIB	Prof. Melodena Stephens	15-Dec-25
Session Chair for AIBMENA :Session Chair	Prof. Melodena Stephens	15-Dec-25
Workshop AI and IB: Workshop Chair	Prof. Melodena Stephens	15-Dec-25
Trusting Friends, Not Frenemies: Reshoring, Friend-Shoring, and Frenemy-Shoring in the Semiconductor Industry	Abdulrahman Chikhouni	20-05-2025
International Conference on Advancing Sustainable Futures (ICASF 2025)	Dr Yulia Aray	10-11 December 2025
Effective Negotiation Skills & Organizational Communication	Dr Suhair M. H. Hamouri	12&13 Nov. 2025
12th Annual International Scientific Economy & Management Conference 2025 (EMC 2025)	Dr Yulia Aray	1-4 October 2025
AIB Middle East & North Africa 2025 Chapter Conference	Dr Yulia Aray	15-17 December 2025
Disaggregating Usefulness: Extending TAM for Digital Twin Adoption in Security Governance.	Dr Abdulrahman Chikhouni	15-17 December 2025
META London MENA Policy Flyout: Panel member and expert	Prof. Melodena Stephens	17-19 November 2025
World Bank World /Asian Development Bank): Development report – Regional Consultations	Dr Sivaramakrishnan	17th & 18th December

Conference	Participant	Date
IEEE International Conference on Computational Innovations and Sustainable Technologies (ICCIST-2025)	Session Chair , Manoj Kumar	18–19 Dec 2025
META USA Policy Flyout: expert	Prof. Melodena Stephens	18-19 October 2025
Leaders of the Social Industry	Dr Yulia Aray	20-23 October 2025
AIBMENA Track Chair: AI and Sustainability in IB : Tack Chair	Prof. Melodena Stephens	Through 3rd Qtr
Sixth Factir: Talk	Prof. Melodena Stephens	20-Oct-25
DIFC Regulation 10 Advisory Committee 1st Meeting 2025	Fadi Salem	26-Feb-25
Minister of AI Office - AI Ethics Presentations	David Toman	30-May-25
Accelerating Private Sector Engagement for the United Nations Sustainable Development Goals (UN Global Compact)	Lama Zakzak	1-Jun-25
Annual UAE SDG Report 2025 (UN High Level Political Forum / PMO)	Lama Zakzak	1-Jul-25
DIFC Regulation 10 Advisory Committee 2nd Meeting 2025	Fadi Salem	15-Jul-25
DFF DCAI Presentation	Akmaral Orazaly	30-Jul-25
WGS Partners Retreat 2025	Eiman Al Marzooqi	11-Sep-25
تمكين المستقبل: التحول الطاقي وتنويع الاقتصاد في الدول العربية	Dr. Ali Al Marri , Prof. Khalid Al Wazani , Dr. Yousif El-Ghalayini	15-Sep-25
Global Standards Governing AI Responsibility Webinar (SDAIA)	Akmaral Orazaly	16-Sep-25
AD Social Care Forum - Sustainability	Lama Zakzak	24-Sep-25
Social Care Forum - AI	Akmaral Orazaly	24-Sep-25
Experts' roundtable discussion - CCI Index	Fadi Salem, Eiman Almarzooqi, Keertana Subramani, Khalid Alwazani	25-Sep-25
Social Care Forum	Victor Pineda	25-Sep-25
DDA Presentation & MOU at GITEX	Akmaral Orazaly	14-Oct-25
TDRA 4th Arab Consultative Conference on the WSIS+20 Review Process	Fadi Salem	12-Nov-25
MBR Foundation - UNDP Knowledge Forum [Digital & AI Inclusion] : Inclusive Digital and AI Governance for Resilient Economies roundtable	Akmaral Orazaly	19-Nov-25

Conference	Participant	Date
CCI Index - Presentation to HH / Dubai Culture - Competitiveness	Fadi Salem, Eiman Almarzooqi	27-Nov-25
MoE Knowledge Hub Consultation	Fadi Salem	6-Dec-25
Competitiveness and the SDGs - Secretariat of the National Committee on SDGs	Mark Esposito	3-Jun-26
General Secretariat of the National Committee on SDGs / PMO - UAE Private Sector SDG Contributions - SDG12 Roundtable	Keertana Subramani	3-Jun-26
UAE Private Sector SDG Contributions - General Secretariat of the National Committee on SDGs / PMO	Fadi Salem	3-Jun-26
UAE Private Sector SDG Contributions - General Secretariat of the National Committee on SDGs / PMO - SDG13 Roundtable	Lama Zakzak	3-Jun-26

5. Research Publications

Research Publications			
Title	Author	Type	Date
Policy Councils: Design Thinking for Problem Solutioning.	Stephens, M. (2025), Policy Councils: Design Thinking for Problem Solving. IEEE SSIT Technical Committee.	White paper	2025
Sustainability Orientation of Entrepreneurs in MENA Region: Behavioral and Ecosystem Antecedents of The Move From Intentions to Actions	Yulia Aray, Olga Verkhovskaya, Karina Bogatyreva, Immanuel Azaad Moonesar, Melodena Stephens	Book Chapter	2025
Anticipatory Governance - Shaping A Responsible Future.	Stephens, M., Awameleh, R. & Sicre, F. (Eds.) (2025). Anticipatory Governance. World Scientific Publishing: Singapore.	Book	1-Jan-25
Anticipatory Governance: At The Edge of Uncertainty	Stephens, M., Awamleh, R. & Sicre, F. (2025). Anticipatory Governance: At The Edge of Uncertainty. In M. Stephens, et al. (Eds). Anticipatory Governance: Shaping A Responsible Future. World Scientific Publishing, Singapore: 3-16.	Book chapter	1-Jan-25
Backcasting: A Design Thinking Approach to Creating Transformative Futures.	Stephens, M. & Inayatullah, S. (2025). Backcasting: A Design Thinking Approach to Creating Transformative Futures. In M. Stephens, et al. (Eds). Anticipatory Governance: Shaping A Responsible Future. World Scientific Publishing, Singapore: 69-83.	Book Chapter	1-Jan-25
Bridging the AI Divide.	Stephens, M., Aziz, M. H., Lopez, M. et al., (2025). Bridging the AI Divide. The Digital Economist.	Policy Brief	1-Jan-25
Early Warning Systems: Whispers in the Global Corridors.	Stephens, M., Awamleh, R. & Sicre, F. (2025). Early Warning Systems: Whispers in the Global Corridors. In M. Stephens, et al. (Eds). Anticipatory Governance: Shaping A Responsible Future. World Scientific Publishing, Singapore: 165-185.	Book Chapter	1-Jan-25
Empowering Fathers Enhancing Paternal Involvement in Early Diagnosis and Care for	Immanuel Azaad Moonesar, Khamis Al Alawy, Farah Ahmad, Safa Alzaabi, Mounia Drissi, Fatma AlJassim	Policy Brief	1-Jan-25

Research Publications			
Title	Author	Type	Date
Young Children of Determination in the UAE.			
Future of Education: Using Backcasting to Design Guardrails.	Stephens, M. & Inayatullah, S. (2025). Future of Education: Using Backcasting to Design Guardrails. In M. Stephens, et al. (Eds). Anticipatory Governance: Shaping A Responsible Future. World Scientific Publishing, Singapore: 269-285.	Book chapter	1-Jan-25
Synthetic Biology Governance – Advocacy.	Stephens, M. & Balakrishnan, A. (2025). Synthetic Biology Governance – Advocacy. In M. Stephens, et al. (Eds). Anticipatory Governance: Shaping A Responsible Future. World Scientific Publishing, Singapore: 359-370	Book chapter	1-Jan-25
Transforming Healthcare Excellence Through Strategic Workforce Well-being: A Global Perspective	Immanuel Azaad Moonesar et al.	Journals and journal articles	1-Jan-25
Global Economic Diversification Index 2025	Keertana Subramani, Salma Refass, Aathira Prasad, Dr. Nasser Saidi, Dr. Fadi Salem, Dr. Ben Shepherd	Report	1-Feb-25
SDGs in Action Forum Proceedings (WGS 2025) - WGS / UAE PMO / FCSC	Lama Zakzak	Proceeding	1-Feb-25
Sugar-Sweetened Beverages In The United Arab Emirates-A Call For Public Health Action	Khamis Al Alawy, Professor Immanuel Azaad Moonesar R. D	Policy Council	1-Feb-25
The Arab Region SDGS Index and Dashboards 2025	Lama Zakzak, Dr. Mari Luomi, Keertana Subramani, Grayson Fuller, Dr. Fadi Salem, Guillaume Lafortune	Report	1-Feb-25
The Visual Keyhole into Vulnerable Communities: When Pictures Speak a Thousand Words.	Stephens, M. (2025). The Visual Keyhole into Vulnerable Communities: When Pictures Speak a Thousand Words. In H. Bernard, Handbook of Qualitative Research in Emerging Markets. Edward Elgar.	Book chapter	11-Feb-25
Digital Leadership in a Global Context	Stephens, M. (2025). Digital Leadership in a Global Context. In M. J. Munoz (Ed.). Digital Leadership: Concepts and	Book chapter	13-Feb-25

Research Publications			
Title	Author	Type	Date
	Cases. Edward Elgar Publishing: 9-29.		
AI Governance and Societal Transformation in the GCC: A Comparative Analysis of National AI Strategies	Albous, M., Al-Jalousi, O. & Stephens, M. (2025). AI Governance and Societal Transformation in the GCC: A Comparative Analysis of National AI Strategies. Journal of Artificial Intelligence Research (JAIR), 82, pp. 2389, publication April 2025	Journals and journal articles	1-Apr-25
Generative AI Adoption amongst Dubai Government Employees	Dr. Fadi Salem, Sarah Shaer, Keertana Subramani	Report	1-Apr-25
The Artificial Intelligence SMEs Ecosystem in the UAE	Dr. Fadi Salem, Sarah Shaer, Salma Alkhoudi	Report	1-Apr-25
Leveraging Blockchain Networks for Decentralized Governance of the Digital Commons	Professor Mark Esposito	Policy Brief	1-May-25
Metaverse Governance: A Systematic Literature Review (1990-2023).	Sharma, V., Stephens, M. & Khurshid, S. (2025). Metaverse Governance: A Systematic Literature Review (1990-2023). Review of International Business and Strategy, Accepted for publication 6 May 2025 - RIBS-10-2024-0118.R1.	Journals article	1-May-25
Accelerating Private Sector Engagement for the United Nations Sustainable Development Goals (UN Global Compact)	Lama Zakzak	Report	1-Jun-25
Hearing from Fathers: Barriers to Fatherhood Engagement for Abu Dhabi's Children of Determination through an Ecological COM-B Analysis	Drissi, M.; Moonesar, I.A.; Aljassim, F; Alzaabi, S. A. S, & Ahmed, F.	Journals and journal articles	1-Jun-25
Strategies of Financial Inclusion and Financial Well-Being in expanded BRICS economies	Immanuel Azaad Moonesar et al.	Journals and journal articles	1-Jun-25
Western Commitment to Planetary Health. In Mohd Mizan Aslam, Rohan Gunaratna (eds). Planetary Health and Social Security Securing Our Common Future (1st Ed). Routledge, UK.	Harrison J. & Moonesar, I.A. (2025).	Books and book chapter	1-Jun-25
A Strategic AI Safety Imperative: Towards a UAE	Dr. Fadi Salem, Cyrus Hodes	Policy Brief	1-Jul-25

Research Publications			
Title	Author	Type	Date
Artificial Intelligence Safety Institute			
International Diffusion and Scaling of Social Innovations: Making a Global Societal Impact	Stephens, M., Kothari, T. & Khurshid, S. (2025)	Conference Paper	1-Jul-25
Jordan's Approach to Breast Cancer Early Detection. In Eds. Moonesar I.A. and Godchaux. I.B in International Public Policy Insights Volume 3 Issue 1. Academy of International Business – Middle East North Africa Chapter & Mohammed bin Rashid School of Government, Dubai, UAE	Al-Ajlouni, R & Ahmad, A. (2025).	Policy Brief	1-Jul-25
Adaptive Buffering Strategies for Incremental Learning Under Concept Drift in Lifestyle Disease Modeling	Immanuel Azaad Moonesar et al, Co-author (Manoj Kumar M. V.)	Journal articles	1-Aug-25
Strategic Planning and Institutional Excellence	Prof. Khalid Al Wazani , Dr. Ali Al Marri , Mr. Saleh AlHamouri	Book	1-Aug-25
How shifting diplomatic relations affect Gulf foreign investments: the case of Egypt. Applied Economics, 1-16.	Dr Ahmed Shoukry Abdelgawad	Journals and journal articles	7-Aug-25
Editorial: Navigating the Nexus of Big Data, AI, and Public Health: Transformations, Triumphs, and Trials in Multiple Sclerosis Care Access	Immanuel Azaad Moonesar et al.	Journals and journal articles	1-Sep-25
Embedding Social Accountability Standards in MBRSG to Advance Inclusive and Transparent Public Policy Education	Immanuel Azaad Moonesar et al.	Journals and journal articles	1-Sep-25
Enhancing Access to Disease-Modifying Therapies for Multiple Sclerosis Patients Across the Eastern Mediterranean Region	Professor Immanuel Azaad Moonesar R. D, Abu Baker Al Madani, Farah Ahmad, Khulood Mohamed Hussain Ibrahim Alsayegh, Ali Alsaati	Policy Council	1-Sep-25
Bridging the AI Divide: Inclusive Governance Innovation & Competitiveness in the MENA Region	Dr. Fadi Salem, Sarah Shaer, Salma Alkhoudi	Report	1-Oct-25

Research Publications			
Title	Author	Type	Date
Mental Healthcare in the Gulf Cooperation Council: A Review and Comparative Analysis of Policies, Practices, and Challenges	Immanuel Azaad Moonesar et al, Alsayegh, Khulood Mohamed	Journals and journal articles	1-Oct-25
The GCC Green Growth Opportunities and Sustainable Finance Framework: A Healthcare Sector Perspective. In: Miniaoui, H., Bellalah, M. (eds) Green Growth Opportunities and Sustainable Finance in the Gulf Cooperation Council Region. Gulf Studies, vol 24. Springer, Singapore. https://doi.org/10.1007/978-981-96-8287-4_8	Moonesar, I.A., Alsayegh, K.M.H.I., Berryman, E. (2025).	Books and book chapter	1-Oct-25
Unlocking the potential of contract research organizations in Africa's clinical trials ecosystem	Immanuel Azaad Moonesar et al.	Journals and journal articles	1-Oct-25
طريق القيادة: على خطى محمد بن راشد	Dr. Ali Al Marri	Book	1-Nov-25
AI Trade Offs: A Systems Lens on Decision-Making	Dr. Melodena Stephens, Dr. Shruti Shankar Gaur, Jose Luis Carvalho, Imen Ameur	Policy Brief	21-Nov-25
Network Decentralized Governance: Examples, Risks, Benefits, And Applications	Professor Mark Esposito, Massimo Morini	Policy Brief	1-Dec-25
Understanding Fatherhood Policies Worldwide in Context of Young Children with Disabilities: An Ecological Systems Analysis.	Drissi, M., Moonesar, I. A., Castelyn, J., & AlRamahi, R.	Journals and journal articles	Sep-Oct 2025
Modeling Service Experience and Sustainable Adoption of Drone Taxi Services in the UAE: A Behavioral Framework Informed by TAM and UTAUT	Co-author; Corresponding Author: Manoj Kumar M. V.	Published Research (Journal Article)	Published: 16 Jan 2026 (Received: 16 Oct 2025; Revised: 29 Dec 2025; Accepted: 4 Jan 2026)
Annual UAE SDG Report 2025 (UN High Level Political Forum / PMO)	Lama Zakzak	Report	
Jordan Approach to Breast Cancer Detection	Dr Irina Berezhnova ,Prof. Immanuel	Publication (Policy Insight)	
Strengthening Inclusive Education Policy for Special Education in the UAE	Dr Irina Berezhnova ,Prof. Immanuel	Publication (Policy Insight)	

Research Publications			
Title	Author	Type	Date
Ecological Calenders	Lama Zakzak	Case Study	1-Jan-25
Eyes in the Sky: Rise of Balloons for Wildfire Detection	Lama Zakzak	Case Study	22-Jul-25
Rourkela's cold Storage	Lama Zakzak	Case Study	18-Jun-25
Innovation Suburb Hubs in Helsinki	Lama Zakzak	Case Study	23-May-25
The European Genome Project: Unlocking Power for Medical Research	Lama Zakzak	Case Study	3-Feb-25
Home-grown AI in Hamburg	Lama Zakzak	Case Study	23-May-25
Waterloo Children Innovation Platform	Lama Zakzak	Case Study	3-Feb-25
SuperBrain: Enabling the blind to see	Lama Zakzak	Case Study	18-Jun-25
Plasmodial charging station mapping	Lama Zakzak	Case Study	23-May-25
Biosensors - using biology to sense biology	Lama Zakzak	Case Study	18-Jun-25
Hundred Year Library	Lama Zakzak	Case Study	22-Jul-25
Sustainable School Design	Lama Zakzak	Case Study	22-Jul-25
Agriculture Algorithms & Satellite Imagery	Lama Zakzak	Case Study	21-Aug-25
Collective Constitutional AI	Lama Zakzak	Case Study	21-Aug-25
Accelerating Scientific Discovery with AI	Lama Zakzak	Case Study	21-Aug-25
The Liberated Public Service	Lama Zakzak	Case Study	8-Sep-25
Rethinking Public Employment Schemes	Lama Zakzak	Case Study	8-Sep-25
Restaurant of Mistaken Orders	Lama Zakzak	Case Study	23-Sep-25
Narrative Monitoring Poverty in India	Lama Zakzak	Case Study	23-Sep-25
Ligthouse_tracking graffiti hate crime	Lama Zakzak	Case Study	23-Sep-25
Military Uniform Customization	Lama Zakzak	Case Study	8-Oct-25
The New GDP	Lama Zakzak	Case Study	8-Oct-25
The Deviation Game	Lama Zakzak	Case Study	8-Oct-25
Liquid Trees	Lama Zakzak	Case Study	29-Oct-25
Animal Internet	Lama Zakzak	Case Study	29-Oct-25
Robot Falcon	Lama Zakzak	Case Study	29-Oct-25
Resilient Corals help degraded reefs	Lama Zakzak	Case Study	15-Dec-25
Zuari FarmHub	Lama Zakzak	Case Study	12-Dec-25
Surplus Datacenter Heat Will Be Repurposed to Heat Homes in Denmark	Lama Zakzak	Case Study	15-Dec-25

SECTION 5

EXECUTIVE EDUCATION

1. Executive Education Programs

Mohammed Bin Rashid School of Government is committed to developing institutional capacity in the region and offers executive education programs that equip leaders in the public and private sectors with the skills to confront the region's evolving policy challenges. MBRSG executive education programs provide concise, focused courses that target government and non-government leaders seeking to enhance their expertise in public policy, leadership, management, strategic planning and financial management. During 2025, MBRSG offered a total of 55 executive education programs. 448 trainers contributed to delivering the executive education programs. During 2025, the executive education leadership programs had a total of 971 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 2025, 49 (Arab Future Government Leaders' Programs, Customized Programs, Global leaders' programs) with a total of 253 modules were delivered to entities. A total of 6332 participants attended customized programs.

List of Customized Programs offered in 2025				
#	Program Name / Module	No. of Modules Delivered	No. of Days Delivered	No. of Par-ticipants
1	UAE Study Visit - Best practice visits to leading entities in UAE- LUISS Mediterranean Platform School of Government-Italy	4	4	10
2	برنامج تمكين القيادات العليا DIRECTORATE GEN. OF DUBAI CIVIL DEFENSE الإدارة العامة للدفاع المدني-دبي	8	14	79
3	برنامج تمكين القيادات الصغرى DIRECTORATE GEN. OF DUBAI CIVIL DEFENSE الإدارة العامة للدفاع المدني-دبي	9	15	339
4	برنامج الدبلوم المهني المدقق الحكومي - الدفعة الثالثة FINANNICAL AUDIT AUTHORITY-Batch 3جهاز الرقابة المالية	31	46	682
5	Nigeria Executive Leaders Program Ministry of Cabinet Affairs مكتب التبادل المعرفي الحكومي -	11	14	396

List of Customized Programs offered in 2025				
#	Program Name / Module	No. of Modules Delivered	No. of Days Delivered	No. of Par-ticipants
6	Kyrgyzstan Youth Leaders Program- Batch 1 Ministry of Cabinet Affairs - مكتب التبادل المعرفي الحكومي	NA	3	18
7	برنامج الإدارة الحكومية " التمكين والتأهيل لتعزيز الأداء الحكومي" لموظفي وزارة المالية بدولة الكويت Ministry of Finance - Kuwait- بدولة الكويت - وزارة المالية	5	5	125
8	برنامج الدبلوم المهني المدقق الحكومي - الدفعة الثانية - جهاز الرقابة المالية FINANNICAL AUDIT AUTHORITY	NA	1	27
9	Excellence in Public Sector Auditing Programme - Singapore جهاز الرقابة المالية FINANNICAL AUDIT AUTHORITY	5	5	75
10	برنامج إعداد القيادات - المرحلة الأولى - تمكين القيادات - الدفعة الثانية Dubai Municipality - بلدية دبي	7	8	112
11	برنامج إعداد القيادات - المرحلة الاولى تمكين القيادات - الدفعة الأولى	NA	1	13
12	Kazakhstan Executive Leaders Program- Batch 1 Ministry of Cabinet Affairs - مكتب التبادل المعرفي الحكومي	NA	3	18
13	برنامج قيادات المستقبل Ministry of defense - وزارة الدفاع	1	1	24
14	Uzbekistan Strategic Leadership Program 2024-Batch 1 (Senior Level) Ministry of Cabinet Affairs - مكتب التبادل المعرفي الحكومي	NA	1	9
15	Real estate leadership preparation program دائرة الأراضي والأملاك Dubai Land Department	1	3	24
16	Ethiopia Executive Leadership Program- Batch 1 Ministry of Cabinet Affairs - مكتب التبادل المعرفي الحكومي	NA	3	11
17	Malta Senior Executive Leadership Program-Batch 2 Ministry of Cabinet Affairs - مكتب التبادل المعرفي الحكومي	NA	3	23
18	Seychelles Executive leadership program- Batch 2	7	11	98

List of Customized Programs offered in 2025				
#	Program Name / Module	No. of Modules Delivered	No. of Days Delivered	No. of Par-ticipants
	Ministry of Cabinet Affairs مكتب التبادل المعرفي - الحكومي			
19	Maldives Executive Leadership program-Batch 2 Ministry of Cabinet Affairs مكتب التبادل المعرفي - الحكومي	NA	3	29
20	Bermuda Executive Leadership Program-Batch 1 Ministry of Cabinet Affairs مكتب التبادل المعرفي - الحكومي	NA	3	19
21	Leadership Development Program - Frontiers Batch 6 هيئة كهرباء ومياه دبي Dubai Electricity and Water Authority (DEWA)	12	17	393
22	Mongolia Youth Leadership Program Ministry of Cabinet Affairs مكتب التبادل المعرفي - الحكومي	5	8	92
23	Colombia Executive Leadership Program Ministry of Cabinet Affairs مكتب التبادل المعرفي - الحكومي	4	8	66
24	برنامج قيادات حكومات المستقبل Ministry of Cabinet Affairs مكتب التبادل المعرفي - الحكومي	1	11	280.00
25	برنامج قيادات حكومات المستقبل Ministry of Cabinet Affairs مكتب التبادل المعرفي - الحكومي	5	5	200
26	Brunei Executive Leadership Program-Batch 1 Ministry of Cabinet Affairs مكتب التبادل المعرفي - الحكومي	4	10	135.00
27	Partnership Diplomaدبلوم الشركات Dubai Police	8	10	183.00
28	Seniorبرنامج إعداد القيادات العليا للمدراء التنفيذيين Leadership program (CEO's) Dubai Civil Aviation Authority Dubai Courts	5	10	33.00
29	Executive Diploma for Innovation leaders - Batch 2	25	50	503

List of Customized Programs offered in 2025				
#	Program Name / Module	No. of Modules Delivered	No. of Days Delivered	No. of Par-ticipants
	برنامج الدبلوم التنفيذي لقادة الابتكار- الدفعة الثانية Minitry of Interior وزارة الداخلية ابوظبي-			
30	Leadership Program برنامج إعداد القيادات اللجنة العليا للتشريعات Dubai Civil Aviation Authority هيئة الطيران المدني	14	14	232
31	Future Foresight دورة استشراف المستقبل Dubai police	1	3	75
32	Future Foresight دورة استشراف المستقبل Dubai police	1	3	45
33	Dubai police دورة تدريبية بعنوان " التميز المؤسسي	1	4	12
34	برنامج التوجهات الحديثة في الإدارة Dubai Police شرطة دبي	5	6	100
35	Future Leadership Empowerment Program برنامج تمكين قيادات المستقبل Community Dvelopment هيئة تنمية المجتمع Authority	11	16	238
36	Future Leaders Empowerment Program برنامج تمكين قيادات المستقبل Dubai Courts	1	2	21
37	دورة تدريبية في الرشاقة المؤسسية في الإدارة الحكومية Dubai Courts محاكم دبي	2	3	27
38	Latin America & Caribbean Leadership Program Ministry of Cabinet Affairs مكتب التبادل المعرفي - الحكومي	4	6	68
39	برنامج محمد بن حمد لإعداد القادة مجلس محمد بن حمد الشرقي	16	20	398
40	الدبلوم التنفيذي تمكين قادة المستقبل UAE Space Agency	15	24	351
41	برنامج تمكين قيادات المستقبل دائرة الشؤون الإسلامية والعمل الخيري	10	14	259
42	دبلوم تمكين القيادات الشابة Diploma in Empowering Young Leaders Ministry of Defence وزارة الدفاع	4	6	104
43	برنامج قيادات المستقبل – الدفعة الثانية Ministry of Defence وزارة الدفاع	6	8	182

List of Customized Programs offered in 2025				
#	Program Name / Module	No. of Modules Delivered	No. of Days Delivered	No. of Par-ticipants
44	برنامج ندثجون إقامة دبي في العلوم السلوكية The Ndthjon Dubai Residency Program in Behavioral Sciences الادارة العامة للهوية وشؤون الاجانب - دبي	4	5	204
	TOTAL	253	410	6332

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 2025, 10 open enrollment programs were delivered with 65 modules and a total of 1846 participants attended.

List of Open Enrollment Programs offered in 2025				
#	Program Name / Module	No. of Modules Delivered	No. of Days Delivered	No. of Participants
1.	الدبلومات المهنية \الرشاقة المؤسسية في الادارة الحكومية – الدفعة الخامسة" Diversified	13	13	171
2.	Diploma in Emergency and Disaster Healthcare Program - Group 1 Diversified	NA	1	118
3.	Diploma in Emergency and Disaster Healthcare Program - Group 2 Diversified	NA	1	36
4.	Diploma in Emergency and Disaster Healthcare Program - Group 3 Diversified	NA	1	27
5.	DHA - Diploma in Public Healthcare Program - Group 1 Diversified	NA	1	82
6.	DHA - Diploma in Public Healthcare Program - Group 2 Diversified	NA	1	36
7.	DHA - Diploma in Public Healthcare Program - Group 3 Diversified	NA	1	25
8.	التنفيذي الاتصال الرقمي الحكومي – الدفعة الثالثة الدبلوم Diversified	NA	1	21
9.	Artificial Intelligence Ethics in the Age of generative AI (IEEE CertifAIEd™ Assessor Training)- Batch 3 Collaborating with the IEEE Standards Association (IEEE SA)	6	6	53
10.	الدبلوم التنفيذي للسياسات العامة - الدفعة العاشرة	12	12	312
11.	الدبلوم التنفيذي " قائد الاستدامة والمسؤولية المجتمعية في المؤسسات" الدفعة الثالثة	12	12	215
12.	الدبلوم التنفيذي للاتصال الرقمي الحكومي-الدفعة الرابعة	4	12	80

List of Open Enrollment Programs offered in 2025				
#	Program Name / Module	No. of Modules Delivered	No. of Days Delivered	No. of Participants
13.	"الدبلوم التنفيذي : القيادة المدعومة بالذكاء الاصطناعي - استراتيجيات للمستقبل" المجموعة الأولى والثانية	8	17	408
14.	الدبلوم التنفيذي" البصائر السلوكية (علم السلوك) لصنّاع السياسات وقادة التغيير Executive Diploma in Behavioral Insights for Policy Makers and Change Leaders	10	10	262
	Total	**65**	**89**	**1846**

4. Graduates from Leadership Program

Till date, a total of 3820 participants have graduated from the various Executive Education Leadership programs offered by MBRSG.

Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
No. of graduates	30	16	360	567	158	122	72	132	76	138	102	126	348	318	**343**	**571**	**3479**

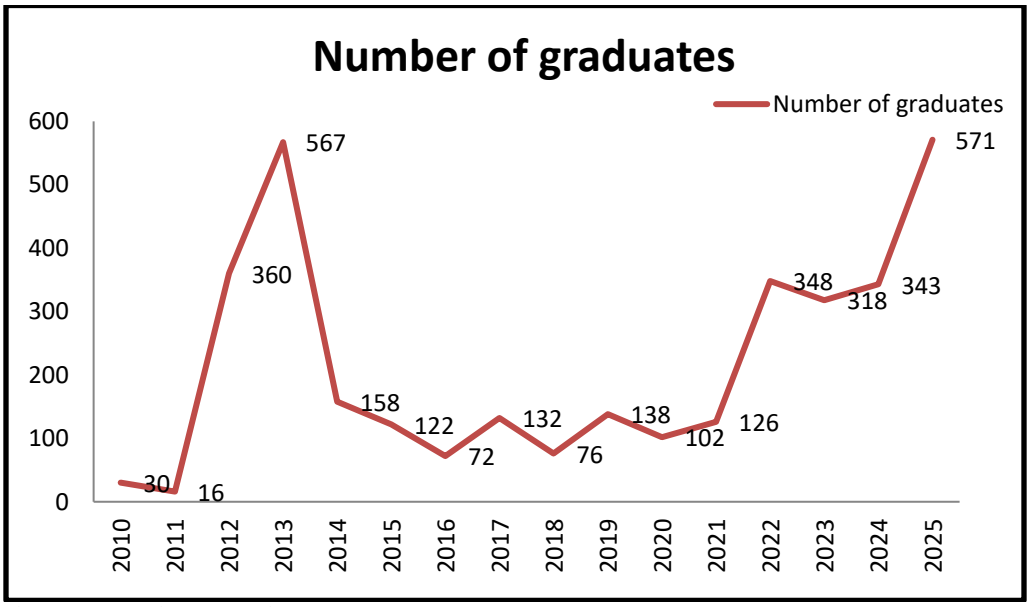


Fig 5.4.1Executive Education Graduates 2007-24

5. Executive Education Data Snapshot

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Number of customized programs	10	11	7	11	13	14	19	33	36	49
Number of open enrollment programs	18	11	18	15	9	11	28	16	14	10
Total number of executive education programs	28	22	25	26	22	25	47	49	50	59
Number of clients (entities) served	10	12	7	10	9	7	17	16	17	22
Total number of participants	887	1346	654	614	692	474	3596	3088	9209	8178
Number of graduates from Leadership programs	72	132	76	138	102	126	348	318	343	571
Total number of training days	128	172	170	209	173	219	347	441	586	499
Total number of trainers	35	38	38	145	72	153	277	340	756	448

SECTION 7

ACADEMIC SUPPORT SERVICES

1. Library

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

Category	2020	2021	2022	2023	2024	2025
Online databases	7	7	7	7	5	5
Number of books (printed)	8150	8150	8560	8560	7655	7740
Number of textbooks	54	56	58	58	58	51
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	4,762

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.

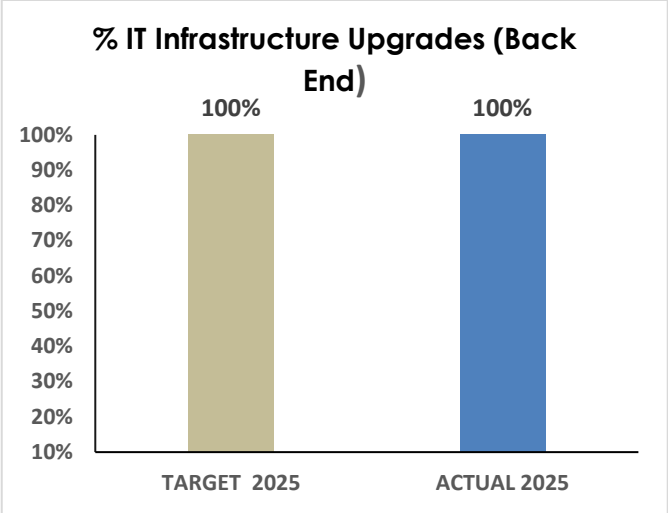


Fig7.2.1: Infrastructure Upgrades (back end)

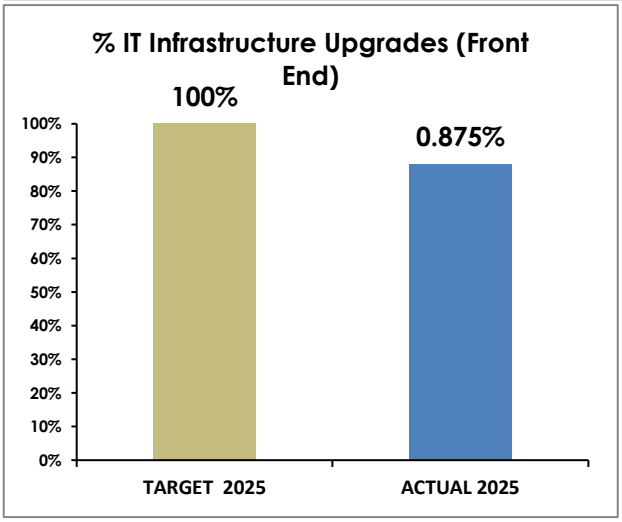


Fig7.2.2: Infrastructure Upgrades (front end)

SECTION 9

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 2025, MBRSG hosted 37 public events, which attracted a total 3293 attendees. The Ramadan Knowledge Series session 3 held virtually in April had the highest participation of 668 attendees while the graduation ceremony held in November had the second highest turnout of 410 attendees.

Month	Event	Type of Event
January	MBRSG Open Day	Public Event (virtual)
	Report Launch: "the Future of SMEs in the UAE"	Event (by invitation)
	MoU Signing with Ajman Ports & Customs	Event (by invitation)
February	MBRSG Alumni Forum	Event (by invitation)
	Innovation Session: Decision Trade-Offs: Reimagining the Future	Public Event
March	Outcomes of the WGS event	Public Event (virtual)
	Report Launch: Advancing Artificial Intelligence Impact in Dubai	Public Event
	Ramadan Knowledge Series session 1	Public Event (virtual)
April	Ramadan Knowledge Series session 2	Public Event (virtual)
	Ramadan Knowledge Series session 3	Public Event (virtual)
	Ramadan Knowledge Series session 4	Public Event (virtual)
	Ramadan Knowledge Series session 5	Public Event (virtual)
May	Executive Education Forum	Event
	MoU Signing with Department of Human Resources – Government of Ajman	Event (by invitation)
	Boot Camp Program at RAK	Event (by invitation)
	MBRSG Open Day	Public Event (virtual)
June	MoU Signing with Dubai Air Navigation Services	Event (by invitation)
	MBRSG Open Day - RTA	Public Event (virtual)
July	MoU Signing with Majra	Event (by invitation)
	MoU Signing with Ministry of Industry & Advanced Technology	Event (by invitation)
August	MBRSG Open Day	Event (by invitation)
September	جلسة شبابية: الجاهزية لمستقبل مستدام - Youth Session: Readiness for a Sustainable Future	Event
	MBRSG Knowledge Session: COP 28: The Future of Sustainability in the UAE	Public Event (virtual)
	MoU Signing with DGHR	Event (by invitation)
	MoU Signing with MBRL	Event (by invitation)
October	Open Day	Public Event (virtual)

Month	Event	Type of Event
	MoU Signing with Geneva Center for Human Rights	Event (by invitation)
	MoU Signing with the Ministry of Defense	Event (by invitation)
	MoU Signing with Emirates Strategic Planning and Foresight Future Association	Event (by invitation)
November	MBRSG Graduation Ceremony 2023	Public Event
	The 17th Annual Scientific Conference: Climate Change and its repercussions on Arab Economic Development	Public Event
	Arab Climate Forum	Public Event
	Report Launch: Synthetic Biology (Syn-Bio) Governance	Public Event
December	Launching the special COP 28 Edition of the Arab SDGs Index and Dashboard Report	Public Event
	MBRSG Open Day	Public Event (virtual)
	DANS Graduation	Event (by invitation)
	MoU with Tadawi	Event (by invitation)

كليـــة محمـــد بن راشـــد
للإدارة الحكـــوميـــة
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 2025 to 31st December 2025.

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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