



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

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



# Master of **PUBLIC ADMINISTRATION**

Lead the Future of Government

**PRIME**

*an initiative of the  
United Nations Global Compact*

**MPA**



# LEAD THE FUTURE OF GOVERNMENT

Focused in AI Governance, Digital  
Transformation & Public Leadership

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## ABOUT US

At MBRSG, we train the government leaders who will build the UAE of 2031 and beyond. Founded in 2005 under the patronage of HH Sheikh Mohammed Bin Rashid Al Maktoum, we were the first institution in the Arab world dedicated entirely to governance and public policy.

MBRSG empowers future leaders through an integrated system offering academic and training programs, as well as evidence-based policy analysis and research. The programs are founded on global best practices, initially developed in collaboration with the Kennedy School at Harvard University. Today, our research directly informs UAE Vision 2031 – shaping Forward Society, Forward Economy, and Forward Ecosystem priorities at the national level.

MBRSG also collaborates with several government and private institutions both regionally and internationally, building on a foundation of scientific thought inspired by the reality of Arab public administration.

# PROGRAM OVERVIEW

“When you create leaders, you create a future. A real leader is one who builds up other leaders, and a real organization is one that produces leaders.”

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

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



The MPA at MBRSG is a career-transformation program. You arrive as a capable government professional; you leave as a policy leader equipped to drive national priorities.

The program offers a solid foundation in governance and public management, economics of public finance, organizational leadership and HR, policy analysis, technology and innovation governance, AI and technology governance (including AI governance, digital transformation, and algorithmic accountability), and research methods. The program uses a triple-helix approach: building on a strong theoretical foundation, we use experiential learning through interactive workshops, field trips, guest lecturers, and practice-based assessments.

# WHAT MAKES THIS MPA DIFFERENT?



## **AI & Technology Governance Module**

One of the few MPA programs in the region to cover AI governance, digital public services, and algorithmic accountability



## **Hybrid Flexibility**

Weekend block delivery, 49% online; no career break required



## **Government Entity Access**

Study alongside peers from UAE government entities, UAE Federal Ministries, and other government organizations worldwide



## **UAE National Impact**

Dissertations contribute directly to public policy and UAE Vision 2031 priorities



## **UAE AI Strategy 2031**

Aligned with UAE AI Strategy 2031 and the DGEP Digital Government Excellence Framework

# LEARNING OUTCOMES

When students satisfactorily complete the MPA program they will be able to:

1. Explain the applicability and limitations of contemporary public management and governance theories.
2. Appraise and assess the role of public management and policy data in driving local outcomes.
3. Justify the need for contextualization in analysis, and formulation of strategies for the public sector.
4. Design policy frameworks to solve wicked problems.
5. Demonstrate effective leadership and teamwork skills to solve complex problems and present recommendations to diverse stakeholders.



# PROGRAM LEARNING OBJECTIVES



Students completing the MPA program will be able to



Step into a Senior Policy Advisor, Director, or AI Governance Lead role



Champion digital transformation initiatives within your government entity



Design and evaluate national-level public policies aligned to UAE Vision 2031



Lead cross-government collaboration, PPPs, and innovation-driven service reform

# CAREERS & EMPLOYABILITY

The MBRSG Master of Public Administration (MPA) equips professionals with the knowledge and leadership capabilities required to drive public-sector transformation, policy development, and government excellence. MPA graduates hold influential positions across ministries, government entities, law enforcement agencies, municipalities, and public service organizations throughout the UAE and the region.

## Where our graduates work:

Career Path	Representative Employers	Impact
<b>Government Leadership &amp; Policy</b>	Ministry of Interior, Ministry of Education, Federal Government Entities	Develop policies, lead strategic initiatives, and support national priorities.
<b>Public Sector Transformation</b>	Dubai Municipality, Dubai Health Authority, Dubai Customs, Dubai Courts	Improve public services, drive innovation, and enhance organizational performance.
<b>AI Governance Lead</b>	TDRA, Smart Dubai, ADDA, Entity Digital Offices	Build AI regulatory frameworks; oversee algorithmic accountability; lead digital transformation.
<b>Security &amp; Public Safety Leadership</b>	Ministry of Interior, Dubai Police, Abu Dhabi Police	Lead operational excellence, governance, and public safety initiatives.

Mohammad bin Rashid School of Government earned 4-Star QS stars rating with 5 stars distinction in Teaching. The School recorded outstanding academic performance across the Teaching, Research, and Governance categories.



# CAREERS & EMPLOYABILITY

50%

Leadership-Level Positions  
Held by Graduates

618+

Verified Employment  
Records

## EMPLOYER & ENTITY PARTNERS



UNITED ARAB EMIRATES  
MINISTRY OF EDUCATION

شرطة دبي  
DUBAI POLICE



وزارة الدفاع  
MINISTRY OF DEFENCE



وزارة الداخلية  
MINISTRY OF INTERIOR

شرطة أبوظبي  
ABU DHABI POLICE



محاكم دبي  
DUBAI COURTS



أدنوك  
ADNOC



بلدية مدينة أبوظبي  
MUNICIPALITY OF ABU DHABI CITY



RTA

هيئة الطرق والمواصلات  
ROADS & TRANSPORT AUTHORITY

هيئة الصحة بدبي  
DUBAI HEALTH AUTHORITY



بلدية دبي  
Dubai Municipality



جمارك دبي  
Dubai Customs



هيئة أبوظبي للرقمية  
ABU DHABI DIGITAL AUTHORITY



دبي  
للإعلام  
DUBAI MEDIA

TDRA  
هيئة تنظيم الاتصالات  
والحكومة الرقمية  
TELECOMMUNICATIONS AND DIGITAL  
GOVERNMENT REGULATORY AUTHORITY

دبي الذكية  
SMART DUBAI



# TESTIMONIALS



“Looking back, graduating from the MPA program at MBRSG 14 years ago was the turning point in my public policy career. It provided me with the skills, vision, and structure to drive meaningful change. For anyone passionate about shaping the future of public administration, this is the place to start.”

**Hany Abdelmonem**

Policies and Research Advisor  
Education, Human, and Community  
Development Council

“Learning about citizen-centered governance during my MPA journey was eye-opening. It helped me understand how our government prioritizes people’s needs, and how public servants should place citizens at the heart of every process.”

**Fatma Bin Kharbash**

Vice President - ESG Engagement & Partnership  
First Abu Dhabi Bank Ministry of Education



# TESTIMONIALS



“The MPA program helped me understand how governments address public needs through policy and procedure. Through case studies and real scenarios, we learned to apply management styles that enhance performance across sectors.”

**Khalid Almarri**

Director of Planning & Institutional Effectiveness  
Mohammed Bin Rashid School of Government

“The MPA program expanded my perspective on leadership and public policy. The clear, precise tutorials and new insights into the policy process and research equipped me with skills I now apply daily in both sectors.”

**Daria Galkina**

Talent Acquisition Specialist  
Cargill



# ADMISSION REQUIREMENTS

Ready to Lead? Here's how to join the cohort.

## Application process



## Entry requirements

- Completion of a recognised bachelor's degree in a discipline appropriate for the MPA.
- A minimum cumulative GPA of 3.00 on a 4.0 scale (or equivalent). Strong candidates with lower GPAs are encouraged to contact the program team to discuss conditional admission pathways.
- English proficiency: TOEFL 550 (Paper) / 213 (Computer) / 79 (Internet), or IELTS 6.0 equivalent.
- Two recent reference letters in English.

## Frequently asked questions

- Can I apply if I work full-time? Yes – the weekend block delivery is designed around your career.
- Do you accept non-government applicants? Yes
- Is employer sponsorship available? Many students are sponsored by their entity.

# DELIVERY MODE & DURATION

Study around your career — no career break required.

Each module is delivered over three weekends per semester — one fully online — so you stay in your job and your city throughout.

There are 45 contact hours per module. A robust program of Directed Independent Learning, e-resources, and individual academic advisor support supplements block teaching. Students also complete 60 hours of directed independent learning and 95 hours of self-access study.

The program makes full use of Blackboard Collaborate Ultra, supplemented by AI-assisted research tools and collaborative policy simulation exercises, ensuring that the learning experience itself models the digital-government future our graduates will lead.



# COMPLETION REQUIREMENTS

All MPA students will need to complete a total of 180 credits to be eligible for the MPA degree in accordance with the MBRSG Graduate Completion Policy. Students will need to successfully complete 120 credits with an average mark of 60 or more under the CATS credit system, before being allowed to progress to the dissertation stage. Student progression to the dissertation stage will be administered by the board of studies following confirmation of results by the examination board. A student completing 120 credits of taught modules and a 60 credit Dissertation for a total of 180 credits will be eligible for an MPA award. Students must attend at least 80% of all contact sessions.\*

\*subject to meeting the average overall grade requirements

## Minimum and Maximum completion times for MBRSG exit awards

### Masters (MPA)

**180**  
CATS Credits

- The duration of the **full-time** Master's program will be a minimum of 18 months and will not exceed three years.
- 3 modules per semester
- The duration of the **part-time** Master's program will be a minimum of 24 months and will not exceed five years.
- 1 or 2 modules per semester

Full-time status allows students to take a career break and focus intensively, without interruption, on their academic development. It aims to strengthen employment and allows students to complete the program and return to work in the shortest time possible. (18 months)

# MPA PROGRAM STRUCTURE

Module Code	Module Title	Credit Value
<b>MPA 511</b>	Contemporary Public Management & Governance	20
<b>MPA 512</b>	Economics of Public Finance	20
<b>MPA 513</b>	Organizational Leadership and HR Management	20
<b>MPA 514</b>	Policy Analysis for Public Administrators	20
<b>MPA 515 ★</b>	Technology and Innovation Governance	20
<b>MPA 516</b>	Research Methods	20
<b>MPA 901</b>	Dissertation	60
<b>Exit with a Master of Public Administration Degree (180 Credits)</b>		

# MODULE DESCRIPTION

## MPA 511: Contemporary Public Management & Governance (20 credits)

Forms the foundation for the MPA through the introduction of contemporary thought on public management and governance from around the world. Sets the foundation for success as a policy innovator or agile government disruptor.

### Who is this for?

Government professionals who want to ground their practice in the latest thinking on governance, creation of public value, and citizen engagement.

## MPA 512: Economics of Public Finance (20 credits)

Explores how governments make decisions regarding taxation, public spending, and resource allocation. Covers cost-benefit analysis, public investment, public-private partnerships, and the evaluation of government programs.

### Who is this for?

Professionals in budget planning, procurement, or policy evaluation who want to strengthen their financial decision-making.

## **MPA 513: Organizational Leadership and HR Management (20 credits)**

Examines leadership and HR in creating a strong public sector workforce. Addresses the future of work, digital disruption, knowledge retention, and building mission-driven cultures.

### **Who is this for?**

Anyone moving into or already in a people-management or organisational leadership role within their entity.

## **MPA 514: Policy Analysis for Public Administrators (20 credits)**

Examines public policy from practical and theoretical angles. Students address a live policy problem and propose a solution. Benchmarks UAE cases against international policy frameworks.

### **Who is this for?**

Policy officers, planning teams, and advisors who want rigorous frameworks for designing, implementing, and evaluating public policy.

## **MPA 515 ★: Technology and Innovation Governance (20 credits)**

Challenges assumptions about the role of governments in technology development, AI adoption, and innovation governance. Covers systems thinking, digital transformation, and the governance of emerging technologies.

### **Who is this for?**

Professionals in digital transformation, smart government, innovation, or regulatory roles – and anyone who will need to govern AI tools within their entity.

## **MPA 516: Research Methods (20 credits)**

Equips students with qualitative and quantitative research skills needed for public policy analysis. Covers research design, data collection, case studies, and regression analysis.

### **Who is this for?**

All students – essential preparation for anyone planning to contribute original policy research at national or entity level.

## MPA 901: Dissertation (60 credits)

Enables each candidate to produce original, applied research on a public administration issue of importance to the region. Outcomes frequently result in published policy recommendations.

### Who is this for?

Your opportunity to produce applied research that directly advances a national or entity-level policy challenge.



# AI GOVERNANCE & DIGITAL LEADERSHIP

The UAE is a global leader in AI adoption and digital government. The MPA is one of the few graduate programs in the Arab world that prepares you to govern technology – not just use it.

- Design regulatory frameworks for AI and emerging technologies in the public sector.
- Lead digital transformation initiatives aligned to DGEP and Smart Government excellence standards.
- Build algorithmic accountability and ethical AI governance structures within your entity.
- Translate national AI strategy into entity-level operational policy.



# SCHOLARSHIPS, FUNDING & STUDENT LIFE

## Scholarships & Funding

- Many students are sponsored by their government entity. Contact admissions to discuss entity-sponsored cohort arrangements.

## Your Peer Network

- Study alongside government professionals from across the UAE, GCC, and globally – your cohort becomes a career network for life.
- Access MBRSG's alumni network of 800+ graduates in government, policy, and public sector leadership roles.
- Participate in policy forums, government site visits, International field trips, and MBRSG-hosted executive events.

# MPA PROGRAM SUPPORT TEAM

The members of staff listed below will be facilitating your progress in this program either in an administrative or pedagogical role and you might find their contact information useful during the duration of your studies.

## Co-Program Coordinators

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### **Prof. Dr. Immanuel Azaad Moonesar**

Professor of Health Policy and System Research  
City Walk, 1st Floor, Courtyard Building

**Phone:** +971 4 317 5533

**Email:** [immanuel.moonesar@mbrsg.ac.ae](mailto:immanuel.moonesar@mbrsg.ac.ae)

### **Prof. Dr. Melodena Stephens**

Professor of Innovation and Technology  
Governance

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Registrar

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Admissions and Programs Relations Manager

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**SCAN HERE  
TO REGISTER**



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تمكين قادة المستقبل  
Empowering Future Leaders

