

## THE DUBAI SCHOOL OF GOVERNMENT SIGNS A MEMORANDUM OF UNDERSTANDING WITH SHELL EP INTERNATIONAL

His Excellency Tariq Hilal Lootah, Executive President of the Dubai School of Government and Mr. Mark Carne, Shell's Executive Vice President for Middle East & North Africa signed a Memorandum of Understanding (MoU) on 6 March. The MoU signals a long-term cooperation between Dubai School of Government and Shell around various energy initiatives, with a focus on energy usage in the UAE and the wider MENA region. This "Energy Initiative" will include organising academic conferences, commissioning studies and other joint initiatives. This type of cooperation between an international energy company and an academic institution can pave the way for further multilateral regional cooperation in the area of sustainable energy.



*HE Tariq Hilal Lootah, Executive President of the Dubai School of Government with Shell's Executive Vice President, Mr. Mark Carne.*

### In This Issue

- 1 **DSG signs an MOU with Shell International**
- 2 **H H Sheikh Maktoum attends DSG Graduation**
- 3 **DSG Hosts the First KHDA Forum**
- 4 **Turning the spotlight on Arab Social Media**
- 5 **Suaad Al Orami and Women Empowerment**
- 6 **Aisha Al Suwaidi and Better Work-Life**
- 6 **Gender Workshop highlights job negotiation skills**
- 7 **Gender Program and Women Leadership Roundtable**
- 8 **Project Encounter Promotes Strengthened Partnership**
- 9 **"Too Many Bosses, Too Few Leaders" –why?**
- 9 **DSG delivers the Executive Council Course**
- 10 **News & Events**
- 11 **Executive Summary**
- 11 **Recent Publications**
- 12 **Recent Events**

"The Dubai School of Government is an ideal platform for thought leadership and research and we are proud to collaborate with Shell in addressing what is a pressing industry objective. We are positive that our combined efforts will contribute to driving sustainable energy development and generate a significant economic and environmental impact even if at a micro-economic level. The collaboration additionally allows both Shell and DSG the platform to focus on initiatives that the UAE government has placed as one of its imperative priorities for the long run.", said HE Tariq Lootah after the MoU signing ceremony.

Mr. Mark Carne emphasised the importance of the agreement between DSG and Shell, especially in regard to sustainable energy development. "We are excited about our partnership with Dubai School of Government. Through our joint energy initiative, we can stimulate the dialogue about the future of MENA energy, grow the consensus about its challenges and opportunities, and promote constructive thought leadership in terms of sustainable economic development and diversification."

# HIS HIGHNESS SHEIKH MAKTOUM BIN MOHAMMED BIN RASHID AL MAKTOUM HANDS CERTIFICATES TO MPA STUDENTS AT DSG GRADUATION



Under the patronage of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai, the Dubai School of Government held the third graduation ceremony for its Master of Public Administration Programme students on 14 December. His Highness Sheikh Maktoum Bin Mohammed Bin Rashid Al Maktoum Deputy Ruler of Dubai graced the ceremony and awarded graduation certificates to 20 students from eight countries for their successful completion of the one-year programme.

His Excellency Dr. Anwar Gargash, chairman of the DSG board of trustees welcomed the graduates and delivered a keynote speech in which he commended the efforts exerted by the MPA students and congratulated them and their families.

His Excellency Tariq Hilal Lootah, Executive President of DSG, said: "Designed to meet international standards, the MPA programme empowers aspiring leaders from across the Arab world to effectively address challenges and maximise opportunities that they face as public sector professionals. In addition to honing functional and regional specialisations, the curriculum allows participants to gain an in-depth understanding of the international and regional developments in public administration.

"We are delighted to witness the third batch of MPA students successfully complete the program. The graduates had the opportunity to learn from and interact with faculty and industry experts from diverse institutional backgrounds to examine the challenges faced by Arab public sector managers. We are confident they will put the skills and knowledge gained from the programme to good use in their respective communities and countries", said Lootah.

Three students received special awards during the ceremony. Kathryn Semcow won the award for academic achievement; Jassem Al Raesi was selected for the Student Community Spirit award while Adnan al Nimr and Aisha Zayed Al Ali shared the award for outstanding research. The graduation was held for the first time at the DSG headquarters and was followed by a dinner banquet.

Dr. Wayne F. James, Director of Student Affairs, said: "We were pleased with the experience of hosting the event on our premises. The transformation of the area into a befitting and suitable auditorium with the appropriate trimmings took great creative insight for us in Student Affairs and The Events Department. But in the end, it was most rewarding. A memorable ceremony, attended by His Highness Sheikh Maktoum, was held to honor the graduating class of 2011."

The class of 2011 represented a blend of international and local students who themselves faced many challenges in the year they spent at the Dubai School of Government. Countries represented in the international group included Comoros, Mauritania, Sudan, Egypt, Syria, Canada and the United States of America. For many, the Arab Spring uprisings in their home countries were constantly at the forefront of their minds as they attended to their academic responsibilities. Many were also adapting to a new culture here in the United Arab Emirates. However this was facilitated by the welcoming

nature and the hospitality of their Emirati colleagues. By the end of their studies, the internationals were commenting that during their visits home, family members were quite surprised how Emirati they had become in dialect and culinary tastes. As Ms. Aisha Zayed Al Ali stated in her valedictorian speech at the ceremony, this was a wonderful experience for them but it is just a beginning to the new paths through which their lives would lead them. Hopefully, the MPA program has prepared them for limits and heights they can aspire to in the future.

## DSG HOSTS THE FIRST KHDA EDUCATION POLICY FORUM



*The First DSG-KHDA Education Policy Forum*

The first Education Policy Forum organized by the Knowledge and Human Development Authority and hosted by the Dubai School of Government took place on 30 January to discuss the role parents can play in the education of their children and how they can help to improve the quality of schools in Dubai.

At the forum, the policy brief on the "Role of Parents in Education" prepared by Rabea Al Sumaiti was launched. Presentations by academics and practitioners discussed the extent parents

can be responsible for the outcomes of their children's education, and how they can shape their children's career options.

The speakers included Hala Roumani, lecturer and member of the Examination Board, Montessori Centre International (MCI), UK; Mohammed Riad El Merabi, Director, Dubai National School; and Shaikha Altunaiji, Assistant Professor, Department of Foundations of Education, UAE University. The session was moderated by Ammar Shams, Regional Head of Corporate Sustainability, HSBC Group.

Dr Abdulla Al Karam, Chairman of the Board of Directors and Director General at KHDA, said: "The forum is an opportunity to look at how parents can play a part in their child's education especially since parent surveys by the Dubai Schools Inspection Bureau showed a need to clarify the role of both parents and schools. We will also look at the way parents can work together with schools so that they can improve their child's educational experience."

HE Tariq Hilal Lootah, Executive President of the Dubai School of Government (DSG), said: "This series of talks addresses key issues related to educational development. It reiterates the emphasis that DSG and the Knowledge and Human Development Authority (KHDA) place on ensuring accessibility to education, learning and human development. Through the open discussion and with the participation of a broad group of people including a webcast audience, we will be addressing and revisiting the critical role that parents play in the development of their children's education. Beyond this, we are working on practical steps that parents can implement in the daily lives of their student-children to enhance awareness and progress."

# TURNING THE SPOTLIGHT ON SOCIAL MEDIA AND ITS IMPLICATIONS FOR ARAB SOCIETY AND GOVERNMENTS

Throughout 2011, social media usage has continued to grow significantly across the Arab world, coupled with major shifts in usage trends. From merely being used as a tool for social networking and entertainment, social media now infiltrates almost every aspect of the daily lives of millions of Arabs, affecting the way they interact socially, do business, interact with government, or engage in civil society movements.

Produced by the Dubai School of Government’s Governance and Innovation Program, the Arab Social Media Report series (available on [www.ArabSocialMediaReport.com](http://www.ArabSocialMediaReport.com)) analyzes the growing usage trends of online social networking tools across the Arab region and their impact on society and government. Building on its inaugural edition in Jan 2011, with its pioneering research into *social media usage in the region and contributing factors*, the series has followed up with two timely reports, on *the impact of Facebook and Twitter on civil movements* in the region (May 2011), and most recently on *the role of social media in empowering Arab women* (November 2011). Based on data collected between January and October 2011, the second and third editions of the report analyze data on Twitter and Facebook users in all 22 Arab countries, in addition to other countries with similar socio-economic characteristics in the region. For example, Figure 1 illustrates the distribution of the largest Facebook populations in the Arab region.

With the exponential growth of social media users in the Arab region, in conjunction with the societal and political

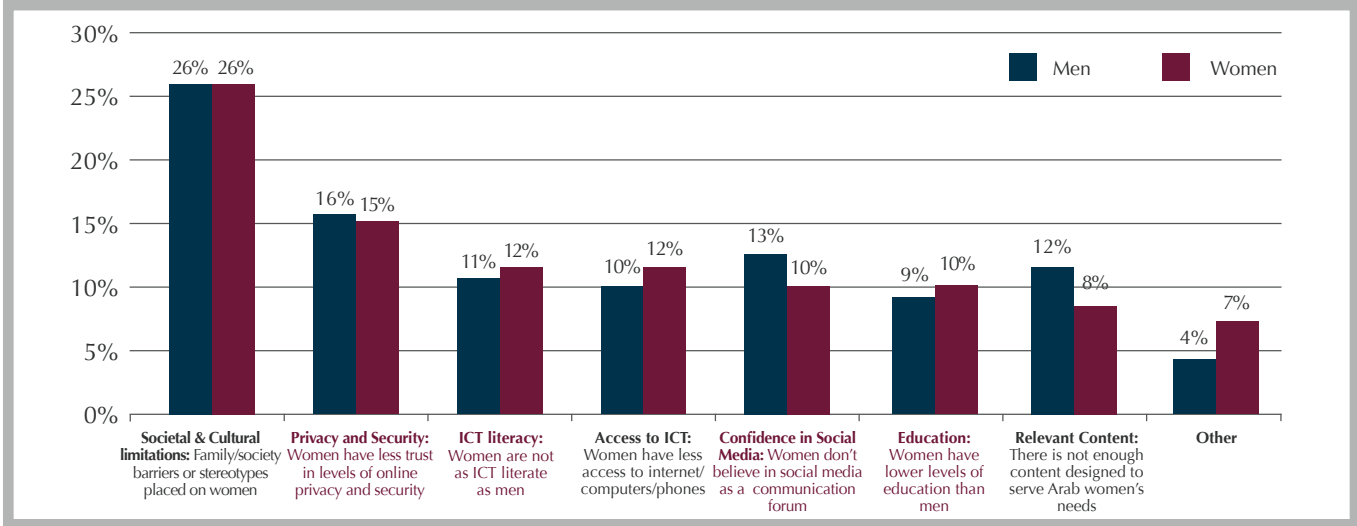
transformations that swept the Arab region in 2011, the second edition of the ASMR *‘Civil Movements: The Impact of Facebook and Twitter’* explored the role of social media in these transformations. The report suggested that, given the critical mass of young and active social media users in the Arab world today and the increase in penetration rates, social media continues to play a critical role in mobilizing and empowering youth, shaping opinions, and influencing change.

Given the heightened participation of Arab women in the civil movements of the past year as well, despite their diminished use of social media as compared to the world average, the latest edition of the report *‘The Role of Social Media in Arab Women’s Empowerment’* incorporates a *first-of-its-kind regional survey*, exploring the role of social media in Arab women’s empowerment. This survey was conducted as a collaborative effort between the Governance and Innovation Program and the Gender and Public Policy Program at the Dubai School of Government.

The third issue of the report examines three key issues:

- 1. Explaining the “Virtual” Gender Gap:** What are the factors contributing to the low level of social media use among Arab women, as compared to men’s usage and to the global female average?
- 2. Trends in Social Media Usage:** Do Arab women perceive social media as useful to their needs? What are the usage trends?

**Figure 2: “Research shows that women in the Arab world use social media less than men when compared to the global average. Why do you think this is?”**





### 3. Social Media as a Tool for Women's Empowerment:

Can social media potentially increase women's civic participation in the Arab world and contribute to their political and economic empowerment?

One of the main findings of the report is that the survey respondents perceived 'societal and cultural limitations' to be the biggest barrier to women's diminished use of social media as compared to men (see figure 2). The report further highlighted the fact that social media seemed to be a 'gender equalizer' (i.e. men and women seemed to use social media in the same ways), and that social media was perceived to have a positive impact on women's lives in several arenas (economic, political, civic, social and legal).

Fadi Salem, Director of the Governance and Innovation Programme at DSG and co-author of the report, said: "There are significantly fewer Arab women using social media. However, 70 per cent of the active social media users in the Arab world are young women and men. This shows that a critical mass of young Arabs have embraced social media with the objective to effect change. The positive views shown

in our survey coupled with the shift towards using social media in activism during the Arab popular movements, suggest that social media can also play an important role in better empowering Arab women in the near future."

Racha Mourtada, Research Associate with the Governance and Innovation Programme at DSG and lead author of the report, said: "It is promising that a majority of male and female respondents perceive social media as an enabler for women's empowerment. However, the prevailing gap in Arab women's usage of social media compared to men and to the global average is primarily a result of perceived societal and cultural constraints Arab women continue to face in real life."

Dr. May Al-Dabbagh, Director of the Gender and Public Policy Programme at DSG, said: "It is important to recognise and address the gender gap in access to opportunities and resources in the Arab world. Towards this end, the report marks an important contribution to our understanding of Arab women's engagement with technological advances of our globalized world."

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## SUAAD AL ORAIMI EXAMINES GOVERNMENT INITIATIVES FOR WOMEN EMPOWERMENT

In recent years, the UAE government has made women's empowerment a key component of its strategy, working towards reshaping traditional social gender roles, according to Dr. Suaad Zayed Al-Oraimi, Director of the Center of Family and Gender Studies in the Faculty of Humanities and Social Sciences, Department of Sociology at UAE University.

The comment was made during a seminar titled 'Redefining Gender in the UAE: An Analysis of Government Initiatives for Women's Empowerment' at the Dubai School of Government (DSG) as part of the Gender and Public Policy Program's seminar series. Held on January 18th for an audience of researchers, academics, government officials and policy makers, the lecture aimed to highlight the UAE's role in closing the gender gap in politics, economics and society.

Notably, the UAE has already made progress with 65 per cent representation of women in the federal government and over 11,000 women running 30 per cent of the small and medium businesses in the country.

Dr. Al-Oraimi said: "Despite efforts which have placed the UAE at the forefront of other Arab countries with regards to women's advancement and empowerment, much more remains to be done. Women in the UAE still find themselves confined to certain socially attributed roles that hinder their

full participation in society under the pretext of 'tradition'. Polices need to be instituted to alter this, and we need to move beyond not addressing certain issues under the guise that they are traditional." She added: "The economic and social development of the country is contingent on the significant participation of women."

The Gender and Public Policy Program's director Dr. May Al Dabbagh, who moderated the session said: "Globalization has created many opportunities for women in the UAE and the GCC but has also posed constraints. Through the research and public seminars organized by our program we are gaining a better understanding of the effect of globalization on women in the region. Our seminar today, highlights how much governments are involved in women's empowerment initiatives and how much scope there is for thinking of new ways to engage on such issues in the future."

DSG's Gender and Public Policy Program aims to support theoretically and methodologically rigorous research that conceptualizes and analyzes gender gaps in the Arab world, while linking the research to agendas and instruments for informed policy action. Today, it has become a nexus through which research projects, conferences, training and workshops, policy debates and academic programs on gender concerns are engaged.

# AISHA AL SUWAIDI AND BETTER WORK-LIFE BALANCE POLICIES IN THE UAE

With a recently published report on working women in the public sector issued by the Federal Authority for Government Human Resources (FAGHR) as a backdrop, the Gender and Public Policy Program hosted Aisha Al Suwaidi to present findings and provide an assessment on the needs of working women in government at a seminar entitled “Working Women in Government Sector Jobs: Assessment and recommendations for the UAE.”



*Aisha Al Suwaidi*

Al Suwaidi, who is the Director of the Planning Department at FAGHR spoke to a public audience on January 31st which included policymakers, academics, scholars, students researchers, and government officials and employees, as part of the Gender and Public Policy monthly seminar series. In addition to presenting the main findings of the report which surveyed 7876 working women in the federal government, Al Suwaidi touched on issues such as HR laws and regulations for working women, work life balance policies, career development opportunities and

how to promote women's leadership development opportunities.

Al Suwaidi stated: “With women occupying over 65 per cent of the Emirati workforce in the federal government and 75 per cent of jobs in the education and the health sectors, there is a growing need for better HR practices that benefit working women in the UAE. Fostering a more supportive work environment is crucial to help

women reach their fullest potential, which in turn benefits the country as a whole, both socially and economically.”

Maternity leave laws, part-time employment options and better compensations were among the key issues women in the public sector found as needing attention. Al Suwaidi added: “the report showed that over 72 per cent of working women prefer the option of part-time employment so that they can allocate adequate time to their children and families. Also, 60 per cent of married mothers with children less than five years of age look for flexible working hours as a viable option.” Clearly, working mothers working in the private sector, with far less benefits, are also likely to need better policies and frameworks to support their life transitions.

Through hosting experts such as Aisha Al Suwaidi, the Gender and Public Policy program hopes to raise awareness on barriers women face and provide solutions that help working women attain a work-life balance.

## HER EXCELLENCY NOURA MOHAMED AL KAABI SHARES EXPERIENCE WITH STUDENTS FROM LEADING UAE INSTITUTIONS

The gender program organised a workshop on managing the school-to-work transition for an audience of Emirati students from the UAE's leading universities on 21 March.

Titled ‘New Approaches to Job Negotiations: Empowering Emirati Youth in a Global Economy’, the workshop comprised a series of interactive sessions, which highlighted the fact that in addition to right skills, self-awareness, continuous learning and empowerment help achieve the right career fit.

The workshop was developed on the basis of a multi-year joint research initiative between researchers from the Gender and Public Policy Programme at DSG and Harvard University, which investigated the nature of interaction between young graduates and employers through a series of experimental studies on job negotiations in the UAE.



*HE Noura Al Kaabi*

His Excellency Tariq Hilal Lootah, Executive President of the Dubai School of Government gave an opening speech in which he welcomed participants and introduced Her Excellency Noura Mohamed Al Kaabi, Member, Federal National Council, as well as Head of Tawasol and Human Development, and CEO Designate, twofour54, who led the interaction with the students.

The event was moderated by Dr. Hannah Riley Bowles, Associate Professor of Public Policy at the Harvard Kennedy School's Centre for Public Leadership and Dr. May Al Dabbagh, Director of the Gender and Public Policy Programme at DSG.

A group of male and female Emirati role models including experts from various backgrounds contributed to the workshop by addressing the undergraduate Emirati students and sharing perspectives on their workplace experiences, job interviews, career transitions and ambitions.

"The workshop was organised to impact a move beyond the 'skills mismatch' argument for the failures of the school-to-work transition of youth in the UAE, and introduce a new psychological perspective on empowerment. The

collaborative effort brings the experiences and perspectives of individuals who are leaders in their communities, organizations and fields. Through the initiative, we aimed to present an alternative empowering view of what matters in the school-to-work transition for the youth in the UAE," said Dr. Al Dabbagh.

Ghalia Gargani, Programme Manager, Gender and Public Policy Programme, Dubai School of Government, said: "One of the key features of our workshop was the interactive session with a group of vibrant Emirati role models who are alumni of Emirati universities and represent a diverse group of work experiences and industries. Their impactful insight on their respective organizations and communities, in addition to their ability to reflect on work experiences and share stories with students in an interactive and effective manner proved highly valuable to the students."

The panel also included Rabea Haidar Ataya, Founder and Chief Executive Officer of Bayt.com and Dr. Fatma Abdulla, Advisor, Human Capital Development Sector, Executive Council, Abu Dhabi.

## GENDER PROGRAM ORGANIZES A ROUNDTABLE ON WOMEN LEADERSHIP

At the core of the UAE government's strategy throughout the past decade has been the support and empowerment of women, and the recognition that they are crucial players in the nation building process. Women are outnumbering men in higher education and are encouraged more than ever to enter the workforce, in private corporations, as entrepreneurs and as government employees. Through both private and public sector initiatives, women are given increased opportunities to move up the ranks and take on leadership roles.

The growing focus on development initiatives to empower women in the country has been met with a plethora of women leadership programs of various types and scales: national leadership development programs, sponsored and led by the government; programs



*Dr. Hannah Riley Bowles*

incorporated within university curricula; programs within private sector companies or nongovernmental organizations as well as for profit consultancies and commercial centers offering customized and tailored women leadership training.

Notably, the UAE has made progress in reshaping the status of women in the country. Today, more women are entering the workforce; there is a larger representation of women in the federal government; women entrepreneurs are running over 30 percent of small and medium businesses in the country and an increased number are taking on senior political positions as ambassadors, ministers and members of the federal national council. It is arguable however, that more remains to be achieved.

The Gender and Public Policy Program team along with Harvard Professor Dr. Hannah Riley Bowles organized a roundtable discussion entitled "Rethinking Women Leadership Development Programs in the UAE" to address some of these very questions. The event brought together a highly

DSG Podcasts [www.dsg.ae/podcast.xml](http://www.dsg.ae/podcast.xml)

Audio and video of most DSG events is available at [www.dsg.ae/multimedia](http://www.dsg.ae/multimedia)

select group of senior level managers, program directors and academics with diverse backgrounds from the private and public sectors as well as academic institutions who have been involved in developing and running women leadership development programs. All

participants were given a chance to give a brief presentation about their program, reflect on their experiences, and share their views on challenges and opportunities going forward. The goal of the roundtable is to present key recommendations to policy makers

in the UAE about how to improve and strengthen women's leadership development programs. The discussion was led by Dr. Hannah Riley Bowles and Dr. May Al Dabbagh and moderated by Ghalia Gargani.

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## PROJECT ENCOUNTER PROMOTES STRENGTHENED PARTNERSHIP BETWEEN THE GULF AND THE WEST

Project Encounter welcomed 24 graduates and young professionals from a dozen countries in North America and Europe from January 22 to 31 as participants of the Gulf Exchange program. The participants visited leading figures and institutions based in the United Arab Emirates (UAE) and Qatar which included MBC, the Dubai Police, Dubai Courts, Al Jazeera, the Qatar Foundation and The National. The highlight of the program was a majlis with His Highness Sheikh Mohammed bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai. Upon their return to their countries of residence, they are expected to be part of a growing network of individuals envisioned by Project Encounter to contribute to a strengthened partnership between the Middle East and West.

Organized in partnership with Mideastwire.com, the Gulf Exchange is the flagship program of Project Encounter, an independent UAE-based non-profit initiative that hosts activities at the Dubai School of Government.

A typical day in the program included meetings with top influence makers such as DSG Fellow and Arab Affairs Commentator Sultan al Qassemi in Sharjah as well as cultural programming such as a visit to Sheikh Zayed Mosque in Abu Dhabi. The speakers came from a variety of backgrounds and ranged from journalists to government officials



to civil society representatives. Each presenter shares some thoughts on their specific background and position followed by an interactive but off-the-record conversation where participants engage in a roundtable conversation about different issues facing the region and the world at large. Instead of forcing a narrative, the program focuses on providing a platform for participants to engage with each speaker or event empowering them to further develop their own narrative of the Gulf and the wider region.

Reflecting on the visit after returning home, Adam Wu, a participant from California, United States, expressed, "The Gulf Exchange was an eye-opening experience for me. Project Encounter helped me understand a region of the world that before was just a distant land I heard about in the media. This is by far one of the best programs to help young leaders become more familiar with this part of the world."

This represented the second running of the Gulf Exchange program, which will be held again in May 2012. The growing interest in the program was reflected in the rise in applications to roughly 100 for only 25 places. Participants are responsible for the full cost of air travel while accommodations and other costs in the UAE and Qatar are subsidized by the program.

According to Fadi Salem, Director and co-founder of Project Encounter, "With the ongoing regional transformations, the Gulf Exchange not only allows participants to have unparalleled exposure to the region but also gives them an opportunity to interact with a wider group of young leaders dedicated to improving understanding across existing divides. We expect that together they will be part of a wider network of 'ambassadors of engagement' alongside past and future cohorts of the program."

According to Taufiq Rahim, an Executive Director at Project Encounter, "This initiative comes at a moment of opportunity to revisit the narrative of division between the Middle East and the West, ten years after the events of 9/11, and work towards a new and strengthened partnership between these two regions." Nick Billotti, also Executive Director, added, "Project Encounter represents a unique vehicle for real time on the ground engagement between people of the West and Middle



East. The past two Gulf Exchanges have been overwhelmingly successful and we look to continue to build on this momentum for many years to come."

Launched in early 2011, Project Encounter is led by a small entrepreneurial team based in the

UAE. The initiative is supported by volunteers, partner organizations, and corporate sponsors, and has three core activities: the 'Gulf Exchange' program; 'Engagement+1', by which programming around engagement is added to existing cultural and civic

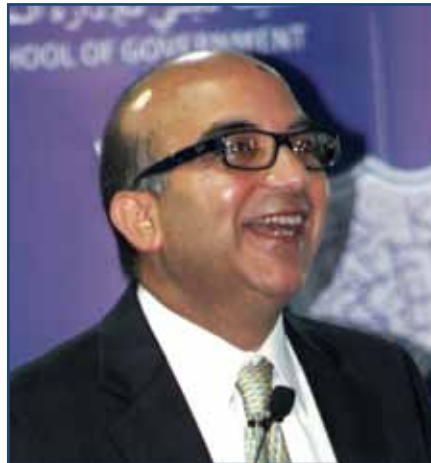
events; and 'Encounter 2012', an effort to foster greater connection between global stakeholders playing a role in Muslim-West engagement.

For more information about Project Encounter, please visit: [www.projectencounter.org](http://www.projectencounter.org)

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## DSG HOSTS AUTHOR OF "TOO MANY BOSSES, TOO FEW LEADERS"

Many organisations are led by individuals who lack the ability to inspire, nurture and get the best out of teams working for them. The situation persists despite considerable investment and attention in leadership development, according to Rajeev Peshawaria, CEO of Kuala Lumpur based not-for-profit Company I CLIF Leadership and Government Centre. Peshawaria's comments came during a discussion held on 16 February on his latest book: 'Too Many Bosses, Too Few Leaders'.



difference between the success and failure of a team, a department or even the entire organisation. DSG endorses and encourages the development of good, effective leaders. The talk delivered by Mr. Rajeev Peshawaria has been very instrumental for us. I am sure the participants will take away valuable lessons on qualities that make a true leader and apply them in their respective organisations in the UAE and beyond."

The event was sponsored by Kanoo Group.

From his extensive global experience in leadership development, Peshawaria launched a two-year global study to identify reasons that make bosses fail as leaders and explore solutions. The study involved thousands of people across multiple industries in over 100 countries. Respondents were asked how many bosses that they have worked with could be qualified as great leaders.

Peshawaria said: "The average response we get is always between 0-2. It is abundantly clear that despite all the investment and attention on leadership development, great leaders are hard to find.

Mr. Tariq Hilal Lootah, Executive President of DSG, said: "The need for good leaders in any work environment can make the



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## DSG DELIVERS A STRATEGIC POLICYMAKING COURSE FOR THE EXECUTIVE COUNCIL

Executive Education has successfully delivered the "Strategic Policymaking and Policy Analysis Program" for the Dubai Executive Council. The course was launched on February 16th by His Excellency Abdullah Al Shaibani, Secretary General of the Dubai Executive Council and His Excellency Tariq Hilal Lootah, Executive President of the Dubai School of Government and lasted six weeks. The program was comprised

of three modules: "Challenges for Policy Making in a Fast Changing Environment", "Policymaking and Legislation: Working in Tandem" and "A 360 Degree Perspective into Efficient Policymaking".

The course, attended by more than 120 public sector managers from across Dubai Government entities, was taught by Dr. Khalid Al-Yahya, Assistant Professor and Director

of DSG's Arab Public Management Research Initiative, Dr. Yasar Jarrar, Partner, Advisory Services, PricewaterhouseCoopers and Head of the Middle East Public Consultancy team, Dr. Kem Lowry, Professor Emeritus and former chair of the Department of Urban and Regional Planning, University of Hawaii and Dr. Tariq Alsloom, professor at King Saud University and a consultant on public policymaking

# NEWS & EVENTS

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Fadi Salem, Fellow and Director of the Governance and Innovation Program participated in the United Nations International Labor Organization as a panelist at the Youth Employment Expert Group Meeting held on 12 to 13 March. The meeting discussed youth employment in the Arab region and covered decent work and youth expectations, the role of skills in a context of low labor demand, the economics and social costs of migration, solutions for more social justice, empowerment strategies to ensure youth voices bring a meaningful contribution to policy making.

Fadi also attended the “Online Safety and Cyber Ethics in the Middle East” Conference which took place in Doha from 6 to 7 March. He participated in the panel on “Cyber Ethics and Emerging Risks in the Digital Age in the Arab World”. Fadi’s contribution was based on research conducted by the Governance and Innovation Program. The conference was organized by government regulator ICT Qatar and brought together policy makers, academics as well as industry leaders to discuss the emerging cyber threats on the Arab society.

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The Gender program hosted a diverse group of twenty women enrolled in the MBA program at the Simmons School of Management who visited the UAE as part of the “Education Women for Power and Principled Leadership” Program. Dr. May Al Dabbagh, Director of the Gender and Public Policy Program, gave a presentation on DSG and the work of the Gender program in addition to some information on the UAE. The presentation was followed by an open discussion that covered a variety of topics related to the region.



Racha Mourtada, Research Associate with the Governance and Innovation Program was interviewed about social media and job hunting on Dubai TV’s “Biddirham” on March 13. Racha spoke on the expanding role of social media tools in job hunting today, the importance of these tools for recruiters and job seekers alike and gave tips for tailoring one’s social media presence.

Racha was also interviewed by Emirates 24/7 on Dubai One about the Arab Social Media Report: the Empowerment of Women (ASMR III) on January 2. Both interviews can be found on [www.dsg.ae](http://www.dsg.ae) under media citations.

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Ghalia Gargani, Research Associate with the Gender Program, attended a two day roundtable entitled “Bridging the Gulf to Girl’s Education” which was jointly organized by Dubai Cares and Plan International. The purpose of the roundtable was to share good practice on promoting girls’ education, addressing mind-sets and cultural barriers by presenting case studies and exploring the challenges and opportunities of building effective multi stakeholder partnerships. The event brought together a large number of key players, experts and program partners from various countries as well as regional donors.

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Rodel Pabico attended the “Managed IT Services and Cloud Computing for Government” held on February 29 at the Intercontinental Hotel, Dubai Festival City.

The Speakers included H.E. Salem Khamis Al-Shair Al Suwaidi, Director General, Emirates e-Government, Mr. Biswajeet Mahapatra, Research Director at Gartner, Mr. Yasser Zeineldin CEO of eHosting DataFort.



The conference was attended and represented by different government entities in UAE and some private IT companies. Some of the issues discussed were: Security on the Cloud, the connection of Dubai eGovernment to Federal eGovernment initiatives, the alignment of IT to Federal eGovernment initiatives, the standardization and open document for policies, providing standard workflow processes

The School participated in the UAE careers 2012 which took place at the Convention centre from 5 to 7 March. DSG's participation came under the Government of Dubai booth which provided a great opportunity for exposure and awareness about the School. The Booth was quite successful and attracted a large number of visitors. DSG was represented by Mohammed Al Khatib, Director of Support Services, Aisha Thani, Director of Administrative Affairs and Nawal Akram, Events Coordinator.

## EXECUTIVE SUMMARY



## ISLAMIC AFFAIRS AND CHARITABLE ACTIVITIES DEPARTMENT CONCLUDES THE SECOND BATCH OF “LEADERS” TRAINING PROGRAMME AT DSG

DSG's Executive Education hosted 15 select UAE nationals in the second training programme developed for the Islamic Affairs and Charitable Activities Department in Dubai.

The programme began in December 2011 and runs until May 2012. It features

six modules, with one taken up for study per month. The modules focus on Analytical Thinking, Problem Solving and Decision Making, Leadership, Creativity and Innovation, Planning and Organizing, as well as Excellence in Management. Participants are

expected to successfully complete the module assigned to the month prior to progressing to the next.

Each component comprises three stages. The session commences with a talk providing an overview of the subject. Subsequently, participants are



tasked to prepare a project that reflects the core concepts of the module. Finally, the project is reviewed in the concluding segment of the programme.

Dr. Ayman Metwaly, Associate Professor- Arab Academy for Science & Technology, College of Management & Technology.

Dr. Wafi Daoud, Chief of Institutional Development -KHDA, Shakir Al Mundheri, HRD & Management Consultant, Dr. Amr Abdallah, Policy and Planning Expert, and Dr. Naceur Jabnoun, Consultant, Sheikh Saqr Program for Government excellence, were the faculty members assigned to the six modules.

As part of its commitment to develop institutional capacity within the region, Dubai School of Government offers executive education programmes to equip public and private sector leaders with the understanding and skills necessary to address the changing realities of the 21st century.

## DSG PUBLICATIONS

All DSG publications can be found online at [www.dsg.ae/publications](http://www.dsg.ae/publications).

### UPCOMING PUBLICATIONS

Mhamed Biygautane: **"The Implications of the Global Financial Crisis on the UAE's public sector: Lessons from the experience of Dubai"** (Forthcoming policy brief).

Mhamed Biygautane: **"Globalization and innovation in the public sector: Dubai government's steps towards excellence in service delivery"** (Forthcoming policy brief)

Mhamed Biygautane and Khalid Al-Yahya: **Knowledge Management in the UAE's Public Sector: The Case of Dubai**

Mhamed Biygautane and Khalid Al-Yahya: **Models of Policy Making in the UAE: Recommendations for a More Evidence Based Policy Analysis.**

### RECENT PUBLICATIONS

**"Driving Competitiveness through Innovation"**. Executive education course proceedings, March 2012. Prepared by Racha Mourtada, Edited by Fadi Salem.

## DSG EVENTS

All DSG events details can be found online at [www.dsg.ae/events](http://www.dsg.ae/events)

KHDA-DSG Education Policy Forum **Making Higher Education Choices**

April 9, 2012

**Executive Education Customized Course- New Approaches to Policy Making in a Challenging World**, the Executive Council

Feb to April 2012

**Executive Education Customized Course- Leadership in the 21st Century**

Sheikh Zayed Housing Programme, Leadership Development Program, Zayed Future Leaders

May 2012



كلية دبي للإدارة الحكومية  
DUBAI SCHOOL OF GOVERNMENT

### About the Dubai School of Government

The Dubai School of Government (DSG) is a research and teaching institution focusing on public policy. Established in 2005 under the patronage of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the United Arab Emirates and Ruler of Dubai, DSG aims to promote good governance through enhancing the capacity for effective public policy in the United Arab Emirates and the region.

Toward this goal, the Dubai School of Government also collaborates with regional and global institutions in delivering its research and training programs. In addition, the School organizes policy forums and international conferences to facilitate the exchange of ideas and promote critical debate on public policy at the national and regional levels.

The School is committed to the creation of knowledge, the dissemination of best practice and the training of policy makers in the UAE and the region. To achieve this mission, the School is developing strong capabilities to support research and teaching programs, including

- applied research in public policy and management;
- master's degrees in public policy and public administration;
- executive education for senior officials and executives; and
- knowledge forums for scholars and policy makers.

Editor: Heba Shaaban

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