



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

MBRSG FACTBOOK 2020

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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

The Mohammed Bin Rashid School of Government was launched in 2005 as the pioneer research and teaching institution in the UAE and Arab world specializing in leadership, governance and public policy.

Inspired by the UAE Leadership and Dubai vision, we at MBRSG thrive to influence and empower young leaders to contribute to the transformation in the governance mindset in the UAE and Arab world. This inspiration and guidance serve as a strategic conductor to the key primacies and mandate of the School. As much opportunities this bond presents for the School, yet it also imposes responsibilities to uphold the pace of our leaders and contribute to this success story.

The School is driven since 2016 by its visionary Board of Trustees to play even a more effective role and become a beacon for good governance and effective public policy in the region. During 2020, the School faced enormous challenges imposed by the pandemic Covid 19, yet we managed to efficiently utilize all resources and expertise to cope and adapt with its implications. Albeit the challenges, the School was able to expand its services, refine its programs and present to the public leaders a diversified portfolio incorporating distance learning and knowledge platforms aiming to empower and cultivate young leaders during times of uncertainty.

We are aware that with the vibrant and transformational world around us, the School will always face challenges that need to be handled with utmost agility. However; we reiterate our commitment to put forth all needed efforts and allocate the appropriate resources to preserve the MBRSG's vital role as a source of potential solutions to the region's public policy challenges.

Dr. Ali bin Sebaa Al Marri

Dean's Foreword

The year 2020 witnessed great achievements for the Mohammed Bin Rashid School of Government, despite the global pandemic. As a PAN-Arab platform, our key objective is producing and sharing scientific and policy research and knowledge on vital themes in line with the UAE Centennial Vision 2071. The ambitious vision aims to empower future leaders and to transform the country into the happiest on earth.

The COVID-19 global crisis is the type of challenge that brings humanity together to solve problems and help and protect all citizens of the world. This is the time for leadership, the type of leadership that serves and guards while creating public value. The MBR School of Government aims to prepare future leaders with the kind of public service values and skills they will need to tackle complexity and aid governments address immediate and long term public needs.

In response to the situation, and to maintain the health and wellbeing of staff and all stakeholders, the MBR School of Government moved all of its classes, executive education programs, research events, and advisory activities online from early March 2019. We rapidly upgraded our technical and management capabilities and met the challenge head on. Overall, our clients, trainees, students, and staff were able to rise to the occasion to ensure that knowledge outcomes were achieved.

Throughout the year, we pressed on with new initiatives including launching the smart executive education platforms and research initiatives and collaborate with national and international organizations focusing on health, innovation, and future government policies. Furthermore, we published a record number of books, policy briefs, and journal articles. Additionally, we held numerous open online public seminars addressing topics relevant to the country, region, and the world.

Thus, it gives me great pleasure to welcome you to our 2020 Fact Book. This valuable document captures our main achievements over one year, and includes statistics, milestones, and key deliverables. Once again, welcome to the Mohammed Bin Rashid School of Government, and I wish you all health, happiness, and progress.

Professor Raed Awamleh

2020: The Year in Review

Launch of Professional Diploma Programme

January

MBRSG launched the 'Professional Diploma' programme to train and empower leaders of the future, hone their knowledge and expertise, enhance their ability to innovate, and educate them about the latest best practices to improve government performance in the UAE. The programme comprised four Professional Diplomas, namely, 'Professional Government Administrator', 'Professional Public Policy Analyst', 'Professional Public Leader', and 'Professional Digital Leader'. It is designed around the concept of 'Learning by Doing' and focuses on expanding participants' knowledge and personal skills to enhance educational outcomes, introduce them to global governance practices, and encourage communication and the exchange of best practices.

4th UAE Public Policy Forum

February

Under the patronage of H.H. Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai, Chairman of the Dubai Executive Council, MBRSG organized the 4th UAE Public Policy Forum in collaboration with the Mohammed bin Rashid Centre for Government Innovation (MBRCGI). The forum held under the theme 'Agile Government: Becoming Future-Proof' presented an ideal platform for exploring flexible policymaking practices that are compatible with current economic, social, and environmental developments, as well as to lay the foundations for agile, future-ready governments, in accordance with a clear-cut vision for the future. The forum included the launch of the 2nd edition of the policy journal 'Dubai Policy Review (DPR)', launch of 8 reports on Agile government and also presented the book 'Future Governments'.

Agreement with Dubai Health Authority (DHA)

March

MBRSG signed a Memorandum of Understanding (MoU) with Dubai Health Authority (DHA) to enhance academic cooperation and the exchange of knowledge with regards to policies, strategies, and management consulting. The agreement also seeks to train employees, hone their skills, develop research and studies, and organize discussion panels and workshops.

Risk Management System on Qeyas

August

With the aim of improving the management and monitoring of strategic risks, the Department of Planning and Institutional Effectiveness (PIE) department undertook a project starting August 2020 to develop a consolidated risk management system on the Qeyas system. The existing risk management framework was expanded to include risk tolerance and risk appetites. In addition, the PIE worked closely with all the departments to identify operational risks that may potentially affect their day-to-day operations and a system was devised on Qeyas to capture and monitor operational risks on a monthly basis.

Agreement with Dubai Government Human Resources Department (DGHR)

October

ECKC signed an agreement with DGHR which forms part of the existing collaboration framework between the Centre and the Department. As part of the agreement, ECKC will work towards developing DGHR systems and policies, in addition to providing support and consulting services the Dubai Government Human Resources. Through the agreement, the ECKC will provide innovative and forward-thinking management solutions that would advance government operations across the emirate.

6th Virtual Global Symposium on Health Systems Research

November

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's Faculty of Health Sciences, as well as the World Health Organisation and the Alliance for Health Policy and Systems Research. The symposium held under the theme of 'Re-Imagining Health Systems for Better Health and Social Justice' saw over 2,000 decision-makers, experts, and researchers from more than 100 countries around the world gathering virtually to discuss current challenges facing the countries of the Eastern Mediterranean region, including changing demographics, pandemics, and internal conflicts that significantly affect health and resources. With a full agenda of diversified sessions, HSR2020 discussed possible responses to these challenges from multiple sectors, emphasizing the importance of achieving the United Nation's Sustainable Development Goals (SDGs) 2030.

Participation in GITEX 2020

December

MBRSG participated in the GITEX Technology Week held from 6 to 10 December 2020 at the Dubai World Trade Centre and demonstrated its Executive Education Smart Training Platform. The platform aims to keep pace with global developments in government practices, develop an integrated system for remote training, and improve the quality of effective and flexible communication channels through innovative training programmes. MBRSG launched seven new training programmes on the platform in both Arabic and English, namely, The Ten Commandments of Governmental Administration; Agility in Government Administration; Digital Training; Future Foresight and Preparing for the Next 50 Years; Innovation in Government; and Reimagining the Role of Governments in Times of Crisis.

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

| | |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2005 | <ul style="list-style-type: none"> • A royal decree is issued to mark the beginning of a distinctive journey • MoU signed with Harvard Kennedy School 2005 • MoU Signed with Dubai e-Government |
| 2006 | <ul style="list-style-type: none"> • Launched research Initiatives and Executive Education programs • MoU signed with Dubai Customs, Microsoft, Royal Family Council of Bahrain |
| 2007 | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 73 students from the MPA, EDPA and Executive Education programs graduate in the School's second commencement ceremony |
| 2011 | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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 |

| | |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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. |

- | | |
|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <ul style="list-style-type: none">• 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. |
|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

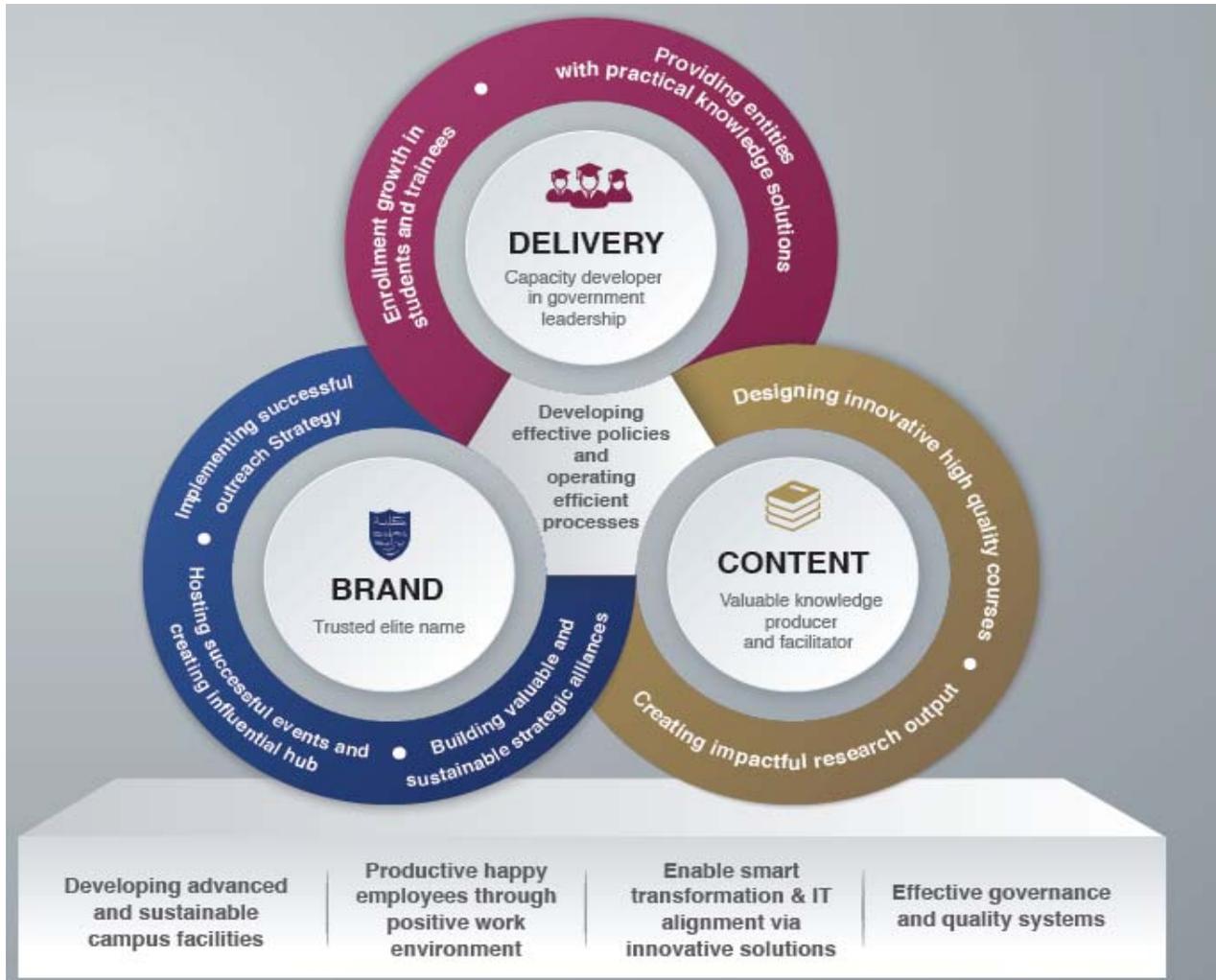
VISION, MISSION AND VALUES

In 2017, MBRSG reviewed its 2017-2021 strategy, and 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. (41) of 2018 on the formation of the Board of Trustees of the MBRSG. The new Board, is chaired by HE Humaid Mohammed al Qatami, and comprises of prominent public officials:

HE Abdullah Ali Bin Zayed Al Falasi (Vice Chair)

Director General- Dubai Government Human Resources Department

HE Tarish Eid Al Mansouri

Director General of Dubai Courts

HE Dr Abdulrahman Al Awar

Director General at Federal Government Human Resource Authority (FAHR)

HE Dr Tayeb Amanullah Mohammed Kamali

Director General for Education & Training Development - Ministry of Interior

Dr Khaled Mohammed Al Khazraji

Chairman of Al Kawthar Investment LLC

Dr Abdul Salam Al Madani

Chairman of INDEX Holding

HE Aisha Miran

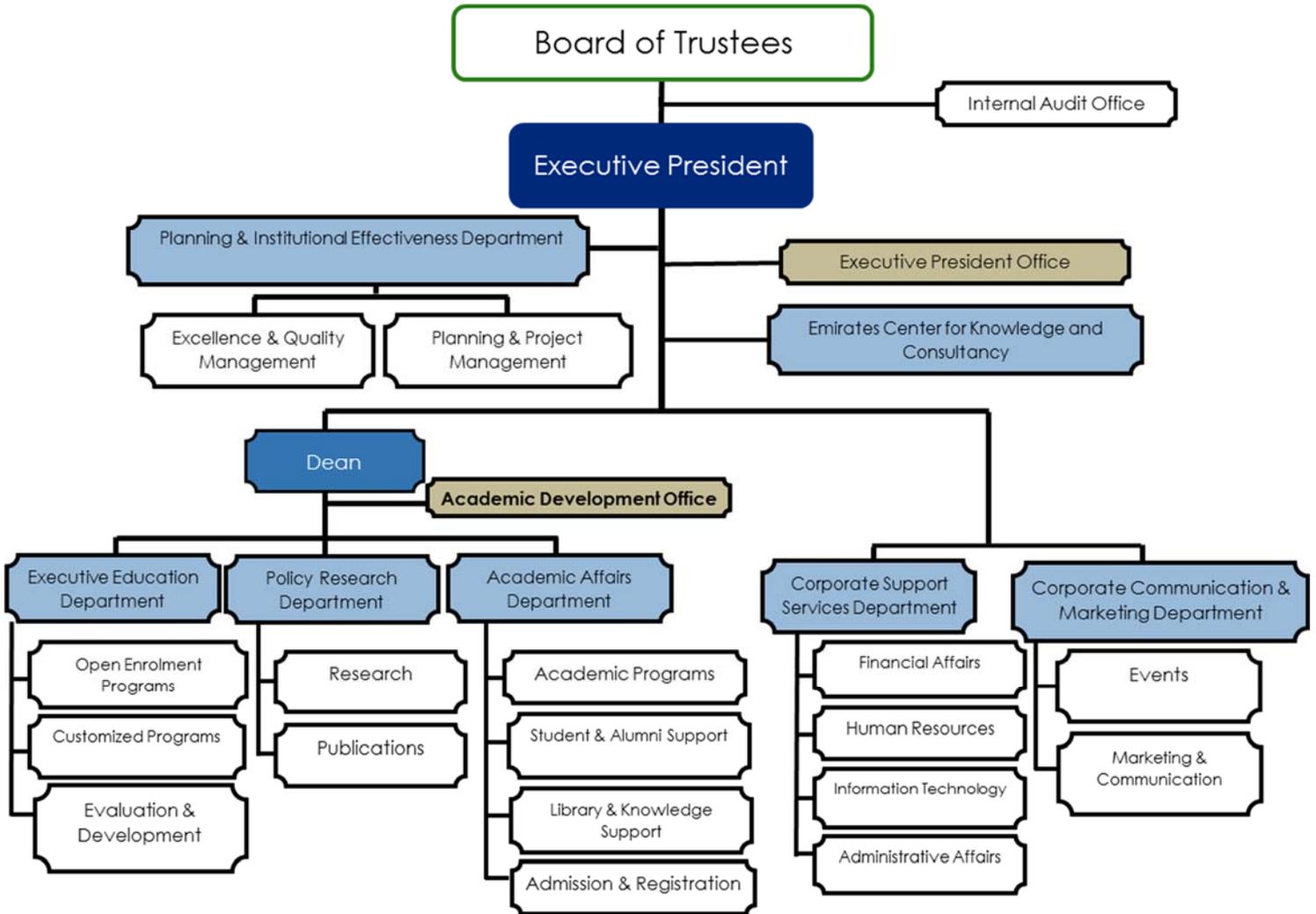
Assistant Secretary-General, Strategy Management and Governance Sector, Dubai Executive Council

2. Committees at MBRSG

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

- Strategy Review Committee
- Grievance & Complaints Committee
- Work-related Offenses Committee
- Academic Research & Executive Education Board
- MBRSG School Council
- Board of Studies
- Rewards and Incentives Committee
- Directors Formal Biweekly Meeting
- BOT Academic and Training Committee
- BOT Committee for Faculty and Research Staff at MBRSG
- External Advisory Board
- Promotions Committee for Academic & Research Staff
- Internal Audit Committee
- Exam Board
- Award Board
- Progression Board
- Teaching and Learning Committee
- Occupational Health and Safety Committee
- Higher Committee for UAE Public Policy Forum
- Scholarship Committee
- DEAR Management Group
- Direct Purchase Committee

3. MBRSG Organization Structure 2020



4. MBRSG Key Personnel 2020

| | |
|----------------------------------------------------------|-------------------------------|
| Executive President | Dr Ali bin Sebaa Al Marri |
| Dean | Prof Raed Awamleh |
| Director of Academic Affairs | Dr Arthur King |
| Director of Institutional Effectiveness | Ms Aisha Ibrahim Zayed Al Ali |
| Director of Executive Education | Ms Aisha Al Shamsi |
| Director of Policy Research | Mr Fadi Salem |
| Director of Corporate Communication and Marketing | Ms Mazna Ahmad Hafiz |
| Director of Corporate Support Services | Mr Mohammed Al Khatib |
| Director of Emirates Center for Knowledge and Consulting | Ms Sarah Talib |

5. Accreditation

The Mohammed Bin Rashid School of Government is licensed by the Ministry of Education – Higher Education Affairs through the Commission for Academic Accreditation to offer academic programs. The following table shows the accreditation status of the academic programs offered by MBRSG.

| Program | Accreditation Status |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|
| Master of Public Administration (MPA) | Received renewal of accreditation in 2019 |
| Master of Innovation Management (MIM) | Received initial accreditation in 2016 Submitted application for renewal of accreditation in 2020. |
| Master of Public Policy (MPP) <u>Specializations</u> Education Health Science and Technology Social Policy Sustainable Development | Received initial accreditation in 2016 Submitted application for renewal of accreditation in 2020 |
| Executive Master of Public Administration (EMPA) | Received initial accreditation in 2016 Submitted application for renewal of accreditation in 2020. |
| Postgraduate Diploma in Innovation Management | Received initial accreditation in 2016 Submitted application for renewal of accreditation in 2020 |
| Postgraduate Diploma in Public Administration (English) | Received initial accreditation in 2016 |
| Postgraduate Diploma in Public Administration (Arabic) | Received initial accreditation in 2016 Submitted application for renewal of accreditation in 2020 |
| Postgraduate Diploma in Public Policy <u>Specializations</u> Education Health Science and Technology Social Policy Sustainable Development | Received initial accreditation in 2016 Submitted application for renewal of accreditation in 2020 |

SECTION 2 -

STUDENTS AND GRADUATES

1. Admission Statistics 2020

| Program Name | Applications | Offers | New Enrolments | Admissions Yield* | Matriculation Yield* |
|-------------------------------------------|--------------|------------|----------------|-------------------|----------------------|
| Master of Public Administration | 26 | 23 | 9 | 88% | 39% |
| Master of Innovation Management | 31 | 30 | 9 | 97% | 30% |
| Executive Master of Public Administration | 168 | 105 | 88 | 63% | 84% |
| Master of Public Policy | 29 | 23 | 16 | 79% | 70% |
| Total | 254 | 181 | 122 | 71% | 67% |

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

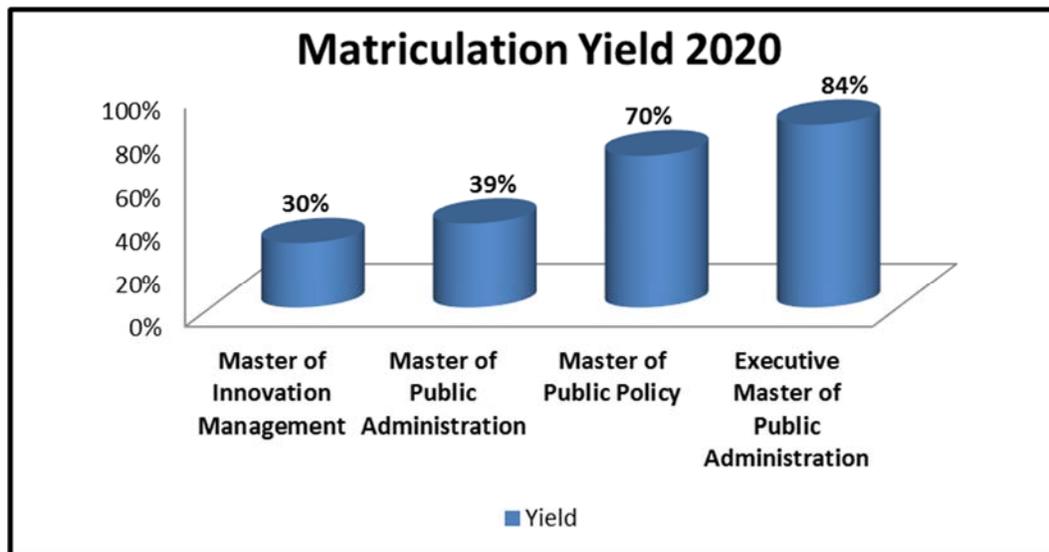


Fig 2.1.1: Matriculation Yield

2. Application Acceptance Rate

During 2020, MBRSG received a total of 254 applications of which 73 were rejected as they did not meet the admission criteria mandated by MBRSG, resulting in application acceptance rate of 71%.

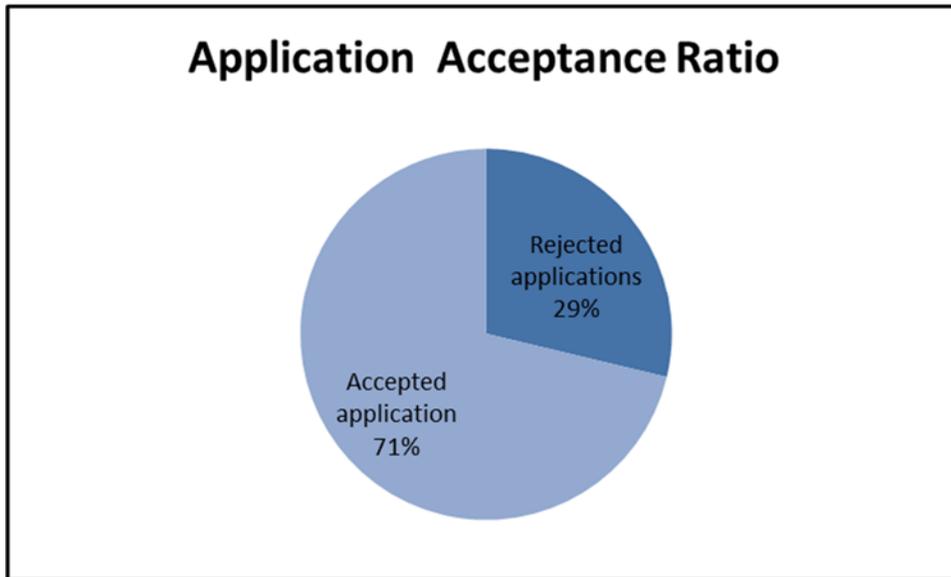


Fig 2.2.1: Application Acceptance Rate

3. Historical Admission Statistics (2015-2020)

| MASTER OF PUBLIC ADMINISTRATION | | | | | |
|---------------------------------|--------------|--------|----------------|-------------------|----------------------|
| Year | Applications | Offers | New Enrolments | Admissions Yield* | Matriculation Yield* |
| 2020 | 26 | 23 | 9 | 88% | 39% |
| 2019 | 50 | 21 | 15 | 42% | 71% |
| 2018 | 25 | 21 | 13 | 84% | 62% |
| 2017 | 23 | 23 | 15 | 100% | 65.2% |
| 2016 | - | 29 | 23 | - | 79% |
| 2015 | 50 | 38 | 31 | 76% | 81.6% |

| MASTER OF INNOVATION MANAGEMENT (2017-20) | | | | | |
|-------------------------------------------|--------------|--------|----------------|-------------------|----------------------|
| Year | Applications | Offers | New Enrolments | Admissions Yield* | Matriculation Yield* |
| 2020 | 31 | 30 | 9 | 97% | 30% |
| 2019 | 69 | 28 | 17 | 41% | 61% |
| 2018 | 47 | 36 | 28 | 77% | 78% |
| 2017 | 43 | 43 | 23 | 100% | 53.5% |

| EXECUTIVE MASTER OF PUBLIC ADMINISTRATION (2017-20) | | | | | |
|-----------------------------------------------------|--------------|--------|----------------|-------------------|----------------------|
| Year | Applications | Offers | New Enrolments | Admissions Yield* | Matriculation Yield* |
| 2020 | 168 | 105 | 88 | 63% | 84% |
| 2019 | 174 | 103 | 99 | 59% | 96% |
| 2018 | 122 | 80 | 74 | 66% | 93% |
| 2017 | 146 | 81 | 62 | 55.5% | 76.5% |

| MASTER OF PUBLIC POLICY (2017-20) | | | | | |
|-----------------------------------|--------------|--------|----------------|-------------------|----------------------|
| Year | Applications | Offers | New Enrolments | Admissions Yield* | Matriculation Yield* |
| 2020 | 29 | 23 | 16 | 79% | 70% |
| 2019 | 46 | 32 | 23 | 70% | 72% |
| 2018 | 22 | 20 | 8 | 91% | 40% |
| 2017 | 28 | 28 | 19 | 100% | 67.9% |

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

4. Semester-wise Student Headcount by Program for 2020

| Program Name | Student Type | Spring 2020 | | | Fall 2020 | | |
|-------------------------------------------|--------------|-------------|------|--------|-----------|------|--------|
| | | Total | Male | Female | Total | Male | Female |
| Master of Public Administration | New | 3 | 2 | 1 | 6 | 2 | 4 |
| | Re-enrolled | 28 | 9 | 19 | 24 | 6 | 18 |
| | Total | 31 | 11 | 20 | 30 | 8 | 22 |
| Master of Innovation Management | New | 5 | 3 | 2 | 4 | 1 | 3 |
| | Re-enrolled | 32 | 10 | 22 | 23 | 9 | 14 |
| | Total | 37 | 13 | 24 | 27 | 10 | 17 |
| Executive Master of Public Administration | New | 57 | 53 | 4 | 31 | 15 | 16 |
| | Re-enrolled | 112 | 78 | 34 | 98 | 80 | 18 |
| | Total | 169 | 131 | 38 | 129 | 95 | 34 |
| Master of Public Policy (General) | New | 2 | 1 | 1 | 10 | 5 | 5 |
| | Re-enrolled | 7 | 1 | 6 | 4 | 1 | 3 |
| | Total | 9 | 2 | 7 | 14 | 6 | 8 |
| Master of Public Policy (Education) | New | 0 | 0 | 0 | 1 | 0 | 1 |
| | Re-enrolled | 1 | 0 | 1 | 0 | 0 | 0 |
| | Total | 1 | 0 | 1 | 1 | 0 | 1 |
| Master of Public Policy (Health) | New | 0 | 0 | 0 | 0 | 0 | 0 |
| | Re-enrolled | 1 | 0 | 1 | 1 | 0 | 1 |
| | Total | 1 | 0 | 1 | 1 | 0 | 1 |
| Master of Public Policy | New | 0 | 0 | 0 | 2 | 0 | 2 |
| | Re-enrolled | 1 | 0 | 1 | 2 | 0 | 2 |

| Program Name | Student Type | Spring 2020 | | | Fall 2020 | | |
|---------------------------------------------------|--------------|-------------|------|--------|-----------|------|--------|
| | | Total | Male | Female | Total | Male | Female |
| | Total | 1 | 0 | 1 | 4 | 0 | 4 |
| Master of Public Policy (Social Policy) | New | 0 | 0 | 0 | 0 | 0 | 0 |
| | Re-enrolled | 3 | 2 | 1 | 5 | 2 | 3 |
| | Total | 3 | 2 | 1 | 5 | 2 | 3 |
| Master of Public Policy (Sustainable Development) | New | 1 | 0 | 1 | 0 | 0 | 0 |
| | Re-enrolled | 8 | 0 | 8 | 8 | 0 | 8 |
| | Total | 9 | 0 | 9 | 8 | 0 | 8 |
| Overall Enrollment | New | 68 | 59 | 9 | 54 | 23 | 31 |
| | Re-enrolled | 193 | 100 | 93 | 165 | 98 | 67 |
| | Total | 261 | 159 | 102 | 219 | 121 | 98 |

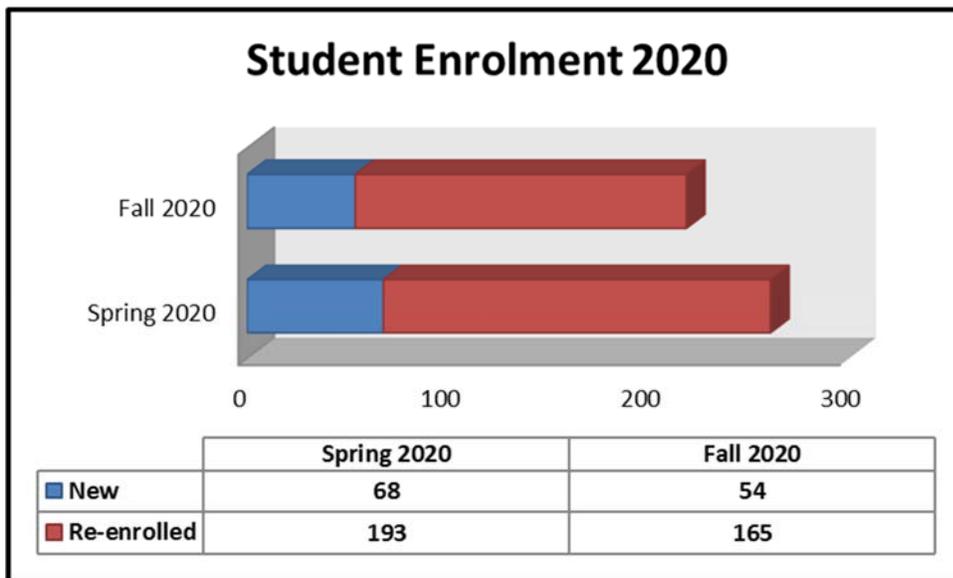


Fig 2.4.1: Student Enrolment 2020 academic year

5. Student Headcount by Program and Gender for 2020

| Program | Male | | Female | | Total |
|-------------------------------------------|------------|------------|------------|------------|------------|
| | No. | % | No. | % | |
| Master of Public Administration | 15 | 35% | 28 | 65% | 43 |
| Master of Innovation Management | 15 | 36% | 27 | 64% | 42 |
| Executive Master of Public Administration | 150 | 74% | 54 | 26% | 204 |
| Master of Public Policy | 9 | 23% | 31 | 78% | 40 |
| Total | 189 | 57% | 140 | 43% | 329 |

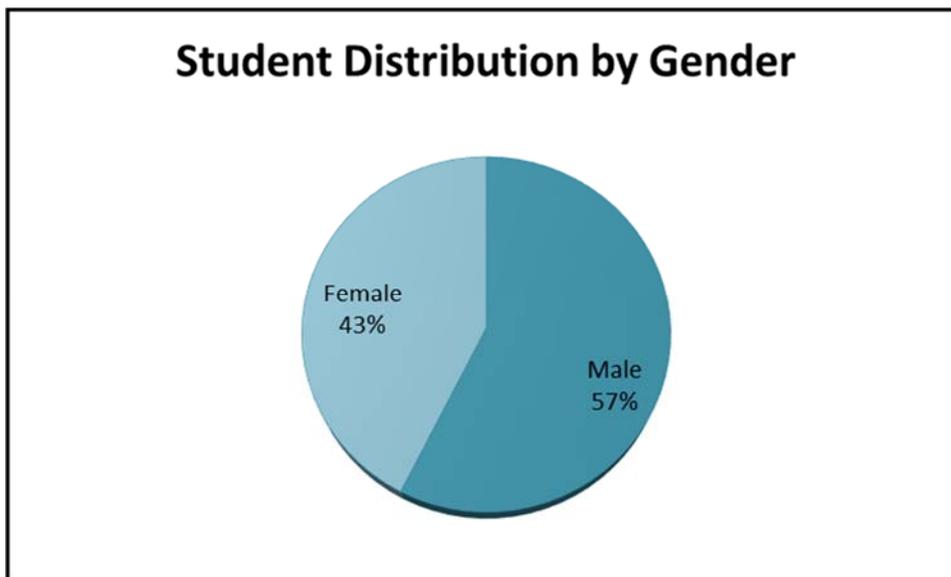


Fig 2.5.1: Student Gender Distribution

6. Student Headcount by Program and Nationality for 2020

| Program | UAE Nationals | | Non-UAE nationals | | Total |
|-------------------------------------------|---------------|------------|-------------------|-----------|------------|
| | No. | % | No. | % | |
| Master of Public Administration | 39 | 91% | 4 | 9% | 43 |
| Master of Innovation Management | 40 | 95% | 2 | 5% | 42 |
| Executive Master of Public Administration | 201 | 99% | 3 | 1% | 204 |
| Master of Public Policy | 33 | 83% | 7 | 17% | 40 |
| Total | 313 | 95% | 16 | 5% | 329 |

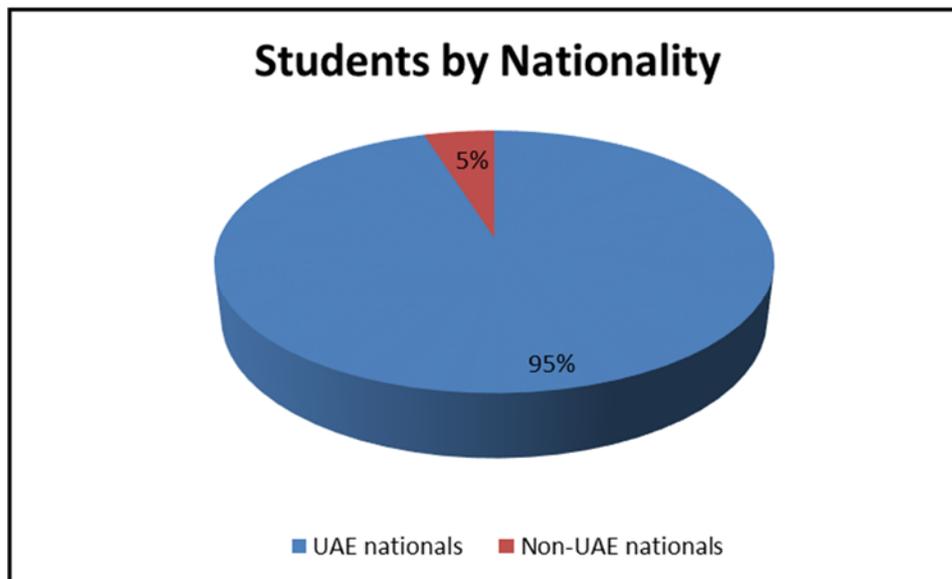


Fig 2.6.1: Student Nationality

7. Students by Emirate of Residence

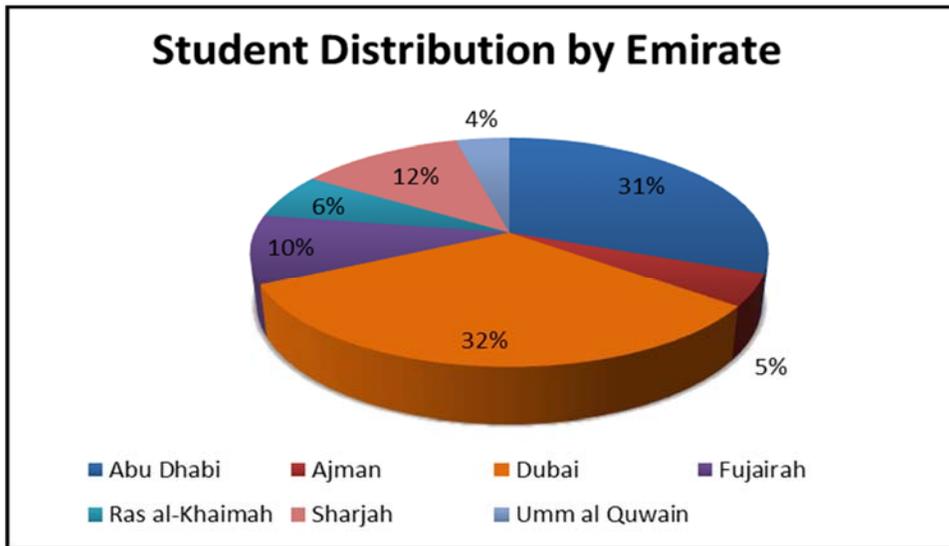


Fig 2.7.1: Student Emirate of Residence

8. Student Population Snapshot

| Indicator | 2016 | 2017 | 2018 | 2019 | 2020 |
|---------------------------------------------|----------|----------|-----------|----------|-----------|
| Number of new students | 23 | 119 | 123 | 154 | 122 |
| Total number of students | 61 | 154 | 251 | 328 | 329 |
| Number of male students | 25 (41%) | 68 (44%) | 120 (48%) | 161(49%) | 189(57%) |
| Number of female students | 36 (59%) | 86 (56%) | 131 (52%) | 167(51%) | 140 (43%) |
| Percentage of UAE nationals | 93% | 92% | 91% | 93% | 95% |
| Number of countries represented by students | 4 | 9 | 12 | 12 | 11 |

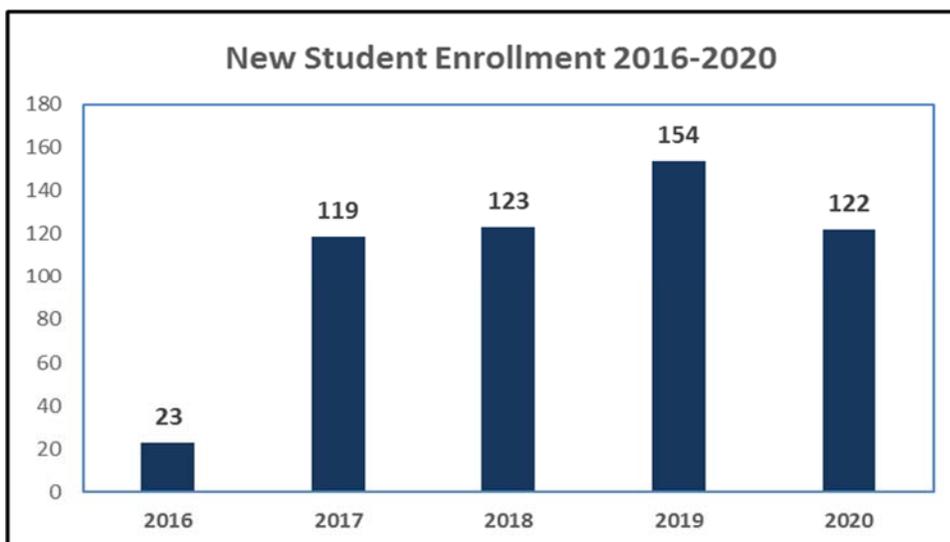


Fig 2.8.1: New Student Enrollment Trend

9. Statistics by Program

A) Master of Public Administration (MPA)

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

Key Statistics for MPA (2020)

| Indicator | Value |
|-------------------------------------------------|-------|
| Number of new enrolments | 9 |
| Total Number of students (new + returning) | 43 |
| Percentage of UAE nationals | 91% |
| Number of male students | 15 |
| Number of female students | 28 |
| Average age | 33 |
| Number of countries represented by MPA students | 5 |
| Average class size | 7 |
| Number of graduates | 18 |

MPA Historical Enrolment Data

| | 2014 Spring | 2014 Fall | 2015 Spring | 2015 Fall | 2016 Spring | 2016 Fall | 2017 Spring | 2017 Fall | 2018 Spring | 2018 Fall | 2019 Spring | 2019 Fall | 2020 Spring | 2020 Fall |
|--------------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|-----------|
| New | 11 | 8 | 12 | 14 | 12 | 11 | 5 | 10 | 7 | 6 | 3 | 12 | 3 | 6 |
| Continuing | 0 | 18 | 23 | 22 | 34 | 40 | 35 | 33 | 34 | 26 | 27 | 23 | 28 | 24 |
| Total | 11 | 26 | 35 | 36 | 46 | 51 | 40 | 43 | 41 | 32 | 30 | 35 | 31 | 30 |

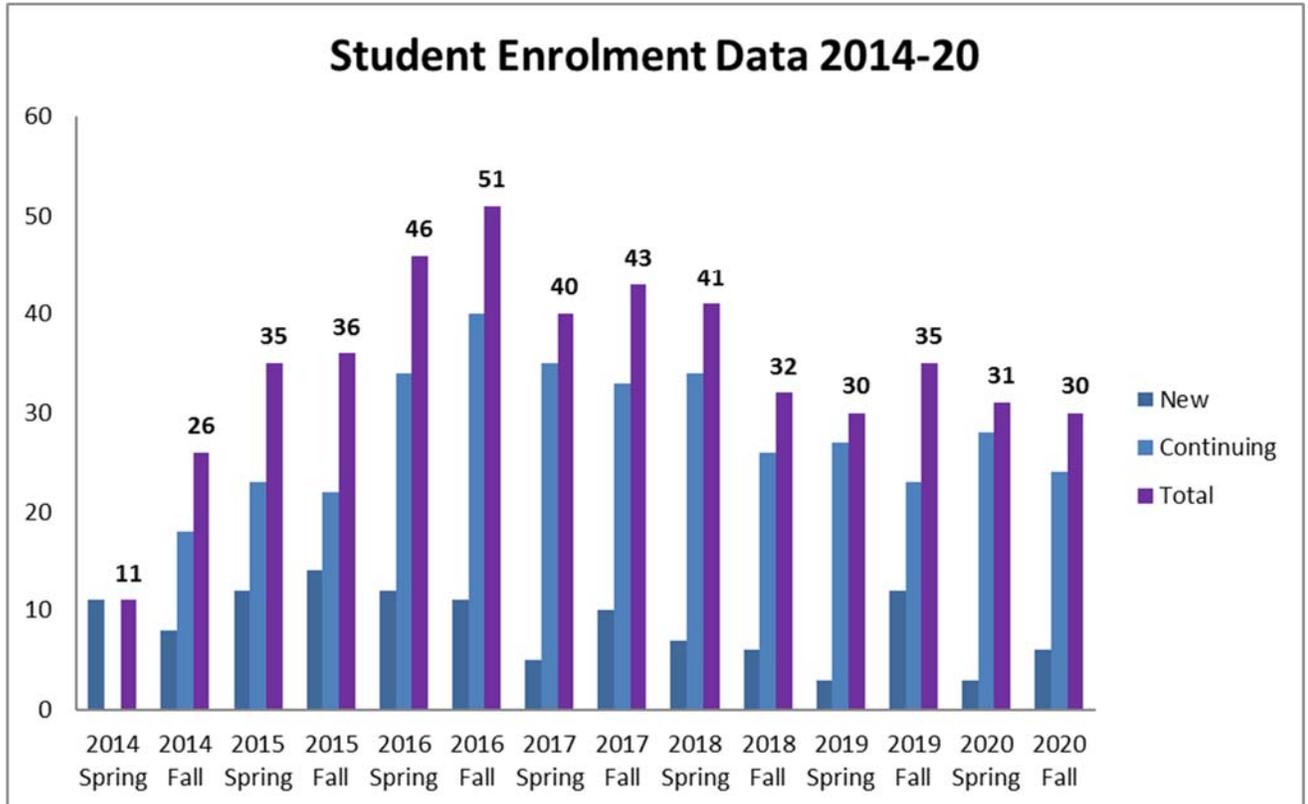


Fig 2.9.1: MPA Student Enrolment 2014-20

B) Master of Innovation Management (MIM)

The Master of Innovation program was first offered in Spring 2017. The Master of Innovation Management program is designed specifically for professionals wishing to develop their skills and understanding of the management activities undertaken within the context of the evolving and complex world of innovation management. The program supports the 2015 UAE Innovation Strategy as it has been designed to help students improve their ability to analyze and solve problems in the context of contemporary innovation management scenarios.

Key Statistics for MIM (2020)

| Indicator | Value |
|-------------------------------------------------|-------|
| Number of new enrolments | 9 |
| Total Number of students (new + returning) | 42 |
| Percentage of UAE nationals | 95% |
| Number of male students | 15 |
| Number of female students | 27 |
| Average age | 35 |
| Number of countries represented by MIM students | 3 |
| Average class size | 7 |
| Number of graduates | 22 |

| MIM Historical Enrolment Data | | | | | | | | |
|-------------------------------|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|
| | 2017 Spring | 2017 Fall | 2018 Spring | 2018 Fall | 2019 Spring | 2019 Fall | 2020 Spring | 2020 Fall |
| New | 14 | 9 | 12 | 16 | 11 | 6 | 5 | 4 |
| Continuing | 0 | 9 | 16 | 24 | 32 | 37 | 32 | 23 |
| Total | 14 | 18 | 28 | 40 | 43 | 43 | 37 | 27 |

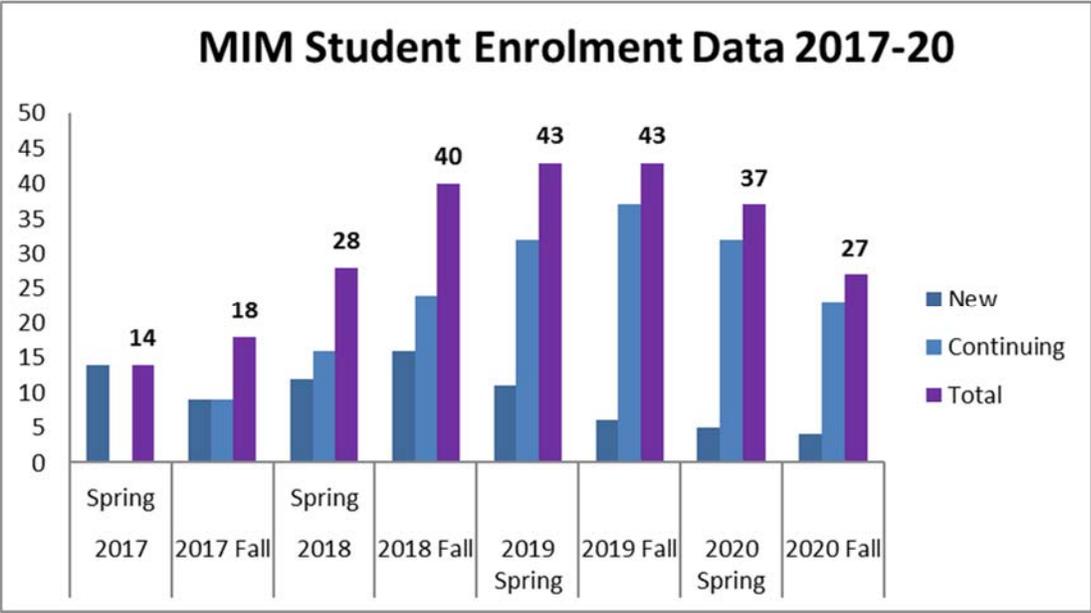


Fig 2.9.2: MIM Student Enrolment 2017-20

C) Master of Public Policy (MPP)

The Master of Public Policy was first offered in Spring 2017. The Master of Public Policy (MPP) program is designed to provide education which complies with international norms, for professionals to develop further as leaders in a variety of roles, including public policy analysis and planning, public management and services, research institutes, government orientated positions within the private sector and the third sector organizations. The program is offered with specializations in Education, Health, Social Policy, Science and Technology, and Sustainable Development.

Key Statistics for MPP (2020)

| Indicator | Value |
|-------------------------------------------------|-------|
| Number of new enrolments | 16 |
| Total Number of students (new + returning) | 40 |
| Percentage of UAE nationals | 83% |
| Number of male students | 9 |
| Number of female students | 31 |
| Average age | 32 |
| Number of countries represented by MPP students | 7 |
| Average class size | 5 |
| Number of graduates | 13 |

| MPP Historical Enrolment Data | | | | | | | | |
|-------------------------------|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|
| | 2017 Spring | 2017 Fall | 2018 Spring | 2018 Fall | 2019 Spring | 2019 Fall | 2020 Spring | 2020 Fall |
| New | 11 | 8 | 4 | 4 | 6 | 17 | 3 | 13 |
| Continuing | 0 | 8 | 12 | 18 | 18 | 22 | 21 | 20 |
| Total | 11 | 16 | 16 | 22 | 24 | 39 | 24 | 33 |

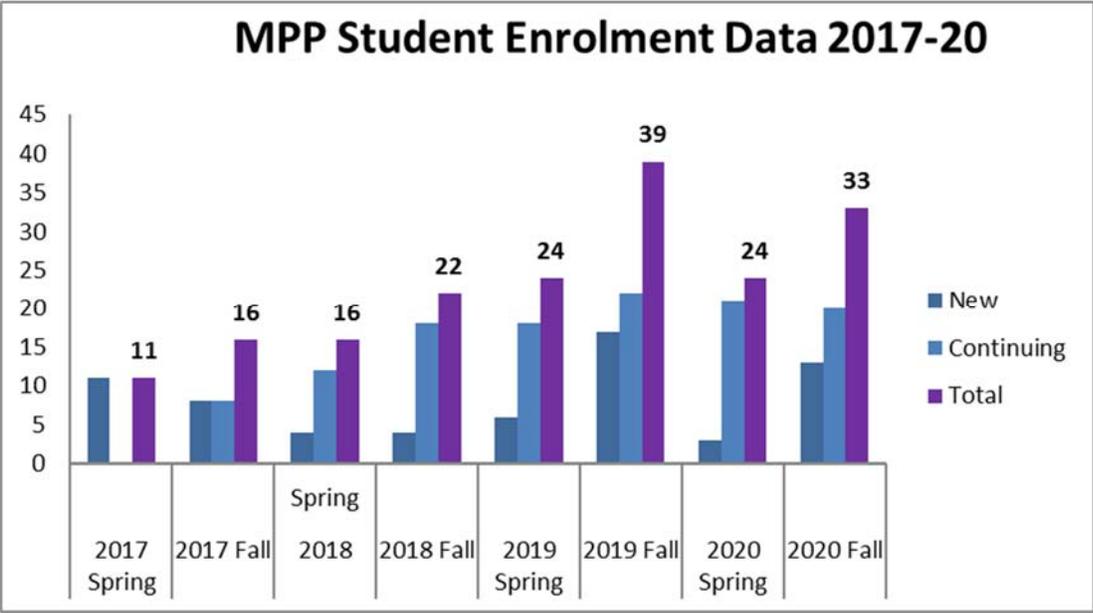


Fig 2.9.3: MPP Student Enrolment 2017-20

D) Executive Master of Public Administration (EMPA)

MBRSG launched the Executive Master of Public Administration program in Spring 2017. The program provides students with the opportunity, skills and knowledge to coordinate and implement coherent policy alternatives, in order 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 (2020)

| Indicator | Value |
|--------------------------------------------------|-------|
| Number of new enrolments | 88 |
| Total Number of students (new + returning) | 204 |
| Percentage of UAE nationals | 99% |
| Number of male students | 150 |
| Number of female students | 54 |
| Average age | 37 |
| Number of countries represented by EMPA students | 4 |
| Average class size | 31 |
| Number of graduates | 97 |

| EMPA Historical Enrolment Data | | | | | | | | |
|--------------------------------|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|
| | 2017 Spring | 2017 Fall | 2018 Spring | 2018 Fall | 2019 Spring | 2019 Fall | 2020 Spring | 2020 Fall |
| New | 23 | 39 | 40 | 34 | 70 | 29 | 57 | 31 |
| Continuing | 0 | 21 | 59 | 78 | 87 | 107 | 112 | 98 |
| Total | 23 | 60 | 99 | 112 | 157 | 136 | 169 | 129 |

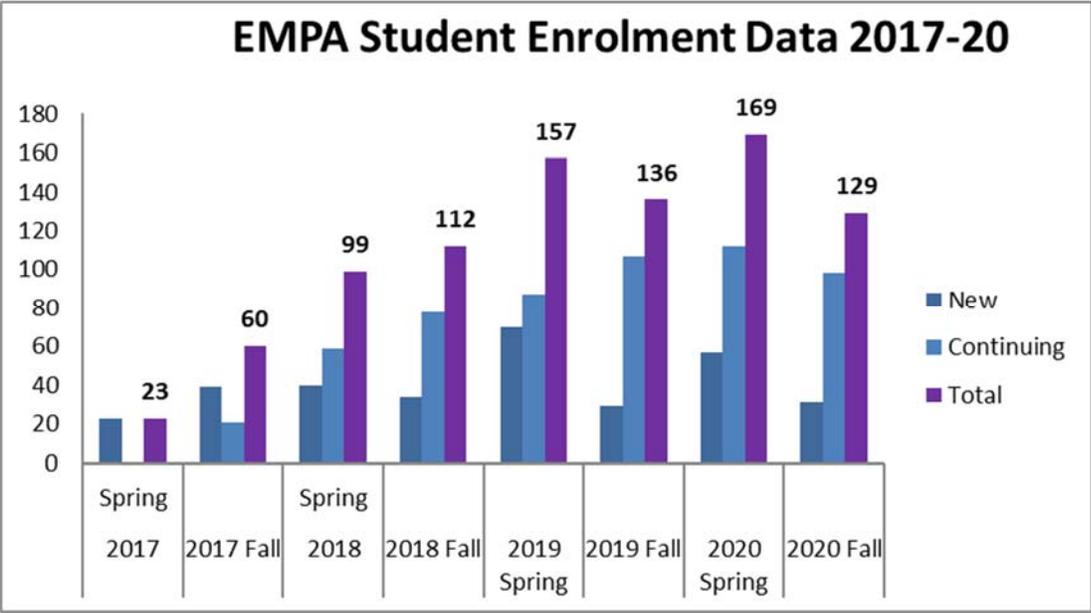


Fig 2.9.4: EMPA Student Enrolment 2017-20

10. 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 maximum total of grants that a student may be eligible for is 30,000AED for a graduate program of study.

The below table shows the number of grants awarded in 2020:

| Student Grants 2020 | | | | | |
|-------------------------|-----|-----|-----|------|-------|
| Number of grants | MPA | MIM | MPP | EMPA | Total |
| Number of grants | 21 | 27 | 26 | 192 | 266 |

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 2020 | | | | | |
|------------------------------|-----------|-----------|----------|------------|------------|
| Type of Scholarship | MPA | MIM | MPP | EMPA | Total |
| MBRSG (internal scholarship) | 16 | 8 | 6 | 4 | 34 |
| External sponsorship | 7 | 9 | 3 | 124 | 143 |
| Total | 23 | 17 | 9 | 128 | 177 |

11. Graduates

Overall MBRSG Graduates

MBRSG has produced a total of 236 graduates till date of which 147 graduates are from the Master of Public Administration program while 82 graduates are from the Executive Master of Public Administration program. Master of Innovation Management and Master of Public Policy produced its first batch of graduates in 2019 with 4 students graduating from Master of Innovation Management and 3 students graduating from the Master of Public Policy program. Of the 3 MPP graduates, 2 graduates were from the Sustainable Development specialization while 1 graduated from the Health specialization.

| Year | 2009 | 2010 | 2011 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|------------------|------|------|------|------|------|------|------|------|------|-------|
| No. of Graduates | 31 | 30 | 22 | 3 | 25 | 14 | 32 | 79 | 150 | 386 |

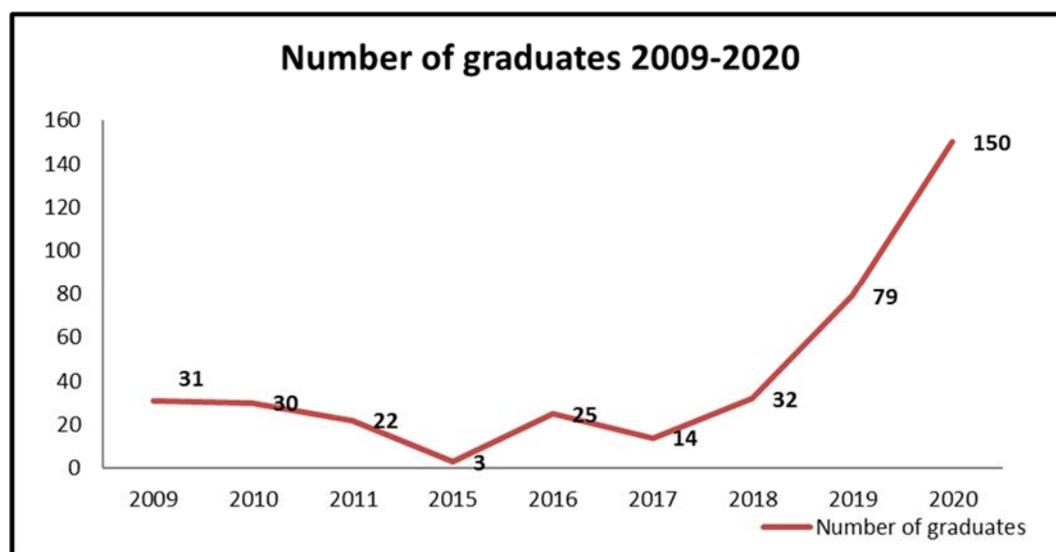


Fig 2.11.1: Graduates 2009-2020

| Graduates by Program (2015-2020) | | | | | | | | | | | | |
|----------------------------------|----------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|------------|-------------|
| Program | 2015 | | 2016 | | 2017 | | 2018 | | 2019 | | 2020 | |
| | No. | % | No. | % | No. | % | No. | % | No. | % | No. | % |
| MPA | 3 | 100% | 25 | 100% | 14 | 100% | 15 | 46.9% | 7 | 8.9% | 18 | 12% |
| EMPA | | | | | | | 17 | 53.1% | 65 | 82.3% | 97 | 64.7% |
| MPP | | | | | | | | | 3 | 3.8% | 13 | 8.7% |
| MIM | | | | | | | | | 4 | 5.1% | 22 | 14.7% |
| Total | 3 | 100% | 25 | 100% | 14 | 100% | 32 | 100% | 79 | 100% | 150 | 100% |

| Graduates by Gender (2015-2020) | | | | | | | | | | | | |
|---------------------------------|------|-------|------|------|------|------|------|-------|------|-------|------|-------|
| | 2015 | | 2016 | | 2017 | | 2018 | | 2019 | | 2020 | |
| Gender | No. | % | No. | % | No. | % | No. | % | No. | % | No. | % |
| Male | 1 | 33.3% | 12 | 48% | 7 | 50% | 15 | 46.9% | 40 | 50.6% | 88 | 58.7% |
| Female | 2 | 66.7% | 13 | 52% | 7 | 50% | 17 | 53.1% | 39 | 49.4% | 62 | 41.3% |
| Total | 3 | 100% | 25 | 100% | 14 | 100% | 32 | 100% | 79 | 100% | 150 | 100% |

| Graduates by Nationality (2015-2020) | | | | | | | | | | | | |
|--------------------------------------|------|------|------|------|------|-------|------|------|------|-------|------|-------|
| | 2015 | | 2016 | | 2017 | | 2018 | | 2019 | | 2020 | |
| Nationality | No. | % | No. | % | No. | % | No. | % | No. | % | No. | % |
| UAE Nationals | 3 | 100% | 21 | 84% | 11 | 78.6% | 30 | 94% | 73 | 92.4% | 139 | 92.7% |
| Non- UAE Nationals | 0 | 0% | 4 | 16% | 3 | 21.4% | 2 | 6% | 6 | 7.6% | 11 | 7.3% |
| Total | 3 | 100% | 25 | 100% | 14 | 100% | 32 | 100% | 79 | 100% | 150 | 100% |

2020 MBRSG Graduates

| 2020 Graduates by Program and Gender | | | | | | | | | | |
|--------------------------------------|------|------|-----|------|-----|------|-----|------|-------|------|
| | EMPA | | MPA | | MPP | | MIM | | Total | |
| Gender | No. | % | No. | % | No. | % | No. | % | No. | % |
| Male | 69 | 71% | 7 | 39% | 3 | 23% | 9 | 41% | 88 | 59% |
| Female | 28 | 29% | 11 | 61% | 10 | 77% | 13 | 59% | 62 | 41% |
| Total | 97 | 100% | 18 | 100% | 13 | 100% | 22 | 100% | 150 | 100% |

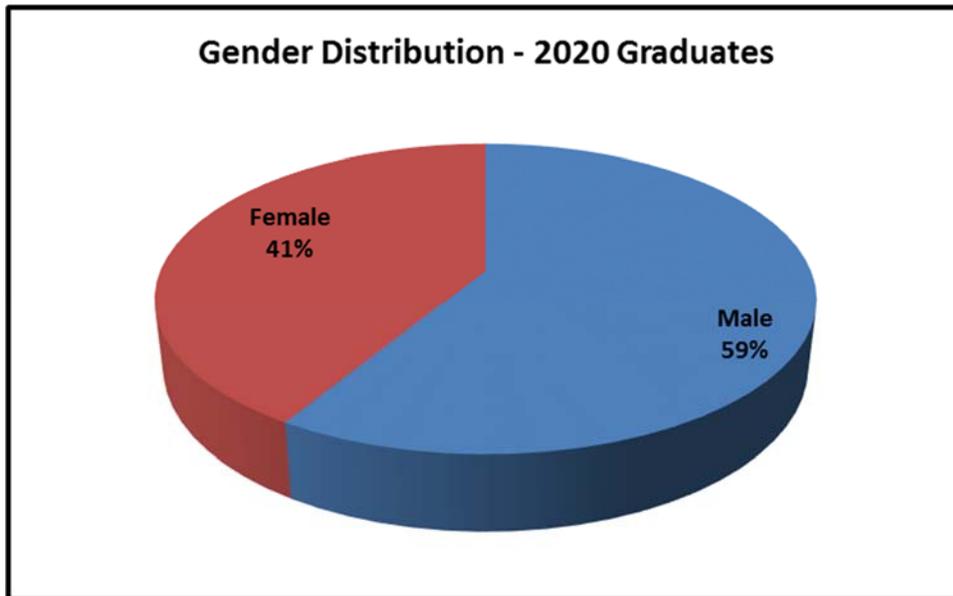


Fig 2.11.2: Gender Distribution – Graduates

| 2020 Graduates by Program and Nationality | | | | | | | | | | |
|-------------------------------------------|------|------|-----|------|-----|------|-----|------|-------|-------|
| Nationality | EMPA | | MPA | | MPP | | MIM | | Total | |
| | No. | % | No. | % | No | % | No | % | No | % |
| UAE nationals | 92 | 95% | 18 | 100% | 9 | 69% | 20 | 91% | 139 | 92.7% |
| Non-UAE nationals | 5 | 5% | 0 | 0% | 4 | 31% | 2 | 9% | 11 | 7.3% |
| Total | 97 | 100% | 18 | 100% | 13 | 100% | 22 | 100% | 150 | 100% |

Nationality Distribution - 2020 Graduates

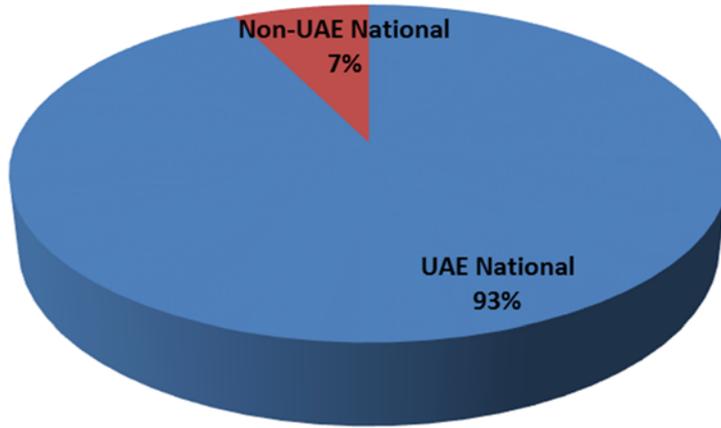


Fig 2.11.3: Nationality Distribution - Graduates

SECTION 3 -

FACULTY AND STAFF

1. General Information

During 2020, a total of 56 full-time administrative staff and 11 full-time academic staff were employed at MBRSG. 1 new appointment was made during the year. Staff turnover rate during the year stood at 6%.

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. Raed Abdellateif Al Awamleh | Professor |
| Prof. Melodena Stephens | Professor |
| Prof. Mohammed Habibur Rahman | Professor |
| Dr. Arthur Seakhoa King | Associate Professor |
| Dr. Scott William Fargher | Associate Professor |
| Dr. Immanuel Azaad Moonesar | Associate Professor |
| Dr. Mohammed Saleh AlMosa | Associate Professor |
| Dr. Yosuf El-Ghalayini | Assistant Professor |
| Dr. Racquel Warner | Assistant Professor |
| Dr. Mona Mostafa Ahmed Elsholkamy | Assistant Professor |
| Dr. Abdulla Mohammed AlAwadhi | Assistant Professor |

| Classification by Academic Rank | | | |
|---------------------------------|---------------------|---------------------|-------|
| Professor | Associate Professor | Assistant Professor | Total |
| 3 | 4 | 4 | 11 |

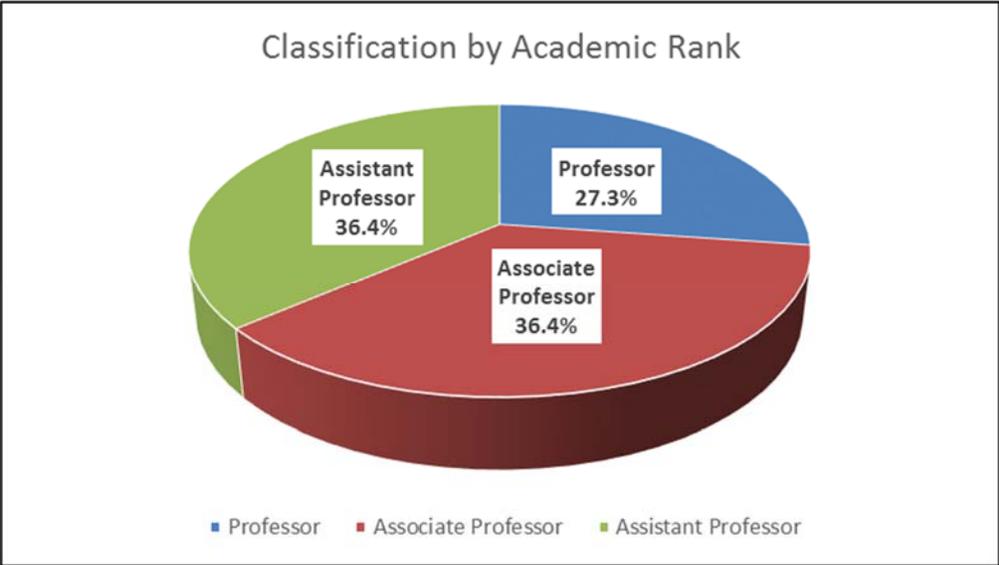


Fig 3.2.1: Academic Staff by Rank

| Academic Staff Classification by Gender | | |
|-----------------------------------------|-----|------------|
| Gender | No. | Percentage |
| Male | 8 | 72.7% |
| Female | 3 | 27.3% |
| Total | 11 | 100% |

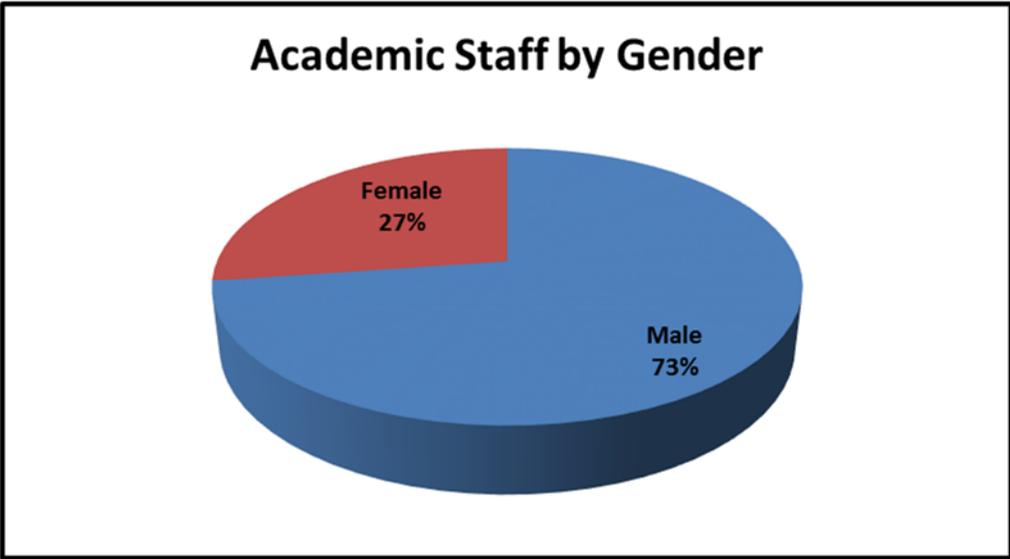


Fig 3.2.2: Academic Staff by Gender

| Academic Staff (Full-time) Classification by Nationality | |
|-----------------------------------------------------------------|--------------|
| Nationality | Total |
| Bangladesh | 1 |
| Canada | 1 |
| Egypt | 1 |
| India | 1 |
| Jamaica | 1 |
| Jordan | 1 |
| New Zealand | 1 |
| Trinidad & Tobago | 1 |
| United Arab Emirates | 1 |
| United Kingdom | 1 |
| United States of America | 1 |
| Total | 11 |

3. Administrative Staff

During 2020, 56 full-time administrative staff representing 19 countries worked at MBRSG. UAE nationals constituted 35.7% 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% | 77% |
| Academic Affairs | 6 | 3 | 3 | 50% | 50% |
| Deans Office | 2 | 0 | 2 | 0 | 100% |
| Corporate Communications and Marketing | 8 | 3 | 5 | 37.5% | 62.5% |
| Corporate Support Services | 21 | 16 | 5 | 76.2% | 23.8% |
| ECKC | 2 | 0 | 2 | 0% | 100% |
| Executive Education | 5 | 1 | 4 | 20% | 80% |
| Institutional Effectiveness | 4 | 0 | 4 | 0 | 100% |
| Policy Research | 5 | 2 | 3 | 40% | 60% |

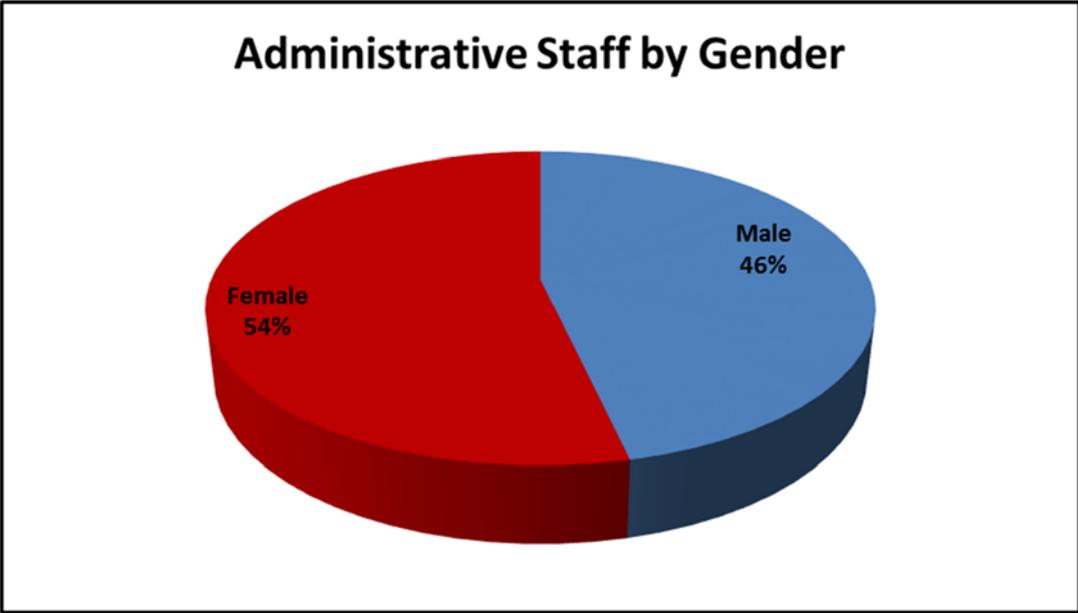


Fig3.3.1: Gender Distribution – Administrative Staff

| Full-time Administrative staff by Gender and Nationality | | | |
|----------------------------------------------------------|-----------|-----------|-----------|
| Nationality | Male | Female | Total |
| Afghanistan | 1 | 0 | 1 |
| Australia | 1 | 0 | 1 |
| Bangladesh | 1 | 0 | 1 |
| Comoros Islands | 0 | 1 | 1 |
| Egypt | 1 | 2 | 3 |
| India | 2 | 2 | 4 |
| Jordan | 1 | 0 | 1 |
| Lebanon | 0 | 1 | 1 |
| Morocco | 0 | 1 | 1 |
| Nepal | 5 | 0 | 5 |
| Pakistan | 4 | 2 | 6 |
| Palestine | 0 | 1 | 1 |
| Philippines | 2 | 0 | 2 |
| Sudan | 0 | 2 | 2 |
| Syria | 1 | 1 | 2 |
| Tunisia | 1 | 0 | 1 |
| United Arab Emirates | 6 | 14 | 20 |
| United States of America | 0 | 1 | 1 |
| Yemen | 0 | 2 | 2 |
| Total | 26 | 30 | 56 |

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 substantial number of its employees attended training sessions and/or conferences in 2020 in order to enhance the skills needed for their current positions and to be able to assume new responsibilities. The below table shows the number of academic and administrative staff members who attended training programs and conferences in 2020:

| Type of Program | Academic staff | Administrative staff | Total |
|-------------------|----------------|----------------------|-------|
| Training Programs | 9 | 13 | 22 |
| Conferences | 2 | 2 | 4 |

5. Employment Data Snapshot

| | 2016 | 2017 | 2018 | 2019 | 2020 |
|-------------------------------------------------------------|------|------|------|------|------|
| Number of full-time administrative staff | 47 | 53 | 58 | 60 | 56 |
| Number of full-time academic staff | 9 | 10 | 12 | 12 | 11 |
| Number of part-time academic staff | 0 | 6 | 7 | 10 | 11 |
| Total number of full-time staff (administrative & academic) | 56 | 63 | 70 | 72 | 67 |
| Number of new employees hired | 15 | 11 | 11 | 7 | 1 |
| Staff turnover rate | 21% | 6% | 7% | 7% | 6% |

SECTION 4 -

FACULTY 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 - 2020 | |
|----------------------------------------------------------------|---------------------------------|
| Prof. Raed Awamleh (Chair) | Dean |
| Dr Arthur King (Member) | Director of Academic Affairs |
| Fadi Salem (Member) | Director of Research & Advisory |
| Dr. Mona Mostafa Elsholkamy (Member) | Assistant Professor |
| Aisha Al Shamsi (Member) | Director of Executive Education |
| Saleh Al Hamouri (Member) | Executive Education Consultant |
| Amal Anwar Elsis (Member & Secretary) | Research Officer |

2. Research Output Snapshot

The table below provides the research output of the School for the past 5 years:

| Description | 2020 | 2019 | 2018 | 2017 | 2016 |
|--------------------------------------------------------------|-----------------------------------------------------------------------------------------|----------------------------|------|--------------------|------|
| Policy Briefs | 3 | 0 | 6 | 3 | 1 |
| Conference contribution/ Conference Proceeding Reports | 1 (proceeding report) | 5 | 15 | 14 | 13 |
| Research in International Journals | 30 (journal articles) 2 nd volume of Dubai Policy Review Journal | 4 | 7 | 0 | 1 |
| Commissioned Research Report/ Paper | 5 | 0 | 2 | 0 | 1 |
| Books/Chapters | 1 Book 6 book chapters | 1 Book 11 Book chapters | 21 | 1 book (edited) | 1 |

| Description | 2020 | 2019 | 2018 | 2017 | 2016 |
|-----------------------------|------|------|------|------------------|------|
| | | | | 15 book chapters | |
| Seminars/Workshops | 4 | 7 | 8 | 15 | 12 |
| Case Studies (co-authored) | 0 | 0 | 7 | 0 | 4 |
| Research Reports | 9 | 6 | 11 | 6 | 3 |

3. Research Events

The table below provides the list of research events conducted during 2020

| Event | Event Type | Date |
|----------------------------------------------------------------------------------------|------------------------|-------------------------------------------------|
| UAE Public Policy Forum 2020 | Forum | 17-18 th Feb 2020 |
| UAE PPF 2020 Pre Conference Workshops | Workshop | Feb 2020 |
| Mental Health Policy Council | Policy Council | 17 th Feb 2020 |
| Public Value, Technology and Diplomacy | Paper presentations | 17 th Feb 2020 |
| Agile Skills Policy Council Workshop | Policy Council | 18 th Feb 2020 |
| Inclusive Governance, International Business and Students Presentations | Paper presentations | 18 th Feb 2020 |
| Advancing the STI Ecosystem (Prime Minister's Office) | Workshop | 26 th Feb 2020 |
| Governments Post COVID-19 | Instagram Live Session | 26 th April 2020 |
| MoE Webinar: استشراف مستقبل الحكومات | Webinar | 26 th April 2020 |
| Policy Council: Socio-Economic Implications of COVID-19 in the UAE | Policy Council | 20 th May 2020 |
| UAEU Advancement Seminar Series 3: Emerging Trends in Philanthropy in the COVID-19 Era | Seminar | 08 th Jul 2020 |
| Virtual Policy Council on Reshaping the Post COVID-19 Economy (DED) | Policy Council | 28 th July 2020 |
| Global Symposium on Health Systems Research | Conference | 8 th -12 th November 2020 |
| Expert Group Meeting with the IMF "Global Economic Diversification Index" | Policy Council | 14 th Dec 2020 |
| Dubai Future Economy Workshop | Workshop | 17 th Dec 2020 |

4. Conference Attendance

| Conference | Participant | Date |
|---------------------|------------------------|---------------------|
| AIB MENA Conference | Dr Immanuel Moonesar | July 2020 (virtual) |
| AIB MENA Conference | Prof Melodena Stephens | July 2020 (virtual) |

5. Research Publications

| Title | Author | Type | Date |
|------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|--------------------|---------------|
| Examining the trade potential of the UAE using a gravity model and a Poisson pseudo maximum likelihood estimator | Dimitrios Dadakas, Salim Ghazvini Kor & Scott Fargher | Journal Article | January 2020 |
| Insights into Artificial Intelligence for Healthcare published by Omnia Health | Immanuel Azaad Moonesar | Journal Article | January 2020 |
| Regulatory Sandbox: Health RegLab Design Elements | Khawla Al Hajaj, Melodena Stephens | Research Report | February 2020 |
| Towards Increasing the Emirati Women Participation Rate in the Workforce | Sumaya Al Hajeri, Camila Vammalle | Research Report | February 2020 |
| A '3P' Soft Power Model: An Agile Approach to Diplomatic Strategy | Melodena Stephens, Sreejith Balasubramanian, Nicolas Papadopoulos, Leila Hamzaoui-Essoussi | Research Report | February 2020 |
| Advanced National Skills for the User-Centric Agile Public Sector | Hamid Saeed, Melodena Stephens, Scott Fargher | Research Report | February 2020 |
| The Heart of an Agile Government - Future Public Value | Melodena Stephens, Raed Awamleh | Research Report | February 2020 |
| Flourishing in Unpredictable Times: Building an Agile Healthcare Sector in the UAE | Immanuel Azaad Moonesar, Mona Elsholkamy, Zakzak Lama | Research Report | February 2020 |
| The Effect of Perceptions of Government Service and Reputation on Nation Happiness | Fatma Al Ali, Melodena Stephens, Vijay Pereira | Research Report | February 2020 |
| Agile Government: Becoming Future-Proof (UAE PPF 2020 Proceedings) | Melodena Stephens, Raed Awamleh and multiple authors | Proceedings Report | February 2020 |
| Dubai Policy Review Vol 2.: Smart Cities: The Catalyst | Theresa Pardo, Bruno Lanvin, Victor Pineda, | Journal | February 2020 |

| Title | Author | Type | Date |
|-----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|---------------|
| for Sustainable Development? | Federico Poitier, Mari Luomi, Sara Fyson, Carina Lindberg, Ernesto Soria Morales, Rabah Arezki, Carlos Santiso, Matt Andrews, Salimah Samji, Maysa Jalbout, Ayman El-Sherbiny, Ali Al-Khouri, Saeed AlDhaheri, Fadi Salem | | |
| Why Smart Cities Fail? How Understanding Context Can Save your City's Future | Theresa Pardo | Journal Article | February 2020 |
| The Future of Cities What Can Policymakers Learn From Smart Cities Measurements? | Bruno Lanvin | Journal Article | February 2020 |
| I Love Smart Cities, But They Don't Love Me Back (yet)! Towards a More Inclusive Urban Future | Victor Pineda, Federico Poitier | Journal Article | February 2020 |
| Turning the Tide in the Arab Region: How Data-driven Policy Can Accelerate Achieving the SDGs | Mari Luomi | Journal Article | February 2020 |
| Governance for the SDGs How Can We Accelerate Achieving the Sustainable Development Goals? | Sara Fyson, Carina Lindberg, Ernesto Soria Morales | Journal Article | February 2020 |
| After Oil From Diversification to Transformation | Rabah Arezki | Journal Article | February 2020 |
| Can Agile Governance Restore Trust in Government? Lessons from Latin America | Carlos Santiso | Journal Article | February 2020 |
| How to Implement Policies with Impact? A Policymakers' Toolkit Measurements? | Matt Andrews, Salimah Samji | Journal Article | February 2020 |
| Governments Simply Cannot Do It Alone How Philanthropy Can Drive | Maysa Jalbout | Journal Article | February 2020 |

| Title | Author | Type | Date |
|---------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|--------------------|---------------|
| Development in the Arab World | | | |
| Developing the Digital Future of the Arab World: A Policy Roadmap towards National Agendas | Ayman El-Sherbiny | Journal Article | February 2020 |
| Building the Arab Digital Economy A Strategy Blueprint | Ali Al-Khoury | Journal Article | February 2020 |
| Building an AI Nation Accelerating Artificial Intelligence Adoption through Agile Policymaking The Case of the UAE | Saeed AlDhaheri | Journal Article | February 2020 |
| Policy Council on Hospital Accreditation in the Emirate of Dubai | Khamis Al-alawy, Immanuel Moonesar, Hanan Obaid, Reem Gaafar, Ehab Bawadi | Policy Proceedings | February 2020 |
| Promoting Mental Health and Wellbeing for UAE School Children | Lama Zakzak, Immanuel Moonesar, Engy Shibl | Policy Proceedings | February 2020 |
| Financing the circular economic model | Anas Aboulamer Khaled Soufani Mark Esposito | Journal Article | February 2020 |
| What the UAE is doing to leverage health agility: the case of COVID-19. | Mona El-Sholkamy and Immanuel Moonesar | Research Article | March 2020 |
| Business with Purpose: Advancing Social Enterprise. | Melodena Stephens | Book | March 2020 |
| The Impact on COVID-19 Pandemic on UAE Children's Mental Health - Policy Analysis | Lama Zakzak, Engy Shibl | Policy Brief | April 2020 |
| Rapid Response: Informing United Arab Emirates' Response to the COVID-19 Pandemic | Immanuel Moonesar, Mona Hussein, Reem Gaafar, Niamh Gallagher, Duaa Suliman, Fadi El-Jardali, Racha Fadlallah, Diana Jamal | Research Report | April 2020 |
| Public health strategies for a gradual public sector lockdown lifting in Jordan and United Arab Emirates during COVID-19 crisis | Raeda AlQutob, Immanuel Moonesar, Mohammad R | Journal Article | May 2020 |

| Title | Author | Type | Date |
|--------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|---------------------|-----------|
| Jordan's Public and Surveillance Health Policies: During and After COVID-19 | Raeda Al Qutob, Musa Taha Ajlouni, Mohammad Abufaraj , Immanuel Moonesar | Journal Article | May 2020 |
| Health Policies during a Pandemic: UAE and Jordan Perspectives | Immanuel Moonesar, Raeda Al Qutob, Reem Gaafar | Article | May 2020 |
| UAE climate action post COVID- 19 | Moustafa Bayoumi | Policy Brief | May 2020 |
| Older Adults Social Inclusion: A scoping Review of Literature | Aisha Al Ali | Journal Article | May 2020 |
| "New managerialism" in higher education: the case of United Arab Emirates | Shalini Ajayan, Sreejith Balasubramanian | Journal Article | May 2020 |
| Sustainable sanitation and gaps in global climate policy and financing | Sarah Dickin, Moustafa Bayoumi, Ricard Giné, Kim Andersson & Alejandro Jiménez | Journal Article | May 2020 |
| Health systems must prepare for new threats | Immanuel Moonesar | Article | May 2020 |
| How Your Business Can Carry Out Social Innovation (And Become A Force For Good) | Melodena Stephens | Article | June 2020 |
| Social engineering and Emiratization in the United Arab Emirates | Abu Elias Sarker, Mohammad Habibur Rahman | Journal Article | June 2020 |
| Policy Review: Dubai Health Authority's COVID-19 Rapid Response | Fatma Bin Shabib, Immanuel Moonesar | Journal Article | July 2020 |
| Virtual Policy Council Proceedings: Reshaping the Post COVID-19 Economy | Denise Gossage | Commissioned Report | July 2020 |
| The State of Saudi Arabia Healthcare Service Delivery: Public Perceptions | Noor Alshareef, Khadijah Angawi, Immanuel Moonesar | Journal Article | July 2020 |
| Public Health Strategies for the Gradual Lifting of the Public Sector Lockdown in Jordan and the United Arab Emirates During the COVID-19 Crisis | Raeda AlQutob, Immanuel Moonesar, Mohammad Rasoul Tarawneh, Mohannad Al Nsour, Yousef Khader | Journal Article | July 2020 |
| Telemedicine: The Need of the Hour | Immanuel Moonesar, Kulaithem Saif Al | Article | July 2020 |

| Title | Author | Type | Date |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|-----------------|---------------|
| | Mazrouei,Vladimir Gordeev, Dorcus Henriksson | | |
| Examining the link between country-specific pull factors and international student mobility in the United Arab Emirates | Sreejith Balasubramanian, Shalini Ajayan, Cody Paris | Journal Article | August 2020 |
| Healthcare Professional and User Perceptions of eHealth Data and Record Privacy in Dubai | Fatima Mohamed AlMarzooqi, Immanuel Moonesar ,Raeda AlQutob | Journal Article | August 2020 |
| UAE Economic Diversification: A Medical Tourism Perspective | Jawaher Ahmed, Immanuel Azaad Moonesar, Mona Mostafa, Lama Zakzak, Faraz Khalid | Book Chapter | October 2020 |
| Advancing the Inclusive Agenda for People of Determination in the UAE through Sustainable Innovations | Racquel Warner, Immanuel Moonesar | Book Chapter | October 2020 |
| 1479 data points of covid19 policy response times | Melodena Stephens, Lopez Berengueres, Immanuel Moonesar, Venkatapuram S, | | October 2020 |
| Evaluation of Private Schools Implementation of International School Health Guidelines and the Impact on Childhood Obesity | Alia Abdulrahman Dakhan, Racquel Warner | Journal Article | November 2020 |
| AI in Higher Education: Who is Teaching the Learners, in The Innovative Business School: Mentoring Today's Leaders for Tomorrow's Global Challenges | Mark Esposito | Book Chapter | November 2020 |
| Does the timing of government COVID-19 policy interventions matter? Policy analysis of an original database | Melodena Stephens, Lopez Berengueres, Venkatapuram S, Immanuel Moonesar | Journal Article | November 2020 |
| How prepared was the UAE for a global pandemic | Reem Gaafar, Immanuel Moonesar | Article | November 2020 |

| Title | Author | Type | Date |
|--------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|--------------------------|---------------|
| Competitive Industry Clusters Analysis: A Strategy Development Toolkit | Sumaya Al Hajeri and Melodena Stephens | Research Report | December 2020 |
| الرشاقة المؤسسية في حكومة دبي | Saleh Al Hammouri and Raed Awamleh | Policy Brief | December 2020 |
| دور استخدام وسائل التّواصل الاجتماعي في الجهات الحكومية الاتحادية بدولة الإمارات العربية المتحدة | Abdul Aziz Almaamari | Policy Analysis Exercise | December 2020 |
| Motivational Factors in Emirati Patients' decision-making for seeking overseas medical facilities and services | Jawaher AlBlooshi | Policy Analysis Exercise | December 2020 |
| Dubai Silk Road: A Strategy to Enhance Jebel Ali Port Competitiveness | Ahmed Al Ali | Policy Analysis Exercise | December 2020 |
| Talent Competitiveness: How can Dubai attract enable and retain high-skilled global talent? (DED) | Salma Refass | Commissioned Report | December 2020 |
| New Normal of Work: How can Dubai Adapt to the changing workplace and workforce? (DED) | Denise Gossage | Commissioned Report | December 2020 |
| Circular Economy: What policies are needed to enable Dubai's circular economy? (DED) | Moustafa Bayoumi | Commissioned Report | December 2020 |
| From Electronic Government to Smart City: Dubai's Digital Transformation | Fadi Salem Okan Geray | Book chapter | December 2020 |
| International best practices and models on public and Private Partnership (PPP): Drawing on the Policy Lessons for the Transport Sector in Samoa | Jasem Al Hammadi, Mohammad Habibur Rahman, Rafia Naz. | Journal Article | December 2020 |
| The Future of Public Management in the Arab World – Pathways towards Digital- Era Public Institutions | Fadi Salem Sarah Shaer | Commissioned Report | December 2020 |
| Building Tech Zones To Enhance AI | Melodena Stephens | Book Chapter | 2020 |

| Title | Author | Type | Date |
|--------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|-----------------|------|
| Cities as Custodians for Entrepreneurial Opportunity | Melodena Stephens | Book Chapter | 2020 |
| Integration of the Quintuple Helix innovation Model into the Higher Education Sector: The case of Mohammed bin Rashid School of Government | Aisha Al Ali, Melodena Stephens, Shalini Ajayan | Journal Article | 2020 |

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 2020, MBRSG offered a total of 22 executive education programs. 72 trainers contributed to delivering the executive education programs. During 2020, the executive education leadership programs had a total of 102 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 2020, 13 customized programs with a total of 56 modules were delivered to 9 entities. A total of 262 participants attended the customized programs.

| List of Customized Programs offered in 2020 | | | | |
|---------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|--------------------------|-----------------------|---------------------|
| # | Program Name / Module | No. of Modules Delivered | No. of Days Delivered | No. of Participants |
| 1. | شرطة دبي- برنامج الإدارة الحكومية للقيادات الأمنية | 4 | 4 | 14 |
| 2. | وزارة الداخلية- برنامج إعداد القادة لوزارة الداخلية- الدبلوم المهني في القيادة الحكومية- الدفعة الأولى (المجموعة الأولى) | 2 | 6 | 29 |
| 3. | وزارة الداخلية- برنامج إعداد القادة لوزارة الداخلية- الدبلوم المهني في القيادة الحكومية- الدفعة الأولى (المجموعة الثانية) | 2 | 6 | 21 |
| 4. | وزارة الداخلية- برنامج إعداد القادة لوزارة الداخلية- الدبلوم المهني في القيادة الحكومية- الدفعة الثانية (المجموعة الأولى) | 3 | 9 | 23 |
| 5. | برنامج إعداد القادة لوزارة الداخلية- الدبلوم المهني في القيادة الحكومية- الدفعة الثانية (المجموعة الثانية) | 3 | 16 | 20 |
| 6. | مجلس أبوظبي للتطوير الاقتصادي- تطوير وتنفيذ السياسات العامة | 1 | 3 | 10 |
| 7. | Dubai Health Authority Health Pioneers- 3rd Batch- هيئة الصحة دبي | 4 | 28 | 30 |
| 8. | دائرة المالية Department of Finance -برنامج رواد المستقبل/الدبلوم المهني في إعداد القيادات الشابة- Future Pioneer | 4 | 6 | 13 |

| List of Customized Programs offered in 2020 | | | | |
|---------------------------------------------|-----------------------------------------------------------------------------------------|--------------------------|-----------------------|---------------------|
| # | Program Name / Module | No. of Modules Delivered | No. of Days Delivered | No. of Participants |
| 9. | برنامج القيادات العربية والتميز الحكومي بالتعاون مع معهد مدينة المعرفة للقيادة والريادة | 5 | 5 | 21 |
| 10. | حكومة عجمان - برنامج عجمان لإعداد القادة - الدفعة الثالثة | 13 | 28 | 20 |
| 11. | Etihad Credit Insurance - LEAD Developing talent by ECI | 10 | 20 | 22 |
| 12. | وزارة الطاقة والصناعة - برنامج تقييم الموظفين فئة الصف الثالث | 3 | 14 | 23 |
| 13. | وزارة الطاقة والصناعة - برنامج الدبلوم المهني في إعداد قادة المستقبل | 2 | 13 | 16 |
| Total | | 56 | 142 | 262 |

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 2020, 9 open enrollment programs were delivered with 17 modules and a total of 430 participants attended.

| List of Open Enrollment Programs offered in 2020 | | | | |
|--------------------------------------------------|-------------------------------------------------|--------------------------|-----------------------|---------------------|
| # | Program Name / Module | No. of Modules Delivered | No. of Days Delivered | No. of Participants |
| 1. | برنامج رحلة المستقبل - الدفعة الثالثة | 1 | 2 | 21 |
| 2. | برنامج قيادة التحول الرقمي في المؤسسات الحكومية | 1 | 3 | 7 |
| 3. | جلسة حكومة المستقبل | 1 | 1 | 152 |
| 4. | جلسة الرشاقة في الإدارة الحكومية | 1 | 1 | 132 |
| 5. | Evidence to Policy Fellowship Program | 1 | 5 | 43 |

| List of Open Enrollment Programs offered in 2020 | | | | |
|--------------------------------------------------|------------------------------------------------------------------------|--------------------------|-----------------------|---------------------|
| # | Program Name / Module | No. of Modules Delivered | No. of Days Delivered | No. of Participants |
| 6. | Executive Education Masterclass: Future Foresight (Online) | 1 | 1 | 24 |
| 7. | برنامج الدبلوم التنفيذي خبير السياسات العامة المتقدمة (الدفعة الاولى) | 6 | 12 | 18 |
| 8. | برنامج الدبلوم التنفيذي خبير السياسات العامة المتقدمة (الدفعة الثانية) | 1 | 2 | 30 |
| 9. | Evidence to Policy Fellowship Program - Phase 2 | 4 | 4 | 3 |
| Total | | 17 | 31 | 430 |

4. Graduates from Leadership Program

Till date, a total of 2114 participants have graduated from the various Executive Education Leadership programs offered by MBRSG.

| Year | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|-------------|
| No. of graduates | 219 | 30 | 92 | 30 | 16 | 360 | 567 | 158 | 122 | 72 | 132 | 76 | 138 | 102 | 2114 |

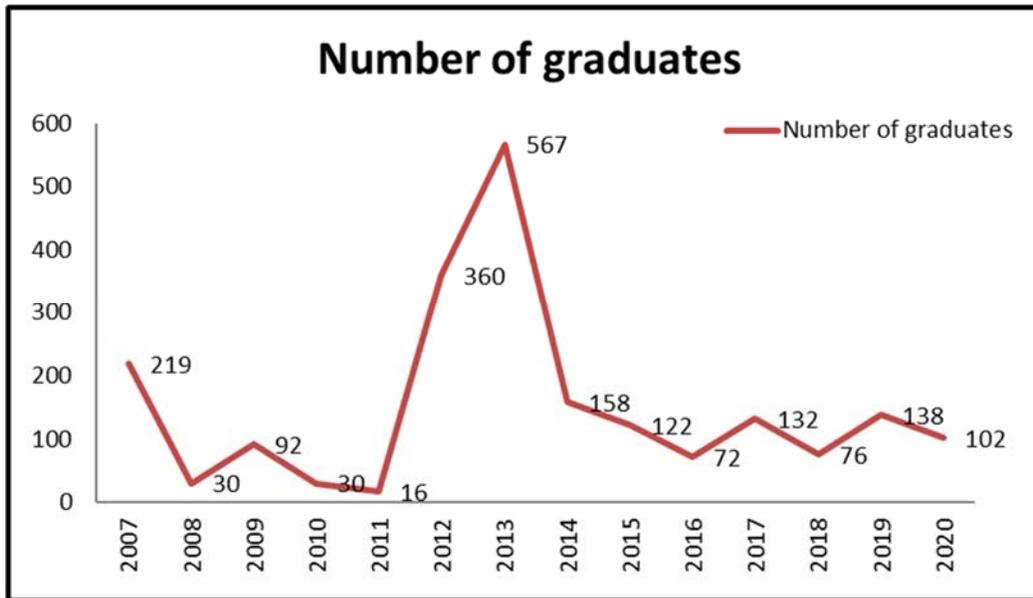


Fig 5.4.1 Executive Education Graduates 2007-20

5. Executive Education Data Snapshot

| | 2016 | 2017 | 2018 | 2019 | 2020 |
|----------------------------------------------|------|------|------|------|------|
| Number of customized programs | 10 | 11 | 7 | 11 | 13 |
| Number of open enrollment programs | 18 | 11 | 18 | 15 | 9 |
| Total number of executive education programs | 28 | 22 | 25 | 26 | 22 |
| Number of clients (entities) served | 10 | 12 | 7 | 10 | 9 |
| Total number of participants | 887 | 1346 | 654 | 614 | 692 |
| Number of graduates from Leadership programs | 72 | 132 | 76 | 138 | 102 |
| Total number of training days | 128 | 172 | 170 | 209 | 173 |
| Total number of trainers | 35 | 38 | 38 | 145 | 72 |

SECTION 6 -

**EMIRATES CENTER FOR
KNOWLEDGE AND
CONSULTANCY**

(ECKC)

1. About ECKC

The Emirates Center for Knowledge and Consultancy (ECKC) is the management consulting arm of the MBRSG. His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of The Executive Council in Dubai, launched the ECKC on May 26, 2016, in order to offer management consulting services to public sector organizations based on sound management theories, practical expertise, and applied knowledge.

The ECKC offers its services in five different areas for effective and efficient public administration and management. The services are offered in the fields of governance and organizational design, strategy and organizational performance, human resource management, knowledge management and innovation management. In its first four years, the ECKC has provided management consulting services in different scopes to over 15 different organizations in the UAE. These services are offered through a team of 3 full-time resident consultants in different levels of their careers and over 74 different non-resident consultants working in various public sector entities in the UAE.

Some of the offerings of the ECKC since its inception has included, but is not limited to, the below:

- Organizational design and development
- Analysis of organizational productivity, efficiency, and effectiveness
- Development of internal policies and governance frameworks
- Drafting of functional mandates for organizational units
- Drafting of job descriptions
- Development of organizational authority matrices
- Business process re-engineering
- Designing the vision, mission, and organizational values
- Building of the strategy map, themes, and objectives
- Identification of suitable and relevant key performance indicators
- Bridging of performance gaps by developing the necessary strategies and initiatives
- Development of Human Resources strategies, policies & procedures based on local and international best practices
- Implementation of various local & international excellence standards
- Assessment of knowledge management maturity and development of the necessary plans to fill any gaps
- Development of innovation management frameworks using the latest tools in the field
- Development of a comprehensive innovation management strategies and labs
- Scenario planning and future foresight

In order to leverage on the accumulated applied knowledge within the different public sector entities in the region, the ECKC designs, develops and delivers the Internal Management Consultant Program (IMCP). The IMCP is a capacity building program designed for the purpose of equipping participants with the required tools and techniques to better utilize their knowledge, skills and expertise in the different areas of public management. The program

allows participants to perform three roles upon the successful completion of the program: be able to deal with external consultants and set clear expectations by representing their organization, act as an internal management consultant to identify, contain and resolve public management challenges and opportunities and be able to provide their management consulting services to other organizations through the ECKC. The center has trained over 150 individuals from local, federal and regional public entities since the start of the program in 2016.

2. ECKC Key Statistics

| ECKC Consulting projects | | | | |
|--------------------------|------|------|------|------|
| Year | 2017 | 2018 | 2019 | 2020 |
| Number of Projects | 5 | 5 | 7 | 6 |

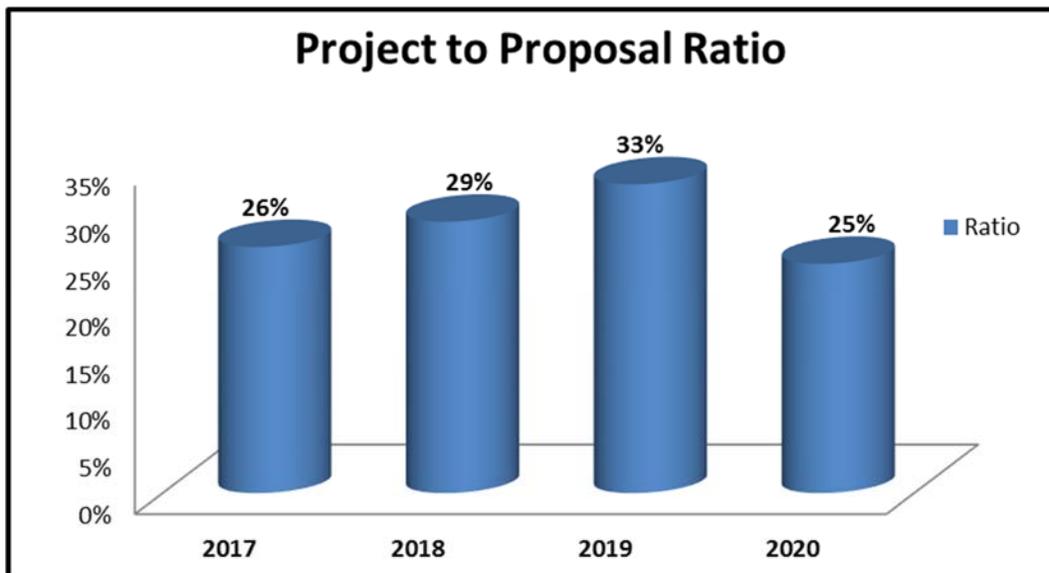


Fig 6.2.1 Project to Proposal Ratio

* *Project to proposal ratio measures the proportion of consulting projects executed in comparison to the number of proposals submitted to clients*

| ECKC Data Snapshot | |
|-------------------------------------------------------------------------|--------------|
| Indicator | Value |
| Number of management specializations in which consultations are offered | 5 |
| Number of non-resident consultants | 74 |
| Number of batches of Internal Management Consultant program | 5 |
| Number of documents available on Knowledge Gate portal | 141 |
| Number of visitors to Knowledge Gate portal | 9,725 |
| Number of downloads on Knowledge Gate portal | 5,695 |
| Client satisfaction average from consulting projects | 85% |

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 | 2016 | 2017 | 2018 | 2019 | 2020 |
|---------------------------------------|------|------|-----------------------|---------------------------------------|---------------------------------------|
| Online databases | 7 | 7 | 7 | 8 | 7 |
| Number of books (printed) | 6000 | 6500 | 7750 | 8000 | 8150 |
| Number of textbooks | 60 | 70 | 50 | 54 | 54 |
| Library availability (hours per week) | 60 | 60 | 60 | 60 | 60 |
| Number of journals | 0 | 0 | 0 (no print journals) | 0 (no print only electronic journals) | 0 (no print only electronic journals) |

2. Information Technology Services

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 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, manage 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.

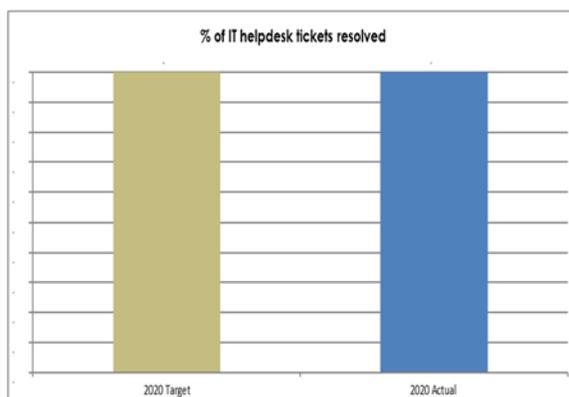


Fig7.2.1: IT Helpdesk ticket summary

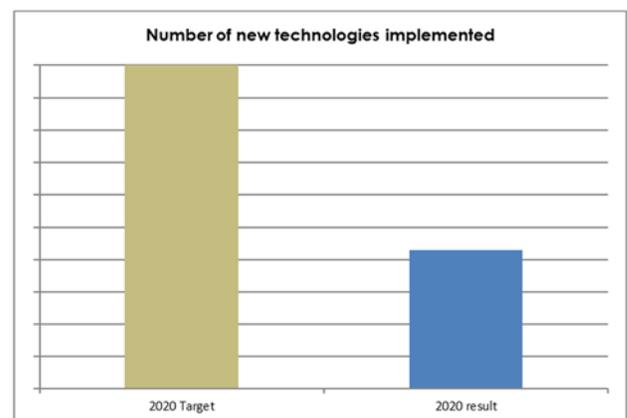


Fig7.2.2: Technology Implementation

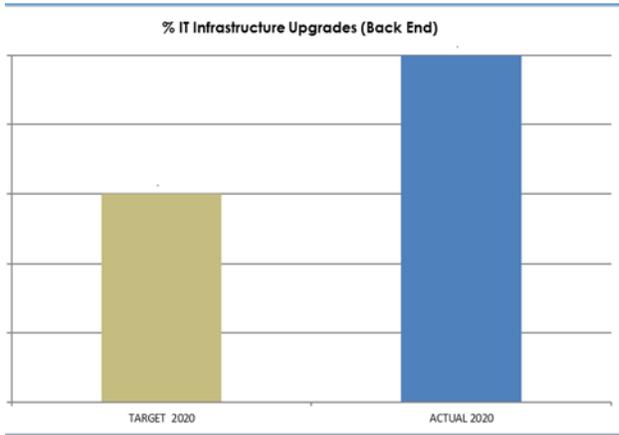


Fig7.2.3: Infrastructure Upgrades (back end)

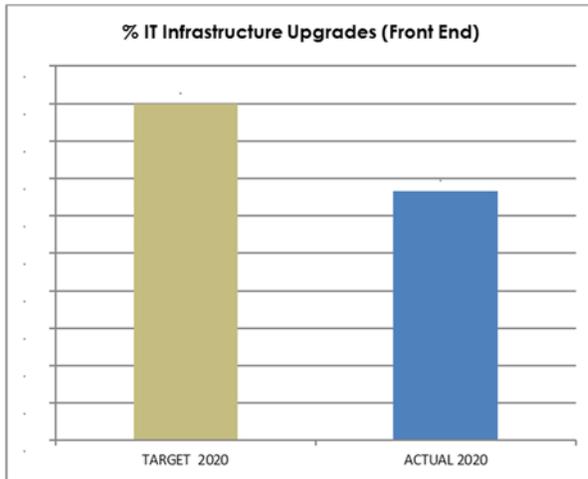


Fig7.2.4: Infrastructure Upgrades (front end)

SECTION 8 -

FINANCES

1. Tuition Fees

| Tuition Fees for 2020 | |
|--------------------------------------------------|--------------|
| Academic Program | Tuition Fees |
| Executive Master of Public Administration (EMPA) | AED140,000 |
| Master of Public Administration (MPA) | AED120,000 |
| Master of Innovation Management (MIM) | AED120,000 |
| Master of Public Policy (MPP) | AED120,000 |

SECTION 9 -

EXTERNAL ENGAGEMENT

1. Agreements and MoU

MBRSG management is keen on building partnership, fostering cooperation and sharing expertise, studies and research with government entities and private organizations in the UAE as well as a number of 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 is partnered is provided below:

| # | Entity Name |
|----|--------------------------------------------------------------|
| 1 | Academy of International Business |
| 2 | Academy of Public Administration- Kazakhstan |
| 3 | American University of Beirut- Knowledge to Policy Center |
| 4 | Arab Academy for Science, Technology and Maritime Transport |
| 5 | Arab Administrative Development Organization-ARADO |
| 6 | Community Development Authority |
| 7 | Department of Economic Development |
| 8 | Department of Family Development Center |
| 9 | Dubai Government Human Resources Department |
| 10 | Dubai Health Authority |
| 11 | Dubai Media Inc. |
| 12 | Dubai Municipality |
| 13 | Dubai Tourism |
| 14 | Economic Cities Authority |
| 15 | ELM |
| 16 | Emarat Al Youm |
| 17 | Emirates Association for Management Consultants and Trainers |
| 18 | Etihad Export Credit Insurance |
| 19 | EXPO 2020 |
| 20 | Federal Competitiveness and Statistics Authority |
| 21 | General Directorate of Residency and Foreigners Affairs |
| 22 | Hamdan Smart University |
| 23 | Hawkamah Institute for Corporate Governance |
| 24 | Higher Colleges of Technology |
| 25 | King Abdullah II Center for Excellence (KACE) |
| 26 | King Saud University |
| 27 | Microsoft |
| 28 | Ministry of Foreign Affairs and International Cooperation |
| 29 | Ministry of Human Resources and Emiratisation |

| # | Entity Name |
|----|------------------------------------------------------------|
| 30 | Ottawa University |
| 31 | Prime Minister's Office |
| 32 | Road and Transport Authority |
| 33 | Social Security Fund – Ministry of Interior |
| 34 | Smart Dubai |
| 35 | The Dubai Government Excellence Program |
| 36 | The Executive Council of Um Al Quwain |
| 37 | The Geneva School of Diplomacy and International Relations |
| 38 | The Supreme Legislation Committee |
| 39 | The United Nations |
| 40 | University of Jordan |
| 41 | Yonsei University |

2. List of Public Events

In the year 2020, MBRSG hosted 18 public events, including seminars, report launch, lectures and forums. Some of the events were held online due to the pandemic situation. The total number of attendees for the events stood at 6260, and the 6th Health Systems Research Symposium held online in November 2020 had the highest turnout with 1913 participants.

| Month | Event | Type of Event |
|----------|-------------------------------------------------------------------------------------------------------|------------------|
| January | NYU Delegation Visit | Delegation Visit |
| | MBRSG Open Day | Public Event |
| February | Press conference-UAE PPF 2020 | Press Conference |
| | UAE PPF 2020 Pre Conference Workshops | Workshop |
| | UAE Public Policy Forum 2020 | Conference |
| April | Live Instagram Session 1: ماذا: 19-كوفيد بعد ما كورونا؟ من تعلمنا | Public Event |
| | Live Instagram Session 2: Beyond COVID-19 - Agile Government Crisis Response and Learning | Public Event |
| | Live Instagram Session 3: Beyond COVID-19 – Coronavirus Impact on Economy | Public Event |
| | Live Instagram Session 4: Beyond COVID-19 - Health polices During and after Epidemics | Public Event |
| | Live Instagram Session 5: 19-كوفيد بعد ما: كورونا بعد ما الحكومات | Public Event |
| | Live Instagram Session 6: الدور: 19-كوفيد بعد ما: "البشرية الموارد إدارة"ال الفعال الجديد الواقع تجاه | Public Event |
| May | Future Government Programs Workshops Series Session 1:Public Administration Insights | Workshop |
| | Future Government Programs Workshops Series Session 2: Innovation Management Insights | Workshop |
| | Future Government Programs Workshops Series Session 3: Public Policy Insights | Workshop |
| | Future Government Programs Workshops Series Session 4: العامة الإدارة على إضاءات | Workshop |
| November | HSR 2020 | Forum |
| | MBRSG Open Day | Public Event |



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

In accordance with the CAA requirements, the Institutional Effectiveness (IE) Department collects and reports institution-wide data. The IE department is pleased to present this factbook which contains data for the period 1st January 2020 to 31st December 2020.

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