



HIS HIGHNESS SHEIKH MOHAMMED WELCOMES LIBYAN PARTICIPANTS IN THE LEADERS PROGRAM



His Highness Sheikh Mohammed signing copies of his latest book "Flashes of Thought" for the Libyan Participants during his visit to the School

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UAE Vice President, Prime Minister and Ruler of Dubai His Highness Sheikh Mohammed Bin Rashid Al Maktoum met with a host of Libyan government leaders, participating in the Leaders Programme organized by Dubai School of Government and the Libyan Warriors Affairs Commission (WAC). (Cont'd, page 2)

“Mohammed Bin Rashid School of Government will soon become a major source of support for the development of government work, not only in the UAE, but throughout the Arab region as well as in many countries beyond the region.

The school will soon launch programs to further establish its stature as one of the region's best public management schools”

-HH Sheikh Hamdan Bin Mohammed
(Cont'd, page 3)





His Highness Sheikh Mohammed (center) with participants in the Leaders Program- Government of Libya

Sheikh Mohammed also attended a part of a lecture on establishing criteria and evaluation of government strategy delivered by Dr Abdullah Abdulrahman Sultan.

Attended by more than 80 Libyan government leaders out of 300 trained at various specialized courses at the college at the end of the lecture, Sheikh Mohammed asserted that cooperation in such training programmes between the UAE and Arab countries brings opportunities for reciprocal learning. "Turmoils that some Arab countries currently undergo are of no use and will only result in the retrogression of our people," Sheikh Mohammed added; "hence, Arab nation must choose cooperation to achieve real development and future progress for next generations."

Sheikh Mohammed hoped the Libyan government leaders would go back home with a clear vision on how to lead work teams each in their respective work area, noting that a leader is he who doesn't allow barriers to stand between him and those around him be they are his work teams or common people. Further, a leader is he who inspires and motivates his work team, outlining a clear vision through which they move ahead for the benefit of the nation and people.

"In UAE, we have learned from our experiments and those of our fore-brothers," Sheikh Mohammed said

welcoming the participants. "Every day we learn something new and innovate in a new field. I am delighted to have you here with us as this is considered a step forward towards learning, acquiring knowledge and facing challenges which are present in every day and in the early life of the people of the Arabian Gulf ever since they lived facing up water shortage and scarce of natural resources and other life essentials."

Sheikh Mohammed also highlighted the importance of cooperation and mutual exchange of knowledge and experiences among Arab countries so as to achieve the higher national interests of our people, stressing that the path of disputes and conflicts will lead to nowhere and will not benefit our people and history will record that.

Sheikh Mohammed said he was glad that a group of Libyan young leaders are here in the UAE to draw lessons from the UAE's successful experiment in development and government management, a model which we are proud of and ready to place it at the service of sisterly Arab counties and people.

Sheikh Mohammed noted that he was the first to call for promoting principles of inter-Arab cooperation, sharing knowledge and experience and harnessing available energies in each state as this is the fastest way to achieve progress in the Arab World.

At the early years of establishment, Sheikh Mohammed recalled, the UAE had seen the same circumstances from building government entities, and improving services to enhancing their role in the local community and abroad.

This, he noted, entailed the government to concentrate on building UAE's capabilities and qualifying the human cadres to prepare them for the first phase of creating the country's institutions.

"We are concentrating on citizen who can be pivotal in making government actions and government policies and laws," His Highness said affirming that people's satisfaction and happiness can be achieved in our country and there is no excuse to those who fail to guarantee this."

Also present at the meeting were Cabinet Affairs Minister Mohammed Abdullah Al Gergawi, Minister of State for Foreign Affairs and chairman of the Board of Trustees at Mohammed Bin Rashid School of Government Dr. Anwar Mohammed Gergash, Emaar Properties Chairman Mohammed Ali Al Abbar, Dubai Director of Protocol and Hospitality Khalifa Saeed Suleiman, Executive President of Mohammed Bin Rashid School of Government Dr Ali Sebaa' Al Marri, Ahmed Abdallah Bin Bayat, CEO of Dubai Holding and Tariq Hilal Lootah, Under-Secretary of Ministry of State for Federal National Council Affairs.

DUBAI SCHOOL OF GOVERNMENT RENAMED AFTER HIS HIGHNESS SHEIKH MOHAMMED

The Dubai School of Government has been renamed 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.

Sheikh Hamdan said: "The arts of government, government excellence and the making of government leaders have long been associated with the name of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai. Efforts by Sheikh Mohammed culminated in the UAE winning the first place

globally in government efficiency.

Sheikh Mohammed recently announced the UAE's shift from e-Government to Smart Government and to the next generation of future governments. He established a new school (approach) of government," Sheikh Hamdan said.

"The UAE has become a destination for a large number of government delegations from different countries who come to benefit from our experience in government and public administration. All these areas bear the signature of Sheikh Mohammed and further consolidate

the authenticity and uniqueness of his outstanding approach to public administration."

"Mohammed Bin Rashid School of Government will soon become a major source of support for the development of government work, not only in the UAE, but throughout the Arab region as well as in many countries beyond the region. A number of countries have already started talks with the School on developing public administration leaderships. The school will soon launch programs to further establish its stature as one of the region's best public management schools."

DR ALI SEBAA AL MARRI APPOINTED AS EXECUTIVE PRESIDENT OF MOHAMMED BIN RASHID SCHOOL OF GOVERNMENT



Dr. Ali Sebaa Al Marri

His Highness Sheikh Hamdan Bin Mohammed Bin Rashid Al Maktoum, Crown Prince of Dubai, issued a decree appointing Dr Ali Sebaa Al Marri as the Executive President of the Mohammed Bin Rashid School of Government, a research and teaching institution focusing on public policy in the Arab world and

formerly known as the Dubai School of Government.

In his new role, Dr Al Marri is mandated to spearhead the educational and regulatory affairs at the college. In addition to supervising the implementation of educational programs, he is also responsible for monitoring and evaluating the School's activities in accordance with the policies and regulations set by the Board of Trustees and the Government of Dubai.

Dr Al Marri was chosen for his relentless contribution to shaping the skills of young leaders in the government of Dubai. His commitment to developing his personal skills and applying them for the benefit of enhancing the government's performance greatly influenced his selection for the high-profile position. Prior to joining

the Mohammed Bin Rashid School of Government, Dr Al Marri was Director of Strategic Planning and a faculty member at the Dubai Police Academy.

Dr Al Marri said: "I am honored to join the Mohammed Bin Rashid School of Government. It is a great privilege for the School to be named 'Mohammed Bin Rashid' after the Vice President and Prime Minister of the UAE and Ruler of Dubai. Our Ruler is reputed worldwide for leading by example and as a visionary who continues to surprise the world with his proactive and long term ideas for Dubai and the UAE. He is also the force behind initiating government creativity.

"A great responsibility rests on the School to support government performance in the UAE and take it forward; and more so to live up to the excellence of its name. We

will undoubtedly strive to replicate the values of His Highness Sheikh Mohammed Bin Rashid Al Maktoum and promote the achievements of the UAE's government globally. I am confident that we will translate our vision into concrete results under the guidance of his wise leadership and the support of our Board of Trustees,

which comprises a distinguished group of prominent government stalwarts."

Dr Al Marri has received several badges of appreciation and certificates from the Dubai Police. He is also a winner of the 2012 Sheikh Rashid Award for Academic Excellence. In addition, he is the

recipient of the Best Paper Award at the fourth Annual Scottish Doctoral Management Conference, University of St Andrews in 2008. Dr Al Marri holds a doctorate in leadership and strategy from the Bradford University, UK, where he specialized in applied leadership and strategic studies.

MOHAMMED BIN RASHID SCHOOL OF GOVERNMENT LAUNCHES THE MASTER OF PUBLIC ADMINISTRATION PROGRAM



With the support of the Dubai Government Human Resources Department and the Federal Authority for Human Resources (FAHR), the Mohammed Bin Rashid School of Government announced the launch of the master's program in public administration for mid career professionals.

The newly launched program is designed to promote good governance and the adoption of best practices through offering strategic training to policy makers in the state. The program also seeks to offer UAE citizens and residents an opportunity to gain an academic certification that better prepares them to meet the criteria of career opportunities in the emirate's government sector. Prospective students have the

chance to submit applications for the program that will accept 60 participants in the first intake, male or female, up to the end of November. Classes start in January 2014.

The announcements were made at a press conference that was headlined by His Excellency Dr. Abdulrahman A. Al-Awar, Director-General of the Federal Authority for Government Human Resources (FAHR) and Dr. Ali Marri, Executive President, the Mohammed Bin Rashid of Government. The conference was also attended by representatives from Dubai Government, senior administrative and teaching staff from the Mohammed Bin Rashid of Government.

Dr Ali Sebaa Al Marri, Executive

President, the Mohammed Bin Rashid of Government, said: "The Mohammed Bin Rashid of Government is keen to support the vision of His Highness Sheikh Mohammed Bin Rashid Al Maktoum which seeks to groom a qualified generation that contributes to sustaining the emirate's holistic development. As part of this objective, we have launched a restructured master's program in public administration to meet the human resources requirements of various government sectors and promote performance excellence among the cadres of government departments."

Dr. Abdulrahman A. Al-Awar, said: "Mohammed Bin Rashid of Government's Masters' Program in

Public Administration works as an important platform to train personnel and develop the management skills of aspiring leaders as part of a long term vision to achieve excellence in all sectors including government services. We are confident the revised program will contribute to nurturing academic and professional excellence among our future leaders who will steer the emirate towards its next strategic growth phase."

Some of the courses offered by the program include public administration and governance at the regional and global level, public

sector funding, economic and social policy in relation to global dynamics, organizational behavior and performance management, and quality management in public service.

The program requires completion of 33 credits in order to obtain the masters diploma, and is divided into 3 semesters comprising intensive courses preceded by a preparatory semester, if applicable at the college. The program will conclude with a Public Administration Capstone Exercise (PACE), which will require the students to work with one of

the public sector institutions on a specific challenge and propose strong recommendations to modify its policies.

Students can either choose to study part time for a minimum twenty month period / maximum three year period or opt for the full-time program that requires one year of intensive study. Providing an opportunity to benefit from theory and practical learning, the program affords the participants avenues for regular interaction with the regional public policy sector and world-renowned experts.

MOHAMMED BIN RASHID SCHOOL OF GOVERNMENT WELCOMES NEW FACULTY MEMBERS FOR THE MASTER OF PUBLIC ADMINISTRATION PROGRAM



Dr. Mohammad Habibur Rahman



Dr. Ahmed Badran



Dr. Rob Bateman

The Mohammed Bin Rashid School of Government (MBRSG) welcomed its new faculty members for the Masters in Public Administration program that was launched in July.

New joiner Dr. Rob Bateman will serve the School in the capacity of Associate Dean for Academic Affairs, while Dr. Mohammad Habibur Rahman has been appointed as Associate Professor and Dr. Ahmed Badran as Assistant Professor of Public Policy.

Dr. Ali Sebaa Al Marri, Executive President of the Mohammed Bin Rashid School of Government, said: "The new team of academics brings exceptional

value and experience to our faculty. We believe that we are now fully prepared to deliver the first academic year for the MPA program and groom a generation of distinctive public administrators."

The MPA program is scheduled to start in January 2014 and is designed to promote good governance and the adoption of best practices through offering strategic training to policy makers in the country. The course will also offer UAE citizens and residents an opportunity to gain an academic certification that better prepares them to meet the criteria for career opportunities in the emirate's government sector. The program will accept 60 participants in the first intake.

Dr. Rob Bateman

Dr. Bateman earned his doctorate in Public Administration at the University of Utah. He also holds an MBA with a major in International Business from the American University in Washington, DC and a bachelor's degree in Management and German Language from Brigham Young University.

His commitment to public service has included assignments with the US Foreign Service in Ecuador, Saudi Arabia and Costa Rica. Dr. Bateman was also active in local government as both a planning commissioner and a city council member in two different

US communities. From 1998 to 2000, he was mayor of Eagle Mountain, Utah.

His research interests include the selection and management of strategic projects, cross-cultural technology transfer, ethics in government and healthcare administration.

Dr. Mohammad Habibur Rahman

Dr. Habib earned his PhD from the University of Wales in the UK. He also obtained Master of Economic and Social Studies from the University of Wales and held two visiting positions including Senior Fulbright Scholar at Syracuse University in the US and Visiting Fellow at York University in Canada.

Dr. Habib has been teaching in the fields of public administration and public policy in a number of universities including University of Dhaka (Bangladesh), Lakehead University

(Canada), University of South Pacific (Fiji) and University of Brunei Darussalam (Brunei). Since the beginning of his academic career, he has been an active researcher. His work is extensively published in established journals. He has presented papers and moderated sessions in numerous international conferences and seminars.

His current research interests include public governance reform, e-governance, urban service management, knowledge management and public sector performance.

Dr. Ahmed Badran

Dr. Badran holds a PhD in Politics (Public Policy) from the University of Exeter, UK for which he compiled a thesis on “The Regulatory Management of Privatised Public Utilities: A Network Perspective on the Regulatory Process in the

Egyptian Telecommunications Market”. Dr. Badran also holds a Masters in Public Administration and a Bachelor’s degree in Political Science from the School of Economics and Political Science, Cairo University.

Before joining MBRSG, Dr. Badran, worked as a Lecturer in Politics and Public Administration at the University of Exeter in the UK, where he taught several courses on Politics of the Public Sector, Power Politics and Leadership, Business and Politics, New Public Management in Theory and Practice as well as Making and Implementing Public Policies.

Dr. Badran’s research interests cover different areas of regulatory governance and politics of regulation in liberalised public utilities including telecoms, water, and energy sectors particularly in transition and developing economies.

MOHAMMED BIN RASHID SCHOOL OF GOVERNMENT CEMENTS PARTNERSHIP WITH ICLIF



The Mohammed Bin Rashid School of Government (MBRSG) and the Malaysia-based Iclif Leadership and Governance Centre (Iclif), an international, Asia-focused center of excellence delivering practical corporate governance and leadership development solutions signed on 14 July a memorandum of understanding (MoU) to strengthen mutual collaboration in delivering executive education programs to the public and private sectors of the Middle East.

The executive education covers open enrollment and customized leadership development programs for senior executives and officials. Corporate governance programs for the board of directors will also be offered.

Dr Ali Sebaa Al Marri, Executive President, Mohammed Bin Rashid School of Government and Rajeev Peshawaria, Chief Executive Officer, Iclif, signed the MoU in the presence of Tan Sri Dato’ Sri Dr Zeti Akhtar Aziz, Malaysia’s Central

Bank Governor and the Chairman of Iclif and Professor Bassem Younes, Director of Strategic Alliances at MBRSG.

Dr Al Marri said: “The Mohammed Bin Rashid School of Government is committed to strengthening government and private sector leadership in the Middle East through collaboration with distinguished organizations. Our synergy with Iclif comes as part of our priority to offer comprehensive high quality executive

education and corporate governance programs to help nurture a generation of leaders. The empowerment gained through our programs will allow them to drive their organizations towards greater success through effective management of the challenges facing the Arab world, while impacting a meaningful change in the larger global context."

"Iclif is delighted to partner with

the Mohammed Bin Rashid School of Government, an internationally renowned research and teaching institution in the Middle East, to develop a new generation of leaders in the region. We seek to inspire leaders and equip boards to effectively manage and visibly improve the performance of their organizations in today's challenging global economy," Peshawaria said.

Last June, a delegation from the

Mohammed Bin Rashid School of Government visited Iclif to discuss ways to further cement the relationship that was established a year ago between the two organizations.

Since then, the two organizations have offered an executive education program that was conducted in Dubai in March this year. With the signing of the MoU, a pipeline of programs will be rolled out with the first expected by March 2014.

MOHAMMED BIN RASHID SCHOOL OF GOVERNMENT SIGNS MOU FOR TRAINING PROGRAM WITH DUBAI CULTURE



Representatives of Dubai Culture and Arts Authority and Mohammed Bin Rashid School of Government with Mr. Saeed Al Nabouda and Dr. Ali Al Marri (center)

The Mohammed Bin Rashid School of Government has signed a Memorandum of Understanding to launch a training program for the Dubai Culture and Arts Authority, the Emirate's dedicated Authority for culture, arts, and heritage. Aimed at equipping first and second tier managers for their roles in managing internal performance in a government entity, while increasing efficiency and quality of services within the Authority, the training program will also cover leadership best practices.

The program will include several sessions including: New leading skills and preparing future leaders; Excellence in Government; Strategic Planning; Managing internal performance; Media training; and Change management.

Dr. Ali Sebaa Al Marri, Executive President of Dubai School of Government, and

Mr Saeed Al Nabouda, Acting Director General of Dubai Culture, signed the MoU.

Dr. Ali Sebaa Al Marri, Executive President, Dubai School of Government, said: "We seek to enhance and develop government leadership through our collaboration with public sector departments and authorities. As part of our partnership, DSG offers comprehensive executive education programs for professionals in the first and second tier management level, who are looking to hone their leadership skills and expand their knowledge on policy-making, leadership, negotiation and decision-making.

"We are confident that this association is the beginning of a fruitful relationship that will not only facilitate both organizations to move closer to

their objectives but also allow us to contribute towards sustaining Dubai's global positioning."

Mr. Al Nabouda, said: "Dubai Culture is committed to investing in its staff by providing them with opportunities for training and learning that will enable them to advance in their careers. Through the training program with the Dubai School of Government, the Authority will be able to increase its associates' overall efficiency and quality of services, enabling them to play a more strategic part in driving the growth of the city's arts and culture sector."

The agreement with Dubai Culture and Arts Authority articulates the school's academic mandate to build and develop local cadres through offering integrated solutions for capacity-building"

MBRSG PARTNERS WITH DUBAI QUALITY GROUP TO PROMOTE EXCELLENCE AND QUALITY IN DUBAI



Dr. Yousef Al-Akraf, Chairman of DQG and Dr. Ali Al Marri, Executive President of MBRSG

The Mohammed Bin Rashid School of Government (MBRSG) has joined hands with the Dubai Quality Group (DQG) to promote excellence and quality performance in Dubai. An agreement cementing the collaboration was signed between Dr Ali Sebaa Al Marri, Executive President of the Mohammed Bin Rashid School of Government, and Dr Yousef Al-Akraf, Chairman of DQG, in the presence of Badriya Al Tamimi, Managing Director, DQG.

Under the agreement, MBRSG stakeholders will gain access to the workshops, training components and seminars, conferences and special events organized by DQG on an ongoing basis throughout the year. In addition, the MBRSG team will participate in DQG-initiated activities and on-site visits.

On its part, the DQG will benefit from MBRSG's invaluable cooperation in structuring quality-focused initiatives and spreading a culture of business excellence in the UAE in general and Dubai in particular.

Dr Ali Sebaa Al Marri said: "The Mohammed Bin Rashid School of Government is proud to become an investor partner of the Dubai Quality Group. We are committed

to quality assurance and continuous improvement at MBRSG. This collaboration will offer us access to dedicated resources and knowledge that will complement and further enhance our program offerings.

"We look forward to benefiting from DQG's training and workshop sessions, while gaining value from the organisation's talent pool of experienced guest speakers and professors. Our inclusion as an investor partner in DQG will enable us to stay on course to fulfilling our strategic goal of making a positive impact in this highly competitive world."

Dr Yousef Al-Akraf said: "We look forward to maintaining a highly productive and mutually beneficial partnership with the Mohammed Bin Rashid School of Government. The various projects we shall jointly engage in will significantly impact our continuing efforts to promote quality and excellence in Dubai. We are committed to expanding our cooperation and assisting MBRSG to achieve its educational initiatives."

MBRSG TAKES PART IN THE 2ND GCC GOVERNMENT SOCIAL MEDIA SUMMIT AS A KNOWLEDGE PARTNER

The annual GCC Government Social Media Summit took place at the Ritz Carlton Dubai from September 2-3. The Governance and Innovation Program (GIP) at Mohammed Bin Rashid School of Government took part in the summit. Participants included social media experts, representatives of government authorities and researchers from the UAE, the GCC and the world.

The two day social media summit was launched with a keynote speech by the Director-General of the Telecommunications Regulatory Authority (TRA), Mohamed Al Ghanim. Al Ghanim was quoted as saying: "There has never been a more compelling time to speak about government's relationship with social media. The UAE operates right at the cutting edge of this international trend, and events such as these are crucial to the continuation of this development.

Fadi Salem, Director of the Governance and Innovation program at Mohammed Bin Rashid School of Government, chaired the conference and delivered a keynote address on 'The Impact of Social Media in the Arab Region', "It has become imperative for us to direct our policies towards a more mobile-centred approach, to make the essentials of people's lives more accessible, more convenient", Fadi said.

This is highly plausible in the case of the UAE, a world leader in smartphone penetration, at 73.8 per cent. Saudi Arabia comes in third, at 72.8 per cent.

Racha Mourtada, Research Associate at the Governance and Innovation Program gave a presentation on the role of social media in empowering Arab women. Racha said: "A gender gap still persists in the Arab world when it comes to women's use of social media. Only one third of Facebook users and one quarter of LinkedIn users in the Arab world are female, ratios that are



Fadi Salem

significantly lower than global averages for female use. But the encouraging thing is that both men and women in the region feel that social media has the potential to be an empowering and engaging tool for women, whether in social, economic, legal, or civic arenas."

COOPERATION WITH DOF ENTERS NEW STAGE



His Highness Sheikh Ahmed Bin Saeed Al Maktoum (center) with His Excellency Abdul Rahman Al Saleh, Director General of the Department of Finance, Dr. Ali Sebaa Al Marri, Executive President; Mohammed Bin Rashid School of Government, Her Excellency Amal Bin Adi, Director General of the Dubai Government Human Resources Department and His Excellency Yasser Al Amiri, Director General of the Financial Audit Department in addition to other senior officials from DoF and MBRSG

The Mohammed Bin Rashid School of Government has signed a new agreement initiated by the Department of Finance for the upgrade of government performance in the area of financial management. The new initiative comes in light of instructions from His

Highness Sheikh Mohammad Bin Rashid Al Maktoum UAE Vice President, Prime Minister and Ruler of Dubai to launch a series of initiatives to promote the innovation, excellence and loyalty of government employees. Through the new initiative, the Department of Finance

aims to upgrade the financial capabilities of government employees, enable them to rise up to their responsibilities and perform their duties in a way that enhances the overall performance of government and strengthen the foundations of Dubai's economy.

This initiative consists of four programs which cover enhancing the performance of new employees and attending to their training needs, professional diplomas in public finance and public funds management, a certified course by the Knowledge and Human Development Authority (KHDA) and with supervision from Dubai Government Human Resource Department, management accounting in cooperation with the Chartered Institute for Management Accountants (CIMA) and an MBA with a specialization in management accounting as well as the American Certified Management Accountant diploma.

Other partners in the DoF initiative include Dubai Government Human Resource Department, the Financial Audit Department, Dubai's Economic Council, Department of Legal Affairs and the British Chartered Institute of Management Accountants.

The series of training programs which focuses on the upgrade of government employees financial performance will also involve academic programs to promote advanced financial specializations.

In the Presence of His Highness Sheikh Ahmed Bin Saeed Al Maktoum, Chairman of the Dubai Supreme Fiscal

Committee, the agreement was signed by His Excellency Abdul Rahman Saleh

Al Saleh, Director General of the

Department of Finance, Dr. Ali Sebaa Al Marri, Executive President; Mohammed Bin Rashid School of Government, Her Excellency Amal Bin Adi, Director General of the Dubai Government Human Resources Department and His Excellency Yasser Al Amiri, Director General of the Financial Audit Department among other senior officials from the Department of Finance and the Mohammed Bin Rashid School of Government.

"The second phase of "Maleyoun" comes in light of the tangible success achieved in the first phase, thanks to the cooperation among Mohammed Bin Rashid School of Government, Dubai Government Human Resources Department and the Financial Audit Department.," HE Abdul Rahman Saleh Al Saleh

KNOWLEDGE MANAGEMENT WORKSHOP IDENTIFIES CHALLENGES AND OPPORTUNITIES IN DUBAI'S PUBLIC SECTOR



His Excellency Ahmed Al Nuseirat, Coordinator General, Dubai Government Excellence Program with Dr. Ali Al Marri, Executive President, MBRSG

The Mohammed Bin Rashid School of Government organized a workshop on 'Knowledge Management in Dubai's Public Sector of Dubai' to examine the increasing importance of knowledge management for improving the performance of government institutions and ensuring the consistent delivery of quality services.

During the workshop, MBRSG also presented the results of its intensive research conducted to assess knowledge management. In addition to identifying the factors that led to the development of knowledge management, the research examined the challenges in its growth. Using the study as a basis, the workshop

determined the types of knowledge and experiences that public sector institutions must seek to gain and the best practices that are prerequisites to achieving these standards.

The workshop was based on a study conducted by the Dubai School of Government's Public Management

Program. The workshop featured His Excellency Ahmed Al Nuseirat, Coordinator General, Dubai Government Excellence Program, Abdullah Abdul Rahman, Director of Knowledge Management Department, Dr Yousef Ali Humaid Al Suwaidi, Director of Strategy at Dubai Courts, Dr Ibrahim Al Marri from Dubai Police and Mhamed Biygautane, Researcher at the Mohammed Bin Rashid School of Government's Public Management Program. The workshop was moderated by Dr. Ali Al Marri, Executive President of the Mohammed Bin Rashid School of Government.

During the workshop, Mhamed Biygautane said: "Ambiguity still mars the true importance of knowledge management due to a lack of consensus on the universal meaning of the concept. However, the variety of definitions indicates that knowledge management is an evolving process that seeks to help organizations create, organize, preserve and disseminate knowledge to achieve strategic goals."

Biygautane also pointed out that recent developments in the government of Dubai such as the reduction of budgetary allocations, overall churn rate, and Emiratization

of the workforce imposed a great pressure on the public sector's abilities. These trends exposed the need to develop knowledge management to enhance corporate performance, improve internal efficiency, and facilitate communication between individuals and departments within or outside their organizations to save financial capital.

The outcomes of MBRSG's research emphasized the need to focus on the factors affecting the performance of managers, resources, environmental and governmental influences, which are key players in the success of knowledge management in any organization. The study was based on the assumption that the performance of managers depends on the application of knowledge management within the organization and the way its implementation promotes coordination and leadership while discouraging oversight.

In conclusion, the panelists recommended that attendees prioritize knowledge management within government institutions, and develop it as a comprehensive and integrated system. It was also stressed that the risks associated with an organization's



Mhamed Biygautane

information must be fully recognized and effective mechanisms applied to protect and store their knowledge in a manner that is readily available to those within the organization. It was further highlighted that policies and strategies of knowledge management need to also be put into place, while the resources available at local universities and research centers must be leveraged. The panelists also called for distinguishing between the desired results and realistic results of knowledge management.

MBRSG RECOGNIZES ALL STAFF AT RAMADAN IFTAR



In appreciation of the sincere efforts exerted by MBRSG staff, Dr. Ali Al Marri, Executive President of the Mohammed

Bin Rashid School of Government hosted an Iftar at The Dubai World Trade Center which was attended by a large number

of staff members and their families. Staff members received certificates of merit and gifts from the president.

UPCOMING PUBLICATIONS

For more information please visit our website

www.mbrsg.ae

Policy Notes

Emily Cordeaux and Ghalia Gargani. From the Classroom to the Office: Enhancing women's participation in the GCC workforce.

Policy Papers

Ghalia Gargani and May Al Dabbagh in collaboration with Bayt.com: "Effective Interviewing in the GCC: Psychological Perspectives"

Policy Briefs

Ahmed al Nuseirat and Mhamed Biygautane. Training during Times of Financial Constraints: Lessons from the Case of Dubai's Public Sector, November 2013

Ahmed al Nuseirat and Mhamed Biygautane. The Rudiments for an Effective Training Strategy: Practical Insights from Dubai Government's Experience, November 2013

Ahmed al Nuseirat and Mhamed Biygautane. The Impact of Effective Training on Organizational Performance in Dubai's public sector, November 2013

Book Chapter

Mhamed Biygautane. The Challenges of Teaching Public Policy and Administration Courses in the MENA region: Recommendations and the Way Forward. IGI Global Press, November 2013

Governance and Innovation Program Reports

"The State of Public Services in the Arab Region", February 2014.

RECENT PUBLICATIONS

Racha Mourtada and Fadi Salem. The Fifth Arab Social Media Report : Transforming Education in the Arab World: Breaking Barriers in the Age of Social Learning, June 2013.

UPCOMING EVENTS

For more information please visit our website

www.mbrsg.ae

'The Government Summit', as a Knowledge Partner with the UAE Prime Minister's Office, February 2014.

'Too Many Bosses, Too Few Leaders', Open Enrolment Executive Education course by Rajeev Peshwaria, CEO, Iclif, March 2014.



كلية محمد بن راشد للإدارة الحكومية

MOHAMMED BIN RASHID SCHOOL OF GOVERNMENT

About the Mohammed Bin Rashid School of Government

The Mohammed Bin Rashid School of Government (MBRSG) 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, MBRSG 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 Mohammed Bin Rashid 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.

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