

GENDER AND ECONOMICS IN MENA: FROM THEORY TO POLICYMAKING

In partnership with the Center of Arab Women for Training and Research (CAWTAR) and the World Bank, the School organized and hosted a conference on November 16-17 entitled "Gender and Economics in MENA: From Theory to Policymaking." The conference brought together over 130 scholars, policy makers, media and NGO representatives from throughout the region for two days of dialogue.

IN THIS ISSUE

- 1 Gender and Economics in MENA
- 2 Leadership Dialogue with Canadian Diplomats
- 3 MPA Program Receives Accreditation
- 4 Developing Technology Policy with Microsoft
- 5 How Does the Middle East Rank in Wealth and Happiness?
- 5 Research Spotlight: Gender & Public Policy
- 6 Philip Seib on The Al-Jazeera Effect
- 7 Gender Research Seminars
- 8 Joint Forum with Young Arab Leaders
- 8 The Executive Summary
- 9 ABN AMRO Q4 Report Launch
- 10 DSG Hosts Thai Delegation
- 10 African Officials Visit DSG
- 11 Research Seminar: Nadeem Ilahi
- 11 Research Seminar: Nabil Kamel
- 12 Upcoming Events
- 12 Recent Publications



Former World Bank president James Wolfensohn speaking on the challenges faced by women in the labor market during the current economic crisis

The event featured winners of the research competition of the Gender Economic Research and Policy Analysis (GERPA), who presented their findings on a variety of cross-cutting gender themes such as education, employment, health and poverty in the Middle East. This was followed on November 17 with an exploration of how gender sensitive research can be disseminated and more effectively integrated within teaching programs and in policymaking processes.

The conference attracted a number of high profile figures from throughout the world, including Mr. James Wolfensohn, former President of the World Bank, HE Dr. Fatima Al Beloushi, Minister of Development and Social Affairs in Bahrain, Dr. Gary Becker, Nobel Laureate and Professor of Economics at the University of Chicago, Dr. Mustafa Al-Nabli, Director of the Economic Affairs Department for the MENA Region at the World Bank, Ms. Soukeina Bouraoui, Executive Director of CAWTAR, HE Dr. Hanif Hassan Ali, Minister of Education, UAE, HE Suhair Al-Ali, Minister of International Cooperation and Planning, Jordan, Ms. Jebrine Al-Jebrine, AGFUND Representative, as well as members of the Arab Network for Development and Gender (@NGED) GERPA initiative, and the Gender and Public Policy program at the Dubai School of Government.



Conference delegates attend a plenary session.

The first day of the conference consisted of three panel discussions in which GERPA winners presented their findings. Researchers in each panel established strong links between gender issues and economics by exploring the various factors influencing women's economic participation, labor and education. The first panel discussed the intersection between women's education and health issues, specifically reproductive health and how it influences women's work in the region. The second panel addressed labor market and employment issues, and gender-sensitive poverty reduction policies in the Levant and North Africa. Meanwhile, the third panel tackled

difficulties facing women entrepreneurs in the MENA region.

The second day of the conference focused on methods of dissemination and advocacy for gender-related research, and the ways in which such research can be utilized by policymakers in public policy design and by gender programs in teaching curricula. Dr. Maryam Matar, Director-General of the Community Development Authority, Dubai, opened the day with a keynote address which highlighted the advances that the Community Development Authority has made using research-driven policy making.

The first panel of November 17 addressed the current state of research, teaching, and the link between the two in gender-related programs in the Arab world, highlighting the diversity of experiences from Egypt, Lebanon, Sudan, Palestine, Yemen and the UAE, and exploring synergies. The second panel featured the difficulty of accessing gender-related qualitative and quantitative data on a variety of issues, such as labor, employment, entrepreneurship, poverty, socio-economic conditions of populations in the region. In particular, the panel explored innovative methods of collecting economic data and the links between government agencies and research entities. The third panel tackled the role of national machineries in advancing women's issues and concerns in the GCC by examining the forms of cooperation between machineries and research institutions for the creation and dissemination of gender research, policy design and implementation. The conference then concluded with a roundtable discussion in which all attendees were invited to explore effective methods for advocacy and dissemination of gender focused economic research in the region.

SCHOOL HOSTS LEADERSHIP DIALOGUE WITH CANADIAN DIPLOMATS

In association with the Embassy of Canada, on November 16 DSG hosted a leadership dialogue between a group of visiting Canadian diplomats and several prominent public sector leaders from Dubai. Over 40 participants in the Canadian government's "Advanced Leadership Program" visited the School, where they met with Dr. Abdulla Al Karam, Director-General, Knowledge and Human Development Authority (KHDA), Dr. Najeeb Al Khaja, Director, Department of Health and Medical Services, and Engineer Nazek Al-Sabbagh, Managing Director, Trakhees. The meeting

was hosted by Dr. Tarik Yousef, Dean of the Dubai School of Government, in the presence of HE Ms. Sara Hradecky, the Ambassador of Canada.

Dr. Abdullah Al Karam of the KHDA recounted the development of Dubai Internet City, Dubai Media City, Knowledge Village and Academic City, outlining Dubai's drive to develop its "soft infrastructure," of human capital. Dubai now has 58 institutions of higher learning, he noted, "and this development has made a big difference in people's lives."

Focusing on "hard infrastructure," Eng. Nazek Al-Sabbagh asserted that Trakhees has been able to keep pace with the rapid building boom in Dubai only through innovative management and ubiquitous automation. Trakhees is the regulatory arm of Dubai World, responsible for ensuring high standards of quality throughout all DW constructions.

The final speaker, Dr. Najeeb Al Khaja of the Department of Health and Medical Services, placed today's rapid development in perspective by

recounting the position of Dubai and the UAE in the early 1970s, when the drive to develop the country's physical infrastructure and educational system took off. The key to the country's success, according to Dr. Al Khaja, is that "the UAE is an open, tolerant society, where people live and work together in harmony. This country is a model for development in this region, and some

of our neighbors are now beginning to follow the path we have taken."

The Canadian participants were all members of the Advanced Leadership Program (ALP), a leadership development initiative which promotes dialogue between Canadian Foreign Service professionals and leaders from countries throughout the world.

According to Dean Tarik Yousef, "This visit comes in line with the School's role as a bridge connecting Dubai with the world community. The dialogue is an opportunity to present Dubai's story to our Canadian friends, as well as for some of our senior leaders here to learn from the Canadian experience."



Dubai leaders engage with Canadian diplomats at DSG.

MPA PROGRAM RECEIVES ACCREDITATION

Launches First Degree Program with Over 90 Applicants

After months of intensive effort, the Dubai School of Government passed another milestone on October 7 when it received official accreditation of its first degree program, the Master of Public Administration (MPA), from the UAE Ministry of Higher Education and Scientific Research. Accreditation is a major step forward for the School, and highlights its evolution into a full-fledged, degree granting institution of higher learning.

With accreditation in hand, the School moved forward quickly with an intensified marketing program, including meetings with a number of senior officials from regional governments, to attract prospective students and qualified applicants to the MPA program. More than 90 candidates from throughout the Arab world have applied

for the program. According to Director of Student Affairs Dr. Wayne James, "We are fortunate to have such a choice group of applicants with noteworthy educational backgrounds, from both the public and private sectors. It is particularly heartening to see an almost equal share of men and women applying to the program."

Program participants will receive assistance from the Mohammed Bin Rashid Al Maktoum Foundation, which is offering scholarships covering tuition and housing for the twelve-month program.

An admissions committee consisting of DSG faculty and staff has completed a review of the applicants, and notifications of acceptance have been sent to selected applicants. Classes will begin on January 14, 2009.

By providing rigorous academic training with an emphasis on the real-world practical application of theory, the DSG MPA program is designed to empower aspiring leaders from across the Arab world to successfully address the challenges and maximize the opportunities they face as public sector professionals. In addition to functional and regional specializations, participants will gain a deep understanding of the development of public administration internationally and within the region.

Dr. Mohamed Lahouel, Associate Dean for Academic Affairs, said "We worked closely with the Harvard Kennedy School's Faculty Advisory Committee to ensure that this MPA meets the highest international standards of quality, while DSG ensures that the program content addresses the specific needs of the Arab public sector."

DEVELOPING TECHNOLOGY POLICY WITH MICROSOFT

DSG is the only institution in the region, and only the fourth in the world, to participate in this type of partnership with Microsoft.

On October 29, the School signed a Memorandum of Understanding (MoU) with Microsoft Gulf to develop a technology policy framework for government elites in the region. DSG is the only institution in the region, and only the fourth in the world, to participate in this type of partnership with Microsoft. The agreement provides a foundation for technology innovation and sustainable growth that will promote improved governance in the public sector. Moreover, DSG and Microsoft will work together on capacity building in the field of technology policies and public administration, where they will

jointly develop a series of Technology Policy and Governance Workshops to be delivered to students in the academic programs, and collaborate on curricula for DSG's Master of Public Administration (MPA) degree program.

Under the agreement, Microsoft will also review and develop relevant content for DSG's Executive Education programs with regard to latest technologies and how ICT can enhance performance management in Public Administration and Policy. The partnership with DSG will run from 2008 to 2011.

The MoU was signed by Dr. Tarik Yousef, Dean of the Dubai School of Government, and Charbel Fakhoury, General Manager, Microsoft Gulf, in the presence of Pamela Passman, Global Vice President, Corporate Affairs, Microsoft Corp., Khalid Lootah, Regional Technology Officer, Microsoft Corp., and Nabil Alyousuf, DSG Executive President and Vice-Chairman of the Board of Trustees.

According to Nabil Alyousuf, "This partnership with Microsoft is in line with the goals of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the United Arab Emirates and Ruler of Dubai, to promote good governance through enhancing the region's capacity for effective public policy. The aim of the partnership is to make it easier for regional governments to exchange knowledge, best practices and experience about effective government policies, programs and solutions that will drive socio-economic growth in the region."

Khalid Lootah of Microsoft Gulf said, "At the core of the agreement with DSG is reform and institutional change for better governance. We are pleased to partner with the Dubai School of Government to provide the foundation and framework for innovation, job creation, and sustainable economic growth. Together, we will work closely to identify progress on technology policy issues and offer technology solutions that address the unique needs of this region."

The signing of the MoU was followed by an open discussion led by Dean Tarik Yousef on "Promoting Innovation and Economic Growth through a Responsible Technology Policy Framework."



Microsoft Gulf General Manager Charbel Fakhoury and DSG Dean Tarik Yousef sign the MoU. Behind them are Pamela Passman, Global Vice President, Corporate Affairs, Microsoft Corp., and Nabil Alyousuf, DSG Executive President and Vice-Chairman of the Board of Trustees.



Dr. William Inboden, Senior Vice-President of the Legatum Institute

HOW DOES THE MIDDLE EAST RANK IN WEALTH AND HAPPINESS?

On November 3, DSG and the Legatum Institute co-hosted a panel discussion of the *2008 Legatum Prosperity Index*, which measures how well nations are promoting holistic prosperity, including both economic growth and happiness. Dr. William Inboden, Senior Vice-President of the Legatum Institute, presented the in-depth results of the *Index*, while DSG assistant professors Tarek Coury and Khalid AlYahya offered ideas on how countries in the Middle East can achieve long-term prosperity in the future.

The 2008 Legatum Prosperity Index assesses 104 nations around the world by measuring 44 different indicators of both economic competitiveness and

livability. The top-ranked country in 2008 is Australia. The *Index* finds that countries in the Middle East enjoy varying degrees of success in promoting the fundamentals of prosperity, with the UAE and Kuwait leading the region. Jordan and Saudi Arabia are also in the top 50, although Yemen ranks at the very bottom of the *Index*.

In his presentation, Dr. Inboden asserted that “The *Prosperity Index* shows that in addition to economic success, a society’s prosperity is based on strong families and communities, political and religious liberty, education and opportunity, and a healthy environment.” He noted that “Most Middle Eastern countries score very high on satisfaction with health, on

family life, and on religious faith, although almost all countries in the region score poorly on political liberties and religious freedom.”

The UAE, the highest-ranked Arab country, has an extraordinarily high net migration score, as a global workforce flock to the employment opportunities created by Dubai and its fellow emirates.

DSG Dean Tarik Yousef commented that “For many years, the human capacity of the region was hindered by a ‘brain drain’ phenomenon. One of the more promising developments of recent years, however, has been the reversal of this trend, whereby the ‘best and brightest’ of the region are remaining here; indeed, the region is attracting some of the top talent from throughout the world.”

Other strengths of the UAE, according to the *Index*, include robust capital stock, excellent regulatory quality, freedom of choice and the belief that hard work is rewarded, high incomes and low divorce rates. Areas for improvement in the UAE include lowering the cost of starting a business, reducing dependency on commodity exports, expanding women’s empowerment and opportunity, increasing volunteerism, and enlarging the scope of political rights and liberties. Dr. Inboden also noted the desirability—however impractical—of cooler summers.

RESEARCH SPOTLIGHT: GENDER AND PUBLIC POLICY

Despite the large body of research which documents the existence of serious gender inequalities in education, economic and political participation, health, and civic engagement in the Arab world, there are few initiatives in the region today which define research-driven agendas for informed policy change. The aim of the School’s Gender and Public Policy Program is to support theoretically and

methodologically rigorous research that conceptualizes, problematizes, and analyzes gender gaps in the Arab world while, at the same time, linking the research to agendas and instruments for informed policy action.

The Gender and Public Policy Program aims to contribute to the academic scholarship on gender and public policy in the Arab world while

simultaneously incorporating gender perspectives on public policy into the education of future and current leaders taught and trained at DSG. In addition to collaborating with academic institutions, the program forges partnerships with private sector organizations, government agencies and policy makers to act as a platform for influencing public policies affecting the lives of women and men.

In 2007 and 2008, the Gender and Public Policy Program collaborated on a study with the Ministry of Federal National Council Affairs exploring women's experiences as candidates and voters in the first UAE FNC elections of December 2006 entitled "Women in Parliament and Politics in the United Arab Emirates: A Study of the 2006 Federal National Council Elections." The study provides policy recommendations on improving and facilitating women's participation in the political process.

In addition, the Program released "Gender Equality in the United Arab Emirates: A Driver for Increased Competitiveness," a policy brief which describes the reasons behind the UAE's performance on the World Economic Forum's Global Gender Gap Index and arguing that increased gender equality will improve the UAE's economic competitiveness.

The Gender and Public Policy Program at DSG has also been actively promoting its programmatic activities by launching its monthly Research Seminar Series, a monthly event focusing on a variety of gender-related policy issues. The series has hosted internationally-recognized experts such as Dr. Ragui Assaad of the Population Council, who presented on "Women in the Egyptian Labour Market: An Analysis of Developments from 1988 to 2006," as well as hosting Dr. Amira Sonbol of Georgetown University, who spoke on "History and Women's Leadership in the Arab World."

The Program has also developed an extensive GCC Gender Network and Database, which contains information on over 500 leading female figures in public and private institutions from the GCC countries. The goal of this database is to build links with various organizations on collaborative research projects concerned with gender and

public policy, and to develop a regional network of leading female policy makers.

In November 2008, DSG's Gender and Public Policy Program reinforced its regional network by co-hosting a two-day conference on "Gender and Economics in MENA: From Theory to Policy Making," in partnership with The Center of Arab Women for Training and Research (CAWTAR) and the World Bank. The conference brought together leading researchers and experts on the topic of gender and economic participation in the Arab world, and members of CAWTAR's regional network, as well as the program's network of academics, researchers and policymakers from the Gulf and the wider Arab region to contribute to the debate about the challenges and opportunities of producing and disseminating research on gender and public policy in the Arab world.

PHILIP SEIB SPEAKS ON "THE AL-JAZEERA EFFECT"



Dr. Philip Seib

On November 5, the School welcomed Philip Seib, Professor of Journalism and Public Diplomacy, and Professor of International Relations at the University of Southern California, to speak at the Dubai Press Club on his recently-published book "The

Al-Jazeera Effect: How the New Global Media Are Reshaping World Politics." Dr. Seib cited examples from throughout the world of how politics is being reshaped by the influence of new media such as satellite television, the Internet, and other high-tech tools, and argued that this represents more than just a refinement of established practices but, rather, a "comprehensive reconnecting of the global village and a reshaping of how the world works."

He recalled that ten years ago, there was much talk about "the CNN effect," the theory that news coverage—especially gripping visual storytelling—was influencing foreign

policy throughout the world. Today, according to Dr. Seib, "the Al Jazeera effect" takes that a significant step further. The concept encompasses the use of new media as tools in every aspect of global affairs, ranging from democratization to terrorism, and including the concept of "virtual states." Today, the media have a larger popular base than ever before and, as a result, have unprecedented impact on international politics. According to Dr. Seib, the media can be tools of conflict and instruments of peace; they can make traditional borders irrelevant and unify peoples scattered across the globe. This phenomenon, "the Al Jazeera effect," is reshaping the world.

GENDER RESEARCH SEMINARS PROVOKE DIALOGUE



Christine Assaad

On September 23, DSG Research Associate Christine Assaad presented an overview of her recently-published policy brief, “Gender Equality in the United Arab Emirates: A Driver for Increased Competitiveness?” The brief describes the reasons behind the UAE’s performance in the World Economic Forum’s Global Gender Gap Index (GGGI), where it ranked 105 out of 128 countries, and argues that increased gender equality will improve the country’s economic competitiveness.

Ms. Assaad noted that the UAE performs relatively well in terms of equal access between men and women to health and educational resources, as well as in terms of political participation. However, she pointed out that the GGGI indicates that UAE women lag far behind men in regards to economic opportunity and integration into the labor force. Ms. Assaad examined reasons behind the UAE’s ranking and score on the GGGI, and noted a number of shortcomings in the data mentioned. The presentation concluded with recommendations in changes in labor policies to stimulate the economic inclusion of women. Ms. Assaad called for improvements in data collection, analysis and dissemination, and asserted that with more accurate and timely information, a truer picture of gender equality in the UAE will

emerge and policy solutions can be more effectively formulated.

The Gender Research Seminar series continued on October 16, when Dr. Hoda Elsadda of Manchester University presented an overview of her paper, “The ‘Arab Woman’ as an Object of Study: A Critical Analysis of the AHDR 2005.” The paper examines the Arab Human Development Report 2005: Towards the Rise of Women in the Arab World, with the purpose of raising questions regarding the geopolitics of the production and consumption of knowledge. Dr. Elsadda deconstructed the report by questioning the dominant discursive foundations shaping our understanding and asking “Who

produces knowledge and for what purpose?” While noting the difficulty of producing such a document, as well as the inherent problems of translation, Dr. Elsadda asserted that the report falls within the dominant analytical narrative of “the Arab woman.”

On November 18, Dr. Hatoon Al-Fassi of King Saud University presented an overview of “Women in Pre-Islamic Arabia: Nabataea,” describing the rise to prominence of women in late Nabataean society during the period spanning the first century BCE to the first century CD. Dr. Al-Fassi explored several possible reasons behind the sudden emergence of Nabataean women as active agents in politics, society and economics. First, images of women in power became more widely known during this period as a result of a line of strong Nabataean queens, whose visage is recorded on coins issued during this time. In the socioeconomic sphere, women emerged as heads of households and active agents in the public arena during a time when thousands of males were absent for months at a time while on long-distance spice trading caravans. Third, women were empowered during a time in which the Nabataean state enjoyed greater power and stability, as a stable buffer state between the Roman and Parthian empires.



Hatoon Al-Fassi

DSG, YOUNG ARAB LEADERS

HOST JOINT FORUM



Mohammad Sulaiman

In cooperation with the Young Arab Leaders, the School hosted a lecture on October 28 by Mohammad Sulaiman, Chief Investment Officer of Gulf Fund Management, on “Maintaining Regional Leadership in Energy Production Beyond Oil.” Mr. Sulaiman argued that the GCC countries need to establish

their leadership in alternative energies in preparation for the post-oil period.

According to Mr. Sulaiman, because of concerns about price and stability of supply, the world’s largest consumers of oil are more committed than ever before to reducing their dependency on oil as a source of energy, while environmental concerns have also emerged as a new driver toward reducing global reliance on oil. He stressed that in order to maintain their leadership position in energy production, current producers of oil need to think in terms of establishing sustainable leadership in energy beyond oil. To this effect, Mr. Sulaiman advocated the foundation of a

Center for Global Energy Leadership as a joint GCC initiative.

He stressed the importance of setting short-, medium- and long-term goals founded on understanding the needs of current energy consumers, evaluating and contributing to the improvement of all existing alternative energy technologies, and working to establish possible new sources of renewable, clean, and affordable energy. This mission, he concluded, would help to ensure that the GCC is entrusted with providing energy for the global economy indefinitely. The forum was moderated by Sultan Al Qassimi, Chairman of the Young Arab Leaders in the UAE.

THE EXECUTIVE SUMMARY

DSG executive education programs provide concise, focused courses that target government and non-government leaders seeking to enhance their expertise in public policy, leadership and management.

Designed and implemented in cooperation with international partners, including the Harvard Kennedy School, our executive education programs are taught by leading scholars and practitioners from a network of regional and international educational institutions.



Professor Marty Linsky of Harvard University

Public Speaking Training: MBRPLD and DEWA

Communications expert Joseph Slye conducted two seminars on public speaking at DSG. The Mohammed Bin Rashid Programme for Leadership Development’s Young Leaders Program took part on October 12-13, while

Mr. Slye trained members of DEWA’s Frontiers Leadership Development Program on October 14-15. Both workshops sought to enhance presentation skills with emphasis on the productive usage of various audio-visual aids, as well as audience interaction and body language techniques.

Blue Ocean Forum

In the first of a series of Blue Ocean Forum lectures designed to share the best practices of other countries, on October 15 DSG and the Mohammed Bin Rashid Programme for Leadership Development hosted HE Mr. Luis Guillermo Plata Paez, the Minister

of Trade, Industry and Tourism of Columbia. HE Mr. Paez spoke to participants from the MBRPLD's Young Leaders Programme about the drive to increase competitiveness in Columbia. The lecture is the first in a series of joint DSG-MBRPLD Young Leaders forums focusing on "Blue Ocean Strategy," a strategic framework which encourages innovation and the development of wider, deeper untapped market potential.

Government of Iraq

The School conducted a three-day training module on Strategic Management in Cairo, Egypt from October 6-8 for 23 senior officials from the Government of Iraq. The program comes as part of a framework

agreement whereby DSG will provide customized executive education programs in Strategic Management and Leadership. Delivered by Dr. Tarek Hatem, DSG Associate Dean for Executive Education, the Strategic Management program is designed to enhance leaders' capacity for strategic planning, including formulating and articulating a mission and vision, analyzing the external and internal environment through SWOT analysis, and formulating and internalizing a set of long-term objectives and strategies within organizations.

Leadership in the 21st Century: Chaos, Conflict and Courage

In partnership with Harvard University's Kennedy School of Government, the

School offered a four-day "Leadership in the 21st Century: Chaos, Conflict and Courage" course from November 17-20. Led by Harvard's Marty Linsky, the course attracted over 40 participants from throughout the region for a stimulating, challenging week of exploring why we lead the way we do. The program pushed participants to reflect on their deepest assumptions and most strongly held values, and how these may have limited the exercise of effective leadership in the past. According to Linsky, "The speed of change and the need to adapt to unfamiliar realities requires making difficult choices. Deciding what needs to be preserved and what must be left behind in order to survive and thrive in a rapidly moving future generates conflict, is chaotic, and requires courage," he added.

ABN AMRO Q4 REPORT LAUNCH

On November 2, the School partnered with Dutch bank ABN AMRO to present two events launching ABN AMRO's *Q4 Investment Outlook*. In the afternoon, DSG and the Dubai Press Club jointly hosted an open discussion at the Club's facilities in the Dubai Media City, while later in the day members of the Dubai Capital Club enjoyed a relaxed "off the record" discussion of economic prospects. Both events featured ABN AMRO Global Chief Investment Officer Didier Duret, François Mouté, Chairman of Neuflyze Private Assets, and Dr. Mohamed Lahouel, Associate Dean for Academic Affairs at the Dubai School of Government.

Mr. Duret presented an overview of the *Q4 Investment Outlook* "Back to Basics," stressing that the era of "exotic investments" has taken a step back, giving way to a simple, no-nonsense approach to money management. He



Left to right: François Mouté, Mohamed Lahouel, and Didier Duret

asserted that in a global slowdown, the relative difference between economies and companies will be of even greater importance in achieving strong performance in 2009. François Mouté shared his insights and investment

strategies, focusing in particular on the US market. Dr. Mohamed Lahouel rounded out the panel in both venues by challenging the discussion points with an emphasis on relevance for the region.

DSG HOSTS THAI DELEGATION



A delegation of 35 officials from the Ministry of Justice of Thailand visited DSG on October 7. Led by Deputy Permanent Secretary of Justice Mrs. Choojira Konghaew, the delegation met with Dean Tarik Yousef and Director of External Affairs Hafed Al-Ghwell, who presented an overview of DSG as well as information about Dubai and the UAE.

AFRICAN OFFICIALS VISIT DSG



A delegation of ministers, permanent secretaries and chief secretaries from the ten ESAMI (Eastern and Southern African Management Institute) countries visited Dubai for an education tour focusing on “Leadership, Innovation and Development” from October 9-13. On October 12, DSG Research Fellow Yasar Jarrar presented an overview of Dubai and its strategic approach to the assembled representatives at the School.

RESEARCH SEMINAR: NADEEM ILAHI



Dr. Nadeem Ilahi

On October 20, the School's Research Seminar Series featured Dr. Nadeem Ilahi, Senior Economist at the Middle East and Central Asia Department of the IMF. He presented "Do the Gulf Oil-Producing Countries Influence Regional Growth? The Impact of Financial and Remittance Flows," an IMF working paper co-authored with Riham Shendy.

Dr. Ilahi opened the presentation by explaining the purpose of the research,

which is to test the association between remittance outflows and financial investments from the GCC with regional growth. The paper measures this linkage in eight countries—Egypt, Jordan, Pakistan, Syria, Yemen, Sudan, Tunisia and Morocco—in the regional "neighborhood." He noted that other regions have growth drivers (for instance, Russia for the states of the former Soviet Union, China for Asia, and South Africa for Africa), and posited this research as a means of testing the extent and means of linkage for the GCC as a driver for the Middle East region.

According to Ilahi, the data indicate that growth rates of real GDP, private consumption and private investment in the eight measured countries are associated strongly with remittance outflows from and the accumulation of financial surpluses in the GCC.

Over the course of the 35-year period from which the data are measured, direct remittances from the GCC decreased in importance while financial investments in the region from GCC countries increased in importance.

The study also found that, unlike in other developing and emerging market countries, growth in regional countries is not dependent on growth in OECD countries. Likewise, regional growth is not export-led, and thus not dependent on emerging market links. Dr. Ilahi asserted that linkages with the GCC could help sustain output growth for regional countries in the face of the global economic slowdown and oil price shocks, and could provide diversification gains to international capital seeking markets uncorrelated with Northern and emerging market countries.

RESEARCH SEMINAR: NABIL KAMEL

DSG's Public Management Research Initiative welcomed Dr. Nabil Kamel, Assistant Professor in the School of Planning, College of Design, Arizona State University, to present "Problems of Urban Design and Policy in 21st Century Cities," another lecture in the School's Research Seminar series.

Dr. Kamel posited that urban planners in the 21st century are confronting a general malaise which prevails in many urban environments. He noted that growth is concentrated heavily in fewer, but much larger, cities which have problems with overloaded infrastructure, pollution, and congestion. Kamel stressed that the rapid rate of change has led large segments of urban populations to become effectively alienated, and that this process has

been augmented by the formation of segmented, isolated enclaves within larger, socially diverse cities.

According to Kamel, modern urban development is often characterized also by multiple and often blurred lines of responsibility, as large metropolitan areas defy neat political jurisdictions. At the same time, the private sector is playing a larger role than before in urban development, often coming in the form of public-private partnerships. Indeed, there is increased interurban competition, often on the global scale, for entrepreneurial investment and creative talent. Referring to the concept of "the entrepreneurial city," Kamel asserted that economic growth frequently outranks human development as a priority in many cities.



Dr. Nabil Kamel

Much urban planning, Kamel stated, has been characterized by a "predilection for finality," and by a "homogeneity of design in a fragmented urban reality." Dr. Kamel concluded the talk by proposing a shift away from architecturalizing urban infrastructure toward more emphasis on the human livability of urban spaces.

UPCOMING EVENTS

For updated information, see the DSG Web site at www.dsg.ae

Women's Leadership Conference with DWE

January 13-14

DSG is engaged as Knowledge Partner with the Dubai Women Establishment in "The First Arab Women Leadership Forum: Women and Leadership: Global Trends and Local Innovations." The two-day event will be comprised of a series of panels and workshops, distinguished speakers, and leading intellectuals providing an opportunity for participants to learn, engage in challenging discussions, and network.

Negotiating for Leadership: An Executive Program for Women in Senior Positions

January 14-15

Co-sponsored by the Women and Public Policy Program at Harvard University and the Gender and Public Policy Program at DSG, this two-day course is the first executive education program on negotiation for women leaders in the Arab world.

Book Signing: Dr. Adel Iskander

January 28

Dr. Adel Iskander will speak on "The Renaissance of the Arab Media" and sign copies of his book, *Al-Jazeera: The Story of the Network that is Rattling Governments and Redefining Journalism*.

One Planet Leaders Workshop

February 10

DSG is partnering with the World Wildlife Fund (WWF) and the Emirates Wildlife Foundation to host a one-day workshop for 40 influential UAE figures on topics of environmental significance to the region.

Education Reform: Building Human Capital

Early spring, 2009 (dates to be confirmed)

This two-day open enrollment executive education program is jointly offered by DSG and The Harris School of Public Policy Studies at the University of Chicago.

RECENT DSG PUBLICATIONS

"Strengthening the Legal and Judicial Independence of the Dubai International Financial Centre (DIFC)," Alejandro Carballo Leyda

This policy brief tries to identify what can be done to further strengthen the legal and judicial independence of the DIFC in order to better attract foreign investment.

"The Tyranny of Demography: Exploring the Fertility Transition in the Middle East and North Africa," Paul Dyer and Tarik Yousef

The authors provide a detailed characterization of the MENA region's demographic transition and resulting labor market pressures in this working paper.

"The Impact of the Hajj," David Clingingsmith, Asim Ijaz Khwaja and Michael Kremer

DSG Policy Brief 7 estimates the impact on pilgrims of performing the Hajj pilgrimage to Mecca.

"Monetary Union in the GCC: A Preliminary Analysis,"

Tarek Coury and Chetan Dave

DSG Working Paper 08-10 studies conditions under which a common GCC currency should be adopted, and whether the Gulf states meet these conditions.

"Between Potential and Reality: Innovation in the Arab Public Sphere," Nesrine Halima

In this policy brief, the author examines the conditions and circumstances in which innovations in the public sector thrive.

"Gender and Human Security: Palestine Revisited," Manal A. Jamal

By examining the Palestinian women's sector, this working paper investigates the forms of social and political organization which are better able to promote a human security agenda.

All publications are available for download at www.dsg.ae.

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كلية دبي للإدارة الحكومية
DUBAI SCHOOL OF GOVERNMENT

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

Toward this goal, the Dubai School of Government also collaborates with international institutions such as the Lee Kuan Yew School of Public Policy, the World Bank, the UNDP and the Brookings Institution in 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 in the Arab world.

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