



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

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



**MBRSG**

# **STRATEGY 2017-2021**

MOHAMMED BIN RASHID  
SCHOOL OF GOVERNMENT

April 1, 2018  
P-SPCP-105

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## 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 decision no. 52 of 2015 on November 19 to establish a new MBRSG Board of Trustees to substitute the previous board that completed its term. The new Board, that officially assumed its functions in January 2016, is chaired by **HE Humaid Mohammed al Qatami**, Chairman of the Board and Director-General of the Dubai Health Authority, and comprises of prominent public officials:



**HE Humaid Mohammed Al Qatami (Chair)**

Chairman of the Board and Director General of the Dubai Health Authority



**HE Ahmed Abdalla Bin Byat, (Vice-Chair)**

Director General of Dubai Creative Clusters Authority



**HE Abdullah Abdulrahman Al Shaibani**

Secretary General of the Executive Council of Dubai (Former)



**HE Abdulla Bin Touq**

Secretary General of the UAE Cabinet



**HE Abdulla Ali Bin Zayed Al Falasi**

Director General- Dubai Government Human Resources Dept



**HE Tarish Eid Al Mansouri**

Director General of Dubai Courts



**HE Dr. Abdulrahman Al Awar**

Director General at Federal Government  
Human Resource Authority (FAHR)



**Dr. Khaled Mohammed Al Khazraji**

Chairman of Al Kawthar Investment LLC



**Dr. Tayeb Amanullah Mohammed Kamali**

Chairman of Emirates Driving Company







## 1.0 INTRODUCTION

The MBRSG 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. The Mohamed bin Rashid School of Government is the first research and teaching institution focusing on governance and public policy. The School aims to support the ongoing efforts for governmental excellence in the UAE and the Arab World, and empower leaders to build the future through an integrated system offering education and training programs as well as research and studies. In the new government directions, it is important for the School to have a perfect understanding of the shared purpose accompanied by motivated Strategic Plan through a balanced-scored card framework that will stand the MBRSG in good stead to succeed. The balanced-scored card (BSC) is the used strategy framework to permit the School to bridge the gap between the high level strategy and actions, similarly, it is the framework used in Dubai Government. The BSC framework includes financial and nonfinancial elements from four perspectives; in MBRSG we used the BSC to align School actions with the vision. The MBRSG current plan aims to build upon our strength by implementing the highest academic standards and enriching students' experience to empower and shape the future leaders for the government; we want to be the body that makes the distinguished contribution in the UAE and the Arab region. Internally we are appreciative to MBRSG employees who contributed directly to MBRSG plan. This plan designed in 2017 for five years until 2021, the result of our plan set out in three strategic themes 1) Brand, 2) Content and 3) Delivery which is explained in this brochure. Being the specialized School in Public Administration and Public Policy we want to lead the successful change in the region, therefore this plan will be reviewed regularly so that we evaluate our strategic performance regularly, to remain true to our Mission.

## 2.0 STRATEGY CYCLE

The current strategic planning is five-year plan, which was designed in 2017 and will end in 2021. On the year 2021, the School will start environmental scanning and will plan for next strategy cycle in alignment with Dubai Government mission and vision, MBRSG Stakeholders and Ministry of Higher Education and Scientific Research.

### 3.0 STRATEGY FORMULATION

During this phase, internally the School has recognized the value gap from the environmental scanning and based on that the School created a clear set of objectives for the upcoming strategy. Correspondingly taken additional steps to help the MBRSG to bring best explanation to implement the Strategy internally by creating breakthrough dashboards with all departments linked with the new objectives mentioned in the strategy map. The steps taken were as follows:

- a. Develop, review and update School, vision, mission and values.
- b. Conduct Strategic Analysis (Environmental Scanning).
- c. Develop, review and update Priorities.
- d. Develop, review and update corporate strategy map.
- e. Cascade and align the strategy.
- f. Develop, review and update corporate scorecards.
- g. Develop, review and update Strategic initiatives.
- h. Communicate the strategy.
- i. Strategy TAG document for BOT.
- j. Departments to develop internal action plans for their activities.

### 4.0 CORPORATE PERFORMANCE

Successful Corporate performance is based on effective strategy execution. MBRSG acknowledges that performance management is not one-way implementation which can be applied easily, rather, an integral part of this approach is required to monitor the performance at all levels based on a agreed measures. The formulation and execution of a strategy aimed to achieve operational efficiency via measurement that has been identified as improving performance. Relevant data collection is used to inform the Executive President and Directors about the departments and divisions performance. Those data are collected timely from the School operations, which on long run will assist in creating a learning organization and the improvement is based on the regularity of data collection and performance assessment.

- k. Develop, review and update corporate scorecards
- l. Target Setting: When the indicators have established, measuring and quantifying targets for the priority areas can be agreed. Additionally, monitoring progress and success of measures will be carried out by Institutional Effectiveness (IE) Department [Formerly Strategic Planning & Corporate Performance (SPCP) Department] by evaluating the results and overall achievements to make the indicators feasible.
- m. Collect, review, analyze, and reported KPIs and initiatives.
- n. Hold Strategy Performance Review Meetings: the strategy review is based on three levels L1) with the Board of Trustees, L2) with the MBRSG Directors, L3) with the related team.



1. Invite attendees to workshop and distribute agenda and performance
2. Recap MBRSG Mission, Vision, Values, Corporate strategy map
3. Review overall MBRSG corporate level performance achievements and challenges.
4. Review and discuss initiatives /programs/projects detailed progress and financial performance
5. Review progress of KPIs under each department scorecard
6. Identify problem areas, risks and challenges
7. Discuss an action plan to mitigate risks and overcome Challenges and Agree on it
8. Identify improvement areas for the annual strategic update
9. End up session by reiterating action points
10. Prepare minutes of meeting and send it to the attendees and keep it in MBRSG records for reference.

## 5.0 DUBAI GOVERNMENT PLAN 2021

Dubai Plan 2021 describes the future of Dubai through holistic and complementary perspectives, starting with the people and the society who have always been, and always will be, the bedrock of the city. This aspect describes the characteristics that Dubai's people need to have to deliver on the city's aspirations in all areas, and examines the society needed to support and empower these individuals in achieving their goals.

The plan addresses the urban environment including both natural and built assets, and looks at the living experience of the people of Dubai and its visitors as a result of their interaction with this environment and the economic and social services provided. In addition, the plan also focuses on the economy, which is the city's development engine and its fuel for its march forward.

Finally, the plan addresses the government as the custodian of the city development in all aspects. These perspectives were divided into 6 themes, each highlighting a group of strategic developmental aims for Dubai, and together forming the city's vision for 2021.

- a. The People: "City of Happy, Creative & Empowered People"
- b. The Society: "An Inclusive & Cohesive Society"
- c. The Experience: "The Preferred Place to Live, Work & Visit"
- d. The Place: "A Smart & Sustainable City"
- e. The Economy: "A Pivotal Hub in the Global Economy"
- f. The Government: "A Pioneering and Excellent Government"


### **Strategy Integration with Dubai Government Plan 2021**

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Integrating our plan with Dubai Government plan is a methodology we follow to align the Schoolwork with the Government Directions. Our Strategy aims to linking the School with local Society to bring the best results and to create utmost engagement. The performance results delivered at three levels

- BOT, to inform decision-making on School performance.
- Inside the School, to create an internal culture of performance based management, and further to ensure we work toward one vision.
- Society, to build social cohesion.

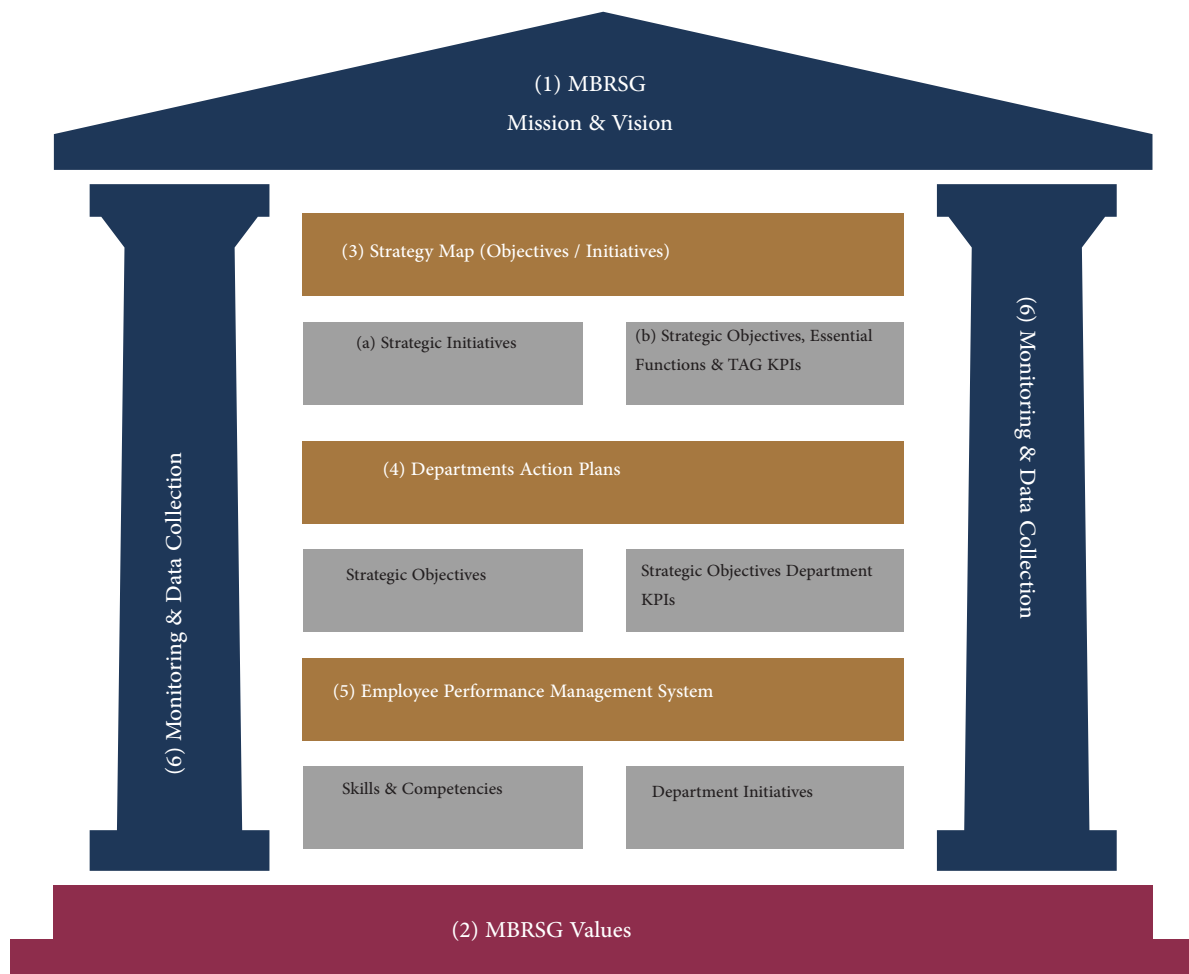


Dubai Plan Themes	Aim	MBRSG Objectives	MBRSG KPIs
	Proactive and Creative in Meeting the Needs of Individuals and Society as a Whole	1. Enrollment growth in students and trainees	1.Number of Trainees (Participants) in Open Enrollment Programs  2.Number of Trainees (Participants) in Customized Programs  3.Number of annual new students enrolled in MBRSG academic programs
	Sustainable and Innovative in the Management of its Resources	1.Trusted elite name  2.Valuable knowledge producer and facilitator  3.Capacity developer in government leadership	1. % Trainees satisfaction  2. % Clients satisfaction  3. % Students satisfaction
	Transparent and Reliable	1.Effective governance and quality systems  2.Developing advanced and sustainable campus facilities	1.% Compliance with the governance and quality systems



## 6.0 STRATEGIC COHERENCE

The integration of Strategy elements is robust, providing a clear, coherent, fair and equitable outline for Directors and Managers to practice during any phase of the performance management process, coherence.





## 6.1 MBRSG VISION AND MISSION

MBRSG vision informs us that the decisions we take in the future are positive and our actions aim to keep us closer to our objectives. Building a path toward our vision is through setting a number of important changes at many aspects in the School to help us move from 2018 plan to 2021 plan.



Internationally renowned as the 1st leadership and public policy institution in the Arab world



We are an innovative platform that produces knowledge and empowers government leaders and policy makers through graduate level Education, Executive Training, Research and Advisory

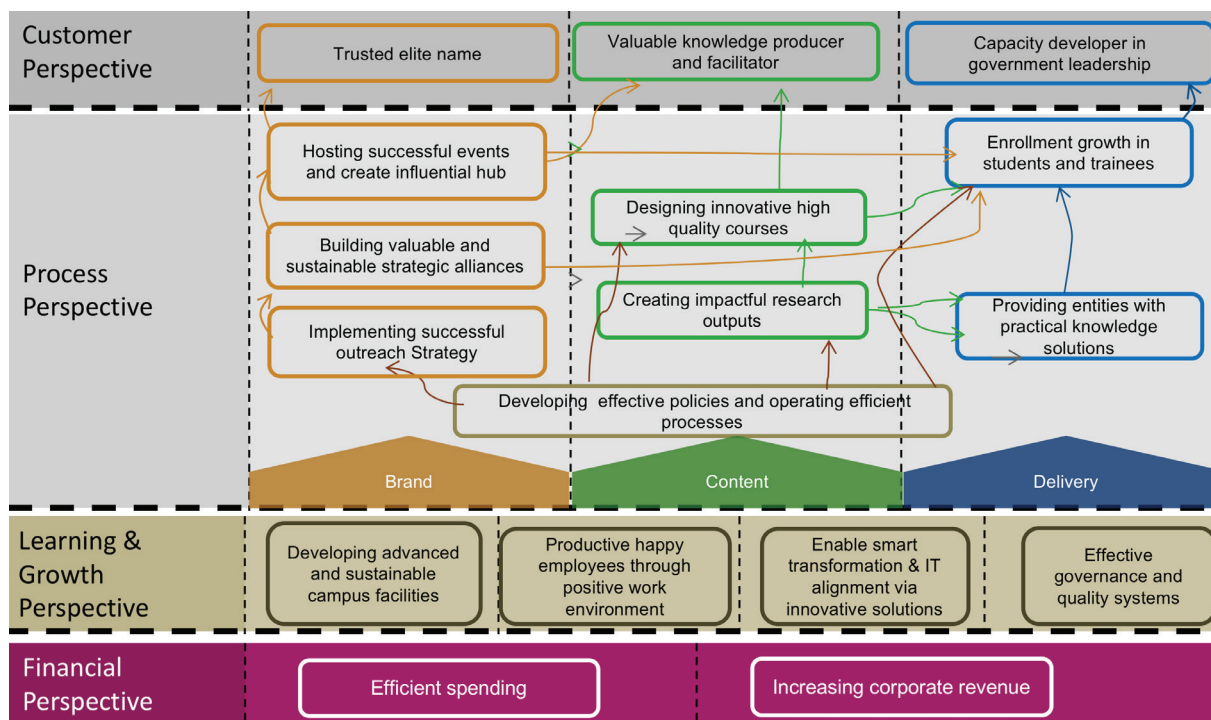
## 6.2 MBRSG CORPORATE VALUES



## SCHOOL VALUES DESCRIPTIONS

1 Integrity	Ownership	Take pride in our role, mission and existence.
	Commitment	Set high standards of workplace ethics and behaviors while abiding with School regulations
	Taking responsibility	Initiate, be decisive and take responsibility in making things happen, find better ways of doing the work, reach out to colleagues who need help
2 Teamwork	Collaboration	Willing to work together as a team, develop team synergy, accountability and shared responsibilities
	Respond	Cooperate and respond to each other positively
	Breaking barriers	Working together across departmental and managerial levels while maintaining the chain of command
3 Professionalism	Development	Invest in employees' continuous learning to expand knowledge, competencies and capabilities.
	Clear communication	Disclose all decisions, results and reports in complete honesty
	Respect	Treat everyone with courtesy and consideration.
4 Performance Excellence	Clear Vision	Clear objectives and responsibilities that support school strategy and direction.
	Quality and efficiency	Continuous improvement, be a role model to our employees and partners through applying what we deliver.
	Knowledge sharing	Clear communication channels to transfer information, knowledge and exchange ideas
5 Innovation	Positive energy and happiness	Being inspirational, optimistic, thoughtful and positive to change.
	Engagement	Encourage culture of contribution and empower employees through clarity of expectations, open and honest communication.
	Smart	Think out of the box, constant development and do more with less
6 Successful Partnership	Connectivity	Value our partners through displaying respect, trust and professionalism.
	Clear Expectation	We understand our strength, define our prospects and attempt to excel in what we commit to.
	3 ways win	Seek added value to the School, partners and society

## 6.3 MBRSG STRATEGY MAP



### MBRSG Strategic Themes

In the School, we have developed three Strategic Themes, which we trust they reflect the Core Business of our organization (Academic Affairs, Research and Advisory and Executive Education Programs) to run the way we work.

- **THEME ONE BRAND:** Trusted elite name.
- **THEME TWO CONTENT:** Valuable knowledge producer and facilitator.
- **THEME THREE DELIVERY:** Capacity developer in government leadership.





## 6.4 MBRSG STRATEGIC OBJECTIVES PER PERSPECTIVE

We have shaped the School objectives based on the three Strategic Themes (Brand, Content, and Delivery); under each perspective of the Balanced Scorecard we have chosen to present a rational cause and effect relationship between the desired outcomes of each theme.

Customer Perspective	
Customer Objective (1)	C.1 Provide Excellent Educational and Training Programs
Customer Objective (2)	C.2 Enhance MBRSG Brand Equity
Customer Objective (3)	C.3 Equip Government Leaders with Knowledge, Evidences and Recommendations
Process Perspective	
Process Objective (1)	P.1 Drive Comprehensive understanding of Students, Trainees and Entities needs
Process Objective (2)	P.2 Design high Quality and rich in content courses
Process Objective (3)	P.3 Enhance teaching and Learning Experience
Process Objective (4)	P.4 Customize MBRSG Knowledge in solid offering to meet actual needs
Process Objective (5)	P.5 Lead Knowledge transfer and utilization across entities
Process Objective (6)	P.6 Accelerate Balanced and Sustainable Capability building in entities
Process Objective (7)	P.7 Monitor and Report on the Socioeconomic Framework.
Process Objective (8)	P.8 Align the MBRSG high Quality Research to Society and Government Priorities
Process Objective (9)	P.9 Bridging the Gap between MBRSG Research and Policy Makers
Financial Perspective	
Financial Objective (1)	F.1 Enhance Students Fees revenue
Financial Objective (2)	F.2 Maximize Corporate Contracts revenue
Financial Objective (3)	F.3 Optimize Studies and services fees.
Learning and Growth Perspective	
Learning & Growth Objective (1)	L.1 Create Attractive Workplace.
Learning & Growth Objective (2)	L.2 Institutionalize MBRSG to be an Organizational Model of Excellence
Learning & Growth Objective (3)	L.3 Align with best Providers as Strategic Partners
Learning & Growth Objective (4)	L.4 Enable Innovation and Business Improvement via Technology

**Note:** The applied Strategic Objectives in the Balanced Scorecard is similar to Strategic Goals used in other planning methods







## **TAG Key Performance Indicators (KPIs)**

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The MBRSG has adopted a wide range of Key Performance Indicators (KPIs) for each department and division. These KPIs are set in a place to monitor our Strategic Plan; nevertheless, higher level KPIs were designed for the Board of Trustees (BOT) to give them insight on the School performance called TAG KPIs reported to board members quarterly.

There are three major components related to measurement, including the following

- Choosing quantifiable indicators for the objectives stretched from 2014 till 2018
- Settling indicators in agreement with the business owners.
- All KPIs begin with the baseline measurement.

At the designing stage for any new indicators, at strategic level the directions are taken from the Board of Trustees and The Executive President. Relatedly, it is significant to identify indicators at the operational level that are suitable for a given objective, therefore at the Department and Division levels the desired indicators are quantified and data captured in agreement with the responsible provider.

To enable data reporting, each indicator has a baseline measure, which tracks previous performance to help us standing on the exact result and to generate an understanding on the KPI nature before reporting. All indicators (Strategic & Operational) have stretched targets until 2018. The School regularly monitors the progress of each KPI on the road to meeting School objectives. Every quarter the data are collected from all Departments and Divisions, analyzed and the performance gaps reported to the owners for improvements.



## MBRSG TAG KPIs

Total Revenue (AED)

Total Expenditure (AED)

External Sponsorships Value (AED)

Number of MBRSG Corporate Publications

Number of Course Content

% Events Attendees Satisfaction

% Trainees Satisfaction

% Clients satisfaction (Consultation)

% Students satisfaction

% Partners satisfaction

Total Number of Events Attendees

Number of graduates from leadership programs (Academic& Customized)

Number of Trainees (Participants) in Open Enrollment Programs

Number of Trainees (Participants) in Customized Programs

Number of annual new students enrolled in MBRSG academic programs

Number of Human Capital

% Employees satisfaction

## 6.5 MBRSG KEY INITIATIVES

A strategic initiative in Mohammed Bin Rashid School of Government is an endeavor intended to achieve three interrelated outcomes:

- A boundary-spanning vision or "strategic intent" of the school.
- Realization of important benefits to "strategic" stakeholders and
- Transformation of the organization

### 2017 Initiatives

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- Public Policy Forum (PPF)

### 2018 Initiative

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- School Process Engineering

### 2018-2019 Initiative

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- Leadership Empowerment Center
- Representative Offices (2) in the Arab Region
- Performance Smart Solution

### 2018-2020 Initiatives

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- MBRSG New Campus

### 2018-2021 Initiatives

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- International Accreditation/NASPAA

### 2019-2021 Initiatives

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- International Affiliation
- E-learning

## **6.6 MONITORING AND DATA COLLECTION**

The School at strategic and operational levels established a monitoring system on all KPIs and strategic initiatives that regularly collect data based on the frequency of reporting. This approach permits the assessment and improvement in the direction of achieving results.

Data validity and Data reliability are significant important to maintain the performance management system; data validity refers to extent to which a KPI represents what the School is intend to measure. Data reliability refers to the stability of a KPIs process, where no changes seen in the variable being measured.

The School assessed all the KPIs periodically to evaluate data quality as this is part of the performance monitoring process, when needed the data are reassessed to preserve the data accuracy. Conversely, proper documentation is taken to facilitate review and to facilitate maintaining the performance management system in a transparent method.



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



For More information and inquiries please  
contact

**Institutional Effectiveness | Strategic  
Planning and Corporate Performance**

aisha.alali@mbrsg.ac.ae  
+9714-3175516  
+9714-3175661  
+9714-3175535