

## NEW BOARD OF TRUSTEES PLEDGES TO ADVANCE CREATION OF KNOWLEDGE, BEST PRACTICES AND THE EMPOWERMENT OF FUTURE LEADERS



*The First BoT meeting*

### IN THIS ISSUE

- 1 **DSG's New Board of Trustees**
- 2 **Fikr Government Conference**
- 3 **Social Media and Entrepreneurship**
- 4 **GCC Social Media Conference**
- 5 **DEWA's Exec ED Contract**
- 6 **Ask the Fellow: Aisha Al Shamsi**
- 7 **Ziegler speaks on FDI**
- 8 **Sheikh Zayed Housing Program**
- 9 **Gender Program Hosts Soha Ellaithy**
- 10 **Government Summit**
- 11 **DOF Course completed**
- 12 **Islamic Affairs Graduation**
- 13 **Forthcoming Publications**
- 14 **Upcoming Events**

Reflecting the confidence of the Government of Dubai in the role and mission of the Dubai School of Government and its keenness to support the school's performance and success, His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai, issued law 3 for 2012 appointing a new board of trustees for DSG.

His Highness Sheikh Hamdan Bin Mohammed Bin Rashid Al Maktoum, Crown Prince of Dubai earlier issued Executive Council Resolution No. (22) appointing a new board of trustees for DSG for a three year term. The new board of trustees will continue to be chaired by His Excellency Dr. Anwar Mohammed Gargash, Minister of State for Foreign Affairs and Minister of State for Federal National Council Affairs. Members of the new board of trustees include Her Excellency Sheikha Lubna Al Qasimi, Minister of Foreign Trade, His Excellency Sultan Bin Saeed Al Mansoori, Minister of Economy; His Excellency Humaid Mohammed Al Qutami, Minister of Education; His Excellency Tariq Hilal Lootah, DSG's Executive President, His Excellency Ahmad Bin Byat, CEO of Dubai Holding; His Excellency Dr Mugheer Khamis Al Khaili, Director General of Abu Dhabi Education Council, His Excellency Ali Rashid Al Ketbi, Chairman of Abu Dhabi Tawteen Council and Her Excellency Amal Mohammed bin

Adi, Director General, Dubai Government Human Resource Department, and from the private sector, His Excellency Abdullah Majid Al Ghurair Chairman and Managing Director of Abdulla and Hamad Al Ghurair Investment LLC, and His Excellency Omar Abdullah Al Futtaim, Vice Chairman of Al Futtaim Group.

Commenting on the news, His Excellency Dr. Anwar Mohamed Gargash, Chairman of the Board of Trustees said: "The board members plan to enhance the distinguished role DSG plays as a model in the Arab world and share the Emirati experience in governance in addition to best practices with the region. We are confident in the new board's ability to represent the school in the best possible way, across local and international forums. The board is also set to play an active role in the development of plans and projects that help achieve the objectives of the school in line with the vision of its founders and the aspirations of our staff members."

His Excellency Dr. Gargash added: "Our meeting was very positive, and our commitment to the development of this school is as strong as ever. We are now ready to work towards streamlining various operations. For instance, we will be placing extra emphasis on encouraging our staff to attend training courses. Furthermore, we will continue to implement the recommendations issued by the Dubai Government regarding the preparation of the final strategic plan, as well as the recommendations raised by the Ministry of Higher Education on the MPA program to allow the school to resume recruiting students from the UAE and abroad." The board of trustees was also briefed on DSG's activities and achievements as well as the financial report of 2011-2012 and praised the efforts made to keep on the path of success and financial stability of the school. The Council also authorized the chairman to form the new school board which will include the Executive President and the Dean in addition to a number of faculty members and senior management at DSG.

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## THE FUTURE OF CITIZEN-GOVERNMENT RELATIONS DISCUSSED AT FIKR 11



*H.H. Sheikh Mohammed with Prince Khalid Al Faisal during the opening ceremony*

Under the patronage and in the presence of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, Ruler of Dubai, and in the presence of His Royal Highness Prince Khalid AlFaisal, Chairman, Arab Thought Foundation, the annual "FIKR11" conference was held in Dubai, under the theme "Citizens and Government: Future Vision," from 26 to 27 November.

The conference was attended by a large number of ministers, former ministers and dignitaries from Saudi Arabia, Lebanon, Jordan and the United Arab Emirates.

The Arab Thought Foundation thanked the Emirate of Dubai for giving the organization the opportunity to host its annual conference for the third time. The Foundation went on to stress the importance of holding

"FIKR11" in an Emirate that has led the way towards eGovernment and made interaction between citizens and their government a smooth and positive experience which is available for all Governments in order to take advantage of and to start to build upon.

Fadi Salem, Director of the Governance and Innovation Program at the Dubai School of Government rep-

resented DSG in the session held under the title "Information and Government Transparency: A New Role for the Media." The session underlined the power of the media in raising public awareness, and presented a paper on "Social media in

the Arab World: The impact on society and the role of the government". Fadi gave an overview of the results of the Arab Social Media Report (ASMR) and discussed the trends of usage of social media websites in the Arab world. Other guest speak-

ers for the session were HE Samira Ibrahim Bin Rajab, Minister of State for Information in the Kingdom of Bahrain; Dr. Sadek Hamammi, Assistant Professor at the Faculty of Communication, University of Sharjah

## DSG AND SAP EXAMINE IMPACT OF SOCIAL MEDIA ON ENTREPRENEURSHIP AND EMPLOYMENT IN THE ARAB WORLD

DSG's Governance and Innovation Program released a landmark report that underscored the role played by social media in boosting skills, enhancing employment prospects and supporting entrepreneurship across the Arab world.

The survey, conducted in cooperation with SAP MENA, which examined the effectiveness of social media in promoting social advancement, job creation and business growth across the Arab region, collated data from close to 5,000 respondents in Bahrain, Kuwait, Saudi Arabia, the UAE, Lebanon, Oman, Egypt and Jordan.

Under the patronage of His Excellency Saqr Ghobash Saeed Ghobash, UAE Minister of Labor, the results of the survey were announced in a policy forum held at DSG's headquarters on October 3rd. In his opening remarks, HE Tariq Hilal Lootah, DSG's Executive President thanked HE Minister Ghobash for his attendance and welcomed official representatives from the Mohammed Bin Rashid Establishment for Small and Medium Enterprises (SME) Development, The Executive Council in Dubai, The Executive Office, the Prime Minister's Office; in addition to Sam Alkharrat, Managing Director, SAP Middle East and North Africa (MENA); and numerous representatives from government and private sector entities.

The report revealed that social media



*His Excellency Saqr Ghobash Saeed Ghobash, Minister of Labor, during his opening speech*

can have a dramatic impact on job creation and employment opportunities. Nearly 80 per cent of the respondents said that technology could help provide access to critical job market data. In addition to 76 per cent respondents claiming that it is beneficial in forming job-yielding partnerships and opportunities, 75 per cent saw it as a conduit for a new 'virtual job market'. Meanwhile, 71 per cent claimed they would rely on social media to find their next job.

Social media's influence in the workplace was also seen as pervasive and positive. Here, 86 per cent noted it increased intra-agency collaboration, 85 per cent welcomed its ability to connect with customers and 85

per cent said it inspired innovation. Furthermore, 78 per cent felt that social media's powerful connective credentials can markedly enhance trust levels among the workforce.

The report also hailed social media as a critical tool for start-ups across the Arab world, with 86 per cent agreeing it contributed to business success. Among the reasons cited were its multifaceted marketing potential (90 per cent), a capacity to tap into wider markets (86 per cent), substantial customer engagement options (85 per cent) and its overall potential to raise awareness and instill entrepreneurial mindsets (84 per cent).

DSG's report has highlighted that social media is viewed as a facilitator of significant educational advantages. While 84 percent respondents said students would benefit from utilizing social media in developing entrepreneurial skills, 76 affirmed they use social media and ICT tools to acquire such business abilities.

The primary drawbacks and negative connotations attributed to social media use in business largely center on concerns regarding the regulatory environment. People and businesses do not feel protected in the absence of appropriate laws regarding intellectual property, privacy and copyright, according to the report.

Looking ahead, 81 per cent of respondents agreed that national policies and guidelines would help facilitate better use of social media at work, and inspire entrepreneurial opportunities. The survey participants additionally called for educational reform to integrate such technologies in the classroom.

Fadi Salem, Director of the Governance and Innovation Program, DSG, and co-author of the report, said: "De-

spite having few stable economies in the region today, the most active part of the Arab population; the youth, is increasingly feeling empowered. Our ongoing research over the past two years has shown that close to 50 million Arabs are actively connected to social media and primarily use the platforms to change social and political realities in their countries. The ground-breaking research offers insight into new horizons for economic empowerment of the Arab youth. It is essential for policy makers and businesses to understand this emerging phenomenon and its impact on their societies and markets. We are delighted to team-up with business leaders such as SAP on our research projects."

Sam Alkharrat, Managing Director, SAP MENA, said: "SAP helps customers tap into social media data to uncover insights and revenue opportunities they would never think to look for or are unlikely to find using traditional research methods. The DSG study reaffirms our belief that platforms of this nature have a stunning impact on the job market, the

up-skilling of talent, as well as SME creation and empowerment."

In addition to providing unprecedented insight into regional social media trends, results from the DSG study will form a key part of an ongoing feasibility study by SAP MENA for creating a cutting-edge, project-enabling ICT platform to boost sustainable job creation across the region. The pioneering platform will improve leadership decisions related to job creation by aggregating, processing and presenting 'big data' using social media and established SAP® solutions such as the SAP e-Recruiting application, the SAP Enterprise Learning environment, the SAP Learning Solution, and the SAP CRM rapid-deployment solution for citizen contact centers.

Racha Mourtada, Research Associate with the Governance and Innovation Program, DSG and lead author of the report, said: "Respondents were overwhelmingly positive about the role of social media in engaging governments and citizens for creating policies that benefit businesses and startups."

## THOUGHT LEADERS AND POLICYMAKERS CONGREGATE AT GCC GOVERNMENT SOCIAL MEDIA SUMMIT

*Social media has transformed the GCC public into genuine "followers", "fans" and "friends" of their leaders*

Senior GCC government officials showed interest in utilizing social media to communicate with the public in a more responsive way. From 17-19 September, over 200 delegates from the GCC and the MENA region took part in the GCC Governmental Social Media Summit held in Dubai. The conference was also attended by private sector representatives, academics and ICT experts.

The Dubai School of Government took part in the summit as a knowledge partner. The summit chairman and Director of the Governance and Innovation Program, Fadi Salem, said: "The most precious tool of any government is information. Governments in the region are realizing that information is no longer a one-way mon-

ologue but a two-way dialogue with the public. With more than 14 percent of the young population in the Arab region actively using social media, governments can now actively engage with a fast-growing part of the society and stay updated on the public's needs and opinions, thereby responding with effective policies." Racha Mourtada, Research Associate at DSG's Governance and Innovation Program also presented findings from the Arab Social Media Report at the summit, which is a quarterly report published by DSG's Governance and Innovation Program that examines the impact of social media on the transformations taking place between governments and societies in the region.

# DSG SIGNS NEW EXECUTIVE EDUCATION CONTRACT WITH DEWA

HE Tariq Hilal Lootah, Executive President of the Dubai School of Government (DSG) signed an executive education contract with HE Saeed Mohammed Al Tayer, Managing Director & CEO of Dubai Electricity and Water Authority (DEWA) for the Advanced Leadership Development Programme on 26 November. The signing ceremony was attended by Mr. Ahmad Abdullah Bin Bayat, Member of the Board of Trustees for Dubai School of Government, Dr. Yousef Al Akraf, Executive Vice President of Business Support at DEWA, and several senior officials from both parties. The contract aims to launch a strong employee-oriented training initiative to strengthen DEWA's human capital development through a series of workshops, seminars and specialized training programs.

HE Tariq Hilal Lootah, Executive President of the Dubai School of Government (DSG) highlighted the importance of training and educating Emiratis in field of energy. "Signing the executive education contract for the Advanced Leadership Development Programme reflects DEWA's commitment to partnering with professional specialized universities and training institutions to enhance its educational process. This will provide DEWA's Emirati employees with the necessary training to perform functional tasks assigned to them later and improve their knowledge and skills," said Dr. Yousef Al Akraf, Executive Vice President of Business Support at DEWA.

DSG will provide DEWA with on-ground support during visits to the UK for educational purposes by



HE Tariq Hilal Lootah with HE Saeed Mohammed Al Tayer

drawing on its international partnerships. DEWA will also undertake regular review of its success for continuous improvements, where needed. "Entitled the Advanced Leadership Development Programme, this initiative has been launched to improve performance and enhance the capabilities of government employees, to support the rapid progress that Dubai is making on all fronts. This contract will serve the continuous enhancement and sustainable development of Dubai, in accordance with the directives of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai," said Al Tayer. "DEWA is committed to utilizing all available efforts and resources to further improve the capabilities of all our associates, while reinforcing our excellence-focused strategy. Through this approach, we constantly engage in active partnerships and MoUs with local and international organizations, to develop operations in line with world-class standards to become a sustainable world-class utility," added Al Tayer.

"Today marks an important day for DEWA and the Dubai School of Government. Through this joint signing today, we shall bring education to the forefront, driving a culture of innovation, creativity and improvement of our employees' capabilities by identifying the latest updates across a range of fields. The Dubai School of Government's Executive Education Contract, is a testament to their expertise. Through this ground-breaking initiative, we shall be able to equip our associates with the skills they require across all fields – from Staff Management, Advanced Strategic Thinking and Leadership Skills, to Advanced Negotiation, financial studies for non-financial directors, the basics of macroeconomics, dynamic governance and risk management, amongst others. This relationship will enable our associates to play a critical role in improving the overall operations and services of DEWA, subsequently supporting the city's efforts to create sustainable development," said Al Tayer.

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*"I would like to take the opportunity to thank the Dubai School of Government, and we are confident that, through this collaboration, we shall strengthen Dubai's – and the UAE's prosperity"*

**HE Saeed Mohammed Al Tayer, Managing Director & CEO of Dubai Electricity and Water Authority (DEWA)**

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## ASK THE FELLOW: AISHA SULTAN AL SHAMSI



*Aisha Al Shamsi*

Aisha Sultan Al Shamsi joined the Dubai School of Government in January 2006.

She had graduated from Zayed University with a B.sc in Information Systems and Applied Communication from Zayed University in 2004. She came with a diverse experience in the private sector particularly in the organization of events, exhibitions and press conferences. Aisha's responsibilities also included fundraising as well as media relations.

At DSG, she started with the Events Department where she was responsible for fundraising for the DSG events. She later moved to Development and Planning where she worked closely with the Associate Dean for Development and Planning on fundraising events and strategic partnerships. In December 2012, Al Shamsi settled with Executive Education as a Manager.

**Congratulations on your new role. Can you give us an idea about your main responsibilities?**

Thank you. I am currently re-

sponsible for the development of strategic partnerships with government departments as well as private sector corporations. I handle the preparation of proposals and government relations for Executive Education.

**How were the past few months for you since officially assuming this position?**

I have been working with Executive Education for some time even before I officially moved to this department. The past few months saw me getting busier, of course. I am grateful for this chance and trust from DSG's senior management. Thank God, things have been going well so far for me and for DSG's Executive Education.

**Can you give us some examples of the achievements you have accomplished?**

2012 was a very good year for executive education. We signed new contracts with the Department of Finance (DoF), a long time partner of ours, Sheikh Zayed Housing Program (SZHP) which is a federal entity that made strides in the develop-

ment of the UAE and collected many high profile awards. We also managed to renew the partnership with Dubai Electricity and Water Authority (DEWA). These vital government organizations are some of our top strategic partnerships. I would like to stress that these achievements were not accomplished through individual efforts, but rather the fruit of excellent teamwork.

**What are your plans for 2013?**

I am working on the development of strategic government partnerships in Dubai, the UAE in general as well as the Arab world at large. We have just signed a major contract with the Government of Libya to train senior and intermediate executives.

**What would you like to focus on this year?**

I would like to focus on spreading knowledge, particularly leadership skills through executive education courses. I would like DSG to contribute to empowering the leaders of tomorrow in the UAE and the Arab world.

# SWISS EXPERT HIGHLIGHTS IMPLICATIONS OF DISPUTE SETTLEMENT FOR FOREIGN DIRECT INVESTMENTS



*Professor Ziegler*

Foreign direct investment has conventionally played a key role in driving businesses worldwide and is increasingly recognized as a major factor for economic development and an important tool to enhance local competitiveness. In this context, bilateral and multilateral investment protection agreements are increasingly coming into force in order to provide a legal framework for such investment activities, according to Professor Andreas R. Ziegler, Chair in Public International Law and Co-Director of the Master of Law Programme in International and European Economic and Commercial Law at the University of Lausanne.

Dr Ziegler's comments came at a talk hosted at DSG on 21 November. Titled 'Foreign Direct Investment and its Role for Economic Development', the event highlighted the facilitating role that investor protection agreements play in settling investor-state disputes, particularly through arbitration. Examining the main features of the settlement mechanism, the session tracked the innumerable proceedings currently being handled around the world and studied their long term consequences and relevance to the GCC region.

Professor Andreas added: "The growth in international trade and investment as a means of creating new economic opportunities in the global economy, for both developed and developing countries, has led to a range of issues related to foreign investment. In this regard, special consideration needs to be given to the concerns of both foreign investors and host countries with respect to dispute-settlement procedures.

"Foreign investors have traditionally maintained that in developing countries, investor-state disputes should be resolved by means of global-standard dispute-settlement mechanisms and procedures, with international arbitration at its apex. This position is supported largely by arguments concerning the apparent fairness inherent in relying upon independent international arbitrators, rather than upon national courts that may be subject to the influence of executives in the host countries."

According to the United Nations Conference on Trade and Development (UNCTAD) report on 'Best Practices in Investment for Development 2011', the last decade witnessed a considerable increase in the flow of foreign direct investment. As part of efforts

to enhance investor protection and attract further investment, countries have concluded an ever-growing number of international investment agreements (IIAs), which provide for international arbitration in cases of disputes between investors and host states. Additionally, many countries include clauses for international arbitration in contracts they sign directly with individual foreign investors for specific projects. This has been the background behind a sharp rise in the number of cases of investor-state arbitration in the last decade.

The increase in international investment arbitration has generated concerns regarding the ability of governments to regulate economic activities within their borders, the high costs of arbitration and compensation, the state's capacity to appropriately manage international investment arbitration and the prevention of frivolous claims. In response, some countries have introduced or strengthened policies to prevent investor-state disputes from emerging and escalating, and manage investor-state dispute settlement (ISDS) proceedings more effectively.

# 'ZAYED FUTURE LEADERS' CONTINUES TO PROGRESS AT DSG



*Sheikh Zayed Housing Program – Zayed Future Leaders*

DSG's Executive Education completed five modules for the 'Zayed Future Leaders' training program for Sheikh Zayed Housing Programme staff members between September and December 2012.

Under the title 'Problem Solving and Decision-Making', the two-day session held from 16 to 17 December highlighted the fundamentals of establishing and developing a strategic approach to problem-solving and managerial decision-making. The course examined creative approaches to addressing professional challenges and identified ways to resolve conflict, particularly in human resources management and operations. The theoretical lectures were followed by practical exercises which took place on December 23rd.

In October, the Strategic Management module took place from 14 to 16 October and Problem Solving and Decision Making from 26 to 27 October. The instructors were Dr. Amr Abdullah and Dr. Wafi Dawoud, respectively.

Earlier in September, SZHP staff also participated in a change management course taught by strategic management expert Yasar Jarrar, Fellow Researcher at DSG and focused on the need for change management in the current global work environment. In addition to examining strategies and mechanisms, the module explored

the implementation of change in local institutions.

Highlighting the steps for increasing productivity, the session examined the human aspect of change to identify ways of dealing with resistance to change. The training focused on topics such as identification of global and local drivers of change, the role of institutional leadership in change management, change management tools to implement dynamic change.

The session also outlined ways of accessing the best local and global practices in change management at the local government level, besides highlighting the inevitability of change. Additionally, participants were shown how to build capacity to successfully lead the process of institutional change.

DSG's initiative to host onsite training programs reiterates its commitment to building the capacity of next generation leaders and collaborating with key public institutions to share best practices. HE Tariq Hilal Lootah, DSG's Executive President, said: "The School primarily seeks to upgrade governance levels and organizational work among employees in the public sector. Towards this objective, we are committed to creating strategic training opportunities and facilitating the exchange of ideas to help identify relevant solutions to resolve problems that employees face during their career."



# SOHA ELLAITHY DISCUSSES IMPACT OF EDUCATION IN TRANSFORMING GENDER NORMS AMONG YOUNG ADOLESCENTS



*Soha Ellaithy addressing the audience*

Research on adolescent development finds that pre-teen and early teen years are especially important for the formation of norms and the adoption of behaviours that persist in adulthood, according to Soha Ellaithy, Director of Gulf Partnerships at Save the Children in Dubai.

She added: "Behaviours and norms embraced during childhood significantly influence adult lives on multiple fronts, such as educational attainment, occupations and even health."

Ellaithy's comments came during a presentation titled 'Gender and Educational Reform: Transforming Gender Norms among Young Adolescents for Lasting Social Change', held as part of DSG's Gender and Public Policy Program Seminar Series, on December 12. The series, which began in 2007, has been providing researchers, scholars and practitioners with a platform to share their research findings and views on challenges facing women's leadership and empowerment in the GCC and the wider Arab region.

The seminar focused on how gender biases can be overcome and how shifts in gender norms can be made through specifically designed curriculum interventions that target very young adolescent girls and boys aged 10-14 years old. The seminar addressed these important questions through a presentation of a project titled CHOICES, which was developed by Save the Children and Georgetown University's Institute for Reproductive Health (IRH).

CHOICES is a curriculum-based pilot program of creative, participatory activities and innovative evaluation techniques that was implemented over a three-month period in Nepal and most recently in Egypt. The evaluation of the

program demonstrated that even relatively brief curriculum interventions can empower very young adolescents to challenge the gender norms of their society and make changes in their own lives in the direction of gender equity.

Boys who participated in the Nepal pilot showed a staggering drop in traditional gender role views. According to Ellaithy, "The perception of traditional gender roles altered dramatically among boys who participated in the CHOICES program. For instance, prior to the session, 45 percent of the boys thought it was acceptable for a man to hit his wife while 60 percent believed that boys who helped with chores at home are perceived as weak. At the conclusion of the sessions, these numbers dropped to 10 percent and 20 percent respectively."

Ellaithy added: "The success of this pilot in Nepal has encouraged Save the Children to adapt the content and bring it to the Arab world. We began with Egypt, where a pilot project has been implemented in a rural area in the south. The results are expected to be available in January 2013."

"We are particularly pleased to have Soha Ellaithy presenting on such a crucial and relatively understudied topic today- it is the first time that our seminar series brings to the table a discussion on interventions at the childhood level," said Ghalia Gargani, Acting Director of the Gender and Public Policy Program

Save the Children has worked in the Middle East since the 1930s and currently has partnerships with organizations across the GCC such as 'Dubai Cares', 'Salam Ya Seghar Fund' in Sharjah, the 'Bokra Project' in Sharjah and 'Reach Out to Asia' in Qatar.

# DSG TAKES PART IN THE 1ST GOVERNMENT SUMMIT AS A KNOWLEDGE PARTNER

His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of UAE and Ruler of Dubai, has announced the launch of the first Government Summit to be held on February 11-12, 2013. The summit, which will see the participation of leaders from both the public federal and local sectors and representatives from a range of international organizations and bodies as well as international experts, will be held under the theme "Towards Excellent Government Services."

Sheikh Mohammed said that the development and upgrading of government services to achieve full excellence in all aspects of the government work comes on top of the priorities of the federal government. Achieving this, he said, requires concerted efforts, exchange of expertise and establishment of rules in order to provide excellent government services that lead to the welfare of UAE society.

He also stressed the importance of organizing the summit to be an ideal platform for the exchange of expertise and sharpening of skills in order to achieve excellent govern-

ment services under the UAE strategic role and prominent status in all fields, and the qualitative leap witnessed by the government sector outlined by the prudent leadership that seeks to empower the public sector and encourage it towards excellence and pioneership in terms of systems, performance and services so as to ensure a high quality life for all citizens in line with the UAE Vision 2021.

As a knowledge partner, DSG's Governance and Innovation Program will be producing publications and conducting research on the national level to be presented in the summit panels. The school will also provide custom designed Executive Education courses for selected summit participants.

More than 1,000 personalities from federal and local government sectors will meet to discuss best practices, experiences and modern trends in government work, as well as creative and innovative means to further develop government services in various sectors as well as many of the key issues and themes dealing with government work.

*"The Government is not an authority over people; it is rather an authority to serve people. Hence, the success indicator of a government is customers' satisfaction."*

*His Highness Sheikh Mohammed Bin Rashid Al Maktoum*

## DSG AND DOF CONCLUDE FINANCIAL MANAGEMENT SKILLS COURSE



HE Abdurrahman Al Saleh, Director General of the Department of Finance visiting one of the sessions, (left)

203 government employees from 19 government departments completed their Financial Management Skills training course held at DSG. The course, which ran from 17 September up to 19 December, was launched

as part of an initiative by the Department of Finance in partnership with the Dubai School of Government and Hamdan Bin Mohammed E-University. The initiative included several training modules for new finance

employees as well as non finance managers. It did not offer only theoretical background but also included a practical component which allowed participants to apply the new skills they learnt immediately after the course. The faculty for this course were Dr. Shukri Al Ashmawi, Director of the Fiscal Policy Division, Mr. Ibrahim Abu Seif, Director of the Financial Studies Division, Mr. Mustafa Mangoud, Director of the Internal Auditing Division, Mr. Ahmed al Sawi, Director of the Internal Transactions Division, Mr. Hani el Suhaiti, Statistician at the Department of Finance, Dr. Ihab Zaki, Senior Audi-

tor and Mr. Magdy Zayed, Consultant, at the Financial Audit Department and Dr. Aly Tawfik Al Sadek, Senior Economist at Dubai Economic Council. Participating government entities included: Roads and Transport Authority, Dubai Courts, Department of Economic Development, Public Prosecution, Dubai Culture and Arts Authority, the Executive council, Civil Aviation, Dubai E-government, Dubai Statistics Center, Dubai Customs and the Ruler's Court.

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## SECOND BATCH OF THE ISLAMIC AFFAIRS LEADERS PROGRAM GRADUATES



*Graduates with HE. Dr. Hamad Shaikh Shaibani, Director General, Islamic Affairs and Charitable Activities, HE Tariq Hilal Lootah, Executive President, Dubai School of Government and Dr. Bassem Younis, Director of Academic Affairs.*

DSG's Executive Education held the graduation ceremony for the second batch of the Islamic Affairs Leaders program on 3 October. HE Tariq Hilal Lootah gave an opening speech in which he congratulated 15 students on completing the requirements for the Leaders program. HE Dr. Hamad Alshibani, Director General of the Islamic Affairs and Charitable Activities Department praised the performance of the 15 graduates. The graduation ceremony was followed by a banquet dinner.

The Leaders program had begun in December 2011 and ran until May 2012. The faculty included Dr. Ayman Metwaly, Associate Professor-Arab Academy for Science & Technology, College of Management & Technology, Dr. Wafi Dawood, Chief of Institutional Development, the Knowledge and Human Development Authority (KHDA), Mr. Shaker Al Monthery, consultant,

HR development, Dr. Amr Abdalla, Expert-policy and planning and Dr. Naceur Jabnoun, Senior Consultant, Sheikh Saqr Program for Government excellence, Ras Al Khaimah. The program featured six modules, with one taken up for study per month. The modules focused on Analytical Thinking, Problem Solving and Decision Making, Leadership, Creativity and Innovation, Planning and Organizing, as well as Excellence in Management. Participants were expected to successfully complete the module assigned to the month prior to progressing to the next. Each component was divided into three stages. The session commenced with a talk providing an overview of the subject. Subsequently, participants were tasked to prepare a project that reflected the core concepts of the module. Finally, projects were reviewed in the concluding segment of the programme.

## FORTHCOMING PUBLICATIONS

For more information please visit our website

[www.dsg.ae](http://www.dsg.ae)

### **Aisha Zayed Al Ali**

Aging in the UAE Society and Services for Elderly People.

### **Ghalia Gargani and May al Dabbagh**

Rethinking Women Leadership Development Programs in the UAE.

### **Ghalia Gargani and May al Dabbagh**

Women and Globalization in the GCC: Negotiating States, Agency and Social Change.

### **Mhamed Biygautane**

The Experiences of Sub-Saharan Africa and the Maghreb region with South- South Cooperation region: Missed opportunities and the way forward.

### **Mhamed Biygautane and Khalid AlYahya**

Innovation for Integrated Service Delivery: The Case of SADAD in Saudi Arabia.

### **Mhamed Biygautane, The Public Sector Series:**

- The Rudiments for an Effective Training Strategy: Practical Insights from Dubai Government's Experience.
- Training during Times of Financial Constraints: Lessons from the Case of Dubai's Public Sector.
- The Impact of Effective Training on Organizational Performance in Dubai's public sector.

## UPCOMING EVENTS

For more information please visit our website

[www.dsg.ae](http://www.dsg.ae)

Abu Dhabi Sustainability Week, **13- 17 January, Abu Dhabi.**

The Government Summit, **11-12 February, Madinat Jumeira, Dubai.**

The 2nd Arab Conference on Human Resources: A Strategic Partner in Work and Institutional Development, **12-13 March 2013, DWTC, Dubai.**



كلية دبي للإدارة الحكومية  
DUBAI SCHOOL OF GOVERNMENT

### **About the Dubai School of Government**

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

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

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

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

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