

NEW FOUNDATIONS: STRENGTHENING REAL ESTATE IN DUBAI



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In 2008, for the first time in human history, the majority of the world's population was living in cities. Ironically, the same year also saw the first truly global economic crisis. Dubai's extraordinary urban transformation captures both the promise and perils of this historical moment – when economic growth and urbanization are inextricably linked.

On January 26, the School explored the changing nature of Dubai's real estate sector with a panel discussion on "New Foundations: Strengthening Real Estate in Dubai." The event brought together representatives from the regulatory, developer, legal and banking sectors to shed light on the unique nature of Dubai's real estate boom, as well as the measures that have been taken to help it mature.

Panelists included Marwan Bin Ghulaita, Chief Executive Officer, Real Estate Regulatory Agency (RERA); Ludmila Yamalova, Managing Partner, HPL Yamalova & Plewka; Marios Maratheftis, Head of Research, Standard Chartered; and, George Shields, Managing Director, BK Gulf. The discussion was moderated by Behzad Sarmadi, Visiting Scholar at DSG.

The speakers outlined formal practices relating to the financing and planning of projects in Dubai's freehold real estate market, along with the legal and regulatory context that allowed the boom to take shape the way it did. Speakers also addressed ongoing efforts by regulatory authorities to further standardize property transactions and find solutions to reviving the market.

PANEL DISCUSSION FOCUSES ON GOVERNMENT-LED INNOVATION

Experts at a Feb. 27 forum stressed that pressure is mounting on governments to revise policies, improve governance and capabilities, expand employment and open wider opportunities for civil society. The event also launched the joint DSG-World Bank Case Studies Series on Governance and Public Management Reform in the Middle East.

Throughout the Arab world, pressure is mounting on governments to revise their policies, improve governance and public services capabilities, open the door for private sector-led growth, and expand employment and open wider opportunities for the civil society's involvement in public affairs. These new requirements are imperative for maintaining public interest, according to a panel of experts.

These comments were expressed at a February 27 forum titled "Governance Reform through Government-led Innovation: Pathways to Sustainable Progress." The event also witnessed the launch of the joint DSG-World Bank Case Studies Series on Governance and Public Management Reform in the Middle East, the largest such compilation in the region. Presentations on cases titled "Enhancing and Managing Investment by Creating a One-Stop Shop in Cairo" and "Strengthening Meritocracy and Human Resource Management in Lebanon" were offered at the event. These cases, all drawn from the experience of nearly a dozen MENA countries, demonstrate that dynamic reforms are possible when the requisite political will and technical expertise are harnessed to bring about needed change.

The panel of speakers for the forum included Khalid Al Yahya, Assistant Professor of Public Policy at the Dubai School of Government, Robert P. Beschel Jr., Lead Public Sector Specialist Middle East and North Africa Vice Presidency, The World Bank, and Simonida Subotic, writer of the case study on meritocracy in Lebanon and currently a consultant with the Boston Consulting Group.

Robert Beschel said: "The forum served as a great platform to discuss important and sensitive issues. It highlighted specific challenges facing Arab governance and public administration systems in achieving integrated and sustainable reform and how they were able to move forward across a range of issues, from those involving central government structures and systems to reforms in individual line departments."

The joint DSG-World Bank Case Studies Series cover a broad array of issues, ranging from civil service reform and public financial management to policy coordination, private sector development, anti-corruption, decentralisation and networked service delivery.



Dr. Khalid Al Yahya said: "The Arab citizen has been suffering for a long time from stagnant economic situations and political systems. The region is now witnessing strong winds of change. Hence, it is essential for us as a teaching and research institution to commence a study that monitors and highlights issues, especially on some of the most important countries in the region in terms of economy."



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FORUMS ADDRESS EARLY CHILDHOOD EDUCATION, CHILD PROTECTION

In early 2011, DSG launched its second annual Education Policy Forum series, with panel discussions on “Child Protection in the UAE” and “Early Childhood Protection in the UAE.”

The series is designed to spur discussion among academics, educators and government representatives from various organizations, including regulatory bodies, universities and other relevant stakeholders.

On January 9, “Child Protection in the UAE” focused on the issue of child abuse in the UAE, and whether current regulatory frameworks are adequate to protect children. It also sought to throw light on the roles of the family, school and government in ensuring the prevention of child abuse.

Speakers included Ghassan Khalil, Advisor on Social Policy and Strategic Planning, Community Development Authority; Ruba Tabari, Educational Psychologist; Anita Akkawi and Fatma Belherif, graduates of the DSG Master of Public Administration program; and, Delice Scotto, Founding Principal of Al Mizhar American Academy for Girls, Dubai. The session was moderated by Dr. Samia Al Farra, Chief Education Officer, Taaleem.

On February 2, “Early Childhood Education in the UAE” addressed questions including the following: What is early childhood education (ECE) and why is it important? What are the current global trends in ECE? How extensive is early

childhood education provision in the UAE? And, what are the challenges facing early childhood education in the UAE?

Panelists also presented the results of research conducted by the Knowledge and Human Development Authority (KHDA) and published as DSG Policy Brief 23, “Early Childhood Education in Dubai.” Authored by Juman Karaman, the brief investigates who is raising Dubai’s youngest children, what nursery and kindergarten facilities are on offer, and parental awareness of the importance of the first six years of a child’s life.

Panelists at the February 2 event included Juman Karaman, KHDA’s Head of Projects; Sally Smart, COO of Middle East Operations, Cognition, Abu Dhabi; Shelley Mickell, Lead Advisor for Kindergartens, Cognition, Abu Dhabi; and, Gloyis Mayers, Associate Professor in Early Childhood Education, Zayed University. DSG Nonresident Fellow Fatma Abdulla moderated the discussion.

YOUTH, SOCIAL MEDIA AND POLITICAL ACTIVISM



Speakers included Dr. Abdulkhaliq Abdullah, Sultan Al-Qassemi and Fadi Salem (moderator), as well as Nasreddine Ben Hdid (by Webcast, not pictured).

The world is witnessing a revolution in the way youth across the Middle East utilize Web sites, cell phones, chat systems, blogs, Twitter, Facebook and other rapidly evolving new media, and these platforms are increasingly proving to be catalysts for far-reaching social and political reforms, according to experts at a February 23 panel discussion attended by over 120 people and broadcast live via Internet Webcast.

“Youth, Social Media and Political Activism in the Arab World” focused on the role of social media in harnessing “people power” during the recent uprisings in Tunisia and Egypt. Examining the role of regional governments in responding to challenges posed by the free flow of information, panelists also shared their perspectives on the future direction of the region.

Speakers included Dr. Abdulkhaleq Abdulla, Professor of Political Science at the UAE University, Sultan Al Qassemi, DSG Fellow and a social and political commentator, and Nasreddine Ben Hdid, an independent journalist and commentator joining the event by webcast from Tunisia. DSG Fellow Fadi Salem moderated the discussion, which was held in Arabic.

The speakers described how social media tools such as Facebook, Twitter, YouTube and blogs have been used effectively—especially by tech-savvy youth—for motivating, mobilizing and organizing constituencies for far-reaching change. Speakers described

the shifting role of new media as young people become increasingly involved in political change, noting that social media is emerging as a powerful tool which offers a voice for those who may not otherwise be able to express their political views and opinions in public.

DSG's recently published *Arab Social Media Report* indicated that the total number of Facebook users in the Arab world increased by 78 percent during 2010, from 11.9 million in January 2010 to 21.3 million by December 2010. The report also showed that Tunisia witnessed a sudden eight percent surge in the number of Facebook users during the first two weeks of January

2011, coupled with a shift in the usage trend from merely social in nature into primarily political.

DSG Fellow Fadi Salem noted that "Arab youth have maximized their reach in an unprecedented manner through information technology, bringing radical changes in their societies and resolving real social and political challenges. A critical mass of young users, who mostly preferred social networks merely as platforms for alternative media, has now begun to utilize them for organizing social and civil movements in a number of Arab countries. For these youth, there is no more a boundary between 'reality' and 'perception.'"

JAMES ZOGBY ON GCC BUSINESS CONFIDENCE

Business confidence in the region has picked up significantly since the nadir witnessed during the global financial crisis, with the UAE registering over 30 percent growth in confidence levels, according to a survey conducted across the UAE and Saudi Arabia by management consultancy Oliver Wyman and polling firm Zogby International.

Dr. James Zogby, Founder and President of the Arab American Institute (AAI), presented the results of the "Third GCC Business Confidence and Government Reform Survey for 2010" during a January 27 policy forum.

The results highlighted issues including business confidence in the GCC region, key business priorities to improve competitiveness going forward, and areas that governments need to focus more on, including education and labor reform. The survey revealed that executives are largely satisfied with the government response to economic challenges, with the UAE scoring a 69 percent satisfaction rate. However, they are wary that sanctions against Iran may significantly impact their businesses.

Dr. Zogby said: "Executives in both the UAE and Saudi Arabia cite restrictive labor regulations and limited access to financing as the biggest hurdles to doing business. Although the respondents were satisfied with the government measures post-crisis, they have expressed the opinion that education and labor reforms are urgently needed in the region."



For the first time, the GCC was included as an option for preference of geographic expansion for growth for both the UAE and Saudi executives in the survey. Nearly 80 percent of the executives who responded to the survey said they consider the GCC region a priority for new investment opportunities.

Executives in both the UAE and Saudi Arabia cite restrictive labor regulations and limited access to financing as the biggest hurdles to doing business.

James Zogby

MOROCCAN MINISTER LEADS DELEGATION TO DSG



Moroccan Minister for Public Sector Modernization HE Mr. Mohammed Said Al-Alami visited DSG with a delegation of three other representatives, including the Consul-General of Morocco, on Monday, January 17. The Moroccan delegation met with Dean Tarik Yousef, Khalid Al-Yahya, Tarek Coury, Nur Ata Nurcan, Stephen Brannon, Nicolas Depetris Chauvin, Fareha Chishti and Mhamed Biygautane, who reviewed the mission and programs of the School, and discussed possible future cooperation with the guests.

DSG GRADUATES 73 FROM MPA, EDPA, EXECUTIVE EDUCATION PROGRAMS



A total of 73 students from DSG's Master of Public Administration (MPA), Executive Diploma in Public Administration (EDPA) and Executive Education programs were graduated in the School's second commencement ceremony, held on December 16 at the Dubai International Convention and Exhibition Center.

His Highness Sheikh Hasher Maktoum Bin Juma Al Maktoum, Director General, Dubai Department of Information, presented diplomas to the second batch of the one-year

MPA program, consisting of 32 students from nine countries, and certificates to the first batch of the EDPA program, comprising 30 students.

Certificates were also awarded to 11 graduates from the Executive Education program for second-tier leaders from the Islamic Affairs and Charitable Activities Department, while outstanding students from all the three academic programs received special commendation for meritorious performance.

RAFIA GHOBASH ON THE CONTRIBUTION OF WOMEN TO ARAB THOUGHT

In this January 24 policy forum delivered in Arabic, Dr. Rafia Ghobash, former President of the Arabian Gulf University in Bahrain, addressed misconceptions about women and outlined some of their contributions to intellectual life in the Arab world. The event was organized by DSG's Gender and Public Policy research program.

Dr. Ghobash asserted that despite the rapid advances to modernization and the impressive gains in human development, many Arab thinkers continue to underestimate and some even minimize the contributions of women to the social sciences and intellectual life in general. She then addressed these misconceptions, stressing that emotions are part and parcel of the intellectual and creative process for both men and women.

During the remainder of the lecture, Dr. Ghobash outlined a few of the many valuable contributions that women have made to intellectual life in the Arab world.



PROJECT ENCOUNTER LAUNCHED TO LINK ARAB WORLD AND WEST

A February 1 discussion focused on efforts to bridge the gap between the West and the Arab world, highlighting the launch of Project Encounter, a UAE-based initiative hosted by the Dubai School of Government.



Left to right: Nick Billotti, Fadi Salem, and Taufiq Rahim

Ten years after the events of September 11, 2001, a critical lack of understanding still remains between the Middle East and the West, motivated by a number of factors, central among them a

lack of interaction and constructive engagement between the two regions. This was the context described in a February 1 panel discussion at the Dubai School of Government.

The panel, entitled "Bridging the Divide: A Critical Conversation on Global Engagement in a post 9/11 World," discussed the view from the United States towards the Arab world, and the

lack of a nuanced understanding of the region's society and people. The panelists emphasized also that this gap was growing rather than narrowing, and that there needed to be continued efforts from both sides to counter this trend.

The event served as the launch of Project Encounter, a UAE-based initiative in partnership with the private sector hosted by the Dubai School of Government, which will act as a stage for on-the-ground exchange of ideas and critical engagement between the West and the Middle East. The leaders

of Project Encounter, Co-Directors Taufiq Rahim and Nick Billotti, as well as Programs Manager Fadi Salem, led the discussion at the DSG event.

Taufiq Rahim commented on the initiative: "We have four principal activities. The project will organize 'visit' programmes of young influencers and future leaders to the UAE and the GCC, with an integrated itinerary to deepen an understanding of political, economic, and social dimensions of the Middle East.

"The project will also assist existing 'student' delegations to the region from graduate and undergraduate Western institutions to expand their itinerary, as well as add programming to existing events in the UAE to discuss engagement across different themes. What we are really excited about is Encounter 2012, an international gathering we plan to host in the UAE, bringing together the diverse set of stakeholders promoting engagement between the West and Middle East."

THINKING PHILANTHROPY: PERSPECTIVES FROM THE UAE

The philanthropy sector is gaining more ground in the UAE at the civic, public and private sector levels. However, organizations have increasingly identified that transparency and knowledge sharing hold the key if proponents are to remain effective in this kind of work, according to leading philanthropists at a December 8 discussion titled "Thinking Philanthropy: Perspectives from the UAE."

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Panelists at the event included Ankur Shah, Middle East Manager, Acumen Fund; Anas Bukhash, Country Project Manager, Dubai Cares; Peter Cleaves, CEO, Emirates Foundation, and Masood Razaq, Executive Director, Goodgate. Taufiq Rahim, Visiting Scholar at the Dubai School of Government, moderated the event.

Emirates Foundation CEO Peter Cleaves said: "Philanthropy in the UAE takes many forms – from Zakat to offering grants for foundations based on international standards. All are



Attendees at the event

devoted to improving the basic human condition. The challenge is to formalize the sectors, increase transparency and streamline strategic donations."

The panelists discussed the unique challenges and opportunities for

organizations in the country, and offered relevant insights to help the institutions channel their efforts for achieving greater outreach. Initiatives to reach sustainable and substantive impact in philanthropic activities were also discussed at the event.

ROUNDTABLE ON US ECONOMIC RECOVERY



On February 9, DSG hosted a roundtable discussion featuring US Treasury Assistant Secretary Mary Miller, Deputy Assistant Secretary Matt Rutherford, and a select group of about 20 Dubai-based economic and financial professionals. Assistant Secretary Miller and Deputy Assistant Secretary Rutherford led an interactive discussion that focused on a range of issues including the U.S. economic recovery and its regional implications, U.S. debt management, regulatory reform efforts, and opportunities and downside risks for 2011.

FORMER CENTRAL BANK OF CANADA GOVERNOR DAVID DODGE AT DSG

Policy makers, financial regulators and central bankers need to establish an internationally agreed framework of rules governing the financial system and the exchange rate mechanism in order to help governments bring a semblance of sanity to the global economic landscape, according to Dr. David A. Dodge, former Central Bank of Canada Governor, member of the International Advisory Council for the UAE Central Bank and senior advisor at Canadian law firm Bennett Jones.



Dr. David A. Dodge outlined the inadequacy of current international financial arrangements and described the salient components that should comprise a revamped system in a January

10 installment of DSG's Distinguished Speakers Series entitled "Building an International Financial System for the 21st Century."

According to Dr. Dodge, while international financial and monetary arrangements have been extensively debated, for many developed and emerging economies the global financial crisis has shown that there is an intimate link between internal and international financial stability. The focus right now is on balancing the global economy, but there is a common perception that it would be difficult to accomplish under current circumstances.

While driving the need for a revamped financial system and a unified framework, Dr. Dodge described the

stumbling blocks that are likely to make the process of agreeing on a new financial structure difficult.

He stated: "The monetary and financial world is becoming increasingly multipolar, with three large currency blocs and other emerging ones which will have to be accounted for in any new framework. Apart from that, the diverse nature of the participants and disparate linkages between economies could prove to be too cumbersome to resolve."

Reemphasizing the need for economic consistency, Dr. Dodge stressed that any future financial architecture will have to embrace all aspects of monetary interrelationships among different nations.

DSG HOSTS UNDP CONSULTATION ROUNDTABLE

On behalf of the United Nations Development Programme, on December 14 DSG hosted a group of around 20 experts from throughout the region for a day-long consultation roundtable to provide guidance and feedback on issues related to the 2011 *UN Human Development Report (HDR)*. The 2011 HDR will focus primarily on sustainability, addressing the challenges and dangers confronting human development today and in the proximate future.



Francisco Rodriguez, Head of Research at the UNDP Human Development Report Office, presented initial ideas for next year's HDR, and experts addressed topics such as environmental degradation and climate change, inequity and inequality, social conflict

and inequity, political instability and other potentially destructive threats to human development in the context of the MENA region. Participants from the Dubai School of Government included

Dean Tarik Yousef, Associate Dean for Academic Affairs Mohamed Lahouel, Assistant Professors Tarek Coury and Nicolas Depetris Chauvin, and Visiting Scholar Taufiq Rahim.

CREDIT RATING INDUSTRY ALTERNATIVE PROPOSED

In "The Fall and Rise of the Credit Rating Industry," Professor M. S. S. El Namaki, Dean of Victoria University of Switzerland, called for Middle Eastern capital markets to reduce their reliance on US credit rating agencies and consider alternatives.



Dr. El Namaki asserted that the credit rating industry has misjudged the quality of many of the products that it rated, maintained a too familiar relationship with the companies it rated, filled a quasi-regulatory role and made quasi-political decisions rather than professional judgments. He proposed a potential alternative in the Dagong agency of China. According to El Namaki, their credit rating system deviates in terms of criteria and, possibly, the rigor of the analysis. "It is a quality waiting for testing," he stressed.

Prof. El Namaki is past founder and Dean of the Maastricht School of Management (MSM). He is currently President of the Drucker Society of Gulf States (DSGS) and Dean of the Victoria University of Switzerland. He has published six books and more than 100 articles.

So far, reliance on US agencies is creating a serious problem. Alternatives would include a joint venture with other alternative sources, including the Chinese as well as independent credit rating agencies for Islamic finance instruments.

Professor M. S. S. El Namaki

DSG Podcasts www.dsg.ae/podcast.xml

Audio and video of most DSG events is available at www.dsg.ae/multimedia



DSG PARTICIPATES IN INTERNATIONAL HUMAN RESOURCES CONFERENCE

DSG served as Knowledge Partner for the 2011 International Human Resources Conference and Exhibition (IHRC), organized by the Federal Authority for Government Human Resources. This year's conference, which focused on the theme of "Human Resources: The Sustainable Capital for the New Era," was held January 19-20 at the Dubai

International Convention and Exhibition Centre (DICEC).

Khalid Al Yahya served on the event organizing committee, where he provided content and structure guidance. Dr. Al Yahya also participated in a panel discussion on "Strategic Knowledge and Talent Management: The New Challenges and Opportunities," along with

Mhamed Biygautane. Dean Tarik Yousef chaired a plenary panel discussion on "Current Challenges and Pathways to Sustainable Progress," which provided an international as well as a regional perspective on recent challenges facing knowledge and human capital development, as well as the current trends and opportunities in the field of human resources.

FIRST ARAB SOCIAL MEDIA REPORT FOCUSES ON FACEBOOK USAGE

According to the inaugural *Arab Social Media Report (ASMR)*, the use of social networking platforms such as Facebook and Twitter is soaring in the Arab world. Growth is highest among youth between the ages of 15 and 29, who make up around one-third of the total Arab population. The report states, for example, that the total number of Facebook users in the Arab world has increased by 78 percent, from 11.9 million in January 2010 to 21.3 million by December 2010, with 75 percent of the Facebook community in the Arab region belonging to this demographic and driving its growth.

The first in a series of reports from DSG's Governance and Innovation Program, this edition of the Arab Social Media Report also showed that the UAE ranked first among Arab countries with 45 percent of its population owning Facebook accounts, in addition to being among the top 10 countries in the world in terms of Facebook penetration. While four GCC countries dominate the top five spots in the Arab world in terms of Facebook users as percentage of population, Lebanon was the only exception.

The report is published by the Dubai School of Government as part of its Governance and Innovation Program. Using Facebook as a gauge of social media use in the region, it analyzes data on users of the social networking giant in all 22 Arab countries, in addition to Iran and Israel. The report compiled data over the past year, by age and gender, and

correlated it with several factors, including digital access, gender gaps, youth population and Internet freedom.



The Arab Social Media Report, compiled by Racha Mourtada and Fadi Salem and available at www.ArabSocialMediaReport.com, aims to highlight and analyze usage trends of specific networking tools across the Arab world. It is part of a larger research initiative focusing on social engagement through information technologies for better policy in Arab states, and explores the potential of social networking services for good governance, entrepreneurship and social inclusion.

EVENTS AND HAPPENINGS

UAEU PROVOST CALLS FOR GREATER COOPERATION ON RESEARCH

Provost Wyatt R. Hume of United Arab Emirates University called for closer ties between government, industry and universities at a December 6 policy forum entitled “Productive Relationships Between Government, Industry and Universities.” Provost Hume emphasized that partnership between the three is essential to achieve the ambition of rapid economic diversification and beneficial changes in health and society.

Professor Hume’s presentation focused first on the principles behind productive relationships between the three that have developed in other states and countries around the world over the last 150 years, and the benefits to society that have happened in consequence. These include economic diversification, improved health, environmental sustainability, and developed educational, legal and business systems.

He then outlined how relationships between government, industry and



universities might best be structured in the UAE, given the unique nature of this rapidly evolving nation, to create the greatest chances of success in yielding results both quickly and effectively in those areas that the nation and its governments seek to improve.

Professor Hume said: “Education and research are cornerstones in making

real our nation’s vision for the future. Government, industry and universities can all make contributions in isolation, but well structured partnerships involving all three will accelerate improvements in the economy and in society far more effectively and sustainably. One of the most enduring changes will be increased levels of local human and institutional capability.”

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Wyatt R. Hume

EDUCATOR SPEAKS AT “TWO MILLION MINUTES” SCREENING

DSG hosted a public screening of “Two Million Minutes,” a documentary film following six teenagers from China, India and the US as they spend the final four

years of high school preparing for their future. The December 1 screening was followed by a discussion led by Dr. Janet Thomas, an educational sociologist,

researcher and teacher whose scholarly work and research examines education reform issues in the United States and the United Arab Emirates.

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LECTURE EXPLORES CHILDHOOD OBESITY FACTORS IN THE UAE

In "Teachers', Parents' and Students' Perceptions of Childhood Obesity in the Middle East," Columbia University doctoral candidate Kelly Scott presented an overview of her research

conducted on childhood obesity in the region. Ms. Scott is currently conducting surveys and interviews of students, teachers and parents to identify barriers children face in the

UAE that prevent them from engaging in physical activity, and to explore the challenges they face in accessing healthy food choices.

EXPERT DISCUSSES AZERBAIJAN-GCC RELATIONS



On January 12, Dr. Elkhon Nuriyev, Director, SAM Center for Strategic Studies, presented "Foreign Policy Strategies, Caspian Energy Security and the Arabian Peninsula: A View From Azerbaijan," providing much-needed insight into the Caucasus-Caspian Basin, a vital but little discussed area that could be of strategic importance to the UAE's foreign policy. Dr. Theodore Karasik, Adjunct Lecturer at DSG and Director of Research at INEGMA, moderated the event.

SYLVIA SZABO ON THE UAE'S WATER CHALLENGE

Visiting Scholar Sylvia Szabo presented an overview of "The Water Challenge in the UAE" in the first Internal Research Seminar of 2011. Sylvia Szabo is a graduate student in Human Geography at the London School of Economics and

Political Science and a Visiting Scholar at DSG. Her current research focuses on population growth and its impact on natural resources in the UAE.

ALI HASHEMI ON CLASSROOM INTERVENTION FOR WELLNESS

Ali Hashemi, principal and healthcare consultant at Booz & Company, called for early healthcare intervention to combat the increasing prevalence of chronic "lifestyle diseases" in the GCC. Hashemi's comments came during a December 12 lecture titled "Out of the Hospital, into the Classroom: Health and Wellness through Early Intervention."

Hashemi noted that the prevalence of chronic diseases among populations in the Gulf Cooperation Council (GCC) countries is set to worsen over the coming decade, mainly because of the

large number of young people in the region adopting unhealthy, sedentary lifestyles.

He called for a holistic approach to early childhood wellness interventions to combat the obesity epidemic, saying: "The outcomes expected are longer life expectancy, higher educational attainment and greater worker productivity. To achieve these benefits, the GCC countries should develop a holistic framework for school health programmes that defines and coordinates the roles of various primary stakeholders, identifies core services to

be delivered, and establishes a policy and operating model to ensure school systems have the resources they need to effectively address the mounting problem of chronic disease."

The talk highlighted the experiences of some countries, showing the wide-ranging benefits of early prevention programmes, including broader access to healthcare, lower cost burdens for governments, and improved socio-economic welfare. DSG Fellow and Managing Director of Global Consulting Associates Fatma Abdulla moderated the event.

GENDER RESEARCH SEMINAR: MARY ANN FAY



In “Women, Property and the Law in Early Modern Cairo,” Professor Mary Ann Fay focused on how women in 18th-century Cairo were able to exercise the property rights endowed on them by the Qur’an and Islamic law, and enforced by the Shari’a courts, to empower themselves in various ways – as buyers and sellers of property, as creators of religious endowments, and as persons of influence and even of power within their households and in the wider society. Dr. Mary Ann Fay is Professor of History at Morgan State University, and the author of the forthcoming monograph, *Unveiling the Harem: Elite Women and the Paradox of Seclusion in Eighteenth-Century Cairo* (Syracuse University Press, 2012).

NUR ATA NURCAN ON SELF-CONTROL AND DEBT

In this February 24 installment of DSG’s Internal Seminar Series, DSG Visiting Scholar Nur Ata Nurcan presented results from a recent paper on “Self-Control and Debt: Evidence from Data on Credit Counselling.” In the paper, Dr. Nurcan uses data from a major credit counseling agency in the UK to analyze the determinants of debt repayment performance of approximately 60,000 borrowers who are enrolled on a debt repayment plan (DMP). She finds that smoking increases the probability of failing on a DMP by 31% and admitting bad financial



management increases it by 12%, lending considerable support to the view that self-control considerations play a role in households’ indebtedness and consequent repayment difficulties.

Dr. Nur Ata Nurcan has worked as a senior economist at the Centre for Economics and Business Research (CEBR), and has been a CEBR post-doctoral fellow in economics at Lincoln College, University of Oxford. Her current research focuses on behavioral economics and the economics of consumer credit.

JOSEPH CIRINCIONE AT DSG



On December 1, proliferation expert and President of the Ploughshares Fund Joseph Cirincione explored the status of the Iranian nuclear program in an afternoon lecture. Cirincione detailed the various stages of Iran’s nuclear program, including uranium enrichment and plutonium reprocessing, and described how technologies for peaceful civilian use can also have military applications. The lecture concluded with a summary of current technical problems plaguing the program and efforts to negotiate a resolution of the differences between Iran and the United Nations Security Council.

UNIVERSITY DELEGATIONS VISIT DSG



Student delegations from the University of San Francisco and Arizona State University visited DSG on January 12, meeting with faculty and researchers to learn about Dubai, the UAE and the region. The University of San Francisco group, comprised of 25 MBA students from their Academic Global Immersions Turkey and Middle East Program, met with DSG scholars May Al-Dabbagh, Paul Dyer and Taufiq Rahim, as well as with friend of DSG Nicholas Billotti. The discussion focused on the UAE's experiences in diversifying a developing economy. Later in the afternoon, a group of six public policy students from Arizona State University visited the School, meeting with Samar Farah, Asma Ramadan Mohamed, Behzad Samardi and Selma Nagbou.

ASMAA RAMADAN MOHAMED ON “TRANSLATING GENDER”



Ms. Mohamed introduced the historical background of the concept of gender, and discussed the problems related to the study and application of this concept in general and the difference between sex and gender in particular. She then examined the challenges facing the study and application of this concept in the Arab world by highlighting the main critiques of the Arab feminist movements, and their relationships with the development agenda adopted by international institutions. She also emphasized the importance of the concept of gender as a theoretical tool for analysis, and its practical importance as a major element in policy formulation through its integration into all stages of the policy making process. Ms. Mohamed concluded the lecture by outlining some recommendations to public policy and decision makers, civil society institutions and academics in the region.

On February 21, Asmaa Ramadan Mohamed of DSG's Gender and Public Policy Program presented “Translating Gender in the Arab World,” based on a paper jointly authored with Dr. May Al-Dabbagh. The lecture was presented in Arabic.

According to Ms. Mohamed, the study of gender as a concept is considered fundamentally problematic in the Arab world for many reasons related to theory and practice. Some of these, she asserted, are due to the absence of an exact agreed upon translation of “gender” into the Arabic language. Other reasons are associated with the historical and social baggage related to the entry of the concept to the Arab world by offering women's rights during the colonial times, followed by the introduction of the concept to the Arab world through international conferences and development agendas.



THE EXECUTIVE SUMMARY

As part of its commitment to develop institutional capacity within the region, DSG offers executive education programs to equip public and private sector leaders with the understanding and skills necessary to address the changing realities of the 21st century. The School's customized executive education programs are designed to help institutions realize their full potential by introducing integrated, customized, capacity building solutions. Each customized program is designed as a collaborative effort bringing together DSG faculty and staff with representatives from client institutions.

Dubai Electricity and Water Authority (DEWA)

Participants in DEWA's **Frontiers Leadership Development (LDP) Program** and Women Leadership Program each attended two-day workshops on "**Capturing the Power of Negotiation**" in mid-December. Delivered by Daniel L. Shapiro, Founder and Director of the Harvard International Negotiation Initiative and Associate Director of the Harvard Negotiation Project, the workshop introduced the analytical frameworks and approaches that the Harvard Negotiation Project has developed over the past 30 years. Twenty-five of DEWA's senior management attended a one-day version of the "Capturing the Power of Negotiation" on December 21. On January 23-24, 29 participants from DEWA's Frontiers LDP attended a workshop on **Financial Management** led by Dr. Eskandar Tooma, Associate Professor of Finance at The American University in Cairo. Students in the Women Leadership Program attended the same two-day course on January 25-26. Designed for non-financial managers, the workshop covered a wide spectrum of topics, from public finance and budgeting to reading financial statements, as well as basic financial planning and management tools. On February 27-28, Frontiers LDP participants attended a workshop on **Performance Management**, while Women's Leadership Program participants attended the same program on March 1-2. The workshops were presented by Hassan Khadir, Advisor for the Sheikh Khalifa Government Excellence Program.

Department of Islamic Affairs and Charitable Activities

Beginning the last component of the Leaders program, on December 6-7 10 participants attended a workshop designed to enhance their skills in determining the needs of local and external customers, showing commitment by meeting their expectations, and succeeding in establishing positive and trustworthy relationships with customers. The component concluded with a Project Discussion Panel on December 30, in which participants presented their projects to Program Director Khaled El Gohary and Workshop Faculty Shaker El Monthery.

Dubai Women Establishment (DWE)

DSG joined with the DWE for a December 6-9 program entitled "**Developing Potential Women Leaders for the Public Sector.**" This executive education program brought together 29 women participants from various governmental organizations throughout Dubai, and aimed to develop participants' leadership potential, primarily within the context of the public sector. It was delivered by DSG faculty Ghaleb Darabya and Dale Murphy.

Department of Tourism and Commerce Marketing (DTCM)

On December 20-22, participants in DTCM's **Al Serdal program** attended a three-day course on **Financial Management** for nonfinancial managers. Delivered by Dr. Mohamed El Baradie and designed for non-financial managers, the module aims to equip managers with the key tools of finance and financial management. On February 14, Al Serdal participants held their fourth and fifth **Book of the Month** sessions. The two books covered were "Marketing Leadership in Hospitality and Tourism," and "Tourism Development Handbook." On February 15-16, Al Serdal participants attended a two-day workshop about "**Leadership for the 21 Century.**" Delivered by Dr. Peter Stokes of the University of Chester, UK, the objective of this workshop was to teach participants how to be effective leaders and how to inspire higher levels of teamwork.

Open Enrollment Program: "Capturing the Power of Negotiation"

On December 19-20, 35 participants of various nationality attended a two-day open enrollment executive education program on "Capturing the Power of Negotiation." Delivered by Daniel L. Shapiro, Founder and Director of the Harvard International Negotiation Initiative and Associate Director of the Harvard Negotiation Project, the workshop introduced the analytical frameworks and approaches that the Harvard Negotiation Project has developed over the past 30 years.

RECENT DSG PUBLICATIONS

All DSG publications can be found online at www.dsg.ae/publications.

Lebanon: Enhancing Meritocratic Recruitment Within the Senior Civil Service, Simonida Subotic

This series of case studies is dedicated to identifying and disseminating experiences highlighting the issues and challenges confronting governments in the region seeking to implement various types of reforms and innovations in the public sector.

Arab Social Media Report: Facebook Usage, Racha Mourtada, Fadi Salem

The Arab Social Media Report, produced by the Dubai School of Government's Governance and Innovation Program, is the first in a quarterly series that will highlight and analyze usage trends of specific networking tools across the Arab region. In its inaugural edition, the report analyzes data on Facebook users in all 22 Arab countries, in addition to Iran and Israel.

Early Childhood Education in Dubai, Juman Karaman

The brief provides a description of the pre-school educational landscape in Dubai, and the challenges facing its further development, along with policy recommendations to address the current needs in the sector.

The Case of the Cairo One-Stop Shop, Andrew H. W. Stone

This series of case studies is dedicated to identifying and disseminating experiences highlighting the issues and challenges confronting governments in the region seeking to implement various types of reforms and innovations in the public sector.

Creating a National Oil Company in East Timor: Building on the Experience of Other Producers, Valérie Marcel

Looking at East Timor, this paper focuses on the relationship between the national oil company and the state and the governance mechanisms that enable the company and ensure adequate state control over the sector.

Exploring the Role of Technology in Innovation in the United Arab Emirates, Racha Mourtada, Fadi Salem

This paper explores barriers to unleashing the potential power of ICTs for creating a culture of innovation within the Arab region, with a focus on the GCC region and the UAE specifically.

Are Private Equity Firms in Emerging Markets Entrepreneurial? A Case Study of Egypt, Ayman Ismail

In this paper, the author examines the hypothesis that private equity firms in emerging markets are entrepreneurial—i.e., are more focused on creating new firms or growing and globalizing existing ones, based on a case study of Egypt.

Knowledge Management in Dubai's Public Sector: Opportunities and Challenges, Khalid Al-Yahya, Mhamed Biygautane

This policy brief aims to highlight the importance of knowledge management and the factors that influence its implementation within the context of public sector organizations.

Women, Property and the Law in Early Modern Cairo, Mary Ann Fay

This policy note is based on "Women, Property and the Law in Early Modern Cairo," a lecture presented by Dr. Mary Ann Fay at the Dubai School of Government on December 1, 2010.

Is Private Equity the Next FDI? The Case of Egypt & the MENA Region, Ayman Ismail

This policy brief examines whether governments should create similar policies to attract private equity as they do for foreign direct investments, and whether there are risks from private equity investments that require regulatory interventions.

Market Competition in Export Cash Crops and Farm Income, Nicolas

Depetris Chauvin, Guido G. Porto

This paper studies how the internal structure of agriculture export markets and the level of competition affect poverty and welfare in rural areas in Africa.



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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