

20

عاماً على خطى  
محمد بن راشد  
Empowering Future Leaders



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

# ANNUAL REPORT

2025





“The leaders of tomorrow are our focus and the foundation of the future. Our duty is to advance their skills and knowledge to continually enhance the quality of public administration.”

- HH Sheikh Mohammed Bin Rashid Al Maktoum



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

## ABOUT MOHAMMED BIN RASHID SCHOOL OF GOVERNMENT

The Mohammed Bin Rashid School of Government (MBRSG) was 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. MBRSG is the first research and teaching institution focusing on governance and public policy in the Arab World. The school aims to support good governance in the UAE and the Arab World and empower future leaders through an integrated system offering academic and training programs, as well as research and studies. The school's operations were initially founded on global best practices developed in collaboration with the Kennedy School at Harvard University, and it is considered a unique model for academic institutions in that it focuses on the practical side of governance.

The school also collaborates with several government and private institutions both regionally and internationally. The overall design and implementation of training programs is built on the foundation of scientific thought and is inspired by the reality of Arab Public Administration and with a view to addressing the issues and helping future leaders meet the challenges facing public administration in various parts of the Arab World. The school also organizes international and regional conferences and specialized workshops and holds forums to facilitate the exchange of ideas and knowledge between the Arab region and the world.

# EXECUTIVE PRESIDENT'S FOREWORD

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The United Arab Emirates is experiencing a pioneering phase of excellence and innovation across multiple sectors, guided by its visionary leadership, which has established a sustainable development model positioning the nation – with Dubai at its forefront – among the world's most attractive places to live, invest and work. This progress is driven by an innovative governance model founded on efficiency, anticipatory leadership, opportunity optimisation and data-driven decision-making, with sustained investment in Emirati nationals as the cornerstone of development.

In parallel with the nation's journey, the Mohammed Bin Rashid School of Government has achieved significant milestones in executive education, research, strategic partnerships and knowledge production. The School has transferred the UAE's government expertise to more than 45 countries, graduated 833 government leaders, and published over 600 studies and research papers supporting government development. It has also expanded from individual training to building integrated institutional leadership models across 42 local and federal entities, in addition to delivering specialised programmes for the governments of Abu Dhabi, Sharjah, Ajman and Fujairah, and several federal ministries.

The School has strengthened its international presence through strategic partnerships, including a memorandum of understanding with the United Nations Development Programme (UNDP) to support digital transformation, AI governance and innovative public policy in the Arab world. It launched the Dubai Behavioral Insights Lab to apply behavioural sciences in smart policy design, and introduced the "Mulhim Al Arab" podcast to disseminate Arab government knowledge in an engaging format, while continuing to offer specialised leadership diplomas that equip leaders to manage change and drive institutional innovation.

As a strategic partner in advancing national agendas – including the UAE Centennial 2071 and the "We the UAE 2031" vision – the School designs innovative academic programmes responding to global transformations, particularly in the digital economy, smart cities and artificial intelligence, integrating modern governance principles with technological advancement.

Today, the School stands as a leading academic institution in preparing government leaders and empowering future generations, strengthening public administration and supporting sustainable development in the UAE, the region and beyond – reaffirming that investing in people remains the most effective path to building the future.



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**HE Dr. Ali Bin Sebaa Al Marri**  
Executive President  
Mohammed Bin Rashid School of Government

# DEAN'S FOREWORD

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Guided by a wise and visionary leadership, the United Arab Emirates operates under a forward-looking strategy that prioritises human capital, consistently placing it at the very heart of progress. It is a deliberate approach designed to ensure that future leaders are capable and empowered to navigate an increasingly complex global landscape.

It is also a vision that we work to implement every day at the Mohammed Bin Rashid School of Government (MBRSG), in line with our mandate as the leading institution dedicated to public administration in the Arab world.

We are more than an educational facility; we are an incubator for the government of the future. And in 2025, we celebrated a key milestone with our 20th anniversary, looking back on two decades of illustrious accomplishments, while at the same time, looking forward to new frontiers, as the world transforms at an unprecedented pace.

Our mission is to equip leaders with the strategic skills, data-driven insights, and forward-thinking mindsets required to foster excellence across all sectors. The impact of our efforts is evident in the numbers. To date, our education initiatives have empowered more than 36,000 graduates from the Executive Education programmes and over 800 in our advanced Master's programmes. These graduates are now top officials serving in leading government positions.

Meanwhile, our global reach expanded to now include 183 countries, with 115 strategic partners from major international organisations and leading global private-sector stakeholders.

However, our mandate extends beyond the classroom. MBRSG is a thriving hub of thought leadership and policy innovation – a role that has been notably spotlighted this year with two major accomplishments.

With the first achievement, we have redefined how the region views the creative economy. At the World Governments Summit 2026, we launched the Arab Cities Culture & Creative Industries (CCI) Index, in partnership with UNESCO and Dubai Culture. This pioneering framework shifts the narrative, repositioning culture from a social asset to a key strategic pillar of economic resilience and future governance. By providing evidence-based data, we enable Arab cities to benchmark their creative ecosystems against global standards.

As the UAE continues its journey towards the future, MBRSG remains steadfast in its core mission: to inspire, educate, and empower the leaders of tomorrow. By balancing rigorous academic training with advanced policy research in culture, sustainability, and governance, we strive to ensure our leaders are well-equipped to turn vision into reality, shaping a brighter, more sustainable future for the UAE and beyond.



**Dr. Arthur King**

Acting Dean and Director of Academic Affairs  
Mohammed Bin Rashid School of Government

# BOARD OF TRUSTEES

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HH Sheikh Hamdan bin Mohammed bin Rashid al Maktoum, Crown Prince of Dubai, Chairman of the Executive Council issued Executive Council Resolution No. (9) of 2021 on the formation of the Board of Trustees of the Mohammed Bin Rashid School of Government. The new Board comprises of prominent public officials:



**HE Abdullah Ali bin Zayed Al Falasi  
(Chairman)**

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**Director General**  
Dubai Government Human Resources Department



**HE Younus  
Abdulaziz Al Nasser  
(Vice Chairman)**

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**CEO**  
Dubai Data and  
Statistics Establishment



**Mrs. Sameera  
Mohammad Alrais**

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Assistant Secretary General of  
the Council for the Sustainable  
Development Sector  
General Secretariat of The  
Executive Council Dubai



**HE Dr. Tayeb  
Amanalla Kamali**

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Director General for Education  
& Training Development  
Ministry of Interior



**Mrs. Raja  
Al Mazrouei**

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**Chief Executive Officer**  
Etihad Credit Insurance



**Dr. Yasar  
Jarrar**

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**Managing Partner**  
International  
Advisory Group



**HE Dr. Ali bin  
Sebaa Al Marri**

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**Executive President**  
Mohammed Bin  
Rashid School of  
Government



## VISION

Shaping the future leaders for better tomorrow



## MISSION

To build a sustainable future through wise leadership & impactful public administration



## VALUES

### INNOVATE

We embrace and engage with new technology to creating new values, and explore channels for executing new techniques, approaches, and styles in learning and knowledge dissemination.

### COLLABORATE

We look for opportunities to share and exchange knowledge and seek continuous learning with strategic partners.

We target collective goals and recognize potential for impactful collaboration with both internal and external stakeholders.

### EMPOWER

We believe in the capabilities and talents of employees, and delegate responsibilities to develop their potential.

We set clear expectations and get everyone involved in the communication to deliver the best services to students, clients and government leaders.

We provide the required resources to support the school's mission, and we are keen to celebrate achievements and recognize our best efforts.

### EXCEL

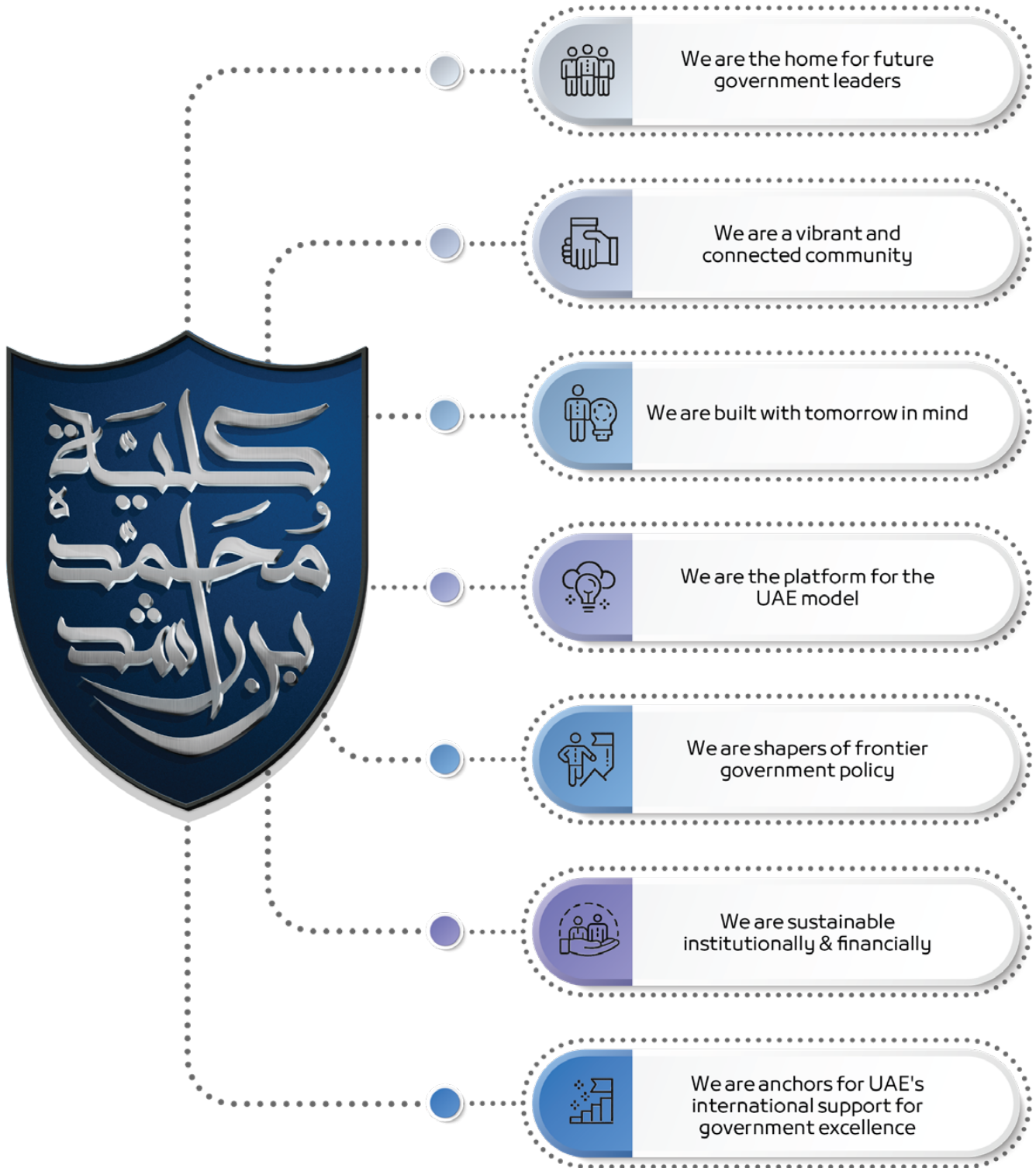
We set best practices and excel in achievements. We care about research quality, leadership development, and a positive student experience.

We strive for internationalization through our strong and sustainable partnership, with our partners we look for joint projects, adaptability, innovation and vigilance to achieve success.

# MBRSG STRATEGY 2022

# 2025

# STRATEGIC OBJECTIVES





عاماً على خطى  
محمد بن راشد  
Empowering Future Leaders

# TWO DECADES OF IMPACT: 2005-2025

Since its establishment in 2005, MBRSG has played a pivotal role in advancing public policy research, leadership development, and governance innovation in the UAE and the region. Over two decades, the School has expanded its academic footprint, strengthened its research ecosystem, and contributed to building future-ready governments.



# CELEBRATING 20 YEARS OF LEADERSHIP AND GOVERNANCE EXCELLENCE

In October 2025, MBRSG marked its 20th anniversary, commemorating two decades of advancing public administration, policy research, and leadership development. Established in 2005 under the patronage of H.H. Sheikh Mohammed bin Rashid Al Maktoum, the School has evolved into a regional hub for governance excellence, producing more than 600 research publications and contributing to the development of over 30,000 leaders from government and public sector entities.

The anniversary milestone coincided with the graduation of the School's 12th Master's cohort, further reinforcing its sustained academic impact. As part of the celebration, H.E. Dr. Ali Bin Sebaa Al Marri, Executive President of MBRSG, launched his book, *The Leadership Journey: On the Path of Mohammed bin Rashid*, a work that reflects on leadership principles inspired by the vision and governance model of H.H. Sheikh Mohammed bin Rashid Al Maktoum.

The 20th anniversary celebration highlighted the School's institutional growth, its expanding global partnerships, and its continued commitment to shaping future-ready leaders and advancing evidence-based policymaking across the region.





# WE TAKE PRIDE IN EMPOWERING GOVERNMENT LEADERS ACROSS 45 REGIONAL AND GLOBAL COUNTRIES



The Future Government Leaders Program focused on empowering young Arab government leaders with future-ready skills, sustainable strategies, and innovative solutions to effectively address tomorrow's challenges.



The Latin America & Caribbean Leadership Program focused on empowering senior leaders with strategic leadership capabilities, policy innovation tools, and cross-sector collaboration skills. It provided participants with practical knowledge to support institutional transformation and enhance public value across the region.

# WE TAKE PRIDE IN EMPOWERING GOVERNMENT LEADERS ACROSS 45 REGIONAL AND GLOBAL COUNTRIES

REPUBLIC OF  
KAZAKHSTAN



The Kazakhstan Executive Leadership Program focused on strengthening strategic leadership, governance, and innovation. It equipped senior leaders with practical tools to address modern challenges and advance institutional excellence.

BERMUDA



Two executive leadership programs were delivered in Bermuda, focusing on empowering senior leaders with strategic leadership skills, policy innovation, and the capabilities to address the challenges of the Fourth Industrial Revolution. The programs emphasized knowledge exchange, innovative approaches, and strengthening government excellence.

UZBEKISTAN



The "Uzbekistan Young Leaders Program" equips youth leaders with the skills to navigate Fourth Industrial Revolution challenges. Through experiential learning and UAE expert insights, the program strengthens leadership and prepares participants to address economic, social, and environmental issues.

MONGOLIA



The "Mongolia Youth Leadership Program" focused on empowering young leaders with strategic and adaptive skills. It provided participants with tools for transformation, collaboration, and innovation, enabling them to create sustainable solutions and strengthen community development.

FEDERAL DEMOCRATIC  
REPUBLIC OF ETHIOPIA



MBRSG delivered the "Ethiopia Executive Leadership Program", which focused on strengthening leadership capabilities, fostering innovation, and enhancing readiness for future government challenges.

GERMANY



A series of Dubai Module programs were delivered to WHU students, focusing on business in the UAE, intercultural competency, and global understanding. The programs blended classroom knowledge with field exposure, offering insights into UAE's business landscape, governance practices, and innovation models.

SENEGAL



The Future Government – UAE Study Trip for Senegalese Leaders focused on empowering leaders and enhancing institutional capacities. The program emphasized strategic approaches, experiential learning, and knowledge exchange with UAE leaders to strengthen governance and prepare participants for future challenges.

BRUNEI  
DARUSSALAM



The Brunei Executive Leaders Program focused on equipping senior leaders with the skills to address the challenges of the Fourth Industrial Revolution. The program emphasized leadership development, innovation, and knowledge exchange to enhance government excellence.

KURDISTAN



The "Kurdistan Leadership Program" focused on empowering leaders and strengthening institutional capacities. It emphasized developing strategic skills and professional capabilities through clear methodologies, enabling participants to lead with effectiveness and foresight.

MALDIVES



The Maldives Leadership and Executive Leadership Programs focused on equipping senior leaders with advanced leadership capabilities and future-readiness skills. The programs strengthened their ability to tackle governmental, economic, and social challenges while fostering innovation to drive sustainable development.

KYRGYZ REPUBLIC



The Kyrgyzstan Youth Leaders Program focused on empowering young leaders with future-readiness skills to address global challenges. The program provided participants with advanced leadership insights and innovative tools to drive positive change.

SEYCHELLES



The Seychelles Executive Leadership Program focused on building advanced leadership skills, strategic thinking, and innovative approaches. Participants gained practical insights and collaborative experiences that strengthened governance capacity.

# WE TAKE PRIDE IN EMPOWERING GOVERNMENT LEADERS ACROSS 45 REGIONAL AND GLOBAL COUNTRIES

ZIMBABWE



The Executive Leadership Program focused on empowering senior leaders and strengthening institutional performance. The program emphasized strategic decision-making, experiential learning, and knowledge exchange to enhance governance and prepare leaders for future challenges.

MALTA



The Malta Senior Executives Leadership Program focused on strengthening senior leaders' ability to navigate global challenges and future transformations. The program enhanced leadership capabilities, advanced policy thinking, and equipped participants with innovative approaches to address the demands of the Fourth Industrial Revolution.

REPUBLIC OF  
COLOMBIA



The Colombia Executive Leadership Program focused on equipping leaders with the skills to navigate digital transformation and the challenges of the Fourth Industrial Revolution. The program emphasized leadership development, innovation, and knowledge exchange to strengthen institutional excellence.

NIGERIA



The Nigeria Executive Leaders Program empowered senior government leaders with strategic and adaptive leadership skills. Participants engaged in workshops and a UAE study visit, gaining tools to drive organizational transformation, foster collaboration, and enhance public service delivery.

ITALY



The UAE Study Visit, organized in collaboration with Luiss Mediterranean Platform School of Government, Italy, focused on exploring best practices in leading UAE institutions. The program provided participants with insights into policy design, strategic planning, and innovation leadership through field visits to pioneering entities in the UAE.

COSTA RICA



The Leadership and Capacity Building Program focused on empowering leaders and enhancing institutional performance. The program emphasized strategic skills, experiential learning, and knowledge exchange to prepare participants for future challenges.

KINGDOM OF  
SAUDI ARABIA



A wide range of leadership and training programs were delivered in the fields of leadership, governance, institutional excellence, smart services, and future foresight. These programs benefited a large number of government cadres, enhancing their strategic and administrative capabilities and strengthening their readiness to meet future challenges.

STATE OF KUWAIT



Several cohorts of the Future Government Leaders Program and programs with the Ministry of Finance in Kuwait were delivered. They focused on preparing young leaders and senior officials with future skills and strategic planning, adopting innovative practices to enhance government performance and excellence.

STATE OF LIBYA



MBRSG has organized multiple leadership and capacity-building programs for Libya, focusing on developing government work, enhancing institutional performance, and preparing leaders with future-ready skills, sustainable strategies, and innovative solutions for tomorrow's challenges.

ARAB REPUBLIC  
OF EGYPT



MBRSG delivered several cohorts of the Future Government Leaders and Excellence in Governance and Sustainability programs. These programs focused on empowering young leaders, strengthening governance and institutional capacities, and supporting sustainability and digital transformation.

# WE TAKE PRIDE IN DELIVERING LEADERSHIP PROGRAMS FOR 42 FEDERAL AND LOCAL GOVERNMENT ENTITIES



وزارة الصناعة والتكنولوجيا المتقدمة  
MINISTRY OF INDUSTRY & ADVANCED TECHNOLOGY

The Leadership Program and the Leadership Empowerment Program, delivered for the Ministry, aimed at equipping government leaders with proactive skills and practices to achieve national objectives, aligned with the government's leadership performance model.



وزارة الطاقة والبنية التحتية  
MINISTRY OF ENERGY & INFRASTRUCTURE

The "Employee Assessment Program and the Executive Diploma in Future Leadership Program", delivered for the Ministry, to strengthen institutional capabilities, prepare future leaders, and enhance managerial and technical competencies in line with best practices in the relevant sectors.



وزارة الداخلية  
MINISTRY OF INTERIOR

The Professional Diploma in Government Leadership and the Executive Diploma for Innovation Leaders, delivered for the Ministry, focused on strengthening leadership capabilities, fostering innovation, and enhancing institutional performance through advanced knowledge and practices.



وزارة الدفاع  
MINISTRY OF DEFENCE

The "Future Leaders Program" was delivered for the Ministry of Defence. It aimed to build and refine leadership capabilities while enhancing strategic understanding of emerging governance and administrative frameworks. The program also focused on global trends and their impact on the competitiveness of nations and cities, offering in-depth analysis of soft power and its role in shaping influence and leadership.



مكتب سمو ولي عهد دبي  
THE OFFICE OF H.H. THE CROWN PRINCE OF DUBAI

Two batches of "Qiyadat Program" were delivered for the Office of the Crown Prince of Dubai, in collaboration with the Madinah Institute for Leadership and Entrepreneurship. The programs focused on enhancing leadership skills, strengthening decision-making capabilities, and promoting government excellence and institutional innovation.



شرطة أبوظبي  
ABU DHABI POLICE

The "Strategy and Organizational Excellence Program" was delivered for Abu Dhabi Police. It aimed to develop leadership skills in strategic planning and strengthen concepts of organizational excellence, contributing to institutional performance and leadership in policing.



مصرف الإمارات العربية المتحدة للخدمات المالية  
CENTRAL BANK OF THE U.A.E.

The "Central Bank Leadership Enhancement Program" aimed to support executives in realizing their potential and ensuring continuous development. The program focused on expanding leadership and strategic capabilities.



وزارة التغير المناخي والبيئة  
MINISTRY OF CLIMATE CHANGE & ENVIRONMENT

The Inspiring Leaders Program was delivered for the Ministry of Climate Change and Environment to develop leadership skills, foster creativity and innovation, and support sustainability and institutional excellence practices.



A series of leadership programs were organized for the Dubai State Security Department, including middle management, first-line leadership, and the Future Leaders Program. These programs focused on strengthening leadership in governance, excellence, foresight, and innovation.



The "Executive Diploma in Leadership Management" was delivered for Dubai Air Navigation Services in 2023 and 2024. The program aimed to strengthen leadership competencies, enhance strategic decision-making empowering them to drive sustainable excellence in the sector.



Several programs were delivered for Dubai Civil Defence, including the "Professional Diploma for Future Leaders", the "Junior Leaders Empowerment Program", and the "Senior Leaders Empowerment Program". These programs aimed to develop leadership capabilities and foster excellence by equipping participants with modern knowledge, training, and practices aligned with global changes.



The Partnerships Diploma was delivered for Dubai Police. The program's aim was enhancing competencies in strategic government partnerships and advancing leadership skills in strategic thinking and decision-making.



محاكم دبي  
DUBAI COURTS

Several programs were delivered for Dubai Courts, including the "Senior Leadership Program (CEOs)", the "Al Fursan Program", and the "Future Leaders Empowerment Program". These programs aimed to ensure the continuity of leadership excellence across departments and divisions.



هيئة كهرباء ومياه دبي  
Dubai Electricity & Water Authority

The "Frontiers Leadership Development Program" was delivered for DEWA across multiple years. The program was designed to equip senior managers with advanced leadership and strategic management skills. The track also included a dedicated "Women Leadership Development Program" to empower female leaders within the authority.



أدنوك  
ADNOC

The "Future Leaders Program" was delivered for ADNOC in four batches throughout 2018 and 2019. It aimed to empower young leaders by developing their leadership and strategic skills, and enhancing their ability to address challenges in a dynamic work environment.



جهاز الرقابة المالية  
Financial Audit Authority

The "Singapore Study Trip" was delivered for the FAA to provide participants with first-hand exposure to best practices in Singapore. Unlike traditional academic programs, it focused on peer-to-peer exchange among senior officials, fostering practical professional insights through a hands-on approach.

# WE TAKE PRIDE IN DELIVERING LEADERSHIP PROGRAMS FOR 42 FEDERAL AND LOCAL GOVERNMENT ENTITIES



Two programs were delivered for Dubai Media Incorporated: the "Media Leadership Preparation Program" and the "People Management Program". These programs aimed to enhance leadership and management competencies in the media sector, and empower participants to drive innovation and organizational excellence.



Two programs were delivered for the Dubai Land Department: the "Real Estate Leadership Preparation Program" and the "RERA Spokesperson Program". Their aim is to strengthen leadership skills in the sector and enhance communication capabilities supporting transparency, innovation, and sustainable growth.



The "Leadership Program" was delivered for the Supreme Legislation Committee to strengthen and empower leadership capabilities in line with Dubai Government's leadership competency framework and future governance requirements, and ensure the continuity of excellence and leadership across departments and divisions.



Several programs were delivered for the Dubai Health Authority, including the "Professional Diploma in Emergency & Disaster Healthcare", and the "Diploma in Public Healthcare". The aim was to develop healthcare leadership skills, enhance readiness to address complex health challenges, and ensure innovative, sustainable services.



The "Future Leaders Program" was delivered for the RTA to develop participants' leadership skills, strengthen their decision-making and team management capabilities, and prepare a generation of leaders capable of driving innovation and institutional excellence.



The "Falcons of Aviation Program", the "Senior Leadership Program" and the "Leadership Program", delivered to DCAA, focused on enhancing leadership capabilities, developing innovative skills, and preparing executives to lead effectively in a dynamic aviation sector.



The "Qiyadat Program" was delivered for the GMO. It aimed to develop participants' leadership capabilities, strengthen decision-making and team management skills, and contribute to enhancing institutional performance and achieving excellence.



Two programs were delivered: "Strategy Development Methodology Program" and "Action Plan Design Program". They aimed to build participants' skills in strategic planning and action plan preparation, targeting professionals in development and project management.



The "Future Leaders Program" was delivered for the RTA to develop participants' leadership skills, strengthen their decision-making and team management capabilities, and prepare a generation of leaders capable of driving innovation and institutional excellence.



The "Falcons of Aviation Program", the "Senior Leadership Program" and the "Leadership Program", delivered to DCAA, focused on enhancing leadership capabilities, developing innovative skills, and preparing executives to lead effectively in a dynamic aviation sector.



The "Qiyadat Program" was delivered for the GMO. It aimed to develop participants' leadership capabilities, strengthen decision-making and team management skills, and contribute to enhancing institutional performance and achieving excellence.



Two programs were delivered: "Strategy Development Methodology Program" and "Action Plan Design Program". They aimed to build participants' skills in strategic planning and action plan preparation, targeting professionals in development and project management.



The Leadership Program was delivered for the Dubai Government Workshop to enhance leadership skills, prepare future leaders, and strengthen the capabilities of managers to meet ongoing challenges effectively.



Several programs were delivered for Dubai Culture. These included the "Decision Makers Leadership Program", the "Leadership Competency Assessment Program" and the "Youth Leaders". The programs aimed to strengthen leadership capabilities at different levels, by enhancing strategic thinking, effective decision-making.



The "Mohammed bin Hamad Leadership Development Program" was launched in strategic partnership between the Mohammed bin Hamad Al Sharqi Majlis and the MBRSG to empower national leaders, enhance institutional excellence and innovation, and empower young professionals to drive progress and contribute to Fujairah's bright future.



Two programs were delivered for Dubai Women Establishment: the "HR Program" and the "Strategic Planning Program". They aimed to strengthen leadership in human resources and strategic planning, enhance organizational performance, and empower participants to drive institutional excellence and sustainable growth.

# WE TAKE PRIDE IN DELIVERING LEADERSHIP PROGRAMS FOR 42 FEDERAL AND LOCAL GOVERNMENT ENTITIES



إدارة مراكز التنمية الأسرية  
Department of Family Development Center

The "Professional Leadership Diploma" was delivered for the Family Development Centers Administration to ensure the continued excellence of senior management by enhancing their leadership skills, while also preparing second-line leaders to effectively address ongoing challenges.



دائرة الموارد البشرية  
Department of Human Resources

Several batches of "Ajman Leadership Preparation Programs" were delivered for the Human Resources Department – Government of Ajman. They aimed to prepare government leadership cadres, enhance skills, and equip participants with leadership and management tools to address future challenges.



دائرة الشؤون الإسلامية والعمل الخيري  
Islamic Affairs & Charitable Activities Department

Several programs were delivered for IACAD, including the "Leaders Program", the "Second Line Leaders Program", and the "Professional Diploma in Customer Happiness". The programs focused on developing leadership skills, behavioral competencies, and specialized capabilities to enhance organizational performance and service excellence.



دائرة البلديات والنقل  
DEPARTMENT OF MUNICIPALITIES AND TRANSPORT

The Future Leaders Program was delivered for the Department of Municipalities and Transport – Abu Dhabi. The program provided participants with an exceptional opportunity to refine their skills, demonstrate their capabilities, and enhance their readiness to take on future leadership roles.



النيابة العامة - دبي  
PUBLIC PROSECUTION - DUBAI

2 programs were delivered for DPP, including the "DPP Leadership Program" and the "Leadership Program". These programs aimed to ensure the sustained excellence of senior management by enhancing their leadership competencies and preparing future leaders to effectively address ongoing challenges.



اتصالات والمزيد  
etisalat and

The "Etisalat Strategic Development Agenda (ESDA) Program" delivered for Etisalat, aimed to enhance strategic leadership capabilities, foster organizational development, and equip participants with the skills and knowledge required to implement effective strategies, drive innovation, and achieve sustainable excellence.



DUBAI FINANCE

The Future Pioneers Program was delivered for the Dubai Department of Finance. The program aimed to prepare DoF leaders to ensure the continuity of institutional excellence. It enhanced their skills based on Dubai Government's Leadership Competency Framework, ensuring readiness to effectively address ongoing challenges.



A series of "Executive Diplomas in Government Digital Communication" was delivered for the New Media Academy, including the first, second, and third cohorts. The programs aimed to ensure the adoption of best practices in government communication, aligning messaging with Dubai Government's vision, strategy, and key narratives. They also focused on preparing national cadres capable of advancing the work of government communication offices with consistency and impact.



التأمين الائتماني - الإمارات  
ETIHAD CREDIT INSURANCE

The "LEAD Program" was delivered for Etihad Credit Insurance in 2020. It aimed to strengthen leadership capabilities, enhance strategic decision-making, and equip participants with the skills and knowledge required to drive organizational excellence, innovation, and sustainable growth.



نماء للارتقاء بالمرأة  
NAMA WOMEN ADVANCEMENT

The Professional Diploma in Public Policy was delivered for NAMA Women Advancement Establishment. The program focused on providing participants with modern knowledge and skills in public policy development, enhancing their ability to address challenges, and applying best practices in the field.

# LEADERSHIP LEGACY



## “The Path of Leadership: Following the Footsteps of Mohammed bin Rashid”

In 2025, H.E. Dr. Ali bin Sebaa Al Marri authored “The Path of Leadership: Following the Footsteps of Mohammed bin Rashid,” a leadership framework inspired by the vision and governance philosophy of His Highness Sheikh Mohammed bin Rashid Al Maktoum.

The book translates national leadership principles into practical guidance for decision-makers, focusing on excellence, institutional impact, talent empowerment, and future readiness. It reflects MBRSG’s commitment to advancing values-driven governance and preparing leaders capable of shaping sustainable and innovative public institutions.

# A LEGACY WRITTEN BY OUR GRADUATES

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Esteemed audience, I hold a Doctorate in Law and have served as Chief Public Prosecutor, yet I realized that true leadership requires broader vision and sharper tools. Seeking deeper knowledge and greater impact, I chose to pursue the Executive Master in Public Administration at Mohammed Bin Rashid School of Government – and it was the right decision.

From day one, the journey was transformative: rich discussions, global case studies, field visits, and practical sessions with leaders and experts that prepared us for the future. Guided by the motto “On the Path of Mohammed bin Rashid,” we embraced innovation, excellence, courage, and dedicated service to our nation.

**Sulaiman Salem Alkaabi**  
EMPA – Highest GPA



# A LEGACY WRITTEN BY OUR GRADUATES

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And today, as I stand before you, I speak with confidence: we are seventy-five graduates united by determination and ambition – the kind that builds nations and turns dreams into reality.

I am reminded of a story about Sheikh Mohammed bin Rashid Al Maktoum. When asked how much of his vision had been achieved, he once answered “10%,” and years later, “only 7%.” A surprising response, yet deeply meaningful – because the closer we come to a dream, the wider our vision becomes. True leaders place no ceilings on their ambitions. Every achievement is simply the beginning of something greater.

## **Hassan Alnajjar**

MPA graduate – Founder and CEO  
of InFocus Media



# A LEGACY WRITTEN BY OUR ALUMNI



**Hany Abdelmonem**  
**Advisor (Policies and Research)**  
**Education, Human Development, and Community**  
**Development Council**

MBRSG is more than just an academic organization; it serves as a vital intellectual hub and a key pillar in public administration. It consistently provides the UAE and region with exceptional government leaders and professionals who influence public service across generations. I am proud to be an alumnus of this institution. Graduating from the MPA program 14 years ago was a pivotal moment in my career and academic development. I strongly encourage anyone passionate about public policy and administration to explore MBRSG's programs—your journey starts here.



**Ms. Kaltham Ali Kayaf,**  
**Director of Animal Development and Health Department**  
**at the Ministry of Climate Change and Environment**

The graduation of the twelfth cohort marks the culmination of a journey of dedication and innovation. We congratulate the graduates extend gratitude to everyone who has been part of the School's story since its founding, confident that the future holds even greater promise as we continue on Mohammed Bin Rashid's path of leadership, pioneering, and empowerment.



**Ahmed Mohammed Abdullah Ahmed Al Hammadi**  
**Media Expert**

The graduation of the twelfth cohort marks a celebration of a promising future filled with hope and ambition. The 20 years since the School's founding reflect a visionary commitment to building national institutions that shape excellence in governance and management, and contribute to elevating the nation's global standing.



# 2025: FROM LEGACY TO LEADERSHIP

Building on two decades of excellence, 2025 marked a year of strategic execution, expanded partnerships, and measurable impact. From advancing digital governance to strengthening regional dialogue and institutional innovation, MBRSG translated vision into action across education, research, and public engagement.



**220**

Students Enrolled



**75**

Master Degree Graduates



**662**

Citations of MBRSG Research



**46**

Major Contributions to Government Activities



**6,672**

2025 Executive Educations Participants



**200**

Number of Trainees in Arab Leadership program



**332**

Number of Trainees in the Global Leadership Program



**250**

Research Output



**36**

Different Nationalities (trainees)



**484**

# of Graduates in Senior Government Positions



**14,334,725**

Training Hours



**75,799**

Community Size



**6,593**

Events Attendees



**20,621**

Website Downloads



**1.66B**

Total Media Reach



**9.2M**

Total Social Media Reach



# EMPOWERING FUTURE LEADERS

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# FUTURE GOVERNMENT PROGRAMS

MBRSG delivered the Future Government Programs as a portfolio of advanced academic degrees aimed at strengthening leadership capacity across the public sector. The portfolio comprised the Master of Public Administration (MPA), the Master in Innovation Management (MIM), and the Executive Master of Public Administration (EMPA – Arabic). The programs enhanced strategic, analytical, and innovation capabilities, supporting the development of future-ready leaders aligned with national development priorities.



## Master of Public Administration (MPA)

- .....○ Launched in 2009
- 204 graduates since 2009**
- (Blended Learning)



## Master of Innovation Management (MIM)

- .....○ Launched in 2017
- 85 graduates since 2017**



## Executive Master of Public Administration (EMPA)

- .....○ Launched in 2017
- 479 Graduates since 2017\***
- (Blended Learning)

## Core Competency Areas

Public policy design and analysis

Innovation and institutional transformation

Executive decision-making and governance

Public and nonprofit sector management

## Accreditation

As a leading academic institution, MBRSG remained committed to upholding and surpassing the highest standards of educational quality, ensuring its programs aligned with recognized national and international benchmarks. The School is accredited by the Commission for Academic Accreditation (CAA), Ministry of Higher Education and Scientific Research, UAE, reinforcing its commitment to delivering high-impact education that meets established academic standards.

\* In 2017, MBRSG launched the Master of Public Policy (MPP) program. It is currently not admitting new students, however, it recorded 60 graduates across all concentrations, in addition to 2 graduates who completed a postgraduate diploma in MPP (including concentrations).

\* Three students graduated with a postgraduate diploma in the Executive Master of Public Administration (EMPA – Arabic).

# STUDENTS ENROLLMENT DATA

Across the Spring Semester 2024–2025 and the Fall Semester 2025–2026, MBRSG recorded total enrolment of 164 and 162 students respectively. During this period, 220 individual students were enrolled across the School’s Master’s degree programs.

## New Enrollment by Program

Master of Public Administration (MPA)

**10 Students**

Master of Innovation Management (MIM)

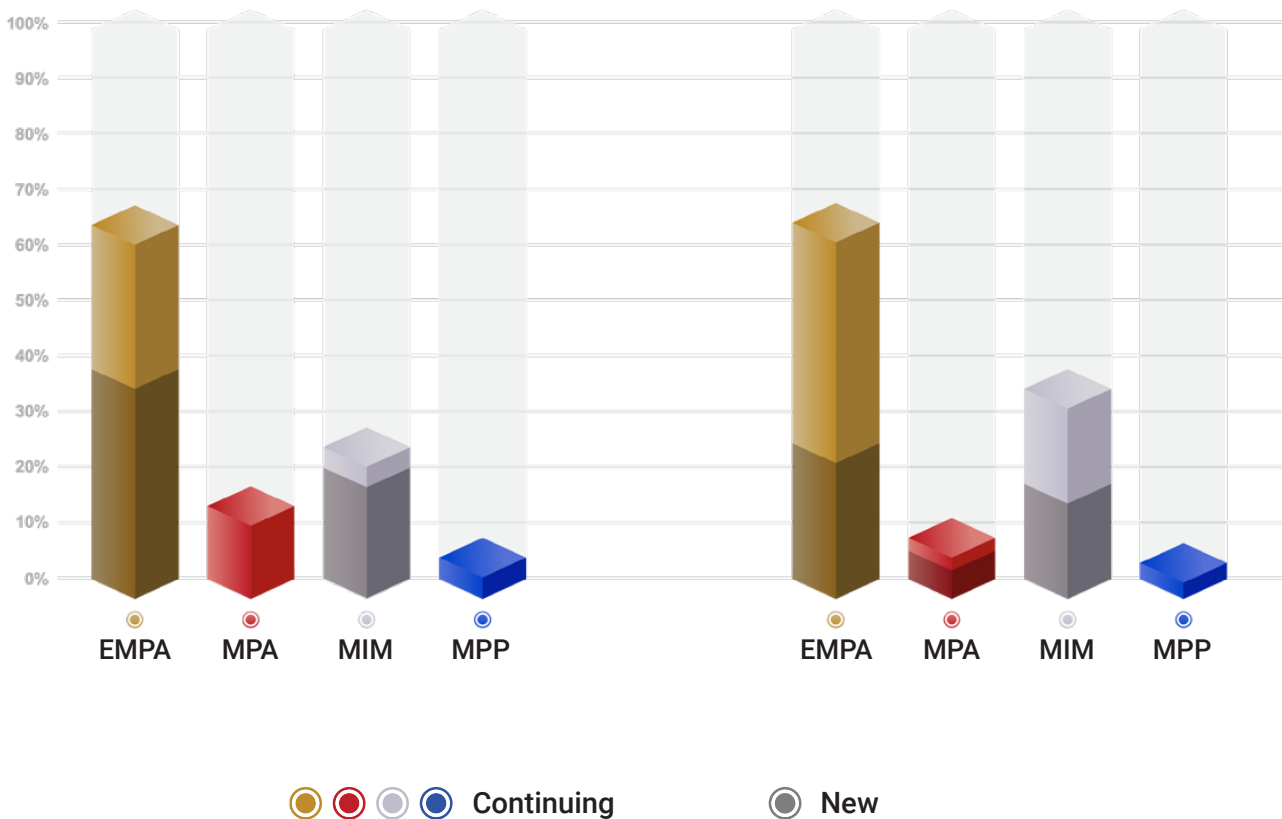
**36 Students**

Executive Master of Public Administration (EMPA)

**62 Students**

### SPRING SEMESTER

### FALL SEMESTER



# ACADEMIC YEAR 2025-2026

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## SPRING SEMESTER COMMENCEMENT

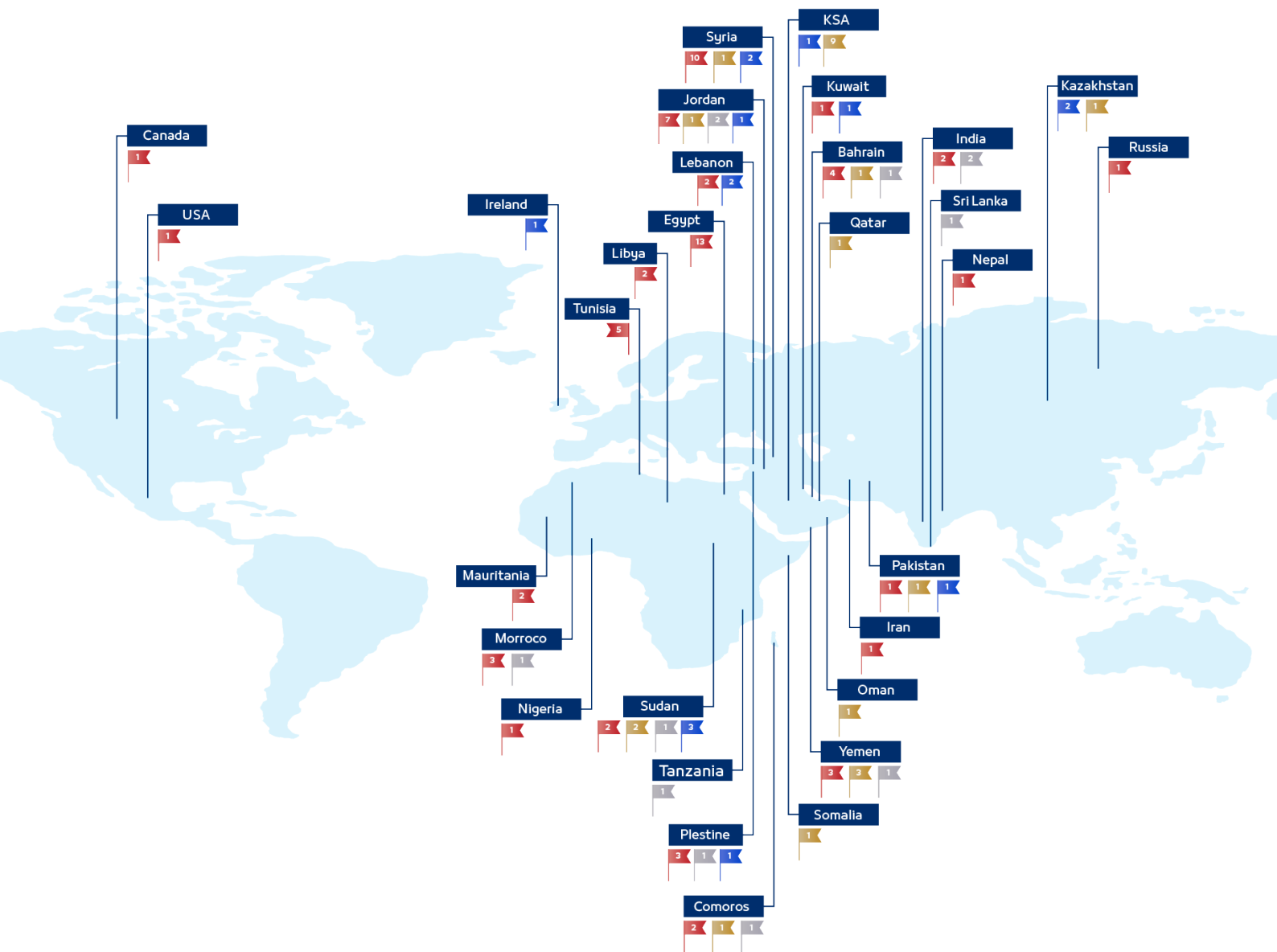


## FALL SEMESTER COMMENCEMENT



# INTERNATIONAL STUDENTS

MBRSG continued to strengthen its global engagement by welcoming international students and showcasing the UAE’s governance and public policy experience. In 2025, the School hosted **six international students representing six countries**. This diversity reflected the geographic reach of its programs and reinforced MBRSG’s role in sharing the UAE model of governance with a global audience.





# INTERNATIONAL STUDENTS



**International Academic Internship Program**

**Academy of Public Administration under the President of the Republic of Kazakhstan**

**14–18 April 2025 | MBRSG, City Walk Campus**

MBRSG hosted a practice-oriented academic internship for Master's students from the Academy of Public Administration under the President of the Republic of Kazakhstan. The program strengthened competencies in research, policy analysis, and evidence-based decision-making.

Participants examined the UAE's governance model, political development, public policy framework, digital transformation agenda, and public sector innovation practices. The internship featured expert-led lectures, academic seminars, and applied discussions delivered by MBRSG faculty and senior government practitioners.

The program concluded with student presentations and academic evaluations, reinforcing applied learning and supporting ongoing Master's research projects.

# INTERNATIONAL FIELD VISITS SPRING 2024-2025

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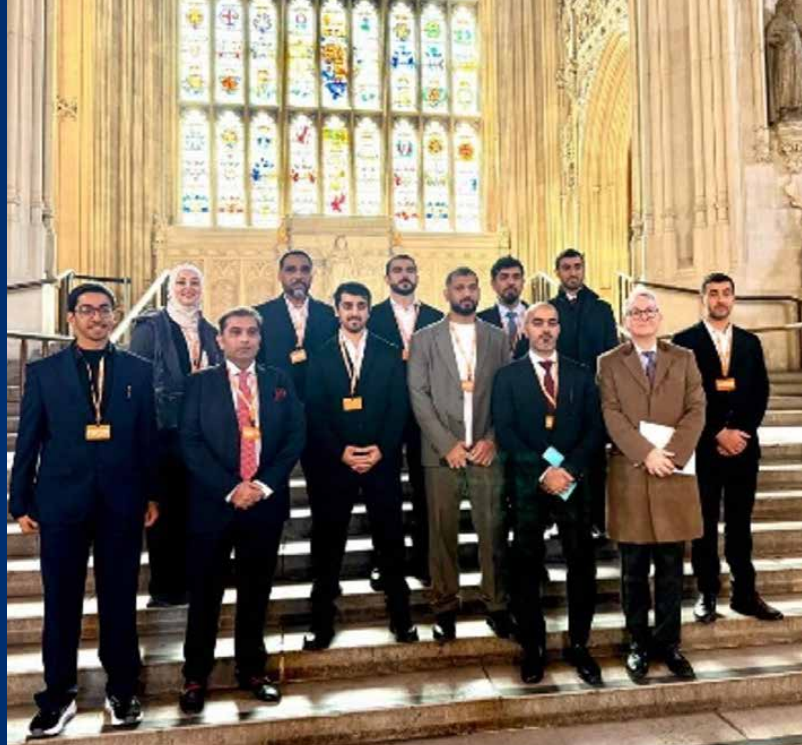
**Date:** 22–25 April 2025

**Participants:** 13 students

MBRSG delivered a four-day academic field visit to London as part of the course Artificial Intelligence and its Impact on the Public Sector – Services, Values, Integration, and the Economy.

The program provided direct exposure to digital governance, public-sector innovation, and the application of artificial intelligence in policy design and service delivery. Participants engaged with UK experts and visited key institutions, including the Government Digital Service (GDS) and multiple government departments, gaining comparative insights into digital government architecture, regulatory modernization, and AI-enabled operations.

The visit concluded with structured academic reflections that reinforced the practical application of AI governance principles within public-sector contexts.



# INTERNATIONAL FIELD VISITS FALL 2025-2026

**Date:** October 20–23, 2025

**Participants:** 11 students

**Program:** Executive Master in  
Public Administration (EMPA)

MBRSG delivered a four-day academic field visit to London as part of the Executive Master in Public Administration program. The visit included high-level lectures, institutional engagements, and strategic meetings aligned with the Year of the Community theme. Participants engaged directly with senior policymakers and institutional leaders, examining comparative governance models and community-driven policy approaches. The visit reinforced the program's applied learning model by translating academic frameworks into practical government application and strengthening leadership competencies in international policy contexts. The practical application of AI governance principles within public-sector contexts.



# 20



## GRADUATION OF THE 12TH MASTER'S COHORT OCTOBER 2025

As part of its 20th anniversary year, MBRSG graduated its 12th Master's cohort under the patronage of H.H. Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai.

The ceremony was attended by H.H. Sheikh Mansoor bin Mohammed bin Rashid Al Maktoum, Chairman of the UAE National Olympic Committee, alongside senior government and academic leaders.

A total of **75 graduates representing 27 public and private sector entities** were conferred degrees across the School's Master's programs.

**12** Master of Public Administration

**12** Master of Innovation Management

**2** Master of Public Policy

**49** Executive Master of Public Administration

The graduation reflected the School's continued commitment to developing public sector leadership and advancing governance excellence in alignment with national priorities.

# TOP DISTINCTION GRADUATES OF THE YEAR 2025

## TOP ACHIEVING GRADUATES



**Sulaiman  
Salem Alkaabi**

EMPA – Highest GPA



**Maryam Mohammed  
Yousif Yaqoob**

MPA – Highest GPA



**Lamyaa  
Mohamed Alantali**

MIM – Highest GPA



**Bashayer  
Jamran**

MPP – Highest GPA

## WE TAKE IMMENSE PRIDE IN OUR ALUMNI



**Hassan  
Alnajjar**

MPA graduate –  
Founder and CEO  
of InFocus Media



**Aysha Hassan  
Aldhuhoori**

EMPA Graduate – DEWA  
Deputy Senior Manager  
– Bur Dubai Area



**Sultan  
Alkaabi**

MIM Graduate  
Vice President of the  
Fujairah Youth Council  
and a PhD researcher  
in Data Science



**Nujud  
Alqahtani**

EMPA graduate from  
KSA. Planning Advisor –  
King Saud City – Human  
Resources Sector



# CAMPUS LIFE

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# CAMPUS LIFE AT MBRSG

## Academic Campuses

The Mohammed Bin Rashid School of Government (MBRSG) operates two campuses in Dubai: City Walk and Dubai World Trade Centre (DWTC). Both campuses are designed to support advanced learning, executive engagement, and policy research, providing dynamic environments for students, faculty, government leaders, and international partners.



## CITY WALK CAMPUS

The School's primary academic hub, hosting core academic and research activities.

### Key Features:

- Dedicated classrooms and executive training facilities
- Research centers and faculty offices
- Seminar and policy dialogue spaces
- Integrated learning environment supporting graduate programs
- Venue for academic conferences and institutional events

## DUBAI WORLD TRADE CENTRE (DWTC) CAMPUS

A strategic platform for executive education and global policy engagement.

### Key Features:

- Direct access to major international conferences and summits
- Executive education and professional development facilities
- Hosting venue for high-level policy roundtables
- Engagement platform with regional and international stakeholders
- Proximity to global government and industry leaders



# STUDENTS AT MBRSG

Student life at MBRSG extends beyond the classroom, fostering leadership, collaboration, and professional growth within an integrated academic environment. Located at City Walk, the campus provides a dynamic setting that complements graduate education and executive learning.



## Policy & Academic Enrichment

Students engaged in guest lectures delivered by government leaders, interactive workshops on emerging technologies, and knowledge sessions focused on governance, public policy, and institutional innovation.



## Leadership & Career Advancement

Through initiatives such as Future Trip Alumni engagements, executive training opportunities, and collaboration with government entities, students strengthened their leadership capabilities and practical sector exposure.



## Academic Advisory & Institutional Support

Students benefited from structured academic advising, access to comprehensive library and research resources, and modern learning facilities designed to support rigorous graduate study.



# STUDENTS AT MBRSG

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# STUDENTS AT MBRSG

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# LIBRARY & EDUCATIONAL TECHNOLOGIES

The Library & Educational Technologies Division supports MBRSG's academic and research ecosystem by providing integrated information resources and advanced instructional technologies. The Division serves faculty, researchers, and students through a comprehensive collection in governance, public policy, leadership, and related disciplines, alongside technology-enabled learning solutions.

Instructional platforms support blended learning delivery and incorporate advanced AI-enabled features to enhance teaching and learning experiences.

## CORE FUNCTIONS

Development and management of print and digital academic collections

Deployment of advanced educational technologies for blended learning

Inter-library collaboration and regional resource sharing

Information literacy programs supporting research and lifelong learning

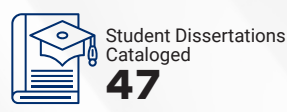
Continuous enhancement of digital infrastructure to meet evolving academic needs



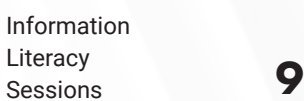
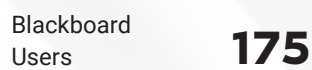
# LIBRARY & EDUCATIONAL TECHNOLOGIES IN NUMBERS

Student life at MBRSG extends beyond the classroom, fostering leadership, collaboration, and professional growth within an integrated academic environment. Located at City Walk, the campus provides a dynamic setting that complements graduate education and executive learning.

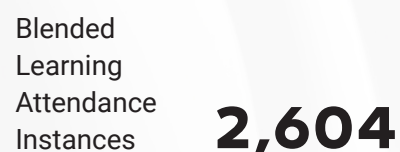
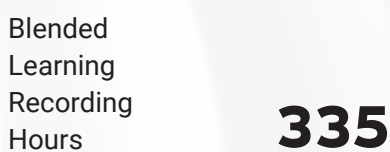
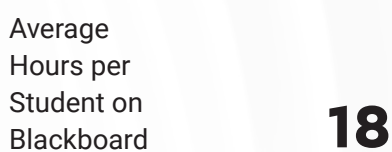
## COLLECTION & RESOURCES



## RESEARCH & USAGE

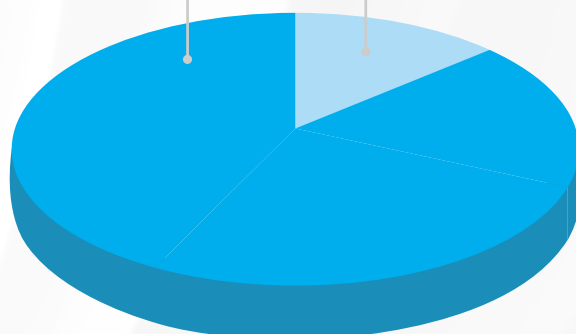


## BLENDED LEARNING ENGAGEMENT



**2,604**  
ATTENDEES INSTANCES (TOTAL)

**335**  
RECORDING HOURS





# IMPACTING POLICY THROUGH RESEARCH

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# DRIVING POLICY IMPACT THROUGH ACTIONABLE RESEARCH

MBRSG advances evidence-based policymaking through its integrated role as a graduate school of public administration and as a public policy think tank. Research is a foundational pillar for the School's mission, driving knowledge production and supporting practical policy solutions across the UAE, the Arab region and globally.

Leveraging its strategic regional position, MBRSG conducts applied research that addresses emerging governance challenges and contributes to sustainable development. Its research portfolio spans key policy domains, including:



**FUTURE GOVERNMENT & INNOVATION**



**SOCIAL POLICY**



**EDUCATIONAL POLICY**



**ECONOMIC POLICY**



**PUBLIC LEADERSHIP & GOVERNANCE**



**HEALTH POLICY**



**SUSTAINABLE DEVELOPMENT**



**POLICY COUNCILS AND MULTI-STAKEHOLDER DIALOGUE PLATFORMS**

Through these focused tracks, MBRSG strengthens institutional decision-making, advances innovation in governance, and supports long-term policy transformation at the national and regional levels. These research outcomes also are core elements used in both Executive Education programs and MBRSG academic degrees by both teaching faculty and students.

## RESEARCH ACHIEVEMENTS IN NUMBERS (2025)

**46**

Major Contributions to Government Activities

**250**

Research Outputs

**41**

Peer-reviewed Publications

**4,581**

Participant in Research Events

**662**

Citations of MBRSG Research

**112**

Research contributions to Development Activities

**3.4M**

Million in-cash external research funding raised

**2.4M**

Million external in-kind research support

**28**

Research-based Contributions to Top Global International Events

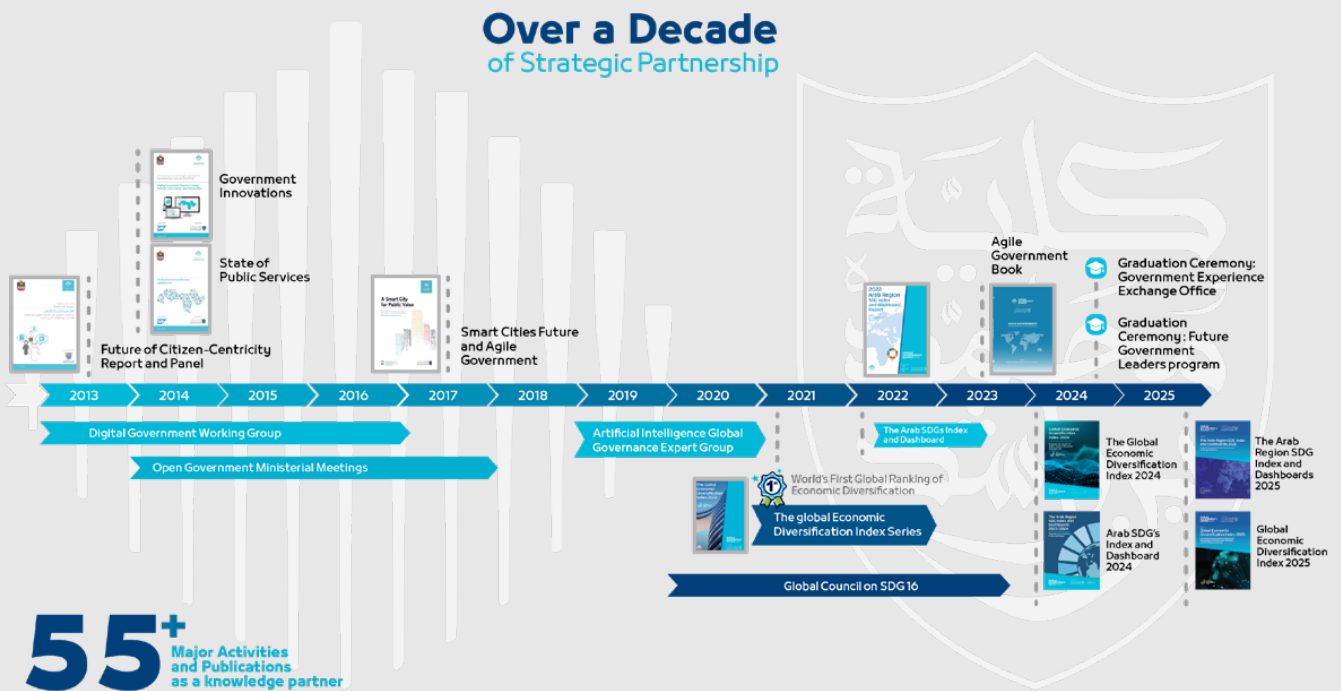
**26**

Publications on frontier government topics

# OVER A DECADE OF STRATEGIC PARTNERSHIP

## SHAPING FUTURE GOVERNMENTS

The Mohammed Bin Rashid School of Government (MBRSG) has been a knowledge partner with the World Government Summit (WGS) for 13 years since the inception of the WGS as a global knowledge platform. As part of its continuous engagement, the MBRSG launches several core WGS publication and datasets every year at the summit, with more than 22 major global publications. Throughout the past 13 years, MBRSG has also engaged in councils and global multinational organizations that created large-scale impact and led 33 local and international activities and more than 45 expert engagements, to enhance and magnify the impact of research outcomes.



## MAJOR OUTCOMES

Major MBRSG Reports Published

**22**

Key Forums Contributions

**33+**

International Organizations engaged

**10+**

UAE Government partners

**8**

Speakers contributions

**45+**

# WGS 2025: STRATEGIC CONTRIBUTIONS AND GLOBAL ENGAGEMENT

## 2025 KEY HIGHLIGHTS

**3**

Major Reports Contributions

**3**

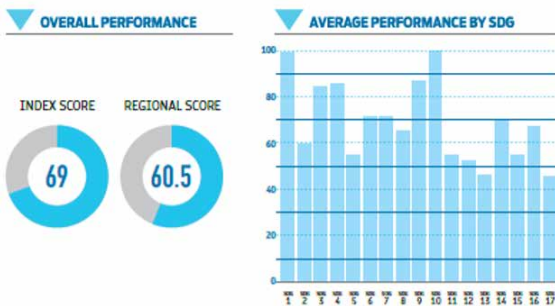
Forums and Roundtables

**3**

Major International Organizations

## The Arab Region SDG Index and Dashboards

Developed in collaboration with the UN Sustainable Development Solutions Network (SDSN), this major regional report tracks progress on all of the Sustainable Development Goals (SDGs) across 22 Arab countries. It provides data-driven insights, an interactive dashboard, and policy recommendations to support sustainable development and informed governance.



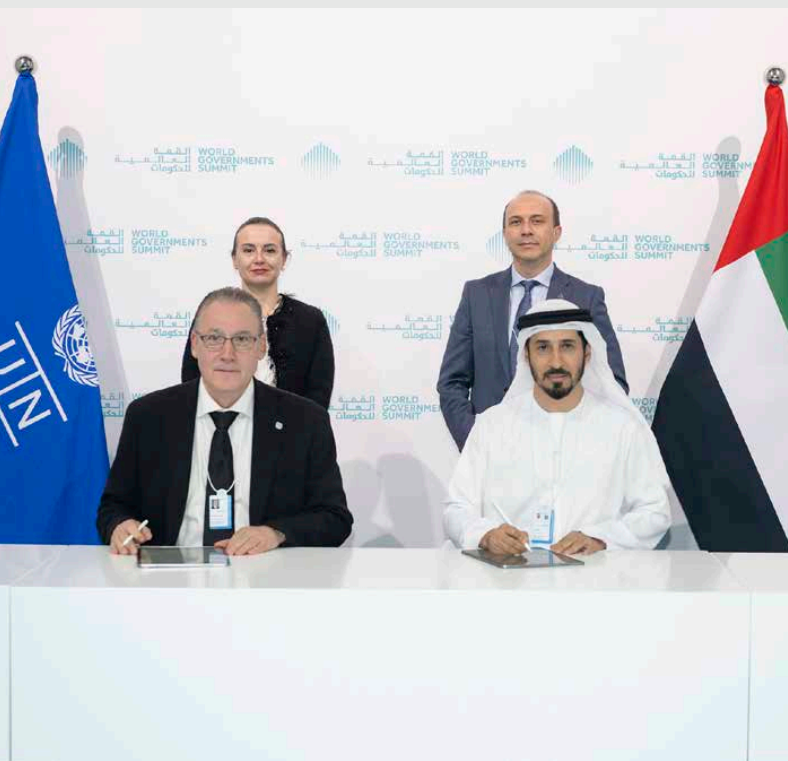
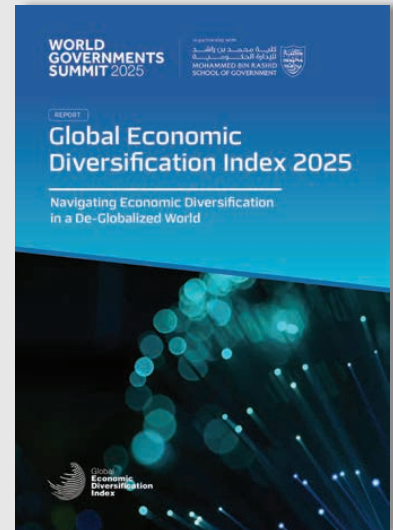
# WGS 2025: STRATEGIC CONTRIBUTIONS AND GLOBAL ENGAGEMENT



## Global Economic Diversification Index

This pioneering index and annual report assesses economic diversification worldwide, capturing its multi-dimensional aspects and scoring countries based on their level of diversification. It aims to provide a deeper understanding of the nature of economic diversification and the key factors that directly or indirectly influence a country's overall diversification level.

During the World Governments Summit 2025, MBRSG and UNDP signed a Memorandum of Understanding to strengthen collaboration on research and knowledge initiatives related to economic diversification, sustainability and AI governance.



# HOSTING REGIONAL FORUMS AND ADVANCING PUBLIC ADMINISTRATION DIALOGUE



## Second UN Arab Forum on Public Administration

The Mohammed Bin Rashid School of Government (MBRSG) continues to foster public sector innovation and governance excellence by convening regional platforms that bring together senior officials, policymakers, and experts to address emerging public administration challenges.

In this context, MBRSG organised the Second UN Arab Forum on Public Administration in collaboration with UN-ESCWA under the theme “Enhanced Public Service Delivery through Digital Transformation: Innovations, Challenges, and Citizen-Centric Public Policy.” The forum examined key priorities shaping public administration reform in the Arab region, including digital transformation, institutional and cultural change, AI governance, citizen-centric service delivery, smart cities, and bridging the digital divide.

Through high-level keynotes, regional case studies, and technical sessions, the forum highlighted practical strategies for modernising public institutions, strengthening digital capabilities, promoting responsible AI adoption, and advancing inclusive, citizen-focused governance across the region.



## LAUNCH OF THE CENTER FOR THE FUTURE OF GOVERNMENT



Center for  
Future of Government  
مركز مستقبل الحكومات

In October 2025, the Mohammed Bin Rashid School of Government (MBRSG) launched the Center for the Future of Government during its 20th anniversary celebrations, marking a strategic milestone in advancing forward-looking public policy research and global thought leadership. The Center was established to serve as a regional and global hub for research and dialogue on the future of governance, with a strong focus on emerging technologies, innovation, and policy transformation.

The Center aims to position MBRSG among leading global policy research institutions by generating future-focused, high-impact research, fostering international partnerships, and supporting governments in navigating rapid technological and societal change. It is guided by a strategic vision to become a lighthouse for innovative governance in growth markets and to contribute actionable insights that shape public policy and drive impact across the UAE and the wider region.

As part of its research agenda, the Center leads specialized work on artificial intelligence governance, technology policy and digital governance of emerging technologies. In 2025, MBRSG continued to advance the **AI Governance Research Initiative** under the Center, supported by global collaborations. This included the launch of the Global Risk and AI Safety Preparedness (GRASP) initiative in partnership with the Future of Life Institute, as well as flagship studies on AI governance in the Arab region in partnership with Google.org. These efforts reinforce MBRSG's role as a leading regional platform for evidence-based research, policy dialogue, and capacity building on the future of governments and AI governance.



## Adoption of Generative AI among Dubai Government Employees

As part of its active participation in **Dubai AI Week 2025**, the Mohammed Bin Rashid School of Government (MBRSG) reinforced its role as a regional hub for AI policy research and knowledge exchange through the launch of two flagship reports developed in collaboration with leading government and global partners. The launches contributed to high-level discussions on the future of artificial intelligence, public sector transformation, and responsible AI governance, positioning MBRSG at the forefront of shaping evidence-based AI policy dialogue in the region.

In partnership with the **Dubai Government Human Resources Department (DGHR)**, MBRSG launched the report “Adoption of Generative AI among Dubai Government Employees,” representing the first comprehensive analytical study of its kind to assess the uptake, perceptions, and implications of generative AI technologies across Dubai’s public sector. Based on extensive field research covering more than 1,500 government employees across multiple entities, the report provides valuable insights into workforce readiness, emerging opportunities, and key challenges associated with the integration of generative AI into government operations. Findings highlighted strong optimism regarding AI’s positive impact on productivity and innovation, while underscoring the importance of skills development, ethical guidelines, and institutional frameworks to ensure responsible and future-ready adoption. The collaboration reflects a shared commitment between MBRSG and DGHR to advance data-driven policymaking and enhance government workforce preparedness for the AI era.



## The MENA Region and the Future of Global AI Governance

MBRSG also launched, in partnership with **Google.org**, the report “The MENA Region and the Future of Global AI Governance,” offering critical insights into the fragmented landscape of AI governance across the Middle East and North Africa and its implications for shaping global governance frameworks. Drawing on survey data from over 320 SMEs, expert interviews, and regional analysis, the study examines governance gaps, infrastructure and regulatory challenges, and disparities in AI readiness across the region. The report proposes a multi-stakeholder approach to AI governance—bringing together governments, the private sector, academia, and civil society—and outlines actionable recommendations to strengthen regional collaboration, enhance policy coherence, and position the MENA region as an active contributor to emerging global AI governance standards. Through these flagship launches, MBRSG reaffirmed its commitment to producing policy-relevant research that supports responsible AI adoption, strengthens institutional capacity, and advances Dubai and the wider region’s leadership in shaping the future of artificial intelligence and governance.



# RESEARCH-DRIVEN EXECUTIVE EDUCATION AND ACADEMIC PROGRAMS ENRICHMENT



## IEEE Certified AI Ethics Assessor Training Program

As part of its continued commitment to advancing responsible AI governance, the Mohammed Bin Rashid School of Government (MBRSG) hosted the third batch of the IEEE Certified AI Ethics Assessor Training Program at its headquarters in Dubai from 26 to 30 May 2025.

The programme is delivered in partnership with the IEEE Standards Association (IEEE SA) and is developed in collaboration with the UAE's Office of the Minister of Artificial Intelligence, Digital Economy, and Remote Work Applications, with contributions from Digital Dubai. The training brings together government and private sector leaders from the UAE and the wider MENA region to strengthen institutional capacity in ethical AI implementation.

Through the globally recognised IEEE CertifAIEd methodology, participants are equipped to systematically assess ethical, governance, and social considerations in Artificial Intelligence and Autonomous Intelligent Systems (AIS)—critical priorities in the era of generative AI. By hosting successive cohorts of this specialised programme, MBRSG continues to build a regional community of certified AI ethics professionals and support the development of robust, future-ready AI governance frameworks.



# POLICY COUNCIL

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Throughout the year, the Mohammed Bin Rashid School of Government (MBRSG) hosts a series of Policy Council sessions addressing emerging and priority public policy domains aligned with national and regional development agendas. These sessions cover key areas including future government and innovation, social policy, educational policy, economic policy, public leadership, health policy, and sustainable development.

The Policy Council serves as a high-level dialogue platform that brings together senior government officials, policymakers, and experts to exchange insights, explore emerging challenges, and discuss innovative policy approaches across critical sectors. Through these structured engagements, MBRSG fosters knowledge exchange, strengthens institutional collaboration, and supports evidence-based policymaking across government entities.

Each session highlights pioneering practices and policy priorities across the UAE, while ensuring diverse representation from federal and local entities, specialized authorities, and relevant stakeholders. These dialogues contribute to advancing forward-looking governance, enriching policy discourse, and generating actionable insights that support government performance and future-ready policymaking.

By convening these sessions across multiple strategic domains, MBRSG continues to reinforce its role as a leading platform for policy dialogue and thought leadership, supporting the development of innovative and resilient public policy frameworks across the UAE and the wider region.



# KNOWLEDGE-BASED POLICY ADVISORY



UNITED ARAB EMIRATES  
PRIME MINISTER OFFICE



مركز محمد بن راشد  
للابتكار الحكومي  
MOHAMMED BIN RASHID CENTRE  
FOR GOVERNMENT INNOVATION

In 2025, The MBRSG concluded developing around 600 global case studies in public innovation, covering a range of themes: digital governance, AI adoption, climate change, nature conservation, food waste, renewable energy, circular economy, green transport among many others. This regional project is in collaboration with the Prime Minister's Office.

## الخراط المناخية المصغرة لمواجهة تأثير الجزيرة الحرارية الحضرية في سيدني

1 دقيقة قراءة

تم النشر في 19 نوفمبر 2024



ضمن استراتيجية التكيف طويلة الأمد، تعمل حكومة مدينة سيدني الأسترالية بالتعاون مع خبراءها الأكاديميين، على دراسة تأثيرات درجات الحرارة عبر مناطقها المختلفة من خلال مسجلات تجمع البيانات، لتحليلها والبناء عليها في اختيار الوسائل المثلى لمشروع التبريد المستقبلية.

## مدينة كندية تسعى للحد من هدر الغذاء

1 دقيقة قراءة

تم النشر في 5 يوليو 2024



لإيقاف الأثر المتبادل بين تغير المناخ وهدر الغذاء، أطلقت منطقة جيلف وبلينغتون الكندية مبادرات لتوسيع الدائرية في المنظومة ككل، عبر مبادرات متنوعة كتحويل نفايات الغذاء إلى موارد قيّمة وإعادة تدويرها وحظر دفن النفايات العضوية وتعزيز التعاون لإدارتها.

## فلاحون بلا أراضٍ... كيف لتغذية الزراعة الحضرية المدن

1 دقيقة قراءة

تم النشر في 24 أغسطس 2023



تجارب الزراعة الحضرية تنتشر عالمياً لمواجهة تحديات النمو الحضري وتغير المناخ. تايوان وسنغافورة والأرجنتين تستخدم تقنيات الزراعة العمودية والداخلية لاستغلال المساحات الفارغة، زراعة الخضروات في أحواض مائية معتمدة على التكنولوجيا. هذه التجارب تساهم في توفير الغذاء وحماية البيئة وتعزيز الأمن الغذائي وتطوير قطاع التكنولوجيا.

## The UAE Annual SDG Report

The MBRSG in 2025 continued to provide deep research and policy advisory to the UAE's National Committee on SDGs reporting national efforts towards achieving the SDGs in the country. MBRSG was recognized as a knowledge partner supporting UAE National Committee on SDGs at the UN High Level Political Forum and official publications.

MBRSG as a knowledge partner  
(2023, 2024, 2025)

Supports SDG custodians to report and  
analyze data

Measures UAE's progress on 17 SDGs

Launched and shared in official and  
international circles (HLPF)



# CAPACITY BUILDING FOR GOVERNMENT LEADERS

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# EXECUTIVE EDUCATION PROGRAMS

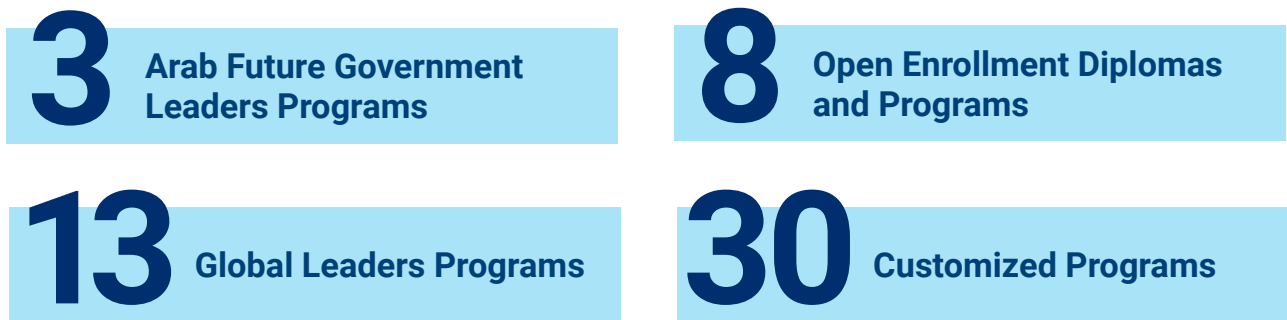
MBRSG delivered specialized executive education programs for senior leaders across government and strategic sectors. The programs strengthened capabilities in public policy, strategic leadership, financial governance, and institutional management.

Implemented in collaboration with local and international partners, the programs were led by experienced academics and practitioners, providing applied learning designed to enhance decision-making, policy execution, and organizational performance.

## Executive Education Programs 2025

In 2025, MBRSG delivered a total of **54 Executive** Education programs, reinforcing its role as a regional hub for leadership development and governance capacity building.

### Program Breakdown:



	Customized Programs	Executive Diplomas & Open Enrolment	International Programs
Total number of programs	30	8	16
Total Participants	6542	1846	6730

# CUSTOMIZED PROGRAMS

# التعليم التنفيذي Executive Education

MBRSG's Customized Executive Education Programs are strategically designed to strengthen institutional performance and leadership capability across government entities. Developed through close collaboration with client organizations, each program is informed by a structured diagnostic assessment to align learning outcomes with organizational priorities.

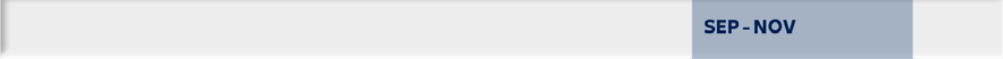
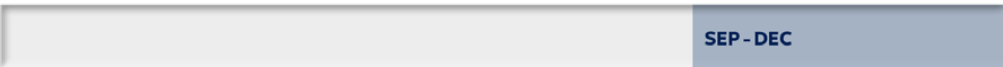
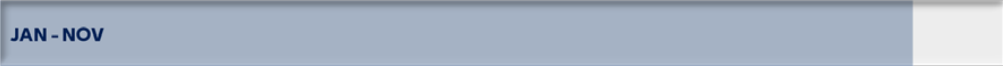
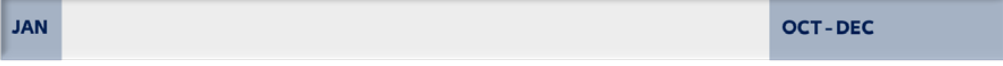
Delivered in Arabic or English, the programs combine targeted capacity building with sustained engagement to ensure measurable institutional impact.



# CUSTOMIZED PROGRAMS CALENDAR

## التعليم التنفيذي Executive Education

JAN FEB MAR APR MAY JUN JUL AUG SEP OCT NOV DEC



# EXECUTIVE EDUCATION PROGRAMS FOR INTERNATIONAL GOVERNMENTS

# التعليم التنفيذي Executive Education

MBRSG delivers executive education programs designed to strengthen leadership capability and institutional performance within international government entities. Programs are developed and delivered by MBRSG, independently or in collaboration with strategic local and international partners, depending on the scope and objectives.

Each program is informed by a structured assessment approach to ensure alignment with national priorities and governance objectives. Delivered in Arabic or English, the programs combine applied learning, policy expertise, and sustained engagement to support measurable institutional impact and long-term capacity development.

  
Modules  
**15**

  
Training Days  
**15**

  
Training Hours  
**205**

  
Programs  
**4**

  
Participants  
**188**



In collaboration with

برنامج التبادل المعرفي الحكومي  
GOVERNMENT EXPERIENCE EXCHANGE PROGRAMME  
UAE Government Initiative | مبادرة من حكومة الإمارات



UNITED ARAB EMIRATES  
THE CABINET

قيادات حكومات المستقبل  
FUTURE GOVERNMENT LEADERS

  
Modules  
**41**

  
Training Days  
**95**

  
Training Hours  
**694,450**

  
Programs  
**34**

  
Participants  
**6672**

  
Colombia

  
Maldives

  
Kazakhstan

  
Uzbekistan

  
Kurdistan

  
Malta

  
Kyrgystan

  
Seychelles

  
Nigeria

  
Brunei

  
Mangolia

  
Ethiopia



Latin America & Caribbean Leadership Program

# OPEN ENROLLMENT PROGRAMS & EXECUTIVE DIPLOMAS

# التعليم التنفيذي Executive Education

MBRSG delivered open enrollment programs and executive diplomas designed to provide accessible, high-impact learning for professionals across government and strategic sectors. The programs offered structured, practice-oriented training in governance, public policy, leadership, and innovation.

Through this model, the School expanded cross-sector participation and strengthened executive capacity across institutions.

**8** Programs      **1846** Participants



# EMPOWERING LEADERS ACROSS GOVERNMENT

# التعليم التنفيذي Executive Education

Through its customized programs, MBRSG continued to empower leaders across government institutions, strengthening strategic capabilities and advancing governance excellence. These graduation milestones reflect the School's sustained commitment to leadership development and public sector transformation.



# EMPOWERING LEADERS ACROSS GOVERNMENT

التعليم التنفيذي  
Executive Education



# EMPOWERING LEADERS ACROSS GOVERNMENT

التعليم التنفيذي  
Executive Education



Executive Diploma in Strategic Partnership Management



Future Leaders Program



# EMPOWERING LEADERS ACROSS GOVERNMENT

التعليم التنفيذي  
Executive Education



# EXECUTIVE EDUCATION SMART PLATFORM

## التعليم التنفيذي Executive Education

MBRSG's Executive Education Smart Platform delivers pre-recorded executive courses through a flexible, technology-enabled learning model designed to expand access and support continuous professional development across the public sector.

In 2025, the platform recorded a total enrolment of 394 participants across its executive courses, reflecting strong demand for scalable, digitally delivered leadership and governance training.



### Executive Education Briefs

In 2025, MBRSG published a series of Executive Education Briefs aimed at supporting senior leaders and policymakers with concise, evidence-based insights. The briefs were designed to inform strategic decision-making, strengthen institutional performance, and contribute to forward-looking policy dialogue.

The 2025 series addressed a range of priority themes, as outlined below.

1. The Government Unicorn: Transitioning Towards Cognitive Cities
2. The First: His Highness Sheikh Mohammed bin Rashid Al Maktoum
3. A New Digital Era – Generative Artificial Intelligence
4. Stories from the Art of Leadership
5. Strategic Management in a Turbulent Environments
6. Future Trends and Possible Trajectories
7. The Sandbox Concept: a Tool for Experimenting with Radical and Disruptive Innovations
8. Sustainability (Environmental, Social, Economic)
9. Zero Bureaucracy (Towards Leaner and More Effective Government Institutions)
10. Policy Making in a Dynamic World
11. Bridge Builders: A Methodology for Implementing the Mixed Governance Model



# EMPLOYEES EMPOWERMENT TRAINING AND DEVELOPMENT

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# INTERNAL TALENT DEVELOPMENT



## Training & Development Programs 2025

In 2025, MBRSG continued to invest in internal capacity building through targeted training and professional development initiatives aimed at strengthening leadership, analytical capabilities, and communication skills across the organization.

## Individual & Leadership Coaching Programs

- 52 employees participated in structured individual and leadership coaching initiatives.
- A total of 93 employees benefited from training programs across the School.



## Specialized Skill Development

- 1 Data Analytics training program was delivered to enhance analytical and data-driven decision-making capabilities.
- 8 employees completed Public Speaking training to strengthen presentation and executive communication skills.

## External Engagement & Professional Exposure

- 32 employees attended conferences, expanding institutional knowledge exchange and professional networking.



These initiatives supported MBRSG's commitment to continuous professional development, organizational excellence, and building future-ready internal capabilities aligned with its strategic objectives.

# MBRSG HAPPINESS COUNCIL



The MBRSG Happiness Council serves as an institutional platform dedicated to strengthening employee wellbeing, fostering positive organisational culture, and enhancing engagement between leadership and staff.

Through regular gatherings, inspirational challenges, interactive team-building activities, and celebrations of key national and social occasions, such as UAE Flag Day, UAE National Day, and Mother’s Day, the Council promotes collaboration, belonging, and shared institutional values.

## Key Achievements

During 2025, the MBRSG Happiness Council continued to strengthen employee engagement, workplace wellbeing, and organizational culture through structured initiatives aligned with institutional values.



These initiatives reflected MBRSG’s sustained commitment to fostering a supportive work environment, enhancing employee wellbeing, and strengthening institutional cohesion.

## Elevate: Professional Coaching Program

The MBRSG Happiness Council, in partnership with EMCT, launched the Elevate: Professional Coaching Program to support structured personal and professional development across the organization.



### Program Overview

- 50 employees enrolled as beneficiaries
- 5 coaching sessions per participant
- Sessions delivered on campus, online, or off-site
- Confidential coaching aligned with international standards

### Program Objectives

- Strengthen leadership and communication capabilities
- Support career progression and performance development
- Enhance individual effectiveness and well-being
- Promote goal-setting and accountability

The program reinforced MBRSG's commitment to investing in internal talent development and fostering a culture of continuous growth.

# MBRSG HAPPINESS COUNCIL



## Happiness Ambassador Initiative

This Happiness Ambassador Initiative, is a quarterly initiative that recognises employees who demonstrate positivity, collaboration, and commitment to workplace wellbeing. This structured recognition reinforces appreciation, peer engagement, and a supportive work environment aligned with MBRSG's human capital objectives.

## 2025 HAPPINESS AMBASSADORS



### Q1 2025

Gir Bahadur Aryal



### Q2 2025

Professor Yousif El-Ghalayini



### Q3 2025

Fatma Saif AlMheiri

This initiative reinforces MBRSG's commitment to cultivating an inclusive and positive work environment, where ambassadors play a key role in promoting engagement and employee well-being across the School.



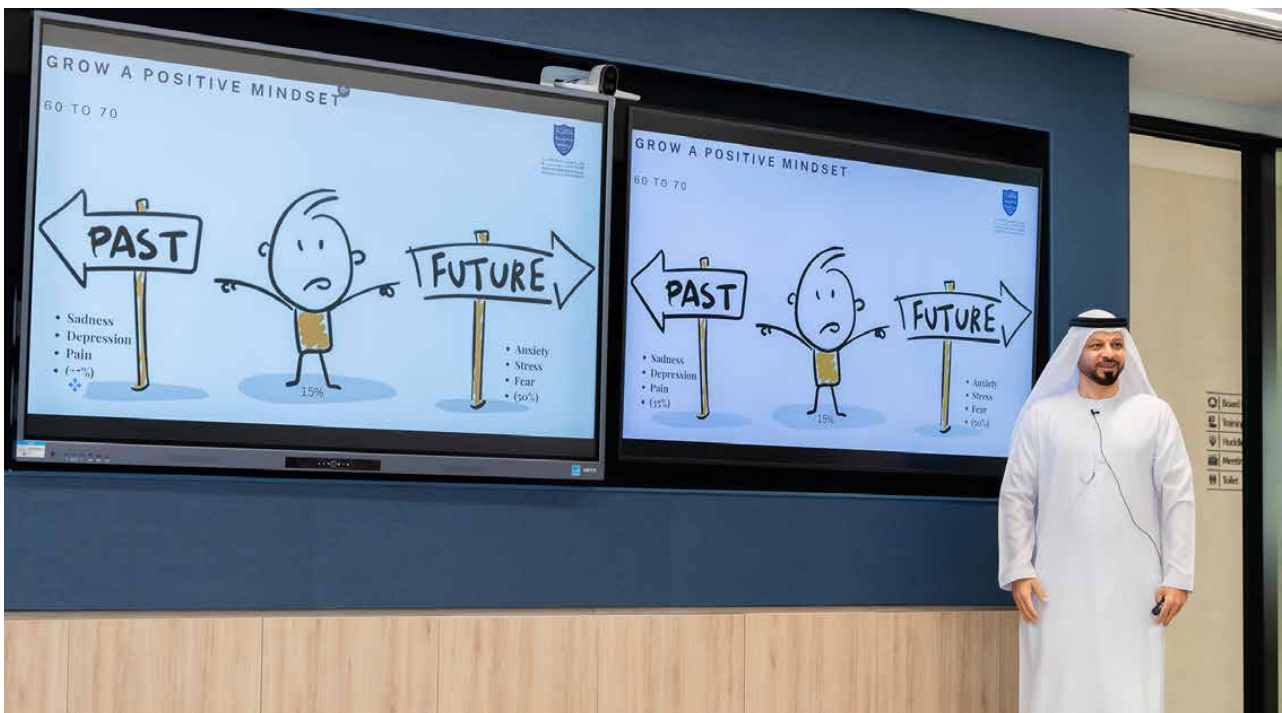
## MBRSG Cook-Off – Round Two

In 2025, the MBRSG Cook-Off returned for its second edition, bringing employees together for an engaging off-campus social event designed to strengthen team spirit and workplace connection. The initiative fostered collaboration, creativity, and friendly competition in an informal setting, reinforcing MBRSG's commitment to employee engagement and a vibrant institutional culture.

## The Spark Starts with You

The Happiness Council hosted a morning gathering to recognize the Happiness Ambassador for the first quarter of 2025 and to attend an inspiring session by Dr. Jasem Al Ali titled “The Spark Starts with You.”

The event was attended by H.E. Abdulla Ali bin Zayed Al Falasi, Director General of the Dubai Government Human Resources Department and Chairman of the School’s Board of Trustees, and H.E. Dr. Ali bin Sebaa Al Marri, Executive President of MBRSG, who reaffirmed their commitment to fostering a positive and empowering work environment.



MBRSG continues to foster a positive and engaging work environment by promoting initiatives that strengthen team cohesion, celebrate talent, and enhance overall employee well-being—reinforcing its commitment to a thriving and future-ready institutional culture.



**HAPPINESS BOX**

We're excited to share some amazing updates! To make our workplace even more engaging and rewarding, we're introducing a series of grand prizes through the Happiness Box throughout the year.

Get ready for a chance to win:

- reMarkable
- Umrah Package for 2
- iPhone 16 Pro
- Gym Membership

This is our way of showing appreciation for your hard work and dedication. We hope these exciting rewards keep you motivated and inspired!



# BRIDGING IDEAS AND IMPACT

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# CORPORATE COMMUNICATION AND MARKETING

## Corporate Communication and Marketing Objectives 2025

In 2025, the Corporate Communication and Marketing at MBRSG played a central role in strengthening the School's institutional presence and amplifying its impact across key platforms. Through sustained engagement with top-tier media, strategic partnerships, and targeted campaigns, the team enhanced visibility of MBRSG's academic programs, research outputs, executive education offerings, and thought leadership initiatives.

The Department also supported and promoted major events, forums, and institutional milestones, while ensuring active participation in national and international exhibitions and conferences. These efforts reinforced MBRSG's position as a leading policy school and knowledge hub, advancing its reputation and expanding its reach across government, academic, and global audiences.



**278**

Facilitated  
Events



**9.2M**

Total Reach on  
Social Platforms



**52**

Public & Joint  
Events



**18**

Marketing  
Campaigns



**6,593**

Events  
Attendees



**20,621**

Documents  
Downloads



**1.66B**

Total Media  
Reach



**97.13%**

Attendees  
Satisfaction



**1.98M**

Total Ad  
Value



**75,799**

Community  
Size

# IMPACTFUL EVENTS

MBRSG convened high-impact forums that brought together policymakers, economists, academics, and industry leaders to address pressing regional and global challenges, including economic diversification, technological advancement, governance, policy innovation, sustainable development, and resilience.

Through expert-led, data-driven discussions, these platforms generated actionable policy insights and strengthened strategic dialogue. Public online sessions further expanded access and inclusivity.

In 2025, MBRSG engaged **6,593 participants** across its events, reinforcing its role in shaping forward-looking strategies for sustainable growth and institutional transformation.

## International Conference

### “Empowering the Future: Energy Transition and Economic Diversification in Arab Countries” 15–16 September 2025 | Kuwait (Hybrid)

In partnership with the Arab Planning Institute and OAPEC, MBRSG participated in the international conference held under the patronage of H.E. Dr. Subaih Abdulaziz Al-Mukhaizim, Kuwait’s Minister of Electricity, Water, Renewable Energy and Finance.

The conference brought together senior officials, policymakers, and experts to examine practical pathways for advancing energy transition and economic diversification across the Arab region.

#### Strategic Impact

- Advanced regional dialogue on green economy and sustainable energy policies
- Addressed climate, market, and structural economic challenges
- Promoted sustainable financing and public-private collaboration
- Generated actionable policy insights to strengthen economic resilience

MBRSG’s contribution reinforced its role as a regional platform for shaping forward-looking economic and energy strategies.



# IMPACTFUL EVENTS

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## Second UN Arab Public Administration Forum

### Public Administration in the Age of Digital Transformation and Artificial Intelligence 28–29 October 2025 | Dubai World Trade Centre

MBRSG convened the Second Arab Forum on Public Administration, in collaboration with ESCWA, bringing together senior officials, ministers, and experts to advance digital governance and AI-driven transformation in the Arab world.

#### Distinguished Leadership Participation

- H.E. Ohood Khalfan Al Roumi, Minister of State for Government Development and the Future
- H.E. Dr Ali bin Sebaa Al Marri, Executive President, MBRSG
- Dr Younes Abouyoub, Chief of Governance and State-Building, ESCWA

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#### Strategic Impact

- Advanced regional dialogue on AI and digital governance
- Addressed implementation and institutional readiness gaps
- Launched a regional AI governance report with Google.org
- Generated actionable policy recommendations

Organised by the Centre for Future of Government, the Forum reinforced MBRSG's role in shaping more agile, transparent, and citizen-centric governments across the region.



# IMPACTFUL EVENTS

## MBRSG Public Administration Forum – Fifth Round

### Strategic Horizons: The UAE Economic Diplomacy Report 2024–2025 19 June 2025 | Dubai World Trade Centre

MBRSG hosted the fifth round of the Public Administration Forum under the theme “Strategic Horizons, **The UAE Economic Diplomacy Report 2024–2025**” convening senior decision-makers, diplomats, economists, and policy experts to examine the evolving landscape of the UAE’s economic diplomacy.

The Forum marked the launch of the UAE Economic Diplomacy Report 2024–2025, prepared by the Anwar Gargash Diplomatic Academy (AGDA) in collaboration with MBRSG.

#### Distinguished Leadership Participation

- H.E. Dr Ali bin Sebaa Al Marri, Executive President, MBRSG
- Dr Mohammed Ibrahim Al Dhaheri, Deputy Director-General, AGDA

#### Strategic Impact

- Advanced dialogue on evidence-based economic diplomacy
- Assessed CEPAs, FDI flows, sovereign wealth funds, and global trade positioning
- Highlighted key economic indicators reinforcing the UAE’s global competitiveness
- Generated policy recommendations to enhance institutional coordination and diplomatic capacity

The Forum reinforced MBRSG’s role as a strategic knowledge partner supporting forward-looking economic policy and strengthening the UAE’s global economic engagement.



# IMPACTFUL EVENTS

## Book Signing Ceremony

### “The Path of Leadership – Following the Footsteps of Mohammed bin Rashid” 12 November 2025 | Mohammed Bin Rashid Library, Dubai

MBRSG organised a book signing ceremony for “The Path of Leadership – Following the Footsteps of Mohammed bin Rashid” by **H.E. Dr Ali bin Sebaa Al Marri**, Executive President of MBRSG, convening senior officials, academics, and leadership practitioners.

The book articulated the leadership philosophy of H.H. Sheikh Mohammed bin Rashid Al Maktoum, presenting a practical framework grounded in nation-building, talent empowerment, and future-ready governance.

## Strategic Impact

- Reinforced values-based leadership in public administration
- Translated national leadership principles into applied frameworks
- Strengthened dialogue on excellence and institutional impact
- Promoted leadership development aligned with the UAE’s governance model

The event underscored MBRSG’s role in advancing leadership thought and translating national vision into actionable pathways for government excellence.



# IMPACTFUL EVENTS

## Launch of the Dubai Behavioural Insights Lab 18 September 2025

MBRSG launched the Dubai Behavioural Insights Lab, an applied research platform designed to embed behavioural science into public policymaking and government service design.

The Lab strengthened Dubai's governance ecosystem by integrating academic research with real-world experimentation, reinforcing MBRSG's role as a strategic knowledge partner aligned with the UAE's vision for smart, human-centred government.

### Distinguished Leadership

H.E. Dr Ali bin Sebaa Al Marri, Executive President, MBRSG

### Strategic Impact

- Institutionalised behavioural science within government decision-making
- Advanced applied research and field experimentation
- Built national capabilities through specialised training and diplomas
- Introduced innovation models such as the "Nudgeathon"
- Promoted a test-learn-develop methodology for sustainable policy impact

The Lab positioned MBRSG as a regional reference in behavioural policymaking, translating research into measurable, evidence-based solutions that enhance government effectiveness and societal wellbeing.



# IMPACTFUL EVENTS

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## **Nudgeathon Launch 12 November 2025**

In collaboration with Dubai's General Directorate of Residency and Foreigners Affairs (GDRFA), MBRSG launched Nudgeathon Dubai, the first initiative of the Dubai Behavioral Insights Lab, aimed at embedding behavioral science into government policy and service design.

### **Distinguished Leadership Participation**

- H.E. Lt. Gen. Mohammed Ahmed Al Marri, Director General, GDRFA
  - H.E. Abdullah Ali bin Zayed Al Falasi, Chairman of the Board of Trustees, MBRSG
  - H.E. Dr Ali bin Sebaa Al Marri, Executive President, MBRSG
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### **Strategic Impact**

- Advanced behavioral innovation within government entities
- Integrated experimentation, design thinking, and agile methodologies
- Built national capabilities in behavioral and analytical skills
- Delivered applied, evidence-based solutions through a 100-day live innovation model

The initiative reinforced MBRSG's role in translating behavioral research into practical government solutions, strengthening Dubai's position as a hub for human-centered, future-ready governance.



# COMMUNITY ENGAGEMENT

MBRSG delivered a series of public online sessions as part of its broader community engagement efforts. These open-access knowledge series addressed timely governance, economic, and policy themes, translating research insights into practical discussions accessible to a wider audience.

Designed to foster inclusive dialogue, the sessions connected students, professionals, and the broader community with subject-matter experts, strengthening knowledge exchange and reinforcing MBRSG's role as a public platform for informed policy conversations.

## RAMADAN KNOWLEDGE SERIES 2025



The Ramadan Knowledge Series remains a flagship annual initiative of MBRSG, convening government professionals during the Holy Month of Ramadan to engage in strategic dialogue on governance, leadership, and public policy. Delivered in Arabic, the 2025 edition featured weekly sessions aligned with national priorities and emerging public sector challenges, fostering reflection, knowledge exchange, and forward-looking thinking.



### Session 1

#### The Year of Community: Innovative Partnerships Between Government Entities and Citizens

**Speaker:** Saleh Al Hammouri

Aligned with the UAE's declaration of 2025 as the "Year of the Community," this session examined the evolving role of government entities in strengthening social cohesion and enhancing citizen engagement.



### Session 2

#### Leadership in Action: Real-World Lessons from Extraordinary Leaders

**Speaker:** H.E. Dr. Ali Bin Sebaa Al Marri

This session explored leadership development through real-world experience, highlighting decision-making, team empowerment, and navigating institutional challenges.



### Session 3

#### Public Policy and the Spirit of Ramadan

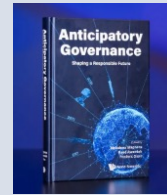
**Speaker:** Prof. Khalid Al Wazani

The final session addressed the intersection of governance, innovation, and ethical policymaking, with discussions on generative AI, transparency, sustainability, and insights from the World Government Summit 2025.

# COMMUNITY ENGAGEMENT

## Anticipatory Governance: the Series

The “Anticipatory Governance” series is a discussion platform inspired by the book Anticipatory Governance – A Responsible Future. The series explores how governments can proactively shape the future amid increasing global uncertainties driven by crises, geopolitical shifts, and rapid technological advancements. The discussions will focus on the need for anticipatory governance, public sector readiness, and the skills required to create future-oriented policies that ensure the well-being of both people and the planet.



### Main Speaker: Prof. Melodena Stephens

Professor of Innovation & Technology Governance at MBRSG. Lead Editor of Anticipatory Governance - A Responsible Future

## Session 1: Anticipatory Governance: Shaping the Future in Uncertain Times

The first session was held as a fireside chat introducing the book and its core themes. The panelists discussed the driving forces behind anticipatory governance, the evolving role of the public sector, and the capabilities required to establish frameworks that support responsible and future-ready governance.



**David C. Wilson**

Dean of the Richard and Rhoda Goldman School of Public Policy -University of California, Berkeley, USA



**G. Edward DeSeve**

Coordinator of the Agile Government Center at the National Academy of Public Administration at the United States

## Session 2: The Era of Transformation - Managing Change

This session explored how anticipatory governance could strengthen accountability in an increasingly volatile global context. Panelists discussed the role of anticipatory analysis and public sector leadership in navigating uncertainty, the continued relevance of traditional bureaucratic tools, and the urgent need to develop future-ready capabilities to manage emerging trade-offs and risks.



**Angela Evans**

Dean Emerita, University of Texas, Austin (USA)



**Fred Sicre**

Strategic Advisor, Consultant and Author

## Session 3: Agile Diplomacy

This session examined the need for public servants working in international affairs to adopt anticipatory governance approaches. It explored the growing use of technologies to monitor and shape public discourse, while questioning whether these tools alone were sufficient to build trust and navigate the complex intersections of politics, history, and personal relationships. The discussion also reflected on the evolving role of soft power in contemporary international engagement.



**Proge**

Stella Martin Beck, Senior Advisor for Energy and Technology at the Trade Council of Denmark in the UAE

## Session 4: Foresight and Resilience

In an era of growing complexity and uncertainty, governments were required to strengthen their anticipatory capacity to safeguard long-term public value. While foresight enabled institutions to anticipate and shape the future, resilience and adaptability remained essential in navigating unpredictable variables.

This session brought together the authors of “Anticipatory Capacity through Foresight” to discuss key pillars supporting forward-looking and resilient governance.



**Prof. Joshua K. Park**

Campus Dean of Mason Korea, South Korea



**Prof. Mark Esposito**

Professor of Economic Policy, MBRSG & Harvard’s Center for International Development, USA

# BEHAVIORAL INSIGHTS LECTURE SERIES

A specialized knowledge series designed to spotlight behavioral science and its applications in advancing public policies and improving government services, delivered through live virtual sessions.

## Session 1: How Did Behavioral Insights Make a Difference in Public Policy and Services?

In an increasingly complex global environment, government decisions were no longer based solely on hard data or economic assumptions. Understanding how people think and behave became essential. Behavioral insights emerged as a powerful tool, enabling policymakers to bridge the gap between policy intent, citizen expectations, and real-world outcomes.



**Speaker:** Dr. Saleh Al Hammouri  
Training and Development  
Expert at MBRSG

## Session 2: Behavioral Insights in Practice – From Experimentation to Institutional Enablement

The session examined real-world applications of behavioral insights within government institutions, demonstrating how simple, evidence-based interventions influenced human behavior and improved policies and services. It also addressed scaling these approaches to embed behavioral thinking within institutional decision-making and policy design.



**Speaker:** Dr. Ahmed Obaid Al Khadim  
Director, Fujairah Hospital

## Session 3: Nudging in Government Institutions: Smart Behavioral Tools Without Mandates

In a rapidly evolving governance landscape, traditional policies alone were no longer sufficient to shape behavior effectively. Nudging emerged as a strategic, evidence-based approach rooted in behavioral science, enabling government institutions to design subtle yet impactful interventions that guided citizens and employees toward better decisions—without coercion.



**Speaker:** Eng. Zaid Al Maayta  
Researcher at the Behavioral  
Insights Unit / College of Public  
Policy and Political Sciences



# IMPLEMENTING SUCCESSFUL OUTREACH

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# EXPAND OUTREACH THROUGH STRATEGIC PARTNERSHIPS

In 2025, MBRSG strengthened its outreach through strategic partnerships and coordinated media activations across major national and global platforms, including the World Government Summit. These efforts achieved a combined campaign reach exceeding 113 million and contributed to an overall media reach of 1.42 billion.

Coverage spanned leading outlets such as Dubai TV, CNN Arabia, CNBC Arabia, Abu Dhabi TV, WAM, Al Bayan, Al Khaleej, Khaleej Times, and Dubai Eye, reinforcing MBRSG's regional and international visibility while deepening collaboration with government and global partners.

## TOP TIER MEDIA FEATURES

المكتب الإعلامي  
لحكومة دبي  
GOVERNMENT OF DUBAI  
MEDIA OFFICE



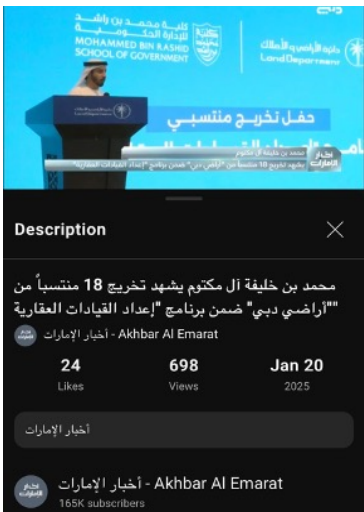
وكالة أنباء الإمارات-وام  
EMIRATES NEWS AGENCY-WAM



الخليج



# MBRSG MEDIA PRESENCE



## «الدفاع» تحفتي بتخريج 25 منتسباً من برنامج «قيادات المستقبل»

**دبي - البيان**  
برعاية مكتب سمو وزير الدفاع، وحضور اللواء الركن طيار إسحاق صالح البلوشي، «جهد تخريج هذه النخبة من الكوادر القيادية إجازاً استراتيجياً، يعزز قدرات وزارة الدفاع على التكيف مع المتغيرات العالمية في القيادة والإدارة، من جانب، قال خليفة راشد الهاملي، «شكل تخريج هذه الدفعة من القيادات الوطنية خطوة مهمة في تعزيز جاهزية وزارة الدفاع، لمواجهة التحولات العالمية في مجالَي التلّوة والقادة، وذلك من خلال إمداد كوادر قادرة على تولى أدوار ريادية، تسهم في استدامة الأداء الحكومي».

وهذا الدكتور علي بن سباع المري، الرئيس التنفيذي لكلية محمد بن راشد للإدارة الحكومية، الخريجين على إنجازهم.

والخصمات في وزارة الدفاع، بعد اجتيازهم مراحل البرنامج، الذي صممه وفنّده الكلية.

برعاية مكتب سمو وزير الدفاع، وحضور اللواء الركن طيار إسحاق صالح البلوشي، مساعد رئيس الأركان للقدرات المشتركة، وخليفة راشد الهاملي، مدير مكتب سمو وزير الدفاع، احتضنت وزارة الدفاع ممثلة بالمكتب بتخريج الدفعة الأولى من برنامج «قيادات المستقبل»، بالشراكة مع كلية محمد بن راشد للإدارة الحكومية، وذلك خلال حفل رسمي، تم تنظيمه في متحف الاتحاد بدبي، وحضره عدد من كبار الشخصيات والمسؤولين في وزارة الدفاع، وأعضاء مجالس أمناء الكلية، وعدد من أفرادها من كتلة المهنيين.

وشهد الحفل تخريج 25 منتسباً من مختلف المستويات

**البيان**

خاص «البيان»  
الرئيس التنفيذي لكلية محمد بن راشد للإدارة الحكومية

«قمة الحكومات» نقلت التجربة الملهمة لحكومة المستقبل في الإمارات إلى العالم

المذكور علي بن سباع المري

الغزة عزت من تطوير العمل الحكومي وأسهمت بتوعية الدول بأهمية بناء حكومات المستقبل

شاركنا في دولة الامم المتحى كاتبة مخرقة واسعة النطاق من إصدار تقارير استراتيجيه ومخرقات عالمية

تمتد الكلية في «قمة الحكومات 2025» السنه الرابعه من مؤتمر التلّوع الاقتصادي العالمي 2025»

08/02/25 @albayannews



# MBRSG MEDIA PRESENCE



# MBRSG DIGITAL PRESENCE

In 2025, MBRSG strengthened its digital presence through a refined social media strategy focused on amplifying its institutional strengths and enhancing audience engagement. Creative, insight-driven content and dynamic multimedia formats elevated visibility across platforms and deepened interaction with students, faculty, and the wider community.

These efforts generated a total social media potential reach of 9.2 million, reinforcing MBRSG's digital footprint and expanding its community outreach.

In 2025, we delivered 18 strategic communication campaigns.

# WORLD GOVERNMENT SUMMIT TOP PERFORMING POSTS

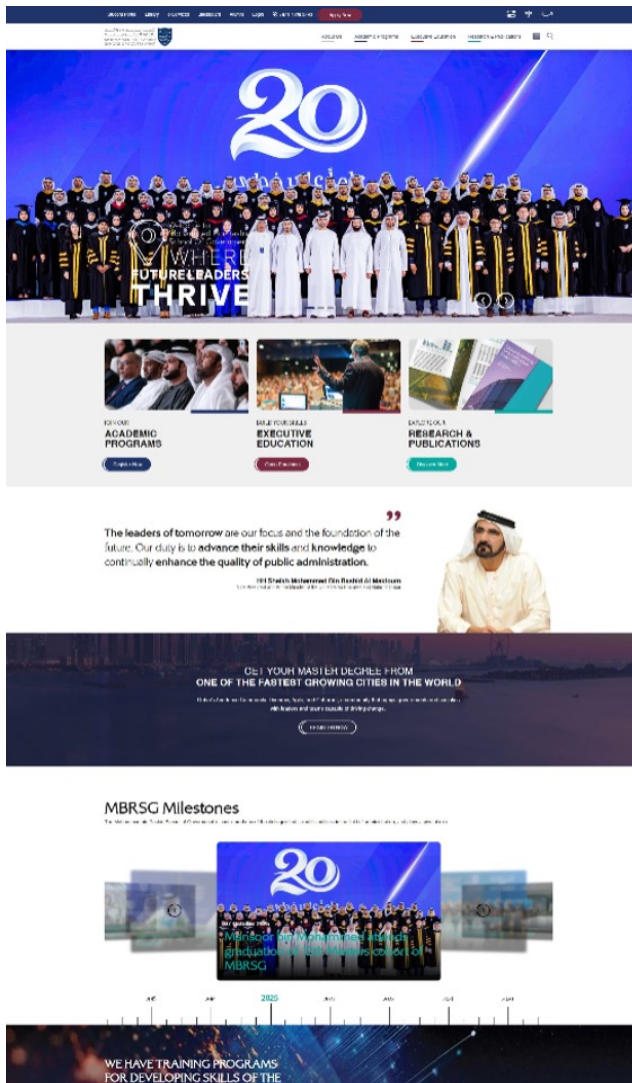


# DIGITAL PLATFORM ENHANCEMENTS

## MBRSG Website

In 2025, MBRSG upgraded its digital ecosystem to enhance user experience, security, and accessibility. Enhancements included a 360° event management solution, automated digital certification, improved CMS capabilities, and strengthened authentication through UAE PASS and SSO integration.

The website achieved an 81% Smart Dubai audit score, with improved performance and AAA accessibility compliance. AI-powered features are currently under development to further advance research discovery and user engagement.



## MIGRATION

MEDIA FILES	<b>540+</b>	PAGES	<b>520+</b>
ACTIVE USERS	<b>3850+</b>	LINKS	<b>2600+</b>
PUBLICATIONS	<b>300+</b>	DOCUMENTS	<b>415+</b>

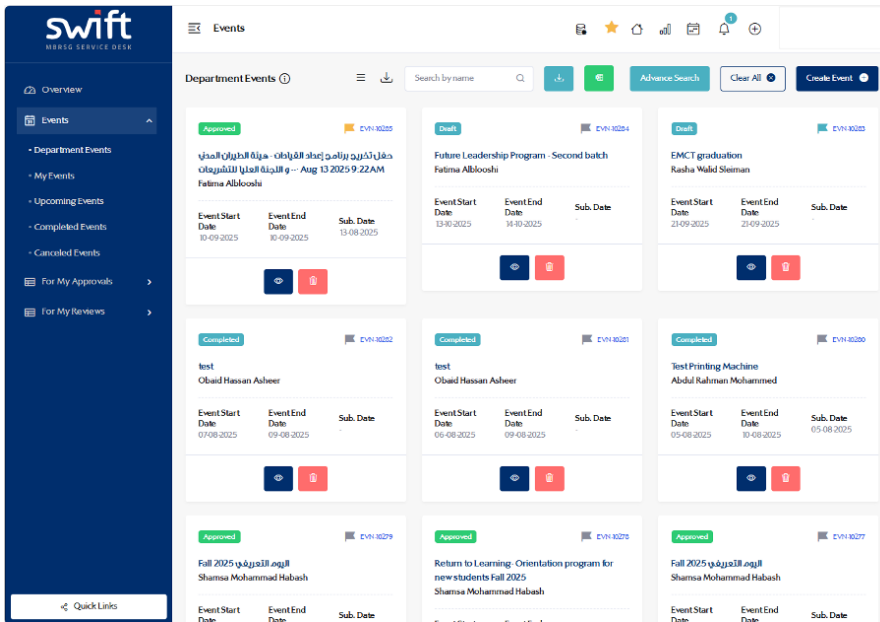
## INTEGRATIONS



## TECHNOLOGY



# DIGITAL PLATFORM ENHANCEMENTS



## SWIFT – Corporate Communication Service Desk

In 2025, SWIFT enhanced Corporate Communication operations by delivering 14 core services and managing 278 events, streamlining requests for meeting rooms, catering, design, and media coverage.

System upgrades introduced improved document management, advanced workflows, digital certification updates, and venue booking enhancements—strengthening efficiency, user experience, and service delivery across MBRSG.

## 2025 Overview

**14** Total Services Delivered

**278** Total Events Managed

### New Enhancements

- File attachment and document management
- Event review and response tracking
- Post-approval event amendments
- Cancellation and rescheduling functionality
- Updated email templates and digital certificates
- Advanced reporting filters
- Service optimization to reduce user effort
- Badge printing module
- Multi-service configuration for multi-venue events
- MBRSG branding and employee toolkit integration
- Enhanced venue booking with dynamic configuration



# BUILDING SUSTAINABLE **STRATEGIC ALLIANCES**

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# STRENGTHENING PARTNERSHIPS FOR IMPACTFUL COLLABORATION

In 2025, the Mohammed Bin Rashid School of Government expanded its network of strategic partnerships through the signing of key Memorandums of Understanding (MoUs) with local, regional, and international entities. These agreements reinforced the School's commitment to advancing knowledge exchange, driving innovation in governance and public policy, and supporting capacity-building initiatives.

By deepening collaborative research, co-developing programs, and launching joint initiatives, MBRSG strengthened its role as a regional knowledge hub, contributing to sustainable development, government excellence, and the preparation of future-ready leaders.

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



مجلس محمد بن حمد الشرقي  
Majlis Mohammed Bin Hamad Al Sharqi

برنامج محمد بن حمد لإعداد القادة  
Mohammed Bin Hamad Program for  
Leadership Development



## JANUARY

### MOHAMMED BIN HAMAD AL SHARQI COUNCIL



# القمة العالمية للحكومات WORLD GOVERNMENTS SUMMIT



FEBRUARY

UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)



MAY

UNIVERSITY OF SHARJAH



MAY

GOVCAMPUS



MOU Signing Ceremony

MAY  
MINISTRY OF ECONOMY



JULY  
DUBAI CULTURE



# SEPTEMBER

## MOHAMMED BIN RASHID HOUSING ESTABLISHMENT



# SEPTEMBER

## ISLAMIC AFFAIRS AND CHARITABLE ACTIVITIES DEPARTMENT IN DUBAI (IACAD)







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

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Empowering Future Leaders

