



MBRSG Organizes Two Knowledge & Policy Council Sessions



Second Knowledge and Policy Council session chaired by H.E Humaid Al Qatami

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Mohammed Bin Rashid School of Government (MBRSG) organized two sessions of the Knowledge and Policy Council, a new initiative for roundtable dialogue among government entities at the local and federal levels.

Chaired by Ali Rashid Al Ketbi, Chairman of Abu Dhabi Tawteen Council and member of Mohammed Bin Rashid School of Government's Board of Trustees, the first session entitled the "UAE Leadership School" took place last March and was attended by Dr. Ali Sebaa Al Marri, Executive President of Mohammed Bin Rashid School of Government, Abdulla Al Basti, Director General of the Executive Office, Huda Al Hashimi, Executive Director of Strategy and Policy in the Prime Minister's Office, Major General Dr. Abdul Quddus Abdul Razzaq Al Obaidly, Director General at the Directorate General of Total Quality Performance at Dubai Police, Dr. Rashid Al Leem, Director General, Sharjah Department of Seaports and Customs and Sharjah Free Zones Authority, and Ahmed Mehri, Assistant Secretary-General for the Executive Council in Dubai.

The second session chaired by His Excellency Humaid Al Qatami, ex-Minister of Education took place in June under the title 'Building National Leadership, a Journey of Achievements and Chances for Development'. The session was attended by Dr. Ali Sebaa Al Marri, Executive President of MBRSG, Obaid Al Kutbi, Manager, UAE Government Leaders Program, Ibtisam Bin Balila, Coordinator General, Mohammed Bin Rashid Leaders Program, Faisal Al Noaimi, Chairman, Higher Committee, Abdulaziz Bin Humaid Leaders Program, Jasim Mohammad Al Bloushi, Chairman

of Sharjah Development Forum/Sharjah Leaders Program, Lt Dr. Omar Al Ali, Deputy Manager, Leaders Development Center, Ministry of Interior, and Sultan Al Dhaheeri, Director of Registration, Excellence Center, General Secretariat, Abu Dhabi Executive Council.

The session gathered representatives from various leadership building programs in the UAE who discussed methodologies for developing Emirati leadership and the imperative need to work synergistically for achieving the objective. The participants also reviewed the leadership building programs currently underway in the UAE, their strengths, best practices and potential areas of improvement. Solutions for enhancing the commitment of institutions and individuals engaged in leadership programs were also explored during the session.

His Excellency Humaid Al Qatami said: “The federal government seeks to continuously develop national leaders who hold the potential to be on top of current events and developments. This drive is part of the federal government’s HR strategy that aims to enhance national capabilities and skills”.

Dr. Ali Sebaa Al Marri said: “Our wise leadership seeks to build an advanced Emirati society and individuals. It is to their credit that the leaders have achieved great success in their objective. Continuing the journey, our leadership is focusing on developing their people to secure the UAE’s future. On our part, we are keen to support this mandate. We recognize that becoming competent leaders needs a combination of knowledge, skills and experience. Through the Council, we seek to bring together successful leaders to deliberate and transfer their knowledge and expertise. The process is documented to create a reference for current and future leaders”.

MBRSG had designed the Council as an integrated action agenda to ensure a comprehensive and in-depth analysis of the issues raised. The sessions are documented to optimize the benefit of the outputs and recommendations for research and training at MBRSG, and publication on the official website and social media platforms. The outcomes of the sessions are also compiled in a research paper that will be published.

Documenting the Largest Brainstorming Session in the World

In collaboration with the Ministry of Cabinet Affairs, MBRSG launched an analytical case study on the UAE brainstorming session initiated by His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President, Prime Minister and Ruler of Dubai in December 2013.

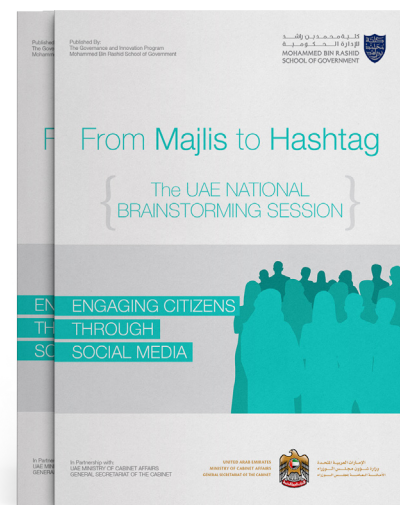
The launch coincided with the GCC Government Social Media Summit that took place on the 17th – 18th of September 2014 in Dubai. Senior officials from MBRSG, as well as participants in the 2013 brainstorming session attended the event.

Published by the Governance and Innovation Program at MBRSG, the case study titled ‘From Majlis

to Hashtag: Engaging Citizens through Social Media – The UAE National Brainstorming Session’ documents the unprecedented nation-wide technology-led engagement experience.

In the run up to the two-day Cabinet retreat, His Highness Sheikh Mohammed bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai, had invited citizens and residents of the UAE to participate in the biggest nation-wide brainstorming session in 2013 on the state of the healthcare and education sectors.

The public were asked to tweet their ideas using a designated hashtag in Arabic and English and



To view/download the report, please visit www.mbrsg.ae

submit written or video-recorded comments via the official website of the Prime Minister or through a dedicated email address.

The initiative aims to help enrich government discussions with fresh public perspectives based on people's day-to-day experiences. By the last day of the brainstorming, the campaign had spread beyond the UAE's geographical borders and generated 82,000 innovative ideas and proposals.

The organizing team collected and analyzed ideas and categorized them under five pillars for each of the two sectors. The ideas were presented to the Cabinet in a "government retreat" and several were approved and implemented.

In a statement, the Ministry of Cabinet Affairs said: "The UAE brainstorming initiative, launched by His Highness Sheikh Mohammed bin Rashid Al Maktoum, proved a great success. The number of proposals and ideas received from the public made it the largest regional interaction between the government and the public through leveraging social media. The UAE is recognized as a global leader in developing public sector competencies through creative approaches. In this case, it was successful in employing social media tools as an interactive platform to communicate with the public".

The Ministry added: "Our partnership with MBRSG helped document, analyze and extract lessons from this interactive experience. The experience will help us enhance and replicate the initiative in the future. The UAE's leadership has set new benchmarks in directly engaging with all segments of society, listening to their concerns and proposals and enhancing public services and government performance".

Thanking the Ministry of Cabinet Affairs for its cooperation in launching the study, Dr. Ali Sebaa Al Marri, Executive President, MBRSG, said: "The UAE leadership has always pioneered the use of technology for the benefit of society. This model of enabling people is very important, given the shift in viewing the public as customers rather than as passive recipients of government services. This case study was initiated to understand the UAE federal government's current utilization patterns of technology and social media for the purpose of enhancing the service delivery process".

Fadi Salem, Director of the Governance and Innovation Program at the Mohammed Bin Rashid School of Government,

and author of the report said: "The massive socio-technological transformations that have taken place in the last two decades have significantly altered the dynamics of the government-public relationship, as well as the levels of trust between them. The UAE government enjoys a large reservoir of public trust and the country has solid technological infrastructure with 60 percent of the public using social media actively. In such enabling environment, the UAE government's initiative to source ideas through social media for better governance from the very people it seeks to serve is an innovative approach to ensure that it continues to excel in meeting the ever-increasing citizen expectations".

"Social media channels created new opportunities, removed all barriers and made the audience part of our development plans, today social media channels have a tremendous influence... and serve as an open parliament... and cannot be ignored or misled"

His Highness Sheikh Mohammed Bin Rashid on Twitter

MBRSG Signs MoU with Jordanian Ministry of Public Sector Development and Jordanian Institute of Public Administration



Dr. Bassem Younes, Director of Business Development and Strategic Alliances, Dr. Ali Al Marri, Executive President, Dr. Khulaif Al Khawaldah, Jordanian Minister of Public Sector development, and Dr. Saed Al Radaideh, Jordanian Consul General in Dubai.

Mohammed Bin Rashid School of Government (MBRSG), signed last August a Memorandum of Understanding (MoU) with the Jordanian Ministry of Public Sector Development and Jordanian Institute of Public Administration, a provider of technical support and training programs for human resources development in Jordan's public sector.

The agreement was signed at MBRSG's headquarters in Dubai by Dr. Khulaif Al-Khawaldah, Jordanian Minister of Public Sector Development, and Dr. Ali Sebaa Al Marri, Executive President, Mohammed Bin Rashid School of Government.

The aim of the agreement is to strengthen bilateral cooperation between the UAE and Jordan in crucial areas of public sector development, and building national capacities in future leaders. The agreement will specifically see the two sides collaborate in the planning and designing of public policy, exchanging experiences

in the development of education programs and training and sharing best practices.

Dr. Khulaif Al-Khawaldah, Jordanian Minister of Public Sector Development, said: "This agreement further bolsters the strong relations between Jordan and the UAE and strengthens cooperation in a vital area like public administration development. We look forward to sharing expertise and best practices in governance with MBRSG, which has a wealth of knowledge and experience in capacity building and developing human capital".

Dr. Ali Sebaa Al Marri, Executive President, MBRSG, said: "In our ongoing efforts to build public sector capacities and enhance the system of governance, we aim to collaborate with similar institutions in the region. We are confident that cooperation between MBRSG and the Jordanian Ministry of Public Sector Development will positively impact capacity building

in both countries and eventually improve the caliber of our leaders of tomorrow".

The MoU is in line with MBRSG's efforts to share best practices and lessons learnt in addition to introducing and promoting the UAE's model in government administration. A model that has earned the country a number one ranking in government efficiency in the World Competitiveness Report 2014, published by the Swiss-based International Institute for Management Development (IMD).

The Mohammed Bin Rashid School of Government is committed to promoting good governance through enhancing the region's capacity for effective public policy. The school uses a four-pronged approach, which includes applied research in public policy and management, academic programs in public policy and administration, executive education programs and knowledge forums for scholars and policy makers.

MBRSG Launches the “Future Leaders” Program for Dubai Municipality Employees

In cooperation with Dubai Municipality, the Mohammed Bin Rashid School of Government has launched the “Future Leaders” program last September 2014. The program aims to develop the leadership skills of the civic body’s young leaders and prepare them to assume higher level responsibilities through education and ongoing training.

The opening ceremony was attended by Dr. Ali Al Marri, Executive President, MBRSG, Mohammed Jalfar, Assistant Director General of Corporate Support Services sector, Dubai Municipality, Engineer Khalid Abdul Rahim Director of Human Resources Department, Dubai Municipality, Ms. Aisha Sultan Al Shamsi, Director of Executive Programs, MBRSG.

This program aims to sharpen the skills of Dubai Municipality’s leaders

towards the strategic goals of providing a nurturing and motivating environment for human resources. The cooperation between Dubai Municipality and MBRSG in various fields of mutual interest includes training and development of young leaders through programs and workshops organized by MBRSG.

Mohammed Jalfar said: “Dubai Municipality is sparing no effort in the development of national capacities, supporting their career progression, and honing their leadership, management and administrative skills. We have chosen Mohammed Bin Rashid School of Government because of its academic and practical competency in the development of empowered and proficient human cadres”.

The Executive President of MBRSG, Dr. Ali Al Marri said: “The program gives the participants

the opportunity to upgrade their capabilities and competencies by training them on best practices, and introducing them to essential leadership skills in both practical and personal life aspects. In a customized program and through a unique learning experience with top-notch faculty and experts that includes lectures, workshops, training and mentoring; the main goal of this program is to graduate a distinct batch of leaders who will add value to the departments they work in and to Dubai Municipality as a whole”.

This program comes in the framework of the cooperation agreement between Dubai Municipality and Mohammed bin Rashid school of Government signed in May 2014.



Dr. Ali Al Marri, Executive President, MBRSG and Mr. Hussain Nasser Lootah, Director General, Dubai Municipality during the MoU signing.

Increased Social Media Usage in Arab Region is Enabling Citizen Engagement for Better Government Services

Under the title 'Citizen Engagement and Public Services in the Arab World: The Potential of Social Media', the sixth edition of the Arab Social Media Report series was launched in June 2014 by the Governance and Innovation Program at MBRSG. The report shows that the public sector in a majority of Arab countries continues to suffer from mounting deficiencies in terms of quality, efficiency and accessibility of government service despite the continued growth of social media penetration in the Arab region and its increasing potential for governments to engage citizen on enhancing public services.

In addition to analyzing patterns, demographic breakdowns and usage trends of key social media platforms, the report studies the influence of social media on reforming and reshaping the delivery of government services, based on a regional survey conducted among several thousand participants across the Arab world.

The report revealed that Arabs have positive attitudes towards getting engaged by government through social media for public service design and delivery. 55% of the respondents said they strongly support the government's use of social media for the design and delivery of public services. They agreed that social media facilitates accessibility to government entities and officials.

However, according to the report findings, social media is still used in the Arab region as a one-way information source for the majority of those who utilize it to interact with government. Only 2% of



Racha Mourtada

the respondents reported visiting official social media pages or using their personal social media accounts for sourcing information on public services. Of the 63% who do utilize government social media pages, 74% only use it to access information on government services and entities, while giving feedback, sending complaints or new ideas to government ranked lower.

Fadi Salem, Director of the Governance and Innovation Program at MBRSG, and co-author of the report, said: "We are still in a beginning of an era where technology is empowering the public and allowing for collaboration opportunities between government and society. With around 82 million Facebook users and 5.8 million active Twitter users in the Arab world today, more than 22 percent of Arabs are actively using social media platforms in innovative ways".

Additionally, the report findings suggest that increased connectivity, coupled with the low levels of quality and accessibility of public services in the region prompted many civil society structures to utilize social media tools to fill gaps in service delivery.



Fadi Salem

Growth of social media usage in Arab world has been consistently strong, with the number of users in 2014 increasing by a whopping 49% on Facebook, 54% on Twitter and 79% on LinkedIn since May 2013. Analyzing demographics, the report reveals that the UAE has the highest rate among Arab countries in terms of LinkedIn penetration at 22.4%, while Qatar climbed to first place in Facebook penetration with 61% of its population using Facebook, followed closely by the UAE with 58%. On Twitter, Saudi Arabia has 40% of all Arab active users, however, Kuwait enjoys the highest penetration rate with 11.4% of its population active on the microblogging platform.

Racha Mourtada, Research Associate with the Governance and Innovation Program and co-author of the report, said: "Our research shows that social media in the Arab world is dominated by young men under 30, with only 1 in 3 social media users in the region being a woman. Given this young tech-savvy population many governments in the Arab world have come to realize the importance of proactively engaging citizens in finding innovative ways of delivering

public services that are inclusive, citizen-centric, responsive and cost-effective. Respondents in our survey agreed that engagement through social media for service delivery presented benefits such as increased service accessibility, improved quality of services, inclusiveness and reduced costs. They also indicated a need to increase

government responsiveness to citizens' feedback on social media platforms, in order to encourage citizen trust in and utilization of these channels".

This edition also reveals that Twitter users in the Arab region generated more than 533 million tweets in March 2014. It additionally states that the

number of LinkedIn users in Arab countries increased from 4.7 million to 8.4 million during the past year. Meanwhile, Arabic language continues to be the fastest growing language on different social media platforms, with Arabic tweets generated standing at 75% of total tweets in the region in March 2014.

MBRSG Launches Dubai Smart Cities Forum



H.E Ahmad Bin Byat, CEO, Dubai Holding and Vice Chairman of MBRSG Board of Trustees at the opening of Dubai Smart Cities Forum

Mohammed Bin Rashid School of Government hosted last June the first session of the Dubai Smart Cities Forum. The event facilitated discussions on issues related to the Dubai Smart City initiative that was announced in February 2014 by His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai.

The forum that brought together decision makers from the public and private sector addressed systemic approaches that need to be factored into future urban planning for the development of smart city projects. Logistical challenges towards facilitating

collaboration among government authorities, service providers, communications providers and ICT solutions providers were also discussed.

Delivering the keynote address, His Excellency Ahmad Bin Byat, CEO, Dubai Holding and Vice Chairman of the Board of Trustees for Mohammed Bin Rashid School of Government, said: "Smart city projects, in general, revolve around people more than anything. We measure the smartness of a city by what it offers to residents and visitors in terms of improving their efficiency and productivity or enriching their quality of life. Our goal is not just to make Dubai

a smart city but to make it the smartest city".

"What we are witnessing in Dubai is a massive transformation more than just technological change. Service providers, government or private, are increasingly under pressure to meet the growing requirements of the public. We face the challenge of creating a connected city in which the public and private sector work together with individuals in an integrated ecosystem. We hope through this forum to benefit from the available resources of knowledge and expertise".

Rashik Parmar, President, IBM Academy of Technology and Dr.

Hichem Maya, Head of Business Transformation Services, SAP, led the session.

Highlighting the impact of a smart city on the government, transport, health service and standard of living, Rashik Parmar said: "A smart city is not just about hi-tech, it's about engaging people and responding to their needs. The city should be able to talk to its residents through seamlessly interconnecting systems to facilitate their lives in the best

manner possible while making optimum use of the resources".

Dr. Hichem Maya said: "A smart city improves living standards, transforms governments and boosts economic prosperity. If we are to achieve this objective, we need to ensure that the public and private sector is flexible, agile, innovative, and capable of engaging individuals and communities".

Dr. Ali Sebaa Al Marri, Executive President, MBRSG, said: "The

Mohammed Bin Rashid School of Government is pleased to support the leadership of the UAE in stimulating a conversation on smart cities. This initiative marks the first in a series of sessions held as part of the Dubai Smart Cities Forum. The seminar drew upon the experience and ideas of industry experts on challenges and best industry practices. Our goal is to help nurture a knowledge repository that serves as a ready reckoner for institutions in the UAE and abroad".

Leading Economist Professor Martin Hvidt Speaks on Dubai's Economic Model



Martin Hvidt

The Government and Public Management Program hosted Prof Martin Hvidt as part of its ongoing Distinguished Speaker Series.

Speaking in March on 'The Dubai Economic and Developmental Models: Implications of the Expo 2020 on Dubai's Growth', Prof Hvidt's lecture traced the origins of Dubai's economic model and outlined its success in facilitating the economic boom from 1998-2008. A faculty of Zayed University, Prof Hvidt also discussed Dubai's resilience in the wake of the 2008 financial crisis and its sustainability in light of the upcoming Expo 2020.

"Today, Dubai is a city-state of 1.4

million people expanding its global outreach and undertaking a range of high-profile investments and acquisitions", said Professor Hvidt. "It competes with the biggest players in businesses such as tourism, logistics, port operations, financial services, and construction and pursues development with a ready strategy. It seems to have made a deliberate choice to position itself at the high-quality end of the market, whether in the tourist sector, services, or manufacturing".

He added: "Dubai's success was made possible because of the leadership and initiative of the government. A centralized government, fast decision making, fast track development and a flexible labor force have all contributed to the emirate's meteoric rise. As we approach Expo 2020, Dubai's impressive record of resilience and ability to rectify myriad problems as they arise is indicative of the city's potential to enjoy further successes and accommodate the projected rise in population in the coming years".

For the past decade, Prof Hvidt has conducted extensive research

on the economic development of Gulf countries and has authored thought pieces on the Gulf. Educated as a geographer and economist, he teaches courses in political economy and development economics related to the Middle East and the Gulf in particular.

Speaking at the event, Mhamed Biygautane, Research Associate at the Mohammed Bin Rashid School of Government, said: "The purpose of our Distinguished Speaker Series is to enhance the academic and intellectual experience of our students by providing access to leaders across a range of different fields. We also wish to further involve the community in the academic and intellectual life of the School. Exploring issues such as the implication of Expo 2020 on Dubai's growth is of great interest to us. We were honoured to welcome Professor Hvidt to present his thorough research on the subject and look forward to further cooperation with Zayed University to share knowledge and expertise in the future".

Ajman Leadership Development Program Launched

In cooperation with the Central Directorate of Human Resources Development in the emirate of Ajman, the Executive Education Department at MBRSG launched the Ajman Leadership Development Program entitled “Young Leaders” in September 2014.

The first module focuses on the development of young leader capacities, upgrade their leadership skills as per best practices in various areas, increase opportunities for participation and training in addition to the empowerment of human resources nominated to assume leadership positions and develop human resources competencies, and provide opportunities to acquire global best practices in general and government

practices in the United Arab Emirates in particular.

Dr. Ali Al Marri, Executive President, Mohammed Bin Rashid School of Government, said: “The public sector at the local and international levels is witnessing significant changes affecting various aspects. Mohammed Bin Rashid School of Government works with various public entities in the United Arab Emirates in order to develop the general performance of the public sector and achieve institutional excellence. Empowering leaders is the foundation stone in order to achieve this goal. We are confident that the strategic partnership between the Mohammed Bin Rashid School of Government and the Central Directorate of



Participants in the Ajman Leadership Development Program with the Executive Education team and MBRSG Executive President.

Human Resources Development, the Executive Council of Ajman will be an important milestone in Ajman's institutional efforts through capacity building of future leaders to support the overall development process”.

His Excellency Rashid Al Suwaidi, Director of the Central Directorate of Human Resources Development said: “under the patronage of His Highness Sheikh Ammar Bin Humaid Al Nuaimi, Crown Prince of Ajman, Chairman of the Executive Council and in collaboration with the Mohammed Bin Rashid School of Government, the Ajman Leadership Development Program comes in line with the vision of Ajman 2021 to educate and equip human and leadership cadres with knowledge and ambition in government institutions and departments. The program is a projection of the visions and strategies of our leaders through the adoption of programs and ambitious plans aimed at realizing further achievements at all levels, based on building a generation of national leaders equipped with science, knowledge and tools

of efficiency and excellence and a high sense of commitment to national duty. Over the past period, we have developed the idea, the dimensions of the strategy, and a clear action plan. Today we are gathered to celebrate the launch of the first batch- the young leaders and the prospective leaders of the Ajman Leadership Development Program”.

“We have worked closely with the Central Directorate of Human Resources Development in order to customize a program based on global best practices and designed to meet the needs of local institutions. The program includes a number of modules that cover a range of topics, which aims to develop national leaders and equip citizens with the skills and knowledge necessary in order to be exceptional leaders capable of rising to any challenge”, said Aisha Al Shamsi, Director of Executive Education at the Mohammed Bin Rashid School of Government.

The program which runs until September 2015 is a comprehensive curriculum that includes a number of modules namely; strategic planning which focuses on decision making, and strategic planning in public institutions, modern leadership which addresses the latest, most powerful leadership trends, and projects management planning which revolves around managing and setting project plans, determining goals, allocating responsibilities, resources and budgets, and a number of additional modules that address all essential aspects of modern leadership in public institutions. The training program involves seminars, discussions, workshops, case studies, projects and field trips to the best practice government institutions and is taught by a host of government experts.

Signed in April 2014, the agreement between MBRSG and the Central Directorate of Human Resources Development in Ajman aims to develop and upgrade Ajman leadership capacities and employee skills. The signing ceremony took place in the presence of His Highness Sheikh Ammar Bin Humaid Al Nuaimi, Crown Prince of Ajman, H.E Rashid AL Suwaidi, Director of the Central Directorate of Human Resources Development, Dr. Ali Al Marri Executive President of MBRSG, Mohammed Al Khatib, Director of Corporate Communications, MBRSG, Dr. Bassem Younes, Director of Business Development and Strategic Alliances, Ms. Aisha Al Shamsi, Director, Executive Education Programs, in addition to other School officials and Government Institutions Directors in Ajman.

Julia Sloan Discusses Importance of Leveraging Strategic Thinking

As part of its ongoing Distinguished Speaker Series, the Mohammed Bin Rashid School of Government hosted Dr. Julia Sloan, Principal of Sloan International Inc, at an information-sharing seminar titled 'Life after Planning – Leveraging Strategic Thinking', last April.

"The world today is in urgent need of leaders who are strategic critical thinkers and can look beyond traditional development approaches to create sustainable, need-based solutions that can help drive lateral progress within their communities. The necessity to plug this perceived gap between leadership and strategic thinking assumes greater significance given the dynamic and evolving nature of businesses, governments and their stakeholders today", Dr. Sloan said at the seminar. She added: "Globalization and technology increase the complexity of strategy and policy formulation. My focus is on the learning aspect of strategic thinking, which moves beyond traditional frameworks to a more complex perception that incorporates innovation and continuous change".

Leveraging her experience as a former consultant for the UN Peacekeeping Forces and the UN Secretariat, World Bank and World Health Organization, Dr. Sloan shared: "Businesses and institutions will remain competitive provided leaders move beyond what successful strategists do and focus on how they learn to think the way they do. Unfortunately, while there is an abundance of research on what strategists do to make strategy, there is little on how they learn. The learning aspect is more often implied or inferred than studied".

Dr. Ali Sebaa Al Marri, Executive President, Mohammed Bin Rashid School of Government, said: "Issues and challenges pertaining to strategy development and implementation are of great interest to MBRSG, where we seek to develop the leaders of tomorrow. We were honored to welcome Dr. Sloan to present her insights on the subject, drawing upon her varied experience on the subject".



Professor Julia Sloan, Dr. Ali Al Marri and Dr. Bassem Younes.

MBRSG Executive Education Organizes Field Visit to the UK for DEWA Frontiers



DEWA Frontiers with the Executive Education Team in London

Executive Education at MBRSG organized a best practice benchmark trip to London, UK for DEWA managers as part of the third batch of the Frontiers leadership development program, a two-year customized training program which was concluded in March 2014. The trip, which took place in March 2014 as well witnessed the participation of 26 senior managers from DEWA.

During the visit, participants had the opportunity to identify best practices at various government departments in the UK. Some of the visits the delegates attended are Waltham Forest Town Hall, Water treatment facilities, Olympic park, West Ham substation, and Kings Yard substation. They also attended workshops on organizational change and reform in the civil service, people management, risk management, strategic thinking, customer focus in energy services, leadership, risk in major infrastructure, business continuity, emergency planning and sustainable strategies. The Frontiers program offered monthly management modules to participants on coaching and development, people management, advanced strategic thinking & organizational change, advanced leadership development, finance for non-financial managers and macroeconomic fundamentals, practical advanced negotiation & communication skills, globalization, public policy, dynamic governance,

and advanced risk management. The modules were presented in cooperation with senior faculty based on hands-on experience.

Dr. Ali Sebaa Al Marri, Executive President, MBRSG, said: "MBRSG customized the Frontiers program to enhance the managerial skills of DEWA senior managers and empower them to deliver high quality services that conform to the UAE's vision and the leadership's strategic goals. Since the launch of the Frontiers leadership development program, we have worked with DEWA to ensure a two-way flow of communication with participants to broaden their perspectives. We are confident we have delivered an enriching learning experience and our candidates will add great value to their professional roles following the completion of the program".

The field visit to the UK was met with an extremely positive response by participants, who stated that the experience allowed them to broaden their perspectives and better understand practical applications of MBRSG's teachings. "DEWA focuses on making every effort and harnessing every available resource to develop UAE Nationals and prepare them for professional roles in line with the directives of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, who has underlined

the importance of developing Emirati youth.

"Our highest priority is providing them with the right skills needed for the job market. DEWA has implemented several national talent-development plans and training programs for our staff to create a positive environment to help them develop their careers. This program is part of several initiatives by DEWA for its employees to support their skills, which is a key factor in driving our success and all-round excellence", said H.E. Saeed Mohammed Al Tayer, MD & CEO of DEWA.

"DEWA is working to improve the skills of UAE Nationals and provide them with training programs to advance their skills to enhance their productivity, strengthen employee satisfaction and promote their career by adopting international best practices in training. DEWA is keen to promote cooperation and partnerships with educational institutions, National development programs and international organizations to achieve our employee-development goals. Our cooperation with MBRSG on this ground-breaking program will contribute to developing the skills of DEWA employees and strengthen their professional skills at all levels", said Dr. Yousef Al Akraf, Executive Vice President of Business Support and Human Resources of DEWA.

Recent Publications

For more information, please visit the website www.mbrsg.ae

- From Majlis to Hashtag: The UAE National Brainstorming Session Engaging Citizens through Social Media- September 2014.
- The Second Knowledge and Policy Council Report: Building National Leadership: A Journey of Achievements and a Chance for Development- June 2014
- Citizen Engagement and Public Services in the Arab World: The Potential of Social Media- June 2014
- Arab Social Media Outlook- May 2014
- The Arab World Online 2014: Trends in Internet and Mobile Usage in the Arab Region May 2014
- The Arab Government Services Outlook 2014- May 2014
- The First Knowledge and Policy Council Report: UAE Leadership School- March 2014

Upcoming events

For more information, please visit the website www.mbrsg.ae

- Second Dubai Smart Cities Forum - 1 October 2014
- Executive Education – Open Enrolment Programs:
 - Arab Leadership, 2-13 November, 2014
 - Introduction to Research Methods- in English, 23 - 27 November, 2014
- The National Day Forum, in celebration of the 43rd UAE national day, 25 November, 2014.



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About the Mohammed Bin Rashid School of Government

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

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

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

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

Editor: Heba Shaaban

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