

DSG SIGNS A MEMORANDUM OF UNDERSTANDING WITH SZHP AND HOSTS ZAYED FUTURE LEADERS



IN THIS ISSUE

- 1 DSG Signs an MOU with SZHP
- 2 Intensive Policymaking Training Program for Government Entities
- 3 Malaysia's Growth Prospects Examined
- 4 Matt Gokhool Visits the School
- 5 DSG Shares Knowledge Management Study Results
- 6 Ask the Fellow: Dr. Nur Ata Nurcan
- 7 Justin Dargin Highlights Prospects of Energy Trade
- 8 DSG and KHDA Join Efforts for Better Education Policies
- 9 DSG Cooperates with DOF
- 10 Universitas Pompeu Fabra Students Learn about DSG
- 11 News & Events
- 12 Publications and Events

The Dubai School of Government has signed a memorandum of understanding (MoU) with the Sheikh Zayed Housing Programme (SZHP) to organize a customized executive education leadership development curriculum that will nurture young leaders of tomorrow.

As an immediate outcome of the agreement, the program titled 'Zayed Future Leaders' was rolled-out on 1 May with a three-day training module on 'Leadership for the 21st Century', taught by Dr. Ayman Metwally. Drawing the participation of select high-calibre employees from SZHP, the 'Zayed Future Leaders' Program will run until January 2013 covering topics such as financial management, negotiation, motivation and team building.

HE Tariq Hilal Lootah, Executive President, Dubai School of Government, said: "We are committed to delivering knowledge and training in the public sphere to the leaders of tomorrow. As part of this objective, Dubai School of Government believes in forging synergies with organisations that share our objectives. In conjunction with the Sheikh Zayed Housing Program, we aim to cultivate a new class of highly-skilled, competent young leaders who can successfully carry forward the legacy of innovation in the UAE."

Uniquely designed to harness the essential qualities of management, decision-making, problem-solving and business competence, the modules aim to prepare future leaders for tackling potential challenges and contribute to the process of nation-building.

Abdulla Khameis Al Khaddeim, Executive Director of Engineering and Housing, Sheikh Zayed Housing Program, said: "Our MoU with Dubai School of Government comes from our conviction to groom a second-tier leadership in the organization. As part of this objective, we are keen to establish collaboration with industry leaders in the knowledge and training domain. Dubai School of Government is reputed for facilitating knowledge-exchange to ensure the continuous development of human resources. We look forward to working with them and taking forward our aspiration of empowering our potential leaders at SZHP."

Executive Education organized a three-day training course on public financial management for Zayed Future Leaders of the Sheikh Zayed Housing Program (SZHP). Held between 3 – 5 June, the training was delivered by finance expert Jamal Ibrahim Abu Seif, Director of Fiscal Studies in the Department of Finance, Dubai Government. The program introduced participants to the Dubai government's legislative framework for financial management. In addition to examining the mechanisms used within various government units, the training was designed to offer a better understanding of the latest methods used in the preparation of public budgets.

Mohammed Abdel Azziz Jasim, Chairman of the Excellence Committee at the Sheikh Zayed Housing Program, said: "The

training is part of a larger program that prepares future leaders through enhancing their knowledge of public financial management and enabling them to identify best practices."

Besides identifying processes that raise efficiency, the session particularly offered insight on financial reform measures that are generally adopted across the public sector. The training focused on topics such as the concept of public revenue, rationalizing public expenditure, and reforming public budget to increase effectiveness.

Day-one of the training looked into the effective management of public finances in light of the global financial crisis. The sessions on the second day focused on government financial management, public revenues, resource development, public expenditure and rationalization. Issues related to the protection of public funds and the budget were tackled on the third day.

The outcomes of the training are evaluated through specific measurement mechanisms that help identify the extent of progress made by participants and the level of familiarity gained on each topic. The participants' application of the classroom learning is further assessed through monitoring their competency in finding solutions for challenges in government departments and their contributions to collective decision-making, particularly public budget affairs.

IN PARTNERSHIP WITH THE EXECUTIVE COUNCIL DSG ORGANIZES INTENSIVE STRATEGIC POLICYMAKING TRAINING PROGRAM FOR GOVERNMENT AGENCIES

The Dubai School of Government recently conducted a training program entitled «Strategic Policy-Making and Analysis» in partnership with the Dubai Executive Council. The program, which was launched on 16 February and ran until the end of April, was attended by 286 executives from Dubai's public sector. Consisting of 10 intensive workshops, the training covered three pivotal areas: "New Approaches to Policy Making in a Challenging World", "Challenges for Policy Making in a Fast Changing Environment" and "Policy Making and Legislation: Working in Tandem". The program was inaugurated by H.E. Abdullah Al Shaibani, Secretary-General of the Dubai Executive Council, and H.E.



Abdullah Al Shaibani with Tariq Hilal Lootah

Tariq Hilal Lootah, Executive President of Dubai School of Government.

This program was developed and delivered by Dr. Khalid Bin Othman Al Yahya, DSG assistant professor and director of public administration studies and governance program, together with external experts including Dr. Yasar Jarrar, Partner at PWC Middle East and director of the Government and Public Sector Strategy Group, Dr. Kim Lowry, professor and former chairman of the Department of Urban and Regional Planning at the University of Hawaii in the US, and Dr. Tarek Salloum, professor at King Saud University and public policy-making advisor.



Dr. Khalid Al Yahya

The training was widely attended by the governmental agencies in Dubai, including but not limited to: The General Secretariat at Dubai Executive Council, Dubai Municipality, Dubai Electricity and Water Authority (DEWA), Dubai Courts, Dubai Police, Roads and Transport Authority (RTA), General Directorate of Residency and Foreigners Affairs-Dubai, DP World and Dubai Customs, Department of Tourism and Commerce Marketing, Dubai International Financial Centre and Human Resources Department.

Commenting on the significance of the program and the relevance of its components to the UAE, Dr. Al Yahya, the project's manager said: "Given the fast paced growth witnessed by the UAE, and in light of global changes surrounding the country, there is a need for institutional work and for a system that is both modern and capable of analyzing public policy challenges and requirements. This is vital to ensure that policy adoption by public institutions is based on comprehensive, innovative and well-studied strategic thinking and planning, in order that the interests of both state and society are

met. There is a need, therefore, to rely on empowering research and knowledge, as well as the involvement of concerned entities in policy development and implementation on the ground. It is with this in mind that training programs have been designed to hone the skills of public industry leaders responsible for strategic policy-making. This session, which required much planning and preparation by best in field policy and strategy experts regionally and globally, was based on an objective assessment of the actual needs to update the country's public policy-making system and environment."

The unprecedented growth witnessed by Dubai over the past decade, which has transformed the city into a world financial and business hub, has resulted in increased focus on the importance of developing policy-making and analysis skills and mechanisms to meet current and future needs. Government institutions have played a pivotal role in this growth through providing world-class public services and infrastructure to support this growth. However, the next growth phase dictates the need to focus on developing policies and legislation to ensure sustainable development and to protect the country's competitiveness. The importance of policy-making is none the more evident than in the work of the Executive Council. The council has defined the overall framework for strategic policies that need be developed for the coming phase - supported by a culture of cooperation and consultation within governmental institutions - and by encouraging the involvement of stakeholders and other concerned entities, reliance on scientific analysis, and building local capabilities.

MALAYSIA'S GROWTH PROSPECTS EXAMINED IN A PUBLIC LECTURE AT DSG

The Dubai School of Government hosted a public lecture to identify a prospective road map for effecting socio-economic transformation in Malaysia.

Hosted on 10 April, the session titled 'Courage, Innovation, Change: Malaysia at a Crossroad' closely examined the past, present and future of Malaysia's financial system. Hamidin Abd Hamid, Chief Executive Officer, Razak School of Government in Malaysia (RSOG), delivered the key note address and discussed crucial issues such as identifying a solution for the middle income trap to help Malaysia achieve the status of a developed nation.



Dr. Abd Hamid

Hamidin said: "Malaysia is at a crossroad, and not because it is undecided on its path. The country's momentous growth dictates the need to put in place a system that propels the country to the next stage of sustainable development. Malaysia's continued progress remains a fundamental vision of opportunities and challenges- one where all public and private initiatives are in synergy.

"Yet, in order to achieve Malaysia's Vision 2020, which necessitates a professional public sector and a competitive private sector, the nation must address issues it faces head on. It is sessions such as this, hosted by DSG, that help initiate discussions and eventually lead to solutions that can change a nation."

Hamidin highlighted the fact that Malaysians need to take on the role of market makers, economic drivers and innovators at the global level

to achieve the status of a developed nation. Pointing out that it is important to train and acquire quality, talent and social infrastructure, he called for active participation from non-government and media institutions. He said other key influencers of productivity include transparency and accountability of both the public and private sectors, in addition to integrating a merit-based culture that inculcates competitiveness.

HE Tariq Hilal Lootah, Executive President, the Dubai School of Government, said: "The experience of Malaysia stands as an interesting case study for the UAE. It is quite useful to take pointers from the circumstances and obstacles that other nations face in achieving growth. DSG hosts such seminars in order to ensure that the communication channels remain open and that there are abundant learning opportunities for

local government bodies. The Malaysian instance reveals the significant impact of detailed planning and foresight of knowledgeable leaders on the nation's growth trajectory."

Hamidin Abd Hamid holds over 18 years' experience in nation-building and educational roles. He played a key role in the formation of Razak School of Government (RSOG) which was founded in 2012 by the Government of Malaysia. Hamidin Abd Hamid holds a doctorate from the School of Oriental and African Studies, University of London (2000),

Razak School of Government (RSOG), founded in 2012 by the Government of Malaysia, spearheads the intellectual, leadership and professional development of Malaysia's public sector leaders.

"The experience of Malaysia stands as an interesting case study for the UAE. It is quite useful to take pointers from the circumstances and obstacles that other nations face in achieving growth."

Tariq Hilal Lootah, Executive president, the Dubai School of Government

CHIEF EXECUTIVE OF INTERNATIONAL CENTRE FOR PARLIAMENTARY STUDIES VISITS DSG

The Dubai School of Government hosted Matt Gokhool, Chief Executive of the International Centre for Parliamentary Studies (ICPS), United Kingdom, to explore potential collaboration opportunities between the two organisations. ICPS aims to promote effective policy making and good governance through facilitating enhanced interaction among parliamentarians, governments and other stakeholders in the society. The two organizations share common areas of interest, especially in public administration.

Dr Bassem Younes, Director of Academic Affairs, DSG, welcomed Gokhool and provided a tour of DSG, which included



Matt Gokhool with Dr. Bassem Younes

an interaction with the students and faculty members.

DSG is keen to strengthen ties with

internationally recognized and reputed organizations, in addition to launching joint programs and activities in the UAE. These organizations gain from

DSG's expertise in the field of public administration and public policy, and from Dubai's stature as a benchmark for excellence

Matt Gokhool, a qualified barrister and member of the Honourable Society of the Middle Temple, is also Special Advisor to the Secretary General of the International Association for Business and Parliament, a

global organization that seeks to promote a better working relationship between parliamentarians and businesses. He is also special advisor to the association of chief electoral commissioners of Europe.

DSG SHARES KNOWLEDGE MANAGEMENT STUDY RESULTS WITH KEY GOVERNMENT DEPARTMENTS

The Dubai School of Government has recently shared the results of the knowledge management study with key government department which took part in the study. The series which comprises three policy briefs on the current state of knowledge management (KM) in Dubai's public sector was translated into Arabic, printed and mailed last April.

Based on in-depth studies conducted by Mhamed Biygautane, Research Associate, DSG and Dr. Khalid Alyahya, Assistant Professor at the Dubai School of Government, the policy briefs evaluate how the skills and knowledge of an increasingly mobile workforce can be captured and documented to serve organizational goals. It also identifies the source of organizational knowledge and the techniques used in government entities to obtain, capture, document and share staff knowledge. Finally, it provides recommendations to policy makers and managers of KM departments to help them adopt more systematic and efficient approaches to knowledge management.

The three policy briefs rely on primary data collected from 21 government entities including the Executive Council of Dubai, Dubai Electricity and Water Authority (DEWA), Dubai Courts, Department of Islamic Affairs and Charitable Activities in Dubai (IACAD), Knowledge and Human Development Authority (KHDA), Roads and Transportation Authority (RTA), and Dubai Police.

The study was initially conducted as a two-stage process comprising in-



Mhamed Biygautane

depth and semi-structured interviews. Subsequently, a comprehensive survey tool was developed and shared with the respondents to draw out an incisive and accurate qualitative analysis.

Dr Yousef Al Suwaidi, Director of Strategy Department, Dubai Courts, said: «Dubai Courts has consistently applied knowledge management across different departments for some time now. The approach has play a pivotal role in enhancing our performance, improving internal efficiency, facilitating communication between individuals and departments, raising the quality of services offered and saving knowledge capital by using the appropriate mechanisms. There is no doubt that knowledge management is the primary driver of effective institutional performance and competitiveness.»

“The concept is now considered one of the key pillars of the six strategic goals adopted by the Dubai Courts Strategic Plan 2012-2015 - ‘Optimal

utilization of resources and partnerships (cognitive, technical and physical). In addition to setting performance indicators for knowledge management to measure users' satisfaction, Dubai Courts has established an institutional integrated system. A key facet of the system, an internal portal offers internal users access to vast amounts of data including best practices compiled over the years. In collaboration with Wollongong University, we have also documented our success stories and developed educational case studies that can be used globally, especially by our students.”

Abdulla Abdulrahman Abdulla, Director of Knowledge Management Department, Dubai Municipality, said: “The implementation of strategic knowledge management programs have helped us come closer to achieving our mission ‘Towards a Self-Learning Knowledge based Organization’. We have marked a radical shift in our data, information and knowledge management functions. The initiative to adopt knowledge management complements our efforts to enhance employee satisfaction, performance and learning. The knowledge portal, established on the Intranet, comprises an electronic library, resources, research papers, reports, lectures, and serves as a forum to promote dialogue between employees for sharing ideas and experiences.

“Furthermore, the department of knowledge management has also realigned the process of managing intellectual property and information security, developed nine practice teams,

organized over 50 brainstorming sessions, and initiated trainings. Additionally, it has facilitated team work through setting up more than 40 teams and committees to work on achieving various goals of the organization. In addition to issuing an initial draft on managing creativity, the department has updated the Knowledge Management Strategy for 2014.”

Dr. Yousuf Al Akraf, EVP-Business Support, Dubai Electricity and Water Authority (DEWA), said: “We place high priority on knowledge management for its vital role in furthering our vision and strategic objectives. Consequently, we have implemented best practices and activities in the knowledge management sector to establish a meritocratic culture across all functions in line with the requirements of the Dubai Government Excellence program. Our senior management

equally invests in knowledge management and the development of human resources.

«Furthermore, the authority has adopted several international best practices and hosts initiatives such as periodic meetings, lectures and workshops to promote knowledge sharing. In addition to setting systematic and intensive processes, DEWA has also arranged for benchmarking visits and adopted an integrated language of knowledge within the organization.”

Biyygautane said: “The intensive study validates the synergy between government agencies in Dubai. The three comprehensive policy briefs were shared with participating entities for the enrichment of their knowledge-management processes. The papers are additionally available to the community in Arabic and English.”

ASK THE FELLOW: DR. NUR ATA NURCAN



Dr. Nur Ata Nurcan joined DSG as a visiting scholar in November 2010. She has been appointed as an Adjunct Assistant Professor in January 2012.

Prior to joining Dubai School of Government, Dr. Nurcan held a post-doctoral fellowship in economics at Lincoln College, University of Oxford where she taught tutorials in Microeconomics, Macroeconomics and Finance to Philosophy, Politics and Economics, Economics and Management, and Engineering, Economics and Management undergraduates from several Oxford Colleges. Her post-doctoral fellowship was sponsored by the Centre for Economics and Business Research (cebr), a leading economic think tank in the UK. While at Oxford, she also worked as a part-time senior economist at cebr where she was involved in a variety of projects on

environmental, health and transport policies, and contributed to regular commentaries on the macroeconomic outlook in the UK and Europe.

She spent two years as a research fellow at the Finance and Consumption Programme of the European University Institute in Florence where she had the opportunity to co-organize international conferences on consumption and credit in countries with developing credit markets, and behavioral approaches to consumption, credit and asset allocation.

Dr. Nurcan received her Ph.D. in Economics from Universitat Autònoma de Barcelona, Spain in 2009 and an M.A. degree in Economics from Bilkent University, Turkey in 2000.

What are your main research interests? What do you focus on?

My academic research focuses on behavioral economics and the economics of consumer credit. In particular, I work on the implications of self-control problems for the consumer borrowing and repayment behavior. A research proposal based on a chapter of my PhD thesis on self-control and debt has been awarded with a “Summer Economics Fellowship” by the Committee on the Status of Women in the Economics Profession, a subcommittee of the American Economic Association (AEA), to spend a summer at the Federal Reserve Bank of Boston. The fellowship was sponsored the American Economic Association and the National Science Foundation. An article based on my master’s thesis at Bilkent University, which examined the existence of competitive equilibrium under financial constraints and increasing returns, was published in the *Journal of Economic Dynamics and Control*. That article was jointly written with Dr. Erdem Basci, Governor of The Central Bank of Republic of Turkey.

What are the research projects you are currently working on at DSG?

Currently, I am working on a series of policy briefs on consumer credit policy issues in the UAE. The aim of the policy briefs is to highlight the importance of consumer credit regulation for the efficient functioning of credit markets. It will review the regulatory environment and the policies that are currently being discussed to remedy inefficiencies, such as the establishment of a federal credit bureau, plans for passing an individual bankruptcy law, and establishment of a Financial Services Authority to oversee consumer financial protection. These policy briefs will also provide an overview of other regulatory tools available to policy makers, from less to more interventionist, such as conducting regular surveys to keep track of trends in household debt, implementing consumer financial education programs to improve levels of financial literacy and encourage responsible lending and borrowing, making credit counseling mandatory before and after filing for bankruptcy, anti-fraud rules, disclosure requirements and rate regulations.

In the longer term, I hope these series of policy briefs will pave the way for the establishment of an economic policy research program within the Dubai School of Government focusing on economic policy issues relevant to the UAE and the GCC with a view to produce and promote research to inform policy and practice.

What about your teaching experience at DSG?

At DSG, I teach a core curriculum public policy course, Economic Foundations for Policy Analysis, to a group of young, talented and highly motivated Emirati government officials. The course is designed to help them understand the economic basis for government intervention and offers an excellent match to students' needs, as many of them hold positions of responsibility for policy analysis and planning in their respective government departments in the fast-changing legal and regulatory environment of the UAE.

What are the opportunities and challenges of conducting applied economic research in the region?

There is no shortage of interesting research questions about UAE, as the country is unique in so many ways: in terms of the structure of its economy, the pace of the economic growth, and its demographics. One of the biggest obstacles to conducting applied economic research in the region is the shortage of data. Regular, high quality micro and macro data is either not collected, or not accessible to researchers making it difficult to produce quantitative research to assist policy making.

Nur Ata Nurcan can be reached at nur.atanurcan@dsg.ac.ae

ENERGY EXPERT DARGIN SPEAKS ON ENERGY TRADE PROSPECTS BETWEEN GCC AND ASIA



Justin Dargin

The Dubai School of Government hosted a discussion with energy affairs expert Justin Dargin. The talk focused on his latest book, 'The Gulf Looking East: The Rise of an Asian Posture in GCC Strategic Energy Policy.'

Dargin's presentation highlighted the importance of China, the world's largest energy consumer, as a key player that will reach out to major energy exporters in the Middle East. Stressing on the high potential of the Northeast Asian (NEA) bloc to become a crucial partner in energy trade with the Gulf Cooperation Council (GCC), Dargin added that countries such as Japan and South Korea that are set to register buoyant economic growth may also turn to the GCC nations for meeting their spike in energy demand.

Citing the example of the Fukushima nuclear disaster in limiting the use of nuclear energy and coal for meeting the energy demand in the NEA region, Dargin pointed out that the incidence has consequently increased the dependence of NEA nations on imported fossil fuels.

He said: "The demand for fuel in the NEA nations is rising while efforts are on to mitigate an eventual situation of a deep-rooted energy supply crisis. The Fukushima nuclear disaster is just one of the catalysts in the whole scenario. Natural resources are depleting at an alarming rate in the region, making it necessary to identify a significant source of energy in the short-term. The reserves in the GCC offer the most practical solution."

In addition to tabling the issues and scope of forging economic relations between the GCC and NEA, the session discussed the possibilities of enhancing cooperation between the two dynamic regions.

Justin Dargin is a Fulbright Scholar of the Middle East. A specialist in International and Energy Law, he is a prolific author

on energy affairs specialising in carbon trading, the global oil and gas market, the legal framework surrounding the Gulf energy sector and Middle Eastern geopolitics.

Justin Dargin graduated from the Georgetown University Law Center with honors for his thesis on the development of a potential carbon trading platform in the Gulf and its impact on foreign

direct investment in the regional energy sector. Currently, he is completing his doctorate at the School of Geography and Environment, University of Oxford.

DSG AND KHDA JOIN EFFORTS FOR BETTER EDUCATION POLICIES IN THE UAE



Shaikha Al Shamsi, Svava Bjarnason and Janine El Tal

The Dubai School of Government and the Knowledge and Human Development Authority continued their successful Education Policy Forum series. Two events have been held to help students make well-informed higher education choices and to highlight Special Education Needs in the UAE on 9 April and 29 May respectively.

The April event, unveiled a policy brief that outlined the Authority's recommendations on improving students' decision-making process when opting for a career path and university.

The policy brief has been developed by Fatma Belrehif, KHDA's Head of Strategic Projects, and Hanan Al Fardan, Coordinator for Higher Education at KHDA.

During the DSG event, Fatma Belrehif and Hanan Al Fardan presented the brief in English and Arabic to an audience including students, parents, as well as representatives of higher education bodies and officials from Dubai government institutions.

Dr Abdulla Al Karam, Chairman of Board of Directors and Director General of KHDA, said: "Our research and policy brief identifies the main factors affecting student choice. It additionally highlights the importance of providing accurate information and counselling to students and their families to help them make the right decision. We are delighted to partner with DSG for the policy forum series, which is designed to broaden the engagement of Dubai's community with important educational topics."

Speakers in this event included Svava Bjarnason, Senior Specialist with the UN/World Bank, Shaikha Al Shamsi, UAE national and student of Law at the University of Saint Joseph in Dubai Academic City and Janine El Tal, academic and career advisor and owner/director of CEED Consultations.

The second forum addressing special education needs in Dubai's private schools was held on May 29 in response to the outcomes of inspections conducted by the Dubai Schools Inspection Bureau (DSIB) that showed significant disparity in the preparedness of schools to accommodate special educational needs students.

The event examined the way schools across all curricula in Dubai cater to the educational requirements of special needs students. Factors such as access, identification and special provisions were evaluated during the discussion. The forum additionally helped further KHDA's objectives of supporting parents and schools in bridging the gaps in expectations and delivery, as well as increasing understanding towards students with special educational needs.

His Excellency Tariq Hilal Lootah, Executive President of DSG, said: "We frequently collaborate with KHDA to address important issues facing the educational system in Dubai. The forum highlights a move towards equal opportunity, which is the foundation of every prosperous nation. Children with special educational needs deserve to achieve the best results in their chosen areas of interest, and we are confident that forums such

as this will help equip schools to deliver on this mandate and better inform the public about such needs.”

Dr Bushra Al Mulla, Director of Dubai Early Childhood Development Center at Community Development Authority; Ruba Tabari, Educational Psychologist and Former Director of Special Needs at Dubai Community Health Centre; and Claire

Crawley, Head of Extended Learning at Dubai British School, were the main speakers of the forum.

Both events were moderated by Ammar Shams, UAE national and Regional Head of Corporate Sustainability with HSBC Bank Middle East.



Claire Crawley, Ruba Al Tabari and Bushra Al Mulla

DSG Podcasts www.dsg.ae/podcast.xml

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



DSG COOPERATES WITH DOF FOR THE UPGRADE OF FINANCIAL MANAGEMENT SKILLS OF DUBAI GOVERNMENT EMPLOYEES

The Department of Finance has launched a new initiative in cooperation with the Dubai School of Government and Hamdan Bin Mohammed E-University which aims to upgrade the financial management skills of Dubai Government employees. The initiative includes several training modules for new finance employees as well as non finance managers. Targeting a large number of Dubai government employees, the series of training sessions will start in September 2012 and run until December 2012. It comes as a continuation of the Effective Financial Management training course

held in cooperation with DOF last year.

“The Department of Finance was keen when launching this initiative to team up with partners with training capacity in this field like the Dubai School of Government and Hamdan Bin Mohammed E-University. This training does not offer only theoretical background but also includes a practical component which allows participants to apply the new skills they learnt at work immediately after”, said HE Abdurrahman Al Saleh, Director General of the Department of Finance. “This initiative is based on the belief in the

need to upgrade the financial skills of the Dubai Government employees which is in line with the modern development of the emirate and a reflection of His Highness Ruler of Dubai’s directions on the need to excel in all areas and that capacity building is the highest goal and the real challenge and that our citizens are the true wealth of this country”, he added.

His Excellency Tariq Hilal Lootah, Executive President of the Dubai School of Government said: “We are pleased to join hands with the Department of Finance and Hamdan E University



Abdurrahman Al Saleh



Tariq Hilal Lootah



Dr. Mansour Al Awar

in this initiative for employees in the financial sector as it enhances the development of public performance and particularly contributes to the upgrade of professional capacities of financial management for government employees. It is an opportunity to show our commitment to contribute

to fostering the capability of the new generations to adjust to economic change and meet various challenges.”

From our side, we are committed to the provision of the sources of knowledge, educational tools and modern training needs that contribute to the success of

the short training sessions designed to upgrade the capacities of employees in the financial sector, which is in line with the general guidelines for financial policies in the Emirate. We are ready for close coordination with DOF to make this a successful initiative.”HE Dr. Mansour al Awar said.

MBA STUDENTS FROM UNIVERSITAT POMPEU FABRA LEARN ABOUT DSG



The students from the Universitat Pompeu Fabra in Barcelona during their visit to DSG.

On June 26, a group of 12 graduate students pursuing their MBA at the Escola Superior de Comerç Internacional, Universitat Pompeu Fabra (UPF) in Barcelona visited DSG. The visit was organized by the Government of Catalonia’s Competitiveness Agency, ACCIÓ, which is based in Barcelona and has a network of 34 Offices across the world including Dubai. The students

were received by Dr. Wayne James, Director of Student Affairs and Dr. Nur Ata Nurcan, Adjunct Economics Professor, who gave a presentation about the DSG, its MPA program, and the research activities. Racha Mourtada, Research Associate with the Innovation and Governance program gave another presentation about the findings of the Arab Social Media Report.

NEWS & EVENTS

FADI SALEM ADDRESSES INNOVATION AND GOVERNANCE POLICIES AT INTERNATIONAL POLICY FORUMS



The Royal United Services Institute (RUSI) and Derasat invited Fadi Salem, Director of the Innovation and Governance Program at DSG, to speak at the conference on Transregional Realities of Gulf Security held in Manama, Bahrain between 12-13 June. The conference was attended by several ministers, senior officials and experts from the Gulf, Europe and the US. He spoke on the role social media played in civic movements across the region,

the changing role of information in Gulf societies, the impact of the growth of digital media and the emerging societal changes and security concerns.

He also spoke in a series of roundtable workshops invited by the Arab Thought Foundation to plan the upcoming FIKR conference on the Future of Governance. The Fikr Conference is a yearly gathering of decision-makers, researchers and representatives of the private sector, civil society and youth, devoted to one pressing theme.

Over the past few months, Mr. Salem also gave several lectures on the impact and growth of digital media in the Arab world and the implications for international digital diplomacy. The European Commission, the British Embassy and the Canadian Foreign Service invited Fadi Salem to speak on the topic of Digital Diplomacy where he also presented research findings of the Governance and Innovation Program.

Mr. Salem was invited to give a speech at the 6th Republica conference in Berlin on the policy implication of digital media on regional societal transformations and. The conference took place from 2-4 May with participation of more than 3000 policy makers, digital media entrepreneurs as well as researchers and academics working on policy issues in the digital age coming from 30 countries.

The United Nations International Labor Organization invited Salem to speak in the regional expert meeting on Youth Employment in the Arab States on 12-13 March 2012 in Beirut, Lebanon. In addition to DSG's Governance and Innovation Program research findings, Fadi spoke on policies regarding youth empowerment in the Arab world and youth employment challenges. On a related event Fadi also spoke on a panel discussion during the ILO Youth Employment Forum held on 24 May at the ILO headquarters in Geneva.

RACHA MOURTADA PRESENTS ASMR FINDINGS IN MOROCCO, KUWAIT AND EGYPT

Racha Mourtada presented some of the latest findings from the Arab Social Media Report series at the ALCS workshop, held in Marrakech from 18-20 June, 2012. She took part in, and moderated several panels, highlighting the potential of social media for empowering Arab women, and the role social media played in civic movements across the region. She also took part in brainstorming sessions on the uses of social media tools for health advocacy. The workshop brought together researchers and women's rights organizations to initiate an in-depth discussion about digital technology strategies for engagement and policy campaigns.

She also took part in the 1st "Arabian Social Media Conference and Exhibition" held



in Kuwait City from May 9-10, 2012. The Conference brought together key players and stakeholders in the social media and marketing industry in the Arab world.

It aimed to identify and improve social media and communication strategies, accelerate information flow and drive business performance in enterprise and government.

In Alexandria, Egypt, Ms. Mourtada gave a lecture on the findings of the Arab Social Media Report series at the Euro-Mediterranean Academy for Young Journalists-(EMAJ2012) workshop. Under the title «Social Media in a Changing World», the workshop was held from April 22nd to May 1st, and brought together young journalists from Arab and Mediterranean countries to explore the use of social media in journalism and reporting.

UPCOMING PUBLICATIONS

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

Racha Mourtada and Fadi Salem. The Fourth Arab Social Media Report, July 2012.

Mhamed Biygautane and Khalid El-Massnaoui, Downsizing Morocco's Public Sector: Lessons from the Voluntary Retirement Program in *Public Sector Reform in the Middle East and North Africa: Lessons of Experience for a Region in Transition*. Robert Beschel et al. (ed), The World Bank, August 2012.

RECENT PUBLICATIONS

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

Mhamed Biygautane and Mohammed Lahouel, The Political Economy of Privatization in the Maghreb Region: How Domestic and External Factors Have Shaped the Privatization Process and Outcomes, *Europe and the Mediterranean Economy*, Joan Costa-Font (ed). London School of Economics (LSE) London: Routledge, Taylor and Francis Group, January 2012.

Mhamed Biygautane and Nicholas-Chauvin Depetris, South-South Cooperation and the Experiences of the Maghreb Region: Missed Opportunities and the Way Forward, *The Rise of the Global South: Philosophical, Geopolitical and Economic Trends of the 21st Century*. Justin Dargin (ed), World Scientific Publishing Co., May 2012.

Mhamed Biygautane. Immigration and religion: Muslim immigrants in Japan-their history, demographics and challenges. In *Demography and Immigration*, Tai Wei LIM and Stephen Robert Nagy (ed), Edwen Millen Press June 2012.

Dale Murphy and Mhamed Biygautane, Economic and Territorial Intelligence: Lessons from Dubai, *Intelligence territoriale et développement régional par l'entreprise - Expériences internationales comparées. Actes de la Rencontre Internationale de Dakhla*. Driss Guerraoui and Philippe Clerc (ed). L'Harmattan, April 2012.

UPCOMING EVENTS

For more information visit www.dsg.ae/publications.

Executive Education: Sheikh Zayed Housing Program (SZHP)- Zayed Future Leaders

ESCI-360 Assessment run by Hay Group, **July 1st**

Gulf Social Media Summit, **Sep 17-19, Dubai**



كلية دبي للإدارة الحكومية
DUBAI SCHOOL OF GOVERNMENT

About the Dubai School of Government

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

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

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

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

Editor: Heba Shaaban

Dubai School of Government, Level 13, Convention Tower, Dubai World Trade Center, P.O. Box 72229, Dubai, United Arab Emirates
Tel: +971-4-329-3290, Fax: +971-4-329-3291, E-mail: info@dsg.ac.ae, Web: www.dsg.ae

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