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منتدى الإمارات للسياسات العامة
UAE Public Policy Forum

UAE PPF 2020 Book

Program Guide

الإمارات تبتكر
UAE INNOVATES
Towards the next 50   الاستعداد للخمسين

Agile Government:

Becoming Future-Proof

UAE Public Policy Forum
Forum Book

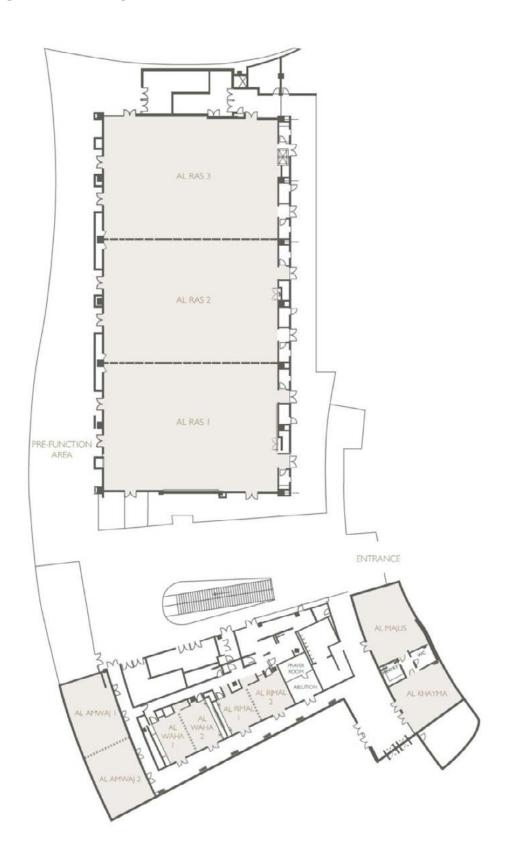**Mohammed Bin Rashid School of Government**
In Partnership With

Conference Floor Plan

Meeting rooms lobby level

Floor plan labels: AL RAS 3, AL RAS 2, AL RAS 1, PRE-FUNCTION AREA, ENTRANCE, AL MAJLIS, AL KHAYMA, PRAYER ROOM, ABLUTION, AL RIMAL 2, AL RIMAL 1, AL WAHA 2, AL WAHA 1, AL AMWAJ 1, AL AMWAJ 2

About the Forum

The UAE Public Policy Forum is an annual global discussion platform bringing together government leaders, the academic elite, and experts from all over the world who are dedicated to enhancing government policy making in the U.A.E. and the region. Each year, the two-day event sheds light on a unique theme by addressing several related pillars. The theme for the 2020 conference is "Agile Government: Becoming Future-Proof."

UAE Public Policy Forum 2020

Under the patronage of His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum – Crown Prince of Dubai and Chairman of the Executive Council, the Mohammed Bin Rashid School of Government (MBRSG) will hold the fourth edition of the UAE Public Policy Forum on February 17-18, 2020 at the Inter-Continental Hotel in Festival City, Dubai.

As a sub-discipline of public administration, agile government is not a new field, though there are few scholarly papers in this area, suggesting that this is an area ripe for further focus. In the government sector, the field (under new public management) began to overlap with digital transformations, but the high failure of e-government projects in the region and worldwide (35% total failure and 50% partial failures), and the "the unrelenting waves of technological and social changes that show no signs of easing off", have resulted in renewed thrust to focus on Agile Governments to better prepare for the future. In simple terms, agility refers to "the ability of an organization to react to changes in its environment faster than the rate of these changes."

To become future-proof, an Agile Government must be able to handle three tension areas as depicted in the figure below. At the heart of an agile government is a commitment to the identification, creation and delivery of public value.

Executive President Note

The Mohammed Bin Rashid School of Government is proud to welcome all the attendees to its fourth edition of the annual UAE Public Policy Forum 2020. MBRSG is the first research and teaching institution focused on governance and public policy in the Arab world. The UAE Public Policy Forum brings together government leaders, educational scholars, and experts from around the world to provide a podium to explore policy debates on evolving topics and talk about the relevance for the region. Correspondingly, the forum aims to provoke and promote practice based on research for all levels of governmental organizations, private sectors, educational institutions and general public. The School works in close partnership with UAE government departments, combining applied research, training and education programs, and provides a platform for knowledge exchange.

This year, the forum seeks to focus on the theme of "Agile Government: Becoming Future-Proof." Agile here, refers to the organizational capability of governments to be proactive or responsive to changes in the context and ensure the sustainable delivery of public value. For this we need a workforce that has a skillset and capacity to become more adaptable, flexible and resilient in all states of uncertainty. The themes of the conference being explored through the panels, the workshops and the papers are: agile government skills for success, soft power, country happiness and wellbeing, resilience and foresight. In addition to the UAE PPF paper discussions, we also have the Academy of International Business - Middle East North Africa panel. The Academy of International Business - Middle East North Africa is hosted by MBRSG.

At MBRSG we are mindful that policy development is no longer restricted to governments only but is a multi-organizational framework. It is crucial to embrace and navigate change, to build inclusive economies, societies and create a healthy and happy world. The sessions were chosen for their contribution to the themes of Agile Government in the UAE and the wider region. The following proceedings report is a concise summary of the events and discussions of the forum and I hope that it will act as a good resource for researchers and policy makers alike.

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

Day One

17Th February 2020

Panel 1: Design for Success: Exploring Agile in Public Sector

HE Huda Al Hashimi
Assistant Director General for Strategy and Innovation, Ministry of Cabinet Affairs & The Future, UAE

Daniel Gerson
Head of Public Employment and Management, OECD

Torsten Anderson
Deputy Director General at the Danish Business Authority, Denmark

Owain Service
Former MD and Co-Founder of the Behavioural Insights Team, UK

Moderator:

Fadi Salem
Director of Research and Advisory, Mohammed Bin Rashid School of Government

About the panel:

Governments, in the era of the fourth industrial revolution, are facing immense pressures to respond to rising demands and increased citizens' expectations. They are pressed to deliver on wide-ranging, interdependent and complex developmental goals, while having to balance societal transformations and disruptive technological changes. All of this is taking place under high levels of uncertainty on the social, political and technological levels.

How can governments navigate these rapid double-edged changes in the digital age? How can they do so with "agility" under fast-moving transformations, while being restricted by legacies of slow-moving machinery of government, characterized by strict hierarchical, bureaucratic and highly regulated systems? More importantly, how can they govern, regulate and develop policy responses and interventions rapidly, but safely; with agility, but also with inclusiveness that leaves no one behind and causes no harm to society? "Agile government" principles and tools promise to enable governments to anticipate changes, adapt to these changes quickly and to change course flexibly in response to these changes. This entails making major changes to how most governments function today. For such mode of governance to be successful, these changes will need to take place on the cultural, organizational, regulatory, political and technological levels. They require new forms of leadership, new partnerships, new skills, new capacities and new tools and methods.

This panel will discuss these critical policy and governance changes, aiming to explore the following questions:

- What real value does becoming agile bring to governments and society?
- In practice, what makes a government truly "agile"?
- How can agile government lead to better public policies?
- What is the larger impact on society if we have more government agility?
- What are the challenges that governments face to change their current state and achieve the promises of agile government?
- How can we govern agility? What frameworks? What policy instruments?
- What are the urgent policy responses and the trade-offs that a government as a whole needs to make to truly become agile?

About the panelists:

HE Huda Al Hashimi holds the post of Assistant Director General for Strategy & Innovation, overseeing the Strategy & Policy Sector and Mohammed bin Rashid Center for Government Innovation, at the Prime Minister's Office in the Ministry of Cabinet Affaires and Future. Her main role is to ensure the successful execution of the UAE Vision 2021 and National Innovation Strategy by developing, coordinating, reviewing and monitoring federal policies, as well ensuring effective and timely planning and delivery of the UAE government's strategic outcomes. In addition, Mrs. Huda is responsible for the launch of the Government Accelerators, the world's first Accelerator focusing on the rapid delivery of high priority government programs following a unique and innovative approach.

As part of her work, HE Huda drives the development of the governance and machinery of government organizations, including the development and implementation of the agile government agenda. She is a council member of the World Economic Forum' Global Future Council on Agile Governance. The Council's mission is to promote agile governance in the context of the Fourth Industrial Revolution.

Huda is also responsible for leading the setup and running of the Mohammed Bin Rashid Center for Government Innovation, which was established to stimulate and enrich the culture of innovation within the government sector through the development of an integrated innovation framework.

Before joining the office Huda served as the Director of Institutional Management & Governance in the Executive Council of Dubai. responsible for developing and jointly leading the implementation of a wide ranging programme of institutional setup and innovative public sector reform programmes to drive increased effectiveness and efficiency throughout the Dubai Government. During the same time she was also the

founding CEO of The Consulting Office, a company that was spun off from The Executive Council, responsible for providing in-house consulting expertise for the reform agenda to the Government.

She joined The Executive Office of the HH Sheikh Mohammed Bin Rashid Al Maktoum since its inception, and was part of the core team involved in developing and launching key strategic projects from the concept phase to reality (such as DIFC, Dubai Health Care City). Her last position at TEO was Head of Innovation, tasked with coming up with innovative ideas for both the City of Dubai and its Government.

Previously she worked at the Department of Civil Aviation. She is a member of the supreme committee for the Mohammad bin Rashid Smart Learning Program as well as a Board Member of the UAE Gender Balance Council and the Dubai Women Establishment. She is also a board member of Hamdan bin Mohammed Innovation Award, and in Dubai Women's Establishment and a member in the Palmwood Creative Council. Moreover, HE is a member of the Advisory Board of Emirates ICT Innovation center (EBTIC) based at Khalifa University.

Huda holds a BSC in Business Administration from the Higher Colleges of Technology. She graduated with distinction and highest honor and was awarded the Sheikh Rashid Award for Scientific Excellence. She is also an Alumni of London Business School, and was enrolled in the Sheikh Mohammed Bin Rashid Leadership Program.

Daniel Gerson leads the OECD's project on Public Employment and Management, with a mission to help governments understand and shape the changing nature of work in their civil services. In this capacity, Mr. Gerson oversees the collection of data and development of research, organises events and advises governments on People Management and Civil Service Reform. Mr. Gerson manages the work of the OECD's Public Employment and Management working party (the PEM); a committee of senior officials representing institutions which set public employment policy in OECD countries' national governments. The PEM has recently developed the Recommendation on Public Service Leadership and Capability which is the first set of global standards for effective people management in central governments. The PEM is now undertaking research on the future of work in the public service, including the changing skills needed, and the employment systems and leadership required to attract, develop and retain talent.

Prior to joining the OECD, Mr. Gerson was responsible for a range of projects in the Canadian Federal Public Service, where he worked on developing policies to support social innovation, and helped to design and implement a variety of organisational and civil service reforms. Mr. Gerson holds a Master's degree in community and regional planning from the University of British Colombia in Canada and a Master's in Public Management from the University of Potsdam in Germany.

Torsten Andersen is Deputy Director General at the Danish Business Authority in charge of business development and regulation. This includes policies and initiatives related to for example digital growth, better regulation, e-commerce, circular economy and digitization of SMEs. Torsten is also responsible for international negotiations in areas such as single market and digital single market, internet governance, trade defence, e-privacy and better regulation. Earlier in his career Torsten has worked for the European Commission and the Confederation of Danish Industry

Owain Service was the former CEO of BI Ventures. Previously he was the managing director and co-founder of the Behavioural Insights Team or the 'Nudge Unit'. Prior to that he was the deputy director of the Prime Minister's Strategy Unit, where he led programmes of work on public service reform, education and energy. He is currently the Honorary professor of Behavioural Science, Warwick University.

Fadi Salem is the Director of Policy Research Department at the Mohammed Bin Rashid School of Government. He is also the founding Editor-in-Chief of the Dubai Policy Review journal and leads the Future Government and Innovation Group in the School as a Senior Research Fellow. During his tenure at the MBRSG, he led the foundation of numerous regional and multi-year research programs, including the Governance and Innovation Program. Earlier, he was an Associate with the Belfer Center for Science and International Affairs, Harvard Kennedy School (HKS); and a Fellow with the I+I Policy Research Centre, Lee Kuan Yew School of Public Policy (LKY SPP), National University of Singapore. He is currently a PhD in Public Policy candidate at the University of Oxford, and is a graduate from the London School of Economics and Aleppo University.

Fadi is an internationally recognized authority in digital governance domains, recently voted as one of the 100 Most Influential People in Digital Government in 2019. His is a globally active influencer in the intersection of impact-driven policy research, digital governance and public policy. He also serves as a member of several governance and advisory boards, such as Smart Dubai Office's Artificial Intelligence Ethics Advisory Board, the Digital Government Society Board, and the International Advisory Board of the Journal of Technology in Contemporary Politics and Society (JTCPS). His areas of expertise extends to digital governance, technology policy, digital transformation, Govtech, innovation policies, smart cities development; the policy implications of Artificial Intelligence, the 4th Industrial Revolution, IoT, big data and open government. Additionally he has extensive policy and scholarly publications on social media, electronic participation, 'future of government' applications, and the impact of digital transformations in the Arab region, including the influential Arab Social Media Report series and the Arab World Online series. He has fifteen years of multidisciplinary working experience in senior government offices, media organizations and policy research institutions, including projects with the UN, OECD, WEF and the World Bank. Prior to joining the School, he worked in The Executive Office of His Highness in Dubai, advising senior government leaders on technology policy and digital economy. He also previously worked as an editor of two pan-Arab periodicals.

IMPULSE: Strategies for Agile

William Eggers
Executive Director, Deloitte's Center for Government Insights,
Strategies for Agile

About the session:

In this talk, William D. Eggers of Deloitte will lay out the core elements of agile governance: agile policymaking, agile regulation and agile implementation. Governments must become more nimble in their ability to sense and respond. The aptitude to prototype, rapidly iterate, learn from successes—and failures—and the rapidly adapt should become core tenets of the public sector. Agile, lean, user-centricity and design thinking more and more are becoming core methodologies of more agile governments.

The most agile governments openly embrace the new possibilities of technology and civic engagement as they reposition to affect better outcomes. Many governments the world over are taking steps to proactively reshape their futures in ways that produce measurable benefits for society. This is taking many forms including increasing numbers of partnerships organized around innovative solutions that ignore old pathways and divisions between non-profit, corporate, and government. Expect to see simplified interactions with citizens, more dynamic workforces, more accurate assessments of each program's impact, and greater citizen participation in civic work and civic policy.

Speaker Profile:

William Eggers is the Executive Director of Deloitte's Center for Government Insights where he is responsible for the firm's public sector thought leadership. His latest book is Delivering on Digital: The Innovators and Technologies that are Transforming Government (Deloitte University Press, 2016). His eight other books include The Solution Revolution: How Government, Business, and Social Enterprises are Teaming up to Solve Society's Biggest Problems (Harvard Business Review Press 2013). The book, which The Wall Street Journal calls "pulsating with new ideas about civic and business and philanthropic engagement," was named to ten best books of the year lists.

His other books include The Washington Post best seller If We Can Put a Man on the Moon: Getting Big Things Done in Government (Harvard Business Press, 2009), Governing by Network (Brookings, 2004), and The Public Innovator's Playbook (Deloitte Research 2009). He coined the term Government 2.0 in a book by the same name. His commentary has appeared in dozens of major media outlets including the New York Times, Wall Street Journal, and the Washington Post. He can be reached at weggers@deloitte.com or on twitter @wdeggers.

Panel 2: Industry 4.0 and Being Future-Proof

Marten Kaveats
National Digital Advisor of Estonia,
Government Office of Estonia

Prof. Sid Ahmed Benraouane
Advisor Chair US-ISO Innovation Working Group,
University of Minnesota, USA

HE Dr. Saeed AlMatrooshi
CEO, Secretary-General at Ajman Executive
Council UAE

Massimo Falcioni
CEO, Etihad Credit Insurance, UAE

Moderator:

Dr. Denise Gossage
Advisor for Economic Policy Research,
Mohammed Bin Rashid School of Government

About the panel:

Industry 4.0 raises hope in the future of tech for good and greater participation. However, there is also much uneasiness on the unknown - fears of job loss (livelihood), growing divide in society, and the misuse of tech. There are challenges facing the agile government: Rules and laws need to simplified, easily comprehensible and effective; experimentation while key for being future proof, is at odds at times with the principles of governance, transparency and accountability; and encouraging innovation necessary for growth needs to be balanced with understanding misuse of innovation. This panel will discuss the following questions:

- How does Industry 4.0 impact, policy goals, the policy process, and implementation?

- How can governments encourage a collaborative – open innovation approach for Industry 4.0 at individual, group, national and global levels?

- How do we move forward with agenda setting and getting buy in at the national and global level for human-centered tech to humanity-centered tech?

- How do we shape a sustainable future in a world of AI where decision makers may not know consequences of the tech they adopt?

- How do we prepare for tech obsolescence and radical disruption - create digitally native citizens?

About the panelists

Marten Kaveats is the National Digital advisor of Estonia, Government Office of Estonia (May 2017 – Current) and in that role is responsible for information society and innovation in Estonia. It is the unofficial role of the "Chief Innovations Officer". Previously he was the advisor of digital affairs, working on the digital policy for the EU presidency 2017. He calls himself the in-house visionary for the Estonian government and is working on making the government "invisible" through transparency, automation and proactive services.

Marten studies the impact of various scalable technologies on the spatial behavior of individual people and communities, as he believes that the industrial revolution and the hyperlocal model of life will create reformatory changes to the spatial and social behavior of people. Marten has graduated from governmental talent management programme in 2017. He is educated as architect and city planner and has been the chief of TAB 2015 "Self-Driven City" curatorial team. Marten is also an active member of several civil society organisations; he was also one of the founding members of the Uue Maailma Selts (New World Society) in 2007 which triggered reformatory changes in participatory democracy and a revolution in civil society, also he founded and contributed to the creation of freeware community web platform Community Tools, established in 2008.

HE Saeed Al Matrooshi is the Secretary-General at Ajman Executive Council. He has a a demonstrated history of working in the government administration industry. Skilled in Nonprofit organizations, policy analysis, government, strategic planning, and organization development. Strong administrative personnel with a DBA focused in business administration and policy. His experience involves leading the Ajman Excellence Program as CEO, being a board member of the Federal Competitiveness and Statistics Authority and working with the Ajman Chamber of Commerce and Industry.

Massimo Falcioni is the Chief Executive Officer of Etihad Credit Insurance, the national export credit agency of the UAE, mandated to reinforce the country's economic diversification programs as well as to support its export and international trade activities. A seasoned and dynamic leader in the financial industry with over 28 years of solid business experience, Massimo has held various CEO and directorial positions for multinational companies including Exxon-Mobil, Philip Morris International, Volkswagen Financial Services, Euler Hermes (Allianz)and Coface.

In 2019, Massimo Falcioni was ranked 13th as the Forbes most influential executive heading local company, he was also honored with the Best CEO for Export Credit Agency Middle East and Africa by the Burj CEO Award and as well the Global Leadership Award by World Leadership Awards. In 2017, the President of Italy conferred him with the

Knighthood of the Order of the Star for promoting relations of other countries with Italy. A champion of entrepreneurship and excellence, Massimo is a pioneer and an active member of some of the world's most prestigious business organizations. He is currently the Vice President and Secretary General of the Italian Business Council for Dubai and Northern Emirates. He is also a founding member of the French Business Council Dubai and Northern Emirates Healthcare Committee; and a member of Rotary Jumeirah Club.

Professor Sid Ahmed Benraouane is the Chair of the United States ISO Working Group tasked with the publication of an Innovation Management System Standard (ISO 56002). He is a thought leader with 20+ years of experience in multiple sectors, regions, and industries. Currently, he advises Dubai Police on innovation, digital transformation, and future foresight.

Dr. Benraouane is a speaker at the World Government Summit on AI and Ethics, AI Everything Conference, and Think AI Conference organized by the Prime Minister Office to address issues that relate to the implementation of AI in the government sector. He is also a member of the Advisory Board of the Abu Dhabi Digital Authority's Digital Next Conference. Professor Benraouane has authored two textbooks and holds a Ph.D. from the University of Minnesota, United States.

Dr Denise Gossage is an Advisor for Economic Policy Research at the Mohamed bin Rashid School of Government. She brings 15 years of experience across the public and private sector in the UK and UAE, spanning strategy planning, policy-development, program management, transformation, research, advocacy, marketing and communications. Prior to joining MBRSG, Dr. Denise was Chief Strategy & Policy Officer at Dubai Creative Clusters Authority, where she oversaw the economic development planning for select Free Zone clusters including Dubai Internet City, Dubai Media City, and Dubai Knowledge Park. Previously, she was a Strategy Consultant in a top-tier consulting firm in London, advising the leadership teams of FTSE & S&P 100 companies. She worked as a Senior Policy Officer in the UK Home Office, the Government Department responsible for immigration, counter-terrorism and police, and as a Researcher at The Centre for Market and Public Organisation, a leading UK research centre. Her co-authored paper on the impact of the National Health Service (NHS) internal market, published in The Economic Journal, directly led to Government amendments to the Health & Social Care Act 2012. Dr. Denise holds a PHD and Masters in Economics from the University of Oxford and a first-class degree in Economics & Accounting from the University of Bristol.

HE Sonny Leong
CBE Chief Executive, Civil Service
College, UK

Prof. Raed Awamleh
Dean, Mohammed Bin Rashid School of
Government

HE Sonny Leong, CBE is currently Chief Executive of Civil Service College and Executive Chairman of Academy for Parliamentary & Policy Studies, and former Trustee Director of Future First, a social enterprise company, whose vision is that every state secondary school and college should be supported by a thriving, engaged alumni community that helps each one to do more for its students. He is also Trustee of Mulan Foundation Network, a charity supporting the achievements of Chinese women in the United Kingdom. He sits on the Advisory Panel of the Changing Work Centre, advising policy makers of the changing nature of work, and the skilling of young people for the jobs of tomorrow. He is Chair of the Council for Education in the Commonwealth, a parliament based NGO, founded nearly fifty-eight years ago, at the time of the first Commonwealth Education Ministers' Conference in Oxford. He has over forty years of publishing experience, having worked in various academic and professional publishing houses. He founded Cavendish Publishing and developed it to be the largest independent academic law publisher in the UK before it was acquired by Informa PLC. He was formerly the Chairman and Hon President of the Independent Publishers Guild, former Chair of International Division and Council member of the Publishers Association in the UK. He was awarded the Commander of the Order of the British Empire (CBE) in the Queen's Birthday Honours in 2014.

Prof. Raed Awamleh, Prior to joining MBRSG, he was Middlesex University's (UK) Dubai Campus Director and Pro Vice Chancellor. Professor Awamleh was also the Dean of Academic Affairs at the University of Wollongong (Australia) in Dubai and a Professor in Management.

Raed specializes in leadership and strategy, has numerous international management publications in reputed academic journals and has won a number of best paper awards at international conferences. Possessing wide corporate consulting and executive development experience across the Middle East in both private and public sectors, his industry experience also includes serving as a lead assessor for prestigious initiatives

such as King Abdullah II Excellence Award, Dubai Excellence Award, and Ras Al Khaimah Excellence Award.

Holding a PhD in Management from the University of Mississippi (USA), an MBA in Finance from Mercer University (USA), and a BBA from Yarmouk University (Jordan), Professor Awamleh is also an alumnus of the Oxford University Strategic Leadership Program (UK).

About the Session: The UK government has gone through considerable reforms over the last 20 years or so in an effort to be more efficient (Agile) and along the way had some hits and misses. The candid conversation will reflect these lessons from the UK as the UAE looks towards the future. The government transformations worldwide allow us to learn from each other. What can we learn from the UK experience? What is the role of public leadership in all of this? What are some of the future/challenges that UK Government will have as it exits the EU? What is the future of global public service in general and how is that changing when shaping societies (or perhaps how do changes in society – for example the newer generations – shape the public sector)?

IMPULSE: Human-Centered Government and The Power of Design

Mitch Sinclair
Creative Director, Palmwood

Volker Roos
Senior Director, Palmwood

Reem Al Zarouni
COO, Palmwood

In this Session:

Human-Centered Government and The Power of Design: Join the leaders of Palmwood, a joint collaboration between the UAE government and IDEO, the world-leading global design consultancy, in a conversation on design as a creative problem-solving mindset and method. By using a human-centered lens, we are able to create more innovate and meaningful experiences that break beyond the expected and connect with people's hearts and minds, driving positive change.

Speakers Profile:

Mitch Sinclair is the Chief Creative Officer of Palmwood, whose mission is to elevate the creative capabilities of the country. Also an Executive Design Director at IDEO, her work is focused bringing to life the emotional core and psychological underpinnings of designs. She is passionate about concepting and designing evocative experiences that drive behavioral impact. With degrees in both Cognitive Psychology and Behavioral Sociology, her expertise is grounded in social dynamics, brand strategy, and design for the subconscious and conscious mind. Mitch has led projects as varied as redesigning the digital citizenship and immigration experience for the U.S. Government, crafting behavior change initiatives for large players in the healthcare industry, and designing new brand and customer experience strategies for companies in consumer goods, financial services, fashion, entertainment, and education. Before joining IDEO, Mitch was a Partner at the agency Hunt&Gather, leading the design of digital and physical experiences for brands like MTV, Puma, Bravo, ESPN, Harvard, Keds, Scholastic, and Nickelodeon.

Volker Roos is the Senior Director, Palmwood with 15+ years of experience with IDEO. He's found the answers to pave the way toward designing innovative and disruptive experiences, environments, and movements. As Senior Director at Palmwood, a creative organization founded by the United Arab Emirates and IDEO, Volker runs a design-led

program with the Prime Minister's Office and has spent a year taking IDEO's view of human-centered design into government.

In his role as senior director at IDEO Munich, Volker directs large-scale projects that touch on truly human challenges. Those clients span a range of industries, from businesses producing the basics of everyday life to those that offer luxury items for the few. He works with clients to define and move forward with a future vision that addresses the obstacles and opportunities before them -- and to undergo the transformative process needed to propel them toward that future. Before relocating to the Munich studio, Volker worked at IDEO Chicago for several years. He holds a degree in product design from HfG Karlsruhe, Germany.

Reem Al Zarouni is the COO of Palmwood. As the chief operations officer at Palmwood. She overlooks and coordinates projects, clients and people. She is the bridge between government, design and the public. Prior to joining Palmwood, Reem worked as a Social Policy Expert at the UAE Prime Minister's Office looking after the policies and strategies in education and social sector. She also worked on several projects such as UAE vision 2021, National Agenda of the UAE, Gender Balance Council, Government Accelerators, Annual Government meetings and World Government Summit. She is an avid traveler and if she could have her own way she would spend her life learning all she could about the different cultures and people of the world.

UAE PPF Paper Presentations: Public Value, Technology, Diplomacy

Session 1: Diplomacy in the Age of Agile Government (Room: Al Waha 1)

1. **A '3P' Soft Power Model: An Agile Approach to Diplomatic Strategy**
   Prof. Melodena Stephens, Mohammed Bin Rashid School of Government, UAE; Dr. Sreejith Balasubramanian, Middlesex University, UAE; Prof. Nicolas Papadopoulos, Carton University, Canada; & Dr. Leila Hamzaoui-Essoussi, University of Ottawa, Canada.
   Full paper available on the PPF Website: https://www.uaepublicpolicyforum.ae/.

2. **Management of Country Reputation and Image: A Proposed Road-map**
   Dr. Hossam Mohamed Elhamy, Zayed University, UAE
   Full paper available in PPF 2020 Proceedings: https://www.uaepublicpolicyforum.ae/

3. **Managing Regional Risk and Volatility - An Agile Approach to Creating the Public Value of Security**
   Dr. Kristian Alexander, Zayed University, UAE.
   Full paper available in PPF 2020 Proceedings: https://www. uaepublicpolicyforum.ae/

4. **Soft Power – The Role Of The Private Sector In The Context Of Refugees And Humanitarian Aid**
   Prof. Melodena Stephens, Mohammed Bin Rashid School of Government, UAE; Sheikha Shamma Bint Sultan Bin Khalifa Al Nayhan, Alliances of Global Sustainability & Prof. Mouawiya Al Awad, Zayed university, UAE

Session 2: Technology and an Agile Government (Room: Al Waha 2)

1. **The Agile COPSS: The Invisible Hand to Managing Innovation**

   Prof. Sid Ahmed Benraouane, University of Minnesota, USA; & Colonel Dr. Salah Rasheed AlHamran, Dubai Police, UAE.

   Full paper available in PPF 2020 Proceedings: https://www. uaepublicpolicyforum.ae/

2. **Agile Government and the Challenge of AI**

   Prof. Dr. Dirk Nicolas Wagner, Karlshochschule International University, Germany

   Full paper available in PPF 2020 Proceedings: https://www. uaepublicpolicyforum.ae/

3. **Regulatory Sandbox: Health RegLab Design Elements**

   Dr. Khawla Al Hajaj, Senior specialist Registrar, Family physician Dubai Health Authority, UAE

   Prof. Melodena Stephens, Mohammed Bin Rashid School of Government, UAE

   Full paper available on the PPF Website: https://www.uaepublicpolicyforum.ae/.

4. **Case Studies of Data Visualization in Agile Policy Making**

   Dr. Jose Berengueres, UAE University & Ferran Pujol, Expert Partner, McKinsey, Santiago, Chile.

   Full paper available in PPF 2020 Proceedings: https://www. uaepublicpolicyforum.ae/

Session 3: The Role of an Agile Government & Public Value (Al Rimal 1)

1. **The Heart of an Agile Government - Future Public Value**
   Melodena Stephens, Mohammed Bin Rashid School of Government, UAE
   Raed Awamleh, Mohammed Bin Rashid School of Government, UAE
   Full paper available on the PPF Website: https://www.uaepublicpolicyforum.ae/.

2. **Sport and Culture Infrastructure as Government Service: How to Secure Sustainable Planning and Agile Governance**
   Prof. Dr. Louise Bielzer, Reinhold-Würth-University of the University of Heilbronn, Germany
   Full paper available in PPF 2020 Proceedings: https://www. uaepublicpolicyforum.ae/

3. **The effect of perception of government service and reputation on nation happiness**
   Fatma Al Ali, Sheikh Khalifa Government Excellence Program, Ministry of Cabinet Affairs and The Future, Prime Minister Office, UAE
   Prof. Melodena Stephens, Mohammed Bin Rashid School of Government, UAE
   Dr. Vijay Pereira, Khalifa University of Science & Technology, UAE.
   Full paper available on the PPF Website: https://www.uaepublicpolicyforum.ae/.

Health Policy Council Let's Talk about It: Promoting Children's Mental Health and Wellbeing in UAE Schools

Room: Al Amwaj 1+2 | Closed Session: By Invitation Only

Objectives:

A significant proportion of the world's population has experienced mental and psychological disabilities. Recent global estimates show that almost 1 in every 20 people suffers from depression (WHO, 2017). Depression comes at the third rank in the global burden of diseases, and it is projected to rank first in 2030. Another concerning estimate reveals one million people commit suicide every year, making it the third leading cause of death among young people (UN). In the Arab world, it is estimated that 17.7 per cent of the population suffers from depression and this figure is only the tip of the iceberg because not everyone with mental health problems come forward and seek treatment due to the stigma associated with mental health diseases (government.ae). In the UAE, mental health issues are also on the rise. Due to different types of stressors, the UAE population, which constitutes mainly of expats, faces mental health and wellbeing challenges. The lack of available data on the number of mental health patients makes it difficult to estimate the scope of this medical problem.

Mental health problems are not merely confined to adulthood. Children and adolescents encounter mental health and wellbeing challenges as well. There are different factors which can lead to that, including exam stress, bullying, anxiety, depression, and others concerns that might affect the quality of their life. The social stigma that surrounds mental illnesses makes it difficult for people with mental health conditions to seek help or cope with it, leaving many of them to feelings of isolation, discrimination and despair. Mental health conditions can impede the individual's potential. There is a growing international recognition of the seriousness of mental health problems on global health, economy, and sustainable development. Although the social stigma still exists on mental illness. It is often reported nowadays that opening up about mental health and wellbeing concerns is becoming less taboo for school-aged children. However, school children in the UAE do not receive enough support to help them deal with their mental health issues and empower them to face new psychological and emotional challenges in the future.

Moderators:
Ms. Lama Zakzak, Associate Researcher, Mohammed Bin Rashid School of Government.
Dr. Immanuel Azaad Moonesar R.D., Associate Professor of Health Administration and Policy, Mohammed Bin Rashid School of Government.

Day Two
18Th February 2020

IMPULSE: Future Economy Labs

Rashid Hazari
Chief Strategist, Department of Economic Development,
Government of Dubai, UAE

About the Session:

The Future Economy Lab is a unique & agile government framework conceptualized & deployed by the Department of Economic Development. The framework intends to shape a resilient future economy by proactively advocating policy interventions to augment future-readiness and address threats & opportunities arising from the 4th industrial revolution.

The framework lays out a systematic approach to catalyze DED's future economic development efforts via the Triple Helix Collaboratory Processes (between Public / Private / Academia). It helps analyze 'glocal' impact of megatrends, co-create alternative future scenarios and stay ahead of disruptions through programs such as emerging sector creation and existing sector transformation.

About the Speaker:

Rashid Hazari is the Chief Strategist| Futurist | Lead Assessor in the Future Economy department at Dubai Economy. His responsibilities are designing Future Economy Strategies, developing and recommending Eco-system Transformation Plans & Policy Initiatives for the Government of Dubai. He conducts Strategic Future Foresight, analyses Emerging Technologies & Global Mega Trends including the Fourth Industrial revolution & its implications on the local economy. Rashid also serves as a Team Lead / Senior Assessor for UAE's most prominent Government Awards for business excellence such as the Dubai Quality Award & Mohammed Bin Rashid Al Maktoum Award. Over the last 12 years Rashid has gained multi industry exposure by assessing several local & international firms, spanning over industries viz. Retail, Construction, Education, Hospitality, Manufacturing, Petroleum, Media, Financial Services, Healthcare, Government, Free-Zone authorities and not-for-profit entities. Rashid has received recognitions from H.H. Sheikh Mohammed Bin Rashid Al Maktoum, Vice President, Prime Minister of UAE, & Ruler of Dubai, as a Creative Govt. Employee (DGEP Category) and for his contributions to Business Excellence initiatives of Dubai Economy. He has over 18 years of experience in Strategic management (BSC), Future

Foresight, Innovation, Business Excellence and Project management.

| 09:00 - 10:10 | Panel 4: Moon to Mars and Beyond |

Donato Giorgi
UAE and ME Representative, The National Centre for Space Studies (CNES) France

Dr Jill Stuart
London School of Economics and Political Science, Editor in Chief of the journal Space Policy, UK

Sumaya Al Hajeri
Head of Space Legislations, UAE Space Agency

About the Panel:

The lessons from the first space race showed us that the first glimpse of what was possible when pursuing big goals and diving into the unknow. We are the dawn of the second space and there are many lessons an agile government can learn from the space sector. Space also is a chance to reflect on our planet called home, learn from our mistakes going forward. The objectives of this panel are:

1. Understand the role of vision & nudging status quo is the only way forward
2. Explain how iteration includes failure and you need patience and alertness
3. Reiterate that an agile government works with a spirit of collaboration and one common purpose - common good
4. Highlight that governance in space is as critical or even more so as on Earth

About the panelists:

Sumaya Al Hajeri is Head of Section – Outer Space Legislation & Policies at the UAE Space Agency – Policy and Regulations Directorate. She is a professional in the field of Space and Telecommunication policies and regulations with a 13 years of experience. She is in the Space Policy & Legislation Directorate, Head of Space Policies & Legislations at the UAE Space Agency. She contributed towards achieving several projects such as: The Federal law No (12) of 2019 on the regulation of the Space Sector, the space regulations and the regulatory procedures.

Sumaya worked at the Telecommunication Regulatory Authority since 2007 as a Radio Planning Engineer where she developed the National Spectrum Plan and represented

the UAE at the World Radio Communication Conferences and related meetings in the International Telecommunication Union. In 2012, she joined the Regulatory and Licensing Directorate as a Regulatory and Licensing manager. She was involved in the Telecommunication Competition Regulations and Licensing. Sumaya is a holder of a bachelor in Communication and Electronics Engineering 2007 from UAE University, and Master of International Law, Diplomacy and International Relations 2011 from Paris Sorbonne University and currently a student at Mohamed Bin Rashed School of Governance studying Master in Public Policy. She graduated from the Future Foresight Program in 2018, and developed a future foresight scenarios of Space Accessibility based on international legislations and R&D uncertainties. Sumaya has a number of contributions in the field of: Women in Space, women in ICT as part of the ITU agenda.

Donato Giorgi is the Representative of the Centre National d'Études Spatiales, the French space agency, in the United Arab Emirates. Based at the Embassy of France in Abu Dhabi, he coordinates and supports the development of space cooperation between France and the UAE and the Middle East region.

Before moving to the UAE, Donato served as Head of European and International Relations at CNES. Donato and his team's activities spanned from coordinating the French delegation to the European Space Agency to relations with European national space agencies, the European Commission, the UN and a wide range of space agencies in the Americas, Africa, the Middle East, Asia and Australia.

An engineer who believes in the necessity of diplomacy, a committed European, Donato spent the ten previous years between the French delegation to ESA, the European Commission and the French Permanent representation to the EU.

Dr Jill Stuart is an academic based at the London School of Economics and Political Science. She is an expert in the politics, ethics and law of outer space exploration and exploitation. She is a frequent presence in the global media (print, radio, television, documentary) and regularly gives lectures around the world. She is one of an elite number of people to have been endorsed by the UK Home Office as an Exceptional Talent Migrant/ World Leader in her Field. Dr Stuart is currently featured in The Moon Exhibition at the National Maritime Museum in Greenwich, London. In 2015 she was awarded the prestigious Margaret Mead Award Lecture by the British Science Association in recognition of her cutting edge research. From 2013-2017 she was Editor in Chief of the Elsevier journal Space Policy where she remains a member of the Editorial Board. She is also on the Board of Advisors of METI International, an organisation working on the Search for Extraterrestrial Intelligence.

Prof. Melodena Stephens' areas of research and consultancy are in strategy, focusing on crisis management, entrepreneurship and brands. She has over 25 years of experience at senior levels in both industry and academia. Prior to joining MBRSG, she was the first female Indian Dean of a University in Germany. Before that, she spent over a decade in

the University of Wollongong in Dubai (UAE), one of the first private universities in the UAE, where she handled the roles of Deputy Dean and MBA Program Director. She has actively been involved in accreditation and accreditation committees (UAE, Germany) and institution outreach. She has lived in USA, India, Taiwan and Germany.

Her didactive approach to teaching has been to facilitate an inter-disciplinary, co-created problem-solving competency with a global mindset. She has won several teaching and research awards, including two UAE National Research Foundation Grants. She is passionate about emerging markets especially the MENA region, and is frequently invited to panels and discussion forums. She has published extensively - over 130 publications and she is the Series Editor for the Actions & Insights series and author of the forthcoming book, "Business with Purpose". Before her PhD, she worked in India for the Tata Group. Prof. Stephens is on several advisory boards.

Prof. Stephens is the founder of the Academy of International Business – Middle East North Africa Chapter (AIBMENA), a nonprofit social initiative founded in 2009, now under MBRSG. It is a self-financing volunteer organization. The purpose of the organization is to act as an ambassador and champion for the MENA region by fostering research and teaching in the field of international business and policy.

IMPULSE: Data Visualization for Policy Decision Making

Dr. Jose Berengueres
UAE University

In this session:

In this interactive talk, you will learn how to use data visualization to create persuasive charts. You will learn How to visualize the fascinating topics of gender equity, inclusion and bias. What is the role of a narrative in a chart? When use pie charts or bar charts, and What is the relation between data, information, and knowledge. Based on his recent Kindle book Introduction to Data Visualization & Storytelling, this is a talk is particularly useful for policymakers and anybody who needs to communicate data driven policy.

About the Speaker:

Dr. Jose Berengueres grew up in Barcelona where he spent the Summers sailing and Springs hiking in the Pyrenee mountains. He studied Electrical Engineering and completed a robotics PhD in Japan. After a stint at CERN, in 2008 he developed two photo sharing startups. Since 2011, he has been with the CS Department at UAE University where he has taught Design Thinking and Agile. Jose has also taught summer courses at both design schools in Mexico and business schools in Dubai and has combined teaching with consulting for startups. His research focuses on creativity methods and applied data science.

Panel 5: Governance in the Age of Tech Opportunities and Regulation

HE Abdulla Bin Touq
Secretary General of the UAE Cabinet, UAE

Alexandar Williams
Director, Future Economy Department of Economic Development Government of Dubai, UAE

Dr. Sridhar Venkatapuram
Director, Global Health Education & Training, King's College London, UK.

Moderator:

Dr. Racquel Warner
Assistant Professor, Mohammed Bin Rashid School of Government

About the Panel:

We are in a tech revolution. But the "black box" of tech, especially AI – how does it work? When can it be misused, and by whom it can be misused? - are some of the concerns regulators have. Yet, too much regulation stifles creativity and innovations. This panel will discuss ways government, academia, and the private sector can work together for the greater good. They will explore how multi-stakeholder collaboration is required to create public value and trust by optimizing accountability, transparency, privacy, and impartiality.

The Objective:

1. To explore how multi-stakeholder collaboration is required to create public value and trust in the digital age.
2. to identify key principles that should govern multi-stakeholder response the to the duality presented in an Age of Technology.

Some Key Questions:

- What should be the policy response of the private sector and the government in harnessing technology for good?
- What are the key principles and values that should be articulated in a response to developing an agile framework for governance of the technological advances?
- How can these responses be implemented at scale and applied to a host of cross-border socioeconomic and security challenges?
- What mechanism exist for greater cooperation among multistate actors to address the governance of technological advance in the current climate of competitiveness?
- What role does education play in enabling the development of a good governance model in a digitized age?

About the panelists:

HE Abdulla Bin Touq has been appointed as Secretary General of the UAE Cabinet following the Cabinet reshuffle of October 2017, where he oversees the functioning of the General Secretariat of the Cabinet, which supports the Cabinet and implements its decisions.

Prior to this, His Excellency was appointed as Director General of the Executive Office of His Highness Sheikh Mohammed bin Rashid Al Maktoum and oversaw the Hatta Development Project among other key projects. Bin Touq was also involved in the Area 2071 project, the re-launch of Mohammed bin Rashid Centre for Leadership Development, the Arab Strategy Forum, and Mohammed bin Rashid Arabic Award. Bin Touq also served as interim CEO of Dubai Future Foundation and oversaw the launch of Dubai 10X, the second and third cohort of the Dubai Future Accelerator, and the UAE Artificial Intelligence Strategy.

Bin Touq has overseen the development of the 4th Generation of Excellence Model implementing it through Mohammed bin Rashid Excellence Award. His Excellency holds a Bachelor's degree in Civil Engineering from the University of Sheffield, UK. He is also a graduate from UAE Government Leadership Program & His Highness Sheikh Mohammed bin Rashid Centre for leadership.

Dr. Sridhar Venkatapuram is an academic and global health ethicist. He is currently serving as a Wellcome Trust Senior Research Fellow & Consultant at the Global Health Ethics Unit of WHO in Geneva (7/18 – 6/19). He is also Visiting Fellow at the Centre for Global Health, Geneva Graduate Institute. He is on research leave from King's College London where he is an Associate Professor in Global Health and Philosophy, Founding

Director of the MSc Global Health & Social Justice, and Education Director of the King's Global Health Institute. Among other service roles, he is a member of the Lancet-Univ. of Oslo Independent Expert Panel on Global Governance for Health.

Sridhar's research and expertise is in global/public health, health and development, human rights, ethics and political philosophy. He aims to bridge normative and ethical reasoning, particularly about social justice, with relevant natural and social sciences related to human health and wellbeing. His interdisciplinary academic training includes international relations (Brown), international public health (Harvard), sociology (Cambridge) and political philosophy (Cambridge). While at Harvard, he assisted the late Arjun Sengupta, UN Independent Expert on the Right to Development. In the early 1990s, he was the first researcher at Human Rights Watch to specifically focus on health as a human rights concern. His doctoral dissertation making the argument for a moral/ human right to health ('the capability to be healthy') was supervised by Melissa Lane (Princeton), and examined and passed without corrections by Amartya Sen (Harvard & Cambridge), Nobel prize winning economist and philosopher. It was the basis for his first book titled Health Justice: An argument from the capabilities approach published in 2011 (Polity Press). He publishes in diverse disciplinary academic journals and popular press. And Sridhar has assisted various international organizations such as the Soros Foundations, the Wellcome Trust, EU Civil Protection & Humanitarian Aid Operations, MSF, WHO-EURO, WHO-EMRO, McCann, and Global Health Strategies. More info is here: https://bit.ly/1pasNvq

Alexandar Williams is presently the Director of Future Economy, Department of Economic Development (DED), Government of Dubai. Since setting up the new division in Jan 2015, he has developed the Dubai Future Economy Strategic Themes & produced comprehensive Integrated Industry Reports covering 14 sectors of Dubai's economy & the trends impacting their development, developed advisories on UAE/Dubai industry regulations, formulated a detailed Business Community Engagement Plan and embarked on strategic initiatives in collaboration with partners on future trends and technologies. His latest initiative – the Future Economy Labs – bringing the key ecosystem players - to discuss and develop solutions to solve complex challenges, and seize the upside of emerging trends and technologies. Prior to his current role, Alexandar was Director of Strategy and Policy at Dubai SME, a government agency under the DED, mandated to develop the Entrepreneurship ecosystem and Small & Medium Enterprises (SMEs) in Dubai.

In his Singapore career, Alexandar was Deputy Director, Strategy & Corporate Planning Division in SPRING Singapore (now Enterprise Singapore), which was responsible for the national SME agenda as well as the development of Industry Standards. He served more than 17 years in the Agency as well as stints in the Ministry of Trade and Industry designing and developing policy initiatives covering such areas as workforce development, productivity & quality, SME and industry development. To date, he has logged 30 years' experience and built expertise in such diverse areas as future sense

making, strategy development & management, entrepreneurship/techno-preneurship) & SME development, University R& D Commercialization, life cycle dynamics of firm growth, competitiveness & productivity, economic, investment and industrial policies, skills development and multinational corporate strategies.

Dr. Raquel Warner has worked in various academic and leadership positions at three major off-shore branch campuses in the UAE, since 2003. A career educator with over 25 years international teaching experience, her professional engagement has been defined by her keen interest in social justice and equality. In her home country of Jamaica, she has initiated inner city community engagement projects that connected benevolent business owners with families who needed educational assistance. She also works actively in communities in Nepal, Bangladesh, and Kenya to support the development and accessibility of quality education to at risk groups. Dr. Warner holds an MA Education degree from the University of Wollongong in Australia, a PG Cert HE from Middlesex University and a Doctorate of Education from the University of Exeter (both UK). Her research interest in student engagement and learner autonomy has led to her work in curriculum redesign, teacher training, and education policy development. Her doctoral thesis at the University of Exeter explored student engagement as an alternative pedagogical approach in Higher Education institutions in the UAE. She is a member of Higher Education Teaching and Learning (HETL), the Vice President- Finance (Sponsorship & Treasurer) of the Academy of International Business - MENA Chapter, and has presented at many international conferences and published papers on the subjects of study skills, student engagement and the policy imperative of this approach.

IMPULSE: To Improve is to Change, to be Perfect is to Change Often

HE Sonny Leong
CBE Chief Executive, Civil Service College, UK

About this Session

"To Improve is to Change, to be Perfect is to Change Often" is about Public Entrepreneurship. Governments have been often accused to be slow, cumbersome and bureaucratic. Some of that is fair, some is unfair but it adds up over time. Government 4.0 allows public entrepreneurs to step up to the challenges and work for the benefit of citizens. Digital transformation will enhance citizens' experiences, behaviour and empower them to do more. Public sector employees now have the opportunity to learn, experiment and design innovative solutions to solve complex policy challenges. And, failure to do so will render public services redundant, obsolete and irrelevant.

Speaker Profile

Sonny Leong CBE, is currently Chief Executive of Civil Service College and Executive Chairman of Academy for Parliamentary & Policy Studies, and former Trustee Director of Future First, a social enterprise company, whose vision is that every state secondary school and college should be supported by a thriving, engaged alumni community that helps each one to do more for its students. He is also Trustee of Mulan Foundation Network, a charity supporting the achievements of Chinese women in the United Kingdom. He sits on the Advisory Panel of the Changing Work Centre, advising policy makers of the changing nature of work, and the skilling of young people for the jobs of tomorrow. He is Chair of the Council for Education in the Commonwealth, a parliament based NGO, founded nearly fifty-eight years ago, at the time of the first Commonwealth Education Ministers' Conference in Oxford. He has over forty years of publishing experience, having worked in various academic and professional publishing houses. He founded Cavendish Publishing and developed it to be the largest independent academic law publisher in the UK before it was acquired by Informa PLC. He was formerly the Chairman and Hon President of the Independent Publishers Guild, former Chair of International Division and Council member of the Publishers Association in the UK. He was awarded the Commander of the Order of the British Empire (CBE) in the Queen's Birthday Honours in 2014.

Panel 6: Leveraging Soft Power: Building Bridges

HE Bernardino León Gross
Director General, Emirates Diplomatic Academy,
UAE

Dr. Manal Al Taryam
CEO Noor Dubai & CEO Primary Health
Care, Dubai UAE

Dr. Rafic Makki
Head Technologist at Mubadala Capital
Ventures

Moderator:

Prof. Raed Awamleh
Dean, Mohammed Bin Rashid School of
Government

About the panel:

Soft power as a key diplomatic tool in a country's global strategy. Yet, we know very little of how soft power exactly works, the time involved for impact, or the factors that can amplify soft power. UAE is not only committed to the values of tolerance, a much needed concept in today's world, but recently unveiled its Soft Power strategy. The objective of this panel is to expand the agile government concept to agile diplomacy.

Outcomes

1. Understand the soft power actors and their roles in creating and destroying soft power
2. Explain how amplifiers like media, tourism or can distort nation perceptions and how do we develop resilience
3. Reiterate the role of the individual and how they project a nations soft power in both official and unofficial capacity
4. Highlight that training gaps in this area

About the panelists:

HE Bernandino Leon Gross is the Director General of the Emirates Diplomatic Academy in the UAE, former Special Representative of the UN Secretary-General and head of the UN Support Mission in Libya (UNSMIL). Former Special Representative of the European Union for the Southern Mediterranean and former European Union Special Representative for Libya. He held several positions with the Spanish government, including Secretary-General at the Spanish Prime Minister's Office (2008-2011) and Secretary of State for Foreign Affairs at the Ministry of Foreign Affairs and Cooperation (2004-2008). He also became Sherpa for the G20 in 2009. He joined the Spanish diplomatic service in 1989 and was posted in Liberia, Algeria and Greece. He also served as Personal Adviser to the European Union Special Representative for the Middle East Peace Process (1998-2001).

Dr. Manal Omran Taryam is the CEO of Primary Health Care Service Sector, one of four main sectors at the Dubai Health Authority. The Sector is responsible for the planning and operation of all primary care services across the Emirate of Dubai, making the largest accredited network globally by the Joint Commission for International Accreditation for Healthcare Facilities. She currently serves as CEO and on the board of Trustee of the Noor Dubai Foundation, an NGO active in the field of blindness prevention, part of the Mohamed Bin Rashid Global Initiatives. The foundation contributed to helping over 25 million individuals around the world, providing preventive, therapeutic and educational training programs in underdeveloped countries to help the eradication of blinding diseases and improve the infrastructure for sustainable eye care programs. She also serves on the board of the Dubai Medical Strategy overseeing 15 programs part of the Dubai Health Authority reform strategy. As well as the board for smart transformation at the authority which resulted in awarding the Primary Health care service sector level 6 at HIMSS (Healthcare information and management system society) staging, through the facilitation of adaptation of smart services such as the EMR, Telehealth, Robotics and the IoT technology. She is heading the healthcare and rehabilitation task-force at the Dubai Disability strategy aiming to make the Emirate of Dubai disability friendly by 2021. Dr. Taryam holds an MBBS from Dubai Medical College and the German board for medical specialization in Ophthalmology from Germany; she also holds a Fellowship degree in Retinal Surgery from the University of Cologne.

Dr. Rafic Zein Makki is Head Technologist and Fellow of Mubadala Ventures, and has a deep passion for science and technology. As head technologist at Mubadala Ventures, he oversees the technology strategy for building the company's investment portfolio. He has a diverse experience that spans across academia, government and industry. He is a long time veteran of the semiconductor field, serving in his most recent position as Executive Fellow of Globalfoundries. He began his career in academia, elevating to the rank of tenured Professor of ECE at UNC-Charlotte, and served in administration as Dean of IT at UAE University and VP for Research at Masdar Institute. In government, Rafic served as Head of Strategic Planning of the Abu Dhabi Education Council and

senior advisor to the Director General. Rafic pioneered the iDDT pulse method for testing semiconductor integrated circuits. He has worked on research funded by DARPA, NSF, Intel, IBM, and Carolinas Medical Center, among others, and won several research awards including the 2002 First Citizen Research Scholar Medal and the ALCOA Outstanding Graduate Faculty Award. He is a member of the Board of Directors of the Semiconductor Research Corporation and serves on the SemiSynBio consortium and roadmap executive committee. Rafic is an avid advocate of individuals with special needs and currently servesas a member of the Community and Legacy Committee of the Special Olympics2019 World Summer Games.

Prof. Raed Awamleh, Prior to joining MBRSG, he was Middlesex University's (UK) Dubai Campus Director and Pro Vice Chancellor. Professor Awamleh was also the Dean of Academic Affairs at the University of Wollongong (Australia) in Dubai and a Professor in Management.

Raed specializes in leadership and strategy, has numerous international management publications in reputed academic journals and has won a number of best paper awards at international conferences. Possessing wide corporate consulting and executive development experience across the Middle East in both private and public sectors, his industry experience also includes serving as a lead assessor for prestigious initiatives such as King Abdullah II Excellence Award, Dubai Excellence Award, and Ras Al Khaimah Excellence Award.

Holding a PhD in Management from the University of Mississippi (USA), an MBA in Finance from Mercer University (USA), and a BBA from Yarmouk University (Jordan), Professor Awamleh is also an alumnus of the Oxford University Strategic Leadership Program (UK).

IMPULSE: Agility and Adaptation: Key to Building Resilient Cities

Sheikha Shamma bint Sultan bin Khalifa Al Nahyan
Chief Executive Officer Alliances for Global Sustainability

In this session:

In this talk, the question, what does it take to build a resilient city will be answered. This talk will identify the fundamentals that determine a city's ability to withstand, respond to, and adapt to adversity, ensuring ist ability to survive and thrive. Join Sheikha Shamma bint Sultan bin Khalifa Al Nahyan in exploring how an agile government, can work with businesses and communities to collectively reduce damage and by using their assets and resources wisely, create a more sustainable future.

Speaker Profile:

Sheikha Shamma bint Sultan bin Khalifa Al Nahyan is an accomplished entrepreneur, founding a number of business entities since 2008: Al Asayl Show Jumping; Royal Publishing House in 2012; Sustainable Strategic Solutions (3S) – a research-based consultancy company, in 2014; and, most recently, the Alliances for Global Sustainability, of which she is the CEO, in 2016. Committed to supporting the community via Circle of Hope, her charitable foundation, she focuses on a wide variety of initiatives. These vary from promoting 'healing through reading' with "Wanna Read?", the empowerment of women through the Women's Empowerment and Equality Board, to Beacon of Hope, her humanitarian initiative that brings solar-light lessons to children suffering from energy poverty. An avid researcher, Sheikha Shamma has delivered papers at academic conferences, both locally and internationally, in the fields of gender studies, knowledge transfer, consumer behaviour, Emiratisation and financial literacy. She also sits on the Industry and Academic Advisory Board of the Academy of International Business (MENA).

UAE PPF Paper Presentations: Inclusive Governance, International Business, Student Papers

Session 1: Inclusive Agile Governance (Room Al Waha 1)

1. **Flourishing Unpredictable times: Building Agile Healthcare Sector in the UAE**
   Dr. Immanuel Azaad Moonesar R.D, Mohammed Bin Rashid School of Government, UAE; Dr. Mona Mostafa, Mohammed Bin Rashid School of Government, UAE & Lama Zakzak, Mohammed Bin Rashid School of Government, UAE
   Full paper available on the PPF Website: https://www.uaepublicpolicyforum.ae/.

2. **Towards increasing the Emirati women participation in the workforce** Sumaya Al Hajeri, Mohammed Bin Rashid School of Government, UAE
   Dr.Camila Vammalle, Mohammed Bin Rashid School of Government, UAE
   Full paper available on the PPF Website: https://www.uaepublicpolicyforum.ae/.

3. **Advanced National Skills for the User-Centric Agile Public Sector**
   Hamid Saeed, Mohammed Bin Rashid School of Government, UAE
   Prof. Melodena Stephens Mohammed Bin Rashid School of Government, UAE
   Dr. Scott Fargher, Mohammed Bin Rashid School of Government, UAE
   Full paper available on the PPF Website: https://www.uaepublicpolicyforum.ae/.

4. **Using Behavioural Insights to Address an Agile Government's Structural Tension**
   Himanshu Vashishtha, SixthFactor Consulting
   Arun Joshi, SixthFactor Consulting
   Omneya Omar, SixthFactor Consulting
   Full paper available in PPF 2020 Proceedings: https://www. uaepublicpolicyforum.ae/

5. **Islamic Banking, Efficiency and Social Welfare: A Machine-Learning, Agent-Based Study**

    Stathis Polyzos, Assistant Professor of Finance, College of Business, Zayed University

    Aristeidis Samitasa, Chair of the Department of Finance and Professor of Finance, College of Business, Zayed University

    Costas Siriopoulosa, Professor of Finance, College of Business, Zayed University

    Full paper available in PPF 2020 Proceedings: https://www.uaepublicpolicyforum.ae/

Session 2: Technology, Society and Agile Business: Prospects and Challenges (An Academy of International Business - Middle East North Africa Panel organized with Khalifa University of Science & Technology, UAE) (Room Al Waha 2)

1. **Policy proposal for Establishment of a City Currency for Economic Development in Abu Dhabi**

    Prof. Dr. Glenn W. Muschert, Khalifa University of Science & Technology, UAE

    Dr. Dimitrios Reppas, Khalifa University of Science & Technology, UAE

    Dr. Vijay Pereira, Khalifa University of Science & Technology, UAE.

2. **An investigation into how Emotional Intelligence and Artificial Intelligence can collectively lead and promote an Agile and Healthy Global Work Environment.**

    Dr Vijay Pereira, Khalifa University of Science & Technology, UAE

    Mrs. Daicy Andrade, Khalifa University of Science & Technology, UAE.

3. **Agile-led digital transformation in Pakistan: Why bridging digital divide is important to entrench technology in business?**

    Dr Sadia Jamil, Khalifa University of Science and Technology, UAE.

4. **Managing and preparing for emerging infectious diseases – A multi-stakeholder agile strategic partnership approach towards avoiding a catastrophe**

    Dr Vijay Pereira, Khalifa University of Science and Technology, UAE

    Dr Swetketu Patnaik, Anglia Ruskin University, UK

    Dr Yama Temouri, Khalifa University, UAE

    Professor Kamel Mellahi, Centre for Responsible Business (CRB), Dubai Chamber, UAE.

Session 3: Student Papers (Room Al Rimal 1)

1. **How Gamification Impacts Motivation for Knowledge Sharing?**
   Sumaiya Ali Said Al-Ghassani

2. **The Balance between Personal and Professional Lives and the Impact of this Balance on Employees' Organizational Performance**
   Mohammed Abdullah Almarzoogi

3. **Prioritizing Knowledge Transfer Criteria in a Federal Organization in the UAE**
   Fatima Al Hosany

4. **The Role of Civil Society Organizations (CSO) in Implementing the Suatianble Development Goals (SDGs) in the UAE**
   Eman Abdulrahim Al Hamoodi

5. **The The Holiday Effect on the UAE Economy**
   Tarek Taji

6. **Effectiveness Use of Social Media in UAE Government Entities**
   Abdulaziz Sultan Almaamari

Policy Proposal for Establishment of a City Currency for Economic Development in Abu Dhabi

Prof. Dr. Glenn W. Muschert

Professor of Sociology
Khalifa University of Science &
Technology

Dr. Dimitrios Reppas

Assistant Professor of Economics
Khalifa University of Science &
Technology

Dr. Vijay Pereira

Associate Professor of Human
Resource Management
Khalifa University of Science &
Technology

Abstract

This paper offers a proposal for establishment of an electronic city currency for Abu Dhabi. Worldwide, there have been numerous alternative currencies, including so-called city currencies (CCs) which may only be used within the boundaries of a city or other geographic boundary. The most noteworthy innovation in financial technology in recent years has been the widespread development and adoption of mobile money (MM), which facilitates electronic remittances via mobile phone systems. This proposal includes preliminary findings of a feasibility study for a CC in Abu Dhabi, which would function as a localized form of MM.

Given the high level of mobile phone penetration and usage, and given the high rate of remittances observed among the expat workers in Abu Dhabi, establishment of an electronic CC could serve as an incentive for workers to keep their AED earning from Abu Dhabi jobs within Abu Dhabi, and to spend their earnings within the local economy. Workers would be incentivized to transfer AED currency into the Abu Dhabi CC by receiving a bonus (percentage TBD) for their deposits, thereby increasing their purchasing power. As long as the funds stay within the CC system, then will retain the increased value, but upon withdraw of cash the bonus percentage will be deducted from the funds.

The benefits of such a system include the following:

1. The government will experience positive cash flow from the CC scheme, and VAT from Abu Dhabi purchases will be collected from monies retained within the local economy.

2. The CC scheme will drive economic development and spending within Abu Dhabi, as economic has noted that every unit of spending generates a multiplier effect in economic value beyond the initial funds invested. (Estimated multiplier effect TBD.)

3. The CC scheme will make Abu Dhabi less reliant on cash transactions, thereby increasing public monitoring of transactions taking place.

4. The CC scheme would be a financial service offered to even expats with the most modest incomes, and could be expanded (as is the case of many MM systems worldwide) to include other services such as micro-savings, micro-loans, insurance services etc.

5. Businesses will want to accept payments from the CC system, as MM transaction fees are generally lower than those paid by merchants for Visa/MasterCard fees.

6. Such a CC system, rather than competing with established formal banking systems, have been shown to complement formal banking systems as those primarily using the MM systems, bringing those without access to formal banking (a.k.a., the so-called unbanked population) into the formal economy.

Ultimately the CC scheme could be linked with the formal banking system, a development that has happened in many settings which have successfully deployed MM systems.

Keywords: electronic currency, innovation, cryptocurrency, remittances, mobile money, feasibility study

An investigation into how Emotional Intelligence and Artificial Intelligence can collectively lead and promote an Agile and Healthy Global Work Environment

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Abstract

Artificial Intelligence (AI) is a topic of interest among scientific, business and academic communities. AI operates using information and computer technologies that are capable of doing intelligent tasks. It has gained unprecedented popularity (Häggström, 2016). Emotional Intelligence (EI) was a buzz word in 1990s and has been around for nearly 20 years while Artificial Intelligence (AI) has gaining popularity since the 1950s wherein questions related to emotional competence of AI remain unanswered.

EI is aimed at improving our emotional and psychological well-being at work and in our lives, whereas AI promises some workforce efficiencies, such as agility, as well as disruptions in a range of business and pubic contexts such as health care systems, business organizations and educational institutions. AI has the ability to learn and understand natural language, thereby leading to greater agility. But can we really trust AI with questions about emotional competence at workplace? Despite pre-arranged mechanical speaking, does AI have the capacity for and to truly understand human emotions, and managing relationships at work? Furthermore, empathy plays a crucial role assisting emotional competence. How can AI really understand empathy in a complex business environment? What is missing from the discourse of AI and EI is whether applications of AI need to incorporate aspects of EI so as to countervail the adverse effects of AI-adoption?

Conversely, what aspects of EI can contribute to effective design of AI applications? The pervasiveness of AI applications persists in the realms of workplace, consumer service and public service interactions as well as across cross-cultural encounters. This renders a thoughtful consideration of EI in the implementation of AI applications, that could further enhance agility in organizations. Finally, there is limited research that considers the research on the impact of AI implementation on employees', customers' and other users' emotional and psychological states. This study aims to confirm that there are number of attendant issues in the implementation, which cannot be separated from poor design that often yields issues in implementation and affects the (human) user constituencies of AI applications, be it employees or consumers.

Therefore, we systematically aim to study the use of EI in 1) design; 2) implementation; and 3) impacts of AI on a range of business and cultural contexts. In doing so, it will offer a critique, relying on a rather sparse and disparate set of studies that have begun exploring aspects of EI in AI design, adoption and implementation.

Keywords: emotional intelligence, happiness, artificial intelligence

Agile-led digital transformation in Pakistan: Why bridging digital divide is important to entrench technology in business?

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Abstract

The world has witnessed a constant saga of recession and financial crises during the past ten years. One major implication of the global recession is its impact on almost every industry, resulting in job cuts, a decline in quality of products and an increase in cost cutting strategies. In Pakistan the financial crises are apprehensive not only because of a lack of clear economic policies, foreign investments and productive financial market, but also due to unstable political condition. Atop, government and local entrepreneurs are paying comparatively less attention to digital transformation, which can bring in positive changes in organizations' operation.

Agile provides an excellent framework for digital transformation. The digital transformation journey is tough though in Pakistan by virtue of existing digital divide. It means first bridging the gap between haves and haves not and then reorienting business processes, entrenching new technologies into the core of local business, products and services. Thus, this presentation looks at possible solutions that may facilitate government's level policies to deal with the existing digital divide (in terms of access, usage and skills) and to facilitate agile-led digital transformation for better financial outcomes.

Keywords: digital transformation, Pakistan, policies, digital divide, agile-transformation

Managing and preparing for emerging infectious diseases – A multi-stakeholder agile strategic partnership approach towards avoiding a catastrophe

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Abstract

The extent and impact of neglected diseases has been well documented in the public health and medical science literature. However, from a strategic management and organizational perspective, there is a gap in first, identifying the key stakeholders and second, in understanding the complex functioning of Product Development Partnerships (PDPs), which are a part of the wider public private partnerships (PPPs) in the global health system. PPPs in general and PDPs in particular are argued to be the most critical approach, that involves facilitating the smooth and successful actions of key stakeholders in the context of managing and addressing neglected and emerging infectious diseases.

It is under this backdrop, that the focus of this paper is to identify the importance and relevance of PDPs in the development of new drugs for neglected and emerging infectious diseases, thus contributing to the efforts of avoiding a catastrophe. In this paper, we contribute by identifying the key stakeholders involved in PDPs, delineating their roles and partnerships, identifying the dependence on these external resources. In the process we further contribute by developing a model that illustrates the complex interrelationships between these stakeholders that governs the potential success of fighting emerging infectious diseases.

Our model offers a unique perspective to the strategic alliance literature by not only showing the complex interrelationships between the various stakeholders at the global level but also in highlighting various capabilities required in overcoming challenges. These are identified to include managing power, trust and governance issues. Theoretically, we utilize the resource dependency theory and the strategic alliance literature to develop our model. Based on our findings, we suggest an agenda for future research that will enhance our ability to understand and mitigate risks related to neglected and emerging infectious diseases from an organizational perspective.

How Gamification Impacts Motivation for Knowledge Sharing?

Sumaiya Ali Said Al-Ghassani
Master of Innovation Management

Abstract:

Knowledge has increasingly become determinative of competitiveness and development, placing states and organizations under pressure to set up practices that ensure effective knowledge management, in which sharing knowledge is one of its prominent pillars. On the other hand, knowledge sharing is a complex process as associated with the change of human behavior, which hardly attainable without persuasion or motivation. Recent studies introduce gamification as one of the promising tools to increase motivation. This advantage has contributed to popularizing gamification in education, mainly in motivating learners, to achieve specific study outcomes. The relative success of gamification in education convinced many researchers to transfer the experience to other areas such as HR, health, public services, and others. Likewise, this study explores the possibility of using gamification to encourage employees to share knowledge. Following the experimental qualitative method, the researcher invitedsome participants to conduct two experiment conditions testing gamified and non-gamified systems. The participants were asked to evaluate the experience through a gamification inventory questionnaire followed by semi-structured interviews to assess their motivation to build the analysis of the study. The research intends to investigate the ability of gamification to motivate employees to share knowledge, specifically the Dubai government employees. The objectives of the study are: (i) encouraging interaction to support knowledge sharing, (ii) strengthening individuals' willingness to involve in the knowledge process, and (iii) continuously promoting the incentives of knowledge sharing.

Keywords: Knowledge Sharing, Gamification, Motivation

The Balance between Personal and Professional Lives and the Impact of this Balance on Employees' Organizational Performance

Mohammed Abdullah Almarzoogi

Abstract

The purpose of this study is to explore how the balance between personal and professional lives affect employee's job performance. Mixed methods are used in which a survey distributed to a random sample of 180 governmental employees, 176 were returned, and 10 purposeful interviews were carried out with governments' leaders. The study revealed that the following practices affect the balance between work and family lives of employees. These practices include: the availability of health insurance for employee and their families, employees leaving immediately after a family emergency, allowing employee to take time out for their study. In addition, taking care of a family member, allow for a paid leave with small deduction, providing a flexible work schedule, and providing sufficient vacations to improve employees' personal life without salary deductions. The study recommends providing a number of services in order to find more time for them to spend with families. Some of these services are providing transportations, financial assistant if needed, and increase entertainment opportunities that tie employees to their families.

Prioritizing Knowledge Transfer Criteria in a Federal Organization in the UAE

Fatima Al Hosany

Abstract

A study was conducted in one of the federal organization in the public sector of the UAE. The objective of the study was to prioritize the criteria that affect the knowledge transfer process identifying the most important and least important ones specifically within the organization. A list of 25 criteria and sub-criteria were used to structure a customized model for knowledge transfer, Analytic Hierarchy Process (AHP). The findings of the questionnaire showed that "Trust", "Motivation" and "Organizational Memory" are the most import criteria. As a policy implication, the UAE government can facilitate the knowledge transfer process by emphasizing: Trust, motivation, and organizational memory.

The Role of Civil Society Organizations (CSOs) in Implementing the Sustainable Development Goals (SDGs) in the UAE: Case Studies on Emirates Environmental Group and Azraq

Eman Abdulrahman AlHarmoodi

Abstract

The Sustainable Development Goals (SDGs) are established by the United Nations and aimed to achieve in 2030 by the governments in collaboration with different stakeholders, including the Civil Society Organizations (CSOs). In the UAE, the government has a strong commitment to achieving the SDGs in partnership with the private sector, youth, and academia. Research has shown that the role of CSOs in the UAE is not well recognized and particularly their role in SDGs implementation. Besides, the literature review has presented several roles that CSOs can take to implement the SDGs. However, these roles do not illustrate the practical implementation by the CSOs and their impact on SDGs achievement. This study aims to explore the current role of CSOs in implementing the SDGs in the UAE. Also, the study aims to highlight the key challenges that hinder the implementation of SDGs by CSOs. Also, it proposes the possible solutions that would facilitate CSOs' engagement in SDGs implementation process in the UAE. By using the case study approach, two CSOs are identified for this study, which are Emirates Environmental Group and Azraq. The results identified three leading roles of the two CSOs in terms of implementing the SDGs: raising public awareness, implementing projects, and partnership/collaboration with different sectors of society. Besides, for each role, practical examples are shown to identify the impact of each role on the achievement of SDGs. Furthermore, the two case studies show the significant role CSOs can play in involving different sectors to implement the SDGs locally in the UAE. Also, the findings highlighted two key challenges for the two CSOs: the lack of data and the lack of involvement from the government concerning SDGs. The significance of this study is to present one of the opportunities the UAE government can take to enhance the achievement of the SDGs by engaging CSOs. The study recommended that involving CSOs and raising their awareness about the national priorities of SDGs can lead to increasing the engagement of individuals and community through volunteering to achieve the SDGs.

Supervisor: Professor Mohammad Habibur Rahman

The Holiday Effect on the UAE Economy

Tarek Taji

Abstract

National holidays provide economic as well as social benefits to the population. Numerous studies discussed the effects of the number of holidays on the welfare of the labor market and there is more than sufficient microeconomic evidence which indicates that holidays are important to economic life and personal wellbeing. This is at the epicenter of SDG goal number 8 of promoting sustained economic growth and a decent work environment. However, it seems that there isn't enough macroeconomic level evidence, especially in the MENA region which enjoys substantial differences in its holiday structure, as it relies heavily on the Hijri calendar which changes from year to year. This paper aims to answer the question of whether an extra day of holiday in the United Arab Emirates would boost its population's private consumption expenditure, thus GDP or vice versa. Prior literature discuses four mechanisms that suggest a relationship between holidays and growth in the economy. In this paper, I present the mechanism which supports the existence of an inverted U-shaped relationship between the number of public holidays and economic growth. This hypothesized mechanism deduces that there's an optimal number of holidays at a given period of time, a single year, at a specific production/ service economy. This paper also aims to estimate the association between the net number of public holidays in both public and private sectors and private consumption expenditure while controlling for the long run and short-run consumption patterns. Using a time-series OLS model over the period of Q1 2012 to Q4 2018, my estimates suggest that there is a negative, yet not statistically

significant, relationship between the number of public holidays in both private and public sectors and private consumption expenditure in the UAE.

Keywords: Public Holidays, UAE, Economic Growth, Working Conditions, SDG, HDI, Macroeconomics, Public Policy

Supervisor: Professor Scott Fargher

Effectiveness Use of Social Media in UAE Government Entities

Abdulaziz Sultan Almaamari

Abstract

This study aims at understanding the efficiency in using social media in the UAE and to understanding of the positive and negative impacts of social media's implications. A survey distributed to 46 governmental entities in which 46 surveys returned. The study revealed that all participants were using social media; Instagram ranked first in use followed by twitter. The study stressed that social media use has become essential and inevitable. They have also become very influential concerning government entities. Affirming the importance of social media, the study recommends its further use, especially in collecting data that improve various governmental functions.

Agile Government Policy Council:
Future Public Servant Skills

Room: Al Amwaj 1+2

Objectives:

This policy council is jointly conducted with the Mohammed Bin Rashid School of Government, the OECD and the Mohammed Bin Rashid Centre for Government Innovation.

The objective of this Policy Council is to

- understand key challenges impeding government-wide adoption of agile organizational transformation
- Suggest solutions for talent management to facilitate the transformation

Invitees:
Senior Managers working with government employees. They need not be only government employees.

Please take the survey:
https://agilegovernmentskills2020.questionpro.com/

Moderators:
Mohammed Bin Rashid School of Government:
Dr. Melodena Stephens (Professor of Innovation), Dr. Camilla Vammalle (Assistant Professor of Social Policy) and Dr. Scott Fargher (Associate Professor)

OECD: Mr. Daniel Gerson, Head of Public Employment and Management

Workshops

Workshop 1:
Ethics of Agile in Government Services for Health and Wellbeing

Workshop Facilitator:
Dr. Sridhar Venkatapuram, Wellcome Trust Senior Fellow (UK)

Agile philosophy and methods have much to offer Government programmes and services aimed to protect and promote health and wellbeing of citizens. Placing the needs and voices of citizens first, responding to their real needs, and identifying the real outcomes that matter. Such values have long been the aim of many movements in healthcare such as patient involvement, quality of care, value based payments, et cetera. To what extent can Agile help improvement health and wellbeing programmes, and what are the limitations and ethical choices to be faced?

With the following notions from the recent WEF 2017 report, the following is noted:

- Self-regulation creates a flexible regulatory environment where guidelines continue to evolve over time providing pathways for innovation. Self-regulation may also help businesses internalize ethical behavior and principles because the rules are based on social norms and the conduct of their peers rather than top-down prescriptive rules, thereby increasing the impact of the regulation.

- Setting ethical standards: In the absence of an organization that has sufficient credibility to set new technology standards, industry leaders have been calling for the adoption of ethical principles that guide research and industry activities.

Objectives of the workshop:

- Understand the Agile philosophy, initiatives and methods that Government programmes and services should be aimed to protect and promote health and wellbeing of citizens;

- Promoting mechanisms in positioning the needs and voices of citizens first, responding to their real needs and highlight ethical dilemmas and implications;

- Identifying the real outcomes that matter pertaining to the healthcare sector involving patient involvement, quality of care, value based payments; telehealth/ teleconsultation.

Workshop 2:
Leveraging Behavioural Economics in Public Policies

Workshop Facilitator:
Himanshu Vashsistha , Sixth Factor (UAE, Singapore, India)

This workshop will focus on basic principles and cases studies to explore the application of 'behavioural sciences' in the design of public policies. It is an interactive workshop that can also serve as a platform for discussion on how agile governments approach a customer focused strategy to "nudge" behaviour and attitudes towards policy goals.

Workshop Learning Objectives: At the end of this workshop, participants would be able to …

- get an understanding of the cognitive process and unconscious biases, and how they influence the decision-making process,
- become familiar with various types of behavioural interventions and how they can facilitate bringing about a desired change in organisational and societal human behaviour and culture, and
- appreciate how the learning can be applied to their own context at work, whether for day-to-day decision-making or for policy-making and implementation.

Format of Workshop

The workshop would employ an intensely interactive approach in order to make it engaging. Among the tools and techniques we would use would be:

- a series of case studies from a variety of sectors reflecting applications of behavioural   interventions
- a hands-on exercise, involving brainstorming, in which the participants will work in small teams
- a recap of learning in the form of a fun quiz game

Workshop 4:
Emirates Center for Government Knowledge (ECGK)

Workshop Facilitator:
MERAKI

Emotional intelligence is a combination of self-awareness and self-regulation that affects motivation, social skills and empathy. When it comes to workplace environment, emotional intelligence is essential. When both parties have a high degree of self-awareness and self-regulation, communication flows smoothly, allowing work environment to be facilitated successfully. On the other hand, low emotional intelligence can serve as an inhibitor to those in the environment if they lack self-awareness or are highly resistant and disruptive. Brief introductory workshop is to provide a framework of how emotional intelligence can be developed and used to improve work environment by improving overall communication. A positive work environment can help attract top talent, drive employee engagement and affect profitability and performance. Awareness can nurture our strengths rather than pick apart our weaknesses. It can create and foster meaningful relationships with a multigenerational and diverse workforce. Developing adaptiveness, compassion and mindfulness. Application of EQ in every day can enhance executives and teams. Over the course of my career as a therapist and trainer, I've learned that many of the interpersonal skills we use to strengthen our personal relationships are the same skills needed to fuel success in the workplace.

Workshop 4:
Emirates Center for Government Knowledge (ECGK)

Workshop Facilitator:
MERAKI

The Knowledge Sharing Sessions is an initiative by the Emirates Center for Government Knowledge, the management consulting arm of the Mohammed Bin Rashid School of Government. The sessions aim at providing public servants with an opportunity to interact with experts and consultants in the fields of organizational governance, strategy and organizational performance, human resource management, knowledge management and innovation management. These sessions are a catalyst for knowledge-sharing that extends beyond the organizational knowledge silos pose public management challenges and discuss potential opportunities that can impact various aspects of our day-to-day work. The center provides various channels for the exchange of public sector knowledge and practices between the UAE, GCC and Arab world and plays a pivotal role in improving the efficiency, efficacy and effectiveness of the various public sector entities. The sessions build upon public management theories and ties those with real-life practices, untapped opportunities and challenges. Each session is wrapped up with practical takeaways that can be further discussed within individual teams, departments and organizations in order to leverage on the potential areas of improvement on different levels. These sessions provide short-term quick-wins for long-term impact on the knowledge economy of the country.

Workshop 5:
A Workplace that supports and enhances Mental Health

Workshop Facilitator:
MERAKI

Mental health can have a serious impact on a business. According to the Centres for Disease Control and Prevention, about 80% of adults with depression reported at least some difficulty with work, home, or social activities because of their depression symptoms.

Unfortunately, disorders like anxiety and depression often go undetected for months or years. Unlike physical illnesses, mental health issues are more challenging to pinpoint. Even though mental health can often be a taboo topic, especially in the workplace, it appears that employees want their employer to champion mental health and well-being. According to a survey of office workers in July 2018 from Peldon Rose:

- 72% of employees want employers to champion mental health and well-being.

- Nearly three-quarters of workers say they want their employers to champion mental health and well-being in the workplace. This is rated as more important than equality (48%), sustainability (38%) and diversity (31%).

- This is the case for all generations, who prioritize mental health and well-being above all other causes - Gen Z (76%), Millennials (73%), Gen X (75%), Baby Boomer (56%).

Workshop 5:
A Workplace that supports and enhances Mental Health

Workshop Facilitator:
MERAKI

In our present world, where the pace of change is accelerating, and the appearances of life are becoming more complex, institutions must reinvent the ways in which they do business, and even reinvent themselves, whether through the partnerships that institutions relate to, the leadership techniques they use, or skilled human resources You are looking for, harnessing technologies and technology to lead all directions towards the future.

Corporate agility means the ability to quickly adapt creatively, as it is strengthened in organizations by striking the right balance between flexibility and stability. Agility goes beyond being flexible to a broader umbrella that includes the ability to change the organizational system in response to an external force that is not certain to happen. In addition, agility necessitates the application of new practices and organizational structures that support job empowerment. In addition to using new tools and policies, while developing other tools that are well established in business practices to enable them to move to agile institutions.

In order for institutions to be able to adopt the concept of agility in management, they must have the advantage of quickly facing unexpected changes, and satisfying customers and owners alike.

 In addition, the application of this concept enhances the level of competitive advantage by providing the best technologies, products and prices, and the ability to keep pace with external changes and technological developments. Various organizational distinction models have included institutional agility within their standards.

Institutions currently face many challenges in managing uncertainty, and they must become more flexible in their operations, and deal with agility as a strategic dimension that characterizes the work system in the region.

Conference Publications

The Dubai Policy Review (DPR) – Vol 2

The Dubai Policy Review (DPR), is the thought-leadership policy journal published by the Mohammed Bin Rashid School of Government with the aim of advancing the future of public policy and the quality of government. It brings together globally renowned thought-leaders to provide rigorous, cutting-edge and practice-oriented knowledge, packaged in accessible and actionable formats. Contributors to the DPR include distinguished scholars like Joseph Nye, Jeffery Sachs, Kishore Mahboubani, among many other global thought leaders. The second volume of the DPR published in February 2020 tackles cutting-edge public policy themes, including: smart cities as catalysts for sustainable development; charting the digital future of the Arab region; and agile policy-making and public administration.

[add QR code for DPR website]

The Policy Analysis Exercise (PAE)

The Policy Analysis Exercise (PAE) series is a student-led policy publication series. The PAE Series is a platform that highlights the contribution of MBRSG postgraduate students to policy. The Policy Briefs in this series identify and analyze real policy issues and provide concise advice and solutions for policymakers. The Series contributes to bridging the gap between educational output and real policymaking. It highlights the impact of MBRSG's educational output on policy through high quality research outcomes by MBRSG students. For policymakers, the Series provides valuable practice-driven policy analysis, advice, recommendations and solutions that can contribute to better quality of government.

Selected examples of published PAEs:
Education Management in Times of Crisis.
Implementation Process of the Law Number 5. Regulating Volunteer Work in Dubai.
Egyptian Pound Floating Policy.
Perception and Attitudes of People in Dubai Towards Waste Management.
Policy Analysis of Volunteerism and Humanitarian Action in the UAE.
Child Protection Policy: Concepts, Implementation and Impact on Dubai's Society.

For more details, visit the Policy Analysis Exercise webpage: https://www.mbrsg.ae/home/programs/policy-analysis-exercise-series

[add QR code for the PAE webpage]

Previous Editions of the UAE Public Policy Forum

UAE Public Policy Forum 2019

Under the patronage of His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum – Crown Prince of Dubai and Chairman of the Executive Council, Mohammed Bin Rashid School of Government (MBRSG) had launched the UAE Public Policy Forum in March, 2017 as an annual global discussion platform bringing together government leaders, the academic elite, and experts from all over the world who are dedicated to enhancing government policymaking in the UAE and the region. Each year, the two-day event sheds light on a unique theme through addressing several related pillars.

UAE Public Policy Forum 2018

The UAE Public Policy Forum is organized by the Mohammed Bin Rashid School of Government and aims to evaluate and discuss the potential of public private partnerships in the aforementioned areas to help private and public sectors stakeholders to evaluate ongoing PPPs in the UAE, exchange ideas and experiences of best practice in PPPs and establish networks for future PPP policy development.

UAE Public Policy Forum 2017

As governments around the world seek to provide a growing population with the required public services and infrastructure, there is an increased interest in using Public-Private Partnerships (PPPs) as a solution. In the UAE, the PPP framework that is evident acknowledges and structures the role for government as one that ensures that social obligations are met through successful sector reforms and public investments alongside private sector engagement. This participatory model hold vast potential and requires policy adaptation to optimize the mutual benefits to the public and private sector as well ascitizens.

More information available here: https://www.uaepublicpolicyforum.ae/previous-editions/

Research at The Mohammed Bin Rashid School of Government

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

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 in the Arab world. The School is committed to the creation of knowledge, the dissemination of best practice and the training of policy makers in the Arab world. 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.

The MBRSG Research Department focuses on the following six priority policy areas:

- Future Government and Innovation
- Education Policy
- Health Policy
- Public Leadership
- Social Policy, Wellbeing and Happiness
- Sustainable Development Policy
- Economic Policy

Scan the code to access
MBRSG research

For more information on research at the Mohammed Bin Rashid School of Government, please visit: http://www.mbrsg.ae/home/research.aspx