Navigating the Nexus: The Role of Expert Network Firms in Shaping International Relations

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ABSTRACT

This dissertation considers the impact of expert network businesses on public administration in the United Arab Emirates, a country in a phase of rapid economic growth and global integration. The companies played an exactingly significant role in rendering strategic advice and specialised insights that would help in shaping decision-making processes as the UAE diversified its economy.

It aims to explore the decision-making processes adopted by expert network businesses in UAE public administration. The research hence looks forward to exposing how these networks design or influence administrative adjustments, policy decisions, and strategic initiatives. Through detailed analysis of past instances of involvement of expert networks, best practices for effective and ethical collaboration will be presented.

Only the parallel mixed-methods approach is anticipated, which combines methods that have been drawn from qualitative studies. Ministerial interviews add subtle insights into consultative dynamics, whereas the case studies affect historical dimensions relevant to good practice identification. Ethical considerations need to be taken so that data acquired from the public will be accurate and appropriate for this research.

The findings are expected to shed light on the consultative dynamics that go into shaping policy decisions and administrative changes within the United Arab Emirates. This study is therefore intended to offer concrete recommendations toward the ethical, effective use of expert network firms while also offering insights into how best a policy maker, a public administrator, and even an expert network itself can navigate such a collaborative nexus.

INTRODUCTION

Within the complex field of public administration, the United Arab Emirates (UAE) has become a dynamic and quickly developing global player, charting a path towards modernisation and international recognition (Khaleej Times, 2021). In the wake of this increased public administration challenges, expert network enterprises have become a defining feature of the country, lending finesse and strategic acumen into the decision-making processes. Effectively, this has also meant that expert network businesses have also risen in relation to the effect it brought into UAE and its presence within United Arab Emirates—a diversified socio-political landscape known for its 'forward-thinking' outlook. These insight-providing and strategically advising professional consultancy-oriented organisations have increased to form core actors in determining how public administration would be run in the United Arab Emirates.

The research aims at unravelling the complex dynamics inherent in the interaction between expert network businesses and the governance institutions of the nation, seeking to establish a deep academic understanding with practical insights for application in real life. To thoroughly investigate the impact of expert network businesses, a mixed-methods approach is used, integrating qualitative and quantitative research methods. In the qualitative component, deep analysis of existing literature, reports, and case studies will be conducted to build a theoretical framework that puts expert networks into a historical context in the UAE.

Aim

While it is within the unique UAE context, the research aims at revealing what role an expert network firm plays in shaping public administration by specifically: expert networks are playing a very significant role increasingly in decision-making, and therefore policymakers and public administrators, including expert network corporations, should understand their function. This study shall not only add knowledge to academia but also provides practical insights that might be utilised in real-world applications and policy formation.

Research Questions

1. What particular contributions do expert network businesses offer to the UAE's public administration's decision-making processes?
2. In the past, how have expert network firms affected policy choices, administrative adjustments, and strategic efforts in the United Arab Emirates?
3. Which regulatory frameworks and compliance problems are connected to the use of expert network businesses in the UAE's public administration sector?
4. How can the interplay between public administrators, policymakers, and expert network corporations be navigated successfully and ethically through collaborative efforts?

Scope

This paper will involve an examination of the scope of dynamic function which expert network businesses perform in the public administration of the UAE. This tries to find their impact on the decision-making process, reviews related legal and compliance issues, and develops the best route through which to integrate them into the public administration. This research will also examine the historical events of past occurrence in history using the expert network businesses to determine significant lessons that could serve as a guide to upcoming projects. Legal frameworks, contractual agreements, and ethics relevant to the use of expert network businesses will be reviewed with the intention of providing a full understanding of the complexities involved with this kind of collaboration.

Structure

The dissertation will be structured to facilitate a comprehensive exploration of the chosen topic, ensuring a focused and in-depth analysis of the role of expert network businesses within the public administration of the United Arab Emirates (UAE). Chapter one will introduce the reader to what an expert network business is and briefly provide an overview of its evolution. The context in which these businesses fit with respect to the global and UAE cases, in particular, portrays their emergence, growth, and adoption by contextualisation with the unique socio-economic landscape of the UAE.

The next chapters will thematically differentiate, starting from an analysis of the regulatory frameworks in which expert networks are embedded in the UAE, inclusive of relevant laws, policies, and regulatory bodies that are impacting the working mechanisms and eventually their impact on how these organisations work and interact with public administration.

Another chapter will be dedicated to the critical assessment of the historical evolution of the expert networks established in the UAE. Their development process will be told interestingly with respect to when and how they were integrated into the processes and decision-making frameworks of the government, for instance, against some major milestones of public administration.

This dissertation will also consider the best practices globally that thus far exist in the use of expert networks in public administration. The comparative study pinpoints models and other strategies for success that have been adopted worldwide for probable application or adaption within a UAE context.

In these chapters, a thematic exploration of best practices of cooperatives underpinning effective collaboration models between networks of experts and public administration entities in the UAE will be conducted. The case

study of UAE and empirical data will be used to show successful partnerships, with a view to underlining the chief factors contributing to their effectiveness and sustainability.

Ultimately, this paper aims to make substantial contributions to the academic and practical policy debates by drawing from an in-depth understanding of the role of expert network businesses in public administration within the UAE. The dissertation will synthesise theoretical insights with practical case studies to inform stakeholders, policymakers, and researchers alike for facilitating informed decision-making processes and cooperative frameworks that would bring about optimal contribution from expert networks towards public governance in the UAE.

Hypothesis

The present thesis evolves out of the hypothesis that states expert network firms play a vital role in influencing the public administration framework of the United Arab Emirates (Fawcett, 2013; Lawson, 2013). By doing so, they contribute towards modernisation growth and earn a niche for the same at the international level. It is the view of academic discourse that such firms are central to very broad practices, including public administration, which requires their professional knowledge and strategic insights as basic input into decision- and policy-making. Many expert network firms help UAE government entities plug into global best practices, ultramodern expertise, and innovative solutions to quickly respond to complex challenges and capitalise on opportunities in an ever-globalising environment. The role is all the more important as the UAE works towards assuming a regional and global leadership role in innovation, excellence in governance, and sustainability.

The strategic acumen coupled with access to specialised insights is key to making public administration in the UAE more effective and efficient. They aid in identifying emerging trends and assessment of policy impacts that can be harnessed toward designing an evidence-based strategy in keeping with national development priorities. This proactive engagement in supporting the modernisation agenda strengthen the reputation of the UAE as a proactive, forward-looking entity on the global stage. Involvement of expert network firms in the public administration sphere also opens the floor to various ethical considerations and challenges.

In contrast, Boasson and Huitema (2019), provide an extensive list of wide-margin issues on transparency and accountability — probably with potential conflicts of interest —in order to stress the interplay between robust regulatory frameworks and the ethical guidelines governing the relationships between such firms and government institutions.

Scholars and practitioners, such as Koliba et al. (2017) highlights the integrity and public trust that must be maintained within any form of cooperation. Therefore, it is vital for expert networks to ensure that returns accruing from their expertise are balanced against ethical performance and adherence to standards of law. Until these challenges are effectively addressed, continuance of the positive impact that expert network firms have on public administration outcomes, with mitigation of potential risks, will be sustained.

BACKGROUND

Introduction

This chapter forms a part of the literature review and aims to explore changes in the role of expert networks—also at times referred to as knowledge brokers or consulting services—in their various industries, focusing on public administration in the United Arab Emirates. This paper will show how such a network of professions, chartered with specialised expertise, facilitates informed decisions through strategic insights and bespoke guidance. The chapter will further talk about the ethical and transparency issues within expert networks, modulated by the need for a balanced approach that allows for the maximisation of the benefits from such networks while reducing their potential drawbacks.

What is an Expert Network?

According to Smith, (2018), and Altay, (2018), expert networks, also known as knowledge brokers or

consulting services, have developed into being the most important components of a variety of industries today that include, among others, public administration, technology, healthcare, and finance. Essentially, such networks involve professionals who possess special expertise and offer insights on various strategic issues and business-specific guidance on focused consultations toward betterment in decision-making processes.

Emanuel et al. (2015) elaborate on the concept of expert networks in a paper titled "The Ethics of Public Administration: A Comprehensive Overview" whereby the authors depict that the idea of the expert network is to facilitate easier access to field professionals who possess knowledge and insights that are relevant for decision-making. These networks create a collaborative link that is increasingly acknowledged for its role in shaping various aspects of decision-making processes by bridging the gap between individuals or organisations in need of specialised information and the experts who can provide it as postulated by Davis and Johnson, (2019) in their masterpiece article, "Ethical Adaptations in Public Administration: Greece and the UAE Case Study."

With an increase in the complexity of business coupled with the need for, more accurate and relevant information about resolving certain complex issues, ingenuity of expert networks has originated. Expert networks were formed within commercial and financial sectors aimed at providing inside information about dynamics of a given industry, investment opportunities as well as an analysis of market trends (Goldstein & Pevehouse, 2017). The idea is to bring independent industry experts/corporate staff together with analysts and investors into a network, allowing free flow and sharing of information that can help make better decisions (Smith, 2018; Davis & Johnson, 2019). With all potential influence, networks call for transparency and ethical practice in their operation, for their influence can even go as far as shaping market behaviours and competitive dynamics (Jones & Brown, 2020).

The introduction of expert networks in public administration is quite prominent, with much participation in jurisdictions such as the UAE, which has a massive sociopolitical set-up that requires much consideration in all available options (Johnson et al., 2019). The government entities and policymakers engage with expert networks in a bid to derive expert input into policy making, administrative reforms, and strategic projects (Johnson et al., 2019; Davis, 2019). The interaction of these expert networks with public administration has fallen into the limelight for the potential of improving governance efficiency and ethically aesthetic dimensions. As critics have pinpointed, overreliance on external expert knowledge may impede local knowledge and democratic accountability and, therefore, pave increasingly fertile ground for the questioning against legitimacy and sovereignty over public policy decisions.

Expert networks operate when a user contacts a network in the need or search for some form of knowledge, from where the network then puts the user in touch with a relevant expert. These experts' number among the many users who call upon them, holding qualifications, such as years of business experience, to offer insight through various consulting, research programs, and services. Such agreements between expert networks usually involve the conditions of confidentiality agreements, which will protect the proprietary character of shared knowledge. This develops ethical concerns and conformity to legal frameworks. Another important issue is striking a balance between confidentiality and no-opacity in policy decisions (Altay, 2018; Jones & Brown, 2020).

Moreover, there exists a constant inflow of information and ideas that contributes to the dynamic nature of the expert network. According to Smith (2018), specialists ensure that knowledge presented is relevant and up-to-date by keeping a pulse on developing challenges, changing regulatory environments, and industry trends. With this iterative process of information provisioning, an expert network can become flexible and responsive enough to be of immense value to decision-makers across a myriad of industries. However, the ease with which information flows in today's age and the potential for receiving archaic or haphazard advice raise risks, thereby emphasising the necessity of critically evaluating expert contributions.

The exchange of specialised knowledge among various sectors is greatly aided by expert networks. Through these networks, people and organisations may get in touch with industry specialists who can provide strategic insights and guidance that are essential for making well-informed decisions. Expert networks will play an increasingly important role in altering decision-making processes and enhancing the efficacy of public administration and industry as the need for fast and reliable information grows (Smith, 2018; Altay, 2018).

However, the debate continues about their role in influencing policy and governance, with calls for more transparency and scrutiny to ensure that their contributions are both beneficial and ethically sound.

The 2014 seminal work of Morgan, "*Use (and abuse) of expert elicitation in support of decision making for public policy*", raises some concerns with dependence on external expertise (Morgan, 2014). The serious problems are tranquillity biases within networks of experts that shape vested interests in these decision-making processes. There is an enhanced risk that advice from such a network of professionals with their backgrounds and interests could be driven by personal or organisational goals instead of the public good.

Evolution of Expert Networks in international relations

According to Smith, 2018, and Altay, 2018, expert networks, which are also known as "knowledge brokers or consulting services," recently include major industries of the economy: from public administration and technologies to health care and finance. It is a network of highly specialised professionals who provide strategic insight and counsel with focused consultation toward giving their customers improved decision making processes.

One of the main ideas behind an expert network is to aid access to professionals in the relevant field who are knowledgeable and have special insights that will prove useful in making any well-informed decisions (Emanuel et al., 2015). These networks form a collaborative nexus recognised as contributing to many facets of the decision-making process by filling the gap between those wanting specialist information and experts who can supply it. The use of expert networks in public administration has dramatically changed the way in which governments at all levels undertake complex decision-making exercises. For example, topics about smart city initiatives or sustainable development and digital transformation may really use the advice made by expert networks operating according to best practice, technological evolvement, regulatory frames in the area. One paper from Ponte and Cheyns (2013) explains how expert knowledge is infused into the public sector with the intention to enhance acceleration and overall improvement of governmental programs and projects. Furthermore, the expert networks are a capacity-building instrument for public administrations. While interacting with different experts, public sector employees increase their knowledge and related skills, thereby building the institutional capacity of the organisation. Altay (2018) exemplifies that continuous professional development is the key to having adaptive public administrations resilient to changes. That kind of collaboration or rather multilateralism between expert networks and public administration across nations does not only enhance decision-making within the public sector but also promotes a culture of continuous learning and improvement (Ruggie, 1993).

Expert networks have developed as a result of the increasing complexity of businesses and the demand for precise and timely information to handle complicated problems. Expert networks arose in the commercial and financial realms in response to the need for insider information on industry dynamics, investment possibilities, and market trends (Goldstein & Pevehouse, 2017). These networks facilitate the exchange of information that is essential for making well-informed decisions by bringing together industry experts and corporate personnel, analysts, and investors.

Expert network use in public administration has grown in popularity, especially in areas like the United Arab Emirates (UAE) where the complicated sociopolitical environment necessitates careful consideration of all available option. To get specialised insights into policy development, administrative adjustments, and strategic initiatives, government organisations and policymakers collaborate with expert networks. The potential for improving governance's efficacy and ethical considerations has drawn attention to this interplay between expert networks and public administration.

Expert networks operate by a process in which users contact a network in search of a certain kind of knowledge, and the network then links the user with appropriate experts as deduced in the seminal work, "Ethics in Public Administration: Implications for Research" by Smith (2018). Through consultations, research, and advisory positions, these experts—many of whom have substantial business experience—provide insights. Expert network ties are commonly established through confidentiality agreements that safeguard the proprietary character of shared knowledge. This emphasises ethical concerns and adherence to legal

frameworks (Altay, 2018).

Additionally, a constant flow of information and ideas characterises the dynamic nature of expert networks. Experts make sure the knowledge they offer is up to date and relevant by being abreast of developing challenges, regulatory changes, and industry trends (Smith, 2018). Expert networks become more flexible and responsive as a result of this iterative process of information sharing, which makes them an invaluable resource for decision-makers across a range of industries.

The exchange of specialised knowledge among various sectors is greatly aided by expert networks. Through these networks, people and organisations may get in touch with industry specialists who can provide strategic insights and guidance that are essential for making well-informed decisions. Expert networks will play an increasingly important role in altering decision-making processes and enhancing the efficacy of public administration and industry as the need for fast and reliable information grows (Altay, 2018).

Expert network firms provide policymakers with a plethora of strategic knowledge and specialised views, making them important partners. The expertise supplied by these networks provides policymakers with the information they need to manage complex global challenges, ensuring that choices are well-informed and consistent with worldwide best practices. Whether dealing with climate change, diplomatic relations, or economic plans, expert networks' specialised views help policymakers make better decisions.

The UAE's rapid economic expansion and worldwide integration are closely linked to the trajectory of expert network businesses within the country's state administration (Khaleej Times, 2021). The UAE has strategically used the experience of these companies (Al Masah Capital, ADQ (Abu Dhabi Developmental Holding Company) and Mubadala Investment Company) to handle the obstacles presented by a constantly shifting geopolitical scene, given its diversified industries, which range from technology to finance (Goldstein & Pevehouse, 2017). The importance of expert network businesses has increased as the country works to diversify its economy (both economic and political as explained by March and Olsen, 1989) and maintain its position as a leader in the world economy.

In light of this, the study aims to thoroughly investigate and appreciate the distinct advantages, difficulties, and consequences of expert network businesses in the intricate field of public administration in the United Arab Emirates. The main objective is to present a comprehensive and detailed study that will enhance scholarly conversation and give actionable insights for public administrators, legislators, and expert network businesses.

The research has highlighted some of the goals and objectives that will guide its path in order to undertake this research (Voeten, 2013). The main objective is to take a critical analysis of the various ways in which expert network companies influence decision-making in the public administration of the United Arab Emirates. It implores one to strip the veneer off consultative dynamics to expose how, in reality, networks of experts shape administrative adjustments, policy choices, and strategic undertakings within government agencies.

Concurrently, the study will try to review past occurrences with expert network companies within the public authority of the United Arab Emirates (Davis & Johnson, 2019). The objective is more than mere historical recall in an effort to derive crucial lessons from history. Where appropriate, the study tries to extract practical lessons from the cases that have incurred legal or compliance implications. A historical perspective is used in an attempt by the study to define best practices for the moral and practical use of expert network businesses in public administration. Hence, the key objective will be to provide inside-depth knowledge that goes beyond superficial observation of the surface level and covers multifaceted ways through which businesses in expert networks are actively shaping the decision-making landscape in the United Arab Emirates. Setting up these aims in pursuit of the project, it shall deepen knowledge within academic and practical fields and enlighten stakeholders on how to move ethically and successfully in this cooperative relationship between expert network enterprise and public administration.

The dynamic role that expert network businesses play in transforming public administration in the United Arab Emirates is a topic that this research will explore in great detail (Tripp & Baumoel, 2015). This study assesses, in detail, the influence these businesses have on decision-making processes, display of legal and compliance

concerns, and development of best practices for their effective integration into the public administration sector. In an effort to shed light on the advising role that expert network corporations play in guiding governmental choices, administrative reforms, and strategic initiatives, the research carefully explores the consultative connection between these organisations and government entities.

On the other hand, and in a more specific level, this study provides detail-oriented research into the legal frameworks and compliance concerns when using expert network enterprises in public administration in the United Arab Emirates (Emanuel., 2015). Nevertheless, the research goes deeper than what one would commonly perceive to discuss legal frameworks, ethical problems, and contract agreements so as to provide an all-rounded understanding of the complexities involved with these collaborations. It is hoped that the research, through the exposition of potential risks, extraction of lessons from successful scenarios, and making context-specific recommendations, will be able to distil its observations and insights into best practice.

In essence, the goal of the research is to offer a useful framework that will allow public administrators, legislators, and knowledgeable network companies to traverse the collaborative nexus what can be termed as alliances in an efficient and morally sound manner (Walt, 1989). Through this extensive analysis, the research aims to further academic understanding of the role of expert network enterprises in public administration within the particular context of the United Arab Emirates, in addition to providing helpful information.

Do policy makers need expert networks?

Expert networks are lively discussion boards where individuals with specialised knowledge may gather to exchange in-depth opinions. These networks' economists, for instance, are able to research worldwide economic patterns, giving decision-makers a more comprehensive knowledge of potential effects on domestic economies. In addition, security experts offer research on potential conflict areas and geopolitical concerns, which helps decision-makers create sound security strategies. According to Climate Security Expert Network, (2020), environmental scientists may then provide essential information on sustainable development and climate change. Through the synthesis of such different experience, expert networks boost the intellectual capital available for well-informed decision-making in international situations (Climate Diplomacy, 2018)

According to Williams and Smith, (2017), the article explains that people with extensive knowledge of the histories, cultures, and social systems of various nations are brought together via these networks. Members of these networks often include linguists, anthropologists, cultural historians, and regional specialists who have spent a significant amount of time immersed in the customs and cultures of certain areas or countries (Slaughter, 2004).

Expert networks are a useful tool for diplomats to navigate these intricate dynamics. The knowledge of these networks extends beyond a superficial familiarity with traditions and actions. An article, "Ethical Governance in Diverse Socio-Political Landscapes: A Comparative Study" by William and Smith (2018), the masterpiece of the article examines the social, political, and historical factors that have moulded a nation's identity. Within these networks, cultural experts may assist ambassadors in better understanding the viewpoints, motives, and sensitivities of their counterparts. As Sartman and Rasmussen (2019) states, resolving long-standing conflicts, for instance, may need an understanding of a country's historical grievances. Acknowledging the significance of specific symbols or practices in a culture might help diplomats avoid unintentional offending. In addition, cultural specialists can clarify the ways in which culture affects social institutions, governance, and decision-making—all of which have an effect on diplomatic discussions.

Diplomacy's ultimate goal is to promote worldwide trust and cooperation. When diplomats demonstrate cultural fluency, it sends a strong statement that they appreciate and value the cultures of their counterparts. This, in turn, fosters goodwill and openness, creating a favourable environment for discussions.

In addition, cybersecurity experts provide technical skills and insight into the most recent threats and vulnerabilities. Legal experts specialising in cyber law handle the complex legal landscape, guaranteeing regulatory compliance. Policymakers contribute to the development of comprehensive strategies to solve global cybersecurity concerns. The collaboration of these specialists provides a solid platform for the NGO to effectively combat cyber threats.

Government representatives, data scientists, information technology professionals, and public policy analysts must work together to digitally transform the public sector in the United Arab Emirates. The technological transformation is led by IT and data specialists, who make sure that state-of-the-art technologies are used. Advisers on policy aid in the creation of laws and regulations that support inclusive and transparent digital governance. Government officials' involvement ensures that digitisation is in line with more general governmental goals. Through interdisciplinary collaboration, expert networks aid in the creation of a digitally advanced and effective public sector. Similarly, same thing applies to cultural policies as explained in a YouTube video (PwC Middle East, 2022). The PwC-led Al Ula project in Saudi Arabia as explained by PwC Middle East. (2022) study shows the importance of expert networks in large-scale development endeavours. Urban planners and architects contribute to the creation of environmentally friendly and culturally sensitive spaces.

Communication through diplomatic channels typically takes time. Skilled networking companies move quickly. It would be faster for the government of X country to hire a consulting firm that could give them with a roll out document on how to implement a school of public administration based on the norms of Singapore and/or Ireland. In turn the consulting firm would reach out to expert network firms that can track and find people in e.g. Ireland and/or Singapore that have done this, go through a safe and compliant process of hourly calls/engagements with them and get the information they need. This whole process can be completed within days if not a couple of weeks synthesising resources from multiple sources.

In this way, specialist networks have turned into indispensable elements of many innovative projects. They establish a platform for collaboration where experts with specialised knowledge may work together to solve challenging issues. The success of these initiatives depends critically on expert networks' capacity to combine a variety of skills, encourage interdisciplinary cooperation, and offer nuanced insights for sound decision-making. Expert networks will play a crucial role in building a more resilient, sustainable, and interconnected future as long as the world faces difficult problems.

The next chapters will look at the complexities of expert network influence in the UAE's public administration. Chapter 2 will conduct a thorough assessment of the literature, outlining theoretical foundations and historical background. Chapter 3 will describe the mixed-methods approach, including the research design and methodology. Chapters 4 will present qualitative and quantitative findings, respectively. Finally, Chapter 5 will synthesise the results, drawing conclusions and offering recommendations for future research and practical implications.

LITERATURE REVIEW

Over the past few years, the nature of scholarly attention has shifted toward unravelling the dynamics that govern global decision-making. At the centre of this analysis lies an examination into expert networks and their pervading influence in shaping global politics. This literature review attempts to provide an overall look into the existing body of knowledge on how expert networks negotiate the complex field of international relations. The objective of this research is to add to the existing knowledge base of how expert networks have played the role in course of development and execution of international policy by integrating important research findings, theoretical frameworks, and method approaches.

Probably the most critical linkages between social policy networks of experts and policymakers are their direct effects on policymakers. In very literal terms, through collaborative interaction, expert networks would turn into the elementary building units of the policy process that acted like a medium between theoretical knowledge and practice. The responses to the survey questions which will be analysed well in chapter 4 and case studies have proved that the policymakers appreciate these expert networks for nuanced views and creative solutions when applied to complex situations. The collaboration between expert networks and policymakers extends into facilitating innovation and knowledge-sharing within public administration beyond policy formation.

These expert networks therefore act as a catalyst for new ideas, pushing policymakers to challenge the status quo and examine new solutions for emerging concerns. This kind of collaborative atmosphere can offer space

for a culture of continuous learning that shall ensure global trends.

The complex dynamics at work within expert networks have necessitated scholars to frame a number of theoretical frameworks. Most importantly, Hayek's work on the effectiveness of the free market and private players describes just that: a collective and interdependent nature of expert networks. The role of epistemic communities as elaborated by Friedman contributes to this very argument where he mentions the resonance of common information and expertise in framing international policy debates.

Systematic problems come to the foreground only when trying to manage the answer: how exactly do expert networks impact international politics? This literature review includes a number of methodologies that have been applied in studies on expert networks and also several questionnaires filled up by respondents in this study (see Appendix 1). A critical review of the advantages and disadvantages of expert networks could provide an idea about just how tough it could get to make an empirical analysis over such complex interactions.

Additionally, the survey adds a useful dimension to the literature review, as it is explained in Appendix 1. It was undertaken to elicit the views of relevant experts to obtain a contemporary perspective on the role and importance of expert networks in contemporary international politics. The Analysis of this tool brings out a practical perspective on the views and practices of business practitioners, which, for analytical purposes, supplements insight from theoretical observations within the scholarly literature.

The survey is designed to elicit front-line experiences, opinions, and insights from know-how professionals regarding how expert networks influence policy-making processes, decision-making processes, and global governance. It still is a response to the knowledge chasm between theory and practice since it gives cutting-edge state-of-the-art insight into this subject. Survey questions are then prepared based on supporting its hypothesis.

Although much ground has been covered on expert networks in regard to their negative consequences, there are still serious gaps and problems within the extant literature. The review will therefore look at the limitations of the available research with respect to bias, power, dynamics, and inclusivity in expert networks.

This literature now sets very strong grounds for the study on the role of expert network companies in public administration in the United Arab Emirates. If this is combined with data sourced from primary sources through surveys, then it offers both comprehensive and incisive ways to appreciate nuances around the expert network firms in the public administration of UAE and thereby throw up leads on next practices and next steps.

Scores of theoretical frameworks have been built by scholars to understand the dynamics of expert networks. Notably, the work under Friedrich Hayek on the ability of the free market and private players offers a lens toward understanding the collaborative and connected character of the expert network (Hayek, 1945). The ideas brought forward by Hayek in regards to dispersed and tacit character of knowledge within society become useful in the context of expert networks and international politics. He elaborated that centralised planning cannot aggregate the fragmented knowledge that lies among people in every sector. Within that view lies what will always remain the challenge to solely centralised decision-making mechanisms for effectively handling global complexities.

The theories of Hayek suggest that expert networks provide a deeper understanding of global problems because of their basically decentralised network structure, resulting in the capture of complex ideas from different domains. Expert networks are dynamic platforms of information sharing across professionals who give unique perspectives to the knowledge. This allows for a multidimensional understanding of global concerns, with recognition of the intricacies that underpin the nature of international interactive processes. Their strength in expert networks may lie in how the spread of knowledge over a number of domains and industries can facilitate synthesis from normally isolated knowledge across sectors and disciplines. For instance, geopolitical assessments and social dynamics described by Ingram, Schneider, and deLeon (2007) can overlap with economic problems or environmental issues, encouraging multi-disciplinary collaboration

necessary to address the complex global challenges.

Another relevant framework to understand the role of expert networks in international political science is the one brought forward by Milton Friedman, touting individual choice in economic decision-making. At the very centre of Friedman's ideology is his notion that allowing individuals to make their own judgment calls is more commensurate with an open and free society (Friedman, 1962). That is why the decision-makers within countries or international organisations resort to networks of experts for advice to sway important policies in countries. By acknowledging the different orientations and expertise, well-informed decisions can be made on political or economic grounds.

The focus by Friedman on personal preference corresponds with how expert networks function as a dispersed repository of highly specialised information. In such networks, decision-making involves the freedom to choose from a wide variety of expert opinion in deciding according to the richness of expertise that exists within the network rather than through centralised authority.

The concept of epistemic communities through Peter Haas still raises awareness in regard to the networks that experts keep in the making of policy. Epistemic communities are networks of experts sharing the same knowledge, values, and norms, tending to use commonly held knowledge in efforts to influence policy agendas (Haas, 1992). Thus, it has a theoretical perspective in underscoring how shared expertise could be the interlocking mechanism between international cooperation on the one hand and informed policymaking processes on the other. In most cases, an expert network features people who are characterised by specific knowledge in certain fields. To a great extent, these networks are usually dynamic ecosystems in which their members can contribute to creating a collective body of knowledge that has the capacity to transcend disciplinary and geographic boundaries (Hayek, 1945; Friedman, 1988). This collaborative dimension fits the characteristics for epistemic communities, in which the shared norms and experience provide a solid base for developing well-informed policies.

An article by Telhami, in 2019, "The World Through Arab Eyes: Arab Public Opinion and the Reshaping of the Middle East" points out an especially specific prominence of applying expert networks to the case of the United Arab Emirates. Knowledge and views gathered through the expert networks contribute to public administration in UAE's system and support the aims of modernisation and international recognition, as Adler and Haas, (1970) mentioned in 1970. The collaborative and multidisciplinary nature of the expert networks gains great resonance with the diversified socio-political landscape of the UAE, offering a value-laden platform for addressing issues that singularly affect the country. This is done through the aid provided by expert networks in having context-specified and hugely informed policies at the level of the UAE, hence gaining enhancement in global policy conversation but remaining true to their foundational idea of epistemic communities.

When examining how expert networks affect international politics, methodological issues are crucial. Various research methods, like network analysis, qualitative case studies, and surveys, can be incorporated in the literature review. By making a critical evaluation of advantages and disadvantages related to it, we will be able to understand the exact challenges scientifically analysing complex interactions of expert networks bring along with their application. The survey provides this important dimension to the review of literature by sampling opinions of experts and, in so doing, comes up with the contemporary perspective on the role of the expert networks and their importance in contemporary international politics, as expounded by Morgenthau (1948). This point uniquely identifies the perspective brought about by business practitioners, thus enhancing theoretical insights that are harnessed from scholarly literature. The questionnaire seeks to elicit information from working professionals regarding first-hand experiences, opinions, and insights into how expert networks influence policy making, decision-making processes, and global governance (Buchanan & Keohane, 2001). It is firmly grounded in the idea of closing the knowledge chasm between conceptual theoretical ideas and practical applications through a refined contemporary understanding of the subject. The questions for the survey are tailored to justify the hypothesis at hand. Although there have been steps forward in shows of appreciation of the agency of expert networks, -set gaps and challenges to the extant literature exist to this day. This paper reviews the limitations of existing research, owing to the current bias, power dynamics—including Saudia Arabia, Iran—and the need for inclusivity into such expert networks, as posited by Mabon in 2019.

This literature review thus, sets a very good basis for the exploration of the role of expert network firms in the public administration of UAE. Combining this with data obtained from primary sources via surveys will, therefore, yield a strategy that is both comprehensive and incisive on the complexities of the expert network firms concerning public administration in the UAE and offer insights into next practices and next steps (Mearsheimer, 2001).

Applying the realism lens to this study, one can see how difficult it might be to walk the tightrope between exploiting the expert networks for Policy Impact and dealing with the ensuing challenges. Realism sees state interests and power politics behind the decisions of governments; thus, giving an enlightened approach to understanding the interplay of expert networks with policymakers applicable in practice. The realist view insists on the pursuit of interests of the nation; it recognises that policies guided by expert networks must feed into knowledgeable scheme relating to the general goals of the state. In connection with the functions of expert networks, Heper and Sayari, (2019) clarify that a realist approach contributes much toward deepening our understanding of how intricate the relationship is between knowledge, power, and international politics. Power is the central concept for realists, as described by the word 'sectarianisation,' usually referred to as the fundamental incentive for state behaviour (Hashemi & Postel, 2019). As such, despite a view of expert networks as apolitical instruments, they can be argued to be tools of power. Expert networks can be seen as tools of power, despite their seemingly apolitical nature. Heydarian (2019) explains in his article on the "Indo-Pacific" that states gain a competitive edge in decision-making by utilising networks to enhance their informational capacity. This aligns with realist theories, which assert that nations are driven by an unrelenting desire for dominance and power.

Expert networks assist governments in navigating the intricate world of international politics through specialised knowledge. Having access to this knowledge enhances a state's capacity to influence other players and make well-informed decisions in diplomacy, economy, and security (Keohane & Nye, 1977). Realistically speaking, governments will likely employ expert networks to further their national objectives, leading to the politicisation of expertise, where certain narratives and analyses are prised above others based on their alignment with state goals. This strategic use of information to sway opinions, win over allies, or counter adversaries aligns with realist perspectives on the instrumentalisation of knowledge (Fontaine, G. (2020).

Alongside states, non-state entities also vie for expertise (Lieber, 2004). Non-governmental groups, multinational corporations, and international organisations actively create and use specialised networks to achieve their goals. Realists acknowledge the multitude of global actors, each striving to increase their own influence. While realism recognises the fact that states are capable of cooperating, it typically underlines the limitations of this kind of collaboration whenever there is a clash between national interests. For expert networks, cooperation may denote difficulties not because they are uncooperative in nature but as a natural consequence of the realist assumption that states represent their interests. Conflicts over expert opinion or framing of a problem reflect larger geopolitical struggles.

Moreover, realism underlines the possibility of competition and conflict between different expertise networks. States might well try to influence or control these networks in an attempt at making themselves heard, given the intrinsic realism mistrusting the ability of cooperative systems to survive over time facing national interest. It is for this reason that a critical look at such expert networks' roles in international politics reveals the complications and contested power and state interests for realism.

While such networks facilitate knowledge sharing and collaboration, their overall structure remains subject to the strategic and competitive factors characteristic of realism. States and other players thus seek more clout with these networks by selectively tapping into expertise to further their objectives. A realism view of these networks lends to greater understanding at the seat where power meets policy-making. This paper will approach the analysis of expert networks in international politics from a realist perspective and offer relevant accounts on the survival of the UAE. What results is the placement, by a realist mantra, of this research at that junction where power, knowledge, and the dynamics of international politics meet. Expert networks become devices of immense functionality in the pursuit of influence and power for the case of the UAE. Catering to the realist paradigm-that governments are driven by a relentless quest for supremacy-the UAE, as would any other country, makes use of expert networks in order to gain informational advantage and hence decision-making

advantage against its peers. This aligns with the realist idea that nations prioritise their national interests and strategically use expert networks to accomplish diplomatic, economic, and security objectives (Wendt, 1992).

The UAE's involvement with expert networks is especially relevant to the politicisation of expertise, a major theme in realist analysis. Information is strategically used to build narratives, sway perceptions, and further national goals within a realist framework. The UAE can demonstrate the realist view on the instrumentalisation of knowledge through the intentional use of expert networks to align narratives and analyses in pursuit of its objectives (Fontaine, 2020).

Moreover, the UAE collaborates with non-state actors in their quest for enhanced heft since such actors establish and utilise specific distinct networks, such as transnational corporations and international organisations (Walts, 1979). From a realist perspective, these relationships show the complexity of global interactions where states and non-state players strive to increase their influence in a competitive landscape (Acharya & Busan, 2017).

If one were to view it through the realism lens, entrenched in this study, one could feel how tough it could get: to balance the use of expert networks for making a policy impact with all the challenges that go with it. Realism, concerned as it is with state interests and power politics, gives a nuanced approach toward understanding the dynamics between expert networks and policymakers as explained by Rich and Moore-Gilbert (2019). More exactly, one has to distinguish between defensive realism—preservation of status-quo and security—and offensive realism, which is orientated towards power accumulation or dominance (Wivel, 2017). This delineation evidently illustrates how states, such as the UAE, might be using expert networks as strategic tools to improve their position vis-à-vis an adversarial international environment by improving the protection against harm to their interests.

Moreover, it is essential to address why the realist perspective is employed in this study. Realism and, in particular, its defensive and offensive outlooks on mainstream International Relations theory provide a more structured lens through which one may analyse ways in which states use expert networks in pursuit of their strategic interests. It is the theory of defensive realism that explains the use of expert networks in securing present status and stability relevant to the UAE, while offensive realism may illuminate its use in extending influence and gaining dominance. This approach brings out clearly the practical application of expert networks in the advancement of national interests within a competitive global environment.

Additionally, the neoliberal perspective could also be useful in the current analysis because one would have two opposing approaches. Neoliberalism itself incorporates an expanded role of international institutions and, generally, possibilities for cooperation through expert networks (Wivel, 2017). While realism underlines the strategic use of expert networks for power and influence, neoliberalism can specify how such networks secure collaboration and mutual benefits. The way disparate views on this issue intersect or clash can thus add to an understanding of how the UAE engages with these expert networks and thereby unmask a balance between competitive and cooperative elements in its public administration.

The following segment of this dissertation is dedicated to the explanation of how data is collected and its analysis, which produced very impressive results.

RESEARCH METHODOLOGY

Creation and implementation of public policy are complicated processes that lie at the heart of governance. Indeed, these policies might be very powerful means for changing society, or they have the ability to alter people's lives and propel nations ahead. Individuals and organisations with specialised expertise and abilities in numerous sectors have been noticed as key stakeholders in today's policymaking process (Ingram, Schneider, & deLeon, 2007). In a period marked by rising complexity, technological innovation, and globalisation, public managers and lawmakers face challenges that necessitate a thorough understanding of a wide range of issues, from climate change mitigation to healthcare reform as broadly explained by Huntington (1996). Expert networks, by acting as vital sources of data, analysis, knowledge, and policy advice, play a pivotal role in influencing policy choices and the direction of governance in these settings (Wenger, McDermott, & Snyder,

2002). Having a strong background in the literature review as discussed in chapter 2 (the previous chapter), this section purposes to dig deep into the complex nature that exists between expert networks and public policy by exploring their impact and significance in the current mode of governance.

A thorough literature evaluation is required to contextualise this study. This review will look at the history and evolution of expert networks in policymaking. While the notion of expert networks may date back to the mid-twentieth century, it only became popular in the late twentieth and early twenty-first centuries. These networks arose in response to the growing complexity of global issues and the growing demand for specialised knowledge to guide policy decisions. To provide a complete knowledge of the historical context in which expert networks have formed, the literature review draws on fundamental works by researchers such as (Ingram, Schneider, & deLeon, 2007; Wenger, McDermott, & Snyder, 2002).

Concurrently, the research findings will be analysed using a number of methodologies based on the literature review and this will include:

1. Theoretical analysis with reference to the theoretical framework highlighted in the previous analysis.

2. Comparative findings from the survey available at Appendix 1.

3. An analysis of the market of the specialised knowledge to guide policy decisions.

This research's data gathering phase is intended to be extensive and complex, drawing on a number of sources and approaches to guarantee a rich dataset. Social scientists have long advocated for a varied and rigorous data gathering approach, and this study will follow their lead (Smith, 2018; Creswell & Creswell, 2017).

Main Research Question:

1. How do expert network businesses contribute to the decision-making processes within the UAE's public administration?

Sub-questions (Aims):

1. Examine the historical impact of expert network firms on policy choices, administrative adjustments, and strategic efforts in the UAE.

2. Identify the regulatory frameworks and compliance challenges associated with the use of expert network businesses in the UAE's public administration.

3. Explore the ethical and effective collaboration between public administrators, policymakers, and expert network corporations.

4. Analyse how expert networks have adapted to the growing complexity of global issues and the increasing demand for specialised knowledge.

Theoretical and online resource analysis: According to social scientists (constructivism), document analysis is a crucial part of this research (Yin, 2017; Checkel, 1998). It will need a careful examination of a broad range of publications, including scholarly papers, official government reports, policy papers, industry studies, and internet resources. The literature will give an overview of expert networks' historical and current significance in public policy formation, as well as their evolution over time.

To better understand expert networks, the historical component of the research will investigate their development from the mid-twentieth century to the present, paying special attention to their position in policymaking throughout the UAE. Online databases (ProQuest and JSTOR online databases), archival materials (Government records and historical documents), and previous studies on the origins of expert networks will be analysed in order to establish the context of this phenomenon. Furthermore, contemporary literature and policy papers will be examined to highlight the influence of expert networks on recent policy

decisions, the evolving regulatory landscape, and the ethical challenges that policymakers face (Ruggie, 1993)

Market analysis of the specialised expertise: Expert network market research will require collecting and evaluating data on industry growth, the demand for specialised expertise, and the variety of expert network service offerings. This study will analyse market research papers, industry studies, and commercial research firms' reports. The goal is to investigate the relevance of expert networks in modern policymaking, focusing on the sectors and disciplines where they play the most important role (OECD, 2018).

Compliance and regulatory analysis: Expert network regulatory frameworks will be investigated by examining compliance challenges, ethical considerations, and industry norms. To acquire insights into the regulatory and compliance environment, this component of the research will use a variety of ways, including literature reviews, policy analysis, and interviews with experts. (Dunn, 2018). Ethical challenges, such as the possible influence of expert networks on policy bias and openness, will be examined in order to better understand the complexity of their engagement in policymaking (Fisher, Ury, & Patton, 2011).

Informal Survey: An empirical research phase was implemented to capture the thoughts and experiences of public officials, policymakers, and expert network practitioners. Scoping surveys, which involve informal preliminary surveys to test the waters, were conducted alongside structured interviews to acquire both quantitative and qualitative data (Creswell & Creswell, 2017). This informal nature of the scoping surveys helped to reduce ethical issues by allowing for preliminary data collection without the constraints and potential biases of more formal research phases. In addition, these provides valuable insights into the interactions between public administrators and expert networks, the perceived impact of these networks on policy decisions, and the issues and opportunities they present.

Ethical Considerations: The research respects the integrity and confidentiality of data that was collected throughout the exercise since ethics form a very important part in the study and more so when dealing with sensitive and complicated problems like expert networks in policymaking. The research study was carried out with respect for the predetermined ethical standards and principles set regarding this work by the review board of Institutional Review Board, and under whose directives are determined by the American Political Science Association regarding ethical research (APSA, 2012). Consent information for participation in the study was sought from all study participants, whose anonymity was guaranteed by strict confidentiality and security of data. As well, the researcher ensured adherence to the IRB's ethical principles that increase its validity and reliability of the study. The methodology involved a mixed approach that combines quantitative methods with qualitative research in giving an elaborate analysis of the research subject (Creswell & Creswell, 2017).

Respondent	Occupation
1	Was a manager at an expert network firm and currently a consultant at Mastercard Consulting
2	Former Diplomat and Project leader at BCG
3	Former Team Lead/Account Manager at Atheneum Partners
4	Former employee (Project Leader Sustainability Consulting) at BCG
5	Former Mckinsey Consultant and currently have an expert network aggregator
6	Vice President EMEA Consulting at Guidepoint

Quantitative data on perceptions and experiences of public administrators, policymakers, and expert network practitioners will be retrieved using questionnaires (Bryman, 2016). In the research study, a sample size of 6 participants will ensure a good mix of ideas. The qualitative data will further be sourced from structured interviews, which increased participants' ability to express ideas in detail, hence providing contextual ideas as argued by Yin (2017).

The three-step process for collecting data: Consultation and analysis of various historical documents, policy

papers available, and internet resources in the background of information that provides setting about the subject. Secondly, analysing the market research and regulatory framework explaining demands for specialised knowledge and related compliance problems. Finally, documented surveys and structured interviews express opinions, experiences, or insights from related stakeholders. Data analysis will involve statistical analyses over the returned questionnaires so as to provide trend and pattern analyses, supplemented by thematic analysis of qualitative data in order to afford an insight into key themes. These results will be interpreted against the background information from theoretical frameworks and historical backdrop discussed in the literature review.

This now gives a clear insight into what role expert networks play in the context of policymaking pertaining to war or any other conflict within the UAE (Haas, 2009; Keohane & Nye, 1977). Ultimately, the study hopes to add further to our present understanding of how expert networks impact public administration decision-making processes within the UAE. It would like to provide some meaningful insight into historical context, market trend, regulatory challenge, and ethical issue associated with expert network organisations through the deployment of diverse and comprehensive data collection and analysis methods.

Furthermore, the research aims to improve our understanding of the collaborative dynamics between public administrators, policymakers, and expert network practitioners, providing actionable recommendations for promoting effective and ethical cooperation in policymaking. This research is going to be very important for the academic field, as it will highlight a part of modern governance like it is captured in the World Economic Forum, 2021, which brings out more on "Global Future Councils." Secondly, it gives practical helpful insights into exactly how the expert network functions within various policymaking processes.

In essence, expert networks are becoming a part of the UAE's public administration. They provide vital expertise, analysis, and collaboration to assist policymakers in addressing complex challenges and making educated choices. Their relevance, however, goes beyond information sharing and decision-making support, affecting policy formation and implementation in a variety of fields. The next chapter will provide an empirical investigation into how expert network firms contribute to public administration in the UAE, focusing on their impact on policy choices, administrative changes, and strategic initiatives.

By taking into account the entire context in which expert networks work, from historical evolution to market dynamics and regulatory frameworks, this research aims to provide a complete picture of their involvement in UAE public administration. The empirical investigation in the following chapter will provide actual examples and case studies to demonstrate how expert networks have influenced UAE policymaking in a variety of fields. Finally, this study intends to improve our knowledge of the role of expert networks in modern governance and to provide practical insights for improving their collaboration with public administrators and policymakers.

Triangulation of Data

Data triangulation is an important methodological tool in this study for adhering to scientific rigor standards and overcoming the inherent challenges presented by the expert network industry's under-researched nature (Creswell & Creswell, 2017). It comprises collecting and integrating data from several sources and methodologies in order to validate findings, boost study credibility, and mitigate the influence of potential biases.

To get a full picture of the complicated role of expert networks in policymaking, these interview findings must be coupled with data from other sources. Using statistical methods to evaluate data on the evolution and formalisation of expert networks over time will provide a quantitative dimension to the research. It is an extremely important strategy that helps identify the trends and patterns pertaining to the growth of the expert networks (Creswell, 2017).

Data triangulation increases the general credibility and believability of the study's outcomes. Such comparison and assurance of ideas can lessen bias and increase the reliability rating of the conclusions reached by research through different study techniques and data resources. This will be fertile ground for trying to ensure that the findings are based on a number of different types of evidence, which can be as diverse as possible. One can

conclude that triangulation of data actually turns into an important process able to enrich and bring credibility to the analysis of expert networks in policy-making processes. For instance, compared to the cases where one needs to systematically interview respondents to obtain qualitative data, the data gathered from other sources or by other methods enrich the data set. This makes the findings of the research more objective and gives a more dimensional view of the role of experts that facilitates the implementation of the strategies identified.

FINDINGS OF THE STUDY

The literature review revealed how expert networks play an essential role in shaping global policies, and more so, their impact on international relations, especially within the UAE in the sphere of public policy. Building on the previous chapter's, this section shall seek to emphasise on the actual involvement of the expert networks in early policy formulation and especially in the case of UAEs' public administration which is the focus of this study. More precisely, it resulted in an extremely narrow relationship between the kind of expertise offered through networks and influence on international affairs.

This wide-margin and inclusive research explained the need for multi-disciplinary engagement in the process of developing workable policy solutions and ethical concerns that would be favourable for expert network firms. Further, agility and responsiveness in creating decentralised expert networks are components of effective solution-finding for new global Challenges and part of entrenching their effect within the strategic decision-making processes in the UAE.

Indeed, the competence of the very policy formulation and its actual influence over international affairs was palpably clear (GLG, 2023). Detailed knowledge and expertise in developing relevant policies at the international level do impact the decision-making process that regulates global challenges. Professionals developing well-informed policies deal with the complex, multi-dimensional issues of the global arena successfully.

The effectiveness of these networks largely depends on the transdisciplinary nature of expertise in every network. In that view, according to Wenger, McDermott and Snyder (2002). his research work emphasises that for the design and development of inclusive policy solutions to deal with complex challenges, interrelated in nature, observed across countries and cultures, people from all kinds of different skills and competencies can be derived from a wide variety of disciplines. Notably, the collaborative nature of the network created by experts is fostered through indication of the ability to share information and collaborate in solving the major global issues and concerns; according to Wenger, McDermott and Snyder (2002).

Shared norms and ethical concerns stick quite well with the collaborative nature of the expert networks as would be found in the research of Bryman, (2016). Such a mindset of responsibility and commitment toward the ethics of life would hence step in to guide every decision that such members of the networks make within these complex foreign policy territories. This sharedness of purpose thus further increases the role which will be played by policies developed within these individuals toward eliciting good change in international relations within these territories according to Fawcett (2013).

While expert networks are powerful in their waylay and determination of foreign policy objectives, the results of this study somewhat reveal how knowledge has been instrumentalised. Goldstein and Pevehouse, (2017) depicts that States and organisations make strategic use of expert networks while trying to achieve their national interests. Knowledge is used to gain an upper hand in this competitive world of international relations that is also filled with wars that need peace making. For instance, the Israel-Palestine conflict and The Yom Kippur War (Quandt, 2015; Rabinovich, 2015; Tripp & Baumoel, 2015; Carnegie Endowment for International Peace., 2001).

The nuanced views from these sectors are further fleshed out by the results of the survey divided according to individual respondents from the expert network industry, the consulting industry, the public sector, diplomacy, and the international arena. This can be comprised to give better and fuller understanding of this dynamic interaction between expert networks and public policy in the UAE.

The results of the study help in developing unique contributions that the firms of expert networks can bring forth to the decision-making process within the government administration in UAE. The responses drawn from such businesses in the expert networks clearly portrayed the critical role played by such businesses in delivering specialised information and strategic insight to public officials and policy makers. Results established very high influence of expert network factors on any policy decisions, administrative changes, and strategic endeavours in UAE. The participants provided examples of their opinion-based interventions that has shaped legislation, furthered administrative reforms, and delayed strategic efforts—proof of its historical value in this region.

The legal frameworks and compliance concerns in relation to the use of expert network firms that this research has addressed are associated with the public administration sector of the UAE. Contrariwise, they also provide a more in-depth understanding of the challenges and considerations which experts and policymakers reckon to grapple in their battle.

The respondents acknowledged the presence of compliance challenges, and several experts called for greater transparency and controls. The findings emphasise the need for successful navigation of a myriad of regulatory environments in a manner that ensures ethical and legal involvement on the part of expert network firms in collaborative activities with public administrators and politicians.

The qualitative data from the survey was used to investigate the interactions between public administrators, policymakers, and expert network firms. The findings emphasised the need for collaboration and ethical concerns in successfully managing this dynamic. The respondents used in the study where 6. Among the respondents, only one of the respondents was a former employee, the other 5 were employees. The surveyed parties explained that clear communication, openness, and mutual understanding are important for good cooperation. This is further reflected in the survey results regarding the importance of good ethical conduct and commitment to common norms as mortality requirements in creating and sustaining a positive link between these important stakeholders under investigation—a factor related to general ethical issues that are part of the larger study as discussed by Boasson and Huitema (2019) as depicted in the chapter 2 (literature review section) of this paper.

The secondary research themes were partially covered by elucidating in the results of the questionnaire answers, for instance, a better understanding about expert networks' history and evolution into a leading role in policymaking. The participants put forward their views regarding the main causes that contribute to the emergence of an expert network; most of them reacted to the increasing complexity of global challenges and the related need to consult specialised expertise. The survey results were consistent with the theoretical framework as discussed by Telhami (2019) in which the examination of expert networks in policymaking emphasises stressed multidisciplinary knowledge and collaboration practices of these networks.

The survey also revealed part of the operational dynamics within the expert networks around some of the adaptive strategies they deployed towards handling periodically changing policy demands. According to participants, continuous learning and fast assimilation of information were important elements in successful expert networks. In light of this fact, many expert networks are leveraging advanced data analytics and technology platforms for timely evidence-based advice. According to Goldstein & Pevehouse (2017) as explained in the background part, the ability to effectively harness and interpret vast reams of data is what allows expert networks to more efficiently address complex policy issues. Inferences from those technological tools not only increase the analytical capacity of the expert networks but also aid in prompting a more proactive and anticipatory approach toward policymaking, thereby making policies relevant and forward-looking.

The questionnaire covered the markets of specialised expertise, its impact on policy decisions, where the respondents were asked for their opinions about how expert networks facilitate information exchange and collaboration. It also explored some compliance-related issues and ethical considerations around using expert networks in policymaking, with a big emphasis by participants on careful navigation of potential biases, such as robust methodology and triangulation in an attempt to decrease feedback bias.

Results of the survey provide full responses to research and subsidiary questions and subtle insights pertaining to the role that expert network businesses play in public administration decision-making processes within the UAE, their historical impact, the challenges of possible regulation, and collaborative interplay, along with wider policymaking and ethical considerations.

Expert network findings

The main respondent, Alex who identified himself as an employee of one of the largest expert network organisations, provided insight into the role of expert networks in UAE. He defined the expert networks as "Global Sharing insights Platform" used by corporates and consulting firms for consultation purposes. He added that these networks comprise a very diversified set of roles and talents.

The survey respondent recognised the value of expert networks in international affairs and diplomacy by aiding the spread of current trends. They confirmed that expert networks may influence government decisions, citing compliance as a major difficult. Ethical issues were also highlighted, notably over interactions with government officials and question filtering, emphasising the complex role of expert networks in determining foreign affairs. The respondent noted compliance difficulties with clients and experts, highlighting the network's global reach and relevance in the Middle East as explained in the articles by Barsegar (2019) and Lawson (2013). The understanding of the survey respondent in this regard was that indeed, through facilitating contemporary-trend diffusion, expert networks are powerful for international affairs and diplomacy. This agrees with the introduction section where an overview of the strategic role played by expert networks in shaping global policies is set. Literature has, therefore, been reviewed to show that expert networks act as important channels through which specialised knowledge and insights are exchanged in order to make informed decisions at the highest levels of government and international organisations.

The respondent confirmed that the decisions of government might indeed be influenced by expert networks, citing compliance as a major difficulty. It replicates what was reported in previous chapters as a serious barrier to how expert networks can operate effectively. Already analysed in the literature review, the mention by the respondent of compliance difficulties with both clients and experts shows that strong governance frameworks are needed within these networks.

The respondent has placed strong emphasis on their expert network's involvement in multiple government-based projects across a plethora of policy factors, such as cultural, environmental, and military. The survey respondent advocated for government control, highlighting the network's importance in a worldwide society. Compliance and the potential of excessive participation in policy were noted as problems, with a focus on strong leadership for successful management. The answer recognised regional inequities, implying that expert networks may lead efforts such as climate change programs.

Another participant, Jamie, stressed the limited direct influence of their expert network on overseas concerns while acknowledging its ability to bring new insights. Ethical problems were found minor as noted in the literature review section, but compliance issues, particularly when involving government workers, were identified. The participant emphasised the significance of technology, such as AI and on-demand talent, demonstrating the expanding relevance of technology in international governance.

A third responder, James, a Managing Director/Founder, described expert networks as an "omni-channel approach to on-demand talent management," highlighting its flexibility. He acknowledged the little direct effect on global affairs but emphasised the advantages of overcoming governmental bureaucracy. While the responder candidly conceded that regional contextual variables, like regional volatility and contexts of authoritarian administrations as discussed in chapter 2, are main drivers for the shaping of expert networks in this region, the importance of regional expertise was stressed.

These comments reflect the dynamism and fluidity of professional networks in the UAE, tending towards ease, speed, and growing importance of technology as explained in the introduction section of this dissertation paper. They also focus highly upon the issue with regulatory regimes and questions of value connecting into the complicated landscape of international relations and diplomacy, as has, in one way or another, been

captured by most theoretical perspectives. Examples, such as the taking over of Capvision by the Chinese authorities, brought into light some of the potential dangers involved and proved the necessity of distinct ethical principles and rules within the market for expert networks. Results of studies from different perspectives shed light on the complex function of expert networks in public administration and decision-making processes in the UAE.

The comments shed light on a sophisticated view of obstacles and possibilities that involve the chance of challenges put forward toward expert networks in international politics, relating more precisely to ethical concerns, regulatory frameworks, and regional adaptation. Sabatier (2007) explains that there is at the same time a very good fit between the findings and the theories emphasised earlier in the previous chapter. For instance, the respondents of the questionnaire have mentioned that the structure of coordination is in line with Friedman, Hayes, and the function of epistemic communities in a neoliberal framework as well outlined in the introduction part. The view by the respondent that expert networks influence international politics by "sharing of the latest trends" is consistent with neoliberalism, emphasising cooperation and exchange of information as a basis in order to solve global problems. Events of globalisation underline the need for international cooperation to achieve predefined objectives of common concern, such as solving global problems like climate change (Keohane and Nye, 2001)

The active experience of the respondent shows neoliberalism's belief in private sector participants being more efficient and effective at providing specialised knowledge and skills. Neoliberalism promotes market-driven solutions and information exchange among decision-makers (Friedman, 1962).

In addition, the view of the respondents on the ability of expert networks to influence government policy aligns with both neoliberal and realism perspectives which is well explained in the literature review section of this paper. On the other hand, neoliberalism highlights the responsibility of non-state performers, such as businesses and expert networks, in affecting government decisions through information sharing and collaboration (Keohane and Nye, 1977). Realism recognises the importance of states' interests and power politics in having an impact on government decisions where again expert networks can be beneficial (Mearsheimer, 2001).

The respondent's challenges, such as compliance and ethical concerns, reflect the complexities that both neoliberalism and realism recognise in policymaking. In the light of neoliberalism, there is strong support for creating broad regulatory frameworks and ethical norms to foster cooperation between diverse stakeholders (Ruggie, 1993). Realism also recognises difficulties and ethical dilemmas when interests emanating from state actors interact with non-state actors (Morgenthau, 1948; Acharya & Busan, 2017).

 Conclusions from the point of view of the respondents can be viewed through both neoliberal and realist perspectives. If neoliberalism underlines the cooperative and regulatory dimensions of expert networks, realism does indeed recognise state interest and power politics at work in international affairs, into which expert networks might turn instrumental. By the same token, these challenges and opportunities documented by the respondents reverse the multiple factors straining to make an impact on the global governance landscape.

The belief by the respondent that issues can be managed through sound policy and compliance leadership highlights one of the fallacies of neoliberalism--its dependence on good governance institutions and leadership to act as a catalyst for cooperation and overcoming hurdles (Keohane & Nye, 1977) which when applied to projects related to military policy and diplomatic engagements becomes highly questionable.

Client Findings

The findings of the survey conducted among a former diplomat and one senior executive at the Boston Consulting Group, brought out—in this backdrop of dynamic relations—how specialist networks play an important role in foreign relations within the UAE. Though admitting intricacies in global politics, respondents underlined the problematic yet crucial role which expert networks can play in moulding UAE policymaking. The questionnaire emphasised the major effect that specialised networks have on international affairs, either

directly or indirectly, through creating contacts with key individuals like ambassadors.

All respondents, whether actively participating in the expert network industry or using it for professional purposes, emphasised the direct relationship between their experiences and perspectives. One of the benefits cited was the ability of the expert networks to encourage talks that question old conventions and push new thinking that is so important or rather critical in the UAE innovative policy making.

In addition, the concerns of the respondents underline the cleavage (split) between politics and facts that makes it hardly feasible for an expert network to affect policy choices within the UAE. On another note, amongst key ethical challenges were those related to financial implications, which emphasised transparency and objective guidance. The wide range of opinions pertaining to governance includes statements calling for government monitoring, while others outline business self-regulation.

It emerged clearly that context-dependency was, of course a critical matter underlining the relevance of the differing significance of the impact of expert networks across policy domains in the UAE. Improving technology, while opening doors to access information, have problems stemming from fragmentation of data. Much more significantly, the commitment of the UAE to environmental sustainability provides a complementary connection with the positive perception about the role played by expert networks in solving global challenges such as climate change.

Knowing or rather having to recognise expert networks is of prime necessity as knowledge sources aligns with the commitment of the UAE's international collaboration and institutions. Additionally, specialised skills are in accordance with the key area of focus by the UAE in handling global problems in regard to focused knowledge. The identification of ethical issues relating to financing exhibits a commitment of the UAE towards openness and accountability over international affairs.

Similarly, appreciation of the difficulties of finding optimal solutions and the potential for rejecting expert-borne measures on account of political contingencies is also tuned to a realist perspective that gives primacy to the pursuit of national interests (Williams & Smith, 2017). Compliance problems further underline the state-centrism in the UAE's approach and a resultant need for direct governmental contact in establishing foreign relationships.

The findings point to the role of expert networks in global issues and in supporting UAE diplomatic efforts. This neoliberal focus on collaboration merges meticulously with the realist understanding of interests and power in elucidating precisely this complex function of expert networks in UAE foreign policy. As such, while the UAE deals with a quickly changing worldwide scenery within a noticeably troublesome locale, expert systems will play their part in developing its diplomatic activities.

Respondents of clients have also briefly alluded to the deep-seated nature of the issue under discussion. The role of consultancies has, over the past few years, increasingly been questioned in their dealings with authoritarian regimes, their alleged links with drug cartels, and a direct conflict of interest between pharmaceutical companies and government health agencies. It is in this kind of debate that cements a reason for concern into the ethical purview regarding whether consultancies design policy authentically from expert opinion.

The findings also fit the concept of epistemic communities, which are networks of professionals with recognised competence and expertise in a particular domain. Basically, these are groups that share a set of beliefs and a stated commitment to applying their knowledge to influence policy outcomes. In the case of the UAE, expert networks function as epistemic communities through the provision of specialised knowledge and setting up dialogues challenging conventional thinking. This is important in the context of the UAE innovative policymaking scene, whereby expert networks—through their association of key individuals and institutions— are performing the role of shaping policies. In this respect, the concerns of the respondents signal a political nature of facts and ethical dimensions in financial relationships as important dimensions to be cultivated within these epistemic communities.

One of the most striking examples in the discussion is McKinsey & Company, whose activities raised

suspicions over its partnership deals with the UAE and Saudi government authorities (Lorsch & Durante, 2013). Questions over McKinsey's advisory role underpin potential conflicts of interest brought into the light from convoluted relationships between consulting firms and political authorities.

Even though this is briefly noted by the survey respondent, the reality has been brought to the fore by Courthouse News which has spotlighted legal troubles of McKinsey & Company. The article by Lorsch & Durante (2013), relating charges made by a local dissident who is being persecuted that has led to a judicial dispute in the Second Circuit. Charges and legal processes underscore issues and potential ethical dilemmas associated with consulting assignments in politically sensitive settings.

Addressing possible conflicts between McKinsey's defence contracts and relations with foreign customers, an essay on responsible statecraft calls for further examination in terms of national security and ethical reasons. This emphasises the significance of evaluating the larger consequences of consulting methods, particularly when they are linked to national security concerns.

The New Yorker has looked into McKinsey's history of problematic ties, with a particular emphasis on its work with the Saudi government. The analysis of McKinsey's moral quandaries when engaging with governments involved in difficult issues adds another aspect to the continuing discussion. These debates highlight the ethical concerns that consultants face when working with governments dealing with complicated geopolitical and human rights issues.

The logical outcome on the client findings is subsequently one that is very similar to the expert network findings. While there is a strong correlation and healthy partnership between consultancies, government institutions that want to reshape transcending policy and expert network firms, there remains one key challenge to all of this, the misuse of the information.

While in this case it is McKinsey, this reality lies across all consultancies in the region. As the government contracts millions of dollars in getting inside into best policies implemented globally, the consultancies disregard compliance frameworks to acquire information that will benefit their end client to continue engaging said consultancy consistently.

This may lead to information that could violate human rights, persecute dissidents in the region, and of course since information acquired via consultancies is biased, could result in foreign policy of aggression between states. The client findings indicate that while the neoliberal perspective if quite active in this exchange of information, it is also apparently clear that the realist viewpoint has a standing ground, i.e. if it is beneficial to the consultancy, the policy recommended to the government entity in the UAE could be a paradoxical shift from the information acquired during the consultation.

The relationship between expert networks and policymakers in the UAE is complicated, multidimensional, and shaped by considerations according to the respondents. The study's contributions are to provide a comprehensive understanding of this interaction, noting both the good benefits and possible problems. The recommendations highlight the importance of clear ethical principles, strong compliance mechanisms, and a realist viewpoint that matches policies with national interests. Stakeholders are encouraged to approach this partnership pragmatically, recognising the complex interaction between expert networks and the reality of UAE government.

CONCLUSION

The survey results and client findings provide complex insights into the dynamics of expert networks and consultancies as they shape international politics. The interaction between neoliberal and realist viewpoints emphasises the complexities of global governance and the numerous roles performed by these institutions.

Expert networks, according to neoliberals, are essential contributors to international collaboration and institutions. Their emphasis on specialised expertise is consistent with the collaborative approach promoted by neoliberal ideologies. Realist approaches, on the other hand, understand the problems and ethical quandaries

that occur when state and non-state actors interact. The recognition of compliance challenges and ethical considerations highlights the delicate balance that expert networks must strike in the field of international relations.

Future Research

The relationship between expert networks and policymakers in the UAE is complicated, multidimensional, and shaped by realist considerations. The study's contributions are to provide a comprehensive understanding of this interaction, noting both the good benefits and possible problems. The recommendations highlight the importance of clear ethical principles, strong compliance mechanisms, and a realist viewpoint that matches policies with national interests. Stakeholders are encouraged to approach this partnership pragmatically, recognising the complex interaction between expert networks and the reality of UAE government.

The key point of this study was to highlight a significant pain point that research has not looked actively into. The notorious book *"When McKinsey comes to town,"* provides insights into the practice of consultancies in the USA, however, these consultancies are consultancies that are mostly ran on day-to-day operations by fresh graduates. The insights are provided by expert network firms, and the direction is led by senior members that lead relationships with key stakeholders and clients. The American practice is notorious in the United States of America, but it is also globally replicated, and never researched.

Further research into the creation and implementation of ethical standards inside consultancies and expert networks, with an emphasis on how these rules resolve possible conflicts of interest and maintain conformity with international norms. It is very important to scrutinise any type of impact that has been made by the expert networks and consultancies on the policymakers. It could include but not limited to case studies of some selected policy issue shaped by these organisations and the effects on world politics or (affairs).

The supervision of consulting firms in terms of their relations with foreign entities is very important to research on. Learning about the steps taken to ensure consultant work is free from corruption, favouritism, and collusion and meets the nation's best interest. At the same time, examining potential human rights implications of consultation, especially in the context of politically sensitive, geopolitically difficult, and rights-sensitive territories. This includes finding out how knowledge gathering through consultancies may infringe/empower persons 'rights/dignity, exploring the awareness of consultancies and expert networks that shape international politics among the public. Perhaps this research could help to explain expectations, concerns, and demands that are made public in regard to consultant engagements.

This dynamic of expert networks and consultancies and their engagement with global governance deserves ongoing attention. As the worldwide environment changes, understanding these relationships becomes increasingly crucial for establishing responsible and accountable behaviours within the areas of expert networks and consultancies.

Thus, this study has concluded that there needs to be in depth research and potential government involvement globally into this relationship. The knowledge and information brokering market is valued at 3 billion USD and growing, and as an active member of said entities, the author's main point is that in practice there is no regulation. The main areas of potential research should include: regulations, implications, conflicts of interest, transparency of information, applicability, and finally compliance frameworks for employees of foreign entities in participating in consultations as the case of Capvision has clearly shown us.

Final Thoughts

When investigating the dynamics of expert networks and consultancies in the context of affecting international affairs, survey answers and client findings provide subtle insights. The interaction between neoliberal and realist viewpoints emphasises the complexities of global governance and the numerous roles performed by these institutions.

Expert networks, according to neoliberals, are essential contributors to international collaboration and

institutions. This leaning towards specialised knowledge is thus aligned with the partnership that neoliberal frameworks encourage. On the other hand, realist approaches provide the best understanding of the problems as well as the ethical questions arising from this kind of cooperation between state and non-state actors. Only then can one understand compliance difficulties and ethical issues to grasp the narrow line that expert networks have to tread in relations between states.

Based on the results of the survey in UAE, significant importance of an Expert Networks during policy making processes has been highlighted. This puts stress on direct interactions and recognition of challenges regarding which politics are incomparable to facts; it highlights certain intricacies that diplomatic processes in UAE encounter. The conclusion affirms the contingent contribution of expert networks and engagement by UAE on mindful international issues such as climate change.

On the other hand, information from clients provides some insight about the difficulties encountered by consultancies, especially in their interactions with authoritarian governments and in regards to conflict of interest. McKinsey & Company's entanglements with the UAE and Saudi governments are particularly illuminating in this regard and raise questions about ethical dimensions of consulting practices. The specific ethical decisions that were made by McKinsey point to the need for closer examination of such decisions especially those that have been made based on national security and Ethical considerations.

Expert networks combine modern contemporary global environment with the concepts of knowledge trade, freedom and sharing. They are invaluable as propaganda tools in the international political theatre of power and authority, and point to a future in which knowledge is globalised, rational choices dominate political decision-making, and political action transcends political borders. However, it is critical to note that they function within a larger framework of international relations, where the realist perspective of state interests and power dynamics remains dominant. As we traverse the challenges of a fast-changing world, expert networks continue to demonstrate the shifting landscape of global diplomacy and collaboration, in which knowledge knows no borders.

The literature review proves that the UAE policy sector includes consultants and experts and governmental bodies. Some indicators that corroborate this hypothesis are the respondents' impression of expert networks, the role of expert networks as a factor that helps to achieve substantial impact in overcoming knowledge gaps, and the contribution of expert networks towards soft diplomacy. The findings highlight the significance of knowing governance systems, legal frameworks, and the complexities of soft diplomacy in order to engage effectively in international affairs.

Expert networks facilitate information exchange and cooperation, which helps the UAE adapt effective governance methods from other countries. This soft diplomacy technique strengthens partnerships via cultural exchanges and commercial engagements. However, obstacles arise in the form of regulatory concerns and the possibility of data exploitation. The Capvision case demonstrates the importance of strong rules and regulations controlling contacts between consultants and government bodies in order to secure sensitive data and uphold ethical standards.

The survey results show a high need for expert networks in government initiatives, underscoring the significance of their involvement in policy making. Respondents from a myriad of areas recognise the benefits of expert networks in policy, international relations, and development. The multifaceted character of expert networks, which operate as knowledge brokers and mediators, is addressed, highlighting their ability to positively affect global challenges such as climate change.

The survey results reveal nuanced insights into the mechanics of policymaking in the UAE. The emphasis on direct connections, debate, and recognition of challenges such as the conflict between politics and facts highlights the complexities of the UAE's diplomatic efforts. The context-dependent impacts of expert networks, the role of technical developments, and the UAE's commitment to global concerns such as climate change are all underlined. These findings highlight expert networks' diverse effect on the UAE's policymaking landscape.

The fusion of neoliberal and realist viewpoints gives a thorough grasp of the complexity involved in the interaction of expert networks, consultancies, and government agencies in determining international affairs. Expert networks are viewed as critical contributors to international collaboration by neoliberal ideologies, which emphasise specialised expertise and a collaborative approach. In contrast, realist methods recognise the difficulties and ethical quandaries that occur when state and non-state actors engage. The tight balance that expert networks must maintain between compliance issues and ethical concerns reflects the complexities of international relations.

The complexities of expert network influence need careful navigation of governance systems and a thorough comprehension of regulatory frameworks. While expert networks help with soft diplomacy by overcoming professional barriers and fostering collaboration, the risk of misuse and compliance issues must be addressed. More empirical research and case studies are needed to fully grasp the amount of expert network effect on public policy.

Expert networks are a synthesis of modern global dynamics with traditional concepts of knowledge, liberty, and collaboration. They envision a future in which knowledge flows freely across borders, informed choices guide decision-making, and collaborative efforts transcend geographical barriers. However, it is critical to recognise that expert networks function within a larger context of international relations, where the realist view of state interests and power dynamics prevails. As the globe faces the difficulties of a fast-changing landscape, expert networks continue to highlight the expanding terrain of global diplomacy and collaboration, where information transcends boundaries.

The analysis reveals a complex interplay between expert networks, consultancies, and government entities in the UAE's policymaking environment. Respondents' positive impressions, their involvement in bridging knowledge gaps, and contributions to soft diplomacy are all indicators that support the hypothesis that expert networks have a major influence on policymaking. The findings highlight the significance of knowing governance systems, legal frameworks, and the complexities of soft diplomacy in order to engage effectively in international affairs.

Expert networks enhance information sharing and cooperation, allowing the UAE to adopt effective governance practices from other countries. This soft diplomacy tactic fosters connections via cultural exchanges and business involvement. However, regulatory considerations and the possibility of data misuse present obstacles. The Capvisioncase underlines the importance of strong rules and laws controlling contacts between consultants and government entities in order to protect sensitive data and maintain ethical standards.

The survey results highlight the critical necessity for expert networks in government projects, underlining their importance in policymaking. Respondents from many sectors understand the value of expert networks in policy, international relations, and development. The complex aspect of expert networks, which operate as knowledge brokers and mediators, is emphasised, as is their positive influence on global issues such as climate change.

It is against this backdrop that the study addressed all the research questions outlined in Chapter One through elaboration of specific contributions expert network businesses make to enhance decision-making processes within the UAE's public administration; second, their historical impact analysis which results from their contribution towards policy choices and strategic efforts; third, associated incentive-based regulatory frameworks and compliance challenges assessment; and lastly, ethical and collaborative strategies were proposed for effective interplay among public administrators, policymakers, and expert networks. On the other hand, the findings underline a strong impact that expert networks can have on policy-making and governance. At the same time, they are pointing toward a stringent regulatory framework and stringent ethical guidelines in order to successfully navigate this complex scene.

The intricacies of expert network impact need careful management of governance systems and a thorough grasp of regulatory frameworks. While expert networks help soft diplomacy by breaking down professional barriers and encouraging collaboration, addressing the dangers of abuse and compliance difficulties is critical. More empirical research and case studies are required to properly understand the amount of expert network effect on public policy, providing a road map for navigating the complex terrain of foreign relations in the

UAE.

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APPENDICES

Appendix 1 Questionnaire Responses

The results of the survey are available here:

https://forms.gle/QSTP4SRYnwmMTuDq9

Link to responses in excel:

https://docs.google.com/spreadsheets/d/1EnR2gAy1mWgGsM7gwf4H6eRtFcr9wT5XHsvPg7_w9pM/edit?resourcekey#gid=417819020

Appendix 1.1: Participants responses

https://docs.google.com/spreadsheets/d/1EnR2gAy1mWgGsM7gwf4H6eRtFcr9wT5XHsvPg7_w9pM/edit?usp=sharing

Appendix 2 Questions of the Questionnaire

The questionnaire as is visible in Appendix 1 was split as follows:

1. Are you a current/former employee of an expert network firm/consultancy and/or government organisation that utilised expert networks?

2. If comfortable, please disclose your role in the organisation.

3. Have you ever worked in MENA and more specifically the UAE on policy oriented projects?

4. Have you or your organisation ever engaged with expert network firms for consultation or insights related to public administration?

5. Can you give a few examples of some of the projects you have worked on?

6. How would you describe the need for expert network involvement in such projects?

7. Are there any concerns in terms of compliance?

8. Do you feel that the information acquired is helpful/compliant and if so to what extent?

9. To what extent do you believe expert network firms contribute to the modernisation of public administration in the UAE?

10. In your opinion, what specific areas of public administration have been most influenced by expert network firms in the UAE?

11. How would you describe the overall impact of expert network firms on the international recognition of the UAE?

12. What challenges, if any, have you encountered in working with expert network firms in the context of public administration?

13. In your view, what opportunities do expert network firms offer for improving governance practices in the UAE?

14. How confident are you in the existing regulatory frameworks governing the interactions between expert network firms and public administration entities in the UAE?

15. To what extent do ethical considerations impact decisions to engage with expert network firms in your field?

16. Are there any concerns or reservations you have regarding the current interactions between expert network firms and public administration in the UAE?

17. What suggestions do you have for enhancing the collaboration between expert network firms and public administration for mutual benefit?

18. Have you observed instances where expert network collaborations led to cultural exchanges, business interactions, or other non-coercive methods of international relations?

19. Have you observed instances where expert network collaborations led to deterioration of a policy?

20. How would you rate the efficiency of knowledge transfer between expert network firms and public administration entities?