



Dubai Government Excellence Program

Achieving sustainable results

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The Executive Council – Government of Dubai

United Arab Emirates



UAE At glance...

The United Arab Emirates (UAE) is a federation consisting of seven Emirates located on the Arabian Gulf. The seven Emirates are: **Abu Dhabi, Dubai, Sharjah, Ras al-Khaimah, Umm al-Qawain, Ajman and Fujairah.**

The National Emblem



The National Flag





UAE At glance...

- Capital: Abu Dhabi
- National Day (Independence): 2nd December 1971
- Area: 82,880 Square Kilometer
- Population: 4.1 million (census. 2005)
- Time: 4 hrs. ahead of GMT
- Currency: Emirati Dirham (Dh or AED)
- Exchange Rate: Dh. 3.67 per US dollar
- Climate: The U.A.E enjoys a desert climate, warm & sunny in the winter, hot & humid in the summer months.
- Weekend: Friday and Saturday for government institutions, many private companies operate a six-day week.



Dubai

Dubai, the second largest of the seven emirates, is ruled by

HH. Sheikh Mohammad bin Rashid Al Maktoum.

It occupies an area of approximately 3,900 kilometers. The population of the emirate is 1,321,453 (census 2005). Dubai, is located along the creek, a natural port, which traditionally provided the basis of the trading industry. Dubai transformed it into the leading trading port along the southern Gulf.



Dubai – From Sand to Silicon

1991



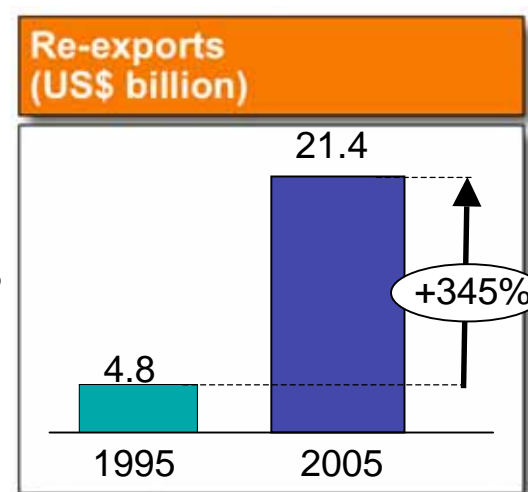
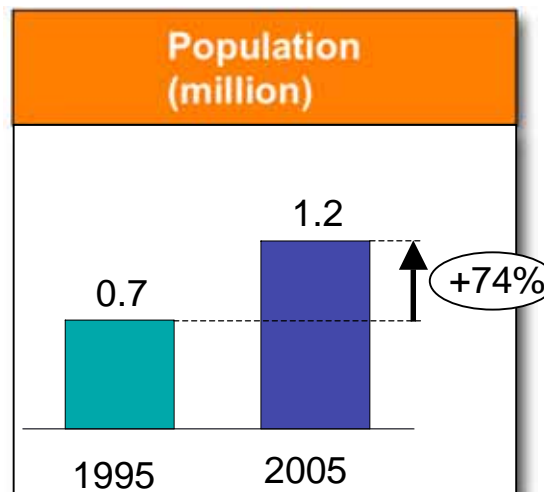
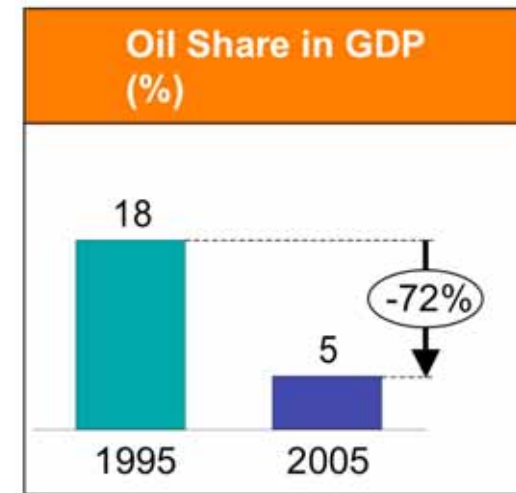
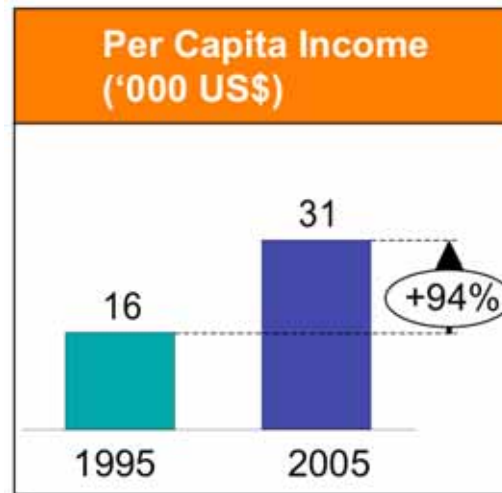
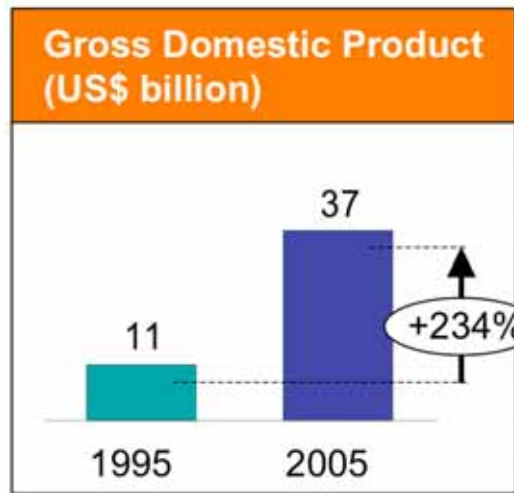
2005



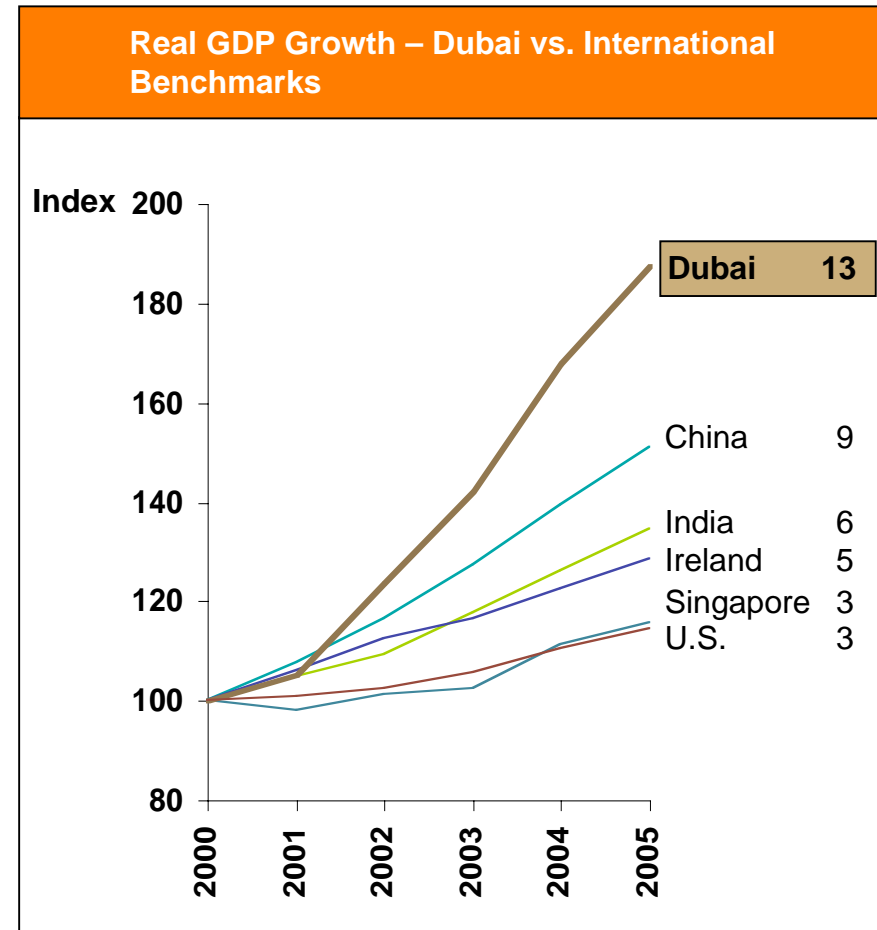
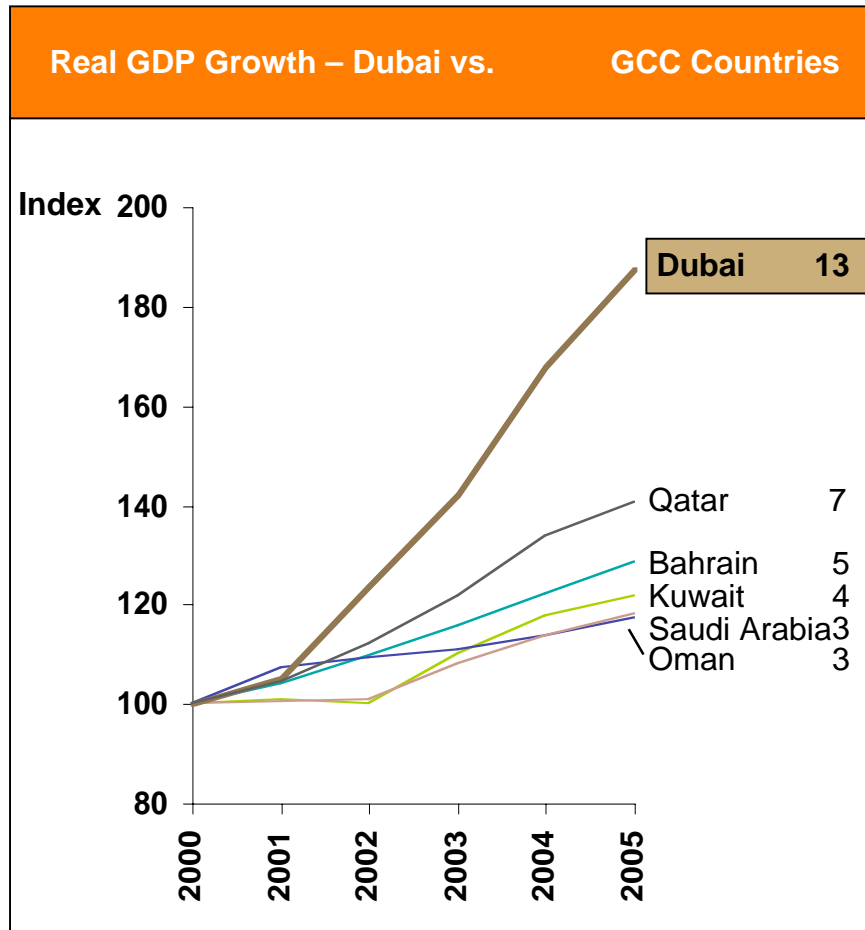
“The word ‘impossible’ is not in leaders' dictionaries. No matter how big the challenges, strong faith, determination and resolve will overcome them.”

Mohammed Bin Rashid, World Economic Forum 2004 (16 May 2004)

Growth Path – Facts and Figures



Growth Path – Benchmarks





Service Sector - Driver of Growth

Total	<u>Share 2000 (%)</u>	<u>Share 2005 (%)</u>
Government services	8.8	6.1
Services*:	<u>61.8</u>	<u>73.6</u>
•Trade	16.3	23.0
•Transport & Communication	12.9	12.4
•Real Estate & Business Services	9.7	12.0
Manufacturing	15.9	13.1
Oil & gas	10.6	5.1
Electricity and water	1.8	1.3
Agriculture	1.1	0.8

Note: (*) Includes trade, construction, transport, storage & communication, real estate & business services, restaurants and hotels, social & personal services, and domestic services

Source: Ministry of Economy



Dubai...Excellence journey

His Highness Sheikh Mohammad Bin Rashid Al Maktoum
the UAE Vice President, Prime Minister and Ruler of Dubai

“In the race for excellence
there is no finish line”

“My vision for Dubai to be the
most favorite international city
for business & finance”





Dubai Government before DGEP

- Traditional, no creativity, no innovation
- Lack of Customer Focus
- Lack of motivation and competition spirit
- Lack of efficiency and effectiveness
- Lack of transparency and accountability



Dubai...Excellence Journey

- Leader's vision, commitment, and involvement
- Several Initiatives
- DGEP is a core component in

Dubai journey for excellence



Government
Excellence



HH Book “My Vision”

- “This program grew to be the force behind improvements of the public sector. It propagated a spirit of competition not known by governmental departments before. All managers, officials, and employees seek to compete to provide the best and win one of the awards” HH Sheikh Mohamed Bin Rashid Al-Maktoum
- Public sector excels private sector in:
 - Performance & achievement
 - Innovation and creativity
 - Efficiency & effectiveness
 - Transparency & accountability

Dubai Strategic Plan 2015 – Growth Consolidation & Sustainability

- Strengthen Strategic and Forward-looking Focus
- Enhance Organizational Structures and accountability
- Increase efficiency
- Enhance responsive & Customer Service
- Empower and Motivate Public Service Employees



Components of Dubai Strategic Plan 2015

- Economic Development Sector Plan
- Social Development Sector Plan
- Infrastructure, Land & Environment Sector Plan
- Safety, Security & Justice Sector Plan
- Government Excellence Sector Plan



Dubai Government Excellence Program

- Independent Entity established in 1997
- aims at spreading the concept of excellence, innovation, quality, best management and professional practice in the Government Sector.
- Develop Excellence Models, Assess participants, and award winners



Dubai Government Excellence Program

DGEP Vision

To attain international levels of excellence in government performance in Dubai.

Regional & International recognition

- United Nation Public Service Award
2007- Improving the Delivery of Services
- Benchmark & Success Story for 8 Arab
Excellence Programs





DGEP Categories & Awards

Organizational Excellence

Distinguished Government Department-
Golden Category

Distinguished Government Department

Distinguished Government Division

Distinguished E-Government

Department

Distinguished Team

Distinguished Administrative Initiative

Distinguished Technical Project

Employee Excellence

Distinguished Government Employee

Distinguished Administrative Employee

Distinguished Technical Employee

Distinguished Specialized/Engineering
Employee

Distinguished Financial Employee

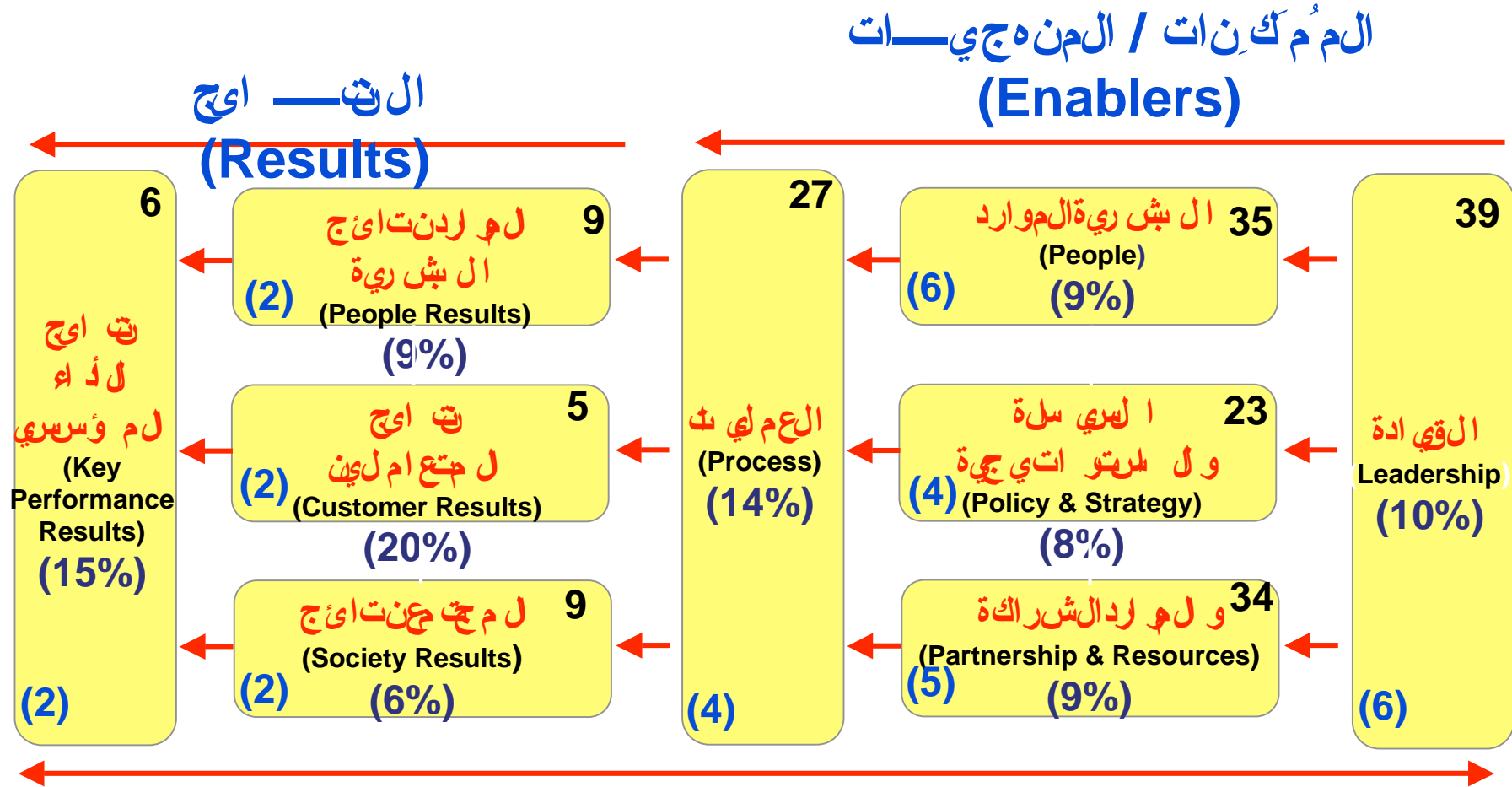
Distinguished Employee in Supervisory
Jobs

Distinguished Field Employee

Distinguished New Employee

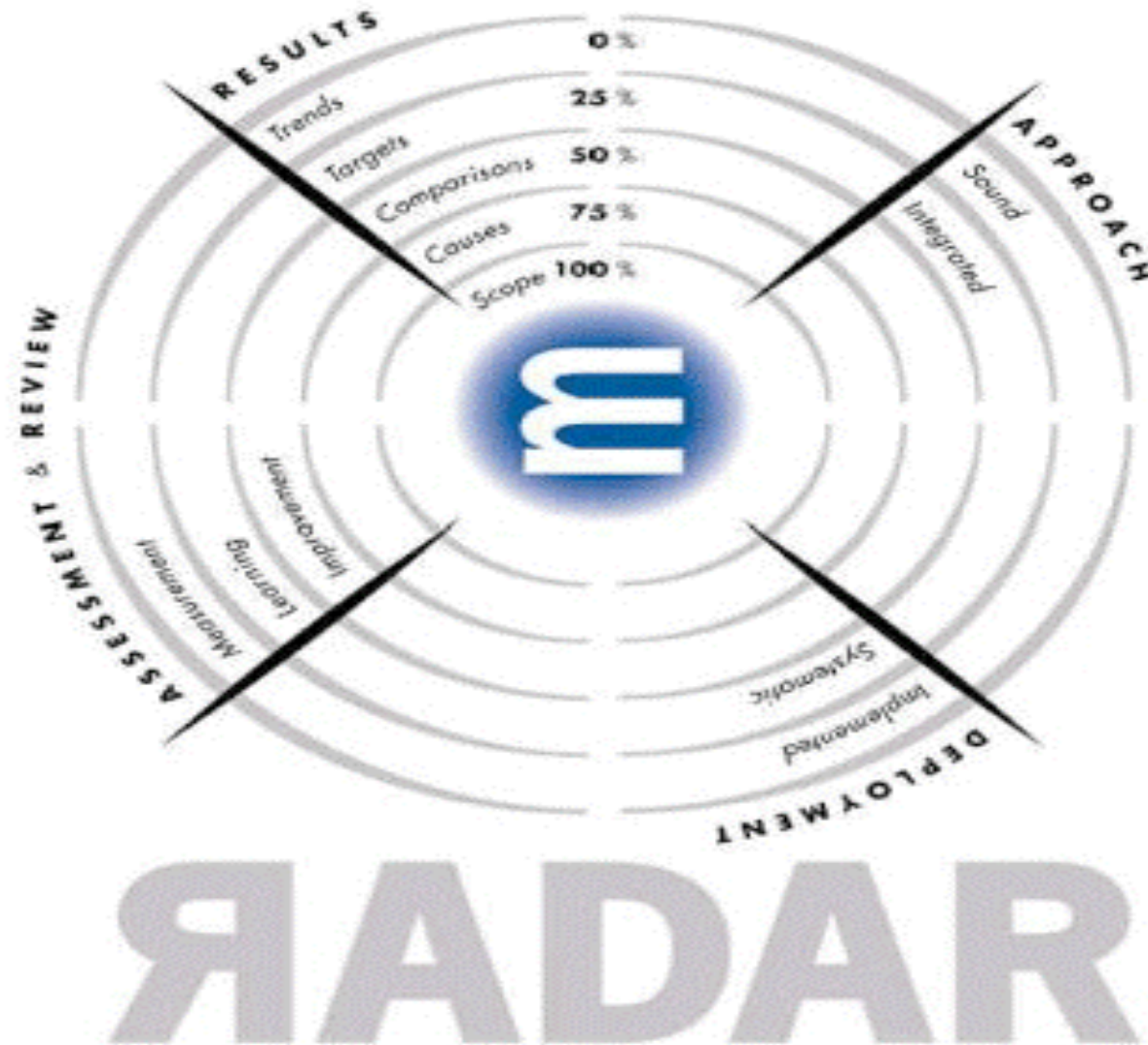
Distinguished Female Employee

DGEP Organizational Excellence Model



والشفافية - في - قوالتعلم والإبداع
(Innovation & Learning & Transparency)

Assessment Methodology





Other DGEP Initiatives

1- Mystery Shopping:

A program where a number of trained people visit department disguised as customers and evaluate the services that they get based on a pre-set criteria

2- Customer Satisfaction Survey

A questionnaire-based survey where opinions of government customers are surveyed during face-to-face meetings or online.

3- Employee Satisfaction Survey

A questionnaire-based survey where opinions of government employees are surveyed during face-to-face meetings.



Other DGEP Initiatives

4- Unified Complaint System:

A program where customers of Dubai Government departments can complain about services provided through a unified system in which all complaints are handled consistently.

5- Unknown Soldiers Recognition

6- Documentation of Success Stories

7- Excellent Services Mark

8- Government Innovation Program

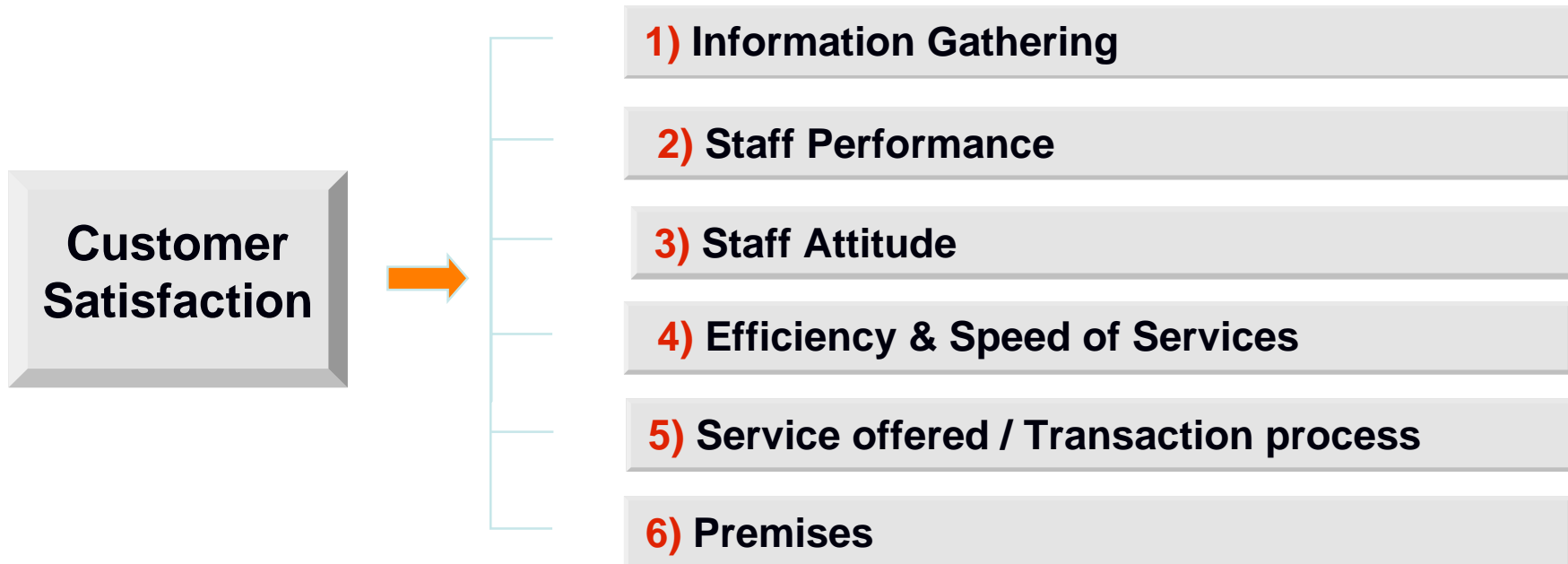
9- Government Integrity Program

..... The journey continues

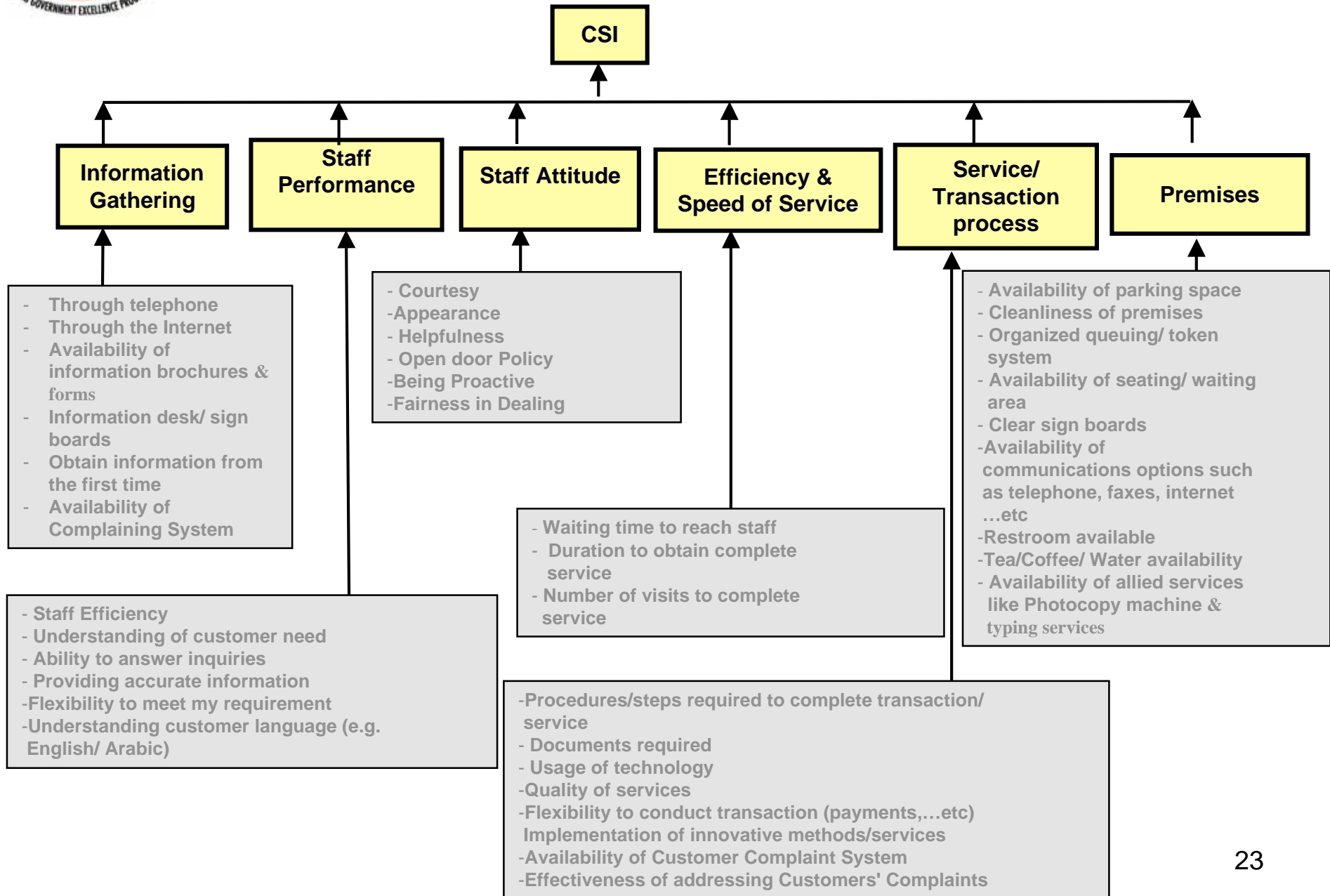
Dubai Government Satisfaction Index



Customer Satisfaction Factors

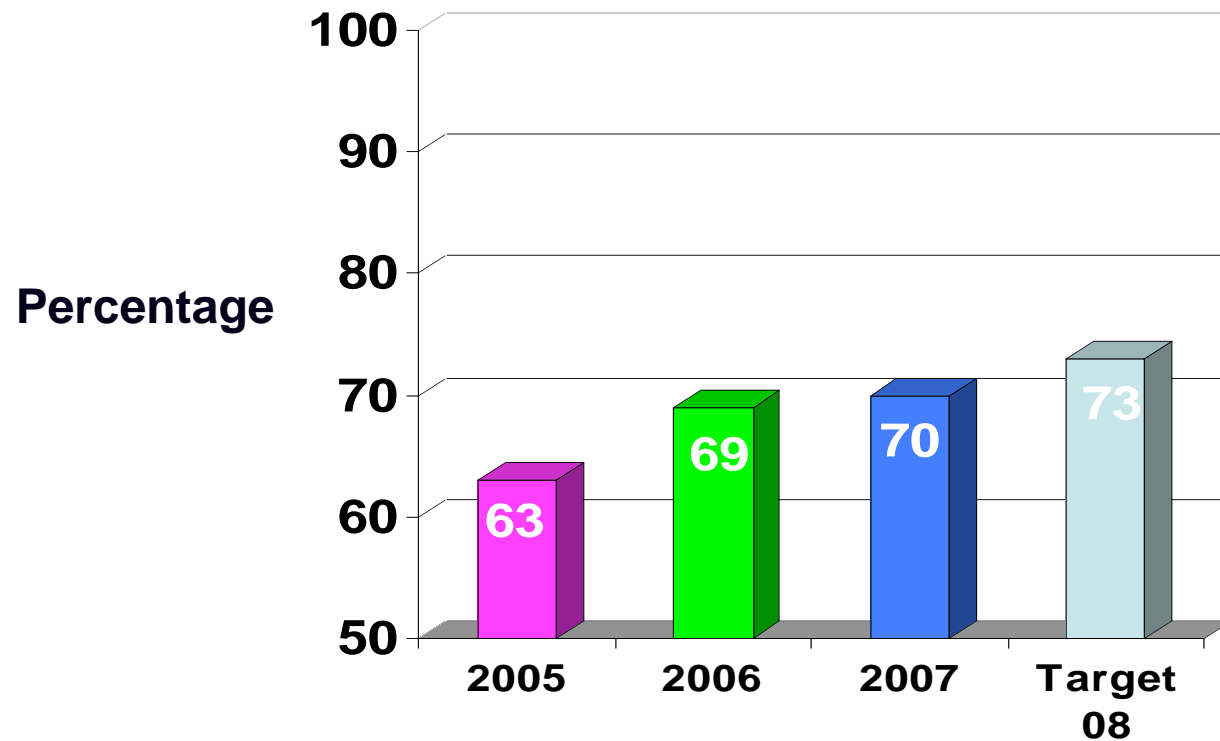


Customer Satisfaction Attributes





Government Customer Satisfaction Index



Overall Customer Satisfaction Index



Excellence Journey....Challenges

- Absence of Benchmarks
- Resistance to change
- Lack of awareness
- Lack of expertise....



Excellence Journey....Lessons learned

Success Factors:

- Leader's commitment and involvement
- Motivation
- Teamwork spirit

Highlights of DGEP Strategic Plan 2008-2015

	Gov. Institutional Excellence	Quality of Government Services	Institutional Integrity & Accountability	Innovation & Private Sector Partnership
Development of Models, Systems & Standards	<ul style="list-style-type: none"> Update DGEP Excellence Model Criteria Update Awards Categories 	<ul style="list-style-type: none"> Update Mystery Shopper & CS Survey Process Develop Customer Complaint System Develop Government Services Excellence Mark 	<ul style="list-style-type: none"> Develop Government Integrity Program Develop Review and Report Program 	<ul style="list-style-type: none"> Develop Government Innovation Program Develop PPP Program
Facilitation, Support & Knowledge Transfer	<ul style="list-style-type: none"> Training Awareness campaigns Self Assessment tool Knowledge Transfer & Benchmarking Success Stories 	<ul style="list-style-type: none"> Training Self Assessment tool Knowledge Transfer & Benchmarking 	<ul style="list-style-type: none"> Training Self Assessment Knowledge Transfer & Benchmarking 	<ul style="list-style-type: none"> Training Knowledge Transfer & Benchmarking Success Stories
Assessment, Motivation, and Awarding	<ul style="list-style-type: none"> Update Application Process Practical assessment Government Excellence Index 	<ul style="list-style-type: none"> Compliance Audits Direct Feedback & Improvement Incentives scheme Methaq Mark CS Index 	<ul style="list-style-type: none"> Review Reports Integrity Index 	<ul style="list-style-type: none"> Incentives scheme Award

Every morning in Africa...

The Gazelle wakes up knowing that it has to run faster than the slowest Lion....

Other wise it will be killed

And every morning in Africa...

The Lion wakes up knowing that it has to run faster than the slowest Gazelle...

Otherwise it will starve to death

It doesn't matter if you are a Lion or a Gazelle. You have to run faster than others To Survive



“My Vision” HH Sheikh Mohamed Bin Rashid Al-Maktoum Book

“We are more than willing to share our experience with the world”

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Questions...

