



United Arab Emirates

The First Government Summit

Proceeding Report

Inspiring Experiences and Ideas from the Field

February 11-12, 2013







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H.H. Sheikh Khalifa Bin Zayed Al Nahyan
United Arab Emirates President



H.H. Sheikh Mohammed Bin Rashid Al Maktoum
UAE Vice President, Prime Minister and Ruler of Dubai

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Opening Statement

The Government Summit...

A Beginning for New Beginnings

The First Government Summit 2013's was not a convention of leading government officials and experts, but just as His Highness Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai had envisioned it: an interactive platform, a knowledge melting-pot and an inclusive national assembly, positioning the United Arab Emirate as the destination for government innovation, regionally.

Government Summit, reflected leadership, new model of Government and transparency in the region, where a creative practice of engaging the public directly in addressing all the national, social and developmental issues was innovated. It was the key behind Summit's success and outstanding ovation received nationally and regionally.. to launch a national dialogue, and set new standards for society's expectations and ambitions of government performance.

The Summit was not an assembly that ends or warp-up with no consequent efforts on the contrary, its conclusion was the beginning for new beginnings. It has support of our leadership, public and regional and international interest. It is leading us into a new era of innovation and leadership of government services. It is a new phase outlined by H.H. Sheikh Mohammed Bin Rashid Al Maktoum in his dialogue session of the future of governments, establishing that the goal of every government is to achieve happiness for its citizens.

The Summit was a major step forward towards achieving UAE's vision for 2021, as a global leader in all areas, to establish itself as a destination for best practices, and an international hub for knowledge and experience.

Given that Summit's achievements were worthy of being documented, not on website only, but it was also reflected in this book to include in writing and pictures the Summit's papers and discussions for decision-makers, concerned parties, and all those interested in learning about the experience. It will also be available for citizens, youth, and students, in the UAE, the region and the world.

We invite you to share the government innovation journey with us, and actively participate in the 2nd Government Summit's on February 10-12, 2014, to consolidate efforts and directions, and shar ideas and experiences for the welfare and happiness of all citizens, societies and whole of humanity.

Mohammed Abdullah Al Gergawi

Minister of Cabinet Affairs, Government of the United Arab Emirates
Chairman of Government Summit Organizing Committee

1st Government Summit (GS1) - 2013

"Leading Government Services"

February 11-12, 2013

The 1st Government Summit held in Dubai on February 11-12, 2013 under the patronage and in the presence of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai, lived up to its goals by bringing together federal, local, regional, and international government entities under one roof to share knowledge and promote the best practices based on their remarkable experiences.

The two-day Summit titled "Leading Government Services" included 30 roundtables and workshops and was attended by more than 150 international professional specialists, 3000 participants from the United Arab Emirates, neighboring countries, and Arab states, alongside a profusion of international officials and experts. H.H. Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai, H.H. Sheikh Saif Bin Zayed Al Nahyan, Deputy Prime Minister and Minister of Interior, and H.H. Sheikh Mansour Bin Zayed Al Nahyan, Deputy Prime Minister and Minister of Presidential Affairs, have also participated in this first Government Summit.

The first Government Summit was attended by H.H. Sheikh Hamdan Bin Mohammed Bin Rashid Al Maktoum, Crown Prince of Dubai, H.H. Sheikh Maktoum Bin Mohammed Bin Rashid Al Maktoum, Deputy Ruler of Dubai, H.H. Sheikh Abdullah Bin Zayed Al Nahyan, Minister of Foreign Affairs, HE Sheikh Nahyan Bin Mubarak Al Nahyan, Minister of Culture, Youth, and Community Development, HE Sheikh Ahmed Bin Saeed Al Maktoum, President of Dubai Civil Aviation Authority and Chairman of Dubai Airports, Chairman and Chief Executive of Emirates Airline and Group, alongside many other Sheikhs, ministers, senior officials, guests from many Arab and foreign countries, and employees from local and federal government branches.

Government Summit has established a new model of government transparency in the region, and consolidated an innovative practice by directly engaging the public in addressing all national, social and developmental issues. It has received remarkable national and regional reviews, launched an open national dialogue between leaders and various government management, and raised the standards of public expectations from overall government performance.

The Summit launched several Arabic publications, studies and specialized reports, for the first time addressing the regional issues and made available on the Summit's website www.thegovernmentsummit.ae aiming to improve government efficiency, enhance trust among government institutions and customers, improve customer satisfaction, and find practical solutions for important issues related to government services, especially in health, education and labor.

2nd Government Summit (GS2) 2014

“Leading Government Services”

February 10-12, 2014

As per the directives of H.H. Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai, the Government Summit is set to be organized annually where the next convention (GS2) will be on February 10-12, 2014.

It is aimed to confirm the UAE's as the regional and international center for government innovation by making the Government Summit an annual platform for dialogue and interaction focused on developing government services and policies.

Government Summit's next edition shall primarily focus on developing new concepts on the provision of government services in line with H.H. Sheikh Mohammed Bin Rashid Al Maktoum's vision for future governments and next generation of government services, as mentioned in his dialogue session during the first Government Summit.

Government Summit's goals are in line with H.H. Sheikh Mohammed Bin Rashid Al Maktoum's vision for future governments, and next generation of government services.



Main Dialogue Sessions



Main Dialogue Sessions

H.H. Sheikh Mohammed Bin Rashid Al Maktoum

UAE Vice President, Prime Minister
and Ruler of Dubai





H.H. Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai, inaugurated the 1st Government Summit.

“This Summit brings together many local, Arab and international experts from more than 30 countries. 2500 participants from the UAE and neighboring countries in addition to 150 international professionals and specialists, come to share their remarkable experiences and skills with you,” said His Highness addressing the audience.

His Highness also called on UAE’s youth to benefit from the Summit, its lectures and discussions to enrich their knowledge and skills in management and leadership, and many other fields.

Furthermore, His Highness noted that the international experts and participants will also benefit from UAE’s excellent experience in government service delivery.

Moreover, His Highness called for more interaction and integration between UAE’s federal and local governments by saying: “We want further cooperation and integration to uplift our country and its institutions to the international levels in various fields and sectors ... to make life easier for our citizens and the public in general, and provide them with the best services possible”

H.H. Sheikh Mohammed Bin Rashid Al Maktoum reiterated that the Summit aims

to bring happiness to the Emirati society by developing education, achieving justice for all, providing job opportunities to youth, and developing overall infrastructure. “We are an authority for the people” said His Highness, “not over the people”. In any department, directors are appointed to make people happy, help and assist them to acquire services, with no delay under any circumstances. We are following the path of our founding fathers and the UAE President His Highness Sheikh Khalifa Bin Zayed Al Nahyan, who considers citizens a top priority. Citizen First, Second and Third. We are confident, that our vision for 2021, in which we aspire to be of the top countries in the world, shall be achieved, by the collective efforts in public sector, especially youth.”

Questions addressed by the audience to H.H. Sheikh Mohammed Bin Rashid Al Maktoum:

Post the well-received speech by the audience, His Highness responded to more than 30 questions of the public submitted to the organizing committee through social media, in addition to televised questions. His Highness responded to all the questions, the general and personal, throughout the session.

Q1: Why insist on being Number One, knowing that it is impossible?

Sheikh Mohammed Bin Rashid Al Maktoum: Everybody seeks to be number one, because it is the best among all numbers. We have inherited the persistence of seeking first place from the late Sheikh Zayed and Sheikh Rashid. Today, we

learn from Sheikh Khalifa Bin Zayed and follow his path. For example Abu Dhabi is striving to achieve number one in the fields of culture and renewable energy, this is its very right and it is capable of achieving that. “Impossible”, does not exist in our vocabulary. Such a word reflects indolence, weakness, and fear of challenge and progress. When potentials and capabilities as well as confidence are doubted, the drive to achieve success, excellence and notability is lost. I call the youth to insist on Number One.” H.H. added: “my people & I love Number One”.

Q2: Asked by a Kuwaiti visitor: Why do you insist that everything must happen now? Why do you want progress now?

Sheikh Mohammed Bin Rashid Al Maktoum: First of all, let me welcome you and all our guests from Kuwait in the UAE. Family tourism in the UAE is developing to meet the needs of Arab and foreign visitors, especially all those who come from the Gulf States.

H.H. added Why not achieve progress now? Why not today? We should not postpone today’s work till tomorrow. If we are able work today, we should strive to develop the state economically and politically. I regularly invite journalists every year in Ramadan to discuss relevant issues. A journalists asked me once about what had been achieved, I responded “10% only”. Two years later, in the same occasion, the same journalist asked the same question; my response was “only 7%”. In fact, no matter how great are our achievements, we still strive for more. Even if achieved, should we

stay idle & hand folded?”

Q3: How does Your Highness perceive the government of the future?

Sheikh Mohammed Bin Rashid Al Maktoum: Government of the future must work to achieve happiness for citizens, to work twenty-four hours a day, like airlines. It should be close& hospitable to people, like hotels. Citizens should be able to receive services in one place, through mobile phones.”

Q4: A little Emirati girl asked: “What’s the idea behind Burj Khalifa?”

Sheikh Mohammed Bin Rashid Al Maktoum: The project’s initial designs didn’t exceed 80 floors. I thought about it thoroughly, and decided to make it the tallest splendid structure in the world, along with its surroundings, to be a tourist destination, and so it was. The surrounding area now attracts thousands of visitors from all over the world. I called it Burj Khalifa for such a great and prominent building should be associated with great names.

Q5: Despite the global and international challenges, we continue to hear about launching new plans, new cities, and new projects. Isn’t that a risk?

Sheikh Mohammed Bin Rashid Al Maktoum: H.H. rejected the idea of risks in implementing new mega projects in the UAE, H.H. added risks exist in any work and life is full of risk



“We should always aim for “number one” following the path of Sheikh Zayed Bin Sultan, Sheikh Rashid Bin Saeed and Sheikh Khalifa Bin Zayed. The word ‘impossible’ is nowhere in UAE’s vocabulary, My people and I are into Number One”



“We want further cooperation and integration to leverage our country and its institutions to the international levels in various fields and sectors ... to make life easier for our citizens and the public in general, and provide them with the best services possible”

and challenges. A hard-won success has a sweeter taste. There is no success or excellence without challenges, especially if the success is for the country and benefits of citizens. If it weren't for challenges, we wouldn't know the taste of success and happiness we wish for every citizen in our beloved country.

Q6: Is leadership innate? Or can it be learned?

Sheikh Mohammed Bin Rashid Al Maktoum: Leadership traits are innate in some cases, but need to be learned, practiced, refined and experienced. Leadership is smartness and wisdom, and not every leader has the characteristics of great leadership. A leader is one who brings happiness to his people, who works for the benefit and honor of his country and achieves its higher goals.

Q7: What is meant by positive energy? What is the difference between positive and negative energy?

Sheikh Mohammed Bin Rashid Al Maktoum: Positive energy is being optimistic about a new day with every morning. He, who wakes up with a smile on his face, stays smiling and optimistic all day. Positive energy makes a person strong and ready to face challenges with determination and unwavering persistence. However, negative energy frustrates, and strips of power, will and determination.

Q8: What is the secret behind your three-finger gesture?

Sheikh Mohammed Bin Rashid Al Maktoum: The three-finger gesture (with the thumb, index finger, and middle finger) means winning and victory, and also means “I love you” in English.

Q9: What are the challenges your Highness faced? How did you overcome them?

Sheikh Mohammed Bin Rashid Al Maktoum: I've faced many challenges and hardships but I overcame them with positive energy, strong willpower, determination and persistence, and the help of the teams of youth who work with me.

Q10: How can we motivate employees to perform better?

Sheikh Mohammed Bin Rashid Al Maktoum: Motivation is first and foremost about empowering your team to take the right decisions to serve the organization, without authorization, a handcuffed employee by routine and centralization, can achieve nothing. Employees are also motivated when rewarded in front of their colleagues which establishes a sense of positive competition firstly at the organizational level, and secondly at the government level as a whole.”

Q11: A senior woman asked for help in simplifying the procedures for re-registering the elderly in the Ministry of Social Affairs. His Highness asked HE Maryam Al Roumi, Minister of Social Affairs, to answer this question.

After thanking His Highness for allowing her to answer this question, HE Maryam Al Roumi replied: “Three years ago, H.H. Sheikh Mohammed Bin Rashid personally asked me to exempt the elderly and people with special needs from the verification procedures which the Ministry requires every six months. A ministerial decision in effect was issued for the exemption of elderly from the procedures and social affairs offices were subsequently directed to carry out the necessary work”.

Furthermore, His Highness called for the ministries to deliver home services for the elderly and people with special needs who cannot make it to the Ministries, across the UAE.

Q12: Asked by a visiting Egyptian lady: “How did you manage to establish justice among people? How did you win the love of the people?”

Sheikh Mohammed Bin Rashid Al Maktoum: “First, thank you for your question. Your words are a testament I'm proud of, and welcome to all the Egyptian residents in UAE. I wish Egypt peace and stability for it is the beating heart of the Arab world. I value the role of the Egyptian people and their contribution to the development of the UAE.”

Q13: How can Your Highness divide your time between all these responsibilities and your private life?

Sheikh Mohammed Bin Rashid Al Maktoum: “Time is very important, and planning for daily work is important as well to be able to carry out national responsibilities and private life. Achieving a two hours work in one hour or less, is even better, as it helps accomplishing many of their duties fully .”

Q14: Did Your Highness accomplish all the planned achievements? What do you want to achieve more?

Sheikh Mohammed Bin Rashid Al Maktoum: “Achievements accomplished by the UAE in general, and Dubai in particular, so far are great without a doubt. But more accomplishments await us down the line because the cycle of life does not end with each accomplishment, it keeps going on throughout life. Work and achievements never end because innovation and creativity have no finish line. We cannot stop, sit back idle without achieving for the upcoming generations.”

Q15: What about the Global Accreditation Project for Federal Hospitals?

His Highness referred this question to the Minister of Health, Abdul Rahman Al Owais. HE Abdul Rahman Al Owais first thanked His Highness for giving him the chance to answer this question, and said: “Regarding academic accreditation, the Ministry of Health started with two hospitals in 2011 and trained 150 employees. In the next week, we will apply for accreditation and hopefully obtain it by the end of this year”.



Q16: What is the secret behind your organized abilities?

Sheikh Mohammed Bin Rashid Al Maktoum: "Secret behind being able to organize my time is positive energy, and the sports I enjoy. I walk every day for three kilometers, sometimes ten or twenty kilometers. Sports are an integral part of my daily life and I never lag in practicing all my hobbies, among which horseback riding and others activities which develop the mind and body".

Q17: Given all the accomplishments so far, does Your Highness believe that the government performance in the UAE has met the expectations of the leadership and the people?

Sheikh Mohammed Bin Rashid Al Maktoum: Our Government's achievements have reached global standards. Delivering and providing government services is ongoing and we are always aspiring for what's best for our country.

Q18: Does Your Highness intend to announce a Cabinet reshuffle, knowing that the last reshuffle was in 2009?

Sheikh Mohammed Bin Rashid Al Maktoum: "Any change or reshuffle in the Cabinet depends on the performance of each minister and the extent of their success in serving the citizens and bringing them happiness."

Q19: How did you win the World Endurance Championship? What is your success story with horses?

Sheikh Mohammed Bin Rashid Al Maktoum: "It is about will, determination, persistence and love of the UAE. I am proud of this international title."

Q20: What do you think of the role of Emirati woman in UAE society and of their achievements? What are your plans for Emirati women in your future government?

Sheikh Mohammed Bin Rashid Al Maktoum: "The Emirati woman is accomplished and has a bright future ahead of her in government. Ninety percent of government staff are women and 30 percent of leading positions are held by women, in fact, more than 85% of my office staff are women. Women play an active and positive role and we have future plans for them."

Q21: An Emirati child asked: "When will I get an iPad (for smart learning)?"

His Highness referred the question to HE Humaid Mohammad Al Qutami Minister of Education, who replied: "Work has been ongoing since the launch of Mohammed Bin Rashid Initiative for Smart Learning in 2012. Technical teams were formed with strategic partners to capture the best global practices. With the start of the new academic year, the system will be applied in 16 schools and cover 4 major subjects, Arabic, English, Mathematics and Sciences. Within the next 4 years, it will be applied in all the schools across the UAE. The infrastructure is ready and the teachers have been trained on the new system."

Q22: From where do you get all these ideas to develop government work?

Sheikh Mohammed Bin Rashid Al Maktoum: "They are from the teams, the citizens, and customers ideas. I have taken listening to the citizens and residents of the UAE as a habit and always ask them to come forward with their ideas so the country can benefit. From the military experience, we learnt that the leader listens to the soldier, and our Prophet (PBUH) listened to his companions. This is how we gather the best ideas."

Q23: A female Saudi tourist asked: What is the secret behind the UAE's successful development projects and its distinguished position worldwide?

Sheikh Mohammed Bin Rashid Al Maktoum: "I welcome you and all Saudi tourists in the UAE. The secret of our success is the love we hold for our country. We all work as one. My brother Sheikh Khalifa, myself, members of the Supreme Council, and our founding fathers before us worked together to build achievements for our country and our citizens. Our founding fathers laid the foundations and we followed in their footsteps. Each citizen also took part in building the country and its institutions and participated in the progress of the UAE."

Q24: A little Emirati girl asked His Highness when he is going to visit her school.

His Highness promised the little girl to pay her

school a visit wherever it was. "A week later, His Highness visited the National Charity School in Al Garhoud, Dubai, where he met with the third-grade student Mira Ali Murad, checked on her studies, and assured her that his visit to the school was to fulfill her wish."

Q25: The question was asked by a lady visiting from Egypt: How did you achieve economic growth in the UAE in such a way that it became one of the best global economies?

Sheikh Mohammed Bin Rashid Al Maktoum: "I welcome you and fellow Egyptians in the UAE. Our projects are distinguished and diversified, as they serve our national economy, and the interests and needs of our people. Our projects are planned ahead of time and feasibility studies are carried out. We also examine the conditions of the local and regional markets to make sure that the desired success is achieved. Another factor is the teams that work as one, as well as the unknown soldiers who draw and plan everything before the implementation phase. We regard our success in the UAE as success for all Arab states and populations, and likewise, the success of an Arab country is our success."

Q26: As the first political leader to foresee developments that would affect Arab regimes, how do you perceive the future of Arab states? Do you consider these developments as lessons for the people of other countries that did not have the same conditions as the countries of the Arab Spring?



“You are the energy and driving force of government progress and success in the country”



“We want our Government to make people’s lives easier and to operate itself from a single source...we want citizens to be able to process all their government transaction in one place through the mobile phone”

Sheikh Mohammed Bin Rashid Al Maktoum: “This occasion is not political, but since the question was asked I’ll answer it briefly. In 2004, I said in an interview that a wind of change might blow across the nations that are giving no interest to their people’s economic, political and social needs. I urged them then to introduce the required reforms and warned some leaders about what awaited them, saying ‘change or be changed.’”

Q27: In light of the challenges facing the Arab region today, what is your vision about the future stability and development of the UAE?

Sheikh Mohammed Bin Rashid Al Maktoum: “Number of key factors exist behind the successful development of a country and achievement of its goals, mainly the empowerment, education and Emiratization, which were set as priorities by H.H. Sheikh Khalifa. Several Emiratization projects were launched, including “Abshir” to secure employment for over 20 thousand nationals during the next 4 years. I call upon the private sector in the UAE to constructively contribution to Emiratization plans as it is a national duty. Company owners have benefited from the riches of our nation which helped them progress, thrive and amass wealth. It is their turn now to positively serve the UAE, its citizens, and their interests.”

Q28: Asked by a lady from Bahrain: Can you tell us about a day in your life as a person, not a leader?

Sheikh Mohammed Bin Rashid Al Maktoum: “I welcome you and our dear brothers from the Kingdom of Bahrain in the UAE. My life is simple and I like to wake up early and have breakfast with my family and children. I spend some time to practicing my hobbies, such as horseback riding or wandering in the desert, or heading to the beach. Sometimes I visit my friends and head to the malls.”

Q29: How did you feel while watching the final match of our national team at the Gulf Cup?

Sheikh Mohammed Bin Rashid Al Maktoum: “I was delighted when our national team won the 21st Gulf Cup. I watched the final match from the kickoff and I was excited throughout the game, especially after our team won over the Iraqi team.”

Q30: How can a person stay positive and optimistic when faced with daily life challenges?

Sheikh Mohammed Bin Rashid Al Maktoum: “Staying positive despite all the daily life challenges a person faces requires perseverance, will and overcoming challenges, no matter how troubling. I learned to stay positive in the face of challenges from the late Sheikh Zayed bin Sultan Al Nahyan and the late Sheikh Rashid Bin Saeed Al Maktoum.”

Q31: Do you think that Emiratization efforts have succeeded so far?

Sheikh Mohammed Bin Rashid Al Maktoum: “Efforts are ongoing in this regard and this tops

the agenda of the leadership. We will hopefully reach our goal soon.”

Q32: A little Emirati boy asked: “How can I be a horseman like you?”

Sheikh Mohammed Bin Rashid Al Maktoum: “Your question is the beginning of success. A horseman should love his country and his parents, and he should respect and obey them. He should also study, succeed and attain his personal goals, before practicing his hobbies and learning horseback riding to become an accomplished horseman.”

Q33: There are many successful experiences and practices at the local governments’ level. Why not take advantage of them at the federal level?

Sheikh Mohammed Bin Rashid Al Maktoum: “This is the aim of our gathering here in this Summit which gathers local and federal under one roof to share successful experiences and practices, learn from them and achieve the vision of the UAE.”

Q34: An Emirati teacher asked: What about the training and development programs provided by the government to teachers?

His Highness referred the question to HE Humaid Mohammad Al Qutami, Minister of Education who replied: “In implementation of Your Highness’ directives, the Ministry laid down plans and programs to train teachers. In 2012, 70% of teachers were trained, and

in 2013 the Ministry targets 85% of the total number of teachers. Training programs have also been developed for school directors and deputy heads. The School Leadership Program was launched, and our aim is to provide 700 school leaders in the next 4 years. This year 120 school leaders were trained, with training acquiring the biggest part of the Ministry’s attention to face the challenges of modern teaching methods and means, and implement the curricula in a more professional manner”. His Highness asked the Minister of Education to increase the percentage of teachers who are to receive training.

Q35: You love horses and sports, and you are a fan of poetry. You are also a successful leader. Are all these traits interrelated? Did any of them influence the other in your life?

Sheikh Mohammed Bin Rashid Al Maktoum: “All of the above left a mark on me. Horsemanship is all about honor, dignity and chivalry . I learned a lot from it. Poets see what others don’t, as they see with their heart. Poets are also aware of news and follow them constantly. All these interests refined my skills as a leader.”

Q36: What is the relationship between a leader and sports?

Sheikh Mohammed Bin Rashid Al Maktoum: “A leader should be athletic in order to be active and able to follow up on his work. We should not take the habit of getting used to things.” His Highness encouraged the audience to continuously practice sports.



Q37: Some say that the United Arab Emirates benefited from the Arab Spring through the flow of investments, particularly from the financial and real estate sectors of countries stricken with political crises. Is that true?

Sheikh Mohammed Bin Rashid Al Maktoum: "Total foreign investments from all around the world in the UAE in 2012 reached 30 billion AED. Arab Spring nations had nothing to do with these investments. On the contrary, UAE investments in those countries far exceed these figures."

By answering many questions about his leading personality, successful management and experience, sharp vision, and the love of the people wherever he went, H.H. Sheikh Mohammed Bin Rashid Al Maktoum expressed how proud and pleased he is to feel the love of his people and all people living in UAE.

Q38: Asked by a UAE citizen: "What is your advice for me to succeed in my job?"

Sheikh Mohammed Bin Rashid Al Maktoum: "Your question is the beginning of success. Determination, will, and seeking the first place are the factors of success at work."

Q39: Who is your role model?

Sheikh Mohammed Bin Rashid Al Maktoum: "My role model is Prophet Mohammed (PBUH). My leaders are the late Sheikh Zayed bin Sultan Al Nahyan and the late Sheikh Rashid bin Saeed Al Maktoum. My vision did not come of nothing, it is the fruit of forty or more years in the company of Sheikh Zayed bin Sultan, in his trips, official and international visits, and his meetings. I learned a lot from the habits, values, ethics and vision of the

late leader. I also learned from accompanying my father the late Sheikh Rashid bin Saeed since I was a child. He used to take me along to many countries, so I learned all about their cultures and civilizations. This helped shape my knowledge and expand my insights. It opened my eyes to all that is good and meaningful. I benefited from the experience and knowledge of others. My self-confidence grew after studying abroad, and I developed my personality and employed it to serve my country and citizens in all fields."

Q40: How do you monitor the performance of your ministers and government officials? How many chances do you give them if they made mistakes?

Sheikh Mohammed Bin Rashid Al Maktoum: "Every minister has set indicators to measure his ministry's performance, identify his staff's competences, and determine how to develop them. The same goes for us, we can measure the performance indicators of ministers themselves. Accordingly, we notify the underperformer. We also implement the mystery shopper program which requires paying field visits to the departments and accurately report their findings. This is one of the key performance indicators. We have also the State Audit, and the Federal National Council which hold the ministries accountable. The extent of my leniency depends on whether the error is intentional. We are all prone to making mistakes, but what's important is to learn from them and not to commit them intentionally."

Q41: What does the Spirit of the Union mean to you?

Sheikh Mohammed Bin Rashid Al Maktoum: "The Spirit of the Union is the soil, the flag, the country, and the home of the Union. Sheikh Khalifa is the spirit of the Union and the whole UAE society is the spirit of the Union."





"I ask UAE's youth, to benefit from the Summit, its lectures and discussions, to enrich knowledge and skills in management and leadership."

H.H. Sheikh Mohammed Bin Rashid Al Maktoum
UAE Vice President, Prime Minister and Ruler of Dubai



Main Dialogue Sessions

Session with L.t General H.H. Sheikh Saif Bin Zayed Al Nahyan

Deputy Prime Minister and
Minister of Interior





The dialogue session of H.H. Lt. General Sheikh Saif Bin Zayed Al Nahyan, Deputy Prime Minister and Minister of Interior was held on the second and last day of the First Government Summit under the title "Spirit of the Union".

H.H. Lt. General Sheikh Saif Bin Zayed Al Nahyan's presentation focused on government development key factors and core drivers, namely: inspiration, vision, integrated organizational systems, and supervision and support of decisions taken by active leaders.

During the presentation, His Highness stated that the development of any government organization requires core drivers. The core drivers of H.H. Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister for the federal government are: inspiration, vision and systematic institutions. Inspiration has a psychological effect which motivates performance, and the most inspiring leader in the UAE is late Sheikh Zayed Bin Sultan Al Nahyan who encouraged all UAE citizens to lead their country to prosperity.

His Highness pointed out that our wise leadership has been outstanding with regard to translating the visions into effective strategic decisions, ambitious projects and innovative programs, by focusing on developing leaders to achieve a promising future and instituting a government which provides the best services to nationals and expatriates.

His Highness also stated that the history of the foundation of the Union goes back to 1968 when Britain announced its withdrawal from

our country. The unification efforts lasted from 1968 until the 2nd of December 1971 when the Union was officially declared, after about three years of work. We now know that establishing a company can take longer and requires money and acute vision, which therefore shows the greatness of our founding fathers, especially if we compare the material and economic potentials which were available in the country in 1968. His Highness added that this achievement was turned into reality thanks to the clairvoyance of our founding fathers at that time, who faced great challenges, and founded the Union.

H.H. Sheikh Saif Bin Zayed Al Nahyan, Deputy Prime Minister and Minister of Interior said: "Inspiration stemmed from the wise leadership and sharp vision of the late Sheikh Zayed Bin Sultan Al Nahyan and his brothers, Their Highnesses the founding Rulers of the Emirates, who managed to establish a state in the time of big challenges and scarce resources. They achieved quantum leaps in terms of economic development, security and stability, and in all aspects of life. All the more, they declared the foundation of the UAE even before the announcement of the British withdrawal".

His Highness stated: "We're lucky we had a leader such as the late Sheikh Zayed Bin Sultan Al Nahyan, and after him H.H. Sheikh Khalifa Bin Zayed Al Nahyan, President of the UAE, a worthy successor to a noble predecessor, who is following the path now. His Highness quoted late Sheikh Zayed in the early days of the Union as he spoke about the need to provide services to the citizens: "our people have been long



deprived from services and utilities that were available to others, and now it's high time to compensate our people for what they have missed out of God's benefactions".

His Highness confirmed that the UAE leadership is following up its work around the clock, and outlined three recent incidents:

The first incident concerned an Emirati child who was lost during a family cruise on the Nile River in Egypt. His Highness Sheikh Khalifa Bin Zayed Al Nahyan, President of the UAE, commissioned the Ministers of Interior and Health to form a joint security and medical team of 50 experts to travel aboard a flying hospital to Egypt in order to investigate the child drowning incident in the Nile River and repatriate the family and the child's body.

His Highness added: Those are the traits of the leader-father who used to worry about his people wherever they were and under any circumstances. It's a caring and paternal gesture from His Highness Sheikh Khalifa Bin Zayed Al Nahyan, President of the UAE, it is one of hundreds of generous gestures and benevolent initiatives taken by His Highness to please and protect his people.

He added: "The second incident reveals how keen is His Highness Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai, to follow-up and take care of any issue involving citizens or expatriates regardless of their type or significance. The story began at 6:00 AM when I received a call from His Highness Sheikh

Mohammed Bin Rashid Al Maktoum, asking me about the reason of a delayed truck at a border checkpoint. After inquiring with the duty officer about the issue, I found that the truck was subjected to inspection after one of the police dogs gave a signal that something suspicious existed inside the truck. His Highness then said: I called Sheikh Mohammed Bin Rashid and gave him all the details, then asked him: Would you tell me how you knew about this truck story before I did?

The third incident was presented by H.H. Sheikh Saif Bin Zayed Al Nahyan in the form of a short footage showing a residential building on fire at night in Abu Dhabi, with H.H. Sheikh Mohammed Bin Zayed Al Nahyan and H.H. Sheikh Hazza Bin Zayed Al Nahyan standing at the scene following up the efforts of the civil defense team.

His Highness cited the most important challenge facing the Ministry of Interior, namely: the multitude of nationalities and cultures. In fact, more than 200 nationalities reside in the UAE, population growth rate is rising, citizens' expectations of public services are getting higher, and the diversity of nationalities is generating diverse crime patterns. The greatest challenge for the Ministry was how to align all its sectors with the best practices and achieve cross-sector integration while continuing to provide security services round the clock in the best flawless cooperative manner. The Ministry of Interior provides alone more than 25% of the total government services.



“Our wise leadership has translated vision into active strategic decisions, ambitious projects and distinguished innovative programmes.”



“Mohammed Bin Rashid’s Government is based on inspiration, vision and systematic institutions”

H.H. Sheikh Saif Bin Zayed Al Nahyan added: “H.H. Sheikh Mohammed Bin Rashid Al Maktoum has encapsulated the government’s interest in focusing continuously on the citizen. To reflect this vision, we have resorted to training to build national capacities and capabilities. We are conducting at the Ministry of Interior an intensive development program for nationals and has set clear policies and strategies that have increased the ratio of holders of higher degrees among people working in the Ministry”.

His Highness outlined the Ministry’s course of development and interest in human capital noting: “after capturing the best practices, and evaluating the Ministry’s readiness to embrace development and change programs, we developed and invested in Emirati leaders “the leaders of the future”, and initiated the development of our work processes in order to lay the foundations of our systematic institutions which will be customer-focused. After delegating responsibilities and authorities to the leaders within the Ministry, and providing them with the capacities and tools, we sustained the course of development by introducing the concepts of accountability and identification of outcomes and achievements.

His Highness added: “The Ministry has invested heavily on developing the capabilities of its national leaders’ by providing teaching, training, capturing the best practices, building local, regional and international partnerships, engaging them in decision making processes and establishing local and developmental centers to support them”.

His Highness said: “We learned from H.H. Sheikh Mohammed Bin Rashid Al Maktoum to be visionary in developing a cadre of leaders, and in 2003 programs have been developed to train and develop the national cadres in the Ministry of Interior in the field of strategic development and planning. Under this program, the best 20 officers are selected and assigned to attend training courses in language and managerial development, then enrolled to complete two-year master degree programs in some of the best universities. During this time, officers work on the field during the day and study in the evening until completing the PHD.

The growing rate of officers holding academic degrees has reached 45% of BAs, 27% of PHDs and 12% of MAs. The Ministry commitment to the Emiratization of its leaders is reflected in the fact that it has achieved a 100% Emiratization rate during the three years from 2009 to 2011.

A decision-making process has been developed and implemented to facilitate the governance of decisions at different levels, enabling every Emirate through its leaders and higher committees to make decisions based on its capacities and competencies in an inclusive and integrated manner in line with the Ministry’s requirements, thereby developing their ability to address challenges”.

His Highness said: “Radical changes to decision-making processes were introduced thanks to H.H. Sheikh Mohammed Bin Rashid Al Maktoum who is managing the federal government with distinction and professionalism. Thanks to His Highness, decisions are no longer made top-

down, but on the contrary, the field is now the source of decisions. Police Commanders Council, chaired by Lt. General Dhahi Khalfan Bin Tamim, Commander-in-chief of Dubai Police, holds monthly meetings to discuss the recommendations submitted by police stations’ officers and commanders. The Minister of Interior chairs Police Commanders Council’s quarterly meetings. Hence the actual source of information for the Ministry of Interior is the field, straight to the top, to take decisions which take into consideration the operational challenges to ensure decisions are successful and actual. All those achievements were performed thanks to the people of the UAE. His Highness noted that the MOI has embraced the choices of operational and desktop development to ensure success in accomplishing its mission”.

His Highness also spoke about community policing and noted that policing (before the foundation of the Union) started simple and was close to the public, however, after a while, changes and complications of life led to a barrier raising between the police and the public. It didn’t take long for the leadership to eradicate the barriers, and for police to change into an authority for the people rather than over the people. Police sought also to break the barrier between the society and security authorities, by providing customer-focused services and identifying customers’ needs using questionnaires, surveys and by addressing their complaints.

His Highness said: “The Ministry has developed specialized and management work processes

and has stroke a balance between them. Strategic, development and restructuring plans were devised based on creative and innovative processes for the specialized and operational activities. The plans have been designed to priorities customer satisfaction and effectively capture the findings of studies undertaken by the Ministry to understand customer needs and expectations. In addition to the prioritization of customer satisfaction in the plans, a customer service charter was published with supporting communication tool kits, and a series of activities aimed at improving communication skills and channels. In line with global trends, a number of the ministries’ services were transformed to e-services, as were a number of systems aimed at enhancing accountability and service results.

His Highness further noted: “A performance management system and a benchmarking center have been established to capture the best international practices, assisted by an independent party who conducted surveys on the society, customers’ and staff’s opinions to ensure impartiality and transparency. Leaders and employees were also assessed in order to enforce the principle of accountability and equality by measuring their achievements and results”.

His Highness mentioned the number of local, regional and international awards won by the Ministry of Interior, detailing numerous indicators and operational outcomes achieved by the Ministry in various domains.



H.H. Lt. General Sheikh Saif Bin Zayed Al Nahyan said: "According to the World Economic Forum's 2012-2013 index ranked the UAE 11th over 144 countries in the category of Reliability of Police Service and first with regard to fighting organized crime".

His Highness noted: "Rate of violent crime per 100 000 people in the UAE has significantly decreased, passing from 119.4 in 2010 to 119.6 in 2011 and 118.5 in 2012 compared with other countries like USA, UK, Finland and France. . with God's will, we are working on reducing this rate even further".

His Highness added: "We will not feel content about the rate of traffic fatalities in the UAE until we reach, by God's will, the goal set by Commander Dhahi Khalfan, i.e zero death rate per 100 000 inhabitants".

His Highness continued: "H.H. Sheikh Mohammed Bin Rashid Al Maktoum considers a reduction rate of 80% "acceptable" and not "very good" as recognized internationally; therefore, we will not feel satisfied with this rate but we'll rather put more efforts to further increase it. Customer satisfaction rate has increased from 86.7% in 2009, to 88.5% in 2010, and 90.3 % in 2011. I quote H.H. Sheikh Mohammed Bin Rashid who always says: "Excellence creates challenges and takes you from one peak to another".

HH Sheikh Saif Bin Zayed Al Nahyan ended by highlighting increases in the perception of security in the United Arab Emirates, noting that: "perceptions of security have increased from 86.10% in 2008 to 86.90% in 2009, 89.80%

in 2010 and 91.6% in 2011".

Questions of press reporters to H.H. Sheikh Saif Bin Zayed Al Nahyan, Deputy Prime Minister and Minister of Interior:

H.H. Sheikh Saif Bin Zayed Al Nahyan answered some of the questions posed by the reporters to the Summit organizers, as follows:

Q1: Asked by Sami Al Riyami, Editor in Chief "Emarat Al Youm" Newspaper: Your Highness, do you have any concerns regarding the future and the stability of the UAE, given the rapidly changing world around us, and the increase in regional and international challenges, especially those related to the development of criminals' modus operandi?

H.H. Sheikh Saif Bin Zayed Al Nahyan: Obviously, every success creates more challenges, but I say to anyone who is ill-intentioned towards the UAE that the great people of this country is ready to defend it against any threat. Public security and safety are not the responsibility of the Ministry of Interior alone, but of every single individual in this nation. We draw our strength from this unique bond. We have 1.5 million Dhahi Khalfan (Lieutenant General and chief of the Dubai Police Force) among our men and women who are capable of confronting any ill-intentioned aggressor.

Q2: Asked by Dhaen Shaheen, Chief Editor, Al Bayan Newspaper: How did the Ministry of Interior manage to build cooperation bridges and trust with the public and meet the indicators and achievements you

have mentioned, despite the public diversity in terms of nationalities and cultures?

H.H. Sheikh Saif Bin Zayed Al Nahyan: Ministry of Interior's achievements can be attributed to two main factors: first, the keenness and support of our country's leadership to the security and policing system which aim is to maintain the safety and stability of the UAE; and second, the existence of a loving, honest and loyal population to the nation, a fact that is intrinsic to and typical of an Emirati.

Q3: Asked by Amjad Al Hiyari, Head of Local News Section in Al Ittihad Newspaper: Your Highness, what annoys you the most in the real life in the UAE?

H.H. Sheikh Saif Bin Zayed Al Nahyan: Nothing can bother me more than carelessness and a careless employee. Work environment is highly motivating for creativity and therefore it is unacceptable to have careless people. What also makes me sad, despite our belief in fate, are the accidents that occur to children due to negligence, like the fall of a child from the balcony of his house, drowning or any other similar incident.

Q4: Asked by Abdul Raheem Al Bateeh, Director of Abu Dhabi Media Center: Your Highness, what are your best memories with your father late H.H. Sheikh Zayed Bin Sultan Al Nahyan?

H.H. Sheikh Saif Bin Zayed Al Nahyan: "I see the late Sheikh Zayed Bin Sultan in Sheikh Khalifa and Sheikh Mohammed Bin Rashid and all UAE nationals. The late Sheikh Zayed used to love his people like his sons.

His Highness recalled a story: A citizen wanted to join police service by recommendation of my father late Sheikh Zayed. He was interviewed and appointed as a civil servant. He approached again my father to ask for a higher position or to be appointed to the military. My father convoked me to his majlis accompanied by this employee and a paralyzed person who was a frequent visitor to his majlis. Late Sheikh Zayed said to the employee: "Look my son at this paralyzed man who started working as a farmer with limited capabilities. With patience, perseverance, and steady steps forward, he managed to become a successful businessman." This advice had a positive influence on the employee who since then persevered, and became today one of the country's senior servants.

At the end of his dialogue session, Lt. General H.H. Sheikh Saif Bin Zayed Al Nahyan pointed out that H.H. Sheikh Mohammed Bin Rashid Al Maktoum, Vice President, Prime Minister and Ruler of Dubai, has a team of 15 thousand mystery shoppers to assist in measuring the level of government performance and services provided by government entities to the public across the federal service sectors, and more than 2000 others reporting to H.H. Sheikh Mansour Bin Zayed Al Nahyan, in addition to more than 2000 mystery shoppers reporting to the Minister of Interior. His Highness said "I would like to advise you that the mystery shoppers will submit accurate positive reports, and I hope that you will accept all their findings".



"We are lucky we had a leader like the late Sheikh Zayed Bin Sultan Al Nahyan, and after him H.H. Sheikh Khalifa Bin Zayed Al Nahyan, UAE President, a worthy successor to a noble predecessor".

H.H. Lt. General Sheikh Saif Bin Zayed Al Nahyan
Deputy Prime Minister and Minister of Interior



Main Dialogue Sessions

Session with H.H. Sheikh Mansour Bin Zayed Al Nahyan

Deputy Prime Minister and Minister of Presidential Affairs





The dialogue session with H.H. Sheikh Mansour Bin Zayed Al Nahyan, Deputy Prime Minister and Minister of Presidential Affairs, was held on the second day of the Government Summit and started by providing an overview of the roles and responsibilities of the Ministerial Council for Services.

At the onset, His Highness quoted H.H. late Sheikh Zayed Bin Sultan Al Nahyan (may his soul rest in peace) as saying: "Nothing is eternal... Neither the human being, nor money; only the nation is eternal... and one's deeds...".

H.H. Sheikh Mansour added: "each and every one of us will be remembered for his deeds... and may God bless our leader and founder late Sheikh Zayed Bin Sultan Al Nahyan, who has prioritized human before anything else".

H.H. Sheikh Mansour Bin Zayed Al Nahyan then conveyed to the audience the greetings of His Highness Sheikh Khalifa Bin Zayed Al Nahyan, President of the UAE, and His Highness' appreciation of the meeting. He further assured the audience that the recommendations submitted at the end of this Summit will be considered attentively and carefully by His Highness the UAE President.

H.H. Sheikh Mansour said: "His Highness the President has a clear vision that the legitimacy of any wise government originates from its capacity to achieve sustainable growth, enable its citizens, and develop its services in view of fulfilling their needs and aspirations for a dignified stable life where they feel satisfied with the services and living options provided to them by the state". His Highness further said: "To establish this

vision, His Highness the President launched "Tamkeen" programme in 2005 which aims to developing citizen capabilities and increasing citizen engagement as the ultimate goal and means of development".

His Highness Sheikh Mansour mentioned some generous national initiatives launched by His Highness the President, underscoring His Highness the President strict directives to take care of each citizen as priority number one, two and three.

His Highness confirmed that many initiatives and projects have been launched with regard to education, qualification and recruitment with a view to develop a qualified national work force capable of fulfilling development requirements, building effective partnerships, and boosting women's presence at work, participation and membership in the board of directors of all government institutions. Other initiatives were also launched across the UAE aiming at creating more job opportunities mainly for persons with special needs.

His Highness noted that to ensure rolling out the benefits of development across the UAE, His Highness the President has launched within the last two years a package of initiatives aimed at enhancing government services and creating job opportunities across the UAE. Commenting on the steps taken on this front to date, he noted that "We already started in cooperation with the local entities to translate these initiatives into projects and programmes in the field of infrastructure, housing, water and electricity supply, road networks, bridges, dams, hospitals, fishermen harbors, settlement of delinquent

debts. All these services are recognized by our citizens wherever they live across the UAE".

His Highness said: "I would like to extend my thanks and gratitude to H.H. Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai for his vision, his enlightened foresight and the attention he is giving for the government to achieve excellence and improve its service programs across the UAE".

His Highness also stated: "Establishing the Ministerial Council for Services is reflective of our country's attention to services. The Council's role is to monitor federal entities' performance in implementing UAE public policies, and that would lead to the improvement of government services".

His Highness further explained that: "the Council has fulfilled its objectives to develop and monitor the process of implementing the necessary policies and rules, improving public services, achieving strategic planning, applying governance, rolling out the culture of excellence in government service, supporting skills, monitoring outstanding performances and effectively coordinating with the local authorities across the UAE".

His Highness said: "The Council is made up of the Ministers of Health, Education, Public Works, Environment and Water, Social Affairs, Culture, Youth and Community Development, Labor, Justice, Economy, Federal National Council and Finance, Cabinet Affairs".

He further indicated: "the diversity of the Council members is testimony to HH the President's belief in the importance of service integration

and enhancing the customers experience.

His Highness said: "Government activity whether related to security, politics, education or health, is a human-centered movement that promotes justice and satisfaction pervasion in a country where people enjoy security and wellbeing, and share the responsibility of shaping the future".

He declared: "the Ministerial Council for Services has achieved a major progress in implementing the vision of H.H. Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai regarding the improvement of government services width, improving the Entities' effectiveness and efficiency, and fast-tracking the execution of projects and resolutions issued by the Cabinet".

He added: "The Ministerial Council for Services adopted international standards of excellence in the field of government services, e-services, organizational excellence through the Sheikh Khalifa Programme for Excellence in Government Performance, the management of KPIs, the measurement of customer satisfaction and financial efficiency, the adoption of best practices and focus on human development". His Highness pointed out that the Council since its inception in 2006 until 2012 has issued more than 1550 resolutions that are directly linked to the development of government services in the field of education, health, labor, economy, finance, infrastructure and environment, energy, government affairs, social affairs, security and justice.

His Highness observed that: "the Council aims to achieve the vision of our wise leadership for our



“We should always aim for “number one” following the path of Sheikh Zayed Bin Sultan, Sheikh Rashid Bin Saeed and Sheikh Khalifa Bin Zayed. The word ‘impossible’ is nowhere in UAE’s vocabulary, My people and I are into Number One”



“We want further cooperation and integration to leverage our country and its institutions to the international levels in various fields and sectors ... to make life easier for our citizens and the public in general, and provide them with the best services possible”

government to become one the best in terms of service provision and the best environment for embracing Emirati potentials who are capable of innovation and creativity, and for its practices to become a standard and benchmark that other countries adopt and try to follow suit.

His Highness pointed out: “the clear vision, the patriotism and continuous coordination between the federal government and local authorities, as well as the prevalence of the rule of law and respect for human dignity and openness to global experiences in the UAE, are the source of our country’s strength and the secret of its success.” He further confirmed that the clear understanding of the government’s role and functions is the main reason behind the UAE’s successes which are felt by every citizen, resident and visitor, and recognized by international institutions, noting that “ our people are at the top on the scale of happiness, satisfaction, wellbeing, income per capita and quality of life”.

His Highness further said: “The UAE occupies an advanced ranking on indices measuring human development, infrastructure, environment, business and commercial investment opportunities indicators, this is in line with the vision of His Highness the UAE President”.

Then, a footage of a speech by H.H. Sheikh Khalifa Bin Zayed Al Nahyan, The UAE President was displayed, in which His Highness stated: “I ask God Almighty to assist and direct us towards work and construction for our country, to make our new reign an era of wellness, success, love and friendship, and grant us victory and support, He, the Almighty is our best supporter and sustainer”.

His Highness added: “Even if we are satisfied with what we achieved so far, yet we strive constantly to achieve more. Our ambition is limitless, particularly when it comes to the government’s responsibility towards its citizen and what ensues in terms of continuous improvement of performance efficiency and effectiveness”.

His Highness confirmed: “to assure this continuous journey towards excellence, we hope this Summit will contribute to the sharing and exchange of ideas, and to an open discussion around the challenges and opportunities for upgrading public work across all fields”.

Questions from the audience to H.H. Sheikh Mansour Bin Zayed Al Nahyan, Deputy Prime Minister and Minister of Presidential Affairs:

H.H. Sheikh Mansour Bin Zayed Al Nahyan answered some of the questions addressed to the organizers through social media, as follows:

Q1: What are the challenges facing the development of the federal government?

H.H. Sheikh Mansour Bin Zayed Al Nahyan: I believe the achievements of the federal government to date are numerous and coordination between local governments and federal government necessary. No doubt some obstacles and difficulties exist, but there is also continuous follow-up and attention from H.H. Sheikh Mohammed Bin Rashid Al Maktoum, to urge everyone to assume their responsibilities, as well as to encourage and pursue them.

One of the main examples in support of governmental coordination is the visit paid

by His Highness two years ago to the rulers of the different Emirates to explain the plan. Hence, the federal government and the local governments must complement each other. Local governments are part of the Union and the Federal Government’s responsibility to support the local governments.

The experiences were numerous and what has been achieved in the past few years makes every citizen and resident in United Arab Emirates proud. I reckon that the greater the success, the greater the responsibility and the follow-up. His Highness the President follow the achievements of both the federal and local government on a daily basis. Follow up, cooperation and coordination are key to our success.

Q2: what are the goals to focus on over the next few years?

H.H. Sheikh Mansour Bin Zayed Al Nahyan: Our main goals to focus on the citizen, as the first, second and third priority. We have no other choice. In our Ministerial Council for Services meetings, I always underscore the importance of enabling UAE citizens to assume the responsibility of being a UAE citizen, and consequently can represent the country either inside the UAE or abroad in the best possible ways, through his productivity and the quality of his work, or by way of his commitment to work.

We support Emiratization, but beforehand, there should be qualification, training and selection of the citizen who is capable, because he is the ambassador of the UAE in both local public entities and the private sector.

I call on the private sector to take part in the development of the public sector. through coordination, engagement and alignment. We don’t want to impose any kind of constraints or new laws on the private sector. Even in the development of new laws, there should be engagement from the private sector in the policy development process through consultation and encouraging them to share their opinions and thoughts. The private sector is vital, and it is equally important that it focuses on the citizen. We have more than two million job vacancies and we need to focus on filling them up.

Q3: Is there any duplication of work between the Ministerial Council for Services and the Cabinet?

H.H. Sheikh Mansour Bin Zayed Al Nahyan: Actually, there is no such thing. The Ministerial Council for Services was established in 2006 and it complements the Cabinet in what it raises or discusses. There is no overlap or contradiction with the Cabinet. We try to agree on the main principles during the meetings.

Q4: What is the timeline for the implementation of the initiative to build more than 10 thousand residential units for the citizens?

H.H. Sheikh Mansour Bin Zayed Al Nahyan: The project was submitted by His Highness the President and consists of building 10 thousand houses, some of which are a replacement of old houses under maintenance and the other part for building new houses.

Thirty working teams have been formed in different emirates, villages and areas across the UAE. Through these teams, families were selected



from different villages and areas to participate in the decision regarding the house design, its maintenance, the quality of infrastructure and recreational areas, in order to ensure the satisfaction of the citizens upon delivery.

Q5: Who are the beneficiaries from the Delinquent Debts Fund initiative?

H.H. Sheikh Mansour Bin Zayed Al Nahyan: Many people misunderstood the initiative and what it aims to achieve. The decree establishing the Fund was issued in 2011 and concerns those who have personal loans and not a commercial or investment loans, and those who have been sentenced before December 2011.

The number of cases submitted by the banks amounted to 1600 cases, 1500 of which were covered by the initiative. Now, the total identified number is expected to reach 3600 case out of which 1500 cases were covered. Therefore, we are in the process of finalizing the figures and the cases. His Highness cautioned citizens to over-borrow from banks.

Q6: How would you assess the education path in the UAE and how satisfied are you with achievements in the education sector?

H.H. Sheikh Mansour Bin Zayed Al Nahyan: If we said that we are satisfied, we would not be telling the truth, as our ambition and that of parents, especially the mothers, are boundless and they have lots of remarks.

In some schools, we set forth an initiative to secure the engagement of parents with schools' board of directors to discuss and solve any stemming

problem on a weekly basis. We consider parents as school partners, and I suggest we undertake the formation of school board of directors including parent members.

Some curricula needs to be amended. We and our children need to learn about the history of the UAE before the Union, about its environment and history. this would consolidate patriotism. In this regard, the Ministry of Education is coordinating with the National Center for Documentation & Research to set up the appropriate curricula.

Regarding the Arabic language and Islamic education, I believe both need continuous overhaul. Many western countries which have Muslim or Arab communities have better curricula than ours in Arabic language and Islamic education. Therefore, updating, renovating and modernizing are imperative. Also, some scientific subjects in countries more advanced than we are in this field, may be translated and localized as to be suitable for our environment in order to be taught accordingly.

Q7: Which Emiratization initiative is the most important?

H.H. Sheikh Mansour Bin Zayed Al Nahyan: the most important initiative to date is "Abshir", an initiative ordered by His Highness the UAE President, because it focuses on the private sector. Emiratization in the public sector has reached more than 90% in some entities. The focus should now be made on the private sector.

UAE has an obligation of creating more job opportunities. There are many of examples of institutions where elderly people and women

can be seen working in an inspiring way, which makes us proud. There is no shame in working, and sitting home is unacceptable.

Q8: What do you think about the status of national cadres in the UAE?

H.H. Sheikh Mansour Bin Zayed Al Nahyan: It bodes well. Even though initially some citizens had some reservations about taking on certain types of jobs - however, determination and perseverance will help them to start off.

Q9: How satisfied is Your Highness with private sector efforts in support of the Emiratization?

H.H. Sheikh Mansour Bin Zayed Al Nahyan: I am sure that numerous parties from the private sector have been directly engaged with "Abshir" initiative which target amounted to twenty thousand citizens. Without the positive response and engagement from the private sector, the team wouldn't have been motivated and inspired to achieve these figures.

Q10: What do you think are the solutions to address the difficulty for a citizen to work in the private sector?

H.H. Sheikh Mansour Bin Zayed Al Nahyan I think we should communicate with citizens with the objective of understanding the nature of the issues and challenges to increasing the number of nationals employed in the private sector and address them. The Ministry of Labor has been mandated to rectify working hours, working days and salaries in order to align the public sector with the private sector. An employee in the public sector works 5 days a week, with less

working hours per day and receives three times the salary of the private sector employee. This is not reasonable.

Q11: To what extent have you been influenced by the personality of Late Sheikh Zayed Bin Sultan Al Nahyan (May God bless his soul)?

H.H. Sheikh Mansour Bin Zayed Al Nahyan: I worked with my father from 1997 till 2004, and during seven years we used to work all day, all week, all month, and all year long.

I feel proud of my work during that period, because I consider these 7 years were worth 70 years of experience; many of experience, events and details have played out. I still recall my first day of work with His Highness the late Sheikh Zayed; There were many delays on matters requiring approvals, signatures and issue of decrees I took hold of them and went in the morning to my father and after breakfast, HH decided to go out in a tour, and usually we never know the destination, or the place where we would have lunch. Then he would rest until the afternoon prayers. After the prayers, I showed him the papers ... he looked at me and said: so this is your work and you need to finish it, come back in the morning. I understood later that I had to be in his office at 7:30am every day.

The security of the UAE was a red line for the late sheikh Zayed. He used to reject anything that would compromise the interests of the Emirates, or threaten its security and stability.



“ The vision of the President focuses on sustainable development, citizen empowerment and service improvement ”

Sheikh Mansour bin Zayed Al Nahyan
Deputy Prime Minister and Minister of Presidential Affairs



Plenary Sessions



Session on Government Services in UAE



Speakers:

HE Mariam Mohammad Khalfan Al-Roumi
Minister of Social Affairs, UAE

HE Humaid Mohammad Obeid Al-Qattami
Minister of Education, UAE

HE Abdulrahman Mohammad Al-Oweis
Acting Health Minister, UAE





Government Summit presented this “interactive discussion” session on services quality and standard in order to consolidate the government concept of open engagement with UAE citizens and residents. This session gave the audience the opportunity to ask questions to the Ministers of Health, Education and Social Affairs and listen to their responses regarding services provided by their ministries and institutions.

Discussion Keynotes:

- » First Keynote: Ministry of Social Affairs
- » Second Keynote: Ministry of Education
- » Third Keynote: Ministry of Health

First Keynote: Ministry of Social Affairs

The first question to the Minister of Social Affairs was addressed by a citizen: *What is the contribution of the Ministry to the rehabilitation of disabled people to have access to labor market?*

HE Mariam Mohammad Khalfan Al-Roumi, Minister of Social Affairs: Our work team at the Ministry is currently focusing on rehabilitating this category of citizens using a variety of programs. One key programme is the vocational rehabilitation initiative which provides the disabled persons with training at their workplace in cooperation with the public and the private sector.

The Ministry’s contribution includes also supporting a number of projects led by other government entities specialized in the provision of care to disabled like “Tasnim” chocolate manufacturing project, “Adasati” project

and “Re-use” recycling project specialized in manufacturing paper using recycled materials.

There is also “Al-Damj thomma Al-Damj” program launched by the Ministry in cooperation with the Ministry of Education. It aims at integrating and enabling students with visual and hearing impairments into the different stages of primary and university education in order to qualify them to work in certain specializations which would benefit the UAE in general, and their category in particular.

Intervention by a 45-year old unemployed citizen who receives social assistance from the Ministry in which he demanded the Ministry to train and qualify him to secure a job to support himself and his family.

Her Excellency the Minister replied that HH Sheikh Mohammad Bin Rashid Al Maktoum has instructed the Ministry to adopt a transition policy from a social care system to a social development system. In line with this policy, the Ministry launched “Al-Amal Hayat” program, literally meaning “work is life”, which mainly focuses on the people who are capable of working and are benefiting from the Ministry social assistance program. Rehabilitation programs have been organized for them and they will be assisted afterward with finding a job. A strategic partnership agreement was signed with Knowledge and Human Development Authority to provide citizens with job opportunities after being trained by the Ministry.



An agreement was signed with the Ministry of Education to provide 5000 jobs for girls to work as bus matrons for lower school classes against a higher salary than the amount of social assistance. Other strategic partnerships were also signed with private companies to train and rehabilitate citizens before hiring them.

Over the existing misunderstanding regarding the type of services the Ministry of Social Affairs provides,

HE Mariam Al-Roumi stated that most people believe that the social assistance, which the Ministry of Social Affairs provides, covers all unemployed people. Actually they are designated for the most deserving categories. Some groups deserve social assistance only for a limited period of time, after which they need to start searching for a job, given that their health condition does not prevent them from working. HE the Minister noted that 40% of the total number of people benefiting from the Ministry’s assistance are capable of working.

A UAE woman asked HE Mariam Al-Roumi, Minister of Social Affairs: What are the Ministry’s plans to deal with the needs of elderly citizens?

HE Mariam Al-Roumi: In the second half of 2013 a field survey will be conducted across the UAE under the title “The national plan for senior citizens” to identify the number of UAE elderly citizens and assess their needs and living requirements out of the available services either provide to them or others throughout the next 20 years. HE Al-Roumi stated that by 2018 the government will start meeting and reflecting the

requirements of this category in the nature of its infrastructure or the type of road types or designs. Cities will be designed also in full alignment with their needs. The Ministry is currently responsible for hosting senior citizens without families in its own care home.

To confirm the Ministry’s keenness and care towards this category, HE Al-Roumi stated: We have the mobile medical units project which include a general practitioner, a physical therapist, a psychologist, a social worker and a nurse. The nurse pays weekly visits to elderly citizens registered with the Ministry to check on their health and meet their needs. HE Al-Roumi stated that senior citizens account for 37% of all citizens benefiting from the Ministry’s services. She underscored the importance of raising the citizens’ awareness over the fact that care is for the category of elderly people who need it. She also confirmed that the government will never not waiver its responsibilities for taking care of the elderly who need care and assistance.

A citizen asked the following question: What are the reasons behind the Ministry cutting social assistance to students after finishing High School?

HE Mariam Al-Roumi replied that some students, after completing their high school studies, neglect continuing their education, do not even search for a job, and choose to depend on social assistance. Given that the Ministry’s drive now is to shift from a social care system to a social development system, therefore the Ministry will cease providing them with social assistance to encourage them continue their studies or

search for a job. However, the Ministry will continue assisting them by providing them with training and rehabilitation through specialized entities. HE the Minister added that there is some humanitarian cases where social assistance will not be cut.

Second keynote: Ministry of Education

[A public school principal asked the Minister of Education about school bags' heavy weight and burden on the little students and the problem it is causing for them and their health.](#)

HE Humaid Al-Qattami, the Minister of Education, stated that the design of school bags have been modified to provide more comfort to students. Regarding the Ministry's role, he said that it has adopted many educational initiatives and systems to alleviate the burden, including smart learning initiatives which provided a number of electronic curricula on Apple Store. It has also divided the school year into three terms, which helped dividing the school books according to terms, and thereby reduced their number and weight. Special lockers for school books were also installed in schools to enable the students to leave some of their books at school.

[A participant asked the Minister, whether the Ministry of Education is taking care of the student's nutritional health](#)

HE Humaid Al-Qattam: I am totally convinced that our care about the nutritional health should go in pair with developing and modernizing the educational process to ensure the student will be able to achieve outstanding results. Therefore, the Ministry established within the Schools Health Department a new unit dedicated for nutrition. It also started cooperating with "SEHA" and the municipalities to implement the standards and requirements imposed on canteens and the ingredients of meals they offer to students, according to international best practices. The Ministry also adopts the "medical file" project for every student, which includes detailed information on the student's health and relevant genetic factors. Moreover, these medical files are linked to the Ministry of Health network, thus providing each student with an integrated medical care.

HE Al-Qattami also announced that the Ministry of Health has launched several educational and awareness programs to promote nutritional health at schools, and among school administrations, parents and students.

In his reply to another question, HE Al-Qattami expected the next school year to mark a quantum leap in the process of providing students with healthy food.

Ministry of Education's website

One of the parents asked the Minister of Education to develop the Ministry's website services and the Minister promised to meet his request. HE Al-Qattami observed that the

Ministry is striving to keep pace with the current technology developments. He noted that the Ministry website currently provides 35 services to its clients and by the end of this year this number will reach 80 services with 10 other services to be provided by phone.

Education fees

The Minister also received a complaint from one parent residing in the UAE about the Ministry's role in controlling private schools fees which according to him have become a heavy burden on all parents in the UAE. HE Al-Qattami replied: "Wait for the new private education law."

HE Al-Qattami added that the Ministry is in the process of launching the private education law project which will help control private school fees and curricula and introduce to the same new subjects like religious education and Arabic language.

Third Keynote: Ministry of Health

[One citizen asked the Minister of Health: how can patients follow-up their treatment with visiting doctors?](#)

HE Abdulrahman Mohammad Al-Oweis, Acting Minister of Health: At the beginning of 1995, a program was developed to attract the most prominent doctors from around the world in specific specializations to visit the UAE and check on as many patients as possible. Afterward the medical cadres in the UAE would follow up the cases. Some of the visiting doctors returned to the UAE in the same year to follow up and review some cases they had handled.

[A senior citizen asked the Minister: Are hospitals being regularly overseen and checked by the Ministry?](#)

The Acting Minister of Health replied that this is an important and vital sector which require continuous and acute follow-up. HH Sheikh Mohammad Bin Rashid Al Maktoum has instructed to focus on the continuous development of this sector. Therefore, "Wareed" programme was launched, an advanced electronic system designed to connect all hospitals, document patient's cases, and control work process to ensure more accurate dealings. By the end of 2011 only 4 hospitals were linked by this system, currently 14 hospitals and around 50 primary health care centers are linked.

Rationing health spending

[Why not use the huge spending on sending citizens to receive medical treatment abroad to provide UAE hospitals with the latest health equipment and improve performance of national and foreign medical cadres living in the UAE?](#)

HE Al-Owais: UAE already have the latest technologies and medical equipment in the world. It is also extremely difficult to convince international medical competencies to work in

the UAE as prominent doctors refuse to leave their countries. That's why the Ministry resorted to the system of visiting doctors.

Nursing

HE Abdulrahman Mohammad Al-Oweis, Acting Minister of Health called for raising the society awareness on the importance of nursing profession, in view of the serious shortage in national nursing cadres. Furthermore, National medical cadres constantly continue their studies abroad to improve their performance and receive training courses by the best experts in

relevant field. Medical solutions can only become inclusive through the development of national cadres. Medical equipment in the UAE are the best in the world. However, it is still difficult to attract outstanding foreign cadres to work in the UAE.

Summary of recommendations

- Special needs individuals should be rehabilitated and encouraged to join work force through training courses and programs.
- Raise citizens' awareness on comprehensive social development focusing on shifting from social care approach to social development approach.
- Citizens capable of working should be encouraged and awareness should be raised in order on not to depend on social assistance.
- Field survey regarding elderly citizens should be conducted across the UAE to indentify the number of UAE elderly citizens, their needs and living requirements from available services.
- Weight of school bags should be reduced with a shift towards smart learning initiatives. Lockers for school books should be installed in all schools to allow students to keep some of their books at school.
- Cooperation between the Ministry of Education, Ministry of Health and the municipalities should be promoted to implement school canteens' standards and requirements and control the ingredients of the meals offered to students in line with the most successful international practices.
- Launch of educational and awareness programs by the Ministry of Health to promote nutritional health at schools, school administration, parents and students.
- Ministry of Education's website should be developed.
- Private education law project should be launched to control private school fees and educational curricula and introduce new subjects like religious education and Arabic language.
- UAE students should be encouraged to specialize in nursing due to acute shortage in local nursing cadres.

Plenary Sessions

Session on How to measure development?



Speakers:

Her Excellency Rim Al-Hachimi,
Minister of State in the United Arab Emirates.

His Excellency Gordon Brown,
Former UK Prime Minister

His Excellency Yves Leterme
Yves Leterme, Deputy-Secretary General of the OECD
(Organization for Economic Co-operation and Development)

Mrs. Jennifer Blanke
President of the International Competitiveness Network.

Moderator:
His Excellency Abdullah Lootah
The Secretary General of the Emirates Competitiveness Council.





First Government Summit started with a discussion session with experts debating on the critical question that governments, international organizations and academics have long grappled with: "how to measure development?". The speakers overviewed the role of governments and modalities available to meet their development goals amid a competitive international atmosphere and growing expectations of governments' role.

Secretary General of the Emirates Competitiveness Council, HE Abdullah Lootah, moderated this session and further confirmed the important role of the first Government Summit in improving the performance of government services. He urged the participants in the opening session of the first Government Summit to establish a new model for inclusive and sustainable development in the Arab Gulf countries. In this session, the speakers praised UAE efforts in terms of investing in developing human resources as a top priority to achieve progress and success.

Former UK Prime Minister His Excellency Gordon Brown confirmed at the beginning of this session, that the evaluation of the performance of the educational system in the region, as well as the deep understanding of youth needs are among the top priorities which will determine the success of countries' economies in the long-term.

His Excellency Gordon Brown praised the UAE successful strategy and its ambitious Vision 2021 aiming at making the UAE one of the best countries in the world. He added that the key developmental challenge is to provide government services as expected by people.

Former UK Prime Minister noted that development cannot be achieved only by investing in education, but developing efficient mechanisms to measure performance and results, focusing on innovation and expertise and perfectly exploiting modern technologies. He also underscored the importance of promoting the education sector and benefiting from every child's potentials through the provision of the best educational systems.

The speakers confirmed that the identification of the development priorities in this changing world is not an easy task. They urged governments to overcome multiple challenges and changes, and adopt policies that support their priorities to meet the needs and expectations of their citizens.

Minister of State, HE Reem AlHashimy said that Vision 2021 is the road map to lead the federal government to set its priorities and achieve the desired development, while focusing on providing inclusive society care, investing in national human capital, and conducting regular reviews of performance to ensure the advancement is in line with the set goals and aspirations.



"Vision 2021 is the road map to lead the federal government to set its priorities and achieve the desired development, while focusing on providing inclusive society care, and investing in national human capital".

Her Excellency Reem AlHashimy



"The evaluation of the performance of the educational system in the region, as well as the deep understanding of youth needs are among the top priorities which will determine the success of countries' economies in the long-term".

His Excellency Gordon Brown



"The concept of sustainable development includes the social cohesion, investment in R&D, and the creation of a growth model which would bring happiness to people".

His Excellency Yves Leterme



"The main concepts of economic competitive capabilities are not limited to the core services only, like the healthcare, education and technology but include also focusing on innovation and business development".

Jennifer Blanke



Her Excellency commented on the success the United Arab Emirates has achieved in terms of women empowerment and gender equality, noting that the rate of women participation in the total UAE workforce was less than 4% in 1975, while today it is over 40%, adding that women participation in the public sector nowadays is over 65%. These achieved results reflect the vision of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai, who is keen on making women an integral part of the decision-making process.

HE Yves Leterme, Deputy Secretary General of OECD said that the discussions over the development should not be limited to the measurement of GDP but should include many other factors, like education, health care, equality between genders and governance. The concept of sustainable development includes the social cohesion, investment in R&D, and the creation of a growth model which would bring happiness to people.

Competitiveness Network, underscored during the World Economic Forum that the main concepts of economic competitive capabilities are not limited to the core services only, like the healthcare, education and technology but include also focusing on innovation and business development.

Governments play a critical role in the establishment of these concepts by aligning schools and universities educational deliverables to the economy and labor market requirements, while focusing on leadership, innovation and skill development.



Summary of recommendations

- Development should focus on human resources as a top priority to achieve progress.
- There should be investment in the education sector and in developing efficient mechanisms to measure performance and results.
- There should be focus on innovation, expertise and the perfect use of modern technologies.
- Higher education should be supported and scientific specializations diversified in line with labor market requirements.
- The government should play a pivotal role in aligning schools and universities educational deliverables to the economy and labor market requirements and focus on leadership, innovation and skill development.
- Potentials of the new generation should be unleashed and illiteracy eradicated using education curricula, competent educators and technology.
- Development measuring should include, in addition to GDP, a number of other elements the most important of which is the level of education, healthcare, gender equality and governance implementation.
- Sustainable development should be encouraged by taking into consideration the level of social cohesion, investment in research and development (R&D) and the creation of growth models that would bring happiness to people.
- The main concepts of the economic competitive capability should not be limited to core services, such as healthcare, education and technology. They should also include innovation and business development.
- Developed countries should be encouraged to contribute to the development of developing countries and low-income nations.
- Policies centered on citizens' needs should be devised to enable governments to achieve their goals.
- Both national and international indicators should be used in measuring development. National indicators for countries consist of developing the strategies which define the lines of action to achieve the goals and monitor performance. International indicators consist of ranking the state's performance in comparison with other developed countries.
- Citizens should be provided with the highest levels of education and health services in order to achieve sustainable development.
- Equal opportunities should be the foundation of sustainable development.
- Entrepreneurs and project owners should be encouraged, the quality of their projects raised, and innovators and talented people motivated to enter markets.

Abu Dhabi & Dubai Session Government Services in Global Cities



Speakers:

HE Eng. Mattar Al Tayer

Chairman of the Board & Chief Executive of RTA in Dubai.

HE Falah Mohammed Al Ahabbi

General Manager of Abu Dhabi Urban Planning Council.

Moderator:

Mrs. Nawfar Rammoul Afli

Media Officer and Anchorwoman, Dubai TV.





“Leadership was the key success factors behind the delivery of such achievements, in a context of wise policies embraced by the UAE government and its drive towards continuous government development”.

Mattar Al Tayer

The speakers in this session overviewed the achievements made by Abu Dhabi and Dubai, which withheld their ranking as per life quality and government services level indicators. Accordingly, this session explores the key factors behind the success of these two cities and the possibility of replicating them in other cities.

Discussion Keynote:

- » First Keynote: Presenting the experience of Dubai.
- » Second Keynote: Presenting the experience of Abu Dhabi.

First Keynote: Presenting the experience of Dubai.

HE Eng. Mattar Al Tayer, Chairman of the Board and Executive Director of RTA in Dubai, presented an overview of how Dubai’s infrastructure was developed, and the heavy investment spending in a world-class infrastructure of roads, bridges, electricity and metro.

He described the success factors which reinforced that feat and the future outlook of the Emirate. He pointed out that these achievements required lots of efforts and planning, yet their success depended essentially on our wise leadership which has supported these efforts with its acute vision and informed decisions.

Mega projects have played a significant role in enhancing the standing of Dubai, on top of all are Emirates Airline Company which flies to over 120 destinations worldwide; Dubai International Airport with its capacity to accommodate 70 million passengers a year; the construction of Dubai Metro as the longest unmanned metro in the world; and the construction of Jebel Ali

Port. Such leading projects have placed Dubai on the world map. During the last four decades, Dubai witnessed a demographic boom and its population passed from 100000 to 2 million. It witnessed also an urban expansion which has grown from 18km2 to 600km2 currently.

Leadership was the key success factor behind the delivery of such achievements, thanks to the framework of wise policies adopted by UAE government and government continuous development.

HE Al Tayer noted that the overall cost of Dubai infrastructure is estimated to be AED75 billion, while the cost of completed projects is estimated to be AED68 billion. The major projects in the Emirate have been completed despite the global financial crisis, like Burj Khalifa, the Metro, Meydan and many other projects, which confirms the capacity of Dubai to face the challenges.

Political stability has encouraged investors, and boosted trade between the Emirate and the rest of the world. The Emirate’s trade value exceeded one trillion dirhams, while the Emirate received more than 9 million tourists.

It is very important to continue investing in our infrastructure, by following a strategy which can embrace all the changes in the region, provide flexibility in planning, and support quick and timely delivery.

Al Tayer estimated that Dubai government assets of infrastructure projects including roads, electricity, airports and seaports are worth around AED250 billion. During the last 15 years, road network expansions increased by 335%, and electricity energy by 700%. The expansion plans of road networks were developed to accommodate



the urban development projects. These projects were carried out under a true partnership with the private sector, which boosted the Emirate competitiveness ranking to become third globally in transport services, and seventh globally in the ease to get connected with electricity.

GDP increased to more than AED360 billion, which contributed to building a strong, diverse and transparent economy.

Human development efforts included more than ten programmes in the Emirate, in addition to Emiratization programmes, efforts of healthcare, security and safety, and continuous government development.

After completing its infrastructure, Dubai needs to establish an asset management department in order to preserve the same, while focusing on sustaining investment in infrastructure. Dubai airport is planning to build a capacity to accommodate around 110 million passengers by 2020, and Mohammed Bin Rashid Energy Complex project is definitely acquiring a major impact.

Second keynote: Presenting the experience of Abu Dhabi

Regarding the experience of Abu Dhabi, HE Falah Al Ahabbi, General Manager of Abu Dhabi Urban Planning Council stated that mega investment projects which are carried out currently in many fields in Abu Dhabi constitute an integral part of Abu Dhabi Vision 2030, and their first deliverables started to reflect on the competitiveness of the Emirate globally.

HE Falah Al Ahabbi noted that Government Summit occurred at the right time to constitute a

platform for innovation and knowledge building in line with UAE Vision 2021.

Abu Dhabi is currently witnessing and has been witnessing since five years a widespread change, after its government adopted Abu Dhabi Economic Vision 2030 which aims at transforming Abu Dhabi into a city with a global and competitive economy.

During the last few years, we started to feel some of this Vision’s positive reflections, whereas Abu Dhabi was ranked among the world’s best cities to live in in 2012; and ranked fourth among the fastest growing cities by the number of visitors. It was also listed among the top 30 cities considered to be the biggest economic powers in 2012. It secured an advance ranking among 120 countries by many economic and global competitiveness indicators. This Abu Dhabi Economic Vision represents an ambitious scheme for developing the Emirate.

This progress in Abu Dhabi is the outcome of an economic development built on an effective government strategy. Abu Dhabi economy has registered strong ratios of GDP growth with an average growth of more than 4%. The Emirate is expected to continue registering high rates of growth in the coming years, supported by the development of economic, industrial and investment projects in different fields, in line with the plans to diversify the sources of revenues and to shift from oil dependant to knowledge-based economy.

Abu Dhabi economy is growing in pair with its demographic structure. Its population has been growing by 75% during the past ten years, and has reached more than two million.



"Abu Dhabi is currently witnessing and has been witnessing since five years a widespread change, after its government adopted Abu Dhabi Economic Vision 2030 which aims at transforming Abu Dhabi into a city with a global and competitive economy."

HE Falah Al Ahabbi



Governance is key to development and Abu Dhabi is focusing on governance and on consolidating the sustainability efforts in urban, economic, transport and infrastructure sectors.

HE Al Ahabbi provided an overview of a number of mega projects which are being developed by phases and which will enhance the competitiveness of Abu Dhabi in different fields, like Khalifa Port project, and the Khalifa Industrial Zone (Kizad), which are expected to significantly contribute to Abu Dhabi's non-oil GDP by 2020.

The Financial Island project will be located in the heart of Abu Dhabi and is expected to be the Emirate's financial destination given the number of financial centers, banks and financial institutions it will accommodate. The project will be set on an area of 114 hectares, and will generate 75 thousand job opportunities.

At the industry level, Strata, which is owned by Mubadala Development Company, has entered the field of aircraft hull manufacturing in cooperation with international companies like Airbus.

Among others, the peaceful nuclear energy project is highly important. Abu Dhabi is leading the future of peaceful nuclear energy in the region with a view to diversify its energy sources, and provide the UAE with an economic, safe and environment-friendly source of energy. The first plant is set to be inaugurated in 2017 and the remaining plants in 2020.

HE Al Ahabbi presented an overview of the touristic and cultural projects in Abu Dhabi and the rapidly growing tourism in the Emirate in addition to the opening of new global hotel chains, with extra plans for new hotels to move

to the Emirate in the near future.

Abu Dhabi is accommodating some mega touristic development projects like the museum projects which construction is underway, namely: Louvre Abu Dhabi Museum, Zayed National Museum, Saadiyat Island development project, and Yas Island that became a global destination for the Formula 1 event. All these projects required investments in billions of dirhams, and included various projects such as the housing projects for citizens, recreational marketing projects, and the biggest water park in the Middle East. It is worth shedding light on the importance of transport in enhancing cities' competitiveness. Abu Dhabi is planning to build a rail network to be operated by Etihad Rail Company, thus linking Abu Dhabi to the Kingdom of Saudi Arabia and the Sultanate of Oman, with a cost of AED40 billion. As for social development and social security of UAE nationals, HE Al Ahabbi stated that Abu Dhabi government has always strived to provide houses to its citizens. He noted that Abu Dhabi Council for Urban Planning is supervising over the execution of these projects which worth AED28 billion and those houses are compliant with the standards of sustainability in terms of construction, design and utilities.

Summary of recommendations

- An ambitious vision should be developed in order to achieve success and leadership in government services.
- Flexible infrastructure should be built capable of embracing the future changes in the Emirate.
- Policies that attract investments should be encouraged.
- Government innovation should be encouraged.
- Interaction between leaders at different levels should be promoted.
- Leaders should precisely and continuously follow up on the projects they are executing.
- Human resources should be developed in order to achieve development.
- Future expansion plans should focus on a true partnership with the private sector which will reflect in increasing the competitiveness of the Emirate.
- Diversification of revenues (touristic, cultural and industrial projects) should be encouraged.
- Focus on the green economy in future plans should be encouraged.
- Governance should be taken into consideration as a basis for development, and appropriate plans to implement it should be devised.
- Sustainability efforts in all sectors should be increased.

HE Yves Leterme



Speaker:

HE Yves Leterme

Deputy General Secretary of the Organization for Economic Cooperation and Development (OECD)
and Former Prime Minister of Belgium





HE Yves Leterme, the Deputy Secretary General of the Organization for Economic Cooperation and Development (OECD) and Former Prime Minister of Belgium started this session held under the title “The Strategic State” by defining the strategic state as a state that is capable of building intelligent institutions that provide high quality services, establish the welfare of its citizens, and lay down a clear vision leading it to reach the highest global levels.

HE Leterme said the UAE has already crafted a clear vision aiming at making the UAE among the best countries in the world by 2021 which coincides with the commemoration of the 50th anniversary of the foundation of the UAE, noting that the UAE Vision 2021 has been acclaimed worldwide.

He added that the strategic State is characterized by being strategy-led. Communities’ quick development, the accelerated lifestyle and availability of modern technologies require from governments to devise flexible strategies, effective and advanced policies, and build intelligent institutions capable of achieving the highest rate of satisfaction to the public. He further said the UAE has elaborated clear policies thanks to its wise leadership who always seek to improve the citizens’ living standard and reach the highest global positions.

He confirmed that innovation and efficiency are the key factors behind the success of governments. Governments must cooperate with the private sector to achieve their future vision in the service field. The government must devote itself to the development of policies and legislations and take advantage of modern technologies in the service field to achieve the welfare of its citizens in all sectors, like health,

social and others, and provide a sustainable model for government services in partnership with the private sector. It is necessary to provide the statistics and information that would assist the organizations in analyzing and comparing data in order to predict the directions which countries can take in the future, as well as finding solutions or answers to some of the problems or difficulties that some countries are facing.

HE Leterme provided an overview of the OECD’s role in helping countries to promote the policies that would help improve the economic conditions and social well-being of people around the world. The OECD represents a platform for governments to share their experiences and work together to find solutions for common problems.

The OECD works with governments in order to capture the core drivers for economic, social and environmental change. The Organization measures the productivity and global flows of trade and investments, then analyzes and compares data to predict future trends by relying on facts and life experiences. The OECD recommends the design of policies that improve the life of lay people.



Summary of recommendations

- Governments should adopt the “Strategic State” approach by building intelligent institutions capable of providing high quality services, establishing the welfare of its citizens and laying down a clear vision which would allow it to reach the highest global levels.
- Cooperation between the government and the private sector should be increased to achieve the future vision in the service field.
- Governments should take advantage of modern technologies in the service field to achieve the welfare of citizens in all sectors, like health, social and others, and provide a sustainable model for government services in partnership with the private sector.
- It is necessary to provide the statistics and information which would assist the organizations in analyzing and comparing data in order to be able to predict the directions which countries can take in the future, as well as find solutions or answers to some of the problems or difficulties that some countries are facing.

Ministerial Roundtable

In Cooperation with the United Nations



Speaker:

HE Sheikh Hamdan Bin Mubarak Al Nahyan
Minister of Public Works, UAE.

HE Abdul Azeem Krouj
Delegated Minister with the Prime Minister, Kingdom of Morocco.

HE Lindiwe N. Sisulu
Minister of Public Administration, South Africa.

HE Mohammed Ali Alkaed
Chief Executive of E-Government Authority, Kingdom of Bahrain

Mr. Vincenzo Aquaro
Head of E-Government, UN Administration for Economic & Social Affairs

Moderator:

HE. Tarek Lootah
Undersecretary of State for FNC Affairs.





“The Federal Government in 2008 decided to change the old conception about government services by developing long-term programs focused on the provision of outstanding services to citizens. We started by focusing on the citizens’ and customers’ satisfaction and taking care of service quality and quick delivery. This has created competition between institutions and departments, mainly with regards to the best service provider”.

HE Sheikh Hamdan Bin Mubarak Al Nahyan



During this Ministerial Roundtable, the ministers shared their insights and recommendations on how to make services more effective, efficient and citizen-oriented. They shared the challenges and opportunities in government service provision, and provided innovative ideas and trends. This session was held in cooperation with the United Nations.

Mr. Vincenzo Acquaro, Chief of e-Government, United Nations Department for Economic & Social Affairs, delivered a speech on the necessity to share information related to development and management, given that the Arab countries have a rich and diverse culture.

The UN General Assembly outcome document titled “The Future We Want” aims at benefiting from the economic delegations from all over the world to achieve equality in work improvement, reach the top end of social improvement, and achieve resource networks sustainability.

Mr. Acquaro added that wise leadership and rule of law are two key conditions for inclusive economic growth, social security, and for combating poverty and hunger. Promotion of experience and knowledge sharing between countries is also required, particularly in terms of innovation and modernization of current government service and public administration. It would enable them to serve with efficiency and quality all society sectors amid the current challenges. It is also important to build the culture of accountability in public administration in general.

Then HE Sheikh Hamdan Bin Mubarak Al Nahyan, Minister of Public Works said that some people consider that government services, in health and

education sectors, lack quality in comparison with those delivered by the private sector. He further explained that the Federal Government in 2008 decided to change the conception about government services by developing long-term programs focused on the provision of outstanding services to citizens. We started by focusing on citizens’ and customers’ satisfaction and taking care of service quality and quick delivery. This has created competition between institutions and departments, mainly with regards to the best service provider”.

He praised the quality of the services provided by the UAE federal entities, and rated them as 5-star services. He compared entering the ministries to entering a 5-star hotel. Furthermore, the delivery of achievements requires complying with laws, leading to fast-tracking the issuance of laws designed to cope with the quality of services, which in turn led to the improvement of services quality in public institutions and departments.

Regarding Sheikh Zayed Housing Programme, a question has always been hanging concerning the eligibility and accessibility of individuals to housing aid in a practical and informed way, far from getting emotional.

For the first time there is a numeric criterion to prioritize eligibility to housing aid. Sheikh Zayed Housing Programme has set 31 criteria which include a long list of standards, each of which is assessed by grades. These grades are added at the end, and accordingly the eligibility of the applicant will be determined against other applicants.

The Ministry of Public Works has achieved the best performance in human resources among

federal authorities and institutions according to Sheikh Khalifa Excellence Award.

HE Lindiwe Nonceba Sisulu, Minister of Public Service and Administration in the Republic of South Africa, presented the experience of South Africa as a model for sharing experiences by adopting a demo approach based on peer-to-peer comparison. This approach succeeded in encouraging the culture of follow-up of government services in all South Africa’s public entities and has motivated many African countries to attend a regional symposium on government performance and public service best practices and to share experiences with neighboring countries or countries facing similar challenges. Sharing experiences is the most important enabler in the process of improving quality and efficiency of government services, and a vital motivator for developing new innovative methods which were adopted in South Africa to solve political problems. It is also a tool to set the measures for African countries, and help building a better collective understanding of the problems and how to solve them.

She added that at the beginning the number of countries who participated in the application of this demo approach based on peer-to-peer comparison was only 5, but now it reached 35 countries. The aim of this approach is to provide new thoughts, share experiences to overcome common problems and achieve the Millennium Development Goals. Through this approach, reports are also submitted to the leaders about the level of delivered achievements.

She underscored the role of citizens and institutions in partnering with the government to assess government services and identify how

benefiting are they, and the best way to develop them for the future.

HE Abdelaâdim Guerrouj, Delegate Minister with the Prime Minister of the Kingdom of Morocco, spoke about the quality of public services, and the need for citizens’ engagement with the institutions and the national economy to eliminate challenges. Rules need therefore to be consolidated for a sustainable and inclusive growth that is beneficial to all citizens. The conditions to achieve these goals are:

- Consolidate the rule of justice and law through democratic and legitimate institutions supporting the engagement of citizens and private sector organizations.
- Effective management close to citizens aiming at building trust between citizens and institutions.
- A private sector producing and creating job opportunities to keep the wheels of economy turning.

Public administration in Morocco represents one of the key drivers to develop and enable economic growth in some sectors, supported by a new generation of reforms introduced to the constitution after securing the consensus of the citizens. The objectives of the national strategy are as follows:

- Consolidate citizens’ confidence in the government.
- Improve government services.
- Promote national economy competitiveness.
- Consolidate governance and align responsibility to accountability.
- Focusing on the results rather than on the means to achieve them.

HE Mohammed Ali Al Qaed, CEO, eGovernment Authority, Kingdom of Bahrain, presented an overview of the Authority which was established in 2007 to provide electronic services in a simple and easy manner in order to save users' time and efforts. More than 200 government services were provided in an outstanding manner through 4 portals including e-government, mobile phones, 25 apparatuses distributed across the kingdom, in addition to a communication company acting as a national call center.

He added, the strategy is based on innovation and leading business, assisting private companies to provide electronic services through 7 currently existing channels, highlighting the importance of government interfacing, promoting cooperative work culture among public institutions, and consolidating excellence and innovation not only in modern technologies, but also by managing and rolling out the culture of change".

There are three factors that may contribute to the development of government services in gulf countries:

- Interface government entities to facilitate work and service provision to clients.
- Culture of cooperative work between government entities.
- Innovation is carried out through the use of technology and change management.

Summary of recommendations

- There should be a shift from the concept that the government is the sole provider of public services to further engagement of citizens in service designing and of private sector in service delivery.
- Innovation and technology should be used as two means to improve key processes and provide government services in a better and quicker manner.
- Focus should be placed on 3 main elements: establishing the rule of justice and law, and engaging the private sector effectively by increasing its investments in UAE main economic sectors, and encouraging it to create job opportunities to support UAE's economic ambitions.
- Public sector should be developed to improve citizens engagement with public institutions and quality of government services.
- The culture of strategic planning, excellence and continuous improvement of services should be promoted.
- International and regional symposia and forums aiming at encouraging the exchange of experiences and information on best practices should be encouraged and supported.
- Citizens and private sector should be engaged in designing government services to consolidate public administration inclusiveness, and citizens' confidence in services and institutions.
- National indicators should be developed to measure the alignment and integration between government institutions in order to improve the provided services.
- Systems for measuring and improving government services should be adopted given the importance of change and progress measurement in the process of improvement of service quality and efficiency.





THE GOVERNMENT SUMMIT

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FEBRUARY 11-12, 2013



الريادة في الخدمات الحكومية
LEADING GOVERNMENT SERVICES



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LEADING GOVERNMENT SERVICES



Social Media as a Tool for Citizen Engagement

In cooperation with Dubai School of Government



Speaker:

HE Tarek Lootah
Executive Director - Dubai School of Government

Chris Van
Executive Director for Innovation and Technology Development – World bank

Andrea De Mayo
Deputy Chairman of Gartner Co., Italy.

Moderator:
Dr. Aisha Bin Bishr
Assistant General Director, Executive Office – Government of Dubai.





The speakers discussed the unprecedented situation of competitiveness witnessed during the last few years following the emergence of new channels of social communication. Governments are faced with the challenge of having to cope with these developments and promote their means to benefit from social media.

Discussion Keynotes:

- » The findings of Dubai School of Government's report on the impact of social media on government services.
- » Innovation and Technology Development in government services.
- » The e-government strategy as to whether social media is an organizational or social tool.

The speakers in this session held under the title "Social Media as a Tool for Citizen Engagement" confirmed the need to benefit from social media to assess governments and institutions performance. They underscored the necessity to give customers the opportunity to express their opinions and benefit from social media to improve the provided services.

First Keynote: Findings of Dubai School of Government's report regarding the impact of social media on government services

Executive President of Dubai School of Government Tariq Lootah said that communication between customers and government institutions requires understanding

by these institutions of the nature of their customers and selecting the most appropriate channel to pass information to them in a clear manner.

Dubai School of Government conducted a survey to measure the opinions of the ministries, federal entities, and customers on the impact of social media on government services. The survey included 2600 individuals, 11 federal ministries and 18 entities. It aimed at:

- Measuring federal entities readiness to design federal services based on social media.
- Measuring social acceptance, and customers' opinions and expectations of this phenomenon through the design and provision of services.

Survey findings showed that both citizens and residents have expressed their acceptance of these services and their features with some having concerns over using them. The study also showed that the federal entities are using social media to provide services, but still in their early stages.

Second Keynote: Innovation and Technology Development in Government Services

Chief Innovation Officer for Technology Development at the World Bank, Mr. Chris Van said that social media provide excellent services to governments as it allows them to capture, analyze and make use of information, to create new tools to improve communication, have access to high quality services, and achieve high rates



of satisfaction, and capture citizens' opinions. Governments are thereby able to identify and analyze the types and causes of problems from customers' point of view and decide on the best ways to address them, particularly, the problems that governments weren't aware of.

Social media may be also used to engage people and governments in looking for solutions which satisfy all parties, instead of inviting them to present their problems only.

He mentioned the United States' experience when recently a snow storm swept through and communication between some areas was cut off. People were obliged to communicate by using social media (Twitter) to understand what remote areas are short of, locate a database they can use via social media, and find collective solutions. Social media are suitable to operate as communication hubs between government and people, and are essential to those who deal with or try to solve problems. However, information on social media are still subject to some difficulties, particularly in relation to confidentiality and security of information.

He added that for each new tool there is a positive and negative reaction. Thus we can introduce social media as service websites available to citizens and not a new media tool.

Vice President of Gartner Group, Italy, Andrea Di Maio said that social media provide interactive services for individuals, companies and societies.

He added that social media users who work in governments live a dilemma, are they the ones who publish the news and present the issues, or are they the ones who receive it?

The question here is: "Are Governments producers or receivers of news? Or must they work in parallel in producing and receiving the news? He suggested engaging individuals in decision-making and service provision, rather than being the sole supplier. One poor example of governments' ill-usage of social media: the Italian government posted information on social media related to individuals' revenues and taxes, it was deemed as a violation of privacy.

Government employees and others started then to find a way to reach tax-evaders.

On the other hand, a good example on governments' usage of social media: During the floods that struck Australia lately, the Australian government used social media, such as Facebook and Twitter, to warn local governments and service authorities about areas in distress that require help.



"Survey findings showed that both citizens and residents have expressed their acceptance of these services and their features with some having concerns over using them. The study also showed that the federal entities are using social media to provide services, but still in their early stages".

Tarek Lootah



"Social media provide excellent services to governments as it allows them to capture, analyze and make use of information, to create new tools to improve communication, have access to high quality services, and achieve high rates of satisfaction".

Chris Vein



The question here is: "Are Governments producers or receivers of news? Or must they work in parallel in producing and receiving the news?"

Andrea Di Maio



Summary of recommendations

- Social media should be used to assess and improve the services provided by the governments and institutions for their customers.
- Customers should be given the opportunity to express their opinions through social media.
- Federal entities should improve their performance by using social media to professionally interact with their customers.
- Social media should be used to collect, analyze as a reliable source of information to create new tools aiming at improving services provided to customers to increase their satisfaction.

“Future Scenarios for Effective Service Delivery” Session



Speakers:

Mr. Brenton Caffin

CEO & Founder of the Australian Centre for Social Innovation

Dr. Geoff Mulgan

Chief Executive of NESTA (National Endowment for Science, Technology and the Arts) United Kingdom

Mr. Aaron Maniam

Head of the Public Service Division - Centre for Strategic Futures, Singapore

Moderator:

His Excellency Nasir Butti Al-Shamisi

General Director of the National HR Development & Employment Authority





“Future Scenarios for Effective Service Delivery” session raised many questions on the key trends and opportunities to be tackled by governments in the coming years, the potential to plan and devise adjustment scenarios and benefit from these changes, while promoting citizen’s engagement with his government.

Discussion keynotes

- » First keynote: Singapore experience
- » Second keynote: Future of government services
- » Third keynote: Social innovation

The first keynote: Singapore experience

Head of Public Service Division at the Centre for Strategic Futures in Singapore, Mr. Aaron Maniam presented Singapore’s experience with regard to future scenarios. It all started in 1990 when a center specialized in devising future scenarios for the army was established. This idea proved to be successful and the center became part of the Cabinet in order to devise scenarios at the government level. In 2000, the appellation was changed from future scenarios to strategy policy, to enable the Centre to develop effective and efficient future strategies. The Future Strategy Center was established as a part of the Strategy Policy Office, to support the latter in developing strategies for potential future issues.

Mr. Maniam added that a foresight unit was established in all government entities, as well as the Cabinet, to consider future challenges across all sectors using different approaches and develop strategies to address them. National scenarios were also devised to consider the future challenges at the national level by studying neighboring countries’ conditions and circumstances and developing future scenarios for all possibilities at the national level.

Mr. Maniam noted that, in addition to devising scenarios, the Singaporean government is sharing opinions and issues with universities and people in order to find better solutions by engaging with them, as well as attending international conferences to capture the best practices.

The second keynote: Future of government services

Dr. Geoff Mulgan, the Chief Executive of NESTA (National Endowment for Science, Technology and the Arts), United Kingdom, spoke about the progress of government services over the coming 10-20 years as a result of expertise and experience sharing with the private sector.

Dr. Mulgan added that governments used to work on developing the infrastructure, providing police services and developing economic policies and legislations. However, governments should engage with people in health, education and environment fields, by way of sharing ideas and suggestions, until services become easy and simple for people.

Dr. Mulgan presented some examples implemented by the British government, like “TAes”(?) programme, a network linking physicians to social affairs and families in order to provide the best services for the elderly. At environment level, a website was launched to communicate with the public to locate the defects in public streets. Also, a model was developed (Studio School Model) where students must participate in managing the school and not only learn thereat. It aims at teaching them the sense of responsibility and prepare them to become part of the labor market.

Third keynote: Social innovation

Mr. Brenton Caffin, CEO and founder of the Australian Centre for Social Innovation said that the state should change into an authority which can engage differently and more deeply with its citizens, noting that the center is building its policies based on the success that people expect and seek.

He added that his center, as an independent institute, has suggested some social solutions. He raised questions about how to translate policies into effective services, pointing out that we want the state to interact further with citizens and understand his needs and emotions i.e. what is called the responsive side.

He gave an example that 4 years ago, the center was assigned to form a team of multidisciplinary individuals to study issues related to the child protection system, with regards to how safe a child is with his family. Around 50% of the assessments showed defects in the child protection system. Consequently, the team succeeded in helping the families in ordeal to change their life circumstances.

He said: “we took the results to the families to say what is successful. We did not approach them as a government. 90% of the responding families achieved the program goals. Consequently, programs should not be limited to the development of policies, but should also complement the high level policies in integration with people.

Summary of recommendations

- Planning and adjustment scenarios should be developed to benefit from the changes on governmental, organizational and national levels.
- Bases of cooperation between the government, universities, institutions and people should be established to find future solutions.
- Government services should be improved by sharing expertise and experience with the private sector.
- Government’s efforts should be combined with those of the people, especially in the field of the provision of health, education and environment services by sharing ideas and suggestions, and designing simplified and easy services that meet customers’ needs.
- Programs should be tested in real life scenarios in order to ensure their ability to succeed and meet customers’ needs.

“Innovative partnerships with the private sector for better government services” Session



Speaker:

His Excellency Saqr Ghobash Saeed Ghobash
Minister of Labor, United Arab Emirates

Moderator:

Colonel Aziz Al Amri
Head of the General Directorate of Strategy and Performance Development, Ministry of Interior





His Excellency Saqr Ghobash, Minister of Labor, presented in this session titled "Innovative Partnerships with the Private Sector for Effective Government Service Delivery" an overview of the Ministry of Labor experience through "Tas'heel" centers.

Discussion keynotes:

- » Ministry of Labor's experience in providing high quality outstanding services in "Tas'heel" centers.
- » Importance of innovative partnerships with the private sector.
- » Impact of innovative partnerships on the efficiency and quality of government services

His Excellency Saqr Ghobash, Minister of Labor confirmed that "Tas'heel" centers represent the strategic partnership between the private and public sectors to provide high quality services and create job opportunities for citizens from both genders in the private sector. That comes in line with the instructions of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai for UAE government to be one of the best globally in service delivery, a platform for innovation, and a tool to embrace the citizens' capable of adopting solutions and suggesting best practices. HE Saqr Ghobash added that the UAE Vision 2021 and UAE government strategy have defined a strategy for service improvement according to the two following guidelines:

- Improvement of the level and quality of government services and customers' satisfaction level by building an organizational partnership with the private sector.
- Cooperation between different government authorities and integration of information systems to ensure efficiency of government performance.

HE the Minister encapsulated the foundations of "Tas'heel" service centers in 3 key elements:

- Reduction of operational duties, and focus on developing policies.
- Encouragement of the citizens' engagement in the labor market.
- Upgrade the level of service provision according to the standards of the Emirates Programme for Excellence in Government Services.

HE the Minister of Labor noted that currently the number of "Tas'heel" centers is 28 centers in Dubai and Northern Emirates. They employ 685 citizens from both genders. Nine new centers will be opened soon in Abu Dhabi. Customers' satisfaction rate has reached 78% in 2 years, and their performance is subject to regular review and control, for improvement.

His Excellency underscored the importance of investing, sustaining, upgrading and developing this experience to generate services other than those of the Ministry of Labor.

"Tas'heel" centers services reduced the pressure, traffic and queues in front of the Ministry of Labor. That allowed the Ministry to focus its efforts on developing the policies, regulations, its services and performance, and to leave the operational matters for the private sector to handle, as it proved to be very efficient in managing these centers.

One of the rules governing the establishment of these centers is that the rate of Emiratization should not be less than 50%. Currently, the Emiratization rate in some of centers is 70 to 80%.

The Ministry launched this initiative in 2006 by opening a pilot center in Ajman. Then this initiative was approved and centers were opened in Sharjah and in the Northern Emirates. Afterwards, Service Centers Department was established and the experience rolled out across the UAE. Unified fees and standards, as well as control and performance assessment processes and services provision indicators were developed. Tas'heel moved then to Dubai and many centers were opened according to a standard model. Tas'heel moved afterwards to Sharjah and Ras Al Khaimah following the same standard model. And finally this year, 9 new centers will be opened in Abu Dhabi.

The rate of transactions submitted online in 2011 reached 15% while it reached 85% through direct submission in the centers. In 2012, the electronic transactions reached 25% of the total number of transactions which amounts to 13 million and 700 thousand transactions.



The Minister of Labor summarized the two most important effects of implementing this initiative in 2 keynotes:

First keynote: The operational effects ensure transparency and objectivity in decision-making re transactions; help in reducing the time required to receive the service; provide the services to the clients in one visit and through one location only; and provide the clients with a 12-hour service per day, 6 days a week, in addition to the governance of services offered.

Second keynote: The strategic effects ensure the Ministry can focus on its main role in controlling, managing and regulating the labor market by developing the necessary policies; establishing and Emirating the economic activities; providing more than 685 work opportunities for citizens and 28 investment opportunities for citizens businessmen; raising the clients' satisfaction level to 78% within two years; and finally providing the widest geographical coverage by rolling out its services across the UAE.



"Tas'heel" centers represent the strategic partnership between the private and public sectors to provide high quality services and create job opportunities for citizens from both genders in the private sector".

His Excellency Saqr Ghobash

Summary of recommendations

- Strategic partnership should be developed between the public and private sectors to provide clients with high quality services.
- Cooperative projects between private and public sectors should increase employment opportunities for citizens of both genders in the private sector.
- Innovation in government entities should be promoted and citizens having potentials to adopt the best solutions and practices should be embraced.
- Quality of government services should be improved, and customers' satisfaction level raised by developing an organizational partnership with private sector, boosting collaboration between government entities and integrating information systems to ensure the efficiency of government performance.
- Transparency and objectivity should be ensured; time required to receive the service should be reduced; Clients should be provide with the services in one visit and only through one location; In addition to governing services.
- Establish service centers for the Ministry' clients to allow the Ministry to focus its efforts on managing the labor market and setting regulatory policies.

Dialogue Sessions

Session on Building a Service Culture in the Government Sector



Keynote Speakers:

Mr. Grant Tidswell

Associate Secretary for Services, Department of Human Services - Centrelink

Mr. Jay Jordan

CEO, Institute for Citizen-Centered Service (ICCS), Canada

Mr. Gerald Lawless

Executive Chairman, Jumeirah Group

Ms. Soulaima Gourani

CEO, Soulaima Gourani Co.

Moderator:

His Excellency Nasser Al-Hamli

Director of the Technical Office of His Highness the Minister of Presidential Affairs





Discussions in this session held under the title “Building a Service Culture in the Government Sector” involved the role of government employees in assuring the quality of services and the way to provide them. The government employees represent the first point of contact with clients. This session demonstrated how some government entities and international training centers focus on building within the public sector a service culture which includes embracing values which reflect on employees’ behavior. This session also discussed the challenges and opportunities for building a service culture in the government sector and the lessons learned from previous experiences and the potential to implement them.

Session Keynotes:

» Opportunities and challenges to build a service culture in government sector and the lessons learned.

At the beginning of this session, Mr. Grant Tidswell, Deputy Secretary, Service Delivery Operations, Department of Human Services at Centrelink, presented an overview of Australia’s experience with regard to improving the level of government services provided nationwide through more than 20 thousand centers, and underlined the importance of establishing a clear customer-focused behavioral model for employees.

Mr. Tidswell outlined the challenges they faced in the field of government services delivery, noting out that the provision of public services is one of the most difficult professions, because the government employee is committed to perform his duties in compliance with government laws and regulations. However, we should encourage the government employee to use a dealing approach free of laws’ and regulations’ complications in view of securing customers’ satisfaction. Government employees represent the first point of contact with clients and play a pivotal role in assuring the quality of government services. We pledged to implement values and behaviors that strengthen the process of building a service culture within the government sector to serve around 22 million Australians, by:

- Changing the way of dealing with customers to gain their satisfaction.
- Training employees on the best methods of dealing with customers.
- Requesting from each government employee to wear a name badge.
- Appointing receptionists to receive, welcome, and guide customers, just like hotels.
- Striving to gain employees’ satisfaction to increase customer satisfaction.
- Listening to employees’ needs and demands.



He added that it is important to set up an infrastructure which helps provide effective communication channels with customers. The government must facilitate transactions’ processing in an easy and quick manner, either by phone, internet, or in person. It should also establish customer service centers, and continuously measure the functional performance, as well as customers’ satisfaction.

Mr. Guy Gordon, Executive Director, Institute for Citizen-Centric Service (ICCS), Canada, underscored the importance of mentally developing public service employees, and selecting highly qualified employees capable of dealing professionally with customers and finding quick fixes to problems. Customer service has shifted from being an art to a teachable science and on which employees are trained. However, this doesn’t mean that should be necessarily overlooked the employee’s interpersonal skills which enable him to perform the service in a highly skillful manner, listen to others and take initiatives.

He also confirmed the importance of public sector cooperating with the private sector to benefit from its experience in the field of services provision, and the importance of establishing a one stop shop center.

Mr. Gerald Lawless, President and Group Chief Executive Officer, Jumeirah Group, underscored the importance of providing continuous training to customer service employees who work in the hospitality sector where guest service is a top priority to build a reputation. He pointed out that training programs must comply with the culture of each institution in order to build its trade mark. Jumeirah Group currently has more than 11 thousand employees from 140 nationalities who are trained to adopt the same style in providing high quality services to ensure customer satisfaction.

It is also essential to build the culture of enjoyment of serving and assisting others and identify the factors that affect the provision of services in order to build a service culture within the federal government.

Jumeirah Group’s key organizational values are when providing services, either internally or externally, smiling when receiving customers, taking the initiative of greeting them, helping or serving customers with decency and positively and following up on all their procedures to ensure the service is fully provided.



Ms. Soulayma Gourani, CEO of Soulayma Gourani Company, confirmed the importance of setting up a strategy in all government entities for dealing with customers. Front line employees should be selected based on their efficiency in providing services to customers, and trained to endure pressure during their dealing with

customers. It is essential to gain employees' loyalty and assess their satisfaction through surveys. She also underlined the importance of focusing on two approaches in the future to ensure successful provision of services, namely the use of a sophisticated dealing manner and modern technologies.

Summary of recommendations

- Integrated policies should be drafted to ensure provision of quality services.
- Continuous training programs for employees should be approved.
- Performance should be assessed until achieving excellence in services quality in order to gain credibility with public and customers' confidence.
- Focus on building a service culture within the government sector in addition to setting up a system of values that will reflect on employees' behavior.
- Public service employee should be developed based on best practices and within an integrated system.
- A customer-focused culture should be built, in which customer expectations are identified, measured, maintained and responded to.
- Customer service employees should be empowered and encouraged to take initiatives.
- Modern technologies should be used to ensure offering continuous and outstanding services.



"The provision of public services is one of the most difficult professions, because the government employee is committed to perform his duties in compliance with government laws and regulations. However, we should encourage the government employee to use a dealing approach free of laws' and regulations' complications in view of securing customers' satisfaction".

Grant Tidswell



"It is important to mentally develop public service employees, and select highly qualified employees capable of dealing professionally with customers and finding quick fixes to problems. Customer service has shifted from being an art to a teachable science".

Guy Gordon



"It is important to continuously train customer service employees working in the hospitality sector where guest service is a top priority for building a reputation".

Gerald Lawless



"It is highly important to set up a strategy in all government entities for dealing with customers. Front line employees should be selected based on their efficiency in providing services to customers, and trained to endure pressure during their dealing with customers".

Soulayma Gourani

Session on Innovation Enablers: Practical Tools to Improve Government Services



Keynote Speakers:

Dr. Gawhar Rizvi

State Minister and advisor to Bangladesh Prime Minister

Dr. Adriana Alberti

Senior Governance and Public Administration Officer - Innovations in Governance and Public Administration Program

George Kadifa

HP Deputy CEO

Moderator:

HE Yasir Al-Naqbi

Director of Abu Dhabi Award of Excellence Program (ADAEP) - General Secretariat of Abu Dhabi Executive Council





The speakers in this session titled “Innovation Enablers: Practical Tools to Improve Government Services” discussed the main enablers of innovation in government sector, and overviewed the tools and practices used to manage the innovation process, the potential of achieving effectiveness in turning ideas into reality, and building innovation culture within government entities.

His Excellency, Dr. Gowher Rizvi, Minister of State and Advisor of the Prime Minister in Bangladesh, stated that government entities must benefit from innovation experiences in the private sector not by replicating the same ideas but by developing the idea to meet the needs and requirements of the government entity.

Dr. Gowher pointed out to the fact that there are thousands of innovators within government sector, but they are kept in silo. Therefore, obstacles hindering innovation in the government sector must be removed to unleash their creativity. Some governments have established special departments to improve government performance and to face deeply-rooted problems like poverty, illiteracy, and lack of medical services. Some of these departments succeeded. But this solution is difficult to sustain due to the fact that governments still lack the required knowledge and experience, and need to obtain external expertise while undertaking their typical roles in assuring the society governance in cooperation with public and private sectors.

The strength of any government lies resources of taxes (or other government financial resources) and its legislations. It has to manage these two elements in order to achieve the well-being for its citizens.

One example of government innovation despite the scarcity of financial resources is an American initiative to dispose of beverage bottles which were difficult to dispose of in a correct manner. The local authority imposed a 10 cent additional fee on each bottle to be refunded when the customer returns the bottle to the retail stores. This innovative idea succeeded in solving the problem.

Dr. Adriana Alberti, Governance and Public Administration Officer in the Programme for Innovation in Public Administration noted that it is important to develop a strategy and a vision that lead to achieve innovation and improve the quality of government services. She also underlined the essential role played by government employees in aligning laws and regulations with the concepts of services quality that meet citizens’ needs, and incorporating those needs into the legislations.

With regards to innovation enablers, Dr. Adriana Alberti stated that the most important enablers are the leadership commitment to innovation, development and change, the common values of organizations and the enhanced organizational structures.



“There are thousands of innovators within government sector, but they are kept in silo. Therefore, obstacles hindering innovation in the government sector must be removed to unleash their creativity”.

Dr. Gowher Rizvi



“It is important to develop a strategy and a vision that lead to achieve innovation and improve the quality of government services.”

Dr. Adriana Alberti



“Universities, R&D centers, and risk and entrepreneurial culture are among the most important innovation enablers in the society.”

George Kadifa



George Kadifa, Executive Vice President, Hewlett-Packard, USA, stated that the US government was one of the factors behind the success of Hewlett-Packard (HP) in Silicon Valley as the biggest technology company in the world. This was achieved through software, applications and solutions which enabled better implementation of government programs with better deliverables for people as well as the possibility of interacting, monitoring, analyzing and presenting information to governments to help them identify citizens' current and future needs and be prepared to address those needs more effectively.

Learning the lessons from mistakes made throughout different experiences leads to success. Universities, research and development centers, and risk and entrepreneurial culture are among the most important innovation enablers in the society. The main goal of government innovation is to improve the living standards which are the main criteria against which any innovative initiative can be assessed.

Summary of recommendations

- Government should provide a suitable environment to motivate innovation by accepting, trying and learning from mistakes culture.
- Modern technologies are important to facilitate the process of generating and drafting ideas, and engaging customers in service design and delivery.
- Public sector's ability to compete with the private sector in the field of innovation in service provision should be enhanced.
- Government employees should be encouraged to innovate through freedom of thinking and creativity.
- Enabling innovation does not need drastic changes in systems and business processes but needs identification of challenges and find new methods to address them.
- In order for any experience or initiative to be described as innovative, it has to be modern and creative, provides something new, important and has a positive impact at the society level, replicable, useful and can be rolled out on a wider scale.



Session on Providing Quality Services: Towards a Strategic Government

In Cooperation with the Organization for Economic Cooperation and Development (OECD)



Speakers:

Dr. Mårten Blix

Director of the Budget Department at the Organization for Economic Cooperation and Development, the Cabinet, Sweden.

Lynelle Briggs

Former Public Service Commissioner and former Chief Executive of Medicare Australia.

Ambassador/ Ricardo Díez-Hochleitner

Chairman of the of the MENA-OECD Governance Program.

Dr. Rolf Alter

Director, OECD Public Governance and Territorial Development Directorate

Moderator:

HE Khaled Al-Bostani

Assistant Undersecretary, International Financial Relations, Ministry of Finance.





In this session titled “Delivering Quality Public Services: Towards the Strategic State” discussions covered the different models of service provision and explored how the state can and should align and integrate its institutions to ensure strategic management of its resources in a manner that meets its objectives and citizens’ expectations.

Discussion Keynotes:

- » First keynote: Means of alignment and organizational integration to ensure strategic management of resources.
- » Second keynote: Different models of service provision.

First keynote: Means of alignment and organizational integration to ensure strategic management of resources.

HE Ambassador Ricardo Díez-Hochleitner, Chairman of the MENA-OECD Governance Programme, underlined that the pivotal role of innovation within the process of economic development is one of the most important lessons learned during the last twenty years. The accumulation of innovational capacities played a vital role in the dynamics of growth of successful developing countries. Additionally, the transfer and adjustment of technologies from developed countries can largely contribute to address the pressing developmental challenges like providing access to drinking water, eliminating neglected diseases and reducing hunger.

Strategic government plays a key role in government service provision especially in the current context of globalization, competitiveness among countries and declining global economy. Government services are an integral part of the development process as they contribute to the creation of a suitable environment for growth and respond to people’s needs and expectations.

He added that the public sector and the public services are currently witnessing growing demand like how to manage complex problems, such as population diversity, and climate change and how to respond to users’ different needs. Most of the member states in the Organization for Economic Cooperation and Development (OECD) work within a narrow financial algebra which requires achieving better results to reduce costs.

The OECD provides technical support, practices and benchmarking to the countries in the region through the MENA-OECD Governance Programme. The OECD has developed a website for government innovation to document innovations in this sector and benefit from global practices.

The key lessons learned from the Organization’s programs and experiences were reflected in the activation of governmental activity, the establishment of institutions and systems, consultation with customers and service beneficiaries and use of their advice to innovate solutions, and in the coordination between the overall budget and government priorities. Global

practices showed that there are four basic factors for activating government efficiency, namely: Innovation, Roll out, Measurement & Analysis, and Incentives.

Dr. Rolf Alter, Director, OECD Public Governance and Territorial Development Directorate, stated that innovations of the public sector can support countries within this context by enabling and promoting better results in customer satisfaction and reducing additional costs. Innovation can be carried out in different forms – considering that technology is the same among a number of assisting factors - but the key principle is to change the approach, in order to deliver great improvements.

Innovation in government services revolves around reducing costs and promoting productivity in addition to consulting with different sectors (customers and private sector) and balancing investments in modern technology and education.

The establishment of organizations and systems is an important guarantee to activate government’s spending and investments in education, health and social care sectors. Effective governance closely linked to good and effective management is also a determining factor.

Second keynote: Different models of service provision

HE Lynelle Briggs, former Public Service Commissioner and former Chief Executive

Officer of Medicare Australia, confirmed that governance depends on effective management and engagement with the society members. There is no big difference between Australia’s medical system and UAE medical system, as both countries follow the two-level system, i.e the federal and local levels. According to Australian Health Authority’ experience, the medical services depend on the partnership between the public sector, the people working in the health sector, service providers and the society to address the inflation in health care services costs and roll out the health insurance coverage on all society members.

HE Dr. Mårten Blix, Chair of the MENA-OECD Senior Budget Officials, Prime Ministry, Sweden, underlined the importance of setting a budget framework for government services, to allow the state to avoid another financial crisis. This can be implemented through meeting two main conditions like setting a spending cap to organize spending priorities on growth, development and reform. Recalling and reviewing the experiences of previous economic crises plays also a significant role in avoiding deeper crises in the future.

The financial crisis that stroke Sweden at the beginning of the nineties contributed into carrying out a financial reform based on a centralized public budget, the establishment of a financial committee in the Parliament, the vote on all the budget items and centrally set a budget cap before preparing subsidiary entities’ budgets. On the other hand, the Budget Department at the Ministry of Finance was activated and

granted the power to reduce the amendments to the government entities' budgets spending items as well as to having access to future credits. This included the financial rules of spending cap and savings target, thus helping in setting

the government's priorities and achieving the reforms in the education sector where a school voucher program has been developed to promote the alternatives available to students.

Summary of recommendations

- Innovation in the field of economic development should be promoted.
- Call should be addressed for a transfer of technologies from developed to developing countries to effectively contribute to addressing the pressing developmental challenges.
- Improvement of government services should be part of the development process, as it contributes to the creation of suitable growth environment and respond to the citizens' needs and expectations.
- Studies, experiments and benchmarking should be conducted with different countries in the field of governance within the MENA region.
- Lessons learned from organizations' programs and experiments should be benefited from by reflecting them in the activation of governmental activity and establishment of systems and institutions.
- Coordination between general budgets and government priorities should be conducted.
- Four bases for enhancement of government efficiency: innovation, roll out, measurement & analysis, and incentives.
- Innovation in the public sector can support countries in government service fields.
- Innovation in government services is capable of reducing costs and increasing productivity.
- Studies and consultation should be conducted with different concerned sectors (customers and private sector).
- Setting up organizations and institutes should be encouraged as an essential guarantee to activate the large government investments and spending.
- Partnership should be built between the public sector and service providers in the health sector to deal with cost inflation in medical services and cover all society members with a health insurance scheme.
- Framework for government services budget should be identified and developed to allow the state to avoid another financial crisis. This can be implemented through meeting two main conditions: setting an expenditure cap in order to organize priorities and reform spending.
- A cap for the central budget should be set before developing the budgets of subsidiary entities.
- Experiences of previous economic crises should be recalled and reviewed in order to avoid deeper crises in the future.





Workshops on International Best Practices in Providing Government Services

Workshop on UAE experience in developing government services

Emirates Programme for Excellence in Government Services



Speakers:

Eng. Abdullah Al-Khadeem

CEO of Engineering Affairs and Housing, Sheikh Zayed Housing Program

Lieutenant Colonel Nasser Khadem Al-Kaabi

Customer Service Department Manager, Ministry of Interior, UAE

Mohammad Sulaiman Al-Balushi

Director of the Department of Zakat Beneficiaries, Zakat Fund, UAE

Moderator:

Her Excellency Hessa Issa Bou Humaid

CEO, Excellence sector, Cabinet office, Ministry of Cabinet Affairs





Discussions in this session titled “UAE Experience in Developing Government services - Emirates Programme for Excellence in Government Services” started with an overview of the Emirates Government Service Excellence Program launched in 2011 in order to improve the quality of federal government services and increase customer satisfaction. The discussions covered also the program goals and outlined the most important initiatives and projects that have been initiated, in addition to the most important challenges and lessons learned from this experience in developing government services. It was supported with real life examples experienced by different federal entities.

Session Keynotes:

- » First keynote: Emirates Programme for Excellence in Government Services
- » Second keynote: Experiences of three government entities that have benefited from the Emirates Government Service Excellence Program

First keynote: Emirates Programme for Excellence in Government Services

Her Excellency Hessa Issa Bou Humaid, Executive Director, Excellence Sector, Prime Minister’s Office, Ministry of Cabinet Affairs, stated that the Emirates Programme for Excellence in Government Services is based on the fourth component of UAE vision, namely: “A Nurturing and Sustainable Environment for Quality Living”. It is also based on the concept of providing 7-star services which is a concept applied in the private sector, especially the hospitality sector. However, the vision of our wise leadership requires

the quality of services provided by federal government entities to be 7-star services.

She also stated that the Emirates Programme for Excellence in Government Services has launched the following initiatives:

- The Government Service Development Manual: It unifies the standards at all federal entity levels and is composed of 8 keynotes including 26 components. It is a comprehensive and detailed directory that provides information on the most important federal services and how to develop each one of them.
- The Customer Service Quality Manual: It is directed to frontline employees who deal directly with customers, as well as government service entities, and aims at assisting customer service employees in delivering 7-star government services, implementing the basic principles of service delivery services, and developing their quality.
- “My Gov” website launched by the federal government to receive round the clock customer inquiries.
- The Customer Service Charter: It describes the commitment of federal entities towards their customers and aims at promoting the federal government efficiency and effectiveness, and increasing customer satisfaction.
- The Customer Service Centers Classification Project It aims at improving the services.

Her Excellency Hessa Bou Humaid said that several government entities provide services through centers across the seven emirates.

The Prime Minister’s Office has started the classification of more than 26 federal entities and within the next phase (after the Government Summit) these entities will be classified according to a 7-star scale by responding to 123 questions. Performance of the federal entities will later be assessed based on their answers to these questions. All federal centers will also be classified based on customer satisfaction, and the rate of their employees’ satisfaction from January 2013 until the end of 2015. The customer satisfaction ratio must be 95 percent and above, over a period of three years in order to obtain a 7-star rating. The complete Government Service Manual will be launched after the conclusion of this Summit and distributed on the federal entities.

Second keynote: Experiences of three government entities that have benefited from the Programme for Excellence in Government Services

First Experience: Sheikh Zayed Housing Program Experience

Eng. Abdullah Al-Khadeem, CEO of Engineering Affairs and Housing, Sheikh Zayed Housing Program, outlined the importance and role of human resources in the development of programs. He pointed out that both the program that has received a rating of 5 star and the human resources represent the two key components of service delivery in a context of flexible laws and systems. At this point, it is a common mistake to deal with the employee after, and not before appointing him, knowing that employees must be trained on the best modalities for dealing with customers.

Second Experience: Ministry of Interior Experience

Lieutenant Colonel Nasser Al-Kaabi, Director of Customer Service Department at the Ministry of Interior, pointed out that the Ministry has developed special sectors to serve its customers in every activity area. It was also keen on diversifying its surveying and assessment modalities to include: website, online surveys, paper surveys and the mystery shopper. He also indicated that even the Punitive and Correctional Institutions are implementing customer service best standards when dealing with inmates and their families.

He underlined the importance of launching motivational and innovation awards for employees to improve their ability to serve others will positively reflect on the delivery of better services to the public. He also mentioned that around 2500 government employees have been trained on the standard customer service manual.

Third Experience: Zakat Fund Experience

Mohammad Sulaiman Al-Balushi, Director of Zakat Beneficiary Affairs Department in Zakat Fund, stated that a number of proactive services, deemed the first of their kind in the region or even in the world were launched as a result of the Fund’s keenness to provide the best word-class services in a modern and innovative manner. Zakat Fund is the first entity to apply the Zakat system through ATMs. The Fund now works with the mentality of the private sector in terms of being keen to serve the public.



“Both the program that has received a 5-star rating and the human resources represent the two key components of service delivery in a context of flexible laws and systems.”

Eng. Abdullah Al-Khadeem:



“It is important to launch motivational and innovation awards for employees to improve their ability to serve others which will positively reflect on the delivery of better services to the public”.

Lieutenant Colonel Nasser Al-Kaabi:

Summary of recommendations

- Focus should be placed on increasing customer satisfaction and improving quality of government services by launching programmes for excellence in government services.
- Human resources should be trained and employees' efficiency increased before appointment, and should be provided with required training after appointment.
- Sectors concerned with customer service in different specialization areas should be established.
- Ranking and assessment sources should be diversified including online surveys, paper surveys and mystery shopper.
- Motivational and innovation awards for employees should be launched to improve their ability to serve others which will be positively reflected in the services provided.
- Frontline staff should be trained on the standard customer service manual.
- Customers should be provided with a number of proactive services as a result of the keenness to deliver modern and innovative services of international standards.



Workshops on International Best Practices in Providing Government Services

Workshop on UAE experience in developing government services

Abu Dhabi Government experience



Speakers:

Mr. Abdulkarim Al-Raisi

Director of Strategy & Planning Department, Abu Dhabi System and Information Center (ADSIC)

Mrs. Shamsa Al-Muhairi

Director of Business Excellence at Abu Dhabi Health Services Company (SEHA)

Mr. Khalifa Salem al-Mansouri

CEO for City and Suburb Services, Western Region Municipality

Mr. Salem Saleh Al-Sayeri

Executive Director of Support Services, Abu Dhabi Education Council (ADEC)

Moderator:

His Excellency Yasir Al-Naqbi

Head of Abu Dhabi Excellence Program (ADEP) Office at the General Secretariat of Abu Dhabi Executive Council





Discussions in this workshop titled “UAE Experience in Developing Government Services – Abu Dhabi Government Experience” started with an overview of customers’ experience in Abu Dhabi, including the main drivers for customer satisfaction across a number of service areas such as education and health. The session also showcased future service delivery models for the Government of Abu Dhabi, drawing on the experiences of case studies from a number of entities such as the Abu Dhabi Systems and Information Centre, Abu Dhabi Education Council, as well as the Municipality of the Western Region, and Abu Dhabi Health Services Company (SEHA).

Discussion Keynotes:

- » First keynote: Abu Dhabi Systems and Information Center (ADSIC)
- » Second keynote: Abu Dhabi Education Council (ADEC)
- » Third keynote: Abu Dhabi Health Services Company (SEHA)
- » Fourth keynote: Western Region Municipality

The main goal of Abu Dhabi government for the next few years is to integrate the delivery of its government services in the future services model. The speakers outlined Abu Dhabi’s experience against the international best practices in developing government services and the quantum leap Abu Dhabi has experienced in the field of service delivery during the last few years. This was also positively translated into an increase in customer satisfaction to more than 80% in certain sectors.

The government of Abu Dhabi has utilized all available capacities to promote the quality and efficiency of government services including enhancing readiness of entities, developing organizational structures and providing different empowerment tools, like infrastructure and employees.

His Excellency Yasir Al-Naqbi, Director, Abu Dhabi Excellence Program, stated that the service delivery integration is deemed a central goal for the next few years. He further said that the UAE’s high ranking on world happiness index is reflective of the integration of UAE society. He noted that service development is not only restricted to organizations but also includes the individuals. The government is keen to identify customers’ needs and capture their feedback which is an essential guideline for service improvement and development, and a key factor that will help government meet international service standards. The government has achieved a lot in this respect by implementing some international best practices which are better than those applied in many developed countries. And in order to achieve its service provision goal by exceeding customers’ expectations, the government is constantly developing other areas.

First keynote: Abu Dhabi Systems and Information Center (ADSIC)

Mr. Abdulkarim Al-Raeesi, Director of Strategy & Planning Department, Abu Dhabi System and Information Center, stated that the Abu Dhabi e-Government vision and strategy is based on empowerment of government entities to provide integrated services that will lead to an increase in interaction between these entities and

customers. It aims at achieving a highly efficient government capable of delivering world-class services.

The strategic goals of Abu Dhabi e-Government include achieving electronic interfacing between government entities to facilitate exchange of government data over an integrated electronic infrastructure. They also include providing a safe and solid joint government platform that can be developed to enable government entities to offer comprehensive services and to provide customers with additional channels to access all government services. Furthermore, they aim at developing specialized skills and building national capacities to support the implementation of the e-Government program, in addition to empowering government entities to provide more effective services. This can be done through the facilitation of procedures and increasing the coordination and cohesion between government entities in conjunction with raising the awareness on the usages of information technology across all social classes.

The portal of Abu Dhabi e-Government is the main gateway to provide miscellaneous government services to all Abu Dhabi government customers. Around 99 government entities have joined the portal and have delivered 1056 services. The portal includes 250 links to electronic services that provide 50 advanced services; it also grants access to 267 general information pages and has 71 employees trained to provide citizens with services through the portal since the beginning of 2012.

Statistics presented during this session showed that more than two and a half million people have visited the portal in 2012.

The Abu Dhabi Government Contact Center was established according to key principles based on numerous studies from all over the world, and aims at increasing customer satisfaction. These principles focus on end-users, on the identification of customers’ needs, on decision-making regarding services and on providing them through different channels. They also aim at delivering immediate information and meeting with customers to give them the opportunity to state their opinions and coordinate their experiences in cooperation with different entities. Further, they aim also at making the relationship between the customer and the government an experience that is value-added, consistent and high quality through different communication channels.

The Contact Center witnessed a significant increase in the number of received calls since it was launched, as the number of beneficiaries over different communication channels reached 578 325 individuals. About 84.9 percent of the calls were immediately addressed. The number of calls received by the Contact Center in 2012 increased by 22 percent as compared to 2011.

The Center currently provides its customers with several communication channels including the internet and reception desk channels. New channels like mobile phone applications were also developed in line with the latest technologies.



The Abu Dhabi Spatial Data Infrastructure Program was also presented. It is a strategic initiative launched as part of the Abu Dhabi e-Government Program with the aim of facilitating the exchange of spatial and geographic data between government and other concerned entities.

The program is currently made up of 56 members and its areas of application include the organization, governance, alignment of projects and data, development and maintenance of infrastructure, and communication.

Second keynote: Abu Dhabi Education Council (ADEC)

Mr. Salem Saleh Al-Sayari, Executive Director of Support Services, Abu Dhabi Education Council (ADEC), outlined the Council's experience in developing and improving its services. The Council applies around 30 systems, and provides 120 e-services linking 260 schools, thus making it the best in the world at service level.

ADEC offers its services to external customers - "the parents" - who are searching for new schools for their children. The Council provides them with information on different schools and their location, even if they are still under construction. An i-ADEC application has been also provided on the App Store to facilitate searching for schools and to provide basic information about them.

Considering the services provided, customer satisfaction has exceeded 80 percent and around 7 thousand people have already downloaded the application. The system is also applicable to other government sectors such as the health sector, and can help in locating hospitals and medical

centers. It can also be used in the tourism sector to provide information on tourist and cultural attractions, as well as other sectors.

As for internal customers - "the employees" - exceeding 14 thousand, this high quality system helps them save time and provides high efficiency.

Third keynote: Abu Dhabi Health Services Company (SEHA)

Mrs. Shamsa Al-Muhairi, Business Excellence Manager at Abu Dhabi Health Services Company (SEHA), stated that the company has improved its public image in Abu Dhabi in order to provide medical health care according to the best international standards.

Mrs. Shamsa Al-Muhairi also underlined the importance of other government sectors and institutions supporting the health communities as part of their social responsibility, and supporting the sustainability of the health sector.

Mrs. Shamsa Al-Muhairi overviewed SEHA's initiatives to develop medical services especially the "Mas'oul" initiative, the Mobile Clinic Solutions initiative and the Electronic Medical Record initiative. "Mas'oul" initiative aims at providing a platform for direct engagement between senior management and the public, making the latter a real partner in the process of redrafting the health system.

SEHA is also keen on increasing customer satisfaction and rolling out the new initiatives. Results have shown a decrease in waiting time, an improvement in electronic linkage between pharmacies, as well as issuance of the "Abshir"

card for people with special needs.

The Mobile Clinic Solutions initiative is about easy provision of society health care, and the Electronic Medical Record initiative is considered one of the strategic health achievements. It allows retrieval, update and review of files with just one click and already 12 hospitals and 60 clinics in Abu Dhabi have been successfully linked to it.

Fourth keynote: Western Region Municipality

Mr. Khalifa Salem Al-Mansouri, Executive Director for City and Suburb Services, Western Region Municipality, reviewed the Municipality's experience especially the "TAMM" program that provides customers with direct services in one place. This program covers most cities of the

Western Region and provides them with special government services gathered in one spot, through 40 partners in the public and private sector.

The "TAMM" program adopted by 6 centers in major cities has started with only 5 partners, gradually reaching 40 partners, and it currently conducts over half a million transactions per year. Total conducted transactions since program initiation have reached 2 million transactions. The program plays a significant role for individuals, as well as for the whole society as it provides the region's residents with job opportunities and spares them the effort of going to Abu Dhabi, previously a common practice.

Summary of recommendations

- Integration of service application should be a central goal in the coming period in line with UAE high ranking on world happiness index as a reflection of society integration.
- Attention should be paid to customer's comments as they are the basis for development and improvement and a main driver for accomplishment of goals.
- Electronic linkage should be provided between government entities to facilitate exchange of government data through an integrated electronic infrastructure.
- Safe and stable joint government platform should be developed to enable government entities to deliver integrated services.
- Customers should be provided with all kinds of communication channels to access government services.
- Specialized competencies should be developed and national capacities built to support the application of e-Government program.
- Government entities should be enabled to provide more efficient services by simplifying the procedures and increasing coordination and consistency between them.
- Awareness should be raised among different social levels using information technology.
- Customer satisfaction should be achieved by focusing on end users, identifying customers' needs and taking decisions related to services.
- Government organizations and other sectors should support health communities in line with their social responsibility and keenness to support sustainability of health sector.



Workshops on International Best Practices in Providing Government Services

Workshop on UAE Experience in Developing Government Services

Dubai Government experience



Speakers:

Her Excellency Eman al-Suwaidi
Director, Dubai Model Center

Dr. Wafaa Abou Sneina
Advisor, Dubai Model Center

Major General Dr. Abdul Quddus Abdul Razzaq Al Obaidli
General Director of Comprehensive Quality, Dubai Police

Mr. Mohammed Shael Al-Saadi
CEO, Business Registration and Licensing, Department of Economic Development (DED), Dubai

Mr. Ahmed Abdul Salam Kazim,
Director of Strategy and Organizational Excellence,
Dubai Customs

Mr. Ahmad Hassan Mahboob
Director of Customer Service, Roads and Transport Authority (RTA)

Eng. Khaled Abdulrahim Abdullah
Director of Human Resources, Dubai Municipality

Moderator:
Mr. Said Al-Mulla
Dubai Model Center





Dubai Model for Government Services has been very successful since it was first launched in 2010. The impact of these successes is reflected in the results of government service improvement as provided in Dubai's annual improvement agenda issued by Dubai Government.

Discussion Keynote:

» First keynote: Details of the launch of the Dubai Model for Government Services.

» Second keynote: The program's critical success factors and means to overcome application challenges.

» Third keynote: Future of improvement of services of Dubai Government

» Fourth keynote: Dialogue session with improvement leaders and display of their premium application experience

First keynote: Details of the launch of the Dubai Model for Government Services

Her Excellency Eman al-Suwaidi, Director of Dubai Model Center, stated that this model aims at focusing the efforts of different government entities to enable the required transformation in their services, which will add new and unprecedented dimensions of excellence. It also contributes to the development of services in line with Dubai Strategic Plan 2015.

The objective of this initiative is to support government entities' efforts to achieve balance between two strategic goals, namely:

- More focus on customers by engaging them in the process of providing government services and prioritizing their needs and expectations.
- Streamlining the services through the optimal use of this initiative when providing the government services.

She also touched upon the different stages of the launch of Dubai Model:

- First Stage - Developing the model: Developing the Dubai Model started 2 years before its launch. Studies, research and applied systems in different countries providing services all over the world have been carefully studied. Then a network of Dubai government entities, referred to as the government service development network, has been established. The network studied the model to evaluate it and to get acquainted with its technical and administrative dimensions. The program was developed with the help of government entities and international experts have been consulted through the trial period which led to international accreditation of the model.
- Second Stage - Pilot application: The pilot application involved 5 government entities that represent strategic sectors within the government (Dubai Police, Department of Economic Development (DED), Dubai Customs, Roads and Transport Authority (RTA) and the Dubai Municipality.

Different services have been chosen for the pilot process.



- Third Stage - Model Application: The adopted method depended on involving all levels of employees working at government entities from managers to frontline staff in the process. Local cadres were also qualified and trained in order to improve provided services.

The initiative of the Dubai Model is based on 4 key principles:

- The first principle is about innovation as it is essential to view things in a good and different way in order to achieve the required positive changes in government services. Questions must be raised on services provided by government entities, why they are providing them and how they can ensure providing them in a better way. This requires encouragement of new and innovative ideas, development of applications, pioneering initiatives and advanced solutions.
- The second principle is about partnership to ensure improving quality of government services as customers have to be able to take part in the process of designing, introducing and evaluating the service. This can be done through listening to their opinions and involving them in the delivery of the service whenever this is possible.
- The third principle is about prudent spending. In order to provide high quality government services, priorities of spending on services must be defined to meet needs and expectations of customers from different social classes. This also means avoiding spending on fields that do not represent an added value for them.

- The fourth principle is about government interdependence, since overcoming organizational obstacles between different government entities represents an important factor that contributes to improving quality of government services.

Second Keynote: The program's critical success factors and means to overcome application challenges

- Wise leadership
- Clear vision based on the Dubai Strategic Plan for developing customer-focused government services.
- Cooperation between government entities, as well as training and qualification of national cadres.

Third Keynote: Future of improvement of Dubai Government services

Major General Dr. Abdulquddus Abdulrazzaq Al Obaidali, Director of Total Quality Management, Dubai Police, talked about the future of improvement of Dubai Government services. He stated that they will be among the best services in the world thanks to the directives of His Highness Sheikh Mohammed bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai.



Fourth keynote: Dialogue session with improvement leaders and display of their distinguished application experience

The application of the Dubai Model for Government Services has contributed to reducing response time in case of minor road accidents with limited damage until it has reached only 12 minutes this year, knowing that it previously could have exceeded up to one hour.

Success and service development do not only depend on capacities, but it is also essential to focus on service providers and preparing them.

The leader or director of any entity must represent a role model and must start with self-development through committing himself to certain training programs that enable him to run the development process in his institution and to convey the spirit of development and improvement to his subordinates.

Mr. Mohammed Shael Al-Saadi, CEO, Business Registration and Licensing, Department of Economic Development (DED), Dubai, said that the Department is keen on giving investors the chance to benefit from entrepreneurship initiatives in Dubai which can be done through electronic linkage that facilitates investment procedures as soon as license application is submitted.

Mr. Ahmad Hassan Mahboob, Director of Customer Service, Roads and Transport Authority (RTA), stressed on the importance of depending on work teams, thus avoiding individualism

within any developmental initiative. He also underlined the importance of providing services in a professional way that aims at constant improvement and development.

Eng. Khaled Abdulrahim Abdullah, Director of Human Resources, Dubai Municipality, said that the Dubai Model for Government Services has helped Dubai move from the diagnosis phase to the treatment phase. It depended on involving customers in the process with the aim of further improving and developing services. This is undertaken thanks to surveys and trials that have contributed to the delivery of almost perfect services.

Dr. Wafaa Abou Snaineh, Advisor, Dubai Model Center, stated that the officials responsible for the development of government services have to deal with a number of questions. People often ask about standard services and how services can be improved. They also wonder about the level of the services they are currently receiving. She stressed that a number of measuring tools have been approved and the most important one among them is the relationship between inputs and outputs based on a mathematical value. She also noted that this value is not measured based on cost reduction, but rather on returns received by the customer as a result of this cost.



Summary of recommendations

- Efforts of different government entities should be focused to enable the required transformation in their services which will add new and unprecedented dimensions of excellence, and contribute to service development as part of the Dubai Strategic Plan 2015.
- Government entities' efforts to achieve balance between two strategic goals should be supported: more focus on customers' engagement in the process of providing government services and prioritizing their needs and expectations, as well as raising service efficiency through optimal use of the initiative while providing government services.
- Critical success factors: Wise leadership, clear vision, customer-focused government services, cooperation between government entities, as well as training and qualification.
- Service providers should be focused on, and prepared, as success and development of services do not only depend on financial resources.
- Leader or director of any entity must be a role model and should start developing personally by committing to certain training programs which enables to manage the development process in his institution and to convey the spirit of development and improvement to his subordinates.
- Electronic linkage should be upgraded and increased to facilitate investment procedures as soon as the license application is submitted.
- It is important to depend on work teams, thus avoiding individualism within any developmental initiative. It is also essential to provide services in a professional manner aimed at achieving constant improvement and development.

Workshops on International Best Practices in Providing Government Services

Workshop on UAE Experience in Developing Government Services

The Singapore Experience



Speakers:

Her Excellency Eman al-Suwaidi
Director, Dubai Model Center

Chan Soo Sen
Former Minister of State for Education, Trade and Industry, Prime Minister's Office, Singapore

Dr. WU Wei
Director, Nanyang Centre for Public Administration, Singapore

Dr. Wenxuan Yu
Assistant Professor of Public Administration, Nanyang Technological University, Singapore

Moderator:
His Excellency Mohammad Khalifa Al-Hadari
Deputy CEO, Emirates Securities and Commodities Authority (SCA)





This workshop titled “Government Services Experience in Singapore” provided an overview of the most important provision models of government services in Singapore. The Singapore government is considered a role model for its government services’ quality and efficiency. The session also displayed methods and tools used by the Singapore government to ensure commitment to the standards it provides.

Discussion Keynote:

- » First keynote: The social cohesion
- » Second keynote: Reasons behind Singapore’s success in ensuring quality and efficiency of government services

First keynote: The social cohesion

HE Chan Soo Sen, Former Minister of State for Education, Trade and Industry, Prime Minister’s Office, Singapore, stated that social cohesion and adoption of basics of good governance form the basis for advancement of societies. He also stressed that absence of social cohesion within societies disrupts good governance. He then outlined Singapore’s successful experience in this field as it contains a diversity of religions and ethnics.

He emphasized that the wide social gap between rich and poor social classes in Singapore is among important phenomena characterizing the Singapore society. Singapore has therefore established special government entities to help tightening the social gap. These are:

- The People’s Association (PA)
Its main goal is promoting racial harmony and social cohesion in addition to enhancing communication between citizens and the government. It is also responsible for selecting leading and influential social figures to take part in several activities and sessions that help in bridging the gap between all classes of society and encourage success of the people.
- The National Council of Social Service
It plays the role of key coordinator between voluntary parties for different sessions and discussions.

Schools must also ensure that students carry out voluntary work for six hours, which is also very important. The Singapore government exerts great efforts to alleviate lack of harmony within the Singapore society.

Second keynote: Reasons behind Singapore’s success in ensuring quality and efficiency of government services

Dr. WU Wei, Director, Nanyang Centre for Public Administration, Singapore, highlighted reasons behind Singapore becoming a role model in ensuring efficiency and quality of government services.

Reasons behind Singapore’s great accomplishments that are parallel to miracles in a country like Singapore with no natural resources include:

- Excellent geographic location connecting East and West
- Sense of responsibility of the people who are characterized by their good education and training, as well as their high productivity.
- Good governance systems

Singaporeans’ expectations for services delivered to them have increased by 40 percent compared to expectations regarding services in other global cities. Some 80 percent of Singaporeans place quality government services among their top priorities.

The Singapore government has spent around US\$25 million on an initiative urging entities to provide innovative ideas, in addition to another initiative aiming at enhancing service quality and a third one titled “Joint Sharing Initiative”.

According to statistics released by Ipsos MORI 70 percent of Singaporeans prefer digital means of communication with government services which exceeds the global rate by 49 percent; 56 percent of Singaporeans are satisfied with government services they receive while the global rate is estimated at 36 percent; and 70 percent of them are confident in their government’s ability to deliver premium services.

Dr. Wenxuan Yu, Assistant Professor of Public Administration, Nanyang Technological University, Singapore, underlined Singapore’s

dependence on digital revolution pointing out the fact that internet services are present in 100 percent of houses.

The e-Government is part of Singapore’s national development and a five-year plan (2011-2015) has also been developed to promote governance and e-services while the total number of currently provided e-services has reached 1600.





The Singapore government encourages citizens to use the internet and electronic devices; and within this context it has launched a number of initiatives like the initiative on "introducing electronic devices in schools since early learning stages". It has also established special centers to serve people who do not know how to use the internet or electronic devices; and equipped

these centers with the required devices, and provided employees that will help them conduct their transactions.

The current approach of the Singapore Government focuses on mobile phone technology and on promoting their use in serving citizens.

Summary of recommendations

- Social cohesion and adoption of good governance policies are very important as they form the basis for the advancement of societies.
- Special government entities should be established to tighten the social gap between rich and poor classes in the society.
- People's sense of responsibility should be increased by training them and increasing their productivity.
- Entities should be urged to provide creative and innovative ideas to promote service quality.
- Electronic devices should be introduced to the education system, from early learning school stages.
- Special centers should be established to serve people who do not know how to use the internet or electronic devices and to help them conduct their transactions.
- Current trend of government services should be taken into consideration i.e the shift to the technology of mobile phones for service delivery.



Workshops on International Best Practices in Providing Government Services

Workshops on Government Service Experiences

The Denmark Experience



Speakers:

Mr. Yih-Jeou Wang

Head of International Cooperation, Agency for Digitization, Denmark

Mr. Thomas Jacobsen

Director of Citizen Services, Copenhagen Municipality, Denmark

Mrs. Sidsel Skovborg

Head of Digitization, Municipality of Frederiksberg, Denmark

Moderator:

Zakeya Al-Ameri

Director, Services Improvement Department, Cabinet office





This workshop reviewed Denmark's experience in electronic transformation in addition to the future plans to achieve more integration in the provision of its services across all government sectors. Denmark is one of the leading countries in the area of e-service provision.

Discussion Keynotes:

» The most important stages the Agency for Digitization had to go through to lead the process of digitization of government services, in addition to the major challenges it had to face to ensure success of the digitization process and its role in managing this process.

Mr. Yih-Jeou Wang, Head of International Cooperation, Agency for Digitization in Denmark, stated that Denmark seek to digitize different government services and provide more than 600 services through the government's web portal in view of achieving citizens welfare and to ease their burden.

The e-Government is undergoing a complete restructuring process to achieve the desired goals. This process aims also at achieving the Denmark Vision 2020 and the digital connection between different entities in Denmark. The ability of people in Denmark to use the technology has been a key factor in assisting the government to achieve its goals in digitizing its services.

He stressed on the importance of e-Government in terms of ensuring the consistency, individualizing, and increasing the speed and efficiency of service delivery. It is considered to be

one of the most important pillars of government sector services improvement and success of the digitization process.

This led to cutting service delivery costs by 60 percent for each service as a result of developing joint business plans between different government levels to achieve consistency in service delivery and to ensure constant progress and improvement at different levels.

Citizens have the right to send e-mails to different government entities that are obliged to provide an electronic reply according to an official order issued in 2001.

Final joint deadlines have been set to conclude digitization phases and a joint electronic infrastructure has been established in 2004 using second-generation identity documents which enabled customers to communicate with the government and to enjoy more than 600 services. This also gave the private sector the chance to deliver parallel services to meet the needs of more than 2 million users.

Mr. Thomas Jakobsen, Chief Executive Officer of Citizen Services, Copenhagen Municipality, Denmark, stated that the electronic approach adopted by Copenhagen Municipality saved a lot of money because citizens frequently use electronic government services provided by the Municipality throughout the whole year.

About 80 percent of the region's citizens tend to change their addresses online, which enhanced prosperity of the Danish people.

Denmark provides citizens with integrated government services through a personal number for each citizen that enables him to access websites of online banks, as well as the different Danish government services.

The vision of the Danish government aims at legally concluding the digitization process of all government services by 2015 while all correspondence will be done through an e-mail box provided by the municipality. All electronic services provided by the government have been launched while the website of the city of Copenhagen currently provides around 50 electronic services. A contact center that works 14-hours a day has also been established to meet customers' needs and to support them through the different procedures on the web portal. The contact center works in coordination with 3 other centers responsible for receiving customers and helping them use the web portal.

Senior volunteers also help others to use the web portal and to submit requests, for example the request for retirement. The digitization of government services played a significant role in reducing government spending as it saves around US\$4 million per year.

The workshop shed light on achievements of different Danish municipalities through

the digitization process as 90 percent of Copenhagen's residents currently use electronic banks and different companies of the private IDs for online sector. By the year 2015 all municipality services in all Danish cities will be provided through web portals. Relevant departments using technology have also been developed to comply with government's general vision aiming at complete digitization of government services.

The government has also adopted online advertising campaigns to ensure that its services can reach the majority of users and that it will raise social awareness on benefits of electronic services.

Mrs. Sidsel Skovborg, Head of Digitization, Municipality of Frederiksberg, Denmark, stressed that government services in her region help citizens conduct all their transactions using their computers from home which saves a lot of time and effort.

The Danish government stopped using paper documents for transactions between different government sectors, and in transactions between the public and private companies as well. The electronic development is currently based on effective planning to ensure more integration between government entities on one hand, and citizens on the other hand.

Summary of recommendations

- Providing services through government web portals enhances citizens' prosperity and saves time, effort and money.
- e-Government should work on achieving digital communication between different entities.
- Citizens should be encouraged and enabled to use electronic services to help the government achieve its goals related to the digitization of government services.
- Joint business plans should be developed between government entities to achieve consistency in service delivery and to ensure constant progress and improvement on different levels.
- Contact centers should be established to respond to customers' needs and support them through different procedures on the web portal, especially the senior citizens.
- Use of paper documents in transactions between different government sectors, and in transactions between public and private companies should be ceased.
- Effective planning should be carried out to achieve more integration between government entities on one hand, and citizens on the other hand.

Workshop on Government Services Experience

Canada's Experience



Speakers:

Mrs. Cheryl Fisher,
Senior General Director, Services Management, Canada Services

Mr. Guy Gordon,
Executive Director, Institute for Citizen-Centered Service

HE Richard Steele
Assistant Deputy Minister, Ontario Services

Moderator:
HE Abdulla Al-Basty
General Director, Emirate of Dubai's Executive Office





In this session titled "Canada Government Services Experience" the Canadian experience in delivering outstanding and internationally successful government services was reviewed. The discussions covered also the reasons behind the successful Canadian experience which depended on establishing one unified portal, in addition to designing client-focused services, and developing future plans to achieve more integration between parties concerned with delivering government services.

Discussion keynotes:

- » First keynote: Presenting the e-services provided by "Service Canada".
- » Second keynote: Presenting the "Service Ontario" experience.

First keynote – Presenting the e-services provided by "Service Canada":

Mr. Guy Gordon, Executive Director of the Institute for Citizen-Centered Service, presented an overview of the Canadian leading experience in providing services under one roof by implementing the one-stop-service concept, where all the services required by customers are delivered via one counter. It is based on the adoption of the cooperative approach, support of service delivery, training of a generation of managers and service providers, in addition to the delivery of services on three levels: local, regional, and federal.

The clients can call one number to have access to any government service they want. The one-stop-service-counter has become a platform for all the services provided by the government to clients. The efforts were focused on developing a unified culture and language for all services, by looking from the outside to the inside and asking what the client wants, and how to comprehend and respond to the same with the best possible ways.

Mrs. Cheryl Fisher, Senior Director General, Service Management, Service Canada touched upon the services delivered by Service Canada. She stated that "Service Canada" was established in 2005 at the federal level to help citizens have an easier, faster and smoother access to services. Unified government service centers were established and people were able to access these centers personally or by telephone, internet, or mail.

She added: "'Service Canada" has developed so fast. By 2007 more than 14 corporations had participated to facilitate the access to more than 50 service centers nation-wide, including mobile centers that provide programs and services to rural and remote areas".

She underlined that the project's ultimate goal is to provide one interface to have access to all government programs and services from anywhere, anytime. To ensure this is doable, employees were trained on providing services by using the "soft scale" technology, through training courses on how to understand the citizens' needs and requirements and how to fulfill them quickly.



"Providing services under one roof by implementing the one-stop-service concept, where all the services required by customers are delivered via one counter. It is based on the adoption of the participatory approach, support of service delivery, training of a generation of managers and service providers".

Guy Gordon



"The government and "Service Canada" have exerted efforts to develop the service culture and provide the best services to clients. Five future plans were developed to achieve more integration in service delivery".

Cheryl Fisher



"ServiceOntario seek to provide services that fulfill citizens' specific expectations through involving government employees into directly communicating with the clients in order to achieve satisfaction and provide them with valuable services. We invest in employees by developing the leadership, minimizing administrative levels, and training on service culture".

Richard Steele



The government and Service Canada have exerted efforts to develop the service culture and provide the best services to clients. Five future plans were developed to achieve more integration in service delivery. These services included the establishment of Service Canada College and designing the administrative services model and the client's experience center model. The service evaluation standards were set, including a biannual questionnaire for clients' feedback. This also included the establishment of partnerships with government entities to facilitate the delivery of services. This was not an easy task; Service Canada faced challenges related to convincing government entities to relinquish their role in providing services so that they can dedicate their efforts for developing policies. Finally, Service Canada was able to overcome these challenges with time, while it worked on enhancing the efficiency of private sector in service delivery.

The session also reviewed the service measurement mechanism on the strategic and operational level in "Service Canada". The measurement is done by using 85 scientific and strategic indicators in addition to 10 basic indicators that measure the service access speed, customer satisfaction, outcomes, outputs and time.

The session also reviewed coordination methods between local and federal entities and counties while dealing with "Service Canada", bearing in mind that the Canadian Government is federal and combines multiple entities. This is why we find one center offering local and federal services, and we see how clients are directed to the places that provide the services they are looking for.

Electronic services are used to facilitate the completion of transactions.

There are many ways for evaluating the services offered by "Service Canada". One way to do that is to use three types of evaluation processes. First type is biannual and is usually conducted by a third party or private company that makes a quantitative survey to evaluate the services. This type intends to measure the clients' opinions towards the easy access to the services and outputs. In this type, clients' satisfaction rate reached 80%. Second type is a quantitative one conducted by the "mystery shopper" to evaluate the quality of provided services and how they are supposed to be delivered by employees. Third type is administrative evaluation; this one is conducted from time to time to know what is going on in the management field and the reasons behind employees' negligence, if any. Evaluations are usually conducted within a three-week period.

"Service Canada" presented the future plans developed in order to increase client's satisfaction above the 80% rate achieved so far. This is a serious challenge that can be overcome by studying the indicators and searching for processes that will help achieve the targeted client satisfaction.

Second Topic – presenting "Service Ontario" experiment:

HE Richard Steele (Assistant Deputy Minister, ServiceOntario) made an overview about the emergence of "ServiceOntario" and its experience. "ServiceOntario" is considered part of the initiative of the Ontario Local Government

in Canada. This initiative aims at facilitating government services for Ontario citizens in terms of cost and accessibility. "ServiceOntario" is the entity responsible for providing services for citizens via e-services kiosks, internet, and mobile phones deployed all over Ontario.

These services are so diverse and include the registration of a large set of services such as health cards, birth certificates, marriage certificates, death certificates, driving licenses, vehicle registration, business registration, hunting licenses, fishing licenses, etc. "ServiceOntario" faces many challenges related to the differences between the quality and costs of services delivered to citizens and those delivered to businessmen, as well as challenges related to service accessibility via internet. Therefore, the government decided to establish one entity that provides government services in a way that overcomes such challenges, and ensures better services for the public.

The session reviewed the basic principles adopted by "ServiceOntario". These principles include: knowing all the internal solutions related to government services, working as one team with the respective Ministry programs, developing better understanding of government services, in addition to adopting a unified financial form for paying the charges of services.

"ServiceOntario" aims at providing services that answer specific expectations of citizens that can only be fulfilled by involving government employees who directly communicate with clients to achieve satisfaction and provide them with valuable services. It invests in employees by developing the leadership, minimizing administrative levels, and training employees on service culture.

"ServiceOntario" also provides services for the private sector like businessmen and investors. These services include providing administrative services and issuing licenses via the website "one source" where businessmen and investors can complete their transactions.

More than 300 services are offered in one place. Employees coordinate with concerned persons to complete a set of transactions in different fields, such as paying taxes and other transactions. All these actions are done in cooperation with front office and back office employees, where everyone focuses on quickly completing services and referring transactions of specific technical nature to respective employees.

Summary of recommendations

- All services should be transformed into electronic services to become easily accessible via internet and mobile phones.
- Customer Service Centers should be provided at both local and federal levels (one-stop-service concept).
- Specialized centers should be established to train employees on professional customer service relationships and educate them on service culture.
- An integrated financial model should be adopted for paying service fees, and minimize administrative levels.
- It is necessary to work as one team and develop a better understanding of government services.
- Surveys should be conducted to explore clients' satisfaction, in three types:
 - First type: mystery shopper survey.
 - Second type: biannual quantitative survey to evaluate services.
 - Third type: administrative evaluation of employees.

Workshop on Government Services Experience

Australia Experience



Speakers:

HE Grant Tidswell
Head of services, Department of Human Services, Queensland

Moderator:
Mr. Abdulla Bin Touk
Head of Infrastructure & Environmental Policies in the Policies & Strategy Affairs at the Prime Minister's Office UAE





“It is important to have various service channels, particularly when it involves using information technology solutions to minimize employees’ efforts and time required for completing transactions. This is also important for establishing a performance measurement system in service delivery to follow up and develop services on a regular basis”.

HE Grant Tidswell

The “Government Services Experience in Australia” session presented the service delivery model adopted by “Centrelink”, which is considered a role model. The session also viewed the main channels for providing “Centrelink” services, and the basic components required to ensure the quality and efficiency of those services. It also discussed the future steps for enhancing services for the next stage.

Discussion Topics: Service Delivery Model in “Centrelink”:

HE Grant Tidswell, Deputy Secretary, Service Delivery Operations, Department of Human Services, Queensland presented the “Centrelink” model which was first established in 1997 to create a one stop shop capable of providing all government services, facilitating citizens’ interaction with government, and enhancing society engagement. Today the majority of this entity’s activities are focused on submitting and distributing governmental aid.

Mr. Tidswell underlined the importance of having various service channels, particularly when it involves using information technology solutions to minimize employees’ efforts and time required for completing transactions. This is also important for establishing a performance measurement system in service delivery to follow up and develop services on a regular basis.

Mr. Tidswell presented the successes and accomplishments achieved by adopting this model. He also talked about the challenges that faced “Centrelink” since its establishment, and reviewed the necessary future directions to overcome those challenges and enhance the quality and efficiency of government services.

Government services and procedures have been redesigned and reengineered to facilitate an integrated accessibility to government services

and aid. This is done from the beneficiaries’ perspective, whether individuals or families. This approach is a major key factor of success; however it poses a major challenge due to the massive efforts required for coordination with government entities and the technical challenges facing the linking process.

This entity was established to focus on providing services, without intervening in policies and legislations that fall within ministry jurisdictions. This has helped “Centrelink” focus on providing services and supporting respective government entities by continuously enhancing and developing services.

The maturity of Australia’s governance approach has helped facilitate and support “Centrelink” model which depended on the multiplicity of services provided to the entity. The centralization of the “Centrelink” model has helped establish a large entity that is capable of reliably fulfill the needs of both applicants and beneficiaries. Despite the challenges caused by the vast difference between developing communities and large urban cities in Australia, and the differences between the citizens’ needs and expectations, the entity was able to demonstrate the importance of distributing resources properly all over Australia.

“Centrelink” one stop shop experience is being continuously improved to provide services and minimize the number of counters. This has helped upgrade the services from the financial and human resources perspective, and has also increased the level of customer satisfaction by minimizing the time required for completing the transactions.

Despite the increasing dependence of clients on the new electronic channels, there is still a large section of society that prefers to physically visit the entity centers (most of those individuals are the elderly and special-needs individuals). There

is a challenge in how to decrease dependence on demanding these costly channels. One of the biggest challenges that faced “Centrelink” was how to deliver services on behalf of multiple government entities to individuals with a variety of expectations and requirements, and how to work on linking the different aspects of operations and systems and to persuade these entities that “Centrelink” is capable of delivering these services on their behalf.

Since the establishment of “Centrelink”, the information technology world has witnessed a great development. Therefore, updating and linking new systems, while maintaining

the continuity and quality of services, poses a great challenge. Thus, governments need to address many issues including updating the infrastructure, adopting an approach of continuous improvement, simplifying procedures, developing performance measurement mechanisms, coordinating work between government entities and taking citizens’ opinions into consideration. This approach should also focus on the time needed to accomplish the above and on the best way to achieve it. All the above will eventually result in improving services and strengthening society’s confidence in government’s capability of delivering these services efficiently and on continuous basis.

Summary of recommendations

- One counter that provides all government services should be established to facilitate citizens’ interaction with government services and reinforce society’s engagement.
- It is important to have various service channels, particularly when related to using information technology solutions to minimize employees’ efforts and time required for completing transactions.
- A performance measurement system in service delivery should be developed to follow up and develop services on a regular basis.
- Government services and procedures should be redesigned and reengineered to facilitate the integrated accessibility to government services and aid. This should be done from the beneficiaries’ perspective, whether individuals or families.
- Customer service centers should focus on providing services, without intervening in policies and legislations, which fall within ministry jurisdictions. This helps to focus on providing services and supporting respective government entities by continuously enhancing and developing services.
- It is important to continuously improve the “one stop shop” or the “customer service centers” experience to provide services and minimize the number of outlets. This will help upgrade the services from the financial and human resource perspectives, and will also increase the level of customer satisfaction by minimizing the time required for completing the transactions.
- An approach of continuous improvement should be introduced to simplify the procedures.
- Joint work between government entities should be coordinated and citizens’ opinions taken into consideration. This will eventually result in improving services and reinforcing society’s confidence in government capability of delivering these services efficiently and on continuous basis.

Workshops on Government Services' Best Practices

Workshop on Building the Culture of Innovation in Government Sector

South Korea Experience



Speakers:

HE Chang Kiung Su

General Director, International Commodities Department, Public Purchase Service.

Mrs. Huang Jong Song

Deputy Mayor, Information Technology, Executive Head of Information, Government of Seoul City

Mr. Kuak Beyoung Jin

Executive Director, Information Department, Policy Planning Sector, Ministry of Public Administration

Moderator:

HE Muhammad Giath

Executive Director, Technology Development Affairs, Telecommunication Regulatory Authority





“Building the Culture of Innovation in Government Sector – South Korea Experience” session reviewed the ways and tools adopted by South Korean government in building and developing a culture that supports innovation in government services, and the lessons learned from this unique experience. The South Korean government has invested in improving the quality of government services to maximize the customer experience. The South Korean government focused on increasing service accessibility and the delivery of citizen-centric services.

Discussion Topics:

- » First topic: The Experience of the Ministry of Public Administration & Security in South Korea.
- » Second Topic: The Experience of Seoul Metropolitan Government.

First topic – The Experience of the Ministry of Public Administration & Security in South Korea:

HE Chang Kyung-Soon, General Director, International Affairs, Public Procurement Service, talked about the experience of the Ministry of Public Administration & Security in South Korea in terms of electronic services provided to the public round the clock. This experience was the 2nd place winner in the United Nations Public Service Award in 2011. The session focused on the massive environmental benefits that resulted

from this electronic experience which also participated significantly in minimizing the costs of repeated visits to the offices of government entities.

The Ministry has launched its round the clock electronic services system to improve accessibility to government services, increase confidence in such services, and drastically minimize economic and social costs. South Korea has focused on electronic transformation, and government services were successfully developed and directed to serve society in the first place. One of the most important initiatives in this respect was the establishment of KONEPS (Korea Online E-Procurement System) which helped facilitate procurement contracts between government entities and companies.

Second Topic – The Experience of Seoul Metropolitan Government:

Mr. Hwang Jong-Sung, Assistant Mayor of IT (CIO), Seoul Metropolitan Government, talked about Seoul City experience in consolidating the concepts of shifting to e-government since the early 1990’s, and has become today one of the most developed countries in electronic systems. In 2009, the United Nations ranked Seoul as No.1 in the world and as a pioneer city in e-government services.



“The Ministry has launched its round the clock electronic services system to improve accessibility to government services, increase confidence in such services, and drastically minimize economic and social costs”.

HE Chang Kyung-Soon



“The establishment of government social network to link government employees has helped expedite the decision-making process and the transformation to e-payment for all transactions. All this has contributed to the success of the whole e-government transformation process nation-wide”.

Mr. Hwang Jong-Sung



“The United Nations questionnaire (e-government questionnaire) has shown that South Korea has moved from rank 13 in 2003 to the 1st rank in 2012.”

Mr. Kwak Byeong-Jin



The implementation of the electronic system has witnessed three basic stages:

1) 1.0 System: This system started shaping the old, traditional system.

2) 2.0 System: This system encouraged the effective participation of citizens in the decision-making process. A "Thought Gate" was established in 2010 where suggestions of more than 50 000 citizens were gathered. As a result of these suggestions, 82 laws were issued.

3) 3.0 System: This system adopted the government's "smart" strategy that depended on information analysis through the transformation of Seoul information center which was established to gather and analyze unified information, and facilitate the research, analysis, and development process.

The establishment of government social network to link government employees has helped expedite the decision-making process and the transformation to e-payment for all transactions. All this has contributed to the success of the whole e-government transformation process nationwide. An electronic "social map" was established, where citizens can participate in important events and better face the consequences of natural disasters and power outages (blackouts). Electronic software was created online for paying taxes, custom clearance, and women & children emergency cases.

Mr. Hwang Jong-Sung also added that since 2002 the "Korean Experience Sharing Program" has helped cooperate with 34 countries. Volunteering Delegations (approximately

4000 volunteers) were sent to educate people to electronic education and train targeted countries' employees on modern information technology. The lessons offered by South Korea in its approach to successfully change management mainly depend on training and educating on the importance of transfer. It also focuses on changing the general impression and the culture of traditional services. This is achieved by conducting a clear media campaign.

Mr. Kwak Byeong-Jin, Director, Information Division, Policy Planning Bureau, Ministry of Public Administration, spoke about the electronic services in the South Korean government. He said that the government started to use computers in 1987 and things developed throughout the years. Nowadays, the government is using the best of systems and software. The United Nations survey (e-government survey) has shown that South Korea has moved from rank 13 in 2003 to the 1st rank in 2012. He mentioned that using electronic products has led to an increase in electronic purchases revenue from 36 Trillion Won in 2003 to 64 Trillion Won in 2011. The government also saved 400 Billion Won by using electronic services.

Some of the initiatives adopted by the South Korean government in the field of electronic services include:

- Integrated electronic portal (web portal) open 24/7, 365 days.
- 3,000 services available on the website.
- 1,000 types of documents available on the website.

- Providing electronic programs and websites for a variety of government services.
- Minimizing the use of papers in government services.

Summary of recommendations

- A call should be addressed for building and developing a culture that supports innovation in government services.
- Electronic services should be provided round the clock to the public to minimize costs of repeated visits to the offices of government entities.
- Government services should be developed and directed to serve the society in the first place.
- A transition to smart government should be performed by adopting the government's "smart" strategy that depends on information analysis to facilitate the research, analysis, and development process.
- An information center should be established to gather unified information and facilitate research, analysis, and development process.
- A government social media linking government employees should be established to help expedite the decision-making process and the transformation to e-payment for all transactions.
- An electronic "social map" should be established to invite citizens to participate in important events and make suggestions.
- Software for electronic customs clearing should be developed.
- Software for women & children emergency cases should be created.
- It is important to create Experience Sharing Programs with other countries and send volunteers to educate people about electronic culture and train employees in countries that are less privileged in modern information technology.
- It is important to develop an approach to successfully change management that mainly depends on training and educating on the importance of transfer. It should also focus on changing the general impression and the culture of traditional services. This is achieved by conducting a clear media campaign.

Workshops on Government Services Best Practices

Workshop on Government Services Experience in Brazil

In cooperation with Fundação Getulio
Vargas (FGV)



Speakers:

HE Luiz Alberto De Santos

Assistant Minister, policy analysis and follow-up, State Presidency, Brazil.

Dr. Beano Sclera Cavalcanti

International manager, Fundação Getulio Vargas, Brazil

Dr. André Victor Barrence

CEO at Minas Gerais State Office for Strategic Priorities

Moderator:

HE Mariam Al-Suwaidi

Deputy CEO, Securities & Commodities Authority





The workshop on “Government Services Experience in Brazil” reviewed Brazil’s pioneering experience in achieving quick development, improving the quality of citizens’ lives, increasing the compatibility of its economy, transforming & expanding its service delivery, and improving clients’ experience.

Discussion Topics:

» First Topic: Provide services in education, health, and social services, in addition to improving the experience of beneficiaries in Brazil.

» Second Topic: Improve the level of education.

First Topic – Provide services in education, health, and social services, in addition to improving the experience of beneficiaries in Brazil.

HE Luiz Alberto dos Santos, Deputy Minister for Analysis and Follow-Up of Government Policies, Brazil, described the challenges that faced Brazil. Brazil was in the red among poor countries, but it managed to confront poverty by conducting a comprehensive development process from 2003 to 2011. This development process targeted education, health, and social services, with the following goals:

- Control poverty and enhance human development.
- Improve health programs.

- Increase the rate of children joining schools.
- Reinforce the government open partnership initiative in order to enhance transparency and social participation.
- Monitor the outcomes and impact of government legislations.

The development process started in 2003 by focusing on education and health. In 2004, the financial aid program for families (“Bolsa Família”) was established to target families with limited income, and families below poverty line.

In 2011, the Brazilian government launched two programs for developing the “Bolsa Família” by focusing on social aspects and human development. Brazil was able to achieve highest records on the international Human Development Index; and it also managed to restrain the spread of incurable diseases by developing health programs like “Family Health Monitor Program” for all family members and educating people on the importance of healthy diet.

Dr. Bianor Scelza Cavalcanti, International Director, Fundação Getulio Vargas, Brazil exposed the “Bolsa Família” program which gives financial aid to families in order to help lower sections of the middle class. Today, 13.9 million families benefit from this program which is targeted to people in “Extreme Poverty” and poor people who earn 70 – 140 Brazilian Real per month. To receive the monthly salary, families have to bring their children for regular medical check-ups,



“Bolsa Família program gives financial aid to families in order to help lower sections of the middle class. To receive the monthly salary, families have to bring their children for regular medical check-ups, and have to prove that the children are going to schools”.

Dr. Bianor Scelza Cavalcanti



“The most important reasons for the success in upgrading education level in Brazil are: well-defined vision, prudent leadership, clear laws and legislations, and concentrate on developing teachers’ capabilities”.

Dr. André Victor Barrence



“The development process started in 2003 by focusing on education and health. In 2004, the financial aid program for families “Bolsa Família” was established to target families with limited income and families below poverty line”.

HE Luiz Alberto dos Santos



and have to prove that the children are going to schools.

Dr. Cavalcanti defined three points for fighting poverty:

- Ensuring accessibility to electronic services in government entities.
- Fighting hunger by providing food, medication, security, and jobs.
- Mutual cooperation between government entities (horizontally and vertically).

Dr. Cavalcanti also talked about the launch of the government open partnership initiative which aims to encourage social participation and monitor the outcomes and impact of government legislations. A decree was issued in 2011 to facilitate access to information, which contributed to the reinforcement of transparency.

Second Topic – Improve the level of education:

Dr. André Victor Barrence, CEO at Minas Gerais State Office for Strategic Priorities, talked about the increase in the rate of children joining school, which reached 78%. This was achieved thanks to the efforts exerted by the government to continuously encourage education and monitor students’ attendance. Decentralized committees were formed to follow up these projects, which had a positive impact on work progress.

Brazil developed a strategy to achieve its goal: “To teach reading and writing for every child in the elementary stage”. The program focused on developing teachers’ capabilities to encourage students to read and write. The program is currently being developed to include contributions in sciences and math.

Most important reasons for success in upgrading education in Brazil are:

- A well-defined vision.
- Prudent leadership.
- Clear laws and legislations.
- Concentration on developing teachers and providing electronic software to develop their work.



Summary of recommendations

- Poverty should be countered by a comprehensive development process including education and health sectors. This is achieved by reinforcing human development, improving health, education, and social affair programs, and encouraging children to join schools and the youth to join universities.
- Transparency and social participation should be reinforced, and the outcomes and impact of government legislations monitored.
- Form decentralized committees to follow up government projects in health and education areas.
- Focus should be placed on the reasons of success; having a well-defined vision on the short and long run, prudent leadership, establishment of clear laws and legislations that are easy to implement, focusing on developing teachers’ capabilities, and providing technical software to develop, train, and qualify teachers.

Workshop on Examples of the United Nations Public Service Award

Innovation in simplifying administrative
procedures and updating legislations
Mexico – Netherlands



Speakers:

Uriel Marquez Carrasco,
Former Undersecretary for the Civil Service, Mexico

Mr. Juicy Manuel Sukri Sephyony
Program Manager, United Nations Administration for Economic and Social Affairs

Mrs. Rosalie Braz
Manager, Knowledge Center Model Initiative, Netherlands

Moderator:
Colonel Aziz Al-Amri,
Head of Strategy and Performance Development Dept. Ministry of Interior





“Mexico won this award thanks to its accomplishments in defining useless procedures that have to be revoked. This initiative aims to encourage distinguished government services”

HE Uriel Marquez Carrasco

The session titled “Innovation in Administrative Simplification and Updating Respective Legislations to Achieve Efficiency in Services” reviewed the experience of Mexico and Netherlands, 1st place and 2nd place winners of United Nations Public Service Award, respectively. The session discussed the accomplishments of both countries regarding the update of government communication/outreach with their people in terms of quality of public services rendered in this field, which led both countries to being granted first and second awards.

Discussion Topics:

- » First Topic: Mexico (1st place winner of United Nations Public Service Award in 2011)
- » Second Topic: Netherlands (2nd place winner of United Nations Public Service Award in 2011)

At the beginning of this session, Jose Manuel Sucre-Ciffoni, Program Manager, United Nations Department of Economic & Social Affairs, said that the United Nations Public Service Award aims at promoting public services. The importance of this award is in the fact that many entities apply for it, thinking that they will get money as a reward. However, we at the United Nations only give a small certificate, but this small certificate means a lot for the winning entity as well as for the country receiving it. Nevertheless, it is a very enriching concept. We work on gathering experiences related to performance and improving services, and apply those experiences in other countries. In many cases, we encourage bilateral cooperation. We also encourage people to learn about others’ experiences and use international platforms as a stimulus to improve government services.

First Topic – Mexico (1st place winner of United Nations Public Service Award in 2011):

HE Uriel Marquez Carrasco, Former Secretary for Civil Service, Mexico said that Mexico won this award thanks to its accomplishments in defining useless procedures that have to be revoked. This initiative aims to encourage distinguished government services.

Mr. Carrasco talked about Mexico’s success story after the 2008 recession during which Mexico witnessed a great decrease in gross domestic product, accompanied by an increase in unemployment from 3% to 6%. This situation showed that there was an urgent need for organizing government procedures and making them more effective.

Mexico launched an initiative that contained multiple aspects, namely:

- Engage citizens in defining the useless procedures by dedicating a website for suggestions.
- Reward participants who make suggestions about problems and solutions.
- Implement a system to reduce procedures and expedite the completion of transactions.



Mr. Carrasco added that 21 000 individuals participated in submitting initiatives. At the beginning, the government of Mexico faced major problems in implementing these initiatives, such as:

- Only 60% of the projects were feasible.
- Bureaucratic nature of government work.

Over a 3-year period, the Mexican government managed to overcome the obstacles by distributing projects to corporations, where each agency was in charge of two projects, and evaluation was completed every two years to ensure the success of the projects. In three years, 700 projects were accomplished and procedures were simplified for both employees and clients.

The initiative outcomes were positive. Transactions’ completion rate witnessed 39% increase in 2012, along with an increase in transaction information quality. Mexico’s rank on the Ease of Doing Business index moved from rank 73 in 2006 to rank 48 in 2011. The reasons behind this success can be credited to the prudent leadership and the mutual cooperation between establishments and people.

Second Topic – Netherlands (2nd Winner of United Nations Public Service Award in 2011):

Mrs. Rosalie Brasz, Director Informal Pro-Active Approach Model Knowledge Center, Netherlands reviewed the experience of her country in reinforcing the quality of government services and communication with the Dutch people.

She said that a survey showed that 11% of Dutch complaints were related to government procedures. She mentioned that her government works thorough laws and legislations that have been laid to narrow the gap between the government and the people in terms of delivering complaints and communicating with the people in general.

She also exposed the interactive initiative of the Dutch Ministry of Interior which contributed to the reinforcement of this communication. The Ministry implemented the “unofficial anticipation” in solving disputes and complaints. This came as a result of the exacerbating waste of public money and the submittal of legal complaints. The anticipation form (IPAM) included multiple mechanisms for solving disputes such as receiving complaints and solving disputes while they are still in the initial stages before starting legal actions.

This form was implemented in 300 local government entities, which reduced the waste of public money with a rate of 37% and solved 50% of the disputes in their initial stages without entering into legal actions and prolonged trials. This has helped increase the clients’ satisfaction by 20%.

The Dutch government future plan focuses on implementing this system in all government entities during the coming years (more than 5000 entities). In the short term, the government will work on implementing this system in 50% of government entities prior to 2016.



"Our government works thorough laws and legislations that have been laid to narrow the gap between the government and the people in terms of delivering complaints and communicating with the people in general".

Mrs. Rosalie Brasz

Summary of recommendations

- Innovation should be used to simplify administrative procedures and streamline legislations.
- International platforms should be used as a stimulus to improve government service. This can be achieved through the participation of countries in exchanging performance related experiences.
- Citizens should be engaged in the identification of useless procedures in order to be able to develop government services.
- Procedures should be minimized, and the process of completing government transactions enhanced and expedited.
- Processes for solving disputes, such as for receiving complaints and solving disputes should be developed, in initial stages before starting legal actions. This will save time and money for all parties.



Workshops on Government Services Best Practices

Workshop on Examples of the United Nations Public Service Award

Innovation in developing networks
and partnerships
Japan – Saga Prefecture



Speakers:

Hiroshi Kawashima

Information Senior Advisor and former Executive President, Saga Government, Japan

Mr. Kenichiro Yamada

Executive President, Saga Center for Supporting Civil Activities, Saga Government, Japan

Mrs. Hiruko Fujisaki

Chairman of Human Resources Development and Organizational Culture Group, Saga Government, Japan

Mr. Ulrich Graute

Senior Advisor, United Nations Department of Economic and Social Affairs

Moderator:

Mr. Abdulla Bin Touk

Head of Infrastructure & Environmental Policies in the Policies & Strategy Affairs at the Prime Minister's Office UAE





The workshop titled "Innovation in Forming Networks and Partnerships - in cooperation with the United Nations" reviewed Japan's experience represented by Saga Prefectural Government, 1st place winner of United Nations Public Service Award.

Discussion Topics:

- » First Topic: Review of Japan Experience, Saga Prefectural Government: Cooperation Test (1st place winner of United Nations Public Service Award).
- » Second Topic: Review of Japan Experience, Saga Prefectural Government: Invention of Saga Project (2nd place winner of United Nations Public Service Award 2010).

First Topic – Review of Japan Experience, Saga Prefectural Government: Cooperation Test (1st place winner of United Nations Public Service Award):

Dr. Hiroshi Kawashima, Special Advisor & ex-CIO, Government of Saga, Japan, made an elaborated presentation about the Saga experience in the Cooperation Test. This test shows how Saga city developed a new approach known as "Cooperation Test" to encourage the exchange of knowledge between public and private sectors, and the cooperation arrangements made to improve the quality of government

services. This approach has created a platform to exchange ideas between government, and civil society organizations and private sector. This process aims to improve government services through centers, or city meetings, or online cooperation. The government has adopted 351 suggestions out of 582 submitted by civil society organizations. These suggestions were implemented on 290 government services so far, which led to an increase in citizens' satisfaction index.

The Cooperation Test approach adopted full transparency in government's budget and how to present it to the private sector and civil society. This helped both parties to participate in government's effort in providing and improving the services.

Saga Prefectural Government sought to sustain this approach by carrying out basic changes that included budget presentation so that it can be understood by all society sections. It also tried to create a unified goal, approved by everyone in the government, the private sector, and civil society organizations. This goal is to increase the rate of clients' satisfaction with regards to the services provided. This made 700 companies submit their suggestions on the improvement of services, transfer of decision-making mechanism in the government and the way government deals with and responds to private sector.



This approach would not have succeeded without the presence of a strong leadership that supports and adopts full transparency in information sharing, as well as the presence of government officials who believe in open and anticipating thinking.

Second Topic – Review of Japan Experience, Saga Prefectural Government: Invention of Saga Project (2nd place winner of United Nations Public Service Award 2010):

Mr. Kenichirou Yamada Executive Director, Saga Civil Activities Support Center, Japan, said that the success of "Cooperation Test" project has led to the launch of Saga Project; a mutual research and development project between public and private sectors that aims at developing new services by linking the private sector's expertise and modern technologies with the public sector's knowledge of social needs.

The project depended on both parties' willingness to make research and development, without paying any money to each other; the project is based on a contract between both parties. Through this project, Saga Prefectural Government succeeded in developing innovative solutions for its problems, and was able to create new opportunities for private companies and develop new modi operandi in government.

Since 2007, this initiative has provided a platform for exchanging knowledge. It has showed new social requirements and contributed in the field of experiences inside the government, where private companies deliver the latest technologies and mechanisms in response to the new social needs. This way, both public and private sectors share their knowledge. Saga Prefectural Government managed to develop the following three inventions with the private companies: First: building new solutions by using the latest technologies, particularly information and communication technology; Second: creating job opportunities for small and medium enterprises with national or international projects by using the latest technologies; Third: developing new working patterns in the government administration to improve the efficiency of operations in the public sector.

At the conclusion of the session, speakers emphasized the importance of transparency between public and private sectors, as well as the importance of giving opportunities for all people interested in participating in the process of improving services. The government's relation with the private sector should be driven by the desire to build a true partnership that would contribute to the building and serving of society.



“The cooperation test approach depended on encouraging exchanging knowledge between public and private sectors, as well as on cooperation arrangements that would improve the quality of delivered government services”.

Dr. Hiroshi Kawashima

Summary of recommendations

- Surveys and questionnaires should be developed to set the directions of governments’ strategies.
- Programs and approaches which represent a platforms for exchanging ideas and suggestions between government, civil society organizations and private sector should be developed on how to improve government services.
- Drastic changes should be made, including budget presentation, and make it look easier so that a wider section of people can understand this budget.
- There should be a strong leadership that supports and adopts full transparency in information sharing, as well as the presence of government officials who believe in open and preemptive thinking.
- Joint research and development projects between public and private sectors should be established in order to develop new services.
- Private sector’s expertise and modern technologies should be linked with the public sector’s social needs.



Workshops on Government Services Best Practices

Workshop on Examples of the United Nations Public Service Award

Innovation in Electronic Services Republic of Korea



Speakers:

Mrs. Jeong Min Sun

Vice President, Electronic Services Department, Ministry of Public Administration & Security,
South Korea

Dr. Pyong Siob Kim

Professor, Seoul University, South Korea

Mrs. Anni Haataja

Information Management Officer at United Nations Department of Economic and Social Affairs

Moderator:

HE Muhammad Giath

Executive Director, Technology Development Affairs, Telecommunication Regulatory Authority





"The electronic service, winner of the 2nd place in the United Nations Public Service Award 2011, has significantly contributed to the reduction of economic and social costs".

Mrs. Jeong Min Sun



"Financial services, such as paying taxes, bills and fines, are the most popular among electronic services".

Mrs. Anni Haataja

Speakers in the "Innovation in e-Services" workshop, held in cooperation with the United Nations, discussed the experience of South Korea in the field of electronic services, the 2nd place winner of the United Nations Public Service Award 2011. Ministry of Public Administration & Security won this award for providing round the clock electronic services for the public.

Discussion Topics:

- » First Topic: United Nations electronic governments' survey
- » Second Topic: South Korea experience

First Topic – United Nations electronic governments' survey:

Mrs. Anni Haataja, Information Management Officer at the United Nations Department of Economic and Social Affairs reviewed the most important results of the United Nations survey related to the quality of electronic government services in some countries in 2012. These results showed that 88% of the governments updated their websites once every three months.

In 94 countries covered by this survey, very poor electronic services are provided; and governments are required to develop long-term strategies to enable electronic connection between all government departments.

Financial services, such as paying taxes, bills and fines, are the most popular among electronic services. Other popular services include registering new born babies, real estate transactions, etc.

Mrs. Anni Haataja emphasized that it is important for the government to include social networks such as Facebook and Twitter in the electronic platforms. This will help add variety to communication channels and provide opportunities for the youth to get involved in the decision-making process.

Second Topic – South Korea experience:

Mrs. Jeong Min Sun, Deputy Director of e-Public Service Division, Ministry of Public Administration & Security, South Korea talked about Korean experience in providing innovative electronic services. An example of this was that the South Korean government has launched its round the clock electronic services system in order to improve clients' accessibility to these services and increase confidence in them.

The electronic service, winner of the 2nd place in the United Nations Public Service Award 2011, has significantly contributed to the reduction of economic and social costs. This service has reduced the documents required to complete a transaction, with a rate of 188.4 documents in comparison with traditional ways. This service can complete more than 3,000 different types

of transactions in a few minutes. It is designed in such a way that fits the requirements of all categories of the Korean society, regardless of their ages.

Government electronic services are mandatory in South Korea. The government has issued laws and executive bylaws to ensure that all government departments abide by linking their services electronically.

Summary of recommendations

- Government should focus on the quality of government electronic services.
- Long-term strategies should be developed to enable electronic interfacing between all government departments.
- Government electronic services should become mandatory. The government should issue laws and executive bylaws to ensure that all government departments abide by linking their services electronically.
- Government should include social networks, in the government's electronic platform. Such tools are very important in diversifying communication channels between the public and the government.
- Government should benefit from the advantages of electronic systems to save effort and time for both clients and government departments, as well as to reduce economic and social costs for clients.
- It is important to update websites once every three months.

Education and Employment:

Preparing Future Generations for the Job Market



Speakers:

HE Dr. Mugheer Al-Khaili

General Manager of Abu Dhabi Education Council and a member of the Executive Council, Abu Dhabi, United Arab Emirates

HE Ali Meihad Ali Al-Suweidi

Acting Undersecretary, Ministry of Education, United Arab Emirates

HE Dr. Abdulla Al-Karam

Chairman of the Board of Directors, General Manager of Knowledge and Human Development Authority, Dubai government, United Arab Emirates

HE Eng. Hussain Ibrahim Al-Hammadi

Director General of Abu Dhabi Center for Technical & Vocational Education & Training, United Arab Emirates

HE Dr. Ali Rashid Al-Nuaimi

Manager, United Arab Emirates University, United Arab Emirates

HE Dr. Abdul Rahman Al-Our

Director General, Federal Authority for Government Human Resources, United Arab Emirates

HE Nasser Al-Hamli

Assistant Undersecretary for Technical Office of the Minister of Presidential Affairs, United Arab Emirates

HE Naser Buti Al-Shamsi

Director General, The National HR Development and Employment Authority (TANMIA), United Arab Emirates

HE Abdulaziz Al-Ghurair

Executive President, Al-Mashreq Group, Chairman of Al-Ghurair Investments, United Arab Emirates

Moderator:

Dr. Khalifa Al-Suwaidi

Faculty Member, United Arab Emirates University, Author and Presenter of "Khatwa" TV program.





Under the title “Education and Employment - Preparing Future Generations for the Labor Market” the session discussed an issue that concerns a large section of society. Dr. Khalifa Al-Suwaidi indicated that the United Arab Emirates experienced significant accomplishments in the education sector over the past few years. The session also addressed the necessary skills for entering the labor market, and how to connect these skills to the needs of the labor market through educational institutions.

Discussion Points:

- » The future question related to the UAE Vision 2021 would be: Do our students possess the necessary skills to enter the labor market?
- » Is there any connection between labor market needs and our educational institutions? And how can we increase the competitiveness of our graduates and increase the available job opportunities with regards to the growing number of graduates?

HE Abdulaziz Al-Ghurair Executive President, Al-Mashreq Group, Chairman of Al-Ghurair, Investments noted that there is a gap between education outputs and market needs in the private sector. In addition to that, graduates do not get sufficient training from the public sector and therefore they are not fit for the labor market.

HE Ali Mehad Al-Suwaidi, Acting Undersecretary, Ministry of Education, mentioned that the Ministry has prepared a initiative Constituent to bridge the gap between high school education and tertiary education. This initiative Constituent will be achieved by implementing curative

programs and plans to meet the needs of general education.

Al-Suwaidi focused on addressing the major challenge that faces the Ministry of Education, namely the gap in extracurricular skills. HE added that as part of its commitment to UAE Vision 2021, the Ministry of Education is working towards developing life skills in students enabling them to assume their national responsibilities towards themselves and society.

Al Suwaidi then went on to note that the Ministry of Education stresses in its programs and curricula on ensuring that students gain a comprehensive set of knowledge skills that are embodied in the study materials, such as language, math, sciences, information technology, arts, and non-knowledge skills such as flexibility, adaptation, and commitment.

HE Dr. Abdulla Al-Karam, Chairman of the Board of Directors, General Manager of Knowledge and Human Development Authority, Dubai, said that graduates of private education, whether schools or universities, do not face any problems in the labor market. HE noted that graduates of public education are the ones who face difficulty in accessing the labor market.

HE also indicated that we are living in a fast-paced world where the labor market is susceptible to the fluctuations in the national to economies. Recent statistics displayed that the top 10 most popular jobs in the United States did not even exist in 2004.

It is important to prepare students for jobs (professions) that have not yet been designed.

Hence, it is imperative to reconsider the current assessment and examination systems. We should teach students how to learn and how to have renewable skills that would help them keep pace with the developments in information technology, as well as in the labor market. We have to define the impact of these variants on changing our perspective of education and its relation with labor market. We have to think of how to qualify our students and make them ready for using technologies that have not yet been invented.

With regards to the issue of students’ dropout rates from schools, studies reviewed by the Knowledge and Human Development Authority showed that the current dropout rate is one in five.

HE Ali Mehad Al-Suwaidi, Acting Undersecretary, and Ministry of Education agreed with Dr. Al-Karam on the difference between private education and public education graduates. HE also pointed that there are some problems with the private education sector that need to be defined and addressed. Education specialists emphasized the importance of providing students with vocational qualifications and training on the work environment before they enter the labor market.

HE Dr. Mugeer Al-Khaili, General Manager, of Abu Dhabi Education Council, said that Abu Dhabi Government has started to develop the education process from a stand point that aims to transform students from the stage of “learning to pass the exam” to the stage of “focusing on acquiring skills” as a basic requirement for 21st century students. This has resulted in a

strong focus on qualifying teachers, developing appropriate curricula and skills development, in addition to training the students on innovative/creative thinking and problem-solving capabilities.

Dr. Al-Khaili noted that Abu Dhabi’s Government has formed a committee for planning human resources in order to define the actual needs of engineers, doctors and other professions, and coordinate with educational institutions to secure these diverse needs. HE emphasized the importance of clearly defining the specializations needed for the next stage. After that, Abu Dhabi Education Council will develop its policies and plans for urging students to study such specializations.

HE Dr. Ali Rashid Al-Nuaimi, Manager of United Arab Emirates University affirmed that, according to reports and studies, graduates of public universities are considered better than graduates of private universities. However, there is an urgent need to change student perceptions way of thinking and make them acquire a number of personal features like seriousness and discipline to help them endure and survive the difficulties of the labor market.

HE Naser Butti Al-Shamsi, Director General of the National Human Resource Development and Employment Authority (TANMIA) said that the United Arab Emirates is witnessing a historic moment that would help find a radical solution for the gap between supply and demand. This is the vision and desire, on the highest levels of leadership in the country. HE emphasized that plans are ready and all that is needed is to define the required skills for the labor market



and connect them with the education sector through clear numbers that represent the actual necessity of doctors, engineers, teachers or other professions within the coming few years.

HE Nasser Al-Hamli, Assistant Undersecretary, for Technical Affairs Office of His Highness the Minister of Presidential Affairs and Head of "Abshir" initiative said that the initiative managed to secure agreements with 25 private entities and is currently coordinating with another 20 entities. The initiative seeks, through four programs currently being carried out, to secure more than 20,000 job opportunities depending on four aspects: recruitment, training & qualification,



guidance and encouraging UAE nationals to join the private sector. The private sector has a lot of benefits to offer in cooperation with many other companies and housing funds.

HE Al-Hamli urged the UAE nationals not to be discouraged by the relatively low salaries of the private sector. HE indicated that this is only at the beginning, and things will get better, salaries will be multiplied in no time and will surpass government salaries and benefits, provided that employees manage to prove themselves and develop their capabilities. Many private companies are exerting serious and sincere efforts in recruiting UAE nationals, but the problem lies in poor coordination and lack of clear planning.

HE Dr. Abdul Rahman Al-Awar, Director General, Federal Authority for Government Human Resources said that educational institutions are required to change some of their paths and specializations to cope with the demands of the labor market. The Government is developing legislation incentivizing the Emiratisation of jobs in both the public and private sectors, with more focus on private sector. However, despite these government efforts, there are specific sectors and fields that are yet to evidence Emiratisation.

HE Eng. Hussain Ibrahim Al-Hammadi, Director General, Abu Dhabi Centre for Technical and Vocational Education and Training emphasized that the restructuring of the education system should start from the elementary stage. This stage witnesses the development of critical thinking, scientific research methods and other communication and collective work skills that plant the love of creation and innovation in the minds of small children. This would ensure the



graduation of qualified national manpower capable of contributing to a knowledge-based economy. To this end, education is not restricted to classrooms, schools and teachers.

The fast pace of life, which is imposed by the telecommunication age and the massive openness to the world, necessitates that students constantly update their knowledge.

Summary of recommendations

- It is important for Graduates to be trained during their study years to ensure they are fit for the job market.
- Education system must be developed to move students from the stage of "learning to pass the exam" to the stage of "focusing on acquiring skills".
- it is important for Students to be trained on innovative/creative thinking and problem-solving capabilities.
- Manpower planning must be made to reflect the actual needs of engineers, doctors and other professions, and coordinated with educational institutions
- It is necessary for Educational institutions to adapt specializations coping with the demands of labor market
- It is important for Educational system to be restructured starting from the elementary stage. This stage witnesses the development of critical thinking, scientific research methods and other communication and collective work skills that plant the love of creation and innovation in the minds of small children.
- Private sector is necessary to participate in supporting graduates by establishing and financing a Fund for qualifying and training UAE nationals to prepare them for work in the private sector according to the specializations required in the job market.

Achieving Quality and Efficiency in Health Services Delivery



Speakers:

HE Dr. Salim Al-Darmaki
Acting Undersecretary, Ministry of Health, United Arab Emirate

Mrs. Layla Al-Jesmi
Executive Director, Health Policy & Strategy Sector, Health Authority, Dubai, United Arab Emirate

Dr. Jamal Mohammed Al-Kaabi
Director, Customer Care and Corporate Communication Department, Health Authority, Abu Dhabi, United Arab Emirate

HE Faisal Bin Juma Belhoul
Vice Chairman, Belhoul Group, United Arab Emirate

Moderator
HE Colonel Dr. Ali Singel
Director of Dubai Police Medical Services, United Arab Emirate





During the Workshop on “Achieving Quality and Efficiency in Health Services Delivery”, HE Colonel Dr. Ali Singel, Director of Dubai Police Health Center discussed about the diversity of health service providers in the UAE. These providers include federal, local, private and free zone hospitals and clinics, which all aim at providing health services to individuals in the UAE. However, does the level of services provided in the UAE rise to the expectations and goals of the Government? And how can we achieve the desired level of services? To answer these questions, a number of health officials hosted from different Federal, Local and Private sectors gave their points of views.

Discussion point:

» Quality of Health Services

HE Dr. Salem Al-Darmaki, Acting Undersecretary, Ministry of Health, stated that UAE health services do not rise to the expected quality and efficiency, especially if we compare them to the vision of the prudent leadership of the country. Current health services do serve the UAE nationals, however, they do not meet the quality of international standards. Health projects and medical accomplishments nation-wide, including the health council, specialty medical centers, preventive services, primary health care, and infrastructure have not yet reached the levels desired and expected by the UAE leadership. We are still facing major challenges in our pursuit to upgrade health services.

The Ministry of Health has set three strategies to achieve this:

- First strategy focusing on administrative organization.

- Second strategy focusing on services and patients’ health care.
- Third strategy focusing on the quality of health care and provided services.

In the past few years the Ministry of Health has focused on the first and second strategy, and started implementing the third strategy at the beginning of this year.

Thanks to these strategies, the Ministry of Health has managed to overcome the obstacles and problems by bridging a gap that doctors have always suffered of; i.e. differences in salaries among different health authorities, in addition to renovating and replacing hospitals and health centers nation-wide.

The Ministry of Health also intends to develop a (UAE Board) Program to identify qualified medical staff in the state and upgrade their scientific and practical qualifications in different specialties. Respective documents covering the whole program were developed and handed to the Ministry of Higher Education & Scientific Research for consideration and approval.

Dr. Jamal Mohammed Al-Kaabi, Director, Customer Care and Corporate Communication Department, Health Authority, Abu Dhabi, said that it is difficult to track the changes taking place in the health sector in the UAE or in the world. Dr. Al-Kaabi pointed that the UAE has made great accomplishments in reducing the rate of child mortality; while 19 children died in 1990, this number decreased to 6 children only in 2011, which puts UAE ahead of the majority of the world’s countries.

The Health Authority spends 400 million Dirhams on chronic heart diseases, which poses a great

burden on its budget. This is why we should work on educating individuals, developing appropriate legislations that serve all cases, and move from educating people to changing their behaviors and attitudes.

Mrs. Layla Al-Jassmi, CEO, Health Policy & Strategy Sector, Dubai Health Authority, said that the Authority is working on a survey covering health services and health status in the Emirate of Dubai. This survey is scheduled to be completed in May 2013 and aims at identifying the status of private and public healthcare provision and develop future plans for this sector.

The Emirate of Dubai needs more than 2,000 additional hospital beds to cater to the Emirate’s increasing population. This will be achieved by developing medical manpower and encouraging investments in the health sector. The Authority will also encourage partnerships between

private and public sectors in the UAE, and will to train and qualify national medical staff working in health industry.

HE Faisal Bin Juma Belhouli, Vice Chairman, Belhouli Group in UAE said that in order to upgrade the health sector we must attract qualified medical staff from abroad. As the UAE is known to be one of the best attractive investment environments in the world, this can be done by facilitating and simplifying licensing procedures.

We should not overlook the importance of partnerships between private and public sectors, nor disregard the importance of agreement and coordination between them to develop short term and long term plans to upgrade health efficiency nation-wide. We should also take into account the importance of financing the health sector, which is a top priority in developed countries where a significant rate of gross national product is dedicated for this purpose.

Summary of recommendations

- Public-private partnerships in the area of healthcare are a growing trend worldwide and an important aspect of the development of the sector in the UAE moving forward
- It is important to facilitate and simplify medical licensing procedures
- The development and standardization of medical quality standards nation-wide is a priority
- Special focus should be placed to attract nationals to the medical field. This can be achieved by developing a strategy for the Emiritization of medical staff
- Investments necessity to be made in medical research with the purpose of improving healthcare in the UAE
- Efforts should be made to change behaviors and perceptions and educate people as to how to minimize lifestyle related diseases
- Special focus should be placed on developing a policy for health planning nation-wide. This can be supported by the development of a UAE health database

Youth Workshops

Issues and Aspirations



Speakers:

HE Major General Mohammed Ahmed Rashid Al Marri
Head of Dubai's Naturalization and Residency Department, United Arab Emirates

Ms. Maryam Bin Fahad
Executive Director of Dubai Press Club, United Arab Emirates

Ms. Sarah Yousef Al Amiri
Head of Research & Development Section, Emirates Institution for Advanced Science and Technology (EIAST), United Arab Emirates

Mr. Anas BuKhash
Chief Operations Officer, UAE Professional League, United Arab Emirates

Moderator:

HE Dr. Ahmad Al Mansouri
Member of the Federal National Council, United Arab Emirates





Youth represent the majority of UAE nationals. This is why the leadership focuses on supporting this significant section of society and securing opportunities for them because they are the core of the UAE future and the means to achieve its Vision 2021.

The session discussed the aspirations of the UAE's youth, the nature of the issues and challenges they face and the means by which the public and private sectors can support them.

Discussion Points:

- » First Discussion Point: Youth Experiences.
- » Second Discussion Point: The Role of Public Sector in developing Society Sector (youth).

First Discussion Point: Youth Experiences

At the beginning of the session, Mr. Anas Bukhash answered a question on the aspirations of youth and what the Government can provide for them. He indicated that the world has become a small village, thanks to the internet and social networks that are motivating and promoting youth aspirations for globalization, and United Arab Emirates has made available to its youth a high levels of prosperity, which is felt and recognized by the youth today. The Government has also developed a number of programs that support youth, such as Sheikh Mohammed Bin Rashid Establishment for Small and Medium Enterprises Development which has played a great role in supporting youth.

Mr. Bukhash also added that he has travelled and seen the experience of youth in various countries. Compared to other countries, the UAE has reached high levels in supporting and realizing opportunities for the youth. He noted that we can call the UAE "the land of opportunities".

Ms. Sarah Yousef Al Amiri talked about the challenges she faced when she chose to work in the space field. When she started her journey, she got inspired by UAE Vision 2021, particularly the third component of this vision (United with Knowledge) which aims at building a national economy led by the efforts and qualifications UAE nationals and focuses on investing in UAE nationals human capital potentials. She started her journey by ignoring challenges and focusing on how to achieve her goal in the field of engineering and space.

She mentioned her experience working with the DubaiSat1 team, which is comprised of UAE nationals, and which began its first project in cooperation with a South Korean Company. At the beginning the UAE youth were in charge of 30% of the project, while the Korean team was in charge of the remaining 70%. Following the success of this project, the team started the DubaiSat2 Project. In this project which set up a new satellite, the UAE team was in charge of 50% of the project. The ambition has increased now, and the UAE team is planning to attempt the design and launch of a 100% UAE satellite by 2020.



Over the past 41 years, the UAE has played a pioneering role and reached high ranks among the nations of the world. Now it is the responsibility of the youth to carry on this endeavor and achieve the UAE Vision and be among the best countries of the world. The UAE must focus on internal knowledge transfer in all fields of advanced technical sciences, with special focus on applied research instead of academic research. This will have a great impact on economy and society. The UAE must also focus on supporting investments in intellectual capital.

In response to a question on the role of the family, Ms. Al Amiri said that families play a great role in encouraging youth to identify their ambitions and desires while they are still young, particularly in areas that have to do with serving the development of their country.

Second Discussion Point: The Role of Public Sector in Developing Society Sector (youth):

During the discussion of the second topic, HE Major General Mohammed Al Marri talked about UAE Vision 2021 which focuses on youth because they represent the foundation and continuity of the country. UAE youth have great opportunities to achieve their ambitions, thanks to the services and advantages provided by the government.

Young people can communicate with all federal and local officials through social networks, which allows them submit their opinions and ideas, and directly engage with government officials.

Major General Al Marri also talked about the role of the Social Development Committee, which he chairs. The Committee focuses on four major sectors: knowledge and human development, social development, cultural development and development of sports. Each of these sectors combines multiple topics that include, but are not limited to, the following:

- Knowledge and human development: includes education, training, Emiratization, and development of national human resources, young leaders, and manpower.
- Social development: includes family, women, children, youth, Islamic affairs, care for special segments of society (such as people with special needs, orphans and the elderly), in addition to the civil society organizations, housing for UAE nationals, demography, and social security.
- Cultural development: includes culture, media and historical sites.
- Sport development: includes sport clubs, youth centers, fostering talent, and sport championships and competitions.



Ms. Maryam Bin Fahad, Executive Director, Dubai Press Club also participated in this session. She stressed that media derives its vision and strategy from UAE Vision 2021 as it plays a major role in spreading information. She talked about her start in the media field where she used to present ideas and watch them implemented, which encouraged and motivated her to carry on.

The field of media has much potential for UAE nationals, especially after the launch of Sheikh Mohammed Bin Rashid Program for Leadership Development and Sheikh Majid Bin Mohammed Media Award.

Summary of recommendations

- It is important to invest in and nurture human capital potentials amongst UAE nationals
- The UAE need to focus on internal knowledge transfer in all fields of advanced technical sciences, with special attention to applied research instead of academic research. This will have a great impact on economy and society.
- It is important to consolidate by encouraging youth to identify their ambitions and desires while they are still at young age, particularly in areas that serve the development of the country.
- Encouraging UAE youth to avail themselves to the opportunities provided by the government to achieve their ambitions and aspirations.
- It is important that young people engage and communicate their needs and expectations to federal and local officials through social networks.

Models of Government Excellence in the UAE



Speakers:

HE Ahmad Abdullah Al Nuseirat

Coordinator General, Dubai Government Excellence Program, United Arab Emirates

HE Hessa Essa Bu Humaid

Executive Director, Excellence Sector, Ministry of Cabinet Affairs, United Arab Emirates

HE Yasir Al Naqbi

Director, Abu Dhabi Excellence Program, General Secretariat of the Executive Council, United Arab Emirates

HE Dr. Mohammed Abullatif Al Shihhi

Director General, Sheikh Saqr Program for Government Excellence, United Arab Emirates

HE Sultan Al Rumaithi

Coordinator General, Ajman Excellent Programme, United Arab Emirates

Moderator:

HE Essa Kazim

Chief Executive, Dubai Financial Market, United Arab Emirates





Excellence programs are considered one of the most pioneering experiences in developing Government performance. They establish mechanisms for improving the efficiency and effectiveness of corporate performance in order to achieve excellence in all fields of work. The ultimate goal is to realize the goals and objectives of government in delivering quality services that lead to high levels of customer satisfaction. The workshop reviewed the experiences of the excellence programs in the UAE, in addition to future plans to achieve more integration between concerned parties.

Discussion Points:

- » First Discussion Point: Dubai Government Excellence Program
- » Second Discussion Point: Sheikh Khalifa Government Excellence Program
- » Third Discussion Point: Abu Dhabi Excellence Program
- » Fourth Discussion Point: Sheikh Saqr Program for Government Excellence
- » Fifth Discussion Point: Ajman Excellence Programme

First Discussion Point: Dubai Government Excellence Program:

At the opening of the workshop, HE Ahmad Abdullah Al Nuseirat, Coordinator General of Dubai Government Excellence Program,

noted that excellence is an intellect, as well as an approach and lifestyle. He affirmed that the prudent leadership of the UAE is keen on achieving excellence and reaching the highest international ranks.

HE Al Nuseirat talked about the beginnings of the Dubai Government Excellence Program in 1997 as the first Government Excellence Program which aimed at making a drastic shift in the performance, services and mentality in Dubai Government.

HE Al Nuseirat also discussed the challenges that faced the program in the beginning because of the traditional systems applied in government entities and the absence of modern management concepts. However, in cooperation with the government entities in the Emirate of Dubai, the Program has managed to overcome all the obstacles and challenges.

HH Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice-President, Prime Minister, and Ruler of Dubai, was the first to launch the mystery shopper program and the measurement of government sector customer satisfaction. At the start, customer satisfaction rates were 62%, reaching 84% in 2012, they are expected to increase in 2013.

The program has trained more than 20,000 employees on evaluation processes, and many employees graduated from this program.

To conclude, HE Al Nuseirat said that government entities have generated a lot of innovations that

have to be highlighted. This is why HH Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice-President, Prime Minister, and Ruler of Dubai, launched Mohammed Bin Rashid Initiative for Government Innovation to encourage and motivate the public sector in the field of innovation.

Referring to the factors behind the success of the Dubai Government Excellence Program, HE Al Nuseirat identified the following factors:

- The commitment of the leadership at the highest levels.
- Education, guidance and training of government entities.
- The capabilities and commitment of the team
- Enthusiasm of government employees to achieve excellence.

There is also the self-assessment program which is used by organizations for evaluate their departments and employees in order to identify strengths and weaknesses. Entities that have implemented this program and benefited from it in developing their operations will be honored in 2013.

Second Discussion Point: Sheikh Khalifa Government Excellence Program:

HE Hessa Essa Bu Humaid, Executive Director of Excellence Sector in Ministry of Cabinet Affairs, talked about the goal of Sheikh Khalifa Government Excellence Program which aims

at enabling the UAE public sector to excel in its systems, performance, services and outcomes.

The program achieves its vision by implementing the message for which it was launched; i.e. to accomplish excellence in the outcomes of public sector performance and its human resources. This can be fulfilled by implementing an international excellence model, and launching a variety of continuous development initiatives that would consolidate the culture of innovation, loyalty, and excellence among all public sector employees.

HE Bu Humaid, identified the fundamental components of Sheikh Khalifa Government Excellence Program as follows:

- Develop an advanced program for improving capabilities and qualifications in Federal Government entities. An example of this endeavor is the launch of the Government Excellence Diploma which is delivered in cooperation with one of the renowned universities in the UAE in order to produce this program in the form and shape envisaged by the UAE, and which has been tailored to reflect the vision of the UAE's prudent government.
- Transfer of best practices to Federal Government entities through forums and meetings.
- The AWARD component combining 23 awards dedicated to ministries, authorities and individuals.
- Thorough and detailed surveys conducted



by the administration of the Sheikh Khalifa Government Excellence Program. Examples of these studies include:

- Mystery shopper survey.
- Customer satisfaction survey.
- Employee satisfaction survey.

To conclude, HE Bu Humaid, said that Sheikh Khalifa Government Excellence Program is preparing for the third round of the UAE Award for Excellent Government Performance. All criteria have been reviewed to reflect UAE Vision 2021.

Third Discussion Point: Abu Dhabi Excellence Program:

HE Yasir AlNaqbi Director of Abu Dhabi Excellence Program, and General Secretariat of the Executive Council, presented the establishment of the Office of Abu Dhabi Excellence Program seven years ago. The Program aims at organizing all aspects of government excellence and developing them to add continuous improvements to government entities' performance. The basic tasks of the office can be classified under the following:

- Government excellence.
- Government services.
- Knowledge management.

HE AlNaqbi added that Abu Dhabi Award for Excellence in Government Performance was

launched in 2006 to appreciate and motivate excellent performance and encourage positive competitiveness to achieve sustainability in government administration system and support Abu Dhabi Government's Vision. The Award adopted international concepts and principles of excellence that underlie all its components, and has developed models for individuals, work teams and government entities based on international and local best practices. This took place after a process of benchmarking that covered models of international and local awards.

Fourth Discussion Point: Sheikh Saqr Program for Government Excellence

At the beginning of his speech, HEDr. Mohammed Abullatif Al Shihhi Director General of Sheikh Saqr Program for Government Excellence as a government entity responsible for developing the public sector in the Emirate from all strategic, operational, organizational and human levels. The program was established in 2004, and it is composed of three key programs:

- Scholarship and Student Development Program.
- Organizational Excellence Award Program.
- Ras Al-Khaimah Competitiveness Office.

Dr. Al Shihhi outlined the challenges that faced Sheikh Saqr Program for Government Excellence in the beginning:

- Lack of qualified manpower specialized in excellence.
- Presence of traditional systems and poor structures in some Government entities.
- Difficulty of changing the culture adopted by each entity.
- Difficulty of reconciliation between cooperation and competitiveness among government entities.
- Inability of some government entities to comprehend the importance of excellence.
- Sometime facing a difficulty of changing ideas and concepts.

Dr. Al Shihhi summarized the reasons for the need for excellence in three points:

- Achieving well-being for UAE nationals.
- Increasing competitiveness for the general interest of the Emirate.
- Improving quality life.

To conclude, Dr. Al Shihhi identified the key stages that the program's went through since its inception:

- Evaluation and resistance stage.
- Experimentation and exploration stage.
- Commitment and competition stage.

Fifth Discussion Point: Ajman Excellence Programme:

HE Sultan Al Rumaithi Coordinator General of Ajman Excellent Programme, emphasized that excellent government services aim at consolidating the capabilities of government entities and enhancing the skills of employees in different departments. This endeavor comes in response to the directives of HH Sheikh Ammar Bin Humaid Al Nuaimi, Ajman Crown Prince, and Chairman of Ajman Executive Council. HH Sheikh Ammar has always underlined the importance of improving the government service in Ajman to achieve excellent organizational performance.

The Award is based on key pillars: preserve the professional reputation, treat all clients equally and fairly, and deliver high-quality and top-value services.

Initially, Ajman Excellence Programme concentrated on the importance of change, especially change in the concept and behavior of leadership towards the idea of developing performance. The program sent reports that focused on best practices in the departments, leaving space for comparison and benchmarking by other departments. This helped to change key concepts such as the focus on prevention rather than cure, focus on customer service, and achieving balance between different interests.

Summary of recommendations

- Focus should be placed on knowledge transfer and sustainability of excellence by developing work strategies.
- Establish an entity or institute for excellent government administration on the national level that works as an umbrella for all types of awards, with the purpose of facilitating nation-wide integration between excellence programs
- It is important to achieve integration between excellence programs nationwide.
- Focus on qualifying national cadres working in excellence programs that will also work on assessment processes
- Develop a mechanism for the identification, documentation and dissemination of knowledge of best practices
- Establish an excellence award or program under the name of HH Sheikh Zayed Bin Sultan Al Nahyan.

Lessons from the Private Sector:

Towards Customer-focused Services



Speakers:

Mr. Peter Baumgartner
Chief Commercial Officer, Etihad Airways, United Arab Emirates

Mr. Osman Sultan
Chief Executive Officer, Emirates Integrated Telecommunication Company - Du, United Arab Emirates

Mr. Faisal Al Bannai
Chief Executive Officer, Axiom Telecom, United Arab Emirates

Moderator:
HE Said Al Atar
Executive Director, Government Communication Office, United Arab Emirates





This workshop focused on the private sector as a benchmark for the government with regard to the provision of customer-centric services and ensuring that quality standards are implemented and met. In the past few years, many governments have worked on adopting private sector models to enhance and standardize the quality of services through partnership and exchange of information.

This session reviewed the practices and approaches used to provide services by leading private sector companies, and explores their adoption and application in the public sector.

Discussion Points:

- » First Discussion Point: Customer-based services measurement tools.
- » Second Discussion Point: Standard of government services in the United Arab Emirates.
- » Third Discussion Point: Developing the performance of employees in the public sector.

First Discussion Point: Customer-based services measurement tools:

Mr. Osman Sultan, Chief Executive Officer, (Du) talked about the need to develop mechanisms to measure and identify customer needs. Mr. Sultan mentioned that “Du” is already committed to the

mechanisms used for measuring performance, such as:

- Performance measurement through the “mystery shopper or mystery speaker” method, which measures employees’ commitment to customer service and attending to their needs.
- Cooperation with neutral companies to prepare questionnaires for measuring customer satisfaction levels.
- Cooperation with private companies to measure the quality of network’s performance.

This information is gathered and put in a mechanism that defines the company goals and what is to be done to satisfy customers. These mechanisms have been developed over the years.

Second Discussion Point: Standard of government services in the United Arab Emirates:

Mr. Faisal Al Bannai, Chief Executive Officer, Axiom Telecom said that in the growth and development that Dubai and the rest of the Emirates have undergone during the past 10 to 15 years has led to a gap between the UAE and the rest of the countries of the region, including the GCC countries. Mr. Al Bannai also added that in some instances, disparities between government entities do exist and should be addressed. He

added that the government initiatives have helped develop the public sector in the UAE, and have also motivated the private sector to maintain a fast pace of development.

Mr. Peter Baumgartner, Chief Commercial Officer of Etihad Airways said that the past eight years have witnessed astonishing progress in a wide range of services in Abu Dhabi. Today, the quality of Abu Dhabi services that can be compared to those offered in Switzerland.

Abu Dhabi and other Emirates have been subject to great changes thanks to the UAE leadership and clear vision. If things keep going with this pace of progress, it will be possible to achieve the level stated by HH Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice-President, Prime Minister, and Ruler of Dubai concerning the future government. Mr. Baumgartner said that if a private company wants to provide excellent services, it should concentrate on the service receiver and the trademark, Company employees should feel passionate about their work so that they can carry out their tasks appropriately.

Third Discussion Point: Developing the performance of employees in the public sector:

Mr. Osman Sultan talked about the possibility of gradually developing the performance of employees in the public sector by changing their service culture. This is done by persuading the employees of the vision and message of

their organization. This is called promoting the organization’s vision. It also requires mechanism for measuring performance, in addition to identifying a set of consequences resulting from the performance measurement process.

Mr. Faisal Al Bannai emphasized the importance of making the vision clear to the employees, and the importance of training programs that target officials and front line service employees.

Mr. Peter Baumgartner stressed the importance of ensure employee satisfaction and loyalty to the organization, which positively influences their performance. We should concentrate on innovation in services, and work on developing a clear future vision by preparing qualitative and quantitative surveys, measuring performance and conducting benchmarking for countries experiences. This will allow to define the current status and develop future plans.



Summary of recommendations

- Measuring mechanisms such as the “mystery shopper” allow us identify customer needs and assess employee commitment to customer service. It is also important to have cooperation with neutral companies to measure customer satisfaction levels
- Gathered information must be put in a mechanism that defines the company's goals and what needs to be done to satisfy customers.
- It is important to change the employees' service culture, and persuade them to understand the vision and message of respective organizations.
- It is important to have a mechanism for measuring performance, in addition to understanding root cause of consequences resulting from the performance measurement process
- It is important to have training programs that target officials and front office service employees.
- It is important to ensure employee satisfaction and increase their loyalty to their organization, as this will positively influence performance.
- Consolidate innovation in the field of services, and work on the development of clear future vision
- Qualitative and quantitative surveys, measuring performance and conducting benchmarking for countries experiences is key to correctly defining the current situation and developing future plans



The Role of Social Entrepreneurship in improving Government Services



Speakers:

Mr. Khlaid Al Khudair

Founder and Executive Director, Glowork, Kingdom of Saudi Arabia

Mrs. Rana Al Chemaitelly

Founder and CEO; Little Engineer Company, Lebanon

Mrs. Raeda Al Zu'bi

Founder and Managing Partner, Tanmeyah Consulting, United Arab Emirates

Mrs. Leila Ben-Gacem

Senior Manager, Entrepreneurship Development Department, Khalifa Fund, United Arab Emirates

Moderator:

Mr. Hasan Abdulla Al Mazroui

Head of Public Relations, Office of His Highness the Dubai Crown Prince





The session discussed social innovation, a phenomenon that has acquired considerable traction in recent years as a fast growing sector for public – private sector collaboration, and the provision of innovative, low cost, easy to implement scalable solutions to social challenges through small and medium enterprises that focus on social and/or environmental issues, while ensuring financial returns on investment. This interactive session highlighted several examples of successful social businesses and their role in supporting governments in delivering these services.

Discussion Points:

- » First Discussion Point: Glowork Company Experience, Kingdom of Saudi Arabia
- » Second Discussion Point: Little Engineer Project, Lebanon.
- » Third Discussion Point: Sougħa Project from Khalifa Fund, United Arab Emirates.
- » Fourth Discussion Point: Social Innovation Sector.

First Discussion Point: Glowork Company Experience, Kingdom of Saudi Arabia:

Mr. Khalid Alkhudair, Founder and Executive Director of Glowork in Kingdom of Saudi Arabia reviewed the experience of his company and its impact on creating and fostering employment in Saudi Arabia. Indeed over the past couple of years, Glowork has, by enabling women to log

on to the company’s website and upload their résumés, emerged as a key network and platform for female employment in the Kingdom. This network is composed of a variety of small and medium enterprises that cooperate with Glowork to employ women from their homes.

Mr. Al Khudair went on to elaborate that Glowork’s success in drawing women into the Saudi Arabian labor market has attracted the attention of the Saudi Ministry of Labor and facilitated an agreement through which the Ministry sponsors Glowork’s training and qualifying of Saudi nationals. Through this cooperation, and within the span of two years, the Government saved up to 76 million Saudi Riyals in benefits to the unemployed. In addition, and in qualifying nationals, Glowork has addressed one of the main socio-economic challenges facing Saudi Arabia, as statistics indicate that there are 1.6 million unemployed Saudi nationals, 85% of whom are women, while 40% of the unemployed women are university graduates. Mr. Khalid Alkhudair emphasized the importance of cooperation between public and private sectors, and the need for seeking innovative ways to face challenges, adding that Glowork is currently in close cooperation with Qatar and Oman to implement similar initiatives.

Second Discussion Point: Little Engineer Project, Lebanon:

Mrs. Rana El Chemaitelly Founder and CEO of Little Engineer Company in Lebanon reflected on her experience in founding the Little Engineer Project which started in 2009 with 100 students,

aged 6 – 18, with the aim of familiarizing them with modern technologies. The project has since evolved to become a well-recognized and established company.

Ms. El Chemaitelly elaborated that the Little Engineer Project allows children to learn the specializations that they love. It also provides job opportunities for university students supporting the project, and allows women – especially mothers and housewives to find employment with working hours that are suited to their schedules. Mrs. El Chemaitelly stated that this month witnessed the opening of a branch in Libya, and another branch will soon open in Qatar.

Third Discussion Point: Sougħa Project from Khalifa Fund, United Arab Emirates:

Mrs. Leila Ben-Gacem Senior Manager of Entrepreneurship Development Department in Khalifa Fund spoke about “Sougħa” Project, which was launched by Khalifa Fund with a number of government entities. The project represents a social, economic and development initiative that develops handcraft products drawn from UAE heritage, and markets them locally and internationally. The project aims at preserving local heritage by developing the skills of UAE national craftsmen and craftswomen. The project trains participants on producing high-quality products and teaches them how to price.

The project started with 7 women to reach 140 within two years, and currently has 200 additional women under training. The project covers 13

zones in the United Arab Emirates, with a high concentration in remote areas.

Fourth Discussion Point: Social Innovation Sector:

Mrs. Raida Al-Zu’bi Founder and Managing Partner of Tanmeyah Consulting began by emphasizing the impact that social innovation has had in addressing social and environmental challenges. Reflecting on the potential impact and growth of this sector, Mrs. Al-Zu’bi emphasized that there are approximately 76,000 companies in Britain classified as social entrepreneurs.

Mrs. Al-Zu’bi added that socially innovative companies established by entrepreneurs are offering business-based creative solutions, by hiring inspired and inventive people.

Social entrepreneurs can be non-profit (like the Pink Caravan for raising breast cancer awareness). However, being for-profit means that the organization has better chances to achieve success, quality, and sustainability. As a result, projects launched by for profit social entrepreneurs are more likely to have more sustained impact on society.

UAE has social innovation entrepreneurs that are well-known on the local, regional, and international levels.



These projects offer many advantages, such as:

- Providing job opportunities.
- Maximizing economic, social, and environmental impact
- Encouraging innovation and creativity, particularly amongst new graduates.

Mrs. Al-Zu'bi suggested the establishment of an electronic platform to grasp and showcase entrepreneurs initiatives in the Arab World so that everyone can benefit from them.

Summary of recommendations

- It is important to support entrepreneurship through facilitating partnership between the public and private sectors. This is important because such projects address significant, pressing social and economic challenges.
- Government can play an important role in supporting and facilitating social entrepreneurship. It can also support them through promotion and highlight their impact and success
- The youth are potential candidates, for starting such leading works enterprises and function as brokers and partners with government in order to meet society needs.
- It is important to utilize technology as a tool of social innovation and creation, especially if this is done in early stages with children to develop their social awareness
- Establish an electronic platform to grasp and display innovations and social entrepreneurs initiatives in the Arab World so that everyone can benefit from them
- Motivate continuous interaction and communication between entrepreneurs and governments through media and social networks.



Innovation in Public Administration

in Cooperation with the United Nations



Speakers:

HE Ohood Al Roumi

Director General, Prime Minister Office, Ministry of Cabinet Affairs, United Arab Emirates

Mr. Vincenzo Aquaro

Chief of E-government Branch, Division for Public Administration and Development Management, United Nations Department of Economic and Social Affairs

Dr. Adriana Alberti

Senior Governance and Public Administration Officer - Innovations in Governance and Public Administration Program

Mrs. Anni Haataja

Information Management Officer e-Government Branch at United Nations Department of Economic and Social Affairs





“The Government Summit seeks, through its partnership with the United Nations and international organizations, to transfer benefit and circulate it the Institutions in the UAE and other counties in the region in order to encourage innovation, Creativity and develop government services”.

HE Ohood Al Roumi



The workshop on the United Nations Public Service Award was held on February 10, 2013 under the title “Innovation in Government Administration” within the context of the strategic partnership between the Government Summit and the United Nations.

The workshop held in two major sessions, discussed a number of important topics, and particularly “Appreciation and Reward of Innovation in Public Administration” and “Consolidate, Transfer and Adopt Government Innovations”. Approximately 400 representatives of different government entities in the UAE attended this workshop, as well as other participants in the Summit and a number of media specialists.

HE Ohood Al Roumi, Director General, Prime Minister’s Office, United Arab Emirates emphasized that “The Government Summit seeks, through its partnership with the United Nations and international organizations, to transfer benefit and circulate it the Institutions in the UAE and other counties in the region in order to encourage innovation, Creativity and develop government services”.

HE Al Roumi added that the aim of this workshop is to introduce people to the United Nations Public Service Award, the most prestigious international recognition of excellence in public service. It rewards the creative achievements and contributions of public service institutions that lead to a more effective and responsive public administration in countries worldwide. This aims

to encourage local and federal government entities in the UAE to improve their performance and upgrade their services in such a way that makes them eligible to participate and win this award and other international awards.

Many UAE government entities have won the United Nations Public Service Award in many events, which proves that UAE government practices qualify government entities to participate in international competitions and win prestigious awards. Government entities in the UAE have enough innovative experience in customer service that makes them a model to follow, in alignment with the UAE Vision 2021.

Speakers in this workshop were: Mr. Vincenzo Aquaro, Chief of E-government Branch, Division for Public Administration and Development Management, United Nations Department of Economic and Social Affairs, and Dr. Adriana Alberti, Senior Governance and Public Administration Officer - Innovations in Governance and Public Administration Program, and Mrs. Anni Haataja, Information Management Officer e-Government Branch at United Nations Department of Economic and Social Affairs

Since 2003, the Division for Public Administration and Development Management, in the United Nations Department of Economic and Social Affairs as held the ceremony for the United Nations Public Service Award a forum for recognizing international public organizations that have improved the lives of citizens by applying innovative practices. The Award is

today considered an opportunity to review the experiences of organizations and learn from their best practices.

The Awards identifies innovations in governance, rewards excellence in government sector, motivates government employees to carry out and consolidate innovation efforts, consolidates professional efficiency in government service, presents a positive image of government services and documents and promulgates successful practices.

To the end, the United Nations General Assembly has dedicated June 23rd of every year as the United Nations Public Service Day. It celebrates public service employees for their contributions to society on the national and international levels. Awards are designated to government sector organizations for their contributions in consolidating and promoting the role of public services.

First Session:

The first session was titled “Appreciation and Reward of Innovation in Public Administration”. Mr. Vincenzo Aquaro noted that in the past year the UAE has moved 20 ranks in the United Nations Global E-government Index. Today, the UAE ranks first among the Arab countries, 28th among counties of the world, and 5th among Asian countries after South Korea, Singapore,

Japan, and Malaysia. Mr. Aquaro noted that the UAE has developed advanced and excellent strategies by not only concentrating on the short and medium terms, but also on the long term, in addition to redesigning and implementing electronic issues and training activities, which enabled customer feedback and established a strong the connection between citizens and government.

This index/report evaluating the developments achieved in e-government by 131 countries worldwide and determining their efficiency as well as the participation of citizens in decision-making. It is the only document of its kind covering 131 counties all over the world. This fact makes it an internationally recognized yardstick that can be used as a tool for developing policies and providing services. The data of this index/report is recognized and used by many international establishments and organizations such as the World Bank, the European Union, and the World Economic Forum.

Evaluation is undertaken by a number of experts according to scientific frameworks that are established beforehand. The evaluation assesses the official government website and also ministries’ websites and the electronic services they offer. The evaluation concentrates on a variety of aspects such as the thoroughness of the government, data availability, and accessibility to the public.



"in the past year the UAE has moved 20 ranks in the United Nations Global E-government Index."

Mr. Vincenzo Aquaro



"in 2011, Dubai Executive Council won an award in knowledge program, and an award in 2007 for government programs that seek to promote the culture of government excellence. Dubai Police was also won the 1st place winner in the 2011 United Nations Public Service Award for their role in introducing women in police work"

Dr. Adriana Alberti



"It is important to increase government innovations in the Arab region"

Mrs. Anni Haataja



The majority of the 131 countries follows an effective pattern and model that depends on having a central portal that allows citizens to access and use government services, regardless of the ministry or entity offering those services. Accessibility to infrastructure via technology and use of mobile phones has increased to 88.9% in many countries.

Dr. Adriana Alberti, Senior Governance and Public Administration Officer - Innovations in Governance and Public Administration Program noted that the program launched the Public Service Award in 2003 to spread knowledge and the culture of government excellence. The Award aims to discover the best innovations and honor excellence. Excellent practices are shared with others in order to consolidate the achievement of these innovations locally and internationally.

Dr. Alberti went on to note that "in 2011, Dubai Executive Council won an award in knowledge program, and an award in 2007 for government programs that seek to promote the culture of government excellence. Dubai Police was also won the 1st place winner in the 2011 United Nations Public Service Award for their role in introducing women in police work".

Dr. Alberti pointed that candidates are distributed over five regions: Europe, North Africa, South America, Asia, Western Asia, and Oceania. Each award category has a maximum of 25 awards. No entity or organization is allowed to nominate itself, while nominations of organizations or entity from other countries are welcome.

When the Award started in 2003, it began with 81 nominations from 46 member countries. In 2013 the Award received 601 nominations from 82 countries.



Second Session:

The second session was titled "Consolidate, Transfer and Adopt Government Innovations". Mrs. Anni Haataja, Information Management Officer at United Nations Department of Economic and Social Affairs pointed out to the importance of increasing government innovations in the Arab region, noting that they are about to launch: a website dedicated to Public Administration. The website will be an international portal for organizations involved in the development and provision electronic services, and will urge citizens' participation in government services.

Governments should try to provide high quality services with lower costs. The flow of ideas and cooperation between countries is a crucial issue. Innovation transfer is inspired from real knowledge and is built on human expertise. In typical cases of knowledge and innovation transfer, there is always the country of origin that has achieved some success, and an organization seeks to receive and replicate this experience. In some instances, a third party will broker the transfer of knowledge between both parties after bringing them together, in addition to solving any problems that might hinder the transfer of expertise.





Reports and Studies from the First Government Summit

During the Government Summit, a series of specialized studies and reports were launched, and distributed for the first time in Arabic. This was Summit endeavor to act as an international platform for exchanging knowledge and expertise in the field of government services. The reports, with their distinctive contents, aim at accomplishing a set of goals: supporting government efficiency, consolidating confidence between customers and government organizations, and reinforcing customer satisfaction as a key concept in government. In addition to the above, those reports seek to find practical solutions to important issues related to government services and work in the countries of the region, most important of which is the prioritization of the health sector and the creation of proper job opportunities. To access the reports, please refer to the website: <http://www.thegovernmentsummit.ae/ar/publications>



From Customer Satisfaction Measurement to Customer-Centricity Lessons From Abu Dhabi

Based on a survey of 18,400 customers in Abu Dhabi government, this report highlights the importance of developing a deep understanding of the customer's current experience using a structured methodology that takes into account different satisfaction drivers that are relevant to different types of customers.



Harnessing the Power of Public-Private Partnerships in Healthcare Imperatives for GCC Governments

Prepared in collaboration with Booz & Company, and based on detailed analysis and extensive interviews with senior healthcare decision makers in the Arab world, this viewpoint suggests a structured framework and specific areas where PPPs will lead to improved citizens' accessibility to higher quality care, while at the same time improving efficiencies and enhancing system-wide sustainability.



Taking a more sophisticated approach to GCC Labor Market Policy

New data show that there is great variation within and between different GCC labor markets. Prepared in collaboration with McKinsey, this report demonstrates that Governments will need to adopt more complex and targeted labor policies and interventions in order to successfully address an increasingly diverse set of employer and employee segments.



Government Efficiency Innovate. Scale. Measure. Incent.

Prepared in collaboration with Deloitte, this is a review of leading practices in the public sector in the UAE, Australia, Canada, Singapore, and the UK informed by interviews with senior public servants and subject matter experts. It shows how to drive efficiency in four key areas: innovation in public services; scaling the use of efficient practices; improving the use of measurement and analytical tools; and strengthening management incentives.



Citizen Centric Government Engaging Citizens and Private Sector in Service Design and Delivery

Engaging citizens in service design and delivery is crucial to help Government entities implement their strategy and enable economic development. This study prepared in collaboration with A.T. Kearney is based on broad survey of UAE public and private representatives, identifies specific challenges and opportunities in Citizen engagement and provides actionable recommendations to develop better public services.



Building Citizen Trust in Government Entities Strengthening public confidence and driving efficiency

Vital to the smooth operation of any government entity gaining the trust of those it is trying to serve. Mobile communications and social media sharing experiences have increased customers' expectations towards government services. This report highlights the importance of building trustworthy interactions which are more efficient for citizens and more cost-effective for government entities. This study was prepared in cooperation with Peppers & Rogers Group.



Achieving Excellence via Data-Driven Decision Making in Government Serving the Future with Power of Analytics

Government entities in the region are facing similar challenges: increased focus on law and order; high incidence of chronic diseases; young population and large expat workforce; unprecedented demands for increased efficiency, etc. This report shows that data-driven approach can provide government entities with the tools needed to function in a more citizen-centered, market-based, and result-oriented environment. This study was prepared in cooperation with Peppers & Rogers Group.



New Frontiers for Citizen Engagement Impact of Social Media on Public Services in the UAE Federal Government

The past years have witnessed a notable increase in government use of social media and its utilization as a tool to engage citizens and stakeholders in the design and delivery of public services. The active participation of citizens in determining the main design elements and their engagement on the quality of services has in turn, impacted the nature and quality of services provided. This report uses the findings of a survey that was run on the Federal Government of the United Arab Emirates to assess the impact of social media on public services provision in the United Arab Emirates. This study was prepared in cooperation with Dubai School of Government.



United Nations e-Government Survey 2012 e-Government for the people

Progress in online service delivery continues in most countries around the world. The United Nations E-Government Survey 2012 finds that many have put e-government initiatives in place to further enhance efficiencies and streamline governance systems to support sustainable development. The overall conclusion of this survey is that while it is important to continue with service delivery, governments must increasingly begin to rethink in terms of e-government - and e-governance - placing greater emphasis on organizational linkages between and among the tiered government structures in a bid to create synergy for inclusive sustainable development. The report mentions that there is need for proper financing to broaden the scope of e-government, bridge the digital gap and increase the accessibility of weak classes and remote places to government services. It also emphasizes the importance of providing support to mobile services and virtual cloud computing, electronic kiosks and new innovations, and delivering the same to all classes of society.

Federal and Local Government Entities initiatives Showcase for the best customer service practices

The organizing committee for the Government Summit, which was held under the patronage of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, has invited all federal and local government entities to showcase their best practices in customer service and experience, ahead of the launch of the Summit.

The organizing committee encouraged Federal and Local Government Entities to contribute to the initiative and choose the best customer service experience based on customer satisfaction and service efficiency levels, so that they can eventually be adapted to other government sectors.

This initiative witnessed the participation of 21 local and federal government entities. On January 20, 2013, the organizing committee received via its website 34 videos showing the best experiences in customer service in UAE. These experiences were shown during the Government Summit.

To watch these videos, please visit:
<http://www.youtube.com/govsummit>



Share your experiences with us



- Does your organization have a success story or experience in developing and providing government services?
- Did this experience achieve tangible results that led to increasing customer satisfaction or reinforced efficiency?
- Is it possible to implement this experience on a wider scope?

All local and federal government entities are invited to share their experiences in developing and submitting government services.

Knowledge Fair

The Government Summit organized platforms for participating countries to review and share knowledge and expertise in the field of government services.

Participating countries included: Australia, Brazil, Canada, Denmark, Singapore, and South Korea.



Green Government Summit



Sustainability Report

“Sustainable Green Summit”

The first Government Summit 2013 pledged to implement the highest green standards which support sustainable and environment-friendly development, and to implement environment-friendly solutions in all of its activities. This came in line with the Vision of HH Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice-President, Prime Minister, and Ruler of Dubai for the UAE to be a successful model for green sustainable initiatives, within the framework of UAE Green Growth Strategy.

The first Government Summit adopted the best environmental solutions and practices and green applications throughout the Summit.

A green approach was used and implemented in all Summit – related all the activities, ranging from the use of recycled materials, rationalized use of energy, separation of waste, environment-friendly transportation that minimize carbon emission, and encouraging participants to use sustainable transportation.

More than 1100 kg of materials used in the Summit were recycled. This amount included 873 kg of paper, 237 kg of plastic, and 22 kg of glass, in addition to the recycling 100% of the wall papers, floor covers, carpets, and plastic sheets. All furniture used in the event will be kept to be used again in other events.

All the stationery and papers used in the summit were made from 100% recycled materials, as per the Forest Stewardship Council's approved environmental standards. Information cards were hanged in hotel rooms to educate participants about the environmental aspects of the Summit.

To reduce emissions and preserve energy, electric cars were used in the Summit. These cars made 800 trips in two days, in addition to 12 trips made by hybrid, environment-friendly cars that travelled 480 kilometers and transported a number of Summit dignitaries. Short-trip electric cars moved about 1200 of the Summit guests around the Summit venue.

More than 70% of food used in the Summit was of locally produced or came from the region. Food excess was donated to experienced charities that distributed it to people in need. Fruits and vegetables wastes was recycled into organic fertilizer. All these actions contribute to preserving environment, minimizing waste, reducing cost, and supporting the national economy.

The organizing committee, in coordination with all partners, was keen to abide by sustainability standards with all their social, economic and environmental aspects. It committed to the implementation of the best environmental practices to ensure that the Summit is green and sustainable. This perspective covered the Summit halls, premises, and even hotel rooms where guests were hosted. It was taken into consideration that all the materials and installations used during the Summit were conformed to green standards, i.e. they were all recyclable and reusable.

58 persons were trained to consolidate sustainable practices during the Government Summit.







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