



Highlights

Dubai Strategic Plan (2015)

Dubai... where the future begins

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Preface

Over the past few years, we have achieved great steps in our march of development thanks to the constant work, effort, creativity and innovation of our people as inspired by the wise vision of President His Highness Sheikh Khalifa bin Zayed Al Nahyan.

Building on our achievements, preserving our national assets, and achieving comprehensive and sustainable development, we have directed that our current programs be further developed and that a strategic plan be prepared in light of the latest developments and changes; this plan will complement the first ten-year plan, the targets of which were met and exceeded.

This plan will serve as a strategic agenda that defines the direction and the strategic targets. The plan highlights five key areas that include the development of various sectors of economic and social life, infrastructure and environment, security and justice, and government excellence so as to ensure prosperity and sustainable growth. This development is meant to support public wellbeing, provide high quality of life for both UAE citizens and residents, and provide justice and equality.

I hope that all of you will work as a team to realize the vision, aims and programs included in the plan, all of which were devised to serve the people and the country.

Mohammed bin Rashid Al Maktoum



Background

Since the establishment of the United Arab Emirates in 1971, Dubai has developed a distinct identity as a modern and dynamic emirate. Dubai now enjoys a global reputation as an economic hub and an excellent location for investment. As the global environment becomes more competitive and challenges grow, Dubai needs to ensure that it continues to build on its success through proper planning and strategy development.

The Executive Council, directed by the overall vision of Dubai's leadership, has commissioned the development of the Dubai Strategic Plan (DSP) along five sectors:

1. Economic Development
2. Social Development
3. Infrastructure, Land and Environment
4. Security, Justice and Safety
5. Government Excellence

The aim of the Dubai Strategic Plan is to establish a universal understanding of Dubai's vision among the various government entities and to ensure a common framework for the operations of these entities. The plan serves as a framework under which all government-related initiatives converge to consistently meet the vision and aims set by Dubai's Government.

The development of the Dubai Strategic Plan was largely based on a 'consultative approach' involving a considerable number of stakeholders from the various sectors covered in the plan. The guiding principle was prioritization; focusing in every phase of the plan on the areas with the highest priority and development potential.

The purpose of this document is to present the general frameworks developed as part of the Dubai Strategic Plan. The aims and strategic thrusts defined in these frameworks will form the basis for further detailing of strategic programs and plans by Government departments and stakeholders with the ultimate purpose of achieving Dubai's vision.





Future Dubai

1. Mission

Over the past few decades, Dubai has successfully developed its status as a major city, enhancing the wellbeing of its people and creating an environment that attracts businesses and individuals.

To support, maintain and develop this status, the Government of Dubai will focus on delivering its mission of:

- Achieving comprehensive development and building human resources
- Promoting economic development and government modernization
- Sustaining growth and prosperity
- Protecting Nationals' interests, public interest and wellbeing
- Providing an environment conducive for growth and prosperity in all sectors

2. Guiding Principles

The Dubai Government adopted a set of clear guiding principles for the various sectors that comprise the Dubai Strategic Plan (DSP):

(1) Economic Development:

- Adoption of Free Market Economy Principles
- Innovation in Launching Initiatives
- Speed and Accuracy in Project Execution
- Unique Relationship and Partnership with the Private Sector

(2) Social Development:

- Protection of the National Identity, Culture and Way of Life
- Development of National Human Resources
- Promoting Social Justice and Equality
- Openness to the World while Maintaining Uniqueness

(3) Security, Justice and Safety:

- Ensuring Justice and Equality for All
- Maintaining Security and Stability
- Protecting Human Rights



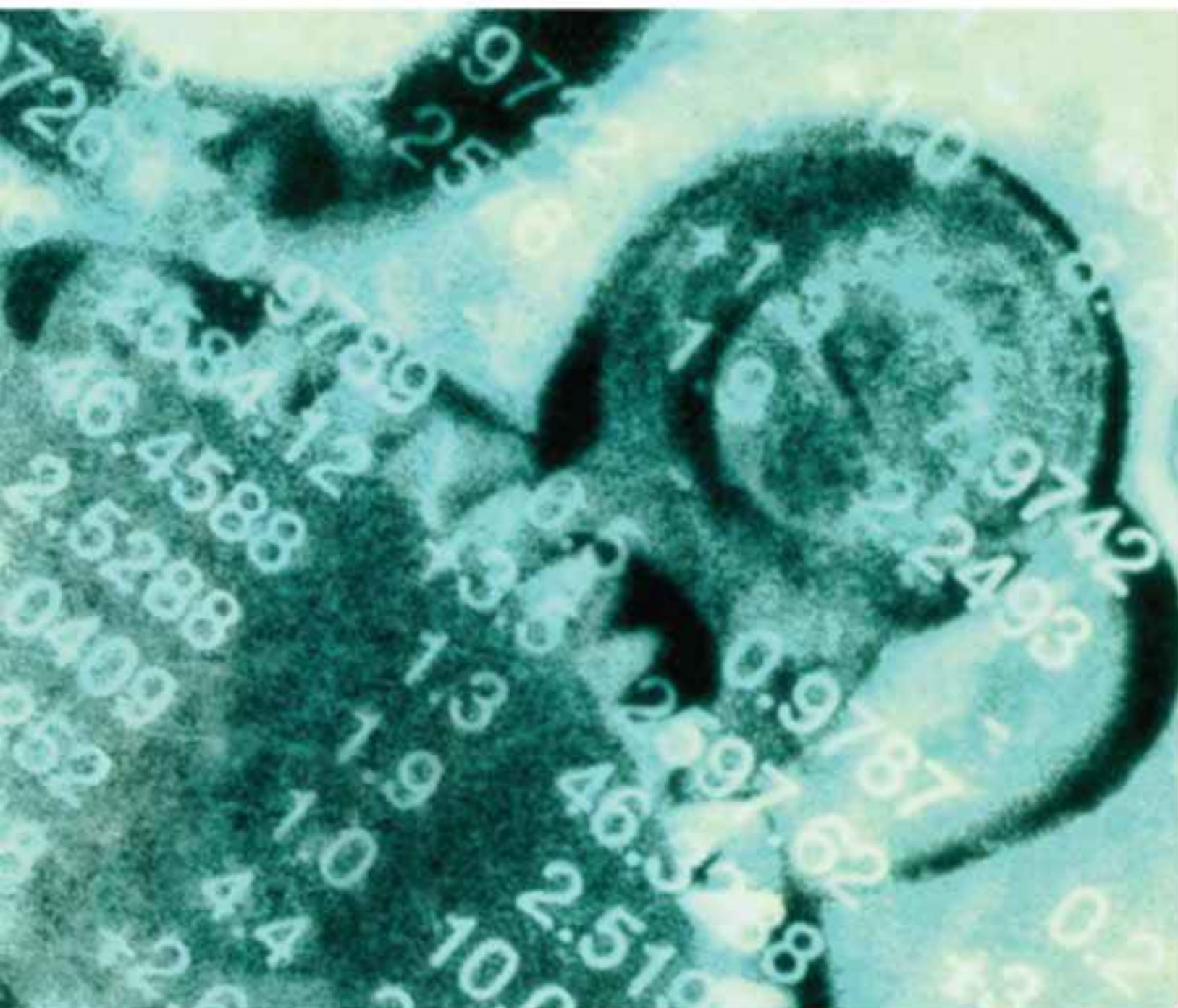
(4) Infrastructure, Land and Environment:

- Provisioning of World-Class Infrastructure Designed to Suit the Requirements of all Users
- Preserving the Environment in line with International Standards

(5) Public Sector Excellence:

- Transparency
- Sound Financial Performance and Effectiveness
- Accountability and a Result-Based Culture
- Excellence in Customer Service
- Development of Human Resources
- Working Effectively within the Federal Framework





Economic Development

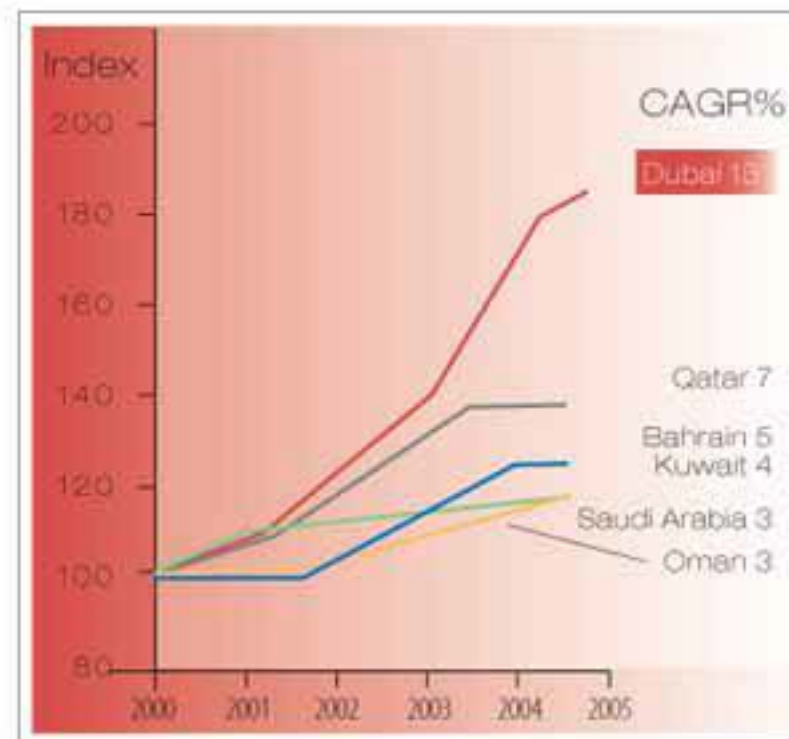
1. Introduction

Dubai's economic growth from 2000-2005 has been remarkable, with double-digit real GDP growth and a relatively high per capita income despite negligible dependence on oil. (The driving force behind Dubai's economic performance has been the Government, through investments and other initiatives, supported by the private sector) Economic performance at the sectoral level has also been impressive, and was led by trade, construction and real estate sectors, with good signs of successful diversification.

(1) GDP Growth (2000-2005)

Dubai's historical economic growth has been truly impressive. In particular, since the year 2000, real GDP has been growing at a compounded annual growth rate of 13%, by far exceeding that of its GCC counterparts.

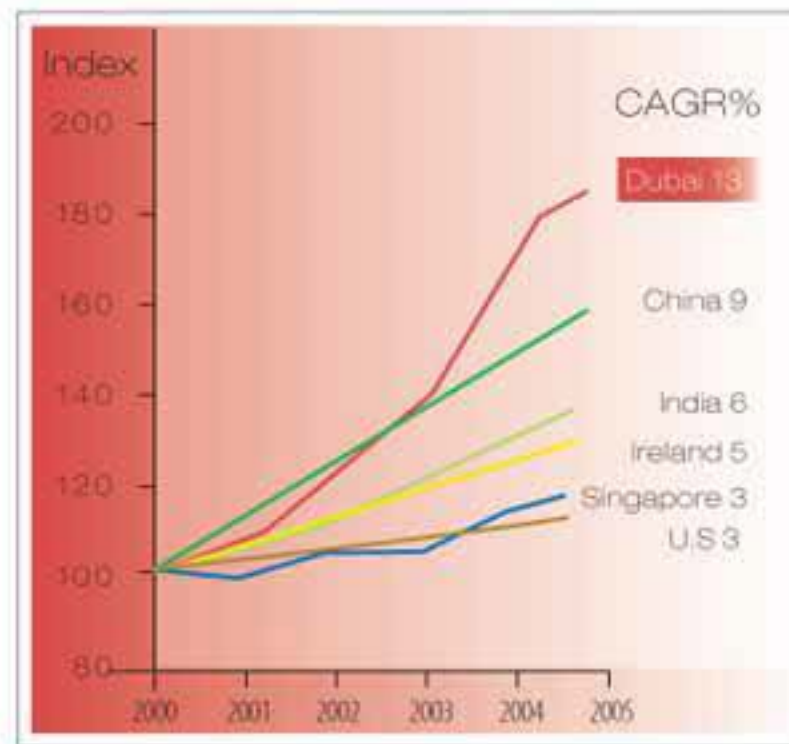
FIGURE 1: REAL GDP GROWTH – DUBAI VS. GCC COUNTRIES (2000-2005)



Source: IMF World Economic Outlook; Econstats; Ministry of Economy

The Dubai economy has also been growing faster than the emerging economies of China and India, and the developed economies of Ireland, Singapore, and the US.

FIGURE 2: REAL GDP GROWTH – DUBAI VS. INTERNATIONAL BENCHMARKS (2000-2005)



Source: IMF World Economic Outlook; Econstats; Ministry of Economy

Much of Dubai's current success has been a result of its bold and visionary leadership and innovative human resources, mainly driven by Government policies aimed at improving the business and investment environment, in addition to initiatives to establish specialized zones and mega projects (e.g. Internet and Media City, Healthcare City, The Palm, Dubailand, etc). Those developments ensured a leading role for Dubai, and helped attract excess regional liquidity in the form of Foreign Direct Investment (FDI).

Economic growth has also been fuelled by private sector participation in developing sectors for which the Government has set the stage by establishing a conducive business environment, coupled in many instances with heavy initial investments to boost private sector confidence.

Other supporting factors are supply-side factors such as availability of labour and land for major real estate projects; the existence of efficient government services; a solid institutional framework and good mechanisms for service delivery; strong laws and regulations; excellent infrastructure, a strategic location coinciding with the rapid rise in global trade, especially in China and India and openness to other cultures, giving Dubai a reputation as a safe and comfortable place to live and do business.

(2) Per Capita GDP Growth

The factors discussed above have put Dubai's real per capita GDP at Dhs. 114,362 (\$31,140) in 2005, with an annual average growth rate exceeding 6% over the 2000 - 2005 period. Dubai's per capita income today compares very favourably with that of many developed countries such as Singapore [Dhs. 98,555 (\$26,836)]⁽¹⁾ and Hong Kong [Dhs. 93,623 (\$25,493)]⁽¹⁾, countries which required a much longer period of time to reach their current levels.

TABLE 1. MAJOR GROWTH INDICATORS IN DUBAI (2000-2005)

Indicator (2000-2005)	Average Annual Growth (%)
Real GDP (Total)	13.4
Real GDP (Non-oil)	15.1
Population	6.9
GDP per capita (Real)	6.1

Source : Calculations based on data from Statistics Center and Dubai Department of Economic Development

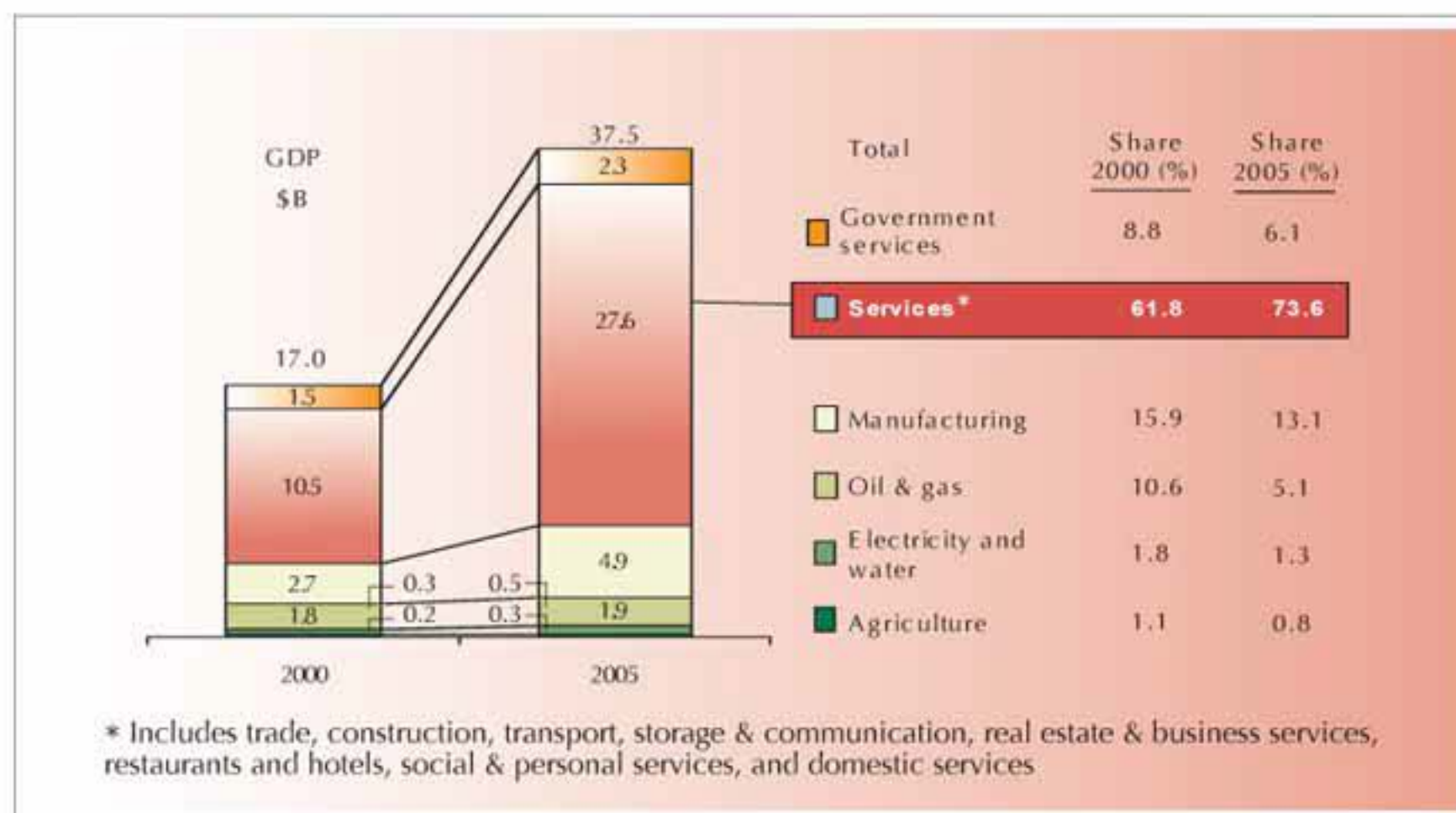
(1) Data are for 2005, calculated in current 2005 US\$, and extracted from IMF World Economic Outlook

(3) Sectoral Performance

Economic performance at the sectoral level has also been impressive. The non-oil sector played a more prominent role in 2005 with a 95% contribution to GDP, as compared to 90% in 2000 (and as much as 46% in 1975). This was mainly the result of the reduced dependence on oil as well as a deliberate policy of diversifying the economy in favour of the non-oil sectors in which both the overall business environment and sector-specific programmes have played vital roles.

The service sector has been the key driver of economic growth with an annual growth rate of 21% since 2000, constituting Dhs. 101.4 billion (\$27.6 billion) or 74% of Dubai's current GDP in 2005.

FIGURE 3: GDP BY SECTOR, 2000 VS. 2005 (AT CURRENT PRICES)

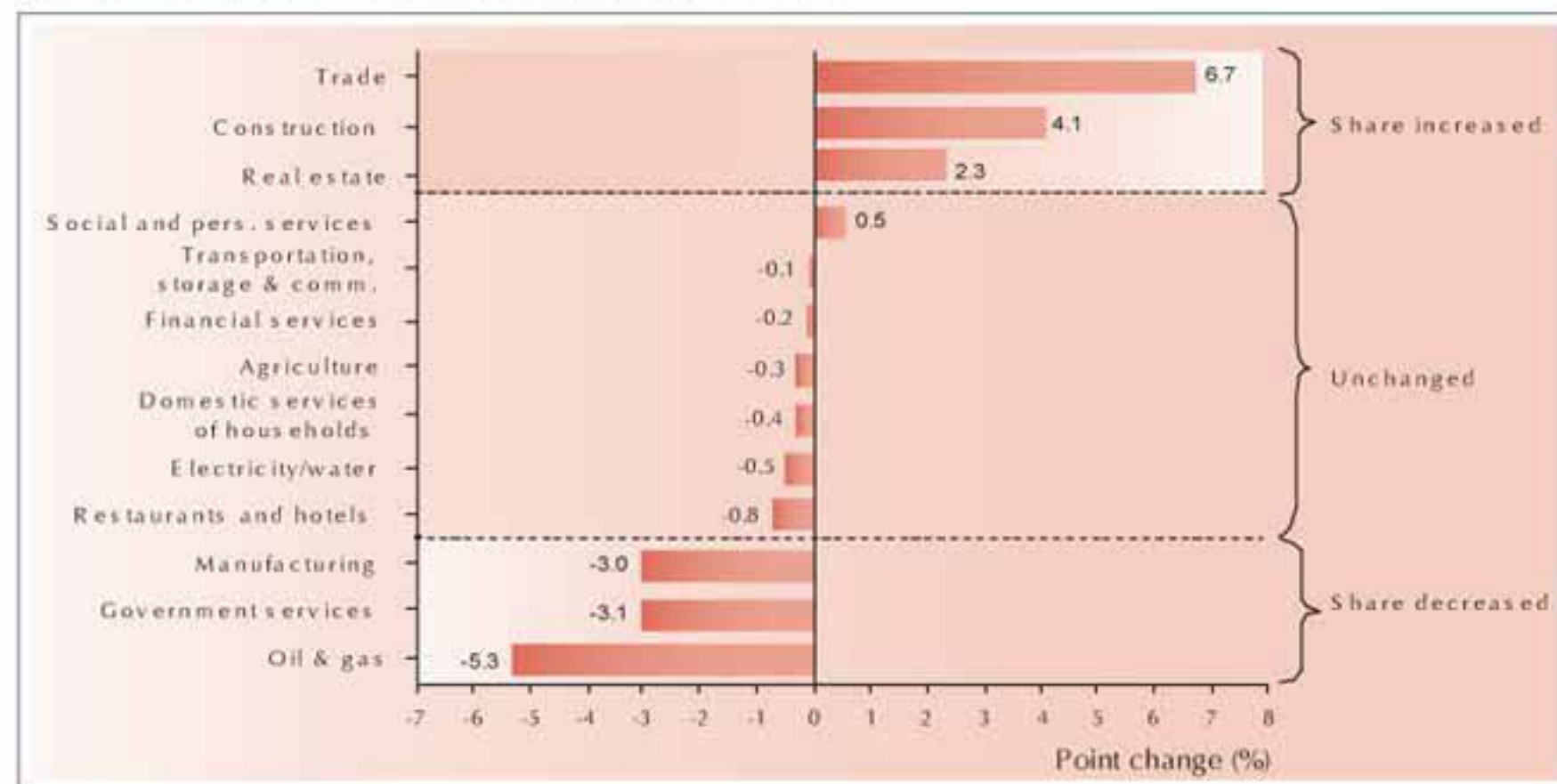


Source: Ministry of Economy

In particular, FIGURE 4 below shows that the trade sector has experienced the highest increase in GDP share, while the contribution of the manufacturing and oil and gas sectors has decreased although the manufacturing sector has grown by an average of 12% since 2000.

The construction and real estate sectors have also exhibited share gains, primarily due to the availability of land, labour, domestic and foreign capital, and changes in regulations.

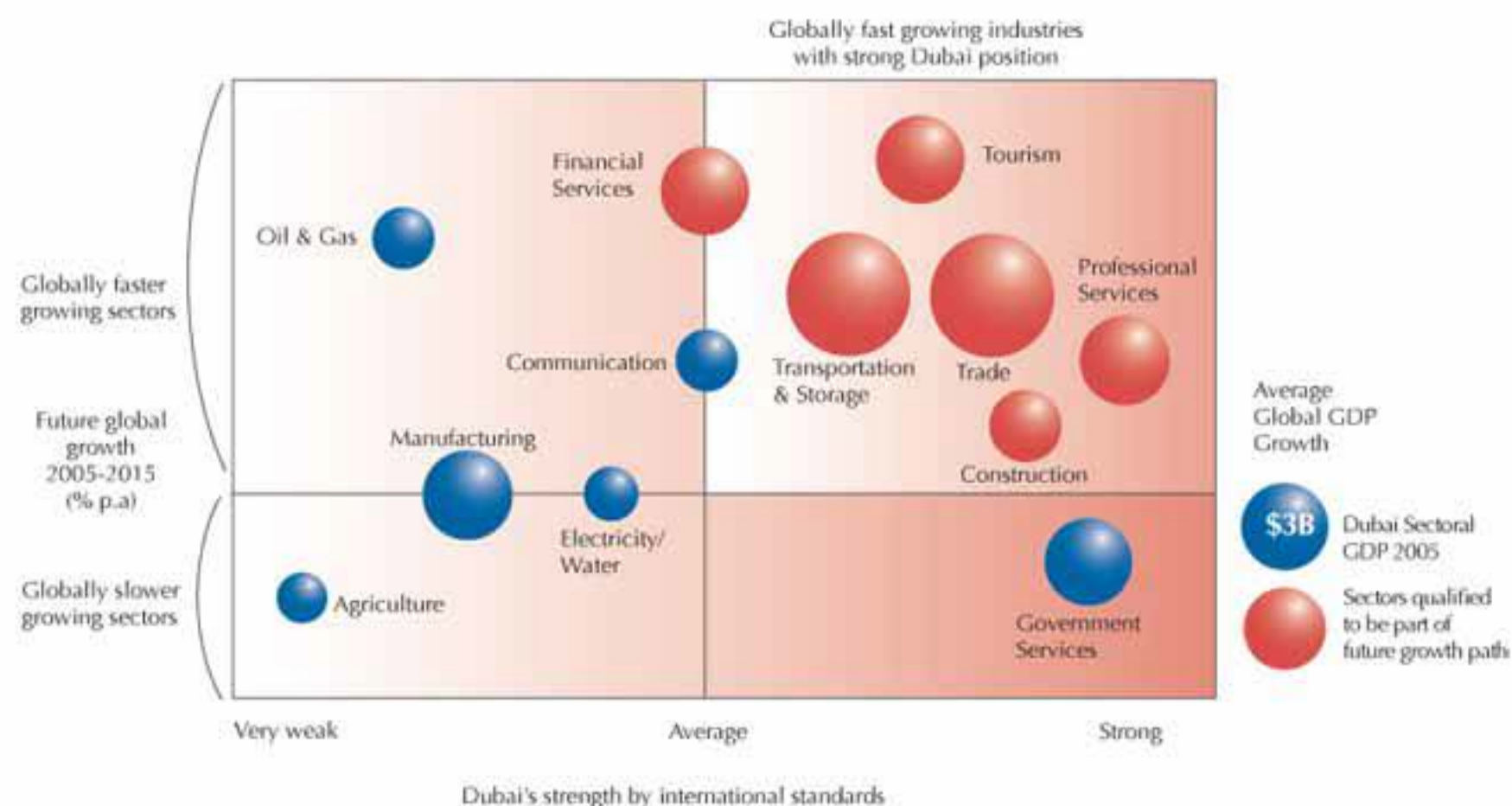
FIGURE 4: CHANGE IN GDP SECTOR SHARE (2000 – 2005)



Source: Ministry of Economy

Dubai's current GDP mix is very favourable, as its strongest sectors by international standards happen to be highly conducive to future global growth. As shown in FIGURE 5 below, these sectors are tourism, transportation, construction, and financial services, and are well-placed to constitute the focal point of Dubai's future growth path within the economic development sector plan.

FIGURE 5: DUBAI'S SECTORAL STRENGTHS IN LIGHT OF FUTURE GLOBAL GROWTH



Note: Sectors not mapped in the figure: domestic services, social and personal services

Source: Team analysis

2. Aims

Building on Dubai's remarkable economic performance and future trends, economic aims for 2015 have been set and classified into the following categories:

(1) Economic Growth

- Sustain a real GDP growth rate of 11% per annum for the next 10 years
- Increase real GDP per capita to Dh. 162,000 (\$44,000) in 2015⁽²⁾

(2) Enhanced Labour Productivity and Sector Development

- Increase productivity by 4% per annum
- Move existing sectors of strength to new frontiers, both domestically and internationally
- Create new sectors of strength with sustainable competitive advantage
- Promote innovation to develop new sectors and increase productivity

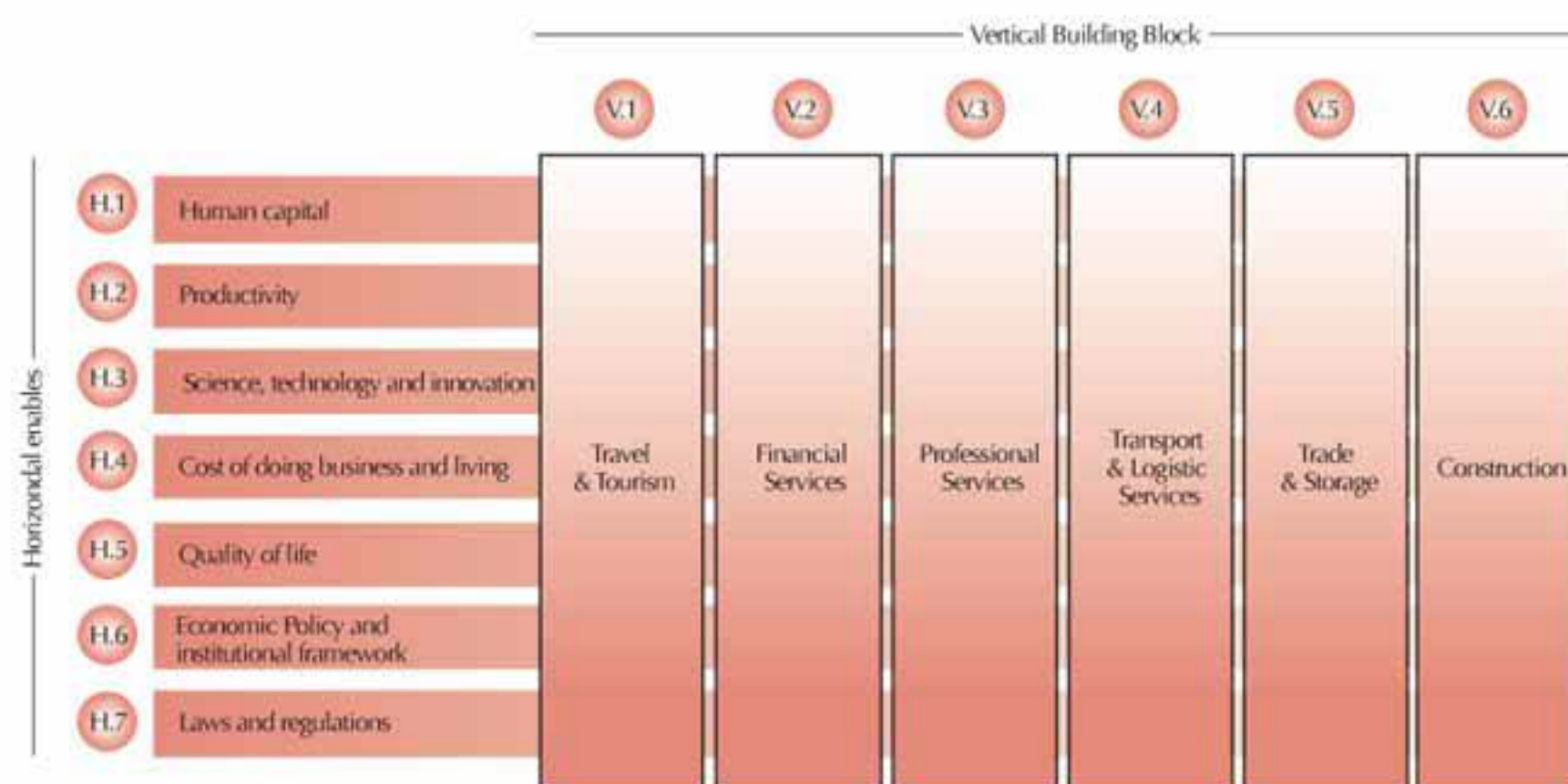
3. Strategic Thrusts

The recommended future strategic growth path is based on 6 combinations of sectors, or building blocks (verticals), which include, among others, sectors such as tourism, trade, transportation, and financial services; i.e. strong sectors by international standards which are highly conducive to future growth.

These sectors were identified based on their current status, international competitiveness, Dubai's capacity to develop them and local availability of required factor conditions.

However, targeting these building blocks will not yield rapid and sustainable growth unless 7 horizontal enablers for growth are addressed in parallel, namely human capital, productivity, innovation, cost of living and doing business, quality of life, economic policy and institutional framework, and laws and regulations.

FIGURE 6: VERTICAL BUILDING BLOCKS AND HORIZONTAL ENABLERS



Source: Team analysis

(2) Calculated at constant 2005 prices

The strategic thrusts supporting the achievement of economic development aims are described below:

(1) Sector Focus and Development

Moving Dubai to a new growth path, coupled with further diversification, while maintaining focus on high-value added sectors that can boost overall economic growth

(2) Productivity Growth

Transforming Dubai into a hub of business excellence by raising the productivity of economic sectors and maintaining high production quality standards

(3) Human Capital Excellence

Preparing Dubai's workforce for the high-value, knowledge-driven economy, which requires attracting and retaining highly skilled employees, improving Nationals' qualifications and increasing their motivation

(4) Science, Technology, and Innovation Capacity Building

Turning Dubai into a vibrant science and technology hub in targeted sectors, by supporting the development of existing sectors, and establishing the right environment for nurturing the post 2015 economy

(5) Cost of Living and Doing Business Management

Ensuring and maintaining Dubai's competitiveness by managing the rising cost of living

(6) Quality of Life Improvement

Establishing Dubai as a preferred home for current and future residents by improving the well-being of citizens and residents, and helping them live healthier lives enriched with opportunity and choice

(7) Policy and Institutional Framework Excellence

Striving for excellence in economic policy-making and deployment through coordination with the Federal Government, provisioning of adequate data, and strengthening the institutional framework and capabilities

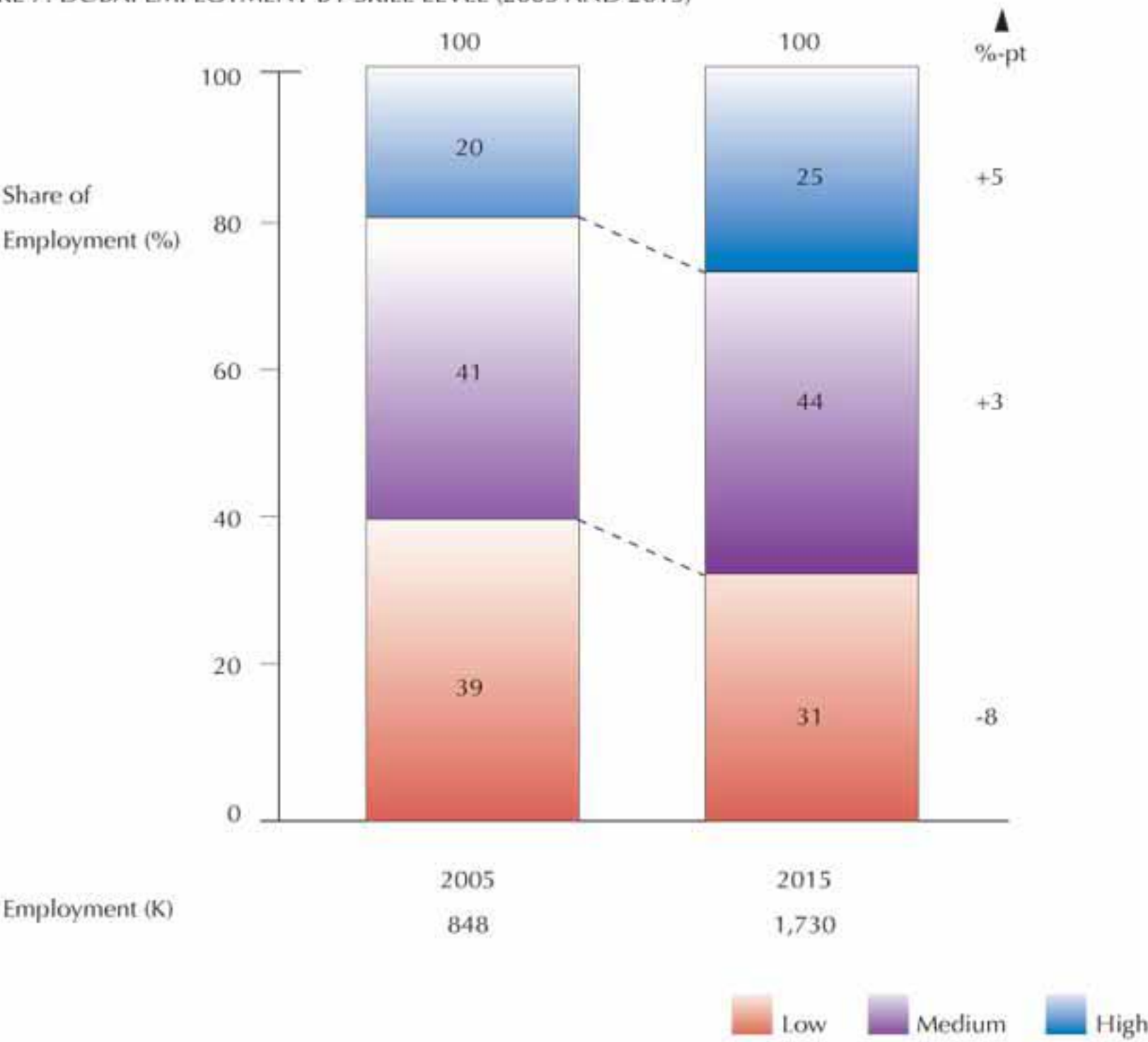
(8) Laws and Regulations Alignment

Aligning Dubai's economic laws and regulations with international best practices and standards

The pursuit of the proposed strategic growth path, will promote GDP growth to Dhs. 397 Billion (\$108 billion) by 2015. This approach would strengthen Dubai’s healthy sector mix by ensuring focus on key sectors while further promoting diversification and ensuring reduced vulnerability to external shocks, and a systematic integration into the regional and global economy.

To achieve target economic growth, it is estimated that 882,000 additional workers are required to join the workforce by 2015, bringing total employment to 1.73 million with a significant move towards higher skilled employment.

FIGURE 7: DUBAI EMPLOYMENT BY SKILL LEVEL (2005 AND 2015)



Source: Statistics Center and team analysis





Social Development

1. Introduction

Dubai is considered one of the world's fastest growing cities and is a top performer as measured in terms of economic growth and level of GDP per capita. International comparisons of the drivers that sustain economic growth show that only those countries with an infrastructure supporting effective social development are able to sustain higher levels of continuous economic growth.

The National culture is traditionally based on extended families and has provided a sound basis for Dubai's social development sector. Significant efforts have been made to provide the required infrastructure to support service delivery. Social services are currently accessible to all Nationals at minimal or no cost. These services include health services, education opportunities and social assistance services.

The development of the education system has been a major focus for the public and private sector. There exists a wide range of educational offerings available from nursery level to higher education. Public education services are provided free of charge to Nationals while the private sector offers a wide range of educational services catering to the requirements of the various nationalities living in Dubai.

Similarly, the public and private healthcare sectors have made significant investments in developing services to meet the needs of the growing population. The public healthcare system provides primary, secondary and tertiary care to both Nationals and non-Nationals. Nationals are able to access these services at no cost while the charges to non-Nationals are competitive. The rapid growth in the private health system has increased the number of services available and reduced the burden on the public system.

A wide range of social assistance services has been provided by the government and non-government organizations to ensure that Nationals' essential social needs are met. These social assistance services have been primarily focused on housing support for individuals. In addition, efforts have been made to develop training programmes to promote National participation in the workforce and to supplement the progress that has been made in the public education system.

The growing population and the presence of a large number of different nationalities has resulted from the significant influx of foreign workforce that have been attracted to participate and benefit from the unprecedented rapid economic growth. This has created a unique multicultural environment with rich opportunities for cultural interaction and cooperation.

For economic success to be sustained, it is absolutely crucial that the social development sector infrastructure be developed. Only by improving performance in key areas such as education, health, social assistance and working environment can economic prosperity be sustained and enhanced.

2. Aims

To ensure that the Social Development Sector is equipped to deliver the services required to meet the challenges of Dubai's rapidly changing socio-economic environment, the Dubai Strategic Plan (DSP) has set aims for seven core development areas as shown in FIGURE 8

FIGURE 8: THE MAIN SUB-SECTORS AND AIMS FOR SOCIAL DEVELOPMENT



3. Strategic Thrusts

In order to achieve the social development aims, the following strategic thrusts will be pursued. The proposed strategic thrusts address the current challenges and establish the foundation for meeting future development needs.

(1) Preserve National Identity and Improve Community Cohesion

- Revise immigration policies and regulations in order to ensure and maintain demographic balance
- Increase the sense of belonging and the awareness of the local culture and other major cultures by updating the content of the educational curriculum, and developing the skills of the teaching faculty
- Raise cultural awareness through consistent, appealing and professional cultural content
- Improve Arabic language proficiency



(2) Increase Nationals' Participation in the Workforce and Society

- Support Nationals so they become the preferred employees in strategic sectors through education and skills development
- Equip Nationals with the life skills required for living in a rapidly changing environment
- Increase Nationals' awareness of their anticipated role in the future development

(3) Improve the Achievement of Students and Ensure All Nationals Have Access to Quality Education

- Improve the education sector governance structure
- Increase autonomy of public schools' management while enforcing performance transparency and accountability
- Upgrade teachers' qualifications to improve public schools' performance
- Upgrade the curriculum to meet international standards
- Raise awareness and improve the educational environment to improve attitudes towards education
- Create and support inclusive education for students with special needs in the public and private sector

(4) Improve the Quality of Healthcare Services and the Health Status of the Population

- Improve the healthcare sector governance structure
- Introduce health insurance to ensure access to care
- Improve health system planning to ensure service availability, accessibility and quality
- Encourage international accreditation for hospitals
- Improve rigor of licensing for clinical workforce and develop clinical guidelines
- Focus on health awareness to improve the public's attitude towards health

(5) Ensure Quality Social Services are Provided to Meet the Needs of the Population

- Improve the social services sector governance structure
- Establish a planning function to ensure availability of and access to appropriate services
- Migrate service delivery model from "Welfare" to a "Social Development" approach
- Develop the capacity and qualifications of the workforce providing social services
- Mobilize voluntary social work & civil society organizations

(6) Ensure Equality and Acceptable Working Conditions for Workforce and Attract and Retain Required Expertise

- Coordinate with Federal authorities to improve and update labour regulations
- Develop and improve enforcement mechanism for labour regulations
- Increase employers' and employees' awareness of their legal rights and duties
- Provide the environment needed to attract and retain required expertise

(7) Enrich Cultural Environment

- Improve governance of the cultural sector
- Upgrade the regulatory framework for cultural organizations
- Develop physical infrastructure to promote cultural activities
- Increase awareness and interest in cultural activities
- Identify and nurture talents
- Focus on availability of quality cultural activities





Infrastructure, Land & Environment

1. Introduction

Over the past 10 years, Dubai has positioned itself as a regional business hub, an attractive tourism destination and a safe and great place to live. The development of a state of the art infrastructure was one of the main reasons behind this success. Dubai has invested in the most recent technologies guided by international best practices to develop its infrastructure and promote its competitiveness.

To date, Dubai has demonstrated full commitment to providing the physical infrastructure upon which it can grow both socially and economically. Dubai enjoys a steady energy supply, reliable electricity and water infrastructure, and a high quality roads network.

Major investments are also being committed to support the development of the roads and transport networks. The investment allocated to the Dubai Metro project and the current roads network are estimated at AED 15.5 billion and more than AED 6 billion respectively.

2. Aims

To ensure proper focus on sustainable development with the context of Dubai's considerable economic growth, the Infrastructure, Land and Environment (ILE) sector plan set aims along four core areas as illustrated in FIGURE 9.

FIGURE 9: THE MAIN SUB-SECTORS AND AIMS FOR THE INFRASTRUCTURE, LAND AND ENVIRONMENT SECTOR



3. Strategic Thrusts

The strategic vision for the ILE sector is to integrate infrastructure development and environmental focus in order to achieve sustainable development. Within this context, the Government aims to provide a sustainable, effective and balanced infrastructure including all elements such as energy, electricity, water, roads, transportation and waste management while protecting the environment.

The aims for the infrastructure, land and environment sector will be achieved through the following strategic thrusts:

(1) Optimize Land Use and Distribution while Preserving Natural Resources

- Integrate the elements of the urban planning process through proper coordination amongst stakeholders
- Optimize land use through integrated urban planning
- Ensure adequate provision of community facilities
- Enhance existing National housing policies and programs
- Adopt Government-driven interventions to ensure adequate supply of low and medium income housing
- Update existing labour housing policies and ensure enforcement

(2) Provide Efficient Energy, Electricity and Water Supplies to Meet Dubai's Growing Needs

- Develop an integrated energy, electricity and water policy framework; investigate energy, electricity and water demand management options; and secure long-term energy supplies
- Increase installed power generation and desalination capacity to secure electricity and water supplies required to meet Dubai's growing needs

(3) Provide an Integrated Roads and Transportation System to Facilitate Mobility and Improve Safety

- Ensure mobility of transport networks
 - Increase the share of public transportation
 - Reduce private car travel demand
 - Increase road network and transportation system capacity
 - Optimize transportation network use through deployment of modern technologies, demand management policies and accident management procedures
- Improve roads and traffic safety levels
 - Improve safety design standards and enforce safety audits for transportation networks
 - Develop and implement safety standards for transportation vehicles
 - Influence driver behaviour by improving awareness, introducing stricter regulations and ensuring effective enforcement

(4) Maintain Dubai as a Safe, Clean, Attractive and Sustainable Environment

- Update and align environmental regulation with best practices and develop required enforcement mechanisms
- Adopt a sustainable development approach by integrating environmental outcomes within development policies
- Raise environmental awareness





Security, Justice and Safety

1. Introduction

Dubai has witnessed fast economic growth marked by major improvements in economic and social indicators. In order to ensure sustainable human development, it is necessary to maintain a dignified, safe life for individuals by improving performance in Security, Justice and Safety.

Dubai ranks among the world's safest cities as evidenced by low crime levels. In addition, it has realized many achievements in the justice sector with noticeable improvements in case management and registration procedures.

In order to improve public health and safety, the government focused on developing and improving relevant legislation, regulation and standards.

2. Aims

The Security, Justice and Safety sector plan aims to provide the infrastructure necessary to ensure human rights and public safety in light of the socio-economic environment and the global challenges that Dubai faces. Within this context, eight aims were identified for Security, Justice and Safety.

FIGURE 10: THE MAIN SUB-SECTORS AND AIMS FOR SECURITY, JUSTICE AND SAFETY



3. Strategic Thrusts

In order to achieve the aims for Security, Justice and Safety, the following strategic thrusts will be pursued:

(1) Preserve Security and Order

- Improve criminal investigation's effectiveness and efficiency
- Increase the number of patrols in order to prevent crimes
- Improve efficiency and effectiveness of operations in responding to citizen's requests
- Improve border and ports security through the use of advanced equipment and technology
- Improve electronic sharing of data among government departments to facilitate crime detection and prevention

(2) Protect Rights and Freedoms

- Enhance transparency within the security sector

(3) Manage Crises and Disasters

- Develop crisis and disaster contingency plans
- Ensure concerned stakeholders adopt contingency plans
- Provide necessary equipment and Infrastructure for crisis and disaster management

(4) Ensure Access to Justice

Eliminate all economic, geographic, legal and procedural barriers that restrict access to procedural services or justice by:

- Improving legislation and laws
- Increasing awareness of rights and duties
- Facilitating resolution of labor disputes

(5) Maintain Accuracy and Clarity of Investigations and Judgments

- Improve judicial inspection
- Improve mechanisms for resolving rental disputes
- Improve the quality of judicial investigations and judgments

(6) Expedite the Process of Case Disposal

- Activate commercial arbitration
- Enhance cases management system
- Support development of lawyers' and experts' competencies
- Reduce execution timeframe

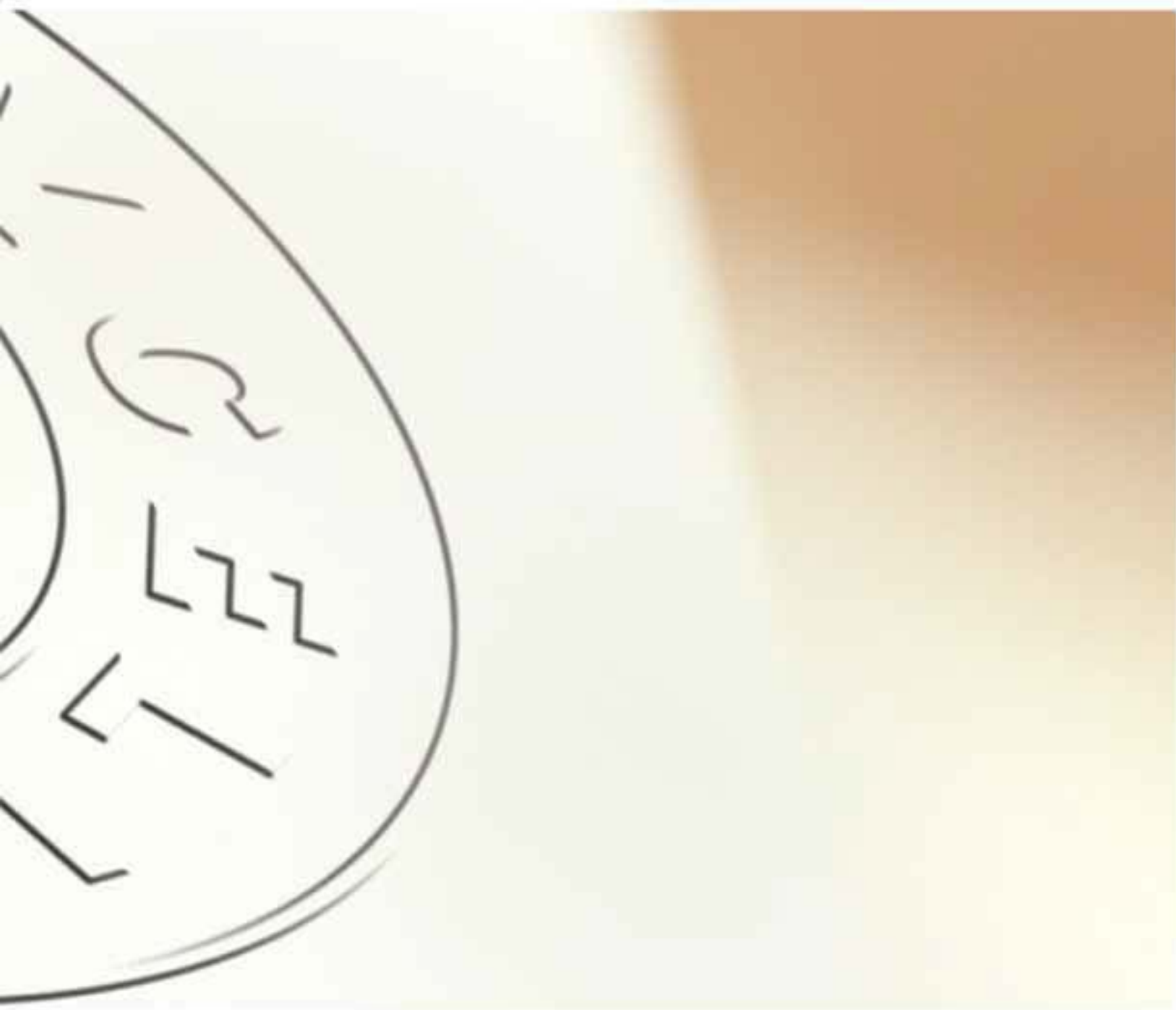
(7) Ensure the Safety of all Nationals, Residents and Visitors

- Update safety legislation, specifications and standards
- Establish and reinforce safety regulation mechanisms and programs to organize key safety sectors
- Establish a mechanism to collect and process statistical data, and prepare applied studies and field research
- Unify and develop enforcement and monitoring systems for safety at the Emirate level and raise level of coordination among relevant enforcement departments at the federal level
- Develop laboratories specializing in safety in the Emirate of Dubai and provide necessary mechanisms, equipment and infrastructure
- Increase safety awareness and culture

(8) Protect Public Health and Improve Quality of Life your Nationals, Residents and Visitors

- Update and develop legislation and specifications related to public health
- Develop mechanisms, facilities and plans associated with supervision and monitoring systems for all elements of public health
- Establish effective coordination and collaboration mechanisms and electronic networking among stakeholders in public health
- Develop emergency plans to deal with accidents and risks that threaten public health
- Enhance public health awareness and education





Government Excellence

1. Introduction

In recent decades, Dubai has enjoyed tremendous growth and prosperity. It has developed a distinct identity as a modern and dynamic emirate that is at the forefront of regional and global progress. As the Emirate evolves and as the global environment witnesses increasing competition and change, Dubai will need to continuously modernize its government. A world-class government marked by greater transparency, accountability, efficiency, equity and excellence in customer service is essential in supporting Dubai's evolution and growth.

Dubai has made progress in enhancing public sector performance in recent years. It succeeded in modernizing operations, introducing e-government initiatives and promoting the use of advanced technologies. Significant improvements have been achieved in setting up performance management systems for individuals and departments and enforcing accountability. These improvements were made possible mainly through the valuable contributions of public service employees.

2. Aims

Dubai's leadership is committed to meeting and exceeding expectations and enhancing the Government's ability to continuously provide world-class services. The Government will focus on long-term strategic thrusts to achieve desired government performance based on best practices and experience. The strategic thrusts will strive to achieve five core aims:

- (1) Strengthen strategic and forward-looking focus
- (2) Enhance organizational structures and accountability
- (3) Increase efficiency
- (4) Enhance responsiveness and customer service
- (5) Empower and motivate public service employees

3. Strategic Thrusts

The aims for Government will be achieved through focus on the following strategic thrusts:

- (1) **Strengthen Strategic and Forward-Looking Focus**
 - Implement an integrated strategy and performance management framework
 - Develop strategies that are aligned across government entities
 - Set guidelines and build capabilities for improved strategic planning, policy making and performance management
 - Develop mechanisms for risk identification and management
 - Set mechanisms for evaluation of policies and decisions post implementation

(2) Enhance Organizational Structures and Accountability

- Ensure that the principles of accountability and transparency are streamlined within all government departments
- Improve public sector institutional structure
- Strengthen the policy-making function within government departments
- Ensure that each government department has key performance indicators (KPIs) against which performance is monitored

(3) Increase Efficiency

- Improve financial management through results-based budgeting, linking budgets to government strategic priorities, transforming individual departments' financial systems from cash to accrual basis, and updating accounting policies and the consolidation of accounts
- Establish partnerships with the private sector and independent organizations to deliver selected services and non-core operations
- Introduce the latest technologies and systems to enhance the efficiency of operations and to better serve customers

(4) Enhance Responsiveness and Customer Service

- Continue to run and enhance the Dubai Government Excellence Program
- Establish an electronic complaints system for the Government of Dubai
- Establish a customer care program
- Train public service employees on excellence in customer service and care
- Introduce the latest interactive technologies to improve communication with customers and service delivery

(5) Empower and Motivate Public Service Employees

- Update the human resources law
- Implement HR best practices consistently across the government
- Introduce an employee Performance Management System (PMS)
- Implement an employee Training and Development System (T&DS)
- Implement a competency framework to assess and develop the skills and competencies of government employees
- Introduce specialized programs to improve capabilities of senior management