
The Dubai Experience of Government Innovation

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Dubai started its development journey as a local township with humble credentials. At that time, Dubai had a modest economy and population, but a determined mindset and a clear vision to achieve international excellence and global city standing. Dubai's entrepreneurial leadership defined a challenging strategy to the city, setting the skies as the limit for growth.

Entrepreneurial spirit, good planning, and determination for success made Dubai a thriving international open city. Even though it is surrounded by oil-producing countries with larger financial capabilities, Dubai successfully positioned itself as central hub catering various services for more than 2 billion people: transportation, logistics, tourism, media, education, and financial services are among the successful sectors developed in the city from scratch.

Recently, Dubai developed a comprehensive, long-term, and detailed socioeconomic government agenda called the "Dubai Strategic Plan 2015." The plan will address future challenges in all areas related to economy, infrastructure, human development, environment, and society.

Nabil Ali Alyousuf is Executive President of the Dubai School of Government and Chairman of the Dubai Institute for Human Resources Development. Throughout his career, he has focused on public sector development, human development, and community development. He improved government performance in Dubai during his time as General Coordinator of the Dubai Government Excellence Program, which grants awards for excellence based on global standards. He introduced the Key Performance Indicators (KPI) system and reinforced accountability in the public sector, while guiding the restructuring of the Dubai Government. Mr. Alyousuf led the strategy development team for the Dubai Strategic Plan 2015, a United Arab Emirates program to develop its most dynamic economic sectors; and served as Vice-Chairman of the Arab Strategy Forum. In 2004, he helped to establish the Dubai School of Government, a research and teaching institution that aims to promote good governance through enhancing the region's capacity for effective public policy. In the field of human development, Mr. Alyousuf helped to establish the Dubai Institute for Human Resources Development, as well as the Emirates Nationals Development Program, and managed the Mohammed bin Rashid Program for Leadership Development. Nabil Ali Alyousuf has a bachelor's in science in Industrial Engineering from the University of Arizona (USA), a

master's in science in Operations Research from the Georgia Institute of Technology (USA), and a master's in business administration from the University of Strathclyde (UK).



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DUBAI SCHOOL OF GOVERNMENT

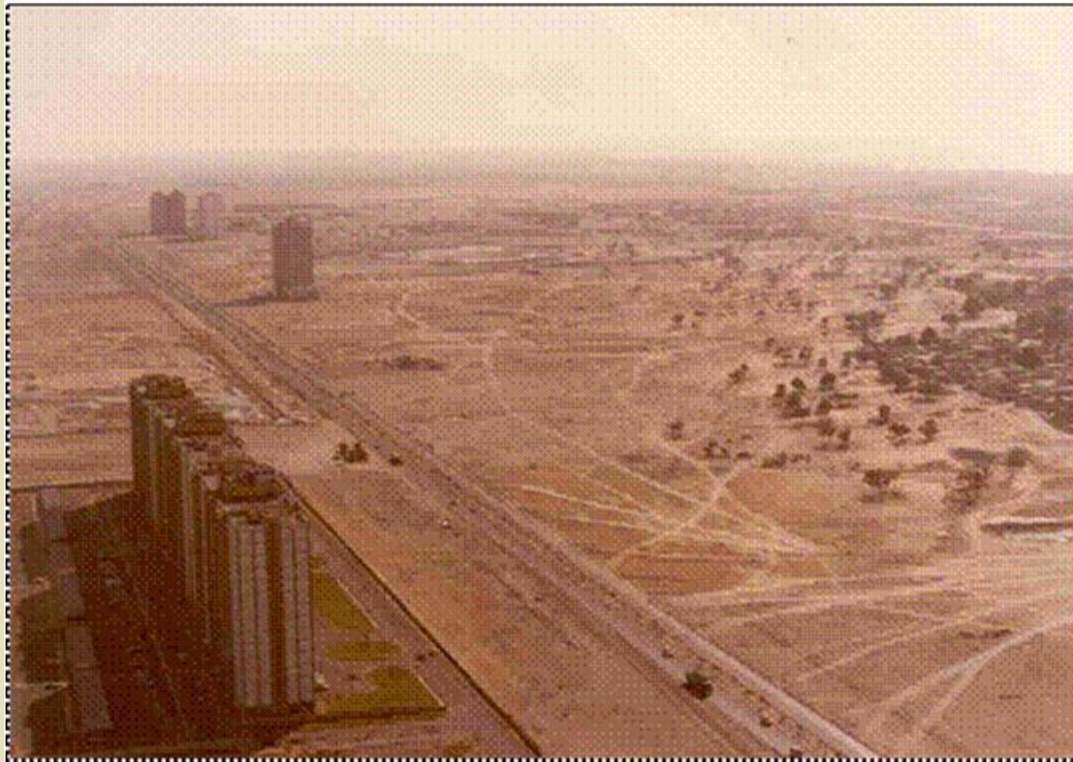


April 1st, 2008

The Dubai Story

Early Beginnings...

1991



Dubai started its journey as a local township with humble credentials...

Dubai was a stop-over for merchants on trade-routes connecting the gulf, Africa and the Far East.

In 1991, Dubai had a modest size of economy & population:

- *GDP (2006 Prices):
7.8 Billion USD*
- *GDP / Capita (2006 Prices):
13,000 USD per capita*
- *Population: 600,000*

In 2000, a number of strategic objectives & targets were set in the Dubai Vision 2010. The targets set for 2010 were achieved by 2005, in less than half the time planned

	<u>2010 Targets</u> <i>(Set in 2000)</i>	<u>2005 Actual</u>
GDP	US\$ 30 billion	US\$ 37 billion
GDP per Capita	US\$ 23,000	US\$ 31,000
Non-oil GDP as % of GDP	96%	95%
Service Sector as % of GDP	70%	78%
FDIs as % of GDP	4%	9%*

(*) 2002 Estimates

Sources: Ministry of Planning, Dubai Economic Development Department and Dubai Development & Investment Authority.

The Dubai Story

15 years later

1991



2004



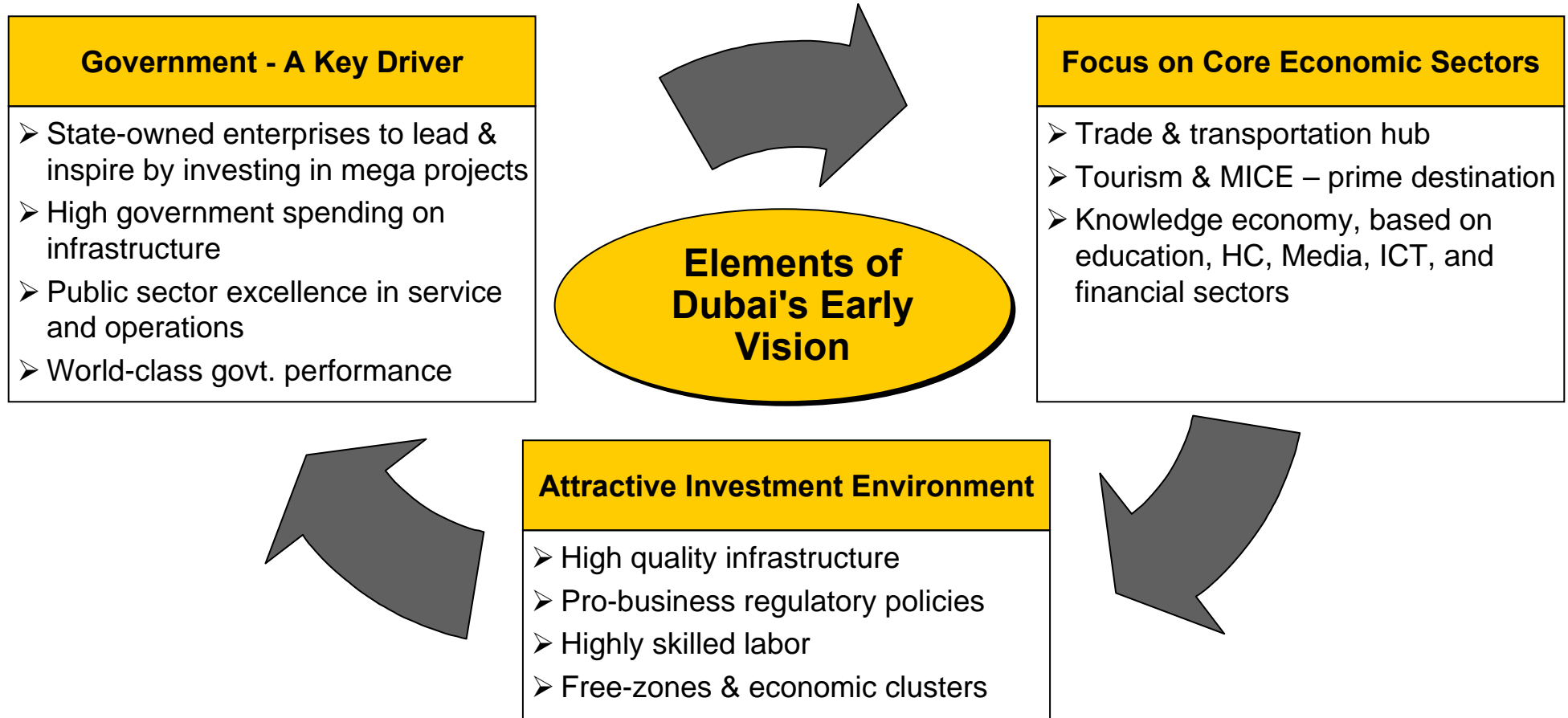
The Dubai Story

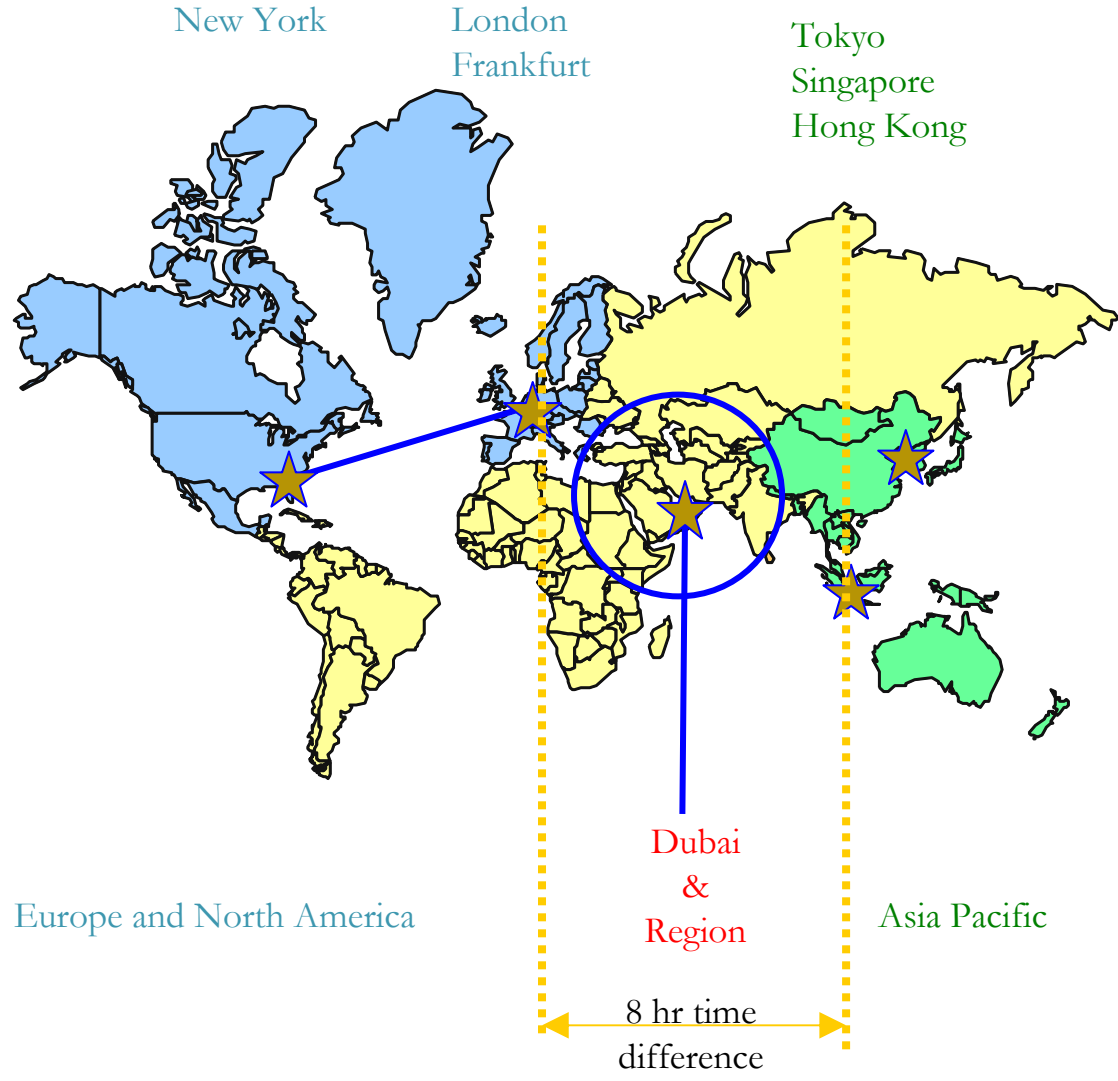
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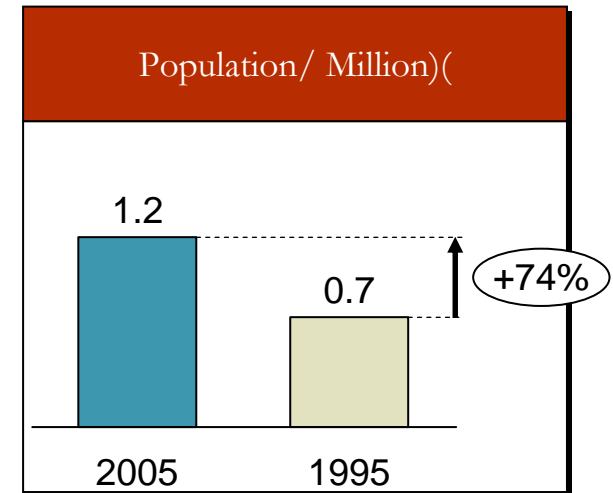
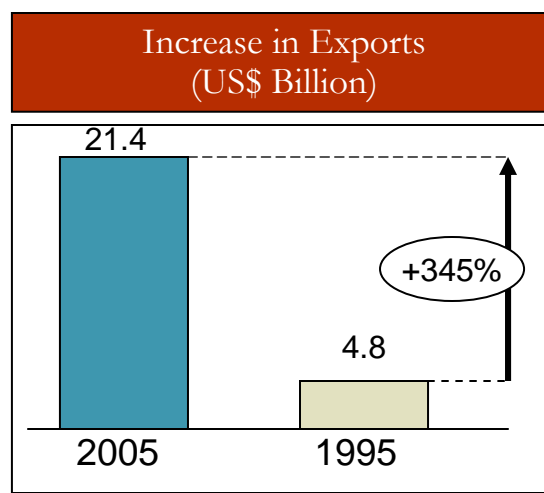
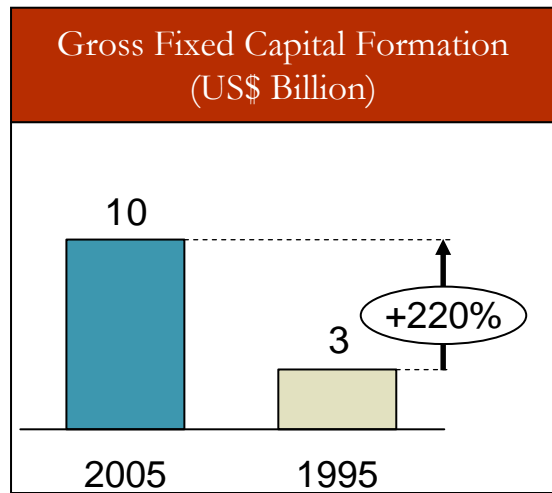
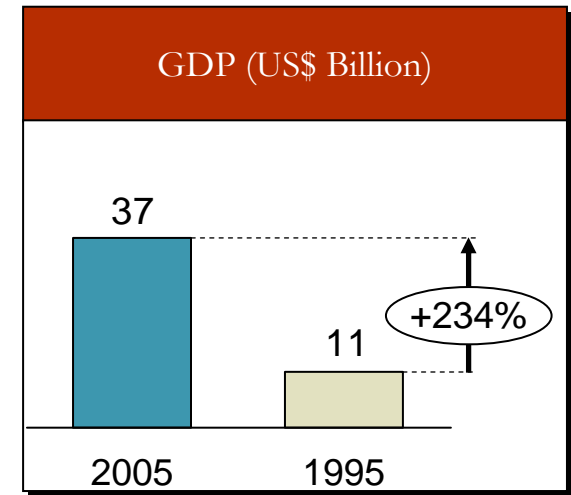
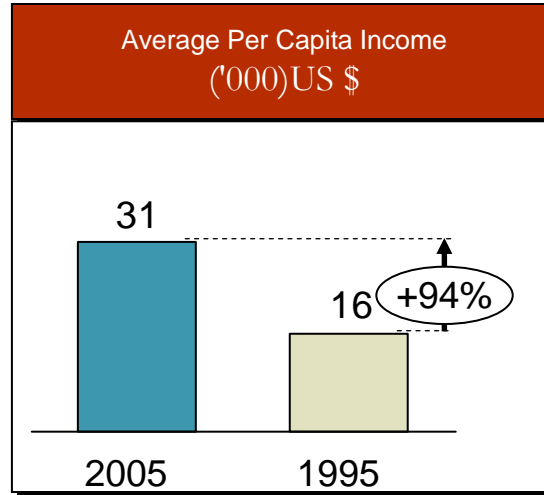
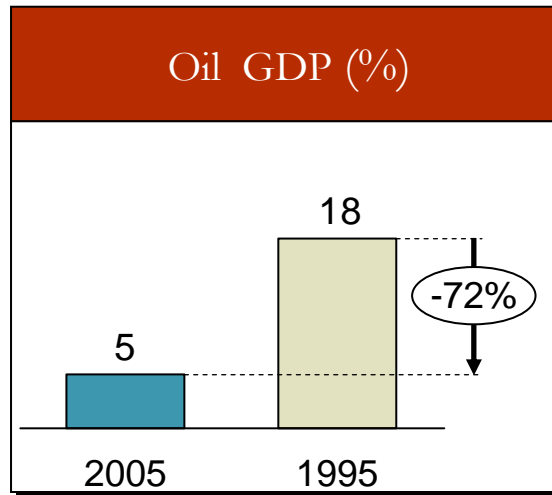
“The word ‘impossible’ is not in leaders' dictionaries. No matter how big the challenges, strong faith, determination and resolve will overcome them”

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





Economic growth and diversification





Knowledge clusters... regional hub ...

Education



Media & Information, and Communication Technologies (ICT)



Financial Services



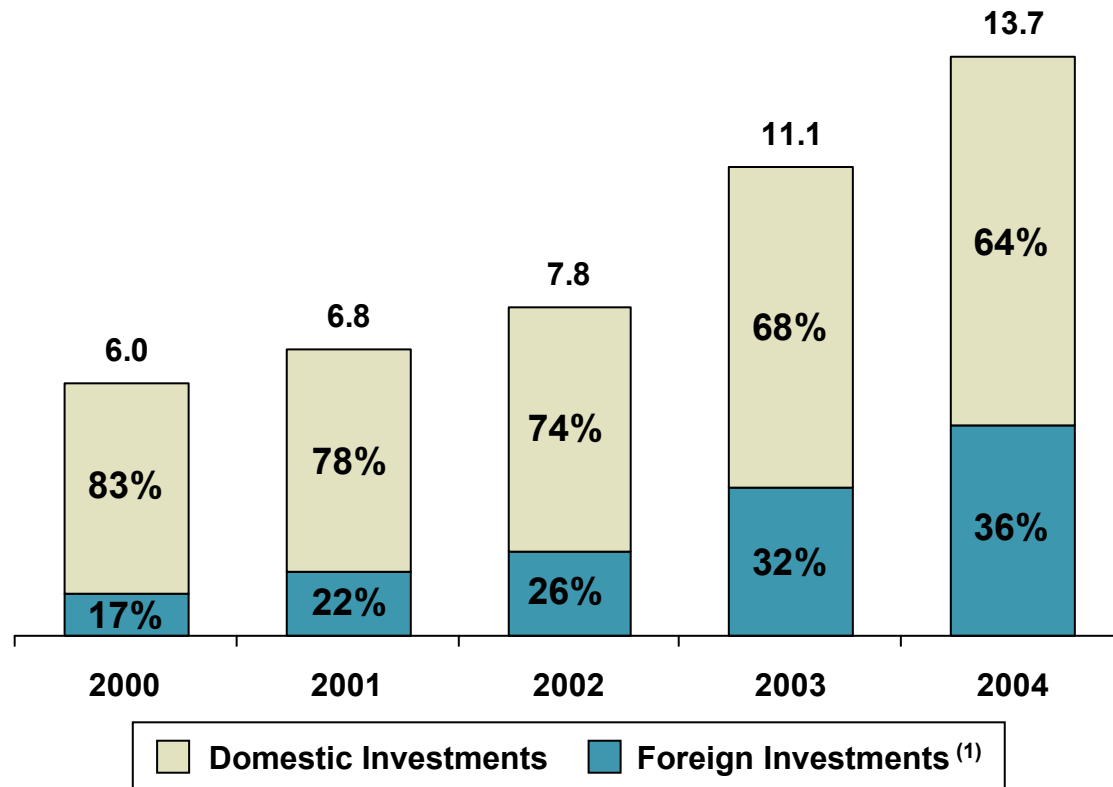
Health Care





An investment destination ...

Direct Investment (USD Billion)



Δ 2000-04	
CAGR (%)	USD Billions
23	7.7
14	4.3
50	4.0

(1) Ministry of Economy estimates that total FDIs reached 10 Billion USD in 2005 in UAE, 6 Billion USD of which has been retained by Dubai
Source: Ministry of Economy, Dubai Investment Authority 2002



A logistics hub ...

Dubai Airports

- Traffic in Dubai Airport has witnessed growth of 13% over the past 10 years. The number of passengers using the airport reached 25 million in 2005
- Currently, Airport is undergoing the a massive development project to increase its capacity to 75 million passengers annually (by 2008)
- Jebel Ali Airport is being built to accommodate a capacity of 120 million passengers annually



Jebel Ali Port

- Jebel Ali port was established in 1979 and represents the largest port in the Middle East and includes 67 anchors
- Dubai Ports witnessed more than 25% average growth in container traffic during the past 4 consecutive years
- Dubai Ports World acquired P&O, making it the 3rd largest port operating company in the world



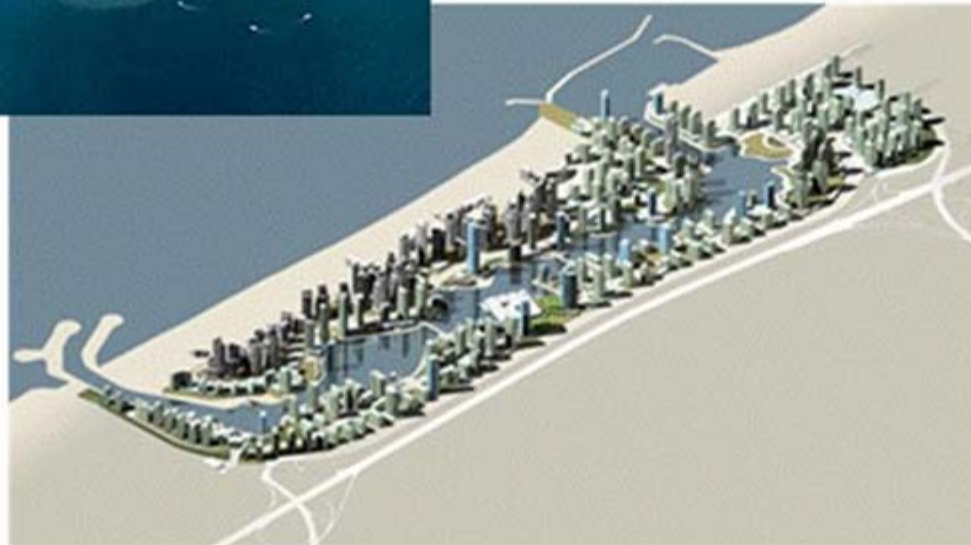
Dubai World Central

- Dubai World Central is a pioneering new air transport hub that will transform the region into one of the most powerful global centers for logistics, tourism and commerce, and will be the world's 1st multi-model logistics transport platform.





A real estate development 'story'





... the foundation... government excellence ...



A pilot project aims to provide government services to the public electronically. To date, a total of 1893 services have been automated representing 72% of total government services

Performance Management System

A comprehensive and global integrated performance management system set to measure the level of achieved strategic goals in every related Government department (3 months evaluation)



Facilitates the development of a 'talent pool' on behalf of Dubai government from which future Government leaders who have the ability, knowledge, skills and experience can be drawn



Aims to improve the efficiency of the services and practices of government departments in Dubai.

The Dubai Model

Key Indicators

- Dubai, part of the UAE, has been rated as **the best tax-free system in the World** according to *the Economic Freedom Index for 2008, released by the Heritage Foundation*.
- Dubai, part of the UAE, has been rated as **the least corrupt society in the Arab World** according to *the Economic Freedom Index for 2008, released by the Heritage Foundation*.
- Ranked **18th among the top 20 cities in terms of digital governance, making it the 1st among Arab States**, by *Rutgers University (State University of New Jersey)*
- Ranked **33rd internationally and topping Arab States in E-readiness** rankings report published by *the Economist Intelligence Unit (EIU)*
- **Ranked 2nd in terms of Transparency** according to *the Economic & social Commission for Western Asia (ESCWA)*
- Dubai Government **ranked 9th in terms of efficiency** according to study of 61 countries for *the International Institute for Management Development*
- Dubai, part of the UAE, has **the best policies governing international trade of any country in the MENA region**, according to *'Economic Developments and Prospects for the MENA Region' published by the World Bank in April 2007*
- Dubai, part of the UAE, ranked **7th Worldwide in the macroeconomic management index** after Singapore, Norway, Denmark and Finland according to *the Growth Competitiveness Index 2006-2007, released by the World Economic Forum*.

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The Government of Dubai

- **Pro Business** ... *“What is good for business is good for Dubai”*
- **Customer Focus** ... as *“the core of everything we do”*
- **Entrepreneurial** ... where *“Dubai has to work hard for its money”*
- **Action oriented, and fast Implementation**
- **Bold**, aggressive with calculated risks, and **first mover advantage**
- **Local capability**, regional excellence, with **Global ambitions**, built on International best practices
- **Young** and agile



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“In too much of the middle east, the focus is on the past or the present. Dubai has focused on the future”. *Fareed Zakaria, Editor, Newsweek International*