



United Arab Emirates



UAE GOVERNMENT STRATEGY  
2011-2013

Highlights of the U.A.E.  
**GOVERNMENT STRATEGY**  
2011-2013

**Putting Citizens First**  
An Accountable, Lean, Innovative, and Forward-Looking Government



“ We will continue **steadily** and **consistently** in implementing what we have adopted in terms of the **strategies** and **plans**”

**HH Sheikh Khalifa bin Zayed Al Nahyan**  
President of the United Arab Emirates



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“ The **goals** are clear, the road is paved and the clock ticks; there is no place for hesitation. There are many who talk...we **accomplish**”

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





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# PREFACE

# Highlights of the U.A.E. **GOVERNMENT STRATEGY** 2011-2013

It gives me great pleasure to see that the concept of strategic planning in the UAE Government has become one of the main and deep-rooted pillars in all government entities. Unified efforts and resources are used to achieve specific goals and objectives inspired by the vision of the country's wise leadership, within a clear time frame and with accurate measures.

The UAE Government launched its first strategy in 2007, inspired by the National Work Program of HH Sheikh Khalifa bin Zayed Al Nahyan, President of the UAE. It is without doubt, that this strategy has realized many accomplishments despite the challenges that it faced. We have proven that government work, based on planning, execution, and excellence, is key for the wellbeing of the country and its citizens.

Today, as we present the key highlights of the second cycle of the UAE Government Strategy for the years 2011-2013, rest assured that this new cycle has come to build on the successes of the previous strategy. We will continue in our achievements, while adjusting to emerging needs and realities. It will actively contribute towards achieving the UAE vision in 2021, when we celebrate the golden jubilee of our beloved Union.

Through the key highlights of this strategy, you will notice that our national priorities have not changed. We are adamant in ensuring the highest standards of living for UAE citizens; by raising the standards of education and healthcare, furthering social development, and enhancing government services. We will always count on our loyal and dedicated human capital, in order to achieve our vision of being the best, and further ameliorate the global standing of the UAE.

May Allah guide us in achieving the best for our country and our people.

**Mohammed Bin Rashid Al Maktoum**



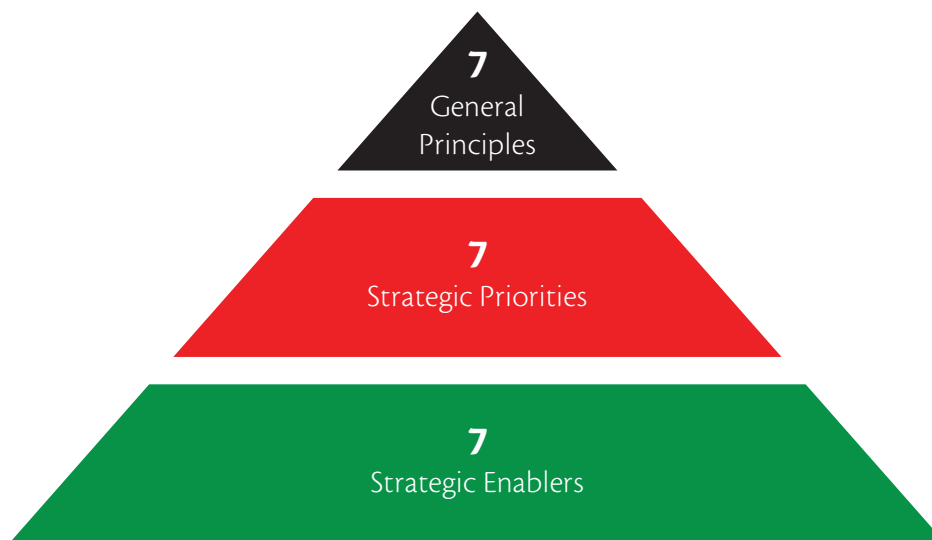
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# INTRODUCTION

# Highlights of the U.A.E. GOVERNMENT STRATEGY 2011-2013

Charting the next stage of the country's journey leading to the celebration of the Union's golden jubilee, HH Sheikh Mohammed bin Rashid Al Maktoum launched the UAE Vision 2021. This Vision is inspired by the principles of the UAE founding fathers, and guided by the National Work Program launched by HH Sheikh Khalifa Bin Zayed Al Nahyan, President of the UAE.

The UAE Government Strategy 2011-2013 lays the foundations to achieve the UAE Vision 2021. It forms the basis upon which the Federal Entities develop their strategic and operational plans, and consists of seven general principles, seven strategic priorities, and seven strategic enablers. The strategic priorities and enablers are not fully comprehensive but comprise the major focus areas for the government. Each strategic priority and enabler includes general main directions and specific sub-directions - which combined lead to the fulfilment of the relevant main direction - and which the government will work to achieve during this strategy cycle.



- The seven **general principles** steer the work of the UAE Government and apply across all strategic priorities and strategic enablers.
- The seven **strategic priorities** are the themes that define the priorities of the UAE Government over the coming three years.
- Finally, the seven **strategic enablers** direct how the machinery of the UAE Government must operate in order to fulfil its strategic priorities.



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# 1. GENERAL PRINCIPLES



# Highlights of the U.A.E. **GOVERNMENT STRATEGY** 2011-2013

The UAE Government Strategy 2011-2013 strives to ensure that all Government work is conducted according to a set of guiding principles that puts citizens first and promotes an accountable, lean, innovative, and forward-looking Government.

The seven general principles that will steer Government work are as follows:

- Enhance the role of Federal Entities in devising effective regulations and integrated policies by successful planning and enforcement
- Enhance effective coordination and cooperation among Federal Entities and with Local Governments
- Focus on delivering high-quality, customer-centric, and integrated government services
- Invest in human resource capabilities and develop leaders
- Promote efficient resource management within Federal Entities and leverage dynamic partnerships
- Pursue a culture of excellence through strategic thinking, continuous performance improvement, and superior results
- Enhance transparency and accountable governance mechanisms throughout the Federal Entities



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## 2. STRATEGIC PRIORITIES

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- Cohesive Society and Preserved Identity
- First-Rate Education System
- World-Class Healthcare
- Competitive Knowledge Economy
- Safe Public and Fair Judiciary
- Sustainable Environment and Infrastructure
- Strong Global Standing



## COHESIVE SOCIETY AND PRESERVED IDENTITY

Social cohesion, family stability, and national identity constitute the priorities of the UAE Government. Therefore, the Government will promote community cohesion, preserve the UAE National Identity, and encourage an inclusive environment that integrates all segments of society while upholding the unique culture, heritage and traditions of the UAE. The Government will lead the transformation from the current social welfare system to a social development system in which all social policies are integrated.

The UAE Government's strategic directions that work towards a cohesive society and preserved identity are summarized as follows:

- **Foster community cohesion** by developing a community cohesion strategy, encouraging an inclusive environment that integrates all segments of society, and promoting integrated community centers
- **Nurture Emirati families** by encouraging marriage between Emiratis, increasing family stability, upholding family values, and empowering Emirati women
- **Emphasize the National Identity** by spreading the core pillars of National Identity, preserving and propagating the use of the Arabic language, promoting the UAE's culture, heritage and tradition, embedding values of religious moderation, and encouraging and promoting authentic UAE principals
- **Upgrade into a social development system** by transitioning from social care to social development, ensuring integrated social service policy-making, and upgrading the quality of social services
- **Accommodate the housing needs of Emirati Nationals** by ensuring access to adequate housing for eligible Emiratis, and encouraging the development of integrated neighborhoods
- **Promote social responsibility** by encouraging voluntary work, encouraging individual and corporate social responsibility, and developing the regulatory framework of civil societies and cooperatives

# Highlights of the U.A.E. **GOVERNMENT STRATEGY** 2011-2013

## FIRST-RATE EDUCATION SYSTEM

The UAE Government gives special attention to the future generations. Hence, it will develop teaching systems, methods and staff to ensure the reduction of student drop-out rates, and contribute to the development of student skills. The Government will also develop student's knowledge, instill learning and work values in them, and prepare them for college life. It will also work to improve the quality of higher education to ensure that it yields graduates who are equipped with the skills required to fuel the growth of the country.

The UAE Government's strategic directions to achieve a first-rate education system are summarized as follows:

- **Develop students' skills, knowledge, and readiness for higher education** by implementing proper governance in the education system, improving preschool education, school curriculum and assessment, enhancing the productivity and efficiency of administrative and academic staff, improving the learning experience, pursuing the accreditation of private and public schools, and applying standard international examinations
- **Promote student retention, educational attainment, and values** by reducing student drop-out rates, promoting community and parental involvement in student education, encouraging extra-curricular activities, improving educational guidance and counselling in schools, promoting a culture of self-education, work values and educational values, and encouraging sport culture and competitions in schools and universities
- **Improve the quality of higher education and ensure accessibility** by defining and coordinating the roles of public universities, enhancing higher education curricula and teaching methods focused on empirical research, accrediting and monitoring public and private universities to global standards, encouraging university outreach programs, diversifying sources of funding for public higher education institutions, and enhancing the effectiveness of Emirati student scholarship programs



## WORLD-CLASS HEALTHCARE

The UAE Government aims to ensure access of all citizens and residents to primary health care, and to improve the quality of healthcare services provided in the country to global standards. It also seeks to reduce lifestyle diseases and increase the readiness of the health system to deal with epidemics and health risks.

The UAE Government's strategic directions to build a world-class healthcare system include the following:

- **Ensure universal access to healthcare services** by ensuring availability of healthcare services in all regions, and developing health insurance and implementing scheme
- **Provide world-class healthcare services** by improving governance in the healthcare system, enhancing healthcare services, medical diagnosis and operations while leveraging partnerships, pursuing the accreditation of hospitals and other healthcare providers in the UAE, and upgrading the standards for healthcare professionals
- **Reduce epidemic and health risks** by promoting a healthy way of life that reduces the prevalence of diseases, strengthening preventive medicine, and developing readiness to deal with health epidemics

# Highlights of the U.A.E. **GOVERNMENT STRATEGY** 2011-2013

## COMPETITIVE KNOWLEDGE ECONOMY

The UAE Government will continue to encourage innovation, research and development, and to strengthen the regulatory framework of key sectors while encouraging emerging high-value added sectors in order to enhance the UAE's competitiveness, develop its business environment, and ensure consumer protection. It will also raise the efficiency, flexibility and productivity of the labor market through the development of the national labor force and strengthening their leading role in the economy. It will also encourage the formation of small and medium enterprises, and reduce marginal activities in the economy.

The UAE Government will focus on the following strategic directions that work towards a competitive knowledge economy:

- **Encourage participation and enhance capabilities of the Emirati work force** by matching the education system with labor market requirements, increasing participation of Emiratis in the work force, improving the capability and productivity of the Emirati work force, developing vocational training, enhancing and enforcing Emiratization programs, and encouraging the creation of job opportunities in the Northern Emirates
- **Increase efficiency, flexibility and productivity in the labor market** by developing and integrating labor market planning, improving labor market mobility, discouraging marginal activities and low productivity jobs, and supporting employment shift towards high value sectors
- **Enhance the regulation of key existing sectors and encourage emerging new sectors** by strengthening the regulatory framework of key existing sectors, and supporting emerging and existing high value-added economic sectors



## COMPETITIVE KNOWLEDGE ECONOMY

- **Support SME development** by creating the proper legislative environment that stimulates and promotes SMEs, and developing and promoting entrepreneurial mindsets
- **Attract and retain talent** by customizing policies to facilitate the attraction and retention of highly qualified talent
- **Improve the business environment** by enhancing the ease of doing business across the UAE
- **Promote exports and enforce the UAE's position in international trade** by diversifying trading partners and composition of exports, and encouraging high value-added industrial sectors through modern and effective policies
- **Promote and enhance innovation, research and development** by promoting intellectual property (IP) development and protecting IP rights, enhancing research and developing talent - especially Emiratis - that are aligned with national priorities, providing incentives and encouraging cooperation with the private sector and international institutions in innovation and applied research, exploring new channels of funding for research, and building and disseminating a database of research conducted within the UAE
- **Ensure consumer protection** by developing policies to protect consumer rights



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## SAFE PUBLIC AND FAIR JUDICIARY

The UAE Government aims at safeguarding public safety and security from all threats at all times, and providing assurance to the public on national security, reduced crime rates, and rapid response to emergencies. It also seeks to guarantee the rights of individuals and businesses through a fair and effective judicial system.

The UAE Government will guarantee a safe public and fair judiciary through the following strategic directions:

- **Safeguard public safety and security and ensure national emergency readiness** by ensuring national security, maintaining public safety, enhancing emergency readiness, strengthening border control, and promoting road safety and reducing traffic accident rates
- **Improve the efficiency and effectiveness of the judicial system** by improving governance of the judicial system, attracting qualified judges and experts - especially Emiratis - to the judicial sector, modernizing judicial services through improving systems and procedures, enhancing judicial inspection, adopting alternative arbitration systems, and establishing specialized courts and developing specializations in judges and staff



## SUSTAINABLE ENVIRONMENT AND INFRASTRUCTURE

The UAE Government will ensure environmental sustainability and protection, and the conservation of natural resources. It will tackle the world's environmental concerns by reducing pollution, conserving ecosystems, and promoting an eco-friendly mindset. The Government will also work to integrate and optimize its strategic infrastructure.

The UAE Government will succeed in its endeavours to achieve a sustainable environment and infrastructure through the following strategic directions:

- **Respond effectively to climate change and environmental hazards** by mitigating and adapting to the impact of climate change, ensuring compliance with the UAE's international environmental obligations, ensuring an effective response to UAE-specific environmental challenges, and improving food security
- **Conserve natural resources and promote diverse ecosystems** by conserving energy and promoting the use of renewable and alternative energy sources, ensuring water sustainability, and protecting and nurturing marine life, animals and flora
- **Safeguard a healthy and clean environment and reduce pollution** by reducing carbon footprint, setting laws and regulations to reduce air, water and land pollution, promoting a preventative approach to waste generation and management, and promoting eco-friendly mindsets and practices
- **Optimize strategic infrastructure and encourage multi-modal transport throughout the UAE** by coordinating and regulating air, land and sea transportation modes and ensuring efficiency across the UAE, and standardizing and unifying transport infrastructure specifications across the UAE

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## STRONG GLOBAL STANDING

The UAE Government will continually develop and enhance its strong global standing by highlighting the positive status of the UAE locally, regionally, and globally in different arenas.

Therefore, the UAE Government will emphasize its strong global standing through the following strategic directions:

- **Enhance and improve the global standing of the UAE** by strengthening the role of UAE diplomatic missions abroad, strengthening the role of the UAE foreign policy to support the Government's strategic directions in trade and investment, ensuring alignment of Federal Entities with the UAE's foreign policy and international obligations, enhancing the role and representation of the UAE in international organizations, and ensuring effective representation in the field of humanitarian aid
- **Promote positive positioning of the UAE internationally** by tracking and improving UAE international ranking in various sectors, monitoring and maintaining a positive image of the UAE in international and regional media, continuing to promote labor rights and combat human trafficking, and achieving success on an international scale in various sectors (government, sports, culture, etc)



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## 3. STRATEGIC ENABLERS

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- Skilled Human Capital
- Customer-Centric Service
- Efficient Financial Management
- Good Institutional Governance
- Dynamic Government Networks
- Effective Legislative Process and Integrated Policy-Making
- Effective Government Communication



## SKILLED HUMAN CAPITAL

The UAE Government will focus on the development of its human resources, and the related systems and processes in the Federal Government. These directions would be undertaken within a comprehensive human resource strategy that aims at building effective human resource planning while ensuring the retention and motivation of skilled human talent.

The UAE Government will work towards developing skilled human capital through the following strategic directions:

- **Develop a comprehensive human capital strategy for the Federal Government** and improving HR processes and systems
- **Attract people with relevant skills and characteristics to the Federal Government** by establishing strategic workforce planning capabilities, including development of a comprehensive database of Federal talent, increasing Emiratization rates within the Federal Government, and elevating the profile of the Federal Government as a great place to work
- **Retain and motivate human capital in the Federal Government** by establishing a motivating and innovative employee workplace, enhancing a performance culture and merit-linked rewards, and developing career planning mechanisms
- **Improve the capabilities and skills of Federal Government employees** by developing a comprehensive training framework, providing general managerial skills training, developing and providing specialized training in select areas, and enhancing the leadership capabilities of federal employees

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## CUSTOMER-CENTRIC SERVICE

All Federal Entities will move towards focusing on their customers and understanding their needs. Government services will be designed, re-engineered, and streamlined to meet all the needs of different customer segments and their expectations. These government services will be provided through innovative and effective channels, which address their customer's requirements and ensure their access to high quality services.

The UAE Government will satisfy its customers by transforming its services to:

- **Provide a seamless and high-quality customer experience** by accelerating transition towards e-Government, adopting customer segmentation, enabling convenient access to Government services through innovative and customer-friendly delivery channels, re-engineering and streamlining processes for quality and timely government service delivery, and integrating government service delivery



## EFFICIENT FINANCIAL MANAGEMENT

The UAE Government will ensure the sustainability of its financial resources through achieving optimum utilization of financial resources and increasing revenues. It will also focus on updating the existing financial regulations and procedures while enhancing transparency and flexibility within an appropriate and effective governance framework.

The UAE Government will work to achieve efficient financial management through the following strategic directions:

- **Ensure sustainability of Federal Government finances and optimize income** by aligning financial resources to strategic priorities, optimizing financial resources, asset utilization, and the administrative backbone, exploring opportunities to increase Federal Government revenues, developing a long-term fiscal planning framework, and planning long-term capital expenditure needs
- **Modernize Federal Government financial systems** by modernizing internal financial processes, systems and tools, modernizing budgeting process mechanisms, and promoting financial flexibility of Federal Entities within a sound governance framework
- **Promote a transparent financial management system** by unifying and modernizing Federal Entities' accounting standards, and improving the efficiency of financial reports and the integrity of financial information



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## GOOD INSTITUTIONAL GOVERNANCE

Good institutional governance will be instilled by the development of governance systems in ministries, authorities, and federal institutions throughout the Federal Government. The Government will also develop flexible and highly efficient organizational structures. It will also focus on decentralization and granting government entities more authority and flexibility with a view to enhancing managerial efficiency.

Accordingly, the UAE Government will adopt the principle of good institutional governance to:

- **Enhance the overall governance framework within the Federal Government** by optimizing Government institutional set-up, improving internal governance of Federal Entities, and fostering a culture of accountability



## DYNAMIC GOVERNMENT NETWORKS

The UAE Government will focus on creating effective coordination and cooperation among Federal Entities, and with local entities, and encouraging strategic partnerships with the private sector and NGOs.

The UAE Government will build an interactive network according to the following strategic directions:

- **Improve inter-government integration and coordination mechanisms** by strengthening coordination, cooperation, and integration among Federal Entities, enhancing the effectiveness of federal-local coordination councils, and ensuring implementation of national priority policies and relevant regulations in Free Zones
- **Encourage strategic partnerships within an adequate regulatory framework** by developing an institutional framework for public-private partnerships (PPPs), and enhancing the regulatory framework for establishment and operation of NGOs

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## **EFFECTIVE LEGISLATIVE PROCESS AND INTEGRATED POLICY-MAKING**

The UAE Government will focus on improving the efficiency of the legislative process and ensuring the development of high quality legislation. In addition, it will adopt an integrated approach to policy-making based on data and statistics, evidence, and consultation with the concerned stakeholders. The Government will also work to enforce policies through appropriate follow-up mechanisms.

To this end, the UAE Government will focus its efforts according to the following strategic directions:

- **Improve the efficiency of the legislative process and ensure quality of legislation** by speeding up the legislative process, ensuring the quality of legislation and by-laws, enhancing the consultation process that supports the legislative cycle, and selectively reviewing legislation, decrees, and decisions
- **Develop and implement an integrated policy development mechanism** by ensuring alignment of cross-sectoral policies developed by various Federal Entities, assessing the cross-sectoral impact of policy proposals, encouraging a culture of statistical analysis and evidence-based policy-making, and encouraging consultation of relevant stakeholders in policy making
- **Leverage collective knowledge and improve the quality of data and statistics** by developing a national statistics system and a comprehensive statistical database, and facilitating information exchange between Government Entities



## EFFECTIVE GOVERNMENT COMMUNICATION

The UAE Government will focus on full and effective utilization of all communication channels in order to build an interactive relationship with the community and the media based on the principle of transparency. In addition, the Government will build a unified identity and speak in clear messages to the media. Based on public opinion surveys and fact based media research, the government communication will help in decision making, policy formulation, and strategy development and implementation.

The UAE Government will promote effective government communication by focusing on three strategic directions:

- **Enhance the visibility and credibility of the Federal Government** by fully utilizing existing and new communication channels to reach all key segments, and ensuring fact based communication and media engagement in a proactive manner
- **Create a distinct and unified Federal Government identity** by developing and implementing unified standards for the Federal Government's identity
- **Enhance the role of communication in policy-making and cultural change** by utilizing communication as an input to policy-making and strategy development, leveraging communication to support policy execution, promoting internal communication tools, and building communication systems, capacities and skills

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