



## Highlights of the UAE Government Strategy

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**Leadership... Integration... Excellence**

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# Table of Contents

Preface	9
Introduction	11
General principles	11
Social Development	12
▪ Pre-University Education	13
▪ Higher Education and Scientific Research	13
▪ Healthcare	14
▪ Population and Labor Force	15
▪ Social Welfare	16
▪ Culture, Youth and Community Development	17

Economic Development	18
Government Sector Development	20
Justice and Safety	22
▪ Judicial System	23
▪ National Emergency System	23
Infrastructure	24
▪ Housing and Roads	25
▪ Environment	26
▪ Water & Electricity	27
Rural Areas Development	28



## Preface

I am pleased to present this document which highlights the overall direction of the UAE Government Strategy for the next three years, and heralds a new phase of governance.

At this point in time we should pause for a moment and pay tribute to the founding fathers of the United Arab Emirates for their great efforts in developing the country and endowing us with high standards of living.

Their efforts call on us to continue to build on their achievements, overcome the challenges facing our nation, and communicate the positive changes being implemented throughout the country in all different aspects.

The passage of time, change in perceptions have enticed us to think differently and adopt International Best Practices (IBP) in all areas of governance.

A strategy is therefore needed to take us to the next level. A strategy that will combine our efforts and talents within a clear, manageable framework. A strategy that sets precise goals, based on thorough research and indisputable facts, that will integrate federal and local efforts to achieve the best results.

This strategy is based on H.H Sheikh Khalifa bin Zayed Al Nahyan's National Program established in December 2005. The objective of this document mirrors the goals outlined within the National Program – to achieve sustainable development and maintain high standards of living.

Six ministerial teams, comprising 16 ministers, various workgroups, and several government officials have participated in drawing up this strategy, which is divided into six major areas. This strategy is first and foremost executable as it is thorough, stems from reality and is built around the needs and aspirations of the nation.

This Strategy is a living document which paves the general direction towards the future we all aspire to, and is therefore flexible and adjustable if need be.

The major challenge ahead is in achieving our set targets, we will therefore ensure that proper monitoring mechanisms are in place to evaluate the implementation

Do know that you are the sole owners of this strategy and its success lies within your hands.

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

**Mohammed bin Rashid Al Maktoum**

## Introduction

Since the foundation of the Federation, the UAE's leadership has spared no effort in developing its human resources and reinforcing its economic growth, resulting in numerous achievements in different fields.

To bolster these developments, and keep up-to-date with scientific and technological breakthroughs, however, there is a need to maximize efforts and introduce radical changes to the existing practices within the UAE Government.

Based on the National Program, announced by H. H. Sheikh Khalifa Bin Zayed Al Nahyan during the 34th anniversary of the Federation, the Cabinet has formulated a comprehensive strategy for the UAE Government. This strategy covers six major areas, as follows

- 1 Social Development.
- 2 Economic Development
- 3 Government Sector Development
- 4 Justice and Safety
- 5 Infrastructure
- 6 Rural Areas Developments

This document highlights the main aspects of this strategy, the direction of public policies, and includes samples of selected initiatives from within the six areas listed above.

The Ministries are tasked with formulating programs and work plans based on these policies, and implementing them in accordance with specified standards and a clear timeframe.

## General principles

The UAE Government Strategy aims to achieve sustainable and balanced development and ensure continued quality and high standards of living. The general principles of the strategy are as follows:

- Maintain continuous cooperation between Federal and local authorities
- Revitalize the regulatory and policy making role of the ministries, and improve decision-making mechanisms
- Increase the efficiency of governmental bodies, and upgrade the level of services through focusing on customer needs
- Develop civil service regulations and human resources, focusing on competence, effective Emiratisation and leadership training
- Empower Ministries to manage their activities inline with public and joint policies
- Review and upgrade legislations and regulations

# Social Development

- Pre-University Education
- Higher Education and Scientific Research
- Healthcare
- Population and Labor Force
- Social Welfare
- Culture, Youth and Community Development

## Pre-University Education

### Major Directions for Public Policies

The major direction for public policy within this area is to improve student and school performance levels in accordance to society expectations and international standards, increase the performance quality of public and private schools, and enhance the managerial independency of schools, as well as promoting student-centered education processes.

This should be effected in tandem with developing the governance framework of this sector and reorganizing key roles in co-operation with local education councils

### Sample of Selected Initiatives

- Develop school curricula and student assessment programs
- Develop the technical infrastructure of all schools
- Set continuing education programs for school principals, teachers and other school staff. Develop a system of teacher licensing and re-licensing
- Adopt an academic accreditation system for the public and private schools
- Implement plans for developing school buildings and equipment as per required International standards

## Higher Education and Scientific Research

### Major Directions for Public Policies

The major direction for public policy within this area is to ensure the quality of public and private academic programs, further the role of higher education institutions, create harmony between the different specialties, and meet the requirements of the local community and national economy.

This should be achieved through the successful graduation of qualified nationals who are able to effectively compete for opportunities within the UAE job market.

### Sample of Selected Initiatives

- Initiate joint educational programs, between the Ministry of Education and local education councils, to upgrade the level of General Secondary School Certificate graduates, and apply alternative systems that better equip secondary students for university education
- Revise existing academic programs to ensure compliance with the required high quality standards, and pursue international academic accreditation

- Create partnerships with the corporate sector to ensure that national curricula and programs are correctly focused in order to meet the needs of the job market and thus providing students with the right skills
- Follow-up and monitor the performance of private universities and colleges, to ensure co-ordination with relevant local bodies
- Affiliate local universities with recognised international universities, and promote joint programs

## Healthcare

### Major Directions for Public Policies

The major directions for public policy within this area is the development of the organizational, legislative and legal frameworks based on International Best Practices (IBP) in order to upgrade the private and public sector health services capabilities, and formulate a public policy that sets the priorities for health services development within the sector.

In addition, quality control systems would be implemented within public hospitals, together with the developing of primary health welfare units.

The strategy also covers the training of medical professionals, and develops nationalization programs in this vital sector. The private sector should also be encouraged to contribute and partner in providing the required health and insurance services.

### Sample of Selected Initiatives

- Seek hospital accreditation, following the adoption of quality control standards in the healthcare field
- Sign partnership and co-operation agreements between government hospitals and internationally recognised healthcare providers
- Implement self-management systems for hospitals, which would be treated as independent economic entities
- Restructure the primary healthcare centers to include integrated healthcare teams and develop referral systems.
- Launch national leaders health management training programs.
- Develop medical archiving systems and national health databases.
- Facilitate the establishment of health service projects

## Population and Labor Force

### Major Directions for Public Policies

The major direction for public policy within this area is the development of a comprehensive population policy, to rectify the population imbalance.

The strategy also focuses on Emiratization, through a well-planned policy, that incorporates both federal and local efforts.

In addition, the strategy aims at developing stable policies for the optimal organization of the workforce. This should also include determining minimum standards for work environment and accommodation. Inspection and monitoring systems would also be implemented to safeguard the rights of all parties.

### Sample of Selected Initiatives

- Support the Federal and local nationalization programs.
- Prepare national workforce databases
- Strengthen the Ministry of Labor's inspection and monitoring system
- Enact regulations and legislation to limit illegal labor. Adopt strict penalties to crack down on the hiring of illegal labor
- Develop the required minimum standards, in terms of safety and healthy working and living conditions

## Social Welfare

### Major Directions for Public Policies

The major direction for public policy within this area is to formulate a unified social policy, strengthen the organizational role of the UAE government, and effect the transfer from the social welfare approach to the social development approach, thus integrating all beneficiaries in the development process and thereby maintaining the stability and cohesiveness of the UAE family.

The strategy also promotes the concept of community shouldering and social partnership. This will be achieved by motivating local societies, institutions, and individuals to provide social services and to create partnerships with the private sector.

### Sample of Selected Initiatives

- Enact legislation, and special regulations for the assimilation of members of society with special needs and other beneficiaries into the developmental process. Increase rehabilitation and training programs in partnership with other local and private bodies
- Train social welfare beneficiaries and prepare them for the job market
- Launch joint programs between federal and local social care bodies to ensure service integrity
- Increase and initiate family extension and awareness programs. Provide financial assistance to the needy
- Enact legislation and laws to encourage local institutions, individuals and the private sector to provide social services
- Inaugurate a prize/ award for the best social development initiatives and institutions

## Culture, Youth and Community Development

### Major Directions for Public Policies

The major direction for public policy within this area is to strengthen the national identity and establishing it as one of the main components of the UAE government strategy. The strategy also focuses on upholding allegiance to the country and its culture, specifically between the younger generations, through preserving the cultural and intellectual heritage of the UAE.

This strategy also aims at alleviating cultural awareness in society and supporting the role of the country's youth population in community development.

### Sample of Selected Initiatives

- Develop joint programs between the Ministry of Culture, Youth and Community Development, educational institutions and other respective parties, to develop the national identity for the current young generation, and future generations.
- Forge partnerships with the media to disseminate national values
- Develop regulations and legislation for national history and heritage
- Develop an integrated strategy for youth and sport activities, based on clearly outlined objectives that the government aims to achieve
- Support cultural activities intended to benefit all sectors of the community.
- Set clear systems and work plans, and provide incentives, to support talented and creative youth
- Encourage local associations, private sector and individuals to organize cultural campaigns



## Economic Development

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### Major Directions for Public Policies

The major direction for public policy within this area is to stimulate economic growth, strengthen the competitiveness of the national economy, and upgrade regulations and legislation to match current and expected economic growth. The capabilities to implement these parameters should also be developed.

In this regard, it is vital to strengthen the federal government's organisational role and boost its capabilities in formulaing and implementing fiscal monetary and trade policies. The institutional framework and necessary capabilities will be upgraded in coordination with local government entities.

Empowering nationals to take the lead in developing the economy and the labor market, however, remains a government responsibility. A comprehensive nationalisation policy, include training, leadership development, and project management, will be adopted.

### Sample of Selected Initiatives

- Establish a National Competitiveness Council to advise the Federal Government on competitiveness issues
- Establish a national statistics office
- Establish a vocational training unit with the collaboration of the private sector
- Formulate Federal policies for small and medium sized enterprises in co-operation with local government
- Prepare a Federal framework for minimum regulations requirements for both free zones and special economic zones, such as labor rights, environment conservation etc.



## Government Sector Development

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### Major Directions for Public Policies

The major direction for public policy within this area is focused on strategic planning activities. It also includes the design of an integrated performance tracking system, upgrading the civil service system, and concentration on qualifying leadership and emphasizing the principles of competency as the main criteria for recruiting, promoting and retaining.

The federal ministries will be given more flexibility and empowerment in concentrating on the development of governmental services based on International Best Practices. The distinctive services culture would be promoted, together with the activation of e-government programs, and the adoption of new approaches to encourage private sector participation.

### Sample of Selected Initiatives

- Modernize the Civil Service Law, based on International Best Practices (IBP)
- Implement a leadership training program
- Create a strategic planning team/unit within each ministry, tailoring their strategic plans to become consistent with the UAE government strategy
- Implement an integrated management system within the federal ministries
- Create a specialized authority to develop governmental and e-governmental services
- Launch a re-engineering program to simplify ministerial transactions and unify services
- Adopt compulsory training programs for governmental employees for excellence in customer service
- Identify activities and secondary services to be outsourced
- Launch awareness programs to promote the use of e-services

# Justice and Safety

- Judicial System
- National Emergency System

## Judicial System

### Major Directions for Public Policies

The major direction for public policy in this sector is to improve the level of services and facilitate transactions for better efficiency.

The strategy will also focus on training, raising the standards of judicial staff, increasing the rate of nationalization, as well as implementing International Best Practices (IBP) based on local conditions.

### Sample of Selected Initiatives

- Facilitate procedures and prepare guidelines
- Install up-to-date IT programs for judicial archiving management
- Amend judicial procedure texts to ensure prompt and efficient judgments
- Develop a modern, integrated judicial inspection system based on IBP
- Activate the role of the Judicial Training and Studies Institute and form partnerships with noted e-training, trade and financial-oriented international judicial institutes
- Increase reconciliation committees and encourage parties to use them
- Devise a program to grant judicial, forensic medicine, translation, and other scholarships - both internal and external - to distinguished secondary school national graduates

## National Emergency System

### Major Directions for Public Policies

The major directions for public policy within this sector is to develop the institutional framework, enhance co-ordination between Federal and local respondents, and formulate a National Emergency System.

The National Emergency System should identify operations, roles, and responsibilities to ensure prompt response, and boost the readiness of the emergency system's supporting sectors.

### Sample of Selected Initiatives

- Establish a National Emergency System
- Devise a comprehensive Federal Emergency Management Regulation System
- Identify specialities lacking in the national workforce with regards to the emergency system, and co-ordinate between institutions to train qualified nationals for this area of expertise
- Increase co-ordination with the private sector in developing and implementing the National Emergency Systems in specific sectors as needed
- Introduce the concept of volunteering to the academic curricula and prepare a database of volunteers to be called upon in case of national emergency

## Infrastructure

- Housing and Roads
- Environment
- Water & Electricity

### Housing and Roads

#### Major Directions for Public Policies

The major direction for public policy within this area is to increase the number of beneficiaries of public housing programs, enhance cooperation between the federal and local housing programs and co-ordinate the road classification/grading criteria, as well as, improving safety measures.

#### Sample of Selected Initiatives

- Raise funds for the Sheikh Zayed Housing Program. This could be achieved by co-operation with the private sector to grant housing loans and thus increase the number of beneficiaries
- Formulate a housing strategy and coordinating its implementation with the local housing programs
- Establish a federal/local standardization committee for road specifications
- Enhance the role of the National Transportation Authority as a competent body, responsible for road safety throughout the UAE through monitoring and securing that road standard conform with safety and federal system standards

## Environment

### Major Directions for Public Policies

The major direction for public policy within this area is to initiate the National Environment Strategy and the coherent application of the Federal Environmental Legislation nationwide.

This strategy will also assist in the development of the legal framework, boost transparency and spread awareness, as well as, building partnerships with the private sector.

### Sample of Selected Initiatives

- Create an integrated environmental database
- Strengthen environmental monitoring systems and revise fines imposed on environmental violations.
- Provide appropriate incentives for the private sector to encourage its contribution in the development of the country's infrastructure
- Promote national campaigns to advocate the conservation of natural resources and boost environmental awareness
- Apply the necessary regulations concerning the import-export of animals, plants, foodstuffs, agricultural and veterinary quarantine, and boost co-operation with relevant local bodies

## Water & Electricity

### Major Directions for Public Policies

The major direction for public policy within this area is to organize the sector and activate the roles of respective ministries in planning and co-ordinating with local bodies.

This strategy will also adopt an integral water management approach, increase the efficiency of water and electricity consumption, encourage the contribution of private sectors and the adoption of renewable energy initiatives.

### Sample of Selected Initiatives

- Prepare a national water workplan and assess all available and future water resources
- Provide appropriate incentives for the involvement of the private sector in selected water and electricity activities and issue flexible legislation to promote partnerships between the public and private sectors
- Launch nationwide awareness campaigns to promote the rational consumption of water and electricity
- Increase the efficiency of the Federal Electricity and Water Authority in providing water and electricity services through adopting international standards
- Promote solar energy utilization in residences and co-operate with relevant local entities to integrate the use of solar energy in the building code and to assist in developing other required specifications to reduce electricity consumption



## Rural Areas Development

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### Major Directions for Public Policies

The major direction for public policy within this area includes investment in human resources, improving living conditions in those areas, and providing quality basic services throughout the country.

### Sample of Selected Initiatives

- Formulate a ministerial council tasked with rural areas development, and the planning, implementation and supervision of developmental projects
- Formulate respective ad hoc local committees to identify rural areas needs and facilitate implementation
- Launch media campaigns and conduct workshops and awareness seminars to increase the awareness of rural areas inhabitants about the importance of self-development
- Provide funding and training programs related to the management of small and medium sized enterprises and home-based businesses for rural area inhabitants