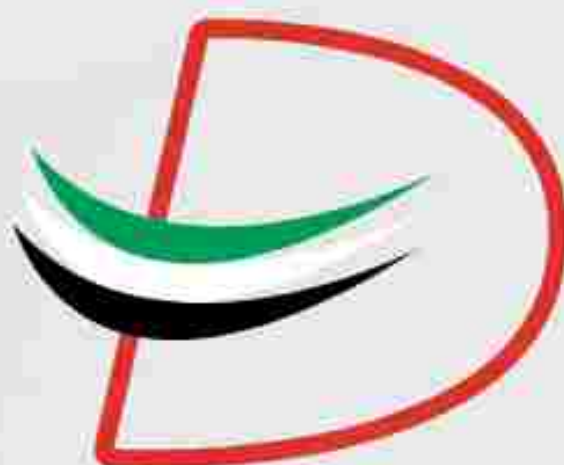




THE EXECUTIVE PROGRAM FOR BENCHMARKING - CYCLE 5



دبي للتميز الحكومي Dubai Government Excellence

This is a report produced by Dubai Government Excellence Program (DGEP). This report aims to promote organisational learning and to share the best practices that resulted from 4 benchmarking projects. These projects were undertaken by the Dubai Government entities as part of the Executive Program for Benchmarking in 2022. The DGEP is a program of the General Secretariat of the Executive Council of Dubai. The DGEP works to raise the excellence of government entities in Dubai.

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FORWARD

On 9 March 2022, Dubai Government Excellence Program (DGEP), under The General Secretariat of the Executive Council of Dubai launched the 5th Cycle of the Executive Program for Benchmarking (renamed from Dubai We Learn). This program acts as a springboard for government entities to learn, adapt and implement best practices in all aspects of government to deliver outstanding citizen-focused services. The Centre for Organisational Excellence Research (COER), New Zealand, is DGEP's strategic and technical partner for delivering the program.

This is the 5th publication on the initiative. The first, second, and third books summarised 34 benchmarking projects that were undertaken as part of the 1st, 2nd, and 3rd Cycles. The 4th Cycle was held in 2020 during the Covid-19 Pandemic and resulted in a report titled "Managing and Recovering from COVID-19".

The Executive Program for Benchmarking runs on a one-year cycle, offering the chance for project teams to be guided on how to find and implement best practices in areas of strategic priority. For 2022, around forty participants from the various Dubai Government entities worked together in teams on four strategic breakthrough projects. The four projects offered a variety of futuristic propositions for Dubai, ranging from digital services, to data management and decision making, to future-readiness for the employment market, and behavioural sciences. During the year, the project teams had opportunities to connect with, visit and learn from leading international organisations in locations as diverse as Germany, Finland, Canada, Singapore, Estonia, South Korea, USA, UK, and the UAE. They also had opportunities to share their progress with the other benchmarking teams and at international conferences.

The success of the projects provides a solid foundation for continuous improvement across the whole of the Dubai Government. In particular, the enthusiasm, learning and development exhibited by the team members provides confidence that they will serve as ambassadors of excellence for the future development of public services in Dubai.

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TRY TO ACHIEVE THE IMPOSSIBLE AND DIRECT YOUR PEOPLE TO WAYS OF ACHIEVING IT

H.H. SHEIKH MOHAMMED BIN RASHID AL MAKTOUM
VICE PRESIDENT AND PRIME MINISTER OF THE UAE AND RULER OF DUBAI





01

THE EXECUTIVE PROGRAM FOR BENCHMARKING

The Executive Program for Benchmarking Cycle 1 was launched in October 2015 as part of the Dubai Government Excellence Programme (DGEP) in cooperation with the Centre for Organisational Excellence Research (COER), New Zealand. The program's sponsor is Dr. Hazza Al AlNuaimi, Coordinator General of DGEP, part of the General Secretariat of The Executive Council of Dubai as DGEP is considered as the driving force behind the development of Dubai's government sector towards excellence utilizing excellence models since 1997.

THE EXECUTIVE PROGRAM FOR BENCHMARKING WAS LAUNCHED WITH THE FOLLOWING OBJECTIVES IN MIND:

Promote a culture of organizational learning and the transfer and exchange of knowledge in the government sector in Dubai.

Improve government performance and the application of best practices to promote creativity and innovation and improve the satisfaction and happiness of all stakeholders.

Develop human resources through training and capacity building according to the latest global methods and tools in the field of organizational learning and knowledge sharing.

Enhance Dubai's image as an international hub in government administration and excellence, public sector leadership, and integrated and best-in-class government strategies.



The initiative consists of benchmarking projects generally over one year (Figure 1.1).

For the first three cycles, projects were undertaken by government entities on issues that were important to them, these were full benchmarking projects that required the teams to complete all stages of the TRADE Best Benchmarking Methodology (including implementation of best practices).

Dubai for Best Practices	Commenced	Concluded	Number of Best Practices Projects	The Participating Government Entities
1ST CYCLE	OCTOBER 2015	OCTOBER 2016	13	Dubai Cooperation for Ambulance Services, Dubai Courts, Dubai Culture, Dubai Electricity & Water Authority, Dubai Land Department, Dubai Municipality, Dubai Police, Public Prosecution, Dubai Statistics Center, General Directorate of Residency & Foreign Affairs, Knowledge & Human Development Authority, Mohamed Bin Rashid Housing Establishment, Road & Transport Authority
2ND CYCLE	APRIL 2017	APRIL 2018	11	Dubai Civil Aviation Authority, Dubai Cooperation for Ambulance Services, Dubai Customs, Dubai Electricity & Water Authority, Dubai Government Human Resources, Dubai Health Authority, Dubai Municipality, Dubai Police, Public Prosecution, General Directorate of Residency & Foreign Affairs, Knowledge & Human Development Authority
3RD CYCLE	FEBRUARY 2019	DECEMBER 2019	10	Community Development Authority, Dubai Cooperation for Ambulance Services, Dubai Electricity & Water Authority, Dubai Health Authority, Dubai Land, Dubai Municipality, Dubai Police, Dubai Economy Development, General Directorate of Residency & Foreign Affairs, Road Transport Authority
4TH CYCLE	MAY 2020	JUNE 2020	5	Five joint government projects on Crisis Management, Health, Food Security & Supply Chain, Economy, and Societal Behavior tackling 'Managing and Recovering from COVID-19'. The project teams were mainly formed of Dubai Government entity employees who participated in the most successful projects from previous cycles.
5TH CYCLE	MARCH 2022	NOVEMBER 2022	4	Four joint government projects on Building Capabilities for Future Jobs, Behavioral Sciences, Data Management and Decision Making and Joint Digital Services. Each team had members from different Dubai Government entities.

Figure 1.1: An Overview of the Executive Program for Benchmarking by Cycle

For the fourth cycle a joint government project was undertaken, the purpose of this project was to share ideas and best practices on managing and recovering from COVID-19 with Dubai's Supreme Committee of Crisis & Disaster Management (Figure 1.2), therefore the project teams themselves were not involved in implementation.



Figure 1.2: The Executive Program for Benchmarking 4th Cycle (Managing & Recovering from COVID-19) – Meeting with HH Sheikh Mansoor bin Mohammed bin Rashid Al Maktoum (top row, middle), Chairman of Dubai's Supreme Committee of Crisis & Disaster Management and his directions to expand the research topics to include strategic priorities of Dubai Government.

A similar approach was announced by Dr Hazza AlNuaimi, DGEP Coordinator-General, Figure 2.3, for the fifth cycle launched on 9 March 2022, whereby four joint government projects were to be undertaken with the purpose of identifying and sharing best practices to the whole of the Dubai Government through presentations and the publication of report.

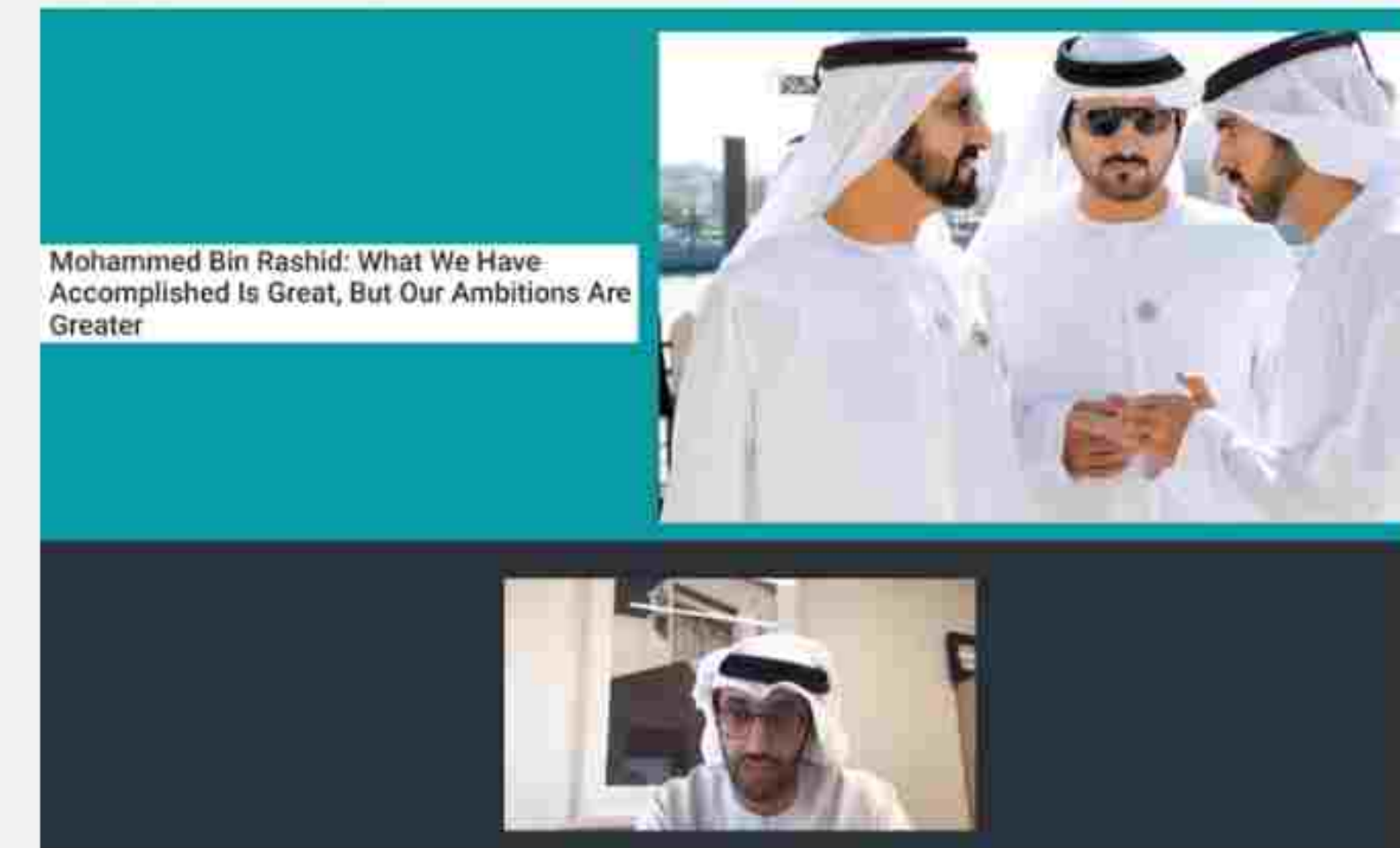


Figure 2.3: Dr Hazza AlNuaimi, DGEP Coordinator-General, announces the 5th Cycle of the Executive Program for Benchmarking at a webinar.

The previous four Cycles of Dubai for Best Practices successfully trained and certified 250 TRADE Benchmarking professionals, delivered 39 innovation projects with more than 300 implemented best practices, involved benchmarking partnerships with more than 50 countries, generated returns for the government and society at an average of 14.6 million AED per project and resulted in three published books and one report.



In the 5th Cycle of The Executive Program for Benchmarking, 40 government employees from 19 Dubai Government Entities were formed into four project teams to search for best practices in areas of importance to Dubai's Vision. The topics and the government entities the employees were from are shown in Figure 1.4 with photos of each team in Figures 1.5, 1.6, 1.7 and 1.8.

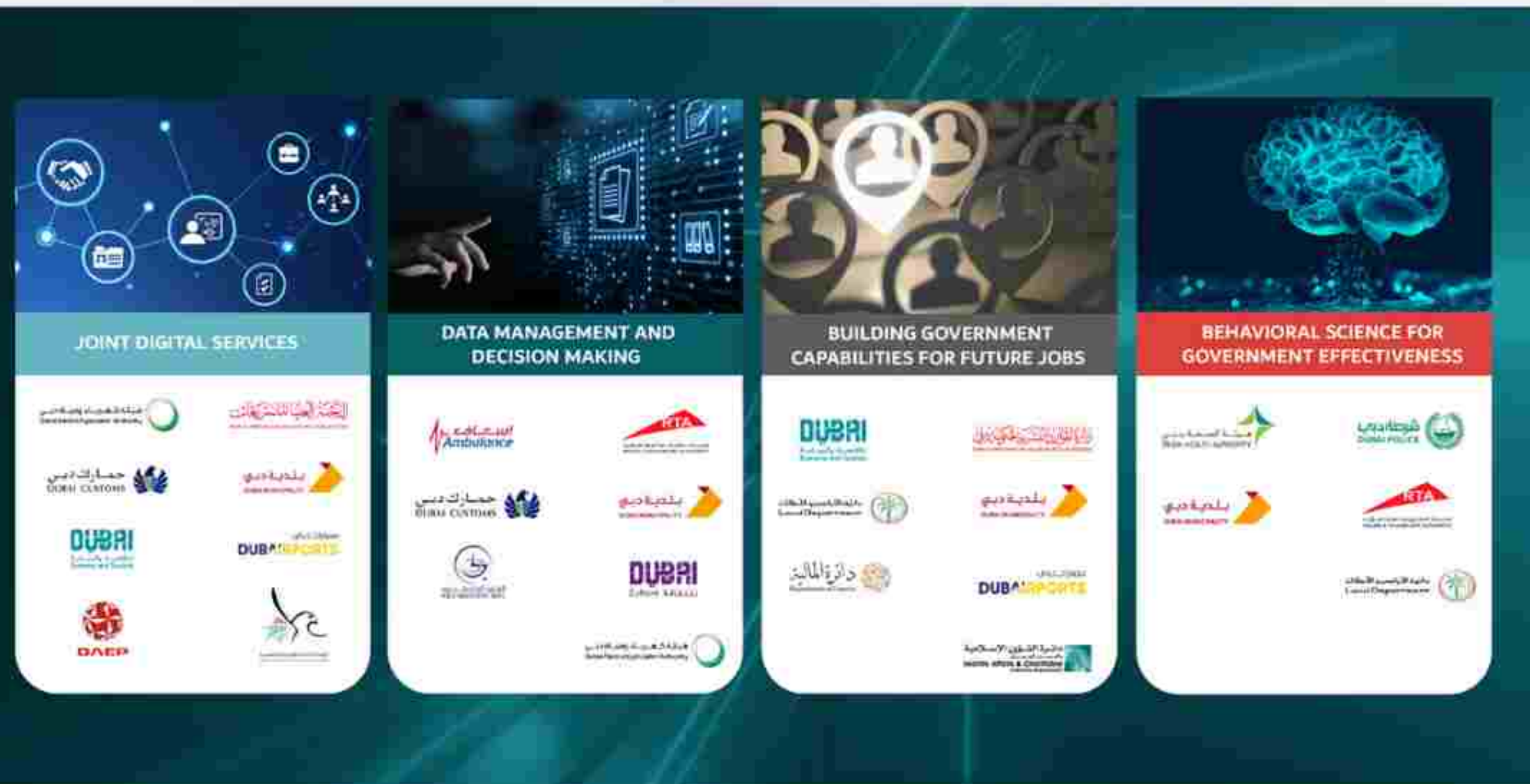


Figure 1.4: 5th Cycle of the Executive Program for Benchmarking with four project teams for four prominent strategy-focused areas



Figure 1.5: The Joint Digital Services project team



Figure 1.6: Data Management and Decision-Making (Data Science) project team



Figure 1.7: Building Government Capabilities for Future Jobs project team



Figure 1.8: Behavioral Science for Government Effectiveness project team

The objective of the 5th Cycle was to deliver fast-paced, high-impact projects over a duration of approximately 6 months with intense engagement with key stakeholders (from public and private sector). With the TRADE Benchmarking Methodology being at the core, all teams were expected to complete the Acquire stage of TRADE (identifying best practices) and partially complete the Deploy stage (communicating best practices) by the end of the cycle. Full deployment of the best practices was outside of the scope of this cycle. The main purpose was to assist the Dubai Government to formulate policies, strategies and services based on each project's recommendations.

In due course, the project teams were to share their best practice recommendations through a series of presentations and a pragmatic solutions-based report to inspire positive engagement and constructive change.

1.1

THE IMPORTANCE OF BENCHMARKING FOR GOVERNMENT

It is important to reflect on why benchmarking and organizational learning have become so important to Dubai and governments in general. In recent years there has been increasing pressure on governments around the world to change the way they serve society through being agile, adaptable whilst pursuing sustainability in all its aspects.

Benchmarking and organizational learning are seen as a necessity by forward-thinking governments. Benchmarking has been embraced by the Dubai Government for many years, but “The Executive Program for Benchmarking” has accelerated the learning and strengthened the impact.



**Forward-Thinking
Governments Recognize
the Importance of
Benchmarking and
Organizational
Learning as Essential
Components.**



When considering “what is benchmarking”, it is important to understand that benchmarking is much more than performance comparison. Benchmarking is a change management approach that sparks and enables innovation. Benchmarking provides solutions and not just comparisons. Benchmarking through ‘learning from the experience of others’ and seeing new and different approaches changes mindsets and opens new possibilities – this leads to paradigm shifts and innovation. Benchmarking includes the process of identifying, adapting, creating, and implementing high-performing practices to produce superior performance results.



1.2 BENCHMARKING SUPPORT STRUCTURE

The Executive Program for Benchmarking consisted of Benchmarking training (using the TRADE Best Practice Benchmarking Methodology) and research and facilitation support for four benchmarking teams.

The focus of the benchmarking projects was chosen to reflect the strategic priorities of the Dubai government. In effect, the projects would fast-track the transformation of key government processes or services by learning from best practices while simultaneously developing the capacity of employees in government entities to use benchmarking as a tool for improvement.

For this cycle, each team had members from different government entities, therefore the ability to work together and collaborate was essential. The team leader played a critical role to provide direction and an environment in which all team members feel valued and contribute effectively. For this reason, team leaders were selected based on their experience of using the TRADE Benchmarking Methodology and undertaking successful benchmarking projects.

The project team members were expected to spend a proportion of their work time on the benchmarking project. The time spent on the project would vary by team and by members but would typically range between half a day and a full day per week per person. The commitment of the team members, including their mandatory presence at all the programs and events was a necessity based on the importance of the work and the challenge to complete the projects within a tight timeframe.



Figure 1.9: The four benchmarking teams with Dr. Hazza AlNuaimi, Coordinator General - Dubai Government Excellence Program (DGEP), Dr Robin Mann – Director, Centre for Organisational Excellence Research (COER), New Zealand, and local jury members (Ahmed Huraimel, Advisor, Dubai Model Center- Executive Council of Dubai, Sabah AlShamsi, Director of Corporate Services, Executive Council of Dubai, Dr. Ayesha AlMutawa, Director Strategy & Corporate Excellence, Dubai Corporation for Ambulance Services).



The projects commenced in March 2022. Figure 1.10 shows the timeline for the program and the key activities undertaken.

TRADE Stages	Start Date	End Date	Activities and Actions
TERMS OF REFERENCE	09 MARCH 2022	23 MARCH 2022	All the teams received a Program Orientation for the project timeline, outcomes, research topics, and an overview of the Digital DGEP learning platform. The teams had their first ice-breaking meeting to develop an initial Terms of Reference (TOR) for their project. By the end of this stage, the Terms of References Forms were completed with the approval of the project sponsor.
REVIEW	23 MARCH 2022	18 MAY 2022	The teams identified the current government practices, performance, challenges, and opportunities, and engaged with key stakeholders. Based on the findings of the Review stage, the TOR were fine-tuned and refined. At this stage, DGEP-COER assisted the teams in arranging stakeholder meetings and designing stakeholder surveys which played a critical role in the progress of the projects.
ACQUIRE	01 MAY 2022	20 AUGUST 2022	The teams developed their best practice research plan and established the best practice search criteria. After this, the team members began identifying best practices through Desktop research. Benchmarking partners were contacted to learn from. An exclusive Best Practice Search was undertaken by COER's researchers for each team and all teams were given access to the Best Practice Improvement Resource (www.BPIR.com) to support them in their best practice research. At the end of the Acquire stage, the teams formulated their recommendations/ proposals composed of Quick Wins and Major Longer-term Initiatives.
DEPLOY	21 AUGUST 2022	29 SEPTEMBER 2022	The teams communicated with key stakeholders and shared recommendations and proposals to gain their feedback, and for the deployment of quick wins, if possible.
EVALUATE	04 OCTOBER 2022	14 NOVEMBER 2022	All teams were required to complete a TRADE Benchmarking Report (detailing the story of their project) and a Best Practice Report showcasing the best practices and deliver a final presentation on their project at the Fourth Knowledge Sharing Summit. The work of each team was assessed by a jury so that a star-rating could be assigned to each project following the guidelines of the TRADE Benchmarking Certification Scheme. Each team was also given one chance to resubmit their projects based on the feedback of the judges.

Figure 1.10: Timeline for the 5th Cycle of the Executive Program for Benchmarking

1.3

TRADE Benchmarking Training (Virtual) It was delivered through “Digital DGEP”. Thus, in parallel with working on the projects, each team member was required to undertake the TRADE Training Modules. The training enabled the teams to understand the benchmarking methodology and how it could be used for their specific projects.

A series of expert webinars were organised in consultation with the teams and were hosted on Digital DGEP to assist the projects through the Review and Acquire stages of TRADE:

19

APR
2022

The Role of Digital Transformation

26

MAY
2022

Success Story from Estonia

23

AUG
2022

The Metaverse in Government

25

AUG
2022

Data Management and Decision Making

30

AUG
2022

Behavioural Science for Public Applications

Four Knowledge Sharing Summits (Figures 1.11 to 1.15) were held, at which each project team gave a 20-minute presentation on their progress to date. The Summits were an opportunity to share, learn, and encourage constructive discussions between the teams, and encourage collaboration and cross-pollination of ideas. The first three Summits were held virtually; the Final Knowledge Sharing Summit held on 04 October 2022 was in-person.



Figure 1.11: Project teams' interaction with the DGEP-COER Officials during the 1st Knowledge Sharing Summit, held on 07 April 2022.



Figure 1.12: Teams giving a presentation to share their work so far at the 2nd Knowledge Sharing Summit, held on 19 May 2022.



Figure 1.13: Teams giving a presentation to share their work so far at the 3rd Knowledge Sharing Summit, held on 30 June 2022.



Figure 1.14: The four project teams presented their completed work to key stakeholders at the Final Knowledge Sharing Summit, held on 04 October 2022.

A panel of local and international jury (Figure 1.15) assessed the presentations of the four teams and their benchmarking reports as part of the TRADE Benchmarking Certification process at the Final Knowledge Sharing Summit. Figures 1.16 to 1.21 provide highlights of the day.



Jury Members (In-Person)			International Jury Members (Virtual)	
				
Sabah AlShamsi Director of Corporate Services Executive Council of Dubai	Ahmed Muraimel Advisor Dubai Model Center- Executive Council of Dubai	Dr. Ayesha AlMutawa Director Strategy & Corporate Excellence Dubai Corporation for Ambulance Services	Professor Dotun Adebajo University of Greenwich UK	Dr. Alan Samuel Researcher (Futurist & Best Practice), New Zealand

Figure 1.15: Local and international jury at the Final Knowledge Sharing Summit of Dubai for Best Practices 2022.



Figure 1.16: His Excellency Abdulla Al Basti, Secretary General of The Executive Council of Dubai graced the occasion with his presence at the Final Knowledge Sharing Summit, 4 October 2022.



Figure 1.17: Dr. Hazza Al AlNuaimi, Coordinator General, DGEP, addressed the audience with his insights at the Final Knowledge Sharing Summit, 4 October 2022.



Figure 1.18: Dr. Robin Mann, Director, Centre for Organisational Excellence Research, New Zealand explaining to the teams the TRADE Benchmarking Certification Scheme at the Final Knowledge Sharing Summit, 4 October 2022.



Figure 1.19: Dr. Zeyad El-Kahlout, Senior Advisor, DGEP, providing his feedback to the teams during the Question-and-Answer Session at the Final Knowledge Sharing Summit, 4 October 2022.



Figure 1.20: Maha AlSuwaidi, Senior Consultant, DGEP, orienting the audience with the program for the day at the Final Knowledge Sharing Summit, 4 October 2022.



Figure 1.21: The Jury from UAE at the Final Knowledge Sharing Summit, 4 October 2022.

On 31 October 2022, each team received the judges' feedback report which gave the teams an opportunity to resubmit their reports by 14 November 2022 for re-evaluation by the judges. Work began on disseminating the best practice findings through presentations, implementing the best practices, and producing the report. In 2023, a special event was held to award the teams and team members with TRADE Benchmarking Certification and TRADE Training and Proficiency Certificates and launch the report.

The background is a solid teal color. On the right side, there is a faint, semi-transparent illustration of a hand with the index finger pointing upwards. In the background, there is also a faint line graph with a peak and a dip, and some wavy lines at the bottom.

02

TRADE BEST PRACTICE BENCHMARKING

The TRADE Best Practice Benchmarking Methodology, Figure 2.1, was developed by Dr. Robin Mann, Director, Centre for Organisational Excellence Research (COER), New Zealand for the New Zealand Benchmarking Club in the early 2000s. Since then, the methodology has grown in popularity due to its structured but flexible approach with many tools and resources to support project success and breakthrough improvements.

The methodology consists of 5 stages, with 4 to 9 steps per stage, enabling benchmarking teams to focus on learning and improvements rather than spending substantial time on debating and aligning team members on how a project should be undertaken. To safeguard the sustainability of benchmarking initiatives, the structure and rigour of the TRADE Methodology assures that a professional research methodology is applied, that integrates change management, risk management, and benchmarking experience.

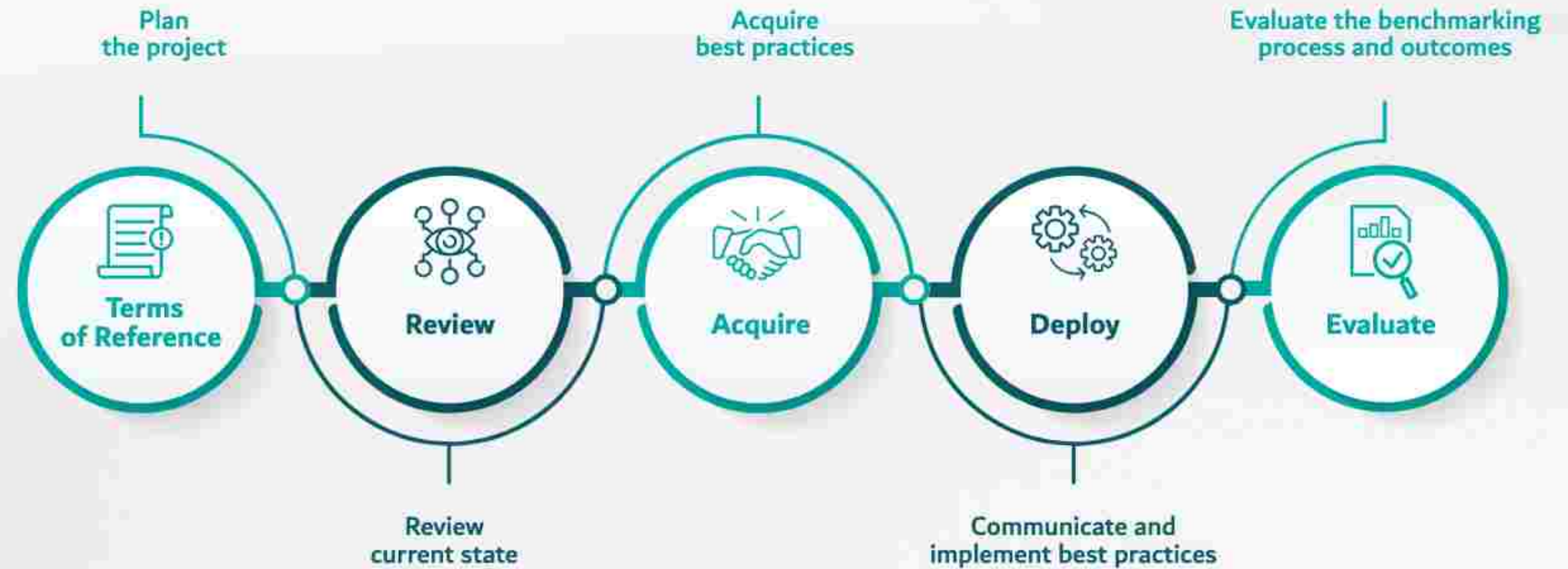


Figure 2.1: TRADE Best Practice Benchmarking Methodology

The name “TRADE” symbolises the importance of forming benchmarking partnerships with other organisations. When seeking best practices there should be the intent of “trading information and knowledge” with the benchmarking partner for mutual benefit rather than considering benchmarking as a one-way exchange of information, refer to Figure 2.2. It should be mutually advantageous to preserve and develop relationships that will enable benchmarking partners to learn from one another again and again, whenever the need demands.



TRADE focuses on the exchange (or “trade”) of information and best practices to dramatically improve the performance of processes, goods and services.

Figure 2.2: Benchmarking partnerships “trading information and knowledge”

2.1 STRUCTURE OF THE TRADE BEST PRACTICE BENCHMARKING METHODOLOGY



TERMS OF REFERENCE

1. Determine area of focus for benchmarking project.
2. Develop project brief.
3. Form project team.
4. Train project team.
5. Understand benchmarking code of conduct.
6. Prepare Terms of Reference (TOR).
7. Develop documentation system.
8. Review project progress and TOR.
9. Obtain approval to start the next stage of TRADE.



REVIEW

1. Understand area of focus to be benchmarked.
2. Define performance measures.
3. Identify current performance.
4. Prioritise and finalise the practices to be benchmarked.
5. Review project progress and TOR.
6. Obtain approval to start the next stage of TRADE.



ACQUIRE

1. Develop a best practice research plan.
2. Establish best practice search criteria.
3. Undertake best practice research.
4. Invite and acquire benchmarking partners.
5. Learn from benchmarking partners.
6. Analysis of best practices.
7. Formulate recommendations.
8. Review project progress and TOR.
9. Obtain approval to start the next stage of TRADE.



DEPLOY

1. Communicate findings.
2. Develop action plan.
3. Obtain approval for action plan.
4. Implement actions.
5. Review project progress and TOR.
6. Obtain approval to start the next stage of TRADE.



EVALUATE

1. Perform cost/benefit analysis.
2. Review TRADE project.
3. Share experiences and project outcomes.
4. Close project.

Figure 2.3: TRADE Methodology stages and steps

2.2

THE FIVE MAIN STAGES OF THE TRADE METHODOLOGY:

STAGE 01

Terms of Reference – Plan the Project

The first stage is to plan the project. This stage involves forming a project team and obtaining the support of a project sponsor and developing the Terms of Reference (TOR). The TOR (refer to Figure 2.4) provides the foundation for a successful project and should include a clear aim, scope, expected benefits, resources required, expected timeline and identification of stakeholders with a clear communication plan to ensure that the stakeholders are engaged in the project from start to finish.

The TOR should be reviewed continually throughout the project. It is used as a guide to ensure that the initial objectives are kept in focus. It is important that the team members take ownership of the TOR.

TERMS OF REFERENCE (TOR) FORM				
Organisation:		Last Date Revised:		
Project Name:				
Project Sponsor and Team Members				
Name	Position	Telephone	Email	Project Role
				Sponsor
				Team Leader
				Benchmarking Facilitator
				Administrator
				Team Member
				Team Member
				Team Member
Document Revision History				Project Sponsor
Version	Date	File name	Revision Notes - Reason for	Reviewed? Yes/No
1			First Draft	
Aim: Describe the purpose of the project in one sentence e.g. "To identify & implement best practices in X to improve performance from Y to Z"				
Scope: What is included & excluded from the project? Clearly define the boundaries of the project & any time/resource constraints				
Background: Why is the project needed? What are the challenges/opportunities? Who determined the need?				
Objectives: Include SMART objectives with at least one objective per TRADE stage as well as outcome objectives to be measured in the Evaluate stage				
Expected Non-Financial Benefits: What problems/challenges/opportunities and performance levels do you expect improvements to? What are the benefits for your stakeholders? Identify the benefits should be quantifiable showing current performance (and date measured) and expected future performance (by a stated date)			Expected Financial Benefits: For every non-financial benefit there is a potential financial benefit. Financial benefits should be shown as monetary values otherwise include in the non-financial column. Financial benefits for your stakeholders may be included	

STAGE 02

Review Current State

The second stage involves reviewing the extent of the current challenge or opportunity. This stage ensures that the project team has a thorough understanding of their own organisation's systems, processes, and performance before learning from other organisations, and helps to precisely identify the areas for which best practices will be sought.

This stage requires measuring current performance in the area of focus (if not already known) and seeks the views and obtains data from various stakeholders (such as internal customers or suppliers, process owners, external customers/citizens or suppliers and the community at large) that are being impacted by the process. Surveys, structured interviews, focus groups, self-assessments, Fishbone diagrams, SWOT analysis, process mapping, and brainstorming are some of the tools and techniques that are used to obtain and evaluate the information obtained. Often as a result of conducting the Review stage, refinements to the TOR are made.

Figure 2.4: Part of a Terms of Reference (TOR) Form

STAGE 03

Acquire Best Practices

This stage involves identifying which organisations are likely to have superior practices and finding out what they do differently. Various methods can be used, such as internet research, surveys, site visits, and online meetings.

This is an important stage where the team gets an opportunity to analyse and understand the processes and practices of other organisations and compare these to their own. Organisations with superior practices can be identified in different ways, including internet research, best practice groups, national and international award winners, and recommendations from professionals. In carrying out benchmarking visits, the teams must adhere to a Benchmarking Code of Conduct – a code of ethics for benchmarking.

The output from this stage is a set of recommendations that can be presented to the project sponsor and key stakeholders in the Deploy stage. These recommendations are based on the team's learning of best practices combined with the team's own ideas that have been formulated as a result of a detailed analysis of the area of focus and input from key stakeholders. Figure 2.5 illustrates that benchmarking is not solely about learning best practices from other organisations.

Benchmarking sparks creativity within the benchmarking team and wider stakeholder group to come up with new solutions or “next practices”.



Figure 2.5: Benchmarking provides a winning formula for innovation

STAGE 04

Deploy – Communicate and Implement Best Practices

This stage involves communicating the team's recommendations to the project sponsor and relevant stakeholders, deciding what should be changed with the current practice or process, and implementing the changes. The practicality of this stage and the potential impact that it can have on the organisation requires that the benchmarking team works in partnership with the process owners and with the support of the project sponsor and other senior executives within the organisation.

Important decisions on resources, roles and responsibilities, and timeframe for implementation need to be made. Often it is a case of many new practices being introduced and so it is important they are appropriately planned and adapted to fit the organisation's needs. Whilst there needs to be a due process for evaluating best practices or ideas to be deployed, the team and project sponsors should be flexible to deploy best practices early in the project if appropriate. Whilst the TRADE stages are presented sequentially and should be planned as such, sometimes opportunities arise to learn from best practices whilst still in the Terms of Reference stage or Review stage and so in these cases some TRADE stages and steps will be operating in parallel. In addition, valuable ideas from the team or stakeholders should be encouraged at any time and should be fast-tracked for approval and implementation if they are easy to implement. These Quick Wins can build confidence in the project, but it is important to ensure a measurement system is in place to monitor their impact as the project proceeds. For large or substantial changes, it is sensible to pilot the change before full deployment.

STAGE 05

Evaluate – Evaluate the Benchmarking Process and Outcomes

This stage is designed to make sure that the project has delivered the expected benefits that were outlined in the Terms of Reference. It involves undertaking a cost and benefits analysis and a general review of how well the process is performing. If the expected benefits are not being realised, an investigation needs to be done and may require further learning from the benchmarking partners. A project is usually only closed once the aim and objectives of the project have been met. Typically, benchmarking teams will take the lessons from one completed benchmarking project to the next project, and thereby improve their knowledge and skills in benchmarking over time.

2.3

THE TRADE STAGES AND STEPS FOLLOWED BY THE 5TH CYCLE OF THE EXECUTIVE PROGRAM FOR BENCHMARKING

For the 5th Cycle of the Executive Program for Benchmarking the purpose was to learn and share best practices via presentations and through producing best practice reports on each team's project.

With respect to the TRADE Methodology this meant the teams would complete the Terms of Reference, Review and Acquire stages of TRADE but only partially complete the Deploy and Evaluate stages as illustrated in Figures 2.6 and 2.7.



DEPLOY

All projects will complete the first step of the Deploy stage and communicate the best practices to key stakeholders through presentations and a book. If teams can make further progress than this and implement some of the best practices in their own organisation or persuade the Government as a whole to implement their recommendations it will be a bonus.

Stage No.	Stage Name	Steps Involved
Stage 04	Deploy (Communicate and implement best practices)	<ol style="list-style-type: none">1. Communicate findings.2. Develop action plan.3. Obtain approval for action plan.4. Implement actions.5. Review project progress and TOR.6. Obtain approval to start the next stage of TRADE.



Optional but ideally some implementation will occur.

Figure 2.6 – Expectations for the Deploy stage of TRADE



EVALUATE

For the Evaluate Stage it is unlikely best practices will be implemented before the conclusion of the Executive Program for Benchmarking. Therefore Step 1 will need to estimate the cost/benefits. Each team's TRADE Benchmarking Report will document the success of the project.

Stage No.	Stage Name	Steps Involved
Stage 05	Evaluate (Evaluate the benchmarking process and outcomes)	<ol style="list-style-type: none">1. Perform cost/benefit analysis.2. Review TRADE project.3. Share experiences and project outcomes.4. Close project.



Partial.

Figure 2.7 – Expectations for the Evaluate stage of TRADE

2.4

THE TRADE PROJECT MANAGEMENT SYSTEM

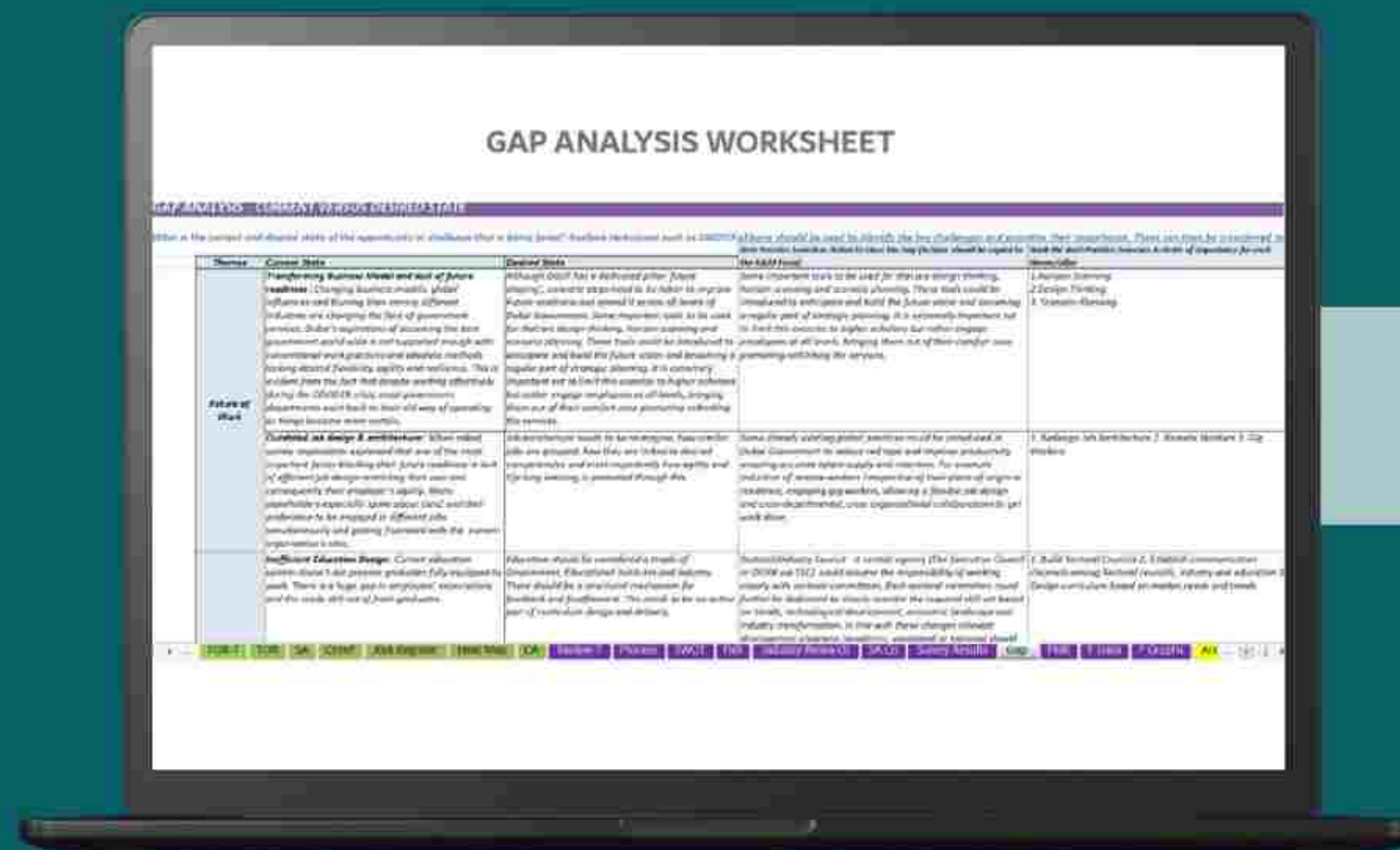


Figure 2.8 – Gap Analysis Worksheet from the Building Government Capabilities for Future Jobs project

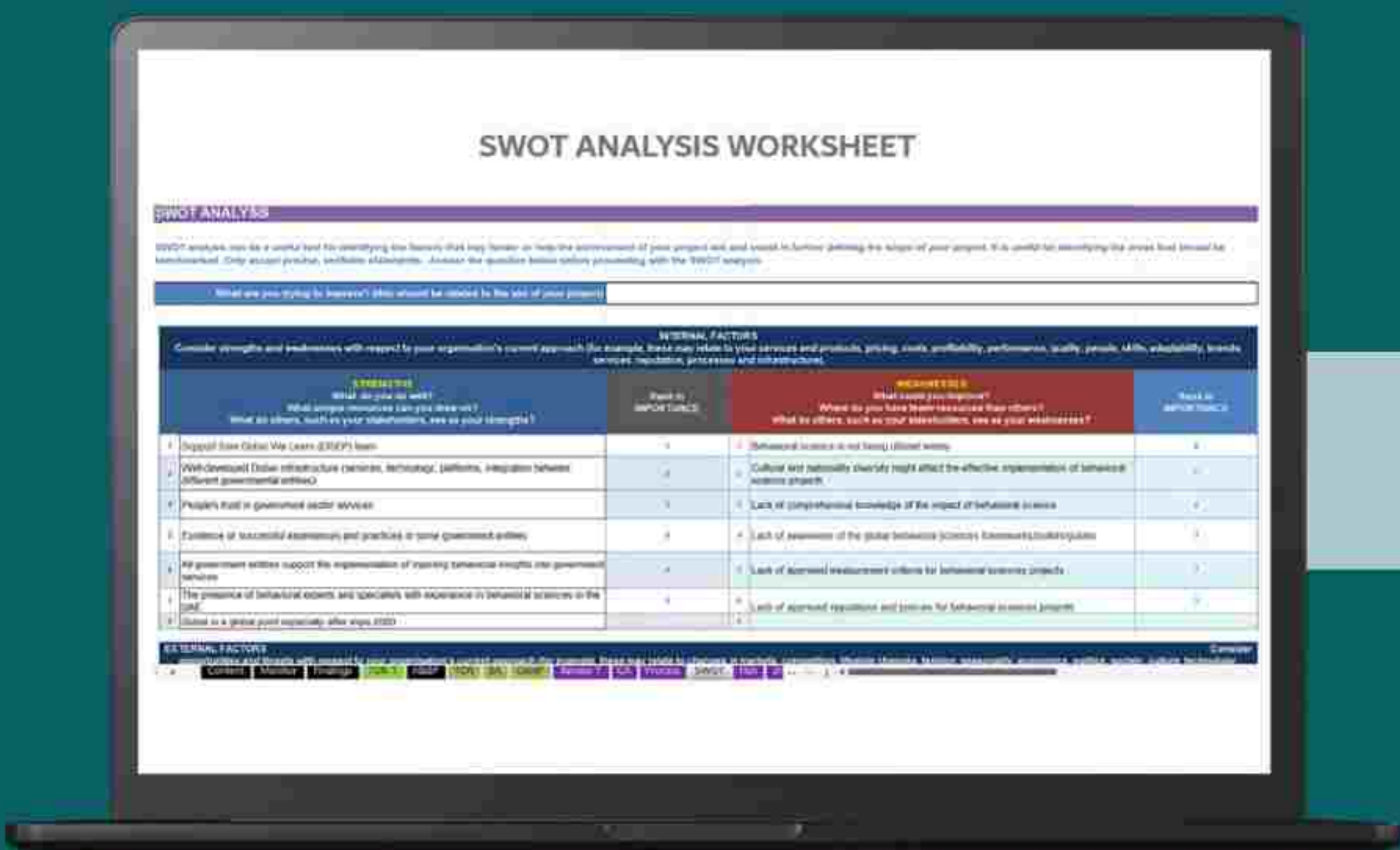


Figure 2.9– SWOT Analysis Worksheet from the Behavioural Sciences for Government Effectiveness project

THE TRADE PROJECT MANAGEMENT SYSTEM

Figure 2.8 – Best Practice Search Worksheet from the Data Management and Decision Making project

Figure 2.9—Benchmarking Site Visit Report Worksheet from the Joint Digital Services project

2.5 TRADE CERTIFICATION LEVELS

There are three levels of certification available for individuals and teams that have completed TRADE Methodology training and have put it into practice: Bronze, Silver, and Gold (Figure 2.12).

TRADE Benchmarking Certification Level

Logo Mark

01 TRADE Benchmarking Certification (Bronze)

Awarded to all those that have been trained at a TRADE Benchmarking Workshop



02 TRADE Benchmarking Certification (Silver)

Awarded to all those that have been at a TRADE Benchmarking project and demonstrated benchmarking proficiency.

Submissions are graded using a star system as show in the table below:



Assessment Grades	Certification Awarded
7 Stars	TRADE Benchmarking Proficiency Certificate with Commendation
5 to 6 Stars	TRADE Benchmarking Proficiency Certificate with Commendation
3 to 4 Stars	TRADE Benchmarking Proficiency Certificate
1 to 2 Stars	Incomplete

03 TRADE Benchmarking Certification (Gold)

Awarded to individuals that have undertaken and/or facilitated two benchmarking projects that have achieved TRADE Benchmarking Proficiency or higher with atleast one project receiving Commendation grade.



Figure 2.12: TRADE Benchmarking Certification Levels

Certification at Bronze level is achieved after completing a training course on TRADE. On completion of a benchmarking project, a benchmarking report and supporting documentation such as the TRADE Spreadsheet can be submitted to DGEP-COER for assessment. If the project receives an assessment grade of 3 to 4 Stars or higher, the proficiency level (Silver level) is conferred. For benchmarking mastery (Gold level), project team members must have undertaken and/or facilitated two benchmarking projects that have achieved proficiency or higher with at least one project receiving at least a 5 to 7-Star commendation grade.

For the 5th Cycle of the Executive Program for Benchmarking, 40 employees from Dubai Government entities were trained to TRADE Bronze level, and all projects were completed at a minimum of 3 to 4 Star level, therefore, achieving benchmarking proficiency (Silver Level).

Over five cycles of projects, 250 Dubai Government employees have been trained, thus facilitating a significant injection of new and vital skillsets across a variety of government functions. In the long-term, it is expected that many of these staff will achieve the highest level of benchmarking certification – Benchmarking Mastery (Gold level); to date, eighteen individuals have achieved this level. Promisingly, these highly skilled individuals will be the prospective ambassadors of leading the implementation of frameworks and strategies that support a best practice learning culture in Dubai.

The background is a teal-colored image of a desk. On the desk, there are several yellow sticky notes with handwritten text. One note at the top left says 'In Progress'. Another note in the middle right says 'Work Item 1341'. A third note below it says 'Work Item 1342'. A fourth note at the bottom right says 'Work Item 1343'. A silver pen is lying on the desk. The overall image has a subtle grid pattern.

03

THE BENCHMARKING PROJECTS

These four best practices are for consideration by the Executive Council of Dubai and all Dubai Government entities.

1 Building Government Capabilities for Future Jobs

To identify, recommend and leverage best practices for building Dubai's public sector capabilities for future jobs.

3 Data Management and Decision Making

To develop a Dubai Government Data Sciences Model that will support and accelerate data science maturity aligned to the Dubai Government's digital strategy and future aspirations.

4 Joint Digital Services

To develop a Best Practice Joint Digital Services Model for the Dubai Government for advance unification of services on shared platforms.

2 Behavioural Sciences for Government Effectiveness

Assist the Government of Dubai in initiating the utilization of behavioural sciences within government entities to deliver societal-centric strategies, policies, programs, and services.

Figure 3.1: Summary of the four benchmarking projects


THE EXECUTIVE PROGRAM FOR BENCHMARKING – CYCLE 5



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