

Dubai Future Readiness Index Manual

دبي للتميز الحكومي
Dubai Government Excellence



مؤسسة دبي للمستقبل
DUBAI FUTURE FOUNDATION



Edition-1 2023



Within the proceedings of the World Government Summit 2023, we have launched the Dubai Future Readiness Index, developed in collaboration between Dubai Future Foundation and Dubai Government Excellence Program. This comprehensive index comprises 5 key pillars and 66 sub-indicators. We are following the footsteps of His Highness Sheikh Mohammed bin Rashid Al Maktoum, who has laid the foundation for a pioneering approach to designing and shaping the future.

His Highness Sheikh Hamdan Bin Mohammed Bin Rashid Al Maktoum
Crown Prince of Dubai and Chairman of the Executive Council



INTRODUCTION

His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Executive Council launched the Dubai Future Readiness Index (DFRI) during the 10th. World Government Summit. The Index was developed in collaboration between Dubai Future Foundation and Dubai Government Excellence Program, with the aim of enhancing Dubai's position as one of the world's most future-ready cities. This is achieved through the development of integrated strategies and action plans to respond to future changes, seize opportunities and address future challenges, harnessing future technologies to achieve government goals, and delivering the best future government services regionally and globally. Additionally, the Index aims to empower government employees, enhance their capabilities and skills in future foresight and design.

The Dubai Future Readiness Index is based on five main pillars and 66 sub-indicators. The pillars focus on the ability of entities to foresee the future by sensing and predicting economic, social, and technological changes and trends at the local, regional, and global levels and their impact on the entity and the sector they operate within. The pillars also focus on the entity's capabilities and plans to seize the opportunities and address challenges in a swift, flexible and proactive approach which is implemented through agile systems and work models that continue to serve the community's happiness.

The other pillars of the Index focus on the ability of government entities to manage and utilize data for organizational learning and decision-making, harnessing current data and cutting-edge technology to increase the efficiency and effectiveness of government entities, and enhance the customer experience to new futuristic levels. They also focus on enhancing future-oriented thinking and innovation, re-skilling and up-skilling of the capabilities of human resources to prepare for future jobs and enabling them to conduct future studies and scenarios.

Lastly, the pillars focus on the entity's innovation-for-the future capabilities that are established within clear strategic directions, mobilizing collaborative efforts and providing a suitable environment and sufficient resources to achieve them through active organizational systems and frameworks, that engage partners and all other stakeholders at every level.

The pillars of the Dubai Future Readiness Index shall be evaluated within the assessment activities of Dubai Government Excellence Program. A comprehensive assessment of the government's readiness for the future will be conducted by Subject Matter Expert Assessors specialized in the organization's core business and its future trends. A survey of employees will also be conducted to assess the extent to which the government entity promotes a culture of innovation and future-oriented thinking and enhances the capabilities of its human resources in the field of scenario planning and future studies and up-skilling and res-killing of their human resource to qualify them for future jobs. The calculation of the Index shall take into consideration the results of the central government entities' indicators, such as the indicators of the Dubai Digital Authority, as an additional source of data to ensure the highest levels of accuracy in the results.

To further encourage government entities to increase their future readiness levels, Dubai Government Excellence Program has launched a new category under its variable categories segment under the name of "the Most Future-Ready Entity." Accordingly, starting from the 2024 assessment cycle, the entities that achieve the highest results in the Dubai Future Readiness Index will be awarded by the program.

Based on the assessment results, a feedback report shall be prepared for each government entity, classifying them according to their future readiness and including an analysis of their performance levels in the main pillars of the Index. Dubai Future Foundation will utilize the assessment results to develop tailored programs to support the less future-ready government entities building on the successful experiences of other entities. The Index will also serve as a benchmarking platform for government entities at the local and global levels, motivating them and contributing to their efforts to continue their development and improvement journey.



Dubai Future Readiness Index Goals

- 1 Sustain Dubai's position as one of the most future-ready cities in the world
- 2 Driving government excellence through identifying upcoming opportunities and priorities
- 3 Highlighting the success of Dubai Government entities in harnessing future technologies to achieve their objectives
- 4 Develop integrated strategies and work plans to address future changes
- 5 Empower Dubai government employees with future design skills
- 6 Providing the best government services on regional and global levels
- 7 Developing a global experience in the field of government work and exchanging knowledge of the Future



Dubai Future Readiness Index Features



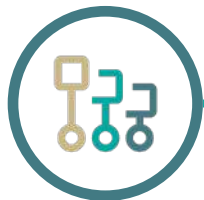
Multiple data sources to ensure assessment precision

Precision

Compliance with the requirements of the government-of-the-future



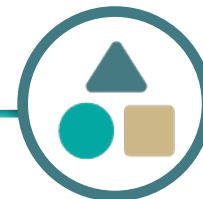
Compliance



Integrated with Dubai Government Excellence Model

Integration

Customized and Integrated development programs based on the index result

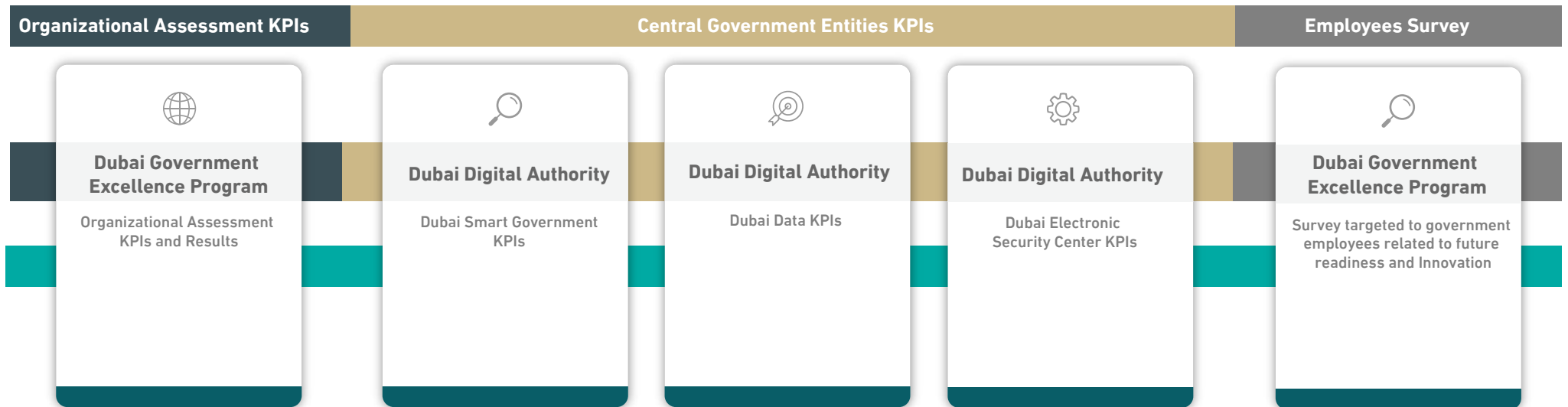


Development Program



Multiple data sources to ensure assessment precision

Dubai Future Readiness Index





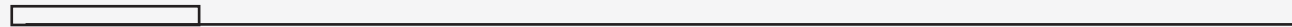
Assessment weights of Dubai Future Readiness Index from different data sources

Dubai Future Readiness Index of the Government Entity		
%90		%10
Organizational Assessment KPIs	Central Government Entities KPIs	Survey targeted to government employees related to future readiness and Innovation

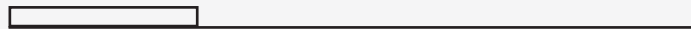


The Main Pillars of Dubai Future Readiness Index

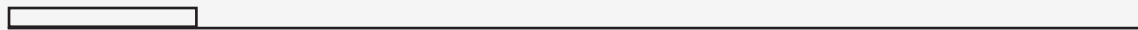
Organisational Agility and Change Management



Future Foresight & Design



Utilizing Data & Cutting-edge Technologies



Future Talents



Innovating for the Future



The Main and Sub-Pillars of Dubai Future Readiness Index

Organizational Agility and Change Management	Future Foresight and Design	Utilizing Data and Cutting-edge Technologies	Future Talents	Innovating for the Future
<p>Sensing external and internal changes</p> <p>Swift response and decision-making based on information and facts</p> <p>Seizing opportunities and overcoming challenges</p> <p>Adopting agile systems, business models and digital platforms that can be easily updated and modified</p> <p>Managing all types of risks and ensuring the continuity of the entity's operations at all times</p> <p>Effectively communicating with all stakeholders especially in emergencies and crises situations</p> <p>The support and effective management of development projects at all levels, ensuring the achievement of their objectives</p>	<p>Designating an Organizational Unit or Team responsible for future foresight function</p> <p>Reviewing current business models and systems to ensure their readiness for the future and the new normal after Covid-19</p> <p>Applying tools and mechanisms for future foresight based on analyzing the external and internal variables and trends to develop future scenarios</p> <p>The comprehensiveness of future studies in covering all the activities and tasks of the entity, the sector in which it operates, and for the government work in general</p> <p>Tools to monitor the future trends and mega trends in particular</p> <p>Basing future studies on facts and data</p> <p>Developing proactive and adaptable strategies based on future studies</p> <p>Seizing opportunities and overcoming challenges based on future foresight studies through innovation</p>	<p>Developing and implementing strategy and plans for digital transformation of the entity's services and operations</p> <p>Continuous monitoring of technological advancements and applications</p> <p>Studying and Evaluating the feasibility and potential of implementing cutting-edge technology</p> <p>Adopting appropriate cutting-edge technology to enhance the efficiency and effectiveness of the entity and adds value to its customers</p> <p>Harnessing technology for innovation</p> <p>Data analyses and its utilization in decision-making, future studies and organizational learning</p> <p>Monitoring and developing organizational performance through a comprehensive and effective performance management system</p>	<p>Enhancing and spreading a culture of future thinking and innovation</p> <p>Developing human capital capabilities in the field of future foresight</p> <p>Identifying the knowledge, skills, and behaviors required for future jobs</p> <p>Implementing plans to develop the capabilities of employees and upskill or reskill them to be qualified for future jobs</p>	<p>Identifying the strategic intents for innovation, including innovation for the future, and mobilizing efforts to achieve them</p> <p>Managing the innovation activities, processes and partners</p> <p>Availing the necessary resources for the enablement of innovation and organizational learning activities</p> <p>Benefiting from partners, specialized research Centers and other stakeholders including customers, suppliers and the society in enhancing innovation in the organization</p> <p>Achieving targeted results and impact of innovation activities</p>

Dubai Future Readiness Index

First Main Pillar: Organizational Agility and Change Management

#	Sub Pillar	Data Source		
		Organizational Assessment	Central Government Entities KPIs	Employees Survey
1-1	Sensing external and internal changes	1-2 Organizational Agility		
1-2	Swift response and decision-making based on information and facts	1-2 Organizational Agility		
1-3	Seizing opportunities and overcoming challenges	1-2 Organizational Agility		
1-4	Adopting agile systems, business models and digital platforms that can be easily updated and modified	1-2 Organizational Agility		
1-5	Managing all types of risks and ensuring the continuity of the entity's operations at all times	1-2 Organizational Agility		
1-6	Effectively communicating with all stakeholders especially in emergencies and crises situations	1-2 Organizational Agility 4-3 Government Communication		
1-7	The support and effective management of development projects at all levels, ensuring the achievement of their objectives	1-1 Change Management		





Dubai Future Readiness Index

Second Main Pillar: Future Foresight and design

#	Sub Pillar	Data Source		
		Organizational Assessment	Central Government Entities KPIs	Employees Survey
2-1	Designating an Organizational Unit or Team responsible for future foresight function	2-1 Future Foresight		
2-2	Reviewing current business models and systems to ensure their readiness for the future and the new normal after Covid-19	2-1 Future Foresight 1-2 Organizational Agility		
2-3	Applying tools and mechanisms for future foresight based on analyzing the external and internal variables and trends to develop future scenarios	2-1 Future Foresight		
2-4	The comprehensiveness of future studies in covering all the activities and tasks of the entity, the sector in which it operates, and for the government work in general	2-1 Future Foresight		
2-5	Tools to monitor the trends and mega trends in particular	2-1 Future Foresight 1-2 Organizational Agility 7- Innovation		
2-6	Basing future studies on facts and data	2-1 Future Foresight		
2-7	Developing proactive and adaptable strategies based on future studies	2-1 Future Foresight		
2-8	Seizing opportunities and overcoming challenges based on future foresight studies through innovation	2-1 Future Foresight 7- Innovation		





Dubai Future Readiness Index

Third Main Pillar: Utilizing Data and Cutting-edge Technologies

#	Sub Pillar	Data Source		
		Organizational Assessment	Central Government Entities KPIs	Employees Survey
3-1	Developing and implementing strategy and plans for digital transformation of the entity's services and operations	9- Digital Enablement 3-3 Integrated Government Services	Percentage Digital Completion of Services Percentage Digital Adoption of Services	
3-2	Continuous monitoring of technological advancements and applications	9- Digital Enablement 1-2 Organizational Agility		
3-3	Studying and Evaluating the feasibility and potential of implementing cutting-edge technology	9- Digital Enablement		
3-4	Adopting appropriate cutting-edge technology to enhance the efficiency and effectiveness of the entity and adds value to its customers	9- Digital Enablement		
3-5	Harnessing technology for innovation	9- Digital Enablement		
3-6	Data analyses and its utilization in decision-making, future studies and organizational learning	8- Data Management and Organizational Learning	Dubai Digital Authority Data Maturity index	
3-7	Monitoring and developing organizational performance through a comprehensive and effective performance management system	Average score for the Results Assessment Pillar - Comprehensiveness and Usability for all Main Criteria of the Dubai Government Excellence Model		

Dubai Future Readiness Index

Fourth Main Pillar: Future Talents

#	Sub Pillar	Data Source		
		Organizational Assessment	Central Government Entities KPIs	Employees Survey
4-1	Enhancing and spreading a culture of future-thinking and innovation	2-1 Future Foresight 5-1 Professional Talents Management		
4-2	Developing human capital capabilities in the field of future foresight	2-1 Future Foresight 5-1 Professional Talents Management		
4-3	Identifying the knowledge, skills, and behaviors required for future jobs	2-1 Future Foresight		
4-4	Implementing plans to develop the capabilities of employees and upskill or reskill them to be qualified for future jobs	2-1 Future Foresight		

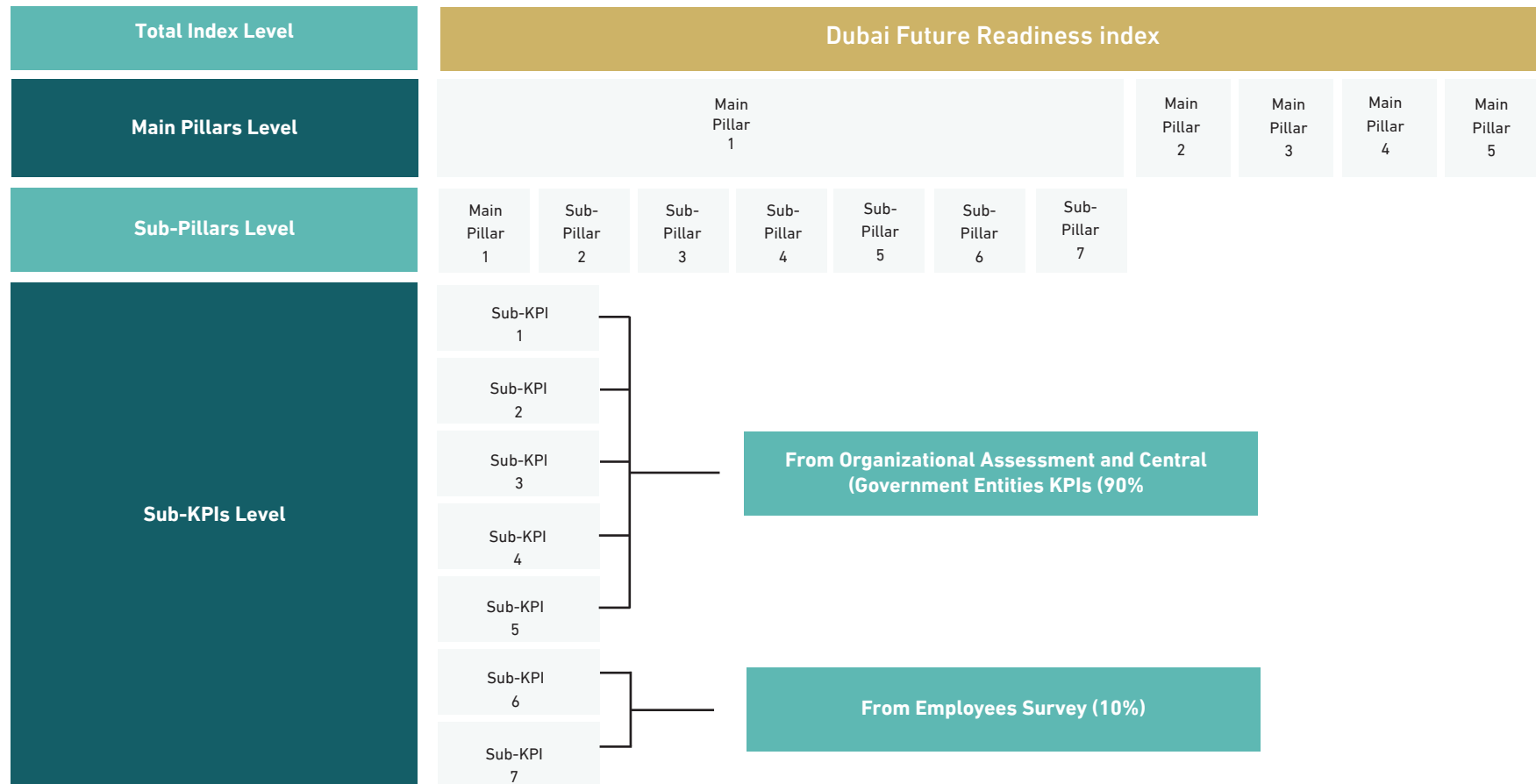
Dubai Future Readiness Index

Fifth Main Pillar: innovating for the Future

#	Sub Pillar	Data Source		
		Organizational Assessment	Central Government Entities KPIs	Employees Survey
5-1	Identifying the strategic intents for innovation, including innovation for the future, and mobilizing efforts to achieve them	7- Innovation		Innovation Leadership and Strategy Pillar 
5-2	Managing the innovation activities, processes and partners	7- Innovation		Innovation Management Pillar 
5-3	Availing the necessary resources for the enablement of innovation and organizational learning activities	7- Innovation		Innovation Enablers and Organizational Learning Pillar 
5-4	Benefiting from partners, specialized research Centers and other stakeholders including customers, suppliers and the society in enhancing innovation in the organization	7- Innovation		Networks and Connectivity Pillars 
5-5	Achieving targeted results and impact of innovation activities	7- Innovation		Innovation Results Pillar 

Calculation Methodology

Dubai Future Readiness index



Calculation Methodology

Dubai Future Readiness index - Calculation Steps

- Each pillar consists of one or several sub-indicators. The results of these sub-indicators are derived either from the organizational assessment of the Dubai Government Excellence Model, and/or the Employee Survey, and/or the Central Government Entities' KPIs as previously mentioned.
- Assessors are provided with the sub-indicators to be assessed during the assessment process, and their scores are determined based on the assessment scale of 1-5. Assessors enter the results into the Electronic Assessment Management System in the designated sections.
- The results of the central government entities' KPIs or any calculated assessment result out of 100 points (such as the Results Assessment Score - Comprehensiveness and Usability pillar) are converted to a scale of 1-5 as explained later. The result of the central government entities' KPIs for each sub-indicator is calculated by averaging the results of the central government entities' KPIs related to that sub-indicator.
- The result of each sub-pillar is calculated by averaging the results of the sub-indicators for that sub-pillar (regardless of the data source), taking into consideration the weight assigned to the assessment generated from the organizational assessment (90%) and that generated from the survey (10%).
- The overall result of the index is calculated by giving a weight of 90% to the results of the main pillars resulting from the organizational assessment process, and 10% from the survey results.

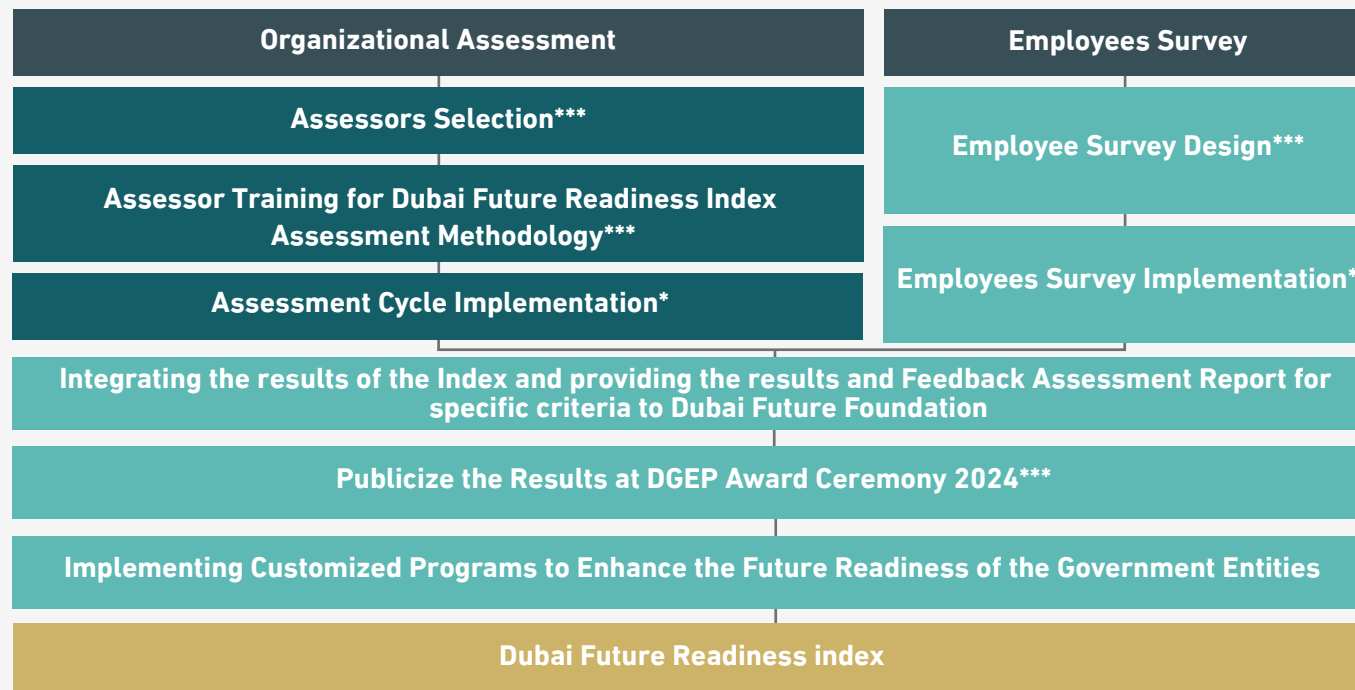
Calculation Methodology

Dubai Future Readiness index - Calculation Formulas

Data Sources for Sub KPIs	Organizational Assessment	Central Government Entities KPIs	Employees Survey		
Transferring the Organizational Assessment of GEM criteria from percentages to (1-5) Levels	%15> - 0	%40> -15	%50> - 40	%65> - 50	%65=<
	1	2	3	4	5
Sub-Pillar Score	Average Score of Sub-KPIs derived from Organizational Assessment and Central Government Entities' KPIs * 90%		+	Average Score of Sub-KPIs derived from Employees Survey * 10%	
Main Pillar Score	Average Score of Sub-Pillars				
Dubai Future Readiness index Total Score (Percentage)	$\frac{(\text{Average Score of the Main Pillars} - 1)}{4} \times \%100$				

The Partnership between

Dubai Government Excellence Program and Dubai Future Foundation for implementing Dubai Future Readiness index



* Dubai Government Excellence Program

** Dubai Future Foundation

*** Dubai Government Excellence Program in partnership with Dubai Future Foundation



Dubai Government Excellence Program (DGEP) was established in September 1997 under the directives of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, to be the driving force behind the development of the government sector in Dubai. The program has played a crucial role in bringing about radical changes in the performance, concepts, practices, and management models applied in the government sector. This achievement was made possible through the effective cooperation between the government entities and the program in implementing the criteria of the organizational excellence models and utilizing that for continuous improvement of the government entities' performance and provided services.

Since its inception, DGEP has enjoyed the patronage and support of His Highness, who entrusted the program with overseeing the implementation of Government Excellence Model in Dubai. The program remains committed to continuously improve its model, reviewing categories, criteria and assessment methodologies to effectively respond to the evolving landscape of quality and global best practices in the field of management while, concurrently, meeting the needs and requirements of the government sector in Dubai.

In 2019, the program, under the directions of His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Executive Council, underwent a comprehensive enhancement of its approach, award schemes and entities level categorization, introducing a package of enhancements to assessment methodologies and introduced new initiatives aimed at maximizing the value-add provided to the government entities.

Dubai Future Foundation (DFF) aims to achieve the vision of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, to secure Dubai's future and sustain its leading position as one of the best future cities in the world. This is accomplished through leading efforts in future foresight, design, and development of future opportunities in collaboration with government entities, international companies, start-ups, and entrepreneurs in the UAE and the world.

The pillars of DFF's strategy involve envisioning, designing, and implementing the future through the development and launch of national and global programs and initiatives, developing future plans and strategies, issuing foresight reports, supporting innovative and special projects. This is done under the supervision and support of His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai, Chairman of the Executive Council, and Chairman of the Board of Trustees of the Dubai Future Foundation, with the aim of making Dubai a global capital for the development and adoption of the latest innovative solutions and practices to serve humanity.

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