

The Challenges

- The goal was to become a world-class government. A comprehensive strategy encompassing and coordinating the activities of its 34 government organizations was outlined. However:
- Each agency employed hundreds of people and had its own budget, constituents, and systems.
- Employees were wary of what they saw as yet another attempt at strategic planning.
- Managers lacked the expertise to align people throughout the sprawling organization and translate strategy into action. Without a comprehensive policy agenda, the new strategy floundered



- Employment rose from less than 43% to 50.2%, supporting the objective on the human capital strategy map to "Strive for full employment."
- GDP value increased by 22%, reflecting achievement against the objective to build rapid, sustainable GDP growth.
- Percentage of initiatives executed on time increased from less than 65% to 74%.
- The United Arab Emirates' ranking on the ICT Networked Readiness Index rose from 29 (of 130-plus nations) to 23. The index, published by the World Economic Forum in cooperation with INSEAD, is the leading global ranking of the impact of information communication technology on nations' development and competitiveness.