

# DUBAI SERVICE CONTINUITY & THE COVID-19 PANDEMIC



# INTRODUCTION

Dubai Model Centre seeks to raise the quality of public services in Dubai to reach unprecedented levels of leadership and excellence.

The centre aims to encourage government entities to improve the quality of their services by utilizing the methodologies and tools

that reflect the vision of **His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, and the directives of His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Executive Council**, to elevate levels of satisfaction and happiness of customers and the community.

The centre also works on documenting and disseminating best practices in public services on the local and global levels; it develops smart strategic tools and systems to search, document and improve public services in Dubai.

## The role of DMC in supporting government entities during the COVID-19 pandemic

Dubai Model Centre plays a major role in developing various plans and initiatives; which to date have achieved a qualitative leap in government services, service delivery channels, and customer happiness. The joint work between Dubai Model Centre and the government entities created pioneering services on a global level that allowed government work to

continue without any interruptions by the current unprecedented times. This success was achieved by the contingency services and enhanced remote work experience that allowed business continuity during the pandemic. Government entities reinforced their capabilities and directed their focus towards new prospects that anticipate the future to enhance their readiness for ensuring work continuity with the same level of excellence and competence during various circumstances and challenges that the world experiences. In light of the recent pandemic, and despite all the disruption and instability it inflicted on the ways the world work system operated, government services in Dubai managed to ensure its continuity of work whilst providing the highest standards, setting a new benchmark for excellence. This is when the role of DMC during challenging times truly emerged and rose to the occasion.

## Government entities remote working experience

The Dubai government demonstrated how flexible its work system is during the COVID-19 pandemic, which allowed the continuity of services and business, and made the government of Dubai a leading example for smart cities around the world. This success is a result of the effort invested to improve the

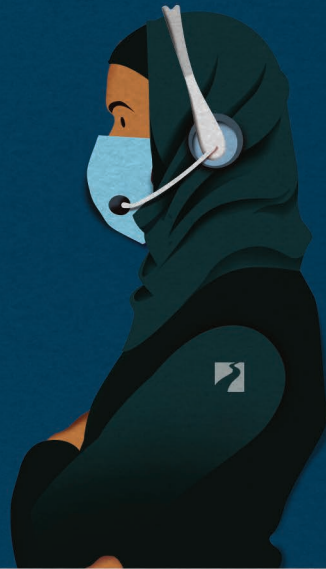
- ✓ quality
- ✓ effectiveness
- ✓ efficiency

of government services and augment its readiness for different scenarios through establishing innovation and continuous improvement as one of its work systems founding pillars. Government entities invested immediate and necessary efforts to preserve the distinction of the government work system, which helped avoid any decline in the quality of the services provided for Dubai's residents and visitors.



This case study will present multiple success stories and experiences of government entities conducting business and providing government services efficiently during the COVID-19 pandemic.

Some of these government entities are:





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# DUBAI HEALTH AUTHORITY



The Dubai Health Authority aims to provide an effective and cohesive health system that will embody the vision of Dubai to make it a leading destination for healthcare through adopting innovative and effective care models while enhancing the community's participation.

The Dubai Health Authority's implementation of the remote work model was distinguished, as it aimed to protect the employees and citizens from COVID-19, especially pregnant women, elderly people, people of determination, and individuals with respiratory disease or immunocompromised diseases. All the necessary infrastructure and technologies were available to support this model, alongside a well-experienced staff.

## Smart Medical Consultation initiative

Dubai Health Authority utilized digital channels to deliver **Smart Medical Consultation initiative** for all customer segments and transform medical services from traditional channels to digital channels. The initiative includes delivery of video tele-consultation through Dr. For Every Citizen service starting with online booking, telephonic encounters for specialized healthcare and patient home care visits, for people of determination, senior citizens, high-risk patients & widows. To complete the patient journey, patients' medical records is updated and prescription is delivered to through "Dawaee" delivery service.

## Medicine Home Delivery (Dawaee Program)

During the pandemic, the authority expanded and improved the "Dawaee" program to provide high-quality pharmaceutical care services, and a free of charge medicine home delivery service for patients. The service is considered the first of its kind in the UAE and the region, because of its free of charge medicine delivery service that is only delivered by specialized pharmacists who are entitled to provide pharmaceutical information, advice, and receiving patient inquiries.

The enquiries were completed remotely through multiple channels and platforms. Requests were submitted digitally through the authority's website, call centre, or by directly calling the relevant pharmacies. The service faced many challenges, among which were the divergence of the geographical areas and significant increase in the number of requests. The challenges were overcome



**69,382 beneficiaries for Dr. For Every Citizen service**



**More than 31,498 telephonic encounters**



**More than 10,680 Home Care visits**



**Increase in number of doctors from 10 to 83 doctor, where 32 doctors are being available 24/7**



**90% satisfaction for the availability of medication during COVID-19 pandemic**



**92.1% overall trust in Dr. For Every Citizen initiative**



**Number of "Dawaee" vehicles increased from 2 to 10 to deliver 36,060 Medical Prescription to the patients across UAE**



**Free delivery for citizens and residents**



**38,000 prescriptions, 310,000 types of medicinal items, and 920,000 drug packages distributed.**

by developing a detailed and efficient delivery plan, organization, distribution efficiency, coordinated delivery process, and increasing the operational capacity for the service. Another notable challenge was the customers' lack of familiarity with the requirements for utilizing the service, which was overcome by the wide media coverage on various platforms and by direct communication with the patients.

## COVID-19 Lab Tests

Right after the first COVID-19 case was confirmed, the authority intensified its efforts to collect the biggest number of samples and test them for COVID-19 in the fastest time possible. The Department of Pathology & Genetics was ready to provide the required testing services, and to keep pace with the steady increase in demand and changes to ensure 100% capacity for COVID-19 tests. Taking into consideration the importance of this service, the authority introduced it

with all the related details on various media titles, social media platforms, and the authority's websites. Achieving a 100% capacity was done by taking the measures required to increase the human cadre to 700 individuals working on COVID-19 testing. These measures also included establishing the ultimate safety procedures, updating the training of all employees, providing the accurate information about the safety and infection control, ensuring the proper use of protective gear, implementing global preventative methods and hand hygiene, proper sterilization, and educating all employees about the safe way to dispose waste.

In cooperation with its partners, the Dubai Health Authority guaranteed an easy access to testing and sample collection, and worked hard to issue results within a reasonable time, which depended on the number of tests conducted daily and the logistical service availability (equipment and reagents). All laboratories that conduct PCR tests have standardized their results reporting, so that all patients receive their result via a SMS text message, following the guidelines and directives of the National Emergency Crisis and Disaster Management Authority (NCEMA).

In effort to increase the number of testing centres, the authority cooperated with **15 private laboratories** to conduct PCR tests. The authority ensured that these laboratories are ready to provide the needed services by visiting and examining their safety procedures, policies, competence, training, international accreditations, sample collection procedures, and processing and reporting results. The testing and results accuracy were also evaluated, in addition to ensuring that NDA's are being signed.

## Increased COVID Testing Capacity

Private Sector	DHA	
20,000	5,000	=
tests per day	tests per day	

Total  
25,000  
tests per day

Employees working on COVID-19 have also been offered accommodation in designated hotels to limit their contact with their families and loved ones and prevent any spread of the virus.



# 02 DUBAI POLICE



Dubai Police is an integral part of the larger United Arab Emirates Police Authority, and its mission is to improve the quality of life in the country by working in accordance with the constitutional rights to enforce laws, maintain the security and safety of society, and maintain the security and safety of every individual residing on its land. Dubai Police upholds the highest and most accurate performance measures in its outstanding application of its duties, tasks and powers, through institutional performance indicators, the practice of strategic planning, and by simplifying procedures, strengthening community partnership, creative initiatives, respecting personal excellence, and working in the spirit of one team. Dubai Police is the first at the Arab level to introduce electronic services in its dealings and to complete its procedures remotely, in an effective and record time.

With the onset of the Corona pandemic, Dubai Police has activated preemptive treatment and recovery plans, which include: individuals, operations, technologies, resources, partners and suppliers, and institutional risks. The Dubai Police Crisis Team held a continuous meeting and immediately moved to activate the necessary electronic systems to enable all employees to carry out their work smoothly. These measures have contributed to raising multiple institutional indicators, including: Employee happiness index, employee productivity index, and customer happiness indicators. In addition to the following, specialized work teams were employed to work around the clock to deliver all necessary awareness and training to all employees, which contributed to achieving zero interruptions in any process or service.

## Zero Customer Initiative AIC improvement initiative for the year 2018-2019

The Dubai Police has adopted the “zero customer” initiative that was launched back in 2018, to deal with the challenges of the COVID-19 pandemic. This initiative contributed to service continuity through several electronic channels without any material obstacles or interruption in the delivery of any service. Through this initiative, the customer’s journey was revised to shorten the steps of service applications, additional channels were activated such as the call

centre 901, the Smart Police Station (SPS), some of the interfaces in the application and the website were redesigned, and artificial intelligence through (Amna - similar to the Siri service on the iPhone) was activated. The initiative has resulted in the transformation of services over to digital platforms, which resulted in the reduction of the number of traditional centres from 14 service centres in 2018 to 3 service centres in February of 2020. The “zero customer” initiative has accelerated the execution and processing of transactions, completion of services and notification of the customer by smart and digital means throughout all stages of the customer’s journey and for all service delivery channels especially the burial service, which was in demand due to the increase in the number of deaths in Dubai during the pandemic, and the urgent need to deal with the bodies in different ways than usual.

## Burial Permit Service

Dubai Police’s role in the “Burial Permit Service” is considered to be major, as this shared service cannot be completed without the approval of the competent authority in the Dubai Police. Dubai Police took the initiative to work with service partners in addition to forming a joint committee of the Dubai government that includes 6 entities to facilitate the service request, simplify the customer’s journey and complete the burial in accordance with the highest safety standards and in accordance with international standards and recommendations of the World Health Organization.

The Joint Committee activated all smart channels including the website, application, smart police stations, and call centre 901 to apply for the service and obtain permits for burial or cremation with a full governance system from all competent authorities to implement all procedures whilst upholding all required protocols and safety measures.

The Dubai Police praised Dubai Model Centre’s methodologies (Annual Improvement Cycle and City Makers) stating its impact in ensuring the readiness of this service to be available in such exceptional circumstances.

No major challenges resulting in the interruption of the service delivery have been recorded for any of the customers. Internal studies and multiple questionnaires indicate that all types of customers interacted positively in addition to indicating a high level of adoption for smart channels and receiving services through them.

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**96%**  
customer adoption rate on smart channels from  
March to June of 2020

**+11%**  
increase in customer adoption rate compared to  
the previous year during the same period

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**234**  
burial/cremation permits were processed by the  
committee until July 1, 2020 in a record time of 3  
to 5 days for all incoming applications through all  
channels



03

DUBAI  
MUNICIPALITYبلدية دبي  
DUBAI MUNICIPALITY

Dubai Municipality is one of the largest government entities that is pioneering and considered a driving factor for Dubai's growth and development in terms of innovative services, activities, businesses, and major projects it implements. Over the years, Dubai Municipality cemented its excellence in managing the **six vital sectors** that contribute to making Dubai one of the world's most advanced and sustainable cities.

During the pandemic rise, Dubai Municipality implemented an **emergency action plan** that included all its services and its partners, in addition to services from the specialized operational site. All employees were equipped, trained, fully supported, and provided with all the necessary resources, including communication programs, devices, and technical systems. This was to ensure they performed their tasks remotely with the highest levels of efficiency. The municipality has gradually shut down all its service centres, its headquarters, and administrative offices. All the municipality's customers and partners were informed about the digital and smart channels. The first line of defence team was able to ensure the continuity of business efficiently and around the clock in all these locations, whilst applying the precautionary measures that maintains the safety of employees and customers and ensures food and health security. The municipality has intensified efforts to maintain the sanitation of the Emirate of Dubai.

350+ TONS

medical waste treated

6 TONS

rate of waste  
treatment per day

## Food Services

The municipality launched the service of releasing an imported food shipment for sale in the local market enabling food merchants to release food shipments imported through Dubai ports, or diverted from other Emirates ports for local consumption. It also launched the service of requesting the approval of the release of food import for re-export consignments, in addition to the service of food shipments transfers to and from other Emirates. Customers can also apply for food export/health certificate. Food services were 100% ready through an electronic system for controlling imported and exported foods, which allowed customers to apply for all services online at any time. By intensifying efforts, the frontline team and the Food Security Committee were able to continue providing food during the COVID-19 outbreak.

They were also able to maintain the steadiness of economic progress in the field of importing and inspecting food before entering the local market or exporting it. This was achieved by connecting partner systems, for example, linking Dubai Customs and Dubai Ports World through the City Makers methodology.

160,000 approx  
number of food services transactions  
completed during the pandemicLand planning, allocation and  
compensation - map request service

This service enables the implementation of requests received from the Mohammed Bin Rashid Housing Establishment or from the relevant authorities to allocate lands for citizens and residential customers. As for the Request for a Map service, it allows customers to request issuing a property map that contains several information related to the specific land. Dubai Municipality confirmed that the service is at 100% readiness and available to customers remotely during this sudden change. Before the outbreak of COVID-19, in 2017, the municipality provided electronic and smart platforms that allowed customers to complete several procedures for multiple services such as "Maskani" App and "Kharetati App".

Dubai Municipality continued to provide the service of implementing residential land allocation orders to citizens despite the challenges imposed by COVID-19.

AIC improvement  
initiative for the year  
2017

3000

plots of land were allocated by municipality to  
eligible citizens in May 2020

1037

beneficiaries reached by the land allocation  
service in the first half of 2020

93%

instant customer happiness rate from the  
Maskani App in May and June 2020





The City Makers Team, the Internal Innovation Team at Dubai Municipality, and the DMC methodology have identified the gaps that has been addressed and keep up with solutions for the challenges. Work is underway to continue the progress and development in food services through massive teamwork. This was reflected in positive numbers and results during the COVID-19 period.

— **Iman Al-Basktaki,**  
Director, Food Safety Department, Dubai Municipality

The most prominent challenge during the pandemic period was to change the societal culture and convincing customers to have more confidence in using the digital platforms and systems provided and proving their credibility to them. This challenge was overcome by providing a call centre that addresses all incoming inquiries under the supervision of the managers who contribute to supporting the contact team and communicating with citizens who wish to speak with officials.

### National Disinfection Programme

The National Disinfection Program is one of Dubai Municipality's most significant achievements during the COVID-19 outbreak as the entity concluded a 100% disinfection plan in the Emirate of Dubai within the first three weeks.

226+

areas were sterilized in Dubai, including streets

1040+

sites were re-sterilised at a later stage

136923+

number of field visits related to ensure precautionary measures to reopen the centres

728+

workers assigned to the sterilization program

2327

labour houses, which accommodated (930,000) workers, were sterilized during a two-month period

1338

farms were sterilized in (16) areas in Dubai, in addition to mosques.

The entity has intensified efforts to maintain the sanitation of Dubai by allocating (1,500) general cleaning workers, (41) means for storing waste, and (23) cleaning machines and equipment. A team consisting of (65) workers has also been allocated with (12) supervisors to follow up on the completion of emergency reports during the month of Ramadan.

During the COVID-19 outbreak, Dubai Municipality circulated and populated the community guidelines and advice for individuals. It also commenced a community initiative (10 million meals) during the month of Ramadan, which was a national campaign that provides meals and food supplies for the needy and affected families. The campaign was carried out in corporation with Community Solidarity Fund against COVID-19. Since March 04, 2020, Dubai Municipality has started implementing exploratory visits and field

surveys under a monitoring process, with the aim of monitoring practices, behaviours and cases that do not comply with the precautionary measures during the approved gradual reopening by the Dubai government.

Visits are still occurring now to ensure the implementation of protocols, guidelines, and the necessary precautionary measures.



257,000+

monitoring visits have been conducted since the beginning of the crisis to date.



Dubai Municipality proactively and constantly adopts digital solutions that help and facilitate procedures of customers, whether they were individuals or businesses, in a safe way that doesn't require physical visits to their centres; whilst still ensuring happy and satisfying experiences. We are currently in the process of adopting the idea of joint smart centres that are the future of self-service.

— **Manal Bin Yaouf,**  
Innovation Leader and Director of Customer and Partner Relationship Department, Dubai Municipality



04

# COMMUNITY DEVELOPMENT AUTHORITY

هيئة تنمية المجتمع  
Community Development Authority



The Community Development Authority is responsible for organizing and developing community development frameworks in the Emirate of Dubai. This includes raising the standards of social services, nurturing unity across all segments of society, protecting the rights of the vulnerable, raising awareness on the national identity of citizens and residents, and enhancing the role of Emirati citizens. During the COVID-19 pandemic, the authority achieved distinguished success and high levels of productivity in the remote work experience; it engaged in successful continuity of services to customers, despite the physical closure of the Customer Happiness Centre.



During the coronavirus pandemic, 76 employees from various departments of the authority and 157 members of the community volunteered to support the elderly, while 14 psychiatrists volunteered to provide psychological support in particular, and 24 individuals engaged in financial contributions. The community's proactive volunteering approach reflects the sense of responsibility that every individual in the community has held to support the elderly during this challenging time.

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The Elderly Services Department.

## Elderly Services

### Agenda Number (1) for the year 2017

The Community Development Authority is committed to ensure the continuity of services for senior citizens, in line with the preventive and precautionary measures set in place for the COVID-19 pandemic. Communication with senior citizens has been enhanced to ensure all their needs are met, and that they remain safe at home as per government directives. Hospitals have been required to provide the elderly with free medicines and treatment, in addition to scheduling doctor visits to their homes in order to protect their safety.

The authority collaborated with several government entities to facilitate senior citizens' access to services, namely: Islamic Affairs and Charitable Activities in Dubai, Dubai Police, and Dubai Corporation for Ambulance Services. The Community Development Authority has succeeded in updating and developing procedures and processes to adapt to the situation of the pandemic, ensuring that services are available to customers in innovative ways – through relying on smart and electronic applications, and activating visual communication systems.

## Social Benefits Services

### Agenda Number (1) for the year 2018-2019

The registration process of all requests for social and financial benefits was transferred to the electronic and smart platforms. The digital service available includes several categories, such as the elderly citizens category. The authority began providing these services to senior citizens digitally through the available technological tools and platforms.

The authority has also cooperated with two parties, the General Pension and Social Services Authority (GPSSA) and the Personal Status Court, to facilitate the customer's journey when applying and registering for the social benefits through call centres – provided that internal coordination takes place to ensure customers are aware of all the requirements, and do not feel the need to physically visit the aforementioned authorities' offices.

A customer survey was conducted to identify their

levels of happiness with the social and financial benefits services provided throughout the coronavirus pandemic, in order to evaluate the success of the measures taken by the Community Development Authority to ensure continuity of services across various channels, and to remain in line with the government's directives. Based on the results of the study, the financial benefits service received a happiness rate of 91%.

The most prominent challenges the authority faced include difficulty of reaching senior citizens who are not well-versed with modern technological tools and social media platforms, which led to resorting to alternative ways of providing services, such as engaging in field visits to educate the elderly on the available services, holding calls via the call centre, and email correspondences.

Amongst the most prominent achievements of the authority is the launch of the "Secure Together" campaign in cooperation with Dubai Police, which aims to provide food supplies, medical aids, and financial, healthcare and psychological support for the elderly. The campaign is currently developing further to include building a database for the elderly to define their future needs and identify their locations.

### Campaign achievements



13,000  
applications completed



11,000  
elderly residents supported



This campaign has reinforced the significance of providing a helping hand and nurturing solidarity within the community.

—  
Jamal Abdel-Rahman,  
Member of the Senior Citizens Department,  
Community Development Authority.



# 05 DUBAI ECONOMY

اقتصادية دبي  
DUBAI ECONOMY



Dubai Economy is responsible for setting and managing Dubai's economic agenda. The entity provides all the support needed as part of the Emirate's structural transformation journey into a diversified economy that aims to enhance the business environment and levels of productivity and growth. The entity and its departments are working on setting economic plans and policies, promoting the growth of strategic sectors, and providing services to all local and international businesses. Dubai Economy has applied the remote work system in line with the precautionary measures set to curb the spread of COVID-19. The entity has continued to provide all of its services through a variety of channels such as text messages, its smart application and website, in addition to fostering direct communication channels between service providers and customers through call centres, email correspondences and visual communication technologies.

## Doing Business Service

Given the vision and direction of the UAE's wise leadership, the establishment of an advanced digital infrastructure and the strengthening and development of strategic partnerships with the private sector, Dubai Economy has succeeded in achieving business continuity within all services under the exceptional circumstances of the pandemic and the shift to remote work. Among the most important steps the Dubai Economy has taken to achieve business continuity, include communicating with all parties involved in providing services, emphasizing roles and responsibilities, and focusing on providing and delivering vital services. Dubai Economy also provided technical support and necessary electronic systems to ensure service continuity, raised awareness on the services provided, and held virtual workshops to train employees.

Dubai Economy's level of readiness reached 100%, as the entity was well prepared to address the rapid changes amid the pandemic's circumstances and succeed in business continuity – especially in providing services. Dubai Economy commended the role the Dubai Model Centre played over the past few years in developing business start-ups and elevating business operation in the Emirate to a pioneering and global level, and for creating a government service system with the ability to endure crises and maintain business continuity.

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The remote work experience contributed to accelerating the digitization of government services and adoption of virtual meetings. It has also reinforced our confidence in providing excellent government and non-governmental services remotely.

–  
**Iman Haidar,**  
Senior Manager - Happiness, Dubai Economy

Dubai Economy and the Business Registration and Licensing sector provided all of their services without interruption during the pandemic, through ensuring the business sector and investors have access to the channels needed to avail services, including the smart business application (DED Business), electronic services, text message communications and service delivery centres – while ensuring the highest levels of efficiency that meet and exceed the needs of customers. Despite the challenges in implementing the remote work system in the early stages of the pandemic, especially with the lack of direct communication between employees and customers, these exceptional circumstances demonstrated the readiness of Dubai's economy and the Registration and Licensing sector to deal with crises and proceed with business continuity.

Dubai Economy, in cooperation with private sector organisations and service providers, launched the Remote Work Initiative across 34 companies and 340 employees to provide start-ups and businesses with services during the pandemic. All teams have been trained on the necessary systems, which were activated during a record period that contributed to business continuity. In the interest of the safety of customers completing transactions, the Business Registration and Licensing sector provided access to automatic

renewal services, the instant obtaining of licenses, dealer licenses, and other commercial registration and licensing transactions services. These can be access through visiting the online platform [ded.ae](http://ded.ae), or the DED Business smart application – without the need to physically visit Dubai Economy and service centres.

## Automatic Renewal Services

AIC improvement initiative for the year 2020



The process of renewing commercial licenses has been simplified in one step only and within less than two minutes by sending a text message with the license number to renew and pay.

+60%

License renewal transactions increased by this new channel in the Emirate.

Customers were also able to obtain a merchant license through the website [dedtrader.ae](http://dedtrader.ae) and receive instant licenses through [ded.ae/instant](http://ded.ae/instant). Archiving documents electronically was also developed; customers were able to send documents, such as incorporation contracts, by email, which were then archived and stored in their license files.

In addition to digital and smart channels, a system has been activated to receive requests from service centre auditors, allowing customers to send service requests to relevant centres to complete transactions, and auditors to send payment requests to customers. Customers are able to pay electronically or through their bank.

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The coronavirus pandemic has demonstrated the strong level of readiness the Dubai Economy upholds in facing current and future crises and challenges.

–  
**Walid Abdel Malik,**  
Director of Business Registration and Licensing in  
the Business Registration and Licensing sector

# 06

## ROADS & TRANSPORT AUTHORITY

هيئة الطرق والمواصلات  
ROADS & TRANSPORT AUTHORITY

RTA

Dubai is one of the fastest growing cities in the world, which renders the high-quality and standard development of infrastructure facilities imperative. Providing advanced transportation services for Dubai residents is priority on the government's agenda, and the RTA works on improving public transport facilities and developing roads across the Emirate to make travel safer and smoother.

The RTA has managed to turn the challenges of the pandemic into a promising opportunity to develop its services during exceptional circumstances,

In cooperation with government and semi-government agencies, private organisations and all members of society and given the advanced technologies and digital media at the authority's disposal, employees were able to proceed with remote work smoothly, efficiently, and in line with government directives.

### Vehicle Licensing Service

Within AIC improvement cycle for the year 2018

In March 2020, five internal teams were formed to put together potential scenarios and plans on how to address challenges in line with best practice. In addition, they worked on the best ways to provide services to the authority's customers without risking health and safety precautionary measures, such as excluding the steps, which require customers to be physically present as the centres for inspections of vehicles. **The team applied more than 30 enhancements to the vehicle licensing system in four days**, with all transactions completed successfully without errors. The authority ensured the updates

reflected on the system were activated on all other delivery channels (smart application, call centres, etc.), fostering a consistent and seamless customer journey across all delivery channels.

Given the authority's keenness to resume services, and especially those that require physical attendance (such as selling or buying cars), RTA launched the Mobile Service Bus initiative in cooperation with the private sector with aims to suspend all customer centres. The platform is equipped with all of the necessary resources to complete any type of transaction and inspection via mobile. The authority demonstrated a successful realisation of its digital transformation objectives, responded successfully to crises and challenges, and strongly supported the precautionary measures set in place to assure the safety of customers.

### Rail Services

Within AIC improvement cycle for the year 2018

After reopening metro and tram services, the main challenge for RTA customers was the newly reduced occupancy rate to 30%, in accordance with safety and precautionary measures. However, this challenge was overcome by providing additional trains, sharing awareness messages, and encouraging limited use of public transport services – all with the aim to support social distancing measures. Additionally, the authority implemented all precautionary measures in metro services, such as

- ✓ Sterilization
- ✓ Social distancing & related signs
- ✓ Issuing announcements within stations and trains every ten minutes

to remind passengers of the required safety measures and maximum train capacity.

To highlight its commitment to its customers, the RTA communicated directly with customers to inform them of the measures and changes implemented through official communication channels such as call centres, social media accounts and email correspondences. These channels were also used to seek and receive customer feedback on transport services and to better understand their needs.

### Buses Service

Free Bused Transportation for First Defense Line

During the COVID-19 pandemic, the initiative **"Free Bused Transportation for First Defense Line"** was launched in order to give the frontline staff the highest priority and transport them to and from hospitals, supermarkets and places of residence as well as to take social responsibility in facing the crisis and raise community satisfaction in these exceptional circumstances.

13

Essential bus routes provided by this initiative

30

Dedicated buses to ensure mobility of frontline staff

This initiative helped in improving the bus service and the service continuity and Internal Processes.



# 07

## DUBAI ELECTRICITY & WATER AUTHORITY

هيئة كهرباء ومياه دبي  
Dubai Electricity & Water Authority



Dubai Electricity and Water Authority aims to provide citizens and residents of Dubai with electricity and water needs in a stable and uninterrupted manner. Since its inception, the authority has achieved many milestones, making it one of the best service institutions in the world. DEWA provides its services to more than 882,000 customers, whose happiness rate reached around 95% in 2018.

DEWA's distinguished organisational journey and excellent achievements throughout the coronavirus pandemic have contributed to the authority's set strategic direction. This includes ensuring the continuity of water and electricity supplies to customers, enhancing customer happiness and employee satisfaction levels, and improving the efficiency of operations.

### Billing and Electricity and Water Management Services

Throughout the pandemic, DEWA implemented precautionary measures to ensure the health and safety of customers and employees, and its advanced digital infrastructure contributed to its successful remote work experience. The authority put together emergency plans to ensure smooth business continuity operations, and the continuity of the water and electricity supplies to the Emirate. This was possible given its strong digital infrastructure, advanced digital technology system and technological readiness, which are all up to the highest international standards.

To safeguard the health and safety of all members of society, the authority has provided customers with the opportunity to complete transactions at all times, and all locations with ease and safety through its smart application and website, and without the need to visit customer happiness centres. DEWA has also provided several options for convenient bill payments, which can be completed through the Dubai Now application of the Dubai Smart Department, Apple Pay, automated payment systems, and through banks' smart channels. Through DEWA's smart application, customers are able to directly access and become acquainted with many of the authority's services such as electricity or water operation services, electricity or water interruption services, green charger card issuance requests, simple payments, certificate clearance requests, and many other

services. DEWA has been providing digital bill payment services through its smart channels since 2011, and the services have witnessed many improvements across the years. The authority partnered with renowned government public and private sector agencies to ensure the availability of customer service on a 24/7 basis for customers to pay their bills seamlessly and at any time of the day through DEWA's smart channels and website, Rammas services, Dubai Now application, and the digital channels of 25 banks.



Improvement Cycle results  
**10 service steps reduced to 1**  
Achieved in cooperation with real estate management companies through the Real Estate Regulatory Agency

The authority has also implemented initiatives in a swift manner to ensure it maintains high customer happiness levels throughout the COVID-19 pandemic, including accelerating the financial recovery service through IBAN, and implementing easy and flexible payment plans based on bank instalments. Three campaigns have been launched to ensure customers are aware of the changes that have taken place and to safeguard their safety during the pandemic.

**94%**  
customer happiness levels on website and smart application in March and April 2020

**98.27%**  
digitization levels in April 2020

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Dubai Electricity and Water Authority supports the directives of our wise leadership issued to curb the spread of the coronavirus, and has adopted a comprehensive plan to ensure it implements all necessary precautionary measures. With DEWA's advanced digital infrastructure, all our services are available through the authority's website and smart application in a way that ensure all of our customers benefit from our services, remain safe, and do not feel the need to visit customer service centres.

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Saeed Mohammed Al Tayer,  
Managing Director and CEO, Dubai Electricity and Water Authority

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The current pandemic is a challenge that we will overcome through shifting our ways of working, enhancing our capabilities and achieving a successful remote work experience for everyone.

-  
Marwan Bin Haidar,  
Executive Vice President of Innovation and the Future, Dubai Electricity and Water Authority.

# LESSONS LEARNED

These case studies have produced a number of learnings that must be addressed to ensure continuous improvement in services and business continuity. This includes preparing business continuity plans for all organizational units; especially the vital ones, monitoring their implementation on a periodic basis, digitally transforming service delivery channels, developing indicators and mechanisms to measure the productivity of employees and units, organising work operations during remote work, and training all employees.

Working remotely and providing excellent services have demonstrated successful business continuity and the ability to find alternative solutions to current challenges. This was possible and successful given the solid smart systems in Dubai, which have been resorted to in order to communicate and provide internal and external services easily and efficiently. This also contributes to employees' satisfaction and service excellence.

There is a need to continue updating business continuity plans – including all the measures to be taken when there are service interruptions across all delivery channels, and risk plans in accordance with health and safety best practices and quality procedures. In addition, management processes of financial budgets during crises and the prioritizing of projects need to be addressed and updated. Focusing on the current services available online and enhancing them is important to continue moving forward with digital transformation; this will contribute to solving the challenges produced by services which require customers' physical presence and defining alternative solutions, such as the UAE Pass.

The remote work experience proved that achieving strategic and operational goals is possible when resources and time are used in an optimal manner. During the remote work experience, employees were able to save time, not traveling to their work

sites and other destinations, and completed their tasks efficiently. The remote work experience also demonstrated the existence of efficiency and harmony between teams, and their ability to complete tasks despite not being in the same space. It also defined a need to invest in the skills and capabilities of employees, which can prepare them for future crises and unexpected challenges.

“In the midst of the difficult circumstances we are experiencing on a local and global level, there is an opportunity for cooperation and the unification of efforts to overcome the current challenges and create a happier future.”

-  
**Dr. Ahmed Al Ketbi,**  
Chief Information Security Officer, Dubai Electricity  
and Water Authority

“Providing services through remote service centres has brought new opportunities for delivering excellent and pioneering service channels to the table.”

-  
**Talal Al Suwaidi,**  
Senior Manager, Dubai Economy

“I believe the remote work experience was a successful achievement, and it strengthened our flexibility, productivity, and use of digital tools and solutions – allowing us to provide excellent services to customers and ensure business continuity and successful government work.”

-  
**Hessa Al Jawwi,**  
Acting Manager of Registration and Permits,  
Health and Safety department, Dubai  
Municipality



December 2020 witnessed a continuous increase in the number of government transactions carried out by 27 government entities, exceeding 80% of the number of transactions before the pandemic

**77%**  
Services that  
customers can request  
through Digital  
Channels

**75%**  
Services that  
government employees  
can complete through  
remote work

# READINESS FOR A BETTER FUTURE

The main objective of government work in Dubai is to serve citizens and residents, keep abreast of rapid global advancements, and prepare for the future.

The Dubai Model Centre has succeeded in ensuring the efficiency of services that keep pace with the highest international standards, with aims to achieve customer happiness in line with the aspirations of the Dubai government. These models constitute conclusive evidence of the pioneering level of government readiness, excellence in performance, and efficiency in services.

The centre will continue to identify strengths and weaknesses and explore opportunities for further improvement of government services following the highest standards of efficiency. With a focus on achieving customer happiness and fostering exceptional experiences for everyone, the centre will rely on the learnings of the pandemic to improve services in accordance with best practice and international competitive standards, build capabilities, and engage in studies and research. This contributes to Dubai's pioneering character in the region – especially in providing excellent government services.



Dubai Service Continuity &  
the COVID-19 Pandemic, 2020

For more information about Dubai Model Centre, please visit



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