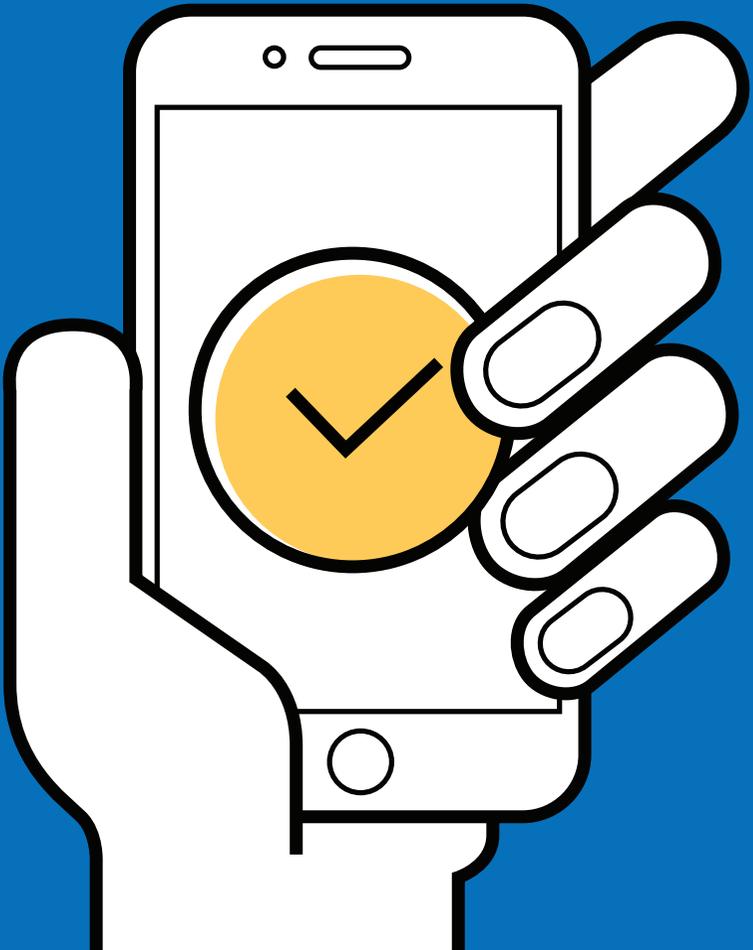


A 360-DEGREE APPROACH TO PRODUCT SAFETY IN DUBAI: THE CASE OF MONTAJI





FOREWORD

“Happiness of customers is the government’s ultimate goal”

— His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of The Executive Council

Dubai has reaffirmed its leading position in government services development in the region by providing continuous positive experiences for customers, whilst achieving highest levels of happiness and satisfaction. Dubai has created a model that is now a benchmark for government services excellence.

Dubai’ The Model Centre (DTMC) reflects the Government of Dubai’s commitment to improving its services through innovative initiatives that create the necessary positive change, leading to unparalleled levels of excellence and leadership in both services provided by government entities and shared government services. DTMC also plays a key role in shaping the future of services by continuously studying and anticipating changes in customers’ expectations and demands. This ensures proactivity, efficiency and customer happiness and satisfaction.

The methodology of DTMC is composed of two main pillars: increasing government services efficiency, and fulfilling customers’

needs and expectations; it also ensures customers receive extraordinary experience that exceeds their expectations. This is achieved by developing innovative ideas and initiatives that enhance the quality of services and contribute to maintaining Dubai’s position as the best city in innovation in the government services.

Dubai Government entities have played a fundamental role in driving innovation. Since 2012, government entities have focused their efforts on a unified goal, with the support of DTMC, to improve more than 200 government services. This commitment led to the inception of 800 innovative initiatives, which significantly contributed to improving the quality of government services by 88%. The adoption of DTMC’s methodology by government entities resulted in the reduction of the average time of service delivery by more than 50%, and assisted in reducing customers’ visits and touch points needed to receive the service by 40%. In 2016 and 2017, the total savings were approximately 400 million dirhams, as a result of improving the efficiency of governmental services.

Dubai’s governmental work focuses on adapting a culture of continuous progress, innovation, and development, with a unified goal to reach new horizons, drive development, and most importantly support our leader’s vision of a happy and prosperous city.

Eman Al Suwaidi

Senior Director of
Dubai’ The Model Centre

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EXECUTIVE SUMMARY

Montaji is a first of its kind consumer product registration system enabling Dubai consumers to confirm the authenticity and safety of a product, while allowing vendors to register their products in a comprehensive database. This case study describes the experience of the team at Dubai Municipality who designed Montaji, and how they were guided by the methodology of Dubai's the Model Centre.

Montaji demonstrates how innovation and smart technology can help government entities achieve excellence in services delivery and customer satisfaction. This case study details how innovative applications of new technology can help government entities change the game for services improvement and avoid trade-offs between effectiveness and efficiency. Montaji demonstrates how technology can be leveraged to engage consumers, vendors and government entities in a collaborative manner to achieve common goals for the good of society.

“When we talk about the government of the future, we focus on the delivery of services and not on political structures. Different countries have diverse forms of government. However, they all work towards one goal: serving citizens. How can a government be closer to its people—faster, better and more responsive in providing its services? This is my first and foremost concern, and this is the main focus of our development efforts in the UAE.”

— His Highness Sheikh Mohammed bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai

Case study period: 2017 – 2018

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1 BACKGROUND

One morning of 2016, an employee of Dubai Municipality received a message from a friend asking her, yet again, if a product was safe to use. She had to write back that she was not in front of her computer and could not check the information. The employee knew there had to be a better and faster way for her friend, and everyone else in Dubai, to know instantly which products are safe. For the last few years, Dubai Municipality staff had been wanting to find a way to address this issue.

Shopping in Dubai is no small matter. Residents and visitors alike think of Dubai as one of the most exciting marketplaces in the world. According to the real estate consultancy CBRE, Dubai was the second-best city in the world for shopping and retail in 2017. Products from across the globe are shipped to Dubai for consumers to enjoy. How does the Emirate ensure all of these products are safe for consumers?

The Government of Dubai devotes substantial time, attention and resources to public health and safety, and puts the happiness of its population at the core of all performance measures. At the same time, Dubai values government innovation and pursues excellence through methodologies that are customer-centric and with improvements built around their

needs and expectations. To maintain its long-term strategic position in delivering world-class services, the government provides tools, frameworks and infrastructure to its various government entities to instill a culture of innovation and continuous improvement.

About Dubai' The Model Centre

Dubai' The Model Centre is a centralized department established in 2011 by The General Secretariat of The Executive Council of Dubai. It focuses on researching, documenting, and disseminating best practices in the field of public service competitiveness at local and international levels. Dubai' The Model Centre seeks to raise the level of public services in Dubai to unprecedented levels of innovation and efficiency. The methodology of Dubai' The Model Centre - namely the Dubai Model for Government Services - positions the customer experience and service efficiency at the centre of innovation, enhancing positive change in a scientific and structured manner. The methodology of Dubai' The Model Centre consists of five interrelated phases. The practical implementation of this methodology in government entities follows the order of service improvement phases as outlined in the following visualization.

GOVERNMENT SERVICES IMPROVEMENT METHODOLOGY



About Hamdan bin Mohammed Programme for Smart Government

Hamdan bin Mohammed Programme for Smart Government is one of the initiatives of the Dubai' The Model Centre. It aims to lay the foundation for a Smart Government by developing methodologies and systems and providing the necessary support to government entities for implementing them.

The most innovative government initiative is selected every year through a thorough evaluation process and public voting and is awarded the Hamdan bin Mohammed Flag (Raya).

“Dubai' The Model Centre will not only support the constant improvement of services in Dubai, but it will also carry the vision of a Smart Government. The Centre will inform the way in which we engage customers online and form long-term relationships with them through all of their transactions.”

— His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of The Executive Council of Dubai.

About Dubai Municipality

Dubai Municipality is one of the largest government entities in Dubai and a driving force behind its development and growth as a thriving, world-class city. Its responsibilities include, among others, urban planning and supervision of construction, as well as regulating and ensuring international quality standards in construction materials, food and consumable items.

Leveraging its adoption of the methodology offered by Dubai' The Model Centre, Dubai Municipality decided to improve its services in one particular domain of services. As a result, the government entity created the Montaji initiative in 2017, which is an Arabic word that means “My product”. Montaji is a consumer product registration platform that allows vendors to register their products easily and gives consumers the power to instantly confirm the authenticity and safety of certain products.

Montaji is an example of Dubai's capacity to innovate, based on the methodology offered by Dubai' The Model Centre.

In 2017, the initiative was awarded the Flag (Raya) of the Hamdan bin Mohammed Programme for Smart Government, an initiative of the Dubai' The Model Centre.

Montaji is a showcase of how innovation and service improvement can be driven by a customer-centric methodology.



2 INNOVATION THROUGH DUBAI MODEL FOR GOVERNMENT SERVICES

EXPLORING THE CHALLENGE

PHASE 1

CURRENT STATE ASSESSMENT

1: Current state assessment

2: Understanding customers' needs and expectations

The purpose of phase 1 of the methodology of Dubai Model for Government Services is to study the performance of the services to be improved in their current state and customers' expectations regarding these services.

In 2017, more than twenty-six million fake goods, worth three hundred million dollars, were discovered and removed by Dubai authorities. Some of the most commonly sold counterfeit goods in Dubai are cosmetics, perfumes, and health supplements. The sale of counterfeit goods damages legitimate businesses and more importantly poses a risk to public health and safety. Unregulated, uncertified products can undermine people's confidence that the products in stores are safe to use. With such high volume of trade and variety coming from all over the world, how can Dubai ensure the safety of products reaching the shelves? What is the role of Dubai Municipality? What if its employees could ensure that every product was verified as safe?

On the one hand, when it comes to the safety of products on the market, customers include all segments of society: from consumers of the products to vendors selling them. A clear information gap existed for consumers on the safety of products. Dubai Municipality realized that the existing product certification mechanisms needed improvement. As many cities around the world, Dubai had a system requesting vendors to register their products. This system was unfortunately complicated and time-consuming. The system in place also lacked access to information for the other spectrum of customers:

What was the challenge for society?

At least 25 million counterfeited products are seized in UAE every year, with experts urging the public to know their rights when purchasing a product. As part of the ongoing battle to tackle a slew of counterfeit products flooding the Dubai Market, Dubai Municipality had to address a lack of community responsibility in addressing the safety and authenticity of products. While it is a challenge to spot a fake or dangerous product, there was also a clear lack of a centralized platform that could register products but also inform society at large on the products they consume on a daily basis.

consumers who wanted to check on the authenticity and safety of the products they consume. Products that Dubai Municipality was particularly concerned about cosmetic and personal care products, perfumes, health supplements and biocides available in Dubai markets. According to Dubai Municipality in 2017, 40% of these products were non-compliant with its regulations.

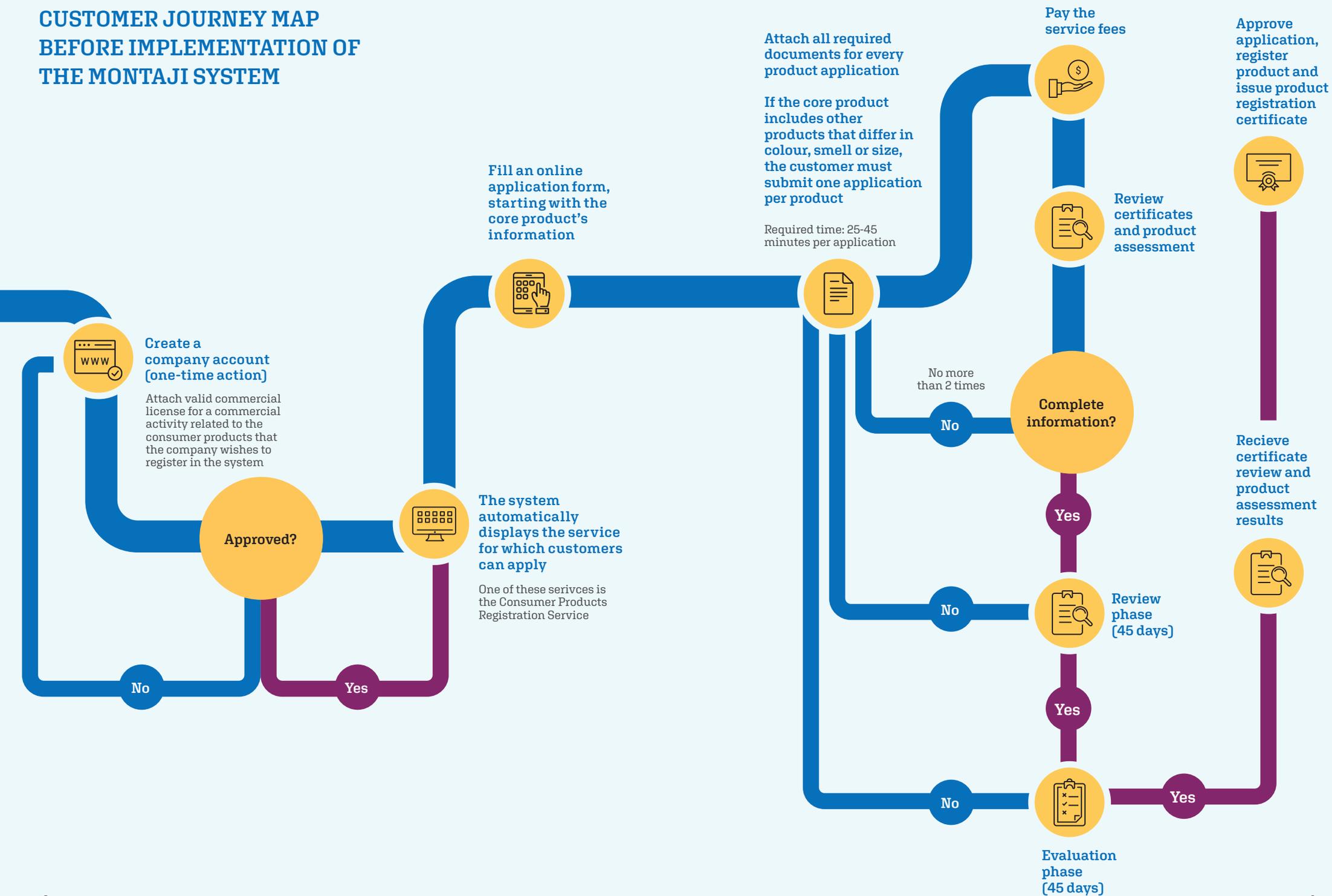
By mid-2017, there were

65,224

registered products, while the market share of only perfumes and cosmetic products accounted for Dh21 billion in 2016.

On the vendors' side, the application process for products could sometimes take between six to nine months to complete. Dubai Municipality employees were aware of this challenge: "We had been suffering from registration service for years," a team member recalled. "We had to open and save 25 files to register a single product. And imagine the situation when dealing with companies with many products. If an employee is dissatisfied and unable to complete the job appropriately, that affects the customer – in this case, vendors - as well." "Our system did not allow us to modify the applications or add documents that were missing," other team members continued. "If any document was missing, the applicant had to restart the registration process

CUSTOMER JOURNEY MAP BEFORE IMPLEMENTATION OF THE MONTAJI SYSTEM



from the very beginning.” The system had flaws and with over seventy thousand applications in process, Dubai Municipality recognized that it needed a better system. They also needed to address demands from the general public to know more about the safety and authenticity of the products they consumed.

With their challenge identified and realizing the impact it had on the overall economy of Dubai, Dubai Municipality used the methodology of Dubai’ the Model Centre to propose an innovative solution that could affect society as a whole. Following Dubai’ The Model Centre’s steps, the team first took a close look at their current service offerings for product safety and authenticity. By studying this offering through the customer’s eyes, they managed to address its main challenges. They followed vendors through the product registration process and learned of the many steps, documents, visits to service centres, and time spent waiting for results. “We knew there was room for improvement when we found out that the customer journey was so long and complicated,” one of the team members shared. Furthermore, we did not have monitoring programmes, nor did the system allow vendors to monitor the progress of an application”, one team member of Dubai Municipality noticed.

The methodology offered by Dubai’ The Model Centre is based on a framework composed of three main components, which were duly considered by Dubai Municipality when addressing how to overcome the challenges raised by unsafe products in the market:

- > **Model government for service delivery criteria, which incites government entities to look at all key requirements essential for providing high quality services.**
- > **Unified government service assessment tools, which provide service assessment tools for the service delivery capability.**
- > **Government service improvement methodology, which consists of a detailed methodology for service improvement that can be applied by all government entities.**

As part of its overall vision, Dubai’ The Model Centre aims to support government entities in their quest to balance two strategic objectives: raising the efficiency of services and increasing focus on customers.

1. Raising the efficiency of services

The optimal use of all kind of resources during the provision of government services

2. Increase focus on customers Put the customer at the heart of providing government services; processing and focus on his needs and expectations

The purpose of the methodology offered by Dubai’ the Model Centre is to provide a common, integrated system and framework of service measurement, assessment, and improvement. How could Dubai Municipality increase focus on its customers - vendors and society at large - as well as raise the efficiency of services products offered to them

when it comes to registering and recognizing products on the market?

Innovation team

Based on the methodology of Dubai The Model Centre, the government entity needs to put together a team responsible for service improvement (Innovation Team). While Dubai’ The Model Centre methodology provides a conceptual overview of how to improve government services, it is the role of “Innovation Team Leaders” within government entities to be in charge of implementing change and implement the five steps of the framework. When it comes to Dubai Municipality, team members were chosen based on a wide range of criteria to ensure that the right expertise and characteristics would be represented to tackle their challenge. Reflecting on how the team was put together, the Innovation Team leader for Montaji explained, “I chose creative and ambitious people with many achievements for my team. I did not go for only ‘executors’, I chose ‘thinkers’ – people who are creative, with new ideas and opinions to contribute.” Team members came from a variety of professional positions at all levels and represented the qualifications that the leader knew would be required to start this innovation journey. They included specialists in finance, human resources, health and safety, strategic planning, marketing, and customer and partner relations, among others. As per the methodology of Dubai’ The Model Centre, Dubai Municipality understood that the excellence of the team contributed to their overall service improvement.

Innovation Team and Innovation Team Leaders

As per Dubai’ The Model Centre, Innovation Teams should include diversity in capabilities and areas of expertise. It is also recommended that teams should be composed of positive people who are able to lead and create the change, who are known for their dedication, and who will have a positive impact on their colleagues. Their role includes:

- > Leading Innovation Team members in the government entity according to the approved engagement plan as per Dubai’ The Model Centre’s methodology
- > Providing implementation progress reports
- > Providing feedback and comments on the implementation process
- > Developing sectorial application of Dubai’ The Model Centre’s methodology
- > Attending and participating in training workshops and seminars
- > Participating in reviewing and enriching Dubai’ The Model Centre’s tools and standards

Current state assessment

Guided by the Dubai' the Model Centre methodology, the team found clear opportunities by assessing the existing status of their service for products awareness and registration.

Back in 2016, before the service improvement, the total period to complete applications was:

72 working days
Cosmetics, perfumes and personal care products

93 working days
Health supplements

87 working days
Detergents and biocides

The overall satisfaction level of vendors with the existing application process was 86%. As far as the review process is concerned, employees were reviewing documents uploaded as part of the application process as well as the various components of every single product submitted through the existing platform. The number of documents requested for each application was eight.

Understanding customers' needs and expectations

In line with the first phase of the methodology of Dubai' The Model Centre, the team also gathered customers and stakeholders for focus groups and discussions about the product registration service.

Challenges identified

- > Complicated and time-consuming journey for vendors seeking to register products
- > Inefficiency of the application process for Dubai Municipality employees in charge of receiving and reviewing applications from vendors
- > Lack of access to the most updated product registration database for inspectors and other internal government stakeholders
- > Lack of ability to report unregistered products
- > No access for consumers
- > Lack of information about products at the point of purchase

Customers participated in the development and improvement process from the very first stage. The Improvement Team selected 20 customers, employees, public relations officers, inspectors at Dubai ports, and field inspectors. Each stakeholder was asked about the main challenges they faced. Most of their responses were similar to the challenges initially identified by the Innovation Team, but they added some new points, such as the importance of communication with the public. The more they engaged with customers, the more the team realized that there was a lack of a dedicated platform for the general public, while creating a smoother process for products registration.

To complete their exploration of the current situation, the team conducted further research in the field. "We took notes that only some products in the market met safety requirements", one of the team members shared. "If products are not registered, we have no data. Monitoring and inspection

are some of the most important tasks of Dubai Municipality. Inspectors did not have a centralized system with data available about products, because the registration process took a long time. You can imagine how long the inspector had to spend checking shipments of products, and whether each product was registered or not."

As part of their understanding of the current state of the service, the team also took random samples from available cosmetic products, talked to dermatologists and realized that there was no reporting system to track cases of allergies or skin diseases caused by the use of unlicensed and unregistered cosmetics.

With their extensive research complete and with their customer-centric approach, the team felt they now had a more detailed picture of their overall challenge and a better idea of how to address it. "Having heard the complaints from employees, customers, major companies, inspectors and the public, we studied all the challenges. We started the process of classifying challenges into different categories, those that faced vendors, our employees and the public," team members explained.



IDEATING AND INNOVATING

PHASE 2

PLANNING SERVICE IMPROVEMENT

- 1: Identifying future objectives
- 2: Identifying a list of potential service improvement areas
- 3: Setting improvement priorities
- 4: Developing a service improvement plan

The purpose of phase 2 of the methodology of Dubai Model for Government Services is to determine how services will look like after improvement and how to achieve that.

With a clear picture of the challenges and their existing situation, the team began to discuss various ideas and solutions for improvement. Guided by the framework provided by Dubai' The Model Centre, the team hypothesized how their initiative could take shape and started evaluating the steps needed to achieve their desired outcome. One of the central elements of the planning phase of Dubai' The Model Centre's methodology is to analyze the outputs of all existing studies, reports and benchmark analysis in order to pinpoint improvement opportunities. What if consumers could know instantly if the product in their hands was certified safe? What if vendors could register their products in an automated system, save information for future applications, and know within days if their product was approved?

Identifying future objectives

As per phase two of the methodology established by Dubai' The Model Centre, it is crucial that the government entity determines its future objectives for the service to be improved. Service improvement objectives should:

- > Be aligned with the government entity's mission, future direction, strategic objectives, and priorities.
- > Focus on the key measurements of the services, such as the customer experience results, service efficiency and service delivery standards, etc.

During this phase, the Innovation Team prepared, discussed, and confirmed their improvement plans. Team members

held meetings in order to draw up the domains and opportunities for improvement and the priorities to plan implementation. The expected impact of their initiative was also taken into consideration when vetting areas for improvement.

Identifying improvement areas and priorities

With the tools provided by Dubai' The Model Centre to evaluate, compare and synthesize all of the ideas they had generated, the team decided to focus on two main service improvements that had the most significant impact on customers and the potential to be achieved in the shortest time and at the lowest cost.

- > Improving the vendors experience through a platform that simplifies product registration application and therefore creating a database of products.

- > Introducing a smartphone application tailored to the needs of the general public, inspectors, and vendors to check the safety of a product.
- > Consumers can use the app to scan a barcode at point of purchase to determine the safety of the product instantaneously. They can also report products identified as uncertified directly to Dubai Municipality for follow-up. If a product is not registered in the app, the consumer has the opportunity to report it by sending a picture of the product with the shop's name and geographical location to Dubai Municipality. The application will then report it directly to the concerned team at the Consumer Product Safety section of Dubai Municipality.



Developing an improvement plan

With their ideas set and following the principles of the second phase of Dubai' The Model Centre's methodology, the Innovation Team reached out to other colleagues within their organization to get the support they needed for the development of their improvement initiative. The team first reached out to the technical team at Dubai Municipality, then to the optimization team to present and discuss ideas. The team also collaborated with the Municipality's IT department.

As a result of their collaboration with other team members, the Innovation Team managed to create a prototype of a new product registration system, Montaji.

The team was ready to carry out pilot testing with a group of vendors. After three weeks of pilot testing and refining the system, the team shared the new system with a wider group of customers. Dubai Municipality met with almost 200 vendors and walked them through their proposed solution.

Organizing ideas through the Value Matrix

With the help of this tool, the Innovation Team arranges its list of improvement areas in the value quadrants according to the expected impact of each initiative. High-value initiatives are those expected to affect the increasing fulfillment of customers' needs and expectations and those expected to increase service efficiency.

As part of the methodology used by Dubai' The Model Centre, Innovation Team leaders work with members from other departments within their entity to participate in an "improvement task force". These members generally come from the following units:

- > Quality, Excellence, or Service Improvement
- > Organizational Assessment and Analysis
- > Corporate Performance
- > Finance
- > Information Technology

The team went through a real time product registration application in front of customers. The registration process only took three to four minutes compared to 25 minutes with the previous system.

Montaji provides electronic services to consumer products importers, distributors and local manufacturers. Set up in 2017, it provides four main services to vendors:

- > Request for consumer products registration
- > Request for consumer products import and re-export
- > Request for Free Sale Certificate of consumer products
- > Request for NOC for consumer products advertisement

The mobile application is an added value to the Montaji platform. It engages consumers in the process of monitoring for compliance and building the database of products available for sale in Dubai. It connects consumers and vendors by enabling them to check if certain group of consumer products are registered with Dubai Municipality. The app also offers a feature to immediately report to Dubai Municipality any non-registered product.

What is the Montaji platform?

Montaji provides a centralized database of products, connecting both vendors and consumers. The platform modernizes the processing and delivery of certification of products through online review and delivery of certifications. As such it automatically creates a database of products. By using cutting-edge technology and blockchain technology to create a comprehensive database, Montaji changes how certified products are brought to the market. The general public also benefits from it as it has direct access to this database, through a smartphone application.

Montaji Platform vs Montaji App

Montaji platform focuses on registration of products for vendors only, the smartphone app allows all stakeholders to check the safety of a product at all times.



FROM CONCEPT TO REALITY

PHASE 3

IMPLEMENTATION

- 1: Plan communication
- 2: Overseeing the implementation
- 3: Change management
- 4: Risk management
- 5: Flexibility towards the plan

The purpose of phase 3 of the methodology of Dubai Model for Government Services is to transform the plan for service improvement developed in phase 2 into reality, by implementing specific improvement initiatives.

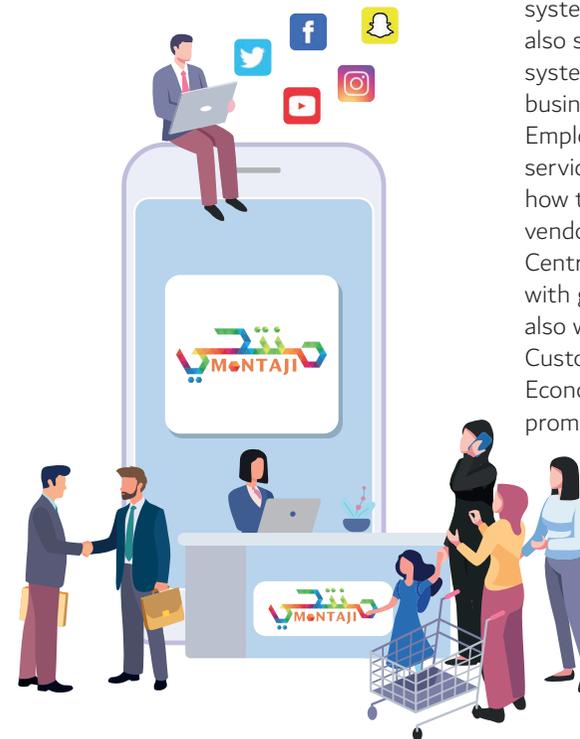
Confident in the quality of the prototype they had created, the team was ready to begin implementing their initiative. During this implementation phase, the team followed the methodology provided by Dubai’ The Model Centre and clarified the responsibilities and circulated all improvement plans to the concerned team members within Dubai Municipality. Analyzing current performance, prioritizing as well as planning of the previous phases of the methodology, all proved to be very useful tools for the team. The Innovation Team identified the internal changes and systems that would need to be created through a step-by-step plan. They identified what they could achieve with the help of their own internal staff and resources, and what additional partners could contribute with. The team worked with external partners to develop the Montaji product registration platform, while the system development and application design were developed internally by the team.

One of the most innovative components of the Montaji initiative is the integrated use of blockchain technology. By using distributed blockchain technology for Montaji, the team created a comprehensive database, usable by an unlimited number of people, and continuously updated and verified for accuracy.

With the new Montaji product registration system up and running and the new Montaji smartphone application ready for the public, the Innovation Team at Dubai Municipality developed a marketing campaign to spread the word and get people using Montaji. This communication plan is at the core of the third phase of the methodology offered by Dubai’ The Model Centre. Dubai Municipality not only focused on promoting the online product registration system to vendors but also looked into ways to promote the use of the smartphone application by the general public. As Dubai Municipality put the general public at the heart of their solution for unregistered products, important efforts were devoted to developing strong marketing campaigns.

The team was creative in their approach to promoting the Montaji app to the public. They promoted it through social media and films. They also produced a comic play that was performed in several public spaces throughout Dubai. The Innovation Team sent employees from Dubai Municipality to shopping malls to promote the initiative and teach people how to use the application. They put up special Montaji stands in retailers that Dubai Municipality works with, like supermarkets and pharmacies. They also recruited volunteers who could teach others about the Montaji app.

To promote the new Montaji product registration system among vendors, Dubai Municipality held meetings and workshops to train them on the new system. Dubai Municipality inspectors also shared information about the system with the management of the businesses they were inspecting. Employees at Dubai Municipality’s service centres were also trained on how to promote the new system to vendors. In line with Dubai’ The Model Centre’s methodology of collaboration with government entities, the team also worked with partners in Dubai Customs and the Department of Economic Development for the promotion of the initiative.



MEASURING AND MONITORING

PHASE 4

MONITORING AND FOLLOW-UP

- 1: Implementation follow-up
- 2: Reporting and dealing with recommendations
- 3: Updating the improvement plan

The purpose of phase 4 of the methodology of Dubai Model for Government Services is to ensure that the implementation of the improvement plan is proceeding in the right direction and as planned.

Improved service efficiency emphasizes the use of resources in an optimal way to deliver the best government service possible. By focusing on efficiency as well as customer centricity, Dubai' The Model Centre adds value to government-customer interactions, reduces unnecessary waste and contributes to cost reduction.

During this phase of their service improvement, the Innovation Team ensured that the implementation of Montaji was proceeding in the right direction as per the guidance offered by Dubai' The Model Centre, including:

- > Collecting information on service assessment after improvement
- > Meeting with Dubai' The Model Centre to present initial implementation results

The Montaji platform officially launched in August 2017 with a new online product registration system and an accompanying smartphone application. Montaji includes products from specific categories including, cosmetics, personal care, perfumes, health supplements, detergents and biocides available in Dubai.

As part of assessing the service after improvement and monitoring its success, the Innovation Team looked into a series of key performance indicators. Coming back to the core principles of Dubai' The Model Centre, two strategic objectives were monitored through a series of indicators:

- > **Has the Montaji initiative improved service efficiency?**
- > **Has the Montaji initiative focused on greater customer centricity?**

Having implemented Montaji, it was now time for Dubai Municipality to monitor the service and ensure that the implementation of the improvement plan was developing as planned. The Innovation Team collected information on service assessment to update the improvement plan if necessary.

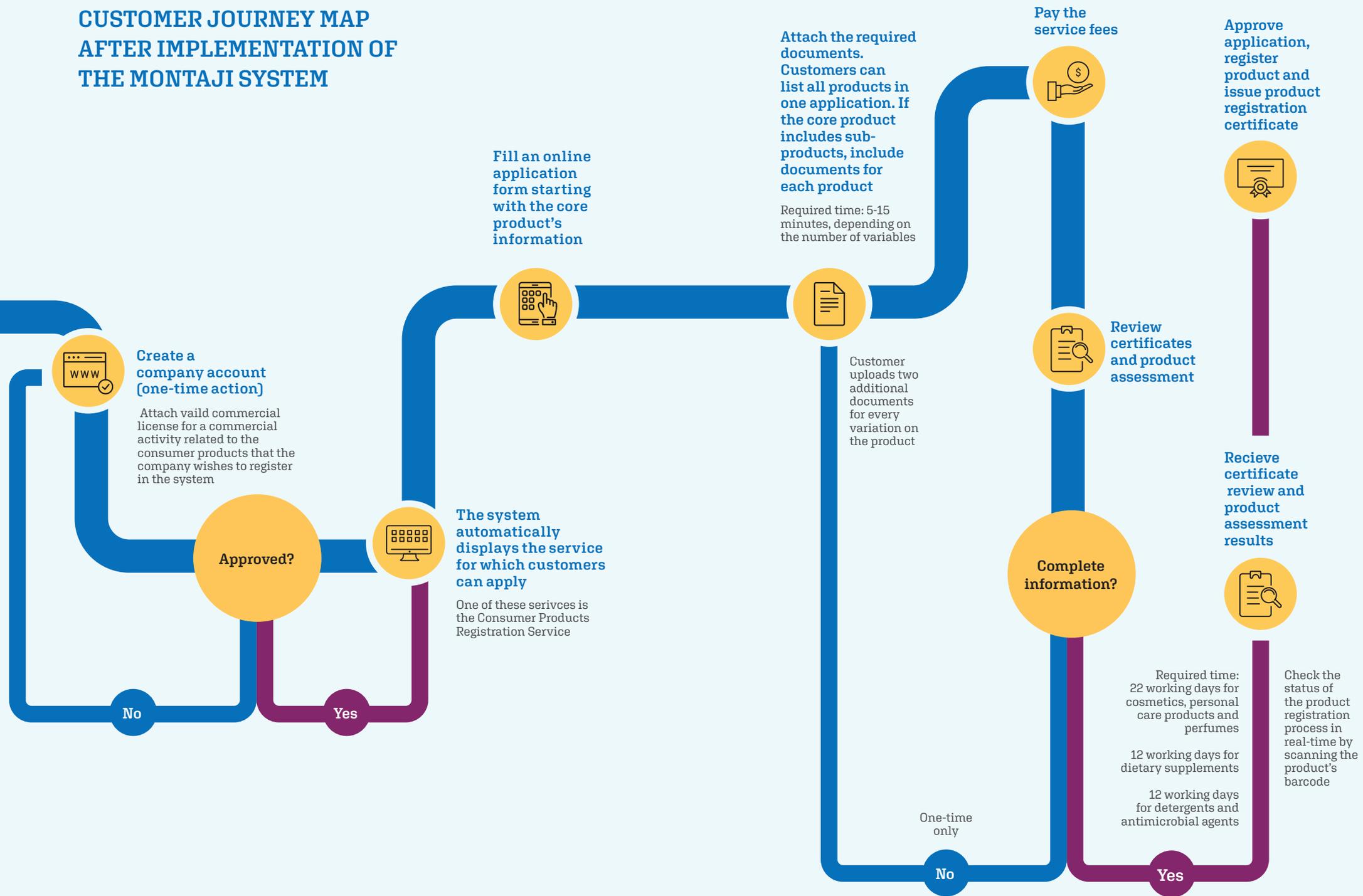


Dubai' The Model Centre Improvement Measures

Dubai' The Model Centre incites government entities to use a series of indicators when evaluating their performance in service delivery. Some of these indicators include:

- > Service quality attributes
 - > Speed of delivery
 - > Accessibility
 - > Ease of use
 - > Service information quality
 - > Customer privacy
 - > Waiting time
 - > Service delivery time
- > Customer satisfaction level

CUSTOMER JOURNEY MAP AFTER IMPLEMENTATION OF THE MONTAJI SYSTEM



According to the latest figures from Dubai Municipality, there are currently 2,500 vendors using the Montaji system to register and certify their products. Montaji has also reduced the amount of time taken to process applications.

The new online application system allowed vendors to quickly register their products and track every step of the certification journey through their smartphone.

Vendors reacted positively to the implementation of Montaji. According to one customer approached during this phase of the methodology: "As per our experience with Montaji and the previous system, we can tell that

As of 2018

2,500

Customers on Montaji platform (excluding the app)

43,953

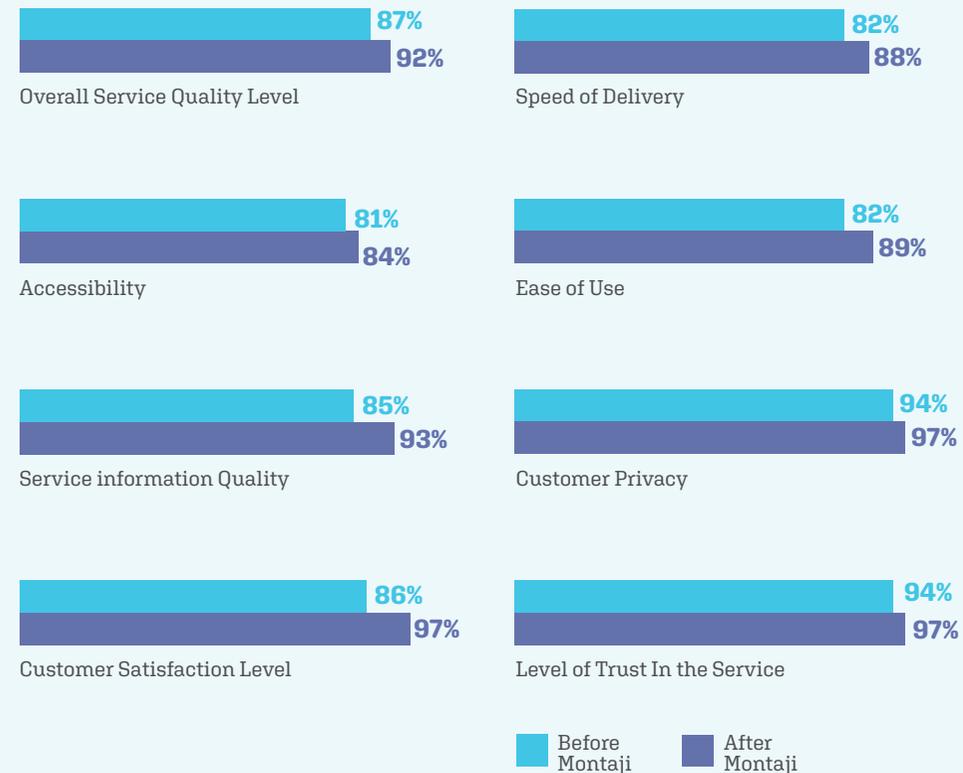
Applications on Montaji

there is great difference now, as we receive the approval of our applications in two to three days. It saves both time and effort while uploading the applications and during the follow-up of the application. The registration process through Montaji is fantastic, especially with the cooperative staff of Dubai Municipality, who is operating the system."

Each year, Dubai Municipality sets ambitious targets for achieving the highest levels of customer satisfaction. After adopting Montaji, according to measurements taken by the tools created by Dubai The Model Centre, customer satisfaction with government services increased across every area measured. The percentage of vendors pleased with the overall service quality rose as the approval process for applications was much faster than before implementation of the new system. This contributed to a higher degree of satisfaction towards the speed of delivery and the ease of use of the Dubai Municipality service, resulting in a higher level of trust in the government entity.

What used to take several months to register a product before without any information, was now feasible in a shorter timeframe (12 to 22 working days) and available to the public and inspectors through an app.

SERVICE QUALITY INDICATORS



“Before the vendor’s smartphone application was developed, there was no clear mechanism for vendors to inquire about the status of product applications. Vendors faced difficulties communicating with Dubai Municipality and responses could take several days. With the help of a smartphone application, vendors can now check the status of the product registration process in real-time.”

- A member of the Innovation Team at Dubai Municipality.

Before Montaji, vendors applying to certify their products needed to visit a Dubai Municipality service centre to submit applications. The application process for one product required an average of four trips to a service centre. After Montaji, the number of required trips to service centres was zero. All aspects of the application process could be handled online. Vendors applying to certify their products had to provide eight documents before the implementation of the Montaji platform. The number of documents was reduced to four after implementation.

What does the general public think of Montaji?

“Excellent application and easy to use.”

“Great way to check if the products we use are registered.”

“Great app. I can check for registered products at Dubai Municipality and report as well.”

“Brilliant app. Very useful and increases confidence while shopping in UAE.”

MONTAJI IMPACT ON DUBAI MUNICIPALITY EMPLOYEES

Before the Montaji initiative, Dubai Municipality had a target of completing a certain percentage of applications within a set amount of time. For applications involving cosmetics, perfumes, health supplements and disinfectants, the goal was to complete 87% of applications within 45 working days. Municipality employees only met that target roughly 60% of the time. After Montaji was brought online, new and ambitious targets were introduced. For cosmetics and perfumes, the new goal was to complete 87% of applications in 22 working days. For health supplements and disinfectants, it was an even shorter deadline of 12 working days. With Montaji, Dubai Municipality employees were able to meet these new and ambitious targets 100% of the time.

Montaji also decreased the number of times Dubai Municipality employees had to return to vendors with requests for more information or clarification. With the help of the measuring tools of Dubai’ The Model Centre, it came to the team’s attention that before Montaji, each application was processed in two phases, by different teams. The review phase involved manual checking requirements and verifying that documents were complete. Often documents needed to be returned to vendors for corrections. The assessment phase also involved studying the product in terms of safety and assessing its ingredients and claims. With Montaji, Dubai Municipality was able to dramatically increase employees’ efficiency. The

number of required documents to be checked had reduced and by embedding the review feature into the Montaji system, the assessment process was fast-tracked. This allowed Dubai Municipality to redeploy human resources to other areas and increase productivity in general.

The Montaji system and smartphone application also represent a valuable new partnership between community members and government employees in pursuit of the common goal of ensuring the highest standards for safety and health in Dubai.

According to Dubai Municipality’s internal calculations, Montaji also reduced the costs of processing applications by

60%

from 140.50 AED in 2016 to 56.62 AED in 2018

BEFORE MONTAJI

28

Applications per employee per working day

AFTER MONTAJI

60

Applications per employee per working day in 2018

DAYS NEEDED TO PROCESS APPLICATIONS

Cosmetics, Perfume, Personal Care



Health Supplements



Detergents and Biocides



Before Montaji After Montaji



MONTAJI IMPACT ON SOCIETY

The Montaji smartphone application allows the general public to check instantly if products are registered by scanning barcodes with their smartphones. If consumers come across a product that is not registered, Montaji allows them to submit an alert directly to Dubai Municipality about the unregistered product. They are even able to share the exact product location, a feature very helpful to Dubai Municipality inspectors. Retail outlet owners, who have the responsibility for checking product registrations and ensuring they conform with health and safety requirements, also appreciate having the smartphone app to check quickly whether products are registered.

In 2017, Dubai Municipality was awarded the Flag (Raya) of the Hamdan Bin Mohammed Programme for Smart Government, an initiative by Dubai' The Model Centre. Montaji was assessed by an international

As of December 2018:

12,500

users of Montaji app, and was mentioned over 710,000 times on social media.

“After winning, everyone wanted to improve services and offer initiatives to run for the Hamdan bin Mohammed Programme for Smart Government. It was as if the Hamdan Flag and Dubai' The Model Centre became the engine for development within Dubai Municipality.”

-A member of the Innovation Team at Dubai Municipality

jury and chosen by public vote among eight selected government initiatives. Government services from across Dubai were nominated for the programme and finalists were selected through a series of evaluations based on criteria that measure efficiency, effectiveness, sustainability and commitment to Dubai's Smart Government approach. Montaji was rated the highest score by the jury in the areas of increasing service efficiency and enhancing the customer experience.

“When we won the Hamdan Flag - Raya - we went to each department in the Municipality and took a photo with the staff so that they felt they were part of the success,” team members said. “After winning, everyone wanted to improve services and offer initiatives to run for the Hamdan bin Mohammed Programme for Smart Government. It was as if the Hamdan Flag and Dubai' The Model Centre became the engine for development within Dubai Municipality.”

“Since introduced by Dubai Municipality, Montaji has become associated with compliance, smoothness, and development. It is an online platform that is built by the users and for the users. Montaji is also shaping to be an ideal system to access to UAE market. This is mainly driven by Duabi Municipality's ongoing improvements in each released version, which is mainly driven by the industry's feedback.”

- Feedback from vendor

CONTINUOUS LEARNING

PHASE
5

CONTINUOUS LEARNING

- 1: Assessment of final results
- 2: Celebrating success
- 3: Continuous follow-up

The purpose of phase 5 of the methodology of Dubai Model for Government Services is to finalize the improvement initiatives implementation, to facilitate collective learning within the government entity, and ensure continuity of the improvement.

In accordance to the methodology established by Dubai' The Model Centre, it was time for Dubai Municipality to finalize the initiative's implementation, facilitate its collective learning and ensure its continuity.

Based on the success of the Montaji platform, Dubai Municipality developed plans to expand the initiative even further. The Montaji product registration system will be expanded to new kinds of products, including food contact materials and other hygiene products. Parents will also soon be able to use Montaji to ensure the safety of children's toys before buying them as well.

Dubai Municipality is planning to integrate the Montaji system with other government entities, and the Dubai Central Laboratory, another organization under Dubai Municipality. Currently, whenever a test is required during the product assessment stage, the vendor has to arrange the test, including paying a separate fee, making an appointment, delivering a sample, collecting the report, and returning the report to the assessment team. Soon the Montaji system will automatically create the test request, and once the customer delivers the sample and the test is complete, the results will be in the system instantly. Dubai Municipality plans to offer this integrated service with private testing labs as well.

There are also plans underway to integrate the Montaji system with Dubai Customs, so that customers will have automatic customs shipment release forms once Dubai Municipality approves a product for import. There are plans to

integrate Montaji with customs in other emirates as well.

Dubai Municipality is also planning to further develop the reporting capabilities of the Montaji system. "We would like to extend the reporting function and incorporate the Montaji database into our decision support system," Dubai Municipality employee explained.

Dubai Municipality's business intelligence software can for instance help analyze the data in the Montaji system and provide helpful information, like determining the top ten countries where products originate from and the top ten companies importing products.

With these new product areas and capabilities, Montaji will continue to provide great value and Dubai Municipality expects to triple the number of users of the Montaji system to over 8,000 in the next few years.

The team at Dubai Municipality is also looking at updating the accompanying Montaji smartphone applications, both for vendors and the public. Along with a new, easier-to-use interface, the update will include new features like a notification system for recalled products, information about workshops and trainings, links to videos, awareness-raising games, and enhanced ways to report back to Dubai Municipality about products and other health and safety issues. For vendors, the new application will also allow them to schedule and track appointments and inspections with Dubai Municipality employees.

Finally, as part of an open data initiative, all products registered in the Montaji platform will soon be available for open access, to raise public awareness and

“The Montaji app is characterized by the provision of sustainable, smart and integrated services with best quality and enhances the experience of both investors and consumers and stars of service. The app allows investors to ensure the sale of their consumer products in the local markets with transparency and ease as their rights will be protected through the evaluation and registration of products in the smart electronic system.”

— Director General of Dubai Municipality, January 10, 2018

to serve the needs of the general public. This will be available to authorized parties, leveraging the open data application program interface (API). This initiative will allow the public to get more information on thousands of new products that are registered each month by vendors from around the world. The open data initiative is aligned with Dubai Municipality's ambition to offer the public information and access on all registered products in the Emirate.

3 THE WAY FORWARD

Creating and launching Montaji demonstrated the effectiveness of the Dubai' the Model Centre methodology. "The methodology we followed helped us set the basics and effectively guided us through the process," the Innovation Team Leader at Dubai Municipality shared. "We now have a more comprehensive vision to deal with challenges across different departments and customers."

A core strength of Montaji is that it represents a significant local benchmark standard, consistent with Smart Government principles to innovate service delivery, improve users' experiences and satisfaction, leverage partnerships, integrate new and emerging technology such as blockchain, and engage the general public.

The Montaji team continues to be a resource and inspiration for others in Dubai Municipality. The team has become a reference for employees who want to improve services within the entity.

The experience of being selected for the Hamdan bin Mohammed Programme for Smart Government and winning the Hamdan bin Mohammed Flag (Raya) also demonstrated how Dubai' The Model Centre can act as an incentive for innovation. Dubai' The Model Centre's methodology also helped the team realize that everyone in the entity could contribute to service improvement. "It was an incredible feeling when we won the Hamdan Flag. Winning itself was not the goal; it was only a tool to improve the service." A

team member expressed. "What we cared about most was improving the quality of our service and enhancing the experience of our customers and employees."

As a commitment to this innovation-thinking process, Dubai Municipality is creating a comprehensive system for the development of services using the methodology of Dubai' The Model Centre. The methodology and the mechanisms have changed the entity's way of thinking.

Though the outcome was incredibly successful, the process of creating Montaji was equally valuable. The experience of working with the Dubai' the Model Centre methodology will have long-lasting effects for the team, for Dubai Municipality and Dubai residents and citizens in general.

The success of Dubai Municipality in using the Dubai' the Model Centre methodology to create Montaji demonstrates the effectiveness of the Centre's mission on instilling a culture of continuous improvement and innovation in government services through providing appropriate tools, frameworks, and infrastructure.

The challenge of delivering high-quality public services to citizens is one faced by many governments around the world. Whether it is paying a parking fine or applying for a building permit, Dubai' The Model Centre has, since its creation, supported government entities in Dubai in improving the quality and delivery of services. It has also provided a model for other governments around the world, seeking to balance customer satisfaction and public sector efficiency.

Making the people of Dubai happy is a daily preoccupation of the leaders of the Emirate. Through its tools and scientific methodology, Dubai' The Model Centre motivates government entities to accomplish quantum leaps in the field of services improvement. Montaji has provided greater safety and efficiency to Dubai residents and customers. Looking to the future, Dubai' The Model Centre will continue serving the needs and expectations of residents and citizens, bringing them happiness and satisfaction through proactive systems that deliver excellent services in every area of life.

"The methodology we followed helped us set the basics and effectively guided us through the process."

- Innovation Team Leader at Dubai Municipality

"It was an incredible feeling when we won the Hamdan Flag. Winning itself was not the goal; it was only a tool to improve the service."

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Dubai Model Centre

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