

CITY MAKERS METHODOLOGY: IMPROVING FOSTER CARE SERVICE IN DUBAI





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

This case study explores Foster Care Service in Dubai, through the lens of the City Makers methodology.

City Makers is under The General Secretariat of The Executive Council of Dubai, it uses a particular well-developed thinking methodology, intended to improve shared services between multiple government entities. City Makers trains teams of representatives from government entities and supports them through each phase of the methodology. Through empowering government entities to pursue new ideas through a methodical, team-based approach, City Makers creates positive change for government services.

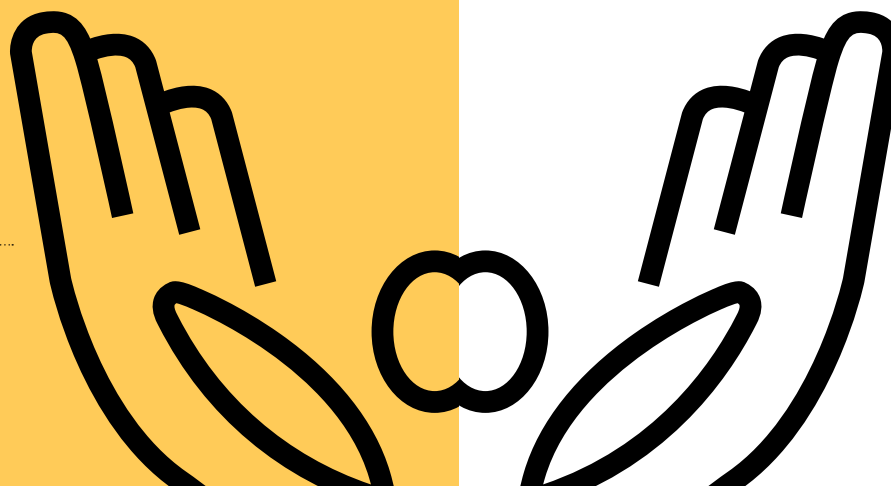
This case study illustrates the City Makers methodology by following the experience of the “Foster Care Team” - a group of individuals from government entities responsible for providing Foster Care Service in Dubai. Thanks to their participation in City Makers in 2017, the Foster Care

Team simplified fostering procedures, provided better support to foster families and reduced the time children spent in institutional care, ultimately improving the quality of social services in the Emirate of Dubai.

This case study explores how change in government employees' mindset leads to innovation and dramatic service improvements. It outlines how connecting people across government entities and using design-thinking methodology leads to new solutions and reduces inefficiency. It also demonstrates how service redesign and collaboration are key to providing a better customer experience.

“Our goal is a stable and prosperous Emirati family. Family is the nucleus of our society.”

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



BACKGROUND

In October 2017, representatives selected from seven Dubai government entities stepped into the City Makers headquarters, and officially became members of the City Makers Foster Care Team. In two weeks, the workshop became a unique opportunity to focus intensely on improving a social service and bringing design thinking methodologies to this important sector. Though the Foster Care Team was composed of different government entities representatives, they were unified by the same vision: to work collectively to provide the very best in Foster Care Service in Dubai. “There were many new faces, brought together by one motivation; the desire to help,” explained Badriya Al Shamsi, Team Leader for the Foster Care Team, and Head of the Alternative Care Department at the Community Development Authority of Dubai. “We all sympathize with the social groups we serve, and we care about Foster Care Service and protecting children.”

Every government entity represented on the Foster Care Team made a commitment to invest time and resources to improve the experience of families looking to foster children, and of course to improve the experience of the children themselves. Each entity had, prior to the workshop, carefully selected individuals to represent their organization and to design a new initiative, using the City Makers methodology. The members of the Foster Care Team were ready to dive in. Over the next two weeks, skilled City Makers facilitators led the Team through key phases of the City Makers methodology.

This case study tells the story of the Foster Care Team's experience with the City Makers methodology. It also describes how they created their initiative, and the impact the applied methodology had on one particular government service and at the social level in general in Dubai.

“Developing shared services requires positive thinking that overcomes challenges, enhances joint efforts between government entities and gives the public the chance to be part of these efforts. Individual efforts can achieve excellence, but collective efforts achieve miracles because each government entity gains the power of a dedicated team of government entities.”

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

Defining Foster Care Service

Group of services enabling children to be placed with a foster family to be cared for.



WHAT IS CITY MAKERS?

Located on the southeast coast of the Arabian Gulf, Dubai is a modern city, home to over 3.1 million people. The Government of Dubai devotes time, attention and resources to public sector services, and strives to be a pioneering government that puts the happiness of its citizens and residents at the centre of all performance measures. Rather than a traditional top-down model, Dubai values an approach to innovation that focuses on the users of government services and builds around the needs and experiences of citizens and residents.

In 2011, the General Secretariat of the Executive Council of Dubai created Dubai' The Model Centre, an innovative methodology to enhance government services and improve the customer experience across a wide range of government entities. For joint services that are shared across different entities, the Government realized that a different methodology was required. A team from the Dubai' The Model Centre worked to develop a new approach. They researched and benchmarked best practices in shared government services around the world and considered applying design-thinking methodologies to improve them. With the latest knowledge and research in hand, **City Makers** was created.

City Makers began as a city-wide competition with teams made up of representatives from multiple entities working together to present initiatives for government innovation in shared services. The methodology quickly achieved impressive results.

Over time City Makers evolved to give government teams more time to work together, and more tailored strategies and tools.

In 2017, in recognition of its extraordinary positive results throughout Dubai, City Makers launched its own headquarters, under the patronage of His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of The Executive Council of Dubai. The headquarters was inaugurated in a beautiful, state-of-the-art building that houses the City Makers team, workshops, design labs, and presentation facilities. Guided by a three-year mandate from His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, City Makers spearheads improvement for all shared services (70 in total) in the Government of Dubai. City Makers has its own dedicated workforce facilitating the methodology and supporting teams from government entities throughout Dubai.



City Makers Headquarters

Located in Dubai's vibrant art district of Al Serkal Avenue, City Makers headquarters resemble a tech-startup hackathon facility. Housed in a refurbished industrial warehouse, the venue is the ideal location to break barriers between government departments, allowing teams to truly think out of the box in an innovative environment.

Since its inception, City Makers has improved joint government services across multiple sectors, through the implementation of its innovative design methodology for services. Today, City Makers is recognized as a powerful methodology that brings representatives from different government entities together in one location to improve shared services and help Dubai meet its innovation

and happiness goals. Ultimately, the methodology has had a major impact not only on how government entities collaborate for better services but also on the overall quality of life for citizens and residents.

How does City Makers work?

Based on a customer-centric approach, the City Makers methodology lies in studying the full life-cycle of a shared government service and applying design-thinking techniques to ensure that the customer journey is efficient and fluid. For each service it aims to improve, a City Makers "innovation team" team is put together representing all government entities involved in the shared service. The selected team attends a workshop to learn more about the challenges of the shared service in question, experience the customer journey and start identifying solutions. Teams work on developing a prototype for the initiative they select. Thanks to the methodology of City Makers, team members also get a chance to present their initiative to their leadership and get their attention and approval from the start. The City Makers methodology is based on a 5-step approach.

THE CITY MAKERS METHODOLOGY TAKES PLACE IN FIVE PHASES

Stimulate

- A. Case for change
- B. Define partners
- C. Build a team



Explore and Empathize

- A. Explore the challenge
- B. Data mining
- C. Validate data through customers
- D. Benchmarking
- E. Mapping customer journey
- F. Challenges framing and data presentation
- G. Setting metrics

Ideate and Prototype

- A. Generate
- B. Initial evaluation, prototyping and testing



Present the Case

- A. Plan for implementation
- B. Develop presentation
- C. Secure approvals

Implement and Follow-Up

- A. Launch
- B. Measure



CITY MAKERS TOOLKIT

City Makers proposes a series of tools to support the participation of its teams. Most of these tools are used during the Challenges, Ideation and Prototyping phases of the methodology. These tools are provided by trained City Makers facilitators and include among others:



“Narrow the Set”
a summarizing tool that allows the team to filter selected ideas



“Blueprint”,
which adds to the customer journey map all the back-office work required



“Storyboarding”
to draw an idea instead of narrating it



“Prioritization Grid” to evaluate ideas and select the most important ones

CITY MAKERS FOR FOSTER

CARE SERVICE



City Maker Methodology Phase 1: Stimulate

The “Stimulate” phase starts with discovering a problem in the shared service or identifying an opportunity for it to be enhanced and preparing all initial requirements to address it.

Stimulate

- A. Case for change
- B. Define partners
- C. Build a team

DISCOVERING AN OPPORTUNITY IN A GOVERNMENT SERVICE

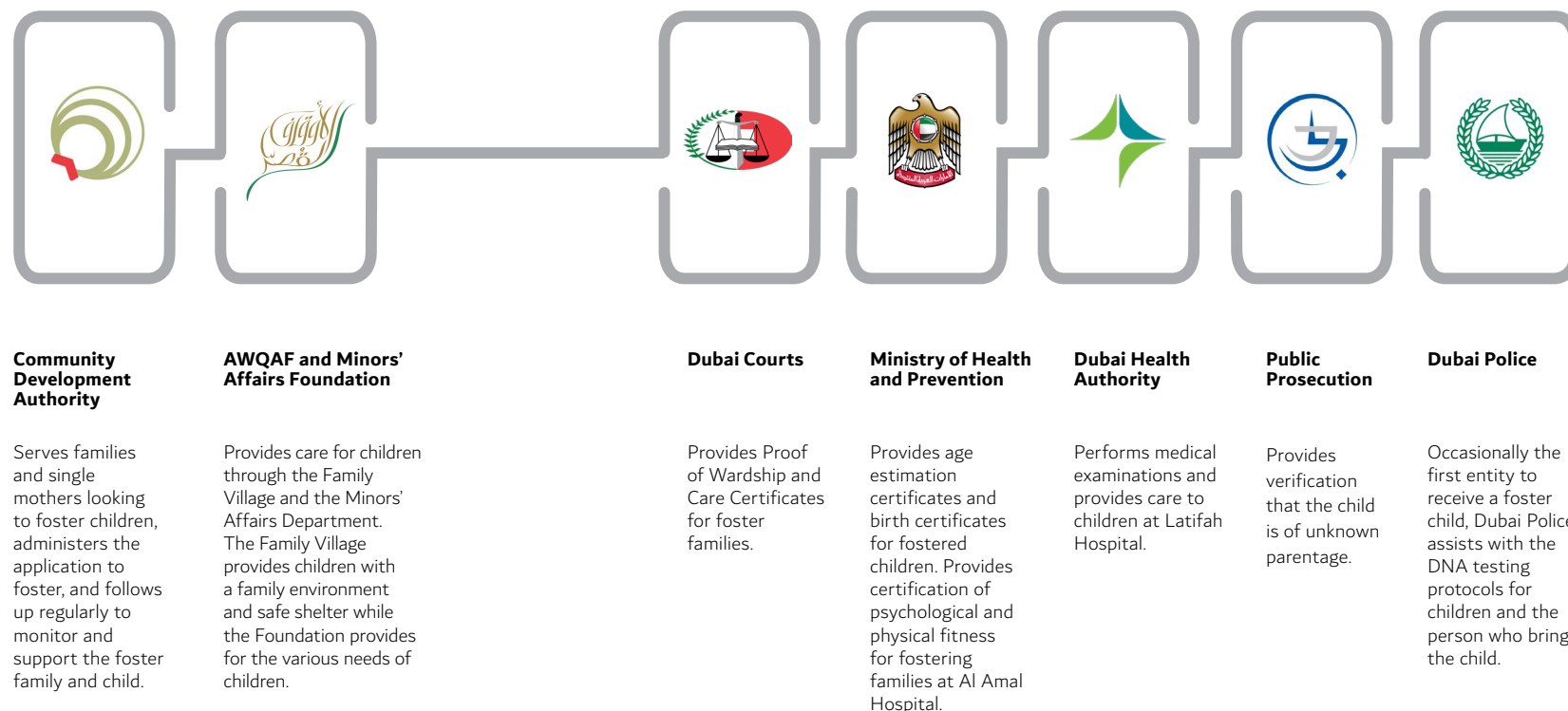
Who is the Foster Care Team?

The Foster Care Team was made up of employees from seven government entities involved in all aspects of Foster Care Service in Dubai.

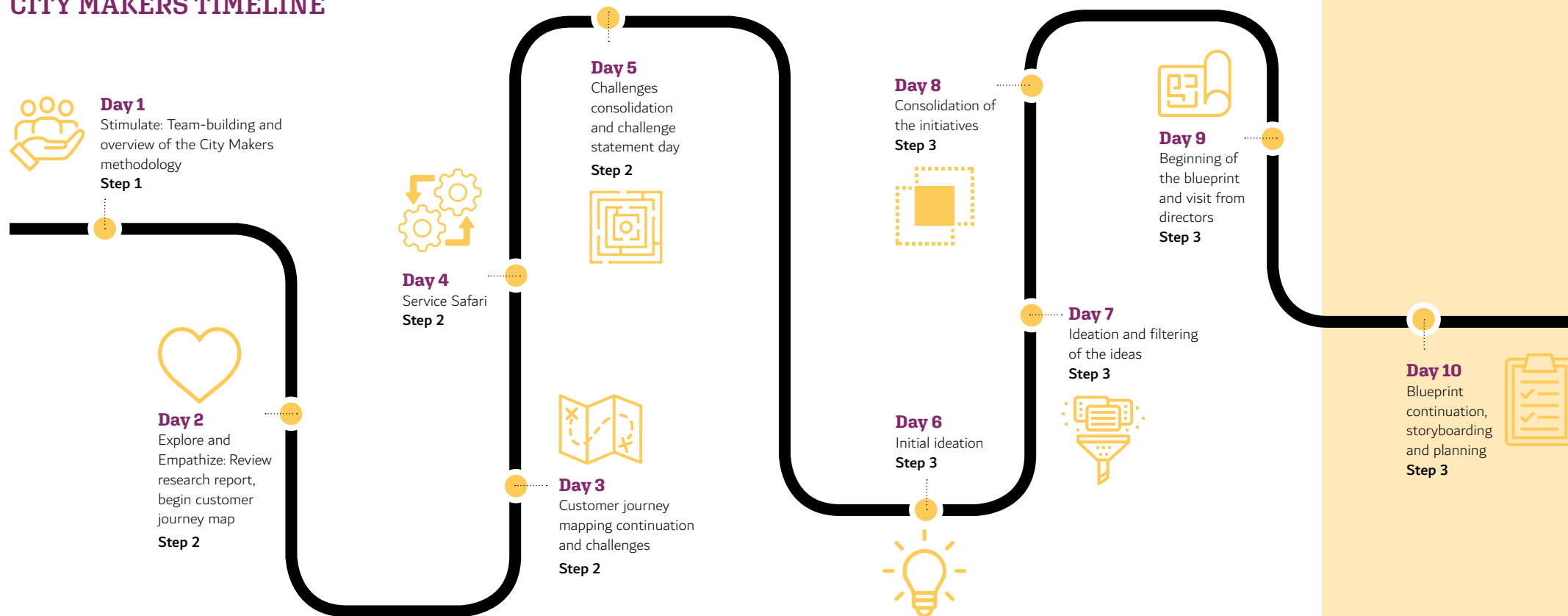
Employees across seven government entities gathered for ten days of challenges exploration, brainstorming, design-thinking and facilitated conversations, all aimed at improving

the quality of Foster Care Service in Dubai. The team is in charge of the development of the shared services related to Foster Care Service.

SEVEN GOVERNMENT ENTITIES REPRESENTED IN THE FOSTER CARE TEAM



CITY MAKERS TIMELINE



Building a team

As of the first day, of the City Makers workshop, the Foster Care Team's experience began with team-building exercises to bring everyone together and create a cohesive unit. Breaking down barriers and establishing a sense of trust among team members was important, as it was sometimes intimidating to gather with relative strangers and explore issues or flaws in the service each delivered. That sense of trust triggered honesty about challenges, a crucial step in creating the right solutions.

Looking back at their participation in the initiative, one Foster Care Team member shared: "the whole secret lies in the way City Makers dealt with the team and their methodology." Each day began with an "ice-breaker" game or activity. Though these activities were fun, they also served the higher purpose of building morale and bringing the group together as a team. Right away, the Foster Care Team began working well together. Teamwork was the instrument behind the initiative's success.

City Makers facilitators emphasized on ensuring team members felt comfortable expressing themselves as individuals and highlighted their personal touch and contributions. From the first week, there was harmony, allowing the Foster Care Team to discover the different strengths and abilities of each member.

Each team member was chosen by his or her entity's Director General, based on a set of criteria developed by the City Makers methodology. Some members were very experienced

DESIGN THINKING

is a method for creative problem solving. It encourages organizations to focus on the people they are creating for and leads to human-centred products, services, and internal procedures. The core of design thinking is getting to actionable decisions and knowing your questions.



in their entities, and some new. City Makers facilitators made sure to work with each one of them to bring out the knowledge and ideas they had to contribute. Team members were selected because of their familiarity with the wide range of services provided by their entity, and their capacity to collect information and data on all aspects of the service delivery within their entity. Team members were also chosen on their ability to have a positive attitude, their creative approach, and their capacity inspire others to make change.

The team's first day also included a training on the City Makers methodology. City Makers facilitators explained carefully the five main phases of the methodology.

Facilitators also introduced the idea of “design-thinking”, a concept that would help them throughout the methodology.

Explaining the full scope of the City Makers methodology was eye-opening to the Foster Care Team. During the first day, Foster Care Team members also stated: “the whole thing was a surprise to us. It was the first time I was involved with a group like that. We often participate in groups for our work, but without the scientific basis that City Makers uses. The mechanisms to build and work with the team were absolutely new to us.”

Chancellor Mohammad Ali Rustom Buabdulla, Senior Advocate General and Chief of Family and Juvenile

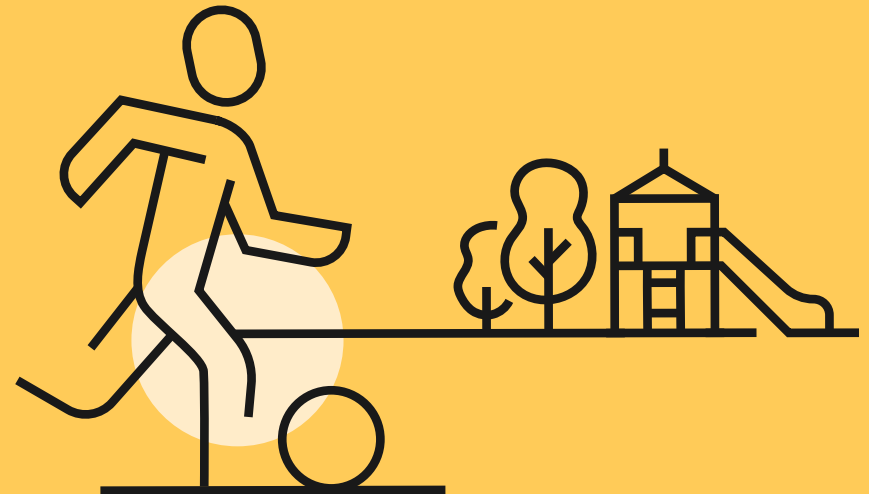
Prosecution commented: “I had my doubts about City Makers and how they would understand laws, our initiatives and services. I thought ‘We have more experience in this field. Compared to us, what were they going to offer?’ But I was surprised by their knowledge. They perfectly understood the initiative and offered great ideas.”

With the Foster Care Team briefed on the City Makers methodology, and the team leadership in place, they were ready to move on to Phase Two.

On the first day, the Foster Care Team was asked to choose a team leader. Badriya Al Shamsi, Head of the Alternative Care Department at the Community Development Authority was unanimously chosen by her peers.

In describing the reason why the team selected her, members explained that Badriya was elected not just because of her knowledge of the service area, but because of her passion for serving the best interests of the children and the families wanting to embrace them. Team members also recognized her ability to lead and communicate.

Badriya was out-ranked by other members in terms of job title but this very attribute helped team members to break through hierarchical barriers and work together as a unified team, where everyone's contribution is equally valued. “We achieved harmony and broke bureaucracy,” Eshraq Al Qadhi, Senior Executive at AMAF later reflected with a smile.





City Maker Methodology

Phase 2: Explore and Empathize

The “Explore and Empathy” phase is about investing the necessary time and efforts in learning more about the background and context of the service under study. This is applied through discovery, as well as gathering of inspirations and insights to create more understanding of the service in order to help create and develop initial ideas.

Explore and Empathize

- A. Explore the challenge
- B. Data mining
- C. Validate data through customers
- D. Benchmarking
- E. Mapping customer journey
- F. Challenges framing and data presentation
- G. Setting metrics

EXAMINING CONTEXT AND CUSTOMERS

What is the current situation of Foster Care Service in Dubai? What are the services challenges and future opportunities? What can direct interactions with customers reveal? How are citizens affected by the current delivery of the service?

During four days, members of the Foster Care Team invested their time and efforts in learning more about the background and context of Foster Care Service in order to be able to identify innovative ideas for improvement.

Exploring the challenge, data mining and understanding customers

In preparation for the initial team gathering, the City Makers staff put together a Research Report. Few weeks ahead of the start of the challenge, they met with each of the government entities involved in providing Foster Care Service, collecting quantitative data on all aspects of the shared service.

During this phase, City Makers facilitators also conducted in-depth interviews with customers and foster families. They listened to their experience from beginning to end, including challenges and obstacles they encountered.

Finally, research and benchmarking of best practices in Foster Care Service from around the world was also added

to the quantitative research from government entities and the qualitative research from customers. The result was compiled into a comprehensive Research Report to be shared with the Foster Care Team.



At the beginning of Day Two of the City Makers workshop, facilitators began by sharing the quantitative findings from the Research Report. This was also a way for all team members to learn about the roles and contributions of other entities involved with Foster Care Service in Dubai. one of the Foster Care Team members explained, “I was not aware of the complexity of the fostering procedures. Matters such as the required documents and medical examination appointments were things I learned from members of other government entities.”

City Makers facilitators also shared information from the customers interviews during day two. This part was eye-opening for the team. Members from the Community Development Authority (CDA) learned for example that information was not always available online or via phone. Families would have to go to CDA in person to identify the documents they needed to submit. This resulted in sometimes time-consuming and frustrating experiences.

The Foster Care Team also learned that the time taken to transfer documents between government entities was a real burden to foster families. One foster mother interviewed for the Research Report shared: “To speed up the process, I personally brought the

girl’s file from Dubai Police, as the procedures took a long time and we wanted to embrace the girl into our family as soon as possible.”

Members from Dubai Health Authority (DHA) learned that the time taken at the hospital was also burdensome to foster families, and that families were being advised to seek services elsewhere. As one foster mother said, “I was recommended to visit private clinics as procedures were faster than in public hospitals.”

Dubai Courts representatives on their end learned that foster families were not always certain with the steps required to attain a Proof of Wardship and Care for foster children. They also realized that their staff were also not always able to provide all the answers. As Moosa Ghanim Al Balushi, Head of Personal Status Department at Dubai Courts explained, “Dubai Court employees are not always aware of how to handle all procedures.” This was reflected in the foster families’ experiences. As one shared: “the Court’s procedures were not known to some employees, so we had to see different staff members until we finally got to the right answer.”

**Created in 2015,
The Family Village
is a compound of
16 villas that can
house up to 100
children. It aims
to offer a healthy
environment for
orphans.**



Thanks to the Research Report, the Foster Care Team learned about the procedures challenges. They also realized that potential foster families would at times first meet the child in the Family Village but would then have to wait months before being able to bring the child home.

The team also learned that because procedures were sometimes unclear, customers made mistakes in the Proof of Wardship and Care documentation. These mistakes were discovered when the family visited the Ministry of Health and Prevention to obtain a birth certificate for the child and they had to travel back to the CDA and Dubai Courts in order to rectify.

The Ministry of Health and Prevention learned that in cases where the age of the child is not known, multiple trips were required by the foster family with the child, in order to receive a proper age estimate. The customer was required to visit a public health doctor at the Preventive Medicine Department, but these doctors could not estimate the child's age without the help of a dentist. Ultimately, visiting multiple centres with the young child for one procedure was exhausting for families. "I had to go four times to the dentist responsible for determining the child's age," one foster mother shared.

As Dr. Suad Al Awar later shared, "Only when we started working as a team, we discovered the other entities participating in the process for our customers. We had no idea about the way other institutions worked and we were surprised that the journey was so complicated, and that the number of involved entities and departments was so large."

Once at home, challenges did not stop. The Foster Care Team discovered that foster families were not receiving the support necessary to ensure a good experience for the child and the family at home. Foster families shared that follow-up visits from the Community Development Authority were scarce.

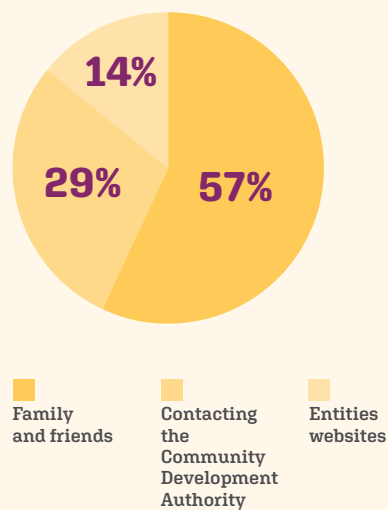
WHAT ARE FOSTER FAMILIES?

Foster families are those who wish to foster children, and care for them emotionally and financially, providing them with a safe and stable environment and the nurturing that every child deserves. They are also government helpers who support their country by providing for these children and contributing to community initiatives.

WHAT IS A FOSTER CHILD?

Foster children of unknown parentage who are found without parents in the UAE. These children are usually deprived of family love and are in dire need for care as they have no family of relatives.

FOSTER FAMILIES GOT INFORMATION ABOUT FOSTER CARE FAMILY THROUGH:



Therefore we must eliminate any challenges they might face when adopting these children.

3

Cancelled/Rejected cases
(2016 - mid 2017)

8 FAMILIES
11 MOTHERS

Number of foster families/mothers
registered (2015-2017)

374

Foster families/mothers registered in
Dubai as of September 2017

IMPORTANT QUESTIONS TO UNDERSTAND FOSTER FAMILY EXPERIENCE

- ? What types of services are provided to foster children and foster families?
- ? What is the customer experience?
- ? What are the challenges that foster children face?
- ? What are the current and future financial and human resources needed?
- ? What are the follow-up procedures for children after being fostered?
- ? What are the criteria for accepting foster families?

"I have only been visited once," one foster mother shared. Others shared that CDA employees had only checked on them over the phone to ask if the child was doing alright.

Overall, the Foster Care Team learned that foster families were having confusing, time-consuming and unclear experiences at multiple times: from issuing birth certificates, medical cards, applying for citizenship for foster children, to receiving care at home. The team also learned there was a real desire from foster families to have more information and guidance on caring for a child at all ages and stages of development. "We wish there were courses to help us. We relied on ourselves and learned what we could from the internet," one family said.

Through facilitated discussions, the Foster Care Team answered some very important questions developed by the City Makers facilitators to help them get an understanding of the foster family experience.



What did the customer journey mapping reveal?

After receiving a full understanding of Foster Care Service in Dubai, the team began using one of the key tools of the City Makers methodology, the customer journey map.

The mapping exercise involves tracking and documenting all touch points customers have with government entities, in their quest to obtain a service. The customer journey map also includes customer responses at each touch point, including data and insights from customers. This tool helps government entities understand a service from the customers' point of view and grasp how customers experience and react to a particular government service. It helps identify potential areas for improvement in the customer experience, as well as ways to improve service delivery and efficiency.

When creating their map for Foster Care Service, team members were asked to consider the experience of multiple customers, taking into account various characteristics, behaviors and attitudes. Details on each person's emotional and functional needs, including quotes, pictures, and stories helped to trigger important conversations among team members, leading to more in-depth understanding of customers' needs, and inspirations for new solutions.

Mapping touch points as they are experienced by customers enhanced the team's ability to validate assumptions and helped the team make more informed decisions.



The more understanding the team developed about their services and customers, the more developed the customer journey map became.

The Foster Care Team created two maps, one for the foster child, and one for the family seeking to embrace a child. Every touch point for the customer was included in the map: from the number of applications required, to certification or license that had to be obtained, examinations the applicant had to go through, to every interaction with government entities. All team members gave input on the points of the customer journey map involving their entity. Each team member continued to add details, until a full picture of the customer journey was created. The map was developed over two days as a working document.

As a result of this exercise, team members were surprised to see that

there were over thirty steps for customers to complete a request to foster a child. Foster Care Team members agreed that the process was complicated because government entities did not always compare processes and mainly worked in isolation instead of looking at the overall customer experience. As one of the Foster Care Team members explained: "the customer's dealings with our department would take only two days to finish, but we had no idea that the entire journey would take them many months and dozens of visits to government entities. Each entity knew only its mechanism and the time required to finish the transaction, but we were missing the connection between the steps. Fully understanding the customer's journey and creating empathy was necessary in order to make positive change."

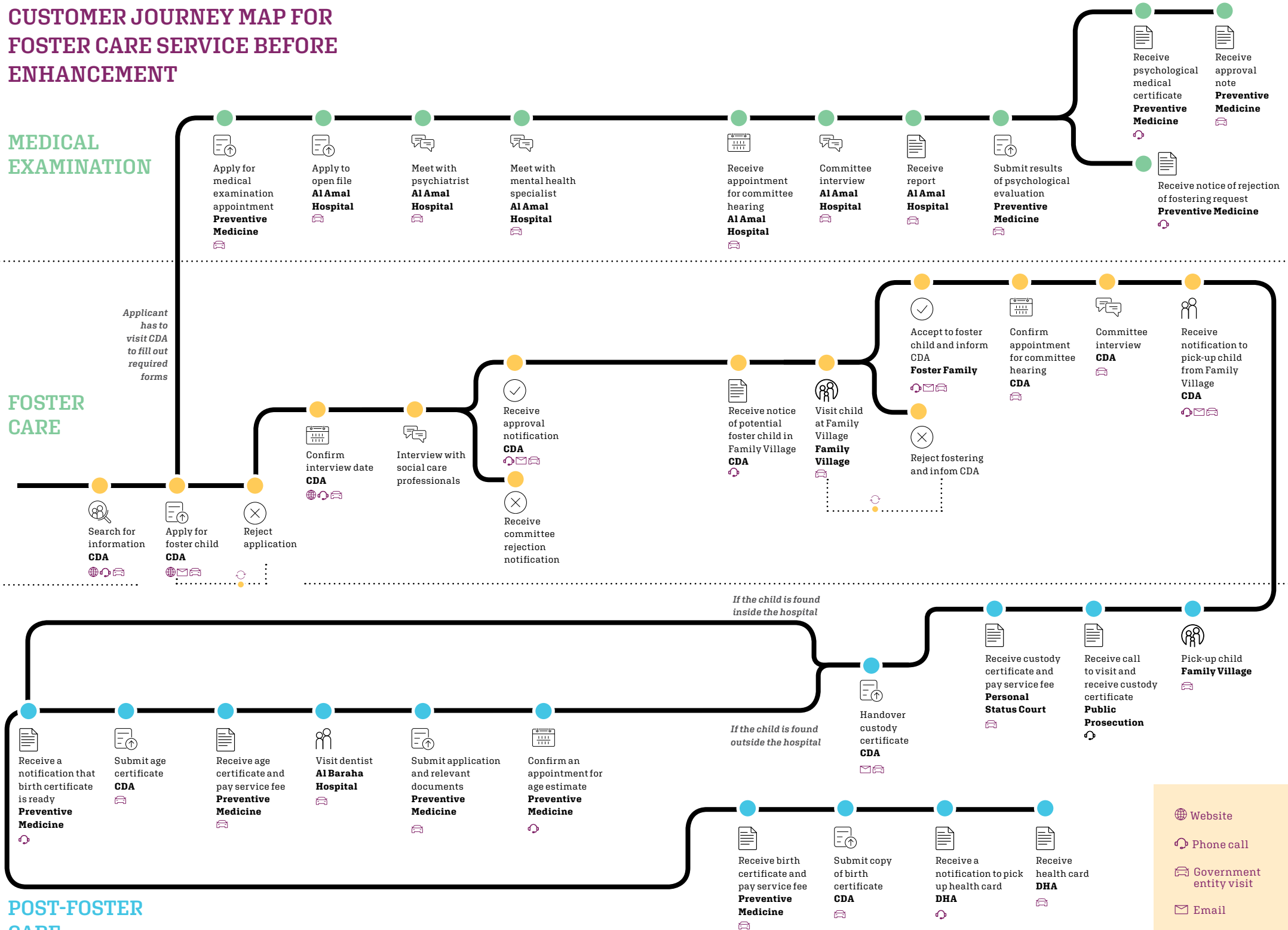
CUSTOMER JOURNEY MAP FOR FOSTER CARE SERVICE BEFORE ENHANCEMENT

MEDICAL EXAMINATION

FOSTER CARE

POST-FOSTER CARE

Applicant has to visit CDA to fill out required forms



Once the maps were complete, the team was ready to identify the exact challenges of Foster Care Service.

Challenges identification

With the initial information presented in the Research Report and the additional insights gained through the customer journey mapping exercise, the team had a rich collection of knowledge about Foster Care Service. On day three of the City makers workshop - each member of the team was asked to reflect on what they had learned and write down what they perceived as the main challenges for Foster Care Service. The team came up with a list of challenges per category:



Service safari

During day four, having identified the main challenge statements, the Foster Care Team was invited to participate in one of the most innovative features of the City Makers methodology. The “Service Safari” provides an opportunity to experience the service from the customer’s point of view. The team was divided into three groups and visited service centres involved in the delivery of Foster Care Service. They talked to customers and experienced the service journey for themselves.

Each group visited an entity and attempted to complete some of the steps in the customer journey map. Groups visited the Community Development Authority, the Ministry of Health and Prevention and the

Family Village. Additionally, team members explored the websites and various online aspects of the customer’s journey.

Each group took notes about their experience. Some noted a lack of parking spaces, or inadequate signage and information about where to go. Some encountered staff members who could not answer the questions they had. Team members exploring the website noticed information was difficult to find, often buried in sub-menus. They found they had to visit several websites to gather the right information. “When we split into groups and visited the different entities, we discovered that the service delivery takes too long,” Foster Care Team members recalled. The team discovered that little things can make a big difference in the customer’s experience.

CATEGORIES OF CHALLENGES



Government entities:

- > Duplication of procedures, which constitutes a burden on the Government and the customer.
- > Lack of specialized expertise in providing services to children and foster families.
- > Lack of effective communication between the parties involved in the service.



Fostered child:

- > Delay in being placed with foster family.
- > First days spent in environments that do not promote emotional and psychological wellness. Loss of first memories of the child.



Foster families:

- > Lack of information on fostering.
- > The complexity of the customer's journey and multiple government entities involved.
- > Lack of comprehensive training before families foster, and ongoing support once the child is embraced.



Society:

- > Laws and legislation to be reconsidered to benefit this category of customers.
- > Lack of awareness of how to deal with foster children and families.



Challenges consolidation and metrics

After the Service Safari, each group brought their observations and experiences back to City Makers and compared notes and stories. They asked themselves whether the Service Safari identified any new challenges they wanted to focus on. Combining everything they had learned and discussed to date, City Makers staff led the team through analyzing and synthesizing the challenges they had identified on day three.

First, challenges were grouped into categories. Second, through a “root cause” methodology, the team identified challenges that were actually linked and that could be combined. The team prioritized their challenges, until they agreed on the main ones they wanted to address. The goal was to distill all of the information the team had gathered to date into a refined challenge statement that was clear, focused, and actionable. “There were no differences or conflicting ideas, we agreed on the challenges and steps,” Foster Care Team members recalled.

There were different ideas and viewpoints and various debates, but over time, opinions converged, making the vision more defined and the problems clearer.

The next City Makers exercise provided the team the opportunity to explore and gather evidence to support their challenge statements, and literally walk in their customers footsteps. As everyone was satisfied with the three

AS A RESULT OF THIS CONSOLIDATION EFFORT, THE FOSTER CARE TEAM DISTILLED THEIR CHALLENGES DOWN TO THREE MAIN CATEGORIES:



Lack of clear information



Duplication of work



Multiplicity of government entities involved and complexity of the journey

main challenge points, City Makers facilitators helped the Foster Care Team develop several Key Performance Indicators (KPIs) to visualize future performance if the service was positively transformed and the challenges successfully solved. They asked the Foster Care Team to imagine what the services would look like when the performance was improved.

Throughout the four days of the Explore and Empathize phase of the City Makers methodology, team members respected one very important rule: no sharing of solutions. The team focused on digging into and understanding the challenges of Foster Care Service without looking at solutions. Though this was difficult at first, team members learned to correct each other and stop themselves from problem-solving. With their new and deeper understanding of the customer's journey, and the main challenge statements identified, the Foster Care Team was ready to move on to the next phase of the City Makers methodology and focus on solutions.

AS A RESULT, THE TEAM DECIDED TO FOCUS ON THE FOLLOWING METRICS



Service time



Customer satisfaction



Number of visits required by foster families



Number of documents required





City Maker Methodology Phase 3: Ideate and Prototype

Once the team has established a firm and shared understanding of the problem and how it is experienced by users, the ideation stage can start for a quest of concrete and optimal solutions. The ideation process is central to the design-thinking process. It involves the generation of ideas and solutions and evaluating and modifying them to address the challenges identified in previous stages.

Ideate and Prototype

- A. Generate
- B. Initial evaluation, prototyping and testing



IDEATING FOR SOLUTIONS



Generation of ideas

On day six, when it was time for the team to begin sharing ideas for solutions, the City Makers facilitators shared the final aspect of the Research Report that had been prepared for the team: the research on international best practices and benchmarks in the areas of Foster Care Service.

Comparing Dubai's services standards with those of other countries was an enriching experience as team members discovered many potential areas of improvement and innovation.

During this sixth day, City Makers facilitators also asked each team member to submit two ideas on how to address each of the three main challenge statements the team had identified a few days before. It was important to start the ideation phase with individual written contributions in order to ensure that every team member's ideas were heard. The facilitators wrote down every idea and none was considered too far-fetched at this stage.

IDEAS IDENTIFIED BY FOSTER CARE TEAM



Pre-fostering training programmes and workshops for staff



Providing foster families with a set of books and manuals on how to care for a child at different age



Using influential celebrities, media and social media to share information (including competitions)



Conducting interviews with families who had fostered before



Unified electronic and printed guide on fostering procedures, laws and costs (including website and smartphone app)



Follow-up mechanism - and a timetable with documentation for field visits- for all cases, for children of all ages



Holding exhibitions and exchange experiences with other countries to identify best practices



Displaying information about fostering on screens in public spaces



Temporary fostering by eligible families to reduce child time with no family



Review laws and regulations



Redesign electronic procedures



Issue temporary papers



Integrating children of Family Village Care into the community



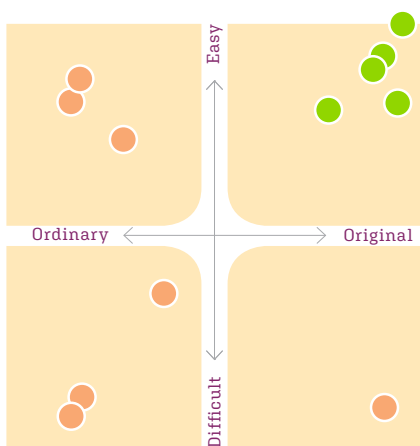
Transfer the Family Village from AMAF to the Central Development Authority



Streamlining fostering procedures within the Central Development Authority



The next day, the City Makers staff divided the team into three groups. Each group was assigned to one of the three challenge statements – lack of clear information, complexity and duplication and multiplicity of government entities involved – and asked to regroup and enhance ideas to address that particular challenge.



After the team generated and grouped their ideas, City Makers facilitators helped them place each idea on a grid with four quadrants: Easy, Difficulty and Original, Unoriginal. Using the prioritization grid tool of the City Makers methodology, ideas were filtered by putting each in the quadrant where it belongs. The best ideas were in the quadrant under “Original and Easy”.

“By discussing and using the Prioritization Grid tool we analyzed and determined what ideas were original and easy. From our list of about 50 ideas, we discussed, prioritized and filtered through a democratic process. We evaluated, optimized and combined ideas. The evaluation was carried out according to certain criteria, foremost of which was the feasibility

of implementing the idea within six months and without exceeding the specified budget.”, one of the Foster Care Team members shared.

By the middle of the second week of the City Makers exercise, the Foster Care Team started to identify the initiative they could propose to improve the experience of customers of Foster Care Service in Dubai. At the end of day eight, the teams shared what they had done. The team was able to identify the key features of their initiative.

One of the Foster Care Team members pointed out, “We also wanted to focus on improvements for the child’s journey. But we recognized that by improving the foster family’s journey, we would improve the child’s experience.”

Next, the City Makers facilitators worked with the Foster Care Team to map out the planning of the initiative. This helped the Team write down all of the details that would be needed to make the initiative a success.

FEATURES OF THE PROPOSED INITIATIVE



Beginning of the blueprint

During the first part of day nine, City Makers facilitators worked with team members to update their customer journey map. As key features of the City Makers methodology these steps proved to be highly interactive and engaging for the team. The new customer journey map had fewer steps, new electronic services, and fewer trips to government entities. The team examined the steps of the new map and filled in the details of all of the back-office work that was required by each entity to create a new customer experience. Adding the back-office work resulted in the blueprint document. They formed a detailed plan including all of the new procedures, trainings, and information they would need to create within their individual entities in order to implement their initiative. Once the blueprint was complete, a City Makers’ Storyteller joined the workshop. The artist helped the team create a beautifully drawn storyboard for the new initiative, presenting their initiatives in a more visual way. This process is often

recognized as an enjoyable exercise for City Makers participants as they engage in the creative process together with the artist.



The Team spent the final day of the intensive workshop with City Makers working on detailed system mapping. They identified the key “influencers” they would need to partner with to ensure their initiative’s success. These included the government entities, their employees, the technology and experience required, as well as other elements to connect with the necessary entities. They set out plans and schedules on how they would continue to work together on the next phases of the City Makers methodology.

The two-week City Makers workshop came to an end on day 10. It was now time for the team to enter the prototyping and testing phase. During this phase, the team evaluates concrete and optimal solutions for their initiative, while assessing all potential challenges.



Provide training and materials to families looking to embrace a child into their home, including providing books and guides on what to expect and how to care for a child at different ages.



Provide a comprehensive guide, available electronically and in print, outlining all fostering procedures, laws and costs.



Streamline process within the Community Development Authority, where fostering families go to obtain all of the required services.



City Maker Methodology Phase 4: Present the Case

Once initiatives have been prototyped and refined, the team can move ahead to the next stage and present the case to the leadership.

Present the case

- A. Plan for implementation
- B. Develop presentation
- C. Secure approvals

VALIDATING TO THE LEADERSHIP

With the two-week intensive City Makers workshop completed, the Foster Care Team went back to their entities, met at regular occasions to assemble their prototype and prepare their presentation to the leadership. They worked hard to make the most compelling case about the need to simplify the customer journey for foster families and the children they wish to embrace. After dozens of drafts, the team was finally ready to make their presentation.



The Foster Care Team reassembled at the City Makers to make their case for the initiative they had designed together. The heads of government entities responsible for providing Foster Care Service visited City Makers. Directors General from other government entities were also present to hear the team, along with presentations from other teams. The team gathered in the main auditorium at City Makers. Each Director General had an “approve” card and a “disapprove” card to vote on each initiative.

The Foster Care Team gave an overview of the most important outcomes of the two-week exercise with City Makers. They presented their case and entity heads participated in discussions and helped the team with feedback and comments on their initiative. The team greatly appreciated the opportunity City Makers provided to gain insights on their initiative from the leadership of each entity.

Labeled “Embrace from the Heart”, the main aim of the Team’s proposed initiative was to develop services related to the foster children of the Emirate of Dubai and to create a system that meets the best interests of the child, the family, and society, in order to achieve the Government’s objectives of protection, integration, empowerment, sustainability and rationalization. The team presented eight main features for their initiative:

FINAL FEATURES OF THE INITIATIVE

- ✓ The Community Development Authority (CDA) as the leading authority overseeing service.
- ✓ Approve the new unified fostering procedures guide at Dubai level.
- ✓ Approve the temporary fostering project.
- ✓ Approve the specialized training for families that wish to foster.
- ✓ Approve estimated budget for transforming a new smart system and building an electronic system to connect the seven government entities.
- ✓ Guide the team to study the project of transferring the oversight of the Family Village to the Community Development Authority, identify the required financial and human resources.
- ✓ Direct the team to study the granting of healthcare insurance to foster children, in cooperation with the concerned government entities in Dubai.

OBJECTIVES OF THE INITIATIVE



CHILD

- Immediate fostering
- Fostering for all ages
- Terminate illegal fostering



SOCIETY

- Awareness on how to deal with foster children and families
- Awareness of foster children rights



FAMILY

- Facilitate fostering
- Enabling families



ENTITIES

- Centralized entity
- Unified system



After presenting their initiative, implementation plan and proposed budget, the members of the Foster Care Team were delighted to learn their initiative was approved by all entities. The biggest change was the relocation of the Family Village from the Awqaf and Minors Affairs Foundation, which was responsible for providing permanent and temporary shelter to children, to the Community Development Authority, which was responsible for Foster Care Service and follow-ups.

When reflecting on the presentation, all team members were pleased their initiative was approved because they felt certain it would lead to

improvements across the entire customer experience. But they all agreed that one of the most significant achievements of their presentation was convincing the heads of their entities to approve the plan to move supervision of the Family Village from AMAF to the Central Development Authority. One of the Foster Care Team members said that he used to think that the Family Village could be moved under the supervision of the Community Development Authority, but he knew it was impossible. City Makers made it possible. "The result exceeded my expectations."

With the necessary approvals secured, the Foster Care Team had

the greenlight to put their ideas into practice and make their initiative a reality.

Team members returned to their entities and continued to meet regularly. They used the time to reassess their plan and assembled all materials needed to implement their initiative.



City Maker Methodology Phase 5: Implement and Follow-Up

Once sign-offs by Director Generals on the project plan are in place, each team member is expected to take ownership on their part to execute and oversee the execution of the required tasks until delivery.

Implement and Follow-Up

- A. Launch
- B. Measure

TURNING AN IDEA INTO REALITY

The implementation phase was the longest part of the methodology, and the most challenging. Following their participation in the City Makers workshop, team members worked within their own entities and continued to work closely with one another to create the changes they had outlined in their initiative. Each team member worked with internal teams at their individual entities to design materials and create the changes, big and small, that were required in order to create the new procedures they had envisioned.

Throughout the implementation phase, the City Makers team continued to stay in touch with the Foster Care Team to encourage their progress and make sure they had the necessary tools and support. One Foster Care Team member shared, "The most difficult stage was the implementation stage; I felt like 'this is too much'. We developed a plan of action and procedures, but City Makers helped us identify the most important challenges. They guided us and kept us on track from the very first steps up to full implementation." "City Makers were our partners, always following-up, holding meetings and providing feedback, while making us feel like part of the team," added another team member. "Their impact was always positive."

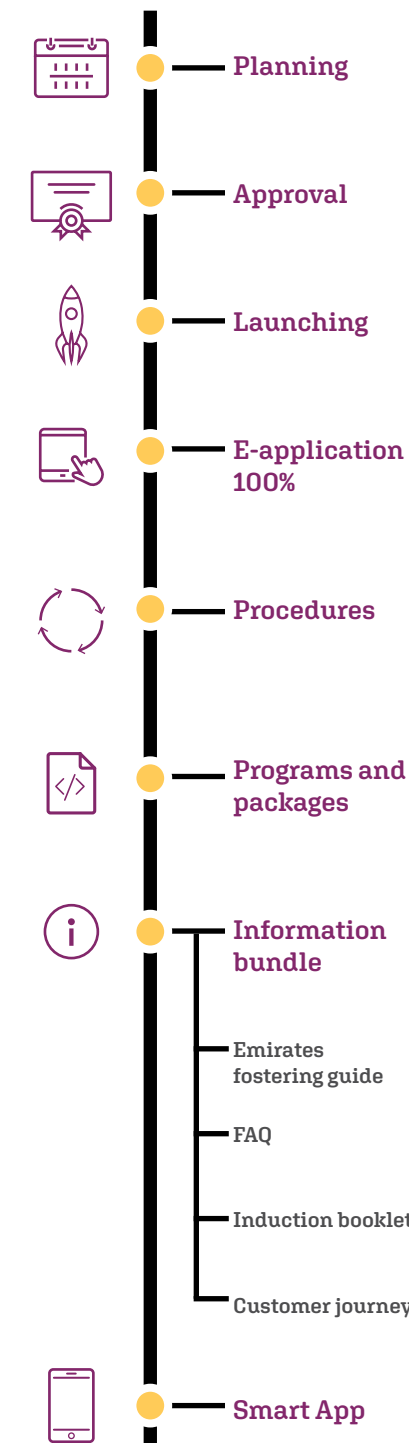
Indicators of change

As highlighted in the new customer journey, with the help of the City Makers methodology, the Foster Care Team succeeded in substantially improving the delivery of Foster Care Service in Dubai.

The Foster Care Team's initiative resulted in a vastly improved, streamlined fostering process. The police sped up DNA testing procedures, to verify that a foster child is really of unknown parentage. Courts began to issue certificates within a shorter period. The Custody Certificate, issued by a judge, is now obtained by the Community Development Authority on behalf of the family. Even this one improvement has made the journey easier on customers, providing foster families the opportunity to enjoy their first days with the child.

A member of the Foster Care Team outlined service improvements they have implemented as a result of the City Makers methodology. "The customer had to visit the Ministry of Health and Prevention eleven times, in addition to six visits to Al Amal Hospital for a psychological medical certificate. We managed to reduce all the procedures involving the

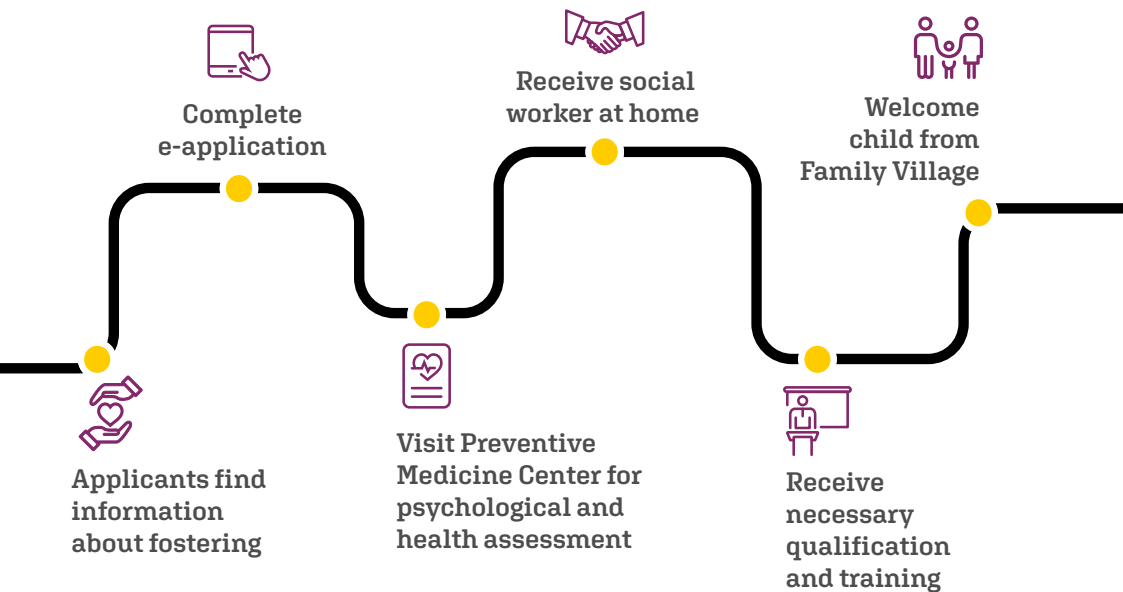
INITIATIVE PLAN



psychological evaluation committees to one step, which takes one day and one doctor. In addition, we used to require the customer to come back and pick up the report in person. Now, we send it by email."

Sanaa Al Ajmani, Head of Minors and Juvenile Cases at Public Prosecution also shared: "in the past, the customer had to appear before the prosecution in order to obtain the required document and then had to take it to the courts. Today, at the Public Prosecution, I prepare the letter, and we take a photocopy of the document and save it in a shared electronic file with the courts."

NEW CUSTOMER JOURNEY



FOSTER CARE SERVICE
FOSTER CARE TEAM INITIATIVE

| Before Implementation | | After Implementation |
|-----------------------|---|----------------------|
| 94 days | Time for service completion | 18 days |
| 10 days | Child's presence time in medical care | 1 days |
| 70 days | Child's presence time in institutional care after case preservation | 2 days |
| 6 | Number of entities the fosterer had to visit | 3 |
| 22 | Number of visits the fosterer has to make | 4 |
| 13 | Number of documents the fosterer has to provide | 3 |
| 0 | Number of services provided on behalf of the fosterer | 6 |
| 35 | Number of procedural steps | 6 |
| 0 | Number of joint procedures that have been created or improved | 11 |

LEARNING OUTCOMES

Thanks to the City Makers methodology, the Foster Care Team worked together as one team. By connecting various government entities, and looking at services from the customer's point of view, the team created an initiative that led to great improvements and innovation in government services. More importantly, their work helped improve the situation for foster children and tackle one of the most important social priorities of Dubai.

Team members reflected that the team-based approaches and working toward a common goal were at the core of the success of the City Makers methodology. As a Foster Care Team member explained, "Focusing on teamwork, City Makers is the catalyst that forces people to put aside their 'egos' - something that other initiatives still have to achieve." Other participants echoed this. "In other groups and committees, the representatives of each institution

always try to embellish and focus only on the positives. Through City Makers we were honest and did not try to hide facts. We were aware of the goals Dubai's Government had set to achieve through this initiative. The Government wanted development and change for better, and that made us be honest and face the truth."

The friendships formed and the trust among team members were key to the success of the initiative and continued to have a positive impact on team members. "We cooperated on a daily basis. And our cooperation is not limited to this case, but has expanded to other initiatives and issues," a member of the



THE WAY FORWARD

The Foster Care Team plans to continue to work together on future phases of their initiative, including providing ongoing training programmes for foster parents.

Members of the team have become ambassadors for the City Makers approach within their own institutions. They seek to apply the approach to improving both internal and external systems to continue to improve government services. Team members have identified a number of other

services in their entities that could be improved through City Makers. They also highlighted that other departments could be introduced to City Makers and benefit from similar positive changes they have experienced.

The City Makers methodology inspires government employees to be changemakers and create innovations that provide the best in shared government services. City Makers challenges its participants

Foster Care Team explained. "Personal relationships between members have positively added to professional relationships." Collaboration is one of the most fundamental learning outcomes of the initiative.

Creating impact

The Foster Care Team's initiative dramatically improved the experience of foster children and foster families in Dubai. In addition to these important outcomes, the team pointed to other impacts they credit to the uniqueness of the City Makers methodology. City Makers has led to increased communication, cooperation and networking between their different government entities. The City Makers methodology has also changed government employees' way of thinking, from being passive service providers to active and ambitious initiators for positive change. City Makers make Government employees leaders in their own field.

The Members of the Foster Care Team have great praise for their City

Makers experience. A Foster Care Team member shared: "This was my first participation with City Makers and it was a 'positive shock'. The creative process and the team were amazing. In the past few years, nothing seemed like challenge, until I came here and was forced to challenge myself and come out of my comfort zone, which made me feel alive, changing my perspective on many things. This was a beautiful and successful experience. This experience has awakened in me something that was asleep for a long time."

Reflecting on how the City Makers experience has changed them, another Foster Care Team member replied: "we do not sit and wait for opportunities and change; we create them. This is a turning point. In short, this is Dubai, and Dubai creates opportunities."

City Makers showcased how the innovative application of design-thinking to social services can result in improved government services. It aims to continue having real-world impact through its methodology.

to deeply explore and reflect on the shared services they provide and creates profound new understanding. The collaborative and team-based approach to discovery inspires courage and innovation, serving as a catalyst to positive change for social services and contributing to the long-term growth and improvement of Dubai.

Citizens needs and expectations are rising daily whether in Dubai or in the rest of the world. A more seamless set of government services

is expected, from registering a birth, to setting up and closing a business or paying fines. These expectations unprecedented levels of integration and cooperation between government entities. City Makers has diffused a collaborative and entrepreneurial spirit among government entities. It also contributed for dramatic service improvements that have made the lives of citizens and business in Dubai better, including the lives of some the most vulnerable ones, children.

