

UNITED ARAB EMIRATES
THE CABINET



الإمارات العربية المتحدة
مجلس الوزراء



A Guide to Developing Public Policies in the UAE Government

Published by: the General Secretariat of the Cabinet 2024



The UAE has secured a great number of exceptional achievements, particularly as a young country. But our ambitions are far greater, and it is imperative that we continue to strive to surpass our current success. Our responsibility is to secure a bright future for our youth; and achieving that depends on the work and effort we put in today.

His Highness Sheikh
Mohamed bin Zayed Al Nahyan
President of the United Arab Emirates
“May God protect him”

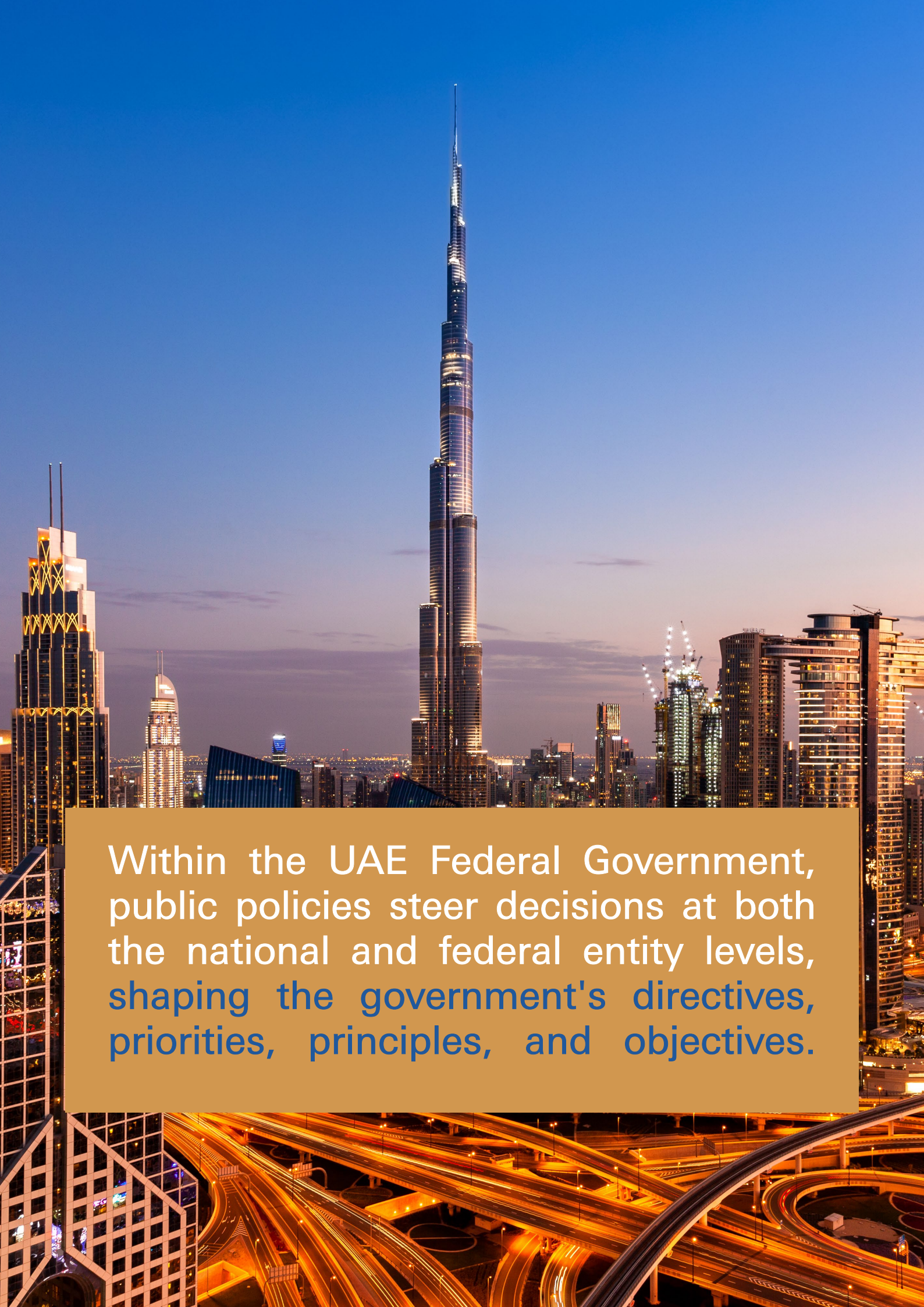




In our Arab world, the politician runs the economy, education, media and even sports! The real job of a politician is to facilitate the lives of the economist, academic, businessman, media personality and others. The politician's job is to facilitate the lives of the people, and solve crises instead of starting them, building achievements instead of destroying them.

His Highness Sheikh Mohamed bin Rashid Al Maktoum
Vice President and Prime Minister of the United Arab Emirates
and Ruler of Dubai
"May God protect him"





Within the UAE Federal Government, public policies steer decisions at both the national and federal entity levels, shaping the government's directives, priorities, principles, and objectives.

What Is Public Policy?

| Definition of a Public Policy

A public policy in the UAE Government is defined as a set of priorities, goals, and guidelines that are designed to address important policy issues with the aim of ultimately boosting public welfare, whilst taking into consideration the needs of relevant stakeholders. This leads to the formulation and enactment of laws, regulations, and initiatives aimed at bolstering diverse sectors and fostering social and economic advancement. The primary aim of a public policy is to create a framework that governs behavior and allocates resources to attain desired outcomes and tackle challenges effectively.

| Public Policy Formulation

A public policy is developed through a comprehensive process that involves analyzing the current situation triggering the need for the policy, exploring alternative options and scenarios (including the need for formulating the policy), drafting the policy paper with its essential components, identifying key outcomes, consulting with relevant stakeholders, implementing the policy, and subsequently evaluating its effectiveness.

| Scope of the Public Policy

Public policies can be executed across different scopes, spanning both the federal and local governments, in addition to encompassing regional and international scopes, in collaboration with global organizations and relevant entities. Policies can also encompass a diverse range of sectors, including healthcare, education, environmental protection, economic development, and social welfare.

Tangible results affecting citizens and residents of the UAE

Public policies have played a crucial role in delivering substantial outcomes:

| Economic Diversification Policies

Public policies promoting economic diversification have reduced dependence on oil, generating new job opportunities in sectors such as tourism, finance, technology, and the creative economy.



| Infrastructure Development Policies

Public policies aimed at developing world-class infrastructure have elevated the quality of life for UAE citizens and residents. Furthermore, they have attracted global companies and talent, resulting in enhanced convenience in daily life and increased returns on investment.



| Education and Healthcare Policies

Public policies in education and healthcare have elevated overall prosperity and wellbeing levels, improved public health, increased access to lucrative jobs requiring advanced qualifications and skills, and enhanced the quality of early and general education.



| Social Policies

Social policies ensure beneficiaries have access to essential services, such as marriage grants, housing assistance, and social benefits. They also protect family units through targeted community and family programs, while various legislations safeguard the rights of children and elderly segments.



| Employment Policies

Human resources and Emiratization policies have protected workers' rights, enhanced working conditions, and boosted the employment rates of citizens in the private sector. Collectively, they have delivered tangible benefits to both the citizens and residents of the UAE.



| Environmental Sustainability Policies

Public policies concerning environmental sustainability have spurred the development of initiatives aimed at promoting sustainability and mitigating the effects of climate change. These efforts pave the way for a more sustainable environment for citizens and residents, while preserving natural resources for future generations.



Public Policies Influence Every Aspect of Our Lives

Public policies influence many aspects of our lives, spanning from infancy to old age. For instance, the National Policy on Vaccinations ensures protection for newborns and infants, while the National Policy to Promote Healthy Lifestyles tackles root causes of illnesses, such as obesity, to ensure healthy ageing.

The compulsory education policy ensures every child's right to education, preparing them for a dignified life. Additionally, the National Child Protection Policy in Educational Institutions guarantees the safety of students in schools, giving parents confidence that their children are in safe hands.

Public policies also ensure young individuals pursue higher education, enabling them to graduate and be capable of shaping the future.

Economic and financial policies foster sustained prosperity for the UAE.





The Emiratisation policy paves the way for creating job opportunities for our citizens.



The residency policies aim to attract world-class talents that bolster the country's economy and foster sustainable development.




Every night, we rest soundly, thanks to the UAE's implemented policies ensuring security, safety, and the fight against crime.



And every morning, we wake up breathing cleaner air due to the implementation of air quality initiatives, alongside other environmental policies.



Public policies play a pivotal role in shaping government work, serving as **a catalyst for inventive solutions** that address complex challenges and ensure sustained prosperity for citizens and residents. They also drive economic growth and enhance the country's standings in various international rankings and reports.

The background image shows a sophisticated architectural space. A prominent feature is a curved staircase with a glass railing, set against a backdrop of large, white, three-dimensional calligraphic sculptures. The lighting is dramatic, with strong highlights and deep shadows, creating a sense of depth and movement. The overall aesthetic is clean, modern, and artistic.

Successful public policies are designed using a set of tools that help achieve policy objectives and excel in government work, serving as a roadmap for transforming ambitions into tangible results. They include:

- 01 **Setting** the policy agenda for priority sectors and critical issues.
- 02 **Understanding** root causes and opportunities.
- 03 **Utilizing** evidence-based analysis and leveraging big data.
- 04 **Identifying** best practices from around the globe.
- 05 **Utilizing** design thinking to research solutions, solve problems, and generate new ideas.
- 06 **Defining** desired outcomes, objectives, and performance indicators.
- 07 **Consulting** with affected and influential stakeholders to understand their needs and engage them in solution design.
- 08 **Promoting** desirable behaviours amongst target groups.
- 09 **Establishing** an effective governance framework to assign roles and responsibilities.
- 10 **Seizing** opportunities presented by emerging global trends and predictive studies.
- 11 **Engaging** in international cooperation to tackle shared global challenges, such as climate change.
- 12 **Optimizing** the use of government resources.
- 13 **Assessing** the various impacts, including financial and economic impacts.
- 14 **Developing** detailed operational plans and effective policy communication strategies.
- 15 **Assessing** the results and impacts of the policy.



What is the difference between a Framework, Public Policy, Strategy, Legislation, National Program, and Plan?

| Framework

A framework serves as a foundational structure that lays the groundwork for specific actions and decisions. It offers a comprehensive perspective or a set of principles from which strategies, policies, programs, and plans can be developed. While frameworks typically outline the main concepts and features of a topic without delving into specific details, they provide a guiding structure.

| Public Policy

Public policy comprises government-established guidelines that steer decision-making and action. It establishes a framework for decision-makers, defining preferred courses of action in specific situations. Policies are typically long-term and maintain consistency throughout each government's term, focusing on specific areas or issues.

| Strategy

A strategy is a detailed action plan crafted to achieve a specific goal or a set of goals. It centers on decision-making and resource allocation aimed at maximizing success probabilities. Strategies are typically more detailed than frameworks, involving the coordination of diverse projects and activities to attain desired outcomes. The sequence of policy preceding strategy, or vice versa, varies depending on the nature of the project or topic being developed or organized.

| Legislation

Laws and regulatory decisions issued by legislative authorities are designed to govern specific sectors. They formalize rules and regulations, serving as tools for enforcing policies, when necessary. In some cases, a legislation may necessitate a pre-existing policy to regulate its articles and provisions. However, a legislation can also be drafted based on other inputs without the immediate requirement of a specific policy, depending on the nature and urgency of the topic at hand.

| National Program

The national program is a coordinated suite of national initiatives and projects aimed at achieving specific goals. It typically involves implementing policies and strategies to address particular challenges or promote specific outcomes on a larger scale. This encompasses projects, systems, and the allocation of resources to achieve its objectives.

| Plan

A plan is a comprehensive proposal to accomplish a specific objective or task. It typically details the what, when, who, and how of a series of government activities. Plans are more detailed and operational compared to strategies, outlining the specific steps and resources required for implementation. Derived from strategies and policies, plans serve as a roadmap for implementing important actions.



What comes first?

There is no universally agreed-upon sequence for these components, as their order can vary based on the context, nature of the situation, government or entity priorities, and the time available for project completion. Generally, a framework provides the foundational principles and structure, followed by the development of policies and strategies, then legislation, and finally national programs and specific plans.

However, in practice, these elements are often developed concurrently and may influence each other throughout the project's progression.



In the UAE Federal Government, policies are situated in the below context:

Public policies shape the decisions made at the highest levels of government or by federal agencies, shaping the government's direction, priorities, principles, and goals. Based on these policies, the need for new legislation is identified, serving as a key tool to achieve policy objectives.

In turn, legislations establish the standards, procedures, and principles to be followed, enabling the government to create institutional and legal frameworks that support the attainment of its goals.



1

UAE Centennial Plan 2071

2

National Priorities

3

Public Policies

4

Laws and Regulations

5

Strategies

6

Initiatives and Programs



Illustrative example: **The National Drug Policy in the UAE**

Why?

The country faces several challenges in the pharmaceutical sector, including the absence of a unified national drug policy and the need for comprehensive and integrated coordination among various health authorities. There is a shortage of qualified medical workforces to support the drug industry. Additionally, the lack of a unified database for coverage and consumption rates of all pharmaceutical products across both government and private sectors is problematic. There is also insufficient scientific research in public health and pharmaceutical products, a need for enhanced supervision and control programs to ensure the implementation of relevant legislation, and inadequate health education programs to raise awareness about pharmaceutical initiatives and procedures. The local manufacturing of pharmaceutical products is insufficient, leading to the import of many essential medicines at high costs. Furthermore, the regulations governing the relationships between drug agents, suppliers, and health insurance companies need to be revisited.



Expected Outcomes and Policy Reference

The National Drug Policy in the United Arab Emirates aims to increase the value of the pharmaceuticals market by 10% to 15% and measure progress by conducting a policy implementation and outcomes evaluation throughout the five-year period, as well as increasing local pharmaceutical industries by 10% to 20% during the same period.

The World Health Organization's strategy was adopted in developing the National Drug Policy because it aligns closely with the UAE's goal of unifying and strengthening efforts to enhance the pharmaceutical sector. Bolstering this vital sector will help combat diseases, improve overall health services in the country, and elevate community happiness and quality of life. The policy also considered other approaches, such as the European Commission's roadmap for improving the pharmaceutical regulatory environment and the World Bank's practical approach to facilitating access to medicines to improve healthcare quality.

All of these practices were utilized to develop a robust policy aimed at strengthening the pharmaceutical sector. Acknowledging the critical role of medication in fostering a healthy populace and robust healthcare system, this policy and its various key components were tailored to align with the country's current health landscape. Emphasizing the delivery of top-notch healthcare to society members, this initiative aligns with the UAE National Agenda's goal of establishing a healthcare system that meets global standards. The policy also highlights the commitment to sustainability and the development of world-class infrastructure, in accordance with international healthcare quality benchmarks.



By developing the National Drug Policy, the UAE Government seeks to:

Ensure the availability of high-quality essential medicines for mass consumption within the country at affordable prices, while enhancing the local capacity to produce and export cost-effective, high-quality medicines. This involves strengthening the pharmaceutical industry's production and trade, alongside robust quality control systems for production and distribution, making quality a cornerstone of the industry. The policy also aims to promote the rational use of medicines and combat drug fraud. Additionally, encouraging research and development in the pharmaceutical sector to meet the country's needs, with a particular focus on prevalent diseases, is vital. Creating an enabling environment to attract higher levels of investment in pharmaceutical research and development is important. This includes establishing an incentive framework that encourages new investments, the adoption of new technologies, and the introduction of new drugs in the pharmaceutical industry.



Implementation

- Once the policy is issued, a detailed implementation plan will be developed to help achieve the policy's objectives and it will include the essential steps and resources needed to attain the objective and establish the timeline for these steps.
- The implementation plan maps out the policy's complete process, from start to finish. It extends beyond merely defining tasks and implementation timeframe to identifying entities assigned to these tasks.
- To implement the policy and achieve its specific objectives, it is necessary to establish a new independent authority or assign an existing entity. The UAE government responded to this need by establishing the Emirates Drug Corporation.
- When creating an implementation plan, it is essential to establish consistent performance indicators aligned with policy objectives and to identify the entity responsible for measuring progress. These indicators will track the achievement of desired results and guide decision-makers in determining subsequent steps. Outcome-based indicators will be developed to evaluate initiatives, and they will be monitored and tracked throughout the policy implementation process.

Key Principles for Developing Successful Public Policies



Based on Expected Outcomes

Clearly defines the policy's desired outcomes by measuring its implementation progress to ensure long-term effectiveness.



Aligned with Global Best Practices

Incorporates internationally recognized best practices and adheres to global commitments.



Maximize Benefits for All Stakeholders

Ensures maximum benefits for society, the private sector, and other relevant groups.



Evidenced-Based Policymaking

Bases policies on rigorous research using clear and pertinent data to identify the root causes of challenges.



Implementation Capacity

Successful policy implementation requires sufficient financial and human resources, as well as institutional capacity.



Subject to Ongoing Evaluation

Regular evaluation mechanisms assess policy effectiveness, identify areas for improvement, and facilitate necessary adjustments.



Cost-Effectiveness in Government Investment

Policies should provide value in return for government investment, balancing societal values with economic and environmental considerations to promote prosperity and sustainable development.



Participatory Design and Implementation

Policies benefit from consultations that incorporate diverse stakeholder views, experiences, and opinions to enhance acceptability, effectiveness, and applicability.

Polycymaking Cycle

01

**Outline the Rationale
for Issuing the
Public Policy**

02

**Assess the Various
Policy Options and
Their Potential Impacts**

03

**Consult and Engage
with Stakeholders**

04

**Implement the
Public Policy**

05

**Evaluate the Impact
of the Public Policy**

Outline the Rationale for Issuing the **Public Policy**

01



Why are public policies necessary and when should they be issued?

Defining the challenge or purpose of the public policy is crucial as it marks the preparatory stage. This stage focuses on clarifying the rationale for developing a policy, as each policy addresses a specific gap, aims to transition or enhance existing conditions, or provides a proactive solution to anticipated challenges. Without clear objectives and anticipated outcomes, no policy can be effectively formulated.

Reasons for Developing a Public Policy Include

| Leadership Directives

Prioritizing issues identified by senior leadership, with the aim of enhancing programs and services catered to the community.

| Emergency Situations

Addressing events that disrupt societal stability and require swift policy responses, such as emergencies, disasters, and epidemics.

| Global Factors

Responding to global challenges, such as climate change, demographic shifts, and technological advancements.

| Reform and Development:

Upgrading specific government systems as part of broader reform efforts, such as enhancing residency and employment regulations.

| Future-oriented Sector Priorities

Aligning with government visions and long-term plans to enhance key sectors that are vital for societal welfare, such as education and public health.



There Are Multiple Sources for Identifying Critical Public Policy Topics

Government Work

- Leadership directives.
- Federal entities' mandates.
- Sectoral performance.
- Periodic studies and reports.
- National surveys and statistical findings.

Target Groups

- Stakeholder needs.
- Citizen and resident' needs.
- Consultations with local government entities.
- Workshops involving the private sector.
- Issues highlighted in the media.

Best Practices and Innovations

- Best practices from pioneering governments.
- Innovations in the private sector.
- Current and emerging global trends.

Experts in the Field

- Reports published by think tanks.
- Research publications published by universities and research centers.
- Sector-specific reports published by consulting firms.
- Reports, statistics, and sectoral indicators published by international organizations.

External and International Factors

- Global commitments and agreements.
- Geopolitical and sector-specific dynamics and global developments.

The following tools support the analysis of the current status of a public policy issue:

| Stakeholder Consultation

Gathering perspectives from stakeholders impacted by and influencing the current situation pertaining to public policies, including government entities, community groups, businesses, and relevant international organizations. This can be achieved through direct methods, such as interviews, focus groups, and citizen feedback, or indirectly through official media and social networking platforms.

| Identify Gaps, Needs and Future Trends

Harnessing precise data and well-researched evidence to assess gaps, alongside analyzing future trends and pathways within specific sectors or issues forms the basis for highlighting policy rationale.

| Root Cause Analysis

Posing questions that accurately pinpoint the existing challenges, potentially necessitating solutions such as public policy.

| Robust Research

Gleaning insights from reports published by international organizations, national and international research centers, and think tanks to gain an accurate understanding of the current situation and existing challenges. This forms the basis for preparing evidence-based policy justifications.

| Examining Best Practices

Creating a benchmark study to analyze how other governments have tackled comparable challenges and devised solutions. It is imperative to evaluate the effectiveness of these policies in the countries selected for comparison.

Key Tools Utilized in Analyzing The Current Situation

| Surveys

A survey involves distributing questionnaires to a large group of community members to gather comprehensive data and information, whether qualitative or quantitative, tailored to specific research goals or objectives.

| Interviews

Interviews serve as a research tool for collecting both quantitative and qualitative data by engaging respondents through questions and communication.

| Focus Group Discussion

Focus group discussions with potential audience members are valuable tools for gathering both quantitative and qualitative data on specific topics, guiding future actions.

| Benchmarking

Benchmarking is a tool that enables entities to learn from the best international and local practices to address relevant issues.

| Forecasting

A tool used in data analysis to explore and predict future trends.

| Logic Trees

A Logic Tree is a problem-solving tool that breaks down complex problems or questions into multiple levels of subsets, allowing for the analysis and identification of actionable solutions.

| PESTLE Analysis

PESTLE is a framework for analyzing the external macro environment, categorizing and examining influential Political, Economic, Social, Technological, Legal, and Environmental factors that impact a specific entity.

| MECE Principle

MECE is a principle used to categorize a set of items into subsets that are mutually exclusive and collectively exhaustive. This approach segments data and divides it into distinct, non-overlapping sub-elements that collectively address the entire problem.

| Quantitative Evidence

Such as official statistics and national data.

| Economic Impact Assessment

Such as cost-benefit and cost-effectiveness analysis.

Assess the Policy Options and Their Impacts

02



Set a Policy Baseline

Baseline: Setting a baseline involves gathering and analyzing fundamental information regarding a public policy to map out the current situation, challenges, and opportunities. This process also forecasts the anticipated impacts of policy implementation, serving as a tool to establish a foundational framework and identify the policy's objectives and challenges. Additionally, it evaluates policy performance and outcome-level indicators.

When establishing the baseline, it is important to consider the following information:

1. Policy objectives.
2. Current status of the public policy issue.
3. Root causes of the public policy issue .
4. Stakeholders and relevant groups.
5. SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis.
6. Analysis of future trends related to the policy challenge.
7. Relevant studies and research on the public policy issue.



Setting Policy Objectives

The **policy objectives** are formulated after completing the following steps:

- Clearly defining the problem or challenge the policy aims to address by analyzing data and consulting with subject matter experts.
- Engaging with diverse target groups to identify the policy problem and define priorities. Additionally, it is important to collect and analyze feedback from public consultations, surveys, and other engagement mechanisms to ensure the policy objectives align with the community's needs and aspirations.
- Conducting a comprehensive analysis to evaluate potential policy options, thereby assessing their feasibility, effectiveness, and potential impacts.
- Establishing clear and measurable objectives, outcomes, goals, and indicators that take into consideration both short-term and long-term results.
- Prioritizing goals based on importance and feasibility in order to effectively allocate efforts and resources.

The government aims to achieve the intended **public policy** outcomes by adopting various instruments:

The government can address challenges and achieve its intended outcomes by adopting various instruments, including:

| **Government Initiatives and Services**

These initiatives and services contribute to achieving outcomes in specific sectors, such as reading programs, educational programs, and housing grants.

| **Economic and Financial Instruments**

These instruments often involve financial measures, such as financial exemptions, taxes, fees, fines, funding, or economic incentives.

| **Engagement with the Community**

Communicating and interacting with target groups can spread awareness about important policy messages, such as encouraging the adoption of healthy lifestyles and recycling.

| **Institutional Development**

This may involve modifying organizational structures or developing operational processes and procedures, such as streamlining the procurement process or improving technical workflows.

| **Regulatory Instruments, Compliance, and Governance Frameworks**

This includes enacting legislations designed to encourage or discourage certain behaviors, such as the Federal Law by Decree Concerning Entry and Residence of Foreigners, which serves as a tool for managing foreign residency in the UAE.

It is important to evaluate the range of proposed options to maximize the achievement of **policy objectives, thereby leading to the identification of the optimal option to be endorsed.**

The available options typically include maintaining the status quo without government intervention, issuing the policy, or intervening through various legislative tools, such as enacting a law, issuing a regulatory decision, or making legislative amendments.

When formulating and evaluating potential solutions and options, it is important to consider the following aspects:

01 Cost-benefit Analysis

Assessing cost versus benefit involves conducting an analysis to determine the required financial and human resources and evaluating these costs compared to the anticipated benefits of achieving the desired outcomes.

02 Stakeholder Consultation

Consulting with stakeholders involves gathering input on potential policy initiatives, assessing their feasibility, and considering the legislations required to implement them effectively.

03 Economic, Social, Environment, and Legislative Impact Assessments

Examining the economic, social, environmental, and legislative impacts entails a thorough analysis to assess the potential consequences of implementing the proposed policy.

04 Potential Consequences of Maintaining the Current Status Without Government Intervention

Clarifying the outcomes of maintaining the current status involves assessing potential negative consequences if the government opts not to intervene through policy, legislation, or other interventions.

05 Optimize Decision-Making for Maximum Effectiveness

Ensuring that the option taken is the most effective in terms of added value, and that it is easily implementable and without complexity.

Analyzing the Financial Impact of the Public Policy

| Expenditures

What are the projected expenditures associated with the public policy?



| Projected Income

What are the expected revenue streams and forecasts for the upcoming three years?



| Funding

What are the funding options?
How will collections be managed?



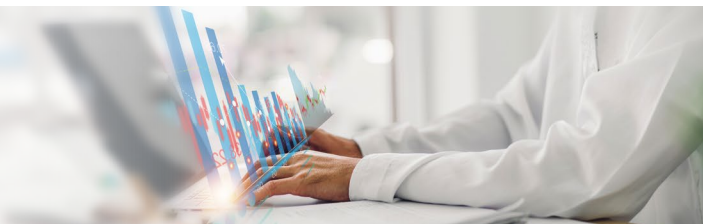
| Additional Resources

Does the policy necessitate extra budget allocation from the government?



| Time Frame

Are the costs and revenues recurring annually or one-time only?



| Ministry of Finance

What is the Ministry of Finance's feedback on the proposed budget?



The importance of assessing the expected social, economic, environmental, and legislative impacts of public policy

Below are some examples illustrating the expected impacts identified during the development of the public policy, in collaboration with relevant stakeholders:

| Economic Impact

Gross domestic product growth: examining how the policy impacts economic growth and productivity.

Employment rates: reviewing the policy's impact on employment rates and job generation.

Income distribution: analyzing the the policy's impact on income distribution patterns.

Inflation rates: surveying the policy's effects on prices paid by consumers.

| Social Impact

Health outcomes: evaluating the policy's impact on public health, healthcare services, and disease prevention.

Security and safety: assessing how the policy influences security measures, public safety, and law enforcement.

Social cohesion: analyzing how the policy affects various community groups and solidifies social cohesion.

| Environmental Impact

Greenhouse gas emissions: appraising the policy's impact on greenhouse gas emissions.

Conservation of natural resources: evaluating the policy's implications on natural resource consumption rates.

Pollution levels: assessing the policy's impact on air and water quality, pollution levels, and environmental health.

Waste management: reviewing the policy's effects on waste generation rates, recycling efforts, and sustainable resource management.

| Governance and Legislative Impact

Legislative impacts: justifying the need to enact, amend or repeal legislation.

Policy coherence: ensuring the coherence of the proposed policy with other policies and strategic priorities.

Stakeholder engagement: engaging stakeholders in policy development and implementation of the policy.

Risk Assessment and Management in the Policymaking Process

It is critical to assess the potential risks associated with policy issuance and implementation, aiming to mitigate negative impacts and optimize effectiveness. By identifying and analyzing these risks, informed decisions can address any challenges that arise during implementation, promoting transparency and accountability. This approach also ensures preparedness among stakeholders to manage unforeseen circumstances, allocate resources efficiently, and enhance policy flexibility and adaptability.

Risks							
No.	Description of Risk	Impact of Risk on			Procedures for Managing the Risks	Entity Responsible for Managing the Risks	Timeframe
		Society	Economy	Environment			
1							
2							
3							

Consult and Engage with Stakeholders

03



Depending on the nature of the issue, it is imperative to engage multiple key stakeholders in the formulation of a **public policy. These stakeholders may include:**

- Federal and local government entities.
- Relevant legislative authorities.
- Citizens and residents.
- Private sector companies.
- Non-profit organizations.
- International organizations.
- The media.

Managing Key Stakeholder Consultations

| Establish the Objectives for the Consultation

- Identify relevant issues concerning the proposed policy for discussion with relevant stakeholders.
- Review all the federal and local policies that could impact the proposal's execution.



| Identify Key Stakeholders

- Create a list of federal and local entities to engage in consultation rounds with.
- Engage central government agencies across multiple domains, including budget, human resources, institutional change, and foreign affairs.



Clarify the Roles and Responsibilities of the Entities That Will Be Consulted

- Explain the envisioned roles of the relevant stakeholders in facilitating the policy's success.
- Roles may encompass diverse activities, such as sharing information for mutual advantage, pooling resources to achieve the policy's objectives, collaborative planning, implementation, and assessment, or establishing consensus on a funding mechanism.



Prepare for the Consultation Process

- Identify the optimal methods for consulting with relevant stakeholders.
- Determine the appropriate time period to engage with stakeholders.
- Detail a catalogue of information and documents pertaining to the proposal policy to be distributed to each stakeholder.
- Record all feedback provided by the stakeholders through official correspondences, meeting minutes, or electronic communication.



A policy memorandum should be drafted for presentation to the cabinet, containing the following essential details:

Topic Heading	The term “Policy” should be mentioned before the topic heading.
Policy Background, Objectives, and Justifications	Detail the current status of the issue, present evidence and statistics, and explain the policy's objectives, justifications, priorities, focus areas, and components.
Expected Policy Outcomes	Highlight the projected outcomes of the policy (quantified) compared with the existing scenario (quantified).
Impacted Stakeholders	Identify affected stakeholders impacted by the issue (sectors, entities, individuals, others) and clarify the impacts and expected outcomes.
Assess the Proposed Options for Achieving Policy Objectives and Define the Entity's Preferred Option	Present potential options to achieve the objectives, detailing their effects and the rationale for each, in addition to selecting the optimal option recommended for implementation.
Impact Analysis	Assess the anticipated impacts and commitments related to the policy issue, including financial ramifications, legislative implications, and other impacts based on the nature of the issue at hand (economic, social, environmental, global competitiveness, other areas).
Consultations	List the consulted stakeholders (federal, local, private companies) and their feedback.
Implementation	Create a list of relevant stakeholders and the implementation plan (main entity, if any, and other supporting entities).
Media Messages	Media messages should be written in Arabic and English.

Template for the Public Policy Document

When submitting a new policy memorandum to the Cabinet, entities are also required to fill out a template “Public Policy Document”, which should include the following information:

- Introduction.
- Lead Entity.
- Policy Objectives.
- Priorities and Key Components.
- Expected Outcomes.
- Target Audience.

UNITED ARAB EMIRATES
MINISTRY OF CABINET AFFAIRS
GENERAL SECRETARIAT OF THE CABINET



الإمارات العربية المتحدة
وزارة شؤون مجلس الوزراء
الأمانة العامة لمجلس الوزراء

Public Policy Document

"Title"

- Introduction:
- Main Entity:
- Policy Objectives:
- Priorities and Key Components:
- Expected Outcomes:
- Target Audience:

Implement the Public Policy

04

For the successful implementation of public policy, it is imperative to consider several success factors

Ensuring Clarity of the Implementation Plan

- It is essential to establish a clear plan detailing the key initiatives necessary for achieving policy objectives, within predefined timeframes. This plan should also incorporate detailed performance indicators to monitor policy progress.
- Additionally, it outlines the roles and responsibilities of all involved stakeholders in executing the policy.

Securing Necessary Resources

- Ensuring ample resources are allocated for both implementing and evaluating the policy is essential. This includes developing a clear methodology for assessing policy implementation, encompassing human, financial, and knowledge resources as needed. It is crucial to engage relevant stakeholders in the implementation plan.
- If resources are lacking, it is vital to transparently acknowledge this and collaborate with relevant entities to determine and secure the necessary resources at a later stage.

Providing Sufficient and Relevant Data

- One of the pivotal elements enabling the success of policy implementation is the availability of data that is both adequate and accurately measures outcomes.

Implementation Plan Template

Implementation Plan					
No.	Name of the project or initiative	Description of the project or initiative	Responsible Entity	Expected Outcomes	Implementation Timeline by Month (from – to)
1					
2					
3					



The communication plan contributes to spreading awareness and precise information about public policies, thereby **maximizing its positive impacts**

Communication and behavioral change are becoming increasingly important factors to ensure the success of policy implementation, as they play a vital role in improving the public's knowledge about government priorities and programs; indirectly influencing behavior change in individuals to lead to better outcomes for their and the government's interest, as well as acquainting people with government services and initiatives.

When designing a communication plan, it is recommended to consider the following aspects:

- State the purpose of the communication plan, such as building awareness or encouraging behavioral change.
- Identify the target audience and gain insight into their interests and preferences.
- Select diverse and impactful communication channels to effectively reach the intended audience.
- Tailor media messages to align with language and other relevant data.

Evaluate the Impact of the Public Policy

05



Evaluating the Impact of Public Policies Offers Several Important Benefits

- Ensuring adherence to the specified timeline of the public policy, maintaining the required quality standards, and optimizing allocated resources during policy implementation.
- Identifying and addressing any emerging difficulties, challenges, and risks encountered throughout the implementation process.
- Assessing the degree to which the policy attains its intended outcomes and evaluating its effects on various sectors, including environmental, social, and economic impacts.
- Analyzing the outcomes of policy implementation and leveraging insights to refine the policy or formulate future public policies and government interventions.
- Overseeing the progress of government decisions, initiatives, and programs tied to the policy.
- Fostering engagement and transparency with relevant stakeholders, particularly in monitoring the outcomes and objectives.

Policy impact can be measured at different stages to promote policy effectiveness and ensure the intended outcomes are achieved

| Policy Design Stage

Preliminary Analysis

Preliminary analysis is carried out before policy implementation starts, specifically during the design stage. It sheds light on the various expected impacts of the policy, notably financial, social, economic, environmental, and legislative impacts. It also provides the necessary information for decision-making pertaining to policy adoption.

| Policy Implementation Stage

Simultaneous assessment

This type of assessment is carried out on the short term during the implementation phase. It aims to amend the policy to minimize negative impacts or to promote positive outcomes.

| Policy Impact Assessment Stage

Impact measurement

Impact measurement is carried out after the implementation phase on the medium or long terms, particularly once the impacts start to appear, whether expected or unforeseen.

Key Principles of the **Policy Impact** Assessment Process

| **Evaluation**

Evaluation is a methodical and unbiased review of policy outcomes to determine the extent to which objectives are met, encompassing effectiveness, efficiency, sustainability, and suitability. This evaluation highlights relevant data and information regarding policy outcomes, efficiency, and sustainability, while also elucidating achieved results and underlying causes linked to policy interventions.

| **Outcomes**

Outcomes encompass achievements in one or more areas, such as social, economic, environmental, and beyond. They may be ongoing or temporary, evident in the short and medium terms, driven by a wide array of influencing factors.

| **Impact**

Impacts involve changes in behavior, knowledge, attitudes, relations, activities, or actions across various levels, typically evolving over the long term due to policy implementation.

Policy Impact Assessment Process

1

Determine the Objectives of Policy Implementation and the Relevant Target Groups

2

Identify the Current Data and the Desired Objectives (In Numbers)

3

Determine the Scope of Evaluation and the Entities Responsible for Evaluation

4

Evaluate the Impact, Analyze the Results, and Maximize the Impacts



Review and Update of Policies

To ensure the ongoing relevance, impact, and effectiveness of public policies, federal government entities are encouraged to conduct a comprehensive review of public policies every five years.

This review allows them to assess the policy's continued alignment with their strategic objectives, evolving sector or stakeholder needs, shifting trends, regulatory standards, and industry best practices.

As part of this process, the review will include an evaluation of policy outcomes, feedback from stakeholders, and any adjustments necessary in the implementation plans. The ultimate result is ensuring that each policy remains relevant, impactful, and supportive of long-term strategic directions.



Aspects to consider when assessing policy impact

- Is the challenge persisting?
- Did the implemented policy effectively tackle the challenge?
- Were the intended outcomes achieved?
- Have new challenges arisen?
- Are resources (financial, human, or others) still accessible?
- Has the policy landscape or trajectory shifted?
- Did the outcomes influence other national policies and directives (both indirectly and unplanned)?
- Have target audiences changed?
- Have policy outcomes undergone any alterations?
- Did the policy bolster public trust in the government?
- Was the policy executed efficiently and economically as planned?
- Did the policy yield the desired return on investment?

Policy Impact Assessment Plan Template

Impact Assessment						
Performance Indicators of the Policy	Baseline Result	Objective			Achieved Outcome	Entity Responsible for Impact Assessment
		Year ()	Year ()	Year ()	Year ()	
Indicator 1						
Indicator 2						
Indicator 2						

Post-Implementation Review
Scheduled date for the initial review: (designated by the reviewing entity following the issuance of the Cabinet resolution)
Policy review methodology according to the implementation plan (studies, surveys, performance indicators, etc.)
The entity responsible for reviewing and updating the policy ()

Socio-Economic and Environmental Impact Assessment Template for the Public Policy

Impacted Sectors	Description of the Impact	Mechanism/ Recommendation for addressing the impact (if required)	The relevant entity tasked with addressing the impact	The timeline for resolving the effects of the impacts
Social Impacts				
Economic Impacts				
Environmental Impacts				

© All rights reserved by the General Secretariat of the UAE Cabinet, in accordance with the UAE Federal Laws Concerning authors rights, Copyrights and Neighboring Rights. No part of this publication may be reproduced or transmitted in any form or by any means without an official approval from the General Secretariat of the Cabinet.

uaecabinet.ae