

Community Engagement Policy in Policy-making, Legislation, and the Provision of Government Service.

Version No.1 - 2023

The development of this Policy is an additional step in supporting the Dubai Government's direction to be a participatory government, enhancing the process of policy-making and legislation, providing and improving government services in order to be participatory with the community and reflect the aspirations and needs of its various members and groups, including entrepreneurs. This Policy is continuously updated to keep pace with and respond to rapid changes and developments, in all aspects of life, in accordance with best practices, and to use the most effective and efficient means in the field of Community Engagement.

First: Policy Objectives

1. Ensure that community members participate in policy-making, legislation, and the development and provision of government services;
2. Promote innovation and creativity in policy-making, legislation, and the development and provision of government services;
3. Adopt transparency and accountability in decision-making processes, and provide community members with appropriate information in time;
4. Improve the quality and effectiveness of government services by identifying and meeting the requirements and expectations of community members;
5. Develop the foundations of cooperation and partnerships with community members and stakeholders; and
6. Promote social justice by accessing all community segments in all regions of the Emirate.

Second: Policy Implementation Fields

1. Development of Public Policy
2. Development and Provision of Government Services
3. Development of Legislation

Third: Entities to which this Policy shall be applied

1. Government Entities entrusted with the Development of public policy
2. Government Entities entrusted with the development and provision of government services
3. Government Entities entrusted with the development of legislation

4. Relevant Central Government Entities

Fourth: Public Policies, Government Services, and Legislation to which the Policy shall be applied

1. Public Policies: includes all draft public policies
2. Government Services: includes all draft services included in the agenda and programs of development and improvement within the Dubai Model Centre, General Secretariat of the Executive Council.
3. Local legislation: includes draft local legislation in the Emirate of Dubai that imposes obligations or burdens on community members and their various groups, whether new legislation or amendments to existing legislation, of any kind or level, except:
 - a. Draft legislation that does not include any obligations or burdens on members and groups of the community;
 - b. Draft legislation that establishes and regulates Government Entities;
 - c. Draft legislation that regulates the affairs of Government Entities, such as human, financial, contractual, technical, and other resources; and
 - d. Any legislative drafts that shall not be governed by this Policy due to public interest.

Fifth: Timeframe

- a. The Policy shall be applied as soon as this Policy and the Legislative Framework is approved by the Executive Board
- b. The relevant Government Entities shall apply the Legislative Framework for Community Engagement, and abide by all the rules, procedures, mechanisms, and durations set out therein.

Sixth: Supervising the Policy Implementation

The relevant Entities in the government shall supervise the Policy implementation concerning their respective functions as follows:

- a. The General Secretariat of the Executive Board: shall supervise the Policy implementation in the Development of public policy and Provision of Government Service.
- b. The General Secretariat of the Higher Committee of Legislation: shall supervise the Policy implementation in the development of legislation.
- c. Dubai Digital Authority: shall supervise the development and implementation of technical aspects related to this Policy.

Seventh: Capacity-Building

The concerned Entities in the government shall build the capacities of Government Entities in Community Engagement as follows:

- a. The General Secretariat of the Executive Board: shall build capacities for Community Engagement in the Development of public policy and the development and provision of government services in coordination with stakeholders.
- b. The General Secretariat of the Higher Committee of Legislation: shall build capacities for Community Engagement in the development of legislation.
- c. Dubai Digital Authority: shall build capacities in the Digital Platform for Community Engagement.

Eighth: Digital Platform for Community Engagement

1. "Digital Platform for Community Engagement": means the Digital Platform of the Government of Dubai, which is centrally managed for Community Engagement in the fields referred to above.
2. The functions of the Digital Platform for Community Engagement are as follows:
 - a. Plan and implement Community Engagement in the fields identified in this Policy digitally for the largest possible number of target groups;
 - b. Provide all Community Engagement tools for use by Government Entities or any other entities that are agreed upon;
 - c. Document, analyze, publish, and use the results of Participation in the development process; and
 - d. Issue the reports.
3. The Digital Platform for Community Engagement is the unified channel for implementing Community Engagement in the fields included in this Policy, according to the criteria outlined in section "Fourth".
4. Otherwise, Government Entities, or any other agreed entities, may use the digital platform for Community Engagement, or any other platform, for Community Engagement in fields other than those referred to in section "Fourth".
5. The platform is managed as follows:
 - a. The General Secretariat of the Executive Board: shall manage the Platform content with the development of policy, and the development and provision of government services.
 - b. The General Secretariat of the Higher Committee of Legislation: shall manage the Platform content with the development of legislation.

- c. Dubai Digital Authority: shall manage the digital services content and supervise the development, management, and technical support of the digital platform for Community Engagement.
- 6. Based on the technical and practical feasibility evaluation, the team in the platform management entities shall take a decision on the form of the platform and its development mechanism, whether a whole new platform or a developed platform.

Ninth: Community Engagement

1. Community Engagement Principles

- a. **Inclusiveness:** Community Engagement shall be inclusive of all groups affected by policies, services, or legislation, irrespective of their beliefs, identities, or opinions, to ensure that the largest possible segment of the community is engaged in providing comments and suggestions in any of the fields included in this Policy
- b. **Transparency:** information linked to any of the fields included in this policy shall be clear, complete, and accurate, to enhance confidence between members of the community and segments thereof on the one hand, and Government Entities on the other.
- c. **Cooperation:** Community Engagement shall be based on cooperation and partnership between community members and Government Entities, to achieve shared objectives.
- d. **Accountability:** Community Engagement shall promote a culture of accountability at all levels, whether in the government sector, the private sector, or among community members so that everyone is a partner in responsibility.
- e. **Sustainability:** Community Engagement shall be sustainable, and aligned with the government's long-term objectives and strategies, to promote the continuous Participation of community members and segments thereof, in the fields included in this Policy.
- f. **Empowerment:** Community Engagement shall empower community members and segments thereof, to create positive and desired changes in the aspects and fields that affect their lives, various, and interests, by encouraging them to express their opinions impartially and objectively to achieve the desired objectives of the fields included in this Policy.

2. Target Groups:

- a. **Community Members in General:** All members of the community, regardless of their culture and socio-economic status, as the main component to ensure the effectiveness of Community Engagement

- b. **The Most Vulnerable Groups:** including but not limited to community members of determination, seniors, low-income community members, and others, to listen to their opinions and needs, by integrating them in the fields included in this Policy that affect their affairs and meet their needs.
- c. **Youth Group:** to identify their needs and expectations and benefit from new ideas that they can present, as well as enhance their sense of social responsibility, by expressing their views and ideas
- d. **Business Sector:** to take into account the economic effects in the fields included in this Policy, to ensure their compatibility with the interests of the private sector, to encourage the practice of economic activities, and to create an investment environment that supports existing economic projects, attracts new investments, removes obstacles and challenges facing business practitioners, protects their interests, and provides safety and stability for their investments.
- e. **Non-profit Civil Organizations Group:** to ensure their participation in the fields included in this Policy, as closely related to social affairs and the environment in particular, and in continuous contact with community segments that need support and empowerment and to make their voices heard by policymakers, legislation and service providers alike

3. Community Engagement Tools

Several Community Engagement tools can be used in implementing the Policy, including:

Tool	Description
Polls and Surveys	Polls and Surveys are used to survey community members' opinions on policy, service, and legislation issues, reflect community opinion and preferences, and can be conducted in person or virtually.
Town Halls	They are public meetings, held specifically to discuss a specific topic, and to express opinions and suggestions in any of the fields included in this policy, through direct interaction between decision-makers and the target group, through physical or virtual meetings held through digital means.
Participatory Budget	This tool aims to educate the target group on issues related to draft government general budgets, and related financial concepts, and enable participants to express their opinions and suggestions on aspects of public expenditure, determine budget priorities, guide financial allocations, and vote on the most important suggestions.
Complaints & Suggestions	Petitions and grievances allow community members to express their support for or opposition to specific policy suggestions. Petitions can be used to prove general support for a particular case or to raise their voices to policymakers for a particular action, and they can be carried out in person or virtually.
Crowdsourcing	Crowdsourcing includes requesting ideas and inputs from a wide range of community members and can be used to create new ideas about policies, services, or legislation or to collect comments on existing suggestions via digital platforms.
Electronic Voting	Electronic voting allows community members to vote on any of the fields included in this policy using digital platforms
Forums	This tool designs forums to engage any of the target groups in discussing and deliberating on any of the fields included in this Policy, after providing participants with basic information on the subject matter of the deliberation and providing them the opportunity to discuss and deliberate on appropriate solutions. This tool is carried out in person or through electronic platforms.

4. Levels of Community Engagement and the Value Achieved

There are five levels of Community Engagement planned by this policy that take a specific form in each of the fields included in the Policy:

	Community Engagement in the Development of Public Policy	Community Engagement in the Development and Provision of Government Services	Community Engagement in the Development of Legislation
1. Dissemination of Information [Provide the target group with transparent information, in time]	<ul style="list-style-type: none"> ✓ Inform the community of new and existing policies, their objectives, implications, and the results of their implementation. ✓ Inform the community of the results of Community Engagement processes. ✓ Inform the community of the results of the policy evaluation. 	<ul style="list-style-type: none"> ✓ Inform the community of the requirements and controls related to services and their developments. ✓ Inform the community of the suggestions, corrective actions, and initiatives that have been applied based on customer participation in the service. ✓ Inform the community of new and existing services, their channels, the target group, and the service charter. ✓ Inform the community of the results of the policy evaluation. 	<ul style="list-style-type: none"> ✓ Inform the target group of new and existing draft legislations, their objectives, implications, and the results of their implementation. ✓ Inform the target group of the results of Community Engagement processes in the development of legislation ✓ Inform the target group of the results of the legislative evaluation.
2. Consultation [Feedback from the target group on the challenges and suggested solutions]	<ul style="list-style-type: none"> ✓ Discuss/identify/suggest issues that require policy development ✓ Counsel on proposed policy tools ✓ Participate in the evaluation of policy implementation and impact. 	<ul style="list-style-type: none"> ✓ Discuss/identify/suggest customer expectations about services. ✓ Participate in the evaluation and development of services and their impact. ✓ Provide opportunities for the community to participate in consultative processes to express their needs and expectations about services. ✓ Provide opportunities for the community to try the 	<ul style="list-style-type: none"> ✓ Discuss/identify/suggest topics that require the issuance of legislation to regulate them. ✓ Counsel on the articles of legislation during the process of preparing legislation ✓ Participate in the evaluation of the implementation of legislation and their impact

	Community Engagement in the Development of Public Policy	Community Engagement in the Development and Provision of Government Services	Community Engagement in the Development of Legislation
		service before or after it is announced	
3. Contribution to the Design of Solutions [Engage with the target group directly during the development of policies/legislation/s services]	✓ Identify /suggest policy options/tools	✓ Engage with the community directly to suggest initiatives to improve government services at all provision stages; and ✓ Engage with the community to develop new services, including all stages of their development.	✓ Identify the problem or initiative, indicate its dimensions, and suggest appropriate solutions to address it legislatively.
4. Contribution to Decision-making [Involve the target group in all aspects of decision-making]	✓ Vote on policy options and tools	✓ Involve the community in the evaluation of services; ✓ Involve the community in the reevaluation of the solution for complaints and suggestions about services; and ✓ Vote on providing different tools and channels that suit multiple groups in the community to participate in all groups.	✓ Allow the target group to contribute and participate in establishing the legislative regulation of the problem or initiative to be addressed legislatively.
5. Empowerment [Empower target groups to provide solutions on their own]		✓ Empower the community, the private sector, or the non-profit sector to provide services that reflect positively on the community or a group therein.	

6. Community Engagement Triggers

In each of the fields included in this Policy, some triggers require Community Engagement

Community Engagement in the Development of Public Policy	Community Engagement in the Development and Provision of Government Services	Community Engagement in the Development of Legislation
<p>The most important trigger for Community Engagement is the development of new or existing policies, according to a range of variables, including:</p> <ul style="list-style-type: none"> ✓ Forecasting the future opportunities or risks that require working on proactive policy development; ✓ The emergence of social/economic/environmental or other issues that affect the community and require intervention through the development of new policies (e.g., increased air pollution, rising challenges of affordable housing, the spread of certain social phenomena, etc.); ✓ Changes in economic, social, or other circumstances that change the assumptions on which the policy is based and require a review and development of the Policy; ✓ Challenges in implementing existing policies require change/development; and ✓ Changes in public opinion or media coverage of specific issues highlight challenges and the need for measures to address them; 	<p>The triggers for implementing Community Engagement for government services are summarized as follows:</p> <ul style="list-style-type: none"> ✓ Forecasting the future opportunities, challenges, or needs that require the development of proactive government services; ✓ Strategic and future directions on services; ✓ Customer voice results; ✓ Obtaining certain data (e.g., customer needs and expectations studies, feedback); ✓ A challenge in a certain service; and ✓ Providing a new government service / canceling a service by government entities. 	<p>The main trigger in the implementation of Community Engagement is the development of new legislation or the amendment or cancelation of existing legislation, according to a range of variables, including:</p> <ul style="list-style-type: none"> ✓ Forecasting the future opportunities or risks that require the development of proactive legislation; ✓ The emergence of social/economic/environmental, or other issues that affect the community and require legislative intervention; ✓ Changes in economic, social, or other circumstances that change the assumptions on which legislation is based and require a review and amendment of existing legislation; ✓ Challenges that have emerged after the implementation of legislation require change, amendment, or repeal thereof; ✓ The emergence of legal challenges related to the changes of the times, technological development, digital transformation, the uses of artificial intelligence, and others require the creation of a legislative system that governs them; and ✓ The inadequacy of existing legislation to address current and future challenges and variables that require

Community Engagement in the Development of Public Policy	Community Engagement in the Development and Provision of Government Services	Community Engagement in the Development of Legislation
		legislative intervention to address them.

7. Planning and Implementing Community Engagement

To ensure the success of Community Engagement, systematic procedures shall be followed, starting with defining the scope of participation, and ending with evaluating its effectiveness in achieving the desired results:

	Community Engagement in the Development of Public Policy	Community Engagement in the Development and Provision of Government Services	Community Engagement in the Development of Legislation
1. Identify the Scope of Community Engagement	<p>Identify the matter or policy issue that is being discussed, the problem to be addressed, the objectives to be achieved, the possible solutions that can be followed, and the stage in the preparation of the policies that we are discussing:</p> <ul style="list-style-type: none"> ✓ Suggest or discuss issues that require intervention through the development of public policies; ✓ Identify or suggest policy options or tools; ✓ Vote on policy options and tools; and ✓ Participate in the evaluation of policy implementation and impact. 	<p>Identify the aspect of the service for which Community Engagement is to be conducted and the objectives that shall be achieved, in particular, the following:</p> <ul style="list-style-type: none"> ✓ Perception of future services that can be proactively developed to meet future needs and circumstances; ✓ The services most requested by customers (according to the volume of transactions or services in which customers face many challenges); and ✓ Priority services according to the customer's requirements or government strategic directions. 	<p>Develop clear and accurate criteria for draft legislation that requires the public interest and the interests of the target groups, and conduct Community Engagement thereon.</p>

	Community Engagement in the Development of Public Policy	Community Engagement in the Development and Provision of Government Services	Community Engagement in the Development of Legislation
2. Identify Target Groups	<p>Identify stakeholders who are affected by the policy from the following groups:</p> <ul style="list-style-type: none"> ✓ Community ✓ Vulnerable Groups ✓ Youth ✓ Entrepreneurs and the Private Sector ✓ Non-governmental / Non-profit Entities 	<p>Identify the stakeholders who are affected by the service from the following groups:</p> <ul style="list-style-type: none"> ✓ Community ✓ Vulnerable Groups ✓ Youth ✓ Entrepreneurs and the Private Sector ✓ Customers Group by service ✓ Non-governmental / Non-profit Entities ✓ Employees of service providers (service developers) 	<p>Identify those addressed and affected by the provisions of the draft legislation, who are involved in the Community Engagement process.</p>
3. Develop the Work Plan	<p>The plan shall include the following items:</p> <ul style="list-style-type: none"> ✓ Objectives and goals of participation. ✓ Activities to be carried out ✓ Roles and Responsibilities ✓ Timeframe and milestones (from-to) ✓ Required resources ✓ Used tools ✓ Communication to inform the target groups of the Community Engagement campaign. 		
4. Identify the Scope and Tools for implementing Community Engagement	<p>The scope and tools for implementing Community Engagement are identified based on the following:</p> <ul style="list-style-type: none"> ✓ Requirements for the stage at which participation takes place ✓ The nature and complexity of the topic to be addressed ✓ Available timeframe ✓ The nature of the target group ✓ Availability of participation tools ✓ Resources available for Community Engagement 		
5. Develop Participation Tools	<p>Develop Community Engagement tools according to the desired form of Participation for the target groups</p>		
6. Implement the Participation	<ul style="list-style-type: none"> ✓ Launch Community Engagement by informing stakeholders (target groups) of the approved methods; 		

	Community Engagement in the Development of Public Policy	Community Engagement in the Development and Provision of Government Services	Community Engagement in the Development of Legislation
	<ul style="list-style-type: none"> ✓ Implement Community Engagement through the digital platform for Community Engagement; ✓ Follow up the implementation process according to the approved schedule 		
7. Analyze the Results	Analyze the comments collected from stakeholders according to quantitative or qualitative analysis tools, and take them into account in the decision-making process, including identifying common topics, concerns, and priorities that reflect in the comments		
8. Document the Results	Document the results of Community Engagement on the digital platform for Community Engagement through forms equipped for this purpose within a specific timeframe		
9. Disseminate the Results and Communicate with Target Groups	Submit the results of the Participation process to stakeholders, including the logical reasons behind the choices made, and how their input was used in the decision-making process.		
10. Use the results according to a work plan	Use the results collected to inform decision-making, including making adjustments to policies, services, or legislation, or selecting specific options		

8. Evaluating Community Engagement

It is important to evaluate Community Engagement to determine its effectiveness and impact on achieving the targeted results. This includes a quantitative and qualitative evaluation of participation, and their ability to inform decision-making. The following tools could be used to achieve this objective:

1. Polls and surveys to collect comments from participants in the Participation Process, and their satisfaction;
2. Organizing focus groups and conducting interviews with participants to understand their experience of Participation, perceptions, and suggestions for improvement;
3. Quantitative analysis of data, such as participation rates, participant diversity, and volume of interaction;
4. Analyzing the content and quality of inputs, such as comments, suggestions, or the results of deliberations;
5. Evaluating the impact by conducting in-depth case studies of any Participation Initiatives to understand their impact on Policy results; and
6. Engaging external evaluators or experts to implement an independent evaluation of Community Engagement.

9. Controls and Requirements of Community Engagement:

- 1- Participation shall be objective, serious, and impartial;
- 2- The legislation in force, public order, and morals shall be complied with;
- 3- The digital platform for Community Engagement shall not be misused in a way that affects its performance, level of security, or continuity, or deny others access to it;
- 4- The Participation Process shall not be used to achieve political objectives outside the context of the subject matter of the Participation;
- 5- Community members shall not be discriminated against based on gender, ethnicity, religion, social, economic or other background;
- 6- It shall not be allowed to abuse others in any way, respect the others' opinion, not stir up sedition, question or reduce the others' efforts;
- 7- Community Engagement shall not be used to settle personal accounts;
- 8- Intellectual property rights shall not be violated; and
- 9- Personal data, such as names, contacts, and addresses shall not be shared.