

BIRT Performance Scorecard helps Municipality improve the quality of life in Dubai

Industry: Public sector/Local government

Products/services: Actuate BIRT Performance Scorecard

Dubai Municipality's aim is to provide the very best services and highest standard of living for residents of the emirate of Dubai, which has a population of around 1.65 million, including people of diverse cultures and backgrounds.

The challenge:

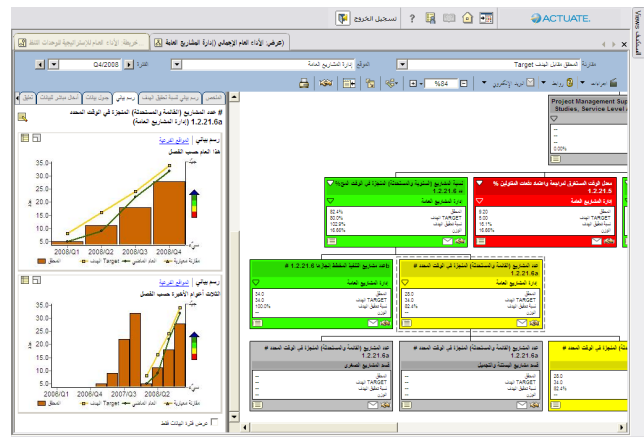
- The rapid pace of change in Dubai has transformed the Municipality from one room and three employees in the early 1950s, into a large organisation with over 11,000 employees and 34 organisational units. These are divided into eight business sectors, offering 520 unique services, 100% of which can be obtained by external customers electronically.
- Some 216 business processes and over 1,000 procedures support these activities, all of which have been put on an advanced collaborative corporate wide electronic system (ARIS).
- Dubai Municipality (DM) wanted to implement a formal performance management solution to monitor and continually refine these activities.
- Its attempts to adopt an enterprise-wide Balanced Scorecard (BSC) system proved fraught with problems, due to the huge size of the organisation, its diverse scope, and the mix of financial and non-financial measures, which often were confined to particular departments, and were neither systematic nor integrated.
- DM needed a system that could accommodate the massive numbers of strategic and operational performance indicators, provide dynamic performance dashboards and a reporting tool, show different performance dimensions, and be accessible to the entire organisation.

The solution

- DM established a comprehensive electronic performance measurement system – with Actuate BIRT Performance Scorecard.
- This encompasses 179 strategic Key Performance Indicators (KPIs), which are cascaded into more than 1,500 operational KPIs.

Benefits summary

- Within a relatively short period of time compared with other international municipalities, DM was able to achieve excellence and recognition, becoming a role model to others striving to achieve excellence in municipal services for opulent and modern communities.
- DM has gained recognition from many international bodies for its systems and initiatives and won many awards. It also sponsored an international conference on 'Applying Balanced Scorecard to achieve Performance Breakthroughs' in November 2006.



Dynamic dashboards permit entry of data, target and benchmarks to measures, showing results in both table and graph formats.

"Actuate has given us clear and detailed visibility of all of the services we provide to citizens of Dubai, and how they are performing, facilitating us in our mission to continually improve and add value to the superior quality of life expected by and delivered to local residents."

-Hussain Nasser Lootah, H.E. Director General Eng., Dubai Municipality