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For KHDA, sustaining outstanding results means defining our strategic objectives from the outset, continuously modifying and improving our approaches and working hand in hand with our stakeholders to achieve the desired outcomes.

We believe that quality education is a shared responsibility, which is why stakeholder engagement remains imperative to our success. We involve them in setting our strategy, developing services, creating legislation, and we continuously collect their feedback through surveys and focus groups.

Defining our strategic objectives and ensuring shared responsibilities among our employees is another key success factor for delivering the desired results. This is done through

cascading the strategic objectives and related KPIs to the chief performance cards, departmental plans and the employee's individual appraisal. In addition, to the establishment of various committees and panels to work towards the primary objectives.

The Strategic, Operational, System and Employees performance is measured and monitored through various tools and the frequency of reporting varies based on the approaches applied by KHDA and the needs of the stakeholders.

The results of the performance reviews and the inputs from stakeholders are used for enhancing the current systems adopted by the KHDA. For example, the feedback from parents, students and teachers is used for to adapt and improve





our inspection framework, which has had a positive effect on school performance ratings.

We believe that learning from best practice is essential to establish and improve our systems. When analysing best practice, we develop it further to fit the organisational culture and needs. In addition, we encourage sharing of good practices among the education community, in line with KHDA's aims to improve the overall quality of education in Dubai.

Being innovative in what we do and creating the next practice in our field is a key to achieving and maintain outstanding performance. Innovation is evident throughout the organisation, and we provide employees with platforms to foster creativity. This originality is reflected

in the systems we have established, including an inspection framework catering to 15 different curricula and a truly unique customer experience.

Through stakeholder engagement, measurement, Improvement and Innovation, we were able to achieve outstanding results. This includes the inspection results, in which the number of Good and Outstanding schools are increasing, and the customer satisfaction index, which moved from 79% to 95% to be on top of all Dubai government entities as shown in the figures below.



About the Knowledge & Human Development Authority

The Knowledge and Human Development Authority (KHDA) is responsible for the growth, direction and quality of private education and learning in Dubai. We are a regulatory authority in the Government of Dubai which supports the improvement of schools, universities, training institutes and other human resource sectors.

With a vision of Lifelong learning to fulfill Dubai's aspirations, we co-ordinate with many different partners. Students, parents, teachers, the private sector and other Government bodies all play a role in Dubai's education community. KHDA's work is guided by the Government's strategy and carried out in a transparent manner to make sure everything we do benefits our highest priority – our students.

SUSTAINING OUTSTANDING RESULTS