

Dubai-it: Conceptualizing a Government Execution Model for Public Sector Excellence

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ABSTRACT

Governments worldwide continue to encounter significant challenges in translating strategic vision into effective execution despite substantial advances in public administration theory. Existing perspectives including government agility, public value, and public sector excellence provide valuable insights into governmental performance but generally address execution through separate organizational dimensions rather than as an integrated institutional capability. This paper develops the Dubai-it Government Execution Model (DGEM) as a new conceptual paradigm for understanding government execution in high-performing public organizations. Adopting a conceptual research design, the study synthesizes contemporary public administration literature with qualitative content analysis of official policy documents describing Dubai-it philosophy. The proposed model identifies five interrelated dimensions of government execution: Strategic Speed, Execution Excellence, Public Impact, Institutional Identity, and Future Orientation. Together, these dimensions explain how governments transform strategic intent into sustainable public value through coordinated institutional action. The model extends existing theories by positioning execution capability as the central mechanism linking leadership, organizational behavior, institutional excellence, and societal outcomes within a unified conceptual framework. The study contributes to public administration literature by introducing a novel execution-oriented model that offers theoretical guidance for future empirical research and practical insights for governments seeking to strengthen implementation capability and achieve sustainable public sector excellence.

Keywords: Government Execution, Public Sector Excellence, Government Agility, Public Value, Conceptual Model, Dubai-it.

INTRODUCTION

Public sector organizations across the world continue to face a persistent challenge: the gap between strategic vision and effective execution (Olivier & Schwella, 2018). Although governments increasingly invest in ambitious national strategies, digital transformation initiatives, and institutional reform programs, successful implementation often remains inconsistent (Wahyudi et al., 2025). Numerous public-sector projects fail not because of weak strategic planning, but because governments struggle to translate long-term visions into rapid, coordinated, and measurable execution (Pudjono et al., 2026). Consequently, contemporary public administration research has shifted its attention from strategy formulation toward execution capability as a critical determinant of governmental performance and sustainable public value (Luzuriaga-Amador et al., 2026).

Existing literature has proposed several theoretical perspectives to explain high-performing governments, including New Public Management, Public Value Theory, Agile Government, Dynamic Capabilities, and High-

Reliability Organizations. These perspectives have significantly advanced understanding of governmental effectiveness by emphasizing efficiency, citizen value, organizational adaptability, and institutional resilience (Lutz & Schutte, 2025). However, they primarily examine execution through isolated organizational dimensions rather than as an integrated capability combining strategic speed, execution excellence, institutional culture, leadership behavior, and measurable public impact (Abed Alhameed & Emeagwali, 2026). As a result, the concept of government execution remains theoretically fragmented despite its growing importance in contemporary governance.

Recent developments in Dubai provide an opportunity to reconsider this challenge from a different perspective. In June 2026, His Highness Sheikh Mohammed bin Rashid Al Maktoum introduced the concept of Dubai-it, describing it as a philosophy characterized by rapid achievement, precise execution, and visible results delivered within record time. Rather than presenting a new management tool, the initiative encapsulates decades of Dubai's governance experience in transforming ambitious strategic visions into tangible developmental outcomes through a distinctive execution-oriented culture.

Although the practical significance of Dubai's governance model has attracted considerable international attention, existing academic research has not yet conceptualized Dubai-it as a distinct theoretical paradigm within public administration (Pineda, 2020). Current studies on government agility, execution excellence, public value creation, and institutional leadership explain important aspects of governmental performance, yet they do not fully capture the integrated relationship between execution speed, quality, public impact, institutional identity, and future-oriented governance embodied in the Dubai-it philosophy. This represents an important conceptual gap in public administration literature.

Accordingly, this paper develops the Dubai-it Framework as a new conceptual paradigm for government execution. The framework proposes that public sector excellence emerges through the integration of five mutually reinforcing dimensions: strategic speed, execution excellence, public impact, institutional identity, and future orientation. Rather than positioning these dimensions as independent managerial practices, the proposed framework explains how their interaction creates a distinctive execution capability that enables governments to transform strategic ambition into measurable public value.

The contribution of this paper is threefold. First, it introduces Dubai-it as a novel conceptual framework for understanding government execution beyond existing theories of public management. Second, it integrates insights from public administration, leadership, organizational behavior, and execution research into a unified analytical model applicable to high-performing governments. Third, it provides a theoretical foundation for future empirical research examining government execution capability across different national and institutional contexts.

The structure of this paper is organized as follows. Section 2 reviews the relevant literature on government execution, public sector excellence, government agility, and public value. Section 3 outlines the conceptual methodology adopted in the study. Section 4 develops the Dubai-it Framework and explains its principal dimensions. Section 5 discusses the theoretical and practical implications of the proposed framework, while the final section concludes the paper and identifies directions for future research.

LITERATURE REVIEW

Government Execution: From Strategy Formulation to Execution Capability

The ability to execute strategy effectively has emerged as one of the defining challenges of contemporary public administration (Rosenbloom et al., 2022). While governments have become increasingly proficient in developing long-term visions, national transformation agendas, and comprehensive policy frameworks, the successful implementation of these initiatives remains considerably more difficult (Sachs et al., 2019). Public sector failures frequently arise not from deficiencies in strategic planning but from limitations in execution capability, including slow decision-making, fragmented implementation, bureaucratic complexity, and weak institutional coordination (Chiwawa & Wissink, 2024). Consequently, scholars have increasingly argued that execution should be viewed as a strategic capability rather than a purely operational activity.

The distinction between strategy formulation and strategy execution has received growing attention within both management and public administration research (Bhimavarapu et al., 2020). Early studies largely concentrated on designing effective strategies, assuming that successful implementation would naturally follow. More recent research challenges this assumption, demonstrating that implementation often represents the principal source of organizational success or failure. De Oliveira et al. (2019) argue that organizational performance depends less on the quality of strategic plans than on the ability to translate strategic priorities into disciplined and measurable execution. Similarly, Rudiyanto & Prayitno (2025) maintain that execution requires continuous alignment between strategic objectives, organizational processes, leadership commitment, and performance measurement, rather than relying solely on formal planning mechanisms.

Within public administration, the execution challenge is even more complex because governments operate under conditions characterized by multiple stakeholders, institutional accountability, legal constraints, political

oversight, and rapidly changing societal expectations (Al-Shbail & Aman, 2018). Unlike private organizations, public institutions must simultaneously balance efficiency, transparency, equity, responsiveness, and long-term public value (Liu & Zhang, 2024). Consequently, government execution cannot be evaluated solely according to operational efficiency but must also consider institutional legitimacy, citizen outcomes, and sustainable societal impact (Grimmelikhuijsen & Meijer, 2022).

Recent literature therefore conceptualizes execution as an organizational capability involving coordinated decision-making, adaptive leadership, institutional learning, resource mobilization, and continuous performance improvement (Thuang, 2026; Alibašić, 2025; Sacavém et al., 2026). Agile governance studies similarly argue that successful governments shorten the distance between strategic decisions and implementation through flexible institutional arrangements, rapid feedback mechanisms, and cross-sector collaboration (Surur et al., 2025). Nevertheless, these studies generally analyze execution through individual organizational capabilities without providing an integrated explanation of how governments simultaneously achieve execution speed, institutional excellence, public impact, and long-term capability development.

This fragmentation reveals an important limitation within existing literature. Although execution has become a central concept in contemporary governance research, existing theoretical perspectives continue to examine its individual dimensions separately rather than explaining how they interact within a unified government execution paradigm (Polimetla et al., 2026). Addressing this limitation requires a broader conceptual framework capable of integrating strategic execution, organizational excellence, leadership behavior, and public value into a coherent model of government performance.

Government Agility: Beyond Speed Toward Adaptive Governance

Government agility has emerged as one of the most influential concepts in contemporary public administration, reflecting governments' ability to respond rapidly to environmental uncertainty, technological disruption, and evolving societal expectations (Ansell et al., 2023). Unlike traditional bureaucratic models that prioritize procedural stability and hierarchical control, agile governance emphasizes flexibility, responsiveness, collaborative decision-making, and continuous adaptation (Prasodjo, 2025). The growing complexity of public policy challenges including digital transformation, global crises, and accelerating technological change has reinforced the need for governments capable of making timely decisions while maintaining institutional effectiveness and public accountability (Eom & Lee, 2022).

Recent studies consistently identify agility as a multidimensional organizational capability rather than simply the capacity to accelerate administrative processes. Kanade et al. (2025) argue that agile governments combine adaptive leadership, iterative decision-making, stakeholder collaboration, and organizational learning to improve policy implementation under conditions of uncertainty. Similarly, Kristian et al., (2025) suggest that agility enables governments to respond proactively to emerging challenges by reducing institutional rigidity and strengthening cross-sector coordination. These studies collectively demonstrate that agility extends beyond operational speed to encompass organizational adaptability and strategic responsiveness.

Despite these advances, existing research reveals important conceptual differences regarding the relationship between agility and government performance. Some studies primarily associate agility with organizational flexibility and rapid policy adaptation (Bhamra & Brodersohn, 2025), whereas others emphasize innovation capacity, digital transformation, or collaborative governance as the principal drivers of agile performance (Mian et al., 2025). Although these perspectives enrich understanding of governmental adaptability, they frequently examine agility as an isolated organizational capability rather than as part of a broader execution system linking strategic vision, implementation quality, institutional culture, and measurable public outcomes.

Another limitation concerns the distinction between speed and execution capability. Much of the existing literature implicitly assumes that faster decision-making reflects greater organizational agility. However, rapid decisions do not necessarily produce effective implementation or sustainable public value (Osman et al., 2025). Governments may respond quickly while failing to coordinate implementation, maintain execution quality, or generate meaningful societal impact (Waddell, 2017). Consequently, agility alone cannot fully explain why some governments consistently transform ambitious strategies into tangible developmental outcomes while others struggle despite adopting similar reform initiatives (Greve et al., 2020).

These observations suggest that government agility represents an essential, but not sufficient condition for high-performance governance. A more comprehensive perspective is therefore required, one that integrates adaptive decision-making with execution excellence, institutional alignment, leadership behavior, and public value creation (Tessema, 2025). Such an integrated approach provides theoretical foundation for conceptualizing government execution as a multidimensional capability rather than reducing it to organizational flexibility or administrative speed alone.

Public Value Theory: Measuring Government Success Beyond Performance

Public Value Theory has become one of the most influential perspectives in contemporary public administration by redefining how government performance is assessed (Brown, 2021). Rather than evaluating public organizations primarily through efficiency or service delivery, the theory argues that governments create value by improving citizens' well-being, strengthening institutional legitimacy, and producing sustainable societal outcomes (Sari, 2023). Consequently, successful governance is measured not only by what governments do, but by the long-term value their actions generate for society (Scholar, 2019).

Existing studies have demonstrated that public value extends beyond traditional performance indicators such as cost reduction, productivity, or procedural compliance (Andersen et al., 2021). Moore's foundational work, followed by subsequent research on collaborative governance and public sector innovation, argues that governments should balance operational effectiveness with citizen trust, social impact, and strategic legitimacy. More recent studies similarly emphasize that public value is created through coordinated leadership, institutional collaboration, and outcome-oriented governance rather than administrative activity alone (Bianchi & Grippi, 2025; Setiorini, 2025; Oliveira et al., 2026).

Despite these contributions, Public Value Theory pays comparatively limited attention to the mechanisms through which governments consistently transform ambitious strategic visions into measurable public outcomes (Abed Alhameed & Emeagwali, 2026). The literature explains why governments should create public value but provides less guidance on how execution capabilities, organizational culture, and leadership behavior interact to deliver that value in practice. Consequently, the relationship between execution capability and public value creation remains insufficiently integrated within existing theoretical models.

Public Sector Excellence: From Organizational Performance to Execution Excellence

Public sector excellence has evolved from a performance-oriented concept into a broader approach that emphasizes institutional capability, service quality, innovation, and sustainable value creation (Ansell et al., 2023). Contemporary excellence models argue that successful public organizations achieve superior performance not only through efficient resource management but also through effective leadership, organizational learning, stakeholder engagement, and continuous improvement (Pineda, 2020). Consequently, excellence is increasingly viewed as a strategic capability that enables governments to respond effectively to changing public expectations while maintaining long-term institutional performance (Olivier & Schwella, 2018).

Recent studies have linked public sector excellence to integrated governance systems that combine leadership commitment, organizational culture, digital transformation, and performance management (Oliveira et al., 2026). Frameworks such as the EFQM Excellence Model and government excellence programs implemented in several countries highlight the importance of aligning strategic objectives with execution processes and measurable outcomes (Wahyudi et al., 2025). These approaches have significantly improved the understanding of organizational excellence within public administration and have provided practical guidance for institutional performance improvement (Bianchi & Grippi, 2025).

Nevertheless, existing excellence models primarily evaluate organizational performance after implementation rather than explaining how governments consistently achieve exceptional execution during implementation (Sari, 2023). While they identify the characteristics of high-performing institutions, they offer limited explanation of the organizational mechanisms that transform strategic vision into rapid execution, sustain institutional excellence, and measurable public impact (Tessema, 2025). This limitation suggests the need for a more execution-oriented perspective capable of integrating excellence with government execution capability.

RESEARCH GAP

The preceding review demonstrates that contemporary public administration research has made significant progress in explaining government performance through theories of strategy execution, government agility, public value, and public sector excellence. Collectively, these perspectives provide valuable insights into how governments enhance organizational performance, improve institutional adaptability, and create value for society. However, they largely examine these dimensions independently, with limited attention given to how they interact as components of a unified government execution capability.

As a result, an important conceptual gap remains. Existing studies do not adequately explain how governments simultaneously integrate execution speed, implementation quality, institutional culture, public impact, and future-oriented governance into a coherent execution paradigm. Although these dimensions are individually recognized within the literature, they have not been synthesized into a comprehensive conceptual framework capable of explaining exceptional government execution.

This paper addresses that gap by conceptualizing Dubai-it as a government execution paradigm that integrates these complementary dimensions into a unified framework for public sector excellence. In doing so, the study contributes to the growing literature on government execution by offering a new conceptual model that extends existing theories of public administration while providing a foundation for future empirical research.

RESEARCH METHOD

As a conceptual paper, this study adopts a qualitative doctrinal approach to theory development rather than empirical hypothesis testing. The objective is not to evaluate the effectiveness of a specific government initiative but to conceptualize Dubai-it as a new paradigm for government execution by synthesizing existing theories in public administration with evidence derived from official policy documents.

The analysis follows an inductive conceptualization process. First, the study critically reviews the literature on government execution, government agility, public value, and public sector excellence to identify the principal dimensions associated with high-performing governments. Second, qualitative content analysis is applied to official documents describing the Dubai-it philosophy in order to identify its underlying governance principles. Finally, these principles are synthesized into an integrated conceptual framework explaining how governments can transform strategic vision into measurable public outcomes through a coherent execution capability.

Following established approaches to conceptual research, the proposed framework is evaluated according to its theoretical coherence, internal consistency, and explanatory contribution rather than statistical validation. The resulting model is intended to provide a foundation for future empirical research examining government execution capability in different institutional and national contexts.

Strategic Speed: Accelerating Decision-Making Without Compromising Quality

Strategic speed constitutes the first pillar of the proposed Dubai-it Framework. Unlike operational speed, which focuses primarily on reducing the time required to complete administrative activities, strategic speed refers to the institutional capability to translate strategic priorities into coordinated decisions and timely implementation while maintaining policy coherence, execution quality, and long-term public value. It therefore represents a balance between rapid action and strategic discipline rather than speed for its own sake.

Existing research acknowledges the importance of rapid decision-making in high-performing governments, particularly within the literature on agile governance and dynamic capabilities. These studies argue that governments operating in complex and uncertain environments must reduce bureaucratic delays, strengthen institutional coordination, and respond proactively to emerging opportunities and challenges. However, speed is often examined as an operational characteristic or an indicator of organizational flexibility rather than as a strategic capability embedded within the execution process itself.

The Dubai-it Framework extends this perspective by conceptualizing strategic speed as an integrated execution capability rather than a measure of administrative efficiency. From this viewpoint, rapid implementation derives from the alignment of strategic vision, institutional coordination, leadership commitment, and organizational readiness. Speed therefore becomes a consequence of institutional capability rather than an isolated performance objective. This interpretation explains how governments can consistently achieve accelerated implementation without sacrificing execution quality, accountability, or long-term public outcomes.

Accordingly, strategic speed functions as the catalyst that initiates the execution cycle proposed in the Dubai-it Framework. By reducing the gap between strategic intent and implementation, it enables public organizations to respond rapidly while preserving institutional coherence and sustainable performance.

Execution Excellence: Delivering Strategy with Consistency and Precision

Execution excellence represents the second dimension of the Dubai-it Framework and refers to the institutional capability to deliver strategic initiatives consistently, accurately, and sustainably while maintaining alignment between strategic objectives, implementation processes, and measurable public outcomes. Unlike traditional excellence models that primarily evaluate organizational performance after implementation, execution excellence emphasizes the quality of the implementation process itself. It focuses on ensuring that strategic priorities are translated into coordinated action through disciplined execution, institutional accountability, and continuous performance monitoring.

The concept of excellence has received considerable attention within public administration through frameworks such as the EFQM Excellence Model, public sector quality management, and government excellence programmes. These approaches identify leadership, innovation, organizational learning, stakeholder satisfaction, and continuous improvement as essential determinants of institutional performance. While they provide valuable guidance for evaluating organizational effectiveness, they largely assess excellence as an outcome rather than as a capability embedded within the execution process.

The Dubai-it Framework extends this perspective by positioning execution excellence as a dynamic institutional capability that operates throughout the implementation cycle rather than after its completion. In this view, excellence is achieved when governments consistently transform strategic intentions into high-quality execution through effective coordination, timely decision-making, disciplined implementation, and continuous adaptation. Execution quality therefore becomes an integral component of strategic delivery rather than a post-implementation performance indicator.

Within the proposed framework, execution excellence reinforces strategic speed by ensuring that accelerated implementation does not compromise quality, accountability, or institutional reliability. Instead, both dimensions operate simultaneously, enabling governments to deliver rapid execution while maintaining high standards of public service, organizational performance, and sustainable governance.

Overall Impact: Translating Government Execution into Public Value

Overall impact represents the third dimension of the Dubai-it Framework and refers to the extent to which government execution generates meaningful, measurable, and sustainable outcomes for citizens, society, the economy, and the wider institutional environment. While strategic speed and execution excellence emphasizes how effectively government priorities are implemented, overall impact focuses on what such execution ultimately achieves. It therefore shifts attention from the completion of government initiatives to their broader contribution to public value and long-term societal development.

Public administration research has increasingly emphasized the importance of moving beyond conventional measures of government performance, such as administrative efficiency, service outputs, and programme completion rates. Public value perspectives suggest that government performance should also be assessed according to its ability to improve citizens' experiences, strengthen institutional trust, enhance economic and social wellbeing, and create sustainable benefits for society. Nevertheless, many performance systems continue to emphasize outputs and operational indicators, potentially overlooking the wider consequences generated by government action.

The Dubai-it Framework addresses this limitation by positioning overall impact as an integral component of government execution capability. From this perspective, successful execution is not demonstrated merely by implementing initiatives rapidly or according to predefined standards, but by ensuring that implementation produces tangible and enduring value. Government initiatives should therefore be connected to measurable outcomes that demonstrate their contribution to citizen wellbeing, service quality, economic competitiveness, institutional effectiveness, and sustainable development.

Overall impact consequently provides the outcome-oriented dimension of the Dubai-it Framework. It connects execution capability with the fundamental purpose of government by ensuring that strategic speed and execution excellence are ultimately directed toward meaningful public outcomes. In this way, the framework establishes a clear execution logic in which government performance is evaluated not only by how efficiently strategies are delivered but also by the value and lasting impact they create for society.

Institutional Identity: Building a Culture of Collective Execution

Institutional identity represents the fourth dimension of the Dubai-it Framework and refers to the shared organizational values, beliefs, and behavioural norms that guide public employees toward a common execution philosophy. Unlike organizational culture, which broadly describes workplace values and practices, institutional identity emphasizes collective commitment to a unified governmental mission where implementation becomes a shared institutional responsibility rather than an individual managerial task.

Existing studies acknowledge that leadership, organizational culture, and employee engagement significantly influence public sector performance. However, these factors are frequently examined independently, with limited attention given to how a strong institutional identity reinforces execution capability across different government entities. Consequently, governments may possess capable leaders and well-designed strategies while still experiencing inconsistent implementation because execution remains fragmented across organizational units.

Within the Dubai-it Framework, institutional identity serves as the integrating mechanism that aligns strategic priorities, leadership behaviour, and organizational commitment. It creates a shared execution mindset in which employees view rapid, coordinated, and citizen-focused implementation as a common institutional objective rather than a series of isolated administrative responsibilities. Through this alignment, institutional identity strengthens execution consistency and enhances the government's ability to sustain high performance across different sectors and initiatives.

Future Orientation: Building Anticipatory and Adaptive Government Capability

Future orientation represents the fifth dimension of the Dubai-it Framework and refers to the institutional capability to anticipate emerging opportunities, risks, technologies, and societal needs and to incorporate these developments into present-day government strategies and execution processes. Rather than focusing exclusively on responding efficiently to current priorities, future-oriented government develops the capacity to prepare proactively for changing economic, technological, environmental, and social conditions.

THE DUBAI-IT FRAMEWORK: AN INTEGRATED GOVERNMENT EXECUTION PARADIGM

The Dubai-it Framework proposed in this study conceptualizes government execution as an integrated institutional capability rather than a collection of independent managerial practices. It argues that sustainable public sector excellence emerges through the interaction of five complementary dimensions: Strategic Speed, Execution Excellence, Public Impact, Institutional Identity, and Future Orientation. Each dimension contributes a distinct function, yet none is sufficient in isolation. Their collective interaction enables governments to translate strategic vision into coordinated implementation while maintaining institutional coherence, execution quality, and measurable public value.

Unlike existing theories that explain government performance through individual concepts such as agility, excellence, or public value, the Dubai-it Framework integrates these perspectives within a single execution-oriented paradigm. Strategic speed accelerates implementation; execution excellence safeguards implementation quality; public impact measures societal outcomes; and institutional identity together with future orientation ensure continuity, organizational learning, and long-term resilience. The framework therefore shifts the analytical focus from isolated managerial practices to the institutional capability that enables governments to execute strategy consistently and sustainably.

The principal contribution of the framework lies in positioning government execution as the central mechanism through which public organizations create lasting public value. Rather than replacing existing public administration theories, the framework complements them by providing an integrative perspective that connects leadership, organizational behaviour, execution processes, and societal outcomes. This conceptualization offers a foundation for future empirical research examining government execution capability across different administrative systems and national contexts.

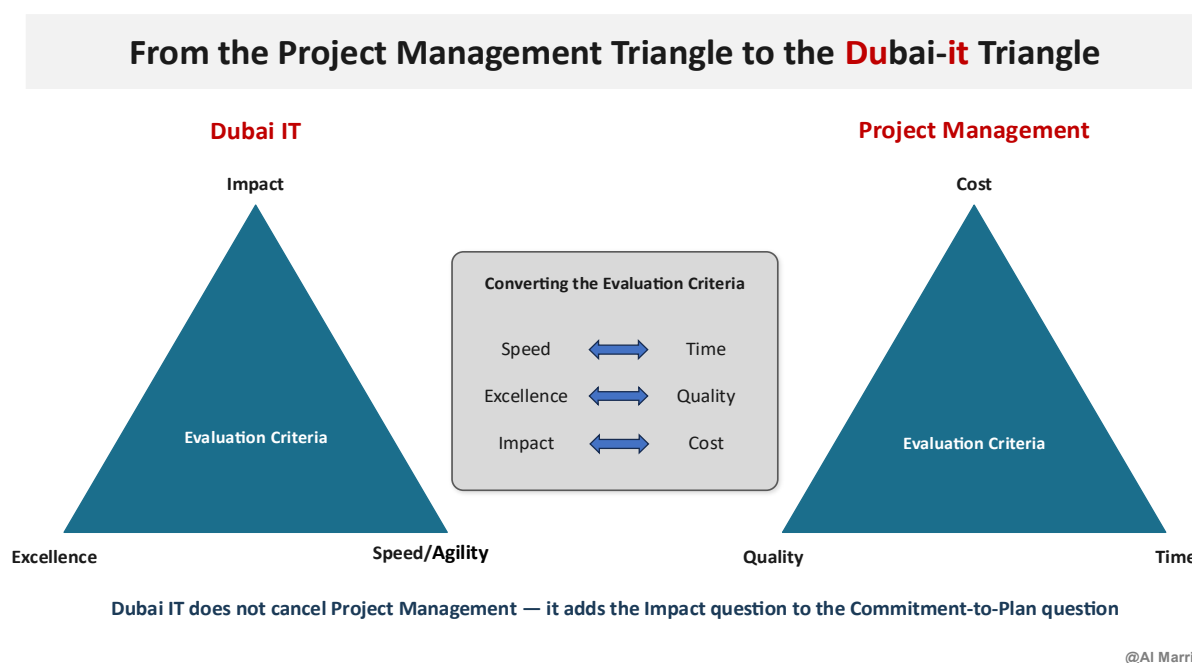


Figure 1. The Dubai-it Triangle compared with the Project Management Triangle

DISCUSSION

The Dubai-it conceptual model developed in this study contributes to the growing body of public administration literature by positioning government execution as the central capability through which governments translate strategic vision into sustainable public value. While existing theories have examined execution, agility, excellence, and public value as separate constructs, the proposed model integrates these perspectives into a unified execution-oriented paradigm. This integration provides a more comprehensive explanation of how high-performing governments consistently deliver rapid implementation without compromising institutional quality or long-term societal outcomes.

The proposed framework complements rather than replaces existing theories of public administration. Government Agility explains institutional responsiveness, Public Value Theory emphasizes societal outcomes, and public sector excellence focuses on organizational performance. However, these perspectives offer limited

explanation of how governments combine these capabilities during implementation. The Dubai-it model addresses this limitation by identifying execution capability as the mechanism connecting strategic intent with measurable public outcomes. Consequently, government performance is understood as the result of continuous interaction between strategic speed, execution excellence, public impact, institutional identity, and future orientation.

From a theoretical perspective, the study extends the emerging literature on government execution by introducing an integrated conceptual model that explains execution as an institutional capability rather than an operational function. This perspective shifts attention from isolated management practices toward the organizational conditions that enable governments to sustain implementation across different sectors and policy initiatives. The framework therefore contributes to theory development by offering a coherent explanation of execution capability within contemporary public administration.

Although the model is conceptual, its practical implications extend beyond the Dubai context. Governments seeking to improve implementation capability may benefit from adopting an integrated execution perspective that combines strategic leadership, organizational alignment, execution quality, and long-term capability development. Future empirical studies may validate the proposed model using qualitative or quantitative approaches and examine its applicability across different governmental systems and administrative cultures.

PRACTICAL IMPLICATIONS

The Dubai-it model offers several practical implications for public sector leaders and policymakers. First, governments should view execution as a strategic capability requiring continuous investment rather than a purely operational activity. Second, implementation systems should balance execution speed with quality, accountability, and measurable public outcomes. Third, strengthening institutional identity can improve coordination across government entities by creating a shared commitment to execution excellence. Finally, future-oriented governance should be embedded within execution systems to ensure that institutional capability continues to evolve in response to emerging societal and technological challenges.

CONCLUSION

This study conceptualized Dubai-it as a new government execution paradigm that integrates strategic speed, execution excellence, public impact, institutional identity, and future orientation within a unified conceptual model for public sector excellence. The proposed framework responds to an important gap in the public administration literature by explaining how governments transform strategic ambition into sustainable implementation capability rather than treating execution as an isolated managerial activity.

Unlike existing theories that emphasize individual dimensions of government performance, the Dubai-it model positions execution capability as the central mechanism connecting leadership, organizational behaviour, institutional excellence, and public value creation. In doing so, the study contributes to conceptual research in public administration by extending current understanding of government execution and providing a foundation for future empirical investigation.

Future research should examine the applicability of the proposed framework across different governmental contexts, validate its dimensions empirically, and explore the relationships among its components using qualitative and quantitative research designs. Such studies will contribute to refining the model and strengthening its relevance for both public administration theory and government practice.

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