



INTERNATIONAL
BEST
PRACTICE
COMPETITION

Virtual One-Stop Shop for Best Practices

A unique opportunity to listen and learn from exceptional best practices from around the globe

12th International Best Practice Competition

Best Practice Sharing Extravaganza: 3 August – 21 September 2026

Best of the Best – Awards Spectacular (Final): 20 & 22 October 2026

8th Organisation-Wide Innovation Award

Final: Tuesday 6 October 2026

11th Global Benchmarking Award

Final: Thursday 8 October 2026

5th Environmental, Social, & Governance (ESG) Excellence Award,

Final: Tuesday 13 October 2026

Organisers of the International Best Practice Competition:



Supporters:



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Webinar Schedule

Day	Time	Competition	Session	Webinar Link
Monday, 3 August 2026	Start: UTC-7.00am, UAE-11.00am, NZ-7.00pm Finish: UTC-9.25am, UAE-1.25pm, NZ-9.25pm	International Best Practice Competition	Session 1 • Innovation projects (developing innovative products, services, processes, business models, or ways of working)	Invitation links for the webinars will be sent directly to presenters and judges. All others please register at: Webinar Registration - Best Practice Competition
Tuesday, 4 August, 2026	Start: UTC-4.00am, UAE-8.00am, NZ-4.00pm Finish: UTC-6.25am, UAE-10.25am, NZ-6.25pm	International Best Practice Competition	Session 2 • Leadership (vision, values, communication with stakeholders, driving performance, and shaping organisational culture) • Crisis, emergency, and disaster management (emergency preparedness, crisis response, disaster mitigation, recovery planning, and business continuity)	
	Start: UTC-9.00am, UAE-1.00pm, NZ-9.00pm Finish: UTC-11.25am, UAE-3.25pm, NZ-11.25pm	International Best Practice Competition	Session 3 • Strategy deployment and performance management (implementing strategic plans, selecting KPIs, analysing performance, reporting results, and using dashboards to support decision-making)	
Thursday, 6 August, 2026	Start: UTC-4.00am, UAE-8.00am, NZ-4.00pm Finish: UTC-6.25am, UAE-10.25am, NZ-6.25pm	International Best Practice Competition	Session 4 • Environmental sustainability (surpassing regulatory requirements in areas such as energy use, waste reduction, pollution prevention, emissions reduction, and the responsible use of natural resources)	
	Start: UTC-9.00am, UAE-1.00pm, NZ-9.00pm Finish: UTC-11.25am, UAE-3.25pm, NZ-11.25pm	International Best Practice Competition	Session 5 • Technology transformation of a specific process or service (use of digital, industrial or other technologies (excluding AI as the main driver) to significantly improve, automate or redesign one clearly defined process or service. Examples may include big data analytics, robotics, blockchain, GIS, augmented reality, IoT, RPA, industrial automation systems, advanced machinery or manufacturing technologies)	
Tuesday, 11 August, 2026	Start: UTC-4.00am, UAE-8.00am, NZ-4.00pm Finish: UTC-6.25am, UAE-10.25am, NZ-6.25pm	International Best Practice Competition	Session 6 • Improvement initiatives (major initiatives involving operational excellence, change management, knowledge management, or continuous improvement across multiple areas)	
	Start: UTC-9.00am, UAE-1.00pm, NZ-9.00pm Finish: UTC-11.25am, UAE-3.25pm, NZ-11.25pm	International Best Practice Competition	Session 7 • Strategy deployment and performance management (implementing strategic plans, selecting KPIs, analysing performance, reporting results, and using dashboards to support decision-making)	
Thursday, 13 August, 2026	Start: UTC-4.00am, UAE-8.00am, NZ-4.00pm Finish: UTC-6.25am, UAE-10.25am, NZ-6.25pm	International Best Practice Competition	Session 8 • Integrated technology transformation across multiple processes or services (use of digital, industrial or other technologies (excluding AI as the main driver) to significantly improve, automate or redesign several interconnected processes or services, often across a department, facility or organisation. Examples may include integrated automation and analytics across a customer journey, organisation-wide IoT and monitoring solutions, or end-to-end digitisation of core operations).	
	Start: UTC-9.00am, UAE-1.00pm, NZ-9.00pm Finish: UTC-11.25am, UAE-3.25pm, NZ-11.25pm	International Best Practice Competition	Session 9 • AI-led transformation (A best practice where artificial intelligence (including machine learning or generative AI) is the primary driver of improving, automating or redesigning one or more processes or services. Examples may include AI-driven decision support, predictive maintenance, fraud detection, recommendation engines, computer-vision inspection, or generative-AI assistants and chatbots).	
Tuesday, 18 August, 2026	Start: UTC-4.00am, UAE-8.00am, NZ-4.00pm Finish: UTC-6.25am, UAE-10.25am, NZ-6.25pm	International Best Practice Competition	Session 10 • Social and community responsibility (engaging with communities, delivering public value, improving inclusion, supporting diversity, and addressing social needs)	
	Start: UTC-9.00am, UAE-1.00pm, NZ-9.00pm Finish: UTC-11.25am, UAE-3.25pm, NZ-11.25pm	International Best Practice Competition	Session 11 • Governance (governance frameworks, transparency, accountability, ethics, integrity, oversight, and responsible decision-making) • Management of assets (managing financial assets, physical assets, infrastructure, equipment, facilities, and other organisational assets, including asset inspection, condition monitoring, maintenance, and lifecycle optimisation) • Integrated technology transformation across multiple processes or services (use of digital, industrial or other technologies (excluding AI as the main driver) to significantly improve, automate or redesign several interconnected processes or services, often across a department, facility or organisation. Examples may include integrated automation and analytics across a customer journey, organisation-wide IoT and monitoring solutions, or end-to-end digitisation of core operations).	
Thursday, 20 August, 2026	Start: UTC-4.00am, UAE-8.00am, NZ-4.00pm Finish: UTC-6.25am, UAE-10.25am, NZ-6.25pm	International Best Practice Competition	Session 12 • Process improvement projects (examples include Lean, Six Sigma, benchmarking, cycle-time reduction, efficiency improvement, and quality improvement projects) • Integrated technology transformation across multiple processes or services (use of digital, industrial or other technologies (excluding AI as the main driver) to significantly improve, automate or redesign several interconnected processes or services, often across a department, facility or organisation. Examples may include integrated automation and analytics across a customer journey, organisation-wide IoT and monitoring solutions, or end-to-end digitisation of core operations).	

	Start: UTC-9.00am, UAE-1.00pm, NZ-9.00pm Finish: UTC-11.25am, UAE-3.25pm, NZ-11.25pm	International Best Practice Competition	Session 13 Crisis, emergency, and disaster management (emergency preparedness, crisis response, disaster mitigation, recovery planning, and business continuity) Innovation systems and approaches (ideas management systems, innovation governance, innovation culture, and approaches for encouraging and managing innovation) Employee engagement and empowerment (teamwork, motivation, empowerment, satisfaction, recognition, and employee involvement) Governance (governance frameworks, transparency, accountability, ethics, integrity, oversight, and responsible decision-making)	
Wednesday, 26 August, 2026	Start: UTC-4.00am, UAE-8.00am, NZ-4.00pm Finish: UTC-6.25am, UAE-10.25am, NZ-6.25pm	International Best Practice Competition	Session 14 Risk management and resilience (identifying, assessing, preventing, and minimising strategic, operational, public health, environmental, community, and other risks) Crisis, emergency, and disaster management (emergency preparedness, crisis response, disaster mitigation, recovery planning, and business continuity) Cybersecurity and information security (managing cyber risks, protecting information, preventing security incidents, and strengthening digital resilience)	
	Start: UTC-9.00am, UAE-1.00pm, NZ-9.00pm Finish: UTC-11.25am, UAE-3.25pm, NZ-11.25pm	International Best Practice Competition	Session 15 Process improvement projects (examples include Lean, Six Sigma, benchmarking, cycle-time reduction, efficiency improvement, and quality improvement projects)	
Thursday, 27 August, 2026	Start: UTC-4.00am, UAE-8.00am, NZ-4.00pm Finish: UTC-6.25am, UAE-10.25am, NZ-6.25pm	International Best Practice Competition	Session 16 Employee health, safety, and wellbeing (workplace health and safety, employee wellbeing, and the prevention of occupational risks) Workforce management and employee services (workforce planning, recruitment, talent acquisition, succession planning, retention, HR information systems, attendance management, leave services, employee certificates, and other internal workforce and employee services)	
	Start: UTC-9.00am, UAE-1.00pm, NZ-9.00pm Finish: UTC-11.25am, UAE-3.25pm, NZ-11.25pm	International Best Practice Competition	Session 17 Customer and market focus (understanding customer needs, improving customer experience, building loyalty, handling complaints, and exceeding expectations)	
Tuesday, 1 September, 2026	Start: UTC-4.00am, UAE-8.00am, NZ-4.00pm Finish: UTC-6.25am, UAE-10.25am, NZ-6.25pm	International Best Practice Competition	Session 18 Social and community responsibility (engaging with communities, delivering public value, improving inclusion, supporting diversity, and addressing social needs)	
Tuesday, 1 September, 2026	Start: UTC-9.00am, UAE-1.00pm, NZ-9.00pm Finish: UTC-11.25am, UAE-3.25pm, NZ-11.25pm	International Best Practice Competition	Session 19 Workforce management and employee services (workforce planning, recruitment, talent acquisition, succession planning, retention, HR information systems, attendance management, leave services, employee certificates, and other internal workforce and employee services)	
Thursday, 3 September, 2026	Start: UTC-4.00am, UAE-8.00am, NZ-4.00pm Finish: UTC-6.25am, UAE-10.25am, NZ-6.25pm	International Best Practice Competition	Session 20 Risk management and resilience (identifying, assessing, preventing, and minimising strategic, operational, public health, environmental, community, and other risks)	
Thursday, 3 September, 2026	Start: UTC-12.00pm, UAE-4.00pm, NZ-12.00am Finish: UTC-2.25pm, UAE-6.25pm, NZ-2.25am	International Best Practice Competition	Session 21 Improvement initiatives (major initiatives involving operational excellence, change management, knowledge management, or continuous improvement across multiple areas) Employee engagement and empowerment (teamwork, motivation, empowerment, satisfaction, recognition, and employee involvement) Innovation projects (developing innovative products, services, processes, business models, or ways of working)	
Friday, 4 September, 2026	Start: UTC-4.00am, UAE-8.00am, NZ-4.00pm Finish: UTC-6.25am, UAE-10.25am, NZ-6.25pm	International Best Practice Competition	Session 22 Reserve session (for late applications and/or presentations that need to be rescheduled)	
Tuesday, 8 September, 2026	Start: UTC-4.00am, UAE-8.00am, NZ-4.00pm Finish: UTC-6.25am, UAE-10.25am, NZ-6.25pm	International Best Practice Competition	Session 23 Customer and market focus (understanding customer needs, improving customer experience, building loyalty, handling complaints, and exceeding expectations)	
Tuesday, 8 September, 2026	Start: UTC-9.00am, UAE-1.00pm, NZ-9.00pm Finish: UTC-11.25am, UAE-3.25pm, NZ-11.25pm	International Best Practice Competition	Session 24 Innovation projects (developing innovative products, services, processes, business models, or ways of working)	
Thursday, 10 September, 2026	Start: UTC-4.00am, UAE-8.00am, NZ-4.00pm Finish: UTC-6.25am, UAE-10.25am, NZ-6.25pm	International Best Practice Competition	Session 25 Procurement and contract management (sourcing, tendering, purchasing, supplier evaluation, value for money, responsible procurement, and contract management) Supplier and partner relationships (supplier development, collaboration, strategic partnerships, joint initiatives, performance improvement, and the delivery of shared services or outcomes)	
Thursday, 10 September, 2026	Start: UTC-9.00am, UAE-1.00pm, NZ-9.00pm Finish: UTC-11.25am, UAE-3.25pm, NZ-11.25pm	International Best Practice Competition	Session 26 Design of processes/products/services (research and development, translating customer needs to design, re-engineering)	
Friday, 11 September, 2026	Start: UTC-4.00am, UAE-8.00am, NZ-4.00pm Finish: UTC-6.25am, UAE-10.25am, NZ-6.25pm	International Best Practice Competition	Session 27 Risk management and resilience (identifying, assessing, preventing, and minimising strategic, operational, public health, environmental, community, and other risks) Innovation projects (developing innovative products, services, processes, business models, or ways of working)	

			Improvement initiatives (major initiatives involving operational excellence, change management, knowledge management, or continuous improvement across multiple areas) AI-led transformation (A best practice where artificial intelligence (including machine learning or generative AI) is the primary driver of improving, automating or redesigning one or more processes or services. Examples may include AI-driven decision support, predictive maintenance, fraud detection, recommendation engines, computer-vision inspection, or generative-AI assistants and chatbots).	
Tuesday, 15 September, 2026	Start: UTC-4.00am, UAE-8.00am, NZ-4.00pm Finish: UTC-6.25am, UAE-10.25am, NZ-6.25pm	International Best Practice Competition	Session 28 Employee learning and capability development (education, training, professional development, knowledge sharing, and building workforce capability)	
Tuesday, 15 September, 2026	Start: UTC-9.00am, UAE-1.00pm, NZ-9.00pm Finish: UTC-11.25am, UAE-3.25pm, NZ-11.25pm	International Best Practice Competition	Session 29 Environmental sustainability (surpassing regulatory requirements in areas such as energy use, waste reduction, pollution prevention, emissions reduction, and the responsible use of natural resources)	
Thursday, 17 September, 2026	Start: UTC-4.00am, UAE-8.00am, NZ-4.00pm Finish: UTC-6.25am, UAE-10.25am, NZ-6.25pm	International Best Practice Competition	Session 30 Strategy planning (future foresight, strategic planning, balanced scorecards, triple-bottom-line approaches, scenario planning, and stakeholder analysis) Governance (governance frameworks, transparency, accountability, ethics, integrity, oversight, and responsible decision-making)	
Thursday, 17 September, 2026	Start: UTC-9.00am, UAE-1.00pm, NZ-9.00pm Finish: UTC-11.25am, UAE-3.25pm, NZ-11.25pm	International Best Practice Competition	Session 31 Technology transformation of a specific process or service (use of digital, industrial or other technologies (excluding AI as the main driver) to significantly improve, automate or redesign one clearly defined process or service. Examples may include big data analytics, robotics, blockchain, GIS, augmented reality, IoT, RPA, industrial automation systems, advanced machinery or manufacturing technologies). Strategy deployment and performance management (implementing strategic plans, selecting KPIs, analysing performance, reporting results, and using dashboards to support decision-making)	
Friday, 18 September, 2026	Start: UTC-4.00am, UAE-8.00am, NZ-4.00pm Finish: UTC-6.25am, UAE-10.25am, NZ-6.25pm	International Best Practice Competition	Session 32 Environmental sustainability (surpassing regulatory requirements in areas such as energy use, waste reduction, pollution prevention, emissions reduction, and the responsible use of natural resources) Risk management and resilience (identifying, assessing, preventing, and minimising strategic, operational, public health, environmental, community, and other risks) Design of processes/products/services (research and development, translating customer needs to design, re-engineering)	
Monday, 21 September, 2026	Start: UTC-9.00am, UAE-1.00pm, NZ-9.00pm Finish: UTC-11.25am, UAE-3.25pm, NZ-11.25pm	International Best Practice Competition	Session 33 Governance (governance frameworks, transparency, accountability, ethics, integrity, oversight, and responsible decision-making) Process improvement projects (examples include Lean, Six Sigma, benchmarking, cycle-time reduction, efficiency improvement, and quality improvement projects) Integrated technology transformation across multiple processes or services (a coordinated initiative that uses digital, industrial or other technologies (excluding AI as the main driver) to significantly improve, automate or redesign several interconnected processes or services, often across a department, facility or organisation. Examples may include integrated automation and analytics across a customer journey, organisation-wide IoT and monitoring solutions, or end-to-end digitisation of core operations). AI-led transformation (A best practice where artificial intelligence (including machine learning or generative AI) is the primary driver of improving, automating or redesigning one or more processes or services. Examples may include AI-driven decision support, predictive maintenance, fraud detection, recommendation engines, computer-vision inspection, or generative-AI assistants and chatbots).	
Thursday, 24 September, 2026	Start: UTC-9.00am, UAE-1.00pm, NZ-9.00pm Finish: UTC-9.30am, UAE-1.30pm, NZ-9.30pm	International Best Practice Competition 60 Potential Finalists Announced (the strongest best practice from each webinar + 30 others across all webinars)		
Tuesday, 29 September, 2026	Start: UTC-9.00am, UAE-1.00pm, NZ-9.00pm Finish: UTC-9.30am, UAE-1.30pm, NZ-9.30pm	International Best Practice Competition 24 Finalists Announced		
Tuesday, 6 October, 2026	Start: UTC-6.00am, UAE-10.00am, NZ-6.00pm Finish: UTC-8.45am, UAE-12.45pm, NZ-8.45pm	Organisation-Wide Innovation Award	FINAL Maximum of 5 Presentations	Invitation links for the webinars will be sent directly to presenters and judges. All others please register at: Webinar Registration - Best Practice Competition
Thursday, 8 October 2026	Start: UTC-6.00am, UAE-10.00am, NZ-6.00pm Finish: UTC-8.45am, UAE-12.45pm, NZ-8.45pm	Global Benchmarking Award	FINAL Maximum of 5 Presentations	Invitation links for the webinars will be sent directly to presenters and judges. All others please register at: Webinar Registration - Best Practice Competition
Tuesday, 13 October, 2026	Start: UTC-6.00am, UAE-10.00am, NZ-6.00pm Finish: UTC-8.45am, UAE-12.45pm, NZ-8.45pm	Environmental, Social, & Governance (ESG) Excellence Award	FINAL Maximum of 5 Presentations	Invitation links for the webinars will be sent directly to presenters and judges. All others please register at: Webinar Registration - Best Practice Competition

Tuesday, 20 October 2026	Start: UTC-4.00am, UAE-8.00am, NZ-4.00pm Finish: UTC-6.25am, UAE-10.25am, NZ-6.25pm	International Best Practice Competition	FINAL Session 1 6 presentations	Invitation links for the webinars will be sent directly to presenters and judges. All others please register at: Webinar Registration - Best Practice Competition
	Start: UTC-9.00am, UAE-1.00pm, NZ-9.00pm Finish: UTC-11.25am, UAE-3.25pm, NZ-11.25pm	International Best Practice Competition	FINAL Session 2 6 presentations	
Thursday, 22 October 2026	Start: UTC-4.00am, UAE-8.00am, NZ-4.00pm Finish: UTC-6.25am, UAE-10.25am, NZ-6.25pm	International Best Practice Competition	FINAL Session 3 6 presentations	
	Start: UTC-9.00am, UAE-1.00pm, NZ-9.00pm Finish: UTC-11.25am, UAE-3.25pm, NZ-11.25pm	International Best Practice Competition	FINAL Session 4 6 presentations	
Thursday, 29 October, 2026	Start: UTC-9.00am, UAE-1.00pm, NZ-9.00pm Finish: UTC-9.30am, UAE-1.30pm, NZ-9.30pm	Winner(s) of All Awards Announced: Organisation-Wide Innovation Award Winner(s) Announced Global Benchmarking Award Winner(s) Announced ESG Excellence Award Winner(s) Announced International Best Practice Competition Awards: 7 Star - Award Winner(s) Announced - Pinnacle Level of Recognition Category Awards: - Highest Star Rating for each Category Pioneer in Excellence Prizes: - Awarded to organisation(s) that have had the most best practices assessed at 4-Stars ★ ★ ★ ★ or above - Awarded to organisation(s) that have had the most best practices assessed at 5-Stars ★ ★ ★ ★ ★ or above - Awarded to organisation(s) that have had the most best practices assessed at 6-Stars ★ ★ ★ ★ ★ or above Honour of Distinction in International Best Practices: - In recognition of organisations that have had three or more best practices assessed at an International Best Practice level. Highest Star Rating for an SME (50 or less employees) NZ Best Practice Competition Awards		Invitation links for the webinars will be sent directly to presenters and judges. All others please register at: Webinar Registration - Best Practice Competition
Monday, 23 November, 2026		Certificates for all awards, including Star Ratings, are issued to all participants		



Session 1 - International Best Practice Competition

Monday 3 August 2026

Time	Agenda
UTC-7.00am, UAE-11.00am, NZ-7.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand
Judges Mandarr Agshikar, Business Excellence Mentor & General Manager at Ajhinkya Fze, UAE Dr. Sunil Gupta, Founder and Chief Creatologist IDEAS, Oman Dr. Siham El-Kafafi, Director & Business Consultant, Arrows Research Consultancy, New Zealand Dr. Almas Tazein, Senior Researcher and Consultant, Centre for Organisational Excellence Research, New Zealand	
Innovation projects (developing innovative products, services, processes, business models, or ways of working)	
UTC-7.05am, UAE-11.05am, NZ-7.05pm	Ghiath - A Fully Integrated Proactive Mobile Police Vehicle (16) Dubai Police, UAE Presenter(s): Lt. Col. Eng. Omar Al Khaja, Director -- Future of Digital Mobility Center; Capt. Eng. Mohamed Zainal, Head of Future Mobility Sciences; 1st Lt. Eng. Saif AlMatrooshi, Head of Engineering Innovation Section
UTC-7.15am, UAE-11.15am, NZ-7.15pm	Q&A Team: Lt. Col. Eng. Omar Al Khaja, Director -- Future of Digital Mobility Center; Capt. Eng. Mohamed Zainal, Head of Future Mobility Sciences; 1st Lt. Eng. Saif AlMatrooshi, Head of Engineering Innovation Section;
UTC-7.25am, UAE-11.25am, NZ-7.25pm	Smart Home Vehicle Impoundment Practice (94) Ajman Police General Headquarters, UAE Presenter(s): Col. Saif Abdalla Ahmed Al Falasi, Director of the Strategy and Performance Development Department; Lt. Col. Rashid Humaid Khalifa Al Alili, Deputy Director of the Traffic and Patrols Department; and 1st Lt. Ali Salem Rashid Al Humrani, Head of the Traffic Engineering Branch
UTC-7.35am, UAE-11.35am, NZ-7.35pm	Q&A Team: Col. Saif Abdalla Ahmed Al Falasi, Director of the Strategy and Performance Development Department; Lt. Col. Rashid Humaid Khalifa Al Alili, Deputy Director of the Traffic and Patrols Department; and 1st Lt. Ali Salem Rashid Al Humrani, Head of the Traffic Engineering Branch
UTC-7.45am, UAE-11.45am, NZ-7.45pm	Karachi Gateway Terminal AI-Powered Smart Bag Counting System (155) Karachi Gateway Terminal Multipurpose Ltd (KGTML), AD Ports Group, Pakistan Presenter(s): Muhammad Kamal, Manager Information Technology and Muhammad Aamir, Deputy Manager IT
UTC-7.55am, UAE-11.55am, NZ-7.55pm	Q&A Team: Bright Rayan, Director - Smart Solutions; Muhammad Kamal, Manager Information Technology; and Muhammad Aamir, Deputy Manager IT
UTC-8.05am, UAE-12.05pm, NZ-8.05pm	Direct Eye Bank–Enabled Readiness-Triggered Transplant Integration (19) Dhahran Eye Specialist Hospital, Saudi Arabia Presenter(s): Naif Alghamdi, Eye Bank Supervisor
UTC-8.15am, UAE-12.15pm, NZ-8.15pm	Q&A Team: Dalia Nabil Abbas, Project Leader - Head of OR & Anaesthesia Department -- Anaesthesia Consultant; Fatimah Alzaher, Head of Eye Bank and Corneal Transplant -- Cornea Consultant; and Naif Alghamdi, Eye Bank Supervisor
UTC-8.25am, UAE-12.25pm, NZ-8.25pm	
UTC-8.35am, UAE-12.35pm, NZ-8.35pm	
UTC-8.45am, UAE-12.45pm, NZ-8.45pm	
UTC-8.55am, UAE-12.55pm, NZ-8.55pm	
UTC-9.05am, UAE-1.05pm, NZ-9.05pm	
UTC-9.15am, UAE-1.15pm, NZ-9.15pm	
UTC-9.25am, UAE-1.25pm, NZ-9.25pm	Close
UTC-9.35-9.55am, UAE-1.35-1.55pm, NZ-9.35-9.55pm	Judges Consensus Meeting – Private

*Registration Forms required for applications highlighted in red



**INTERNATIONAL
BEST
PRACTICE
COMPETITION**

Session 2 - International Best Practice Competition

Tuesday 04 August 2026

Time	Agenda
UTC-4.00am, UAE-8.00am, NZ-4.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand
Judges Dr. Sunil Gupta, Founder and Chief Creatologist IDEAS, Oman Dr. Siham El-Kafafi, Director & Business Consultant, Arrows Research Consultancy, New Zealand Mai Haddad, Management Consultant, UAE/Jordan Cynthia Payne, Managing Director, Anchor Excellence, Australia	
Leadership (vision, values, communication with stakeholders, driving performance, and shaping organisational culture)	
UTC-4.05am, UAE-8.05am, NZ-4.05pm	Enhancing Innovation for Self-Sustainability and Profitability Beyond 2040 (121) Aerospace Technology Systems Corp Sdn. Bhd (ATSC), Malaysia Presenter(s): Lt Col Dato' Mohd Fadzar bin Suhada RMAF (R), CEO
UTC-4.15am, UAE-8.15am, NZ-4.15pm	Q&A Team: Lt Col Dato' Mohd Fadzar bin Suhada RMAF (R), CEO ; Ir. Ahmad Saifuddin bin Abdul Manaf, General Manager Business Development ; and Sayyidatul Aisyah binti Sulaiman, Engineer
UTC-4.25am, UAE-8.25am, NZ-4.25pm	Institutional Values Day (67) Ajman Police General Headquarters, UAE Presenter(s): WO. Ahmed Yaslam Awadh Rashid Al Mahri ; WO. Ali Mohammed Ali Humaid Al Shamsi ; Aisha Sulaiman Dawood Al Hosani
UTC-4.35am, UAE-8.35am, NZ-4.35pm	Q&A Team: WO. Ahmed Yaslam Awadh Rashid Al Mahri ; WO. Ali Mohammed Ali Humaid Al Shamsi ; Aisha Sulaiman Dawood Al Hosani
UTC-4.45am, UAE-8.45am, NZ-4.45pm	Speak Up for Safety: Building a Proactive Learning Culture Through Safety Intelligence (40) SEHA Clinics, UAE Presenter(s): Ankita Chouhan, Risk Management Officer ; Liba Mathew, Senior Continuous Quality Improvement Officer ; and Bernard Isidro, Risk Management Officer
UTC-4.55am, UAE-8.55am, NZ-4.55pm	Q&A Team: Ankita Chouhan, Risk Management Officer ; Liba Mathew, Senior Continuous Quality Improvement Officer ; and Bernard Isidro, Risk Management Officer
UTC-5.05am, UAE-9.05am, NZ-5.05pm	
UTC-5.15am, UAE-9.15am, NZ-5.15pm	
UTC-5.25am, UAE-9.25am, NZ-5.25pm	
UTC-5.35am, UAE-9.35am, NZ-5.35pm	
UTC-5.45am, UAE-9.45am, NZ-5.45pm	
UTC-5.55am, UAE-9.55am, NZ-5.55pm	
UTC-6.05am, UAE-10.05am, NZ-6.05pm	
UTC-6.15am, UAE-10.15am, NZ-6.15pm	
UTC-6.25am, UAE-10.25am, NZ-6.25pm	Close
UTC-6.35-6.55am, UAE-10.35-10.55am, NZ-6.35-6.55pm	Judges Consensus Meeting – Private

*Registration Forms required for applications highlighted in red



Session 3 - International Best Practice Competition

Tuesday 04 August 2026

Time	Agenda
UTC-9.00am, UAE-1.00pm, NZ-9.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand
Judges Professor Dotun Adebajo, Professor of Supply Chain Management, University of Greenwich, UK Mandarr Agshikar, Business Excellence Mentor & General Manager at Ajhinkya Fze, UAE Dr. Ajitabh Ambastha, Director, Incubatee IIT, India Nancy Nouaimeh, Leadership and Organizational Excellence Consultant, Xcellium Consulting, UAE	
Strategy deployment and performance management (implementing strategic plans, selecting KPIs, analysing performance, reporting results, and using dashboards to support decision-making)	
UTC-9.05am, UAE-1.05pm, NZ-9.05pm	Enterprise Corporate Development Framework for Transformation (54) Roads and Transport Authority, UAE Presenter(s): <u>Hamada Gebriel, Chief Specialist; Hanan AlHemairy, Expert; Muath Hirzallah, Chief Specialist</u> Q&A Team: <u>Hamada Gebriel, Chief Specialist; Hanan AlHemairy, Expert; Muath Hirzallah, Chief Specialist</u>
UTC-9.15am, UAE-1.15pm, NZ-9.15pm	
UTC-9.25am, UAE-1.25pm, NZ-9.25pm	Strategy-to-Execution Transformation Model (106) Mohammed Bin Rashid Housing Establishment, UAE Presenter(s): <u>Noura Saeed Almutawa, Head of Strategic & Performance; Rami Al Khatib, Organisation Development Expert; and Fatma Jaffar Al Ustad, Excellence and Instructional Leadership Section</u> Q&A Team: <u>Noura Saeed Almutawa, Head of Strategic & Performance; Rami Al Khatib, Organisation Development Expert; and Fatma Jaffar Al Ustad, Excellence and Instructional Leadership Section</u>
UTC-9.35am, UAE-1.35pm, NZ-9.35pm	
UTC-9.45am, UAE-1.45pm, NZ-9.45pm	Digital Performance Management System (Injaz) (61) Ajman Police General Headquarters, UAE Presenter(s): <u>Cap. Abdulaziz Bin Sultan Al Nuaimi, Head of Criminal Investigation Branch; Fatima Ali Ahmed Al Marzooqi, Head of Follow-up and Evaluation Branch; Ghazi Yaseen Al Subaihi, Executive Director of Quality and Institutional Excellence</u> Q&A Team: <u>Cap. Abdulaziz Bin Sultan Al Nuaimi, Head of Criminal Investigation Branch; Fatima Ali Ahmed Al Marzooqi, Head of Follow-up and Evaluation Branch; Ghazi Yaseen Al Subaihi, Executive Director of Quality and Institutional Excellence</u>
UTC-9.55am, UAE-1.55pm, NZ-9.55pm	
UTC-10.05am, UAE-2.05pm, NZ-10.05pm	Centralized Automated Platform for Service Governance (Live Dashboard) (71) Abu Dhabi City Municipality, UAE Presenter(s): <u>Mariam AlQubaisi, Quality & Operations Analyst</u> Q&A Team: <u>Mariam AlQubaisi, Quality & Operations Analyst; and Abdulwahed Al Marzooqi, Quality & Operations Analyst</u>
UTC-10.15am, UAE-2.15pm, NZ-10.15pm	
UTC-10.25am, UAE-2.25pm, NZ-10.25pm	MBRHE 360° Performance Measurement and Management Framework (107) Mohammed Bin Rashid Housing Establishment, UAE Presenter(s): <u>Mohd Al Marashi, Senior Engineer, Asset; Fatma Al Ustad, Head of Section - Excellence and Instructional Leadership Section; Aseel Ayoub, Senior Specialist - Quality and excellence</u> Q&A Team: <u>Mohd Al Marashi, Senior Engineer, Asset; Fatma Al Ustad, Head of Section - Excellence and Instructional Leadership Section; Aseel Ayoub, Senior Specialist - Quality and excellence</u>
UTC-10.35am, UAE-2.35pm, NZ-10.35pm	
UTC-10.45am, UAE-2.45pm, NZ-10.45pm	
UTC-10.55am, UAE-2.55pm, NZ-10.55pm	
UTC-11.05am, UAE-3.05pm, NZ-11.05pm	
UTC-11.15am, UAE-3.15pm, NZ-11.15pm	
UTC-11.25am, UAE-3.25pm, NZ-11.25pm	Close
UTC-11.35-11.55am, UAE-3.35-3.55pm, NZ-11.35-11.55pm	Judges Consensus Meeting – Private

*Registration Forms required for applications highlighted in red



Session 4 - International Best Practice Competition

Thursday 06 August 2026

Time	Agenda
UTC-4.00am, UAE-8.00am, NZ-4.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand
Judges Shouqi Al Yousuf, Business Excellence and Strategy Consultant, UAE Keith Philips, CEO, QBLS, New Zealand Somia Rokhgireh, Sustainability and Business Excellence Architect, President, Academician, Entrepreneur, Canada Trish Wilson, Founder/Director, The Network of Us (NOUS), New Zealand	
Environmental sustainability (surpassing regulatory requirements in areas such as energy use, waste reduction, pollution prevention, emissions reduction, and the responsible use of natural resources)	
UTC-4.05am, UAE-8.05am, NZ-4.05pm	Premium Hull Coating - Fleet-Wide Fuel Reduction (146) Noatum Maritime, AD Ports Group, UAE Presenter(s): Abdelrahman Nasreldin, Environmental Specialist
UTC-4.15am, UAE-8.15am, NZ-4.15pm	Q&A Team: Abdelrahman Nasreldin, Environmental Specialist
UTC-4.25am, UAE-8.25am, NZ-4.25pm	Intelligent Organic Compost from Municipal Solid Waste (2) Fujairah Municipality, UAE Presenter(s): Mohammed Elhassan, Environmental Engineer
UTC-4.35am, UAE-8.35am, NZ-4.35pm	Q&A Team: Mohammed Elhassan, Environmental Engineer; Suhair Cholayil, Technical Supervisor-Compost Plant; Rami Yussuf, Agricultural Engineer-MRF & FCF
UTC-4.45am, UAE-8.45am, NZ-4.45pm	UAE Satellite Temperature Analytics for Industrial Energy Efficiency (13) Ministry of Energy and infrastructure, UAE Presenter(s): Somayyah Alyammahi, Director of Productivity and Demand Department; Maggie Mahmoud, Assistant Consultant Projects & Programs; Nawal Alhanaee, Director of Future Energy Department
UTC-4.55am, UAE-8.55am, NZ-4.55pm	Q&A Team: Somayyah Alyammahi, Director of Productivity and Demand Department; Maggie Mahmoud, Assistant Consultant Projects & Programs; Nawal Alhanaee, Director of Future Energy Department;
UTC-5.05am, UAE-9.05am, NZ-5.05pm	Rapid Biodiversity Translocation for Mega Projects (109) Dubai Aviation Engineering Projects (DAEP), UAE Presenter(s): Moaza AlZafin, Environmental Engineer
UTC-5.15am, UAE-9.15am, NZ-5.15pm	Q&A Team: Moaza AlZafin, Environmental Engineer; Arindam Khan, Senior Safety Officer; and Ali Asghar, HSSE Administration Supervisor
UTC-5.25am, UAE-9.25am, NZ-5.25pm	
UTC-5.35am, UAE-9.35am, NZ-5.35pm	
UTC-5.45am, UAE-9.45am, NZ-5.45pm	
UTC-5.55am, UAE-9.55am, NZ-5.55pm	
UTC-6.05am, UAE-10.05am, NZ-6.05pm	
UTC-6.15am, UAE-10.15am, NZ-6.15pm	
UTC-6.25am, UAE-10.25am, NZ-6.25pm	Close
UTC-6.35-6.55am, UAE-10.35-10.55am, NZ-6.35-6.55pm	Judges Consensus Meeting – Private

*Registration Forms required for applications highlighted in red



Session 5 - International Best Practice Competition

Thursday 06 August 2026

Time	Agenda
UTC-9.00am, UAE-1.00pm, NZ-9.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand
Judges Professor Dotun Adebajo, Professor of Supply Chain Management, University of Greenwich, UK Ekaterina Dmitrieva, Associate, a Software-Focused Investment Firm, USA Carew Hatherley, Managing Director, IQM Group NZ, New Zealand Mai Trinh, Board Member, CFO, Business Strategy & Execution, M&A, Australia & Vietnam	
Technology transformation of a specific process or service (use of digital, industrial or other technologies (excluding AI as the main driver) to significantly improve, automate or redesign one clearly defined process or service. Examples may include big data analytics, robotics, blockchain, GIS, augmented reality, IoT, RPA, industrial automation systems, advanced machinery or manufacturing technologies)	
UTC-9.05am, UAE-1.05pm, NZ-9.05pm	Digital School Health Screening Transformation (45) SEHA Clinics, UAE Presenter(s): <i>Fatima Hashi, Operation Manager</i>
UTC-9.15am, UAE-1.15pm, NZ-9.15pm	Q&A Team: <i>Fatima Hashi, Operation Manager; Dr. Najah Mustapha, SHS Project Consultant; and Nahida Salameh, SHS Education Manager</i>
UTC-9.25am, UAE-1.25pm, NZ-9.25pm	Intelligent Automation of Health Licensing Processes using RPA/AI (103) Dubai Health Authority, UAE Presenter(s): <i>Amer Alameri, Clinical Quality Specialist; Dana Ellaktah, Senior Administrative Officer; and Alaa Albqaeen, Senior Specialist</i>
UTC-9.35am, UAE-1.35pm, NZ-9.35pm	Q&A Team: <i>Amer Alameri, Clinical Quality Specialist; Dana Ellaktah, Senior Administrative Officer; and Alaa Albqaeen, Senior Specialist</i>
UTC-9.45am, UAE-1.45pm, NZ-9.45pm	Digital Lost and Found Platform (60) Ajman Police General Headquarters, UAE Presenter(s): <i>Col. Mohamed Abdalla Bu Shehab, Head of Al Nuaimiya Comprehensive Police Station; Cap. Rashid Bin Hamdan Al Nuaimi, Head of the Criminal Investigation and Detection Branch; Capt. Abdulaziz Bin Sultan Al Nuaimi, Head of Criminal Investigation Branch</i>
UTC-9.55am, UAE-1.55pm, NZ-9.55pm	Q&A Team: <i>Col. Mohamed Abdalla Bu Shehab, Head of Al Nuaimiya Comprehensive Police Station; Cap. Rashid Bin Hamdan Al Nuaimi, Head of the Criminal Investigation and Detection Branch; Capt. Abdulaziz Bin Sultan Al Nuaimi, Head of Criminal Investigation Branch</i>
UTC-10.05am, UAE-2.05pm, NZ-10.05pm	Eliminating Human Exposure with Robotic Inspection - Intelligent Robotics for Zero Exposure Inspections (145) Noatum Maritime, AD Ports Group, UAE Presenter(s): <i>Latifa Alketbi, Executive Project and David Stark, Senior Manager - Business Development</i>
UTC-10.15am, UAE-2.15pm, NZ-10.15pm	Q&A Team: <i>Latifa Alketbi, Executive Project; Arun Raj, QHSE Lead; and David Stark, Senior Manager - Business Development</i>
UTC-10.25am, UAE-2.25pm, NZ-10.25pm	Judicial Circulars Management Practice (91) Ajman Police General Headquarters, UAE Presenter(s): <i>Lt. Col. Rashid Humaid Khalifa Al Alili, Deputy Director of the Traffic and Patrols Department; Dr. Mohammed Rashid Ghanem Al Asri Al Matrooshi; and Raed Mohammed Ahmed Hussam</i>
UTC-10.35am, UAE-2.35pm, NZ-10.35pm	Q&A Team: <i>Lt. Col. Rashid Humaid Khalifa Al Alili, Deputy Director of the Traffic and Patrols Department; Dr. Mohammed Rashid Ghanem Al Asri Al Matrooshi; and Raed Mohammed Ahmed Hussam</i>
UTC-10.45am, UAE-2.45pm, NZ-10.45pm	
UTC-10.55am, UAE-2.55pm, NZ-10.55pm	
UTC-11.05am, UAE-3.05pm, NZ-11.05pm	
UTC-11.15am, UAE-3.15pm, NZ-11.15pm	
UTC-11.25am, UAE-3.25pm, NZ-11.25pm	Close
UTC-11.35-11.55am, UAE-3.35-3.55pm, NZ-11.35-11.55pm	Judges Consensus Meeting – Private

*Registration Forms required for applications highlighted in red



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Session 6 - International Best Practice Competition

Tuesday 11 August 2026

Time	Agenda
UTC-4.00am, UAE-8.00am, NZ-4.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand
Judges Romy Baker, CEO, Business Excellence Australia, Australia Dr. Rey Fremista, Chair, Philippine Society for Quality, Founder & Chief Consultant, MindGrit, Philippines Dr. Saad Ghafoor, Operational Excellence Professional, Canada Yuen Wah Ku, Chief of MTech Digital Leadership and Deputy Director of Corporate Services at NUS-ISS, Singapore	
Improvement initiatives (major initiatives involving operational excellence, change management, knowledge management, or continuous improvement across multiple areas)	
UTC-4.05am, UAE-8.05am, NZ-4.05pm	Jaywun: Transforming Marine Environmental Intelligence (137) Environment Agency – Abu Dhabi, UAE Presenter(s): Maitha Mohamed, Acting Executive Director – Terrestrial & Marine Biodiversity; Sara Salem, Marine Research; and Lamia Majid, Marine Research
UTC-4.15am, UAE-8.15am, NZ-4.15pm	Q&A Team: Maitha Mohamed, Acting Executive Director – Terrestrial & Marine Biodiversity; Sara Salem, Marine Research; and Lamia Majid, Marine Research
UTC-4.25am, UAE-8.25am, NZ-4.25pm	Clinical Audit for Safer, Better Care at SEHA Clinics (74) SEHA Clinics, UAE Presenter(s): Aya Eideh, Performance Management Officer; Salama Al-Hosani, CMO; and Fatima Almarzooqi, Informatics
UTC-4.35am, UAE-8.35am, NZ-4.35pm	Q&A Team: Aya Eideh, Performance Management Officer; Salama Al-Hosani, CMO; and Fatima Almarzooqi, Informatics
UTC-4.45am, UAE-8.45am, NZ-4.45pm	ICD-10 Coding at the Indus Hospital & Health Network (39) Indus Hospital & Health Network (IHHN), Pakistan Presenter(s): Kafeel Naz Sajid, Deputy General Manager
UTC-4.55am, UAE-8.55am, NZ-4.55pm	Q&A Team: Kafeel Naz Sajid, Deputy General Manager; Beenish Wajid, Manager; and Saba Danish, Deputy Manager
UTC-5.05am, UAE-9.05am, NZ-5.05pm	Project Quality Index Best Practices (110) Dubai Aviation Engineering Projects (DAEP), UAE Presenter(s): Dr. Mansour Farhat, Head of Quality Management & Operational Audit
UTC-5.15am, UAE-9.15am, NZ-5.15pm	Q&A Team: Alia Alaleeli, Senior Corporate Excellence Manager and Dr. Mansour Farhat, Head of Quality Management & Operational Audit
UTC-5.25am, UAE-9.25am, NZ-5.25pm	Compensation Health Scorecard (105) Dubai Government Human Resources Department (DGHR), UAE Presenter(s): Qais Farooq, Chief HR Consultant
UTC-5.35am, UAE-9.35am, NZ-5.35pm	Q&A Team: Qais Farooq, Chief HR Consultant; Maher Rashed Bin Sulaiman, Chief HR Consultant; and Ayesha AlJallaf, Senior Human Resources Specialist
UTC-5.45am, UAE-9.45am, NZ-5.45pm	
UTC-5.55am, UAE-9.55am, NZ-5.55pm	
UTC-6.05am, UAE-10.05am, NZ-6.05pm	
UTC-6.15am, UAE-10.15am, NZ-6.15pm	
UTC-6.25am, UAE-10.25am, NZ-6.25pm	Close
UTC-6.35-6.55am, UAE-10.35-10.55am, NZ-6.35-6.55pm	Judges Consensus Meeting – Private

*Registration Forms required for applications highlighted in red



Session 7 - International Best Practice Competition

Tuesday 11 August 2026

Time	Agenda
UTC-9.00am, UAE-1.00pm, NZ-9.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand
Judges Professor Dotun Adebajo, Professor of Supply Chain Management, University of Greenwich, UK Dr. Ajitabh Ambastha, Director, Incubatee IIT, India Dr. Rey Fremista, Chair, Philippine Society for Quality, Founder & Chief Consultant, MindGrit, Philippines Dr. Phanasan Kohsuwan, Technical Sub-Committee and Lead Assessor for Thailand Quality Award (TQA), Thailand	
Strategy deployment and performance management (implementing strategic plans, selecting KPIs, analysing performance, reporting results, and using dashboards to support decision-making)	
UTC-9.05am, UAE-1.05pm, NZ-9.05pm	Implementing a Standardised KPI Governance Model for Screening in SEHA Clinics (73) SEHA Clinics, UAE Presenter(s): Mona Abdel Magud Mohamed Elgendy, Clinical Quality and Patient Safety Officer; Abdul Wahid Arayaparath, HIS Clinical Support Analyst; and Shamma Saeed Al Alawi, Informatics Manager - Consultant Physician
UTC-9.15am, UAE-1.15pm, NZ-9.15pm	Q&A Team: Mona Abdel Magud Mohamed Elgendy, Clinical Quality and Patient Safety Officer; Abdul Wahid Arayaparath, HIS Clinical Support Analyst; and Shamma Saeed Al Alawi, Informatics Manager - Consultant Physician
UTC-9.25am, UAE-1.25pm, NZ-9.25pm	Raqeeb: Smart Regulatory Excellence in Public Health (10) Government of Ajman – Municipality & Planning Dept, UAE Presenter(s): Abdullah Abdulrazaq Ibrahim AlTamimi, Director of Public Health Dept.
UTC-9.35am, UAE-1.35pm, NZ-9.35pm	Q&A Team: Abdullah Abdulrazaq Ibrahim AlTamimi, Director of Public Health Dept.; Meerah Abdulla Eissa Khalifa Bushehab, Head of Food & Health Control Section; Amrou Shehata Mohammed Abdulrahman, Food Safety Specialist
UTC-9.45am, UAE-1.45pm, NZ-9.45pm	Emergency Care Transformation Journey (27) Jubail General Hospital, Saudi Arabia Presenter(s): Sondos Mohammed Alhawsawi, ED Performance and Clinical Operation Manager; Dr. Sameer Masoud Alhamid, Head of Emergency Department; and Dr. Afnan Alburik, Deputy of Emergency Department Head
UTC-9.55am, UAE-1.55pm, NZ-9.55pm	Q&A Team: Sondos Mohammed Alhawsawi, ED Performance and Clinical Operation Manager; Dr. Sameer Masoud Alhamid, Head of Emergency Department; and Dr. Afnan Alburik, Deputy of Emergency Department Head
UTC-10.05am, UAE-2.05pm, NZ-10.05pm	Transforming Pediatric Oncology Capacity Through Predictive Bed Governance (12) King Hussein Cancer Center, Jordan Presenter(s): Rawad Rihani, Chairperson, Department of Pediatrics
UTC-10.15am, UAE-2.15pm, NZ-10.15pm	Q&A Team: Rawad Rihani, Chairperson, Department of Pediatrics; Dania Abu Jamous, Pediatric throughput Coordinator; Yara Abid, Pediatric throughput Coordinator
UTC-10.25am, UAE-2.25pm, NZ-10.25pm	
UTC-10.35am, UAE-2.35pm, NZ-10.35pm	
UTC-10.45am, UAE-2.45pm, NZ-10.45pm	
UTC-10.55am, UAE-2.55pm, NZ-10.55pm	
UTC-11.05am, UAE-3.05pm, NZ-11.05pm	
UTC-11.15am, UAE-3.15pm, NZ-11.15pm	
UTC-11.25am, UAE-3.25pm, NZ-11.25pm	Close
UTC-11.35-11.55am, UAE-3.35-3.55pm, NZ-11.35-11.55pm	Judges Consensus Meeting – Private

*Registration Forms required for applications highlighted in red



Session 8 - International Best Practice Competition

Thursday 13 August 2026

Time	Agenda
UTC-4.00am, UAE-8.00am, NZ-4.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand
Judges Dr. Mehran Doulat, Centre of Excellence (CoE), Universiti Teknikal Malaysia (Melaka), Malaysia Carew Hatherley, Managing Director, IQM Group NZ, New Zealand Dr. Rey Fremista, Chair, Philippine Society for Quality, Founder & Chief Consultant, MindGrit, Philippines Dr. Alan Samuel, Benchmarking Consultant & Researcher (futurist & best practice), Research in AI-human Collaboration, Leadership & Life Coach, New Zealand	
Integrated technology transformation across multiple processes or services (a coordinated initiative that uses digital, industrial or other technologies (excluding AI as the main driver) to significantly improve, automate or redesign several interconnected processes or services, often across a department, facility or organisation. Examples may include integrated automation and analytics across a customer journey, organisation-wide IoT and monitoring solutions, or end-to-end digitisation of core operations).	
UTC-4.05am, UAE-8.05am, NZ-4.05pm	MARSA- Unified Digital Port Operations Excellence Platform (149) Noatum Maritime, AD Ports Group, UAE Presenter(s): Shameem Thurkey, Senior Business Analyst
UTC-4.15am, UAE-8.15am, NZ-4.15pm	Q&A Team: Shameem Thurkey, Senior Business Analyst
UTC-4.25am, UAE-8.25am, NZ-4.25pm	Integrated Criminal Report Package (63) Ajman Police General Headquarters, UAE Presenter(s): Capt. Sultan Bin Mohammed Al Nuaimi, Director of the Criminal Investigation and Detection Branch; 1st Lt. Mohammed Rashid Al Khatri, Director of the Security Information Branch; Ghazi Yaseen Al Subaihi, Executive Director of Quality and Institutional Excellence
UTC-4.35am, UAE-8.35am, NZ-4.35pm	Q&A Team: Capt. Sultan Bin Mohammed Al Nuaimi, Director of the Criminal Investigation and Detection Branch; 1st Lt. Mohammed Rashid Al Khatri, Director of the Security Information Branch; Ghazi Yaseen Al Subaihi, Executive Director of Quality and Institutional Excellence
UTC-4.45am, UAE-8.45am, NZ-4.45pm	System-Integrated Maternal Tdap Immunization (84) SEHA Health Services, UAE Presenter(s): Hanan Rashed, Corporate Senior Infection Prevention and Control; Huda Aldhanhani, Pediatrics Infectious Diseases Consultant; and Khlood Catroon, Senior Clinical Pharmacist
UTC-4.55am, UAE-8.55am, NZ-4.55pm	Q&A Team: Hanan Rashed, Corporate Senior Infection Prevention and Control; Huda Aldhanhani, Pediatrics Infectious Diseases Consultant; and Khlood Catroon, Senior Clinical Pharmacist
UTC-5.05am, UAE-9.05am, NZ-5.05pm	Aynati: A Digital Model Advancing Diagnostic Safety and Full Traceability (28) Jubail General Hospital, Saudi Arabia Presenter(s): Roaa Almousa, Chairperson Primary Healthcare; Rasha Almohseen, Director of Laboratory Department; Hussin Alsadiq, Laboratory Specialist
UTC-5.15am, UAE-9.15am, NZ-5.15pm	Q&A Team: Roaa Almousa, Chairperson Primary Healthcare; Rasha Almohseen, Director of Laboratory Department; Hussin Alsadiq, Laboratory Specialist
UTC-5.25am, UAE-9.25am, NZ-5.25pm	Digital Compliance Monitoring and Renewal Automation System (79) Sdeira Group - Eskin, UAE Presenter(s): Muhammad Alhussein, Specialist - QHSE; Shanavas Saifudeen, Manager - City Management
UTC-5.35am, UAE-9.35am, NZ-5.35pm	Q&A Team: Muhammad Alhussein, Specialist - QHSE; Shanavas Saifudeen, Manager - City Management; and Eissa Al Hemeiri, General Manager
UTC-5.45am, UAE-9.45am, NZ-5.45pm	Integrated Cleanliness Services Platform (ICSP) (70) Abu Dhabi City Municipality, UAE Presenter(s): Khaled khamees Almazrooqi, Director of Public Cleanliness Division
UTC-5.55am, UAE-9.55am, NZ-5.55pm	Q&A Team: Khaled khamees Almazrooqi, Director of Public Cleanliness Division; Aqeel Ali Alhashimi, Head of Contracts and Follow up Section; and Yahya Naser Alshkeili, Head of the Public Cleanliness Monitoring Department
UTC-6.05am, UAE-10.05am, NZ-6.05pm	
UTC-6.15am, UAE-10.15am, NZ-6.15pm	
UTC-6.25am, UAE-10.25am, NZ-6.25pm	Close
UTC-6.35-6.55am, UAE-10.35-10.55am, NZ-6.35-6.55pm	Judges Consensus Meeting – Private

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Session 9 - International Best Practice Competition

Thursday 13 August 2026

Time	Agenda
UTC-9.00am, UAE-1.00pm, NZ-9.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand
Judges Dr. Ajitabh Ambastha, Director, Incubatee IIT, India Teresa Bagaman, Director, Global Benchmarking Network, Consultant on Strategic Innovation, The Medical City, Philippines Ekaterina Dmitrieva, Associate, a Software-Focused Investment Firm, USA Mai Trinh, Board Member, CFO, Business Strategy & Execution, M&A, Australia & Vietnam	
AI-led transformation (A best practice where artificial intelligence (including machine learning or generative AI) is the primary driver of improving, automating or redesigning one or more processes or services. Examples may include AI-driven decision support, predictive maintenance, fraud detection, recommendation engines, computer-vision inspection, or generative-AI assistants and chatbots).	
UTC-9.05am, UAE-1.05pm, NZ-9.05pm	Data-driven and AI-Embedded Operational Governance for Bus Service Excellence (7) Roads and Transport Authority, UAE Presenter(s): Reghu Anguswamy, Chief Specialist; Mohamed Saleh, Deputy Director and Manager -- Bus OCC; Christy Ann Cherian, Chief Specialist
UTC-9.15am, UAE-1.15pm, NZ-9.15pm	Q&A Team: Reghu Anguswamy, Chief Specialist; Mohamed Saleh, Deputy Director and Manager -- Bus OCC; Christy Ann Cherian, Chief Specialist
UTC-9.25am, UAE-1.25pm, NZ-9.25pm	Dubai AI Real-Time Trusted Information (158) Dubai Digital Authority, UAE Presenter(s): Abdulaziz Altunaiji, Senior Director and Alya Alshehhi, Customer Experience Specialist
UTC-9.35am, UAE-1.35pm, NZ-9.35pm	Q&A Team: Abdulaziz Altunaiji, Senior Director; Alya Alshehhi, Customer Experience Specialist; and Philip Nakhleh, System Developer
UTC-9.45am, UAE-1.45pm, NZ-9.45pm	AJP 800901 AI Platform (96) Ajman Police General Headquarters, UAE Presenter(s): Col. Saeed Ali Saeed Abdullah Al Madhani, Deputy Director of the Operations Department and Lt. Col. Noura Sultan Hamad Ali Al Shamsi, Head of the Media and Public Relations Section
UTC-9.55am, UAE-1.55pm, NZ-9.55pm	Q&A Team: Col. Saeed Ali Saeed Abdullah Al Madhani, Deputy Director of the Operations Department; Lt. Col. Noura Sultan Hamad Ali Al Shamsi, Head of the Media and Public Relations Section; and Capt. Abdulaziz Bin Sultan Al Nuaimi, Head of Criminal Investigation
UTC-10.05am, UAE-2.05pm, NZ-10.05pm	The Enhancement of Testing Process for Chloride Titration by the Integration of Artificial Intelligence Robots (37) Dubai Municipality-Dubai Central Laboratories, UAE Presenter(s): Rama Krishnan Murugaiyan, Senior Engineering Materials Analyst
UTC-10.15am, UAE-2.15pm, NZ-10.15pm	Q&A Team: Adnan Mahmoud Al Marzouqi, Section Manager; Hend Isamil Al Rahma, Principal Products Quality Specialist; and Rama Krishnan Murugaiyan, Senior Engineering Materials Analyst
UTC-10.25am, UAE-2.25pm, NZ-10.25pm	
UTC-10.35am, UAE-2.35pm, NZ-10.35pm	
UTC-10.45am, UAE-2.45pm, NZ-10.45pm	
UTC-10.55am, UAE-2.55pm, NZ-10.55pm	
UTC-11.05am, UAE-3.05pm, NZ-11.05pm	
UTC-11.15am, UAE-3.15pm, NZ-11.15pm	
UTC-11.25am, UAE-3.25pm, NZ-11.25pm	Close
UTC-11.35-11.55am, UAE-3.35-3.55pm, NZ-11.35-11.55pm	Judges Consensus Meeting – Private

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Session 10 - International Best Practice Competition

Tuesday 18 August 2026

Time	Agenda
UTC-4.00am, UAE-8.00am, NZ-4.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand
Judges Dr. Mehran Doulat, Centre of Excellence (CoE), Universiti Teknikal Malaysia (Melaka), Malaysia Dr. Siham El-Kafafi, Director & Business Consultant, Arrows Research Consultancy, New Zealand Paul Grizzell, President of Core Values Partners, Inc, United States Suresh Lulla, Managing Trustee, Qimpro Foundation, India	
Social and community responsibility (engaging with communities, delivering public value, improving inclusion, supporting diversity, and addressing social needs)	
UTC-4.05am, UAE-8.05am, NZ-4.05pm	SDG Champions Network with Structured CSR Tracker (148) Noatum Maritime, AD Ports Group, UAE Presenter(s): <i>Rahaf Al Qahtani, Senior Officer – Project Management and Abdelrahman Nasreldin, Environmental Specialist</i>
UTC-4.15am, UAE-8.15am, NZ-4.15pm	Q&A Team: <i>Rahaf Al Qahtani, Senior Officer – Project Management and Abdelrahman Nasreldin, Environmental Specialist</i>
UTC-4.25am, UAE-8.25am, NZ-4.25pm	Primary Care Future-Proofs Hearing in Gaming Era (44) SEHA Clinics, UAE Presenter(s): <i>Dr Snithin Sasheendran, Audiology Team Lead</i>
UTC-4.35am, UAE-8.35am, NZ-4.35pm	Q&A Team: <i>Fatma Hussain Kamyabi, Allied Health Manager; Dr Snithin Sasheendran, Audiology Team Lead; and Liba Mathew Yohannan, Senior Continuous Quality Improvement Officer</i>
UTC-4.45am, UAE-8.45am, NZ-4.45pm	Data-Driven Complex Care Coordination Program Using PDCA (35) Qatif Central Hospital, Saudi Arabia Presenter(s): <i>Rawan Abu Fadda, Director of Nursing Services</i>
UTC-4.55am, UAE-8.55am, NZ-4.55pm	Q&A Team: <i>Rawan Abu Fadda, Director of Nursing Services; Majed Al Saif, Care Management Head; Abrar Al Khalifan, Complex Care Coordinator</i>
UTC-5.05am, UAE-9.05am, NZ-5.05pm	Sensory Room for People of Determination (Autism Spectrum Disorder) (56) Ajman Police General Headquarters, UAE Presenter(s): <i>Col. Mohamed Abdalla Bu Shehab, Head of Al Nuaimiya Comprehensive Police Station; Capt. Abdulaziz Bin Sultan Al Nuaimi, Head of Criminal Investigation Branch</i>
UTC-5.15am, UAE-9.15am, NZ-5.15pm	Q&A Team: <i>Col. Mohamed Abdalla Bu Shehab, Head of Al Nuaimiya Comprehensive Police Station; Capt. Abdulaziz Bin Sultan Al Nuaimi, Head of Criminal Investigation Branch; WO. Fatima Rashid Bin Zayed Al Ali</i>
UTC-5.25am, UAE-9.25am, NZ-5.25pm	
UTC-5.35am, UAE-9.35am, NZ-5.35pm	
UTC-5.45am, UAE-9.45am, NZ-5.45pm	
UTC-5.55am, UAE-9.55am, NZ-5.55pm	
UTC-6.05am, UAE-10.05am, NZ-6.05pm	
UTC-6.15am, UAE-10.15am, NZ-6.15pm	
UTC-6.25am, UAE-10.25am, NZ-6.25pm	Close
UTC-6.35-6.55am, UAE-10.35-10.55am, NZ-6.35-6.55pm	Judges Consensus Meeting – Private

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Session 11 - International Best Practice Competition

Tuesday 18 August 2026

Time	Agenda
UTC-9.00am, UAE-1.00pm, NZ-9.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand
Judges Carrie Marr, Senior Leader in Strategic Change & Health System Innovation, UK Niso Nigmatullina, Founder, Satou Agency, USA Cynthia Payne, Managing Director, Anchor Excellence, Australia Trish Wilson, Founder/Director, The Network of Us (NOUS), New Zealand	
Governance (governance frameworks, transparency, accountability, ethics, integrity, oversight, and responsible decision-making)	
UTC-9.05am, UAE-1.05pm, NZ-9.05pm	Unified Medical Operations (83) Department of Health Abu Dhabi, UAE Presenter(s): Hanoof Mohammed, Special Pathways Program Specialist
UTC-9.15am, UAE-1.15pm, NZ-9.15pm	Q&A Team: Saud Hamad Ahmed Alshams, Director of Operations, Unified Medical Operations Command ; Suleiman Ibrahim Salem Ayasrah, Director of Operations, Health Emergency Management ; Asma Alnuaimi, Acting Director, preparedness division ; and Hanoof Mohammed, Special Pathways Program Specialist
Management of assets (managing financial assets, physical assets, infrastructure, equipment, facilities, and other organisational assets, including asset inspection, condition monitoring, maintenance, and lifecycle optimisation)	
UTC-9.25am, UAE-1.25pm, NZ-9.25pm	Smart Logistics Support System (66) Ajman Police General Headquarters, UAE Presenter(s): 1st Lt. Saeed Tariq Al Ghafli, Head of the Knowledge Branch ; Mariam Abdullah Ibrahim Al Manaie ; and Reem Faisal Mohammed Al Qaidi
UTC-9.35am, UAE-1.35pm, NZ-9.35pm	Q&A Team: 1st Lt. Saeed Tariq Al Ghafli, Head of the Knowledge Branch ; Mariam Abdullah Ibrahim Al Manaie ; and Reem Faisal Mohammed Al Qaidi
UTC-9.45am, UAE-1.45pm, NZ-9.45pm	Dubai Municipality Investment Strategy (78) Dubai Municipality, United Arab Emirates Presenter(s):
UTC-9.55am, UAE-1.55pm, NZ-9.55pm	Q&A Team
Integrated technology transformation across multiple processes or services (a coordinated initiative that uses digital, industrial or other technologies (excluding AI as the main driver) to significantly improve, automate or redesign several interconnected processes or services, often across a department, facility or organisation. Examples may include integrated automation and analytics across a customer journey, organisation-wide IoT and monitoring solutions, or end-to-end digitisation of core operations).	
UTC-10.05am, UAE-2.05pm, NZ-10.05pm	Digital Transformation of Group HSSE Through Enhanced Interconnected Platforms (117) AD Ports Group, UAE Presenter(s): Mohamed H Al Hosani, VP - Group HSSE & Business Continuity
UTC-10.15am, UAE-2.15pm, NZ-10.15pm	Q&A Team: Mohamed H Al Hosani, VP - Group HSSE & Business Continuity ; Abdul Aziz Zurub, Director – Corporate HSE ; and Alev Saygi, Sr. Manager – HSE Performance Management
UTC-10.25am, UAE-2.25pm, NZ-10.25pm	
UTC-10.35am, UAE-2.35pm, NZ-10.35pm	
UTC-10.45am, UAE-2.45pm, NZ-10.45pm	
UTC-10.55am, UAE-2.55pm, NZ-10.55pm	
UTC-11.05am, UAE-3.05pm, NZ-11.05pm	
UTC-11.15am, UAE-3.15pm, NZ-11.15pm	
UTC-11.25am, UAE-3.25pm, NZ-11.25pm	Close
UTC-11.35-11.55am, UAE-3.35-3.55pm, NZ-11.35-11.55pm	Judges Consensus Meeting – Private

*Registration Forms required for applications highlighted in red



INTERNATIONAL
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Session 12 - International Best Practice Competition

Thursday 20 August 2026

Time	Agenda
UTC-4.00am, UAE-8.00am, NZ-4.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand
Judges Teresa Bagaman, Director, Global Benchmarking Network, Consultant on Strategic Innovation, The Medical City, Philippines Dr. Saad Ghafoor, Operational Excellence Professional, Canada Michael McLean, Managing Director, McLean Management Consultants, Australia Rob Walley, BEA Ambassador, Business Excellence Australia, Australia	
Process improvement projects (examples include Lean, Six Sigma, benchmarking, cycle-time reduction, efficiency improvement, and quality improvement projects)	
UTC-4.05am, UAE-8.05am, NZ-4.05pm	Lifestyle and Residential New Business Quoting Process (15) FMG, New Zealand Presenter(s): Luke Jones, Business Improvement Lead
UTC-4.15am, UAE-8.15am, NZ-4.15pm	Q&A Team: Luke Jones, Business Improvement Lead; Danella Dunning, Head of Operational Excellence
UTC-4.25am, UAE-8.25am, NZ-4.25pm	Multimodal IPC Screening and Dressing Optimization (17) Dammam Medical Complex, Saudi Arabia Presenter(s): Hajer Am Al-Dossary, Infection Prevention and Control Director; Zainab Zainaldeen Zainaldeen, Head of Health care epidemiology surveillance; Nada Al-Hamed Al-Hamed, Co-leader AMS
UTC-4.35am, UAE-8.35am, NZ-4.35pm	Q&A Team: Hajer Am Al-Dossary, Infection Prevention and Control Director; Zainab Zainaldeen Zainaldeen, Head of Health care epidemiology surveillance; Nada Al-Hamed Al-Hamed, Co-leader AMS
UTC-4.45am, UAE-8.45am, NZ-4.45pm	Rapid AMR Screening: Cutting Hospital Stay and Cost (23) Eastern Health Cluster, Saudi Arabia Presenter(s): Reyof Salem Al-Azmi, Manager of Infection Prevention and Control
UTC-4.55am, UAE-8.55am, NZ-4.55pm	Q&A Team: Reyof Salem Al-Azmi, Manager of Infection Prevention and Control; Tarfa Saad Al-Mugeren, Supervisor of Infection Prevention and Control Performance and Improvement
Integrated technology transformation across multiple processes or services (a coordinated initiative that uses digital, industrial or other technologies (excluding AI as the main driver) to significantly improve, automate or redesign several interconnected processes or services, often across a department, facility or organisation. Examples may include integrated automation and analytics across a customer journey, organisation-wide IoT and monitoring solutions, or end-to-end digitisation of core operations).	
UTC-5.05am, UAE-9.05am, NZ-5.05pm	Zajel Electronic System for Inmate Requests (65) Ajman Police General Headquarters, UAE Presenter(s): Col. Mohammed Mubarak Mohammed Al Ghaffli, Head of the Correctional and Rehabilitation Institution Department; Maj. Rashid Abdulnoor Mohammed Al Ajmani, Head of the Men's Prison Branch; 1st Lt. Saeed Tariq Abdullah Al Ghaffli, Head of the Knowledge Branch
UTC-5.15am, UAE-9.15am, NZ-5.15pm	Q&A Team: Col. Mohammed Mubarak Mohammed Al Ghaffli, Head of the Correctional and Rehabilitation Institution Department; Maj. Rashid Abdulnoor Mohammed Al Ajmani, Head of the Men's Prison Branch; 1st Lt. Saeed Tariq Abdullah Al Ghaffli, Head of the Knowledge Branch
UTC-5.25am, UAE-9.25am, NZ-5.25pm	
UTC-5.35am, UAE-9.35am, NZ-5.35pm	
UTC-5.45am, UAE-9.45am, NZ-5.45pm	
UTC-5.55am, UAE-9.55am, NZ-5.55pm	
UTC-6.05am, UAE-10.05am, NZ-6.05pm	
UTC-6.15am, UAE-10.15am, NZ-6.15pm	
UTC-6.25am, UAE-10.25am, NZ-6.25pm	Close
UTC-6.35-6.55am, UAE-10.35-10.55am, NZ-6.35-6.55pm	Judges Consensus Meeting – Private

*Registration Forms required for applications highlighted in red



Session 13 - International Best Practice Competition

Thursday 20 August 2026

Time	Agenda
UTC-9.00am, UAE-1.00pm, NZ-9.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand
Judges Dr. Joseph DeFeo, Chief Quality & Advocacy Officer, ComplianceQuest and Past CEO Juran Institute, United States Ravi Fernando, Thrive35, Founder and Director, Business Excellence Australia, Director, Australia Phil Guerin, Past President IMC New Zealand, Director Hague Consulting Ltd, New Zealand Harnek Singh, Adjunct & External Assessor, Skills and Workforce Development Agency (SWDA) Singapore	
Crisis, emergency, and disaster management (emergency preparedness, crisis response, disaster mitigation, recovery planning, and business continuity)	
UTC-9.05am, UAE-1.05pm, NZ-9.05pm	Mobile Smart Police Station Practice (93) Ajman Police General Headquarters, UAE Presenter(s): Col. Ghaith Khalifa Salem Al Kaabi, Director of Al Madinah Comprehensive Police Station; Capt. Saud Mohammed Rashid Al Nuaimi, Head of the Happiness Section; and 1st Lt. Mohammed Rashid Mohammed Al Khatari, Head of the Security Information Branch
UTC-9.15am, UAE-1.15pm, NZ-9.15pm	Q&A Team: Col. Ghaith Khalifa Salem Al Kaabi, Director of Al Madinah Comprehensive Police Station; Capt. Saud Mohammed Rashid Al Nuaimi, Head of the Happiness Section; and 1st Lt. Mohammed Rashid Mohammed Al Khatari, Head of the Security Information Branch
Innovation systems and approaches (ideas management systems, innovation governance, innovation culture, and approaches for encouraging and managing innovation)	
UTC-9.25am, UAE-1.25pm, NZ-9.25pm	Nuclear Solutions Group (Sprint Project) (1) Sellafeld Ltd, UK Presenter(s): Lorna Devine, NSG Engineering Lead; Matt Dixon, NSG Engineering Lead; Craig Branney, Head of Nuclear Solutions Group
UTC-9.35am, UAE-1.35pm, NZ-9.35pm	Q&A Team: Lorna Devine, NSG Engineering Lead; Matt Dixon, NSG Engineering Lead; Craig Branney, Head of Nuclear Solutions Group; and Darren Telford, Implementation Lead, Resolve Engineered Solutions
Employee engagement and empowerment (teamwork, motivation, empowerment, satisfaction, recognition, and employee involvement)	
UTC-9.45am, UAE-1.45pm, NZ-9.45pm	Empowering Every Employee Voice (167) Department of Municipalities and Transport (DMT), UAE Presenter(s): Waleed Alhammadi, Director Talent Affairs; Arieq Elsiddig, Specialist - Payroll & Benefits; and Aneesha Sharma, HC Systems Consultant
UTC-9.55am, UAE-1.55pm, NZ-9.55pm	Q&A Team: Waleed Alhammadi, Director Talent Affairs; Arieq Elsiddig, Specialist - Payroll & Benefits; and Aneesha Sharma, HC Systems Consultant
Governance (governance frameworks, transparency, accountability, ethics, integrity, oversight, and responsible decision-making)	
UTC-10.05am, UAE-2.05pm, NZ-10.05pm	Integrated Cross-Sector Governance Framework for Sustainable Financial Operations (25) EHC- RCM, Saudi Arabia Presenter(s): Zainab Alyousif, Group Manager, Business Services-Finance
UTC-10.15am, UAE-2.15pm, NZ-10.15pm	Q&A Team: Zainab Alyousif, Group Manager, Business Services-Finance and Mohammed Aljuraifani, VP of Finance
UTC-10.25am, UAE-2.25pm, NZ-10.25pm	
UTC-10.35am, UAE-2.35pm, NZ-10.35pm	
UTC-10.45am, UAE-2.45pm, NZ-10.45pm	
UTC-10.55am, UAE-2.55pm, NZ-10.55pm	
UTC-11.05am, UAE-3.05pm, NZ-11.05pm	
UTC-11.15am, UAE-3.15pm, NZ-11.15pm	
UTC-11.25am, UAE-3.25pm, NZ-11.25pm	Close
UTC-11.35-11.55am, UAE-3.35-3.55pm, NZ-11.35-11.55pm	Judges Consensus Meeting – Private

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Session 14 - International Best Practice Competition

Wednesday 26 August 2026

Time	Agenda
UTC-4.00am, UAE-8.00am, NZ-4.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand
Judges Shouqi Al Yousuf, Business Excellence and Strategy Consultant, UAE Phil Guerin, Past President IMC New Zealand, Director Hague Consulting Ltd, New Zealand Peter Holtmann, Founder, Managing Director, Holtmann Professional Services, Australia Dr. Phanasan Kohsuwan, Technical Sub-Committee and Lead Assessor for Thailand Quality Award (TQA), Thailand	
Risk management and resilience (identifying, assessing, preventing, and minimising strategic, operational, public health, environmental, community, and other risks)	
UTC-4.05am, UAE-8.05am, NZ-4.05pm	Abu Dhabi Safety Transformation through Reporting, Intelligence, Data, and Empowerment (81) Department of Health Abu Dhabi, UAE Presenter(s): Fatima Alhajer, Division Director - Patient Safety, Advocacy, and Risk Management; Dr. Bakr Saadoon, Projects Manager Patient Safety Advocacy and Risk Management; and Luena Palacios, Senior Specialist Quality Improvement Impact Assessment
UTC-4.15am, UAE-8.15am, NZ-4.15pm	Q&A Team: Fatima Alhajer, Division Director - Patient Safety, Advocacy, and Risk Management; Dr. Bakr Saadoon, Projects Manager Patient Safety Advocacy and Risk Management; and Luena Palacios, Senior Specialist Quality Improvement Impact Assessment
UTC-4.25am, UAE-8.25am, NZ-4.25pm	Data-Driven Clinical Enhancement Workshop for Nurses (112) Shaikh Tahnoon Bin Mohammed Medical City, UAE Presenter(s): Najla Mohammed, Education Unit Nurse Manager and Nidal Al Namrawi, Clinical Resource Nurse
UTC-4.35am, UAE-8.35am, NZ-4.35pm	Q&A Team: Najla Mohammed, Education Unit Nurse Manager and Nidal Al Namrawi, Clinical Resource Nurse
Crisis, emergency, and disaster management (emergency preparedness, crisis response, disaster mitigation, recovery planning, and business continuity)	
UTC-4.45am, UAE-8.45am, NZ-4.45pm	Lead the Risk, Sustain Supply Chain (120) AD Ports Group, UAE Presenter(s): Mohamed Al Hosani, VP - Corporate HSSE & Business Continuity
UTC-4.55am, UAE-8.55am, NZ-4.55pm	Q&A Team: Mohamed Al Hosani, VP - Corporate HSSE & Business Continuity; Sarah Aichour, Business Continuity Manager; and Samer Abu Amarah, Senior Specialist - Policies & Procedures
UTC-5.05am, UAE-9.05am, NZ-5.05pm	Makhzan Al Khair: Building the World's Largest Strategic Underground Drinking Water Reserve (136) Environment Agency – Abu Dhabi, UAE Presenter(s): Abdulla Alhammadi, Specialist
UTC-5.15am, UAE-9.15am, NZ-5.15pm	Q&A Team:
Cybersecurity and information security (managing cyber risks, protecting information, preventing security incidents, and strengthening digital resilience)	
UTC-5.25am, UAE-9.25am, NZ-5.25pm	AI SHIELD (87) Dubai Culture & Arts Authority, UAE Presenter(s): Abdullah Foudeh, Infrastructure and Technical Support Manager
UTC-5.35am, UAE-9.35am, NZ-5.35pm	Q&A Team: Mohamed Yousif Alhammadi, IT Director; Abdullah Foudeh, Infrastructure and Technical Support Manager; and Ahoud Alsaadi, Smart Services Development Section
UTC-5.45am, UAE-9.45am, NZ-5.45pm	
UTC-5.55am, UAE-9.55am, NZ-5.55pm	
UTC-6.05am, UAE-10.05am, NZ-6.05pm	
UTC-6.15am, UAE-10.15am, NZ-6.15pm	
UTC-6.25am, UAE-10.25am, NZ-6.25pm	Close
UTC-6.35-6.55am, UAE-10.35-10.55am, NZ-6.35-6.55pm	Judges Consensus Meeting – Private

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INTERNATIONAL
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Session 15 - International Best Practice Competition

Wednesday 26 August 2026

Time	Agenda
UTC-9.00am, UAE-1.00pm, NZ-9.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand
Judges Ravi Fernando, Thrive35, Founder and Director, Business Excellence Australia, Director, Australia Dr. Phanasan Kohsuwan, Technical Sub-Committee and Lead Assessor for Thailand Quality Award (TQA), Thailand Dale Weeks, Global Leadership and Benchmarking Associates, USA Dr. Saad Ghafoor, Operational Excellence Professional, Canada	
Process improvement projects (examples include Lean, Six Sigma, benchmarking, cycle-time reduction, efficiency improvement, and quality improvement projects)	
UTC-9.05am, UAE-1.05pm, NZ-9.05pm	Unified Microbiology Services: Faster, Safer, Cost-Efficient Care (30) King Fahad Specialized Hospital, Saudi Arabia Presenter(s): Baha Abdalhamid, Consultant, Medical and Molecular Microbiologist
UTC-9.15am, UAE-1.15pm, NZ-9.15pm	Q&A Team: Baha Abdalhamid, Consultant, Medical and Molecular Microbiologist ; Nowayer Alkhaldi, Microbiology Supervisor ; Qamra Al-Qahtani, Molecular Pathology Supervisor
UTC-9.25am, UAE-1.25pm, NZ-9.25pm	Demand-Driven Surgical Scheduling to Improve OR Utilisation (68) Dhahran Eye Specialist Hospital, Saudi Arabia Presenter(s): Dalia Nabil Abbas, Project Leader - Head of Anaesthesia Department -- Anaesthesia Consultant
UTC-9.35am, UAE-1.35pm, NZ-9.35pm	Q&A Team: Dalia Nabil Abbas, Project Leader - Head of Anaesthesia Department -- Anaesthesia Consultant ; Nora AlMulhim, Quality & Performance Manager ; and Dhoha AlHamad, Member – Medical and Clinical Affairs Director
UTC-9.45am, UAE-1.45pm, NZ-9.45pm	Establishing a Multidisciplinary Team to Improve Outpatient Care for Sickle Cell Disease Patients (34) Prince Mohammed bin Fahad General Hospital, Saudi Arabia Presenter(s): Dr. Mohamed Al-Zayer, Head of Haematology ; Dr. Mazen Al-Zaier, Medical Director ; and Dr. Zaid Al-Mustaffa, Assistant Medical Director
UTC-9.55am, UAE-1.55pm, NZ-9.55pm	Q&A Team: Dr. Mohamed Al-Zayer, Head of Haematology ; Dr. Mazen Al-Zaier, Medical Director ; and Dr. Zaid Al-Mustaffa, Assistant Medical Director
Improvement initiatives (major initiatives involving operational excellence, change management, knowledge management, or continuous improvement across multiple areas)	
UTC-10.05am, UAE-2.05pm, NZ-10.05pm	Process COE Best Practice (161) Westpac New Zealand Limited, New Zealand Presenter(s): Brendan Shea, Head of Process and Robert Brown, Craft Specialist
UTC-10.15am, UAE-2.15pm, NZ-10.15pm	Q&A Team: Brendan Shea, Head of Process and Robert Brown, Craft Specialist
Technology transformation of a specific process or service (use of digital, industrial or other technologies (excluding AI as the main driver) to significantly improve, automate or redesign one clearly defined process or service. Examples may include big data analytics, robotics, blockchain, GIS, augmented reality, IoT, RPA, industrial automation systems, advanced machinery or manufacturing technologies)	
UTC-10.25am, UAE-2.25pm, NZ-10.25pm	Dubai Police Lost and Found Service (116) Dubai Police, UAE Presenter(s): Reem Alhosani, Head of Communication and Complaint Follow-up
UTC-10.35am, UAE-2.35pm, NZ-10.35pm	Q&A Team: Reem Alhosani, Head of Communication and Complaint Follow-up
UTC-10.45am, UAE-2.45pm, NZ-10.45pm	
UTC-10.55am, UAE-2.55pm, NZ-10.55pm	
UTC-11.05am, UAE-3.05pm, NZ-11.05pm	
UTC-11.15am, UAE-3.15pm, NZ-11.15pm	
UTC-11.25am, UAE-3.25pm, NZ-11.25pm	Close
UTC-11.35-11.55am, UAE-3.35-3.55pm, NZ-11.35-11.55pm	Judges Consensus Meeting – Private

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Session 16 - International Best Practice Competition

Thursday 27 August 2026

Time	Agenda
UTC-4.00am, UAE-8.00am, NZ-4.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand
Judges Suresh Lulla, Managing Trustee, Qimpro Foundation, India Cynthia Payne, Managing Director, Anchor Excellence, Australia Dr. Almas Tazein, Senior Researcher and Consultant, Centre for Organisational Excellence Research (COER), New Zealand Dr. Azizah Yusof, Centre for Educational Sustainability Development and Strategies, INTI International University, Malaysia	
Employee health, safety, and wellbeing (workplace health and safety, employee wellbeing, and the prevention of occupational risks)	
UTC-4.05am, UAE-8.05am, NZ-4.05pm	AI Videos for HSE Communication (150) Noatum Maritime, AD Ports Group, UAE Presenter(s): Odai Al Karadsheh, Performance Monitoring Specialist Q&A Team: Odai Al Karadsheh, Performance Monitoring Specialist
UTC-4.15am, UAE-8.15am, NZ-4.15pm	
UTC-4.25am, UAE-8.25am, NZ-4.25pm	Integrated Workforce Health & Welfare System (153) Noatum Maritime, AD Ports Group, UAE Presenter(s): Joud Masri, HSSEQ Specialist – GRC; Wael Arafa, HSSEQ & GRC Manager; and Capt. Abdullah Al Hammadi, Commercial Director Q&A Team: Joud Masri, HSSEQ Specialist – GRC; Wael Arafa, HSSEQ & GRC Manager; and Capt. Abdullah Al Hammadi, Commercial Director
UTC-4.35am, UAE-8.35am, NZ-4.35pm	
Workforce management and employee services (workforce planning, recruitment, talent acquisition, succession planning, retention, HR information systems, attendance management, leave services, employee certificates, and other internal workforce and employee services)	
UTC-4.45am, UAE-8.45am, NZ-4.45pm	Predictive Workforce Intelligence (141) Environment Agency – Abu Dhabi, UAE Presenter(s): Ghazi Khalid, Section Head - Organisational Development Q&A Team: Ghazi Khalid, Section Head - Organisational Development; Majid AlSaadi, Humna Resources Consultants; and Asma AlHosani, Section Head – Talent Management
UTC-4.55am, UAE-8.55am, NZ-4.55pm	
UTC-5.05am, UAE-9.05am, NZ-5.05pm	Mawared Ajman” Smart App (89) Department of Human Resources – Ajman Government (DHR), UAE Presenter(s): Maitha Alremeithi, Data Analyst Q&A Team: Maitha Alremeithi, Data Analyst; Mohammad Irshed, HR Systems Consultant; and Fatima Alshaali, Technical Systems Specialist
UTC-5.15am, UAE-9.15am, NZ-5.15pm	
UTC-5.25am, UAE-9.25am, NZ-5.25pm	Allied Health Productivity Framework (20) EHC - Allied Health, Saudi Arabia Presenter(s): Noura Alsaleh, Group Manager Planning and Productivity, EHC; Abdullatif Alsalem, Eastern Health Cluster (EHC); Noora Alkuwaiz Q&A Team: Noura Alsaleh, Group Manager Planning and Productivity, EHC; Abdullatif Alsalem, Eastern Health Cluster (EHC); Noora Alkuwaiz
UTC-5.35am, UAE-9.35am, NZ-5.35pm	Q&A Team:
UTC-5.45am, UAE-9.45am, NZ-5.45pm	Unified Government Workforce Management (160) Dubai Digital Authority, UAE Presenter(s): Ahmed Farag Khir, ERP Architect Q&A Team: Ahmed Farag Khir, ERP Architect; Hend Saif ALRowahi, Manager of Human Resources and Payroll Systems; and Huda AlHashimi, Senior Director
UTC-5.55am, UAE-9.55am, NZ-5.55pm	
UTC-6.05am, UAE-10.05am, NZ-6.05pm	
UTC-6.15am, UAE-10.15am, NZ-6.15pm	
UTC-6.25am, UAE-10.25am, NZ-6.25pm	Close
UTC-6.35-6.55am, UAE-10.35-10.55am, NZ-6.35-6.55pm	Judges Consensus Meeting – Private

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**INTERNATIONAL
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Session 17 - International Best Practice Competition

Thursday 27 August 2026

Time	Agenda
UTC-9.00am, UAE-1.00pm, NZ-9.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand
Judges Romy Baker, CEO, Business Excellence Australia, Australia Mai Trinh, Board Member, CFO, Business Strategy & Execution, M&A, Australia & Vietnam Rob Walley, BEA Ambassador, Business Excellence Australia, Australia Nancy Nouaimeh, Leadership and Organizational Excellence Consultant, Xcellium Consulting, UAE	
Customer and market focus (understanding customer needs, improving customer experience, building loyalty, handling complaints, and exceeding expectations)	
UTC-9.05am, UAE-1.05pm, NZ-9.05pm	Smart Path Practice for Vehicle Inspection (62) Ajman Police General Headquarters, UAE Presenter(s): Maj. Ali Mohammed Rashid Al Nuaimi, Head of the Vehicle Licensing Department; Capt. Abdullah Mohammed Hilal Al Shamsi, Head of the Heavy Vehicle Technical Inspection Branch; Lt. Abdulrahman Bin Sultan Al Nuaimi, Head of the Programs and Systems Branch
UTC-9.15am, UAE-1.15pm, NZ-9.15pm	Q&A Team: Maj. Ali Mohammed Rashid Al Nuaimi, Head of the Vehicle Licensing Department; Capt. Abdullah Mohammed Hilal Al Shamsi, Head of the Heavy Vehicle Technical Inspection Branch; Lt. Abdulrahman Bin Sultan Al Nuaimi, Head of the Programs and Systems Branch
UTC-9.25am, UAE-1.25pm, NZ-9.25pm	Embalming Service Project (3) Sharjah Police Headquarters, UAE Presenter(s): Col. Dr Sameh Khamis Alhalyan ; Capt. Saqer Sultan Alyahyae; Mariam Eisa Alhazami
UTC-9.35am, UAE-1.35pm, NZ-9.35pm	Q&A Team: Col. Dr Sameh Khamis Alhalyan ; Capt. Saqer Sultan Alyahyae; Mariam Eisa Alhazami
UTC-9.45am, UAE-1.45pm, NZ-9.45pm	Wiyakum Package Project (48) Ras Al Khaimah Police HQ, UAE Presenter(s): Dr. Hamad Alshehhi, Head of Happiness Section; Ahmed Abuqoota, Officer 1st Lt.; Ibrahim Harara, Senior Consultant
UTC-9.55am, UAE-1.55pm, NZ-9.55pm	Q&A Team: Dr. Hamad Alshehhi, Head of Happiness Section; Ahmed Abuqoota, Officer 1st Lt.; Ibrahim Harara, Senior Consultant
UTC-10.05am, UAE-2.05pm, NZ-10.05pm	An Innovative Digital Self-Service Channel Supported by Virtual Assistance Services (95) Ajman Police General Headquarters, UAE Presenter(s): Col. Ghaith Khalifa Salem Al Kaabi, Head of Al Madinah Comprehensive Police Station; Col. Mohammed Abdullah Bu Shehab Al Suwaidi, Head of Al Nuaimiya Comprehensive Police Station; and Lt. Col. Dr. Mohammed Ahmed Hzeem Al Suwaidi, Deputy Director of the Strategy and Performance Development Department
UTC-10.15am, UAE-2.15pm, NZ-10.15pm	Q&A Team: Col. Ghaith Khalifa Salem Al Kaabi, Head of Al Madinah Comprehensive Police Station; Col. Mohammed Abdullah Bu Shehab Al Suwaidi, Head of Al Nuaimiya Comprehensive Police Station; and Lt. Col. Dr. Mohammed Ahmed Hzeem Al Suwaidi, Deputy Director of the Strategy and Performance Development Department
UTC-10.25am, UAE-2.25pm, NZ-10.25pm	Borderless Travel Ecosystem (143) General Directorate for Identity and Foreigners Affairs Dubai, UAE Presenter(s): Eng. Eissa Alkamali, Head of Section
UTC-10.35am, UAE-2.35pm, NZ-10.35pm	Q&A Team: Eng. Eissa Alkamali, Head of Section; Hashim Alhashimi, Head of Department; and Dr. Salem Albedwawi, Head of Section
UTC-10.45am, UAE-2.45pm, NZ-10.45pm	Driving Environmental Excellence Through Sustainability Recognition (133) Environment Agency – Abu Dhabi, UAE Presenter(s): Dr. Entesar Ali Al Menhali, Expert-Organization Excellence and Innovation; Osama Bassam Abu Saleem, Advisor – Secretary General Office; and Aysha Matar Al Ketbi, Office Director – Strategic Planning
UTC-10.55am, UAE-2.55pm, NZ-10.55pm	Q&A Team: Dr. Entesar Ali Al Menhali, Expert-Organization Excellence and Innovation; Osama Bassam Abu Saleem, Advisor – Secretary General Office; and Aysha Matar Al Ketbi, Office Director – Strategic Planning
UTC-11.05am, UAE-3.05pm, NZ-11.05pm	
UTC-11.15am, UAE-3.15pm, NZ-11.15pm	
UTC-11.25am, UAE-3.25pm, NZ-11.25pm	Close
UTC-11.35-11.55am, UAE-3.35-3.55pm, NZ-11.35-11.55pm	Judges Consensus Meeting – Private

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Session 18 - International Best Practice Competition

Tuesday 1 September 2026

Time	Agenda
UTC-4.00am, UAE-8.00am, NZ-4.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand
Judges Jeremy Cox, Managing Director, Klick, New Zealand Dr. Siham El-Kafafi, Director & Business Consultant, Arrows Research Consultancy, New Zealand Mai Haddad, Management Consultant, UAE/Jordan Cynthia Payne, Managing Director, Anchor Excellence, Australia	
Social and community responsibility (engaging with communities, delivering public value, improving inclusion, supporting diversity, and addressing social needs)	
UTC-4.05am, UAE-8.05am, NZ-4.05pm	Beyond the Terminal Gates — KGTL's Journey to Measurable Social Impact (156) Karachi Gateway Terminal (Private) Limited, Noatum Ports, AD Ports Group, Pakistan Presenter(s): Marilyn Carmel D'Souza, Lead Corporate Communication and Executive Affairs
UTC-4.15am, UAE-8.15am, NZ-4.15pm	Q&A Team: Marilyn Carmel D'Souza, Lead Corporate Communication and Executive Affairs; Mahmoud Rabah, Senior Manager - Environment; and Arif Raza, Head of Human Capital
UTC-4.25am, UAE-8.25am, NZ-4.25pm	Inclusive Beach Accessibility Model (Corniche Beach) (69) Abu Dhabi City Municipality, UAE Presenter(s): Abdulmajeed Alharthi, Contract Manager
UTC-4.35am, UAE-8.35am, NZ-4.35pm	Q&A Team: Abdulmajeed Alharthi, Contract Manager; Abdulla Bamzahem, Senior Supervisor; and Yasin Alkhabbaz, Operations & Facilities Manager
UTC-4.45am, UAE-8.45am, NZ-4.45pm	The "Guest Rest Stop" Practice for Emergency Family Cases (97) Ajman Police General Headquarters, UAE Presenter(s): Lt Col. Mohammed Kalfan Rashid Al Shaali, Director of Al Jurf Comprehensive Police Station; 1st Lt. Majid Juma Khalfan Al Shamsi, Head of the Security Information Branch; and Ghazi Yaseen Al Subaihi, Executive Director of Quality and Institutional Excellence
UTC-4.55am, UAE-8.55am, NZ-4.55pm	Q&A Team: Lt Col. Mohammed Kalfan Rashid Al Shaali, Director of Al Jurf Comprehensive Police Station; 1st Lt. Majid Juma Khalfan Al Shamsi, Head of the Security Information Branch; and Ghazi Yaseen Al Subaihi, Executive Director of Quality and Institutional Excellence
UTC-5.05am, UAE-9.05am, NZ-5.05pm	Esnad Qawafil: Data-Driven Precision Surgical and Clinical Units (88) Madinah Health Cluster, Saudi Arabia Presenter(s): Ayman Kharaba, Executive Director of Clinical Services; Ahamd Khawajah, Director of Planning and Development; and Suhayb Tarabzouni, Director of Financial Transformation
UTC-5.15am, UAE-9.15am, NZ-5.15pm	Q&A Team: Ayman Kharaba, Executive Director of Clinical Services; Ahamd Khawajah, Director of Planning and Development; and Suhayb Tarabzouni, Director of Financial Transformation
UTC-5.25am, UAE-9.25am, NZ-5.25pm	Naha – An Integrated Platform for Stakeholder Engagement (122) Environment Agency – Abu Dhabi, UAE Presenter(s): Ahmed Baharoon, Executive Director
UTC-5.35am, UAE-9.35am, NZ-5.35pm	Q&A Team:
UTC-5.45am, UAE-9.45am, NZ-5.45pm	Seeds of Awareness: Engaging Society in Conservation (127) Environment Agency – Abu Dhabi, UAE Presenter(s): Maher Kabshaw, Section Head Seed Collection & Preservation
UTC-5.55am, UAE-9.55am, NZ-5.55pm	Q&A Team: Maher Kabshaw, Section Head Seed Collection & Preservation
UTC-6.05am, UAE-10.05am, NZ-6.05pm	
UTC-6.15am, UAE-10.15am, NZ-6.15pm	
UTC-6.25am, UAE-10.25am, NZ-6.25pm	Close
UTC-6.35-6.55am, UAE-10.35-10.55am, NZ-6.35-6.55pm	Judges Consensus Meeting – Private

*Registration Forms required for applications highlighted in red



Session 19 - International Best Practice Competition

Tuesday 1 September 2026

Time	Agenda
UTC-9.00am, UAE-1.00pm, NZ-9.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand
Judges Jeremy Cox, Managing Director, Klick, New Zealand Stephanie Naidoo, Chair, Business Excellence Australia & CEO, Blue Crane Consulting Group, Australia Dr. Azizah Yusof, Centre for Educational Sustainability Development and Strategies, INTI International University, Malaysia	
Workforce management and employee services (workforce planning, recruitment, talent acquisition, succession planning, retention, HR information systems, attendance management, leave services, employee certificates, and other internal workforce and employee services)	
UTC-9.05am, UAE-1.05pm, NZ-9.05pm	Driving Healthcare Excellence Through Strategic Staff Utilization and Mobility (22) EHC- Human Resources, Saudi Arabia Presenter(s): Sara Al Afandi, Vice President, Human Resource Q&A Team: Sara Al Afandi, Vice President, Human Resource
UTC-9.15am, UAE-1.15pm, NZ-9.15pm	
UTC-9.25am, UAE-1.25pm, NZ-9.25pm	Remote Work System (90) Department of Human Resources – Ajman Government (DHR), UAE Presenter(s): Sultan AlNuaimi, Acting HR Policies Section Manager Q&A Team: Anood AlNuaimi, Director of Policies & Governance ; Sultan AlNuaimi, Acting HR Policies Section Manager ; and Afraa Alblooshi, Policy & Governance Executive
UTC-9.35am, UAE-1.35pm, NZ-9.35pm	
UTC-9.45am, UAE-1.45pm, NZ-9.45pm	Future Environmental Leaders Programme (142) Environment Agency – Abu Dhabi, UAE Presenter(s): Ghazi Khalid, Section Head - Organisational Development Q&A Team: Ghazi Khalid, Section Head - Organisational Development ; Majid AlSaadi, Humna Resources Consultants ; and Asma AlHosani, Section Head – Talent Management
UTC-9.55am, UAE-1.55pm, NZ-9.55pm	
UTC-10.05am, UAE-2.05pm, NZ-10.05pm	Model for Professional Talent Management (Suhail) (57) Ajman Police General Headquarters, UAE Presenter(s): Col. Abdalla Ali Alwan Al Nuaimi, Deputy Director of Human Resources Department ; Maj. Humaid Ahmed Al Shamsi, Head of Officers Affairs Branch Q&A Team: Col. Abdalla Ali Alwan Al Nuaimi, Deputy Director of Human Resources Department ; Maj. Humaid Ahmed Al Shamsi, Head of Officers Affairs Branch ; Fatima Abdalla Humaid Al Hammadi, Head of Human Resources Planning Branch
UTC-10.15am, UAE-2.15pm, NZ-10.15pm	
UTC-10.25am, UAE-2.25pm, NZ-10.25pm	Healthcare Opportunity Platform (104) Dubai Health Authority, UAE Presenter(s): Amer Alameri, Clinical Quality Specialist ; Dana Ellaktah, Senior Administrative Officer ; and Alaa Albqaeen, Senior Specialist Q&A Team: Amer Alameri, Clinical Quality Specialist ; Dana Ellaktah, Senior Administrative Officer ; and Alaa Albqaeen, Senior Specialist
UTC-10.35am, UAE-2.35pm, NZ-10.35pm	
Governance (governance frameworks, transparency, accountability, ethics, integrity, oversight, and responsible decision-making)	
UTC-10.45am, UAE-2.45pm, NZ-10.45pm	From Overfishing to Full Sustainability: Abu Dhabi's Blue Ecosystem Fisheries Model (123) Environment Agency – Abu Dhabi, UAE Presenter(s): Dario Pinello, Unit Head – Fisheries Assessment and Research
UTC-10.55am, UAE-2.55pm, NZ-10.55pm	
UTC-11.05am, UAE-3.05pm, NZ-11.05pm	
UTC-11.15am, UAE-3.15pm, NZ-11.15pm	
UTC-11.25am, UAE-3.25pm, NZ-11.25pm	Close
UTC-11.35-11.55am, UAE-3.35-3.55pm, NZ-11.35-11.55pm	Judges Consensus Meeting – Private

*Registration Forms required for applications highlighted in red



Session 20 - International Best Practice Competition

Thursday 3 September 2026

Time	Agenda
UTC-4.00am, UAE-8.00am, NZ-4.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand
Judges Shouqi Al Yousuf, Business Excellence and Strategy Consultant, UAE Jeremy Cox, Managing Director, Klickx, New Zealand Dr. Mahmoud Farghali, Organizational Excellence, Quality, and Change Management Advisor and Trainer, Saudi Arabia Peter Holtmann, Founder, Managing Director, Holtmann Professional Services, Australia	
Risk management and resilience (identifying, assessing, preventing, and minimising strategic, operational, public health, environmental, community, and other risks)	
UTC-4.05am, UAE-8.05am, NZ-4.05pm	From Variation to Standardization: Endoscopy Sedation Safety (43) SEHA Clinics, UAE Presenter(s): Ayan M. Ali , Continuous Quality Improvement officer and Bernard Mangaser Isidro , Risk Management Officer
UTC-4.15am, UAE-8.15am, NZ-4.15pm	Q&A Team: Ayan M. Ali , Continuous Quality Improvement officer and Bernard Mangaser Isidro , Risk Management Officer
UTC-4.25am, UAE-8.25am, NZ-4.25pm	360° Safety, From Detection to Protection: Integrating OVR Reporting, Trigger Tool, and Good Catch to Transform Patient Safety (26) EHC- Risk Management & Patient safety, Saudi Arabia Presenter(s): Kawthar ,
UTC-4.35am, UAE-8.35am, NZ-4.35pm	Q&A Team:
UTC-4.45am, UAE-8.45am, NZ-4.45pm	Double Banking/ Casting Off Without Tugboat (147) Noatum Maritime, AD Ports Group, UAE Presenter(s): Adnan Al Ahmadi , Director - Safeen Transshipment and Amado Bustamante , Specialist - Operation Transshipment
UTC-4.55am, UAE-8.55am, NZ-4.55pm	Q&A Team: Adnan Al Ahmadi , Director - Safeen Transshipment and Amado Bustamante , Specialist - Operation Transshipment
UTC-5.05am, UAE-9.05am, NZ-5.05pm	Digitalizing Risk Governance: An Integrated Approach to Risk Visibility and Control across Healthcare facilities (41) SEHA Clinics, UAE Presenter(s): Basheer Ahamed Yousuff , Occupational Safety and Health Officer; Liba Mathew , Senior Continuous Quality Improvement Officer; and Bernard Isidro , Risk Management Officer
UTC-5.15am, UAE-9.15am, NZ-5.15pm	Q&A Team: Basheer Ahamed Yousuff , Occupational Safety and Health Officer; Liba Mathew , Senior Continuous Quality Improvement Officer; and Bernard Isidro , Risk Management Officer
UTC-5.25am, UAE-9.25am, NZ-5.25pm	Integrated Fall-Prevention Model: Achieving Zero Falls for 24 Consecutive Months at Nairiyah General Hospital (33) Nuairiyah General Hospital, Saudi Arabia Presenter(s): Mohanad Helmy , Head of TQM -- Western Division, Rural Health Network / NGH
UTC-5.35am, UAE-9.35am, NZ-5.35pm	Q&A Team: Mohanad Helmy , Head of TQM -- Western Division, Rural Health Network / NGH; Aml Sabra , Nursing Education Dept.; Basma Almutairy , Nursing Quality
UTC-5.45am, UAE-9.45am, NZ-5.45pm	Monitoring and Compliance/ Drugs Medical Products Traditional, Complementary, and Alternative Medicine Monitoring and Pharmacovigilance (82) Department of Health Abu Dhabi, UAE Presenter(s): Lateefa Almarzooqi , Section Head Drugs Medical Products Traditional, Complementary, and Alternative Medicine Monitoring and Pharmacovigilance; Mozah Alseredi , Specialist Pharmacovigilance; and Nahed Alraeesi , Senior Analyst Pharmacovigilance
UTC-5.55am, UAE-9.55am, NZ-5.55pm	Q&A Team: Lateefa Almarzooqi , Section Head Drugs Medical Products Traditional, Complementary, and Alternative Medicine Monitoring and Pharmacovigilance; Mozah Alseredi , Specialist Pharmacovigilance; and Nahed Alraeesi , Senior Analyst Pharmacovigilance
UTC-6.05am, UAE-10.05am, NZ-6.05pm	
UTC-6.15am, UAE-10.15am, NZ-6.15pm	
UTC-6.25am, UAE-10.25am, NZ-6.25pm	Close
UTC-6.35-6.55am, UAE-10.35-10.55am, NZ-6.35-6.55pm	Judges Consensus Meeting – Private

*Registration Forms required for applications highlighted in red



Session 21 - International Best Practice Competition

Thursday 3 September 2026

Time	Agenda
UTC-12.00pm, UAE-4.00pm, NZ-12.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand
Judges Paul Grizzell, President of Core Values Partners, Inc, United States Dr. Sunil Gupta, Founder and Chief Creatologist IDEAS, Oman Brian S. Lassiter, President & CEO, Alliance for Performance Excellence, USA Stephanie Naidoo, Chair, Business Excellence Australia & CEO, Blue Crane Consulting Group, Australia	
Improvement initiatives (major initiatives involving operational excellence, change management, knowledge management, or continuous improvement across multiple areas)	
UTC-12.05pm, UAE-4.05pm, NZ-12.05am	Excellence Maturity System for Organisational Performance (157) AD Ports Group, UAE Presenter(s): Rashad Hafez, Manager Q&A Team: Souraj Salah, Director - Process Improvement ; Hamzah Al Tamony, Senior Manager and Rashad Hafez, Manager
UTC-12.15pm, UAE-4.15pm, NZ-12.15am	Enhanced Team-Based Care with Integrated Screening Program (29) Khobar Health Network, Saudi Arabia Presenter(s): Hanan AlObaid, Family Medicine Consultant, TBC Lead Q&A Team: Hanan AlObaid, Family Medicine Consultant, TBC Lead ; Fatimah AlNemer, Family Medicine Consultant ; Faisal AlQahtani, Family Medicine Consultant
UTC-12.25pm, UAE-4.25pm, NZ-12.25am	Municipal Lean Six Sigma Capability System (162) City of Midland, Texas Presenter(s): Steven Sierra Alcabes, Process Engineer Officer Q&A Team: Gorgees Eskander, CIO & ITSD Director ; Mihir Patel, Deputy CIO & Assistant Director ITSD ; and Steven Sierra Alcabes, Process Engineer Officer
UTC-12.35pm, UAE-4.35pm, NZ-12.35am	
UTC-12.45pm, UAE-4.45pm, NZ-12.45am	
UTC-12.55pm, UAE-4.55pm, NZ-12.55am	
Employee engagement and empowerment (teamwork, motivation, empowerment, satisfaction, recognition, and employee involvement)	
UTC-1.05pm, UAE-5.05pm, NZ-1.05am	Al Baraza: Human-Centered HR Engagement (140) Environment Agency – Abu Dhabi, UAE Presenter(s): Ghazi Khalid, Section Head - Organisational Development Q&A Team: Ghazi Khalid, Section Head - Organisational Development ; Majid AlSaadi, Humna Resources Consultants ; and Asma AlHosani, Section Head – Talent Management
UTC-1.15pm, UAE-5.15pm, NZ-1.15am	Q&A Team:
UTC-1.25pm, UAE-5.25pm, NZ-1.25am	Creating a Thriving Workforce (55) Methodist Healthcare Ministries of South Texas, United States Presenter(s): Bridget Lamme, Vice President Human Resources Q&A Team: Oanh Maroney-Omitade, Chief Administrative Officer and Bridget Lamme, Vice President Human Resources
UTC-1.35pm, UAE-5.35pm, NZ-1.35am	
Innovation projects (developing innovative products, services, processes, business models, or ways of working)	
UTC-1.45pm, UAE-5.45pm, NZ-1.45am	Live, Feel, Learn and Project Harmony (14) Instituto Musical Diego Echavarria, Colombia Presenter(s): Natalia Montes, Principal Q&A Team: Natalia Montes, Principal
UTC-1.55pm, UAE-5.55pm, NZ-1.55am	
UTC-2.05pm, UAE-6.05pm, NZ-2.05am	
UTC-2.15pm, UAE-6.15pm, NZ-2.15am	
UTC-2.25pm, UAE-6.25pm, NZ-2.25am	Close
UTC-2.35-2.55pm, UAE-6.35-6.55pm, NZ-2.35-2.55am	Judges Consensus Meeting – Private

*Registration Forms required for applications highlighted in red



**INTERNATIONAL
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Session 22 - International Best Practice Competition

Friday 4 September 2026

Time	Agenda
UTC-4.00am, UAE-8.00am, NZ-4.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand
Judges	
Reserve session (for late applications and/or presentations that need to be rescheduled)	
UTC-4.05am, UAE-8.05am, NZ, 4.05pm	
UTC-4.15am, UAE-8.15am, NZ-4.15pm	
UTC-4.25am, UAE-8.25am, NZ-4.25pm	
UTC-4.35am, UAE-8.35am, NZ-4.35pm	
UTC-4.45am, UAE-8.45am, NZ-4.45pm	
UTC-4.55am, UAE-8.55am, NZ-4.55pm	
UTC-5.05am, UAE-9.05am, NZ-5.05pm	
UTC-5.15am, UAE-9.15am, NZ-5.15pm	
UTC-5.25am, UAE-9.25am, NZ-5.25pm	
UTC-5.35am, UAE-9.35am, NZ-5.35pm	
UTC-5.45am, UAE-9.45am, NZ-5.45pm	
UTC-5.55am, UAE-9.55am, NZ-5.55pm	
UTC-6.05am, UAE-10.05am, NZ-6.05pm	
UTC-6.15am, UAE-10.15am, NZ-6.15pm	
UTC-6.25am, UAE-10.25am, NZ-6.25pm	Close
UTC-6.35-6.55am, UAE-10.35-10.55am, NZ-6.35-6.55pm	Judges Consensus Meeting – Private

*Registration Forms required for applications highlighted in red



Session 23 - International Best Practice Competition

Tuesday 08 September 2026

Time	Agenda
UTC-4.00am, UAE-8.00am, NZ-4.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand
Judges Dr. Siham El-Kafafi, Director & Business Consultant, Arrows Research Consultancy, New Zealand Carew Hatherley, Managing Director, IQM Group NZ, New Zealand Dr. Prashant Kumar, Partner, Strategy & Advisory, Empact Consulting, UAE Dale Weeks, Global Leadership and Benchmarking Associates, USA	
Customer and market focus (understanding customer needs, improving customer experience, building loyalty, handling complaints, and exceeding expectations)	
UTC-4.05am, UAE-8.05am, NZ-4.05pm	Pearls of Sustainability: Transforming UAE Maritime Heritage into an Immersive Eco-Tourism Experience (128) Environment Agency – Abu Dhabi, UAE Presenter(s): Ayesha Alhammadi, Unit Head – Abu Dhabi Pearl Center; Hamad Almansoori, Unit Head – Aquaculture; and Khalid Alhammadi, Field Technician
UTC-4.15am, UAE-8.15am, NZ-4.15pm	Q&A Team: Ayesha Alhammadi, Unit Head – Abu Dhabi Pearl Center; Hamad Almansoori, Unit Head – Aquaculture; and Khalid Alhammadi, Field Technician
UTC-4.25am, UAE-8.25am, NZ-4.25pm	Smart Rental Index (53) Dubai Land Department, UAE Presenter(s): Ahmed Al Najjar, Head of Excellence
UTC-4.35am, UAE-8.35am, NZ-4.35pm	Q&A Team:
UTC-4.45am, UAE-8.45am, NZ-4.45pm	From Patient Voice to System-Wide Transformation (24) EHC- Patient Experience, Saudi Arabia Presenter(s): Latifah Aldoosary, Group Director of Patient Experience; Khawla Aljafar, Group Manager of Patient Experience; Alaa Alaqraa, Group Manager of Patient Standards
UTC-4.55am, UAE-8.55am, NZ-4.55pm	Q&A Team: Latifah Aldoosary, Group Director of Patient Experience; Khawla Aljafar, Group Manager of Patient Experience; Alaa Alaqraa, Group Manager of Patient Standards
UTC-5.05am, UAE-9.05am, NZ-5.05pm	Patient-Driven Care Model: Narratives Improving Clinical Outcomes (47) SEHA Clinics, UAE Presenter(s): Dr. Huda Al Nuaimi, Senior Dietician and Dr. Zelal Adi, Family Medicine Specialist
UTC-5.15am, UAE-9.15am, NZ-5.15pm	Q&A Team: Dr. Huda Al Nuaimi, Senior Dietician and Dr. Zelal Adi, Family Medicine Specialist
UTC-5.25am, UAE-9.25am, NZ-5.25pm	Integrated Maternal Care: Zero Harm, Better Outcomes (32) Maternity and Children Hospital - Dammam, Saudi Arabia Presenter(s): Majd Abdullah Al-Marhoun, Quality Manager
UTC-5.35am, UAE-9.35am, NZ-5.35pm	Q&A Team:
UTC-5.45am, UAE-9.45am, NZ-5.45pm	Navigator- Led Integrated Stroke Care Transformation (111) Shaikh Tahnoon Bin Mohammed Medical City, UAE Presenter(s): Khuloud Alkaabi, Stroke Unit Nurse Manager; Fatima Al Sawwafi, Stroke Navigator; and Hinda Deria, Stroke Educator – CRN
UTC-5.55am, UAE-9.55am, NZ-5.55pm	Q&A Team: Khuloud Alkaabi, Stroke Unit Nurse Manager; Fatima Al Sawwafi, Stroke Navigator; and Hinda Deria, Stroke Educator – CRN
UTC-6.05am, UAE-10.05am, NZ-6.05pm	
UTC-6.15am, UAE-10.15am, NZ-6.15pm	
UTC-6.25am, UAE-10.25am, NZ-6.25pm	Close
UTC-6.35-6.55am, UAE-10.35-10.55am, NZ-6.35-6.55pm	Judges Consensus Meeting – Private

*Registration Forms required for applications highlighted in red



**INTERNATIONAL
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Session 24 - International Best Practice Competition

Tuesday 08 September 2026

Time	Agenda
UTC-9.00am, UAE-1.00pm, NZ-9.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand
Judges Dr. Prashant Kumar, Partner, Strategy & Advisory, Empact Consulting, UAE Carrie Marr, Senior Leader in Strategic Change & Health System Innovation, UK Cynthia Payne, Managing Director, Anchor Excellence, Australia Mai Trinh, Board Member, CFO, Business Strategy & Execution, M&A, Australia & Vietnam	
Innovation projects (developing innovative products, services, processes, business models, or ways of working)	
UTC-9.05am, UAE-1.05pm, NZ-9.05pm	Digital Transformation Platform (85) Dubai Culture & Arts Authority, UAE Presenter(s): Mohamed Yousif Alhammedi, IT Director
UTC-9.15am, UAE-1.15pm, NZ-9.15pm	Q&A Team: Mohamed Yousif Alhammedi, IT Director; Ahoud Alsaadi, Smart Services Development Section Manager; and Mohammed Maree, Project Manager
UTC-9.25am, UAE-1.25pm, NZ-9.25pm	The “Sanad Robot” Practice for Digital Services (98) Ajman Police General Headquarters, UAE Presenter(s): Lt Col. Mohammed Khalfan Rashid Mohammed Al Shaali, Head of Al Jurf Comprehensive Police Station and Maj. Faisal Marwan Abdullah Ahmed Al Matrooshi, Head of the Traffic and Patrols Branch
UTC-9.35am, UAE-1.35pm, NZ-9.35pm	Q&A Team: Lt Col. Mohammed Khalfan Rashid Mohammed Al Shaali, Head of Al Jurf Comprehensive Police Station; Maj. Faisal Marwan Abdullah Ahmed Al Matrooshi, Head of the Traffic and Patrols Branch; and Maj. Hassan Saeed Hassan Salem Al Muhri, Administrative Officer
UTC-9.45am, UAE-1.45pm, NZ-9.45pm	City Terminal: Reimagining Passenger Processing Beyond Airports (108) Dubai Aviation Engineering Projects (DAEP), UAE Presenter(s): Abdullah Alshamsi, Senior Director of Future of Things
UTC-9.55am, UAE-1.55pm, NZ-9.55pm	Q&A Team: Abdullah Alshamsi, Senior Director of Future of Things and Hebah AL-Hammadi, Innovation Manager
UTC-10.05am, UAE-2.05pm, NZ-10.05pm	Hybrid IR Pathway for PAS Hemorrhage Control (115) King Salman Medical City, Madinah Health Cluster, Saudi Arabia Presenter(s): Ali Alsaadi, Head of Intervention Radiology Center; Shadi Khurmi, Executive Director of Clinical Performance; and Rehab Alruwathi, Consultant of Bbstetrics and Gynecology-Committee head of PAS
UTC-10.15am, UAE-2.15pm, NZ-10.15pm	Q&A Team: Ali Alsaadi, Head of Intervention Radiology Center; Shadi Khurmi, Executive Director of Clinical Performance; and Rehab Alruwathi, Consultant of Bbstetrics and Gynecology-Committee head of PAS
UTC-10.25am, UAE-2.25pm, NZ-10.25pm	Transforming Dialysis Dependency into Life-Saving Transplants (31) King Fahad Specialized Hospital, Saudi Arabia Presenter(s): Azza Adnan Alqurashi, Costing Group Manager
UTC-10.35am, UAE-2.35pm, NZ-10.35pm	Q&A Team:
UTC-10.45am, UAE-2.45pm, NZ-10.45pm	Desert Gene Bank: Safeguarding the Abu Dhabi’s Botanical Future (126) Environment Agency – Abu Dhabi, UAE Presenter(s): Maher Kabshawi, Section Head Seed Collection & Preservation
UTC-10.55am, UAE-2.55pm, NZ-10.55pm	Q&A Team: Maher Kabshawi, Section Head Seed Collection & Preservation
UTC-11.05am, UAE-3.05pm, NZ-11.05pm	
UTC-11.15am, UAE-3.15pm, NZ-11.15pm	
UTC-11.25am, UAE-3.25pm, NZ-11.25pm	Close
UTC-11.35-11.55am, UAE-3.35-3.55pm, NZ-11.35-11.55pm	Judges Consensus Meeting – Private

*Registration Forms required for applications highlighted in red



Session 25 - International Best Practice Competition

Thursday 10 September 2026

Time	Agenda
UTC-4.00am, UAE-8.00am, NZ-4.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand
Judges Dr. Saad Ghafoor, Operational Excellence Professional, Canada Dr. Phanasan Kohsuwan, Technical Sub-Committee and Lead Assessor for Thailand Quality Award (TQA), Thailand Suresh Lulla, Managing Trustee, Qimpro Foundation, India Michael McLean, Managing Director, McLean Management Consultants, Australia	
Procurement and contract management (sourcing, tendering, purchasing, supplier evaluation, value for money, responsible procurement, and contract management)	
UTC-4.05am, UAE-8.05am, NZ-4.05pm	Purchase Order Governance Project (49) Ras Al Khaimah Police HQ, UAE Presenter(s): Saeed Al-Khatiri, Head of Contracts and Purchases Coordination Department; Matar Al-Shemeili, Purchasing Branch Manager; and Mohamed Bualrougha, Contracts Branch Manager
UTC-4.15am, UAE-8.15am, NZ-4.15pm	Q&A Team: Saeed Al-Khatiri, Head of Contracts and Purchases Coordination Department; Matar Al-Shemeili, Purchasing Branch Manager; and Mohamed Bualrougha, Contracts Branch Manager
Supplier and partner relationships (supplier development, collaboration, strategic partnerships, joint initiatives, performance improvement, and the delivery of shared services or outcomes)	
UTC-4.25am, UAE-8.25am, NZ-4.25pm	Partnership Health Model (64) Ajman Police General Headquarters, UAE Presenter(s): 1st Lt. Salem Ahmed Mohammed Al Shamsi, Head of the Partners and Communication Branch; Fatima Ali Ahmed Al Marzooqi, Head of Follow-up and Evaluation Branch; 1st WO. Hind Ali Humaid Rashid MUSAIBI
UTC-4.35am, UAE-8.35am, NZ-4.35pm	Q&A Team: 1st Lt. Salem Ahmed Mohammed Al Shamsi, Head of the Partners and Communication Branch; Fatima Ali Ahmed Al Marzooqi, Head of Follow-up and Evaluation Branch; 1st WO. Hind Ali Humaid Rashid MUSAIBI
UTC-4.45am, UAE-8.45am, NZ-4.45pm	Regional Cardiovascular Care Without Borders (164) Philippine Heart Center, Philippines Presenter(s): Victor S. Quiñones, Jr., MHM, FHESP, Department Manager III, Management Services Department
UTC-4.55am, UAE-8.55am, NZ-4.55pm	Q&A Team:
UTC-5.05am, UAE-9.05am, NZ-5.05pm	An integrated Institutional Supplier Relationship Management (SRM) Framework (80) Ajman Municipality & Planning Department, UAE Presenter(s): Alrasheed Hassan Omer Mohammed, Contracts and Procurement Specialist and Ruaa Mohammed Abdulgalil Alrady, Tenders and Auctions Executive
UTC-5.15am, UAE-9.15am, NZ-5.15pm	Q&A Team: Alrasheed Hassan Omer Mohammed, Contracts and Procurement Specialist; Ruaa Mohammed Abdulgalil Alrady, Tenders and Auctions Executive; and Fatima Abdulla Hassan Al Abdouli, Purchasing Accountant
UTC-5.25am, UAE-9.25am, NZ-5.25pm	Conservation Breeding and Restoration of A Threatened Species (131) Environment Agency – Abu Dhabi, UAE Presenter(s): Salim Javed; Mohammed Manea Al Remeithi, Director; Section Manager
UTC-5.35am, UAE-9.35am, NZ-5.35pm	Q&A Team:
UTC-5.45am, UAE-9.45am, NZ-5.45pm	The “Partner Happiness Charter” Framework Practice (100) Ajman Police General Headquarters, UAE Presenter(s): Maj. Khalid Ali Khamis Al Jallaf Al Muhairi, Head of the Strategic Planning Section and 1st WO Shehab Yousef Abdullah Yousef Al Hosani, Administrative Officer
UTC-5.55am, UAE-9.55am, NZ-5.55pm	Q&A Team: Maj. Khalid Ali Khamis Al Jallaf Al Muhairi, Head of the Strategic Planning Section; 1st WO Shehab Yousef Abdullah Yousef Al Hosani, Administrative Officer; and Dr. Mohammed Rashid Ghanem Al Asri Al Matrooshi, Administrative Officer
UTC-6.05am, UAE-10.05am, NZ-6.05pm	
UTC-6.15am, UAE-10.15am, NZ-6.15pm	
UTC-6.25am, UAE-10.25am, NZ-6.25pm	Close
UTC-6.35-6.55am, UAE-10.35-10.55am, NZ-6.35-6.55pm	Judges Consensus Meeting – Private

*Registration Forms required for applications highlighted in red



Session 26 - International Best Practice Competition

Thursday 10 September 2026

Time	Agenda
UTC-9.00am, UAE-1.00pm, NZ-9.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand
Judges Ravi Fernando, Thrive35, Founder and Director, Business Excellence Australia, Director, Australia Dr. Phanasan Kohsuwan, Technical Sub-Committee and Lead Assessor for Thailand Quality Award (TQA), Thailand Dr. Wayne Macpherson, Senior Lecturer at Massey University, New Zealand Denis Leonard, United Kingdom	
Design of processes/products/services (research and development, translating customer needs to design, re-engineering)	
UTC-9.05am, UAE-1.05pm, NZ-9.05pm	Cultural Visa (86) Dubai Culture & Arts Authority, UAE Presenter(s): <u>Ahoud Alsaadi, Smart Services Development Manager</u>
UTC-9.15am, UAE-1.15pm, NZ-9.15pm	Q&A Team: <u>Mohamed Yousif Alhammedi, IT Director; Abdullah Foudeh, Infrastructure and Technical Support Manager; and Ahoud Alsaadi, Smart Services Development Manager</u>
UTC-9.25am, UAE-1.25pm, NZ-9.25pm	"Our Meta Experience" Practice (99) Ajman Police General Headquarters, UAE Presenter(s): <u>Capt. Khamis Matar Khamis Obaid Al Ketbi, Head of the Support Services Branch and 1st Lt. Mohammed Saif Abdullah Ahmed Al Falasi, Officer</u>
UTC-9.35am, UAE-1.35pm, NZ-9.35pm	Q&A Team: <u>Capt. Khamis Matar Khamis Obaid Al Ketbi, Head of the Support Services Branch; 1st Lt. Mohammed Saif Abdullah Ahmed Al Falasi, Officer; and Cpl Adel Faisal Abdullah Mohammed</u>
UTC-9.45am, UAE-1.45pm, NZ-9.45pm	Dubai REST (50) Dubai Land Department, UAE Presenter(s): <u>Ahmed Al Najjar, Head of Excellence</u>
UTC-9.55am, UAE-1.55pm, NZ-9.55pm	Q&A Team:
UTC-10.05am, UAE-2.05pm, NZ-10.05pm	Integrated Diabetic Foot Limb Salvage (114) King Salman Medical City, Madinah Health Cluster, Saudi Arabia Presenter(s): <u>Dr. Shadi Khurmi, Executive Director of Clinical Performance</u>
UTC-10.15am, UAE-2.15pm, NZ-10.15pm	Q&A Team: <u>Dr. Shadi Khurmi, Executive Director of Clinical Performance and Dr. Tariq Kurdi, Director of Diabetic Foot Centre of Excellence, KSAMC</u>
UTC-10.25am, UAE-2.25pm, NZ-10.25pm	AI-Powered Customer Insight Transformation (159) Dubai Digital Authority, UAE Presenter(s): <u>Abdulaziz Mohammed Altunaiji, Senior Director- Customer Experience Design Department and Faris Alsheikh, Customer Experience Specialist</u>
UTC-10.35am, UAE-2.35pm, NZ-10.35pm	Q&A Team: <u>Abdulaziz Mohammed Altunaiji, Senior Director- Customer Experience Design Department; Faris Alsheikh, Customer Experience Specialist; and Saleh Tariq Lootah, Senior Customer Experience Specialist</u>
UTC-10.45am, UAE-2.45pm, NZ-10.45pm	Performance-based Geogrid Pavement Optimization (11) Ajman Municipality & Planning Department, United Arab Emirates Presenter(s): <u>Latifa Alghfeli, Road Supervision Chief Engineer; Aaliya Alraeesi, Planning Engineer; and Aisha Alsuwaidi, Quality Coordinator</u>
UTC-10.55am, UAE-2.55pm, NZ-10.55pm	Q&A Team: <u>Latifa Alghfeli, Road Supervision Chief Engineer; Aaliya Alraeesi, Planning Engineer; and Aisha Alsuwaidi, Quality Coordinator</u>
UTC-11.05am, UAE-3.05pm, NZ-11.05pm	
UTC-11.15am, UAE-3.15pm, NZ-11.15pm	
UTC-11.25am, UAE-3.25pm, NZ-11.25pm	Close
UTC-11.35-11.55am, UAE-3.35-3.55pm, NZ-11.35-11.55pm	Judges Consensus Meeting – Private

*Registration Forms required for applications highlighted in red



**INTERNATIONAL
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Session 27 - International Best Practice Competition

Friday 11 September 2026

Time	Agenda
UTC-4.00am, UAE-8.00am, NZ-4.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand
Judges Jeremy Cox, Managing Director, Klick, New Zealand Dr. Azizah Yusof, Centre for Educational Sustainability Development and Strategies, INTI International University, Malaysia Nancy Nouaimeh, Leadership and Organizational Excellence Consultant, Xcellium Consulting, UAE Dr. Prashant Kumar, Partner, Strategy & Advisory, Empact Consulting, UAE	
Risk management and resilience (identifying, assessing, preventing, and minimising strategic, operational, public health, environmental, community, and other risks)	
UTC-4.05am, UAE-8.05am, NZ-4.05pm	Digitally Connected Infection Prevention Governance (42) SEHA Clinics, UAE Presenter(s): Cathrena Dileesh Kumar, Infection Prevention and Control Officer; Liba Mathew, Senior Continuous Quality Improvement Officer; and Ayan Mohamed Ali, Continuous Quality Improvement Officer
UTC-4.15am, UAE-8.15am, NZ-4.15pm	Q&A Team: Cathrena Dileesh Kumar, Infection Prevention and Control Officer; Liba Mathew, Senior Continuous Quality Improvement Officer; and Ayan Mohamed Ali, Continuous Quality Improvement Officer
Innovation projects (developing innovative products, services, processes, business models, or ways of working)	
UTC-4.25am, UAE-8.25am, NZ-4.25pm	Real Estate Tokenization (52) Dubai Land Department, UAE Presenter(s): Ahmed Al Najjar, Head of Excellence
UTC-4.35am, UAE-8.35am, NZ-4.35pm	Q&A Team:
UTC-4.45am, UAE-8.45am, NZ-4.45pm	Dune Lock Technique for Managing Sand Movement Around Critical Assets (166) Central Ghawar Producing Department, Saudi Arabia Presenter(s):
UTC-4.55am, UAE-8.55am, NZ-4.55pm	Q&A Team:
UTC-5.05am, UAE-9.05am, NZ-5.05pm	Safeen Green: Region's First Fully Unmanned Survey USV (151) Noatum Maritime, AD Ports Group, UAE Presenter(s): John Woroniuk, Senior Manager
UTC-5.15am, UAE-9.15am, NZ-5.15pm	Q&A Team: Dr. Mohamed Alsaad, Chief Operation Officer; John Woroniuk, Senior Manager and Hasan Alhashmi, Manager
Improvement initiatives (major initiatives involving operational excellence, change management, knowledge management, or continuous improvement across multiple areas)	
UTC-5.25am, UAE-9.25am, NZ-5.25pm	Performance-Driven Innovation System (168) MathsOnline, Australia Presenter(s): Nadim El-Rahi, COO
UTC-5.35am, UAE-9.35am, NZ-5.35pm	Q&A Team:
AI-led transformation (A best practice where artificial intelligence (including machine learning or generative AI) is the primary driver of improving, automating or redesigning one or more processes or services. Examples may include AI-driven decision support, predictive maintenance, fraud detection, recommendation engines, computer-vision inspection, or generative-AI assistants and chatbots).	
UTC-5.45am, UAE-9.45am, NZ-5.45pm	AI-Driven Sustainable Offshore Aquaculture for Food Security and Marine Ecosystem Protection (130) Environment Agency – Abu Dhabi, UAE Presenter(s): Hamad Ahmed Almansoori, Unit Head - Aquaculture
UTC-5.55am, UAE-9.55am, NZ-5.55pm	Q&A Team:
UTC-6.05am, UAE-10.05am, NZ-6.05pm	
UTC-6.15am, UAE-10.15am, NZ-6.15pm	
UTC-6.25am, UAE-10.25am, NZ-6.25pm	Close
UTC-6.35-6.55am, UAE-10.35-10.55am, NZ-6.35-6.55pm	Judges Consensus Meeting – Private

*Registration Forms required for applications highlighted in red



Session 28 - International Best Practice Competition

Tuesday 15 September 2026

Time	Agenda
UTC-4.00am, UAE-8.00am, NZ-4.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand
Judges Dr. Atif Baig, Senior Consultant, Centre for Organisational Excellence Research Romy Baker, CEO, Business Excellence Australia, Australia Dr. Mahmoud Farghali, Organizational Excellence, Quality, and Change Management Advisor and Trainer, Saudi Arabia Phil Guerin, Past President IMC New Zealand, Director Hague Consulting Ltd, New Zealand	
Employee learning and capability development (education, training, professional development, knowledge sharing, and building workforce capability)	
UTC-4.05am, UAE-8.05am, NZ-4.05pm	Certified Person Incharge Food Safety Program (4) Dubai Municipality, UAE Presenter(s): Shuguftha Shaikh, Principal Officer, Food Safety Dept.
UTC-4.15am, UAE-8.15am, NZ-4.15pm	Q&A Team: Shuguftha Shaikh, Principal Officer, Food Safety Dept.; Sindhumathi Ramadoss, IT System Analyst; Rashid Mughal, Senior System Analyst
UTC-4.25am, UAE-8.25am, NZ-4.25pm	Ajman Public Health Program (APHP) (9) Government of Ajman – Municipality & Planning Dept, UAE Presenter(s): Basem M A Azzam Azzam, General Manager - TSI Quality Services
UTC-4.35am, UAE-8.35am, NZ-4.35pm	Q&A Team: Basem M A Azzam Azzam, General Manager - TSI Quality Services; Layla Ibrahim Mohammed AlHousani, Principle Executive, Public Health Dept. -- Public Health Program Coordinator; Amrou Shehata Mohammed Abdulrahman, Food Safety Specialist
UTC-4.45am, UAE-8.45am, NZ-4.45pm	Virtual Stars Academy (58) Ajman Police General Headquarters, UAE Presenter(s): Col. Mohamed Abdalla Bu Shehab, Head of Al Nuaimiya Comprehensive Police Station; Cap. Abdulaziz Bin Sultan Al Nuaimi, Head of Criminal Investigation Branch
UTC-4.55am, UAE-8.55am, NZ-4.55pm	Q&A Team: Col. Mohamed Abdalla Bu Shehab, Head of Al Nuaimiya Comprehensive Police Station; Cap. Abdulaziz Bin Sultan Al Nuaimi, Head of Criminal Investigation Branch; WO. Fatima Rashid Bin Zayed Al Ali
UTC-5.05am, UAE-9.05am, NZ-5.05pm	Workforce Education, Training, and Development Initiatives (113) Tawam Hospital, UAE Presenter(s): Ancy Thomas, Clinical Resource Nurse; Binu Joseph, Clinical Resource Nurse; and Judiya Gerge, Clinical Nurse Educator
UTC-5.15am, UAE-9.15am, NZ-5.15pm	Q&A Team: Ancy Thomas, Clinical Resource Nurse; Binu Joseph, Clinical Resource Nurse; and Judiya Gerge, Clinical Nurse Educator
UTC-5.25am, UAE-9.25am, NZ-5.25pm	Optimizing Blood Culture Collection (36) Qatif Central Hospital, Saudi Arabia Presenter(s): Sukainah Frash Zainab Ahmed AL Saffar, Emergency Nursing Manager QPSA Director
UTC-5.35am, UAE-9.35am, NZ-5.35pm	Q&A Team:
UTC-5.45am, UAE-9.45am, NZ-5.45pm	AI-Driven Immersive Virtual Fire Safety (132) Environment Agency – Abu Dhabi, UAE Presenter(s): Ali Mohammed Ashkanani, Section Head-Occupational Health and Safety; Tariq Azeez Mubarak Almansoori, Specialist-Occupational Health and Safety; and Ibnul Mashhood Kalla Padanna, EHSQ Executive
UTC-5.55am, UAE-9.55am, NZ-5.55pm	Q&A Team: Ali Mohammed Ashkanani, Section Head-Occupational Health and Safety; Tariq Azeez Mubarak Almansoori, Specialist-Occupational Health and Safety; and Ibnul Mashhood Kalla Padanna, EHSQ Executive
UTC-6.05am, UAE-10.05am, NZ-6.05pm	
UTC-6.15am, UAE-10.15am, NZ-6.15pm	
UTC-6.25am, UAE-10.25am, NZ-6.25pm	Close
UTC-6.35-6.55am, UAE-10.35-10.55am, NZ-6.35-6.55pm	Judges Consensus Meeting – Private

*Registration Forms required for applications highlighted in red



Session 29 - International Best Practice Competition

Tuesday 15 September 2026

Time	Agenda
UTC-9.00am, UAE-1.00pm, NZ-9.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand
Judges Jeremy Cox, Managing Director, Klick, New Zealand Carew Hatherley, Managing Director, IQM Group NZ, New Zealand Dr. Wayne Macpherson, Senior Lecturer at Massey University, New Zealand Harnek Singh, Adjunct & External Assessor, Skills and Workforce Development Agency (SWDA) Singapore	
Environmental sustainability (surpassing regulatory requirements in areas such as energy use, waste reduction, pollution prevention, emissions reduction, and the responsible use of natural resources)	
UTC-9.05am, UAE-1.05pm, NZ-9.05pm	Milahi Center- Creating The “Best in Class” Fuel Efficient Vessel (152) Noatum Maritime, AD Ports Group, UAE Presenter(s): Sasi Prabhakaran, Director, Marine Assets
UTC-9.15am, UAE-1.15pm, NZ-9.15pm	Q&A Team: Sasi Prabhakaran, Director, Marine Assets
UTC-9.25am, UAE-1.25pm, NZ-9.25pm	Driving Sustainable Waste Management Through Integrated Government and Private Sector Collaboration (125) Fujairah Environment Authority, UAE Presenter(s): Mohamed Ateeg, Director of Environmental Quality Management
UTC-9.35am, UAE-1.35pm, NZ-9.35pm	Q&A Team:
UTC-9.45am, UAE-1.45pm, NZ-9.45pm	Integrated Municipal Environmental Sustainability Model (8) Government of Ajman – Municipality & Planning Dept, UAE Presenter(s): Eng. Abdulrahman Alkaabi, Manager of Building Supply and Maintenance Department
UTC-9.55am, UAE-1.55pm, NZ-9.55pm	Q&A Team: Eng. Abdulrahman Alkaabi, Manager of Building Supply and Maintenance Department; Eng. Afra Mohammed, Building Equipment Executive; Eng. Khalifa Almakrashi, Maintenance Engineer
UTC-10.05am, UAE-2.05pm, NZ-10.05pm	Digital Sustainability Management Framework (154) Noatum Ports Spain, AD Ports Group, Spain Presenter(s): Xavier Estruch, Lead of Operational Excellence
UTC-10.15am, UAE-2.15pm, NZ-10.15pm	Q&A Team: Mahmoud Rabah, Senior Manager - Environment; Rafat Tahboosh, Senior Manager – QA & Excellence; and Xavier Estruch, Lead of Operational Excellence
UTC-10.25am, UAE-2.25pm, NZ-10.25pm	Hasa Project, CO2 Mineralization in Fujairah (165) Fujairah Natural Resources Corporation, UAE Presenter(s): Engineer Samya Salem Al Sereidi, Director of Geology and Mining Dept. and Sikander Khan Durrani, Geologist
UTC-10.35am, UAE-2.35pm, NZ-10.35pm	Q&A Team: Engineer Samya Salem Al Sereidi, Director of Geology and Mining Dept.; Sikander Khan Durrani, Geologist; and Ehab Tasfai, Chief Technology Officer,
UTC-10.45am, UAE-2.45pm, NZ-10.45pm	Green Geopolymer Concrete for Sustainable Construction (6) Fujairah Municipality, UAE Presenter(s): Maryam Ahmed Haroon, Director of the Engineering and Planning Affairs; Nawal Alhanaee, Director of Future Energy Dept
UTC-10.55am, UAE-2.55pm, NZ-10.55pm	Q&A Team: Maryam Ahmed Haroon, Director of the Engineering and Planning Affairs; Nawal Alhanaee, Director of Future Energy Dept
UTC-11.05am, UAE-3.05pm, NZ-11.05pm	
UTC-11.15am, UAE-3.15pm, NZ-11.15pm	
UTC-11.25am, UAE-3.25pm, NZ-11.25pm	Close
UTC-11.35-11.55am, UAE-3.35-3.55pm, NZ-11.35-11.55pm	Judges Consensus Meeting – Private

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Session 30 - International Best Practice Competition

Thursday 17 September 2026

Time	Agenda
UTC-4.00am, UAE-8.00am, NZ-4.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand
Judges Paul Grizzell, President of Core Values Partners, Inc, United States Dr. Prashant Kumar, Partner, Strategy & Advisory, Empact Consulting, UAE Michael McLean, Managing Director, McLean Management Consultants, Australia Dale Weeks, Global Leadership and Benchmarking Associates, USA	
Strategy planning (future foresight, strategic planning, balanced scorecards, triple-bottom-line approaches, scenario planning, and stakeholder analysis)	
UTC-4.05am, UAE-8.05am, NZ, 4.05pm	Signal-Driven Institutional Agility in Policing (5) Fujairah Police General Headquarters, UAE Presenter(s): Dr. Maryam Darweish Bin Al Shaikh Alhashmi, Lt. Col. Head of Quality Department Q&A Team: Dr. Maryam Darweish Bin Al Shaikh Alhashmi, Lt. Col. Head of Quality Department
UTC-4.15am, UAE-8.15am, NZ-4.15pm	Real Estate Sector Strategy 2033 (51) Dubai Land Department, UAE Presenter(s): Ahmed Al Najjar, Head of Excellence
UTC-4.25am, UAE-8.25am, NZ-4.25pm	Q&A Team:
UTC-4.35am, UAE-8.35am, NZ-4.35pm	From Measurement to Impact: Nursing Performance Transformation (46) SEHA Clinics, UAE Presenter(s): Sameh Awad Abu Arqoub, Director of Nursing ; Ayan M. Ali, Continuous Quality Improvement Officer ; and Azam Mathew, Practical Nurse
UTC-4.45am, UAE-8.45am, NZ-4.45pm	Q&A Team: Sameh Awad Abu Arqoub, Director of Nursing ; Ayan M. Ali, Continuous Quality Improvement Officer ; and Azam Mathew, Practical Nurse
UTC-4.55am, UAE-8.55am, NZ-4.55pm	Q&A Team: Sameh Awad Abu Arqoub, Director of Nursing ; Ayan M. Ali, Continuous Quality Improvement Officer ; and Azam Mathew, Practical Nurse
Governance (governance frameworks, transparency, accountability, ethics, integrity, oversight, and responsible decision-making)	
UTC-5.05am, UAE-9.05am, NZ-5.05pm	International Best Practices in Internal Audit Governance (38) Dubai Municipality, UAE Presenter(s): Rasha Senjalawi, Principal Information Systems Auditor Q&A Team: Rasha Senjalawi, Principal Information Systems Auditor ; Mohammed AlQadi, Principal Internal Audit Specialist ; Huda AlJanahi, Section Manager
UTC-5.15am, UAE-9.15am, NZ-5.15pm	Enterprise Case Management Governance Model (163) AD Ports Group, UAE Presenter(s): Huda Al Obaidly, Director Customer Service Q&A Team: Huda Al Obaidly, Director Customer Service ; Ahmed Farouq Khougali, Senior Officer – Customer Experience ; and Jithendrababu Lethika, Manager - Strategic Impact Management
UTC-5.25am, UAE-9.25am, NZ-5.25pm	Dubai Organ Donation and Transplantation Program (102) Dubai Health Authority, UAE Presenter(s): Hanan Obaid, Director - Health Policies and Standards Department ; Ayesha Al Falahi, Advisor- Health Policies and Standards Department ; and Rupali Bindra, Senior Clinical Auditor - Health Policies and Standards Department Q&A Team: Hanan Obaid, Director - Health Policies and Standards Department ; Ayesha Al Falahi, Advisor- Health Policies and Standards Department ; and Rupali Bindra, Senior Clinical Auditor - Health Policies and Standards Department
UTC-5.35am, UAE-9.35am, NZ-5.35pm	
UTC-5.45am, UAE-9.45am, NZ-5.45pm	
UTC-6.05am, UAE-10.05am, NZ-6.05pm	
UTC-6.15am, UAE-10.15am, NZ-6.15pm	
UTC-6.25am, UAE-10.25am, NZ-6.25pm	Close
UTC-6.35-6.55am, UAE-10.35-10.55am, NZ-6.35-6.55pm	Judges Consensus Meeting – Private

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Session 31 - International Best Practice Competition

Thursday 17 September 2026

Time	Agenda
UTC-9.00am, UAE-1.00pm, NZ-9.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand
Judges Dr. Joseph DeFeo, Chief Quality & Advocacy Officer, ComplianceQuest and Past CEO Juran Institute, United States Dr. Mehran Doulat, Centre of Excellence (CoE), Universiti Teknikal Malaysia (Melaka), Malaysia Ravi Fernando, Thrive35, Founder and Director, Business Excellence Australia, Director, Australia Carew Hatherley, Managing Director, IQM Group NZ, New Zealand	
Technology transformation of a specific process or service (use of digital, industrial or other technologies (excluding AI as the main driver) to significantly improve, automate or redesign one clearly defined process or service. Examples may include big data analytics, robotics, blockchain, GIS, augmented reality, IoT, RPA, industrial automation systems, advanced machinery or manufacturing technologies).	
UTC-9.05am, UAE-1.05pm, NZ-9.05pm	Digital Medical Reports (59) Ajman Police General Headquarters, UAE Presenter(s): Col. Mohamed Abdalla Bu Shehab, Head of Al Nuaimiya Comprehensive Police Station; Cap. Rashid Bin Hamdan Al Nuaimi, Head of the Criminal Investigation and Detection Branch; Capt. Abdulaziz Bin Sultan Al Nuaimi, Head of Criminal Investigation Branch
UTC-9.15am, UAE-1.15pm, NZ-9.15pm	Q&A Team: Col. Mohamed Abdalla Bu Shehab, Head of Al Nuaimiya Comprehensive Police Station; Cap. Rashid Bin Hamdan Al Nuaimi, Head of the Criminal Investigation and Detection Branch; Capt. Abdulaziz Bin Sultan Al Nuaimi, Head of Criminal Investigation Branch
UTC-9.25am, UAE-1.25pm, NZ-9.25pm	AI-enable Emirate-Wide Habitat Intelligence System for Environmental Governance (129) Environment Agency – Abu Dhabi, UAE Presenter(s): Ahmed Baharoon, Executive Director
UTC-9.35am, UAE-1.35pm, NZ-9.35pm	Q&A Team:
UTC-9.45am, UAE-1.45pm, NZ-9.45pm	Enhancing Timely Hemodialysis Prescription Renewals Through System - Based Tracking and Automation (72) SEHA Kidney Care, UAE Presenter(s): Salini Sasindran, Quality Officer
UTC-9.55am, UAE-1.55pm, NZ-9.55pm	Q&A Team: Dr Marie Kim James, Director of Nursing and Salini Sasindran, Quality Officer
UTC-10.05am, UAE-2.05pm, NZ-10.05pm	The “Digital Parking Permit for People of Determination” Initiative (92) Ajman Police General Headquarters, UAE Presenter(s): Lt. Col. Sultan Al Shamsi, Head of Corporate Excellence Department
UTC-10.15am, UAE-2.15pm, NZ-10.15pm	Q&A Team:
Strategy deployment and performance management (implementing strategic plans, selecting KPIs, analysing performance, reporting results, and using dashboards to support decision-making)	
UTC-10.25am, UAE-2.25pm, NZ-10.25pm	Dubai Telehealth Project (101) Dubai Health Authority, UAE Presenter(s): Dr. Hanan Ali Mubarak Obaid, Director; Dr. Khulood Mohamed Hussain Ibrahim Alsayegh, Head of Section; and Shatha Ghandi Muhsineh, Senior Clinical Auditor
UTC-10.35am, UAE-2.35pm, NZ-10.35pm	Q&A Team: Dr. Hanan Ali Mubarak Obaid, Director; Dr. Khulood Mohamed Hussain Ibrahim Alsayegh, Head of Section; and Shatha Ghandi Muhsineh, Senior Clinical Auditor
UTC-10.45am, UAE-2.45pm, NZ-10.45pm	Strategy Hub: Transforming Environmental Strategy Execution Through an Integrated Government Performance Architecture (135) Environment Agency – Abu Dhabi, UAE Presenter(s): Aysha Al Ketbi, Director of SPO; Michael Shane Cowen, Expert-Corporate Performance; and Jorge Roman, Advisor-SPO
UTC-10.55am, UAE-2.55pm, NZ-10.55pm	Q&A Team: Aysha Al Ketbi, Director of SPO; Michael Shane Cowen, Expert-Corporate Performance; and Jorge Roman, Advisor-SPO
UTC-11.05am, UAE-3.05pm, NZ-11.05pm	
UTC-11.15am, UAE-3.15pm, NZ-11.15pm	
UTC-11.25am, UAE-3.25pm, NZ-11.25pm	Close
UTC-11.35-11.55am, UAE-3.35-3.55pm, NZ-11.35-11.55pm	Judges Consensus Meeting – Private

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Session 32 - International Best Practice Competition

Friday 18 September 2026

Time	Agenda
UTC-4.00am, UAE-8.00am, NZ-4.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand
Judges Mandarr Agshikar, Business Excellence Mentor & General Manager at Ajhinkkya Fze, UAE Dr. Mehran Doulat, Centre of Excellence (CoE), Universiti Teknikal Malaysia (Melaka), Malaysia	
Environmental sustainability (surpassing regulatory requirements in areas such as energy use, waste reduction, pollution prevention, emissions reduction, and the responsible use of natural resources)	
UTC-4.05am, UAE-8.05am, NZ-4.05pm	Integrated Sustainability Management for Protected Areas (124) Fujairah Environment Authority, UAE Presenter(s): Eng. Abdul Nasser Taiseer Obeidat , Section Head – Terrestrial Biodiversity and Protected Area Section
UTC-4.15am, UAE-8.15am, NZ-4.15pm	Q&A Team:
UTC-4.25am, UAE-8.25am, NZ-4.25pm	Mission to Zero: Eliminating Single-Use Plastics (134) Environment Agency – Abu Dhabi, UAE Presenter(s): Monir Bou Ghanem , Policy Advisor
UTC-4.35am, UAE-8.35am, NZ-4.35pm	Q&A Team:
Risk management and resilience (identifying, assessing, preventing, and minimising strategic, operational, public health, environmental, community, and other risks)	
UTC-4.45am, UAE-8.45am, NZ-4.45pm	Unified Group Risk & Control Assurance Model (119) AD Ports Group, UAE Presenter(s): Capt. Saif Al Mheiri Al Mheiri , Group Chief Sustainability & Risk Officer
UTC-4.55am, UAE-8.55am, NZ-4.55pm	Q&A Team: Capt. Saif Al Mheiri Al Mheiri , Group Chief Sustainability & Risk Officer; Qais Shelbyeh , Manager Group Risk and Internal Control; and Rasha Ahmed , Manager Group Risk and Internal Control
Design of processes/products/services (research and development, translating customer needs to design, re-engineering)	
UTC-5.05am, UAE-9.05am, NZ-5.05pm	Inclusive Entrepreneurship Through Integrated Licensing (170) Abu Dhabi Department of Economic Development, United Arab Emirates Presenter(s):
UTC-5.15am, UAE-9.15am, NZ-5.15pm	
UTC-5.25am, UAE-9.25am, NZ-5.25pm	
UTC-5.35am, UAE-9.35am, NZ-5.35pm	
UTC-5.45am, UAE-9.45am, NZ-5.45pm	
UTC-5.55am, UAE-9.55am, NZ-5.55pm	
UTC-6.05am, UAE-10.05am, NZ-6.05pm	
UTC-6.15am, UAE-10.15am, NZ-6.15pm	
UTC-6.25am, UAE-10.25am, NZ-6.25pm	Close
UTC-6.35-6.55am, UAE-10.35-10.55am, NZ-6.35-6.55pm	Judges Consensus Meeting – Private

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Session 33 - International Best Practice Competition

Monday 21 September 2026

Time	Agenda
UTC-9.00am, UAE-1.00pm, NZ-9.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand
Judges Ailsa Carson, Partner, S A Partners, UK	
Governance (governance frameworks, transparency, accountability, ethics, integrity, oversight, and responsible decision-making)	
UTC-9.05am, UAE-1.05pm, NZ-9.05pm	Integrated Action Governance System (IAGS) (118) AD Ports Group, UAE Presenter(s): Wissem Kasdaghi, VP - Corporate Capital Projects Management
UTC-9.15am, UAE-1.15pm, NZ-9.15pm	Q&A Team: Wissem Kasdaghi, VP - Corporate Capital Projects Management and Muhammad Haquim, Specialist Reporting
UTC-9.25am, UAE-1.25pm, NZ-9.25pm	Transforming Mangrove Restoration Through Science-Based Environmental Governance (139) Environment Agency – Abu Dhabi, UAE Presenter(s): Nessrine Alzahlaw, Expert – Marine Biodiversity Assessment and Conservation
UTC-9.35am, UAE-1.35pm, NZ-9.35pm	Q&A Team:
UTC-9.45am, UAE-1.45pm, NZ-9.45pm	Integrated Sustainable Business Environment Model (169) Abu Dhabi Department of Economic Development, United Arab Emirates Presenter(s):
UTC-9.55am, UAE-1.55pm, NZ-9.55pm	Q&A Team:
Process improvement projects (examples include Lean, Six Sigma, benchmarking, cycle-time reduction, efficiency improvement, and quality improvement projects)	
UTC-10.05am, UAE-2.05pm, NZ-10.05pm	Optimizing Vascular Access for Hemodialysis Patients in Kano Kidney Center at Dammam Medical Complex (18) Dammam Medical Complex, Saudi Arabia Presenter(s): Neda Alkhamis, Performance Improvement & Outcomes Manager
UTC-10.15am, UAE-2.15pm, NZ-10.15pm	Q&A Team:
Integrated technology transformation across multiple processes or services (a coordinated initiative that uses digital, industrial or other technologies (excluding AI as the main driver) to significantly improve, automate or redesign several interconnected processes or services, often across a department, facility or organisation. Examples may include integrated automation and analytics across a customer journey, organisation-wide IoT and monitoring solutions, or end-to-end digitisation of core operations).	
UTC-10.25am, UAE-2.25pm, NZ-10.25pm	Unifying Health Information System with Automated Workflows (21) EHC - Digital Transformation & Technology, Saudi Arabia Presenter(s): Mohammad Alshami, Director of Clinical Solutions
UTC-10.35am, UAE-2.35pm, NZ-10.35pm	Q&A Team:
AI-led transformation (A best practice where artificial intelligence (including machine learning or generative AI) is the primary driver of improving, automating or redesigning one or more processes or services. Examples may include AI-driven decision support, predictive maintenance, fraud detection, recommendation engines, computer-vision inspection, or generative-AI assistants and chatbots).	
UTC-10.45am, UAE-2.45pm, NZ-10.45pm	AI-Driven Competitiveness Intelligence System (171) Abu Dhabi Department of Economic Development, United Arab Emirates Presenter(s):
UTC-10.55am, UAE-2.55pm, NZ-10.55pm	Q&A Team:
UTC-11.05am, UAE-3.05pm, NZ-11.05pm	
UTC-11.15am, UAE-3.15pm, NZ-11.15pm	
UTC-11.25am, UAE-3.25pm, NZ-11.25pm	Close
UTC-11.35-11.55am, UAE-3.35-3.55pm, NZ-11.35-11.55pm	Judges Consensus Meeting – Private

*Registration Forms required for applications highlighted in red



**INTERNATIONAL
BEST
PRACTICE
COMPETITION**

Final - Session 1 – International Best Practice Competition

Tuesday 20 October 2026

Time	Final - Session 1	Tuesday 20 October 2026
UTC-4.00am, UAE-8.00am, NZ-4.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand	
Judges		
To be decided later		
Jeremy Cox, Managing Director, Klicx, New Zealand		
UTC-4.05am, UAE-8.05am, NZ-4.05pm		
UTC-4.15am, UAE-8.15am, NZ-4.15pm		
UTC-4.25am, UAE-8.25am, NZ-4.25pm		
UTC-4.35am, UAE-8.35am, NZ-4.35pm		
UTC-4.45am, UAE-8.45am, NZ-4.45pm		
UTC-4.55am, UAE-8.55am, NZ-4.55pm		
UTC-5.05am, UAE-9.05am, NZ-5.05pm		
UTC-5.15am, UAE-9.15am, NZ-5.15pm		
UTC-5.25am, UAE-9.25am, NZ-5.25pm		
UTC-5.35am, UAE-9.35am, NZ-5.35pm		
UTC-5.45am, UAE-9.45am, NZ-5.45pm		
UTC-5.55am, UAE-9.55am, NZ-5.55pm		
UTC-6.05am, UAE-10.05am, NZ-6.05pm	Close	
UTC-6.10-6.30am, UAE-10.10-10.30am, NZ-6.10-6.30pm	Judges Consensus Meeting – Private	



Final - Session 2 – International Best Practice Competition

Tuesday 20 October 2026

Time	Final – Session 2	Tuesday 20 October 2026
UTC-9.00am, UAE-1.00pm, NZ-9.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand	
Judges		
UTC-9.05am, UAE-1.05pm, NZ, 9.05pm		
UTC-9.15am, UAE-1.15pm, NZ-9.15pm		
UTC-9.25am, UAE-1.25pm, NZ-9.25pm		
UTC-9.35am, UAE-1.35pm, NZ-9.35pm		
UTC-9.45am, UAE-1.45pm, NZ-9.45pm		
UTC-9.55am, UAE-1.55pm, NZ-9.55pm		
UTC-10.05am, UAE-2.05pm, NZ-10.05pm		
UTC-10.15am, UAE-2.15pm, NZ-10.15pm		
UTC-10.25am, UAE-2.25pm, NZ-10.25pm		
UTC-10.35am, UAE-2.35pm, NZ-10.35pm		
UTC-10.45am, UAE-2.45pm, NZ-10.45pm		
UTC-10.55am, UAE-2.55pm, NZ-10.55pm		
UTC-11.05am, UAE-3.05pm, NZ-11.05pm	Close	
UTC-11.10-11.30am, UAE-3.10-3.30pm, NZ-11.10-11.30pm	Judges Consensus Meeting – Private	



Final - Session 3 – International Best Practice Competition

Thursday 22 October 2026

Time	Final - Session 3	Thursday 22 October 2026
UTC-4.00am, UAE-8.00am, NZ-4.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand	
Judges		
UTC-4.05am, UAE-8.05am, NZ, 4.05pm		
UTC-4.15am, UAE-8.15am, NZ-4.15pm		
UTC-4.25am, UAE-8.25am, NZ-4.25pm		
UTC-4.35am, UAE-8.35am, NZ-4.35pm		
UTC-4.45am, UAE-8.45am, NZ-4.45pm		
UTC-4.55am, UAE-8.55am, NZ-4.55pm		
UTC-5.05am, UAE-9.05am, NZ-5.05pm		
UTC-5.15am, UAE-9.15am, NZ-5.15pm		
UTC-5.25am, UAE-9.25am, NZ-5.25pm		
UTC-5.35am, UAE-9.35am, NZ-5.35pm		
UTC-5.45am, UAE-9.45am, NZ-5.45pm		
UTC-5.55am, UAE-9.55am, NZ-5.55pm		
UTC-6.05am, UAE-10.05am, NZ-6.05pm	Close	
UTC-6.10-6.30am, UAE-10.10-10.30am, NZ-6.10-6.30pm	Judges Consensus Meeting – Private	



**INTERNATIONAL
BEST
PRACTICE
COMPETITION**

Final - Session 4 – International Best Practice Competition

Thursday 22 October 2026

Time	Final – Session 4	Thursday 22 October 2026
UTC-9.00am, UAE-1.00pm, NZ-9.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand	
Judges		
UTC-9.05am, UAE-1.05pm, NZ, 9.05pm		
UTC-9.15am, UAE-1.15pm, NZ-9.15pm		
UTC-9.25am, UAE-1.25pm, NZ-9.25pm		
UTC-9.35am, UAE-1.35pm, NZ-9.35pm		
UTC-9.45am, UAE-1.45pm, NZ-9.45pm		
UTC-9.55am, UAE-1.55pm, NZ-9.55pm		
UTC-10.05am, UAE-2.05pm, NZ-10.05pm		
UTC-10.15am, UAE-2.15pm, NZ-10.15pm		
UTC-10.25am, UAE-2.25pm, NZ-10.25pm		
UTC-10.35am, UAE-2.35pm, NZ-10.35pm		
UTC-10.45am, UAE-2.45pm, NZ-10.45pm		
UTC-10.55am, UAE-2.55pm, NZ-10.55pm		
UTC-11.05am, UAE-3.05pm, NZ-11.05pm	Close	
UTC-11.10-11.30am, UAE-3.10-3.30pm, NZ-11.10-11.30pm	Judges Consensus Meeting – Private	
Time	Awards Announcement	Thursday, 29 October, 2026
UTC-9.00am, UAE-1.00pm, NZ-9.00pm	• Organisation-Wide Innovation Award Winner(s) Announced • Global Benchmarking Award Winner(s) Announced • ESG Excellence Award Winner(s) Announced • International Best Practice Competition Winner(s) Announced: ○ 7 Star - Award Winner(s) ○ Category Awards ○ Pioneer in Excellence Prizes ○ Honour of Distinction in International Best Practices ○ Highest Star Rating for an SME (50 or less employees) ○ NZ Best Practice Competition Awards	
UTC-9.30am, UAE-1.30pm, NZ-9.30pm	Close	



Organisation-Wide
Innovation Award

Time	Final - Organisation-Wide Innovation Award	Tuesday 6 October, 2026
Start: UTC-6.00am, UAE-10.00am, NZ-6.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand	
Judges Dr. Joseph DeFeo, Chief Quality & Advocacy Officer, ComplianceQuest and Past CEO Juran Institute, United States Phil Guerin, Past President IMC New Zealand, Director Hague Consulting Ltd, New Zealand Yuen Wah Ku, Chief of MTech Digital Leadership and Deputy Director of Corporate Services at NUS-ISS, Singapore Harnek Singh, Adjunct & External Assessor, Skills and Workforce Development Agency (SWDA) Singapore		
UTC-6.05am, UAE-10.05am, NZ-6.05pm	Environment Agency – Abu Dhabi, UAE Presenter(s): Suaad Abdulla Al Hosani, Section Head - Organization Excellence and Innovation	
UTC-6.20am, UAE-10.20am, NZ-6.20pm	Q&A Team:	
UTC-6.35am, UAE-10.35am, NZ-6.35pm	Dubai Municipality, UAE Presenter(s): Manal Kamel, GIS Specialist	
UTC-6.50am, UAE-10.50am, NZ-6.50pm	Q&A Team:	
UTC-7.05am, UAE-11.05am, NZ-7.05pm	Community Development Authority – Dubai, UAE Presenter(s): Abdullah Oglah Guneimat, Specialist Excellence Programs & Systems	
UTC-7.20am, UAE-11.20am, NZ-7.20pm	Q&A Team:	
UTC-7.35am, UAE-11.35am, NZ-7.35pm	Abu Dhabi Department of Economic Development, UAE Presenter(s): Fatema Alrashdi, Executive Director	
UTC-7.50am, UAE-11.50am, NZ-7.50pm	Q&A Team:	
UTC-8.05am, UAE-12.05pm, NZ-8.05pm	Close	
UTC-8.10-8.40am, UAE-12.10-12.40pm, NZ-8.10-8.40pm	Judges Consensus Meeting – Private	
Time	Awards Announcement	Thursday, 29 October, 2026
UTC-9.00am, UAE-1.00pm, NZ-9.00pm	• Organisation-Wide Innovation Award Winner(s) Announced • Global Benchmarking Award Winner(s) Announced • ESG Excellence Award Winner(s) Announced • International Best Practice Competition Winner(s) Announced: ○ 7 Star - Award Winner(s) ○ Category Awards ○ Pioneer in Excellence Prizes ○ Honour of Distinction in International Best Practices ○ Highest Star Rating for an SME (50 or less employees) ○ NZ Best Practice Competition Awards	
UTC-9.30am, UAE-1.30pm, NZ-9.30pm	Close	

*Registration Forms required for applications highlighted in red



GLOBAL
BENCHMARKING
AWARD



Time	Final - Global Benchmarking Award	Thursday, 8 October, 2026
Start: UTC-6.00am, UAE-10.00am, NZ-6.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand	
Judges GBN Members will be on the Jury Panel		
UTC-6.05am, UAE-10.05am, NZ-6.05pm	Roads and Transport Authority - Bus Operations Control Centre (RTA), UAE Presenter(s): Mohamed Saleh, Deputy Director ; Reghu Anguswamy, Chief Specialist ; and Christy Ann Cherian, Chief Specialist	
UTC-6.20am, UAE-10.20am, NZ-6.20pm	Q&A Team: Mohamed Saleh, Deputy Director ; Reghu Anguswamy, Chief Specialist ; and Christy Ann Cherian, Chief Specialist	
UTC-6.35am, UAE-10.35am, NZ-6.35pm	Al Fujairah Hospital, UAE Presenter(s): Sarah Zayed, Quality Executive	
UTC-6.50am, UAE-10.50am, NZ-6.50pm	Q&A Team: Sarah Zayed, Quality Executive ; Amina Mahmoud, Head of Quality Department ; and Nouf Al Ameer, Coordination and Follow up	
UTC-7.05am, UAE-11.05am, NZ-7.05pm	Dubai Municipality, UAE Presenter(s): Nadia Al Shaiba, Principal Quality Specialist and Saeed AlSuwaidi, Senior Knowledge and Innovation Specialist	
UTC-7.20am, UAE-11.20am, NZ-7.20pm	Q&A Team: Nadia Al Shaiba, Principal Quality Specialist ; Saeed AlSuwaidi, Senior Knowledge and Innovation Specialist ; and Nariman Al Baqi, Expert	
UTC-7.35am, UAE-11.35am, NZ-7.35pm	Staff Accommodation Authority – Abu Dhabi Ports Group, UAE Presenter(s): Othman Al Khouri, Executive Director – Corporate Authority	
UTC-7.50am, UAE-11.50am, NZ-7.50pm	Q&A Team: Othman Al Khouri, Executive Director – Corporate Authority and Salem Al Hosani, Manager – Research & Process Management	
UTC-8.05am, UAE-12.05pm, NZ-8.05pm	Roads and Transport Authority - Rail Agency (RTA), UAE Presenter(s): Walid Abdelal, Chief Engineer	
UTC-8.20am, UAE-12.20pm, NZ-8.20pm	Q&A Team:	
UTC-8.35am, UAE-12.35pm, NZ-8.35pm	Close	
UTC-8.35-9.00am, UAE-12.35-13.00pm, NZ-8.35-9.00pm	Judges Consensus Meeting – Private	
Time	Awards Announcement	Thursday, 29 October, 2026
UTC-9.00am, UAE-1.00pm, NZ-9.00pm	Organisation-Wide Innovation Award Winner(s) Announced Global Benchmarking Award Winner(s) Announced ESG Excellence Award Winner(s) Announced International Best Practice Competition Winner(s) Announced: 7 Star - Award Winner(s) - Category Awards - Pioneer in Excellence Prizes - Honour of Distinction in International Best Practices - Highest Star Rating for an SME (50 or less employees) - NZ Best Practice Competition Awards	
UTC-9.30am, UAE-1.30pm, NZ-9.30pm	Close	

*Registration Forms required for applications highlighted in red



Time	Final - Environmental, Social & Governance (ESG) Excellence Award	Tuesday, 13 October, 2026
Start: UTC-6.00am, UAE-10.00pm, NZ-6.00pm	Introduction – Dr Robin Mann, Centre for Organisational Excellence Research (COER), New Zealand	
Judges Professor Gabriel Eweje, Professor of Corporate Responsibility & Sustainability, School of Business and Law, Edith Cowan University, Australia Keith Philips, CEO, QBLS, New Zealand Somia Rokhgireh, Sustainability and Business Excellence Architect, President, Academician, Entrepreneur, Canada Dr. Aymen Sajjad, Senior Lecturer in Sustainability and Business Management, Massey University, New Zealand		
UTC-6.05am, UAE-10.05pm, NZ-6.05pm	Environment Agency – Abu Dhabi, UAE Presenter(s): <i>Aysha Al Ketbi, Director</i>	
UTC-6.25am, UAE-10.25pm, NZ-6.25pm	Q&A Team:	
UTC-6.35am, UAE-10.35pm, NZ-6.35pm	Others to be announced soon....	
UTC-6.55am, UAE-10.55pm, NZ-6.55pm		
UTC-7.05am, UAE-11.05pm, NZ-7.05pm		
UTC-7.25am, UAE-11.25pm, NZ-7.25pm		
UTC-7.35am, UAE-11.35pm, NZ-7.35pm		
UTC-8.00am, UAE-12.00pm, NZ-8.00pm		
UTC-8.20am, UAE-12.20pm, NZ-8.20pm		
UTC-8.30am, UAE-12.30pm, NZ-8.30pm		
UTC-8.50am, UAE-12.50pm, NZ-8.50pm		
UTC-9.00am, UAE-1.00pm, NZ-9.00pm		
UTC-9.20am, UAE-1.20pm, NZ-9.20pm		
UTC-9.30am, UAE-1.30pm, NZ-9.30pm	Close	
UTC-9.35-10.00pm, UAE-1.35-2.00pm, NZ-9.35-10.00am	Judges Consensus Meeting – Private	
Time	Awards Announcement	Thursday, 29 October, 2026
UTC-9.00am, UAE-1.00pm, NZ-9.00pm	• Organisation-Wide Innovation Award Winner(s) Announced • Global Benchmarking Award Winner(s) Announced • ESG Excellence Award Winner(s) Announced • International Best Practice Competition Winner(s) Announced: ○ 7 Star - Award Winner(s) ○ Category Awards ○ Pioneer in Excellence Prizes ○ Honour of Distinction in International Best Practices ○ Highest Star Rating for an SME (50 or less employees) ○ NZ Best Practice Competition Awards	
UTC-9.30am, UAE-1.30pm, NZ-9.30pm	Close	

*Registration Forms required for applications highlighted in red

This is an event you do not want to miss!

[Webinar Registration - Best Practice Competition](#)