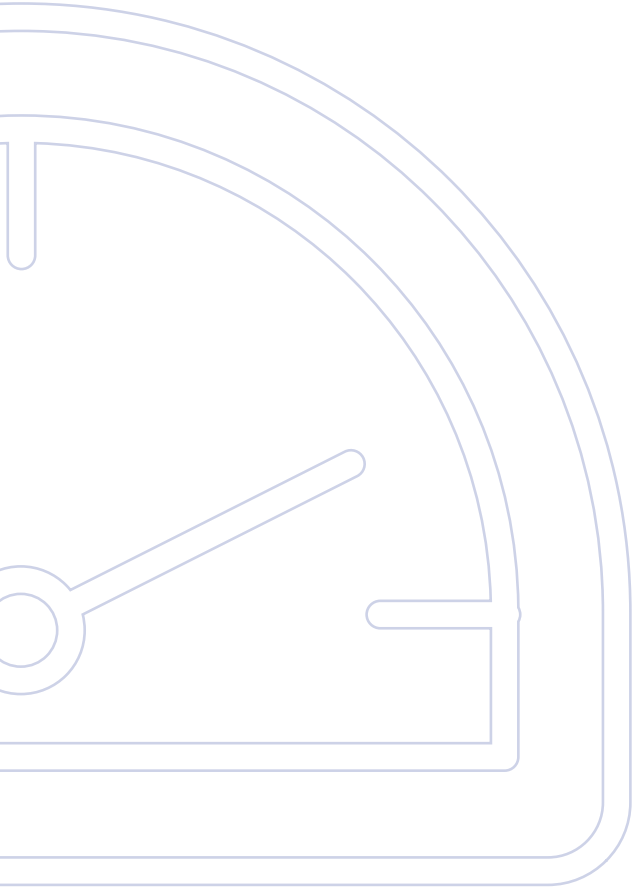


# GOVERNMENT ACCELERATORS



RELEASE JUNE 2019

**GOVERNMENT ACCELERATORS**

JUNE 2019

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## Context and Background

The UAE is governed by federal and local government authorities across the seven emirates. Federal government authorities handle core policy and service delivery portfolios and local governments are responsible for the delivery of municipal services in line with the federal policies, strategies and standards.

In 2010, The UAE Government launched the UAE vision 2021, which charts the next stage of UAE journey until the year 2021. The vision aims to position the UAE among the best countries in the world by the Golden Jubilee of the federation in 2021.

In 2014, the UAE Government launched the seven-year 'National Agenda' in order to guide efforts towards Vision 2021. The Agenda was the result of a series of workshops attended by over 300 officials from 90 federal and local government entities, participants from civil society organizations and the private sector and experts from academia and research institutions.

The agenda specifies a wide-ranging work program centered around 6 national priorities and 52 National Key Performance Indicators (NKPIs) in the sectors of education, healthcare, economy, police and security, justice, society, housing, infrastructure and government services.

These long- term indicators would measure performance outcomes in each of the national priorities and compare the UAE against global benchmarks. The national indicators are periodically monitored by Government leadership to ensure their targets are achieved by 2021.

## The Challenge

### Implementation and execution of the National Agenda 2021

In order to ensure a comprehensive and efficient execution of the National Agenda 2021, all of the 52 NKPIs are assigned to specific federal entities according to their mandate. While federal government entities are accountable for the policy outcomes specified in the National Agenda, the UAE Cabinet also expects the cooperation of all supporting federal and local government agencies, and in some cases, the private sector to jointly agree upon, plan for and execute national strategies. The coordination mechanisms to facilitate these partnerships run both horizontally and vertically across the two levels of government and various industry sectors. One such coordination mechanism is the National Agenda Executive Teams.

To progress the National Agenda, 36 National Agenda Executive Teams were launched in a cabinet meeting in October 2016. The teams comprise of over 500 government and private sector officials collaborating to achieve the National Agenda targets by 2021. The teams are expected to provide periodic reports on their achievements, results of the concerned initiatives and NKPI results to the Prime Minister's Office.

### **The Need**

As time was the biggest challenge and there were only five years ahead to realize the Vision 2021, the UAE government created the world's first Government Accelerators, a new Government approach that will accelerate the achievement of the National Agenda of the UAE Vision 2021.

### **The Idea- Launching the Government Accelerators**

To intensify efforts and accelerate strides towards the future, the UAE government announced in October 2016 the creation of the world's first Government Accelerators, a new government approach that will accelerate the achievement of the National Agenda of the UAE Vision 2021.

Essentially, Government Accelerators are a platform for cross-sectoral government teams to address challenges under one umbrella, in one location, to exchange views, to take the right decisions to overcome challenges and find appropriate and quick solutions to achieve the ambitions of people and aspirations of future generations.

It places focus on accelerating the delivery of NKPIs and strategic programs, the development of policies and regulations, and the enhancing of government services. It will also establish a culture of excellence and innovation in the public sector and enhances integration between government entities and the private sector.

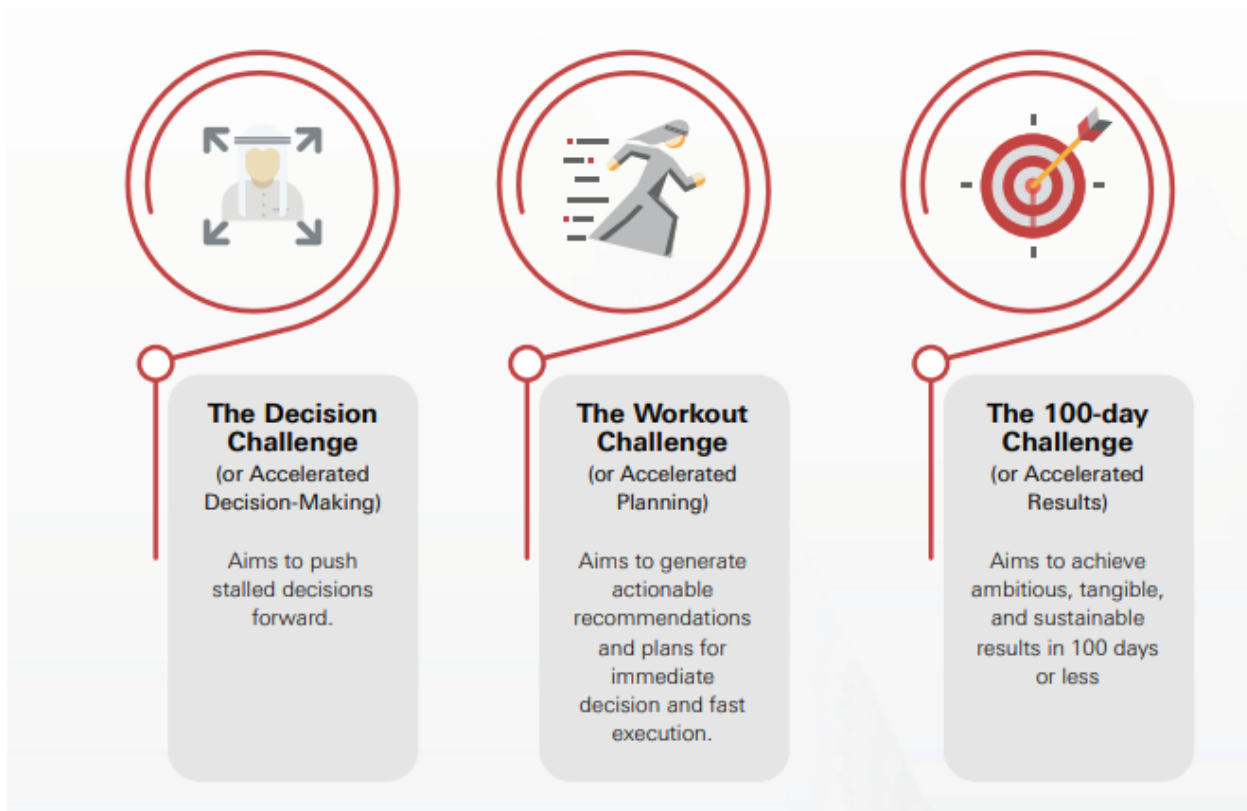
Government Accelerators comprise representatives from various entities that aim to stimulate innovation and collaboration and deliver practical results in 100 days or less. It also works on giving recommendations for immediate execution within (7, 15, 30, 60, 90) days, followed by a rapid collective decision.

The Government Accelerators function with a minimum of financial resources. Other than building the space and the running costs, Acceleration Teams work with no additional budget and are encouraged to innovate with the resources available.

How does the Government Accelerators operate?

The Government Accelerators uses several methodologies to fulfill its mission, each of which is aimed at achieving a different objective:

- The Decision Challenge which aims to push stalled decisions forward.
- The Workout Challenge which aims to generate actionable recommendations and plans for an immediate decision and fast execution
- The 100-day Challenge (or Accelerated Results) which aims to achieve ambitious, tangible, and sustainable results in 100 days or less.



## Project

### The 100-Day Challenge

The Government Accelerators use the innovative 100-day challenge methodology to eliminate silos between stakeholders and empower government employees, in particular, front line employees and beneficiaries, where relevant, who are closest to the challenge to join forces, take the initiative, deliver results, and achieve.

The Government Accelerators takes the methodology to the next level by:

- Embedding the methodology within a dedicated department at the Center of the Government within the Prime Minister's Office. This allows the Government

Accelerators to stay relevant and swiftly rally the troops to create an impact in short periods

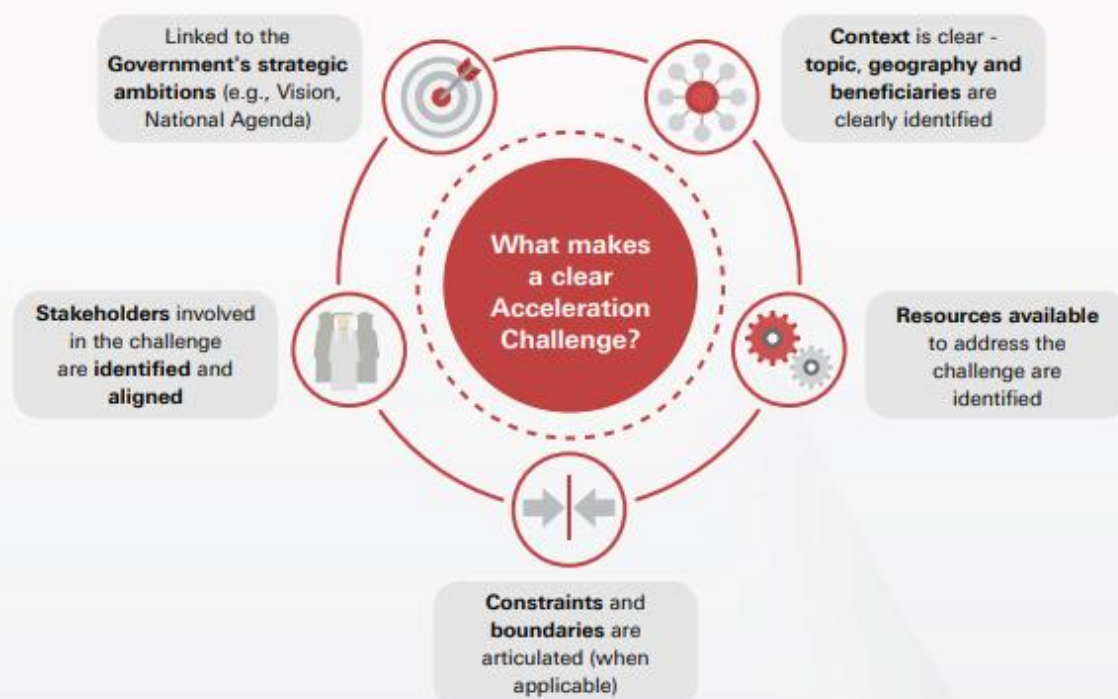
- Creating an innovative state-of-the-art space for teams to meet and collaborate. This open space is easily accessible within a mall
- Bringing government employees outside their comfort zone to a safe environment for experimentation, encouraging them to fail and learn, and instilling a “yes, and” mentality to tackle challenges
- Providing an electronic engagement platform that aims to spark innovation and increase collaboration between stakeholders.

### Criteria for Challenges

Each of the challenges that are selected to join the Government Accelerators must fulfill a set of criteria:

- Initiatives that are highly visible have a high impact on the UAE society, help advance the national agenda, and increase overall government performance
- Initiatives that are typically stalled due to limited innovation and experimentation
- Initiatives that are typically stalled due to lack of alignment between stakeholders.
- Also, participants of the Government Accelerators are carefully chosen and need to be passionate change agents that are close to the challenge.

### What makes a clear Challenge?



At the end of the challenge, all teams are requested to develop a sustainability and scalability plan that fulfills the national strategic objectives.

Besides, the leadership of the leading entities signs on sustainability pledges to ensure their teams implement these plans. For example, two entities the Ministry of Human Resources and Emiratization and the Ministry of Infrastructure Development have set up permanent Acceleration Teams to pursue the implementation of the plans.

The Government Accelerators aims to follow-up on the implementation of these plans quarterly.

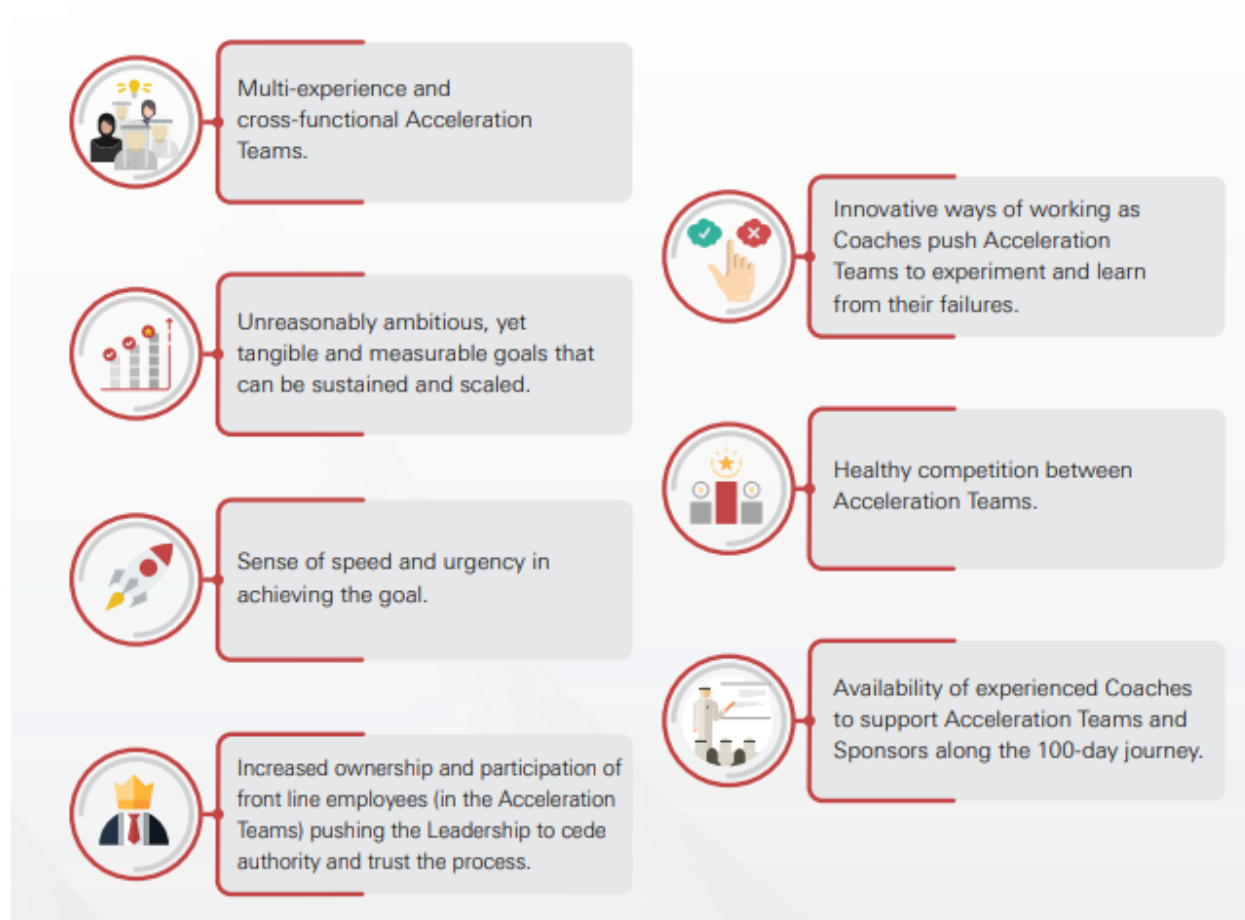
### **Story**

#### Why 100-day cycles

These 100-day cycles set a tone of urgency, which facilitates creative and innovative thinking. In the case of the 'Services Cohort,' this urgency forced the teams to reengineer their existing processes and find new ways to make their services more efficient, simpler and smarter, ultimately resulting in proved customer happiness.



Several factors contribute to the success of the 100-day challenge methodology, namely:



Although a 100-day timeframe was set at the beginning of the cohort, some teams were able to achieve their goal by the 50-day mark. For example, the Federal Electricity and Water Authority team was able to reduce the time to deliver electricity to citizens' new homes in the Emirate of Ajman from 47 days to as little as eight days in the first 50 days. This was done by creating an agreement to exchange a 'No Objection Certificate' between all stakeholders via e-mail as well as reengineering the process so that various steps along the process are conducted in parallel and reducing the number of necessary approvals. The team used the remaining 50 days to focus on scaling the service to commercial units, thus maximizing the use of their time and ultimately pushing the boundaries of their initially set goal.

This was not always the case. Other teams were scrimmaging to the finish line and were only able to reach their goal in the last few days of their cycle.

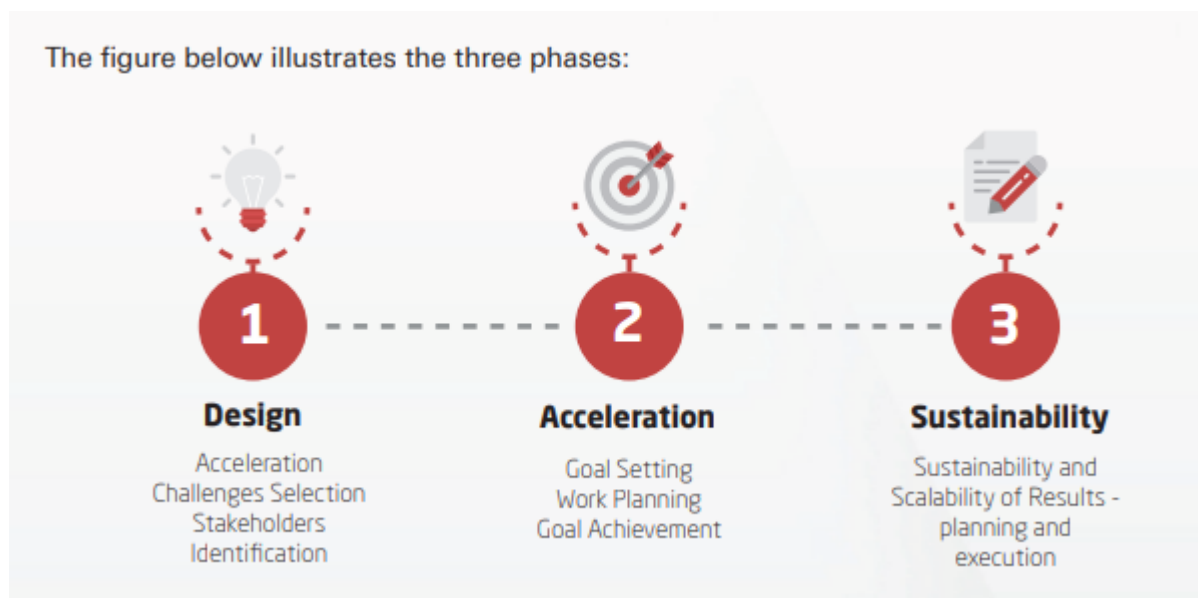
#### Phases of 100-day Challenge methodology

The 100-day Challenge methodology is built around three key phases.

- Design phase where challenges are selected and the stakeholders are identified

- Acceleration phase where Acceleration Teams are nominated to address Acceleration Challenges. During this phase, these teams set SMART goals (Specific, Measurable, Attainable, Relevant and Time-bound) to be achieved in 100 days or less.
- Sustainability phase where Acceleration Teams and the Government Accelerators prepare for the sustainability and scalability of the results achieved during the 100 days.

The figure below illustrates the three phases:



### Key milestones of the 100-Day Challenge?

- 1 The launching of a cohort (set of challenges) and the proposal submission process: The Government Accelerators announce that they are starting to receive proposals from entities who wish to enroll with them.
2. The definition of the challenges: After reviewing the proposals they receive, the Government Accelerators define challenges with the Leadership Team.
3. The Launch workshop: After Challenges are defined, Acceleration Teams are selected and the 100 days countdown starts. During this phase, Acceleration Teams set their goals for the 100 days and design a work plan to achieve this goal.
4. The Midpoint Review workshop: 50 days after the countdown starts, Acceleration Teams reflect on their progress to date and revise their work plans to ensure they can achieve their

goal.

5. The Sustainability and Scalability Review workshop: At the end of the 100 days, Acceleration Teams conclude their experience at the Government Accelerators and recommend actions to sustain and scale the results they achieved.

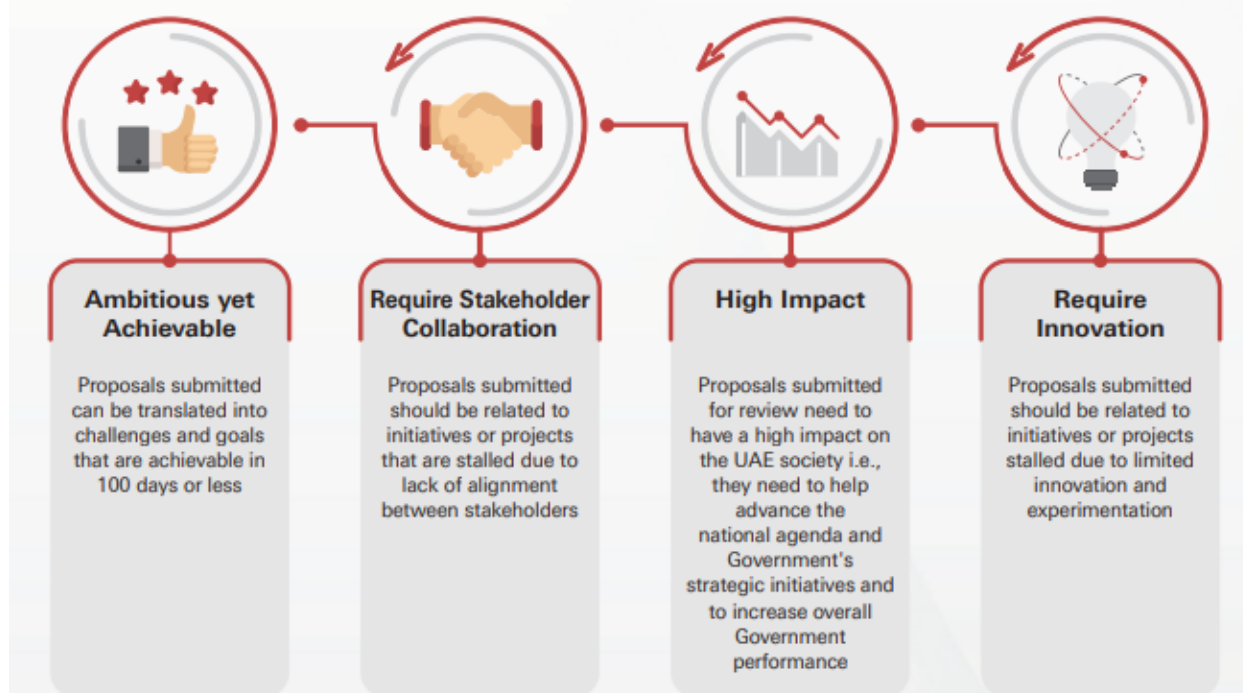
There are five key milestones along these three phases:



How can Government entities participate in the 100-Day Challenge?

The Government Accelerators announce the theme or topic at the beginning of the Cohort. Government entities who wish to take part in the initiative prepare and submit a proposal to the Government Accelerators. Their eligibility to participate is based on a set of criteria.

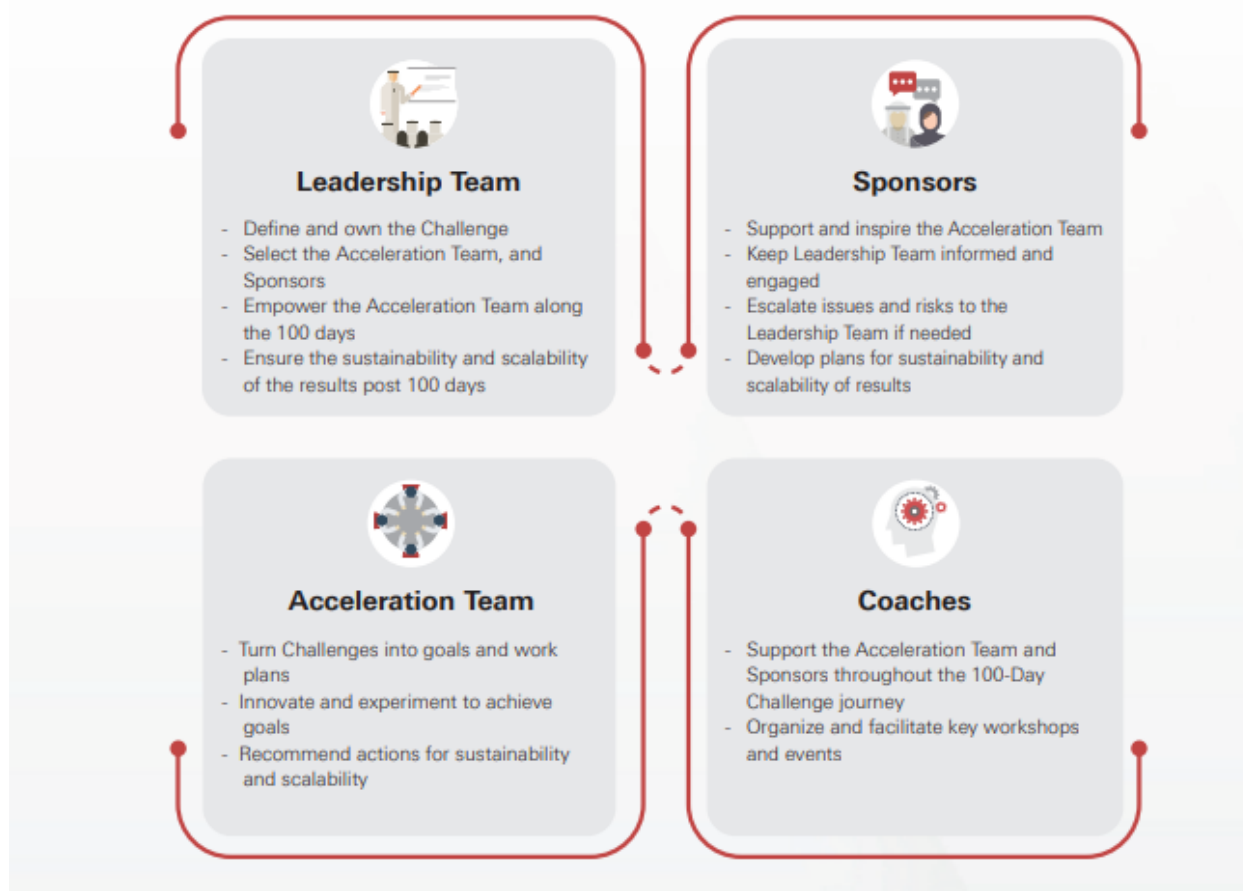
Their eligibility to participate is based on a set of criteria that ensure the proposal has a significant impact on the UAE society and is in line with the Government's strategic direction. They are listed in the figure below:



Once proposals are chosen, the main entities define the stakeholders they interact with. In order to identify these stakeholders, the main entities need to take into consideration influence and interest. The higher the influence and interest of a stakeholder, the more important it is to ask them to join the Leadership Team and the Acceleration Team.

### A cast of Characters for the 100-Day Challenge

Four key characters play an important role in the 100-Day Challenge.

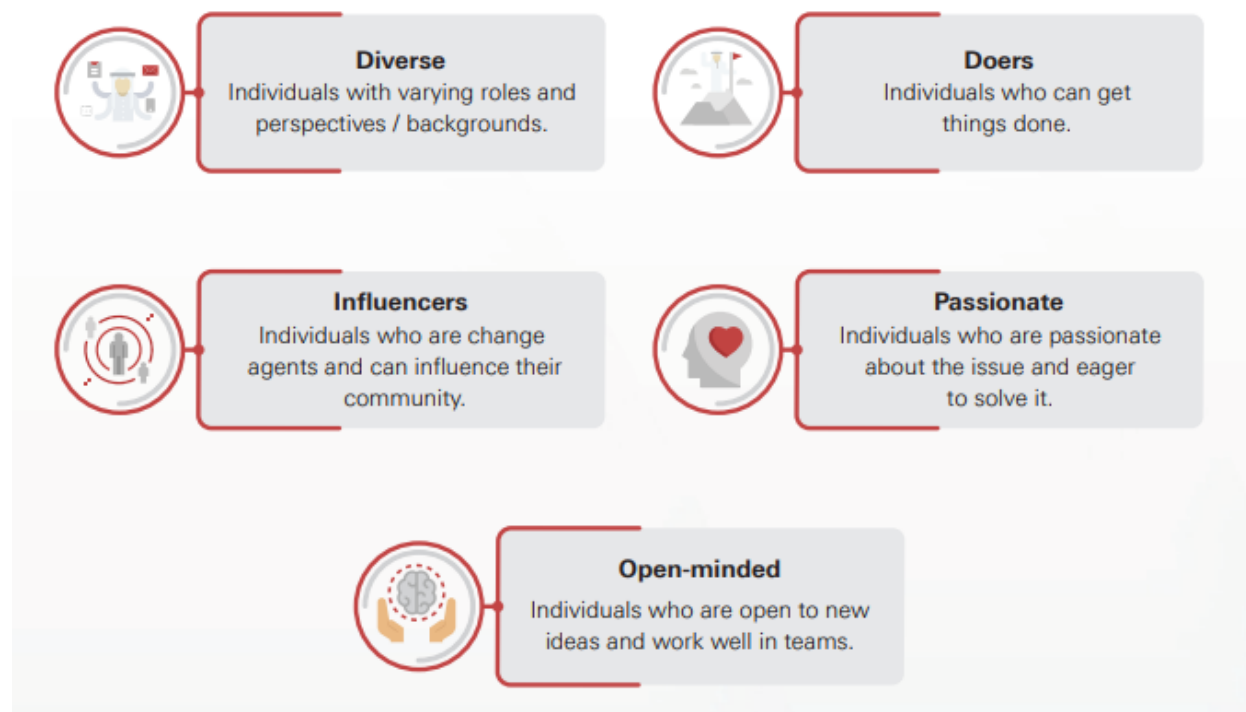


### How are Accelerators Teams formed?

Accelerators Teams are formed from different Government entities, both federal and local, as well as relevant entities from the private and public sector as well as Academia, when applicable. For example, the Telecommunication Regulatory Authority team had to integrate the smart services of seven different government entities for customers to enjoy their services without needing identification documents. This required the combined effort of the Telecommunications Regulatory Authority as a lead entity and the 'e-enabler,' as well as the Federal Authority for Identity and Citizenship (ICA), the Ministry of Finance, the Ministry of

Infrastructure Development, the Ministry of Culture and Knowledge Development, the Sheikh  
Zayed Housing Program and Emirates Post Group.

### What does an ideal Acceleration Team look like?



What is also innovative about the Government Accelerators is the way the goals are set. Although the challenges are identified by the leadership teams, the actual goals are set by the acceleration teams. These teams are mainly made up of front liners. In each of the teams, front liners are empowered to answer the challenge from their leadership and set their own ambitious goal. An ambitious goal that is seemingly impossible. This instills ownership and a sense of urgency to their mission so that they are in complete charge of steering their ship in order to cross the finish line in 100 days.

For example, in the case of the Ministry of interior residency team. The challenge set by the leadership team was to reduce the time it takes to obtain a residency permit for those entering the UAE to work for the private sector.

At the launch event, the team was tasked to set their own SMARTER goal. This was done after mapping out the existing process but, most importantly, before digging in for the solution. This was intentional so that the team was able to set an ambitious goal without really knowing how they will achieve it. Their goal was: 'We will reduce the time it takes to obtain a residence visa by 50% in 100 days' which was a stretch for them to say the least. This forced them to push their boundaries out of their comfort zone and get creative with their execution.



## Impact

The Government Accelerators is the only department in the UAE's Government that is close to the public, and that can translate this strategic direction into tangible and measurable results that directly affect the public.

Through the different challenges, the Government Accelerators have virtually affected the entire population of the UAE. In addition to more than 700 government employees who benefited from their experience as participants, around 46,000 people have directly benefited from the results achieved by the different Acceleration Teams. Outputs that were achieved within the Government Accelerators address high-priority challenges for the country.

The initiative not only mobilizes resources from all government entities but also engages heavily with the private sector and NGOs.

Until 2019, the initiative has launched three 100-day challenge cohorts, two special cohorts, and solved 33 challenges. To date, the initiative has a total of 97 UAE federal government entities participations, 143 UAE local government entities participations, more than 400 private sector participation, 12 collaborations with local and international universities, and 3 collaborations with NGOs.

By empowering the front line employees and giving them the reins, the initiative has bypassed bureaucracy, fostered agility, and allowed to sharpen government human resources leadership capabilities. It has also created a network of alumni participants who engage with each other beyond the 100-day challenge for continuous collaboration and knowledge sharing.

Government entities that join the Government Accelerators are enabled to thrive and make swift and impactful decisions to achieve ambitious results in short periods. They have the chance to learn world-class innovative methodologies and principles to solve challenges. They have the opportunity to join forces with other Federal and Local Government entities and strategic partners to achieve a common goal.

### Power in Numbers

By the end of the 100 days, the teams were able to surpass their goals and achieve unprecedented results. They were able to cut down 116 days of off service delivery times in various Federal Government entities, which equated to saving 175 Million AED in future

costs.



### Acceleration outcome

- 24 lives and AED 174 million saved by reducing road deaths on the five most dangerous roads in the UAE by 63% over the same 2-month period the year prior.
- 16% reduction in emissions from the Emirates Global Aluminum factory in 100 days, equivalent to annual emissions of 460,000 cars.
- 27 patents filed in the UAE in 100 days, a seven-fold increase compared to the same time last year.
- 100% of Emirati children on waiting lists enrolled in public kindergartens in Dubai, eliminating a total waitlist of 435 names in 50 days.
- 1,061 Emirati nationals hired in the private financial sector in 100 days
- 2,201 women screened for breast cancer in the Emirate of Fujairah in 100 days compared to 1,200 in the full year prior.
- Delivering all identity documents of 200 newborn Emiratis in one visit instead of seven visits amounting to 66% of newborns in that period.
- Reducing the time it takes to obtain a residency visa by 60% for those planning to work in the private sector in the Emirate of Ajman.
- Increasing the number of beneficiaries of the Community Development Center in the Emirate of Ajman by 15 fold reaching 15,000 beneficiaries in 100 days.
- Reducing the time it takes to resolve labor complaints in the Emirate of Dubai by 82% from 30 days to 5 working days.
- Ensuring that 93% of citizens that are issued residential housing benefits in the Emirates of Sharjah and Fujairah utilize the service.
- Reducing the time it takes to pay Emiratis their end of service benefits /first pension from 58 days to 12 days.
- Enabled customers to obtain smart services from 7 different government entities without identification documents.
- Reducing the time it takes to deliver electricity to citizens' new homes in the Emirate of Ajman from 47 days to 14 days resulting in a reduction of 70%.
- Three separate addressing systems existed, and people needed several applications to navigate around the UAE correctly. In 100 days, "SENIAR", a smart unified addressing system was created and acquired 17,107 active users, more than 8-fold increase from the goal.

- It would take at least 3 months to adjudicate minor misdemeanors and civil claims (under AED 100,000), and the process varied across Emirates. In 100 days, a unified Small Claims Court system was established which is capable of adjudicating minor misdemeanors and civil claims (under AED 100,000) in one working day.
- It would usually take 12-18 months to gather all stakeholders and draft bylaws. In 80 days, the bylaws draft of the Civil Procedures Law was prepared in order to facilitate, expedite and automate procedures of litigation.
- Spatial data was siloed across the Emirates with varying standards and levels of quality. In 100 days, the first unified geospatial database for four layers (road networks, land uses, housing, and demographics) was built in the form of an interactive map to support the decision-making process.
- 15 siloed programs existed to address young innovative companies with no comprehensive approach to classify and support them. In 100 days, the first national comprehensive program supporting young innovative companies was launched and issued 52 National Membership Certificates.
- There were 9563 Emirati nationals registered in the Ministry of Human Resources and Emiratization database actively seeking jobs. In 100 days, 5,741 of job seeking Emiratis were recruited across strategic economic sectors, exceeding the goal of hiring 4,000 Emiratis by 43%.
- New business applicants had to submit up to 7 documents at 5 different locations when registering their business, and the process varied across Emirates. In 100 days, 97% of new business applicants submitted their documents once and through one platform
- 8 business registries were not fully integrated across the country. In 100 days an integrated National Economic Registry was launched and increased user inquiries by 118%, more than double the goal.

### Sharing the acceleration experience beyond the border

The UAE Government Accelerators are currently working with the governments of two other countries – the Hashemite Kingdom of Jordan and the Arab Republic of Egypt to transfer the Government Accelerators initiative.

## Annexure

## Annex 1

## Government Accelerators Jargon:

100 days Crisis Mode Frontline empowerment Leadership letting go Collaboration Multiple stakeholders Innovation Failing fast Taking risks	Ambitious goals Checking bureaucracy at the door Flat structures
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Government Accelerators was initially set up to support the achievement of National KPIs of UAE Vision 2021, the initiative and approach is versatile and used to address other types of challenges the UAE government faced.

To date, the Government Accelerators has launched and completed three cohorts of 100 days challenges (23 challenges in total):

- Cohort 1 was launched in November 2016 and comprised of 7 challenges focusing on National KPIs.
- Cohort 2 was launched in April 2017 and comprised of 8 challenges focusing on the improvement of government services in line with HH Sheikh Mohammed's bin Rashid vision to be the best country in providing Government services by 2019.
- Cohort 3 was launched in January 2018 and comprised of 8 challenges focusing on high-priority initiatives of the UAE Annual Government Meetings held in September 2017. These high-priority initiatives focused mainly on increasing the collaboration between federal and local government entities

## Annex 2

## Government Accelerators Challenges

The tables below provide a detailed list of all challenges, results (including population affected), and participating entities.

## 1. Cohort 1 – NKPIs Focus

Challenge	Lead Entity	Result	SDG	Participating Entities
Reducing Death Rates from Road Accidents	Ministry of Interior	In 100 days, reduced road deaths on 5 most dangerous roads by 63% <u>Population affected:</u> <ul style="list-style-type: none"> <li>Direct Impact: 24 lives saved</li> <li>Indirect Impact: the entire community of the UAE who uses the 5 roads</li> </ul>	Good Health (3.6.)	<ul style="list-style-type: none"> <li>Dubai Police</li> <li>Sharjah Police</li> <li>National Ambulance</li> <li>Ministry of Infrastructure Development</li> <li>Roads and Transport Authority (Dubai)</li> <li>Emirates Traffic Safety Society</li> </ul>
Improving Air Quality	Ministry of Climate Change and the Environment	In 100 days, improved air quality at a rate equivalent to removing 449,960 cars off the streets <u>Population affected:</u> <ul style="list-style-type: none"> <li>Direct Impact: NA.</li> <li>Indirect Impact: the entire community of the UAE</li> </ul>	Industry Innovation and Infrastructure (9.4.)	<ul style="list-style-type: none"> <li>Emirates Global Aluminum (EGA)</li> <li>General Electric (GE)</li> </ul>
Venture Capital Law	Ministry of Economy	In 50 days, approved and issued the VC law <u>Population affected:</u> <ul style="list-style-type: none"> <li>Direct Impact: NA.</li> <li>Indirect Impact: the</li> </ul>	NA	<ul style="list-style-type: none"> <li>Securities and Commodities Authority</li> </ul>

Challenge	Lead Entity	Result	SDG	Participating Entities
		entire community of the UAE		
Patents	Ministry of Economy	<p>In 100 days, an increased number of patents filed in UAE by 27 patents</p> <p><u>Population affected:</u></p> <ul style="list-style-type: none"> <li>• Direct Impact: 27 patentees</li> <li>• Indirect Impact: the entire community of the UAE</li> </ul>	NA	<ul style="list-style-type: none"> <li>• UAE University</li> <li>• Zayed University</li> <li>• Takamul Program at the Abu Dhabi Department of Economic Development</li> <li>• ICT Fund at Telecommunications Regulatory Authority</li> </ul>
Enrollment in Kindergartens	Ministry of Education	<p>In 48 days, enrolled 100% of Emirati children wishing to register in public kindergartens in Dubai</p> <p>Besides, put in place necessary processes to streamline and expedite waiting lists in 42 days</p> <p><u>Population affected:</u></p> <ul style="list-style-type: none"> <li>• Direct Impact: 435 children removed from the waitlist</li> <li>• Indirect Impact: all UAE</li> </ul>	Quality Education (4.2.)	<ul style="list-style-type: none"> <li>• Ministry of Infrastructure Development</li> <li>• Knowledge and Human Development Authority</li> </ul>

Challenge	Lead Entity	Result	SDG	Participating Entities
		children wishing to enroll in kindergartens		
Emiratization in the Financial Sector	Ministry of Human Resources and Emiratization	In 100 days, 1,080 Emirati nationals signed employment contracts across the Financial sector <u>Population affected:</u> <ul style="list-style-type: none"> <li>Direct Impact: 1,080 recruited Emirati nationals</li> <li>Indirect Impact: NA.</li> </ul>	Decent Work and Economic Growth (8.2.)	<ul style="list-style-type: none"> <li>Emirates Institute for Banking and Financial Studies</li> <li>Insurance Authority</li> <li>UAE Central Bank</li> </ul>
Breast Cancer Screening	Ministry of Health and Prevention	In 100 days, screened 2,202 women over 40 for breast cancer in Fujairah <u>Population affected:</u> <ul style="list-style-type: none"> <li>Direct Impact: 2,202 women screened and four lives saved through</li> </ul>	Good Health (3.4.)	<ul style="list-style-type: none"> <li>Telecommunications Regulatory Authority</li> <li>Federal Authority for Identity and Citizenship</li> <li>Fujairah Amiri Court</li> <li>Siemens Healthcare</li> <li>Abu Dhabi International Medical Services</li> <li>National Reference Laboratory – Mubadala Healthcare (Abu Dhabi)</li> </ul>

Challenge	Lead Entity	Result	SDG	Participating Entities
		early detection • Indirect Impact: all women over 40 in the Emirate of Fujairah		

## 2. Cohort 2 – Government Services Focus

Challenge	Lead Entity	Result	SDG	Participating Entities
Newborn Package Activation	Ministry of Interior	In 100 days, delivered documents for 200 newborns babies in one visit instead of seven  <u>Population affected:</u> <ul style="list-style-type: none"> <li>• Direct Impact: 200 newborns and their families</li> <li>• Indirect Impact: NA</li> </ul>	Peace Justice and Strong Institutions (16.6.)	<ul style="list-style-type: none"> <li>• Ministry of Health and Prevention</li> <li>• Ministry of Finance</li> <li>• Federal Authority for Identity and Citizenship</li> <li>• Telecommunications Regulatory Authority</li> <li>• Abu Dhabi Health Authority</li> <li>• Abu Dhabi Systems &amp; Information Centre</li> <li>• Dubai Health Authority</li> <li>• Smart Dubai</li> <li>• Emirates Post</li> </ul>
Issuing Residency Permits	Ministry of Interior	In 100 days, reduced the time of obtaining a residency visa by 60% <u>Population affected:</u> <ul style="list-style-type: none"> <li>• Direct Impact: 3,100 residency visas processed</li> <li>• Indirect Impact: all workers submitting for residency visas in Ajman</li> </ul>	Peace Justice and Strong Institutions (16.6.)	<ul style="list-style-type: none"> <li>• Ministry of Foreign Affairs and International Cooperation</li> <li>• Ministry of Human Resources and Emiratization</li> <li>• Ministry of Health and Prevention</li> <li>• Federal Authority for Identity and Citizenship</li> </ul>

Challenge	Lead Entity	Result	SDG	Participating Entities
Reducing Time to Activate Electricity Services	Federal Electricity and Water Authority	In 100 days, reduced the time it takes to provide electrical connections to new residential villas owned by locals in Ajman by 79% from 47 to 10 working days <u>Population affected:</u> <ul style="list-style-type: none"> <li>• Direct Impact: NA.</li> <li>• Indirect Impact: families of the recipients of the connections</li> </ul>	Peace Justice and Strong Institutions (16.6.)	<ul style="list-style-type: none"> <li>• Ministry of Infrastructure Development</li> <li>• Ajman Municipality</li> <li>• Etisalat</li> <li>• Ajman Sewerage Company</li> </ul>
Improving Community Service Centers	Ministry of Community Development	In 100 days, increased the number of beneficiaries of the Ajman Community Center by 15 fold <u>Population affected:</u> <ul style="list-style-type: none"> <li>• Direct Impact: 15,320 beneficiaries</li> <li>• Indirect Impact: all residents of Ajman and neighboring Emirates who can benefit from the services of the center</li> </ul>	NA.	<ul style="list-style-type: none"> <li>• Ajman Executive Council</li> <li>• General Authority of Youth and Sports Welfare</li> <li>• Ajman Youth Council</li> <li>• Al Janahi Real Estate</li> </ul>
Reducing Time to Process Pension Benefits	General Pension and Social Security Authority	In 100 days, reduced the time it takes to pay Emiratis their end of service benefits / first pension from 58 days to 14 days <u>Population affected:</u> <ul style="list-style-type: none"> <li>• Direct Impact: NA.</li> </ul>	Peace Justice and Strong Institutions (16.6.)	<ul style="list-style-type: none"> <li>• Ministry of Human Resources and Emiratization</li> <li>• Ministry of Health and Prevention</li> <li>• Ministry of Finance</li> <li>• Federal Authority for Human Resources</li> <li>• Securities and Commodities Authority</li> </ul>



Challenge	Lead Entity	Result	SDG	Participating Entities
		<ul style="list-style-type: none"> <li>Indirect Impact: all employees of the Ministry of Human Resources and Emiratization, the Ministry of Health and Prevention, the Ministry of Finance, and the Securities and Commodities Authority</li> </ul>		
Reducing Time to Process Labor Complaints	Ministry of Human Resources and Emiratization	In 100 days, reduced the time to resolve labor complaints by 82%, from 30 to 5 working days <u>Population affected:</u> <ul style="list-style-type: none"> <li>Direct Impact: NA.</li> <li>Indirect Impact: all workers and laborers (4,000,000+)</li> </ul>	Decent Work and Economic Growth (8.8.)	<ul style="list-style-type: none"> <li>Dubai Courts</li> <li>A representative from the private sector</li> <li>A representative of labor workers</li> </ul>
Accelerating Access to Government Housing	Sheikh Zayed Housing Program	In 100 days, ensuring that 93% of citizens are issued residential housing in the Emirates of Sharjah and Fujairah <u>Population affected:</u> <ul style="list-style-type: none"> <li>Direct Impact: 137</li> <li>Indirect Impact: families of the recipients of the grants/loans</li> </ul>	Peace Justice and Strong Institutions (16.6.)	<ul style="list-style-type: none"> <li>Fujairah Municipality</li> <li>Sharjah Urban Planning Council</li> </ul>

Challenge	Lead Entity	Result	SDG	Participating Entities
Increasing Smart Pass Users and Beneficiaries	Telecom Regulatory Authority	<p>In 100 days, enabled customers to obtain smart services from 7 different government entities without identification documents</p> <p><u>Population affected:</u></p> <ul style="list-style-type: none"> <li>• Direct Impact: NA.</li> <li>• Indirect Impact: all the community of the UAE who use government services</li> </ul>	Peace Justice and Strong Institutions (16.6.)	<ul style="list-style-type: none"> <li>• Ministry of Infrastructure Development</li> <li>• Ministry of Culture and Knowledge Development</li> <li>• Ministry of Human Resources and Emiratization</li> <li>• Smart Dubai</li> <li>• Emirates Post</li> </ul>

The achievement of these challenges also allowed to save 110+ days of work in various Federal entities through more efficient and effective services.

### 3. Cohort 3 – Annual Government Meetings High Priority Initiatives

Challenge	Lead Entity	Baseline	Result	SDG	Participating Entities
Senior Addressing System	Ministry of Climate Change and the Environment	Three separate addressing systems existed, and people needed several applications to navigate around the UAE correctly	<p>In 100 days, created "SENIOR", a smart unified addressing scheme, and acquired 17,107 active users, more than 8-fold increase from our goal</p> <p><u>Population affected:</u></p> <ul style="list-style-type: none"> <li>• Direct Impact: 17,107 active users of the</li> </ul>	Peace Justice and Strong Institutions (16.6.)	<ul style="list-style-type: none"> <li>• Department of Urban Planning and Municipalities - Abu Dhabi</li> <li>• Dubai Municipality</li> <li>• Sharjah Urban Planning Council</li> </ul>

Challenge	Lead Entity	Baseline	Result	SDG	Participating Entities
			applicati on <ul style="list-style-type: none"> <li>Indirect Impact: all the community of the UAE</li> </ul>		
Small Claims Court	Ministry of Justice	It would take at least three months to adjudicate minor misdemeanors and civil claims (under AED 100,000), and the process varied across Emirates	In 100 days, established a unified Small Claims Court system capable of adjudicating minor misdemeanors and civil claims (under AED 100,000) in one working day  <u>Population affected:</u> <ul style="list-style-type: none"> <li>Direct Impact: 180 cases adjudicate during the 100 days</li> <li>Indirect Impact: all the community of the UAE</li> </ul>	Peace Justice and Strong Institutions (16.a.)	<ul style="list-style-type: none"> <li>Abu Dhabi Judicial Department</li> <li>Dubai Courts</li> <li>Ras Al Khaimah Courts Department</li> <li>Abu Dhabi Global Market Courts</li> </ul>

Challenge	Lead Entity	Baseline	Result	SDG	Participating Entities
Issuing and Updating Priority Legislation	General Secretariat of the Cabinet	It would usually take 12-18 months to gather all stakeholders and draft bylaws	<p>In 80 days, we prepared the bylaws draft of the Civil Procedures Law in order to facilitate, expedite and automate procedures of litigation</p> <p><u>Population affected:</u></p> <ul style="list-style-type: none"> <li>• Direct Impact: NA.</li> <li>• Indirect Impact: all the population of the UAE</li> </ul>	Peace Justice and Strong Institutions (16.a.)	<ul style="list-style-type: none"> <li>• Ministry of Justice</li> <li>• General Secretariat of the Abu Dhabi Executive Council</li> <li>• Abu Dhabi Judicial Department</li> <li>• Dubai Courts</li> <li>• Higher Committee for Legislation in Dubai</li> <li>• Executive Council of Ras Al Khaimah</li> <li>• Ras Al Khaimah Courts</li> </ul>
UAE Master Plan	Ministry of Infrastructure Development	Spatial data was siloed across the Emirates with varying standards and levels of quality	<p>In 100 days, built the first unified geospatial database for four layers (roads networks, land uses, housing, and demographics) in the form of an interactive map to support the decision-making process</p> <p><u>Population affected:</u></p>	Sustainable Cities and Communities	<ul style="list-style-type: none"> <li>• Department of Urban Planning and Municipalities - Abu Dhabi</li> <li>• ADSIC Abu Dhabi</li> <li>• Dubai Municipality</li> <li>• Directorate of Town Planning and Survey – Sharjah</li> <li>• Sharjah Urban Planning Council</li> <li>• Ajman Municipality and Planning Department</li> <li>• Umm Quwain Planning and Survey Department</li> <li>• Fujairah Municipality</li> <li>• Dibba Al Fujairah Municipality</li> </ul>

Challenge	Lead Entity	Baseline	Result	SDG	Participating Entities
			<ul style="list-style-type: none"> <li>Direct Impact: NA.</li> <li>Indirect Impact: all the population of the UAE</li> </ul>		<ul style="list-style-type: none"> <li>Emirates Defence Industries Company (EDIC)</li> <li>Geo links</li> <li>Gistec</li> </ul>
National Program for Young Innovative Companies	Ministry of Economy	15 siloed programs existed to address young innovative companies with no comprehensive approach to classify and support them	<p>In 100 days, we launched the first National Comprehensive Program supporting Young Innovative Companies and issued 52 National Membership Certificates</p> <p><u>Population affected:</u></p> <ul style="list-style-type: none"> <li>Direct Impact: 52 owners of the businesses who received certificates</li> <li>Indirect Impact:</li> </ul>	NA	<ul style="list-style-type: none"> <li>Ministry of Finance</li> <li>Securities and Commodities Authority</li> <li>Telecommunications Regulatory Authority</li> <li>Abu Dhabi Department of Economic and Development</li> <li>Emirates Development Bank</li> <li>Mohammed Bin Rashid Innovation Fund</li> <li>Khalifa Fund for Enterprise Development</li> <li>Dubai SME</li> <li>Sharjah Entrepreneurship Center (SHERAA)</li> <li>Ras Al Khaimah SME</li> <li>Umm Al Quwain Chamber of Commerce &amp; Industry</li> </ul>

Challenge	Lead Entity	Baseline	Result	SDG	Participating Entities
			all the population of the UAE		<ul style="list-style-type: none"> <li>Khalifa University for Science &amp; Technology</li> <li>United Arab Emirates University</li> <li>University of Dubai</li> <li>Ruwad Establishment</li> </ul>
Emiratization in Strategic Economic Sectors	Ministry of Human Resources and Emiratization	There were 9563 Emirati nationals registered in the Ministry of Human Resources and Emiratization database actively seeking jobs	<p>In 100 days, ensured 5,741 of job seeking Emiratis were recruited across strategic economic sectors</p> <p><u>Population affected:</u></p> <ul style="list-style-type: none"> <li>Direct Impact: 5,741 recruited Emirati nationals</li> <li>Indirect Impact: all job seeking Emiratis</li> </ul>	Decent Work and Economic Growth	<ul style="list-style-type: none"> <li>General Civil Aviation Authority, Federal Transport Authority – Land and Maritime, Dubai Airports, Kano Group, Abdullah Al Moosa Group, Aramex, Emirates Airlines, Emirates National Group, and Fly Dubai</li> <li>Telecommunications Regulatory Authority (TRA), TECOM Group, Carrefour, Microsoft, Oracle, Huawei, Etisalat, IBM, and DU.</li> <li>Securities and Commodities Authority, Arabtec Holding, Emaar Properties, Drake &amp; Scull, Deyaar, Saif bin Darwish, Ghantoot Transport &amp; General Contracting, Mohammed Abdulmohsin Al-Kharafi &amp; Sons, Fujairah Building Industries, Belhasa Six Construct, WS Atkins &amp; Partners, and Damac,</li> </ul>

Challenge	Lead Entity	Baseline	Result	SDG	Participating Entities
					<ul style="list-style-type: none"> <li>Tawjeeh, Tasheel, Tadbeer, Taqyeem, Twafouq, Twseel, and Amer</li> </ul>
Ask Once (Business Setup)	Telecommunications Regulatory Authority	New business applicants had to submit up to 7 documents at 5 different locations when registering their business, and the process varied across Emirates	<p>In 100 days, 97% of new business applicants submitted their documents once and through one platform</p> <p><u>Population affected:</u></p> <ul style="list-style-type: none"> <li>Direct Impact: NA.</li> <li>Indirect Impact: all businesses</li> </ul>	Peace and Strong Institutions (16.6.)	<ul style="list-style-type: none"> <li>Ministry of Interior</li> <li>Ministry of Economy</li> <li>Ministry of Human Resources and Emiratization</li> <li>Federal Authority For Identity and Citizenship</li> <li>Department of Economic Development - Abu Dhabi</li> <li>Department of Economic Development - Dubai</li> <li>Department of Economic</li> </ul>

Challenge	Lead Entity	Baseline	Result	SDG	Participating Entities
			s owners		<ul style="list-style-type: none"> <li>Development - Sharjah</li> <li>• Department of Economic Development - Ajman</li> <li>• Department of Economic Development - Umm Al Quwain</li> <li>• Department of Economic Development - Ras Al Khaimah</li> <li>• Fujairah Municipality</li> <li>• Dibba Municipality</li> </ul>
National Economic Registry	Telecommunications Regulatory Authority	Eight business registries were not fully integrated across the country	<p>In 100 days, launched an integrated National Economic Registry and increased user inquiries by 118%, more than double the goal</p> <p><u>Population affected:</u></p> <ul style="list-style-type: none"> <li>• Direct Impact: NA.</li> <li>• Indirect Impact: all businesses owners</li> </ul>	Peace Justice and Strong Institutions (16.6.)	<ul style="list-style-type: none"> <li>• Ministry of Economy</li> <li>• Department of Economic Development - Abu Dhabi</li> <li>• Department of Economic Development - Dubai</li> <li>• Department of Economic Development - Sharjah</li> <li>• Department of Economic Development - Ras Al Khaimah</li> <li>• Department of Economic Development - Ajman</li> <li>• Department of Economic Development - Umm Al Quwain</li> <li>• Fujairah Municipality</li> <li>• Dibba Fujairah Municipality</li> </ul>



## 4. Electrical Vehicles

Challenge	Lead Entity	Result	SDG	Participating Entities
Incentivize and Encourage the Use of Electric Vehicles	Ministry of Energy and Industry	<p>A launched incentive program to encourage the use of electric vehicles</p> <ul style="list-style-type: none"> <li>• Institutionalized insurance schemes for electric vehicles in partnership with insurance companies</li> <li>• Institutionalized green loans to finance electric vehicles in partnership with banks</li> <li>• Introduced incentive scheme including waving of parking and toll fees for electric vehicles owners</li> <li>• Launched plan to deploy charging stations across Dubai</li> </ul> <p><u>Population affected:</u></p> <ul style="list-style-type: none"> <li>• Direct Impact: all-electric vehicles owners</li> <li>• Indirect Impact: all UAE population as a result of the reduction in carbon emissions from cars</li> </ul>	Industry Innovation and Infrastructure (9.4.)	<ul style="list-style-type: none"> <li>• Ministry of Interior</li> <li>• Ministry of Economy</li> <li>• Ministry of Infrastructure Development</li> <li>• Ministry of Climate Change and the Environment</li> <li>• Federal Competitiveness and Statistics Authority</li> <li>• Emirates Authority for Standardization and Metrology</li> <li>• Federal Authority for Land and Maritime Transport</li> <li>• Federal Insurance Authority</li> <li>• Federal Customs Authority</li> <li>• Masdar</li> <li>• Roads and Transport Authority (Dubai)</li> <li>• Dubai Municipality</li> <li>• Dubai Electricity and Water Authority</li> </ul>

## 5. Umm al-Quwain (UAQ)

Challenge	Lead Entity	Result	SDG	Participating Entities
Issuing Trade Licenses in UAQ	UAQ Department of Economic Development	<p>In 50 days, reduced the time it takes to issue trade licenses from 24 days to 24 hours</p> <p><u>Population affected:</u></p> <ul style="list-style-type: none"> <li>• Direct Impact: NA.</li> <li>• Indirect Impact: all business owners in UAQ</li> </ul>	Peace and Justice Strong Institutions (16.6.)	<ul style="list-style-type: none"> <li>• Ministry of Health and Prevention</li> <li>• Ministry of Economy</li> <li>• Ministry of Climate Change and the Environment</li> <li>• Telecommunications Regulatory Authority</li> <li>• Federal Authority for Land and Maritime Transport</li> <li>• National Media Council</li> <li>• General Directorate for Residency and Foreign Affairs</li> <li>• Dubai Department of Economic Development</li> <li>• UAQ Municipality</li> <li>• Smart UAQ</li> <li>• UAQ Department of Urban Planning</li> <li>• UAQ Police GHQ</li> <li>• UAQ Civil Defense</li> </ul>
Issuing Building Permits in UAQ	UAQ Municipality	<p>In 50 days, reduced the time it takes to issue building permits from 45 days to 5 days</p> <p><u>Population affected:</u></p> <ul style="list-style-type: none"> <li>• Direct Impact: NA.</li> <li>• Indirect Impact: all residents of UAQ</li> </ul>	Peace and Justice Strong Institutions (16.6.)	<ul style="list-style-type: none"> <li>• Federal Electricity and Water Authority</li> <li>• UAE Armed Forces</li> <li>• Falaj Al Mualla Municipality</li> <li>• Smart UAQ</li> <li>• UAQ Department of Urban Planning</li> <li>• UAQ Civil Defense</li> </ul>

## 6. Ministry of Economy

Challenge	Lead Entity	Result	SDG	Participating Entities
Issuing Foreign Ownership and Investment Law	Ministry of Economy	<ul style="list-style-type: none"> <li>Identified sectors open for foreign ownership in each of the seven emirates</li> <li>Drafted and issued foreign ownership and investment law</li> </ul> <p><u>Population affected:</u></p> <ul style="list-style-type: none"> <li>Direct Impact: NA.</li> <li>Indirect Impact: all future business owners and investors (local and international)</li> </ul>	Peace Justice and Strong Institutions (16.6.)	<ul style="list-style-type: none"> <li>General Secretariat of the Executive Council (Abu Dhabi)</li> <li>The Executive Council (Dubai)</li> <li>Ajman Chamber of Commerce</li> <li>Ajman Department of Economic Development</li> <li>UAQ Executive Council</li> <li>UAQ Department of Economic Development</li> <li>Fujairah Department of Economic Development</li> <li>Ras Al Khaimah Department of Economic Development</li> </ul>

## 7. Food Security

Objective: To encourage the adoption of AgTech and AquaCulture by enabling the three foundational pillars (access to resources, ease of setup and defined quality standards) that will advance UAE food security.

SDG: Zero Hunger and Food Security (2.4.)

Challenge	Initiatives	Participating Entities
Unify Licensing & Registration Processes across the UAE	<ul style="list-style-type: none"> <li>Specify technical criteria and specifications for licensing AgTech activities (already exists for AquaCulture)</li> <li>Review all existing processes across federal and local entities for licensing and propose a simplified and unified roadmap (including consolidation of commercial activities)</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Climate Change and the Environment</li> <li>Ministry of Economy</li> <li>Abu Dhabi Department of Economic Development</li> <li>Abu Dhabi Food Control Authority</li> <li>Dubai Department of Economic Development</li> <li>Ajman Municipality</li> <li>UAQ Department of Economic Development</li> <li>Ras Al Khaimah Department of Economic Development</li> <li>Emirates Catering Group</li> </ul>
Reduce CAPEX and Setup Costs	<ul style="list-style-type: none"> <li>Unify and update building codes for commercial agriculture</li> <li>Unify and simplify the setup process from setup to completion</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Infrastructure Development</li> <li>Abu Dhabi Department of Urban Planning and Municipalities</li> <li>Dubai Municipality</li> <li>Ras Al Khaimah Municipality</li> <li>UAQ Municipality</li> <li>Badia Farms</li> <li>Ecovision</li> <li>Arabian Farms</li> </ul>
Define Zoning Criteria and Allocate Plots across UAE	<ul style="list-style-type: none"> <li>Define criteria, develop strategic environmental study and propose to the Leadership team</li> <li>Allocate the zones (by the municipality)</li> <li>Create the electronic atlas (of which fish can be grown/captured where)</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Climate Change and the Environment</li> <li>Abu Dhabi Food Control Authority</li> <li>Environment Abu Dhabi</li> <li>Environment and Protected Areas Authority (Sharjah)</li> <li>ANAF Consulting Company</li> <li>AQUA MEEmirates Id</li> </ul>

Challenge	Initiatives	Participating Entities
Improve Data Availability	<ul style="list-style-type: none"> <li>Develop comprehensive, granular, audited, and protected Ag-Tech data platform for technical, marketing, investment, and R&amp;D use</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Climate Change and the Environment</li> <li>Ministry of Economy</li> <li>Telecommunications Regulatory Authority</li> <li>Federal Competitiveness and Statistics Authority</li> <li>Federal Customs Authority</li> <li>Abu Dhabi Farmers Center</li> <li>Dubai Multi Commodities Centre</li> <li>UAE University</li> <li>International Center for Biosaline Agriculture</li> <li>Wollongong University</li> <li>Plantagon</li> <li>Du</li> <li>Windset</li> </ul>
Increase Access to Finance	<ul style="list-style-type: none"> <li>Establish a national Ag-tech promotional task-force</li> <li>Produce Ag-tech finance risk perception study</li> <li>Benchmarking agricultural and development banks</li> <li>Establish Growers index (list and categories of growers in the UAE)</li> <li>Produce Demand Analysis Study</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Finance / Mohammed bin Rashid Investment Fund</li> <li>UAE Central Bank</li> <li>Food Security Center Abu Dhabi</li> <li>UAE Bank Federation</li> <li>Emirates Development Bank</li> <li>HSBC</li> <li>Emirates NBD</li> <li>Studpac</li> </ul>
Define Quality Standards & Compliance Enforcement across UAE	<ul style="list-style-type: none"> <li>Develop quality standards by benchmarking local and international best practices</li> <li>Review, refine and unify compliance and quality control mechanisms for imported aquaculture products through a study</li> <li>Establish technical standards for fisheries</li> </ul>	<ul style="list-style-type: none"> <li>Emirates Standards and Metrology Authority</li> <li>Abu Dhabi Food Control Authority</li> <li>Food Security Center Abu Dhabi</li> <li>Ajman Municipality</li> <li>Ras Al Khaimah Municipality</li> <li>Fish Farm</li> </ul>

Challenge	Initiatives	Participating Entities
	product (e.g., Halal certification)	
Establish National Fish Feed Facility	<ul style="list-style-type: none"> <li>Establish local fish feed production line (within the existing facility) or facility</li> <li>Develop R&amp;D Agenda to consider production on local fish or those that thrive in the local climate and explore the diversification of aquaculture in the region</li> </ul>	<ul style="list-style-type: none"> <li>Abu Dhabi Department of Urban Planning and Municipalities</li> <li>Department of Presidential Affairs</li> <li>Tamkeen</li> <li>Dibba Bay Oysters</li> <li>PAL Technology</li> <li>ANAF Consulting Company</li> <li>Fish Farm</li> <li>RAD AQUA</li> </ul>

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## GOVERNMENT ACCELERATORS

- The Third Batch of Government Accelerators
- Government Accelerators-MBRCGI