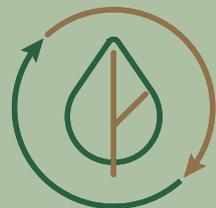
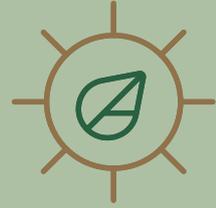


# Sustainability Report

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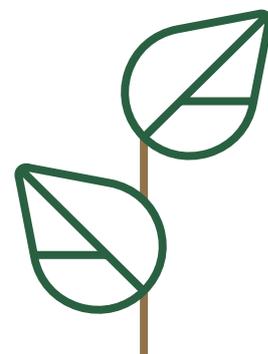
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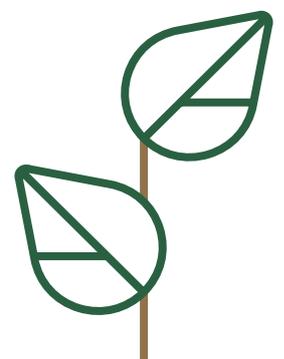
# Telecommunications and Digital Government Regulatory Authority

## CONTENTS

- 4** About TDRA
- 10** Strategic Orientations  
2017-2022
- 18** Sustainable Work  
Environment
- 41** Technology Development  
Affairs (TDA)
- 43** Spectrum Management  
Affairs - 2020
- 45** UAE's Telecom and Digital  
Government



- 53** Digital Government
- 56** Digital Wellbeing
- 58** TDRA Building Sustainability
- 62** Financial Management and the Corona Pandemic
- 64** Procurement and Contracts Section

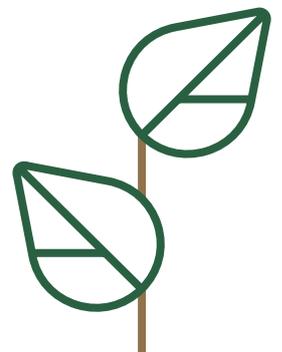




## About TDRA

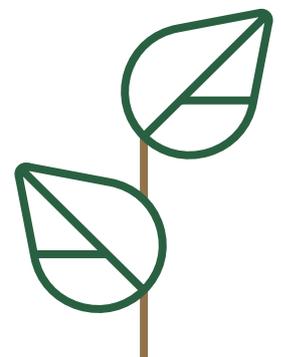
The Telecommunications and Digital Government Regulatory Authority (TDRA) was established in the United Arab Emirates pursuant to Federal Law No.3 of 2003 (Telecom Law), regarding the Organization of the Telecommunications Sector. Since its inception, TDRA has exceeded expectations by achieving its projected goals in record time.

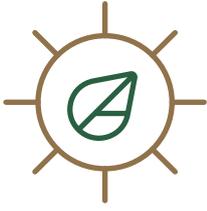
The role of TDRA focuses on two areas: Regulating the telecommunications sector and enabling government entities in mTransformation.



TDRA was entrusted with several responsibilities related to ICT Sector within the UAE and abroad. TDRA is responsible for representing the UAE at many international forums, as it was elected for a seat in the ITU Council of the United Nations for the years 2006-2010, as well as being a member of the Arab Regulators Network of Telecommunications and Information Technologies (AREGNET), the Arab Spectrum Management Group (ASMG) and the GCC Telecom Bureau. Among the objectives that TDRA seeks to achieve when exercising its functions in accordance with the law are:

- Ensure that telecommunications services are accessible throughout the UAE to meet the needs of those wishing to make use of such services.
- Enhance the level of service provided by the telecommunications sector in the interests of subscribers.
- Ensure that licensees meet performance quality standards and adhere to the conditions of licenses granted to them.
- Encourage, promote, and develop UAE's ICT industry.
- Develop and modernize UAE's telecommunications system through training, qualification, establishing relevant educational institutions and getting cutting-edge telecom apparatus, equipment and facilities.
- Develop and ensure the implementation of mGovernment initiative programs, and enhance the use of ICT at government entities
- Develop relevant policies and standards, and monitor compliance of government entities with the same.
- Create an appealing e-government environment in the UAE.
- Formulate and implement a national mGovernment plan.
- Achieve the objectives of the Online Services Index (OSI), a national



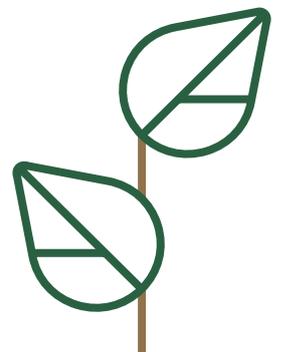


## Vision

The UAE is a global leading country in ICT.

## Mission

We strive to be a leading organization in the ICT sector in the UAE, committed to maintaining positive competition to protect the interests of subscribers, and promoting electronic transformation of federal entities and respective services, by relying on national competencies to apply best international standards and practices in overseeing the sector and encouraging innovation and investment.



# Corporate Values

## Leadership

We nurture innovation and creativity, assume leadership and effectively influence supporting and developing the Sector

## Customer Happiness

We strive to improve our customers' happiness through our commitment to constantly improve and develop the quality of our services

## Empowerment

We endeavor to empower our employees in decision-making and participation in achieving our goals within an inspiring work environment

## Collaboration & Interaction

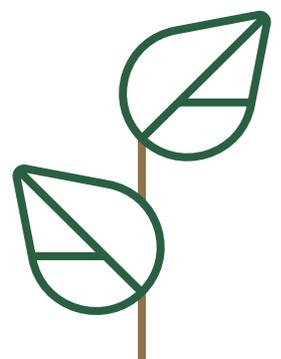
We work constructively with the concerned to develop and implement work mechanisms (internally and externally)

## Commitment

We are committed towards our responsibilities to the UAE in providing the best technology for the Sector

## Sustainability

We endeavor to have a positive influence on all stakeholders by maintaining a sustainable business model.





# Toward a Sustainable Future



The ICT sector is the backbone of various other vital sectors, and represents the cornerstone in sustainability plans, projects and strategies in the UAE, given the sector's significance in the digital transformation process towards a 4IR-based future and for a digital knowledge economy and society.

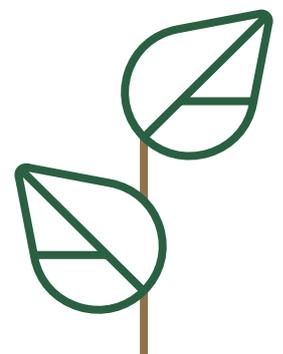
Digital transformation, being one of the strategic functions of TDRA, is in itself a quest for sustainability. Digital transformation means, inter alia, saving hundreds of millions of papers by transitioning to paperless transactions. It also means eliminating thousands of trips to workplaces and service centers, thereby reducing CO2 and greenhouse gas emissions, and mitigating global warming.

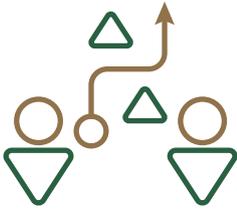
Hence, and based on the exceptional importance of the principle of sustainability, TDRA works on ensuring the sustainability of the ICT sector for future generations by incorporating sustainability as a core individual value and having it consistently integrated into the business model.

TDRA is also committed to the directions of the UAE government towards ensuring a continued sustainable development, environmental protection and striking a balance between economic and social development. TDRA also strive towards realizing goals of the UAE Vision 2021 National Agenda, which stipulate achieving a sustainable environment in terms of air quality, preserving water resources, increased reliance on clean energy and implementing green growth plans.

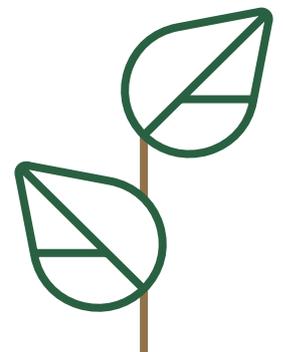
Today, in the UAE, we are proud of our achievements in sustainability. UAE residents can access more than 6000 smart services, using digital identity (UAE Pass), digital signature and digital vault, and the best is yet to come, God willing.

Eng. Majed Sultan Al-Mesmar  
Director General



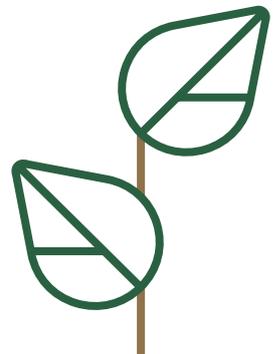


# Strategic Orientations 2017-2022



## Strategic Goals

1. Developing a fair regulatory environment for the ICT sector in UAE to promote competitiveness and effective sustainability
2. Improving the quality of services provided in the ICT sector in the UAE to keep abreast with the latest developments in the telecommunications sector
3. Leadership in the digital infrastructure of the UAE
4. Enhancing a smart lifestyle in the UAE
5. Ensuring the provision of all administrative services in accordance with standards of quality, efficiency and transparency.
6. Fostering a culture of innovation in the corporate work environment



# Strategic synergy of TDRA with national UAE strategies and trends



OBJECTIVE	Developing a fair regulatory environment for the ICT sector in UAE to promote competitiveness and effective sustainability	Improving the quality of services provided in the ICT sector in the UAE to keep abreast with the latest developments in the telecommunications sector
<b>SYNERGY WITH STRATEGIES</b>		
UAE Strategy 2021	✓	✓
Future Foresight Strategy	✓	✓
Innovation Strategy	✓	✓
Happiness & Wellbeing Strategy	✓	✓
Cybersecurity Strategy	✓	✓
<b>Youth Strategy</b>		
<b>Corporate Communication Strategy</b>		
Sustainability Strategy	✓	✓
Advanced Skills Strategy	✓	✓
<b>Emirates Blockchain Strategy 2021</b>		
UAE Soft Power Strategy		✓
<b>UAE Strategy for the Fourth Industrial Revolution</b>		✓
UAE Strategy for Artificial Intelligence	✓	✓
<b>National Literacy Strateg</b>		
<b>National Strategy for the Year of Giving</b>		
<b>National Tolerance Program</b>		
<b>The National Employment Strategy 203</b>		
<b>National Advanced Sciences Agenda 2031</b>		



Leadership in the smart technical infrastructure in the UAE

Enhancing a smart lifestyle in the UAE

Ensuring that all administrative services are in accordance with standards of quality, efficiency and transparency

Fostering a culture of innovation in the corporate work environment

✓

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# Global Certifications



**Quality Management System**



**Information Technology Service Management**



**Assets Management System**



**Customer Satisfaction Code of Conduct**



**Guidelines on Recruitment**



**Business Continuity Management System**



**Procurement Sustainability System**



**Delivering Effective Governance of Organizations**



**Innovation Management System**



**Environment Management System**



**Information Security Management System**



**Safe Working during the COVID-19 Pandemic**



**Customer Satisfaction Complaints Handling**



**Guidelines on Human Governance**



**Project Management System**



**Inspection Management System**



**Public Sector Procurement**



**Benchmarking Management System**



**Occupational Health & Safety Management System**



**Energy Management System**



**Customer Contact Centres**



**Customer Satisfaction Dispute Resolution**



**Competence Management & People Development**



**Risk Management System**



**Competence of Testing & Calibration Laboratories**



**Managing Sustainable Development of Organizations**

# Function Specific Certification



**Certified Innovative Certification (CINorg®)**



**Green Building Rating System**



**The Chartered Institute of Purchasing & Supply**



**Accredited Innovation Lab (AInL®)**



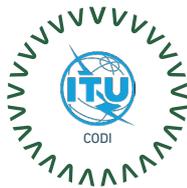
**Green Building Rating System**



**Abu Dhabi Occupational Health & Safety System**



**National Archive Ratification**



**Environment Management System**



**Occupational Health & Safety Management Systems**



**Seamless Award**



**The Stevie Award**



**TDR Innovation Camp**



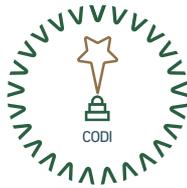
**Coverage**



**HH Sheikh Salim Al-Ali Al-Sabah Informatics Awards**



**Middle East Smart Government & Smart Cities Excellence Awards**



**Government Award**



**Government Award**



**HH Sheikh Salim Al-Ali Al-Sabah Informatics Awards**



**GCC eGovernment Award**



**WSIS Award**



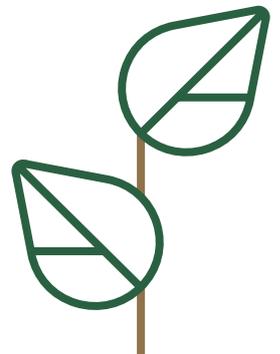
**Smart Government Awards**



**Alesco Apps Award**



**Best mGovernment Service Award**



# Governance Structure

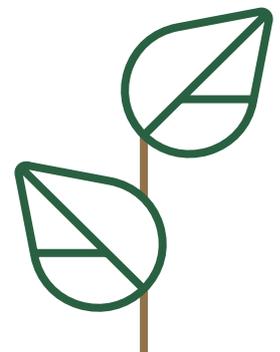
BOARD OF DIRECTORS	
Chairman, TDRA Board of Directors	
H.E. Talal Humaid Belhoul	
Board Members	
H.E. Ahmed Alneyadi	H.E. Noura Mohammad Al Marzouqi
H.E. Walid Falah Al Mansoorie	H.E. Dr. Mohammad Hamad AlKuwaiti
H.E. Rashed Mohamed Al Mutawaa	H.E. Shamsa Jaber Al Falasi

## Board of Directors and Board of Committees

### Corporate Governance

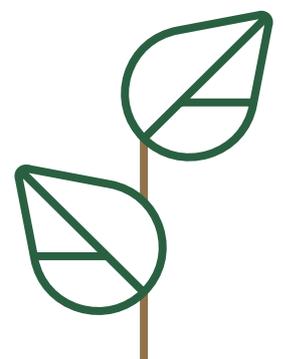


➤ Inform Decision-Making to Achieve Business Objectives



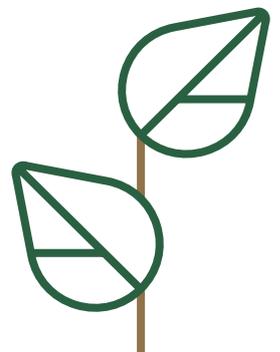
## Key roles and responsibilities of the Board of Directors, in brief, consist of the following:

- **Strategy:** To review and steer TDRA's strategy, master action plans, risk policy, annual budgets, and oversee major short-term and long-term projects.
- **Governance Efficiency:** To ensure that all governing bodies are qualified to perform governance practices and are encouraged to improve governance performance by, for example, providing training and awareness sessions and setting benchmarks for governance managers.
- **Governance Audit:** To establish periodic reviews, monitor the effectiveness of TDRA's governance practices, make changes as needed and report on the result to the Project Management Office to ensure clear accountability, responsibility, integrity and transparency.
- **Governance Resources:** To ensure that resources necessary are available to achieve an effective governance system operating without any restrictions.
- **Monitoring and Reporting:** To set performance objectives, review and approve key performance indicators and guide management to develop, implement and maintain a reporting system to monitor TDRA's operational and financial performance against projected KPIs, and to ensure that such reporting occurs on a regular basis.
- **Financial information and internal control systems:** To ensure the integrity of TDRA's accounting and financial reporting systems (including independent auditing) and operation of control systems such as risk management and financial and operational oversight. Uphold compliance with relevant law and standards.
- **Telecommunications:** To oversee disclosure and communications to the Project Management Office and State Audit.



# Sustainability as a work culture

Sustainability at TDRA is a part of our work culture, as we restlessly strive to make a positive impact on our community by providing a sustainable work environment that motivates innovation and creativity within TDRA departments, and launching relevant Corporate Social Responsibility campaigns.



# TDRA Sustainability Policy

Our sustainability policy focuses on enhancing sustainable development through our pursued projects, processes and services by:

- Developing laws, legislations and regulations, as required, to ensure sustainability of the ICT, mGovernment and cybersecurity sectors in the UAE.
- Ensuring continuous engagement of all relevant stakeholders affected by TDRA's business.
- Providing proactive, accessible and effective services and focusing on customer happiness with services provided by licensees.
- Maintaining a respectful, safe and healthy work environment for TDRA staff.
- Empowering and developing employees towards using innovative ways to support TDRA's activities economically, socially and environmentally.



**Complaint Handling in Organizations**



**Project Management**



**Contact Centers**



**Assets Management System**



**Environmental Management System**



**Recruitment**



**Quality Management System**



**Dispute Resolution Externalto Organizations**



**Business Continuity Management System**



**Governance of Organizations**



**Risk Management**



**IT Service Management System**



**HR Governance**



**Institutional Sustainability**



**Codes of Conduct for Organizations**



**Occupational Health & Safety Management System**



**Information Security**



**Energy Management**



**Innovation Management System**

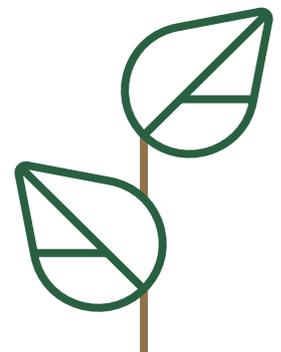


**Training**

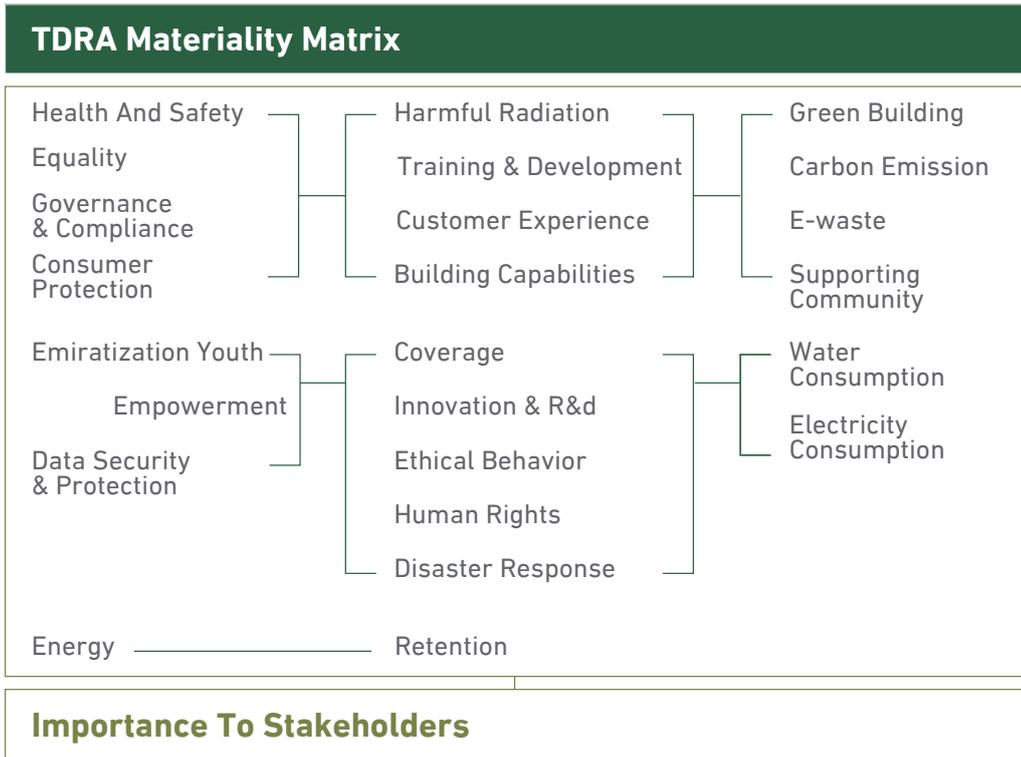
# Sustainable Development Goals & UAE National Agenda

The Sustainable Development Goals (SDGs) are a set of social, economic and environmental goals that the international community has committed to achieve by 2030. The SDG framework consists of 17 goals, of which the TDRA contributes in 10 through various initiatives and our impact on the goals was analyzed through a matrix that shows our main area of contribution:

- We assure the health and safety to our stakeholders by developing policies and procedures in line with best practices.
- We promote health and well-being through initiatives for our employees and customers.
- The ICT Fund has launched “BETHA program” that aims to enhance the national education sector by supporting UAE academically distinguished cadres to drive the country’s education in ICT related disciplines, in order to meet the sector’s annually growing needs, as well as the increasing demand for ICT specialized national human resources.
- Women represent 40% of the TDRA workforce and we are constantly working toward increasing this percentage as per the leadership guidelines.
- TDRA’s laws and regulations support equality and give women all their rights.
- TDRA strives to use energy in the most efficient, cost-effective, and environmentally responsible manner possible. We are committed to reducing Greenhouse gases (GHG) and Carbon Dioxide (CO<sub>2</sub>) emissions via proportionally reducing energy consumption, while demonstrating commitment to a sustainable infrastructure by using efficient load feeders and smart monitoring systems, maximizing energy performance, lowering operating expenses, and increasing shareholder value by the efficient, active and responsible energy consumption management.
- Our initiatives impact the growth and overall economy of the UAE, where we have developed initiatives leading to cost savings on the government, and we strive to contribute in future income generation.
- TDRA follows the FAHR guidelines that assure decent working conditions for employees and contractors.



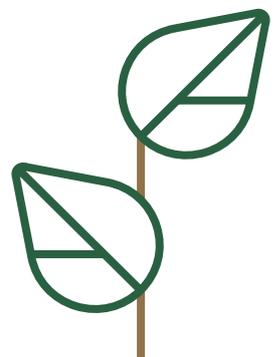
# Matrix of Institutional Sustainability Priorities



In order to identify and evaluate potential environmental, social and governance issues that could affect TDRA and its stakeholders, we conducted a relevance study to identify the views of TDRA and the

Note:

The vertical axis shows the views of the stakeholders and the horizontal axis shows the



# The Impact and Contribution of TDRA on the Sustainable Development Goals



- We assure the health and safety to our stakeholders by placing policies and procedures aline with best practices
- We promote health and well-being through initiatives for our employees and customers.



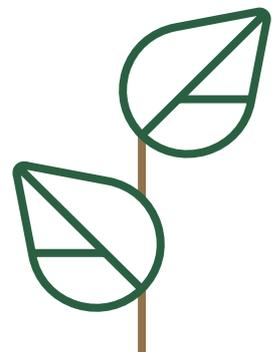
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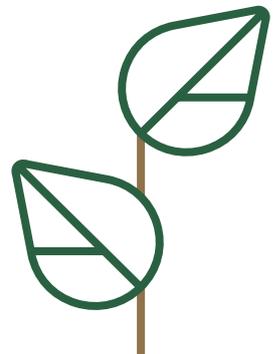
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energy consumption efficiently.

- Our initiatives impact the growth and the overall economy of the UAE where we have developed initiatives that saved costs on the government and we strive to contribute in generating future income.
- TDRA follows the FAHR guidelines that assure decent working conditions for employees and contractors.
- We are committed to investing in infrastructure and innovation to ensure the economic and developmental growth of the UAE, by supporting research and development, enabling practical, applicable, and results-oriented innovation.
- In partnership and effective cooperation with the Kingdom of Saudi Arabia, a working group under the title "Towards a beneficial communication" will be established, focusing on several elements in terms of connecting the non-connected countries to support the infrastructure of the countries. We promote health and well-being through initiatives for our employees and customers. We assure the health and safety to our stakeholders by placing policies and procedures



## Cybersecurity Strategy

Aims to create a safe and strong cyber infrastructure in the UAE that enables citizens to fulfill their aspirations and empowers businesses to thrive.

## Advanced Skills Strategy

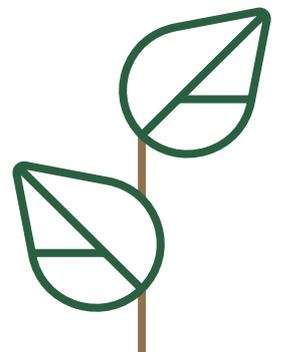
The strategy targets three categories of audience: students in schools and universities, higher education graduates and experienced employees.

## Emirates Blockchain Strategy 2021

The strategy aims to capitalize on the blockchain technology to transform 50% of government transactions into the blockchain platform by 2021.

## UAE Centennial 2071

The plan aims at investing in future generations, by preparing them with the skills and knowledge needed to face rapid changes and to make the UAE the best country in the world by the upcoming centennial in 2071.



## The UAE Soft Power Strategy

The strategy, having four main objectives and six pillars, aims to increase UAE's global reputation by highlighting the country's identity, heritage, culture and contributions to the world.

## UAE Strategy for Artificial Intelligence

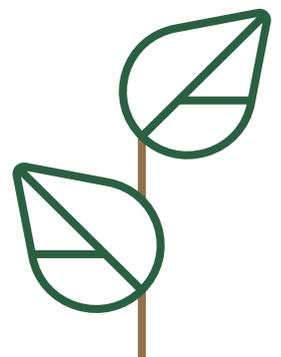
The strategy is the first of its kind in the region and the world and will see investment in cutting-edge AI technologies and tools to enhance government performance and efficiency.

## The National Policy for Empowering People of Determination

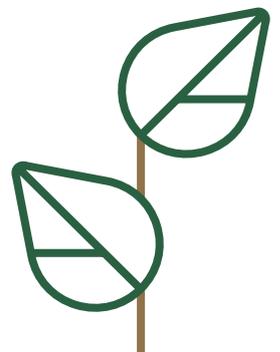
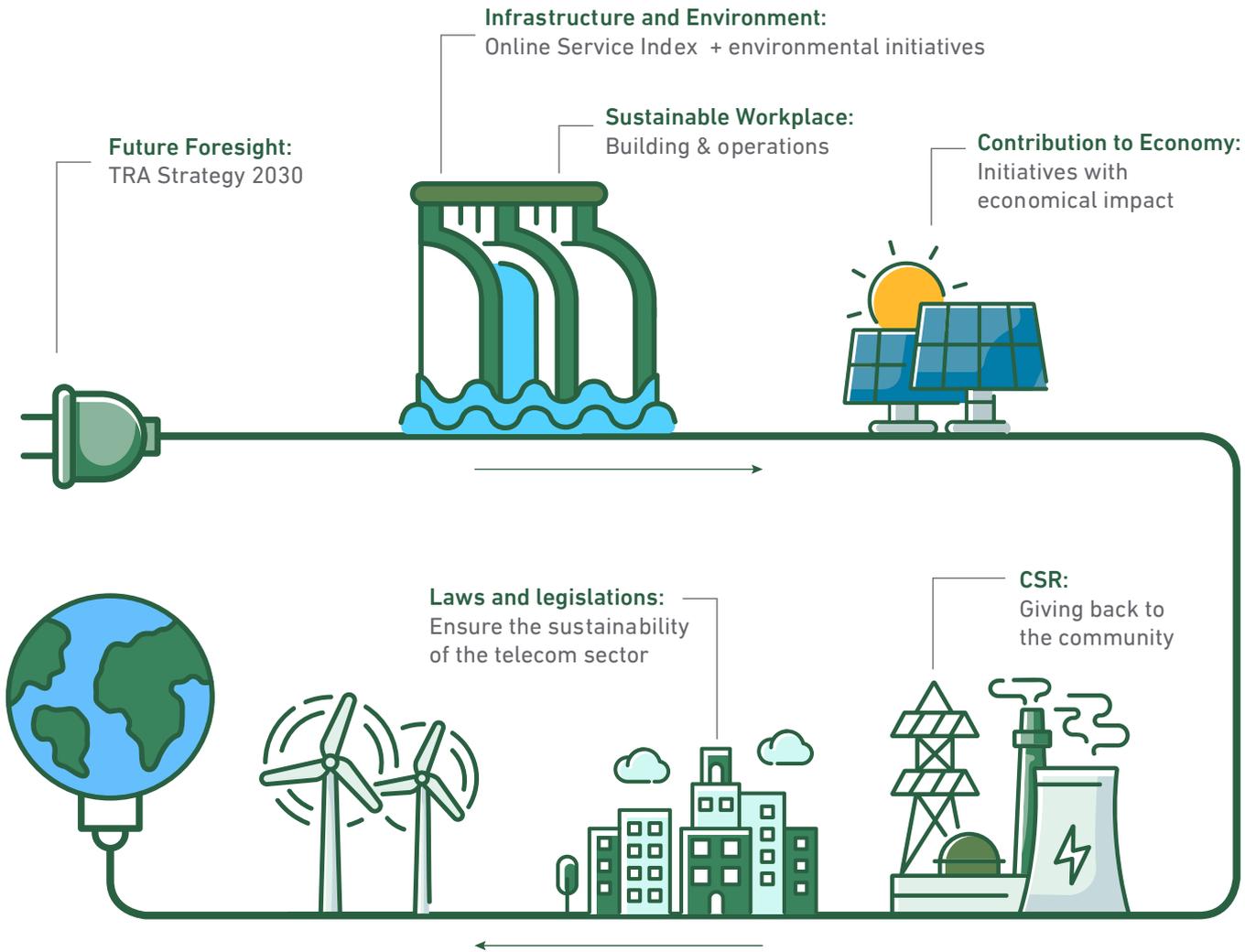
The policy, based on six pillars, aims to create an inclusive society for them and their families, through services and facilities that accommodate their needs.

## The UAE Strategy for the Fourth Industrial Revolution

The UAE 4IR Strategy aims to strengthen the UAE's position as a global hub for the Fourth Industrial Revolution and to increase its contribution to the national economy by means of advancing innovation and future technologies.



# TDRA Sustainability Journey

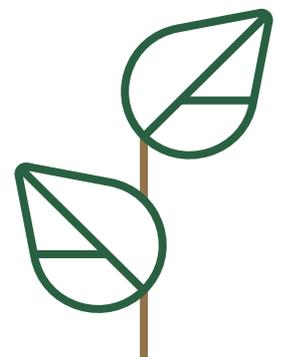


# Our Commitment to Society

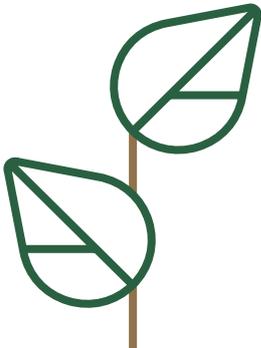
- TDRA is committed to giving back to the community. In line with one of our core values, we strive to enhance and improve people’s wellbeing and happiness, as well as ensure a sustained ICT sector for future generations. We are partnering with various governments and organizations in supporting a range of social, economic and environmental initiatives.
- We aim to make a difference and support UAE national capabilities to realize our vision for turning the UAE into a world leader in ICT.

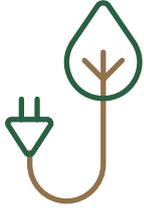
## Listening to our

Reflection & Feedback	Engagement Method & Frequency	Stakeholder Group
<ul style="list-style-type: none"> <li>• Governance and Compliance</li> <li>• Strategic Alignment</li> </ul>	<ul style="list-style-type: none"> <li>• Regular meeting with Prime Minister Office</li> <li>• Annual reports from FAHR, MOF and State Audit</li> <li>• Regular meetings with Federal and Local Governments</li> <li>• Periodic Auditing from PMO and State Audit</li> </ul>	 <p>The government and Regulators</p>
<ul style="list-style-type: none"> <li>• Build national capabilities</li> <li>• Support youth and community through initiatives</li> <li>• Raise awareness about sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Sponsorships “Betha Program” and ICT Fund Sponsorships</li> <li>• Regular awareness sessions and workshops</li> <li>• Cultural and Social events</li> <li>• Consultations on new laws &amp; legislations</li> </ul>	 <p>The local Community</p>
<ul style="list-style-type: none"> <li>• Participation in period meetings the ITU</li> <li>• Chair, Vice-Chair, member and Rapporteur of several groups and committees</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance the leading position of the country in international forums</li> <li>• Enhance its contribution in the work, objectives and aspirations of the ITU</li> <li>• Be actively involved in the activities and events of the organization as well as hosting its major events and conferences</li> </ul>	 <p>International Agencies</p>



# TDRA Memberships

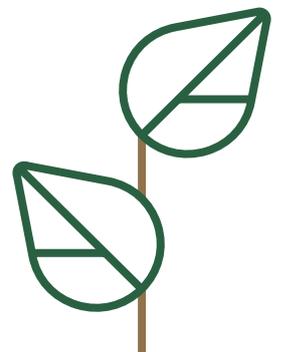




# Sustainable Work Environment

TDRA continuously strives to provide a positive working environment for its employees, encouraging and enabling them to perform their tasks seamlessly and innovatively, as well as motivating employees to develop and achieve their aspirations through engagement in training courses that enable them to optimally perform their jobs. As such, we are always keen to connect with best national and international talents.

TDRA also supports the Emiratization initiative adopted by the UAE government, and seeks to ensure its continuous development by enhancing and improving national capabilities. In this regard, it is worth mentioning that TDRA shows immense interest and focus in the recruitment and development of UAE nationals, and their assignment to various job categories, confirming our support for the implemented Emiratization initiative, with the Emiratization rate reaching 88.22% in 2020



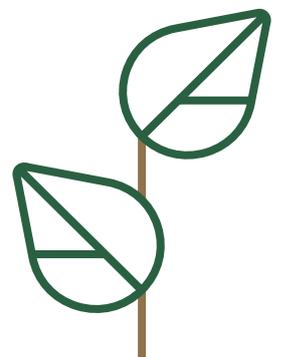
## Fostering Employee Happiness

We in TDRA believe in the significance of employee happiness and places it at the forefront of our priorities because employees contribute to TDRA's success, efficiency and excellence at all times. TDRA is always keen to promote its employees' happiness and create a positive atmosphere in the workplace through cooperation, trust and love. Such atmosphere is expected to help strengthen positive relations among employees, develop concern for each other's issues and motivate them to excel in work, thereby increasing their chances of career advancement.

TDRA implements concepts and practices of customer and employee happiness and meets UAE's vision as enshrined in the National Happiness Index.

## Employee Excellence

TDRA is always keen on the excellence of its employees and adopting the highest standards of happiness and job satisfaction. TDRA is keen to reward the hardworking employees fairly and generously, each according to their performance. To that end, employee performance is evaluated at the end of each year according to the goals set at the beginning of the year and they are rewarded according to the performance appraisal rating. In addition, a committee has been formed to review the performance evaluation of those who receive a rating that exceeds expectations (4) and outstanding (5), to ensure fairness and equality. That is in addition to other excellences that contribute to enhancing job satisfaction and maintaining national cadres at TDRA.



## Employee Health and Safety

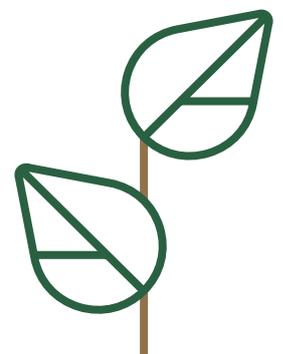
TDRA's Health, Safety and Environment culture is an exemplary approach to integrating quality, health, safety and environment standards into integrated management systems, in line with ISO 9001, ISO 14001, and OHSAS 18001 for the Occupational Health and Safety Management System, in addition to BSI Flex 45004.

TDRA's Health and Safety Manual was released based on the Workplace Health and Safety Guidelines in the Federal Government. Furthermore, TDRA has applied an established approach to risk management at its level, sectors and departments, taking into account the integration of the results of such approach into its occupational health and safety management system. A quality management system (ISOROBOT) has also been implemented to deal with risk identification and assessment.

## Gender Equality and Women's Empowerment

TDRA always seeks to empower women, make them equal with men, and involve women in all areas that enable them to showcase their talents and highlight their role in TDRA. As such, Eve Committee was established to cater to the needs of female employees and provide them with the required support.

Eve Committee exerts tremendous efforts to enhance women's role in TDRA through launching a number of initiatives and organizing several awareness workshops. Eve Committee also supports and assists TDRA's female employees and caters to their needs, in addition to developing their professional, cultural, and community skills.



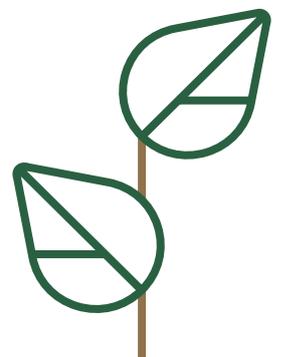
## World-class Competencies and Internal Capacity Building

TDRA strives to have diverse and versatile employees who can keep up with the fast-changing ICT sector. Therefore, it aims to train and build internal national capacities in various fields, orienting them towards jobs of the future.

TDRA is also committed to attracting various individuals to fill posts that require high qualifications in different domains. TDRA has a wide array of skills and talents and has taken strategic measures to provide training and development opportunities, with the aim of refining the skills of employees and enhancing their career paths.

### U.AE

The new domain name of the UAE Government portal (u.ae) presents an innovative way to reach out to the public and embodies the meaning of innovation and wise leadership directives to adopt a culture of innovation as a way to assert UAE's leadership and ensure community happiness. The new domain is simple and easy to remember and reflects the centrality of people in the government's concerns with its various projects, programs and plans. Humans are the goal, purpose and bet, with broad meanings encompassing the values of engagement, tolerance, peace, welfare, happiness, well-being and sustainable development.



# Business/Organizational /Corporate Agility

In order to optimize the efficiency and effectiveness of the official portal, u.ae was developed using Sitecore through a mechanism to ensure utilization of all digital solutions available in the portal in the development of other national portals, thereby acting as an accelerator for the development of national digital platforms and saving the development cost as well as building unified internal expertise for mutual benefit and succession.

## Phase 1 - Features



Personal Profile



Digital ID



Information



Notifications



Payment

## Phase 1 - Services



ID



Driving:



Attestation



Payment



Visa

- Issuance and renewal of the Emirates ID.
- Issuance and renewal of passports.
- Issuance of Khulasat al-Qaid (Family Book).

- Issuance and renewal of driving license.
- Issuance and renewal of vehicle registration.
- Traffic tickets payment.
- Parking fees payment.
- Vehicle insurance payment.

- Attestation of official documents.
- Authentication of parcels and documents.
- Attestation of official documents.
- Equivalency and attestation of academic degrees / certificates.

- Water and electricity bill payment.
- Traffic ticket payment.
- Etisalat and Du bill payment.
- Parking fee payment.
- Vehicle insurance payment.
- ADNOC gas fill-up price payment.

- Issuance and renewal of work contracts.
- Issuance and renewal of residence visa.
- Issuance and renewal of work permits.



National

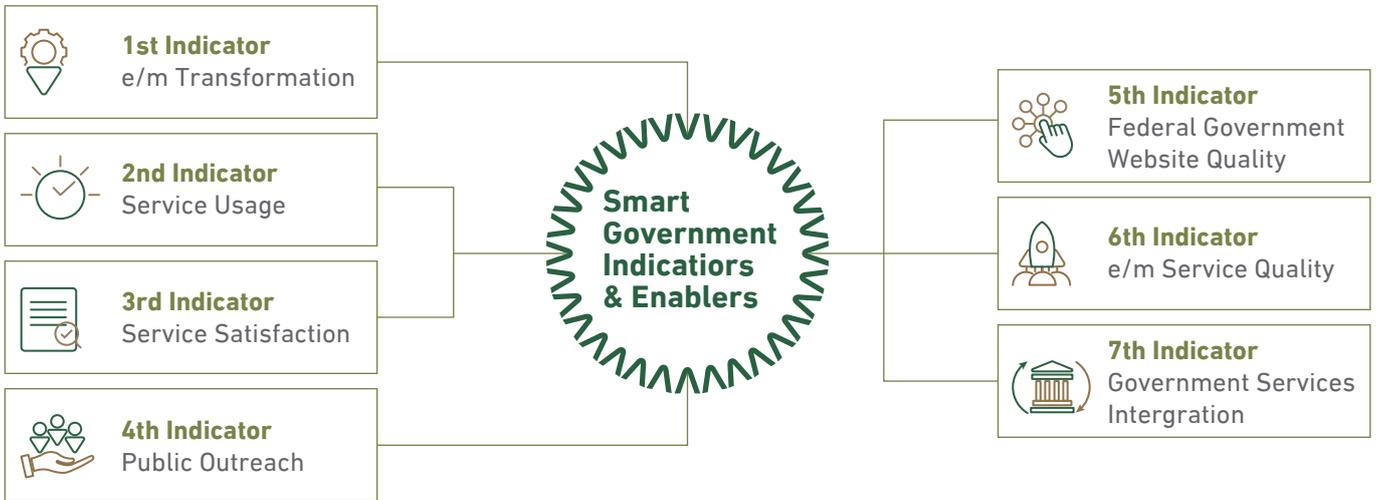


Health

- Application for scholarships and grants.
- Application for jobs on Tawteen Platform.

- Medical test.
- Taking medical appointment.

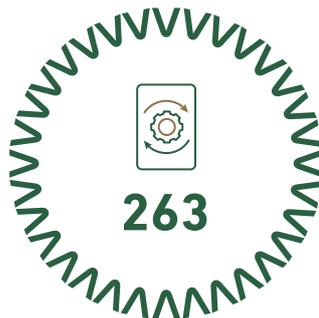
# 7 mGov Enablers



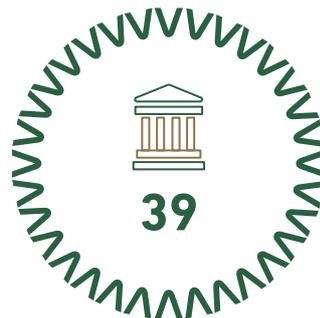
# Services Digitization ROI



Number of Online Transactions



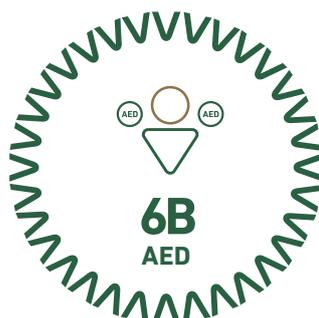
Number of Services



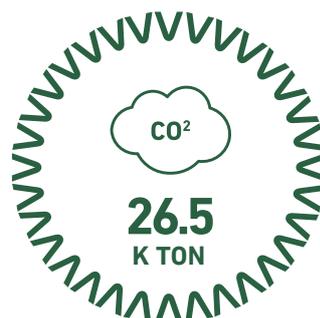
Number of Entities



Savings on Government



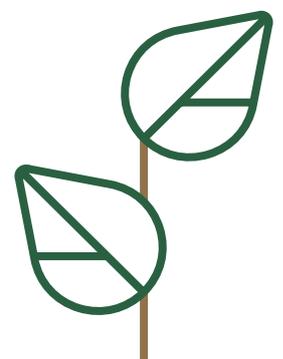
Customer Savings



CO<sup>2</sup> Saving



Time Saving on Forenment



## UAE Hackathon

In the context of promoting government innovation and fostering a culture of data analysis in society using modern technologies and artificial intelligence, the Development Department conducted a series of hackathons entitled “Data for Happiness and Well-being” during the Innovation Month for three consecutive years as a unique experience at the national level and in direct partnership with government entities, with the aim of building an AI-powered government that uses data analytics to reach its goals and shape the future. The hackathons provided youth an opportunity to highlight their creative talents to solve challenges using data from the national open data platform, with the role of the private sector being enhanced in training and orientation. Over the three years, the hackathon brought over 6000 contestants together, and tallied 112 viable innovative ideas in 2020.

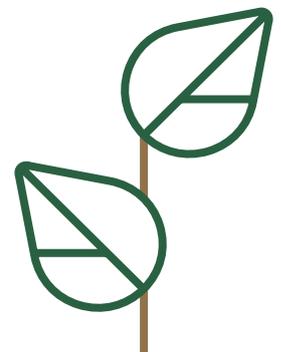
## Smart Government Initiatives for Smart Lifestyle



### > Over All Impact

A comprehensive study on the national Plan Project was done and the below impact was realized:

- Total government savings of service Digitization is estimated 628M
- Toal Customer Saving 3.4 Billion
- The percentage of increase in the reduction of carbon dioxide emissions 61%
- An increase the private sector productivity



## SDGs Buzz

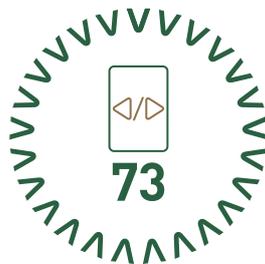
As part of involving the community towards the national agenda, the Department has developed the SDGs Buzz platform based on an innovative idea that allows the public from the government/ private sector and the community to publicize their efforts to achieve UAE's Sustainable Development Goals under a central platform. Public input is therefore subject to approval by the National Committee on Sustainable Development Goals to ensure the reliability of published content. Upon approval, inputs are made available for all to access and reuse on government and private digital platforms through an embed code similar to YouTube's, without the need for any programming. The platform contributed to the dissemination of knowledge in the field of sustainable development goals and thus community happiness and well-being.

## User Experience Lab

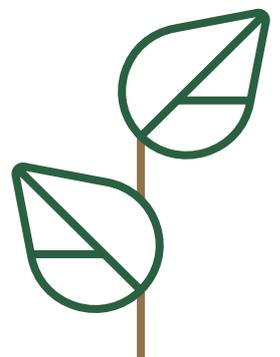
The User Experience Lab, is the first of its kind in the UAE government, to help develop the digital presence of government entities on the web, smartphone or on service booths. Advance global methodologies are being implemented to ensure that websites and smart applications take into account the characteristics of users and meet the needs of enterprises to access services to the highest levels of ease and usability.



Entities Engaged



UX Studies



# Proactive Bundles Services

Basher offers a unique digital experience to explore the market, register your business and get approvals and business documents for doing business in simple steps, allowing investors to begin running their business immediately within minutes.



More than:

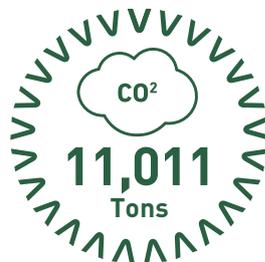
- 15 proactive services
- 60 participating parties
- More than 182 connections between the systems of different entities



Customer Time Saving



Government Saving



Reduction of CO<sup>2</sup>



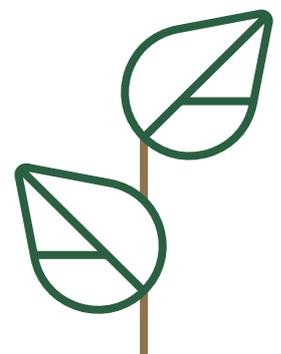
Saved Employees Time

Won his Highness Sheikh Salem Al-Ali Al-Sabah Informatics

## Comparison between Traditional Position and (Basher)

### Traditional

Over 10 Visits	Number Of Visits	None
Yes	Time Saving	Not Required for the First Year
Over 30 Documents	Duplication Of Documents	Paperless
60%	Data Accuracy	95%
5 To 8 Days	Time Period	15 Minutes



## Proactive Bundles Services

NBB provides UAE newborn babies with five services by one application to be submitted online. A UAE citizen can get for his/her newborn baby birth certificate, ID card, passport, and add him/her to the family book and population register.



- 7 Visits > **1 Visit**
- 3 Payments > **1 Payment**
- Inaccurate Data > **Accurate Data**
- 15 Documents > **0 Documents**
- 24 Copies > **Paperless**

## Best Government Joint Service Award in 2019



Available across



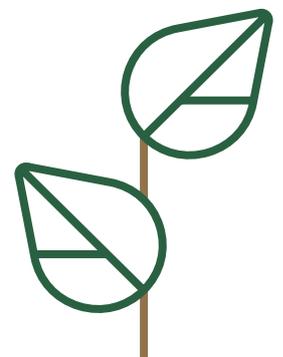
Applications submitted



Offering the service



Overall process time average





# Innovation & Capacity Building

## Centre of Digital Innovation (CODI)

CoDI is a stimulating environment for innovation, research and exploration of new methods of developing and delivering smart government services, as well as providing a central collaboration platform.

CoDI includes a comprehensive lab to ensure the quality of smart government services.

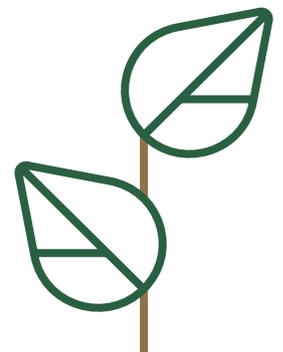


**20,000+**  
Knowledge Seekers



**53+**  
Countries

ITU Innovation Global  
Challenge Winner  
2019: Capacity  
Building

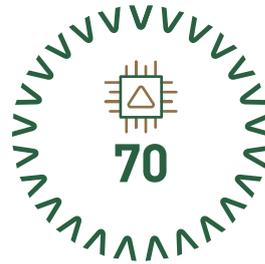




Robots Assembled



Students Train



Artificial Intelligence Program



Entrepreneurship Ideas



International Participants

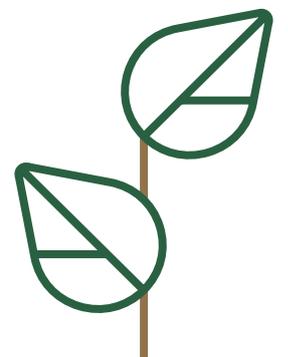
The TDRA Innovation Camp is held in various Emirates to ensure the largest number of participants from the age of 6 to 17 years of age from boys and girls for the camp for 5 days each group, and is the embodiment of the authority's commitment to its community responsibilities towards Emirati students, by providing them with the necessary skills related to the smart city, safe use of technology and social networking, design and arts, creativity and future industry, building positive skills, volunteering,



Summer Camp Customer Happiness

Target Audience: Parents & Guardians

The camp has successfully trained more than 10,000 Emirati students from all seven Emirates



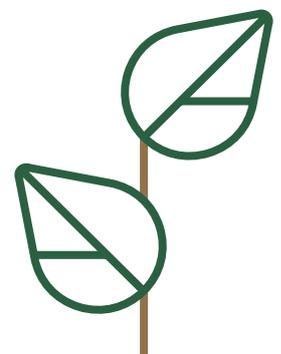
## FedNet and GSB

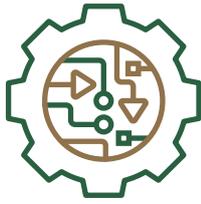
As part of its role in supporting government entities towards mTransformation, TDRA has prepared the required infrastructure for a sustainable integration of government services through an online network at the federal level - FedNet – linking more than 50 government entities. FedNet provides secure networking between government entities at the federal and local levels, allowing them to publish their services to one another or utilize government services provided by another linked entity. The infrastructure has also been prepared to address emergency cases by providing backup sites to work automatically or in connection with other sites, to ensure continued operation and availability of government services around the clock. Number of entities on boarded to FedNet until the end of 2020 was 97.

## Highly Efficient Cloud Computing

With respect to the technological infrastructure, TDRA has provided a high-performance secure platform for cloud infrastructure services containing scalable computing and storage resources ready to use as needed. In addition to achieving significant money-saving resulting from the decreased unit cost price based on the principle of economies of scale. Automation of cloud services (so as to be ready and available on demand) would support the efforts of government organizations in the area of innovation through the rapid launch of innovative technological services and meeting delivery dates without wasting time on logistics related to hardware, storage or hosting spaces.

The platform serves as a key enabler to deliver government services and support FedNet by a secure virtual infrastructure. Through this automated platform, federal entities using the service can access computing and storage resources on demand and finalize tuning/configuration to launch applications in a record time. This had a significant impact on entities by shortening the infrastructure readiness time - from months to a few hours - as well as the period for launching applications.

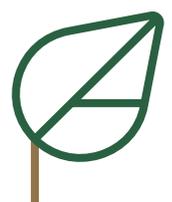




# Technology Development Affairs (TDA)

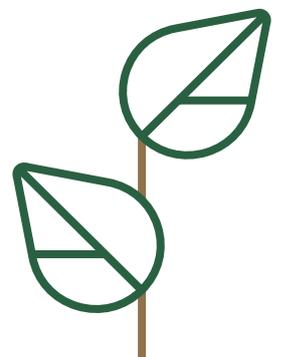
## 2020 Projects

Comparing mobile and smart phone networks and services quality.	9	Building resilient infrastructure, stimulating comprehensive sustainable industrialization and encouraging innovation.
Establishing a network center for telecommunication center.	9	Not required for the first year.
Advanced data analysis software	9	
No Objection Certificates for Land Services	12	Ensuring sustainable consumption and production patterns.
Licensing companies and telecommunications sector employees.	9	
Developing general frameworks related to green technologies.	13	Taking urgent action to tackle climate change and its impacts.
Developing caller identity verification systems (detector).	8	Promoting sustained, comprehensive and sustainable economic growth, full and productive employment and decent work for all.
Registration policy of field survey companies on mobile networks.	9	



## Results and Effects of the Initiative

1. Over 22 million people benefited from the orientation broadcasting initiative in centers.
2. Saving more than a million and a half hours for the visitors of the centers.
3. Reducing the direct contact between visitors to the national screening centers to conduct a Covid-19 test and between employees and volunteers working in them.
4. Providing nearly one million working hours spent by employees and volunteers to guide the visitors of the national screening centers.
5. Reducing the burdens on staff and volunteers by educating the visitors about all requirements through broadcasting before they reach the screening point.

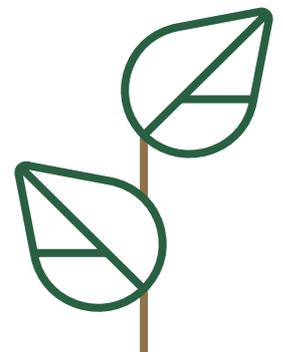




# Spectrum Management Affairs Department - 2020

## Business Continuity of Frequency Spectrum Management

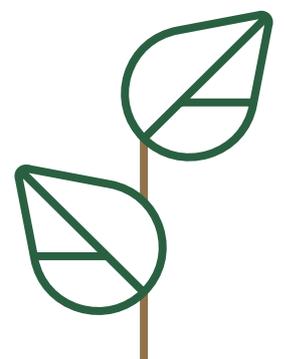
- The Frequency Spectrum Management has maintained its business continuity by 100% during the COVID-19 pandemic, including remote working period.
- Implemented the (Etimad) Initiative, which is an alternative system for security approvals for the requests of frequency spectrum users. This has contributed to the continuity of the service of issuing frequency spectrum permits with high efficiency.
- Issued 16,130 radio frequencies for various sectors in the country during the year 2020.
- The ability to meet all additional requirements received from government agencies, companies and customers to reduce the Covid-19 pandemic impact.
- Resolved 132 harmful interference that caused disruption or suspension of the work of some sectors of the UAE during the Covid 19 pandemic, which contributed to the continuity of the work of these sectors and preservation of quality of life in the country.



## Launching future technology in the country

### The Main Project Outputs:

1. Foreseeing the future of the telecommunications sector in the country, in accordance with the future trends of telecommunications technology in the world, market requirements and changing lifestyles, and smart and connected life.
2. Planning to facilitate and accelerate the entry of future technology into the country by providing resources and regulations in advance.
3. Preparing the Spectrum Future Foresight 2020-2025 document that contributes to identifying the needs of future wireless communication technology.
4. Preparing the policy of the national numbering plan in preparation for the Internet of Things technology, and issuing a policy concerned with regulating Internet of things services in the country.
  - Documents reduced by 33.4 million documents
  - Save more than 21.9 million man-hours
  - Saving more than AED 3.5 billion annually
5. Launching the 5G and Beyond Strategy to introduce 5G applications in the UAE various sectors such as transportation, self-driving vehicles, agriculture, education, health and others in which the 5G services will be a major driver for a technological revolution.





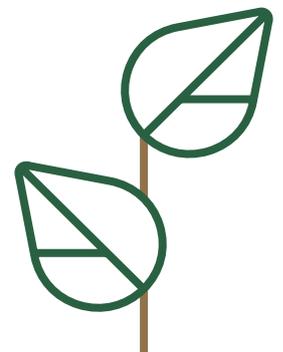
# UAE's Telecom and Digital Government Sector

## Preparedness of the telecommunications sector for the future

1. Launching the future technology in the country.
2. Quality and development of telecommunications infrastructure.
3. Preparing the telecom sector for future risks.

## The most notable projects are as follows:

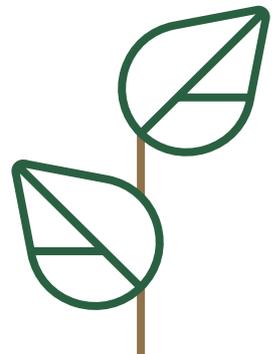
1. Launching the national strategy for the fifth generation and beyond.
2. Operating the fifth-generation systems by operators, which is considered the first in the region.
3. Launching a plan to foresee the future of the frequency spectrum.
4. Allocating a new bandwidth to Wi-Fi 6G.
5. Updating the National Frequency Spectrum Plan 2016 and 2020.
6. Issuance of regulations for radio services.
7. Regulating Internet of Things services in the country.



# Launching future technology in the country

## The Main Project Outputs

1. Foreseeing the future of the telecommunications sector in the country, in accordance with the future trends of telecommunications technology in the world, market requirements and changing lifestyles, and smart and connected life.
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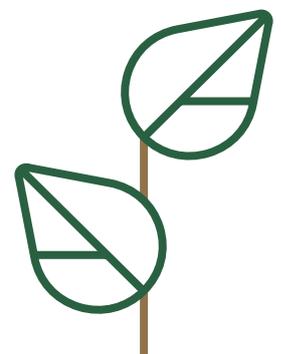
## Preparedness of the telecommunications sector for the future

### Launching the future technology in the country

1. Enhancing the readiness of the telecommunications sector in the country to enter the Fourth Industrial Revolution, implementing the UAE's strategy for artificial intelligence, and supporting its orientation towards smart cities, the Internet of Things, self-driving vehicles and robotic aircraft, in order to deal with the massive data flows between M2M machines and the Internet of Things.
2. The UAE is the first in the Arab world and the fourth internationally in launching and operating the fifth-generation telecommunications services.
3. The GDP is expected to witness a remarkable growth due to the increase resulting from the Internet of Things services, which will range between 288-380 million dollars.
4. Improving data management and infrastructure in the telecommunications sector by no less than 5%, which will contribute to promoting and attracting investment in technology.
5. The UAE ranks ninth globally in the future readiness index, according to the reports issued by the World Economic Forum.

### The most notable projects are as follows:

- Launch of Bitstream access interconnection service and the Universal service policy.
- Launch of various infrastructure sharing models (Passive infrastructure sharing agreement, Taawun, Co-location..etc).
- Specification guide for the design of internal communication rooms
- National field surveys to compare the mobile networks and smart phone services quality.
- The National Laboratory for Quality Accreditation, launching the electronic laboratory platform, and inspecting the market for communication devices in the country.



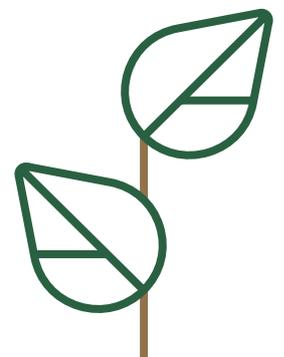
## The most notable projects are as follows:

- Policies and services for the quality accreditation and sale of mobile SIM cards.
- Field surveys of non-reactive radiation in the country.
- Regulatory procedures regarding entry or access to public lands in the country.

## Quality and development of telecommunications infrastructure

### The Main Project Outputs

1. Enabling the telephone service operator to use the infrastructure of the other operator, thus providing more options for subscribers and introducing competition into the fixed Internet service.
2. Ensuring that consumers across the country that they receive the same services for the same price and quality, regardless of their geographical location, through the introduction of the universal services policy.
3. Updating the procedures for constructing transmission relay towers, in addition to issuing a unified manual for the specifications of internal communication rooms, which contributed to reducing the waste of public lands and reducing the costs related to communication rooms in public buildings.
4. Ensuring about quality and continuity of the work of telecommunications services by monitoring the quality of mobile networks and smart phone services, and limiting harmful interference that causes service interruption.
5. Testing of at least 2,000 devices annually by technically specialized national cadres in the national laboratory to test all kinds of communication devices and conduct extensive inspection campaigns in the UAE over commercial establishments and websites. For example, more than 5600 violating communication devices have been removed from websites.



## Quality and development of telecommunications infrastructure

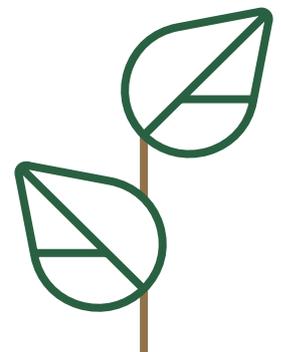
### The most prominent effects and results on the telecommunications sector in the UAE:

1. 22% of residential double play customers migrated to another operator using the underlying bitstream access service.
2. Coverage of the country's mobile network by 100%, in addition to the fiber-optic network covering all regions of the country so that everything becomes connected.
3. Construction of relay towers, which contributed to saving an area of 163.05 km<sup>2</sup>, equivalent to the area of 23 football fields, while reducing construction costs by approximately 30%.
4. Reducing random and illegal practices in the sale of mobile phone chips and unapproved telecommunications equipment and the negative effects thereof, such as scams and fraud.

### The most notable projects are as follows:

#### The first line of electronic defense

- Preparing the national contingency plan for the telecommunications sector and establishing command and control centers in times of emergency.
- A series of exercises to echo the lightning and audit the readiness of the telecommunications sector in times of emergency.
- Submarine cable outage plan.
- Early warning system.

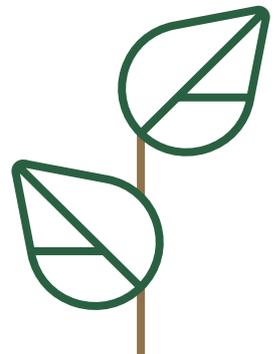


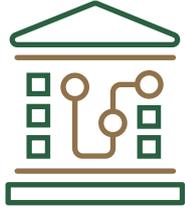
## The Main Project Outputs

1. Protecting and supporting the digital infrastructure of vital sectors in the country from cyber risks and attacks, and creating a secure cyber environment to enable development, growth, and prosperity.
2. Raising the readiness of the telecommunications sector for risks, emergencies, and future crises by protecting telecommunications infrastructure on which the vital sectors in the country depend in a manner that ensures the continuity of the sector's business in light of emergencies and risks.
3. Activating the early warning system that enables the authorities to send warnings to the public.

## Results

We managed to continue the work of vital sectors in the country during the Covid-19 crisis with high efficiency due to the continuity of the telecom sector services as a result of the sector's prior readiness towards risks, emergencies, and future crises.





# Digital

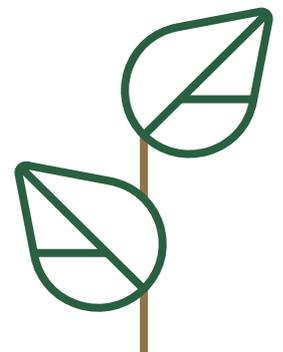
1. Development and management of government digital infrastructure.
2. Digital transformation of UAE government services within integrated government platforms.
3. The system of legislation and policies that support digital transformation.

## The most notable projects are as follows:

1. FEDnet.
2. Governmental Services Link.
3. Digital ID.
4. Cloud infrastructure.
5. Cryptocurrency platform.
6. The initiative to develop a national system for managing customer relations.
7. The government portal for high-performance internet access.

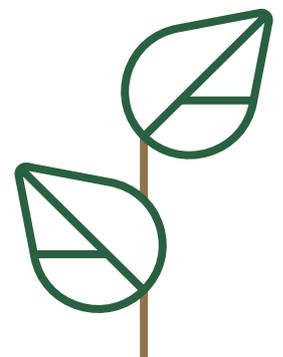
## The Main Project Outputs

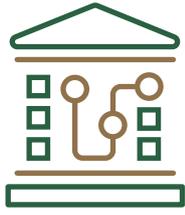
1. Linking government services and data through the federal network FEDnet in order to securely exchange such data between government services.
2. The Federated Network provides a secure virtual cloud infrastructure that is characterized by high availability, environmental operability, scalability, high levels of throughput, ease of management, centralization of storage and backups, in addition to high operating speed.



## The Main Project Outputs

3. The government link for services allows government agencies to seamlessly exchange data between their various systems and enables such agencies to provide their services in a coherent and integrated manner.
4. The digital identity of citizens, residents and visitors functions as one system at the federal and local levels.
5. The digital identity enables users to request a digital copy of the documents issued to them, and use the same to access services. This constitutes an important step in the process of joint national action to establish an infrastructure for the development of smart cities, business prosperity and consolidation of the pillars for a secure digital economy.
6. The digital transaction platform is based on the foundation of privacy, trust, information security and data decentralization.
7. Launching the (Digital Wallet) application, which aims to convert official documents into effective and accredited digital certificates.
8. Each person can manage his data by himself and store it in his own digital wallet and complete his transactions, especially the services of his private sector, and complete his transactions, especially the private sector services, with a high degree of security.
9. Launching the National Customer Relationship Management platform that is linked to 171 central platforms and national communication, in collaboration with the Ministry of Human Resources and Emiratization. This also includes technical linkage with 35 federal entities, as well as providing many channels to deal with the public and provide services to people.
10. A national customer relationship management base is being developed to increase the government's access to central information about what citizens and residents prefer, their complaints and the full previous information about their interactions.
11. The CRM platform contains the sentiment analysis feature in the social media channels directed to the federal authorities. This feature provides the authorities with real readings to build appropriate decisions, and to understand the general impression of the services provided by the entity concerned.
12. Providing high-performance internet services to more than 35 federal entities through the government portal for high-performance internet connection.





# Digital

- Development and management of digital and government infrastructure

## The most notable effects and results are as follows:

1. Reducing government expenditures in general by integrating shared government services through the Federal Network (FEDnet), and providing them from a single platform. This also includes reducing the number of government networks connected to the Internet into a single network that accommodates everyone.
2. The government link for services would serve- the customer's need to obtain government services without having to move from one destination to another.
3. The digital identity enables users to access many government services in various sectors without the need to repeat the delivery of identification documents and personal identification procedures.
4. The digital identity saves time, effort and cost for customers and improves the customer experience, allowing them to sign documents and authenticate them digitally.
5. Saving 30 million UAE Dirhams through the partnership of the National Authority project at the federal and local levels between the Authority, the Smart Dubai Office and the Abu Dhabi Digital Authority, where more than 6000 services are currently being provided using the digital identity.
6. Attracting the opinions and observations of customers, citizens and residents, including inquiries, appreciation and praise, through the national customer relationship management platform, where 181,704 interactions with such entities were recorded.
7. The national customer relationship management platform contains sentiment analysis feature, an added value in understanding the extent of customers' happiness and making appropriate decisions to raise their levels.
8. High-performance Internet service has achieved financial savings of more than 35% in the cost of Internet connection service for the

# 1. Development and management of government digital infrastructure

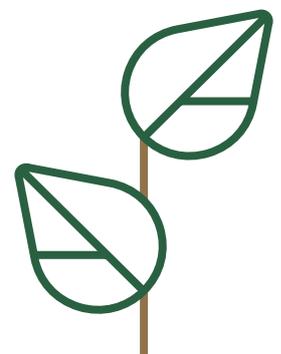
## Government Services Link

- 700 million UAE Dirhams for the government has been saved.
- 5 million hours of the employee's time has been saved.
- 179.1 million transactions have been completed.
- 1.5 billion UAE Dirhams on customers has been saved.
- Customer visits have been reduced by 11 million.
- 81,467 tons of carbon dioxide have been reduced.
- 1300 trees have been saved.

# 2. Digital transformation of UAE government services within integrated government platforms.

## The most notable projects were as follows:

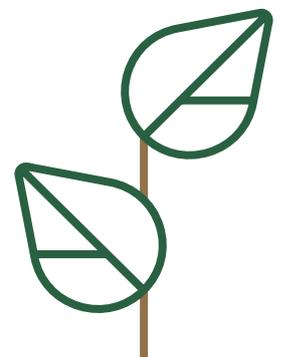
- The National Smart Transformation Plan
- The official portal of the UAE government.
- Enabling smart transformation.
- Starting your business.
- Congratulations for what you have got
- The UAE Model for Digital Government Maturity.
- mLab Initiative.
- The National Plan for Electronic Participation.
- Open Data Portal.
- Sustainable development platform.
- The UAE Hackathon - data for happiness and quality of life.
- Interactive lab.
- Instructions regarding people of determination's access to telecommunication services.



### **3. The system of legislation and policies that support digital transformation.**

#### **The most notable projects were as follows:**

- The guide for the content of government websites.
- A guide to the practice of e-participation and social media in government agencies.
- Smart Government Roadmap.
- Guidelines for federal websites.
- A framework for the maturity of digital government in the UAE.
- Guidelines for Smart Government Enablers.
- Exception of the VoIP feature.
- The guideline for government agencies to request blocking, lifting such block, and deleting content from social networking sites.
- Data dissemination and exchange policy.
- Issuance of a draft electronic consumer protection guidelines.
- The country's smart data framework.
- Draft Law on Electronic Signature and Trust Services.





# Digital Wellbeing

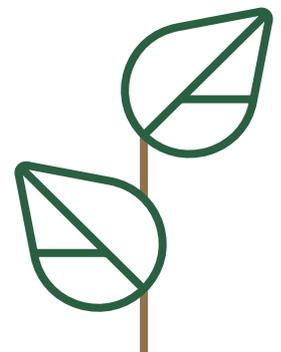
## Quality of Digital Life

- Proactive customer services.
- Building national capacities.

### 1. Proactive customer services

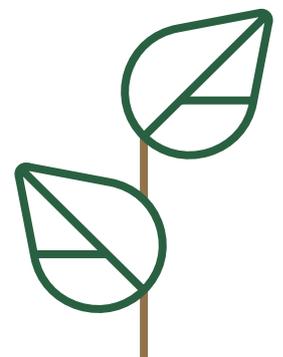
#### The most notable projects were as follows:

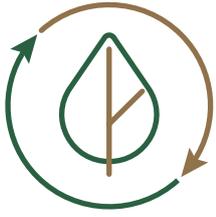
- Dealers Rating App.
- Cheers Initiative.
- Shared Services.
- National Services Studio.
- An initiative to develop a national system for managing customer relations.
- Fazaa Call Initiative to respond to traffic accidents in the country.
- Promoting competition in services.
- Promoting and protecting the interests of consumers of telecommunications services.
- Requirements for mobile subscribers' policy.
- Transfer of mobile, mobile, fixed and toll-free numbers.
- ICT services quality rating.
- 'Irtiqaa' Initiative to classify the licensees' customer service centers.
- Developing and managing caller identity verification systems (Kashif).
- Anti-SMS SPAM.



## The Main Project Outputs:

- Launching the Digital Innovation Center in 2013 to build capabilities, research and development to provide high quality products and services in the field of communications and information technology. That is because it constitutes a stimulating environment for innovation, research and exploration of new methods for developing and providing smart digital government services.
- Launching the TDRA Virtual Academy.
- Creating a supportive environment for innovation in the field of communications and information technology through the launch of the Telecommunications Regulatory Authority Innovation Camp for children from 6 to 17 years old.
- The Authority participated in the project of building a patent registration automation system, which contributed to the speedy registration and issuance of patents.
- (BETHA) Program to support research and education in areas related to the ICT sector.
- Launching the Mohammed bin Rashid Program for Smart Learning to implement the latest methods, devices and infrastructure in schools to enhance outcomes of the education sector.
- Launching the Etisalat British Telecom Innovation Centre (EBTIC), a research center affiliated with Khalifa University that conducts applied research in the ICT sector.
- Launching the Spider Web for Research and Education, which is an educational infrastructure represented in a private communication network linking universities to the UAE. The aim of doing that is to enable research and supercomputing, in addition to providing educational services and platforms to all universities in the country.





# TDRA Building Sustainability

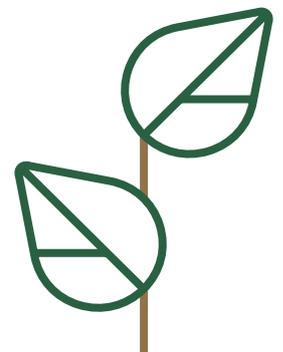
## Buildings Planning Clarity

BM section developed its maintenance plan of buildings, equipment, resources to achieve TDRA strategy in providing best services and to ensure that assets are maintained and properly use. This plan is divided into: corrective preventive planned maintenance on annual, monthly, weekly or daily basis, and unplanned maintenance in emergencies.

- Percentage of down time due to system or backup power errors 0%
- Commitment to the maintenance and efficiency of buildings body proportion of contracts 100%
- Completion of planned Maintenance operations ration (total number of operations that has/have a number of planned operations) 100%

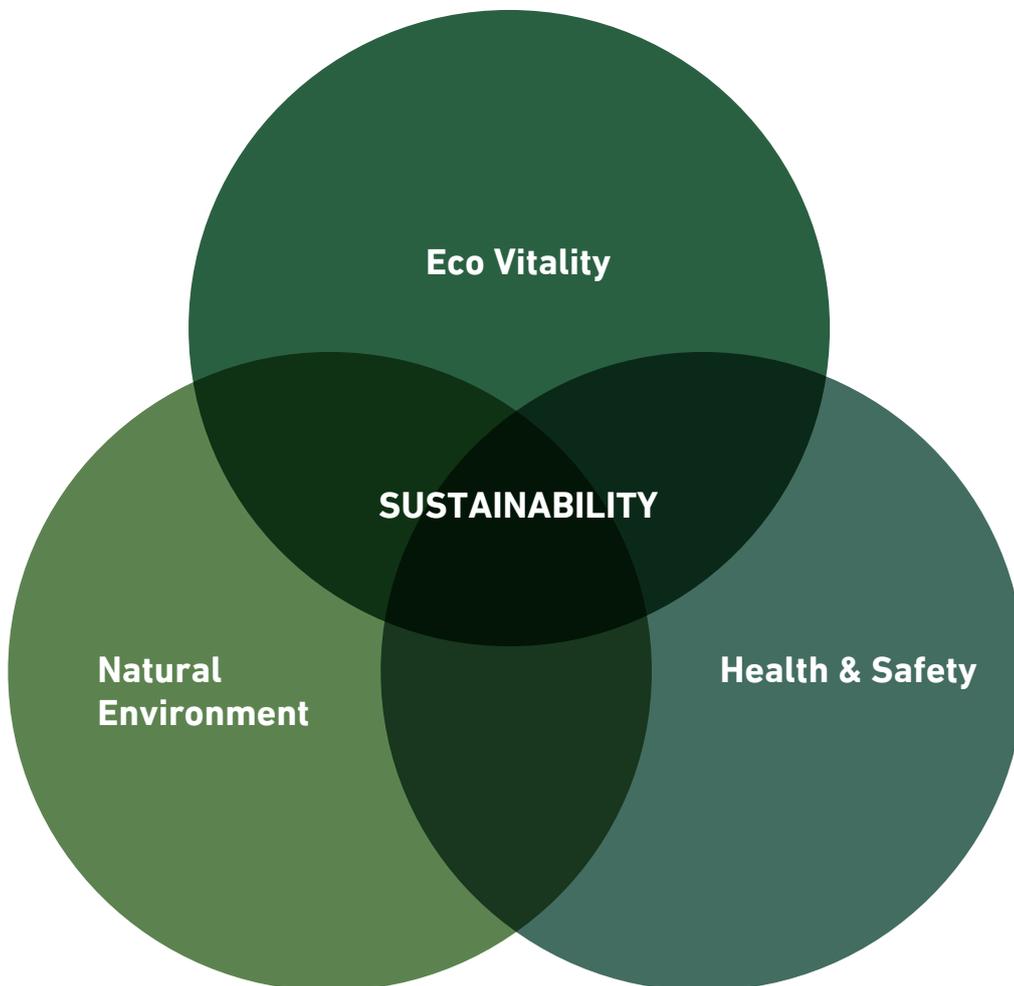
## Culture of Operational Excellence

- Continuous improvement benchmarking, outward looking, energy conservatives
- TDRA buildings designed to save electricity and water with 20%, as the glass prevents heat therefore increases the efficiency of the cooling systems. The cooling devices were designed to re-use the cool air
- Percentage of the re-cooled fresh air to the amount of refrigerated air incoming to the building 10% from the total



# Sustainability of Buildings Design & Operation

In compliance with the UAE's strategy to sustain environment, conserve natural resources and reduce the impact of the Carbon footprint, global warming. TDRA has implanted the highest international standards for Green Buildings, which awarded the certification of «LEED Gold» for Dubai and Abu Dhabi buildings by the USGB. Worth mentioning UAE is one of the eight members of the board worldwide.

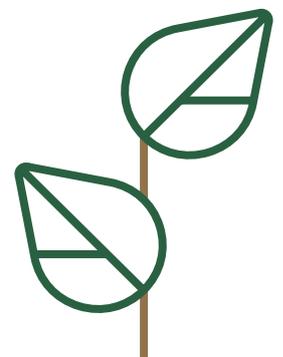


> **28%** Saving (Abu Dhabi)

> Reduction in Carbon  
**900** tons/year

> **40%** Water Gains  
= Treated Water Plants  
Total Amount required

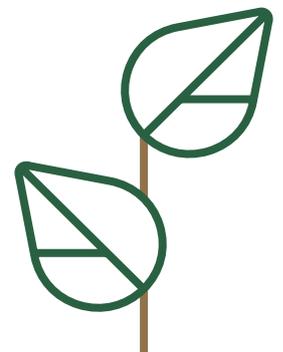
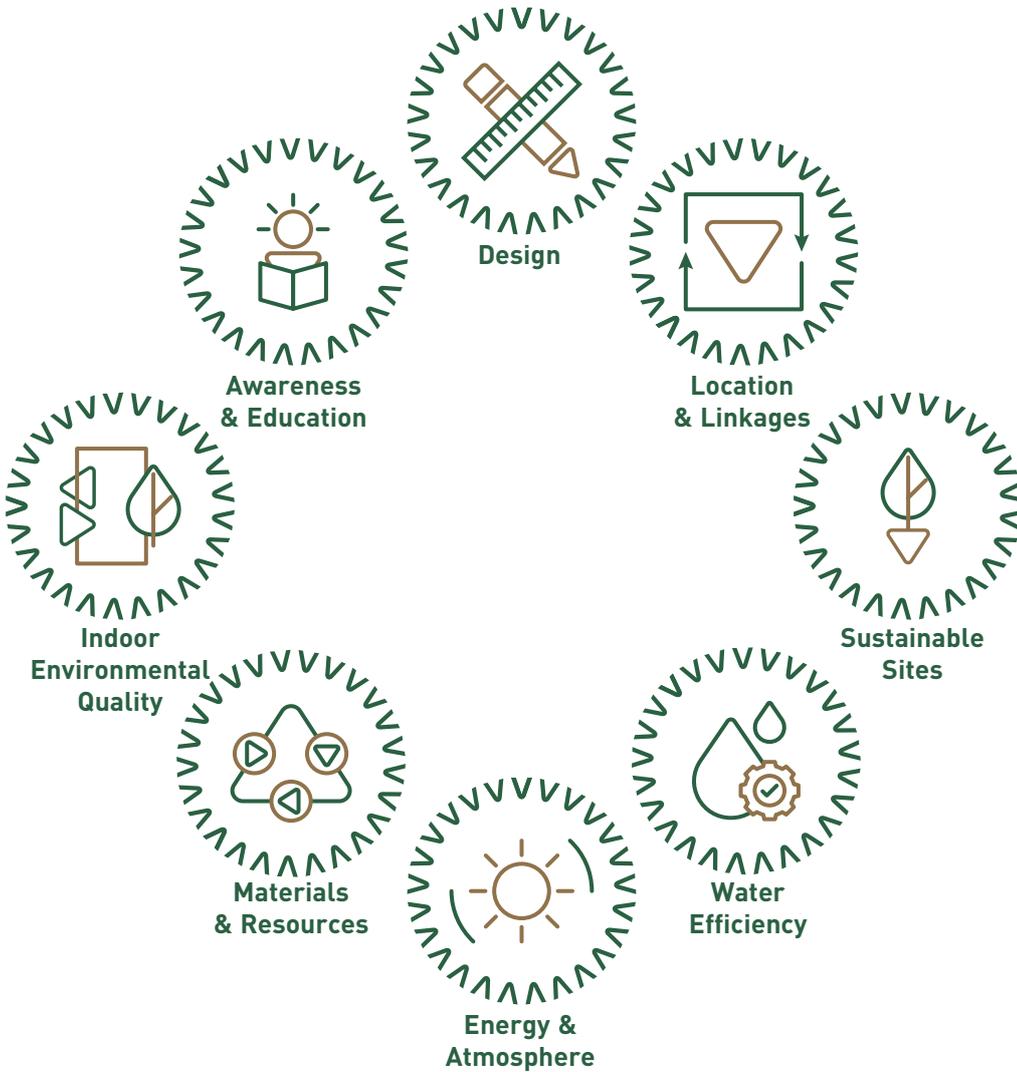
> Compliance with ISO14001  
EMS,OHS45001 & 45005,  
OSAHD & FAHRCODE



# Sustainability of Buildings Design & Operation

TRDA buildings received the golden leadership certificate in energy and environmental design that comply with the UAE policy for green building as the design and building were according to the strategies of green building thus improving efficiency and sustainability of TRA assets.

Moreover to ensure sustainability to operational standarts, TDRA is keen to obtain LEED Certificate - Exiting Building - Operation & Maintenance Category (EB-O&M)



## Energy Consumption and

Building	2019		2020	
	Energy Savings (%)	CO <sup>2</sup> Savings(kg)	Energy Savings(%)	CO <sup>2</sup> Savings(kg)
Dubai - Building (A)	61.16%	227,786.40	117.91%	425,323.80
Jabal Ali - Building (C)	185.81%	109,833.75	230.71%	135,693.11
Abu Dhabi - Building 93.68%	234,458.55	140.88%	368,833.95	

## Reducing Green House Gas



**LEED USGBC GOLD**

**CO<sub>2</sub> FOOTPRINT** **33626**  
Metric Ton/year

Total reduction in CO<sub>2</sub>

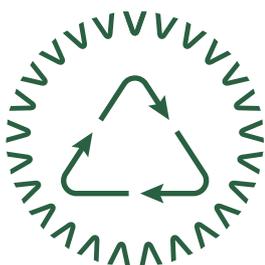


**LEED EB-O&M**

Exiting Building: Operation & Maintenance

**CO<sub>2</sub> FOOTPRINT** **866**  
Metric Ton/year

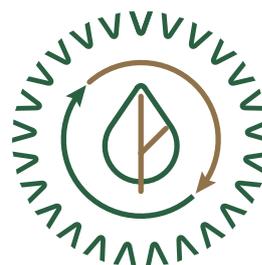
Total reduction in CO<sub>2</sub>



**Recycled Wastes & E-Waste**

**CO<sub>2</sub> FOOTPRINT** **76.18**  
Metric Ton/year

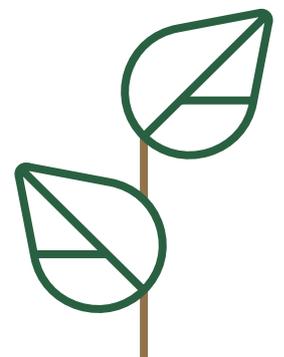
Total reduction in CO<sub>2</sub>



**Renewable Energy**

**CO<sub>2</sub> FOOTPRINT** **345**  
Metric Ton/year

Total reduction in CO<sub>2</sub>

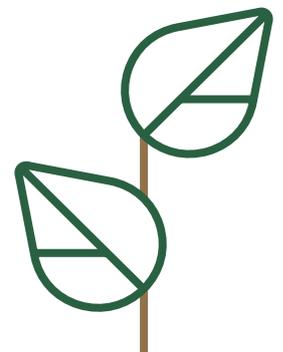




# Financial Management and the Corona Pandemic

Before the outbreak of the COVID-19 pandemic, many profit and non-profit organizations were investing in capital and operational projects. With the spread of the pandemic, especially with the large-scale lockdown that included most business activities in the world, leading to an economic downturn and shifting the focus of activities from growth and efficiency to business continuity, where many investments and operational expenses were reviewed and evaluated in the short and long run.

In order to assess the impact of the Corona pandemic, in particular TDRA's financial performance, TDRA focused on priorities for increasing the cash position, reducing operational costs, enabling remote work, with a focus on data management and integrating financial operations in the short term, taking into account TDRA's governance systems, and evaluating the performance of critical operations in TDRA's financial management.



## Funding Priorities

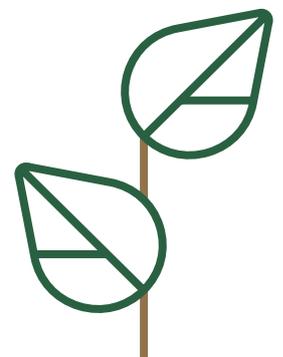
TDRA has identified priorities for financing initiatives that promote digital transformation and remote work, increase income and reduce operational costs. It also identified long-term financial assumptions, including revenues, cash flows, core operational obligations, commitments and capital projects.

## Assessment pillars of COVID-19 impact on TDRA's financial management

During the crisis, TDRA has analyzed cash flows by reviewing its revenues and comparing them against projected revenues, analyzing revenue with spectrum service providers, examining the pros and cons of collecting 96% of spectrum revenues during the first quarter of each year, accounting for basic expenses and determining the inevitable obligations until the end of the year.

## Enabling Remote Work

In order to enable remote work, TDRA has taken a number of measures, including empowering all employees by providing software and ensuring that work can be done remotely, activating e-signatures and e-approvals for invoices in accordance with the established governance systems, making payments through the 'Nafurah' system, and providing employees with laptops to allow remote work.



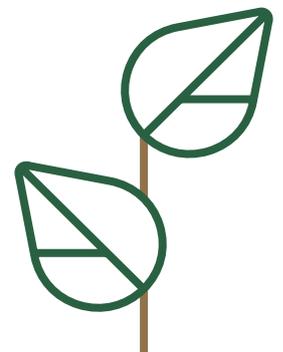


# Procurement and Contracts Section

At the end of 2019, TDRA has signed an MoU with the Chartered Institute of Procurement & Supply (CIPS) to reiterate its commitment to becoming a global hub of excellence in procurement and supply in telecommunications and the digital sector. TDRA has been keen to develop the procurement team to be fully comprised of qualified procurement specialists. TDRA's roadmap focused on governance, individuals and partnership. The development journey began 5 years ago by focusing on technology to improve and reengineer operations and developing individuals in the "start small, grow big" skill set.

TDRA adopted the transition from supplier relationship management to supplier value management by changing the customary way of cost saving and negotiation to focus more on a win-win approach, which would enable the procurement team to be a business partner rather than a facilitator. TDRA focused on raising awareness and knowledge on the strategic value of procurements, and the great value of collaboration and engagement with suppliers in order to establish a long-term perspective of operations beyond standard quarterly time frames.

At the height of COVID-19, TDRA focused on the importance of a delivery mentality, rather than a competitive mentality, to achieve greater value, as well as to maintain organization growth and risk management. TDRA also promoted the concept of integration in the supply chain process in order to achieve a winning strategy. The pandemic was a real challenge to TDRA that tested how the robust the supplier value management process and procurement infrastructure are.

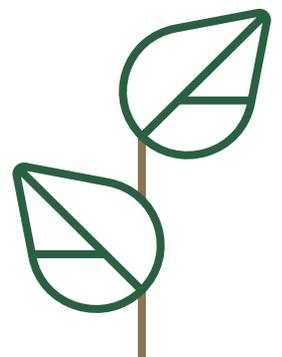


## **1<sup>st</sup> Middle East Youth Committee - 2020**

In line with TDRA's commitment to developing future talent in supply and procurement chain and focusing on the younger generation to deliver value to society, the Middle East Youth Committee was formed in collaboration with CIPS. The committee aims to provide a forum for networking, sharing knowledge and experience while improving and applying best practices. Two members of TDRA's procurement team are joint chairs of the committee. The committee works in cooperation with the Federal Youth Commission and CIPS MENA in matters relating to the procurement profession.

## **The first federal organization to attain the CIPS Corporate Ethics Mark**

Since the signing of the MoU with CIPS, TDRA has launched a number of key initiatives to achieve the stated goals. On the subject of ethics, TDRA has taken a leading stance just by exceeding the accreditation requirements of the procurement team, becoming the first federal entity in the Middle East to attain the CIPS Corporate Ethics Mark.



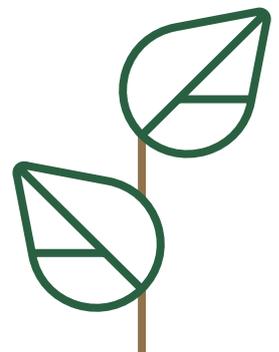
## First Federal Procurement Function - 2021

There is a growing need in organizations to build a credible, efficient and strategic procurement function. Such function is usually staffed with people who are fully experienced and qualified in supply chain and procurement practices. TDRA has also embarked on its journey to become a licensed procurement actor by qualifying several employees, in addition to launching the Procurement Excellence Program, which aims to ensure that procurement policies and procedures are resilient, efficient and effective, just like the people serving in this function.

## Beyond Digitization

One of TDRA's digital procurement objectives is to lead environmental sustainability initiatives by rationalizing resources and implementing innovative projects and ideas that provide effective solutions to environmental challenges.

One of such initiatives is the smart business card, where TDRA is the first federal entity to implement such service, changing the way of exchanging business cards from physical to digital via TDRA's mobile app.



## Digital Newsletter

TDRA has adopted a digital newsletter service that provides unlimited access and global coverage of newspapers and magazines, thereby enhancing customer and the employee access to information and news with a single click. This service has changed the traditional way of receiving, distributing and recycling newspapers. By subscribing to the service, subscribers can access newspapers and magazines from more than 120 countries, with the ability to have content translated into 18 languages.

## Digital Signature

The epidemic has accelerated the adoption of many digital solutions, including the digital signature, which has helped further implement remote work and social distancing. TDRA worked in cooperation with its strategic partners to spearhead this initiative at the national level, increasing work efficiency by 60%.

## Mobile App

With the aim of creating an agile environment for the procurement team and stakeholders, TDRA has provided three applications to facilitate the user's journey and provide procurement and supply services around the clock, where stakeholders can track the status of their requests through their mobile phones. Likewise, authorized TDRA staff can review all transaction files related to procurement and contracts, identify sources and invoices through their mobile phones. Furthermore, the procurement team can review daily transactions and fulfill the respective SLA.

