مركز محمد بن راشد
للابتكار الحكومي
**MOHAMMED BIN RASHID CENTRE
FOR GOVERNMENT INNOVATION**

دبلــوم الابتكــار الحكومــي
Public Sector Innovation Diploma

COHORT 6
PROJECTS
JOURNEY
2022 - 2023

ABOUT THE
MOHAMMED BIN RASHID CENTRE
FOR GOVERNMENT INNOVATION

(MBRCGI) dedicated to embedding innovation at the heart of the UAE Government. Aligned with the vision of H.H. Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice President, Prime Minister, and Ruler of Dubai, MBRCGI aims to develop the necessary capabilities for each phase of development, inspire possibilities and celebrate wins and lessons, ultimately establishing the UAE Government as one of the most innovative in the world and fostering a forward-thinking economy.

The mission of the MBRCGI revolves around three main areas of focus: innovation enablers, innovation possibilities and innovation platforms, and is in line with the objectives of the "We the UAE **2031**" vision. Through our work, we unlock the capabilities of individuals that are at the heart of driving innovation across the ecosystem to position the country as a global innovation hub. We inspire possibilities by collaborating with key players across the ecosystem. We design platforms that multiply and create the ripple effect necessary to make innovation a daily practice for all. MBRCGI propels the UAE towards its Centennial **2071** goals.
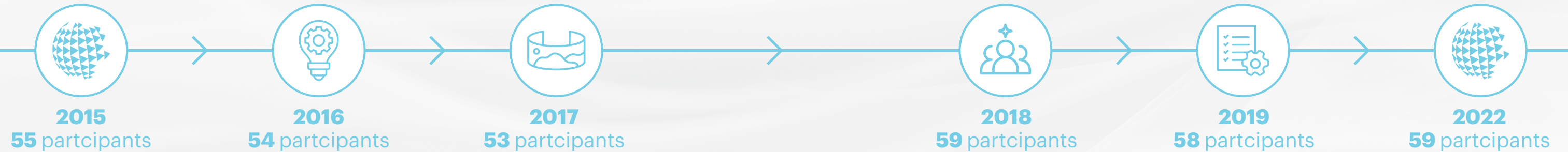
Inspired by the visionary leadership of the UAE, MBRCGI has embarked on a journey across a vibrant landscape to redefine innovation for the public sector and drive value and impact across the ecosystem. We are catalysts for public sector innovation, providing the necessary platforms to promote and facilitate innovation. We raise awareness on innovation, redefine the culture of innovation in the country to align with the ever-evolving aspirations of our leadership, and explore opportunities in the innovation ecosystem across the country. The Center collaborates with key partners to ensure that innovation delivers value and impact and is utilized it to its maximum potential.

At the heart of the work we do at MBRCGI lies a commitment to building innovation enablers, unravelling the threads of possibilities and exploring the landscape of platforms. This is a strategic pursuit to take public sector innovation to the next level and position the UAE as a trailblazer in the innovation space. We challenge assumptions and work for today and a future that transcends boundaries and possibilities. The Center ensures that innovation permeates every facet of public sector work.

Welcome to a world where innovation is no longer an option but a way of life!

PUBLIC SECTOR INNOVATION
DIPLOMA JOURNEY

2015
55 partcipants

2016
54 partcipants

2017
53 partcipants

2018
59 partcipants

2019
58 partcipants

2022
59 partcipants

The Public Sector Innovation Diploma (PSID) is a prestigious program offered by the Mohammed Bin Rashid Centre for Government Innovation (MBRCGI) in partnership with Cambridge Judge Business School, University of Cambridge. It is the first program of its kind globally, focusing on government innovation and developing the next generation of innovation leaders within the UAE government.

The PSID program aims to empower government employees to foster an innovation culture within their entities, driving the UAE's innovative future and national development. It specifically focuses on cultivating innovative leaders within the public sector, strengthening the innovation culture within public sector entities, and equipping public sector employees for success.

Throughout the PSID journey, participants engage in interactive experiences such as masterclasses, simulations, and field visits. They also collaborate to design, develop, and implement capstone projects that address real-world government challenges in new and innovative ways.

Since its inception in 2015, the program has successfully built the next generation of innovative UAE government leaders. Six cohorts of participants, totaling 336 public sector employees, have taken part in the program. This has resulted in the development of 261 innovative projects and the appointment of 32 Chief Innovation Officers.

In 2022-2023, 59 public sector innovation leaders successfully completed the program. As a result, 57 innovative projects were developed and implemented across 35 government entities. These projects play a crucial role in enhancing the culture of innovation and creativity within the government sector, aligning with the UAE›s vision of becoming a global innovation leader. This booklet presents the capstone projects of 49 innovation leaders from the sixth cohort of the Public Sector Innovation Diploma program.

SUMMARY OF PSID 2022/23
CAPSTONE PROJECTS

Every year the participants of the PSID program undertake a capstone project aimed at tackling a real-world government challenge in an innovative way. As such participants must come with a specific pain point or issue that has the most senior backing and support of their entity. The projects act as an applied learning vehicle allowing the participants to put into practice the theory provided in the teaching modules. Supported by regular coaching they implement the methodology, tools and techniques taught by the Judge Business School professors. Typically, the projects go through a process of:

Understanding, exploring and scoping a real-world challenge from their own government entity

Engaging end users and stakeholders to gather input and feedback.

Generating novel and creative solutions based on innovative technology or approaches.

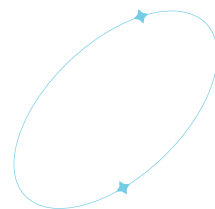Defining experiments to test their solution, gather data, learn and iterate.

Pivoting their solution if needed in response to user feedback and real-world tests.

Pitch the project and gain the financial support and backing required.

Create a plan and implement their solution.

Participants are provided with **6 months** close support and coaching throughout the learning modules with Judge Business School. They then have a further **6 months** to implement and realise the benefits of their projects. Whilst the primary aim is for the participants to learn and be able to take the learning back to their entities, they are also tackling real challenges and delivering significant tangible benefits for the UAE Government, it's employees and, most importantly, UAE citizens.

This year has been no exception with over **50** innovative new projects delivering significant impact and benefit spanning a very broad range of challenge areas across many entities. These challenges have been about simplifying and streamlining entity processes, enhancing and improving government services, improving infrastructure and facilities whilst also enriching the lives of UAE citizens in areas such as health, education and employment. Examples challenges are:

The Federal Tax authority sought to automate and digitise the painful VAT Refund process (based on collecting and submitting hundreds of paper receipts) for UAE nationals who have built a new residence. This was done through the creation of a Tax Free Smart Tag and associated mobile app.

The General Pension and Social Security Authority (GPSSA) needed a way to enable pensioners and insured employees to have more control over their benefits and gain better access to important information and services whilst also streamlining communications. A highly intuitive app has been launched that provides visibility and control to **1000** service users and is already achieving over **80%** adoption rate and **90%** satisfaction rate.

The types of solutions selected this year have also been very broad with a range of innovative technologies being explored. These have included digitisation through apps and creation of online platforms; automation through the use of Artificial Intelligence (AI) and Machine Learning (ML); data visualisation and virtual environments. Examples include:

A project for the Roads and Transport Authority's (RTA) created a real-time data dashboard for the Dubai Metro system that enables maintenance teams to monitor daily faults, predict failures, make evidence-based maintenance decisions, and monitor and validate operation and maintenance performance ultimately leading to an even more reliable transport system.

Machine Learning is being developed by the Hamdan bin Rashid Al Maktoum Foundation to better match gifted students to the right enrichment programmes and significantly reduce the traditionally manual time taken to do this.

SkillsBridge is a new online digital skills assessment platform created for the Dubai Government Human Resources Department to close the unemployment gap by connecting citizens with the latest workplace skills that are in demand in the current job market.

However innovation doesn't have to be about technology. This year again saw the creation of non-technology based, but no less innovative solutions, such as community engagement programmes, skills and awareness building projects, and innovative training models. For example:

A powerful new training program enables educators to provide better mental health support to children. This Ministry of Health and Prevention sponsored project supported by the World Health Organisation (WHO) has already seen over **1,400** staff in schools and health establishments trained to provide mental health support to children in their care.

The Student Knowledge Building Program developed for Zayed University is designed to better prepare school students for university life and the job market and has already been delivered in **107** schools as well **35** online sessions.

The aim with all of these projects is always to drive towards implementation by the end of the programme. This year approximately **50%** of the projects were fully launched or successfully implemented by the end of the programme with around a further **35%** in the process of development and delivery. When you consider globally that in a **1** in **10** innovation success rate is considered "the norm" this is quite a remarkable outcome. Some projects were extremely ambitious and of a more strategic nature and will require multiple phases to reach full implementation. For example:

The Integrated Vertical Logistics Complex is a radical new multistorey logistics facility designed to accelerate non-oil trade growth and improve operational efficiency. Whilst it started the program as a conceptual idea for the Dubai Integrated Economic Zone Authority it now has an approved design budget, implementation partners have been selected, a task force has been created and the locations for it's construction has been selected.

Across all of the projects there have been a range of benefits realised. Speeding up processes, eliminating waste, driving employee engagement and improving citizens lives. Most important though is feedback from participants on how the projects have helped them practice the learning from the program and pass on that learning to support the growth of others in their own and other government entities.

> Thank you for MBRCGI and Cambridge University Judge Business School for giving us the opportunity to deliver a high standard application that will benefit the UAE nationals, and I would like to thank my colleagues from the program for all their comments and inputs that allowed us to enhance the application even further
>
> — **Hamad Falaknaz** —

In conclusion the **2022/23** PSID cohort have demonstrated again that the capstone projects remain a powerful tool for applied learning, allowing participants to put theory and models into practice and hone their skills whilst at the same time driving collaboration, building new relationships and delivering tangible benefits for government employees, citizens and the UAE as a whole.

TAKING CONTROL

Convenient, Enhanced and User-Friendly Retirement Planning

Abdallah Ahmed Mohamad
Acting Lawsuits & Grievances Section Manager

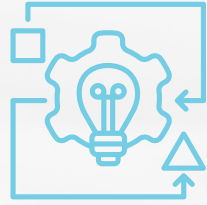**General Pension and Social Security Authority**

01

Overview

The project is about developing a mobile application that will enable pensioners and insured employees to have more control over their benefits and access important information and services from the General Pension and Social Security Authority (GPSSA). The mobile application will provide a convenient, secure, and user-friendly way for the target users to manage their retirement accounts, view the laws and regulations, update their personal information, and more.

MISSION STATEMENT

The project's mission is to improve the customer experience and satisfaction of pensioners and insured employees by offering them a mobile application that meets their needs and expectations. The project also aims to streamline the communication and interaction between the GPSSA and its customers, and to reduce the time and cost of accessing and delivering the services.

METHODOLOGY

The project conducted a market research and analysis to identify the needs and preferences of the target users and the best practices in the industry. Second, the project designed and developed a mobile application prototype that incorporates the essential functionality that the users want. Third, the project tested and validated the prototype with a sample of potential users and stakeholders, and collected feedback and suggestions for improvement. Fourth, the project implemented the feedback and suggestions, and launched the beta version of the mobile application to a larger group of users and stakeholders, and monitors its performance and usability.

ACHIEVEMENTS

The project has completed the market research and analysis, and identified the key features and requirements of the mobile application. The project has designed and developed a prototype of the mobile application that offers a simple and intuitive interface and functionality. The project has tested and validated the prototype with a sample of **50** pensioners and **50** insured employees, and received positive feedback and suggestions for improvement. The project has launched the beta version of the mobile application to **500** pensioners and **500** insured employees, and received over **90%** satisfaction rate and over **80%** adoption rate.

OUTCOMES

The project will analyze the data and feedback collected from the beta version, identify issues or gaps that need to be addressed or resolved and implement necessary adjustments or enhancements to the mobile application, such as adding more features, improving security, or optimizing performance. The project will release the final version of the mobile application to the public, and promote it through various channels, such as social media, website, email, or SMS. The project will provide ongoing support and maintenance to the mobile application, and update it regularly based on user feedback and market trends.

TRANSFORMING
DATA
MANAGEMENT

Using the Metaverse Platform

Abduljalil Mohammad Al Abbasi
Senior Vice President Planning & Design (SVP P&D)

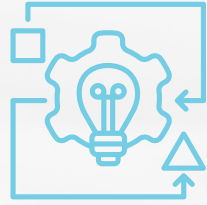**Dubai Integrated Economic Zones (DIEZ)**

02

| Overview

The Dubai Integrated Economic Zones Authority aims to address the issue of lagging graphic data in municipal services by creating a unified system for handling both graphic and currently more highly developed numeric data using the innovative Metaverse platform.

MISSION STATEMENT

In establishing a seamless and efficient data management system that integrates graphic and numeric data in a single, user-friendly, and stable environment will significantly reduce process time, eliminate errors, improve customer satisfaction, and enhance decision-making capabilities in a cost-effective manner.

METHODOLOGY

To ensure a successful implementation, two distinct phases will take place. The first phase focuses on engaging technical users who will play a crucial role in testing and refining the system. This initial stage allows valuable insights and feedback to be gathered from those directly involved in the data management process. The second phase will involve non-technical users, including top management, sales personnel, and external customers, ensuring that the system caters to a broader user base.

ACHIEVEMENTS

The Metaverse platform has been critically evaluated to understand its capabilities and limitations. By creating personas, valuable insights have been gained into the needs and preferences of users and the system will be tailored accordingly. Additionally, a comprehensive analysis of cost and time elements has been conducted, ensuring that the project remains on track and within budget. Furthermore, a technical test fit has been performed, confirming the compatibility and functionality of the system.

OUTCOMES

Moving forward will involve fine-tuning the project's scope to align with user needs and requirements. Prioritizing information security is crucial to safeguard the data. Obtaining budget approvals is necessary to secure the resources for successful implementation. Once approved, the project will proceed with the initial implementation phase. Simultaneously, preparations will be made for the subsequent stage, which involves integrating with CRM systems and making the solution accessible to the public.

Fostering Innovation and Collaboration in

DEWA's METAVERSE

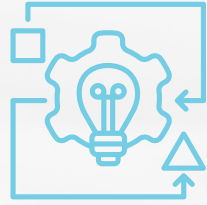**Ali Al Hosani**
Senior Specialist - Innovation

DEWA

03

Overview

The Virtual Disruptive Lab (VDL) is an ambitious project aimed at creating a virtual space in the metaverse where individuals and groups can access DEWA's disruptive lab. This virtual space will be a reflection of DEWA's adopted processes and techniques and serve as a guide, helping individuals and groups focus on specific problem-solving or generate new opportunities within DEWA.

MISSION STATEMENT

The mission of the VDL is to foster creativity, collaboration, and problem-solving within DEWA. By providing a virtual innovation lab, DEWA aims to cultivate an environment where innovative solutions and products can be developed. The VDL will serve as a platform that encourages team members to work together, exchange ideas, and tackle challenges. It will provide the necessary tools and resources to support this process, empowering employees to think outside the box and come up with groundbreaking solutions.

METHODOLOGY

The methodology for developing the virtual space in the metaverse for DEWA's disruptive lab involves project planning, requirements gathering, designing the user journey, developing a prototype, collecting feedback, finalizing the scope, developing detailed use cases, assigning a development team, preparing a business case, and implementing the project.

ACHIEVEMENTS

The initial plan, user use case, and prototype have been successfully completed, setting the foundation for the VDL's development. Currently, a project sponsor presentation is being prepared to obtain approval for the use case, showcasing the potential impact and benefits of the VDL. Additionally, requirements are being gathered, the user journey is being designed, and a prototype is being developed to refine the VDL's functionality and user experience. The project has already achieved a major milestone with a successful test run during an actual brainstorming session, demonstrating the VDL's potential to facilitate collaboration and generate innovative ideas.

OUTCOMES

Currently, the project sponsor presentation is being prepared for obtaining approval on the use case. The next steps include finalizing the scope, developing detailed use cases, and assigning the project to a development team for implementation. Additionally, a business case will be developed, and the implementation phase will involve collecting requirements, designing the user journey, and developing a prototype.

AGILE URBANITY

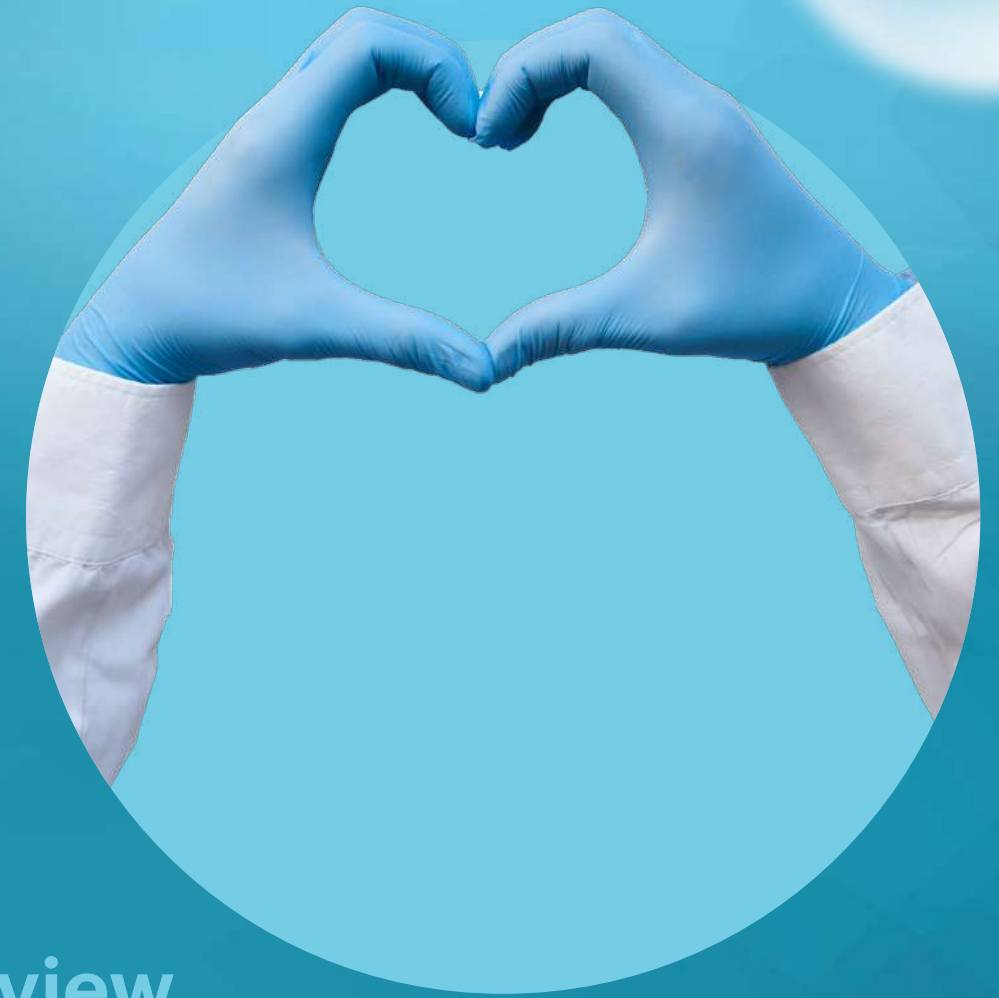A Holistic Approach to Dubai Healthcare
City's Development

Amer Kalantar
Director Asset Management, Development & Projects

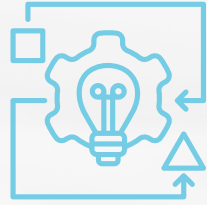**Dubai Healthcare City - DHCC**

04

Overview

The project is about creating an innovative agile urbanity business plan for the sustainable growth of Dubai Healthcare City's (DHCC) developments. The project aims to achieve strong financial stability and market reputation by capitalizing on DHCC landbank and building assets, and to fill the gap of required specialty healthcare services in the market by attracting healthcare professionals, operators, service providers, and investors.

MISSION STATEMENT

The mission of the project is to enhance the quality and efficiency of DHCC developments by providing the optimum healthcare services to people and improving the user experience and satisfaction of DHCC customers. The project also aligns with the strategic goals of DHCC and demonstrates a commitment to providing high-quality services to its stakeholders and end users.

METHODOLOGY

The project follows an agile methodology that involves continuous improvement and dynamic enhancement of ongoing and future projects. The project has two main components: landbank development and existing asset enhancement, and financial stability and market reputation achievement. The project uses a web-based platform to manage and monitor the projects, and to collect feedback and suggestions from customers and stakeholders. The project also involves various government entities in developing and approving the DHCC master plan based on the latest local and international standards.

ACHIEVEMENTS

The project has achieved significant progress in phase **1** implementation, which covers **75%** of the project scope. The project has completed **70%** of landbank development and existing asset enhancement activities, **80%** of financial stability activities, and **70%** of market reputation activities. The project has also received positive feedback from end users, which led to new investment opportunities and widened the relations with DHCC business partners and investors.

OUTCOMES

The project is planning to do the following activities in phase **2** implementation:

Complete the remaining **30%** of landbank development and existing asset enhancement activities, and launch the new projects to the market. Complete the remaining **20%** of financial stability activities, and optimize the financial performance and returns of the projects. Complete the remaining **30%** of market reputation activities, and promote the projects through various channels, such as social media, website, email, or SMS. Provide ongoing support and maintenance to the projects, and update them regularly based on customer feedback and market trends.

LEVERAGING AFFORDABLE HOUSING

through Private Sector Partnerships

Ahmad Al Kandri
Director Of Department

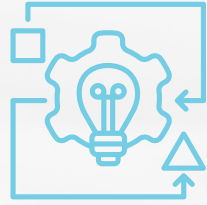**Mohammed Bin Rashid Housing Est**

05

⊙ | Overview

By implementing Public-Private Partnerships (PPPs), the Mohammed Bin Rashid Housing Estate (MBRHE) seeks to enhance the efficiency, innovation, risk management, and sustainability of housing projects and thereby bring value to Emiratis in Dubai, the government, and various sectors of the private sector, such as retail and investment.

MISSION STATEMENT

By leveraging the expertise, resources, and technology of private sector partners, MBRHE can improve the efficiency of its housing projects and encourage innovation in the affordable housing sector.

METHODOLOGY

The project involves conducting thorough research to identify potential PPP partners and gather information about the PPP model. Feasibility assessments of different PPP options are undertaken to determine the most suitable approach. Through collaboration with private sector partners, the project aims to address key challenges and capitalize on opportunities for innovation in the affordable housing sector.

ACHIEVEMENTS

Research has been successfully conducted to identify potential partners, gather information about the model, and assess the feasibility of PPP options. A preliminary project plan has been developed, and clear goals have been set. Additionally, a PPP agreement has been finalized with a chosen partner, and the overall project plan has been completed.

OUTCOMES

The next steps in the project involve addressing key challenges, such as land acquisition. MBRHE faces difficulties in acquiring suitable land for housing projects, particularly in high-demand areas. The team is actively negotiating with landowners, primarily the government, to secure the necessary land. These efforts will enable the project to progress smoothly and ensure the successful implementation of PPPs in the affordable housing sector.

MOBILE LAB

Enhances Accessibility and Reach for
Emirates Health Services

Ahmed Mohammed Alsuwaidi
Customer Happiness Directors
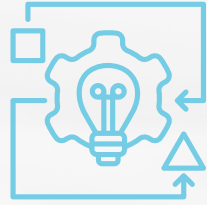
Emirates Health Services

06

© | **Overview**

The Mobile User Experience Lab (Mobile UX Lab) is an innovative Emirates Health Services (EHS) initiative that focuses on studying and analyzing user interaction with different services, processes, channels, centers, and preferences.

MISSION STATEMENT

The Mobile UX Lab revolutionizes the way user experiences are studied and analyzed. Valuable insights into user preferences and behaviors will be gathered by conducting physical testing sessions, and the testing sessions conducted on the customer journey at field sites will better inform how EHS users interact with various services and processes. This in turn will improve the overall user experience and enhance customer satisfaction.

METHODOLOGY

A combination of qualitative and quantitative research methods with advanced software and hardware gathers comprehensive data on user experience, including techniques such as observation, interviews, surveys, and usability testing to gain deep insights into user behaviors, preferences, and pain points in real-time. By capturing and analyzing these data points, patterns, and trends, areas of improvement in the user experience can be identified. To ensure the validity and reliability of findings, rigorous research protocols that adhere to ethical guidelines will be employed. User privacy and confidentiality are of utmost importance to the project, and all data collected is anonymized and securely stored.

ACHIEVEMENTS

A high-tech Mobile UX lab was established in Sharjah's Training and Development Center. Despite limited resources, experiments yielded valuable insights into user behavior and preferences. Pain points and bottlenecks were identified, streamlining the user journey and making it more intuitive and efficient. By leveraging the data collected from user expressions and experiences, EHS was able to make informed decisions that positively impacted user interactions with EHS services.

OUTCOMES

One of the main challenges is physical accessibility for customers located in different emirates. To address this, options will be explored to bring the lab closer to customers, ensuring their convenience and participation. Additionally, users who understand the importance of the lab and are willing to actively participate in its testing sessions will be identified and engaged in order to expand the data pool. Lastly, the capabilities of the lab will be expanded to conduct simulation sessions that go beyond smart channels, offering a more comprehensive user experience analysis.

THE ART OF DATA

Painting a Bright Future

Aysha Al Zaabi
Assistant Strategic Planning Specialist
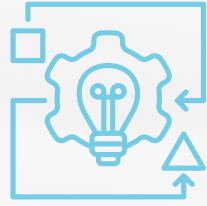
Ministry of Culture and Youth

07

◉ | Overview

The Ministry of Culture and Youth is undertaking a significant initiative to create an automated national database for the culture and creative sector. The project aims to improve data collection and analysis, starting with museums as the initial focus. Decision makers will have access to real, approved statistics, enabling them to make informed decisions and develop strategies and policies that align with the needs of the culture and creative sectors.

MISSION STATEMENT

The project's mission is to develop an automated national database that empowers decision makers in the culture and creative sector with accurate and comprehensive data. By providing sector-specific data, the goal is to improve the UAE's competitiveness indicator ranking. Furthermore, the enhanced reputation of the sector and the country as a whole will attract investors and international organizations, such as UNESCO, who rely on accurate statistics.

METHODOLOGY

The project followed a systematic approach, which included reviewing existing data sources and identifying their limitations. Expert consultations were conducted to ensure alignment with industry best practices. Based on this input, a robust data structure was designed to serve as the foundation for the automated platform. Collaboration with skilled software developers was crucial in transforming the vision into a tangible reality.

ACHIEVEMENTS

Top management approved the project and included it in the priorities list for the year, recognizing its importance. A comprehensive review of existing data sources provided valuable insights. Expert consultations helped refine the approach and validate the chosen data structure. Visual mockups were designed to provide stakeholders with a clear representation of the platform. Additionally, a willingness among stakeholders to cooperate and integrate into the implementation process was observed through focus group discussions. Furthermore, the services of a skilled software developer were secured to commence the platform's development.

OUTCOMES

Moving forward, key areas that require attention have been identified. The data cleansing phase will be prioritized to ensure the accuracy and reliability of the collected information. This will involve dedicating sufficient time, effort, and human resources. Data experts will play a crucial role in analyzing and verifying the data to ensure its correctness, accuracy, and approval. Collaboration with entities that may have outdated data will be essential to address this challenge. Training sessions will be organized to familiarize users with the platform's functionalities. Finally, measures will be established to ensure the sustainability of the database over time.

META HEALTH

Leveling Out Mental Health Support through Virtual Spaces

Amal Karmostaje
Director of the Technical Support Department
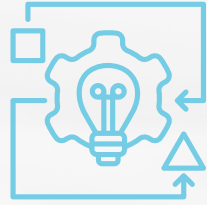
EHS, Emirates Health Services

08

Overview

The MetaHealth project, an Emirates Health Services (EHS) initiative, is an innovative tool that provides anonymous mental health support in a virtual space. By utilizing the metaverse, individuals can interact with mental health professionals and access resources such as support groups, online therapy sessions, and stress management tools.

MISSION STATEMENT

The project aims to overcome barriers to traditional mental health resources by removing geographical limitations and reducing costs. It creates a safe and secure environment for individuals who may feel hesitant to seek in-person help due to judgment or stigma. With a wide range of resources at their fingertips, including support groups, online therapy sessions, and anxiety and stress management tools, the project is enhancing the availability and affordability of essential mental health services.

METHODOLOGY

The platform integrates chat rooms, video conferencing, and other interactive tools to facilitate seamless communication and engagement between users and mental health professionals. User feedback has been invaluable in shaping the project's development, with suggestions and ideas being carefully incorporated into the platform's design to enhance the experience.

ACHIEVEMENTS

The project has successfully addressed barriers to access and affordability, providing individuals with the resources they need for mental health support. Publicly available on the EHS website for Mental Health, MetaHealth has received positive feedback from users, particularly appreciating the anonymity feature. This feedback has played a pivotal role in shaping the project's development and validating the value of the virtual space.

OUTCOMES

Continuous experimentation, development, and testing are being conducted to refine and improve the platform. Additionally, efforts are being made to ensure accessibility for individuals with limited technology experience and to train mental health professionals to provide services effectively in a virtual environment. Privacy, security, and technical considerations are also taken into account to ensure the project's success and viability. Risks including privacy breaches, security issues, and technical glitches are constantly considered and managed.

INTEGRATED VERTICAL LOGISTICS COMPLEX

Streamlining Investor Journeys

Asma Ghaith
Senior Director - Shared Services
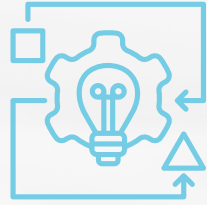
Dubai Integrated Economic Zones

09

Overview

The Integrated Vertical Logistics Complex, a project under the Dubai Integrated Economic Zone Authority (DIEZ), is the first of its kind in the region and promises to streamline investor journeys, contribute to non-oil trade, and increase operational and cost efficiency.

MISSION STATEMENT

The Integrated Vertical Logistic Complex caters to foreign investors and facilitates trade growth. The project aims to enhance the investor journey and maintain DIEZ's competitive advantage of providing unique personalized offerings to investors by transforming traditional warehouse offerings into a comprehensive logistics solution provider. By enhancing the customer experience for investors and supporting the growth of DIEZ, the project aligns with the Dubai Economic Agenda **D33** and boosts the UAE's foreign trade.

METHODOLOGY

The complex transforms warehouse offerings from a real estate business to a comprehensive logistics solution provider by offering value-added services, including inventory management, labeling and printing, IT integration, and cross-docking, among others. The complex also provides customers with flexible space options and pay-as-you-go models. The project's value lies in elevating throughput, promoting non-oil trade, improving operational efficiency, and contributing to Dubai's economic growth. The implementation process involves collecting customer feedback, selecting partners and consultants, conducting market research and feasibility studies, and addressing technical and commercial challenges to ensure successful execution.

ACHIEVEMENTS

Management buy-in on the initial idea has been obtained, in addition to customer feedback cycles. Preliminary financial feasibility has been completed, in addition to identifying the initial location, target industries, and a shortlist of potential partners. The budget for the design fees has also been set and approved. The Dubai National Air Travel Agency (Dnata) has been onboarded as a third-party operator, while Dubai Customs has been onboarded for on-site customs clearance. An internal project task force with key stakeholders has been created, and a consultant for updating the market study and engagement models has been onboarded.

OUTCOMES

Currently, the technical and commercial viability of the available land parcels are being explored, which may lead to changes in the target industry makeup and development size, and the engagement model with Dnata is yet to be defined. Both these issues may impact feasibility outcomes, which is why market research and the feasibility study are still in progress. After the finalization of the feasibility study, the initial design concept will be proposed and a Memorandum of Understanding will be signed with Dnata. This will be followed by appointing a contractor and initiating the construction of the complex.

SEAMLESS INTEGRATION

Optimizing Staff Onboarding at the Abu Dhabi Distribution Company

Awf Al Hammadi
Employees Experience section Manager

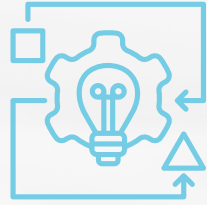**Abu Dhabi Distribution Company**

10

⊙ | Overview

This project aims to empower the Abu Dhabi Distribution Company in achieving its strategic objectives by fostering the growth of talented teams, driving innovation to accelerate change, and facilitating the digital transformation of the organization.

MISSION STATEMENT

The project is centered on implementing an efficient onboarding program to facilitate the seamless integration of new hires, enabling them to quickly become productive contributors.

METHODOLOGY

The plan is structured into three phases: **30** days, **60** days, and **90** days. During the initial **30** days, new hires familiarize themselves with the company culture, policies, and procedures. In the following **60** days, the focus shifts to building relationships and understanding the goals of the teams. Finally, in the last **90** days, new employees take ownership of projects and demonstrate their leadership skills.

ACHIEVEMENTS

The onboarding program was successfully completed on February **14, 2023**, and has been digitized. It has received support from HR and managers, who play key roles in integrating new employees and providing ongoing support. The program aims to increase employee engagement and performance.

OUTCOMES

Moving forward, the next step is to train **200** line managers on the new onboarding system and ensure commitment from both line managers and new hires to fill out the onboarding survey. This will provide valuable feedback for further customization and improvement of the program and help address the challenge of ensuring new employees integrate effectively into the company culture and understand their roles and responsibilities. The program will continue to be monitored and enhanced based on feedback from new hires and line managers.

SEAMLESS

Facilitating Communication and Collaboration for Student Success

Ayesha Juma Al Khateri
Director of Academic Affairs Department

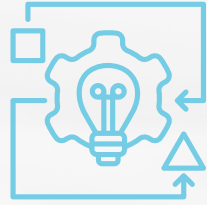**Presidential Court**

11

◉ | Overview

The Scholarship Office Mobile Application aims to streamline communication channels and enhance communication, and provide a user-friendly platform for students, Scholarship Office management, and employees to access and exchange information and services.

MISSION STATEMENT

By expanding access to services and facilitating the exchange of academic experiences, the application seeks to enhance the overall student experience by reducing international call fees, providing financial aid follow-up, sharing upcoming events and workshops, scheduling meetings with advisors, and improving efficiency through quick access to information.

METHODOLOGY

The development process involved creating a mobile application that enables users to access information and services in real-time. The team is also working towards linking the application to digital identity, implementing a dashboard, creating an e-library, and incorporating an e-map for enhanced functionality.

ACHIEVEMENTS

The application boasts various features, including programs, news and updates, an account section, academic services, and the ability to communicate with other students. All the planned features have been successfully developed and are functioning as intended. However, the application has yet to be launched on the App Store.

OUTCOMES

Looking ahead, the team aims to launch the application by December 2023 and introduce additional features such as linking to digital identity, a dashboard, an e-library, and an e-map. This will involve ongoing communication and collaboration with the App Store. Continuous improvement and innovation will remain a priority, with regular updates based on user feedback and emerging technologies. The team is also mindful of addressing challenges related to information security, user adoption, and employee concerns. Furthermore, efforts will be made to ensure the application's scalability and adaptability to meet future needs, ensuring it remains a valuable tool for the Scholarship Office and its stakeholders.

MASKAN

SIMPLIFYING THE PATH TO PROPERTY OWNERSHIP

Hamad Falaknaz
Tax Enforcement Senior Specialist

Shamma Al Falahi
Tax returns & payment section Head
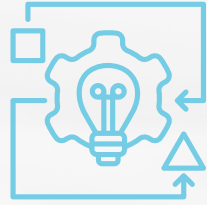
Tax Authurity

12

Overview

Maskan, a project at the Federal Tax Authority, aims to automate the VAT Refund service for UAE nationals who have purchased new residences. This will be achieved by digitizing the process and introducing a mobile application that issues a 'tax-free' tag, eliminating the need for physical tax invoices. The project aims to simplify and enhance the refund process for users, making it more efficient and user-friendly.

MISSION STATEMENT

Maskan's mission is to provide a proactive and user-friendly service that meets the needs of UAE nationals and vendors. By reducing paperwork and minimizing errors, the project aims to create a seamless and efficient experience for UAE nationals seeking VAT refunds for their new residences. Compliance and accurate forecasting for the Federal Tax Authority are also key goals.

METHODOLOGY

Maskan has been developed in four phases. The Application Development phase focused on designing a user-friendly interface and seamless functionality. The Project Launch phase, scheduled for the third quarter of **2023**, will mark the official introduction of the automated process. This will be followed by the Training and Observation phase, where users will be trained on the application and feedback will be collected. The Continuous Enhancement phase will focus on ongoing improvements and innovation based on user feedback and emerging needs.

ACHIEVEMENTS

The design and workflow of the application have been successfully completed, marking significant progress towards the project's goals. The support received from the Government Services Development Department of the Ministry of Cabinet Affairs Prime Minister's office further validates the project's importance and potential impact.

OUTCOMES

The next step is to complete the development of the application and make it available for users. Ongoing improvement and innovation will be pursued through focus groups and feedback sessions. Integration with external stakeholders, such as municipalities, is also a goal to further streamline the process and enhance scalability and adaptability for other refund services.

REVITALIZING
ENOC'S
CREATIVE

Potential for Enhanced Innovation and Success

Khawla Bumelha
Innovation Manager
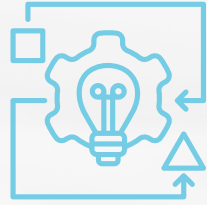
Emirates Oil & Gas company

13

| Overview

The project aims to replace the existing innovation system, **Innov8**, which is outdated and limiting creativity. A new portal will be introduced with enhanced features and a user-friendly interface to improve efficiency, reliability, and ultimately achieve the Emirates National Oil Company's (ENOC) strategy.

MISSION STATEMENT

The project's mission is to implement a new innovation system that enables ENOC to benefit from the creativity of its people. By providing the right mechanisms and tools, idea implementation processes will be enhanced, with more accurate data and increased visibility as a result of creating a more accessible platform for all stakeholders, including ENOC management, evaluators, staff, customers, and vendors.

METHODOLOGY

A survey was conducted to gather feedback on the current innovation system. That feedback fed into the benchmarking of different entities and systems to identify best practices and workflows, modifying the project timeline as a result to accommodate necessary changes before entering the tendering stage. A selected department will be involved in testing the new system. Additionally, a detailed reporting dashboard was created for higher management decision-making.

ACHIEVEMENTS

A go-live date has been proposed and set for **Q3 2023**. This timeline gives ample time to address any remaining challenges and ensure a successful implementation of the new innovation system. This system will not only enhance efficiency and reliability but also contribute to ENOC's profit generation, time/cost savings, customer satisfaction, and improved work environment/morale.

OUTCOMES

Moving forward, the project will address key challenges identified, including implementing a sophisticated workflow, allocating budget and resources, integrating data, ensuring cloud security, and providing training on the new system. The focus will be on successfully implementing the new innovation system and achieving the desired outcomes outlined in the mission statement.

AUTOMATING OPERATIONS

THE DOF REVOLUTION

Latifa Mohamed Alawadhi
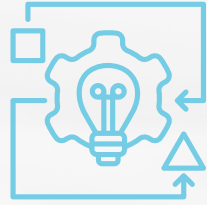Head of Accounts Section

Department of Finance

14

Overview

The Department of Finance (DOF) has embarked on an ambitious project to implement Robotic Process Automation (RPA) in order to revolutionize its operations and IT processes. By leveraging the power of software robots, or bots, the DOF aims to achieve digital transformation and improve efficiency, accuracy, and productivity.

MISSION STATEMENT

The mission of the DOF's RPA project is clear - to streamline operations and IT processes through automation. By implementing RPA, the department seeks to reduce human errors, increase productivity, and achieve digital transformation. The ultimate goal is to enable employees to focus on high-value tasks while the bots handle routine and repetitive work.

METHODOLOGY

The DOF has adopted a systematic methodology to implement RPA effectively. They are utilizing RPA tools to automate tasks that were previously done manually. By feeding the bots with the necessary rules and regulations, the DOF ensures accurate and compliant execution of tasks. In collaboration with the Dubai Digital Authority (DDA), the department is leveraging their infrastructure and platform. This partnership allows the DOF to utilize the DDA's bots for certain procedures, enabling **24-hour** operation.

ACHIEVEMENTS

The RPA project has achieved several significant milestones and results. Currently, the project is in the implementation phase, with the DOF working closely with the DDA to avoid duplicate investments. By leveraging the DDA's infrastructure and platform, the DOF has been able to utilize their bots, which operate **24 hours** a day, for some procedures. This has resulted in increased accuracy, efficiency, and productivity. The DOF successfully overcame communication challenges that arose initially by conducting online meetings to maintain effective communication and collaboration with stakeholders. Furthermore, the department resolved the issue of contracting with a company located abroad, ensuring compliance with information security policies and saving costs.

OUTCOMES

As the RPA project progresses, the DOF has outlined several next steps to further optimize its implementation. The department plans to continue implementing RPA across its operations and IT processes. They will closely monitor the performance and impact of RPA on productivity, accuracy, and efficiency, making any necessary adjustments along the way. Additionally, the DOF will assess the need for additional bots to handle increased workload and explore potential cost-saving opportunities. Collaboration with the DDA and other stakeholders will be maintained to ensure ongoing support and success of the project. Regular assessments and updates will be conducted to optimize RPA implementation and address any challenges that may arise, ensuring the DOF continues to reap the benefits of automation.

A PRESCRIPTION FOR
SMART
HEALTH

Dr.Lubna Al Shaali
Director of Health Policies and Legislations Department
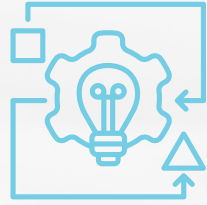
Ministry of Health and Prevention

15

Overview

The UAE's Smart Health Policy Platform, at the Ministry of Health and Prevention (MOHAP), is an ambitious project that aims to revolutionize the planning, implementation, and utilization of health policies and legislation in the country. By establishing a strong partnership between the government and local communities, this innovative platform seeks to transform the way health policies are developed and ensure active participation from all stakeholders.

MISSION STATEMENT

The Smart Health Policy Platform aims to refine the process of developing and implementing national health policies and legislations by prioritizing community needs. By involving the community in decision-making, the platform aims to promote better adherence to procedures and instil a sense of ownership among citizens. Additionally, the platform strives to keep up with global advancements in health policy and legislation and foster coordination and active engagement among all stakeholders.

METHODOLOGY

With three key axes focusing on advocacy, evaluation, and an intellectual forum, the platform promises to bring about positive changes in the healthcare sector. The advocacy axis focuses on raising awareness and involving the community in promoting health policies and legislation. The evaluation axis ensures thorough assessment and community participation in the evaluation process. Lastly, the intellectual forum provides a platform for experts and specialists to interact and contribute their insights.

ACHIEVEMENTS

The project has received valuable support and feedback from policy makers in MOHAP, IT and digital support, project management staff, public health experts, and government communication. The project proposal has been drafted, and a comprehensive budget and executive plan have been created. Approvals from management have been obtained, and funding for the project has been secured. Close collaboration with IT experts has ensured the technical feasibility and interoperability of the platform. Currently, the logistics for the pilot stage are being prepared, marking a major milestone in the implementation of this visionary project.

OUTCOMES

Moving forward, the next steps involve launching the pilot stage of the project. This phase is crucial for putting the platform into action and gathering valuable feedback from the community and stakeholders. Challenges such as budget constraints, the need for a trained task force, the development of new business models, technological complexities, and community engagement and advocacy will be addressed to ensure the success of the project.

DATA ANALYSIS AUTOMATION

Potential for Enhanced Innovation and Success

Lubna Farid Ahmed
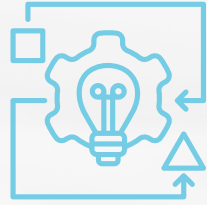Head Of Technical And Specialized Audit

Presidential Cort

16

Overview

The Data Analysis Automation Project automates the labor-intensive process of data analysis conducted by auditors at the Presidential Court. The project enhances the efficiency and accuracy of sample selection by incorporating programming language and configuring it within the system.

MISSION STATEMENT

The project strives to transform auditing processes through automation. By simplifying data collection and sample selection, the project enables auditors to focus on critical testing controls, ultimately improving audit outcomes. This automation not only saves time but also enhances the accuracy of sample selection, which enables top management to make more timely decisions, thereby benefiting UAE citizens as well as other government sectors.

METHODOLOGY

The project addresses the critical problem of time-consuming manual data analysis faced by auditors, who spend substantial time gathering and analyzing data to select samples for their audit tests. By automating this process, auditors can create sample selection criteria using programming languages and easily configure the system. They can also use the system to generate reports, run customized scripts, and optimize their time for testing, thus achieving higher accuracy in sample selection.

ACHIEVEMENTS

The project successfully reached the implementation stage in May **2023**, receiving positive feedback from users. Auditors, even those initially resistant to the new system, expressed their satisfaction with the automation and its benefits in significantly reducing the time spent on sample selection. The project benefited from technical support by the IT support team, and the training department provided training materials to acquaint auditors with the system.

OUTCOMES

To ensure continuous improvement and innovation, the project focuses on adequate planning, regularly obtaining user feedback, conducting system checks, and maintaining the system optimally. User and auditee requirements as well as environmental changes are also regularly considered and aligned with the organization's strategic plan.

The Competitiveness Database and

AI FORECASTING PLATFORM

Elevating the UAE Through Data-Driven Decision-Making

Mahra Bin Beyat Alfalasi
Competitiveness Data Project Coordinator

Federal Competitiveness and Statistics

17

Overview

The Competitiveness Database and AI Forecasting Platform centralizes competitiveness indicators from global reports to enhance the UAE's score in competitiveness indices. The platform, currently being implemented under the Federal Competitiveness and Statistics Centre, utilizes reporting and forecasting features as well as machine learning techniques to foster more informed decision-making.

MISSION STATEMENT

The platform collects metadata and useful information from global reports using machine learning techniques to allow report analysts and statisticians to spend less time on manual data entry and more time analyzing reports and developing well-rounded improvement plans, in addition to responding faster to media team requests.

METHODOLOGY

The current process of gathering competitiveness data involves manual data entry of indicators and their metadata, manual reporting to management, and manual forecasting that does not consider the change in performance in other countries. Further, there is no centralized link between competitiveness indicators and their statistical components. This platform enhances the process by eliminating the need for data entry and centralizing important data that is currently only accessible in different formats to provide a single source of truth for statisticians and report analysts. It is also equipped with reporting features to ensure the fast delivery of requests from government entities and leadership, as well as an AI forecasting tool that analyzes global trends and fosters data-driven decision-making. By linking statistical subcomponents with competitiveness indicators, the platform enables users to spend less time on data entry, verification, and cross-referencing, and more time analyzing reports and generating informed improvement plans that improve the UAE's score in competitiveness indices.

ACHIEVEMENTS

Currently, talents are being procured to support the project's implementation. Despite facing some initial miscommunication challenges with the technical team, this was resolved by adopting an iterative approach to the project. The primary users are heavily involved in the project's development and implementation, and feedback regarding the user interface and the platform's benefits has been taken into account.

OUTCOMES

In order to ensure the project's sustainability, there will be a constant feedback loop with users to receive and act upon any constructive criticism. Since the platform's data is stored on the cloud, this makes the project expandable and scalable for the future.

Unlocking Brilliance, Enriching Minds and
Gifting Success through

MACHINE LEARNING

Dr.Mariam Alghawi
Director of Innovation and Giftedness Centre

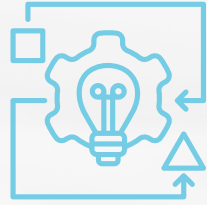**Hamdan Bin Rashid Al Maktoum Foundation**

18

Overview

This initiative aims at automating two critical operations in the Gifted and Innovation Centre at the Hamdan bin Rashid Al Maktoum Foundation. By developing a powerful machine learning algorithm, gifted students will be better matched with suitable enrichment programs. This will not only enhance their educational journey but also improve their overall experience.

MISSION STATEMENT

Annually, over **5000** students are manually matched with enrichment programs based on their test scores. By automating this process, the initiative will streamline the process, reduce human error, and significantly decrease the time required for this task, while enhancing the accuracy and effectiveness of the matching process.

METHODOLOGY

Advanced machine learning techniques will be employed to automate the matching process. By analyzing test scores and student profiles, the developed algorithm will expedite the identification of the most suitable enrichment programs for each gifted student. To facilitate this process, the team will design and implement a smart platform that seamlessly integrates with existing systems.

ACHIEVEMENTS

The team has successfully mapped out the user journey for various stakeholders, including gifted students, trainers, and test experts. Additionally, the team has conducted feasibility tests using an Excel sheet, which have demonstrated the potential for automating the desired process. An IT company has been identified to work on the smart platform.

OUTCOMES

Moving forward, the team's focus will be on completing the development of the machine learning algorithm. They will work closely with the IT company to ensure the timely and successful implementation of the smart platform. Additionally, they will integrate the automated process seamlessly with existing systems, while providing comprehensive training to employees involved in the process. The aim is to create a robust and user-friendly system that can be easily maintained and scaled.

CUSTOMER RELATIONSHIP MANAGEMENT AT

HCT

Enhancing Efficiency Through Centralized Information Management

Mohamed Alkhanbashi
Associate Director – Partnership, Industry Partnerships

Higher Colleges of Technology

19

Overview

The Customer Relationship Management Platform at the Higher Colleges of Technology (HCT) is an online digital customer relationship management (CRM) platform that centralizes disparate information across HCT's systems and campuses.

MISSION STATEMENT

The CRM platform collects and synchronizes information scattered throughout the HCT's multiple systems and **16** campuses to streamline processes, enhance efficiency, and reduce administrative burdens through centralized information management. The platform's benefits impact HCT university administrators, department heads and faculty, student services staff, admission and enrollment teams, and finance and budget managers by providing a single platform with cohesive, synchronized, and real-time information.

METHODOLOGY

The CRM platform solves a wide array of problems that users face, including data accessing difficulties that lead to delayed decision-making, lack of real-time updates, time-consuming reporting processes, and data silos that limit collaboration and impede interdepartmental interactions. These difficulties result in inconsistent service experiences for customers. By centralizing information, the platform addresses these issues, thereby providing HCT administrators with comprehensive data that can be used for streamlined reporting and informed decision-making across all **16** campuses. Department heads and faculty gain real-time student insights, fostering personalized interactions and improved academic support. With access to comprehensive information, the platform enables student services staff to provide improved assistance, resulting in increased student satisfaction and retention, while admission and enrollment teams benefit from efficient client data management for increased client satisfaction. Additionally, finance and budget managers gain better data visibility across campuses, which optimizes resource allocation and financial planning, leading to cost savings.

ACHIEVEMENTS

The CRM platform successfully completed the pilot testing phase after the project team worked with the university's IT and security teams to implement robust data protection measures and after selecting the CRM software provider, integrating the platform into HCT's systems, and completing functionalities testing. The testing revealed inefficiencies that led to the implementation of process improvements that streamlined operations beyond the scope of the CRM platform. It also revealed unexpected benefits, such as increased collaboration between departments and campuses. The positive feedback provided by users led to changes in the interface for increased user-friendliness, additional reporting features, and integrations with existing systems. Currently, the data from dispersed sources have been successfully migrated into the platform and approved staff members have been granted access after undergoing training workshops to familiarize themselves with the platform's features and benefits.

OUTCOMES

The CRM platform's approach strives to utilize continuous improvement and innovation by incorporating feedback loop integration for regularly gathering and analyzing feedback, adopting agile development methodology, regularly engaging with industry experts, exploring innovative CRM features that can meet HCT's specific requirements, and fostering user-centric design thinking.

In order to ensure the platform's scalability and ability to adapt to evolving needs, it implements a modular architecture that allows for the easy integration of additional features and the growth of users and data without compromising performance. It also features API integration capabilities to seamlessly integrate with other university systems and third-party applications, and it has followed data interoperability standards to ensure seamless data sharing that facilitates future integrations and expansions.

EMPLOYEE SMART APP

Driving Employee Engagement, Efficiency, and Satisfaction

Mohammed Al Khayat
Executive Director, Digital IT

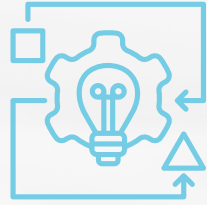**General Pension & Social Security Authority**

20

Overview

The Employee Smart App - Attendance Service Use Case is a mobile application that provides employees at the General Pension and Social Security Authority (GPSSA) with a seamless attendance logging experience and brings substantial cost-saving benefits to the GPSSA, thereby providing a win-win experience for all.

MISSION STATEMENT

The application aims to support GPSSA employees by improving communication, efficiency, and employee engagement and satisfaction in the long run. It enables employees to efficiently log their attendance through an easy-to-use mobile application and reduces costs for the GPSSA by replacing the entry gates.

METHODOLOGY

The project's primary stakeholders, namely GPSSA employees and its HR departments, were actively engaged throughout the project lifecycle to ensure that the mobile application's development caters to their needs and expectations. Their feedback resulted in a revised value proposition that emphasized the application's ease of use and benefits to stakeholders. The mobile application enables GPSSA employees to log their attendance easily and efficiently compared to the entry gates system, which was time-consuming and required manual input. The application also provides cost-saving benefits for the GPSSA by digitizing the attendance logging process.

ACHIEVEMENTS

The mobile application has been completed and was launched for employees in March 2022. Potential challenges and risks were identified early on, including technical, resource, financial, and adoption-related concerns. By proactively addressing these feasibility challenges, the application was developed and implemented in a way that maximized its value and effectiveness, while also mitigating risks and ensuring compliance with relevant regulations and standards.

OUTCOMES

The improvement roadmap for the mobile application's additional services has been laid out, with a full assessment of the upcoming priorities, including digital business cards, self-services for HR and admin services, an employee dashboard, and a KPI dashboard. By following this roadmap, the Employee Smart App will be able to evolve and improve over time to better meet the needs of its stakeholders and the GPSSA as a whole.

ANSIBLE

ENHANCING AIR TRAFFIC CONTROL EFFICIENCY

Mohammed Khamis AlBlooshi
Senior Specialist - ATM Research & System Adaptation

General Civil Aviation Authority
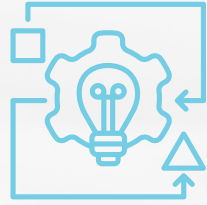
21

Overview

ANSIBLE is an innovative application that automates configurations in the General Civil Aviation Authority's (GCAA) Air Traffic Control (ATC) system to drive safer and more efficient operations.

MISSION STATEMENT

The project enhances the efficiency and accuracy of the ATC system by implementing a robust configuration version control application targeting system maintainers. By addressing the challenge of manual updates, the project provides significant time-saving benefits and eliminates the risk of dangerous human errors.

METHODOLOGY

ATC configurations are currently done manually per position by system maintainers. Since there are more than **50** positions, updating them to the latest version is time-consuming and disruptive to operations. ANSIBLE minimizes this disruption and transforms the process using a central repository to distribute the files, significantly reducing the updating time for system maintainers from **8** hours to only **3** hours. ANSIBLE also eliminates the possibility of human-induced errors that could pose a significant risk to ATC systems.

ACHIEVEMENTS

Initial development and testing have been successfully completed, and users appreciate the speed and accuracy provided by ANSIBLE. The development process was challenging as it was done in code that the team hadn't used before, but the project team sought assistance from coding experts and conducted research. Currently, the project is undergoing security protocols to ensure that it meets the necessary criteria.

OUTCOMES

The way forward for ANSIBLE involves implementing a robust training system for the system maintainers to familiarize them with the new procedures on a technical level.

EDUVERSE

EMPOWERING IMMERSIVE EDUCATION FOR ALL

Mohammed Bin Kuwair
Associate Director - General Services
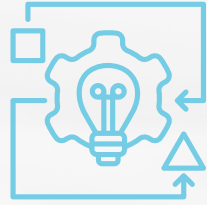
Higher Colleges of Technology

22

Overview

Eduverse strives to provide an immersive and interactive learning environment for students using virtual reality and cutting-edge technologies. By using Eduverse, educational institutions, like the Higher Colleges of Technology (HCT), and educational technology companies will harness technology to provide educators with the opportunity to engage students using personalized learning materials that promote critical thinking and problem-solving skills.

MISSION STATEMENT

Eduverse revolutionizes the learning experience by providing an immersive and interactive platform that leverages advanced technologies, such as virtual reality, to enhance learning outcomes and foster collaboration. The overarching goal is to stimulate creativity and innovation through a fun and engaging virtual space. The platform's benefits extend beyond students and educators to reach education technology companies as well as educational institutions, which can use Eduverse to differentiate their teaching opportunities by incorporating advanced technologies to appeal to learners.

METHODOLOGY

Eduverse tackles the limitations of the traditional educational system, which currently involves a lot of passive learning, such as attending lectures, reading textbooks, and taking tests. Though effective in its own right, this approach doesn't always engage students to the fullest extent or promote creativity and critical thinking. By providing an immersive and interactive learning platform, Eduverse engages students in more active learning experiences that encourage them to work together, experiment, and learn by doing. The platform also increases accessibility by enabling students and educators to connect from anywhere while offering real-time feedback to track progress, adapt teaching strategies, and help students better retain subject matter. In the future, Eduverse can make learning even more engaging and personalized, where educators will be able to create learning experiences customized to individual student needs.

ACHIEVEMENTS

The platform's built environment has been created, currently encompassing four modules complemented by **17** instructional videos. The virtual reality set has been tested and commissioned for use, and the built environment has been tested among a sample of students. During the surveys and sampling session, students expressed their eagerness to explore Eduverse, and HCT management is eager to explore the new dimensions of using virtual reality for learning.

OUTCOMES

To address the challenge of students' potentially limited accessibility to hardware and software, the built environment has been established for Android and is currently in progress for iOS.

UNLOCKING EMIRATI POTENTIAL

The Partner Challenge Initiative

Dr Muna AlSeeni
Chief Innovation Officer and
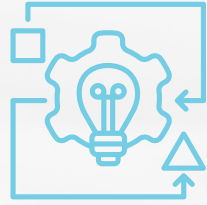Director Strategy and Future

Zayed University

23

Overview

The Partner Challenge Initiative aims to engage Zayed University students from their very first year with real-world projects in collaboration with industry leaders. The objective is to prepare students for the future and ensure they can start strong and remain strong in the workplace. The initiative also serves as a platform to connect leading organizations with the future talent of the UAE, providing a structured and impactful way for these organizations to develop the next generation of leaders.

MISSION STATEMENT

By engaging in real-world projects, students can apply their knowledge and skills outside the classroom, enhancing their problem-solving abilities, critical thinking, collaboration, and communication skills in preparation for the workplace. The initiative also aims to connect students with industry mentors and provide opportunities for personal and professional growth.

METHODOLOGY

Students work in small teams to tackle real-world problems that are set by industry mentors. These challenges are designed to encourage critical thinking, creativity, collaboration, and problem-solving skills. Throughout the process, students receive support from coaches from Zayed University as well as industry mentors, ensuring they have the guidance and resources they need to succeed.

ACHIEVEMENTS

Since its launch in **2021**, over **20** strategic partners, including renowned organizations such as Deloitte, Goldman Sachs, **G-42**, and Coca-Cola, have joined the program. More than **1,000** students have participated, with an impressive **89%** completion rate. Feedback from students has been overwhelmingly positive, with **86%** agreeing that they can apply what they have learned in the course to their future endeavors. The program has led to students being offered summer jobs and internships by their partners and fostered strong relationships with major corporate partners, opening doors for further collaboration and benefits for students.

OUTCOMES

Feedback from students, partners, coaches, and faculty will be collected after each semester to ensure timely and meaningful improvements. The program will closely monitor the impact of conducting Partner Challenges in the first semester and make necessary adjustments to optimize the experience for students. Efforts will be made to strengthen partnerships with external organizations and expand the program's reach, providing even more opportunities for students. Furthermore, the program will continue to support Emiratization efforts by identifying young talent for future employment and contributing to the development of the UAE's future leaders.

THE STUDENT KNOWLEDGE

BUILDING AND ONBOARDING PROGRAM

Preparing Students for Academic and Career Excellence

Nadia Obaid AlQabanji
IT Director

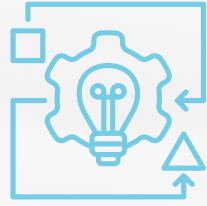**Zayed University**

24

Overview

The Student Knowledge Building and Onboarding Program comes as part of Zayed University's (ZU) Next Generation University Experience Initiative. The program enhances the current student onboarding program for high school students to better prepare them for university life and the job market.

MISSION STATEMENT

The onboarding program equips high school students with the tools they need for academic and career excellence while supporting the National Strategy for Higher Education **2030** and the UAE Centennial Plan 2071, in addition to fulfilling ZU's strategic KPIs and partnership goals and objectives. The program's impact extends beyond the students themselves to include students' parents, private and government schools, the Ministry of Education's National Admissions and Placement Office, university colleges, and the ZU Chief Administration and Finance Office (CAFO) and Information Technology Department.

METHODOLOGY

In an effort to equip students with the future skill sets required in the job market and the tools needed for academic excellence, the program advances the onboarding process by targeting high school students from grades **10** to **12** and impacts the work of specific student-related activities such as student affairs and leadership, the registration office, and academic counselors and advisors. The program worked closely with students and other stakeholders during the development phase to ensure that it fully prepares students for university life, requirements, expectations, and the overall university experience, thereby providing them with the tools needed for academic excellence. It also prepares students for the job market by helping them fill skills and capabilities gaps that will be required when they graduate to increase employment prospects. By preparing students for the future, the program will enhance community happiness and overall productivity while enriching their individual career growth journeys.

ACHIEVEMENTS

The program received support from ZU's CAFO office, the Outreach and Student Recruitment Office, and other stakeholders. This support was reflected in the review of the student journey onboarding phase, persona development and journey mapping, stakeholder heat mapping, experimentation framework, and students' positive feedback and iteration. The program has successfully completed several milestones during its development, including the approval of its design review and student outreach and recruitment strategy. The different awareness channels have been enhanced, and there have been agreements with government and private schools on advising and coaching services utilizing innovative touchpoints and storytelling approaches. The program has completed **107** school visits and **35** online sessions.

OUTCOMES

To further improve the development and implementation of the program, key challenges will be addressed, such as managing resource allocation and finding the necessary media support to market the program. The program will also include investments in technological resources, including work-related experiences in the Metaverse platform and future career progression use case implementation. The coming period will witness four months of POC planning, followed by the implementation of the program and the development of an advanced skill gap tool for students.

THE NATIONAL SUSTAINABLE
MATERIALS PLATFORM

Empowering Homeowners for a Greener Tomorrow

Eng. Naseibah Abdulla Almarzooqi
Director of Studies, Research and Development
Department & Chief Innovation Officer

Ministry of Energy & Infrastructure

25

Overview

The National Sustainable Materials Platform is a web platform under the Ministry of Energy and Infrastructure (MOEI) that enables homeowners to make responsible and sustainable buying decisions by allowing them to find, choose, and buy sustainable materials when building or renovating their homes.

MISSION STATEMENT

The web platform is an e-commerce platform for sustainable building materials covering energy, water, and reusable energy. Though many homeowners are willing to conserve energy and water, they often lack the knowledge and tools to do so effectively, which is the gap that the National Sustainable Materials Platform strives to fill. The goal is to promote the use of sustainable materials in the UAE, which will have positive effects on the environment and economy. Sustainable materials have been linked to reduced emissions, improved energy efficiency, and stronger economic resilience. By implementing this project, the UAE can benefit from reduced reliance on unsustainable resource consumption for long-term gains and in line with the country's ambitions to reduce CO2 emissions. Furthermore, local businesses and citizens can benefit from the increased demand for sustainable materials, thereby driving more profits.

METHODOLOGY

Sustainable products are not predominantly available online in the UAE, and most e-commerce platforms do not have robust sustainability initiatives in place and focus on pricing more than eco-friendliness, which can make it difficult for customers to make informed and sustainable product purchasing decisions. The platform fills these gaps enabling customers to browse through companies offering sustainable products, in addition to including product information, prices, and their expected energy-saving cost using an automated calculator. The calculation is based on the consumed energy with regular use (eight hours per day) compared to the standard baseline, or based on the five-star efficiency rating system. The platform also includes a comparison of different products to allow customers to understand the difference between the various products.

ACHIEVEMENTS

The project has cooperated with various stakeholders, including the Investment Department, building material suppliers, and a web developer to identify the project's scope, objectives, timeframe, and deliverables. The starting phase of the project included the dissemination of a survey to further understand the needs of the stakeholders in order to optimize the web platform's offerings, in addition to a market analysis that guided the creation of a business model that maximizes the platform's success. Suppliers have expressed interest in the calculator tools, which determine the energy-saving values of materials. Though the development of the calculator initially presented a challenge, it led to collaborations with experts who possess extensive experience in sustainable tools and modeling. The Sustainable Investment Department at the MOEI has also been supportive and provided an expert to design the business model and negotiate with the development company to sustain the business operation. The project tender is currently being prepared for the implementation phase.

OUTCOMES

The necessary changes will continue to be implemented until a platform developer is selected and the platform is ready to go live, and then it will be integrated with the supplier database. Afterward, the project will work on attracting more users through marketing on a larger scale to spread awareness of the benefits of sustainable materials to customers. The platform is also set to include an investment module that allows customers to pay for their purchases via long-term payment plans to further motivate them to make sustainable buying decisions.

PER4M

EMPOWERING STRATEGY FULFILLMENT BY DIGITIZING PERFORMANCE MANAGEMENT

Omar M. Almahmoud
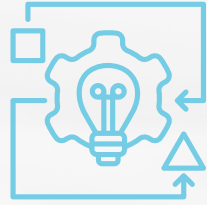CEO

ICT Fund (TDRA)

26

Overview

PER4M is a digital platform that utilizes agile management concepts to digitize, standardize, visualize, and correlate employee performance with strategy targets. The platform has been deployed for **3.5** years in the ICT Fund at the Telecommunications and Digital Government Regulatory Authority (TDRA).

MISSION STATEMENT

PER4M aims to propel organizational success and foster a dynamic and collaborative work environment by driving the realization of strategic achievements. The platform benefits its various stakeholders by enabling effortless task management for employees, providing middle management with project delivery and health tracking capabilities, and offering top management a live status update on the strategic impact statement.

METHODOLOGY

The platform solves an existing problem in today's workplace where employee performance is measured subjectively at the end of the year, project health status is unknown or unclear a lot of the time, and project impact is not accurately or properly tracked. This results in an unclear view of the progress of strategy targets for employees, middle management, and top management alike. In this context, the platform quantifies and visualizes performance metrics relating to speed, quality, and follow-up by providing employees with instant feedback, a digital task list, a dashboard, a timeline, and an automatic accomplishment log. This is complemented in the middle management side by a live status of projects, a digitized workflow, and the ability to review and action incoming tasks, while top management is equipped with a live strategy indicator and preemptive plan- and target-setting capabilities.

ACHIEVEMENTS

The platform has been deployed at TDRA's ICT Fund for **3.5** years and has received helpful feedback from employees and management. Engagement with the Mohammed Bin Rashid Center for Government Innovation (MBRCGI) is currently ongoing, as the pilot has been approved and is under development.

OUTCOMES

Once the mainstream adoption of the platform is proven successful, a mass market plan and strategy will be deployed to transform the platform into an integral part of corporate culture that drives productivity and helps fulfill strategy targets.

THE GOVERNMENT SERVICES USER DIGITAL EXPERIENCE

PLATFORM

Elevating the User Experience and Satisfaction of UAE Residents and Citizens

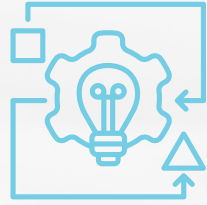**Saeed Belhoul**
Director e-Gov Operations

TDRA

27

Overview

The Government Services User Digital Experience Platform empowers government entities to elevate the user experience of digital government services. By offering a dual perspective—both from the user's vantage point and through a holistic bird's-eye view—the platform equips entities to excel in service delivery. By combining user insights and comprehensive oversight, the platform optimizes overall user satisfaction.

MISSION STATEMENT

The platform improves the user experience for all the stakeholders involved in digital government services, from the citizens using the services all the way to the government entities providing and overseeing them. The aim of the platform is to identify and resolve issues before users begin experiencing them through AI-enabled application performance management systems.

METHODOLOGY

The methodology leverages AI-enabled application performance management systems to enable IT teams to proactively identify and resolve issues faster, ensuring a seamless experience for UAE citizens and residents. The platform also provides development teams with the ability to build better applications through Application Performance Monitoring, while the Center of Excellence supports technology directors in the journey of implementing AI-enabled tools and ensures knowledge transfer to more than **13** entities on how to utilize monitoring tools at the optimal level. The Prime Minister's office will also obtain better visibility on digital government services through a holistic bird's-eye view. The platform's multifaceted impact includes improved user experiences, increased adoption and conversion rates of government services, heightened trust, customer satisfaction, and happiness.

ACHIEVEMENTS

Two entities have already completed the initial implementation of the platform and provided supportive feedback, expressing that the platform should be extended to other applications. Five additional entities are currently undergoing implementation. Throughout this process, the UX Center of Excellence was introduced to ensure that the desired impact is realized, as the impact relies not only on the platform itself but also on the creation and development of operation processes by government entities. An unexpected benefit has been the development of UX Bird's-Eye View, which wasn't in the initial plan but provides the platform with data from more than **13** entities and is highly beneficial for the UX general posture relating to government digital services.

OUTCOMES

The Government Services User Digital Experience Platform aims to advocate for optimal execution by encouraging the UAE government to use a single application for all its services for a consistent user experience. It also strives to encourage government entities to create and develop operation processes that support the platform in fulfilling its purpose.

USING CREDIT/DEBIT CARDS IN ONLINE STOCK MARKET
TRADING

A Convenient Payment Channel for Equity Investors

Tariq Ebraheem Al Hajeri
Head of Financial Technology Supervision

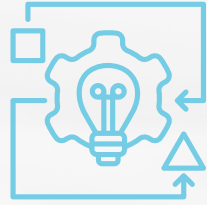**Securities and Commodities Authority**

28

Overview

The "Using Credit/Debit Cards on Online Stock Market Trading" project is a payment channel under the Securities and Commodities Authority (SCA) that aims to transform the equity market by introducing credit and debit card payments as an alternative method for investors to pay for their trades. This innovative approach allows investors to conveniently pay for their trades, thereby eliminating the need for prior deposits and streamlining the trading process.

MISSION STATEMENT

The project aims to revolutionize stock market trading by introducing credit and debit card payments as a user-friendly and efficient payment channel. It addresses the problem of limited payment options and makes trading more convenient for investors. The project targets equity market investors, especially new and small investors, with the goal of making trading more accessible and attractive to a broader audience.

METHODOLOGY

The project addresses the specific problem of limited payment options in the stock market. Traditionally, investors are required to deposit funds into their brokerage accounts before engaging in any trading activities, which makes the process time-consuming and inconvenient – especially for new investors who may not be familiar with the complexities of the financial system. By implementing credit and debit card payments, investors can easily pay for their trades in a few simple clicks without requiring prior deposits.

ACHIEVEMENTS

The project has received positive feedback from investors, and their concerns will be addressed during the implementation phase. Multiple productive meetings have been conducted with stockholders to set the project's requirements. Several brokerage companies have expressed interest in adopting the credit and debit card payment system for stock market trading, and they are actively studying the feasibility of implementation.

OUTCOMES

The project aims to engage with more brokerage companies to implement card payment systems in their trading platforms and create a standardized and user-friendly experience for equity market investors.

THE GLOBAL MONITORING SYSTEM

Using AI-Driven Monitoring for Air Traffic Management

Yousif Abdul Rahim Al Awadhi
Director - Communication, Navigation, Surveillance Systems

**General Civil Aviation Authority**

29

◉ | Overview

The Global Monitoring System is a modular and integrated AI-based platform designed to provide a holistic view of all the systems under the General Civil Aviation Authority (GCAA) in one single pane of glass.

MISSION STATEMENT

The platform provides a holistic view of the complete system architecture for system maintainers and air traffic controllers by processing and cross-correlating incoming feeds to create a comprehensive ecosystem that aggregates real-time status information and generates operational insights and recommendations for fault rectification. The platform's implementation reduces time, effort, and the need for high levels of expertise by overcoming the customized health reporting behavior of multiple systems at different levels.
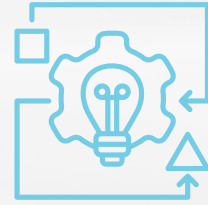
METHODOLOGY

Since GCAA works on multiple complex systems from different vendors, there is a need for integrations that help maintenance staff observe, manage, and resolve any issues. The monitoring systems currently available require high levels of expertise to identify, analyze, and investigate the root causes of any issue. The Global Monitoring System addresses this challenge by providing a holistic view of all the integrated systems, thereby making the process of identifying issues and their root causes seamless and effortless. The platform also reduces the time needed for this process, therefore reducing the downtime or services and providing the Sheikh Zayed Air Navigation Services Team with more time to rectify issues in a timely manner. The platform functions by using modular and integrated AI technologies to overcome the customized health reporting behaviors of multiple systems, thereby aggregating real-time status information across all layers to generate operational insights and recommendations for fault rectification. Upon completion, the platform will reduce troubleshooting time by **30%** and fault identification response time by **50%**.

ACHIEVEMENTS

Users are on board with the platform's design, and they have expressed interest in its implementation. The initial milestone of ensuring correct documentation has been completed. Though there have been delays in implementation since the platform is managed by the same team running operations, the project has been broken down into smaller phases to enable it to move forward.

OUTCOMES

Market research on the best suitable technology to be adopted for the platform is currently ongoing, and groundwork has been completed to support the project's implementation when a technological partner is selected. In order to ensure future scalability and adaptability, the platform's current scope caters to any new systems introduced to this complex environment, and the requirements of integration will be set in any new system prior to implementation.

TRANSFORMING AMBASSADOR SELECTION

A New Methodology for Economic Diplomacy

Fatema Al Harthi
Head of Organizational Excellence Section
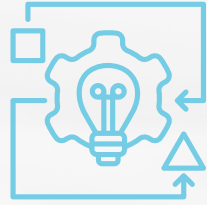
Ministry of Foreign Affairs

30

Overview

This Ministry of Foreign Affairs and International Cooperation (MoFAIC) initiative aims to revolutionize the way nations promote their economic interests abroad. By selecting ambassadors who possess specialized knowledge in economics, countries can enhance their representation abroad and forge stronger economic relationships with other nations.

MISSION STATEMENT

The project's mission is to select ambassadors with economic expertise to effectively represent and promote national economic interests abroad, fostering economic growth and collaboration between nations. By prioritizing economic ties, we aim to create a more prosperous world where countries work together for mutual economic benefit.

METHODOLOGY

A rigorous evaluation process must be implemented to identify candidates who possess a strong background in economics and diplomacy. This ensures that only the most qualified individuals are considered for ambassadorial positions. During the selection process, economic expertise must be prioritized as a key criterion and specialized training programs must be offered thereafter to equip them with the knowledge and skills required to successfully represent economic interests abroad.

ACHIEVEMENTS

The project has prepared for conducting in-depth research to support the initiative by gathering data of the current process and developing the research tools. The project has also received the support of the leadership.

OUTCOMES

To further advance this initiative, in-depth research and analysis must be conducted to gather more information and build a strong case for its implementation. This will provide a deeper understanding of the potential impact and benefits. There must be an active engagement with diplomats, embassy staff, and government officials to address any concerns or challenges that may arise and incorporate their feedback. Additionally, a system must be established for continuous monitoring and evaluation to assess the impact of the new selection process. This will help identify areas for improvement and ensure that our efforts are effectively promoting economic interests.

MOCACHIEVE
UNITY THROUGH VIRTUAL REALITY

Hajer Khaleifa AlZeyoudi
Project Manager -Strategic Programs
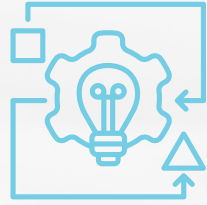
Ministry of Cabinet Affairs

31

| Overview

MOCAchieve is a virtual reality platform that aims to enhance the way we experience and understand the achievements of the Ministry of Cabinet Affairs' entities.

MISSION STATEMENT

MOCAchieve aims to showcase the scattered achievements of each entity under the Ministry of Cabinet Affairs in a unified virtual reality platform, fostering a shift from autonomy to a unified work culture.

METHODOLOGY

The project utilizes virtual reality and an interactive dashboard to provide an unparalleled user experience. Users can embark on a virtual tour that takes them through the Ministry of Cabinet Affairs' entities, where they can explore and interact with the dashboard. The dashboard presents detailed statistics, showcases the impact of high-scale projects, and highlights competitive results. This immersive and engaging platform not only showcases the achievements of the entities but also encourages collaboration and competition among them, driving them to continuously improve their projects and achieve even greater success.

ACHIEVEMENTS

The initial design of the platform has been completed, a vendor has been shortlisted, and a proposal for a new stockholder has been presented.

OUTCOMES

A 3D projector for the dashboard is currently being tested, which will make the platform more accessible to a wider audience. The team is also working on linking the database to feed the dashboards, which will enable real-time data updates. The development of Achievement-Based Indexing (ABI) is underway, which will provide a comprehensive and standardized way to measure and evaluate the entities' performance and growth.

MINISTRY OF EDUCATION

Promotes Collaboration and Fair Research Grant Access

Dr. Hend AlTair
Director of the Science, Technology and
Scientific Research Department
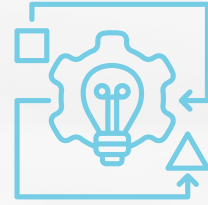
Ministry of Education

32

👁️ | **Overview**

This Ministry of Education initiative focuses on establishing a systematic methodology of offering research grants related to research priorities in different sectors, such as government, private, and public to Higher Education Institutions (HEI). The project aims to encourage more participation and collaboration from the private sector in research and development, as well as to increase the quality and impact of the research outputs.

MISSION STATEMENT

By creating a competitive mechanism for awarding research grants based on peer review and criteria, the initiative aims to support HEIs, encourage researchers to apply for grants and enhance their research profiles, thereby broadening the pool of potential applicants and funders for research projects that address the needs and challenges of various sectors in the country

METHODOLOGY

The initiative issued an open call for all HEIs and researchers to participate in mapping research needs and national priorities and strategies. Funding is allocated based on competitiveness, ensuring that HEIs receive the necessary research funding to undertake projects that align with national priorities.

ACHIEVEMENTS

The project has successfully awarded two grants using this mechanism in **2022** to local government entities and is currently auditing the results. The project has also opened up the opportunity for private and public entities to co-fund with the Ministry of Education in **2023**, which has seen one public-private agreement signed to co-fund **50%** of the budget for a research project, which will help save resources and increase the impact of the research.

OUTCOMES

Grants will continue to be issued and proposals reviewed for funding on a continued rolling basis. The project is seeking partnerships with other ministries and stakeholders and is working on improving the peer review process, as well as monitoring and evaluating the outcomes and outputs of the funded research projects. The project hopes to achieve its mission of enhancing the research culture and capacity in the country, and contributing to its social and economic development.

THE METAVERSE

Happiness Center's Mission to Connect and Support

Hissa Al Hashmi
Senior Specialist - Marketing & Mass Communication

General Pension and Social Security Authority
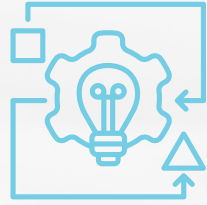
33

Overview

To reduce the need for physical Customer Happiness centers by **50%**, the project team came up with the innovative idea of the "Metaverse Happiness Center" that would operate **24/7** and support General Pension and Social Security Authority (GPSSA) services in a new and innovative way.

208

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MISSION STATEMENT

By embracing technology and creating a digital platform, the project aims to improve accessibility and customer satisfaction for pensioners, insured employees and beneficiaries of GPSSA while reducing the number of physical 'happiness centers' from seven facilities in **2021** to four in **2022** and eventually none thereafter in favor of online equivalents. The project's intent is to facilitate the customer journey and provide opportunities for socialization, particularly for older adults who often feel isolated.

METHODOLOGY

The project team decided to install the Metaverse Happiness Center platform as a kiosk in their existing branches. This approach allows pensioners with age-related health conditions, physical limitations, or lack of technological skills to participate fully. Training and support will be provided to ensure that no pensioner is left behind.

ACHIEVEMENTS

The platform for the Metaverse Happiness Center is ready, and the first testing phase has been completed. The project has received positive feedback and fast adaptation from the insured, pensioners, and beneficiaries.

OUTCOMES

However, it has been identified that pensioners over **80** years old, who make up **3%** of their clients, may face challenges using the platform due to age-related issues. To address the challenges faced by older pensioners, the project will continue to install the Metaverse Happiness Center as a kiosk in their existing branches. They will also provide training and support to ensure that all pensioners can participate fully.

UNLEASHING THE POWER OF DATA AT
DUBAI INTEGRATED

Economic Zones

Jamal Alaleeli
Senior Vice President - Construction & Projects

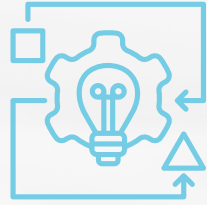**Dubai Integrated Economic Zones**

34

Overview

This Dubai Integrated Economic Zones initiative uses POWERBI, a powerful data visualization and analysis platform, to consolidate and present data into meaningful insights. By collecting and organizing the data systematically, data visualization and storytelling will be enabled, in turn creating a better and clearer picture of the information being presented.

MISSION STATEMENT

The project's mission is to provide the CEO and the engineering division of the construction and project department with reliable and relevant data that can inform their decision making and improve their performance. Through leveraging the power of data, the project aims to optimize time, achieve cost savings, and generate overall cost savings at the organizational level.

METHODOLOGY

The project team started by selecting Monday. com, an online platform for managing projects and workflows, to collect and organize the data from different sources and formats. However, they soon realized that this platform was not meeting their expectations in terms of data presentation and analysis. Therefore, they decided to switch to POWERBI, a more advanced and flexible platform that allows them to create interactive dashboards and reports with various features and options. The project team then transferred the data from Monday.com to POWERBI and began to enter new data for current and future projects.

ACHIEVEMENTS

The project has achieved significant progress in setting up the system and entering the data of current projects. The system is almost up and running, and the presentation is acceptable and enables customization. The project team has also received positive feedback from the CEO and the engineering division on the usefulness and clarity of the data.

OUTCOMES

The next steps for the project are to complete the data entry for all the projects, including the past and future ones, and to ensure the data quality and accuracy. The project team also plans to explore more features and functions of POWERBI to enhance the data visualization and analysis. Moreover, the project team will continue to monitor and evaluate the system performance and user satisfaction, and make adjustments as needed.

STREAMLINED

A NEW REMOTE INVESTIGATION AND TRIAL SYSTEM

Khalid Ali Al Mutawa
Chief Cases Verifier

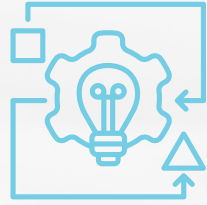**Dubai Public Prosecution**

35

Overview

The Dubai Public Prosecution's (DPP) Remote Investigation and Trial System aims to transform traditional legal procedures by digitizing the process and creating a remote investigation and trial system. DPP is creating a completely new system that will allow all parties involved in the investigation and trial process to interact remotely and eventually implement all procedures related to the investigation and trial process such as signing documents , writing, translating and recording sessions remotely and digitally.

MISSION STATEMENT

This project aligns with the government's vision of automating work procedures. By digitizing and streamlining the investigation and trial process, it offers a faster, more efficient, and eco-friendly approach, not only reducing the time required for litigation but also making it accessible for individuals from any part of the world.

METHODOLOGY

To bring the project to life, extensive research was conducted to initially identify third party developers who could provide the software solution for the remote investigation and trial system. Through their research, it was concluded that this system was first of its kind. The project team also conducted extensive research to understand people's perceptions and acceptance regarding the digital system, as well as the impact of the system on the roles and responsibilities of the judges, prosecutors, translators, writers, and other staff. Various departments, such as quality, IT, HR, and legal, were consulted to ensure the alignment and integration of the system with the existing policies and procedures. A project plan was then developed, with the implementation phase currently underway.

ACHIEVEMENTS

There has been significant progress in developing and testing the software solution for the remote investigation and trial system, which is about **90%** done. The system has received positive feedback by users in regards to its functionality and usability, which has thus far demonstrated suitability for adaptation to other government needs and can be scaled up to the federal level in the future.

OUTCOMES

The next steps are to complete the testing phase and ensure the quality and reliability of the system. Training sessions will be conducted for all users and staff to use and operate the system. Monitoring and evaluation of system performance and user satisfaction will continue in order to make adjustments as needed.

UAE FUTURESKILLS PLATFORM

Bridging the Gap between Education and Employment

Khalid Alnuaimi
Acting Director - Communications

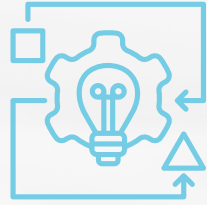**Higher Colleges of Technology**

36

| Overview

The UAE Future Skills Platform, a national strategic initiative, aims at obtaining private sector requirements and employer demands to develop Labor Market Information reports and validated Occupational Profiles, to identify the required skills and competencies for entry level graduate positions. The UAE Future Skills platform is a Higher Colleges of Technology initiative.

MISSION STATEMENT

The UAE Future Skills platform's mission is to address the ambiguity associated with university majors and career paths that students may face by providing users with resources, support, and knowledge to make informed decisions regarding their career paths. The platform provides information on job profiles and skills and competencies requirements for entry level positions. The UAE Future Skills platform aims to benefit students, parents, employers, and trainers.

METHODOLOGY

The project team received the support of strategic partners and participating companies to compile job cards in close coordination with the Ministry of Human Resources and Emiratization and conducted interviews with all industry partners to produce the information related to the various career paths in line with the current practices and job availabilities in the UAE. Additionally, the team collected all the necessary data and designed and launched the platform.

ACHIEVEMENTS

The UAE Future Skills platform has been developed and launched as a pilot phase (https://uaefutureskills.com/). Currently, the platform provides up to date and validated data for roles in the IT, Tourism, Oil and Gas, Manufacturing, Construction and Healthcare sectors. As part of the pilot phase, the team has obtained requests from students and parents to include additional majors and other specialized career roles to the platform as well as requests to increase the number of industries covered by the platform. This portrays the success and usefulness of the platform for users. Additionally, the onboarding of partners has led to other partners interested in joining the project and the HCT's Employability team are working to integrate their feedback, industries, and job roles to the platform.

OUTCOMES

The team will continue to develop industry collaborations and conduct research for platform offerings to be in line with the evolving job market. To continuously enhance the platform, the team will ensure continuous monitoring and gathering of feedback from users. Finally, the team aspires to further develop the project beyond a web-based only solution to short applications and gamification of various job roles.

SECURITIES & COMMODITIES

Optimizing User Experiences and Services

Khaled Omar Bazuhair
Head of excellence
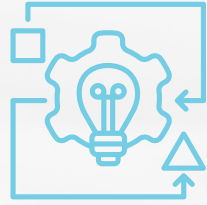
Securities and Commodities Authority

37

◎ | Overview

This reengineering project at the Securities and Commodities Authority (SCA) aims to enhance customer satisfaction and align with the **2.0** guidelines related to service development published by the Prime Minister Offices. The project aims to improve the user experience and meet the customer expectations by minimizing the steps and pain points, and automating the processes.

MISSION STATEMENT

The primary objective of the project is to increase customer satisfaction by reengineering the services offered by the SCA. The project also aligns with the strategic goals of the SCA and demonstrates a commitment to providing high-quality services to its stakeholders, who are mainly businesses. The project follows a customer-centric approach that ensures continuous improvement based on customer feedback and changing expectations.

METHODOLOGY

The project follows **a two-phase** methodology that involves reengineering and automation. The first phase aims to study the service/process/procedure and involve the customers in the study through surveys and interviews to identify and solve pain points that customers may experience. The second phase involves automating the service based on the results of the first phase using a web-based platform. The project also involves various stakeholders, such as SCA staff, IT department, legal department, etc., to ensure the feasibility and compatibility of the solutions. The project initially focuses on reengineering five key services that are the highest in demand and have the most complaints by customers, out of the **58** services offered by the SCA.

ACHIEVEMENTS

The project has achieved significant progress in reengineering three out of five services, successfully studying and minimizing the steps and pain points of these services. They have received positive feedback from customers on the proposed solutions, and have increased the customer satisfaction rate by more than **80%** for these three services. They are now preparing the technical specifications and requirements for automating these services using a web-based platform that will be launched soon.

OUTCOMES

The automation process for the three reengineered services will be initiated, and the remaining two services will complete the reengineering process. Once this has been accomplished, the team can begin reengineering the **58** remaining services offered by the SCA. Customer feedback and changing expectations will continue to be monitored to evaluate service performances and inform adjustments as needed.

QCC IMPLEMENTS

Modern Tool for Informed Corporate Performance Management

Laila Mohamed Al Hajeri
Director of Strategy & Organizational
Development Department

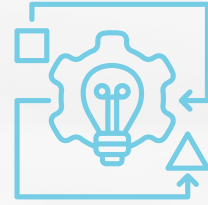**Abu Dhabi Quality and Conformity Council**

38

Overview

By developing a software solution to manage corporate performance, board committee members and the top management team in the Abu Dhabi Quality and Conformity Council (QCC) will be provided with the necessary information to make informed decisions. This will not only enhance the efficiency of decision-making but also ensure data accuracy and support governance.

MISSION STATEMENT

This is a significant step forward for QCC in terms of data management, decision-making, and alignment with the Emirate of Abu Dhabi's digitalization goals. By leveraging modern technology, QCC will be able to enhance its operations, contribute to the growth of Abu Dhabi's key sectors, and ultimately achieve its mission of informed decision-making.

METHODOLOGY

A two-fold approach has been implemented. Firstly, a short-term solution has been successfully completed, allowing data until **2023** to be uploaded and prepared for the formal launch in May **2023**. Secondly, the requirements' collecting phase for a long-term solution tender has been completed and floated in the market as of March **2023**. This will ensure the sustainability and scalability of the project and allow QCC to select a long-term solution that meets their specific needs and aligns with their future growth plans.

ACHIEVEMENTS

During the testing phase, users have already experienced the benefits of the new system in terms of data accuracy. This validated the decision to implement such a solution but also serves as a positive indicator for the future success of the project. The short-term solution has been endorsed by top management and funding for the long-term solution has been secured, highlighting their commitment to its success.

OUTCOMES

Firstly, a governance review is needed to ensure a smooth launch in May **2023**. This will involve assessing the processes and procedures surrounding the implementation of the system, ensuring that all necessary checks and balances are in place to guarantee a seamless transition. Secondly, end-user training is critical for the success of the implementation. It is imperative that those who will be utilizing the system are fully equipped with the knowledge and skills to maximize its potential. By providing comprehensive training, QCC can ensure that the new tool is effectively utilized and that decision-makers are empowered to make informed choices.

PITCH@GOV

HARNESSING STARTUPS TO SOLVE CHALLENGES AT GOVERNMENT ENTITIES

Maryam AlMansoori
Lead – UAE Innovates

Prime Minister's Office – Mohammed Bin Rashid Centre for Government Innovation

39

Overview

Pitch@Gov is a platform under the Mohammed bin Rashid Center for Government Innovation (MBRCGI) that enables startups around the UAE to pitch their innovation concepts to a panel of judges and solve the most pressing challenges faced by government organizations.

MISSION STATEMENT

The platform provides startups with the opportunity to win a grant, join the Mohammed bin Rashid Innovation Fund Accelerator Program, attract investors, and connect with government organizations to sell their solutions. Pitch@GOV bridges the gap between young startups seeking a platform to jumpstart their concepts and government organizations that have robust resources but lack innovative solutions for their challenges.

METHODOLOGY

Pitch@GOV supports MBRCGI's pillar of creating platforms for innovations and matching them with government entities. It was also designed specifically to address the challenges faced by startups both in obtaining funding and mentorship and in scaling up their concepts. Before Pitch@GOV, startups faced significant obstacles in getting their innovative solutions and ideas in front of the right people within the government sector. They could potentially spend countless hours, resources, and effort without any guarantee of being heard or supported. The journey was fraught with uncertainty, misdirection, and often, disappointment.

With Pitch@GOV, startups have a reliable platform where they can not only pitch their concepts with confidence but also gain invaluable mentorship that makes them poised for success. The process is streamlined, transparent, and targeted, ensuring that both startups and government entities derive maximum value from the collaboration. Pitch@GOV has transformed the landscape for startups aiming to work with government entities by becoming the bridge connecting innovators with government entities seeking innovation.

ACHIEVEMENTS

Two rounds of Pitch@Gov have been tested so far; in the first round, two startups moved forward among more than **400** submissions. Since the startups are primary stakeholders in the project, the project team interviewed the first two winners of the first round and collected their feedback, which was to scope challenges toward specific entities and promote collaborations with the entities for more value. With this in mind, the second round catered to specific challenges related to government entities, and four startups were selected to solve challenges for the Roads and Transport Authority and Emirates Health Services. This impacted the value of the project because the entities wanted to support more than one project and provide them with mentorship and support to scale up, showing even more support for the winners than initially expected. The project team continues to follow the winners' journeys with a view to expanding the number of winners in the coming years. The project has received support from the Mohammed bin Rashid Innovation Fund to be the permanent accelerator provider for startups that get selected through Pitch@Gov, and it has received support from the Ministry of Finance, which is offering constant accelerator programs for the winners.

OUTCOMES

The project team is currently working on the third and fourth rounds of Pitch@GOV, which will be completed in **2023**. The project's approach to sustainability involves getting feedback for each round, staying up to date with the latest global trends to adapt them to the project, and following up on the sustainability of the projects completed under its umbrella.

POWER BI

TRANSFORMING RAIL MAINTENANCE OPERATIONS

Mohammed Hassan Al Ameeri
Director of Rail Maintenance Department

Fatima Ahmed Murad Almandoos
Director of Innovation and Pioneering Department
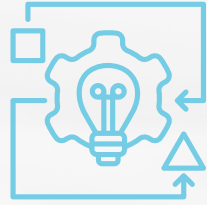
Road and Transport Authority- RTA

40

Overview

Power BI, also known as the Fault Log Analysis using Business Intelligence Tool, is an online platform that aims to transform current rail maintenance practices into predictive maintenance operations to reduce maintenance costs and enhance the Roads and Transport Authority's (RTA) position as a leading infrastructure asset management entity.

MISSION STATEMENT

The platform utilizes business intelligence to create a real-time data dashboard that enables maintenance teams to monitor daily faults, predict failures, make evidence-based maintenance decisions, and monitor and validate operation and maintenance performance.

METHODOLOGY

The platform's dashboard is supported by a backend system that instantly collects, classifies, and analyzes maintenance data using Microsoft Business Intelligence (BI). By using Power BI, maintenance teams can reduce the time needed to analyze data from one day to a few seconds, eliminate human errors, increase the efficacy of analysis results, and use the generated data to make evidence-based decisions instantly. The increased operational efficiency reduces the time between failures and the time of repairs, leading to the satisfaction of stakeholders, such as concession companies. The platform also reduces operational and maintenance costs and increases assets' lifecycles, thereby promoting financial sustainability and benefiting asset owners. Long-term use of Power BI also enables maintenance teams to compare the failure rate at different times and determine the correlation between failures and external factors (such as weather conditions and special events), which helps the RTA use historical data for better planning.

ACHIEVEMENTS

The platform's dashboard has gone live after the completion of the testing report. It includes all maintenance activities and work orders, as well as fault and maintenance activities. Asset data has also been extracted from the maintenance management system. The project team was supported by the maintenance team in collecting data and defining business needs and requirements, and the corporate technical support services team also supported the programming of the dashboard. The RTA concession partner recognizes and appreciates the platform's impact on maintenance planning and fault detection.

OUTCOMES

RTA aims to continuously improve the current online dashboard, and the next stage of development and innovation will include expanding the current functionality to include all rail assets, enhance fault detection accuracy, reduce time to failure indicators, and make the dashboard accessible through the creation of an application. The team also plans on sharing the learnings of their experience with other asset management departments.

ENHANCING GOVERNMENT
ASSET INSURANCE

Driving Cost Savings through a Centralized Approach

Nadia Sultan Abdulla
Director of Government Properties Department

Ministry of Finance

41

Overview

The Enhancing Government Asset Insurance project is an initiative under the Ministry of Finance that aims to unify and centralize insurance policies and procedures for all government entities in the UAE.

MISSION STATEMENT

The project aims to centralize insurance policies and their coverage among all government entities by appointing one insurance broker and purchasing one insurance policy for all government entities. This will enhance savings for government entities by reducing the overall premium.

METHODOLOGY

Currently, each government entity purchases building insurance policies separately, and the coverage differs from one entity to another. This decentralized purchasing with different purchasing models leads to higher costs, a higher workload of supplier management, and insurance limits that aren't standardized. This project aims to appoint an insurance broker and purchase one insurance policy that ensures coverage consistency among all government entities. The insurance broker would assist risk managers with considering mitigation actions, running business risk profiles, and submitting claims and risk management information, among other duties. The insurance policy would be provided through one insurer to ensure economies of scale that drive premium costs down and make the claims process easier. It would also reduce the workload for government entities since there wouldn't be multiple insurance vendors to manage. The project's estimated savings range from around **530,000** AED to **800,200** AED per annum, a **10** to **15** percent decrease in costs.

ACHIEVEMENTS

The project team has finalized the data collection process, which involved defining the scope of items and services, as well as the conceptualization and strategy phase, which involved analyzing the supply market, defining tendering strategies, identifying potential suppliers, and pinpointing supplier pre-qualification criteria. The project will move on to prepare and conduct an RFP, where supplier evaluation criteria will be developed, and RFP responses will be analyzed.

OUTCOMES

After completing the RFP, the project team will negotiate with suppliers to make a final recommendation, onboard the selected supplier, and then measure ongoing supplier performance. The project team will also ensure the realization of the project's benefits and continually monitor market developments to maximize the project's sustainability.

OPTIMIZING GRP
ROLLOUTS FOR GOVERNMENT ENTITIES

Salem Alshamsi
Director of Shared Services Applications
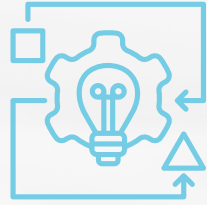
Dubai Digital Authority

42

Overview

The project aspires to optimize the Government Resources Planning (GRP) system by improving and automating the current rollout process in the Dubai Digital Authority.

MISSION STATEMENT

The project aims to reduce the onboarding time of government entities and introduce an enhanced process that supports the development of any future GRP models. The project's benefits provide huge annual savings for the authority's Finance Department.

METHODOLOGY

The project identifies the main bottlenecks and most time-consuming processes in the current GRP system's rollout framework and addresses them. The goal is to enhance government efficiency, enhance government connection and integration, and streamline the planning process to ease the experiences of customers.

ACHIEVEMENTS

The project team met with the core team to collect all inputs and challenges and finalized the analysis of the current rollout framework by identifying the most time-consuming activities that require improvement and automation. The project's timeline has also been estimated with a focus on improving the most pressing bottlenecks. Since the project will lead to an increased number of entities at the Dubai Digital Authority, it is crucial to increase the authority's capacity so as not to impact the current operations.

OUTCOMES

While the project has been supported by central entities such as The Executive Council, Department of Finance and the Dubai Government Human Resource Department, the project's implementation has been slowed down due to restructuring of current roles and the introduction of another mega project that impacts this project's framework and implementation. To ensure the project's success, the team aspires to embed the project within the newly introduced mega project and develop a framework to optimize the onboarding process within the established system.

SIMPLIFY THE PROCESS

Transforming Real Estate Inheritance Disposal in Abu Dhabi

Salem Saif Alyahyaee
Head of Law Case Section

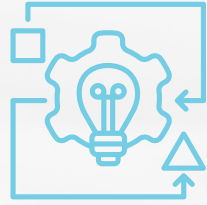**Presedential Court**

43

👁 | **Overview**

Simplify the Process is a new mechanism by the Presidential Court enabling the citizens of Abu Dhabi to dispose of inherited real estate in a simple, efficient, and low-cost manner.

MISSION STATEMENT

The new mechanism simplifies the process of disposing of inherited real estate for Abu Dhabi citizens, along with the Presidential Affair, Abu Dhabi Court, Abu Dhabi Housing Authority, Abu Dhabi City Municipality, and banks. The mechanism involves amendments to laws that delay citizens as well as communications with relevant authorities. After its completion, the streamlined process will feature minimized cost, time, and effort.

METHODOLOGY

The current process includes time-consuming procedures that delay citizens and burden them with high court fees, taking around eight months with a cost of around **40,000** AED per unit. This mechanism streamlines this process by communicating with authorities to eliminate or modify procedures that cause delays or excessive costs and proposes amendments to laws and agreements in an effort to reduce time, effort, and cost, thereby streamlining the process and reducing it to only two weeks, with a much lower cost of **2,000** AED.

ACHIEVEMENTS

The project faced challenges in the beginning because of stakeholders' lack of understanding of its potential benefits. However, when it was presented again in more detail, the project earned their trust and support, leading to the expansion of the project scope.

OUTCOMES

The project has been finalized and approved by the higher authority in the Government of Abu Dhabi.

TOT MENTAL HEALTH

FOR SCHOOL CHILDREN

Training Educators for Better Detection

Shaikha Bakhit AlShamsi
Medical Technician Psychologist

Ministry of Health and Prevention

44

Overview

Organized by the Ministry of Health and Prevention and developed and supported by the World Health Organization Regional Office for the Eastern Mediterranean (WHO EMRO), the TOT Mental Health for School Children training program enables educators to provide better mental health support to children.

MISSION STATEMENT

Designed by WHO EMRO, the training program targets educators who are in contact with school children to promote earlier and improved detection of mental health disorders. The Ministry of Health and Prevention is organizing this project to better cascade and disseminate the program on a national level, and more than **1,400** staff members have been trained to date, making the UAE the country with the highest number of trained staff.

METHODOLOGY

There is a shortage of specialized psychologists and social workers in schools, which causes an issue with the emergence of major and minor mental health disorders among school children in the UAE. This TOT program solves this issue by training educators, such as teachers, school administrators, nurses, school counselors, and social workers to provide children with the appropriate mental health support when needed. The program enables educators to help with the early detection of minor and major cases of mental health disorders among school children, with the ability to manage minor cases and refer major cases to the appropriate specialists. Available in both digital and face-to-face formats, the latter format, which has been shown to be preferred by trainers, consists of a manual, lecture outlines, and presentations and handouts, followed by an implementation and evaluation plan. The multi-tiered program utilizes three stages of interventions (universal, early, and targeted) in a way that is feasible for non-mental health professionals.

ACHIEVEMENTS

Stakeholder feedback has shown that face-to-face training is more effective than online training, and the training of the national team has already been implemented. Training is ongoing for educational employees and health staff who work with school children. The program will also foster collaboration between health and educational entities that need more trainers to maximize impact. While the program previously covered government schools only, it now covers both government and private schools on a national level; more than **1,400** staff members in schools and health sectors have been trained, and WHO has reported that the UAE has the highest number of trained staff. A potential challenge is that trained employees might change their job roles due to infrastructural changes within their organizations, which could reduce the number of qualified trainers.

OUTCOMES

To ensure the program's sustainability, there will be continuous checks with the health and education sectors, and annual KPI submissions will provide a better tracking method of the program's impact and progress.

MOCA REWARDS

Fostering Employee Excellence Through Happiness

Shamlan Al-Ameri
Sr. Project Manager

Ministry of Cabinet Affairs

45

Overview

MOCARewards is an online platform that recognizes and rewards employees' efforts by fostering excellence through happiness. The platform promotes work excellence, encourages positive behaviors in the workplace, and reinforces a culture of achievements, loyalty, and organizational belonging among employees at the Ministry of Cabinet Affairs (MOCA).

MISSION STATEMENT

MOCARewards aims to enhance the loyalty and happiness of MOCA employees and management by shifting the focus from "how to motivate employees" to "how to encourage desired behaviors." The platform's primary objectives are to evolve MOCA's employee culture of recognition, customize the recognition program to better suit individual employee needs, and grant monetary value rewards to increase employee engagement and motivation.
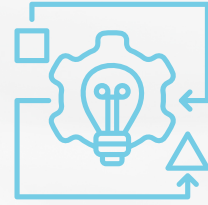
METHODOLOGY

MOCARewards accumulates each employee's reward points based on their individual performance and allows them to redeem their points as MOCAcoins to claim available rewards. This approach to employee recognition strives to motivate employees and create a work environment that positively impacts performance and productivity, in addition to promoting a spirit of positivity among employees, thereby enhancing happiness and functional harmony. Incentivizing employees and recognizing their achievements also strengthens loyalty, organizational belonging, and satisfaction. The rewards platform also promotes friendly and positive competition among the employees and supports the organization in improving employee morale, increasing employee productivity, and enhancing teamwork and collaboration.

ACHIEVEMENTS

The value of the rewards platform has been validated through focus group discussions with employees of different job levels and departments. The project team has also created the scope of work, along with the design flow, design UX/UI, and platform development. The project is currently in the staging server and user acceptance testing phase. Prior to the development stage, user feedback was gathered through surveys, interviews, focus groups, and by monitoring user behavior on the platform. Users highlighted the ease of use and effectiveness in improving employee engagement. The feedback also included ensuring fairness in the rewards program to avoid perceptions of favoritism or bias, so the program features clear and transparent criteria for earning rewards that are communicated to all employees.

OUTCOMES

The future of MOCARewards is in the hands of MOCA employees, as they are encouraged to provide suggestions and ideas for improvement. The platform will implement an idea-sharing platform or recognition system for innovative contributions to motivate employees to actively participate. The platform will also be benchmarked against similar programs and industry best practices to identify potential areas of improvement. MOCARewards will also be designed with robust API integration to allow for potential integrations with other systems or applications, and it will utilize technologies that allow for potential scalability in the future.

EDUCATE, EQUIP, AND ENABLE

Building an Improved Customer Satisfaction Journey

Shamma Al Mansouri
Director of Permits

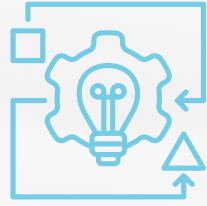**Knowledge and Human Development Authority**

46

Overview

Educate, Equip, and Enable is an online platform aiming to increase customer satisfaction at the Knowledge and Human Development Authority (KHDA) by bridging the gap between the increasing regulatory requirements and the needs of KHDA stakeholders by educating, equipping, and enabling them with what's required.

MISSION STATEMENT

The project aims to enhance the customer experience for KHDA stakeholders, including operators, owners, leaders of educational institutions, parents, and students across the education sector, while easing operations for all relevant departments within KHDA in the context of increasing regulatory requirements. By maximizing customer satisfaction and easing the internal process at KHDA, the project strives to increase the customer happiness index, drive improved licensing and permit services, and reduce non-compliance. Educate, Equip, and Enable's vision is in line with that of the Dubai Economic Agenda **D33**.

METHODOLOGY

There are continuous changes in licensing requirements and regulations that need to be addressed by KHDA stakeholders, each according to their scale of operation. These changes are often mandated by global requirements or international best practices. This project utilizes technology and capacity building to provide stakeholders with a seamless experience while complying with the needed changes. Through the Educate, Equip, and Enable online platform, stakeholders will receive notifications of relevant changes and announcements; in addition to getting updates on their current requests. This is coupled with staff-level capacity building along with a full review of regulations to reflect the advancements in the private education sector in Dubai.

ACHIEVEMENTS

The task force committee has been formed, which handles the design and structuring of the processes and procedures in preparation for the full digital transformation process. The laws, policies, and flow of work have also been reviewed, which presented an opportunity to revamp the workflow along with introducing the fully digitized process and mapping. Internal staff have also been restructured to accommodate the changes. Challenges facing the project included tackling the mindset change of those resisting digital transformation, in addition to selecting the right technology to use. Stakeholders have been heavily involved in the project's development through surveys of clients and employees, focus groups, consultation sessions, and one-to-one feedback sessions.

OUTCOMES

Currently, the project has integrated all the changes within the communication system and is in its design phase. The project adopts a continuous improvement approach that relies on collecting feedback from all clients and stakeholders and ensuring that the project is fully aligned with the Dubai Economic Agenda **D33**.

PROJECT PROSPECT

Enhancing Employee Engagement

Shamma Hamad Al Yabhouni
Project Associate- Strategy Management Office

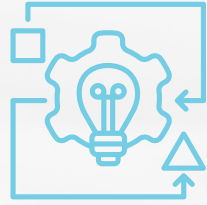**Al Ain Distribution Company**

47

Overview

Project Prospect proposes an AI-powered online platform that increases employee engagement at Al Ain Distribution Company (AADC) and helps HR personnel and recruiters allocate talented staff.

MISSION STATEMENT

The project aims to empower AADC employees through an AI-driven, user-centric platform that drives communication and networking within the company culture. The platform enables employees to find job opportunities within the company and supports HR personnel and recruiters in finding talents for new roles. Once implemented in AADC, the project can be implemented in TAQA.

METHODOLOGY

The platform utilizes AI technology to create a user-centric online platform for employees and recruiters at AADC. Employees will be able to create profiles on the platform and update them as needed, in addition to searching for job opportunities within the organization based on areas of interest. Employees can also use the platform to chat and share knowledge within a community to drive excellence in company projects. From a recruitment perspective, HR personnel will be able to use AI-driven features to filter their searches and find the best talents for roles.

ACHIEVEMENTS

The project has already connected with the vendor for RFI and completed a review with the IT team, following a request for materials and communicating with HR to analyze the feasibility of implementation. The project has received positive feedback from users, though there continue to be some concerns regarding the security of the information. The current focus is on building a demo and providing more information and evidence of the project's positive impact to obtain stakeholder buy-in.

OUTCOMES

Once approved, the project team will adjust and customize the platform according to stakeholder feedback and implement it in AADC, followed by TAQA. After implementation, the project team will continually make iterative improvements according to user feedback and plan for scalable resource allocation to accommodate future expansions and growth.

BLACK SOLDIER FLY

Redefining Organic Waste Management

Shayma Mohammed Alteneiji
Director Of Public Health Department

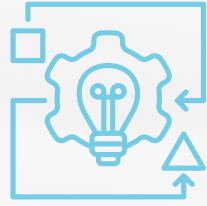**Ras Al Khaimah Municipality**

48

Overview

Black Soldier Fly (BSF) is a sustainable solution for recycling organic waste in the Ras Al Khaymah (RAK) Municipality to create animal feed protein and fertilizers, with a goal to transform biological waste management techniques into innovative and less wasteful methods.

MISSION STATEMENT

The project aims to expand the use of BSF larvae as a direct source of animal feed after analyzing the best protein nutrients produced from organic waste sources in the municipality's slaughterhouses, fish and vegetable markets, and poultry shops.

METHODOLOGY

The entire world is moving in an eco-friendly direction, and BSF aspires to foster a zero-waste approach in the RAK Municipality. The project's approach relies on reviewing and developing the UAE's animal feed standards and obtaining permission to start importing black soldier flies. The use of black soldier flies replaces organic waste treatment costs with revenue and increases protein nutrients in animal feed to reach **47** percent. Furthermore, it decreases **85** percent of solid waste in landfills, all through a zero-waste production process.

ACHIEVEMENTS

The project completed its first phase after completing the test design stage in July **2023** and finalizing the BSF prototype in March **2023**, and its two-years plan has been laid out. Some of the challenges facing the project include the process of gaining the acceptance of primary users and getting the buy-in of private stakeholders.

OUTCOMES

The project's development with the research and development team is set to occur in December **2023**, followed by the project development stage in January **2024**. Afterward, the project will be updated with UAE standards according to references prior to its launch in September **2024**.

SKILLS BRIDGE

Equipping UAE's Workforce with In-Demand Skills

Wadha Al Ghafli
Director of Strategy and Excellence
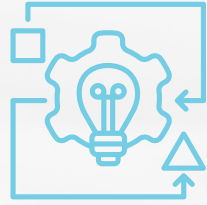
Dubai Government HR Department

49

Overview

SkillsBridge is a platform by the Dubai Government Human Resources Department aiming to bridge the gap between employment and unemployment by connecting individuals with the workplace skills that are in demand in the job market.

MISSION STATEMENT

The platform uses data analytics and AI to analyze skills that are in demand in the job market and provides job seekers with personalized recommendations to identify areas where they may need additional training or education. The project targets employers, job seekers, and regulators, with the goal of driving the UAE's ambitious nationalization agenda and boosting the country's economy.

METHODOLOGY

The skills gap is the difference between the skills that employers need in their workforce and the skills that job seekers possess, and it is an obstacle in the UAE federal and local government's aspirations toward the ambitious nationalization agenda. SkillsBridge addresses this issue through a library of engaging and interactive online learning resources that cover in-demand workplace skills determined after the assessment phase. Job seekers using SkillsBridge will be able to access the learning resources and receive personalized recommendations based on their skill gaps and learning progress. Upskilling job seekers with the right skills using AI could lead to a more productive workforce, and it also provides beneficial learning and employment experiences for those who might have not had the opportunity to access them otherwise.

ACHIEVEMENTS

The SkillsBridge skill assessment platform will soon be applied in DubaiCareers, a website for finding jobs in Dubai government entities. The project team is currently working on identifying all unemployed and fresh graduates by registering their national ID, and the pilot phase is ongoing on a small group of job seekers to collect user feedback. Though the increasing number of unemployed nationals presents a challenge, it is also an opportunity to fill this market gap and encourage job seekers to learn and enhance their skills.

OUTCOMES

After the completion of the pilot phase, the platform will be expanded to a wider audience of job seekers, potentially through government agencies, community organizations, and employers. Designed as a scalable solution, it will then be integrated with existing workforce development programs and services, such as local workforce development boards and community colleges. Once launched, the platform will be continuously monitored and evaluated to assess its impact on job seekers' learning and employment outcomes; data will be collected throughout this process to refine the platform and learning materials to maximize their effectiveness. A sustainability plan will be put in place to ensure long-run operation, which may involve exploring revenue models such as employer partnerships or subscription fees, as well as securing funding from philanthropic organizations or government grants.