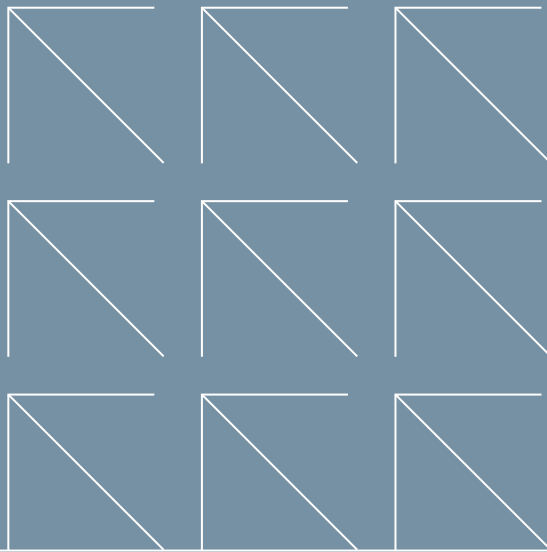


**TDRA**

هيئة تنظيم الاتصالات والحكومة الرقمية  
TELECOMMUNICATIONS AND DIGITAL  
GOVERNMENT REGULATORY AUTHORITY

**ANNUAL**

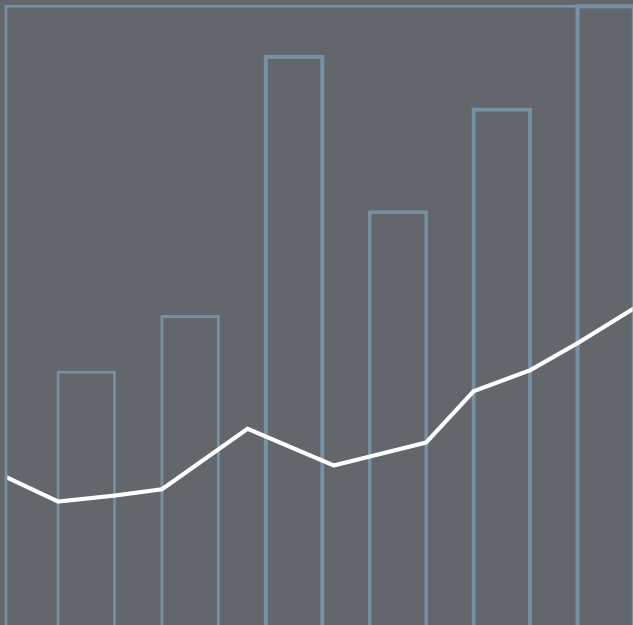
**REPORT**



**2020**

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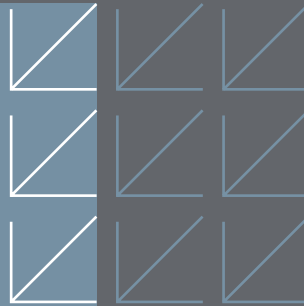
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# Director General's Message



Hamad Obaid Al Mansoori  
Director General

The year 2020 was not an ordinary one, as work has come to a halt in many sectors in the countries of the world, and the repercussions of the pandemic have impacted many aspects of life and its activities.

We, in the UAE, have not been an exception in this framework, but we have dealt with difficult circumstances as challenges that we can turn into real opportunities to try our smart services and digital initiatives. We have achieved that through a rapid transformation to remote work, virtual learning, and remote service provision.

Perhaps it would be a good irony that the year of preparation for the next fifty years is the same year in which we tested our accumulated efforts over the past fifty years. The world has witnessed our success in such test, as the UAE has been one of the fastest countries to recover from the epidemic, and one of the most efficient countries in dealing with it, and overcoming its impacts.

Being responsible for the communications and information technology sector, the Telecommunications and Digital Government Regulatory Authority (TDRA) has been able to facilitate the work of government and private agencies. It has managed to do so by launching initiatives to ensure business continuity at various levels and in various sectors.

The telecommunications sector has served as a strong pivot point from which the entities operating in the country started to provide their services and products. As a result, more than a million students continued their education, hundreds of thousands of governmental and non-governmental employees continued their work without delay, and thousands of families obtained their needs through telecommunications and smart applications for digital trade.

Today, as we at the Telecommunications and Digital Government Regulatory Authority (TDRA) are preparing to celebrate the fiftieth anniversary of our federation, we look back at the past with pride, and look to the future with great hope, armed with the directives of our wise leadership, and confident in the capabilities of our human resources. We strive to make more achievements, contribute to the happiness of our people, and achieve the future goals and visions of our State.

# The Most Outstanding Local, Regional and International Achievements

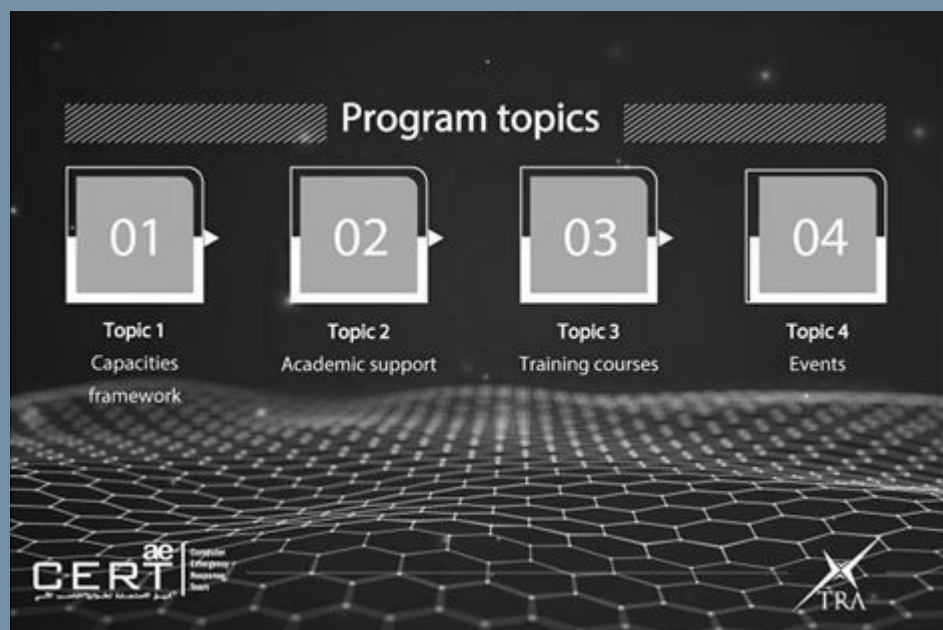
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# 2020



The Telecommunications and Digital Government Regulatory Authority (TDRA) launches the 3<sup>rd</sup> edition of the UAE Hackathon.

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The Telecommunications and Digital Government Regulatory Authority (TDRA) launches the National Cybersecurity Capacity Building Program.

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The Telecommunications and Digital Government Regulatory Authority (TDRA) launches a new innovation system.



The Telecommunications and Digital Government Regulatory Authority (TDRA) hosts the 26<sup>th</sup> Meeting of the Permanent Arab Spectrum Management Group (ASMG).



The Telecommunications and Digital Government Regulatory Authority (TDRA) obtains three certificates in HR Standard Specifications.



الحكومة الذكية  
mgovernment

The Telecommunications and Digital Government Regulatory Authority (TDRA) launches the User Experience (UX) Guidelines.

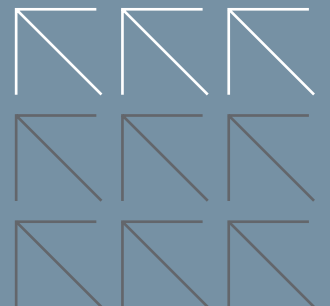
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**TDRA** هيئة تنظيم الاتصالات والحكومة الرقمية  
TELECOMMUNICATIONS AND DIGITAL  
GOVERNMENT REGULATORY AUTHORITY



The Telecommunications and Digital Government Regulatory Authority (TDRA) sponsors the International Telecommunication Union (ITU) Teleconferencing Platform.

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The UAE Chaired the Virtual Consultation Session of the Council Members of the International Telecommunication Union (ITU).



The Telecommunications and Digital Government Regulatory Authority (TDRA) and the International Telecommunication Union (ITU) sign an agreement to establish an International Centre of Digital Innovation.



The UAE chairs the Meeting of the Ministerial Committee of the E-Government and the Meeting of the GCC Committee of Postal and Telecommunications.

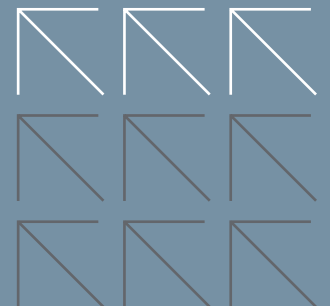




The UAE chairs the Meeting of the GCC Committee of Postal and Telecommunications Under-Secretaries.



The Telecommunications and Digital Government Regulatory Authority (TDRA) organizes the Virtual Forum "The ICT Sector and its Impact on Future Foresight Post-COVID-19".





The UAE chairs the Arab Working Group first Preparatory Meeting for the ITU's World Telecommunication Development Conference (WTDC) 2021.



The Telecommunications and Digital Government Regulatory Authority (TDRA) has received the BSI Flex 45005. 3.0 certificate, issued by the British Standards Institute (BSI) in response to COVID-19 pandemic.



The Telecommunications and Digital Government Regulatory Authority (TDRA) showcases its key projects at GITEX Technology Week 2020.

أكاديمية  
هيئة تنظيم الاتصالات  
TRA Academy

TRA.

The Telecommunications and Digital Government Regulatory Authority (TDRA)'s Academy receives 42,000 trainees from 83 countries in one week.



The Telecommunications and Digital Government Regulatory Authority (TDRA) launches its virtual summer camp.



The Telecommunications and Digital Government Regulatory Authority (TDRA) launches the 1<sup>st</sup> edition of its virtual winter innovation camp.



The UAE has been ranked first in the Arab region, and the 8th globally in the Online Service Index (OSI) issued by the United Nations within the E-Government Development Index (EGDI) 2020.

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The UAE is the first in the Arab world and regionally in a number of indicators related to the telecommunications sectors.

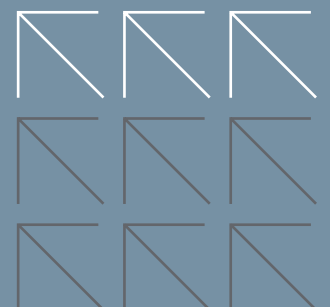
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The UAE has occupied the first place in the Arab region and regionally, and came second globally in in telecom sector quality and evolution.

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The UAE has become the first country in the Middle East releases additional 500 MHz radio spectrum frequencies in the 6 GHz band.

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# Telecommunications and Digital Government Regulatory Authority (TDRA)'s Initiatives to Combat COVID-19

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The Telecommunications and Digital Government Regulatory Authority (TDRA) has taken many measures and initiatives to ensure the normal course of life in the country. To this effect, it has provided free internet data via mobile phone to make virtual learning possible, in coordination with the UAE Ministry of Education. It has also issued instructions to service providers in the country to provide the necessary data package to access the remote learning feature for families who do not have this service for free. Furthermore, the TDRA, in coordination with service providers, has provided a set of applications to support remote learning and work from home exceptionally until further notice, as part of emergency measures taken in response to the evolving circumstances.

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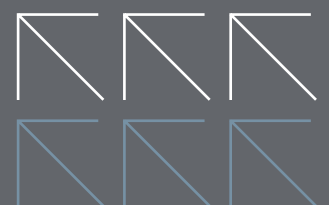
The TDRA has raised the fixed broadband internet speed rate to 100 megabytes per second, with the aim of securing high Internet speeds that ensure the smooth running of work and remote learning processes, and secure the best video, voice calls and file exchange over the Internet. The TDRA has worked to broadcast awareness voice messages when making a phone call to support the current precautionary measures in collaboration with the Health Authority in the Emirate of Dubai and service providers. It has also striven to send SMS alerts to UAE citizens abroad to communicate with them through the Ministry of Foreign Affairs for the purpose of notifying them of evacuation procedures and precautions that must be taken.

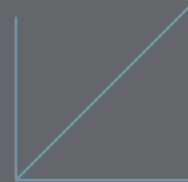
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The TDRA has issued a list of applications used to purchase daily necessities in the UAE, for consumers to use instead of performing their daily grocery shopping. The list included malls and large cooperatives, in addition to grocery stores, meat and vegetable stores, and other services. It has also extended the validity of all wireless licenses to include hospitals and medical centres regardless of the license expiry date, and provided a package of radio frequencies as a backup to support radiocommunication regulations in the health sector.

---

Moreover, the TDRA has strengthened and re-engineered the capacity of the networks to provide a smooth experience for remote learning and remote work, in line with the significant changes in the demand for telecommunications services and the usual traffic flows.





As part of its efforts to enhance precautionary measures in the ICT sector and to avoid physical interaction between its employees, all its employees started working remotely from home on March 26, 2020.

---

In addition, the TDRA has provided an online training service through the “ TDRA Academy (Tadreeb)” by the Digital Innovation Center. This platform offers free online interactive training courses on popular topics in business, technology and soft skills around the clock. It has also instructed the telecom licensing authorities in the country to suspend the deactivation of mobile phone services due to the expiration of the documents. This is in line with the government’s initiative to enable work from home and remote learning.

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The TDRA has specified radio frequencies for the examination centres. This initiative aimed to conduct the emerging corona virus, COVID-19 test inside the car, where the test-taker receives voice instructions through the car radio receiver on the FM frequency from entering the center until leaving it. Then, he receives the result later via his mobile phone. In order to enable the UAE government to operate, the TDRA has provided a range of services, such as video conferencing tools and cloud services, created and circulated guidelines and policies on how to safely deploy and use collaboration tools.

---

The National Computer Emergency Response Team at TDRA also led security awareness campaigns for the public to raise awareness about the cybersecurity implications of COVID-19 and safe ways to use work from home for the public. This was done through online sessions and videos provided to students in schools and families, as well as employees. These campaigns are in line with the national cybersecurity strategy launched by the TDRA in the middle of last year.

---

The TDRA has also activated the digital identity and signature platform (UAEPASS) in order to ensure that the individuals and entities are able to obtain services digitally. The UAEPASS application is considered the first national digital identity on the ground. Through it, individuals can digitally verify their identity, and obtain seamless digital services without having to visit service centres.

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In an effort to encourage people to stay at home, the TDRA has published a list of online shopping apps used in the UAE for consumers to use, instead of grocery shopping in person. The TDRA updates such list periodically based on market developments. The online stores on the list include malls and supermarkets, as well as grocery stores, meat and vegetable shops, and other shopping services.

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The TDRA manages the official government portal for the country (u.ae), which includes dozens of government services that can be obtained remotely and in a fully automated manner around the clock. The portal also includes a digital participation platform that specializes in listening to customers’ opinions and developing services and policies to meet their expectations.

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The portal also includes a special and detailed section on the COVID-19, government procedures, policies and information of interest to customers in this regard. This section is subject to daily update by the portal team to serve the various customer segments.

# Internal Audit Department



The Department reviews and evaluates the adequacy and functionality of the framework for governance, control and risk management processes. In addition, the objectives of the Internal Audit Department include providing advice and recommendations to senior management on aspects of improving risk management, internal control and governance systems.

## A-Scope of Internal Audit Department 's Work

### → 1. The Department's Participations at the Local Level:

- Board Member of the UAE Internal Auditors Association (UAE IAA)
- Chair the Human Resources Committee at the UAE Internal Auditors Association (UAE IAA)
- Member of the Audit and Risk Committee of the National Qualifications Authority

### → 2. Regulatory Laws:

- The Internal Audit Policies and Procedures Manual
- The Audit and Risk Committee Charter
- The Internal Audit Charter
- Governance Manual

### → 3. The Key Certificates Received:

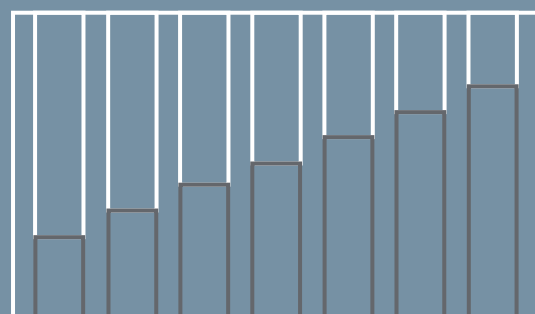
- BS 13500:2013 Effective Governance Management Systems

### → 4. Other Achievements:

A. Based on the approved risk-based internal audit plan for 2020, the Internal Audit Department has issued 20 reports, as shown below:

- 8 internal audit reports
- 9 follow-up reports
- 3 internal audit reports based on the senior management instructions

B. The Internal Audit Department has provided 46 consultations to the various TDRA's departments during 2020



# Strategy and Future Department

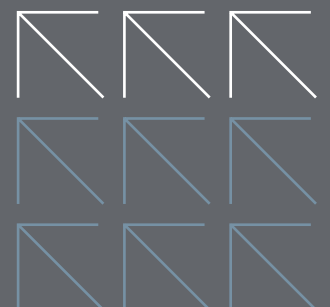


## → ISO Certifications

- PAS 7070 Benchmarking process management certification.
- Occupational health and safety management Certificate BS Flex 45005:2020
- ISO 20000 - 1:2019 Four-Section Information Technology Service Management and Standardization Certification
- ISO 31000 Risk Management System Certificate
- Updating the new version of the ISO 22301: 2019 Business Continuity Management Certificate

## → Certification Requirements

- Obtaining the new version of the ISO 22301:2019 Business Continuity Management Certificate
- Obtaining the new version of the ISO 10015:2019 Business Continuity Management Certificate
- Obtaining the new version of the ISO 30301:2011 Business Continuity Management Certificate
- Obtaining the new version of the ISO 22316:2017 Business Continuity Management Certificate
- Obtaining the new version of the ISO 27035 – 2:2016 Business Continuity Management Certificate
- Obtaining the new version of the ISO 27035 – 1:2016 Business Continuity Management Certificate
- Obtaining the new version of the PAS 1000 (2019) Business Agility Concept and Framework Certificate
- Obtaining the new version of the PAS 7070 (2016) Benchmarking General Framework
- Obtaining the new version of the ISO 95009 – 2019 Business Continuity Management Certificate
- Obtaining the new version of the ISO 20400 – 2017 Business Continuity Management Certificate
- Obtaining the new version of the ISO 27017 – 2015 Business Continuity Management Certificate
- Obtaining the new version of the ISO 44001 – 2017 Business Continuity Management Certificate
- ISO 21500:2012 Guidance on Project Management
- Contributing to the implementation of corrective actions in the organizational resilience standard





# Development of Electronic Systems



- Added a number of technical improvements to ISOROBOT, such as the following:
  - Completed the implementation of the “QuickScore” key performance indicators system, in the first quarter of 2020, and provided training to its users in April 2020
  - Made enhancements to the quality management system and operations, including: updating the operations management manual, updating the quality management, developing the integrated management system, updating the general framework of operations, developing the matrix of harmonization among the management systems at TDRA
  - Prepared and provided three training workshops for TDRA employees on operations and management systems
  - Added a number of technical enhancements to the ISOROBOT, such as:
    - Added an indicator for implementation of risk management plans for the departments
    - Added the attachments indicating the implementation of risk treatment plans

## → Risk Systems and Business Continuity:

- Updated the policies, procedures and governance systems for the risk and business continuity system based on the new version
- Updated risk system processes and continuity based on the audit remarks
- Provided continuous support to risk coordinators in updating risks in the system
- Provided 16 awareness workshops for departments about impact plans and business continuity plans
- Followed up on updating impact plans and business continuity plans with departments
- Implemented 12 mock exercises in cooperation with the departments and followed up plans for the implementation of corrective actions
- Integrated and monitored risks for all standards
- Closed / Addressed all remarks about the operations report

## → Organizational Excellence:

- Implemented 16 special workshops on explaining the updates to the government excellence system
- Held over 25 separate meetings/workshops with relevant departments to discuss their excellence requirements
- Worked on developing and applying excellence tools at the Department level with (16) new excellence departments
- Conducted an integrated assessment of the competitive gap for all TDRA's departments
- Developed improvement plans at the Department level based on the outcomes of the competitive gap assessment

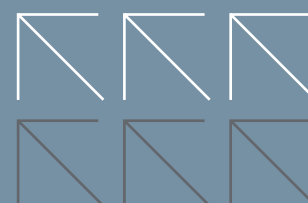


## → **Organizational Excellence:**

- Followed up on the outputs and requirements of the sustainable organizational excellence initiative
- Participated in the interactive dialogue for the application of standards as an engine to support organizational excellence
- Participated in the interactive dialogue to showcase government capabilities from the perspective of government excellence
- Developed more than 300 sub-indicators to monitor the application of administrative systems, and submitted a detailed report to the executive leadership to follow up on the performance's level
- Studied future documents and submitted more than 100 proposals at the TDRA's level
- Listed more than 100 future opportunities and challenges for departments
- Participated in making visual presentations for delegations' visits to review best practices, such as: Federal Authority for Nuclear Regulation
- Developed the RASCI Matrix for Strategy and Future Management

## → **Audit:**

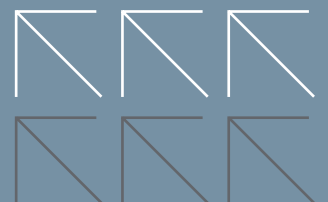
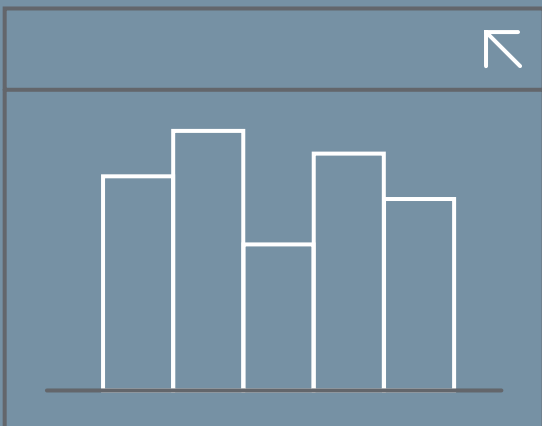
- Supervised three audit courses on TDRA operations in 2020, and coordinated with various departments, as the rate of improvement in documenting operations on the system in 2020 reached more than 40%
- Supervised three audit courses on sustainable organizational excellence at the TDRA's level in 2020, and coordinated with various departments, where the rate of improvement reached 47%
- Worked on following up and coordinating external audits on quality systems and various international specifications, where (42 audit visits) were made
- Worked on the follow-up of internal audits on quality systems and international standards
- Managed more than 20 annual visits made by the external audit to the managerial systems
- Supervised the internal audit process on the Dispute Resolution Service 2020, and issued a recommendations report
- Achieved strategic and operational indicators and services
- Issued 21 operational risk audit reports for departments on a quarterly basis
- Issued 4 audit reports for strategic indicators
- Issued a report on government enablers
- Issued a follow-up report on the indicators of the repercussions of the COVID-19 pandemic
- Reviewed audit reports on strategic risks for the departments





## → Surveys:

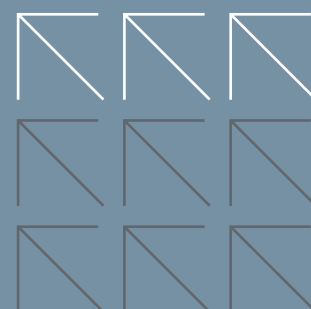
- Launched more than 12 various surveys, including:
  - Suppliers' happiness survey
  - Stakeholders' happiness survey
  - Employees' happiness survey
  - Community's happiness survey
  - Corporate image and reputation survey
  - Secret shopper survey
  - Workplace environment health and safety survey
  - Employee happiness survey about internal services
  - Corporate governance survey
  - Risk maturity survey
  - Operations maturity survey
  - Household and impressions of telecom sector customers survey
- Followed up the results of the surveys and developed improvement plans to be followed up within the Project Management Office





## → Policies and Practices for Achieving the UAE Vision 2021:

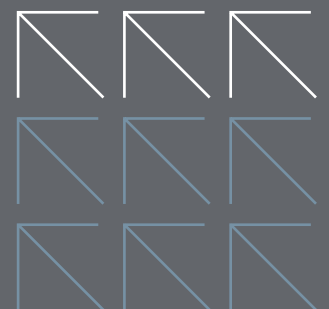
- Digital transformation by automating the design and launch of the policy enforcement system
- Developing and implementing a methodology for measuring the impact of regulatory policies
- Applying the enforcement at the Department level
- Managing and implementing the operations of the Policy Enforcement Section
- Developing the fundamentals for setting methodologies and coherence of evaluation at the Policy Enforcement Division
- Managing and implementing policy audits at TDRA
- Preparing and designing a dispute resolution methodology
- Designing criteria for identifying priority policies
- Evaluating policies related to strategic objectives
- Evaluating policies supporting national indicators
- Adding mechanisms to the key performance indicators for the Policy Enforcement Division
- Studying the maturity of the regulatory policies at TDRA
- Preparing a guide to the development and review of regulatory policies
- Developing a future risk assessment model
- Developing a mechanism for assessing future risks

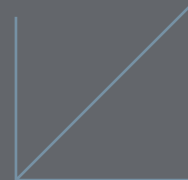


# International Relations Department



- Sent 55 messages of solidarity in the face of the Corona virus
- Chaired the virtual meeting of the Council of the International Telecommunication Union (ITU)
- Issued the Guidelines for Child Protection on the Internet
- Launched the Innovation Center project at the ITU
- Effective coordination to attend the UAE-Russian Technology Day
- Presided over the twenty-eighth meeting of the Postal and Telecommunication Under-Secretaries Committee
- Chaired the 22nd meeting of the e-Government Executive Committee
- Chaired the sixth meeting of the Ministerial Committee for e-Government
- The effective leadership of the UAE for the Arab Working Group of the members of the Federation Council
- Presided over the meeting of the ITU Council
- Effective hosting of the forum (sustainable use of information and communication technologies)
- Activated the tool for measuring stakeholders' satisfaction with TDRA
- Chaired the 26th meeting of the Ministerial Committee for Posts and Telecommunications





## → Technical Projects

- Matrix of Emirates
- The second version of the approvals electronic system for international meetings
- International Relations Application
- Electronic System for Requesting Benchmarking
- Government Relations Management System
- Activated the use of the team's internal task management system through Jira Program

## → Events

236



Covering international events via social media platforms

8



Media coverage of the TDRA's participation on the International Telecommunication Union (ITU) website

14



The TDRA gained access to the experiences of the outside/third parties through benchmarking

7



The outside / third parties benefited from the TDRA's experience through benchmarking

12

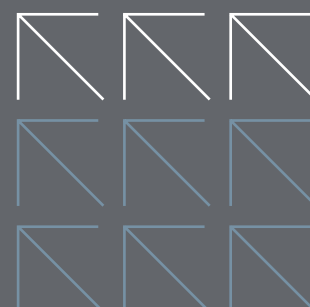


Signed memos of understanding at the local and international level

7



Filled out the TDRA stakeholders' surveys



# Telecommunications Sector



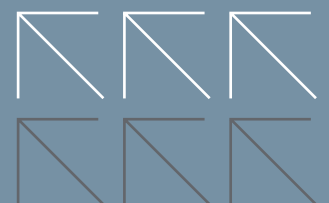
## Technology Development Affairs Department

### → Projects:

- Mobile and smart phone networks and services quality benchmarking
- Advanced data analysis software
- Land Services No Objection Certificates (NOC)
- Safety and Security Devices Testing Platforms (National Quality Accreditation Laboratory)
- Services and Operations:
  - Quality accreditation
  - Wireless services and networks
  - Planning and technology

### → Activities:

- Organized a virtual visit to the Huawei 5G exhibition
- Participated in the virtual session on the role of women in the telecommunications sector
- Organized a business continuity forum
- Organized an event to celebrate World Telecommunication Day
- Organized an awareness workshop for strategic partners on quality accreditation
- Organized an awareness workshop on telecom equipment suppliers



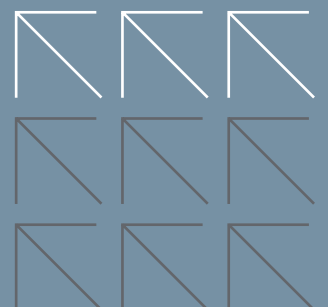


## → International Representation:

- Virtual advisory session for members of the International Telecommunication Union (ITU) Council
- The 15th Arab Meeting to prepare for the ITU World Telecommunication Standardization Assembly (WTSA)
- The ITU Regional Preparatory Meeting for the Arab Region for the World Telecommunication Development Conference (WTDC-21)
- The Ministerial Committee for e-Government and the GCC Ministerial Committee for Post & Telecommunications
- The Arab Standardization Group of the Preparatory Meeting for the World Telecommunication Development Conference (WTDC-2021)

## → Other Activities:

- Fifty-year plan
- Advanced performance system
- UAE Citizens housing project
- Communication room specification guide
- Public Land Procedures
- Electronic inspection of communications devices
- Quality accreditation services
- E-connection services
- SPAM SMS
- Registration of IoT services
- Readiness of the Command and control center





# Regulatory Affairs Department

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## → Local Participations:

- Facilitating access to internet data (for free within terms and conditions) via mobile phone to enable remote learning during COVID-19 pandemic
  - Supporting the provision of telehealth services to deal with the COVID-19 pandemic
  - Ensuring the provision of satellite services in areas not served by sufficient fixed infrastructure to provide remote learning
- 

## → Regional Participations:

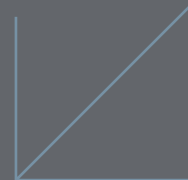
- Regulating international roaming among the GCC countries, which includes setting price ceilings for some roaming services among them with the aim of reducing international roaming prices there by 42% on average
  - Members of the Department participated in the meetings of the Arab Working Group for Communication and Information Technology Indicators — the Secretariat General of the Arab League
- 

## → International Participations:

- The members of the Department participated in the meetings of the Council of the International Telecommunication Union (ITU), which was chaired by the UAE in June 2020
  - The UAE's experience in addressing the Coronavirus pandemic was shared in the International Telecommunication Union (ITU) (REG4COVID) platform and the World Summit on the Information Society (WSIS)
  - Participated in the WSIS Forum
  - Participated in the World Telecommunication and Information Society Day
  - The Department members participated in the meetings of the Expert Group on Communication and Information Technology Indicators of the (ITU) in April and September 2020
  - Participation of management members in the meetings of the ITU Global Symposium on Communication and Information Technology Indicators (WTIS 2020) in December 2020
- 

## → Agreements:

- Mobile Phone Site Sharing Agreement
- Agreement on the relaying of interconnect traffic by licensees to IP Interconnect from TDM
- Negotiated and implemented new anchor points



## → Decisions:

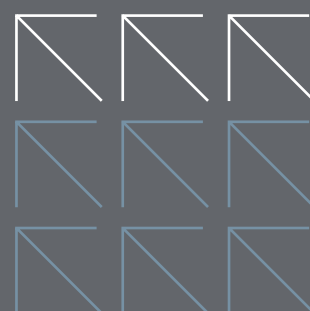
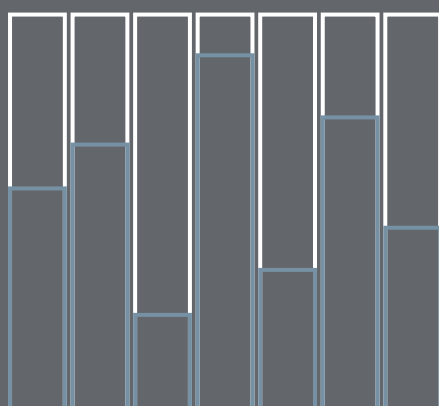
- Issued (9) decisions on violations in 2021 to licensees due to non-compliance with consumer protection and price approval regulations

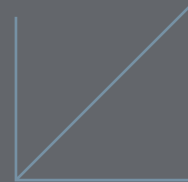
## → Regulatory Decisions:

- Issued regulations for licensees' access to private lands with the aim of setting a regulatory framework and defining the duties and rights of licensees and owners of private lands
- Obligated licensees to convert network interconnection technologies from TDM technology to Internet Protocol (IP) based interconnection to ensure network security
- Renewed the Yahsat Company's license
- Renewed the Nidaa company's license
- Renewed Alyah Advanced & Star license
- Pursuant to its mission that aims to protect the interests of consumers in the country and within the general framework of the culture of excellence and continuous improvement in force at it, the TDRA made additional amendments to the consumer protection regulation in 2020. That was after the Customers Happiness Section received 28,139 complaints on various matters in 2019, including frequent complaints that require radical solutions to be put in place
- The TDRA believes that these amendments will have a positive impact on enhancing the role of the telecommunications sector. This role is represented in this sector's continuation in providing value-added services to consumers, improving consumer satisfaction in general, and reducing the number of consumer complaints in particular, compared to the approximate time periods of the previous year

## → Statistics:

- Quality of services provided to the Licensees in 2020
- Percentage of change in breakdowns resulting from the increased use of Internet (downtime/outage) in the country (weekly compared to the previous year in the same period)

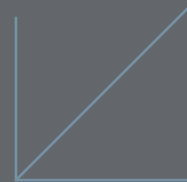




## → Achievements:

- The Regulatory Affairs Department has started working on transforming the price control process into an intelligent interactive process based on artificial intelligence by using machine learning algorithms
- Smart automation of the benchmark price index and the AREGNET report, where the current system calculates the index automatically without human intervention and in record time
- Guide to compliance and enforcement of the price control request policy to assess the extent of the licensee's compliance with certain aspects of the regulatory framework related to prices, along with the price control policy and procedures, in particular
- A model and tool have been developed to assess the financial performance of operators in the UAE, and a number of international operators between 2014 and 2019 in terms of profitability, efficiency, liquidity, financial structure and intensification of investment
- Conducted a global study to gauge the retail prices of mobile and landline services in the UAE, compared to prices in other countries
- The Economy and Competition Section has created new tasks concerned with monitoring the compliance of the licensees with the price request policy, in addition to the compliance of the licensees with the conditional approvals related to the price control request
- Supported the digital transformation of management processes by automating the process of data analysis and preparing the telecom sector statistics database (Data Bank)
- The dashboard was designed to display the coverage of the optical fiber network in the UAE by the licensees, and the future deployment plans of the network
- The TDRA issued instructions to telecommunication service providers in the UAE, stating that accepting consumer requests related to service cancellation should not be limited to via phone calls only. Moreover, all consumer requests, including service cancellation requests, are accepted through stores affiliated with telecom service providers in the UAE by submitting such requests in stores
- The TDRA worked with the licensees to develop and integrate an additional feature in their mobile applications regarding the start and end date of service plans and packages

Attributes	Overall 2018	Overall 2019	Key Gaps 2019 • by Profile
The level of pricing of telecommunication services	43	56	All Emirates/ all expats/both genders/all age groups All Abu Dhabi areas
The level of transparency in your dealings with telecom providers	53	66	Fujairah/South East Asians/45-49 years (Abu Dhabi) Al Mushrif/Al Muroor and Khalifa City
The customer service you receive from telecom providers	56	67	Westerners/25-29 years/40-44 years (Abu Dhabi) Al Muroor
The ease of dealing with telecom providers	52	66	Sharjah/ Fujairah/ Asisan Subcontinent (Abu Dhabi) The corniche and Al Mushrif



## → Achievements:

- The TDRA worked with the licensees to develop a service that allows the user to view all the phone numbers listed under his name by entering his identity number on the TDRA's website and/or its application
- The effective TDRA's contribution to raising telecommunication services consumers' awareness about their rights and responsibilities by publishing various awareness messages under the name "Your Right to Know Your Right" on social media platforms during 2020
- The TDRA has issued an explanatory document for telecommunication service providers regarding the collection of alternative contact numbers for consumers by service providers
- The TDRA has launched a consultation on issuing instructions to service providers related to credit limits management
- The TDRA reviewed and updated consumer protection systems, and issued their fifth version during the fourth quarter of 2020
- The TDRA reviews service contracts provided by service providers to ensure their compliance with the provisions of consumer protection regulations, and to promote and protect the interests of telecommunications services' consumers
- The TDRA worked with the licensees to develop improvement plans to raise the levels of happiness for the outcomes of some community happiness survey aspects
- The TDRA worked with the licensees to provide consumers with a feature that accepts consumer requests related to changing the subscription plan at any time prior to its expiry date
- The TDRA issued instructions prohibiting licensees from using information related to consumers' usage details in order to promote new services
- The TDRA obligated the licensees to ensure that quality and a better service are provided by the external technicians affiliated to them
- The TDRA works with the licensees to cancel the cost of the data consumed by its customers who file their complaints about telecommunications services through the (TDRA)'s app
- The TDRA studies and evaluates the performance of licensees with regard to their handling of consumer complaints
- The TDRA works on developing a CRM system to obtain a higher level of data by providing an accurate classification of consumer disputes received by it
- The TDRA works with du to develop a mechanism for providing their invoice details via SMS
- The UAE Government has been keen to issue a set of decisions that contribute to ensuring the safety of its citizens, residents and visitors



# Frequency Spectrum Management Affairs Department



## → Achievements of the Frequency Spectrum Management Affairs Department in 2020:

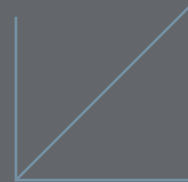
- Revenue made by the Department services increased by 8% to reach (AED 514,335,466) by the end of 2021
- 100% completion of all projects assigned by H.E. Director-General
- All objectives of the strategic indicators have been met by 100%
- All targets of the operational plan indicators have been achieved by 100%
- COVID-19 initiatives have been launched, which benefited more than 22 million visitors of the national testing centres
- (32) internal work teams have been formed at the Department to work on its internal initiatives for 2020
- All frequency spectrum management operations and services have been continued by 100% during 2020

## → The operational plan goals have been met:

Activity	Achievement Percentage of 2020 Goals
ExTDRA limit coverage measurement process	100%
Filed survey on the use of frequency process	100%
Radio-frequency spectrum monitoring system maintenance process	100%
(BR IFIC: International Frequency Information Circular) Terrestrial Services	100%
BR IFIC: International Frequency Information Circular	100%
Coordination of the frequency spectrum of space services and satellite orbits of the UAE	100%
Distress signals recording	100%
Recording Call Signs process	100%
The International Telecommunication Union (ITU) Radiocommunication stations operating in the UAE	100%
National Frequency Spectrum Plan update process	100%
Frequency spectrum regulatory frameworks and regulations update and review process	100%
Frequency spectrum related research and study process	100%



# Information and E-Government Sector



## Local Participations:

- The Management Committee of Transition towards a future government
- The Unified National Communication Center Team

## Regional Participations:

- The GCC e-Government Executive Committee

## International Participations:

- Accessed the best practices in the Danish government

## Statistics:

### UAE Federal Network (FEDnet):

Total Number of Entities connected to FEDnet

82

Federal and Local Entities

Total number of entities utilizing G2G service from FEDnet

62

Entities

Total number of entities utilizing Internet service from FEDnet

37

Entities

Total Number of Interactions received to FEDnet service desk during 2019

3543

Tickets

Total Number of Interactions resolved at first line team during 2019

1111

Tickets

Total number of escalated requests to L2 during 2019

2432

Requests





## → UAE Federal Network (FEDnet):

Total number of G2G requests received on FEDnet SD during 2019

172

Requests

Total number of reports generated by FEDnet service desk during 2019

19

Reports

Total numbers of Incoming Customer Calls to FEDnet service desk during 2019

15K

/year (approx.)

## → Government Service Bus (GSB):

Total number of onboarded Services over GSB platform

272

Live services

Total number of Entities utilizing GSB service

81

Entities

Total number of utilizations on GSB platform

87M

Exceeded transactions

Total Entities Live SSO

58

Total Apps Live on SSO

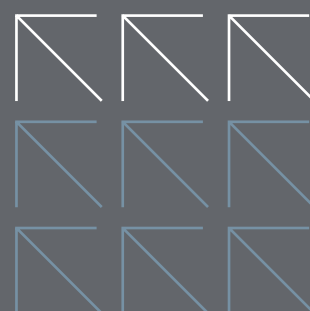
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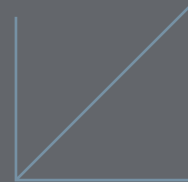
Number of Entities utilizing the IaaS

36

Number of Entities utilizing the EaaS

13





## → Other Achievements:

### → 1. FEDnet Dual Internet Service Provider (ISP)

In order to consolidate the pillars of comprehensive smart government, it was negotiated with the Emirates Integrated Telecommunications Company (du) to provide an internet line for the federal network besides the current line from the Emirates Telecom (Etisalat). As a result, the TDRA became the first government entity in the UAE to provide internet service through more than one service provider, which also ensures the existence of the service during 24x7x365. This will create a challenge among the service providers to provide the best prices and services. This connection has saved an amount on TDRA by AED 2,440,000.

(From 7,000,000 to 4,560,000)

### → 2. New Entities Migration to FEDnet

The procedure for migrating new entities to FEDnet has been improved by directing the requesting entity to coordinate directly with the service provider (Etisalat), to obtain the network connection. This change has resulted in reducing the number of resources in the outsourcing team by 2 employees, which saved the cost of the outsourcing contract (NOC) by 11,470,476.24 annually.

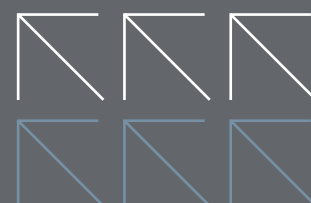
### → 3. Guest Wi-Fi Traffic Segregation

In order to raise the efficiency of the services provided by the FEDnet network, the network team has transferred the route of the internet line provided to 19 entities and allocated to non-employees from the main network to the asynchronous Internet. This change has resulted in savings in the main network bandwidth and an estimated financial savings of about 2,967,600 annually (247,300 per month). It also reduced the risks on the main network line in case the entity's lines are exposed to any danger.

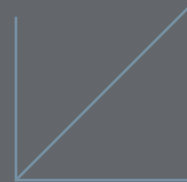
### → 4. ISO Certifications

In order to improve the quality of services provided, ISO 20000 has been applied where the International standards of best practices for IT service management are being implemented. It can improve the performance of services provided to customers by identifying the needs of the service provider.

The TDRA E-government Department worked to implement ISO 27001, which contributes to the protection of information from information security risks, such as penetration or loss of information.







## → 5. **The Digital marketplace portal, <https://marketplace.gov.ae> is an innovative and unique platform that was launched and introduced to offer a variety of services**

In addition to the cloud services offered to the government entities through the portal, the platform contains classified directory of verified service providers with search capabilities based on contents. The directory will capture the necessary information on the main competencies and capabilities of vendors. Furthermore, it offers verified reviews from previous clients and their experience with a particular service provider. This will not only help the consumers making educated decision when choosing the vendor for the next project, but will also support businesses with proven performance record. It also works to support start-ups and SMEs through connecting them to potential clients from the government sector. Future plans include:

1. Creating discussion platform between vendors and services providers
2. Including a tendering capability
3. Registering research centres and academics

## → 6. **The Backup as a Service was introduced as part of the effort in increasing the portfolio of cloud services offerings**

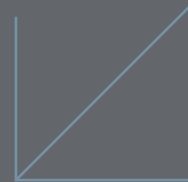
The service helps entities streamline & optimize backup & recovery processes to simplify and automate operational control, drive cost & operational efficiencies.

The following is the value proposition:

- Ensuring the protecting of information through having an offsite backup
- Minimizing overall investment for the government through economy of scale
- Ensuring that the process meets the acceptable security requirements
- Offering extended security capabilities for the backed-up data, such as encryption

## → 7. **Based on our interaction with federal government entities for the last 5 years and the latest trends in the cloud computing field, we have launched the second version of FEDnet Cloud (FEDnet 2.0)**

The environment came with additional features that complement the existing services and made it more attractive to the customers. One of the main benefits of the environment is the reduction in the duration for the entities to adopt the service. Previously, it would take an entity 7 working days (49Hrs.) to migrate a workload while now the activity can be completed in couple of hours (Approx. 5hrs). Since we have been much focused on our customers' needs and since we are very confident that the new upgrade to FEDnet 2.0 would provide the customers with the support needed in their business, we created a freemium offering to all government entities and scheduled serious workshop sessions demonstrating the capabilities and features of the service.



→ **8. Based on the (TDRA)'s innovation and foresighting process, a study has been conducted to explore the possibility of distributing the FEDnet 2.0 cloud geographically across multiple data centres**

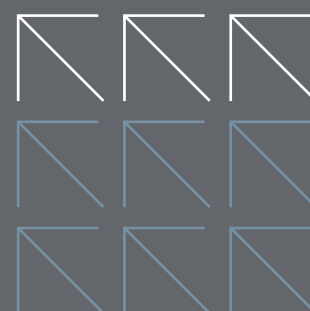
This will not only significantly reduce the risk of disasters, but will also reduce the cost of having dedicated equipment just for the purpose of disaster recovery. The cost saving would be 50% on the DR equipment. Such architecture is currently supported by the FEDnet 2.0 and shall be implemented once a 3rd Data Center is identified. Furthermore, the TDRA has already implemented IP Multi-homing protocol making it possible to utilize the Internet from multiple ISPs. The FEDnet cloud is the first government cloud in the UAE to implement this architecture. This will not only optimize the cost of the service, but will also contribute to the resilience against disasters. The cost saving realized as a result of the implementation of the IP Multi-Homing Protocol is 2,440,000 per year.

→ **9. Across all government entities, being ready for disasters on the IT infrastructure level is both very challenging and very expensive**

As a service (DRaaS), the Disaster recovery offered through TDRA, is based on the familiar VMware platform. 40+ Government entities can be up and running in minutes with a complete, tested, enterprise-grade DR service. In addition to the enormous saving that can bring up to the government as a whole, the service works toward boosting the availability of the government services.

→ **10. HCS is a project that was introduced to all government entities**

It is a framework for integrating various asynchronous and real-time communication tools, with the goal of enhancing business communication, collaboration and productivity. The unified communication service allows institutions to hold high-quality video meetings with the ability to share the screen. It also provides voice communication, video calls, unified messaging and conversation using any device. It also provides the server feature of the telephone exchange service to the party. The aim of doing that is to control the devices of the users on the same side, to dispense with the space for the server and periodic maintenance of the exchange. One more objective is to establish federal network, and do all of that by providing the comprehensive service with periodic maintenance for a period of five years.



# Policies and Programs Department

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## Key Achievements of 2020

### → Legislations & Strategies' Initiatives:

- Reviewing the Internet Access Policy
  - Developing guidelines for government agencies for blocking requests, and requests for content deletion from social media sites
  - A proposal to regulate the requests of judicial authorities related to electronic content deletion and blocking
  - Legal Accelerators — Cyber Sovereignty
  - Cyber Security Capacity Building National Program
  - Draft Law on Electronic Signature and Trust Services
  - Virtual simulation exercises for digital identity and digital signature in the UAE
- 

### → Key Initiatives for 2020:

- Digital Transactions Platform
- Business Platform Initiative
- Digital identity (UAE Pass)
- Improving the Internet access system
- E-stores (online shopping)
- Digital Eidiya
- Developing a Vital Information Infrastructure Protection Program
- Providing voice call applications to empower the community during the COVID-19 pandemic period
- Developing Application Compliance Testing System
- Improving the monitoring system
- Improving the work of website filtering systems
- TDRA Virtual Innovation Camp — a technical lab in every home
- Launching the TDRA Virtual Academy Accelerator
- Launching the International Centre of Digital Innovation
- Information Technology Leadership Program
- Creating prototypes and research experiments through the Digital Innovation Lab
- Launching the upgraded version of the Secure Gulf System (SecureGCC)



## → Key Initiatives for 2020:

- Source Code Review Initiative
- Vulnerability Reporting Initiative (VDR)
- Email Phishing Assessment Initiative:
  - CyberPro Initiative
  - Cyber Security Ambassadors

## → Participations of the Department at the Local, Regional and International Level:

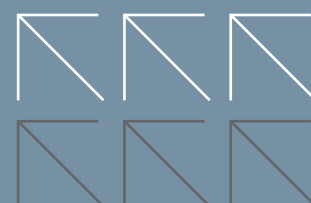
- Conducted workshops for law enforcement agencies
- The Fifth Arab Internet Governance Forum (ArabIGF-V)
- Established a cyber security awareness in Muslim countries

## → Memberships in Regional and International Organizations:

- Membership of the Board of Directors of the Computer Emergency Response Team of the Organization of Islamic Cooperation (OIC-CERT)
- Membership of the GCC Computer Emergency Response Centres Committee (GCC-CERT)
- Membership of the Arab Regional Cyber Security Center (ARCC)
- Chairing the ITU Child Online Protection Working Group (ITU CWG-COP)
- Membership of the World Organization
- Forum of Incident Response and Security Teams (FIRST)

## → Policies or Practices Related to Realization of the 2021 Vision:

- Implementation of the digital identity project in partnership with the Smart Government of Dubai and the Government of Abu Dhabi to develop a unified digital identity in the UAE
- Forming a national team for the digital economy to make the country a global center in the digital economy
- Developing and preparing the digital sector strategy for 2020-2030 in cooperation with the Development Department and the Smart Government Operations Department





## → The Department's Statistics:

- The digital identity initiative obtained the approval of the GInI international organization as an innovative initiative. The number of digital wallet/e-Wallet users increased to 214893. It also witnessed a rapid growth in the number of documents shared through it, and 46 new features were developed in 2020. Additionally, 15 entities are currently being added to the wallet
- Developed 15 proactive services on the “Basher platform”
- Increased the digital identity users to reach more than 850 thousand users and 6,300 services
- 216,000 is the number of national domain names registered in 2020
- Over 2,500 immoral/bad websites and more than 500 websites used for fraud have been blocked
- Over 38,000 immoral/bad accounts, and more than 20,000 fake accounts have been detected through the “Rased System” since its launch in 2018
- Over 80 accounts belonging to government institutions have been documented on social media
- 5 new local and international companies have been licensed to work as electronic certification service providers, where the number of licensed companies has reached 8. Obtaining such license allows the provision of various services that support remote work, such as electronic signature and secure email
- 4,239 male and female students enrolled in the virtual innovation camp have been trained in the summer and winter 2020
- The number of students participating in the summer camp is 2449, representing 55% of the returning students (registered at the TDRA's camps 2019)
- The number of students participating in the winter camp reached 1,790, with 70% of the returning students (registered in the summer camp 2020)
- The number of students participating in the summer camp is 2449, with 45% as new subscribers
- The number of students participating in the winter camp is 1,790, with 30% new subscribers
- 80,000 trainees were trained through the TDRA's virtual Academy in 2020
- The Trainers who returned to training through the TDRA's virtual Academy totalled 44%

## → Information Security Section Statistics for 2020:

**900K** 

Countered  
cyber-attacks

**425** 

Responded  
cyber incidents

**30** 

Conducted electronic  
criminal investigations



## → Information Security Section Statistics for 2020:

98

Conducted penetration tests and detected vulnerabilities

960

Reviewed security compliance requests

130

Published security reports

141

Delivered awareness lectures

22422

People benefiting from awareness lectures

213

Trained information security specialists

40

Posted awareness tips through social media

195

Posted security warnings on social media

## → Other Achievements:

- Participated in the National Committee to Combat Drug Trafficking
- Participated in the national team to combat illicit wildlife trafficking
- Trading platform and advertisement management team
- IoT service requests review team
- Reviewed the remote work initiative of the Abu Dhabi Excellence Office
- Reviewed the uniform GCC draft law on the protection of Copyrights and Neighbouring Rights
- Reviewed the Board of Directors of the Insurance Authority's decision on the electronic and digital insurance system

## → Digital Economy Committee:

- Working on the visions concerned with the UAE digital economy and the preparations needed to be developed to keep pace with the needs over the next fifty years, which fall under the UAE's plan to prepare for the fifty-year plan
- Submitting the summary presentation to the Fifty-year Plan Preparation Committee in the presence of federal and local authorities at the national level, where the digital economy file was discussed based on studies and outputs from various entities

# Development Department



## → Local Participations of the Department

- 21 meetings with the federal entities have been held to discuss the results of the smart government services survey released by the Digital Adoption and Enablement Section of federal entities

## → Regional Participations of the Department

- The 4th GCC meeting of the joint electronic services working group

## → International Participations of the Department

- Participated in ESCWA-LAS Joint Workshop on Developing the Arab Digital Agenda, and updating the framework and process of the national reviews and the Arab Digital Development Report (ADDR)

## → Policies or Practices Related to Realization of the UAE Vision 2021

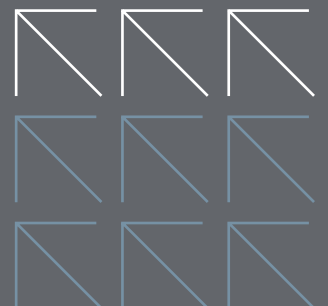
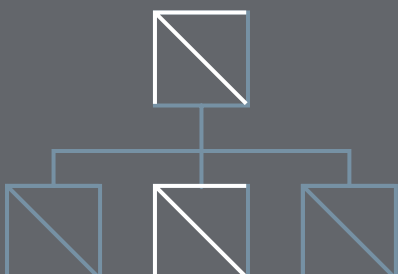
- Designed the OSIX initiative to accelerate the pace of work so that we can achieve the goals in a timely manner. A time frame has been designed with a four-phase methodology that adopts each phase of six weeks for project management. Thus, efforts are coordinated using the sequential phases methodology to maximize results and fully engage stakeholders

## → Innovation Month Initiatives

- UAE Hackathon (Happiness and life quality data)

## → Other Achievements

- Published the Arabic version of the UN E-Government Survey 2020
- Issued the Smart Government Enablers Report 2020
- Virtual Smart Government Enablers Council
- 24-hour services
- Developed the UAE digital government maturity model



# Support Services Sector

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## Human Capital Department

### → Talent Management Section:

- The total number of training hours for each employee amounted to 35.1 hours in 2020, and the total percentage of trainees was 94.05% from various job categories, according to the attendance of training courses, seminars and workshops
  - (14) training workshops were held in the field of creativity and innovation. 203 employees from different categories attended training, and the satisfaction rate for the innovation workshops was 88%
  - The (TDRA), in cooperation with various academic bodies, contributed to the training of 7 students within the requirements of practical training, each by educational specialization
- 

## HR Planning Section

### → Emiratization:

- The Human Capital Department seeks to recruit and manage national cadres in all TDRA's sectors, while retaining the existing national cadre. The Emiratization rate at TDRA reached 88% in 2020
- 

### → Developing E-Recruitment Platform:

- The human resources planning section team has improved the recruitment process. Thus, it has linked the registration process to the platform with the digital identity, which encourages candidates to use the latter as it is one of the TDRA 's initiatives. Moreover, it allows the candidate to register only once, which maintains the accuracy and quality of the data contained in the recruitment platform. The team has also developed and improved forms related to the recruitment process, such as the job offer and personal documents required of the candidate, all of which became electronic instead of using paperwork. As a result, this has facilitated the follow-up on job applications, and reduced the time taken in the recruitment process
- 

### → Employees Relations Section:

- The Human Capital Department ensures to provide the best services to its employees and improve them, as it continuously monitors and develops human resources systems. To this effect, it has automated 71% of its services. In addition, it has aligned the decisions of the State and Federal Authority for Government Human Resources to limit the spread of the disease during the COVID-19 pandemic. Hence, 0 cases of COVID-19 disease were recorded through contact at the workplace
- In 2020, the employees' satisfaction with Human Capital Department and the ease of using the system in force at TDRA was measured. All 302 employees of the TDRA were targeted, and the survey was filled out by 216 employees. The percentage of employees' satisfaction with Human Capital Department was generally 96%



# Administration Department

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## → Agreements:

- An Agreement with Environment
  - An Agreement with CIPS
  - An Agreement with Gartner
- 

## → Resolutions:

- General Services Regulation
- 

## → Statistics:

- The supplier satisfaction rate increased 81%
  - The percentage of audit and governance observations dropped by 83%
- 

## → The Department's Initiatives in the Innovation Month:

- Electronic business card
  - Smart sign in/out system
- 

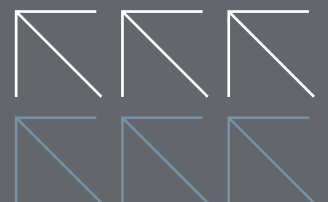
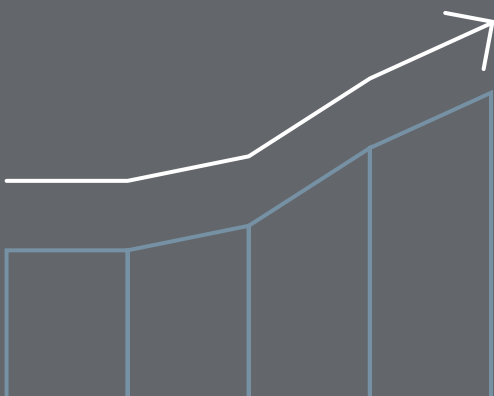
## → Solutions to Combat COVID-19:

(Developing a comprehensive proactive plan prior to the start of building lockdowns / closures in order to protect employees and anticipate government approaches in this regard)

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## → Other Achievements:

- The best entity in responding to the suppliers during COVID-19 at the regional level
- The first government entity to apply the remote work system



# Procurement Transformation Roadmap

## 1ST CIPS MIDDLE EAST YOUTH COMMITTEE

In line with my commitment towards developing future talent in the procurement and supply chain and focus on youth generation to provide value to the the community, The CIPS Middle East Youth Committee is formed in a collaboration with CIPS. The committee aims to provide a forum for networking, sharing knowledge and experience, improve and apply best practices. I'm part of the advisory committee and two of my team members are joint chairs of the committee. The committee will work in a collaboration with the Federal Youth Committee on matters related to procurement profession



## 1ST FEDERAL ORGANIZATION ACHIEVE CIPS ETHICAL MARK

At the tail end of 2019, TRA signed an MoU with CIPS to affirm their commitment to become a global center of excellence in Procurement and Supply in the Telecoms Sector as well as Digital Government. Since signing the MoU, TRA has already embarked on a number of key initiatives to achieve the goals stated therein and are committed to continue along this path at a consistent pace. On the subject of ethics, TRA has taken a leadership stance by going over and above the requirement for only the procurement team to be certified. Having already achieved the CIPS ethics mark in Feb 2020, and becoming the first federal entity in the Middle East to do so, TRA has now extended the requirement to all other staff within TRA who have financial evaluation responsibilities in the procurement cycle. This includes end users, project managers and other internal stakeholders.



## 1ST TELECOMMUNICATION PROCUREMENT GROUP IN MENA

TRA is also a founder member of the Middle East Telecoms Procurement Group (TPG). The group is facilitated by CIPS and aims to provide a forum for organizations in the sector to share best practices and common initiatives. Group members are senior procurement leaders from telecoms organizations across the region. As a Specialist Knowledge forum, the TPG is one of several such groups in the region and across the globe, dedicated to promoting best practices in procurement across various industries. Other such groups include the Middle East Financial Services Procurement Group, the Aerospace Defense Procurement Group and the Marketing Procurement Forum.



# Procurement Transformation Roadmap

## 1ST FEDERAL LICENSED PROCURMENT FUNCTION

There is a growing demand for organizations to build a credible, competent and strategic procurement function. Sometimes referred to as a 'Licensed' Procurement Team, such a function will typically be staffed with individuals experienced and fully qualified in Procurement & Supply Chain practice. TRA has also embarked upon its journey to become a licensed procurement function with several staff having already begun the CIPS Applied Learning programme. This is in addition to the commencement of the Procurement Excellence Programme which aims to ensure that the policies and procedures within which the procurement function operates are as agile, efficient and effective as the people who work within the function.



## 2ND FEDERAL ORGANIZATION ACHIEVE ISO 20400:2017 (SUSTAINABLE PROCURMENT)



## 1ST FEDERAL ORGANIZATION ACHIEVE BS 95009:2019 (PROCURMENT TO TEH PUBLIC SECTOR)

