



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



UAE Public Sector Innovation Framework



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Introduction to the Second Edition



In 2015, the UAE Government launched the first Government Innovation Framework. This framework introduced the Innovation Process and the seven Stages of Innovation. Since then, Government entities have created thousands of innovations, innovations that have touched the lives of everyone in the UAE.

As we strive towards achieving our national agenda, and driven by the vision of H.H. Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, we recognize that the world is continuously changing. The world of today brings different types of challenges and increasing uncertainty.

Public sector innovation itself is changing, bringing in new ideas, and new tools have emerged. The role of public sector innovation has taken center stage, and has become more strategic. The first edition of this framework remains valid and a useful tool for practitioners. This second edition, renamed the “UAE Public Sector Innovation Framework”, was created to keep up with the evolving challenges and mindsets required in the public sector. It complements the first edition and brings additional tools and approaches for this new phase of the innovation journey.

The UAE Public Sector Innovation Framework has been updated to be more strategic and focused on impact and outcomes, and to better align with the machinery of the UAE Government. The role of the Chief Innovation Officer has been empowered, giving them the tools and autonomy needed to deliver the innovation agenda.

While elements of the first edition of the framework have been updated, such as processes related to planning and funding innovation, many of the tools, guidance and checklists of the first edition remain valid.

The Mohammed Bin Rashid Centre for Government Innovation remains available to support entities as they innovate and create a better future for all.

Creating the Space for Innovation

The seedbed of true innovation is the space where ideas can sprout, take root, and blossom. To nurture this fertile ground, we must diligently protect the realms where creativity is born and fostered, ensuring that every idea has the chance to mature into impactful solutions for our citizens and residents.

The UAE’s commitment to innovation is not merely about generating ideas; it’s about cultivating an ecosystem where these ideas are given the support they need to thrive.

CONCEPT

IMPACT

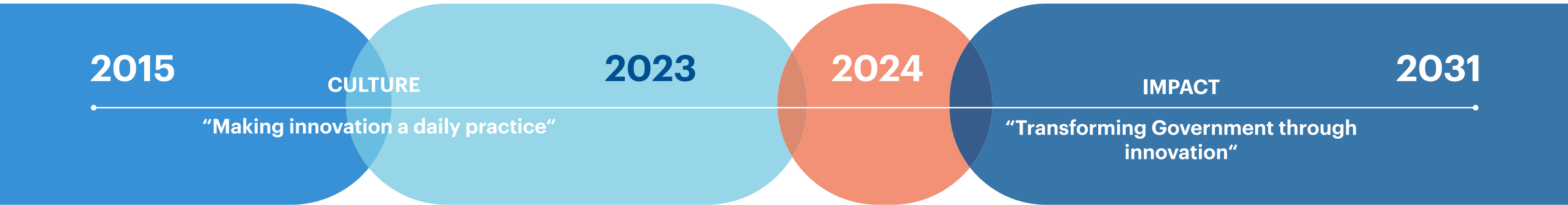
Our ultimate goal is to ensure that these ideas translate into real-world value and impact for the public. To do this, we must embrace the journey from concept to impact with a spirit of exploration and endurance. It’s a path that allows for testing, learning, and refining. By protecting the space for innovation, we are committing to a process that may be gradual but is geared towards achieving lasting results that touch the lives of every individual.

Innovation is a Cycle

It is not a one-time event. From the initial spark of inspiration to the final delivery of a service or initiative, every stage is crucial. We embrace this lifecycle, ensuring that at every phase, ideas are given the care and attention they deserve.





We invite every individual, every department, and every sector to join us in this commitment to protect and nurture the space for innovation. Let us come together to build an environment where ideas are valued and given the chance to make a meaningful difference.

A New Era of Public Sector Innovation



To achieve the UAE Government’s ambitious directives and aspirations across sectors, The Mohammed Bin Rashid Centre for Government Innovation was established in 2015 to institutionalize innovation, by establishing the foundational capabilities and practices within the UAE Government.

Since 2015, the UAE Government has succeeded in making innovation a daily practice. The Mohammed Bin Rashid Centre for Government Innovation and UAE government entities have:

-  Mobilized a sense of urgency to innovate
-  Fostered awareness on innovation
-  Built innovation capability across government and institutionalized innovation practices
-  Developed an innovation toolbox
-  Incubated innovation special projects

Today, we are proud to say that innovation has become synonymous with the UAE Government. The seed for innovation and its potential has been planted across government and capability has been established in every government entity.

It’s time to unleash this innovation potential and realize it’s impact on the most critical policies and programs:

-  Create value for the public
-  Drive the delivery of We The UAE 2031, and priority programs in each entity and across sectors
-  Enable the development of innovative services and policies
-  Establish grounds for curiosity, experimentation and rapid prototyping
-  Transform the machinery of government to become more innovative and deliver impactful results

UAE Public Sector Innovations

Innovations come in many different types, and they can reinvent policies, processes, services, and more. Here are just some of the types of innovations developed:



Innovative Use of Resources

Innovations that aim to utilize available resources, whether natural, financial, human, or technological, to streamline processes and improve productivity in order to address challenges.



Innovative Digital Transformation

Innovations that aim at leveraging digital technologies and data to create more agile, efficient, and customer-centric solutions through the introduction and adoption of new and advanced technologies, processes, and business models to fundamentally change the work model.



Impactful Social Innovation

Innovations that aim to enhance the effectiveness, efficiency, response, and impact of social and humanitarian services that address the needs and well-being of society.



Innovative Government Process

Innovations that implement new and improved methods, strategies or technologies to enhance the efficiency, effectiveness, transparency, and responsiveness in delivering services that better meet the evolving needs of citizens.



New Coalitions and Partnerships

Innovations that harness a whole group of actors from the public, the private sector, and other groups, to solve a pressing challenge or achieve a mission.



Innovative Project In Sustainability

Innovations that aim to create a more positive, sustainable, and resilient future in environmental, social, and economic sectors.

Evolving the Stages of Innovation

This second edition of the UAE Public Sector Innovation Framework introduces a fresh new way to visualize and plan for innovation that better aligns the stages of innovation with the strategic priorities of each entity. To create greater clarity around the role of innovation, three innovation stages are identified: Intelligence, Possibilities and Multipliers.

The new groups: Intelligence, Possibilities and Multipliers, provide a clearer framework for leaders and managers to understand how innovation can contribute to delivering their strategic priorities.

This also allows teams working on important programs and services to better understand and deploy innovation to deliver results, making innovation a key part of government work.

INTELLIGENCE

POSSIBILITIES

MULTIPLIERS

The New Public Sector Innovation Framework

The New Public Sector Innovation Framework will define how innovation is planned, designed and implemented in the UAE Government for the next era of innovation.

The new framework introduces key elements to make innovation a more strategic component of public sector work.

Streamlined Stages of Innovation

The three stages of innovation in the framework are better aligned with how the government plans and executes its key programs and initiatives. This gives clarity to leadership for better planning and integration of innovation within government’s strategic plans.

Close Ties with National and Organizational Strategy

Innovation should directly support the successful delivery of the national agenda, UAE Government priorities, and entity strategies. The new framework highlights this close link, showing that innovation activity is driven by, and then feeds into, the UAE Government’s strategic priorities.

Alignment with UAE Government

The New Public Sector Innovation Framework has been designed to be closely aligned with the existing machinery of UAE Government, as well as the role of the Mohammed Bin Rashid Centre for Government Innovation, enabling the Centre to act as an effective supporting body for UAE Government entities implementing the new framework.

The Innovation Framework directly impacts the UAE Government’s priorities and those of each individual entity. It supports these through:



Developing novel solutions



Being inspired by local and global innovations



Identifying challenges and opportunities



Building relevant innovation capability to help in the implementation of priority programs



Validating these solutions through prototyping and experimentation



Supporting the implementation of validated innovations

The New Public Sector Innovation Framework

02

Possibilities

Innovations are ideas applied to government's biggest challenges and opportunities. UAE Government's extensive innovation toolbox turns ideas into viable prototypes, ready for implementation.

01

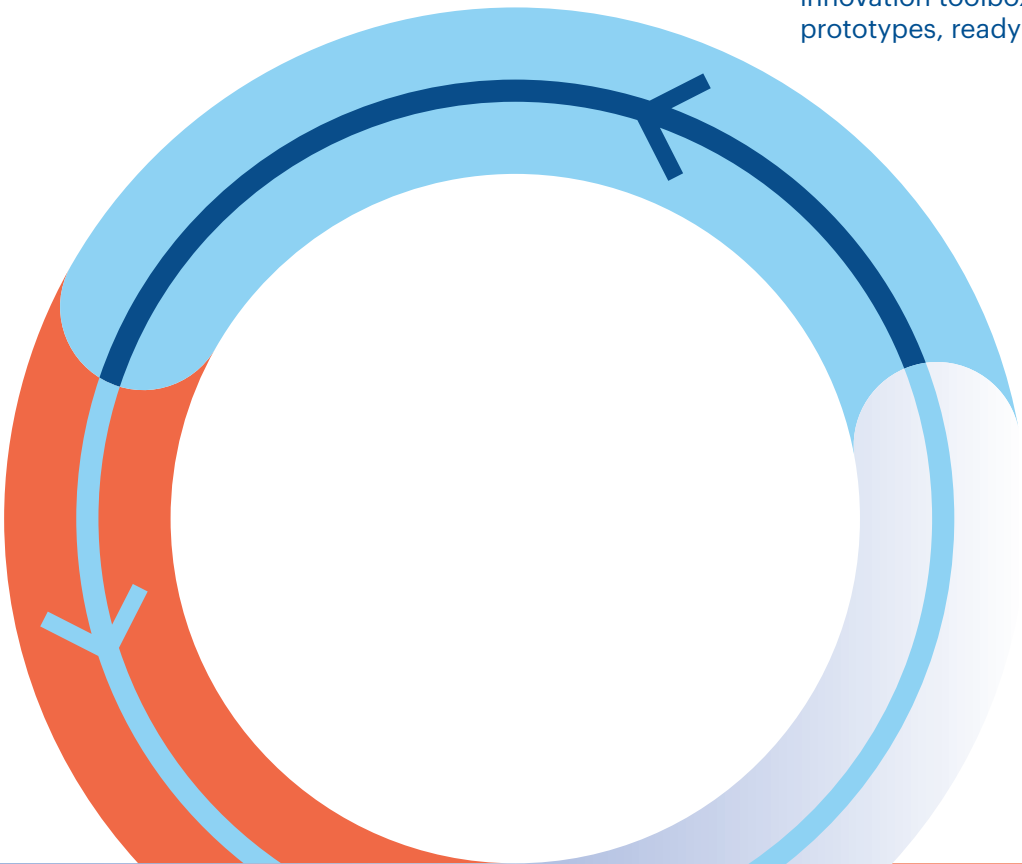
Intelligence

Innovation begins with a rich source of new ideas, either globally or from within government. This requires building local and global networks, nurturing ideas and ensuring they are accessible to all.

03

Multipliers

The ultimate goal of innovation: when ideas become reality. UAE Government entities will create opportunities for implementation, and multiply the impact of innovation across government.



NATIONAL AGENDA

PRIORITY PROGRAMS

ENTITY STRATEGY

UAE Public Sector Innovation Architecture

The UAE's Public Sector Innovation Framework is supported by a new Innovation Architecture designed to enable entities to maximize the potential of innovation in helping them deliver their strategic priorities.

At the heart of this architecture is the application of UAE's Public Sector Innovation Framework across all government entities.

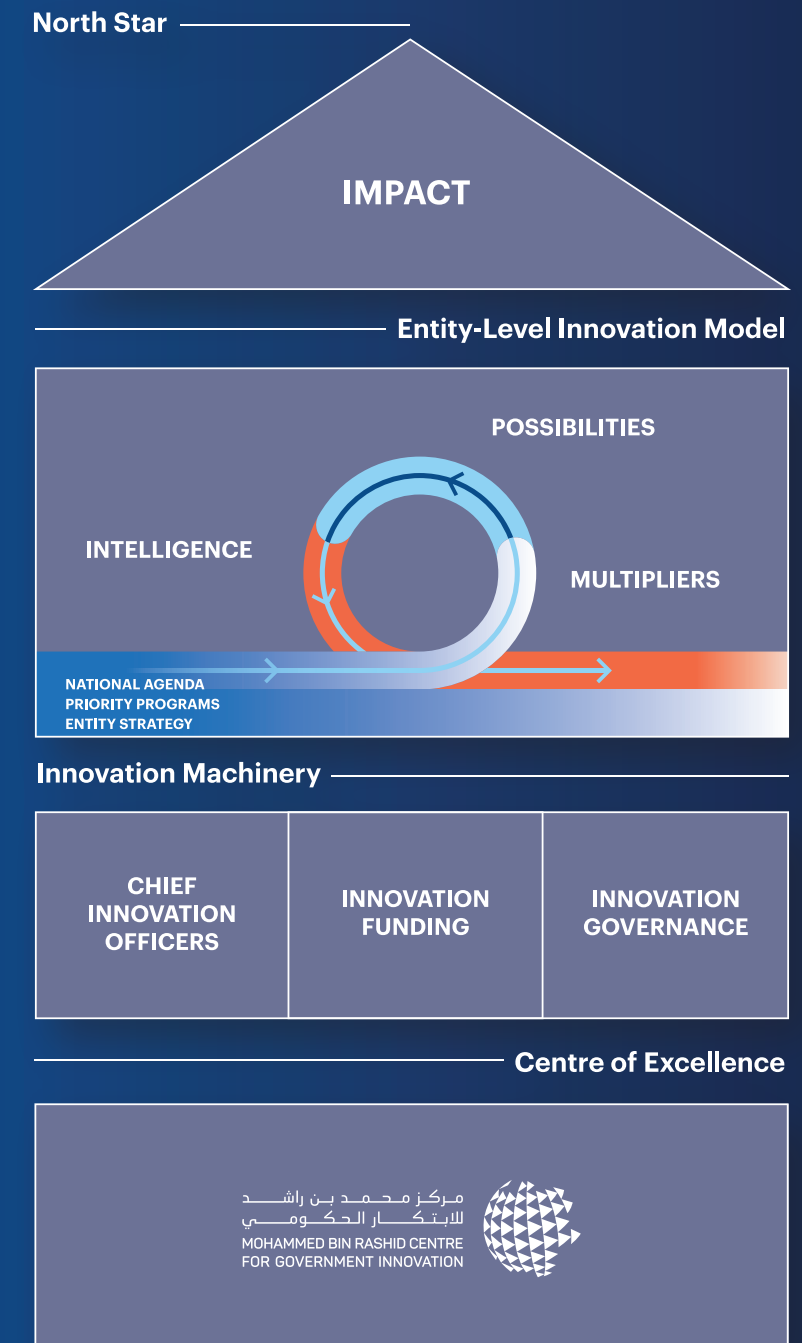
Critical to the framework's success is the role of Chief Innovation Officers (CIOs). The Innovation Architecture empowers CIOs with greater clarity around their roles, and greater autonomy to support core entity programs.

Innovation Funding ensures that promising innovations have the financial support needed to be explored and implemented.

Innovation Governance structures are put in place to ensure that innovation efforts are aligned with broader governmental goals, and that they deliver measurable results.

Last but not least, the Mohammed Bin Rashid Centre for Government Innovation serves as a centre of excellence for innovation, providing support, guidance, tools and access to local and global networks to support entity innovation activities.

Together these components form a comprehensive ecosystem that empowers public sector innovation, driving positive change and enhancing the quality of government services.



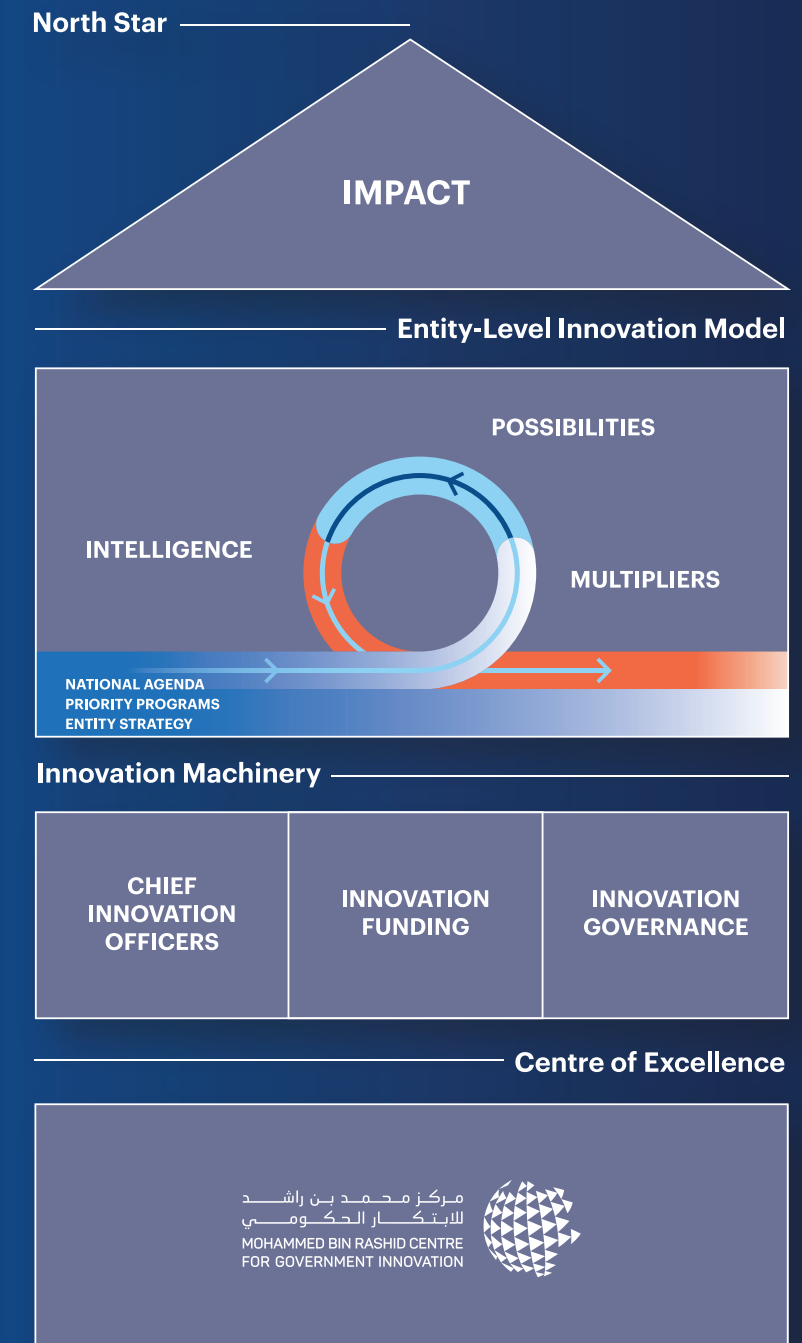
Public Sector Innovation North Star

The UAE's Public Sector Innovation Framework places impact as the ultimate goal of innovation efforts in the UAE Government. Impact is measured in relation to:

- The national agenda, vision and leadership direction
- Entity strategic plans and operational plans
- Transformative and priority programs, policies and services

With this in mind, the framework demands greater involvement from entity leadership to ensure that efforts deliver the expected results.

It also means that innovation efforts are driven by a bigger role for CIOs, and a clearer budget allocation process to ensure the availability of necessary resources.



PUBLIC SECTOR INNOVATION NORTH STAR



**INNOVATION
DRIVES
TRANSFORMATION
ACROSS ALL
GOVERNMENT
STRATEGIC
PRIORITIES**

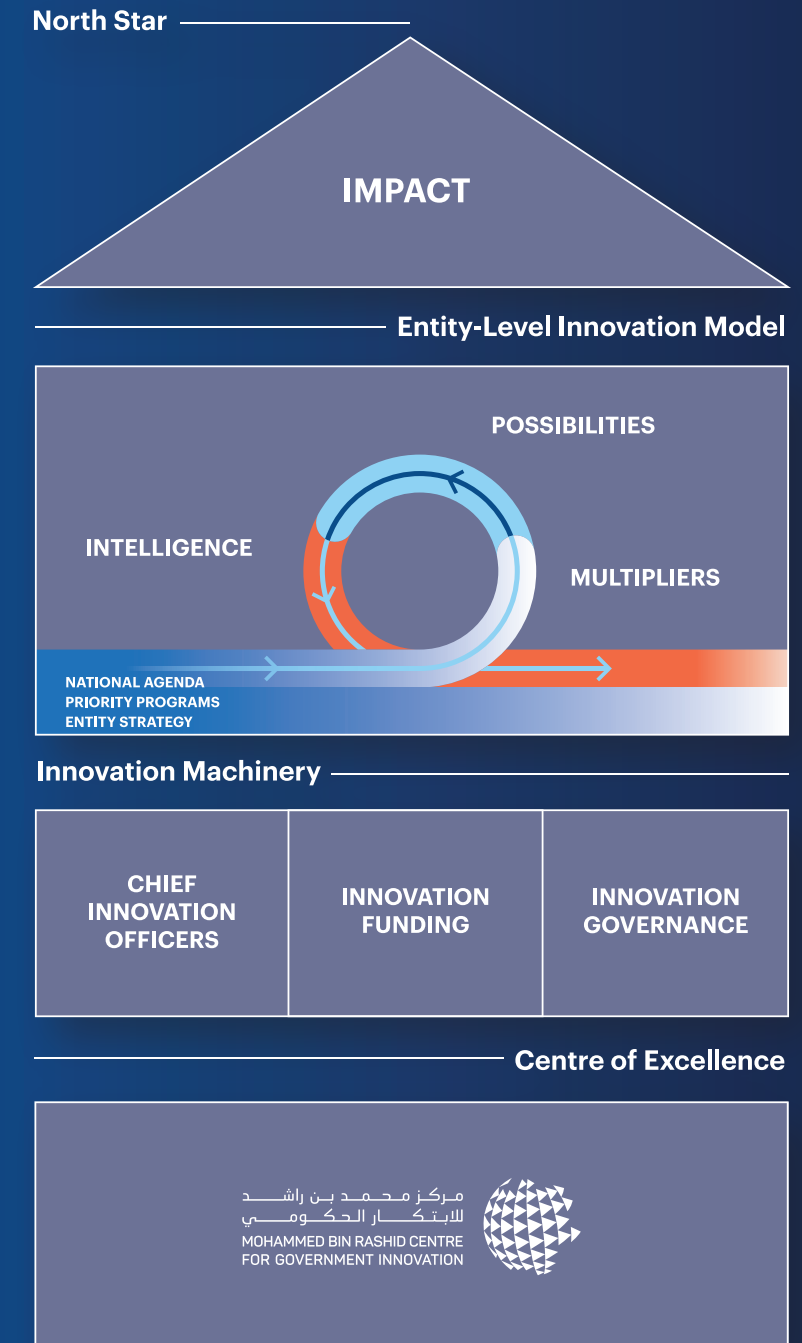
Entity-Level Innovation Model

The starting point of innovation efforts in every entity are the strategies and strategic priorities that it is delivering. Therefore, innovation begins by asking how can we deliver our priorities faster, better and at lower cost.

Once the intention is established and alignment happens, innovation goes through three stages:

1. **Intelligence:** creating innovative ideas and building networks that foster innovation
2. **Possibilities:** taking ideas through a process of experimentation and prototyping to validate their potential for success
3. **Multipliers:** maximizing the impact of innovation through implementation, scaling and sharing

Every entity is responsible for embedding these three stages of innovation. In addition, The Mohammed Bin Rashid Centre for Government Innovation stands ready to provide the support needed to ensure success.





01 INTELLIGENCE

Discovering and creating innovation requires us to be aware of the global trends, understand our local landscape while also identifying the innovations that take place within organizations. By fostering a culture that values collaboration and connection, the UAE aims to not only discover new ideas and innovations but also empower public servants to create innovative solutions to address complex challenges. However, these ideas are not generated for their own sake, but should be translated into actionable insights directly linked to strategic priorities.

LOCAL INNOVATION

- 01 Promote collaboration between government entities to foster creativity and problem solving
- 02 Establish connections with startups, entrepreneurs, and innovators from various sectors
- 03 Share insights and innovations to address local challenges
- 04 Engage with the local community to address their specific needs

INTERNAL DISCOVERY

- 01 Organize programs to stimulate creativity and innovation within the organization
- 02 Encourage cross-departmental interactions to foster innovative solutions
- 03 Scout for ideas from our employees

GLOBAL NETWORKS

- 01 Engage with global counterparts, fostering cross-border cooperation to exchange ideas and best practices.
- 02 Learn about cutting-edge trends and innovations in relevant government sectors
- 03 Connect with global experts, seek advice, and stay updated on emerging trends
- 04 Facilitate partnerships with global institutions to encourage joint collaborations

ROLE OF THE MOHAMMED BIN RASHID CENTRE FOR GOVERNMENT INNOVATION IN SUPPORTING ENTITIES

Facilitates collaboration and connection amongst entities and innovators through gatherings and sharing case studies

Provides tools and approaches to foster internal collaboration

Builds global networks and connections with other countries and international organizations and makes these available to all government entities



02 POSSIBILITIES

Innovation in the UAE encourages harnessing possibilities and novel solutions to reimagining government services, policies and citizen engagement by fostering a more efficient and preemptive government. This requires that government is continuously testing and validating new ideas, and preparing them for full-scale implementation. By doing so, government ensures that it is creating a continuous supply of breakthrough initiatives.

NOVELTY

- 01 Develop novel, unique and ground-breaking solutions tailored to deliver the UAE’s national priorities
- 02 Reimagine what is possible
- 03 Challenge convention and embrace unconventional possibilities
- 04 Disrupt what is there to create room for what is new

PROTOTYPING

- 01 Experiment fearlessly
- 02 Champion a culture that encourages rapid prototyping
- 03 Embrace rapid refinement of innovation as a pathway to excellence
- 04 Learn and unlearn from prototypes

PILOTS

- 01 Courageously pilot bold ideas that address real and pressing public needs
- 02 Pilot daring and transformative prototypes
- 03 Catalyze an innovation movement that reshapes the future of governments
- 04 Deliver pilots that disrupt traditional models of work

ROLE OF THE MOHAMMED BIN RASHID CENTRE FOR GOVERNMENT INNOVATION IN SUPPORTING ENTITIES

Fosters idea generation through various events and engagements, and provides tools and techniques for creating new innovations

Provides a dedicated space for prototyping cross-entity programs that align with national priorities, as well as support for all prototyping activities

Encourages impactful pilots and provides the necessary tools, networks and platforms to showcase efforts and results



03 MULTIPLIERS

Scaling innovation requires systematically expanding and integrating successful prototypes and pilots across the government, driving the widespread adoption of cutting-edge thinking and practices to enhance what we do and how we engage with citizens and residents. Scaling amplifies the impact of innovations, helping deliver We the UAE 2031 and positioning the UAE as a pioneer in innovation to sustain growth and impact of innovative solutions.

IMPLEMENT

- 01 Rapidly implement innovations that have proven successful
- 02 Pursue economies of scale in implementing innovations
- 03 Deliver innovations that are efficient and accessible
- 04 Actively seek partnerships to maximize impact

INFLUENCE

- 01 Inspire governments worldwide with our innovation possibilities
- 02 Inspire a new era of transformative innovation

SHARE

- 01 Share our knowledge and experiences with others
- 02 Catalyze a global movement towards a more citizen-centric approach to government innovations
- 03 Leverage the collective wisdom of nations to tackle complex global challenges

ROLE OF THE MOHAMMED BIN RASHID CENTRE FOR GOVERNMENT INNOVATION IN SUPPORTING ENTITIES

- Supports implementation efforts directly, and through coordination with the Prime Minister’s Office
- Provides various tools, platforms and networks to share success stories
- Provides opportunities, platforms and events to document and disseminate achievements

Chief Innovation Officers

With these revised roles and responsibilities, Chief Innovation Officers (CIOs) are being equipped with greater empowerment and autonomy to drive exceptional results. As catalysts for change, CIOs are tasked with nurturing a culture of innovation, embedding it deeply within the fabric of organizations through enhanced awareness and capability building. This involves leveraging cutting-edge innovation intelligence, fostering ideation, and encouraging experimentation.

CIOs play a strategic role in organizing and utilizing innovation-driven intelligence to shape the entity's innovation strategy, aligning it with the overarching goals of the national agenda. They are responsible for conducting thorough analyses of opportunities and challenges relevant to the entity's key objectives and core functions.

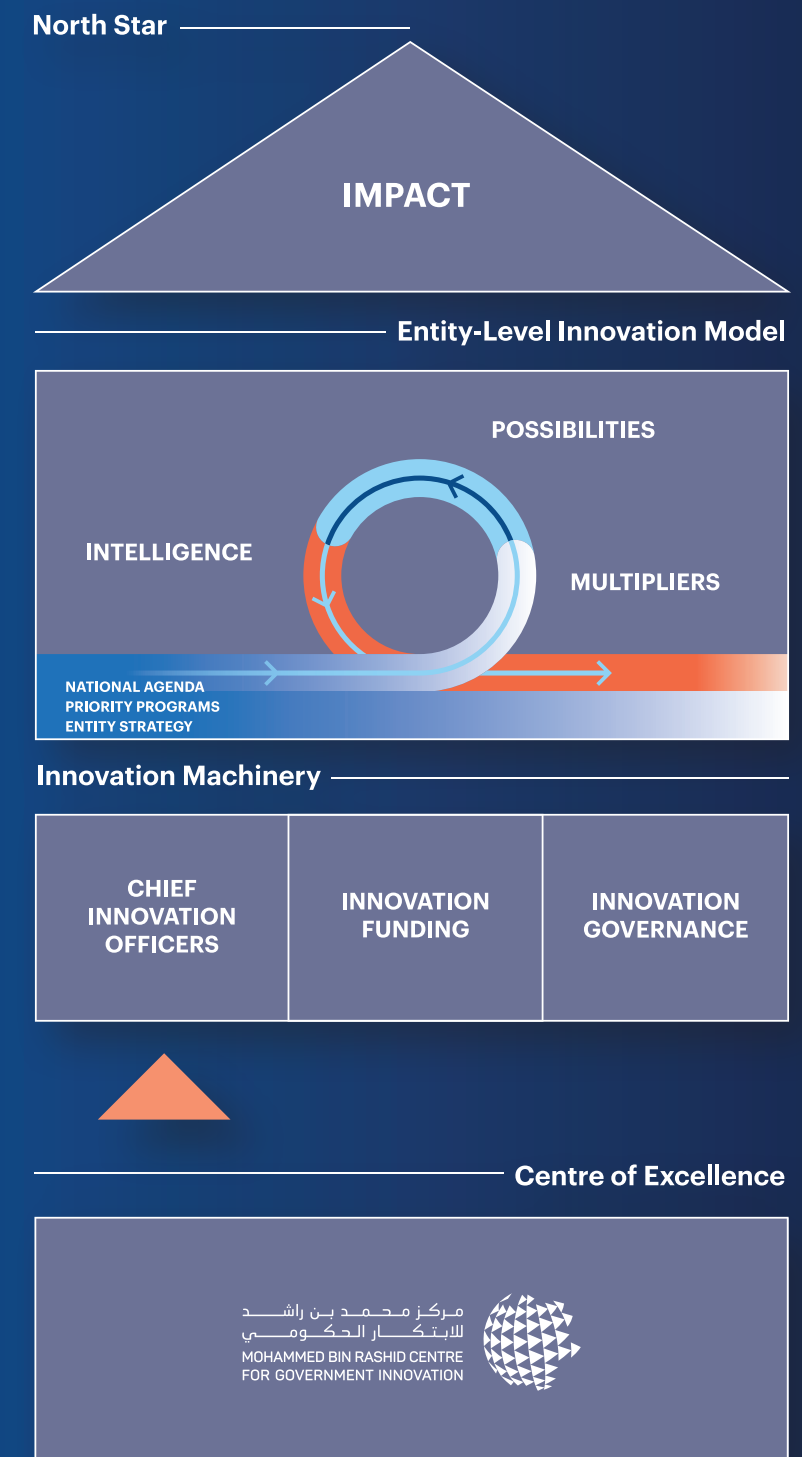
Challenging the conventional is at the heart of their mandate, pushing for creative solutions to obstacles and promoting an environment where employee ideas are valued and unconventional thinking is rewarded. CIOs facilitate cross-functional collaboration by fostering spaces where multidisciplinary teams can converge, utilizing new tools and methodologies.

CIOs are also responsible for the development and testing of prototypes, managing both radical and incremental innovations with the support of senior management.

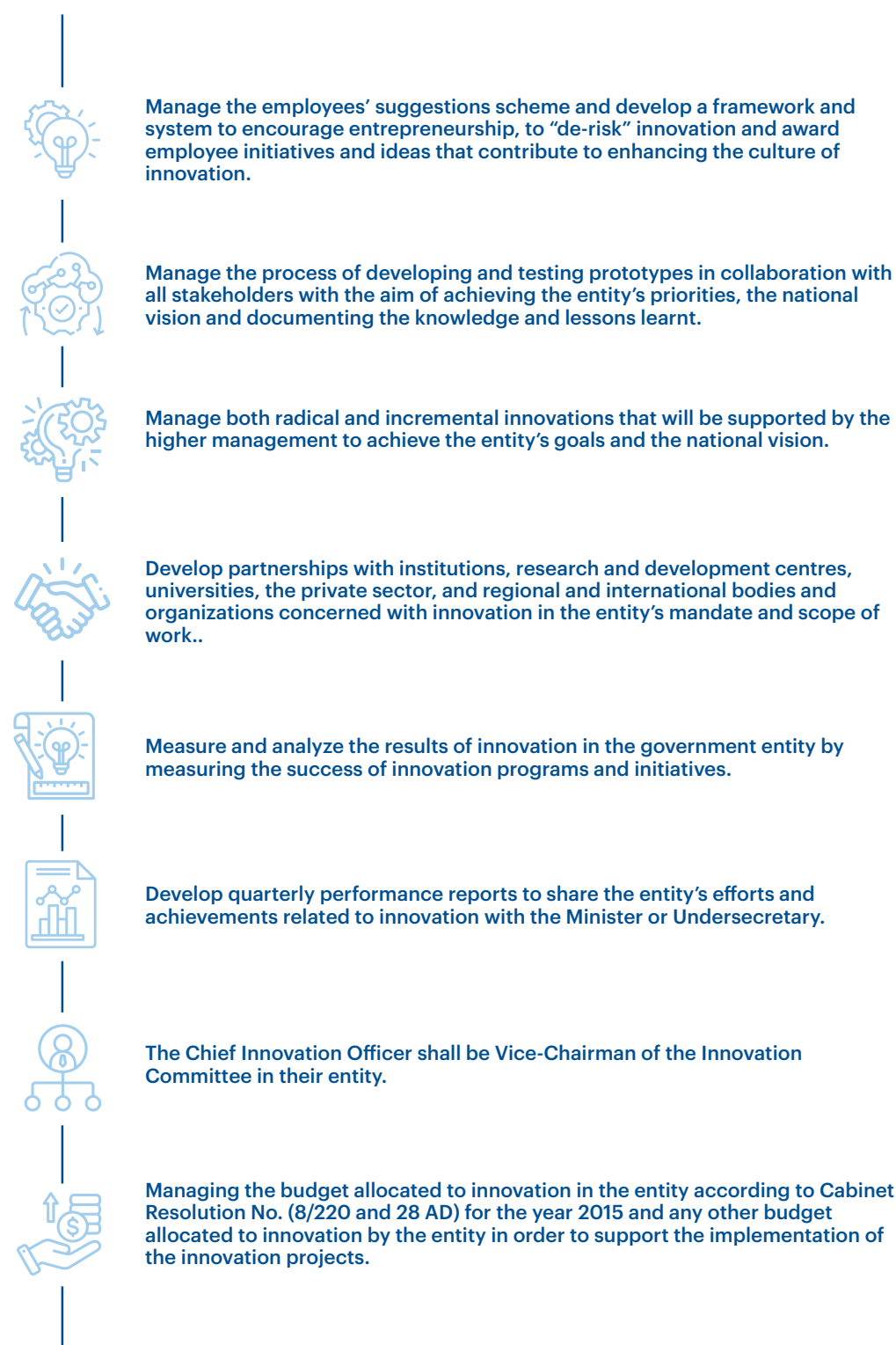
Their role extends to forging strategic partnerships with academic, private, and international bodies to enhance the entity's innovation capabilities. Evaluating the impact of innovation initiatives and communicating these achievements through quarterly performance reports are vital.

Leadership roles within the entity's Innovation Committee further underscore the CIO's pivotal position in steering the innovation agenda.

Through these expanded roles and responsibilities, CIOs are set to significantly enhance the culture and output of innovation within their entities, contributing to the nation's broader innovation goals.



CIO Roles and Responsibilities



CIO Authority Level & Reporting Lines

In order to be effective, the CIO must be empowered with clear authority and be provided direction from the Minister or Undersecretary to enable the CIO to carry out the assigned tasks and achieve the required results.

01

The CIO role will be full time or part of their existing role (depending on the size of the entity-see table), with a senior reporting line to the Minister or Undersecretary

02

A separate Innovation unit could be established depending on the size of the entity and if deemed necessary (based on the table shown)

03

A collaborative innovation team could be established as an internal team that includes employees from different organizational units

04

The CIO should have full access to the %1 budget allocated to innovation according to the Cabinet Decree No. (8/220) issued in 2015 as well as full access to any other budget allocated to innovation by the entity, through an approved delegation authority matrix

05

The CIO is in charge of managing the Innovation KPIs for the entity in coordination with the director of strategy

Entity Type	Entity Size	CIO Job	Example Innovation Team Size (to be approved on a case-by-case basis)
Large entities	More than 500 employees	Full time role or existing role (Director level and above)	Dedicated unit, to be approved on a case by case basis
Medium sized entities	Between 200- 500 employees	Full time role or existing role (Director level and above)	Cross-sectoral team or a small working team reporting to the CIO
Small sized entities	Fewer than 200 employees	Part time role (Assistant Undersecretary / Executive Director level)	A cross-sectoral innovation team could be established that includes employees from different organizational units

All organizational changes require final approval as per the organization structure approval process. For additional information, refer to the UAE Government Organization Structure Guide.

Innovation Funding



Innovation Funding Process 1% by the Ministry of Finance

In 2015, Cabinet issued a decree providing funding for innovation work. The decree stipulated that funding be provided after an innovation plan for each entity is approved by the Mohammed bin Rashid Centre for Government Innovation.

A new funding process, shown here, has been developed to ensure that entities abide by this decree and that their innovation plans are reviewed and are provided with the right level of support by the Mohammed bin Rashid Centre for Government Innovation.

After Approval



The Ministry of Finance allocates funding for innovation 1% at the beginning of the financial cycle, in coordination with the Mohammed Bin Rashid Centre for Government Innovation



Government entities develop innovation plans, and these are submitted to the Mohammed Bin Rashid Centre for Government Innovation for approval



The Ministry of Finance transfers the innovation budget to each entity into an account especially created for innovation



The Mohammed Bin Rashid Centre for Government Innovation team in collaboration with the Performance Management (ADAA) Team review the implementation of innovation projects and issue an annual report.

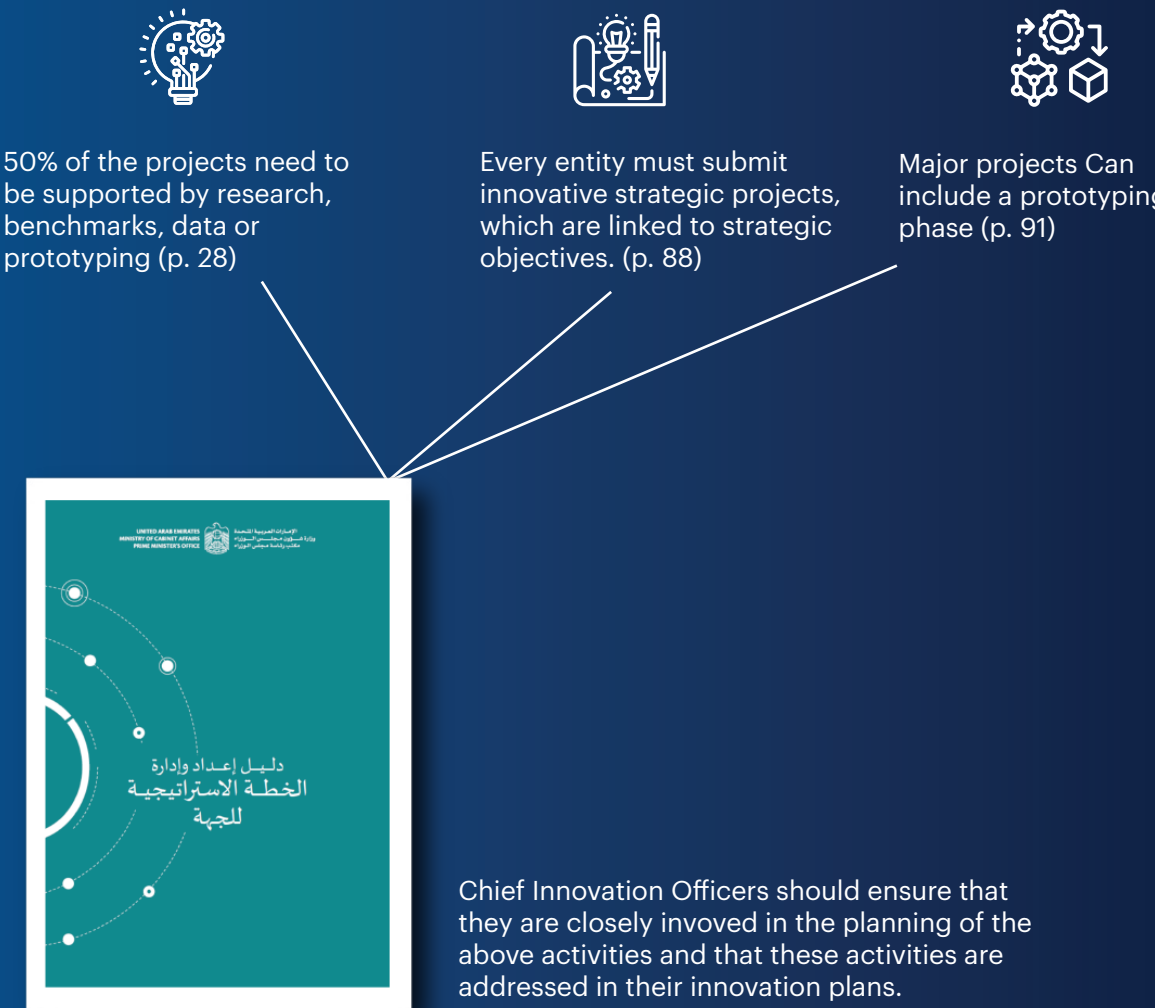
Entity Innovation Plan

In order to obtain funding for innovation, entities have to submit an annual innovation plan to the Mohammed Bin Rashid Centre for Government Innovation for review and approval. The innovation plan must address the components displayed in the table below. Consult the Centre for the planning template to be used.

Innovation Programs	
Innovation in priority programs	Innovation has to support entity priority programs and strategic priorities. The innovation plan should show which programs will be supported and how.
Entity-wide inspiration	Inspiration and idea generation drive innovation activities. Workshops, case studies, events, and more support inspiration.
Prototyping and experimentation	Great ideas should be tested and validated. Identify efforts and activities that support prototyping and experimentation to validate innovation ideas.
Innovation Enablers	
Training	Entity-wide training on innovation, including culture building activities.
Tools and platforms	Innovation tools specific to the sector of the entity, as well as platforms and labs that support innovation activities.
Network building	Build local and global networks to share case studies, work on innovative cases, and elevate innovation outcomes.

Alignment Between Entity Strategy and Innovation Plan

The strategy development guide provides several clear areas where innovation plays a significant role in delivering the entity’s strategy. The following items are referenced in “The Guide for Preparation and Management of the Entity’s Strategic Plan” (دليل إعداد وإدارة الخطط الاستراتيجية للجهة)

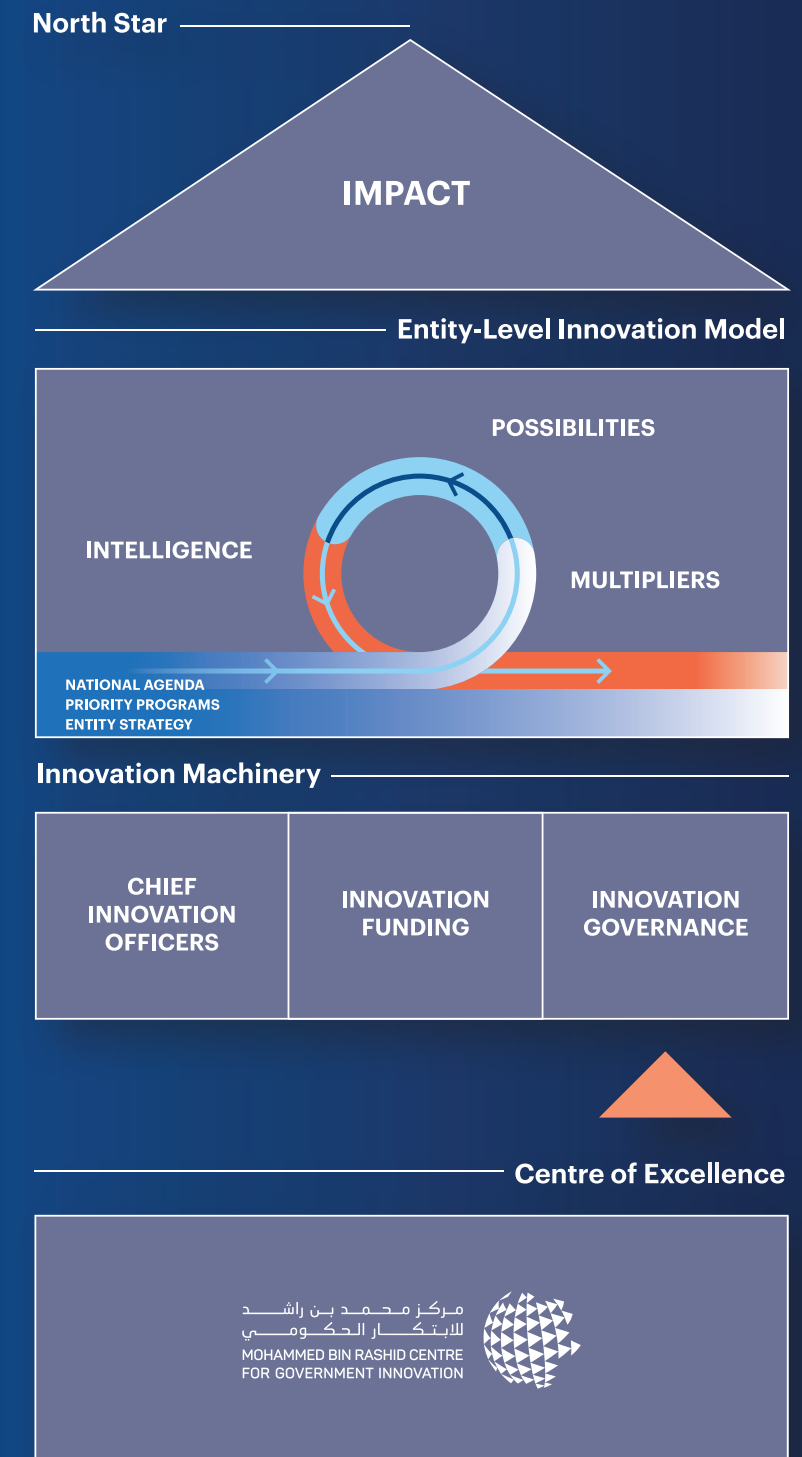


Innovation Governance

Governance forms the foundation for a structured and measurable approach to innovation within the organization. Central to this governance structure are two pivotal components designed to ensure accountability and strategic alignment in innovation efforts.

First, innovation Key Performance Indicators (KPIs) have been updated to serve as a critical tool for monitoring and evaluating the progress and effectiveness of innovation initiatives. They act as a navigational compass, guiding decision-making and resource allocation.

Second, the framework mandates that innovation is addressed at a senior-level committee (either through an existing committee or one created specifically for innovation), confirming the entity's commitment to embedding innovation within its work. This committee is charged with setting innovation priorities, overseeing the execution of innovation strategies, and ensuring that innovation remains a key driver of the delivery of the national agenda and the entity's priorities.



Innovation KPIs - ADAA

Indicator	Description	Measurement Formula	Frequency & Unit
Rate of employee idea contributions for every 100 employees	<p>This indicator measures the rate of federal entity employees' suggestions that have been accepted (whether they are implemented or not) based on the number of employees in the entity. The indicator aims to measure the participation of human resources in contributing ideas that have the potential to become innovations that directly contribute to achieving the entity's strategic goals, and have a tangible impact on the beneficiaries of the entity's services, programs and policies.</p> <p>An innovation is defined as any idea that has the potential for public impact, and that can be developed, tested and implemented. The idea can cover any of a number of topics, including a new product or service, an improvement on an internal process, or a proposal for a new policy. It can even include thinking about a challenge in a novel way, or stopping existing practices that have proven to be ineffective.</p>	$\left(\frac{\text{((The number of innovations resulting from employee suggestions in the measurement period) \div (Total number of employees in the entity)) * 100}}{\right}$	Annual (suggestions per 100 employees)
Rate of ideas implemented for every 100 employees	<p>This indicator measures the rate of implementation and prototyping per 100 employees. The indicators aims to ensure that there is an effective institutional framework to assess suggestions and ideas made by employees of the entity (or from other sources), and how committed the entity is to adopt employee ideas and suggestions to improve its efficiency and effectiveness. This indicator is measured in relation to the number of employees in the entity to ensure broad employee participation in contributing ideas. Ideas include those contributed by employees, or that are received from any other source, such as ideation workshops, benchmarking visits, or other sources.</p>	$\left(\frac{\text{((Total number of innovations that have been implemented or prototyped during the measurement period) \div (Total number of human resources in the entity)) * 100}}{\right}$	Annual (innovations implemented or prototyped per 100 employees)
Number of improvements made to key processes and services as a result of implemented ideas	<p>This indicator measures the total number of improvements made to the entity's core functions, processes and services as a result of implementing the adopted innovations. These improvements include, but are not limited to: increasing the productivity of core operations and services, improving the customer experience, reducing service delivery steps, adopting/developing new technology to improve core processes/services, developing an electronic/smart system that has contributed to increasing the number of completed transactions or reducing the transaction time or redeveloping service delivery channels, and raising the efficiency of implementing initiatives and projects. The indicator aims to ensure that the Federal entity applies innovations and benefits from them in enhancing government efficiency (with the importance of documenting the improvements and classifying them within an internal record in the federal entity, and this record should be attached to the indicator result in the performance management system).</p>	<p>The total number of improvements made during the measurement period as a result of ideas implemented</p>	Number per year
Government Innovation Effectiveness Index	<p>This indicator measures the most prominent documented outputs of government innovation across five specific criteria. The entity must provide evidence to support the indicator during the measurement period, across the following five main criteria: the percentage of achievement of the entity's innovation plan targets, the most prominent innovations approved by the entity's leadership and selected for experimentation and initial modeling (from one to a maximum of 3 innovations), the most prominent innovations that were developed as experiments and pilots (from one to a maximum of 3 models), the most prominent programs, operations and services that were improved as a result of the applied innovations (minimum number 1 and a maximum of 3), and the number of transformational partnerships to enhance innovation programs.</p>	<p>The result of a comprehensive technical evaluation by the Mohammed bin Rashid Centre for Government Innovation</p>	Annual (%)

Indicator	Description	Measurement Formula	Frequency & Unit
Government Innovation Effectiveness Index	<p>This indicator measures the most prominent documented outputs of government innovation across five specific criteria. The entity must provide evidence to support the indicator during the measurement period. The criteria include the following:</p> <p>01. Percentage of achievement of the innovation plan in the entity: This indicator measures the percentage of success of the federal entity in implementing its innovation plan in order to bring about positive changes and improvements in its operations and services by adopting, applying and practicing innovations within its daily work. The indicator also measures the entity's ability to establish the enablers and environment that support innovation based on a clear innovation strategy, adopting innovation as an institutional culture, and designing operations and services to be based on innovation, led by the Chief Innovation Officer.</p> <p>02. The most prominent ideas approved by the entity's leadership and selected for experimentation and prototyping (from one to a maximum of 3 ideas): This indicator assesses the proposals submitted by the federal entity's leadership (not less than Director level according to the classification of the Federal Authority for Government Human Resources) that were accepted as innovations and directly contribute to achieving the entity's strategic objectives or improving the main services provided by the entity. The indicator aims to measure the percentage of strategic objectives that received innovative ideas that were presented to officials and selected for experimentation and prototyping or implementation. Each innovation will be evaluated as a percentage, and if 2 or 3 innovations are submitted, the average result of the submitted innovations will be calculated.</p> <p>03. The most prominent ideas that were developed as experiments and pilots (from one to a maximum of 3 ideas): This indicator measures the three most prominent innovations and initial pilots developed and tested based on the strategic priorities of the entity (programs, functions, operations and core services of the entity) including ideas submitted by employees. The indicator aims to measure the number of prototypes developed and innovative experiments conducted in the entity with the participation of all stakeholders and community members. It also reflects the ability to transform creative ideas into practical solutions. The entity must present the most prominent experiments it developed during the measurement period, providing supporting evidence and documenting the lessons learned from them. This criterion focuses on encouraging a culture of developing pilots, experimenting and learning from experiences. Each innovation pilot and experiment will be evaluated and given a percentage, and the result of the criterion will be the average result of the pilots and experiments selected by the entity in the event that more than one is submitted.</p> <p>04. The most prominent programs, operations and services that have been improved as a result of applied innovations (minimum 1 and maximum 3): This indicator measures the total number of programs, processes, operations and core services of the entity (Core programs and functions) that have witnessed improvements in efficiency and effectiveness as a result of the adopted innovations. These improvements include, but are not limited to: developing new and innovative solutions and programs, increasing the productivity of core operations and services, improving the customer experience, reducing service delivery steps, adopting/developing new technology to improve core operations and services, developing an electronic/smart system to increase the number of completed transactions or reduce the transaction completion time or redeveloping service delivery channels, and raising the efficiency of initiatives and projects. The innovations will be evaluated and given a percentage according to the entity's ability to clarify the impact of the innovation, and the result will be the average result of the submissions selected by the entity in the event that more than one submission is provided.</p> <p>05. Number of partnerships to enhance innovation programs: This indicator measures the number of global or local partnerships that aim to develop new innovations or adopt successful innovations from other entities. This criterion reflects the ability to cooperate and exchange knowledge to enhance innovation and adopt it as an institutional thought. Here, the most prominent strategic partnerships concluded can be identified, whether with government entities, the private sector, international organizations, public benefit associations, or similar partnerships that enhance the government work system in the entity. The entity must present the most prominent government partnerships it concluded during the measurement period, along with supporting evidence. This indicator measures the federal entity's collaborative efforts in working together to develop and/or implement innovative programs that benefit the entity's strategic priorities and the country's reputation in general as a source of pioneering experiences.</p>	The result of the comprehensive technical evaluation by the Mohammed bin Rashid Centre for Government Innovation	Annual (%)

Innovation Committee

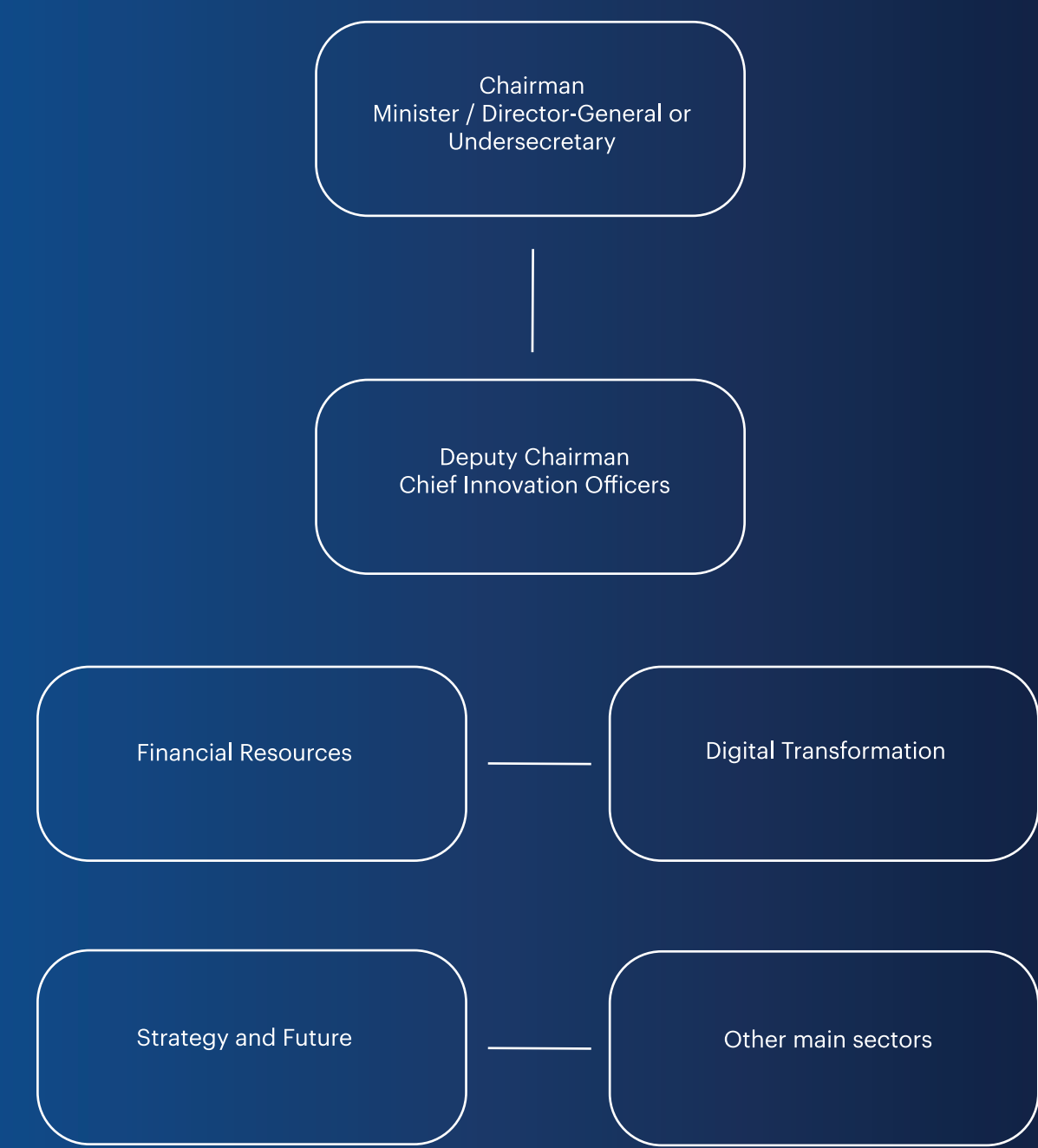
Innovation roles and initiatives are considered pivotal elements for the successful achievement of entity strategic plans. Therefore, each federal entity is encouraged to have a committee concerned with the below responsibilities. These responsibilities can either be added to the mandate of an existing senior level committee, or a committee can be established specifically for innovation.

Note: The number of committee meetings must not be less than four meetings per year.

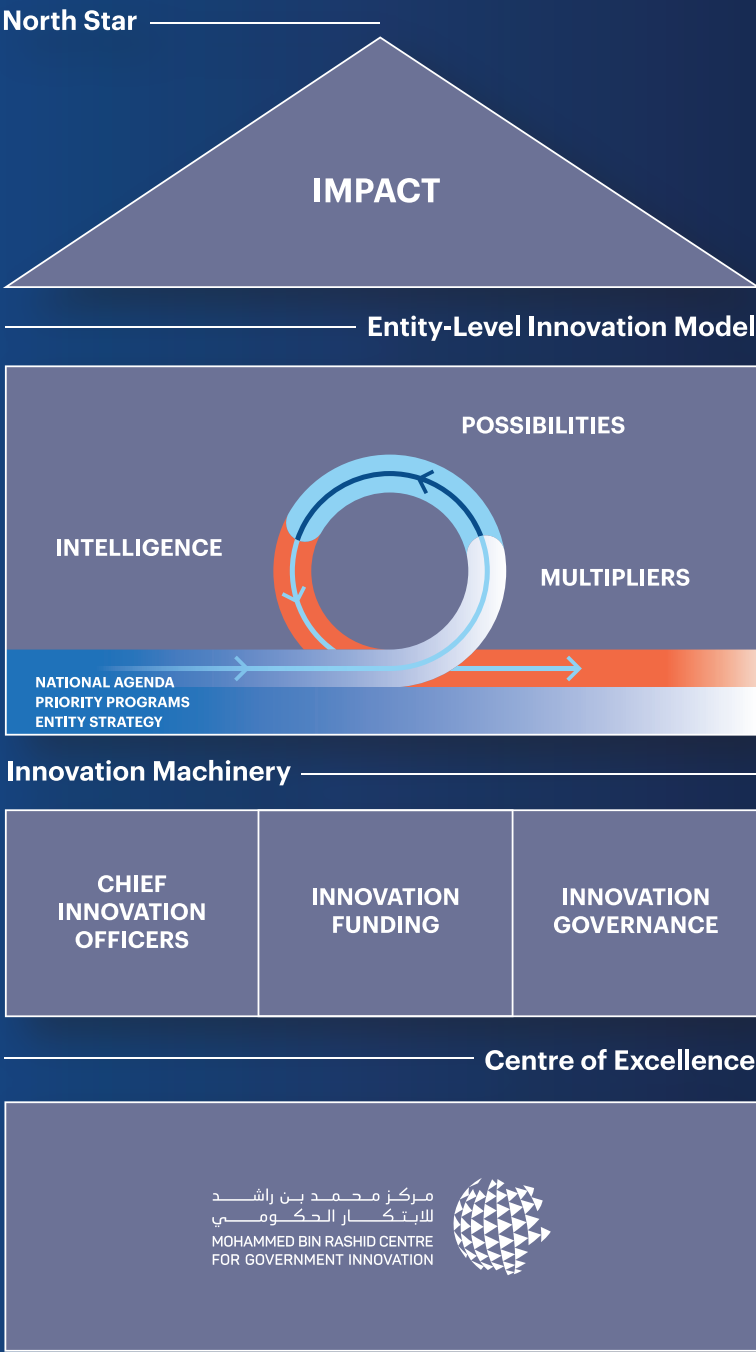


Committee Members

The committee must have the necessary members to oversee the progress of the entity's innovative projects and to provide the necessary support and resources to implement them.



Centre of Excellence





About The Mohammed Bin Rashid Centre for Government Innovation

The Mohammed Bin Rashid Centre for Government Innovation is dedicated to embedding innovation at the heart of the UAE Government. Aligned with the vision of H.H. Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, and Ruler of Dubai, The Mohammed Bin Rashid Centre for Government Innovation aims to develop the necessary capabilities for innovation, inspire possibilities and celebrate wins and lessons, ultimately establishing the UAE Government as one of the most innovative in the world.

The mission of The Mohammed Bin Rashid Centre for Government Innovation revolves around three main areas of focus: innovation enablers, innovation possibilities and innovation platforms, and is in line with the national agenda. Through its work, the Centre unlocks the capabilities of individuals that are at the heart of driving innovation across the ecosystem to position the UAE as a global innovation hub. It inspires possibilities by collaborating with key players across the ecosystem. It designs platforms that multiply and create the ripple effect necessary to make innovation a daily practice for all.

Essential to the work of The Mohammed Bin Rashid Centre for Government Innovation 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. The Centre challenges assumptions and works for today and a future that transcends boundaries and possibilities. The Centre ensures that innovation permeates every facet of public sector work.

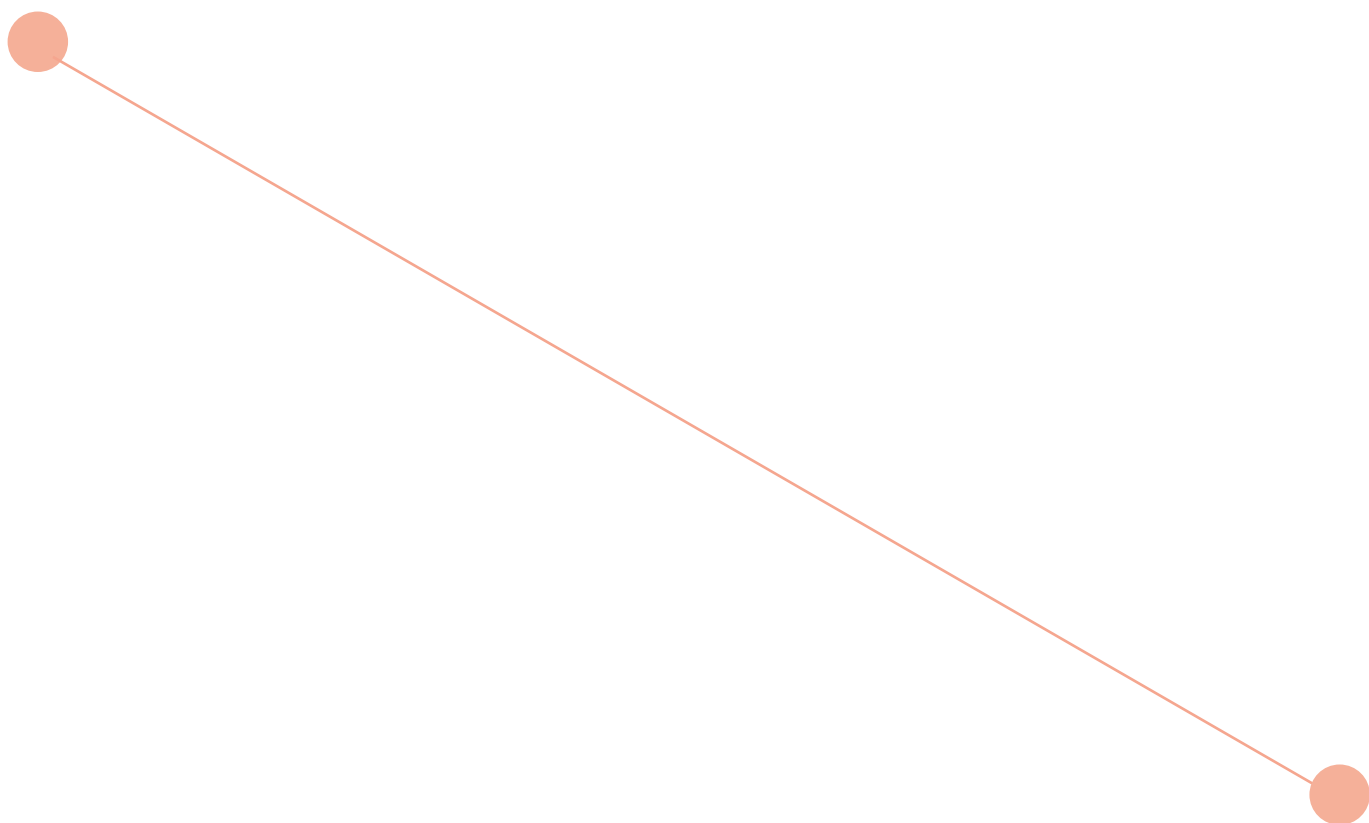
Welcome to a world where innovation is no longer an option but a way of life!

www.mbrcgi.gov.ae

THE VISION

Innovation practices drive government transformation to deliver strategic priorities

The Mohammed Bin Rashid Centre for Government Innovation Pillars



<p>INNOVATION ENABLERS</p> <p>Identify public sector innovation trends and build capacity and networks that contributes to achieving the national agenda</p> <p>Innovation enablers are crucial for building an innovation-friendly environment in the UAE. These enablers, supported by various programs and initiatives, embed innovation into daily practices through learning and exploration, directly benefiting citizens. They also aim to foster networks that facilitate collaboration and the sharing of ideas.</p>	<p>INNOVATION POSSIBILITIES</p> <p>Incubate and prototype innovative initiatives in the UAE government to stretch what is possible</p> <p>Under Innovation Possibilities, we seek to inspire and empower public sector employees to embrace experimentation and prototyping as integral components of their work. By encouraging a mindset shift from risk-averse to innovation-oriented, we aim to foster an environment where novel ideas are not only welcomed but actively pursued and implemented.</p>	<p>INNOVATION PLATFORMS</p> <p>Create and provide transformative approaches and tools that scale and multiply impact</p> <p>Innovation platforms are instrumental in exchanging ideas/concepts, collaboration and co-creation across different sectors. By fostering environments that encourage creativity and innovation, these platforms enable individuals and organizations, enhance their work and provide them with solutions.</p>
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The Mohammed Bin Rashid Centre for Government Innovation is available to provide support in understanding and applying the UAE Public Sector Innovation Framework.

Get in touch with us!

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