TRA Innovation Policy

1. PURPOSE AND AUDIENCE

1.1 This policy is issued by TRA Innovation Team to outline TRA's innovation scope for TRA employees across all seniority levels and organizational units

2. TRA'S INNOVATION SCOPE

2.1. DEFINITION OF INNOVATION

2.1.1. In the context of TRA, innovation is defined in alignment with Mohammed bin Rashid Centre For Government Innovation as follows:

"Generating, developing and implementing novel ideas that create benefit for TRA and its stakeholders to support TRA's vision and mission"

2.2. INNOVATION GOALS

2.2.1. TRA has four innovation goals that define the desired results of TRA's innovation efforts as follows:

- **Innovation Goal 1**

    Position TRA as a Leader of Innovation in ICT Sector in the Region

- **Innovation Goal 2**

    Innovate in TRA Services & Enhance Existing ICT Services in the UAE

- **Innovation Goal 3**

    Develop and Implement the Innovation Management System

- **Innovation Goal 4**

    Enhance the Culture of Innovation inside TRA

2.3. INNOVATION OBJECTIVES

2.3.1. TRA's Core Business Innovation Objectives address innovation goal 1 and innovation goal 2, and articulate TRA's aspired innovation achievements that create benefit for TRA's external stakeholders as follows:

- **Develop an Innovation Enabling Regulatory Environment for the ICT Sector**

    Develop regulations, policies, standards, frameworks, directives, guidelines instructions, and instruments that promote innovation and/or allow for the rapid enactment of relevant legislations

- **Establish Leadership in ICT Infrastructure**

    Establish leadership in deploying, managing and continuously improving foundational ICT infrastructure in the UAE to support the provision of ICT services to TRA stakeholders

▪ **Provide New Enabling Services to Enhance Lifestyle in the UAE**

Provide new enabling services to help TRA stakeholders (e.g. government entities, private sector) enhance lifestyle in the UAE (through ICT and non-ICT services)

▪ **Enhance Existing ICT Services in the UAE**

Enhance the quality of existing ICT services provided by TRA and/or its stakeholders (e.g. governments entities, private sector) to enhance lifestyle in the UAE

▪ **Enhance ICT Innovation Competencies in the UAE**

Build ICT innovation competencies in the UAE targeting government, businesses, and individuals

▪ **Contribute to UAE's Positioning as a Thought Leader in ICT Innovation Enablement**

Generate and/or diffuse high-quality knowledge in ICT innovation enablement adopted globally to position UAE as a global thought leader in the ICT field

▪ **Increase Engagement with Stakeholders on TRA Innovation Initiatives**

Drive outreach efforts with TRA stakeholders (e.g. international organizations, academia, government entities) to boost awareness of TRA's innovation efforts

▪ **Enhance UAE's National Security through ICT**

Leverage ICT to enhance UAE's national security while mitigating and avoiding cybercrime

2.3.2. TRA's Innovation Management System (IMS) Enabling Innovation Objectives address innovation goal 3 and innovation goal 4, and articulate TRA's aspired achievements internally in the entity as follows:

▪ **Manage a Streamlined Innovation Process**

Establish, manage and continuously improve idea generation, testing and validation, implementation and intellectual property management stages of innovation process

▪ **Enable Innovation through Efficient Use of Innovation Technologies & Tools**

Establish, manage and continuously improve technologies and tools to enable innovation and ensure their effective use in line with stakeholder expectations

▪ **Activate Innovation Human Capital Skills & Capabilities**

Establish and manage a clear innovation governance mechanism including a clear decision-making mechanism, performance tracking measures, stakeholder interaction model, and partnerships

- **Ensure a Clear Innovation Governance Mechanism**

  Deploy and review innovation roles and responsibilities, skills and capabilities development, incentives and rewards to motivate employees and build internal innovation capabilities required for innovation

- **Nurture an Innovation Culture and Positivity at TRA**

  Identify required innovation traits and behaviors, and develop culture shaping mechanisms to nurture an effective culture of innovation and happiness within TRA while raising awareness of the importance innovation in TRA

- **Enhance TRA's Operational Efficiency**

  Generate and implement novel ideas that create impact for TRA's internal stakeholders to realize impact through operations (e.g. cost saving, time spent, quality, efficiency, transparency)

2.4. ROLE IN THE UAE NATIONAL INNOVATION ECOSYSTEM

2.4.1. TRA will play five roles in the UAE national innovation ecosystem:

- **Innovation Promoter**

  Engage with TRA's external stakeholders to foster a culture of innovation in the UAE and promote the nation's innovation initiatives in the international arena to position UAE as an innovation hub

- **Innovation Policy Maker**

  Set the regulatory framework to facilitate innovation efforts through supporting the national innovation ecosystem in the UAE across the public and private sectors

- **Innovation Capability Builder**

  Build the national human capital skills and capabilities to spur innovation in the UAE through enhancing the ICT skills in the nation and ensuring the acquisition of required knowledge for innovation

- **Innovation Capital Provider**

  Drive innovation in the UAE by providing TRA's external stakeholders (e.g. academic establishments, private sector, international organizations) with the financial resources required to fund the innovation efforts

- **Innovator**

  Implement innovation ideas end-to-end to create benefit for TRA and its stakeholders to support TRA's vision and mission

2.5. INNOVATION THEMES

2.5.1. Eleven innovation themes provide guidance on TRA's innovation focus areas to generate, develop and implement innovation initiatives:

- **Future Telecom Generations**

    Conceptualization, design and development of telecom architectures and technologies in preparation for future telecom generations (e.g. 5G)

- **Artificial Intelligence**

    Advancing the theory and development of systems that can perform tasks normally requiring human intelligence

- **Smart City Technologies**

    Use of ICT to enhance the quality and performance of urban services to enhance lifestyle and reduce resource consumption, wastage and costs

- **Internet of Things**

    Use of a network of connected nodes that gathers, processes, and shares data using interoperable sensors and interfaces

- **Immersive Technologies**

    Creation of a sense of immersion by blurring the lines between the physical world and simulated environments

- **Open Data**

    Enablement of the use, re-use and redistribution of government data for the benefit of society

- **Advanced Data Analytics**

    Examination of data sets to extract insights, explore non-obvious behaviors and extract trends

- **Robotics**

    Conception, design, manufacturing, and operation of robots to perform activities that benefit society

- **Blockchain**

    A technology that allows instantaneous and secure transactions between two parties without a trusted third party

- **Arabic Digital Technology**

    Roll out and promotion of applications in Arabic language to meet the needs of Arabic-speaking population

- **Cyber Technologies**

    Security measures and technologies to protect data and critical IT assets to ensure cyber well-being in the nation

2.6. ASPIRED POSITIONING ON THE INNOVATION NOVELTY SPECTRUM

2.6.1. TRA aspires to conceptualize and prepare the UAE for world leading innovation initiatives, focus its resources on industry breakthrough, regional leader and incremental innovation initiatives, and continue to develop sustaining innovation initiatives on an opportunistic basis in line with following five novelty levels[1]:

- **Sustaining Innovation Initiatives**

  Innovations that improve an existing TRA service, an internal policy or a process

- **Incremental Innovation Initiatives**

  Innovations that are new to the TRA

- **Regional Leader Innovation Initiatives**

  Innovations that are new to the region

- **Industry Breakthrough Innovation Initiatives**

  Innovations that are new to the sector

- **World Leading Innovation Initiatives**

  Innovations that are new to the world

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[1] All novelty levels are considered disruptive innovation for categorization purposes