

20/6

ANNUAL REPORT



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CHAIRMAN'S MESSAGE

We, in the United Arab Emirates, and since the beginning of UAE's development journey initiated by the first leaders, have learned that looking to the future is only effective to the extent of our efforts to shape that future.



CHAIRMAN'S MESSAGE

Hence, writing a report like the one before you does not mean talking about achievements that have been made insofar as it means establishing the foundations for the milestones to come on the long path towards achieving our higher national goals.

The TRA's annual report for 2016 is essentially a review of the basis for the development of our business programs for 2017 and beyond. Making achievements is not unrelated to the past; it is an ongoing process that builds on what has been done and foresees what is to come.

Between these two covers is a journey full of achievements. The efforts of the TRA are one of the key drivers of the general national action that we share with other government and non-government entities, under the directives of our wise leadership, and in fulfilment of our national vision to make the UAE one of the best countries in the world.

Wishing the TRA team more success in the coming years.

Mohamad Ahmad Al Qemzi
Board Chairman

DIRECTOR GENERAL'S MESSAGE

We are proud of the TRA staff for showing their readiness to fulfill the next phase of tasks, working in high spirits as one team, realizing the importance and sensitivity of the phase, and the tasks entrusted to us for the future.



The Telecommunications Regulatory Authority (TRA) is confidently moving towards realizing its vision to make the UAE a global leading country in ICT. We go forward to this goal relying on an outstanding team of professionals in various relevant fields, bearing in mind the achievement of the higher objective of their country and leadership, and working in the spirit of one team in which each member supports one another. Thanks to this spirit of dedication, the year 2016 has been a qualitative addition to TRA's progress since its establishment in 2003. In view of what we have achieved in this context, we are now more optimistic about reaching the targets of our strategic indicators, foremost among which are the two National Agenda Indicators emanating from UAE Vision 2021: Networked Readiness Index (NRI) and Online Service Index (OSI).

DIRECTOR GENERAL'S MESSAGE

In the NRI, the UAE topped the Arab region and was ranked 26th globally according to the World Economic Forum report, which measures the ability of national economies to avail themselves of ICT to increase competition and development. The UAE has topped the world in four relevant indicators, ranking first in government's use of ICTs to improve government services, government's success in ICT promotion, importance of ICTs to future government vision, and mobile network coverage.

Given that the national target of this indicator is among the top 10 in the world, we are very close to achieving such target, and we are determined to work tirelessly to reach that goal, God willing.

In the mGovernment Services Index, the national target is to be the world's number one by 2021, and according to the results of the UN E-Government Survey of 2016, we have reached the 8th place globally in this indicator, meaning we are now competing with the most advanced countries in the area of mTransformation of government services. Those who contemplate the merits of these two indicators understand the importance of TRA's place in the government work map of our beloved country. In the present era, communication and information have become the backbone of development in the various scientific, educational, economic, industrial, security and other fields.

We at the TRA are proud to be working on two complementary tracks, one of which is the regulation of the telecommunications sector and the second is empowering government entities in the mTransformation process. Between "organization" and "empowerment" there are dozens of initiatives, projects, activities and events that all point in one direction: Leadership and advancement of the UAE and the happiness of its people in accordance with the directives of our wise leadership.

This is in addition to TRA's efforts to establish the UAE's leading position on the global map by joining and participating in many prestigious international events. In this context, I had the privilege to represent the TRA when it first joined the membership the UN's Broadband Commission for Sustainable Development. The UAE, represented by the TRA, was also honored for winning the WSIS prize for "International Cooperation in the Region". In the same context, the TRA hosted an international workshop, the first of its kind in the region on international indicators, in cooperation with the Telecommunication Development Bureau of ITU. In May 2016, we participated in the session of the ITU Council where the UAE paper on the transformation to smart voting was adopted.

This is just a quick glance at some milestones, the rest of which are presented throughout this report that highlights the TRA's journey in 2016. I would like to extend my thanks and appreciation to all colleagues and urge them to make more effort, be more giving and show more excellence since the tasks that await us in 2017 and beyond are no less formidable and challenging. Along with you and our determination, love and loyalty for this nation and its leadership, we will overcome these challenges.

Hamad Obaid Al Mansoori
Director General

HIGHLIGHTS OF REGIONAL AND INTERNATIONAL ACHIEVEMENTS OF 2016 & 2015

MEMBERSHIP IN UN'S BROADBAND COMMISSION FOR SUSTAINABLE DEVELOPMENT

This choice underscores the confidence of the global ICT community in the UAE's pivotal and leading role in this field. This confidence was based on the large number of specific initiatives put forward by the UAE (represented by the TRA) aimed at developing the efforts of the ITU and strengthening its position as the international organization responsible for global ICT affairs. This confidence was reinforced by UAE's hosting of several ITU conferences, which resulted in the adoption of several important laws and regulations that serve the dissemination of digital knowledge throughout the world.



The UAE joined, in 2015, represented by DG Hamad Al Mansouri, for the first time in the membership of the UN International Commission on Sustainable Development and Broadband

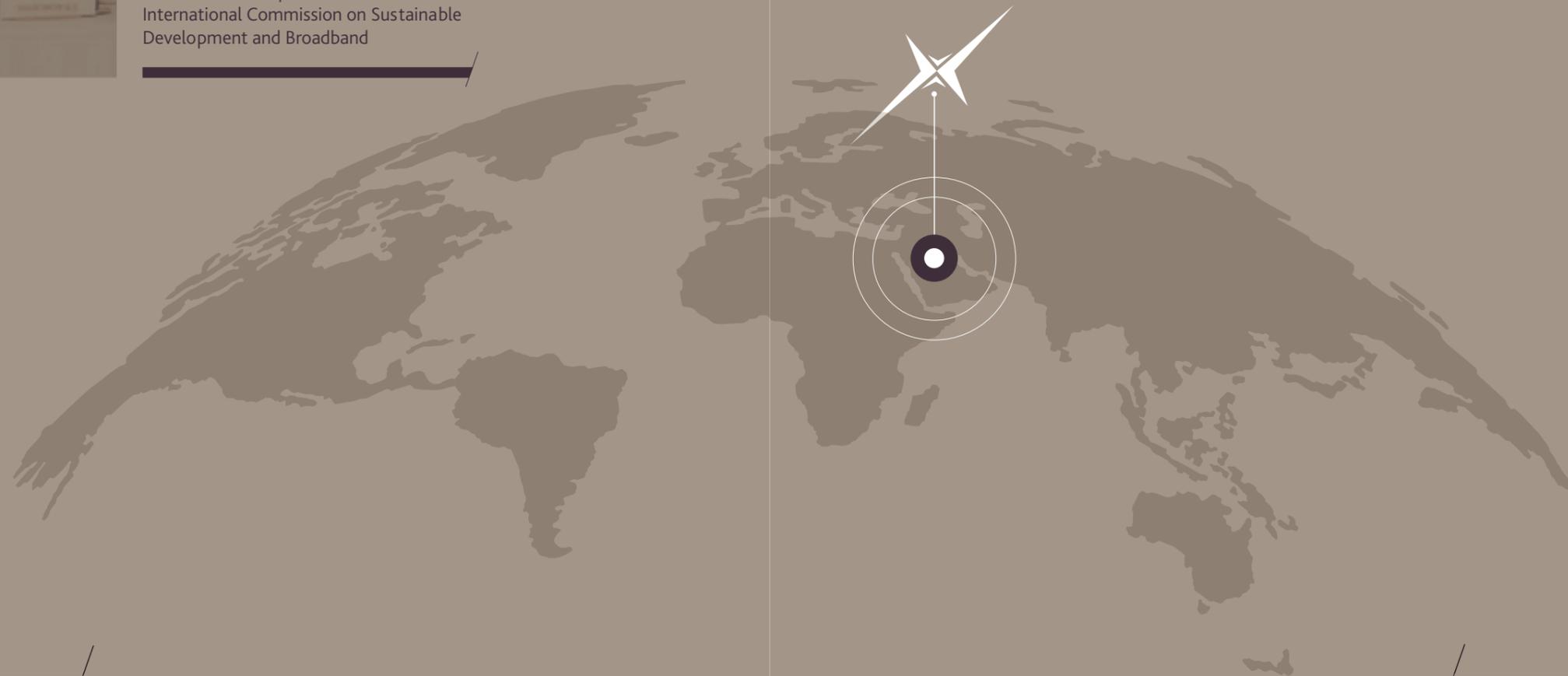
HIGHLIGHTS OF REGIONAL AND INTERNATIONAL ACHIEVEMENTS OF 2016 & 2015

GCC EGOVERNMENT AWARD, CONFERENCE AND EXHIBITION IN BAHRAIN



E-Government Awards Ceremony in November 2015 in the Kingdom of Bahrain

This award is one of the most prestigious awards for its adoption of global standards in the evaluation of participating projects. Our winning of this certificate of appreciation is a source of pride for us as it marks the culmination of the efforts of TRA's team in general, and CoDI's team in particular. We look forward to strengthening the role envisioned for the future in TRA's business strategy by providing more training courses and workshops that promote and spread the culture and concept of innovation in all aspects of work.



HIGHLIGHTS OF REGIONAL AND INTERNATIONAL ACHIEVEMENTS OF 2016 & 2015



UAE honoring ceremony, represented by the TRA for winning the WSIS prize from the ITU in June 2016 for 'International Cooperation in the Region'.



First-of-its-kind hosting in the Arab region of a workshop in December 2016 in Dubai on international indicators by the Telecommunication Development Bureau (BDT).

HIGHLIGHTS OF REGIONAL AND INTERNATIONAL ACHIEVEMENTS OF 2016 & 2015



MoU signing ceremony in September 2015 between the UAE, represented by the TRA, and India in communications and information.



Certificate of Appreciation in May 2015 from ITU Secretary-General to Director General, Hamad Al Mansouri



An MoU was signed in May 2015 between the UAE, represented by Smart Dubai, and the ITU to launch a pilot project to support Dubai as a smart city.



The DG participated in the session of the ITU Council in May 2016 where the UAE paper on the transformation to smart voting was adopted.



Announcement in May 2015 of UAE's sponsorship of the 150th anniversary of the establishment of the ITU, and UAE's handover of a (Sheikh Zayed Mosque) commemorative shield as a gift to the ITU.



HE Mr. Mohammed bin Ahmed Al Qamzi receives from the ITU Secretary-General in May 2015 a prize for the role of the UAE in chairing the Council team responsible for organizing the ITU's 150th Anniversary.



MoU signing ceremony in October 2015 between the UAE, represented by the TRA, and the ITU to support the development of telecommunications in the Arab region, specifically the least developed countries.



Reception of ITU Secretary-General in Abu Dhabi in December 2016 and accepting the award of the ITU and the World Women Organization (WVO) to HH Sheikh Dhiyab bin Zayed on behalf of HH Mother of the Nation in women empowerment in the ICT sector.



Ministers of Communications and Information of the Arab States in a commemorative photo at Emirates Palace in Abu Dhabi in September 2016 during the hosting of the 20th session of the Council of Arab Ministers.



Participation of the UAE delegation in the largest telecommunication standardization conference, the World Telecommunication Standardization Assembly (WTSa) in Tunis in October 2016, and UAE's sponsorship of the 60th anniversary of the sector bureau.

INFORMATION AND COMMUNICATION TECHNOLOGY FUND (ICT FUND)

The ICT Fund is responsible for financing projects and initiatives aimed at developing UAE's ICT sector. Its activities cover four main sectors: education, R&D, incubation and national projects, which are the building blocks of the knowledge economy in the UAE. The ICT Fund outlines its strategy and governance mechanism in accordance with its articles of association, strategy, regulations, and the decisions of the Board of Trustees.

INDICATORS:

A total of 595 students benefited from scholarships offered by the ICT Fund in 2016, compared to 459 in 2015, while the number of graduates as of last year reached 155. In terms of funding requests, the ICT Fund received 12 requests from educational entities. The total number of student projects was 23 compared with 2 funded projects. In terms of research projects, there were 30 funding requests, while the number of existing projects was 14, against 11 requests for incubator funding projects. The number of requests for funding small projects was 30 compared with one existing project. In the same context, the number of requests for national projects was 13 compared with 11 existing projects. The number of scholarships offered by the ICT Fund in cooperation with the Scholarships Office in the Ministry of Presidential Affairs was 135, while the number of scholarships to the American University of Sharjah was 122 and 90 scholarships to the University of Sharjah, as well as a large number of scholarships with many universities within the UAE, bringing the total of such scholarships to 641.

ANALYTICAL REPORT OF THE 2016 RESULTS OF THE NATIONAL AGENDA INDICATORS OF THE TRA

NETWORK READINESS INDEX (NRI)

ONLINE SERVICES INDEX (OSI)

Indicators of national priority - sustainable environment and integrated infrastructure

National indicators under the national focus and under TRA's responsibility:

MAIN COORDINATOR	TARGET 2021	ACTUAL RESULTS 2016	SOURCE	INDICATOR
The General Authority for Regulating the Telecommunications Sector	Top 10 countries	Rank 26 globally	World Economic Forum - Global IT Report	NRI (of the ICT sector)
The General Authority for Regulating the Telecommunications Sector	1st globally	Rank 8	UN E-Government Survey	Online Services Index (OSI)

INFORMATION AND COMMUNICATION TECHNOLOGY FUND (ICT FUND)

NETWORKED READINESS INDEX (NRI)

A composite indicator that measures the readiness of a country based on four key elements:

ENVIRONMENT: the regulatory environment for information and communication technology and the environment for business and innovation

READINESS: Infrastructure for information and communication technology and availability of expertise / skills

USAGE: use of ICT by individuals, businesses, and government

IMPACT: the economic and social impact of information and communication technology

The average increase in indicators of the top 25 countries is only %1, which led the UAE to go down by 3 ranks.

UAE ranking in significant international indicators International Ranking



36 out of 53 indicators of the UAE have not been updated unlike most of these countries.

(not part of ICT sector indicators)

ONLINE SERVICES INDEX (OSI)

An indicator that measures the evolution of e-government services (smart services) in terms of availability, quality, and diversity of channels and the use of these services by the public.

NRI ANALYSIS

The UAE was ranked first among all Arab countries in the 2016 NRI study issued by the World Economic Forum. And ranked 26th among all 139 evaluated countries.

INFORMATION AND COMMUNICATION TECHNOLOGY FUND (ICT FUND)

INFORMATION AND COMMUNICATION TECHNOLOGY FUND (ICT FUND)

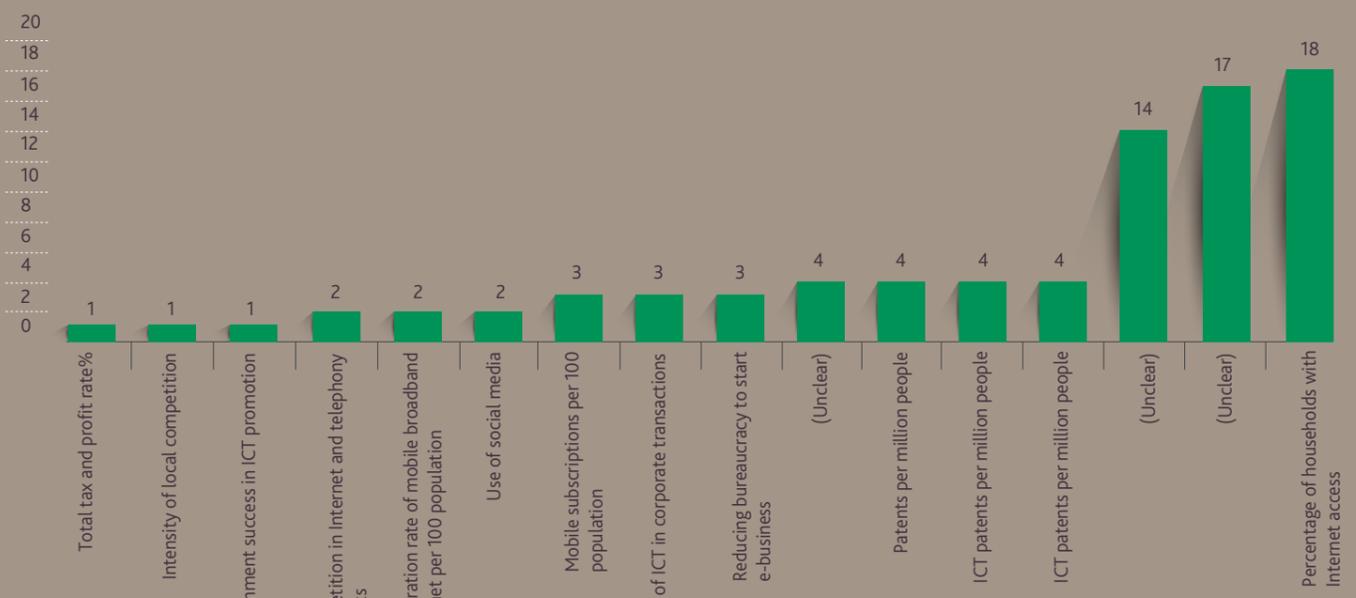
UAE Ranking in 2016 Report			UAE Ranking in 2015 Report			
#Rank	Country	Score		#Rank	Country	Score
1	Singapore	6.024	1% is the average index increase of the top 25 countries	1	Singapore	6.036
2	Finland	5.995		2	Finland	5.956
3	Sweden	5.836		3	Sweden	5.849
4	Netherlands	5.804		4	Norway	5.825
5	Norway	5.758		5	United States	5.824
6	Switzerland	5.682		6	Netherlands	5.811
7	United States	5.643		7	Switzerland	5.752
8	United Kingdom	5.624		8	United Kingdom	5.724
9	Luxembourg	5.616		9	Luxembourg	5.666
10	Japan	5.606		10	Japan	5.649
11	Canada	5.531		11	Denmark	5.604
12	Korea, Rep	5.522		12	Hong Kong SAR	5.588
13	Germany	5.508		13	Korea, Rep	5.566
14	Hong Kong SAR	5.506		14	Canada	5.564
15	Denmark	5.505		15	Germany	5.554
16	Australia	5.484		16	Iceland	5.549
17	New Zealand	5.461		17	New Zealand	5.504
18	Taiwan, China	5.455		18	Australia	5.492
19	Iceland	5.433		19	Taiwan, China	5.474
20	Austria	5.394		20	Austria	5.447
21	Israel	5.358		21	Israel	5.438
22	Estonia	5.345		22	Estonia	5.406
23	United Arab Emirates	5.304	23	Belgium	5.375	
24	Belgium	5.293	24	France	5.342	
25	Ireland	5.239	25	Ireland	5.339	
26	France	5.200	26	United Arab Emirates	5.270	
27	Qatar	5.119	27	Qatar	5.185	
28	Portugal	4.910	28	Bahrain	4.070	
29	Malta	4.906	29	Lithuania	4.917	
30	Bahrain	4.897	30	Portugal	4.916	

UAE's decline was due to a slight improvement in the results of the countries that followed it in the index

Not updating indicator data was one of the main reasons for the decline (36 indicators out of 53 were not updated)

ICT SECTOR ACHIEVEMENTS IN 2016

NEW RANKS ACHIEVED
ADVANCING IN 83 RANKS IN 22 INDICATORS (12 OF WHICH ARE ICT-RELATED)



UAE RANKED FIRST IN THE ARAB WORLD, BETTER THAN THE AVERAGE OF THE TOP 10 COUNTRIES IN 26 INDICATORS, AND %7 AWAY FROM ACHIEVING THE NATIONAL AGENDA GOAL

UAE RANKED FIRST IN THE WORLD IN 4 INDICATORS OF THE ICT SECTOR

ADVANCED UAE RANKS UAE ACHIEVEMENTS

- Ranked first in the GCC and Arab countries
- Ranked first in 4 indicators
- Among the top 10 in 20 out of 53 indicators (%38)
- 26 indicators (%49) higher than the average of the top 10 countries
- 37 indicators (%70) higher than the average of OECD states
- Only improvement by %7 is required on the total value of the indicator to reach the top 10 countries

PROGRESS IN NATIONAL AGENDA GOALS OF THE INDICATOR (TARGET: TOP 10)



- Government success in ICT promotion
- Use of ICT and government efficiency
- Importance of ICT in the government's vision for the future
- Percentage of mobile network coverage of the population

INFORMATION AND COMMUNICATION TECHNOLOGY FUND (ICT FUND)

UAE RANKED AMONG THE TOP 10 COUNTRIES IN TWENTY (20) INDICATORS
12 OF WHICH ARE RELATED TO ICT

NATIONAL PRIORITIES

1	Use of ICT and government efficiency	1	Government success in ICT promotion	1	Importance of ICT in the government's vision for the future	1	Percentage of mobile network coverage of the population (% of people covered)
4	Use of ICT in corporate transactions	4	Mobile subscriptions per 100 population	4	ICT-related laws	2	Government procurement of advanced technologies
7	Total tax and profit rate%	7	Availability of venture capital	6	Use of social media	4	Impact of ICT on access to basic services
9	Availability of cutting-edge technologies	8	Intensity of local competition	7	Impact of ICTs on new services and products*	7	Technology absorption at firm level
10	Impact of ICT on new organizational models	10	Electricity production, kWh/person	9	Internet access in schools	9	Penetration rate of mobile broadband Internet per 100 population

Indicators of contributing government entities ICT indicators

OSI ANALYSIS OF 2016

The UAE is progressing confidently to achieve global leadership in the OSI in realization of one of the national agenda goals.

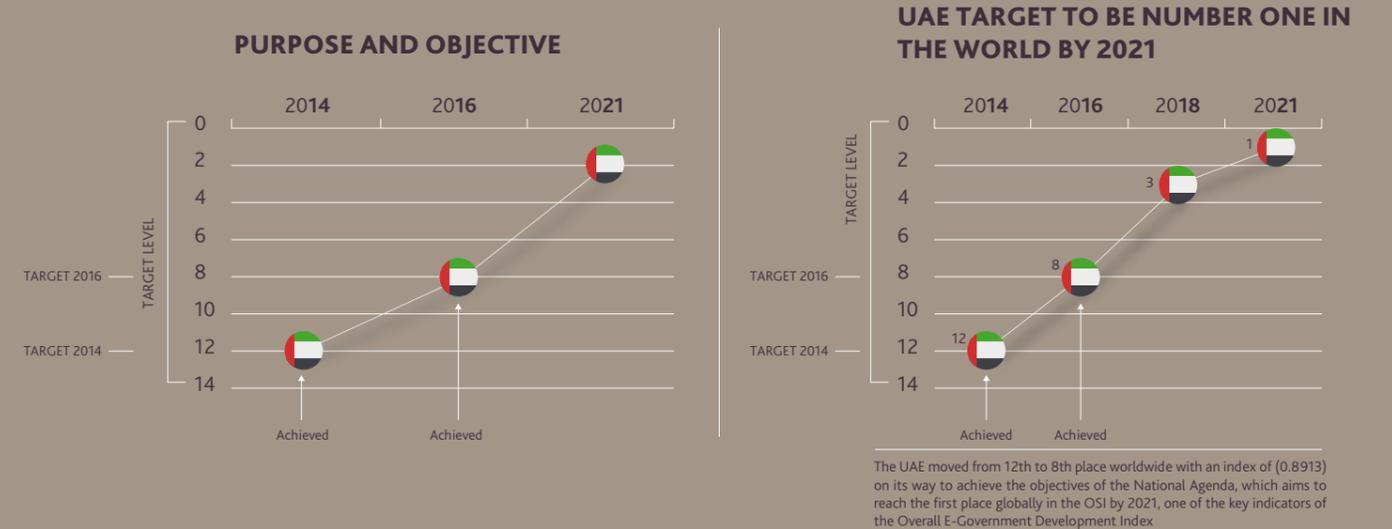
From the 12th place globally in 2014 to the 8th in 2016 in terms of indicator value that have reached 0.8913 down to the first place in 2021

1	Cohesive society and preserved identity	2	Safe public and fair judiciary	3	Competitive knowledge economy	4	First-rate Education System
						5	World-class healthcare
						6	Sustainable environment and infrastructure

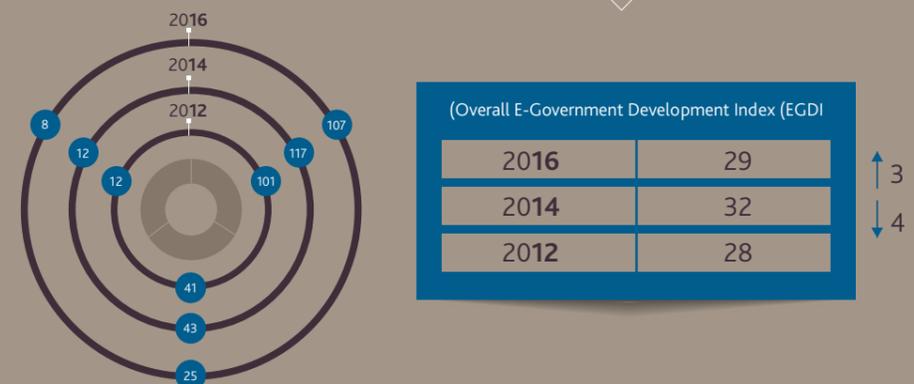
One of the key indicators in the National Agenda is the Online Services Index (OSI) of the UN E-Readiness Report, which measures the evolution of electronic/smart government services in terms of abundance, quality, diversity of service delivery channels and the extent of public use.

INFORMATION AND COMMUNICATION TECHNOLOGY FUND (ICT FUND)

NATIONAL AGENDA AND OSI



UAE's global ranking in the E-Government Development Index (EGDI)



UAE'S LEADING PERFORMANCE IN OSI 2016

THE FOLLOWING FIGURE SHOWS UAE'S POSITION IN THE WORLD AND THE REGION 2016

Level	Ranking	Change From 2014
At the GCC level	1	1
At the level of Arab countries	1	1
At the level of West Asian countries	1	1
At the level of Asian countries	3	2
Worldwide	8	4

Country/Average	OSI Score
United Arab Emirates	0.8913
World Leader UK	1
Region Leader Singapore	0.971
Sub Region Leader UAE	0.8913
World average	0.4922
Continental average	0.5132
Regional average	0.58149

The UAE has progressed to reach the first place (at the Arab and regional levels) in the OSI. It has also entered the list of top performing countries in 2016 by advancing four places to reach the 8th place worldwide with an index of 0.8913. The figure shows that the UAE has surpassed the world average (0.4623), the continental average (0.5120) and the regional average (0.5797)

INFORMATION AND COMMUNICATION TECHNOLOGY FUND (ICT FUND)

TOP PERFORMING COUNTRIES IN OSI 2016

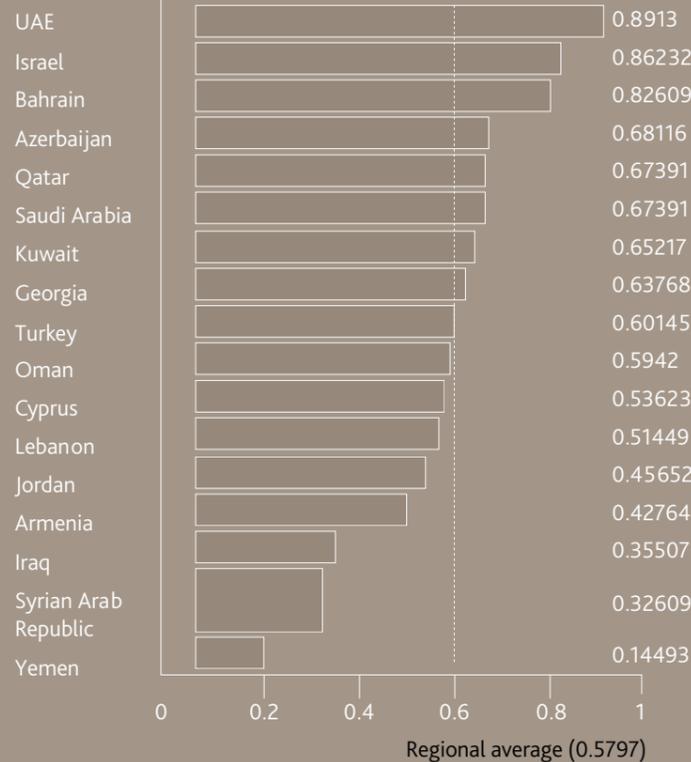
UAE IN THE 8TH PLACE (WITH AN INDEX OF 0.8913)

RANK	COUNTRY	SCORE
1	United Kingdom	1
2	Australia	0.97826
3	Singapore	0.97101
4	Canada	0.95652
5	France - Korea - New Zealand - Finland	0.94203
6	USA - Netherlands	0.92754
7	Spain - Austria	0.91304
8	UAE - Estonia	0.8913
9	Japan - Sweden	0.87681
10	Italy	0.86957



UAE IN THE 1ST PLACE (WITH AN INDEX OF 0.8913)

RANK	COUNTRY	SCORE
1	United Arab Emirates	0.8913
2	Israel	0.86232
3	Bahrain	0.82609
4	Azerbaijan	0.68116
5	Qatar	0.67391
6	Saudi Arabia	0.67391
7	Kuwait	0.65217
8	Georgia	0.63768
9	Turkey	0.60145
10	Oman	0.5942
11	Cyprus	0.53623
12	Lebanon	0.51449
13	Jordan	0.45652
14	Armenia	0.42764
15	Iraq	0.35507
16	Syrian Arab Republic	0.32609
17	Yemen	0.14493



INFORMATION AND COMMUNICATION TECHNOLOGY FUND (ICT FUND)

PERFORMANCE OF WEST ASIAN COUNTRIES IN THE 2016 OSI

GCC COUNTRIES IN OSI 2016

UAE in the 1st place at the GCC level 2016

RANK	COUNTRY	SCORE	RANK (2014)
1	United Arab Emirates	0.8913	
2	Kingdom of Bahrain	0.82609	
3	Saudi Arabia	0.67391	
4	Qatar	0.67391	
5	Kuwait	0.65217	
6	Sultanate of Oman	0.5942	



The UAE has achieved the first place at the GCC level, followed by Bahrain, Qatar, Saudi Arabia, Kuwait and Oman. The Gulf countries in general scored higher than the overall average, indicating the interest of GCC governments in providing smart online services so as to delight customers and achieve prosperity.

UAE PERFORMANCE IN OSI

UAE performance according to the four levels/stages between 2010 and 2016



The progress achieved at all four levels/stages is clearly shown as the results of the UAE have jumped

- From 68 to 100 in the Level 1
- From 22 to 100 in the Level 2
- From 1 to 87 in the Level 3
- From 10 to 66 in the Level 4

The four levels of e-service development

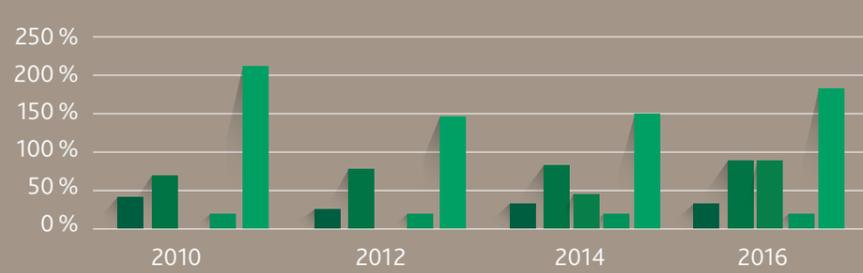
- Emerging Services
- Enhanced Services
- Connected Services
- Procedural Services

The index measures online service maturity level according to four levels/stages respectively (emerging, enhanced, procedural, connected)

INFORMATION AND COMMUNICATION TECHNOLOGY FUND (ICT FUND)

UAE PERFORMANCE IN THE TELECOMMUNICATION INFRASTRUCTURE INDEX (TII)

UAE performance according to the five sub-indices between 2010 and 2016



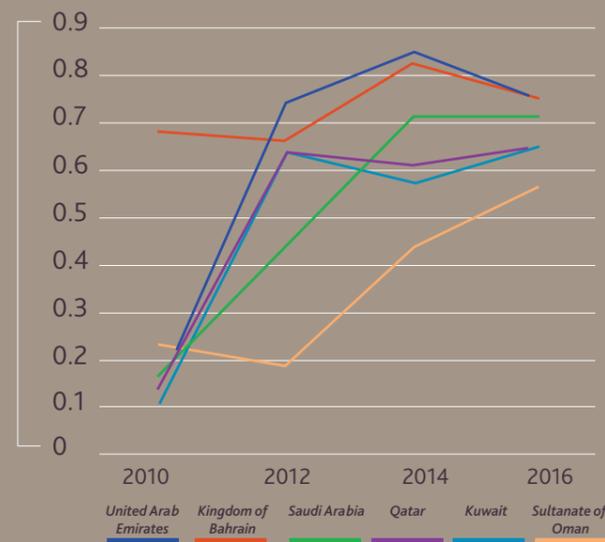
LEVELS	2010	2012	2014	2016
UAE Performance	25	41	43	25
Tel lines %	33.63	19.7	21.3736	22.2647
Internet users %	65.15	78	85	90.4
Wireless BB			44.85	89.1
Wired BB	11.79	10.47	10.34	11.5084
Mobile Subs	208.65	145.45	149.64	178.062
Fixed Int. Subs		20.04		
PCs%	33.08			

Although progress has been made in UAE's place from 43 to 25, such ranking does not reflect UAE's efforts in the TII, which requires close cooperation with the ITU to determine the real performance of the UAE in sub-indices

COMPARISON OF GCC E-PARTICIPATION INDEX (EPI)

Historical comparison of index results in the GCC between 2010 and 2016

GCC	Country, Benchmarks			
EPI	2010	2012	2014	2016
UAE	0.12857	0.7368	0.84313	0.74576
Bahrain	0.67142	0.6579	0.82352	0.74576
KSA	0.15714	0.4474	0.70588	0.71186
Qatar	0.12857	0.6316	0.60784	0.64407
Kuwait	0.1	0.6316	0.56862	0.64407
Oman	0.22857	0.1842	0.43137	0.55932



The UAE has achieved the first place at the GCC level, followed by Bahrain, Qatar, Saudi Arabia, Kuwait and Oman. The Gulf countries in general have exceeded their scores in previous years, indicating the interest of GCC governments in providing smart online services so as to delight customers and achieve prosperity

INFORMATION AND COMMUNICATION TECHNOLOGY FUND (ICT FUND)

GCC COUNTRIES IN EPI 2016

UAE in the 1st place at the GCC level 2016

RANK	COUNTRY	SCORE
1	United Arab Emirates	0.74576
2	Kingdom of Bahrain	0.74576
3	Saudi Arabia	0.71186
4	Qatar	0.64407
5	Kuwait	0.64407
6	Sultanate of Oman	0.55932

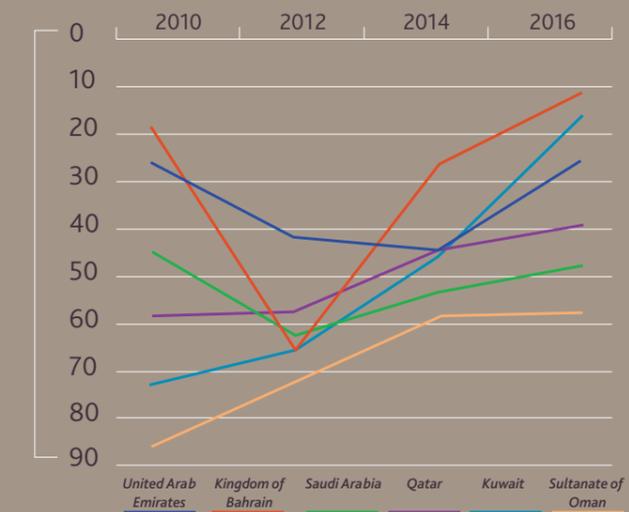


The UAE and Bahrain have achieved the first place at the GCC level, followed by Saudi Arabia, Qatar, Kuwait and Oman. The Gulf countries in general scored higher than the overall average, indicating the interest of GCC governments in providing smart online services so as to delight customers and achieve prosperity.

COMPARISON OF TII

Historical comparison of index results in the GCC between 2010 and 2016

GCC	Country, Benchmarks			
TII	2010	2012	2014	2016
UAE	0.54343	0.55684	0.59319	0.68813
Bahrain	0.58551	0.41829	0.7055	0.7762
KSA	0.40313	0.43232	0.55227	0.57334
Qatar	0.31684	0.4513	0.58786	0.60498
Kuwait	0.25239	0.41787	0.5862	0.74295
Oman	0.20917	0.39417	0.48725	0.51471



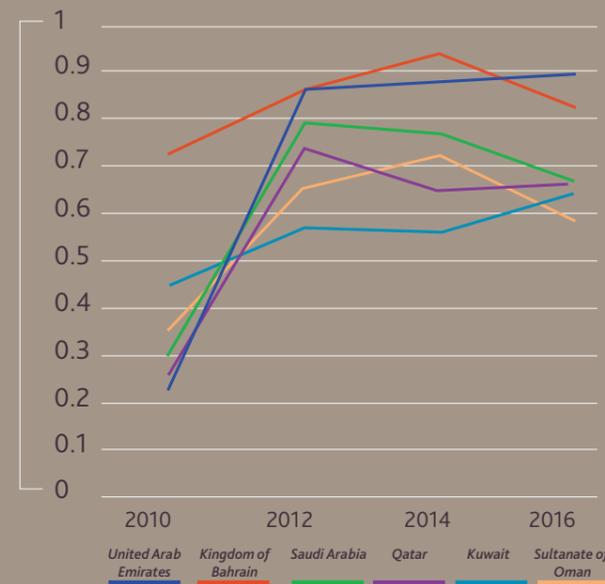
Although there has been progress in UAE's place from 41 to 25, the UAE ranked third in the GCC, with Bahrain ranking first, followed by Kuwait, Qatar, Saudi Arabia and Oman in last place.

INFORMATION AND COMMUNICATION TECHNOLOGY FUND (ICT FUND)

COMPARISON OF OSI IN THE GCC

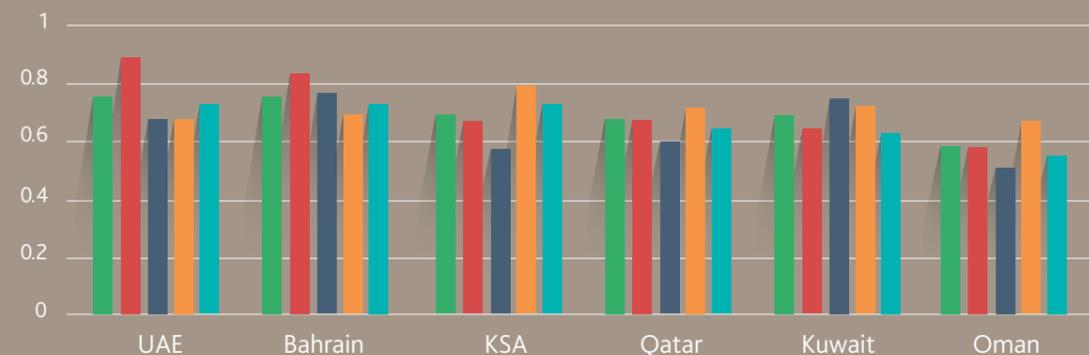
Historical comparison of index results in the GCC between 2010 and 2016

GCC	Country			
OSI	2010	2012	2014	2016
UAE	0.2508	0.8627	0.8819	0.8913
Bahrain	0.7302	0.8627	0.937	0.82609
KSA	0.3111	0.7974	0.7717	0.67391
Qatar	0.2794	0.7386	0.6535	0.67391
Kuwait	0.4603	0.5817	0.5748	0.65217
Oman	0.3683	0.6667	0.7323	0.5942



Despite the decline in UAE's ranking from the 13th to the 32nd place, it has maintained the first place with Bahrain at the level of regional leaders and the GCC level, followed by Saudi Arabia, Qatar, Kuwait and Oman.

Rankings of GCC countries in EGD and its sub-indices 2016



The figure illustrates the position of GCC countries in the EGD and its sub-indices 2016, with the UAE leading the GCC in the OSI and EPI. UAE also ranked second in the GCC and Arab countries in the Overall Index, third in IIT and sixth in the Human Capital Index

STRATEGY AND FUTURE DEPARTMENT

The strategy department is the compass that guides the TRA and determines the direction in which it should go. It is defined as a systematic effort to reach strategic decisions, regulations and plans to obtain the desired profitability results and achieve the organization's objective in satisfying the needs of the target group of customers. Despite the importance of strategic planning, we need to develop officials' skill in future mapping and scenarios. This would provide an analysis leading to wiser strategic decisions.

The department is divided into three interrelated sections:

- Strategic Planning and Performance Management
- Quality and Corporate Excellence
- International Relations

FUNCTIONS OF THE STRATEGY AND FUTURE DEPARTMENT:

- Dissemination of the corporate culture of performance management
- Preparing and developing the strategic and operational plans and action programs of the TRA and evaluating their implementation in coordination with the administrative and organizational units.
- Implementation of quality systems, models and requirements of corporate performance development, government excellence and services and ensuring that the TRA plans and programs are aligned with them, thereby promoting a culture of excellence in service delivery.
- Development of work manuals, regulations and procedures and preparation of business development studies according to performance evaluation results.
- Overseeing the management of strategic projects and initiatives of change adopted by the TRA.
- Contributing to the preparation of annual operational plans under the strategic plan, development of a risk management system, development of alternative scenarios for the entity's strategic initiatives and plans; following up their implementation and linking with various other work systems.
- Monitoring the results of performance indicators and preparing quarterly and annual delivery reports on the activities of the entity and improvement plans.
- Participation with relevant units within the entity to amend the organizational structure and any other development processes in coordination with the competent entities.
- Sharing of best practices and developments in the entity's area of work with the aim of developing and updating the strategic plan.

STRATEGY AND FUTURE DEPARTMENT

FUNCTIONS OF THE STRATEGY AND FUTURE DEPARTMENT:

- Preparation of annual delivery reports on the activities of the entity, improvement plans and the progress made in shaping the future
- Contributing to the implementation of the marketing plan in coordination with the competent department to publish the strategic plan, and continue fostering foresight ideology and culture
- Contributing to the development and implementation of a risk analysis system and propose alternative scenarios for the entity's strategic initiatives and plans; following up their implementation and linking with various other work systems.
- Follow-up on the implementation of methodologies and tools for future shaping in the government entity, and overseeing the integration of future initiatives and policies into the strategy of the TRA
- Further development of future-shaping projects through cooperation with internal work teams of the entity and participation in projects led by the sector future-shaping teams
- Contributing to the measurement, analysis and follow-up of future shaping results in the government entity
- Follow-up on coordination with the Future Department at the Ministry of Cabinet Affairs and the Future

PERFORMANCE RESULTS OF STRATEGIC INDICATORS

Result 2016	Target 2016	Strategic Indicator	Strategic Goal
1.53	1.3	Quality index of telecommunications services	Regulation of the telecommunications sector in the United Arab Emirates and the enforcement of a regulatory framework which stimulates competition and upgrades the level of quality of provided services.
0.8	0.82	Retail price index of telecommunications services	
93	95	Operator compliance rate with the National Emergency Plan for the Telecommunications Sector (NEP-T)	

STRATEGY AND FUTURE DEPARTMENT

PERFORMANCE RESULTS OF STRATEGIC INDICATORS

Result 2016	Target 2016	Strategic Indicator	Strategic Goal
86	95	Success rate of mock drills executed by the NCEMA	Regulation of the telecommunications sector in the United Arab Emirates and the enforcement of a regulatory framework which stimulates competition and upgrades the level of quality of provided services.
85	95	Success rate of mock drills executed by the TRA	
100	100	Updating of the National Spectrum Plan	Seeking to ensure the fair provision of required resources to develop the best services in the ICT sector.
100	100	Completion of legislative and regulatory frameworks relating to spectrum	
99.97	100	Fulfillment of current and future national needs of spectrum	
3.28	9	Percentage of unused numbering resources of licensees	
- 0.81	12	Percentage of annual increase in type-approved devices	
22.12	22	Time taken to issue spectrum authorizations - PMR services	

STRATEGY AND FUTURE DEPARTMENT

PERFORMANCE RESULTS OF STRATEGIC INDICATORS

Result 2016	Target 2016	Strategic Indicator	Strategic Goal
3.01	2	Time taken to issue spectrum authorizations - Licensing a maritime cellular station	Seeking to ensure the fair provision of required resources to develop the best services in the ICT sector.
3.04	3	Time taken to issue spectrum authorizations - Licensing a cellular station on board vessels	
95.47	100	Implementation of the federal e-government strategy	Establishing the bases for the e-government at the federal level.
94.9	100	Percentage of electronic/smart transformation of federal government services	
77.64	95	Adherence of federal entities' websites to website quality standards	
76.79	90	Adherence of government services to quality standards of electronic / smart services	
8	5	Online Services Index (National Index)	

STRATEGY AND FUTURE DEPARTMENT

PERFORMANCE RESULTS OF STRATEGIC INDICATORS

Result 2016	Target 2016	Strategic Indicator	Strategic Goal
26	20	Networked Readiness Index of the ICT sector (national index)	Promoting the electronic lifestyle in the UAE.
69.17	75	Utilization rate of electronic/smart government services	
65.98	80	Level of customer satisfaction with electronic/smart services	
69.62	85	Level of public awareness about electronic/smart services	
100	100	Percentage of electronic/smart transformation of federal government services	Ensuring that all administrative services are in accordance with standards of quality, efficiency and transparency.
82.07	100	Utilization rate of electronic/smart government services	
89.29	79	Level of customer satisfaction with electronic/smart services	
110.28	100	Accuracy of financial planning of self-revenue	

STRATEGY AND FUTURE DEPARTMENT

PERFORMANCE RESULTS OF STRATEGIC INDICATORS

Result 2016	Target 2016	Strategic Indicator	Strategic Goal
97.46	100	Accuracy of financial planning of expenditures	Ensuring that all administrative services are in accordance with standards of quality, efficiency and transparency.
82.58	82.09	Emiratization rate (total)	
16.77	5	Impact of leaves on employee productivity	
3.23	1	Average number of submitted research 100 papers per employees (entities 100 with more than (employees	
20	20	Percentage of innovations holding patents/intellectual property rights	Fostering a culture of innovation in the corporate work environment.
8.21	50	Percentage of innovations coming from employee suggestions/ideas	
20	20	Percentage of internationally/nationally adopted innovations by an entity from the total number of innovations	

CORPORATE DEVELOPMENT DEPARTMENT

The Development Department is one of the three departments comprising the Information and E-Government sector within the TRA. It plays a pivotal role in the implementation of the national agenda to achieve UAE Vision 2021 and the mGovernment strategy by carrying out a number of operational plan initiatives that serve the following two objectives:

LEADERSHIP IN THE SMART TECHNICAL INFRASTRUCTURE IN THE UAE

ENHANCING A SMART LIFESTYLE IN THE UAE

Among the initiatives included in the operational plan, which fall under the responsibility of development management: Building and implementing the national e-participation plan, building and implementing a plan to promote the use of smart services, running and managing the user experience lab for mGovernment services, aligning UAE's official portal with the requirements of the national e-services index of the UN, developing the national portal to pursue sustainable development goals, promoting the transformation towards the mGovernment, measuring government entities' commitment to mGovernment enablers, monitoring and measuring mTransformation.

THE DEVELOPMENT DEPARTMENT ASSUMES THE FOLLOWING TASKS AND ROLES:

- Developing UAE's competitiveness plan in the national e-services index and supervising its implementation
- Actively contributing to the preparation and implementation of the e-transformation strategy and plans of federal entities, in line with the federal e-government strategy, in order to ensure the required transformation that supports the implementation of the e-government plan
- Development of policies and manuals for managing the Official Portal of the UAE Government, government portals and websites at the federal level, and supervise the implementation of such policies
- Drafting and following up the implementation of guidelines for content, social media and open data
- Managing the following websites: the Official Portal of the UAE Government (government.ae), the Data Portal (bayanat.ae), the E-Participation Portal, in cooperation with the parties concerned.
- Assisting federal government entities in developing and managing their websites, contributing to the promotion of e-transformation and communication of the government's message to the public through electronic channels and other means
- Development of e-business platforms and mGovernment apps. Assisting the provision of services and measurement tools for e/m-government enablers

CORPORATE DEVELOPMENT / DEPARTMENT

THE DEVELOPMENT DEPARTMENT IS COMPRISED OF THE FOLLOWING SECTIONS:

MARKET/ SECTOR DEVELOPMENT SECTION

The Market and Sector Development Section works in harmony with various relevant government entities to develop and implement a common methodology for moving towards an inclusive e-government by ensuring the best online presence and the best smart online services as part of specifications that take customers' happiness into account.

MAIN OBJECTIVES OF MARKET AND SECTOR DEVELOPMENT

- Monitoring and enhancing the levels of e/m-transformation in federal entities
- Enhancing UAE's competitiveness in mGovernment through best practices
- Development of standards and policies to support e/m-transformation processes
- Platform and Application Development
- Assisting government entities in developing their e-presence and smart services

PORTAL AND CONTENT MANAGEMENT SECTION

The Portal and Content Management Section develops electronic content in line with the strategic objectives of the mGovernment, addresses various segments of society and provides a comprehensive information framework that meets the expectations of customers about everything related to the UAE government, its services, projects, laws, organizations etc.

MAIN GOALS OF PORTAL AND CONTENT MANAGEMENT

- Management and development of electronic and non-electronic content of the mGovernment and the Information & E-Government Sector
- Managing the Official Portal of the UAE Government, continuously updating and developing it in line with global developments and local requirements
- Managing the E-Participation Portal and mGovernment accounts on social media channels
- Contributing to the preparation of newsletters, publications and correspondence related to the mGovernment and the Information & E-Government Sector in the TRA, including the mGovernment Magazine
- Managing the awareness and promotion of mGovernment concepts through initiatives such as the "mGovernment" TV program and related advertising campaigns

CORPORATE DEVELOPMENT / DEPARTMENT

LOCAL, REGIONAL AND GLOBAL PARTICIPATION

The Department participated in several internal events and government workshops in the course of its efforts to coordinate the mTransformation of government services and websites. The Department held a series of workshops on content development for government websites, and provided consultation to government entities in the area of e-participation, content and open data.

On the other hand, the Department held awareness-raising workshops on mGovernment enablers indicators and the implementation of the national indicator with entities involved in achieving the OSI. The Department also held a number of consultation sessions for federal entities on the indicators of mGovernment enablers.

In collaboration with the United Nations Department of Economic and Social Affairs (UNDESA), the Department held workshops to build federal government competencies in the areas of mTransformation, development of government services, e-participation and others.

Activities of the Department also included participation in the meetings of the GCC eGovernment Executive Committee and the GCC eGovernment Ministerial Committee. Furthermore, the Department participated in the ESCWA meeting during the 2016 World Government Summit.

DEPARTMENT'S INITIATIVES DURING THE INNOVATION WEEK

As part of the awareness projects and spreading the culture of mTransformation, and to serve government entities in the Innovation Week, the Department dedicated the November issue of "mGovernment" Magazine to the concept of innovation and its applications in the UAE in general, and the federal government in particular. The issue included highlights on the experiences of government entities in the areas of innovation and creativity. The issue was distributed during the Innovation Week.

POLICIES OR PRACTICES FOR ACHIEVING VISION 2021

The Development Department developed a number of guidelines to help government entities move forward in the mTransformation process. These guides/manuals are summarized as follows:

- Guidelines for eParticipation and Social Media for Government Entities
- Guidelines on accessibility rules of government websites
- Moderation, Usage and Response Policy
- e-Participation Plan via the Official UAE Government Portal
- Open Data Guidelines
- Guidelines on e-content specification of government entities

CORPORATE DEVELOPMENT / DEPARTMENT

OTHER AWARDS AND ACHIEVEMENTS

THE DEVELOPMENT DEPARTMENT WON THE FOLLOWING PRIZES IN 2016

WSIS Champions Award in the eighth category for the UAEpedia project: Diversity of culture, knowledge, language and local content

WSIS Champions Award in the seventh category for the eParticipation project

Best Application Award at the Internet Awards Academy for the mGovernment App Store

The Development Department has contributed to TRA's winning of a number of other awards, where the Department team prepared the appropriate files to participate in several competitions, which led to the winning of the Salem Al-Sabah Informatics Award for the Customer Relation Management project and the 21st Middle East Smart Government and Smart Cities Excellence Awards from Datamatix.

TECHNOLOGY DEVELOPMENT / AFFAIRS DEPARTMENT

The Technology Development Affairs Department is responsible for ensuring fair access to telecommunications infrastructure, resources and services as well as their sound management. The Department also works to develop and constantly improve the UAE's telecom sector. It provides support in all telecom-related issues by developing guidelines and regulatory policies for new technologies, in addition to managing quality standards of licensees' services and networks. This role aims to promote national development, sustainability and telecommunications business continuity.

- The Department is divided into the following sections:
- Standards and Infrastructure
- Wireless Networks and Services
- Planning and Technologies
- Type Approval

TECHNOLOGY DEVELOPMENT / AFFAIRS DEPARTMENT

LOCAL PARTICIPATION

CRISIS & EMERGENCY MANAGEMENT CONFERENCE, UAE (ABU DHABI) – MARCH 2016 ,14-13

Attending the Emergency and Crisis Management Conference organized by the National Emergency Crisis and Disasters Management Authority (NCEMA) under the theme "Innovative Approaches Towards a Safe Nation." The conference included a number of sessions on topics, notably the optimal use of ICTs and social media and their use in managing emergencies, crises and early warning systems.

5TH ME BUSINESS AND IT RESILIENCE SUMMIT, UAE (DUBAI) – APRIL 2016 ,21-20

Attending the Emergency and Crisis Management Conference organized by the National Emergency Crisis and Disasters Management Authority (NCEMA) under the theme "Innovative Approaches Towards a Safe Nation." The conference included a number of sessions on topics, notably the optimal use of ICTs and social media and their use in managing emergencies, crises and early warning systems.

MAP OF EXCELLENCE FORUM, UAE (AJMAN) – 27 APRIL 2016

Attending the 3rd Excellence Map Forum organized by the Ajman Police General Command, which aims to showcase successful practices and experiences of distinguished organizations, for example, a success experience in the area of infrastructure, innovation in delighting visitors and employees, scenario planning as a tool for future foresight.

L T E CONFERENCE ME 2016, UAE (DUBAI) – 11-10 MAY 2016

Attending the conference, which provides a platform for telecom service providers across the Middle East to develop LTE networks and identify the way forward for 5G. The conference discussed topics such as LTE-A, VOLTE, video, and 5G, as well as success stories of trial LTE in emerging markets.

TECHNOLOGY DEVELOPMENT AFFAIRS DEPARTMENT

LOCAL PARTICIPATION

ANNUAL CONFERENCE ON BUSINESS CONTINUITY AND EMERGENCY RESPONSE, UAE (ABU DHABI)
23 - 24 MAY 2016

Attending the conference specializing in technologies, solutions and experiences that serve business continuity and crisis management.

MEDIA FORUM OF RISKS AND THREATS, UAE (ABU DHABI) 26 OCTOBER 2016

Attending the first conference, which is a quality initiative at the level of the Arab world and the Middle East. The forum included best international and local practices in media emergency and crises.

REGIONAL PARTICIPATION

GLOBAL FORUM ON EMERGENCY TELECOMMUNICATIONS (GET), STATE OF KUWAIT (KUWAIT)
26 - 28 JAN 2016

Attending the Global Emergency Telecommunications Forum, which brings together high-profile participants from humanitarian organizations, development banks and relevant regional organizations to discuss the effective use of ICT systems in disaster risk mitigation and management.

GCC WORKING GROUP MEETING, KINGDOM OF BAHRAIN (MANAMA) 24-23 MARCH 2016

Attending the meeting of the GCC Working Group, where the UAE submitted the working papers on the WTSa agenda held in Tunisia late October 2016. The meeting also discussed the structure of ITU-T and its teams, as well as discussion of working papers of upcoming meetings and reviewing the report and results of the 9th meeting of the Arab Standardization Team (AST).

REGIONAL DEVELOPMENT FORUM FOR ARAB STATES, MOROCCO (RABAT) 31-30 MARCH 2016

Attending the ITU Regional Development Forum for Arab States, where a number of important topics were discussed, including the activities of the Arab Regional Office of the ITU, in addition to cybersecurity, IoT, big data, combating counterfeit devices, broadband and other topics.

TECHNOLOGY DEVELOPMENT AFFAIRS DEPARTMENT

LOCAL PARTICIPATION

THE 16TH GLOBAL SYMPOSIUM FOR REGULATORS (GSR), EGYPT (SHARM EL SHEIKH) – 14-11 MAY 2016

Participation in the 16th GSR, which brings together heads of national telecom regulators around the world. The themes of empowerment and inclusiveness were addressed to build smart communities in a connected world and to host a conference for a global dialogue on digital financial inclusion.

REGIONAL BUSINESS CONTINUITY MANAGEMENT CONFERENCE, MALAYSIA (KUALA LUMPUR)
23 - 24 AUGUST 2016

Attending the conference to identify issues and challenges facing ICT business continuity management.

INTERNATIONAL PARTICIPATION

MOBILE WORLD CONGRESS (MWC), SPAIN (BARCELONA) 22 - 25 FEBRUARY 2016

Attending the MWC, which is the world's largest exhibition for the mobile industry, incorporating a thought-leadership conference that features prominent executives representing mobile operators, device manufacturers, technology providers, vendors and content owners from across the world.

TECHSHARE INDIA (NEW DELHI) 3 - 4 MARCH 2016

Attending Techshare India, which reviewed issues of technology access and empowerment of people with disabilities and highlighted a number of topics such as issues of access faced by this category, assistive technology and accessibility using apps and smartphones.

ASIA RISK & RESILIENCE CONFERENCE (ARRC), SINGAPORE 25 - 26 AUGUST 2016

Attending the conference to identify issues and challenges facing ICT business continuity management and how to use resilience in crisis management.

TECHNOLOGY DEVELOPMENT / AFFAIRS DEPARTMENT

REGULATIONS

- Fixed number portability instructions
- Updating the policies of the National Numbering Plan and the fees for allocating and using number resources

ACHIEVEMENTS

- Auditing the readiness of licensees in emergencies and issuing the results report
- Preparing and implementing the 5th edition of the 'Sada Al Barq' exercise and issuing the results report
- Organizing the 10th Business Continuity Management Forum for the Telecommunications Sector and issuing the recommendations report
- Holding workshops and training courses for sector employees about best practices in crisis and emergency management
- Holding the ICT Development Forum and issuing the recommendations report.
- Studying the necessary infrastructure requirements to keep pace with technological advancement, and developing a recommendations roadmap
- Quality assessment of ICT services in a number of tourist facilities (hotels, resorts, etc.)
- Establishing and activating the national type approval laboratory, training staff, and testing telecommunication devices
- Conducting a field survey to compare the quality of smartphone networks and services, and issuing the recommendations report
- Setting up the roadmap for the eCall system to automatically make a call to the emergency center when a car accident occurs
- Establishing and activating the control room of the 'TAGHTEYA' project to compare the quality of telecommunication networks and services
- Developing the regulatory framework for the classification of licensees' customer service centers and carrying out a pilot evaluation of some of them
- Finalizing and rolling out the policy for regulating mobile SIM card points of sale
- Preparing a special draft to regulate IoT in the telecom sector

TECHNOLOGY DEVELOPMENT / AFFAIRS DEPARTMENT

DEPARTMENT'S INITIATIVES DURING THE INNOVATION WEEK

Launching the 'Esaad' program, which includes a series of initiatives that the TRA plans to launch subsequently, and are mainly focused on customer happiness; the initiatives are as follows:

- Telecommunications and information service quality assessment (TASNEEF)
- Evaluation of customer service centers of the licensees (IRTIQAA)
- Network coverage to ensure quality of telecom networks and services (TAGHTEYA)

FIGURES

2016 WIRELESS NETWORKS AND SERVICES DASHBOARD

PUBLIC LANDS

473

ETISALAT

261

DU

212

SITE SHARING

169

ETISALAT

63

DU

106

PUBLIC LANDS (NUMBER OF REQUESTS)

ETISALAT

DU

TOTAL

	JAN - 16	FEB - 16	MAR - 16	APR - 16	MAY - 16	JUN - 16
ETISALAT	39	40	30	9	8	41
DU	40	20	20	4	0	10
TOTAL	79	60	50	13	8	51

TECHNOLOGY DEVELOPMENT AFFAIRS DEPARTMENT

FIGURES

PUBLIC LANDS 2016



SITE SHARING (NUMBER OF SHARED SITES)

	JAN - 16	FEB - 16	MAR - 16	APR - 16	MAY - 16	JUN - 16
ETISALAT	4	5	8	10	8	6
DU	2	0	2	0	3	11
TOTAL	6	5	10	10	11	17

ETISALAT	JAN - 16	FEB - 16	MAR - 16	APR - 16	MAY - 16	JUN - 16
AUH	1	1	0	6	6	5
DXB	3	3	1	2	3	1
NE	0	1	7	2	4	0
TOTAL	4	5	8	10	13	6

TECHNOLOGY DEVELOPMENT AFFAIRS DEPARTMENT

SITE SHARING (NUMBER OF SHARED SITES)

DU	JAN - 16	FEB - 16	MAR - 16	APR - 16	MAY - 16	JUN - 16
AUH	0	0	1	0	1	5
DXB	1	0	1	0	0	2
NE	1	0	0	0	2	4
TOTAL	2	0	2	0	3	11

SITE SHARING (NUMBER OF SHARED SITES)



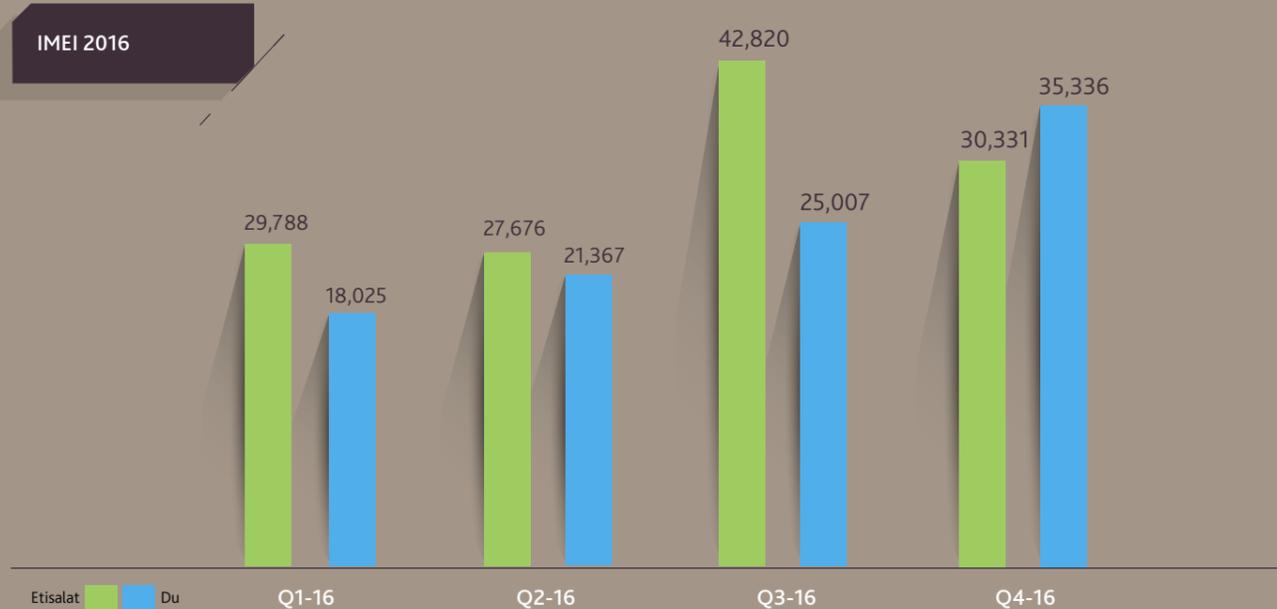
IMEI (NUMBER OF DEVICES)

	Q1-16	Q2-16	Q3-16	Q4-16	Total	Average
ETISALAT	29,788	27,676	42,820	30,331	130,615	32,654
DU	18,025	21,367	25,007	35,336	99,735	24,934
TOTAL	47,813	49,043	67,827	65,667	230,350	57,588

Etisalat	Q1-16	Q2-16	Q3-16	Q4-16	Total	Average
Number of Devices with Duplicate Original IMEIs	25,301	22,784	37,232	26,835	112,152	28,038
Number of Devices with Duplicate Fake IMEIs	4,487	4,892	5,588	3,496	18,463	4,616
Total	29,788	27,676	42,820	30,331	130,615	32,654

TECHNOLOGY DEVELOPMENT AFFAIRS DEPARTMENT

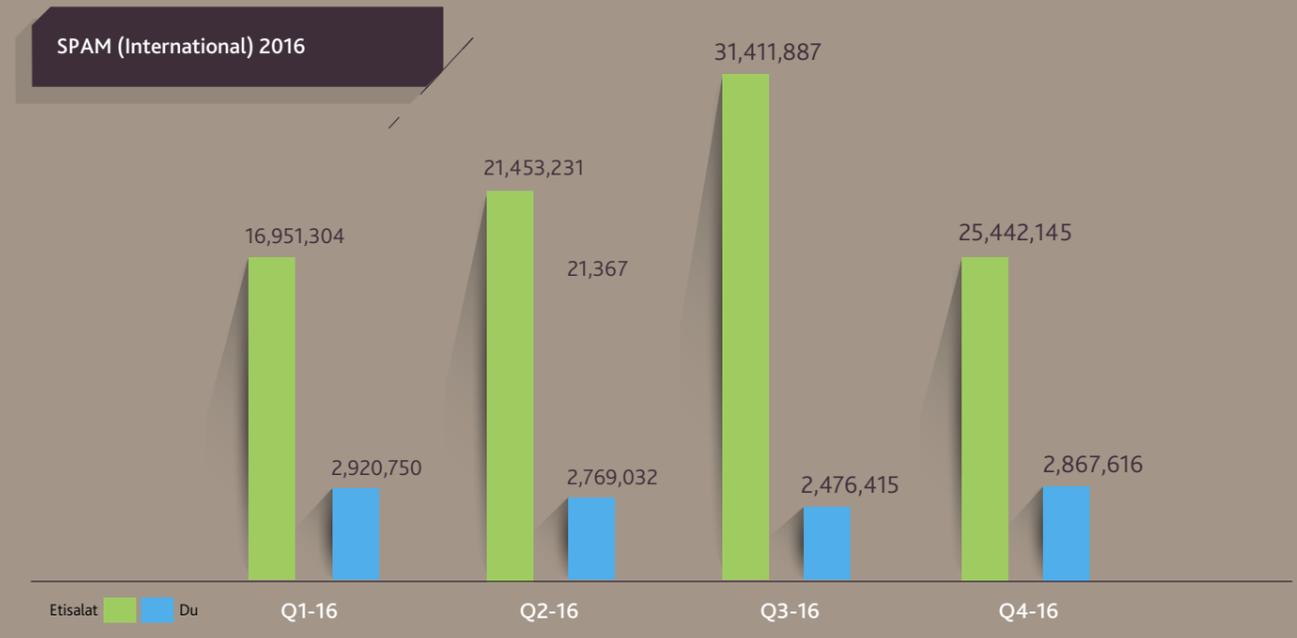
Etisalat	Q16-1	Q16-2	Q16-3	Q16-4	Total	Average
Number of Devices with Duplicate Original IMEIs	15,906	18,889	22,304	32,296	89,395	22,349
Number of Devices with Duplicate Fake IMEIs	2,119	2,478	2,703	3,040	10,340	2,585
Total	18,025	21,367	25,007	35,336	99,735	24,934



SPAM (International)	Q1-16	Q2-16	Q3-16	Q4-16	Total	Average
ETISALAT	16,951,304	21,453,231	31,411,887	25,442,145	95,258,567	23,814,642
DU	2,920,750	2,769,032	2,476,415	2,867,616	11,033,813	2,758,453
TOTAL	19,872,054	24,222,263	33,888,302	28,309,761	106,292,380	13,286,548

SPAM (National)	Q1-16	Q2-16	Q3-16	Q4-16	Total	Average
Warning	0	2	0	0	2	1
Temporary Suspension	0	0	0	0	0	0
Permanent Suspension	0	7	0	0	7	3
Total	0	9	0	0	10	4

TECHNOLOGY DEVELOPMENT AFFAIRS DEPARTMENT



OTHER ACTIVITIES

Hosting a delegation from the National Telecommunications Corporation in Sudan, UAE (Dubai) – 23 to 24 March 2016

The TRA hosted a high-level delegation from the National Telecommunications Corporation (NTC) in Sudan. The visit's agenda included a presentation on the emergency management system, besides the technical capacities needed to support this system. In addition, the presentation discussed relevant concepts and strategies.

Organizing the annual forum of coordination and response centers, UAE (Dubai) – 19 April 2016

The TRA organized an awareness workshop on its roles and responsibilities in dealing with emergency and crisis requirements by directors of local centers of UAE's National Emergency, Crisis and Disaster Management Authority (NCEMA).

Organizing a workshop on the emergency, crisis and disaster manual, UAE (Dubai) – 5 June 2016

The TRA organized an awareness workshop to raise readiness of telecom operators and develop their skills in facing disasters and crises, in line with TRA's keenness to keep the functioning of telecommunications services in various circumstances as this sector is the essential lifeline for all other sectors. The workshop was organized in cooperation with NCEMA and in the presence of sector staff from Etisalat, Du, Thuraya, Yahsat and Nedaa, as well as TRA staff.

TECHNOLOGY DEVELOPMENT AFFAIRS DEPARTMENT

OTHER ACTIVITIES

NCEMA delegation visit, UAE (Dubai) – 2 March 2016

The TRA hosted a delegation from the NCEMA to conduct a field visit to NCEMA's command and control center and learn about the latest developments.

REGULATORY AFFAIRS DEPARTMENT

The TRA's Regulatory Affairs Department (RAD) was established by Federal Law by Decree No. 3 of 2003, which provides for the regulation of the telecommunications sector. The RAD includes three sections: Customer Affairs, Interconnection & Licensing, and Economic Affairs.

The powers vested in the Department has allowed for issuing decisions and regulations that contribute to the balance between the protection of consumer/licensee rights and the competitiveness of telecommunications service providers in the UAE. In order to improve the quality of telecommunications services and promote the electronic lifestyle, the Department contributed to UAE's first place globally in ICT use and government efficiency by enforcing a regulatory framework for all practices in the sector in terms of strengthening consumer protection regulations and safeguarding competition in the sector.

DEPARTMENT PARTICIPATION

LOCALLY

- Participation in the reading cup
- Visiting the General Women's Union and presenting a proposal for Emirati women
- Attending the graduation ceremony of the National Youth Leaders Program (Thakher 4) at the General Authority of Youth and Sports Welfare

REGIONALLY

- Gulf Roaming Team – Secretariat General of the Gulf Cooperation Council (GCC-SG) in Riyadh
- Telecom Legislation and Regulation Committee – GCC-SG (Riyadh)
- AREGNET meeting (Amman)
- Workshop for the exchange of experiences in consumer protection – GCC-SG (Kuwait)

REGULATORY AFFAIRS DEPARTMENT

GLOBALLY

ITU Regional Forum on ICT Measurement, Dubai-United Arab Emirates, 15-13 December 2016

AGREEMENTS

Agreement on passive infrastructure access

REGULATORY DECISIONS AND LAWS

- Directive No.(2) of 2016: Agreement on passive infrastructure access
- Directive No.(1) of 2016: Automatic fixed cap application on all mobile data packages
- Directive No.(4) of 2016: Licensee's obligation to publish and update maps containing detailed information on service coverage
- Decision No.(1) of 2016: Determination of indoor mobile site sharing fees

FIGURES

- Household ICT surveys
- Annual Market Review
- Quarterly reports to senior management
- Monthly reports to senior management
- Quarterly smartphone reports

POLICIES OR PRACTICES FOR ACHIEVING VISION 2021

The RAD is the main contributor to network readiness initiatives through which data collected of various international organizations are entered. This enables the analysis of priority, weight and sensitivity of sub-indicators affecting network readiness, thus making it possible to predict the expected UAE ranking in various indicators and standards. Furthermore, the RAD has completed its project for big data in coordination with stakeholders (Etisalat, Du, Federal Competitiveness Authority and ITU) and has collected the required data. The project was classified by the ITU as an innovative initiative in compiling sector indicators.

DEPARTMENT'S INITIATIVES DURING THE INNOVATION WEEK

The NRI simulation model: The Department has launched an innovative initiative to enable the achievement of the national target for the NRI by developing an NRI simulation model, through which collected data of different international organizations are inserted; enabling to analyze the priority, weights and sensitivity of sub-indices that affect network readiness, thereby making it possible to predict the expected UAE ranking in the various indicators and standards

REGULATORY AFFAIRS DEPARTMENT

OTHER ACHIEVEMENTS

- Reviewing the regulatory accounts of Etisalat
- Updating the NRI simulation model
- Completing ITU questionnaires
- Updating price and quality indicators
- Setting mobile site sharing fees
- Processing of 288 project delivery reports
- Launch of ITU Big Data project

CONSUMER PROTECTION REGULATIONS

Made some amendments to the Consumer Protection Regulations

The TRA has consulted licensees once in 2016 year with respect to the amendments covered in the new regulation, where both operators had presented their observations to that effect to the TRA.

REVIEW OF THE BILLING AUDIT REPORTS OF 2016 IN RESPECT TO DIRECTIVE NO. (3) OF 2011

In 2016, the TRA received the 2015 audit reports of both du and Etisalat during the first quarter of 2016. Accordingly, the TRA reviewed and evaluated the reports and provided feedback on the same. The evaluation of these reports summarized that Etisalat implemented %85 of the required corrective actions while du implemented %78 of the corrective action set.

Number and types of complaints processed:

Complaints related to the advertising activities of telecom service providers in 2016, the TRA processed 5 complaints by both licensees

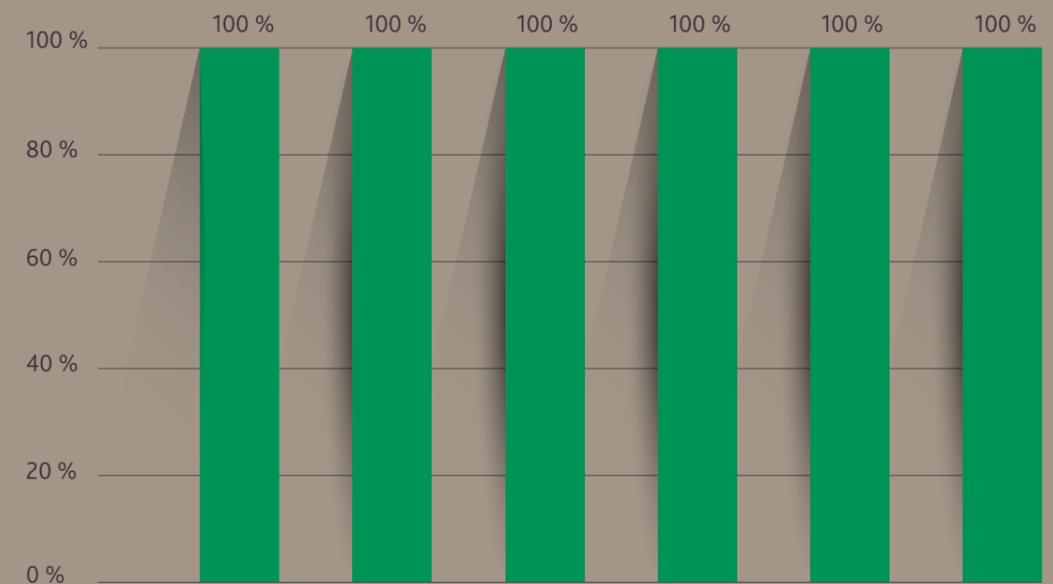
Consumer complaints: As of 28 March 1155 ,2016 complaints had been processed after which functions were transferred to the Customer Happiness Section

AWARENESS BOOKLETS

In 2016, the TRA contributed to raising customer awareness of their rights and responsibilities by developing and publishing two consumer awareness booklets, namely the Consumer Protection Guide (containing Consumer Rights, Responsibilities & FAQs) and the Consumer Dispute Resolution Manual.

SPECTRUM MANAGEMENT DEPARTMENT

ACHIEVEMENT OF STRATEGIC INDICATOR TARGETS



1 Updating the national spectrum plan

2 Completion of legislative and regulatory frameworks relating to spectrum

3 Fulfillment of current and future national needs of spectrum

4 Time taken to issue spectrum authorizations - PMR services

5 Time taken to issue spectrum authorizations - Licensing a cellular station on board vessels

6 Time taken to issue spectrum authorizations - Licensing a maritime cellular station

SPECTRUM MANAGEMENT / DEPARTMENT

FIELD WORK OF SPECTRUM MONITORING TASKS

The nature of work of the Spectrum Monitoring Department is field work so as to deal with many of the tasks assigned to it, for example:

- Resolving complaints of harmful interferences
- Event management
- Conducting field measurements of services in the UAE
- Conducting cross-border coverage measurements on mobile networks at all land and sea borders of the UAE
- Conducting corrective and preventive maintenance of spectrum monitoring systems
- Conducting inspections of spectrum users to ensure compliance with frequency spectrum authorizations

QUALITY MEASUREMENT SYSTEM FOR BROADCASTING SERVICES

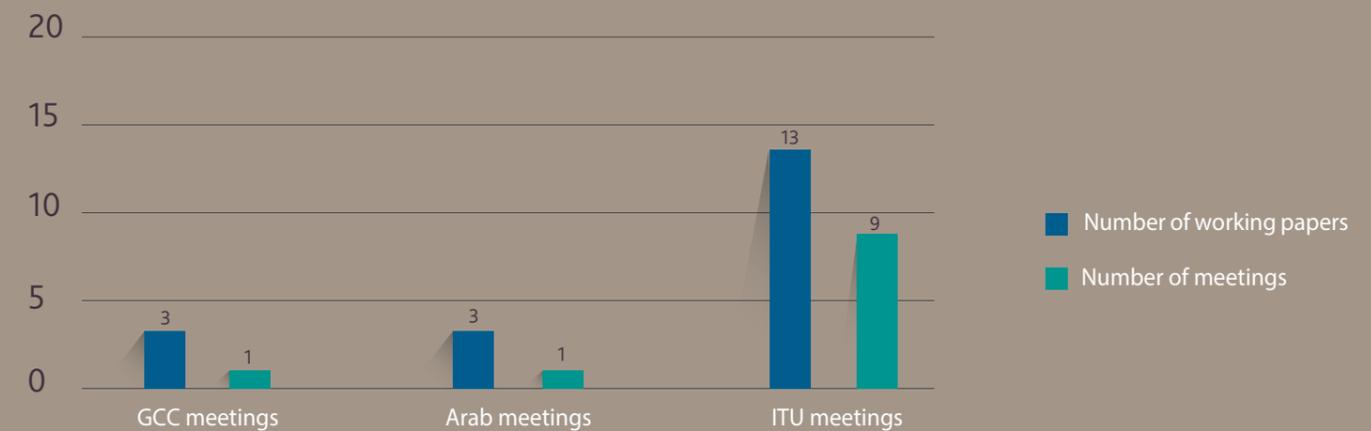
Added a vehicle for monitoring coverage of radio and television broadcasting services in the UAE. The vehicle measures the quality of services provided and surveys radio networks in order to know their coverage inside or outside the UAE, resolving harmful interference between radio networks and ensuring operators' compliance with the frequency spectrum authorizations granted to them by the TRA.



Election of the UAE to chair the Arab Spectrum Management Group

SPECTRUM MANAGEMENT / DEPARTMENT

INTERNATIONAL PARTICIPATION AND WORKING PAPERS SUBMITTED BY THE DEPARTMENT IN INTERNATIONAL FORUMS



NUMBER OF MEETINGS, STUDIES AND WORKING PAPERS SUBMITTED BY THE DEPARTMENT ON BEHALF OF THE TRA AND THE UAE

PARTICIPATION IN KEY EVENTS IN THE UAE

- Working in accordance with the regulation of support services in radio production and special events
- Working in a coordination team with the event organizer
- Issue spectrum authorizations for support services during events
- Frequency coordination at the national, regional and international levels as required
- Frequency reporting and registration at the ITU as required
- Field work during the event and ensuring that there are no harmful interference on authorized devices
- Abu Dhabi Formula One Grand Prix
- The UAE Drones for Good Award
- Mohammed bin Zayed Award for Drones and Artificial Intelligence
- Dubai Racing Club
- World Drone Championship
- IDEX

SPECTRUM MANAGEMENT DEPARTMENT

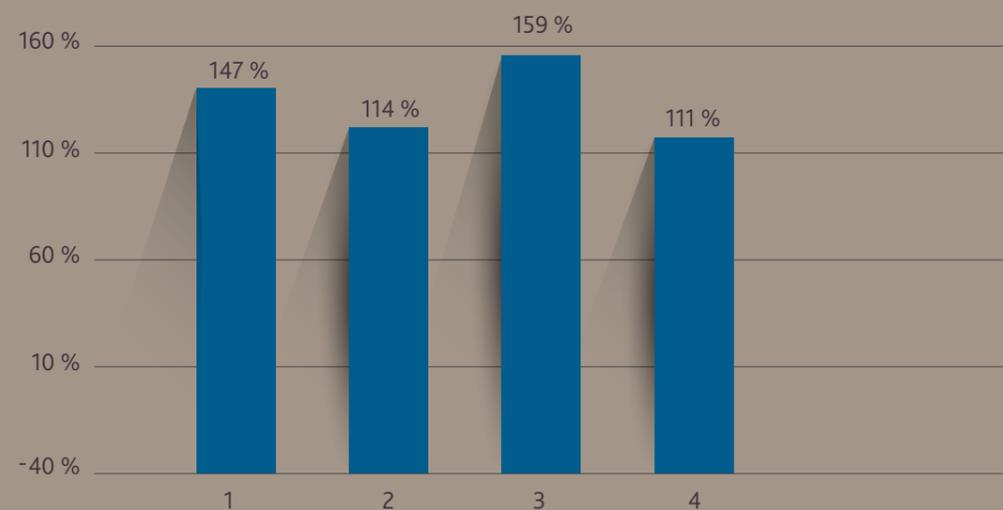
PARTNERSHIP AGREEMENTS

In order to provide common services at a level that meets the expectations of customers, a number of partnership agreements were signed in 2016 with strategic partners such as:

- Federal Transport Authority - Land & Maritime
- National Search and Rescue Center

DEPARTMENT SERVICES

ACHIEVEMENT OF PRIORITY SERVICE TARGETS



ACHIEVEMENT OF SERVICE TARGETS

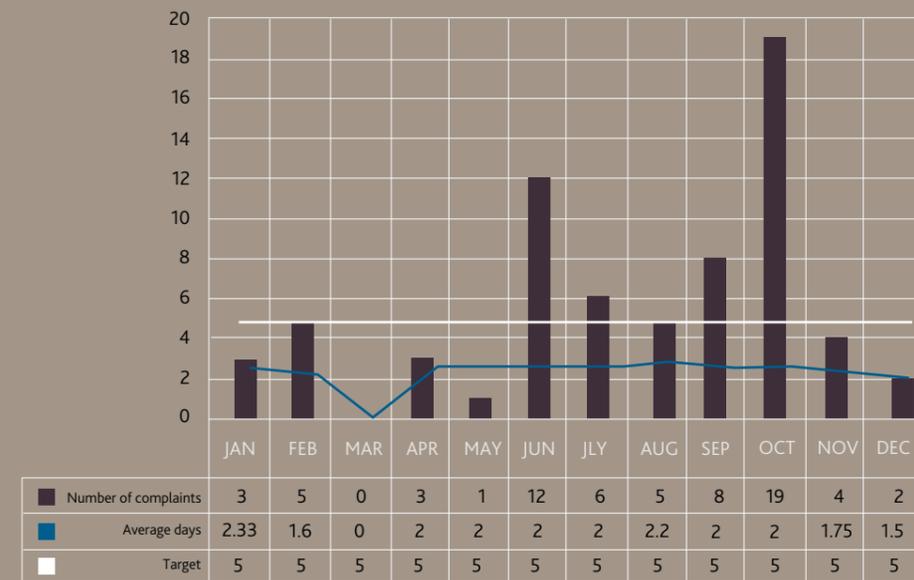
The following services were delivered in 2016:

Service Type	No. of Authorizations
Issue new authorization	10131
Renew authorization	6788
Modify authorization	672
Cancel authorization	219
Total	17810

SPECTRUM MANAGEMENT DEPARTMENT

RESOLVING COMPLAINTS OF HARMFUL INTERFERENCE

There were (75) interference complaints, all of which were handled effectively and resolved at rate of 1.8 days



UPDATED REGULATIONS

Regulations	Issue Date
Spectrum Fees Regulations (3.0)	7 January 2016
Aeronautical Maritime Earth Stations PMR	17 March 2016
Amateur UWB & SRD Radio Regulations	18 May 2016

SPECTRUM MANAGEMENT / DEPARTMENT

NEW REGULATIONS

Spectrum Regulation	Preparation of the regulation
Support services in radio production and special events (PMSE)	December 2016

WORKING ON THE REGULATORY FRAMEWORK OF THE SPACE SECTOR

The TRA participated in the National Committee for Space Policy and Legislation, with a view to promoting the regulatory framework of UAE's space sector. The National Space Policy was issued at a ceremony held on 6 December 2016.

COMPLETION OF THE FIRST PHASE OF UPDATING THE SPECTRUM MANAGEMENT SYSTEM

- Servers were moved from Etisalat Data Center to the Federal Network (FedNet) Data Center Ensuring the readiness of the first phase of the spectrum management system for the provision of electronic transactions
- The completion of this project required exceptional effort and strong determination, with work continuing on some days throughout the night until morning. These efforts were culminated in the success of this important phase of the project.

DIGITAL TERRESTRIAL TV SWITCHOVER PLAN

- Preparation of technical specifications for digital terrestrial television receivers by the TRA.
- Approval of technical specifications for terrestrial television receivers by the Cabinet.
- As of August 2016, every TV sold in the UAE has a tuner to receive digital terrestrial TV signals.

THE T-DAB PROJECT

- Completion of the study on the provision of Terrestrial Digital Audio Broadcasting (T-DAB) service in the UAE in October 2016, in parallel with the FM radio service
- Issuance of Resolution (77) of 2016 on the provision of T-DAB in the 230-174 MHz band.
- Working with broadcasting service providers to discuss technical details of T-DAB delivery in the UAE

SPECTRUM MANAGEMENT / DEPARTMENT

BROADCASTING SERVICE TECHNICAL SPECIFICATION COORDINATION PROJECT

- Working with the Emirates Authority for Standardization and Metrology to prepare technical specifications for receivers of all types of T-DAB
- The initial draft of the UAE specification for AM/FM/T-DAB receivers was issued by the Emirates Authority for Standardization and Metrology

INITIATIVE FOR INTRODUCING (IMT5) 2020-G) IN THE UAE

The initiative was launched to improve the quality of mobile telecommunications services in the UAE and its ranking in the NRI, taking advantage of the technology at Expo 2020 and contributing to the implementation of mGovernment services.

INTERNAL AUDIT AND / RISK MANAGEMENT

The main purpose of the Internal Audit, Risk Management and Compliance Department is to review and assess the compatibility of the governance, control and risk management process framework and its functionality.

In addition, the objectives of the Internal Audit, Risk Management and Compliance Department include providing advice and recommendations to senior management on aspects of improving risk management, internal control and governance systems.

In order to meet the planned vision and mission, the scope of work of the Internal Audit, Risk Management and Compliance Department has been defined as follows:

- Review and assess relevance and effectiveness of TRA's internal control systems
- Review the applicability of risk management procedures and risk assessment methodologies and their effectiveness in the TRA
- Support the department in identifying business risks and assessing the adequacy of risk management
- Review the reliability, integrity and usefulness of financial, technical, operational, and administrative information and the means used (including electronic information systems) to identify, measure, classify and report on such information
- Review the accuracy and credibility of accounting records and financial reports of the TRA
- Assess compliance with legal and regulatory requirements and approved policies and procedures
- Assess the effectiveness of existing policies and procedures and make recommendations for improvement

INTERNAL AUDIT AND RISK MANAGEMENT

- Identify cost-saving opportunities and make recommendations to improve cost-effectiveness
- Conduct specific investigations as mandated by the Audit & Risk Management Committee and the Board of Directors
- Review adherence to the Code of Professional Conduct in the TRA and ensure that the highest standards are met at the personal and TRA levels
- Assess the economic efficiency, effectiveness and quality of staff resources in the implementation of their assigned responsibilities
- Ensure that the actions taken by the department to correct audit results are applied satisfactorily and properly. If the applicable procedures are substandard, follow-up processes must be implemented at an appropriate level
- Initiate periodic audits of the internal audit charter to ensure its conformity with TRA requirements and modern corporate governance practices.

LOCAL PARTICIPATION

- Membership of the Board of Directors of UAE Internal Auditors Association.
- Chairing the Human Resources Committee of Internal Auditors Association.
- Participation in the 'Hassad' program to qualify national cadres in the field of internal auditing. It is linked to the 'Absher' initiative launched by HH Sheikh Khalifa bin Zayed, President of the UAE.
- Managing Director of the UN anti-corruption Convention.
- Cooperation with the Department of Economic Development – Government of Sharjah and the Sheikh Zayed Housing Program to share experiences and learn best practices of TRA's internal audit.

REGIONAL PARTICIPATION

- Participation in the Annual Regional Audit Conference (ARAC)
- Participation in the annual regional audit managers conference

INTERNAL AUDIT AND RISK MANAGEMENT

REGULATORY LAWS

- Internal Audit Charter.
- Charter of the Audit and Risk Management Committee.
- Internal audit policies and procedures manual.
- Risk management governance.
- Risk management policy.
- Risk management plan.
- Risk management manual.
- Charter of the tactical risk management committee.
- Business continuity manual.
- Business continuity policy.
- Crisis management plan.

LEGAL AFFAIRS DEPARTMENT

1 Department Roles and Responsibilities: -

Drafting and reviewing legal documents, regulations and legislation, ensuring the provision of sound legal advice to the DG, Board and all TRA sectors/departments so as to contribute to the understanding of and compliance with laws, rules and regulations.

Reviewing contracts and policies and providing legal advice.

Advising TRA sectors and departments as to whether they are acting in accordance with due legal process in their decision-making and to assist sectors and departments to take into account relevant legal considerations and discard the inappropriate ones in reaching their decisions.

Advice on recruitment and consultation agreements as well as major RFPs.

Access to all new and proposed legislation both within the UAE and the international telecommunications sector, which may have implications for current and future activities of the TRA and advise the department accordingly.

Provision of in-house training and awareness raising on legal issues affecting the telecommunications sector in the UAE.

2 Department Projects: No department-specific projects.

3 Department Awards: N/A.

4 Policy and procedure files: As published on the TRA website and will be updated in case of any amendment.

5 Department Events: No department-specific events

LEGAL AFFAIRS DEPARTMENT

LEGAL STATUS AND KEY ACTIVITIES

The General Authority for Regulating the Telecommunications Sector, commonly referred to as the Telecommunications Regulatory Authority ("TRA"), was established as an independent public federal entity to regulate the telecommunications sector in the United Arab Emirates pursuant to Article 6 of the Telecommunications Law (Federal Law by Decree No. 3 of 2003). The TRA is subject to the Federal Law (Decree No. 3 of 2003 and its Executive Order). TRA registered address at PO Box 26662, Abu Dhabi, UAE

The TRA derives its strategic objectives from the Telecommunications Law, Executive Order and UAE's National Telecom Policy. As such, the TRA is entrusted with the following: Ensuring the adequacy of telecommunications services throughout the UAE, improving services in terms of quality and diversity, ensuring QoS and compliance with license terms by licensees, promoting telecommunications and IT services in the UAE, promoting and developing the telecommunications sector in the UAE through training and development, establishing relevant training institutions, resolving any disputes between licensed operators, developing and implementing a regulatory and policy framework, supporting new technologies, ensuring that the UAE becomes a regional ICT hub, developing the human capital in the country and promoting R&D (note 17). The TRA also prepares separate financial statements for the special purpose of the ICT Fund (excluding the TRA) and itself (excluding the ICT Fund). These financial statements are available at the TRA.

HUMAN CAPITAL DEPARTMENT

EMPLOYEE RELATIONS SECTION

The Department of Human Resources is keen to improve and provide the best services to its employees, as it continuously keeps track of human resources systems. The department measured employees' satisfaction with the ease of use of the system in place and targeted 315 staff members at the TRA level, where employee satisfaction with the use of HR self-services was at %100 of the total number of employees who completed the survey.

HUMAN CAPITAL DEPARTMENT

HR PLANNING SECTION

EXHIBITIONS

The HR Planning Section participated in 6 exhibitions at universities and colleges. The participation was fruitful in terms of the turnout of graduates and students (near graduates). It was also our role to clarify the activities of the TRA in the federal government and to answer queries about the TRA or scholarships provided by the ICT Fund for students. In addition, a group of new graduates were interviewed through exhibitions and were recruited according to work requirements and available vacancies.

EMIRATIZATION

The HR Department seeks to recruit and manage national cadres in all sectors of the TRA while maintaining the existing national cadres. The Emiratization rate in the TRA was as much as 83 % in 2016.

EMPLOYEE RELATIONS SECTION

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CORPORATE COMMUNICATION DEPARTMENT

CSR PARTICIPATION AND EVENTS

The Corporate Communication Department has organized a range of community initiatives, ranging from blood donation campaigns to supporting people with special needs through the purchase of specialized chairs to help students with special needs to freely move and go about their daily lives, helping them feel that they are part of the society. The Department has also participated in supporting the 'Reading Nation' Campaign, Zayed Humanitarian Work Day, donation to needy families, Eid al-Fitr Zakat Campaign, 'Seventh Neighbor' Initiative as well as the Employee Talent Initiative.

CORPORATE COMMUNICATION DEPARTMENT

ACHIEVEMENTS

Best federal entity that encourages its employees to read.

The Corporate Communications Department has actively contributed to the preparation and management of 'Year Of Reading' initiatives in which the TRA won the award of the best federal entity that encourages its employees to read at the Emirates Pioneers Awards ceremony held in Dubai in the presence of HH Sheikh Mohammed bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai, who handed over the prizes to the winners.



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