UNITED ARAB EMIRATES AND THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

EXCELLENCE IN IMPLEMENTATION: EXECUTIVE SUMMARY

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SUSTAINABLE DEVELOPMENT GOALS

اللجنة الوطنية لأهداف التنمية المستدامة
National Committee on Sustainable Development Goals

UAE AND THE 2030 AGENDA
FOR SUSTAINABLE DEVELOPMENT
EXCELLENCE IN IMPLEMENTATION:
EXECUTIVE SUMMARY

His Highness Sheikh Abdullah bin Zayed Al Nahyan

Minister of Foreign Affairs and International Cooperation

"Meaningful change is never straightforward. but I am confident that we in the UAE now have both the mindset and the systems in place to make a real difference towards the Sustainable Development Goals"

Her Excellency Reem bint Ebrahim Al Hashimy

Minister of State for International Cooperation Chairwoman of the UAE National Committee on SDGs

"Setting the year 2030 to achieve the SDGs is only the beginning. The UAE's commitment to achieve sustainable development is at the heart of the country's national plans. The ideas and principles of sustainable development permeate UAE's natural development plan, Vision 2021. Last year, the UAE also announced a fifty-year strategy for national development, the UAE Centennial 2071."

His Excellency Abdulla Nasser Lootah

Director General of the Federal Competitiveness and Statistics Authority Vice-chair of the UAE's National Committee on SDGs

"As we do with the six pillars of the UAEs National Agenda, monitoring and reporting progress using accurate data and sound research and analysis is crucial to the UAEs progress in achieving the SDGs"

THE STORY BEHIND THE SDG LOGO

UAE's National Committee on SDGs has created a bespoke logo to represent the approach the country is taking to implement the SDGs.

Inspired by the colors of the 17 SDGs, each color in the logo represents a goal and the blending of colors is intended to convey the complexity, indivisibility and crosscutting nature of the SDGs. The map of the UAE at the center of the ring of colors illustrates the fact that sustainable development is very much a way of life for the country.

Furthermore, the logo for each SDG places UAE's map in the middle and gives prominence to the official color of that goal. Here is the bespoke icon for Goal 17: Partnerships for the Goals.

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CHAPTER 1:
UAE's ROLE IN FORMULATING THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

The process to develop the SDGs was launched by the UN Conference on Sustainable Development ('Rio+20') in June 2012. The idea of the SDGs was first proposed in 2011 by Colombia and Guatemala. In the run-up to Rio+20, the SDGs were championed by other countries, including Peru and the UAE.

The negotiating process on the SDGs was first carried out in an Open Working Group (OWG) of the UN General Assembly (UNGA), which met 13 times in 2013-2014 and in which the UAE held a seat. The UAE participated in the OWG representing the Asia-Pacific region via a seat shared with Cyprus and Singapore. The UAE provided substantive input on issues such as energy, education, global partnership, health, water and women's empowerment. The UAE also represented the Arab Group in these negotiations.

The SDGs were finalized in August 2015, after eight sessions of intergovernmental negotiations. At the UN Sustainable Development Summit in September 2015, which formally adopted the 2030 Agenda for Sustainable Development, the UAE highlighted access to clean energy, alongside sufficient and affordable food, quality education and healthcare, sustainable economic growth, healthy ecosystems and increased resource efficiencies, as issues that resonate strongly with the country. The UAE also pledged to 'leave no one behind' and 'shift the world onto a sustainable and resilient path'.[1]

Further, the UAE's Minister of Foreign Affairs, H.H. Sheikh Abdullah bin Zayed Al Nahyan, participated in the UN Secretary-General's High-Level Panel on Global Sustainability (GSP), which produced a report titled Resilient People, Resilient Planet as a key input to the Rio+20 Summit. H.E. Dr. Sultan bin Ahmed Sultan Al Jaber, Minister of State and H.E. Reem bint Ebrahim Al Hashimy, Minister of State for International Cooperation, also represent the UAE on the Leadership Council of the UN Sustainable Development Solutions Network (SDSN).[2]

CHAPTER 2:
UAE's NATIONAL COMMITTEE ON SUSTAINABLE DEVELOPMENT GOALS

GOVERNANCE

In January 2017, UAE's National Committee on SDGs was formed by decree of the UAE Cabinet. Her Excellency Reem bint Ebrahim al Hashimy, Minister of State for International Cooperation and Chairwoman of the Federal Competitiveness and Statistics Authority (FCSA) chairs the National Committee. FCSA serves as vice-chair and secretariat for the Committee. The Ministry of Cabinet Affairs and The Future, the Ministry of Foreign Affairs and International Cooperation and 12 other Federal-level government organizations are also members and are responsible for the national implementation for SDGs, monitoring and reporting of progress towards targets and stakeholder engagement.
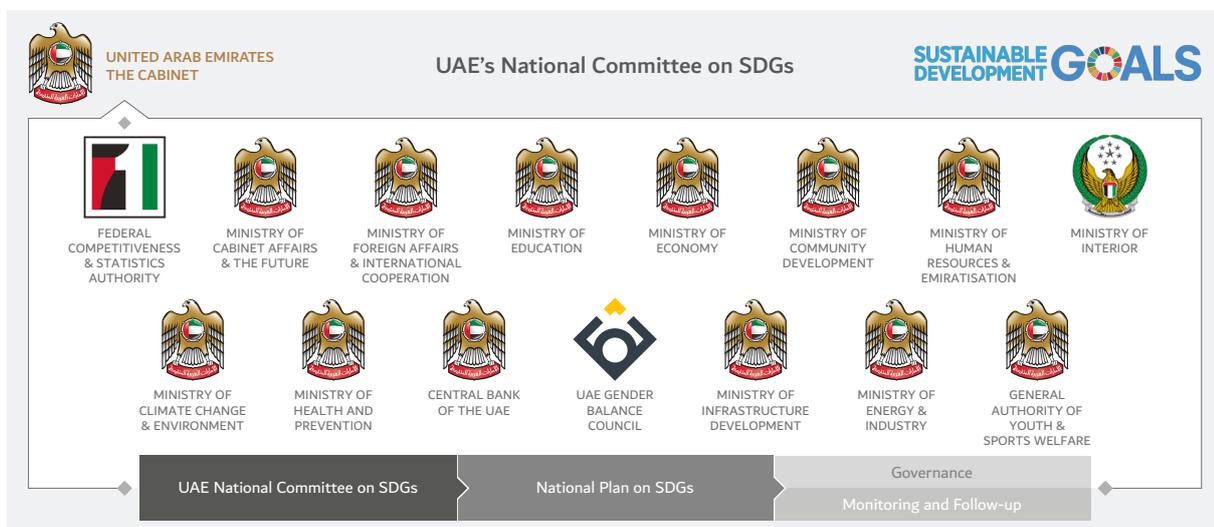
*Membership to be expanded in 2018

1 Permanent Mission of the UAE to the UN, 'Statement by H.E. Sheikha Lubna bint Khalid Al Qassimi', 26 September 2015
2 Sustainable Development Solutions Network Leadership Council: http://unsdsn.org/about-us/leadership-council/

Members of the National Committee have a variety of sector specific and cross cutting roles to implement the SDGs. Portfolio agencies, such as the Ministries of Education, Health and Energy coordinate the implementation of SDGs that most closely correspond to their core business, however they also support lead agencies for other SDGs. For instance, the Ministry of Health & Prevention, the lead agency for SDG 3 (Good Health & Well-being), collaborates with the Gender Balance Council and the Ministry of Climate Change and the Environment to advance targets in SDG 5 (Gender Equality) and SDG 2 (Zero Hunger) respectively. The Gender Balance Council leads efforts to progress SDG 5 and has a cross cutting role to address gender specific issues across the SDG framework.

SDG targets are also mapped to federal agencies that are not part of the National Committee. For instance the Ministry of Justice advances targets in SDG 16 (Peace, Justice & Strong Institutions) working closely with the Ministry of Interior.

The table below details the primary roles of the agencies that are National Committee members[3]:

National Committee Member	Role as Coordinating Agency
Federal Competitiveness & Statistics Authority	Vice Chair and secretariat of the National Committee
Ministry of Cabinet and Future	Cross cutting role for state sector strategy and performance
Ministry of Community Development	SDGs 1, 10
Ministry of Climate Change & Environment	SDGs 2, 12, 13, 14, 15
Ministry of Health & Prevention	SDG 3
Ministry of Education	SDG 4
Gender Balance Council	SDG 5 and cross cutting role to ensure policy coherence on gender issues
Ministry of Energy & Industry	SDGs 6, 7
Ministry of Human Resources & Emiratisation	SDG 8
Ministry of Economy	SDG 9
Ministry of Infrastructure Development	SDG 11
Ministry of Interior	SDG 16
Ministry of Foreign Affairs & International Cooperation	SDG 17 and cross cutting role on international engagement
Central Bank	Cross cutting role liaising with the Ministry of Finance
General Youth & Sports Authority*	Cross cutting role to ensure policy coherence for youth welfare

*In October 2017 a revised mandate for the General Youth & Sports Authority was announced - the portfolios for youth and sports are no longer overseen by the same authority
** Subject to review in mid-2018

Other organizations whose core business overlaps with the SDGs are invited to be observers to the proceedings of the National Committee depending on the topics of discussion. These organizations include federal government entities that have a significant supporting role in the implementation of SDGs, think tanks and representatives of local government.

In 2017, the National Committee's priorities were to map the SDG targets to UAE's federal and local development plans. A prioritization exercise for SDG targets was undertaken and dialogue to incorporate priority SDG targets in Cabinet's decision processes and the UAE government's performance management framework and statistical reporting processes was initiated. A countrywide effort to raise awareness of the SDGs and to engage with a range of stakeholders across federal and local government, the private sector, academia and civil society organizations, was launched.

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3 For goals with targets assigned to multiple agencies, the National Committee member assigned the highest proportion of targets in a particular SDG is designated coordinating agency. For instance 7 out 12 targets in SDG 9 are mapped to the Ministry of Economy which is designated coordinating agency for that goal. Target mapping is reviewed annually to account for changes in portfolios of Ministries

Mandate of the National Committee on SDGs

1. Align the SDGs with UAE's national development priorities and serve as a coordination body to implement the SDGs
2. Undertake regular follow up and review of progress on implementation
3. Manage domestic and international stakeholder engagement
4. Coordinate the collection of official statistics, identify new data sources and assist the National Statistics System to build capacity to monitor and report on SDG indicators
5. Manage adhoc SDG-related projects assigned by Cabinet

Role of the Secretariat of the National Committee on SDGs

- Provide strategic advice and support for the implementation of the SDGs
- Organize quarterly meetings of the National Committee, identify implementation priorities and serve a coordination role for review and follow up
- Liaise with National Committee members to manage external engagement with domestic and international stakeholders
- Monitor and report progress towards Agenda 2030

IMPLEMENTATION

Over the past decade, UAE's public sector has undergone large-scale transformation, which has resulted in the country being ranked as having one of the best performing governments globally.

The state sector performance architecture that the UAE has implemented to progress its national development priorities aims to ensure that government is agile, efficient and on the leading-edge of public sector administration across the full spectrum of its activities, from the policy-making process to service delivery. The same performance architecture that spans the breadth and depth of government, across the federal and local levels, will be used to localize, harmonize and monitor progress on the SDGs (see Chapter 3).

STAKEHOLDER ENGAGEMENT

The National Committee has developed an active engagement strategy to involve domestic and international stakeholders in the implementation of the SDGs. The Committee's communication strategy is based on three principles: Make Aware, Engage and Maintain.

The central idea is that the strategy should guide engagement with cross-sectoral stakeholders over the short-, medium- and long-term to ensure that there is momentum behind their combined efforts to achieve the SDGs.[4]

The National Committee has also been an active participant in international fora on sustainable development by participating or hosting high-profile events on data, policy and global partnerships and providing platforms to enhance global dialogue on the SDGs.

Principles of National Committee's Stakeholder Engagement Strategy

AWARE	ENGAGE	MAINTAIN
- **Define the Challenge** (Internal and External Challenges)	- **Define Communication Tools** (UAE and International Channels)	- **Reports and Follow-ups** (Report and Evaluate)
- **Define SDGs and their Role** (Domestic and International Objectives)	- **Define National Initiatives** (National Matrix: Target, Action, Mechanisms)	- **Support Stakeholders** (Achievement Respository)
- **Define Stakeholders and Subcommittees** (Domestic and International Partners)	- **Define International Initiatives** (International Matrix: Target, Action, Mechanisms)	- **Coaching and Motivating Stakeholders** (Training, Coordination and Partnerships)

4 For details on the National Committee's engagement with specific stakeholders, see chapter 5

CONSULTATION PROCESS FOR IMPLEMENTATION AND ANNUAL REPORTING

The National Committee is committed to engaging a wide range of governmental and non-government stakeholders in the annual reporting on SDGs. The consultation process for this report was organized in parallel with the stakeholder engagement and outreach for 2017. Partners within and outside of government were invited to participate in awareness raising sessions on the UAE's implementation plan and to contribute details of programs, initiatives, data and success stories on themes related to sustainable development.

In October 2017, the Committee hosted its first, annual, stakeholder meeting on SDGs. The purpose of the Committee's annual events is to convene senior UAE government officials and representatives from the private sector, academia, NGOs and youth groups to inform them of the ongoing program of work for the implementation of the SDGs in the UAE. The event also serves as a platform for dialogue and coordination for the review of cross-sectoral implementation plans. The first draft of this report was based on the outcomes of the October 2017 meeting. Thereafter, stakeholders were asked to review and provide feedback on subsequent drafts.

In 2018, the National Committee seeks to engage a wider range of partners, both nationally and internationally, with a specific focus on local government, youth and gender groups and the non-profit sector.

CHAPTER 3:
MECHANISMS TO IMPLEMENT UAE's NATIONAL DEVELOPMENT PRIORITIES AND AGENDA 2030

The UAE has one of the best performing public sectors in the world. Government in the UAE is characterized by its ambitious visions for national development and a commitment to achieving high-quality economic, social and environmental outcomes. This is achieved by a machinery of government that functions in an open and transparent way and is underpinned by a systematic performance framework, a highly skilled civil service and efficient and innovative mechanisms for the delivery of public services.

This section describes the institutional architecture that services UAE's national development plans, and over the next 12 years, will faciliate the implementation of the SDGs as well. The UAE will leverage all aspects of this architecture to ensure that the SDGs are localized and harmonized across federal and local levels of government; that policy coherence is achieved using the mechanisms that align national and sub-national policies; and that the enabling technologies and stakeholder relationships are deployed to their full effect to achieve the SDGs.

Examples of Global Rankings of Government Performance 2017

Report	Indicator	Global Rank
World Competitiveness Yearbook, 2017 IMD	(Best) Government Decisions	1
Global Competitiveness Report - World Economic Forum 2017/18	Public Trust in Politicians	2
Global Competitiveness Report - World Economic Forum 2017/18	(Absence of) Favoritism in Decisions of Government Officials	2
World Competitiveness Yearbook, 2017 IMD	(Least) Bureaucracy	2
World Competitiveness Yearbook, 2017 IMD	Government Efficiency	4
World Competitiveness Yearbook, 2017 IMD	(Highest) Transparency	4

UAE's INSTITUTIONAL STRUCTURE

The UAE is a federation of seven emirates - Abu Dhabi, Dubai, Sharjah, Ajman, Um Al Quwain, Ras Al Khaima and Fujairah - that united in 1971 under the Late Sheikh Zayed bin Sultan Al Nahyan as the President, and the Late Sheikh Rashid bin Saeed Al Maktoum as Vice President.

The UAE is governed by federal and local government authorities across the seven emirates. The Constitution sets out their powers and roles.

The key institutions of the federal government are:

1. Federal Supreme Council
2. President and Vice President
3. The Cabinet
4. Federal National Council
5. Federal Judicial Authority

Federal government authorities handle core policy and service delivery portfolios including foreign relations, defense, interior policies and services, environmental policy, secondary and higher education, health, macroeconomic policy etc.

Local governments are responsible for the delivery of municipal services such as waste management, local urban planning, land usage, sewerage, sanitation, economic licensing, local roads, public transportation etc. in accordance with federal policies, strategies and standards. However each Emirate has considerable autonomy to shape their development trajectories using UAE's national vision, Vision 2021, as a template for forward planning.

UAE VISION 2021

In accordance with the principles of the founding fathers and under the patronage of H.H. Sheikh Khalifa bin Zayed Al Nahyan, the President of the UAE, the National Work Program was launched in 2005. This led to the development of UAE's Vision 2021 which was launched in 2010 by H.H. Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai. The vision aims to position the UAE among the best countries in the world by the Golden Jubilee of the Union in 2021 (see Box below for more information about the pillars of UAE's Vision 2021).

Box

VISION PILLARS

United in Responsibility
An Ambitious and Confident Nation Grounded in its Heritage

United in Knowledge
A Competitive Economy Driven by Knowledge and Innovation

United in Destiny
A Strong Union Bonded by a Common Destiny

United in Prosperity
A Nurturing and Sustainable Environment for Quality Living

VISION 2021
UNITED ARAB EMIRATES
GOLDEN JUBILEE YEAR 50

UAE's NATIONAL PRIORITIES

| Cohesive Society and Preserved Identity | Safe Public and Fair Judiciary | Competitive Knowledge Economy Driven by Innovation | First-Rate Education System | World-Class Healthcare | Sustainable Environment and Infrastructure |

In 2014, H.H. Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and the Ruler of Dubai, launched the 'National Agenda' to guide efforts towards Vision 2021. The agenda was the result of a series of workshops ("Vision Labs") attended by over 300 officials from 90 federal and local government entities, participants from civil society organizations and the private sector and subject-matter experts from academia and research institutions.

The agenda specifies a wide-ranging work program centered around 6 national priorities and 52 National Key Performance Indicators (NKPIs).
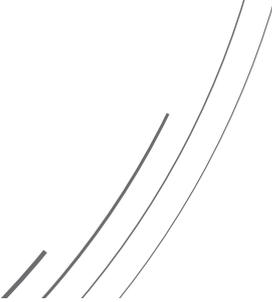
1. Cohesive society and preserved identity

The UAE Vision 2021 National Agenda strives to preserve a cohesive society proud of its identity and sense of belonging. It promotes an inclusive environment that integrates all segments of society while preserving the UAE's unique culture, heritage and traditions and reinforces social and family cohesion. Furthermore, the National Agenda aims for the UAE to be among the highest ranked countries in the Human Development Index. Some of the NKPIs that measure the progress in achieving this priority are Human Development Index, World Happiness Index, Social Cohesion Index, and Family Cohesion Index.

2. Safe public and fair judiciary

The UAE Vision 2021 National Agenda aims for the UAE to be the safest place in the world. It seeks to reinforce its citizens' sense of security and achieve high global rankings in the areas of security, emergency preparedness, reliability of police & security services and road safety. The National Agenda reinforces the importance of a fair, transparent, efficient and proactive legal system that guarantees the rights of individuals and businesses. Some of the NKPIs that measure the progress in achieving this priority are indicators on sense of security, reliability of security and police services, average response times to emergencies, road traffic death rate and judicial system efficiency.

3. Competitive knowledge economy

The Vision 2021 National Agenda aims for the UAE to be at the heart of the global economy and be resilient and adaptive in the face of economic change. The vision focuses on transforming the UAE into one of world's most prominent economic, touristic and commercial capitals. The National Agenda aims to transition the UAE to a knowledge-based economy by promoting innovation and research and development, strengthening the regulatory framework for key sectors and encouraging the development of high value-adding industry sectors. Some of the NKPIs that measure the progress in achieving this priority are Gross National Income (GNI) per capital, net inflow of foreign direct investment as percentage of GDP, Ease of Doing Business Index, Global Competitiveness Index and growth in the non-oil sectors of the economy.

4. First-rate education system

Vision 2021 National Agenda emphasizes the development of a first-rate education system and begins by recommending a complete transformation of the current education system and teaching methods. There will be significant investments to promote and reinforce enrollment in preschools as this plays an important role in shaping children's personalities and their future. Furthermore, the National Agenda strives to ensure that students in the UAE rank among the best in the world in reading, mathematics and science exams and that they have a strong grasp of the Arabic language. Some of the NKPIs that measure the progress in achieving this priority are enrollment rate in preschools, upper secondary graduation rate, average TIMSS (Trends in International Mathematics and Science Study) score, average PISA (Programme for International Student Assessment) score, percentage of schools with high quality teachers, and percentage of schools with highly effective school leadership.

5. World-class healthcare

The UAE aims to develop the best healthcare system in the world. The Government is working with health authorities across the country to ensure that public and private hospitals are accredited according to clear national and international quality standards.

Furthermore, the National Agenda emphasizes the importance of preventive medicine and seeks to reduce cancer and lifestyle related diseases such as diabetes and cardiovascular diseases to ensure longer, healthier lives for citizens and residents. In addition, the Agenda targets a reduction in the prevalence of smoking and an increase in the healthcare system's readiness to deal with epidemics and risks. Some of the NKPIs that measure the progress in achieving these priorities are average healthy life expectancy, prevalence of smoking, rate of deaths from cardiovascular diseases, prevalence of diabetes, prevalence of obesity amongst children, rate of deaths from cancer, and metrics on the availability of medical specialists and nurses.

6. Sustainable environment and infrastructure

Ensuring economic and social development with an appreciation for environmental sustainability is a key priority for the UAE. The Vision 2021 National Agenda focuses on improving the quality of air, preserving water resources, increasing the contribution of clean energy and implementing green growth plans. The Agenda also highlights the importance of infrastructure and aims for the UAE to be among the best in the world in the quality of airports, ports, road infrastructure, electricity and telecommunications infrastructure. Furthermore, the Agenda has set a target to provide suitable housing for eligible UAE nationals within a record timeframe. One of the NKPIs that measures the progress towards this objective is 'time to obtain loan/house from the Government for UAE citizens'.

ARCHITECTURE TO MANAGE STATE SECTOR PERFORMANCE

NATIONAL KEY PERFORMANCE INDICATORS (NKPIs)

NKPIs are measures of performance outcomes in national priority areas. Targets for the NKPIs, benchmark UAE's performance to global best practices. H.H. Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai, the Ministers and the Prime Minister's Office (PMO) monitor the national indicators regularly to track progress towards targets. The PMO uses several platforms to monitor the NKPIs - one such platform is the Government Performance Monitor.

GOVERNMENT PERFORMANCE MONITOR

The Government Performance Monitor (GPM) was launched in 2017. The GPM is an analytical tool to support Ministries make informed policy decisions to achieve National Agenda targets. It aims to improve the overall performance of government in four stages, as shown in the following diagram.

Government Performance Monitor (GPM)

SITUATION	PRIORITIZATION	IMPLEMENTATION	IMPACT ASSESSMENT
How is the government performing overall across different metrics?	How can the government prioritize 360 indicators? An indicator can be prioritized based on:	Which initiatives can the government adopt to improve the overall government performance?	What would the impact of selected and implemented initiatives be?
▪ Overall government performance ▪ Pillar performance ▪ NKPI / Sub-indicator performance ▪ Efficiency ▪ Data availability ▪ Capability	▪ Performance score ▪ Data gap ▪ Policy gap ▪ Capability gap ▪ Severity	▪ Data collection ▪ Policy recommendations ▪ Efficiency improvements ▪ Capability enhancements	▪ Impact on overall government metrics ▪ Impact on budget ▪ Distance to target

IMPLEMENTATION AND EXECUTION OF UAE's NATIONAL AGENDA 2021

In order to ensure a comprehensive and efficient execution of the National Agenda 2021, all of the 52 NKPIs are assigned to specific federal entities according to their mandate. For instance, within the national priority of "First-rate Education System", NKPIs such as 'average PISA score', 'average TIMSS score', 'percentage of schools with high-quality teachers' etc. are led by the Ministry of Education. Likewise, the Ministry of Health & Prevention is the lead entity on the NKPIs pertaining to the national priority of "World-class Healthcare", the Ministry of Climate Change and Environment leads the portfolio of the environmental aspect of the "Sustainable Environment and Infrastructure Priority" and so on.

While lead federal government entities are accountable for the policy outcomes specified in the National Agenda, Cabinet also expects the cooperation of all supporting federal and local government agencies and in some cases the private sector, to jointly agree upon, plan for and execute national strategies. The coordination mechanisms to facilitate these partnerships run both horizontally and vertically across the two levels of government and various industry sectors. One such coordination mechanism are the National Agenda Executive Teams that are discussed in the next section.

NATIONAL AGENDA EXECUTIVE TEAMS

To progress the National Agenda, H.H. Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, launched 36 National Agenda Executive Teams in a cabinet meeting in October 2016. The teams comprise of over 500 government and private sector officials collaborating to achieve the National Agenda targets by 2021. Roles and responsibilities of the Executive Teams are set out in a Federal decree. The teams are expected to provide periodic reports on their achievements, results of the concerned initiatives and NKPI results to the Prime Minister's Office. At the end of 2016, 71% of the National Agenda targets had been achieved.

THE GOVERNMENT ACCELERATORS

The 'government accelerators' are a new initiative launched in 2016. The objective of the accelerators is to give momentum to whole-of-government efforts towards the National Agenda by providing a platform for cross-sectoral teams to address specific challenges. The idea is for teams to spend a short period of time 'in residence' at the accelerators to come to a consensus on and implement ambitious solutions to issues of national importance. Each project team aims to make progress on the NKPIs, policies and services, etc. that are required to drive implementation of solutions. Further, they seek to align the machinery of government vertically and horizontally, to instil a culture of innovation and creativity and foster close partnership between the public and private sectors.

One example of a project that was undertaken at the government accelerators was a challenge led by the Ministry of Interior to reduce road traffic deaths on five of the most dangerous roads in the UAE by 21%. In the first 100 days of implementation, a reduction of 63% was achieved. This solution will now be rolled out across the other main roads country-wide. Another challenge, led by the Ministry of Economy, was to achieve a five-fold increase in the number of registered patents in a hundred days - instead, the solution resulted in a seven-fold increase and a detailed study is ongoing to explore how the proposed solutions can be written into policy and implemented across the federal government.

PERFORMANCE MANAGEMENT FRAMEWORK

In order to ensure the efficient implementation of the UAE National Agenda, the NKPIs and their associated national initiatives and strategies are incorporated in the government's performance management framework and linked to the five-year strategic and operational plans of federal ministries. Strategic plans include strategic objectives and KPIs that are implemented via an operational plan involving initiatives and service delivery KPIs. These are further supported by KPIs' for government enablers.
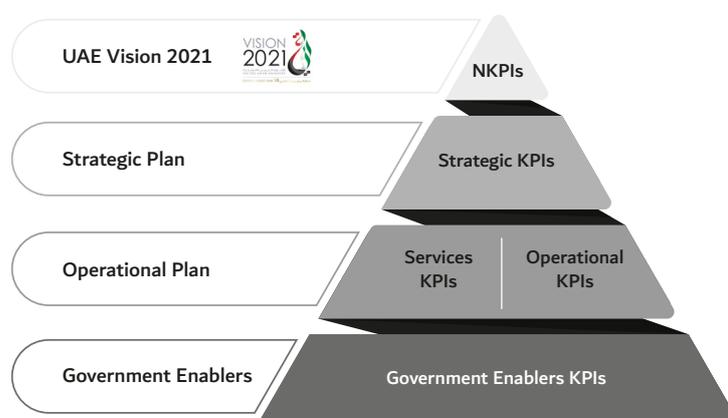
An electronic performance management system, known as "ADAA", is used to manage the strategic plans of federal government agencies. All government plans and KPIs - national, strategic, service or operational KPIs - are managed through this system. Strategic plans, policy baselines, outcome tracking and progress reports are approved, audited and validated by the Prime Minister's Office to ensure vertical and horizontal alignment between federal government agencies and coherence with the National Agenda 2021.

NKPIs in ADAA are periodically uploaded to the National Agenda dashboard system, which is monitored by H.H. Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE on a regular basis.

GOVERNMENT EXCELLENCE MODEL

Over the past decade, UAE's public sector has undergone large-scale transformation resulting in the country being ranked as having one of the best performing governments globally.

The Government Excellence Model (GEM) is a key component of the public-sector performance architecture that supports the implementation of UAE's futuristic vision for national development. Its aim is to ensure that government is agile, efficient and on the leading edge of public sector administration across the full spectrum of its activities, from the policy-making process to service delivery. The same performance architecture that spans the breadth and depth of government will be used to localize, harmonize and monitor progress on the SDGs.

The model uses structured criteria to guide government organizations to be effective stewards of their sectors and develop high-impact policies, programs, initiatives and strategies. Its key elements are based on disruptive thinking and transformation-based innovation that can lead to sustainable socioeconomic and environmental outcomes over the long term.

The GEM has been adopted as a basis for assessing government entities participating in the Mohammed bin Rashid Government Excellence Award. The aim is to determine the extent to which organizations demonstrate effective leadership. The excellence model is entirely a leadership-centric philosophy that aims to create organizations that adapt to an environment in which turbulence, great uncertainty and the effect of disruptive technological advancement are becoming the norm. It also aims to identify areas of improvement, challenges to overcome and opportunities to avail of, as the government entities pursue UAE's ambitious development objectives. It considers the organization as an open system with dynamic inter-related activities supported by smart, connected systems that extend beyond the traditional silos and 'closed boundaries'. In addition, it is geared to help develop extended relationships that can further enhance value creation and builds a much bigger capacity for knowledge transfer, capability building, agility and adaptability.

The GEM helps ensure that excellence, as an applied philosophy, is integrated into the organizational cultures, that it can be put to work in all core and support areas and focuses on the development of 'means' and the delivery of 'ends' concurrently. It helps ensure that an organization allows the adoption of fresh ideas thus keeping the organization on a sustainable path for learning and development. It also helps establish connections that support growth whilst ensuring resilience and adaptability.

The GEM is acknowledged internationally as having broken new ground in the frameworks it uses to manage public sector performance.

The model is underpinned by innovative principles and concepts that have been tried and tested within the UAE government and have proven their effectiveness in achieving leading results

Main Features of the Government Excellence Model

The GEM has several features that ensure that it leads to an improvement in the quality of government services. These are highlighted below:

- Focus on driving innovation in the public sector
- Observance of the variations and distinctiveness in the nature of the work of government entities
- Focus on the extent to which the government entities main objectives have been achieved
- Focus on services and smart government
- Development of the performance management philosophy to achieve the community's well-being and happiness as well as a competitive advantage and leading position for the UAE
- New assessment method focusing on the main results so as to bring added value to the entity
- Ease and clarity of criteria

The Government Excellence Model
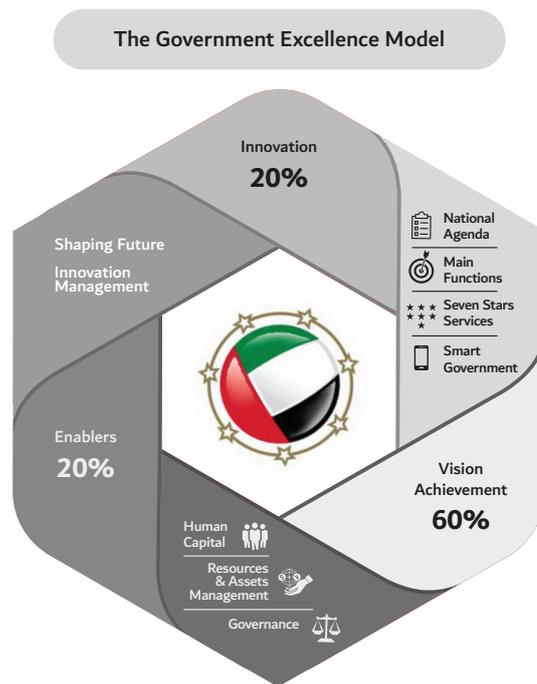
Pillars of Government Excellence Model

There are three pillars to the criteria used in the Government Excellence Model: Vision, Innovation and Enablers

Vision

The first pillar consists of the following four criteria:

- National Agenda
- Main Functions
- Seven Stars Services
- The Smart Government
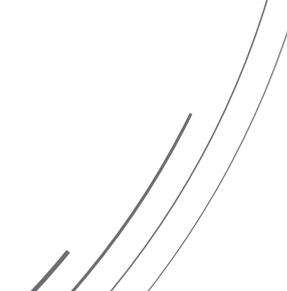
These represent the core business of government work through which government entities work on achieving the government vision. The extent of implementation of the criteria is based on the nature of an entity's work and tasks stipulated in the Memorandum of Association upon whether it is a service, regulatory, monitoring or government supporting entity, as well as the contribution of the entity to achieving the National Agenda objectives and indicators.

Innovation

The second pillar consists of two criteria:

- Future Shaping
- Innovation Management

The extent of implementation of the criteria is based on the nature of an entity's work and its integration on future shaping and identifying the most important elements of the ambiguity inherent in the outer boundaries and the impact of these items on their work. This criterion also focuses on the extent to which innovative solutions and pioneering initiatives are applied in services offered and processes and programs implemented. This is to ensure the achievement of strategic objectives and provide customers with the best services.

Enablers

The third pillar comprises three criteria:

- Human Capital
- Assets and Resources
- Governance

The government entities provide services and implement their functions and programs through effective and efficient management of their human capital, assets and resources. They do so in order to ensure commitment to the highest standards of transparency, integrity, governance and effective risk management. The way they achieve this is by providing a work environment that attracts human resources in order to guarantee effective contribution toward achieving the entities' visions and objectives.

THE NATIONAL AGENDA & LOCAL DEVELOPMENT PLANS

To ensure the alignment of federal and local development plans, the NKPIs and their associated targets are cascaded to the strategic plans of all local government organizations. While each Emirate has its own development plan, the National Agenda is one of the main inputs for the strategic plans of local governments and is the basis for their annual review. Furthermore, federal and local government authorities work particularly closely to deliver core public services. As discussed earlier, each National Agenda target and NKPI has a lead government entity that is responsible for reporting progress at both the federal and local levels of government. To review and develop strategy and to address concerns of a strategic nature, the Annual Government Meetings are a whole-of-government platform for the leadership of the UAE and officials from federal and local entities to interact.

ANNUAL GOVERNMENT MEETINGS

The Annual Government Meetings (AGMs) are the most prominent national platform for cooperation between federal and local governments. The AGMs are used to:

- Review progress towards the National Agenda by way of detailed progress reports on implementation efforts
- Provide a common platform for federal and local government entities to discuss outcomes of joint efforts across various sectors
- Ensure that federal and local development plans are aligned
- Planning for UAE Centennial 2071

At the first AGM in 2017, over 30 issues across multiple sectors of government were addressed and detailed plans were developed to achieve efficiency gains across the machinery of government. Policy coherence is an important theme of the AGMs. Solutions to common issues that have been piloted in one part of the country are scaled up and implemented nationally. Enabling knowledge transfer and sharing of enabling technologies and programs is another key element of the AGMs.

PARTNERSHIP WITH THE PRIVATE SECTOR

While federal and local government agencies are responsible for implementing, monitoring and reporting the NKPIs, many of the intended outcomes pertain to enabling a thriving and productive private sector. This includes the business community but also providers of healthcare, education, logistics, infrastructure and telecommunications among others. For instance, NKPI's for health and education also track the performance and outcomes of private educational institutes and healthcare facilities. The private sector is an important part of the national innovation and R&D landscape and is engaged on discussions related to national R&D

expenditures and priorities. Representatives from the private sector are participants in the National Agenda Executive teams, through which they can channel advice on government policy and where possible, compliment government efforts to deliver core public services, be these purely market-based solutions or public-private partnerships.

BUILDING CAPABILITY: HUMAN RESOURCES AND ENABLING PROGRAMS AND TECHNOLOGIES

UAE's government is continuously striving to build deeper capabilities and capacities to progress its ambitious development plans. Several national programs to develop human resource capabilities have been launched recently, such as the UAE Leadership Program, programs to develop Chief Happiness and Positivity Officers and Chief Innovation Officers, a Performance Diploma, Government Excellence Diploma, Excellence Service Program and several others. There is close collaboration between the public and private sectors to identify issues of common concern such as gaps in specialist expertise, variations in demand for and supply for particular skills and with the higher education system to ensure that people are being equipped with the knowledge and skills to be productive in their respective vocations. In addition to a cross-sectoral dialogue on skills, labor laws and regulations are being continually reviewed and updated and ensuring workplace satisfaction and well-being is given the highest priority (see Chapter 6).

UAE CENTENNIAL 2071

At the heart of a sustainable development trajectory is to pursue interests and outcomes, the benefits of which, will manifest in the long-term yet their ultimate realization requires urgent action now. In particular, issues of intergenerational justice and fairness motivate such action - no country should burden its future generations with challenges and predicaments, that will leave them worse off, in kind or otherwise, than generations past. As a country highly attuned to the benefits and burdens that fast-paced development can lead to, the UAE is committed to achieving high-quality outcomes for the generations of today and tomorrow. The UAE Centennial Strategy was launched in September 2017 with the express aim of achieving this by the year 2071. The national dialogue to shape the 2071 strategy has begun and it will derive significantly from UAE's current National Agenda, will use as milestones the ambitions of subsequent development plans, with the fulfillment of the SDGs being an important measure of progress in the year 2030.

CHAPTER 4:
UAE's NATIONAL DEVELOPMENT PRIORITIES & SDGs

NATIONAL AGENDA & SDGs

There are significant overlaps between UAE's National Agenda - consisting of 6 national priorities, 52 NKPIs and 365 sub-NKPIs - and the 17 goals, 169 targets and approximately 230 indicators of the SDGs.

The figure that follows shows the results of a target mapping exercise undertaken by members of UAE's National Committee on SDGs. At a thematic level, all 17 SDGs can be mapped to a pillar of the National Agenda. For instance, several NKPIs in the pillar World-class Healthcare are also detailed in SDG 3 (Good Health & Well-being).[5]

KEY CONSIDERATIONS TO PRIORITIZE & IMPLEMENT THE SDGs

The National Committee on SDGs has taken the following steps to prioritize and phase in the SDGs. The outcomes of this process will be reviewed annually.

1. Map SDG targets to UAE's National Agenda and prioritize which targets to pursue in a particular timeframe[6]
2. Determine the criteria for phasing-in these targets into the national development agenda and align monitoring and reporting cycles with the work program and capacity of the National Statistics System
3. Manage the size and scope of SDG implementation given resource capacities and constraints in a particular year

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5 Rate of deaths from cardiovascular diseases, rate of deaths from cancer, percentage of accredited health facilities, average healthy life expectancy, prevalence of smoking, rate of physicians, road traffic deaths etc
6 The National Agenda is UAE's national development plan. See chapter 3 for a detailed overview of the National Agenda

LOCAL DEVELOPMENT PRIORITIES & AGENDA 2030

SDG targets have also been mapped to the objectives of the development plans of the local Emirates. The tables below show the outcomes of the target mapping exercise.[8]

Abu Dhabi Plan 2030	SDG
Social Development	(SDG 3, 4, 11)
Security, Justice and Safety	(SDG 2, 16)
Economic Development	(SDG 8, 17)
Vital Sectors Contributing to Economic Diversity	(SDG 11, 12)
Vital Sectors Contributing to Economic Diversity	(SDG 17)

Pillars of Dubai Plan 2021	SDG
The Perferred Place to Live, Work and Visit	(SDG 3, 4, 11)
A Pivotal Hub in the Global Economy	(SDG 2, 8)
A Pioneering and Excellent Government	(SDG 16, 17)
City of Happy, Creative and Empowered People	(SDG 4)
A Smart and Sustainable City	(SDG 9, 11, 12, 14)

Pillars of Ajman Plan 2021	SDG
A Distinguished Government	(SDG 8, 9, 17)
A Green Economy	(SDG 8, 9, 11)
A Vibrant Community	(SDG 3, 4)
Best Place to Live	(SDG 6, 7, 11, 16)

Pillars of Fujairah 2040 Plan	SDG
Preserve Natural Resources and Celebrate Culture and Heritage	(SDG 15)
Building a Sustainable Environment	(SDG 9, 11)
Prosperous Economy	(SDG 8)
Build a Community of Skilled and Active Citizens	(SDG 4)

Pillars of RAK Strategic Framework 2015 - 2017	SDG
Creative Talents	(SDG 8, 4)
Competitive Economy	(SDG 4, 2, 8, 9)
Quality of Life	(SDG 3, 11, 16)
A Leading Government	(SDG 8)
Integrated Environmental and Health System	(SDG 6, 13, 14, 15)

CHAPTER 5:
STAKEHOLDER ENGAGEMENT FOR IMPLEMENTATION OF SDGs

YOUTH ENGAGEMENT FOR AGENDA 2030

In 2015, there were 1.2 billion youth aged 15-24 years, accounting for one in six people worldwide. By 2030 - the target date for achieving the SDGs - this number is projected to grow by 7 per cent to 1.3 billion.[9]

Today's youth face significant challenges in creating a bright future. The SDG agenda has appropriately acknowledged that young people are a crucial catalyst of change, but only if they are provided and empowered with the appropriate skills and opportunities needed to fulfill their potential, foster economic growth, contribute to peace and security and address climate challenge.

As the youth population continues to increase, it is becoming imperative for governments to establish them as a driving force for development. The primary responsibility for implementing the agenda rests with governments; however, direct youth engagement and participation is vital to achieving the SDGs.

History has demonstrated that youth marginalization leads to social, economic and political unrest that can result in an increase in crime, violence, and in extreme cases, lead to political revolutions, as was witnessed in some parts of the world in recent years. Young, restless populations seeking better opportunities and governance from their leaders, led the clamor for change.

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8 Preliminary mapping. To be reviewed annually. Development plans for the Emirates of Sharjah and Umm Al Quwain are being updated
9 UN Population Division, 2015 (http://www.un.org/esa/socdev/documents/youth/fact-sheets/YouthPOP.pdf)
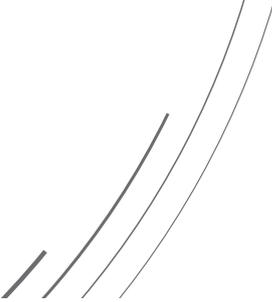
Achieving the 2030 Agenda requires a responsive approach to the voices and needs of the world's young populations. Governments and global leaders can achieve the SDGs by equipping young people with the skills, knowledge and confidence to transform a generation and support long-term sustainable development.

YOUTH'S ROLE IN IMPLEMENTING THE 2030 AGENDA - INTERNATIONAL PERSPECTIVE

Today's generation of youth is the largest the world has ever known - young people make up approximately one-quarter of humanity. Nearly 90 per cent of the world's youth live in developing countries, especially in South Asia and Africa, where one in three people is a young person. Demographic trends and projections indicate that the proportion of young people in the global population is declining and it is likely to fall below 20 per cent by 2075.[10]

Over the next few decades, the world has a historic opportunity to reap the promise of this demographic advantage offered to us by "Generation Hope" and working with them to achieve a happy, healthy and prosperous future for all.

The successful implementation of the 17 Sustainable Development Goals (SDGs) will undoubtedly have a positive impact on the world; however, supporting, integrating and investing in the youth are essential to achieving the 2030 agenda. In the next 12 years, and by 2030, the world's youth will be the ones most severely impacted by the success or failure of the goals. It is therefore in the world's best interest to have them directly engaged and invested in the agenda's success as partners, as they stand to gain or lose the most.

Youth can contribute greatly in the implementation of the 17 SDGs. The prominent themes they can make a contribution to within the agenda range from peace building (SDG 16), economic empowerment, participation and innovation (SDGs 8, 9, 17), environmental protection (SDGs 7, 13, 14, 15) and social empowerment (SDGs 1, 2, 5, 10). SDG 17 (Partnerships for the Goals), aims to revitalize partnerships between governments, including the private and public sectors. Youth should be encouraged to engage in this multi-stakeholder partnership to integrate their solutions for sustainable development. Young people are active drivers of change in local communities and can play a key role in engaging people at the grassroots level. Global stakeholders and governments need to synchronize their efforts to provide effective initiatives that promote the rights of the youth by involving them in the decision-making process. Encouraged by serious political commitment and adequate fund allocation, young people have the ambition, aspiration and the ability to make the most effective transformation of the world into a better place for all.

UAE's YOUTH ENGAGEMENT POLICIES

In February 2016, the United Arab Emirates appointed Her Excellency Shamma bint Suhail Al Mazrui as Minister of State for Youth Affairs. At the time of her appointment at the age of 22, she became the youngest member of cabinet in the UAE and the youngest government minister in the world.

The UAE has demonstrated tremendous interest in the aspirations of its youth by encouraging their inclusion in order to understand their needs and perspectives on a range of issues. When the Minister of State for Youth Affairs was appointed, numerous initiatives that facilitated the engagement of youth were implemented.

The first initiative was the establishment of the Emirates Youth Council headed by Her Excellency Shamma bint Suhail Al Mazrui and seven emirate-wide Local Youth Councils. The Councils comprise a group of youth representatives for each emirate selected through an interview process. By volunteering their time to become a part of the Council, the youth engage with policymakers to influence and improve decisions on youth policies.

Creating a federal-level platform that is structured to align with the local level, allows the creation of local development plans that involve the voices of the youth in policy-making. This allows Local Youth Councils to determine the prioritization of the SDGs within their communities and the overlap with the development plans of the respective emirates and the national development plan of the UAE (Vision 2021). An initial analysis has concluded that the development plans of all seven emirates have four SDGs in common: SDG 3 (Good Health and Well-being), SDG 4 (Quality Education), SDG 8 (Decent Work and Economic Growth) and SDG 11 (Sustainable Cities and Communities). Further to this, the variations in the local development plans are based on emirate-specific development needs.

"Youth Circles" is an initiative that originated from the Emirates Youth Council and was launched by H.H. Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE, Ruler of Dubai. Youth Circles are discussions by which youth can engage with each other on different social and political matters and to drive community impact through youth leadership. Through the Youth Circles, the Local Councils seek to build communication channels with the younger demographic in society, which allows the exchange of expertise and the promotion of dialogue with and among the youth. The Circles have yielded several benefits including the launch of the 100 Mentors Program that features 100 inspirational leaders from the public and private sectors, who aim to mentor the UAE's youth.

H.H. Sheikh Mohammed bin Rashid Al Maktoum also launched a social media campaign (#NationalYouthDialogue), which is a platform for Emirati youth to express their aspirations and to set the agenda for the Youth Retreat. The two-day Youth Retreat convened 100 youth from across the UAE to discuss the most pressing areas of concern for their generation. Through this retreat, more than 20 youth-related proposals were approved for implementation. Furthermore, the National Youth Agenda was amended for the Ministry of Youth Affairs to respond to concerns and outcomes presented during the Youth Retreat. The National Youth Agenda is the first in the UAE that champions youth engagement - by the youth and is for the youth.

10 Global Youth Development Index & Report 2016, Commonwealth Secretariat, referencing UN population projections

In association with the Mohammed bin Rashid Global Centre for Endowment Consultancy (MBRGCEC), the Emirates Youth Council created the Youth Endowment to fund and support youth projects, making it the first of its kind worldwide. Organizations contributing to the endowment will offer services valued at 5 million dirhams annually to increase youth engagement in society and help them initiate their projects.

One of the most important initiatives in preparing and empowering the youth to become the future decision makers of the country is the UAE Government Leaders Programme (UAEGLP). This programme was launched by H.H. Sheikh Mohammed bin Rashid Al Maktoum in cooperation with the Ministry of State for Youth Affairs, to build and develop distinguished leaders of the future with world-class institutions from around the world. The programme is an example of the UAE government's efforts to empower its youth for the future so they are equipped with the appropriate skills commensurate to the world's future challenges. The Emirates Youth Council has also launched Youth Data to promote data sharing between the public and private sectors in the UAE in areas of direct concern to the country's youth population. As evidence of the success and achievements of the Emirates Youth Council and the Local Youth Councils, the model of the Youth Council has been adopted by various sectors in the UAE, including: Ministerial Youth Councils, Corporate Youth Councils and Organizational Youth Councils.

The Global Youth Council was also established to connect Emirati students studying abroad in order to make a positive change in their universities and communities. The UAE believes that efforts to empower the youth should not only be limited to the youth of the UAE but also be expanded and extended to the Arab world. Under the patronage of H.H. Sheikh Mansour bin Zayed Al Nahyan, Deputy Prime Minister and Minister of Presidential Affairs, the Arab Youth Forum was held during the World Government Summit 2017. The Arab Youth Forum is considered to be the first ever forum connecting 150 youth representatives from all 22 Arab countries. Over three days, Arab youth discussed and debated their aspirations for a better future. One of the outcomes of the Forum was the launch of the Arab Youth Strategy. H.H. Sheikh Mansour bin Zayed Al Nahyan, Deputy Prime Minister and Minister for Presidential Affairs, also announced the opening of the Arab Youth Center, which will be located in the UAE's capital, Abu Dhabi.

All UAE's youth-centric initiatives are designed to encourage youth participation across all sectors of government. The Youth Councils will facilitate dialogue on SDGs between the federal and local levels of government and ensure that progress towards the SDGs occurs in parallel with work on the national and subnational development plans.

The UAE's welcomes the participation of youth in the implementation of the SDGs, in fact, as for Vision 2021, considers them important partners in this endeavor. In the UAE the rights of youth and future generations are taken into account across all areas of policy. Coherent strategies are in place for the youth population of the UAE and that of the wider region to serve as catalysts for economic growth and enhanced social, economic and civic engagement.

2030 is only twelve years away. And twelve years from now, the world will acknowledge that today's Emirati youth were influential participants in the successful implementation of the 2030 agenda.

PRIVATE SECTOR ENGAGEMENT TO ACHIEVE THE SDGs

Engagement with the private sector to achieve national development goals is part of the operating model of the UAE government. The previous chapter highlighted the various ways in which federal and local agencies work with the private sector, seeking input both when policy is being developed and legislated and when initiatives and means of implementation to achieve targets in the National Agenda are being discussed. Ministries that are assigned National Agenda targets are encouraged to work closely with the private sector. As would be expected, such cooperation is most expansive in areas that involve the delivery of core public services - education, health, infrastructure, municipal services etc. - but increasingly, public- private-partnerships involve data sharing to deliver SMART services, implementing the STI framework, resource mobilization for sustainable development and joint efforts to engage with the public on issues of sustainable living.

Engagement with the private sector to progress the SDGs is managed through existing institutional mechanisms to service the National Agenda and the local development plans. However, new pathways for partnerships are being explored. First, federal agencies that are members of UAE's National Committee on SDGs will engage with relevant industry partners to mobilize support for SDG targets prioritised in a particular year. Members of the National Committee are at liberty to work with any private sector partners they deem necessary to progress the SDGs. A second pathway for public- private-partnership is via the UN Global Compact Network of the UAE, which has been particularly active in raising awareness of the SDGs and in shaping the CSR agendas of firms operating in the UAE. In keeping with the UN Global Compact mission of 'mobilizing a global movement of sustainable companies and stakeholders to create the world we want', the network facilitates high-impact collective action through taskforces that bring together diverse companies to address various facets of the sustainable development goals.

The UN Global Compact Network-UAE is hosted by the Dubai Land Department and has engaged over 130 companies that are committed to implementing principles of sustainability and the SDGs in the private sector. The network provides opportunities for large organizations, SMEs and micro-enterprises to participate in collective action to achieve the goals. Companies represented on the UAE Local Network Board include, American University of Sharjah, CEO Clubs Network, Chalhoub Group, CTG Global, dU, Habor Real Estate, Majid Al Futtaim, MENA Properties and Pearl Initiative.
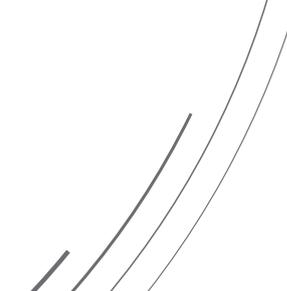
To bridge the gap between industry and academia, knowledge institutions such as American University in Dubai, American University of Sharjah School of Business Administration, IMT Dubai, Middlesex University Dubai, Paris-Sorbonne University Abu Dhabi and Skyline University College are also members of the network. In 2017, one of the network's key initiatives was its engagement with academic institutions for the launch of the Global Compact Local Network Youth Program that recruits youth ambassadors. In less than a year 90 ambassadors have been recruited to raise awareness of the SDGs.[11] This group of youth ambassadors will represent the private sector in dialogue and discussions with the UAE's Youth Councils in matters pertaining to the SDGs.

The local network also launched the UAE SDG Pioneers initiative. UAE SDG Pioneers are organizations that have taken early action to advance the SDGs and in doing so, have set an example for the business community in pursuing sustainable practices. Organizations apply to be UAE SDG Pioneers under one of the five themes of the 2030 agenda: people, peace, prosperity, planet and partnerships. An international committee oversees the selection process and KPMG acts as the third-party processor to ensure transparency. The first batch of UAE SDG Pioneers were honored at a ceremony held on November 2017 and will be nominated for the Global Pioneers scheme.

Each year the UN Global Compact Network-UAE hosts an event to celebrate its establishment. The event highlights local and global best practices in private-sector engagements for sustainable development and provides a platform for discussion and dialogue and networking opportunities for participants.

In 2018, the local network seeks to engage with a wider segment of the business community with a particular emphasis on underrepresented industries in the current set of signatory companies. It will work to accelerate the work program of the youth ambassadors in particular by seeking to establish dialogue with UAE's Youth Councils and streamlining activities with the youth engagement strategy of the Minister of Youth. The network's women empowerment taskforce will expand its agenda focusing particularly on promoting the Women Empowerment Principles. The network will also enhance the UAE SDG Pioneers initiative. Finally, the network will energize the work program of existing task forces, establish new ones where needed, and publish an annual impact report of its activities.

ROLE OF KNOWLEDGE INSTITUTIONS IN THE IMPLEMENTATION OF THE SDGs

In the UAE, there is an acknowledgement that knowledge institutions, such as universities and think tanks, are key partners for the implementation of the SDGs. The UAE hosts 79 accredited institutions of higher learning and the largest number of International Branch Campuses (IBC) worldwide. Higher education institutions include public and private universities, research centers, colleges and vocational schools offering more than 780 academic and research programs.[12] More than 40 IBCs have been established in the UAE attracting a diverse student body. The UAE's budgetary commitment to higher education is demonstrated by the government's substantial investment in universities. The 2017 budget included AED 10.2 billion for the public and higher education sector.[13] This is in addition to publically funded think-tanks and research institutes such as the Emirates Diplomatic Academy, Masdar Institute and the Mohammed bin Rashid School of Government (MBRSG).

Given this landscape, the UAE seeks to leverage the knowledge, resources and partnerships that the higher-education sector can offer to progress the SDGs. There is a recognition that interdisciplinary, solution-focused research is essential to fulfilling the SDGs given the complex interactions between the various targets. The implementation, monitoring and reporting of the SDGs rely on detailed information and holistic solutions that in turn require interdisciplinary expertise. In some cases, the traditional boundaries between the pure and applied sciences, the humanities and social sciences, law and public-policy will have to be redefined if the SDGs are to have a lasting positive impact on UAE's society. Knowledge institutions are also key partners in co-creating and co-designing solutions along with stakeholders such as national, local governments, private sector, youth and civil society.

The National Committee on SDGs identifies three areas for cooperation between the public, private and knowledge sectors that will greatly assist in progressing the SDGs in the UAE.

First, knowledge institutions should serve as incubators of technological innovation and thought leadership. Research agendas in knowledge institutions should aim at developing new paradigms for research and innovation to create solutions for sustainable development. A focus on evidence-based research on the SDGs - such as that carried out by MBRSG and the Emirates Diplomatic Academy (see case study) and the Masdar Institute - is essential for its application in service of the SDGs.

Second, knowledge-institutions can play a role in the localization of international knowledge. Implementing the SDGs requires translating global agendas to a local context and knowledge institutions should play the role of facilitators and communicators of knowledge and information. Such collaboration is essential to enhancing resource exchange and shaping the UAE's future as competitive knowledge-based economy. Global networks of students, academics and researchers are underutilized as sources of knowledge to alleviate common problems of public policy, and given its international outlook, the UAE aims to be an engaged partner, eager to deploy cutting-edge research regardless of its origin, to solving issues of sustainable development.

Third, the UAE aims to ensure that the principles of sustainable development are reflected in the curricula of all levels of secondary and tertiary education. Sustainable development is a relatively new paradigm that is radically different to traditional models of development that prioritize economic growth, at times to the detriment of environmental and social outcomes.

11 Profiles of youth ambassadors can be found at: ungcuae.org
12 UAE FCSA Policy in Action: The Heart of Competitiveness: Higher Education Creating the UAE's Future FCSA (2014)
13 Budget 2017, Ministry of Finance, UAE, https://www.mof.gov.ae/En/budget/fedralBudget/Pages/Budget2017.aspx

If sustainable development is to become entrenched as the dominant framework for analyzing the viability of policy and gauging standards of living, prosperity and the welfare of citizens, it is essential that it is the dominant narrative and that it forms part of the everyday vernacular of our future generations.

CHAPTER 6:
ENABLING MECHANISMS: PROGRAMS & TECHNOLOGIES

NATIONAL INNOVATION STRATEGY

The National Innovation Strategy (NIS) sets the overall direction of science, technology and innovation (STI) policy. The NIS aims at realizing UAE's Vision 2021, which is to be among the world's most innovative countries by the country's golden jubilee in the year 2021. The strategy defines innovation as "the aspiration to achieve development by generating creative ideas and introducing new products, services and operations that improve the overall quality of life" and aims to:

- Ensure an innovation friendly ecosystem (including an enhanced regulatory framework, technology infrastructure, supporting services, investments and incentives)
- Create a culture of innovation among individuals, firms, and the public sector
- Focus on seven priority sectors to lead innovation at the national level (see graphic)

National Innovation Strategy Framework
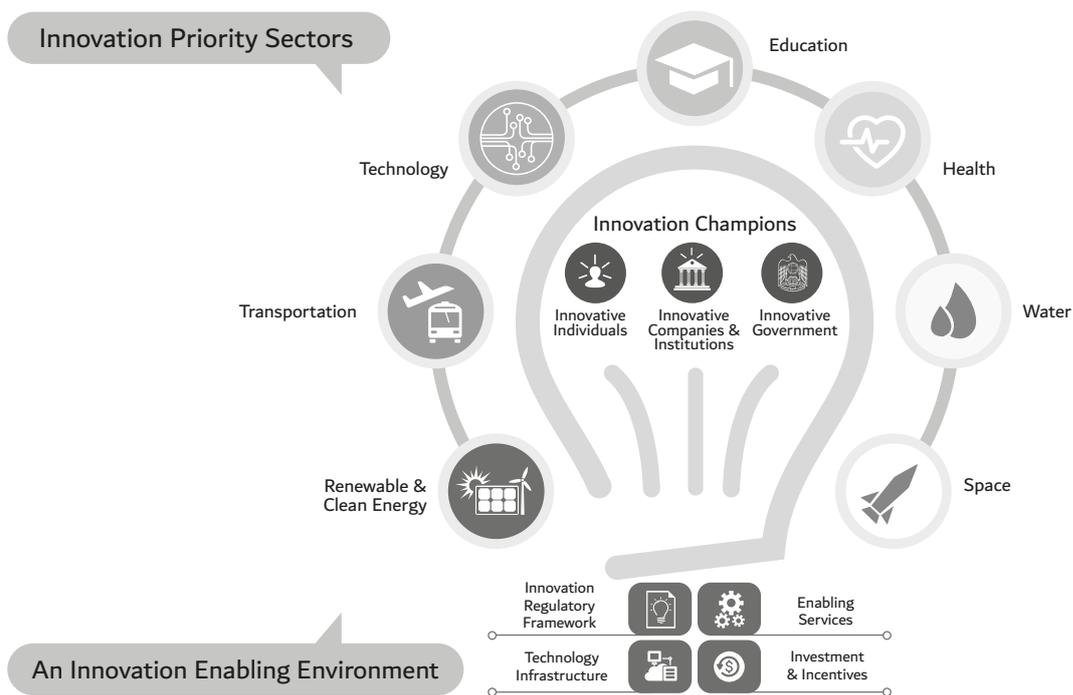
UAE's SCIENCE, TECHNOLOGY AND INNOVATION POLICY

The creation of the UAE's Science, Technology and Innovation (STI) policy is a key step in the country's efforts to achieve economic diversification and prosperity. One of the aims of the policy is to prepare the UAE for a post-oil world and to enable the country's transition to a knowledge economy. The STI policy framework, together with the National Innovation Strategy, provides a means of implementation for UAE Vision 2021, the SDGs and the UAE Centennial 2071 strategy.

The UAE recognizes the importance of innovation and the role it plays in economic progress. UAE's Vision 2021 highlights science, technology and innovation as the main drivers of growth and progress. It asserts their role in the UAE's transition towards a knowledge-based economy and in ensuring sustainable development for the country.

The UAE's National Agenda 2021 sets ambitious targets for outcomes across the science, technology and innovation portfolios. Acknowledging the role of human capital in enhancing innovation, the UAE seeks to increase the share of knowledge workers to 40% of its total workforce and to advance the ranks of its students in mathematics, science and reading to become among the 20 highest ranked countries by 2021. Many of these outcomes will also serve to assist either in progressing, or prospectively, meeting the targets of the SDGs.

The focus areas of the STI policy are wide ranging, encompassing education, health, energy, food security, water, sustainable cities among others (see graphic: Focus Areas of the STI Policy). Such an expansive agenda for STI provides a mechanism by which to find innovative solutions for all SDGs. Therefore, it is important to highlight that the STI policy, by design, both in its current form and in subsequent iterations, will service UAE's federal and local development agenda, the SDGs and UAE Centennial 2071.

STRATEGIC SECTORS IN THE UAE

| Education | Health | Water | Renewable and Clean Energy | Space | Technology | Transportation |

FOCUS AREAS OF THE STI POLICY

Education Innovation and Technology	Health Information Technology and Bioinformatics	Public Health, Non-Communicable Diseases and Wellness	Biotechnology and Genomics	Water Management and Economics
Solar and Alternative Energy Technology System	Space Sciences	CubeSats and Nanosatellites	Cybersecurity	Semiconductor Process Development
Robotics and Artificial Intelligence	Smart City Applications and Solutions	Architecture and Urban Design	Arabic Digital Technology	Financial Services Technology
Petroleum Geosciences	Internet of Things and Big Data	Additive Manufacturing (3D Printing)	Advanced Building and Construction Materials	Food Security
Transportation Logistics, Analytics and Security	Aerospace Advanced Materials, Manufacturing, Maintenance and Testing	Commercial Unmanned Aerial Vehicles	Autonomous Vehicles	

INSTITUTIONAL SETTING FOR STI

In November 2014, the National Science, Technology and Innovation Committee was announced. The Committee's mandate is to monitor the implementation of the NIS, enhance coordination, cooperation and exchange of expertise among federal and local entities, monitor the progress of innovation initiatives and their related indices nationwide, engage the private sector and ensure that its social and economic contributions stimulate innovation. Furthermore, in October 2017, as part of the announcement of the 13th Cabinet, two federal Ministers for Advanced Sciences and Artificial Intelligence were appointed. The Ministers are responsible not only for further entrenching the current STI strategy in the work programs of the federal government, but also to create the foundations for a long-term STI strategy that will service the implementation of the SDGs and the 'UAE Centennial 2071' strategy.

In 2018, a working group consisting of the National Committee on SDGs in partnership with the Ministers of Advanced Science and Artificial Intelligence respectively, academia and the private sector will undertake a detailed analysis of how the STI strategy will serve specific SDG targets.

DATA AND STATISTICS

The SDGs are an ambitious policy agenda and commensurately, a data-intensive framework that require that the policy and service delivery functions of government be informed by data sourced from within the National Statistics System (NSS) and from outside government.

The UAE has a federal statistics system consisting of statistics offices at both the federal and local levels of government. UAE's NSS consists of the Federal Competitiveness and Statistics Authority (FCSA), the local statistics offices of each of the seven Emirates, ministries, authorities and other government entities that collect or generate administrative data as part of their core business. As the UAE's national statistics office, FCSA's role is to provide governance, coordination & support for capacity building across the NSS and serve as the primary source of official statistics at the federal-level in the UAE.

Recognizing the demands the SDGs make on statistical systems, in 2017 the National Committee agreed to begin expanding capacity, diversifying sources and producing data at pace with decision-making cycles for the SDGs. The Committee agreed to form working groups and taskforces to coordinate the collection of data and produce an NSS-wide statistical implementation plan that will serve as a strategy for how the government intends to monitor and report on SDG indicators. Partnerships with leading private sector companies are being explored and several pilot projects have been launched to gauge the viability of public- private-partnerships to produce the rich datasets the SDGs require. The National Committee also seeks to leverage the UAE's STI framework and collaborate with the country's frontier-shaping STI sectors (e.g. Dubai Data Initiative, space sector etc.) to address data needs.

The UAE acknowledges that generating and using data and statistics to implement policy is a challenge in many countries, and a particularly vexing issue in the Middle East. Therefore as an active participant in the global statistical community and to ensure that data and evidence-based policy is given due attention both in the domestic policy discourse and in global discussions, the UAE is collaborating with the United Nations to host the UN World Data Forum in Dubai in 2018. The forum will be a premier global event in consolidating cooperation and promoting awareness on data-issues affecting sustainable development.
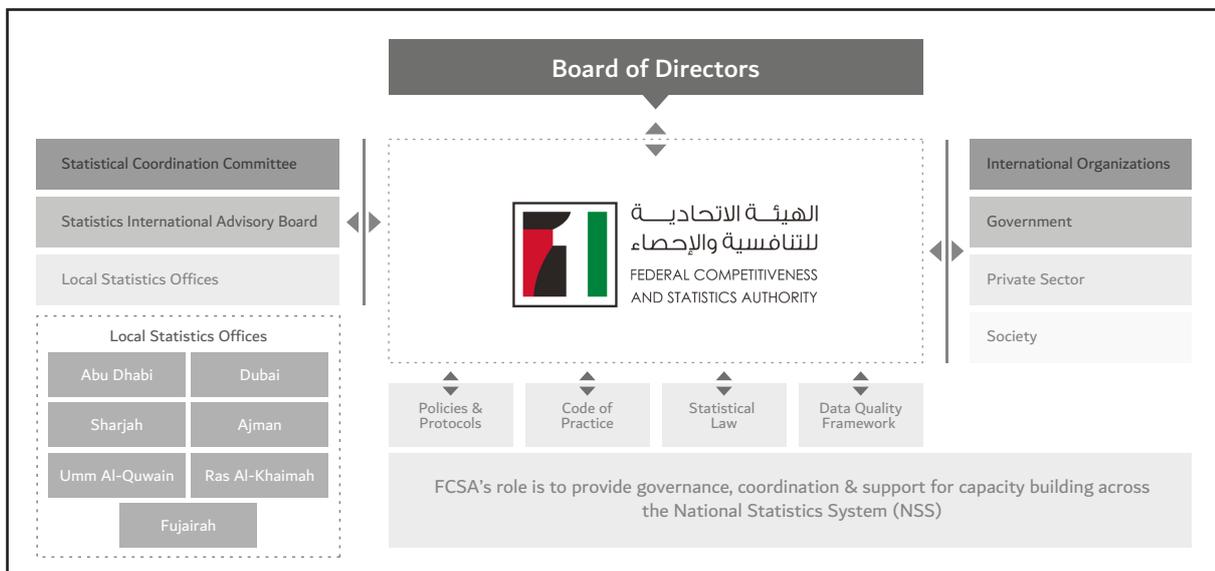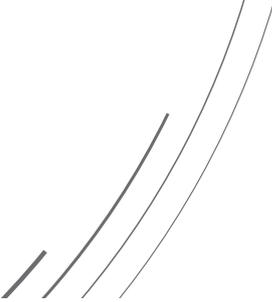
HAPPINESS AND WELL BEING AS NATIONAL POLICY PRIORITIES

One of the core concerns of the SDGs is to ensure the well-being of people around the world. Regardless of ethnic or cultural background, people ultimately desire to lead happy and meaningful lives in societies in which they can flourish and thrive. Social cohesion and well-being are therefore central to the ultimate achievement of Agenda 2030. When the United Arab Emirates was established in 1971, Sheikh Zayed bin Sultan Al Nahyan expressed that "the most important achievement of the Union, in my view, is the happiness of the community". To Sheikh Zayed, the wealth of his nation was the happiness of his people, suggesting that happiness is about more than simply economic wellbeing. The pursuit of happiness therefore, is not new to the UAE, but rather deeply rooted in its history.

THE ROLE OF GOVERNMENT IN HAPPINESS AND WELLBEING

Until very recently, governments typically have not attempted to measure citizens' happiness or subjective wellbeing due to the common notion that they are "fluffy" concepts that are too vague to measure in a scientifically valid and reliable method. Yet, over the past two decades, the measurement of human wellbeing has received a lot of attention. Indeed, in the policy sphere, the measurement of wellbeing - both by national statistical agencies as well as by individual government entities across the world - has become a routine activity.

Happiness therefore has recently been incorporated into many governmental constitutions as a mark of the realization that happiness is an important component of successful governance for the increased wellbeing of society. Recently, the General Assembly of the United Nations unanimously approved a resolution (A/RES/65/309) that calls for viewing happiness as a holistic approach to development, and for considering additional measures that better capture the importance of the pursuit of happiness and well-being in development with a view to guiding public policies. To guide this, the science of happiness has become a source that governments reference in order to ensure that people's wellbeing is a feasible goal for governments and public policy strategies.

The UAE wholeheartedly shares this belief in considering happiness a key measure of social progress and an objective that the government should integrate within its national implementation plans. A vision of happiness for the UAE means that policy-makers will seek to create a society where people's happiness is paramount, by sustaining an environment in which they can truly flourish. It is important to note here that "happiness" does not indicate the momentary, often short-lived feelings. Rather, it refers to the sustainable, authentic happiness; the happiness of society, that is, creating the most happiness for most people. Moreover, happiness does not indicate the absence of laws and policies that regulate society; rather, it ensures that laws and policies are designed in such a way that promotes societal wellbeing.

In practice this is done by linking happiness to policy levers that are generally known to increase people's well-being such as those linked to the economy, income, labor, education, health, social inclusion, public services and the environment. This is further based on studies that have shown that an increase in income, decrease in unemployment, improvement in educational, health, and environmental outcomes, improving the quality of public services and a higher level of tolerance in society all result in happier individuals. It can therefore be argued that happiness is a construct closely related to policy objectives such as the provision of better public health or education services or efforts to increase productivity. In fact, the objective benefits of happiness are of such importance that it matters greatly even if happiness isn't the ultimate goal. There are many reasons why the measurement of happiness is important - three obvious policy uses for happiness data stand out. First, to monitor progress of the wellbeing of people. Second, serving as a basis for policy formulation and finally informing policy evaluation.

It is worth clarifying that although governments can design and align policies to provide the means to lead happier lifestyles they cannot guarantee individual happiness nor can they enforce happiness. While governments should aspire to provide the best possible context for happiness, it is ultimately in the hands of individuals and communities to choose to be happy.

MINISTER OF STATE FOR HAPPINESS AND WELLBEING

The UAE seeks to create the institutional framework so that happiness can be achieved by way of systematic efforts on the part of the government.

In February 2016, Her Excellency Ohood bint Khalfan Al Roumi was appointed as Minister of State for Happiness and Wellbeing with a mandate to harmonize all government plans, programs and policies to achieve a happier society. In March 2016, H.H. Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai reviewed and endorsed the National Program for Happiness and Positivity. In October 2017, 'wellbeing' was added to HE Ohood Al Roumi's Ministerial portfolio and subsequently, her Cabinet title was modified to Minister of State for Happiness and Wellbeing.

NATIONAL PROGRAM FOR HAPPINESS AND POSITIVITY

The National Program for Happiness and Positivity (NPHP) is an umbrella under which policies and initiatives are developed to achieve the objective of making the UAE to being amongst the happiest nations in the world. The overarching mission of the program is to make happiness and positivity both a lifestyle in society and also the higher purpose of the role of government.

The NPHP specifies policies and strategies to enhance programs and services and specifies KPIs monitor progress. The program seeks to instill happiness and positivity for all members of UAE's community, including citizens, expatriate residents, tourists and even travelers in transit. The Program promotes and encourages the adoption of a crosscutting agenda of happiness programs in the public and private sectors.

The NPHP has three main pillars:

1. Happiness and wellbeing at work
2. Happiness and positivity as a lifestyle
3. Measuring happiness and wellbeing (development of benchmarks, indicators, and tools to measure happiness, wellbeing and positivity)

HAPPINESS POLICY MANUAL

The UAE government appreciates the importance of creating a positive environment for all government employees and of instilling values of happiness and positivity in all ministries and government entities. Policies, programs, services and the work environment in government entities should focus on happiness and enhance cooperation with the private sector to achieve this target. This, in turn, leads to improving customer service, promoting innovation, creating better jobs, and as a result enhancing competitiveness and advancing the economic development at the national level.

To help instill such a focus on happiness in a systematic way, the UAE government launched a Happiness Policy Manual that adds a happiness lens on the policy-making process through developing perspectives and policy tools to be applied when formulating new policy initiatives and revisiting existing ones. The Manual also includes a Happiness Impact Assessment Tool - a mandatory screening tool for any policy submitted to Cabinet - to ensure that happiness is viewed holistically in policy-making. The Tool assesses the expected impact of any policy on society's happiness based on six evaluation domains - namely, economy, health, education, society and culture, government services and governance, and environment and infrastructure.

UNITED ARAB EMIRATES AND THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

EXCELLENCE IN IMPLEMENTATION: EXECUTIVE SUMMARY
VOLUNTARY NATIONAL REVIEW
UN HIGH LEVEL POLITICAL FORUM 2018

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