



Mohammed Bin Rashid School Of Government

POLICY BRIEF

Summary

Can administrative simplification be institutionalized as a national capability that drives measurable public value? The UAE Zero Bureaucracy Programme is a national reform model that shifts administrative simplification from periodic improvement to a disciplined governance capability. Launched in November 2023, the Programme requires federal entities to question whether procedures, requirements, approvals, and digital steps are necessary, proportionate, and valuable to people and businesses. The programme has completed two cycles and has produced measurable first-phase results: more than 4,000 unnecessary government procedures eliminated, 1,600 redundant requirements removed, 200 million annual transactions streamlined, over 70 percent reduction in service time, 12 million hours saved, and AED 1.12 billion (USD 305 million) in annual savings for the public, customers, businesses, and investors.

This policy brief situates Zero Bureaucracy within international discourse on the economic cost of administrative burden, documents the UAE government's implementation model, comparatively highlights the first and second Programme cycles, develops policy recommendations for peer learning, and identifies strategic questions for sustaining the programme as a permanent capability and a transferable public administration model.

Achieving Zero Bureaucracy

Institutionalizing Administrative Simplification as National Capability – The UAE Model

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Towards 'Zero Bureaucracy': The Evolution of Public Sector Reforms Frameworks

For the last forty years, the foundational concepts of 'good governance' have heavily shaped global policy frameworks (e.g., IMF, 1998; OECD, 2014b; UNESCAP, 2015; World Bank, 2013) and sparked robust academic discussion (e.g., Grindle, 2007; Weiss, 2000; Woods, 2000). To forge more responsive, efficient, and effective public institutions, nations globally embraced various reform strategies. Some influential approaches were driven by the "reinventing government" paradigm (Kamensky, 1996; Osborne, 1993) and the principles of "new public management" (Dunleavy & Hood, 1994; Ferlie, Ashburner, Fitzgerald, & Pettigrew, 1996). Based on these principles, the "entrepreneurial government" notion, for instance, outlined ten defining traits for public administration: being competitive, decentralized, market-driven, mission-focused, customer-centric, community-owned, enterprising, outcome-oriented, catalytic, and anticipatory (Osborne, 1993). Likewise, new public management (NPM) ideals became widely popular by championing public-sector efficiency through structural decentralization, market competition, and performance-based rewards.

When put into practice, however, these approaches drew heavy critique as they consistently fell short of their ambitious goals. In some cases, conclusions were reached that rather than simplifying operations, new public management reforms actually worsened institutional and policy complexity (Dunleavy, Margetts, Bastow, & Tinkler, 2006). In the United Kingdom,

a thirty-year study of NPM initiatives revealed a 40 percent surge in administrative expenses, despite a roughly one-third reduction in the civil service workforce during that same timeframe (Hood & Dixon, 2015).

The shortcomings of these earlier public governance reform movements paved the way for novel more contextualized, and nation-specific paradigms of public-sector transformation. These included approaches like “joined-up government,” “whole-of-government,” “networked government,” and “horizontal governance” (Christensen & Lægreid, 2007; Goldsmith & Eggers, 2004; Peters, 1998; Pollitt, 2003). Overall, digital transformation was deeply ingrained as a core foundational component of these new approaches, where it was increasingly viewed as the primary drivers of institutional change and inter-agency coordination. Consequently, various public administration researchers suggested that a novel era had begun: the age of digital governance (Dunleavy et al., 2006). Building on those frameworks, governments around the world have continued to invest heavily in digital transformation, administrative restructuring, service quality improvements, and regulatory reforms with increasingly ambitious objectives, especially since the global COVID-19 pandemic disruptions (Salem, & Shaer 2022).

Several governments have introduced structural mechanisms to contain the growth of administrative burden, lending credibility to the case for systemic reform. For example, the United Kingdom’s “one-in, two-out” rule, in place from 2013, required any new regulation imposing a financial burden on business to be offset by red

tape reductions worth double the cost (HM Government, 2013), and was credited with reducing the net annual cost to business of regulation by GBP 1.2 billion (HM Treasury, 2014) before being suspended in 2017. Canada’s Red Tape Reduction Act of 2015 legislated a similar “one-for-one” rule, under which any increase in administrative burden on business must be offset from existing regulations, with the resulting savings producing an estimated 750,000 fewer hours annually spent by businesses on regulatory red tape (Canada Gazette, 2015). In Germany, its National Regulatory Control Council; an independent expert body that reviews federal ministries’ cost estimates for draft legislation and publishes assessments, noted that despite the introduction of a similar “One in, One out” rule in 2015, the administrative costs have continued to rise steadily, registering an annual compliance costs increased to a total of EUR 26.8 billion by 2023, until they started to decline for the first time in 2025 (Nationaler Normenkontrollrat, 2026).

Yet, it is clear that despite these attempts, citizens and businesses continue to face common challenges: repeated documentation requests, lengthy multi-step approval processes, fragmented public service journeys, and administrative steps that consume time without producing proportional public value. The challenge is not the existence of outdated or unfitting rules and regulations, as many procedures remain necessary to protect rights, verify eligibility, preserve safety, and maintain regulatory integrity. The challenge is the accumulation of unnecessary administrative burden over time.

Excess Bureaucracy as an Economic Constraint - Global Evidence

International evidence increasingly shows that excess bureaucracy is not merely an administrative inconvenience. It is a structural constraint on productivity, entrepreneurship, investment, innovation, and trust. The OECD notes that complex government processes impose significant burdens on citizens and businesses and can hinder economic growth and innovation. Its Cutting Red Tape research also describes red tape as burdensome to companies, inhibiting entrepreneurship, and reducing competitiveness (OECD, 2006). Excessive bureaucracy as such functions as an economic constraint, not just an administrative one. Furthermore, regulatory burden has an amplifier effect if coupled with the presence of corruption. A World Bank study of over 39,000

firms across 111 economies found that corruption’s negative effect on firm productivity is significant under high regulatory burden but insignificant under low regulatory burden, meaning regulation compounds rather than merely adds to corruption’s costs (Amin & Ulku, 2019). This matters because excessive procedures and opaque compliance systems can create both direct costs and indirect risks for firms and institutions. The World Economic Forum also treats the burden of government regulation as a competitiveness measure, while European Commission indicators connect administrative burden to investment, entrepreneurship, and business environment quality (WEF, 2019; European Commission, 2025).

The UAE Zero Bureaucracy Programme (ZB) represents a valuable case study of a national-level administrative simplification programme, and highlights avenues for significant policy learning for governments and policymakers worldwide. The core strategic advantage of the UAE ZB programme lies in how it positions bureaucracy reduction as an established national capability rather than a one-off temporary campaign. Its objective is not only to accelerate existing bureaucratic procedures, but to question whether they should exist in the first place. Effectively, this entails viewing administrative simplification as a public administration discipline: identify the burden, test its necessity, remove what is redundant, digitize only what remains useful, and measure the impact on people, businesses, and government productivity.

Defining ‘Zero Bureaucracy’

Achieving zero bureaucracy does not mean eliminating regulation, weakening accountability, or removing safeguards that protect the public interest. It means systematically removing administrative steps, documents, approvals, and digital requirements that do not create proportional public value. A procedure should remain only when it is legally necessary, risk-proportionate, non-duplicative, and understandable to the user. This conceptualization is what the UAE Government identified as its practical approach to ZB (Table 1).

Concept	Working definition
Administrative burden	The time, effort, cost, uncertainty, and repeated interactions required to comply with government procedures.
Unnecessary procedure	A step, approval, condition, or document request that is not legally required, duplicates existing information, or creates burden without proportional public value.
Digital bureaucracy	Friction embedded in digital journeys, such as repeated data entry, unnecessary uploads, fragmented portals, unstable systems, or online processes that reproduce old paper-based complexity.
Zero bureaucracy	A disciplined governance approach that identifies, eliminates, and prevents unnecessary administrative burden while preserving accountability and regulatory integrity.

Table 1: Zero Bureaucracy key concepts in the UAE.

The Origins of the UAE Zero Bureaucracy Programme

The Zero Bureaucracy Programme (ZB) builds on the UAE’s longer trajectory of government transformation. The progression from digitisation and e-government to smart and digital government established important foundations in service design, digital infrastructure, cross-government coordination and performance management. During this period, the UAE government has consistently been leading regionally, and more recently globally, in terms of utilising digital technology in government. Building on the foundational infrastructure during this period the government continued to set ambitious futuristic milestones for the transformation of the government. Between 2001 and 2021, the government launched several large-scale government initiatives that

drove major transformations across the country’s public administration apparatus (Figure 1).

The ZB represents a further evolution of this journey, shifting the focus from digitising and improving government services to systematically questioning, removing and preventing unnecessary administrative burden. The Programme was launched in November 2023 as a national initiative to simplify and streamline procedures, remove unnecessary requirements, and reduce processing times. In its first phase, ministries and federal entities were directed to cut at least 2,000 government procedures and reduce the time required for procedures by a minimum of 50 percent within one year. The ambitious target reflected the UAE’s leadership-driven approach to government transformation, challenging government entities to rethink established processes and accelerate reform. The programme introduced a public-

sector movement focused on reducing effort, accelerating outcomes, and improving government efficiency.

The programme was reinforced by the Zero Bureaucracy Award, launched in 2024 to recognise outstanding federal government teams that eliminate bureaucracy and deliver fast, tangible, and sustainable results. The winners from the first edition were honoured by the UAE Prime Minister at the World Governments Summit 2025, and the winners

from the second edition were honoured in May 2026. The second edition of the award reflected the evolution of the programme toward addressing digital bureaucracy, artificial intelligence, government integration, and community engagement.

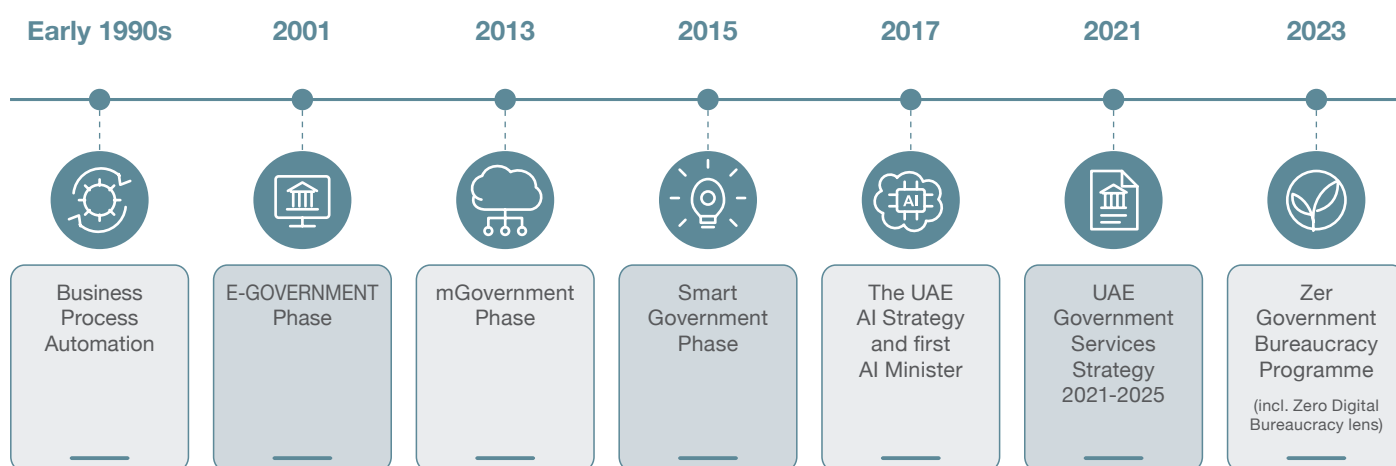


Figure 1: Evolution of the UAE's government modernization journey

How the UAE Model Works – The Comparative Advantage of the UAE Model of Administrative Simplification

The Zero Bureaucracy Programme is operationalised through an established “UAE model”. It is built around six design principles (Table 2). First, it is leadership-driven: the programme is launched, monitored, and recognised at the highest political level. Second, it is whole-of-government: bureaucracy is examined within entities and across institutional boundaries. Third, it is outcome-based: success is judged by reduced time, fewer requirements, and improved impact rather than by the number of reform activities completed. Fourth, it is user-centred: burden is measured through the experience of people, businesses, and government users. Fifth, it is incentive-based: awards, recognition, and public accountability create momentum. Sixth, it is iterative: each cycle expands the frontier of reform from procedures to digital journeys and, most recently, Agentic AI.

1. Mandate	2. Diagnose	3. Eliminate	4. Measure	5. Recognise	6. Elevate
Leadership sets ambition and targets	Entities map high-burden procedures	Unnecessary steps and requirements removed	Impact tracked through time, savings and burden reduction	Top teams rewarded and weak performance addressed	Expand the reform scope to sustain for the future

Table 2: The UAE Zero Bureaucracy Programme Six Design Principles

These attributes also build on institutional capabilities developed through the UAE's longer trajectory of government modernization, including digital government, service excellence, cross-government coordination and performance management. This institutional foundation is important when considering the model's transferability: governments may adopt the principles of Zero Bureaucracy, but the pace and mechanisms of implementation will depend on their existing administrative and digital maturity.

Numerous governments continue to pursue administrative simplification initiatives globally. What comparative advantage does the UAE model build on? A distinct contribution of the UAE model is that it combines high-level political sponsorship, quantified targets, whole-of-government implementation, public recognition, and public accountability. It also moves beyond making existing processes faster toward asking whether each procedure should continue to exist. The model's deeper distinction lies in the unit of reform. Rather than treating an existing procedure as the starting point for improvement, the ZB programme treats the administrative burden itself as something that must first be justified. The question therefore shifts from "How can this procedure be made more efficient?" to "Why is this procedure required, and what public value would be lost if it were removed?" (Table 3).

Traditional administrative reform	Zero Bureaucracy	Why it matters
Improve existing procedures	Challenge whether procedures are necessary	Creates deeper reform than process acceleration alone.
Digitise the current journey	Simplify first, then digitise what remains	Prevents technology from reproducing bureaucracy.
Optimise within one entity	Remove friction across the whole journey	Addresses cross-entity burdens faced by people and businesses.
Measure service performance	Measure burden, time, requirements, and user effort	Aligns institutional performance with lived experience.
Rely mainly on compliance	Combine incentives, awards, transparency, and leadership pressure	Creates visible momentum and accountability.

During the first phase of the programme, the first award cycle demonstrated that administrative burden can be measured and reduced at national scale. Official announcements reported participation by more than 30 government entities and 690 teams, the elimination of more than 4,000 unnecessary procedures, removal of 1,600 redundant requirements, a service-time reduction of more than 70 percent, streamlining of 200 million annual transactions, 12 million hours saved, and AED 1.12 billion in annual savings.

The second cycle reflected growing maturity in both the programme and government entities, as the focus expanded beyond procedural reduction toward more integrated approaches encompassing digital bureaucracy, AI, government-to-government services, and community engagement. It evaluated around 32 federal ministries and government entities and expanded the categories to reflect the programme's next frontier: Digital Bureaucracy, Use of AI in Zero Bureaucracy, Government to Government Services, and Community Engagement. While official public reporting for the second award focused on winning initiatives rather than a new aggregate national savings figure, the results show a shift from one-time procedural reduction toward a broader capability for digital, integrated, and AI-enabled simplification.

Dimension	First Cycle / Award 2025	Second Cycle / Award 2026	Policy Meaning
Main focus	Eliminate unnecessary procedures and reduce processing time.	Digital bureaucracy, AI, G2G services, business impact and community engagement.	The model moved from burden reduction to institutional capability building.
Scale	30+ entities and 690 teams; 4,000+ procedures eliminated; 1,600 requirements removed.	Around 32 federal ministries and entities evaluated.	The cycle became wider and more specialised.
Impact evidence	Over 70% service-time reduction; 200m annual transactions streamlined; 12m hours and AED 1.12bn saved annually.	Public reporting highlighted winning initiatives and categories rather than a new aggregate savings figure.	First cycle demonstrated substantial reported impact; second cycle reflected growing programme and institutional maturity, alongside thematic expansion.
Award categories	Best Government Team; Impact on People; Impact on Business; Engaging People; Government Integration; Innovative Solutions; Outstanding Initiative.	Best Government Team; Impact on Business; Making Life Easier; Digital Bureaucracy; Use of AI; G2G Services; Community Engagement.	Categories evolved toward digital, AI, integration and engagement priorities.

Accountability: From Leadership Pressure to Institutional Turnaround

A distinctive lesson from the UAE model of development is the deliberate use of visible accountability. In February 2025, in his capacity as the UAE Prime Minister, His Highness Sheikh Mohammed bin Rashid Al Maktoum publicly highlighted the top three and bottom three entities in reducing bureaucracy. This builds on an established practice in the UAE government reform over the past two decades. His Highness announced the Ministry of Justice, Ministry of Foreign Affairs, and Ministry of Energy and Infrastructure as top performers, while Emirates Post, the General Pension and Social Security Authority, and the Ministry of Sports were named among the lowest performers. The message was not simply reputational pressure; it was a signal that bureaucracy reduction had become a national performance expectation.

The subsequent progress of Emirates Post is therefore significant from policy reform point of view. During the second ZB cycle, Emirates Post was recognised for its National Logistics Network project in the Impact on the Business Sector category, reflecting significant progress in enhancing services and streamlining procedures. The trajectory from public identification of underperformance to subsequent recognition provides a notable example

of institutional turnaround within the UAE government system. While this does not establish that public accountability alone caused the improvement, it highlights how visible accountability, leadership attention, recognition, and institutional response can operate together to support reform momentum. For governments seeking to introduce national reform movements, the UAE case suggests that positive incentives alone may not be sufficient; sustained reform may require a calibrated mix of recognition, transparency, accountability, pressure, and institutional support.

The Second Phase: Digital Bureaucracy, AI and the Next Frontier

The second phase of the Zero Bureaucracy Programme focused on eliminating digital bureaucracy. This is a critical evolution because a service can be online and remain overly bureaucratic and burdensome. In practice, digital bureaucracy appears when users are asked to upload documents already held by government, repeat data entry across platforms, move between poorly integrated portals, or face digital journeys that reproduce the same approvals, handoffs, and delays as paper-based systems.

Official statements for phase two emphasised streamlining digital applications, achieving zero digital bureaucracy, ensuring 24-hour uptime for digital systems, strengthening integration between government entities, enhancing the digital customer experience, and integrating AI. In May 2026, His Highness Sheikh Mohammed bin Rashid Al Maktoum announced the next phase as Zero Bureaucracy using Agentic AI, aimed at further reducing procedures and building a faster, smarter, and more efficient government through advanced technologies.

Form of digital bureaucracy	Example of friction	ZB response
Repeated data entry	Users provide information already held by another government system.	Once-only data request and inter-entity data sharing.
Document upload burden	Users upload certificates or IDs already available in government records.	Automatic verification and pre-filled digital journeys.
Portal fragmentation	Users move between multiple platforms to complete one outcome.	Integrated journeys and service bundles.
System downtime or instability	Digital service is available but unreliable.	24-hour uptime targets and continuity-by-design.

Policy Lessons for Adapting the Zero Bureaucracy Model

The UAE experience offers a practical reference point for governments seeking to reduce administrative burden and redesign public services around simplicity, speed, and user value (Santiso C. 2020). However, the model should not be copied mechanically. Each government must first define why bureaucracy matters in its own context: economic competitiveness, business environment, citizen trust, service quality, investment attraction, or the gap between public expectations and government performance. The lesson from the UAE is that Zero Bureaucracy requires more than technical process improvement. It requires a compelling national case for change, visible leadership sponsorship, proportionate measurement, redesigned incentives, accountability, sequencing, and safeguards. What policy directions can be extracted base on the UAE's case?

1. Frame the bureaucracy problem without over-engineering the baseline

Governments seeking to adapt a Zero Bureaucracy model should begin with a clear case for reform, but they should avoid allowing measurement to delay actions. A burden baseline is important because it helps define what is being reduced: procedures, requirements, approvals, forms, uploads, visits, waiting time, or digital steps. However, calculating the full cost of bureaucracy can become a major project in itself, and each country should choose a level of measurement that fits its administrative capacity, data availability, and system of government.

The UAE experience shows that the case for reform does not necessarily emerge from weak performance represented in international developmental indicators. In the IMD World Competitiveness Yearbook 2023, the UAE ranked 7th globally in “absence of bureaucracy” / “bureaucracy does not hinder business activity” indicators. Despite this high ranking, the Zero Bureaucracy Programme was launched because the UAE leadership responded to the public's lived experience and recognised that, even in a high-performing system, users may still face complexities when measured against the country's established high expectations of excellence, speed, and service quality. Through customer voice and field monitoring mechanisms, governments can identify where excess bureaucracy is still felt by people and businesses, even when scores and rankings appear strong or satisfactory.

The policy lesson here is that sustaining a reform momentum requires both evidence and narrative: measurement to identify pain points and demonstrate impact, but also a compelling case for reform that links bureaucracy reduction to people's daily experience, business competitiveness, and national ambition.

2. Couple simplification of existing over-bureaucratic burdens with the prevention of new burdens

A major risk in administrative reform is that governments remove existing or legacy burdens while new ones emerge and continue to accumulate. An effective Zero Bureaucracy approach should therefore include a mandatory review gate for any new procedure, requirement, approval, form, upload, or digital application. New administrative requirements should be justified against clear questions. For example, these may include

(among others): Is the information requested from the public already held by government? Is the requirement proportionate to the risk being managed? Can the step be replaced by data-sharing, automation, or once-only collection? This shifts the model from periodic clean-up to continuous prevention. These preventative measures would need to be developed contextually at the design stages of the simplification process.

3. Redesign incentives around simplification

Bureaucratic burden often accumulates invisibly because the incentives facing public officials are asymmetrical. Adding new controls may be perceived as safe and welcomed, while removing a control during the simplification process can create a perception of risk at the personal or institutional level. The UAE model of reform addressed this asymmetry through clear leadership sponsorship, which removes layers of the perceived risk, coupled with the introduction of time-bound targets, public performance signaling, and potential national recognition. The Zero Bureaucracy Award helped convert simplification from an additional administrative task into a prestigious government achievement sought after by civil servants and their public institutions. This offers an important lesson based on the UAE's experience: governments should consider how their incentive structures can reward the removal of unnecessary burden with the same seriousness that they reward adherence to compliance and control. Addressing this asymmetry throughout the design of the simplification process and during its implementation is a vital design principle. If the perceived risk of removing a control, process or burdensome task continue to be seen as higher than the potential reward, both for individual civil servants and the public institutions, then the potential of a failed reform step would remain high.

4. Adapt and innovate accountability mechanisms, don't copy them

The UAE used visible performance accountability to create urgency and momentum. Publicly identifying leading and lagging performers can accelerate reform, especially when combined with support and a pathway for improvement. The Emirates Post case illustrates this dynamic: after being publicly identified among the lowest-performing entities in the first review, it was later recognised in the second award cycle for its National Logistics Network project. The lesson here is that this worked well in the UAE's context, as a driver of change. It is important to appreciate that this may not work in other contexts. Governments should avoid copying this public ranking approach mechanically, but to design accountability mechanisms that fit their political culture, administrative norms, existing regulatory systems, as well as their institutional and social trust environments.

5. Sequence implementation according to maturity stages

The UAE model of simplification benefited from decades of investment in digital government, service excellence, people voice monitoring tools and cross-government performance measurement. Governments that do not share a similar level of maturity may need to begin with simpler foundations: documenting procedures, establishing a baseline, identifying and prioritising high-burden services, and validating reforms through participatory processes with users. More advanced stages can then include once-only data collection, digital journey integration, cross-entity interoperability, and eventually AI-enabled simplification. Attempting to leap directly to adopting advanced digital or AI-enabled bureaucracy reduction mechanisms without securing the capabilities of solid administrative, regulatory systems and technological infrastructure risks creating superficial and ineffective reform or new forms of hidden bureaucratic systems.

6. Build safeguards into Zero Bureaucracy reform systems

Zero Bureaucracy also requires disciplined safeguards. Simplification targets can be gamed if entities remove low-value procedures while leaving high-burden processes untouched. Necessary safeguards may be weakened if simplification is confused with deregulation. Regulated interests may attempt to use simplification to avoid legitimate oversight. Digitization without simplification does not remove over bureaucratic burdens but creates a digital replica of the same burden. Digital-first reforms may exclude users who lack digital access or confidence. AI-enabled simplification may introduce opacity, bias, new ethical dilemmas, safety risks and legal vulnerability if human oversight, AI ethical assurance, redress and appeal mechanisms are weak.

These risks do not weaken the case for Zero Bureaucracy. They clarify how it should be implemented. A mature model should distinguish between unnecessary burden and legitimate public safeguards, verify results independently, protect vulnerable users, preserve accessible non-digital support where needed, and ensure that AI-enabled services remain lawful, explainable, contestable, and subject to human accountability.

Conclusion

The UAE Zero Bureaucracy Programme represents a practical governance innovation because it changes the reform question from how to make procedures more efficient to whether they are needed at all. Its first cycle demonstrated substantial reported reductions in administrative burden at national scale, while its second cycle reflects the model evolving toward digital, integrated, AI-enabled and community-responsive simplification. The UAE ZB programme has achieved several measurable impact signals, beyond the tangible outcomes created across the public administration ecosystem. For example, the UAE's ZB agenda eventually coincided with the UAE ranking first globally on the absence of bureaucracy metrics in the 2025 IMD World Competitiveness Yearbook (IMD, 2025). It has also triggered cross-boarder spill-over effects. In November 2025, Uzbekistan launched its own "Zero Bureaucracy Programme," explicitly modelled on the UAE's approach, with a stated goal of becoming a "zero bureaucracy country" by 2030 through a paperless government system and a dedicated reform platform (Gazeta.uz, 2025; WAM, 2025).

For civil servants and students of public policy and public administration, the programme offers a contemporary case of leadership-driven reform, incentive design, whole-of-government coordination, and measurable public value. For public institutions, it offers an adaptable model for reducing friction in the relationship between the state, people, and business. For international institutions, it provides a documented example of how administrative simplicity can be treated as a competitiveness and growth agenda.

The next challenge at the frontier of public administration reform is therefore not simply to remove more of the existing bureaucratic burdens, but to institutionalise the government-wide capability to prevent unnecessary burden from re-emerging as government becomes increasingly digital and AI-enabled. For governments seeking to learn from the UAE experience, the central lesson is to preserve the logic of the model—continuously identifying, challenging, removing and preventing unnecessary administrative burden—while adapting its implementation mechanisms to their own institutional and cultural contexts.

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Appendix

Winning Categories and Examples from the Second Cycle

Category	Winning / Recognised Initiative	Entity / Team
Best Government Team	Maritime Transport Bundle	Ministry of Energy and Infrastructure
Digital Bureaucracy	One Time Digital Certification	Ministry of Foreign Affairs
Impact on Business	Smart Customs System; National Logistics Network	ICP; Emirates Post
Use of AI	AI-based Employment Contract Verification System	Ministry of Human Resources and Emiratisation
Making Life Easier	Instant Approvals for New Areas; Recognition of Foreign Academic Qualifications	Federal Electricity and Water Authority; relevant government team
G2G Services	Smart Financial Governance Operations; One-Time Data Request	Ministry of Finance; ICP
Community Engagement	Farmers and Fishermen Services	Ministry of Climate Change and Environment

About MBRSG

The **Mohammed Bin Rashid School of Government** (MBRSG, Dubai) (formerly Dubai School of Government) is a research and teaching institution focusing on public policy in the Arab world. Established in 2005 under the patronage of HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the United Arab Emirates and Ruler of Dubai, in cooperation with the Harvard Kennedy School, MBRSG aims to promote good governance through enhancing the region's capacity for effective public policy.

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- Applied research in public policy and management;
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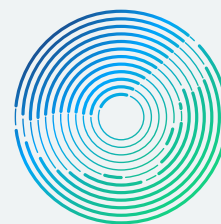
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