

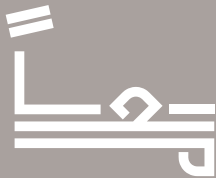


هيئة المساهمات المجتمعية - معاً  
Authority of Social Contribution - Ma'an

# MA'AN IMPACT REPORT



# 21



هيئة المساهمات المجتمعية - معاً  
Authority of Social Contribution - Ma'an

2021



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# MESSAGE FROM OUR LEADERSHIP



**H.E. Dr. Mugheer Al Khaili**  
Chairman of the Department of  
Community Development

The UAE's Golden Jubilee is a cause for celebration as our nation looks ahead to the next 50 years and a dignified life for all. Under the guidance and leadership of His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the UAE and Ruler of Abu Dhabi, the Department of Community Development (DCD) remains committed to our vision of a future where tolerance, inclusion and generosity is supported by a thriving social sector.

This Annual Impact Report highlights how the DCD and Ma'an are partnering with the social sector and communities across Abu Dhabi to develop world-leading solutions to solve social challenges and foster a generous, cohesive, and sustainable nation that cares for every individual.

To realize this long-term aspiration, it will require everyone to keep sharing their passion for giving and kindness with the community. This report contains many examples of this community spirit at work, and I encourage you to continue supporting these activities as we build the future of Abu Dhabi.



**H.E. Salama Al Ameemi**  
Director General, Authority of  
Social Contribution-Ma'an

At the heart of our community is a desire to build active, strong, and connected communities and families across Abu Dhabi. In just two years, the Authority of Social Contribution – Ma'an has witnessed this vision come to life as we partner with communities, individuals, and the social sector.

Our common mission is to strengthen the core of our community and create lasting, sustainable, and positive impact on all people who call our Emirate home. We have already taken big steps on this journey by combining a variety of programmes, community activities and innovations to strengthen the social fabric of Abu Dhabi. As you will read in this report, we are forging partnerships and accelerating the pace of social innovation to address social priorities and support our diverse, inclusive, and multicultural community.

Thank you for your contribution this past year, and we look forward to collaborating with you to create strong, active, and collaborative communities.



# COMMITMENT TOWARDS A LARGER IMPACT

Our transformative journey towards a more cohesive, sustainable, productive, and happy community leapt up in 2021! Despite the ongoing COVID-19 challenges the world is facing, we vigorously unite our efforts with our partners, stakeholders, and community members to build a vibrant and empowered social sector in Abu Dhabi. Ma'an continues to drive social innovation, building a culture of social contribution and participation to address key social priorities that matter to Abu Dhabi community. Our portfolio of programmes and initiatives aim at boosting social inclusion and strengthening the core fabric of our community.



Through its commitment towards delivering a greater social value and evidence-based impact, **Ma'an has adopted a Social Impact Model** that guides us in building strong, sustainable foundations for a thriving community. Our human-centred approach will continue to guide the way we collaborate and join forces with our stakeholders, beneficiaries, and the community. We aim to create a culture of participation where civic engagement, sustainability and responsibility is at the heart of everything we do, and it guides the way we work, collaborate, and innovate. We are just two years into a long-term mission to contribute to building the assets and foundations of an engaged community which demonstrates the collective impact of loyal Individuals and organisations.

As we look forward to 2022 and beyond, **we invite you to join us as we transform our community.** Find your place among the residents and citizens already engaged in volunteering, social entrepreneurship, mentoring and training, job creation, generous giving, and innovative social programmes, which change and affect thousands of lives every year. In this report, we reflect on our achievements and look ahead with confidence as we build a nation with a distinctive social perspective in which health, prosperity, happiness, and dignity for everyone is promoted.



# MA'AN AT A GLANCE

**ESTABLISHED IN FEBRUARY 2019 BY THE DEPARTMENT OF COMMUNITY DEVELOPMENT ABU DHABI, THE AUTHORITY OF SOCIAL CONTRIBUTION – MA'AN DRIVES SOCIAL INNOVATION AND BUILDS A CULTURE OF SOCIAL CONTRIBUTION AND PARTICIPATION TO ADDRESS SOCIAL PRIORITIES IN THE EMIRATE OF ABU DHABI.**

Ma'an brings together the government, private sector, and civil society with the objective to support innovative solutions and contribute to the development of strong, active, collaborative, and inclusive communities. Ma'an provides support and resources to seed and grow community-based organisations and to raise and allocate funds towards the not-for-profit sector and social initiatives. In addition, Ma'an promotes community engagement and a culture of volunteering.



## VISION

Creating collaborative communities.



## MISSION

Support the growth of the community by developing social innovation solutions and by encouraging a culture of giving and participation in civil society.

### Five pillars driving social change in Abu Dhabi

Ma'an is fostering a caring, inclusive, and civically engaged community that is home to more than 200 nationalities. Our vision is translated into action through five pillars of activity whereby Ma'an addresses social priorities, creates meaningful opportunities for volunteering and community participation, and partners with third sector organisations, government entities, private sector, and people in our community. Our pillars work together on different levels to lead societal change and bring about a long-term positive impact, which promotes greater community engagement, volunteering, and social innovation.

### Social Incubator & Accelerator

Supports start-up enterprises, which address social challenges by providing them with direct financial support, business services, mentorship, intensive training and dedicated workspace.

### Social Contracting

A new innovative contracting model to address complex social challenges by encouraging multi-stakeholder involvement and leveraging the concept of payment by outcome

### Community Engagement

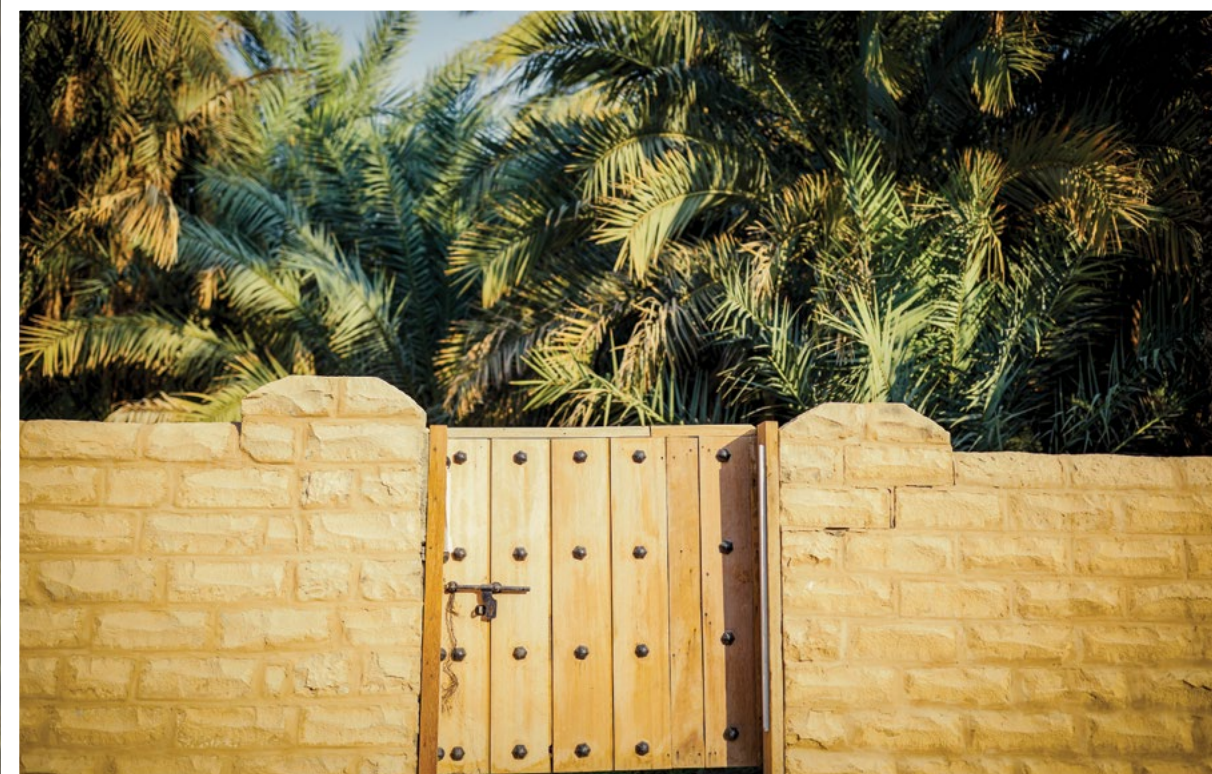
Facilitating community participation by designing services, forming partnerships, and creating new volunteer opportunities.

### Outreach Management

Raising awareness of the importance of shared social responsibility to help advance social priorities, which benefit the people of Abu Dhabi, promoting community development efforts, and achieving social impact for the common good.

### Social Investment Fund

Providing an innovative and sustainable mechanism to finance social impact programmes, which directly address the priority areas of Abu Dhabi social development.





# 2021 ACHIEVEMENTS

IN 2021, MA'AN SUCCESSFULLY FULFILLED ITS MISSION OF BRINGING TOGETHER KEY PLAYERS IN THE SOCIAL AND THIRD SECTOR IN THE EMIRATE, FACILITATING OPPORTUNITIES FOR TRUE SOCIAL IMPACT, AND LEVERAGING TOOLS AND RESOURCES TO DESIGN INNOVATIVE SOCIAL SOLUTIONS.

RAISED  
**AED 29M**



SUPPORTED  
**43** ORGANISATIONS  
FINANCIALLY OR IN-KIND



DEPLOYED  
**AED 36M**  
TO SUPPORT SOCIAL CAUSES



TO ADDRESS ABU DHABI SOCIAL  
AND COMMUNITY PRIORITY AREAS

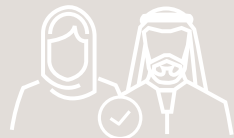
CONTRIBUTED BY  
**622K** INDIVIDUALS AND  
**12** ORGANISATIONS



WITH THE  
ENGAGEMENT OF  
**337** VOLUNTEERS



BENEFITED  
**32K** CITIZENS AND  
RESIDENTS IN ABU DHABI  
THROUGH OUR PROGRAMMES,  
INITIATIVES AND SERVICES



INCUBATED  
**22** NEW NON-FOR-PROFITS  
OR SOCIAL ENTERPRISES



ACCOMPLISHED  
**1** SUCCESSFUL SOCIAL  
IMPACT BOND PROJECT



OFFERED  
**41** NEW JOB OPPORTUNITIES  
IN THE SOCIAL SECTOR



ACCELERATED  
**6** SOCIAL ENTERPRISES



**4** NEW SOCIAL  
INVESTMENT BONDS AND  
OUTCOME-BASED SOCIAL  
CONTRACTS IN THE  
NEGOTIATION PIPELINE



ESTABLISHED  
**17** NEW STRATEGIC  
PARTNERSHIPS







# MA'AN SOCIAL IMPACT MODEL



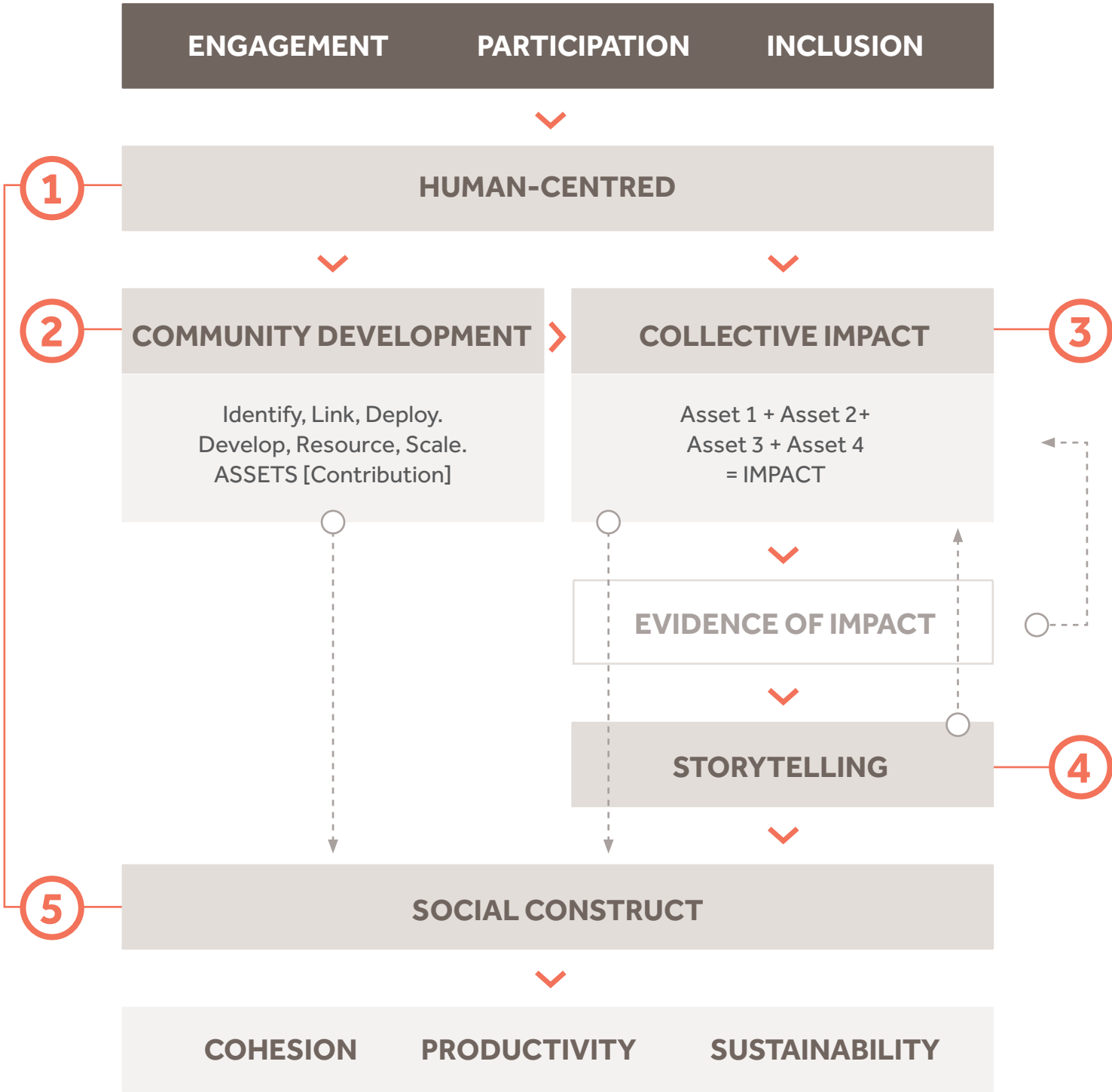
# MA'AN SOCIAL IMPACT MODEL

THE AUTHORITY OF SOCIAL CONTRIBUTION – MA'AN WAS ESTABLISHED TO ENABLE SOCIAL INNOVATION, I.E. TO BRING TO LIFE THE VISION OF CREATING COLLABORATIVE COMMUNITIES IN ABU DHABI.



We are just two years into a long-term impact journey, which is transforming our community through a culture of giving and participation. Working with our partners, we are building a sustainable culture of social contribution, nurturing an innovative and dynamic third sector to address social priorities in the Emirate of Abu Dhabi. This report details the evidence-based approach used to develop a holistic and sustainable social impact model guiding our work at Ma'an. By adapting the best practices of the world to our culture, values and vision, we are building a strategic network of organisations focused on a single vision—inclusive, collaborative communities.

Ma'an's social impact model illustrates Ma'an's approach to building a more cohesive, productive, sustainable community, which provides well-being and happiness to all people in Abu Dhabi. Our model was the result of an inquisitive research and in-depth analysis. It encapsulates five key interconnected themes: A human-centred organisation, community development, collective impact, storytelling, and social construct.







# OUR JOURNEY TOWARDS SOCIAL IMPACT



## A HUMAN-CENTRED ORGANISATION

A human-centred organisation is defined as an organisation which, seeks to maximise the individuals control over how they live their lives. Person-oriented principles are at the centre of planning and decision-making at all levels of the organisation (McCormack, 2019).

As a human-centred organisation, Ma'an always considers the individual. How can we engage people to better understand our community 's problems, develop solutions and implement new programmes? How can we encourage participation and foster a greater sense of inclusion?



## QUALITY OF LIFE SURVEY

As a vital player in Abu Dhabi social sector, Ma'an unites efforts with DCD to fulfil the vision of the government of Abu Dhabi to provide all residents of Abu Dhabi with a dignified life and maintain a happy, inclusive, and welcoming community. The Abu Dhabi Quality of Life Survey 2020 represents Ma'an, DCD and the government's commitment to this vision. Led by DCD, this descriptive, cross-sector anonymous online survey covers the main segments of Abu Dhabi's population, including citizens and residents. The study paid special attention to reaching under-represented populations such as domestic and migrant workers and students.

THE HUMAN-CENTRED APPROACH FOCUSES ON OBTAINING UPDATED, RELIABLE, AND INSIGHTFUL INFORMATION ABOUT 14 DIFFERENT ASPECTS OF THE LIVES OF ABU DHABI CITIZENS AND RESIDENTS INCLUDING:



During 2019-2020, a total of 72,481 citizens and residents responded to the Quality of Life Survey, which allowed for an in-depth assessment of the current socio-economic situation in the Emirate. The report provided Ma'an with a better understanding of the focus areas and causes of social challenges and helped us advance our impact on the community and its ability to respond to pressing needs by means of developing, improving or changing the focus of our initiatives and programmes.



MA'AN SOCIAL LAB

6 collaborative workshops

attended by 164 participants and lasting more than 6 days

examined 16 social challenges that Abu Dhabi faces

Complex challenges require creative solutions. Ma'an Social Lab (MSL) was established to find fresh ways of understanding complex, interconnected social problems. It is a platform that directly connects Ma'an with community members to discuss urgent social challenges.

Facilitated by Ma'an team members, each workshop was given the opportunity to interact directly with a group of key stakeholders to gain the insights and perspectives of the latter. This example of human-centred planning was attended by key stakeholders, including representatives from academia, government and semi-government sectors, private sector, general community members, vulnerable groups and/or programme beneficiaries.

The MSL provided Ma'an team members with an opportunity to better understand and validate social priorities. This includes gaining a better understanding of the problem, discussing potential solutions and opportunities, and identifying key stakeholders who could contribute to the development of ambitious plans.



### MA'AN SOCIAL LAB OBJECTIVES:

- Refinement of priorities**  
To validate the current status, verify and explain the social challenges through problem statements.
- Analysis of root causes**  
To conduct a root cause analysis with direct input from stakeholders and analyse the challenges from different perspectives.
- Solutions from a community perspective**  
To examine previous interventions and new suggested solutions and to propose and prioritise solutions to these challenges through different social strategic themes.

SOCIAL CHALLENGES EXAMINED

FOCUS AREAS

Suitable housing choices and social protection	1. Spending behaviour 2. Lack of comprehensive social security programmes 3. High level of debt	
Cohesive families and inclusive communities	4. Children 5. Children without parental care 6. Victims of abuse 7. Youth 8. Gender balance	9. Substance abuse 10. People of determination 11. Family cohesion 12. Senior citizens 13. Domestic and migrant workers
Nurture a multi-cultural, cohesive community		
Raising the level of physical activity & community sports	14. Abu Dhabi's community 15. Sports community group 16. Talent development challenges	

FORTY-SIX PEOPLE COMPLETED A SURVEY AFTER THE WORKSHOP SESSIONS:

98% found MSL extremely useful

89% indicated they were planning to share MSL learning outcomes with their colleagues and apply the key lessons in their job

98% found the team created an open and safe shared space, which facilitated fruitful discussion

91% connected with at least one new person or organisation working in Abu Dhabi

94% became more knowledgeable on issues related to social protection in Abu Dhabi after participating in Ma'an Social Lab

The outcomes of the MSL was valuable input for the development and planning of Ma'an initiatives and programmes. Our partners' insights, suggestions and proposed solutions shed light on the areas we need to focus on and prioritise to maximise our social impact.



JOIN THE CONVERSATION

Join the Conversation is an initiative whereby our community members, partners, and stakeholders are invited to join us in a collaborative attempt to understand specific social challenges and the society’s needs and to help us design Ma’an’s programmes and activities. In 2021, Join the Conversation conducted two primary events with representatives from the community, vulnerable groups, partners, and other stakeholders to give their insight into the new areas of focus concerning the Ma’an Social Incubation programme.



MA'AN'S PARTNER

Environment Agency –  
Abu Dhabi (EAD)

Department of Community  
Development, Department  
of Culture and Tourism, Family  
Development Foundation and  
Al Mubarakah Foundation

PURPOSE

To discuss various topics related  
to the environmental challenges  
in Abu Dhabi and the role of social  
activists and social entrepreneurs  
in helping protect the Emirate’s  
wildlife and nature and raising  
awareness.

To find innovative solutions to  
better serve senior citizens  
and residents in Abu Dhabi and  
to explore ways to have them  
optimally and actively engaged in  
the community.

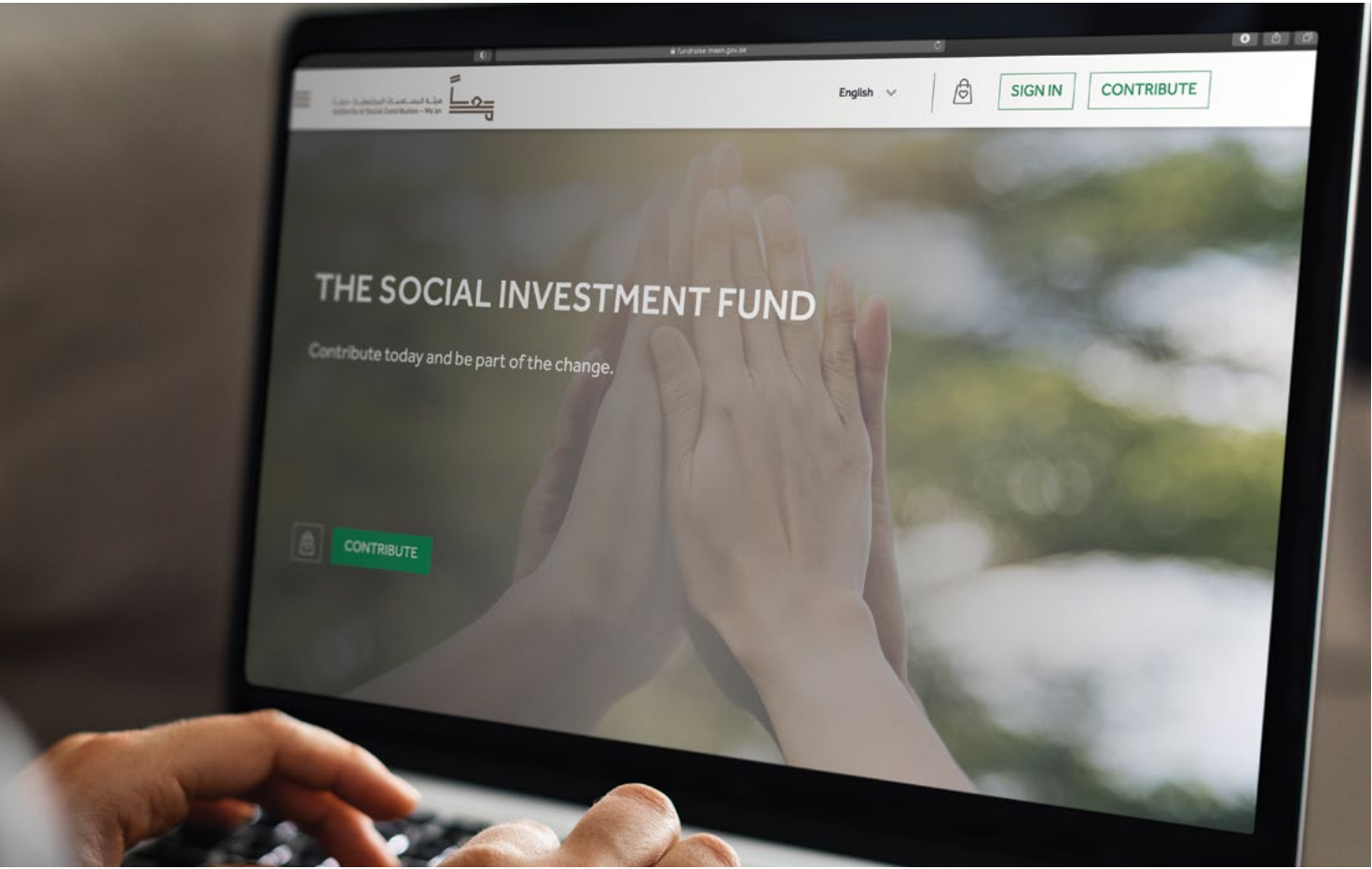
COMMUNITY AND  
SOCIAL DEVELOPMENT

In this report, community and social development implies activities designed to identify, link, deploy, develop, resource and scale community assets, which are afterward made available to address the needs of the community. Community assets include financial contributions and volunteering of time by individuals, emergence of effective third sector organisations, supportive government agencies, financial, in-kind and volunteering of time by corporate entities.

Ma’an is committed to engaging partner organisations, raising funds, attracting volunteers, and providing support, resources and training where needed.







## SOCIAL INVESTMENT FUND

The Social Investment Fund is an innovative, sustainable mechanism for financing programmes for the social good in the Emirate of Abu Dhabi. By mobilising contributions from individuals and organisations and channelling them towards solving social challenges, we build a resilient and sustainable community. These social challenges are originally identified and prioritised by the Department of Community Development for immediate action and intervention.

### SUSTAINABLE CONTRIBUTION PLATFORM

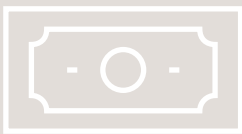
This is a new platform, which enables individuals and companies to make financial contributions directly to programmes and social causes of their choice. The aim of the platform is to strengthen the social participation and solidarity in the Emirate. It provides entities and third sector organisations with an interactive safe channel to crowdfund their most prominent programmes concerning community causes.

Discover our fundraising platform, learn about the campaigns and different social causes they support, contribute and be part of the change!

[fundraise.maan.gov.ae](https://fundraise.maan.gov.ae)

# 2021 ACHIEVEMENTS

AED 29,187,175



RAISED IN  
FUNDS

4  
ORGANISATIONS RAISED  
FUNDS BY USING MA'AN'S  
PLATFORM (SEHA, DAR  
ZAYED, AWAD, WWF)



621,776  
INDIVIDUALS  
CONTRIBUTED TO  
A SOCIAL CAUSE

12  
ORGANISATIONS  
CONTRIBUTED TO  
A SOCIAL CAUSE

AED 36,074,223



ALLOCATED TO SOCIAL CAUSES



SOCIAL INVESTMENT FUND, SINCE ITS INCEPTION, HAS PROVIDED SUPPORT TO THE VALUE OF **125 MILLION DIRHAMS** TO NON-FOR-PROFIT ORGANISATIONS, PUBLIC AND PRIVATE ENTITIES. AS A RESULT, MORE THAN **502,000 BENEFICIARIES** BENEFITED FROM PROJECTS ADDRESSING THE DIRECT NEEDS OF ABU DHABI COMMUNITY.



EDUCATION

**AED 58.6M**  
Provided to 14 organisations  
to support 10,566 beneficiaries



COMMUNITY  
COHESION

**AED 3.5**  
Provided to 5 organisations  
to support 10,522 beneficiaries



SUPPORTING  
SOCIAL  
ENTERPRISES

**AED 1M**  
Ma'an Grants Programme  
to support 8 non-for-profits



HEALTH

**AED 38.7M**  
Provided to 18 organisations  
to support 24,674 beneficiaries



BASIC  
NEEDS

**AED 16M**  
Provided to 5 organisations  
To support 456,408 beneficiaries



OTHER  
CAUSES

**AED 7.8M**  
Provided to 3  
organisations



## CSR THROUGH MA'AN

Private sector organisations have shown a high level of social responsibility and commitment and have played a significant role in supporting the community in Abu Dhabi. As a catalyst in the social sector, Ma'an works hand-in-hand with generous corporations, which, through their financial or in-kind contributions, aim at making a positive sustainable impact in Abu Dhabi social sector.

In 2021, Ma'an received a total of AED 4,750,200 worth in contributions from eight organisations to address various social priorities.



Cooperation is one of the key components of the Abu Dhabi and UAE community when it comes to addressing social challenges. Supporting social initiatives is one of our country's long-standing values and we are continuously prioritising community work at ADNOC.

Ahmad Idris, CEO of ADNOC

## SOCIAL INCUBATOR & ACCELERATOR

MA'AN IS FOCUSED ON ACCELERATING THE GROWTH AND DEVELOPMENT OF THE THIRD SECTOR THROUGH MSI AND MSA ACTIVITIES, ALIGNED TO SUPPORT THE STRATEGIC GOALS OF THE DEPARTMENT OF COMMUNITY DEVELOPMENT.



In 2021, these programmes unlocked creative and innovative new solutions, which build communities and help individuals overcome major challenges. Ma'an Incubation and Acceleration pillar aims to stimulate a community-driven approach to support the growth of the third sector in Abu Dhabi by providing development and market access support to social enterprises and not-for-profit organisations, whilst growing the social entrepreneurial ecosystem.



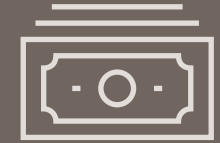
## MA'AN SOCIAL INCUBATOR (MSI)



- / Social entrepreneurs and their teams are selected through a competitive pitch process twice a year.
- / Selected teams are enrolled in an intensive 3-month training programme whereby they are offered seed funding, learning, networking, coaching and investment opportunities.
- / Attention is paid to early-stage start-ups which seek to develop solutions for their community and turn into sustainable impact social enterprises.



## MA'AN GRANTS PROGRAMME



- / Providing social entrepreneurs and not-for-profit organisations with the financial support needed to scale and develop.



## MA'AN SOCIAL ACCELERATOR (MSA)



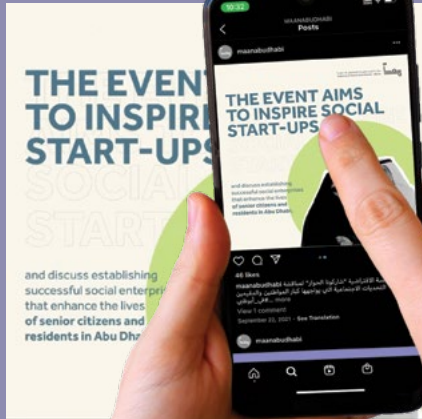
- / Social entrepreneurs are offered a 2-month scale-up programme.
- / The programme includes access to comprehensive support and business development to help them scale their organisations in Abu Dhabi.





# MSIA 2021 PROGRAMMES

	COHORT 2 ACCELERATOR	COHORT 4 INCUBATOR	COHORT 5 INCUBATOR
THEME	Mental wellbeing	Environment	Senior citizens and residents
OBJECTIVE	Enable the growth of social enterprises addressing the complex problems related to mental wellbeing	Enable the establishment and scaling up of global social enterprises in Abu Dhabi, which focus on developing creative solutions to solve environmental challenges	Enable the establishment and growth of Social Enterprises in Abu Dhabi focussed on developing sustainable solutions to enhance the lives of senior citizens and residents
OUTPUTS	<div>6</div> <div>SOCIAL ENTERPRISES ACCELERATED</div>	<div>10</div> <div>SOCIAL ENTERPRISES INCUBATED</div>	<div>12</div> <div>SOCIAL ENTERPRISES JOINED THE INCUBATOR PROGRAMME</div>





Social Incubator and Accelerator, since its inception, has provided support to the value of more than **11 million dirhams** (contributed by community, private and public sectors) to **incubate 53 social enterprises and supported 21 existing NFPs** for business continuity and expansion, who in consequently provided services and products to more than **30,000 beneficiaries**, in Abu Dhabi.

Our true investment in this pillar is to enable key players in the third sector to take on the responsibility of responding effectively to the societal needs, fostering meaningful civic engagement, and exploring innovative ways of creating social impact.



AWARENESS ENGAGEMENT

5

SOCIAL PRIORITY TOPICS ADDRESSED

+20M

IMPRESSIONS

+148M

SPENT IN MARKET REACH

▼

AWARENESS COHESION

40

NATIONALITIES FROM UAE SUBMITTED APPLICATIONS

44

COUNTRIES PARTICIPATED

20+

MAIN STAKEHOLDERS ENGAGED

IMPACT

5

INCUBATOR PROGRAMMES LAUNCHED

53

NEW SERVICES/ PRODUCTS ADDED

19

SERVICE-BASED SOLUTIONS

34

TECHNOLOGY-BASED SOLUTIONS

▼

BENEFICIARIES

+198K

BENEFICIARIES IMPACTED

+30

ENTREPRENEURS IMPACTED

55

VOLUNTEERS ACTIVATED

LICENSING

30

START-UPS LICENCED

11

START-UPS IN PROGRESS OF LICENCING

▼

MARKET ACCESS

+361

DEALS NEGOTIATED

+90

DEALS REACHED

SOCIAL ECONOMY

AED+11M

IN INVESTMENT

38

SOCIAL ENTREPRENEURS EMPLOYED

28%

OF FOUNDERS ARE EMIRATIS

▼

SOCIAL SECTOR

53

START-UPS ADDED TO THE EXISTING 150 SOCIALLY DRIVEN BUSINESSES

21

NFPS SUPPORTED FOR BUSINESS CONTINUITY/ EXPANSION



# COLLECTIVE IMPACT

**Collective impact consists of addressing complex issues in high-risk communities by aligning cross-sector partnerships that build on existing assets, strengths, and resources (Kania & Kramer, 2011).**

Ma'an brings together the right 'community assets' with members of the community, including those who are vulnerable and experiencing life challenges, to solve complex social challenges and prioritise solutions. This includes understanding the problem or social priority, developing, and implementing practical solutions. This is a collective, coordinated, and collaborative approach to address social challenges focussed on impact.



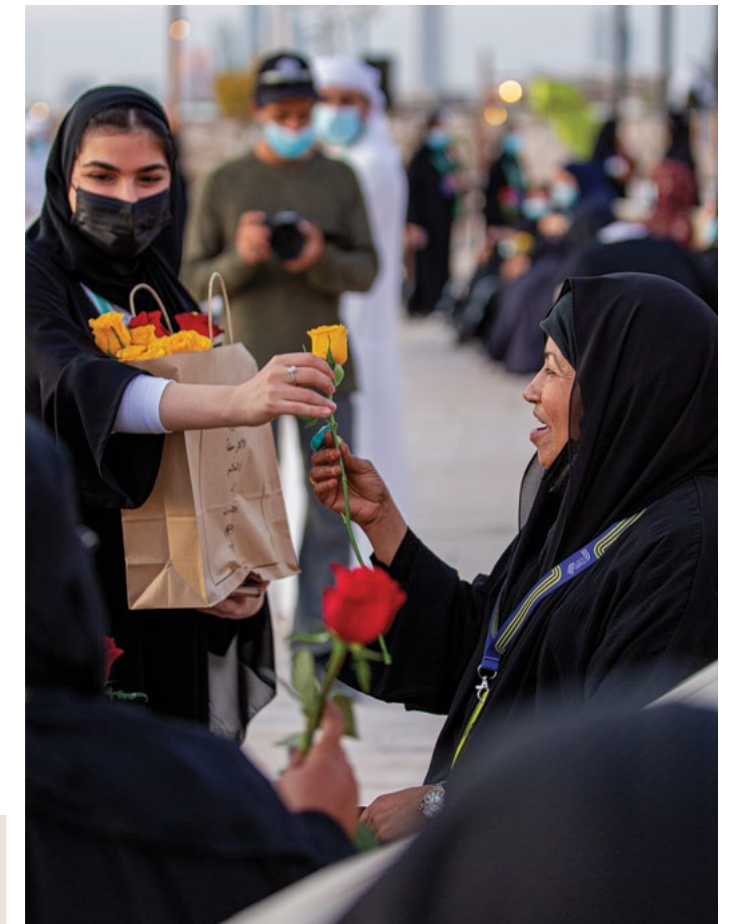
# COMMUNITY ENGAGEMENT

**ENABLING A DYNAMIC  
AND ACTIVE COMMUNITY  
TO FORM PARTNERSHIPS  
AND CAPITALISE ON  
VOLUNTEERING  
OPPORTUNITIES FOR  
THE PURPOSE OF  
DESIGNING SOCIAL  
SERVICES OF GREATER  
IMPACT**

Ma'an's community engagement pillar facilitates community participation in designing collaborative programmes and services, which address social challenges. By creating volunteering opportunities and partnerships, community members can play a key role in the transformation of Abu Dhabi.

Ma'an makes this possible through partnerships with private companies, government entities and third sector organisations. We ensure volunteers are engaged in programmes, which deliver long-term, sustainable, and positive social impact.

Our goal is to encourage people to make a difference in their communities, foster a greater sense of public responsibility and build Abu Dhabi's volunteering ecosystem.






# 2021 PROGRAMMES

## 2021 ACHIEVEMENTS

**2,630**  
BENEFICIARIES OF  
SOCIAL PRIORITY  
PROGRAMMES IN 2021



**337**  
VOLUNTEERS  
ENGAGED WITH  
MA'AN IN 2021



PROGRAMME		BENEFICIARIES	VOLUNTEERS	PARTNERS	
<b>JOURNEY OF GENERATIONS</b> Intergenerational engagement programme bringing together senior citizens and residents with youth volunteers to address the seniors’ challenges of inclusion, activation, and health. This programme is implemented in partnership with Almubarakah Foundation.		197	273	/ Almubarakah Foundation / New Medical Centre (NMC) / Modon Properties	/ Zayed Sports City (ZSC) / Fatima Bint Mubarak Sports Academy (FBMA) / Abu Dhabi Sports Council (ADSC)
<b>GHAYA</b> A pioneering financial literacy and education programme focussed on challenges including high prevalence of debt, low financial literacy rates, and income management.		310	45	<b>Strategic partners:</b> / Abu Dhabi Global Market Academy / London Institute of Banking and Finance / Abu Dhabi Social Support Authority / Department of Community Development <b>Participating entities:</b> / Abu Dhabi Social Support Authority / Crown Prince Court	/ Social Care and Minors Affairs Foundation / Dar Zayed for Family Care / Abu Dhabi School of Government <b>Activated NFPs:</b> / UAE Banks Federation / Emirates Association of Accountants and Auditors
<b>LET'S CONNECT</b> A series of fun, people-focussed online activities and talks curated for Abu Dhabi’s diverse community.  Focussed on connecting people, building resilience, and raising awareness of Abu Dhabi social priorities, the programme brought together specialist members of the community who are passionate about what they do and volunteer ambassadors.		<b>2,176</b> followers across social media channels	40	/ Abu Dhabi Motorsports Management (ADMM) / Ernst & Young (EY)	





## SOCIAL CONTRACTING

MA'AN'S SOCIAL CONTRACTING PILLAR IS DESIGNED TO ADDRESS SOCIAL CHALLENGES IN PARTNERSHIP WITH GOVERNMENT AND ENTITIES OF THE THIRD AND PRIVATE SECTORS, USING OUTCOME-BASED SOCIAL CONTRACTING AND SOCIAL IMPACT BONDS.

One of its key initiatives is **Social Impact Bonds (SIB)**. This initiative uses a "pay-for-success" model to provide a funding mechanism, which encourages investment, growth, and innovation in social impact programmes and services.

Under this world-renowned model, some or all of the financial risk of non-delivery is borne by social investors, thereby shifting risk away from the government. More importantly, this proactive approach that the private and third sectors follow, combined with the reduction of risk for the government, makes it more likely that the social programmes will succeed and that vulnerable people will access the support and services they need.

**In 2021, new SIBs projects were in their final stages of development.**

The unprecedented success of the piloted SIB model drove more interest from government agencies (commissioners) towards adopting the outcome-based contracting and urged greater interest from social investors (private sector) to tap into this field.

## TAMKEEN PROGRAMME FOR UPSKILLING AND EMPLOYMENT

### Brief

Empowering individuals and community by reactivating unemployed members of the community and turning vulnerable members into improved, skilled, and empowered talents. This is a training, employment and coaching programme, aims at matching a selected group of qualified candidates with potential employers who have a high sense of social responsibility in Abu Dhabi and are highly motivated and eager to be part of the solution.

### Impact

The programme aims at improving the economic and social status of vulnerable individuals and families by increasing their income. In other words, the programme will be improving beneficiaries' wellbeing and their contribution to their own families and communities.

### Financial Tool

Social Impact Bond funded by an investor.

## ABU DHABI EARLY CHILDHOOD AUTHORITY (ECA) FAMILY SUPPORT SERVICES

### Brief

ECA and Ma'an launched a project to develop family support services in Abu Dhabi to guide divorced parents of children aged between 0-8 years, who are experiencing difficulties.

This evidence-based parent support programme is designed to support the social and emotional development of children and improve communication between parents.

A measurement framework will be used to evaluate the programme's value and identify the social and psychological impact of divorce on both parents and children.

### Impact

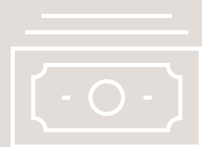
The programme aims at reducing and minimising the negative impact of divorce on children's emotional and social behaviours and academic development. It contributes to the social priority of supporting family cohesion and provides vulnerable children with needed support to grow in an inclusive, caring, and empowering environment.

### Financial Tool

Social Impact Bond funded by an investor.



# 2021 ACHIEVEMENTS



**AED 8.1 M**

TOTAL VALUE OF SOCIAL  
IMPACT CONTRACTING  
FACILITATED



**4**

PROJECTS IN THE  
NEGOTIATION PROCESS



**1**

FIRST SIB AND FIRST  
CAREER IMPACT BOND  
IN THE REGION

## 2021 SOCIAL CONTRACTING HIGHLIGHTS

### / Guidelines for Social Contracting launched

In partnership with DCD, ADEO and DOF, Ma'an worked on developing general guidelines, a framework, and templates to implement successful outcome-based contracts in the UAE.

### / Two publications on Government Outcomes Lab, University of Oxford

ATMAH is the world's first employment SIB specifically designed to support a cohort of POD with intellectual impairments. We shared our experience with the world to support governments and organisations in the design and delivery of SIBs to improve social outcomes.



GOVERNMENT  
OUTCOMES  
LAB



## ABU DHABI - ATMAH SIB

**Faisal Abdullah Saeed Al Hmoudi**  
Authority of Social Contribution Ma'an

### Participation at Social Outcomes Conference 2021 at Oxford University

H.E. Faisal Al Hmoudi, Executive Director of Incubation and Social Contracting, was invited to share the perspective of Abu Dhabi Government in the round table "From pilot to systems change: International perspectives on outcomes-based partnerships", held at the University of Oxford.





## OUTREACH MANAGEMENT

**INFORM, ENGAGE, AND SPREAD AWARENESS  
OF SOCIAL CAUSES, OPPORTUNITIES  
AND IMPACT AMONGST OUR COMMUNITY  
MEMBERS, PARTNERS, AND STAKEHOLDERS.**

Ma'an Outreach Management pillar boosts the engagement of Abu Dhabi community through campaigns and programmes to address the social priorities of the Emirate. It encourages the people to connect and be involved in creating measurable and sustainable impact.

## EVIDENCE OF IMPACT

Engaging the hearts and minds of individuals and the community with evidence-based storytelling at scale through relevant channels (Impact Institute, 2020). Collecting evidence of social impact informs storytelling; it enables continuous improvement of programmes and makes it clear that outputs, outcomes and impact are being achieved.

Outcomes data, including results and participant feedback, is collected before, during and after the delivery of Ma'an programmes, providing programme teams and Ma'an decision makers with valuable insights.

### STORYTELLING

Social impact storytelling combines quantitative evidence of impact with compelling individual and family storeys to engage hearts and minds of the audience and inspire continued support. In addition, it enables the evaluation of programme effectiveness and continuous improvement.







# STORIES OF SOCIAL IMPACT

## HOW IT WORKS

3 cohorts annually



Each cohort runs virtually for 3 months with a total of 12 sessions (18 hours in total)

## / GHAYA FINANCIAL LITERACY PROGRAMME

Building financial awareness and confidence in the future.

Ghaya programme, a Ma'an community engagement initiative, focuses on providing participants with an insight into effective financial planning. Through real-life scenarios, tailored to the UAE context, participants gain valuable knowledge from industry experts on how to manage their personal finances. Delivered by specialised volunteers and geared towards those who struggle to make the right financial decisions. Volunteers are trained and given the chance to make a profound positive impact on those who desperately need support. This will ultimately lead to bigger impact on the standard of living of participants as well as the physical, mental, and emotional wellbeing of their direct families.

## A BENEFICIARY'S JOURNEY





# SPECIALISED VOLUNTEERING

Building a culture of effective civic engagement is at the heart of Ma'an's work. Ma'an adopts a rigorous process for the selection of volunteers who apply through volunteers.ae, with the overall enrolment rate being at 19%. We invest in equipping our volunteers with the required skills, knowledge, and expertise not only to maximise their value added to the programme but also to help them grow personally and professionally. We are proud to have 22% of total specialised volunteers continue volunteering in our programmes.

## A SPECIALISED VOLUNTEER'S JOURNEY



# IMPACT MEASUREMENT

Behavioural change toward personal financial management is measured through two lenses, savings and budget.

	SAVINGS	BUDGET
PRE	<b>24%</b> Of beneficiaries claim to be able to save	<b>45%</b> Of beneficiaries claim they budget
POST	<b>38%</b> Of beneficiaries are able to save	<b>71%</b> Of beneficiaries are able to use a budget plan
3 MONTHS	<b>79%</b> Of beneficiaries are confident in their saving behaviours	<b>96%</b> Of beneficiaries are confident in budgeting tools
6 MONTHS	<b>71%</b> Of beneficiaries are confident in their saving behaviours	<b>100%</b> Of beneficiaries are confident in budgeting tools

“All knowledge lies in building a community that is financially conscious, making life a long-term journey, free of anxiety and fear of the future.”

Khadija – participant in Ghaya Financial Literacy Programme

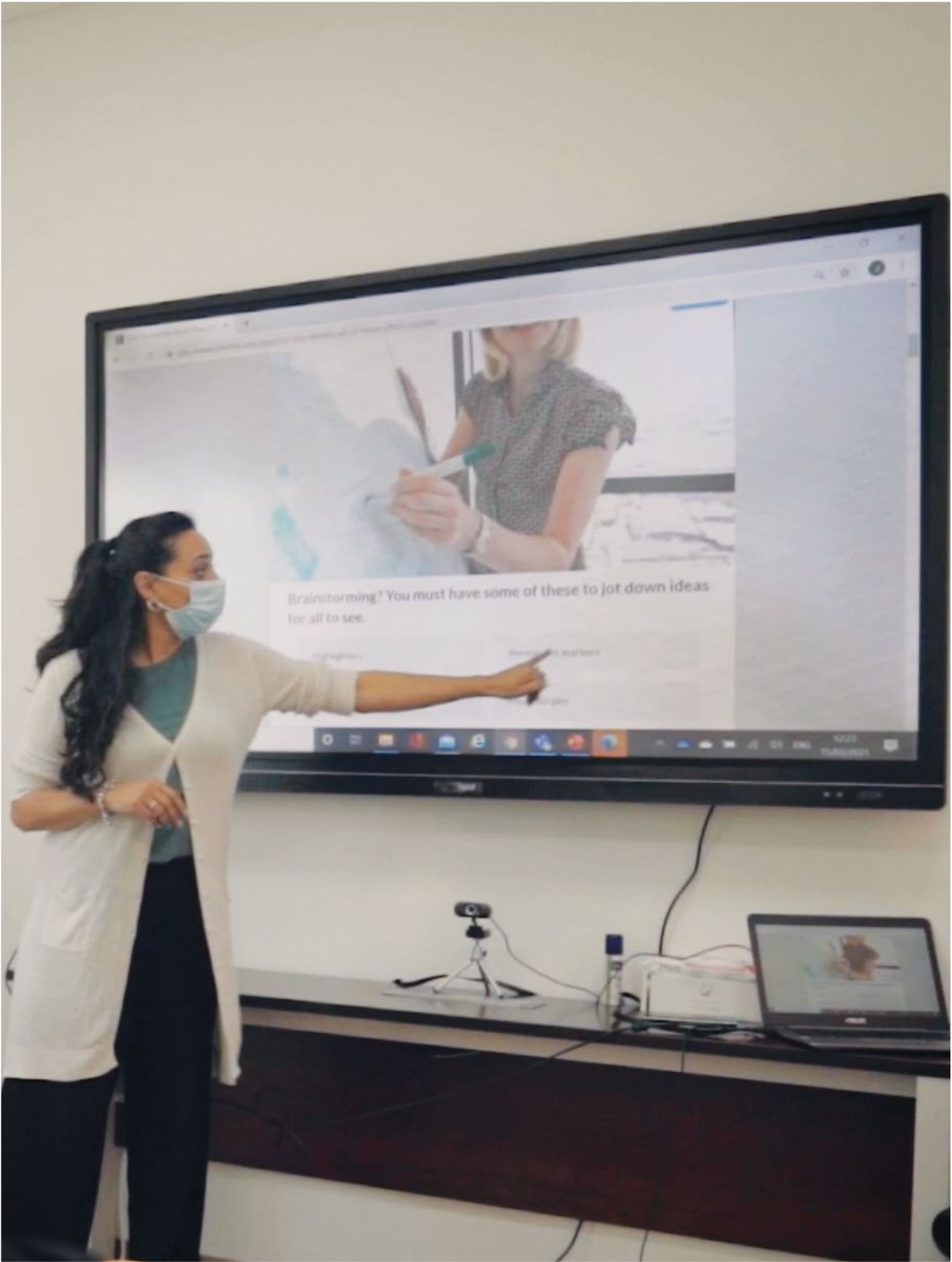




# / ATMAH SIB

## A training and vocational programme for People of Determination

Atmah Social Impact Bond (SIB) was launched by Ma'an, in collaboration with the Department of Community Development (DCD), Aldar Properties, Aldar Education and Zayed Higher Organisation for People of Determination (ZHO). The first SIB in the Gulf region contributes to the broader People of Determination Strategy, which aims to foster an inclusive and caring community.



## THE PROGRAMME HAS TWO LEVELS OF OBJECTIVES:

### Delivery Level

Atmah provides education, vocational training, and employment support to a small cohort of cognitively impaired students. The ultimate goal of the project is to help service users gain sustainable employment. Students learn vocational skills such as work awareness, personal safety, teamwork, overcoming barriers and customer service. The training programme was followed by six-month work placements at leading organisations across Abu Dhabi.

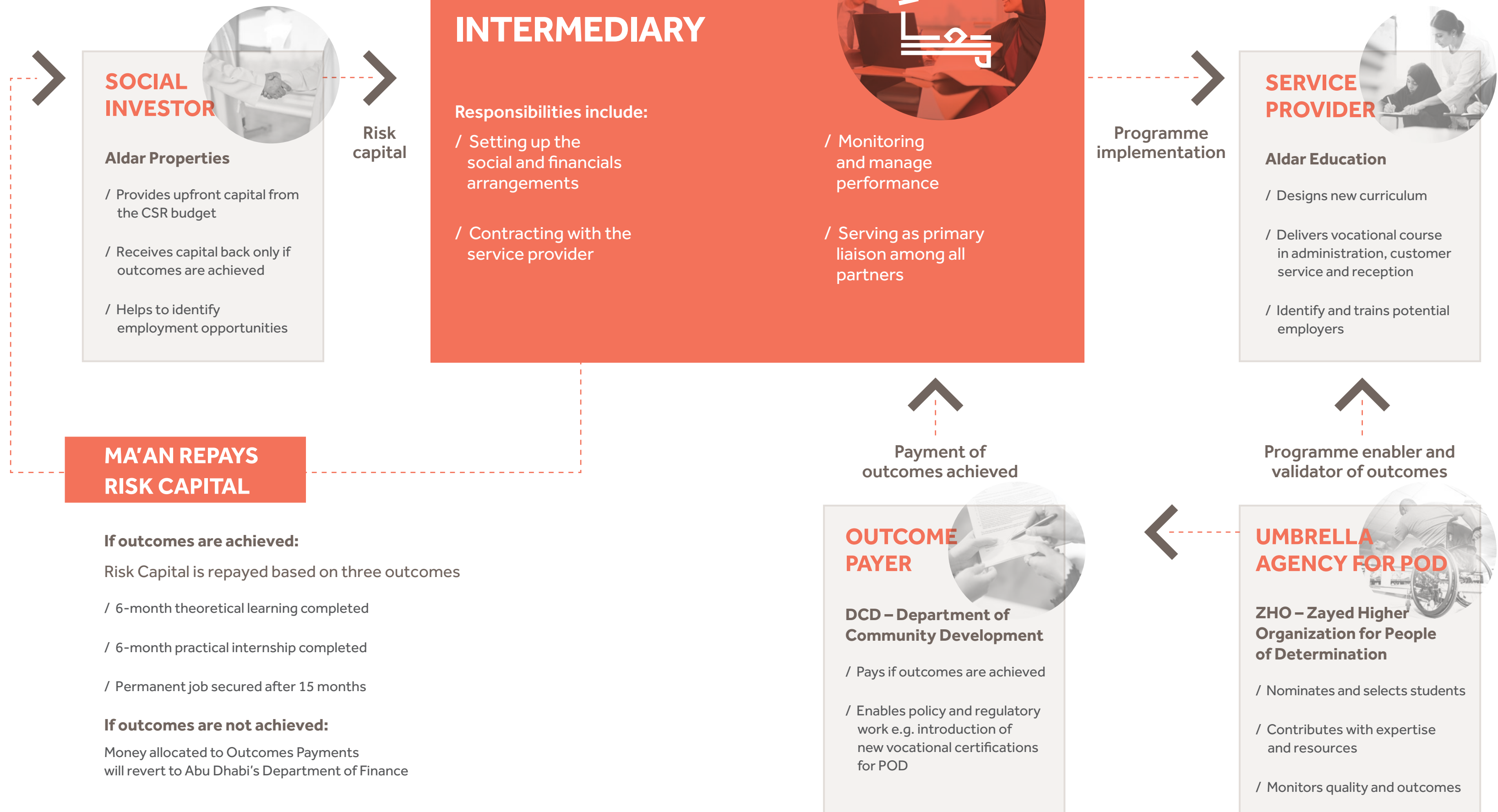
Atmah also tests local implementation of the ASDAN curriculum-an accessible and practical pedagogy for learners aged 11 to 25 in greatest need for support. The purpose of the curriculum is to give all learners the opportunity and tools to discover, develop and make full use of their potential.

### Strategic Level

- Objective 1 / Testing a new model of partnership between stakeholders
- Objective 2 / Identifying systems gaps and accelerate systems change in inclusive educational and employment policies
- Objective 3 / Supporting innovation in the adoption of new programmes



# HOW IT WORKS





# ATMAH PROGRAMME

	PODS ENROLMENT	MENTORS' ENROLMENT	6-MONTHS	6-MONTHS	AFTER 15 MONTHS
MILESTONE	Selection of eligible PODs with cognitive impairment	Specialised training for mentors in the workplace	Theory-based learning	Practical internship	Permanent job secured
NUMBER OF PARTICIPANTS	<b>25</b> PODs enrolled  <b>248</b> Family members	<b>13</b> Mentors from potential employers trained	<b>25</b> PODs completed	<b>14</b> PODs completed  ( <b>7</b> of them extended internships)	<b>6</b> Employed in public and private sectors  <b>1</b> in the recruitment process
TARGETS	Engagement of PODs and their families to support the inclusion of PODs in mainstream jobs	Increase employer understanding of how to support PODs  Improve employer attitudes to employing PODs	Improve PODs functioning skills  Improve PODs aspirations & self-confidence	Improve PODs job readiness	Secure permanent jobs for PODs
POLICY	<b>Inputs to create:</b>  / Professionally accredited curriculum for PODs  / Certified trainers for PODs  / Holistic and more inclusive education and employment policies for PODs				



# EVALUATION AND IMPACT

Ma'an commissioned Traverse to undertake an independent evaluation of the Atmah SIB against its strategic objectives. Traverse is a UK-based research organisation and world leader in social contracting and Social Impact Bonds.

STRATEGIC OBJECTIVES	OUTCOME	SUCCESS ELEMENT	LESSON LEARNED
Objective 1	Atmah supported cross-sector collaboration towards a shared objective, which enabled quick, collective problem-solving	Ma'an's role as an intermediary between SIB stakeholders supported effective partnership-working, while a cross-partnership, two-tier structure with clear roles and responsibilities supported good governance	SIB stakeholders need additional support from intermediaries to understand what to expect from SIBs
Objective 2	Atmah was an 'accelerator' for better understanding what works in response to a specific societal challenge	Delivery of Atmah highlighted systemic challenges that need to be addressed to achieve Abu Dhabi's Strategy for People of Determination's aim of creating an inclusive and empowering community for POD	Alternative pathways and exit strategies should be planned from the start to ensure delivery staff and beneficiaries are supported appropriately
Objective 3	Atmah supported innovation in the delivery of social programmes and in the financing of social programmes	Close alignment with the POD strategy and its outcomes enabled a targeted intervention focussed on system change, while outcome-focused approaches supported agile, adaptive responses to COVID-19	More work is needed to shift local mindset from 'giving and 'donations' to 'investing for the good of the community



Atmah SIB is more than just an 'employment' outcomes programme. It proved that the SIBs model can increase the efficiency of public service commissioning and resources allocation, optimise partnerships which lead to better targeted service delivery, outcomes and policy making, and stimulate innovation in the social sector.





## / NAFAS



Nafas app provides a rich library of meditation content that allows the Arabic user to reduce stress, anxiety and insomnia by practising mindfulness. With the support of Ma'an, we were able to work with Etihad to provide part of our meditation content for their guests across the globe. As the first airline to offer Arabic meditations and caring to their Arabic speaking guests, we are honoured that Etihad Airways chose us. In addition, Nafas was the top meditation app in the MENA region in October 2020 and catered to over 450,000 Individuals. Founder of Nafas

Founder of NAFAS

### NAFAS JOINED MA'AN INCUBATION AND ACCELERATION PROGRAMME

#### MA'AN INCUBATOR

- / 3 months of workshops and coaching to scale up
- / Continuous post Programme support with business development and market access
- / Seed funding up to AED200,000
- / Office space for 2020 and 2021
- / Support in registration of Nafas in ADGM

#### MA'AN ACCELERATOR

- / 3 Months Acceleration Programme
- / Mentorship & Coaching
- / Lead generation
- / Networking opportunities
- / Deals facilitation
- / Investment opportunities and meeting with VCs

EXTRA GRANT FUNDING AED200,000

## ACHIEVEMENTS

**163,547**  
BENEFICIARIES ATTENDED  
MEDITATION VIDEOS

**4**  
AGREEMENTS  
SIGNED

## / ORPHANS SUPPORT CAMPAIGN

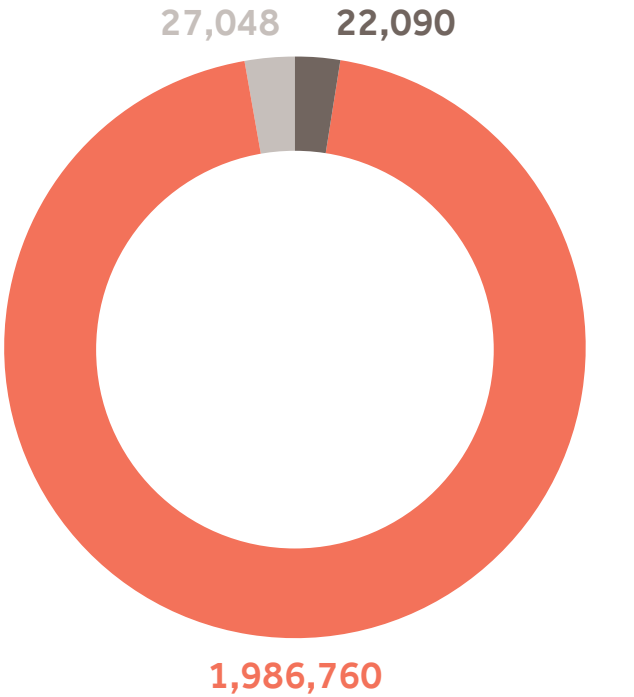
As part of Ma'an Social Investment Fund and in partnership with Dar Zayed for Family Care, this campaign was directed towards supporting, empowering, and integrating orphans into the community of Abu Dhabi.

We invest in the future of our youth by providing them with the best educational opportunities and family support programmes. This campaign provides orphans with programmes, which develop their academic, personal and social skills for the purpose of unlocking numerous opportunities for them and paving their way to be smoothly integrated into the community.

AMOUNT RAISED:

AED **2,035,898**

Total amounts raised by  
contribution channels



Platform SMS Direct Transfer

### DEPLOYMENT OUTCOMES

Total Contributions Value	Social Contribution	AED 1,912,722
Education grants	Providing educational opportunities for orphans and encouraging them to excel academically to insure adequate income after independence	AED 477,722
Marriage grants	Providing marriage support for young orphans to start their own families and be fully integrated into the community	AED 235,000
Housing grants	Providing adequate housing and stability for orphans who are married with their families, or empowering unmarried youth towards self-reliance and independence	AED 235,000

Total Number of Beneficiaries: 90



# SOCIAL CONSTRUCT

## RECOGNISING AND WORKING TOWARDS MORE EQUITABLE, INCLUSIVE PRACTISES AND PERCEPTIONS IN ABU DHABI.

Social construct concentrates on enhancing the terms on which individuals and groups interact and participate in community. It includes improving the ability, opportunity, and dignity of those disadvantaged on the basis of identity (World Bank, 2020), including the removal of barriers to allow full participation of People of Determination (Barnes, 2005).

Ma'an's human-centred approach and commitment to community development, collective impact and social impact storytelling naturally contributes to a better social construct. **This social construct is defined by cohesion, productivity, sustainability of the community, social service system and delivery organisations, improved health, well-being, and happiness.** All Ma'an programmes, with the support of our partners, stakeholders, volunteers, and beneficiaries, are aiming to attain one or more aspects of this social construct.





# MA'AN CONTRIBUTES TO GLOBAL AGENDA

We align with global indicators to create a better sustainable future for us and the world, along with our partners, volunteers, and community members.

The United Nations 17 Sustainable Development Goals (SDGs) were developed with input from the UAE and all other UN member states in 2015. The SDGs are “a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity” (UN, 2015).

## MA'AN'S ALIGNMENT WITH SDGS



**Good Health and Well-Being**



**Reduced Inequalities**



**Quality Education**



**Climate Action**



**Decent Work and Economic Growth**



**Peace, Justice and Strong Institutions**



**Industry, Innovation and Infrastructure**



**Partnerships for the Goals**

Ma'an's strategy, pillars and programmes are directly and indirectly guided and inspired by the UN SDGs to contribute, together, to a global mission for impact. We address social challenges and opportunities for improvement including wellbeing, inclusion, reduced inequalities, resilient communities, effective partnerships, and sustainable socio-economic growth amongst many other things.





# THANK YOU, PARTNERS

- Abu Dhabi Global Market
- Department of Community Development
- Department of Municipalities and Transport
- ADGM Academy
- Abu Dhabi Early Childhood Authority
- Abu Dhabi Social Support Authority
- Zayed Higher Organization for People of Determination (ZHO)
- Dar Zayed For Family Care
- Family Development Foundation
- Environment Agency - Abu Dhabi
- Department of Economic Development
- Abu Dhabi Sports Council
- Seha - Abu Dhabi Health Services Company
- Emirates Foundation
- Khalifa Bin Zayed Foundation
- Aldar Properties
- Aldar Education LLC
- Abu Dhabi Commercial Bank
- Abu Dhabi Islamic Bank
- London Institute of Banking and Finance
- Oliver Wyman
- Abu Dhabi Animal Welfare Community
- UAE University

- Zayed University
- Abu Dhabi University
- University of Sharjah
- Khalifa University
- United Eastern Medical Services
- Al Mubarakah Foundation
- UAE Accountants and Auditors Association
- UAE Banks Federation
- Zayed Sports City
- Modon
- Masdar City
- TAQA



# THANK YOU, CONTRIBUTORS

- |                                    |  |
|------------------------------------|--|
| Abu Dhabi National Insurance       | Mubadala Investment Company              |
| Abu Dhabi Commercial Bank          | Al Dar Loyalty Programme                 |
| H.E. Dr. Ali Bin Harmal Al Dhaheri | Après Café                               |
| Sheikh Hamad Sultan Al Darmaki     | Emirates Steel                           |
| Helal Mubarak Eissa Al Mansoori    | Abu Dhabi National Energy Company (TAQA) |
| First Abu Dhabi Bank               | Al Waha Capital                          |
| Mohamed Abdulrahman Al Bahar       | Architecture Café                        |
| Shaikha Aysha Al Nahyan Endowment  | Desert Shield Fitness                    |





# OUR MISSION, YOUR IMPACT

## THANK YOU FOR JOINING US ON THE SOCIAL IMPACT JOURNEY

Our mission at Ma'an is to bring together the value that lies in the individual, community, organisation, and government for the benefit of everyone. By steering cross-sector partnerships and forming innovative infrastructure, we will achieve a greater social impact and create a sustainable resilient community.

We believe in collaborative communities and the efforts of every citizen in our country. We welcome the nations as we build a thriving community, which aspires to live well-defined, sustainable, healthy and prosperous lives.

Following the steps of our founding father, His Highness Sheikh Zayed bin Sultan Al Nahyan, we work with the future in mind. Together, we give for a perpetual prosperity.

**Our mission is your impact.**

## GET INVOLVED

Join us as a volunteer, partner or contributor.

Reach out if you need advice to scale your social enterprise.

**For more information, visit:**

**[maan.gov.ae](http://maan.gov.ae)**









## LET'S MAKE AN IMPACT

 Ma'an Abu Dhabi

 @MaanAbuDhabi

 [fundraise.maan.gov.ae](https://fundraise.maan.gov.ae)

 [partnerships@maan.gov.ae](mailto:partnerships@maan.gov.ae)

**[maan.gov.ae](https://maan.gov.ae)**