

UNITED ARAB EMIRATES
MINISTRY OF CABINET AFFAIRS & THE FUTURE
PRIME MINISTER'S OFFICE



Government Performance Management Framework

Government of United Arab Emirates

UNITED ARAB EMIRATES
MINISTRY OF CABINET AFFAIRS & THE FUTURE
PRIME MINISTER'S OFFICE



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We shall spare no effort to realize the hopes and ambitions of our people, and we call upon everybody to work hard to develop our country

H. H. Sheikh Khalifa bin Zayed Al Nahyan

President of the United Arab Emirates



**We must look forward
& anticipate the future
so that our country lead
globally**

H. H. Sheikh Mohammed bin Rashid Al Maktoum

The Vice President, Prime Minister of UAE, and Ruler of Dubai

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Looking Towards The Future...

Introduction

Introduction

The United Arab Emirates achieved several new achievements and advanced rankings since the announcement of the National Action Program in 2005 by His Highness Sheikh Khalifa bin Zayed Al Nahyan, the President of UAE. The main objective was to entrench the rule of law, accountability, transparency and equal opportunity, as well as to restructure government ministries and agencies. Moreover, the aim of the Agenda was to empower people by legislations enactment, and providing an educational environment that would promote knowledge to develop the knowledge economy and ensure the society growth.

In 2014, His Highness Sheikh Mohammed bin Rashid Al Maktoum, the Prime Minister, Vice President of the UAE and Ruler of Dubai, launched the UAE Vision 2021, to support the National Action Plan. The vision aims to make the UAE among the best countries in the world by the Golden Jubilee of the Union at 2021. The Launch of UAE vision 2021 had a vital role in aligning strategies of all federal entities thorough a unified vision, mission and government directions, accompanied by a working program in which priorities, decisions and resource allocation are set to achieve the goals. Successively, His Highness's launched the National Agenda of the UAE in 2014, which contained number of objectives in the government sector scope of work, such as education, health, economy, infrastructure, housing, government and security and police services.

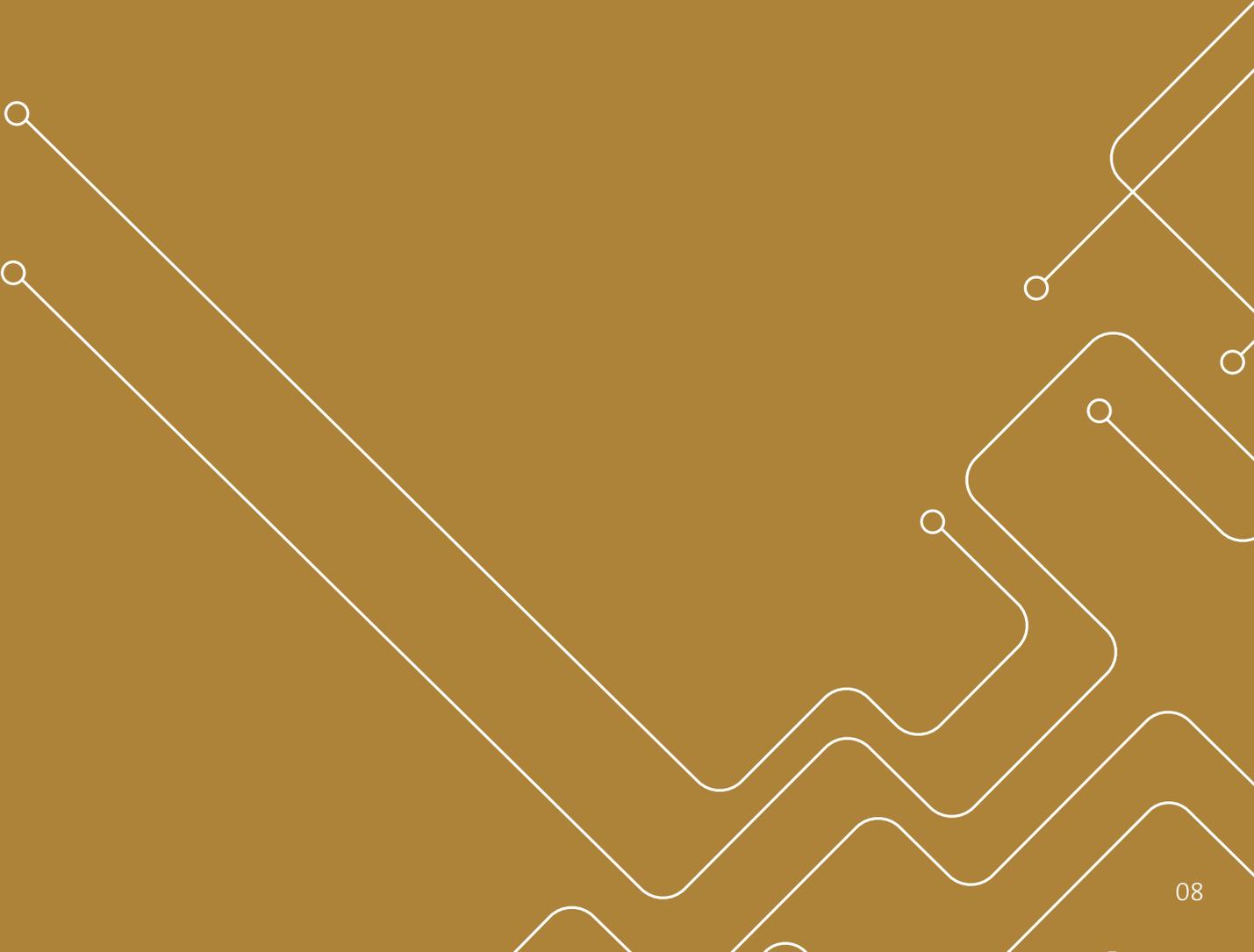
To execute these directions, federal authorities in the UAE ensure the alignment of their strategies with the UAE vision2021 and the National Agenda, where local government executive councils ensure to reflect the National Agenda's objectives in their strategic plans, and to guarantee that their local entities play an efficient role in attaining these objectives. This will help to achieve the UAE Vision 2021 within a framework of institutional efficiency and optimal utilization of financial, human, technical and knowledge resources, within an integrated environment of transparency and corporate governance.

The UAE government has dedicated significant attention to the culture of happiness and positivity, as a priority for government action, to guarantee attaining happiness of the individuals and society. The government has also embraced the innovation approach and future foresight, as a key pillar for Government work to enhance the country's competitiveness and make the UAE Government the world's most innovative happy government in the world.

In conjunction with the commencement of the fourth strategic cycle of the UAE government (20172021-), this guide comes as a continuation of the endeavors to achieve the UAE Vision 2021, aiming to make the UAE one of the best countries in the world by 2021. The guide provides a guidance to manage government performance in federal entities at all national, strategic, operational, service and government enablers' levels. The manual will ensure consistency of performance management by identifying phases, required procedures and the ultimate usage of performance management tools (i.e. systems, models, and supporting documents). The manual will also assist senior management officials at federal entities to examine the Government Performance Management mechanisms to achieve the national priorities and strategic objectives to position the UAE among the best countries in the world by 2021.

The Government Performance Management Framework

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2.1 What is the Purpose of the Government Performance Management System

The Government Performance Management System allows relevant entities at all functional levels to see the "whole picture", and to understand the connection between organizational processes with the entity's strategic priorities; and ultimately to see the connection between the entity's priorities and those of the government. The Government Performance Management System also allows federal entities to achieve their strategic priorities, while constantly focusing on the community's public benefit, by linking performance management and outcomes. Strategic and operational plans also ensure the optimal use of resources to achieve the coveted results. The Federal Government Performance Management System promotes good practices in monitoring strategic and operational performance, to reinforce learning opportunities, support decision-making and governance within federal entities to ensure optimal results.

The purpose of the Government Performance Management System is listed below:



To align the UAE Vision 2021 and other national strategies with federal entities' strategic plans and individual performance of human resources.



To clearly introduce the institutional vision and outline the purpose of achieving strategic goals; which ultimately transform the government's directional objectives to an institutional goals at the federal entities.



To identify and set the goals and expectations for the initiatives and objectives of the federal entity to allocate efforts to achieve the desired results of the functions and operations on which the federal entities were established for.



To ensure that all employees understand how their efforts contribute directly to achieve the Federal Entity's strategic objectives. These objectives are closely aligned with the Government's goals to provide community members with decent living conditions and prosperity. This would boost individuals' productivity and achieve greater transparency and governance in the delivery of government initiatives and projects.



To provide an overview of the performance trends within the federal entity for a continuous period.



To provide an opportunity to assess the current situation, identify challenges to achieving excellent performance and to define areas of improvement at federal entities

2.2 What is the structure of the Government Performance Management System

The Government Performance Management System consists of five levels of indicators, all of which are linked to better serve the objectives of the designated federal entity and ultimately, the objectives of the UAE



National Indicators & Government Directions Indicators: They measure progress towards achieving the UAE 2021 National Agenda's pillars, which have been mapped into six national priorities. And the Government's efforts to achieve national priorities and government directions.



Strategic Indicators: They measure the level of achievement of federal entities' objectives and the purpose for which they were established.



Operational Performance Indicators: They measure and keep track of initiatives and activities undertaken by federal initiatives.



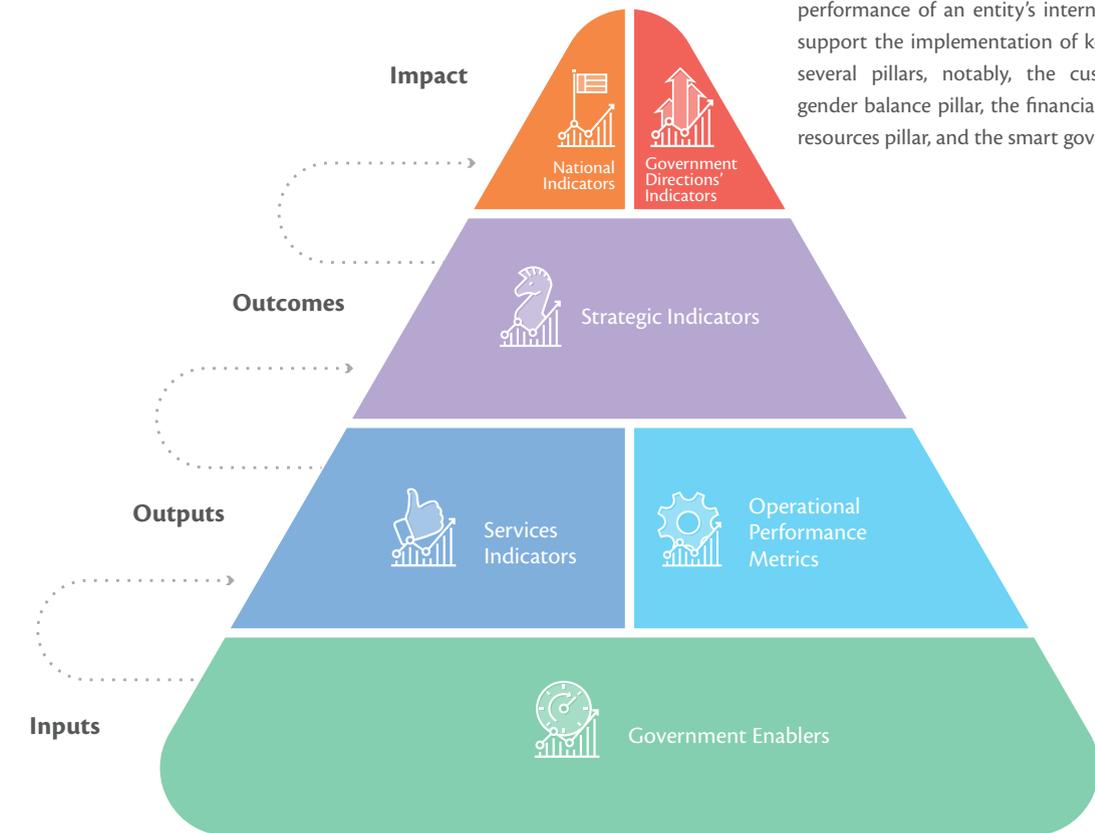
Services' Performance Indicators: They measure quality of services provided by the federal entity to the society.



Enablers' Indicators: They are common indicators, which measure performance of support services and internal processes that ensure the effective implementation of key tasks. They include, human resources indicators, financial indicators, smart government indicators, and innovation.



An **indicator** is a quantitative or qualitative measure that is used to measure specific phenomenon over a given period of time and reflects the extent to which the entity applies its strategies and the positive development of its performance to reflect at the key success factors.



National Indicators and Directional Indicators: measure progress towards achieving the UAE Vision 2021 objectives and the Government's efforts to achieve national priorities and government directions.

Strategic Indicators: measure the level of achievement of federal entities' strategic objectives, based on their impact and coveted final outcomes.

Service and Operational Indicators: measure initiatives and services' outputs. They represent the direct outcome of the entity's work.

Government Enablers Indicators: measure performance of an entity's internal operations that support the implementation of key tasks, based on several pillars, notably, the customer pillar, the gender balance pillar, the financial pillar, the human resources pillar, and the smart government pillar.

Ensuring achievement through the cause and effect relationship

2.3 Components of the Government Performance Management System

2.3.1 National Indicators

National Indicators measure progress towards achieving the UAE National Agenda's objectives via six priorities that constitute a roadmap towards achieving the UAE Vision 2021. National indicators include 52 indicators allocated among the six priorities that constitute the UAE Vision 2021 key pillars.

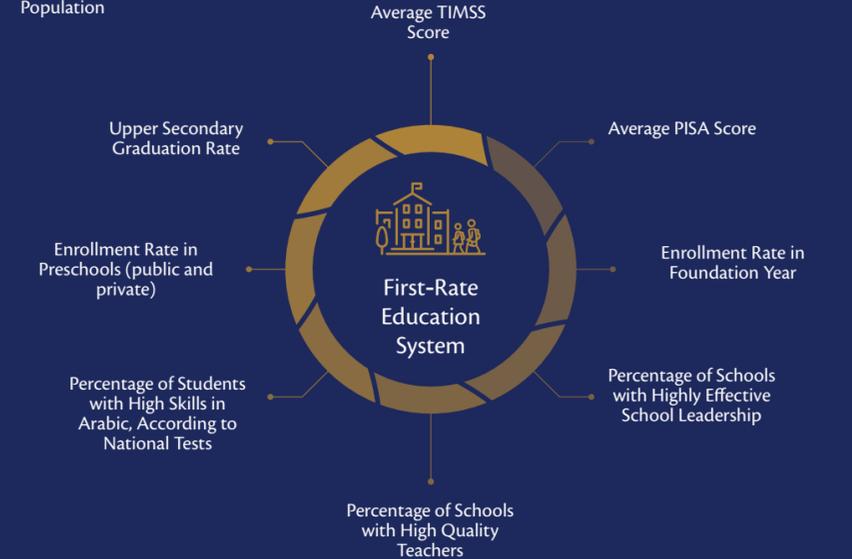
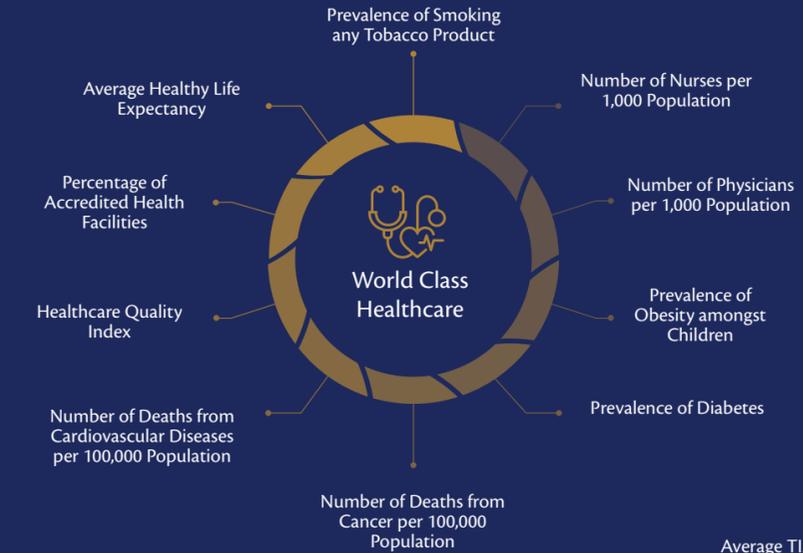
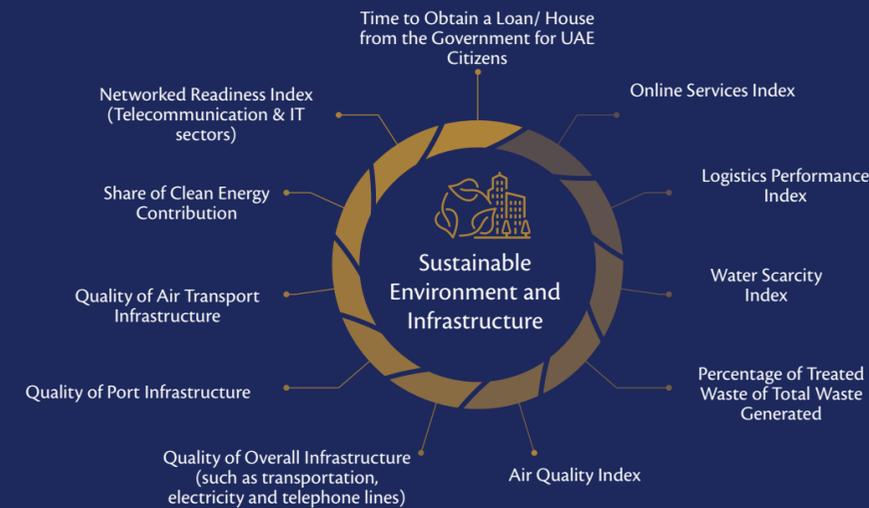
National indicators are mainly focused on citizens' wellbeing and measure the country's internal performance on a several important topics.

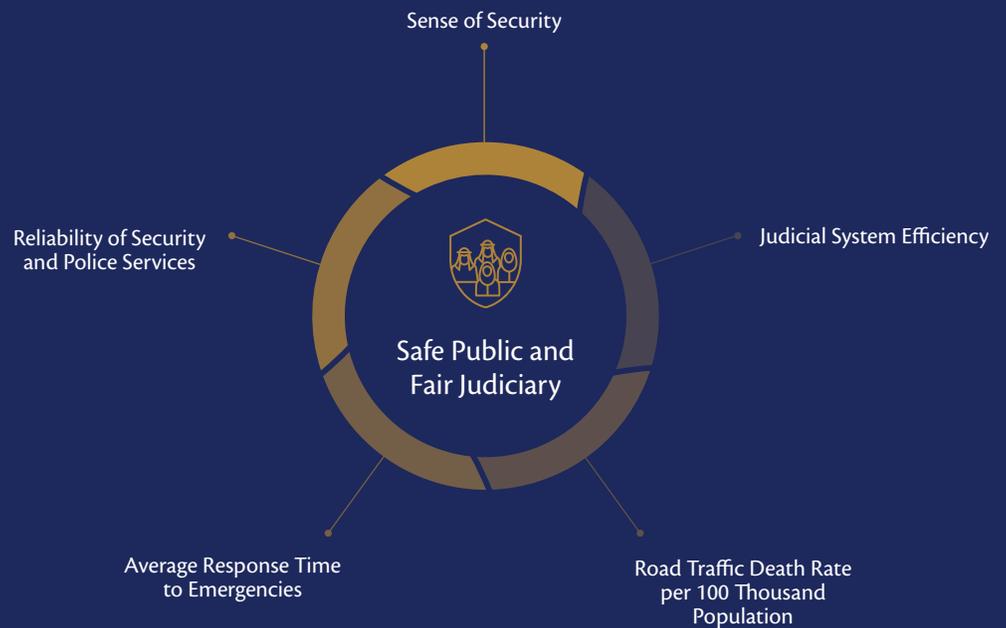
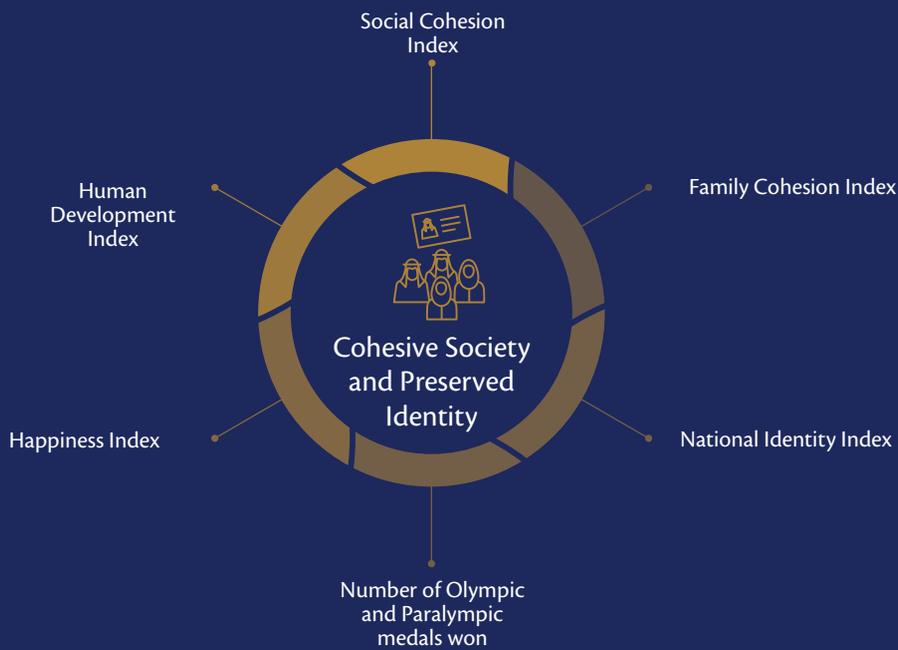


They also compare the UAE's global performance and rankings amongst the world's best countries according to key global reports.



The next design showcases the six national priorities and the underlying national agenda indicators. For further information, visit the UAE Vision 2021 website: www.vision2021.ae







2.3.2 Government Directions' Indicators

The Government Directions' indicators measure the impact achieved by federal entities on national strategies and the impact of government initiatives launched by the UAE Government;

Example: The Year of Reading initiatives; the Year of Giving; the National Advanced Sciences Agenda, and the UAE Strategy for Artificial Intelligence.

The Government Directions' indicators are given the same attention and follow-up as the National Indicators. Federal entities must make sure to implement initiatives that are directly related to achieving Government Directions' indicators; which are considered as a government priority and monitored regularly by the Prime Minister's Office (PMO).



2.3.3 Strategic Indicators

Strategic Indicators measure the level on which federal entities have achieved their strategic objectives, based on their impact and targeted final outcomes. The following items should be taken into consideration upon identifying strategic indicators:

1

Strategic indicators should include the federal entity's key functions, stipulated in the entity's mandate.

2

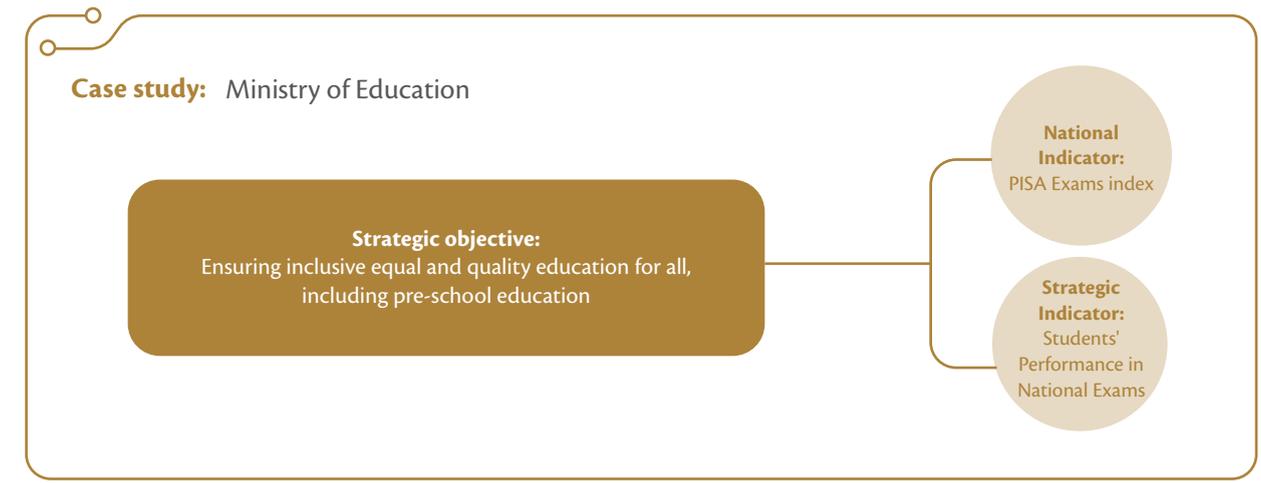
Strategic indicators should be linked to the set of national indicators related to the entity's work. They should reflect the entity's efforts to achieve the national indicators' targets in a proactive and predictive manner, as a main coordinator or as a contributor.

3

Strategic indicators should reflect the desired leading position to be achieved by the entity and to ensure pioneering to the UAE, within the entity's scope of work, to achieve the UAE's global competitiveness.

4

At least two strategic indicators should be assigned per strategic objective.



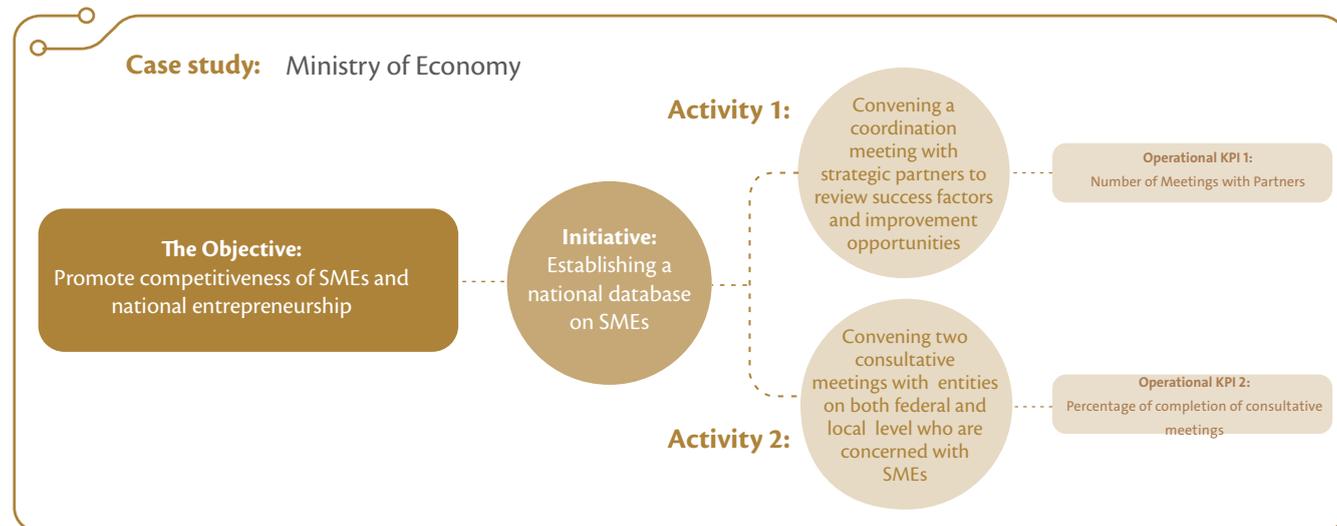
2.3.4 Operational Performance Indicators



Operational Indicators: Operational performance metrics measure outputs and final outcomes of initiatives included in the operational plan and the level on which these initiatives have been implemented within the required time, quality and cost.

The operational plan includes initiatives (high priority and operational), supporting services to achieve the federal strategy and activities with measures to track their performance.

The Prime Minister's Office (PMO) carries out implementation of priority initiatives. Other initiatives are monitored through Adaa' System, by identifying indicators related to the achievement of tasks. The ADAA Electronic Performance System is used to follow-up on the achievement of the initiatives; details of which will be provided later.



2.3.5 Services Performance Indicators



Government Services are defined as a series of activities, procedures or processes provided by a government entity or its representative in the provision of the service and are intended to meet the needs of customers through various service channels and are based on interaction by the customer and the service provider.



Services Performance Indicators are defined as indicators related to measuring the level of quality of service provided by the federal entity to all segments of society. It is the starting point for the organization to improve and develop its services, in addition it is a platform for tracking and monitoring the efficiency of performance of these services through the stages of the customer experience.

Government services consist of main services, sub-services and auxiliary services. Main services include a set of sub-services and auxiliary services. Service performance indicators are identified by measuring sub-services and auxiliary services.

Given the significant number of services provided by government entities to the public, the government decided to designate a number of key services as 'priority services', to be followed up by the Prime Minister's Office (PMO). Priority services are identified based on the following considerations:



Their relevance to the federal entity's objectives.



Their relevance to the entity's key responsibilities.



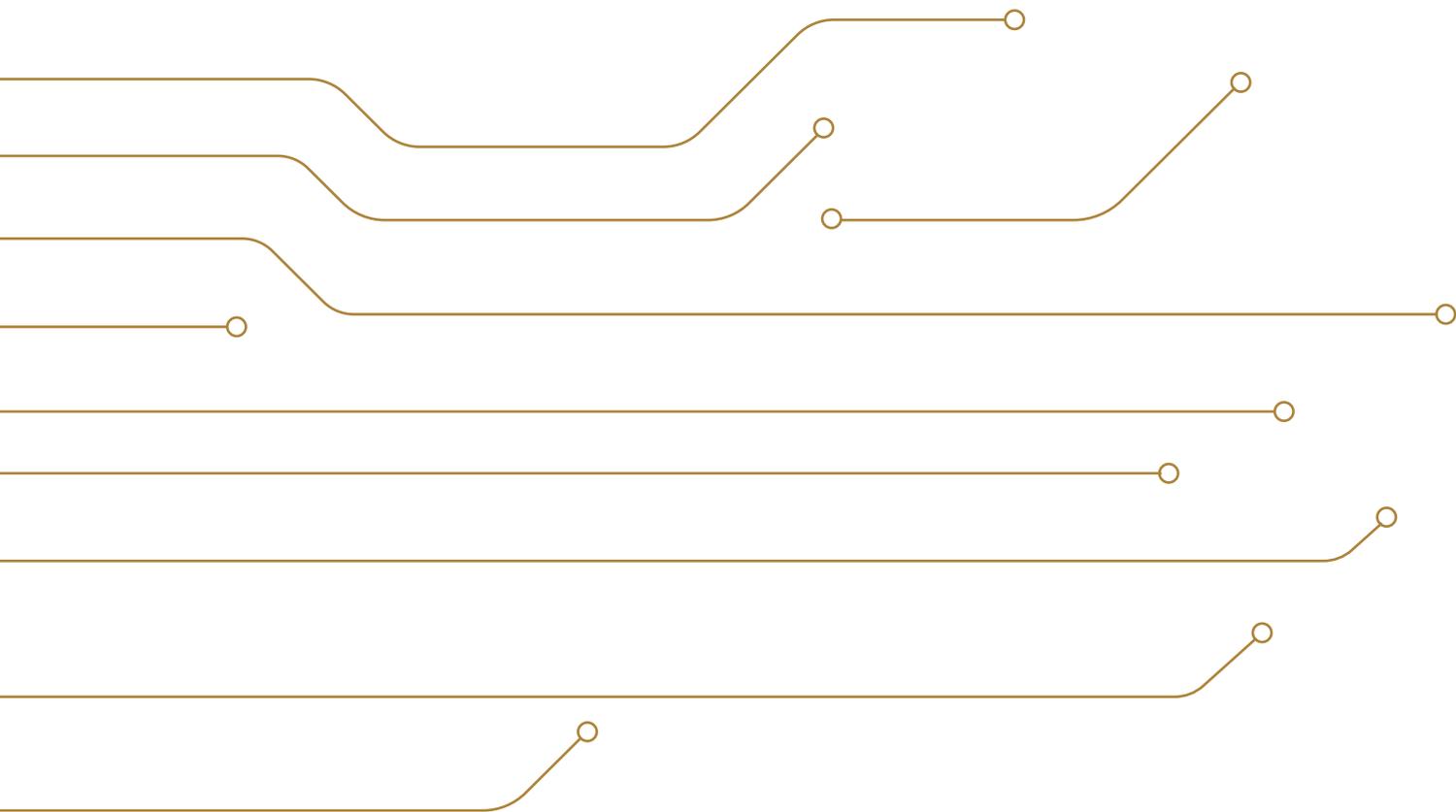
Customers' perspective (volume of transactions/ customer number per given service)



Their relevance to a specific segment of the community (people of determination or the elderly)

2.3.5.1 Services Performance Measurement

The performance of the services is measured through the four main areas of customer experience: service availability, service accessibility, service interaction and the service outcomes. The results of the indicators affect the happiness level of the service recipient. It is worth noting that the service indicators highly impact the Happiness Index and help to predict Customers' Happiness level and ultimately indicate the required corrective actions to achieve "customers' happiness". This proves the importance of measuring services indicators, according to the different stages of service provision based on customer's experience.



Prior to availing the service:

Service Availability:

The extent to which the service can be provided across the various service centers, either electronically or at a selected geographic area, based on the nature of the service and the needs of the customers.

1

2

Access to the Service:

The service delivery channels' ability and responsiveness to meet sizeable demands, in terms of variety in service delivery channels based on the nature of customers, the time required to book an appointment, the inspection coverage of locations and institutions, and the number of customers that benefit from these services, among other services.

While availing the service

Service Delivery Interaction:

Measuring this areas begins as soon as the customer apply to the service. It usually includes measuring the customers' waiting time, then the service processing time, and then the total time of the transaction, that ends with the delivery of the service to the customer. It also includes measuring the customer service representative's professionalism and capabilities.

3

After obtaining the service

4

Service Final Outcomes:

The measurement of this area starts when the customer finishes the service application. This includes measuring the level of customer happiness, the speed and quality of closing the notifications and complaints received against the entity and other measures that reflect the final output of the services.

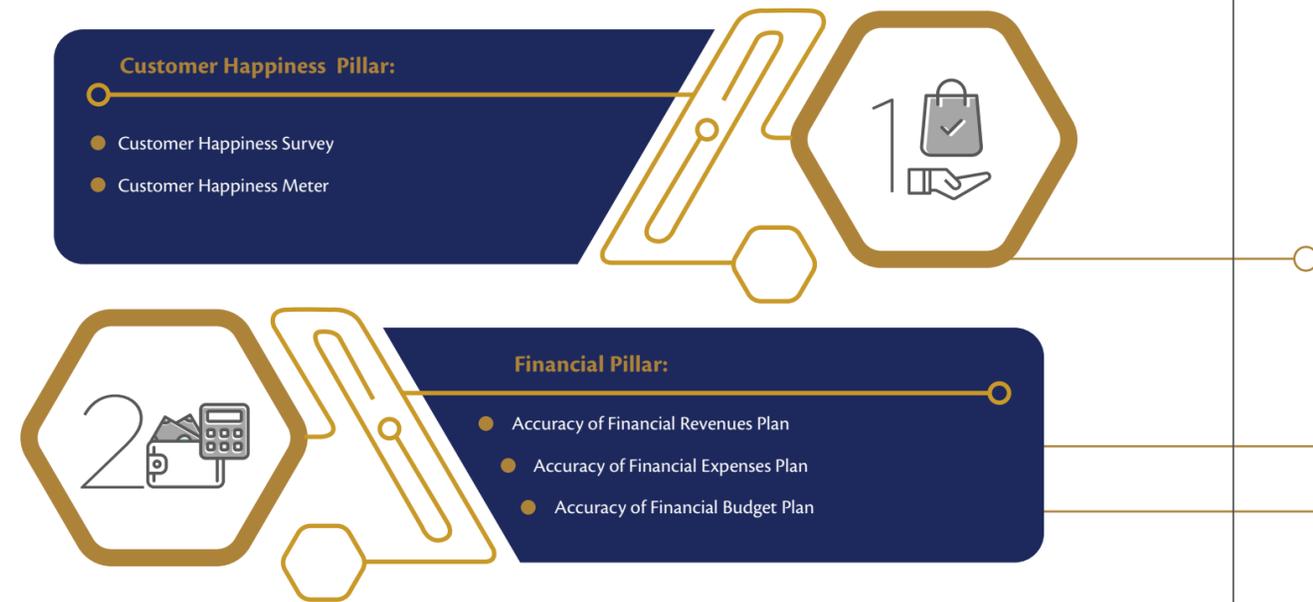
The Prime Minister's Office monitors the performance of the services and approves the results of the performance indicators of the priority services, in agreement with the designated entity during the strategic plan's annual review. Entity enters the results in the ADAA Performance Management System to be approved by the Prime Minister's Office. With respect to other services' indicators, government entities must track performance and monitor changes according to the time frames specified for each indicator.

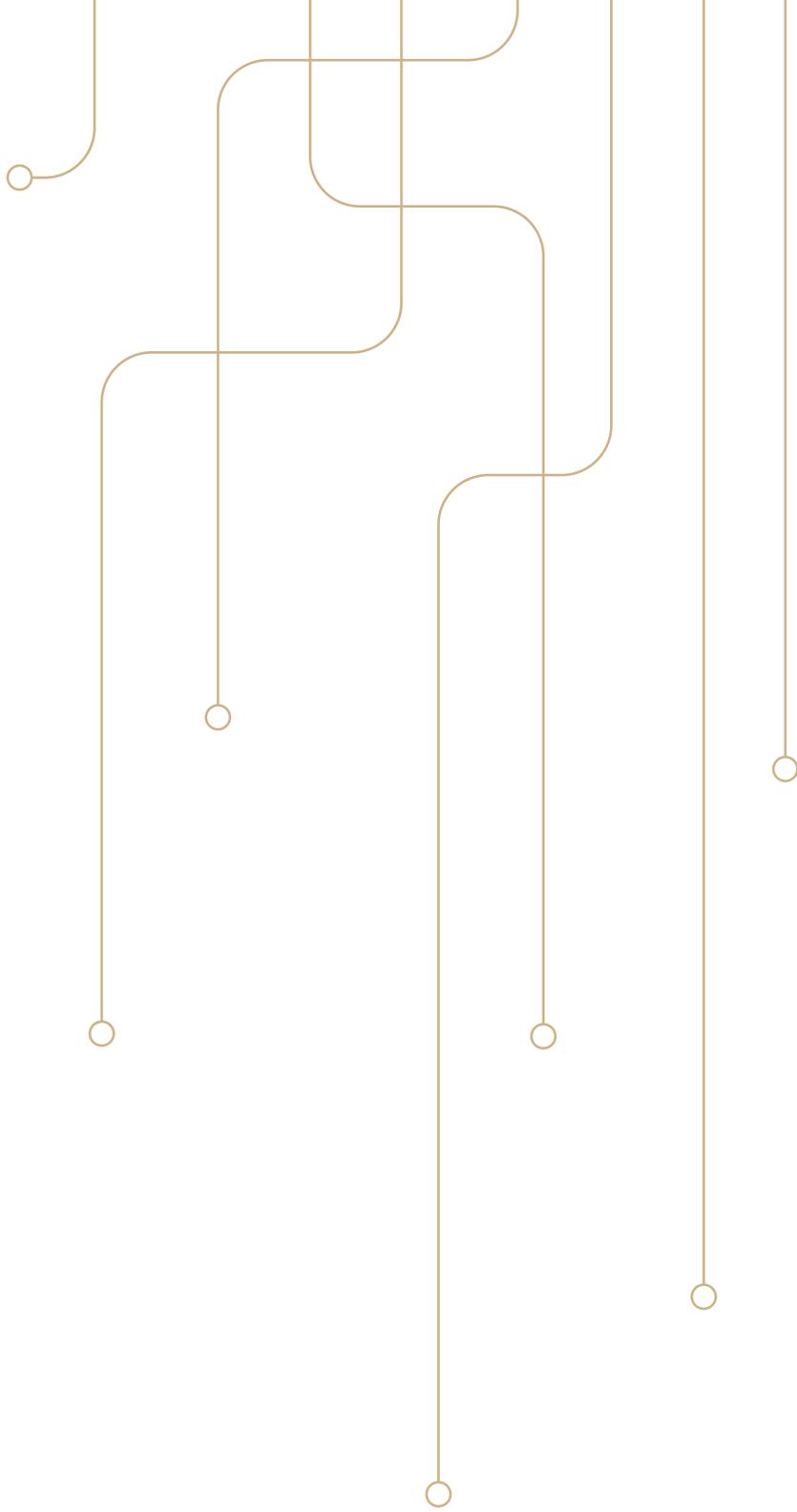
2.3.6 Government Enablers' Indicators



Government Enablers' Indicators are the common government performance indicators that measure the performance of services and internal support processes that ensure implementation of key responsibilities.

The government enablers' indicators, as indicated in the shown figure, are linked to two common strategic objectives across government entities, notably «ensuring the delivery of administrative services based on quality, efficiency and transparency standards», and «instilling the culture of innovation at institutional work», and include government enabler indicators within six pillars:





2.4 Performance Management System (ADAA)

The ADAA system's first version was launched in 2008. The System aimed to create a unified government platform to follow-up on the sustainable development process that enables the government to implement its plans and services in an efficient and effective way. It was also developed continuously to align with the best international practices and meet the changing and evolving needs of the UAE Government.

The system provides federal entities with the following possibilities:



Manage and follow-up on the implementation of strategic and operational plans; promote institutional system management mechanisms internally; publicize a culture of responsibility and performance management; and measure and analyze results at all levels.



Incorporate corrective actions and necessary recommendations to improve and develop institutional performance.



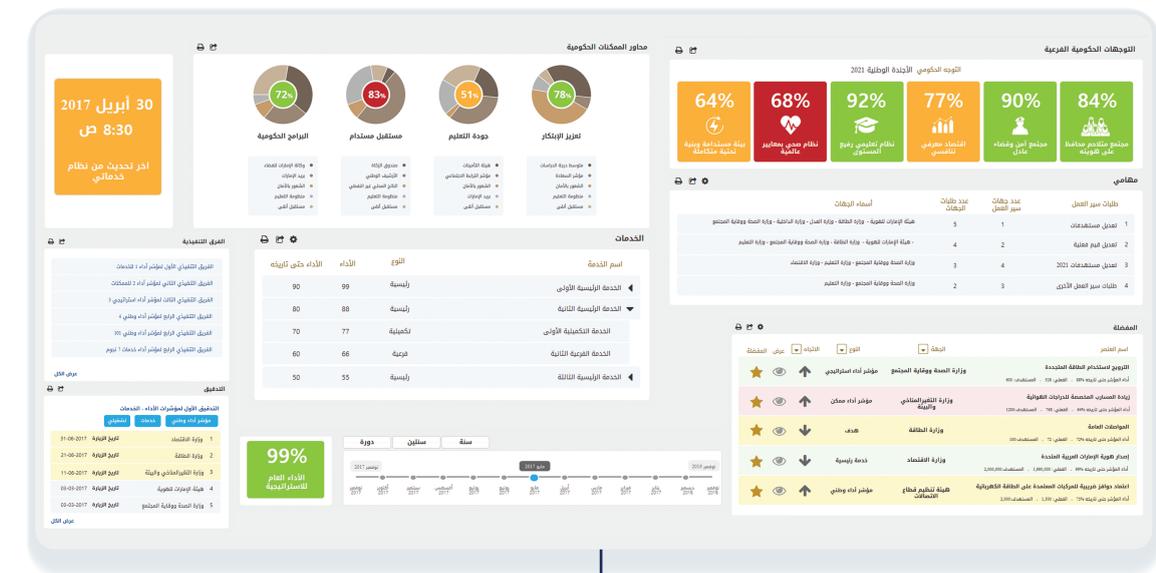
Provide periodic reports that include performance outcomes and analysis.



Government entities use the Government Performance system to design and enter the entity's strategy. That includes the strategic and operational plans, initiatives, activities, tasks and services; in line with the adopted strategic, operational and services indicators' structure, and government enablers indicators. In order to ensure efficient performance management and allow the leadership to keep track of development and maturity in government work.

All entities analyze indicators' outcomes entered in the system by including an analysis of the indicator's status, the root causes behind the achieved outcomes, and the corrective / improvement actions (considering the achieved outcomes).

The following is a screenshot with dummy data of the Federal Entities' page on the ADAA e-system, which summarizes the Federal Entity's performance on all levels.

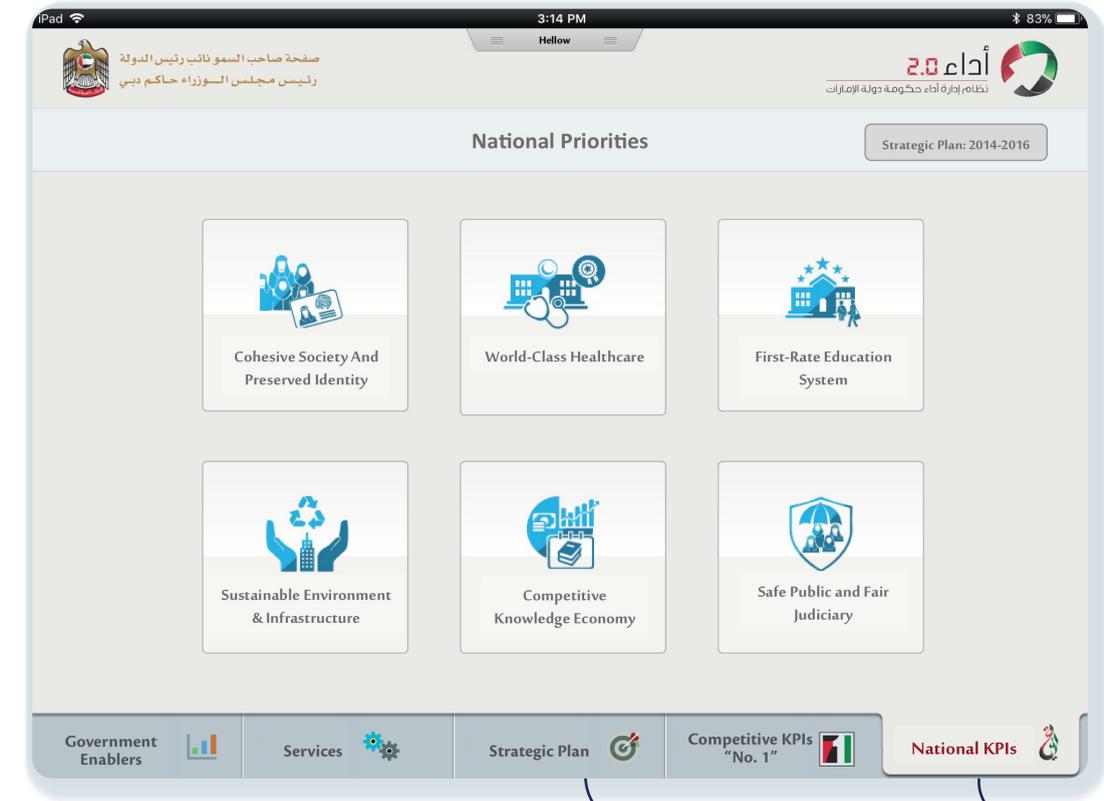


2.5 UAE Government Performance Dashboard

Performance indicators are monitored on different levels within the entity, also monitored by the Prime Minister's Office (PMO) through the ADAA System for all indicators, while top decision-makers monitor the overall government performance. This is achieved based on the nature of each indicator and the frequency of measurement by which each indicator is calculated and entered into the system.

The Prime Minister's Office (PMO) provides a dashboard to allow His Highness the Prime Minister to monitor performance levels. The dashboard shows a summary of the overall performance of national indicators according to national priorities and competitiveness indicators. It also outlines strategic plans' outcomes, services performance's indicators and government enablers' outcomes, as well as areas for improvement and development recommendations, based on the achieved outcomes and benchmarking.

The figure below shows a snapshot of the Dashboard which grants the decisions options available for a direct action upon the indicators results and findings



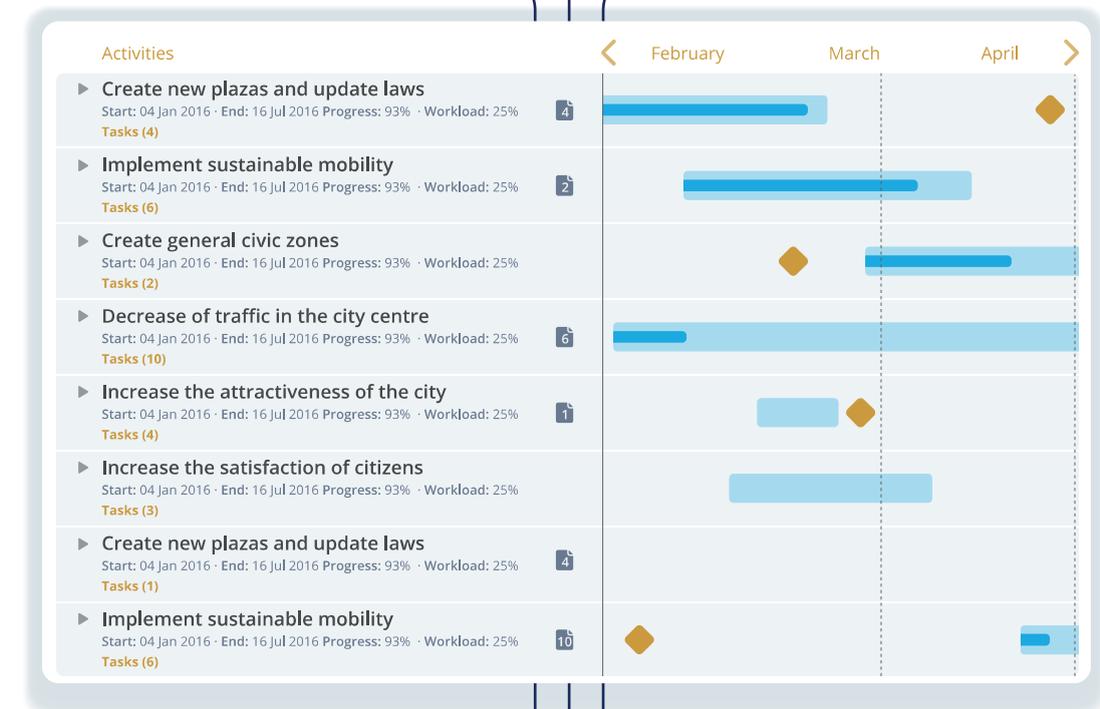
2.6 Delivery Module

The Delivery Module is part of the Government Performance Management System “ADAA”. Government entities monitor initiatives, activities and changes in performance within determined timelines for completion of activities. Performance is linked in the Delivery Module, where results of operational performance metrics are entered. The Prime Minister’s Office (PMO) follows-up on the performance of high-priority initiatives, through the Delivery Module.



One of the good practices applied in the federal agencies is that an organizational unit is assigned to manage initiatives and institutional programs (PMP Office) to ensure the efficiency and quality of the initiatives performance.

The next figure shows a screenshot of the Delivery Module in ADAA Government Performance Management System, to ensure a comprehensive follow-up of initiatives’ execution used to follow-up high-priority and regular initiatives.



How Does UAE Manage Government Performance

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- 3.3 Benchmarking ●
- 3.4 Measurement Periodicity ●
- 3.5 Performance Levels ●

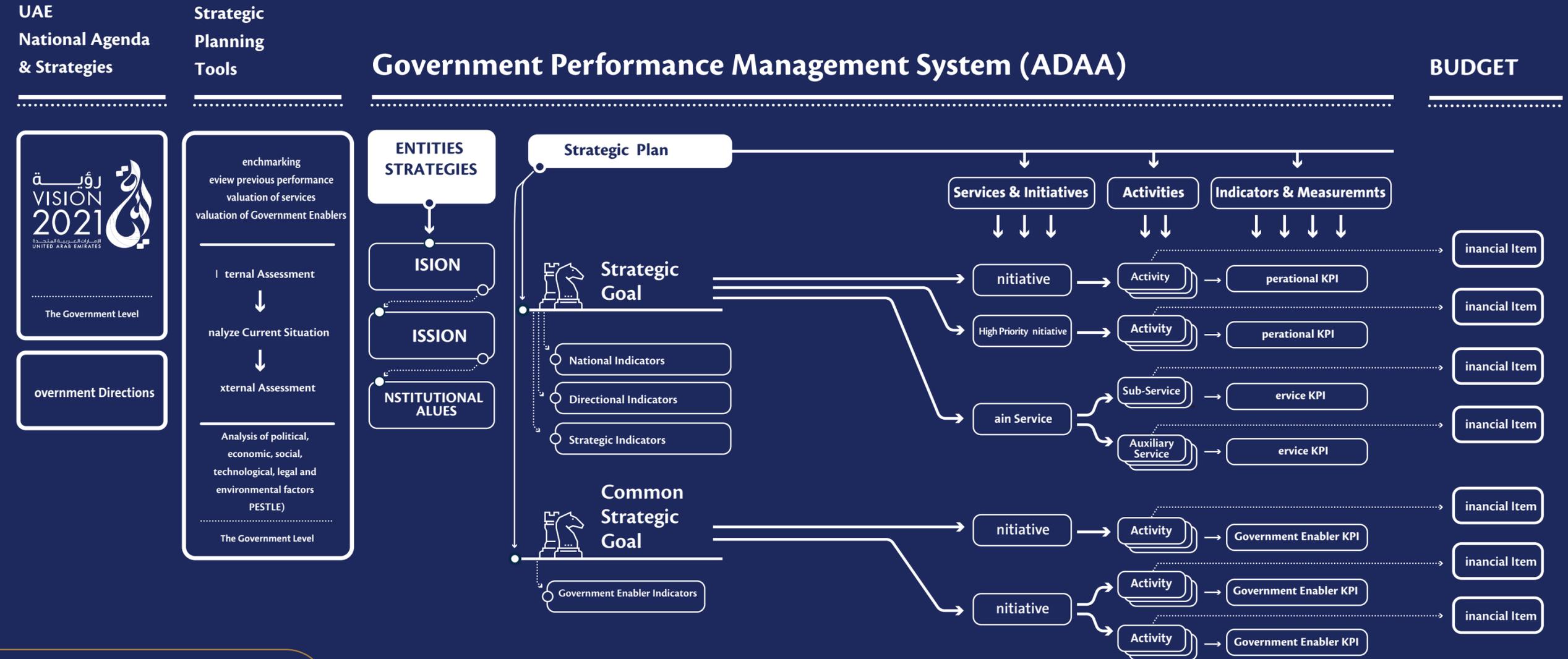
3.1 How does UAE Government Measure Performance

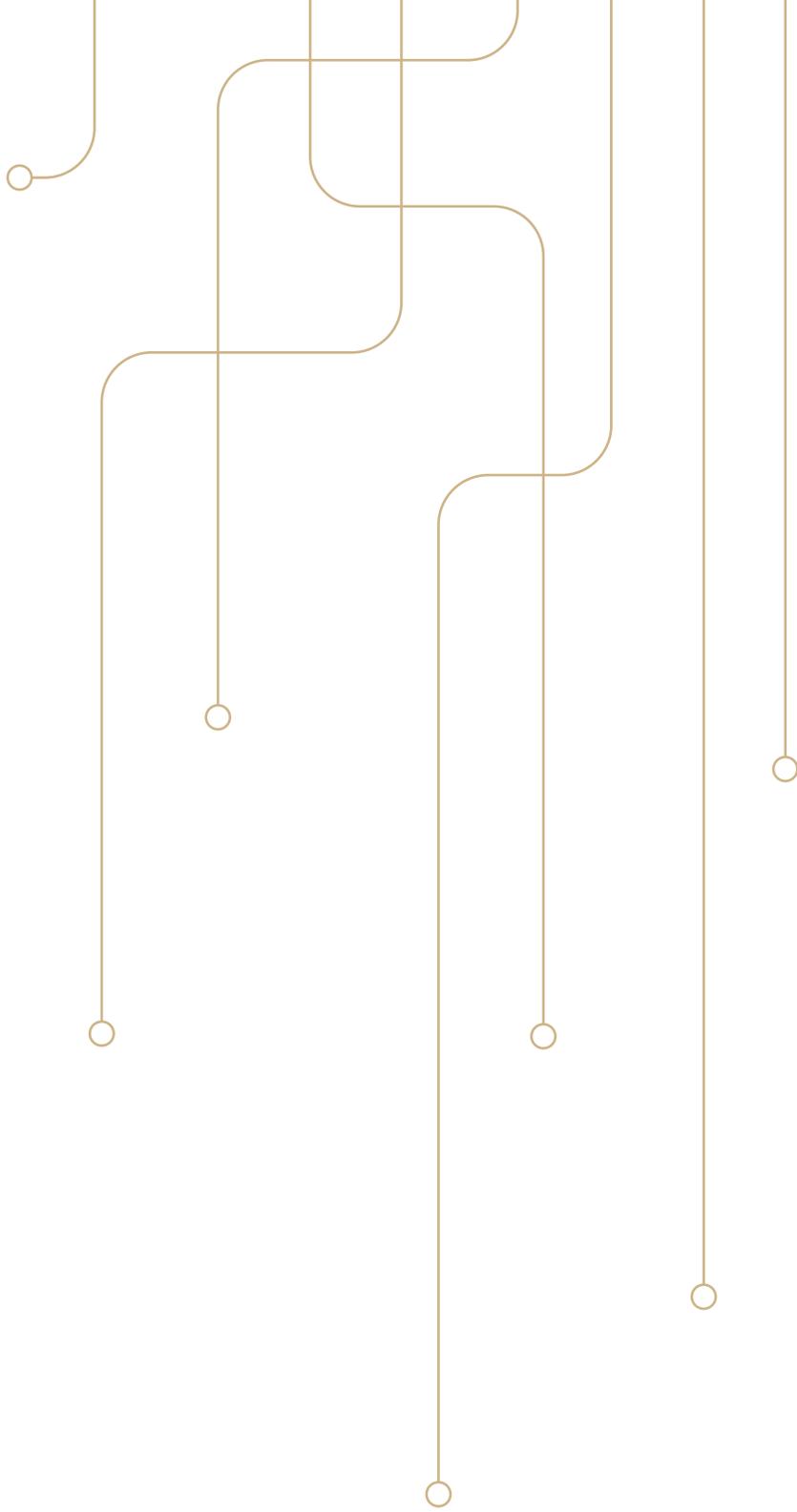
The government performance management process in the federal government starts with strategic planning and carries on to budgeting, then followed by performance management. The strategic planning process is based on several internal and external factors for the federal sector. The government is influenced by UAE vision 2021, the government directions and the strategic priorities on the general framework of the federal entities, and the development of their operational plans and the initiatives and activities. To achieve these plans budget allocations are followed by an estimate of expenditure on activities specified in the operational plans, which leads to budget approval of the entity. The process of creating strategic plans ends by introduction of strategic and operational plans, initiatives and activities, strategic and operational indicators, service performance indicators and targets in the performance system ADAA, which is followed by benchmarking and performance review and performance improvement plans. The performance cycle is completed by communicating with other federal entities to benefit from their best practices in performance management. In addition, updating the strategic plan and their targets on annual basis to ensure the motivated practices to achieve pioneer ranks for the UAE.



The Strategic Plan: The strategic plan of an entity includes strategic goals and strategic indicators that measure the effect related to strategic goals. It also includes the initiatives, activities and tasks carried out by the entity, and the operational performance metrics that measure these tasks. The operational plan also includes the entity's key and sub-services, and indicators that measure the level of service delivery to relevant segments of society.

The diagram below shows the link between the strategic and operational plans associated with the national strategies and national agenda.





3.2 How to Develop and Adopt Strategic Plans and Performance Indicators

Indicators in the strategic and operational plan are set according to the nature of each entity and the purpose of the measurement. The UAE is keen to develop ambitious indicators that compete with the best countries in the world, relying on the best international practices, and dedicating financial, human, technical and knowledge resources to reach the best global ranks in all sectors of government to serve the public on its territory.



Federal entities carry out an internal audit of their strategic and operational plans, and make sure that indicators are aligned with their goals. Improvement proposals are submitted by the entity to the Prime Minister's Office (PMO), where proposals are reviewed, to enhance federal entities' strategic plans by the Prime Minister's Office (PMO), in line with government directions and global changes.

3.2.1 Types of Indicators

defining types of indicators requires ensuring the relevance of each level of the Government Performance Management System structure with the indicator type. Indicators divided into five different types interrelated to the indicators' system structure:



1 Inputs' Indicators: Are relevant to the indicators that measure the performance of government enablers at federal entities.



2 Activities and Operations Indicators: are relevant for measuring the completion of programs and initiatives in the Delivery Model.



3 Outputs Indicators: Are the operational indicators and service performance indicators for measuring the performance of service outcomes and initiatives.

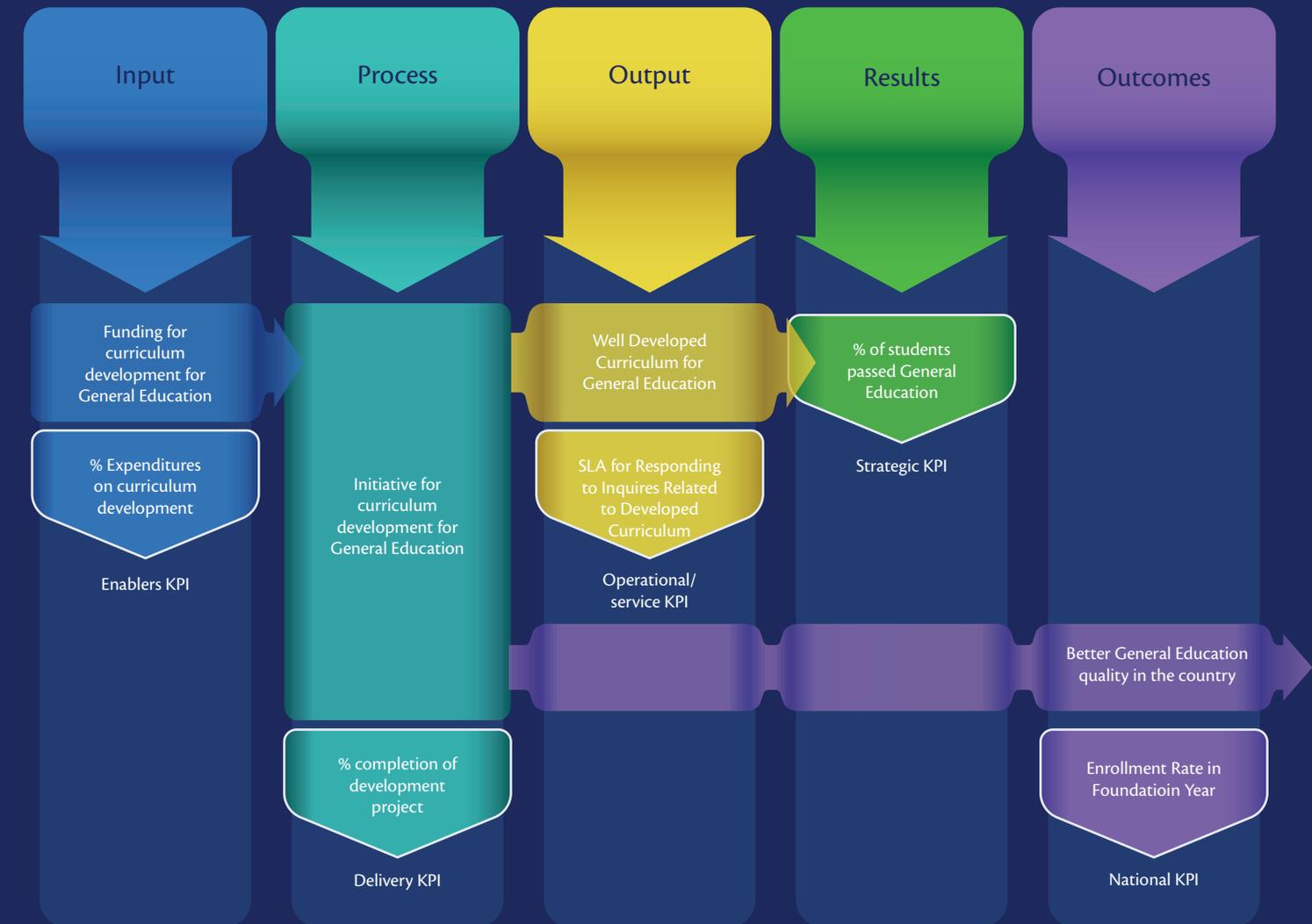


4 Outcomes Indicators: Are relevant indicators that measure the results of strategic initiatives in support of federal entities to achieve the national agenda.



5 Impact Indicators: Are relevant indicators to measure the performance of the national agenda indicators and indicators of government directions.

The figure below shows types of indicators that measure each phase of an initiative that targets "Improving the Quality of Education" starting from inputs and ending with to the impact of the implementation of this initiative.



3.2.2 Criteria for indicators development

Performance indicators of all levels are determined based on particular criteria and should be as follows:

1 

Related to national indicators

2 

Identified based to international benchmarks

3 

Reproduce the tasks carried out by the entity, and represent all levels of strategic and operational performance within the entity.

Listed below are the most important characteristics of effective performance SMART indicators:



3.2.3 Sub Indicators

A sub indicator is used if the main indicator is calculated based on the outcomes of sub-indicators performance. The targets and the results of the sub-indicators affect the target and result of the main indicator. The method of calculating the sub-indices should be considered to be similar to the calculation of the main indicator (index), if it is a percentage, number or sum.

Example: If the country is aiming to achieve Olympic sports medals, the sub-indices for this main indicator will be established as: the number of medals in Paralympics, number of medals in the Winter Olympics, and other world championships.

3.2.4 Indicators' Relevance

To determine how suitable is the quality of indicators measured by each stage of performance, it should be compared to the type of target to be achieved, through the implementation of various initiatives and stages of implementation of activities and tasks. The example below shows how an indicator was chosen to fit a goal that aims to achieve healthy levels in children:

Example: Decreasing obesity rate among children in the country within 5 years. The target of the indicator is to promote healthy levels among children in the country.

There are two types of indicators:

Quantitative indicators:

The indicators that can be easily identified and measured and are numerically comparable.

Qualitative indicators:

These indicators have complex measuring mechanisms because they are associated with different social and economic factors.

The example below shows applications on quantitative and qualitative indicators:

Example: School Education Quality index is achieved based on a set of qualitative and quantitative indicators including:

Quantitative indicators:

- The total number of faculty members who received appropriate training compared to the total number of faculty members.
- Number of school curricula developed and included new concepts compared to the total number of school curricula.

Qualitative indicators:

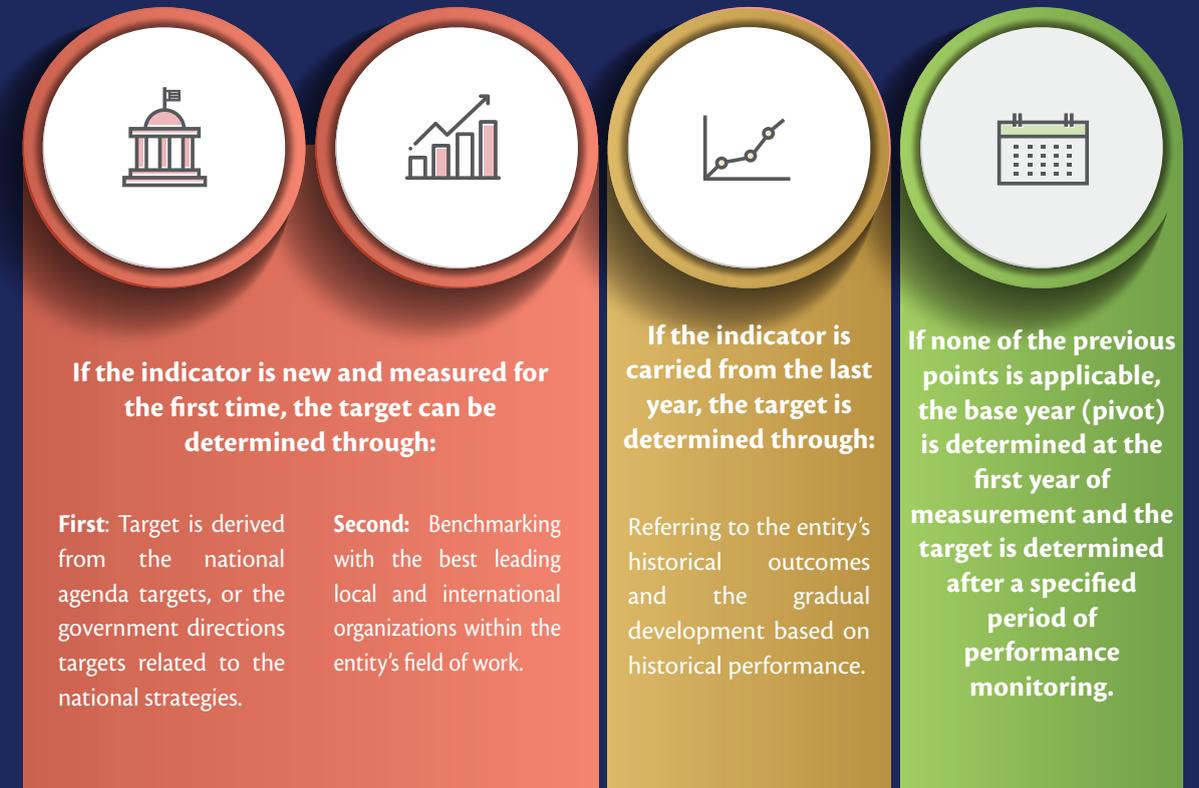
- The faculty's happiness with the quality of educational curricula
- The happiness of parents in the quality of educational curricula
- Success rate of high school students

3.2.5 How to develop indicators' targets



Targets are described as the desired performance levels need to be achieved. Indicator outcomes are compared to the desired performance levels

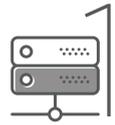
Targets should guarantee the challenge and ambition for the indicator; progress and development should be considered in the indicator's performance for upcoming measurement years and according to the strategic session's number of years. Targets are determined on scientific bases that take the below sequence into consideration:



3.2.6 Indicators' Data Sources:

Data availability considered one of the key challenges to measuring performance indicators; as well as the existence of inclusive, accurate and regularly updated databases. Another challenge is the availability of historical data pertaining to the entity's performance in support of future planning.

The sources listed below are the most reliable sets of data related to performance indicators; in terms of the need to plan indicators, or the need to acquire the necessary data to assist a concerned entity in the measurement process:



Government databases: Most notably the Federal Competitiveness and Statistics Authority, and the local statistical centers, which is considered the first reference to the national data in the country.



Global databases: Global databases can be accessed online to acquire specific data



Federal Entities' Data: Data that is available internally at the entity and are considered the key source; such as health data, education data, or economic data.



Scientific methods to generate data: such as surveys of statistical data, opinion polls, etc.



Research centers and universities

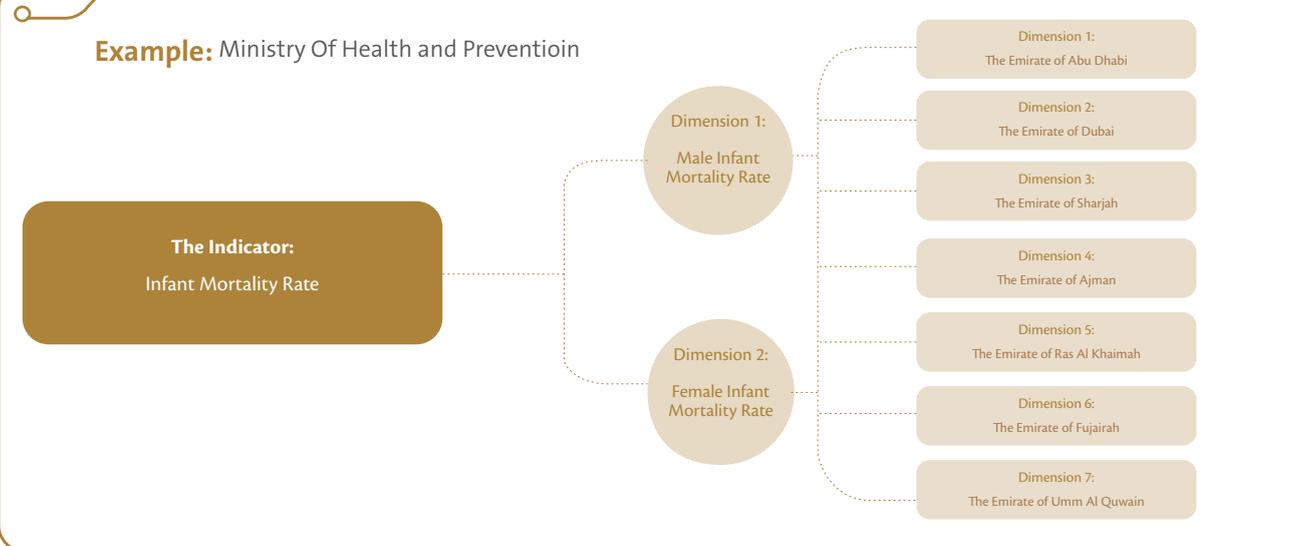
3.2.7 Indicators' Dimensions



The indicators' dimensions constitute representational results and are designed to drive improvement across a specific area within the index. The indicators' outcomes are often based on demographic or geographic information; which highlight weaknesses in the indicator's performance and facilitate mobilization of efforts to improve performance.

Example: infant mortality rates are measured either by gender or by Emirate. Such information mobilizes efforts to find proper solutions to problems in certain areas, or according to gender, or income... etc.

Example: Ministry Of Health and Preventioin



3.3 Benchmarking



Benchmarking is a continuous improvement tool, by which the entity compares its working systems, processes and procedures with other leading local and international entities and adopts the appropriate ones to improve performance and achieve the targeted objectives.

As part of the UAE's pioneering role in being one of the best in the world, a performance system has been designed based on the best international practices in the management of corporate performance to achieve institutional leadership and achieve the best ranks.

Listed below are the key objectives of benchmarking:

1

Achieving the goals that the country seeks to achieve by being one of the best countries in the world and achieving competitiveness and leadership in all fields compared to other leading countries

2

Identify the gap between the country/entity's performance; and identify strengths and weaknesses in line with global practices.

3

Rapid development and implementation of improvement and development methodologies.

4

The need to learn more innovative ways and methods to perform operations and implement tasks.

3.4 Measurement Periodicity



Measurement periodicity is the timeframe during which the indicator is measured (Monthly, quarterly, semi-annually or annually.. etc). The periodicity of the indicator is determined by the initiatives and programs associated with the indicator and the timeframe set for implementing these programs and initiatives to achieve their objectives.

3.5 Performance Levels

After identifying the types of indicators, determining indicators' criteria and ambitious objectives that are based on government directions, international practices and historical outcomes achieved by the entity, the entity measures performance levels based on criteria it adopted to develop indicators. If performance levels are relatively low compared to the established targets, the entity's higher management will identify the causes behind failure to achieve the goals and take the necessary corrective actions, by implementing suitable policies, measures and initiatives to help achieve the entity's vision, while providing efficient feedback to improve corporate performance. If the entity has achieved high levels of performance, objectives shall be reviewed and upgraded to more challenging and ambitious levels, in a bid to achieve leadership and ensure continued improvement of performance.

Performance levels are determined based on the range of colors related to the target achievement rate, which are used to identify performance levels in the ADAA e-system.

$f(x)$

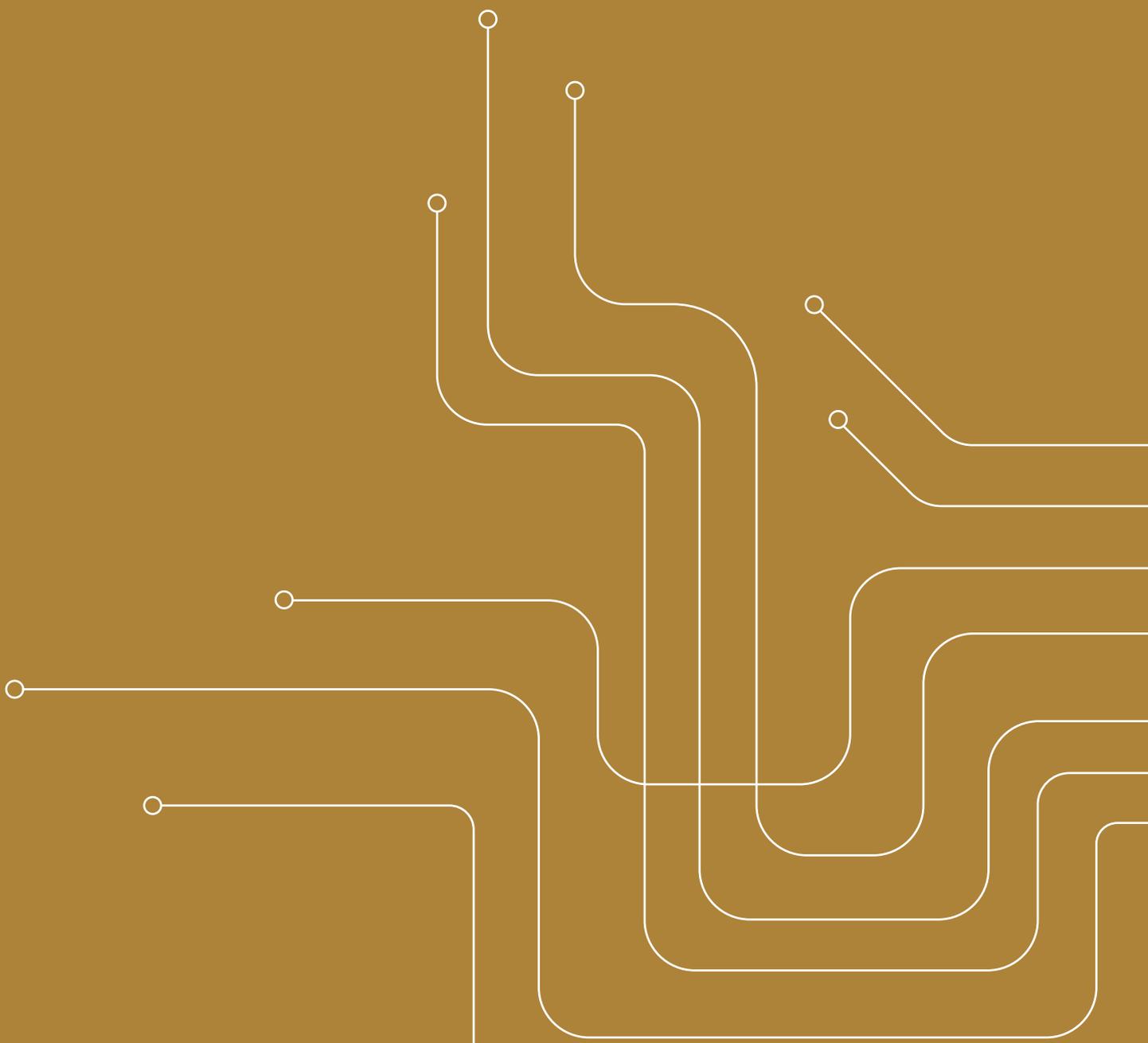
The objective achievement level equation is known as follows:
 $(\text{achieved result} / \text{target}) * 100\%$

The following table shows the color ranges based on the target achievement level:

Green	Yellow	Red
Result > 95%	95% ≥ Result ≥ 75%	75% > Result

Measurement and Monitoring of Performance Indicators' Results

- 4.1 How is performance monitored ●
- 4.2 Prime Minister's Office (PMO) Role in Monitoring Performance ●
- 4.3 Enabling Entities Role in monitoring Performance ●
- 4.4 Audit Program ○
 - 4.4.1 Audit Criteria ○
 - 4.4.2 How to Execute Audit Program ○
 - 4.4.3 Enabling Entities Role in the Audit Process ○
- 4.5 Reviewing Targets Based on Audit Findings ●



4.1 How is Performance Monitored



Monitoring performance is defined as a steps of continuous data collection and analysis to identify the progress and development of performance and to compare that to the desired performance (the target).

Federal entities carry out regular and periodical review to identify successes and obstacles and measure progress towards achieving goals, the optimal use of resources, and the extent to which decisions taken are appropriate to make the achievement efficiently and effectively. Performance monitoring benefits include:



Quick identification of vulnerabilities.



Monitoring costs and resources.



Forecasting expected problems and establishing proactive solutions.



Adopting knowledge about the initiatives and activities implemented and the effectiveness of their performance.

Strategic performance is monitored by federal entities through their Strategy and Future Departments, which monitor operational performance indicators, services performance indicators, Government Enablers' Indicators, and strategic performance indicators on a regular basis and according to indicators' measurement periodicity (monthly, quarterly, semi-annually or annually according to the nature of each indicator). This will allow the strategic planning team to understand the success factors and risks related to the implementation of initiatives, and their impact on achieving the strategic objectives.

The entity's higher management monitors the implementation of the strategy by continuously reviewing strategic performance indicators that measure performance compared to strategic objectives. It also monitors priority initiatives that are directly linked to the execution of strategic objectives, through operational performance indicators pertaining to priority initiatives and the Delivery Model, which underlines the progress of activities and ultimately, priority initiatives.



It is a good practice for senior management to convene periodic quarterly meetings on performance management, during which strategic performance indicators and operational performance indicators are reviewed and the overall performance of priority initiatives is discussed. Reports issued through the ADAA Performance Management System are useful tools for periodic performance reviews and contributes to the promotion of a culture of performance in the entity and works to involve and benefit all stakeholders.

4.2 Prime Minister's Office (PMO) Role in Monitoring Performance

The Prime Minister's Office (PMO) reviews performance continuously through the electronic ADAA Performance Management System. Mentoring and guidance are always implemented by performance coordinators at the PMO, along with Strategy and Future Departments in government agencies.

The performance monitoring process by the Prime Minister's Office (PMO) contributes to achieve the following objectives:

1

Reviewing the overall performance of the entities and the impact on the performance of national indicators and the achievement of UAE Vision 2021.

2

Review the efficiency and effectiveness of resource allocation in setting strategic priorities within entities.

3

Review data that contributes to shape the policies related to initiatives, programs and legislations.

4.3 Role of Enabling Entities in Monitoring Performance

Developing and approving government enablers' indicators is a process that falls within the responsibility of the government enabler entity with the coordination with the Prime Minister's Office (PMO); whereas each enabling entity sponsors different type of government enablers' indicators. The process of managing the actual values and results of these indicators and their objectives is based on the policy and mechanism of the enabling entity, and the technical systems available to the enabling entity, it ensures accurate and comprehensive management of all indicators by entering them to ADAA system in coordination with the Prime Minister's Office (PMO).



The federal government entity shall coordinate with the enabling entity to update and review targets in considering the exerted efforts. The entity also analyzes the results achieved for government enablers' indicators, identifies areas of improvement and recommendations and takes the necessary measures to enhance outcomes.

4.4 Audit Program

The Prime Minister's Office shall perform a periodic auditing program for the government performance framework, to ensure the quality and accuracy of the measurement within the designated scope, guarantee the accuracy of the results entered into the ADAA System and perform periodic analysis based on the achieved outcomes, comparing it against the established objectives. The audit process shall cover the following indicators:



National indicators and government directions' indicators



Strategic indicators



Priority government service indicators



A set of government enablers' indicators, provided that the enabling entity conducts a thorough assessment of all government enablers indicators within its competence in coordination with PMO.

4.4.1 Audit criteria

The audit program features a set of key criteria and sub-criteria. The detailed audit report is prepared based on the sub-criteria that are implemented according to each strategic Performance indicator. The executive summary is prepared as per the audit outcomes of the sub-criteria and shall reveal improvement areas across the entity. The structure of key audit criteria and sub-criteria is as follows:

Ambition and continuous improvement of targets

- Ambition , relevance and continuous improvement of targets.
- Target benchmarking .

Comprehensiveness and accuracy of results

- Comprehensiveness of results' measurement scope.
- Accuracy of the results and correctness of entering them into the ADAA System.
- Implementing an internal audit of the results; quality of corrective actions mentioned in the internal audit report.

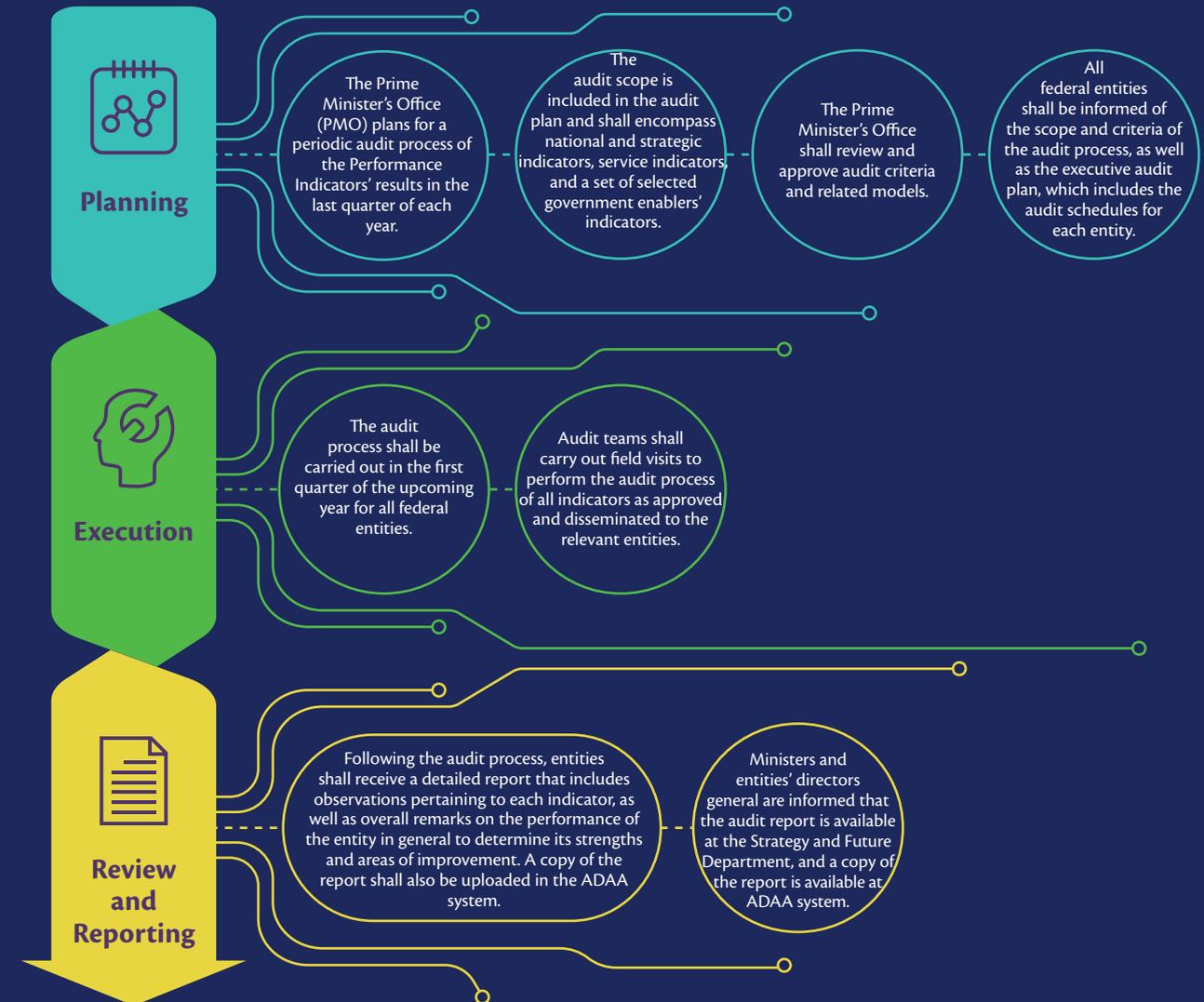
Periodic analysis of results and leveraging performance evaluation reports

- Leveraging previous audit reports and executing improvement actions.
- Periodic analysis of current performance results (Situation analysis, improvement areas, recommendations).

*Audit standards shall be reviewed annually based on the periodic results of the audit procedures and stakeholders' feedback

4.4.2 How to Execute Audit Program

The audit's general framework features three phases:



4.4.3 Role of Enabling Entities in the Audit Program

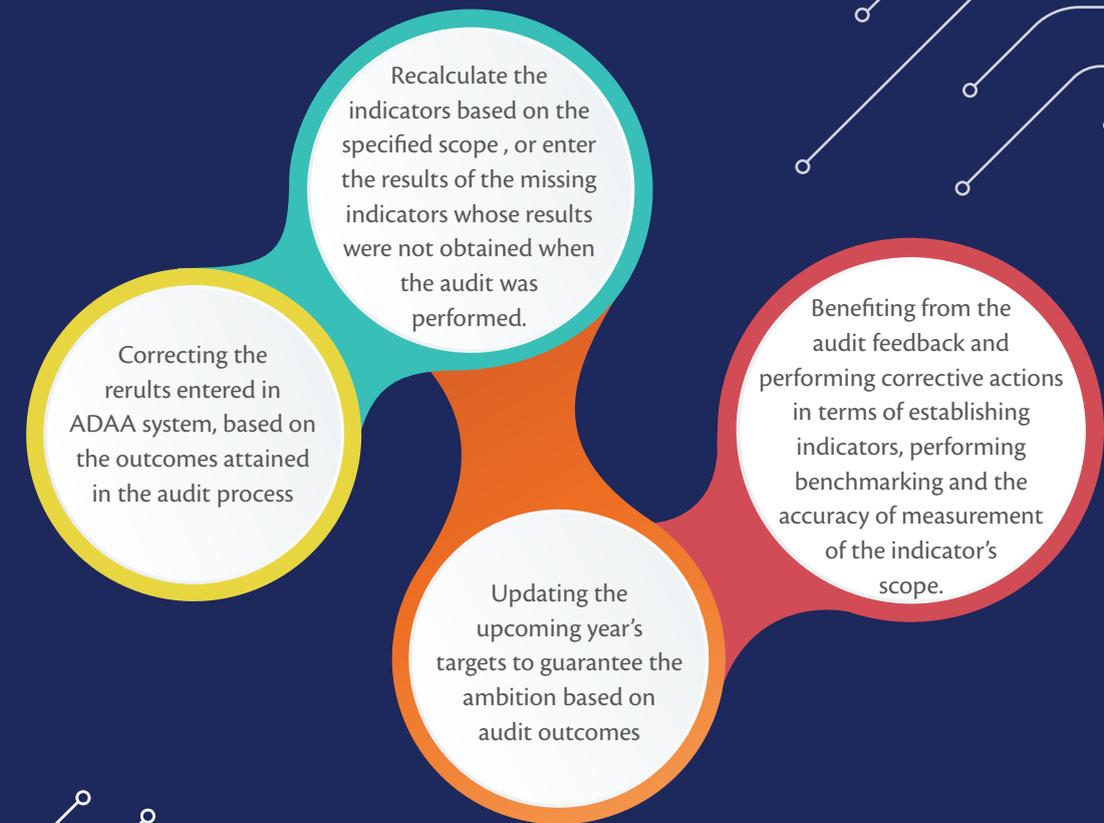
Enabling entities carry out audits of the data related to their responsibility. Enabling entities follow different types of audits in the field of indicators. The enabling entities will conduct the process of communication and detailed reporting on the results of indicators of government enablers, follow up the development procedures and improve the government results in these indicators to serve the achievement of national goals.



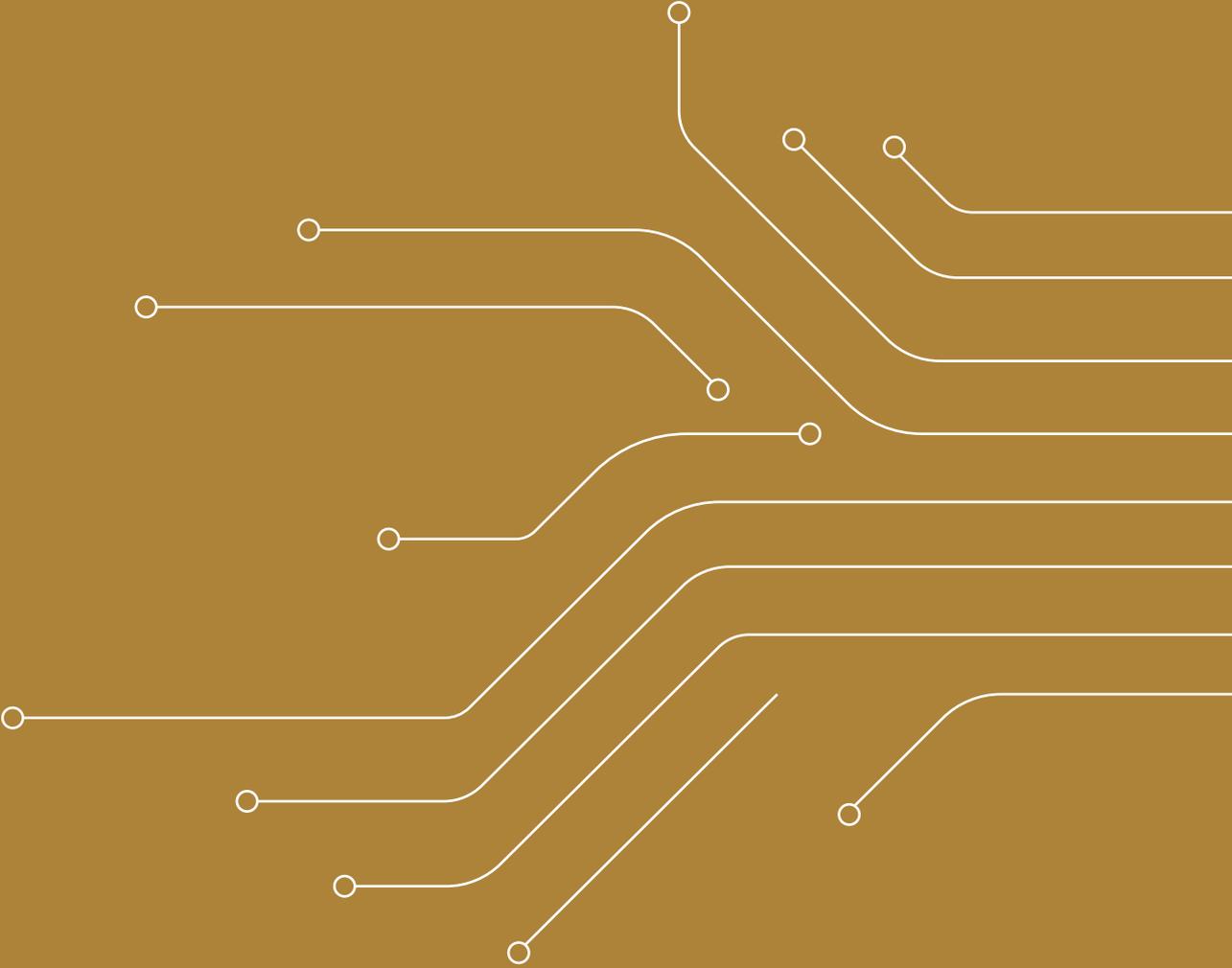
The federal entities communicate with the enabling entities all year long, to ascertain the relevance of specific targets; as well as to pursue communication to learn about methods, mechanisms and equations to develop measurement that would benefit the government's best interest.

4.5 Reviewing Targets Based on Audit Findings

The federal agencies shall review the annual audit reports on performance results prepared by the Prime Minister's Office and develop improvement and development plans to ensure the utilization of all the observations contained in the report by implementing the following points:



Looking Towards The Future...



Looking Towards The Future...

The UAE is working with a flexible and ambitious future vision to achieve comprehensive achievements in all developing sectors. These trends focus on developing a clear roadmap for long-term government action, including the launching of several national strategies for future education and skills, health, energy, water, artificial intelligence, housing and infrastructure, until the exploration of space within the project "Mars 2117". Those efforts promote the sustainable prosperity of the country and achieve the happiness of society. It is a long-term, full-vision plan that extends for 5 decades after 2021. It forms a clear map for the long-term government work to fortify the country's reputation and its soft power.

In light of the UAE government's leadership in global competitiveness and efficiency, and the launch of national strategies in the field of artificial intelligence, advanced science and the fourth industrial revolution. These strategies require advanced national skills and international standards in various fields, and the need of national directions and plans. In order to provide the best services to citizens, residents and guests of the state, all government organizations are working hard and diligently to support all national projects through the development of effective government initiatives and programs that guarantee the enhancement of the country's results in its national indicators and strategies. Enhancing the government's performance, which is directed towards the leadership of federal government entities, and enhancing the effectiveness of government performance data in planning the future of the UAE in the light of sound decisions based on scientific foundations and accurate government statements that anticipate the future and keep pace with the ambitions wills of decision makers in the global excellence in all fields.