United Arab Emirates

GOVERNMENT EXCELLENCE
MODEL MANUAL

> " Ever since the Union was first established, successive wise leaders have sought to achieve excellence in building the United Arab Emirates"

His Highness Sheikh Khalifa Bin Zayed Al Nahyan
President of the United Arab Emirates

"

We realise what we have achieved is ground breaking by all standards; We also appreciate that we are still at the beginning of the journey and that the road is long"

His Highness, Sheikh Mohammed Bin Rashid Al Maktoum,
Vice President and Prime Minister of the UAE and Ruler of Dubai

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Introduction

Since the formation of the United Arab Emirates in 1971, the country's Founding Fathers have adopted ambitious vision, devotion and determination to build a prosperous nation and to enhance the wellbeing of citizens.

The UAE successive inspirational leaders upheld this legacy through adopting a long-term vision for the UAE to become among the best countries in the world by the year 2021 which marks the Golden Jubilee of the Union. Furthermore, the UAE vision extends to the Nation's Centennial Plan for 2071, an exceptionally ambitious vision that aims at preparing future generations for success and prosperity to position UAE as a Leading nation over the next five decades.

In line with the UAE Vision and its long-term strategic view, the Government Excellence Model (GEM) was developed based on the directives of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai. The Model aimed at advancing future orientation, innovation, disruptive thinking and delivering excellent and sustainable value. Over two decades of consistent efforts in defining and driving Government Excellence, the UAE Government has gone through major development leaps that delivered benefits to the nation and leading positions in global competitiveness and government efficiency.

Building on these accomplishments, the Government Excellence Model (GEM 2.0) is revived to further enhance and energise the evolution of Excellence maturity across UAE Government. GEM 2.0 is developed based on the accumulated experiences and the evolution of Government Excellence concepts and approaches at both national and international levels. Progressing to GEM 2.0 is the way that the UAE can ensure that Government Excellence remains relevant and agile in anticipating dynamic advancements in government policy and ensuring the pre-eminence of UAE globally.

Government Excellence Model International Endorsement

The United Arab Emirates has achieved a new global breakthrough in developing the UAE Government Excellence Model (GEM) as a global reference for supporting ambitious governments in improving their efficiency and shaping the future of their entities. This initiative embodies the vision of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE Ruler of Dubai, to achieve excellence and inspire the UAE's leadership in this field.

The model was recognized to be an International Standard endorsed by representatives from nine world-leading organizations, which are:

- the European Organization for Quality (EOQ),
- the Asia-Pacific Quality Organization (APQO),
- the Australian Quality Organization (AOQ),
- Juran world leaders in quality improvement,
- the European Foundation for Quality Management (EFQM),
- the International Academy for Quality (IAQ),
- the American Quality Association (ASQ),
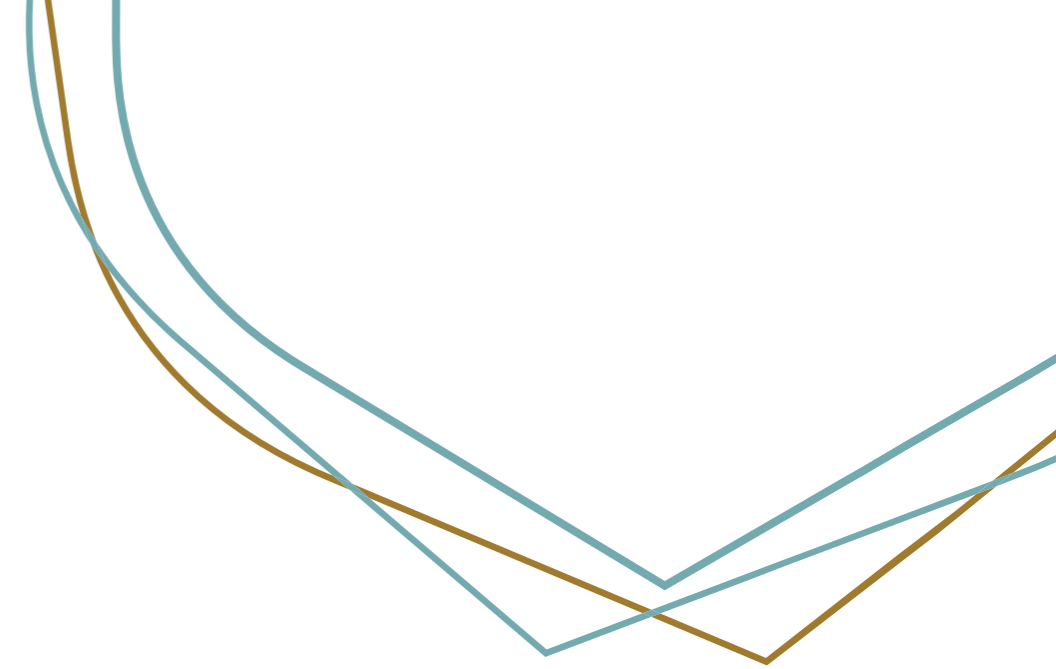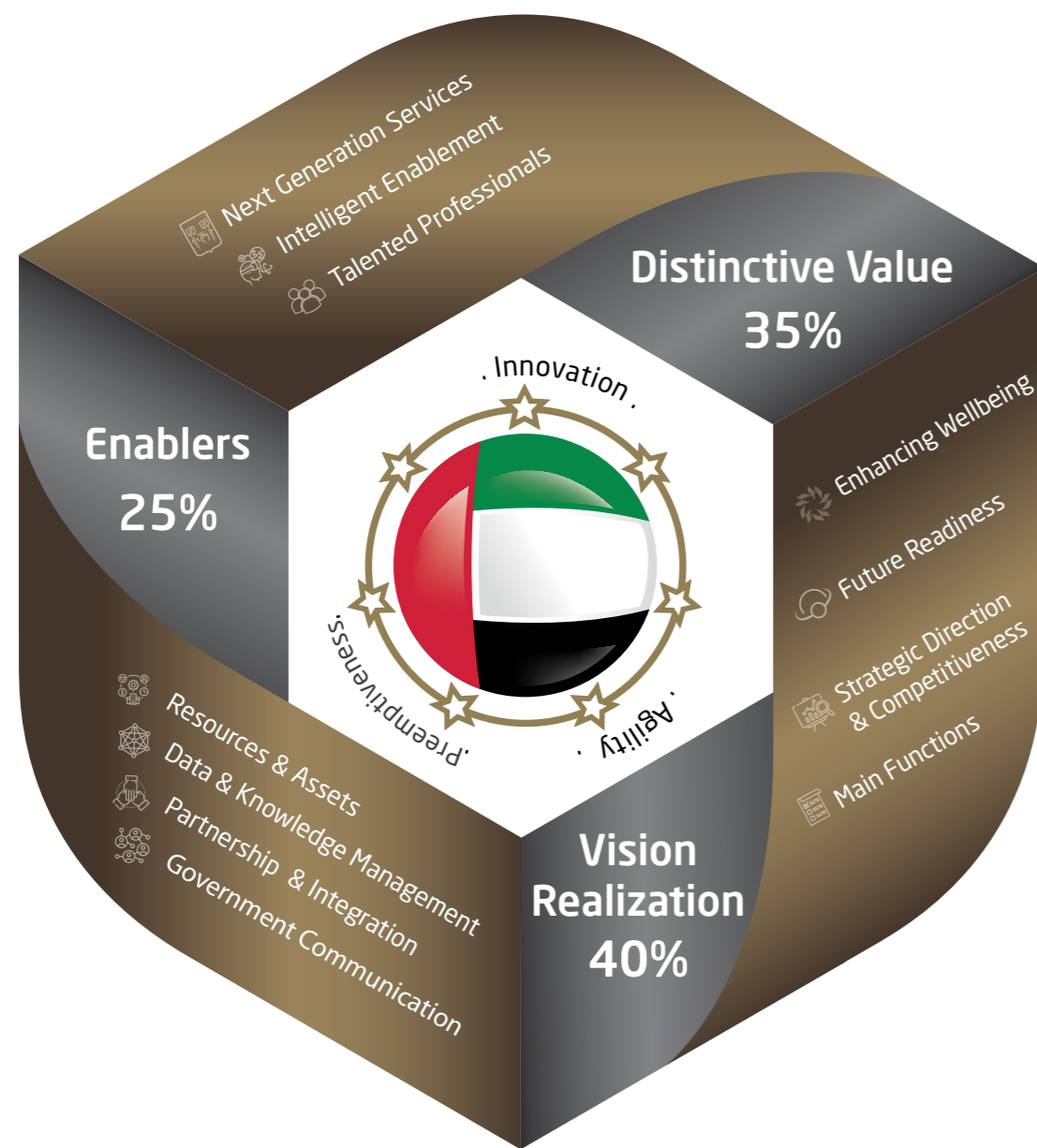- the Asian Network for Quality (ANQ),
- the University of Miami.

All international organisations endorsed GEM as a pioneering assessment approach to highlight excellence in governments. This global accreditation confirms that the GEM is a pioneering model for the formation of future-oriented, excellence-based governments that prioritize transformation through innovation and development in government work - governments to provide excellent services that ensure the happiness and wellbeing of community.

> The UAE government is relentlessly pushing forward the efforts for improvements and enforcement of excellence and this has led to countless breakthroughs and the establishment of the UAE government as a world leader in excellence.

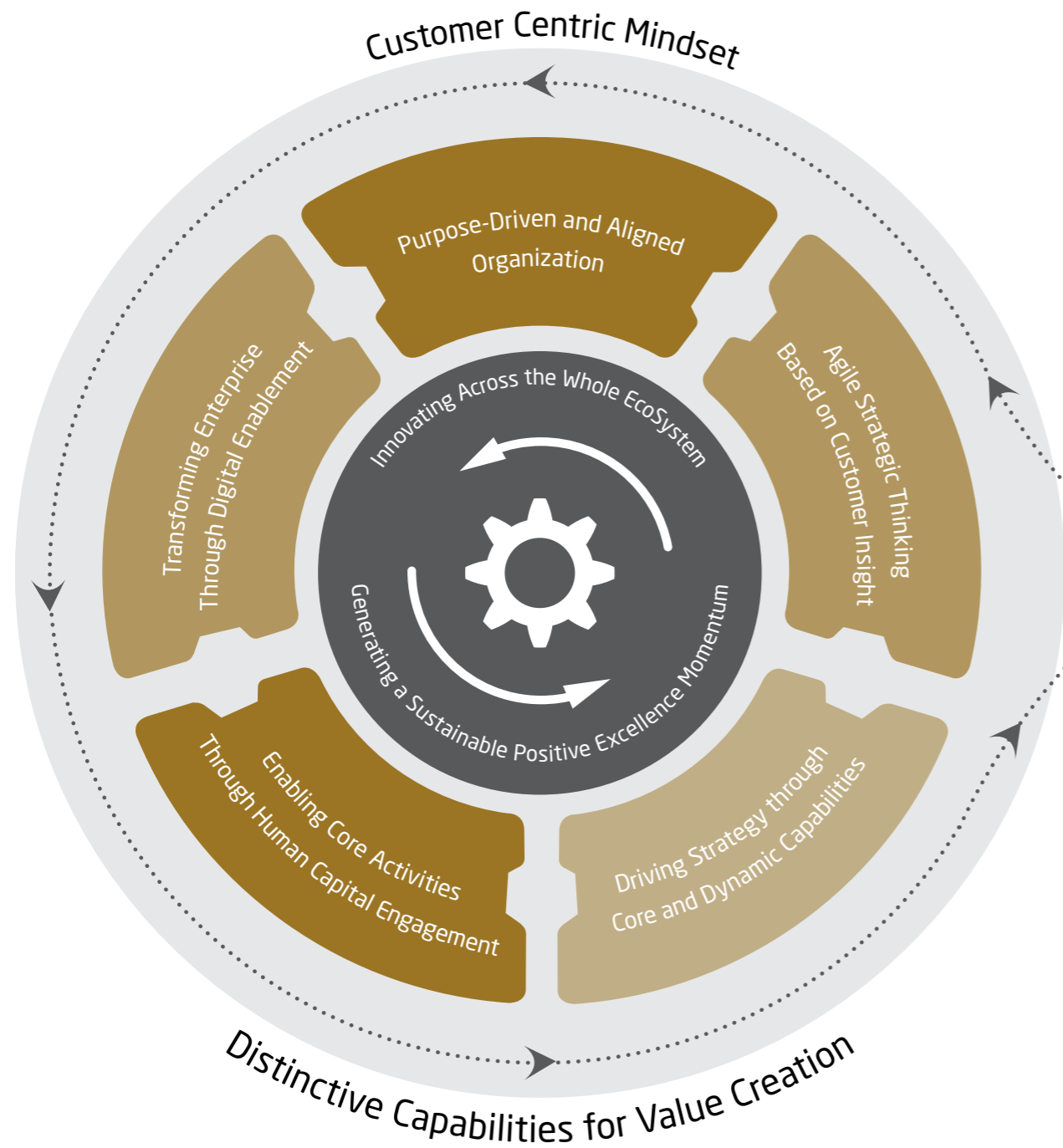# About the Government Excellence Model (GEM 2.0)

The Government Excellence Model (GEM 2.0) is designed to inspire government entities on their journey towards excellence, and to keep the momentum of Excellence. This momentum is intended to result in major leaps of performance and leading positions. The model is based on pioneering thinking and advanced approaches that pave the way for defining and steering future governments.
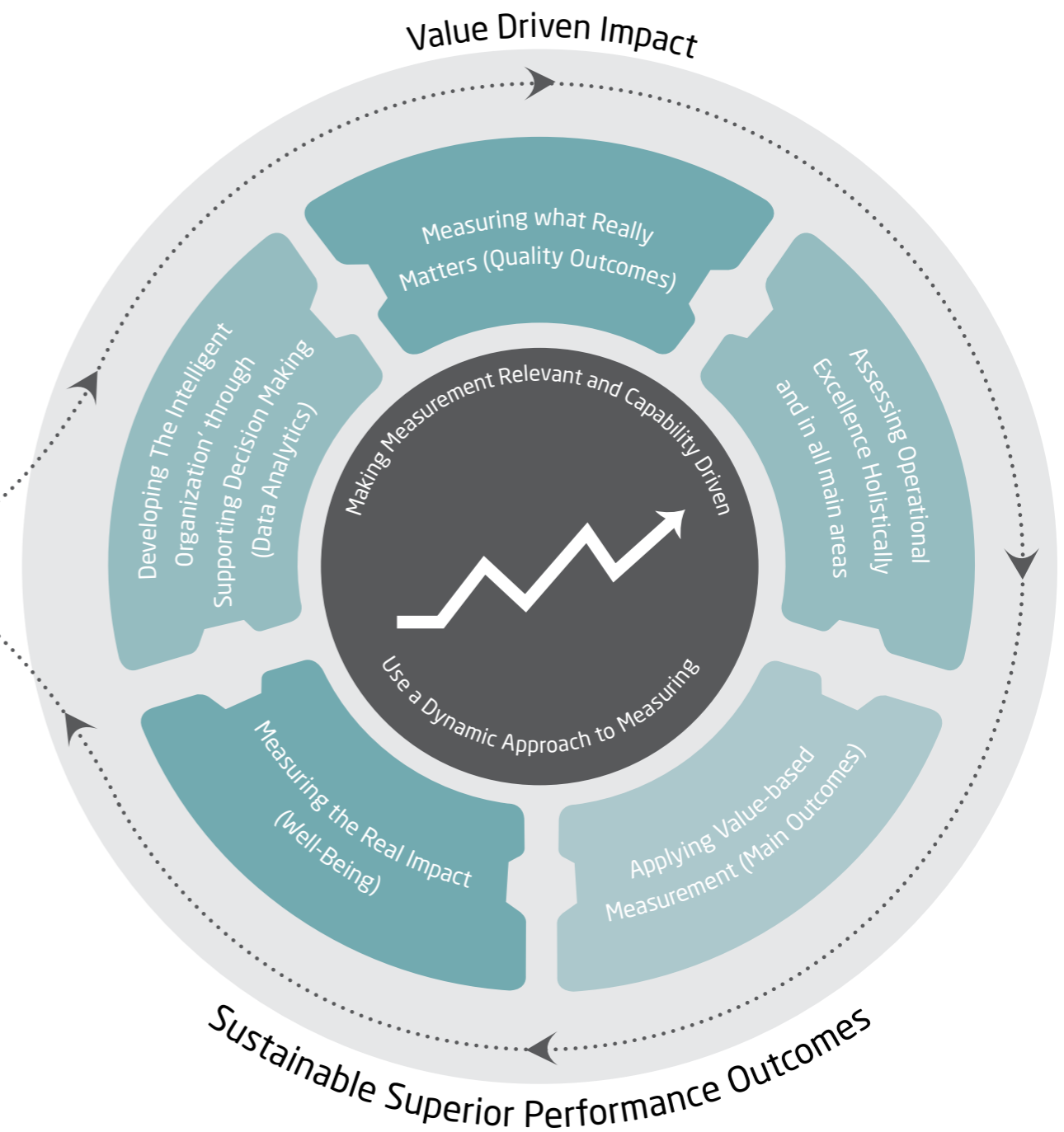
GEM 2.0 emphasizes the government's ultimate vision and its core purpose to enhance the wellbeing of the nation. The model promotes a purpose driven government that develops and deploys a set of distinctive and dynamic *capabilities* to; drive an ambitious strategy that anticipates and ensures future readiness, create customer centric value, enable and empower human capital, exploit the full potential of digital enablement, leverage through smart partnerships and resources optimization, build capacity for knowledge exchange, and synergize through collaboration, co-creation and stakeholder orientation.

On the other side, GEM 2.0 redefines what *results* orientation means and seeks to make measurement more relevant and value oriented. The model places emphasis on measuring what really matters through; assessing operational excellence holistically in relevant areas, measuring the quality value-based (direct) outcomes, and ultimately measuring the real impact on wellbeing. In GEM 2.0, gauging performance outcomes is made possible by putting in place a measurement system that defines the toughest standards in the world as the only worthwhile ultimate objectives. The model promotes a dynamic measurement system that captures relevant data, explores data analytics to provide meaningful insights and enable better decision making to drive competitiveness and sustainable outstanding results.

Furthermore, GEM 2.0 has several distinctive underlying **features** that ensure its uniqueness. In GEM 2.0, Excellence can be better achieved when the government entity is viewed as an open system within a dynamic ecosystem with inter-related activities supported by the intelligent use of appropriate technologies and partnerships. This **ecosystem perspective** encourages government entities to think beyond their boundaries, to collaborate and leverage potential capabilities in their quest to enhance value creation and establish leading positions.

In GEM 2.0, Excellence requires constant **innovation**, disruptive thinking and transformation across the whole ecosystem to generate positive sustainable performance outcomes. In GEM 2.0, Excellence is harnessed when **preemptiveness and agility** capabilities are instilled to enable the entity spot emerging megatrends, anticipate the implications and adapt with agility to embrace the future and maintain a competitive edge.

GEM 2.0
Ecosystem

GEM ecosystem constitutes of five interrelated components which form a dynamic ecosystem that enlightens government entities about the requirements of excellence, enables them to understand their level of excellence maturity, and guides them in their journey to enhanced excellence maturity.

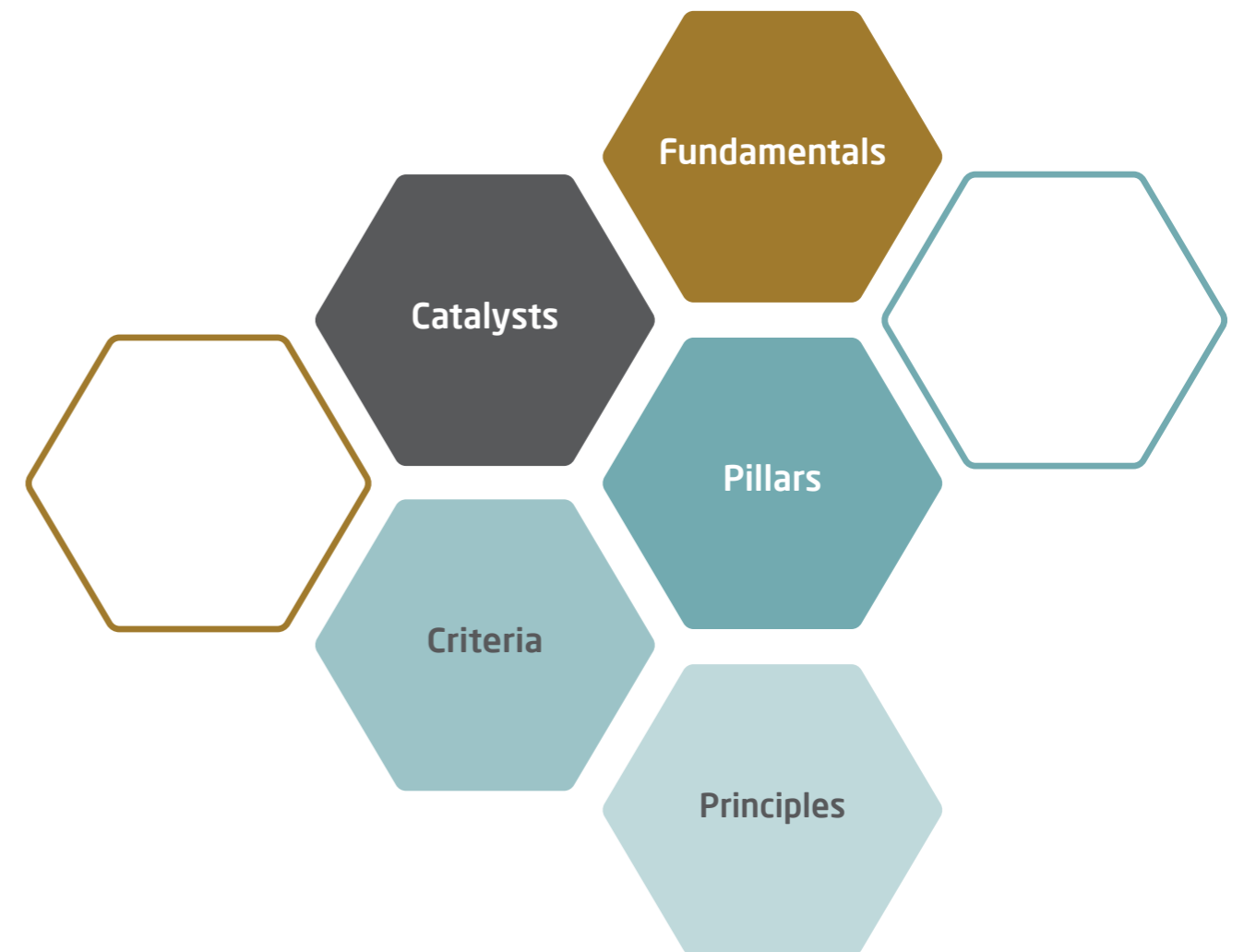The five components of GEM 2.0 ecosystem are as follows:

First component: **Fundamentals of Excellence**

Second component: **Catalysts**

Third component: **Pillars**

Fourth component: **Criteria**

Fifth component: **Principles**

GEM 2.0 Fundamentals of Excellence

Represent the essence of government excellence and the applied philosophy that should be integrated into the organizational culture. GEM Fundamentals are designed to inspire and guide the efforts of government entities in their journey to achieve further levels of excellence maturity. They embed a mindset that drive the transformation required to deliver value and ultimately to enhance the wellbeing of citizens and the nation. They can be used by any government entity regardless of its mandate or current excellence maturity.

GEM 2.0 constitutes of the following 10 Fundamentals:

1. Ambitious Vision

Leading government entity creates an integrated government structure of synergy and partnerships by positioning the country amongst the most advanced nations in the world through a dedicated focus on specific priorities including building a strong nation that is characterized by its ability to preserve itself, developing its human capital for the creation of a strong and resilient economy, creating a harmonious and cohesive community that enjoys a high standard of living in a safe and sustainable environment.

2. Enhancing Wellbeing

Leading government entity generates outcomes that delight stakeholders, enhance the wellbeing of citizens and contribute to the sustainable success of the nation. It recognizes that the ultimate purpose is to enhance the wellbeing of the nation and constantly challenges itself to make an exceptional contribution and inspire others to elevate and enhance global standards, actively contributing to the world's ecosystem as a role model of excellence.

3. Leadership at Helm

Leading government entity creates a dynamic and positive leadership mindset to support improvement and development through exploiting future possibilities and having the required resilience and adaptability in embracing successful governmental work models to achieve the ambitious goals and strengthen the competitive capability of the entity. It focuses on leadership commitment in driving the government entity through disruptive innovation and pioneering thinking to achieve and sustain a leading position.

4. Anticipating and Adapting

Leading government entity harnesses innovation, agility and adaptability to ensure sustainable success. It has the ability to anticipate threats and challenges within the operating environment and take appropriate actions to mitigate risks and exploit new opportunities to establish a leading position. It exploits knowledge, learning and creativity to generate ideas and transform them to solutions that generate stakeholder benefits. It creates an environment where people are encouraged to take the risks, and learn from mistakes to achieve organizational transformation.

5. Inspiring Confidence

Leading government entity establishes robust governance structure that creates confidence for all stakeholders. It defines and lives by a clear set of values, based on ethical behaviors, trust, transparency and integrity. Leaders are accountable to all stakeholders for the actions and performance of their organization.

6. Embracing the Ecosystem

Leading government entity generates added value for stakeholders by collaborating and partnering effectively with other entities and others (outside the government) within its ecosystem. It maps the ecosystem of external stakeholders to understand their capabilities and how they support the achievement of the entity's strategy. It establishes collaborative win-win relationships that create mutual benefits and breaks the silos between government entities to create seamless shared services that benefit citizens.

7. Outcome Based Measurement

Leading government entity uses timely, accurate, reliable and relevant information to understand its operating environment, monitor progress of strategy and support decision making at all levels. It consolidates relevant data, information and knowledge to develop future scenarios, gains insights, generates new possibilities and mitigates risk. The ultimate aim is to guide performance towards the generation of high-level impacts on what really matters to stakeholders.

8. Benefits Realization

Leading government entity maximizes the return on investment through optimizing the efficiency and effectiveness of all its activities to maximize stakeholder benefit considering the balance between the resources required and the financial and non-financial benefits that will be generated for the nation. It evaluates the return on investment to ensure the predicted benefits are achieved and to identify the unintended benefits and impacts within the ecosystem. The primary benefits are in terms of establishing a highly efficient, lean and able government to respond to the changing needs of community with flair agile responses and a caring attitude. The additional benefits are in the form of distinctive capabilities and the mastery of modern enabling technological developments to remain relevant and sustainable.

9. Leading Government

Leading government entity competes against the toughest standards globally to reach the summit through the success in its core activities and by building distinctive capabilities utilizing smart enablement to create opportunities for partnerships, connectivity and leveraging. The dynamic nature of the entity ensures learning and development constantly to rejuvenate and preserve the longevity and sustainability.

10. Transformational and Disruptive Mindset

Leading government entity establishes a leadership mindset that is intent on creating a high momentum of anticipation, adaptation, disruption and delivery through incessant experimentation, acceleration and implementation of novel ways to guide the furtherance of what can be made possible and what will help maintain a government competitive advantage. Ensuring that government thinking is based on future foresight and future orientation.

GEM 2.0 Catalysts

GEM catalysts constitute three significant interrelated and interdependent elements; **Innovation, Preemptiveness and Agility.** These elements when instilled cohesively across the whole ecosystem, will enable the entity to plan the future and prepare for knowing what it needs to do next.

Catalysts allow leadership to plan a transformation on a continuous basis with agility, ensure that innovation is managed in a seamless manner and cannot be obstructed as it impacts the entity's ability to create value. Catalysts generate readiness for change and power of adaptability and resilience, not through the traditional linear predictable target setting means but rather through constantly creating new forms of customer value.

The right blend of catalysts is induced by making *innovation* take place everywhere in the ecosystem, integrating *agility* in everything and *anticipating* future trends at all times to mitigate risks and exploit opportunities. In GEM 2.0, the three catalysts are embedded within all Pillars, Criteria and Principles that the government entity will be assessed upon.

1.

Innovation "Everywhere"

Leading government entity instills a culture of innovation to approach the challenges unconventionally, cease the practice of outdated functions and steer away from building an innovation enabling system towards building a creative mindset that exists everywhere in the everyday tasks and functions.

Leading government entity creates an environment where people are encouraged to take risks and learn from mistakes. It is open to all sources of innovation, and allows the permeation of fresh ideas and new thinking to keep the entity on the path of sustainable learning and development. It builds on the previous experiences and incorporates new learning to ensure relevance; now and into the future.

Leading government entity disrupts the ecosystem with innovative and distinctive capabilities that transform services, generate exceptional outcomes and enhance the wellbeing of the nation, thus creates a paradigm shift that others follow.

To exist everywhere in the functions

2.

Preemptiveness "All the Time"

Leading government entity is able to spot the opportunities that are worthy of consideration and exploitation to offload obsolescence and ensure that inertia will not set in. It does not wait until it is forced to change by external drivers, but it rather anticipates and actively drive change within the ecosystem, establishing a leading position and setting the direction for others to follow. Leading government entity constantly challenges itself to be the first to spot emerging trends, anticipate their implications to ensure future readiness.

To happen all the time and it's very much top-down and bottom-up driven

3.

Agility "In Everything"

Leading government entity is highly responsive, flexible and resilient based on the constantly changing needs and expectations of stakeholders to ensure sustained superior outcomes. It builds agility into its strategies and capabilities to enable it thrive in uncertain operating environments and rapidly adjust whilst maintaining a clear focus on the desired outcomes.
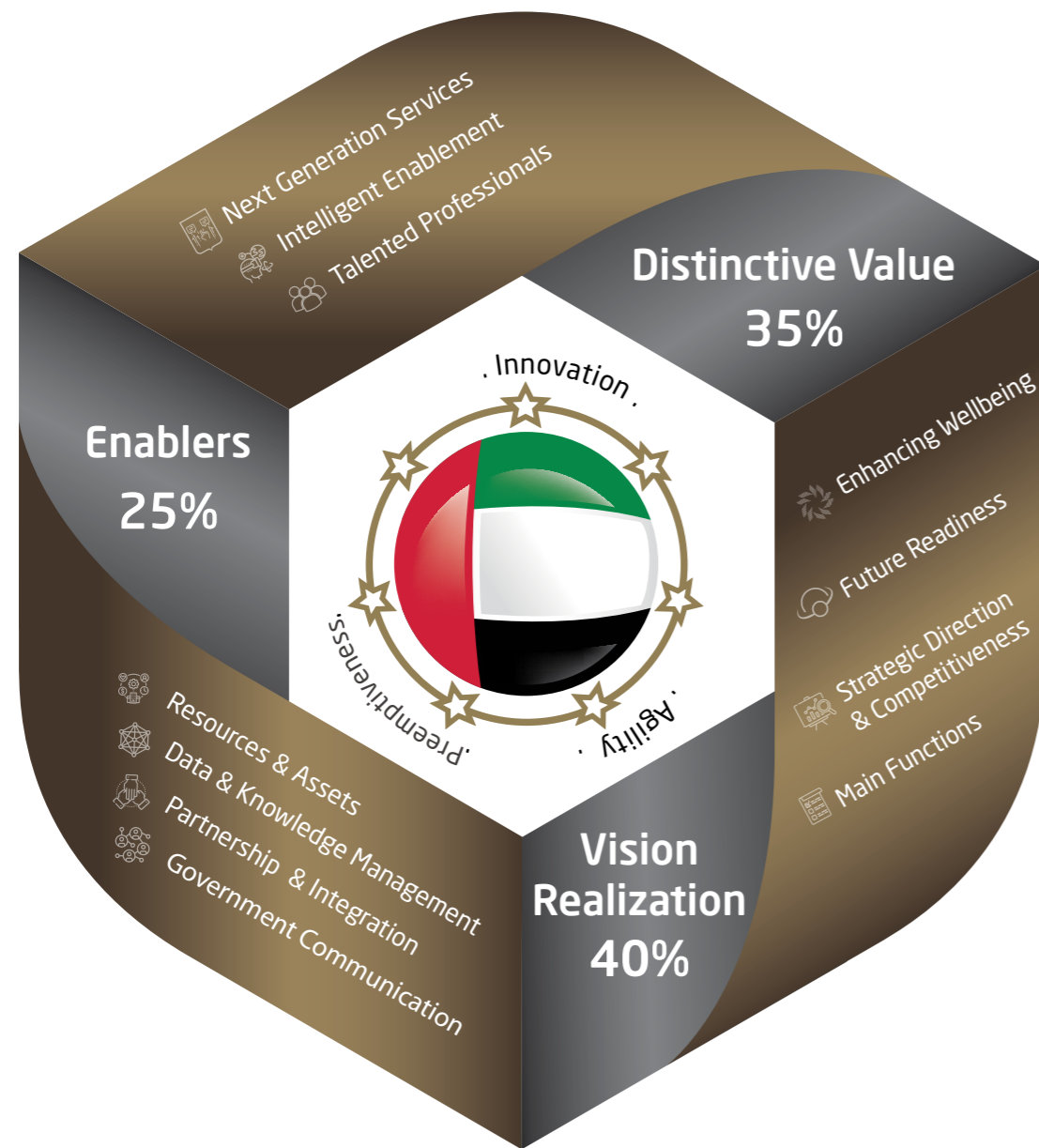
To be present in everything that needs to be done

The **Three Catalysts** are viewed as the plasma that keeps the healthy ecosystem growing positively, discharges obsolescence and prevents adverse effects that might harm the entity and its capability to perform in the future.

Innovation is the opportunity for the organization to ensure that it is an umbrella phenomenon that is concerned with gaining insight for driving innovation as an orientation, ensuring that innovation is the feedstock throughout the organization for ensuring that value is created in the right way and to live it in the right manner.

Both preemptiveness and agility are dynamic capabilities that can protect the health of the organization as an ecosystem. They are also significant in helping the organizational decision-making to be effective, to be carried out with confidence, to be future-oriented as much as it is for the preservation of what is robust about the organizational ecosystem.

Ultimately whilst preemptiveness is ensuring that the health of the organization is not compromised and its readiness for the future is always at an optimal level with confidence, and agility is the ability of the organization to respond, to adapt, to exploit opportunities, to transform, to reconfigure and to maintain its healthy operation. By the same token, preemptiveness and agility are the boosters of the third element which matters to the customer and that is innovation. Innovation as a sub ecosystem is one that first and foremost depends on defining it as an orientation and at the core of everything that an organization does.

GEM 2.0
Pillars, Criteria and Principles

GEM 2.0 consists of **Three Pillars** that are considered the basic foundations of Government Excellence, as follows:

- **Vision Realization (40%)**
- **Distinctive Value (35%)**
- **Enablers (25%)**

Each **Pillar** comprises a set of **Criteria** that represent the basis that guides the government entity wishing to achieve leading position, sustainable growth and competitive advantage. The **Criteria** cover the areas that the entity needs to excel in to deploy the **GEM Fundamentals of Government Excellence** and become a leading entity. GEM **Criteria** outlines the basis upon which the government entity can be assessed to ensure the alignment with the **Pillars**.

Each **Criterion** encompasses a set of **Principles** that define and explain a high level meaning (general concept) of the **Criteria** and can be utilized as a guidance that are directly linked to **GEM Fundamentals** and are intended to give examples to aid interpretation of the **Criteria.** The **Principles** serve as generic guidelines, each government entity has the flexibility to define and implement the best possible ways to deploy **GEM Criteria** and bring the **Fundamentals of Government Excellence** to life.

First Pillar:
Vision Realization (40%)

The First Pillar comprises Four Criteria that emphasize the ultimate purpose of the government to enhance the wellbeing of the nation. It highlights the importance of setting and delivering agile strategies and functions to realize the vision and the national agenda, ensure future readiness, and enhance the competitiveness of the nation.

- First Criterion: Enhancing Wellbeing (10%)
- Second Criterion: Future Readiness (10%)
- Third Criterion: Strategic Direction and Competitiveness (10%)
- Fourth Criterion: Main Functions (10%)

1.1 First Criterion: Enhancing Wellbeing (10%)

The leading government entity places the wellbeing of customers and citizens at the heart of everything it does. Its leadership plays a crucial role in inspiring wellbeing and aligning the entity's vision and strategies with their wellbeing aspiration.

The leading government entity translates the wellbeing orientation into practice through developing and deploying all the essential capabilities at the core in its main functions to enhance the rendered value and deliver positive impact to citizens and community. It pursues creating seamless cohesion and synergy between all government entities across the whole ecosystem to ensure alignment and collaboration of efforts to deliver national wellbeing.

Main Relevant Principles are:

- Wellbeing Orientation
- Wellbeing Practices
- Integration and Partnerships for Holistic Wellbeing

* Entities can add additional principles when applicable.

Results and Impact:

The results and impact of this criterion should refer to relevant measurements which monitor the key outcomes that are delivered efficiently, and to demonstrate performance excellence that leads to competitive results and positive impact on the national wellbeing.

1.2 Second Criterion: Future Readiness (10%)

The leading government entity builds preemptiveness, agility and resilience into its strategies, policies and capabilities to ensure future readiness. It is not only able to adapt to meet the changes within its environment, but it is also able to anticipate and understand relevant future trends, recognize their implications and potential impact, and utilize predictive analysis to generate insights that enable better decision making.

The leading government entity plans multiple alternative scenarios and integrates them within the strategies to exploit opportunities and manage possible risks, uncertainties and disruptions before others, thus maintaining a leading position. It ensures agility be renovating its business model to accommodate future advancements beyond the current capabilities.

Main Relevant Principles are:

- Future Foresight
- Risk Management and Resilience
- Predictive Analysis and Insight
- Scenarios

* Entities can add additional principles when applicable.

Results and Impact:

The results and impact of this criterion should refer to relevant measurements which monitor the key outcomes that are delivered efficiently, and to demonstrate performance excellence that leads to competitive results and positive impact on the national wellbeing.

1.3 Third Criterion: Strategic Direction and Competitiveness (10%)

The leading government entity continues to pioneer, transform and disrupt with novel thinking. It has a clear understanding of its core purpose and contribution to the country's long-term vision and national agenda. It crafts agile strategies that define what "success" means. Its strategies set clear outcomes and initiatives to deliver distinctive value, attain competitive performance and leading positions, and ultimately enhance the national wellbeing.

The Leading government entity aligns all the capabilities, operations and resources to ensure dependable and quality delivery of the strategy with optimal use of resources, constant innovation and effective collaboration with stakeholders.

Main Relevant Principles are:

- National Agenda (Centennial)
- Leading Position and Competitiveness
- Strategies
- Delivery (Initiatives and Plans)

* Entities can add additional principles when applicable.

Results and Impact:

The results and impact of this criterion should refer to relevant measurements which monitor the key outcomes that are delivered efficiently, and to demonstrate performance excellence that leads to competitive results and positive impact on the national wellbeing.

1.4 Fourth Criterion: Main Functions (10%)

The leading government entity focuses on creating the right business model to achieve its strategy. It continually assesses the relevance and effectiveness of the current operating model, and is able to introduce new work models, systems and functions to disrupt the conventional or ineffective methods and ensure rapid pace of achievement and better response to potential or emerging challenges.

Effective business models enable the entity to develop preemptive policies and legislations to fulfil the mandate, and devise agile organizational structures that support the delivery of strategy, and establish robust governance that promotes integrity, accountability, transparency and confidence for all stakeholders.

Main Relevant Principles are:

- Policies, Laws and Regulations
- Organizational Structure and Responsibilities
- Governance
- Business Model
- Speed of Action

* Entities can add additional principles when applicable.

Results and Impact:

The results and impact of this criterion should refer to relevant measurements which monitor the key outcomes that are delivered efficiently, and to demonstrate performance excellence that leads to competitive results and positive impact on the national wellbeing.

Second Pillar:
Distinctive Value (35%)

The **Second Pillar** comprises **Three Criteria** that place services at the heart of the government core business. It focuses on the importance of delivering distinctive value through providing proactive, innovative, personalized and seamless services. This new generation of services is enabled by the intelligent use of digital transformation, the leverage of partnerships, and the creative potential of human capital and their unique talents to design and deliver distinctive services that delight customers and elevate competitive performance.

- Fifth Criterion: New Generation Services (15%)
- Sixth Criterion: Intelligent Enablement (10%)
- Seventh Criterion: Talented Professionals (10%)

2.1 Fifth Criterion: New Generation Services (15%)

The leading government entity designs and delivers unique value proposition that is primarily driven by a human centric mindset. It continually seeks to understand current and future customers' needs and expectations.

It actively engages the relevant stakeholders in co-creating, co-designing and co-producing proactive, innovative and seamless services and it constantly seeks to enhance customer experiences through leveraging partnerships and exploiting the full potential of digital enablement.

Main Relevant Principles are:

- Human Centricity
- Customer – Stakeholder Engagement (Co-create, Co-design and Co-production)
- Proactive Services
- Seamless Customer Experience

* Entities can add additional principles when applicable.
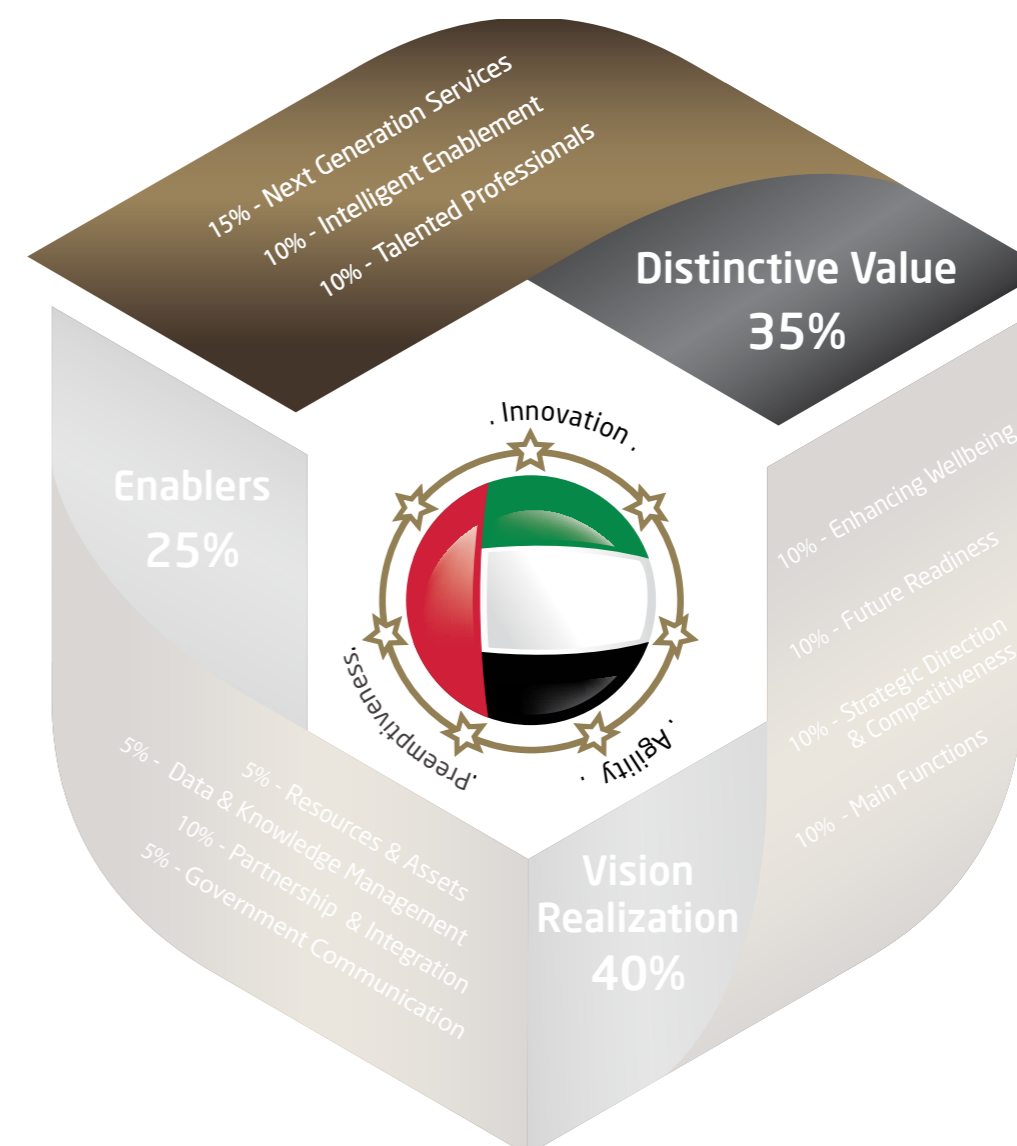
Results and Impact:

The results and impact of this criterion should refer to relevant measurements which monitor the key outcomes that are delivered efficiently, and to demonstrate performance excellence that leads to competitive results and positive impact on the national wellbeing.

2.2 Sixth Criterion: Intelligent Enablement (10%)

The Leading government entity explores, experiments and exploits the potential of relevant future technologies such as Artificial Intelligence, Robots, Blockchain to provide distinctive value in a sustained and efficient manner.

It optimizes the utilization of the digital infrastructure to nurture partnerships, minimize resources' consumption, maximize the return on investment, and ultimately to enhance the services' provision and elevate customer happiness.

Main Relevant Principles are:

- Emerging Technologies (Artificial Intelligent, Blockchain, Robots, ...)
- Digital Infrastructure and Technology

* Entities can add additional principles when applicable.

Results and Impact:

The results and impact of this criterion should refer to relevant measurements which monitor the key outcomes that are delivered efficiently, and to demonstrate performance excellence that leads to competitive results and positive impact on the national wellbeing.

2.3 Seventh Criterion: Talented Professionals (10%)

The leading government entity recognizes that its human capital is key for ongoing success. It explores the potential and future skills of its people and capitalizes on their talents to deliver distinctive value to customers and stakeholders.

It nurtures the skills and competencies of people through engagement, enabling empowerment and proving opportunities for lifelong learning. It thrives to build a happy workplace and emphasizes that employee wellbeing is vital to delivering high performance outcomes and achieving the wellbeing of the community.

Main Relevant Principles are:

- Human Capital
- Future Jobs and Skills
- Wellbeing at the Workplace
- Life Long Learning
- Talent Empowerment

* Entities can add additional principles when applicable.

Results and Impact:

The results and impact of this criterion should refer to relevant measurements which monitor the key outcomes that are delivered efficiently, and to demonstrate performance excellence that leads to competitive results and positive impact on the national wellbeing.

Third Pillar:
Enablers (25%)

The **Third Pillar** comprises **Four Criteria** that emphasize the importance of integration and collaborative partnerships with stakeholders across the ecosystem in order to leverage all potential capabilities necessary to deliver distinctive and sustainable value and positive impact on the national wellbeing. Embracing the ecosystem is vital to ensure the efficient and effective management of tangible and intangible resources including data and knowledge, and to harness their optimum return on investment.

- Eight Criterion: Resources and Assets (5%)
- Ninth Criterion: Data and Knowledge Management (5%)
- Tenth Criterion: Partnership and Integration (10%)
- Eleventh Criterion: Government Communication (5%)

3.1 Eight Criterion: Resources and Assets (5%)

The leading government entity optimizes the use of its tangible and intangible resources to support the efficient delivery of strategy and services' provision. It effectively manages its human resources, financial and non-financial resources to optimize the return on these strategic investments.

The leading government entity assesses its current levels of resources utilization and forecasts the future demand on its resources and assets to assure sustainability, efficiency and productivity. It effectively collaborates with stakeholders to leverage all the resources available within the ecosystem in order to maximise the impact of all its activities and achieve sustainable superior performance outcomes.

Main Relevant Principles are:

- HR Management
- Optimum Utilization of Resources (Financial and Non-Financial)
- Asset Management

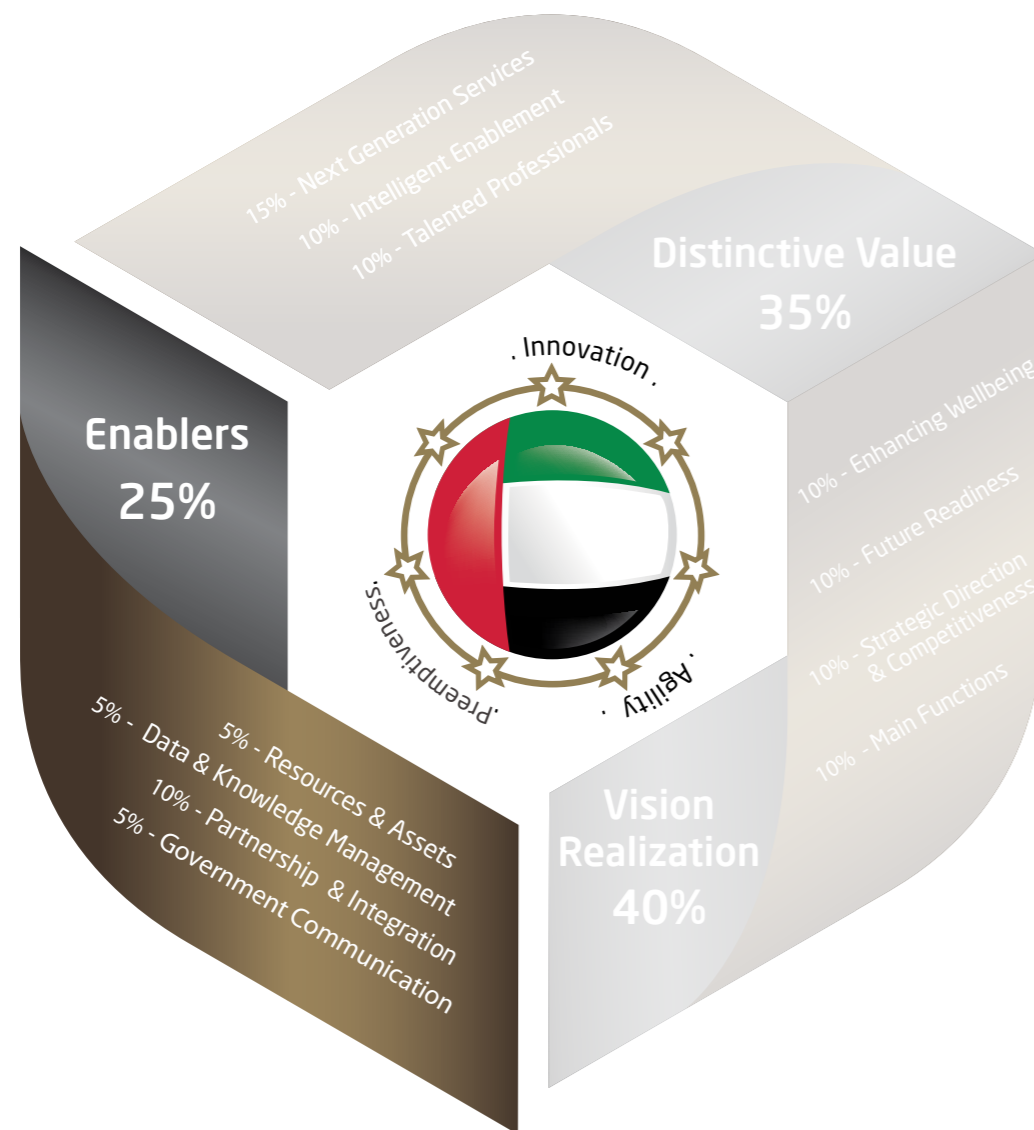** Entities can add additional principles when applicable.*

Results and Impact:

The results and impact of this criterion should refer to relevant measurements which monitor the key outcomes that are delivered efficiently, and to demonstrate performance excellence that leads to competitive results and positive impact on the national wellbeing.

3.2 Ninth Criterion: Data and Knowledge Management (5%)

The leading government entity collects and analyses relevant, reliable, quality and timely data from multiple internal and external sources including big data and open data. It consolidates and manages data, information and knowledge to gain insights that enables better decision making at all levels.

The leading government entity is data driven, it applies data analytics to monitor performance against strategy, develop future scenarios, seize emerging opportunities, mitigate future risks, optimize the value proposition and ultimately to enhance wellbeing. It builds the capacity for exchanging knowledge and successful practices with stakeholders across the ecosystem to enhance organizational performance and generate additional value on the national and international levels.

Main Relevant Principles are:

- Entity Data
- Big Data
- Open Data
- Leverage Data
- Knowledge Management
- Exchange Practices

* Entities can add additional principles when applicable.

Results and Impact:

The results and impact of this criterion should refer to relevant measurements which monitor the key outcomes that are delivered efficiently, and to demonstrate performance excellence that leads to competitive results and positive impact on the national wellbeing.

3.3 Tenth Criterion: Partnerships and Integration (10%)

The leading government entity recognises the importance of partnerships and integration in order to enhance national wellbeing. It builds long-term collaborative partnerships with all stakeholders on the basis of continued commitment, trust and mutual benefits in order to enhance vision realization and value proposition.

Main Relevant Principles are:

- Commitment to Continuity
- Building Trust
- Value Sharing and Mutual Benefits

* Entities can add additional principles when applicable.

Results and Impact:

The results and impact of this criterion should refer to relevant measurements which monitor the key outcomes that are delivered efficiently, and to demonstrate performance excellence that leads to competitive results and positive impact on the national wellbeing.

3.4 Eleventh Criterion: Government Communication (5%)

The leading government entity establishes effective outreach activities that promote its initiatives and programs, and utilizes social media channels and media messages to support its strategies and the national priorities and directions.

It establishes open communication and feedback channels to stimulate an ongoing positive dialogue with the community, it responds rapidly and effectively in crisis times to halt the escalation of negative tonality in various media channels.

Main Relevant Principles are:

- Government Outreach (Marketing)
- Social Media
- Media Messages
- Media Crisis Management

* Entities can add additional principles when applicable.

Results and Impact:

The results and impact of this criterion should refer to relevant measurements which monitor the key outcomes that are delivered efficiently, and to demonstrate performance excellence that leads to competitive results and positive impact on the national wellbeing.

Assessment Tool

Assessment Tool - Capabilities

Dimensions and Weights	Description	Elementary Capabilities	Basic Capabilities	Intermediate Capabilities	Advanced Capabilities	Distinctive Capabilities
Design* 30%	Developing the capabilities that will drive value creation for all stakeholders and contribute to achieving the national directions/ objectives	Very few relevant capabilities are appropriately designed	Some relevant capabilities are appropriately designed to allow flexibility	Many relevant capabilities are innovatively designed and enabling flexibility	All capabilities are relevant and innovatively designed to create agile utilisation	Dynamic capabilities designed to enable agility and adaptability
Deploy 30%	Deploying capabilities in all key areas to achieve the desired outcomes with the optimal use of resources	Limited implementation of designed capabilities	Capabilities are effectively implemented and optimised in some relevant areas	Capabilities are effectively implemented and optimised in many key areas	Capabilities are effectively implemented and optimised in all key areas	Unique and distinctive capabilities are effectively implemented and optimised
Transform 30%	Capabilities are enhanced by injecting new learning, innovative thinking and digital transformation in order to remain relevant	Few examples of learning and innovation are driving capability improvement	Some capabilities are enhanced using learning and innovation	Many capabilities are enhanced or transformed using learning and innovation	All capabilities are enhanced or transformed leveraging learning, innovation and digital transformation	Unique capabilities are continuously transformed through digital means to enhance value creation
Disrupt 10%	Unique and distinctive capabilities are generated by constantly challenging current thinking with a disruptive mindset to create added value for stakeholders, enhancing national wellbeing and competitiveness	No disruptive thinking; "Business as Usual" mindset	Some internal or incremental changes in discrete with little disruption	Many changes throughout the value chain	Disruptive changes throughout the ecosystem	New disruptive thinking by creating new business models
Maturity Levels of Capabilities		0-20%	20-40%	40-60%	60-80%	80-100%

* Ratings of the maturity level in the subsequent dimensions cannot exceed the rating of maturity level for the "Design".

Assessment Tool - Results

Dimensions and Weights	Description	Limited Impact	Some Impact	Significant Impact	Competitive Edge	Leading Position
Relevance* 25%	Relevant, timely, robust and reliable measures are used to monitor, understand and predict performance and key outcomes	Very limited insight into current performance	Some insight into current performance against strategic objectives	Clear insight into current performance against strategic objectives	Predictive analytics provide strategic insights	Advanced analytics enable proactive actions to shape future performance
Performance Excellence ** 35% - 30%	Effectiveness, efficiency, reliability and consistency of operations are delivering as required	Current focus is on efficiency	Some effectiveness or process performance indicators	Balanced set of results to drive performance excellence	Most results demonstrate achievement of performance excellence	Results demonstrate exceptional performance excellence
Competitiveness Impact ** 25% - 30%	Outstanding performance has been sustained and is contributing to competitiveness	Very few positive performance outcomes on competitiveness	Some outcomes demonstrating a minimal positive impact on competitiveness	Many outcomes demonstrating a moderate positive impact on competitiveness	Most outcomes demonstrating a significant positive impact on competitiveness	Outcomes demonstrating an exceptional positive impact on competitiveness
Impact on National Wellbeing 15%	The ultimate outcome is demonstrated in the level of impact on the national wellbeing	No contribution to national wellbeing	Minor contribution to national wellbeing	Significant contribution to national wellbeing in some areas	Significant contribution to national wellbeing in many areas	Exceptional contribution to the overall national wellbeing
Maturity Levels of Results		0-20%	20-40%	40-60%	60-80%	80-100%

* Ratings of the maturity level in the subsequent dimensions cannot exceed the rating of maturity level for the "Relevance".
** Based on the nature of entities, the weight of these two dimensions will be set as per the range specified for each.

Assessment Tool - Catalysts

Catalysts and Weights	Dimensions	Limited Impact	Some Impact	Significant Impact	Competitive Edge	Leading Position
Preemptiveness (20%)	Define 30%	A reactive mindset without clear understanding of preemptiveness	An appreciation of the significance of preemptiveness exists	A partial inclusion of preemptiveness in existing planning processes	A full appreciation on the power of preemptiveness in helping realize long term success	A culture of Preemptive behaviour exists throughout the ecosystem
	Develop 30%	A traditional approach to planning with basic assumptions	Use of limited data to extrapolate future scenarios	Use of risk assessment in the planning process with rich insight only in parts of the organization	Mastery of data analytics for predictive purposes and for supporting decision making process	Holistic approach to generating insight to reflect the entire ecosystem
	Deploy 25%	Rigid deployment approach with closed system considerations	Driving preemptiveness systematically with a top-down approach and in a limited manner	Effective deployment with preemptive mindset only in specific areas	Excellent deployment of strategy with confidence and gained insight on how to steer organization into the future	A dynamic behaviour of the organizational ecosystem demonstrating resilience, adaptability, and future shaping capability
	Distinguish & Impact 15%	"Business as Usual" culture with a lot of inertia, rigidity and reactive mindset with no noticeable impact of preemptiveness	Partial improvement in decision making and a scattered effort to planning the future resulting in slight operational impact	Maturity in preemptive capability generating significant operational impact	Adoption of preemptiveness in core areas at a highly mature level resulting in considerable competitive impact	Adoption of preemptiveness across the whole ecosystem with foresightedness and distinctive level of maturity leading to significant competitive impact
Maturity Levels of Catalysts		0-20%	20-40%	40-60%	60-80%	80-100%

Assessment Tool - Cont./Catalysts

Catalysts and Weights	Dimensions	Limited Impact	Some Impact	Significant Impact	Competitive Edge	Leading Position
Agility (20%)	**Define 30%**	Concept of agility non-existent (rigid and bureaucratic organizational design)	Agility limited to process improvement, simplification and integration	Agility is related to re-engineering and adopting best practice thinking	An agility approach based on building stable organizational systems through resilience, adaptability and responsiveness	Agile, fast and transformative behaviour to deal with challenges and exploit opportunities
	Develop 30%	Reinforcement of rigid rules and methods whilst operating as a closed system	Use of various tools and methods of optimization and incremental enhancement	Agile strategies introduced to support change initiatives and drive innovation	Agile behaviour supported by data analytics and proactive change management to induce better customer experience	Agile ecosystem characterized by constant transformation and disruptive behaviour for organizational relevancy and sustainability
	Deploy 25%	Short term plans and targets to maintain status quo	A systematic approach to deploying improvement and optimization plans with a closed loop measurement ethos	Radical change to boost performance and elevate standards of performance and help drive innovation	Agility at the core to drive value creation and accelerate transformation and customer-oriented innovation	Agility in everything, constantly keeping dynamic behaviour, transforming and disrupting for future readiness
	Distinguish & Impact 15%	A culture of "Business as Usual" with no new ideas or substantial thinking and no noticeable impact of agility	Business model approach with a solid quality foundation and good practice adoption mindset leading to slight operational impact	Learning organization with regular change to enhance existing capabilities and drive customer innovations and achieve significant operational impact	Agile distinctive capabilities that are adaptable and allow speedy responsiveness and lead to considerable competitive impact	Agile ecosystem with distinctive and dynamic capabilities that result in significant impact and competitive advantage
Maturity Levels of Catalysts		0-20%	20-40%	40-60%	60-80%	80-100%

Assessment Tool - Cont./Catalysts

Catalysts and Weights	Dimensions	Limited Impact	Some Impact	Significant Impact	Competitive Edge	Leading Position
	Define 20%	Innovation not clearly or systematically defined	Innovation is limited to basic services enhancements	Innovation is defined within corporate strategy	Innovation strategy is clearly defined with targets and key performance indicators	Innovation is pervasive throughout the entire ecosystem
	Develop 25%	Conventional approach to operational management with a transactional mindset	Focus is more on delivery of "predictable" transactions as opposed to using innovation to drive value creation	Innovation processes and systems are designed to drive innovation	Clear roles and responsibilities are designed to oversee the development of innovation strategy across the whole value chain	Innovation is enriched through constant digital transformation to enhance value creation capability
Innovation (60%)	Deploy 25%	Cost and efficiency-oriented strategy without innovation as a core critical element	Deployment of innovation through a focus on specific projects and initiatives as one offs	Innovation is deployed in the core functions to deliver quality services	Innovation is managed as a catalyst to create value for customers	Innovation culture preserves the fabric of the ecosystem and touches all aspects related to customer orientation
	Distinguish & Impact 30%	Organization has no innovation competitive ability thus no noticeable impact of innovation	Innovation is project oriented and based on short term benefits with little opportunity for learning and development and leads to slight operational impact	Innovation capability maturity is evident in several aspects of the value chain and results in significant operational impact	Innovation capability maturity is evident in most/all key aspects of the value chain and leads to considerable competitive impact	Innovation defines the DNA of the organization and is a source of competitive advantage
Maturity Levels of Catalysts		0-20%	20-40%	40-60%	60-80%	80-100%

General Concept of the Principles

- ## Wellbeing Orientation

  Putting customers and citizens wellbeing at the heart of everything the government entities do, and ensuring that their vision, mission, plans, programs, legislations, policies and services are aligned with wellbeing. Ensuring that entities believe and behave in a way that recognizes wellbeing as the practical and tangible means to happiness, which is the higher end and the ultimate purpose of government.

- ## Wellbeing Practices

  Ensuring that the wellbeing orientation is reflected and applied in a practical manner in the day-to-day work of government entities. This can be achieved through building the capabilities, nurturing the talent, and developing the necessary know-how required to effectively manage and deliver wellbeing.

- ## Integration and Partnerships for Holistic Wellbeing

  Ensuring that wellbeing efforts are aligned, harmonized and joined-up as a holistic ecosystem within and across entities, sectors, geographies and stakeholders. Wellbeing acts as a platform for effective alignment, integration and co-design within the wider ecosystem of stakeholders, including government entities, private sector and citizens.

- ## Future Foresight

  Identifying future trends and adapting to them via utilizing a variety of future foresight tools and methods to recognize the (often unexpected) implications of present-day issues and future trends. Future foresight acknowledges the value of considering multiple alternative futures – rather than one single future – thus helping government entities think about and plan for a number of different potential outcomes.

- ## Risk Management and Resilience

  Managing risks, threats and disruptions to ensure that strategies, policies and regulations are robust and resilient. Robustness refers to the ability to remain functional in the face of instabilities or conflicts. Resilience refers to ability to make positive adaptations in response to uncertainty or disturbances to provide regular evaluations and continuously test the implications and validity of strategies, policies and regulations against the changing external environment by making use of stress-testing techniques and risk management processes, and ultimately updating the strategies, policies and regulations to align with changing external conditions.

- ## Predictive Analysis and Insight

  Analysing data to identify risks and opportunities, generate strategic insights on emerging and future trends, and forecast unknown events with the use of several aspects such as tools and cross sector collaboration. Utilizing advanced statistical and forecasting techniques and visualizing the output to identify patterns and guide better decision-making when designing and updating preemptive strategies, policies and regulations.

- Scenarios

  Planning scenarios and rich, data-driven strategies that allow for better planning and decision-making. Planning scenarios and integrating them within government entities' strategies are vital parts of future foresight. Scenarios revolve around hypothesizing and covering a range of possibilities for how external environment could change the future by allowing imaginative narratives that stretch thinking and challenge conventional wisdom will also maintaining their plausibility and rationality.

- National Agenda (Centennial)

  Referring to the long-term vision that defines the aspirations of the nation over the next decades (e.g The UAE Centennial 2071 which is a long-term vision that aims for the UAE to be the best country in the world by year 2071. It focuses on four main pillars: education, economy, community and government). The long-term vision is translated into waves of short and medium term plans ranging from 510- years, the National Agenda.

  The National agenda sets the priorities, directions and areas of focus that should be effectively cascaded into the government entities' strategies, policies, initiatives, services, and performance outcomes. Realizing the vision and achieving the national agenda require highest levels of joint planning, execution, and coordination among various government entities, private sector entities and community on the national level.

- Leading Position and Competitiveness

  Identifying global challenges that impact the country's performance and enhancing the mechanisms and methodologies used to promote progress towards better quality of life. The concept of competitiveness is not limited only to achieving the leading positions globally, it measures the impact of government entities' efforts to develop innovative solutions that drive growth and enhance the wellbeing of citizens, attract talents, promote the nation's brand globally, create a government business model that makes the country a global reference point for best practices.

- Strategies

  Providing a comprehensive framework throughout planning, implementing, and monitoring and evaluating to assess impact. The framework requires; aligning strategies with the country's long-term vision and the national agenda, focusing on priorities and preemptive initiatives that are data centric and evidence based to ensure readiness to the future, integrating strategies with the sectoral plans to ensure optimal cross-sectoral collaboration, monitoring the implementation of strategies closely, assessing the impact periodically and performing the required changes regularly.

- Delivery (Initiatives and Plans)

  Ensuring timely and quality execution of strategies and policies with the optimal use of resources and adequate tools to achieve positive impact. Delivery involves ensuring flexibility in implementation and opening feedback loops from operation to decision making. While also, constantly engaging with different stakeholders to allow for timely execution and adjustments when needed.

- Policies, Laws and Regulations

  Designing and developing policies, laws and legislations that contribute to the achievement of strategic objectives and the fulfilment of the mandate. Ensuring effective and continuous collaboration with strategic partners, from inside and outside the government, to identify and determine the roles and responsibilities of all concerned parties in the development, implementation and review stages for policies, laws and regulations. Ensuring the regular review and update of policies, laws and regulations to ensure appropriateness and effectiveness. As well as, measuring the extent of preemptiveness in identifying the needs for policies and regulations.

- Organizational Structure and Responsibility

  Setting the organizational structure that allows performing the mandate efficiently and effectively and maximizes the ability to align and collaborate with stakeholders. Measuring the capability of designing and implementing an agile organizational structure, following effective design principles and standards that support clear responsibilities, appropriate distribution and utilization of available resources.

- Governance

  Fulfilling the accountability, integrity, and transparency principles toward human resources, stakeholders and the community in areas related to performance and compliance with the legislations set by the government. Developing and implementing an effective and comprehensive governance framework in various areas within the entity that includes effective follow-up on the results of evaluation, assessment and audit reports done by relevant government entities. Ensuring the capability of designing and implementing risk management plans, that identify all types of potential risks, crises and disasters, as well as assessing their occurrence probability and impacts. In addition to, identifying alternative scenarios and plans to cope with the changes and ensure business continuity.

- Business Model

  Identifying and organizing the necessary processes to achieve the strategy and deliver the mandate, including accountability and responsibility for each process. Reviewing the effectiveness of the overall framework of the processes to ensure relevance, suitability and optimization. This also includes the ability to identity a clear stakeholders map that clarifies the roles and relationships with all relevant entities to ensure that the proper operating model in place and support the business continuity.

- Speed of Action

  Identifying and overseeing top-priority issues and areas that require quick and effective decisions throughout all the levels of the organization structure to tackle pressing challenges. Introducing new work models, systems and cultures to disrupt conventional or ineffective methods and reduce response time to potential or emerging issues.

- ## Human Centricity

  Providing services based on understanding customer mindset and perception. Designing tailored customer journey that corresponds to current and future customers' needs and requirements, and fosters a positive customer experience and focuses on human elements, mainly empathy and personalization, at every stage of the customer experience.

- ## Customer-Stakeholder Engagement (Co-create, Co-design and Co-production)

  Engaging with customers (and all other relevant stakeholders) in the three stages of: Co-creating, Co-designing, and Co-production of services. Co-Creating refers to the attempt to define the problem and then define its solution with the stakeholders. Co-Designing refers to designing the services that cater to customer needs hand in hand with the stakeholders. Co-production refers to implementing the proposed solution considering the stakeholder interaction throughout the customer journey.

- ## Proactive Services

  Anticipating services that customers might need and offering them before customers request them based on understanding current and future relevant triggers, preferences and life events, and utilizing the data analytics and predictive tools. This entails promoting partnerships and integration of systems and processes among government entities to provide integrated government services bundles.

- ## Seamless Customer Experience

  Building seamless customer experiences through positive interaction between an entity and a customer over the duration of their relationship. This interaction is made up of three parts: the customer journey, the touchpoints the customer interacts with, and the environments in which the services are offered (including digital environment) during their experience. Customer experience implies customer engagement at different levels and types of interaction such as rational, emotional, sensorial, and physical interactions.

- ## Digital by Default

  Designing services and service delivery channels that are digital by default to better correspond to customers' current and future lifestyles, preferences and expectations while ensuring that no one is left behind and that everyone can use the service (e.g people of determination, elderly ...etc).

- ## Emerging Technologies (Artificial Intelligent, Blockchain, Robots, ...)

  Nurturing, investing and leveraging the public- private partnerships and relationships with relevant stakeholders including research and development institutes for exploring, identifying, experimenting, adopting and exploiting relevant future technologies to enhance government service provision.

- ## Digital Infrastructure and Technology

  Maximizing and optimizing the utilization of the government digital infrastructure, and seeking technology efficiencies wherever possible.

- ## Human Capital

  Nurturing the human capital that refers to all individuals working at the government entity, who are performing jobs and exerting efforts to complete projects related to the entity's services. It includes individuals employed according to the civil service system, contracts system or daily wage system whether they are fulltime, part time or temporary employees who hold positions within the entity's organizational structure.

- ## Future Jobs and Skills

  Ensuring that the appropriate focus is channelled towards discovering and enhancing future oriented skills to develop the entity's human capital. This enables the entity to predict future trends and uncertainties in order to face them with resilience.

- ## Wellbeing at the Workplace

  Building an optimal environment with ideal conditions, right resources and support, quality of safety and physical conditions, instilling a sense of purpose, positive relations, and climate of trust, in order to promote individual happiness and wellbeing in the workplace. Emphasizing that happy employees are excellent role models who promote a culture of engagement, satisfaction, and pride at the workplace, and play a vital role in delivering high performance outcomes and achieving the wellbeing and happiness of the community as a whole.

- ## Life Long Learning

  Providing a continuous journey of self-improvement via enhancing the skills and abilities through the use of new and disruptive practices consistently, in order to enhance the efficiency and effectiveness of organizational outcomes.

- ## Talent Empowerment

  Ensuring that leadership empowers qualified talents with the best competencies and the highest behavioural skills, individuals who are innovative, adopt change, and always seek to improve customer experience. Working to build constructive partnering relationships that mechanize the concept of a connected government entity that aims for maximizing stakeholders' benefits and enhancing happiness and wellbeing.

- ## Human Resources Management

  Offering high quality human resources services in accordance with the human resources laws, regulations and systems to ensure fairness, equal opportunities, transparency, as well as positive and healthy working environment that motivates individuals and promotes productivity and creativity. Designing and implementing human resources plans, and processes, which include the identification of the required behaviours, skills and competencies to achieve the entity's strategy and mandate. Identifying the training needs, developing and implementing training plans to ensure that human resources are equipped with the required knowledge, skills and behaviours. In addition to, setting and implementing an effective performance management system that provides accurate and timely information on individuals' performance and is directly linked to rewards, incentives and career advancement.

- **Optimum Utilization of Resources (Financial and Non-Financial)**

  Implementing systems, programs, processes and policies that are compatible with best practices in ensuring the optimum utilization of resources. This includes financial planning and budgeting, internal control, monitoring and reporting, audit processes, and applying cost benefit analysis methods. Implementing effective programs for revenue development and reduction of expenses. Identification of priorities in allocating resources to generate value and eliminate nonvalue-adding aspects, while also placing the emphasis on the extent to which relevant leading results are achieved through the optimal utilization of financial and non-financial resources.

- **Asset Management**

  Planning, managing, maintaining, preserving and utilizing assets efficiently and effectively to support the strategy and meet the sustainability and environmental directions and standards. In addition to the application of environmental specifications in the procurement processes, and the use of environmentally friendly materials and equipment.

- **Entity Data**

  Setting and implementing effective systems, solutions and platforms to collect, validate, collate, protect and process required data and ensuring relevance, accessibility, reliability, and timeliness of the data to support decision making at various levels within the entity. This also entails capturing, maintaining and updating the data which have been identified to be under the entity's responsibility, as well as availing and sharing data with other government entities considering customer privacy and security requirements.

- **Big Data**

  Obtaining and making use of the vast amounts of relevant data and information to gain deeper insights into customer behaviour, trends, and opportunities. Utilizing big data allows for faster and better decisions, designing efficient seamless services and better customer experiences, and allows for monitoring performance and quickly enacting changes if necessary.

- **Open Data**

  Ensuring that government data is available and provided in order to be used and distributed or shared with others without restrictions. This in turn promotes transparency, accountability and enhances value creation by making government data available to stakeholders, including citizens, business, research institutes and community.

- **Leverage Data**

  Understanding, interpreting and utilizing the data collected from various internal and external resources to provide useful insight and enable decision makers and to deliver efficient and seamless experience to citizens.

- **Knowledge Management**

  Creating, sharing, managing and making the best use of knowledge and information to create value. Knowledge Management involves the understanding where and in what forms knowledge exists within the ecosystem, promoting a culture conducive to learning and knowledge creation, making the right knowledge accessible to the right people at the right time, promoting knowledge exchange to enhance the performance of entity, government and nation.

- **Exchange Practices**

  Developing and implementing a systematic approach to sharing tacit knowledge, the knowledge that people acquire through their work experiences, successes and challenges. Building capacity for knowledge exchange to support government initiatives, programs and operations. In addition to, exchanging successful practices with other governments on the national and international levels. Delivering the best value for services through working effectively alongside with research institutes, universities and start-ups, and all relevant stakeholders to exchange practices and experiences.

- **Commitment to Continuity**

  Building and maintaining long term effective, productive, and harmonious relationships with partners. Commitment to continuity is ensured when the partnerships allow for innovation and generating new ideas and establish collaborative win-win relationships that create mutual benefits.

- **Building Trust**

  Building trust as the crucial foundation to long term successful partnerships. Trust is primarily fostered through transparency, alignment of objectives and interests, open communication, addressing issues or risks that might have an adverse impact on the partnering relationship, and joint celebration of successes. Trust based partnerships significantly drive better and sustained outcomes.

- **Value Sharing and Mutual Benefits**

  Capitalizing on win-win partnerships that optimize the mutual benefits whereby both parties can leverage the essential capabilities to achieve the desired outcomes, generate innovations, promote efficiency and complement knowledge and skill sets. Mutually beneficial partnerships ensure the ongoing commitment and sustainable collaboration and deliver greater impact.

- **Government Outreach (Marketing)**

  Planning, developing and implementing activities that promote the government's major initiatives and programs. Designing and managing innovative and effective communication campaigns that support the country's national priorities and strategic directions and impact positively on its reputation.

- Social Media

  Planning, developing and implementing all communication activities carried out on social media channels (Twitter, Instagram, Facebook and others) and they include posting, reposting and sharing of text, visuals and interactive content about issues pertinent to the government and the public.

- Media Messages

  Planning, developing and disseminating all the statements that the government wants to communicate about a certain issue, ensuring that all media messages are supported by facts and figures that help the official spokespersons convey a unified voice of the government entities they represent.

- Media Crisis Management

  Planning and preparing the government communication function to respond rapidly and effectively in crisis times and to halt the escalation of negative tonality in social media content or news media coverage on issues of concern.