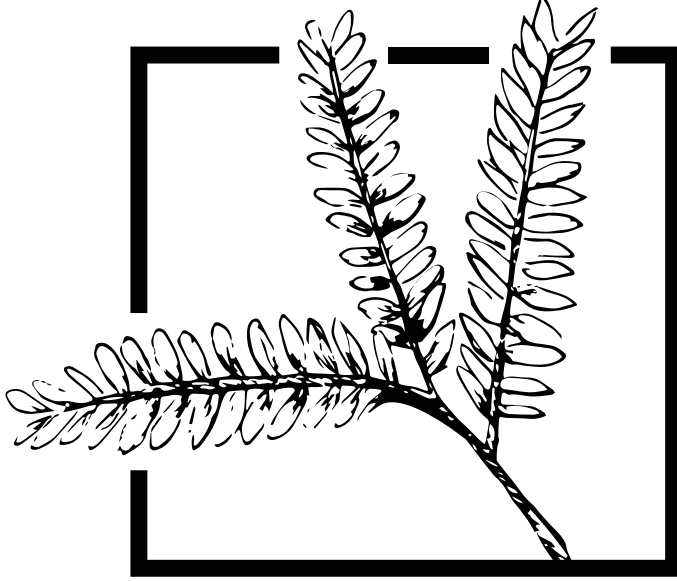




UNITED ARAB EMIRATES
MINISTRY OF STATE FOR
FEDERAL NATIONAL COUNCIL AFFAIRS

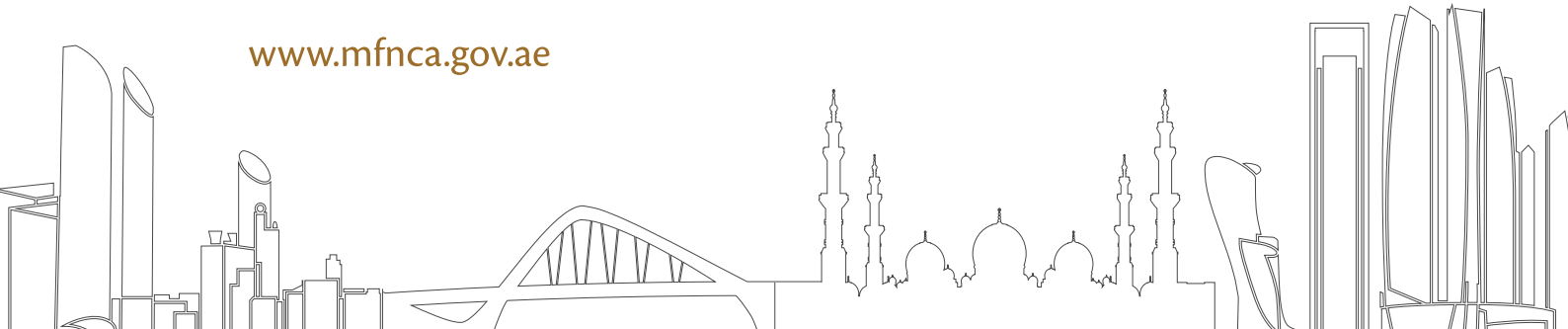


عام التسامح
YEAR OF TOLERANCE

The Annual Report 2018

Ministry of State for Federal National Council Affairs

www.mfnca.gov.ae



The Annual Report

Ministry of state for Federal
National Council Affairs

2018



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Speech
His Excellency Abdul Rahman
Bin Mohamed Al Owais,
Minister of State for Federal
National Council Affairs

The year 2018 was marked by challenges and achievements that brought us closer to fulfilling our dream and achieving the UAE Vision 2021, which aims to establish the United Arab Emirates as one of the best countries in the world across various sectors. One area of particular interest for the UAE is the Human Development index, where we strive to be one of the happiest countries on Earth, making every UAE citizen proud of their country and its achievements.

The formation of a future government in the United Arab Emirates reflects our wise leadership's firm belief that the future cannot be made better with the tools of the past. The Future is built on radical change, new ideas, and new blood. It needs to be approached from a different perspective, going beyond traditional methods and mindsets and adopting modern future-focused methods to develop our country.

His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, Ruler of Dubai, said that the next government of the United Arab Emirates will lead the charge into the future with all its challenges and transformations. It will be a government that goes beyond providing services to focus on developing the community's skills and channelling their talent and energy to achieve the greatest possible results.

To that end, the government launched the UAE Future Foresight Strategy in an effort to bring about a new phase of nationwide development, rooted in proactive thinking. This, in turn, embodies the vision of H.H. Sheikh Khalifa bin Zayed Al Nahyan, President of the UAE, and the directives of H.H. Sheikh Mohammed bin Rashid Al Maktoum, who called for proactiveness in identifying the opportunities and challenges in all vital sectors in the UAE, analysing them and setting long-term plans to improve quality of life and promote the wellbeing and happiness of UAE citizens.

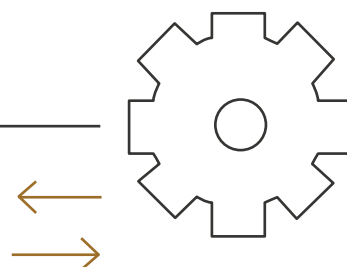


The strategy aims to entrench the concept of future government, uniting all efforts seeking to implement it within a clear framework. This, in turn, makes it easier for everyone to work together following a clear plan, and within specific axes, chief among them being the “axis of the mechanism of government work”. The approach consists of promoting future-readiness as a government orientation, spreading awareness of its importance, and encouraging government agencies to adopt a future-focused approach and outline scenarios for the future, working to transform them into initiatives, plans, and policies.

The Ministry of State for Federal National Council Affairs is eyeing tremendous accomplishments in its mission to coordinate between the government and the Federal National Council and promoting the culture of political participation among all members of the community. By determining its strategic objectives and analysing the progress it has made on each of them, the Ministry strives to understand current challenges and analyse future opportunities to develop its plans and improve the quality of its services.

With that in mind, the Ministry issues its annual report, which is rooted in the fourth generation of government excellence system which links all the activities and achievements of the ministry with entire areas of work related to the ministry’s competencies, study and analyse it during 2018 according to main criteria. The goal is to benefit from them in setting the Ministry’s course for the future, and turn it into strategic plans and initiatives.

Abdul Rahman Bin Mohamed Al Owais
Minister of State for Federal National Council Affairs



Speech

His Excellency Tariq Hilal Lootah, Undersecretary of the Ministry of State for Federal National Council Affairs

The Ministry of State for Federal National Council Affairs has celebrated a host of achievements and successes, fulfilling many of its vital roles, thanks to the tremendous efforts of all members of our team. It is one of the most important ministries in the UAE's Government of the Future, given the essential role it plays in creating sophisticated tools and procedures to enhance coordination and integrate roles between the Federal National Council and the United Arab Emirates Government.

One of the Ministry's most prominent achievements in 2018 was obtaining the European Innovation Management Standard CEN/TS 16555-1-2013 (by Lloyd's Register, UK) for successfully implementing an innovation-management system, in accordance with the guidelines and requirements of the International Standard. Furthermore, the Ministry ranked first in terms of positivity in the workplace, in comparison with other federal bodies. This was achieved, once again, thanks to the Ministry's team who embraced and sought to spread positivity and cohesion with others, as well as openness, enjoyment of life, excellence, self-assurance, and control.

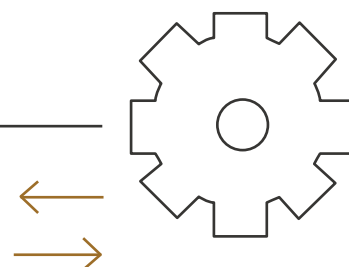
The Ministry of State for FNC Affairs is committed to documenting the activities and achievements of its various organisational units, in an effort to identify areas for improvement and development. The Ministry put together a report covering all activities carried out by its various departments in 2018, whether they were part of its internal operational plans or not.



The report included the following sections:

- Primary organisational processes and services
 - Coordination and follow-up
 - Political development
 - Electoral affairs
 - Studies
- Smart government
- Human resources
- Financial resources and property
- Innovation and future foresight
- Government communication, social media, and governance

Tariq Hilal Lootah
Undersecretary of the Ministry of State for
FNC Affairs



An overview of the Ministry and its responsibilities

In a speech on the occasion of UAE National Day in December 2005, His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the UAE, launched a national programme that set the stage for a new phase of sustainable, balanced development, and progress towards ensuring the wellbeing of citizens and residents.

“The years ahead require a bigger role for the Federal National Council by empowering it to be an authority that would provide great support and guidance for the executive arm of the government. H.H. said. “We shall work to make the Council more capable, more effective and more sensitive to the issues affecting the nation and the people. This would be done by ensuring a more participatory process and the entrenchment of the policy of “Shura” consultation”.

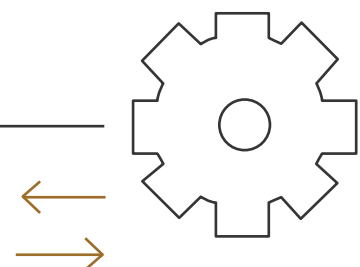
Guided by this ambitious vision, the UAE took confident steps towards expanding political participation in the country and worked to strengthen the Federal National Council. To that end, a new ministry was inaugurated to tend to the affairs of the FNC, where the Ministry of State for Federal National Council Affairs was established by Federal Decree No. (10) of 2006, issued on February 11, 2006, just as H.H. Sheikh Mohammed bin Rashid Al Maktoum became Prime Minister of the UAE.





The Ministry's responsibilities:

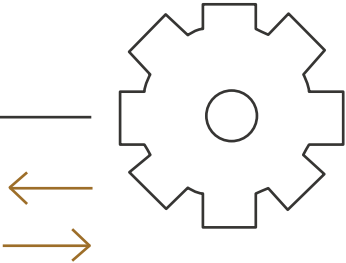
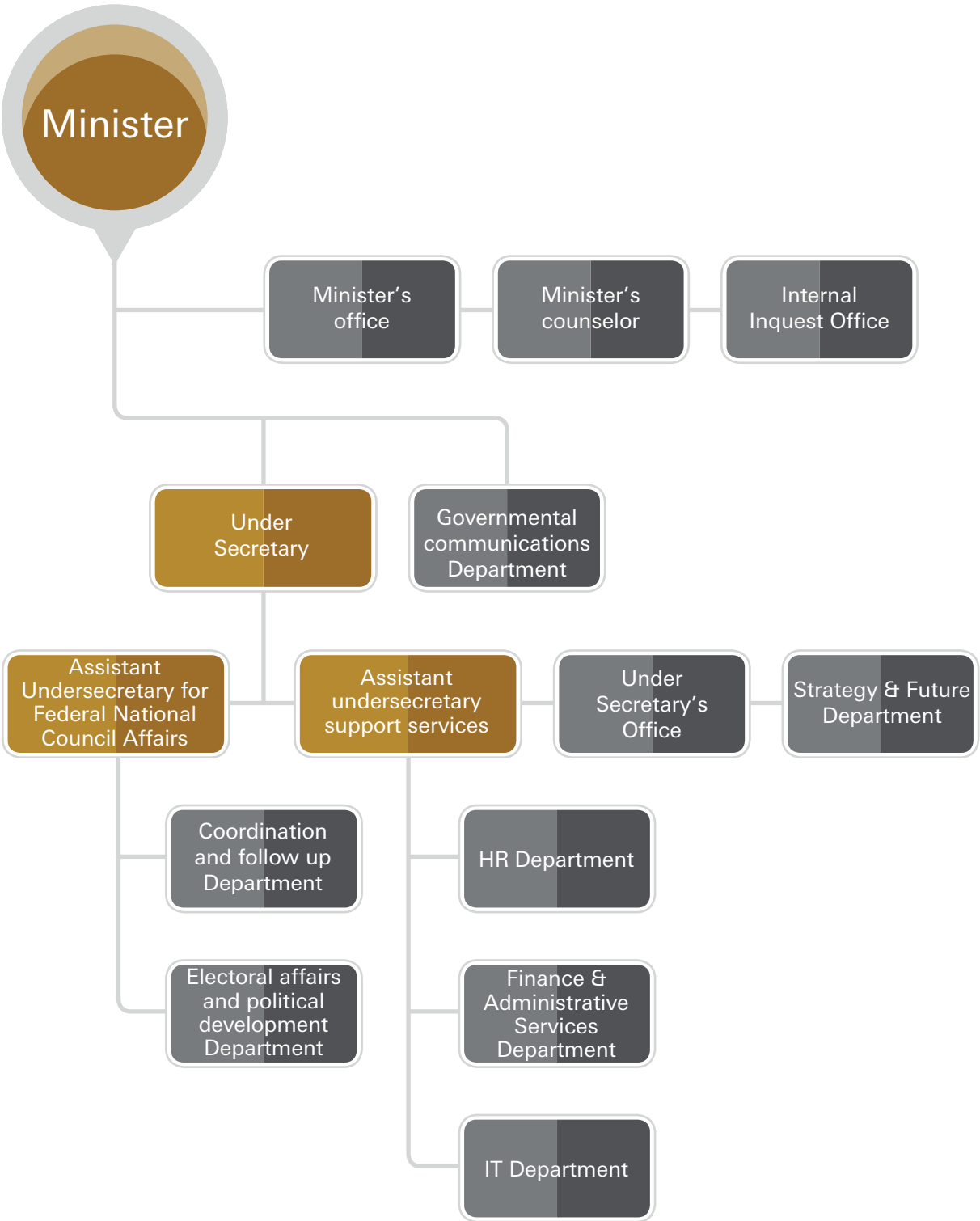
- Coordination between the government and the FNC.
- Participate in drafting legislation related to the role of the FNC.
- Coordinate media affairs related to parliamentary life and practices.
- Any other responsibilities granted by laws, regulations, and Cabinet Decisions.



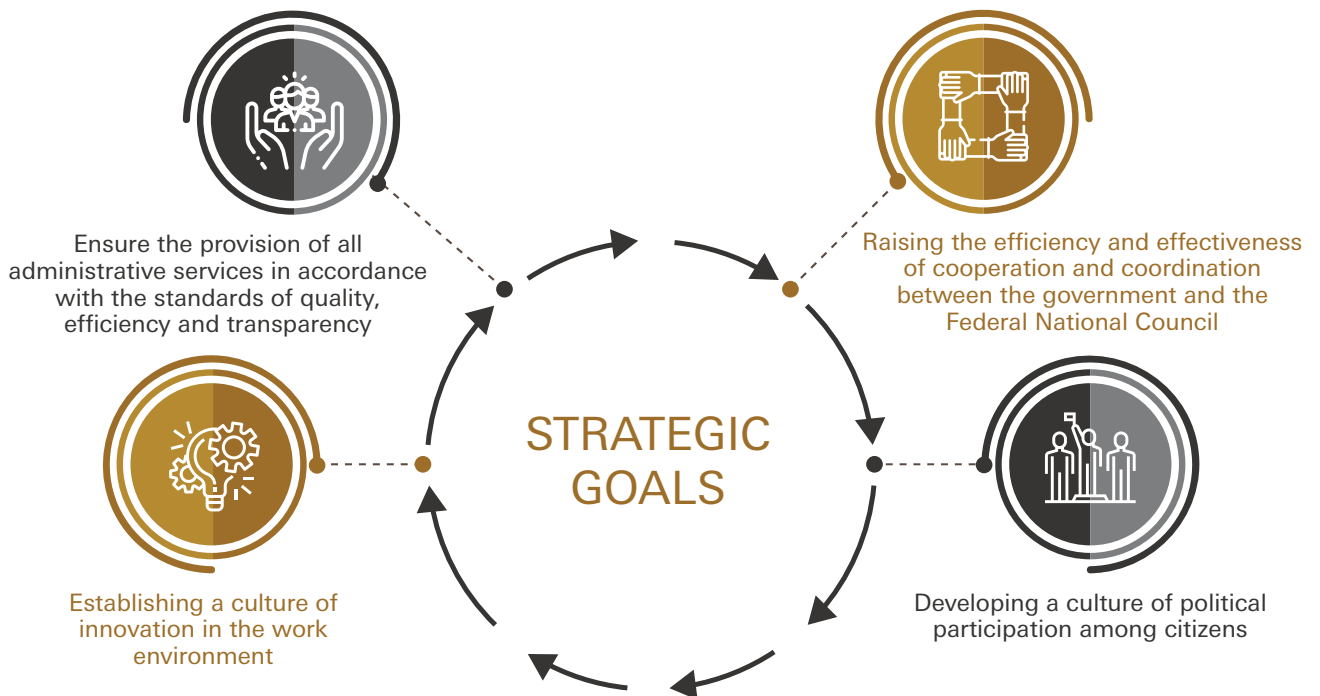
The Ministry's organisational structure in 2018

The organisational structure of the Ministry was developed after establishing a set of unified standards and laying the foundations to design and develop the organisational structures, supporting their review process and adopted by the competent authorities, and to serve as a means to develop the organizational structure effectively in a way that enables the ministry to implement its functions and achieve its objectives while ensuring the highest service levels and optimal investment of resources

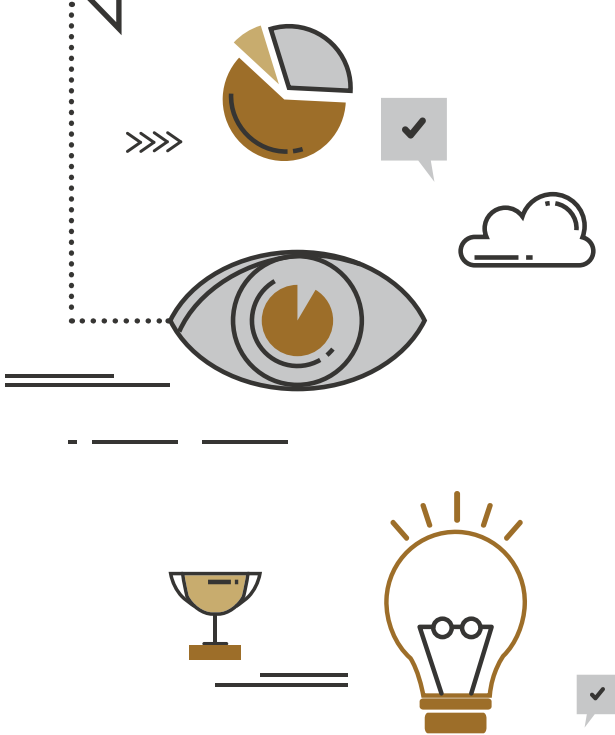




The Ministry's Strategic Document (Vision-Mission-Values and Goals)



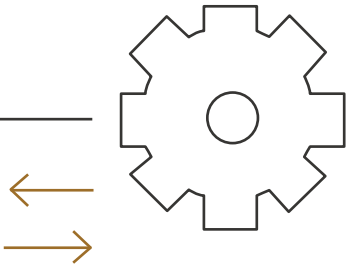
The Vision
To develop the relationship between the government and the Federal National Council, and to promote political participation.



The Message
We exert outstanding efforts to increase cooperation between the legislative and executive authorities in the UAE, and to promote political participation among the Emirati people.



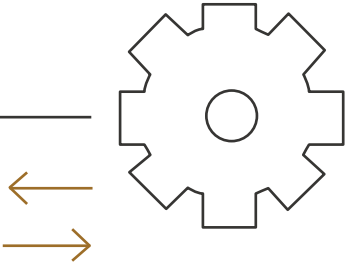
- The Values**
- Accuracy
 - Innovation
 - Accomplishment
 - Fairness
 - Cooperation
 - Governance



Linking the Ministry's strategic plan with UAE's strategies

Elements of the UAE Vision 2021 and its connection with the objectives of the Ministry 2017 - 2021	United in destiny		united in responsibility				
	A confident and responsible Emirati citizens	A prosperous and cohesive family	Strong and dynamic social connections	A vibrant culture	Proceed in the footsteps of the Founding Fathers	Homeland Security	Enhance the UAE's position on the international scene
First strategic objective: Raise efficiency and boost cooperation and coordination between Government and Council Federal National						●	●
Second strategic objective: Develop a culture of political participation among citizens	●						●
Third strategic objective: Ensure delivery of administrative services with a dedication to quality, efficiency, and transparency							
Fourth strategic objective: Establish a culture of innovation in the workplace							

Elements of the UAE Vision 2021 and its connection with the objectives of the Ministry 2017 - 2021	United in destiny		united in responsibility				
	The potential of human capital	Sustainable, diversified economy	Highly productive knowledge economy	Long healthy life	First class education system	Integrated lifestyle	Protect nature
First strategic objective: Raise efficiency and boost cooperation and coordination between Government and Council Federal National							
Second strategic objective: Develop a culture of political participation among citizens					⊙		
Third strategic objective: Ensure delivery of administrative services with a dedication to quality, efficiency, and transparency	⊙	⊙	⊙	⊙			⊙
Fourth strategic objective: Establish a culture of innovation in the workplace	⊙		⊙				



Overall performance and achievements in accordance with the Strategic Plan for 2018






Code	Target	2014 Results	2015 Results	2016 Results	2017 Results	2018 Results
MFNCA-1	Enhance coordination between the Government and the Federal National Council	93.4%	98%	95.19%	95.76%	96%
MFNCA-2	Promote a culture of political participation	100%	100%	100%	100%	99%
MFNCA-3	Provide administrative services that meet standards of quality, efficiency and transparency	98%	54%	79.43%	98.13%	96%
MFNCA-4	Establishing a culture of innovation in the workplace	Not measured	95%	95%	95.26%	95%

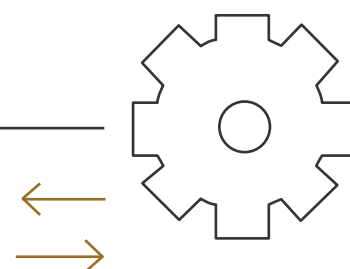
ACHIEVEMENTS:

- The Ministry won the Emirates Award for Excellence in Government Performance in the Joint Working Group category.
- The Ministry of State for FNC Affairs ranked first among federal authorities in terms of positivity in the workplace, scoring 91% in 2018.
- The Ministry of State for Federal National Council Affairs (MFNCA) has won Silver at the 2019 Stevie Awards in the Best Human Resources Department category, beating more than 4,000 government entities from 74 countries around the world.
- The Ministry has obtained ISO 9001: 2008 certification, Global Environment Management System (2004ISO 14001) and Occupational Health and Safety Management System (OHSAS 18001: 2007).

- The Ministry of State for Federal National Council Affairs (MFNCA) was awarded the European Innovation Management Standard TS 16555 (CEN/TS 16555-1-2013) certification, issued by Lloyd's Register, UK, for implementing an integrated innovation management system in accordance with the international certification's requirements.

Results of the study of happiness and positive environment at Work (happiness, positive harmony, loyalty Career) in addition to studying the balance among Gender for 2018.

Strategic indicator	Targets 2018	Results 2018	Average at government agencies	Ministry level	Comparing 2018 to 2017 (Orientation)
Workplace happiness ratio	82	89	73	5	12 
Workplace harmony ratio	95	95	87	4	1 
Workplace loyalty ratio	89	93	81	4	9 
Positivity in the workplace ratio	89	91	73	1	7 
Level of availability of an environment that supports gender balance	70	72	45	5	7 



Primary organisational processes and services

a) Coordination and Follow-up

Informing the Federal National Council regarding the issuance of Federal Decrees

The Ministry coordinates with the cabinet to obtain the Federal Decrees issued by the UAE President – be they issued after the UAE joins international conventions and treaties, or by decree-laws if the UAE Federal Supreme Council has not convened. The Ministry archives the legislation and submits it to the FNC at the first session of the annual cycle.



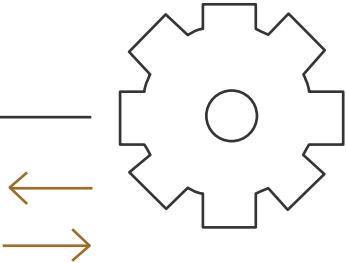


Preparing reports on the Federal National Council’s meetings

The Ministry creates a series of progress reports (the federal National Council follow-up Report and the general Issues at the cabinet Report), reports on meetings and status reports (in an effort to raise the efficiency and effectiveness of follow-up procedures and take appropriate action). After the end of each session, statistical reports are prepared and circulated among all members of the Cabinet, in order to inform them about the most important topics discussed by members of the FNC during the meetings.

Coordinating attendance of Ministers to FNC sessions to discuss draft laws or general topics

The Ministry has implemented innovative and effective practices to coordinate and follow-up on the attendance of the Ministers to the Council’s meetings to discuss a general topic or a draft law based on the monitoring plan approved by the Council. The Ministers are contacted ahead of time by authorised coordinators at the Ministry, which then issues statistical reports through the electronic coordination system and submits them to the government. The process helped achieve an 88% satisfaction rate in 2017.



Overall performance and achievements according to Strategic Plan for 2018

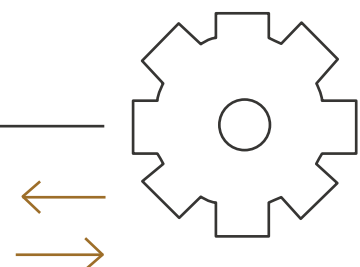
Performance indicator for coordination and follow-up operations	2017		2018	
	Targeted	Achieved	Targeted	Achieved
Ministries' satisfaction rate with the process of coordination of services with the Federal National Council.	95%	88%	96%	91%
FNC's satisfaction rate with the process of coordination of services with the Ministries.	95%	87%	96%	91%
Percentage of laws completed by the FNC during a cycle, out of the total number of draft laws relegated by the cabinet.	80%	80%	90%	87%
Percentage of general subjects discussed by the Federal National Council, after gaining approval from the Cabinet	91%	86%	92%	100%
Customer Happiness Ratio with regards to the FNC's discussion of general topics	95%	87.4%	95%	90.7%
Customer Happiness Ratio with regards to draft laws submitted by the FNC	95%	91.3%	95%	90.9%
Percentage of commitment to informing the FNC of Federal Decrees	100%	100%	100%	100%
Percentage of completion of the historical profile of the topics presented for discussion on time	100%	100%	100%	100%
Percentage of reports issued on FNC sessions	100%	100%	100%	100%

b) Political Development



Awareness questionnaire on political participation

The Ministry has designed an effective approach to gauge the community's opinion regarding the level of political awareness; the procedure utilises an electronic questionnaire, conducted in cooperation with the Ministry's strategic partners. The Ministry works to implement the study every year, and utilise the results of the study to develop programmes and design events. The results were presented to the leadership, and the staff was included in proposing development programmes and solutions. With its questions addressed to the public, the study plays an important role in raising awareness on matters related to FNC elections and political development.



Publishing awareness publications on political development

Guided by a vision to lead the way in promoting political participation, the Ministry launched the awareness publications initiative to spread the culture of political participation among all segments of the community. The initiative included launching a magazine specialised in political participation, booklets explaining the concepts and culture of political participation, leaflets about the FNC and elections, and materials for young people included in Khaled Magazine. These publications are all published digitally all over the UAE; they have contributed to raising political awareness to 81% in 2017.

Political education event organisation

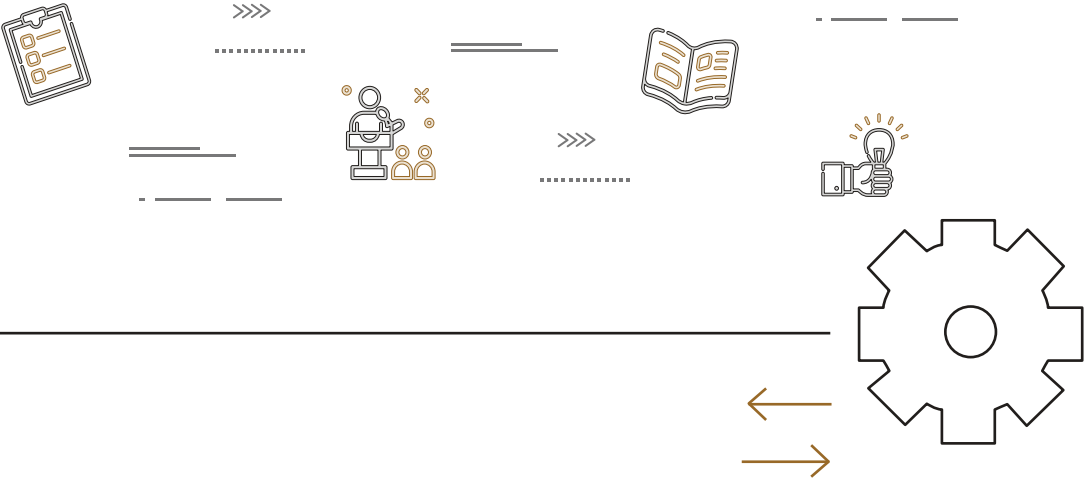
The Ministry has exerted tremendous efforts to achieve the strategic objective of spreading the culture of political participation among community members. It has organised workshops, lectures, seminars, forums and youth panel discussions for all stakeholders, including women, youth, children, and the general public. It has also developed pioneering electronic systems to promote political participation, including a smart application and an e-newsletter. The Ministry succeeded in raising level of community awareness about the importance of political participation to 81% in 2017, reporting a 38% growth in the number of awareness campaign participants.





Electronic Empowerment Newsletter

The Ministry has been committed to adopting best practices in promoting political participation using advanced and innovative solutions. As part of its operational plan, the Ministry has published 25 electronic newsletters (the Electronic Empowerment Newsletter) on its website targeting different audience segments. Seeking to engage all segments of the community, these newsletters are published on the MFNCA website and circulated to all political development database via e-mail; they offer information and updates on activities between the government and the council, as well as on events aiming to promote political participation and electoral and parliamentary matters around the world. This initiative has helped elevate the community’s awareness about the importance of political participation to 81%.



Performance Indicator for Political Development Operations	2017		2018	
	Targeted	Achieved	Targeted	Achieved
Level of community awareness of the importance of participation in political life	80%	81%	82%	81.6%
Growth in the number of participants in political awareness and education programmes	10%	38.3%	10%	21.8%
Number of conducted awareness activities and programmes targeting children and youth	9	9	9	10
Number of conducted studies exploring the various aspects of the UAE's political system	2	2	2	2
Study defining the criteria and components of a national index to measure political awareness	100%	100%	100%	100%
Number of published empowerment newsletters	4	4	4	4
Number of published magazines	1	1	1	1
Number of attendees to the National Council sessions	100	208	200	148
Rate of beneficiaries of activities and events	5%	5%	5%	36%
Commitment to the implementation of the annual forum	100%	100%	100%	100%

Strategy implementation and performance monitoring

The Ministry implements the UAE government's strategic planning guide across all stages of strategy development, update and management. The first step involves an analysis of the internal and external environments, as well as input from concerned groups including customers, employees and partners. The following step is

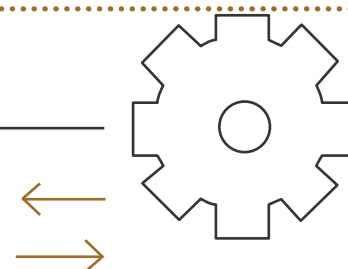


a standard comparison of likeminded entities, similar to the MFNCA. The Ministry engages all employees in developing plans, in an effort to ensure their continued interaction upon implementation. In its fourth edition, the plan set out four strategic objectives, focusing on priorities and innovative initiatives. It is the first Arab parliamentary coordination entity to develop a strategic plan that can be evaluated, monitored and controlled through specialised teams and advanced electronic systems.

The Ministry is committed to strengthening and developing long-lasting relationship with partners by defining, assessing and classifying the nature and levels of partnership, as well as evaluating relevant channels of communication that facilitate the exchange of experiences, knowledge and services with them. It also measures their levels of happiness in dealing with the Ministry, evaluates the benefits they offer, and analyses the results of the partnership evaluation to develop improvement plans and ensure efficient and productive partnerships that help achieve strategic objectives. The number of partners totalled 91, classified into 37 strategic partners and 54 partners.

Corporate Performance Management and Measurement is conducted using the best electronic systems adopted by the government; steps range from mapping out and measuring operational performance to designing information related to performance indicators based on international standards and benchmarking it against similar regional and international entities. The systems also incorporate innovative mechanisms and models used to audit performance and documents, issue reports, and identify benefits and corrective measures to ensure continuous improvement. Professional performance goals are linked to operational and strategic objectives. The Ministry achieved a 98% completion rate of its strategic plan for 8 years.

The Ministry is working to develop effective policies that enable it to achieve its vision and strategy and keep customers happy, providing them with better services and adopting better methods and principles for that purpose. This is done by collecting policy information according to stakeholders' needs and relevant challenges, and developing appropriate action plans to formulate policies. The system also analyses and evaluates policies and their feasibility before issuance and implementation; it periodically measures progress in the implementation of policies to update them and take appropriate corrective measures. The Ministry is actively involved in the exchange of experience and knowledge within the Government Policy Electronic Platform.





Project management

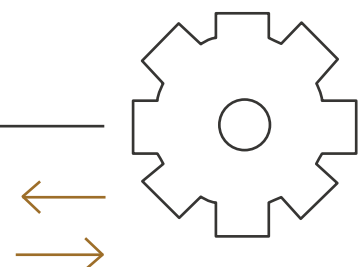
The Ministry manages projects as per the best practices and the international ISO 21500 standard by managing project planning, implementation, follow-up, and termination operations, and by carrying out other relevant activities. These activities include managing the project scope, time, costs, communications, quality, risks, and required resources, monitoring them and periodically reporting on the progress of projects, as well as documenting the extent to which the Ministry benefits from these projects, e.g. benefits of its unique experience managing the election project in developing leading electronic guides, models and systems to manage innovative projects.

Operations management

The Ministry's operations are managed by defining and documenting key and supporting operations and measuring their performance using international operations management systems and standards. Operational improvements are made to meet customer needs and expectations, minimise overlap and duplication, and shrink operational costs to meet government targets, as well as streamline operating procedures using the electronic transformation mechanism to achieve customer happiness and reduce complaints. The Ministry is the first entity in the region working to receive ISO certification for its work, which is to coordinate between the legislative and executive authorities and electoral management.

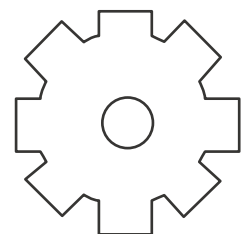
Sustainability in social, economic and environmental fields

To achieve the strategic objective of providing all administrative services as per quality, efficiency and transparency standards, the Ministry has implemented action plans to enhance its operations in the economic, environmental and social fields. These include plans to manage energy, water and gas emissions, (e.g. implementing green building standards by redesigning 5 cars to operate on natural gas, which received ISO certification for health, safety and environment). The Ministry also rolled out programmes that help create a sustainable economy, including revenue development programmes, as well as programmes and projects that serve the community.



Performance Indicator	2017		2018	
	Targeted	Achieved	Targeted	Achieved
Competent entity's approval of the Integrated Management System components	100%	100%	100%	100%
Results of the internal and external audit of the performance management system	100%	97%		
Employee satisfaction with the corporate development management	85%	86%	85%	94%
Rate of response to satisfaction measurement questionnaires	65%	86%	65%	61%
Customer satisfaction with available communication channels	80%	90%	80%	87%
Rate of achievement of strategic performance indicators	90%	97%	90%	97%
The extent to which projects and programmes contribute to achieving the entity's strategic objectives	70%	97%	100%	100%
Joint innovative projects completion rate	100%	100%	100%	100%
Ministries' level of satisfaction with the effectiveness of coordination services with the Federal National Council (FNC)	95%	88%	96%	91%
The FNC's level of satisfaction with the effectiveness of coordination services with ministries	95%	87%	96%	91%
Spending reduction rate resulting from expenditure rationalisation programmes	10%	4%	10%	19.32%

Performance Indicator	2017		2018	
	Targeted	Achieved	Targeted	Achieved
Reduction in cost of key services and operations	10%	10%	10%	22.68%
Reduction in cost of supporting operations	10%	10%	10%	6.92%
Material consumption reduction rate (paper, fuel, chemicals)	10%	10%	10%	13.23%
Reduction in procurement spending	10%	11%	10%	10%
Reduction in property management spending	4%	18%	4%	13.53%
Reduction in electricity and water consumption	5%	49%	5%	11.20%



Smart government standard

Designing and implementing smart transformation plans

Website development

To achieve the strategic objective of providing all administrative services as per quality, efficiency and transparency standards, the Ministry launched a website development guide containing guidelines for its website. The objective is to improve quality, consistency, and solid internal and external communications, in addition to ensuring compliance with international standards to facilitate access to the website and simplify content for users. The Ministry also commissioned a website development company and formulated a plan to ensure that the website complies with its quality standards.

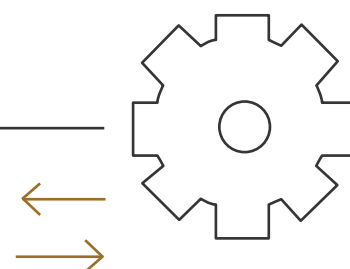
Information security policy

To achieve the strategic objective of providing all administrative services as per quality, efficiency and transparency standards, the Ministry developed an information security policy that sets out standards and procedures to ensure security in managing its digital records and data, control access to them and protect them against unauthorised access. The Ministry also reviewed the policy to identify gaps and deficiencies and improve them in addition to publishing relevant awareness newsletters.

Technological resources management

To achieve the strategic objective of providing all administrative services as per quality, efficiency and transparency standards, the Ministry successfully linked its Intranet with the federal network, thus cutting costs resulting from the termination of internet lines. With services linked to the federal network, the Ministry made savings from the termination of McAfee maintenance contracts valued at AED29,970 per year. In 2017, the Ministry upgraded its server operating systems by utilising Virtual Machine and Cloud solutions.

Performance Indicator	2017		2018	
	Targeted	Achieved	Targeted	Achieved
Rate of developing and updating the operations coordination and monitoring smart system	100%	100%	100%	100%
Number of IT management policies	2	3	2	3
Level of Customer Satisfaction with the Ministry's online portal	90%	93%	94%	98%
Number of created electronic models	4	4	5	4
Rate of processed applications	100%	100%	100%	100%
Websites' compliance with quality standards	89%	84%	93%	90%
Number of cybercrime awareness campaigns for employees	2	4	2	3
Rate of electronic/smart transformation of government services	40%	43%	50%	56%
Level of confidence in using e-services	92%	95%	95%	100%
Customer satisfaction with e-services, website and used technologies	85%	96%	97%	98%
Level of public awareness about management services	80%	93%	90%	97%
Rate of conducted periodic equipment and network maintenance operations	100%	100%	100%	100%
Level of customer satisfaction with internal e-services, and adopted work and implementation plans	85%	91%	97%	98%





Development of 12 IT management policies, including:

Change Management Policy, Project Management Policy, Quality Assurance Policy, System Development and Procurement Policy, Information Security Awareness Plan, Periodic Server Maintenance Policy



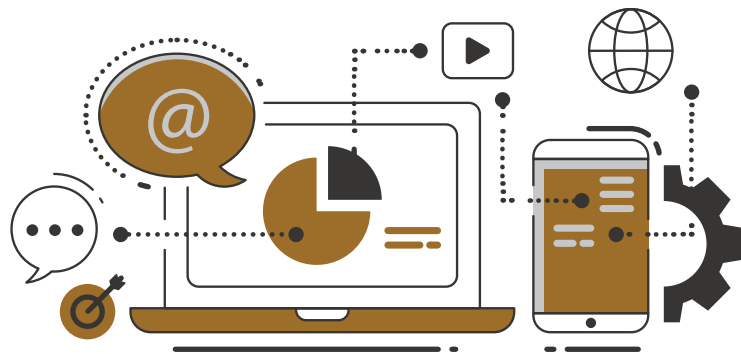
Patenting of the Ministry's e-portal



Patenting of the electronic voting system



Customer Satisfaction with IT Management Services at 95%



Future foresight standard

Future forecasting

Studies and research

To keep pace with the latest global developments and identify science-based projections for the future in the field of political development and elections, the Ministry conducts one study on these subjects per year. In 2017, the Ministry published 12 periodicals, where one study was circulated across several organisations/research centres/academic institutions and published in several official journals and channels.

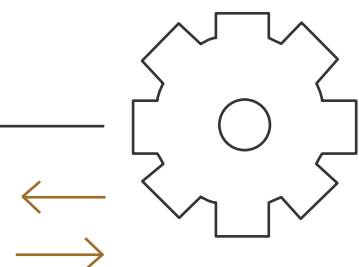


Change management

The Ministry implements change-management procedures to initiatives and projects according to the nature of the development in question. This includes effective management of the change process, managing its effects on different segments of employees, customers, partners and suppliers, developing change implementation plans, dealing with the expected resistance to change, and managing the risks and communication entailed by the change, in addition to developing corrective measures and sharing lessons learned from implementing the change with stakeholders. Some of the most important change projects include those implemented to achieve better efficiency, effectiveness and utilisation of resources (development of the quality management system, the organisational structure and the strategic plan 2017-2021).

Future forecasting

The Ministry strives to project and analyse opportunities and challenges early on, to develop forward-thinking plans based on the best projected future scenarios to formulate progressive strategies, policies, programmes, initiatives, services and decisions in the field of coordination and monitoring. The objective is to promote political awareness and manage corporate developments. The Ministry utilises the most useful and relevant forecasting tools for building internal capabilities and partnerships, and launches research reports on the future of its operations. The Ministry has prepared two pioneering outlook studies and four employees went on to receive a future forecasting diplomas from Oxford University.



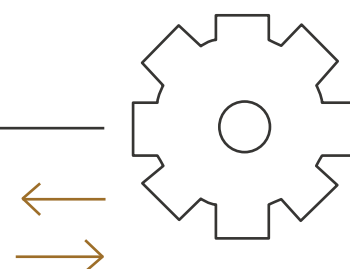


Reviewing best practices

To maximise lifelong learning opportunities from the experiences and knowledge of likeminded entities, the Ministry conducted field visits for staff to explore innovation and different fields of work. The process of reviewing the best practices is managed according to the PAS 7070 standard, which provides an integrated system for managing the benchmarking process, from the design and preparation of benchmarks, to the collection, evaluation and analysis of relevant results, enabling the Ministry to enhance its capabilities and competitiveness.



Performance Indicator	2017		2018	
	Targeted	Achieved	Targeted	Achieved
Level of community awareness of the importance of participation in political life	87%	81%	82%	81.6%
Level of growth in the number of participants in political awareness and education programmes	10%	38.3%	10%	21.8%
Number of conducted studies exploring the various aspects of the UAE's political system	2	2	2	2
Issuance of studies defining the criteria and components of a national index to measure political awareness	100%	100%	100%	100%
Level of staff satisfaction with the management of corporate development	85%	86%	85%	94%
Number of visits conducted to explore best practices in innovation	1	3	1	3



Innovation management standard



Developing and implementing innovation management systems

Innovation strategy

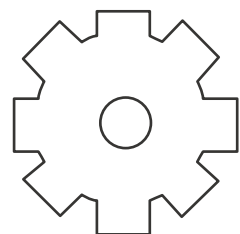
The Ministry developed an innovation strategy based on an analysis of internal and external factors and in line with the needs of relevant groups, as the National Innovation Strategy, the National Strategy for Advanced Innovation, the requirements of the Mohammed bin Rashid Centre for Government Innovation, and the European Innovation Management Standard CEN/TS 16555. The strategy includes the vision, mission, values and strategic objectives related to innovation; it provides for the implementation of initiatives, projects, awareness campaigns, training programmes and the assessment of their outputs in coordination with partners and stakeholders. The Ministry ranked among the top 12 federal entities in organising and participating in workshops and events on innovation.

Innovation policy guide.....

The Ministry has developed 8 special innovation management policies to provide an innovative and stimulating environment that helps achieve leadership. Including human resources, these policies enabled two of the Ministry’s employees to receive Innovation Diplomas from the University of Cambridge and Imperial College. These policies also include the Patents and Intangible Assets Policy, Internal and External Cooperation Policy, which provides for participation in innovation forums and labs and the Innovation Month, Change Management Policy, the Policy on Resource Provision and Enhancing Innovation Capabilities, Identifying Innovation Activities Policy, Innovation Project Management Policy, Risk Acceptance and Uncertainty Policy for Innovation Projects.

Policy for the standards of intellectual property rights protection

The Ministry developed a policy outlining standards for protecting intellectual property rights, which defines the Ministry’s role in patenting implemented innovative ideas and projects and protects the rights of innovators and researchers. The policy also details the Ministry’s role in disclosing all matters related to intellectual property and methods of protecting information across all stages of the innovative process, as well as its role in registering and documenting patents, such as patenting the polls report, which is rooted in a fourth-generation system. The Ministry is among the top 12 leading federal entities in this field.



Performance Indicator	2017		2018	
	Targeted	Achieved	Targeted	Achieved
Number of staff-developed innovations that led to the development of new technologies	2	2	2	2
Completion rate of innovative projects	100%	100%	100%	100%
Number of meetings between leadership and staff	4	15	4	10
Number of campaigns/publications launched to spread the culture of innovation	4	16	4	17

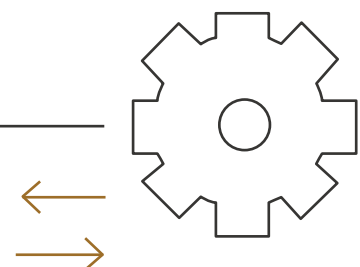


Human capital standard



Committee and team management

Committee and Team Management Guide: Developing mechanisms, regulations and standards that facilitate the activation of the role of committees and task forces, and guide them to achieve the Ministry's strategic objectives and develop a deliberate approach to monitor the implementation of its plans. The guide also provides for identifying productive recommendations made by committees and task forces and relevant outputs during the certain period, and studying the proposed solutions and major obstacles that may hinder their work. Moreover, the guide maps out an approach to evaluate the work of teams and committees and members participating periodically and honour them based on achieved results. .





Training and development

To achieve its strategic objectives, the Ministry has in place a training and development system that contributes to instilling a culture of learning and improving performance, identifying training needs based on accurate information, developing training plans that involve various forms of training and lifelong learning, implementing them to ensure that the Ministry's staff acquire the required knowledge, skills and behaviours, and measuring their effectiveness and the impact of training on employee performance. The Ministry came in sixth among 40 other government entities, recording a trainee rate of 92% of the total number of employees and over 30 training hours per employee per year.

Grievances and complaints

To achieve its strategic objectives, the Ministry implemented an electronic system for submitting grievances to ensure fairness and transparency. The system is managed by a grievance committee, which handles administrative penalties, and a violations committee for non-administrative penalties. The system ensures that all grievances and complaints are resolved as per adopted human resources rules and regulations. The Ministry ranked ninth at the government level in terms of employee happiness.

Knowledge management

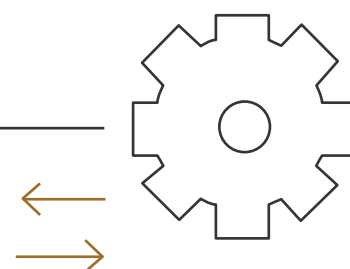
To ensure providing all administrative services as per quality, efficiency and transparency standards, the Ministry adopts a knowledge management guide that identifies relevant skills, knowledge and behavioural competencies and helps enhance staff capabilities that are necessary to achieve the Ministry's strategy. This is then aligned with its organisational structure and operational framework. The totality of the Ministry's operations and services are studied and linked with all types of available and required, implicit and explicit, knowledge. This, in turn, helps identify sources – and assessing the maturity – of the Ministry's knowledge resources with the aim of developing a knowledge management strategy based on maturity levels, as well as training plans based a specific timeframe to empower staff.

Employee happiness

As part of its commitment to keeping its employees happy, the Ministry formed a happiness team charged with developing and overseeing various innovative initiatives, programmes and procedures that help boost employee happiness levels and create a happy and positive work environment that motivates them to produce, innovate and balance between work and personal life. These include flexible working hours, the 'Happiness Hour', a library, innovation laboratories and spaces, forums, competitions, newsletters, the electronic Happiness index, and celebrations on the International Day of Happiness. The happiness team's work helped position the Ministry among the top 9 government entities on the workplace Happiness index.

Recruitment

The Ministry utilises innovative tools and methods to attract and retain competencies to help achieve its strategic and operational goals and optimise the efficiency of its organisational structure, which enabled it to win the UAE Human Resources Award in the federal government in the financial performance category in 2017. The Ministry implements plans to attract and recruit talent by utilising all available means, including modern technology, smart applications and social media. Employees are selected according to internally developed criteria, ensuring equal employment and development opportunities for both genders.



Empowerment

Striving to empower its employees, the Ministry provides tools and information by publishing procedure manuals, conduct guides, and an internal electronic platform that enable employees to achieve their goals and facilitate granting them authorisation to perform their duties. The Ministry also provides all types of financial support required by employees to accomplish assigned tasks, and works to empower female employees, who account for around 50% of the Ministry's staff.

Emiratisation

In line with its tireless efforts to attract UAE talents and elevate Emiratisation rates, the Ministry developed an Emiratisation strategy, which includes plans that support Emiratisation and giving priority to UAE nationals in filling vacancies. The Ministry also worked to create an attractive environment through several initiatives, such as preparing and qualifying a second line of administrators, encouraging employees to complete graduate studies, offering financial allowances to employees with special qualifications, developing the capabilities of its Emirati workforce and providing orientation to new Emirati employees. The Ministry recorded an Emiratisation rate of 76% in 2017, ranking 16th at the government level.



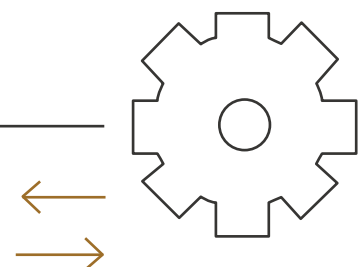


Rewards and incentives

The Ministry established a rewards and incentives system to encourage and reward major achievements and innovations at all levels in the Ministry in a timely and appropriate manner. The system also aims to encourage positive competition among employees to ensure fairness, equal opportunities and transparency, and facilitates linking rewards and incentives to performance evaluation results. The Ministry came in third at the federal government level in terms of providing a positive and harmonious work environment.

Employee performance evaluation

The Ministry's electronic performance management system involves three phases, starting with setting smart goals in line with strategic and operational plans, which are developed in cooperation with direct supervisors to facilitate their achievement, monitor their progress and ensure fairness and transparency. Based on the results of the annual performance evaluation approved by the Adjustment and Balancing Committee, employees are offered rewards, incentives and promotions. Between 2016 and 2017, the performance evaluation system was fully implemented, resulting in the promotion of 12 employees and a 97% rate in terms of employee commitment to set goals.

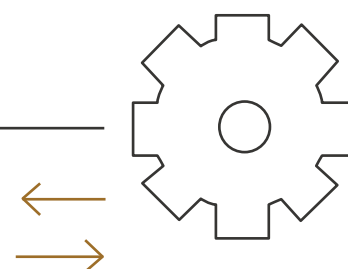


Occupational health and safety

To ensure a healthy and safe work environment for all employees across all of its offices, the Ministry formed a health and safety team and developed a framework defining roles and responsibilities in accordance with best practices. As a result, the Ministry went on to receive ISO 18001 and 14001 certifications. Moreover, the Ministry conducted first-aid training and firefighting and evacuation drills for employees, and adopted an Occupational Health and Safety Manual, in addition to providing rest spaces, prayer rooms and educational materials and campaigns for employees to encourage creativity, productivity and flexibility.



Performance Indicator	2017		2018	
	Targeted	Achieved	Targeted	Achieved
Training success rate	80%	85.71%	80%	82%
Documentation of employee skills and knowledge	100%	100%	100%	100%
Rate of processed grievances	100%	100%	100%	100%
Progress rate of implementation of the workforce planning model	100%	100%	100%	100%
Rate of employees recruited after the probationary period	100%	100%	100%	100%
Level of workplace happiness	60%	77%	73%	89%
Level of positivity in the workplace	70%	84%	73%	91%
Level of harmony in the workplace	جديد	94%	87%	95%
Professional loyalty rate	70%	84%	81%	93%
Level of gender equality in the workplace	40%	65%	45%	72%
Rate of trainees of the total number of employees	56.5%	92%	92%	93.19%
Average training hours per employee	19	32.57	36	31.35
Rate of women occupying specialised and technical posts of the total number of employees (males and females) in the same category	20%	22%	25%	100%
Emiratisation rate	100%	100%	100%	100%
Rate of defined job description cards	100%	100%	100%	100%
Completion rate of the documentation process for phase three of the employee performance evaluations	100%	100%	100%	100%
Rate of employees with performance evaluation certificates	100%	100%	100%	100%
Recorded work injuries	60%	77%	73%	89%



Asset & resource management standard



Asset management

Inventory management

To ensure providing all administrative services as per quality, efficiency and transparency standards, the Ministry adopts an electronic inventory management system to register, follow up on and manage assets and organise operations relating to receiving, preserving, allocating and monitoring the Ministry's procured equipment and resources. The Ministry conducts an annual physical inventory of assets and supplies internally, in addition to external audits.

Property and asset management

To ensure providing all administrative services as per quality, efficiency and transparency standards, the Ministry conducts periodic maintenance on all assets and facilities contained in its buildings. The Ministry contracted two companies to conduct maintenance on all security and fire alarms, networks and electronic equipment. The Ministry also prepared an evacuation plan for its buildings and conducted an evacuation drill.

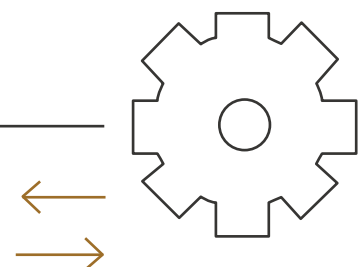
Supplier relationship management

Supplier management.....

The Ministry’s Supplier Management Manual facilitates the management and assessment of relationships with suppliers to ensure maximum benefit and transparency in dealing with them, while ensuring the protection of the Ministry’s rights and the provision of all required goods and services. The manual ensures the selection of suppliers according to clear criteria and periodic performance evaluations, provides for recording all suppliers within a database, which is updated periodically, and works to strengthen relationships and communication with suppliers to meet their needs and ensure the highest levels of satisfaction.

Financial management.....

To ensure providing all administrative services as per quality, efficiency and transparency standards, the Ministry completed the preparation of its budgets and the final accounts for 2017 and 2019 a week before the date set by the Ministry of Finance (MoF) and recorded an 81% rate of the spending rate in 2017. The Ministry also prepared 10 financial reports on the results of the budget allocation activities, recording a 97% rate in the budget accuracy index, ranking among the top 11 entities at the federal government level.



Performance Indicator	2017		2018	
	Targeted	Achieved	Targeted	Achieved
Rate of reused/recycled materials	40%	20%	40%	42%
Spending reduction rate resulting from expenditure rationalisation programmes	10%	4%	10%	19.32%
Reduction rate of asset management costs	4%	18%	4%	13.53%
Reduction in electricity and water consumption	5%	49%	5%	11.20%
Rate of optimal utilisation of the Ministry's assets	100%	100%	100%	100%
Efficient use of transportation	100%	100%	100%	100%
Efficiency of maintenance operations	100%	100%	100%	100%
Commitment to deliver contracted work on time	100%	100%	100%	100%
Supplier evaluation results	80%	81%	80%	90%
Rate of procurement transactions with local SMEs	20%	80%	20%	48%
Supplier satisfaction rate	90%	92%	90%	100%
Number of complaints received from suppliers	0	0	0	0
Reduction in costs of services and major operations	10%	10%	10%	22.68%
Reduction in cost of supporting operations	10%	10%	10%	6.92%
Ratio of actual expenditure to budget figures	85%	84%	85%	72.58%
Budget accuracy rate	95%	96.96%	95%	2.77%
Level of accuracy in financial transactions	100%	100%	100%	100%
Level of accuracy in salary transactions	100%	100%	100%	100%

Governance standard

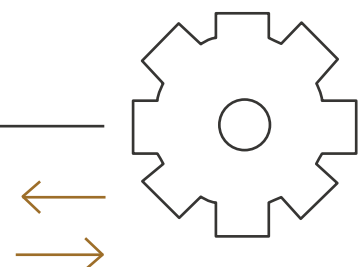
Governance framework implementation

Drawing on its core values, the Ministry adopts an effective governance system to support decision-making activities and help uphold its governance principles, which include integrity, transparency, oversight, efficiency, leadership and accountability, to ensure confidence and credibility in the work environment. To that end, the Ministry adopts clear approaches and tools at all levels to ensure future forecasting, corporate performance management, risk management, employee performance management, training and development, supplier management, information management, resource and asset management.

The Ministry made endless efforts to establish and implement international standards in designing and developing its organisational structure to ensure the highest levels of efficiency across its operations, in line with its strategic plan and operational framework. The Ministry prepared a study for self-evaluation and the development of its organisational structure in 2015, which contained lessons learned from polls and the results of key operations, followed by a study in 2017, both of which focused on enhancing innovation and development in the service provision process. The Ministry also established pioneering departments that specialise in organising polls and instilling political development concepts.

Risk Management

To provide all administrative services as per quality, efficiency and transparency standards, the Ministry adopts a progressive approach to manage the strategic and operational risks, developed building on the guidelines detailed in ISO 31000 Risk Management standard. This approach helps limit potential losses and improve the Ministry's performance in terms of health and safety, enhancing operational efficiency with preventive management. This includes identifying and understanding risks, assessing risks based on their impact and likelihood, prioritising them according to importance, and developing preventative and mitigation plans and procedures.



Corporate communication

Media communication strategy

The UAE Government Communication Strategy helps facilitate and organise the initiatives and resources of the Ministry of State For Federal National Council Affairs, maximise impact and effectiveness levels, as well as utilise the most effective means of communication to reach target audiences. The Ministry's strategic planning of its media activities aligns with the Ministry's goals with three set priorities: the Ministry's vision and strategic objectives, and the UAE government's vision, the UAE's Government Communication Strategy.

Media policy

The Ministry's media policy is an internal document containing a set of rules, procedures and general guidelines that help manage and consolidate the Ministry's relationships with media outlets, and outline the principles and values that ensure clear understanding of the nature of work and the accurate communication of messages among community members. The policy provided for the implementation of the spokesperson system, and included standard procedures for handling the media, approving media content and advertising materials, and processing requests for official quotes and disclosure of sensitive information.

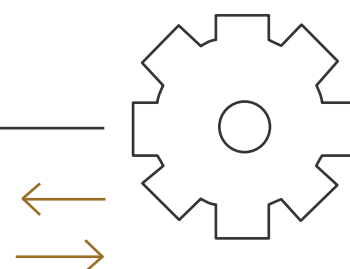
Visual identity

The Ministry is committed to implementing the guidelines detailed in the UAE's Federal Government Entities Visual Identity Guideline, which helps maintain a unified government identity. A pioneer in the implementation of the visual identity guide, the Ministry recorded a 93% score in the 2018 assessment conducted by the UAE Government Communication Office. The guide outlines the visual standards for preparing all visual content and the use of logos, including specific colour palettes and other specifications.

Communication

The Ministry developed a comprehensive and effective system for internal and external communication that supports its strategic plan. The system enabled the Ministry to achieve a 100% coverage rate for its events and activities and secure over 4,440 new Instagram followers and 52,294 new Twitter followers. By investing in media activities, the Ministry recorded a significant presence across media outlets, with an ad value estimated at USD4,476,641, which is the actual return on its investment of USD144,000.

Performance Indicator	2017		2018	
	Targeted	Achieved	Targeted	Achieved
Ministry's level of compliance with regulations and observations detailed in the audit reports	100%	88.8%	100%	100%
Level of accuracy in financial transactions	100%	100%	100%	100%
Rate of studies conducted to develop the Ministry's organisational structure	100%	100%	100%	100%
Level of timely implementation of the communication strategy	85%	100%	90%	100%
Number of used communication channels internally and externally	14	14	14	14
Level of commitment to providing spokespersons with media support	100%	100%	100%	100%
Number of published press releases	12	13	12	42
Rate of coverage of all planned events and activities	100%	100%	100%	100%
Level of compliance with the UAE's federal government visual identity guide	100%	90%	100%	93%
Number of meetings with relevant federal entities, and local and international media	1	1	1	1
Rate of success in photo-documenting all relevant Ministry activities	100%	100%	100%	100%



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Ministry of State for Federal
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