



The Guide of Julfar Financial Award for Excellence

Fifth Session 2021

Visions, aspirations and competitiveness of financial entities in
the year of Towards the Next Fifty



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Speech of the General Manager of the Department of Finance

In context of Ras Al Khaimah government's continuous effort to improve the level of performance of all government entities and in line with the directives of His Highness Sheikh Saud Bin Saqr Al Qasimi, Member of the Supreme Council and Ruler of Ras Al Khaimah, as well as the directives of His Highness Sheikh Mohammed Bin Saud Bin Saqr Al Qasimi, Crown Prince of Ras Al Khaimah, to encourage all government institutions to adopt the best practices in corporate development in order to actively contribute to spreading the culture of excellence, quality and transparency, through applying actual practices on the ground and integrate them as essential components in government work environment within each entity, the Department of Finance has announced launching an internal award with the aim of spreading the spirit of competition, developing and building the capabilities of employees in the financial and accounting sectors at the level of Arab countries. The award aims to qualifying them to apply the best practices to enhance the business model, introducing a major enhancement to the professional performance development to keep pace with the desired competitiveness of global performance levels. In response to the aspirations of our wise leadership, the Department of Finance in Ras Al Khaimah has launched an honorary award to support the directions of the financial sector at the level of Arab countries in its first session named "The Julfar Financial Award for Excellence", hoping that it will contribute to a quantum leap of the corporate performance of the Department."

Out of our commitment to achieving the best standards of government excellence and ensuring that the expectations of the customers are met with an outstanding corporate performance in accordance with their desired expectations in the Emirate of Ras Al Khaimah in the first place, the issue of Julfar Financial Award for Excellence, Fifth Session 2021, is a simulation of the standards of the UAE Government Excellence Model (GEM), Second Edition, launched in 2020 publicly and officially at the level of government sectors, in terms of adopting some assessment mechanisms, main excellence pillars and criteria for the key categories that the Department gives high priority for development and improvement within the financial and accounting sectors to be in line with the governmental directions that support the Arab region, so as to provide the Department with the capabilities, capacities, and incentives that qualify it to be able to enhance corporate competitiveness, whether at the level of Ras Al Khaimah Government or Arab countries in general.

Based on our responsibility, as leaders and employees in the first place, we are committed to carrying out a professional role in supporting corporate capability development, instilling the spirit of teamwork at Department of Finance at the level of all employees of the financial and accounting sectors, and achieving the standards of excellence through serious pursuit of our objectives based on our strategic plans. Moreover, we are committed to contributing to mobilizing all of our capacities and capabilities, including our resources, partnerships, and qualified staff, to assume this responsibility and translate it into an actual progress of the financial performance with the highest standards of quality and excellence, and to achieve tangible results of this work through gaining the confidence and credibility of all customers according to their desired expectations, along with promoting sustainable development opportunities for our environment and our Arab region.

In this sense, I would like to call upon all employees and entities of financial and accounting sectors to effectively participate in the sub-awards emanating from the Julfar Financial Award for Excellence and to be responsible of our duties, each in our respective positions, with full enthusiasm to prove ourselves and our capabilities in order to achieve the greatly important government excellence goals in realizing an added value to the competitiveness of the organizational unit, as a part of the journey of excellence. Moreover, we must focus on the goal of excellence in order to improve our role and performance, whether on the professional or institutional level.

Together we advance to achieve the best in our financial performance excellence in our Arab region, wishing continuous progress and prosperity for all,

H.E. Yousuf Ali Mohammed

Director General of the Department of Finance



The Julfar Financial Award for Excellence, Fifth Session 2021

A distinguished innovative smart platform in public fund management to enhance opportunities for sustainable development in the Emirate

Providing financial services and consultations to support comprehensive development plans and programs with qualified staff, effective and efficient implementation of financial legislation and policies, and using the best smart and innovative financial systems to meet the requirements of the stakeholders, and expanding the means of supportive partnership to develop financial performance in accordance with the best practices and internationally recognized standards.

Our Vision

Our Mission

Strategic Map of the Department of Finance

2018 - 2020



Our values

Happiness and Positivity

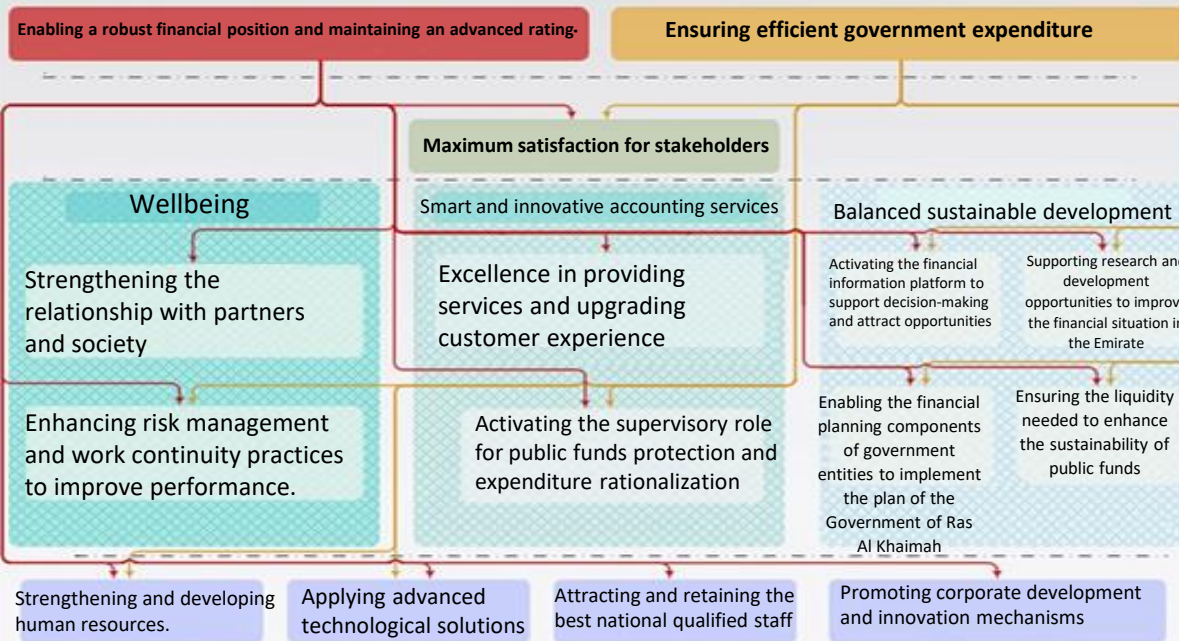
Team Work

Satisfaction of Stakeholders

Creativity and Innovation

Professionalism

Honesty and Integrity



Government Outputs

Stakeholders

Internal Processes

Learning and Development



The Julfar Financial Award for Excellence, Fifth Session 2021

Corporate Values

Honesty and Integrity	The Department's commitment to control the behavior and administrative practices of individuals at various professional levels according to the provisions of law and the key regulations and legislation in force at the Department level, ensuring the Department's commitment to preserve the property and assets that are under their supervision and maintaining the rights of others.
Professionalism	The Department's commitment to provide academically qualified personnel based on the availability of specialized knowledge and necessary skills according to the professional ethics, scope of work, and limits of the powers and rules established in accordance with the recognized professional procedures to ensure optimal professional commitment to job duties execution and requirements.
Creativity and Innovation	The Department's commitment to encourage individuals to unleash, improve, and develop new ideas, motivate them to innovate working methods and mechanisms in a distinctive manner commensurate with the needs and requirements of customers, and contribute to achieving an added value for the development of institutional performance through which they can obtain revenues and gains that can be generally invested.
Customer Satisfaction	A measure to judge the extent to which the Department's services meet the expectations of customers. It is one of the Department's strategic performance indicators that it seeks to strengthen continuously.
Teamwork	The Department's commitment to instilling the spirit of cooperation and culture of teamwork among all employees to reach the specific common aspiration of every individual in the Department, whether in whole or in part, through achieving specific objectives for the benefit of everyone. The importance of this value lies in the fact that employee does not work in isolation, rather he/she needs other employees in order to carry out any work that adds value to the Department. This process also optimizes the generation of ideas and exchanging of expertise optimally.
Happiness and Positivity	The Department's commitment to providing a favorable work environment for all employees as a lifestyle that consolidates the values of happiness and positivity and spreads them, while adopting activities, programs and initiatives that contribute to achieving them at the Department level.



General Framework of the Julfar Financial Award for Excellence

First: Objectives of the Julfar Financial Award for Excellence

1. Contributing to the proficiency of corporate performance level in financial and accounting sectors to cope with the global trends.
2. Strengthening and spreading the concepts of excellence, creativity and quality at financial and accounting work environment to support Arab trends
3. Creating competitive work environment that drive employees at financial and accounting sectors to adopt high levels of excellence in professional performance and self-development.
4. Setting unified principles and standards to be relied upon in measuring progress in excellence and corporate performance development of financial and accounting sectors in general.
5. Motivating and encouraging employees at their various professional levels to make quantum leaps in creativity and innovations.
6. Opening the door widely to honor entities, individuals and leaders for their distinguished achievements in the fields of financial and accounting work inside and outside the country as much as possible.
7. Preparing the Department of Finance for effective participation in developing the financial performance of institutions and government entities within the Emirate of Ras Al Khaimah.

Second: General directives on the Award:

1. The Award categories listed in this Manual include the main assessment criteria for targeted outstanding performance, whether at corporate or at the individual levels, and the assessment ratios have been determined for the sub-criteria that vary from one criterion to another, reflecting the relative importance of each criterion to support the desired corporate development mechanisms.
2. The criteria contained in each category clarify the key items of the requirements for excellence and corporate development, and also include general indicators on the nature of the tasks that participants must take into consideration and give more attention when applying for the Award according to the nature and requirements of each targeted category.
3. A model simulating the criteria of the UAE Government Excellence Model (GEM), "Second Edition" will be implemented. This Model is greatly applied at the UAE and the government of Ras Al Khaimah levels, in a way that ensures its alignment with the conditions and nature of work in the financial and accounting sectors inside and outside the country, especially at the individual awards level.
4. The results of the Department in relation to its employees, specifically from the following categories (accountant / financial supervisor / specialist) are relied upon only in order to nominate **2 (highest-rated) candidates** as being **highly distinguished** according to the procedures of the Department of Human Resources of the Government of Ras Al Khaimah every year within the assessment mechanisms followed annually in this regard.
5. The participation of all organizational units of the Department of Finance in the Julfar Financial Award for Excellence, 2021 is mandatory in the category of the "Outstanding Organizational Unit Award" in particular. It is optional for any entity or organizational unit that is willing to compete within the same category.
6. Participation is open for all workers in the financial and accounting sectors inside and outside the country, especially the Arab region, at the level of some categories of the Award specifically according to the terms and conditions of the Manual that are included for each category separately, and in line with the guidelines and models of the Manual, and as per the directives of the organizing committee in this regard.





Categories of
**The Julfar Financial Award
for Excellence**
Fifth Session 2021

The Main Categories of the Julfar Financial Award for Excellence, 2021

Category Details	Mandatory/ optional	Method of Application	Targeted Categories	Assessment %	Number of Awards
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Categories at the individual level

1. General Manager Medal Award for Individuals	Optional	Electronic Form A	Workers in the financial and accounting sector at the level of Arab countries according to the nature of the category	100%	4
2. Outstanding Woman Award	Optional	Electronic Form E	Department's female employees	100%	1
3. Accounting Future Foresight Award	Optional	A research submitted according to the scientific methodology	Affiliates in the academic, financial and accounting sectors at the level of Arab countries	100%	2

Categories at the level of organizational units

1. Outstanding Organizational Unit Award	<u>Mandatory for the Department's organizational units</u> Optional for units outside the organizational structure of the Department	Electronic Form D	All financial departments and offices at the level of Arab countries	100%	1
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The application is available on the website of the Department of Finance - Ras Al Khaimah

<https://finance.rak.ae/ar/pages/about-the-award.aspx>



The Julfar Financial Award for Excellence, Fifth Session 2021



Third

The General Manager Medal Award for Individuals

Fifth Session, 2021

The General Manager Medal Award (for Individuals)

This category is optional according to the desire of the party participating in one of the Award categories shown in the table below, contributing to the creation of a competitive work environment at the level of individuals and in a manner that guarantees the process of motivation and encouragement for all workers in the financial and accounting sector at different job levels to participate in activities of excellence, creativity and self-development that has impact on progress and development in corporate performance, whether at the individual or the organization's levels.

The Award form based on the categories of the General Manager Medal Award is a practical framework for self-assessment by the individual him/herself and then the assessment committee, in order to allow assessment of the performance and practices of employees in leadership/supervisory and non-supervisory positions. The form also provides for balancing and linking practices and results regardless of the nature of the individual's work. The essential issue is to create a framework to stimulate excellence in performance in a way that is perceived, measured and exchanged among all individuals, as they are the main pillar in supporting the development process within organizations, financial and accounting institutions, as well as adopting a common framework to support competitiveness at the individual level that aims to the following:

- Providing distinguished models for workers in the financial and accounting sector that can be optimally used in enhancing competitiveness at the level of Arab countries.
- Providing a clear framework for self and institutional assessment based on measuring the performance of individuals, improving the professional performance system.
- Discovering the application of good practices applied by individuals supporting the development of their organizations and documenting them as lessons learned.
- The Department of Finance is keen on demonstrating distinguished employees in the financial and accounting sector and honoring them locally and in the Arab world "if possible".



Categories of the General Manager Medal Award:

Category	Mandatory/ optional	Method of Application	Targeted Categories	Nature of participation	Assessment %	Number of Awards
1. Creative Employee	Optional	Form B	All workers in the financial and accounting sector at the level of Arab countries	Arab Countries Level	100%	1
3. Distinguished Accountant	Mandatory at the level of the Department of Finance Optional for external participants	Form A	Accountants in Arab governments	Finance Department And the level of Arab countries	100%	1
4. Distinguished Finance Controller			Financial controllers in Arab Governments		100%	1
5. Distinguished Finance Director			Financial directors in Arab Governments		100%	1



Award Categories Terms:

Category	Details
Creative Employee	This category is allocated to all employees working in the financial and accounting sector, regardless of their job title or financial degree, who have submitted innovations or inventions registered in their name related to their field of work or outside the scope of work, adding an added value to the competitiveness of the entity, whether locally, regionally or internationally, making significant change in supporting creativity and innovation methodology adopted by the entity.
Distinguished Accountant	This category is allocated for financial accountants at the level of Arab governments who play clear roles related to the implementation of financial systems and policies and have clear imprints in supporting the activities, tasks and practices of excellence and quality in the financial and accounting field.
Distinguished Finance Controller	This category is allocated for financial observers at the level of Arab governments who play clear roles related to supporting government entities within the government and who are known for their competence by those entities. They must have a scientific or professional certificate in his field of specialization and clear imprints in supporting activities, tasks and practices of excellence and quality in financial and accounting areas.
Distinguished Finance Director	This category is allocated for financial managers at the level of Arab governments who play clear roles related to the application of financial systems and policies and have clear imprints in supporting the activities, tasks and practices of excellence and quality in financial and accounting areas.



Guidelines and Conditions for General Manager Medal Award Participation:

1. Filling out the Electronic Form A prepared by the Department of Finance.
2. Applicant for one of the General Manager Medal Award must have been employed in his position for at least one year.
3. Applicants to participate in the Distinguished Leading or Supervisory Personality category must have no less than 3 years of experience in the field of leadership or supervision in reputable entities, whether locally, regionally or internationally.
4. Applicants to participate in the categories of Financial Director/ Financial Controller/ Accountant must be working in the financial and accounting field locally or at the level of Arab countries (if possible).
5. The performance appraisal of employees participating in one of the award categories during the last two years in a row must not be less than “effective” performance according to the regulations adopted by the human resources department in the entity to which the employee is employed, provided that he/she had not been punished or penalized and is known for his/her good conduct among his/her colleagues at work, as well as obtaining a proof of his/her commitment and job discipline from the Human Resources Department.
6. The job title of the applicant must be relevant to the category he/she is nominated for.
7. The number of pages of the (innovative employee) form must not exceed 15 pages
8. The number of pages of the supporting evidence must not exceed 10 pages
9. An electronic copy in Word document and PDF format of the application document is to be sent to the corporate development pffice at the following email: Roqayya.a@finance.rak.ae



Category The creative employee	The required form Form B
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Third Criterion:
Effects and Improvement 40%

Second Criterion:
Innovative application 30%

First Criterion:
Creative thinking 30%

General Guidance for the Innovative Employee Evaluation Criteria (Form B)

First Criterion:		Creative thinking 30%
Evaluation Criteria	1.1	The originality and leadership of employee creative ideas 10%
	1.2	The relevance of the employee's creative ideas and initiatives to work problems and challenges 10%
	1.3	Creative Ideas Based on Benchmarking and Informational Search 10%
Second Criterion:		Innovative application 30%
Evaluation Criteria	2.1	Developing a plan of action to implement the creative idea of the targeted innovation project. 20%
	2.2	Disseminating and circulating the plan to the concerned parties and absorbing the feedback. 5%
	2.3	The most important outputs of implementing the creative idea design plan for the targeted innovation project. 5%
Third Criterion:		Effects and Improvement 40%
Evaluation Criteria	3.1	Measuring the impact on the satisfaction of the beneficiaries. 20%
	3.2	Activities for the generalization of benefiting from the innovation project or some of its components 10%
	3.3	Use impact measurement results to develop mechanisms for continuous improvement of innovation 10%



General Manager Medal Award Assessment Criteria (for Individuals)

Categories		The required form
Distinguished Supervising Director/ Distinguished Accountant / Distinguished Finance Controller/ Distinguished Specialist/ Distinguished Assistant Executive Director		Form A
Third Criterion 80% The result of job performance appraisal according to the human resources system		First Criterion 10% Management and self-development
80%	The result of job performance appraisal according to the human resources system	2.5%
		Work planning and organization
		2.5%
		Self-development
		2.5%
		Performance management
		2.5%
		Participation in corporate development initiatives and activities
Second Criterion 10% Creativity and Innovation		
10%	Exceptional innovations and achievements	



Guidelines for the Award Categories Criteria, from 2-4 (Form A)

Key Pillars	Sub-criteria	Guidelines for qualitative assessment supporting quantification	Examples of some capabilities	Examples of some indicators
Development 10%	<p>First criterion: Planning and organizing work</p> <p>2.5%</p> <p>This standard focuses on the employee's ability to set goals and linking them with operational and strategic plans, the ability to participate and assume responsibilities in solving problems and decision-making, while adhering to institutional values in organizing work, performance and behavior in order to achieve the planned results.</p>	Defining professional goals and linking them to strategic goals and related performance indicators	An executive plan	The percentage of job goals related to department goals
		Planning with a participatory and cooperative planning methodology among colleagues, directors, and stakeholders	Strategic map	Number of coordination meetings with related parties
		Establish effective performance indicators to assess the extent of achieving goals and measure achievement	Methodologies	Number of references that have been relied upon to determine career goals
		Development and use of modern methodologies and techniques in the planning and organization of work	Business plans	Number of practices viewed
		In-depth professional knowledge of the nature of work and the tasks required	Performance management system	The percentage of its participation in preparing the executive plan
		Organizing the work and enabling its unit or subordinates to contribute to the completion of the work plan as planned	Standard comparisons	
		Provide appropriated work conditions so that his/ her colleagues or leaders can follow him/ her remotely or in the event that he/ she is not present	Work guides	
		Organization and make maximum use of the various resources available to maximize their return as much as possible		
		Developing appropriate proposals and mechanisms to overcome obstacles and difficulties for the sake of planning based on achieving distinguished results		
	<p>Second criterion: Self-development</p> <p>2.5%</p> <p>This standard focuses on employee's development of his/ her own capabilities to improve his/ her professional performance by participating in various development and training programs internally and externally.</p>	Academic qualifications suit the nature of the job	Academic qualifications / professional certificates	Number of specialized courses obtained
		The impact of training courses on efficient work performance and the application and spread of benefit	Training plan	Number of participations in conferences and seminars
		Developing job skills or possessing new skills and using the acquired skills and knowledge to complete the work	Training certificates	Number of supervisory courses
		Developing capabilities and gaining experiences, training, and efforts made by the employee in improving his/ her educational attainment and refining the components of self-development with the necessary knowledge to develop his/ her professional performance in the first place	Career development plan	Number of accredited training hours
		Provide a good example in performance, behavior and job commitment	Incentives and rewards	The number of awards attained
		Participation in development and training programs to improve individual or professional performance	Provide training courses	
		Searching for new methods designed to improve the quality of performance as per the desired standards of excellence.	Reports	
		Participate and take initiative in disseminating and sharing the acquired knowledge and experience with co-workers		



Continued: Guidelines for the Award Categories Criteria, from 2-4 (Form A)

Key Pillars	Sub-criteria	Guidelines for qualitative assessment supporting quantification	Examples of some capabilities	Examples of some indicators
Development 10%	<p>Third criterion: Performance Management 5%</p> <p>This standard focuses on performance, methods that are used to review performance and measurement on a regular basis, and how to learn according to best practices and benefit from that in order to achieve development and improvement</p>	Measurement and review of job performance	<p>Methodologies improvement plans</p> <p>Professional development plan performance measurement reports</p> <p>Good practices Global, local or regional standards Action Plans</p>	The number of targets whose deviation was processed
		Measuring the level of achievement of specific objectives of self-employee efforts		Number of good practices in support of measuring performance
		Monitor and correct performance to avoid problems and errors, and address any areas of improvement in accordance with the adoption of best practices		The number of coordination meetings with the direct supervisor
		Achieve results in collaboration with colleagues or other organizational units		Number of benchmarks relied upon to improve its performance
		Responding to changing priorities, being prepared and responding to dealing with various occupational risks in a thoughtful manner		The percentage of co-workers' satisfaction with the performance
		The ability for the employee to use modern and advanced skills and methods in his/ her achievements		Percentage of job risks that have been addressed at work
		The employee's ability to be guided by global or regional standards for the targeted level of performance		Number of benchmarks that have guided the development of professional performance
	<p>Fourth criterion: Participation in corporate development initiatives and activities 2.5%</p> <p>This criterion focuses on the extent of employee's commitment to actively participate in organizational development initiatives and activities</p>	Active participation in corporate development activities	<p>Reports of corporate development activities within the entity at the individual/ unit level</p>	Number of committees and working groups participating in it
		Commitment to attending lectures and courses supporting corporate development areas		The employee's participation in excellence and corporate development activities



Continued: Guidelines for the Award Categories Criteria, from 2-4 (Form A)

Key Pillars	Sub-criteria	Guidelines for qualitative assessment supporting quantification	Examples of some capabilities	Examples of some indicators
Creativity and Innovation 10%	Fourth criterion: Innovations and extraordinary achievements 10% This criterion focuses on the creative initiatives that the employee has introduced that led to the improvement or development of procedures or reduction of expenditures with an interest in managing change, anticipating the future and spreading knowledge.	Taking the lead in providing constructive and new proposals and expressing opinions to improve work	Approved proposals implemented Proposals Methodologies studies Research Thoughts Working methods Reports	Number of proposals submitted
		The nature of the employee's innovative or leading initiatives (studies, research, proposals, ideas, work methods, projects, etc. ...)		Number of proposals implemented
		The method used to present the initiatives, innovations and efforts made by the employee to implement his/ her initiatives and innovations and to overcome the difficulties and obstacles		Number of new research proposals and studies
		Viability of the actual application of the employee's ideas and initiatives in the form of implemented innovations		Number of foreseeing tools that have been relied upon
		Achieving results and the impact of applying innovative initiatives to improve and develop work, rationalize expenditure, and document lessons learned from that.		Number of participations in knowledge management and transfer
		Spreading his/ her creativity, popularizing it, sharing it with others, and getting feedback systematically		Number of proposals with a financial impact
		Paying attention to change and future foreseeing at the level of employee participations and efforts made in support of this field		The number of recommendations supporting the development of the entity's financial performance
		The degree of creativity and leadership in the employee's ideas, initiatives, working methods, projects, and any updates contained in such initiatives.		Percentage of employee's documentation of lessons learned from creative ideas
		Paying attention to spreading knowledge in support of the concept of transformation towards the effectiveness of the Organization Learning		
		Submit proposals to implement exceptional achievements that have a positive impact on stakeholders and customers		



Continued: Guidelines for the Award Categories Criteria, from 2-4 (Form A)

Key Pillars	Sub-criteria	Guidelines for qualitative assessment supporting quantification	Examples of some capabilities	Examples of some indicators
<p>Result of job performance appraisal according to the human resources system 80%</p>	<p>Fifth Criterion: Main results (assessment of the employee's goals and tasks according to his contribution to the completion of the operational plan of the unit or his/ her department) 80%</p> <p>This criterion focuses on reviewing the results and achievements of the employee in relation to his/ her job duties in the form of quantitative performance indicators that monitor the development of performance and the achievement of the target.</p>	<p>His / her professional accomplishments, the efforts he/ she made to achieve his /her individual accomplishments, goals and the nature of the obstacles he/ she has to overcome to achieve his/ her accomplishments.</p>	<p>Career goals as per the Human Resources System "Mawaredna" or available strategic and operational plan based on the quantitative indicators that were monitored in the work sheet on the results that monitor stereotypes in the development of performance and the achievement of the targets for each indicator separately</p>	<p>Percentages of achieving job goals annually according to the Human Resources System "Mawaredna"</p>
		<p>Employee's productivity, including the accuracy and speed of achievement, compared to the specified deadlines</p>		
		<p>His/ her achievements leading to the improvement of the results of his/ her organizational unit</p>		
		<p>His/ her achievements leading to the upgrading of his/ her administration or the entity in which he/ she works</p>		
		<p>His/ her achievements leading to positive changes in society</p>		
<p>Accomplishments that exceed the expectations and exceed his / her job duties</p>				





Categories at the individual level

Second: Outstanding Woman Award In the financial and accounting sector

Fifth Session, 2021

Outstanding Woman Award:

In light of Sheikha Fatima bint Mubarak as well as the UAE government's keenness on empowering working women, which was clearly evident in switching off half of the Burj Khalifa's lights to symbolize the extent of waste in human energies that women can add in the labor market, the Department of Finance took the initiative to allocate an Award to support its policy in enhancing the capabilities of working women and adopted it in its strategic plan.

Award Criteria:

1. The percentage of performance appraisal for two consecutive years (“effective” is a minimum)
2. Number of training courses obtained to develop personal and professional capabilities
3. The percentage of employee satisfaction within the administration to which the candidate is subject
4. The number of achievements that have been achieved at the professional or societal level

Conditions for participation in the award:

Submitting Electronic Form E for a presentation that meets the Award criteria based on providing evidence and supporting documents.





Categories at the individual level

Third: Accounting Future
Foresight Award

Fifth Session 2021

Assessment Categories and Criteria for Accounting Future Foresight Award:

First Category	Second Category
Best development of accounting and finance future foresight research	Best innovative accounting and financial proposal

1- Focusing on contemporary issues related to the accounting and financial issues setting scenarios to be able to deal with them in the future. 20%

2- Adherence to the recognized scientific methodology of preparing research. 20%

3- Possession of scientific authenticity and adding new knowledge value. 20%

4- Excellence in creativity and innovation when solving problems. 20%

5- Relying on quantitative analysis as a great course in weighing the value of research to support planners and decision makers. 20%

General conditions:

1- Research must have not been previously published in any meeting, conference or scientific journal.

2- Search size must be ranging between 6 to 10 pages maximum.

3- Adherence to the deadline set for the award in relation to the specific date of receiving applications **30/11/2021**.

4- The Finance Department has the right to print and publish outstanding submitted research or innovative proposals as directed by the Department.

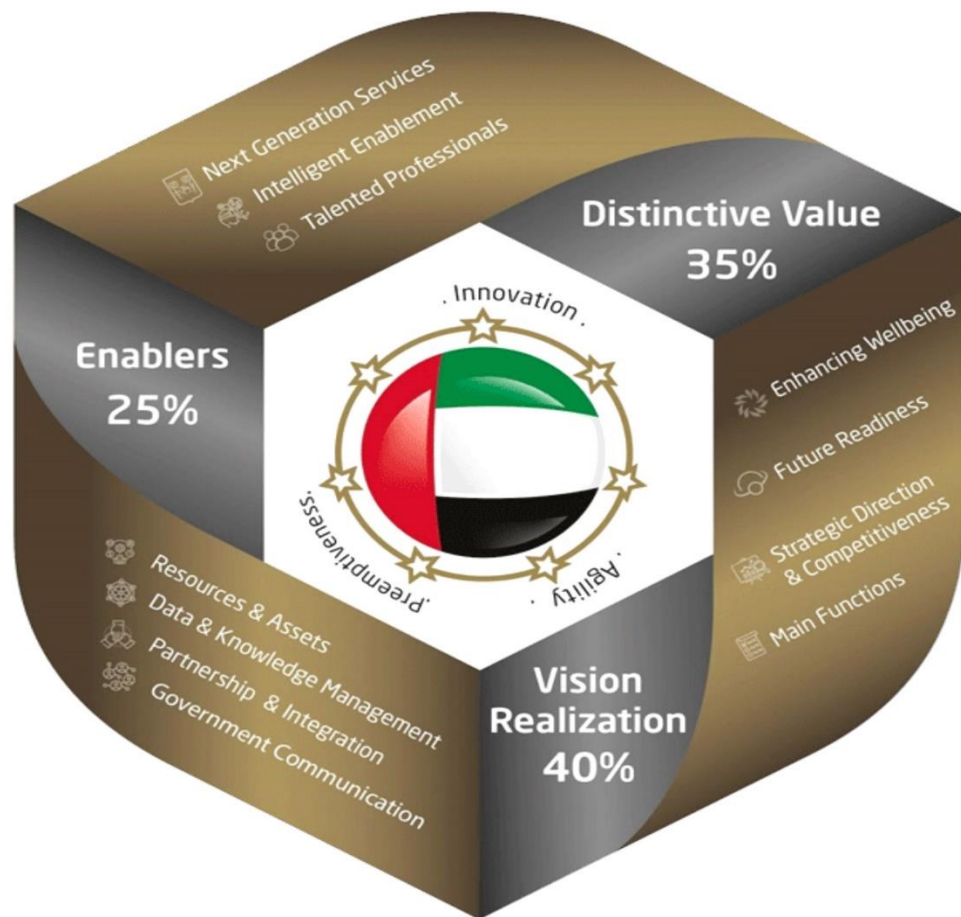




Categories at the level of organizational units

Outstanding Organizational Unit Award

Fifth Session 2021



Excellence form for the assessment criteria of the Outstanding Organizational Unit Award according to the UAE Government Excellence Model (GEM), Second Edition.

Outstanding Organizational Unit Award:

This Award is **mandatory** at the level of the organizational units included in the organizational structure of the Department of Finance of Ras Al Khaimah. It is **optional** for any organizational unit that has the desire to participate and follow the financial and accounting sector, whether inside the country in the first place or at the level of Arab countries "if possible" of common interest. Unified criteria have been adopted for this category to enhance levels of corporate competitiveness in a way that targets entities operating in the financial and accounting sector at the level of the Arab region, aspiring to expand the scope at the global level. Therefore, the winning organizational unit of the Julfar Financial Award for Excellence is chosen subject to reaching the highest levels of competitiveness among the governmental financial and accounting sectors participating in that category. This Award is based in particular on the observance of full compliance with the criteria and mechanisms of assessing the system of the UAE Government Excellence Model (GEM), Second Edition, officially and publicly launched in 2020 to enhance competitiveness within government institutions and sectors.

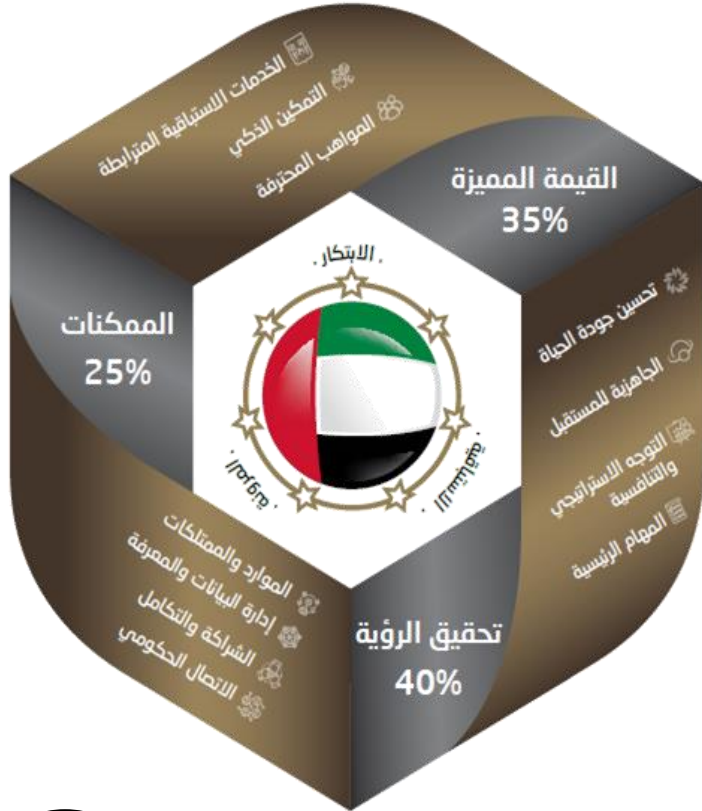


GOVERNMENT EXCELLENCE MODEL GEM 2.0

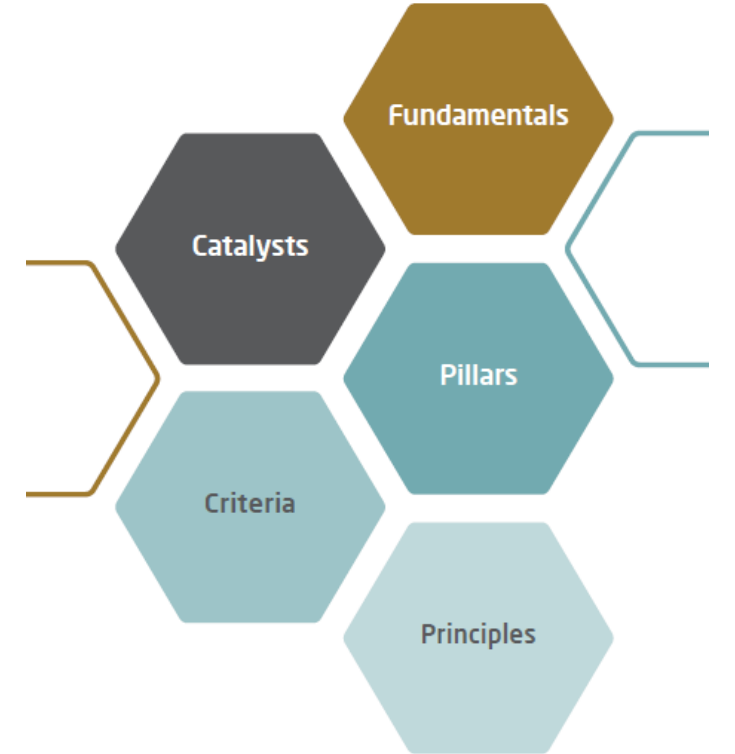
Pillars, Catalysts, Criteria and Principles

Concepts Government Excellence model

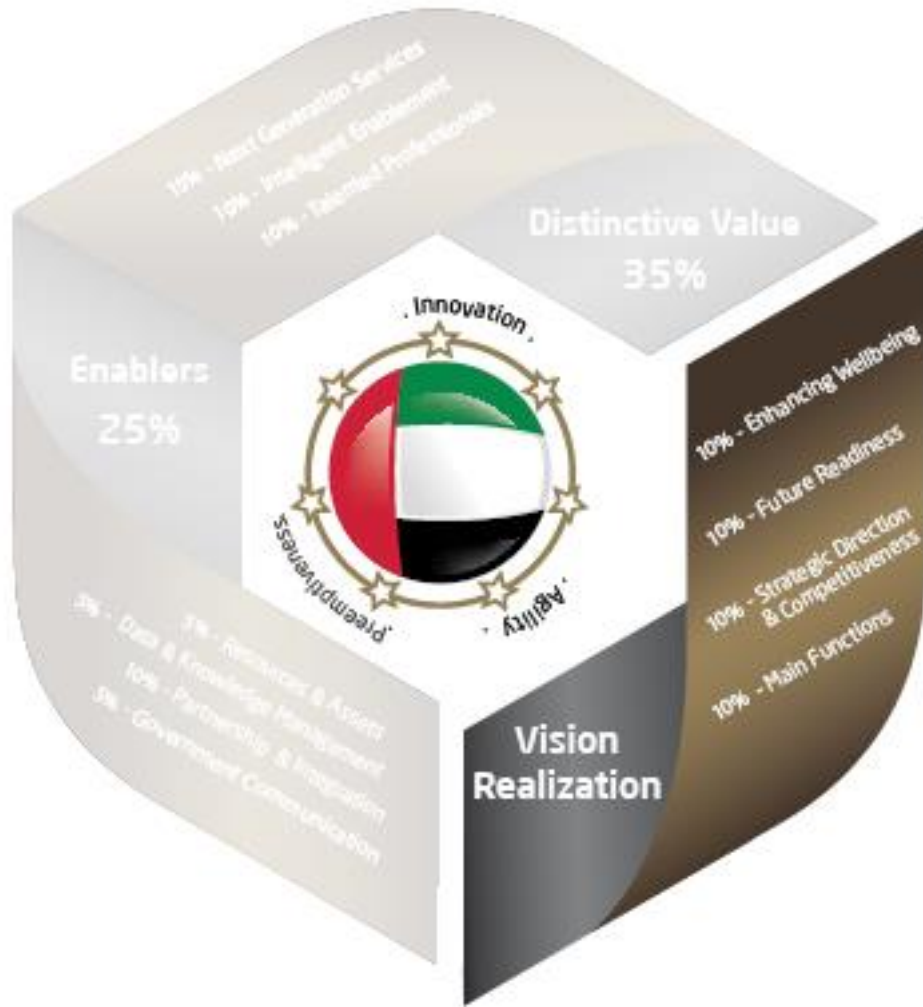
The five components of GEM 2.0



1. Ambitious Vision
2. Enhancing Wellbeing
3. Leadership at Helm
4. Anticipating and Adapting
5. Inspiring Confidence
6. Embracing the Ecosystem
7. Outcome Based Measurement
8. Benefits Realization
9. Leading Government
10. Transformational and Disruptive Mindset



دليل جائزة جلفار المالية للتميز - الدورة الخامسة 2021



First Pillar: Vision Realization 40%:

The First Pillar comprises Four Criteria that emphasize on enhancing wellbeing and ensuring the financial and accounting sectors' future readiness, along with delivering the best strategic and competitive directions that enable the institutions, entities and organizational units, to which they are subjected, to make a meaningful contribution through active participation in developing and implementing medium and long-term financial strategies in accordance with the agility and flexibility and based on the implementation of the main tasks in a flexible manner without bureaucracy in order to achieve the desired vision of the Arab governments.

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



First Criterion: Enhancing Wellbeing 10%

Results and Impact	General Concept of the Principles	Main Relevant Principles Are:
<p>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</p>	<p>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.</p> <p>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.</p> <p>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.</p>	<ol style="list-style-type: none"> 1. Wellbeing Orientation 2. Wellbeing Practices 3. Integration and Partnerships for Holistic Wellbeing

[Source: UAE Government Excellence Model 2.0 \(GEM\), Second Edition](#)



Second Criterion: Future Readiness 10%

Results and Impact	General Concept of the Principles	Main Relevant Principles Are:
<p>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.</p>	<p>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.</p> <p>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.</p> <p>Analyzing 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.</p> <p>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.</p>	<ol style="list-style-type: none"> 1. Future Foresight 2. Risk Management and Resilience 3. Predictive Analysis and Insight 4. Scenarios

Source: UAE Government Excellence Model 2.0 (GEM), Second Edition



The Julfar Financial Award for Excellence, Fifth Session 2021

Third Criterion: Strategic Direction and Competitiveness 10%

Results and Impact	General Concept of the Principles	Main Relevant Principles Are:
<p>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.</p>	<p>Alignment of the entity's strategy with its desired national strategy</p> <p>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.</p> <p>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</p> <p>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.</p>	<ol style="list-style-type: none"> 1. National Strategy of the Entity 2. Leading Position and Competitiveness. 3. Strategies 4. Initiatives and Plans Management

[Source: UAE Government Excellence Model 2.0 \(GEM\), Second Edition](#)

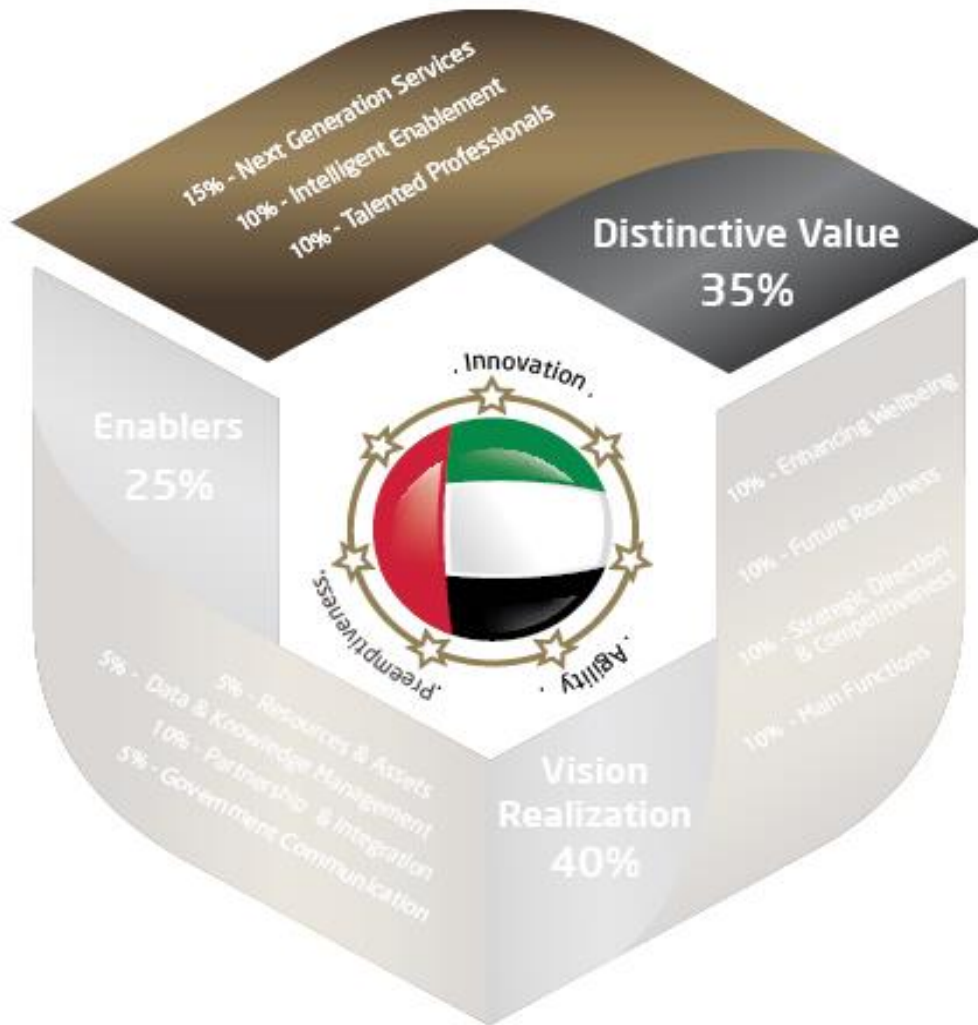


Fourth Criterion: Main Functions 10%

Results and Impact	General Concept of the Principles	Main Relevant Principles Are:
<p>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.</p>	<p>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.</p>	<p>1. Policies, Laws and Regulations</p>
	<p>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..</p>	<p>2. Organizational Structure and Responsibilities</p>
	<p>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.</p>	<p>3. Governance</p>
	<p>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 identify 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.</p>	<p>4. Business Model</p>
	<p>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.</p>	<p>5. Speed of Action</p>

Source: UAE Government Excellence Model 2.0 (GEM), Second Edition





Second Pillar Distinctive Value 35%

The Second Pillar comprises Three Criteria that place services at the heart of the government entity's 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.

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



Fifth Criterion: New Generation Services 15%

Results and Impact	General Concept of the Principles	Main Relevant Principles Are:
<p>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</p>	<p>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.</p>	<p>1. Human Centricity</p>
	<p>Involve customers (and all service stakeholders) during the three stages of identification, design and co-introduction/ development of services. The identification process focuses on involving customers and stakeholders in defining the problem clearly and identifying the appropriate solutions for it. Joint design refers to designing services that meet the needs and expectations of customers, along with involving all stakeholders. Joint provision of services refers to the implementation of the proposed solutions, taking into account the interaction of customers and all service-related stakeholders in all stages of customer journey.</p>	<p>2. Customer – Stakeholder Engagement (Co-create, Co-design and Co-production)</p>
	<p>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.</p>	<p>3. Proactive Services</p>
	<p>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.</p>	<p>4. Seamless Customer Experience</p>
	<p>Designing services and digital service delivery channels to better match the lifestyle, preferences and expectations of customers, while ensuring inclusiveness and enabling all categories of customers and stakeholders to obtain the service (for example, people of determination, elderly, ... etc.)</p>	<p>5. Digital by Default</p>

Source: UAE Government Excellence Model 2.0 (GEM), Second Edition



Sixth Criterion: Intelligent Enablement 10 %

Results and Impact	General Concept of the Principles	Main Relevant Principles Are:
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.	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.	1. Emerging Technologies (Artificial Intelligent, Blockchain, Robots,)
	Maximizing and optimizing the utilization of the government digital infrastructure, and seeking technology efficiencies wherever possible.	2. Digital Infrastructure and Technology

[Source: UAE Government Excellence Model 2.0 \(GEM\), Second Edition](#)



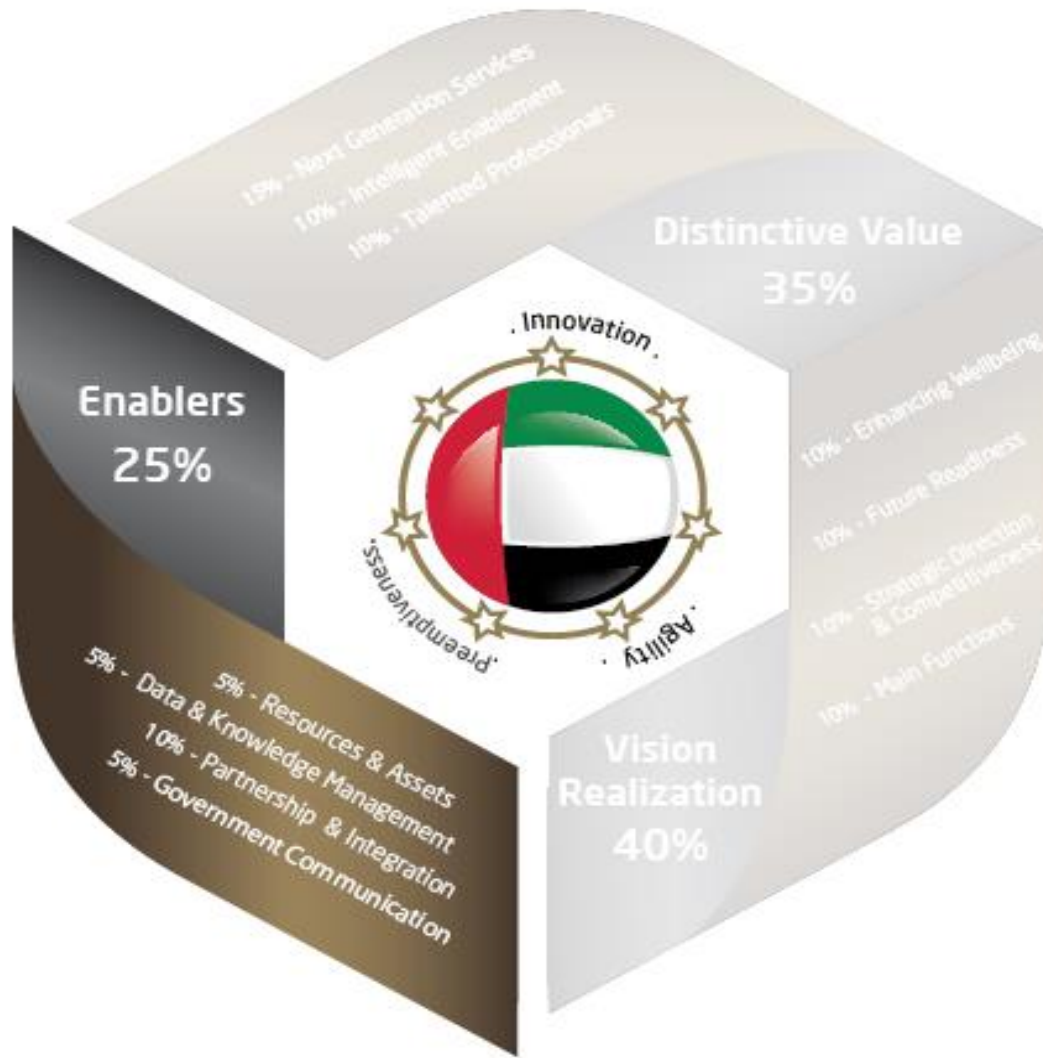
Fifth Criterion: Talented Professionals 10%

Results and Impact	General Concept of the Principles	Main Relevant Principles Are:
<p>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.</p>	<p>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.</p>	<p>1. Human Capital</p>
	<p>Ensuring that the appropriate focus is channeled 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.</p>	<p>2. Future Jobs and Skills.</p>
	<p>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.</p>	<p>3. Wellbeing at the Workplace</p>
	<p>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.</p>	<p>4. Lifelong Learning</p>
	<p>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</p>	<p>5. Talent Empowerment</p>

[Source: UAE Government Excellence Model 2.0 \(GEM\), Second Edition](#)



The Jufar Financial Award for Excellence, Fifth Session 2021



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.

5%	Eighth Criterion: Resources and Assets
5%	Ninth Criterion: Data and Knowledge Management
10%	Tenth Criterion: Partnership and Integration
5%	Eleventh Criterion: Government Communication



Eighth Criterion: Resources and Assets 5%

Results and Impact	General Concept of the Principles	Main Relevant Principles Are:
<p>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.</p>	<p>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.</p>	<p>Human Resources Management</p>
	<p>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 no-nvalue-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.</p>	<p>Optimum Utilization of Resources (Financial and Non-Financial)</p>
	<p>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.</p>	<p>Asset Management</p>

[Source: UAE Government Excellence Model 2.0 \(GEM\), Second Edition](#)



Ninth Criterion: Data and Knowledge Management 5%

Results and Impact	General Concept of the Principles	Main Relevant Principles Are:
<p>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.</p>	<p>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.</p>	<p>1. Entity Data</p>
	<p>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.</p>	<p>2. Big Data</p>
	<p>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.</p>	<p>3. Open Data</p>
	<p>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.</p>	<p>4. Leverage Data</p>
	<p>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.</p>	<p>5. Knowledge Management</p>
	<p>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</p>	<p>6. Exchange Practices</p>

[Source: UAE Government Excellence Model 2.0 \(GEM\), Second Edition](#)



Tenth Criterion: Partnerships and Integration 10%

Results and Impact	General Concept of the Principles	Main Relevant Principles Are:
<p>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</p>	<p>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.</p> <p>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.</p> <p>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.</p>	<ol style="list-style-type: none"> 1. Commitment to Continuity 2. Building Trust 3. Value Sharing and Mutual Benefits

[Source: UAE Government Excellence Model 2.0 \(GEM\), Second Edition](#)



Eleventh Criterion: Government Communication 5%

Results and Impact	General Concept of the Principles	Main Relevant Principles Are:
<p>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.</p>	<p>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.</p>	<p>1. Government Outreach</p>
	<p>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.</p>	<p>2. Social Media</p>
	<p>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.</p>	<p>3. Media Messages</p>
	<p>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.</p>	<p>4. Media Crisis Management</p>

[Source: UAE Government Excellence Model 2.0 \(GEM\), Second Edition](#)



Guidelines and Conditions for Outstanding Organizational Unit Award Participation:

1. Filling out the Outstanding Organizational Unit form according to Standard Model D prepared by the Department of Finance
2. The Standard Model must be adhered to in monitoring the activities and achievements of the Organizational Unit.
3. All criteria included in the Standard Model must be met in accordance with the standards of the UAE Government Excellence Model (GEM), Second Edition
4. The form is sent electronically to the corporate development office **Of** the Department of Finance at: Roqayya.a@finance.rak.ae.

Note: The deadlines set out for participation in the Julfar Financial Award for Excellence are adhered to as per the time frame for the Award, or which will be announced by the Finance Department according to any emergency updates, and any form that does not adhere to the deadlines set for participation will be excluded.



Assessment Tool (Capabilities):

Distinguished Capabilities	Advanced Capabilities	Intermediate capabilities	Basic Capabilities	Elementary Capabilities	Description	Dimensions and Weights
Dynamic capabilities designed to enable agility and adaptability	All capabilities are relevant and innovatively designed to create agile utilization	Many relevant capabilities are innovatively designed and enabling flexibility	Some relevant capabilities are appropriately designed to allow flexibility	Very few relevant capabilities are appropriately designed	Developing the capabilities that will drive value creation for all stakeholders and contribute to achieving the national directions/ objectives	Design* 30%
Unique and distinctive capabilities are effectively implemented and optimised	Capabilities are effectively implemented and optimised in all key areas	Capabilities are effectively implemented and optimised in many key areas	Capabilities are effectively implemented and optimised in some relevant areas	Limited implementation of designed capabilities	Deploying capabilities in all key areas to achieve the desired outcomes with the optimal use of resources	Deploy 30%
Unique capabilities are continuously transformed through digital means to enhance value creation	All capabilities are enhanced or transformed leveraging learning, innovation and digital transformation	Many capabilities are enhanced or transformed using learning and innovation	Some capabilities are enhanced using learning and innovation	Few examples of learning and innovation are driving capability improvement	Capabilities are enhanced by injecting new learning, innovative thinking and digital transformation in order to remain relevant	Learning and Improvement 30%
New disruptive thinking by creating new business models	Disruptive changes throughout the ecosystem	Many changes throughout the value chain	Some internal or incremental changes in discrete with little disruption	No disruptive thinking; "Business as Usual" mindset	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	Transformational and Disruptive Mindset 10%
80-100%	60-75%	40-55%	20-35%	0-15%	Maturity levels	

*Assessment of maturity level in the elements should not exceed the assessment of maturity level for the "Design" element

Source: UAE Government Excellence Model 2.0 (GEM), Second Edition



Assessment Tool (Results):

Leading Position	Competitive Edge	Significant Impact	Some Impact	Limited Impact	Description	Dimensions and Weights
Advanced analytics enable proactive actions to shape future performance	Predictive analytics provide strategic insights	Clear insight into current performance against strategic objectives	Some insight into current performance against strategic objectives	Very limited insight into current performance	Relevant, timely, robust and reliable measures are used to monitor, understand and predict performance and key outcomes	* Relevance 25%
Results demonstrate exceptional performance excellence	Most results demonstrate achievement of performance excellence	Balanced set of results to drive performance excellence	Some effectiveness or process performance indicators	Current focus is on efficiency	Indicators and results measure excellence in the performance of processes in a balanced manner in terms of effectiveness, efficiency, reliability and continuity.	Performance Excellence 30%
Outcomes demonstrating an exceptional positive impact on competitiveness	Most outcomes demonstrating a significant positive impact on competitiveness	Many outcomes demonstrating a moderate positive impact on competitiveness	Some outcomes demonstrating a minimal positive impact on competitiveness	Very few positive performance outcomes on competitiveness	Outstanding performance has been sustained and is contributing to competitiveness	Competitiveness Impact 30%
Exceptional contribution to the overall national wellbeing	Significant contribution to national wellbeing in many areas	Significant contribution to national wellbeing in some areas	Minor contribution to national wellbeing	No contribution to national wellbeing	The ultimate outcome is demonstrated in the level of impact on the national wellbeing	Impact on National Wellbeing 15%
80-100%	60-75%	40-55%	20-35%	0-15%	Maturity levels	

*Assessment of maturity level in the elements should not exceed the assessment of maturity level for the “appropriateness” element
 Source: UAE Government Excellence Model 2.0 (GEM), Second Edition



Assessment Tool (Catalysts):

Impact					Dimensions	Catalysts and Weights
Significant Competitive Impact Across the Whole GEM 2.0 Ecosystem	Considerable Competitive Impact in Several Aspects of GEM 2.0 Ecosystem	Significant Operational Impact in Various Aspects of GEM 2.0 Ecosystem	Very Slight Operational Impact in a Few Aspects of GEM 2.0 Ecosystem	No Noticeable Impact in any Aspect of GEM 2.0 Ecosystem		
A culture of Preemptive behaviour exists throughout the ecosystem	A full appreciation on the power of preemptiveness in helping realize long term success	A partial inclusion of preemptiveness in existing planning processes	An appreciation of the significance of preemptiveness exists	A reactive mindset without clear understanding of preemptiveness	Define	Preemptiveness 25%
Holistic approach to generating insight to reflect the entire ecosystem	UMastery of data analytics for predictive purposes and for supporting decision making process	Use of risk assessment in the planning process with rich insight only in parts of the organization	Use of limited data to extrapolate future scenarios	A traditional approach to planning with basic assumptions	Develop	
A dynamic behaviour of the organizational ecosystem demonstrating resilience, adaptability, and future shaping capability	Excellent deployment of strategy with confidence and gained insight on how to steer organization into the future	Effective deployment with preemptive mindset only in specific areas	Driving preemptiveness systematically with a top-down approach and in a limited manne	Rigid deployment approach with closed system considerations	Deploy	
Adoption of preemptiveness across the whole ecosystem with foresightedness and distinctive level of maturity	Adoption of preemptiveness in core areas at a highly mature level	Maturity in preemptive capability and generated impact only in very few areas	Partial improvement in decision making and a scattered effort to planning the future	"Business as Usual" culture with a lot of inertia, rigidity and reactive mindset	Distinguish	
80-100%	60-80%	40-60%	20-40%	0-20%	Maturity Levels of Catalysts	

Source: UAE Government Excellence Model 2.0 (GEM), Second Edition

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Assessment Tool (Catalysts):

Impact					Dimensions	Catalysts and Weights
Significant Competitive Impact Across the Whole GEM 2.0 Ecosystem	Considerable Competitive Impact in Several Aspects of GEM 2.0 Ecosystem	Significant Operational Impact in Various Aspects of GEM 2.0 Ecosystem	Very Slight Operational Impact in a Few Aspects of GEM 2.0 Ecosystem	No Noticeable Impact in any Aspect of GEM 2.0 Ecosystem		
Agile, fast and transformative behaviour to deal with challenges and exploit opportunities	An agility approach based on building stable organizational systems through resilience, adaptability and responsiveness	Agility is related to reengineering and adopting best practice thinking	Agility limited to process improvement, simplification and	Concept of agility non-existent (rigid and bureaucratic organizational design)	Define	Agility 25%
Agile ecosystem characterized by constant transformation and disruptive behaviour for organizational relevancy and sustainability	Agile behaviour supported by data analytics and proactive change management to induce better customer experience	Agile strategies introduced to support change initiatives and drive innovation	Use of various tools and methods of optimization and incremental enhancement	Reinforcement of rigid rules and methods whilst operating as a closed system	Develop	
Agility in everything, constantly keeping dynamic behaviour, transforming and disrupting for future readiness	Agility at the core to drive value creation and accelerate transformation and customer-oriented innovation	Radical change to boost performance and elevate standards of performance and help drive innovation	A systematic approach to deploying improvement and optimization plans with a closed loop measurement ethos	Short term plans and targets to maintain status quo	Deploy	
Agile ecosystem with distinctive, dynamic and advantage competitive capabilities	Agile distinctive capabilities that is adaptable and speedy responsiveness	Learning organization with regular change to enhance existing capabilities and help drive customer innovations	Effective business model approach with a solid quality foundation and good practice adoption mindset	A culture of "Business as Usual" with no new ideas or substantial thinking	Distinguish	
100%	60-80%	40-60%	20-40%	0-20%	Maturity Levels of Catalysts	

Source: UAE Government Excellence Model 2.0 (GEM), Second Edition



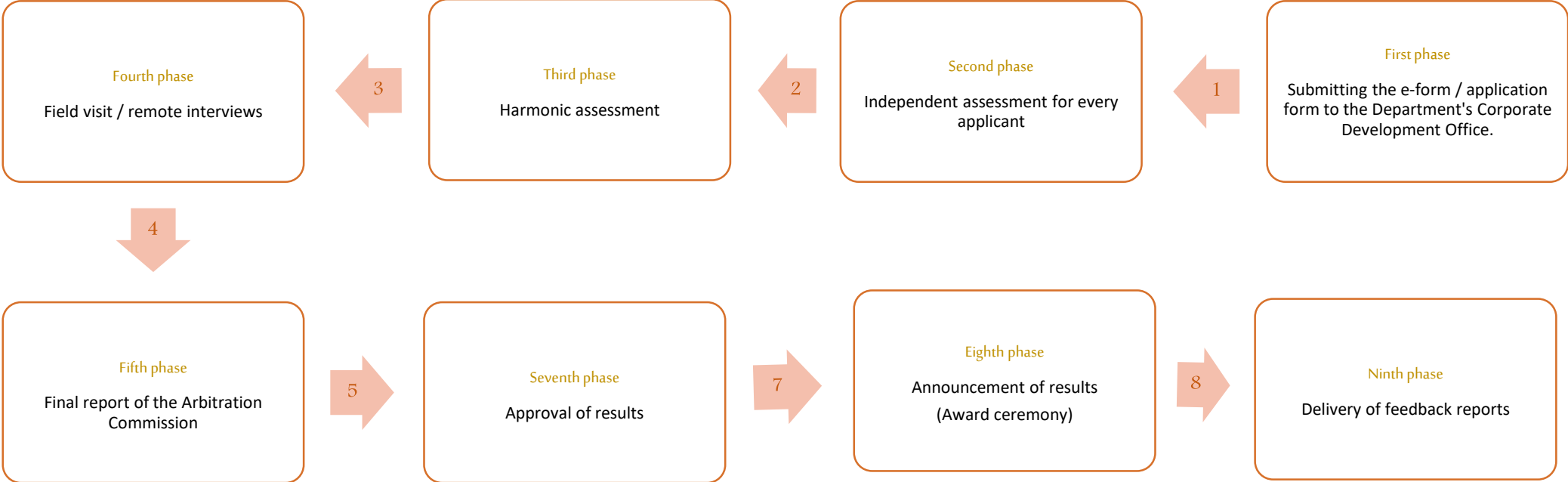
The Julfar Financial Award for Excellence, Fifth Session 2021

Assessment Tool (Catalysts):

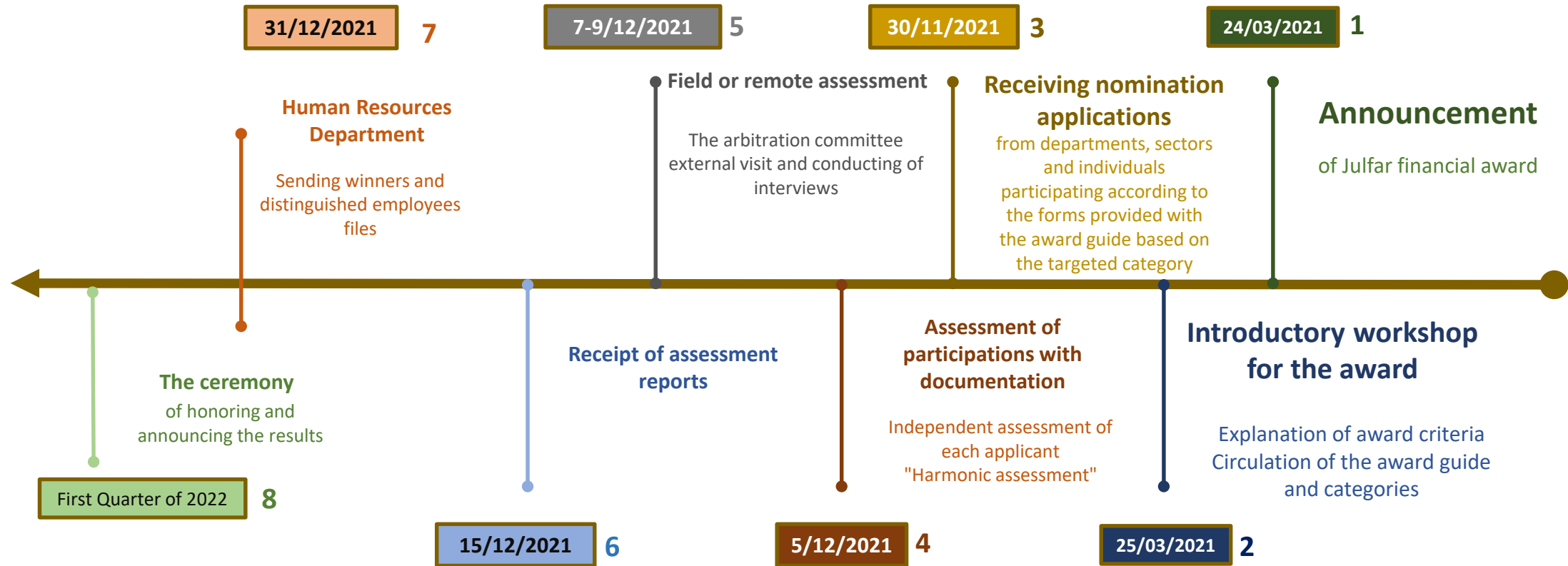
Impact					Dimensions	Catalysts and Weights
Significant Competitive Impact Across the Whole GEM 2.0 Ecosystem	Considerable Competitive Impact in Several Aspects of GEM 2.0 Ecosystem	Significant Operational Impact in Various Aspects of GEM 2.0 Ecosystem	Very Slight Operational Impact in a Few Aspects of GEM 2.0 Ecosystem	No Noticeable Impact in any Aspect of GEM 2.0 Ecosystem		
Innovation is pervasive throughout the entire ecosystem	Innovation strategy is clearly defined with targets and key performance indicators	Innovation is defined within corporate strategy	Innovation is limited to basic services enhancements	Innovation not clearly or systematically defined	Define	Innovation 50%
Innovation is enriched through constant digital transformation to enhance value creation capability	Clear roles and responsibilities are designed to oversee the development of innovation strategy across the whole value chain	Innovation processes and systems are designed to drive innovation	Focus is more on delivery of "predictable" transactions as opposed to using innovation to drive value creation	Conventional approach to operational management with a transactional mindset	Develop	
Innovation culture preserves the fabric of the ecosystem and touches all aspects related to cu	Innovation is managed as a catalyst to create value for customers	Innovation is deployed in the core functions to deliver quality services	Deployment of innovation through a focus on specific projects and initiatives as one offs	Cost and efficiency oriented strategy without innovation as a core critical element	Deploy	
Innovation defines the DNA of the organization and is a source of a competitive advantage	Innovation capability maturity is evident in most/all key aspects of the value chain	Innovation capability maturity is evident in several aspects of the value chain	Innovation is project oriented and based on short term benefits with little opportunity for learning and development	Organization does not have innovation competitive ability	Distinguish	
80-100%	60-80%	40-60%	20-40%	0-20%	Maturity Levels of Catalysts	



Award Category Assessment Mechanisms:



Julfar Financial Award 2021 Deadlines





جائزة جلفار المالية للتميز
Julphar Financial Excellence Award



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حكومة رأس الخيمة
Government of Ras Al Khaimah
دائرة المالية
Department of Finance



**Dr. Fadi Mamoun
Nabulsi**

Corporate Strategy Management
Advisor At the General Secretariat of
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Terminology and definitions:

Definition	Term	#
Ras Al Khaimah Government's Finance Department.	Finance Department	1
An insight on the future and the level of ambition that the award seeks to in conjunction with the foresight of opportunities, challenges, and risks.	Vision	2
The primary purpose of the establishment of the Department and reflects the overall work, tasks and activities of the department that must be carried out in order to contribute to the achievement and manifestation of its desired role effectively.	Mission	3
The general principle, the conduct and behavior of employees of the governmental institution and the prevailing customs and traditions prevailing, upon which Labor Relations are based reflecting a certain institutional culture.	Values	4
Comprehensive and integrated range of values, ethics, and labor practices prevailing in a particular governmental institution.	Culture	5
The highest authority within the Finance Department for the Corporate Development Office is represented by His Excellency the Director General of the finance department . It is assigned to follow up office workflow; based on such, its instructions and directions must be adhered to in an aim to achieve office's objectives and missions.	Leadership	6
Represents a specific set of rules, procedures and instructions that serve as guidelines as they are set by the senior leadership of the finance department for the rest of the departments and employees to follow. Same is applied for the institutional approach aiming for realizing the targeted objectives.	Directives	7
A comprehensive framework that outlines the direction, strategic objectives and long-term objectives.	Strategy	8
Represents the philosophy or approach that the department will follow in achieving its objectives including rules, principles and standards as integrated and equally important elements, adopted by the department's senior leadership in a way that ensures the commitment of all concerned parties to implement or comply with them.	Policies	9
A documented method that identifies specific methods of action and mechanisms for its implementation in a manner that ensures harmony and compatibility in the performance of an action or task at the level of all relevant parties.	Methodology	10



Definition	Term	#
Identifying specific actions and activities to achieve operational objectives in the light of linking them to long-term and short-term strategic objectives. The plan contains details of available resources and the time schedule for the implementation of activities and tasks for each operational objective.	Action Plan	11
Represents a relationship between the Corporate Development Office and another party both inside and outside the department to provide added value to the role of the department or to achieve common planned goals.	Partnership	12
It is the system through which organizational units related to the department are managed with efficiency and effectiveness. It is as well defined as a set of relationships and interactions that connect the administrators of the department and all the beneficiary parties and govern the relations between them in the actions framework to achieve a set of sub-objectives achieving discipline, transparency, accountability, responsibility, and Justice.	Governance	13
A management technique to achieve excellence by continuing to make partial or total adjustments for the objective of improvement.	Continuous Improvement	14
Following the appropriate and correct ethical behavior in the work environment within the department, which contributes to enhancing the values of the organization and the objectives of governance.	Discipline	15
Openness, abandoning mystery, secrecy, misinformation, making everything within the scope of objectives doable and adhering to wise vision.	Transparence	16



Definition	Term	#
Represents the right of all the beneficiary parties to hold the department accountable for its performance and also the right of the department to hold its employees accountable in achieving the goals and directions of the department, in accordance with its governance system.	Accountability	17
Increase of the sense of responsibility of each employee or official of the department and acting with a high degree of adherence to the ethics and professional duties imposed on him, with the required tasks based on his position, to achieve the objectives of the department and its general directions.	Responsibility	18
Respect for the rights of all beneficiary parties in the department and ensuing full equality in those rights such as voting, participation, accountability, integration and other activities that promote the exercise of the system of governance within the department.	Justice	19
Represents the extent to which your achievement or performance output meets pre-set inputs or objectives over a specified period of time. This is measured by the extent to which your output is able to achieve these goals or inputs for the performance of the right procedures of a certain action. Doing the right thing.	Effectiveness	20
Represents the extent of your use of resources that are available or planned to be used in consideration to resources that are actually used for achievement or performance of a certain action within a specified period of time to properly perform a procedure. Doing the right thing.	Efficiency	21
Represents the amount of the common effect of both effectiveness and efficiency sought in achieving the objectives set by the office, that is the sum of dividing the level of effectiveness represented by the performance achieved to realize the objectives on the level of efficiency represented by the amount or volume of resources used to accomplish those objectives.	Productivity	22



Definition	Term	#
Represents the objectives, functions and competencies of the office in full accordance with the strategies and the general directions of the department.	Harmonization	23
It is the process demonstrating things achieved and things not achieved within the time limit and extent of compliance with the specifications and conditions set out and the reasons leading to such performance.	Assessment	24
Represents a specific outcome that the Corporate Development Office seeks to reach and is defined by specific measurable criteria so that each criterion serves as a smart objective, through which the extent of achievements is determined.	Objective	25
Represents the evidence that is used to demonstrate the state or distinction of something, i.e., to distinguish between high quality and low quality and is used to determine or measure the degree of achievement of a particular goal.	Indicators	26
Represents all categories internally or externally that are affected by or affect the department, its policies, directions and strategies.	Stakeholders	27
Represents all those who contact or deal with the department directly to receive its services.	Customers	28
Governmental, semi-governmental and private entities that have a long-term relationship with the Department of Finance and are influenced by its works. They mainly affect the achievement of strategic objectives of the department or contribute to the achievement of a common objective at the national level.	Partners	29
Abilities, experiences, ideas, behaviors, skills, rules, values, decisions, learning, communication, and memory.	Knowledge	30
A structured and sustainable institutional effort to create, support and improve the knowledge environment within the organization, so that an environment that supports the creation, sharing, acquisition and optimization of knowledge to achieve financial objective could be provided.	Knowledge Management	31
It is a collection of objective facts that are not interrelated and cannot be utilized in any way, as they are highlighted and presented without reaching prejudgments. they are transformed to information when subjected to any treatment such as classification, arrangement, revision, analysis and then set in a clear and understandable framework for the recipient.	Data	32
It is a set of facts that can be utilized and are considered a direct result of the processing of raw data, which is given credibility and submitted for a specific purpose and contributes to the development and promotion of knowledge when used optimally through comparisons, evaluation of results, discussions and dialogues that result in provision of feedback. Information can be presented in a variety of forms, whether written, photographic, electronic or through oral communication, so that it is placed in a clear, defined and understandable framework by the other party, and can be relied upon for decision-making.	Information	33



Definition	Term	#
It is the ability to create information from the data obtained to turn it later into information that can be used and benefited from creatively, based on the skills of analysis, critical thinking, interpretation and reaching the best conclusions by relying on the presence of individuals with the basic competencies to deal with this data and information.	Abilities	34
These are distinctive methodologies, policies, processes, or methods that lead to exceptional achievements or have a tangible impact in the development of institutional performance, which the department will view as a model for comparison and external learning in order to reach the best results according to objectives that are sufficiently studied based on the application of those practices.	Best practices	35
Manifestation of a material thing emanating from a theory in a distinctive way for introducing solutions for existing problems with distinctive methods. It represents the ability to develop a new idea despite of lack of data by unleashing the mind's ability to visualize new ideas, which is a comprehensive concept that includes both innovation and invention.	Creativity	36
Production of a material thing based on theory or a new idea through the use of a new method to accomplish it in a distinctive way that suits the stakeholders and their needs. It also represents the process of adding or introducing a fundamental change to relatively stable systems for performing the work differently so as to make a suitable earning and investment.	Innovation	37
Formulation of an idea based on previous or new ideas that contribute to human evolution or provision of a service in a developed method that enables optimization.	Invention	38
Represents the uniqueness and excellence in institutional performance, practices and services provided by specific enablers that lead to distinct results through specific methodologies and mechanisms that lead to continuous improvement in all aspects of institutional performance.	Excellence	39
Meeting the renewed needs of all stakeholders in accordance with their desired expectations and according to the specifications and procedures stipulated , with a commitment to achieve the satisfaction of the stakeholders on a continuous basis based on the mechanisms of ongoing improvement.	Quality	40



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