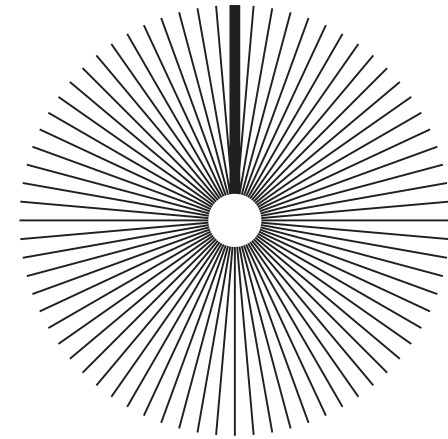


**The Abu Dhabi Government  
Performance and Excellence Model**

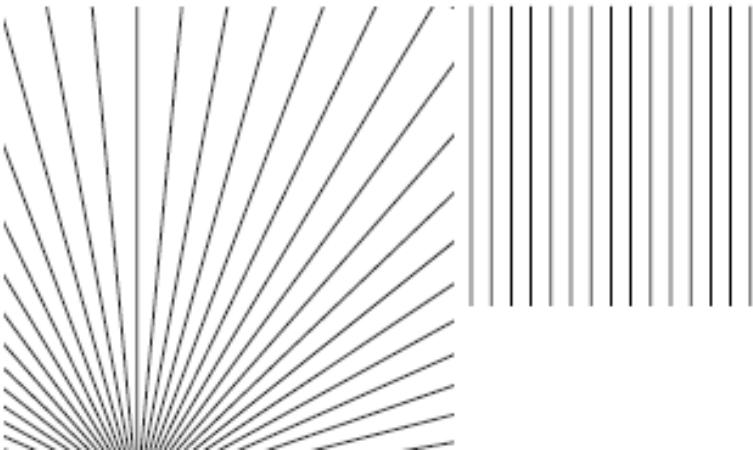
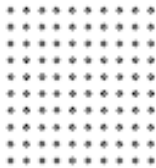


جائزة أبوظبي للأداء  
الحكومي المتميز

Abu Dhabi Award for Excellence  
in Government Performance

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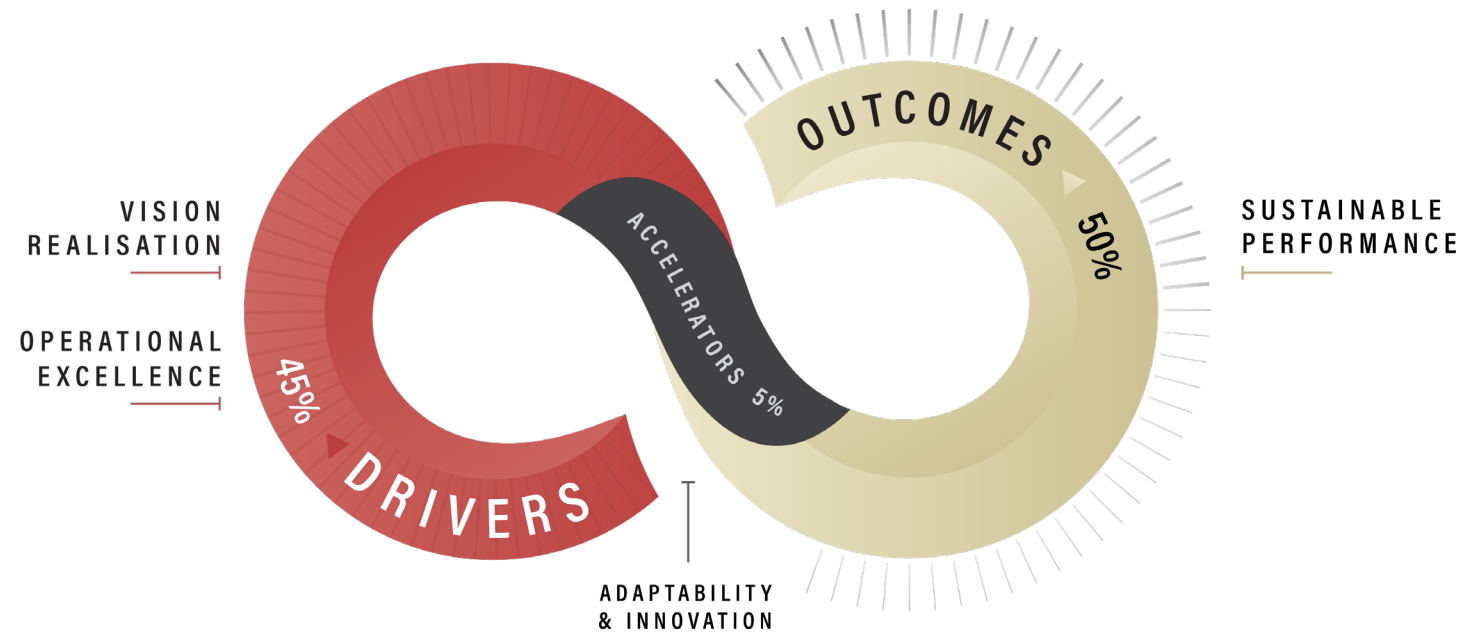
# The Abu Dhabi Government Performance & Excellence Model

The Abu Dhabi Government Performance and Excellence Model has been developed – building on previous work, research, and accumulated pragmatic experience – to help leaders at all levels in government entities manage their organisations holistically, optimising the creation of public value as they pursue excellent results for all their stakeholders.

It requires everyone in the organisation to view themselves and their entity as part of an ecosystem of interconnected components all working for the benefit of Abu Dhabi and calls for robust governance, human-centricity, collaboration, innovation and adaptability in order to facilitate outstanding performance.

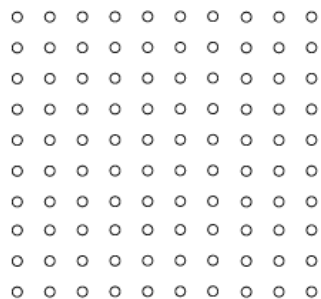
The model has three pillars:

- Drivers
- Accelerators
- Outcomes



# 1. DRIVERS

There are 11 drivers of public value, which cluster into two areas of focus; Vision Realisation and Operational Excellence. Vision Realisation concentrates on the organisation's strategy and alignment, its readiness for the future and the human and digital capabilities needed to deliver service that delights internal and external customers for the benefit of Abu Dhabi and its people. Operational Excellence focuses on excellence in governance, collaboration, communication, learning, and the management of knowledge, risk, finance, and assets.



## Vision Realisation has five criteria:

- Human-Centric Strategy
- Future Readiness & Strategic Alignment
- Human Capability
- Digital Capability
- Service Delivery

## Operational Excellence has six criteria:

- Governance
- Collaboration
- Organisational Learning
- Communications
- Risk Management
- Financial and Asset Management

# 1. DRIVERS

## *Vision Realisation*

### 1.1 Human-Centric Strategy

Leading government organisations are human-centric. They have a good understanding of the needs and expectations of people, and a clear strategy to engage and empower them to become active participants in policy making and service delivery.

#### They:

- Craft strategy, putting the need for human-centricity into its heart to ensure that it is truly focused on the needs and wellbeing of Abu Dhabi, its people, and future generations.
- Balance multiple interests, manage the challenges of people participation, and adapt to cultural shifts within public administration.
- Ensure the organisation's environmental impact is considered and sustainable practices are adopted.
- Remain responsive to changes in the ecosystem, leveraging strategic learning to ensure they adapt as required so that strategy remains suitable and focused on public interest.
- Understand that to be ethical they must not misuse data and that this is also crucial to build and maintain public trust.

#### This requires:

- Ongoing learning about all stakeholders' needs, monitoring the ecosystem and collecting information, including weak signals that may indicate approaching inflection points.
- Monitoring and learning from operational performance and progress against strategic objectives.
- Effective collaboration and engagement with the people of Abu Dhabi, community groups, businesses, and other government agencies for understanding diverse perspectives, building trust, and co-creating solutions.
- Transparent communication, robust data governance frameworks, and a commitment to ethical data practices.

# 1. DRIVERS

## *Vision Realisation*

### 1.2 Future Readiness & Strategic Alignment

Leading government organisations are ready for the future. They have a clear vision for the future based on their mandate and the role their strategy requires them to play in order to deliver for Abu Dhabi and all its stakeholders. This requires them to integrate Future Foresight into their strategy creation process, considering future scenarios and determining their desired future so that they can work to create it. It also requires them to assure strategic alignment in everything they do to optimise successful realisation of the desired future and, with that, benefit for Abu Dhabi and its people.

#### They:

- Have a clear understanding of their mandate and their expected contribution to their stakeholders, sector(s), and to Abu Dhabi.
- Understand relevant trends and the drivers of change and use this to identify opportunities and threats to help them be ready for the future.
- Craft and communicate strategy that will shape Abu Dhabi's future, delivering the required outcomes.
- Align the organisation's culture, operations, activities, and resources to deliver on strategy.

#### This requires:

- Developing and maintaining strategic plans in alignment with government directions and, as appropriate, with the plans of other entities in the government ecosystem.
- Periodic review and adaption of strategy and plans to allow for strategic learning so that plans maintain ongoing suitability and compatibility with the government's direction.
- Aligned and clearly defined roles and responsibilities both within the organisation and within the ecosystem.
- Commitment of all parties to fulfil their responsibilities so that plans deliver their desired outcomes.
- Active engagement with all relevant stakeholders at all appropriate stages of strategic planning and implementation.
- Mechanisms to monitor implementation and sense emerging change requirements.

# 1. DRIVERS

## *Vision Realisation*

### 1.3 Human Capability and HR

Leading government organisations strategically manage and develop human capability utilising integrated solutions for leadership, talent, and organisational excellence to unlock the full potential of their workforce, enhance performance, and achieve sustainable success. They align HR with strategy, build integrated HR solutions, and adapt to the changing needs of the workforce.

They:

- Manage talent to acquire and develop the knowledge, skills, and attitudes required to fulfil their mandate in alignment with strategy.
- Create a positive employee experience, encourage diversity, equity, and inclusion, and promote employee wellbeing.
- Measure and develop leadership capabilities at all levels to inspire and guide the organisation towards its goals.
- Enhance the overall ability of the organisation to execute strategy, adapt to change, and deliver value through effective processes, systems, and culture.
- Collaborate to craft strategy, promote social responsibility, spread innovation, foster efficiency, and ensure accountability, and are customer-focused.
- Align HR with organisational goals and focus on the creation of impact, demonstrating how HR contributes to the growth of human capability and the delivery of strategy.
- Develop HR organisational structure, streamline HR processes, and implement clear HR policies.
- Identify the skills they need, offer a variety of learning opportunities, and create a culture of continuous learning and improvement.
- Understand the needs of internal customers, provide them with excellent service, and measure satisfaction.
- Use trustworthy data to measure the effectiveness of HR initiatives and make evidence-based decisions to inform HR strategies, policies, and practices.
- Communicate and collaborate effectively with their stakeholders, building respect and trust to enable optimal performance.
- Continually learn from stakeholder feedback and from best HR practice.

# 1. DRIVERS

## *Vision Realisation*

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This requires:

- Crafting HR strategy to align with the organisation's strategy and drive its implementation.
- A clear definition of current and future talent and leadership needs, aligned to the organisation's strategic goals and the specific skills, knowledge, and competencies required to achieve them.
- Rigorous selection and the implementation of robust assessment methods.
- Performance management with development programmes and merit-based recognition and rewards.
- Career and succession planning
- Fostering a positive and inclusive work environment and a culture of integrity, transparency, and accountability.
- Continuously reviewing and improving key processes to enhance efficiency, reduce waste, and improve service delivery.
- Effectively managing change, adapting to evolving circumstances, and encouraging and supporting innovation.
- Collaboration across departments and teams, breaking down silos to optimise and leverage organisational knowledge and expertise.
- Compliance with laws and regulations, transparency, and accountability.
- Collaboration with partners to review and update policies to ensure that they remain relevant and effective.
- Effective delivery of HR services, leveraging technology to automate tasks, improve data management, and enhance communication and collaboration.
- Generation of insights from the analysis of trustworthy data from performance metrics.

# 1. DRIVERS

## *Vision Realisation*

### 1.4 Digital Capability & Technology

Leading government organisations recognize that digital capability is more than just having the latest technology and it is not just the responsibility of the IT department. It is about fostering a culture of innovation and continuous learning, empowering employees with the skills to leverage digital tools effectively, and integrating those tools into operational processes to enhance efficiency and service delivery. They adopt a holistic approach to digital capability that extends beyond mere technical proficiency and encompasses strategic planning, alignment of investment with strategic objectives, trustworthy data-driven decision-making, prioritisation of data privacy and security, and a commitment to citizen-centric service design.

#### They:

- Recognise that technology is only as good as the people who use it and so they invest in developing their workforce's digital skills and literacy.
- They ensure that the Voice of Digital Enablement is heard and understood by those who have a "seat at the table."
- Understand that digital technologies are not merely add-ons and so they integrate them into processes to automate tasks, facilitate collaboration, and enhance decision-making.
- They encourage employees to explore and embrace new technologies, share knowledge, and challenge traditional ways of working.
- Use clear policies, standards, and procedures to ensure the ethical and responsible use of digital technologies and data.
- Prioritise data privacy and security, address the risk of algorithmic bias, and ensure digital inclusion in all technology initiatives.
- Measure the impact of technology investments on service delivery, customer satisfaction, and societal outcomes.
- Utilise data analytics to evaluate the effectiveness of technology solutions and inform future technology decisions.

# 1. DRIVERS

## *Vision Realisation*

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#### This requires:

- Strategic vision and a governance framework that facilitates investment prioritisation.
- A clear digital strategy, aligned with overall strategic objectives, that outlines priorities for technology adoption.
- A robust governance framework for technology, including policies for data privacy and security, ethical considerations, and measures to ensure digital inclusion, transparency, and accountability.
- Comprehensive training programmes to enhance digital literacy and provide specialised technical expertise across all levels of the workforce.
- A culture that embraces digital innovation and continuous learning.
- Effective collaboration mechanisms for partnerships with technology providers, research institutions, and other stakeholders in the technology ecosystem.
- A proactive approach to identifying and addressing emerging technological trends and their potential impact on government operations and service delivery.
- Robust cybersecurity to protect sensitive data and systems.
- Algorithmic fairness.
- Data analytics that provide insight into organisational performance, customer needs, and the organisation's ecosystem.

# 1. DRIVERS

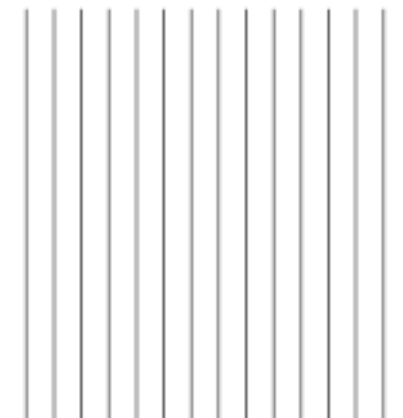
## *Vision Realisation*

### 1.5 Service Delivery

Leading government organisations are committed to delivering exceptional services that meet customer's evolving need, adding value and enhancing their wellbeing. They recognise that service excellence is not merely about efficiency and responsiveness but also about creating an effortless, customer-focused experience that effectively meets people's needs and fosters trust. They prioritise understanding customers' needs, leveraging technology to enhance service delivery, and continuously improving their services based on trustworthy data and feedback.

#### They:

- Design and deliver services that are customer-focused, accessible, and tailored to the evolving needs of individuals and communities, using co-creation and collaboration where appropriate.
- Proactively provide services (collaborating as required) that are easy to use, accessible across multiple channels, and personalised to individual needs.
- Ensure that people with diverse cultural backgrounds and varying levels of digital literacy, as well as people of determination, are included.
- Continuously monitor and evaluate service performance, gathering feedback and using trustworthy data to identify areas for improvement.
- Uphold the highest standards of transparency, accountability, and ethical behaviour in all aspects of service delivery.



# 1. DRIVERS

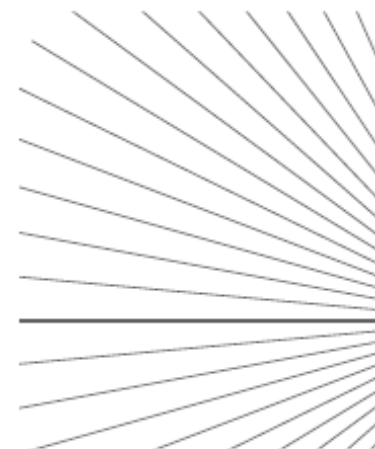
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#### This requires:

- A comprehensive services strategy that aligns with the organisation's mandate and its strategy and objectives.
- Involving customers in the design process and using trustworthy data and insights to inform service design.
- Streamlining processes and investing in digital infrastructure and technologies to minimise bureaucracy and reduce waiting times.
- Partnering with other government organisations to provide integrated, effortless services.
- Service delivery model adaptability to enable effective response to changing needs and emerging challenges.
- Establishing clear service standards and performance metrics, regularly monitoring service performance, and using trustworthy data to track progress and identify areas for improvement.



# 1. DRIVERS

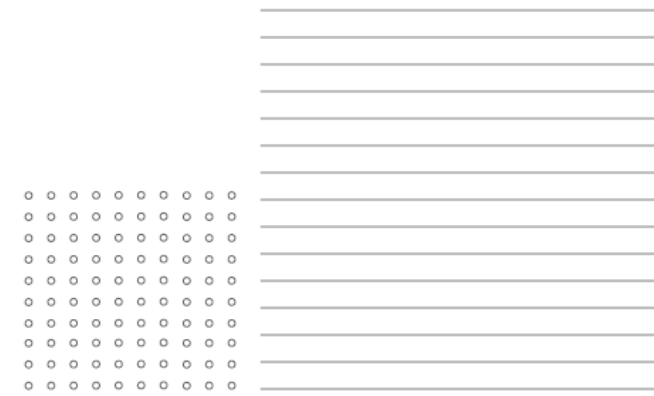
## *Operational Excellence*

### 1.6 Governance

Leading government organisations establish robust governance to ensure fairness, transparency, ethical behaviour, and accountability. They define the rules and processes necessary to make informed decisions in line with their mandate and ensure compliance and integrity. This creates credibility and provides all stakeholders with confidence.

They:

- Define and live by a clear set of values based on ethical behaviours, trust, and integrity.
- Periodically review their mandate and strategy to proactively identify gaps and overlaps in the ecosystem so that all necessary responsibilities are optimally assigned, enabling efficient creation of public value and accountability.
- Effectively identify and manage actual, potential, and perceived conflicts of interest in a transparent, consistent, and fair manner.
- Create an open, transparent, and ongoing dialogue with all their stakeholders to build mutual trust and public confidence.
- Establish robust mechanisms to identify, manage, and effectively mitigate significant strategic and operational risks.
- Hold leaders accountable to all their stakeholders for the actions and performance of their organisation.



# 1. DRIVERS

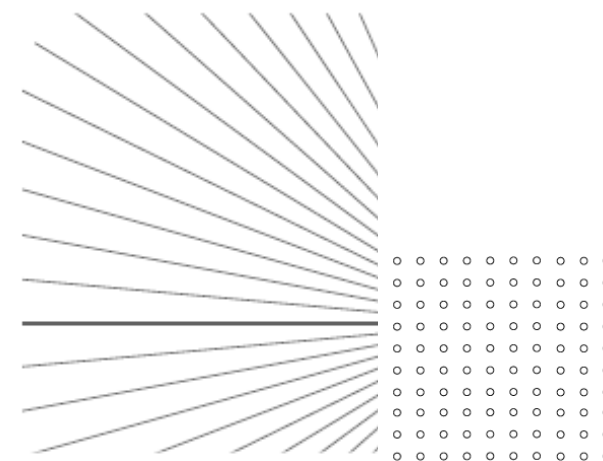
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Leading government organisations establish robust governance to ensure fairness, transparency, ethical behaviour, and accountability. They define the rules and processes necessary to make informed decisions in line with their mandate and ensure compliance and integrity. This creates credibility and provides all stakeholders with confidence.

This requires:

- Organisational values which foster ethical behaviour and a culture of trust, transparency, and accountability, preventing behaviours such as greenwashing and virtue signalling.
- An open and ongoing dialogue with representatives of all stakeholders.
- Clearly defined roles and responsibilities with matching authorities.
- People at all levels to be held accountable to stakeholders for their decisions and actions.
- Clearly defined and maintained policies and procedures and, as appropriate, controls.
- Independent input from external advisory boards and committee members, stakeholder representatives, auditors, and assessors as appropriate.
- Safe and secure complaints, grievance, feedback, and whistleblowing channels with effective follow-up on communications.
- Robust compliance with laws and regulations.



# 1. DRIVERS

## *Operational Excellence*

### 1.7 Collaboration

Leading government organisations optimise how they create public value by collaborating and working in teams across internal or external organisational boundaries for the benefit of all stakeholders. Leading thinking on how to enable effective collaboration is utilised and the organisation cultivates partners of all types within its ecosystem.

#### They:

- Collaborate by default, harnessing diversity of thought and sharing workload, to achieve clearly defined common goals.
- Serve their stakeholders by collaborating and partnering effectively with other entities within their ecosystem.
- Forge win-win relationships with other government organisations in their ecosystem as well as with organisations with complementary capabilities and from different sectors and regions.
- Invest to create the adaptability needed for the organisation to be able to rapidly explore reconfiguration options with partners.

#### This requires:

- Common goals, trust, and a shared understanding that the only performance that counts is the team's performance.
- Identifying the complementary capabilities and knowledge they require to deliver on their strategy and mapping the ecosystem of stakeholders to understand how they can support the achievement of strategy.
- Sharing information across silos, breaking down boundaries between them, and working effectively in cross-functional teams.
- Building win-win relationships of trust with external parties.
- Ongoing interaction with others in the ecosystem to learn from them and to determine whether its network of partners needs to be expanded.

# 1. DRIVERS

## *Operational Excellence*

### 1.8 Organisational Learning

Leading government organisations tirelessly work to be learning organisations with robust learning mechanisms and resilient organisational memory. They are systematic in their approach to capturing tacit knowledge and converting individual knowledge into organisational knowledge.

#### They:

- Collect the relevant information to understand their ecosystem, constantly challenging themselves to capture data from all sources – including weak signals.
- Use relevant, timely, and trustworthy data to understand current performance levels, monitor progress against strategic goals, and support decision-making at all levels.
- Transform trustworthy data into knowledge and share it with relevant stakeholders to generate additional value. They consolidate relevant data, information and knowledge to develop future scenarios, gain insight, generate new possibilities and mitigate risk.
- Optimise analysis and use of data by leveraging new and emerging technologies and techniques.

#### This requires:

- Timely, trustworthy data and information to be available as required.
- Robust data governance with clear rules and processes for managing, securing, and sharing trustworthy data both internally and externally as needed to enable organisational learning and memory.
- Well-designed suite of relevant input and corresponding output metrics to measure operational performance so that actual performance is known and its causes understood (the “what and why of performance”).
- Strategic KPI monitoring and analysis to facilitate strategic learning.
- Systems to capture lessons learnt and share them throughout the organisation and, as appropriate, the ecosystem.
- Benchmarking and best practise sharing.
- Data analysis and knowledge management competencies.

# 1. DRIVERS

## *Operational Excellence*

### 1.9 Communications

Leading government organisations actively shape the communication landscape. They utilise strategic communication to achieve specific objectives such as influencing behaviour and building support for policies. They communicate effectively to safeguard the reputation of the Emirate, promote positive perceptions, and raise awareness of important topics.

#### They:

- Implement policies and plans for internal and external communication.
- Communicate clearly with all stakeholders as required.
- Actively engage the public and the media, seeking two-way communication, and listen to people.
- Proactively manage crisis communication, identifying potential communication risks and developing mitigation strategies.
- Foster a supportive internal communication culture and navigate the challenges and opportunities inherent in government communication.
- Promote ethical communication practices and uphold the highest ethical standards in all communications.

#### This requires:

- A comprehensive communication strategy aligned with the Abu Dhabi Government's guidelines.
- Building and maintaining strong relationships with internal and external stakeholders including the public and media.
- Crafting compelling narratives that resonate with audiences and effectively convey complex information in an engaging and accessible manner.
- Execution, when required, of effective crisis communication plans that ensure timely and appropriate responses.
- Measurement and analysis of communications to understand audience preferences, tailor messages effectively, and measure their impact.
- Combating misinformation, fostering media literacy, and ensuring that communication is inclusive and accessible.

# 1. DRIVERS

## *Operational Excellence*

### 1.10 Risk Management

Leading government organisations ensure the achievement of their strategy and delivery on their mandates in the face of uncertainty. To do so they proactively manage risk and build resilience so that they are able to adapt and respond to events with minimal negative impact.

#### They:

- Hold leaders accountable for the actions and performance of the organisation.
- Manage risk to reduce exposure to loss and the destruction of public value, and to ensure the safety and wellbeing of their people and their ability to deliver on their mandate.
- Ensure that they are able to continue operating should risks materialise.

#### This requires:

- Robust governance and a comprehensive risk management strategy to mitigate significant strategic and operational risks without stifling innovation.
- The adaptability needed for the organisation to absorb disturbances and shocks.
- Systematic identification, analysis, and assessment of risks leading to effective risk mitigation (including business continuity measures).
- Appropriate policies and processes to be in place and maintained.
- Risk awareness, knowledge of failover procedures, and appropriate training (including fire drills, etc.).
- Robust cybersecurity and information security.
- Maintenance of premises and equipment.
- Redundancy of equipment and systems and, as required, of premises.

# 1. DRIVERS

## *Operational Excellence*

### 1.11 Financial & Asset Management

Leading government organisations manage their financial resources and tangible assets effectively and efficiently in support of their strategy to optimise impact and the creation of long-term public value.

They:

- Optimise the use of available resources, including the allocation of finance and other resources to strategic projects and initiatives, to achieve their objectives and deliver on strategy with an appropriate return for their investment.
- Consider the environmental and social impacts of financial decisions in line with their strategy.
- Utilise best practice approaches to budgeting and financial planning to ensure effective delivery on t mandate and their long-term financial health.
- Hold people accountable.



# 1. DRIVERS

## *Operational Excellence*

### 1.11 Financial & Asset Management

Leading government organisations manage their financial resources and tangible assets effectively and efficiently in support of their strategy to optimise impact and the creation of long-term public value.

This requires:

- A focus on impact and public value creation.
- Financial policies and plans, which consider the long-term impact on all stakeholders, to be aligned with strategy and systematically implemented.
- Suitable processes with appropriate measures in place to support the implementation of plans and to facilitate continual process improvement.
- End-to-end lifecycle management of assets such as buildings, facilities, and equipment.
- Where appropriate, revenue policies, plans, and collection processes.
- Appropriate controls, reporting, and analysis with ongoing, systematic review of financial results and their implications.
- Effective cost management and efficiency improvement approaches.
- Preserving resources that affect the environment such as water, electricity, fuel and other natural or consumable resources.
- Collaboration with suppliers and other external partners to achieve efficiencies in support of the organisation's strategy and its environmental sustainability.
- Financial risk identification, prioritisation, and mitigation management.

## 2. ACCELERATORS

### 2.1 Adaptability & Innovation

Leading government organisations harness innovation and adaptability to ensure their sustainable success in the face of uncertainty, ambiguity, and complexity.

They drive innovation throughout all areas of the organisation, with learnings from stakeholder input, future foresight, and operational performance, and from others in their ecosystem. They innovate to achieve their strategic goals, transforming ideas into solutions that generate public value.

They:

- Create organisational adaptability to enable them to thrive in uncertain operating environments.
- Anticipate change within their operating environment and take appropriate actions to mitigate risks and exploit new opportunities.
- They create an environment where people are encouraged to take the risks needed to achieve organisational transformation and to learn from experimentation.
- Systematically convert assumptions into knowledge.
- Optimise knowledge, learning, and creativity to generate ideas and they are open to all sources of innovation.
- Experiment, co-create, and innovate to achieve their strategic goals, transforming ideas into solutions that generate public value and stakeholder benefit.
- Manage innovation at the network level, collaborating with partners on joint innovation initiatives and interacting with people across sectors to learn from them.

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They drive innovation throughout all areas of the organisation, with learnings from stakeholder input, future foresight, and operational performance, and from others in their ecosystem. They innovate to achieve their strategic goals, transforming ideas into solutions that generate public value.

This requires:

- An innovation management strategy, aligned with the organisation's strategy, that nurtures a culture of innovation and supports the achievement of the organisation's strategic objectives and delivery on its mandate.
- Organisational structures and governance systems (including policies and processes) that support adaptability and enable the tensions between the need to run the organisation and the need to change the organisation to be managed.
- Empowerment, self-organising teams of resilient individuals who embrace change, and shared and distributed leadership.
- Ongoing learning from the ecosystem, including weak signals, and stakeholder input.
- A systematic approach to managing innovation (an "innovation management system"), with the adaptability to facilitate different approaches for incremental and radical "ground-breaking" innovation, that enables a portfolio of innovation initiatives to be managed with a healthy balance of initiatives across innovation horizons.
- An innovation budget (centralised or otherwise) to fund innovation initiatives and adequate investment to ensure that an innovative mindset is maintained and that people are given the psychological safety, time, and resources to be creative and innovate.
- Leading "input metrics" as well as lagging "output and impact metrics" to enable the performance of the innovation management system to be understood and managed.
- Responsibility for innovation to be shared by everyone and, only when appropriate, a dedicated unit focused on innovation management.

# 3. OUTCOMES

## 3.1 Sustainable Performance

Leading government organisations fulfil their mandate by creating public value and outstanding positive impact for all their stakeholders on an ongoing basis.

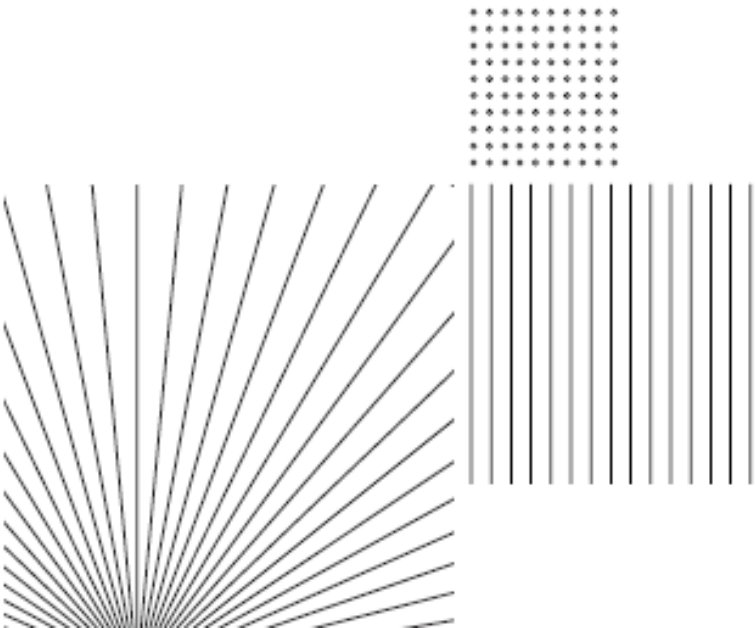
### They:

- Consistently deliver outstanding results (in all areas) that benefit all stakeholders in accordance with their strategy. This is demonstrated by the achievement of strategic objectives and performance outcomes that meet ambitious targets and compare favourably with benchmarks.
- Understand that they are consuming public resources and that they have a duty to maximise the value created and impact as return on this investment so they are obliged to optimise the efficiency and effectiveness of all their activities.

### This requires:

- Strategy and strategic objectives which consider the needs of all stakeholders and balance the long and short terms.
- The management of trade-offs and conflicts of interest.
- Effective collaboration with others within the ecosystem.
- Adaptability & Innovation.
- Outstanding results at all levels for everything the organisation does.

# SCORECARD



Dimensions	ID	Attributes	None	Some	Many	Most	All
			-10	1 to 24	25 to 49	50 to 84	85 to 100
Plan	A	Appropriate information on all stakeholders' requirements, best practices, future foresight, and the ecosystem form the basis of the plan					
	B	The plan is aligned with mandate and strategy					
Implement	C	The plan is systematically rolled out in all key areas					
Check	D	Suitable (appropriate, comprehensive, and usable) metrics are in place					
	E	Metrics provide relevant, timely, and trustworthy data					
Improve	F	Metric data is used to drive learning & improvement					
Outcomes	G	Ambitious targets exist and are met and performance is attributable to plans implemented					
	H	Performance is sustainably high or shows consistent improvement over time					
	I	Performance compares favourably against benchmarks					

The score for A caps those for B and C. The score for D caps those for E,F,G,H and I.

# GLOSSARY

## **Accountability**

The principle of requiring a person or organisation to give an account for their conduct and of the fulfilment of their duties to someone who has the authority to issue rewards or punishment.

## **Adaptability**

The ability of an organisation to adjust (its strategy, structure, processes, systems, and culture) to new internal or external conditions in an effective manner so that it minimises the negative impacts and maximise positive impacts of change. Adaptability is the strategic enabler of resilience and a key requirement of an organisation's ability to ensure the optimal creation of public value in the face of uncertainty, ambiguity, and complexity.

## **Algorithmic Fairness**

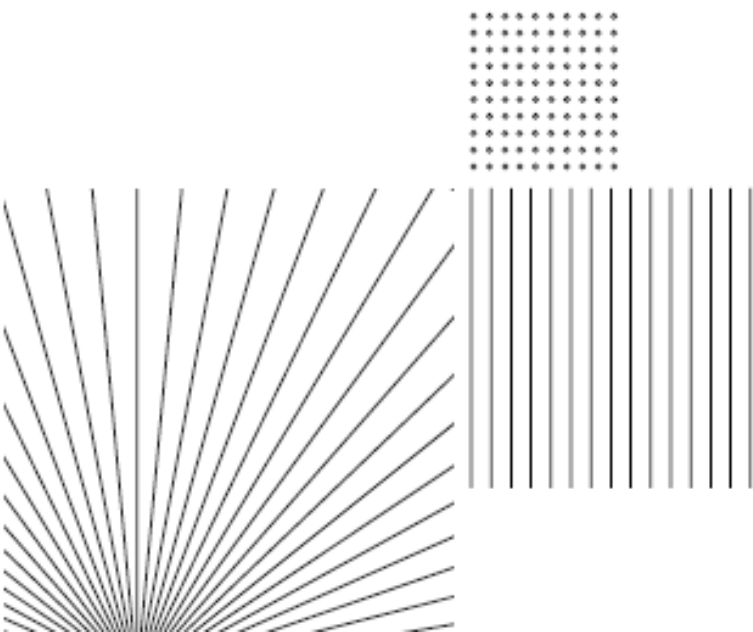
The characteristic or degree to which an algorithm is unbiased. Algorithmic Fairness ensures that algorithms do not perpetuate or amplify bias or discrimination. It requires great care to be taken in ensuring that all potential sources of bias are identified and addressed in a transparent way and for people to be held accountable for shortcomings and the consequences of algorithmic-driven decisions.

## **Alignment**

The positioning and coordination of decisions, strategy, objectives, plans, processes, information, decisions and resources to deliver on the entity's strategy and fulfil its mandate with as little friction as possible. Alignment requires a shared common understanding of the entity's mandate, its strategy, and objectives and, where appropriate, those of partners.

## **Analysis**

The break-down and detailed examination of information and data to gain knowledge and understanding of it. The understanding gained from analysis is learning that can serve a number of purposes, including the facilitation of informed decision-making.



**Assets**

All “touchable” and “untouchable” (tangible and intangible) property owned by the entity or the government, including building and premises, real estates, technologies, hardware, equipment, machinery, public facilities, inventory, and all other assets.

**Benchmarking**

Comparison with other organisation that have achieved a degree of excellence in certain fields in order to identifying best practices. Benchmarking can take place at the local, regional or international level within or beyond an organisation’s scope of activities in order to facilitate learning and innovation.

**Continual Improvement**

A style of management that achieves leading positions by continuously introducing partial, minor, or substantial changes to processes, work systems and performance criteria to improve them.

**Customer**

Anyone who receives a product or service, whether paid for or not, from the organisation.

**Digital Capability**

An organisation’s capacity to leverage digital technologies effectively and responsibly to achieve strategic goals, improve public services, and enhance engagement. It involves a strategic, holistic approach encompassing adoption of technology, digital literacy and skills, data management, human-centricity and ethical and responsible use.

**Digital Inclusion**

The active an intentional process of ensuring that all individuals and communities have equitable access to (and use of) information and communication technologies regardless of their socio-economic status, geographic location, age, ability or other factors.

**Digital Enablement**

The strategic process of equipping individuals and communities with the necessary digital skills, tools, infrastructure, and access to thrive.

**Ecosystem**

An ecosystem is a system that connects environments with the individuals and organisations that exist within them. Ecosystems scale from small to large but, regardless of scale, their components are interconnected – what happens at the micro level impacts the marco level and vice versa. A government organisation’s ecosystem included its stakeholders, organisations in the public and private sector both within its own domain and elsewhere.

**Effectiveness**

The extent to which desired outcomes are achieved.

**Efficiency**

The extent to which desired outcomes are achieved with the minimum use of resources.

**Effortless Services**

Customer-focused services that are designed to be as easy to use and frictionless as possible, making it “effortless for customers” to avail of them.

**Empowerment**

The state of having the authority to make decisions and take action with a defined scope for which one has responsibility.

**Future Foresight**

An approach to gain information on which possible futures exist for your organisation by examining signals and drivers in order to inform present day decisions and actions.



**Future Readiness**

The degree to which one is ready for the future – enabled by the capacity to anticipate, adapt to, and thrive in the face of uncertainty, emerging trends, and potential disruption.

**Governance**

A system that supports fairness, transparency, and accountability within the entity and reinforces confidence and credibility in the work environment.

**Ground-Breaking Innovation**

*See innovation*

**Human Capability**

The collective ability of an organisation's workforce to drive success. It encompasses interconnected dimensions in managing talent, leadership, organisation and Human Resource (HR) management.

**Human-Centric**

An approach that places people at the heart of all policies, services, and processes.

**Impact**

The ultimate outcome for an organisation's stakeholders (the "impact") of its work.

**Impact Creation**

The use of resources to create positive impact for the organisation's stakeholders.

**Inflection Point**

A critical juncture where significant changes occur in an organisation's ecosystem, that require changes to strategy, structure, service models, systems, and processes for the organisation to remain relevant and continue creating public value.

**Innovation**

The successful application of ideas, from inside or outside the entity, to generate or renew how an entity or its people create public value. It ranges from incremental innovation ("continual improvement") to radical innovation ("groundbreaking").

**Operational Excellence**

The maturity of having excellent operational policies and processes and the effective and efficient management of the foundational drivers of impact creation, supported by culture in which employees understand how the organisation works as a value creation system.

**Organisational Learning and Memory**

The collective knowledge, experiences, and cultural norms which accumulate within an organisation over time. These drives decision-making, preserve valuable insights, and foster continuity and learning.

**Key Processes**

Organisational processes that directly serve the customer, transforming customer needs into customer outcomes.

**Leadership**

The setting of strategic direction, the empowerment and development of others, the fostering of collaboration, and the navigation of change, while upholding ethical principles and serving the public interest.

**Merit-Based**

The application of the principles of meritocracy via the objective assessment and rewarding of merit.

**Partnership(s)**

Collaborative arrangement between parties to achieve common goals.



**Public Value**

The value (positive outcomes) that an organisation or activity contributes to society.

**Return**

The ultimate set of benefits – or “payback” – for stakeholders resulting from the investment of resources such as time and money.

**Self-organising Teams**

Groups of individuals working to achieve a common objective who have the autonomy and responsibility to manage their own tasks, roles, and internal processes without direct supervision. These teams collaboratively decide how to approach work, distribute responsibilities, and adapt to changes, allowing for greater flexibility, innovation, and accountability.

**Stakeholder**

All individuals (including future generations), groups, or entities that are affected by – or can affect – an organisation’s policies, decisions, and actions.

**Strategic Alignment**

*See alignment.*

**Strategic Learning**

The continual process of acquiring, analysing, and applying new knowledge and insights reshape strategy and inform decision-making.

**Sustainability**

The ability of an organisation or system to maintain itself over an indefinite period of time without compromising itself or the needs of future generations.

**Tacit Knowledge**

Implicit knowledge, that is difficult to express in words, communicate and share with others. It includes know-how, typically acquired from experience, and resulting mental-models and beliefs.

**Transparency**

Being open and honest, providing stakeholders with the ability to see and understand how the organisation works and makes decisions, what decisions are made, and why.

**Trustworthy Data**

Relevant data that is timely, comprehensive, in which one has confidence that it is accurate and so it can be safely used for decision-making.

**Weak Signals**

A signal that is barely detectable in an organisation’s ecosystem as it does not stand out much from noise but which can foretell significant, approaching change.

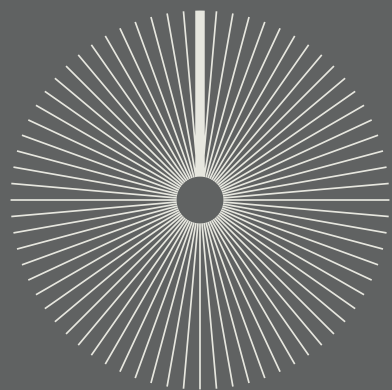
**Wellbeing**

The state of being healthy and happy, which includes physical and mental health, social connectedness, and a sense of purpose and fulfilment.

**Voice of Digital Enablement**

The approach to ensure that the digital capabilities of the organisation and their potential are understood and that they are adequate to enable the organisation to fully harness the power of digital to deliver on its strategy.





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