

Form (1)

Board of Directors Meeting Agenda (Name of the Federal Entity)

Meeting number		Meeting location	
Day and date		Meeting time	

First: Meeting Agenda		
No.	Subject	Concerned member/speaker
1		
2		
3		
4		
5		
6		

Second: Decisions issued by circulation before the meeting (if any)		
No.	Resolution	Resolution Issuance Date
1		
2		
3		

Third: Updates on the implementation of resolutions and directives issued by the Board of Directors			
No.	Resolution / Directive	Updates on Implementing the Resolution / Directive	Concerned member/speaker
1			
2			
3			

Form (2)

Board of Directors Meeting Minute (Name of the Federal Entity)

Meeting number		Meeting location	
Day and date		Meeting time	

First: The following BOD members attended the meeting:

No.	Name	Membership status (Chairman of the Board of Directors / Vice Chairman of the Board of Directors / Member)	Attendance method (In person / via digital communication)
1			
2			
3			
4			
5			

Second: The following BOD members did not attend the meeting:

No.	Name	Membership status (Chairman of the Board of Directors / Vice Chairman of the Board of Directors / Member)	Absence reason
1			
2			

Third: The following invitees from outside the Board of Directors attended the meeting (if any):

No.	Name	Job title – employer	The subject of his invitation
1			
2			

Fourth: Declarations of BOD members regarding any conflict of interest in the topics on the agenda (if any):

No.	Name of Member	Listed Subject	Specifying the conflict status
1			
2			

Fifth: The Board of Directors has approved the decisions preceding the meeting, issued by circulation, which are as follows (if any):

No.	Resolution / Directive
1	
2	
3	

Sixth: The Board of Directors approved the recommendations of the committees to the Board of Directors regarding the following:

Committee Name:

No.	Committee Recommendation	Committee meeting number and date	Board of Directors Decision
1			
2			
3			

Committee Name:

No.	Committee Recommendation	Committee meeting number and date	Board of Directors Decision
1			
2			
3			

Seventh: The Board of Directors was informed of the developments in following up on the implementation of previous Board of Directors decisions and the developments in the following decisions:

No.	Decision/recommendation	Notes/directives (if any)
1		
2		

Eighth: At this meeting, the Board of Directors discussed the topics on its agenda and took the following decisions regarding them:

No.	Subject	Resolution / Directive	Any reservations/feedback (if any)
1			
2			

The meeting ended at exactly () AM/PM.

Members Approved		
No.	Name	Signature and Date
1		
2		
3		
4		
5		
6		
7		

Secretary of the BOD Signature	BOD Chairman Approval

Form (3)

Disclosure of Impartiality and No Conflict of Interests Declaration

Disclosure by the Chairman/Member/Secretary/Rapporteur of the subcommittees of impartiality and no conflict of interest with their chairmanship/membership in the Board of Directors or the subcommittees that may affect the neutrality of role thereof in the Board of Directors/Committee discussions.	
I (member name), (membership in the Board of Directors) Board of Directors of (name of the federal entity) or (membership in the committee) committee (name of the committee) pursuant to this declaration, hereby acknowledge that:	
1	I am not an employee of the above-mentioned federal entity or any of its affiliated entities during my term as a BOD/committee member or during the preceding two fiscal years. (Does not apply to the secretary and rapporteur of subcommittees)
2	I do not have a kinship up to the second degree, with the entity official or one of the entity executive management employees, during my period of BOD/committee membership or during the preceding two fiscal years.
3	I do not have a consultative relationship or commercial or financial benefit or partnership with the entity official or one of the entity executive management employees during my term as a BOD member/committee or during the preceding two fiscal years.
4	I am not an employee, owner, or partner of the external auditor company, or in companies that provide other services to the entity during my term as a BOD member/committee or during the preceding two fiscal years.
5	I did not receive a salary, financial reward, or compensation from the above-mentioned entity other than the Board of Directors/Sub-committee remuneration during my membership period or the previous two fiscal years. (Does not apply to the secretary and rapporteur of subcommittees)
6	I do not have a direct relationship with any of the entities that receive an amount of funding from the above-mentioned federal entity or one of its affiliated entities.

7	Member of () Board of Directors in the Federal Government on the date of signing this declaration, as Chairman of the Board of Directors of () Board of Directors, and member of () Board of Directors.
Mention the cases that violate the above provisions (if any)	
1	
2	
3	

Definition “Conflict of Interest”:
The situation in which decision-making impartiality is compromised due to a material or moral personal interest. This occurs when the interests of the involved parties overlap or seem to overlap with those of the entity as a whole, or when a professional or official position is exploited for personal gain, and acknowledging the disclosure of any emergent conflict of interest, both upon its occurrence and before each meeting of the Board of Directors or Subcommittee.

Current positions and jobs		
No.	Job Title	Date of joining/appointment
1		

Previous positions and jobs			
No.	Job Title	Entity	Date of resignation/transfer
1			

Current membership in the boards of directors of the federal government, and any other field of administration				
No.	The Board of Directors	Membership status (Chairman/Vice-Chairman/Member)	Date of membership commencement	Date of membership termination
1				
2				
3				

Name and Signature	
Date	

Form (4)

BOD Member Evaluation

Federal Entity Name			
BOD Member Name			
Date of membership commencement			
Evaluation Period	From:		To:

		Point (Level 5 is the highest point)				
No.	BOD Member Evaluation Criteria	1	2	3	4	5
		Limited	Below Average	Average	Good	Distinguished
1	Commitment to attend BOD meetings, actively and constructively participate in its discussions, and study the topics on the agendas, as the case may be.					
2	Voting on the BOD decisions objectively and after thorough study, and ensure that they contribute to achieving the plans and objectives of the BOD and the federal entity.					
3	Sharing skills and experience thereof, and submitting development and improvement					

	proposals, to enable the BOD and the federal entity to carry out the tasks and competencies assigned thereto, and to continuously improve their performance.					
4	Reviewing and presenting best practices related to the entity work and presenting the same on an ongoing basis to the BOD and the federal entity.					
5	Cooperation and integration with the BOD Chairman and members, and the entity official to achieve the entity interests.					
6	Commitment to behavioural, ethical and integrity standards, and requirements for disclosing impartiality and non-conflicts of interest.					

Points achieved for evaluation *	1 – 1.49	1.5 – 2.49	2.5 – 3.49	3.5 – 4.49	4.5 – 5
Evaluation Result	1	2	3	4	5

* The points given for the above criteria shall be summed and divided by 6 (the sum of the above criteria).

Evaluation result achieved	
-----------------------------------	--

BOD Chairman Name and signature	
--	--

Evaluation Guidelines

First: The purpose of the Evaluations:

This evaluation aims to measure the effectiveness of the BOD member and implement the mechanism for disbursing the annual financial remuneration to the member based on the result of his evaluation.

Second: Officials concerned with application:

The evaluation form shall be filled out once a year by the BOD Chairman.

Third: Mechanism for calculating the evaluation points:

- The evaluation contains 6 specific evaluation criteria, which are evaluated on a five-point scale, from lowest (1) to highest (5).
- The evaluation result shall be calculated by summing the points given for the criteria and dividing them by (6).
- The evaluation result achieved (1, 2, 3, 4, or 5) shall be determined according to the classification shown above.

Fourth: Roles and Responsibilities:

1. BOD Chairman:

- Fill out the questionnaire impartially and honestly.
- Approve the form and send it back to the BOD Secretary.
- Commitment to the specified deadlines for filling out the evaluation.

2. The Secretary:

- Send a copy of the evaluation form for each member to be filled out and approved by the Chairman.
- Keep the original copy of the form received for each member, in paper or digital form, in the BOD work records.
- Maintain Confidentiality.
- Send copies of the evaluation forms to the Cabinet General Secretariat.

3. The General Secretariat of the Cabinet:

- Coordination and follow-up with the Secretary of the BOD to complete the implementation of the evaluation and clarify the requirements and any inquiries.
- Providing support and advice to secretaries.
- Receiving the executed evaluation, ensuring that the requirements are met, and keeping the evaluation forms in special records for each board of directors.

Form (5)

Sub-Committees Evaluation

Federal Entity Name				
Name of the sub-committee emanating from the Board of Directors				
Formation Date				
Evaluation Period	From:		To:	

		Point (Level 5 is the highest point)				
No.	Criteria for evaluating the emerging subcommittee	1	2	3	4	5
		Limited	Below Average	Average	Good	Distinguished
1	The efficiency and effectiveness of the committee in performing the tasks and powers assigned thereto.					
2	The effectiveness and efficiency of the committee in supporting the BOD and the federal entity to achieve its plans and programmes.					
3	The effectiveness of the organisation and the					

	committee work mechanism.					
4	Submitting the required reports to the Board of Directors on time.					
5	The effectiveness of the committee in managing and resolving issues of specialisation.					
6	Integration between the work of the committee and the Board of Directors.					

Points achieved for evaluation *	1 – 1.49	1.5 – 2.49	2.5 – 3.49	3.5 – 4.49	4.5 – 5
Evaluation Result	1	2	3	4	5

* The points given for the above criteria shall be summed and divided by 6 (the sum of the above criteria).

Evaluation result achieved	
-----------------------------------	--

BOD Chairman / Member Name & Signature	
---	--

Evaluation Guidelines

First: The purpose of the Evaluations:

This evaluation aims to measure the effectiveness of the subcommittees emanating from the Board of Directors, and to identify opportunities and areas for improvement and development of the committee work.

Second: Officials concerned with application:

The evaluation form shall be filled out once a year by: the BOD Chairman and the BOD member, each separately.

Third: Mechanism for calculating the evaluation points:

- The evaluation is based on 6 specific evaluation criteria, which are evaluated on a five-point scale, from lowest (1) to highest (5).
- The evaluation result shall be calculated per form by summing the points given for the criteria and dividing them by (6).
- The sub-committee evaluation is determined by summing the evaluation results achieved for each evaluator, then dividing them by the number of evaluations, and applying the classification indicated below, to calculate the committee final evaluation result
- The evaluation result achieved (1, 2, 3, 4, or 5) shall be determined according to the classification shown above.

Fourth: Roles and Responsibilities:

1. BOD Chairman and BOD member:

- Fill out the questionnaire impartially and honestly.
- Approve the form and send it back to the BOD Secretary.
- Commitment to the specified deadlines for filling out the evaluation.

2. The Secretary:

- Send a copy of the evaluation form to each member separately and specify the time required to fill out and approve the form.
- Commitment to the specified period for completing the evaluation forms in coordination with the Chairman and members.
- Ensure that the requirements for filling out the form are met and approved by the BOD Chairman and members.

- Keep the original copy of the form received, in paper or digital form, in the BOD work records.
- Maintain Confidentiality.
- Calculate the final evaluation result as outlined in Clause “Third.”
- Send copies of the evaluation forms to the Cabinet General Secretariat.

3. The General Secretariat of the Cabinet:

- Coordination and follow-up with the Secretary of the BOD to complete the implementation of the evaluation and clarify the requirements and any inquiries.
- Providing support and advice to secretaries.
- Receiving the executed evaluation, ensuring that the requirements are met, and keeping the evaluation forms in special records for each board of directors.

Form (6)

Evaluation of the Federal Entity Official

Federal Entity Name				
Name & position of the federal entity official				
Evaluation Period	From:		To:	

		Point (Level 5 is the highest point)				
No.	Federal entity official evaluation criteria	1	2	3	4	5
		Limited	Below Average	Average	Good	Distinguished
1	The success of the entity in carrying out tasks and powers thereof according to the evaluation of the Board of Directors.					
2	The entity success in implementing its strategic and operational plans, according to reports issued by the competent authorities, or according to a mechanism approved internally by the BOD.					
3	The entity performance and results are distinguished according to reports issued by					

	the competent authorities in the federal government.					
4	The entity success in implementing the decisions and recommendations issued by the BOD and subcommittees.					
5	The level of the entity commitment to the regulations and legislation approved by the federal government, according to the reports of the UAE Accounting Authority and internal and external audit reports.					
6	The entity success in empowering human cadres and preparing national capabilities capable of leading the sustainability of the entity distinguished results.					

Points achieved for evaluation *	1 – 1.49	1.5 – 2.49	2.5 – 3.49	3.5 – 4.49	4.5 – 5
Evaluation Result	1	2	3	4	5

* The points given for the above criteria shall be summed and divided by 6 (the sum of the above criteria).

Evaluation result achieved	
-----------------------------------	--

BOD Chairman / Member Name & Signature	
---	--

Evaluation Guidelines

First: The purpose of the Evaluations:

This evaluation aims to measure the efficiency and effectiveness of the federal entity official, and to identify opportunities and areas for improvement and development. This evaluation does not exempt the federal entity official from being subject to other evaluation and performance systems approved by the federal government.

Second: Officials concerned with application:

The evaluation form shall be filled out once a year by: the BOD Chairman and the BOD member, each separately.

Third: Mechanism for calculating the evaluation points:

- The evaluation is based on 6 specific evaluation criteria, which are evaluated on a five-point scale, from lowest (1) to highest (5).
- The evaluation result shall be calculated per form (by the BOD Chairman and each BOD member) by summing the points given for the criteria and dividing them by (6).
- The final result of the federal entity official evaluation is determined by summing the evaluation result achieved for each evaluator, then dividing them by the number of evaluations, and applying the classification indicated below, to calculate the Federal Entity Official final evaluation result.
- The evaluation result achieved (1, 2, 3, 4, or 5) shall be determined according to the classification shown above.

Fourth: Roles and Responsibilities:

1. BOD Chairman and BOD member:

- Fill out the questionnaire impartially and honestly.
- Approve the form and send it back to the BOD Secretary.
- Commitment to the specified deadlines for implementing the evaluation.

2. The Secretary:

- Send a copy of the evaluation form to each member separately, including the BOD, and specify the time required to fill out and approve the form.
- Commitment to the specified period for completing the evaluation forms in coordination with the Chairman and members.
- Ensure that the requirements for filling out the form are met and approved by the BOD Chairman and members.
- Keep the original copy of the form received, in paper or digital form, in the BOD work records.
- Maintain Confidentiality.
- Calculate the final evaluation result of the federal entity official as outlined in Clause "Third."
- Send copies of the evaluation forms to the Cabinet General Secretariat.

3. The General Secretariat of the Cabinet:

- Coordination and follow-up with the Secretary of the BOD to complete the implementation of the evaluation and clarify the requirements and any inquiries.
- Providing support and advice to secretaries.
- Receiving the executed evaluation, ensuring that the requirements are met, and keeping the evaluation forms in special records for each board of directors.

Form (7)

Evaluation of the Youth Representative in the BOD Membership

Federal Entity Name				
BOD Member Name				
Date of membership commencement				
Evaluation Period	From:		To:	

		Point (Level 5 is the highest point)				
No.	Youth representative in the BOD evaluation criteria	1	2	3	4	5
		Limited	Below Average	Average	Good	Distinguished
1	Commitment to attend BOD meetings, actively and constructively participate in its discussions, and study the topics on the agendas, as the case may be.					
2	Striving to search for best practices in the field of the entity's competencies, and working to benefit from them in Board of Directors discussions and decisions.					
3	Ensure that the needs and aspirations of young people are highlighted and shared on the topics presented to					

	the Board of Directors, wherever applicable.					
4	Voting on the BOD decisions objectively and after thorough study, and ensure that they contribute to achieving the plans and objectives of the BOD and the federal entity.					
5	Cooperating and integrating with the BOD chairman and members, and the entity official to achieve the entity interests, and working to benefit from the experiences and discussions of other board members.					
6	Commitment to behavioural, ethical and integrity standards, and requirements for disclosing impartiality and non-conflicts of interest.					

Points achieved for evaluation *	1 – 1.49	1.5 – 2.49	2.5 – 3.49	3.5 – 4.49	4.5 – 5
Evaluation Result	1	2	3	4	5

* The points given for the above criteria shall be summed and divided by 6 (the sum of the above criteria).

Evaluation result achieved	
-----------------------------------	--

BOD Chairman Name and signature	
--	--

Evaluation Guidelines

First: The purpose of the Evaluations:

This evaluation aims to measure the effectiveness of the BOD youth member and implement the mechanism for disbursing the annual financial remuneration to the member based on the result of his evaluation.

Second: Officials concerned with application:

The evaluation form shall be filled out once a year separately by the BOD.

Third: Mechanism for calculating the evaluation points:

- The evaluation contains 6 specific evaluation criteria, which are evaluated on a five-point scale, from lowest (1) to highest (5).
- The evaluation result shall be calculated by summing the points given for the criteria and dividing them by (6).
- The evaluation result achieved (1, 2, 3, 4, or 5) shall be determined according to the classification shown above.

Fourth: Roles and Responsibilities:

1. BOD Chairman:

- Fill out the questionnaire impartially and honestly.
- Approve the form and send it back to the BOD Secretary.
- Commitment to the specified deadlines for filling out the evaluation.

2. The Secretary:

- Send a copy of the evaluation form for each youth representative in the BOD membership to be filled out and approved by the Chairman.
- Keep the original copy of the form received, in paper or digital form, in the BOD work records.
- Maintain Confidentiality.

- Send copies of the evaluation forms to the Cabinet General Secretariat.

3. The General Secretariat of the Cabinet:

- Coordination and follow-up with the Secretary of the BOD to complete the implementation of the evaluation and clarify the requirements and any inquiries.
- Providing support and advice to secretaries.
- Receiving the executed evaluation, ensuring that the requirements are met, and keeping the evaluation forms in special records for each board of directors.