



UNITED ARAB EMIRATES
MINISTRY OF FINANCE

ANNUAL REPORT 2021

PROMISING JOURNEY INCREDIBLE ACHIEVEMENTS





HH Sheikh
Khalifa bin Zayed Al Nahyan
President of the
United Arab Emirates

”
Thanks to this enviable track record of achievements, we’re ushering in the next 50 years of our history with a comprehensive, long-term, and well-thought-out strategic vision, based on meticulous pursuance of excellence to secure a brighter future for future generations, who, by the time they will be celebrating our Centennial 2071, will see their nation amongst the best in the world thanks to a sustainable and vibrant economy.
“



HH Sheikh
Mohammed bin Rashid Al Maktoum
Vice President, Prime Minister
of the UAE and Ruler of Dubai

“

On December 2, 2021, the UAE will enter a new turning point in the process of its construction and renaissance. The march of the next 50 years, which will be more challenging and more ambitious, will require creative thought, a different approach, double work, exceptional efforts and momentum in projects and initiatives. It is not enough to work, we have to innovate and innovate. It is not enough to build, we have to develop. It is not enough to be the first, we have to be the example and the model. It is not enough to live up to expectations, we have to exceed all expectations.

”

Index

MESSAGES	STEADY STEPS TOWARDS LEADERSHIP	50 YEARS OF THE MoF	REMARKABLE FINANCIAL ACHIEVEMENTS	STRATEGIC OBJECTIVES ACHIEVEMENTS	INSPIRING IMPRINTS
08 HH Sheikh Maktoum bin Mohammed bin Rashid Al Maktoum, Deputy Ruler of Dubai, Deputy Prime Minister and Minister of Finance	16 About the Ministry of Finance	28 Sheikh Hamdan bin Rashid Al Maktoum The UAE's first Minister of Finance	36 MoF's Most Notable Achievements in 2021	48 First Strategic Objective Achievements	56 Local, Regional and Global Participation
10 HE Mohamed Hadi Al Hussaini, Minister of State for Financial Affairs	18 Organisational Structure	32 Ministry of Finance... Fifty years of historical achievements	39 The Ministry of Finance in the G20 Summit	49 Second Strategic Objective Achievements	62 Prominent Events Organised by MoF
12 HE Younis Haji Al Khoori, Undersecretary of the Ministry of Finance	19 Leadership Councils and Committees		42 MoF's efforts to achieve the sustainable development goals	50 Third Strategic Objective Achievements	66 MoF CSR Initiatives
	24 Mohammed Bin Rashid Innovation Fund		45 Certificates and Awards	51 Fourth Strategic Objective Achievements	
				52 Fifth Strategic Objective Achievements	
				53 Sixth Strategic Objective Achievements	



Remarkable achievements at local and international levels

2021 has been a year of remarkable achievements at the local and international levels. MoF's innovative approaches, effective work mechanisms and pioneering initiatives raised the status of the country's financial sector on the global map. The UAE took accelerated and steady steps in the development process at all levels, and became a global example of resilience in the aftermath of the COVID-19 pandemic.

During this year, we proudly managed to issue the UAE's first sovereign bonds in October 2021. The US dollar-denominated multi-tranche bonds of 10-, 20-, and 40-year tenures raised a whopping USD4 billion, underlining the global confidence in the nation's economy.

The MoF also prepared the UAE's largest-ever budget of AED290 billion for 2022-2026, which focussed on national development and well-being of the people.

As the UAE forges ahead marking its Golden Jubilee with multiple success feats in all strategic sectors, the ministry represented the UAE at various Arab entities, organisations, and institutions, including the Arab Fund for Economic and Social Development, the Arab Monetary Fund, and the Arab Authority for Agricultural Investment and Development.

The MoF also strengthened international partnerships with the IMF and the World Bank, which has been pivotal in establishing the UAE's unprecedented position as a global economic power. The ministry signed more than 136 double taxation avoidance agreements and 101 investment protection agreements. Focussing on sustainable finance, the ministry has been promoting green SMEs and encouraging sustainable finance educational programmes to raise awareness among SMEs.

In 2021, the ministry made a transition to accrual accounting programme contributing towards raising the effectiveness of financial planning and the implementation of the nation's budget in accordance with international best practices.

As our nation marches ahead towards the next fifty years of progress and accomplishments, the Ministry of Finance contributes to the great strides that our nation is taking towards a promising future and looks forward to joining hands with businesses, citizens and residents, to envision and realise a bright future for the UAE, making it one of the best countries in the world.

HH Sheikh Maktoum bin Mohammed bin Rashid Al Maktoum

Deputy Ruler of Dubai, Deputy Prime Minister and Minister of Finance



A slew of innovative initiatives

In line with the 2071 centenary goals, the Ministry of Finance launched a slew of innovative initiatives in 2021 focussing on the financial and economic sustainability of the UAE and raising the status of the country's financial sector on the global map. Implementation of integrated digital services, transition to accrual accounting programme, launch of US dollar-denominated bonds and In-Country Value Program on procurement policies, are some of the significant ones which raised the position of the UAE on the global financial map.

The ministry formulated and implemented judicious fiscal and monetary policies across the financial systems in the country in accordance with the global best practices. It enhanced cooperation with various international finance entities and leaders of various nations, especially on the sidelines of Expo 2020 Dubai, welcoming and sharing innovative and futuristic ideas.

At the global level, MoF led fruitful discussions with global organisations including the International Monetary and Financial Committee (IMFC), the GCC Financial and Economic Cooperation Committee, and the International Finance Corporation (IFC). The sessions addressed multiple strategic topics including the role of digitalisation in public finance, role of investments, public and private partnerships in economic recovery, efficiency of taxes applied across the GCC, boosting trade exchange among different countries, and cross border investments. Meetings with leaders of various nations led to increased cooperation in bilateral investments and sustainable economic development.

The MoF also began implementing the national In-Country Value (ICV) programme last year across federal government entities aiming to boost economic diversification and future-preparedness of the country.

The year 2021 also witnessed the launch of the GCC-TAKAMUL system on the sidelines of the 114th meeting of the GCC Financial and Economic Cooperation Committee. The system, introduced by the Ministry of Finance in 2012 connecting 26 government agencies in the country, was transferred to the Secretariat of the Gulf Cooperation Council, underscoring the importance of the strategic role that the UAE plays in the Gulf region.

As the UAE marches ahead towards the next fifty years of progress, the Ministry of Finance looks forward to playing a significant role by making the financial sector of the country rank high in terms of global competitiveness.

HE Mohamed Hadi Al Hussaini

Minister of State for Financial Affairs



Innovation is the approach and basis for government financial work

Under the leadership of His Highness Sheikh Maktoum bin Mohammed Al Maktoum, Deputy Ruler of Dubai, Deputy Prime Minister and Minister of Finance, the Ministry of Finance developed ambitious strategic plans and goals, targeted at shaping the future to achieve major breakthroughs in digital transformation. The Ministry continues to take steady steps towards excellence, under the supervision of His Excellency Mohamed bin Hadi Al Hussaini, Minister of State for Financial Affairs, by promoting fiscal planning of the Federal Government and the public finance sustainability, and strengthening the UAE's competitiveness in the fiscal and economic field.

As part of its vision to boost UAE's competitiveness in the financial sector to become one of the best financial sectors in the world, the Ministry has implemented highly effective and efficient financial practices, and adopted digital transformation and innovation as the approach and basis for government financial work in 2021. Keeping pace with the rapid penetration of technology in all major industries, and in line with the UAE's vision to become an innovation hub, MoF has automated 99-100% of its services and launched 26 new digital services, which reflects the ministry's commitment to providing superior services to citizens, residents, businesses, and other government entities.

In October 2021, MoF participated in the G20 Finance Track's third Global Partnership for Financial Inclusion meeting, promoting financial inclusion for women and youth. During the event, the UAE delegation initiated a proposal by the MoF on reducing the cost of remittances, in line with sustainable development goals (SDG) targets, to 3% by 2030. It outlined the potential of distributed ledger technology (DLT), and advocated blockchain and digital currencies as alternatives to traditional payment systems. MoF also represented the nation at various international platforms voicing opinions and establishing strong foothold as a major global power. It opened the Sixth Annual Arab Fiscal Forum with the Arab Monetary Fund (AMF) and the International Monetary Fund (IMF), discussing experiences and challenges in decision and policy making in the Arab region, in light of recent economic and financial developments.

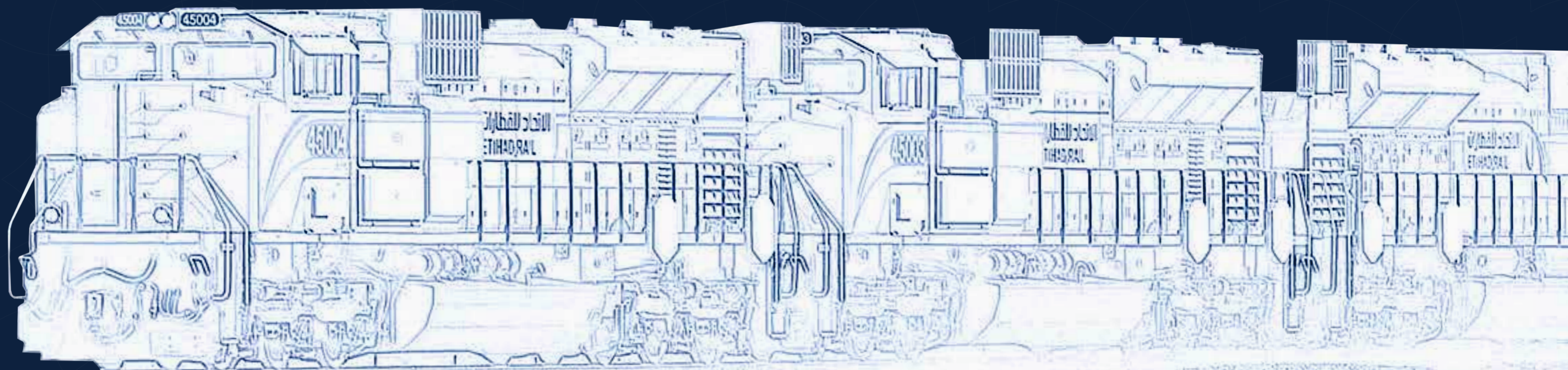
MoF successfully launched the pilot phase of the new innovative Digital Procurement Platform across several entities by the end of 2021. The platform will improve government procurement and enhance spending efficiency across federal entities by providing a flexible procurement policy and promoting integration with federal financial systems. The ministry also launched an advanced laws and policies search portal on its website, simplifying it for the users to search for laws, financial policies, legislation and documents according to different categories and classifications.

Thanks to advanced technologies, payment infrastructure, and interconnected payment networks that enabled faster, cheaper and safer remittance systems, the UAE emerged as the second largest source of remittances globally. The MoF seeks to continue adopting novel technologies and innovative solutions to advance the quality of its services and strengthen the global competitiveness of the UAE's financial sector.

HE Younis Haji Al Khoori
Undersecretary of the Ministry of Finance



STEADY STEPS TOWARDS LEADERSHIP



ABOUT THE MINISTRY OF FINANCE

VISION

To be a global leader in the fiscal field and to contribute to achieving the UAE Vision.

MISSION

To efficiently and proactively manage and develop the federal government financial resources through active fiscal policies, excellent abilities, and local and international relations in order to achieve development, sustainability, and integrity of the fiscal system in accordance with best practices.

VALUES

Our values create a positive energy within our organisation, and are the driving force that takes us towards the accomplishment of our strategic goals and the fulfilment of our mission. Our values provide the framework that brings our team together to improve our performance, within an environment that motivates us to excel at everything we do.

MoF Institutional Values



INFLUENTIAL

Play a strategic role in the allocation of resources, taking into account government performance indicators, and supporting decision-making to improve efficiency.



OPINION LEADER

Provide an essential perspective on fiscal affairs and improve the implementation of relevant policies.



CENTRE OF EXCELLENCE

Disseminate the culture of fiscal hedging and represent an international reference point for the best fiscal practices.



INNOVATIVE

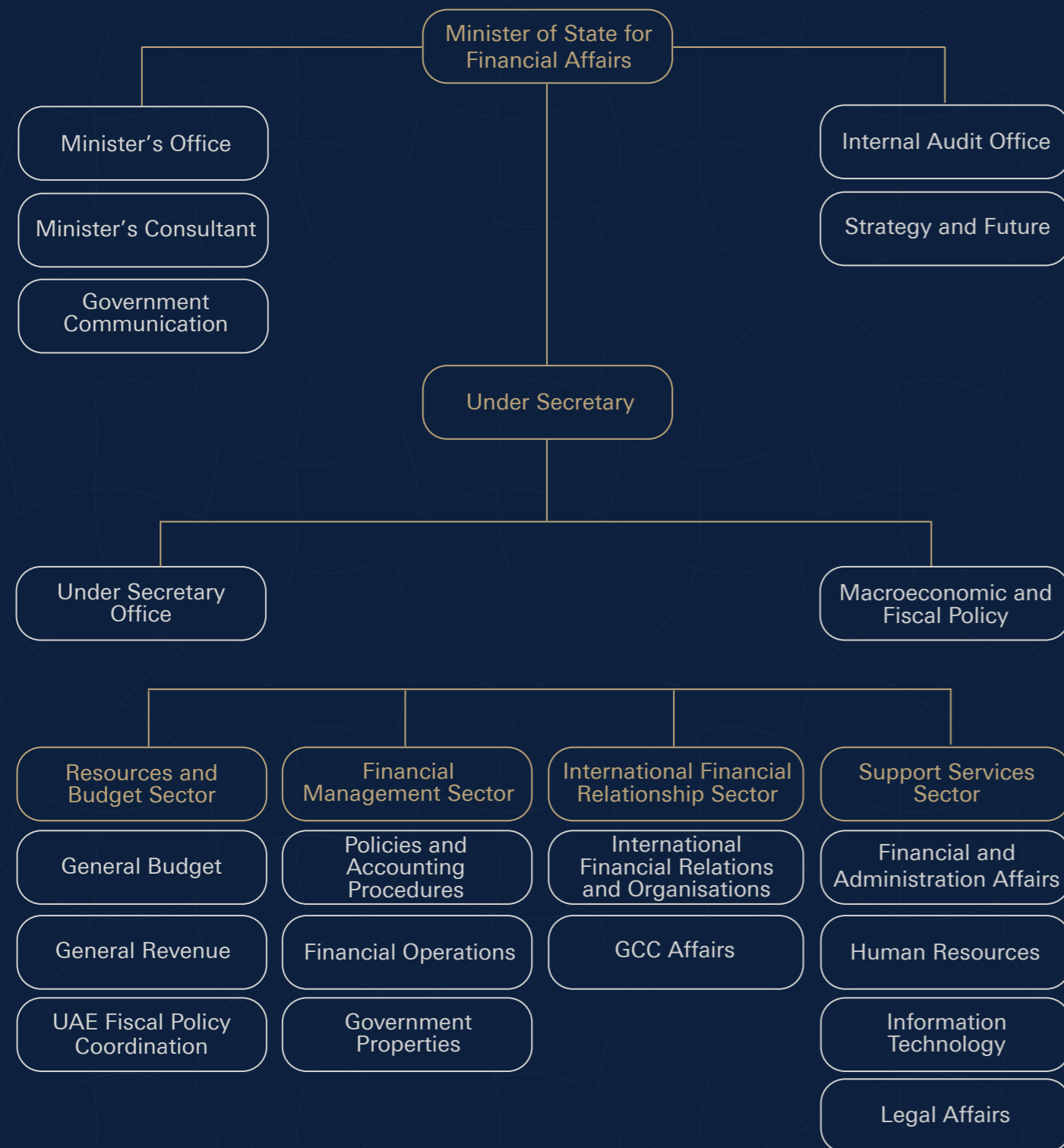
Provide both the public and private sectors with tools and the ability to support innovation in the UAE.



PROACTIVE

Well-prepared to address the issues that affect fiscal sustainability and to increase ability to face financial and economic crises.

ORGANISATIONAL STRUCTURE



LEADERSHIP COUNCILS AND COMMITTEES

The MoF consists of a number of councils and specialised committees that, due to the nature of their tasks and members, are divided into two categories, internal and external, working in an integrated manner to carry out the tasks assigned to the ministry. Each committee performs its responsibilities efficiently and effectively to ensure the realisation of the ministry's vision and objectives in line with the MoF mission and values.

General Budget Committee

Assignments of this committee include the consideration and coordination of topics relating to the federal budget; developing government performance and the UAE's economic relationship with countries, economic groups, regional and global agencies, organisations and funds; in a manner that serves the overarching interests of the UAE.

The General Budget Committee's most notable achievements in 2021

- ◆ The General Budget Committee held five meetings during the financial year 2021 in which a number of financial topics and reports pertaining to its duties and responsibilities were reviewed.
- ◆ Approving the strategy of the Federal Government Public Debt Strategy 2021-2023, which aims to provide a general framework for stimulating the national financial and banking sectors and establishing a bond market in the local currency.
- ◆ Approving the draft federal budget for the years 2022-2026, with total projected revenues of AED 299 billion, and total projected expenditures of AED 290.7 billion.
- ◆ Providing recommendations on the financial requirements for the housing programmes and the management of the housing loan portfolio, loans and financial grants provided to the UAE nationals by the Sheikh Zayed Housing Programme.
- ◆ Approving the draft federal budget for the fiscal year 2022, with projected revenues of AED 56.7 billion and projected expenditures of AED 58.9 billion.
- ◆ Monitoring the cash flow of the federal government, in light of the UAE Cabinet resolution regarding the control of the general federal budget expenditures and measures taken in this regard.

The General Budget Committee's most notable achievements in 2021 (CONT'D.)

- ◆ Approving the increase in budget allocations for some federal entities to implement development projects, including the UAE's mission to explore Venus and the asteroid belt during 2022-2032, the Etihad Rail project, Economic Substance Regulations project and the CbCR reporting.
- ◆ Directing federal entities to pay and settle financial obligations in order to finance the buildings and offices of federal entities inside and outside the UAE.
- ◆ Providing guidance with regard to the governance of project financing procedures in the Federal Government, to improve the process of the project financing mechanism by linking the project management process to controlled budget preparation processes and related procurement processes, while enhancing transparency with regard to the project's expected impact.
- ◆ Approving the additional allocations and the supplementary budget requested by federal entities for the fiscal year 2021, with a total value of AED 313.0 million.

Government Financial Policy Coordination Council

The Council's mandate includes overseeing the collection of data and government financial reports on the state level, formulating the government's financial policies, in addition to submitting financial reports on the Council's operation to the Cabinet. MoF is the Council Secretary, monitoring the implementation of its recommendations and resolutions.

The Government Financial Policy Coordination Council's most notable achievements in 2021

- ◆ Preparing the consolidated financial report for the fiscal year 2020 and the financial reports for Q1, Q2, Q3 and Q4 of 2021.
- ◆ Monitoring fee reviewing process across the country and ensuring that there is no duplication.
- ◆ Organising virtual meetings between the IMF and the governments of the emirates regarding the provision of the requirements of the Article IV Consultation Mission.
- ◆ Implementing the financial regulations of the e-GDDS across the UAE in coordination with governments of the emirates.
- ◆ Promoting consultation and coordination between the Federal Tax Authority and the Central Bank of the UAE.
- ◆ Reviewing the sovereign rating and the rating methodologies of international rating agencies.
- ◆ Finalising the draft agreement by and between the MoF, the Central Bank of the UAE and local financial departments to implement Article (34) of the Central Bank Law and financial activities regarding coordination between fiscal and monetary policies.



- ◆ Coordinating with the Federal Tax Authority to respond to all inquiries and requirements received from the local departments representing the concerned emirate to address all the challenges they face.
- ◆ Reviewing meeting updates of the work team of the Common VAT Agreement of the States of the Gulf Cooperation Council, and monitoring the submission of updates to the Council with regard to the issues pertaining to tax policies addressed at the working group level.
- ◆ Reviewing Federal Decree-Law No (9) of 2018 on Public Debt that identifies the general regulations governing the issuance and management of public debt in accordance with a rational and safe policy to manage risks and reduce its cost to the least possible extent.
- ◆ Organising a workshop on the Government of Dubai's experience in applying accrual accounting in accordance with the International Public Sector Accounting Standards (IPSAS), in coordination with Dubai Department of Finance.
- ◆ Cooperating with the Federal Competitiveness and Statistics Centre to review the UAE's performance in global competitiveness indicators related to financial affairs.
- ◆ The UAE ranked 16th globally and 2nd in West Asia in Open Data Inventory 2021.
- ◆ Organising a joint workshop between the UAE Ministry of Finance and the Kingdom of Saudi Arabia to build on Saudi Arabia's experience in joining the SDDS and review its implementation mechanism in accordance with the best international standards and practices.
- ◆ Participating in the annual meetings of the Arab Statistics Initiative (ArabStat) held in coordination with the Arab Monetary Fund. The Council provided the UAE financial reports and reviewed priority topics for Arab countries, including modern financial technology statistics, public finance and public debt statistics, as well as the financial stability indicators.

Financial Restructuring Committee

The committee supervises the financial restructuring procedures of institutions and businesses in the UAE; develops a list of accredited experts in the field of bankruptcy and insolvency; establishes and organises an electronic record of individuals with a bankruptcy ruling; and organises and sponsors initiatives that raise public awareness of the bankruptcy law and its goals.

The Financial Restructuring Committee's most notable achievements in 2021

- ◆ Designing the website pages of the Financial Restructuring Committee.
- ◆ Approving the assessment tests of the accredited experts at the Financial Restructuring Committee and creating a final list of the accredited experts.
- ◆ Preparing a list of conditions for the companies applying for financial restructuring to ensure their compliance with Cabinet Resolution No (4) of 2018 on the Formation of the Financial Restructuring Committee.
- ◆ Preparing the draft articles of association for the establishment of the consultative council.
- ◆ Launching the Financial Restructuring Committee's website page.
- ◆ Developing an onboard program for the procedures of applying to the financial restructuring service.
- ◆ Issuing a draft of the proposed amendments to the criteria for accrediting experts.
- ◆ Appointing EY as an advisor to the Financial Restructuring Committee and forming a consultative council for the committee in cooperation with EY and the ministry secretariat.
- ◆ Closing the KBBO Group file.
- ◆ Amending the bankruptcy law to improve its compatibility with international standards according to a study conducted by a World Bank expert on the issues that need to be improved and which shall be taken into consideration in the Federal Decree Law No (9) of 2016 and its amendments.
- ◆ Preparing a memorandum to amend the Cabinet resolution regarding the formation of the committee and the amendment of the committee's mandates and the procedures of financial restructuring.
- ◆ Creating 2 email addresses to communicate with experts and members of the consultative council.

General Revenue Department

The General Revenue Department is involved in conducting studies and compiling study results for the Federal Government, collecting public revenue, providing the necessary suggestions to impose or amend or remove service fees in the Federal Government in coordination with federal entities and relevant authorities in the country, in addition to other tasks related to the work of the department.

General Revenue Department's most notable achievements in 2021

- ◆ Issuing tax legislation regarding indirect taxes such as value-added tax and excise tax, which maintain the sustainability of financial resources that support all sustainable development goals.
- ◆ Amending the mechanism for approving payments in the financial system in accordance with Financial Circular No (4) of 2021 and pursuant to the Federal Decree Law No (26) of 2019 on Public Finance - responsibilities of federal entities, Article No (55).
- ◆ Preparing a provision for accounting combinations for each of the new ministries 111 / 103 / 102 and Ministry of 198 to settle the issues of accounting combinations in the financial system.
- ◆ Submitting proposals for collecting the revenues of the Federal Authority for Identity and Citizenship, Ministry of 198, in coordination with the Authority, to record and close tax outputs in the net of tax.
- ◆ Updating the unified digital platform system for collecting federal service fee revenues through local entities, migrating data to the federal financial system, and implementing the matching process between systems automatically.
- ◆ Adding and activating Apple, Samsung and Google Wallet apps for carrying out payments via the eDirham system.
- ◆ Developing and implementing a program for smart reporting screens in the eDirham through MicroStrategy system.
- ◆ Submitting 21 memoranda to the Cabinet and implementing 21 resolutions issued by the Cabinet to maintain the sustainability of the Federal Government revenues in 2021 according to the periodic review of the Federal Government service fees and to develop revenue sources.
- ◆ Closing the final account of the Federal Government entities revenues for 2020 in a timely manner.
- ◆ Updating the Unified Structure Manual and the Revenue Section Procedures Manual for the Federal Government Revenue Accounts.
- ◆ Organising more than 8 training workshops and meetings on auditing and control (attestation records, inventory of federal entities' surpluses, bank guarantees, financial control authority, accrual of revenues, the recording mechanism for the accrued receivables, reports on comparing the estimated revenues against the actual revenues, and the mechanism for supplying the federal entities revenues to the Public Treasury Division in accordance with the Public Finance Law and the General Federal Budget Linking Law).
- ◆ Activating bank guarantee fee payment through electronic links sent to mobile phones and emails instead of collection devices.
- ◆ Upgrading data transfer features from eDirham to the Federal Financial Management Information Systems (FMIS).
- ◆ Upgrading the E11 System Database to Oracle 19C.

MOHAMMED BIN RASHID INNOVATION FUND

The Mohammed bin Rashid Innovation Fund (MBRIF) aims to foster innovation by supporting innovators and entrepreneurs to fulfill their ambitions and achieve success with their future projects. It seeks to help them overcome challenges and facilitate their access to financing at a low cost.

MBRIF's most notable achievements in 2021

- ◆ Providing support to 41 MBRIF members through the Guarantee Scheme and the Innovation Accelerator programs.
- ◆ The MBRIF members received more than AED 320 million from investors.
- ◆ More than 400 connections were made with potential clients, investors and market experts.
- ◆ 2 IA Cohorts graduated from the Innovation Accelerator Program.
- ◆ Creating 151 new job opportunities post MBRIF onboarding.
- ◆ Delivering more than 580 IA services during the IA program period.

Major Events in 2021

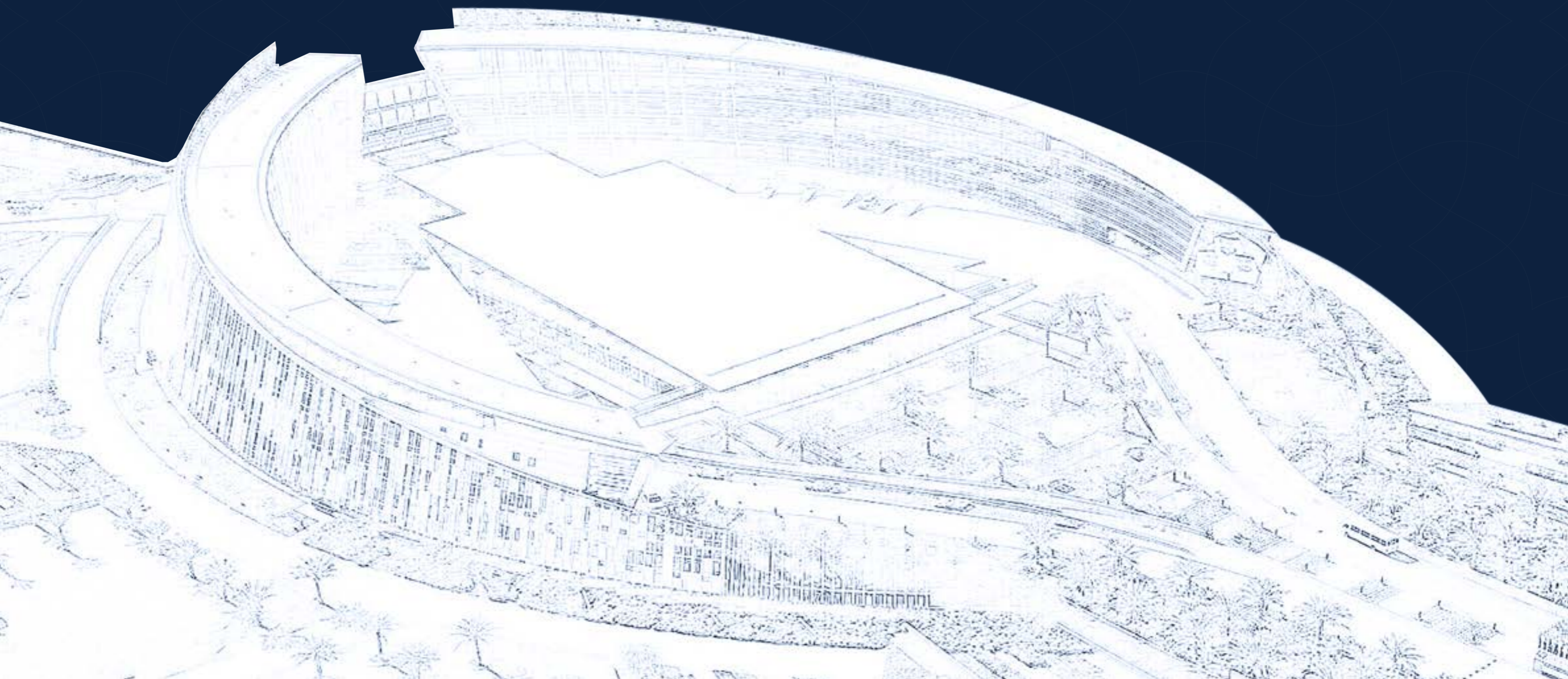
- ◆ Participating in GITEX Future Stars and Vista events for startups, where more than 400 potential applications were generated for the MBRIF.
- ◆ Organising 27 media events, including press releases, interviews and opinion pieces.
- ◆ Organising 3 events with over 1000 registered attendees in Innovation Experience live series which hosts world-class entrepreneurs to share their innovative experiences through interactive discussion sessions.
- ◆ Achieving 125% growth in social media communities across Facebook, Instagram, Twitter and LinkedIn.



New Partnerships in 2021

- ◆ Establishing new partnerships with the UAE Space Agency, Masdar City, Abu Dhabi Vocational Education and Training Institute and Hub 71.
- ◆ Receiving more than 70 potential applications from our partners.
- ◆ Six university teams graduated from batch 1 of the University Entrepreneurship Program in cooperation with Dubai Future Foundation.
- ◆ Organising 16 interactive activities including workshops, roundtable discussions, coaching sessions and boot camps training to support innovation ecosystem.

50 YEARS OF THE MoF



Sheikh Hamdan bin Rashid Al Maktoum



The UAE's first Minister of Finance

The late Sheikh Hamdan bin Rashid Al Maktoum, may his soul rest in peace, was born in 1945. After graduating in the mid-sixties, he immediately assumed the presidency of Dubai Municipality and remained in that position even after being assigned the position of Deputy Prime Minister and Minister of Finance, Economy, Trade and Industry in the first federal government in December 1971. He held the position of Minister of Finance until his death in March 2020. Sheikh Hamdan made a quantum leap in the financial sector in the UAE. During his post, the Ministry of Finance made leading contributions in the financial and economic sectors, including ensuring sustainability of federal financial resources and development plans, strengthening the UAE's position in international competitiveness indexes and global financial and economic relations. Sheikh Hamdan was a great example of giving, dedication and devotion to work. He was known for his interest in humanitarian work and his passion for culture, literature and scientific developments, and he will always be remembered for his pivotal contributions in the political, economic, social, cultural and sports scenes in the UAE.

LEAVING BEHIND A RICH LEGACY OF ACHIEVEMENTS

Sheikh Hamdan devoted years of his life to serve the country and its people, ensuring a decent life for the nationals and residents in the UAE. He left behind a true legacy of remarkable achievements on the local, regional and global levels.

01

He chaired numerous prominent government institutions including Dubai Municipality, the Al Maktoum Foundation, Emirates Global Aluminium, and the Dubai World Trade Centre.

02

He was the first person to receive three honorary certificates from the Royal College in the UK, as well as an honorary fellowship certificate from the British Royal College of Internal Medicine in London, Edinburgh and Glasgow.

03

He launched several local and international awards, most notably, an international award in the field of medical science, a prize for cultural pluralism in Scotland, and the Sheikh Hamdan bin Rashid Al Maktoum Award for Medical Sciences.

04

He received the Sheikh Rashid Humanitarian Award 2000 for his efforts in supporting several charitable projects including orphanages, schools, colleges and hospitals in many developing countries.



05

He was honoured as the world's best personality in the fields of health, education and sports in 2005 by the International Hospitals Union. He was also honoured as the Personality of the Year 2007 by Sharjah Award for Volunteer Work.

06

He was awarded the highest medal of appreciation from the United Nations Educational, Scientific and Cultural Organization (UNESCO) in 2006, in appreciation of his efforts in supporting education and science programmes.

“At the Ministry of Finance, we are keen to continue developing and implementing wise financial and monetary policies and to adapt all our capabilities to manage financial affairs and financial systems in the UAE in accordance with the best international practices with the aim to achieve the financial and economic sustainability of our beloved country and the prosperity of our people.”

**Late Sheikh Hamdan bin Rashid Al Maktoum,
May his soul rest in peace**

MINISTRY OF FINANCE FIFTY YEARS OF HISTORICAL ACHIEVEMENTS

Since its establishment and over the past decades, the Ministry of Finance achieved unprecedented milestones which helped improve the government financial work mechanisms, formulate financial policies in accordance with international best practices, maintain the UAE's financial stability, strengthen the legislative structure of fiscal and monetary policies by establishing financial laws and legislation, and adopt the latest innovative financial systems and technologies while ensuring their efficient and effective implementation.

The following are some of the MoF's most prominent local and international achievements in government financial work, as part of its efforts to adapt to the accelerating pace of technology development, and in line with its commitment to support the UAE's vision to cement its position amongst the world's most innovative countries.

Local Achievements

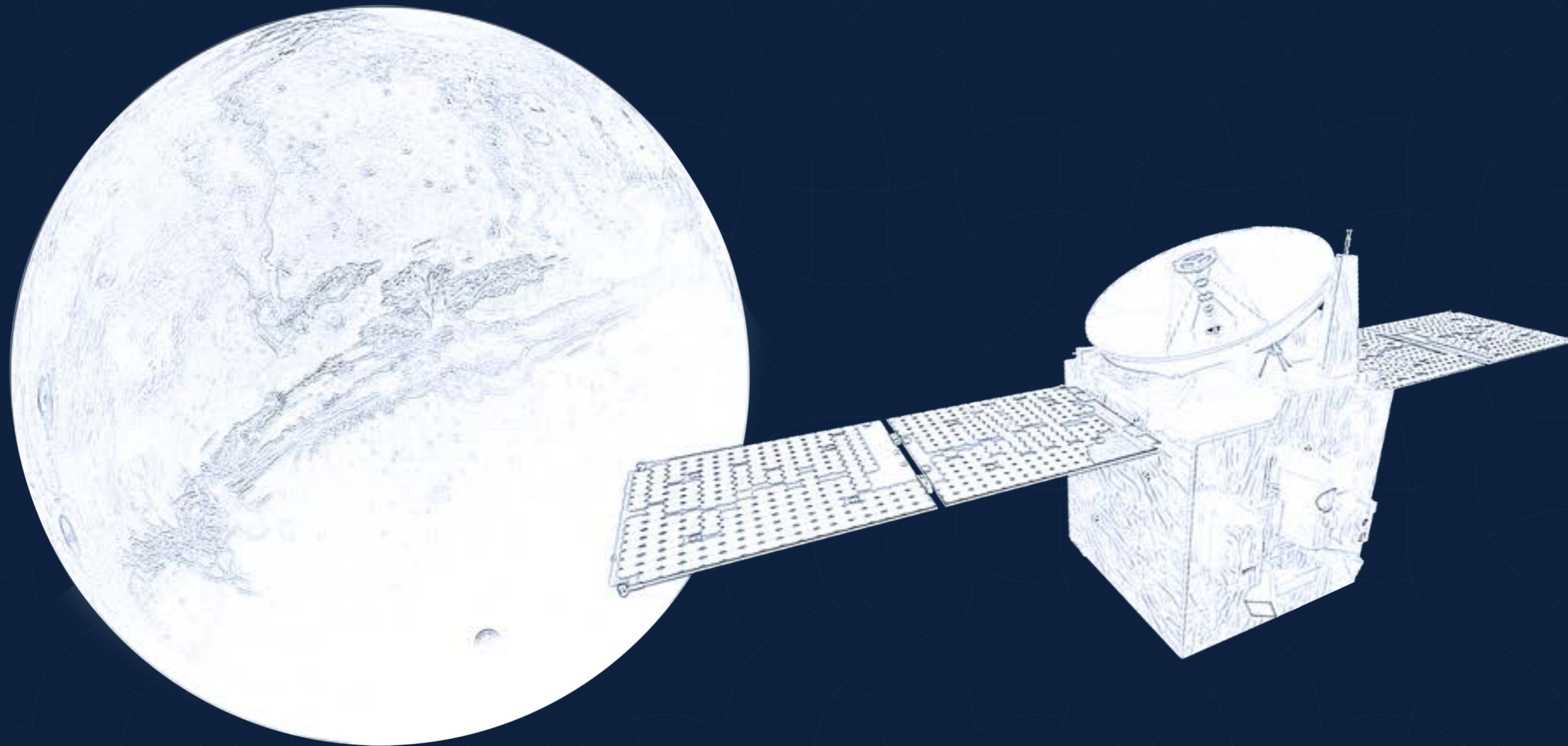
- 01 Forming the Government Financial Policy Coordination Council under Cabinet Resolution No (39) of 2008, with the aim of coordinating between the federal government and the governments of the emirates to achieve integration of the economic and financial visions.
- 02 Issuing the Federal Financial Procedures Manual which serves as a reference guide for all ministries with regard to their financial procedures and processes.
- 03 Forming the Federal General Budget Committee in 2020 under a decree issued by HH Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai.
- 04 The transition to the accrual basis of accounting which improved effectiveness of financial planning and ensured the implementation of the UAE's general budget according to the international best practices.
- 05 The UAE government issued a US dollar-denominated multi-tranche sovereign bond package for subscription, and the Ministry of Finance managed to achieve the lowest-ever yield for a debut sovereign from the GCC.



International Achievements

- 01 MoF represented the UAE in a number of prominent joint Arab projects, authorities, and institutions, including the Arab Fund for Economic and Social Development, Arab Monetary Fund, and Arab Authority for Agricultural Investment and Development, among others.
- 02 MoF reinforced international cooperation and partnerships with the International Monetary Fund and the World Bank with the aim of consolidating the UAE's solid and pioneering position in the global economic arena.
- 03 MoF signed over 136 double taxation avoidance agreements and 101 agreements for the protection and promotion of investments, making the UAE the second country in the world to sign such agreements.
- 04 The UAE took the lead globally in three main indicators of the ease of doing business index, including getting credit, paying taxes, and settling insolvency cases. The UAE also ranked first globally in the efficiency of government fiscal policy.

REMARKABLE FINANCIAL ACHIEVEMENTS



MoF's MOST NOTABLE ACHIEVEMENTS IN 2021

As part of its commitment to achieve the UAE strategic goals, the Ministry of Finance continues to put in efforts to improve government financial work and provide world-class services that ensure customers' happiness and meet their needs, in line with the objectives of UAE Centennial 2071 to promote the UAE as a regional and global innovation hub. During 2021, the MoF made a number of notable achievements and effective contributions at the local, regional, and international levels by adopting advanced work mechanisms, innovative solutions, and modern digital systems. It also launched initiatives aimed at enhancing the efficiency of the government financial performance and consolidating the UAE's high ranking on the global competitiveness map.

01 | Integrated Digital Services

MoF continues its digital transformation journey by adopting the latest innovative technologies and international best practices. In 2021, the Ministry digitalised 99-100% of its services and developed 26 internal digital services designed to meet the needs and requirements of customers.

03 | The Interactive e-Learning Platform

MoF launched an interactive e-learning platform on its website to help all stakeholders and companies that carry out any of the defined "Relevant Activities" to access all information and details related to filing Economic Substance Reports as well as the related guidelines.

02 | Transition to the Accrual Basis of Accounting

In 2021, MoF prepared the consolidated final account for federal entities for the fiscal year 2021 and all applicable regulations and laws, which, for the first time, was approved based on the accrual basis of accounting system. This comes as part of MoF's continuous commitment to improve the efficiency and effectiveness of financial planning in the federal government.

04 | The Arab Fiscal Forum

MoF inaugurated the Sixth Annual Arab Fiscal Forum in coordination with the Arab Monetary Fund (AMF) and the International Monetary Fund (IMF). The meeting discussed the challenges facing decision and policy makers in the Arab region. It also deliberated means to enhance COVID-19 recovery measures.

05 | Five-year Federal Budget

The UAE approved its largest federal budget for the years 2022-2026 with total expenditures of AED290 billion. This reflects the UAE's commitment towards achieving national development plans and providing people with the best quality life. The Federal general budget for the fiscal year 2022 was also approved, with a total expenditure of AED 58.931 billion, and the largest share has been allocated to the social development and social benefits sector.

06 | GCC-Takamul

In 2021, MoF implemented the GCC Takamul on the sidelines of the 114th meeting of the GCC Financial and Economic Cooperation Committee. The Ministry launched the GCC-Takamul system in 2012, which links 26 government entities in the country through an e-gateway for complaints and enquiries. It was then transferred from the Ministry of Finance to the Secretariat General, affirming the UAE's strategic role in the GCC scene.

07 | The In-Country Value Program (ICV)

MoF started implementing the In-Country Value Program on the procurement policies of all 45 federal government entities, including ministries, federal authorities, and institutions, with the aim of supporting the country's future economic diversification plans. The Ministry implemented the requirements of the ICV program by amending the federal government's procurement policy and ensuring that these requirements are reflected in the current procurement systems.

08 | The UAE Ranks Second Globally

The UAE has been ranked the second largest source of remittances globally thanks to the advanced infrastructure and interconnected payment networks of the UAE financial sector. The UAE seeks to employ the most advanced technologies in this field to provide faster, cheaper, and safer remittance systems.

MoF's most notable achievements in 2021 (CONT'D.)



09 | High-Level Statement on Sustainable Financing

The UAE Sustainable Finance Working Group issued a high-level statement on sustainable finance detailing its commitment to achieving the UAE's sustainable development goals and Net-Zero 2050 initiative, as the first country in the MENA region. The statement sets a clear roadmap for the participating entities to contribute towards achieving the UAE's sustainability and climate change objectives.

11 | A US Dollar-Denominated Multi-Tranche Bond Offering

The UAE government issued a US dollar-denominated multi-tranche bond offering for subscription. The bond package comprised medium and long-term tranches: a 10-year tranche, a 20-year tranche, in addition to a 40-year dual-listed Formosa tranche. The offering made the UAE the first-ever sovereign to do a US dollar benchmark issuance in the 20-year tenor in the GCC. The government bond tranches raised USD4 billion, while global books peaked at USD22.5 billion, representing a 5.6x oversubscription.

10 | MoF's Advanced Laws & Policies Search Portal

MoF launched an Advanced Laws & Policies Search Portal which allows users to search for financial laws, policies, legislation and documents under various categories and classifications. The portal has unique features specifically designed to provide users with a hassle-free search experience enabling them to access information quickly and efficiently.

THE MINISTRY OF FINANCE IN THE G20 SUMMIT

MoF participated in 6 meetings held within the G20 Finance Track under the Italian G20 presidency for 2021, where the UAE was granted membership in the Global Partnership for Financial Inclusion (GPFI) within the G20 Finance Track for a period of three years, 2021- 2023. GPFI is an inclusive platform for all G20 countries, interested non-G20 countries and international organisations including the World Bank Group, and the Organisation for Economic Cooperation and Development, among others. GPFI takes extensive efforts to help members implement the G20 principles of innovative financial inclusion for youth, women, and SMEs. The Ministry of Finance made notable contributions during its participation in the meetings of the G20 Financial Track in 2021, including the following:

01

The Ministry of Finance submitted 16 case studies on the best practices of financial inclusion for women, youth, and SMEs in the G20 reports. The reports include case studies on the UAE government policies and initiatives as well as facilities provided by the UAE to support micro, small and medium enterprises during the COVID-19 pandemic, in addition to digital financial awareness initiatives. The case studies will be published in the G20 Financial Inclusion Global Partnership reports.

02

In cooperation with the Central Bank of the UAE and in coordination with the Ministry of Finance in Switzerland, the UAE Ministry of Finance prepared a joint proposal on how to employ the latest blockchain-based digital technology systems and digital currencies, with the aim of making fundamental changes in remittance processes, the most important of which is ensuring data privacy, reducing remittance cost, and defining cybersecurity risks. The proposal was submitted during the final meeting of the Global Partnership for Financial Inclusion in October 2021.

The Ministry of Finance in the G20 Summit (CONT'D.)



The UAE has been granted membership in the G20 Financial Track’s Global Partnership for Financial Inclusion for three years, from 2021 to 2023.

03 In coordination with the Ministry of Health and Community Protection, the MoF participated in an initiative to discuss the proposal of the Italian G20 Presidency with regard to establishing the Global Health and Finance Council in order to strengthen ties between public health and financial policies, and to prepare for emergencies and respond to epidemics and related challenges.

04 In coordination with the Abu Dhabi Fund for Development, MoF participated in the Debt Service Suspension Initiative (DSSI) which aims to help developing countries meet their development needs, reduce their debt burdens, and enable them to address and minimise the impact of COVID-19. The Ministry shares debt service suspension data and coordinates with the International Financial Architecture Working Group (IFAWG) to present it at the G20 Finance Ministers and Central Bank Governors’ meetings.

05 The UAE has welcomed the statement issued by the Organisation for Economic Cooperation and Development and the G20 (G20/OECD) on the Inclusive Framework on Base Erosion and Profit Shifting with regard to laying the building blocks for a new global tax framework. The UAE is one of the 132 member countries (out of 139) that have joined the consensus.

06 In cooperation with the Ministry of Energy and Infrastructure, MoF submitted 5 case studies for the G20 Global Infrastructure Facility with regard to the applications of the UAE Circular Economy Policy, which is one of the most advanced fields in the infrastructure and industrial sectors. The case studies will be published in the Global Infrastructure Facility reports.

07 The Ministry of Finance prepared and submitted Part 2 of the white paper on the ‘stablecoins monitoring framework’ after the positive feedback received on Part 1. The study includes the main topics to direct global efforts related to the development of an internationally agreed system of stablecoins and the principles for developing an effective stablecoin monitoring framework to ensure the integrity of the overall financial system. This initiative is in line with the UAE’s strategy for advanced technology and financial digitalisation. The G20 commissioned the Financial Stability Board to study the proposal and welcomed the UAE’s efforts in this field.

08 The Ministry of Finance worked closely with 16 federal and local entities and institutions to prepare for the G20 meetings. The MoF team organised 20 preparatory meetings with stakeholders and relevant authorities.

09 MoF held 14 bilateral meetings with G20 member countries including Indonesia and the Kingdom of Saudi Arabia, invited countries including Switzerland, and international organisations including the Financial Stability Board and the Global Infrastructure Facility. The MoF team also reviewed, analysed, and participated in the preparation of over 17 G20 Financial Track reports.

MoF'S EFFORTS TO ACHIEVE THE SUSTAINABLE DEVELOPMENT GOALS

The Sustainable Development Goals (SDGs) serve as a roadmap to achieve a better and more sustainable future for all societies around the globe. Each UN member state develops a work plan to define its future plans and projects to implement the SDGs. In line with its vision to achieve the SDGs as one of its top priorities, MoF launched numerous projects, initiatives and strategies aimed at helping the ministry fulfil the UAE's pledge to "leave no one behind". MoF made extensive efforts to ensure the effective implementation of the sustainable development plans, establishing strategic partnerships with public and private sectors inside and outside the UAE, while cooperating closely with the relevant entities. The following are the key contributions made by MoF in 2021 to implement the SDGs.

Goal 1: No Poverty

MoF participated in the Debt Service Suspension Initiative (DSSI) by submitting 8 requests for debt relief, including the extension of debt relief to the non-eligible countries, as part of the ministry's efforts to raise resources for developing countries to help them implement programmes and policies to eradicate poverty.

Goal 2: Zero Hunger

In line with its commitment to promoting investment in agricultural infrastructure in developing countries, MoF stressed the need for the G20 to focus on removing international trade restrictions, supporting agricultural projects that are essential to food security and supplying basic commodities around the world.

Goal 3: Good Health and Well-Being

As part of its participation in the G20 Financial Track meetings, MoF presented the "Hope Consortium" initiative launched by the UAE to support the global efforts in delivering COVID-19 vaccines around the world. The Consortium provides integrated solutions to address vaccine transport, demand planning, sourcing and training.



Goal 5: Gender Equality

MoF prepared a number of case studies on women in leadership roles in the labour market, especially in the banking sector (including the Emirates Institute for Banking and Financial Studies and Women's Committee to Support the Women's Workforce in the Banking Sector, among others). The case studies were shared with the G20 members and international organisations to ensure participation of women in all fields and create equal opportunities. The ministry also collaborated with the UAE Gender Balance Council regarding the proposed gender balance model that will be launched in the UAE.

Goal 7: Affordable and Clean Energy

In coordination with the concerned authorities, the Ministry of Finance shed light on the UAE's efforts to harness technology and provide clean energy, including the "Positive Energy Blocks" initiative which was submitted to the G20 Global Infrastructure Hub (GIH) as a joint study between the Ministry of Energy and Infrastructure and the Ministry of Finance. The initiative aims to provide sustainable energy services for developing countries.

MoF's efforts to achieve the sustainable development goals (CONT'D.)

Goal 9: Industry, Innovation and Infrastructure

MoF fully supported the G20 Global Infrastructure Hub (GIH) with regard to structuring the information needed to assess the quality of infrastructure investments, and called for alignment of the G20 infrastructure agenda with environmental, social and institutional standards and practices. The ministry also developed the G20 economic response plan to the COVID-19 pandemic, which included boosting flexibility in vital infrastructure to support economic development and achieve human well-being.

Goal 10: Reduced Inequalities

The UAE, represented by the Ministry of Finance, has made effective contributions to promoting financial inclusion as a non-member country in the G20 Global Partnership for Financial Inclusion. MoF also plays a vital role in implementing the G20 initiatives aimed to promote financial inclusion for the underrepresented groups such as women and youth, to ensure equal opportunities and reduce inequalities.

MoF submitted a proposal to the G20 to develop solutions backed by decentralised records technology to reduce remittance cost to 3%. The ministry also cooperated with the Central Bank of the UAE to develop a framework for monitoring the stablecoin cybersecurity in line with the work plan of the G20 and the Financial Stability Board to enhance global payment systems across borders. This comes in line with the SDG10 to reduce remittance transaction costs to less than 3% by 2030.

Goal 13: Climate Action

In line with its commitment to improving education, and human and institutional capacities and awareness on climate change, MoF submitted a proposal to the G20 Sustainable Finance Working Group with regard to supporting green SMEs through the introduction of educational programmes specialised in sustainable finance to raise awareness among these enterprises. The Ministry also supports the UAE Sustainable Finance Working Group (SFWG), aligning the working group agenda with that of the G20 to promote effective management mechanisms related to climate change.

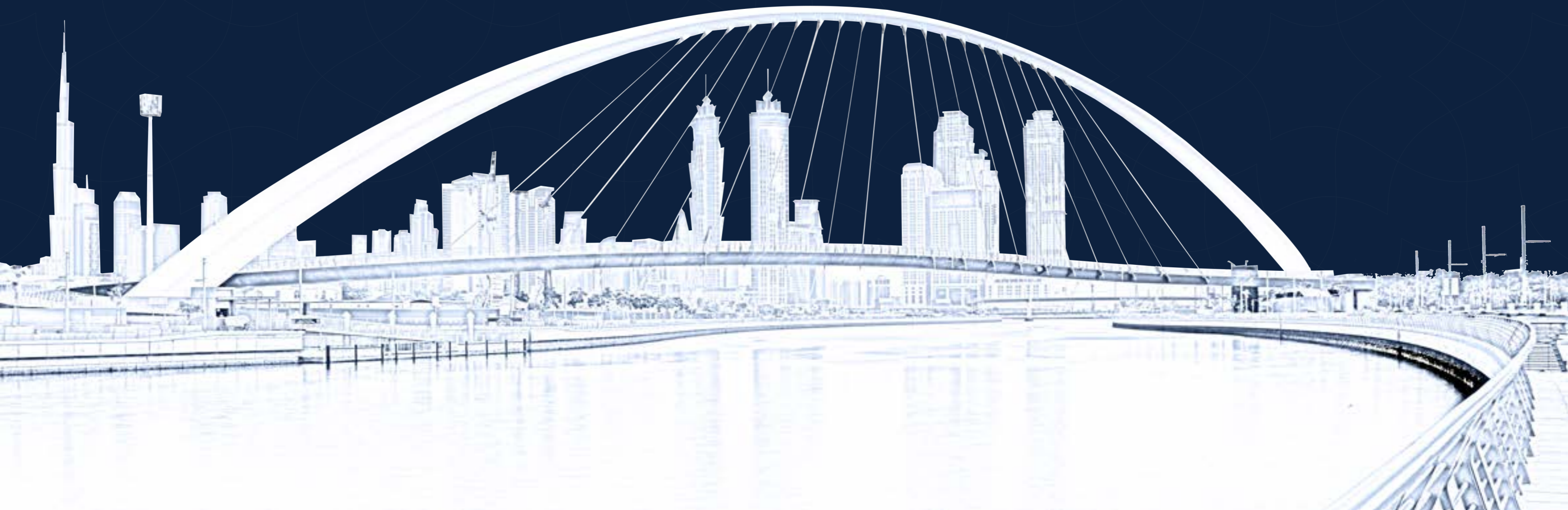
CERTIFICATES AND AWARDS

The Ministry of Finance won the UAE Best Government Pioneer Award 2021 from TahawulTech, the transformational leadership awards in the region, in recognition of the Ministry's excellence and leadership with regards to employing technological transformation techniques in systems and operations. MoF was also awarded the World Summit on the Information Society (WSIS) Prize from the Telecommunications and Digital Government Regulatory Authority under the sponsorship of the International Telecommunication Union - Geneva 2021. Committed to applying the approved international quality standards efficiently and effectively in all its processes, activities and services, the ministry continues its efforts to renew the certificates of world-class quality management systems introduced by Bureau Veritas.



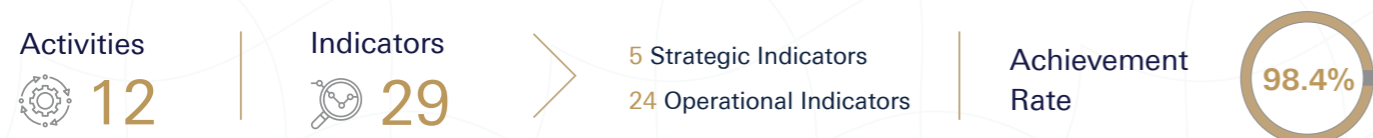
STRATEGIC OBJECTIVES ACHIEVEMENTS

The Fourth Strategic Session (2017-2021) identified six strategic goals, which the Ministry of Finance sought to achieve efficiently through the implementation of a set of innovative projects, plans and initiatives aimed to improve the financial work system and enhance the efficiency of government financial processes.



FIRST STRATEGIC OBJECTIVE ACHIEVEMENTS

▶ Promote the fiscal planning of the Federal Government and the general fiscal sustainability.



Activity	Department
Establishing a training programme for capacity building in finance and accounting at federal entities	Policies and Accounting Procedures
Preparing the federal budget and devising mechanisms as per public expenditure forecasts	General Budget
Establishing the federal reserve	General Budget
Analysing and evaluating expenditure reduction opportunities; and estimating reserve targets, revenues and government spending	General Budget
Preparing federal public revenue forecasts and improving its mechanisms	General Revenue
Developing and diversifying sources of public revenue	General Revenue
Financial risk management and control	Macroeconomic and Fiscal Policy
Mohammed Bin Rashid Innovation Fund (MBRIF)	CEO of Innovation
Accelerator Programme	CEO of Innovation
Managing general budget for innovation	CEO of Innovation
Public Debt Management	Federal Debt Management Office
Managing government investments in companies, institutions and organisations	International Financial Relations and organisations

SECOND STRATEGIC OBJECTIVE ACHIEVEMENTS

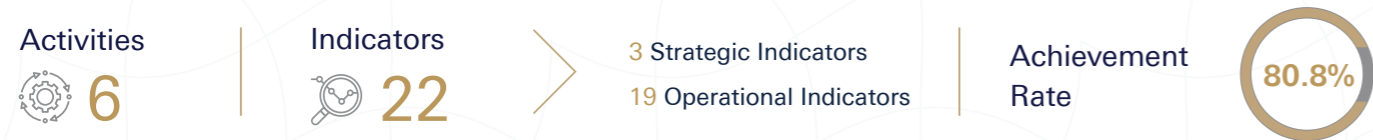
▶ Improve the efficiency and effectiveness of the budget and manage the financial position and cash flows of the federal government.



Activity	Department
Enhancing and developing mechanisms to monitor the implementation of the budget	Financial Operations
Developing the federal government's electronic financial systems	Financial Operations
Improving the quality of data related to budget implementation and monitoring	Financial Operations
Managing government assets	Government Properties
Managing cash flow	Financial Operations
Enhancing joint cooperation with the Prime Minister's Office to review the performance of financial enablers of the federal government	Financial Operations
Developing monitoring methods and collection systems for the UAE's revenues	General Revenue
Collecting and monitoring the UAE's revenues	General Revenue

THIRD STRATEGIC OBJECTIVE ACHIEVEMENTS

► Maintain the financial and economic interests of the UAE at an international level.



Activity	Department
Benefiting from global organisations to serve the UAE's economy	International Financial Relations and Organisations
Committing to international requirements with regard to transparency and the exchange of tax-related information	International Financial Relations and Organisations
Signing agreements on the avoidance of double taxation	International Financial Relations and Organisations
Signing agreements on investment protection and encouragement	International Financial Relations and Organisations
Activating the role of the UAE in GCC financial and economic committees	GCC Affairs
Strengthening the GCC's economic integration to serve the UAE's financial and economic interests	GCC Affairs

FOURTH STRATEGIC OBJECTIVE ACHIEVEMENTS

► Strengthen the UAE's competitiveness in the fiscal and economic fields.



Activity	Department
Unifying the UAE's financial data statements	UAE Fiscal Policy Coordination
Unifying the UAE's financial policies	UAE Fiscal Policy Coordination
Preparing and reviewing the federal government's fiscal regulations and policies	Financial and Administration Affairs
Preparing macroeconomic studies and developing fiscal policies in the UAE	Macroeconomic and Fiscal Policy
Preparing studies on the establishment of a general framework for financial stability in the UAE	Macroeconomic and Fiscal Policy
Studying the legislative framework for innovation	CEO of Innovation

FIFTH STRATEGIC OBJECTIVE ACHIEVEMENTS

▶ Render all administrative services as per the highest standards of quality, efficiency and transparency.



Activity	Department
Preparing the budget and monitoring its implementation	Financial and Administration Affairs
Managing procurement	Financial and Administration Affairs
Human resource planning and recruitment	Human Resources
Staff training and development	Human Resources
Managing other human resources services (performance evaluation, compensation, benefits, personnel)	Human Resources
Developing electronic systems and applications	Information Technology
Providing technical support to users (helpline)	Information Technology
Infrastructure and information security	Information Technology
Preparing legal studies and consultations	Legal Affairs
Managing legal affairs	Legal Affairs
Maintenance	Financial and Administration Affairs
Conducting internal audits	Internal Audit Office
Customer relationship management	Strategy and Future
Preparing to take part in the Sheikh Khalifa Government Excellence Program	Strategy and Future
Quality management	Strategy and Future
Identifying key performance indicators and measuring performance	Strategy and Future
Developing operational and strategic plan	Strategy and Future
Implementing the requirements of volunteer work at the ministry	Government Communication
Media activity management	Government Communication
Planning and coordinating internal and external communications	Government Communication

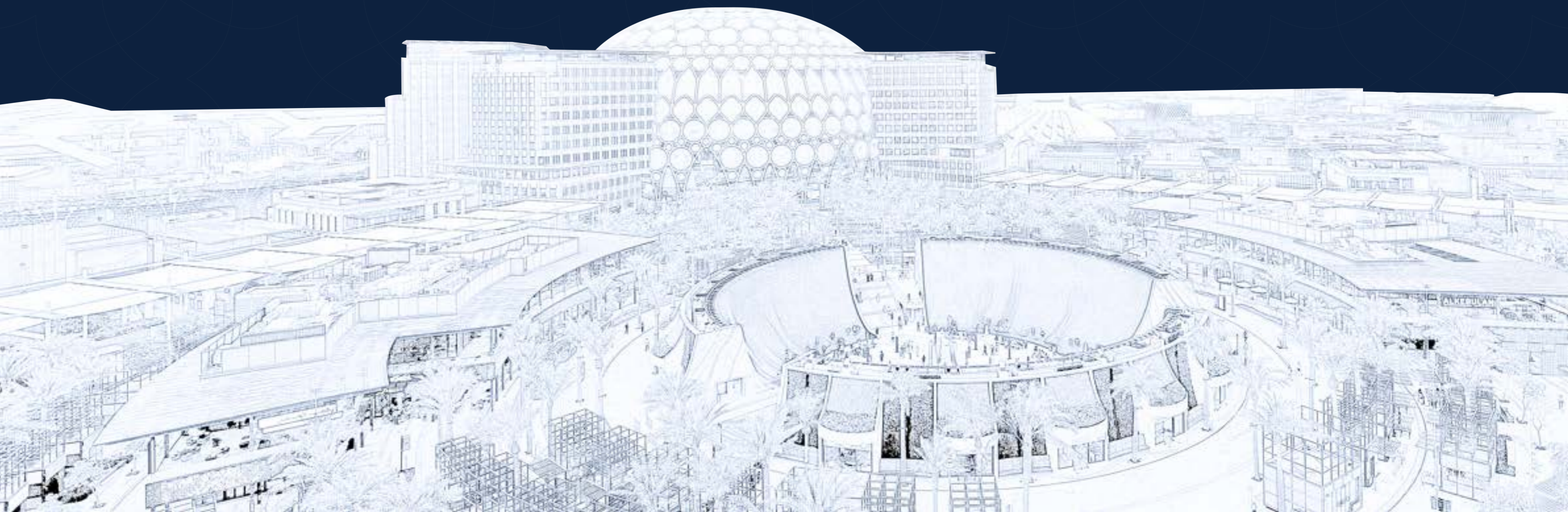
SIXTH STRATEGIC OBJECTIVE ACHIEVEMENTS

▶ Enhance the culture of innovation in the organisational work environment.



Activity	Department
Implementing training programmes for employees in the field of innovation	Innovation Team
Launching internal awareness campaigns to foster a culture of innovation among employees	Innovation Team
Launching internal competitions to motivate innovators	Innovation Team
Establishing innovation labs and organising brainstorming sessions to spark new ideas	Innovation Team
Implementing the suggestion management mechanism to support innovation within the ministry	Innovation Team
Forging partnerships in the field of innovation with academic institutions/global organisations /think tanks/ the private sector	Innovation Team

INSPIRING IMPRINTS



LOCAL, REGIONAL AND GLOBAL PARTICIPATION



▶ HH Sheikh Maktoum bin Mohammed, Deputy Ruler of Dubai, Deputy Prime Minister and Minister of Finance, received Bruno Le Maire, France's Minister of Economy and Finance



▶ HE Mohamed bin Hadi Al Hussaini, Minister of State for Financial Affairs, signed an agreement to promote and protect mutual investments with Senator Ian Gorst, Jersey's Minister for External Relations and Financial Services



▶ HE Mohamed bin Hadi Al Hussaini, Minister of State for Financial Affairs, visited France Pavilion at Expo 2020 Dubai



▶ HE Younis Haji Al Khoori, Undersecretary of MoF, headed the UAE delegation to the meeting of the Undersecretaries of Ministry of Finance and Deputy Governors of the Central Banks in the G20 Financial Track's first meeting under the Indonesia Presidency

LOCAL, REGIONAL AND GLOBAL PARTICIPATION (CONT'D.)



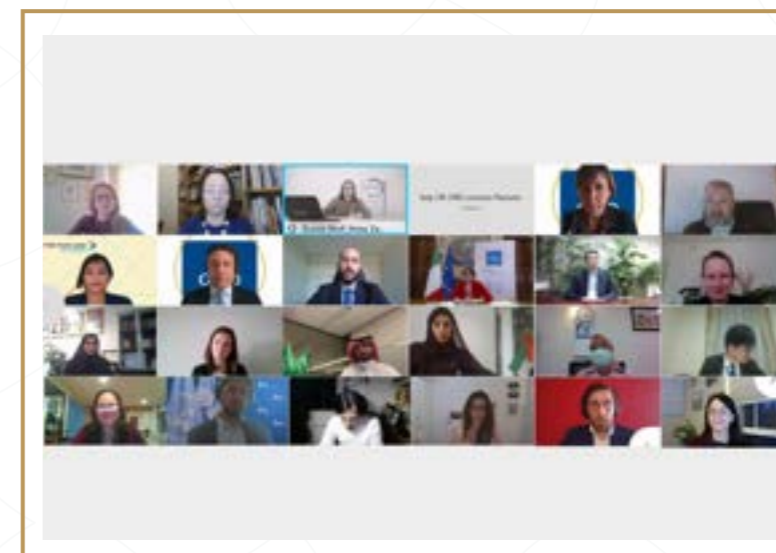
- MoF held the Government Financial Policy Coordination Council's second meeting of 2021 chaired by HE Younis Haji Al Khoori, Undersecretary of the Ministry of Finance



- MoF participated in the Finance and Investment Committee of the Saudi-Emirati Coordination Council's first meeting



- MoF held a meeting with the Ministry of Energy and Infrastructure to benchmark data management and governance



- The UAE participated in the First Global Partnership for Financial Inclusion Meeting within the G20 Finance Track

LOCAL, REGIONAL AND GLOBAL PARTICIPATION (CONT'D.)



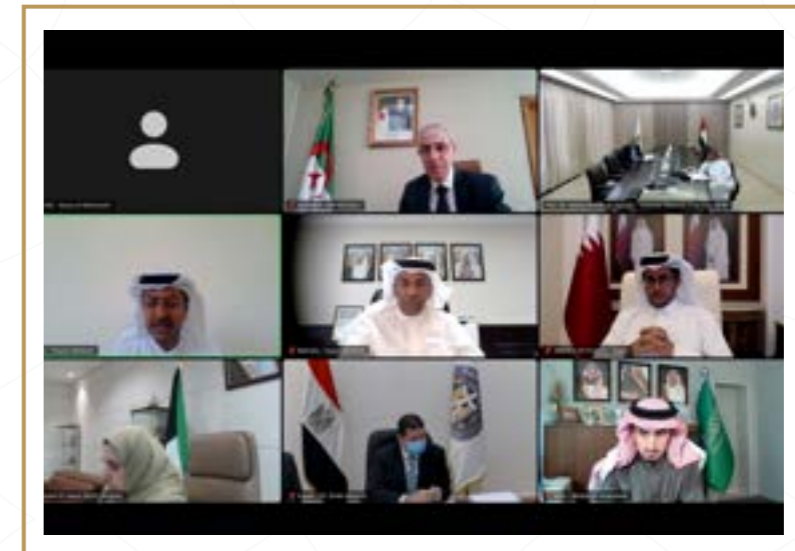
▶ MoF participated in the 44th session of the UN IFAD Governing Council



▶ MoF participated in the 113th meeting of the GCC Financial and Economic Cooperation Committee



▶ MoF signed a protocol to amend the agreement for the Avoidance of Double Taxation and Prevention of Tax Evasion concerning taxes on income with Austria

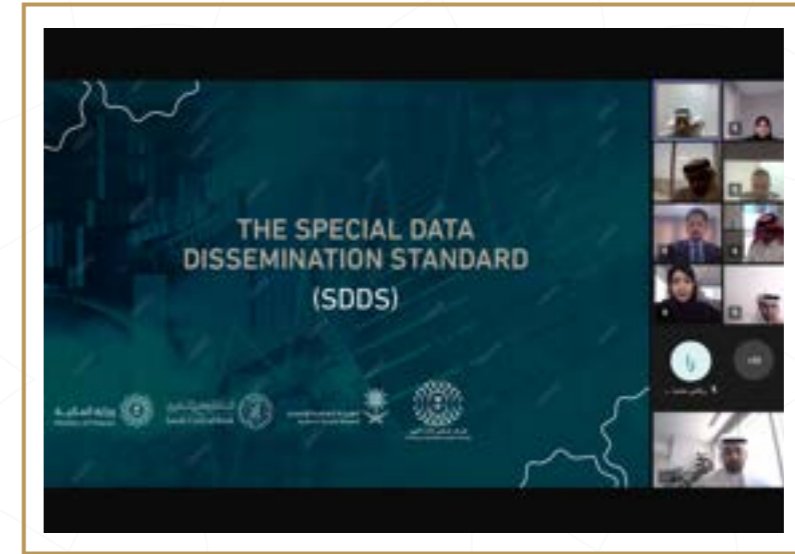


▶ The UAE hosted the 6th Arab Finance Deputies Meeting, organised by the Arab Monetary Fund in cooperation with the MoF

PROMINENT EVENTS ORGANISED BY MoF



MoF's participation in GITEX Technology Week 2021 held at Dubai World Trade Centre



A virtual workshop in cooperation with the Saudi Ministry of Finance on the Saudi Ministry of Finance's experience in joining the Special Data Dissemination Standard (SDDS)



MoF organised a joint seminar with the OECD on transfer pricing and tax treaties

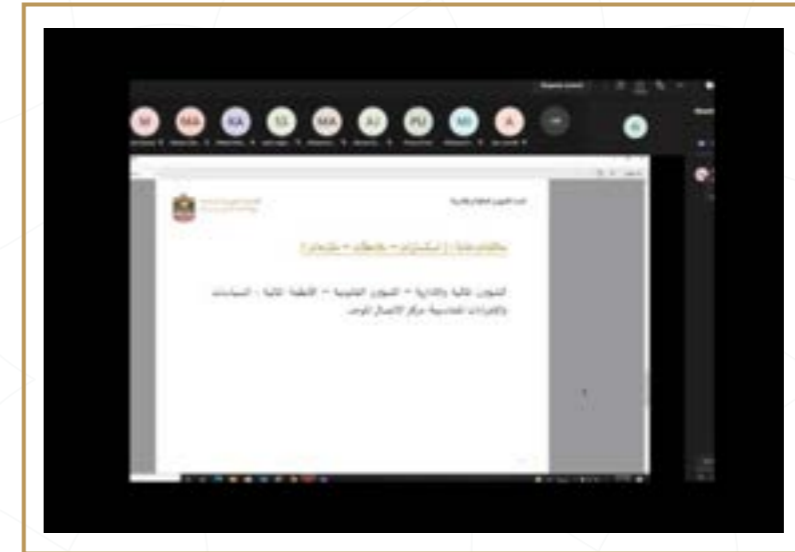


MoF held an introductory workshop on the new procurement policy - the Digital Procurement Platform

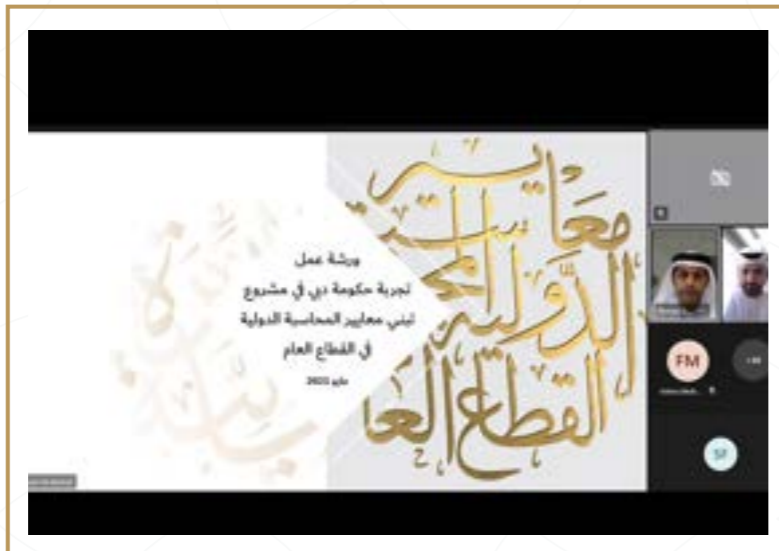
PROMINENT EVENTS ORGANISED BY MoF (CONT'D.)



- MoF hosted a number of programmes, workshops and seminars as part of its participation in the "UAE Innovates" event



- MoF organised the Annual Suppliers Forum 2021 to enhance communication and cooperation with customers

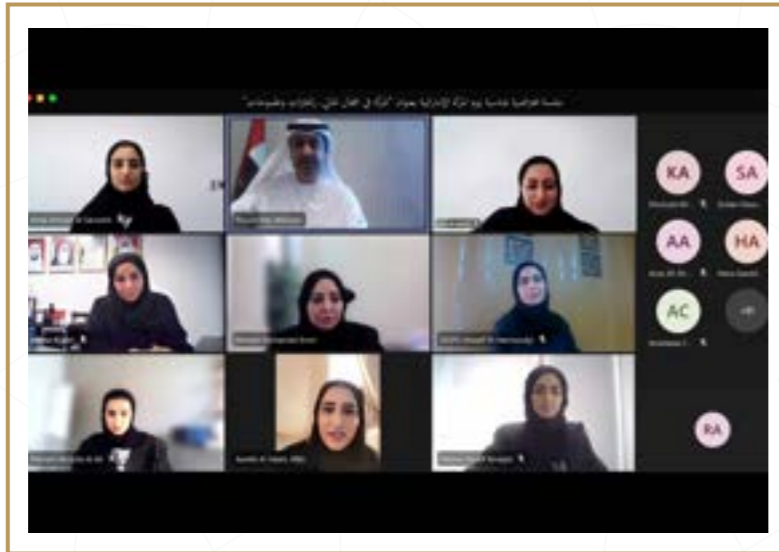


- A workshop on Government of Dubai's experience in applying the accrual basis of accounting in cooperation with Dubai Department of Finance



- Two workshops on the financial circular related to the preparation of the draft final account for federal entities and the consolidated final report for the fiscal year ending on 12/31/2021

MoF CSR INITIATIVES



MoF organised a virtual dialogue session titled “Emirati Women in the Financial Field: Achievements and Ambitions” in cooperation with the General Women’s Union



The flag hoisting ceremony to mark the UAE Flag Day at the MoF’s headquarters in the presence of the ministry’s employees



MoF held a virtual session titled “Chats with Our Children” with orphans from Sharjah Social Empowerment Foundation



“Our Summer is Cold” initiative, which targeted municipal workers who work in ‘outside’ sites to enhance the culture of volunteer work in the MoF.