

Handbook

# Strategic Plan

Emirates Identity Authority

## 2010-2013

**Our goal:** is to reach the top through excelling at what we do

**The key to our success:** we will always be goal orientated





“Our nation looks forward to the day when it shall reap the fruits of the seeds it has sown. The UAE needs the concerted efforts of the people in its march towards a better tomorrow and a brighter future, after achieving great strides on the road to development and progress.”

The late Sheikh

**Zayed Bin Sultan Al Nahyan**

May his soul rest in peace

“Founder of the UAE and Builder of its Modern Renaissance”



“The Population Register and ID Card program is a quality addition to the UAE’s strategic projects that will reinforce the social and economic development achieved across the UAE’s economic, social, political and security sectors.”

H. H. Sheikh

**Khalifa Bin Zayed Al Nahyan**

President of the United Arab Emirates



“As one of the largest technologically advanced projects across the Middle East, this program is a clear example of the importance of utilizing state-of-the-art technology to improve government performance and action.”

H. H. Sheikh

**Mohammed Bin Rashid Al Maktoum**

Vice President of the United Arab Emirates  
Prime Minister of the UAE and Ruler of Dubai



“We are confident that the Emirates Identity Authority will play a key role in supporting the sincere efforts aimed at achieving comprehensive development towards the greater good of our nation.”

H. H. General Sheikh

**Mohammed Bin Zayed Al Nahyan**

Crown Prince of Abu Dhabi  
Deputy Supreme Commander of the UAE Armed Forces  
Chairman of the Emirates Identity Authority



“The Population Register and ID Card program is a vital extension of the progress & development being undertaken by the UAE led by the insightful vision of its leadership. In its new strategy for 2010 - 2013, the Emirates Identity Authority is making steady progress towards achieving the set goals.”

H.H. Lt General Sheikh

**Saif Bin Zayed Al Nahyan**

Deputy Prime Minister, Minister of Interior  
Vice Chairman of the Emirates Identity Authority

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## Foreword

### Vice Chairman of Emirates Identity Authority



### An Ambitious Strategy

The supreme leadership of the United Arab Emirates (UAE) is keen on adopting modern concepts of development across all ministries, institutions and government agencies and authorities. It is passionately providing boundless support to national and strategic programs and initiatives, among which is the Population Register and ID Card (PRIDC) program being implemented by the Emirates Identity Authority (Emirates ID).

In this context, Emirates ID drives its determination and momentum from the wise guidance of H.H. General Mohammad bin Zayed Al Nahyan, Crown Prince of Abu Dhabi, Deputy Supreme Commander of the UAE Armed Forces and Chairman of the Emirates Identity Authority, to continue the process of development and modernization efforts based on strategic thinking models, in order to achieve the vision of our supreme leadership, with dignity, honesty, and sincerity.

From here I can say that the new Emirates ID 2010-2013 strategy is an ambitious bid that goes in line and is consistent with the Federal Government strategy and the UAE vision 2021. It is rich in initiatives and strategic projects that emphasize the active role of the authority, and highlight its positive contribution to the future developments in the UAE.

Large hopes are pinned on this integrated strategy with its national vision, mission, objectives, initiatives and projects. We are looking forward to seeing Emirates ID play a key role in supporting e-government programs in the country, and enabling them to employ the infrastructure services developed by the authority, which shall contribute towards enhancing the services provided to citizens and residents, in quality and quantity, both in public and private sectors; a venture that pushes forward the development efforts and further establishes the aspects of law and order, safety, security and prosperity in our country.

**Allah is the only bestower of success**

### Saif Bin Zayed Al Nahyan

Deputy Prime Minister, Minister of Interior  
Vice Chairman of the Emirates Identity Authority

## Message from the Director General



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### A roadmap to progress

It is with great pleasure that I present to you this handbook that explains Emirates ID's corporate strategy for 2010-2013. The production of this handbook comes with the authority's aim to publish a series of instructive and educational materials to strengthen communication channels with its staff and strategic partners.

The insightful directives of our esteemed leadership, in addition to the continued support of our Board of Trustees and vigilant follow up of our team leader H.H. Shaikh Saif Bin Zayed Al Nahyan, Deputy Prime Minister, Minister of Interior, Vice Chairman of Emirates Identity Authority, have contributed to the development of this ambitious strategy. A strategy that seeks to continue the work towards the completion of the authority's main national priority: i.e., the enrolment of the entire UAE population in the population register.

At Emirates ID, we believe that success has no boundaries. We are aware of the fact that for this strategy to be successful we need to develop and qualify competent human resources, and enable them to exercise their roles and responsibilities within an organizational system that pushes them to excel, and be self-confident in their capacity for creativity, innovation and distinguished performance. We are confident that together we can accomplish these objectives and translate the set vision into tangible achievements and concrete reality.

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I take this opportunity to extend my sincere and deep appreciation to all of those who have contributed to the setting of the strategy and to those who will ensure its achievement from executive directors, managers, and employees.

We hope that this strategy constitutes a roadmap to guide the progress of Emirates ID through 2010-2013 and a rich source of information that allows it to perform its functions competently and efficiently and to the best of its ability.

**Dr. Eng. Ali M. Al-Khouri**  
Director General

## About Emirates ID

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The Emirates Identity Authority (Emirates ID) is an independent federal authority established by virtue of Federal Decree no. (2) issued in 2004. The decree empowered the authority to develop and implement a national identification infrastructure.

Emirates ID was established on Shaaban 15th, 1425H, corresponding to September 29th, 2004, as a federal juridical government body. It has an independent budget and is authorized to craft its own legal frameworks to facilitate achieving its objective.

Emirates ID is mandated to develop, record and update a sophisticated state-of-art identity management system, through enrolling the entire UAE population; citizens and legal residents, and issuing them with unique identification numbers and smart cards that are linked with their biographical and biometric details.

By adopting cutting-edge and innovative technologies in running this promising national program, Emirates ID is keen to play an active and central role in supporting the development initiatives of the country. Emirates ID's contribution includes a comprehensive, accurate and highly secure population register that makes available the needed population demographical data to support decision-making and strategic planning related to resource allocation in the various areas and vital sectors. Its other strategic initiatives aim to allow the government to develop and improve existing service delivery models through advanced identity authentication capabilities.

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Strategy 

# Strategy

## Foreword

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One of the key criteria assessed when measuring the success of institutions is the extent to which these institutions have achieved the objectives they were established for. Further, the development and progress of nations and peoples hinge today on the degree to which institutions assume their responsibilities and perform their assigned duties based on measurable, objectively approached, clear-cut and realistic results. The technological advances and economic prosperity of developed countries are inarguably the products of these countries' keenness to adopt strategic management principles in order to meet their goals in managing and directing their resources in an efficient, effective and scientific manner.

As such, Emirates ID is determined to play an active and distinctive role in the economic and cultural development and progress of the United Arab Emirates by adopting modern concepts in management and innovative technology in handling its business. Emirates ID also endeavors to achieve the goal set by its senior management for fully enrolling the entire UAE population in the Population Register and ID Card (PRIDC) system. This will help position the UAE among advanced countries, both regionally and globally, in terms of establishing and managing personal identities through the adoption of high tech, state-of-the-art technologies and the integration of service delivery systems in both public and private sectors with infrastructure initiatives that Emirates ID is undertaking

This handbook seeks to explain and present the components of the new 2010-2013 strategy which Emirates ID developed to achieve a substantial shift forward in its journey. The handbook also serves to introduce the authority's main principles and objectives as the strategy was conceived as a guideline for their achievement.



## Executive Overview

The strategy development process included preparing many analytical and review studies to provide in depth understanding of the Emirates ID potential for further development. These studies were both scientifically and practically approached to critically evaluate required outcomes. The strategy was developed in accordance with the general framework set by the Ministry of Cabinet Affairs in the UAE for the development of government strategies.

The strategy exercise, took into account the main challenges and lessons learned from the earlier strategy work, operations; The experiences and practices of other countries were used as international performance benchmarks. All this, constituted imperative input for defining the general objectives of the new strategy, and to pinpoint the projects and initiatives that will enable the authority to achieve its strategic objectives. The authority drew a sharp line between the results and activities, and declared that its focus will always be on the former.

### The new strategic plan was based on four main pillars:

- 1- Development of a realistic and effective plan to enroll the entire UAE population.
- 2- Setting up a data integration platform to electronically interface with key government ministries such interior, labour, justice, health, education and higher education and other defined local government agencies.
- 3- Development of a modern electronic identity infrastructure to support e-government initiatives.
- 4- The development of a customer service excellence culture as this comes at the heart of the new strategy and is one of its key priorities. (Refer to Figure 1)

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The other focus themes and objectives of the new strategic plan rotate around the development and updating of existing administrative, financial, technical and other organizational policies, and reviewing the procedures and systems that have a direct link in support of strategic plans. The strategy gives high attention to the development of competent human resources who should, in turn, enable the authority to achieve its objectives and will thrive to instilling a culture of creativity, innovation and institutional excellence.



Figure 1

### Key blocks in the journey of strategy development

- Emirates ID 2010-2013 strategy was developed as a principle tool to achieving and monitoring the authority's goals and objectives throughout this period.
- An operational model was developed to support the strategic progress and to drive shifts in its key operations during the strategy implementation period.
- Key guidelines were developed to increase the efficiency and effectiveness of registration operations, achieve high levels of customer service standards, and develop the infrastructure needed to provide identity verification and authentication services.
- The strategy focused on the completion of the authority's central mission of enrolling the entire population of the UAE; citizens and legal residents.
- Time-specific operational plans were instituted to guide the execution of initiatives and projects with clear and measurable performance indicators.
- A progress measurement mechanism was created to monitor progress and achieved objectives through key performance indicators (KPIs), and separate operational KPIs were established to gauge the progress made in achieving the results targeted by each initiative.
- A "Strategy Support Office" was set up to assess and monitor operational plans and performance indicators. The office will offer support to all organizational units responsible for implementing the strategy initiatives and projects.
- In order to meet the authority's strategic objectives, the management team developed a number of separate initiatives aimed at achieving specific outputs within a given timeframe.

## 1- Strategy Development and Publication Phases

The development of Emirates ID's strategy 2010-2013 proceeded from the directives of H.H. Shaikh Saif Bin Zayed Al Nahyan, Deputy Prime Minister, Minister of Interior, and Vice Chairman of Emirates Identity Authority, on the need to re-consider the plans adopted by Emirates ID in light of the dramatic increase in the UAE population in recent years, and to meet the supreme leadership expectations and aspirations. (See Figure 2 - Evolution of Emirates ID's functions since its inception)

The leading role of H.H. Saif Bin Zayed, Vice Chairman of Emirates ID and his active participation in all the phases of the strategy development helped in shaping the vision and mission statements and in defining guidelines for the core strategic objectives and key performance indicators.

Emirates ID was also keen to involve its leadership teams from all organizational levels through workshops and discussion forums at each phase of the strategy development process:

- Emirates ID Board of Trustees: continuously involved in reviewing strategic components and targeted outcomes.
- Board of Trustees Executive Committee: participated in all phases of strategy development.
- Senior and middle-management: workshops to examine and discuss strategy objectives and to identify and prioritize initiatives and projects.
- Registration Centres staff: field visits by senior management team to registration centers to explain the strategy, and its impact on their work.

*A paper was prepared to outline the phases of the new strategy titled "When Strategic Focus is Needed in an Organization", and was presented at the 1st International Conference on Changing Management Perspective: Revisiting Existing Principles and Exploring New Ideas, Nepalese Academy of Management, Nepal.*

<http://www.emiratesid.ae/en/research-and-studies.aspx>

Emirates ID presented its strategy to many organizations in both public and private sectors, as well in a number of international and local conferences in order to share knowledge, receive feedback and hear other perspectives. Emirates ID also published the strategy on its website to allow the public to access its content and post their comments. Emirates ID is currently working on developing a plan for the dissemination of the strategy and obtaining feedback and suggestions from various concerned stakeholders through media campaigns, brochures and mutual visits. (See Strategy Development Process - in pictures, p.50+ )

### Timeline

September 2004	• Presidential decree issued to establish Emirates Identity Authority
June 2005	• Piloting of the Population Register (Abu Dhabi)
June 2007	• Launching of Emirates ID strategy 2007-2010
July 2007	• Operations began at registration centers across all UAE emirates
July 2009	• Enrollment of 1.2 million individuals in the Population Register, as UAE population reached 8.2 million, and only around 20% of performance indicators were met
August 2009	• Restructuring of the Executive Committee & creation of a new team of leaders at Emirates ID • Existing strategy and operational plans review
March 2010	• Launching 2010-2013 Strategy
July 2010	• Registration Centers began to operate with new registration process(enrolment process re-engineering project)

Figure 2 - Evolution of Emirates ID's functions since its inception

## 2- Strategy Development Methodology

A systematic and formal strategy development process (detailed in Figure 3) was followed that defined various criteria and controls to ensure the integration and consistency across the activities and projects as well as the achievement of goals and objectives.

The phases of strategy development included a series of key controls:

- Compliance of Emirates ID's vision with the vision & strategy of the Federal Government
- Establishing Emirates ID's mission based on its vision
- Identifying organizational values to support the achievement of Emirates ID objectives
- Determining strategic objectives
- Developing a number of initiatives and programs to meet the targeted objectives
- Defining strategic performance indicators for initiatives and programs
- Setting projects to implement the adopted initiatives and programs
- Distributing projects across Emirates ID's organizational units
- Setting operational performance indicators for projects

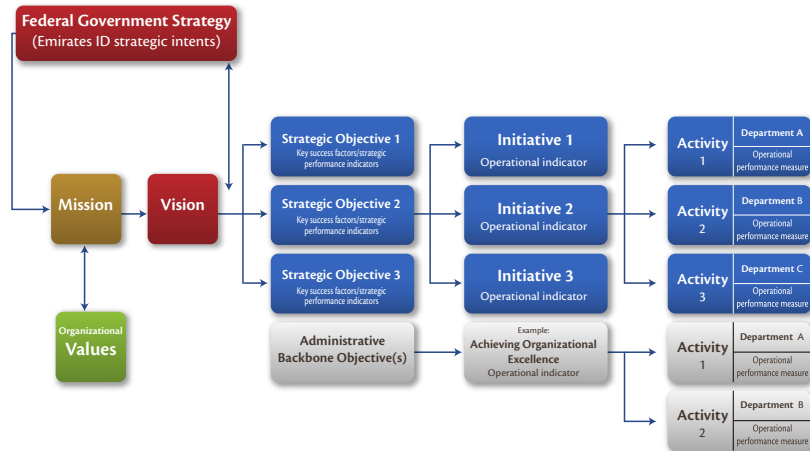


Figure 3 – Strategy Development Process

### 2.1 PESTLE Analysis

Emirates ID used PESTLE analysis to identify a series of political, economic, social, technical, legal and environmental indicators and factors that may influence its strategy. These factors were then entered in the second half of the SWOT analysis; Opportunities and Threats. (Refer to p.28)

PESTLE components	Main Influencing Factors
<b>Political</b>	<ul style="list-style-type: none"> <li>• Focus of Federal Government on the activation of e-services</li> <li>• Numerous partners competing to activate e-services locally</li> <li>• Linking ID cards and other smartcards requires coordination with many other government entities</li> </ul>
<b>Economic</b>	<ul style="list-style-type: none"> <li>• ID card fees exceed the means of a large segment of the population</li> <li>• Increased regulation by the Ministry of Finance via adoption of zero based budget</li> <li>• The need for advanced financial management in light of the increase in regulatory requirements</li> </ul>
<b>Social</b>	<ul style="list-style-type: none"> <li>• Increase in UAE population</li> <li>• Increase in job turnover among white-collar professionals</li> <li>• A large proportion of card holders do not benefit from the e-services that cards give access to</li> </ul>
<b>Technical (Technological)</b>	<ul style="list-style-type: none"> <li>• Establishing the digital ID infrastructure requires endorsement and a secure authorization</li> <li>• Need for more marketable technological applications</li> <li>• Need for higher-capacity cards to implement and activate card e-services</li> </ul>
<b>Legal</b>	<ul style="list-style-type: none"> <li>• Need for a reliable and legal mechanism to establish personal identity for the private and public sectors</li> <li>• Need to activate the Population Register Law to increase registrants</li> <li>• Need for national cadres to handle certain key authentication tasks</li> </ul>
<b>Environment</b>	<ul style="list-style-type: none"> <li>• Desire to activate a green environment system at Emirates ID facilities</li> </ul>

Table 1 – PESTLE Analysis

## 2.2 SWOT Analysis

The Federal Government Vision 2021 offers a clear overview of the external environment and how it impacts future development and initiatives. As a Federal Government entity, Emirates ID drew on this vision and the future opportunities and threats it encompasses. Emirates ID also sought to analyze the internal environment based on organizational best practices and by using “PESTLE” analysis, “brainstorming”, and “workgroups” to identify strengths and weaknesses.

	Strengths +	Weaknesses -
Internal Environment	<ul style="list-style-type: none"> <li>• A uniquely valuable card (ID card with integrated services)</li> <li>• Distinctive support from the Board of Trustees, the Executive Committee and the Federal Government (use of ID cards at certain government entities to execute transactions)</li> <li>• Clear prerogatives based on Federal Laws</li> <li>• A leadership in favor of making changes to achieve results and targeted outcomes</li> <li>• Communication channels with Federal and Local entities</li> <li>• Population registration centers gradually opening across all emirates</li> <li>• Initiating the development of work systems and protocols and the improvement of internal business relations</li> </ul>	<ul style="list-style-type: none"> <li>• Failure to reach the number of registrants targeted by the set plan (only 1.2 million enrolled over 4 years)</li> <li>• Limited capacity of centers to accommodate large numbers of registrants</li> <li>• Limited capacities of electronic devices and software</li> <li>• Poor promotional plan on registration</li> <li>• Poor internal communication</li> <li>• Lack of qualified national employees and cadres at local government level</li> <li>• Inadequate mechanisms for linkage with external entities (preventing automatic data update) (link only established with Ministry of Interior)</li> </ul>
External Environment	<ul style="list-style-type: none"> <li>• Federal Government moves towards e-government service provision</li> <li>• UAE’s commitment to and planning for knowledge economy</li> <li>• Need to provide comprehensive and accurate population statistics given the ongoing growth in population size and change in demographic data</li> <li>• Need for secure personal identification</li> <li>• Will to create legislations to help increase the number of registration applicants</li> <li>• Senior management backs initiatives to keep abreast of best practices amid global information-sharing and competition</li> </ul>	<ul style="list-style-type: none"> <li>• Poor linkage of internal systems</li> <li>• Lack of national technical and managerial cadres specialized in Emirates ID areas of activity (fingerprinting and forgery experts)</li> <li>• Lack of proper awareness and understanding of customer needs and expectations</li> <li>• Poor legislative and legal coordination on issuing laws and legislations needed to regulate interconnected jurisdictions and roles among the Federal and Local Government Entities concerned with Emirates ID’s activities</li> <li>• Increasingly costly and complicated investments to use modern technology to support Emirates ID’s activities</li> </ul>
	Opportunities	Threats

Table 2 – SWOT Analysis

### 3- Key Strategy Inputs

The strategy development team utilized five key inputs in developing the Emirates ID strategy 2010-2013 as shown in figure 4 below:

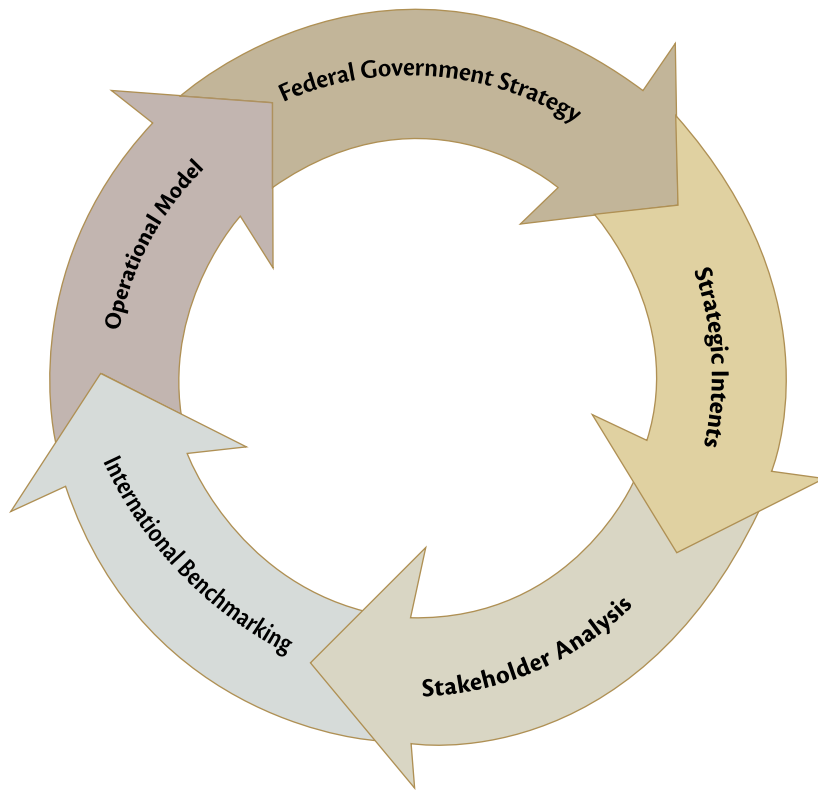
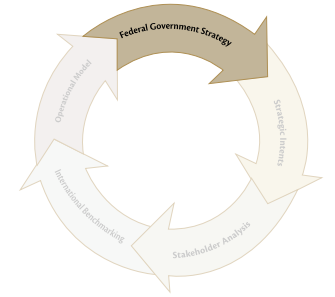


Figure 4 – Key Inputs in Developing Emirates ID Strategy

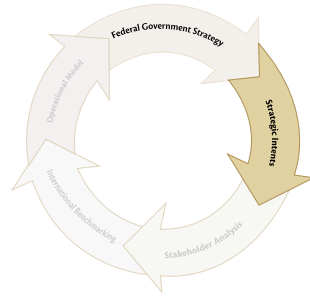


### 3.1 Federal Government Strategy

Emirates ID examined and reviewed the components of the Federal Government strategy stemming from the UAE Vision 2021 as a springboard for Emirates ID's strategic objectives. Emirates ID then identified the components and objectives relating to its activities as detailed in table 3 below.

Federal Strategy		
Strategic enablers	Main directions	Sub-directions
Effective legislative process and integrated policy-making	Improve the quality of data and statistics and enhance policy-making decisions	Developing a national statistics system and a comprehensive statistical database
		Facilitating the information exchange between government entities
Good institutional government	Enhance the overall governance framework within the Federal Government	Fostering a culture of accountability
Customer-centric services	Provide a seamless and high-quality customer service	Enabling convenient access to Government services through innovative and customer-friendly delivery channels
		Accelerating transition towards e-Government
		Integrating government service delivery
		Re-engineering and streamlining processes for quality and timely government service delivery
Skilled human capital	Retain and motivate human capital	Establishing a motivating and innovative employee workplace
Efficient financial management	Ensuring sustainability of Government finances and optimize income	Aligning financial resources to strategic priorities

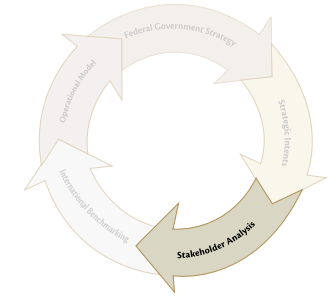
Table 3 – UAE Vision 2021 components relevant to Emirates ID activities



### 3.2 Emirates ID Strategic Intent:

The strategic direction for Emirates ID was established in compliance with the laws and legislations governing the authority's activities. The strategic intents for Emirates ID are as follows:

- To contribute to national and individual security as the primary identity provider in the UAE**  
 Emirates ID was created by virtue of a Federal Decree in 2004 as the primary provider of ID cards to **(establish personal identity)**. As such, Emirates ID was empowered to create, maintain and continually update the Population Register for all UAE nationals and residents and to issue ID cards for individuals.
- To simplify government service delivery and facilitate transactions**  
 Emirates ID will strive to play a role in **(supporting decision-making)** and providing decision-makers with updated statistical data on population demographics by developing secure, cutting-edge systems integrated with institutions concerned with civil records in the UAE. This in turn allows the automatic update of the Population Register system. Among the entities expected to engage in this electronic linkage are the Ministries of Interior, Labor, Justice, Health, Education, and Higher Education.
- To facilitate the delivery of innovative electronic services**  
 Emirates ID hopes to contribute to the evolution of the UAE towards a fully **(digital community)** by creating an infrastructure for developing e-services and activating smart ID card applications and digital certification to establish personal identity on electronic networks, such as the web. This will allow the transition of the UAE into an integrated e-government service provider.
- To develop a world-class service organization**  
 Emirates ID will employ the best scientific and applied approaches to achieve organizational excellence in its provision of internal and external services. Through delivery of seamless, innovative and high quality services, Emirates ID is keen to ensure customer satisfaction and emphasize the **(centrality of customers)** input to the authority's strategy and the shaping of its purposes and priorities.



### 3.3 Stakeholder Analysis:

Emirates ID was determined to study the needs of all stakeholders in its projects and to involve them in the creation of its strategy. Emirates ID also worked systematically to strike a balance between the needs and expectations of the various stakeholders in order to achieve positive outcomes for all stakeholders.

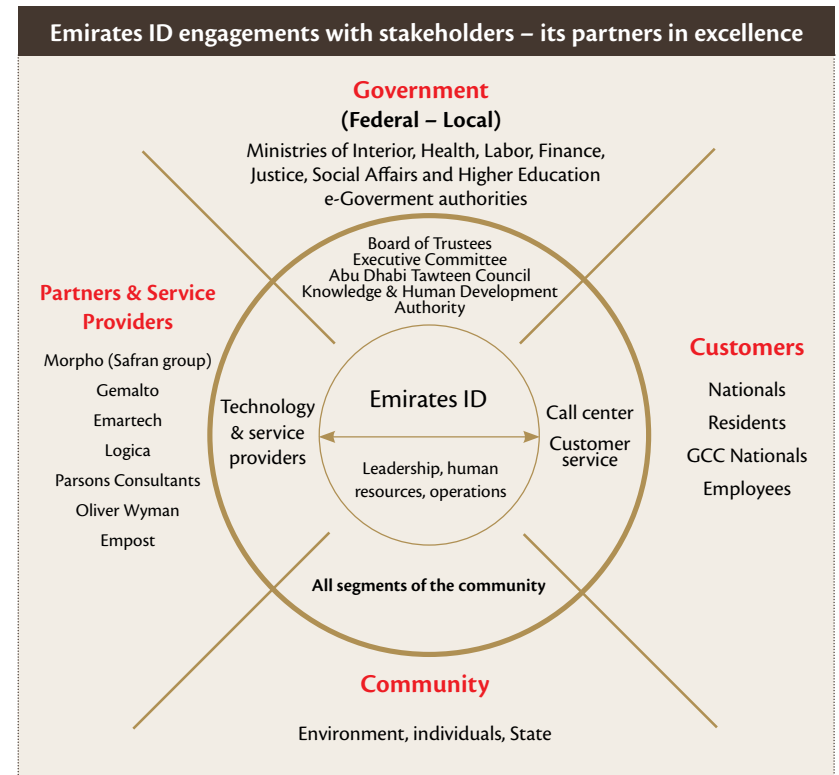


Figure 5 – Stakeholders Analysis

### 3.4 International Benchmarking:

Emirates ID recognized the importance of drawing on the experiences and practices of other countries in implementing advanced identity systems, in its search for cutting-edge inputs and approaches for building and formulating the outcomes targeted by its new strategy. The following table depicts some international best practices for identity system applications in benchmarked countries.

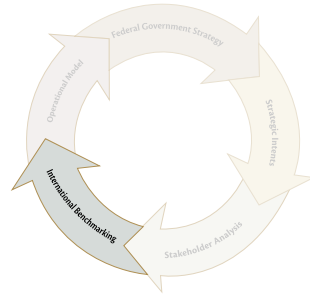
Entity		1	2	3	4	5	6
State		UAE	Malaysia	Belgium	Bahrain	Australia	Singapore
ID Uses	e-government	✓	✓	✓	✓	✓	✓
	e-wallet	Planned Future Use	✓	✗	✗	✗	✗
	e-banking		✓	✓	✗	✗	✗
	e-health		✓	✓		✓	✗
	Travel	✓	✓	✓	✓	✓	✗
	Public transportation	Planned Future Use	✓	✓	✗	✗	✗
	Driver's license		✓	✗	✗	✗	✗
	Establishing Identity	✓	✓	✓	✓	✓	✓
	Property registration	✓	✓	✓	✓		

1- Emirates ID  
 2- National Register Department  
 3- Directorate-General for Institutions & Population

4- Central Informatics Organization  
 5- Department of Immigration and Citizenship  
 6- Immigration & Checkpoints Authority

\*Only after requesting a "Sign/Pass" authorization

Table 4 – Benchmarking on Card Applications



### 3.5 Operational Model:

During the strategy development process, Emirates ID was keen to define its operating model for current operations and to pinpoint future shifts in its activities.

As depicted in Figure 6, the first phase of the operating model will focus on enrolling the entire UAE population and gradually shifting towards providing ID card based services to both government and private sector institutions. The ID card will eventually become the primary mechanism through which people are identified and authenticated in physical and virtual forms, and will be an indispensable prerequisite for accessing public services.

#### • Expected Transition in Emirates ID Services:

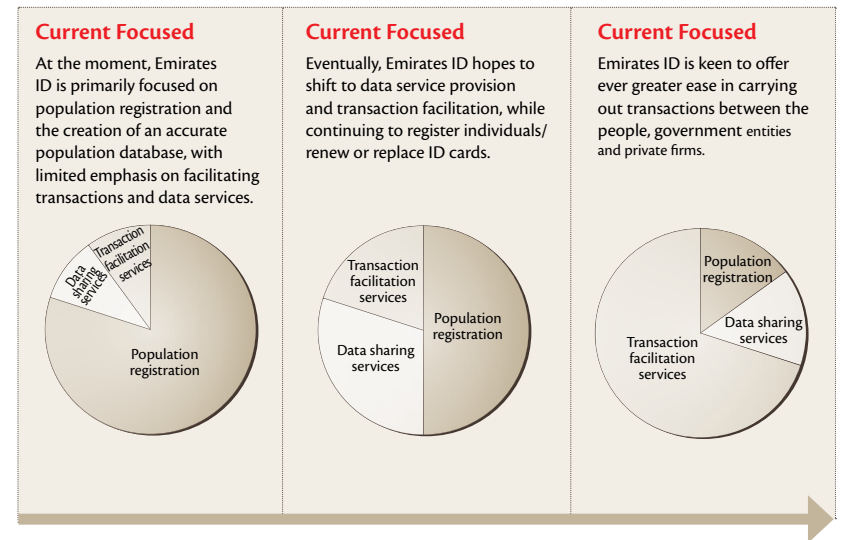


Figure 6 – Emirates ID Operating Model

## 4. Emirates ID Strategy

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### 4.1 Vision and Mission:

Emirates ID adopted a scientific approach in creating its vision and mission; expressing, concisely and clearly its ambition, key message and role in the community as well as its future aspirations.

As indicated earlier, Emirates ID was keen to address all key stakeholders in the formulation of its vision and mission. The authority chose the wording carefully and weighed the possible implications of each term to make sure that the content was comprehensive, clear and easy to understand by all concerned parties.

In order to activate its vision and mission, Emirates ID defined a primary strategic intent and strategic objective; to enroll the population and maintain an accurate and comprehensive population register. This primary focus is underpinned by a set of secondary and supporting strategic intents and objectives. (See Figure 7)



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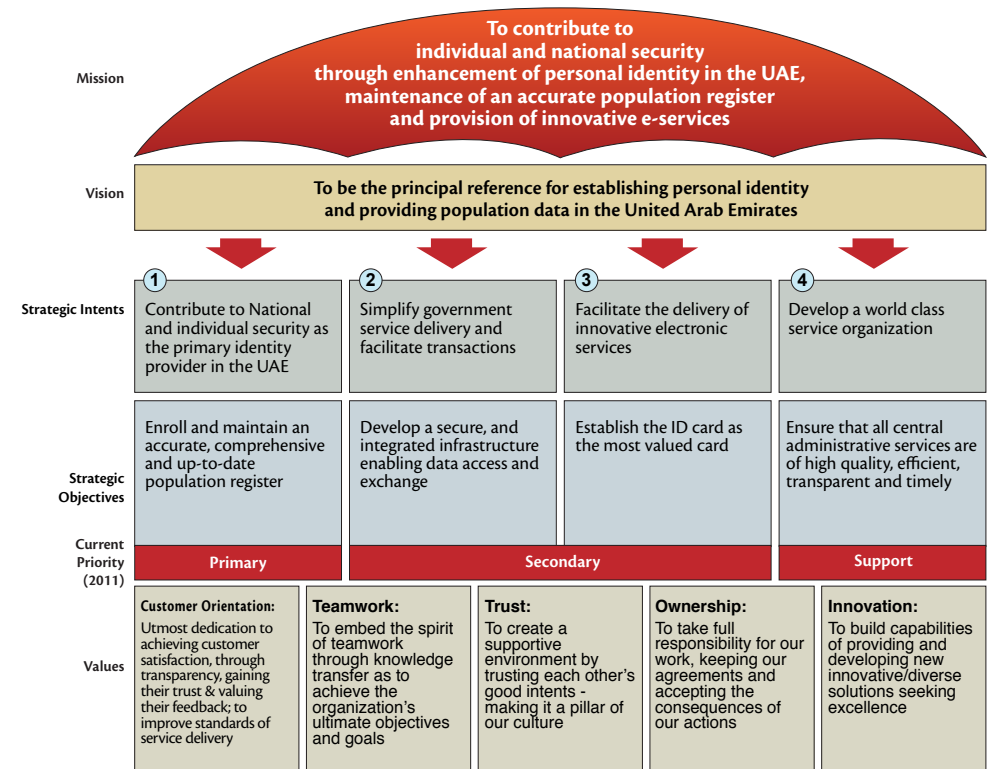


Figure 7 – Emirates ID Strategy 2010-2013

## 4.2 Corporate Values and Principles:

Emirates ID recognizes the centrality of corporate values and principles in building an optimal and effective work environment. These values and principles are management tools that create bonds between the organization and its staff. These values are a driving force for the creation of a united corporate culture that channels human potential towards achieving the strategy's targeted outcomes.

As such, Emirates ID defined five corporate values as the foundation upon which its activities shall be built. These values will be the moral code which guides performance and conduct as well as occupational and human relations within Emirates ID. The entity will also work towards instituting practical and realistic programs to consolidate these values in everyday activities. The programs will serve as one of the supportive management approaches (management through values and principles) which Emirates ID will follow to reinforce the capacities of its staff in understanding, implementing, utilizing and activating such values within the organizational system at Emirates ID.

### Customer-centric service

Utmost commitment to ensuring customer satisfaction, guaranteeing transparency, gaining customer trust and valuing their feedback to continually improve our service

### Teamwork

Embedding the spirit of teamwork through knowledge transfer in order to achieve Emirates ID's ultimate objectives and goals

### Trust

Adopting an organizational culture centering on providing a supportive working environment based on mutual trust

### Ownership

Taking full responsibility for our work. We will honor our commitments and assume the consequences of our actions

### Innovation

Demonstrating our capacity for providing and developing innovative/ diverse solutions towards achieving excellence

## 5- Identifying Strategic Initiatives and Indicators

Based on the strengths, weaknesses, threats, opportunities and key inputs identified through the afore mentioned analysis and studies, Emirates ID devised initiatives that would contribute to its strategic goals. This was achieved through internal workshops in which senior managers, directors and some middle-management staff participated.

The initiatives were discussed and their priorities were set according to structured scientific methods. Consequently, Emirates ID highlighted the main initiatives that would best help meet its strategic objectives throughout 2010-2013.

Emirates ID also defined strategic performance indicators reflecting the established objectives. These indicators will be measured periodically to ensure effectiveness and the achievement of objectives, guaranteeing successful strategy implementation.

These strategic objectives are presented next.



## Strategic Objective 1:

### 5.1 Enroll and maintain an accurate, comprehensive and up-to-date population register

Achieving Emirates ID's objective of enrolling the UAE population and maintaining accurate, comprehensive and updated population register requires the provision of some key elements: i.e., re-engineering registration process; maximizing registration centers capacity to better manage the flow of customers and maintaining the accuracy of recorded data.

- **Strategic indicators and initiatives** (relevant to strategic objective 1)

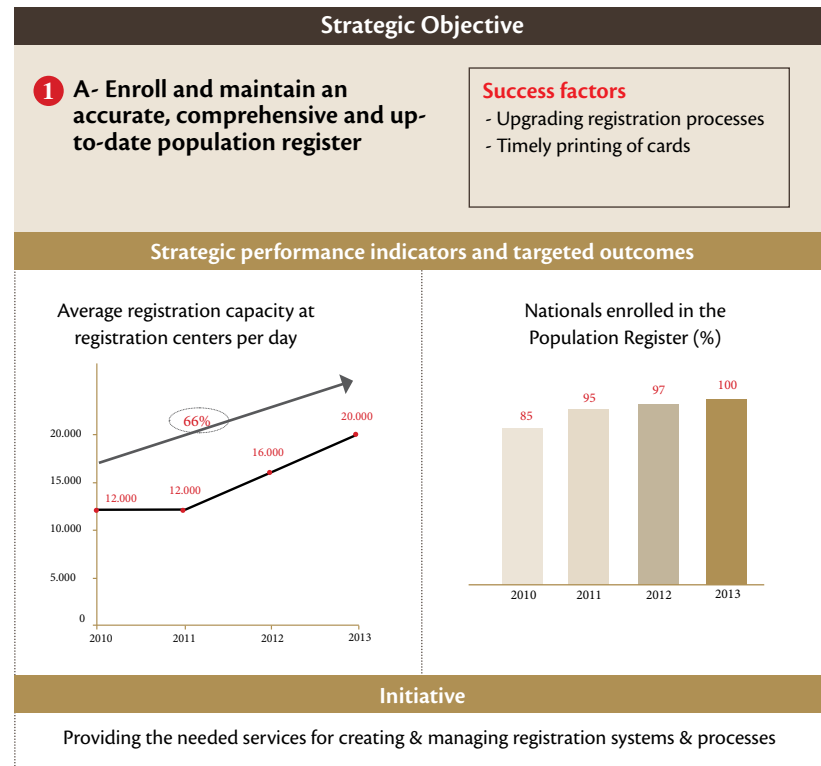


Figure 8

- **Strategic indicators and initiatives** (relevant to strategic objective 1)

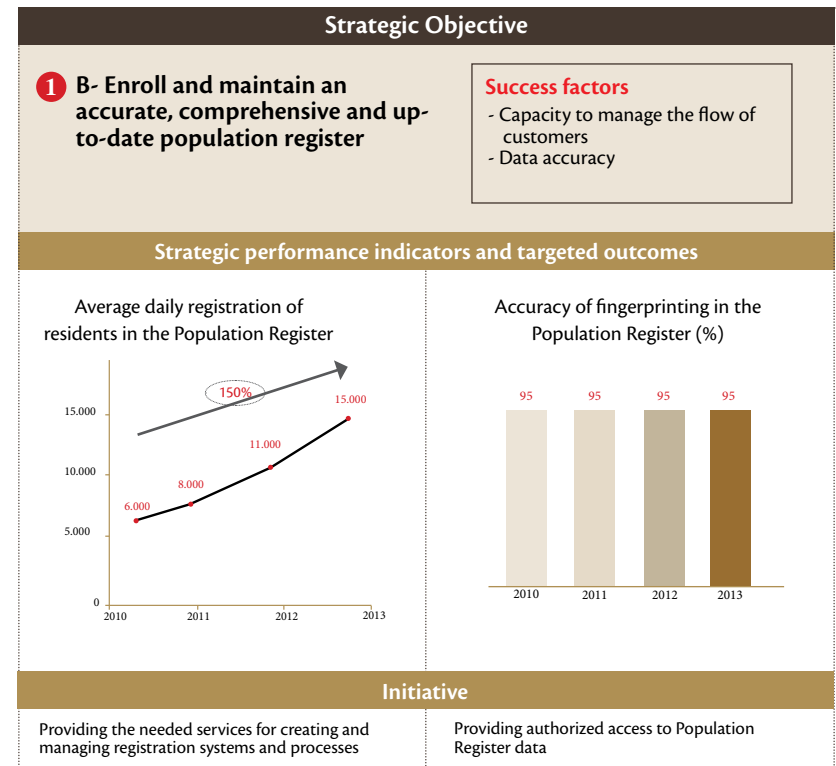


Figure 9

## Strategic Objective 2:

### 5.2 Develop a secure, and integrated infrastructure enabling data access and exchange

To develop a secure and integrated infrastructure, Emirates ID needs to develop interfaces to interact with other entities. Emirates ID also needs to develop the capacity to manage the flow of data and to apply rigorous security protocols to ensure protection and safe access to its data.

- **Strategic indicators and initiatives** (relevant to strategic objective 2)

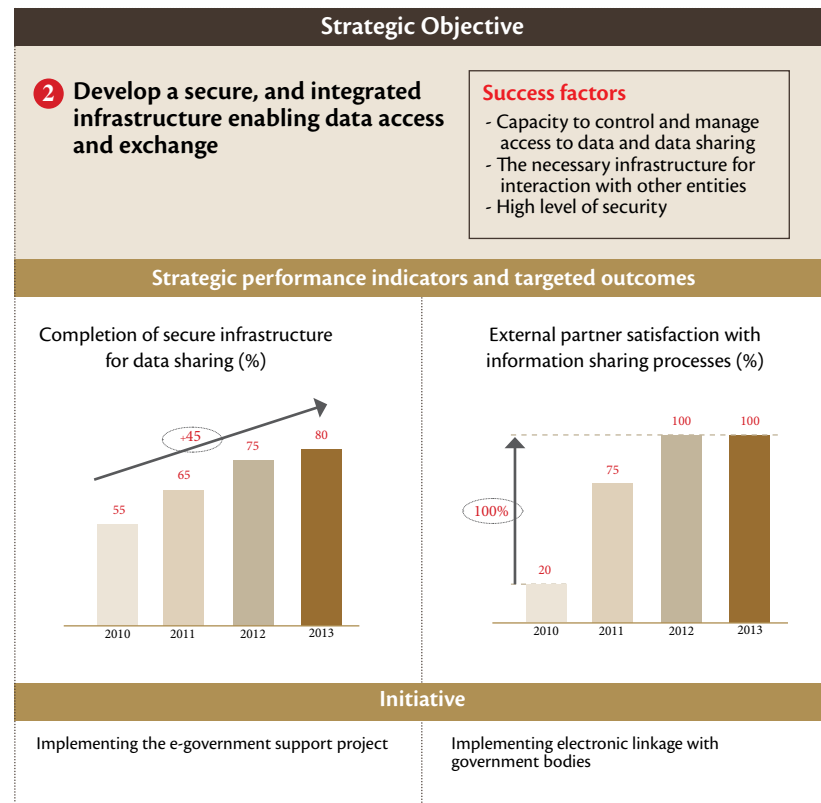


Figure 10

## Strategic Objective 3:

### 5.3 Establish the ID card as the most valued card

In order to gauge whether the ID card is indeed the most valued card in the UAE, Emirates ID is planning not only to embed high added-value services on the card but to rate its value based on the number of daily transactions that potential card users may conduct.

- **Strategic indicators and initiatives** (relevant to strategic objective 3)

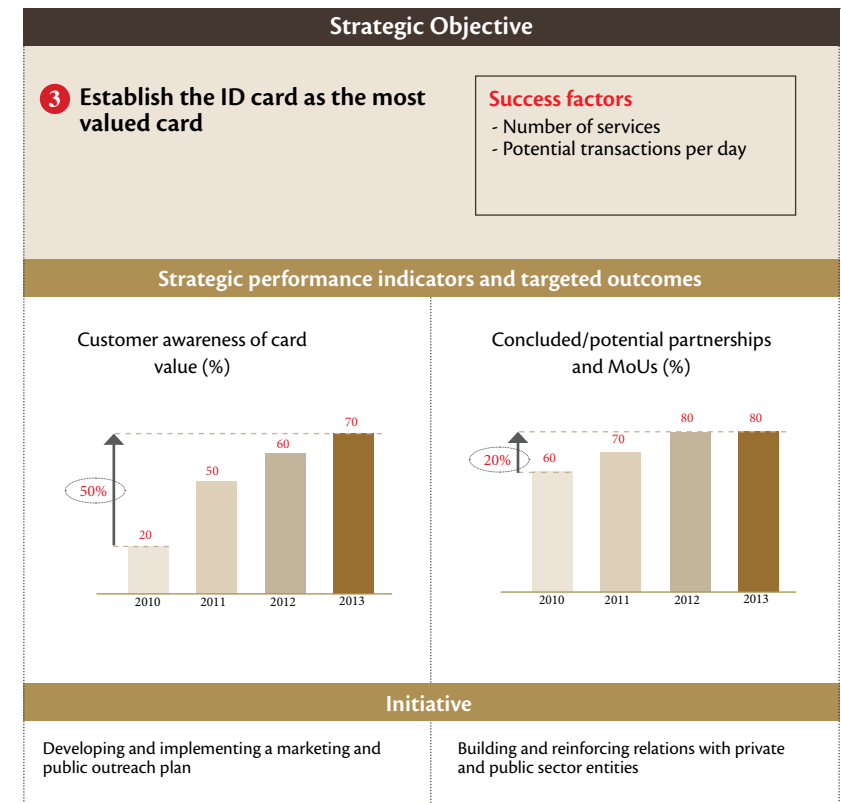


Figure 11

## Strategic Objective 4:

### 5.4 Ensure that all central administrative services are of high quality, efficient, transparent and timely

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Emirates ID endeavors to enhance its employees understanding of its strategic goals towards improved responsiveness to customer needs and higher-quality services. The authority plans to build a service-based organization focused on attaining objectives, improving customer service and establishing efficient result-oriented internal services. Emirates ID also plans to focus on performance monitoring, competency development and the provision of best possible services.

#### • Strategic indicators and initiatives (relevant to strategic objective 4)

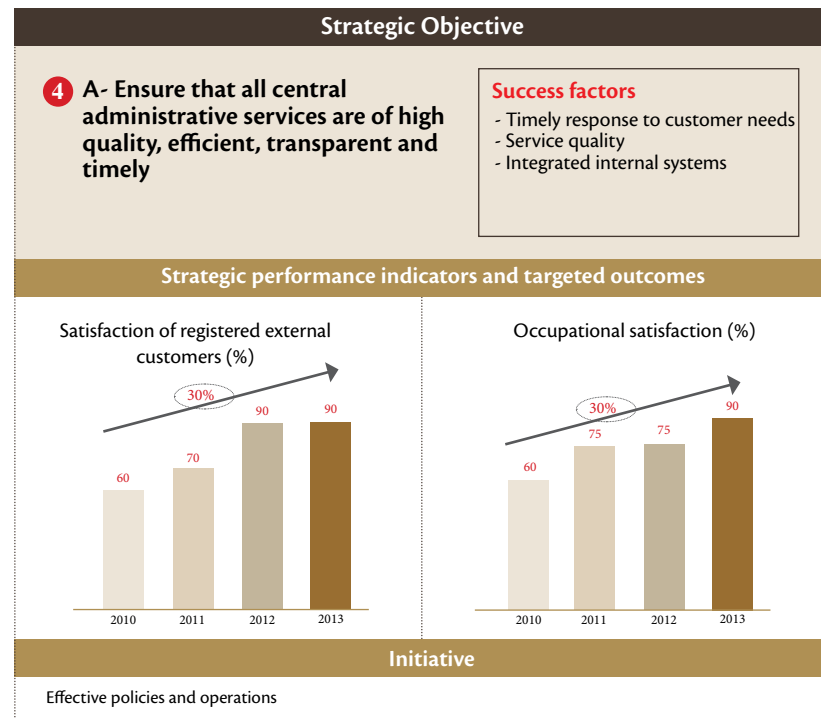


Figure 12

45

#### • Strategic indicators and initiatives (relevant to strategic objective 4)

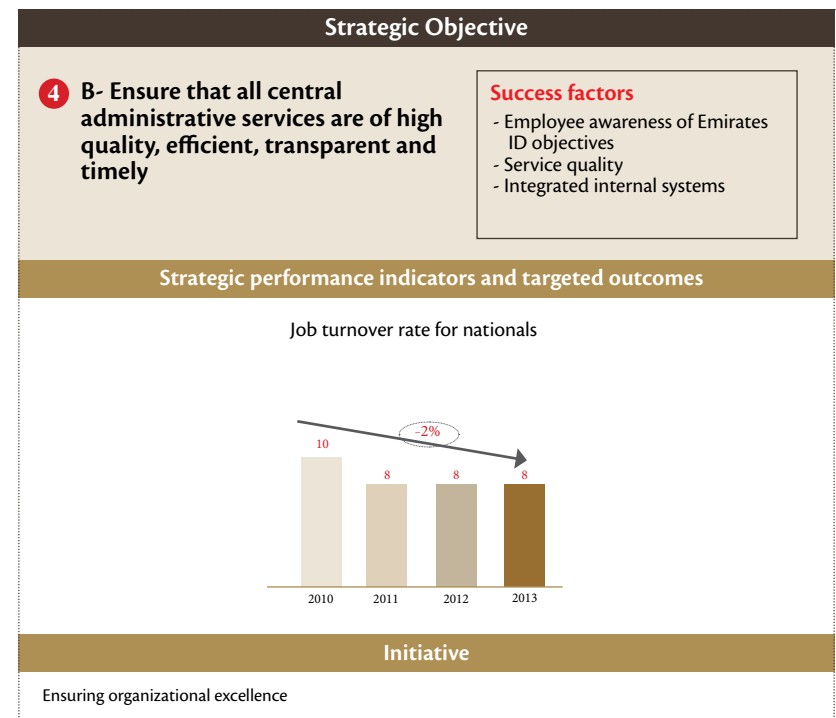


Figure 13

• **Strategic indicators and initiatives** (relevant to strategic objective 4)

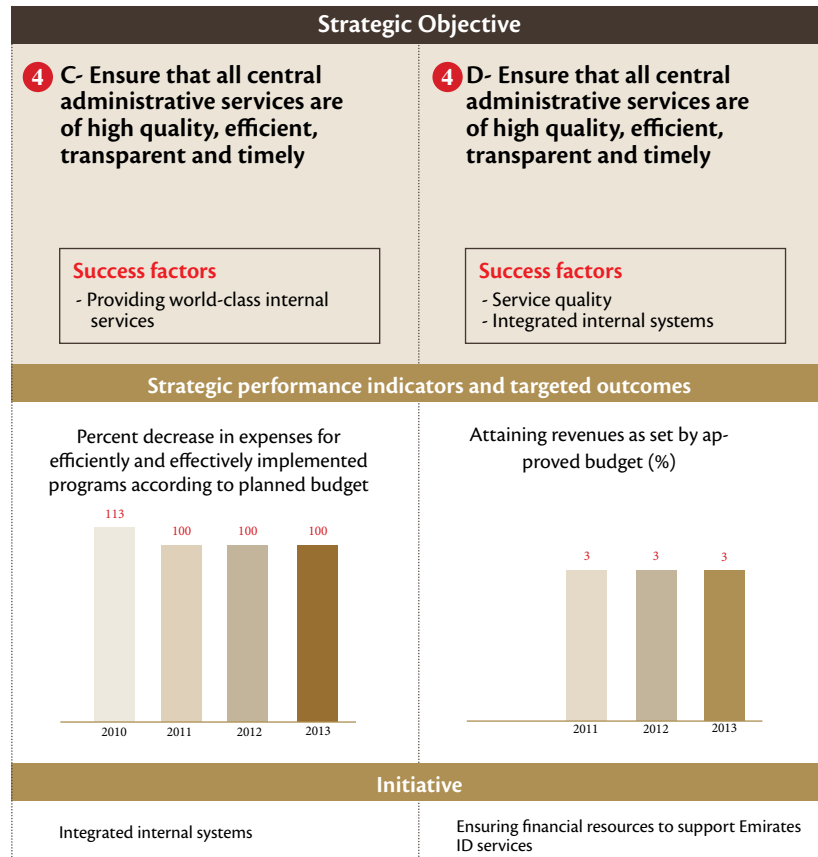


Figure 14

## 6- Key Projects

After establishing the strategic initiatives and relevant priorities, operational plans were developed by the responsible departments with defined timeframes and operational KPIs. The Strategy Support Office was tasked to periodically follow-up and assess progress and achievement. The figure below depicts major projects and initiatives in a Balanced Scorecard framework. Emirates ID will use the scorecard framework as a management approach to monitor and measure performance and as a tool for internal and external communication.

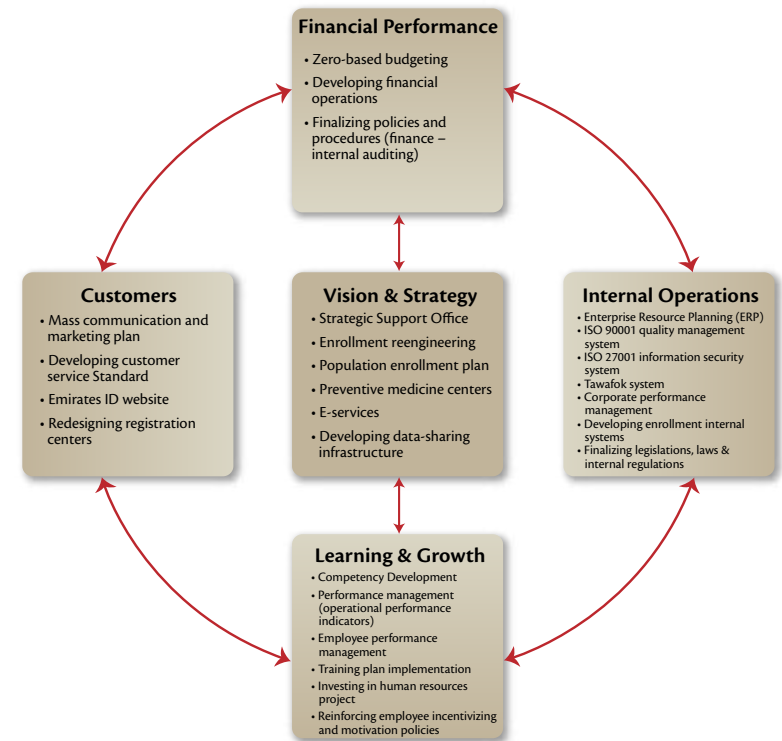


Figure 15 – Main Projects Derived from New Strategy

## 7- Strategy Implementation and Follow-up

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The Director General and the leadership team at Emirates ID as well as the management teams of its organizational units, each according to their functions, are responsible for following-up on the implementation of initiatives and projects detailed in the strategy. This responsibility is two-pronged, involving, first, the monitoring of implementation through **(process evaluation)** and, second, strategy **(results evaluation)** to ensure that objectives have been met.

The strategy results and key performance indicators are presented to the Board of Trustees periodically. Also, the Emirates ID Senior Management Committee (SMC) convenes bi-monthly to monitor progress as well as the strategic and operational performance indicators.

Periodic reviews are held semi-annually to evaluate the phases of strategy implementation. These periodic evaluations provide input for regular strategy revision updates. Subsequently, all the future strategic plans will be derived from the final strategy revision.

### Last but not least...

Developing the strategy was not an end in itself but a means towards directing the efforts of Emirates ID in order to meet its leadership's aspirations and its various corporate objectives.

Emirates ID realizes that transforming ambitious and promising strategies into concrete reality is often the most challenging step. Therefore, Emirates ID shall endeavor to prevent failure at the implementation phase which usually results from poor communication between planners and implementers, lack of strategy flexibility, weak follow-up or unrealistic expectations.

Emirates ID is primarily focused on results not on activities. The authority has created a systematic work methodology based on strategic and dynamic thinking approaches, and an operating model, which strikes a balance between targeted outcomes and potentially deviating variables.

This model brings together strategic methods for both direct and indirect management approaches, and shuns traditional forms of management in order to be more responsiveness to emerging work and strategy implementation requirements.

Likewise, Emirates ID is fully aware of the central role of leadership as a key driving force behind strategy success. As such, Emirates ID shall ensure regular follow-ups of implementation plans and their coherence with the strategy.

Emirates ID shall also reinforce communication channels, and create a favorable work environment which encourages Emirates ID staff to build and strengthen individual and group motivation towards development. The entity will also strive to reflect its corporate values through its practices. This will serve to guide its work towards attaining its mission and vision for the future.

Deriving from its value for transparency, Emirates ID will publish its strategy implementation results regularly on its website "[www.emiratesid.ae/en/strategy](http://www.emiratesid.ae/en/strategy)" and will expose the progress of strategic projects and any possible changes to the strategy. Emirates ID welcomes all feedback concerning the strategy at the following email address "[strategy-feedback@emiratesid.ae](mailto:strategy-feedback@emiratesid.ae)".

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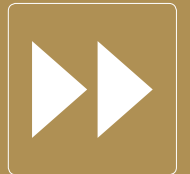
## 8- Strategy Development Process (In Pictures)

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Throughout the phases of strategy development, Emirates ID was keen to discuss its strategic objectives and define the initiatives and projects relevant to the Population Register and ID Card with all its partners and stakeholders. Emirates ID's aim is to encourage the sharing of knowledge, feedback and perspectives as it strives, based on its mission, to contribute to national and individual security by establishing personal identities in the UAE, to maintain an accurate Population Register, and to revolutionize service delivery in both the public and private sectors.



Strategy Development Process (In Pictures)  
Start from Page 51 - Arabic Section





Discussing the strategic and operational plan with the Executive Committee Chairman and Board member along with executive directors



Presenting and discussing the Emirates ID strategy 2010-2013 with the Board of Trustees



Discussing the strategy with Ministry of Interior and Ministry of Labor representatives



Discussing the strategy at the Federal National Council (FNC)



Presenting strategy components at Security Document World, SDW 2011-London



Presenting the strategy before the Department of Naturalization and Residency-Dubai (DNRD)



Discussing the strategy at a workshop with the inventors of the balanced scorecard methodology for monitoring strategy execution



Presenting the development plan at a workshop for government development in Asia



Periodic meetings with registration center directors to examine strategy components and their impact on their work



Presenting the strategy at the 4th Conference for Global Competitive Strategy Development in Government Organizations, Dubai



Reviewing corporate values with employees



Presenting the enrollment plan at the international conference for developing public sector services, Milan - Italy



Reviewing implementation plans with the management



Emirates ID Director General at a strategy workshop with Emirates ID employees  
Al Raha Beach Hotel – Abu Dhabi



Reviewing and guiding registration center plans



Reviewing indicators for effectiveness and efficiency of operations with service points Managers



Upgrading the facilities and services to the highest international standards



Organized seminars for the media to clarify Emirates ID's strategy



Development of career path and provide better services to staff



Conducted workshops to explain the application of digital ID



Simplification of government services and facilitation of transactions



Reduce the number of processes to provide prompt and efficient services



Provision of sophisticated, high quality services



Provide superior services through a knowledgeable and cooperative team



Develop a secure, and integrated infrastructure enabling data exchange



Achieving customer satisfaction beyond their expectations



Clarification of enrollment procedures to the public



Enroll and maintain an accurate and comprehensive population register



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