Strategic Plan 2014-2016

Reliability - Integration - Enablement
Efficiency, Effectiveness and Efficacy

What we want to accomplish...
How we will accomplish it?
Strategic Plan
2014-2016
RELIABILITY - INTEGRATION - ENABLEMENT
EFFICIENCY, EFFECTIVENESS AND EFFICACY

What we want to accomplish.. How we will accomplish it?
“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
“Emirates Identity Authority continues its journey of success towards the future envisioned by our wise leaders. Emirates ID dedicates its efforts to contribute in the march towards development, growth and cultural, social, economic and structural prosperity setting the basis for an integrated system for the stability and security of society.”

H. H. Sheikh
Hazza bin Zayed Al Nahyan
National Security Advisor
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 2014 - 2016, 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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from the Director General

2014-2016.. Ambitious targets

Emirates Identity Authority (ID) has always been determined to make a direct contribution to the economic and cultural development and progress of the United Arab Emirates (UAE) by adopting modern concepts in management and innovative technology in handling its business.

Back in 2010, Emirates ID accepted the ambitious goal set by the country’s leadership to fully enroll the entire UAE population in the Population Register & ID Card System, radically increase the quality of the services we offer to the UAE population, and all within 3 years. This would assist in positioning the UAE among advanced countries, both regionally and globally, in terms of establishing and managing personal identities.

With a clear understanding of the importance and complexity of the endeavor, we prepared ourselves for the task ahead and results were quick to follow: Emirates ID was one of the first UAE federal entities to implement a customized strategy development and execution process rooted on the Balanced Scorecard concept and, at the same time, aligned to the framework developed by the UAE Prime Minister’s office (PMO) for managing federal entities. The incorporation of these international best practices into Emirates ID’s strategy management efforts not only ensured compliance with government guidelines, but also enabled us to adopt a leading framework that would serve to support our decisions with both qualitative and quantitative analysis, ensuring linear linkage between our mandate, strategy, and operational activities.

As Director General of the Emirates Identity Authority, I am proud to say that our 2010 – 2013 strategy yielded successful outcomes due to well planned and disciplined execution: the entire population of the UAE is now enrolled in our population register and the satisfaction of our customers reached all time highs.

While celebrating the great accomplishments of our recent past, we shall not lose sight of what’s ahead of us in the near future: our new 2014 – 2016 strategy represents the next step towards the realization of our Mission. Another set of ambitious targets have been defined for the next three years, shifting the focus of our strategic priorities to the integration of our personal authentication platform across both public and private sectors; the enablement of government decisions with innovative population demographics; the reliability of the personal data stored in our population register, and the efficiency, effectiveness and efficacy of our organization. We pledge to continue working diligently and sincerely to achieve the Vision of the prudent leadership of our beloved country, hoping to be up to the trust vested in us by our leadership, may Allah protect it.

H.E. Dr. Engineer
Ali Mohammed Al-Khoury
About Emirates ID

The Emirates Identity Authority (Emirates ID) is an independent federal authority established by virtue of Federal Decree no. (2) issued on Shaaban 15th, 1425H, corresponding to September 29th, 2004.
Our Mission:
Why do we exist?

“Establish, manage and authenticate personal identity in the UAE”

According to the decree of incorporation, Emirates ID is responsible for the issuance of electronic identity cards for the whole population in the country, nationals and residents, in order to verify and confirm the identity of each individual through the unique identification numbers and smart cards that are linked with their biographical and biometric details:

- Creation of Digital Identity Profile for individuals by linking the biographic and biometric data and digital certificates. Registration and linkage of the vital statistical data to the personal data mentioned above.
- Issuing Smart ID Card with Unique Identity Number with personal Digital ID Profile stored securely in the smart chip enabling e-transactions
- Update of personal data in accordance with life events.
- Provide Identity Assurance, Verification and Authentication services for all government and other organizations using various channels.
- The right to request the required data and information which may serve the targets of the authority from the competent authorities in the country.

Emirates ID is also responsible for the establishment of a modern population register in order to facilitate the obtainment of government services as well as to provide the required information for supporting decision making, strategic planning and the allocation of resources in all vital sectors in the UAE.
Our Values:

What moves us forward

Emirates ID recognizes the centrality of organizational and corporate values in building an optimally effective and pleasing work environment.

These values and principles are management tools that create and foster bonds between the organization and its staff, and are a driving force for the creation of a unified corporate culture that channels human potential towards achieving the strategy’s targeted outcomes.

Emirates ID has defined six corporate values as the foundation upon which its activities shall be built, and these values act as the moral code which guides performance and conduct, as well as occupational and interpersonal relations within Emirates ID.

1. Customer orientation
   - Ensuring customer satisfaction, guaranteeing transparency, gaining customer trust and valuing their feedback to continually improve our services.

2. Teamwork
   - Embedding the spirit of teamwork through knowledge transfer in order to achieve our ultimate objectives and goals.

3. Trust
   - Adopting an organizational culture centered on providing a supportive working environment based on mutual trust.

4. Integrity & Ownership
   - Always being honest, moral and taking full responsibility for our work. We will honor our commitments and assume the consequences of our actions.

5. Entrepreneur-ship & Innovation
   - Developing our capacity for proactively providing and developing innovative/diverse solutions towards achieving excellence.

6. Commitment to quality
   - Taking on the utmost commitment when it comes to delivering quality services to our customers.
Our Journey:
What have we accomplished so far?

The evolution of Emirates ID’s functions since inception can be summarized as follows:

- **September 2004**
  - Presidential decree issued to establish Emirates Identity Authority (Emirates ID)

- **June 2005**
  - Piloting of the Population Register (Abu Dhabi)

- **June 2007**
  - Launch of Emirates ID strategy 2007-2010

- **July 2007**
  - Operations begin at registration centers across all UAE emirates

- **August 2009**
  - Restructuring of the Executive Committee & creation of a new team of leaders at Emirates ID
  - Review of existing strategy and operational plans

- **March 2010**
  - Launch of 2010-2013 strategy

- **July 2010**
  - Registration Centers begin to operate with new registration process (enrolment process re-engineering project)

- **March 2011**
  - Daily registration capacity increased from 7,000 to 20,000 individuals, and daily production capacity to 30,000 cards

- **September 2011**
  - Establishment and opening of 30 new registration centers annexed to the preventive medicine centers

- **March 2012**
  - Review of 2010-2013 strategy and operational plans

- **April 2012**
  - Launch of 24-hour customer support call center

- **September 2012**
  - More than 8 million individuals enrolled, i.e. nearing 95% completion of the relevant performance indicator targets

- **November 2012**
  - Launch of 2014-2016 strategy and 2014-2016 operational plans development

- **January 2013**
  - Finalization and formalization of 2014-2016 strategy
“Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat”

Sun Tzu, The Art of War.

Since its establishment, Emirates ID has been keen to play a distinctive and active role in the sustainable development and economical growth of the country through a nationwide and accurate population register that supports government policies and decisions, contributing to the elevation of the UAE to its well deserved position amongst the advanced countries in the world.

Now that Emirates ID has achieved its goal of fully enrolling the entire UAE population in the Population Register and ID Card (PRIDC) system, the focus of the authority’s strategic priorities must shift to usage of the ID card, functionality of the PRIDC system and, ultimately, the enablement of government services and decision making, in addition to maintaining an accurate and comprehensive identity database. Excellent service provision to its many customers will continue to be a priority. It is anticipated that this evolved focus will help position the UAE among the most advanced countries, both regionally and globally, in terms of establishing, managing and authenticating personal identities through the adoption of high tech, state-of-the-art technologies and the integration of modern service delivery systems in both public and private sectors through infrastructure initiatives that Emirates ID is undertaking.

This handbook presents and explains the review and reformulation of the Emirates ID strategy for the years 2014-16, introducing the considerations made and processes followed throughout the strategy development and translation exercises, as well as the elements that represent the foundation of the Entity’s strategy: our Vision, Strategic Themes, Objectives, Key Performance Indicators, Targets and Strategic Initiatives. It also gives an overview of the best-in-class strategy execution framework that is in place to enable the accomplishment of these aspirations. The content of this document is divided into two parts that describe “What we want to accomplish” (our 2014 – 2016 Strategy) and “How we will accomplish it” (our Execution Framework) mentioned above:

Part I:
- Emirates Identity Authority 2014 – 2016 Strategy
  - Our Strategic Destination: Emirates ID’s Vision.
  - Our Coordinates for the next three years: Strategic Themes for the period 2014 – 2016.
  - Our Game Plan: Objectives, Targets and Initiatives under each Strategic Theme that translate our aspirations into a clear execution roadmap.

Part II:
- The Strategy Execution Framework
  - Communication and Engagement: constant and open communication with our employees and partners as a key driver for the improvement of our services and achievement of our goals.
  - Organizational Alignment: an organization structure designed to facilitate the identification of each Department and Employee’s contribution to the proper execution of our Strategy.
  - Strategy Governance: the processes and tools used by our management team to monitor, review and adjust our progress against the set objectives, targets and initiatives.
Strategy
2016 - 2014

Part I

Designed in the shape of an "Emirati Shafina" (ship) to emphasize the importance of having an united, committed and focused "crew" - our employees - sailing together towards a common strategic destination.
1- The Strategy Development Process

The development of Emirates ID’s 2014 – 2016 strategy proceeded from the direction of the Ministry of Cabinet Affairs in the UAE for the development of 2014 - 2016 government strategies; as well as the directives of H. H. Shaikh Hazza bin Zayed Al Nahyan, National Security Advisor and Chairman of the Emirates Identity Authority, and the vigilance of H.H. Shaikh Saif Bin Zayed Al Nahyan, Deputy Prime Minister, Minister of Interior, and Vice Chairman of Emirates Identity Authority; in order to meet the supreme leadership’s expectations and aspirations.

A systematic and formal strategy development process is followed at Emirates ID, including the preparation of many analytical and review studies to provide an in-depth understanding of the Emirates ID potential for further development. These studies are both scientifically and practically approached to critically evaluate required outcomes. The strategy at Emirates ID is developed based on the Balanced Scorecard concepts and in accordance with the general framework set by the Ministry of Cabinet Affairs in the UAE for the development of government strategies. The process incorporates various criteria and controls to ensure the integration and consistency across the activities and projects as well as the achievement of goals and objectives. It takes into account the main challenges and lessons learned from the previous cycles, and aims to build on existing achievements. In addition, international benchmarks as well as macroeconomic and technological trends were assessed for their potential impact on Emirates ID.

Emirates ID launched the current strategy review and development process in November 2012. The previous strategy, developed for the period 2010-2013, has been subject to periodic reviews and continuous tracking, which Emirates ID intends to maintain throughout the next strategy’s cycle to ensure its success. The strategy development process included preparation of multiple research and analysis studies to ensure that strategic foundations are based on an in-depth understanding of Emirates ID’s current and future context.
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.
- **Higher Committee**: participated in all phases of strategy development.
- **Senior and middle-management**: workshops to examine and discuss strategic objectives and to identify and prioritize initiatives and projects.
- **Service Center staff**: field visits by senior management team to registration centers to explain the strategy, and its impact on their work.

The development of Emirates ID’s 2014-2016 strategy followed a five phase approach starting with the detailed analysis and review of all strategy inputs, followed by a systematic formulation of the strategy and ending with a comprehensive implementation & change management plan:

1. **Strategic analysis**
   - Analyze socio-economic and technological trends
   - Run stakeholder analysis
   - Benchmark leading organizations globally
   - Understand federal requirements and impact on strategy
   - Analyze Emirates ID’s internal strategy
   - Conduct PESTLE & SWOT analysis

2. **Vision, Themes, Objectives & Targets**
   - Update and enhance Vision statement going forward in light of the strategic analysis and of the country vision and strategy
   - Update strategic themes & objectives for 2014-2016
   - Define strategic initiatives to accomplish defined goals
   - Define Operating Key Performance Indicators to track and measure impact of strategic initiatives

3. **Roadmap**
   - Define Strategic Key Performance Indicators and targets to track and measure progress towards objectives
   - Define detailed implementation roadmap (timeline, milestones, owners)

4. **Change Plan**
   - Detail implementation requirements (costs, resources, risk mitigation)
   - Craft change management plan to enable Emirates ID’s organization to undertake revised strategy
Our strategy development approach

The process began with separate workshops with senior and middle management teams to both review the existing strategy and discuss Emirates ID’s potential future directions, both from a strategic and an operational perspective.

Along with a series of interviews and external research, these workshops formed the basis for both the internal and external analysis. Further leadership workshops followed as the strategic dimensions, strategic objectives and strategic initiatives were conceived, developed and iterated. These were complemented with workshop sessions with the Director General, and with each of the departments.

Once the strategic framework was in place, the appropriate measurements and targets were identified and initiatives were set. These were in turn used to develop implementation and change management plans for the department(s) responsible for each initiative. One lesson learnt during the strategic development process was the importance of involving entire teams in the initial revision and strategic development sessions. This ensures that the experience of the entire organization is captured early on.

In the quest for continuous improvement, the leadership of Emirates ID also sought to review the authority’s latest strategy from the point of view of its customers. This included expanding the scope of the strategy assessment to integrate a comprehensive inclusion of its customers’ perception, needs, and overall experience of Emirates ID and its services.

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 strategy is published on its website to allow the public to access its content and post their comments.
Emirates ID re-assesses its strategic plan with Prof. David Norton, Strategic Planning Expert at Harvard Business School

Higher Committee follows up on the strategy development plan

Emirates ID is key to its customers needs

Dr. Al Khouri listens to a customer’s feedback

... and discusses the strategic plan with Emarat Al Youm newspaper
2- Key Strategy Inputs

In order to ensure any new strategic ideas were framed within the appropriate historical and forward looking contexts both internally and externally, before the strategic development could take place, a systematic and detailed strategy analysis process was undertaken. The outputs of this process were used as key inputs for strategy development, both in their summarized forms as PESTLE and SWOT analyses, and in their more comprehensive individual formats:

1- Review of Prime Minister’s Office 2014 – 2016 strategic guidance and 2021 Vision as well as key federal strategies and initiatives

2- Analysis of relevant macro and industry trends
   - Interviews with key external stakeholders

3- Benchmarking of global ID management leaders

4- Assessment of Emirates ID’s existing strategy
   - Internal strategy analysis through workshops and key interviews

5- PESTLE and SWOT summarizing findings from all sources

2.1. Alignment with federal strategies and initiatives

A major input into the strategy analysis process were the strategic objectives and initiatives of federal and local government bodies, as Emirates ID considers the alignment of its strategic direction with those entities a high priority. Numerous strategies were reviewed and their relevance and overarching themes outlined clearly. The following six strategic documents were examined in particular detail:

- UAE Vision 2021
- Prime Minister’s Office strategic direction 2014 - 2016
- Emirates Competitive Council: Global competitiveness index
- Abu Dhabi Vision 2030
- e-Government Strategy
- National Green Growth Strategy

Six key themes emerged as being prevalent across all of the plans considered:

<table>
<thead>
<tr>
<th>Themes from government strategies and initiatives</th>
<th>Takeaways for Emirates ID strategy setting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Competitiveness</td>
<td>Ensure that the strategy enhances UAE competitiveness (Particularly technological readiness and business innovation)</td>
</tr>
<tr>
<td>Green Economy</td>
<td>Ensure initiatives are sustainable and environmentally friendly</td>
</tr>
<tr>
<td>Innovation</td>
<td>Include specific initiatives to address UAE Green Strategy requirements</td>
</tr>
<tr>
<td>Human Capital</td>
<td>Encourage creativity and new ideas in core functions and potential additions to our service spectrum</td>
</tr>
<tr>
<td>Self-sufficiency</td>
<td>Consider any implications on Emirates ID staff</td>
</tr>
<tr>
<td>Communications</td>
<td>Prioritize employee satisfaction along with customers</td>
</tr>
<tr>
<td></td>
<td>Consider revenue potential and costs for new and existing initiatives</td>
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<tr>
<td></td>
<td>Include specific initiatives with revenue targets</td>
</tr>
<tr>
<td></td>
<td>Raise Emirates ID Authority’s profile and reputation-Assess potential initiatives per organization type</td>
</tr>
</tbody>
</table>
2.2. Analysis of macro and industry trends and interviews with key stakeholders

This phase concentrated on gaining an understanding of key changes in the macro environment, related technology trends and the needs of other government agencies and key private institutions. Relevant trends were identified for UAE’s demographics and economy as well as international technology trends with a focus on biometrics, through analysis across 4 key criteria:

Demographic and social trends:
- UAE population growth expected to slow over next four years
- Gender and age distribution has stayed largely constant for the past decade
- Expatriates will continue to make up the majority of residents

Political trends
- Federal government focused on enhancing standards of living and improving competitiveness
- Instability in neighboring and regional countries have resulted in heightened sensitivity and increased security

Economic outlook
- Tourism and financial sectors have robust forecasts for medium-term growth
- UAE has been extremely successful in diversifying its economy away from oil; however this results in a heightened sensitivity to economic events elsewhere
Technological trends: Biometrics

- Biometrics are now an established means of identification.
- Multi-modal biometric identification systems increasingly favored worldwide.
- Popular and developing technologies include facial mapping, iris scans, voiceprints, and DNA-based scans.
- In response to concerns around identity theft, cancelable biometrics are also being developed.

Emirates ID was determined to study the needs of all stakeholders in its projects and to involve them in the creation of its strategy. A first step was to categorize its stakeholders in a more detailed framework than previously used in order to identify and cater to the specific needs of each stakeholder group.

The messages coming from all key stakeholders were aligned: focus on “doing it right” before trying to “reach for too much”. Key takeaways from the interviews were as follows:

- The industry is mostly focused on enhancing and streamlining the roll out of existing services and technologies
  - Not trying to “reach for too much” in the shorter term
  - Focus on enhancing the customer service orientation of the organization; which for Emirates ID means completing the PKI and Integration projects and enhancing the population register
- Trend of moving away from physical card, shifting services online and to mobile applications
- Focus should be on enhancing partnerships with stakeholders and key partners
- Communicating the benefits of ID management and card/credential uses is essential for driving the adoption of ID services
Emirates ID reviews its strategic plan with Ministry of Labor and discusses its projects and initiatives with international experts and with Khalifa University.

The strategic plan is being discussed with Central Bank and the Telecommunications Regulatory Authority.

Discussion sessions with Ministry of Interior and Khalifa University.
2.3. Benchmarking global ID management leaders

Emirates ID recognises the importance of drawing on the experiences and practices of other countries implementing advanced identity systems. In its search for cutting edge approaches and ideas to help steer the Emirates ID strategic direction, a benchmarking methodology was designed and employed to support two key aspects of the strategy definition: overall strategy and specific objectives and initiatives. Selected benchmarks either employ advanced identity management systems or offer best practices to employ as well as failures and mistakes to learn from.

Analysis of these leading global ID management entities revealed eight key learnings which were used as inputs into the strategic review process. Key learnings A – F were from the strategy benchmark while learnings G – H were from the objectives and initiatives benchmark.

<table>
<thead>
<tr>
<th>Key learning</th>
<th>Benchmark</th>
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<tbody>
<tr>
<td>A Cooperation</td>
<td>Numerous world leaders in ID management are partnering to speed up technological progress and benefit from knowledge sharing</td>
</tr>
<tr>
<td>B Data security</td>
<td>Data security can be enhanced using “trusted third party” credentials (online security) and cancellable biometrics (physical security)</td>
</tr>
<tr>
<td>C Single Sign-on</td>
<td>With &quot;Government Federated Identities&quot;, users can seamlessly use their national ID credentials for online government and business transactions with &quot;single sign-on&quot;</td>
</tr>
<tr>
<td>D Private sector ID verification</td>
<td>Future outlook for online ID verification involves using private sector identities, e.g. email, social media, to further enhance user friendliness while maintaining security</td>
</tr>
<tr>
<td>E Data provisioning</td>
<td>Incorporating RFID/NFC technology in physical IDs, though controversial, brings significant commercial and national security benefits</td>
</tr>
<tr>
<td>F Online ID management</td>
<td>All E-government services can be unified in a digital portal authenticated by a national ID, but requires an overall organizer other than the ID authority</td>
</tr>
<tr>
<td>G ID card activities</td>
<td>&quot;Universe&quot; of existing ID card program activities can be grouped into 3 underlying roles – physical authentication, E-authentication, and data provisioning</td>
</tr>
<tr>
<td>H Innovative activities</td>
<td>Standard activities exist (e.g. E-voting, E-taxes) that Emirates ID can employ but also new innovative ones (E-Purse for unbanked, online access control, kids’ IDs)</td>
</tr>
</tbody>
</table>
2.4. Internal strategy analysis

Another key part of the strategy analysis was a comprehensive internal assessment, conducted through multiple strategy retreats, workshops and meetings with the Director General, Senior Leadership, and other employees from all levels of the organization.

The key outcome from the internal strategy analysis was the structuring of Emirates ID’s strategic direction along six dimensions, split into two categories: “What” and “How”

The “What” dimensions answer the question of: what Emirates ID should be doing.

While the “How” dimensions address: How Emirates ID should be accomplishing these objectives.

These dimensions are outlined in the exhibit below, with further details on specific findings incorporated in the SWOT analysis and strategic development sections.
2.5. PESTLE and SWOT analyses

One of the final steps in the strategy analysis phase of Emirates ID’s strategy definition was to make sure all external influencing factors could be understood in a concise enough manner to allow them to be taken into consideration.

Findings of the macro and industry trends were built on and added to in order to complete a PESTLE assessment framework, highlighting a series of political, economic, social, technological, legal and environmental indicators and factors that could influence the design and execution of its strategy.

The outcome of this analysis highlighted that the most significant changes to external factors since previous strategy reviews have been in technology, with significantly more importance now placed on data security and a trend towards large data analysis.

This helped Emirates ID identify improvements that could help enhance its services, as well as actions it could take to mitigate potential risks to good customer experience.

<table>
<thead>
<tr>
<th>PESTLE components</th>
<th>Main influencing factors</th>
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<tbody>
<tr>
<td><strong>Political</strong></td>
<td>Federal Government focused on activation of e-services</td>
</tr>
<tr>
<td></td>
<td>Linking ID with other smartcards requires coordination with many other government entities</td>
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<tr>
<td></td>
<td>Instability in neighbouring countries has resulted in heightened sensitivity to any perceived threats, and an increased focus on measures to enhance security and safety for UAE residents and nationals</td>
</tr>
<tr>
<td></td>
<td>Emirates ID now required for residents applying for visas to visit Saudi Arabia</td>
</tr>
<tr>
<td></td>
<td>Ongoing drive to improve the business environment to attract increased foreign investment in the private sector</td>
</tr>
<tr>
<td><strong>Economic</strong></td>
<td>ID card fees exceed the means of a large segment of the population</td>
</tr>
<tr>
<td></td>
<td>Increased regulation by the Ministry of Finance via adoption of a zero based budget</td>
</tr>
<tr>
<td></td>
<td>Open nature of the UAE’s economy means it is highly exposed to any negative economic developments both in the region and globally.</td>
</tr>
<tr>
<td><strong>Social</strong></td>
<td>No comprehensive population statistics beyond the data currently held by Emirates ID</td>
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<tr>
<td></td>
<td>Population increases driven by expatriates, further diversifying the population mix</td>
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<td></td>
<td>Large proportion of card holders who do not benefit from e-services that cards give access to</td>
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<td></td>
<td>Lack of understanding of ID purpose; low perceived value of card</td>
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<td></td>
<td>Heightened expectations for customer service levels</td>
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<tr>
<td></td>
<td>Growing requests for better customer service</td>
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<tr>
<td></td>
<td>Must enhance public awareness about ID card capabilities and value</td>
</tr>
<tr>
<td><strong>Technological</strong></td>
<td>Increased hyper-connectivity, introduces new opportunities but also challenges and risks in terms of privacy, security, the flow of personal data, and access to information</td>
</tr>
<tr>
<td></td>
<td>Strong commitment by government to develop and prioritise ICT, although investment to date has been weighted towards telecommunications and there is a lack of national technical and managerial cadres specialised in Emirates ID activities (e.g., fingerprinting)</td>
</tr>
<tr>
<td></td>
<td>Global trend towards massive scale analytics</td>
</tr>
<tr>
<td><strong>Legal</strong></td>
<td>No legal mechanism exists to establish personal identity for private and public sectors</td>
</tr>
<tr>
<td></td>
<td>While strict privacy policies exist in private &amp; public sectors, there are no coherent federal data protection laws</td>
</tr>
<tr>
<td></td>
<td>Need more compliance with regards to service level agreement enforcement</td>
</tr>
<tr>
<td></td>
<td>New regulation mandating all renewals &amp; replacements require biometric capturing will impact flexibility of Emirates ID to address new strategy</td>
</tr>
<tr>
<td><strong>Environmental</strong></td>
<td>Environmental issues increasingly being taken into consideration in public and private sector policy making, although currently at a lower priority than economic development and growth</td>
</tr>
<tr>
<td></td>
<td>Ecological responsibility anticipated to become more important over the coming years</td>
</tr>
</tbody>
</table>
To conclude the strategy analysis phase, internal and external factors were summarised in a Strengths, Weaknesses, Opportunities and Threats (SWOT) diagram, allowing Emirates ID to isolate key points to be addressed. Since the previous strategy cycle Emirates ID has been extremely successful at addressing its weaknesses and threats, to the extent that many have become strengths and opportunities respectively.

While there are new weaknesses and threats, these are predominantly the concerns of a much more mature and ambitious organization rapidly progressing towards its vision. This is a clear indication of the level of achievement that Emirates ID has reached over the past few years, and will act as a motivator for continued success in the coming strategy cycle.

In the SWOT diagram below it is clear that the key strengths remain focused on the value proposition of a single ID card while the weaknesses offer the roadmap for strategic initiatives.

**SWOT Analysis**

<table>
<thead>
<tr>
<th>Internal</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emirates ID has become established and recognised across UAE, with over 98% of population already enrolled</td>
<td>Complex and opaque customer-facing processes</td>
</tr>
<tr>
<td>Unique value proposition as single identification card with integrated services</td>
<td>Outsourcing of critical services resulting in lower quality delivery</td>
</tr>
<tr>
<td>Is the organisation in the UAE with the most comprehensive, accurate and secure population demographic database</td>
<td>Service delivery strategy not clear to all employees</td>
</tr>
<tr>
<td>Support from the Board of Trustees, the Executive Committee and the Federal Government</td>
<td>Complex internal processes and procedures not fully understood by employees</td>
</tr>
<tr>
<td>Senior management / leadership viewed as capable and dependable by staff</td>
<td>Inadequate linkage of internal systems, particularly for updating data</td>
</tr>
<tr>
<td>Growing network of partnerships across UAE government entities</td>
<td>Project ownership, accountability and reactiveness issues</td>
</tr>
<tr>
<td>Clarity of prerogatives based on Federal requirements, including Vision 2021</td>
<td>Insufficient HR and Talent Management systems and processes</td>
</tr>
<tr>
<td>Drive to focus on customer centricity and excellence</td>
<td>Inadequate internal communication – siloed departments, limited project coordination &amp; strategy understanding</td>
</tr>
<tr>
<td>Direct communication channels with Federal and Local entities</td>
<td>External communication and education of population not robust, leading to low customer understanding</td>
</tr>
<tr>
<td>Enrolment Staff available for reassignment to new, more strategic initiatives</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>External</th>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developments in technology resulting in increasingly sophisticated security solutions, particularly within the field of biometrics</td>
<td>Lack of proper public understanding of ID purpose; low perceived value</td>
</tr>
<tr>
<td>Increased emphasis on personal and national security heightens importance of ID authentication program</td>
<td>Scepticism of importance by other government entities</td>
</tr>
<tr>
<td>Federal government moving towards e-government service provision and a knowledge economy, bringing focus to developing and prioritising ICT</td>
<td>Hacking poses serious threat to the privacy of highly sensitive data</td>
</tr>
<tr>
<td>Need to provide comprehensive and accurate population statistics given the ongoing growth in population size and change in demographic data</td>
<td>Lack of relevance to many of population, who cannot afford fees and/or do not benefit from e-services</td>
</tr>
<tr>
<td>Emirates ID authentication required by many Government agencies for customer transactions</td>
<td>No legal framework, including Federal data protection laws</td>
</tr>
<tr>
<td>Emirates ID well positioned to lead growing public concern over data protection, particularly regarding the flow of and access to personal information</td>
<td>Strategy and organization needs to be more customer-focused</td>
</tr>
<tr>
<td>Opportunity for better coordination of legislation between jurisdictions and Federal / Local Government entities, in which Emirates ID well positioned to take a key role</td>
<td>Disagreement on who the customer is and what their requirements are</td>
</tr>
<tr>
<td></td>
<td>Deficiency in national technical and managerial cadres</td>
</tr>
<tr>
<td></td>
<td>Resource redeployment issues caused by decreasing pressure on enrolment</td>
</tr>
<tr>
<td></td>
<td>Increasing costs and complicated investments</td>
</tr>
<tr>
<td></td>
<td>Economy exposed to global markets</td>
</tr>
</tbody>
</table>
3. Strategy Formulation Process

With all inputs analysed the next step was to incorporate all key learnings into developing the strategy. Various assessments were made to identify where the existing strategy was succeeding and where there were gaps. Revisions were then made to the strategy to allow it to better serve Emirates ID’s goal of meeting its objectives.

The strategic inputs from the research and analysis stages were then aligned with Emirates ID’s mandate from the federal government and used to outline 10 key areas for the 2014–2016 Emirates ID strategy:

1. Focus on data accuracy in the population register
2. Support government decision-makers by providing accurate and intelligent information about demographic population
3. Focus on Emirates ID being the primary enabler for integrated and interrelated client-centered government services in the UAE
4. Work on making the ID card the most important and valuable card to individual customers, government institutions and the private sector
5. Seek sustainability at the environmental and society level
6. Seek to create a work environment based on development, innovation and creativity
7. Organizational excellence in all systems and areas of Emirates ID
8. Contribute towards raising the UAE’s global standing (global competitiveness)
9. Seek continuous improvement in services for all customers (internal and external) and increase the effectiveness and efficiency based on results
10. Achieve the highest satisfaction results in the delivery of services

The six strategic dimensions identified during the internal strategy assessment were used to arrange these 10 key areas in a manner allowing the Vision and Strategic Objectives to be formed. In order to align with Federal requirements, dimensions 4 (Communication & Relationships) and 5 (Sustainability & Responsibility) were combined with dimension 6 (Organizational Excellence), resulting in the following four Strategic Themes that represent the pillars of Emirates ID’s Strategy (detailed further in section 4):

<table>
<thead>
<tr>
<th>Emirates ID’s 2014 – 2016 Strategic themes</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 RELIABILITY (Identity Lifecycle &amp; Data Management)</td>
<td>● Ensure the application of the highest quality, currency and privacy of personal data in the population register</td>
</tr>
<tr>
<td>2 INTEGRATION (Primary Identity Authenticator)</td>
<td>● Reinforce and expand the uses of the identity card in the various sectors in the state and activate it as a key reference in the authentication and validation of personal identity</td>
</tr>
<tr>
<td>3 ENABLEMENT (Supporting Decision Making)</td>
<td>● Support decision-makers with accurate information and innovative solutions related to population demographics</td>
</tr>
<tr>
<td>4 EFFICIENCY, EFFECTIVENESS AND EFFICACY (Organizational Excellence)</td>
<td>● Ensure that all administrative services are delivered in accordance with the standards of quality, efficiency and transparency</td>
</tr>
</tbody>
</table>

4.1. Strategy Revision Summary

The new strategy builds on the previous cycle while extending the ambition for Emirates ID towards the stated Vision. Although the Vision has not changed much from previous cycles, all other aspects have undergone a significant evolution. The new strategy has adopted the following enhancements:

- Global competitiveness of the UAE as a key focus
- A major shift of focus to quality, especially with regards to data
- A desire to be the primary enabler for integrated and interrelated government services
- A push for greater uses of ID service technologies, and a focus on installing the architectural governance required
- A desire to become a major enabler and supporter of government decision making
- Increased emphasis on customer centricity and satisfaction
- Enhanced CRM and customer service capabilities (particularly around complaints resolution)
- More emphasis on a comprehensive strategy for service delivery and enablement
- Further development towards organizational excellence and corporate development

By addressing these points, it is expected that the authority will be in a better position to achieve its strategic vision and mission. In turn, this will enhance Emirates ID’s contribution to the success of the overall federal strategy.
4.2. Vision

Emirates ID adopted a scientific approach in creating its Vision, which concisely and clearly expresses the ultimate strategic aspiration of the entity (“What’s our final destination?”).

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.

The changes to the Vision emphasize the authority’s enhanced role within the government and towards its customers. The key differences are:

- Expanded the desired end state from “provision of personal identity, an accurate population register and innovative electronic services” to providing “an integrated and advanced personal identity management system”
- The explicit addition of “security and global competitiveness of the UAE” into the Vision, thus raising its priority within the organization
- Expanded service enablement to include “the transformation of the government and the economy” rather than just government services

The new Vision statement reads:

Provide an integrated and advanced identity management system that contributes to the transformation of the government and the economy and promotes security and global competitiveness of the UAE.

4.3. Strategic Objectives

The strategic objectives were created based on the four Strategic Themes identified, with structure and wording carefully chosen to represent a logical cause-and-effect relationship between the desired outcomes of each Theme. 

(“What are our coordinates for the next three years?”), the internal focus necessary to achieve them

(“Where should our crew focus their efforts during this journey?”) and the Organizational foundations that must be enhanced to allow the accomplishment of the expected results

(“What will enable us to do so?”)

Once these objectives were approved by Emirates ID leadership, a Strategy Map was created in order to facilitate the communication of our Strategy to internal and external stakeholders.

Designed in the shape of an “Emirati Shafina” (ship) to emphasize the importance of having an united, committed and focused “crew” - our employees - sailing together towards a common strategic destination.

Emirates ID 2014 – 2016 Strategy Map describes in a clear and simple manner what we want to accomplish (Our Mission, Vision & four Strategic Themes) as well as the means through which these accomplishments will be realized (Strategic Objectives and Values):
4.4. Key Performance Indicators and Strategic Initiatives

In order to translate each strategic objective into an actionable game plan that can be properly monitored and executed, Emirates ID defined Key Performance Indicators (KPIs) and Strategic Initiatives for each of them following the Balanced Scorecard approach.

The KPIs were designed with the purpose of quantifying Emirates ID’s progress towards the accomplishment of each element of the Strategy, and are to be measured periodically against the targets defined by the leadership team.

The definition, prioritization and selection of strategic initiatives was guided by the areas of focus identified in the early stages of strategy development, which were in turn based on the internal and external strategic analyses detailed in section 2 of this document. These strategic initiatives represent the action programs that must be taken across the organization to close the gap between the current levels of performance and the targets set for each objective defined at the 2014 – 2016 Strategy.

The development of strategic initiatives and key performance indicators was a collaborative process, which involved senior managers, directors and middle management staff through both internal workshops and smaller group meetings coordinated by Emirates ID Strategy Support Office.

As a final step, the strategic initiatives were discussed and their priorities set according to structured scientific methods. This enabled Emirates ID to highlight the main initiatives that would best help meet its strategic objectives throughout 2014 – 2016, and plan their implementation accordingly.

Ten KPIs for indicating outcomes and 23 strategic initiatives were identified as key to Emirates ID’s achievement of its 2014-2016 Strategic Themes.
With data quality as a key focus for this strategic cycle, **Strategic Theme one** is absolutely critical to the success of Emirates ID’s Vision.

Our main aspiration for 2016 is to ensure the application of the highest quality, currency and privacy of personal data in the population register, reaching 98% of basic data accuracy and 97% of data currency in the Population Register as well as 100% compliance with security controls specific to data privacy.

In order to accomplish these ambitious targets, we will shift our operational focus from mass enrollment to enhancing operational quality and understanding of customers’ service requirements.

The primary method for ensuring the accuracy and currency of the database is through continuously tracking the Population Register for any potential errors.

This will highlight all potential problem areas, and allow Emirates ID to focus its projects on getting the most value from its efforts.

**Four key initiatives have been identified to achieve this Theme’s targets:**

- Enrolment business process optimization.
- Migration to next generation technology for Population Register.
- Identity management system and data protection; enhancement of the customer experience.
- Enhancement of the back office management processes.
As Emirates ID moves to a more service driven model, Strategic Theme two becomes the main catalyst of that model. Our expectation for the upcoming three years is to reinforce and expand the uses of the identity card in the various sectors in the state and activate it as a key reference in the authentication and validation of personal identity.

Our main targets are to have 15 governmental and private entities across the UAE that have successfully activated the use of the ID card readers and 100% of targeted governmental and private entities providing their services using the ID card.

These targets will be met by extending our service enablement beyond public sector of UAE, offering authentication and validation services through multi-channel delivery and progressing Emirates ID’s brand and educate public on capabilities and services.

Seven key initiatives have been identified to make these objectives a reality:

- Enhance personal life events update management in Population Register and data services.
- Regulatory framework development and implementation for National Identity Management and Digital Signatures (Emirates ID digital Trust Centre).
- Enhancement in infrastructure and multifactor authentication using National ID.
- Emirates ID external services delivery enhancement.
- Continuously refine and execute CSR plan.
- Establishment of a Center of Excellence for education and propagation of concepts related to National Identity Management.
- Develop and implement a 2-way marketing & communications plan to educate public about ID-enabled services and enhance our brand.

<table>
<thead>
<tr>
<th>Key Performance Indicators and Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Number of entities (governmental and private) that have successfully activated the use of the ID card readers</strong></td>
</tr>
<tr>
<td><strong>Efficiency level (%) of the Emirates ID Validation Gateway services</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Level</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2014</td>
<td>100</td>
<td>90</td>
<td>80</td>
</tr>
<tr>
<td>2015</td>
<td>70</td>
<td>60</td>
<td>50</td>
</tr>
<tr>
<td>2016</td>
<td>50</td>
<td>40</td>
<td>30</td>
</tr>
</tbody>
</table>

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**Strategic Initiatives**

1. Enhance Personal Life Events Update Management in Population Register and Data Services.
3. Enhancement in infrastructure and multifactor authentication using National ID.
4. Emirates ID external services delivery enhancement.
5. Continuously refine and execute CSR plan.
7. Develop and implement a 2-way marketing & communications plan to educate public about ID-enabled services and enhance our brand.

**Services**

1. ID Validation
As an expansion of current services, Emirates ID will be able to leverage its current asset, the population register, to enable government decision making through the provision of innovative services linked to population demographics.

Our targets are to reach high levels of satisfaction of all government entities that receive information and reports from Emirates ID Authority and become a reference for the development of rules and regulations related to population demographics in the UAE. We also aim to increase the level of benefit of government and private agencies from the analytical reports provided by the Authority to 85% and to ensure that the information and statistical reports requested cover the needs of decision makers and are delivered within the appropriate time.

We will be able to deliver these results by providing new and high-demand services linked to population demographic based “innovative” analysis and leveraging on our current assets to enable government decision making.

The Strategic Initiatives that will be implemented to ensure the accomplishment of these objectives and targets are:

- Develop and implement population data extraction framework to support decision making and strategic planning nationwide
- Develop and implement Population Register employee analytics training program.

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Emirates ID recognises that organizational excellence is the fundamental pre-requisite for any successful strategy. Over the next three years our aspiration will be to ensure that all administrative services are delivered in accordance with the highest standards of quality, efficiency and transparency and rooted in national talent. The targets are to maintain 100% of emiratization of our workforce, achieve 90% of employee satisfaction and automate our key internal procedures, while meeting our forecasted revenue budgets to consolidate ourselves as a sustainable and self-sufficient organization.

To do so, our internal objectives will be to promote organizational excellence and learning at all levels, developing our talents with a clear focus on the enhancement of customer satisfaction and further leveraging our strategic partnerships to provide the best possible service.

The number of strategic initiatives selected for this Theme (10) is a good indication of the importance we give to organizational excellence:

- Ensuring the application of Quality and Excellence Criteria.
- Applying best international practices for leadership.
- Setting strategies and running performance measurements.
- Providing best legal affairs.
- Providing updated IT.
- Effective and efficient management of financial resources.
- Purchasing management as per best international practices.
- Providing shared services to all organizational units with high efficiency.
- Applying Best Practices for HR
- Ensuring internal and external communication.

**Strategic Initiatives**

1. Ensuring the application of Quality and Excellence Criteria
2. Applying Best International Practices for leadership
3. Setting strategies and running performance measurements
4. Providing best legal affairs
5. Providing updated IT
6. Effective and Efficient Management of Financial Resources
7. Purchasing Management as per best international practices
8. Provide shared services to all organizational units with high efficiency
9. Applying Best Practices for HR
10. Ensuring internal and external communication

**Key Performance Indicators and Targets**

- % Emiratization in our Workforce
- % Employee Satisfaction

**Strategic Theme**

**Efficiency, Effectiveness & Efficacy**

Ensure that all administrative services are delivered in accordance with the standards of quality, efficiency and transparency.
Part II

The Strategy Execution Framework
“Successful strategy execution has two basic rules: understand the management cycle that links strategy and operations, and know what tools to apply at each stage of the cycle”

Drs. Robert Kaplan & David Norton, Harvard Business School

For Emirates ID Authority, strategy management is a journey, not a destination. It’s about making execution a core competency of our organization, and that takes time and perseverance. Emirates ID Authority’s first corporate scorecard was developed in 2010 to monitor the progress of our 2010 - 2013 strategy.

It included key performance indicators (KPIs) measuring the performance of each strategic objective of the organization. It also included ambitious targets for each KPI for the years 2010-2013 as well as key initiatives that Emirates ID Authority had to undertake in order to meet those targets.

Since then, our Strategy Execution Framework has been significantly enhanced with the incorporation of proven international best practices on strategy and performance management, making Emirates ID Authority the first entity of the Federal Government of the UAE to be inducted to the prestigious Balanced Scorecard Hall of Fame for Executing Strategy in 2013. By having a structured approach on how to manage performance and execute strategy, we aim to:

- Build and constantly reaffirm consensus among our management team regarding Emirates ID Authority’s strategic priorities and their individual contribution to our collective success.
- Create a common language of management throughout the organization to facilitate dialogue and coordination between and within the different departments.
- Increase transparency and accountability for actions and decisions, rewarding teams and individuals based on tangible results.
- Balance operational and strategic mind sets across the organization, making sure that decisions regarding the improvement of our day-to-day operations are driven by and aligned to our long term strategic guidelines.
- Constantly challenge our strategic assumptions and adjust our direction based on the evolution of our performance and the changes on the external environment.
1. Communication & Engagement

At Emirates ID Authority, we believe that communicating our strategy is a pre-requisite for properly engaging those who will make it happen. We put a lot of effort in spreading awareness of our strategy to our key stakeholders and across all levels of the organization. We have therefore established a Corporate Communication Office responsible for creating and deploying a proper strategy communication calendar that includes the different communication events and activities to be undertaken across the year through a wide variety of channels.

- Our Strategy Map is posted on the walls of each one of our Centers in order to spread awareness of the strategy and keep everyone focused on the same strategic direction.
- Our Strategic Plan is published and distributed to all our employees and key stakeholders.
- Our Strategic Plan and many other articles and press releases related to the evolution of our performance are available online, on our website.
- Several workshops and meetings with other Governmental Authorities and Key Stakeholders are held during each year to discuss strategy and increase awareness and buy-in to Emirates ID Authority’s priorities and plans.
- Emirates ID Authority’s strategy also appears in national newspapers to keep our customers and other stakeholders aware of our priorities and accomplishments.
Emirates Identity Authority | Strategic Plan 2014 – 2016

H.E. Dr. Ali Al Khouri presenting Emirates ID’s 2014 – 2016 Strategy to Government Authorities

Explaination of the plan with Dubai Financial Market

.. and with Ajman Executive Board

Brief on the new plan to media channels

Emirates ID Honors its Partners and Reviews its Strategic Plan 2014 – 2016
2. Organizational Alignment

2.1. Organization Structure

As stated by the famous professor of business history at Harvard Business School Alfred D. Chandler, Jr., “Structure follows Strategy”: the organizational structure should be shaped in a way that serves to the proper execution of the strategy.

This being said, Emirates ID’s organizational structure was reviewed to serve as catalyst of our new strategy. The 2014 - 2016 Strategic Plan, with its four main Strategic Themes (Reliability, Integration, Enablement and Efficiency, Effectiveness and Efficacy) provided the context and guidelines needed to properly shape the way we organize ourselves to better execute our objectives and targets.

 Emirates ID Authority’s Organizational Structure

As our organizational chart shows, Emirates ID Authority’s new structure is comprised of three major Sectors corresponding to Core and Support Units (Service Centers Sector, Central Operations Sector and Corporate and Support Services Sector) and four offices (Corporate Communication, Office of Director General, Strategy Support; Governance, Excellence and Innovation) that directly report to the Director General under the Board of Directors.
2.2. Cascading Architecture

Generally speaking, "organizational alignment" refers to the idea that each unit of an organization must align their own objectives, targets, processes and activities to the corporate strategy. It is very important that all departments co-operate towards the same direction so the Entity’s Vision and Aspirations can be fulfilled, and for this to happen every function and individual should understand their contribution to the corporate strategy. At Emirates ID Authority, a top-down cascading process from the corporate strategy to the departmental and individual levels has been successfully deployed, ensuring that the responsibility for the execution of our 2014 – 2016 Strategic Plan is shared with every one of our employees:

At Emirates ID Authority, we have implemented a formal cascading process in order to align all the departments and individuals to the 2014-2016 Strategy. The process begins with the alignment of Emirates ID Authority’s strategy to the Federal Government’s Strategy developed by the UAE Prime Minister’s Office.

The second step is the definition of a cascading approach to align the different departments of the organization to the corporate strategy. Each department defines their specific Objectives, Key Performance Indicators and Targets that will drive the achievement of the Entity’s strategic objectives.

The third and final step is the identification of personal Key Performance Indicators for the different job families of each Department, formally explicating the contribution of all our employees to the execution of our strategy.

This structured framework ensures explicit linkages between every level of the organization, from the Vision all the way down to personal activities, hence providing a coherent road map to the proper execution the Authority’s Strategic Plan.

See the following pages

Emirates ID Authority’s three Sectors handle the main operations and support functions of the Authority:

- **Service Centers Sector**: This sector is mainly concerned with the "Reliability" pillar of Emirates ID’s strategy. It is comprised of two departments: the Service Centers Department, responsible for ensuring that the enrollment of the population in the different regions of the UAE is done with the highest levels of accuracy and efficiency; and the Support of Service Centers Department, responsible for ensuring that the service centers provide their services with the best quality hence increasing customer satisfaction at all levels. Both departments co-operate to ensure that Emirates ID holds reliable information in its records.

- **Central Operations Sector**: This sector is mostly concerned with the "Integration" and "Enablement" pillars of Emirates ID’s strategy. Under this sector we have two departments: the Information Technology Department, that plays a key role in automating all the processes, integrating the authority with other entities through a common platform, and providing internal technical support to other departments of the authority; and the Population Register Department that is handling the validation of data in the population register, the printing and delivery of the ID cards to the different customers, as well as the provision of statistics and analysis reports used to support decision-makers with accurate information related to population demographics.

- **Corporate and Support Services Sector**: This sector is concerned with the “Efficiency, Effectiveness and Efficacy” pillar of Emirates ID’s strategy. It has two departments under it: Human Resources Department, responsible for handling employee affairs as well as their training and development. The Finance Department handles all the financials of the Authority including the contracts and procurement services. It also takes care of the maintenance of Emirates ID buildings and facilities. These two departments ensure that all administrative services are delivered with the highest standards of quality, efficiency and transparency.
The “what” (strategic objectives) gets cascaded down through the organization; the “how” (strategic results) gets rolled back up.
About Your Personal Scorecard

Dear Fellow Employees,

The Personal Scorecard is a single most important tool to identify and formalize your contribution to the Emirates ID 2014-2016 Strategy. It describes what's expected from you in a clear and practical way, serving as a guide for you to showcase your individual efforts and personal development during the year. From now on, your performance will be periodically assessed and evaluated based on the targets described in your Personal Scorecard. I encourage you to discuss and agree on your personal targets with your evaluator. This will help Emirates ID improve the efficiency and effectiveness of our activities, increasing the satisfaction of our customers and shortening the path towards the accomplishment of our Vision: “Our distinctiveness... is our duty. Not a luxury, a duty...”

Dr. Eng Ali Al Khouri

EMIRATES ID AUTHORITY 2014–2016 STRATEGY

SERVICE CENTERS STRATEGY MAP

YOUR PERSONAL SCORECARD: HOW DOES IT WORK?

1- Scorecard Structure
The personal scorecard is structured as follows:
- Three Types of KPIs:
  - Performance KPIs, to assess the employee’s day-to-day activities.
  - Personal Development KPIs, to evaluate the personal evolution of the employee in his career path.
  - Professional Behavior KPIs, to appraise if the individual behavior and attitude enable them to deliver effectively.
- Each KPI has a weight out of the overall score, a target, an actual value, a variance and an individual score.
- Scores are based on the pre-defined scoring criteria.

2- Evaluation Process
1- Setting your targets
   - Each employee should agree with his/her evaluator on the KPIs and targets for the year.
2- Mid term review
   - The evaluator assesses the performance of the employee against the targets and gives his suggestions on how to improve performance for the second part of the year.
3- Final evaluation and feedback
   - A final score is calculated based on the results of each KPI.
   - The employee and his evaluator meet to discuss the results and agree on the final score.
   - The final scores of each employee are discussed at the higher committee review meeting and feedback is provided to the employees.

3- Scoring
- Overall Score:
  - The overall score is a weighted average of 60% of the performance KPIs, 20% of the personal development KPIs and 20% of the professional behaviors and attitudes.
- Each KPI has a weight out of the overall score, a target, an actual value, a variance and an individual score.
- Scores are based on the pre-defined scoring criteria.
- The overall score is a weighted average of 60% of the performance KPIs, 20% of the personal development KPIs and 20% of the professional behaviors and attitudes.
- Average score: Above Expectation (AE): Overall Score is between 3 and 3.99,
- Below Expectation (BE): Overall Score is between 0 and 1.99

- Individual KPIs Scoring:
  0: variance from target is <= -20%
  1: variance from target is between -19.99% and -10%
  2: variance from target is between -10% to -0.01%
  3: variance from target is between 0% to 10%
  4: variance from target is between +10% to +19.99%
  5: variance from target is +20%

Overall Score: 0-5

Dr. Eng Ali Al Khouri
3. Strategy Governance

Our Strategy Governance Process is based on the most advanced practices of strategy and performance management for Governmental Agencies. Structured around 3 major components, it integrates our different management processes into a unified way of getting the right things done right: one that is simple and practical enough to permeate a common language of performance management across Emirates Identity Authority’s organizational levels and, at the same time, rooted on a powerful methodological framework:

1. **“Who?” Accountability for execution**
   - Clearly identified responsibilities and accountability for the execution, monitoring and reporting of the Strategic Plan.

2. **“When?” Integrated Management Calendar**
   - An integrated management calendar that ensures strategy will be planned, monitored and reviewed periodically throughout the year.

3. **“How?” Reporting Process & Tool**
   - A formal process to monitor, analyze, report & review performance supported by state-of-the-art technology.
Accountability for execution

Strategy execution is a "team sport". Based on this principle, we have different levels of responsibility and accountability related to each element of Emirates ID’s strategy:

1. Level 1: Director General
   Our Director General (DG)'s role is defined as the champion of the strategy formulation & execution processes. He establishes the strategic direction of the authority (Vision, Strategic Themes and Outcomes), ensuring alignment with the expectations from the Board of Directors and commitment of the Management Team towards the execution of the Entity’s Strategic Plan.

2. Level 2: Sector Heads
   Sector Heads are responsible for driving the implementation of the strategic objectives that their Sector is responsible for. Their role is to ensure that all the targets and initiatives under their responsibility are properly communicated to their teams (Departments, Functions and Individuals) and properly implemented. They oversee the performance of objectives as well as progress of the related KPIs and strategic initiatives.

3. Level 3: Department Directors
   Department Directors are accountable for the implementation of strategic initiatives assigned to his / her Department as well as for the achievement of the targets defined in the Departmental Scorecards. They are also responsible to perform proper analysis and recommendations for these KPIs and Initiatives on a monthly basis.

4. Level 4: Employees
   Each employee of Emirates Identity Authority has a Personal Scorecard with a clear set of performance, professional development, and professional behavioral indicators that represent their individual contribution to the execution of our Strategy. These targets are defined at the beginning of each year and reviewed after 6 months.
Integrated Management Calendar

One of the major challenges for the consolidation of a robust strategy execution framework is to make management meetings more effective, thereby driving performance and enabling better decisions “based on facts rather than feelings”.

A key element of our management success is the periodical review of our plan to ensure the consistency and relevance of our targets and actions in relation to the changes verified on the internal and external environments. It is extremely important for us that the performance reviews are conducted regularly to help shape and adjust departmental activities. We’ve established a well structured review process both at the operational and strategic levels.

At the beginning of each year, our Management Calendar is developed around 3 major performance review forums:

- Bi-weekly operational review meetings that discuss issues involved in our daily operations; monitors progress of operational KPIs, projects and action plans and promotes continuous improvement.

- On a quarterly basis, strategy review meetings to assess and discuss the evolution of the Strategic Plan and the overall performance of the organization. During these meetings we fine-tune strategic targets & initiatives and make any required midcourse adaptations to our Plan.

- Finally, a strategy refresh meeting at the end of each year to review overall annual performance of the organization, rethink our strategic assumptions and update our Strategy Map & Balanced Scorecard accordingly.

The main purpose of these management forums is to ensure that strategy execution is proceeding as planned, analyze the reasons behind deviations, provide recommendations to improve performance and make decisions on corrective actions.
How Reporting Process & Tool

The key driver of our management decisions is the recommendations made by managers based on periodical analysis and reporting of performance indicators and initiatives defined at each organizational level.

A formal reporting process is followed every month, where each manager updates the status of the KPIs and Initiatives under his / her responsibility, makes a detailed analysis on their evolution and proposes corrective actions for underperforming areas.

These analysis and recommendations are consolidated and submitted to the leadership team for prioritization of actions and allocation of resources.

One of the latest enhancements to our Strategy Execution Framework was the implementation of a bespoke strategy & performance management software to automate the monitoring & reporting process.

The selected solution, customized to Emirates Identity Authority’s specific requirements, enabled higher levels of agility, transparency and consistency of the management information that supports the decision making process at the different organizational levels:
Global view of EIDA’s performance:
- Status of Themes & Objectives
- Consolidated strategic information (KPIs & Initiatives)

Detailed analysis of each component of our strategy:
- Themes & Objectives
- KPIs & Targets
- Strategic Initiatives
- Strategic Risks
- Budget allocation

Operational drivers of strategy execution:
- Operational KPIs
- Action Plans
- Individual Scorecards

Are we making progress executing our strategy?

Are the strategic initiatives on track? Are they bringing the expected results to the organization?

Where should we focus our efforts in order to reach the targets?

How am I contributing to the achievement of EIDA’s objectives?
4. The Strategy Support Office

At Emirates Identity Authority we believe that the capability to execute strategy as a permanent, enduring competency of our organization is vital, and therefore requires a dedicated team empowered to drive, facilitate and coordinate the proper functioning of our Strategy Execution Framework: the Strategy Support Office (SSO). With a clear mandate and a group of experienced professionals, our SSO plays 4 complementary roles:

- The Architect
  - Defines and clarifies the structure of performance management and the processes required to execute.

- The Integrator
  - Ensures that processes owned and run by other functional executives are linked to the strategy.

- The Process Owner
  - Ensures that processes owned and run by other functional executives are linked to the strategy.

- The Change Agent
  - Facilitates the change process and communicates the strategy across the organization to key stakeholders.

In order to play each of these roles effectively, our SSO team is composed of professionals with the set of competencies necessary to perform a wide variety of activities in close coordination with other Departments:

- Credibility & integrity are critical for our SSO to successfully execute all these roles & activities. At Emirates ID Authority we spend a lot of effort to ensure that the expertise of our SSO team is clearly translated into perceived value by other Departments.

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**THE ARCHITECT**

- Leads the management team in the development of the strategy. Facilitates the Vision, Mission and Values definition process.
- Identifies risks related to the strategy and develops mitigation and prevention plans.

**THE INTEGRATOR**

- Translates the Strategy into a strategy map.
- Designs the cascading approach of the strategy map to the rest of the organization.

**THE PROCESS OWNER**

- Ensures that processes owned and run by other functional executives are linked to the strategy.
- Ensures that data from KPIs is collected and analyzed. Highlights strategic issues.
- Ensures Strategy Review Meetings happen and that decisions are taken.
- Leads the process of strategic initiatives and action plans reporting across the organization.
- Leads key initiatives & supervises the organization’s project portfolio.
- Facilitates the strategy cascading down the organization to Support Functions and registration centers.

**THE CHANGE AGENT**

- Coordinates with the Finance department to link strategy to budgeting.
- Ensures engagement and management of key stakeholders (PMO, Board of Directors...).
- Uploads data from KPIs and strategic initiatives both in the Performance System and in the PMO system.
- Works with the HR department to link strategy to personal scorecards.
- Communicates the strategy across the organization. Ensures consistency in all strategy communication messages.
Final considerations

We at Emirates ID are fully committed to a continuous and restless search for:

“Excellence in everything we do”

With this in mind, our 2014 – 2016 Strategic Plan brings once again a very ambitious goal for an Organization that is constantly challenging its own limits:

“Enable the transformation of government and the economy through the provision of integrated identity management across all Government entities of the UAE”

At the same time, we aim to:

“Be the best institutional system in the country”

With the right team, a clear game plan and the most advanced management tools to support us along the way.

“We are confident that we will succeed in this exciting journey towards our Vision”
Director General launches the new strategic plan

.. and a workshop to discuss the various aspects of the strategic plan

Brainstorming with Emirates ID’s leadership

Directors of organizational units take part in constructing the strategy boat

Group photograph for Emirates ID’s leadership and the Strategy Team
Emirates ID has been granted several awards and certificates in recognition of its success in smart ID Cards, information security, creativity, innovation and excellence. Some of the recent local and international awards achieved by the Emirates Identity Authority include:

### 2013

- **Platinum technology award for Quality**
  - International Practices Society
  - International

- **The Award of Innovation in Digital Identity**
  - Cards and Payments Middle East
  - International

- **Balanced Scorecard Hall of Fame for Executing Strategy**
  - Harvard Business Publishing & The Boston Consulting Group
  - International

### 2012

- **Best Federal Authority in the UAE**
- **Distinguished Federal Authority in the field of service provision**
- **Distinguished Federal Authority in team work**

### 2011

- **Best Federal Authority in the UAE**
- **Distinguished Federal Authority in institutional leadership field**
- **Distinguished Federal Authority in the institutional leadership field**

### Our Awards

- **Sheikh Saqer Government Excellence Award**
  - Government of Ras Al Khaymah
  - UAE

- **Balanced Scorecard Hall of Fame for Executing Strategy**
  - Harvard Business Publishing & The Boston Consulting Group
  - International

- **Best Identification Program using ID Card**
  - The Digital ID World Middle East Conference
  - International

- **International Best Arab Government Website Award**
  - Tatweej Academy
  - International

- **New Era Award for Technology, Quality and Innovation**
  - International Practices Association
  - France

- **Balanced Scorecard Hall of Fame for Executing Strategy**
  - Harvard Business Publishing & The Boston Consulting Group
  - International

- **Golden Award for Best use of Social Media Measurement**
  - International Association for the Measurement and Evaluation of Communication (AMEC)
  - International

- **Technology Award**
  - World Record Academy
  - International 2012

- **Websites Shield for “government authorities category”**
  - Arab Academy for Internet Awards
  - Arab League

- **Best Application of Service Projects**
  - Arab Computer Network of Information Technology Specialists
  - Dubai Human Development Appreciation Award
  - Department of Economic Development
  - UAE
Director General receives Hamdan bin Zayed Humanitarian Award for Humanitarian Aid.

Emirates ID wins Sheikh Saqr Government Excellence Award.

... in the ‘Federal Distinguished Entity’ category.

... and Dubai Appreciation Award for Human Development.
Emirates ID obtains ISO certification in Information Security

Dr. Al Khouri receives the International Diamond Prize for Customer Satisfaction

... and the Platinum Technology Award for Quality

... and the Best Arabic Website Award

Strategy team receives the Balanced Scorecard Hall of Fame Award

Emirates ID Authority | Strategic Plan 2014-2016
We are confident that we will succeed in this exciting journey towards our Vision.
Deriving from its value for transparency, Emirates ID will publish its strategy implementation results regularly on its website 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
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