



هيئة  
الإمارات  
للهوية  
EMIRATES  
IDENTITY  
AUTHORITY



> **future**GOV  
**FORUM**INDONESIA

*We build the future economy*

**Key Note:**

# Identity Management Infrastructure United Arab Emirates

Date: Tuesday – 21 February 2012 Time: 1:40 PM

Venue: Shangri-La Jakarta, Indonesia

# Agenda



- Introduction: Emirates Identity Authority
- Strategic Plan 2010-2013
- Strategic Initiatives
- Reflections and Learned Lessons



- Emirates Identity Authority
- Strategic Plan 2010-2013
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# About Emirates Identity Authority



Emirates Identity Authority is an independent **federal government organization**, established by the presidential decree no. (2) in **2004**, tasked to develop a **national identity management infrastructure** for the government of the United Arab Emirates.

The infrastructure is envisaged to **support e-government** progress and strategic planning and **decision making** in the country. One of the key components of the infrastructure includes producing **national identity cards** to all population in the country; citizens and legal residents, that will act as the primary means through which people's identities will be **identified and authenticated** (i.e., through a **unique identification number, smart card, and biometrics**).

# About Emirates Identity Authority

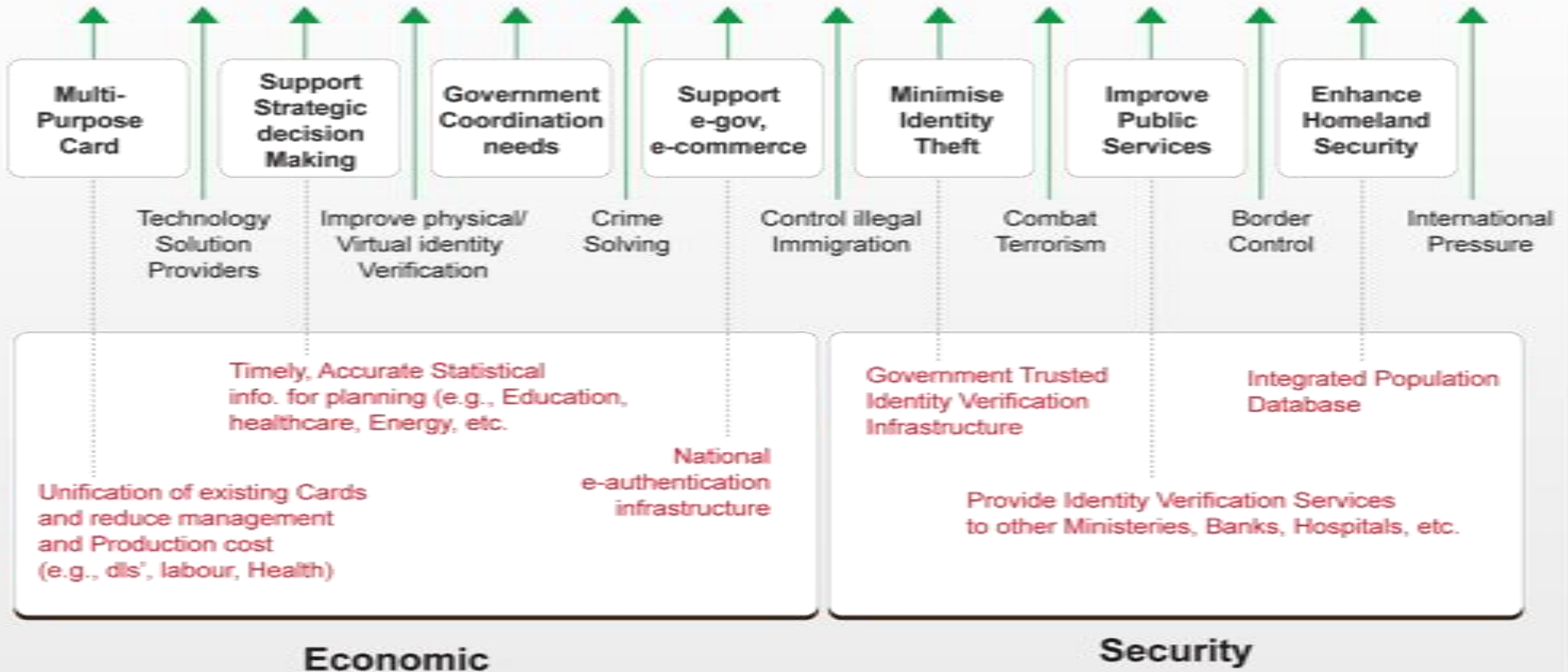


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# Global Drivers of Modern Identity Systems

## National Identity Management System





# UAE Program: Key Objectives

## Enhance Homeland Security

integrated population database

## Minimise Identity Theft

government trusted identity verification infrastructure

## Improve Access/Delivery of Public Service

provide identity verification services to other ministeries, banks, hospitals, etc

## One Card Multi-uses

unification of eisting cards and reduce management & production cost(e.g., dls', labour, health)

## Support Strategic Decision Making

timely, accurate statistical info. for planning e.g., education, healthcare, energy, etc)

## Support e-Gov. and e-Commerce

national e-authentication infrastructure

# Agenda



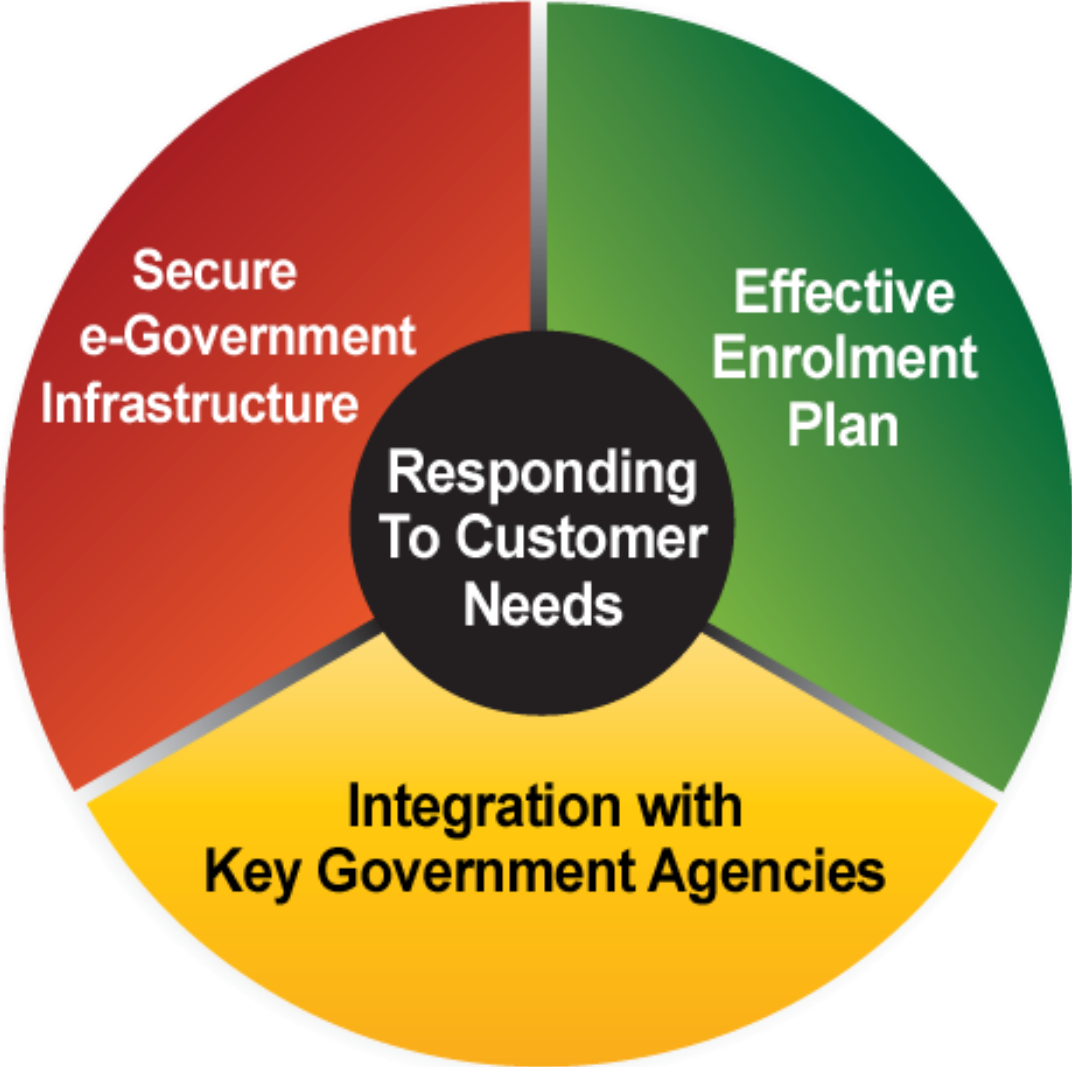
- Introduction: Emirates Identity Authority
- **Strategic Plan 2010-2013**
- Strategic Initiatives
- Reflection and Learned Lessons



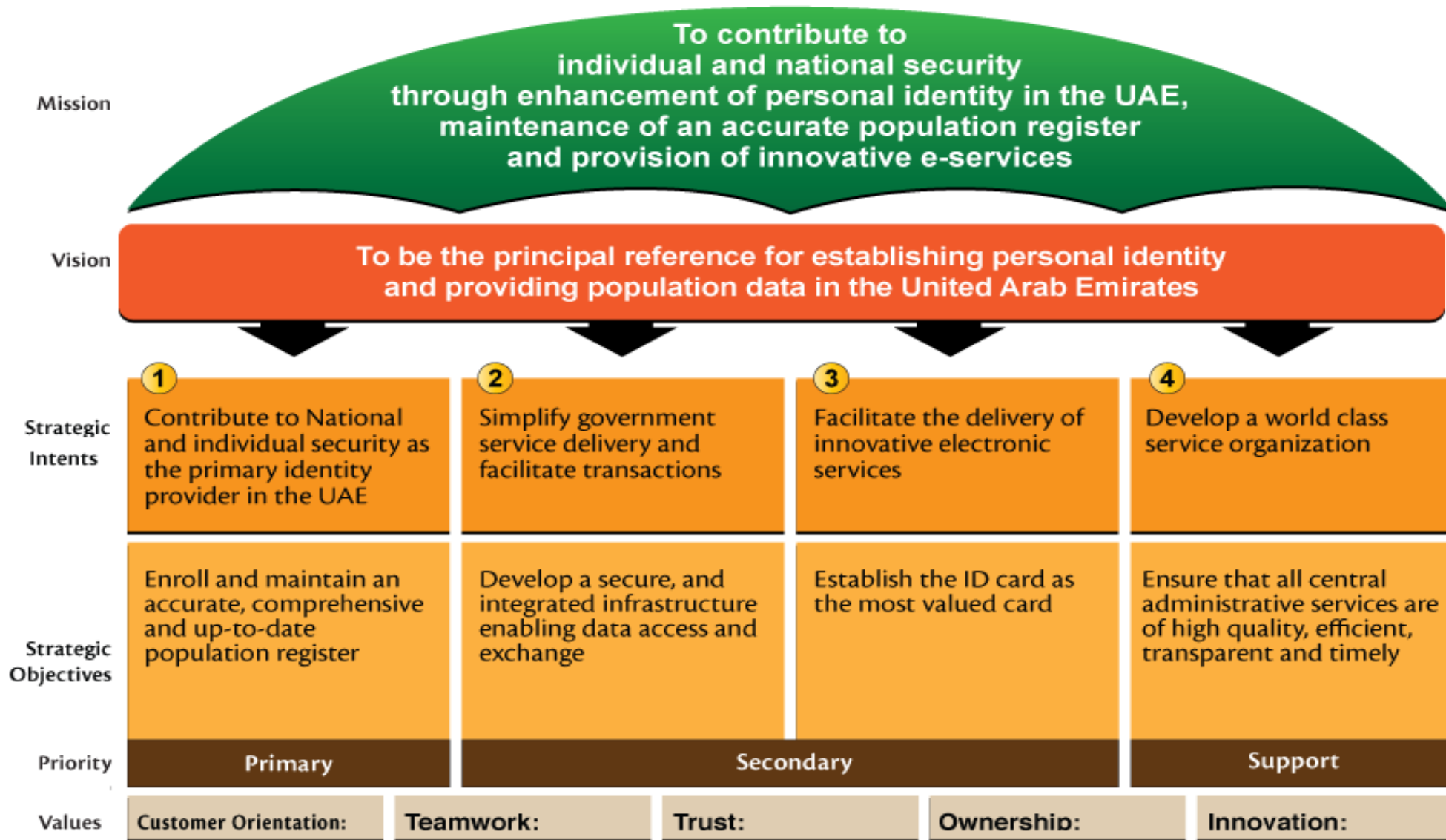
# Setting Directions ?



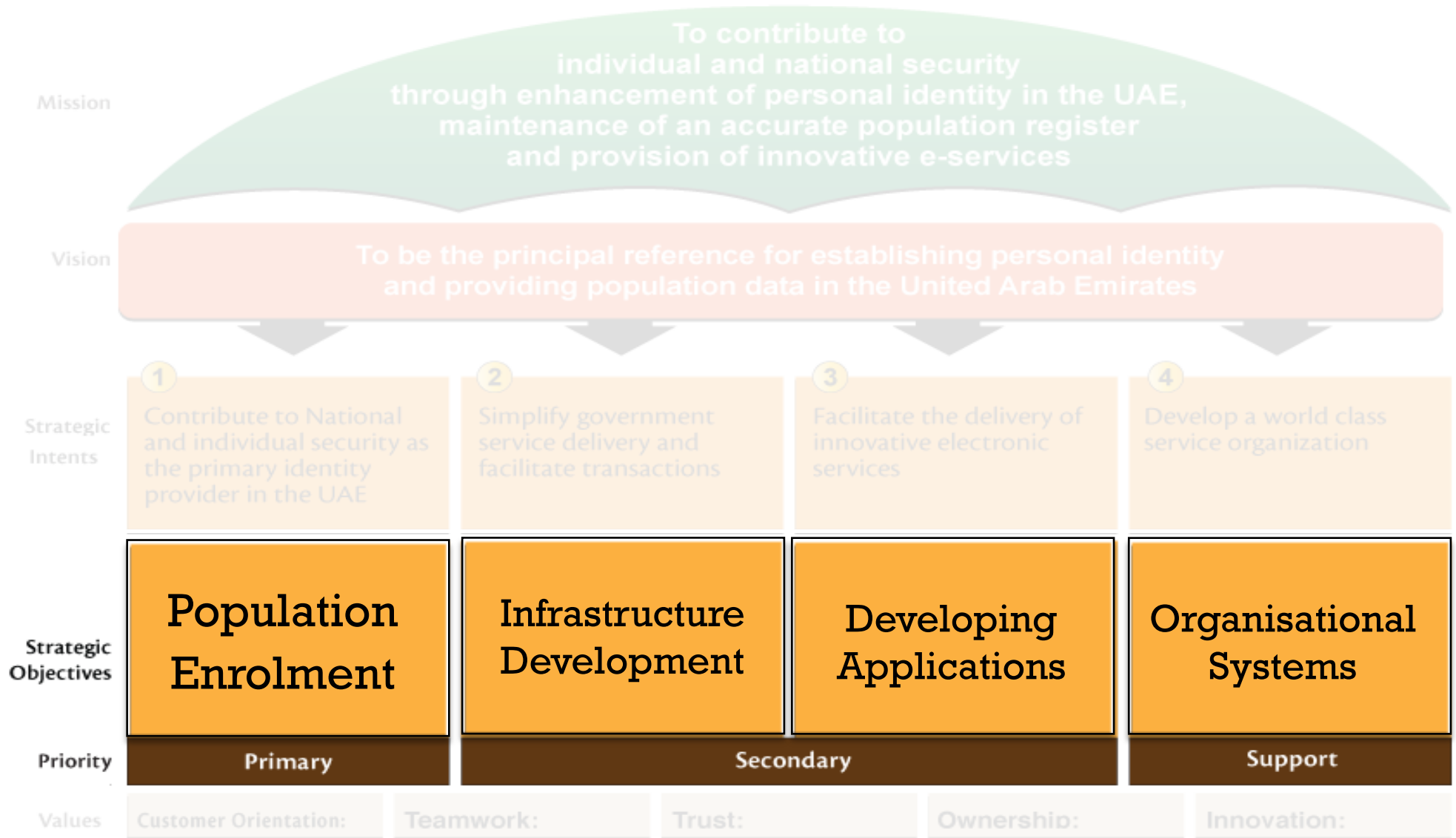
# Key Strategic Components



# Strategic Plan 2010–2013



# Strategic Plan 2010–2013

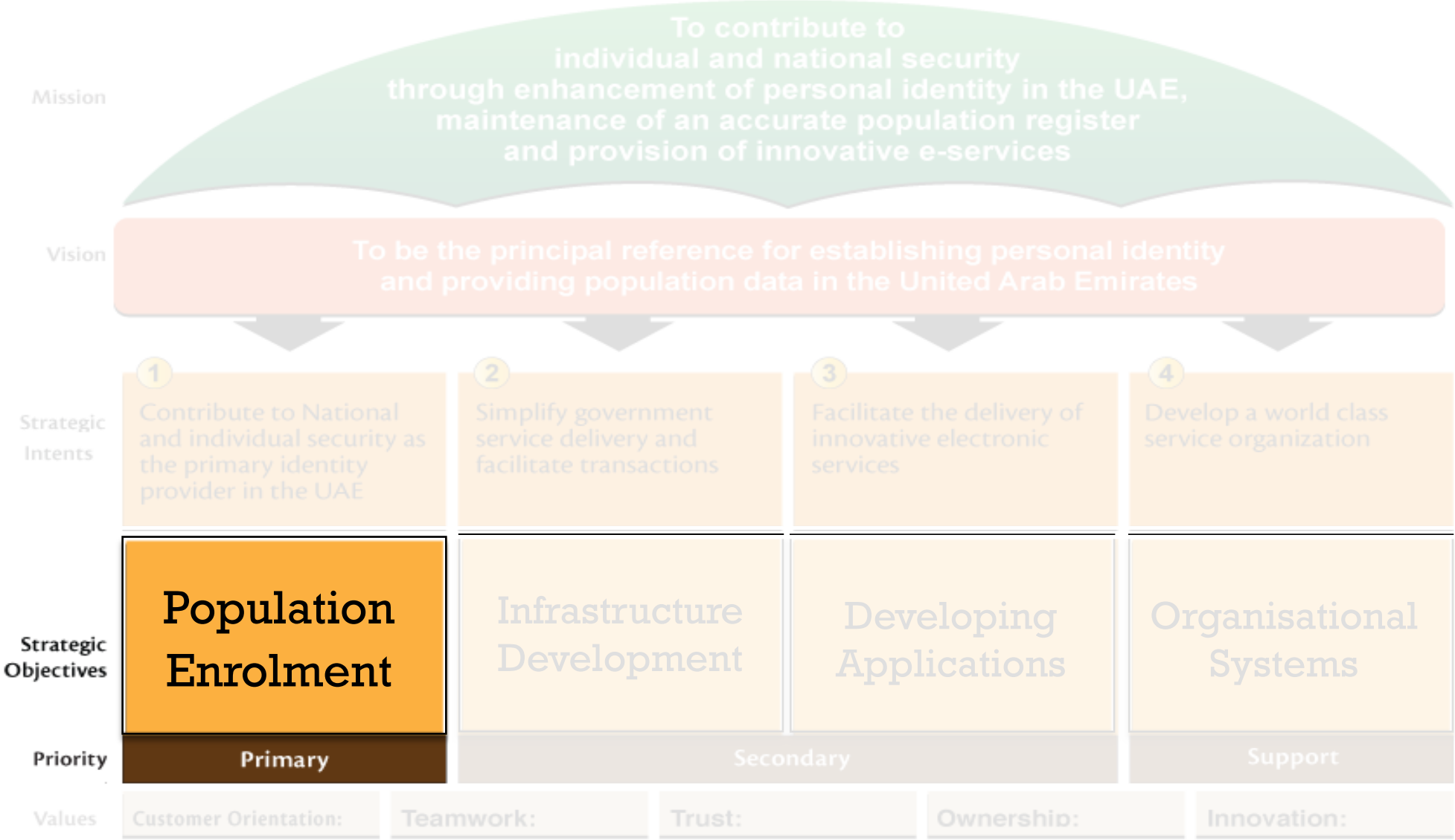


# Agenda



- Introduction: Emirates Identity Authority
- Strategic Plan 2010-2013
- **Strategic Initiatives**
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# Strategic Plan 2010–2013





# Enrolment Process



## Typing Centres

- Application Form
- Scanning in documents
- Scanning in Photos for Below 15's
- Receiving Fees



## Back Office

- Data Verification



Targeted Process Completion Time:

**5 Minutes**

Photo and Biometrics Capturing



# Strategic Initiatives: Enrolment Process Reengineering

- **Business Process Re-Engineering**
- **Capacity Increase: 30,000 a day**
- **Linking Enrolment to Services**
- **Linking Enrolment to Residency issuance for expats**

**Population  
Enrolment**

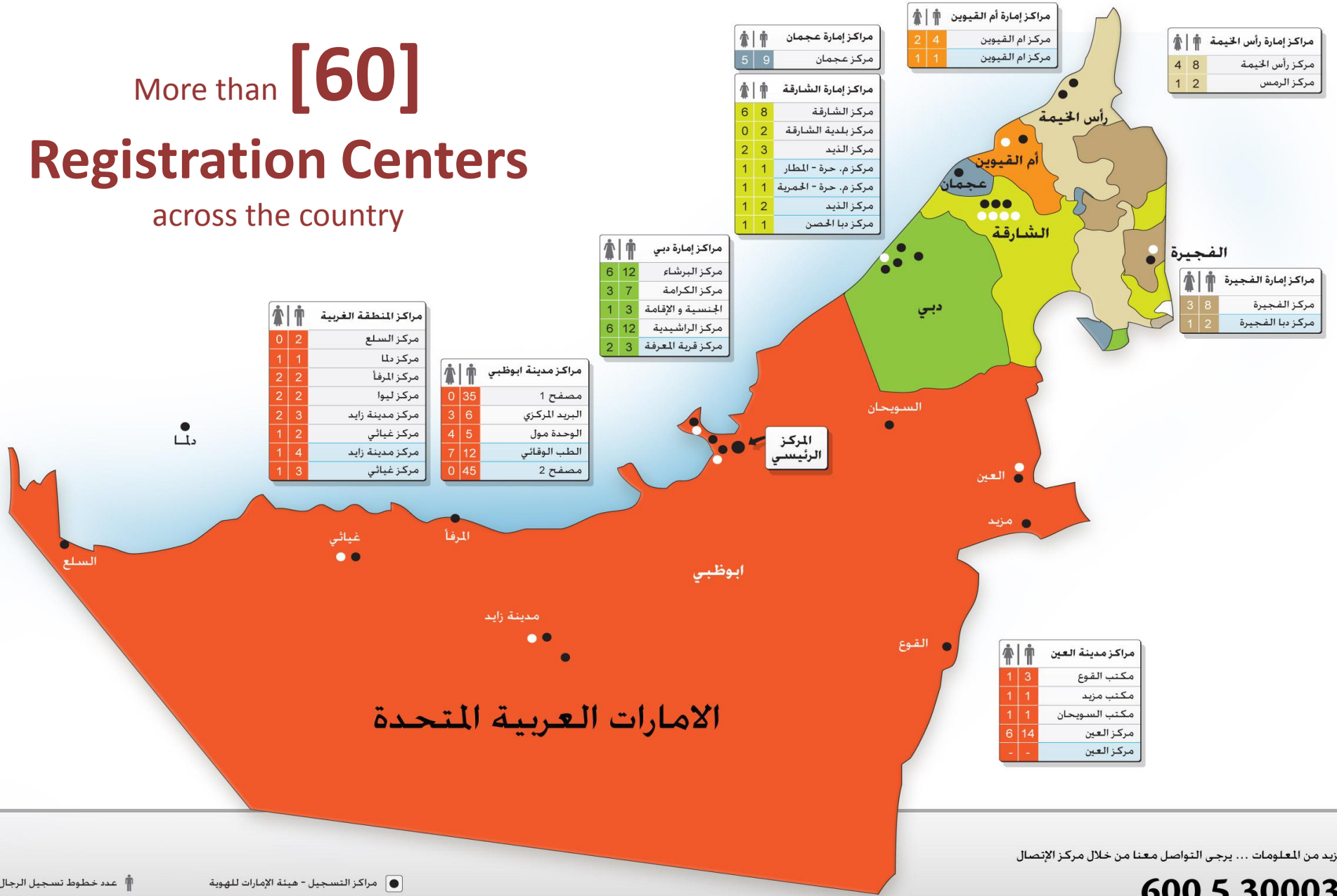
**5.8** Million enrolled.

In contrast of: 1.2 million people were enrolled from 2005 to 2009.

**Primary**

Values: Customer Orientation: Teamwork: Trust: Ownership: Innovation:

# More than [60] Registration Centers across the country



الإمارات العربية المتحدة

لمزيد من المعلومات ... يرجى التواصل معنا من خلال مركز الإتصال

600 5 30003

عدد خطوط تسجيل الرجال  
عدد خطوط تسجيل النساء

مراكز التسجيل - هيئة الإمارات للهوية  
مراكز التسجيل - الطب الوقائي

# Strategic Initiatives

- **Integration Platform**
- **Online Validation Gateway**

Mission

To contribute to national security, personal identity in the UAE, maintenance of an accurate population register and provision of services

Vision

To be the principal reference for establishing personal identity and providing population data in the United Arab Emirates

Strategic Intents

1. Contribute to National and individual security as the primary identity provider in the UAE
2. Simplify government service delivery and facilitate transactions
3. Facilitate the delivery of innovative electronic services
4. Develop a world class service organization

Strategic Objectives

Population Enrolment	<b>Infrastructure Development</b>	<b>Developing Applications</b>	Organisational Systems
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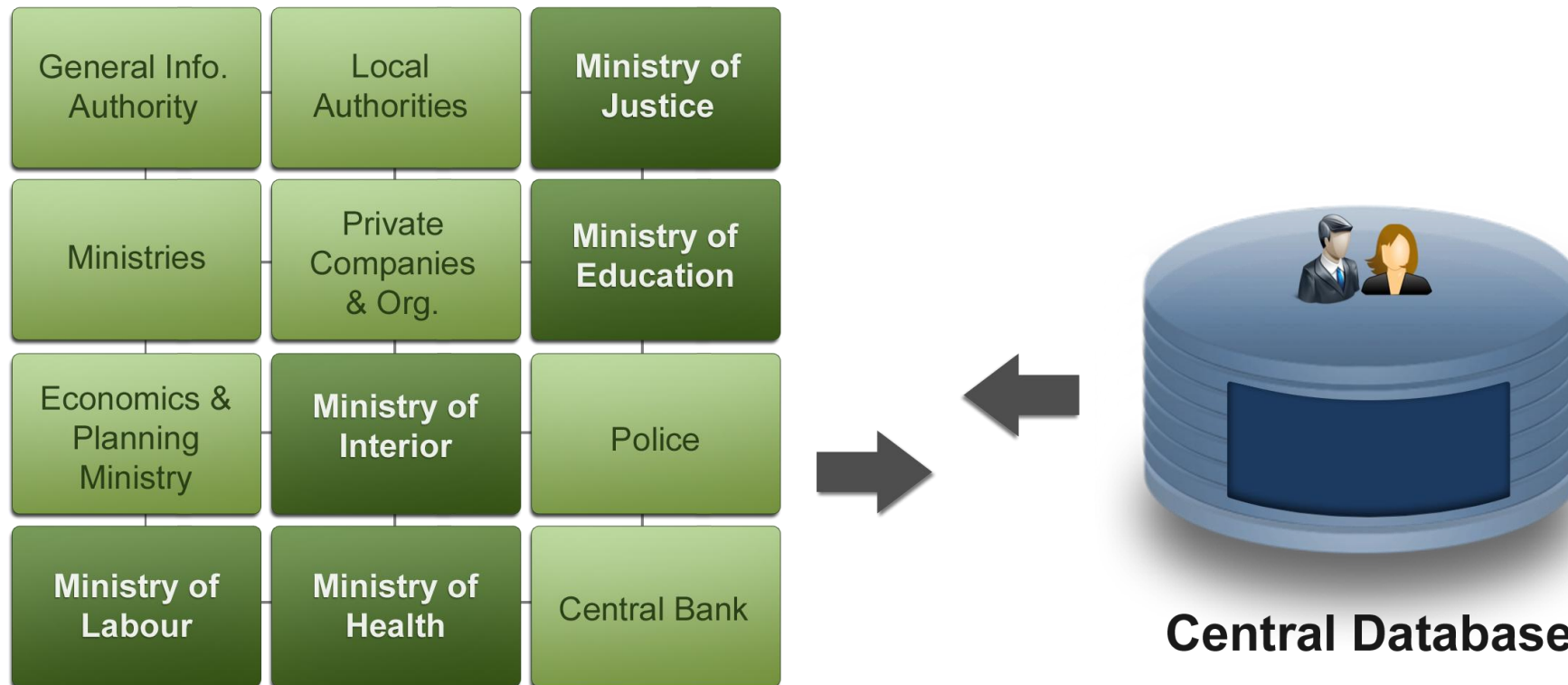
Priority

Primary	Secondary		Support
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Values

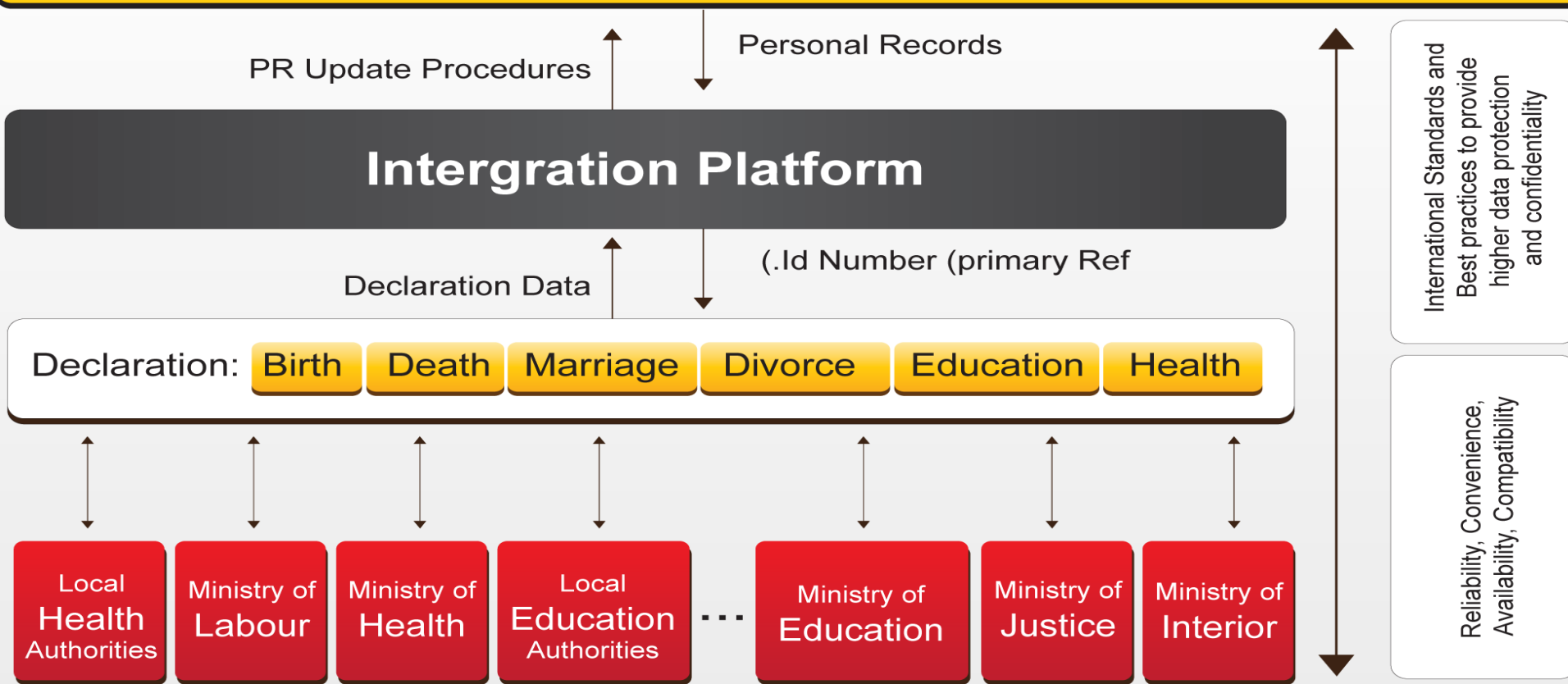
Customer Orientation:	Teamwork:	Trust:	Ownership:	Innovation:
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## Keeping Population Register up to date **Support Decision Making**



# Integration Platform Architecture

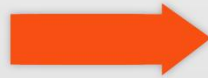
## Population Register System



# ID Card: Not just another plastic card !



شريحة ذكية  
Smart Chip



بيانات شخصية  
Personal Information

بصمة  
Fingerprints

رمز سري  
4 Digit PIN Code

شهادة رقمية وتشفير إلكتروني  
Digital and Encryption Certificates

توقيع رقمي  
Digital Signature



# Validation Gateway Services



**Digital Certification Authority - Validation Gateway**  
Emirates Identity Authority



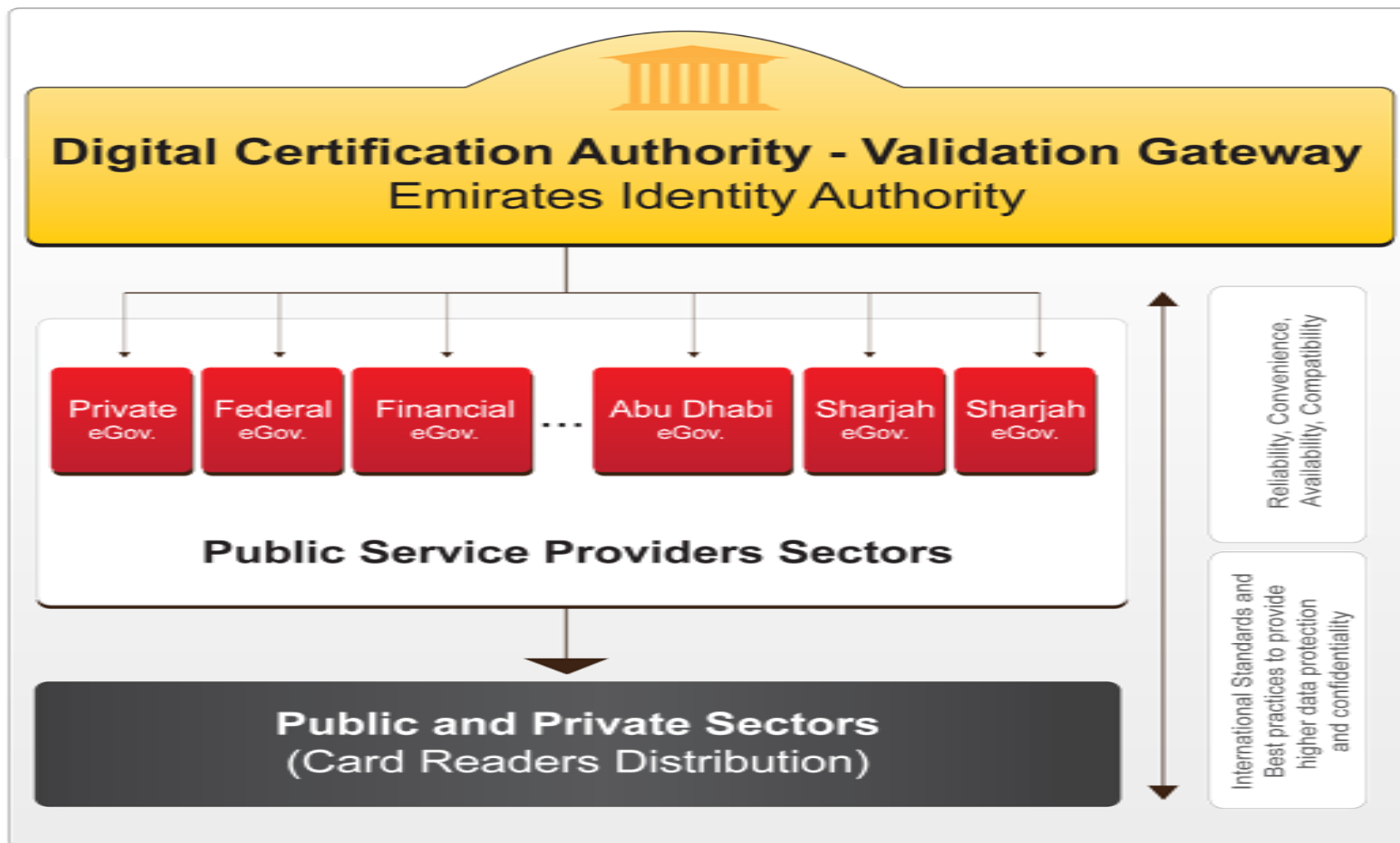
## Primary Goals

- Authenticating ID card holders
- ID Validation
- Digital Signature and Time Stamp

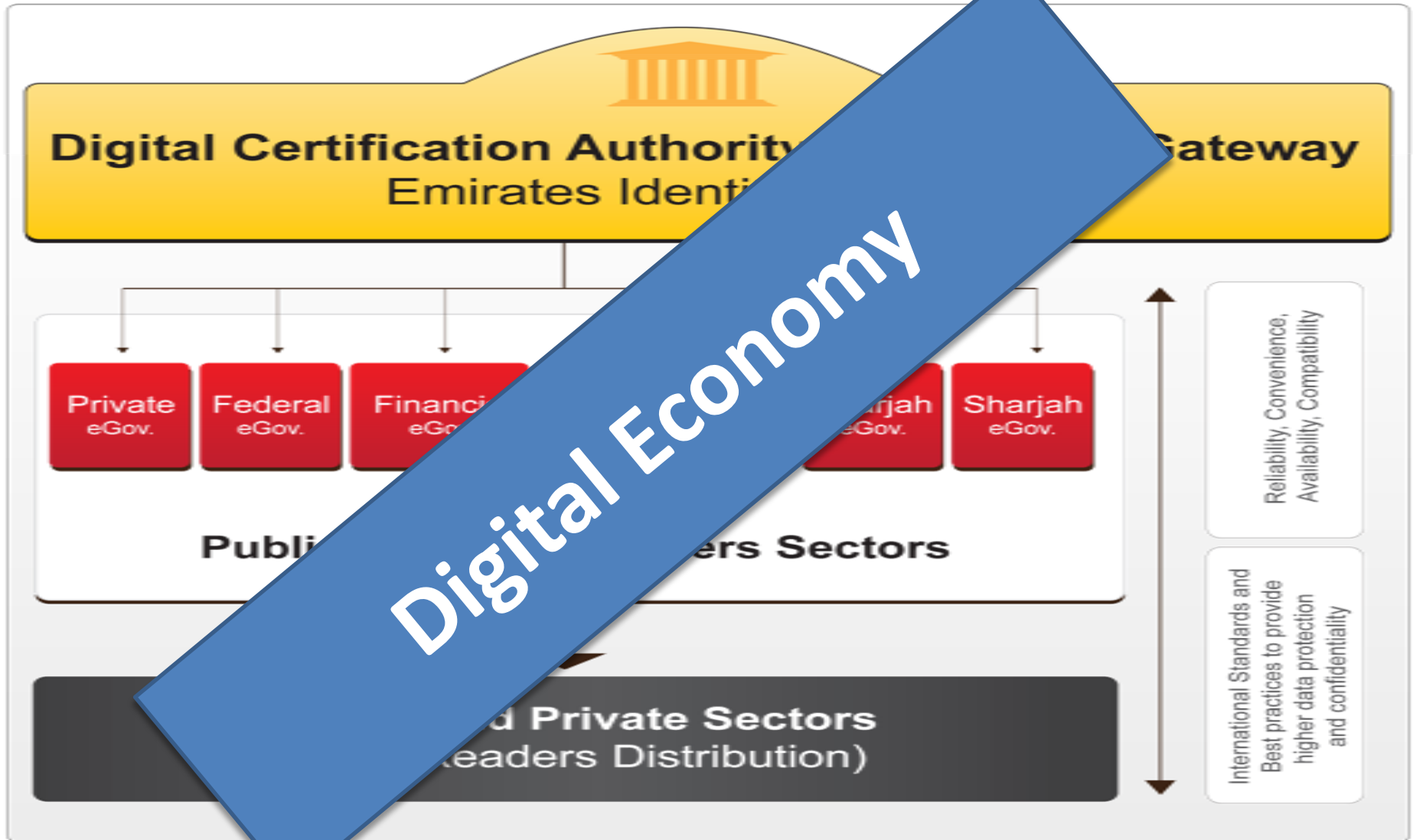
Strategic initiative designed to support the development of **digital & knowledge economy** in the UAE... and envisaged to introduce a radical change in how **G2C services** are provided both in Public and Private sectors.



# Validation Gateway General Architecture



# Validation Gateway General Architecture



# Digital Economy: what is it ?

... the Digital Economy is an  
Information and Knowledge-Based Economy

“The *new* **source of power**  
is not money in the hands of a few  
but ***information***  
in the hands of many”

*John Naisbitt*

# Digital Economy: Critical Considerations

## Connectivity

### Infrastructure and technology

- Computers in schools
- Digital TV transition
- Convergent services and devices
- Spectrum planning and licensing

## Capabilities

### Ensuring all potential users have the skills to access the digital economy

- Digital/ICT literacy
- community readiness/connectivity
- ICT skills training (students and teachers)

## Confidence

### A secure and trusted environment for digital information

- E-security
- cyber-safety
- Identity management
- IPv6
- Service reliability
- Anti-spam

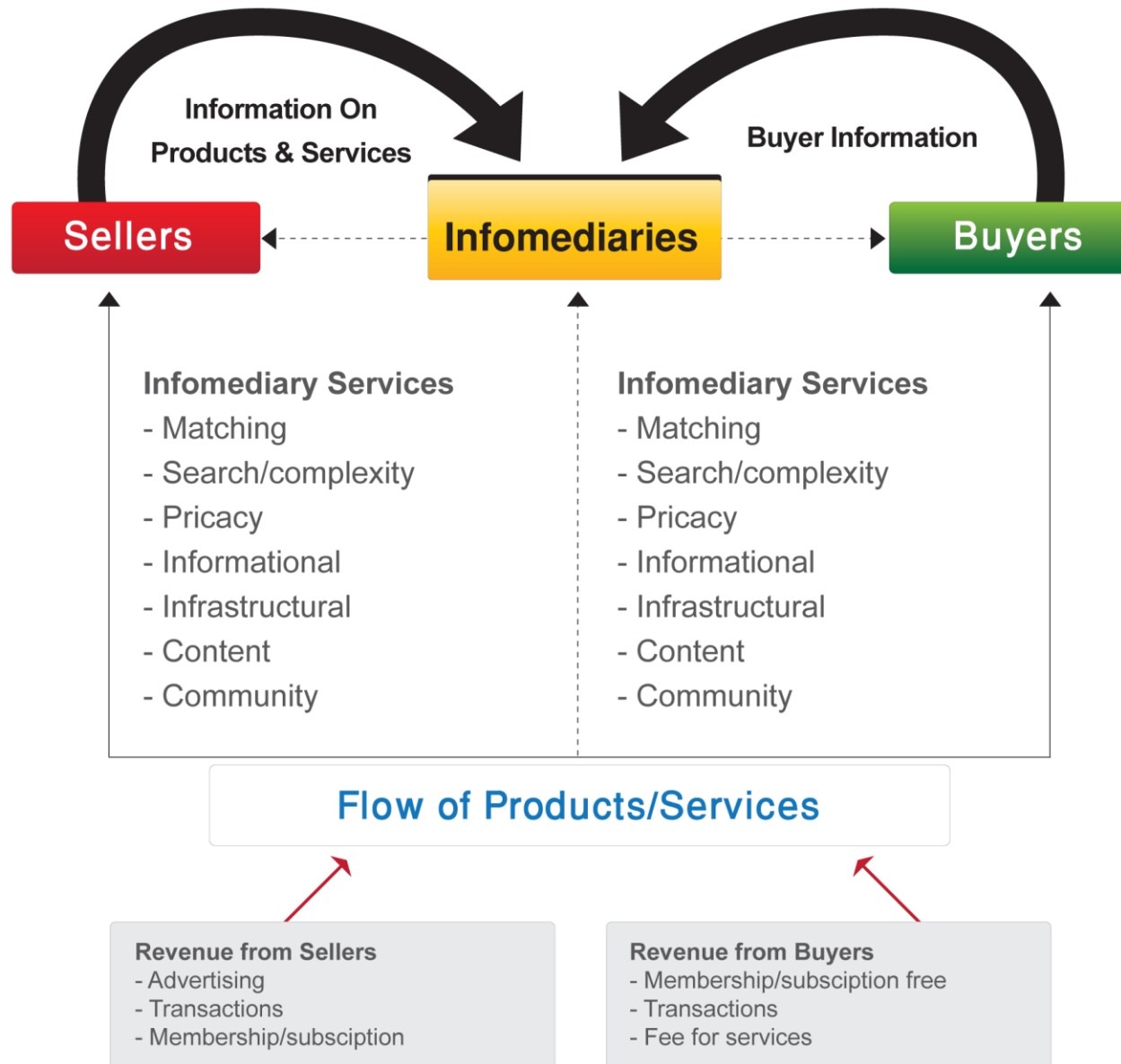
## Content

### Opportunities for innovative content creation for community and commercial use

- Content regulation (online and convergent devices)
- Code of practice (broadcasting and internet regulation)

# Infomediaries role in electronic transactions ...

## Information Flow



# Agenda



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Lessons  
Learned





Technicality ...

# Scope Creep ...

- "... adding features and functionality (project scope) without addressing the effects on time, costs, and resources, or without customer approval." (PMBOK)

- "is the piling up of **small changes** that by themselves are **manageable**, but **in aggregate are significant**."

<http://management.about.com/cs/projectmanagement/a/PM101.htm>

"the change in a project's scope after the project work has started. Typically, the scope expands by the addition of new features to an already approved feature list."

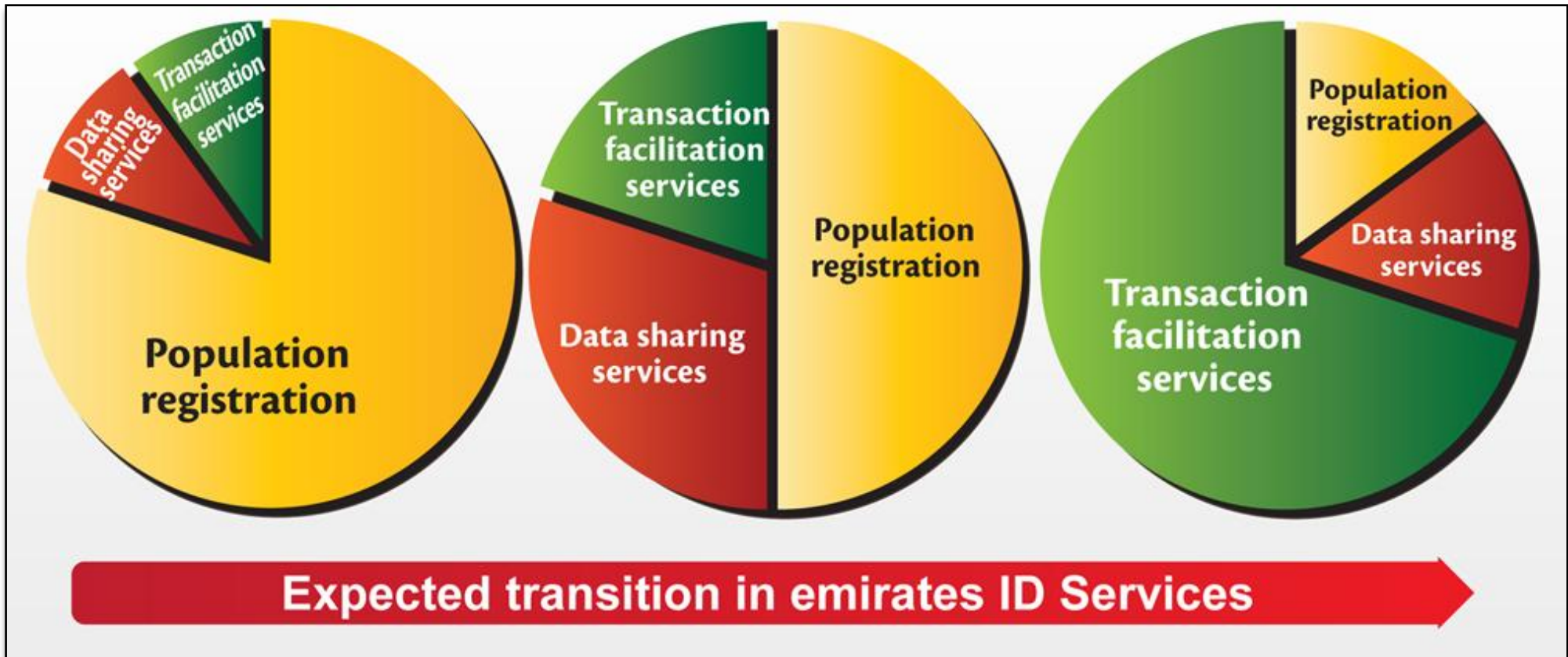
<http://www.mariosalexandrou.com/definition/scope-creep.asp>

# Business Operating Model ...

Current Focus



Long Term Focused



## False Acceptance Vs. False Rejection

- Fingerprints
- Iris Recognition
- Facial Recognition





# SDK – Tool Kit

ID Card contains a smart chip which holds biographical identity information, photo, biometrics & digital signature.



144K Memory smart card contact & contactless data access

# SDK – Tool Kit

ID Card contains a smart chip which holds biographical identity information, photo, biometrics & digital signature.



the UAE Government has taken the lead to **develop and distribute the toolkit for the ID card integration.**

In Europe, Malaysia and South Korea that are major users of national ID cards and PKI, the toolkit and ID card integration is left to the service and solution providers .

# SDK – Tool Kit

ID Card contains a smart chip which holds biographical identity information, photo, biometrics & digital signature.



**Dubai Courts:** the use of card readers  
shortened data entry process from  
**10 minutes to 5 seconds.**



# SDK – Tool Kit

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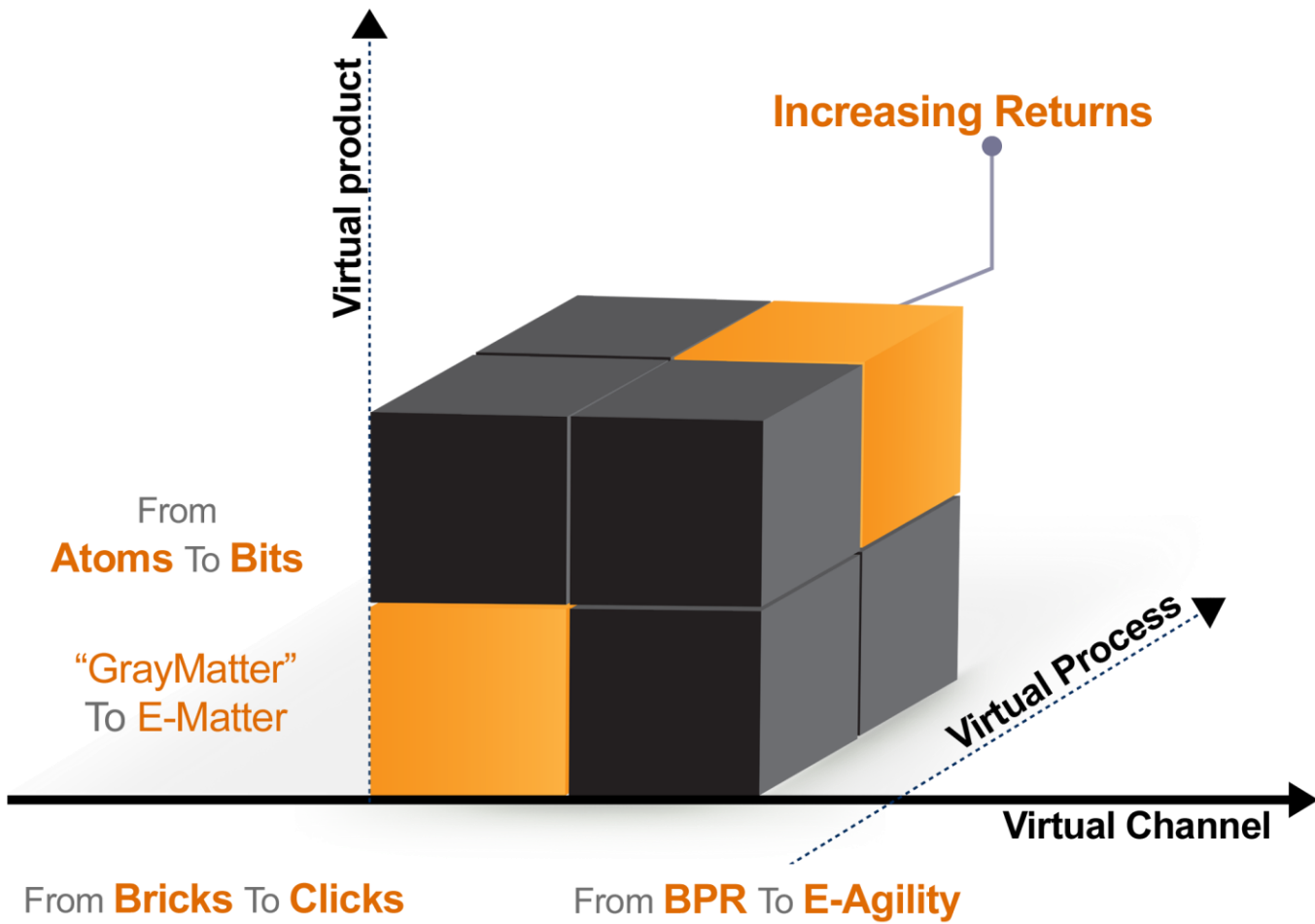
**Study1:**

**Readers will yearly save 2 million working days**

**Study 2:**

**PKI authentication yearly savings \$1 trillion**

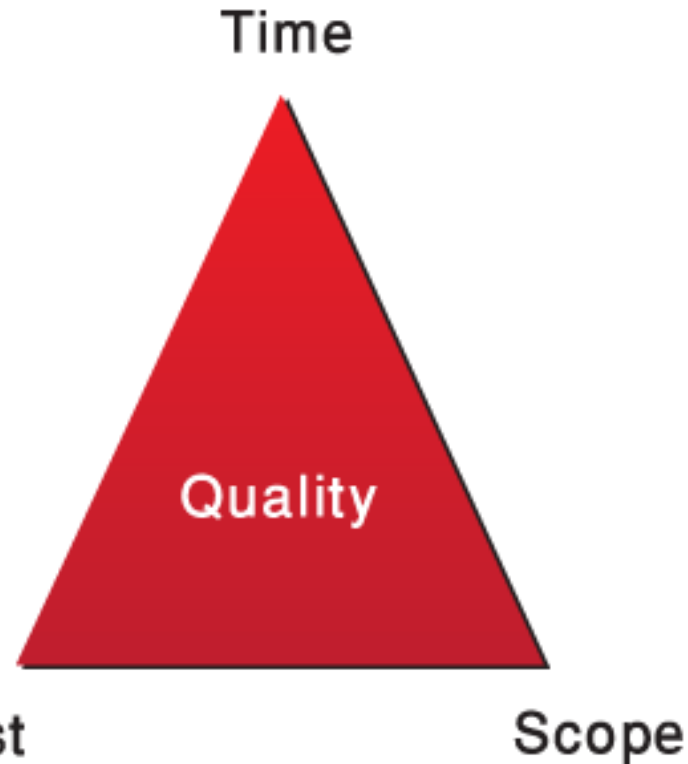
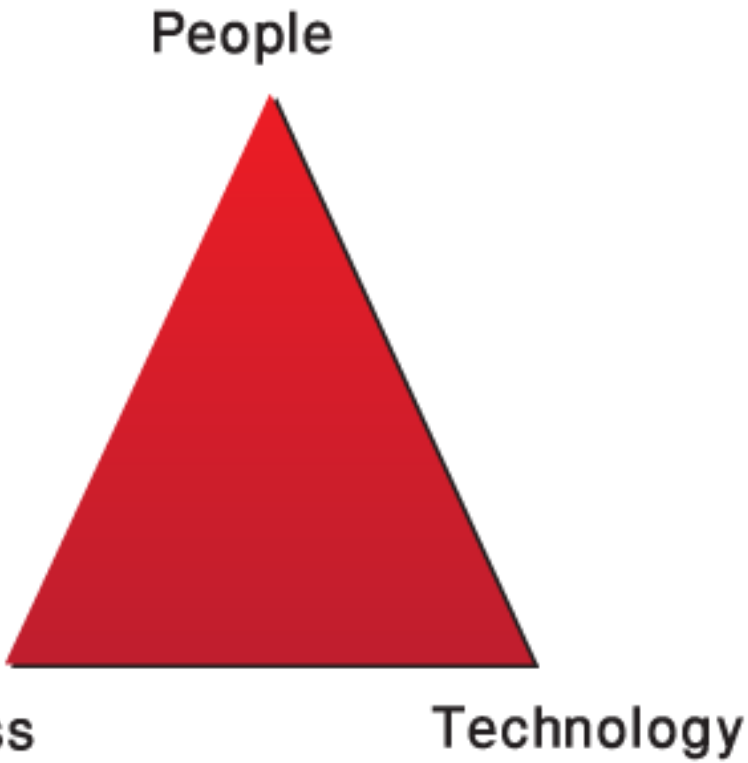
# Dimensions of eBusiness Performance



Management...



# Famous Triangles !



# Organisation Focus Pillars ...

## Organisation

People

Time



Process

Quality

Scope

Public

Media



# Excellence Criteria

**Leadership  
Vision**

**Future  
Eyesight**

**Customer  
driven  
excellence**

**Personal and  
Organisational  
Excellence**

**Staff & Partners  
Evaluation &  
Recognition**

**Response  
and Agility**

**Innovation &  
Creativity  
Management**

**Field attached  
(management  
by fact)**

**Social  
Responsibility**

**Value Creation  
Results  
Focused**

**Systems  
Thinking**

# The New Players in Government Business ...

**Customer  
driven  
excellence**



# ROADMAP

## Customer Service Development Initiative



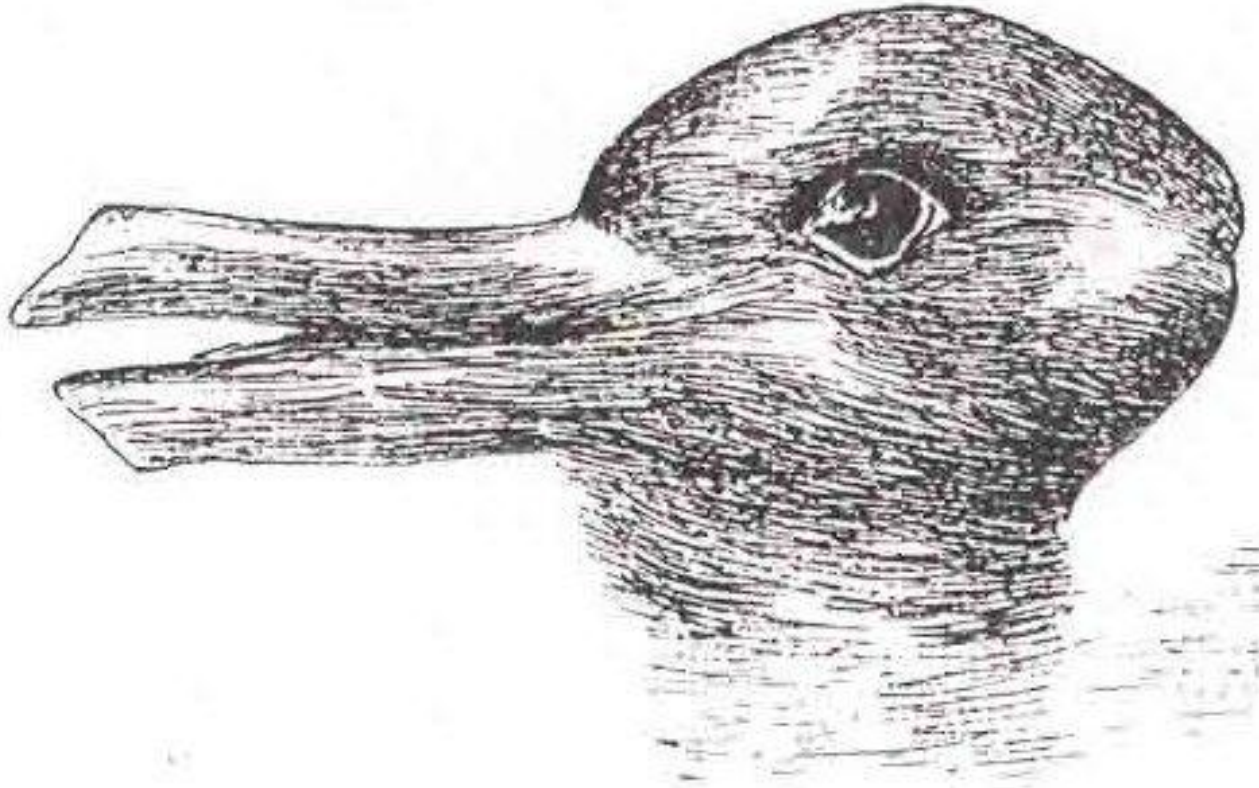
Illustrated by Aestron Diniz



# Change Management ...



What do you see ? ...



# Building Blocks of Change Phases ...

## Personal change

- Overcoming resistance to change
- Creating a sense of urgency, excitement, motivation and personal purpose

## Leadership

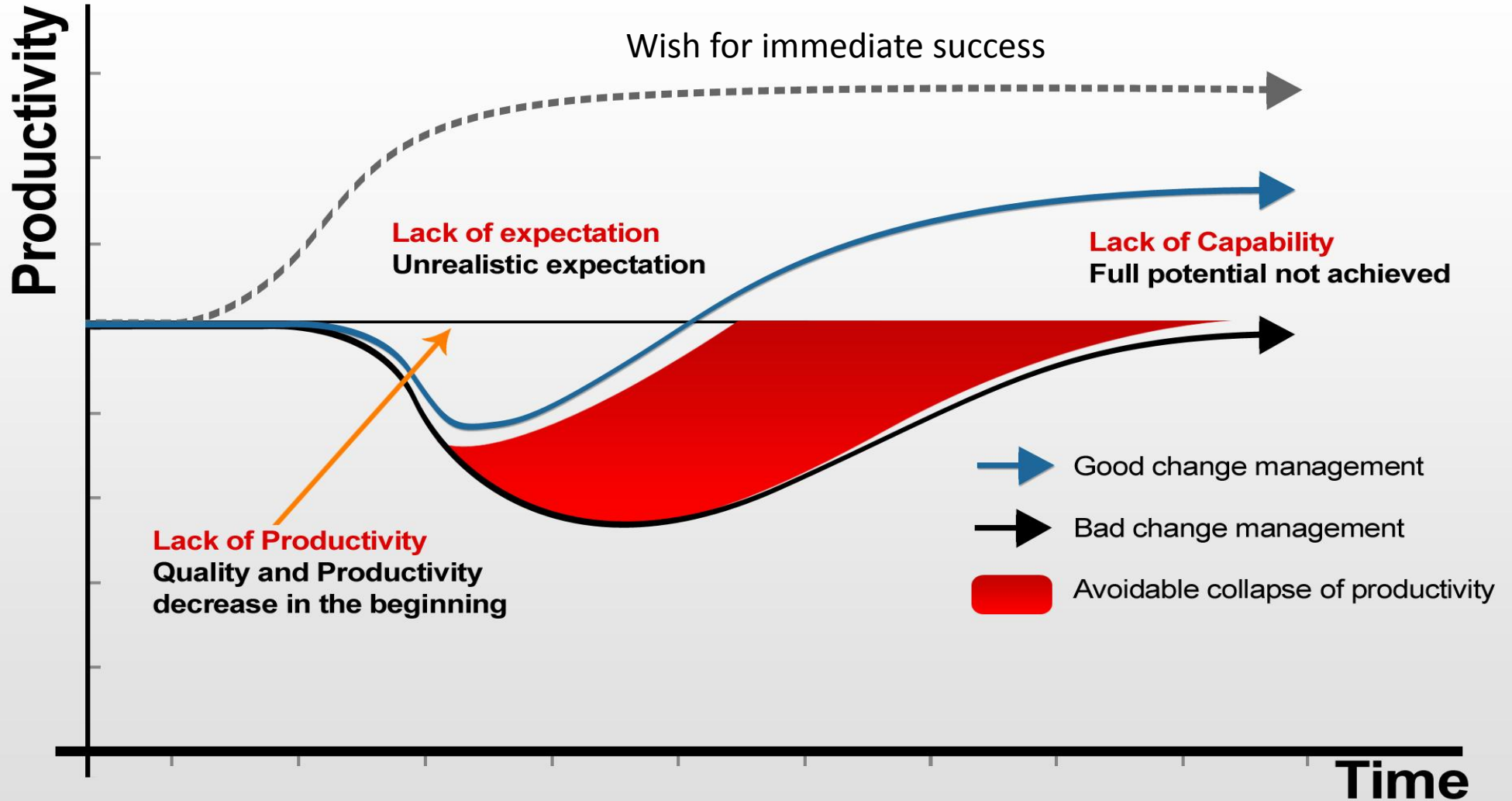
- Creating a compelling vision
- Detaining business drivers
- Detaining you leadership agenda (in assure goals and plans)

## Organizational change

- Aligning processes, policies and structure with the strategy and business model
- Building the desired work practices, behaviours and culture

**Successful Organizational Change  
and Business Growth**

# Organisation Productivity during Change ...





# Performance Management ...



# Balance ScoreCard [Performance Monitoring]...



# Monitoring tool ...



Leadership uses Balance Scorecard to monitor organisational performance.

Strategy Support Office was established to follow up on strategic and operational KPIs, and the 3Es: Efficiency, Effectiveness, Efficacy.







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