

CITIZEN ID FORUM

ID WORLD
INTERNATIONAL CONGRESS

Emirates Identity Authority



Key Thoughts around the management and implementation of Citizen ID Programmes

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Key Lessons ..





Lesson

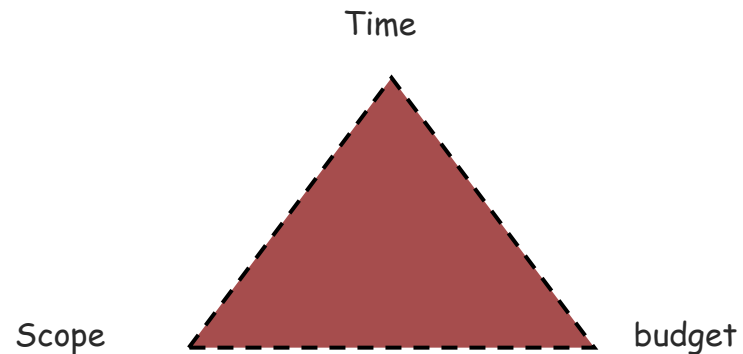


Project Management..



IT Projects

- gigantic failure rate of IT projects around the world
- 100s of studies: **disappointing** and did not **deliver expected benefits**



Methodology Development

“to develop and implement a methodology that supports the implementation of a national ID programme.”

- (1) **Assessing** the current available methodologies for managing such programmes;
- (2) **Understating** the factors influencing successful implementation of large IT projects;
- (3) **Developing** a management methodology to provide guidance to manage national ID programme; and
- (4) **Experimenting** and fine-tuning the developed methodology and tools through industrial application.

Existing Standards



PMBOK and PRINCE2

(1) PMBOK

an approach for teaching knowledge areas;
not effective as guidance for running a project

(2) PRINCE2

effective implementation methodology
doesn't address the necessary knowledge in project
management areas

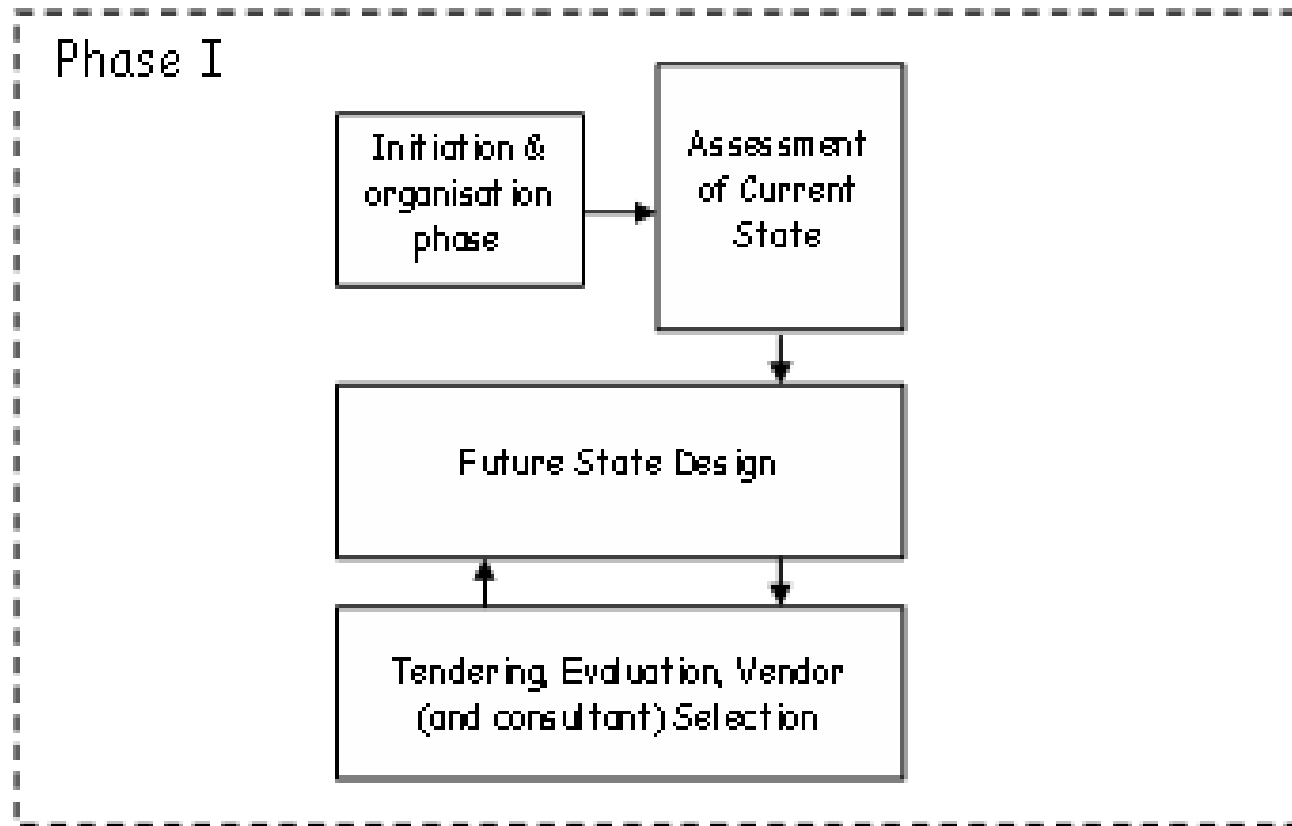
Process followed – Design Principles

Analysis of succeeded, failed and out-of-control IT projects:

1. **Management Commitment**
2. **Business Strategy Focus**
3. **Requirements Definition**
4. Requirements analysis
5. **Complexity Management**
6. **Project Planning**
7. Changing **targets**
8. Formal **Methodology**
9. Project **Management**
10. **User Involvement**
11. **Risk Management**
12. **Concept development**
13. Management of **stakeholders** expectation
14. **Quality** of output
15. Utilisation of **resources**
16. **Communication** and management reporting
17. Project **control**
18. **Formal contract**
19. **Knowledge** management

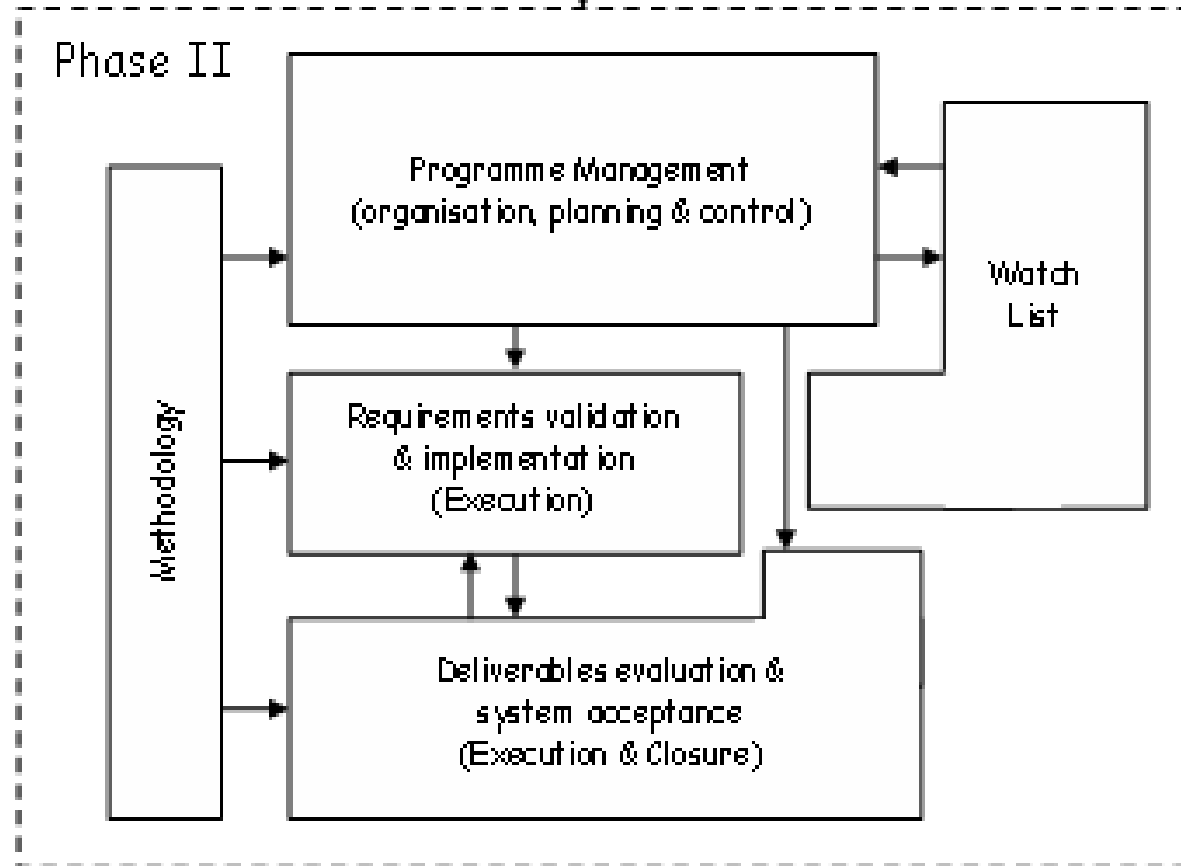
Methodology (Phase I)

Definition of
business needs
and requirements

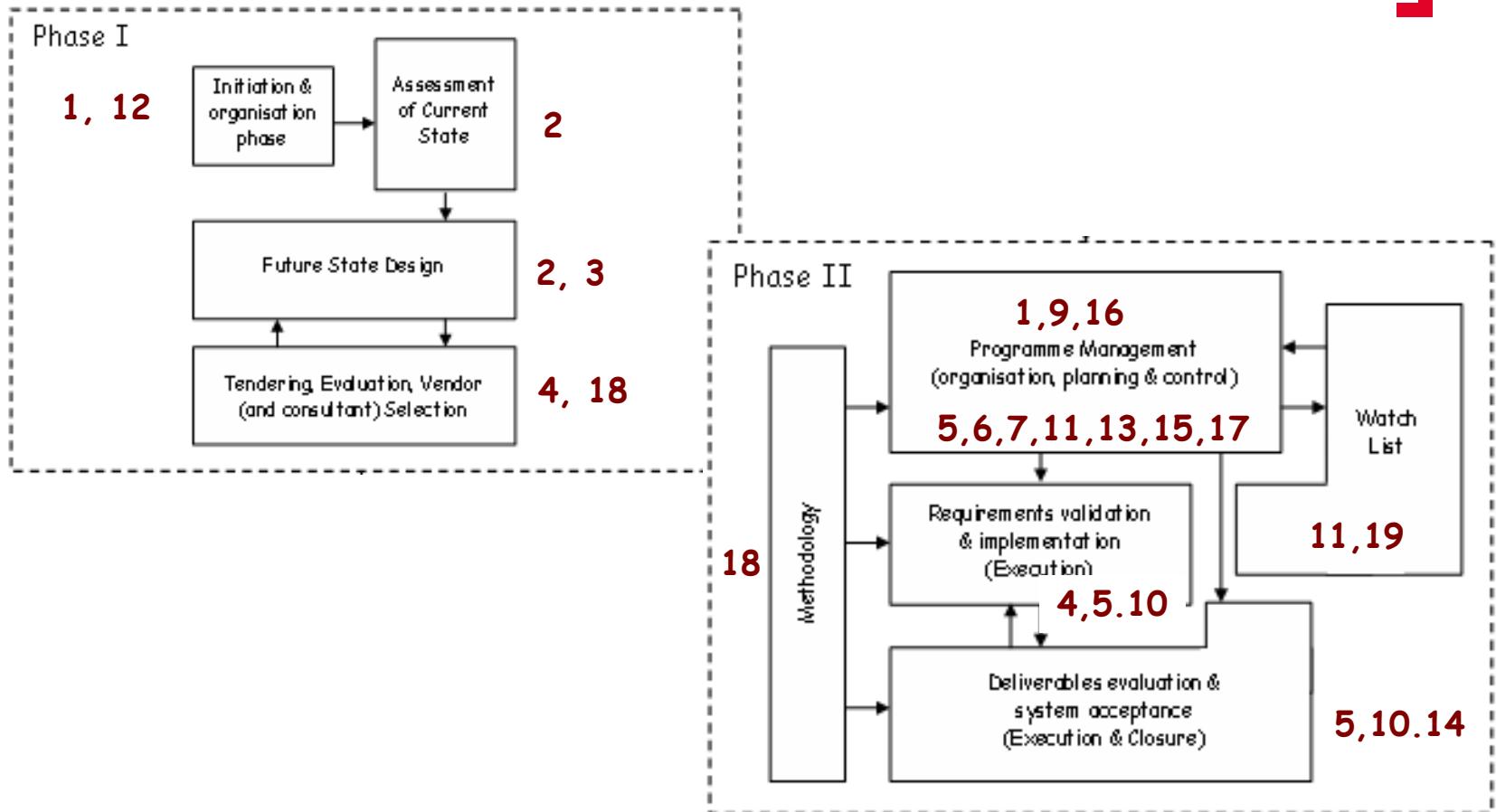


Methodology (Phase II)

Implementation Management



Methodology & design principles





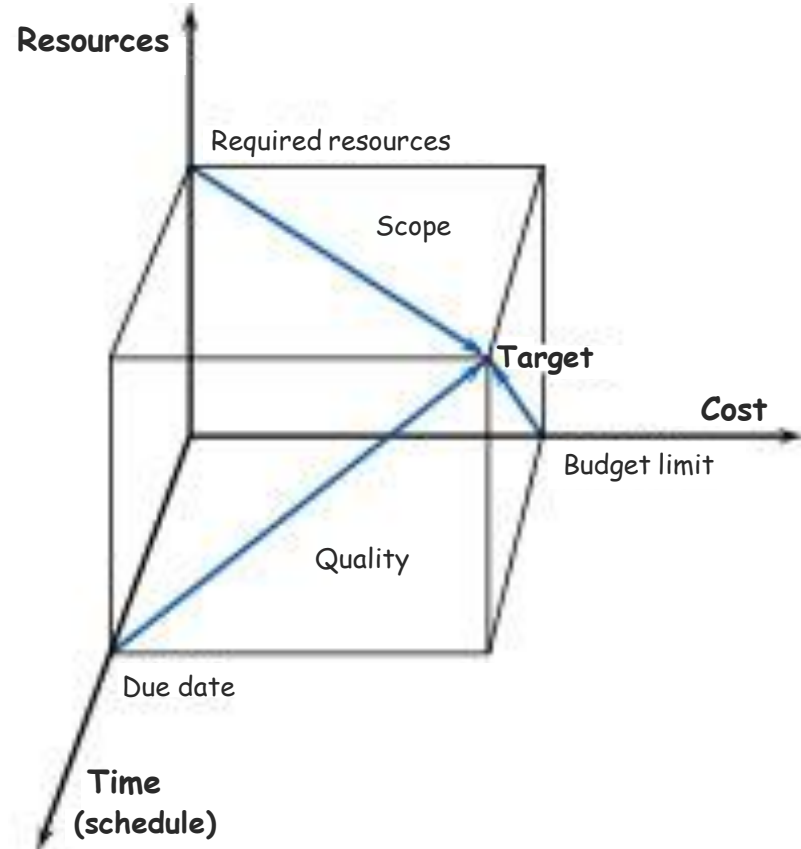
Lesson



**System Acceptance
Framework ..**



Project CREEPS!

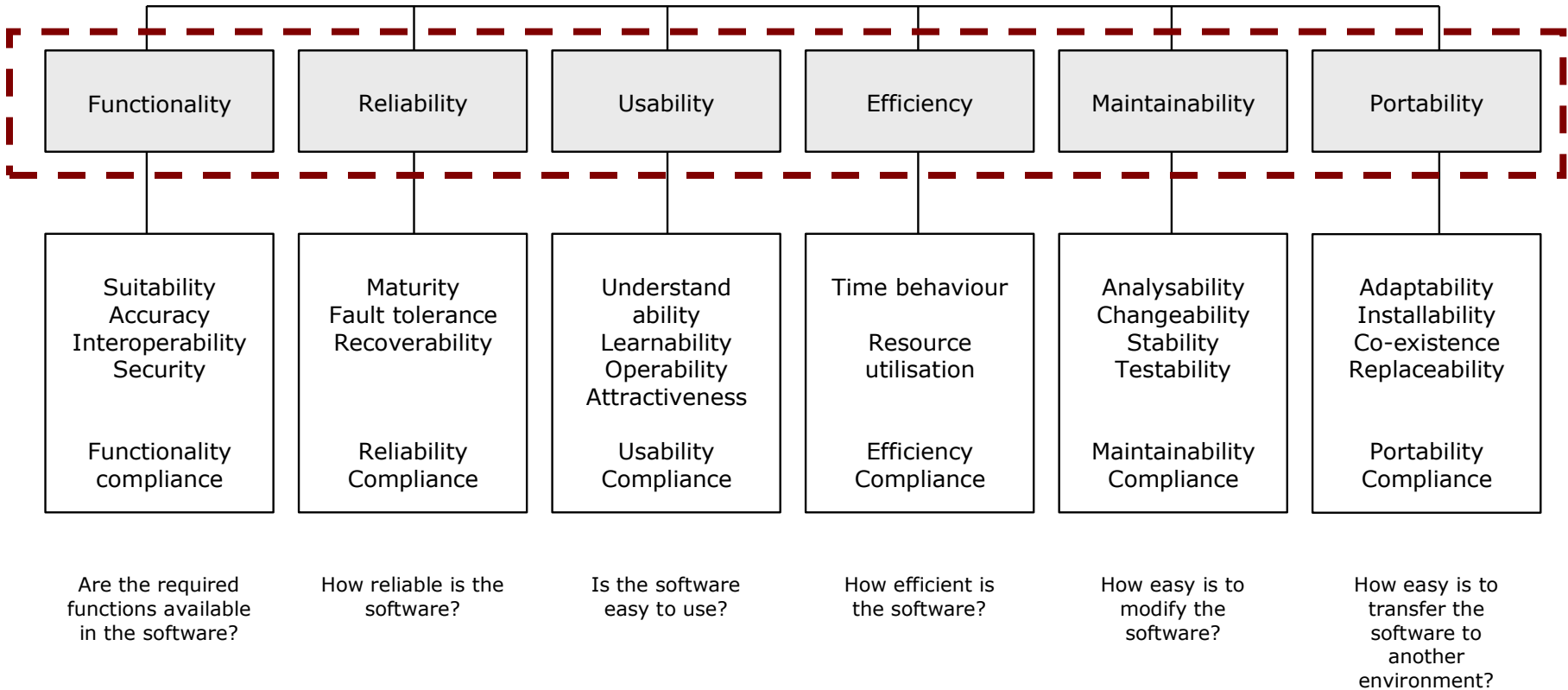


no clear definition of the:
 "value system" and "measurement
 system" to track project objectives!

Quality Acceptance Framework ...



ISO/IEC 9126





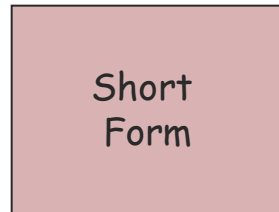
Lesson

**Implementation
Stages ..**



Project Implementation Stages ...

Stage I



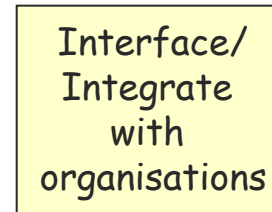
Issue/Produce ID cards to citizens and residents and minimise potential noise from public (make it smooth!).

Stage II



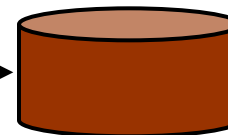
Promote (enforce) the presentation of ID card as a means for identity verification and pre-requisite to benefit/access to a government services.

Stage III



Interfacing and Integration with:

- Ministry of Labour (MoL)
- Ministry of Justice (MoJ)
- Ministry of Interior (MoI)
- Ministry of Education (MoE)
- Ministry of Higher Ed (MoEd)
- Ministry of Health (MoH)



data warehouse



Lesson

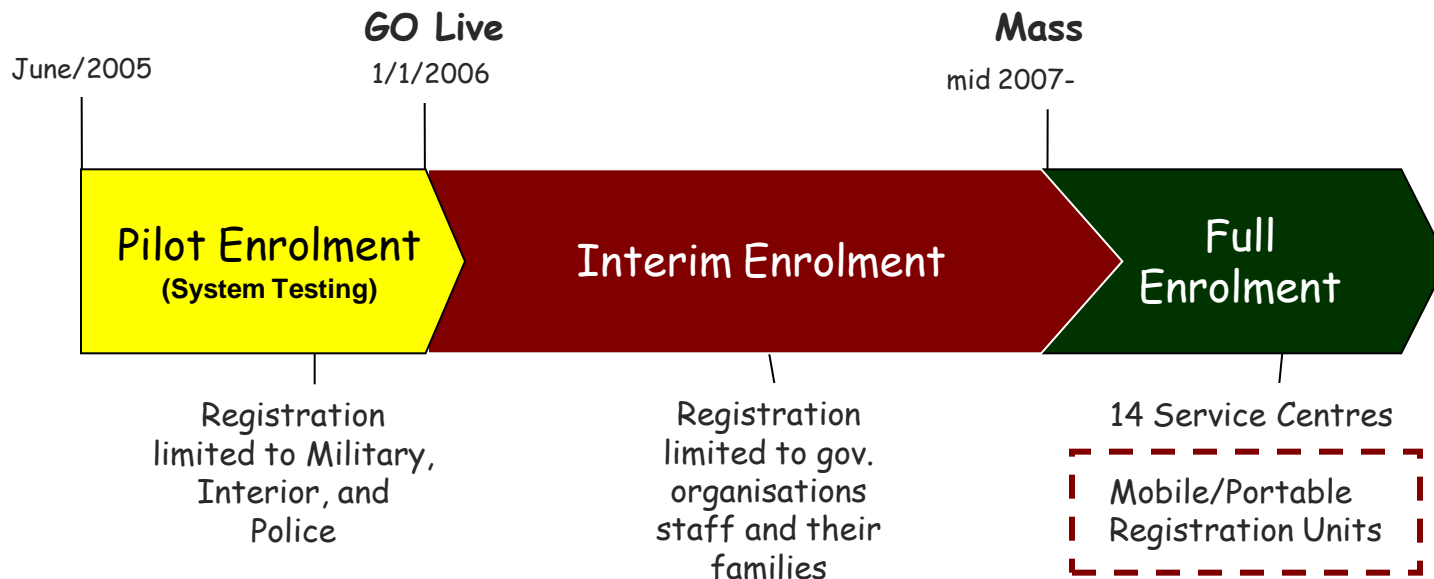


**Enrolment
Plan ..**



Enrolment Strategy

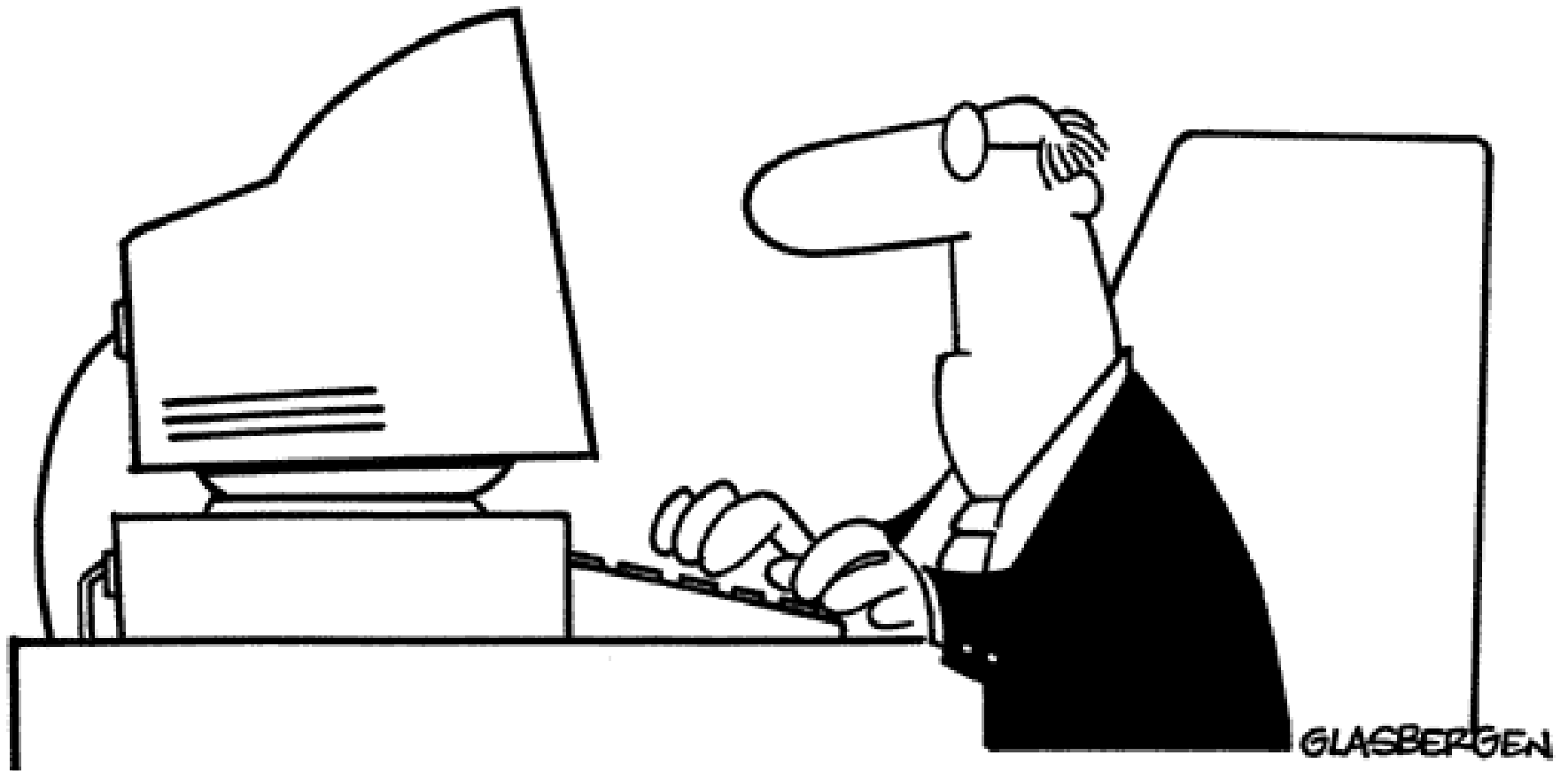
Target: to enrol total population of 5 million ..



Summary

Well thought through:

1. **Project Management Approach**
2. **Scope and Quality Acceptance Criteria**
3. **Implementation Stages**
4. **Population Enrolment**



“MEMO: It has come to my attention that every time we solve one problem, we create two more. From now on, all problem solving is forbidden.”



Thank you...

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