



Annual Report

Emirates Identity Authority





“Real wealth lies in sincere and diligent work that benefits the individual and society. Man is mortal but work is not, it is eternal. It’s where the value of the country and its people lies.”

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 UAE’s economic, social, political and security sectors.”

H. H. Sheikh

Khalifa Bin Zayed Al Nahyan

President of the United Arab Emirates



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

H. H. Sheikh

Mohammed Bin Rashid Al Maktoum

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



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

H. H. General Sheikh

Mohammed Bin Zayed Al Nahyan

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



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

H.H. Lt General Sheikh

Saif Bin Zayed Al Nahyan

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

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Foreword

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Taking the Responsibility and Overcoming Challenges

By the arrival of 2012, which marks the third year of Emirates Identity Authority's strategic plan 2010-2013.

We promise our wise Leadership to spare no effort to achieve the Emirates ID's Vision and Mission which aims at enhancing the national and individual security.

We also promise our customers to continue the efforts we always exert to maintain their trust so that our efforts would not be worthless.

We further take it upon ourselves to preserve and build on what we have accomplished and to go on taking the responsibility and overcoming challenges. We intend to achieve this by reviewing what we have actually accomplished and by examining our points of weakness. Our goal is to keep improving our performance till we fulfill our objectives, leaving others to judge the success we attained in giving the country's and nation's welfare our undivided attention.

With a new year of hard work and challenges, we would like to highlight the speech made by H. H. Lt. General Sheikh Saif Bin Zayed Al Nahyan Deputy Prime Minister, Minister of Interior and Vice Chairman of Emirates Identity Authority, so we can derive lessons and optimism from it and draw up a roadmap that will lead us to success and excellence.

*** This speech was delivered in the ceremony honoring the teams work of Sheikh Khalifa Excellence Award held on January 11, 2011.**



H. H. Lt. General Sheikh Saif Bin Zayed Al Nahyan while delivering his speech

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“Year after year, more progress is achieved and hence more responsibilities arise and the real challenge lies in how to preserve what has been accomplished and to keep on bearing the responsibilities and overcoming all challenges.

It's important to bear in mind that our power lies in people's confidence in us. Without such trust, our efforts would be worthless, for people are the real judge. Successful leaders do not get proud or disappointed in the face of great events, no matter what they are. Instead, they think and work.

However, we should not think silently neither work apart from the team. Goals are never scored by a single player, and the taste of victory is never sweet without the applause of fans.

It's only what we achieved that will go down in history, not what we dreamt of or aspired to achieve. So let us work together and do our utmost with all honesty and sincerity, making the country's and citizens' welfare a top priority. At that moment, even if we have mistaken, we will be given excuses.”

Message from the Director General



2012.. Towards Achieving the Objectives

With firm steps and a clear Vision, Emirates ID continues its journey towards achieving its objectives and accomplishing its mission that goes in line with the expectations of the Supreme Leadership presided by H. H. Sheikh Khalifa Bin Zayed Al Nahyan, the President of the UAE, may Allah protect him. In addition to the continuous strong support of H. H. General Sheikh Mohammed Bin Zayed Al Nahyan, Crown Prince of Abu Dhabi, Deputy Supreme Commander of the UAE Armed Forces, and Chairman of Emirates Identity Authority.

With the vigilant follow-up of H. H. Sheikh Saif Bin Zayed Al Nahyan, Deputy Prime Minister, Minister of Interior and Vice Chairman of Emirates Identity Authority, Emirates ID carries out its duties through a clear-cut framework according to the strategic thinking that distinguishes the vision of the wise leadership of our country and is compatible with the Emirates Vision 2021 which aims at making the UAE one of the best developed countries in the world.

If 2010 was the year of development in the life of Emirates ID, 2011 was the beginning of a clear path of actual achievements which is a result of two years of diligent and perpetual work. It was also the year of aspirations for an even better and brighter future that is full of success and accomplishments.

The annual report creates a new chance to understand our past experience, derive lessons learned, and overcome any potential challenges to fulfill UAE ID's Strategy 2010-2013.

We need such a report to be profound and transparent so we can outline the achievements we made and build on them, and grasp the obstacles we came across and work strongly on surmounting them and finding the best and most practical and applicable solutions. This will certainly help us to fulfill our vision, mission and the vow we took upon ourselves to make customers' satisfaction a top priority.

May God grant us success

Dr. Eng. Ali M. Al-Khouri

The Organization



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

Emirates ID was established on Sha'aban 15th, 1425H, corresponding to September 29th, 2004, as a federal juridical governmental body. It has an independent budget and is authorized to craft its own legal framework to facilitate achieving its objectives.

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

By adopting modern and innovative technologies in running this promising national program, Emirates ID is keen to play an active and central role in supporting the development initiatives of the country. Emirates ID's contribution includes a comprehensive, accurate and highly secured population register that will help the country to develop and facilitate governmental service delivery by making the needed population demographical data available to support the decision-making process as well as strategic planning related to resource allocation in various vital areas and sectors.



Board of Directors



Chairman
H.H. General Sheikh
Mohammed Bin Zayed Al Nahyan
Crown Prince of Abu Dhabi and Deputy
Supreme Commander of Armed Forces



Vice Chairman
H.H. Lt General Sheikh
Saif Bin Zayed Al Nahyan
Deputy Prime Minister
Minister of Interior

Board Members



H.E. Ahmed Mohamed Al Humairi
Secretary-General
Ministry of Presidential Affairs



H.E. Sager Ghoubash Said
Minister of Labor



H.E. Eng. Mohammed Ahmad Bin Abdulaziz Al Shihhi
Director General
Ministry of Economy



H.E. Colonel Ahmad Nasser Al Raisi
General Director of
General Directorate of Central
Operation – Abu Dhabi Police
General Headquarter



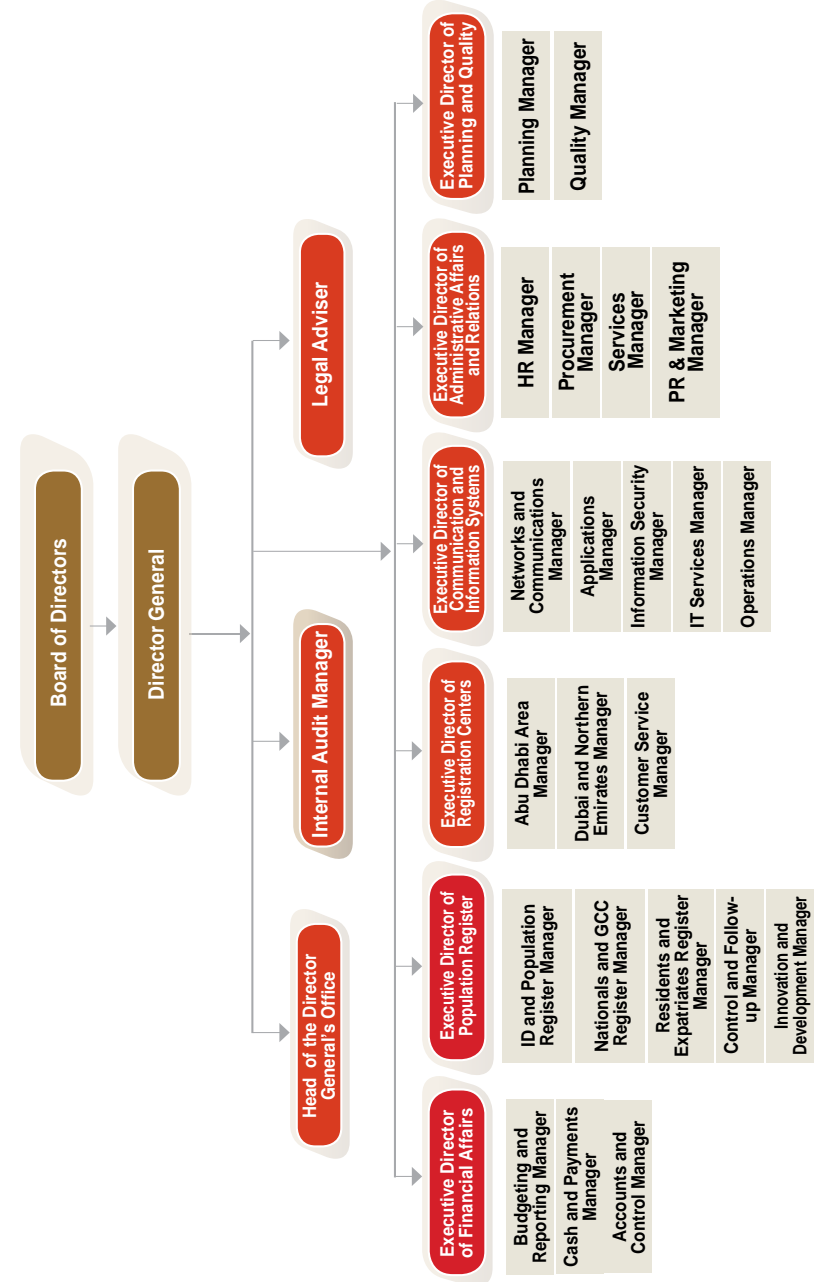
H.E. Major General Eng. Eissa Saif Al Mazroui



H.E. Awad Hader Al-Mhairi
General Director of
General Directorate of Central
Operation – Dubai Police
General Headquarter

H.E. Dr. Saeed Abdulla Al Ghafli

Emirates ID Organizational Chart





Saif Bin Zayed heading Emirates ID's Board meeting



The Executive Committee during one of its preparatory meetings ahead of the Board meeting

Board of Directors

The vision of the wise leadership of the UAE is embodied in H. H. Sheikh Khalifa Bin Zayed Al Nahyan, President of the United Arab Emirates, and the support of the Federal Government, represented the driving force behind Emirates ID's keenness on carrying out its strategic plan 2010-2013 to achieve its mission and materialize its vision.

The wise directives of H. H. General Mohammed Bin Zayed Al Nahyan, Abu Dhabi Crown Prince, Deputy Supreme Commander of the Armed Forces and Chairman of Emirates ID, and the close and regular supervision of H.H. Lt. General Sheikh Saif Bin Zayed Al Nahyan, Deputy Prime Minister, Minister of Interior, Vice Chairman of Emirates ID, drew the roadmap for Emirates ID team to continue their progress within a clear-cut work system that is in line with the UAE vision 2021, which aims at making the UAE one of the most developed countries in the world.

The Board of Directors' continuous follow up and directives played a key role in supporting Emirates ID's path in implementing its strategy and overcoming the challenges it faced. It also enabled Emirates ID to continue its efforts towards achieving its mission and vision to carry out its most prominent national project, which is enrolling the entire UAE's population and issuing then identity cards.

▷ (Board of Directors' Major Decisions, pg. 52)

Executive Committee

The Executive Committee of Emirates ID Board of Directors played an effective and pivotal role in the total results achieved during 2011, especially through its periodical meetings with the Higher Management and its field visits to the Registration Centers. The Committee was keen on monitoring the work progress of all projects and initiatives implemented by Emirates ID during last year and that was an important factor which helped Emirates ID to overcome many of the encountered challenges.

The Committee focused on a number of priorities, most important of which were continuously achieving satisfactory enrollment figures, enhancing customer service, and promoting customers satisfaction in both the level and quality of service provided by Emirates ID as per the instructions of the Board of Directors.

■ Overview on the Executive Committee Tasks

The Executive Committee monitors the implementation of Emirates ID's Board of Directors' decisions, in addition to any other tasks assigned to it by the Deputy Chairman. The committee works on studying the operational processes related to the enrollment procedures in the population registration systems, and suggesting available alternatives to accelerate operations and increase the numbers of individuals registered in the system.

The committee also draws up a framework to evaluate working methods and systems adopted by Emirates ID, especially at the level of leadership and its regular meetings. It also develops main performance indicators to measure Emirates ID's performance and submits them to the Board of Directors on a regular basis.



Higher management commitment to achieve the leadership's aspirations



A Higher Management Meeting with Registration Centers' Managers

Higher Management Committee

The Higher Management Committee chaired by Dr. Eng. Ali Mohammed Al Khouri, Director General of Emirates ID held more than 24 regular meetings during 2011, in addition to several exceptional meetings, where the work progress of implementing Emirates ID strategy, projects, and initiatives were reviewed.

The committee was also keen on organizing many semi-weekly field visits to the Registration Centers and Emirates ID's external facilities to closely inspect the level of services provided to the customers. Meetings with the staff are held to know their remarks and identify their needs in order to promote the relation between the higher management and the Registration Centers' staff and customers.

■ Overview on the Higher Management Committee Mandates:

The higher management committee includes the Director General, Executive Directors and some section managers of Emirates ID. The committee practices a number of mandates and tasks, including:

- Developing the policies and strategies of Emirates ID's Higher Management Committee.
- Providing scientific and practical standards required for strategic planning that ensures departmental competencies.
- Reviewing the progress of strategic and operational plans, and monitoring human resources performance on a regular basis.
- Following up on the development of all services according to international best practices.
- Working on carrying out all administrative and service work, and finding solutions for work obstacles.
- Ensuring the commitment to the chain of responsibilities within hierarchical leadership.

Strategic Plan 2010-2013

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Director General encourages the Registration Centers' staff to enhance customer service to the highest standards



Confident progress towards achieving the objectives

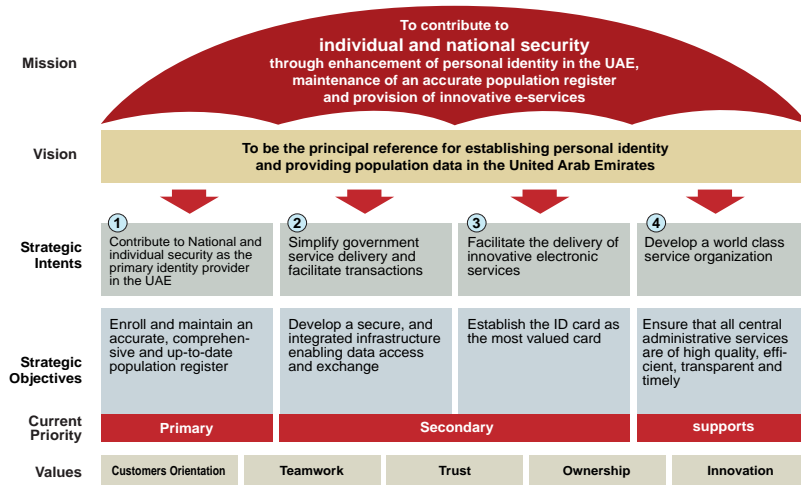


Continuous meetings and the priority is for customer service

Strategic Plan Overview

■ Mission and Vision

Emirates ID's mission is to contribute to the national and individual security through enhancing personal identification in the UAE, maintaining an accurate population register, and providing innovative e-services. Emerging from its Vision, Emirates ID seeks to be the main reference for the identity authentication and the provider of population data in the UAE.

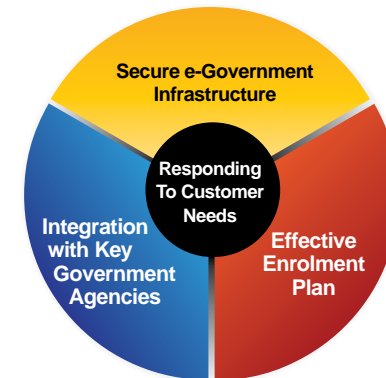


Strategic Plan 2010-2013

■ Strategic Intents

Emirates ID's 2010-2013 strategic plan is based on four main intents which are:

- Develop an effective and realistic plan to register the country's population.
- Build an infrastructure to authenticate personal identity, confirm it digitally, and support e-government projects.
- Electronic linkage with governmental entities related to civil registrations.
- Promote the culture of customer service excellence since it is the main priority of Emirates ID.



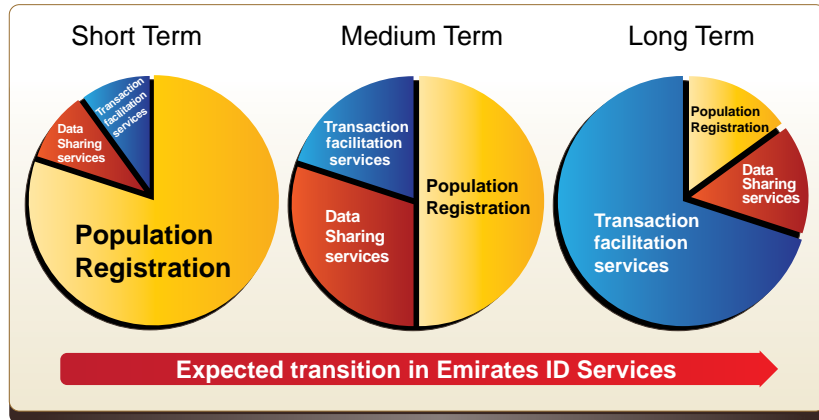
Strategic Plan Intents 2010-2013



Constant follow-up on the operational plans



Dedication on implementing the strategic plan successfully



Emirates ID's Operational Model 2010-2013

■ Operational Model

Emirates ID has provided a model of its major operations to mark future transformations of its work, whereby it will focus in the short term on population registration, which will gradually shift towards providing ID card based services to both government and private sectors. The ID card will eventually become the primary mechanism through which people are identified and authenticated in physical and virtual forms, and will be an indispensable prerequisite for accessing public services.



Constant review of the operational plans led to an increase in the customer satisfaction rate

■ Operational Review

Based on Emirates ID's mission and vision, and according to the Strategic Plan 2010 – 2013 intents and the related Operational Model, Emirates ID focused in 2011 on developing and modernizing its operational, administrative, technical and financial policies. It also went on with the implementation and development of the projects that fulfill its plan. Meanwhile, Emirates ID was eager on promoting its human resources, stimulating creativity, and consolidating the culture of corporate development and continuous learning.

■ Strategic and Operational Key Performance Indicators (KPIs)

The following tables shows the results of the strategic and operational KPIs of 2011.

Strategic Objective	Strategic KPIs	Targets	Actuals	Status
Enroll and maintain an accurate, comprehensive and up-to-date population register	Daily enrollment capacity in the Registration Centers	12.000	13.434	●
	Accuracy of fingerprints	95%	97.9%	●
	Percentage of locals registered	95%	90.7%	●
	Daily enrollment of residents	7.000	10.170	●
Develop a secure, and integrated infrastructure enabling data access and exchange	Completion of secure infrastructure	43%	44%	●
	satisfaction of external partners on data exchange	60%	75%	●
Establish the ID Card as the most valued card	MOUs and contracts	90%	80%	●
	Public awareness of the ID card	60%	76.8%	●
Ensure that all central administrative services are of high quality, efficient, transparent and timely	Customer satisfaction	82%	82%	●
	Employee satisfaction	70%	69.6%	●
	Revenues vs. budget	100%	140.4%	●
	Emiratization	99%	98.7%	●
	Employee Turnover	3.2%	3.8%	●

Strategic KPIs

● Exceeds Target	● On Target	● Mildly Below Target	● Severely Below Target
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Strategic Objective	Strategic KPIs	Targets	Actuals	Status
Enroll and maintain an accurate, comprehensive and up-to-date population register	Preventive Medicine Centers Sites	29	26	●
	Unified Form	45%	34%	●
	Nationals Renewal	70%	74.6%	●
	Percentage of resolved complaints	75%	63.7%	●
	Customer satisfaction (registration)	70%	77.1%	●
	Applications pending in the Back Office	1%	3.4%	●
	Rejected cards	2%	1.5%	●
	Database downtime (no. of days)	4	0	●
	Registration components capacity	18.000	18.000	●
	Develop a secure, and integrated infrastructure enabling data access and exchange	Public Key Infrastructure (PKI)	97%	100%
MOUs to use the ID Card Toolkit		6	5	●
Integration platform project		25%	26%	●
Establish the ID Card as the most valued card	Communication plan completion	100%	94.7%	●
	Number of entities that request the ID card as a proof of identity	29	18	●
	Social participations	10	9	●
Ensure that all central administrative services are of high quality, efficient, transparent and timely	ERP Project	100%	99%	●
	New services provided	75%	66.7%	●
	Customer satisfaction (services)	70%	88.9%	●
	Customer awareness about the organization's strategy	80%	91.2%	●
	Measured Departments	70%	70.1%	●
	Measured Departments	100%	100%	●
	Training Hours	69	95.57	●
	Implemented suggestion/proposed	40%	46.3%	●
	Proposed suggestions	5.6	7.7	●

Operational KPIs

Financial Audit

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Emirates ID Registration Centers in their new form and innovative design



Enroll and maintain an accurate, comprehensive and up-to-date Population Register



ID cards contribute to the reinforcement of national and individual security

In 2011, Emirates ID achieved 85% of the targets of its strategic KPIs, and 67% of the operational KPIs targets.

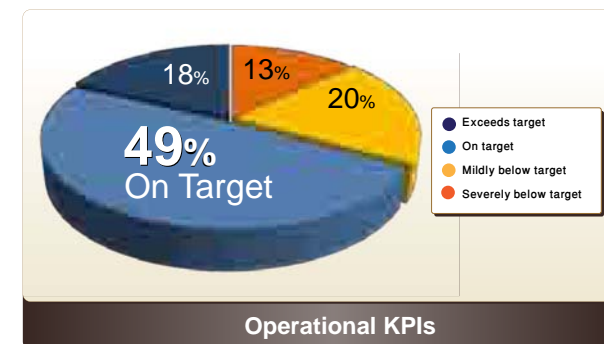
That was all achieved through the continuous efforts to accomplish the desired success for all the projects and initiatives listed in the second year's agenda of Emirates ID's strategy.

Now that seven years have elapsed since the establishment of Emirates ID, teams work achieved remarkable results at the level of its strategic plan that aims to contribute to the country's development, while the UAE is confidently taking its first steps towards the 5th century.



Following are highlights of the most outstanding results achieved by Emirates ID in 2011 as well as the major challenges that hindered the full accomplishment of some projects, and the steps and alternative solutions taken to overcome such obstacles and to achieve 100% of the projects moved to 2012.

Here are also some highlights of the key objectives Emirates ID is looking forward to achieve in the third year of its strategic agenda. Such objectives fall under a clearly-defined set of priorities based on several strengths and ambitions that lies on the leadership's instructions and their wise vision. They are also derived from our confidence in the capabilities of our national resources, the support of our strategic partners, and our endeavor to gain customers' trust.





Emiratization is considered a strategic objective



Concentrating on investing in human resources

2011 Figures and Results

5,178,206 The total number enrolled in the Population Register since the establishment of Emirates ID.

2,439,880 The total number of citizens and residents who registered for the ID Card.

3,000,000 Number of ID cards delivered to their holders via Emirates Post and other companies.

220,450 Number of citizens registered in the ID card at their working premises in coordination with the firms they work for.

9,757,000 Number of SMSs sent to customers.

100% The evaluation rate achieved by Emirates ID's website among other federal government entities websites in the country.

82% Customer satisfaction for the services provided by Registration Centers.

99% Emiratization rate in Emirates ID.

150 Number of official government and private entities that use ID cards.

98% Accuracy rate of fingerprints taken during the registration process.

60 Permanent and temporary centers, as well as others annexed to the Preventive Medicine Center for the ID card registration across the country.

350 National employees promoted to higher positions based on merit.

40% Average Reduction in the use of paper following the application of the ERP System.

500 Male and female employees participating in the organization and management of the Federal National Council elections.

2,137 Total training hours given to Emirates ID employees.



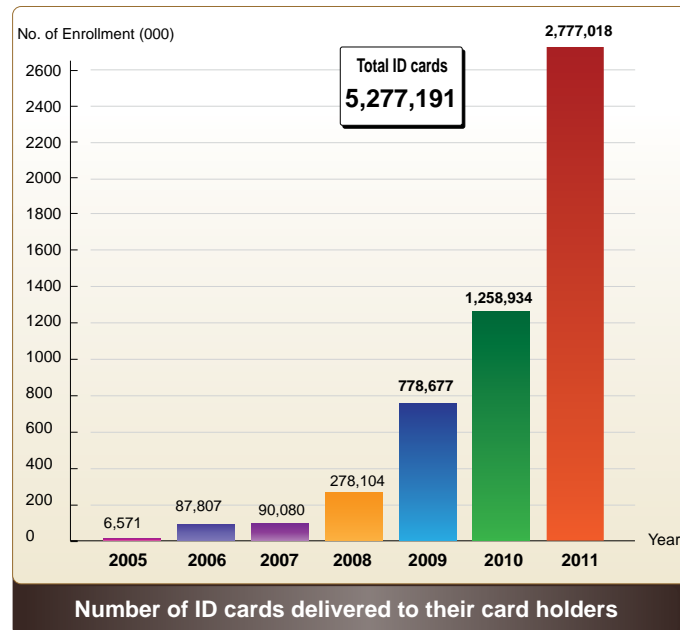
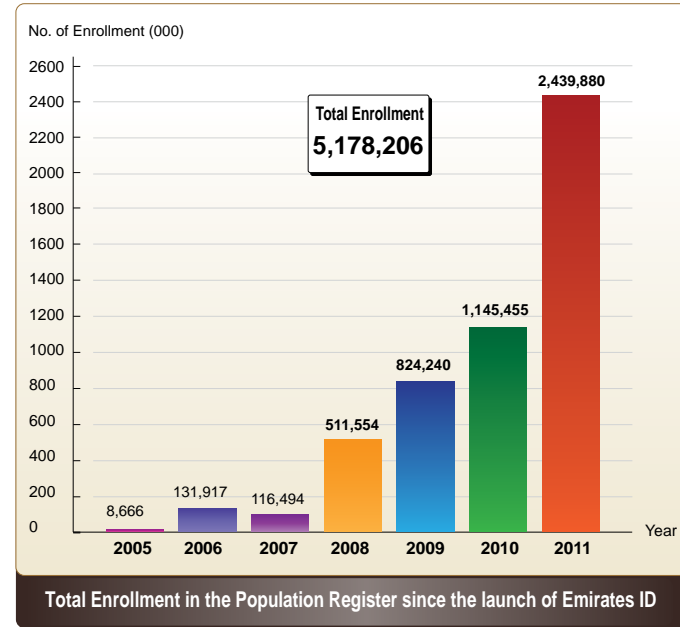
Keeness on enhancing customer service

Registration and Renewal

- Registration of nearly 2.44 million nationals and residents in the Emirates ID in 2011.
- The total number of citizens registered in Emirates ID rises to 5.27 million.
- The average daily enrollment rises to nearly 23,000.
- Around 40,000 First Time and Renewal applications are filled daily.
- Nearly 95,000 ID cards delivered to individuals on a weekly basis.
- Nearly 32,000 ID cards are printed daily.

Strategic Projects

- Operating 26 Registration Centers linked to the Preventive Medicine Centers across the country.
- Re-designing the Registration Centers across the country.
- Launching Phase I of the integration platform with government entities.
- Completing Phase I of the Digital Validation Authority and the Digital Identity project.
- Applying the ERP system.
- Upgrading the infrastructure of the enrollment and ID card printing systems.





Offering the best services to customers in the Registration Centers

Customer Service

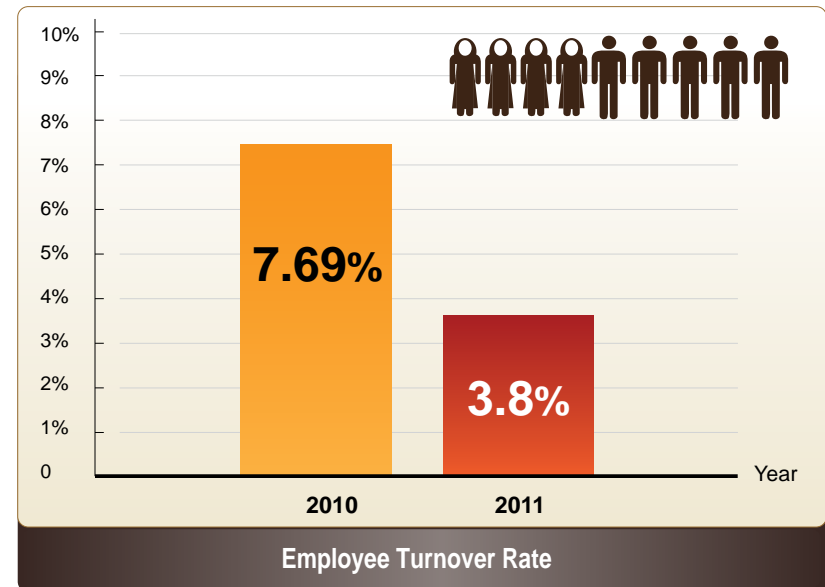
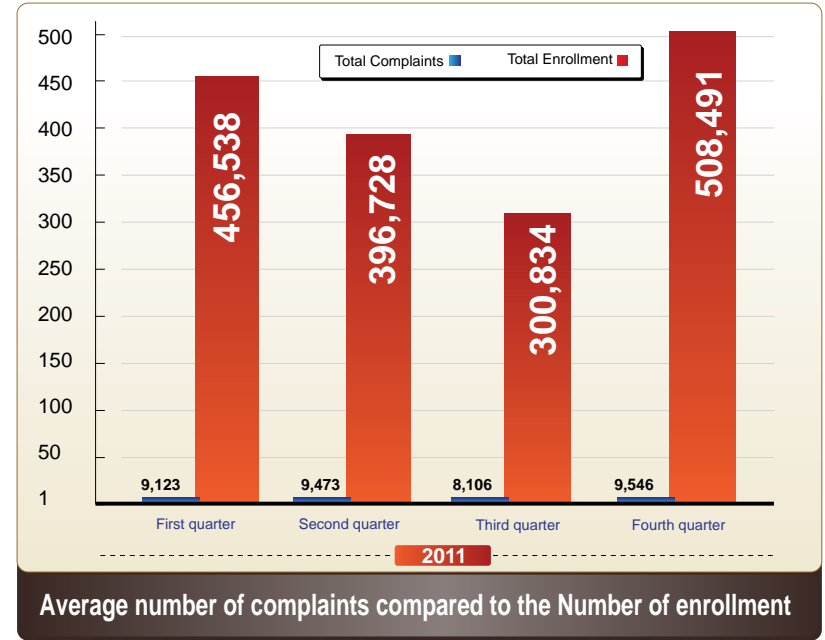
- Launching the Customer Service Charter and the Mystery Shopper Project.
- Launching a new call center to keep-up with the rise in the number of registration.
- Starting an experimental launch of the online form on Emirates ID's website.
- Signing a Service Level Agreement to improve the ID card delivering process.
- Developing an electronic system for complaints and suggestions.

ID card Recognition

- The number of entities which consider the ID card as a proof of identity rises to 150 across the UAE.
- Relying on the ID card in the voting process of the Federal National Council elections.
- Distributing 2,577 ID card readers to government entities.

Emiratization

- Achieving 99% Emiratization rate, to be the highest rate achieved across the UAE.
- Promoting around 350 employees with an employee turnover rate below 3.8%.
- Over 1,200 nationals are working on all Emirates ID's projects.





Keeness in contributing to support the knowledge societies



Constantly seeking to achieve success and excellence

Monthly Achievements

- January**
 - Completing the integration platform between Emirates ID and the Ministry of Interior with the purpose of issuing e-passports.
 - Making ID cards mandatory for the employees at Federal Ministries.
- February**
 - Offering the ID Card renewal service through typing centers across the UAE.
 - Emirates ID becomes a member of the National Committee of Elections
- March**
 - ID World Abu Dhabi 2012 Summit kick off
 - Gradually linking the ID card to the Preventive Medicine Centers in Deba Al-Hosn and Al Dhaid.
- April**
 - H.H. Sheikh Saif Bin Zayed receives ISO certification for Information Technology
 - Linking ID card procedures to Preventive Medicine Centers in the Western Region of Abu Dhabi.
- May**
 - 99% Emiratisation rate in Emirates ID.
 - UAE hosts the seventh meeting of the GCC's Smart Card Steering Committee.
- June**
 - Emirates ID's website wins the Websites Shield.
 - Emirates ID maintains the ISO 9001 for another year.

- July**
 - H.H. Sheikh Saif Bin Zayed urges Emirates ID employees to keep on with their development and efforts.
 - Emirates ID designates a clause for learning and development in 2012's budget.
- August**
 - Emirates ID announces a set of procedures to accelerate ID card delivery to customers.
 - Drafting work strategy for the unified form.
- September**
 - H.H. Sheikh Saif Bin Zayed instructs that children are exempted from paying the registration fines.
 - Emirates ID announces to deliver 1.5 million ID cards to their beneficiaries in 6 months.
- October**
 - Emirates ID decides to activate the Mystery Shopper and originates an online complaint system.
 - Emirates ID wins an award for the best application of a technical project in the governmental sector.
- November**
 - Director General of Emirates ID is nominated as a Distinguished Personality of the Year Award in the digital ID world.
 - ID card becomes mandatory in transactions related to the Traffic Departments across the UAE.
- December**
 - 26 out of 29 registration centers linked to the Preventive Medicine Centers are launched.
 - Registration in Emirates ID becomes a precondition for the acquisition of the e-passport.



Provide excellent and fair services to the customers



Provide accurate information for customers to demonstrate procedures

2011 Challenges and Solutions

Challenges	Solutions
Complete the registration of the country's citizens in the population register and ID card which is part of Emirates ID strategic plan 2010- 2013.	<ul style="list-style-type: none"> - Issuance of the Cabinet's Decree no. 25 of 2011. - Specify deadlines to register all UAE population prior to 2013. - Contacting the Executive Council and government entities to commence official adoption of Emirates ID cards.
Delay of delivering ID cards to their owners for several months.	Signing a contract with Emirates Post and reducing delivery time limit of ID cards to less than two weeks.
Incompletion of the project of linking with preventive medicine in Dubai due to a delay in completing two registration centers at Al Muhaisnah and Al Baraha.	Accelerating work progress in order to operate both centers before activating the link between "Emirates ID" and "Residency Directorate" in Dubai as of first of April 2012.
A large number of customers have not taken the initiative to register except at the last moments before the deadline expiry.	Launching an intensive media campaign titled "Hurry up and register.... Don't wait for the last moment". Moreover, the distribution of 2 million informative brochures.
Increased demand on card readers program and technical support required for that service by government entities.	Provide devices, and ID card readers program to government entities as part of the efforts aiming at enabling ID cards to be the most important means of identification in the UAE.
Approval of implementing some projects which are dependent on external partners.	Provide utmost degrees of support to external partners in order to ensure facilitating the achievement of such joint-ventures.
Dealing with emergency information and external factors which affect work progress.	Adoption of flexible, applicable and adjustable plans as per priorities in which they do not affect the strategic objectives.

Challenges	Solutions
Lack of qualified technical professionals in some specialized technical fields.	Signing MOUs with number of some higher education and vocational institutions in the country in order to qualify Emirates ID's employees and assign education clauses for motivating and encouraging them.
Absence of the culture of compliance to registration centers appointments.	Urging customers to attend their appointments on time to have excellent and prompt services.
Lack of awareness of the importance of ID cards and its future uses.	Activating applications of ID cards in many entities.
Over crowdedness views at several registration centers.	Doubling registration capacity at such centers in order to accommodate the large numbers of customers.
Some of the customers do not abide by their ID card delivery appointments.	Specifying a time limit (30 days) for collecting such cards via sending SMS reminders to those customers.
Partial launch of the call center and the e-form posted on Emirates ID's website.	Doubling the efforts to launch the e-form within January 2012 and the call center at the beginning of March.
Data error occurrence in typing centers.	Providing the application tracking service via Emirates ID's website and the call center.
Some customers resort to mass media to circulate their complaints before contacting Emirates ID which is not capable to resolve these complaints as some of these media institutions do not cooperate by providing complainers telephone numbers.	Launching e-system for customers complaints and suggestions, developing several telephone and digital interactive communication channels to deal with their complaints within maximum 3 days.



Higher Management keenness to communicate with their employees



Intensive follow up on the employees needs

2012... The Year of Customer Service Enhancement

Objectives and Priorities
■ Completing the enrollment of all nationals and residents in the UAE.
■ Promoting service level in a bid to gain customers' trust.
■ Launching self-service kiosk machines and handing ID cards instantly.
■ Activating the digital ID Card applications to facilitate electronic services.
■ Accomplishing the infrastructure project of electronic interface with government entities.
■ Achieving integration with e-governments to use ID cards.
■ Establishing the ID card as the most valuable and significant card in the country.
■ Raising the rate of Emiratisation to 100%.
■ Launching innovative e-services on the website.
■ Consolidating contact with customers via social networks.
■ Making available a sizable number of ID card readers for government institutions.

Strengths
■ The unlimited support offered by the country's leadership to promote the Population Register Program and the ID card project.
■ The constant and complete support and follow-up provided by the Cabinet, the Board of Directors and its Executive Committee.
■ The government's commitment to the culture of knowledge-sharing and its keenness to provide electronic services.
■ The need of comprehensive and accurate demographic statistical reports to back decision-makers in the country.
■ The need to verify individuals' identities in a reliable manner in the light of the worldwide phenomenon of identity theft.
■ The completion of most services that would increase customer satisfaction.
■ The rapid increase in the number of government and private entities dealing with ID cards.
■ The rise in registration centers' capacity to over 30,000 registrants per day.
■ The rise in the sense of responsibility amongst Emirates ID employees, as well as their awareness to their contribution to the national economy.
■ Over 32,000 ID cards are printed every day.
■ Launching the e-form, decentralized printing, and self-service booths.
■ Sixty registration centers across the country.

Major Decisions and Key Projects

4



Saif Bin Zayed heading one of Emirates ID's board meetings



Strengthen governance systems and the culture of accountability



Emirates ID leaders and higher management care about providing an attractive working environment for the employees

Board of Directors' Major Decisions in 2011

In 2011, Emirates ID's Board of Directors issued a set of strategic decisions that had a great impact on the employees, as they aroused their enthusiasm for hard and sincere work.

Such decisions were reflected positively and directly on all Emirates ID's projects, especially the registration rates in the Population Register and the ID card which increased by 113% in 2011 compared to 2010.

The Board of Directors' decisions that were issued during its meetings in 2011 have focused on strengthening the efforts to improve the services offered to customers to the highest level and promote Emirates ID's position in a manner that enables it to achieve its strategic projects in the most possible ideal manner.

The following are highlights of the most prominent decisions taken by the Board of Directors in 2011:

■ The Promotion of 350 employees in Emirates ID

H. H. General Mohammed Bin Zayed Al Nahyan, Crown Prince of Abu Dhabi, Deputy Supreme Commander of the Armed Forces and Chairman of Emirates ID instructed that 350 male and female employees shall be promoted to the job level they deserve according to the Employees Performance indicators, and in line with the systems, rules and bylaws effective in Emirates ID.

In this regard, H. H. Lt. General Saif Bin Zayed Al Nahyan, Deputy Prime Minister, Minister of Interior and Vice Chairman of the Emirates ID urged all Emirates ID employees to continue their efforts in a manner that befits the importance of such an immense national project which Emirates ID is undertaking. This project aims at fulfilling the developmental and futuristic visions of H. H. the Chairman of Emirates ID. H. H. emphasized Emirates ID's keenness on stimulating its employees to carry on with their excellence in performance to further improve the level of customer service. H. H. indicated that Emirates ID, throughout its history, benefited extensively from the people's opinions and proposals, let alone the positive role played by the media in this regard.

This decision had a direct impact on reducing the employee turnover rate from 7.7% in 2010 to 3.8% in 2011.



The announcement of the registration deadlines increased the daily enrollment volumes



The decision of exempting children from the deadlines reflected positively on the nationals and residents in the country

■ **The decision of setting deadlines for the completion of the population enrollment**

In mid-2011, Emirates ID announced a schedule to complete the registration of the country's population, being authorized by the Cabinet decree No. 25 for the year 2011 by H. H. the Deputy Prime Minister, according to the table below:

Enrollment deadlines for the UAE Population	
Nationals	1/11/2011
Employees in the government and semi-government sectors	1/12/2011
Residents of Umm Al Quwain, Al Fujairah, Ras Al Khaimah and Ajman	1/12/2011
Residents of Sharjah	1/2/2012
Residents of Abu Dhabi	1/4/2012
Residents of Dubai	1/6/2012

■ **The decision of exempting children from registration deadlines until October 2012**

H. H. Lt. General Saif Bin Zayed Al Nahyan, Deputy Prime Minister, Minister of Interior and Vice Chairman of Emirates ID instructed that the fines for children under the age of 15 (nationals or residents) shall be effective only after 1st of October, 2012. H. H. called for the formation of a team to undertake coordination with the Ministry of Health and other Health Authorities in charge of the

newborn registration in the country in order to activate the link with Emirates ID during 2012.

■ **The decision of exempting people with disabilities from the registration fees**

The Board of Directors recommended that those subject to the Social Insurance Law and people with disabilities and autism shall be exempted from paying registration fees.

■ **The decision of treating the GCC citizens as Nationals**

Emirates ID's Board of Directors recommended that the GCC citizens shall be treated financially equal to the national citizens, in a step considered to be the first of its kind in the GCC.

■ **The decision of issuing the Human Resources policy**

Emirates ID Board of Directors issued its decision No. 8 for the year 2011 to approve and issue the Human Resources Policy of Emirates ID.

■ **The decision of issuing the policy of Procurement and Contracts System**

Emirates ID's Board of Directors issued its decision No. 1 for the year 2011 to endorse and issue the policy concerning Emirates ID's Procurement and Contract System.



The higher management during a site visit to one of the registration centers



Completion of the linkage between the procedures of issuing a residency and applying for an ID card

Key Projects and Initiatives in 2011

In 2011, Emirates ID went on with its projects and initiatives derived from the strategic plan 2010 – 2013. It also launched a set of new projects and initiatives in a bid to promote an infrastructure that can accelerate and facilitate the enrollment of the population, data-sharing and the establishment of electronic links with other institutions, the consolidation of customers' confidence and the promotion of internal performance. Emirates ID is carrying on with its efforts to finish what has remained of some projects in accordance with the set schedules. The following are highlights of the most important of these projects:

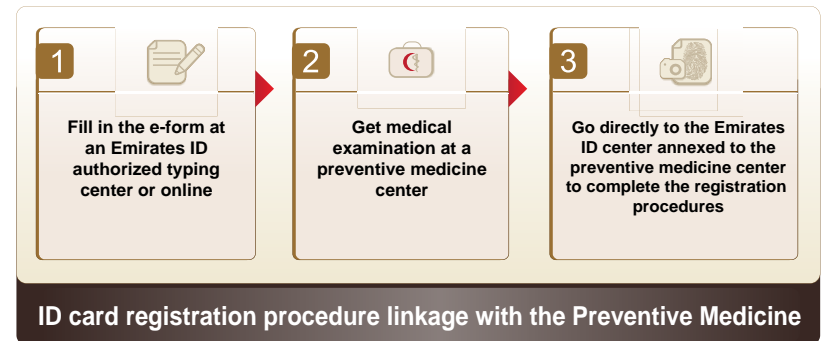
- Linking ID card registration with residency issuance, and Preventive Medicine.
- Integration Platform with governmental entities.
- Validation Gateway project (Digital Certification Authority).
- Developing the infrastructure of operations.
- Developing electronic services.
- Improving Customer Service.
- The mechanisms of scrutiny of registered data and statistical reports.
- Coordination with governmental entities to use ID cards as a proof of identity.
- Elections of the Federal National Council.
- Developing the corporate system.

■ The Project of Linking ID card Registration with the Residency and Preventive Medicine Centers

2011 witnessed the completion of linking the procedures of residency permits to the registration in ID card in Abu Dhabi, Sharjah, Ajman, Umm Al Quwain, Al Fujairah and Ras Al Khaimah. As for Dubai, linking will be activated as of 1/4/2012.

The activation of the link between the ID card and residency coincided with the gradual inauguration of 26 out of 29 registration centers attached to the Preventive Medicine Centers in the country as part of the linkage project with the Preventive Medicine Center. This comes as part of Phase II of a project for the promotion of the Population Register system to enroll residents via the Preventive Medicine Centers across the country while the procedures of issuance and renewal of residencies are carried out in cooperation with the General Directorates of Residency and Foreigners' Affairs.

▷ (Illustrative Map, pg.65)





Periodical meetings with the department responsible with the PMC linkage



Increase in the number of entities which use the ID card as a proof of identity

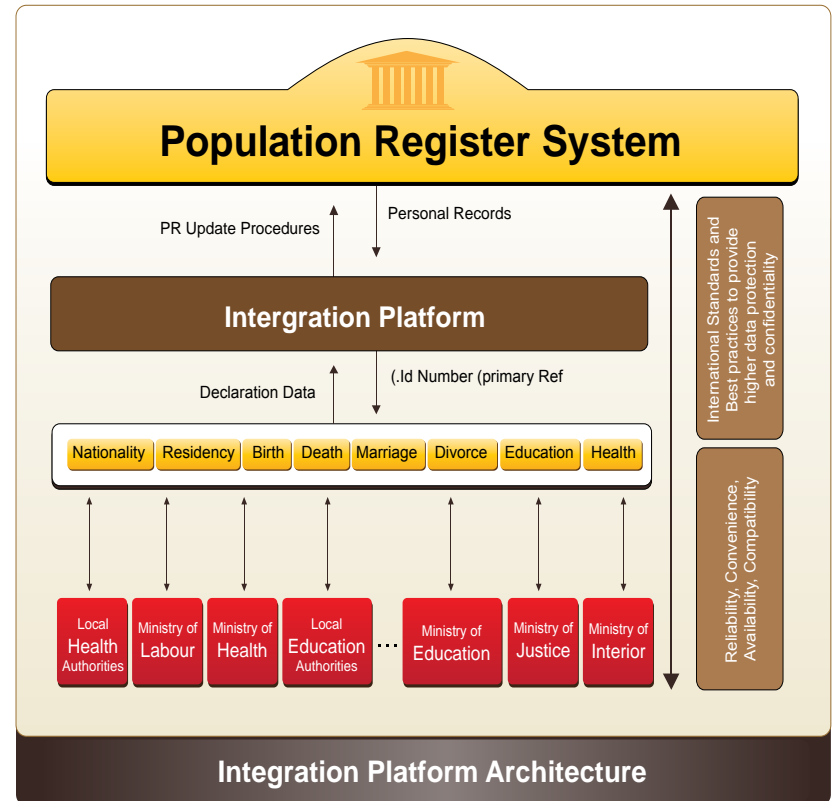
This project has contributed to the increase in registration capacity to over 23,000 per day through the attachment of registration centers to the Preventive Medicine Centers, besides the permanent and ad-hoc registration centers affiliated to the Emirates ID. The Ministries of Interior and Health, alongside other health authorities, free zones and municipalities, have all contributed to the success of this project.

A date has been set for the inauguration of the project's last two registration centers in Muhaysna and Al Baraha, Dubai, in the first quarter of 2012. Al Muhaysna Center is considered one of the largest ID registration centers in the UAE, for it was designed to receive 3,000 people a day through three work shifts.

■ The Integration platform with governmental entities project

In 2011, Emirates Identity Authority accomplished Phase I of a project for building an integration platform between government entities based on analytical studies conducted to identify the requirements for establishing a link with the database systems of six government entities (the Ministry of Interior, the Ministry of Labor, the Ministry of Health, the Ministry of Education, the Ministry of Higher Education and the Ministry of Justice) in addition to a link between the local authorities and the Population Register. The aim was to update the individuals' profiles and maintain accurate civil and individual data according to a secure mechanism that incorporates the highest standards of privacy and confidentiality.

Emirates ID seeks to further expand the project after establishing connections with the civil registrations authorities dedicated to serving members of the society (birth, marriage, divorce, death, education and health record). In a later stage, other entities concerned with citizens' affairs will be targeted as well.





The validation gateway application will support e-Governments



ID cards usage in the self-service kiosks of many governmental entities

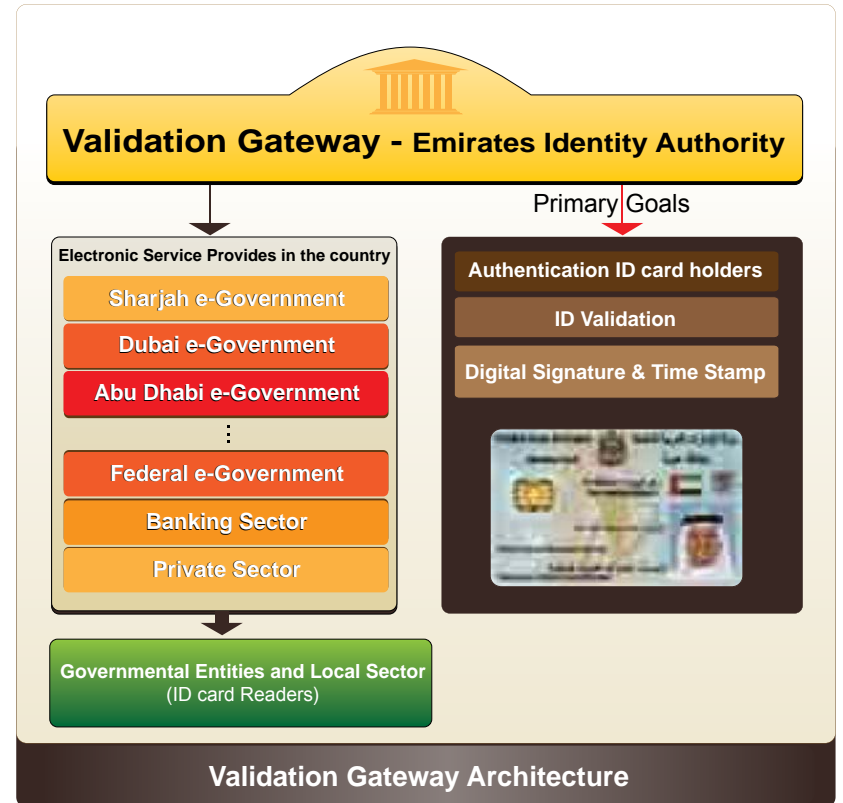
■ Validation Gateway Project (Digital Certification Authority)

In the second quarter of 2011, Emirates ID accomplished the Digital Certification Authority project, the objective of which is to provide digital services based on an advanced technology and accurate infrastructure to provide ID verification service through electronic networks.

The project aims at facilitating individuals' electronic dealings with government departments and building confidence in the people using this particular type of transactions. Consequently, this will consolidate the ultimate concept of "Safe Digital Economy" in the country.

This project falls under Emirates ID's strategic objectives that aim at developing a safe and integrated infrastructure where data can be easily and safely obtained and exchanged. It's worth highlighting that Abu Dhabi e-Government was the first to adopt such a project.

Emirates ID has also embarked on implementing Phase II of the application of digital IDs, a project that aims at incorporating digital certificates into the Population Register systems in a bid to build a unified ID management system and apply it to a number of official organizations in the country.





Chairman of the executive committee during the opening of a new registration center



Developing service facilities while taking into account the highest international standards

■ **Project of Developing the Operational Infrastructure**

In 2011, Emirates ID carried on with the development of its operation infrastructure with the aim of promoting the level of its Customer Service and its geographic expansion across the country. The project also aims at reducing the operational cost of some of its strategic & logistic projects. Towards this objective, Emirates ID inaugurated a number of new registration centers and has finished with the internal redesigning of its centers, and also inaugurated a factory for Smart Cards production. The following are highlights of those projects:

■ **Launching of New Registration Centers**

Apart from the 29 Preventive Medicine Centers, Emirates ID opened 6 registration centers last year in Abu Dhabi, Al Ain and Al Sharjah, hence increasing the total number of registration centers affiliated to Emirates ID to 31 centers, where the total number of all centers are 60.

◁ *(Illustrative map, pg 65)*

The opening of the new centers reflected on Emirates ID's keenness on bringing its services closer to the public, as well as raising the daily registration capacity to accelerate the enrollment of the entire population, in addition to the provision of quality services in a smooth manner, something which contributes to the completion of the Population Register and the ID card project systems. (See the following table).

No.	Name of the Center	Date of Opening
1	Central Post Office – Abu Dhabi	26/1/2011
2	Al Wehda Center – Abu Dhabi	3/2/2011
3	Al Quoa Center – Al Ain	1/5/2011
4	Suwaihan Center – Al Ain	1/6/2011
5	Mezyad Center – Al Ain	27/7/2011
6	Al Medam Center – Al Sharjah	20/11/2011

■ **Redesigning Registration Centers**

In mid-2011, Emirates ID completed the redesigning of the “permanent” registration centers project across the country that was launched in mid 2010 with the aim of promoting customer service and boosting the daily registration capacity to over 13,000. The project increased the registration lines in those six centers from 48 lines to 116 lines; that can be increased even more in the future whenever is necessary.

The project raised customer satisfaction rates in those new centers to 99% after the crowd diminished considerably and the required time for registration was reduced to five minutes only.



Emirates ID provided self-services kiosk machines for the customers



Emirates ID facilitates traveling in the borders of the country

■ **The Project of Promoting Electronic Services**

In 2011, Emirates ID developed electronic service packages in line with the third intent of its Strategic Plan represented in providing creative electronic services in a bid to make the ID Card the most valuable and significant identification tool in the UAE. The following are the key services provided:

■ **Electronic Form**

In December 2011, Emirates ID launched the Online Registration Form service for nationals through its website before it was available for all residents in the UAE in mid-January, 2012 (at the time this handbook was prepared).

This service enables individuals to fill out the ID card application form for the first time, renewal and replacement services through following simple steps on Emirates ID's website, whereby an applicant can get a user name and a password with which he could fill in an application form for himself as well as for others. The fees of filling the application form are paid through Emirates ID's website by credit cards.



■ **Self-Service Kiosk Machines**

In 2011, Emirates ID launched a set of electronic services via automated self-service kiosk machines in its centers located inside some vital facilities as part of its endeavor to create new channels that facilitate the registration process. Such prospected services will incorporate the following:

- ID Card renewal service.
- Data retrieval and amendment service.
- ID Card pin reset.
- Invalidation service when an ID Card gets lost.

■ **ID Card usage in e-Gates**

The Smart ID Card, issued by Emirates ID, has proven a success in the uniform Gulf e-gates system tested for the first time in late 2011 in the Kingdom of Bahrain before it becoming applicable in all GCC member states in 2012, as part of the recommendations of the GCC Steering Committee seventh meeting held in Abu Dhabi in May, 2011.

The e-Gates project aims at easing and speeding the travel procedures so that they can be finished in few minutes, hence ID card usage will save time and effort on travelers. Moreover, the e-gates will reduce the pressure on passport officers in the airports.



ID card usage reduced the time taken to complete transactions by 75%



The customer service enhancement project involves the new call center

■ **Advanced ID card Reader Program**

Emirates ID has developed an integral package of programs to deal with an ID Card using a set of program languages compatible with a variety of Smart ID Card readers. The project's objective is to enable government and private sectors in the country to easily handle and read the contents of an ID Card in a few seconds in the framework of Emirates ID's endeavor to make the ID Card the most available identification tool in the UAE.

It is worth noting that the use of electronic readers in Dubai's courts, being the first government entity to recognize ID Cards has reduced the time required for accomplishing a transaction in a civil status authority by 75%.

■ **Various Electronic Services**

- Online tracking system in Emirates ID's website to inquire about the status of the application.
- The ability of changing registration centers appointments.
- Smart Phone services that enables a user to locate the nearest registration center and typing center.
- Amendment of minor details (eg. the address).
- The ability of changing the address where an ID Card can be received before it is printed.

■ **The Project of Enhancing Customer Service**

In 2011, Emirates ID launched several service projects for customers, whom Emirates ID considered as its top priority, based on the forth intent of its 2010 – 2013 strategy represented in the endeavor to develop its service to cope with international standards in line with its values, most prominently "Focusing on Customers." The following are highlights of key projects:

■ **Call Center and Complaints**  **600 5 3000 3**

In the last quarter of 2011, Emirates ID signed contracts with world-class companies in the area of managing call centers as part of its constant efforts to provide superb services to customers, particularly in view of the rapidly increasing numbers of registered individuals in the Population Register and the ID Card across the country. Such a measure is considered to be an alternative to the previous Call Centers run by the Emirates Telecommunications "Etisalat" and "Emaratech" for Information Technology and E-Solutions. Soft opening of the new call center began in 2011 and is set to be officially launched in March, 2012.

The new center will enable customers to keep track of their applications, file complaints, remarks, and inquire about anything that has to do with an ID Card on 600530003. The center will also provide interactive customer service, automatic extensions and recording of incoming calls, as well as sending SMS, emails and conduct online chatting.



The higher management care about customer satisfaction and are keen to know the customers point of view

■ Customer Service Charter

In 2011, Emirates ID endorsed the Customer Service Charter that was publicized and circularized amongst all Emirates ID's registration centers across the country. The Charter, endorsed by the Prime Minister's office, namely the Ministry of Cabinet Affairs, reflects Emirates ID's keenness on providing distinguished services to gain customer satisfaction in a manner that exceeds their expectations.



Customer Service Standards

Greeting Customers

Al Salam Alaikom,
Please have a seat

Introduce Yourself

I am.....

Ask for relevant documents

Please give the original passport and the filled registration form?
Thank you!

Explain what you are going to do

Now I am going to take your fingerprints, after that your picture and electronic signature

Summarize

This is your registration form, you can use the application no. to track your ID card on our website www.emiratesid.ae

Ensure

Do you have any more questions or inquiries?

End it well

Thank you and have a good day

The job aid that has been distributed to all registration centers employees



Increased efforts to monitor service levels provided by typing centers



Back Office training lead to a decrease in the percentage of application errors

■ **The Project of Promoting Mechanisms of Scrutinizing Registered Data and Statistical Reports**

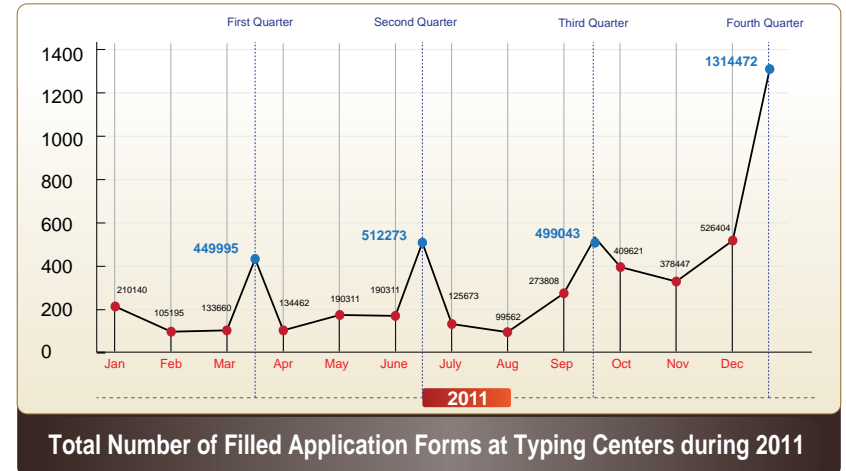
In 2011, Emirates ID developed mechanisms of enrolling the country's population in the Population Register and the ID Card project starting from the procedure of filling out the application form in typing centers to the scrutiny of customers' data in Emirates ID's back offices, aiming at ensuring accuracy, perfection and timely update of data. The following are the key projects promoted by Emirates ID:

■ **Updating the Mechanisms of monitoring Typing Centers**

In 2011, Emirates ID was keen on promoting the performance of its certified typing centers that stepped up to 1,141 offices across the country with the aim of reducing errors that occur when filling out a registration form in these centers whereby the accuracy of inserted data are ensured.

■ **Developing the Back Office**

2011 witnessed the launch of Phase II of reengineering the registration procedures represented in developing the back offices with the aim of enhancing their proficiency and reducing errors. The project incorporated the establishment of back offices within the Emirates ID's different centers across the country so as to accelerate the process of ID Cards issuance. All employees in charge of verifying the data in those offices have been trained on precise management of the project, something that caused errors to drop from 20% to 2% in just the first six months of the project's launch.



In 2010, Phase I of the reengineering project of the registration procedures had contributed to cutting down the time required for registration by 83%, as the registration now takes 5 minutes, instead of 30 minutes, whilst the accuracy of fingerprints reached to 98%, being the highest level achieved since Emirates ID was established.



High increase in the rate of biometrics accuracy



Increase in the number of governmental entities that take the ID card as a proof of identity to 150

■ **Business Intelligence Program**

In 2011, Emirates ID developed a Business Intelligence Program to measure the performance indicators of registration centers and the population register system. The new program incorporated a set of charts as part of statistical reports that show a number of indicators of the daily registration process to ascertain the accuracy of biometric data and ensure accurate statistical data.

It is expected that this system will be a qualitative addition to Emirates ID and will contribute to the promotion of the general performance in its various departments, being the main channel backing decision-making with regard to registration and observation of the performance of Emirates ID's different centers.



Statistical Dashboard showing some KPIs in the Business Intelligence Program

■ **The Project of Coordination with government entities to take the ID Card as a proof of identity**

Emirates ID is carrying out its efforts to widen the range of recognition in all government entities, semi-government, federal and local entities across the country in Phase I, and then will cover all the private sector organizations towards the ultimate goal of the ID Card becoming the reference of proving identity in the UAE.

To this effect, the number of government entities that recognize ID Cards and consider it as a precondition for the acquisition of all or part of its services has risen to over 150 entities.

The following are the key entities that consider the ID card as a proof of identity:

Emirate	Entity	Emirate	Entity
Federal Ministries, organizations and Authorities	Ministry of Interior	Federal Ministries, organizations and Authorities	Emirates Post
	Ministry of Labor		National Media Council
	Ministry of Education		Emirates Industrial Bank
	Ministry of Environment and Water		Emirates Telecommunications Corporation
	Ministry of Presidential Affairs		Emirates News Agency
	Ministry of Cabinet Affairs		State Audit Institution
	Ministry of Justice		UAE Office for the Coordination of Foreign Aid
	Ministry of Finance		National Center of Meteorology and Seismology
	Ministry of Economy		
	Ministry of Public Works		
	Ministry of Environment and Water	Abu Dhabi Education Council	
	Ministry of Foreign Trade	Family Development Foundation	
	Ministry of Higher Education and Scientific Research	Abu Dhabi Stock Exchange	
	Ministry of Culture Youth & Community Development	Marriage Fund	
	Ministry of Foreign Affairs	Zakat Fund	
	Ministry of Health	Abu Dhabi Municipality	
	Ministry of Defense	Abu Dhabi Tourism Authority	
	Ministry of Social Affairs	Al Noor Hospital	
	Minister of State for Federal National Council Affairs	General Pension and Social Security Authority	
	Federal Authority for Nuclear Regulation	Zayed Bin Sultan Al Nahyan Charitable and Humanitarian Foundation	
	Telecommunications Regulatory Authority	Judicial Department	
	General Authority of Youth and Sports Welfare	Abu Dhabi Retirement Pensions and Benefits Fund	
	General Authority of Islamic Affairs and Endowments	Social Care & Minors Affairs Authority	
	General Civil Aviation Authority	Health Authority	
	National Human Resources Development & Employment Authority	Abu Dhabi Health Services Company-SEHA	
	Federal Electricity & Water Authority	Daman	
	National Transport Authority	Department of Economic Development	
	Federal Customs Authority	Abu Dhabi Future Energy Company- Masdar	
	National Crisis and Emergency Management Authority	Abu Dhabi Chamber of Commerce and Industry	
	General Pensions and Social Security Authority	Transport Department	
	General Information Authority	Abu Dhabi Food Control Authority	
	Securities and Commodities Authority	Sheikh Zayed Housing Program	
	Emirates Authority for Standardization & Meteorology	Rulers Representative Court of The Western Region	
	UAE Red Crescent Society	Al Ain Distribution Company	
	Federal Authority for Government Human Resources	Al Ain Municipality	
	Insurance Authority	Zayed University	
	Federal Demographics Council	United Arab Emirates University	
	National Statistics Centre	Higher College of Technology	
	Emirates Real Estate Corp.	Takatuf	
		Tawteen	

Emirate	Entity	Emirate	Entity
Dubai	Dubai Courts	Ajman	University of Ajman for Science and Technology
	Dubai municipality		Sea Ports and Customs Department
	Road and Transport Authority		Municipality & Strategy Department
	Department of Tourism and Commerce Marketing		Economic Development Department
	Dubai Statistics Center		Ajman Free Zone
	Land & Property Department		Ajman Chamber of Commerce
	Real Estate Department		Real Estate & Property Department
	Dubai Customs		
	Dubai Chamber of Commerce		Economic Development Department
	Civil Aviation Department		UAQ Chamber of Commerce
	Human Development Authority	Real Estate & Property Department	
	Social Development Authority	UAQ Municipality	
	Dubai International Ports	Development & Investment Office	
	Arts & Culture Authority	Landscaping Department	
	Mohamed Bin Rashed Housing Organization	Heritage & museums Department	
	Economic Development Department	Culture & Communication Department	
	Health Authority	Ports & Customs Department	
	Awkaf and Minors Affairs Foundation	UAQ Station	
	Dubai Municipality Human Resources Department	Financial & Managerial Affairs Department	
	Dubai Media Incorporated		
Dubai Electricity and Water Authority			
Dubai Sports Council			
		Ras Al Khaima	His Highness Sheikh Saud Bin Saqr Al Qasimi
			Private Department
			RAK Courts Department
			RAK Municipality
			RAK Chamber of Commerce
			Economic Development Department
			Property & Real Estate Department
Sharjah	Sharjah Real Estate Registration Department	Fujairah	Crown Prince Court Fujairah
	Sharjah Municipality		Fujairah Municipality
	Economic Development Department		Fujairah Port
	Sharjah Chamber of Commerce		Fujairah Tourism & Heritage Authority
	Landscaping Department		Fujairah Chamber of Commerce
	Sharjah Electricity and Water Authority		Fujairah International Airport
	Sharjah Shar'iyah court		Free Zone Authority
	Awkaf General Secretariat		Customs Department
	Sharjah Business women Council		Deba Al Fujairah Municipality
	Human Resources Development Department		
	Housing Department		
	Public Works Department		
	Kalba Municipality		
	Khorfakan Municipality		
	Crown Prince Court Deba al Hosn		
	Deba Al Hosn Municipality Council		
	Deba al Hosn Municipality		



Emirates ID played a pivotal role in technical support for the National Elections Committee



Perseverance to automate internal processes

■ The Project of the Federal National Council elections



Emirates ID has contributed greatly to the success of the elections of the Federal National Council in September, 2011, which was described as the “national celebration” par excellence.

Emirates ID’s most prominent successes in such a new parliamentary and democratic experience were represented in adopting the electronic voting process in the elections using ID Cards.

Over 500 of Emirates ID’s male and female employees participated in the Election Day by undertaking the scrutiny of the voters’ data, receiving them and offering technical support to them, apart from other administrative and logistic services.

This all made the electronic voting process extremely easy, transparent and partial, in addition to other privileges such as saving time and easing quick voting. In addition, Emirates ID performed a pivotal role in its capacity as a member of the National Committee of Elections as well as Chairman of the Infrastructure Committee that undertook the promotion of the Electronic Election System and supervised the technical aspects related to such an advanced system across the country.

■ The project of Organizational Development

Emirates ID continued its journey toward organizational excellence by applying state of the art best practices with the objective of excelling in its performance and providing its internal customers with the best services, realizing as a result the fourth objective of its strategic plan which consists of ensuring that all central administrative services are of high quality, and are done efficiently and on time.

■ Updating the Human Resources Policy

Emirates ID has updated the Human Resources policy by enacting a set of laws and policies governing the rights and duties of the employees whereby it incorporated clauses on allowances, job incentives and bonuses. This would contribute to improve performance, achieve job excellence and raise productivity in alignment with Emirates ID’s efforts to promote the work environment, and attract qualified and skilled national cadres so that the feeling of job stability prevails.



Assisting human capital to excel and innovate



New Emirates ID head quarters compliant with environment and sustainability standards

■ **Enterprise Resource Planning (ERP)**

In 2011, Emirates ID launched the Enterprise Resource Planning (ERP) in all its departments and centers across the country in the framework of its trend to accomplish automation of procedures with the aim of reducing the operation cost, controlling financial performance, raising productivity, reducing paper transactions, and saving time and effort required by workers to accomplish daily transactions.

The ERP system serves all Emirates ID's employees and a number of its vital sectors, most prominently the Finance, Human Resources, and the Purchase Dept. and Storehouses, apart from a number of suppliers who deal with Emirates ID. The implementation of such a new system has contributed to the fulfillment of an active link with banks and a tight supervision of Emirates ID's fixed assets, apart from its role in drawing up the budget, accomplishing Emirates ID's final accounts on time and observing the time of employees' arrival and departure in their work place and calculating overtime allowances.

■ **A Financial Clause for Education and Development**

In 2011, Emirates ID allocated a new financial clause of its budget for education and development, which will be beneficial for national employees enrolled in higher education institutes in the country and, who have part-time jobs and who have passed their academic year successfully with a grade of Excellent, aiming to offer all sorts of financial and moral support to the national employees enrolled in higher education institutes in the country. Such an initiative is an application of the institutional excellence approach adopted by Emirates ID, which is eager to enhance the knowledge of its employees and promote them academically.

This is due to Emirates ID's conviction of the necessity of developing its human resources and providing the maximum support to its cadres towards excellence and creativity.

According to this clause, Emirates ID is obliged to refund the school fees to its national employees who passed the academic year in private higher educational institutes inside the country with a grade of "Excellent," and pay bonuses to employees who passed the academic year with a grade of Excellent in government higher educational institutes.

■ **Constructing Emirates ID Head Quarters**

Emirates ID carried on with the project of constructing and promoting its head office in Khalifa "A" city in Abu Dhabi, which is expected to be completed in two and a half years.

The project is built at an area of 11,500 meters and consists of a building for the administration, an operation center, a registration center, and a parking lot to accommodate 190 vehicles.

The building design is distinguished by its façade that seems harmonious with the concept and slogan of Emirates ID, whereas its internal designs seems inspired by the rich cultural heritage of the UAE with some touches that reflect our modern age and the level of advancement witnessed by the country. The design also helps raising job proficiency, ensuring full comfort for customers and providing high standard services. The new premises also ensures basic areas required for Emirates ID administration's offices, conferences, meetings, and lecture halls, in addition to a gymnasium for Emirates ID's employees.

Organizational Excellence

5



Continuous efforts to improve employee satisfaction rates with the percentage of Emiratisation which reached 99%



One of the Corporate Governance Committee meetings



The Importance of ERP in reducing expenditures

Emirates ID is keen on monitoring the progress of the targeted projects and initiatives derived from its Strategic Plan 2010 – 2013 to ensure their delivery as scheduled. For that purpose, Emirates ID relied on a strategic planning scientific approach, consisting of periodical monitoring of the strategic and operational performance indicators for all departments to ensure fulfillment of the strategic objectives without having to overlook the aspects of organizational excellence, performance and investment in human resources. Due to the fact that Emirates ID's Vision is related to the UAE Vision 2021, the priorities are to focus on ensuring the society's security and having an advanced and sustainable infrastructure.



Sheikh Khalifa Government Excellence Award

Organizational Excellence Criteria (Enablers and Results)

In 2011, Emirates ID's perseverance in pursuit of organizational excellence conforming to the highest international scientific criteria and approaches enabled it to win several awards in recognition of its role and accomplishments in a variety of specialties and fields.

▷ (Awards and Honors, pg. 164)

The following are the key excellence criterias adopted by Emirates ID:

1- Leadership Criterion:

Emirates ID has developed its own Vision, Mission and organizational values over the past two years 2010–2011. Having carefully studied the results of analyzing both the internal and external environments, considering the Federal Government's trends, and revising the international best practices and the current and future requirements of customers. Emirates ID drew up a strategic plan targeting the fulfillment of 4 major objectives. The leadership of Emirates ID achieved tangible results through periodical observation of its plans.

◁ (Strategic Plan, pg. 26)

The following is a highlight of Emirates ID's key decisions and the subsequent results in 2011:



Continuous workshops to review the best experiences and international best practices



Ongoing review of the effectiveness and accuracy of strategic planning

Emirates ID Key Decisions and Results
<ul style="list-style-type: none"> Formation of a committee for organizational governance to review the policies of governance and the wise leadership.
<ul style="list-style-type: none"> Adopting the best international practices in different ISO fields (ISO 2008:9001) as well as in the information security of ISO 27001.
<ul style="list-style-type: none"> Building up the excellence culture within the Emirates ID's HR.
<ul style="list-style-type: none"> Activating the electronic linking project of the procedural integration between Emirates ID and its partners (The Ministries of Interior and Health – local health authorities)
<ul style="list-style-type: none"> Supporting the documentation and development of administrative systems via different mechanisms and programs (i.e. Entropy, Igrafix).
<ul style="list-style-type: none"> Launching the enrollment process reengineering that helped reduce the ID card registration time from 30 minutes in 2009 to only 5 minutes in 2010 and 2011.
<ul style="list-style-type: none"> Focusing on Customer Service enhancement which led to an increase in customer satisfaction from 64% in 2010 to 82% in 2011.
<ul style="list-style-type: none"> Developing strategic relations with partners to maintain contact with them, which caused partners' satisfaction rate to rise to 79% according to the questionnaire of 2011.
<ul style="list-style-type: none"> Revitalizing Emirates ID's role in the area of social responsibility (launching over 16 initiatives in 2011)
<ul style="list-style-type: none"> Contributing to the success of the Federal National Council's elections in 2011 through Emirates ID's higher leadership and employees' contribution .
<ul style="list-style-type: none"> Regular monitoring of the Strategic and Operational Performance indicators led to the targeted registration rate to rise from 45% in 2009 to 100% in 2011.
<ul style="list-style-type: none"> Extending efforts to resolve the problem of delivering ID cards (through signing a contract with Emirates Post, accreditation of P.O. boxes and signing the Service Level Agreement).

2- Policy and Strategy Criterion:

Emirates ID has maintained a full understanding of the government work environment in its endeavor to fulfill the country's strategy through bringing about integration with ministries, government entities and authorities. Emirates ID formulated strategic objectives with the aim of registering the country's entire population, building infrastructure for electronic linking, exchanging identity data and making the ID card the most valuable of all identity cards. This all is to be accomplished through the adoption of the Corporate Excellence System and improving customer service concepts.

Emirates ID has developed an approach based on the international best practices with regards to the management of strategic planning in a comprehensive manner and under the supervision of leading figures, and with the assistance of employees and partners. Toward this end, Emirates ID has taken into consideration all the primary data, the surrounding circumstances, the favorable opportunities and the existing challenges, apart from all internal data, results of the performance indicators, customers' feedback, employees' opinions, and the requirements of the federal government. Accordingly, the priorities of implementation and the timeframes sufficient for perfect and prompt fulfillment have been sorted out, and measures to ensure continual funding for the project's financial and operational needs have been introduced in order for the project to proceed in a coordinated, continual and speedy manner.

◁ (Major Decisions and Key Projects, pg.50)



Increasing the number of registration lines and the total number of staff in Emirates ID's registration centers across UAE



Developing employees' skills to improve service level

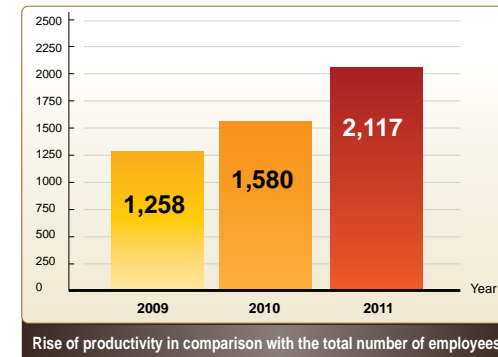
Results analysis:

After conducting the employee satisfaction survey analysis, Emirates ID has taken numerous measures for improvements; some of the key improvements were:

- Opening new registration centers according to the best specifications and criteria.
- Promoting 350 employees in 2011
- Implementing the project of HR Investment according to international criterias (Investors in People - IIP).
- Increasing incentives, and awarding distinguished employees in appreciation of their efforts.
- Preparing a new performance appraisal system that includes clearer criterias and a more accurate way in calculating the results.
- Amending the HR Policy in order to incorporate incentives.
- Incorporating the project of Employees Career Path Planning into the employees' Operation Plan for the year 2012.

Employees' Productivity

The results of the HR KPIs analysis have shown a positive indication with regard to employees' productivity over the past three years in alignment with the enrollment process reengineering and the intense training of employees on the new procedures, and also in view of the decision to offer bonuses to employees who achieved higher performance.





Careful attention is paid to reduce the employee turnover rate at Emirates ID



Using interactive meetings to empower human resources

3- People Criterion:

Emirates ID tackled the issues of Emiratisation, retaining human resources development, and enhancement of its knowledge all as strategic goals, which contributed to the rise of Emiratisation to 99% in 2011, and the employee satisfaction rate to rise to 60% in 2010 and 70% in 2011.

Employees Satisfaction Survey:

In 2011, Emirates ID succeeded in the fulfillment of its targets in three out of four intents, marking an average of 75%, and also achieved 15 out of 26 of its Strategic Plan's objectives with a success average of 58%. Employees satisfaction survey, carried out to show job satisfaction rates based on four main factors: incentives, job satisfaction, transparency and Emiratisation, has shown the following:

Factor	Achieved in 2010	Target in 2011	Achieved in 2011
Motivation factor	57%	60%	60%
Employee satisfaction	61%	65%	66%
Transparency	52%	55%	40%
Emiratisation	45%	50%	57%
Overall satisfaction	61%	65%	70%

Key HR Achievements in 2011

- Qualifying 70 National leaders and supervisors as part of the Leadership Development Program.
- Forming the Ambassadors of Excellence and Investors in people.
- Employee satisfaction rate with the attention received from leaders rose to 69% in 2011.
- Employee satisfaction rates rose to be 70% in 2011 by providing a suitable working environment.
- Organizing 63 training programs that incorporated 180 training courses.
- Raising incentives and bonuses from AED 368,000 to AED 2.1 million.
- Encouraging employees to pursue post-graduate degrees by allocating part of the budget to sponsor education.
- Organizing social, cultural, humanitarian and sport activities.
- Launching a system to receive and handle suggestions.
- Signing a partnership agreement with Hamdan Bin Mohamed e-University to spread the culture of excellence.
- Applying a set of online and administrative systems (ERP system, performance management, etc.)



Continuous attention is paid to honor outstanding performers



One of the meetings discussing the Preventive Medicine Project

Internal Employee Results:

KPIs	2010		2011	
	Achieved	Targets	Achieved	Targets
Achievementsv				
Competencies required compared to the competencies available	79%	85%	99%	90%
Productivity	1580	1500	2117	2000
Percentage completion of the training plan	55.6%	70%	84.5%	70%
Motivation & Participation				
Participation in the improvement teams	22	25	40	30
Participation in the suggestions system	34	100	121	150
Employees efforts appreciation	113	100	117	125
Team works effort appreciation	1	5	3	5
Levels of satisfaction				
Rate of work accidents	0	0	0	0
Employee turnover rate	7.69%	10%	3.7%	5%
Services provided to the human resources				
Communication effectiveness	57%	60%	65%	60%
Training evaluation (percentage of improvement after training)			70%	75%
Emiratisation				
% of Emiratisation in the leadership category	100%	100%	100%	100%
% of Emiratisation in the executive category	99%	95%	100%	100%
% of Emiratisation in the specialized category	65%	60%	74%	70%

4- Partnerships and Resources Criterion:

a- Partnerships:

Emirates ID has adopted a clear approach for managing its partnerships with different government entities in the country through establishing a basic framework for the relationship and mechanisms of joint cooperation, and measuring the effectiveness of such partnerships.

b- Financial Resources:

Emirates ID adopted a clear financial strategy associated with its own strategy of 2010 - 2013 on grounds of a zero-based budget, something that saved nearly AED 240 million in the past two years.

c- Property Management:

Emirates ID is taking a set of precautions to ensure the security and safety of owned or rented assets such as buildings, equipments, and technologies registered with the barcode system in the Enterprise Resources Planning "ERP"

d- Management of Technical Resources:

The volume of investments in the area of communication and information technology for the years 2009 – 2010 - 2011 amounted to AED 300 million in line with Emirates ID's endeavor to develop a safe and integrated infrastructure to ensure perfect identity service for ID card holders.



Communication with international Experts to keep up with best practices



Excellence Library – An initiative to boost the standard of knowledge at Emirates ID

e- Information and Knowledge Management:

■ **Membership of scientific and professional institutions**

In 2011, Emirates ID joined a number of international scientific and occupational institutes specializing in management, quality, excellence and IT, and the aspects concerning with individual data and the identification industry, aiming to broaden the knowledge of Emirates ID’s employees and acquaint them with the international best practices and techniques in this area.

Scientific and Professional Institutions of which Emirates ID is a member

 <p>American Society for Quality</p>	 <p>Dubai Quality Group</p>	 <p>European Foundation for Quality Management</p>
 <p>Society for Human Resources Management</p>	 <p>International Society for Performance Improvement</p>	 <p>Society for Organizational Learning</p>
 <p>BCS- The Chartered Institute for IT</p>	 <p>European Association for Biometrics</p>	 <p>Association of Change Management Professionals</p>

■ **Excellence Library**

In 2011, Emirates ID established “the Excellence Library” in its head office to reflect knowledge-based communication for its staff as part of a series of initiatives with the objective of developing the cultural and intellectual level of its personnel and spreading the organizational culture in all departments.

The Excellence Library also aims at archiving the Emirates ID’s accomplishments of specialized scientific researches, studies, booklets, printouts, awards, apart from keeping all documents and reports of Emirates ID’s approaches, its accomplishments and successful experiences.

The library was designed in a manner that reflects the EFQM model, and the Excellence Criteria of Sheikh Khalifa Government Excellence Award whereby document keeping and retrieval is made easy.

Emirates ID has published a number of booklets and leaflets with the aim of spreading its mission, vision, strategic targets, and services.

▷ (Researches and Studies, pg 160))





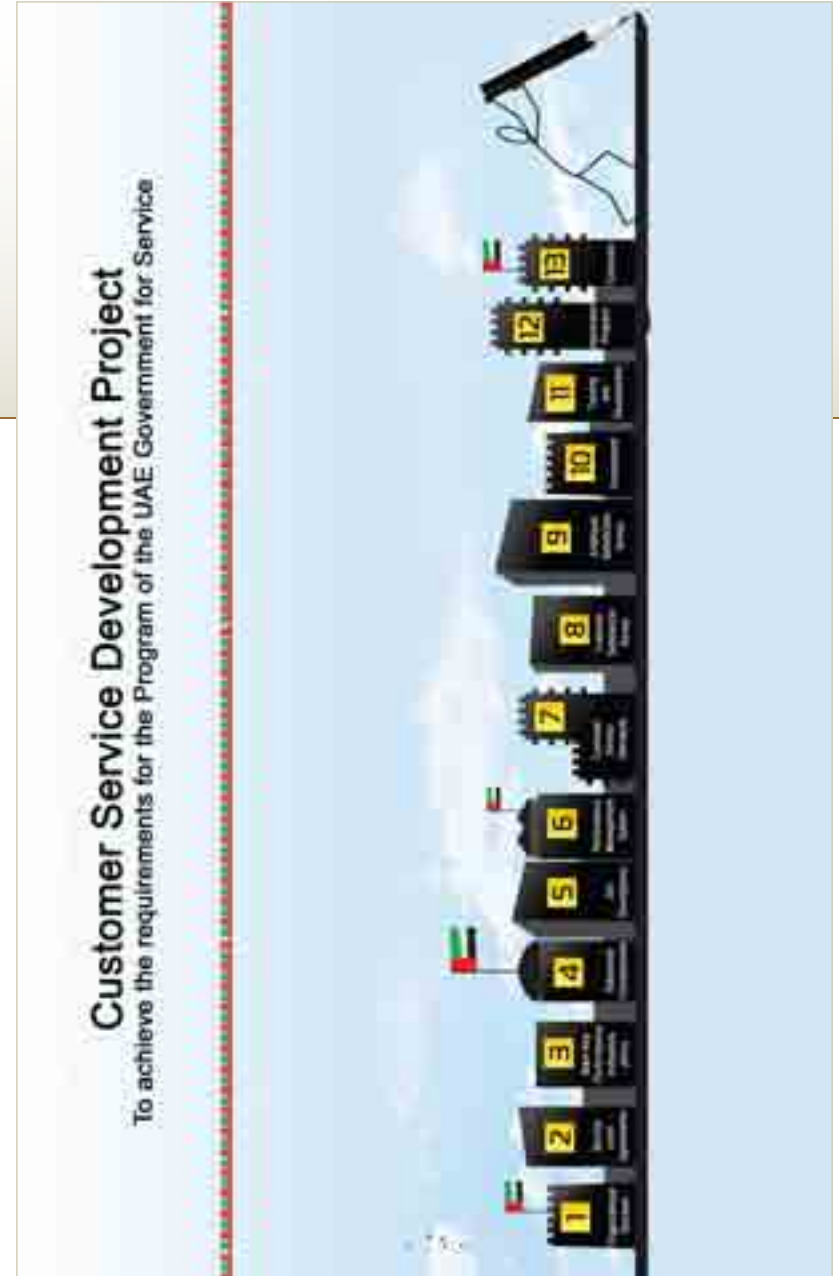
Achieving customer satisfaction is one of Emirates ID's top priority

5- Customer Results:

In 2011, Emirates ID launched the project of developing Customer Service with the objective of implementing the latest international certified systems in this particular field to train National cadres in registration centers on the latest Customer Service mechanisms.

Emirates ID also implemented a set of measures and initiatives derived from the project, aiming at developing the level of services offered by registrations centers. Emirates ID also used a tool to measure and keep track of the Strategic Plan's progress on the ground. The project incorporated systems and mechanisms to offer excellent services in a manner compatible with the best international practices.

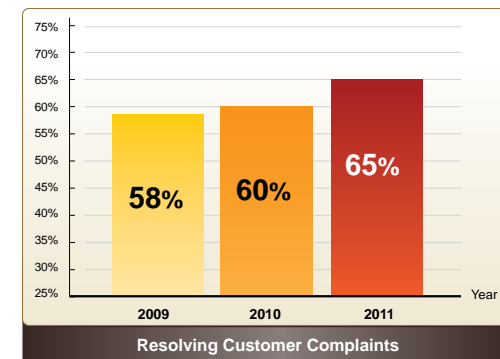
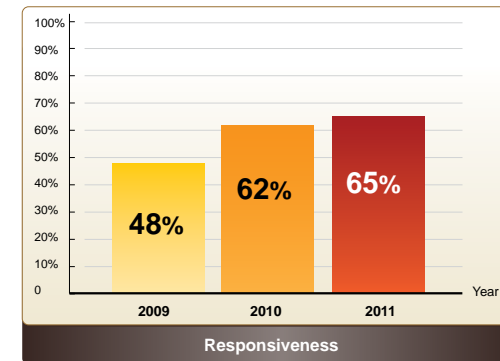
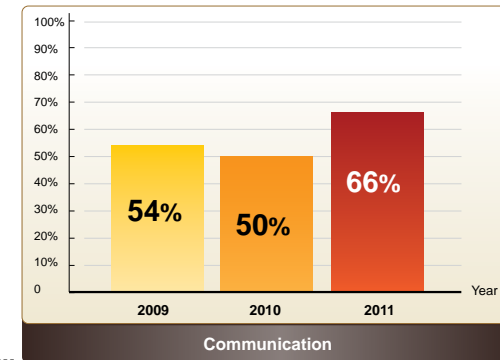
Following is a chart illustrating different stages of the Customer Service project roadmap:



In order to find out Customer Satisfaction rates, Emirates ID conducted two questionnaires through two large companies specialized in that field: Ipsos and A.C. Nilsson. The two questionnaires reflected Emirates ID's keenness on measuring and reviewing customers' opinions regularly through independent and professional entities, aiming at using these data and information to improve operations and services. The results of the questionnaires were as follows:

Measurements/KPIs- Classifications	Targets and Actuals	Results	
		2010	2011
External customers satisfaction rate	Targets	70	80
	Actuals	64	81
Communication	Targets	*	52
	Actuals	50	66
Flexibility	Targets	*	74
	Actuals	58	71
Responsiveness	Targets	*	56
	Actuals	41	74
Fairness and understanding	Targets	*	80
	Actuals	74	80
Advice and support	Targets	*	81
	Actuals	69	72
Evidences and documents of services	Targets	*	66
	Actuals	61	76
Resolving customers complaints	Targets	*	70
	Actuals	60	65
Train customers on how to obtain the service	Targets	*	70
	Actuals	70	71
Response time	Targets	*	55
	Actuals	62	65
Quality and type	Targets	*	73
	Actuals	61	74
Quality (value of service)	Targets	*	67
	Actuals	54	71
Dependability level	Targets	*	80
	Actuals	70	71
Creativity in design	Targets	*	74
	Actuals	56	70
Easy access to information	Targets	*	70
	Actuals	57	71
Transparency of the requirements to obtain information	Targets	*	76
	Actuals	61	72
Transparency of procedures	Targets	*	74
	Actuals	65	74

* was not measured in 2010





Emirates ID offered special transportation to assist in the registration of the elderly and people with special needs



One of the social events sponsored by Emirates ID in Ras Al Khaimah

6- Processes Criterion:

Emirates ID developed a comprehensive approach for the processes management in a manner that fulfills its Strategic Plan 2010 – 2013 to ensure cohesiveness with other approaches. Emirates ID undertook the development and improvement of its services as follows:

- Enrollment Process Reengineering that caused the number of enrollments in these centers to rise to 2,289,905 in 2011.
- Redesigning registration centers and the construction of new ones.
- Developing the services offered by the Call Centers by adding SMS service to notify customers of the status of their applications.
- Launching different online services (i.e. application tracking system, which 450,000 customers benefited from)
- Developing Interactive Voice Response (IVR) so that the service incorporates fixing and changing registration centers appointments.
- Ensuring the availability of the mobile registration service for the elderly and people with special needs at their locations.
- Improving the services of delivering an ID card to the P.O. Box or the Post office, as per the customer's request.
- Adopting the recommendations drawn from the results of the Customers Satisfaction survey.
- Automating Financial and Purchasing Transactions through the implementation of ERP.

7- Society Results Criterion

Emirates ID cares about the society and social causes as part of its commitment to the principles of social responsibility. 2011 witnessed the launch of several initiatives to achieve this goal, in addition to Emirates ID's contribution to different social, humanitarian, national, charitable and cultural activities, in addition to other government entities.

▷ *(Social Participations, pg. 142)*

Milestones in Emirates ID's Journey

6



H.H. Vice Chairman of Emirates ID during his visit to Sharjah Registration Center that was launched in 2011



Mohammed Bin Rashid Chairs the Country's Delegation at the 32nd GCC Summit



The GCC Steering Committee for ID cards in Abu Dhabi

2011 witnessed local, regional and international events and activities that all represented landmarks in the seven-year-old history of Emirates ID, which prompted it to put them on its Annual Report to function as a witness to the foresight of the country's leadership and its unlimited support to Emirates ID, aiming to enable Emirates ID to achieve its mission and strategic objectives for which it was established. The following are highlights of the key events and activities.

The 32nd GCC Summit Recognizes the ID card as a Proof of Identification in the GCC Member States

Concluding the 32nd round of the Higher Council of the GCC in the Kingdom of Saudi Arabia, the leadership of the GCC member states announced the recognition of the ID Card as a proof of identify for the citizens of the GCC in both the public and private sector in all member states. In their concluding statement issued on the 20th of December 2011, the GCC leaders decided that the concerned authorities in those countries would draw up legislations and issue decisions in this regard in light of the reports and recommendations of the Ministerial Council, Ministerial Committee and the General Secretariat.

The GCC Higher Council expressed its deepest appreciation and gratitude for the enormous and sincere efforts exerted by H. H. Sheikh Khalifa Bin Zayed Al Nahyan, President of the UAE, as well as to his wise government during his chairmanship of the 31st round, and his keenness to keep track of the enforcement of the Higher Council's resolutions and its considerable achievements.

Hosting the GCC Guiding Committee Meetings of Smart ID Cards

The UAE hosted the 7th meeting of the GCC Smart Card Steering Committee on 8th – 9th May 2011 under the chairmanship of Dr. Eng. Ali Mohamed Al Khouri, Director General of Emirates ID, in the presence of representatives of the GCC's General Secretariat, and representatives of Saudi Arabia, Qatar, Bahrain, Oman and Kuwait.

The meeting reflected UAE wise leadership's keenness on consolidating and backing the course of joint GCC work through the wise decisions and initiatives deemed advantageous to all GCC member states as well as its citizens. The Committee highly valued the UAE leaderships' decision to treat all GCC citizens as UAE nationals with regard to the registration fees in the ID Card.

Concluding its meetings held in Abu Dhabi, the Committee recommended that the project of recognizing the ID Card as a proof of identity of the GCC members states' citizens is transferred for approval by the Higher GCC Ministerial Council due to the considerable importance of the issue, for it contributes to the facilitation of transactions of individuals between the GCC member states.

On the 31st of December 2011, Emirates ID announced the success of the practical usage of the UAE Smart ID Card when applied to the GCC uniform e-gates.



Mohamed Bin Rashid Inaugurates Dubai Municipality's Applications of ID Card in GITEX 2011



H.H. Vice Chairman follows up on the service levels

Mohamed Bin Rashid Inaugurates Dubai Municipality's Applications of the ID Card in GITEX

During the grand opening of GITEX 2011 Exhibition, H. H. Sheikh Mohamed Bin Rashid Al Maktoum, Vice President, Prime Minister and Ruler of Dubai, inaugurated several projects and creative services launched by Dubai Municipality, most prominently the project of electronic signature of documents using Smart ID Card, the project of recognizing the ID Card as a tool for employees attendance, and using the ID Card as a tool to retrieve data of land ownerships.

The Dubai municipality indicated that launching such applications using the ID Card comes as part of its endeavor to automate its full operations toward Emirates ID's ultimate goal of having a paper-free working environment.

Dubai municipality is considered the first government department to activate the ID card applications for its employees. The Municipality indicated that the use of ID Cards has contributed in accelerating the transactions of land owners and updating its database.

H.H. Saif Bin Zayed Stresses on the Leadership's Support for ID Card Initiative

H. H. Sheikh Saif Bin Zayed Al Nahyan, Deputy Prime Minister, Minister of Interior, Vice Chairman of Emirates ID, emphasized on the UAE leadership's determination to adopt the concepts of modernization in all ministries, and government entities. He reasserted the leadership's support to all projects and national strategic initiatives, including the ID Card project which is implemented by Emirates ID.

In his dedication to the book entitled Strategy of Emirates ID, H. H. said "In this context, Emirates ID derives guidance from the wise directives of H. H. Sheikh Mohamed Bin Zayed Al Nahyan, Crown Prince of Abu Dhabi, Deputy Supreme Commander of the Armed Forces and Chairman of the Emirates ID, he also pointed out that Emirates ID is determined to carry on with its course of development and modernization with a progressive strategic thinking towards the fulfillment of the Higher Management's Vision." H. H. also said: "Emirates ID's strategy 2010 – 2013 is an ambitious one which is in harmony with the strategy of the Federal Government as well as the UAE Vision 2021. The strategy is rich in initiatives and projects that emphasize Emirates ID's vital role and shows its positive contribution to the future development and progress in the country."

H. H. also said: "Great hopes are pinned on an integrated strategy with its vision, mission and national projects in view of its role in assisting all e-governments in the country. It is hoped that this strategy will be successful in using positive results of Emirates ID's projects and initiatives in developing and promoting the services offered to the public in terms of quality and quantity in a manner that pushes forward its process and strengthens the concepts of safety, security and prosperity in our country."



H. H. Vice Chairman receives ISO Information Security Certificate from the Director General of Emirates ID



H. H. receives the Website Shield during the presence of H.E. Minister of Labor, Board Member of Emirates ID

Saif Bin Zayed Receives ISO Information Security Standards Certificate

H. H. Sheikh Saif Bin Zayed Al Nahyan, Deputy Prime Minister, Minister of Interior, Vice Chairman of the Emirates ID, has received the ISO 2005: 27001 certificate which the British Standards Institute “BSI” issued on the 29th of March 2011 for Emirates ID owing to its commitment to the information security standards in all its departments and sections.

During his reception for Dr. Eng. Ali Al Khouri, Director General of Emirates ID, H. H. Sheikh Saif Bin Zayed Al Nahyan, urged Emirates ID staff to work harder towards offering more services in harmony with international standards, pointing out that “success can only be attained by joint efforts, which is necessary for any work to be accomplished.”

H. H. added that “We must not content ourselves with a certain limit, we must carry on with our commitment to the implementation of international standards, and benefit from all efforts using advanced technologies to the best interest of individuals and the society as a whole.”

From his part, the Director General of Emirates ID emphasized his keenness on the commitment to raise the information security standard, to ensure the security of customers’ information, maintain confidentiality, and exchange information only when coded electronically and safely whereby it is impossible to hack.

Saif Bin Zayed Receives the Websites Shield

H. H. Sheikh Saif Bin Zayed Al Nahyan, Deputy Prime Minister, Minister of Interior, Vice Chairman of Emirates ID, received the Website Shield (government websites category) from Dr. Eng. Ali Mohamed Al Khouri, Director General of Emirates ID, which was granted to Emirates ID in the seventh round competition organized by the Arab Academy for Internet Awards.

Dr. Eng. Al-Khouri emphasized that the unlimited support offered by H. H. Sheikh Saif Bin Zayed Al Nahyan to Emirates ID, as reflected in its growth and development, and his constant concern of its projects and strategic initiatives greatly motivates the staff at Emirates ID in order to work harder towards fulfilling the objectives and accomplish Emirates ID’s Vision and Mission, and promote its role.

The Director General of Emirates ID said Emirates ID’s website winning the first place among 600 Arab government websites and its selection as the best website among 50 websites of the Federal Government entities in fact increased the responsibilities of Emirates ID’s Higher Management and prompted it to provide more support to its website.



Saif bin Zayed calls on implementing the modern vision of H.H. the Chairman of Emirates ID



Prominent role of Emirates ID during the elections of the Federal National Council

Saif bin Zayed praises on the doubling of the numbers of enrollment in “Emirates ID”

End of June 2011, in a meeting headed by H.H. Lt. General Sheikh Saif bin Zayed Al-Nahyan , Deputy Prime Minister, Minister of Interior, Vice Chairman of Emirates ID, Emirates ID’s Board praised the increase in the number of enrollment in the population register and ID card. The Board also praised the efforts of Emirates ID’s staff.

At that meeting, the major developmental projects of Emirates ID and the effort of promoting services for customers were discussed. However, the meeting attendees have taken a look over the employee turnover rate at Emirates ID within the first six months of 2011 which reached to 1.8% and this reflects the attraction of the working environment and the job stability at Emirates ID.

Saif bin Zayed urges Emirates ID’s family to continue achieving more progress

H.H. Lt. General Sheikh Saif bin Zayed Al- Nahyan , Deputy Prime Minister- Minister of Interior, Vice Chairman of Emirates ID urges continuing the efforts towards achieving more progress to keep pace with the paramount importance of this huge national project and to meet ongoing modernizing vision of H.H. Sheikh Mohammed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi, Deputy Supreme Commander of the UAE Armed Forces and Chairman of Emirates ID.

Emirates ID’s board declares the promotion of around 350 male and female employees and upgrading their job status in a step aiming at implementing the

directives of H.H. Chairman of Emirates ID. Moreover, that will be done on the basis of performance indicators and pursuant to the systems, regulations and applicable laws in Emirates ID.

H. H. confirmed that Emirates ID is very keen to motivate its employees to ensure maintaining the drive towards excellence in performance and promotion of customer service level, emphasizing that Emirates ID has benefitted from public opinions and customer suggestions, as well as the constructive role played by the mass media in this regard.

Emirates ID is a member of the National Elections Committee

H.H. Sheikh Khalifa bin Zayed, President of the UAE, may Allah protect him, has issued Federal Decree no. (2) for the year 2011 regarding amending some provisions of the Presidential Resolution no. (3) 2006, concerning at specifying a method for choosing the Emirates’ representatives at the Federal National Council, the resolution was declared on the 17th of February 2011, it stipulated a mechanism for composing national committee for elections headed by H.E. State Minister for Federal National Council Affairs, it would include the Minister of Justice, Minister of Education, Minister of Culture, Youth and Community Development, Secretary General of the Ministry of Presidential Affairs – as the representative of the Ministry of Cabinet Affairs – the Undersecretary of the Ministry of Interior, the Undersecretary of the Ministry of State for Federal National Council, Director General of Emirates ID, Assistant Undersecretary of the Federal National Council Affairs at the Ministry of Federal National Council Affairs, in addition to three public figures chosen by the Committee Head.



Emirates ID offered a civilized model and hi-tech capabilities at the elections of the National Council



Inculcating the culture of National identity among children

Emirates ID is the technical & technological cornerstone for the National Elections Committee

Emirates ID was keen to employ all technical capabilities required for elections of the Federal National Council 2011, in such a way that aims at providing a hi-tech civilized model that may be an exemplary model all over the region and worldwide in the field of managing election processes.

H.E. Dr. Eng. Ali Mohamed Al Khouri, General Director of Emirates ID, member of the National Committee for Elections, Head of Infrastructure Committee, said: "Emirates ID plays a vital role in providing data related to population registration which has an important function of electoral choosing process, as more than 90% of the UAE Nationals are registered at Emirates ID.

He added that the adoption of National ID cards will be a condition for voting for which facilitating and simplifying procedures of election process, and ensure that the voters will do their national duty without any technical restrictions as the availability of ID cards in elections allows fast and accurate identification of the voters.

UAE is the first Gulf country to levy equals charges of "Emirates ID" for GCC Nationals

The Cabinet of Ministers issued Decree no. (25) of 2011, stipulating that "to issue and renew ID card for all ages of GCC Nationals for five years" against charges valued AED 100, which is deemed as the first initiative of its kind in the GCC countries.

This step was welcomed and appreciated by GCC General Secretariat, Abdul Malik Saleh Al-Sheikh, Director of Planning & Development Management in GCC General Secretariat said: "This initiative has been delivered to live up to the GCC leaders' expectations for equality of all GCC Nationals in state members, and in favor of consolidating Gulf countries brotherly relationships, as well as completing the stages of communication between nationals of these countries".

Al Sheikh added that: "the Cabinet's Decree confirms the interest of UAE's wise leadership in fulfilling all issues consolidating and supporting Gulf integration, and achieving Gulf citizenship, in a way aimed at the integration with sublime goals and noble ends in which GCC countries have been established to achieve."

"Social Affairs" & "Society Development" appreciate exempting people with special needs from paying the charges of the "ID card"

The Ministry of Social Affairs and Society Development Authority in Dubai praised the cabinet's resolution no. (25) of 2011 regarding exempting people with special needs who are subject to law of social insurance from any issuance charges related to Emirates ID.

Hussain Saeed Al Sheikh, Assistant Undersecretary for Social Welfare Affairs in the Ministry of Social Affairs, said: "the Respected Cabinet's resolution reflects wise governmental directives in the UAE based on its ongoing interest for ensuring the optimal possible welfare for people with special needs and social categories that needs welfare".



Growing recognition of Emirates ID all over the country.



Enhancement of partnerships between Emirates ID and e-governments in the UAE

In his turn, Khaled Al Kamdah, Director General of Society Development Authority – Dubai, expressed his appreciation for the cabinet’s resolution considering that it reflects UAE’s support for those main social categories, confirming its interest to support them in order to be of an added value to the society.

ID number of “Emirates ID” is a prerequisite for recruitment procedures at the Federal Sector

Federal Authority for Government Human Resources has declared middle of February 2011, its condition to insert the ID card number as a prerequisite for all new recruitments and to be completed and added to current employees’ data at public jobs system.

In addition, Abdulrahman Al-Awar, Director General, issued a circular to ministries, entities, and federal authorities concerning the adoption of the ID card number as one of the recruitment procedures requirements.

Dr. Al-Awar said that such new procedure will facilitate achieving services relevant to a large section of the society (employees in the federal government sector), as well as preventing fraud and manipulation which might be performed by others in the event of committing violations. Moreover, he clarified that the new action will work on two equal-sides, the first is: obligating the usage of the ID card number for candidates applying for new jobs and second it will be added to current employees working in the federal government, indicating that it was agreed with Emirates ID upon the necessity of providing ID card number of the employees.

“Dubai Executive Council” requires Emirates ID cards for local entities in the Emirate

The General Secretariat of Executive Council in Dubai has declared at the beginning of November 2011 that the ID card should be mandatory in the Emirate of Dubai by implementing the Federal Law no. (9) of 2006, regarding population register, ID card, and the Cabinet’s Resolution no. (25) of 2011.

General Secretariat has sent an official circular to general managers of Dubai government departments and authorities to confirm the importance of using the ID cards between nationals and residents in the Emirate of Dubai.

The circular enticed such institutions, departments and entities in the government of Dubai to abide by the requirements of the population register law and the ID card which strictly prohibits the acceptance or usage or keeping anybody as an employee or worker or student or any other except when he or she has an ID card, in accordance with the deadlines specified to each category in Dubai.

Strategic Partners and Memorandums of Understanding



Group Photo with a number of Emirates ID's strategic partners



Ongoing cooperation with strategic partners to provide the best services to the customers

Strategic Partners

Emirates ID is keen to promote its relations with strategic and operational partners of different government and private entities working in the UAE, based on its conviction that success would not be achieved individually, but through joint efforts and continuous cooperation with strategic partners within the context of a relationship dominated by transparency and unified by noble objective of the necessity to provide the best service and do all that would positively impact the work, develop and improve the overall performance level, continue serious work and accelerate cooperation and coordination.

Emirates ID is keen to honor all its strategic partners annually. Following is a list of the key strategic and operational partners of Emirates ID:

No.	Strategic and Operational partners
1	Cabinet General Secretariat
2	Ministry of Interior
3	Ministry of Labor
4	Ministry of Health – Preventive Medicine
5	Ministry of Education
6	Ministry of Culture, Youth and Community Development
7	Emirates Executive Councils
8	General Authority of Pensions and Social Insurance
9	UAE E-government
10	Federal Electricity & Water Authority
11	National Committee for Statistics
12	National Committee for Elections
13	Zakat Fund
14	National Center for Statistics
15	Abu Dhabi Tawteen Council
16	Local Health Authorities
17	Abu Dhabi Systems and Information Centre
18	Abu Dhabi Education Council
19	Dubai Courts
20	Judicial Department – Abu Dhabi
21	Municipal Affairs Departments in UAE
22	Abu Dhabi Health Services Company
23	Emirates Post
24	Hamdan Bin Mohamed e-University
25	Etisalat
26	National Company for Health Insurance - Daman
27	Electronic Identity Management and Security Solutions “EIMASS
28	Morpho
29	Gemalto
30	Parsons Coporation
31	Emaratech
32	Logica
33	Taheed Company
34	Oliver Wyman Consultation Company
35	British Standards Institution

Memorandums of Understanding (MOUs)

Emirates ID signed in 2011 a number of partnership agreements and MOUs with many government and private entities in favor of supreme national interest of UAE and supporting Emirates ID strategic projects and initiatives, and enabling Emirates ID to upgrade its services provided to its customers, in addition to the aspects of exchanging experiences and promoting cooperation relations with agencies and institutions of government and private sectors within the context of the commitment to develop joint programs, and exchange experiences and information in light with the advanced identity applications in confirming and authenticating individual identity due to its effective role in achieving progress and promoting community services.

The following are the key agreements and MOUs which Emirates ID signed in 2011:

Partnership with “Ajman Executive Council” to use the ID card as a proof of identity

The executive council of Ajman and Emirates ID signed a partnership agreement aiming to adopt ID as basic personal identification proving document for the employees of governmental departments and agencies in Ajman and their customers. The signing took place in the secretariat court in Ajman on the 17th of October 2011. Sheikh Ahmed Bin Hamid Bin Rashid Al Nuaimi, Deputy Chairman of Executive Council of Ajman pointed out that signing the agreement comes out from Sheikh Ahmed Bin Humid Bin Rashid Al Nuaimi, member of Supreme Council of Ajman Ruler, commitment to improve and develop governmental performance in compliance with the strategic plan of the UAE. He also praised Emirates ID's efforts to serve nationals and residents in the UAE.

Agreement with “Emirates Post” to upgrade ID cards delivery service

Emirates ID signed “Service Level Agreement” with Emirates Post aiming at ensuring an upgrade in the quality of delivering ID cards to its holders through post offices across the country.

The agreement states that “Emirates Post” shall receive ID cards on daily basis from Emirates ID and then send SMS to customers (in less than 48 hours) asking them to receive their ID cards from a post office or private mail box. The SMS shall be sent in either Arabic or English (according to the customer's preference).



Sheikh Ahmed Bin Humaid Bin Rashid Al Nuaimi, Deputy Chairman of Ajman Executive Council and the Director General signing the agreement



Mohamed Al Mazrouei, Executive Director of the Population Register and Abdullah Al Ashram, Executive Manager of Emirates Post during the signing of the agreement

Cooperation Agreement to unify the use of the ID card in Abu Dhabi's Health Sector

Emirates ID signed a cooperation agreement to unify the use of the ID card in the health sector in Abu Dhabi with the Health Authority – Abu Dhabi, and SEHA, and Daman.

The agreement aims on activating ID card system in health services sector in Abu Dhabi through joint coordination among all entities included in the MOU, activating e-linking, and adopting the ID card as a basic document in proving the identity of health insurance card holders in hospitals, clinics, and medical centers in Abu Dhabi.

According to a study developed by the Health Authority, the project shall save more than 750 working hours annually in the Health Sector.

MOU between Emirates ID and the Federal Electricity & Water Authority

Emirates ID signed at the beginning of January 2011, a MOU with the Federal Authority for Electricity and Water aiming at enabling the Authority to benefit from the electronic features of the ID card.

The Memo stated number of initiatives including, linking customer code of the Federal Authority with the ID number, reading ID data from the electronic chip of the ID card through "ID card readers", and considering the possibility of storing selected group of basic data of the Federal Authority's customers on the electronic chip of the ID card.

MOU to promote joint cooperation with Sharjah Municipality

Emirates ID signed a MOU with Sharjah Municipality to promote joint cooperation and implementation of the new Emirates ID Registration Center in Sharjah.

According to the agreement, Sharjah Municipality granted Emirates ID a piece of land to build a new registration center annexed to the Public Health Clinic of the Municipality within the "Preventive Medicine" project in Sharjah.

Eng. Zaid Al Siksek Chief Executive Office of the Health Authority – Abu Dhabi, and Saif Al Qubaisi, Managing Director of "SEHA" Company and Michel Peters, Executive Manager of Daman Company and Dr. Ali Khouri



H.E. Mohamed Saleh, Director General of the Federal Electricity and Water Authority, and Emirates ID's Director General



H.E. Eng. Sheikh Sultan Abdullah Al Mulla, Director General of Sharjah Municipality and Emirates ID's Director General during signing the MOU



Launching “ID Plus” to activate the ID card in the Consumer Sector

In an initiative first of its kind, Emirates ID signed a MOU with “Al Fajr Net” aiming at activating digital ID in consumer sector at State level under ID PLUS slogan.

In light of this initiative, Emirates ID called private sector institutions working in the UAE to benefit from the applications of “Digital ID” in developing its customer services, expressing its absolute willingness to cooperate with private sector institutions such as banks, money exchange shops, etc. that want to develop a software to be able to benefit from this project in its dealings with the public, based on its commitment to partnership with private sector and effectively participate in the comprehensive development path, and economic and civilized development currently witnessed in the UAE.

The signature of the MOU took place in the Authority Court in Abu Dhabi and was attended by Dr. Eng. Ali Mohamed Al Khouri, Emirates ID Director General and H.E. Mohamad Mubarak Essa Al Abbar, Deputy Chairman of “Al Fajr Net” Foundation, on 31 July 2011.

“Emirates ID” sponsoring the activities of Bani Yas Sports Club

Emirates ID signed an agreement to sponsor the activities of Bani Yas sports club based on the community responsibility principle and its continuous commitment to support sports activities.

The agreement signing was attended by Dr. Eng. Ali Mohamed Al Khouri, Emirates ID Director General and H.E. Saif El Khalily, Deputy Chairman of Bani Yas sports club.



H.E. Mohamed Mubarak Al Abbar, Deputy Chairman of “Al Fajr Net” Foundation and the Director General during signing the MOU



Emirates ID's Director General and the Deputy Chairman of Bani Yas Sports Club during signing the Agreement

Higher Management Activities



Part of the Higher Management Committee meeting at the playground of Bani Yas Sports Club as an anti-routine procedure and to deepen brotherhood



H.E. Najla Al Awar receiving Emirates ID Shield from the Director General



Dr. Al Khouri demonstrating Emirates ID strategy in front of Abu Dhabi Executive Council

Emirates ID witnessed during 2011 many activities that serve its message and strategic objectives. Emirates ID received number of local and foreign, governmental and private delegations. Emirates ID also was proactive to visit many agencies and institutions inside and outside the UAE to demonstrate its strategic plan, and derived projects and initiatives, in addition to viewing best practices and cutting-edge technologies of electronic identity manufacturing as well as promoting joint cooperation and building up partnerships.

The following is an overview of Emirates ID key activities in 2011:

Submitting Emirates ID's strategy to the Cabinet General Secretariat

Emirates ID demonstrated its strategic plan 2010-2013 to the Cabinet General Secretariat, which was attended by H.E. Najla Mohammed Al Awar, Cabinet General Secretary.

The presentation, presented by Dr. Eng. Ali Mohamed Al Khouri, Emirates ID Director General at the Court of the Cabinet General Secretariat, in Abu Dhabi on 21 December 2011, included breakdown of Emirates ID strategy aiming at developing population register system for the UAE, the benchmarks of establishing the infrastructure of this national project, and the required projects and initiatives which Emirates ID is working on its implementation.

.. And in front of Abu Dhabi Executive Council

Emirates ID demonstrated its strategic plan in front of the Executive Committee of the Executive Council of Abu Dhabi, under the chairmanship of H.E. Mohamed Ahmed Al Bawardi, General Secretary of the Executive Council of Abu Dhabi, during the meeting held on the 5th of October 2011 at the Council's court.

Dr. Eng. Ali Mohamed Al Khouri, Emirates ID Director General, displayed a presentation titled "Support and Develop government sectors and the development in the UAE", during which he reviewed Emirates ID strategic plan 2010-2013, and the key projects and initiatives derived from it, which Emirates ID is currently implementing.

.. And in front of "National Center for Statistics"

Emirates ID also demonstrated its strategic plan 2010-2013 in front of the Board of Directors of the "National Center for Statistics", which was chaired by H.E. Eng. Sultan Al Mansouri, Minister of Economy, Chairman the "National Center for Statistics", and attended by representatives of local statistics authorities in the UAE.

The presentation was made by Dr. Eng. Ali Mohamed Al Khouri, Emirates ID Director General, on December 29, 2011, reviewed Emirates ID efforts in the field of developing the population register of the UAE, the benchmarks of implementing the infrastructure of this project, in addition to the e-linking project with governmental entities in the UAE, which is expected to be completed during the second quarter of 2012.



Looking into the means of activating the Digital ID applications in cooperation with the TRA



Emirates ID Meeting with the representatives from Abu Dhabi Crown Prince Court

Discussing the activation of Digital ID Applications with Abu Dhabi Systems & Information Centre

Emirates ID stressed its keenness on fulfilling the needs of Abu Dhabi Systems & Information Center as part of its constant efforts to provide the most viable solutions and technologies which underpin the Center's aspirations and implement the initiatives which would boost the value of the ID card. Moreover, Emirates ID spares no effort to cultivate the culture of reliance on electronic transactions.

This statement was made during a meeting between Emirates ID and Abu Dhabi Systems & Information Center where H.E. Rashid Bin Lahij Al Mansouri, Director General of Abu Dhabi Systems and Information Centre praised the efforts exerted to complete work on this important strategic project. His Excellency also illustrated that the services provided by Abu Dhabi e-Government support using the ID card as a key method of identity authentication for the users of those services.

Looking into the means of cementing the mutual cooperation with the Telecommunications Regulatory Authority (TRA)

Emirates ID discussed with the Telecommunications Regulatory Authority the mechanisms of activating its applications in Federal entities especially the ones related to the advanced features available in the ID card with regard to individual identity verification via the pin code and biometrics.

The meeting which was attended by H.E. Dr. Eng. Ali Mohamed Al Khouri, Director General of Emirates ID and H.E. Mohamed Nasser Al Ghanim, Director General of Telecommunications Regulatory Authority, touched upon the benefits of using the digital signature feature made available through this project.

Emirates ID reviews the best practices at Abu Dhabi Crown Prince Court

A delegation from the HR Dept. of Emirates ID reviewed the best practices in the field of Human Resources during their visit to Abu Dhabi Crown Prince Court where Mr. Ali Al Rumaithi, HR Director at Abu Dhabi Crown Prince Court, stressed CPC's keenness to offer all kind of support to further underpin mutual cooperation between the two sides.

The joint meeting, which was held on the 17th of January 2012, discussed the organizational structure at CPC and the methods of preparing IDs, interviewing and recruiting; in addition to introducing CPC's staff approved training plan.



Emirates ID discusses joint cooperation opportunities with "Total Quality" at Dubai Police



Emirates ID during its meeting with "Zayed Higher Organization for Humanitarian Care and Special Needs" delegation

A coordination meeting between Emirates ID and the Ministry of Education

Emirates ID held a meeting with the Ministry of Education at its head office in Abu Dhabi on the 13th of February 2011, to discuss the mechanisms of linking the Ministry to Emirates ID, and boosting the cooperation opportunities between the two sides.

Emirates ID stressed its keenness on establishing and underscoring an outstanding strategic partnership with the Ministry of Education because its activities are closely related to a number of general fields in the population register database.

H. E. Ali Mehad Al Suwaidi, Acting Director General of the Ministry, expressed his appreciation of the major role played by Emirates ID for establishing an accurate, and comprehensive population register. He also emphasized the significance of Emirates ID's data for decision-makers at the Ministry of Education.

Emirates ID looks into the aspects of potential cooperation with "Total Quality Department" at Dubai Police

A delegation from Emirates ID looked into the aspects of potential cooperation with the Department of Total Quality at Dubai Police in order to benefit from Dubai Police's excellent expertise in the fields of quality and customers' satisfaction surveys. Both sides agreed on preparing a draft for a mutual cooperation agreement in the fields of total quality, exchanging information, benchmarking, customer satisfaction surveys and mystery shopper.

Discussion of issuing IDs for people with special needs in cooperation with "Zayed Higher Organization for Humanitarian Care and Special Needs"

Emirates ID discussed with the delegation from Zayed Higher Organization for Humanitarian Care and Special Needs the possibility of issuing ID cards for people with special needs to be different from the IDs issued for all citizens in the country. The meeting discussed the efforts exerted by Emirates ID's to employ people with disabilities and integrating them in the community, and providing suitable working environment for them, in addition to studying the possibility of developing a plan to provide a number of Emirates ID's employees at registration centers with basic training on the sign language to be able to deal with the deaf and also teach those employees the best way to deal with such category.

Emirates ID discusses joint cooperation with the Land Department in Ras Al Khaimah

Emirates ID and the Land Department of Ras Al Khaimah looked into the aspects of bilateral cooperation and letting Emirates ID work on matching and updating data, and providing ID card readers for the Land Department customers and this is part of their mutual endeavor to upgrade the quality of governmental services in terms of speed of receiving applications and accuracy in checking customers' data.

Land Department is the first local department which Emirates ID cooperates with in Ras Al Khaimah. Emirates ID announced that mutual cooperation with more than 25 governmental entities (Federal and Local) in matching and updating their data.



A shot from "Al Ittihad" newspaper seminar, which reviewed Emirates ID strategy



Building partnerships with e-learning institutions in the UAE

Reviewing Emirates ID's Achievements and Projects in "Al Ittihad" seminar

Emirates ID presented its strategic plan 2010-2013 and the key projects and initiatives derived from it, during a seminar organized by "Al Ittihad" newspaper in its head office in Abu Dhabi at the beginning of January 2011.

H. E. Dr. Eng. Ali Mohamed Al Khouri, Director General of Emirates ID briefed the audience during the seminar, which was attended by H.E. Rashid Al Oraimi, Chief Editor of "Al Ittihad" and the newspaper's editorial staff, on the key projects of Emirates ID aiming at linking access to governmental services as long as they are registered in the ID card according to an integrated plan to boost reliance on the ID card and make it the most valuable card in the UAE.

Emirates ID supports the strategic development plan of the Western Region

Emirates ID stressed its commitment to provide all kinds of support to establish a demographic database for the citizens of the Western Region in the Emirate of Abu Dhabi to further support the strategic development plan which is currently implemented in the Western Region.

This event took place during a meeting held in the head office of the Ruler's Representative in Western Region and it was attended by H.E. Mr. Sultan Abdullah Al Ketbi, Deputy Ruler's Representative, and H.E. Mr. Mohammad Al Mazrouei, Executive Director of the Population Register in Emirates ID.

Both sides discussed the aspects of joint cooperation and the means of providing population statistics and data of the citizens in the Western Region to establish an accurate and updated database of the population in that area. They also discussed the mechanism of electronic linkage with the population register database that shall be used for gathering population data between Emirates ID and the Court of the Ruler's Representative in the Western Region.

Discussion of the aspects of bilateral cooperation with "Hamdan Bin Mohamed e-University"

Emirates ID discussed with Hamdan Bin Mohamed e-University the aspects of potential cooperation and promoting effective communication channels between the two sides in the fields of training and vocational development to qualify capable local competences to continue the journey of excellence and development in the UAE. Moreover, they also discussed exchanging knowledge and experiences to serve the joint aspirations of both sides and the potential investment opportunities to develop human resources in Emirates ID.

The discussions took place during a visit of Emirates ID's delegation which was chaired by H.E. Dr. Eng. Ali Mohamed Al Khouri, Director General of Emirates ID to the university campus in Dubai on the 19th of May 2011, where he met Dr. Mansour Al Awar, Chancellor of Hamdan Bin Mohamed e-University.



Viewing the experience of electronic linking among EU member states



Pakistan National Authority of Population Register delegation viewing Emirates ID experience

Emirates ID reviews the European experience in Interoperability Project

Emirates ID reviewed the experiment of European countries in the Interoperability project; a project allows automated systems in the EU to interact with each other and exchange data electronically. The review took place in a meeting held under the chairmanship of Dr. Eng. Ali Mohamed Al Khouri, Director General of Emirates ID, with a formal European delegation at mid-September 2011, to review laws and regulations issued by EU concerning electronic identity and electronic documentation.

Emirates ID launched the integration platform to link systems and databases of government entities of the UAE with the population register system, aiming at updating individual files and maintaining data in an instantaneous and secure manner.

Emirates ID discusses methods of manufacturing ID cards within UAE

Emirates ID discussed with the German Company “ Bundes druckerei “ the means of manufacturing electronic ID cards inside the UAE, this endeavor is part of Emirates ID’s attempt to reduce operational costs, especially with the growing number of ID cards produced on a daily basis. This initiative will save more than AED 100 million over the next five years according to preliminary estimates, and will also create scores of job opportunities for UAE nationals.

The discussion took place in a meeting held in Emirates ID headquarter in Abu Dhabi on the 12th of September 2011 and was chaired by Dr. Eng. Ali Mohamed Al Khouri, Director General of Emirates ID.

Emirates ID receives the delegation of Pakistan Population Register

Dr. Eng. Ali Mohamed Al Khouri, Emirates ID Director General, received the delegation of the National Authority of Population Register in the Republic of Pakistan. The delegation visited Emirates ID to gain more information about its experience and strategic projects, and this is part of exchanging experiences with the relevant international organizations, institutions and agencies.

Mr. Tariq Malek, Deputy Chief of the National Authority of Population Register in Pakistan, demonstrated the main projects implemented by Pakistan Authority to establish its national database.

Strategic Partnership with the Higher Committee for Child Protection in the Ministry of Interior

Emirates ID continued its participation in the meetings of the Permanent Higher Committee for Child Protection at the Ministry of Interior; the Committee was established by a ministerial decree issued by H. H. Lt. General Sheikh Saif Bin Zayed Al Nahyan, Deputy Prime Minister, Minister of Interior, and Deputy Chairman of Emirates ID. Emirates ID’s participation in this Committee, which is chaired by Major General Nasser Lakhrebani Al Nuaimi, Secretary General of the Office of H. H. Deputy Prime Minister and Minister of Interior, comes as part of the social responsibility of Emirates ID, and its commitment to curbing the crimes against children and all the enablers of children exploitation. This participation also comes under the umbrella of Emirates ID’s commitment to develop solutions and initiatives to provide protection for children from internet crimes.



Committed to provide highest protection and confidentiality standards in all Emirates ID projects



Emirates ID receive many international delegations to discuss cooperation opportunities and promote partnerships

Emirates ID Director General meets with “Logica” International Company

Dr. Eng. Ali Mohamed Al Khouri, Emirates ID Director General met with Mr. Andy Green, Director of Logica International Company which implements the digital ID infrastructure development project at the head office of Emirates ID in Abu Dhabi in April 2011 as part of the continuous communication with the high management of Logica Company to review the progress of implementing the digital ID project.

Emirates ID reaffirmed that the digital ID project aims at providing many services which will facilitate e-transactions within the country and providing highest standards of protection and confidentiality. Emirates ID noted that this project is among its projects that aims at establishing an infrastructure to identify, confirm, and protect individual identity.

Microsoft Vice President praises Emirates ID’s projects

Mr. Niels Soelberg, Vice President of Public Sector in Microsoft International Company praised Emirates ID’s projects, systems and initiatives aiming at developing safe and integrated infrastructure to facilitate identity verification in the UAE and maintain an accurate population register as well as provide innovative electronic services.

Mr. Soelberg stressed Microsoft’s commitment to build a strategic partnership with Emirates ID and provide it with the technologies which can upgrade Emirates ID technological systems.

The statement was made during Soelberg’s visit as the head of a delegation to Emirates ID head office in Abu Dhabi on the 6th of December 2011, where he met with Dr. Eng. Ali Mohamed Al Khouri, Emirates ID Director General, and discussed the opportunities to benefit from the technological solutions provided by the international company that can support achieving Emirates ID’s 2010-2013 strategy, and also boost its Vision and Mission in the long run.

Coordination meeting with Arab Organization for Administrative Development

Emirates ID hosted a coordination meeting with the Arab Organization for Administrative Development. The meeting was attended by Dr. Mustafa Fathi Khattab, IT Manager of the organization.

Emirates ID displayed in the meeting a presentation on its key projects and the results achieved along its journey, in addition to pointing out Emirates ID’s role in establishing a population register for the benefit of all government and private entities in the UAE.

In turn, Dr. Khattab highlighted key activities of the Arab Organization for Administrative Development, in providing administrative consultations in the strategic fields and change management, etc. He also reviewed the list of training programs in both administrative and information security fields as well as computer technical courses provided by the organization.



Part of Emirates ID participation in Brussel's workshop



Emirates ID delegation view the German experience at the facility of "Benmos Drokere" Company

Director General meets a number of European officials in Belgium

European officials expressed their admiration for Emirates ID strategy 2010-2013 and praised the value of its projects and initiatives as well as the results achieved by Emirates ID despite the fact that it was established recently in comparison with what similar institutions and agencies in other countries have achieved.

This statement was made as part of a series of breakout meetings held by Dr. Eng. Ali Mohamed Al Khouri, Emirates ID Director General, on the sidelines of his participation in governmental workshop on affirming and defining electronic identities and digital signature which was organized by the European Commission in Brussels, Belgium early in October 2011.

The European officials affirmed that the population register program and the ID card in the UAE is a pioneer project in its objectives and components. They also expressed their hope that the project, on completion, shall be a model to be followed and a pillar of the electronic transformation currently occurring in the UAE.

Emirates ID view the German experience in issuing ID cards

Emirates ID delegation viewed the phases of producing and issuing German ID cards during its visit to "Bendos Drokereh" Company's facilities, research centers and labs in Berlin. The delegation was briefed on the ID card's security features and different technical specifications.

The delegation also visited the registration center of ID cards in Berlin where they witnessed the accredited work procedures and were introduced to the best practices in this field, as part of Emirates ID's ongoing efforts to gain access to state-of-the-art technological and industrial developments in the field of smart ID.

Emirates ID visits the General Authority of Civil Information in Kuwait

Emirates ID's delegation visited Kuwait, with whom UAE has long-standing historic ties, where the delegation viewed the experiment of the Public Authority for Civil Information in issuing ID cards, registration procedures, printing, packing and distribution of cards.

Emirates ID's delegation visited the registration center of nationals and residents, where they were introduced to the services provided by the center. The delegation also visited the department of ID cards printing to view the printing procedures and mechanism of cards handing out through the distribution machines.

Social Participations and Internal Activities

9



One of the Registration Center's celebration on the 40th UAE National Day



Emirates ID 4th Annual Forum

In 2011, Emirates ID launched more than 18 community activities as part of its staff's commitment to fulfilling their social responsibility in order to establish and promote partnership with the local community and support and sponsor social, national and cultural activities and events that are beneficial to the UAE society and to many friendly countries that face natural disasters.

Emirates ID was also keen to organize many domestic events and activities to activate its plan of internal communication and bolster the fraternal relations and team spirit among Emirates ID family members. The following points provide a glimpse of the key participations, activities, and events:

- Organizing collective "ID Wedding" in cooperation with the Marriage Fund in Abu Dhabi.
- Organizing the 4th Annual Forum for Emirates ID staff and strategic partners.
- Sponsoring daily Ramadan Tents during the Holy month of Ramadan in cooperation with the Red Crescent.
- Organizing several blood donation campaigns at the registration centers and the head office of Emirates ID.
- Raising funds for Somali children and Pakistan's flood victims in cooperation with the Red Crescent.
- Participating in the events of Earth Hour and International Labor Day.
- Participating in cultural caravans organized by the Ministry of Culture, Youth and Community Development.
- Launching a monthly cultural competition on Emirates ID's website.

- Participating in "I Promise" campaign launched by "Emirates Today" newspaper in cooperation with the Ministry of Interior.
- Sponsoring "Creative Child" school magazine issued by Ministry of Culture, Youth and Community Development.
- Sponsoring the 8th media campaign for Zakat Fund under the motto of "With participation we revive the obligation towards Zakat".
- Sponsoring "Iftar Cannon" program on Sharjah TV in 2011.
- Sponsoring "Al Ain" 5th Athletics Forum for Handicapped 2011 and the events of Emirates Association for Deaf.
- Sponsoring the 6th Quality Conference" in Middle East in cooperation with Hamdan Bin Mohamed e-University.
- Sponsoring Governmental Agencies and Leaders Forum "Datamatex".
- Sponsoring the biggest Photography Exhibition in Al Khor Park in cooperation with Umm Al Quwain Police.
- Participating in National Campaign of the Child's Rights and sponsoring "Kids Park" event.
- Sponsoring the celebrations of Autism Unit in Abu Dhabi Autism Center (Al Ain branch) marking the 40th Anniversary of the UAE National Day.
- Honoring governmental sector outstanding employees to promote positive values and to promote the sense of security in the community.
- Sponsoring the event of "BaniYas" Sports Club and organizing soccer cycle for Emirates ID staff in Ramadan.
- Participating in the national celebrations marking the 40th Anniversary of the UAE National Day and distributing gifts to Emirates ID staff and customers.



Collective wedding sponsored by Emirates ID



Emirates ID participation in the events of cultural caravans in Ras Al Khaima



Sponsoring daily Ramadan Tents during the holy month of Ramadan in cooperation with Red Crescent



Emirates ID family launches several humanitarian initiatives



Blood tests campaign organized by Emirates ID for its employees



"Earth Hour" activity



Emirates ID honors many winners in its monthly cultural competitions



Emirates ID employee puts her signature on "I promise" document to mitigate traffic accidents



The longest photos exhibition at Umm Al Quwain



Sponsoring the governmental institutions and leaderships conference "Datamatrix"



Sponsoring Al Ain 5th international forum for handicapped athletics



Director General receives "Creative Child" magazine sponsored by Emirates ID



Director General in the middle of the winners of sports competition in Ramadan



Emirates ID is committed to honoring elderly in its celebrations



An awareness course to deal with emergency situations



Registration Centers' celebrations of the 40th UAE National Day



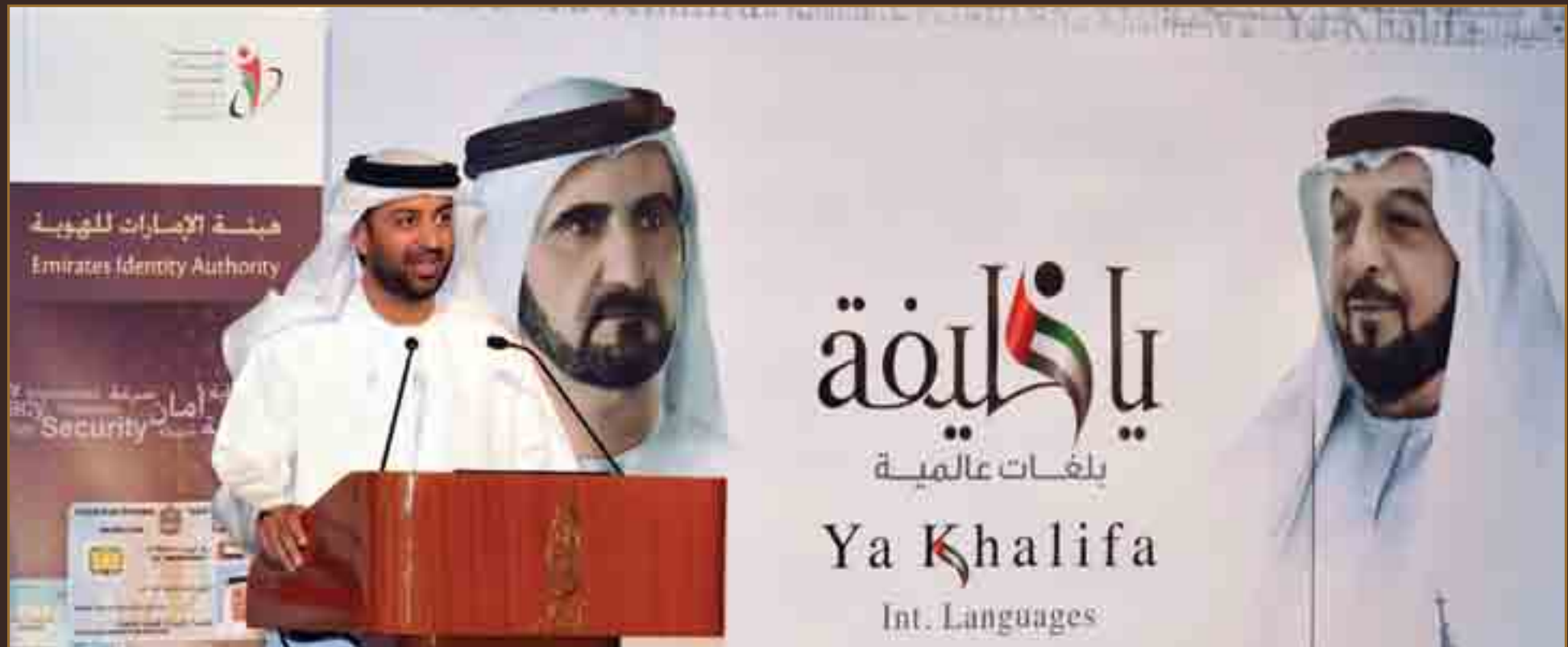
Emirates ID's celebration in the return of its employees from Haj (pilgrimage)



Distributing gifts to employees in the National Day

Informative communication

10»»



Ongoing efforts exerted by Emirates ID to support knowledge communities and promote digital ID culture



Opening ceremony of the International Summit for Advanced ID Systems in 2011 in Abu Dhabi



Emirates ID participation in the UAE Students' Forum in Washington DC

Conferences and Exhibitions

Emirates ID hosted two international events in the UAE during 2011 which were “Abu Dhabi International Summit for Advanced ID Systems” and “Middle East Conference and Exhibition for Digital IDs” in realization of one of its key strategic intents which has to do with its contribution to establish and support knowledge communities, promote digital ID culture, and highlighting its importance, role and future horizons. The two events represented a platform for decision makers at the government and private levels in the UAE and in the region to benefit from successful international practices in promoting applied awareness of advanced ID systems and digital ID world.

Emirates ID participated also in many conferences, exhibitions and international and local workshops aiming at exchanging experiences and presenting UAE’s experience in the field of population register and ID card.

The following is an overview of the two events hosted by Emirates ID and a glance of the key conferences and exhibitions in which Emirates ID participated in 2011: *(Key Conferences and Exhibitions, pg 156)*

Hosting Abu Dhabi International Summit for Advanced ID Systems in 2011

“Abu Dhabi International Summit for Advanced ID Systems in 2011” was held under the sponsorship of H.H. Sheikh Saif Bin Zayed Al Nahyan, Deputy Prime Minister, Minister of Interior, Vice Chairman of Emirates ID on the 3rd and 4th of April 2011 and it was attended by a large number of researchers and specialists from over 40 countries.

The summit, organized by Emirates ID and “Wise Media” International Company in cooperation with the European Commission, discussed several issues including identification of radio frequency, bio statistics, smart IDs and data collection. The summit activities included three ID international forums: “Citizen ID Forum”, “Transportation Security Forum” and “Assets Tracking Forum”.

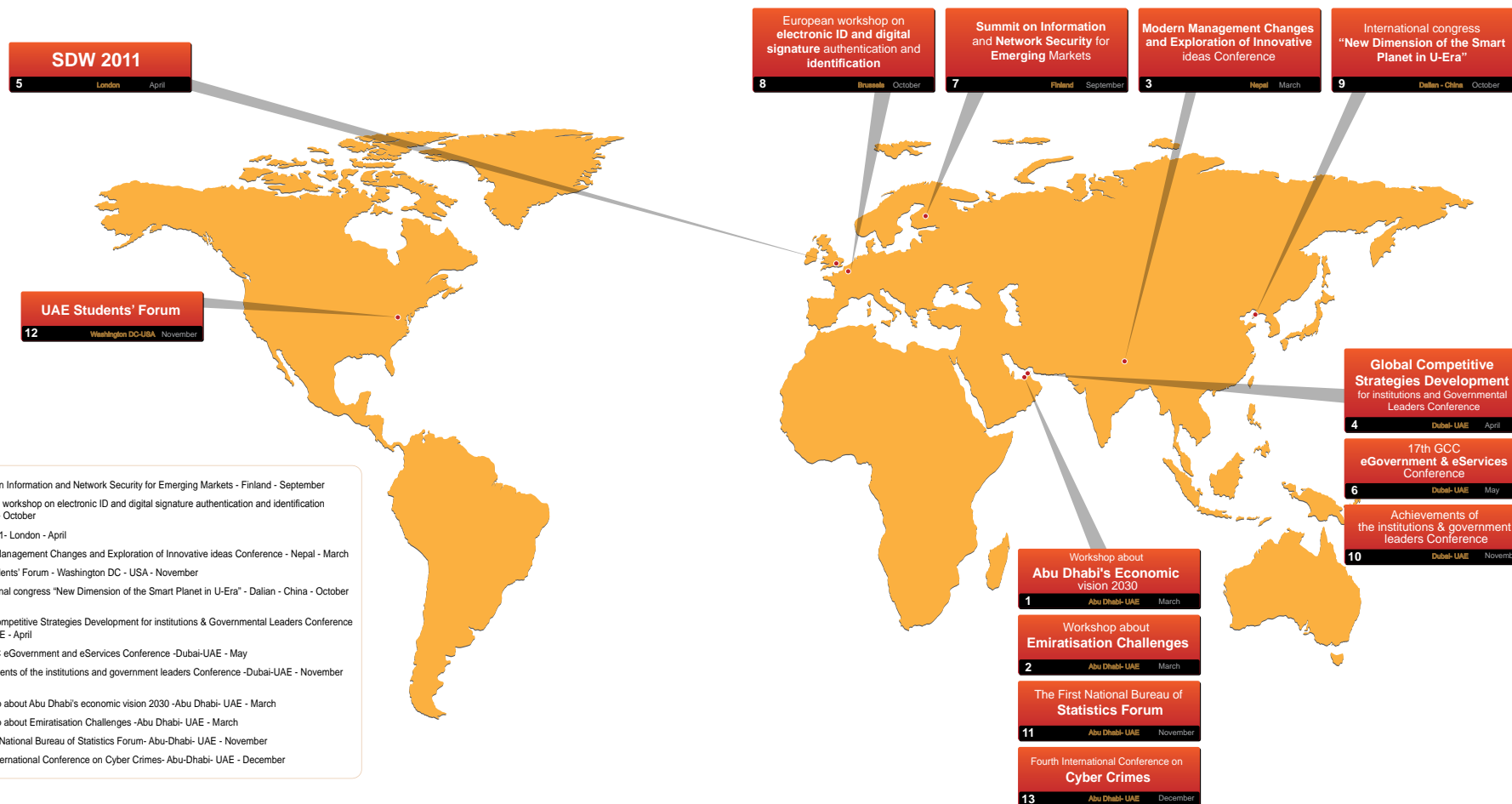
Hosting “ Digital ID World Middle East 2011 conference and Exhibition”

The activities of “ Digital ID World Middle East 2011 Conference and Exhibition” took place under the sponsorship of H.H. Lt. General Sheikh Saif Bin Zayed Al Nahyan, Deputy Prime Minister, Minister of Interior, Vice Chairman of Emirates ID, with the participation of over 100 specialized and expert exhibitors from different countries around the world, which made it the biggest event ever of its kind in the region. Over 2,000 specialists working for different banks and governmental entities, in addition to a number of retail specialists and communications companies from different countries participated in the event.

In its first round in Abu Dhabi on the 17th and 18th of May 2011, the exhibition provided an opportunity to demonstrate the state-of-the-art e-payment methods, in addition to opportunities to communicate with leading manufacturers of different kinds of smart cards.

On the sidelines of the exhibition which was organized at Abu Dhabi National Exhibition Center, around 60 scientific seminars were conducted with the participation of many researchers and specialists who presented research papers which shed light on the most successful experiments and best practices in the field of digital IDs.

The major Conferences and Exhibitions that Emirates ID has participated in during 2011:



- 1 - Summit on Information and Network Security for Emerging Markets - Finland - September
- 2 - European workshop on electronic ID and digital signature authentication and identification Brussels - October
- 3 - SDW 2011- London - April
- 4 - Modern Management Changes and Exploration of Innovative ideas Conference - Nepal - March
- 5 - UAE Students' Forum - Washington DC - USA - November
- 6 - International congress "New Dimension of the Smart Planet in U-Era" - Dalian - China - October
- 7 - Global Competitive Strategies Development for institutions & Governmental Leaders Conference Dubai-UAE - April
- 8 - 17th GCC eGovernment and eServices Conference -Dubai-UAE - May
- 9 - Achievements of the institutions and government leaders Conference -Dubai-UAE - November
- 10 - Workshop about Abu Dhabi's economic vision 2030 -Abu Dhabi- UAE - March
- 11 - Workshop about Emiratisation Challenges -Abu Dhabi- UAE - March
- 12 - The First National Bureau of Statistics Forum- Abu-Dhabi- UAE - November
- 13 - Fourth International Conference on Cyber Crimes- Abu-Dhabi- UAE - December



Emirates ID Director General presents the Strategic plan in the SDW 2011 conference in London



Dr. Al Khouri presents a case study in the "Summit on Information and Network Security for Emerging Markets"



Director General presents a case study in ID World Abu Dhabi 2011



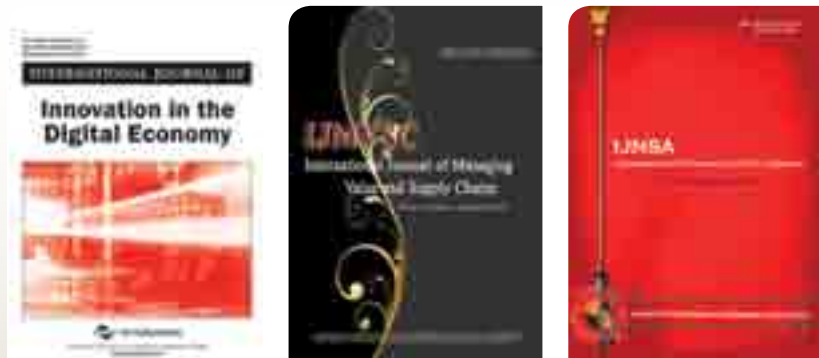
and the International congress "New Dimension of the Smart Planet in U-Era"



and GCC eGovernment and eServices Conference



Members of Emirates ID delegation in the UAE Students' Forum in Washington DC



Researches and Studies

Several magazines and high-profile scientific journals published in 2011 a number of scientific researches and studies developed by Emirates ID in the field of projects management, e-government, e-identification systems and ID cards projects aiming at promoting and supporting scientific publishing movement, knowledge exchange and improving the understanding of governmental practices in this field.

The following is an overview of the key researches and studies conducted by Emirates ID and published in 2011:

- Solutions and frameworks of developing electronic ID system management among Gulf Cooperation Countries (GCC) 2011.
Global Journal of Strategies and Governance.
- Improving frameworks of ID management and information access 2011.
International Journal of Engineering Researches and Applications.
- Upgrading Institutional Performance through understanding human motivation – May 2011.
Chinese Journal of Administrative Researches.
- Technologies of digital certificates and E-Coding in Governmental ID systems – May 2011.
International Journal of Networks Security and Its Applications.
- Innovative methodology of e-transition – March 2011.
International Magazine of Value Chain Management.
- Reviewing enrollment plans of identity projects 2011.
International Journal of Engineering Science and Technology.



Emirates ID Website

In 2011, Emirates ID continued to develop its website which made Emirates ID eligible to win the first award in the governmental entities category in the 7th edition of Websites Shield Contest. Since its launch two years ago and until the end of 2011 around 1.4 million visitors browsed the website. The website recorded 2.6 million visits, where 10.3 million pages were browsed at 3.93 pages per person.

Emirates ID continues to develop and update its website to be among the key service, knowledge, and interaction websites in the UAE and in the region.

Emirates ID website provides all the necessary information about registration procedures and the addresses of registration centers and typing centers, in addition to many other services including e-form service and application tracking system as well as the direct link on the website under the title “You ask

and We answer” (Live Chat), which provides the visitors with the opportunity to submit their inquiries in a certain place to be answered within 48 hours.

Emirates ID website attracted several international and local tributes over the past year, most notably is the tribute of Mr. Richard Kirby, UN Inter-Regional Adviser, who said:

“Emirates ID website is a truly unique website as it provides an array of communication channels to all community segments, especially media people, and this contributes to supporting transparency and provides valuable information for them. I recommend promoting a number of successful practices of Emirates ID website among governmental entities in the UAE such as Emirates ID website on Facebook and visually impaired individuals browsing options.”

www.emiratesid.ae

Awards and Honors

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H.E. Dr. Anwar Gargash next to Dr. Ali Al Khouri in a group picture with Emirates ID employees



Emirates ID Director General receives a shield from H.E. Dr. Anwar Gargash to honor Emirates ID on its role in the elections



Major General Al Raisi and Dr. Al Khouri while looking at the Best National ID Program Award

Awards and Certificates

In 2011, Emirates ID continued to harvest a number of prestigious international and local awards, certificates and titles. The harvest was a culmination to the efforts exerted by Emirates ID family at different levels during the past period, which represents an incentive and motivation for Emirates ID family to continue working and doubling the efforts to achieve the objectives with a special focus on promoting customer service as the sole standard of success.

The following are the key awards and certificates Emirates ID won:

Honoring Emirates ID in recognition of its efforts in the elections of the Federal National Council

The National Elections Committee honored Emirates ID in recognition of its efforts to ensure the success of the elections of the Federal National Council in 2011. Dr. Ali Mohamed El Khouri, Emirates ID Director General, received the Appreciation Shield during the honoring ceremony held at Dubai World Trade Center on the 29th of November 2011.



H.E. Dr. Anwar Mohammed Gargash, Minister of Foreign Affairs, Minister of State for Federal National Council Affairs, and Chairman of the National Elections Committee, highlighted the outstanding level of the participants and their distinguished contribution to the success of the elections.

The key achievement of Emirates ID in this parliamentary and democratic event was the endorsement of the e-voting process based on the ID, in addition to Emirates ID's pivotal role as a member of the National Elections Committee as well as its chairmanship to the infrastructure committee which, for several months, took the responsibility to develop and supervise e-elections system.

Decade Award

The organizing committee of the ID World 10th Annual Summit 2011, which takes place every year with the support and sponsorship of EU Commission in Milan, Italy granted Dr. Ali Mohamed Al Khouri, Emirates ID Director General, the Award of "Most Influential Personality in digital ID world over the last ten years", honoring his outstanding role, effective contributions in the field of ID systems management and enriching scientific research activities.



Websites Shield

Emirates ID website won the first award in the government entities category in its 7th round in 2011 as part of the Websites Shield Contest organized by the Pan Arab Web Awards Academy in Beirut, Lebanon.





Emirates ID receives a shield for the best application of technical project in the governmental sector



Dr. Al Khouri during his participation in the 8th Middle East CEO of the Year Award

ISO 27001 in Information Security/Quality Management

In 2011, Emirates ID maintained ISO certificate (27001) for Information Security for all Emirates ID departments, which is an important indicator of Emirates ID's commitment to adopt international standards in information security as part of its efforts in employing advanced technologies to ensure data confidentiality.



Emirates ID also maintained compliance with the requirements of QMS (ISO 9001:2008) obtained from the British Standards Institute due to the conformity of work systems in Emirates ID with the international QMS standards at the level of Emirates ID's departments and centers.

Best Application of Technical Project in the Governmental Sector

Emirates ID won the Award of Best Application of Technical Service Project in the governmental sector for its strategic project "Digital ID". The Award is granted by the Arab Computer Network to IT industry specialists, under the category of service projects implemented by governmental sector aiming at upgrading the quality of services provided to the public.



Best National ID Program

Emirates ID won the Award of Best National ID Program from the Digital ID World Middle East 2011 Conference and Exhibition held in Abu Dhabi in May 2011.

This Award is granted to the governments that adopt advanced ID systems to provide better services for their people. The award was given by the Arbitration Panel, which provides the availability of clear strategy of the nominated agency, in addition to the presence of a roadmap identifying implementation courses as well as the availability of innovation elements, and ideal and effective employment of technology to achieve those objectives.



8th Middle East CEO of the Year Awards

Dr. Eng. Ali Mohamed Al Khouri, Emirates ID Director General, won the 8th Middle East CEO of the Year which is awarded annually by the Middle East Excellence Awards Institute. Dr. Eng. Al Khouri won the Award due to his contributions in achieving an outstanding shift at the administrative level in Emirates ID. This award is given to CEOs who are keen to apply the highest standards of total quality and governance that comply with the objectives of promoting governmental performance and seeking to closely identify the needs of the work team and customers.





Al Zarooni receives a medal of appreciation from Saif Bin Zayed



Saif Bin Zayed Awards Emirates ID Former Director General a Community Service Medal

H. H. Lt. General Sheikh Saif Bin Zayed Al Nahyan, Deputy Prime Minister, Minister of Interior, Vice Chairman of Emirates ID, awarded Mr. Darwish Ahmed Al Zarooni, Former Emirates ID Director General “Community Service Medal” in recognition to his efforts in the ID card project, highlighting his efforts and the national role he played over three consecutive years, and his role in laying down the first building blocks of Emirates ID and to the success of population register and the ID card.

An employee passed away

With hearts full of faith in Almighty Allah and Destiny, Emirates ID announced, last Ramadan, the death of its employee, the late Mr. Abdullah Hussein Al Mansori, who was a role model in timely attendance and commitment. Mr. Al Mansori enjoyed a good reputation and exemplary behavior in dealing with his colleagues and direct manager.



The late Mr. Al Mansori joined Emirates ID on the 21st of September 2010 and continued to work for it until he passed away. We implore Almighty Allah to have Mercy on his soul and grant him a place in Heaven.

Director General Excellence Award

Emirates ID launched the (Director General Excellence Award) within a new system to honor, motivate, and reward its outstanding and creative staff members, promote innovation culture among them, and also underscore their professional efforts and their loyalty to Emirates ID in order to provide the highest service levels for customers. The launch of this prize aims at boosting the implementation of international best practices in HR management through providing an attractive working environment, maintaining outstanding human resources, and encouraging employees to obtain more scientific knowledge, be more innovative and creative to develop institutional services that conform to international standards and achieve superiority in governmental performance according to the excellence standards that underpin Emirates ID’s participation in Sheikh Khalifa Government Excellence Program.

The award, which was adopted at the end of 2011 and declared officially early 2012, reflects the commitment of the Director General to honor excellent employees and encourage them to participate and be proactive in work committees and teams to be formed and involve in community activities, in addition to motivating registration centers employees to increase their productivity and provide best services to customers.

Winners of the Award - 2011	
Award	Employee name
Best Registration Center Manager	Mosabbah Obaid Al Mesmary (Fujairah Registration Center Manager)
Best Registration Center Officer	Ahmed Mohamed Al Shehi (Ajman Registration Center)
Best Back Office	Hana Ali Al Hashimi (Al Ain Back Office)
Best Administrative Affairs Employee	Diya Abdulal (Media and Communication officer)



Emirates ID Director General with the Pakistani Minister of Interior



The Finnish Minister of Housing and Communications receives Emirates ID strategy from Dr. Al Khouri

Testimonials about Emirates ID

- The most distinguished quality of the UAE is the wisdom of the supreme leadership and its awareness of future needs and commitment to secure an environment with the utmost security and safety degrees to the whole population. I want to state my admiration to the success of Emirates ID in developing the infrastructure of electronic ID systems and adoption of large numbers of important electronic projects and initiatives.

H.E. Krista Kiuru
Minister of Housing and Communications, Finland

- We are proud of UAE's outstanding achievements in all fields, under the leadership of H.H. Sheikh Khalifa Bin Zayed Al Nahyan, President of the UAE, and we are confident that the digital ID project shall make the UAE one of the most advanced and developed countries in the world.

H.E. Rehman Malik
Minister of Interior, Pakistan

- Population register and ID card program in the UAE are pioneering projects in terms of their objectives and components and shall be when completed, set an example to be followed.

Dr. Frank Paul
Head of Unit the Large-Scale IT Systems and Biometrics Unit, European Commission

- Despite it has been established recently, Emirates ID managed to gain international recognition. Furthermore, Emirates ID strategy 2010-2013 is an exemplary model of the advanced strategic thinking, and its value emerges from the projects and initiatives it carries out.

Luke Vanist
Director of General Department of Population Register, Belgium

- Smart projects implemented by Emirates ID are perfect models to be followed for countries all over the world as they aim to consolidate national security systems and support the UAE economy.

Frank Lyman
International Relations Director, Ministry of State for Communications and IT Affairs, Belgium

- We are keen to promote bilateral cooperation relations with Emirates ID and we reaffirm our company's commitment to fulfill its responsibilities towards the strategic projects implemented by Emirates ID and we shall work on providing all kinds of support to its success in the best possible way.

Andy Green
Director, "Logica" International Company

Emirates ID in Emirates Newspapers



Continuous Prosperity for our Country the UAE

In conclusion of our Annual Report, we are pleased to quote some phrases from an article by the journalist «Ibn Al Deera», in which he wrote:

“Every year and everyone is great. Every year and our country the UAE is great and reaping the fruit of its people’s loyalty and commitment; the people who always aspire to a better time, and a better future. This is the first year after the 40th Celebration of the UAE National Day.

In the new year, we want to perfect our accomplishments and complete the unfinished ones. We seek to fill every gap, achieve every single objective and also have moments of contemplation. Each one of us has his own objectives and plans, each one of us has his contributions to national prosperity. However, we should be motivated by the values of dedication, serenity and ambition to translate our goals into a tangible reality and this can only be achieved through productive efforts and work. Words alone can never bring about any progress and we have a bright future teeming with great potentials.

What we need is conscientious, effective work through which we can transform all our days and our nation’s days and years into National Years, we should spare no effort to complete our important objectives. We should have the strength and confidence to fulfill our national identity and face great issues.

Our achievements are clearly visible and so is what we need to accomplish. In the new year, we need to work diligently and learn from experience, review its great values and learn its lessons and then we can enable our country to soar into the bright future it is worthy of with full strength and confidence.”



Since we respect the role played by free press in correcting our performance and its response to the call for expressing constructive criticism which is in total harmony with our culture, we hope we have been successful in our preparation of this annual report which documents another stage of Emirates ID’s activities and represents another step towards additional improvement and development through which we can have a better future.

We never claimed perfection, we also tried, to the best of our ability, to practice self-criticism in order to overcome any flaws which were dealt with objectivity and transparency, and we took those steps to achieve Emirates ID’s Mission which aims to further underpin national and individual security through the reinforcement of personal identification in the UAE, keeping an accurate population register and providing innovative electronic services. And our top priority is to offer the best services that would enable us to obtain customer satisfaction.

Once again, we always wish our country the UAE all the best.





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ولا يجوز استخدامها أو نسخها بأي شكل من الأشكال إلا بإذن خطي مسبق من هيئة الإمارات للهوية
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