United Arab Emirates

EMIRATES
IDENTITY
AUTHORITY

Annual Report

2010

Federal Authority | هيئـــة اتحــاديـة
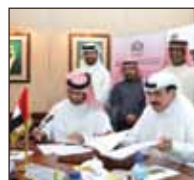
EMIRATES
IDENTITY
AUTHORITY

United Arab Emirates

Emirates Identity Authority
Annual Report 2010

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

The late Sheikh

Zayed Bin Sultan Al Nahyan

May his soul rest in peace
"Founder of the UAE and Builder of its Modern Renaissance"

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

H. H. Sheikh

Khalifa Bin Zayed Al Nahyan

President of the United Arab Emirates

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

H. H. Sheikh

Mohammed Bin Rashid Al Maktoum

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

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

H. H. General Sheikh

Mohammed Bin Zayed Al Nahyan
Crown Prince of Abu Dhabi
Deputy Supreme Commander of the UAE Armed Forces
Chairman of the Emirates Identity Authority

"The Population Register and ID Card program is a vital extension of the progress 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 the Emirates Identity Authority

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Message of the Director General

2010 – Year of Development and Achievements

I am honored to be writing this foreword to the Emirates Identity Authority (Emirates ID) 2010 Annual Report which highlights the accomplishments of Emirates ID, documents the progress it has made and marks the current achievements as stepping stones towards the greater ones we hope to attain in the future (with God`s help). As defined by the vision, goals and mission of the new 2010-2013 strategic plan and within the scope of the core values we strive to translate in our performance, work and practices into concrete outcomes for the nation.

We believe that the true value of achievements lies in their impact, realization and tangibility in the day-to-day work of Emirates ID in keeping with the practices aimed at excellence and success. These goals are achieved through stepping up efforts and initiative, and are maintained through the loyalty and dedication of our staff in order to transform the ambitious visionary plans of Emirates ID's strategy into concrete results, viable projects and full-fledged initiatives from which both the nation and its people can draw benefit.

This annual report is a great opportunity for us to reflect on the major milestones and assess our progress. This, however, is not the time to rest on our laurels and should always strive to build on our accomplishments. We should consider any achievement an incentive to mark more successes and to intensify our efforts in the next phase to show our determination to reach the goals set by Emirates ID's strategy and its new population registration plan.

We reaffirm the tenet that Emirates ID aims to instill in its entire staff: true success knows no bounds... worthwhile and admirable strategies are not the product of resounding slogans, they are not the result of dazzling promises. They are realized through a clear definition of realistic, achievable goals and the provision of all the resources that allow their realization in addition to qualified and trained human elements with skills, experience, knowledge and awareness of their roles and who have set their sights on excellence. They are realized through quality standards, principles and confidence in our capacity for excellence, innovation and success.

Last but not least, we proudly note the distinguished contributions of each and every member of Emirates ID in 2010, the year of "development and achievements" par excellence. We hope that this annual report constitutes a roadmap that guides the progress of Emirates ID through 2011 and a rich source of information that sheds light on the milestones of 2010, reinforcing our drive and determination for more success in the years to come.

It Is Allah Who Is the Guarantor of Success

Dr. Eng. **Ali Mohammed Al Khouri**
Director General

Board of Trustees

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

H.E. Sager Ghoubash Said
Minister of Labor

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

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

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

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

H.E. Dr. Saeed Abdulla Al Ghafli

Emirates ID Organizational Chart

- Board of Trustees
- Director General
  - Legal Adviser
  - Head of the Director General's Office
- Executive Director of Planning and Quality
  - Planning Manager
  - Quality Manager
  - Internal Audit Manager
- Executive Director of Administrative Affairs and Relations
  - HR Manager
  - Procurement Manager
  - Services Manager
  - PR & Marketing Manager
- Executive Director of Communication and Information Systems
  - Networks and Communications Manager
  - Applications Manager
  - Information Security Manager
  - IT Services Manager
  - Operations Manager
- Executive Director of Registration Centers
  - Abu Dhabi Area Manager
  - Dubai and Northern Emirates Manager
  - Customer Service Manager
- Executive Director of Population Register
  - ID and Population Register Manager
  - Nationals and GCC Register Manager
  - Residents and Expatriates Register Manager
  - Control and Follow-up Manager
  - Innovation and Development Manager
- Executive Director of Financial Affairs
  - Budgeting and Reporting Manager
  - Cash and Payments Manager
  - Accounts and Control Manager

Overview

Achievements

Overview
Achievements

- Developing Emirates ID 2010-2013 Strategic Plan.
- Increasing registration with the Population Register to 1,286,430 persons in 2010 bringing the total number of persons registered in the population register to 2,879,301.
- Finalizing the re-engineering of the registration process and decreasing registration time from 30 minutes to less than 5 minutes.
- Launching the Population Register ID Card (PRIDC) system and infrastructure upgrade project, and creating and equipping 25 new registration centers to link registration with preventive medicine procedures (residence visa process).
- Launching the Public Key Infrastructure (PKI) and Federal Identity Management (FIM) project to secure e-transactions and supporting e-Government projects.
- Opening new registration centers in Abu Dhabi, Al Ain and the Western Region.
- Launching the project for the redesign of registration centers to improve customer service.
- Issuing 8th generation smart cards were the UAE is the first country in the world to adopt.
- Developing the first version of the new ID Card Tool Kit comprising the Software Development Kit for integration of applications with ID card for delivery services.
- Renewing quality certification ISO 9001:2008 for Emirates ID's quality management system.
- Renewing ISO 27001:2005 certification for information security and maintaining its top position worldwide as the only country to receive such certification for its ID scheme and the only federal entity to earn this certification.
- Increasing Emiratization to 94% and decreasing employee turnover to 7.69%.
- Participating in community activities and organizing two international conferences in Abu Dhabi.
- Finalizing the review and adoption of executive and administrative regulations.

e-Reader Software

Emirates ID Strategy

The year 2010 was marked by Emirates ID's well-rounded strategy which allowed the successful achievement of Emirates ID's goals through the follow-up and insightful directives of its Board of Trustees. Our goals were also the product of the concerted effort of our staff, particularly the Higher Management Committee through its periodic meetings, the meetings of Registration Centers directors, Higher Management Committee field visits to all areas of operation and continous communication with employees. Moreover, the periodic follow-up of department operational plans played a key role in achieving the objectives of the strategy.
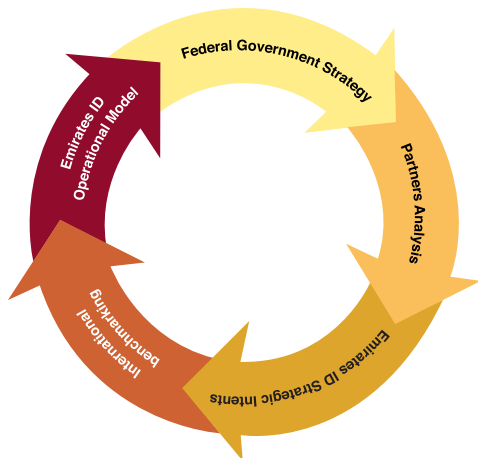
Emirates ID Strategy (2010-2013)
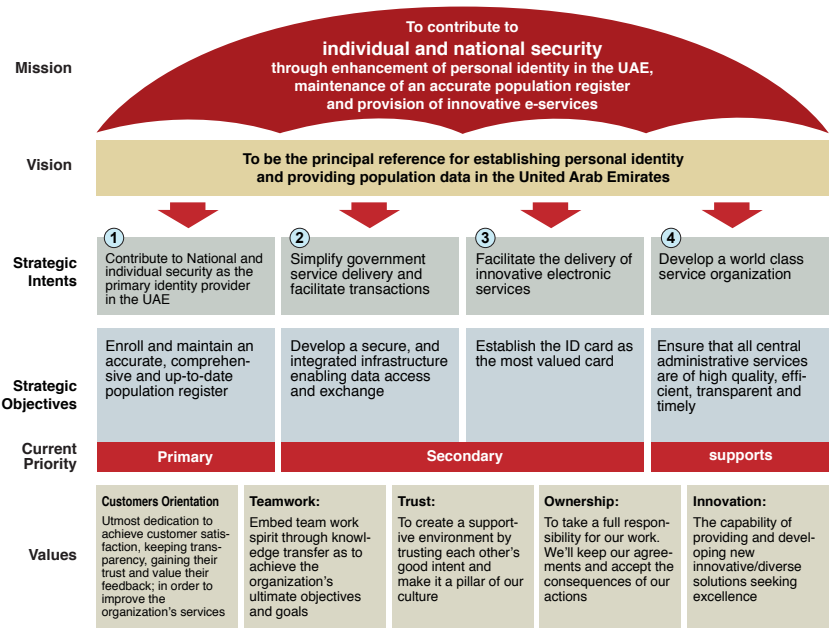
Strategy Overview

In 2010, Emirates ID strove to develop work mechanisms by developing a strategy that was both ambitious and realistic. The most notable features of Emirates ID's strategy were its alignment with the federal strategy and the UAE Vision 2021, and its emphasis on developing the population registration process and facilitating stakeholder access to Emirates ID services. Moreover, Emirates ID's strategy focused on the development of secure and integrated infrastructure for personal identification, identity verification and for data exchange with other civil status entities.

Key Strategy Intents

Emirates ID based its strategy on five main inputs to define its strategic goals (as shown by the following figure):The Strategic Plan

The Strategic Plan

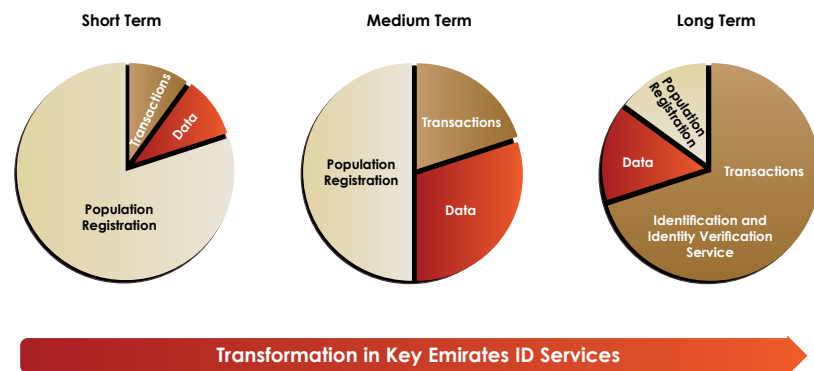|				
Mission	To contribute to **individual and national security** through enhancement of personal identity in the UAE, maintenance of an accurate population register and provision of innovative e-services			
Vision	To be the principal reference for establishing personal identity and providing population data in the United Arab Emirates			
Strategic Intents	① Contribute to National and individual security as the primary identity provider in the UAE	② Simplify government service delivery and facilitate transactions	③ Facilitate the delivery of innovative electronic services	④ Develop a world class service organization
Strategic Objectives	Enroll and maintain an accurate, comprehensive and up-to-date population register	Develop a secure, and integrated infrastructure enabling data access and exchange	Establish the ID card as the most valued card	Ensure that all central administrative services are of high quality, efficient, transparent and timely
Current Priority	Primary	Secondary		supports
Values	**Customers Orientation** Utmost dedication to achieve customer satisfaction, keeping transparency, gaining their trust and value their feedback; in order to improve the organization's services	**Teamwork:** Embed team work spirit through knowledge transfer as to achieve the organization's ultimate objectives and goals	**Trust:** To create a supportive environment by trusting each other's good intent and make it a pillar of our culture	**Ownership:** To take a full responsibility for our work. We'll keep our agreements and accept the consequences of our actions	**Innovation:** The capability of providing and developing new innovative/diverse solutions seeking excellence

The components of the strategy allowed the identification of key strategy intents and objectives for 2010-2013, as well as strategic key performance indicators and the initiatives that would ensure such indicators as reflected in the operational plan. **(See pages 26, 38, 40)**

The Operational Model

While developing its strategy, Emirates ID was keen to establish an operational model for key Emirates ID operations and to map future transformations where it shall endeavor to register the population in the short term and shall gradually move towards linking ID Cards to transactions and services offered by public and private sector institutions as a means for personal identification and identity verification and a prerequisite for accessing such services.

Short Term

Transactions
Data
Population Registration

Medium Term

Transactions
Population Registration
Data

Long Term

Population Registration
Data
Transactions
Identification and Identity Verification Service

Transformation in Key Emirates ID Services

The Operational Plan

A detailed operational plan was developed for each department covering the projects and initiatives that reflect the spirit of the strategy. A timeframe was established for the implementation of the strategy and clear key performance indicators (KPIs) were set along with follow-up procedures. Further, initiative owners (the parties and individuals responsible for the implementation of each initiative) were identified to ensure good progress in the main initiatives and the proper development of longer-term initiatives.

■ Presentation and Discussion of the Operational Plans

Emirates ID Leadership's Supporting Role

Board of Trustees

The senior management, represented by their Highnesses Chairman and Vice Chairman of Emirates ID and all board members, strove to provide their full support for Emirates ID in achieving its strategic objectives and executing relevant projects.

■ H.H. Lt General Sheikh Saif Bin Zayed Al Nahyan, Deputy Prime Minister, Minister of Interior and Vice Chairman of Emirates ID, calls on Emirates ID Senior Managers to work as one team towards achieving Emirates ID goals through a comprehensive project for administrative and organizational development.

■ Board of Directors calls for reinforcing the efforts of development and direct to focus on registration of the population.

■ The Board of Trustees examines the development plan and urges higher performance and better customer service.

Higher Management Committee Chairman

The Chairman of the Higher Management Committee ensured continous follow-up of work progress through his attendance at periodic meetings and his participation in key events.

■ Attending several meetings of the Higher Management Committee.

■ Attending several Higher Management Committee meetings.

■ Discussing the Strategic Plan.

■ Examining Emirates ID strategic plan.

■ Reviewing action plans and mechanisms.

Higher Management Committee

■ **Observing Emirates ID work procedures**

The Higher Management Committee strove to assess Emirates ID's performance by following up on projects and employee affairs:

■ Holding periodic (bi-weekly) meetings to follow up on work progress and the implementation of the strategy, and to reflect on all internal issues and suggestions to promote teamwork. Thirty meetings were held during 2010.

■ Holding monthly meetings with all registration center directors to note work progress and discuss issues relevant to registration as well as suggestions proposed by centers to improve services.

Field Visits

■ Field visits to project sites to inspect execution phases.

■ **Field visits to all Emirates ID centers and meetings with center employees**

■ The Director General visits Fujairah Center.

■ The Director General visits Al Barsha Center.

■ The Director General visits Sharjah Center.

■ The Director General visits Rashidiah Center.

■ The Director General visits Ras Al Khaima Center.

■ The Director General visits Umm Al Quwain Center.

Key Initiatives & Projects

In 2010, Emirates ID launched a number of key projects based on the initiatives established in its 2010-2013 strategy which aim at achieving strategic goals relevant to registration and infrastructure development for data sharing and electronic linkage with other entities.

Key Initiatives Completed in 2010

The 2010 strategy included numerous main and secondary initiatives most of which centered on developing registration and relevant support systems in addition to some initiatives aimed at organizational development and excellence. Emirates ID successfully completed over 90% of planned initiatives for 2010 which may be summed up as follows:

Simplifying Registration Procedures

This was among the most notable initiatives launched by the strategy given its close alignment with the purpose of Emirates ID. Emirates ID successfully developed the New Registration Strategy by initiating several projects, including:

1- Enrollment Process Reengineering **(see page 48)**

2- Registering residents through preventive medicine centers **(see page 51)**

Providing Authorized Access to Population Register Data

This initiative aims at providing accurate and reliable data from the Population Register to government entities and supporting the UAE's strategic projects **(see page 42).**

Creating and Implementing the Marketing and Community Communication Plan

Emirates ID was able to successfully carry out various initiatives as a result of creating and implementing the Marketing and Community Communication Plan which aims at raising awareness both within and beyond Emirates ID on the Population Register project, in addition to activating the role of Emirates ID in serving the community.

Issuing Contactless Cards with Advanced Features

This initiative aims at developing the ID Card and its features as Emirates ID prepares to activate e-services **(see page 52).**
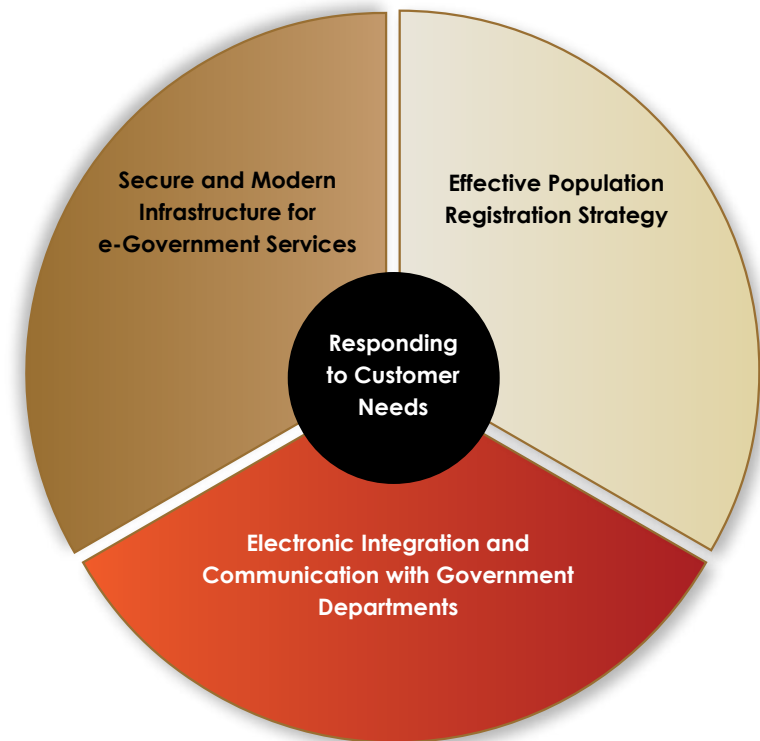
Main Strategy Components

Key Projects in 2010

■■ Finalizing the project for the Enrollment Process Reengineering aimed at simplifying procedures and increasing registration rates.

■■ Launching the project for developing the Population Register and registration through preventive medicine centers by linking registration procedures with medical testing for residence visa applicants.

■■ Launching PKI and FIM project, supporting e-Government projects in the UAE and creating an electronic authentication center aimed at facilitating e-services in order to verify and confirm identity through electronic networks.

■■ Launching the Unified Form project which aims at integrating the forms of Emirates ID, the Department of Naturalization and Residence and Health Authority (Preventive Medicine) as Emirates ID prepares to create links between preventive medicine procedures and issuing/ renewing residence.

■■ Launching the ID Card data reader software project which aims at facilitating electronic links with the systems used in departments and institutions, and activating ID Card applications and features for 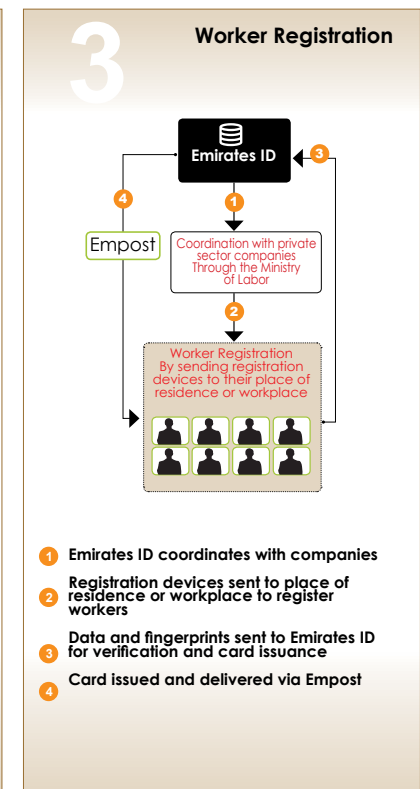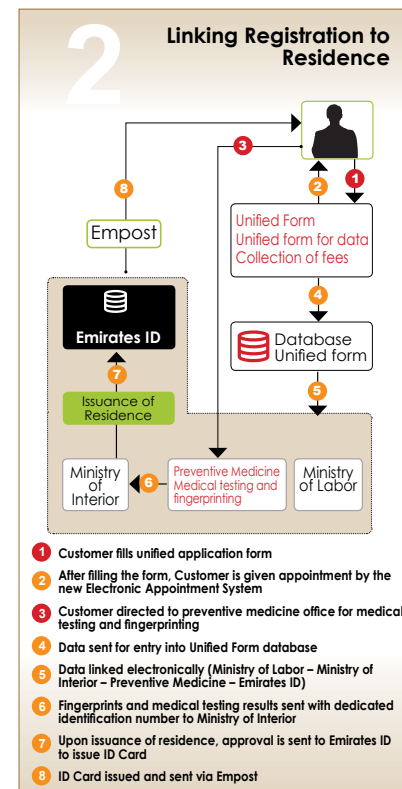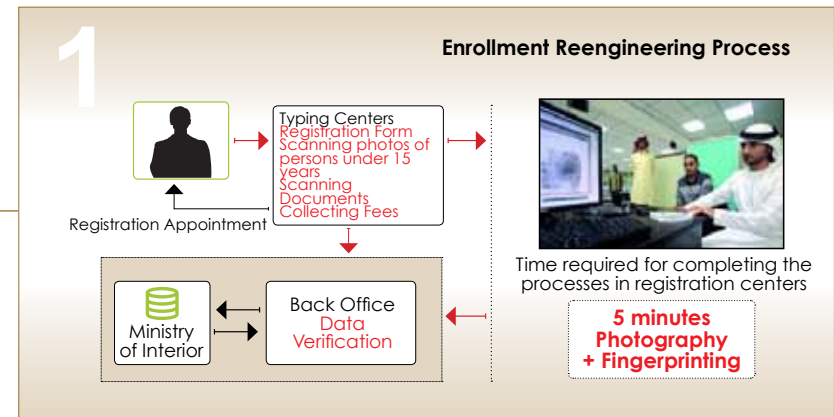identity verification through fingerprints, codes, and digital certificates and signatures. The first phase of the project has been completed.

Components of the New Registration Plan

1 — Enrollment Reengineering Process

Registration Appointment

Typing Centers
Registration Form
Scanning photos of persons under 15 years
Scanning Documents
Collecting Fees

Ministry of Interior

Back Office
Data Verification

Time required for completing the processes in registration centers

**5 minutes
Photography
+ Fingerprinting**

2 — Linking Registration to Residence

Empost

Emirates ID

Unified Form
Unified form for data
Collection of fees

Database
Unified form

Issuance of Residence

Ministry of Interior

Preventive Medicine
Medical testing and fingerprinting

Ministry of Labor

1 Customer fills unified application form

2 After filling the form, Customer is given appointment by the new Electronic Appointment System

3 Customer directed to preventive medicine office for medical testing and fingerprinting

4 Data sent for entry into Unified Form database

5 Data linked electronically (Ministry of Labor – Ministry of Interior – Preventive Medicine – Emirates ID)

6 Fingerprints and medical testing results sent with dedicated identification number to Ministry of Interior

7 Upon issuance of residence, approval is sent to Emirates ID to issue ID Card

8 ID Card issued and sent via Empost

3 — Worker Registration

Emirates ID

Empost

Coordination with private sector companies Through the Ministry of Labor

Worker Registration
By sending registration devices to their place of residence or workplace

1 Emirates ID coordinates with companies

2 Registration devices sent to place of residence or workplace to register workers

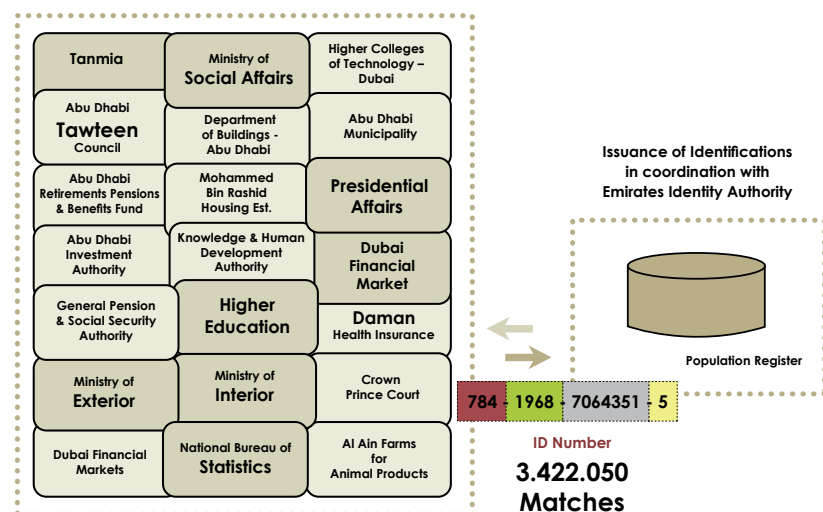3 Data and fingerprints sent to Emirates ID for verification and card issuance

4 Card issued and delivered via Empost

■■ Data Mapping Project

This project aims at coordinating with government entities in the UAE in order to enter personal identification numbers into their databases (employee and customer records) in a fully electronic manner after matching their data with the Population Register. This initiative also seeks to reduce record duplication due to changes in personal identification documents presented by the customer (such as passport changes after renewal) and to reduce the issuance of identification documents by such entities for their customers to access their services. A total of 21 governmental and semi-governmental entities benefited from this service in 2010 with more than (3) million records matched with these entities and linked with their personal identification number.

Tanmia	Ministry of Social Affairs	Higher Colleges of Technology – Dubai
Abu Dhabi Tawteen Council	Department of Buildings - Abu Dhabi	Abu Dhabi Municipality
Abu Dhabi Retirements Pensions & Benefits Fund	Mohammed Bin Rashid Housing Est.	Presidential Affairs
Abu Dhabi Investment Authority	Knowledge & Human Development Authority	Dubai Financial Market
General Pension & Social Security Authority	Higher Education	Daman Health Insurance
Ministry of Exterior	Ministry of Interior	Crown Prince Court
Dubai Financial Markets	National Bureau of Statistics	Al Ain Farms for Animal Products

Issuance of Identifications in coordination with Emirates Identity Authority

Population Register

784 | 1968 | 7064351 | 5

ID Number

3.422.050 Matches

Feasibility Studies for Key Projects

The Higher Management Committee required implementation of key projects within the new 2010-2013 strategy to be based on economic feasibility studies that assessed all aspects of a project and supported optimal allocation of available economic resources.

New ID Card Lamination System

The feasibility study performed for the new ID Card lamination system concluded that the new device will, over a period of five years, result in the following:

- The gradual decrease of lamination costs from 4 to 0.69 AED in year 4.
- The saving of (64) million AED with production averaging 22,000 cards per day.

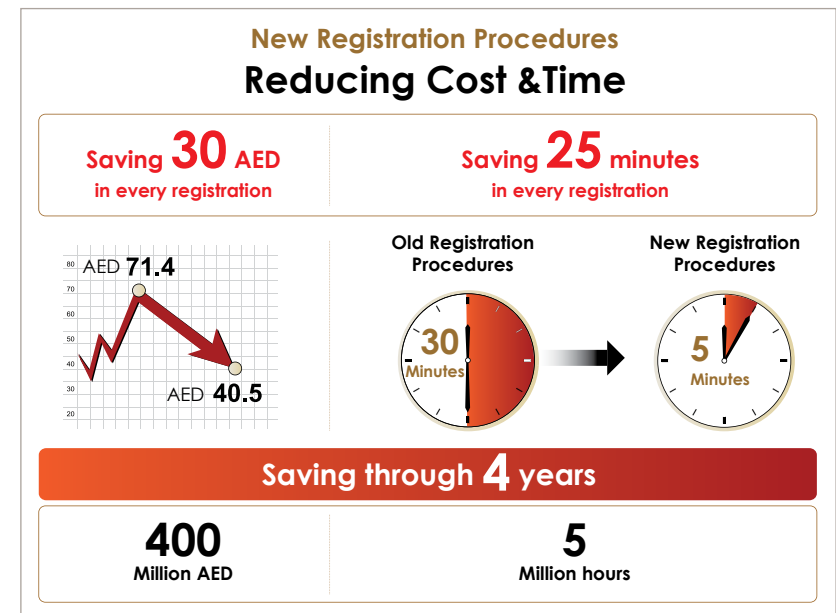| Year	Card lamination cost (AED)	Number of cards produced daily	Lamination cost with new system	Cost per card with new system (AED)
Year 0	4.234.000	4.000 Cards	3.801.600	3.6
Year 1	7.293.000	7.000 Cards	1.700.160	0.92
Year 2	23.232.000	22.000 Cards	3.775.300	0.65
Year 3	23.232.000	22.000 Cards	3.891.360	0.67
Year 4	23.232.000	22.000 Cards	4.007.520	0.69
Total	81.312.000		17.175.840	

Total Saved: 64 million AED over 5 years

Enrollment Process Reengineering Project

The feasibility study conducted for the enrollment process reengineering project concluded that the following results can be achieved within 4 years (between 2010 and 2013):

- Saving (5) million work hours following the implementation of the new registration procedures (including time spent by customers waiting).
- Saving (400) million AED as a direct consequence of reducing the time needed to complete the registration process, and increasing the number of registrations per day.

New Registration Procedures
Reducing Cost &Time

Saving **30** AED
in every registration

Saving **25** minutes
in every registration

AED **71.4**

AED **40.5**

Old Registration Procedures

30 Minutes

New Registration Procedures

5 Minutes

Saving through 4 years

400 Million AED

5 Million hours

Key Results

Emirates ID successfully achieved results unprecedented in previous years. This was possible due to its well-rounded strategy in terms of developing registration and card issuance processes.

Key Results Compared To Previous Years

I. Registration of UAE Population in the Population Register

According to its incorporation law, Emirates ID is the only federal entity mandated to register the population and issue ID cards to the public. Emirates ID has been keen to implement this law by launching a number of initiatives and projects. Emirates ID's most notable accomplishments in terms of population registration may be summarized as follows:

Population Enrollment Process Reengineering

Emirates ID developed the registration strategy to focus on population enrollment reengineering. Registration phases were reduced from 6 to 4 steps, including data entry, data verification, fee collection at typing centers, and fingerprinting and photographing by Emirates ID at registration centers through a one-stop process (refer to figure 3).
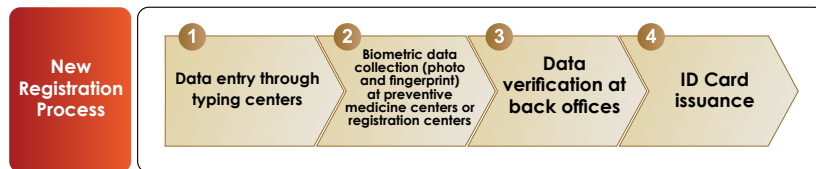

Figure 3 New Registration Process

This strategy achieved unprecedented results, mainly:

■ Reducing the average time spent on registration at registration centers by 83%. The new registration process takes less than 5 minutes whereas the process had previously required around 30 minutes (refer to figure 4). The time efficiency achieved in completing each registration transaction also reduced the waiting period for customers and, thus, increased customer satisfaction as shown by customer satisfaction surveys and media coverage.
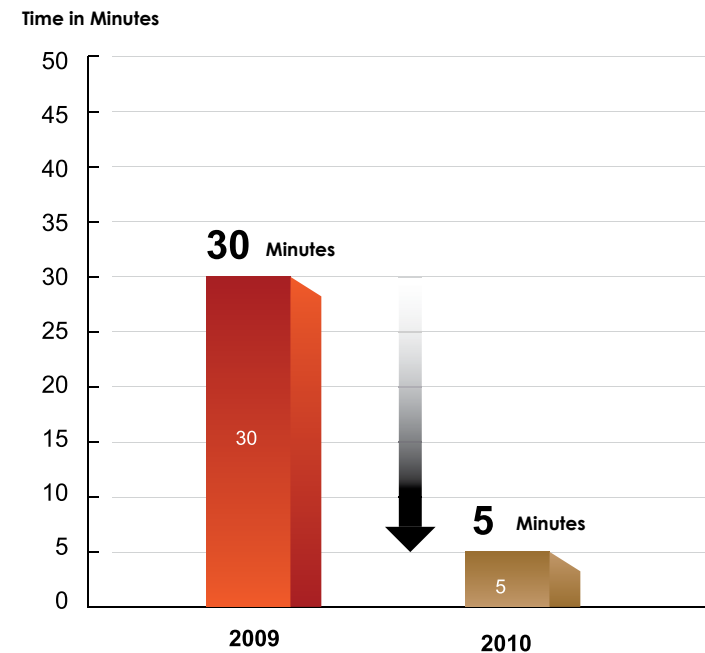
Average Registration Time in Minutes

Figure 4 Time Spent on Registration

■ Registration of about 2,879,301 persons in the Population Register with 1,286,430 persons registered in 2010, which amounts to almost as many registrations as those conducted in the five previous years combined (1,592,871 persons).

■ Increase in daily registrations from 3000 persons in 2009 to 9000 in 2010.

Overall Registration in 2010

2.879.301

1.268.430

Persons in 2010

45%

55%

1.592.781

Persons 2005:2009
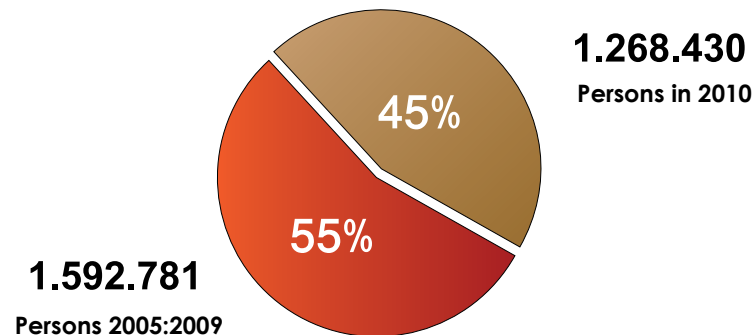
Increase of the Daily Registration

From 3000 to 9000 persons/day

Registration office inside the Abu Dhabi Central Post Office building

■■ Creating a plan for gradual dissemination across post offices in the UAE as part of Emirates ID's geographic expansion of its registration centers in order to better serve the public and facilitate registration procedures for customers.

■■ Launching the project for the redesign of registration centers to accommodate the great number of registrants and respond to customer needs in order to improve service quality.

■■ Authorizing more than 700 typing centers across the UAE to facilitate access to Emirates ID services.

■■ Launching and activating a new appointments system which helped organize the registration process and reduce waiting periods, ensuring that customers complete the process within 10 minutes of their arrival at the center.

■■ Opening a number of registrant data verification offices to ensure the validity and accuracy of data and documents before printing the ID Card, as Emirates ID is keen on maintaining the accuracy of the Population Register and the quality of issued cards.

Registration through Preventive Medicine Centers

Emirates ID began the implementation of the second phase of the Population Register development project to register residents via preventive medicine centers across the UAE and link this process with residence visa issuance electronically in collaboration with the Department of Naturalization and Residence which will contribute to the registration of all residents. The system was piloted in the Emirate of Umm Al Quwain where it was met with expected success. The project will be gradually disseminated across all preventive medicine centers in the UAE in 2011.

II. Upgrading the Quality and Technology Used for Card Issuance

The most salient achievements in this area are:

■■ Issuing 8th generation cards with contact and contactless technology and a capacity of 144KB, which allows the storage of additional data and applications for the card holder. The cards are aligned with Emirates ID's new strategy which seeks to implement several initiatives concerning e-service applications. This was a landmark achievement where the UAE was the first country in the world to use such G8 smart cards.

■■ Upgrading the lamination system by using an automatic card lamination device capable of producing 1500 cards/hr. This new automatic device creates added value for Emirates ID given its innovative design, high production capacity, capacity for optimization, versatile technological specifications, auto-operation features, ID Card data chip reader software, compatibility with new printing devices and possibility to add logos and labels. It should be noted that Emirates ID was able to save 8 million AED within a year of installing the new device (refer to figure 7).

Figure 7 New Lamination Device

■ Increasing the ID Cards production rate from 3000 to 9000 cards issued per day (refer to figure 8).
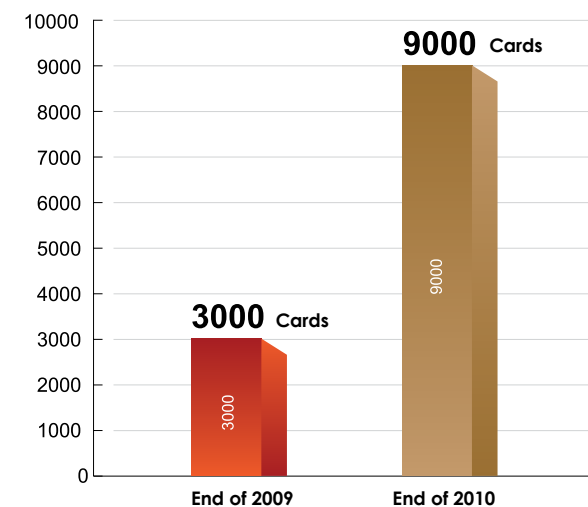
Figure 8 Card Issuance Rate

III. Supporting e-Government Projects

Emirates ID played an active role in supporting e-Government projects through which the following was accomplished:

■■ Activating the use of ID cards for all e-gateways across the UAE at airports (137 portals) and land entry points with GCC countries. All readers at the UAE-Oman border are now operational and coordination is underway with the Ministry of Interior to activate readers at all UAE border points.

■■ Activating the use of ID cards through the ID Card reader software which Emirates ID designed and provided to several government entities, namely Dubai Courts and Abu Dhabi Judicial Department. The software reads and retrieves data stored on the card and authenticates personal identity through fingerprinting or a code. Dubai Courts were able to reduce the time needed for its procedures after installing the software, while the Abu Dhabi Judicial Department linked the software to all notarization branches to increase the speed and efficiency of processes by facilitating the retrieval of customers data and storing them directly on the system.

■■ Collaboration with government entities responsible for the implementation of e-Government programs in addition to other private sector institutions to study their needs and conduct project applications in accordance with their requirements.

■■ Supporting the e-Citizen project in collaboration with ICDL GCC Foundation.

■■ Launching the first phase of the implementation of electronic ID applications in the banking sector.

■■ Implementing the PKI and FIM project to support e-Government which aims at providing a secure infrastructure for data sharing with other entities through electronic links with the Population Register, reading data stored on the card, verifying the identity of card holders through electronic networks and enabling digital signatures. Requirements were finalized for electronic linking with the Ministry of Interior on the e-passport project, where new passports will be issued by the Ministry of Interior based on Population Register data.

■■ Holding coordination meetings with several public and private entities to discuss ways to activate the ID card application and implement e-services that can be accessed through the cards.

■ Discussing ways to activate the partnership between Emirates ID and the Federal Electricity and Water Authority.
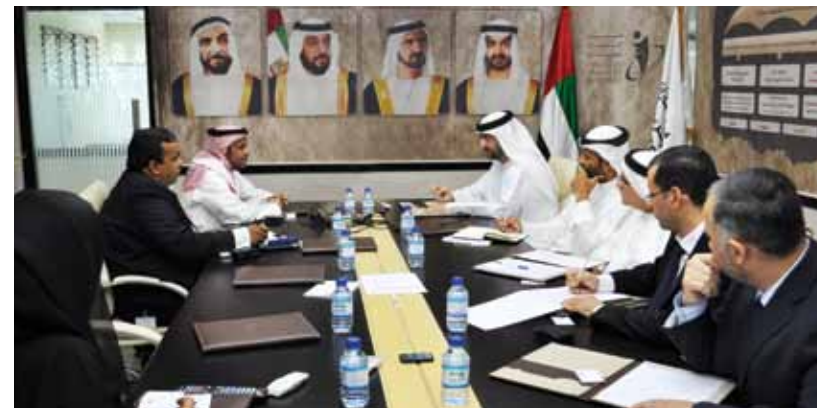
■ Joint meeting with the Social Welfare and Minors Affairs Foundation to discuss ways to support the foundation by providing all the data needed to facilitate foundation procedures.

■ Meeting with the Judicial Department to share Emirates ID's technical expertise.

■ Joint meeting with Emaratech to discuss the new electronic form requirements.

■ Collaboration with the General Pension and Social Security Authority to simplify procedures through the use of ID cards.

■ Collaboration with the National Statistics Center for statistical data sharing.

■ Joint meeting with Abu Dhabi Tawteen Council on collaboration with Emirates ID for the purpose of using its database and providing it with national staff.

■ Joint meeting with Abu Dhabi Systems and Information Center to discuss the activation of ID Card applications for electronic transactions.

■ Cooperation with Dubai Police to activate ID cards.

■ Joint meeting with the Critical National Infrastructure Authority to discuss means of collaboration and utilizing ID Card applications.

Achievements
(Organizational Excellence)

Emirates ID focused on the organisational development structure in order to advance its human resources capabilities and provide better services for its employees through the collective effort of its management.

Achievements in Promoting Organizational Management Excellence

Emirates ID focused on the development of its organizational capabilities in order to advance the competency of its human resources and provide better services for its employees through the collective effort of its management. Indeed, Emirates ID successfully achieved the targeted results which may be summed up as follows:

■■ Creating the 2010-2013 strategic plan.

■■ Developing the performance management record to measure operational indicators for all Emirates ID departments.

■■ Participating in the Sheikh Khalifa Government Excellence Program and launching a comprehensive organizational project to promote and implement various organizational excellence approaches.

■■ Preparing the Zero-Based Budgeting Project.

■■ Preparing and adopting the final statements of account for the years 2004-2009.

■■ Preparing the financial regulations.

■■ Finalizing the Advanced Financial Model in collaboration with Zayed University to explore the future registration expectations with outsourcing projects and the model's impact on approved budget expenditure.

■■ Reengineering financial procedures.

■■ Creating and launching the "Tawafok" system to provide automation of ICT procedures. The system has achieved a 25% time reduction in completing internal services and facilitated the follow-up of

applications submitted by all Emirates ID departments and centers to the ICT department.

■■ Renewing ISO certification 9001:2008.

■■ Renewing ISO information security certification 27001:2005. It should be noted that Emirates ID is one of the first government entities to implement information security and confidentiality standards.

■■ Completing phase I of the Enterprise Resource Planning (ERP) project for all e-services which will be implemented by electronically linking all Emirates ID procedures and policies based on international best practices.

■■ Reducing employee turnover to 7.69% compared to a 12% rate in 2009.

7.69%
Employee Turnover

2010

2009

12%
Employee Turnover
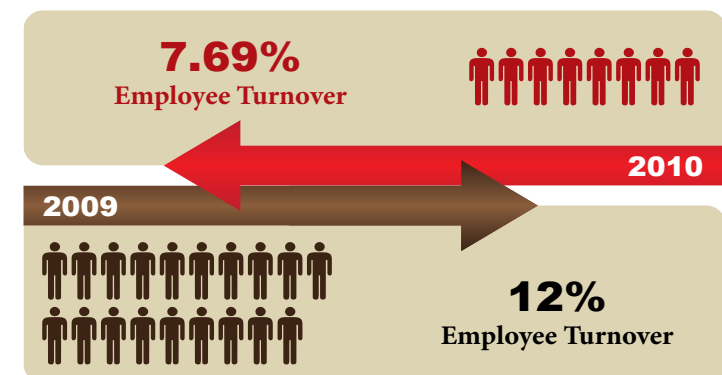
Scientific Research

Emirates ID was keen to promote a culture of scientific research through its publication of scientific findings and practical applications in various international journals and periodicals. Emirates ID published seven scientific research papers in 2010.

The significance of Emirates ID's published scientific contributions lies in the fact that they are studies based on Emirates ID's conceptions in management and field practice, which reflect the value that Emirates ID places on research. Moreover, such research responds to the needs of the UAE which Emirates ID endeavors to investigate and offer solutions to.

In mid-2010, Emirates ID created a Studies and Research page on its website where it publishes its scientific research. This page has become a go-to source for researches and enthusiasts with over 20,000 visitors from all over the world: UAE, USA, UK, France, Germany, Switzerland, Australia, Sweden, Canada, Belgium, Finland, Spain, Hong Kong, Italy, Nigeria, Turkey, Croatia, Portugal, Singapore, Algeria, Tunisia, Egypt, Jordan and many other Arab and foreign countries.

The United Nations also published on its official website a scientific paper prepared by Emirates ID, titled "Supporting e-Government", which it touted as a leading study in the Middle East for its scientific value and exploration of a number of critical contemporary topics.

Below is a list of the most prominent scientific studies published in international peer-reviewed journals, which Emirates ID presented at a number of conferences in 2010:

	Title of Study	Journal/Conference
1	A Strategy Framework for Risk Assessment and Mitigation for Large e-Government Projects	International Journal of Computer Science and Network Security
2	Supporting e-Government	Journal of e-Government Studies and Best Practices
3	Successful Transformational Initiatives: Practical Approaches for Managing Change	Management Research and Practice Journal
4	Public Value and ROI in the Government Sector	Advances in Management
5	Improving Organizational Performance	18th Annual International Conference on Modern Workforce Challenges, Responsibilities and Rights in the Global Community. The Association on Employment Practices and Principles (AEPP), University of San Francisco, San Francisco, CA, USA
6	The Challenge of Identity in a Changing World: The Case of GCC Countries	21st Century Gulf: The Challenge of Identity, University of Exeter, UK
7	Facing the Challenge of Registration in ID Card Schemes	The Biometric Landscape in Europe, Proceedings of the Special Interest Group on Biometrics and Electronic Signatures, BIOSIG 2010, Darmstadt, Germany

Emirates ID Website
(Bridging the Communication Gap)

Given its strong belief in the need to promote both internal and external communication, and in light of its Marketing and Community Communication plan, Emirates ID strove to activate its official website to bridge the communication gap with the public, media outlets and Emirates ID staff. As such, Emirates ID developed its website to include all news and events relevant to its internal and external activities. Emirates ID also created a number of useful portals, namely:

■■ The Research and Studies page in Arabic and English where Emirates ID publishes its scientific research and studies in all relevant fields. This page has become a key source of information for researchers and scholars around the world.

■■ The Presentations page which offers access to Emirates ID contributions at leading international conferences and forums.

■■ Periodic surveys to measure client satisfaction, obtain their feedback and improve service quality. This feature also allows client participation in some management decisions such as registration center locations, among others.

In addition to the above, Emirates ID provided the public with several other services that help make the website more user-friendly in order to foster and reinforce communication channels with clients. These services include website browsing on mobile phones. Emirates ID was also among the first government entities to provide website content in Arabic.

Emirates ID's website recorded high volumes of traffic in 2010 as a rich news, scientific and cultural resource for all segments of society. Moreover, Emirates ID sought to engage the community in its activities by running regular competitions, such as the Ramadan competition. Web traffic recorded 700.325 visitors during 2010.

www.emiratesid.ae

Partnerships

Emirates ID was keen to foster collaborations with a number of public and private-sector entities by signing partnership agreements and MoUs that added value to its portfolio and marked new organizational and social achievements for the authority.

Partnerships

■ Strategic partnership with Emirates Post (Empost).

■ Cooperation agreement with the British Standards Institution (BSI).

■ Cooperation agreement with the General Pension and Social Security Authority (GPSSA) for utilizing ID Card electronic features and stored data.

■ Cooperation agreement with Logica to develop the PKI and digital signature.

■ Partnership with Sharjah e-Government.

■ Strategic partnership with Electronic Identity Managment and Security Solutions Systems Co. (EIMASS) to upgrade PRIDC systems.

■ Strategic partnership with Zakat Fund.

■ Bolstering the partnership with the Ministry of Education.

Events & Activities

Emirates ID participated in several key events in addition to its active engagement in international and domestic forums in its sincere effort to keep abreast of best practices and share experiences with leading institutions in various fields.

Conference Map

المنتدى العالمي للتكنولوجيا المتقدمة
World Hi-Techn Forum

| 14/10/2010 | London - UK | لندن - بريطانيا | **10** |

المؤتمر العالمي فضاء المقاييس الحيوية في أوروبا
The Biometric Landscape in Europe, Special Interest Group
on Biometrics & Electronic Signatures, **BIOSIG 2010**

| 9/09/2010 | Darmstadt - Germany | درمستدت - المانيا | **7** |

المؤتمر العالمي للهوية
ID WORLD International Congress

| 16/10/2010 | Milan, Italy | ابطاليا - ميلان | **14** |

مؤتمر الهوية والجواز الإلكتروني
ID and ePassport Conference

| 28/10/2010 | Athina-Greece | أثينا - اليونان | **12** |

المؤتمر السنوي لدراسات الخليج
خليــج القرن الحادي والعشرين - تحدي الهوية
The Challenge of Identity in a changing World: **The case of GCC Countries**

| 30/06/2010 | Extra Univ.- Uk | جامعة اكستر - بريطانيا | **6** |

مؤتمر ومعرض البطاقات
"كارتيس 2010"
Conference and Exhibition tag **"Kartis 2010"**

| 06/09/2010 | Paris - France | باريس - فرنسا | **15** |

المؤتمر العالمي حول البطاقات الذكية
وإدارة الهوية الإلكترونية وتطبيقاتها
Smart Event 2010 - World e-ID Conference

| 21/09/2010 | Nice - France | نيس - فرنسا | **8** |

مؤتمر ومعرض البطاقات
"كارتيس 2010"
Conference and Exhibition tag **"Kartis 2010"**

| 03/03/2010 | Hong Kong | هوڠ كوڠ | **2** |

قمة التكنولوجيا الحكومية 2010
Government Technology Summit 2010

| 04/04/2010 | Duabi - UAE | دبي - الامارات | **4** |

مؤتمر ومعرض البطاقات السنوي
الحادي عشر في الشرق الأوسط
Cards Middle East 2010

| 17/05/2010 | Duabi - UAE | دبي - الامارات | **5** |

معرض جيتكس
GITEX Dubai

| 04/04/2010 | Duabi - UAE | دبي - الامارات | **11** |

منتدى دبي حول أفضل الممارسات الحكومية
....

| 13/12/2010 | Duabi - UAE | دبي - الامارات | **17** |

منتدى الحكومة والخدمات الإلكترونية
لدول مجلس التعاون
GCC eGovernment & eServices Forum

| 21/12/2010 | Duabi - UAE | دبي - الامارات | **18** |

مؤتمر مستقبل الحكومات 2010
The Future of Governments, 2010 Conference

| 01/03/2010 | Malaysia | ماليزيا | **9** |

مؤتمر أمن الحكومات 2010
SecureGov Summit

| 10/11/2010 | Malaysia | ماليزيا | **13** |

المؤتمر العالمي للهوية
The 2010 Identity Conference

| 09/03/2010 | Abu Dhabi - UAE | أبوظبي - الامارات | **1** |

قمة أبوظبي العالمية لبطاقات الهوية
Abu Dhabi ID Summit

| 03/04/2010 | Abu Dhabi - UAE | أبوظبي - الامارات | **3** |

قمة دول مجلس التعاون الخليجي
لمكافحة الإتجار بالبشر ومراقبة الحدود
GCC Anti-Trafficking & Border Control Summit

| 12/12/2010 | Abu Dhabi - UAE | أبوظبي - الامارات | **16** |

Events & Activities

Active Participation Abroad:
Conferences/Forums/Exhibitions

■ World High-Tech Forum where Emirates ID presented a paper titled "Role of the State in Fostering National Security and Promoting Economic Development".

■ University of Exeter Annual Conference (21st-Century Gulf: The Challenge of Identity) where Emirates ID presented a paper focusing on national identity.

■ The Biometric Landscape in Europe Conference where Emirates ID presented a scientific paper on addressing the challenge of registration in national ID schemes.

- 9th ID World International Congress 2010. Emirates ID participated in the Congress Parallel Exhibition with a special stand that presented its new registration strategy along with the main ID Card applications.

- 2010 Smart Cards and e-ID Management Conference where Emirates ID represented the UAE and presented a paper titled "Strategic Projects in the Public Sector and Importance of Smart Leadership for Decision-Making and Project Success".

- e-ID and e-Passport Conference where Emirates ID presented its Population Register and ID Card Strategy as well as the activation of e-services

- SecureGov Forum in Malaysia which addressed the security threats of information systems and best practices to reduce such threats.

- 7th FutureGov Summit 2010 (Building Secure Citizen Services) where Emirates ID participated in the proceedings with a paper titled "Client-Based Citizen Services".

- Cartes 2010 in Asia Congress and Exhibition in which Emirates ID explored the latest technologies in the ID card industry.

Participation in Local Conferences/Forums/Exhibitions

■ Al Raisi delivers a speech on behalf of H.H. Lt. General Sheikh Saif Bin Zayed Al Nahyan Deputy Prime Minister, Minister of Interior and Vice Chairman of Emirates ID at ID Conference 2010 held in Abu Dhabi in collaboration with Gemalto.

■ International ID Conference 2010 held in Abu Dhabi for the third consecutive year under the patronage of H.H. Lt General Sheikh Saif Bin Zayed Al Nahyan, Deputy Prime Minister, Minister of Interior and Vice Chairman of Emirates ID.

■ Participating in the 11th Annual Middle East Identity Card Conference and Exhibition held under the auspices of Emirates ID.

■ Participating in the Dubai Forum for Best Government Practices 2010 which aimed at promoting best practices and global trends in government performance excellence.

■ Participating in the GCC e-Government and e-Services Forum and presenting a paper titled "e-Government Projects Infrastructure".
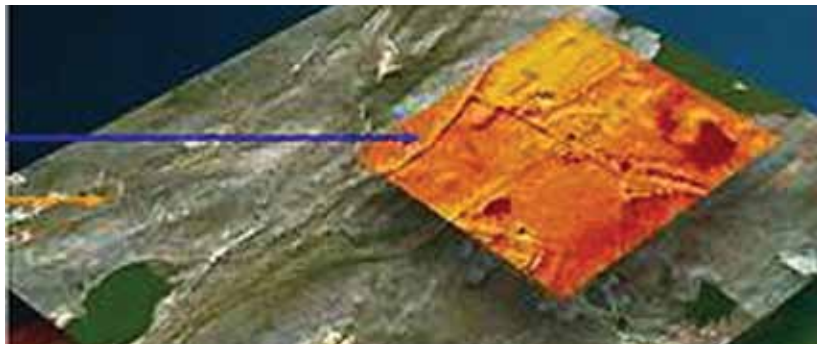
■ Participating in a workshop on Geographical Information Systems (GIS) to discuss the work mechanisms and the unified national standards for GIS.

■ Higher Management Committee members attend a forum on the techniques and principles of psychology in management and human resource development.

■ Participating in the workshop organized by the national committee for the Information Society World Summit (ISWS) aimed at creating communication channels among different entities to promote information and data sharing.

■ Participating in the International Anti-Trafficking Conference and presenting a paper on the role of advanced identification systems in reducing the phenomenon of human trafficking.

Presenting Emirates ID Strategy for the Federal National Council

Emirates ID participated in one of the Federal National Council sessions to discuss its strategy through a short presentation of the new strategy for 2010-2013 in addition to the components of the new registration plan.

Internal Activities… Registration Centers Inauguration

■ H.H. Sheikh Saif Bin Zayed Al Nahyan inaugurates Al Ain Registration Center.

■ H.H. Sheikh Hamdan Bin Zayed inaugurates Marfaa Registration Center.

■ Inauguration of Liwa Center.

■ Inauguration of Musaffah Registration Center.

Workshops… Training Courses

■ The Director General addresses participants at a workshop for the presentation and discussion of Emirates ID strategic plan.

■ Training course on fraudulent documents recognition.

■ Workshops on organizational excellence.

■ Training course on the new generation of ID cards.

■ Training courses on etiquette and social ethics for registration center employees and management.

■ Training course on security and safety needs at registration centers.

■ Training course on information security for Emirates ID employees.

■ Workshop on ways to upgrade card printing systems.

■ Workshop on security awareness for employees.

Fourth Annual Forum Attended by 700 Employees

■ The fourth annual forum was held under the auspices of H.H. Sheikh Saif Bin Zayed Al Nahyan and featured a marked attendance by Emirates ID personnel.

Community Engagement Activities

■ Emirates ID accedes to the Higher Committee for Child Protection.

■ Emirates ID sponsors an Iftar banquet during the holy month of Ramadan.

■ Employees participate in donation campaign by Emirates ID for Pakistan flood relief.

■ Emirates ID employees participate in blood donation campaign.

■ Emirates ID organizes campaign for blood pressure and diabetes testing for all employees.

■ Sponsoring the Technology and Employment for Persons with Special Needs Exhibition 2010 in Abu Dhabi.

■ Participating in the second Ramadan Tent Forum in Abu Dhabi.

■ Emirates ID sponsors Mubde'a School Diary.

■ Emirates ID sponsors "UAE Week" organized by the Imprint of Success Club at the United Arab Emirates University.

■ Participating in Earth Hour campaign at all Emirates ID centers and premises.

■ **Celebrating the 39th UAE National Day across Emirates ID centers**

■ Ajman Center.

■ Dhaid Center.

■ Fujairah Center.

■ Al Barsha Center.

■ Winner client no. 39.

Honors/Awards/Visits

In recognition of the efforts deployed to make Emirates ID's work a success and achieve organizational excellence, Emirates ID endeavored to honor all those who contributed to adding value to its performance both at the individual or organizational levels. Emirates ID also won some of the most prestigious international awards acknowledging its impressive accomplishments in terms of smart cards and security innovation. Moreover, Emirates ID was keen to visit and host numerous local and international delegations and key actors in order to share experiences and consolidate relations.

Honors

■ Honoring employees who contributed to the success of the Abu Dhabi Global Identity Card Summit.

■ Honoring directors who participated in the Quality Standards and Organizational Excellence training course.

■ Honoring Logic Consulting for its contribution to the development of Emirates ID 2007-2010 strategy.

■ Honoring Musaffah Center employees for their efforts in making the registration process a success.

■ Honoring distinguished registration center employees.

■ Honoring Emirates ID Media Adviser for his active contribution to developing Emirates ID media strategy.

■ Honoring the winners of the Ramadan online competition.

■ Honoring students training with Emirates ID.

■ Honoring Emirates ID Legal Adviser for his distinguished work and for drafting a number of key laws for Emirates ID.

■ The Ministry of Culture, Youth and Community Development honors Emirates ID for its efforts and cooperation in ministerial initiatives.

Awards and International Recognition

■ Emirates ID receives Security Innovation Award from the British Institute of Technology and e-Commerce (BITC).

■ Emirates ID is awarded ISO:27001 certification by BSI.

■ Emirates ID is awarded international ID card standards certification by Gemalto for compliance with international smart card standards.

Visits

■ UK Security Minister Baroness Neville-Jones commends UAE's judicious vision and impressive success in developing cutting-edge security system in UAE. London, October 2010.

■ Emirates ID meeting with high-level Finnish delegation headed by Finnish Minister of Communications Sofie Linden and attended by CEOs of leading IT companies.

■ Sophie de la Giroday, Director of Wise Media, organizer of the International Identity Card Conference 2009, visits Emirates ID.

■ High-level delegation from global Safroon Group praises magnitude of Emirates ID achievements and level of progress.

■ Kuwaiti delegation headed by Major General Abdullah Khalifa Al Rashid, Director General of the General Immigration Investigation Department, explores Emirates ID successes.

■ Director General of the Dubai Naturalization and Residence Department discusses Emirates ID projects for linking with the Department's procedures.

■ Saudi Ministry of Interior delegation reviews Emirates ID's Population Register and ID Card experience.

■ Head of the Qatari delegation at the ID World International Conference in Italy.

■ Meeting with H.E. Minister of Health Dr. Hanif Hassan Ali to explore Emirates ID projects and discuss collaboration between the two entities.

■ UAE Finance Minister commends the strategic partnership between Emirates ID and Empost.

■ Meeting with Kuwaiti Ministry of Interior delegation to introduce Emirates ID projects and discuss collaboration.

■ Emirates ID meeting with the Director General of the General Information Authority to explore cooperation between the two authorities.

■ General Consul of Singapore reviews Emirates ID's Population Register and ID Card experience.

■ Meeting with Sheikh Mohammed Bin Saqr Al Qasimi, Director of the Sharjah Medical Zone, to follow up on the progress of the preventive medicine project.

■ Meeting with H.E. Mohammed Sultan Bin Huwaiden, President of Al Dhaid Municipal Council, to discuss ways and mechanisms for activating the ID Card.

■ Meeting with H.E. Abdulla Bin Mohammed Al Masood, President of the National Advisory Council.

Adopting the Concept of Organizational Excellence and Instilling a Culture of Excellence

Emirates ID's new strategic plan strove to implement groundbreaking development and comprehensive improvements across key processes at all organizational levels. For this purpose, Emirates ID based its Organizational Excellence Model on the standards set by the Sheikh Khalifa Organizational Excellence Program. Emirates ID sought to create a culture of excellence and imbue organizational performance with this culture. This resulted in a shift in Higher Management Committee focus to center on results and the ongoing evaluation of the performance of all departments. It also drove the emphasis on human resources and the creation of an attractive work environment where constructive competition and innovation can thrive.

Fostering human resources as the goal and means of development ➡

Results-oriented achievements ➡

1
Leadership

- Adoption of administrative and organizational development project by Emirates ID Vice Chairman

- Emirates ID Vice Chairman and Board Members participate in workshops to review and develop the strategy, action plans and systems

- Adoption of organizational work culture and creation of SMC which convenes periodically and regularly (semimonthly) to review general policies and strategic KPIs and adopt corrective measures

- Monthly meetings of center directors to review performance indicators, discuss suggestions and present recommendations

- Training plan for top management leader training and formation and continuous efforts to build the capacities of middle management leaders.

3
Human Resources

- Abiding by the Emiratization process
- Field visits and direct contact by SMC with Emirates ID personnel
- Efforts of distinguished personnel acknowledged and rewarded
- Intensive training programs to bolster performance and improve client service

2
Strategy

- Creating Emirates ID's new strategic plan 2010-2013 in accordance with UAE Vision 2021
- Adopting the concept of "Customer Centricity" in designing processes and services

Policies

Review and adoption of the following regulations:
- Population Register and ID Card executive regulation
- Financial and accounting regulation
- Control and internal audit regulation
- Procurement regulation

4
Partnerships and Resources

- Developing a smart system for measuring performance indicators
- Developing the Marketing and Community outreach Plan
- Completing phase I of the Enterprise Resource Planning (ERP)
- Implementing Tawafok electronic system which is aligned with ITIL's standards for operation management, IT services, technical support and infrastructure management
- Finalizing and adopting the five-year financial statements for 2004-2009

5
Operations & Services

- Enrollment reengineering process

- Opening new registration centers (Abu Dhabi, Al Ain, Western Region, Fujairah)

- Increasing capacity by providing 200 additional registration devices

- Changing interior layout of centers

- Registration at preventive medicine centers (operation of first center in the Emirate of Umm Al Quwain)

- Developing cutting-edge card reader software and card holder ID verification

- Developing G8 smart cards with a capacity of 144kb and contactless technology

- Launching the digital ID and digital signatures project

- Developing Emirates ID website as a communication platform with the public

7 - Human Resources

- Hiring 300 national staff
- Job satisfaction (70%)
- Emiratization reaches 94%
- Job turnover under 8%
- Honoring 15% of personnel for their competence and innovation

6 - Customers

- Reduction of registration time at Emirates ID centers to less than 5 minutes (83% decrease)
- Increase of number of daily registrants to more than 9000
- Reduction of waiting time for registrants by appointment to less than 5 minutes at registration centers

8
Results of the Community

- Sharing experiences with local and international delegations
- Interactive competitions on Emirates ID website
- Contribution to the improvement of databases at 20 government institutions through data matching process
- Providing electronic readers for more than 20 government entities
- Strategic partnerships with the public and private sectors
- Diverse community engagement activities reflecting Emirates ID's commitment to social responsibility and knowledge transfer
- Renewal of ISO:9001 certification
- Renewal of ISO:27001 certification for network security and maintain their leading position as the first and only ID scheme in the world and the only federal entity to earn this certification
- Organizing two international conferences in the UAE on high-tech ID projects and systems
- Presenting papers at 18 international conferences
- Publishing 7 research papers in peer-reviewed scientific journals
- Security Innovation Award
- International commendation of Emirates ID's new strategy
- Certification for UAE ID Card's Compliance of with international standards
- UN touts specialized study prepared by Emirates ID as a seminal e-Government study in the Middle East

9
Organizational Performance

- Timely, accurate, efficient, effective and economical processes

- Increase in overall registration to 2.8 million persons (around 1.3 million persons were registered in 2010 (45%)

- Increase in number of executed transactions for a single registration line from 25 to over 50 transactions per day

- Enhanced fingerprinting quality to 97%

- Increase in production capacity from 3000 to 9000 ID cards/day

- Reduction of time needed for internal service provision by 25%

⬅ **Ensuring that performance is improved, better services are offered to the public..**   **Ensuring that the eam works as one and innovative competition is promoted**

Emirates Identity Authority
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