

دائرة التنمية الاقتصادية
DEPARTMENT OF ECONOMIC DEVELOPMENT



Strategic Plan (2011 - 2015)



Introduction

The Department of Economic Development (DED) has gone another step in the journey of achieving its goals and fulfilling its obligations. This updated strategic plan (2011-2015) aims at building on the previous one in terms of maintaining the momentum towards achieving Abu Dhabi's economic vision 2030 and the policy agenda.

We, at DED, are seeking to become a stakeholder centric entity recognized for its contribution to enable sustainable economic development in Abu Dhabi. We will do it through developing plans and studies, setting appropriate economic policies, laws and regulations, enhancing trade promotion, attracting foreign investments, and supporting and enabling local enterprises and markets. We believe in playing a central role in motivating and developing the economy, striving for a positive and fruitful interaction with stakeholders, maintaining balanced efforts to achieve sustainable development, and upholding our responsibilities towards the government, stakeholders, and society.

In 2010, DED has launched the 5-years economic plan that is a crucial milestone in our strategic plan. Currently, we are working with our partners in order to align efforts and maintain effective communication channels regarding the implementation. Moreover, DED is championing the knowledge-based economy theme within the governmental scorecard thus we are building a robust system to enable a seamless coordination and exchange of information with our contributors in addition to collaborating on common initiatives.

In 2011, DED is targeting to implement a new organizational structure, continue the execution of its strategic initiatives, and increase its efficiency by optimizing internal resources. We look forward to tackle our challenges and keep the pace in compliance with our leadership directions.

H.H. Naser Bin Ahmad Al-Suwaidi
Chairman



Vision, mission, & values

Vision

A stakeholder centric entity recognized for its contribution to enable sustainable economic development in Abu Dhabi.

Mission

To lead Abu Dhabi's economic agenda towards a balanced, diversified and sustainable knowledge-based economy that enhances the competitiveness of Abu Dhabi in the global economy and ensures the prosperity for its people.

Values

- **Leadership:** we play a central role in motivating and developing the economy.
- **Interaction:** we strive for a positive and fruitful interaction with stakeholders.
- **Balance:** we maintain balanced efforts to achieve sustainable development.
- **Accountability:** we uphold our responsibilities towards the government, stakeholders, and society.



Core functions

Economic planning and research

- Proposing economic and policy agenda in coordination with relevant entities.
- Enhancing the business environment by drafting appropriate economic policies and legislations.

Economic agenda, policy, and regulation

- Empowering the private sector by conducting studies and proposing legislations.
- Conducting economic and commercial forums to promote investments.
- Participating in local and global conferences.
- Promoting economic awareness and preparing marketing plans.
- Negotiating economic and commercial agreements.

Promotion of trade and investment

- Promoting exports by establishing and monitoring a

dedicated export support agency.

- Promoting innovation principles into the economy.

Enterprise and regional development

- Supporting the growth of industrial sector in liaison with relevant entities.
- Focusing on industries and sectors that support the knowledge-based economy.

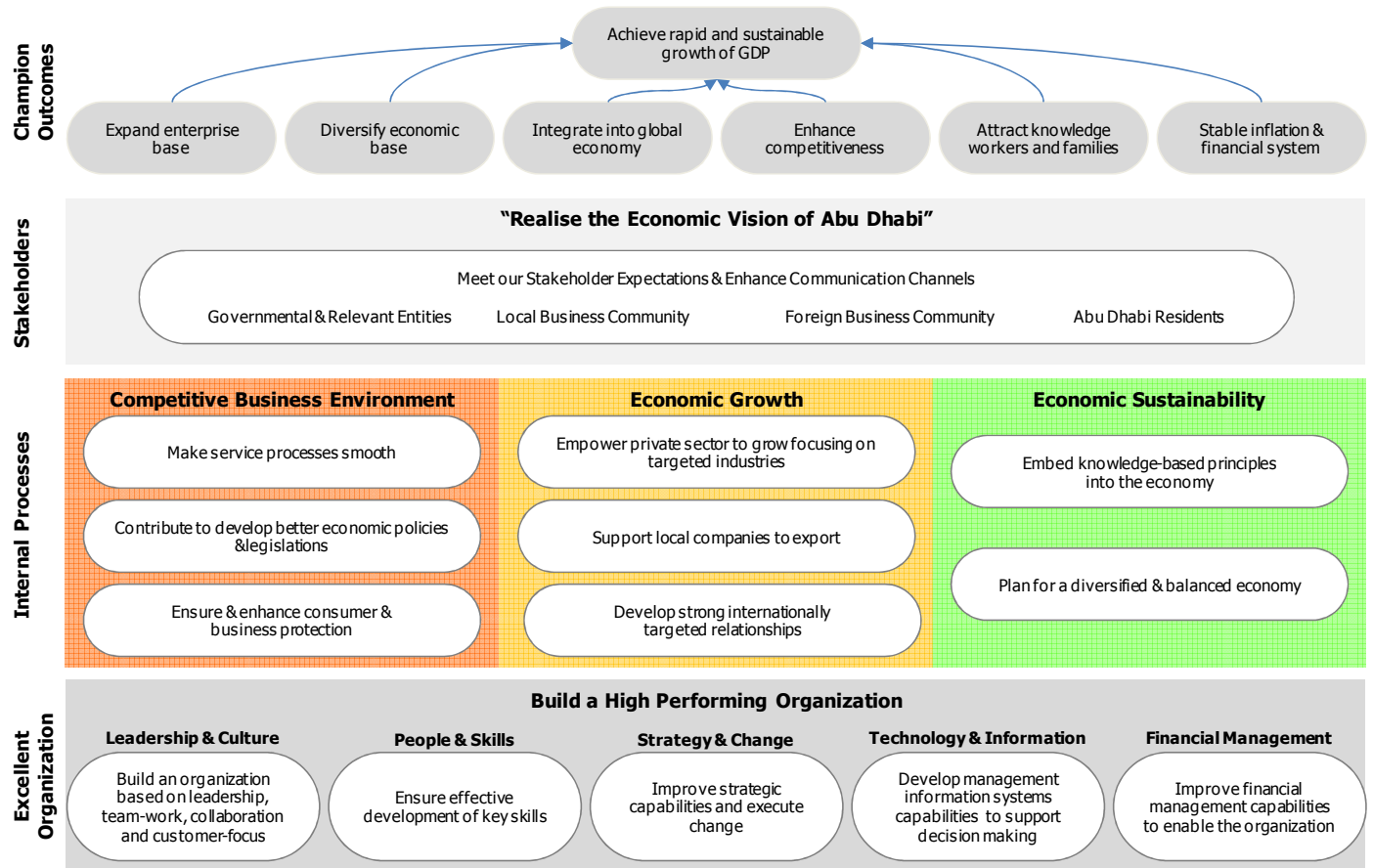
Market enablement and supervision

- Setting regulations regarding the issuance of trade and professional licenses.
- Issuing licenses required for economic and commercial activities.
- Developing and controlling the commercial registry.
- Monitoring activities against defined legislations.
- Implementing and managing consumer protection processes.

Strategy map

Balance

DED's strategy map was drafted based on the concept of balanced scorecards, which provides multiple perspectives to manage strategic priorities, KPIs, and initiatives. The corporate strategy map was also cascaded into sectors to define their contribution and track internal performance.



Stakeholders theme

Meet our stakeholder expectations

KPIs

- % of Satisfied customers
- % of customers satisfied with DED consumer protection services
- % of local businesses satisfied with DED services
- The international customer's satisfaction as to the level of the provided services
- % of government entities satisfied with the role of DED

Initiatives

- Develop and setup a media & communication Strategy and establish a PR office

People of Abu Dhabi: DED aims at reducing the Emirati unemployment rate and increase their participation in the private sector. In addition, DED aims at promoting the best interests of Abu Dhabi consumers.

Local business community: DED aims at promoting overall 'ease of doing business' in Abu Dhabi by listening to feedback from local and international business communities in order to exceed their expectations of providing business support, accurate information, legal assistance and export promotion.

Foreign business community: DED's aim at promoting an overall 'ease of doing business' is also focused on international businesses looking to invest in Abu Dhabi. Again, as with the local business community, the aim will be to exceed expectations by providing business support, accurate information, legal assistance and export promotion.

Government and relevant entities: DED will fulfill its mandate to develop a sustainable and diverse economy for the emirate of Abu Dhabi. Particular emphasis will be placed on economic policy, entity coordination and advisory / policy development.



Competitive business environment theme

Make service processes smooth

KPIs

- % of key business processes streamlined
- % of new trade licenses issued within 5 working days

Initiatives

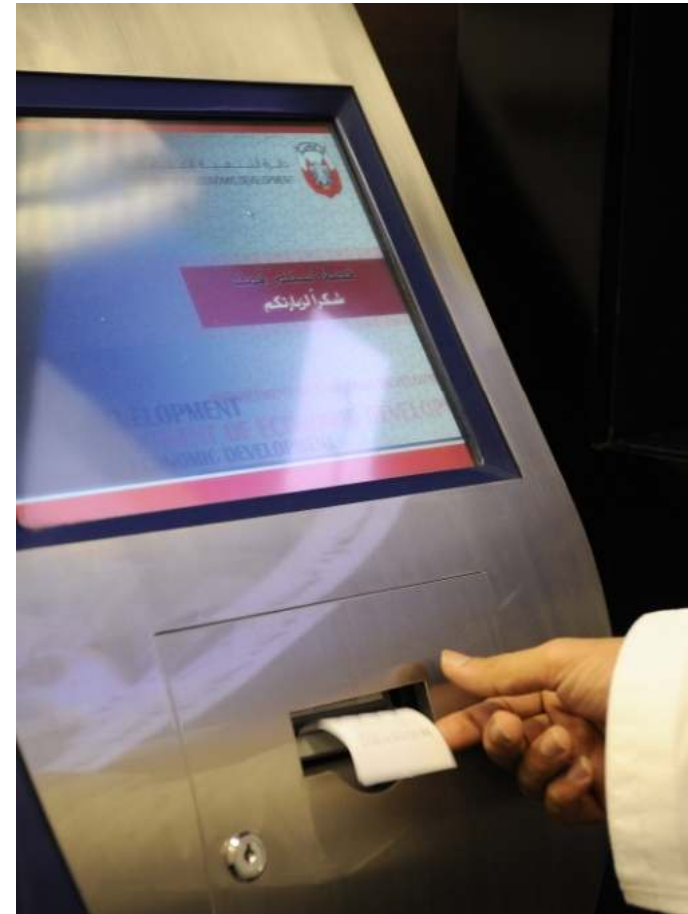
- Process improvement program
- Abu Dhabi business centre

In order to ensure that Abu Dhabi achieves its ambitious economic growth and diversification targets, it is essential that DED "gets the basics right" and reduces all administration burden associated with core business facilitation services, i.e., core services offered by the DED should be efficient, clearly defined and hassle free.

In order to relieve the administration burden, it would be beneficial to develop and implement a customer feedback system in order to identify the specific service areas which could be provided more smoothly and efficiently.

DED will strive to ensure that it provides efficient and effective services (for example, starting and closing a business, issuing trade licenses and facilitating international exports) that promote business facilitation and a stronger economic environment.

Improved efficiency is also likely to improve the overall perception of DED's transparency.



Contribute to develop better economic policies and legislations

KPIs

- No. of workshops with key stakeholders conducted to validate or improve policies and legislations
- % of local businesses satisfied with the application of (relevant) laws and regulations

Initiatives

- Business competitiveness improvement program
- Targeted policies & legislations framework

In order to develop a sustainable economy and achieve a balanced social and regional development, DED will continue to introduce a number of regulatory, policy and resource enablers.

These enablers will allow the development of a regionally and globally competitive business environment, while still recognizing the UAE federal context.

DED will proactively set out to identify practices and areas that are presenting challenges and negative feedback. Draft policies and legislation will be developed (in consultation with key stakeholders) to combat and address these issues.

Once passed, anticipated legislations should promote a healthier business environment. To ensure effectiveness, all policies and legislations must be easy to implement.



Ensure and enhance consumer and business protection

KPIs

- % of complaints regarding consumer protection resolved within 20 working days
- % of complaints regarding business protection resolved within 20 working days

Initiatives

- Consumer & market protection program

In order to promote fair competition and the free flow of truthful information in the marketplace, DED will aim to ensure and enhance consumer and business protection. The underlying objective is to ensure that Individual consumers and local businesses are:

1. Aware of the protection activities and practices in place.
2. Satisfied with DED's efforts to protect their interests across all levels.

DED will seek and incorporate the feedback of its customers for inclusion in amended regulations designed to enhance the level of protection and promote fairness in the market.

This priority area can be further enhanced by taking into account measurements, such as the number of complaints received and solved, time to response and the number of awareness / promotion activities.



Economic growth theme

Empower private sector to grow focusing on targeted sectors

In order to build a sustainable economy, DED is seeking to empower the private sector and support the enlargement of its enterprise base. There are four key elements to this priority:

1. Establishing a vibrant SME sector.
2. Attracting foreign knowledge-based companies.
3. Establishing a range of partnerships with the private sector for the provision of government services.
4. Establishing national champions in selected sectors.

DED will strive to ensure that entrepreneurial innovation and productivity enhancement is taking place to grow the following sectors: oil, gas, petrochemicals, metals, aviation, aerospace, defense, pharmaceuticals, biotechnology, life sciences, tourism, healthcare, transportation, trade, logistics, education, media, financial services and telecommunications.



KPIs

- No. of programs developed by DED focused in targeted industries

Initiatives

- Private sector focused programs

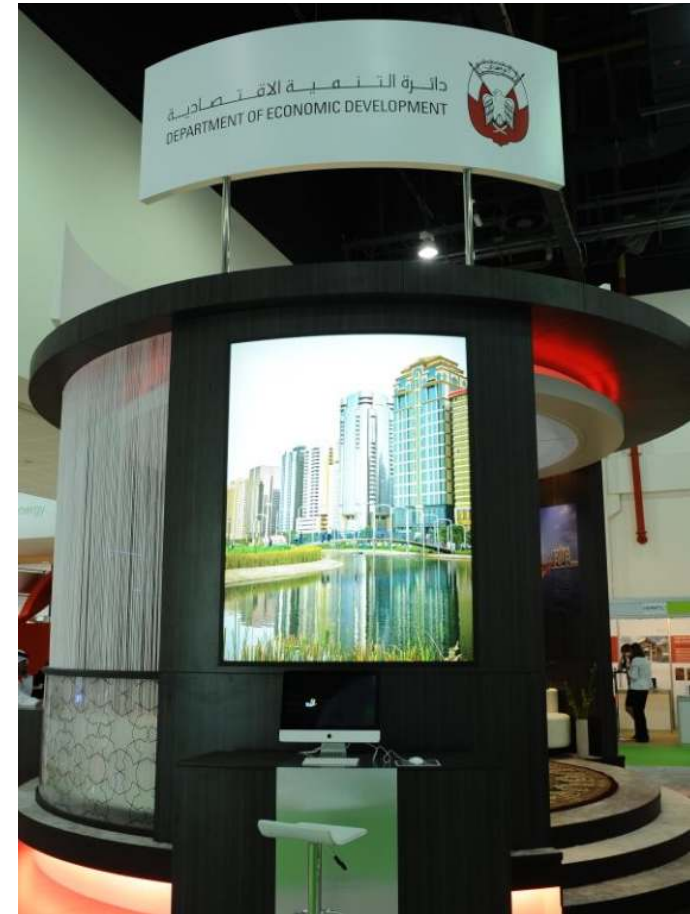
Support local companies to export

DED will prioritize the development of capital-intensive and export-oriented sectors and will then facilitate the subsequent exportation of their goods and services.

DED will engage in detailed export planning, host capability building events and achieve market development through the provision of relevant international market connections.

In order to achieve the goal of economic diversification, Abu Dhabi will significantly expand its export-orientated sectors. DED will prioritize export markets that support those sectors identified as economic priority areas, such as downstream petrochemicals, metals, mining, aviation, aerospace, pharmaceuticals and life sciences.

Generally, the level of export support provided needs to be improved according to a recent satisfaction survey, which showed that a large segment of local companies are willing for an improved export promotion services.



KPIs

- No. of expos & events conducted to promote exports

Initiatives

- Export support program

Develop strong internationally targeted relationships

KPIs

- % of satisfaction on investment promotional events

Initiatives

- Investment promotion program

DED aims to foster strategic international relationships in an effort to attract high-quality private sector companies to Abu Dhabi's business community. The department will take the initiative in strengthening Abu Dhabi's ties to identified economies, the benefits of which include:

1. New export markets,
2. Foreign direct investment,
3. An increase in the number of new and renewed MOUs,
4. Fair trade agreements.



Economic sustainability theme

Embed knowledge-based principles into the economy

Building upon the strong economic platform provided by the oil and gas sector, DED will focus on developing a sustainable knowledge based economy by:

1. Diversifying into non-oil export industries.
2. Enlarging both the enterprise base and role of the private sector.
3. Substantially improving labor productivity by shifting the economy into high-labor productivity industries.
4. Attracting knowledge based firms, workers and their families.

A knowledge-based economy is one in which knowledge is created, acquired, transmitted and used more effectively by enterprises, organizations, individuals and communities within and across all sectors of the Abu Dhabi's economy for greater economic development.



KPIs

- No. of programs developed by DED to support the knowledge-based economy

Initiatives

- Innovation program
- Abu Dhabi economic research agency

Plan for a diversified and balanced economy

KPIs

- % of satisfaction on economic plans & studies

Initiatives

- Economical & statistical model
- 5-years economic plan follow-up

Given the dominance of the oil sector and the resulting high exposure to oil price volatility, DED will continue to pursue economic diversification into sectors unrelated to oil and gas cycles. Whilst economic development plays a crucial part of the government's overall vision for Abu Dhabi society, it must be designed to support the Emirate's broader social development agenda.

DED aims at achieving a balanced social and regional economic development that brings benefits to all. In working towards this goal, DED aspires to a series of outcomes for the Emirate:

1. Reducing income disparity across the regions.
2. Ensuring women contribute to the prosperity and success of the Emirate.
3. Attaining sustainable and full-time employment for Emiratis in public and private sectors.



Excellent organization theme

Build an organization based on leadership, team-work, collaboration and customer focus

KPIs

- % of satisfied employees
- No. of top leadership communication sessions
- Turnover ratio
- % of vacant positions
- Level of achievement of sector's strategy
- Leadership development tracking index

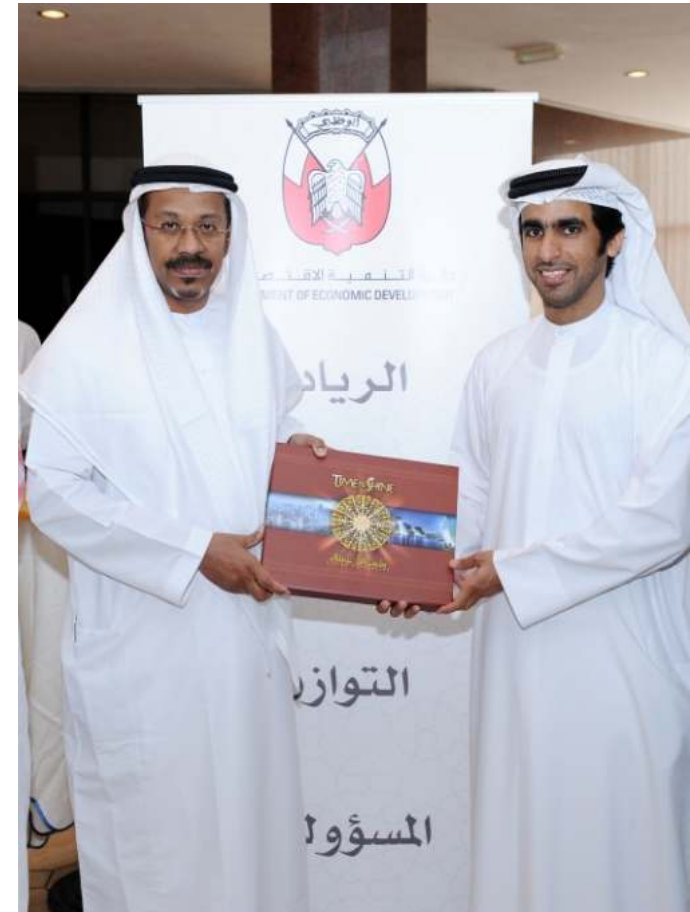
Initiatives

- Abu Dhabi center for economic knowledge
- EHSMS implementation program

In order to ensure the effective delivery of its core services and the resultant contribution to Abu Dhabi's economic development, DED aims to create an internal high performance culture. Three components form part of the culture creation process:

1. Building an organization based on effective team work.
2. Ensuring cross sector collaboration.
3. Maintaining a customer focused outlook.

Two levers, leadership and culture, will be used to drive these components.



Ensure effective development of key skills

KPIs

- % of nationals in workforce
- % of Emirati women in the workforce
- No. of employees that have "special needs"
- % of employees who received at least 24 training hrs per year

Initiatives

- Develop & implement HR strategy

As DED 'gears-up' to deliver the economic objectives of the Policy Agenda, the quality of human capital will become increasingly important in determining the department's overall success. DED thus will prioritize the development of its employees to ensure that they possess the skills needed to implement and manage a diverse and sustainable Abu Dhabi economy. The training and development of staff and the attraction and retention of skilled / specialized staff will spearhead this initiative.

Education and skills development is central to the achievement of Abu Dhabi's economic vision. It is the key enabler in the move to develop Abu Dhabi into a knowledge-based economy that will achieve a robust economic growth. Whilst this principal can be applied across the Emirate, it has specific implications for the DED. According to the DED's labor force survey, workforce educational levels and skills are generally low when compared to those of transformational economies, such as Singapore. Furthermore, only (20%) of Abu Dhabi's workforce has attained a tertiary level qualification. To address these issues within its own staff, DED needs to invest heavily in training, attraction and retention initiatives.



Improve strategic capabilities and execute change

DED will align budget allocations to strategic priorities in an effort to enhance its strategy execution capabilities. A high emphasis is placed on the importance of strategy execution, and the subsequent monitoring of the department's strategic performance.

KPIs

- % of initiatives executed on time
- % of compliance with EHSMS reporting

Initiatives

- Corporate performance management framework

The governmental policy agenda outlines the strategic direction (vision) for the Emirate of Abu Dhabi and covers five areas of government activities: economic development, social development, environmental sustainability, infrastructure and government excellence. DED is responsible for leading Abu Dhabi's ambitious goals to build a sustainable and diverse economy.

To achieve its strategic objectives, DED is actively working on the development and enhancement of a strategy execution framework that will enable the department to execute the required change. In addition, DED will also commence work on implementing a new organization structure, a one that will allow it to effectively fulfill its new economic policy setting role, and divest operational activities to specialized entities.



Develop management information systems capabilities to support decision making

The availability of accurate and timely information is essential to support business decision making processes and to check alignment of progresses against DED strategic objectives. DED thus aims at enhancing its technology support platform to achieve information availability.

KPIs

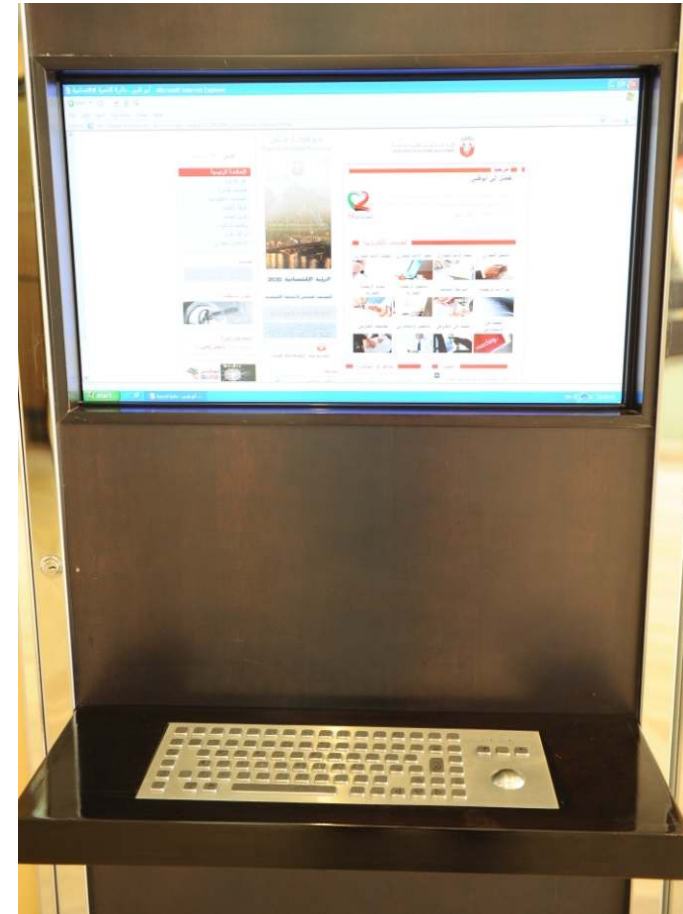
- % of e-services implemented

Initiatives

- Information security program

Managers need to deconstruct each strategic process to identify the critical success factors and metrics that employees can focus on in their daily activities. Electronic and physical dashboards, displaying data on the key indicators of local process performance, will inform the actions of and provide feedback to DED employees and management attempting to achieve overall performance and strategic targets.

This priority is focused on enhancing reporting capabilities and increasing transparency across DED. Thus, investing in appropriate information technology is needed to address this issue.



Improve financial management capabilities to enable the organization

KPIs

- % of initiative expenditure variance
- % of operational budget variance
- % of key financial reports automated
- % of key financial processes streamlined

Initiatives

- Financial management process improvement initiative

The availability of accurate and timely financial information is essential to support business decision making processes and to check alignment of progresses against DED's strategic objectives. DED views its internal finance team as a key partner in enhancing management capabilities.

Effective financial management capabilities provide information about the financial position, performance and changes within an organization, all of which are useful to a wide range of users in making both economic and strategic decisions.

Financial information should be timely, understandable, relevant, reliable and comparable. Financial indicators can also be used as critical success factors and metrics that employees can focus on in their daily activities.

