



United Arab Emirates



UAE GOVERNMENT STRATEGY  
2011-2013

Highlights of the U.A.E.  
**GOVERNMENT STRATEGY**  
2011-2013

**Putting Citizens First**  
An Accountable, Lean, Innovative, and Forward-Looking Government



“ We will continue **steadily** and **consistently** in implementing what we have adopted in terms of the **strategies** and **plans**”

**HH Sheikh Khalifa bin Zayed Al Nahyan**  
President of the United Arab Emirates



Highlights of the U.A.E.  
**GOVERNMENT STRATEGY**  
2011-2013

---

“ The **goals** are clear, the road is paved and the clock ticks; there is no place for hesitation. There are many who talk...we **accomplish**”

**HH Sheikh Mohammed Bin Rashid Al Maktoum**  
UAE Vice President, Prime Minister and Ruler of Dubai





---

# PREFACE

# Highlights of the U.A.E. **GOVERNMENT STRATEGY** 2011-2013

It gives me great pleasure to see that the concept of strategic planning in the UAE Government has become one of the main and deep-rooted pillars in all government entities. Unified efforts and resources are used to achieve specific goals and objectives inspired by the vision of the country's wise leadership, within a clear time frame and with accurate measures.

The UAE Government launched its first strategy in 2007, inspired by the National Work Program of HH Sheikh Khalifa bin Zayed Al Nahyan, President of the UAE. It is without doubt, that this strategy has realized many accomplishments despite the challenges that it faced. We have proven that government work, based on planning, execution, and excellence, is key for the wellbeing of the country and its citizens.

Today, as we present the key highlights of the second cycle of the UAE Government Strategy for the years 2011-2013, rest assured that this new cycle has come to build on the successes of the previous strategy. We will continue in our achievements, while adjusting to emerging needs and realities. It will actively contribute towards achieving the UAE vision in 2021, when we celebrate the golden jubilee of our beloved Union.

Through the key highlights of this strategy, you will notice that our national priorities have not changed. We are adamant in ensuring the highest standards of living for UAE citizens; by raising the standards of education and healthcare, furthering social development, and enhancing government services. We will always count on our loyal and dedicated human capital, in order to achieve our vision of being the best, and further ameliorate the global standing of the UAE.

May Allah guide us in achieving the best for our country and our people.

**Mohammed Bin Rashid Al Maktoum**



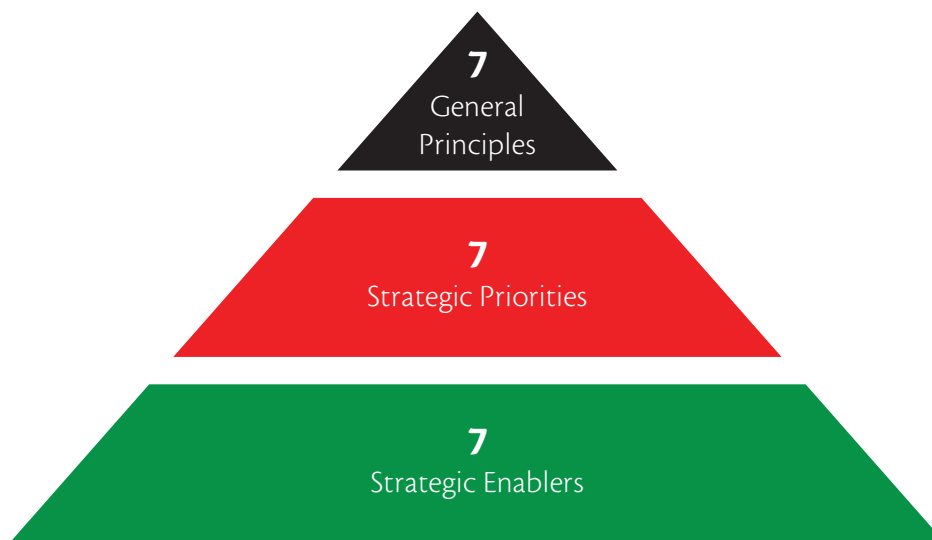
---

# INTRODUCTION

# Highlights of the U.A.E. GOVERNMENT STRATEGY 2011-2013

Charting the next stage of the country's journey leading to the celebration of the Union's golden jubilee, HH Sheikh Mohammed bin Rashid Al Maktoum launched the UAE Vision 2021. This Vision is inspired by the principles of the UAE founding fathers, and guided by the National Work Program launched by HH Sheikh Khalifa Bin Zayed Al Nahyan, President of the UAE.

The UAE Government Strategy 2011-2013 lays the foundations to achieve the UAE Vision 2021. It forms the basis upon which the Federal Entities develop their strategic and operational plans, and consists of seven general principles, seven strategic priorities, and seven strategic enablers. The strategic priorities and enablers are not fully comprehensive but comprise the major focus areas for the government. Each strategic priority and enabler includes general main directions and specific sub-directions - which combined lead to the fulfilment of the relevant main direction - and which the government will work to achieve during this strategy cycle.



- The seven **general principles** steer the work of the UAE Government and apply across all strategic priorities and strategic enablers.
- The seven **strategic priorities** are the themes that define the priorities of the UAE Government over the coming three years.
- Finally, the seven **strategic enablers** direct how the machinery of the UAE Government must operate in order to fulfil its strategic priorities.



---

# 1. GENERAL PRINCIPLES



# Highlights of the U.A.E. **GOVERNMENT STRATEGY** 2011-2013

The UAE Government Strategy 2011-2013 strives to ensure that all Government work is conducted according to a set of guiding principles that puts citizens first and promotes an accountable, lean, innovative, and forward-looking Government.

The seven general principles that will steer Government work are as follows:

- Enhance the role of Federal Entities in devising effective regulations and integrated policies by successful planning and enforcement
- Enhance effective coordination and cooperation among Federal Entities and with Local Governments
- Focus on delivering high-quality, customer-centric, and integrated government services
- Invest in human resource capabilities and develop leaders
- Promote efficient resource management within Federal Entities and leverage dynamic partnerships
- Pursue a culture of excellence through strategic thinking, continuous performance improvement, and superior results
- Enhance transparency and accountable governance mechanisms throughout the Federal Entities



---

## 2. STRATEGIC PRIORITIES

Highlights of the U.A.E.  
**GOVERNMENT STRATEGY**  
2011-2013

---

- Cohesive Society and Preserved Identity
- First-Rate Education System
- World-Class Healthcare
- Competitive Knowledge Economy
- Safe Public and Fair Judiciary
- Sustainable Environment and Infrastructure
- Strong Global Standing



## COHESIVE SOCIETY AND PRESERVED IDENTITY

Social cohesion, family stability, and national identity constitute the priorities of the UAE Government. Therefore, the Government will promote community cohesion, preserve the UAE National Identity, and encourage an inclusive environment that integrates all segments of society while upholding the unique culture, heritage and traditions of the UAE. The Government will lead the transformation from the current social welfare system to a social development system in which all social policies are integrated.

The UAE Government's strategic directions that work towards a cohesive society and preserved identity are summarized as follows:

- **Foster community cohesion** by developing a community cohesion strategy, encouraging an inclusive environment that integrates all segments of society, and promoting integrated community centers
- **Nurture Emirati families** by encouraging marriage between Emiratis, increasing family stability, upholding family values, and empowering Emirati women
- **Emphasize the National Identity** by spreading the core pillars of National Identity, preserving and propagating the use of the Arabic language, promoting the UAE's culture, heritage and tradition, embedding values of religious moderation, and encouraging and promoting authentic UAE principals
- **Upgrade into a social development system** by transitioning from social care to social development, ensuring integrated social service policy-making, and upgrading the quality of social services
- **Accommodate the housing needs of Emirati Nationals** by ensuring access to adequate housing for eligible Emiratis, and encouraging the development of integrated neighborhoods
- **Promote social responsibility** by encouraging voluntary work, encouraging individual and corporate social responsibility, and developing the regulatory framework of civil societies and cooperatives

# Highlights of the U.A.E. **GOVERNMENT STRATEGY** 2011-2013

## FIRST-RATE EDUCATION SYSTEM

The UAE Government gives special attention to the future generations. Hence, it will develop teaching systems, methods and staff to ensure the reduction of student drop-out rates, and contribute to the development of student skills. The Government will also develop student's knowledge, instill learning and work values in them, and prepare them for college life. It will also work to improve the quality of higher education to ensure that it yields graduates who are equipped with the skills required to fuel the growth of the country.

The UAE Government's strategic directions to achieve a first-rate education system are summarized as follows:

- **Develop students' skills, knowledge, and readiness for higher education** by implementing proper governance in the education system, improving preschool education, school curriculum and assessment, enhancing the productivity and efficiency of administrative and academic staff, improving the learning experience, pursuing the accreditation of private and public schools, and applying standard international examinations
- **Promote student retention, educational attainment, and values** by reducing student drop-out rates, promoting community and parental involvement in student education, encouraging extra-curricular activities, improving educational guidance and counselling in schools, promoting a culture of self-education, work values and educational values, and encouraging sport culture and competitions in schools and universities
- **Improve the quality of higher education and ensure accessibility** by defining and coordinating the roles of public universities, enhancing higher education curricula and teaching methods focused on empirical research, accrediting and monitoring public and private universities to global standards, encouraging university outreach programs, diversifying sources of funding for public higher education institutions, and enhancing the effectiveness of Emirati student scholarship programs



## WORLD-CLASS HEALTHCARE

The UAE Government aims to ensure access of all citizens and residents to primary health care, and to improve the quality of healthcare services provided in the country to global standards. It also seeks to reduce lifestyle diseases and increase the readiness of the health system to deal with epidemics and health risks.

The UAE Government's strategic directions to build a world-class healthcare system include the following:

- **Ensure universal access to healthcare services** by ensuring availability of healthcare services in all regions, and developing health insurance and implementing scheme
- **Provide world-class healthcare services** by improving governance in the healthcare system, enhancing healthcare services, medical diagnosis and operations while leveraging partnerships, pursuing the accreditation of hospitals and other healthcare providers in the UAE, and upgrading the standards for healthcare professionals
- **Reduce epidemic and health risks** by promoting a healthy way of life that reduces the prevalence of diseases, strengthening preventive medicine, and developing readiness to deal with health epidemics

# Highlights of the U.A.E. **GOVERNMENT STRATEGY** 2011-2013

## COMPETITIVE KNOWLEDGE ECONOMY

The UAE Government will continue to encourage innovation, research and development, and to strengthen the regulatory framework of key sectors while encouraging emerging high-value added sectors in order to enhance the UAE's competitiveness, develop its business environment, and ensure consumer protection. It will also raise the efficiency, flexibility and productivity of the labor market through the development of the national labor force and strengthening their leading role in the economy. It will also encourage the formation of small and medium enterprises, and reduce marginal activities in the economy.

The UAE Government will focus on the following strategic directions that work towards a competitive knowledge economy:

- **Encourage participation and enhance capabilities of the Emirati work force** by matching the education system with labor market requirements, increasing participation of Emiratis in the work force, improving the capability and productivity of the Emirati work force, developing vocational training, enhancing and enforcing Emiratization programs, and encouraging the creation of job opportunities in the Northern Emirates
- **Increase efficiency, flexibility and productivity in the labor market** by developing and integrating labor market planning, improving labor market mobility, discouraging marginal activities and low productivity jobs, and supporting employment shift towards high value sectors
- **Enhance the regulation of key existing sectors and encourage emerging new sectors** by strengthening the regulatory framework of key existing sectors, and supporting emerging and existing high value-added economic sectors



## COMPETITIVE KNOWLEDGE ECONOMY

- **Support SME development** by creating the proper legislative environment that stimulates and promotes SMEs, and developing and promoting entrepreneurial mindsets
- **Attract and retain talent** by customizing policies to facilitate the attraction and retention of highly qualified talent
- **Improve the business environment** by enhancing the ease of doing business across the UAE
- **Promote exports and enforce the UAE's position in international trade** by diversifying trading partners and composition of exports, and encouraging high value-added industrial sectors through modern and effective policies
- **Promote and enhance innovation, research and development** by promoting intellectual property (IP) development and protecting IP rights, enhancing research and developing talent - especially Emiratis - that are aligned with national priorities, providing incentives and encouraging cooperation with the private sector and international institutions in innovation and applied research, exploring new channels of funding for research, and building and disseminating a database of research conducted within the UAE
- **Ensure consumer protection** by developing policies to protect consumer rights



# Highlights of the U.A.E. **GOVERNMENT STRATEGY** 2011-2013

## SAFE PUBLIC AND FAIR JUDICIARY

The UAE Government aims at safeguarding public safety and security from all threats at all times, and providing assurance to the public on national security, reduced crime rates, and rapid response to emergencies. It also seeks to guarantee the rights of individuals and businesses through a fair and effective judicial system.

The UAE Government will guarantee a safe public and fair judiciary through the following strategic directions:

- **Safeguard public safety and security and ensure national emergency readiness** by ensuring national security, maintaining public safety, enhancing emergency readiness, strengthening border control, and promoting road safety and reducing traffic accident rates
- **Improve the efficiency and effectiveness of the judicial system** by improving governance of the judicial system, attracting qualified judges and experts - especially Emiratis - to the judicial sector, modernizing judicial services through improving systems and procedures, enhancing judicial inspection, adopting alternative arbitration systems, and establishing specialized courts and developing specializations in judges and staff



## SUSTAINABLE ENVIRONMENT AND INFRASTRUCTURE

The UAE Government will ensure environmental sustainability and protection, and the conservation of natural resources. It will tackle the world's environmental concerns by reducing pollution, conserving ecosystems, and promoting an eco-friendly mindset. The Government will also work to integrate and optimize its strategic infrastructure.

The UAE Government will succeed in its endeavours to achieve a sustainable environment and infrastructure through the following strategic directions:

- **Respond effectively to climate change and environmental hazards** by mitigating and adapting to the impact of climate change, ensuring compliance with the UAE's international environmental obligations, ensuring an effective response to UAE-specific environmental challenges, and improving food security
- **Conserve natural resources and promote diverse ecosystems** by conserving energy and promoting the use of renewable and alternative energy sources, ensuring water sustainability, and protecting and nurturing marine life, animals and flora
- **Safeguard a healthy and clean environment and reduce pollution** by reducing carbon footprint, setting laws and regulations to reduce air, water and land pollution, promoting a preventative approach to waste generation and management, and promoting eco-friendly mindsets and practices
- **Optimize strategic infrastructure and encourage multi-modal transport throughout the UAE** by coordinating and regulating air, land and sea transportation modes and ensuring efficiency across the UAE, and standardizing and unifying transport infrastructure specifications across the UAE

# Highlights of the U.A.E. **GOVERNMENT STRATEGY** 2011-2013

## **STRONG GLOBAL STANDING**

The UAE Government will continually develop and enhance its strong global standing by highlighting the positive status of the UAE locally, regionally, and globally in different arenas.

Therefore, the UAE Government will emphasize its strong global standing through the following strategic directions:

- **Enhance and improve the global standing of the UAE** by strengthening the role of UAE diplomatic missions abroad, strengthening the role of the UAE foreign policy to support the Government's strategic directions in trade and investment, ensuring alignment of Federal Entities with the UAE's foreign policy and international obligations, enhancing the role and representation of the UAE in international organizations, and ensuring effective representation in the field of humanitarian aid
- **Promote positive positioning of the UAE internationally** by tracking and improving UAE international ranking in various sectors, monitoring and maintaining a positive image of the UAE in international and regional media, continuing to promote labor rights and combat human trafficking, and achieving success on an international scale in various sectors (government, sports, culture, etc)



---

# 3. STRATEGIC ENABLERS

Highlights of the U.A.E.  
**GOVERNMENT STRATEGY**  
2011-2013

---

- Skilled Human Capital
- Customer-Centric Service
- Efficient Financial Management
- Good Institutional Governance
- Dynamic Government Networks
- Effective Legislative Process and Integrated Policy-Making
- Effective Government Communication



## SKILLED HUMAN CAPITAL

The UAE Government will focus on the development of its human resources, and the related systems and processes in the Federal Government. These directions would be undertaken within a comprehensive human resource strategy that aims at building effective human resource planning while ensuring the retention and motivation of skilled human talent.

The UAE Government will work towards developing skilled human capital through the following strategic directions:

- **Develop a comprehensive human capital strategy for the Federal Government** and improving HR processes and systems
- **Attract people with relevant skills and characteristics to the Federal Government** by establishing strategic workforce planning capabilities, including development of a comprehensive database of Federal talent, increasing Emiratization rates within the Federal Government, and elevating the profile of the Federal Government as a great place to work
- **Retain and motivate human capital in the Federal Government** by establishing a motivating and innovative employee workplace, enhancing a performance culture and merit-linked rewards, and developing career planning mechanisms
- **Improve the capabilities and skills of Federal Government employees** by developing a comprehensive training framework, providing general managerial skills training, developing and providing specialized training in select areas, and enhancing the leadership capabilities of federal employees

# Highlights of the U.A.E. GOVERNMENT STRATEGY 2011-2013

## CUSTOMER-CENTRIC SERVICE

All Federal Entities will move towards focusing on their customers and understanding their needs. Government services will be designed, re-engineered, and streamlined to meet all the needs of different customer segments and their expectations. These government services will be provided through innovative and effective channels, which address their customer's requirements and ensure their access to high quality services.

The UAE Government will satisfy its customers by transforming its services to:

- **Provide a seamless and high-quality customer experience** by accelerating transition towards e-Government, adopting customer segmentation, enabling convenient access to Government services through innovative and customer-friendly delivery channels, re-engineering and streamlining processes for quality and timely government service delivery, and integrating government service delivery



## EFFICIENT FINANCIAL MANAGEMENT

The UAE Government will ensure the sustainability of its financial resources through achieving optimum utilization of financial resources and increasing revenues. It will also focus on updating the existing financial regulations and procedures while enhancing transparency and flexibility within an appropriate and effective governance framework.

The UAE Government will work to achieve efficient financial management through the following strategic directions:

- **Ensure sustainability of Federal Government finances and optimize income** by aligning financial resources to strategic priorities, optimizing financial resources, asset utilization, and the administrative backbone, exploring opportunities to increase Federal Government revenues, developing a long-term fiscal planning framework, and planning long-term capital expenditure needs
- **Modernize Federal Government financial systems** by modernizing internal financial processes, systems and tools, modernizing budgeting process mechanisms, and promoting financial flexibility of Federal Entities within a sound governance framework
- **Promote a transparent financial management system** by unifying and modernizing Federal Entities' accounting standards, and improving the efficiency of financial reports and the integrity of financial information



Highlights of the U.A.E.  
**GOVERNMENT STRATEGY**  
2011-2013

## GOOD INSTITUTIONAL GOVERNANCE

Good institutional governance will be instilled by the development of governance systems in ministries, authorities, and federal institutions throughout the Federal Government. The Government will also develop flexible and highly efficient organizational structures. It will also focus on decentralization and granting government entities more authority and flexibility with a view to enhancing managerial efficiency.

Accordingly, the UAE Government will adopt the principle of good institutional governance to:

- **Enhance the overall governance framework within the Federal Government** by optimizing Government institutional set-up, improving internal governance of Federal Entities, and fostering a culture of accountability



## DYNAMIC GOVERNMENT NETWORKS

The UAE Government will focus on creating effective coordination and cooperation among Federal Entities, and with local entities, and encouraging strategic partnerships with the private sector and NGOs.

The UAE Government will build an interactive network according to the following strategic directions:

- **Improve inter-government integration and coordination mechanisms** by strengthening coordination, cooperation, and integration among Federal Entities, enhancing the effectiveness of federal-local coordination councils, and ensuring implementation of national priority policies and relevant regulations in Free Zones
- **Encourage strategic partnerships within an adequate regulatory framework** by developing an institutional framework for public-private partnerships (PPPs), and enhancing the regulatory framework for establishment and operation of NGOs

# Highlights of the U.A.E. **GOVERNMENT STRATEGY** 2011-2013

## **EFFECTIVE LEGISLATIVE PROCESS AND INTEGRATED POLICY-MAKING**

The UAE Government will focus on improving the efficiency of the legislative process and ensuring the development of high quality legislation. In addition, it will adopt an integrated approach to policy-making based on data and statistics, evidence, and consultation with the concerned stakeholders. The Government will also work to enforce policies through appropriate follow-up mechanisms.

To this end, the UAE Government will focus its efforts according to the following strategic directions:

- **Improve the efficiency of the legislative process and ensure quality of legislation** by speeding up the legislative process, ensuring the quality of legislation and by-laws, enhancing the consultation process that supports the legislative cycle, and selectively reviewing legislation, decrees, and decisions
- **Develop and implement an integrated policy development mechanism** by ensuring alignment of cross-sectoral policies developed by various Federal Entities, assessing the cross-sectoral impact of policy proposals, encouraging a culture of statistical analysis and evidence-based policy-making, and encouraging consultation of relevant stakeholders in policy making
- **Leverage collective knowledge and improve the quality of data and statistics** by developing a national statistics system and a comprehensive statistical database, and facilitating information exchange between Government Entities



## EFFECTIVE GOVERNMENT COMMUNICATION

The UAE Government will focus on full and effective utilization of all communication channels in order to build an interactive relationship with the community and the media based on the principle of transparency. In addition, the Government will build a unified identity and speak in clear messages to the media. Based on public opinion surveys and fact based media research, the government communication will help in decision making, policy formulation, and strategy development and implementation.

The UAE Government will promote effective government communication by focusing on three strategic directions:

- **Enhance the visibility and credibility of the Federal Government** by fully utilizing existing and new communication channels to reach all key segments, and ensuring fact based communication and media engagement in a proactive manner
- **Create a distinct and unified Federal Government identity** by developing and implementing unified standards for the Federal Government's identity
- **Enhance the role of communication in policy-making and cultural change** by utilizing communication as an input to policy-making and strategy development, leveraging communication to support policy execution, promoting internal communication tools, and building communication systems, capacities and skills

[www.uaecabinet.gov.ae](http://www.uaecabinet.gov.ae)





United Arab Emirates



UNITED IN AMBITION  
AND DETERMINATION

“ Work is a true criterion of **citizenship**. It is evidence of **sincerity** and **loyalty**. We all share the **responsibility** of building this country, protecting its **sovereignty** and **safeguarding** the gains”



**His Highness Sheikh Khalifa bin Zayed Al Nahyan**  
President of the United Arab Emirates

“ The word ‘impossible’ is not in **leaders’** dictionaries. No matter how big the **challenges**, strong **faith**, **determination** and **resolve** will overcome them”



**HH Sheikh Mohammed Bin Rashid Al Maktoum**  
UAE Vice President, Prime Minister and Ruler of Dubai

# PREFACE

2021



The United Arab Emirates owes a great debt of gratitude to the perseverance, wisdom, and forward vision of its founding fathers, who in those early days invested all their efforts and took careful stock of their resources in order to chart the path that has shaped our great nation. In this quest they rose to the challenge of building a modern and progressive nation, in order that the Emirati people may share in the fruits of their common development. The UAE can count many impressive accomplishments since its inception, and now stands among the most advanced nations in the world. Emiratis have reaped many benefits from this remarkable pace of development while also preserving the fabric of their society, the essence of their way of life and the strength of their culture.

This Vision charts the next stage of our journey leading up until the year 2021, when we will celebrate the golden jubilee of our beloved union. While this Vision is inspired by the principles of our founding fathers, it is also guided by the National Work Program launched by His Highness Sheikh Khalifa Bin Zayed Al Nahyan, the President of the UAE, and adopted by Their Highnesses the Rulers of the Emirates and Members of the Federal Supreme Council.

As we look to the future and embark on a journey of empowerment at all levels, we must steer a course among challenges on many fronts with confidence, optimism and determination. There will be challenges to the family ties that bind together the strong fabric of our cohesive society; challenges to our economic competitiveness; challenges to our national identity; challenges to health, education, environment and well-being. An ambitious nation like ours cannot achieve its goals by relying on its past achievements. We must work harder, be more innovative, more organised, and more vigilant in examining the trends and challenges that will face us. We will start with a deep and honest analysis of our current situation, taking into consideration emerging regional and international changes.

We are determined to respond proactively to all challenges in a way that will bequeath to future generations a legacy worthy of the pioneers who founded our great nation, a legacy defined by prosperity, security, stability, and a life filled with dignity and respect.

May Allah help us and guide us on this noble journey.

**Mohammed bin Rashid Al Maktoum**

We want to be among the  
**best countries in the world by 2021**

# VISION SUMMARY

In a **strong** and **safe** union, **knowledgeable** and **innovative** Emiratis will confidently build a **competitive** and **resilient** economy. They will thrive as a **cohesive society** bonded to its identity, and enjoy the highest standards of living within a **nurturing** and **sustainable** environment.

# UNITED IN RESPONSIBILITY

2021

## **An ambitious and confident nation grounded in its heritage**

Ambitious and responsible Emiratis will successfully carve out their future, actively engaging in an evolving socio-economic environment, and drawing on their strong families and communities, moderate Islamic values, and deep-rooted heritage to build a vibrant and well-knit society



# 1.1

## CONFIDENT AND SOCIALLY RESPONSIBLE EMIRATIS

**Emiratis will be confident citizens, steadfast in carving out their future in a spirit of entrepreneurship and responsibility, engaged in the course of their nation and embracing moral values for richer fulfilment**

We want Emiratis to take charge of their path through life with the confidence to map out a productive and fulfilling future for themselves and their nation.

In their professional lives they will prove that the route to success lies through personal commitment, dedication and a strong work ethic. Satisfaction and motivation will reward their self-reliance and initiative; their appetite for risk-taking will be fuelled by a vigorous entrepreneurial spirit.

At the heart of every Emirati's ambition is a profound awareness of duty towards their nation. Through this deeply held commitment, personal success and prosperity will grow hand in hand with moral responsibility. Emiratis will reinforce this noble and socially responsible dimension of the national character through greater participation in society.

Emiratis' dedication to the common good will keep them alert to events and changes that will impact our nation. Their proactive and persistent nature will inspire them to shape our nation's future as active members of society, rising to the challenges that tomorrow hold.

Efforts to succeed and prosper will not come at the expense of Emiratis' strong and healthy emotional balance. To ensure stability amid the ever-changing demands of modern life, the notion of success must be broadened away from material wealth or social standing; it must also be defined by spiritual gratification. Prominent Emiratis will be well aware of their moral duties towards others and must allow society at large to share in their success. Those whose actions benefit the common goodwill will become role models in a society that recognises and values those who engage and serve their country.

# 1.2

## COHESIVE AND PROSPEROUS FAMILIES

We want large and cohesive families always to form the nucleus of Emirati society. Marriage among Emiratis is a vibrant facet of our culture and will remain fundamental to building strong and stable households, and bonding them together. We must reinforce these bonds and reverse the rising divorce rate. Deep and enduring family ties will shape our nation's future success and provide an essential anchor in an ever-changing world.

Families are the living fabric of our culture, and the guardians of our values. They form a haven of security and a nurturing environment in which Emirati children can grow, prepare for adulthood and reach their full potential as rounded citizens. In large extended households, every family member has a role to play in educating the young on civic values and the importance of connectedness to the community.

Dialogue among children, parents and grand-parents must remain strong to ensure that Emirati identity thrives and flourishes through the passing of traditions from generation to generation. Elders will maintain their distinguished and respected place within Emirati families and society, serving as influential role models and protectors of tradition. Their central presence serves as a constant reminder both of where we have come from, and of where we must go.

Respect for Emirati traditions will wholeheartedly support the emerging role of women and continue in helping them to achieve ever-greater empowerment in all spheres. Women will also gain greater opportunity to combine full participation in active life with the joy and fulfilment of motherhood. In pursuit of these noble goals, women will be protected against all forms of discrimination at work and in society.

**Cohesive and prosperous families will form the cornerstones of society, embracing the traditional values of marriage, continuing to empower women, and maintaining close ties between family members to ensure their rightful role in society**

# 1.3

## STRONG AND ACTIVE COMMUNITIES

**Strong and active communities will continue to make up the fabric of a vibrant and well-knit Emirati society, reinforcing a bond of solidarity among citizens in a spirit of openness towards residents**

We want well-knit communities to remain as central pillars of a vibrant society. As well as providing an essential safety net against social exclusion, communities are the collective space where children reach out beyond their families and take their first steps into society. In tightly bonded neighbourhoods, young people develop their Emirati identity, learn respect for others, and develop steadily into fully engaged citizens.

Emiratis will contribute to the vigorous social scene that provides the lifeblood of every community. Grass-roots initiatives, charitable work and volunteering will nurture a common spirit of social awareness and responsibility. By the same token, Emirati communities will embrace the vulnerable to ensure that everyone is integrated in an inclusive society.

Beyond their communities, Emiratis must actively express and reinforce their solidarity as a nation of citizens. Mutual trust and understanding form the basic fabric of our society. This shared identity empowers us to cooperate, exchange information and learn from each other in a way that enriches everyone. Solidarity is the basic ingredient that allows Emirati society to function in harmony, enhancing the well-being of all.

Reaching out further still, dialogue with other nationalities will further strengthen the UAE's social fabric. A spirit of respect and consideration among our many cultural groups is essential for the preservation of productive and harmonious coexistence. It will enhance our tradition of mutual understanding throughout society.



# 1.4

## VIBRANT CULTURE

We want the UAE's Arab-Islamic roots to be treasured as a profound and sacred element of our nation's rich heritage. The nation's progressive and moderate values of Islam will continue to support its traditions of respect and openness in public and private spaces. A spirit of religious tolerance will forge mutual understanding and acceptance within the country's pool of diversity.

By preserving the core tenets of Islam, Emiratis will face the challenges of openness to the world with self-assurance, confident that the homogenising effects of globalisation cannot erode their moderate religious values.

Arabic will re-emerge as a dynamic and vibrant language, expressed everywhere in speech and writing as a living symbol of the nation's progressive Arab-Islamic values. The UAE will be a prominent centre of excellence for the Arabic language, hosting scholars and researchers, supporting the production of original content, and promoting the translation of international literary and scientific works into Arabic.

Our nation will celebrate its wealth of heritage and its deep-rooted ancestry. Emiratis will maintain a living link with the past by preserving and celebrating cultural anchors such as literature, traditional arts and poetry as beacons of a modern UAE.

Emiratis' solid national character will be upheld as a main source of inspiration for the protection and preservation of national identity. In the face of increasing multiculturalism, this is a crucial matter of national pride and social stability.

**The UAE's distinct culture will remain founded on progressive and moderate Islamic values and endowed with a rich Arabic language, to proudly celebrate Emirati traditions and heritage while reinforcing national identity**

# UNITED IN DESTINY

2021

## **A strong union bonded by a common destiny**

The UAE will continue to grow as a strong and influential nation under the stewardship and protection of a resilient and integrated Federation that ensures balanced development throughout its territory



# 2.1

## UPHOLDING THE LEGACY OF THE NATION'S FOUNDING FATHERS

**The UAE Federation will uphold the legacy of our Founding Fathers to ensure balanced development throughout the Emirates, through active coordination among levels of Government and integrated national planning and execution in all policy areas**

We want the UAE to reaffirm its dedication to upholding the vision and leadership of its gifted and persevering Founding Fathers. The Federation will remain true to its goal of maintaining cohesion and solidarity among the member states, ensuring that the hard work and sacrifices of the early years are never forgotten.

The Federation will continue to rise in the national consciousness to represent the defining point of allegiance for all Emiratis. This sense of common destiny and of belonging to one nation will bind all citizens together in building their shared future.

Our culture of equity and our spirit of solidarity will spur us on to close the gap between citizens' standards of living. The UAE will promote balance in the social and economic development of its emirates. Utilities and services will be provided across the territory such that no region remains isolated or becomes marginalised. World-class transport services and infrastructure will boost development and bridge communities.

Integrated planning and execution will ensure that social and economic development across the entire nation is balanced, sustainable, rationalised and efficient.

In this way the UAE will grow as a just and inclusive society in which all Emiratis enjoy equal opportunities and equitable rewards, bonded by a growing sense of national unity.

# 2.2

## SAFE AND SECURE NATION

We want the nation to excel in upholding its foremost duty: to protect citizens from all threats to their safety, whether internal or external. The UAE government will renew its commitment to shielding society from crime, maintaining social stability and warding off any external threats that may arise. Enhanced emergency readiness will mitigate the risks of disasters and epidemics.

The UAE will preserve a safe environment in which every Emirati may lead a life of dignity and security, assured of all basic needs, shielded from uncertainty, and empowered to achieve well-being through work and merit.

A strong and effective justice system will bolster security, and the UAE will be diligent in its duty to defend and uphold the rights, interests and freedoms of all. Everyone will benefit from judiciary's impartiality and its dedication to fairness and justice.

The nation will protect its citizens' livelihoods. Wise and capable governance will steer the economy on a stable and resilient course through ever-changing economic tides.

The government will provide all Emiratis with access to their basic needs, through a sustainable welfare system that builds capabilities for the long term. This safety net will help the most vulnerable by empowering them to overcome adversity and to participate positively and productively in society.

**The UAE Government will continue to be the custodian of a safe and secure nation, ensuring economic resilience and stability, upholding fairness and justice, and offering an advanced welfare system to allow all Emiratis to overcome adversity and contribute positively to society**

# 2.3

## ENHANCED INTERNATIONAL STANDING

**The UAE's international standing will continue to grow as its successes highlight its prestige as a regional and international role model, developing sectors of excellence and national champions**

We want the nation to draw strength from its traditions of openness, peaceful coexistence and understanding. In this way Emiratis will always resist the value-flattening effects of globalisation, and will always be enriched rather than threatened by their nation's openness to the world.

The UAE will enhance its pivotal role as a regional business hub whose essential infrastructure and institutions provide a gateway linking our neighbourhood to the world, serving as a role model for the region. Internationally, the nation will build on global successes in areas such as diplomacy, developmental and humanitarian aid, as well as hosting international institutions and events.

The UAE is also emerging as a point of reference in the cultural sphere. Sustained interaction between Emirati and other cultures has fostered mutual understanding and enrichment. Local traditions of literature, art and poetry will be promoted as international ambassadors for UAE culture.

However great its achievements, the UAE will not slow the pace of its drive for improvement. In the economic and government sphere, our nation will build on sectors of excellence to export its model abroad, while constantly evolving to create new competitive advantages. At an individual level, we will promote national champions in every domain, from sports to science and culture: every Emirati should aspire to become a champion in his field.

# UNITED IN KNOWLEDGE

2021

## **A Competitive Economy Driven by Knowledgeable and Innovative Emiratis**

A diversified and flexible knowledge-based economy will be powered by skilled Emiratis and strengthened by world-class talent to ensure long-term prosperity for the UAE





# 3.1

## HARNESS THE FULL POTENTIAL OF NATIONAL HUMAN CAPITAL

**The UAE will harness the full potential of its National human capital by maximising the participation of Emiratis, encouraging entrepreneurship, and nurturing home-grown public and private sector leaders while attracting and retaining the best talent**

We want all Emiratis to make a valuable contribution to their nation's growth by building their knowledge and applying their talent with innovation and drive.

More Emiratis will enter higher education, where they will enrich their minds with the skills that their nation needs to fuel its knowledge economy. Universities will listen closely to the needs of Emiratis and of their future employers, and will balance their teaching to the demands of the workplace.

Joining the world of work is a first step towards personal fulfilment and economic empowerment. Many will show the leadership to stride much farther. Promising Emiratis must be nurtured to become captains of industry and dynamic entrepreneurs, marshalling the country's resources to bring innovative products to the marketplace. Others will be groomed as senior public officials, trusted to hold the levers of economic change and empowered by knowledge to steer the economy to the cutting edge of innovation.

For those industries where Emiratis can learn most from global expertise, the UAE will continue to call upon the best talent from around the world. Our nation will attract and retain the finest and most productive workers and entrepreneurs by offering them fulfilling employment and an attractive place to live.

# 3.2

## SUSTAINABLE AND DIVERSIFIED ECONOMY

We want the UAE to sustain its drive toward economic diversification, as this is the nation's surest path to sustainable development in a future that is less reliant on oil. This means expanding new strategic sectors to channel our energies into industries and services where we can build a long-term competitive advantage.

Balanced growth must be fuelled by a sustainable range of energy sources, within which the UAE will ensure an important role for alternative and renewable options such as nuclear power.

To ensure lasting competitiveness, the nation will look beyond traditional economic models and take a more flexible perspective. Businesses will adopt an increasingly customer-centric approach to customising their products and services, and will learn to coordinate in efficient networks to meet the complex demands of the marketplace.

By stimulating home-grown entrepreneurship and attracting foreign direct investment, our economy will mature into a model of sustainable and responsible growth that will ensure long-term prosperity for all Emiratis.

We will position our economy to capture developing trends and adapt to changing global realities, such as the rise of new economic powerhouses. We will forge ever stronger international partnerships and capitalise on them to boost trade and commerce.

**The UAE will benefit from a sustainable and diversified economy, flexible in adopting new economic models, and capitalising on global economic partnerships to guarantee long-term prosperity for current and future generations of Emiratis**

# 3.3

## KNOWLEDGE-BASED AND HIGHLY PRODUCTIVE ECONOMY

**Innovation, research, science and technology will form the pillars of a knowledge-based, highly productive and competitive economy, driven by entrepreneurs in a business-friendly environment where public and private sectors form effective partnerships**

We want the UAE to transform its economy into a model where growth is driven by knowledge and innovation. Productivity and competitiveness will come to rival the best in the world, as a result of investment in science, technology, research and development throughout the fabric of the UAE economy.

An outstanding information and communication infrastructure will network our businesses together and give them a leading edge as they transact and interact with the world. Individual citizens will also reap the benefits of efficient connectedness in their digital lives as they search online for knowledge and the fulfilment of intellectual curiosity.

This shift to a knowledge economy can only be accomplished within an entrepreneurial environment that harnesses the talent and creativity of Emiratis. A new class of entrepreneurs will be nurtured and supported with the help of practical programmes such as start-up incubators. In a national effort, the UAE will cultivate a healthy risk-taking culture where hard work, boldness and innovation are rightfully rewarded.

Legal frameworks and government services will be designed to provide businesses with the efficient environment that they need in order to grow, thrive and commercialise innovative ideas. Regulations will promote efficient markets and protect intellectual property. Partnerships will flourish between the public and private sectors, spurring growth and maximising opportunities.

The UAE will become one of the best places in the world to do business.

# UNITED IN PROSPERITY

2021

## **A nurturing and sustainable environment for quality living**

Emiratis will enjoy the highest living standards, long and healthy lives, first-rate education and well-rounded lifestyles guaranteed by excellent public services and recreational activities, within a safe and rich natural and social environment



# 4.1

## LONG AND HEALTHY LIVES

**The UAE will promote long and healthy lives for all Emiratis by providing equitable access to world-class medical care while actively protecting against health hazards through awareness and prevention**

All Emiratis are entitled to a comprehensive range of high quality basic medical services. We want the UAE to invest continually to build world-class healthcare infrastructure, expertise and services in order to fulfil citizens' growing needs and expectations.

A nationwide commitment to quality will provide every Emirati with access to excellent health and personal care services. The UAE will take a proactive stance in developing new, more effective ways to combat locally prevalent and genetic illnesses through support for cutting-edge medical research.

While healing the sick is a clear priority, it is also true that prevention is better than cure. The UAE will intensify its fight against lifestyle diseases, where early intervention to change habits can dramatically improve citizens' prospects for quality of life. The government will also act tirelessly to eliminate diseases spread by inadequate public health and sanitation.

# 4.2

## FIRST-RATE EDUCATION

We want our nation's schools to nurture well-rounded citizens, confident in their inner abilities and fully equipped for adulthood. Our educators will instil in young people the shared values of our moderate religion and our national identity. Each new generation will emerge ready to play an active and positive role in society as self-directed and responsible citizens.

Our nation will set and achieve increasingly ambitious educational targets. A progressive national curriculum will extend beyond rote learning to encompass critical thinking and practical abilities, equipping our youth with essential skills and knowledge for the modern world. In terms of such practical competencies – as well as high scores on standard international examinations – our children's educational achievements will place them on a par with students in the most advanced nations.

The UAE will successfully encourage Emiratis to maximise their potential by remaining in school and reaching higher levels of education. School drop-outs rates will fall, university enrolment will rise, and more Emiratis will climb higher up the ladder of learning into post-graduate education. The majority of high-school graduates will choose to continue their studies, and those who do leave school early will receive other forms of support such as vocational training.

Education will provide equality of opportunity and balanced outcomes for all students. Special needs students will be properly integrated within the education system with the benefit of support programmes and infrastructure that guarantee fair access.

**All Emiratis will have equal opportunity and access to first-rate education that allows them to develop into well-rounded individuals, enhance their educational attainment, and achieve their true potential, contributing positively to society**

# 4.3

## WELL-ROUNDED LIFESTYLES

**The UAE will nurture high quality of life built on world-class public infrastructure, government services, and a rich recreational environment**

We want the UAE government to provide citizens with world-class infrastructure, services, and leisure resources, creating a rich environment in which they can enjoy well-rounded and fulfilling lives.

On an individual level, public authorities will ensure that the people of the UAE can thrive in an environment rich in cultural and recreational activities, including sports and entertainment. Dynamic public initiatives will be complemented by a growing number of privately organised events, festivals and exhibitions.

Emiratis will benefit from customer-focused government services whose quality is rigorously monitored and constantly improved. Interactive e-government will provide citizens with an especially responsive and efficient channel of service from public authorities.

An excellent standard of infrastructure and utilities will satisfy the fundamental needs of citizens and businesses while also boosting our nation's economic competitiveness as a leading global hub. As a symbol of mobility and interconnectivity, the UAE will reap the benefits of truly nationwide, user-friendly business and technical systems including transport and communication networks. High-quality utilities will deliver the reliable supplies of energy and water that we require.

Overall, the UAE will cement its reputation as a nation that is as attractive to business and investment as it is a thoroughly rewarding place to live.



# 4.4

## WELL-PRESERVED NATURAL ENVIRONMENT

In the face of humanity's shared ecological challenges, we want the UAE to vigorously support international initiatives to protect the environment in full consciousness of its worldwide responsibility.

As a global nation, the UAE is committed to playing its part in developing and implementing innovative solutions to protect and sustain the environment. New, energy-efficient technologies will harness the UAE's pioneering role in the green revolution and reduce its carbon footprint. The government will act decisively to reduce the nation's ecological deficit, promoting environmental awareness and responsible behaviour among Emiratis.

The UAE will mitigate the effects of climate change in order to safeguard its environment for current and future generations. The nation's rich natural environment will be shielded from human-induced threats – both global and local – by preventive measures such as reducing carbon dioxide emissions, and regulations to defend fragile ecosystems from urban development.

The Federation will safeguard Emiratis from harm in the event of large-scale natural or man-made environmental emergencies, guarantee the rights of present and future generations to clean air and water, and protect citizens from environmental health hazards.

Anticipating the problems of tomorrow is the only reasonable way to preserve and enhance our way of life, acting with initiative in full awareness of our collective responsibility.

**As a leader of the green revolution, the UAE is conscious of its responsibility to safeguard nature and mitigate the effects of climate change on its habitat and ecosystems in order to ensure that future generations inherit an environmentally sustainable world**

