



United Arab Emirates

EMIRATIZATION PLAN IN FEDERAL GOVERNMENT SECTOR & MECHANISM FOR COORDINATION AND FOLLOW-UP

(2010 – 2013)

The Federal Authority for Government Human Resources



▪ Objectives

- Clarify the status of Emiratization in Federal entities at different job categories
- Shed light on Emiratization plans of Federal entities up to 2013
- Analyze certain inputs in Emiratization process
- Identify strengths and opportunities for improvement in relation to Emiratization plans
- Present Mechanism for following up Emiratization performance indicators



Study Background:

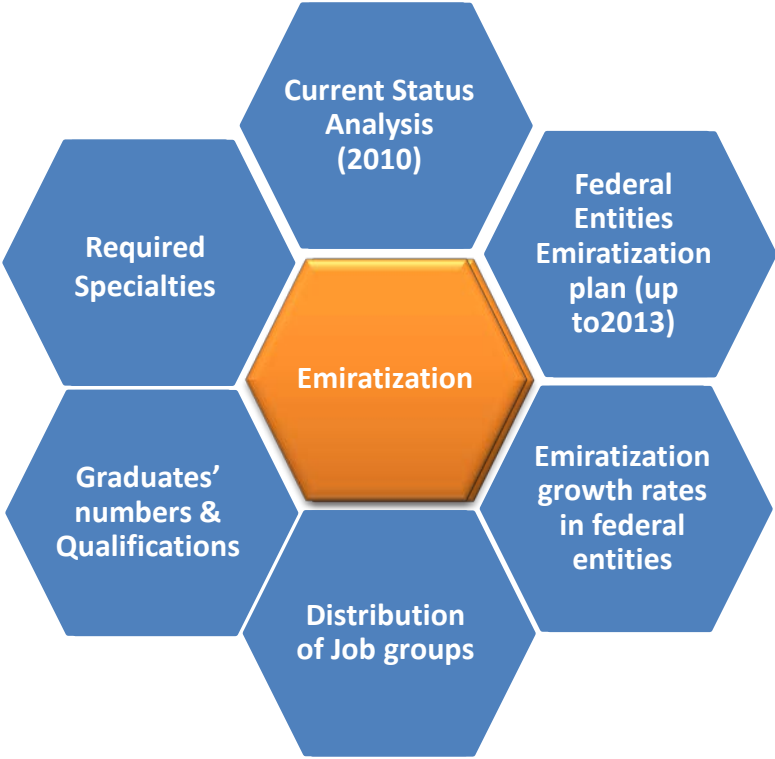
- The study is conducted based on the Decision of Ministerial Services Council No (338/12 S/7) for 2011, entrusting the Authority with developing an operational plan for Emiratization, and drawing up a mechanism for coordinating the work of all Federal entities to realize this end.
- Data sources used in presenting Emiratization issue: data collected from the human resource database at the Federal Authority for Government Human Resources, and through communication with all ministries and authorities.
- Data from ministries and authorities including the actual data for 2010 and projected data until 2013.
- The data cover UAE Nationals, expatriates, and special categories (military, diplomatic, judicial).
- The study covers four job categories: leadership, supervisory, executive and technical.
- The target figures for the coming years were reviewed in coordination with the Ministry of Finance, in light of manpower budgets of the Federal ministries and entities for 2011-2013
- Data also include some outcomes of Government higher education institutions.



Entities that did not provide the Authority with required statistics for various reasons (e.g. restructuring, etc.):

1. Real Estate Bank
2. Emirates Industrial Bank
3. Federation of UAE Chambers of Commerce & Industry
4. Emirates General Petroleum Corporation
5. National Council for Tourism and Antiquities
6. Emirates Investment Authority
7. State Audit Institution

Factor Impacting Emiratization Progress in Federal Government

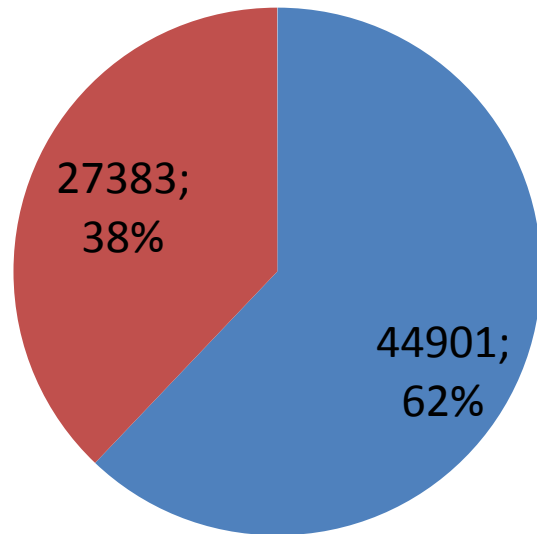




Analysis of Emiratization Status at the End of 2010 and Federal Entities' Plans up to 2013

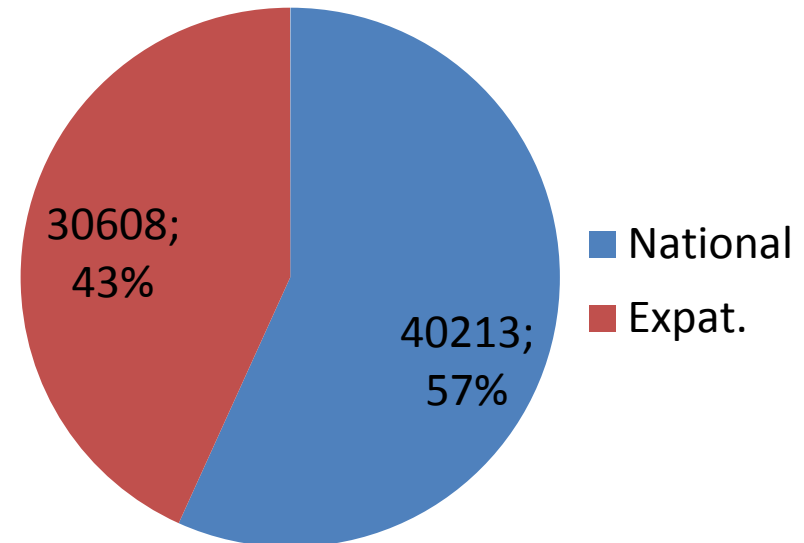
Comparison of Emiratization in Federal Government During 2010 – 2013

Projected for 2013



Total number 72284

End of 2010



Total number 70821

■ National
■ Expat.

Based on analysis of the current situation of the Federal sector in 2010, and expected figures for 2013, the following is concluded:

- An increase in total Emiratization rate by 5%.
- Growth rate of less than 2% in total employment of Federal Government (1464 jobs).
- The above chart comprises of leadership, supervisory, executive and technical categories.

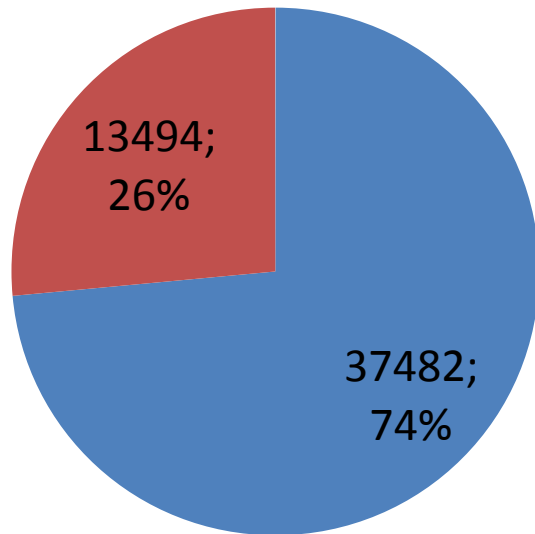
The analysis does not cover the agencies that did not furnish the Federal Authority for Government Human Resources with required statistics (Real Estate Bank, Emirates Industrial Bank, Federation of UAE Chambers of Commerce & Industry, Emirates General Petroleum Corporation, National Council for Tourism and Antiquities, Emirates Investment Authority, State Audit Institution).



Detailed Emiratization Percentages in Ministries

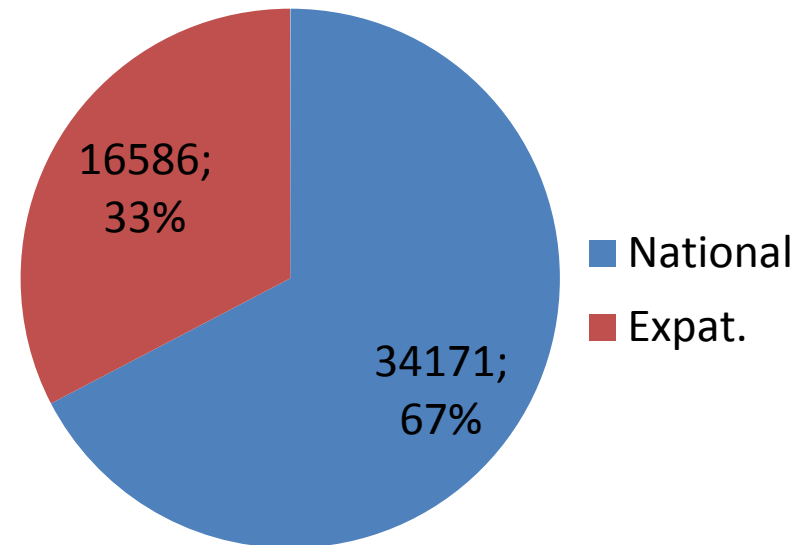
Comparison of Emiratization in Federal Ministries During 2010 – 2013

Projected for 2013



Total number 50967

End of 2010



Total number 50757

Based on analysis of the current situation of the Federal sector in 2010, and expected figures for 2013, we conclude the following:

- An increase in Emiratization rate at the ministries by 7%.
- An increase in total employment of Federal ministries by 219 jobs
- The above chart comprises of leadership, supervisory, executive and technical categories
- The analysis does not cover the agencies that did not furnish the Federal Authority for Government Human Resources with required statistics

Total Emiratization Percentage in Ministries

Ministry	2010			
	Nationals	Expats	Total Employees	Emiratization %
Ministry of Labour	1116	21	1137	98
Ministry of Foreign Affairs	786	18	804	98
Ministry of Culture, Youth & community Development	186	23	209	89
Ministry of Economy	251	37	288	87
Ministry of Public Works	288	40	328	88
Ministry of Social Affairs	538	91	629	86
Ministry of Interior	14599	2714	17313	84
Ministry of Justice	972	264	1236	79
Ministry of State for National Federal Council Affairs	26	7	33	79
Ministry of Higher Education and Scientific Research	56	21	77	73
Ministry of Environment and Water	401	174	575	70
Ministry of Foreign Trade	31	13	44	70
Ministry of Energy	58	25	83	70
Ministry of Education	11715	6976	18691	63
Ministry of Finance	176	144	320	55
Ministry of Health	2972	6017	8989	33

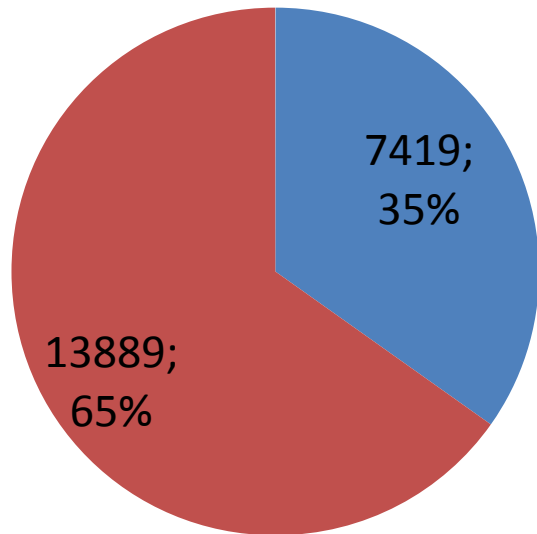
▪The above table includes total Emiratization for leadership, supervisory, executive & technical groups



Detailed Emiratization Percentages in Authorities

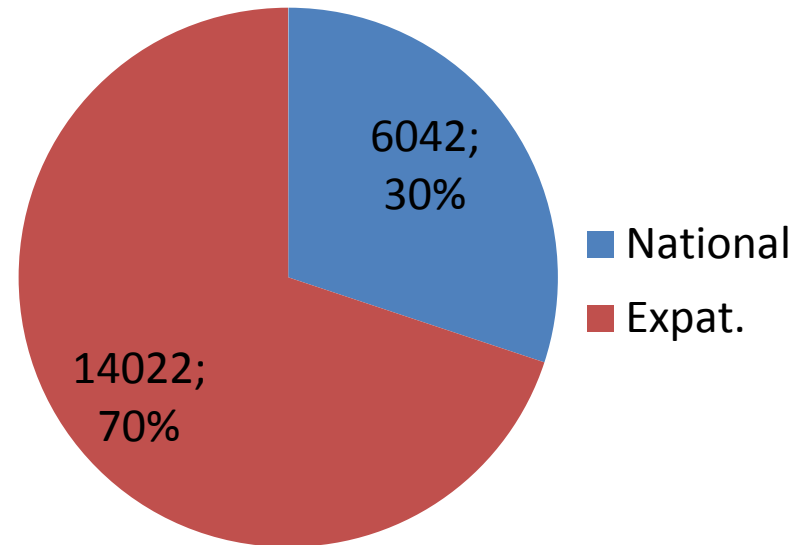
Comparison of Emiratization in Federal Authorities During 2010 – 2013

Projected in 2013



Total number 21308

End of 2010



Total number 20064

Based on analysis of the current situation of the Federal sector in 2010, and expected figures for 2013, we conclude the following:

- An increase in Emiratization rate at the authorities by 5%.
- An increase in total employment of Federal authorities by around 6% (1244 jobs)
- The above chart comprises of leadership, supervisory, executive and technical categories
- The analysis does not cover the agencies that did not furnish the Federal Authority for Government Human Resources with required statistics

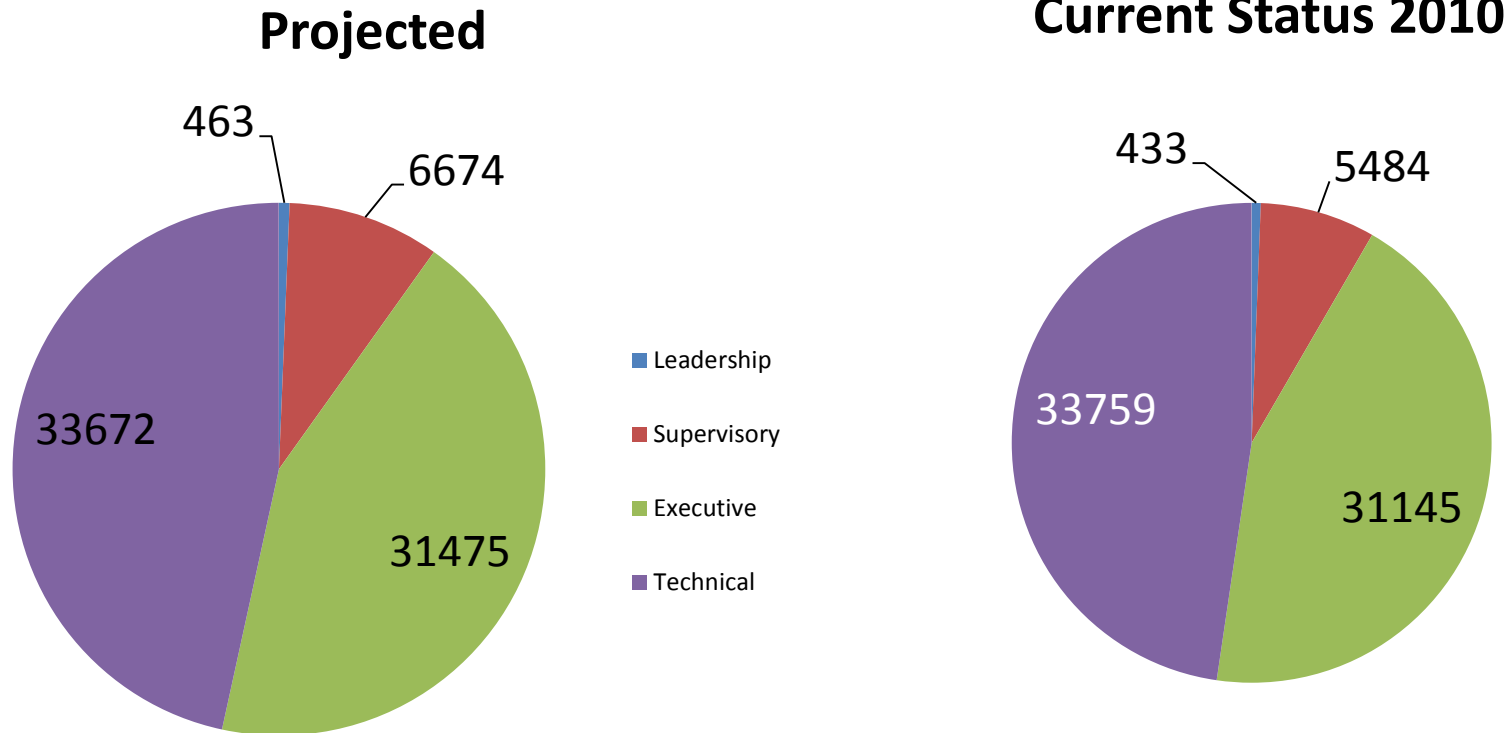
Total Emiratization Percentage in Authorities

Authorities	2010			
	Nationals	Expats	Total Employees	Emiratization %
Sheikh Zayed Housing Program	141	1	142	99
Emirates Identity Authority	634	37	671	95
Insurance Authority	26	2	28	93
National Human Resource Development & Employment Authority	54	9	63	86
Public Authority for Youth & Sports	81	14	95	85
National Transport Authority	73	16	89	82
Federal Authority for Government Human Resource	86	22	108	80
Marriage Fund	37	15	52	71
Telecommunications Regulatory Authority	134	59	193	69
Emirates Post Group Holding	719	430	1149	63
Federal Customs Authority	27	16	43	63
UAE Central Bank	301	202	503	60
Institute of Training & Judicial Studies	26	18	44	59
National Media Council	160	120	280	57
Public Authority for Pensions & Social Security	59	43	102	58
Zakat Fund	28	20	48	58
National Centre for Documentation and Research	103	76	179	58
Securities & Commodities Authority	89	69	158	56
Emirates Real Estate Corporation	14	12	26	54
Federal Authority for Nuclear Regulation	62	57	119	52
National Bureau of Statistics	55	67	122	45
Red Crescent Authority	162	216	378	43
Public Authority for Civil Aviation	182	223	405	45
Emirates Authority for Standardization and Meteorology	23	30	53	43
UAE University	472	810	1282	37
Federal Authority for Electricity and Water	484	1277	1761	27
UAE Office for Coordination of Foreign Aid	6	13	19	32
Union Railway	15	52	67	22
Emirates Transport	1241	4660	5901	21
Zayed University	91	905	996	9
Higher Collages of Technology	156	1889	2045	8
Public Authority for Islamic Affairs & Endowments	120	2633	2753	4



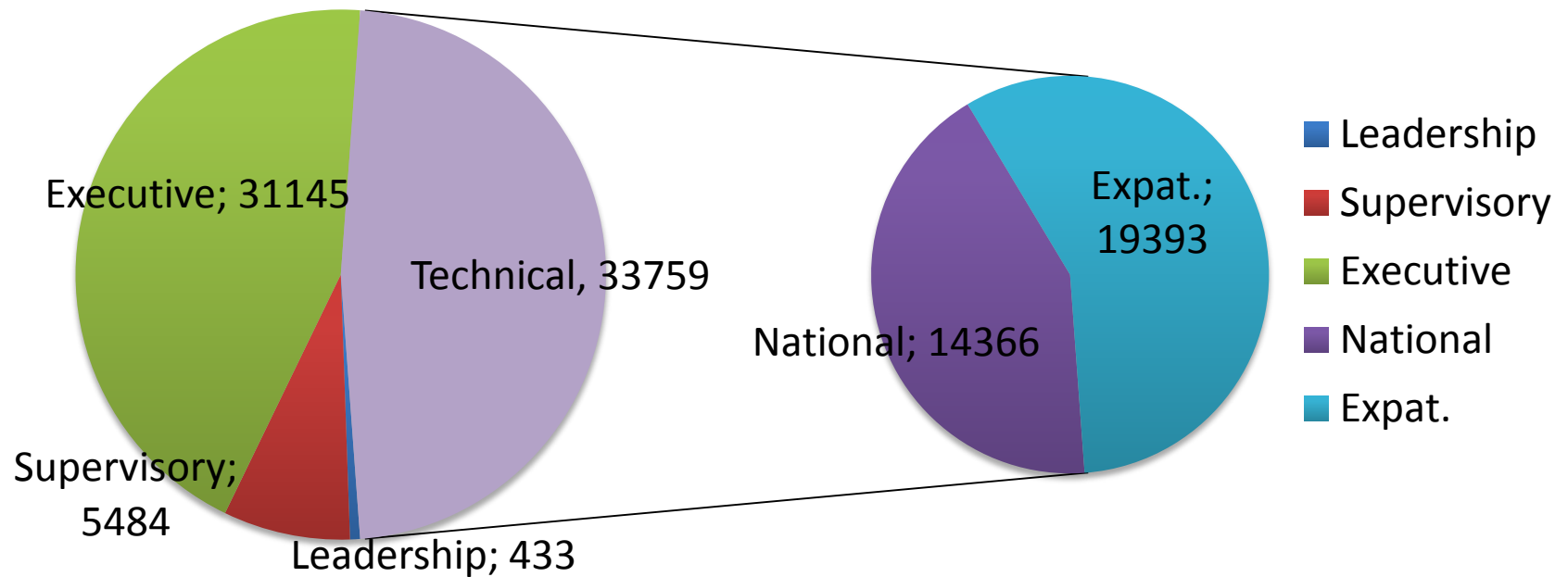
Analysis of Emiratization in Federal Government By Job (Role) Categories

Distribution of Job Categories in Federal Entities



- Growth rate of + 7% in Leadership category (30 jobs)
- Growth rate of + 22% in Supervisory category (1190 jobs)
- Growth rate of + 1% in Executive category (330 jobs)
- Decline by less than 1% in Technical category (-87 jobs)

Emiratization in Federal Government Technical Jobs, 2010



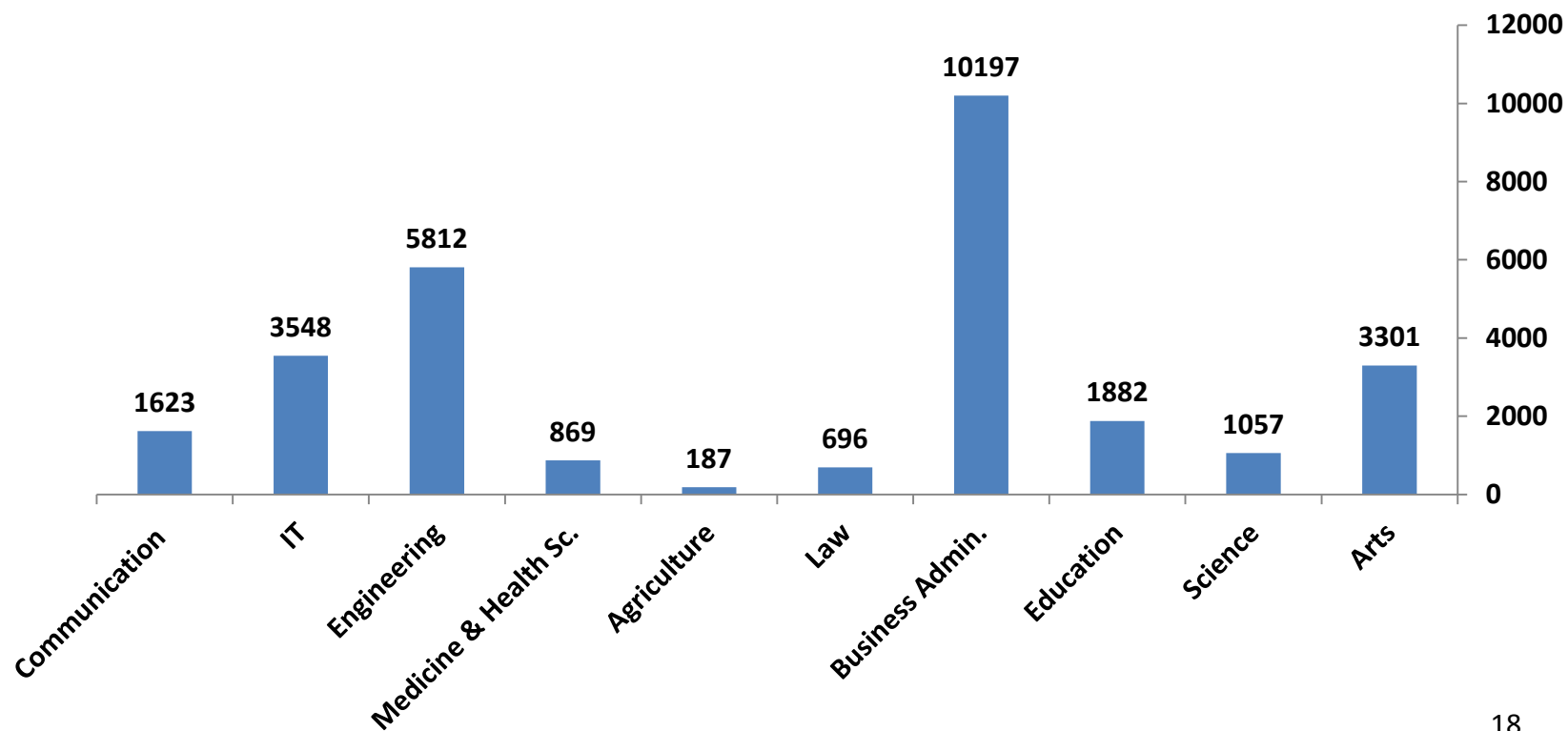
- Technical job category makes up 48% of the Federal Government jobs, with Emiratization percentage not exceeding 43%
- 27% of total federal employees are non-National who occupy technical jobs
- **Technical jobs include: Medical, educational, religious, engineering, financial, economic, sports, social, agricultural, media and cultural.**



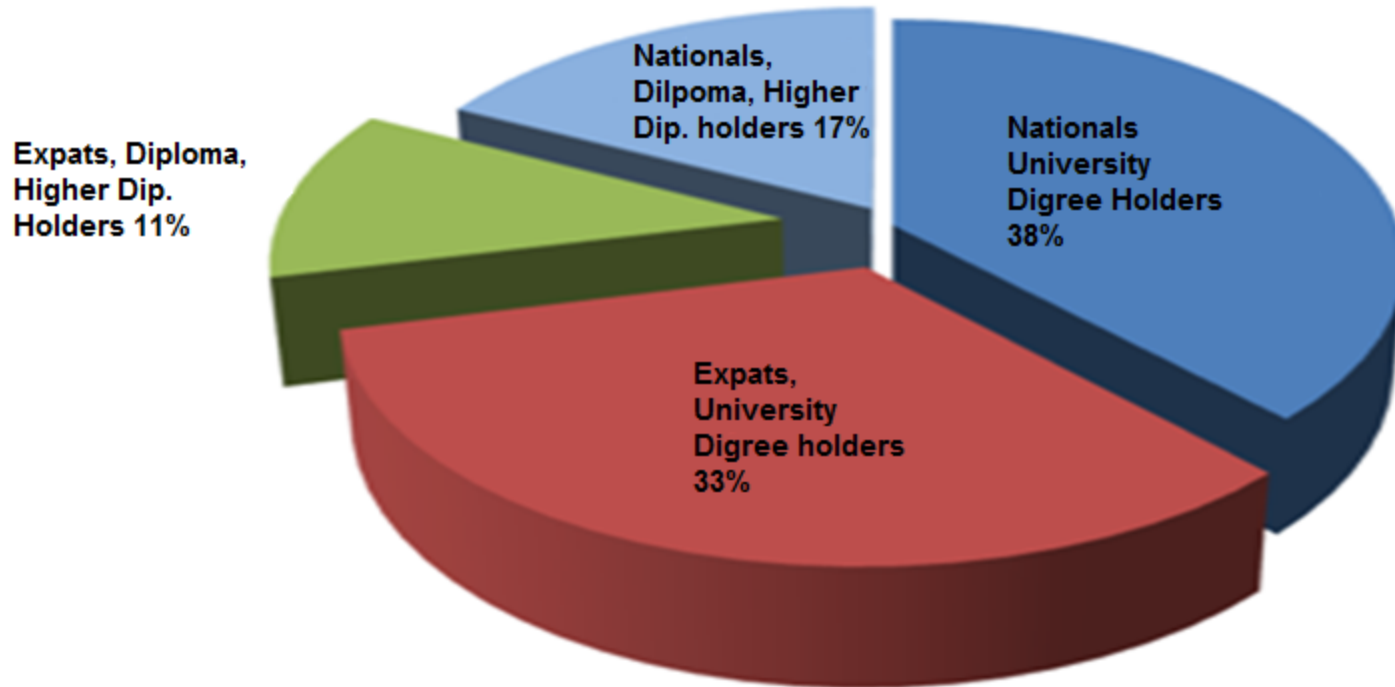
United Arab Emirates

Projected Numbers of National Graduates, 2011 – 2015 and Qualifications of newly employed

Projected numbers of National graduates in UAE University, Higher Collages of Technology & Zayed University during the period 2011 – 2015



Qualifications of newly employed in the Federal Government



Qualifications:

- 71% University Degree and above (PhD, Masters, Bachelor, etc).
- 28% Diploma and Higher Diploma
- Less than 1% Secondary School or below

Summary of Numbers & Specializations of Graduates and Federal Entities' Requirements

Graduates' Specializations

Most of graduates study the following disciplines:

- Business Administration
- Engineering
- IT
- Arts

Ministries' Requirements

Most demanded Specializations by Federal Entities:

- Medical and associated technical specializations
- Educational specializations (Males)
- Accounting
- HR Management and Development
- Law
- Networks (IT)
- Statistics



United Arab Emirates

Monitoring the Results of “Masar” Program Operational Indicators



Masar Program: Current Situation in Ministries

	Situation as of 25.08.2011	Number	Remarks
First: Ministries	Ministries that have been followed up for implementation	18	All ministries
	Ministries that have already implemented the program this year	1	Ministry of Finance
	Ministries planning to implement in 2012	10	Ministry of Finance, Ministry of Economy, Ministry of State for National Council Affairs, Ministry of Social Affairs, Ministry of Presidential Affairs, Ministry of Culture, Youth & Community Development, Ministry of Public Works, Ministry of Higher Education & Scientific Research, Ministry of Health, Ministry of Interior
	Ministries that have similar or alternative programs	1	Ministry of Interior
	Ministries that did not specify their implementation plan for 2012	6	Ministry of Labour, Ministry of Environment % Water, Ministry of Education, Ministry of Foreign Affairs, Ministry of Justice



Masar Program: Current Situation in Authorities

	Situation up to 25.08.2011	Number	Remarks
Second Authorities	Authorities that have been followed up for implementation	39	All authorities
	Authorities that have already implemented the program this year	0	
	Authorities planning to implement in 2012	15	National Human Resource Development & Employment Authority, Emirates General Petroleum Corporation, National Media Council, Institute of Judicial Training, Public Authority for Civil Aviation, Marriage Fund, State Audit Institution, Insurance Authority, Emirates Industrial Bank, Red Crescent Authority, Federal Authority for Government Human Resource, Office for Coordination of Foreign Aid, Federal Authority for Nuclear Regulation, National Council for Tourism & Antiquities, Public Authority for Islamic Affairs & Endowments.
	Authorities that have similar or alternative programs	7	Securities & Commodities Authority, Public Authority for Youth & Sports, Sheikh Zayed Housing Program, Public Authority for Civil Aviation, State Audit Institution, Emirates Central Bank, Federal Authority for Nuclear Regulation.
	Authorities that did not respond to our request regarding implementation	8	Federal Authority for Electricity & Water, Emirates Identity Authority, Public Authority for Pensions & Social Security, Emirates Investment Authority, Emirates Post Group Holding, National Centre for Documentation and Research, Telecommunications Regulatory Authority.
	Authorities that did not specify their implementation plan for 2012	18	Emirates Post, Securities & Commodities Authority, Public Authority for Youth & Sports, Emirates Authority for Standardization and Meteorology, Sheikh Zayed Housing Program, National Media Council, Federal National Council, Real Estate Bank, Federal Customs Authority, UAE University, Federation of UAE Chambers of Commerce & Industry, Emirates Real Estate Corporation, National Bureau of Statistics, National Transport, Authority, UAE Central Bank, Union Railway.



United Arab Emirates

Decision of Ministerial Services Council No (388/12 S/7) for 2011, Regarding Mechanism for Emiratization Plan Coordination and Follow-up



Based on available data on Emiratization progress in the Federal Government sector during 2010- 2013, Decision of Ministerial Services Council No (388/12 S/7) for 2011 was issued regarding the approval of Emiratization Plan in the Federal Government up to 2013.

The Decision also required the Federal Authority for Government Human Resources to:

First:

- Prepare an operational plan for the proposed Emiratization Plan
- Give the priority of Emiratization plan to Government entities that have less than 60% of Emiratization
- Coordinate with the Prime Minister Office to set the Emiratization target as a part of Government Performance Program
- Develop a working mechanism to organize coordination between ministries and federal entities and the National Human Resource Development & Employment (TANMIA) in filling their vacancies, provided that TANMIA should submit periodic reports on implementation results.



Second: the Council instructed all Federal entities to communicate with educational institutions in order to activate Masar Program and employ Nationals in targeted technical jobs.

Third: the Council instructed higher education institutions to meet the demands of Federal entities for targeted technical specializations



Mechanism Details

Following the approval of target figures and percentages for each Federal entity, along with the Emiratization Plan which was submitted to the Ministerial Council, and in implementation of recommendations included in the Decision, it was required to:

1. Specify roles and responsibilities
2. Integrate the target figures and percentages for each entity into the Government Performance Program for Federal entities
3. Specify Coordination and Follow-u mechanism.



Classification of Entities By Emiratization Percentages

- Based on Emiratization data in the Federal Government Sector, the Federal entities were classified into categories according to Emiratization percentage in each entity, and this entailed a number of related steps and decisions.
- The Federal entities were classified into the following groups:
 1. Ministries and federal entities that have achieved more than 80% of Emiratization
 2. Ministries and federal entities that have achieved 60% -80% of Emiratization
 3. Ministries and federal entities with a low Emiratization percentage (less than 60%)



Indicators to be monitored across all federal entities by Federal Authority for Government Human Resources in partnership with the Prime Minister's Office:

1. Total Emiratization percentage.
2. Number of jobs that have to be replaced
3. Cooperation of federal entities with "Tanmia."
4. Masar Program indicators



Steps	Low Emiratization % (- 60%)	80% -60%	+ 80%
1. Prepare annual recruitment plan for their needs of Human Resource as per Ministerial Serves Council Decision, including details of target jobs for each department/sector of entity (particularly technical and specialized jobs)	✓	✓	✓
2. Detailed training/Recruitment and attraction plan	✓	✓	✓
3. Annual plan to nationalize jobs occupied by expatriates (supervisory, executive, technical & specialized jobs)	As per detailed nationalization plan presented by concerned entity	As per detailed nationalization plan presented by concerned entity	-----
4. Seized the recruitment of non-Nationals in leadership supervisory & executive jobs	Stop leadership supervisory & executive jobs, except under exemption rules set by the Authority	-----	-----
5. Raise Emiratization percentage by at least%	5% per year	As per Emiratization Plan approved by Ministerial Serves Council	As per Emiratization Plan approved by Ministerial Serves Council



Targeted Emiratization Percentages in Ministries

Ministry	Emiratization Percentage in 2010			Target % for 2011	Target % 2012	Target % for 2013
	Total Employees	Total Nationals ¹	Emiratization %			
Ministry of Labour	1137	1116	98	98	99	99
Ministry of Foreign Affairs	804	786	98	98	99	99
Ministry of Culture, Youth & Community Development	209	186	89	89	90	90
Ministry of Economy	288	251	87	87	88	88
Ministry of Public Works	328	288	88	88.5	89	90
Ministry of Social Affairs	629	538	86	86	86	86
Ministry of Interior	17313	14599	84	88	92	97
Ministry of Justice	1236	972	79	79	80	80
State Ministry of Federal National Council Affairs	33	26	79	84	89	95
Ministry of Higher Education & Scientific Research	77	56	73	76	79	81
Ministry of Environment & Water	575	401	70	72	74	75
Ministry of Foreign Trade	44	31	70	73	76	78
Ministry of Energy	83	58	70	71	72	74
Ministry of Education	18691	11715	63	63.5	64	65
Ministry of Finance	320	176	55	60	61	62
Ministry of Health	8989	2972	33	38	43	48



Targeted Emiratization Percentages in Authorities

Authority	Emiratization Percentage in 2010			Target % for 2011	Target % for 2012	Target % for 2013
	Total Employees	Total Nationals	Emiratization %			
Sheikh Zayed Housing Program	142	141	99	99	99	99
Emirates Identity Authority	671	634	95	96	97	99
Insurance Authority	28	26	93	93	93	93
Public Authority for Youth & Sports	95	81	85	87	89	90
National Transport Authority	89	73	82	84	86	89
National HRD & Employment Authority	63	54	86	88	91	93
Federal Authority for Government Human Resources	107	85	80	82	85	87
Marriage Fund	52	37	71	71	72	72
Telecommunications Regulatory Authority	193	134	69	71	74	76
Emirates Post Group Holding	1149	719	63	64	65	66
Federal Customs Authority	43	27	63	66	70	73
UAE Central Bank	503	301	60	62	65	68
Institute of Training & Judicial Studies	44	26	59	64	66	68
National Media Council	280	160	57	62	68	74
Public Authority for Pensions & Social Security	102	59	58	63	63	64
Zakat Fund	48	28	58	63	64	65
National Centre for Documentation and Research	179	103	58	63	63	64
Securities & Commodities Authority	158	89	56	61	65	68
Emirates Real Estate Corporation	26	14	54	59	64	68
Federal Authority for Nuclear Regulation	119	62	52	57	62	72
National Bureau of Statistics	122	55	45	50	55	62
Public Authority for Civil Aviation	405	182	45	50	55	60
Red Crescent Authority	378	162	43	48	53	58
Emirates Authority for Standardization and Meteorology	53	23	43	48	53	58
UAE University	1282	472	37	42	47	52
Federal Authority for Electricity and Water	1761	484	27	32	37	42
UAE Office for Coordination of Foreign Aid	19	6	32	37	42	47
Union Railway	67	15	22	27	32	37
Emirates Transport	5901	1241	21	26	31	36
Zayed University	996	91	9	14	19	24
Higher Collages of Technology	2045	156	8	13	18	23
Public Authority for Islamic Affairs & Endowments	2753	120	4	9	14	19



Roles & Responsibilities:

First: *Federal Ministries, Authorities & Entities:*

- a) Entrust Assistant Undersecretary for Support Services or Executive Director for Support Services with the key responsibility for Emiratization in each entity, and form an internal follow-up and coordination team.
- b) Identify the targeted jobs and concerned departments/sectors, based on annually targeted Emiratization figures and percentages as approved for a particular entity by the Ministerial Services Council.
- c) Develop recruitment plans and provide adequate training and preparation plans for each targeted job.



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- d) Coordinate with educational institutions and universities using all available means (seminars, open days, career fairs, official correspondence on types and numbers of required specializations, etc), in addition to activating Masar Program developed to support UAE National students by preparing them for technical and specialized jobs

 - e) Coordinate with "Tanmia" and local Emiratization programs and councils to receive lists of candidates nominated to fill vacancies in accordance with applicable mechanisms and in light of vacancies and jobs targeted for Emiratization.



f) Provide Federal Authority for Government Human Resources with regular reports on Emiratization data and percentages as per required forms and indicators prepared by the Authority for the purpose, and within the timeframe specified.



Second: *UAE Educational Institutions & Universities:*

- a) Directly communicate with Federal ministries, authorities & entities to accurately identify the real areas of specialties and numbers required to fill vacancies in the coming years (technical and specialized jobs in particular).

- b) Support these Federal ministries and entities in offering their employment opportunities through all possible means available at these institutions and universities, as well as providing assistance to these entities with regard to Masar Program.



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- c) Furnish these entities and authorities with graduates' numbers and areas of specialization on a regular basis.
 - d) Furnish the Federal Authority for Government Human Resources with regular reports as per required forms and indicators prepared by the Authority for the purpose.



Third: *Prime Minister's Office:*

- a) Integrate annual figures and percentages targeted for each federal entity into Government Performance Program for federal entities and authorities.
- b) Coordinate with the Federal Authority for Government Human Resources to follow up indicators, as per the plan approved by Ministerial Services Council.



Fourth: *Tanmia, and Local Emiratization Programs and Councils:*

- Provide ministries and federal entities and authorities with suitable candidates for their targeted jobs (especially technical and specialized jobs).
- Submit regular reports to Federal Authority for Government Human Resources on federal entities' coordination on selection and employment of Nationals in these entities.



Fifth: *Federal Authority for Government Human Resources:*

Undertakes the responsibility of leading and coordinating the mechanism, mainly:

- a) Develop a system for follow-up with federal entities regarding the implementation of targeted Emiratization indicators and percentages, as per the Emiratization Plan approved by Ministerial Services Council.
- b) Develop the forms, schedules and indicators required by each federal entity according to approved plan.



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- c) Follow up implementation of the plan with ministries and federal entities on a quarterly basis, and submit quarterly reports on implementation, together with any difficulties encountered.

 - d) Organize and hold periodic meetings as required, in order to activate the Decision and discuss any obstacles hampering the implementation process at the level of a federal entity.



General Provisions:

According Decision of the Ministerial Services Council:

1. The Federal Authority for Government Human Resources will follow up entities uncooperative in providing required data and plans as per the mechanism referred to herein. Should their non-compliance persist, the matter will be referred to the Ministerial Services Council to:
 - a) Stop recruitments until required information has been delivered to the Authority.
 - b) Issue instructions to these entities to cooperate with the Authority within the procedure and timeframe set for the follow-up process.



2. Entities not cooperating in implementing the mechanism requirements or in achieving the targeted percentages, will be asked to present their justifications to Ministerial Services Council in light of reports prepared by the Authority.



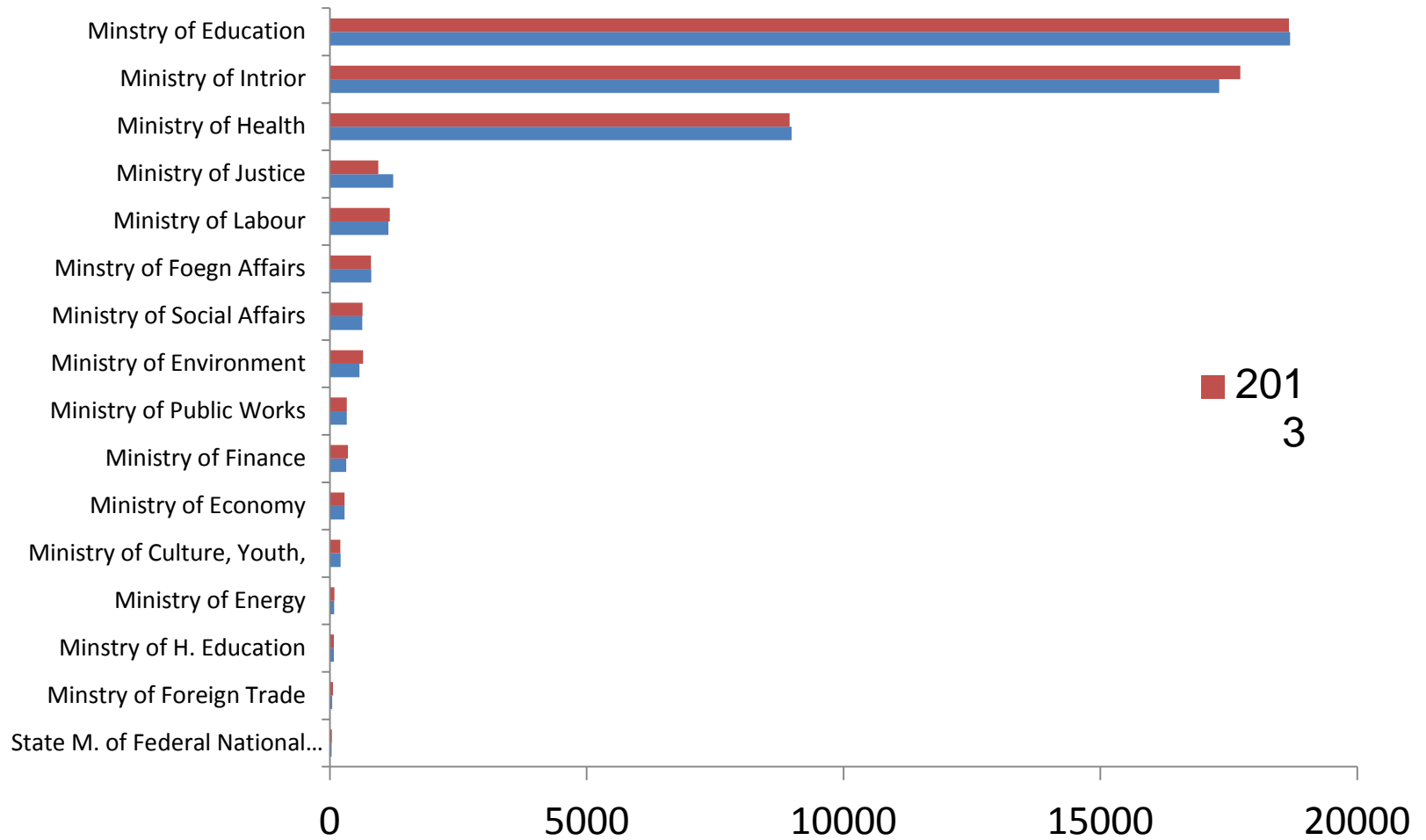
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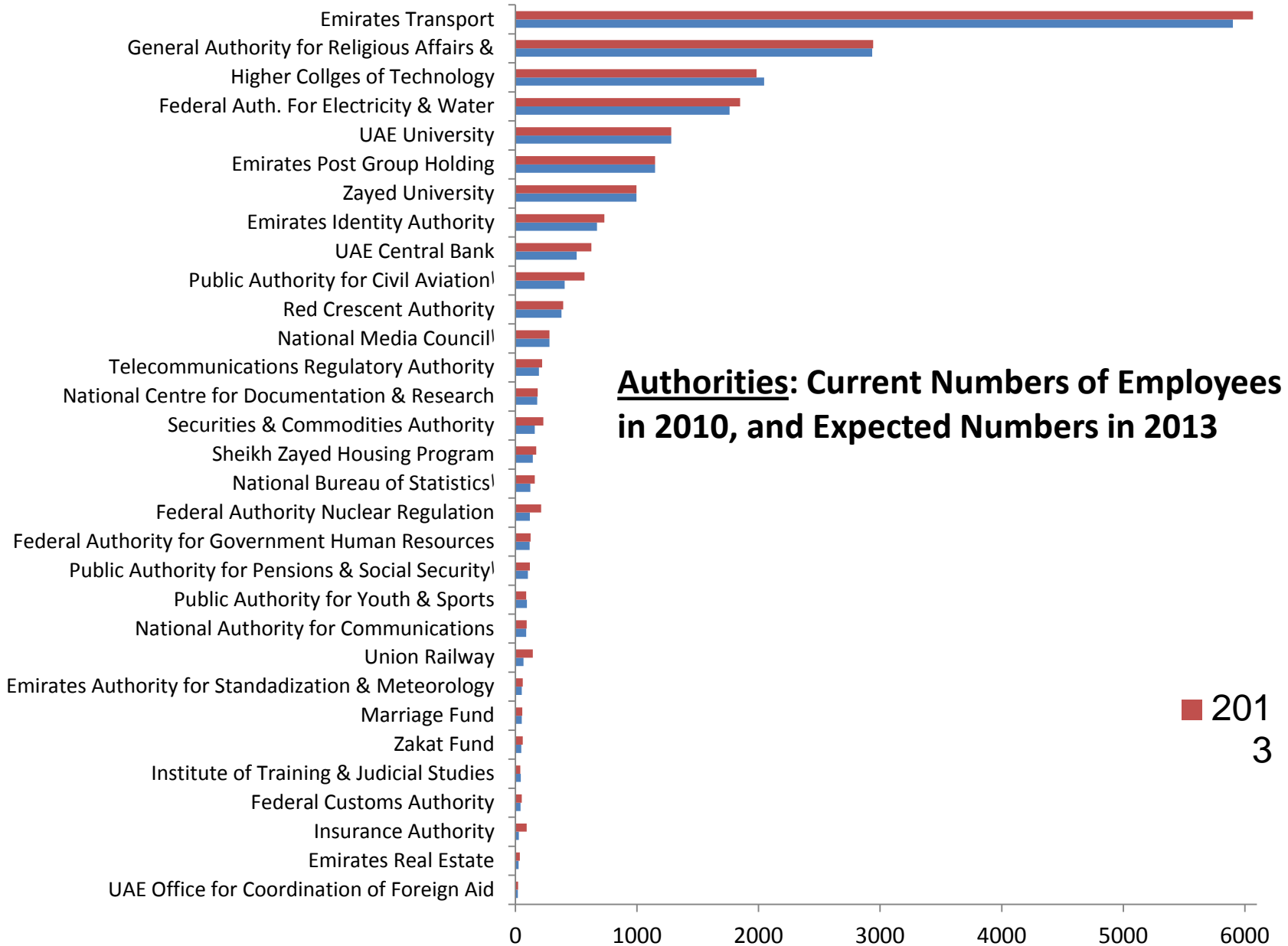


Appendix

Growth Rates in Federal Entities

Ministries: Current Numbers of Employees in 2010, and Expected Numbers in 2013





Total Emiratization Percentage (Ministries)

Ministry	2010				2013			
	Number of Nationals	Number of Expats	Total Employees	Emir. %	Number of Nationals	Number of Expats	Total Employees	Emir. %
Ministry of Labour	1116	21	1137	98	1166	0	1166	100
Ministry of Foreign Affairs	786	18	804	98	798	0	798	100
Ministry of Culture, Youth & Community Development	186	23	209	89	186	20	206	90
Ministry of Economy	251	37	288	87	253	36	289	88
Ministry of Public Works	288	40	328	88	296	33	329	90
Ministry of Social Affairs	538	91	629	86	544	92	636	86
Ministry of Interior	14599	2714	17313	84	17278	447	17725	97
Ministry of Justice	972	264	1236	79	750	195	945	79
State Ministry of Federal National Council Affairs	26	7	33	79	37	2	39	95
Ministry of Higher Education & Scientific Research	56	21	77	73	62	15	77	81
Ministry of Environment & Water	401	174	575	70	482	163	645	75
Ministry of Foreign Trade	31	13	44	70	47	13	60	78
Ministry of Energy	58	25	83	70	66	23	89	74
Ministry of Education	11715	6976	18691	63	12227	6443	18670	65
Ministry of Finance	176	144	320	55	211	143	354	60
Ministry of Health	2972	6017	8989	33	3079	5869	8948	34

The above table includes total Emiratization for leadership, supervisory, executive & technical groups

Total Emiratization Percentage (Authorities)

	2010				2013			
	Number of Nationals	Number of Expats	Total Employees	Emir. %	Number of Nationals	Number of Expats	Total Employees	Emir. %
Sheikh Zayed Housing Program	141	1	142	99	171	1	172	99
Emirates Identity Authority	634	37	671	95	725	7	732	99
Insurance Authority	26	2	28	93	72	21	93	77
National Human Resource Development & Employment Authority	54	9	63	86	126	10	136	93
Public Authority for Youth & Sports	81	14	95	85	80	9	89	90
National Transport Authority	73	16	89	82	82	10	92	89
Federal Authority for Government Human Resource	85	22	107	79	113	17	130	87
Marriage Fund	37	15	52	71	41	16	57	72
Telecommunications Regulatory Authority	134	59	193	69	166	53	219	76
Emirates Post Group Holding	719	430	1149	63	719	430	1149	63
UAE Central Bank	301	202	503	60	422	202	624	68
Institute of Training & Judicial Studies	26	18	44	59	28	13	41	68
National Media Council	160	120	280	57	206	73	279	74
Public Authority for Pensions & Social Security	59	43	102	58	75	43	118	64
Zakat Fund	28	20	48	58	36	25	61	59
National Centre for Documentation and Research	103	76	179	58	118	65	183	64
Federal Customs Authority	27	16	43	63	38	14	52	73
Securities & Commodities Authority	89	69	158	56	157	73	230	68
Emirates Real Estate Corporation	14	12	26	54	25	12	37	68
Federal Authority for Nuclear Regulation	62	57	119	52	152	59	211	72
National Bureau of Statistics	55	67	122	45	99	60	159	62
Public Authority for Civil Aviation	162	216	378	43	186	207	393	47
Red Crescent Authority	182	223	405	45	245	323	568	43
Emirates Authority for Standardization and Meteorology	23	30	53	43	33	27	60	55
UAE University	472	810	1282	37	549	733	1282	43
Federal Authority for Electricity and Water	484	1277	1761	27	623	1226	1849	34
UAE Office for Coordination of Foreign Aid	6	13	19	32	9	13	22	41
Union Railway	15	52	67	22	45	98	143	31
Emirates Transport	1241	4660	5901	21	1273	4794	6067	21
Zayed University	91	905	996	9	125	871	996	13
Higher Collages of Technology	156	1889	2045	8	232	1751	1983	12
Public Authority for Islamic Affairs & Endowments	120	2633	2753	4	127	2633	2760	5

Emiratization in Leadership Jobs (Ministries)

	2010					2013				
	Number of Nationals	Emir. %	Number of Expats	Expat %	Total Employees	Number of Nationals	Emir. %	Number of Expats	Expat %	Total Employees
Ministry of Social Affairs	4	100%	0	0%	4	4	100%	0	0%	4
Ministry of Education	2	100%	0	0%	2	6	100%	0	0%	6
Ministry of Economy	4	100%	0	0%	4	4	100%	0	0%	4
Ministry of Foreign Trade	3	100%	0	0%	3	3	100%	0	0%	3
Ministry of Environment & Water	5	100%	0	0%	5	7	100%	0	0%	7
Ministry of Energy	5	100%	0	0%	5	5	100%	0	0%	5
Ministry of Higher Education & Scientific Research	3	100%	0	0%	3	3	100%	0	0%	3
Ministry of Finance	9	100%	0	0%	9	9	100%	0	0%	9
Ministry of Justice	4	100%	0	0%	4	4	100%	0	0%	4
State Ministry of Federal National Council Affairs	2	100%	0	0%	2	3	100%	0	0%	3
Ministry of Public Works	4	100%	0	0%	4	5	100%	0	0%	5
Ministry of Foreign Affairs	153	100%	0	0%	153	153	100%	0	0%	153
Ministry of Interior	26	100%	0	0%	26	40	100%	0	0%	40
Ministry of Labour	4	100%	0	0%	4	4	100%	0	0%	4
Ministry of Culture, Youth & Community Development	3	100%	0	0%	3	3	100%	0	0%	3
Ministry of Health	8	100%	0	0%	8	8	100%	0	0%	8

Emiratization Percentages in Supervisory Jobs (Ministries)

	2010					2013				
	Number of Nationals	Emir. %	Number of Expats	Expat %	Total Employees	Number of Nationals	Emir. %	Number of Expats	Expat %	Total Employees
Ministry of social affairs	94	100%	0	0%	94	94	100%	0	0%	94
Ministry of Education	950	100%	0	0%	950	964	100%	0	0%	964
Ministry of Economy	42	100%	0	0%	42	42	100%	0	0%	42
Ministry of Foreign Trade	13	100%	0	0%	13	17	100%	0	0%	17
Ministry of Environment & Water	50	100%	0	0%	50	65	100%	0	0%	65
Ministry of Energy	19	100%	0	0%	19	24	100%	0	0%	24
Ministry of Higher Education & Scientific Research	14	100%	0	0%	14	14	100%	0	0%	14
Ministry of Finance	35	100%	0	0%	35	35	100%	0	0%	35
State Ministry of Federal National Council Affairs	4	100%	0	0%	4	9	100%	0	0%	9
Ministry of Public Works	52	100%	0	0%	52	54	100%	0	0%	54
Ministry of foreign affairs	281	100%	0	0%	281	281	100%	0	0%	281
Ministry of Labour	33	100%	0	0%	33	68	100%	0	0%	68
Ministry of Culture, Youth and Community Development	38	100%	0	0%	38	38	100%	0	0%	38
Ministry of interior	2062	99.76%	5	0%	2067	2812	99.96%	1	0%	2813
ministry of justice	101	99%	1	1%	102	105	92%	9	8%	114
Ministry of health	85	76%	27	24%	112	86	93%	6	7%	92

Emiratization Percentages in Executive Jobs (Ministries)

	2010					2013				
	Number of Nationals	Emir. %	Number of Expats	Expat %	Total Employees	Number of Nationals	Emir. %	Number of Expats	Expat %	Total Employees
Ministry of Labour	578	99%	6	1%	584	591	100%	0	0%	591
Ministry of Environment & Water	163	97%	5	3%	168	190	98%	4	2%	194
Ministry of Public Works	123	97%	4	3%	127	104	98%	2	2%	106
Ministry of Social Affairs	154	96%	6	4%	160	157	96%	6	4%	163
Ministry of Economy	131	94%	8	6%	139	132	95%	8	5%	140
Ministry of Foreign Affairs	279	94%	18	6%	297	291	100%	0	0%	291
Ministry of Culture, Youth and Community Development	68	94%	4	6%	72	68	96%	3	4%	71
Ministry of Education	1260	93%	95	7%	1355	1286	95%	68	5%	1354
Ministry of Health	1313	93%	99	7%	1412	1356	94%	87	6%	1443
State Ministry of Federal National Council Affairs	16	84%	3	16%	19	19	90%	2	10%	21
Ministry of Justice	544	84%	104	16%	648	549	77%	164	23%	713
Ministry of Higher Education & Scientific Research	31	82%	7	18%	38	34	89%	4	11%	38
Ministry of Interior	12229	82%	2684	18%	14913	14129	97%	437	3%	14566
Ministry of Energy	27	71%	11	29%	38	29	75%	10	25%	39
Ministry of Foreign Trade	13	68%	6	32%	19	19	76%	6	24%	25
Ministry of Finance	64	63%	38	37%	102	87	70%	37	30%	124

Emiratization Percentages in Technical Jobs (Ministries)

	2010					2013				
	Number of Nationals	Emir. %	Number of Expats	Expat %	Total Employees	Number of Nationals	Emir. %	Number of Expats	Expat %	Total Employees
Ministry of Foreign Affairs	73	100%	0	0%	73	73	100%	0	0%	73
Ministry of Labour	501	97%	15	3%	516	503	100%	0	0%	503
Ministry of Interior	282	92%	25	8%	307	297	97%	9	3%	306
Ministry of Culture, Youth and Community Development	77	80%	19	20%	96	77	82%	17	18%	94
Ministry of Social Affairs	286	77%	85	23%	371	289	77%	86	23%	375
Ministry of Public Works	109	75%	36	25%	145	133	81%	31	19%	164
Ministry of Economy	74	72%	29	28%	103	75	73%	28	27%	103
Ministry of Justice	323	67%	159	33%	482	92	81%	22	19%	114
Ministry of Education	9503	58%	6881	42%	16384	9971	61%	6375	39%	16346
Ministry of Environment & Water	183	52%	169	48%	352	220	58%	159	42%	379
State Ministry of Federal National Council Affairs	4	50%	4	50%	8	6	100%	0	0%	6
Ministry of Finance	68	39%	106	61%	174	80	43%	106	57%	186
Ministry of Higher Education & Scientific Research	8	36%	14	64%	22	11	50%	11	50%	22
Ministry of Energy	7	33%	14	67%	21	8	39%	13	61%	21
Ministry of Foreign Trade	2	22%	7	78%	9	8	53%	7	47%	15
Ministry of Health	1566	21%	5891	79%	7457	1629	22%	5776	78%	7405

Ministries Most in Need to Focus on Emiratization of Technical Jobs

Ministry	Number of Technical Staff	Emiratization %
Ministry of Education	16384	%58
Ministry of Health	7457	%21
Ministry of Environment	352	%52
Ministry of Justice	482	%67
Ministry of Finance	174	%39

At the End of 2010:

Employees occupying technical and specialized jobs in ministries of Health and Education constituted 80% of the total technical jobs in the Federal Government, a majority of them females.

Emiratization Percentages in Leadership Jobs (Authorities)

	2010					2013				
	Number of Nationals	Emir. %	Number of Expats	Expat %	Total Employees	Number of Nationals	Emir. %	Number of Expats	Expat %	Total Employees
Federal Authority for Government HRs	3	100%	0	0%	3	4	100%	0	0%	4
Public Authority for Islamic Affairs	2	100%	0	0%	2	5	100%	0	0%	5
National Media Council	1	100%	0	0%	1	1	100%	0	0%	1
National HRD & Employment Authority	1	100%	0	0%	1	1	100%	0	0%	1
Federal Customs Authority	7	100%	0	0%	7	7	100%	0	0%	7
Public Authority for Youth & Sports	3	100%	0	0%	3	3	100%	0	0%	3
Emirates Authority for Standardization	1	100%	0	0%	1	2	100%	0	0%	2
Sheikh Zayed Housing Program	2	100%	0	0%	2	3	100%	0	0%	3
National Transport Authority	3	100%	0	0%	3	3	100%	0	0%	3
Institute of Training & Judicial Studies	2	100%	0	0%	2	2	100%	0	0%	2
Emirates Identity Authority	6	100%	0	0%	6	6	100%	0	0%	6
Zakat Fund	1	100%	0	0%	1	1	100%	0	0%	1
Marriage Fund	3	100%	0	0%	3	4	100%	0	0%	4
Insurance Authority	2	100%	0	0%	2	2	100%	0	0%	2
Securities & Commodities Authority	4	100%	0	0%	4	4	100%	0	0%	4
Federal Authority for Electricity & Water	5	100%	0	0%	5	6	100%	0	0%	6
Public Authority for Pensions & Soc. Sec.	2	100%	0	0%	2	5	100%	0	0%	5
Red Crescent Authority	2	100%	0	0%	2	6	100%	0	0%	6
Telecommunications Regulatory Authority	2	100%	0	0%	2	2	100%	0	0%	2
UAE Office for Coordinating Foreign Aid	2	100%	0	0%	2	2	100%	0	0%	2
National Centre for Doc. & Research	1	100%	0	0%	1	2	100%	0	0%	2
Emirates Post Group Holding	18	100%	0	0%	18	18	100%	0	0%	18
National Bureau of Statistics	1	100%	0	0%	1	4	100%	0	0%	4
Emirates Real Estate	2	100%	0	0%	2	3	100%	0	0%	3
UAE Central Bank	24	96%	1	4%	25	24	96%	1	4%	25
Emirates Transport	9	90%	1	10%	10	13	100%	0	0%	13
Public Authority for Civil Aviation	20	69%	9	31%	29	11	92%	1	8%	12
Higher Colleges of Technology	2	67%	1	33%	3	2	67%	1	33%	3
UAE University	9	50%	9	50%	18	10	56%	8	44%	18
Union Railway	3	33%	6	67%	9	5	45%	6	55%	11
Zayed University	2	9%	21	91%	23	4	17%	19	83%	23
Federal Authority for Nuclear Regulation	0	0%	1	100%	1	0	0%	1	100%	1

Emiratization Percentages in Supervisory Jobs (Authorities)

	2010					2013				
	Number of Nationals	Emir. %	Number of Expats	Expat %	Total Employees	Number of Nationals	Emir. %	Number of Expats	Expat %	Total Employees
Federal Authority for Government HRs	16	100%	0	0%	15	30	100%	0	0%	32
Public Authority for Islamic Affairs	17	100%	0	0%	17	152	100%	0	0%	152
Federal Customs Authority	8	100%	0	0%	8	8	100%	0	0%	8
Public Authority for Youth & Sports	30	100%	0	0%	30	31	100%	0	0%	31
Emirates Authority for Standardization	13	100%	0	0%	13	15	100%	0	0%	15
Sheikh Zayed Housing Program	29	100%	0	0%	29	29	100%	0	0%	29
National Transport Authority	17	100%	0	0%	17	17	100%	0	0%	17
Institute for Training & Judicial Studies	5	100%	0	0%	5	5	100%	0	0%	5
Emirates Identity Authority	42	100%	0	0%	42	64	100%	0	0%	64
Marriage Fund	4	100%	0	0%	4	8	100%	0	0%	8
Insurance Authority	2	100%	0	0%	2	4	100%	0	0%	4
Emirates Real Estate	1	100%	0	0%	1	3	100%	0	0%	3
UAE Central Bank	54	98%	1	2%	55	54	98%	1	2%	55
National Media Council	17	94%	1	6%	18	18	100%	0	0%	18
Emirates Transport	59	91%	6	9%	65	63	95%	3	5%	66
Public Authority for Pensions & Soc. Sec.	21	88%	3	12%	24	26	90%	3	10%	29
Red Crescent Authority	44	88%	6	12%	50	50	96%	2	4%	52
Zakat Fund	9	82%	2	18%	11	11	92%	1	8%	12
National HRD & Employment Authority	8	80%	2	20%	10	12	86%	2	14%	14
National Centre for Doc. & Research	16	76%	5	24%	21	19	79%	5	21%	24
Federal Authority for Electricity & Water	82	75%	28	25%	110	120	86%	19	14%	139
Emirates Post Group Holding	154	72%	59	28%	213	154	72%	59	28%	213
Telecommunications Regulatory Authority	25	71%	10	29%	35	30	77%	9	23%	39
Securities & Commodities Authority	20	69%	9	31%	29	34	83%	7	17%	41
National Bureau of Statistics	12	63%	7	37%	19	24	77%	7	23%	31
UAE University	65	61%	42	39%	107	71	66%	36	34%	107
Public Authority for Civil Aviation	10	59%	7	41%	17	60	65%	32	35%	92
Federal Authority for Nuclear Regulation	12	32%	26	68%	38	29	60%	19	40%	48
Union Railway	8	24%	25	76%	33	22	28%	56	72%	78
UAE Office For Coordinating Foreign Aid	1	20%	4	80%	5	2	40%	3	60%	5
Higher Colleges of Technology	34	9%	358	91%	392	50	13%	325	87%	375
Zayed University	11	8%	132	92%	143	23	16%	120	84%	143

Emiratization Percentages in Executive Jobs (Authorities)

	2010					2013				
	Number of Nationals	Emir. %	Number of Expats	Expat %	Total Employees	Number of Nationals	Emir. %	Number of Expats	Expat %	Total Employees
Sheikh Zayed Housing Program	74	100%	0	0%	74	95	100%	0	0%	95
Emirates Identity Authority	463	95%	22	5%	485	532	99%	4	1%	536
Public Authority for Islamic Affairs	153	94%	10	6%	163	170	100%	0	0%	170
Insurance Authority	12	92%	1	8%	13	34	74%	12	26%	46
National HRD & Employment Authority	43	91%	4	9%	47	111	96%	5	4%	116
Marriage Fund	24	89%	3	11%	27	21	91%	2	9%	23
Public Authority for Youth & Sports	35	85%	6	15%	41	36	90%	4	10%	40
National Transport Authority	43	83%	9	17%	52	47	90%	5	10%	52
Federal Authority for Government HRs	49	82%	11	18%	60	60	85%	11	15%	71
National Media Council	37	79%	10	21%	47	42	89%	5	11%	47
Public Authority for Civil Aviation	64	71%	26	29%	90	65	65%	35	35%	100
Public Authority for Pensions & Soc. Security	25	66%	13	34%	38	31	70%	13	30%	44
UAE Central Bank	164	66%	83	34%	247	249	75%	83	25%	332
Federal Customs Authority	12	63%	7	37%	19	20	80%	5	20%	25
Securities & Commodities Authority	24	63%	14	37%	38	42	75%	14	25%	56
Emirates Post Group Holding	522	61%	337	39%	859	522	61%	337	39%	859
Telecommunications Regulatory Authority	39	60%	26	40%	65	51	68%	24	32%	75
Emirates Real Estate	10	59%	7	41%	17	14	67%	7	33%	21
Federal Authority for Nuclear Regulation	19	58%	14	42%	33	35	63%	21	38%	56
National Centre for Doc. & Research	80	57%	60	43%	140	90	65%	49	35%	139
Institute for Training & Judicial Studies	16	53%	14	47%	30	16	59%	11	41%	27
Zakat Fund	5	45%	6	55%	11	7	47%	8	53%	15
Emirates Authority for Standardization	8	44%	10	56%	18	12	57%	9	43%	21
National Bureau of Statistics	18	44%	23	56%	41	24	69%	11	31%	35
Federal Authority for Electricity & Water	258	42%	353	58%	611	310	47%	347	53%	657
Red Crescent Authority	78	41%	110	59%	188	85	45%	105	55%	190
UAE University	200	34%	391	66%	591	236	40%	355	60%	591
UAE Office For Coordinating Foreign Aid	3	30%	7	70%	10	5	38%	8	62%	13
Emirates Transport	1165	20%	4635	80%	5800	1185	20%	4777	80%	5962
Higher Colleges of Technology	100	16%	514	84%	614	145	24%	450	76%	595
Union Railway	1	7%	13	93%	14	6	21%	23	79%	29
Zayed University	8	1%	563	99%	571	17	3%	554	97%	571

Emiratization Percentages in Technical Jobs (Authorities)

	2010					2013				
	Number of Nationals	Emir. %	Number of Expats	Expat %	Total Employees	Number of Nationals	Emir. %	Number of Expats	Expat %	Total Employees
Sheikh Zayed Housing Program	36	97%	1	3%	37	44	98%	1	2%	45
Insurance Authority	10	91%	1	9%	11	32	78%	9	22%	41
Emirates Identity Authority	123	89%	15	11%	138	123	98%	3	2%	126
Federal Authority for Government HRs	16	73%	6	27%	22	19	76%	6	24%	25
Telecommunications Regulatory Authority	68	75%	23	25%	91	83	81%	20	19%	103
Federal Authority for Nuclear Regulation	31	66%	16	34%	47	88	83%	18	17%	106
Public Authority for Youth & Sports	13	62%	8	38%	21	10	67%	5	33%	15
National Transport Authority	10	59%	7	41%	17	15	75%	5	25%	20
Zakat Fund	13	52%	12	48%	25	17	52%	16	48%	33
National Media Council	105	49%	109	51%	214	145	68%	68	32%	213
Securities & Commodities Authority	41	47%	46	53%	87	77	60%	52	40%	129
Institute for Training & Judicial Studies	3	43%	4	57%	7	5	71%	2	29%	7
Emirates Post Group Holding	25	42%	34	58%	59	25	42%	34	58%	59
National HRD & Employment Authority	2	40%	3	60%	3	2	40%	3	60%	5
National Bureau of Statistics	24	39%	37	61%	61	47	53%	42	47%	89
National Centre for Doc. & Research	6	35%	11	65%	17	7	39%	11	61%	18
UAE University	198	35%	368	65%	566	232	41%	334	59%	566
UAE Central Bank	59	34%	117	66%	176	95	45%	117	55%	212
Marriage Fund	6	33%	12	67%	18	8	36%	14	64%	22
Public Authority for Civil Aviation	88	33%	181	67%	269	109	30%	255	70%	364
Emirates Transport	8	31%	18	69%	26	12	46%	14	54%	26
Public Authority for Pensions & Soc. Sec.	11	29%	27	71%	38	13	33%	27	67%	40
Red Crescent Authority	38	28%	100	72%	138	45	31%	100	69%	145
Union Railway	3	27%	8	73%	11	12	48%	13	52%	25
Zayed University	70	27%	189	73%	259	81	31%	178	69%	259
Emirates Real Estate	1	17%	5	83%	6	5	50%	5	50%	10
Federal Authority for Electricity & Water	139	13%	896	87%	1035	187	18%	860	82%	1047
Emirates Authority for Standardization	1	5%	20	95%	21	4	18%	18	82%	22
Public Authority for Islamic Affairs	120	4%	2633	96%	2753	127				
Higher Colleges of Technology	20	2%	1016	98%	1036	35	3%	975	97%	1010
Federal Customs Authority	0	0%	9	100%	9	3	25%	9	75%	12
UAE Office For Coordinating Foreign Aid	0	0%	2	100%	2	0	0%	2	100%	2

Authorities Most in Need to Focus on Emiratization of Technical Jobs

Ministry	Number of Technical Staff	Emiratization %
Higher Colleges of Technology	1036	%2
Public Authority for Islamic Affairs & Endowments	2753	%4
Federal Authority for Electricity & Water	1035	%13
Zayed University	259	%27
Red Crescent Authority	138	%28
UAE University	566	%35
Public Authority for Civil Aviation	269	%33
UAE Central Bank	176	%34

At the End of 2010:

Employees occupying technical and specialized jobs in Higher Colleges of Technology, Public Authority for Islamic Affairs & Endowments and Public Authority for Electricity & Water constituted 67% of the total technical jobs in the Federal Government authorities.

Employees' Numbers & Growth Rates in Federal Ministries

	2010	2013	Increase/Decrease	Growth Rates
Ministry of Interior	17313	17725	412	2.38%
Ministry of Environment & Water	575	645	70	12.21%
Ministry of Finance	320	354	34	10.75%
Ministry of Labour	1137	1166	29	2.52%
Ministry of Foreign Trade	44	60	16	35.93%
Ministry of Social Affairs	629	636	7	1.10%
State Ministry of Federal National Council Affairs	33	39	6	18.51%
Ministry of Energy	83	89	6	7.22%
Ministry of Public Works	328	329	1	0.36%
Ministry of Economy	288	289	0	0.15%
Ministry of Higher Education & Scientific Research	77	77	0	0.23%
Ministry of Culture, Youth & Community Development	209	206	-3	-1.21%
Ministry of Foreign Affairs	804	798	-6	-0.72%
Ministry of Education	18691	18670	-22	-0.12%
Ministry of Health	8989	8948	-41	-0.46%
Ministry of Justice	1236	945	-291	-23.55%

Employees' Numbers & Growth Rates in Federal Authorities

	2010	2013	Increase/Decrease	Growth Rates
Emirates Transports	5901	6067	166	3%
Public Authority for Civil Aviation	405	568	163	40%
UAE Central Bank	503	624	121	24%
Federal Authority for Nuclear Regulation	119	211	92	77%
Federal Authority for Electricity & Water	1761	1849	88	5%
Union Railway	67	143	76	113%
Securities & Commodities Authority	158	230	72	46%
Insurance Authority	28	93	65	232%
Emirates Identity Authority	671	732	61	9%
National Bureau of Statistics	122	159	37	30%
Sheikh Zayed Housing Program	142	172	30	21%
Telecommunications Regulatory Authority	193	219	26	13%
Public Authority for Pensions & Social security	102	118	16	16%
Red Crescent Authority	378	393	15	4%
Zakat Fund	48	61	13	27%
Emirates Real Estate	26	37	11	42%
Federal Customs Authority	43	52	9	21%
Public Authority for Islamic Affairs & Endowments	2935	2942	7	0%
Emirates Authority for Standardization & Meteorology	53	60	7	13%
Federal Authority for Government Human Resources	117	124	7	6%
Marriage Fund	52	57	5	10%
National Centre for Documentation & Research	179	183	4	2%
National Transport Authority	89	92	3	4%
UAE Office For Coordinating Foreign Aid	19	22	3	16%
Zayed University	996	996	0	0%
Emirates Post Group Holding	1149	1149	0	0%
UAE University	1282	1282	0	0%
National Media Council	280	279	-1	0%
Institute for Training & Judicial Studies	44	41	-3	-7%
Public Authority for Youth & Sports	95	89	-6	-6%
Higher Colleges of Technology	2045	1983	-62	-3%

Summary

Ministries Particularly Targeted

- To target Ministries of Education, Health, and Environment & Water by Emiratization Program, due to the high percentages and numbers of technical jobs in these ministries, with lower percentage of Nationals.
- Emiratization Program targets the Higher Colleges of Technology, Public Authority for Islamic Affairs & Endowment, Federal Authority for Electricity & Water, Zayed University, Red Crescent, UAE University, Public Authority for Civil Aviation, and UAE Central Bank because of their potential opportunities to raise the percentage in the years ahead.

Targeted Specializations

- To Target technical and specialized jobs generally by Emiratization Program through activating “Masar Program” for National graduates, and through communication with UAE educational institutions.
- Focusing on specializations most suited to the needs of Federal entities through attraction and care program(e.g. physicians, medical technicians, male teachers, etc)