

**STRATEGIC MANAGEMENT PRACTICES IN AN
ARAB GOVERNMENT SECURITY ORGANISATION:
ABU DHABI POLICE AS A CASE STUDY**

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By

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FAS

DECLARATION OF AUTHORSHIP

This is to confirm that the dissertation entitled: **Strategic Management Practices in an Arab Government Security Organisation: Abu Dhabi Police as a Case Study** is my own work. It is submitted for the degree of Doctor of Philosophy at the University of East Anglia. This work has never been submitted for any other academic institution for the purpose of obtaining academic credit. All quotations and sources have been duly acknowledged.

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November 2015

ABSTRACT

Abu Dhabi is the capital of United Arab Emirates (UAE), which is part of the Arab region and the globalised world. The Arab region is uniquely moulded by the different forces which are opposites – conflicts and challenges on one hand, and cooperation among the government leaders on the other. These opposing tendencies are fuelled and enriched by economic resources and opportunities; and driven by vision. For example; terrorism, extremism and organised crimes are threats. In order to maintain security, safety and stability, the police forces must implement their well-designed policing strategies. Arab government security organisations and policing strategies are shaped and propelled by the realities of internal and external environment.

This thesis discusses, describes and determines the conditions and dynamics of strategic management practices and the indicators of strategic management influences. The Abu Dhabi Police is examined as an example of an Arab government security organisation.

The descriptive method of research was used. Primary data are treated quantitatively using descriptive and inferential statistics. Responses, ratings and rankings; central tendencies; and relationships of variables, indicators and elements are analysed. Lists of suggestions from internal and external respondents are organised and analysed as qualitative aspects of this study. Likewise, validation process about the “why, how and what” of strategic management practices and influences are also conducted using guide questions for the interviews.

1,569 ADP employees and 213 business owners participated as internal and external respondents respectively. Ratings of the five SMP indicators are lower than ratings of the seven SMI indicators. Six out of the seven hypotheses are accepted, and one hypothesis is partially accepted. Summary results reaffirmed the fundamental value of utilising a suitable strategic management system. Continuous improvement of the capabilities of ADP employees, and engagement of stakeholders for policing programmes and services are among the recommendations of this study.

Keywords

Abu Dhabi Police, Arab Region, Arab Security Organisation, Homeland Security, Police and Security Organisation, Police Strategy, Safety and Security, Strategic Management Influences, Strategic Management Practices, Strategic Planning, Strategy, and UAE

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LIST OF ABBREVIATIONS

ADP	Abu Dhabi Police
ADP GHQ	Abu Dhabi Police General Headquarters
ADEA	Abu Dhabi Environment Agency
ADTA	Abu Dhabi Tourism Authority
ADUPC	Abu Dhabi Urban Planning Council
AMV	Average Mean Value
APQC	American Productivity and Quality Center
AQAP	Al Qaeda in the Arab Peninsula
BSC	Balanced Scorecard
CAPI	Computer Assisted Personal Interviewing
CCTV	Closed-Circuit Television
CDND	Canadian Department of National Defence
COPS	Community Oriented Policing Services
CSIS	Centre for Strategic and International Studies
DNA	Deoxyribonucleic Acid
ECSR	European Consortium for Sociological Research
ECSSR	Emirates Centre for Strategic Studies and Research
EFQM	European Foundation for Quality Management
FANA	Federation of Arab News Agencies
FNC	Federal National Council
GCC	Gulf Cooperation Council
GCTF	Global Counter-Terrorism Forum
GD	General Directorate
GIS	Geographic Information System
HDI	Human Development Index
HEA	Highest Educational Achievement
HH	His Highness
HMIC	Her Majesty's Inspectorate of Constabulary
ICCC	International Cyber Crimes Conference
ICT	Information and Communications Technology
IPCC	Independent Police Complaints Commission
ISF	Internal Security Forces
ISO	International Organisation for Standardisation
KPI	Key Performance Indicators

KRA	Key Result Areas
KSA	Knowledge, Skills and Attitudes
LAPD	Los Angeles Police Department
MOD	Ministry of Defence
MOFA	Ministry of Foreign Affairs
MOI	Ministry of Interior
MOPC	Mayor's Office for Policing and Crime
MOU	Memorandum of Understanding
MPA	Metropolitan Police Authority
MPS	Metropolitan Police Service
MSG	Management Study Guide
NPR	National Public Radio
NSS	National Security Strategy
NYPD	New York Police Department
OIC	Organisation of the Islamic Conference
OPEC	Organisation of the Petroleum Exporting Countries
OSAC	Overseas Security Advisory Council
PCC	Police and Crime Commissioners
PCO	Commissioned Officers
PESTLE	Political, Economic, Social, Technological, Legal and Environmental
PNCO	Police Non-Commissioned Officers
SMI	Strategic Management Influences
SME	Small and Medium Enterprise
SMP	Strategic Management Practices
SPR	Strategic Policing Requirement
SSPM	Safety and Security Planning Manual
SWOT	Strengths, Weaknesses, Opportunities and Threats
UAE	United Arab Emirates
UK	United Kingdom
US	United States
USDHS	US Department of Homeland Security
UNHCR	United Nations High Commissioner for Refugees
VI	Verbal Interpretation
VMO	Vision, Mission and Objectives

GLOSSARY OF TERMS

The key terms utilised within the context of this study are defined as follows:

ADP Performance. This factor serves as the second SMP indicator of with four essential elements in the internal survey questionnaire.

ADP Vision, Mission and Core Values. This factor serves as the first SMP indicator with four essential elements in the internal survey questionnaire.

Arab Government Security Organisation. This refers to the generic classification, basic quality and unique nature of the ADP. In this study, the ADP was utilised as a good example and case model of Arab government security organisation.

Comparative Performance with other Country. This factor serves as the seventh indicator of strategic management influences of the ADP performance with seven essential elements in the external survey questionnaire.

External Demographic Factors of Respondent. This refers to the six external demographic factors utilised as independent variable in this study, namely: nationality; gender; years of experience; business classification; business size; and service received from ADP.

Internal Demographic Factors of Respondent. This refers to the six internal demographic factors utilised as independent variable in this study, namely: classification; directorate; gender; age; years of service; and highest educational attainment.

Level of Confidence. This factor serves as the third SMI indicator of the ADP performance with seven essential elements in the external survey questionnaire.

Political Stability. This factor serves as the sixth indicator of SMI of the ADP performance with one essential element in the external survey questionnaire.

Public Perception. This factor serves as the second SMI indicator of the ADP performance with six essential elements in the external survey questionnaire.

Public Transparency. This factor serves as the fourth SMI indicator of the ADP performance with three essential elements in the external survey questionnaire.

Service Reliability. This factor serves as the first SMI indicator of the ADP performance with three essential elements in the external survey questionnaire.

Strategic Management Influences. This refers to the external dependent variable with seven factors known as the SMI indicators being utilised in this study. These seven SMI indicators are as follows: namely: service reliability; public perception; level of confidence; public transparency; support economic growth; political stability; and comparative performance with other country.

Strategic Management Involvement. This factor serves as the fourth SMP indicator with four essential elements in the internal survey questionnaire.

Strategic Management Outputs. This factor serves as the fifth SMP indicator with four essential elements in the internal survey questionnaire.

Strategic Management Practices. This refers to the internal dependent variable with five factors as indicators being utilised in this study, namely: ADP vision, mission and core values; ADP performance; strategic management process; strategic management involvement; and strategic management outputs.

Strategic Management Process. This factor serves as the third SMP indicator with four essential elements in the customised internal survey.

Support Economic Growth. This factor serves as the fifth SMI indicator of the ADP performance with twelve essential elements in the external survey questionnaire.

Chapter I

Introduction

1.1 Background of the Study

1.1.1 Overview

The background of this study covers and discusses the following selected areas, namely: 1.1.2) strategic management practices: international perspectives; 1.1.3) uniqueness of Arab region; 1.1.4) Arab League: a regional organisation of Arab countries; 1.1.5) security threats in the Arab region; 1.1.6) United Arab Emirates and the Emirate of Abu Dhabi; 1.1.7) Abu Dhabi Police as an Arab government security organisation; and 1.1.8) confronting security threats and managing policing challenges.

1.1.2 Strategic Management Practices: International Perspectives

Diverse organisations from different countries practice a variety of approaches and models in terms of strategic management systems. For many government organisations, a strategic tool known as the strategic triangle is being practiced. In this sense, it can be assessed as the difference and the relationship of three areas namely: strategic formulation, strategic implementation and strategic evaluation. This approach ensures the ability of organisations to reach the demand of internationalisation and modernisation which was part of the United Nations Millennium Development Goals in year 2000 (McBain & Smith, 2010). Although there are huge differences in terms of strategic management practices in different nations or countries, the usual flow of the strategic plan starts and includes with different papers and documents for strategic management. Moreover it also includes the active participation of all institutions and groups involved as well as that of the government. Finally, it includes the actual strategic steps to be carried out as well as the deadlines and timeframe. The actual strategic plan created consists of a combination of long term and short term plans that are interrelated and aligned with each other. Usually, the short term plan is good for three years while the long term plan is good for seven years, although this is highly depending on the organisational practice, and/or the country that will utilise (Cerniauskiene, 2014). The utilisation of suitable and workable strategic management system is sought by different

organisations and companies. With its wide use and evidence-based success, it is not surprising that even government agencies have required its proper utilisation. Internationally, it is believed that a good organisation or a good government is functioning well, when it is able to make effective decisions, and followed by active implementation and strict compliance. For instance, in New Zealand, it has been known how strategic management practices when properly applied enables a nation to have a major transition in terms of several aspects like economy, politics and its relationships with other sectors (Matheson, Scanlan & Tanner, n.d.). Consequently, any study about the existing strategic management practices of a particular police force in the Arab region will pave the way to generate new policing knowledge and insights. This study provided a rare privilege and opportunity.

1.1.3 Uniqueness of Arab Region

The word Arab refers to both *linguistic and cultural* as their common heritage and identity as great people. Arabs are those whose mother tongue is Arabic. The Arabs as a community of people are unified by their language, culture and by historical origins. Arab as a term is not referring to a race. Some Arabs have bluish eyes and red hairs; while others are gifted with dark skin; and many are in the middle or somewhere in between. Most Arabs are Muslims or embraced Islam as their faith or religious belief but there are also Christian Arabs and Jewish Arabs living in the Arab region (American-Arab Anti-Discrimination Committee, 2009).

The Arab region includes the “22 countries in the Middle East and North Africa, namely: Algeria, Bahrain, the Comoros Islands, Djibouti, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Morocco, Mauritania, Oman, Palestine, Qatar, Saudi Arabia, Somalia, Sudan, Syria, Tunisia, the United Arab Emirates, and Yemen. Iran and Turkey are not Arab countries and their primary languages are Farsi and Turkish respectively. The Arab region have a rich diversity of ethnic, linguistic, and religious communities. These include Kurds, Armenians, Berbers and others. There are over 300 million Arabs in the region (American-Arab Anti-Discrimination Committee, 2009).”

1.1.4 Arab League: A Regional Organisation of Arab Countries

The Arab League was established on 22 March 1945 in accordance with 1944 Alexandria Protocol. The Arab League serves as a regional organisation of all

member-Arab states with a shared purpose on fostering economic development, strengthening conflict resolution, and enhancing political coordination system.

The Arab League started with only six founding members in 1945. At present, there is a total of 22 members with 4 observer states, which includes 3 of the largest African countries such as Algeria, Libya and Sudan, and also the active membership of Saudi Arabia as the largest country in the Middle East. The Arab League experienced a consistent membership expansion during the second half of the 20th century, with an added new members of 15 Arab states being accepted. Syria was suspended as results of the 2011 uprising, but its membership seat was later allotted and provided to Syrian opposition (Sly, 2011). The Arab League as economic development network is rich in resources, with enormous oil deposits and reserves plus the presence of natural gas resources in some member states.

Likewise, the Arab League as a regional organisation, works as a mechanism to create synergy and stability by integrating the members economically, mediating to resolve existing conflicts involving member states and possibly without any foreign intervention and technical assistance. As a regional political platform, it holds the essential elements of a state representative parliament while foreign affairs of the Arab League are often dispensed with under the guidance and supervision of the United Nations (Columbia Encyclopedia, 2013).

Furthermore, the organisational charter of the Arab League known as the *“Pact of the League of Arab States”* approved the principle of an Arab homeland while at same time respecting the sovereignty of the individual member states. The internal rules and regulations of the Council of the League and the committees were agreed and approved in October 1951. Those part of the Secretariat-General were agreed and approved in May 1953 (Haynes, 1998).

Guided by the Arab homeland principle and those internal rules and regulations, the leadership and administration of the Arab League has been aligned and anchored on the *“duality of supra-national institutions and the sovereignty of the Arab-member states.”* These safeguarded the statehood of members, which also originated its strengths from the natural inclination of the ruling elites to retain their power and impartiality in the decision making. On the other hand, the hesitation of the rich against the poor for wealth-sharing in accordance with the principle of Arab nationalism; the conflicts among Arab rulers; and the external influence, will be

affecting the unification process and outcome. Those areas are the basic leadership challenges in achieving a deeper integration in the Arab League (Haynes, 1998).

1.1.5 Security Threats in the Arab Region

Several challenges and conflicts are being encountered by different nations and in most parts in the Arab region. Although many of the government security departments still somehow depicted the strong history of authoritarianism, the people now are becoming more aware of their basic human rights and the violations that go along with it. In a government that is undergoing a major transition, police and security involvement is very crucial. Although other countries that have experienced the same thing have different issues on focus (Planty, 2012). The security threats in the Arab region can be categorised as internal and external threats. With the history of many opposing leadership forces from the inside of nations in the Arab region, internal threats can be so high and is considered as a serious matter. Religious extremism, terrorism and rebels with mind-set coming from the old type of authoritarian or autocratic leadership can fuel the already existing doubts and promote chaos and confusion, possibly jeopardising or shaking the security and stability of the entire Arab region. Because of this, it must be considered that issues on justice and reconciliation be carefully addressed.

On the other hand, those nations in the Arab region who have experienced a traumatic past in the former administration cry out for justice and these people can also be considered as a security threat. Failure to meet their needs and concerns might create a further problem since they are more assertive and confident of their known and identified rights plus being refuelled and triggered by religious extremism. While this is true with other regions, some places that have experienced almost the same thing, choose to just live in peace and harmony. External factors as threats to security are not much of a big problem for the Arab region (Chouorou, 2005). With this, the focus on the threats to security is more on the internal aspects, particularly that of human security. It is a prerequisite to ensure human development is achieved that human security is well practised, established and sustained. This is one of the major issues amongst government leadership of those nations belonging in the Arab region. Although there is a continuous reform and the government system is still in the process of working towards the achievement of utmost human security, the reality is quite far from the set goal of affecting and influencing most part of the Arab region. The severity of human security conditions vary among the different

regions and nations. Coercive power is practised and while people of the community obey, their attitude towards the police and security forces can be a threat at one point. Rebellious attitude towards the authority can be a by-product of this issue. The issues on security are not limited to human security. Economic security is also considered as a major factor in ensuring continuous stability and growth of a nation or country. The Arab region is highly vulnerable to both ends: success and failure. With the Arab region's vast supply of natural resources like oil, it is not surprising to see nations in the Arab region flourish. On the contrary, there are also downsides to this. Security threats increase when there is economic growth. Failure to balance development momentum and compensate in this area of human needs might lead to future problems that can jeopardise, challenge and shake the entire national security (Arab Human Development Report, 2009).

Furthermore, in a study conducted by Hashem in 2014, human security is categorised into several subtypes of securities including: economic security, food security, health security, environmental security, personal security, community security and political security. All these types and categories are interrelated with each other, affecting the overall performance of the Arab region. As what was emphasised, human development is directly linked and dependent with the status of human security. Threats that affect human security can be categorised into four (4) areas. This includes local, national, regional and international threats. Local threats include common cases in the community like crimes, both minor and major crimes that affect the daily lives of the people in a certain place or town. National threats include violence that is related to social and ethnic aspects. Regional threats include problems within the government and acts and threats of on-going and possible terrorism. International threats include war or conflicts with other nations or countries. All these things are considered as direct threats that pose harm and security issues on the government and the region. Indirect threats, on the other hand, involves problems and threats like poverty, hunger, education, malnutrition, climate change and other related problems and issues (Hashem, 2014).

Other issues in terms of security threats continuously exist and increase over time. One of which includes issues on transnational terrorism that involves Iran and Iraq. This and other threats on terrorism and involvement of the Arab region to the core issues on extremism like the ISIS create a huge risk in terms of security to the entire region (Ulrichsen, 2009). The type of threats encountered by each region vary

and the degree of safety status highly depends on the response of the police forces and other government security agencies regarding this matter.

1.1.6 United Arab Emirates and the Emirate of Abu Dhabi

The locale of this study is the Emirate of Abu Dhabi, which also serves as the capital of the United Arab Emirates. The UAE was established in 1971 composed of the seven autonomous emirates abutting or bordering on the south-western coast of the Arabian Gulf. The UAE is serving as the only successful model of unification in the Arab world that has withstood external threats and internal challenges (Al-Suwaidi, 2011). HH Sheikh Zayed Bin Sultan Al Nahyan, the founder of the UAE, believed that the unity of the seven emirates is a potent force and best hope in addressing internal and external development challenges. Thus, the UAE as a federal nation has worked together to be a progressive nation with diversified economy, and an active member in the Arab League and international organisations.

The UAE has played a major international role. It's a role model being foremost donor, and belonged to *'the top 20 humanitarian aid donor countries in the world.'* The humanitarian aid of the UAE and other foreign countries plus debt relief funds have supported reconstruction efforts. This development work are done either directly and/or through the international organisations like the "United Nations Office for the Coordination of Humanitarian Affairs" and has increased ten-fold in the last few years. The map below shows the UAE and the Emirate of Abu Dhabi as the capital and locale of this study (GraphicMaps, 2015):

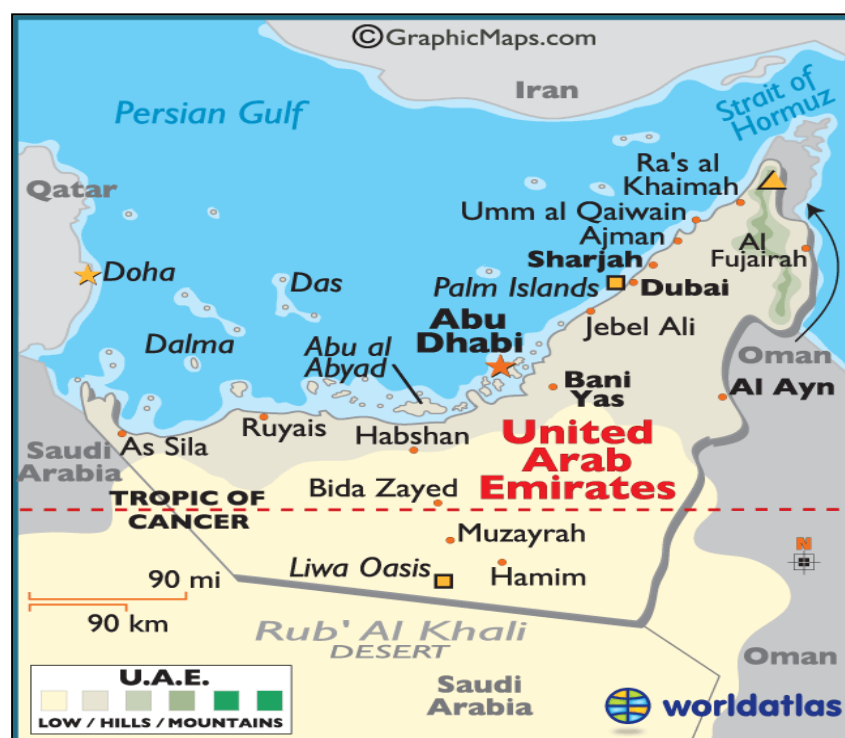


Figure 1 - Map of United Arab Emirates

Abu Dhabi has an extensive history dating back to as early as 3,000 BC when fishing and herding were the mainstays of life, and can be traced its ancestry to ethnic confederations recognised as the '*Bani Yas*' that lived in Abu Dhabi around 18th century. Up to the 20th century, agricultural products, herding camels, pearl diving and fishing were the key sources of livelihood of the people of the emirate.

Likewise, the historical sketch of Abu Dhabi was also manifested by internal conflicts and challenges amongst the different rulers. Similarly, Abu Dhabi also had several disagreements with the sheikhdом of the emirate of Sharjah. The sheikdom of the emirate of Abu Dhabi turn out to be a British protectorate in 1892. For three years, covering 1945 to 1948, Dubai and Abu Dhabi struggled for power and supremacy through a bloody confrontation. Then, Abu Dhabi disconnected from Dubai, and continued to be the largest emirate in the federal nation of UAE.

The good and great future of Abu Dhabi paved the way, after Sheikh Shakhbut Bin Sultan Al Nahyan approved concessions in petroleum survey, and oil was discovered in Abu Dhabi in 1958, and the city has developed at a remarkable pace, and has turn out to be one of the biggest oil producers of the world. In 1966, Sheikh Zayed took over as the ruler and monarch of the emirate of Abu Dhabi. During the 1960s, he worked hard to develop the emirate, and he pioneered the formation of the UAE as a federal nation. The capital of the UAE is Abu Dhabi; the headquarters of the federal government agencies; the seat of power of the UAE Government; and the palace of the Abu Dhabi Emir family as the President of the UAE. As shown below is the map of Abu Dhabi (www.lonelyplanet, 2015).

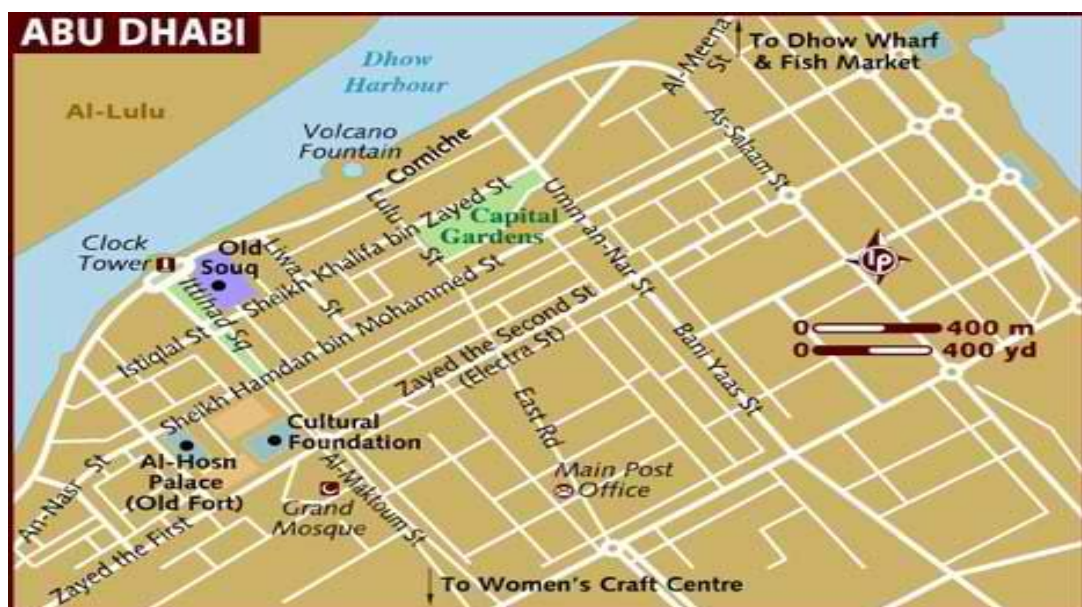


Figure 2 - Map of Abu Dhabi

The 2005 census for Abu Dhabi highlighted a rapidly expanding with multicultural diversity of the population in the emirate. The development process and outcome of multicultural diversity of the population has been remarkable, especially during the years as related to the rapid economic progress and growth of the Abu Dhabi. The multicultural diversity of the population ranges from Emiratis, expatriate workers, and skilled labourers working in the construction segment, competent “white collar” professionals and several other prominent professional groups. This reality has implications in designing policing and security strategy in Abu Dhabi. Likewise, improvements in healthcare, educational system and economic well-being from the 1970s onwards developed a unique demographic of local population. At present, the population of Emiratis in Abu Dhabi has a high percentage of young people as human capital. These young people will have higher needs, wants and expectations in terms of sustaining the desired quality of life, and will be inclined to place higher requirements related to social and environmental resources.

Similarly in 2005, the age bracket of 10 to 29 years covered more than 45% of the total population pattern in the UAE, and this will have incremented in the succeeding years. The population growth and the changing demographics will impact on the current and future policing and security strategy. The graph below shows the composition of Abu Dhabi population demographics and growth rate:

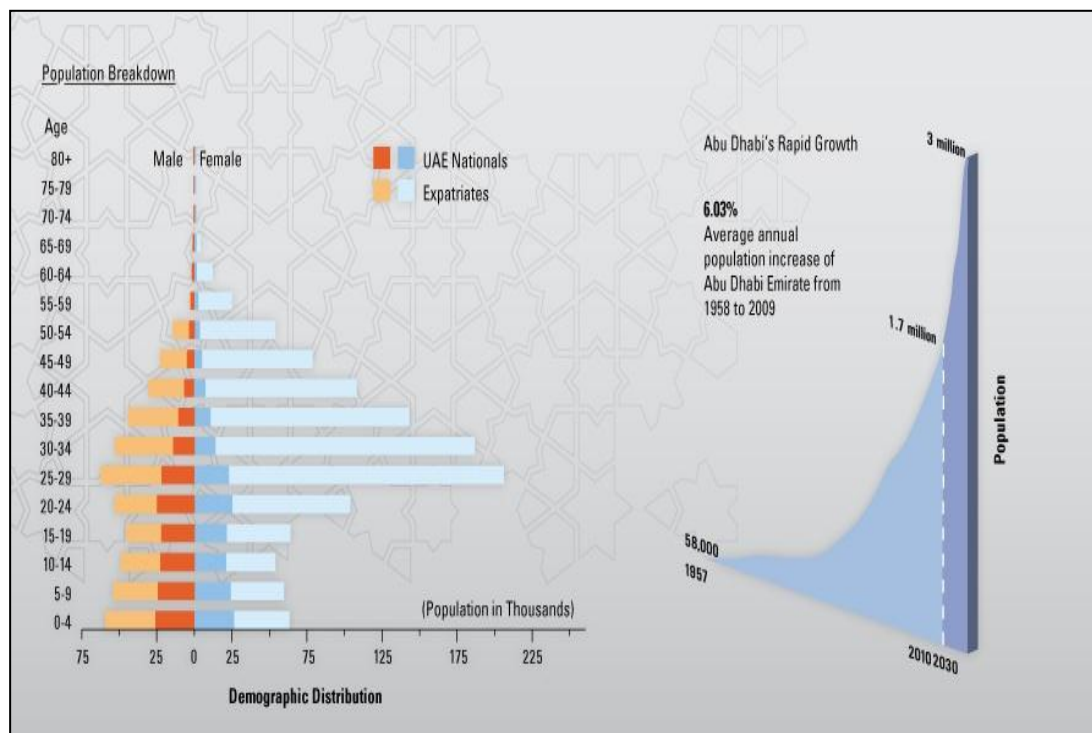


Figure 3 - Abu Dhabi Population Demographics and Growth Rate

(Environmental Atlas, 2012)

1.1.7 ADP as an Arab Government Security Organisation

The focus of this study is the Abu Dhabi Police or ADP as an Arab security organisation. The Abu Dhabi Police Corps was established six decades ago. Over the past 57 years, the Abu Dhabi Police Force has been playing a significant role in maintaining peace and order, stability and security in the nation; both for UAE nationals and expatriates. The ADP celebrated fifty years of progress of in 2007. The progress achieved by the ADP went on together with the comprehensive march of awakening in the entire UAE about the value of stability, peace and prosperity.

Moreover, the ADP is serving as a good example of an Arab government security organisation and leading law enforcement agency. The ADP is operating under the leadership and command responsibility of the UAE Deputy Prime Minister, who also functions as the Minister of Interior. The ADP has taken different approaches and designations through its five decades of organisational progress, which will have all impacted on the development, implementation and evaluation of suitable strategic management systems. In chronological order since its formation, the ADP had the following six organisational identities, namely:

- 1) *“Department of Police and Public Security (1957- 1966)”*
- 2) *“Command of Police and Public Security (1967-1971)”*
- 3) *“Local Ministry of Interior (1971-1974)”*
- 4) *“General Directorate of Police (1975-1984)”*
- 5) *“General Directorate of Abu Dhabi Police (1981- 2004)”*
- 6) *“General Headquarters of Abu Dhabi Police (2004 to date)”*

With the desire of the government of Abu Dhabi to achieve a sustainable economic growth, several adjustments have been done in most probably for all government entities. At present, Abu Dhabi is experiencing a sudden growth in terms of economic status. This is matched with a diverse and radical liberalisation of different strategies used. Proactive and planned steps have been done and carried out in different areas in Abu Dhabi to ensure commitment and continuous growth of the local economy. With this, the Abu Dhabi government and leaders have taken a huge leap by implementing the strategic roadmap known as the *“Abu Dhabi 2030”*. This strategic roadmap is designed to guide the country and its leaders in coping with the

continuous growth of population, development of new local attractions, business establishments, hospitals, hotels, cultural attractions and others.

As a development momentum and reality, because of the strategic position of Abu Dhabi, it houses major federal and local offices and is considered as the centre of political as well as industrial, commercial and cultural activities. Moreover, financial institutions like Central Bank of the UAE, Abu Dhabi Securities Exchanges and several headquarters of multinational and international corporations are strategically located in the central area of Abu Dhabi (Abu Dhabi eGovernment Portal, 2012). Likewise, because of this global and local demand of accelerated change, the government of Abu Dhabi continues to pursue their shared vision and goal and be one of the most developed capitals in the world.

With this, the ADP works hand in hand as they prepare, innovate and update different groups and partners as well as the members of the community with the needed knowledge, skills and attitudes (KSA) towards achieving, enhancing and sustaining the best leadership and strategic management practices. With the right strategic goals and priorities of Abu Dhabi, it is quite obvious how radical the needs, wants and expectations in order to adapt the required change and transformation by continuously reforming and developing policies, programmes and organisational structures over the last few decades (Ali Hamad, 2014). The diagram below shows the ADP timelines and the phases of development covering the period from 1957 to 2013 as one of the best police forces and Arab government security organisations:

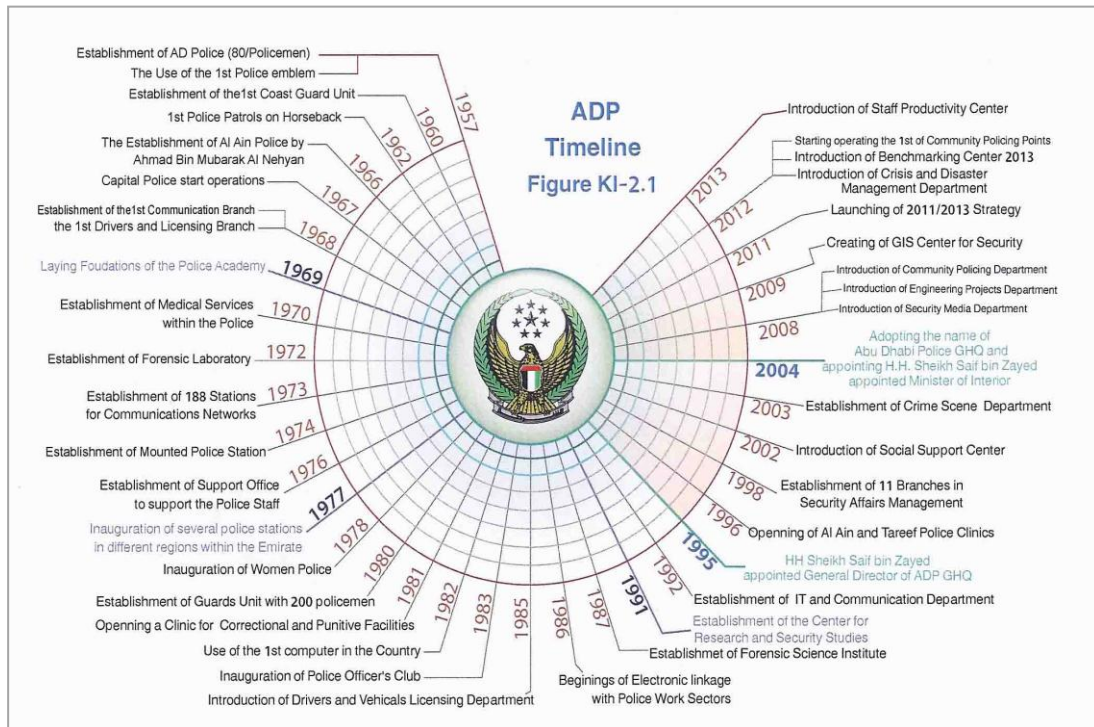


Figure 4 - The ADP Timelines and Phases of Development

(Source: Abu Dhabi Police GHQ, 2014)

Furthermore, since the inception of the ADP in 1957, the progress and development of the police force as an Arab security organisation has occurred in five main phases of development, and they are as follows:

- 1) ADP Foundation Phase (1957-1966)
- 2) ADP Building Phase (1966-1979)
- 3) ADP Progressive Phase (1979-1995)
- 4) ADP Strategic Development Phase (1995-2007)
- 5) ADP Quality Management System Phase (2007 up to present)

The ADP Foundation Phase (1957-1966)

In 1957, the ruler of Abu Dhabi in the person of Sheikh Shakbut bin Sultan Al Nahyan had formed the Abu Dhabi Police. In that early stage, there were only 80 police that dealt with jobs of safeguarding the royal places, the market area and those pioneering banks. In addition, the police force were also tasked to check boats in the adjoining waters, and also bringing people prior to the ruler resolve disagreements and complaints. By 1959, the ADP had grown in size to more than 150 officers and was located in the centre of Abu Dhabi, north of Al-Hosn Palace. This phase was historic in establishing the police as an early security organisation of Abu Dhabi.

The ADP Build-Up Phase (1966-1979)

The *ADP build-up phase* commenced also the taking over of the late HH Sheikh Zayed Sultan Al Nahyan. As the monarch and head of state of Abu Dhabi and the first UAE president, a position he occupied for 30 years, which he gave considerable attention to the development of ADP. On 1 November 1971, HH Sheikh Zayed Bin Sultan Al Nahyan” issued an order where the government would be recognised through the establishment of various ministries and the Council of Ministries in the Emirate of Abu Dhabi.” And one of the ministries established under the regulation of the Ministry of Interior No.8 of 1971 was the Ministry of Interior (Ministry of Interior, 1971). The ADP was under the control of the Ministry of Interior. These responsibilities included the establishment of security and stability in the emirate and maintenance of the “*souls, honour and property*” of the people. During this stage the ADP was also responsible for naturalisation, passport issues, prison systems, traffic matters, oil installations safety and security, liaison with police forces of Arab and international agencies, addressing smuggling and illegal entry to borders, drugs and forbidden substances, and organised crimes prevention. The ADP build-up phase demonstrates the extent of the safety and security services that the police was responsible for as a primary law enforcement agency.

The ADP Progressive Phase (1979-1995)

The *ADP progressive phase* was marked by the organisational evolution and development towards eventual attachment and integration in the Ministry of Interior. Thus, in 1979, the then Minister of Interior in the person of HH Sheikh Mubarak Bin Mohammed Al Nahyan, issued a formal decision on the executive measures with the union of the General Headquarters of the ADP in the Federal Ministry of Interior. This formal decision stated that the ADP command centre “*would be part of the federal police and security office connected with the Ministry of Interior and would become a General Directorate.*” This ADP phase demonstrates the role of the police in the government and how in reality the police as a core part of government.

The ADP Strategic Development Phase (1995-2007)

In 1995, HH General Sheikh Saif Bin Zayed Al Nahyan took on the position of Commanding General of the ADP. In this phase, His Highness directed the development of “*ADP Strategic Plan for 2004-2008 and for 2008-2012: Progressive Police for a Modern City*” and the most recent strategy “*Abu Dhabi Strategic Plan 2012-2016*”. In a bid to become more effective and efficient, the

police underwent a programme of modernisation. During this phase, there was significant reorganisation and expansion of the police, the improvement of detailed strategic targets, personnel development, and the use of all types of advance technologies with a common goal of delivering the best safety and security services to support the highest quality of life of the people. This phase demonstrates how ADP GHQ wants to develop strategically and continually to meet the current and future security challenges. Change and development have a prominent place at all levels in government and the ADP. Those historical stages experienced by the ADP throughout its 55 years since its foundation has given rise to the outcome of the efforts, leadership, symbols and the loyal police of whom HH Sheikh Khalifa Bin Zayed Al Nahyan, President of the UAE said that the safety and serenity being appreciated by our country have been an outcome of the collective hard work delivered by these faithful men, who endured their duties, and realise their mission honourably, working day and night, for the welfare of their country and people as residents of this great nation. Police officers have been constantly bestowed with trust, and every one of us feel the great part they served under these fast pace development and emerging challenges of our nation.

The ADP history is one that is replete with progress and strategic efforts. The organisation has managed to improve its performance regularly and built many generations of qualified policemen who are able to bear responsibility and trust. The ADP has contributed to establishing bases of supporting the UAE national security and by spreading security and peace in the Abu Dhabi Emirate, which means expanding the security, and stability in all the UAE.

The ADP GHQ has made quantum leaps in developing modern security and in dealing with international, regional and domestic events. The ADP ensured it had human and material resources to enable the organisation to play its role and fulfil its responsibilities in preserving security and combating crime. This includes the use of modern transport and telecommunications, advanced techniques, an early warning network, sophisticated criminal laboratories, information and computer systems, modern security installations and buildings. The ADP adapted strategic and scientific planning to continue their progress. According to the late Sheikh Zayed Bin Sultan Al Nahyan that the UAE leadership is totally responsive of its duty for those millions who labour and live in our nation. The UAE is honoured about the social stability, and well-known by the objectivity of its judiciary. The UAE is also

delighted about its strong economy, and sustained a substantial and steady growth. These are factors of great importance, because any defect or deficiency in the social, economic or judicial system would result to forming a fertile environment for the disrupting factors affecting any nation in our globalised world (UAE Interact, 2004).

The above-stated visionary words by the founding father of the UAE highlighted the need for continuous improvement and that there is no room for complacency in policing work. Whilst ADP has made progress in terms of security and the associated infrastructure, there is still a need to be cognisant of the external operating environment and identify risks to state security. The philosophical approach of ADP and the fast pace progress of the policing systems and strategies have been reaffirmed by the various and many accomplishments of the current Deputy Prime Minister and Minister of Interior, HH Lieutenant General Sheikh Saif Bin Zayed Al Nahyan. A significant achievement of the ADP GHQ is recorded in *“The Abu Dhabi Police Fifty Years of Progress 1957-2007”*. That is the creation and implementation of the *Strategic Development Plan (2003-2007)*. Prior to this, little is documented on strategic management practices within the ADP, although developments in the last five decades were continuing.

Furthermore, progress has included the development of an *Abu Dhabi Police Strategic Plan 2012-2016*, which complies with the federal government strategy and a community-policing model. This strategy was approved and honoured by HH Sheikh Khalifa Bin Zayed Al Nahyan as the President of the UAE, and HH Sheikh Mohammed Bin Rashid Al Maktoum, the UAE Vice President announced it. Other achievements in the domain of *“Police and Security”* which included the establishment of the Ministry of Interior’s centres for reforming and rehabilitating those persons with special concerns and needs; utilising a variety of security measures to stop the danger of *“child jockeys in camel races”*; instituting the *“IRIS Scan Project”* and launching the *“Emirates Identity Project”*.

The ADP Quality Management System Phase (2007 up to present)

This phase in the development of ADP GHQ was all about quality management system including EFQM, ISO and Six-Sigma. HH Sheik Saif bin Zayed Al Nahyan has worked hard to constantly develop the national security institution and keep it up to date. His Highness’ efforts have been well received and Abu Dhabi Police was recognised as one of the best government organisations after winning the

second cycle 2008/09 of the Abu Dhabi Award known as the “*Excellence in Government Performance*” in the categories of Abu Dhabi Excellent Government Entity; Excellent Government Department for Customer Satisfaction; and Excellent Government Department in Employee Development.

This phase also included the investment in excellence and striving to be excellent in all services. One of the top achievements realised by ADP GHQ throughout the past two years was the organisation’s ability to flexibly manage and quickly adapt to change from the military concept of the security police institution to an organisation that provides society field work and interacts with all members of society, as in the case with all civil service organisations. The ADP has enhanced societal relations through taking part in the drafting of 15 civil laws of which the 12 most important are as follows: Public Safety Law; Anti-Hatred Incitation Law; Child Protection Law; Unknown Parentage of Child Law; Public Conduct Law; Social Media Regulation Law; Juvenile Corrections Law; Anti-Corruption Law; Private Security Companies Law; Regulations of Tobacco Law; Amendment of Judicial Authority Law; and Protection of Secret Sources Law.

In addition ADP has been guided by the Alternative Penal Code that regulates penalties decided upon by judges, in relation to minor offences. By considering the circumstances of the offences, and the offender’s criminal record, the wrongdoer is punished by offering community service, being placed under electronic monitoring, being granted a conditional release by monitored confinement, paying a fine, or serving time at a rehabilitation program. The ADP has implemented a set of developmental program across all fields of operations such as; e-ports projects. Under the sponsorship of Lt. General HH Sheikh Saif bin Zayed Al Nahyan, Deputy Prime Minister and Minister of Interior, the Decision-Making Support Center at the ADP GHQ, a development forum entitled ‘*Shaping the Future of Policing*’ has taken place. While, Major General Dr. Nasser Lakhrebani Al Nuaimi, Secretary General of the Office of HH Deputy Prime Minister and Minister of Interior had focused on the strategic relevance of this police gathering, which is also a pioneering event in the United Arab Emirates. Likewise, the said forum was focused on the achievement of the goals in discussing strategic innovative trends. The forum conducted gave an opportunity to ask from experts through the use of a question and answer portion. The international experts answered a wide variety of questions and topics for ample

exploration of future and potential dilemmas in government programs and activities.

Furthermore, this would enable the organisation to come up with possible suggestions and recommendations that could be beneficial in the near future, for further development of all the existing and applied standards. The organiser stated that the forum conducted was a strategic step in response to the policies and programmes as well as guidelines established by the UAE government. This was also an attempt to focus on the country's major groups and entities since they are considered as the key drivers and elements towards effective and efficient strategic planning system. This can be carried out using advanced and modern technological tools and systems matched with effective planning system. All these things done are expected to enhance the level of effectiveness and efficiency among the officials and leaders, which is beneficial to the public as well. It is necessary to commend the forum conducted for it displayed a wide range of topics and themes including the historical basis of future strategic plans and studies as well as the corresponding pros and cons, strengths and weaknesses, threats and opportunities affecting and influencing the working environment (Abu Dhabi Police GHQ, 2015).

The strategic direction of the ADP is defined as follows (ADP GHQ, 2015):

ADP Vision

A sustainable Abu Dhabi emirate, nurturing peace and prosperity as a community of responsible people, guided and empowered by governing laws and culture, enjoying the gift of life, and valuing *“safety and security through the provision of superb quality police services to citizens, residents of the emirate and its visitors* (Abu Dhabi Police GHQ, 2015).”

ADP Mission

“Working for a safe community, achievement of stability, reduction of crime rates. Contribution to implementation of justice in a manner that promotes the confidence of the public in police (Abu Dhabi Police GHQ, 2015).”

ADP Core Values

Integrity, honesty and respect for human rights

Fair service and dealing with people reasonably, tact and kindness

Promoting teamwork

Recognising outstanding individuals and the group performances

The Figure 10 below illustrates the ADP Organisation Structure:

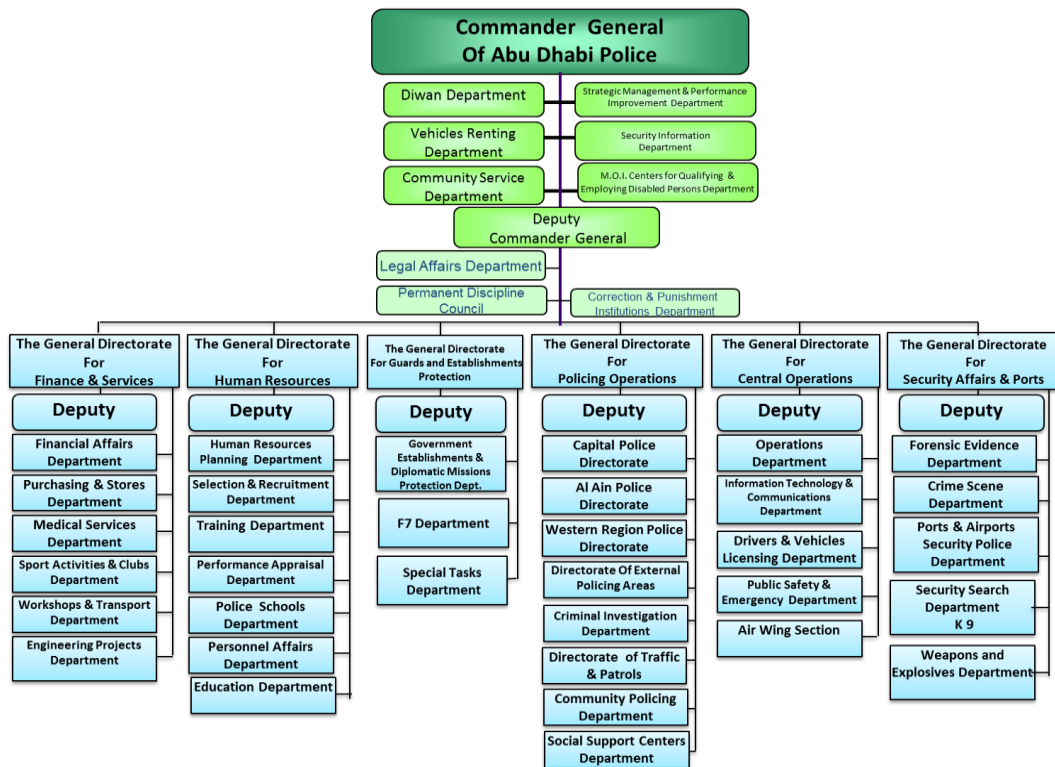


Figure 5 - The ADP Organisation Structure

(Source: Abu Dhabi Police GHQ, 2015)

1.1.8 Confronting Security Threats and Managing Policing Challenges

Indeed, it is well recognised and documented throughout the world that the role of police force is to espouse the law strongly and justly, to control and prevent the crime, and to hunt and take to justice system those who violated the law. Likewise, national security and the protection of their states have become a critical issue for the majority of police forces in all nations.

Moreover, the Abu Dhabi Police (ADP) has played and continues to play a major role in state security. This role in state security became more pronounced after the events of 9/11 because global terrorism has no boundaries. The country's strategic location in the Arabian Gulf, the operation of four international ports, a large expatriate workforce and the international trade, and security relationships with many nations, makes this issue more pressing.

Terrorism has hit many countries around the globe, including the United States, Morocco, Spain, Canada, France and the United Kingdom. All states and regions have the potential to become victims. The attacks of 9/11 have been

recognised as a wakeup call in the history of the fight against terrorism confronting the world, and the United Arab Emirates (UAE) has been instrumental in identifying global challenges and key threats. Likewise, it has become obvious that government security organisations cannot do it alone stop and control future assaults. Cooperation with private and public organisations particularly territorial police forces will be the key to addressing and tackling these issues. Following the Boston Marathon Bombings in April 2013, the President, HH Sheikh Khalifa (2013) said that the UAE denounces this act of terror and unites with all nations of the world against all forms of terrorism, irrespective of their intentions and reasons.

Like most countries, the UAE faces the global challenges associated with terrorism, and the state continues to denounce all forms of terrorist acts. It also condemns drugs and arms trafficking, and other organised crimes. In an attempt to eliminate these activities, which threaten international security and peace, the UAE reaffirmed its commitment in joining the multilateral and international efforts. Recent events in the Middle East have reinforced the need for the UAE to have the capability to address the threats from terrorism, extremism, organised crimes and syndicates, and cybercrimes.

Over the last five years, the UAE has fostered relationships with Central and South America, Asian countries, the Pacific region and Africa, wherein a large number of consulates and embassies have accepted the concept of working in harmony, and they have commenced cooperation. The leadership of the UAE is committed to ensure that the country's foreign policy will continue to be driven by support, conciliation and consensus as well as cooperation with international institutions (UAE Interact, 2015).

Likewise, Clarke & Newman (2007) emphasised the clarity and critical role of police forces in controlling terrorism acts. In addition, police forces serving from a position of strength, assess the nature and scope of threats of terrorism. Likewise, the police forces can work together within their area of jurisdictions to make sure that those susceptible areas and weak sectors are shielded from possible harms. This strategy will also strengthen the first functions of police investigation, which is to uphold normal community policing efforts, which enhances the community policing intelligence network. As regards to the second police function of protecting those susceptible targets, strategic adjustments will be needed. Also, the police forces are

challenged to become more sensitive with expertise in security and crime prevention. Strong partnerships with various sectors are also required. Crime prevention reinforced the importance of best practices in policing.

Kelling & Bratton (2006) shared a case study about the participation of local police forces for effective counter-terrorism. The study reconfirmed the critical role of local police forces in winning against terrorism, and terrorism is also related and similar to other organised crimes. The study also stressed that counter-terrorism strategy has to be included into everyday work and the lifestyle of every police force, and be applied on the programme of each meeting, and this new culture must be embraced by all police officers so that terrorism prevention is reinforced as part of their daily concerns and priorities. Similarly, Clarke & Newman (2007) made a case study about community extension of policing work, which included the strategic role for counter-terrorism. On the other hand, Kelling & Bratton (2006) also reaffirmed that counter-terrorism should be on the daily police agenda and lifestyle.

In 2010, Dubai confronted a unique type of terrorist threat with the killing of Mahmoud Al-Mabhouh inside the hotel room in Dubai. This terrorist threat that confronted Dubai required the attention of every police service around the world. The said threat coupled with the global terrorist attacks set the agenda for security changes in the UAE. In 2010, Sheikh Abdullah bin Zayed Al Nahyan, the UAE Foreign Minister, said that *“the abuse of passports poses a global threat, affecting both countries’ national security as well as the personal security of visitors and travellers (Fox News, 2010).”* He also declared that those perpetrators will be reported, and that the UAE emphasised the importance of nurturing the existing good relationships among nations based on the principles of respecting independence and mutual trust, and within the context of international standards. He goes on to say that similar to all cultured and civilised nations, the UAE stands by these values, and committed to deal with this unlawful act in accordance with international norms.

The Abu Dhabi Police General Headquarters (ADP GHQ) is not like any police service organisation around the world. The scope, size, services, roles and responsibilities set the ADP apart as a unique organisation that plays a vital role in state security and in the fight against global terrorism. Never the less, ADP has been entitled to take more responsibilities and provide more services comparing to other police forces regionally and internationally. ADP has a similar responsibilities as others security organization in the region such as prisons, at the same time it perform

more functions and provide more services that support the community (appendix F) for example rescue and ambulance, department of family and children and renting vehicles section.

In the highlights of the core strategy of UAE Government, HH Sheikh Mohammed bin Rashid Al Maktoum has stated that the strategic directions and priorities are defined, the pathway is flat and clear, and the timer moves; thus there is no room for hesitancy (UAE Cabinet, 2010).

In response to the challenges of national security and modernisation of security, the government has recognised the need to develop a framework that can address the current and evolving needs of the state. This framework relates to the following: education; economy; e-government; energy; environment; civil services; culture and heritage; food security and control; health and safety; labour; legislative reform; municipal affairs; tourism; police and emergency services; tourism development; transportation; urban planning; and women (UAE Interact, 2007). Many experts emphasise and reiterate the importance of organisational development, and the need to have a clear strategic direction to meet the future and the current needs of the country. Thus, in 2007, the UAE Strategy forms as the groundwork and strengths for a new age of public management. Those changing times in the UAE have inspired the leaders and managers to think creatively, expanding their own mind-sets. And along the process, suitable international best practices in the realm of public management systems were considered and adapted. The UAE Strategy allows the integration, clarity of definitions, and relationships of federal and local efforts as illustrated in the customised strategic planning and management framework (UAE Interact, 2015).

The Federal Government of UAE has just completed the second cycle of the Government's Strategy, and is committed to building on previous successes, whilst adapting to emerging needs, challenges and realities. The key objective of the said government strategy is to ensure the alignment and integration between federal and local governments with the essential growth principles of: stimulating the supervisory and policy making roles of the agencies; enhancing the decision making systems; revisiting and updating legislation systems; scaling up the effectiveness and efficiency levels of government organisations; and innovating programmes and services to become more client centric. As such there is a great opportunity to focus

on enriching the understanding of strategic management practices in an Arab government security organisation to ensure that ADP GHQ is abreast of research and development in that field. Likewise, politics in the UAE operates in a framework of a federated state, each part of which is presided over locally as well as federally.

This institutional structure sets the scene for government control over public services. The UAE is a federal nation as established by seven emirates; each emirate has its own respected ruler. Basically, the ruler is head of the local government system and sets the needed reform for that particular emirate. Based on the contents of provisional constitution of 1971, every emirate retains considerable and substantial powers, which include sole control and regulation over mineral rights like oil and the generated revenues. Prior to the official birth of the UAE, every emirate had its own unique systems of government institutions. As a result, the federal powers have developed slowly. The constitution of the UAE also splits the leadership powers and functions into three branches, which are executive, legislative, and judicial. In addition, executive and legislative powers are also split into two jurisdictions, namely: federal jurisdiction and emirate jurisdiction. The authority of federal government focuses on the following: air traffic control; education; banking and other communication services; currency system; defence and security; delimitation of territorial waters and extradition of criminals; foreign affairs, labour relations; licensing of aircraft; nationality and immigration issues, postal, public health; and telephone.

The primary law enforcement agency in Abu Dhabi is the ADP, which is under the command of HH Lieutenant General Sheikh Saif Bin Zayed Al Nahyan, Deputy Prime Minister and Minister of Interior. The Federal Law No. 12 of 1976 (Ministry of Interior, 2009) concerning Police and Security Forces, Article 6, states that the force will be responsible for the following:

- 1) Protecting the internal security of the Federal State.
- 2) Combating crimes and acts which will affect the interest and security of the State, preventing these crimes, arresting the culprits, collecting relevant evidences that would lead to the conviction of the criminals, and carrying out investigation in accordance with the law.
- 3) Executing laws, regulations and all other orders and procedures they are tasked with.

The ADP is just over 55 years old and employs more than 33,000 employees working in more than thirty three departments. The role of the police is primarily law enforcement, strengthening public safety, sustaining peace and order, and ensuring the stability and synergy throughout the emirate of Abu Dhabi. The ADP system provides more customer centric services than any other typical police force in the world. The ADP also represents the Ministry of Interior. As a global police partner, the ADP has close working relationships with the international, national and local organisations and agencies. ADP contributes to sustain global peace and stability.

Likewise, the UAE Prime Minister, HH Sheikh Mohammed Bin Rashid Al Maktoum shared and emphasised that the idea and model of strategic planning in the UAE has emerged as one of the core and strong pillars in all government agencies. And that the integrated ways and means are utilised to realise the set goals and objectives guided and energised by the vision of the nation's leadership, within a specific time-frame and with clear performance measures (UAE Cabinet, 2010).

Inspired by the above-stated wisdom of HH Sheikh Mohammed Bin Rashid Al Maktoum, then a suitable strategic planning system is considered a key that unlocks government reform in the UAE. Thus, the author's interest in government reform has developed over his many years as a Commissioned Officer in ADP and the Ministry of Interior. The quote from His Highness has personal resonance with the author, and his vision in considering strategic planning as a key tool to develop an organisation. The author's role in the ADP leading strategy, and in the Ministry of Interior, leading and directing major change programmes has given him access and insight into issues in the following areas: civil defence, immigration and police. The author has been entrusted with strategic development and strategic planning to achieve the set organisational goals.

Furthermore, the series of assaults targeting the United States of America (USA) by al-Qaeda operatives on September 11, 2001 have sparked tensions and raised alarm bells in governments all over the world. Since then, the Middle East has become the epicentre of activities related to the "*War on Terror*" waged by the USA and its allies. The war in Afghanistan, and then in Iraq, brought more tension to the stricken region. Matters became worse as the "*Arab Spring*", a series of uprisings, demonstrations and armed rebellions, spread all throughout the Arab nations, causing regimes and governments to fall, and causing a great deal of

concern regarding the general security. Thus, it was not surprising that many Arab countries sought to increase their internal security efforts in order to maintain peace, stability and calm within their respective borders. Another reason is that there were fears that extremist Islamist groups would proliferate and eventually threaten the existing Middle Eastern governments, especially in the wake of the Arab Spring. One country that seems to have weathered the torrent of events particularly well was the UAE. In the aftermath of the 9/11 attacks, the UAE has presented a calm appearance (Almanac, 2013). This despite the fact that two of the terrorist hijackers were residents of the country. This has made the UAE to be identified, as significantly involved in Islamic terrorist activities, although in a more indirect manner. But thanks to its culture, where Islam has evolved both in interpretation and in practice, and the strong and efficient leadership of the country that perception has also changed.

The promotion of a moderate though conservative form of Islam has allowed the government to remain legitimate during efforts to counter and contain extremist Islamic groups within the country. This has permitted it to remain relatively untouched in the years following 9/11 and the Arab Spring that has shaken the governments of its neighbours like Bahrain and Yemen. Though there are still concerns in the international community that terrorist activities could still take shape within or through the UAE, and that some of the financing of terrorist organisations still occur in the Emirates, such a connection has yet to be discovered or acknowledged. Despite the challenges and possible threats that it still faces, the UAE has remained steadfast in its campaign to curb radical Islamism, the terrorist groups that it has created, and the financial network that allows them to exist and operate (Schmah, 2013).

Furthermore, the seven emirates of the UAE have also developed their own strategies and directives to deal with and lessen the incidence or likelihood of terrorist and criminal activities, which may threaten their own integrity as well as that of the entire country. One good example of how the UAE, has coped with and countered terrorism, other security threats and crime per se in the emirate of Abu Dhabi, which serves as the capital, The second most populous city, also named Abu Dhabi is located in this emirate. Abu Dhabi has implemented a number of projects

and programmes that are directed towards combating terrorism and organised crimes, and improving of the overall safety of its citizens and tourists.

The hallmark of its strategy is the careful and effective use of science, technology and research to mitigate threats that lawless and radical elements may pose, whether inside or outside its boundaries. The cornerstone of Abu Dhabi's safety and security is its police force, which is primarily responsible for maintaining order, public safety, law enforcement and managing the peace keeping within the emirate. As the Ministry of Interior's representative, the ADP closely works with agencies at all levels, local and national, as well as international organisations in its capacity as a global partner. It is a complex and large organisation composed of over a dozen separate departments with a wide variety of tasks ranging from traffic monitoring and management to air search and rescue. It is also concerned with border security, where the police force has taken pride with the success of its IRIS scanning technology in preventing people from entering the UAE illegally.

Thus, as shared and confirmed by the article published by the Gulf News on March 4, 2010, the technology has prevented the illegal entry of over 235,000 people since it was first installed in 2002, reaching up to 331,679 as of February 2013 according to an article from The National. Also, the ADP Director General for Central Operations in the person of Major General Ahmad Nasser Al Raisi has said that the IRIS scanning system, which is utilised at the various entry points of the UAE has realised remarkable outcomes and showed high efficiency in identifying and arresting people of different nationalities who tried to go into UAE after faking their passports and getting new visas (Absal, 2010). This system ensures that criminals that have been arrested and subsequently deported, and will not have any means of returning to the emirate or the country of UAE. Thus, the IRIS scanning has been very successful in securing the numerous entry points and the long borders of the UAE.

In addition, this technology helped a lot in the documentation of individuals who were arrested without the proper documents for identification. As of 2013, over a million unique IRIS scans have been stored on the police database, which contributed directly to the effectiveness of the procedure. Aside from illegal entry of unwanted or undocumented persons, the enhanced security offered by the IRIS scan technology was also effective against smuggling in the UAE's 27 air, land and sea

points of entry. Drug smuggling topped the list of cases, with a few rare instances of arms smuggling. The effectiveness of the system has led other Middle Eastern nations to adopt and follow the example (Emirates Identity Authority, 2013).

But despite the programme's success, other types of technology were added and are being tested to further enrich and enhance the security capabilities at the UAE's borders. Electronic face recognition was also installed at the Abu Dhabi International Airport in July 2013, while the ADP presented its so called e-Gates Project when it participated in the Biometrics Exhibition and Conference held in London recently. This embodies the strategy of the ADP GHQ to prevent and fight crime and improve the safety and security of its community through the development of the best forms of technology. The Section Chief of Systems Development of Information and Communications Technology (ICT) Department, Colonel Barakat Yaaqoub Al Kindy, submitted a worksheet with a focus on the e-Port Project being currently implemented in the UAE.

This pioneering project identifies individuals by using three biometric parameters, namely IRIS, face and fingerprints to allow for the entry and departure of passengers the various ports of the country. This system not only ensures the safety and security of the UAE's borders, but it also has the added benefit of speeding up the entry and exit of passengers down to 15 seconds, which streamlines the flow and identification of travellers through immigration as well as border control. This is also helped by pairing exit and entry systems at the e-Ports with automated reading systems for documents like the UAE and those carrying the Gulf Cooperating Council or GCC identity cards, which also enhances the systems' accuracy. This mitigates the annoyance and inconvenience most passengers endure while going through airports because of the waiting time (Business Wire, 2013).

Now while all of these technologies have increased security at the UAE's entry points, what about threats that are already inside the borders? The Abu Dhabi and the rest of the UAE have a huge population of foreigners, with diverse mix of races, nationalities and religions, which could be a challenge for any competent police force in the world. As with the country's ports, borders and airports, the technologies are also used as leverage against terrorism and crime, but this time the human factor is much more influential. And again, the ADP force is spearheading a number of programmes. First and foremost among these is building partnerships

with international agencies not only for support but more importantly for training, especially with Western countries that have a wealth of both resources and experience in the field of security and law enforcement like the United States (US), to enhance knowledge and learn new skills, in addition to the sharing of information which is vital in combating crime and terrorism (Stewart, 2015). Since terrorism and crime are not bound by international borders and laws, these kinds of international partnerships are crucial, as no single country could ever hope to combat these by themselves.

In March 2014, the ADP Forensic Evidence Department had a discussion with the West Yorkshire police in the United Kingdom regarding mutual cooperation between the two organisations. Last April 2015, Deputy Prime Minister and Minister of Interior, Lt. General HH Sheikh Saif bin Zayed Al Nahyan met with officials of the New York Police Department (NYPD) in his office the ADP GHQ. They discussed ways to enhance cooperation in relation to police work in all aspects (The National, 2015). In addition, they agreed to an exchange of representatives between the two police forces, in order to contribute to an efficient and effective method of benchmarking and promote communication between the NYPD and the ADP. In a similar manner, the ADP and the United Kingdom or UK's Counter Terrorism Command of the New Scotland Yard signed an agreement in May 2015 that aims to promote support as well as training between the two organisations. Under the agreement, the two parties will have stronger joint cooperation in accordance with the applicable regulations and laws of both countries (Reuters, 2014). Working relationships that are already in place with regards to the areas of training and development, and cooperation as to modern training programs, specialists and equipment shall also be reinforced. Also included in the agreement is the improvement of training plans and endorsements for the development of training curriculums in the future. In May 2015, members of the Security Support Unit, led by Capt. Mohammed Al Buls, head of operations planning, went to Los Angeles in the US to enhance joint cooperation, while at the same time observing and learning from the Los Angeles Police Department (LAPD) officers.

In addition, the “*Global Centre of Excellence for Countering Violent Extremism*” was also created in Abu Dhabi. The UAE proactively established the centre as a response to the growing desire from the international partners and

community at large, including the Global Counter-Terrorism Forum (GCTF), a multilateral counter-terrorism body. These groups recognise to establish an independent, multifaceted centre focused on training, discussion, cooperation and research to combat violent extremism in whatever form. The Centre brings together the experts, proficiency, and experience that could be found all over the world (US Embassy, 2011). With the opening of this Centre, the challenge of preventing individuals from going down the road of radicalisation, the acceptance of violence, and offering support for terrorism. Methods to dissuade those who are on the same path would be addressed. The aim is ensure that countries that fight terrorism receive proper and adequate training, while making sure that no new extremists are being created or influenced (US Embassy, 2012).

As regards to ADP strategic initiatives, many proactive efforts in promoting coordination and cooperation among government agencies involved in law enforcement and security as well as improvement of current knowledge and expertise in the same areas, have been stepped up. In April 2015, the chiefs of the ADP met regarding mutual policing management and force incorporation in an attempt to provide a high standard of public security. Among the items discussed were the resources to develop capabilities and skills among different police branches. They also talked about ways to promote the work of the police, enhance efforts to create a sense of safety and security, ensure preparedness, and to improve the building of capabilities. The meeting also underlined the need to make use of all resources that could be obtained to upgrade the standard of work in accordance to up-to-date practices, and to expand developmental policies and proposals.

Likewise, the ADP has reviewed how the US tackles security issues (Conroy, 2011). The police force was keen in inviting expert speakers who specialise in security concerns that are of global significance. The ADP hopes to benefit from their knowledge and practical expertise. Major General Al Nuaimi, who is the Secretary General, Office of HH Deputy Prime Minister and Minister of Interior, has placed emphasis with the analysis of events and the existing practices of the police force in order to encourage institutional learning and then reap the lessons gained during the developmental and improvement process (Procter, 2015).

Furthermore, he stressed that this kind of approach would guarantee social safety and security, stimulate forward thinking. He has pointed out that such

knowledge would allow them to keep up with developments in information technology and develop strong relations between the police leadership and the media. This is again in guided by the vision of the ADP GHQ, which ensures that Abu Dhabi would continue to enjoy a safe and secure community, and the provision of a high-quality of police service for residents and guests of the emirate.

The ADP has also discussed ways and means to improve police investigation procedures at police stations in a meeting held last May 2015 at the Directorate General of Police Operations' headquarters. This strategic meeting focused on the importance keeping up with the UAE's development, and the willingness to choose staff members who are highly qualified, based on the best practices of the international community. The need to underline and promote commitment and dedication to their work was highlighted in the event as well, with the purpose of improving the image of the police and the strengthening of cooperation with their partners. Major General Dr. Nasser Lakhrebani Al Nuaimi said that the comprehensive police station is an essential part of police work, as well as that of security and service. He further highlighted the significance of participating in HH Minister of Interior's Awards, in order to inspire members of the staff to add more effort to their work and to attain innovation, in addition to encouraging positive competition (UAE Review, 2015).

The need to encourage officers to contribute new ideas and help in creating development plans and programmes was also stressed. Meanwhile, the ADP Director General of Police Operations, Brigadier Omair Al Muhairi has established regular meetings conducted by the police leadership, and has shown a strong interest in encouraging the staff and other members of the force to realise their full potential not only for professional but also for personal growth and development. As well as, he focuses on improving work areas and demonstrating cooperation so that they could be role models in the workplace. One recent development regarding this aspect is the plan to equip members of the police force with body cameras. Announced just last July 2015, this programme aims to improve the capability and performance of officers by making them aware of what field work really is through documentation. The footage from these cameras would also be used in the creation of training regimes to help familiarise new officers in their line of work. In addition, the information and analysis of videos could help in identifying key techniques in fighting crime. And lastly, it could be used as an effective tool to evaluate the

performance of police officers in the field, to ensure that members of the ADP apply only the best practices in accordance with the standards it has been also set.

The information age has dramatically changed the way law enforcement is done around the world, and Abu Dhabi has stepped up efforts to enhance its cyber security in light of the new breed of criminals and terrorists that are emerging. To illustrate, in November 2014, the ADP Criminal Investigation Department discovered a loophole in the security of CCTV as a surveillance system. This would allow hackers to access any such devices remotely if the user name and password at them have not been changed after installation. As these devices are in common use in homes, schools and businesses, the security threat is quite obvious. In April 2014, the fifth International Cyber Crimes Conference (ICCC) was held in Abu Dhabi, and saw more than 75 countries come together to discuss cybercrime and the security of the ICT as well as the business infrastructure in the Middle East.

According to the ADP Director General of Central Operations, Major General Ahmed Nasser Al Raisi, the ADP efforts in organising the said event will support the development of their present strategic partnerships with their major associates, so that the growing challenge posed by cybercrimes could be faced strongly. The ICCC was a rare event, which included members not only from law enforcement agencies but also from the judiciary and security forces, as well as university professors, students of ICT. Representing a further overview of the subject, those involved with the law, private and government legal experts, made contributions. Others who made presentations included the representatives of institutions concerned with technology development and application both in the private and government sectors. These professions are involved in the prevention and fight against various forms of cybercrime. The conference also addressed the other aspects of cybercrime, such as the legal and technical facets as well as that of security. It also featured a number of papers presented by cybercrime professionals both within and outside the UAE. Experts discussed important topics such as the challenges regarding information security that involves coding strategy and global cybercrimes.

As a follow-up initiative and opportunity, the ADP also held a forum last April 2015, which discussed the prevention of cybercrime before it happens. It was stressed that the people who commit new and more sophisticated crime develop in

parallel with advancements in technology. The speakers on the forum cautioned that the government needs to keep pace with the latest developments in technology to stay ahead of tech savvy criminals. The forum is also the first one in the UAE to try and assimilate future insight into plans of the Interior Ministry and its departments. Col Salah Al Ghoul, of the Interior Ministry, said that the UAE wants to be certain that it stays ahead of future technological advancements and can anticipate possible crimes that are yet to come (Emirates 24/7, 2014). With the increasing pace of advancements in computing, as well as the rise of robotics like drones and the growing use of artificial intelligence like software to commit crimes, the challenge of preventing and apprehending cyber criminals has been never been higher. Thus, it is necessary to integrate foresight into planning in order make better, more informed decisions that deal with future events not those that have already transpired.

Aside from those events, the ADP also reminded the public regarding practices to secure and maintain their privacy and protecting themselves from attack by hackers and other cyber criminals. Going back to the issue with the use of CCTV, the Head of the ADP Criminal Investigation Department, Colonel Ibrahim Sultan Al Zaabi have reminded and warned people about buying cheap devices from shops and having them installed by unqualified and unskilled personnel, who may not be aware of the significance of changing the username and password on these devices after installation (Moukhallati, 2015).

The proactive kind of attitude toward crime prevention has been extended from cyberspace to the real world. In line with this, one needs to make mention of the “Safety and Security Planning Manual (SSPM), initiated and launched by the Abu Dhabi Urban Planning Council” (ADUPC), as a prime example. With it, Abu Dhabi bids to enhance both safety and security in the city by making sure that there are threats to the public do not exist in structures like buildings as well as public areas. Developed in close cooperation with private and government institutions, the SSPM serves as a guidepost for the creation and improvement of communities that are safe, secure and sustainable. Any new development in the urban areas within Abu Dhabi, need to adhere to the manual to ensure that there are no risks to safety and security (Abdul Kader, 2013). Furthermore, existing structures would be inspected and examined by the Safety and Security Group, a joint committee composed of several government agencies, to determine existing hazards and recommend renovation in accordance with the standards set by the SSPM. But how

exactly can such measures prevent crime or deter criminals?

A concrete illustration would be the lack of adequate lighting in a public space, which may encourage theft. Or the lack of any physical barrier in a store which could encourage armed break-ins similar to the incident in the Wafi Mall in Dubai that happened in 2006.

It can also help in making urban areas more resilient to terrorist attack through fire and structural safety enhancements (Bell, 2013). It was made clear that the goal was not to totally prevent the occurrence of crime, but rather to mitigate the instances of it. The manual seeks to deal only with one of the elements of crime, which is location. The other two are the offender and the victim. While not directly in support of law enforcement, the SSPM can help in identifying threats to security and safety, allowing the appropriate government agencies, like the ADP, to effectively plan strategies and foresee possible scenarios in order to make sound tactical decisions. And it has been recognised internationally as well, helping the UPC bag two international awards from the Security and Fire Awards 2014 in the UK. The UPC received the International Achievement Award and the Counter Terrorism Solution of the Year award, highlighting the immense effort made to make sure that the effective regulations are working well to minimise the incidence of crimes and reduce the potential risks of any terrorist attack (Williams, 2014).

Just as impactful are the efforts of the capital's Tourism Police Section, which is part of the ADP safety and security strategy. This section is the primary group in-charge of the overall safety and security of the emirate's visitors, coordinating with the Abu Dhabi Tourism Authority (ADTA) plus other relevant government agencies that are involved in the safety and security aspects of tourism sector. With the number of tourist arrivals projected to be around 3.9 million for this year alone, the challenges of ensuring the safety and security of guests, establishments and tourist hotspots are immensely difficult and require a well-planned and coordinated strategy (Abu Dhabi Week, 2014). But within the last two years, the ADP has handled more than 2,000 incidents, proving their ability to respond to threats to tourist security and safety. Aside from the obvious work of monitoring and patrolling tourist destinations and providing security services, the ADP is also active in raising awareness about important tourist laws and other rules that visitors must abide by during their stay in Abu Dhabi. These also include the

giving of safety tips about local customs and security reminders to tourists (Gulf News, 2015).

While the strategic measures previously mentioned are well and good, they are not perfect, and Abu Dhabi, just like any other international metropolis, is not immune to incidents affecting the safety and security of its residents. Thus it is only right to discuss several program that have been put in place to deal with criminal incidents or terrorist attacks, should they occur. One of the main program was the creation of a Geographic Information System (GIS) Centre, initiated by the ADP, which aims to provide timely and useful information along with relevant analysis, to those who need it. GIS allows for the input, storage, analysis and display of data related to locations or positions on the Earth's surface (Altaher, 2012). By studying and seeing similar systems from other countries like the US, Japan, the UK and others, the ADP was able to gain an understanding of how the GIS is used in the prevention of crime, public safety, and emergency management in various crisis and disaster situations. This benchmarking process ensured that only the best practices would be implemented in order to create an information system that is reliable and accurate. This system would provide support for all levels of police operations, like search and rescue, command and control, and vehicle monitoring and location. The first phase of the system has been successfully implemented and is currently being used by the police as well as by the emergency departments to manage emergency situations. Using this system, command and control elements could rapidly locate and dispatch responders nearest to an incident location. The result is faster response times and the elimination of relying on guidance from the caller who reported the incident. By having correct and timely data from only one source, the ADP and other agencies could allocate resources and respond more effectively and efficiently by providing better situational awareness. The ADP got the *“prestigious Esri Enterprise GIS Vision Award in March 2012”* to recognise the success of the system and the impact it has had on Abu Dhabi's safety and security management strategy.

The next goal would be to deploy the system on a national level, to allow more government agencies, in addition to the police force of the other Emirate, to benefit from enhanced information. With regards to criminal investigations, the ADP has added soil analysis to its list of forensic tools in 2014. By using data provided by the Abu Dhabi Environment Agency under a Memorandum of Understanding (MOU), the police could now use soil data to assist in investigations or as evidence

in order to apprehend criminals (ESRI, 2011). This policing scientific system could help in cases of murder, rape and even drug trafficking cases.

Furthermore, the ID database support system, which utilises the fingerprints of the whole population of the UAE, has been tried and tested. It contributed to the identification of suspects and victims alike, as well as convicts. The Criminal Biology Section at the ADP Criminal Evidence Department has also introduced a new type of DNA device that would allow results to be obtained within 90 minutes, rather than a week. It also has the advantage of being portable, requiring no special arrangements, and fast track the DNA results as basis for doing the right decision and action (GIM International, 2012; Gulf News, 2014).

With regard to the apprehension of suspects, the ADP has also adopted a more modern approach. Last June 2015, the ADP has issued Taser devices to the Security Support Patrols. The device is an electroshock weapon designed to subdue criminals rather than to wound or kill. This is especially important in scenarios wherein the lives of police personnel or civilians are in danger from criminal elements or if a suspect resists arrest. Being a non-lethal weapon, it gives the police flexibility in handling various types of scenarios without resulting in injury or death. This strategic step goes side by side with the priority goals of the ADP in equipping and training the police forces with the latest in technological systems and advancements, in accordance to the standards set by the international law enforcement community (Federation of Arab News Agencies, 2015).

After discussing and analysing the merits of these systems, initiatives, and programmes made by or in partnership with the ADP, it is time to look at whether there has been a substantial impact on the safety and security situation of the emirate. According to the statistics reported by the ADP, the number of criminal cases that have been handled has decreased from 21,515 in 2013, to 17,714 in 2014, a decrease of 18 percent or 3801 cases. The Director of the Central Police Directorate, Brigadier Maktoum Al Shareefi credited the positive results to various security methods that were enforced strictly by the ADP, as well as the increase in awareness of the general public as regards to social menaces. Meanwhile the Overseas Security Advisory Council (OSAC), part of the US State Department, has published the 2014 Crime and Safety Report for Abu Dhabi last January 2015. It gave the emirate a crime rating of medium, although it was stated that compared to similar sized cities

in other countries, Abu Dhabi's crime rate was found to be significantly lower (Al Jazeera, 2014). However, the report also stated that petty crimes like theft and pick pocketing do occur often, but violent crimes, especially against US citizens occur very rarely in the UAE. But as demonstrated by the incident in 2014 where an American woman was killed in a mall in Abu Dhabi by an extremist, the threat of violence can occur at any place. And despite the best efforts of the ADP, and other local, national and international agencies, these lone wolf attacks still remain a threat. But on a positive note, this incident also highlighted the effectiveness of the ADP's response, having identified and arrested the suspect just a few days after the incident happened (OSAC, 2015). It showed how the advancements in technology and training combine to form an effective police force.

The political violence rating was low as there have been no incidents of it in the UAE in 2014. But the OSAC gave a terrorism rating of medium in recognition of the danger that still posed by the overall instability in the region. Furthermore, as the UAE has been more active in combating extremism in the Middle East, the regional threat to security could still potentially affect the country. The programs and measures previously mentioned also reflect the UAE's preferred approach in terms of Islamic extremism, which according to the "*American Foreign Policy Council's World Almanac of Islamism*", and was noted by the US State Department as denying these groups a foothold instead of giving them a chance to take part in the political process. Drug related crimes remain a problem not only in Abu Dhabi, but in the entire country as well, as traffickers are now using cities in the UAE, like Dubai to collect and distribute drugs, instead of just being a transit point. And their strategies are more diverse, employing mostly female smugglers of various nationalities. But UAE is still advancing its strategy to combat illegal drugs, by intensifying security at entry points, employing systems mentioned previously. And there has been a noted increase in the interdiction and confiscation not only of drugs, but also of weapons and smuggled humans known as human trafficking (Khaleej Times, 2015).

It can be seen that the ADP efforts in its goal to achieve lasting safety and security in the emirate has paid off. The keys to the effectiveness of the ADP are the proper application and leverage of technological advancements to create new systems and programs to assist in security, safety, and law enforcement, collaboration with local, national, and international agencies to improve knowledge and enhance skills based on approved best practices, and its flexibility in responding

to the changes dictated by the times. Though many challenges still remain, the ADP has proven itself ready to face them.

As regards to strategy alignment and integration, the ADP is committed to supporting the directives and strategy of the Abu Dhabi government on social development and they include goals that are related to security like maintaining a secured society; and justice as well as enhancing the rule of law and justice. The ADP is also committed to support the fields and strategies associated with the sustainable development of Abu Dhabi. Those sustainable development elements include the following: social sustainability, knowledge economy, human capital, infrastructure, and government excellence. The Figure 6 as shown below illustrates the relationship between the federal and local strategic direction in terms of vision statements:

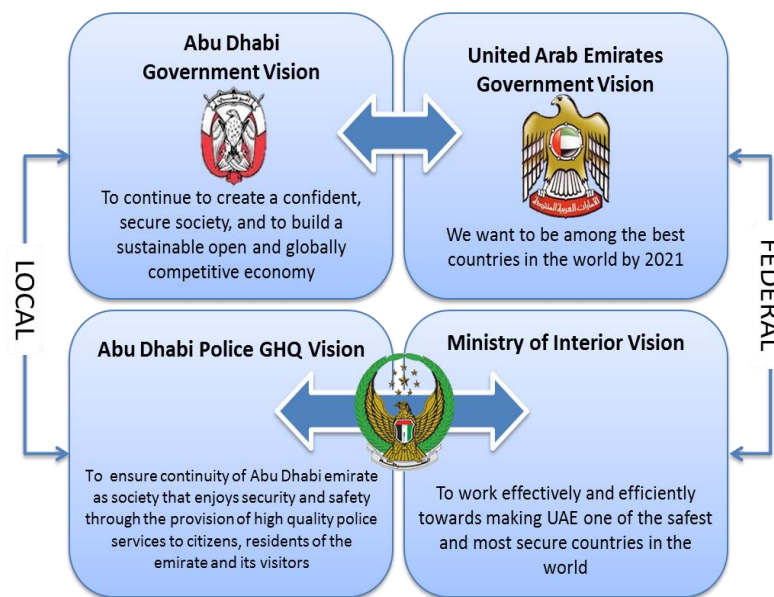


Figure 6 - Relationship of Federal and Local Vision

(Source: Abu Dhabi Police GHQ, 2015)

The judicial system in UAE is heavily influenced by Egyptian, French and Islamic law. There are two court levels federal and local, federal court structure with a final court of appeal in Abu Dhabi (the Abu Dhabi Supreme Court) while Dubai and Ras Al Khaimah both are not part of the federal judicial system as they have their own court systems which are not subject to the federal Supreme Court.

The court structure is comprised of the following three main branches: civil, criminal and Sharia (Islamic law). The local court structure are the same for Abu

Dhabi, Dubai and Ras Al Khaimah and its comprised of the following courts: the Court of First Instance, the Court of Appeal and the Court of Cassation figure 7.

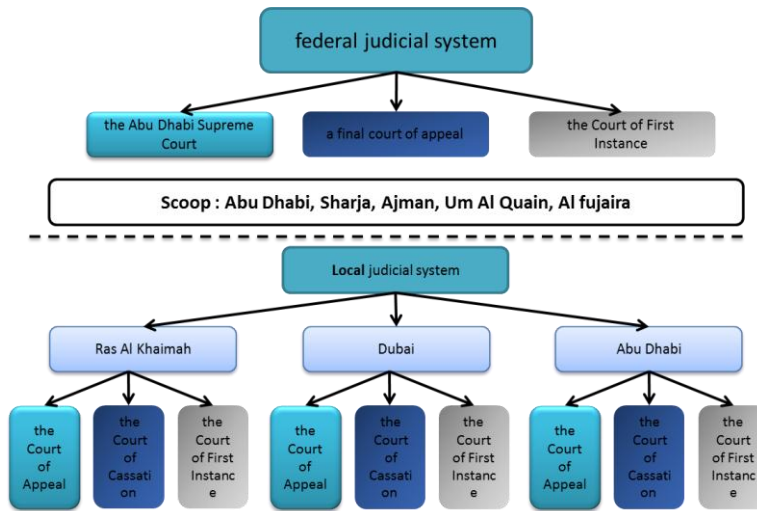


Figure 7 – UAE judicial system

The role of police is to collect evidences, conduct the initial investigation and prepare the case file. While the role of Prosecution is to conduct the final stage of investigation, moreover the court role is to give the final sentence.

Likewise, the Nine-Point Political Agenda of Abu Dhabi Government are as follows:

Change policing work into a model based on integration with the society

Develop security skills to meet Abu Dhabi's needs

Set a crisis management strategy that ensures the Abu Dhabi police perform their responsibilities

Increase the possibility of getting access to the services of the justice system

Provide more effective and creative justice services

Increase the public's trust

Achieve higher levels of transparency and questioning

Improve the levels of safety and reliability on the transport system, in collaboration with other entities

Improve the capacity and accessibility of road networks

Based on the above-stated Nine-Point Political Agenda of the Abu Dhabi Government, which guides the action strategy, the ADP GHQ has defined 6 priorities and 18 strategic objectives to support the directives and goals of the Abu Dhabi Government. The Table 1 as shown below illustrates the ADP Six Strategic Priorities and the Eighteen Strategic Objectives that have been established:

Table 1 - The ADP Six Strategic Priorities and Eighteen Strategic Objectives

Strategic Priorities	Strategic Objectives
1 - Fight crime	01) Detect crime 02) Optimal use of security information 03) Optimal use of criminal evidence 04) Crime prevention
2 - Make roads safer	05) Promote roads safety culture 06) Implement traffic safety regulations
3 - Society satisfaction and trust	07) Increase the public satisfaction and trust 08) Improve customer service quality and professionalism
4 - Maintain the safety and security of Abu Dhabi	09) Readiness 10) Response 11) Protection
5 - Policing organisation that is efficiently and effectively managed	12) Effective operations management 13) Investing in information and knowledge 14) Developing effective partnership 15) Effective financial management 16) Enhancing creativity and innovation 17) Innovative governance
6 - Optimal use of human resources	18) Meet the needs of ADP and provide it with qualified employees

(Source: Abu Dhabi Police GHQ, 2015)

Furthermore, the strategic planning system in the ADP GHQ has become more developed and involves a series of strategic planning workshops. The strategic and performance development management works by analysing the internal outputs to determine the key strategic cases, where the organisational capabilities, which include the key competencies and competitive characteristics are determined. Those capabilities determine the success factors through the stage of gap analysis to attaining the strategic direction.

The development framework for the holistic process of the ADP Strategic Planning is illustrated below as Figure 8:



Figure 8 - The ADP Strategic Planning Framework

(Source: Abu Dhabi Police GHQ, 2015)

The increasing demand on policing services in the ADP, combined with the increasing diversification of functions, not to mention the changing strategic threats facing the country from counter-terrorism to cybercrime strategic measures, are pushing and making the strategic management and planning process very complicated and very important. The changing security landscape in the Middle East will present even greater challenges to the strategic management and planning process, and the pressure to “*get it right*” will be also greater.

Moreover, the ADP also recognised that through strategic planning. It has the power and leadership to manage those changes in accordance with the impact on the surrounding environment. Since as long ago as 2003, the ADP as an organisation has managed to establish the needed basic strategic concepts in order to manage those changes and challenges since as early as 2003. This was manifested in the amendments to the management structure that were aimed at organising operations with the help of a management unit called the *Strategy Division*. Also as further developments and improvements in the mission of the organization, this *Strategy Division* evolved to become the *Strategy and Performance Development Department*, with tasks and functions that extended to include all administrative and operational levels within the ADP GHQ. This department is linked to the Ministry of

Interior in order to ensure the action outputs are coordinated, since the police force operates under the direction and control of the Ministry of Interior. The adapted strategic management system of the ADP has eight main dimensions, and they are as follows: *“leadership, strategic mind-set and planning system, culture and values, strategic alignment, performance measurement, performance management, process improvement and sustainability of strategic management.”* Other factors to consider are communication, organisational structure, stakeholder engagement and motivation. For ADP, these are the considerations of the importance of the eight dimensions and other factors of strategic management as follows:

First, *leadership* is the key to effective strategic management. According to Ken Chenault, Chief Executive Officer of American Express, “his role was to define and to give hope and inspire his people.” In an organisation, leaders challenge and validate assumptions, review and assess problems based on new angles, and ultimately develop and communicate a compelling vision that inspire the entire work force, stakeholders and customers. According to Ryan (2009), leadership can be defined relatively straightforwardly as individuals driven by *“an inspiring vision of success; who excel at communication and who exercise superior judgment.”* While according to Bennis (1998) that “leaders are people, who are able to express themselves fully; they know what they want, why they want it, and how to communicate what they want to others, in order to gain their cooperation and support; and lastly, they know how to achieve their goals.” The significance of the shift in emphasis from management to leadership, for the purpose of this study, lies in the distinction between leaders and managers made by Schein (1992). In Schein's view, *“leaders create and change cultures while managers work within them.”* The main leadership traits are: a) *degree of ability*, this factor according to (Johnson & Scholes, 1993) is about the competence to direct, organise work and resolve critical issues; b) *degree of direction and compelling vision*, and c) *locus of control* (Rotter, 1954), developed this variable and argued that it is concerned with the magnitude by which the individuals understood that they can regulate actions directly affecting them. Also these pertain to the persons with a high degree of external locus of control and thought that their behaviours are directed either by providence, destiny, or other external conditions, and persons with a high degree of internal locus of control assumed that their behaviours are directed by their choices, decisions and efforts.

In terms of strategic management, and from shared experiences, a leader

should formulate a pure and compelling vision and proactively prepare the organisation for this future aspiration and reality. In ADP, a significant investment is made in employee engagement to ensure all employees understand the organisational vision of the ADP and what part they have to play. All employees are given clear job descriptions that articulate their objectives, which will contribute to the delivery of the overall corporate or organisational strategy of the ADP. Projects and initiatives in the ADP are progressed through committee structure encouraging teamwork and togetherness. Following the inspirational leadership of HH Sheik Saif Bin Sultan Al Nayhan, all the leaders in ADP are required to “*walk the talk*” in embracing and showing the ethics, values and policies of the ADP as an organisation. With the focus on innovation and excellence, ADP leaders encourage employees to give their best, develop and progress in their respective career path.

Second, for to the *culture and values, well known leaders live and lead by example whether they intend to or not*. Culture is a reflection of the accepted values and norms as well as the behaviour demonstrated by a group of people. Culture was once defined as the way people do things in a certain geographical location. However, the way people and society defined culture has evolved over time. Every country is defined by a certain culture or cultures. This cultural aspect has their own specific values, group of activities and beliefs. In the same sense, culture is also defined as a set of values, collective system of beliefs as well as attitudes. Culture is a vital element in business and it has a direct influence on the way the strategic process shall flow. Culture directly influences management and business decisions as well as accounting and production issues. Business culture is related a complex combination of ethics, behaviour, etiquette and a lot more (Business Culture, 2014).

Likewise, most organisations have a published their core values with a list of honourable words. The level of maturity of any organisation will be distinguished by the quality and degree of their organisational values, which are conversed, appreciated and exemplified - both by the leaders, managers and all employees. As results of extensive research, the Balanced Scorecard Institute offers clarity on a mature workforce culture and values and they highlight that these include: a structured application of change management principles and practices by the organisation’s leaders; employee engagement and the extent to which employees have ownership for the formulated vision, mission and core values; the extent to which employees participate in shaping the organisational culture and operating

practices; the level of transparency, trust and freedom to communicate with managers; the awareness level, reliability and constancy in the faithfulness and observance to the organisational values and policies; and the flexibility to adapt to new strategic priorities (Balanced Scorecard Institute, 2015).

Third, as to *strategic mind-set and planning system*, it is a demanding task that requires imagination and fresh idea, which are *outside the box*. Strategic thinking demands creativity and innovation. In the effort to simplify the comparison between strategic thinking and planning, strategic thinking answers the - *what* and the *why*. Strategic thinking focuses on *what* the organisation should be doing. Furthermore, strategic planning answers the *how* and the *when*. Strategic thinking is vital in any organisation because its primary purpose is to develop a strategy that is unifying and integrating with the primary goal of the group or organisation (Stanleigh, 2015). Also as results of extensive research, the Balanced Scorecard Institute (2015) identifies a number of traits that strategic thinking entails such as: a) the capacity to utilise reliable and recognised terminologies of planning system; b) an understanding of the difference between strategic planning and project/programme planning; c) the ability to discuss the strategic plans at the suitable most strategic level; d) a consciousness of the energetic effects in the organisation such as setbacks and reactions; e) receptiveness to fresh ideas and supporting creativeness and new ways of doing things; f) the transparency of planning system to all personnel and all functional units; g) the extent of options and possible strategic choices; h) the alignment and connections of adapted strategic planning system to the organisational budgetary process; and i) the ability to be clear and concise.

Fourth, *strategic alignment* is a fine line that links the overall goal or primary objective of an organisation with the sub-goals and objectives of the units under the organisation. This is important to note, since alignment is very important in achieving the primary objective at which the organisation is aiming at. Likewise, strategic alignment relates to the degree to which the organisation's resources, including its people are focused on the strategy. Features of an aligned organisation includes: clear mission, vision and core values, five year strategic plans, allocated budgets, suitable policies and procedures, clarity of functions, strategic themes and objectives, communication system and organisational structure.

Likewise, the Balanced Scorecard Institute (2015) shared that degree of

alignment measures are indicated that: a) people in the organisation are driven by a compelling vision and clear strategy; b) employees recognised that their job is to support the execution of the strategy; and c) employees are energetic, forceful and not merely motivated by observance to the written policies and procedures of the organisation.

Fifth, *performance measurement* can aid leaders and managers track the progress and the level of morale within the organisation. With the use of performance measures, whether funds are being used efficiently can be assessed and checked. Furthermore, whether individual officers are taking unnecessary risks and are headed for trouble can be also assessed. There are also a host of other parameters that may indicate the current status of the organisation, whether it is healthy or becoming dysfunctional. Performance indicators help the police executives and leaders in both the assessment of police activities as well as responsiveness to claims of bias, abusive behaviour and patterns, and the failure of the law enforcement to protect the general public. The reports given can examine recommendations on the level of performance of the police. Furthermore, this can also discuss the different considerations in designing future performance measures and at the same time present the best practices around the globe (Davis, 2012). Moreover, performance is the accomplishment of given task or tasks measured against pre-set known standards, costs, and timeliness. Likewise, according to Campbell (1990) that job performance refers basically to the good behaviours that are expected to help fulfil the desired organisational level of success. Yukl (2006) also reminded that there is no holistic and generic meaning of leadership performance due to dynamism of leadership.

Most organisations have their own respective performance metrics suitable to their organisational plans, applicable for day-to-day in measuring outputs, and also the strategic outcomes. These metrics are also linked to the shared vision of the organisation. That the features of performance metrics include: a) those that are taken from the formulated strategy; b) those that outcomes and results are focused, not just tasks are accomplished with the outputs and the costs; c) metrics that are meaningful and use suitable sample sizes, ratios plus other relevant features; d) those that are measurable and reportable to drive decision making; e) those that measure and track individuals, team and organisational performance; and f) those that include financial data, internal process performance, customer satisfaction, and capacities of the organisation (Balanced Scorecard Institute, 2015).

Moreover, according to the Balanced Scorecard Institute (2015) that performance measurement should also include an assessment of how technology is used and the role of technology in managing performance information. Most organisations use technology to enable the collection and distribution of the performance data, and systems are usually networked to permit authorised users to access the information and data they require to make strategic decisions. The speed, quality and suitability of the data and information needed by the end-users are very crucial as among the factors in assessing the maturity level of strategic management.

Sixth, *performance management system* is very important for ADP as well as to the many organisations. However, many organisations collect data but do not have a clear definition of using those data generated. Performance management focuses on how performance metrics are used in organisational decision-making process. An organisational level of performance management is usually determined by the extent to which leaders and managers felt they have the reliable data and information needed to make strategic and good decisions. According to the Balanced Scorecard Institute (2015) several number of features are usually found in organisational performance management frameworks such as: a) recognition of the organization as a dynamic system; b) use of the feedback loops so managers get to see the results of their decisions; c) managers are able to adjust and change things based on timely reporting; d) strategic performance measures are available to test the strategy; and e) leaders have placed the entire organisation into a learning loop so that they can validate their vision. And similar to the ADP, then eventually the organisation is discerning what works for customers and enhances the organisation.

Seventh, *process improvement* is basically the step by step procedures under governing principles that shall facilitate and aid in the innovation and development of the current process used in the organisation. As emphasised by Bill Gates that “the first rule of any technology used in a business is that automation applied to an efficient operation, will magnify the efficiency; and that the second rule is that automation applied to an inefficient operation, will magnify the inefficiency (Gates et al, 1996).” Thus, the critical task of strategic management is to pinpoint which areas in the organisation are in most need of improvement. This demands inputs from the strategy, which reaffirms commitment of resources improving the most critical process with short and long term impacts to the success of the organisation.

Likewise, the Balanced Scorecard Institute (2015) articulates that process improvement should include an assessment of the following: a) the organisation's understanding deliberately the key work processes; b) the extent to which these processes are continuously enhanced, simplified and recorded; c) process performance linked to the existing suitable benchmarks; the expertise, practices and technologies applied to enhance process efficiency and quality value; d) the awareness of the capacities and potentials of the organisation, and how healthy they are deployed in managing the innovative processes; e) the level of employee responsiveness in satisfying customers' needs; and f) presence of contingency plans in mitigating risks such as natural disasters and other critical issues.

Eight, *sustainability of strategic management system* is very important for the top leadership of ADP. According to the Balanced Scorecard Institute (2015), the sustainability and consistency of the strategic management of an organisation is indicated by following: a) how well the organisation maintains a focus on the vision, strategic plans and initiatives; b) people, system, and communication systems to keep up the momentum of the planned change; c) recognition of the importance of the personnel as human capital; d) compensation and benefits system that reinforce efforts and inspire the personnel to do the right things; e) *work force champions* to remain all employees are aware about the organisational top priorities and desired levels of performance; f) *strategic management office* to employ the strategy and to monitor performance; and g) the level of maturity of strategic management has been rooted so that *strategy is everybody's commitment and work*. When higher degree of maturity is realised, the organisation still continuously learning and improving.

Thus, this study entitled as the **Strategic Management Practices in an Arab Security Organisation: Abu Dhabi Police as a Case Study** is indeed relevant and timely. The key purpose of this study is to produce a research that will discuss, describe and determine the existing conditions of the strategic management practices in the ADP and the indicators of strategic management influences.

The research processes involved, and the final output in a form of a dissertation report will enrich this field of interest by sharing all the key findings and recommendations. This research work also hopes to contribute in filling up the existing needs for the new and updated research area about strategic management practices of specific police and security organisation operating in the Arab region.

1.2 Problem Statement

It is well recognised that the strategic management system is extensively used by the private organisations and other non-profit organisations in the UAE. The adaption of strategic management by the public sector and government in the UAE is less understood, and most probably less matured. Likewise, recognising the complexity of strategic management, then there is a pressing need:

First, to identify the existing knowledge gaps in relation to strategic management practices, and

Next, to address the significant roles of implementing change in an Arab government security organisation with the primary focus on the ADP, which serves as a good example.

This study explores and evaluates the existing conditions and dynamics of the strategic management practices in the ADP including its overall influences; measuring the socio-demographic factors of the internal and external respondents, and their corresponding responses and relationships respectively as regards to the five indicators of strategic management practices, and the seven indicators of strategic influences of ADP performance accomplishes this goal.

Specifically, this study seeks to establish answers based on the following questions:

1. What are the response rate and composition of the internal respondents in relations to the six demographic factors? These factors include:

1.1 Classification;

1.2 Directorate;

1.3 Gender;

1.4 Age;

1.5 Years of Service; and

1.6 Academic Achievement.

2. To what extent do the internal respondents agree with the five indicators of strategic management practices in the Abu Dhabi Police? The

following areas are covered:

- 2.1 Vision, Mission and Core Values;
- 2.2 Performance Management;
- 2.3 Strategic Management Process;
- 2.4 Strategic Management Involvement; and
- 2.5 Strategic Management Outputs.

3. In what areas of strategic management practices in the ADP with significant relationships, and with prevailing gaps for improvements are identified?

4. What are the summaries of suggestions coming from internal respondents in order to enhance the strategic management practices in the ADP?

5. What are the response rate and composition of the external respondents in relations to the six demographic factors? These factors include:

- 5.1 Nationality;
- 5.2 Gender;
- 5.3 Years of Experience;
- 5.4 Business Classification;
- 5.5 Business Size; and
- 5.6 Service Received from ADP.

6. To what extent do the external respondents agree with the seven indicators of strategic management influences of the ADP performance? The areas include:

- 6.1 Service Reliability;
- 6.2 Public Perception;
- 6.3 Level of Confidence;
- 6.4 Public Transparency;
- 6.5 Support Economic Growth;
- 6.6 Political Stability; and
- 6.7 Comparative Performance with other Country.

7. In what areas of strategic management influences with significant relationships, and with prevailing gaps for improvements are identified?

8. What are the summaries of suggestions coming from the external respondents to enhance the strategic management practices in the ADP in order to

level up its performance?

9. What are the summary of responses of the internal respondents about *the why, how and what* of strategic management practices in the ADP?

10. What are the summary of responses of the external respondents about the *why, how and what* of strategic management influences of the ADP performance?

11. What are new strategic directions and decisions that may be considered by the ADP GHQ?

The generated answers to the above-stated eleven (11) questions are organised in Chapter V under section 5.7 as summary of findings and analysis. For consistency, the numbering of the questions and the generated answers are the same.

1.3 Aim and Objectives of the Study

This study is designed to develop a new research report about the strategic management practices in the ADP and the strategic management influences of the ADP performance based on the perspectives of the internal and external respondents.

Specifically, this study hopes to realise the following objectives:

a) To conduct regular consultation with ADP subject matter experts as regards to strategic management practices or SMP in the ADP and the ADP strategic management influences to the external customers.

b) To conduct an in depth review for the needed and suitable studies and related literature based on thematic categories and topics. The review will enhance what presently exists.

c) To design, test and utilise a customised survey questionnaire suitable for measuring the variables, factors and elements in relations to the strategic management practices or SMP in the ADP and the ADP strategic management influences or SMI to the external customers.

d) To measure the significant value of responses and relationships of the utilised independent and dependent variables as regards to SMP in the ADP and the SMI of the ADP performance to the external customers.

e) To organise and contextualise the summaries of suggestions of the internal respondents in order to enhance the SMP in the ADP.

f) To organise and contextualise the summaries of suggestions of the external respondents in order to level up the ADP performance.

g) To test the formulated hypotheses of this study.

h) To organise and contextualise the summaries of responses of the internal respondents about the *why, how and why* of SMP in the ADP.

i) To organise and contextualise the summaries of responses of the external respondents about the *why, how and what* of SMI of the ADP performance.

j) To identify the critical gaps requiring strategic decisions and actions.

k) To provide fresh insights based on the findings and reflections of the researcher.

l) To offer suitable conclusions based on the findings of this study.

m) To generate relevant recommendations based on the identified gaps and the offered conclusions of this study.

The above-stated aim and objectives served as a roadmap of the researcher. These worked as a guide for the enrichment and completion process of this study.

1.4 Significance of the Study

According to the Abu Dhabi Urban Planning Council (2009), the city's population may increase to in excess of three million and possibly exceed five million by 2030. Much research have been done, and highlighted the importance of analysing government practices from a systems theory perspective, viewing government and public administration from a broader perspective and not depending on the events and circumstances in our environments.

Similarly, Al-Khoury (2013) as discussed in his scholarly works entitled '*Critical Thoughts from a Government Mindset*' has emphasised that comprehensive and wide-ranging thinking and assessment system should be used to guide and assist leaders and managers to define and concentrate on the results rather than responding to occasions and happenings as has been continuously tried and repeated in the past.

Thus, this research study is significant for the following reasons, the study:

a) Provides a new opportunity to discuss, describe and determine the existing strategic management tools and documents, which also considers the uniqueness and dynamism of the working environment in the ADP.

b) Supports and enriches the knowledge of the theory and model of strategic management and strategic planning adopted by many organisations that have similarities in terms of functional delivery of the ADP.

c) Generates greater awareness amongst the top leaders in the ADP about the importance of having a robust and practical strategic management framework that enables the organisation to deliver a first class public service to the people of the Emirate of Abu Dhabi.

d) Generates greater awareness amongst the key stakeholders and influencers in the ADP on how the strategy can be used to deliver organisational performance and quality outcomes. This will include the government agencies of the Emirate of Abu Dhabi and also the relationships to the Federal Government of UAE.

e) Provides different factual information and models from selected matured organisations on the factors that will impact on and contribute to the successful development, implementation and execution of strategic management system and strategic planning framework in the Arab government agencies, and police force and security organisations.

f) Provides and offers an original and significant contribution to Arab and Western literature in relation to the unique challenges being faced and confronted by an Arab security organisation. In addition, it is hoped that this research area will contribute in developing and enriching further the strategic management system of Abu Dhabi government agencies.

g) Finally, this research work could be accessed and shared with other countries of the Arab Region, in order to help them develop the citizen-centric government models of service delivery for their respective police and security organisation. This research work will share the strategic challenges of running a police force as an Arab government security organisation that covers a vast range of customer centric services.

1.5 Scope and Limitations

This research work is conducted by examining an Emirate of a particular Arab nation specifically the Emirate of Abu Dhabi of the UAE. Moreover, this study focused only on the ADP as a police force as an Arab security organisation, and covered the General Directorates (GD), which included those Departments under the General Commander, and Departments under the Deputy General Commander.

A total of 1,569 internal respondents provided the data of this study, and been sourced as follows: GD for Policing Operations with 490 respondents; GD for Human Resources with 222 respondents; GD for Finance and Services with 86 respondents; GD for Guards and Establishment Protection with 86 respondents; GD for Central Operations with 264; GD for Security Affairs and Ports with 153 respondents; Departments under the General Commander with 172 respondents; and Departments under the Deputy General Commander with 96 respondents. Likewise, a total of 213 external respondents provided the data for measuring the strategic influence of ADP, coming from 21 business classifications, of which 135 are large enterprises and the remaining 78 are small and medium enterprises.

Thus, the generated primary data are limited only to the number accessed and analysed SMP documents of the ADP. This study is also limited based on the sample population size of respondents, and not based on the whole population frame of the ADP, and also not all the owners of SME and large enterprises in Abu Dhabi. Furthermore, the scope of study is limited only to the existing SMP in the ADP by utilising five SMP indicators and the SMI of the ADP performance by utilising seven SMI indicators in the internal and external survey design respectively.

Chapter II

REVIEW OF RELATED LITERATURE AND STUDIES

2.1 Overview

This chapter covers thematic studies, articles and related literature being selected and reviewed by the researcher. The selected themes for the review of related and studies are as follows: 2.2) strategic roles of police and security organisations; 2.3) clear strategic direction for police and security organisations; 2.4) strategic planning for police and security organisations; 2.5) indicators of good strategic management practices; 2.6) common and uncommon perspectives about strategy; 2.7) challenges of different strategic management models; 2.8) balanced scorecard; 2.9) threats and enemies of policing and security; 2.10) impact of technology on policing and security; 2.11) impact of stakeholders' engagement on policing and security; 2.12) strategic management practices for policing and security; 2.13) SMI of good performance for policing and security; 2.14) benchmarking and best practices of strategic management; 2.15) strategic alliances with international policing and security; and 2.16) synthesis and gaps bridged by this study.

2.2 Strategic Roles of Police and Security Organisations

Police and security organisations are recognised to hold clear strategic roles for the prevention of terrorism and organised crimes (Clarke & Newman, 2007). Likewise, Hanes & Matthew (2014) have discussed in their study the strategic role of police forces and security organisations in strengthening homeland security preparedness. They also contend that many police chiefs believe that delivering effective and efficient homeland security is the key focus and the primary mission of policing and security work. Thus, the use of suitable strategic management system for police and security organisation is not just an option but mandatory.

Likewise, according to Saylor Foundation (n.d.) creating a concrete strategic plan for any organisation can be diversified by the different phases by which the process is required to undertake. While it is important to create a concrete course of action through which the targeted objectives can be achieved, it is equally important to ensure that all the members of the organisation take part in the process. This development reality and opportunity also emphasised the importance of revisiting the strategic roles of police and security organisation, and defining their strategic

priorities cum strategic objectives.

Moreover, according to Kim Charrier (2004), Strategic Manager of Phoenix Police Department, police leaders, managers and executives are driven to manage organisations through the implementation of strategic management system, which is a process of seeking opportunities to improve efficiency and effectiveness of the organisation. Strategic managers include and integrate planning with other systems of management. Police executives and leaders have been made aware that community policing, political influences, security, technology, and other internal and external factors are integral part of the process of creating a system of strategic management that is more engaging. With current progress, policing has evolved into a more complex and dynamic organisation that seems to cope with the fast-paced need of the society. In order for the department to be successful, leaders and executives are required to create and follow the most suitable and workable strategic plan. Although the police executive has the vision, the function of guiding the agency toward organisational renewal and change is the responsibility of all managers. Major alteration in an organisation cannot rest with one individual but should be guided by teams under the supervision of strategic managers. Charrier (2004) also emphasised that police executives and leaders should scan their best talent pools for their respective command and support staff members who have the expertise, authority, integrity and competence to get the job done. Working well with the chief executive and top managers, strategic managers, offer added support in expediting change by educating, training, and marketing the compelling reasons for adjustment and transformation to management staff to make the vision a reality.

Police forces in various parts of the world have a significant history. In the United Kingdom, the largest police force is the Metropolitan Police Service. It was formed in 1829, when the “Metropolitan Police Act” was passed by parliament, which allowed the then Home Secretary, Sir Robert Peel, to found the Metropolitan Police. From inception, this force in the UK promoted the preventative role of the police as a deterrent to urban crime and disorder, with a primary role of keeping the “*Queen’s Peace*” (MOPC, 2015). This Metropolitan Police Service became a model for police forces in most countries such as the United States, and most of the British Empire. In the Lebanon, the modern police were established way back in 1861, with the creation of the “*Gendarmerie*” which is in principle, a military force charge with police duties among civilian populations (ISF, 2014). At the time, the creation of

those police forces in UK and Lebanon were based on compelling reasons. While the London force placed emphasis on civilian order and prevention of crime, the force in Lebanon was primarily a military force with duties amongst the civilian population, These are good indicator of ‘strategic thinking’ focusing on two different visions at that period of time.

According to Davis (2012) in 21st century, the strategic roles and practices of modernised law enforcement systems by different police agencies around the globe are engaging in a complex web of policing work and operations. This includes several functions including: promotion of safety to the community, traffic control, and responding to vehicular accidents, crime prevention, monitoring and preventing drug related and social related problems and incidents, and building strong partnerships and collaboration with different groups within the community. Furthermore, he stressed that with the strong knowledge of how agencies perform in different realms and areas, it is quite important to understand that this is also crucial knowledge for the leaders like municipal councils, mayors and other government entities to whom the law enforcement is accountable.

Davis (2012) also pointed out that unavoidable situations occur when budgets are tight and different public services are demanding funds. In these case, it is essential to present measurable and justifiable evidence that will ultimately provide rationale for the release of the budget needed. Because of the importance of justification, it is important for police executives to actually measure the performance, and use this as a tool to monitor the operations of the department and promote adherence to the existing policies of the agency as well as the strategic plans. By truly defining what is measured, and what can be measured in this area, leaders and executives send a signal to their command or subordinates regarding the activities that are actually important and should be given utmost priority in policing.

Likewise, Newham (2006) reaffirmed that the basic function of the state, is to ensure the security and safety of its citizenry, and police forces are organised and supported to carry out this basic mandate. And so, all the police officers are provided with police powers and authority, instructed in use of appropriate police weapons, and participate in rigid police training in order to enforce justly the governing laws of a particular country. The challenge is ensuring that these police powers are properly applied and the possible abuses are avoided. Thus, police forces

across the globe have been professionalised. This professionalization has involved the standardisation and regulation of policing, police recruit standards, and finally, developing better training and resources to ensure that police operations are all within the confines of the law.

Uchida (1979) pointed out that police as leaders are also encouraged to have higher levels of academic degrees. These academic capabilities and gained skills are necessary to conduct suitable researches as bases for strategic decisions and actions. In many countries, policing has been recognised as a professional occupation. While policing is recognised as a good professional career, this reality is also coupled with hesitation towards allowing too much political or public interference in the operational side of policing. Also, Walker (2001) observed and highlighted in the United States that almost the entire period of the last two centuries, those political representatives have been the main source of problems and issues in the police forces such as corruption and abuses of powers. While Bayley (1994) further highlighted that the primary responsibility for policing in the United States is still under the leadership of the US elected mayors and councillors, and yet many politicians are very cautious about being trapped interfering in police matters of operations. Walker (2001) also stressed his findings that even politicians who are well intentioned lack expertise and skills in relations to the complexity of policing works and systems, plus the policing management systems.

While the strategic roles of police and security organisations are greatly valued and recognised worldwide, there is also a challenge of embracing an effective and efficient system of police accountability. Thus, Interpol (2013) emphasised that the required legal actions or litigations among civilians are among the core elements of police accountability. That police accountability is also one of the reasons why change is necessary for police and security organisations. A rational illustration of the interplay between proceedings, training, renewed accountability and managerial deed can be found in the investigation of training policy. Likewise, it was noted that there was a dramatic increase in active and operational training and a strategic emphasis on training programmes implemented by various police departments worldwide.

Eck (2006) emphasised and consolidated the strategic roles of police forces anchored on *problem-oriented policing approaches* as guided by these three core

policing principles as follows:

a) *Empirical policing principle* - The public as the primary customer expects and requires that police forces manage well a broad scope of problems and concerns related to public safety, security and stability.

b) *Normative policing principle* - The police forces are presumed to decrease the incidence of recurring problems rather than simply reacting to the situations and thereby enforcing the existing criminal law of their respective country.

c) *Scientific policing principle* - The police forces must be trained and embraced about the importance of proper utilisation of the existing scientific approaches in preventing, reducing and solving crimes.

In summary, the overall strategic roles of police and security organisations are simply guided and inspired by the wisdom written in 1829 by Sir Richard Mayne of UK, and being utilised and shared up to the present time (MOPC, 2015):

The most important purpose of a well-organised police force is the crime deterrence and crime prevention; then effective detection, arrest and punishment of law breakers if crime is committed. All the efforts of police force must be focused to these key purposes. Protecting and depending life and property; preserving public tranquillity; and sustaining the absence of crime, will challenge and validate whether those efforts have been affirmative, and whether the key purposes for which the police forces were organised have been achieved.

2.3 Clear Strategic Direction for Police and Security Organisations

Aside from ADP, one of the good models and examples among the police and security organisations is the Victoria Police. Chief Commissioner of Victoria Police, Ken Lay has pointed out that the Vision for Victoria 2025 paves the way for defining clearly three strategic directions to improve public safety, and build stakeholders' confidence in the sustainability of peace and prosperity of the Victorian community through their support for Victoria Police. The three strategic directions are as follows: a) better alignment and allocation of needed resources through a creative and innovative police operational model; b) level up police response capability through organisational reform and the use of effective and

efficient policing technology; and c) strengthening partnerships with the key stakeholders (Victoria Police, 2014).

Any organisation with clear strategic direction is considered to hold an advantageous position. Thus, defining clearly the strategic direction for police and security organisation is an essential requirement in the process of strategic management. The strategic direction is projected and expressed by the statements of vision, mission and core values. Munroe (2005) pointed out that *a compelling vision statement is working as a good source of discipline and the mother of inspiring leadership*. This means that a compelling vision statement as applied for police and security organisations is expected to be inspiring and challenging, in addition to reinforcing the required culture of discipline. The vision statement should embrace strongly the culture and lifestyle of excellence in leadership engagement in order to strengthen policing work. Similarly, an effective strategy formulation begins by revisiting and then enriching by customising and restating the current vision statement to be more compelling for the leaders, managers and employees of a particular organisation (Strickland & Thompson, 2001; Morato, Jr. 2006). Furthermore, according to David (2011) a compelling vision statement should answer this basic question: *What should be the ideal outcome for the organisation to become? Or what should be the compelling reason of existence of the organisation?* Visioning is customised when applied to police force as a government security organisation. Visioning is also considered as an opportunity to harness the power of imagination. Albert Einstein pointed out that *'imagination is greater than knowledge.'* Thus, a good vision should be stated preferably by using simple words that creates a powerful meaning and image in the hearts and minds of all the stakeholders of the organisation.

The above-mentioned wisdoms reaffirmed the fundamental importance of compelling vision, which unlocks the positive emotions of oneness, and inspires the leaders, managers and employees of a particular police organisation, and leads them to generate good decisions and great actions. Robert Collier pointed out that a compelling vision provides someone the instinct to identify the vision your own and while Joel A. Barker reminded that vision without action is simply a daydream; while action without vision just allows the time to pass by; and vision with action can change the realm of life. Understanding the value of a compelling vision also affirms the strong relevance of the book authored by the Ruler of Dubai,

HH Sheikh Mohammed bin Rashid, who is also the UAE Vice President and Prime Minister. This book is entitled as *“My Vision - Challenges in the Race for Excellence.”*

As to the formulation of mission statement, David (2011) suggested utilising nine (9) components such as *customer; value of services; positioning; technology; concern for stability, growth and stewardship; philosophy; self-concept; concern for public image; and concern for personnel* as guidelines. While King & Cleland (1979) shared these six (6) parameters for formulating mission statement such as harmony with mandate of the organisation; basis for resources allocation; direction for providing organisational leadership; basis for creating priority objectives, key performance indicators for each key result areas; and the basis for designing suitable performance measurement standards. According to Morato, Jr. (2006) the mission statement reveals the fundamental purpose - telling why the organisation was created or existed. The said definition and guidelines for the formulation of a mission statement can be utilised by the ADP as guidelines for evaluating their current mission statement.

As to the defined core values of any organisation, these are the beliefs that organisation has declared; these also served as its guiding principles. These core values should not be compromised by the organisation and their employees. According to Schermerhorn et al (2000) organisational values serve as the preferred behaviour guiding the employees, and allowing in harnessing their deepest and strongest realms as individuals in order to inspire, shield and push forward the journey of their organisation. Like the ADP, many police organisations worldwide have clearly defined and declared their preferred core values as part of their strategic directions, which are normally included in their organisational charter.

2.4 Strategic Planning for Police and Security Organisations

Strategic planning is a prescribed exercise of most top organisations. The regular planning happens for almost all of the business organisations and even for the police force as a government security organisation. The strategic planning process defines how things will be done. Also, Boxall & Purcell (2003) explained that strategy is a common DNA of all successful organisations. It is better if the strategy is well written, disseminated and applied. Strategy also promotes the

desirable behaviours and attitudes to leverage the forces and factors of the working environment. Strategic planning system simply defines specific management activity that is applied to create organisational priorities, allocate right resources, enhance operations, engaging the employees and key stakeholders in order to work together to realise the strategic goals. Similarly as a process, it ensures that there is a clear agreement about intended outcomes and results, and that the police force has the ability to respond to the changing factors of the internal and external working environments affecting the police force as a security organisation. In summary, strategic planning is a system of management discipline and of organised and well structured works that formulate strategic decisions and actions to make the organisation successful (Bryson, 2011).

The above-cited and reviewed definitions of strategic planning easily reflect the aspiration of ADP GHQ. However, it is the level of maturity of any police and security organisations that will impact on the effectiveness of the execution of a formulated strategy. Furthermore, effective strategic planning articulates the direction of the journey of an organisation, and the strategic actions required in moving forward. Thus, this helps police and security organisations to measure the progress. Also, a suitable strategic plan is utilised to create understanding and acceptance of the mission, vision and core values of a particular police and security organisation. The structure should include planned actions to realise the set strategic goals, plus essential factors and elements identified in the strategic planning sessions. Several police forces as government security organisations, used these five main components:

- 1) Shared vision, clear mission with inspiring core values
- 2) Strategic themes and desired outcomes
- 3) Specific objectives (These are formulated to help translate the strategy into actions, and monitor the progress by using performance metrics)
- 4) Performance metrics (These serves as a tracking system against targets, basis to validate achievements, identify issues and problems and take initiatives to resolve issues and mitigate any potential risks)
- 5) Strategic initiatives (These will convert the strategy into planned projects with clear activities, which require successful implementation)

Strategic planning has become widespread across the world, however

practices in the field show that in some sectors the strategy development process presents difficulties. Ironically, a government can end up wasting resources on an effort that will not deliver the desired outcomes if they create an unfocused strategy. A number of authors have reported that if a government focuses on the creation of a more targeted strategy, this is likely to result in an energised organisation. The organisation focuses towards the delivery of the mission, creating a fully integrated system in which the strategic plan becomes a reference to measure progress, and there are clear lines of accountability (Steiner, 1979; Lipman & Lipman, 2006; Bryson, 2011).

These authors demonstrate how important a strategy is for an organisation to progress and achieve results. However; this is based on the western world, and the culture, and leadership and operating model of the police service. Many organisations fall into what Ahoy (1998), described as the “*trap*” where most of the organisational time is spent reacting to unexpected change instead of anticipating, preparing and planning for this change using a carefully crafted strategy. This is referred to as “*crisis management*”. Ahoy (1998) also identified that organisations caught off guard usually spend time and energy playing catch up and coping with the current problems, and have little energy left to anticipate and prepare for the next organisational challenge. And accordingly, this cycle of reacting to immediate problems will lock many organisations into a reactive posture and mode, and causing them to function like a trapped animal.

On the other hand, according to Smith (1994), a sound strategic planning process is considered common in the private firms where different models have been originated and enriched further. The adaption by public organisations expanded over the years. Osborne & Gaebler (1992) reported that the public sector had faced large-scale reform as a direct result of the increased awareness of quality systems in the private sector. Also strategic planning systems appeared to be a tool of new innovations of management systems designed to transform and rebrand the public organisations. And finally as a management system, this has been tested as an effective tool of management in transforming the bureaucracies of government bodies, and allowing them to become more proactive, sensible and effective innovator of public goods and services.

Those authors identify the importance of strategic planning in developing and

modernising an organisation and assisting them to become more responsive public administrators; however, once again those authors have focused on the Western World. Other researches like this study are also considered useful especially to the many Middle East police and security organisations, but consideration will have to be given to the culture, leadership, operational model (particularly delegated authorities) and levels of decision making.

In the 1980's, there were police initiatives across the globe, directed at improving operational effectiveness and efficiency, which have not fully delivered the intended results and outcomes. For example, there was policing by objectives. This was described by the authors as a systematic method that could help managers handle their organizations more effectively and for better results. Based on a generic process designed primarily for use in business firms and industries, policing by objectives has been extensively modified and improved to take into account the extraordinary management problems inherent in the police organisation as service provider for safety and security (Lubans & Edgar, 1979). Furthermore, Lubans & Edgar (1979) also explained and emphasised the importance of the process of strategic planning, implementing, monitoring and reviewing the progress of those planned strategies in terms of specific programmes, activities and tasks of a police and security organisation oriented towards the achievement of the desired end-results.

According Morato (2006) the essential dictum of strategic planning process is *always starting with the creation of end in mind*. Furthermore, he explained that the *strategic planning process* is a discipline of analysing and selecting the best strategy among the identified strategy alternatives as means in achieving the set organisational goals and objectives as applied to police and security organisations. Charrier (2004) explained further that strategic planning should also allow the integration of other management systems in order improve operational efficiencies through the proper identification of pressing internal issues and critical external influences that affect and hinder the organisational growth and development of specific police and security organisation. Thus, the researcher also reaffirmed the value of the wisdom that an organisation with 'a *good strategic plan is considered fifty percent done*' while an organisation that '*fail to plan has also plan to fail*' and so strategic planning is very important, and requires commitment and competence of the people involved in the police and security organisations.

2.5 Indicators of Good Strategic Management Practices

Several good indicators have been made in order to illustrate the probably most ideal strategic plan and strategic management process that can be generally applied. However, the indicators identified and given may vary depending on the type of organisation. There are organisations that require less complicated indicators. On the contrary, other organisations require more specific indicators, and sub-indicators are sometimes needed in order to fully identify whether certain goals, set parameters and standards have been met. Indicators are very important in every organisation, but its details and characteristics vary from time to time. Hence, it depends on the organisation on what indicators will be utilised to gain the benefits needed. Moreover, when organisations utilise certain indicators, it can be different with the indicators utilised by the same organisation at some point. Again, it depends on the current need of the company or the organisation, and it highly depends as well on the different goals, parameters and standards to be evaluated.

The United Nations Industrial Development Organisation (2010) identified five key factors affecting the heart and soul of strategic management practices. These factors include: clarity of vision and mission statements; leadership decision-makers and their strategic roles; synergy of formulated strategy; quality of organisational control, decision-making and governance; and practice of the value of accountability and transparency with different stakeholders.

On the other hand, Morato, Jr. (2006) emphasised that good strategic management practices can be detected by evaluating the interrelationships and the level of consistency of four components. The first component is the strategic directions in terms of vision, mission, core values, strategic priorities and specific objectives, and key performance indicators in each key result area as set by the organisation. The second component is the decided strategies, which have been translated into programmes, activities and tasks. The third component is the fitness of the organisation in terms of organisational structure, management systems and resources allocation. Finally, the fourth component is the people in the organisation, and measured in terms of their level of commitment, capabilities and work attitudes.

Warren (2012) identified seven major steps and components as good

indication of integrated and sound strategic management system. He defined these steps and components as follows: a) holistic and comprehensive analysis and inventory of the internal factors affecting the organisation; b) integrated development of the strategic plan with concerted and team effort formulating the shared vision, mission and core values; c) integration and validation of all internal and external factors with adequate allocated resources in order to ensure the success of strategy implementation; d) good management of the strategy implementation process; e) regular and ongoing monitoring and assessment to ensure consistency and accountability; f) periodic calibrate when necessary to effect tactical and strategic changes in the strategic plan; and g) effective communication, which ensures all the key stakeholders about the progress of the organisation in relation to the overall strategy.

Interestingly, Rumelt (2011) summarised three essential components and indicators of crafted strategies, namely: a) good diagnosis and insights about the situation; b) sound guiding policy based on the diagnosis of the situation; and c) unified and logical actions to reinforce the realisation of the guiding policy.

Also, in a study conducted in New Zealand (Matheson, Scanlan & Tanner, n.d.), the indicators that would highly suggest an effective strategic management plan and practices include simplicity and being selective in specific aspects; unity between different parties involved; continuous improvement of the process and the strategic plan; and capability to manage the planned change. While Grant et al (2011) emphasised that effective and efficient logistics system cum proper utilisation of resources is a good indicator of an effective strategic management system because these are considered crucial strategic inputs and neutral in nature.

Heyer (2013) suggested seven strategic indicators in assessing police organisations' capability either reinforcing as "*shapers or adaptors*" based on the fast pace change of their respective working environment. These seven strategic indicators are as follows: a) police leadership; b) stakeholders' alliances and partnerships; c) effective and efficient governance; d) adequate and suitable staffing system; e) use of appropriate policing technologies; f) intelligence and information system; and g) performance management and accountability system. Most likely, the higher the ratings of those seven strategic indicators also mean the better the capability of the police organisation in shaping the good future of policing, and not

merely serving as adapters.

2.6 The Common and Uncommon Perspectives about Strategy

The majority of the published literature on the subject of strategic management is based on Western organisations and written by Western authors. Arab literature on the subject is sparse and rarely is it published in mainstream literature. This being said, most published books attempt to define the word “strategy” and its essential elements such as strategic goals, issues of people, global concerns, structural change, quality system, values and culture, resources allocation, and leadership.

One of the pioneering definitions of “strategy” was developed by US business historian Chandler (1962). He defines strategy as “the determination of the basic long-term goals and objectives of an enterprise and the adaption of courses of action and the allocation of resources necessary for carrying out those goals.” This definition has survived the challenges, and is still significant in modern times for all organisations. Another definition offered by Schuler (1992) identified the importance of individuals in the process. He points out that strategy is composed of “All those activities affecting the behaviour of individuals in their efforts to formulate and implement the strategic needs of business.” While on the other hand, Wright & McMahan (1992) viewed strategy to be more of leading with the right people; the patterns of well-planned human capital and resources; and the implementation of well-thought activities in order to realise the set business objectives.

With yet another viewpoint, Goold & Campbell (1991) argued that strategy is focused on “people who are more motivated, and then work more intelligently if they believe in what they are doing, and trust the organisation they are working with.” They also stated and emphasised that commitment and inspiration can also originate from “clear strategy, from the honour of being the best, and the thrill of winning.” Strategy needs to be contextualised in relations to mission statement of a particular organisation. Moreover, Peter Drucker (1994) also relates the term strategy focusing on the sustaining the viability of the firm. Many of these

scholarly articles will be of use to the Arab world, but it should be recognised that whilst the strategic management practices may have similarities, the leadership culture and the operating environment, and government direction and control are very different in many aspects. Likewise, it must be recognised that there are bad strategies and good strategies. Bad strategy simply disregards the power of selecting the right strategy based on available choices, and the power of strategy focus (Rumelt 2011).

Moreover, the definition of strategy changes from scholar to scholar (Porter, 1985). While there are several definitions, there is no agreed upon way to define strategy. Interpretation of the definition is based on the methodological preference of each writer (Robson, 1998). Likewise, Boxall & Purcell (2003) argued and emphasised that strategy is concerned with organisational performance and differs from strategic plans. While, according to Hambrick & Fredrickson (2001) many experts and scholars have developed countless models, tools and frameworks for assessing and selecting strategic choices. Another leading strategy guru in the person of Hamel (2000) emphasised that best strategy is focused on achieving radical change, and being able to help in conceiving an inspiring vision for the future as being a leader and not as a follower and enjoying the comfort zone.

Moreover, Hamel (2000) also shared and recommended this formula of winning strategy that “winning strategy = foresight + vision.” Thus, according to Kerr (2000) with his findings that 90 percent of the organisations fail to implement strategy, only 5 percent of the employees appreciate the defined strategy of their respective organisation; only 25 percent of managers have rewards and incentives interrelated to strategy; 60 percent of organisations do not connect budgets to strategy; and 85 percent of executives devote less than an hour per month on strategy review, monitoring and implementation. While, Grant et al (2011) shared that strategy are selected decisions and actions of the organisation. And then Rumelt (2011) believed that good strategy is logical and unified action supported by analysed factors of internal and external working environment.

2.7 Challenges of Different Strategic Management Models

Strategic management is considered as an effective management

system to empower specific organisation. Strategic management strengthens organisational performances based on strategic decisions and actions, which have resulted from strategic planning, implementation and evaluation. Bryson (2011) described strategic management as a tool that helps an organisation refocuses passion and energy; ensures that stakeholders are engaged and working together to achieve the set goals; and allows an organisation to calibrate the strategic directions in responding to the forces of the working environment. Strategic management is also described as an inclusive pattern of progressive organisational development processes and activities; used to strengthen the alignment of resources and people with strategies as guided by organisational vision, mission and core values. Likewise, this strategic activity converts the action plan into a system with suitable metrics to manage performance.

Wheelen & Hunger (1984) also reported that strategic management is a set of big strategic decisions and organised actions that determine and achieve those set performance standards by a particular organisation. Common stages focused on the strategy formulation, execution, monitoring and evaluation of strategy. Likewise, the strategic management system is an ongoing process of strategic discipline, and not a one shot deal. The figure below shows the four main components of strategic management that should be carried out in chronological order:

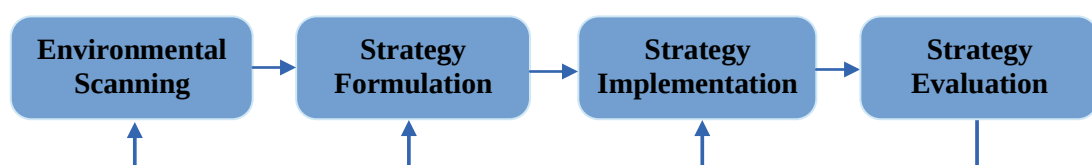


Figure 9 - Four Components of Strategic Management Process

Environmental Scanning is a term used to describe the process of collection, scrutiny and provision of suitable inputs to define the strategic forces and factors. It's useful in analysing the forces and factors of internal and external environments affecting the organisation. The SWOT and PESTLE analyses plus benchmarking other organisations are used for scanning tools. The findings from the environmental scan should be continually evaluated with a view to continuous improvement.

Strategy Formulation is a system and process of selecting sound strategic course of action in achieving the set strategic goals and priorities. The second stage involves six main steps: setting organisational objectives; evaluating the environment which impacts on the organisation; setting quantitative targets; identifying departmental strategies; performance analysis (the gap between the planned or desired performance); and the strategy choices and selection of the best approach.

Strategy Implementation is about ensuring the selected strategy will work as planned and expected in executing the best strategy. This third stage includes the following steps: designing the organisation's structure; aligning and deploying the right resources to push the planned activities; supporting best strategy with enabling policies; implement programmes with continuous improvement; aligning reward structure and programmes in achieving desired results, and in building leadership.

Strategy Evaluation as the fourth and final step of the process of strategic management, which consists of the following steps: fixing performance benchmarks; measurement of performance; analysing variance; and taking corrective actions.

According to David (2011), that a good strategic management system is also serving as a self-reflecting tool that enables the entire organisation to see the greater picture of different possibilities including opportunities as well as threats and create solutions to forecasted problems and predicaments. While Stoney (2001) shared the evolution of strategic management system into a classy and yet powerful tool. Also, Stahl & Grigsby (1992) have reported that competent people are required in order for the strategic management process to become fruitful and successful. The senior management team of an organisation has a responsibility to ensure the successful implementation and execution of a strategy. Hunger & Wheelen (2003) noted that to be effective, then people at all levels in an organisation are required to participate in the process of strategic management. They also point out that this processes involved: getting critical information through environmental scanning; and proposing changes and selecting strategies. Programming should be based on environment changes and shifts, which embrace process improvement

through continuously; adapting suitable policies and procedures; and assessing by using new techniques. On the other hand, Sharplin (1985) emphasised that strategic management is a system relating to the organisation responding effectively to the external environmental forces. The external environment includes these components: political, economic and technological. Other components of external environment include: social, legal and environment.

Moreover, many of the models of strategic management were introduced by Sharplin (1985); Greenley (1989); Carton & Peter (1991); Stahl & Grigsby (1992); David (1997); and Hunger & Wheelen (2003). Then *Table 2* below illustrates the comparison between these six different strategic management models.

Table 2 - Comparison of Six Different Strategic Management Models

Authors Stages	Sharplin 1985 (Two Stages)	Greenley 1989 (Four Stages)	Certo & Peter 1991 (Five Stages)	Stahl & Grigsby 1992 (Three Stages)	David 1997 (Three Stages)	Hunger & Wheelen 2003 (Four Stages)
Analysis of Environment		✓	✓			✓
Strategy	✓	✓	✓	✓	✓	✓
Strategy Formulation		✓	✓			
Implementing Organisational Strategy	✓	✓	✓	✓	✓	✓
Strategic Control System			✓	✓	✓	✓

The stages outlined in Table 2 could be applied to any public or private sector organisation. The number of phases varied depending on the author being adapted and utilised. Likewise, in the case of David (1997), the environmental analysis phase is included in the strategy formulation or planning stage.

Moreover, Grant et al (2011) also emphasised the value of the works of Mintzberg's about contemporary concept of strategic management specifically the relevance of five P's in managing well the organisational strategy. The five P's are as follows: first P is the logical course of action, which is the plan; second P is the outwitting of the enemies or opponents by manoeuvring, which is the ploy; third P is the organised stream of actions, which is the pattern; fourth P is the leveraging the

working environment, which is the position; and fifth P is the organisation's shared and collective mind-set, which is the perspective. This means that strategic management system requires discipline in integrating those five P's as key factors.

As to the contemporary framework of evaluating the maturity of the strategic management system, there are five progressive scales that serve as classification for each level of maturity of any existing strategic management system being practiced by a particular organisation. According to Balanced Scorecard Institute (2015), these five scales of maturity with general description are as follows:

Scale 1 - Prevailing conditions are classified as Static and Ad Hoc

Scale 2 - Prevailing conditions are classified as Reactive

Scale 3 - Prevailing conditions are classified as Proactive and Structured

Scale 4 - Prevailing conditions are classified as Focused and Managing Well

Scale 5 - Prevailing conditions are classified as Improving Continuously

The Figure 4 below shows the five scales progressive version of strategic management maturity framework in terms of the scale of maturity as applied for evaluating each dimension (Balanced Scorecard Institute, 2015).

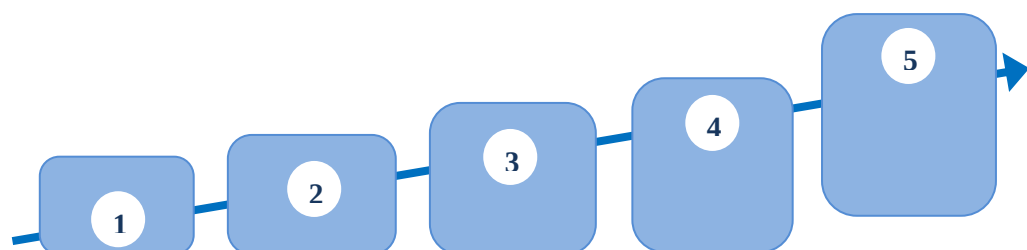


Figure 10 - Five Scales of Strategic Management Maturity

(Source: Balance Scorecard Institute, 2015)

Scale 1 - Static and Ad Hoc. This scale of maturity connotes that the specific organisation being evaluated does not have any formal strategic planning or management system. Likewise, the organisation tends to plan in a temporary and uncontrolled manner at the operational or even at the tactical level and, this is

normally carried out behind closed doors by senior management. The leaders in this Scale 1 of maturity spend the most of their time focusing on issues of operations and other related immediate issues, and yet never addressing long-term strategy.

Scale 2 - Reactive. This scale of maturity describes that an organisation has some of the crucial elements of effective strategic planning and management, but they are usually used but not a consistent in manners, and repeatedly with poor results. The planning system offers questionable accuracy, and usually occurs as reply to an event or to just meet a leader's need and want. The organisation may measure performance and progress to assess and identify development needs. Reactions are done to comply with a routine policy that is not usually observed.

Scale 3 - Being Proactive and Structured. This scale of maturity indicates that the organisation being evaluated has practiced new development processes and structures in order to engage effectively and appropriately the strategic management and planning system. Those involved activities occurred on a frequent manner and then usually adjusted to the next level of improvement. Performance measurement is taken seriously, and linked with best strategy and employees' accountability.

Scale 4 - Focused and Managing Well. This scale of maturity describes an organisation where the strategy delivers the strategic priorities, strategic decisions and actions for the success of the organisation. Performance standards and methods are generally implemented, and the leaders are engaging formally the employees in developing the process and in measuring performances. The accountability system of assigned personnel reinforces the importance of performance standards as measures of the success of a particular organisation.

Scale 5 - Improving Continuously. This scale of maturity indicates that specific organisation being evaluated continually for improvement. This scale affirmed that strategic management and planning system is part of the culture and lifestyle of excellence of the organisation. The continuous improvement of organisational performance is evaluated regularly. Likewise, the organisation also analysed the progress of performances in achieving set goals and objectives. The review process also determined the level of effectiveness and efficiency of the performance of the organisation. Assessment results, provide opportunities to adapt

and integrate new and innovative approaches. Finally, excellence as a way of life drives strong commitment to meet the maximum of level of organisational performance.

This five scales model guides the organisation for planning strategic improvements, which will help push forward the organisation to the next scale of maturity. This framework also helps in prioritising the strategic interventions. This also serves as good criteria for evaluating the existing conditions of the strategic management practices or SMP in the ADP.

2.8 The Balanced Scorecard and the Some Selected Adapters

With an increased emphasis on accountability, many public bodies have had to introduce a new model for managing publicly funded resources. Many organisations have used a performance management tool known as a “*balanced scorecard*.” Having a strategy is not good enough, it is essential that an organisation has a clear vision on how the strategy will create value. The key steps necessary to implement a strategy must have a strong commitment of the top management executives. A study has indicated that this is one of the common pitfalls to the successful execution of a strategy.

According to the Balanced Scorecard Institute (2015) many organisations are committed to performance-based management, and wanted to move from “*control and compliance*” to “*performance accountability*”. This required a significant *cultural shift*. The diagram below shows what is required from *control and compliance* going to *performance accountability*:

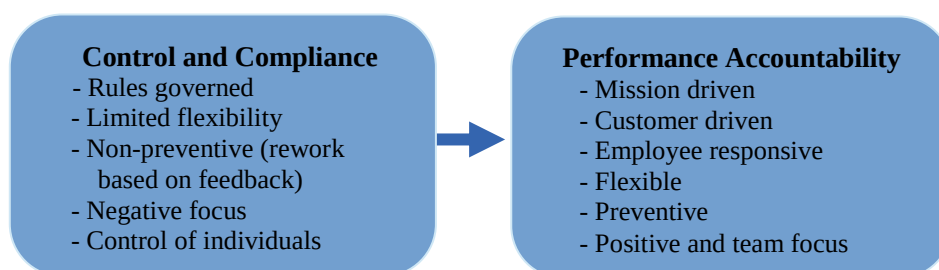


Figure 11 - Organisation's Cultural Shift Requirements

(Source: Balanced Scorecard Institute, 2015)

According to the Balanced Scorecard Institute (2015) that BSC as a tool of management is serving an aid in delivering the strategy by clearly illustrating the interrelationships of key measures of performance. The BSC model is inspired by the actual observation of traditional performance management systems. This observation was largely based upon the indicators of financial performance, and not more than enough to steer up the future of the organisations. The said finance-based performance metrics have been analysed having many implications as follows:

Focusing on the outcomes. This indicator only alerts us when things have gone wrong and includes turnover and profit.

Drivers of business success. Financial indicators alone cannot evaluate and quantify the element that builds the customer value, which generates revenues of the organisation. Thus, a more holistic approach is required which will help managers to examine the corporate health of the organisation.

Strategy into action. This is another area that failed historically in financially based performance measurement approaches.

Strategic involvement, communication and sense of ownership. The old financial-based plans were difficult to disseminate with all parts of the organisation.

And so, Kaplan & Norton (1992) originated and shared the framework of balanced scorecard in the Harvard Business Review of 1992. This write up was centred on research results about measuring performance in organisations, whose intangible assets took a critical function in the value creation process of different organisations. Likewise, Kaplan & Norton (1992) also emphasised that if the organisations desired to improve the management system of their respective intangible resources, then that particular organisation must incorporate the measurement of intangible resources into their management systems. As results of the publication of the article in the Harvard Business Review of 1992, then several companies adapted the balanced scorecard as a new tool for their strategic performance management system, which also allowed the researchers to gain deeper and wider insights about the benefits and potentials of the application of the BSC. Furthermore, according to Kaplan (2010) that for more than fifteen years and onwards, the balanced scorecard as it was utilised by thousands of public, private and non-profit organisations across the globe, which increased and widened

the model into a management system for defining, connecting and executing strategy.

Kaplan & Norton's interest in using measurement to drive business performance improvements was inspired and founded based on the belief shared more than a century by a prominent British Scientist in the person of Lord Kelvin, and he said I often share that when you can quantify what you are talking about, and translate it in numbers and figures, then you discern a bit about it; but when you cannot qualify it, when you cannot translate it in figures and numbers, your understanding is of a poor and inadequate level. If you cannot quantify and qualify it, then you cannot expand and develop it.

Kaplan & Norton (1992) emphasised and reported that the BSC framework is more than the use of financial performance metrics, which incorporates the three important development perspectives in the organisation, namely:

The Perspective of Customers. Recent management philosophy has shown how important customer experience and total satisfaction is for any type of business. The development of satisfaction metrics should involve analysing the typology of customers, and the type of processes involved, which the organisation is delivering a specific product and service to these different customer groups.

The Perspective of Business Process. This is about the internal business processes of the organisation. In this perspective, the metrics provided the managers with business performance management information, and whether the services satisfied the customer standards, which is usually the mission. The performance metrics must be designed carefully by the team of people who know well the processes involved. According to Kaplan & Norton (1992) that customer-based metrics are imperative and vital. However, these must be converted into suitable measures in order to satisfy the customer expectations. In any case superb customer performance originates from processes involved, clear decisions, and actions happening in the entire organisation. Managers should focus in that crucial internal system that facilitates to satisfy the customer needs and wants.

The Learning and Growth Perspective. This contains employees' development and organisation culture and values, which are linked to organisational and individual development system. The knowledge-based organisation treasures human capital as an agent of change and transformation. The human capital is the

prime mover, which creates the intellectual assets of the organisation. The fast pace rates of technological developments, force the organisations to be updated and embrace the principle of continuous improvement and growth. Learning and growth metrics can be designed and used to guide the management group in supporting well the human capital development in order to ensure meeting the demand of core business. Kaplan & Norton (1992) also emphasised that “*learning*” is greater than “*training*” per se. Learning and growth also contains communication among employees with winning coaches and mentors in the organisation, and includes technological tools known as high performance work systems. The *Figure 6* below shows the framework of the BSC, converting strategy and vision as fuelled by the four essential perspectives.

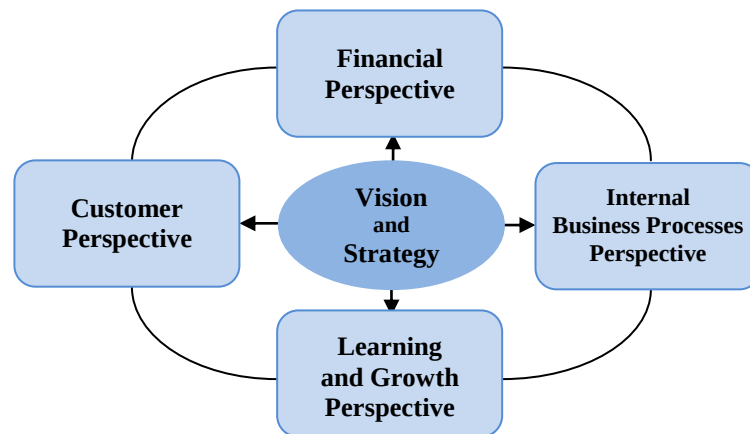


Figure 12 - Balanced Scorecard Framework

(Source: Balanced Scorecard Institute, 2015)

The balanced scorecard illustrates the strategy of the organisation and helps to identify the links between the goals and the required activities. It allows the organisation to understand and appreciate what is really happening and inspires those employees about their involvement in the process. If the correct and appropriate information and data are inputted into the system, it will help facilitate the right attention for the needed change and the required learning process with healthy cause and effect relationships. The Balanced Scorecard Institute (2015) identified nine key steps to designing and building a balanced scorecard. These nine key steps are as follows:

Assessment. The *first step* starts with an organisation carrying out an internal and external strategic assessment. Included in this step, is an assessment of the organisation’s mission and vision, challengers, enablers and values. The *first*

step also includes the preparation of an organisational change management plan and creation of a focused communication system to identify key messages, communication channels, and key stakeholders and enablers (Balanced Scorecard Institute, 2015).

Strategy. The *second step* focuses on the elements of the strategy including strategic results, strategic themes, and perspectives. The *second step* helps in developing the attention on service delivery to the customer needs, which also aligns to the organisation's value proposition. The strategy outlines are the most appropriate and agreed way for an organisation to achieve its vision and mission, whilst satisfying its customers, stakeholders and employees. A strategy answers this broad question: "*what approach should an organisation pursue to get the desired results?*" (Balanced Scorecard Institute, 2015). Likewise, there are a number of possible causes of strategic failure in an organisation such as the management style, conflicting priorities, unclear strategy and ineffective senior management team, poor communication, poor business coordination across business units or functions and poor leadership skills (Balanced Scorecard Institute, 2015). Moreover, many organisations have moved away from the traditional model of strategic planning to one which includes the following elements: customer and stakeholder needs, customer value proposition, strategic themes, strategic results, strategic perspectives and strategic objectives (Balanced Scorecard Institute, 2015).

Objectives. The *third step* is setting the strategic objectives. Strategic objectives are the building blocks of the strategy, and make up the detailed plans that describe the tasks that have to be accomplished to achieve strategic results. Likewise, these strategic objectives are used to break strategic themes into activities that lead to the strategic key results or the strategic outcomes. The characteristics of good strategic objectives include the following: action oriented activities, continuous improvement potential and easy to understand, which serves as a simple statement of intent that needs to be achieved (Balanced Scorecard Institute, 2015).

Strategy Map. The *fourth step* is the creation of strategy map. A strategy map is an important business tool for communicating internally and externally in an organisation. This strategy map defines the causal relationship among objectives leading to results and helps create a balance among objectives, performance measures and initiatives. The strategy map also helps to visualise the logical consistency of the scorecard and helps to align an organisation around

strategy. A customised strategy map is important as this shows how organisational value is created by “*mapping*” the cause and effect relationships among the strategic objectives. Furthermore, a strategic map is a disciplined way of linking results (the outcome) and the drivers of outcomes. It also encourages balancing performance measures, tangible and intangible assets, and the financial and non-financial objectives (Balanced Scorecard Institute, 2015).

Performance Measures. The *fifth step* is defining the performance measures. Performance measures are developed for each of the strategic objectives. These measures are needed for the following: to ensure the implementation and effectiveness of an organisation’s strategy is monitored; to determine the gap between actual and targeted performance; and to determine the organisation effectiveness and operational efficiency. Likewise, any organisation needs performance measures to monitor the implementation and the effectiveness of the strategy; determines the gaps between actual and targeted performance; and determines organisational effectiveness and operational efficiency. These performance measures include the following ten dimensions: quality, time, economics, competence, effectiveness, completeness, efficiency, satisfaction, governance, and compliance (Balanced Scorecard Institute, 2015).

Strategic Initiatives. The *sixth step* is identifying the strategic initiatives. The strategic Initiatives are turning the strategy into actions. Each initiative must be clearly defined before it can be assessed and measured. There are four components used to describe an initiative: a) scope; b) opportunity description; c) deliverables; and d) requirements. Initiatives should be in line with the strategic vision and mission of the organisation. The characteristics of good strategic initiatives include two factors. First, the strategic initiatives are new or existing short or long-term strategic projects and second, they are activities identified during the scorecard development process that will improve performance in strategic objectives (Balanced Scorecard Institute, 2015).

Performance Analysis. The *seventh step* is the implementation phase when performance measurement software is applied to ensure that the right people have accurate, up to date and timely performance information. Moreover, the automation system allows an organisation to add structure and governance to the implementation process for the balanced scorecard system. It also helps an organisation to transform vast amounts of corporate data into information and

knowledge, enabling performance information to be communicated, and better decisions to be made based on accurate, accessible data (Balanced Scorecard Institute, 2015).

Alignment. This *eighth step* involves the cascading of the high-level scorecard down into business and support unit scorecards. This cascading process allows a high level strategy to be translated into lower level objectives, measures and operational details, and will be critical to organisational alignment between strategy and performance measures at all levels in the organisation. The Balanced Scorecard Institute reports that, as the scorecard management system is cascaded down through an organisation, the objectives and performance measures are applied well. Governance and accountability for the objectives are usually defined at each level, and greater emphasis is placed on results, and that the strategies required to deliver these are communicated to all employees (Balanced Scorecard Institute, 2015).

Evaluation. The *ninth and last step* is the evaluation. Evaluation system is an essential part of building a balanced scorecard. During the evaluation process, the organisation seeks to answer the following questions: a) Are our strategies working? b) Are they producing the desired results? c) Are we measuring the right things? d) Has our environment changed? e) Is the budget aligned to the strategy? (Balanced Scorecard Institute, 2015). Likewise, the originators of the BSC pointed out that as companies applied the BSC framework, a fundamental change in the underlying assumptions about performance measurement also occurred (Kaplan & Norton, 1992). Strategy and vision were now placed at the centre and while goals were established whilst assuming that people will adopt the appropriate behaviours and take the necessary actions to achieve these goals. The measures are designed to propel people towards the overall vision of the organisation.

Likewise, Kaplan & Norton (1992) also reported that “*the balanced scorecard keeps companies looking - and moving- forward instead of backward.*” The original design of a balanced scorecard performance system has been adapted to cover public services as illustrated below:

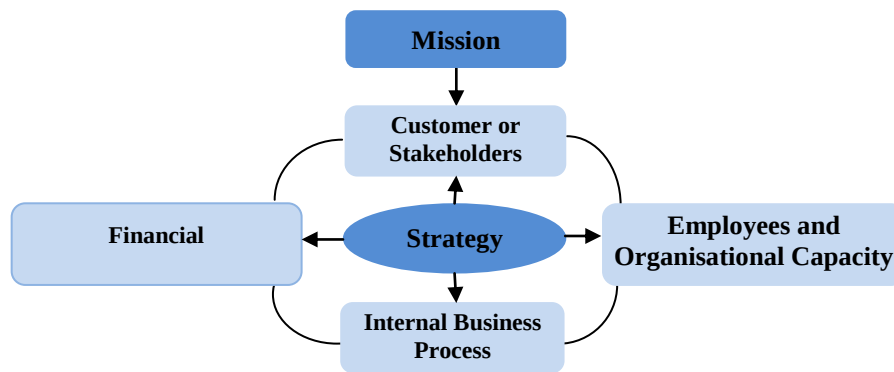


Figure 13 - Original Design of Balanced Scorecard Framework

(Source: Kaplan & Norton, 1992)

The early adapters of the *Balanced Scorecard* or BSC used the perspectives that were presented in a four box model as outlined above, and this was used to provide performance management dashboards, providing organisations with a more comprehensive view of performance indicators across the four domains. Over the years, the BSC has developed with the four- box model being superseded by a “Strategy Map” which now sits at the heart of modern BSC. In a strategy map, the four perspectives are placed relative to one other to show that the objectives support each other and that delivering high performance in one perspective can only be achieved by delivering and achieving the objectives in the other perspective. In a strategy map, an organisation creates a map of interlinked objectives.

A good example of a BSC for a national security force and strategy map can be seen below, and is the one developed and utilised by the Department of National Defence in Canada. According to Gillis (2004), one of the main characteristics of this organization’s performance management framework is the Balanced Scorecard. As the main purpose of the defence force is delivering improved national security services for citizens, the Canadian Department of National Defence Balanced Scorecard perspectives correspond to the four key areas outlined below:

- Determine the future defence security outcomes
- Deliver defence outputs
- Manage program resources, and
- Professional, effective and sustainable defence team.

In the Canadian Department of National Defence Strategy Map, for each of the perspectives, key strategic objectives were established, and then the cause and effect linkages were identified between each of the perspectives. Key performance Indicators were then developed for each of the perspectives, ensuring that there was a clear link to the strategic goals with the Defence Task and Change Initiatives (Gillis, 2004)).

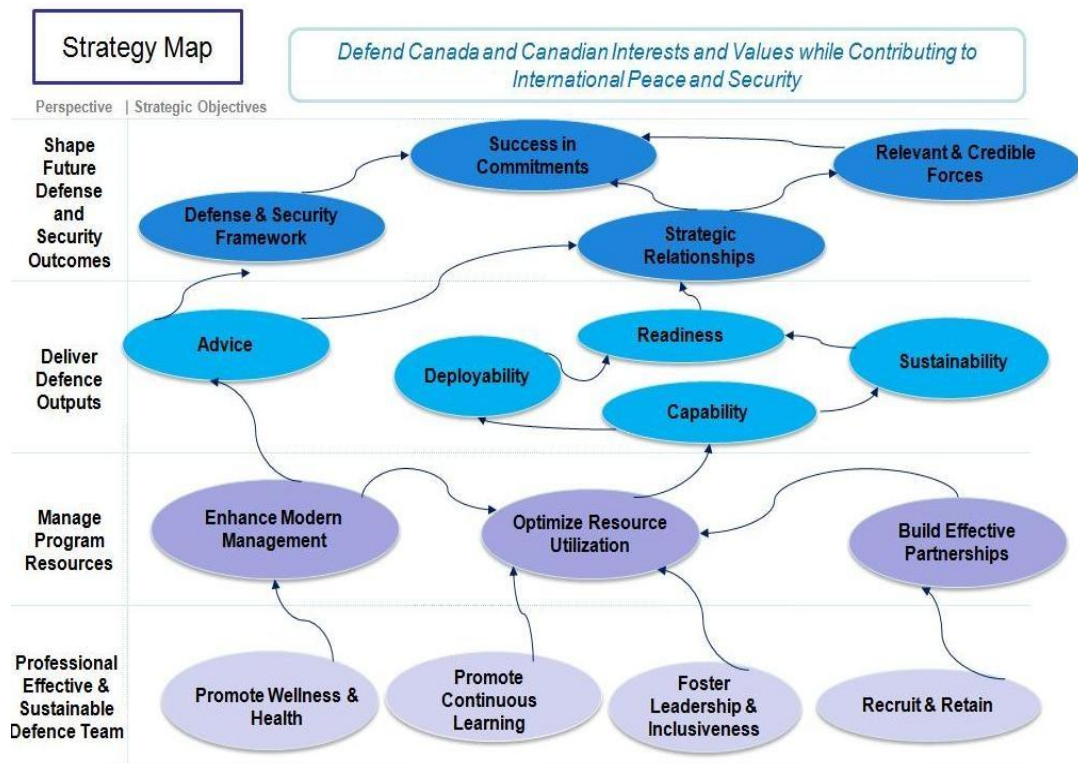


Figure 14 - Canadian Department of National Defence Strategy Map

(Balanced Scorecard Institute, 2015)

Another major defence institution that has adapted and used the Balanced Scorecard is the UK Ministry of Defence. In 2009, the UK Ministry of Defence based its annual performance reporting on the Balanced Scorecard framework. The performance results of the UK Ministry of Defence were described and analysed in detail in the purpose, resources, enabling process and future perspectives.

The aim of the UK Defence Strategy is “to deliver security for people

of the United Kingdom and the Overseas Territories by defending them, including against terrorism; and to act as a force for good by strengthening international peace and stability.” The strategic framework and summary of UK Ministry of Defence Balanced Scorecard is presented below as Figure 9:

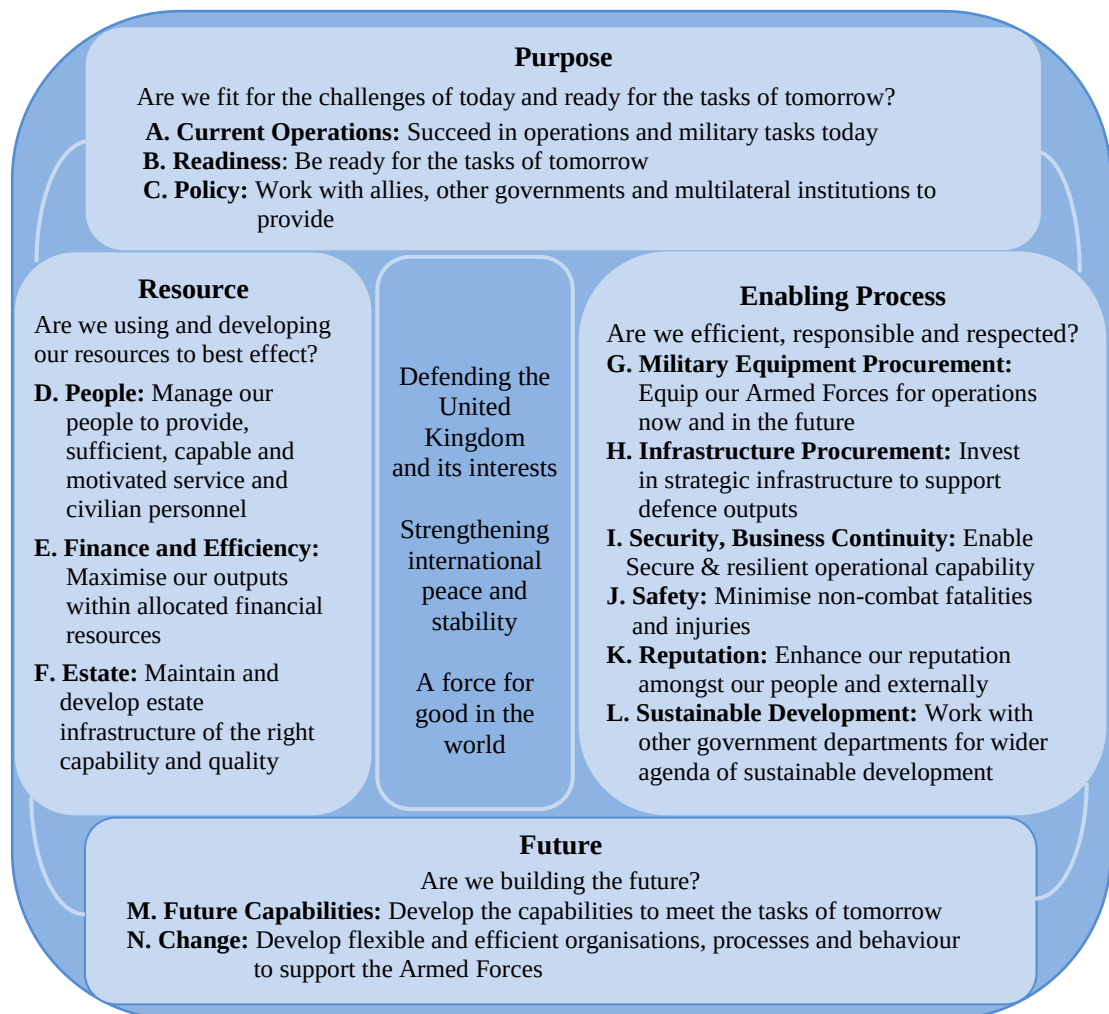


Figure 15 - UK Ministry of Defence Balanced Scorecard

(UK Ministry of Defence, 2009)

The above-illustrated balanced scorecard of the UK Ministry of Defence has clearly defined the mission, strategy and vision. Likewise, it details three elements of purpose; three elements of resources; six elements of enabling process; and the three elements of building the future based on the perspectives of the leaders and managers of the UK Ministry of Defence.

Many of the attributes highlighted in the UK Ministry of Defence Balanced Scorecard and the Canadian Department of National Defence Performance

Management Scorecard served as good examples and models for others to follow. In particular, the same purpose and process could be considered and applied to many police forces as government security organisations across the world, including the Arab region.

The ADP also adapted the BSC and then developed a strategy map, which now sits at the heart of the ADP model framework for the BSC. The diagram below as *Figure 1* of this study illustrates the version of Strategy Map of Abu Dhabi Police covering the period of 2014-2018:

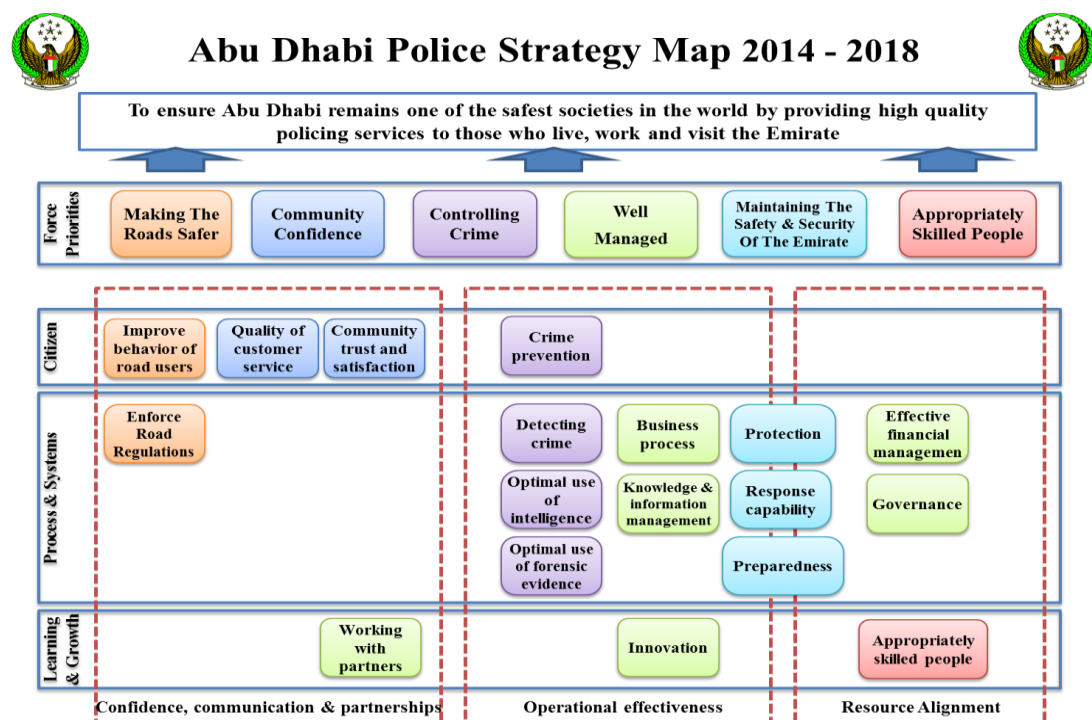


Figure 16 - The ADP Strategy Map 2014 - 2018

(Source: Abu Dhabi Police GHQ, 2013)

According to Marr (2010), the balanced scorecard is one of the most powerful and successful management tools of all time and can be used in public sector organisations for the following: to identify and communicate strategic priorities and key outcomes deliverables; understand how to maximize the use of financial resources (This is accomplished by tracking through the linkages between how money is spent and the customer or stakeholder-facing outcome); to drive accountability into the organisation; and to hold individuals responsible for objectives, initiatives and measures. This in turn, instils greater performance transparency and creates a strong learning and improvement culture in the

organisation.

Likewise, Marr (2010) recognised the need to have a framework for deploying a balanced scorecard system in a public sector environment. The framework would ensure that focus is not merely on the collection of meaningless data for the purpose of external reporting. He also recognised that: an organisation will have to develop the required skills and abilities to develop a suitable scorecard and create strategy maps, as well as have the ability to create key performance questions and key performance indicators. In addition, Marr (2010) identified the need for an organisation to link initiatives with strategic priorities and to have the strong ability to overcome some of the key implementation challenges such as addressing cultural, structural and technological issues.

The research and case studies provided by Marr (2010) are of importance and strategic value to public sector organisations. They set a benchmark for how these organisations can use the balanced scorecard to drive their performance agenda; deliver better value; avoid to suffer from inefficiency; more accountability and transparency; and create real performance optimisations and improvements. These thinking outlined by Marr (2010) are of relevance to an Arab government security organisation because the case studies he has cited come from organisations that have a similar, such as the Royal Canadian Mounted Police, Ministry of Works, Bahrain and the Royal Air Force.

Similarly as positive indications, many public organisations adapt the BSC to improve financial accountability, provide better resource management, a better performance measurement and to increase the quality of delivery of services.

The Table 3 below illustrates the BSC perspectives being applied in different types of public services. From this cited research, one can conclude that the original concept and model of Kaplan and Norton has been relabelled when the model is applied to the public sector. The relabelling was initiated in order to increase its relevance and suitability when the prime focus was changed. In the case of the police services, the focus is achievement of the mission and increasing customer/citizen satisfaction and the quality of service; however, the financial perspective is always included since it is part of the BSC framework (Niven, 2003). From the financial perspective, the main objective is to reduce costs and increase the

value for money. Internal processes, operational efficiency and learning are also important issues in the public sector, to assure that organisational mission is better met. It is widely acknowledged from numerous pieces of research that organisations using a Balanced Scorecard or BSC approach tend to outperform organisations that have no formal approach to strategic performance management.

Whilst the BSC was developed for business, the information collated in the Table 3 below illustrates that many governmental agencies including police forces, have examined the BSC as a way to improve systems and reach a new level of strategic planning maturity. The Table 3 below also shows a comparative analysis of the BSC perspectives for public sector from a number of different sources:

Table 3 - Comparative Analysis of BSC Perspectives for Public Sector

Public Sector	BSC Perspectives	Source
All Public Sector	“ Value/benefit of service, Cost of providing service , Support of legitimizing authorities Internal processes, and Learning and growth”	Kaplan & Norton (2001)
All Public Sector	Customers, Financial, Internal processes, and Employee learning and growth	Niven (2003)
Police – Scotland	Customer/citizen, Financial performance, Operational performance, and Continual Improvement	Wisniewski & Dickson (2001)
Police - Sweden	“Resources, Citizen, Success, and Staff”	Carmona & Grönlund (2003)
Municipalities - USA and Canada	“Financial performance, Customer satisfaction, Operating efficiency, Innovation and change, and Employee Performance”	Yee-ching (2004)
Local Government - Scotland	“Community outcomes , Services management (processes) , Resources management (people, financial, etc), Improvement (staff training, seminars, etc)”	Wisniewski & Ólafsson (2004)
Hospitals - Canada	“Financial performance , Customer satisfaction , Operating efficiency, Innovation and change, and Employee Performance”	Chan & Ho (2000)
Health Care - UK	“Customer perspective , Internal processes, perspective, Learning and growth perspective, and Cost perspective”	Radnor & Lovell (2003)
Universities - Portugal	“Financial and budget perspective, Customer perspective , Social perspective, Internal processes perspective, and Learning and growth perspective”	Ribeiro (2005)
Department of Transportation Illinois, USA	“Customer satisfaction and partnerships, Best business practices, Learning and growth, and Delivery of programs and services”	Lang (2004)

A study carried out by the National Partnership for Reinventing Government & Gore (1999) entitled “*Balancing Measures: Best Practices in Performance Management*” examined and assessed the efforts in the public sector to implement the balanced scorecard concept. This study found that public entities originally thought that the principles that are applicable to the private sector do not apply to them as they generate profit. The said study contended that public entities have concluded that this not true. And so the 'bottom line' for most government entities relates to their mandate and mission statements, however, realisation of the mission is never realised in isolation from their key customers, stakeholders and employees. The roles of the key customers, stakeholders and employees in a public agency's daily operations are crucial towards the fulfilment of their inherent mandate and defined mission statement.

Negative opinions about the use of Balanced Scorecard in the public service are available. According to Robert W. Davies (2007), who has published “Panacea or Poisoned Chalice” on the Balanced Scorecard, the popularity of the BSC has increased and more researches has examined its effectiveness. Davies (2007) stated that high rates of failure reach 70% for BSC projects have been reported. He also added that Patricia Hewitt, past UK Health Secretary, witnessed that centralized targets can be 'crude' and 'risk deformation of priorities'. Likewise, Davies (2007) also claimed that Ed Balls, who was the right hand man to then UK Chancellor Gordon Brown, admitted that centrally driven targets 'sap morale' and 'destroy innovation and experimentation'.

As to the advantages of using BSC, the first benefit of implementing the balanced scorecard method is the significant aspects which it covers. These significant aspects include: customers and stakeholders, employee and organisation capacity, internal processes and financial perspectives. Examining the above-mentioned aspects could provide a comprehensive and balanced view of a company's performance. Comparing BSC to traditional methods measurement systems, it provides a comprehensive picture as to whether a company is meeting its objects.

A second advantage is that implementing a balanced scorecard method allows evaluation for more than the instant future. For instance, an accountant observes the financial bottom line and finds that company is not doing

well might only provide suggestions that deal with current time while not examining the long- term. Likewise, implementing *balanced scorecards* provides opportunities for stakeholders to decide the fitness of short, medium, and long term goals.

Moreover, regarding environmental issues, many researchers have reported the BSC's capability to integrate environmental issues with the strategic level concerns of the companies. David & Todd (2006) confirmed that the incorporation of BSC into business management of a company decreases the difficulties linked to environmental and social matters.

As to the limitations of BSC, although of its successful implementation, the BSC has received criticism from diverse point of view. Most of these criticisms have come from academics. The following are some of the critical points:

a) The cause-and-effect relationships between the measurement aspects in the BSC are not explicit and they are unsophisticated (Norrekelit, 2003).

b) The BSC ignores the time aspect. Bearing in mind the supposition that the link between different points of time must be stated, BSC does not clarify the role of time in its causality relationships (Norrekelit, 2003).

c) The absence of the validation and the dependence of BSC on few measures constitutes a critical point for criticism. Some scholars state that the benefit of only examining a few number measures turns to drawback if the correct numbers are not selected for the BSC.

Adapting the Balanced Scorecard to Police Forces. Police services around the world are continually being confronted with budgeting and financial constraints. At the same time demands are increasing the efficiency and quality of delivery services, the satisfaction of citizens' expectations as regards to public security and order and crime prevention. The BSC has become a useful strategic tool in policing. However, to be successful it is necessary to have consistency between the strategic planning and the operational objectives of the organisation. Police activities, such as the maintenance of public order, safety, crime reduction, law enforcement and criminal investigation, should be the basis for the development of the BSC, and the focus should not be placed solely on crime reduction.

According to the former Commissioner Kuiper of the Amsterdam Police Department, that the police force is considered an outcomes-based service provider intended at achieving a greater sense of safety and security, which supports the quality of life of the people whom they serve. The government and the public are expecting more from the police force to account for their day to day performances. Thus, this affirms the strategic importance for implementing effective and efficient management system about the information of performance of any police force as a government security organisation. (Bizzscore, 2015).

John Duijker was an initiator of implementing the BSC in two divisions of the Amsterdam Police Department and reported that the balanced scorecard is a good tool to provide performance management information for a number of reasons. Firstly, the BSC approaches management information in a structured way since information is ordered by category. Secondly, information is integral but at the same time differentiated because priorities dictate the information presented. Finally, that using the BSC leads to use of a uniform and cyclical format. According to Duijker there were a number of advantages for the Amsterdam Police Force including the breaking out of the persistent culture to judge results of police work only on development in criminality. Activities like crime prevention, management, proactively and working conditions also have a place on the BSC (Bizzscore, 2015).

Much of what John Duijker has reported is of relevance to a security organization in the Middle East, with the caveat, that the Abu Dhabi Police do not just deal with policing (Bizzscore, 2015). Therefore, some of the models and applications of the BSC used by the other security organisations, such as the UK Defence Forces will be of use and value to Abu Dhabi Police.

Likewise, the research by Al Sawalqa, Holloway & Alam (2011) identified that based on quantitative survey of 168 Jordanian industrial companies 35.1% used the BSC approach, and approximately a further 30% were either considering or currently implementing the BSC approach. These results revealed inconsistencies in terms of the types and number of BSC perspectives used. As regards to this research findings, once again this suggested and illustrated that the BSC format in its original format may not be suitable for the Middle Eastern culture,

which may requires some adjustments through innovation and customisation.

While on the other hand, some countries have already implemented the BSC in their police forces (whether in full or only in some units) like the case of Sweden (Carmona & Grönlund, 2003); Scotland (Wisniewski & Dickson, 2001); Canada; United Kingdom; and New Zealand.

The *Table 4* below presented some selected police organisations around the world that implemented their respective BSC as applied in part or in the whole police service.

Table 4 - Balanced Scorecard of Different Police Forces (Gomes et al, 2006)

Organisation	Country	BSC Framework	Source
Swedish National Police Board	Sweden	“Resources, Citizens, Success and People”	Carmona & Grönlund (2003)
Dumfries & Galloway Constabulary	Scotland	“Customer/citizens, Internal Processes, Learning, & Financial”	Wisniewski & Dickson (2001)
Royal Canadian Mounted Police	Canada	“Customer and Stakeholders, Processes, People, Learning and Change”	Reporting (2004-2005)
West Mercia Constabulary	United Kingdom	Not Defined	Chan (2004)
New Zealand Police Force	New Zealand	“Police Service, Community and Citizens, Financial, People (Employees), Policing Efficiency Leadership, Governance, and Social Responsibility”	Statement of Intent (2005-2006)
Abu Dhabi Police General Headquarters *	United Arab Emirates	“Resources, Processes and Technology, Services, Partners and Society”	ADP GHQ

Noticeable from Table 4 that each police force of their respective country applied the principle of customisation in naming and branding the four BSC perspectives. The customisation exemplified by the police force is considered significant in harnessing the most applicable terms for their respective police organisation. The customisation is also important for strengthening the communication strategy within their respective police organisation, which reinforces better understanding and acceptance of strategic management practices using the balanced scorecard as a framework and model.

On the other hand, the case of West Mercia Constabulary in UK is not defined according to Chan (2004). And yet the definition of their mandate and strategic directions as a police force are clearly stated and organised.

The ADP GHQ used the following suitable BSC perspectives: resources, processes and technology, services, and partners and society.

Finally, the adapters of the BSC framework and model as shown in Table 4, have exercised and practiced their sense and space of flexibility. The same is true with the ADP as a good example of Arab government security organisation.

The diagram below as Figure 16 illustrates the BSC of ADP GHQ:

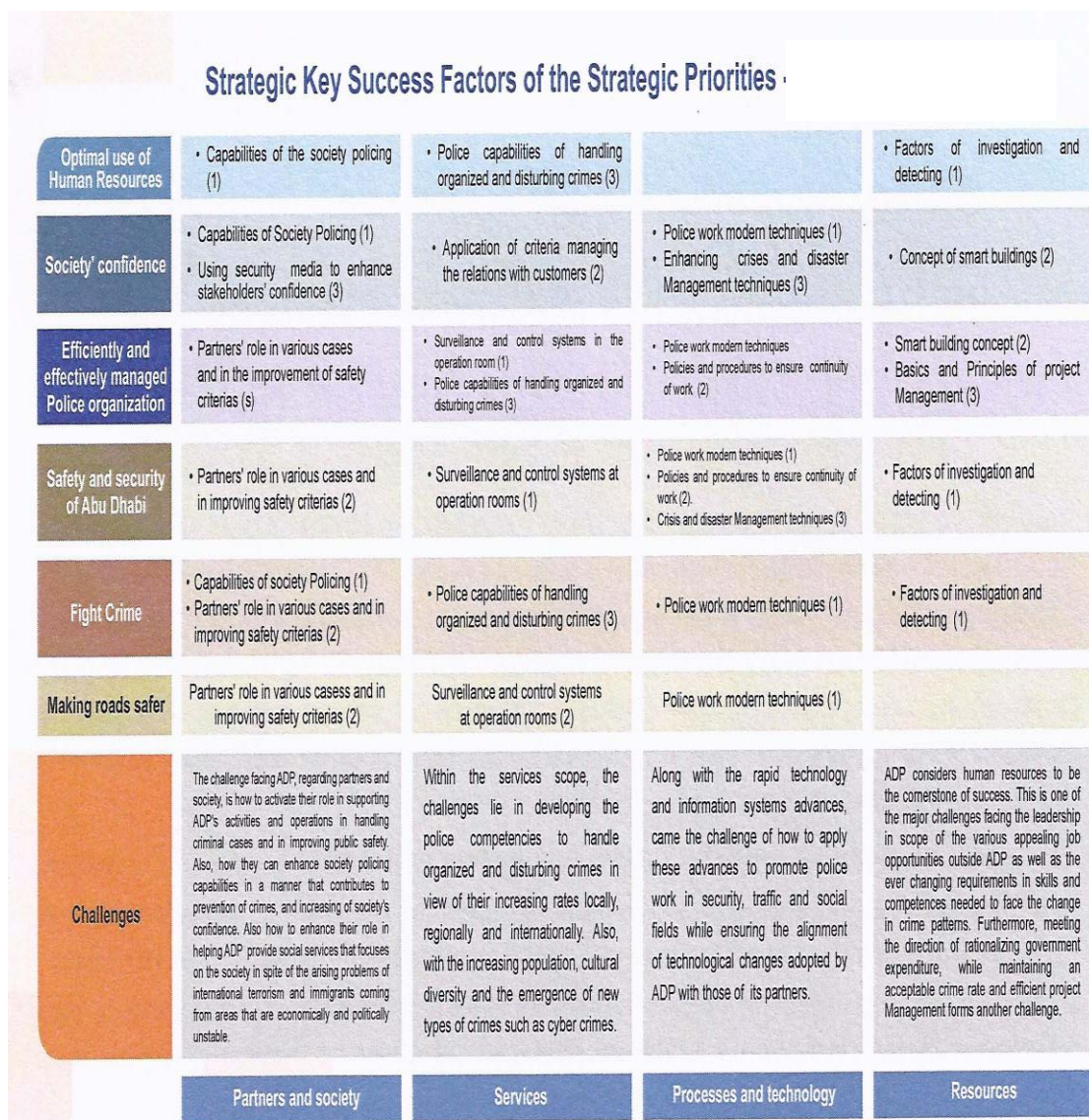


Figure 17 - The Balanced Scorecard of ADP GHQ

The ADP GHQ won the '*Balanced Scorecard in 2012, Hall of Fame International Award*' and this is a true testimony to the relevance of the BSC in an Arab security organisation, and how it contributes to spreading a culture of strategy among all departments in the ADP, and at all levels. While in terms of implementing the BSC in the ADP GHQ by applying Western methodologies to the strategic management practices, it is important to consider the unique nature of the organisation. With many support and specialised features, the ADP GHQ is not just a policing organisation. It is the UAE government security organisation, which makes up approximately one third of the government, and is not comparable with many police forces in the western world. Moreover, in particular the ADP GHQ, which delivered different services as compared to the many police forces in the other countries worldwide.

The ADP GHQ covers policing, security services, immigration and controls, and prisons. Considering the fact that the great impact of the government is linked to the effectiveness of policing works and services, then the ADP GHQ plays a big role in sustaining and reinforcing gained development momentum of Abu Dhabi and the UAE. The Government's role for safety and security allows direct control over the revocation of visas and people living and working in the region. Equally if there were to be a major security incident and crisis, blame would be apportioned to the government because of their link to safety and security. Additionally ADP GHQ plays an important role in the economy and tourism of the region.

Professors Norton and Kaplan, the inventors and innovators of the BSC have run a *Master-class* in Dubai on "*Managing Strategy and Risk in Dynamic Times*" where discussions took place about translating corporate strategy into measurable and company performance (Al Bawaba, 2009). This specialised programme course provided a great opportunity for those adapters and practitioners of the BSC to enhance further their existing gained and tacit knowledge, attitudes and skills focusing on the practices and mastery of the discipline of BSC as applied and customised to their organisation. Likewise, the BSC as one of the strategic management tools is applied to design the desired future of the organisation. As a tool, it calibrates well strategic positioning based on the rhythm of internal and external environment. It can assist the ADP GHQ execute with passion the selected

strategies as guided by the strategy map. Leading towards the success of the organisation.

2.9 Threats and Enemies of Policing and Security

The major threats and enemies of policing in different developed countries focus more on handling major crimes and threats to safety like terrorism and other organised crimes, other countries like South Africa have other problems that are considered to be threats in policing. One of the major threats of the South African Police Service is corruption (SAPS, 2010). Corruption has been an issue for most developing and underdeveloped nations. It has been a problem for several institutions and organisations in the government. Corruption issues must be addressed because of several reasons. Primarily, compared with other problems being faced by different nations, corruption is an internal problem. Problems like this are managed in a more difficult manner because it affects the entire organisation. Initially, identification of the people involved can be really challenging, most especially since it involves government officials and police officers. The actions to be taken are also a different story since it involves proper sanction, removal from the office and replacement of officials. While the initial phase can truly be a challenging time for the organisation and for the nation as well, the long term effect of this issue can create a more serious impact. The level of respect and faith of the people towards the police department can be scarred and broken. With this, the question on reliability of the services they provide will be a more important issue to handle. Sometimes the effect is that the citizens fail to see the importance of the functions the police department play since what they see are corrupt individuals. There are instances where in citizens refuse to report situations because of trust issues and fear. This can be considered as a huge threat, because it involves the organisation itself.

Even in developed countries, the issues on corruption seem to have taken its toll. In a study conducted in England (Miller, 2003), there are basically two kinds or two categories of corruption; (1) individual corruption and (2) internally-networked corruption. The first kind of corruption involves certain police officers without the help from their colleagues. This is the most common form practiced in several countries wherein police officials leak certain information in order to attain personal gain, in most cases: money. The second type involves a network of individuals who

often work in collaboration. Although this type of corruption is not so commonly practiced, it creates a huge problem to the entire organisation once committed. While it is challenging to predict the general reasons why corruption exist or why officers commit such thing, there are basically two general origins of corruption: work and non-work related reasons. Work related factors include professional behaviour. Interestingly, officers who are performing well in their fields have the higher chance of committing corruption. Another work related factor includes the different open opportunities for officers to commit corruption. Temptations are everywhere and opportunities like this are sometimes hard to decline. Finally, the culture or behaviour of the organisation in general creates a huge influence among its members. When corruption is obviously present in the workplace, it will be easier for other people to just copy and do what others are doing. Aside from work-related origin, there are also non-work related factors that drive a person to practice corruption. One of which includes domestic and even personal problems. When problems exist, people tend to resort to unrighteous acts most especially if they see opportunities for them to conduct such crimes. Another non-work related factor includes former alliance and active network with criminals. All these things aggravate the criminal justice system. Hence, corruption remains a huge threat and enemy of policing professional works and services.

In this globally competitive society, even crimes tend to set the bar higher by utilising modernisation and technology. Cybercrimes have been rampant for years and until now, the challenges on how to handle and prevent such crimes remain a little bit blurry for some. The crimes that are associated with the use of computers range from child prostitution and pornography to electronic phishing and manipulation of finances. These crimes that related to the use of modern technology have a wide variety. Hence, proper actions and acknowledgement that such problems exist must be considered. In a study conducted in Australia (Smith, 2003), one of the major recommendations is to link the existing laws with the new laws pertaining to cyber related crimes. Although the workload seems heavy and there are a lot of areas to be taken care of first, this can be a great start on actually implementing the laws covering the cybercrime. Another recommendation is continuous technical and technological improvement. It must be considered that these criminals have such great knowledge in terms of technology. Hence, the government itself, particularly the police department must never take this for granted. Finally, appropriate sharing

of necessary information can be truly beneficial. Either public and private groups or sectors working collaboratively should work harmoniously in order to bring forth desired outcome or output.

In the context of the United Kingdom, the Strategic Policing Requirement (SPR) 2015 has released and identified the major national threats affecting greatly the policing and security system. These threats have been identified on the basis that they either affect multiple police force areas, or may require resources to be brought together from multiple police force areas in order to confront those threats. Strategies are centred with high level of efficiency and effectiveness. While treated separately, many of these threats overlap. The identified threats are the following:

- *Terrorism* is marked as the first threat that the National Security Strategy (NSS) classified and pinpointed under a *tier-one risk*.
- *Serious and organised crime* is marked as the second threat that the NSS classified and pinpointed under a *tier-two risk*. An organised crime is a serious crime which has been planned, coordinated and implemented by those people involved, who have been working as a team and on a continuing basis. Their crime motivation is usually, but not necessarily, monetary gain. Likewise, the organised crime groups are accountable for the trafficking of the following: *people, drugs and firearms, organised acquisitive crime, cybercrime, counterfeit goods, organised illegal immigration, large-scale and high-volume fraud, other financial crimes and other illegal activities*.

As regards to serious and organised crime, the NSS classified and pinpointed *cybercrime* as a *tier-one risk*; and it covers both cyber-dependent crime and cyber enabled crime offences. Grave and organised crime also includes serious crimes which demand a national coordinated and synchronised response, notably online child sexual exploitation (CSE). A national cyber security incident, which the NSS classified and pinpointed as a *tier-one risk*, and which may require an aggregated police response under the guidelines set out by the UK's Computer Emergency Response Team (CERT-UK) with appropriate links to National Crime Agency (NCA), civil contingencies and public order policing as needed and required.

The other threat classifications are those threats to public safety or public order that cannot be handled by a single police force operating for its resolution. The

civil emergencies that need a consolidated strategic response across police force boundaries. The crime of child sexual abuse (CSA), whilst not considered a threat to national security as classified in the NSS, is a threat to national value and significance. Its potential magnitude and impact necessitate a consolidated, cohesive, consistent, national effort to ensure police and their partners can protect and safeguard children from any form of harm. CSA covers actions that entail forcing or enticing a child or young person to take part in sexual activities, not necessarily involving a high level of violence, whether or not the child is aware of what is happening. The illegal and criminal activities may involve physical contact. They may also include and require non-contact activities, such as involving children in looking at, or in the production of, sexual images, watching sexual activities; encouraging children to behave in sexually inappropriate ways; or grooming children in preparation for abuse (including via the internet). Child sexual exploitation offences that are attributed to serious and organised crime, including those which take place online, will continue to be captured under the existing serious and organised crime threat as being classified in the SPR (UK Home Office, 2015).

With regard to the US Government perspective, US President Barack Obama (2011) reminded and emphasised that the networks of criminal syndicates are not only expanding their territory of undertakings, but they are also diversifying their operations and increasing their connections and criminal activities, thereby producing a wider scope of threats caused by this organised transnational crime that has grown to become more challenging, multifaceted, unpredictable, and very alarming with strong destabilising effects.

On the other hand, Ezell et al (2010) suggested the computation approach in assessing the level of risk for terrorism-associated incidents affecting homeland security known as the “*threat vulnerability consequences*” or TVC model. The TVC model evaluates the assessment of threat by scaling the possibility of an attack, the susceptibility to attack and level of risk (It also assesses if an attack were to happen, what would be the extent of potential damages, casualties and economic losses). The estimate of probability threat is computed in probabilistic terms, say 1 in 1,000,000 as a possibility of an attack and so forth. Moreover, according Ezell et al (2010) the actual computation of the level of threat must be done by experts belonging to the intelligence group or agency.

2.10 Impact of Technology on Policing and Security

Technology has a great impact in any kind of organisation. The involvement of technology creates changes in the overall business environment and the process of production, and in delivering the promised value of services to customers. With the influence of technology, it is vital to be aware and monitor, giving focus on those areas that directly influence business production and service, infrastructure, business efficiency and effectiveness and new products (Gates, 2010). This is also true as regards to the usefulness of technology for policing and security.

Currently, police departments around the globe are embracing the utilisation of ICT most especially the power of social media platforms. It has been expected that police shall use social media in the next two to five years. Police departments are using social media for a variety of reasons in line with the two basic purposes: disseminating their own messages to the public, and gathering information from social media platforms to prevent and investigate crimes. Many agencies are using social media or expect to do so in the future in order to facilitate criminal investigations (e.g. observing suspects' postings on Facebook for self-incriminating comments). The police can be aware of the mood of the public during major demonstrations, share important information with the public during times of crisis as well as about everyday news and events, receive crime tips, and receive crime reports.

The year 2013 publication by COPS Office and the PERF, were COPS is (the Office of Community Oriented Policing Services) which is an USA organization that responsible for advancing and supporting community policing activities of state, local, and tribal law enforcement agencies. PERF (Police Executive Research Forum) which is an independent research organization founded in 1976, focuses on critical issues in policing demonstrate that Social Media and Tactical Considerations for Law Enforcement revealed that in many larger jurisdictions, the community expects their police department to have a social media presence through platforms such as Twitter, Facebook, and YouTube. Law enforcement agencies must also consider how their own actions are reported to the public through social media. Nearly any public decision and action of a police officer may be recorded on a mobile device and can be instantly uploaded to a social media site. Many of today's

police chiefs have said that they generally advise their officers to always behave in public as if they are being recorded, because that very well may be the case (Community Oriented Policing Services, 2014). However, the utilisation of the ICT especially the social media platforms must be linked by the police and security organisations as regards to their defined strategic priorities and objectives.

Chan et al (2001) shared their overall findings about the positive impact of information technology or IT. They contend that IT facilitates the police force in performing existing policing works and in enhancing proactive policing services.

Sheng et al (2006) determined “three strategic implications of mobile technology” in their study. They found that mobile technology enhanced work process, improved communication, and supported operational effectiveness. The same can be applied in policing works.

According to Heal et al (2010) the 21st century is offering more choices and options of new innovative policing technologies, which can help in achieving both effectiveness and efficiency. These new policing technologies are also more advanced, complicated and potent than old policing technologies. Thus, suitable policing technologies are now embraced as part of the lifestyle of every proactive, dynamic and successful police force.

Wall (2011) emphasised the strong connection between the strengths of the police force and the applied technologies for policing and security in the modern world. However, the relationships can be traced back to the onset of the police historical origin in line with the basic mandate of providing effective protection and security, preventing crimes and arresting criminals.

Similarly, Byrne & Marx (2011) clarified that existing innovations of new policing technologies are focused and geared towards preventing lawlessness behaviour, and also enhancing the effectiveness and efficiency of the policing and security performances.

Collier et al (2011) emphasised the results of their study about the strategic importance of effective knowledge management systems for policing works and services. These knowledge management systems should be backed-up by appropriate information and communication technology or ICT, and must integrated into the policing administrative and operational working environment, thus strengthening the utilisation of formal methods of communication system in the police organisation.

In January 2015, the U.S. Department of Justice through its Community Oriented Policing Services (COPS) organised a taskforce, which conducted a “Comprehensive Law Enforcement Review focusing on the Importance of Technology in Policing.” Below are the summary results of the said comprehensive review: First, the utilisation of suitable technology in policing works is now mandatory in order to push forward the high level of effectiveness and efficiently. Second, possible implications of using technology in policing should be assessed in order to manage the anticipated implications. Third, using new technology for policing should not sacrifice good relationships and the welfare of the customers, requiring proper systems.

A number of different classifications of technologies utilised by the police forces in their role as the primary law enforcement agency. Each type of technology has a corresponding strategic importance, possible implications, and other related concerns in supporting the effectiveness and efficiency of policing work. The relationship between these technologies and police work are as follows:

a) Information and Communication Technology (ICT). This refers to the utilisation of suitable computer hardware and software in order to “store, retrieve, transmit and manipulate data” needed in all aspects of policing works. ICT is also serving as a back-end support system of other policing, safety and security technologies. Likewise, ICT creates the platform of social media, which can be used and leveraged for crime prevention and innovative solution, policing intelligence and engaging the key stakeholders of policing, safety and security.

b) Analytic Technology for Policing. “This includes the proper utilisation of big amounts of data and modern technology - along with a set of

systematic methods and techniques that identify patterns and relationships between crime data and other relevant information sources - to assist police in criminal apprehension, crime and disorder reduction, crime prevention and evaluation (Taylor & Boba, 2011).” This is considered as a support system in reinforcing ‘predictive policing’ that pinpoint the critical targets for decision and action related to policing, safety and security.

c) Land Mobile Radio and Other Communication Technology. Two radio is an essential ways and means of communication system of the police force. Likewise, many government agencies are also employing land mobile radio (LMR) technology, which enables police stations, vehicles and officers to have fixed and devoted radio channels for their specific use, coordination and link to other radio channels, and with flexibility of one-to-many radio groups. LMR also provides police force the capability to connect and interconnect using radio-to-radio even without or the absence of a radio network and system infrastructure. Combining the usage of LMR and broadband technologies will expand the capabilities of the police force.

d) Surveillance, Sensor and Recording Technology. This category of policing technology is considered as the most ‘influential and challenging’. This policing technology includes the following: closed circuit television or CCTV, hidden and surveillance camera or HSC, body-worn cameras or BWC, license plate readers or LPR, and unmanned aircraft systems or UAS. The proper use of this type of policing technology will help a lot the police force in preventing and solving the many crimes.

e) Identification Technology for Policing. This policing technology focuses on the effective use of forensic science and other related identification and biometrics technologies. This technology category includes the following: DNA analysis, fingerprints, facial recognition, voice or audio recognition and IRIS scanning. Likewise, the proper of this type of policing technology will help a lot the police force in preventing and solving many crimes.

f) Other Policing Technologies. This category includes the following: protective body armour or PBA, conductive energy devices or CED, oleoresin

capsicum spray or OC spray and also known as the pepper spray. The proper use of this PBA policing technology will help minimise the possible fatal injury for the police. Similarly, the proper use of the CED and OC spray as policing technologies will also help in minimising the injury during police engagement with their subjects.

The technical review also recognised that the police force will be confronted with some challenges in the process of the adaption, acquisition and application of those policing technologies. The identified two key challenges are as follows:

a) Preventing and Controlling Cybercrime. As an offshoot, ICT has also given birth for new forms and platforms of criminal behaviours, which is branded and known as cybercrime. This includes the criminal behaviour of ‘hacking and identity theft’. Those cyber-attacks pose and create a serious threat to the police, security and military database systems, various government and private organisations like banks and other related financial institutions. Vulnerable are those sector who will be caught unprepared to prevent, mitigate and control the potential risks of cybercrime.

b) Selecting Suitable Policing Technologies. The essential process prior to making a sound decision about suitable and priority policing technologies will be requiring the following: risks assessment, technology consequences, benefits and outcomes of the procurement and application of a particular policing technology. In selecting a new policing technology, the police organisation should prepare a project plan in order to serve as a guide for the adaption, acquisition and application that would bring benefits and advantages for the policing operations like improving effectiveness and cost efficiency performance.

Furthermore, when new policing technologies will be adapted, acquired and implemented, these are some of the issues that will be considered and confronted by a specific police force, namely: issues on technology management and sustainability, governing laws and policies, and human rights and privacy issues.

2.11 Relevance of Stakeholders’ Engagement for Policing and Security

According to Thomas (2012) stakeholders play a vital role in any

organisation particularly when policing and security issues are involved. Technically, stakeholders can be individuals or group of individuals, groups or organisations who are in a position to directly influence the work and demands of the organisation. Stakeholders are directly and are greatly affected with the work of the organisation. Moreover, their interest in the work and outcome of the organisation is very vocal and obvious. Hence, undertaking an analysis of the extent of involvement and the impact of engagement among stakeholders can aid the organisation, particularly the police and security department in this case, in several areas. Doing an analysis can initially help the organisation in the identification of groups or individuals who have relative importance in the organisation. Furthermore, with a careful analysis in terms of the involvement of stakeholders, the scope of their influence can be clarified. With this, any tensions and contradictions in terms of the demands upon the organisation can be discussed, and also the mandate can be also clarified. Positions of stakeholders must be considered particularly those whose interests are not really clear especially those affecting policing and security matters.

Gates (2010) shared that centralisation in an organisational structure involves decision making that is focused at the top and not shared in the lower levels of the organisation. Although there is very minimal involvement of the lower level of the organisation in a centralised structure, the responsibility of the stakeholders and their involvement still resonates. While centralisation seems ideal for some, active involvement of stakeholders is more apparent in a decentralised structure.

Albright (2004) reminded that several aspects in the external environment can create policing and security impacts. These categories involved social, technological, political, economic, regulatory, and industry. Local, national, and international politics can influence an organisation in ways that may be direct or indirect. Certainly, the acts of terror on 9/11, directly affected many national and international business practices. Likewise, policies and procedures in the border control should be strengthened. It is useful for an organisation to have a clear understanding of the political climate in which it operates so that it can be prepared for sudden changes that result from changes in existing policies or laws.

Quangyen & Yezhuang (2013) emphasised that organisations are formed by groups of people with the purpose of achieving effects that one person cannot

achieve individually. Better results are created as a consequence of organisational effects, which direct organisation to achieving organisational goals. Regarding the purpose of the organisation's founding, organisational effects can be described as successful (profitable) or failure (non-profitable) ones. To achieve these goals organisations create inner order and relations among organisational parts that can be described as organisational structure. All organisational parts together with relations and mechanisms of their coordination are important for proper functioning of any organisation. Organisations are influenced by many factors which come from their dynamic surrounding or from the organisation, itself. Due to the static nature of organisational structure, it sometimes can- not meet requirements of efficiency and adoptability. Classics in the field of organisation theory represented many different schools of influencing factors on organisational structure. Thus, quality stakeholders engagement is considered very important to enhance policing and security.

The Food Standards Australia New Zealand (2013) suggested the strategic relevance of five engagement principles linking and involving stakeholders. These five engagement principles with the key stakeholders are also relevant for customising suitable engagement strategy especially design for policing and security matters, and applicable to specific Arab security organisation. The five engagement principles include: a) clarifying of engagement purpose, scope and shared outcome; b) ensuring the suitability of engagement structure and responsiveness to agreed issues; c) building a strong communication system and healthy collaborative efforts; d) securing the integration and inclusiveness of the engagement processes; and e) engaging with strong commitment, transparency and accountability. Those enumerated five principles served as guides in order to enrich, enhance and expand the engagement processes and quality outcomes.

Furthermore, Jeffery (2009) reminded organisations strongly that engaging stakeholders is not an option anymore, but it is now mandatory. This also means that stakeholder engagement should be now part of the organisational culture in order to better serve customers and the public in general. Since quality engagement is one of the top priorities, the process of strategy formulation now requires more quality time, efforts and resources to customise effective and efficient engagement strategy for policing and security.

2.12 Strategic Management Practices for Policing and Security

Different strategic management practices in terms of security and policing have been identified by different research and literature across the globe. The importance of utilising these practices has been linked in different non-government and government organisations. One of the reasons for these practices is to assess who are those people or groups of people involved in developing the strategy. Moreover, it allows the organisation to see how strategic problems are identified and conceptualised, and eventually how these problems will be given solutions. It enables the organisation to see the bigger picture that is aligned with the very foundation of the organisation's existence. In addition, it allows the organisation to forecast the level of involvement of stakeholders in terms of decision making. In this particular study, the identified strategic practices include policing vision, mission and core values; policing performance management; policing strategic management process; police force involvement in strategic management; and policing outputs in strategic management.

2.12.1 Policing Vision, Mission and Core Values.

Different countries value the importance of creating a solid vision, mission and core values. The value is evidenced by different strategic plans created with focus on starting with the vision, mission and core values. In the strategic plan of South Africa, their vision provides a concrete and attracting foundation that fuels the responsibility of the police department as well as that of the citizens (SAPS, 2010). The mission, vision and the values of the organisation are vital in explaining to the employees, as well as the other groups or people involved, and the reason why the organisation exists (Tallant, 2009). While it has been mentioned that vision, mission and core values are important in any organisation, including that of the police sector, not all employees are familiar and are anchored with the details. In a study conducted in Ghana by Darbi, (2012), it was concluded that while most employees are familiar with the existing mission, vision and core values, they are not aware of the details and the things needed to be done in order to achieve the specific objectives of the organisation. With this, it must also be emphasised that although it is part of the strategic step to formulate a concrete vision, mission and core values, it must be given equal focus that these things do not just exist for the purpose of

compliance or for aesthetic purposes.

In the early 1970s, the focus of policing was more on innovation and developing new techniques. Visioning for policing was never the focus. Since the primary driving force of companies and institutions today has become more of strategic management, then research has begun in terms of developing policing and security strategies, and visioning is a basic and crucial step for police organisation (Sherman, 2013). In the United Kingdom, Staffordshire Police in particular, the primary vision to is to provide quality service using three strategic points or steps. These strategic points or step include: value for finances, high quality service and excellence in terms of professionalism (Staffordshire Police, 2015). The vision created for any organisation is primarily focused on providing inspiration to the members, fuelling the fire in the hearts of the members of the organisation in order to drive them towards the achievement of specific objectives. Visions cast for the organisation provides the general contribution of the group to the society (Deazeley, 2009). According to Tallant (2009), the vision forecasts how the organisation will evolve once the mission statement or the objectives are finally achieved.

The vision of the Abu Dhabi Police is primarily focused on the provision of safety and security among its citizen (Abu Dhabi GHQ, 2015) which is quite similar to the vision of other nations like that of the Fort Pierce Police Department in Florida, United States of America, wherein their vision is to provide a safe community for the people (Fort Pierce Police Department, 2012).

In most countries even in England and in Wales, the importance of formulating a mission statement and the purpose of the police force should be identified (Policy Exchange, 2011). In the United Kingdom, the general mission of the police force is to maintain the safety and security of the communities and to reassure the people that a group or organisation exists to protect the society (Staffordshire Police, 2015). While the vision attracts the members of the organisation, the mission includes the actual steps to be carried in order to achieve the targeted vision. Moreover, the mission should be consistent with the legal and ethical aspects that guide the organisation (Deazeley, 2009). The mission statement of the organisation is the very definition of the organisation itself (Tallant, 2009). The Abu Dhabi Police General Headquarters has given their primary mission of promoting public confidence by implementation of justice (Abu Dhabi GHQ, 2015).

In the United States of America, particularly in Fort Pierce Police Department, Florida, their mission statement is quite simple and that is protecting the community (Fort Pierce Police Department, 2012).

Different countries exist with different core values covering the organisations. In the United Kingdom for instance, the Staffordshire Police (2015) exists with a number of qualities including respect and dignity, professionalism and a culture of excellence, justice and integrity. Values can be expressed in different forms depending on the need of the organisation. It can be a group of beliefs, rules or guidelines and even code of conduct that influence every single thing done in the organisation (Deazeley, 2009). Core values can also be considered the guiding principles of the organisation. These guiding principles enable the organisation to nurture the desired behaviour of the members of the organisation (Tallant, 2009). Since the values of the people or the community is quite different from the actual motives, defining the shared core values by police force are very important in supporting the policing services to key stakeholders. An example of core values currently used in the United States of America is the one being practiced by the Fort Pierce Police Department, focusing on character, courage or bravery, utmost respect and quality performance (Fort Pierce Police Department, 2012).

2.12.2 Policing Performance Management.

In the United Kingdom, performance management was primarily accomplished using thorough assessment and analysis of indicators every year for the entire UK and monthly in comparison with other police agencies for the local departments (Sherman, 2013). One of the many ways by which performance management can be enhanced is by tying incentives with the actual performance (Davis, 2012). The use of contracts and different measurable indicators can provide an accurate measurement of the performance of the police force. Police performance management is necessary and becomes more ideal once a specific model is utilised depending on the need of the organisation (Shane, 2010). Performance management basically deals with how the organisation, in this case, the police force, responds to anticipated dilemmas and not only address existing problems, and those identified development gaps and needs (Roberts, 2012). While most countries consider the use of different technological advancement, at the same time, they battle with issues and concerns regarding resources and funds. It is most definitely challenging to address these issues simultaneously, but it must be remembered that all are still crucial

elements of performance management. To initiate the process, it is essential for the police authorities or the police force to accept the fact that major philosophical and operational adjustment is crucial and necessary (Vibbart, 2005).

Performance management stands upon the foundations of performance measurement. Hence, measuring the actual performance of the police force is truly necessary. Performance measures as part of performance management should not be taken for granted. In a study conducted in the United Kingdom by Barton & Wankabe (2011), performance management has been identified at three distinguishable yet vague levels primarily focused on performance measurement. At the first level, the performance indicators are checked and analysed. The second level, on the other hand, is more focused on the organisation's goals and objectives with integration of the culture that exists within the organisation. Finally, the third level is integration of the first and second level. The third level is carried out in order to assess and analyse whether there is an alignment between the actual performance management measured and the existing objectives or goals. Although different models of performance management exist and are applicable to different organisations, using these three levels of performance management can aid in identifying and possibly creating interventions to bridge the gap between the practices and the desired outcomes. Likewise, there is a tendency that others might view performance management as a set of tools and only needed to be utilised in a certain phase of strategic management system.

Likewise, performance management is considered as a process without a specific beginning and without specific end (HMIC, 2005). It is a continuous process that penetrates every aspect of the organisation, trying to develop the culture of excellence in all the services the organisation provides. Performance is equally important in the public sectors as it is with the private sectors. The kind of service the government provides, particularly those agencies that deal with safety and security must be aligned with excellence particularly, particularly in terms of performance management. Managing the performance of an organisation, in this case the police force; must be carried out with balance while maintaining quality. The balance between the actual resources and the needs of the community must be maintained without compromising the very reason why police force exists, which is maintenance of safety and security.

In order to achieve an efficient and highly effective performance

management, one must also consider the applicability of the features in the model to different areas or departments other than policing. In this model (HMIC, 2005), the features presented are applicable not only to policing but also to health, the local government and also education. The first among the features is the provision of comprehensive performance information, followed by a culture of excellence and leadership. Third is acknowledgement of accountability as an individual. Fourth is reviewing and challenging the actual process and finally the importance of transparency.

There are several reasons why performance management exists and why they are necessary particularly in the police department. In the United Kingdom, particularly with the Nottinghamshire Police, performance management motivates and drives the Police Force or the authorities towards continuous improvements by thorough assessment of their skills and areas of improvement through the use of performance measurement. Furthermore, the use of Performance Management enables all members of the organisation to be closely linked or attached to the objectives of the organisation, allowing dilemmas and conflicts can be easily discussed and handled (Nottinghamshire, 2013). Although the performance management greatly helps as part of the strategic step towards the achievement of goals and objectives, the disposition of the leaders and the need for a more appropriate leadership style must also be considered. In a study conducted in the United Kingdom (Ottery, 2010), the need for transformational leadership is seen, giving way to a more accountable police force and more dedicated services with the assurance of excellence in policing.

The Association of Police Authorities (2006) has outlines the hallmarks of efficient and effective policing performance management: a) police authorities lead the setting of objectives as well as priorities and the establishing of standards for performance measurement; b) the coverage is quite comprehensive in terms of performance management, hence, all functions should be seen and included; c) the police authority works in collaboration with different groups and partners in order to influence the prioritisation of the needs of the community; d) every member of the organisation knows and understands his or her role in performance management and acts in accordance with the role; e) the organisation is backed up with leaders who are professionally competent; f) there is a professional gap between the chief and the members, hence, utmost respect and professionalism is observed; g) the members of

the police organisation lead the review or the performance measurement; h) the police authority values time by giving priority allotted to focus and preparation rather than consideration of performance; i) the police authority particularly the leaders are familiar with the different information needed in performance management and used this information in scrutinising and carefully managing the performance of the entire organisation; and j) the data given to the authority or the leaders of the police organisation is accurate, very timely and relevant. These hallmarks are then used in the self-assessment process of the performance management of the members of the police force. Each hallmark has specific questions to be asked and the police shall provide two answers. One of the answers will be part of the minimum expected requirement and the other one is considered to be the best practice in policing.

2.12.3 Policing Strategic Management Process.

One of the key steps done in the United Kingdom in terms of the strategic management process is the active use of evidence in results as well as planning. Most leaders are so focused on whether the department is able to implement and that they fail in one important aspect: analysis and evaluation whether the original plan has been carried out. This is very important in the evaluation process. The implementation of strategic plan of any police forces requires regular monitoring of progress and proper evaluation of development outcomes. The monitoring and evaluation results also serve as bases for possible adjustment of strategic input, reinforcement of accountability system and recognition of quality and outstanding performance (Sherman, 2013).

Likewise, one of the important elements of the strategic management process is measuring the actual performance of the police organisation. In a study conducted by Davis (2012), measuring the policies and practices using indicators and comparing it with the actual behaviour and the desirable outcomes can be an effective tool in the strategic management process. The kind of strategy that must be given focus by the police department or the police force involves two main areas. The first one includes the fact that policies must support the actions of the police, giving focus on the issues and not on the differences of culture and race. Second, the focus of strategies should address fairness, equality and justice and not only the provision of safety among the citizens (Bayeley et al, 2015). In a study conducted in Kenya (Susan et al, 2013), availability of resources and proper utilisation of these

resources directly affects the policing performance. Hence, one of the major areas that must be given focus in terms of strategic management is proper allocation and utilisation of necessary resources.

Different countries and different police departments practice and utilise a wide array of strategic management processes. For instance, in the United States, the Fort Pierce Police Department has started their work plan for the year 2012 to 2016 by identifying their major priorities: safety of the public, traffic safety improvement, public emergency management, collaboration in terms of building the community, strengthening diversity and the performance of every member, and team performance advancement (Fort Pierce Police Department, 2012). Using these priorities, it is easier for the police department to track and work on every area using specific assessment and interventions. One of the strategic management processes that shows effective result includes three major steps: formulation of strategy, implementation of strategy and evaluation and control of the strategy and its results (Schute & Meyer, 2004). In terms of formulation of strategy, vision mission and the responsibilities of the organisation to the society will be enumerated.

Moreover, the objectives shall also be established in relation to the mandate of the organisation while doing analysis on both internal and external aspect and areas. Under this step, strategies shall be formulated and policies shall also be implemented. The second step in the strategic management process is the actual implementation. Several aspects are included under this step. One of which is establishing the necessary tools in order to carry out the strategy properly. Motivation of every individual involve is also part of the implementation. The motivation process is also aligned with developing or cultivating the culture of excellence. Finally, the third and last step in the strategic management process is evaluation and control of the strategy formulated. The activities included in this step coincide with the formulation of performance standards at the same time monitoring the progress of the organisation. Consequently, the final phase leads to any possible adjustments of the strategic plan created for enrichment.

In a study conducted in Nigeria (Igbuzor, 2010), there are nine (9) enumerated strategic elements in the process of developing a good strategic plan:

The first one includes the actual recruitment of the police force. Most agencies and countries take this step for granted, having recruited almost everybody. With this being included in the focus of developing strategic management, the initial

phase which is recruitment, is expected to result in ensuring that only committed individuals who are truly dedicated to their job will enter the organisation.

The second one is development of the workforce. Even after the success of the first phase, which is recruitment, it must be carefully considered that developing the primary capital of the organisation, which is human capital is vital. Human development includes motivation and training and development of skills as well as knowledge.

Third is ensuring the right attitude both in the job description and also with other people, including workmates and the public. This is very crucial since the attitude of an individual directly affects his or her performance and the way he or she connects and relates with other people.

Fourth is the improvement of operations. The operation in this context refers to the things done or executed by the police; it includes dispatch job and addresses concerns and emergencies. Although this is important, the positive result of the operation is a product of the first three mentioned, once done and carried out properly.

Fifth is addressing issues on corruption. Even with the huge possibility of success in terms of operations, issues on corruption can still greatly affect the entire organisation. Hence, this area must also be considered. Once corruption is present, the degree of trust and confidence of the public will deteriorate.

Sixth in the strategic management process includes the improvement of the Police Force. If there are no issues regarding corruption and the operations conducted by the police are effective, then it will be easier to create a positive image of the entire organisation which is also the reflection of the government. If the first few elements under the process given are not achieved it will be more challenging to proceed and address the others.

Seventh in the strategic management process is the funds allotted for the police department. Allocation of appropriate budget opens the opportunity for innovation and improvement.

Eight in the process of strategic management includes the *leadership and management abilities and characteristics* of the police force. It may appear that

leadership and management are sometime over emphasised but in reality, the need for leadership and management particularly in terms of strategic management, is so high that some countries consider this as their priority.

Finally, the ninth as the last element in this specific strategic management process includes evaluation and careful monitoring. Planning and implementation or intervention may be very important in strategic management but the degree of effectiveness can be only determined once monitoring and evaluation are done. From this, any gaps and issues that need to be addressed will be given focus. It is important to consider all these elements in a systematic approach to avoid any overlapping of steps in the process. Although some countries and organisations consider other areas to be more important than the others, the decision whether to prioritise, retain or even change the steps still depends on the authority of that specific organisation.

2.12.4 Police Force Involvement in Strategic Management.

In different countries, like in South Africa, active participation and involvement of the Police Force or the Police Department can be reflected in their strategic plans. This can be seen in their SDIP or Strategic Delivery Improvement Programme (SAPS, 2010). Hence, it is necessary to work in collaboration with different departments in terms of formulating a concrete strategic plan. It would be very challenging to have a separate entity do the strategic management and analysis, while the execution phase was carried out by the involved department. Policing is comprised of several elements that are involved in terms of strategic management. In particular, community policing includes three major components: problem solving, community partnerships and organisational transformation. In terms of strategic management and strategic planning, sometimes police force or the police departments fail in acknowledging the importance of leadership. In some cases, they utilise authoritative approach in solving pending problems with recycled solutions. It must be noted that leadership is an important element in strategic management in order to see the entire organisation move forward (Flynn & Herrington, 2015). In addition, it is also vital to include technical aspects and support technologies use in order to enrich the strategic management practices in the police force or police department. Data analysis, availability and proper utilisation is important and must be reviewed and applied to enhance the strategic management practices (Bratton & Malinowski, 2008).

2.12.5 Policing Outputs in Strategic Management.

There are different ways wherein policing outputs can be clearly defined and integrated in the strategic management system. In South Africa, plans that were created and formulated under different levels (national, regional, local) are executed and each one contains the policing outputs supporting the strategic objectives (SAPS, 2010). It must be clearly noted that outcomes and outputs are different things. Outputs can be controlled and are a reflection of the performance of the police. On the other hand, outcomes are basically results of the outputs (Davis, 2012). Outputs are considered as the things done or the things executed while outcomes are the end result of the situation (Higher Education Authority, 2013). One of the many ways strategic management in the police force can provide positive and useful outputs is through the utilisation of training and development. It is important to consider police officers regardless of their position, as leaders and not just mere followers and implementers of the law. Training and development are two different approaches. Trainings focus on solving existing and known problems and issues by providing applicable solutions while development considers moulding individuals in order to address unknown problems (Flynn & Herrington, 2015).

2.13 The SMI of Good Performance for Policing and Security

Based on the results of the study conducted by Nicholson-Crotty & O'Toole, Jr. (2004) entitled "*Public Management and Organisational Performance: The Case of Law Enforcement Agencies*" they concluded that it is important to manage well not just internal police operational system but also the external customers and other stakeholders of a particular police organisation as a primary law enforcement agency. These elements are very important inputs in a public management system in order to gauge and enhance the existing level of performance. Likewise, that the utilisation of any suitable strategic management system is indeed very important in scaling up the good performance of a particular police organisation as a law enforcement agency.

2.13.1 Service Reliability of Police Force.

Establishing high trust with the public is an essential requirement for building professional relationships by and between the public and the police force, and also trust is an important component in measuring service reliability of the police force

(Community Oriented Policing Services, 2009). Likewise, service reliability being one of the domains of performance (Davis, 2012), aids in the understanding of its importance in determining the level or scale by which Police Force functions with credibility. The reliability of police services or the entire department highly depends on the amount of attention they receive from the government. If the police force or the police department have the necessary things they need in order to provide the right services, then the service reliability increases and will be appreciated well by the community (Susan et al., 2013).

The kind of service the police force provides is somehow vague. The Police force is accepted to function in terms of protecting the community, ensuring the safety of the citizens. They are also expected to function fast in response to emergencies and different situations. Moreover, the Police force, while serving the function of providing a safe and sound environment, are also expected to treat both victims and alleged criminal with utmost respect and some degree of tolerance. This can be very challenging for the entire police department.

In a study conducted by Alpert & Dunham (2000), the use of force and weapons among police officers remain a continuous issue. Trainings, allocation of budget and other factors affect the reliability of service the police force provides. Police service reliability also comes along with police accountability.

In a study conducted in the United Kingdom by Mawby & Wright (2005), they pointed out that police service remains a very vague term and consists of different areas of great importance particularly police accountability. One of the underlying concepts that make police accountability a topic that has been avoided yet remained controversial is the human rights context. The paradox in terms of police governance is quite obvious. While the police force is expected to function greatly in terms of handling crimes, there is still a need to balance coercive power in handling operations. Moreover, the style utilised in policing is somehow political in nature and the need for good financial stewards is also of great importance. The legitimacy of the services being provided by the police force is highly dependent with the accountability of the organisation. In other countries, however, the reliability of the services the police forces provide depends on the internal characteristic of the organisation.

In Nigeria (Oshodi, 2011), the need for a thorough psychological test in order to assess the mental and emotional capacity of police officers is a high determinant for the legitimacy and reliability of the services they provide. It has been recommended that police officers work in collaboration with a competent psychologist who will perform the thorough assessment of police officials. This area is sometimes taken for granted and must be considered by other countries who work on the reliability of the services the police force provides. When this is properly done even during the recruitment phase, it will be easier for the police authorities to ensure the reliability of the services the police force renders. If the mental and emotional capacity of police officers is questionable, the reliability of the services they give in spite of trainings and completion of requirements remain doubtful for both the public and the administration. Hence, it is vital to consider this as an initial approach in promoting and increasing the level of police force service reliability.

2.13.2 Public Perception for Police Force.

While police enforcement agencies are expected to function with consistency in discipline, it is also expected by the public that they too shall work with empathy, taking into consideration other aspects of the citizens involved. In a study conducted in Harvard Kennedy School (Bayley et al, 2015), several issues arise when it comes to the perception of public regarding the police force. It is important to carefully analyse how the public perceives the way police officers are handling scenarios and how they treat different people particularly those coming from different culture and race. One of the important indicators in identifying whether the public view or perceives the police force positively is identifying the level of professionalism they show whenever they handle specific cases and issues.

Moreover, the perception of public can be directly linked with the number of cases and complaints filed to the agency itself (Davis, 2012). This is consistent with the study conducted by Sherman (2013). Minority groups within United Kingdom citizens show a different perception on policing and security departments. Hence, inclusion of perception of the public amongst the security agencies is very important. In South Africa (SAPS, 2010), public approval is considered as one of the ethical foundations in providing services. The department values and respects the perception of the public for they exist for the public alone. Provisions of good quality of services increases or enhances the legitimate appreciation of the public towards the police force or department (Davis, 2012). Furthermore, the perception of the public

towards police force highly depends on the degree of involvement the government allows the people in terms of evaluating the services police agencies provide.

In a study conducted in the United Kingdom (Mawby & Wright, 2005), consultation and monitoring by different accredited nongovernment organisations (NGOs) is one way to assess the perception of the public in terms of police force services. Moreover, different groups and organisations like Police Community Consultative Groups and Lay Visitors also do their part in the assessment of the services the police force provide. The general perception of the public is also assessed through the utilisation of public surveys done on a regular and sometimes random basis.

Mawby & Wright, 2005 also observed and emphasised that while there are separate bodies that determine the technical assessment of the public in the police force or the police department, the function of the media is very important and remains crucial in the scrutiny of the public officials and organisations. The media greatly affects the perception of the general public since what the community or the public sees are the incidents being shown on television and in newspapers. Their assessment may not be technical and sometimes biased; hence, the media should ensure balance and unbiased reporting. Responsible journalism and media ethics should be strengthened especially for countries with a free press. The view of the public in terms of police services being rendered is very important. The positive perception of the public produces and results in compliance and adherence to the law.

In a study and assessment done in the United Kingdom by the Office of National Statistics (2014), the assessment of the public perception was based on the six statements as follows: first, the reliability of the police officers when needed; second, the respect given to the public by the police officers; third, the fairness and equality given by the police when treating the public; fourth, the level of understanding given by the police in terms of local concerns and issue; fifth, the operations on how the police deal with local concerns; and sixth, the public level of confidence in terms of police services.

Overall, the perception rating given by the general public in the United Kingdom has increased over the years. This means that the public has a positive perception on the services provided by the police force or the police department (Office of National Statistics, 2014).

In a study conducted by Ede (2003) in Queensland, the degree of confidence among police officers remain high and the doubts decrease over the year. This is mainly because, the police force allowed an audit from a separated independent body and they are open to criticisms and scrutiny. With this, it has been consistent that the perception of the public is greatly affected by the openness and transparency of the entire organisation and the services they provide. It is most definitely important for police departments of different nations to conduct their own study in order to address the real concerns as of the present times. In Queensland, while the importance of assessing the public perception of police behaviour and services remain, it must be clearly pointed out that there is still a positive trend in this area. Hence, one of the recommendations is police officers should maintain a positive attitude while addressing the new concerns of the general public.

The fact that age affects the perception of the public in terms of policing is consistent with a study done by Cebulla & Stephens (2010). Perceptions of the different areas of policing is greatly dependent with several factors like socio-economic characteristics as well as the socio-demographic data of the population. Because of this, it is strongly suggested that consumer data and consumer attitudes should be included in further studies.

Furthermore, in a study conducted by the National Institution of Justice (2003), two aspects in terms of police performance in relation to public perception were studied: First is the *job approval*, and second is the *office demeanour*.

The first aspect, *job approval*, determines whether the police force can actually handle operations in terms of maintenance of safety and security and crime control. Office demeanour includes the level of respect and fairness rendered by the police officers in handling different situations and operations. In order to assess or study the perception or opinion of the public in terms of policing, four (4) major factors were considered: a) the perception of the public in terms of crimes that exist within the community in relation to their social responsibilities; b) the public's contact with the police and their response and evaluation regarding their personal experiences as victims of crimes and violence; c) demographic data and characteristics of the community; and d) role carried out by the media (National Institution of Justice, 2003).

In the first factor affecting public opinion or public perception, the way the community sees or views police officers is highly linked with the incidence of crimes that occur within their neighbourhood. The second factor is the police contact whether formal or informal, the former being official phone call reports and the latter being ordinary conversation during patrol, is also highly related to the perception of the community. The third factor which includes the demographic data of the community does not only focus on the age but also on the race. Research results suggest that minorities like the Blacks in this case report low opinion in terms of police job description. This is primarily because they actually believe that the minorities are mistreated, causing them to think and act in a more rebellious manner (National Institution of Justice, 2003). The fourth and the last factor is the effects of media in terms of police opinion and perception. While transparency is a good principle in many aspects, the police authorities must be prepared and cautious in dealing with media and making public announcement. Thus, managing public relations would also mean managing well the media partners especially in a free and open society. With the results of this particular study, the perception of the public towards policing and safety can be changed and improved through enhancement or improvement of relationships with the police authorities. Informal contacts can be increased to ensure comfort and establish a bond between the people and the police force or the police authorities. Likewise, sensitivity to multicultural diversity should be considered as an important factor in managing public perception.

2.13.3 Public Trust and Confidence.

Richards (2010) emphasised the importance of connecting police programmes, services and activities to reinforce the public and trust and confidence as one of the indicators of good police performance. In the United Kingdom, the minority of the public shows distrust among police officers and authorities. With this an evidence-based model has been created in order to decrease the level of distrust and possibly increase the level of confidence of the public regardless whether they are part of the minority or majority (Sherman, 2013). One of the many ways to promote confidence and ensure public trust is taking into consideration the integrity of the organisation or department.

Moreover, showing utmost respect to different cultures and beliefs must also be included as part of the police value system and ethical foundation in order to promote public trust (SAPS, 2010). In a study conducted in Harvard by Bayley et al

(2015), it is evidenced that when police officers treat the public with utmost respect, the same thing will be projected towards them by the public as a customer. Hence, there will be fewer conflicts and incidence of resistance with the law. With this, it can be considered that public trust and confidence is a result of the police department's commitment and respect towards the people.

In order to improve public trust and confidence, police force or police authorities should also improve their accountability system. One of the things that could be done is for the police department to remain open to constructive criticisms (Mawby & Wright, 2005). It is hard and sometimes impossible to give an unbiased and fair evaluation to your own performance particularly if the evaluation will be made publicly. Hence, it is the people the police force serves who can truly provide the most reliable assessment and evaluation. The police force can openly increase the trust and confidence of the public if they show they welcome scrutiny and the ideas and concerns as well as suggestions of the general public. This process can be challenging and sometimes painful but will eventually result in stronger community-based policing.

In the assessment conducted by the Office of National Statistics in the United Kingdom (2014), the gauging process of the level of confidence and trust of the public was done through the assessment of whether the public agrees or disagrees that police actually handles crime and other issues like anti-social behaviour. More than half of the respondents agree, hence, the level of confidence among adult individuals in the United Kingdom is remarkably positive. Also, previous studies done by Ede (2003) in Queensland, shown and revealed that majority of older respondents have positive outlook in terms of police confidence and trust and that majority of those who have negative perception belong to the younger age bracket, particularly 18 to 24 years old. While it is true that over time, these people will eventually have a positive perception and an increased level of confidence and trust of police officers, it must be pointed out that interventions should be done to promote and strengthen the relationship of young people or young adults and the police force to avoid possible conflicts and dilemmas in the future.

Moreover, there are still issues in terms of confidence that must be addressed. One of which is that those people who have problems in terms of police services less likely to complain. This is a reflection of issues in terms of the complaint process. It

will be more challenging if this is the case since it is hard to correct errors if the errors are not identified. Communication and good customer service are some of the additional areas that must be worked on and given focus by the police authorities in order to continuously increase the level of trust and confidence of the people in the community (Ede, 2003). Although most studies conducted have shown positive response in terms of police trust and confidence, other areas and factors that could possibly affect future results must also be considered. For instance in a study conducted by Cebulla & Stephens (2010), there are certain crimes that are reported while others are not. Most of the crimes reported are major crimes and different considerations are being sought prior to reports, like insurance and financial obligations. Few crimes are reported related to vehicular accidents and crimes. One of the major reasons is probably the availability of insurance. Other factors in terms of reporting crimes include demographic data like gender (Cebulla & Stephens, 2010). Effectiveness of police responses and policing services for all the reported and unreported crimes will be affecting public perception.

In the same study conducted, men are less like to report crimes compared with women. Race can also be a factor or a motivating factor for reporting certain crimes like burglary. These and other factors must be considered in terms of assessment of public trust and confidence since it will be more challenging to conclude the level of trust and confidence when people do not report the crimes they have experienced. For some people, not reporting petty crimes is an example or a reflection of lack of public trust and confidence since these people might think it's just a waste of time to undergo all the process of reporting crimes when in the end, they know that nothing will happen. Other people however believe that incidents like this, wherein people no longer have to report crimes is a reflection of high confidence in policing since they believe that eventually these criminals will be caught even without making any reports at all. Hence, other areas must be taken in to consideration in order to understand the behaviour of the public and its correlation with policing trust and confidence (Cebulla & Stephens, 2010).

Many experts agreed that public trust and confidence are particularly important in policing and other safety agencies. There are several effects of increased public trust and confidence. One of which is that trust actively encourages

citizens or members of the community to work hand in hand with the government towards the maintenance of safety and security. Moreover, high levels of trust and confidence ensure the accountability of public agencies, in this case, the police department in terms of the services they provide and their basic job description. Finally, high levels of trust and confidence in policing increases the compliance of the citizens. In a study conducted by Jackson (2010), performance management can be measured as a reflection of public trust and confidence. By simply assessing whether the public believes and agrees that police authorities are capable of handling crime and crime-related situations, can measure whether they have developed trust in police officers.

In the early years, a study was conducted showing the importance of assessing public expectations prior to knowing the level of public trust and confidence and the factors affecting it (Sherman, 2001). Although the results are promising in terms of policing trust and confidence, the general public outlook in terms of trust and confidence in the criminal justice system is sadly lower than expected. With this, it must be considered as well the level of expectations must be considered as well, in order to determine the reasons behind the current and the pattern of their level of confidence with different security agencies, particularly the police force.

To summarise, there are three major domains or areas that directly affect the degree of trust and confidence in the criminal justice system, including policing. The first one includes the different practices as well as the conduct of the criminal justice system. The second includes the different values as well as the different expectations of general public. Third and last, the kind of image the criminal justice portrays in the media (Sherman, 2001).

2.13.4 Public Transparency of Police Organisation.

A study conducted by Davis (2012), emphasised that transparency is a vital process measure that includes all data necessary for the public knowledge and information. Transparency provides a sense of security and develops public trust since the public are able to access data they need. This is very consistent with the study conducted by Sherman (2013), clearly stating that the hallmark of policing is transparency, opening the details necessary for public access and viewing. The degree of transparency sometimes depends on the type of police organisation. In

community policing for instance, the decision making is more open (Community Oriented Policing Services, 2014). Transparency is the availability of needed information that should be disseminated to the public (Policing Exchange, 2011).

Many believed that that transparency of the services the police force provides is not the only thing that matters. It is also equally important to acknowledge the importance of a two-way communication in terms of evaluation of the services the police department provides. One of the means to show public transparency in the police organisation is the use of public surveys and allowing the scrutiny of the public in terms of the service delivery system. Moreover, the results of such evaluation should also be made transparent in order to yield a high result in terms of establishing a more concrete relationship that is founded in trust and confidence (Mawby & Wright, 2005).

Media plays a vital role in terms of informing the public on what they should know. Consequently, the freedom given to media can either make or break an organisation, particularly those endowed with huge public responsibility like the police force. In a study conducted in the United States, the level of transparency by public organisations, like the police force for instance, can be highly reflected on what is being allowed to be shown on television or published in newspapers (Sherman, 2001). Recent studies have supported the impact of media in terms of transparency. The attention of the media on policing has been exceptional and sensational. The use and access of different people with video phones and other gadgets as well as the existence of social media has changed the concept of transparency over the years. With this, the police force should act by utilising a more systematic approach, integrating modern technology. Transparency is very important, particularly in a democratic kind of government. Transparency serves public interest on different levels and areas (Sherman, 2001). Since the early years, it has been learned that what matters for the public is the action of the police rather than the number of officers they see. Moreover, the result of an arrest, whether it will lead to conviction or not is highly dependent on the police force action and disposition (Forst, 2008).

In a study and assessment conducted by Transparency International, United Kingdom (2013), it has been recommended that in order to ensure transparency of policing services and its results, there should be a model integrity code that will be

followed. Moreover, there should be consistency in the services and evaluation done. Another recommendation to ensure transparency is the utilisation of a positive integrity management and good governance with proper disciplinary approach. Finally, to address the concerns on transparency, a more comprehensive and a continuous approach in risk reduction and assessment can be added.

With the current high demand on public accountability and transparency, it is important for public organisations to determine and assess the different risks of the transparency required by the community or the general public (International Law Enforcement Auditor's Association, 2013). In a society with press freedom, it is important to adhere to the demand of the public on transparency for relevant information. The risks associated with transparency should be considered and managed well by the police force.

2.13.5 Police Force Supporting Economic Growth.

One of the innovations in policing since the recession is analysing the value for money of different programmes and services created. Police force credibility should not be jeopardised in order to limit the budget. Hence, it is expected that the value for money allotted for the police department shall not be reflected as a liability but as an asset that invested for the general welfare of the country and people (Davis, 2012).

Likewise, one of the many ways police force or police department can cope with globalisation and actively aid in economic growth is utilisation of information technology (SAPS, 2010). This in turn will enhance asset management and promote growth in the economy. The level of public trust and confidence will in turn benefit the economy and boost the economic growth of the country.

For instance, in New Zealand, because of the good performance of the police force or the police department, more investments are made in the country, more businessmen show support and admiration for the government, hence, more opportunities for both the people and the government (New Zealand Police, 2012). Ensuring safety and security is one of basic enterprise ecosystems supporting the economic growth of a particular place.

Likewise, when more and more people learn to trust the government and

have a high level of confidence in terms of social harmony, peace and safety, more and more business investments both local and foreign will enter the country, thus, increasing the economic growth of the nation (Office of National Statistics, 2014). Similarly, when there is consistency and transparency in the way services and information are delivered, and ultimately public trust and confidence increase. More investors will come and it will definitely yield in economic growth (Transparency International, 2013). While most studies would link economic growth and political stability with police force reliability, there are other cases that speak otherwise.

In Africa, Tjonneland (2014) found out that as the economic growth continuous to flourish, the risks are continuously increasing as well. These risks in turn, could possibly lead to turmoil in terms of political or government stability. Hence, when the economy starts to grow, consideration must be given to ensure that safety and security is not compromised. It has been mentioned that in most cases when policing is performing well and the public is confident in terms of safety and security, investment follows. If these concerns about safety and security are not properly addressed in Africa, things will start to backfire resulting in a rapidly decreasing economic as well as political status (Tjonneland, 2014).

According to Kern (2011) the effects of developing the military and police or other safety and security authorities can range from economic to political growth and stability. On other hand, while the effects and relationship of policing in the business world is quite broad. Different businesses can actually work hand in hand with the police force by helping them identify the current need of the community and the current problems that commonly arise. Moreover, the chamber of commerce or other prominent organisations can aid the police force or the authorities in disseminating important or vital information in terms of safety and security and the different possibilities on what interventions could be done in order to address the different concerns of society (Community Oriented Policing Services, 2014).

Finally, the degree of the responsibility linked with private sectors like businesses and other organisations is considered to be of great impact in a study conducted by the Policy Exchange (2011). While the police force or different police agencies affect or create a great impact in the economic growth, partnership of non-government agencies or the private sector with the public sector can create a better

and bigger impact in the economy.

2.13.6 Police Force Reinforcing Political Stability.

Satisfaction of the public in terms of police performance can be reflected not only in terms of economic growth but also in terms of political stability. The public see the police department as an integrated body of the entire government. Hence, the public not only shows appreciation to the police force but the entire government (New Zealand Police, 2012). Government or political stability can be achieved if the police force has adequate tools or resources. The police force cannot function properly if they lack the things that they need. If the government cannot provide the resources for the police force, the police force cannot function properly. Hence, it will be challenging to maintain political stability (Susan et al, 2013). With this it can be concluded that political stability is directly link to the efforts of the police force and vice versa.

In the United Kingdom, with the overall level of confidence continuously increasing over the years, the status of political trust is also affected. Hence, political stability is maintained (Office of National Statistics, 2014). Police Force efficiency and effectiveness greatly affects the way the general public views and trust the entire government (Forst, 2008). Police force and political stability are closely linked with each other. They are sometimes considered to have a two-way effect on each other. When the police force practices are within or above the standards, political stability is manifested. In the same manner, when politics is stable it is clearly reflected in the kind of police force the government has. One of the many ways political stability can be maintained is the assurance of a safe environment (Forst, 2008).

In a study conducted in the United States of America (Sherman, 2001), different individuals respond to the kind of behaviour officers portray when they are being sanctioned causing a direct effect on recurrence of crimes or compliance to the law. Likewise, transparency and political stability can be closely linked together (Kolstad & Wiig, 2009). Hence, if there is utmost transparency in the way different government services are being delivered, it is a good manifestation of political stability. Moreover, political stability can also be recognised once police force groups or law enforcement authorities can smoothly work hand in hand with different government agencies like different legislative bodies, other law enforcement agencies, human rights services, health services, schools, prosecutors

and others (Community Oriented Policing Services, 2014).

In other countries where political stability is still questionable, the function of police force is relatively high and crucial. In the case of Papua New Guinea, the demand for the role of the police in terms of maintaining peace has suddenly jumped from ensuring public safety by fighting against street crimes to ensuring public welfare by fighting against the leaders of the government (Cochrane, 2014). This is an example of the degree of burden the police force or police authorities face every single day. The battle between good and evil is not only found in the streets of the community but also within the walls of the government. In countries where there is still chaos and turmoil, the police force need greatly. The reform needed in order to achieve political stability can be started in the police force or other safety and security agencies (Cawthra, 2010). This is highly applicable in countries like Zimbabwe and Madagascar. The need to maintain political stability is quite obvious, but economy wise, it is very challenging. With this, one approach could to start with the police force. If the people start to show respect and confidence in the police authorities, the reform of the entire government could be easier. Although this still needs to be proven, what is obvious is that there is a close link that connects politics or political stability and policing (Cawthra, 2010).

2.13.7 Comparative Performance of Police Force with Other Country. Different countries are currently undergoing a major period of change or transition process due to the changes and the current demands of the new generation. The need to incorporate new leadership styles and new approaches, the use of technology and the different strategic management plans and implementations go along with the needs of the 21st century (Murray, 2000).

In South Africa, it is obvious how much importance the public perception and public interest. The strategies they provide aim at the achievement of goals that are directed towards the current needs of the public and not of the system (SAPS, 2010). On the contrary, the United Kingdom views policing and their performance based on the active evidence presented. These sets of evidence are clear reflections of whether strategic plans are carried out and whether they are appropriate or need

improvement (Sherman, 2013).

Hence, the focus of United Kingdom Police Force is more on data and facts and not on human response as compared with that of South Africa. The same is true with Northern Ireland. They present the facts in comparison with the actual plan or strategic plan presented. After which, the appropriate course of action will be taken depending on the result (Northern Ireland Policing Board, 2010).

In New Zealand, police force performance is generally above average compared with that of other countries. The level of public trust and confidence is high as reflected by the results of the citizen satisfaction survey. The overall satisfaction of the public and the way the police department responds to crimes and events is also above average (New Zealand Police, 2012).

In the United Kingdom (Nottinghamshire Police, 2013), the use of performance management is a great step towards the utilisation of a good strategic plan. Every member of the police department is given individual responsibilities to act, assess and suggest in terms of their performance which is classified into different levels. This enables the members of Nottinghamshire Police to proactively assess and act on the gaps of their actions as compared with the standards given in the goals or objectives. In conclusion, the performance of Nottinghamshire Police is seen to be above average compared with that of other countries.

Further studies conducted in the United Kingdom show the great impact of accountability in the police force (Mawby & Wright, 2005). The general performance of the police has shown remarkable admiration from the people in the community as well as other countries. The United Kingdom strictly adheres with the International Standards on Policing as well as the international standards on accountability. This is done by ensuring that police authorities and different safety and security agencies report on a regular basis by comparing their performance with standards using different performance indicators.

While most first world countries are having issues on innovation, leadership and incorporation of model technologies, third world countries are experiencing dilemmas a number of issues. In a study conducted in Uganda by Tusiime (2007), it has been mentioned that performance of the police force is highly linked with the way the government sees the need and importance of the organisation. In the case of Uganda where financial support is lacking, performance appraisal is done

only on an annual basis for the purpose of promotions. This decreases the driving motivation of the police force. Another problem is that, there are no specific standards used in performance appraisal. This is another reason why police force or police authorities are not really motivated to perform their best. Without proper assessment and appraisal, it will be hard and very challenging for the higher authorities to really assess whether these officers are doing their jobs or not. This will make other police officers think that it is no longer necessary to function effectively because whatever they do whether it is mediocre or excellent is not recognised (Tusiime, 2007). Hence, motivation is an issue in other countries where the budget allotted for police force is very limited like in the case of Uganda.

The assessment of police performance can also be done during the early stages of training (Forero et al, 2009). Trainees with high potential can be detected and other areas and problems can also be assessed and be given interventions. With the different training and research initiatives conducted in the US, the performance of the police forces are quite remarkable. The general performance of police forces in the US has continuously improved over the years. This is reflected by the increasing satisfaction rating of the general public, and the many development initiatives in terms of policing programmes and services (Forero et al, 2009).

Accordingly, the motivation of police officers or authorities in the safety and security sector is quite vital. Motivation and reward work in both ways. If an organisation, like in the case of police force, receives very low or minimal motivation be it in the form of reward or verbal acknowledgement, they will not be motivated to work for the better. While it is true that they are public servants and they exist to serve and not to be served, motivation still plays an important factor to drive these individuals to work for the better (Forero et al, 2009). As reality check and many experts agreed that different countries have different problems and different issues to be addressed. This can be linked with the current status of the country in terms of performance of police force and other safety and security agencies. Countries with good records in terms of political stability have been shown to have a better performance in terms of policing. At the same time, countries with good performing police force show political stability.

In the United Arab Emirates (UAE), the continuous stable and steadily growth of the economy has required several reforms in different sectors including the Police Force. There has been a need to reform and improve the policing and security

measures in the country to cope with the fast growing economy. Likewise, the job description of the Police Force can possibly increase but the level of performance should never be compromised and sacrificed (Wilson, n.d.).

In general, the different police agencies in the entire UAE are performing well. The perception of the public is at times overpowered by the coercive outlook, but the level of confidence the community has given the police force is incredibly high. Moreover, the compliance of the people to the different laws and rules are also a good reflection of the kind of service the Police Force provides. The continuous assessment of the perception of the public and the accountability of the police force are also important in maintaining the positive and above average performance of the Police Force of the UAE. Although there are still grey areas that should be given attention in different emirates, all in all the kind of performance shown by the police force as reflected by public perception and compared with the standards set and used is quite impressive. The need for innovation does not stop. Moreover, transparency and building a strong relationship between the police force and the people should be worked on as well to yield positive results and avoid future crisis (Wilson, n.d.).

2.14 Benchmarking and Best Practices of Strategic Management

Although strategic management principles are practically the same for private and public sectors, there are some differences when strategic management is implemented particularly in the government. Public sector organisations are primarily responsible to the government alone based on its mandate, and not to several private groups, which makes it different from private groups or organisations. Despite the seemingly stable way a public organisation runs, there are current demands that create opportunities, and needs for public organisations to adopt strategic changes (Butler et al, 2011) through benchmarking.

Likewise as a challenge, according to Butler et al (2011) that while it is hard to change the public structure and system of most countries across the globe in the way they handle criminal cases and offences, and address the concerns of the public, the situation may be improved with the use of strategic management. For instance, the police department can utilise strategic management in order to identify and address the concerns of the people particularly when it comes to safety and security.

Just like private groups and organisations, there is still a possibility for public or government organisations to seek rescue, most particularly when there is a huge change in the environment, like when economic crisis arise. Turning around a government or public organisation after a failure is almost similar to turning around a commercial or private organisation. However, several challenges are still present. For instance, the legalities of changing the organisational structure and the policies within the organisation may be affected when utilising strategic management. This can be truly challenging and may take extra time before its full implementation because of several factors including the existing laws and other government officials who may not agree with the strategic plan.

Thus, some of the selected reports about best practices suggested that the strategic management and planning process should be integrated with external benchmarking and with learning from best practices in order to turn internal and external sources of information into action. One-way of doing this is to participate in consortium studies to benchmark and gain best practice ideas. The issues of benchmarking and best practice prompted the researcher to revisit the ADP SMP in order to clarify whether organisational and individual learning from benchmarking and best practice was embedded in the strategic planning process within the ADP.

While on side of the business community, the study conducted by the AQPC's International Benchmarking Clearinghouse shared and emphasised the nine indicators of best practices for strategic management system among the 45 top companies (Center for Applied Research, 1996). The revelations of this study can be revisited and linked with the most recent results as well as with the eight dimensions of strategic management, which also served as good benchmark of strategic management practices applied by many organisations worldwide. These are the nine indicators of best practices for strategic management:

- 1) Expanded goals of the organisation, which allows thinking outside the box.
- 2) Flexibility of planning process encourages continuous improvement.
- 3) Effective communication of strategic plan reaffirms quality planning.
- 4) Dynamic and focal strategic planning at the department and section

levels.

5) Compelling vision and culture of discipline, enriches planning systems.

6) Integrated strategic planning and management systems.

7) Proper documentation of innovative and fresh strategic thinking.

8) Leveraging the diversity of competencies and expertise of people.

9) Fitness and relevance of the adapted strategic planning systems.

Furthermore, the Balanced Scorecard Institute (2015) shared and emphasised these eight components of best practice of strategic management system as follows:

1) Start with leadership passion and commitment for excellence.
2) Inspiring shared vision cum strong organisational values.
3) Strategic mind-set and fresh thinking of the people in the organisation.

4) Fitness and alignment of the fundamental strategic elements.
5) Utilising suitable technology for strategic performance measurement.

6) Managing performance with clear metrics for making strategic decisions.

7) Embracing the lifestyle of continuous process improvement.
8) Focusing and mastery of the adapted strategic management systems.

On the other hand, Heumann (2003) reminded that the best strategic management required these five essential maturity levels, namely:

1) Availability of written strategic plans of the organisation.
2) Strategic management frameworks and documents are well organised.

3) Strategic plans, progress and assessment reports are properly structured.

4) Implementations are traceable and monitored regularly and appropriately.

5) Strategic management should be integrated and enriched by other systems.

While Morato, Jr. (2006) emphasised that best practice of strategic management must ensure the consistency of the set vision, mission, core values, objectives, key result areas and performance indicators as back up by strategies, programs and services with organisational systems, structures and resources as driven by people with competencies, right attitudes and expertise.

Finally, according to Pealow (2005) there are thirteen key elements of the best practices of strategic management, which are based on his actual experience as a practitioner and consultant of First Nation and several companies as regards to strategic management system and accountability. These thirteen elements of best practices are as follows: a) prioritising the development issues; b) utilising the mission statement; c) aligning strategy and operational excellence; d) analysis of external working environment; e) quality inputs for the forces and factors external working environment; f) stakeholders involvement; g) generation and validation of SWOT; h) use of SWOT matrix; i) regular updating of strategic plan; j) proper use of strategic plan; k) monitoring of progress and status; l) regular assessment of strategy; and m) linking strategy with key performance indicators or managing performance.

2.15 Strategic Alliances with International Policing and Security

According to Flanigan (2002) there many favourable and common benefits and advantages to work together among the members of international community along with their respective police organisations in order to realise the common goals. Similarly, that the utilisation of modern ICT to strengthen the existing linkages and alliances is considered timely and very important platform for constant updating of police information and for strategic police intelligence sharing. Likewise, the same principle and practice was reaffirmed and propagated by the US Government in several international gatherings and occasions for peace and security matters. Similarly, in combating collectively transnational organised crime, the US Government emphasised repeatedly the importance of building and reinforcing the capability of the international community through strategic partnerships, cooperation and alliances for policing and security.

Furthermore, US President Barrack Obama (2011) highlighted the fourteen strategic actions for review and consideration of the members of the international community in order to combat the threats of transnational organised crime as follows:

a) Scale up the strong awareness about the threats of transnational organised crime, and thereby strengthen alliances, cooperation and partnerships against it.

b) Formalise partnership with international bodies and agencies for mutual cooperation and to strengthen policing networks and capabilities.

c) Tap suitable existing international support systems for countering the transnational organised crimes.

d) Decrease the needs and demands for products and services that encourage and support activities of transnational organised crimes.

e) Maintain the strong rule of law through regional cooperation on justice system and prosecution of apprehended criminals.

f) Strengthen regional strategy with high risk region like Africa to counter the existing threats of transnational organised crimes.

g) Stop existing corruption within the government and police forces, which supported illegal trades of fake products and other illegal activities.

h) Build up cooperation and partnerships with different stakeholders in order to prevent, arrest and persecute those involved in transnational organised crimes.

i) Expand international research to investigate further the nature and scope of transnational organised crimes and to find and recommend innovative and effective strategies to counter these groups.

j) Formalise the system of cooperation by and between the US and UK in combating the threats of transnational organised crimes.

k) Establish and implement the border control and cooperation by and between the US and Mexico in enforcing the governing laws and especially against stopping the transnational organised crimes.

l) Increase the involvement of the United Nations in relations to the signed agreement against transnational organised crimes.

m) Support the building up of the capabilities in managing effectively and efficiently the design programmes in combating transnational organised crimes.

n) Strengthen international partnerships to enhance the capabilities for standardisation and quality systems of proper screening, classification and

determination of transnational organised crimes.

With regard to the political behaviour and leadership model in the UAE, these are aligned and consistent under the foreign policy framework that is focused on diplomacy and building meaningful relationships with other countries. The UAE as a federal nation is committed with its assurance of embracing peace, security and stability with the international community (UAE Interact, 2015).

Furthermore, according to the World Economic Forum (2014) the status of the top twenty members of the international community based on the Global Competitive Index or GCI are herewith presented below.

Table 5 - The Global Competitiveness Index of Top 20 Countries

Country/Economy	GCI Period 2013-2014	GCI Period 2012-2013		Change
	Rank	Score	Rank	
Switzerland	1	5.67	1	0
Singapore	2	5.61	2	0
Finland	3	5.54	3	0
Germany	4	5.51	6	2
United States	5	5.48	7	2
Sweden	6	5.48	4	-2
Hong Kong SAR	7	5.47	9	2
Netherlands	8	5.42	5	-3
Japan	9	5.40	10	1
United Kingdom	10	5.37	8	-2
Norway	11	5.33	15	4
Taiwan, China	12	5.29	13	1
Qatar	13	5.24	11	-2
Canada	14	5.20	14	0
Denmark	15	5.18	12	-3
Austria	16	5.15	16	0
Belgium	17	5.13	17	0
New Zealand	18	5.11	23	5
United Arab Emirates *	19	5.11	24	5
Saudi Arabia	20	5.10	18	-2

Source: World Economic Forum, 2014

Based on the analysis of GCI, the UAE increased by 5 points and moved to second place in the Arab region and ranked 19th overall while Qatar as first place in the Arab region and ranked 13th. For the period covered of 2013-2014, the increased for oil prices have generated budget surplus and reinforced the country to bring down the public debt and raised the wealth reserves.

The UAE has been also progressive by using suitable ICTs that enhanced the

work quality and productivity. The overall competitiveness of the UAE reflected the class and worth of the following development areas: infrastructure is ranked 5th; efficient goods markets is ranked 4th; strength of macroeconomic stability is ranked 7th; optimistic aspects of the government institutions as revealed by the rating of public trust for politicians is ranked 3rd; and ranked 9th is the high government efficiency. These ranking as quality indicators of global competitiveness have placed the UAE on a more steady improvement route, will involve further inputs to enhance health and academic indicators, which placed 49th. Nurturing the bar of excellence with regard to education system will necessitate not only measures to develop the quality of teaching and learning system, and the significance of curricula, but also measures to deliver incentives for the people to attend school programmes at the basic education levels and eventually college (World Economic Forum, 2014).

2.16 Synthesis and Gaps Bridged by this Study

All the above-mentioned, discussed and cited related articles, studies and literatures have been very helpful in enriching and expanding well this study as links to the strategic management practices and strategic management influences of the ADP as a good example of Arab government security organisation. Those related materials have been discussed according to the selected themes and topics. These are the synthesis about the sources of the utilised related articles, studies and literatures:

a) A total of fourteen sources about the strategic roles of police forces as government security organisations have been reviewed, discussed and included in this study. These cited materials have validated and emphasised the strategic mandate and special police powers and authority for the common welfare of people

b) A total of eight sources focusing on the importance of clear strategic directions for police forces as government security organisations have covered extensively. These cited materials also reinforced the strategic relevance of the existing strategic directions of the ADP.

c) A total of twelve sources centred on the essential value of strategic planning for police forces as security organisations have been reviewed and utilised. These cited materials also affirmed and reaffirmed the richness of the different perspectives and practices of strategic planning as applied by the different private and public organisations.

d) A total eight sources covering the different indicators of good strategic management practices have been linked and discussed. These cited materials represented the uniqueness of the perspectives of the utilised sources and models.

e) A total of thirteen sources containing the common and uncommon perspectives about strategy have been reviewed and appreciated. These cited materials also reaffirmed the abundance of knowledge and wisdoms about strategy.

f) A total of twelve sources sharing the features and challenges of different strategic management models have been utilised. These cited materials also reflected the different and unique perspectives of the each author and source.

g) A total of twenty one sources emphasising the framework, importance and utilisation of the balanced scorecard, and these cited materials also expanded and reinforced the popularity of the balanced scorecard and the latest progress especially those updates being accessed from the Balanced Scorecard Institute (2015).

h) A total of eight sources covering the threats and enemies of policing and security have been used and discussed. These cited materials covered the perspectives of UK and US. Likewise, common threats are related to cybercrime, terrorism and other forms of serious and organised crimes.

i) A total of eleven sources discussing and concentrating about the impact of technology on policing and security. These cited materials affirmed and reaffirmed the importance and consequences of various policing technologies. Likewise, different categories of policing technology have been highlighted in the review and discussion such as ICT for policing, analytic technology for policing, land mobile radio and other communication technology, surveillance, sensor and recording technology, identification technology, and other policing technologies.

j) A total six sources focusing on the importance and impact of stakeholders' engagement on policing and security are reviewed and utilised by the researcher. These cited materials also affirmed and reaffirmed the strategic relevance of quality engagement of the stakeholders for all types of organisations, and especially for police force as a law enforcement agency of the government.

k) A total of forty six sources containing the five indicators of strategic management practices for policing and security, and distributed as follows: nineteen

cited materials for policing vision, mission and core values; twelve cited materials for policing performance management; eight cited materials for policing strategic management process; three cited materials for police involvement in strategic management; and four cited materials for policing outputs in strategic management.

l) A total of ninety five sources covering the seven SMI indicators of good performance for policing & security. The utilised materials are distributed as follows: one cited material for the overview; seven cited materials for service reliability of police; sixteen cited materials for public perception for police force; thirteen cited materials for public trust and confidence; nine cited materials for public transparency of police organisation; ten cited materials for police force supporting economic growth; ten cited materials for police force reinforcing political stability; fourteen cited materials for comparative performance of police force with other country.

m) A total of eight sources focusing on benchmarking & best practices of strategic management. These cited materials presented the different perspectives of best practices in the areas and key elements of strategic management and serving as good benchmark for new and other adapters.

n) A total of six sources discussing and emphasising the importance of strategic alliances with international policing and security. These cited materials presented the different points of view about the different authors and experts based on studies. Likewise, these cited materials validated the strategic value of alliances for international policing, safety and security.

As to the gaps bridged by this study, the researcher found out that no study is currently available focusing on the topic of strategic management practices using a police force as an adapter and an example of government security organisation. This study utilised five indicators of strategic management practices and seven indicators of strategic management influences. Likewise, this study tapped the utilisation of internal respondents, which measured the existing strategic management practices in the ADP; and the external respondents, which measured the existing strategic management influences of organisational performance of the ADP. This study used two separately designed and customised survey questionnaires and interview guide questions about the “*why, how and what*” of strategic management practices and strategic management influences respectively. Moreover, this study utilised a research locale and unit, which was part of the Arab region. This study offered new or fresh perspectives based on the existing strategic management

practices of Abu Dhabi Police as an Arab government security organisation. Thus, this study was considered a pioneering research paper in the UAE and in the Arab region respectively. This study hoped to share and supply the existing gap and need based on the utilised independent and dependent variables and the corresponding factors and elements. The key findings and analysis, conclusions and recommendations of this study provided innovative knowledge and fresh insights for international cooperation and for continuous improvement of the diverse police forces across the globe, which served as primary government security organisations. Likewise, this study also served as a good reference material for future researchers on strategic management practices and strategic management influences, and those related topics of assessing and determining the existing conditions and dynamics of policing strategies as being reflected by policing programmes and services.

Chapter III

RESEARCH FRAME AND DESIGN

3.1 Overview

This chapter covers the discussion of the three essential elements of research frame and design as follows: 3.2) conceptual framework; 3.3) research hypotheses; and 3.4) research assumptions.

3.2 Conceptual Framework

This study utilised the conceptual framework as illustrated below in *Figure 17*. This conceptual framework was developed by the researcher based on the utilised demographics of internal and external customers as independent variables and the indicators of strategic management practices or SMP and strategic management influences or SMI as dependent variables.

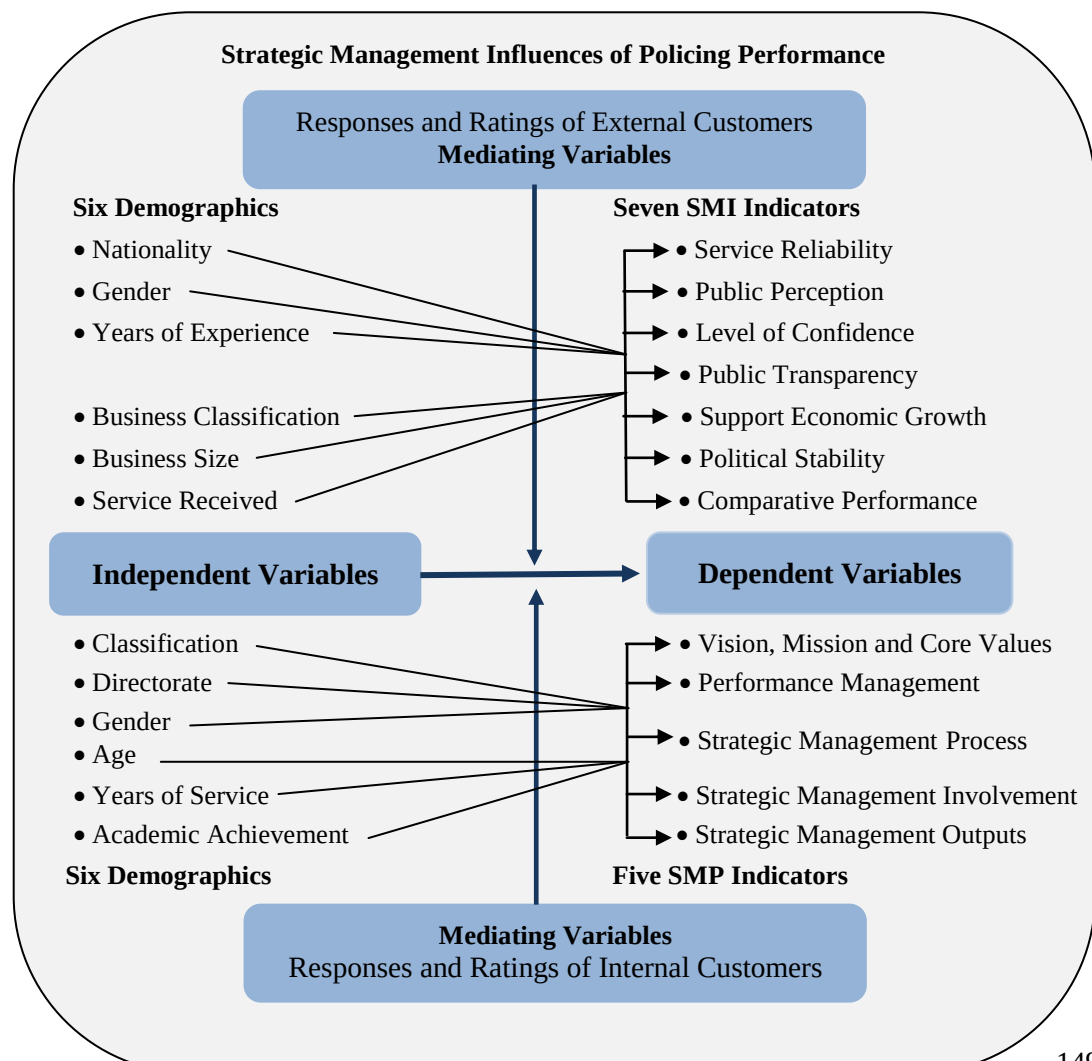


Figure 18 - Conceptual Framework

3.3 Research Hypotheses

This study tests the following hypotheses:

H1. The stronger the five indicators of the strategic management system of the ADP, the better the strategic management practices as perceived by the ADP personnel as the internal customers.

H2. There is a significant degree of relationship of the six internal independent factors with the five dependent factors as regards to strategic management practices perceived by the ADP personnel.

H3. The stronger the indicators of seven strategic management influences, the better the ADP organisational performance as perceived by the ADP external customers.

H4. There is a significant degree of relationship of the six independent external factors with the seven dependent factors of strategic management influences as regards to the ADP organisational performance as perceived by the ADP external customers.

H5. The ADP is responsive to external customers as indicated by the seven indicators of strategic management influences.

H6. The strategic planning framework adapted by the ADP is fully integrated as indicated by adequate and essential indicators of strategic management practices.

H7. The ADP strategy has been successfully executed as indicated by the progress reports and recognitions of quality strategic management practices.

3.4 Research Assumptions

This study is guided by the following assumptions:

a) The researcher was given the formal approval and authority by the top leadership of the ADP, and has been able to access, retrieve and use all the existing strategic management frameworks, plans, reports and other related documents of the ADP as needed and required for the review of the existing secondary data.

b) The responses and assertions of the internal and external respondents on the different items of the internal and external survey questionnaires are provided to the best of their knowledge, attitudes and abilities.

c) Likewise, the responses and assertions of the internal and external respondents are taken with their permission, and provided with utmost respect and confidentiality.

d) The responses and assertions of the internal and external respondents are taken per se by the researcher for data retrieval and collection, statistical treatment, analysis, interpretations and inferences.

e) The perspectives and perceptions of the internal and external respondents as reflected by their respective quantitative ratings and qualitative responses are considered correct and valid within the period of time when the data and information are shared and collected using the customised survey questionnaires.

f) The adaption of appropriate strategic management system suitable for a specific police force and as an Arab government security organisation is considered essential and a must for achieving and sustaining peace and prosperity for a particular state and nation in the Arab region.

g) Effective leadership and efficient strategic management systems are desirable characteristics and lifestyles of the leaders and managers of any police force and an Arab government security organisation.

Chapter IV

RESEARCH METHODOLOGY

4.1 Overview

This chapter covers these basic components of research methodology, namely: 4.2) research method; 4.3) research population and respondents of the study; 4.4) questionnaire design; 4.5) data collection procedures; 4.6) statistical tools of analysis; 4.7) research framework; and 4.8) research ethics.

4.2 Research Method

This study utilised a descriptive research method through the two tailored-fit survey questionnaires and customised guide questions for one-to-one interviews, which were designed separately to cover the targeted number of internal and external respondents respectively.

A field survey for the collection of primary data was conducted since the study adapted two sets of customised survey questionnaires with guided interviews, wherein the first one was intended for the internal survey of the employees of the ADP, and the second one was intended for the external survey of the business owners and executives of the small and medium enterprises, and large enterprises.

Applied statistical tools were consistent with research method. Descriptive and inferential statistics illustrated and described the response rates and the compositions of the demographic factors of the internal and external respondents. Likewise, the adapted independent and dependent variables with their corresponding factors and elements are treated using descriptive and inferential statistics, and then analysed and interpreted accordingly. This was the quantitative aspect of the study.

The summary of the generated suggestions from the internal and external respondents were organised and categorised. Those summaries of suggestions also described the gaps and areas, which required appropriate decisions and actions, and lead to innovation and improvement in the ADP. The summaries of suggestions were based on perceptions and perspectives of the internal and external respondents.

Furthermore, one-to-one interviews were conducted by the researcher for the selected number of internal and external customers. The customised guide

questions for the interviews are herewith provided as the Appendix C of this document. The said one-to-one interviews with the internal and external customers served as the validation and enrichment processes. This was the qualitative aspect of the study.

4.3 Research Population and Respondents of the Study

The population of this study were sourced from the ADP GHQ, the Ministry of Interior and key stakeholders from the community particularly the business owners. The *Table 6* below shows the distribution of employees in the ADP General Directorates:

Table 6 - The ADP Distribution of Employees

D i r e c t o r a t e s	P C O	P N C O	C i v i l i a n s	T o t a l s
General Directorate for Security Affairs and Ports	398	3,430	389	4,217
General Directorate for Guards and Establishment Protection	245	3,071	84	3,400
General Directorate for Policing Operation	1,507	8,872	1,221	11,600
General Directorate for Central Operations	640	2,487	995	4,122
General Directorate for Finance and Services	246	416	767	1,429
General Directorate for Human Resources	1,275	2,750	859	4,884
General Commander	701	1,198	663	2,562
Deputy General Commander	161	1,374	137	1,672
T o t a l s	5,173	23,598	5,115	33,886

PCO is Police Commissioned Officers **NCO** is Police Non-Commissioned Officers

Likewise, this study involved two types of respondents, namely: 1) internal respondents, which represented the four classification of the ADP personnel such as: a) Police Commissioned Officers; b) Police Non-Commissioned Officers; c) Civilians; and d) Consultants; and 2) external respondents, which represented by the business owners and/or chief executives of small and medium enterprises, and large enterprises, of which the business owners and executives are classified as follows: a) Emiratis; and b) Expatriates who are not employees of ADP that receive a service from ADP. This category were selected according to the importance of

business owners, as UAE considered the results of many forums such as World Economic Forum, which mainly focuses on business man perceptions. The external questionnaire targeted total of 1000 small, medium and large enterprises, 213 respondents were accepted as they responded to the survey.

Moreover, as to the internal respondents of this study, this total number of 1,569 of ADP selected employees and equivalent to 4.6% (1,569/33,886) of the population. This also served as the internal sources of primary data based on the internal survey questionnaire as shown as the *Appendix A*. While as regards to the external respondents, approximately 21% (213/1000) responses are accepted from the total business owners participated and served as the external sources of primary data based on the external survey questionnaire as shown as the *Appendix B* of this study.

4.4 Questionnaire Design

The researcher customised the two survey questionnaires for this study, namely: a) internal survey questionnaire intended for the ADP employees as internal customers; and b) external survey questionnaire intended for the business owners as external customers of the ADP.

The customised internal survey questionnaire is prepared with three sections, namely: Section 1 - Six Demographic Factors of Internal Respondents; Section 2 - Five Indicators of Strategic Management Practices in the ADP; and Section 3 - Suggestions to enhance the strategic management practices in the ADP. Here are the contents of the design of the three sections of internal survey questionnaire:

Section 1 was designed in order to get the response rate and the information of the six internal demographic factors of the respondents in terms of classification, directorate, gender, age bracket, years of service, and academic achievement.

Section 2 was constructed in order to measure the five indicators of strategic management practices or SMP in the ADP in terms of the following:

a) SMP Indicator 1 - Vision, Mission and Core Values with four elements

- b) SMP Indicator 2 - Performance Management with four elements
- c) SMP Indicator 3 - Strategic Management Process with four elements
- d) SMP Indicator 4 - Strategic Management Involvement with four elements
- e) SMP Indicator 5 - Strategic Management Outputs with four elements

Section 3 was included in order to generate the list of suggestions from internal respondents for the enhancement of the strategic management practices in the ADP.

The primary data from internal respondents generated by Sections 1 and 2 were analysed quantitatively by using descriptive and inferential statistics. While the primary data generated by Section 3, were organised, analysed and compared qualitatively based on the five key indicators and elements of strategic management practices. The summary of suggestions was organised and geared to enhance the strategic management practices or SMP in the ADP.

For the external survey questionnaire, this was prepared with three sections, namely: Section 1 - Six Demographic Factors of External Respondents; Section 2 - Seven Indicators of Strategic Influences of the ADP Performance; and Section 3 - Suggestions to enhance the strategic management practices in the ADP in order to level up its strategic performance.

Here are the importance and features of the design of the three sections of external survey questionnaire:

Section 1 was designed in order to get the response rate and the information of the six external demographic factors of the respondents in terms of nationality, gender, years of experience, business classification, business size, and ADP service received.

Section 2 was constructed in order to measure the seven indicators of strategic management influences or SMI of the ADP performance in terms of the following:

- a) SMI Indicator 1 - Service Reliability with three elements
- b) SMI Indicator 2 - Public Perception with six elements
- c) SMI Indicator 3 - Level of Confidence with seven elements
- d) SMI Indicator 4 - Public Transparency with three elements
- e) SMI Indicator 5 - Support Economic Growth with twelve elements
- f) SMI Indicator 6 - Political Stability with one element
- g) SMI Indicator 7 - Comparative Performance with other Country with seven elements

Section 3 was included in order to generate the list of suggestions from the external respondents for the enhancement of the strategic management practices in order to level up the strategic performance of the ADP.

Similarly, the primary data from the external respondents generated by Sections 1 and 2 were analysed quantitatively by using descriptive and inferential statistics. While the primary data generated by Section 3 were organised, analysed and compared qualitatively. These were based on the seven key indicators with elements of strategic influences of the ADP performance. The summaries of suggestions were organised and geared to enhance the strategic management practices in order to level up the strategic performance of the ADP.

For the rating and scoring guide used by internal and external respondents, the two survey questionnaires for their respective Section 2 as independent variables with factors and elements, have assigned same options for easy reference with five values by using the Likert scale system as follows:

Options	Assigned Values
Very High Extent	5
High Extent	4
Moderate Extent	3
Low Extent	2
Very Low Extent	1

After the two survey questionnaires are constructed, they are forwarded to subject matter experts for review, comments and suggestions, before these survey questionnaires are issued to a group of ten ADP employees as users of internal survey and also ten business owners as users of external survey. These two

groups utilised for the survey trial are excluded from the sample population of this study. Thus, the two sets of designed survey questionnaires underwent the needed validation process. Likewise, all the comments and suggestions of the subject matter experts were also considered and some suitable items were incorporated in the final design and form of the two survey questionnaires intended for the internal and external respondents of this study. The final form of the two survey questionnaires are herewith attached as the Appendices A and B of this study.

For interpreting the computed average mean value (AMV) of the five SMP and seven SMI indicators and their corresponding elements, five point Likert scale is utilised ranging from 5 (strongly agree) to 1 (strongly disagree). Similar quantitative dissertations have included their own scale such as 1 (strongly agree) to 5 (strongly disagree), 7 (strongly agree) to 1 (strongly disagree), or 5 (strongly agree) to 1 (strongly disagree), which is clearly defined with numbers and description in the questionnaire form (Lawson, 2003; Zheng, 2009; Michael,2009). Below are the ranges of numerical rating and their corresponding verbal interpretation (VI) respectively:

Numerical Rating	Verbal Interpretation
4.45 - 5.00	Very High Extent
3.45 - 4.44	High Extent
2.45 - 3.44	Moderate Extent
1.45 - 2.44	Low Extent
1.00 - 1.44	Very Low Extent

4.5 Data Collection Procedures

First, for all the available secondary data in the ADP were utilised as reference materials, the researcher sought permission and official approval of the top leadership of the ADP, and only used those strategic management tools and documents covering the five years period of 2010-2014. Likewise, all the existing strategic management tools of the UAE Federal Government and the Ministry of Interior, and the Abu Dhabi Government and agencies were accessed and utilised by the researcher with proper coordination and permission.

Second, for all the suitable and adequate number of reference

materials of this study were presented and organised in the review of related literature and studies, the researcher utilised suitable themes and topics related to this study. All the suitable related literature and studies were accessed from various sources such the ADP physical and e-library, the Abu Dhabi and UAE knowledge centres, academic libraries and various e-libraries and open sources by using the Internet. The said reference materials were downloaded, read and sorted, and highlighted and codified based on themes and topics. The utilised references were cited using APA. These references were included in list of bibliography of this study.

Third, for all the primary data coming from the ADP personnel as internal respondents of this study, the researcher utilised an internal survey questionnaire, which was attached in this document as Appendix A. The researcher utilised field personnel for the issuance, monitoring and retrieval of the internal survey questionnaire covering the desired target number of internal respondents. All the retrieved internal survey questionnaires were reviewed for quality control. Only those with complete answers were utilised for the tabulation of all the raw data and the suitable statistical treatment and analysis. Those internal survey questionnaires with incomplete answers were discarded and rejected by the researcher, thus these were not included in the primary data of this study.

Fourth, for the primary data coming from the business owners in Abu Dhabi as external respondents of this study, the researcher used an external survey questionnaire, which was attached in this document as Appendix B. The researcher utilised field personnel for the issuance, monitoring and retrieval of the external survey questionnaire covering the desired target number of external respondents. All the retrieved external survey questionnaires were also reviewed for quality control. Similarly, only those with complete answers were utilised for the tabulation of all the raw data and the suitable statistical treatment and analysis. Also, those external survey questionnaires with incomplete answers were discarded and rejected by the researcher, thus these were not included in the primary data of this study. Moreover, all the generated data from Section 3 of both internal and external survey questionnaires were organised and analysed. These were included and part of the qualitative aspect based on the perspectives of the internal and external respondents of this study

Fifth and finally, all the findings and analyses of the results of guided interviews were classified, organised and ranked accordingly. All the collected and

analysed data from the interviews are part of the validation process of this study.

This interviews were conducted for ten people five internal and five external, in their offices in English language as this selected people have very good English language skills. It was mainly conducted to validate the suggestions from the findings from the first two sections. Nevertheless, very limited explanation has been added in this research findings about the interviews outcomes because the greater focus was on surveys as quantitative methodologies requirement. Furthermore the findings of interviews data will be published in future researches.

The guide questions for the interviews are herewith provided as Appendix C.

4.6 Statistical Tools of Analysis

For the quantitative aspect of this study, the researcher used both descriptive and inferential statistics to describe the generated primary data as follows:

A. *Descriptive Statistics.* These are the *four descriptive statistics* utilised by the researcher:

1) *Percentage.* This analytical tool was applied, which described how a part was related to its whole. This tool was used extensively for Section 1 of the internal survey questionnaire for the description of the responses of the utilised six internal demographic factors of the respondents of this study. The percentage of responses of the internal respondents measured and analysed in terms of classification, directorate, gender, age bracket, years of service, and academic achievement. Likewise, the same tool was applied for Section 1 of external survey questionnaire, which described the responses of the utilised six external demographic factors of the respondents of this study. The percentage of responses of the external respondents was also measured and analysed in terms of nationality, gender, years of experience, business classification, business size, and ADP service received. Here is the formula used for the percentage computation:

$$\text{Percentage} = \frac{n}{N} \times 100$$

Where: n is the sample size of respondents
 N is the total population of respondents

2) *Ranking*. After the percentage for Section 1 and arithmetic mean value for Section 2 of the generated primary data are computed respectively, then the ranking of results was applied according to their magnitudes, from the highest to the lowest rank. This described the positional importance of specific item.

3) *Arithmetic Mean*. This analytical tool was applied, which determined the average measure of central tendency of the factors and elements of dependent variables as stated in the Section 3 for both internal and external survey questionnaires. Presented below is the formula of arithmetic mean:

$$\text{Sample Mean} = \frac{\text{Sum of all the values in the sample}}{\text{Number of values in the sample}}$$

$$\text{Or simply: } \bar{X} = \frac{\sum X}{n}$$

Where:

$\bar{X}$ represents the sample mean, known as the “*X bar*”

X represents for a particular value

$\sum$ is the Greek capital sigma, which means the adding operation

So

$\sum X$ means the sum of all the X s

n represents the total number of values in the computed sample

Chi Square Tests. This is the statistical tool used by the researcher for the testing of the formulated hypotheses.

The researcher applied the Chi Square Tests, since the independent variables data are expressed in nominal value while the data of dependent variables are expressed in ordinal value. The chi-squared test is constructed from a sum of squared errors that determine whether there is a significant difference between the expected frequencies and the observed frequencies using the following equation:

$$\chi^2 = \sum \frac{(\text{Observed Value} - \text{Expected Value})^2}{(\text{Expected Value})}$$

The *Chi Square Tests* determined and validated the existence of relationships based on the level of significance. A chi-squared test can then be used to reject the null hypothesis that the data are independent. (Howell, 2007)

The *Chi Square Tests* was developed by Karl Pearson (Lind & Mason, 1997). . Likewise, to ensure the accuracy of the statistical computations, the researcher utilised the SPSS Statistics software programme in the treatment of the primary data generated from internal and external respondents. Results of the treatment of primary data using the SPSS are herewith provided and included as the *Appendix D and E* of this study.

4.7 Research Framework

This study customised the *input-process-output-outcome-feedback* as the research framework. Below is the illustration of the customised research framework:

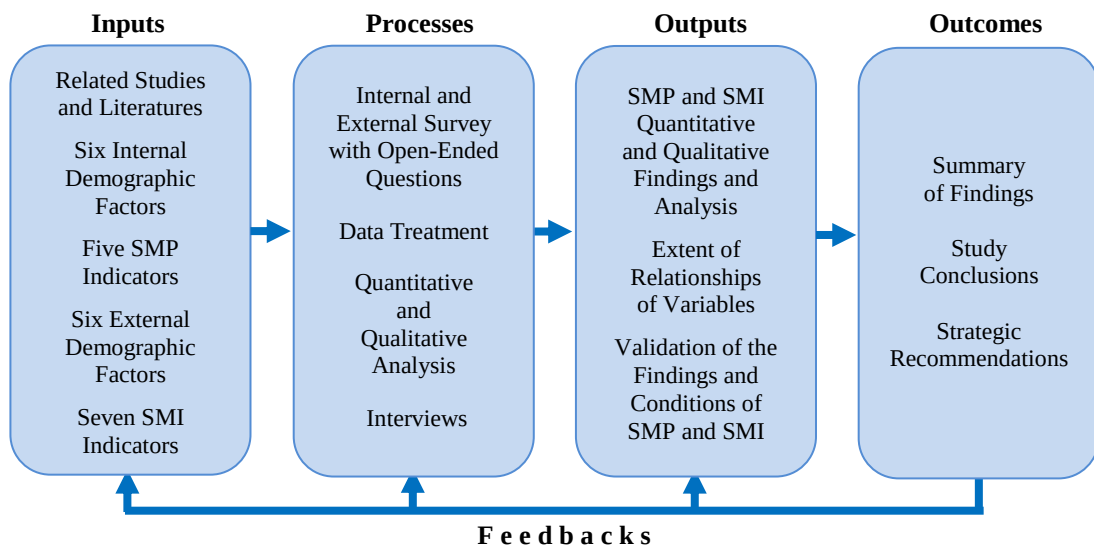


Figure 19 - Research Framework

The research framework shows the horizontal and cyclical flows and relationships of the study inputs, processes, outputs, outcomes and feedbacks.

4.8 Research Ethics

Research ethics is multi-dimensional, and does not just relate to treating the collected information in a confidential manner and maintaining respondents' privacy (Walliman, 2004). Whenever research is conducted with participants, it is important that certain ethical considerations are borne in mind (Bryman, 2001). One of the key issues is that of "*informed consent*" as this can cover ethical issues such as anonymity and confidentiality.

Likewise, the implications are much broader and involve the value of honesty from the researcher from the outset through to the completion of the research paper. It is important that appropriate acknowledgement and citation of work done by others; that there is an unbiased approach to data collection; and an accurate interpretation and analysis of the data collected.

The ethical considerations of this study are broadly governed by the Ministry of Interior and Abu Dhabi Police data security and protection policy; and the University of East Anglia research guidelines. According to Oliver (2003) that data collection through questionnaires, where the researcher and respondent do not come into direct contact with each other, raise very few ethical considerations. These measures will be applied in order to avoid any ethical issues and violations:

a) In accordance with the University of East Anglia policy and requirements, the researcher provided herewith an undertaking on compliance with the ethical requirements and the originality of the work.

b) Ensure the use of Harvard referencing system with appropriate citations and acknowledgments. Likewise, a plagiarism check was utilised by the researcher using an online service for this purpose. This procedure validated and ensured compliance within the prescribed standard.

c) All the survey questionnaires included an introductory letter and information on, the aims of the research and background context of the study, provided clarity of directions to respondents, and eliminated potential doubts.

d) All the respondents using the survey questionnaires have their identity protected, and assured complete anonymity.

e) All information are treated with the strictest form of confidentiality.

f) Interviews are carried out as part of the data collection stage and the researcher ensured that the consent of respondents prior to recording it or making any notes are properly secured and understood by respondents.

g) All the data collected are properly secured, stored for a given period of time. All the generated primary data are utilised only for the purpose of analysis. Likewise, all the generated raw data from internal and external respondents of this study are destroyed after the required tabulation of raw data and the validation process of the integrity of raw data are completed by the researcher.

Chapter V

FINDINGS AND ANALYSIS

5.1 Overview

This chapter shows the following: 5.2) quantitative findings and analysis of the internal survey results; 5.3) internal suggestions to enhance the SMP in the ADP; 5.4) quantitative findings and analysis of external survey results; 5.5) external suggestions to improve the ADP performance; 5.6) findings and analysis from interviews; and 5.7) summary of findings.

The AMV results are explained throughout likert scale that mentioned in the previous chapter.

5.2 Quantitative Findings and Analysis of Internal Survey Results

Section 1 - Six Internal Demographic Factors of Respondents.

The researcher utilised the six internal demographic factors in order to measure the response rate of the internal respondents in terms of: 1) classification; 2) directorate; 3) gender; 4) age; 5) years of service; and 6) academic achievement. The findings and analysis of the internal survey results are presented below starting from *Table 7* up to *Table 12*.

Table 7 - Response Rate of Internal Survey by Classification

Classification	Frequency	Percentage	Rank
Police Commissioned Officer	560	35.7%	2
Police Non-Commissioned Officer	604	38.5%	1
Civilian	392	25.0%	3
Consultant	13	0.8%	4
T o t a l	1,569	100.00%	

As to the response rate according to Classification, out of the total number of 1,569 internal respondents with usable questionnaires: a) 35.7% (560/1,569), which ranked 2 are classified as Police Commissioned Officers or PCO; b) 38.5% (604/1,569), which ranked 1 are classified as Police Non-Commissioned Officers or PNCO; c) 25.0% (392/1,569), which ranked 3 are classified as Civilians; and d) 0.8% (13/1,569), which ranked 4 are classified as Consultants. Thus, the internal respondents of this study are dominated by Police Non-Commissioned

Officers, which served as the front-liners of the ADP policing works and delivery of services. Likewise, the response rate of the Police Commissioned Officers or PCO as ranked 2 and been slightly lower only by 2.8% (44/1,569) as compared with the response rate of Police Non-Commissioned Officers or PNCO. PNCO and PCO are both commendable for showing high response and participation rate in this study.

Table 8 - Response Rate of Internal Survey by Directorate

Directorate	Frequency	Percentage	Rank
Policing Operations	490	31.2%	1
Human Resources	222	14.1%	3
Finance and Services	86	5.5%	7.5
Guards and Establishment Protection	86	5.5%	7.5
Central Operations	264	16.8%	2
Security Affairs and Ports	153	9.8%	5
Departments of General Commander	172	11.0%	4
Departments of Deputy General Commander	96	6.1%	6
T o t a l	1,569	100.00%	

As to the response rate according to *Directorate*, out of the total number of 1,569 internal respondents with usable survey questionnaires: a) 31.2% (490/1,569), which ranked 1 came from Policing Operations; b) 14.1% (222/1,569), which ranked 3 came from Human Resources; c) 5.57% (86/1,569), ranked 7.5 came from Finance and Services; d) 5.5% (86/1,569), ranked 7.5 came from Guards and Establishment Protection; e) 16.931% (264/1,569), ranked 2 came from Central Operations; f) 9.8% (153/1,569), ranked 5 came from Security Affairs and Ports; g) 11.0% (172/1,569), ranked 4 came from Departments of General Commander; and h) 6.1% (96/1,569), ranked 6 came from Departments of Deputy General Commander.

Table 9 - Response Rate of Internal Survey by Gender

Gender	Frequency	Percentage	Rank
Male	1,244	79.3%	1
Female	325	20.7%	2
T o t a l	1,569	100.00%	

As to the response rate according to *Gender*, out of the total number of 1,569 internal respondents: a) 79.3% (1,244/1,569) is composed of male group; and while b) 20.7% (325/1,569) is composed of female group. This means that the male group served as the dominant respondents with a ratio of about 8:2, which indicated that for every 10 respondents, there are about 8 males and 2 females.

Likewise, the ratio shows a good proportion and representation that women perceptions and perspectives are included in this study.

Table 10 - Response Rate of Internal Survey by Age Bracket

Age Bracket	Frequency	Percentage	Rank
Under 30 years old	441	28.1%	2
30 - 40 years old	889	56.7%	1
41 - 50 years old	192	12.2%	3
51 years old and above	47	3.0%	4
T o t a l	1,569	100.00%	

As to the response rate according to *Age Bracket*, out of the total number of 1,569 internal respondents: a) 28.1% (441/1,569), ranked 2 are within the age bracket of under 30 years old; b) 56.7% (889/1,569), ranked 1 are within the age bracket of 30 - 40 years old; c) 12.2% (192/1,569), ranked 3 are within the age bracket of 41 - 50 years old; and d) 3.0% (47/1,569), ranked 4 are within the age bracket of 51 years old and above. This means that the internal respondents are dominated by productive age bracket of 30 - 40 years old.

Table 11 - Response Rate of Internal Survey by Years of Service

Years of Service	Frequency	Percentage	Rank
5 and below	320	20.4%	3
6 to 10	409	26.1%	2
11 to 15	461	29.4%	1
16 to 20	207	13.2%	4
21 to 25	117	7.5%	5
26 to 30	32	2.0%	6
31 and up	23	1.5%	7
T o t a l	1,569	100.00%	

As to the response rate according to *years of service*, out of the total number of 1,569 internal respondents: a) 20.4% (320/1,569), ranked 3 are those that rendered services of 5 years and below; b) 26.1%, (409/1,569), ranked 2 are those that rendered services within 6 to 10 years; c) 29.4% (462/1,569), ranked 1 are those that rendered services within 11 to 15 years; d) 13.190% (207/1,569), ranked 4 are those that rendered services within 16 to 20 years; e) 7.5% (117/1569), ranked 5 are those that rendered services within 21 to 25 years; f) 2.0% (32/1,569), ranked 6 are those that rendered services within 26 to 30 years; and g) 1.5% (23/1569) are those that rendered services within 31 years and up. Overall, the results showed that more than $\frac{3}{4}$ of the respondents are those that rendered within 15 years and below, which

means that those ADP employees are still in their prime and productive years.

Table 12 - Response Rate of Internal Survey by Academic Achievement

Academic Achievement	Frequency	Percentage	Rank
Below High School	70	4.5%	4
High School	631	40.2%	1
College Degree	622	39.6%	2
Master's Degree	232	14.9%	3
PhD or Doctorate Degree	14	0.09%	5
T o t a l	1,569	100.00%	

As to the response rate according to *Academic Achievement*, out of the total number of 1,569 internal respondents: a) 4.5% (70/1,569), ranked 4 and completed below high school; b) 40.2% (631/1,569), ranked 1 and completed High School; c) 39.6% (622/1,569), ranked 2 and completed College Degree; d) 14.9% (232/1,569), ranked 3 and completer Master's Degree; and e) 0.09% (14/1,569), ranked 5 and completed PhD or Doctorate Degree. Overall, the internal respondents are dominated by those ADP employees with academic achievement of high school and college.

Section 2 - Five Indicators of Strategic Management Practices (SMP) in the ADP.

The researcher utilised the five SMP indicators with four elements each indicator. These are the five SMP indicators: a) Vision, Mission and Core Values, b) Performance Management; c) Strategic Management Process; d) Strategic Management Involvement; and e) Strategic Management Outputs.

Table 13 - Rating, Verbal Interpretation and Ranking of SMP Indicator 1

SMP Indicator 1 - Vision, Mission and Core Values		AMV	VI	Rank
1.1	To what extent do you agree that the vision, mission and core values of ADP are defined clearly and appropriately?	4.29	High Extent	1
1.2	To what extent do you agree that the vision, mission and core values of ADP are linked to the needs of customers?	4.13	High Extent	2
1.3	To what extent do you agree that you are familiar with the strategic priorities of ADP in line with its vision, mission and core values?	4.02	High Extent	3
1.4	To what extent do you agree that the strategic priorities help deliver the vision, mission and core values of ADP GHQ and that the customers have been involved in determining the strategic priorities	3.99	High Extent	4
Overall Rating and Verbal Interpretation ==>>		4.11	High Extent	

The results in *Table 13* show that as to the SMP indicator 1, the overall rating is 4.11 as the average mean value or AMV and verbally interpreted as *high extent*. While the average mean value for the four elements of SMP indicator 1 are as follows: Element 1.1 is rated 4.29, ranked 1; Element 1.2 is rated 4.13, ranked 2; Element 1.3 is rated 4.02, ranked 3; and Element 1.4 is rated 3.99, ranked 4. All the ratings of the four elements are verbally interpreted as *high extent*.

Table 14 - Rating, Verbal Interpretation and Ranking of SMP Indicator 2

SMP Indicator 2 - Performance Management		AMV	VI	Rank
2.1	To what extent do you agree that you have been involved in the creation of the KPI or key performance indicators for your business area?	3.63	High Extent	3
2.2	To what extent do you agree that your business area has tested the linkage between the KPI or key performance indicators and outcomes?	3.78	High Extent	2
2.3	To what extent do you agree that the KPI accurately monitor the progress in achieving of the strategic priorities for Abu Dhabi Police GHQ?	3.83	High Extent	1
2.4	To what extent do you agree as to your highest level of awareness about the importance and suitable utilisation of the balanced scorecard in the ADP?	3.43	Moderate Extent	4
Overall Rating and Verbal Interpretation ==>>		3.67	High Extent	

The results in *Table 14* show that as to the SMP indicator 2, the overall rating is 3.67 as the average mean value and verbally interpreted as *high extent*. While the average mean value for the four elements of SMP indicator 2 are as follows: Element 2.1 is rated 3.63, ranked 3; Element 2.2 is rated 3.78, ranked 2; Element 2.3 is rated 3.83, ranked 1; and Element 2.4 is rated 3.43, ranked 4. The ratings of the three elements (2.1, 2.2 and 2.3) are verbally interpreted as *high extent*, and while rating of Element 2.4 is *moderate extent*.

Table 15 - Rating, Verbal Interpretation and Ranking of SMP Indicator 3

SMP Indicator 3 - Strategic Management Process		AMV	VI	Rank
3.1	To what extent do you agree that the General Directorates play an active part in the overall process of strategic management in the ADP GHQ?	4.04	High Extent	1
3.2	To what extent do you agree that the existing strategic management practices in the ADP include the most influential individuals?	3.81	High Extent	3
3.3	To what extent do you agree that the strategic management practices in the ADP GHQ help identify strategic issues for senior leaders and managers?	3.97	High Extent	2
3.4	To what extent do you agree that the strategic management practices in the ADP GHQ help develop metrics for measuring performance?	3.80	High Extent	4
Overall Rating and Verbal Interpretation ==>>		3.87	High	

		Extent	
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The results in *Table 15* show that as to the SMP indicator 3, the overall rating is 3.87 as the average mean value and verbally interpreted as *high extent*. While the average mean value for the four elements of SMP indicator 3 are as follows: Element 3.1 is rated 4.04, ranked 1; Element 3.2 is rated 3.81, ranked 3; Element 3.3 is rated 3.97, ranked 2; and Element 3.4 is rated 3.80, ranked 4. All the ratings of the four elements are verbally interpreted as *high extent*.

Table 16 - Rating, Verbal Interpretation and Ranking of SMP Indicator 4

SMP Indicator 4 - Strategic Management Involvement		AMV	VI	Rank
4.1	To what extent do you agree that the management practices in the ADP GHQ include consultation internally?	3.90	High Extent	1
4.2	To what extent do you agree that the strategic management practices in the ADP GHQ include discussions and consultations externally?	3.79	High Extent	2
4.3	To what extent do you agree that the strategic management practices in the ADP GHQ are communicated to the customer?	3.77	High Extent	3
4.4	To what extent do you agree that the strategic management practices of ADP GHQ are communicated to all employees?	3.76	High Extent	4
Overall Rating and Verbal Interpretation ==>		3.80	High Extent	

The results in *Table 16* show that as to the SMP indicator 4, the overall rating is 3.80 as the average mean value and verbally interpreted as *high extent*. While the average mean value for the four elements of SMP indicator 4 are as follows: Element 4.1 is rated 3.90, ranked 1; Element 4.2 is rated 3.79, ranked 2; Element 4.3 is rated 3.77, ranked 3; and Element 4.4 is rated 3.76, ranked 4. All the ratings of the four elements are verbally interpreted as *high extent*.

Table 17 - Rating, Verbal Interpretation and Ranking of SMP Indicator 5

SMP Indicator 5 - Strategic Management Outputs		AMV	VI	Rank
5.1	To what extent do you agree that the strategic management practices in the ADP GHQ help the identification of strategic issues needed by the senior leaders and managers?	3.95	High Extent	3
5.2	To what extent do you agree that the strategic management practices in the ADP GHQ help develop the content of the ADP strategic plan?	3.96	High Extent	2
5.3	To what extent do you agree that the strategic management practices of ADP GHQ help develop the metrics for measuring performance?	3.97	High Extent	1
5.4	To what extent do you agree that the strategic management practices of ADP GHQ help manage new business development activities?	3.63	High Extent	4
Overall Rating and Verbal Interpretation ==>		3.88	High Extent	

The results in *Table 17* show that as to the SMP indicator 5, the overall rating is 3.88 as the average mean value and verbally interpreted as *high extent*. While the average mean value for the four elements of SMP indicator 5 are as follows: Element 5.1 is rated 3.95, ranked 3; Element 5.2 is rated 3.96, ranked 2; Element 5.3 is rated 3.97, ranked 1; and Element 5.4 is rated 3.63, ranked 4. All the ratings of the four elements are verbally interpreted as *high extent*.

Table 18 - Summary Ratings, Verbal Interpretations and Rankings of Five SMP Indicators

Five Indicators of Strategic Management Practices		AMV	VI	Rank
1.0	SMP Indicator 1 - Vision, Mission and Core Values	4.11	High Extent	1
2.0	SMP Indicator 2 - Performance Management	3.67	High Extent	5
3.0	SMP Indicator 3 - Strategic Management Process	3.87	High Extent	3
4.0	SMP Indicator 4 - Strategic Management Involvement	3.80	High Extent	4
5.0	SMP Indicator 5 - Strategic Management Outputs	3.88	High Extent	2
Overall Rating and Verbal Interpretation =>>		3.87	High Extent	

The summary results in *Table 18* show that as to the five SMP indicators, the overall rating is 3.87 as the average mean value and verbally interpreted as *high extent*. While the average mean value for the five SMP indicators are as follows: SMP Indicator 1 - Vision, Mission and Core Values is rated 4.11, ranked 1; SMP Indicator 2 - Performance Management is rated 3.67, ranked 5; SMP Indicator 3 - Strategic Management Process is rated 3.87, ranked 3; SMP Indicator 4 - Strategic Management Involvement is rated 3.80, ranked 4; and SMP Indicator 5 - Strategic Management Outputs is rated 3.88, ranked 2.

The lowest rating among the five SMP indicators is the *SMP Indicator 2 - Performance Management* with AMV of 3.67 and the highest rating is the *SMP Indicator 1 - Vision, Mission and Core Values* with AMV of 4.11. Mean difference of the highest and lowest rating is 0.44 (4.11-3.67). All the ratings of the five SMP indicators are verbally interpreted as *high extent*.

With regard to the overall assessment rating of *high extent* for the five SMP indicators, the overall result has validated and reaffirmed the high premium as being viewed by the ADP employees about the importance and relevance of the existing strategic management practices or SMP in the ADP as a primary law enforcement agency. Likewise, those selected ADP employees, who served as the internal respondents agreed with *high extent* as to the clarity of the existing vision, mission and core values of ADP. While there is still considerable space for improvement ($5.00 - 4.11 = 0.89$), the high extent rating of agreement of 4.11 for SMP indicator 1 is serving as a good baseline data for the ADP especially in the process of revisiting and reinforcing the existing vision, mission and core values of the ADP.

Table 19 - Relationship between Classification and the Five SMP Indicators

Five Indicators of Strategic Management Practices		Chi Square Test	p-value	Verbal Interpretation
1.0	SMP Indicator 1 - Vision, Mission and Core Values	159.785	0.000	Significant
2.0	SMP Indicator 2 - Performance Management	268.184	0.000	Significant
3.0	SMP Indicator 3 - Strategic Management Process	244.499	0.000	Significant
4.0	SMP Indicator 4 - Strategic Management Involvement	277.436	0.000	Significant
5.0	SMP Indicator 5 - Strategic Management Outputs	313.418	0.000	Significant

As shown in the *Table 19*, the relationship between the internal respondents' classification and extent of strategic management practices of ADP in terms of vision, mission and core values, performance management, strategic management process, strategic management involvement and strategic management outputs, p-values obtained which were lower than the 0.01 level of significance. This means that the internal respondents' classification has bearing on their ratings on the extent of strategic management practices of ADP in terms of vision, mission and core values, performance management, strategic management process, strategic management involvement and strategic management outputs. The ratings of the internal respondents on the extent of strategic management practices is dependent on their classification.

Table 20 - Relationship between Directorate and the Five SMP Indicators

Five Indicators of Strategic Management Practices		Chi Square Test	p-value	Verbal Interpretation
1.0	SMP Indicator 1 - Vision, Mission and Core Values	159.785	0.000	Significant
2.0	SMP Indicator 2 - Performance Management	61.662	0.000	Significant
3.0	SMP Indicator 3 - Strategic Management Process	59.397	0.000	Significant

4.0	SMP Indicator 4 - Strategic Management Involvement	94.049	0.000	Significant
5.0	SMP Indicator 5 - Strategic Management Outputs	91.077	0.000	Significant

As shown in the *Table 20*, the relationship between the internal respondents' directorate and extent of strategic management practices of ADP in terms of vision, mission and core values, performance management, strategic management process, strategic management involvement and strategic management outputs, p-values obtained which were lower than the 0.01 level of significance. This means that the internal respondents' directorate has bearing on their ratings on the extent of strategic management practices of ADP in terms of vision, mission and core values, performance management, strategic management process, strategic management involvement and strategic management outputs. The ratings of the internal respondents on the extent of strategic management practices is dependent on their directorate.

Table 21 - Relationship between Gender and the Five SMP Indicators

	Five Indicators of Strategic Management Practices	Chi Square Test	p-value	Verbal Interpretation
1.0	SMP Indicator 1 - Vision, Mission and Core Values	49.243	0.000	Significant
2.0	SMP Indicator 2 - Performance Management	19.794	0.001	Significant
3.0	SMP Indicator 3 - Strategic Management Process	22.138	0.000	Significant
4.0	SMP Indicator 4 - Strategic Management Involvement	17.332	0.002	Significant
5.0	SMP Indicator 5 - Strategic Management Outputs	26.237	0.000	Significant

As shown in the *Table 21*, the relationship between the internal respondents' gender and extent of strategic management practices of ADP in terms of vision, mission and core values, performance management, strategic management process, strategic management involvement and strategic management outputs, p-values obtained which were lower than the 0.01 level of significance. This means that the internal respondents' gender has bearing on their ratings on the extent of strategic management practices of ADP in terms of vision, mission and core values, performance management, strategic management process, strategic management involvement and strategic management outputs. The ratings of the internal respondents on the extent of strategic management practices is dependent on their gender.

Table 22 – Relationship between Age Bracket and the Five SMP indicators

	Five Indicators of Strategic Management Practices	Chi Square Test	p-value	Verbal Interpretation
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1.0	SMP Indicator 1 - Vision, Mission and Core Values	775.749	0.000	Significant
2.0	SMP Indicator 2 - Performance Management	297.512	0.000	Significant
3.0	SMP Indicator 3 - Strategic Management Process	288.702	0.000	Significant
4.0	SMP Indicator 4 - Strategic Management Involvement	331.622	0.000	Significant
5.0	SMP Indicator 5 - Strategic Management Outputs	312.101	0.000	Significant

As shown in the *Table 22*, the relationship between the internal respondents' age bracket and extent of strategic management practices of ADP in terms of vision, mission and core values, performance management, strategic management process, strategic management involvement and strategic management outputs, p-values obtained which were lower than the 0.01 level of significance. This means that the internal respondents' age bracket has bearing on their ratings on the extent of strategic management practices of ADP in terms of vision, mission and core values, performance management, strategic management process, strategic management involvement and strategic management outputs. The ratings of the internal respondents on the extent of strategic management practices is dependent on their age bracket.

Table 23 - Relationship between Years of Service and the Five SMP Indicators

Five Indicators of Strategic Management Practices		Chi Square Test	p-value	Verbal Interpretation
1.0	SMP Indicator 1 - Vision, Mission and Core Values	998.177	0.000	Significant
2.0	SMP Indicator 2 - Performance Management	363.526	0.000	Significant
3.0	SMP Indicator 3 - Strategic Management Process	328.117	0.000	Significant
4.0	SMP Indicator 4 - Strategic Management Involvement	386.055	0.000	Significant
5.0	SMP Indicator 5 - Strategic Management Outputs	424.990	0.000	Significant

As shown in the *Table 23*, the relationship between the internal respondents' years of service and extent of strategic management practices of ADP in terms of vision, mission and core values, performance management, strategic management process, strategic management involvement and strategic management outputs, p-values obtained which were lower than the 0.01 level of significance. This means that the internal respondents' years of service has bearing on their ratings on the extent of strategic management practices of ADP in terms of vision, mission and core values, performance management, strategic management process, strategic management involvement and strategic management outputs. The ratings of the internal respondents on the extent of strategic management practices is dependent on their years of service.

Table 24 - Relationship between Academic Achievement and the Five SMP Indicators

Five Indicators of Strategic Management Practices		Chi Square	p-value	Verbal
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		Test		Interpretation
1.0	SMP Indicator 1 - Vision, Mission and Core Values	2362.759	0.000	Significant
2.0	SMP Indicator 2 - Performance Management	804.245	0.000	Significant
3.0	SMP Indicator 3 - Strategic Management Process	796.474	0.000	Significant
4.0	SMP Indicator 4 - Strategic Management Involvement	929.579	0.000	Significant
5.0	SMP Indicator 5 - Strategic Management Outputs	1021.559	0.000	Significant

As shown in the *Table 24*, the relationship between the internal respondents' academic achievement and extent of strategic management practices of ADP in terms of vision, mission and core values, performance management, strategic management process, strategic management involvement and strategic management outputs, p-values obtained which were lower than the 0.01 level of significance. This means that the internal respondents' academic achievement has bearing on their ratings on the extent of strategic management practices of ADP in terms of vision, mission and core values, performance management, strategic management process, strategic management involvement and strategic management outputs. The ratings of the internal respondents on the extent of strategic management practices is dependent on their academic achievement.

5.3 Internal Suggestions to Enhance the SMP in the ADP

The top ten summary lists of internal suggestions are herewith presented as *Table 31*, which also arranged according to ranking with corresponding type of suggestion.

Table 25 - Summary Lists of Top Ten Internal Suggestions

Internal Suggestions	Rank	Type
Scale up security strategy to enhance security conditions	1	Strategy development
Develop new solutions & programmes to improve services	2	Quality services
Equip the skills of other personnel on strategic management	3	Personnel development
Expand the ADP formal partnerships and alliances	4	Engaging stakeholders
Reinforce individual & organisational culture of excellence	5	Organisation development
Strengthen information and dissemination system	6	ICT development
Add more e-services in the ADP website	7	Customer service
Improve contents of strategic directions in the ADP website	8	Knowledge management
Sustain good public image, support and cooperation	9	Public relations strategy
Assess the right cost of providing quality police services	10	Efficiency of services

Based on the above-listed summary of top ten internal suggestions, the strategic concerns being perceived by the ADP employees are as follows:

a) *First*, the ADP employees embraced the lifestyle of strategic thinking, thus despite the previous achievements of the ADP, those employees as respondents in this study are still suggesting of finding new ways and means to still

improve or scale up the overall strategy for policing and security.

b) *Second*, the ADP employees have strong mind-sets for quality services, thus still suggesting fresh solutions and innovative programmes and services.

c) *Third*, the ADP employees are also concerned for the learning and growth not only for themselves but also for their colleagues in the ADP. That continuous professional education is one of strengths in the ADP. The ADP is investing so much for the training, education and development of the personnel as human capital of the organisation.

d) *Fourth*, the ADP employees also reaffirmed the importance of quality stakeholders' engagement. This area must be developed and enriched by ADP.

e) *Fifth*, the ADP employees have embraced the culture of excellence and still they are suggesting of reinforcing this culture of excellence through individual and organisational development.

f) *Sixth and finally*, the ADP as a customer centric, then the other five suggestions are worth considering such as the ICT development, customer services, knowledge management, public relations strategy and cost efficiency of services.

5.4 Quantitative Findings and Analysis of External Survey Results

Section 1 - Six External Demographic Factors of Respondents.

The researcher utilised the six external demographic factors in order to measure the response rate of the external respondents as follows: 1) nationality; 2) gender; 3) years of experience; 4) business classification; 5) business size; and 6) ADP service received. The findings and analysis of the external survey results are presented below starting from Table 32a up to Table 37.

Table 26 - Response Rate of External Survey by Nationality

Nationality	Frequency	Percentage	Rank
Emirati	90	42.254%	2
Expatriates	123	57.746%	1
T o t a l	213	100.00%	

As to the response rate according to *nationality*, out of the total number of 213 external respondents: a) 42.254% (90/213), ranked 2 are Emiratis; and b) 57.746% (123/213), ranked 1 are expatriates. This means that the external respondents as business owners in Abu Dhabi are dominated by expatriates

with an approximated ratio and proportion of 6:4, which also means that generally by applying the said ratio and proportion, and that for every 10 business owners, then about 6 persons are expatriates and about 4 persons are Emiratis.

Table 27 - Response Rate of External Survey by Gender

Gender	Frequency	Percentage	Rank
Male	182	85.446%	1
Female	31	14.554%	2
T o t a l	213	100.00%	

As to the response rate according to *gender*, out of the total number of 213 external respondents: a) 85.446% (182/213), ranked 1 are with gender of males; and b) 14.554% (31/213), ranked 2 are with gender of females. This means also that business owners in Abu Dhabi are also dominated by male persons; and that for every 10 business owners then about 8 to 9 are males while about 1 to 2 are females. This means also that the component of women perspectives as business owners in Abu Dhabi being part of the external demographics have been also integrated in this study. The good percentage of the women external respondents is also similar and in line with the good percentage of the women internal respondents.

Table 28 - Response Rate of External Survey by Years of Experience

Years of Experience	Frequency	Percentage	Rank
5 years and below	27	12.676%	4
6 to 10 years	55	25.822%	3
11 to 20 years	73	34.272%	1
21 years and above	58	27.230%	2
T o t a l	213	100.00%	

As to the response rate according to *years of experience*, out of the total number of 213 external respondents: a) 12.676% (27/213), ranked 4 are those business owners with years of experience of 5 years and below; b) 25.822% (55/213), ranked 3 are those business owners with years of experience of 6 to 10 years; c) 34.272% (73/213), ranked 1 are those business owners with years of experience of 11 to 20 years; and d) 27.230% (58/213), ranked 2 are those business owners with years of experience of 21 years and above.

This means that the external respondents as represented by 213 business

owners are dominated by those business owners with higher years of experiences in Abu Dhabi, ranging from 11 years to more than 21 years of experiences. The combined force and number of these two segments of respondents with higher years of experiences is a total of 61.502% (131/213).

Table 29 - Response Rate of External Survey by Business Classification

Business Classification	Frequency	Percentage	Rank
Agriculture	1	0.469%	20.5 ***
Business to Business	29	13.615%	1
Clothing, Accessories and Shoes	2	0.939%	17.5 **
Construction	13	6.103%	6
Education	11	5.164%	10
Electronics and Computers	16	7.512%	4
Entertainment and Media	3	1.408%	15
Financial Services and Products	12	5.634%	8 *
Food Retail and Service	5	2.347%	13
Health and Personal Care	12	5.634%	8 *
Industries	12	5.634%	8 *
Non-Profit Organisation	28	13.155%	2
Pets and Animal	0	0.000%	22
Real Estate	10	4.695%	11
Security Products and Services	14	6.573%	5
Sports and Outdoors	2	0.939%	17.5 **
Telecommunication and Media	8	3.756%	12
Toys and Hobbies	1	0.469%	20.5 ***
Travel and Tourism	4	1.878%	14
Vehicle Sales and Services	2	0.939%	17.5 **
Retail - Others	2	0.939%	17.5 **
Services - Others	26	12.206%	3
Total	213	100.00%	

As to the response rate according to *business classification*, out of the total number of 213 external respondents: a) 0.469% (1/213), ranked 20.5 from agriculture ; b) 13.615% (29/213), ranked 1 from business to business; c) 0.939% (2/213), ranked 17.5 from clothing, accessories and shoes; d) 6.103% (13/213), ranked 6 from construction ; e) 5.164% (11/213), ranked 10 from education; f) 7.512% (16/213), ranked 4 from electronics and computers; g) 1.408% (3/213), ranked 15 from entertainment and media; h) 1.408% (12/213), ranked 8 from financial services and products; i) 2.347% (5/213), ranked 13 from food retail and service; j) 5.634% (12/213), ranked 8 from Health and Personal Care; k) 5.634% (12/213), ranked 8 from industries; l) 13.155% (28/213), ranked 2 from non-profit organisation; m) 4.695% (10/213), ranked 11 from real estate; n) 6.573% (14/213), ranked 5 from security products and services; o) 0.939% (2/213), ranked 17.5 from sports and outdoors; p) 3.756% (8/213), ranked 12 from telecommunications and

media; q) 0.469% (1/213), ranked 20.5 from Toys and Hobbies; r) 1.878% (4/213), ranked 14 from tourism and travel; s) 0.939% (2/213), ranked 17.5 from vehicle sales and services; t) 0.939% (2/213), ranked 17.5 from retail - others; and u) 12.206% (26/213), ranked 3 from services - others.

Table 30 - Response Rate of External Survey by Business Size

Business Size	Frequency	Percentage	Rank
Small and Medium Enterprises	78	36.620%	2
Large Enterprises	135	63.380%	1
T o t a l	213	100.00%	

As to the response rate according to *business size*, out of the total number of 213 external respondents: a) 36.620% (78/213), ranked 2 are business owners of small and medium enterprises; and b) 63.380%, ranked 1 are business owners or top executives representing their respective large enterprises.

This means that the external respondents in this study are dominated by the business owners and/or the representatives of large enterprises. And that based on the ratio and proportion, then for every 10 enterprises in Abu Dhabi, about 6 are large enterprises and 4 are part of the network of the small and medium enterprises or SMEs. The ratio is considered a good mixture of the sizes of the enterprises operating in Abu Dhabi.

Table 31 - Response Rate of External Survey by Service Received from ADP

Service Received from ADP	Frequency	Percentage	Rank
Yes	176	82.629%	1
No	37	17.371%	2
T o t a l	213	100.00%	

As to the response rate according to *service received from ADP*, out of the total number of 213 external respondents: a) 82.629% (176/213), ranked 1 are those business owners that already received the ADP services; and b) 17.371% (37/213), ranked 2 are those business owners not yet received the ADP services.

This means that for every 10 business owners in Abu Dhabi, then about 8 to 9 have direct experience of receiving ADP services, and while only about 1 to 2 business owners have not yet tried receiving any of the ADP services. The ratio is considered a good indication of getting suitable and acceptable representations of the perspectives of the business community in Abu Dhabi.

Section 2 - Seven Indicators of Strategic Management Influences (SMI) of the ADP Performance.

The researcher utilised the seven SMI indicators of the ADP Performance with corresponding elements for each indicator. These are the seven SMI indicators of the ADP performance: a) Service Reliability; b) Public Perception; c) Level of Confidence; d) Public Transparency; e) Support Economic Growth; f) Political Stability; and g) Comparative Performance with other Country.

Table 32 - Rating, Verbal Interpretation and Ranking of SMI Indicator 1

SMI Indicator 1 - Service Reliability			AMV	VI	Rank
1.1	Trust	In general I have trust in the ADP.	4.73	Very High Extent	1
1.2	Response	I am satisfied with the response to policing demands for quality services, which ADP supply.	4.68	Very High Extent	2
1.3	Service	I am satisfied that the Abu Dhabi policing services, They are reliable.	4.66	Very High Extent	3
Overall Rating and Verbal Interpretation ==>>			4.69	Very High Extent	

The results in *Table 32* show that as to the SMI indicator 1, the overall rating is 4.69 as the average mean value and verbally interpreted as *very high extent*. While the average mean value for the three elements of SMI indicator 1 are as follows: Element 1.1 - Trust is rated 4.73, ranked 1; Element 1.2- Response is rated 4.68, ranked 2; and Element 1.3 - Service is rated 4.66, ranked 3. All the ratings of the three elements are verbally interpreted as *very high extent*.

Table 33 - Rating, Verbal Interpretation and Ranking of SMI Indicator 2

SMI Indicator 2 - Public Perception			AMV	VI	Rank
2.1	Image	ADP Officers and staff have a good standard of personal appearance.	4.60	Very High Extent	2
2.2		ADP Officers and staff have a good standard of skills and knowledge.	4.47	Very High Extent	5
2.3		ADP Officers and staff provide a professional service.	4.54	Very High Extent	3
2.4	Reputation	ADP Officers and staff show discipline and commitment.	4.50	Very High Extent	4
2.5		Did you know that ADP has won several prizes for excellence of performance? (200) Yes (13) No	N/A	N/A	N/A
2.6		ADP has a good reputation for service provision in General	4.64	Very High Extent	1
Overall Rating and Verbal Interpretation ==>>			4.54	Very High Extent	

The results in *Table 33* show that as to the SMI indicator 2, the overall rating is 4.54 as the average mean value and verbally interpreted as *very high extent*.

While the average mean value for the five elements of SMI indicator 2 are as follows: Element 2.1 is rated 4.60, ranked 2; Element 2.2 is rated 4.47, ranked 5; Element 2.3 is rated 4.54, ranked 3; Element 2.4 is rated 4.50, ranked 5; and Element 2.6 is rated 4.64, ranked 1. Element 2.5 showed that about 94% (200/213) knew the several awards received by ADP for excellent performance, and only about 6% (13/213) are not aware about those awards. All the ratings of the five elements (2.1, 2.2, 2.3, 2.4 and 2.6) are verbally interpreted as *very high extent*.

Table 34 - Rating, Verbal Interpretation and Ranking of SMI Indicator 3

SMI Indicator 3 - Level of Confidence			AMV	VI	Rank
3.1	Safety	I have confidence in the ability of the ADP to respond to road traffic accidents in general.	4.68	Very High Extent	1
3.2		I have confidence in the ability of the ADP to respond to a crisis (e.g. large scale public disorder).	4.67	Very High Extent	2.5
3.3	Security	I am not worrying that theft of business property will affect my Abu Dhabi investment(s).	4.57	Very High Extent	5
3.4		I am not worrying that my Abu Dhabi investment (s) will be affected by the threat of terrorism.	4.47	Very High Extent	6
3.5		I am not worried that cybercrime will affect my Abu Dhabi investment (s).	4.36	High Extent	7
3.6	Safety and Security	I believe that ADP performance in the previous three years has positively influenced my feeling of safety and security in Abu Dhabi.	4.67	Very High Extent	2.5
3.7	Feeling	I believe that the ADP performance have positive influences about my feeling of safety and security.	4.65	Very High Extent	4
Overall Rating and Verbal Interpretation ==>>			4.57	Very High Extent	

The results in *Table 34* show that as to the SMI indicator 3, the overall rating is 4.57 as the average mean value and verbally interpreted as *very high extent*. While the average mean value for the seven elements of SMI indicator 3 are as follows: Element 3.1 is rated 4.68, ranked 1; Element 3.2 is rated 4.67, ranked 2.5; Element 3.3 is rated 4.57, ranked 5; Element 3.4 is rated 4.47, ranked 6; Element 3.5 is rated 4.36, ranked 7; Element 3.6 is rated 4.67, ranked 2.5; and Element 3.7 is rated 4.65, ranked 4. The ratings of the six elements (3.1, 3.2, 3.3, 3.4, 3.6 and 3.7) are verbally interpreted as *very high extent* while the rating of the one element (3.5) are verbally interpreted as *high extent*.

The six elements as regards to the level of confidence with *very high extent*

are classified as the two safety elements, two security elements and the two elements of safety and security feeling. While the rating of level of confidence for the one element under security is rated as high extent. The said rating is good already, yet this is still requiring an improvement and level preparedness especially for terrorism and cybercrime.

Table 35 - Rating, Verbal Interpretation and Ranking of SMI Indicator 4

SMI Indicator 5 - Public Transparency			AMV	VI	Rank
4.1	Social Communication	I am satisfied with ADP public communication in general.	4.64	Very High Extent	1
4.2	Information	I am satisfied with ADP disclosure of information.	4.61	Very High Extent	3
4.3	Disclosure	I am satisfied with ADP disclosure of their decision making processes and outcomes	4.62	Very High Extent	2
Overall Rating and Verbal Interpretation ==>			4.62	Very High Extent	

The results in *Table 35* show that as to the SMI indicator 4, the overall rating is 4.62 as the average mean value and verbally interpreted as *very high extent*. While the average mean value for the three elements of SMI indicator 4 are as follows: Element 4.1 is rated 4.64, ranked 1; Element 4.2 is rated 4.61, ranked 3; and Element 4.3 is rated 4.60, ranked 2. All the ratings of the elements are verbally interpreted as *very high extent*. This means the ADP is very strong in public transparency by managing well the various information and social communication platforms.

Table 36 - Rating, Verbal Interpretation and Ranking of SMI Indicator 5

SMI Indicator 5 - Support Economic Growth			AMV	VI	Rank
5.1	Encourage Investment	If I were to expand me investment in Abu Dhabi, the safety and security enhance my decision.	4.71	Very High Extent	1
5.2		I recommend other investors to invest in Abu Dhabi.	4.69	Very High Extent	2
5.3		I am satisfied with ADP performance impact on sustainable economic growth.	4.66	Very High Extent	3
5.4		ADP is effective in preventing crime which could adversely affect my investment.	4.54	Very High Extent	9
5.5		The threat of terrorism in Abu Dhabi does not Impose costs on me business.	4.42	High Extent	12
5.6		Crime and violence in Abu Dhabi does not impose costs on my business.	4.55	Very High Extent	7
5.7	Regulation Influence	Organized crime in Abu Dhabi does not impose costs on my business.	4.43	High Extent	11
5.8		ADP does not show favouritism to some investors over and above others	4.55	Very High Extent	7
5.9		I believe that Abu Dhabi Police is free from corruption.	4.60	Very High Extent	4

5.10		I am satisfied with Abu Dhabi criminal justice system in general.	4.55	Very High Extent	7
5.11		ADP is protecting my investments in Abu Dhabi.	4.59	Very High Extent	5
5.12		ADP is keeping me informed about changes in security and safety requirements and regulations, with regard to your business	4.50	Very High Extent	10
Overall Rating and Verbal Interpretation ==>			4.56	Very High Extent	

The results in *Table 36* show that as to the SMI Indicator 5 - Support Economic Growth, the overall rating is 4.56 as the average mean value and verbally interpreted as *very high extent*. While the average mean value for the twelve elements of SMI indicator 5 are as follows: Element 5.1 is rated 4.71, ranked 1; Element 5.2 is rated 4.69, ranked 2; and Element 5.3 is rated 4.66, ranked 3; Element 5.4 is rated 4.56, ranked 9; Element 5.5 is rated 4.42, ranked 12. Element 5.6 is rated 4.49, ranked 7; Element 5.7 is rated 4.43, ranked 11; Element 5.8 is rated 4.55, ranked 7; Element 5.9 is also rated 4.60, ranked 4; Element 5.10 is rated 4.55, ranked 5; Element 5.11 is rated 5.59, ranked 5; and Element 5.12 is rated 5.50, ranked 10. The ratings of the ten elements (5.1, 5.2, 5.3, 5.4, 5.6, 5.8, 5.9, 5.10, 5.11 and 5.12) are verbally interpreted as *very high extent* while the ratings of the two elements (5.5 and 5.7) are verbally interpreted as *high extent*. This means that the strategic influence of the ADP performance is perceived as very strong in terms of supporting the economic growth in Abu Dhabi.

Table 37 - Rating, Verbal Interpretation and Ranking of SMI Indicator 6

SMI Indicator 6 - Political Stability			AMV	VI	Rank
6.1		ADP performance influence Abu Dhabi's political Stability	4.69	Very High Extent	1
Overall Rating and Verbal Interpretation ==>			4.69	Very High Extent	

The results in *Table 37* show that as to the SMI indicator 6 - Political Stability as one of the influences of the ADP performance is with rating of 4.69 as the average mean value and verbally interpreted as *very high extent*.

Table 38 - Rating, Verbal Interpretation and Ranking of SMI Indicator 7

SMI Indicator 7 - Comparative Performances with other Country			AMV	VI	Rank
7.0		Please specify If you have invested outside the UAE? (100) Yes (113) No	N/A	N/A	N/A
7.1		Service reliability	4.70	Very High Extent	3
7.2		Improving the safety of country	4.76	Very High Extent	1
7.3		Improving the security of country	4.73	Very High Extent	2
7.4		Transparency of policing performance in priority areas of business	4.45	Very High Extent	7
7.5		Communication with the business community	4.56	Very High Extent	5
7.6		The financial cost of terrorism to your investment	4.60	Very High Extent	4
7.7		The financial cost of organised crimes to your Investment	4.55	Very High Extent	6
Overall Rating and Verbal Interpretation ==>>			4.62	Very High Extent	

The results in *Table 38* show that as to the SMI indicator 7, the overall rating is 4.62 as the average mean value and verbally interpreted as *very high extent*. While the average mean value for the seven elements of SMI indicator 7 are as follows: Element 7.1 is rated 4.70, ranked 3; Element 7.2 is rated 4.76, ranked 1; Element 7.3 is rated 4.73, ranked 2; Element 7.4 is rated 4.45, ranked 7; Element 7.5 is rated 4.56, ranked 5; Element 7.6 is rated 4.60, ranked 4; and Element 7.7 is rated 4.55, ranked 6. All the ratings of the seven elements are verbally interpreted as *very high extent*. This means that the overall perception of those business owners in Abu Dhabi as external respondents is very strong in terms of comparative performance with other countries.

Table 39 - Summary Ratings, Verbal Interpretations and Rankings of Seven SMI Indicators

Seven SMI Indicators of the ADP Performance			AMV	VI	Rank
1.0	SMI Indicator 1 - Service Reliability		4.69	Very High Extent	1.5
2.0	SMI Indicator 2 - Public Perception		4.54	Very High Extent	7
3.0	SMI Indicator 3 - Level of Confidence		4.57	Very High Extent	5
4.0	SMI Indicator 5 - Public Transparency		4.62	Very High Extent	3.5
5.0	SMI Indicator 5 - Support Economic Growth		4.56	Very High Extent	6
6.0	SMI Indicator 6 - Political Stability		4.69	Very High Extent	1.5
7.0	SMI Indicator 7 - Comparative Performances with other Country		4.62	Very High	3.5

			Extent	
Overall Rating and Verbal Interpretation ==>>		4.61	Very High Extent	

The summary results in *Table 39* show that as to the seven SMI indicators of the ADP performance, the overall rating is 4.61 as the average mean value and verbally interpreted as *very high extent*. While the average mean value for the seven SMI indicators are as follows: SMI Indicator 1 - Service Reliability is rated 4.69, ranked 1.5; SMI Indicator 2 - Public Perception is rated 4.54, ranked 7; SMI Indicator 3 - Level of Confidence is rated 4.57, ranked 5; SMI Indicator 4 - Public Transparency is rated 4.62, ranked 3.5; SMI Indicator 5 - Support Economic Support is rated 4.56, ranked 6; SMI Indicator 6 - Political Stability is rated 4.69, ranked 1.5; and SMI Indicator 7 - Comparative Performance with other Country is rated 4.62, ranked 3.5. The lowest rating among the seven SMI indicators is the *SMI Indicator 2 - Public Perception* with AMV of 4.54 and the highest rating is the *SMI Indicator 1 and 6 - Service Reliability and Political Stability* with AMV of 4.69. The mean difference of the lowest and highest rating is negative 0.15 (4.54 - 4.69). All the ratings of the seven SMI indicators of the ADP performance are verbally interpreted as *very high extent*.

Table 40 - Relationship between Nationality and the 7 SMI Indicators

Seven SMI Indicators of the ADP Performance		Chi Square Test	p-value	Verbal Interpretation
1.0	SMI Indicator 1 - Service Reliability	3.835	0.280	Not Significant
2.0	SMI Indicator 2 - Public Perception	1.550	0.461	Not Significant
3.0	SMI Indicator 3 - Level of Confidence	1.567	0.457	Not Significant
4.0	SMI Indicator 4 - Public Transparency	4.076	0.253	Not Significant
5.0	SMI Indicator 5 - Support Economic Growth	1.694	0.429	Not Significant
6.0	SMI Indicator 6 - Political Stability	1.584	0.663	Not Significant
7.0	SMI Indicator 7 - Comparative Performances with other Country	2.007	0.571	Not Significant
Decision Guide: The p-value of 0.05 is the level of significance				

As shown in *Table 40*, the relationship between nationality and extent of strategic management influence of ADP performance on the external respondents in terms of service reliability, public perception, level of confidence, public transparency, support economic growth, and comparative performance with other countries, p-values of 0.280, 0.461, 0.457, 0.253, 0.429, 0.663 and 0.571, respectively were obtained, which were higher than the 0.05 level of significance. This means that the external respondents' nationality has no bearing on their perception on the extent of strategic management influence of ADP performance on the external respondents in terms of service reliability, public perception, level of

confidence, public transparency, support economic growth, and comparative performance with other countries. The extent of strategic management influence of ADP performance on the external respondents is not dependent on their nationality.

Table 41 - Relationship between Gender and the 7 SMI Indicators

Seven SMI Indicators of the ADP Performance		Chi Square Test	p-value	Verbal Interpretation
1.0	SMI Indicator 1 - Service Reliability	0.292	0.962	Not Significant
2.0	SMI Indicator 2 - Public Perception	0.321	0.852	Not Significant
3.0	SMI Indicator 3 - Level of Confidence	0.130	0.937	Not Significant
4.0	SMI Indicator 4 - Public Transparency	3.012	0.390	Not Significant
5.0	SMI Indicator 5 - Support Economic Growth	2.701	0.259	Not Significant
6.0	SMI Indicator 6 - Political Stability	6.607	0.086	Not Significant
7.0	SMI Indicator 7 - Comparative Performances with other Country	6.308	0.098	Not Significant
Decision Guide: The p-value of 0.05 is the level of significance				

As shown in Table 41, the relationship between gender and extent of strategic management influence of ADP performance on the external respondents in terms of service reliability, public perception, level of confidence, public transparency, support economic growth, and comparative performance with other countries, p-values of 0.962, 0.852, 0.937, 0.390, 0.259, 0.086 and 0.098, respectively were obtained, which were higher than the 0.05 level of significance. This means that the external respondents' gender has no bearing on their perception on the extent of strategic management influence of ADP performance on the external respondents in terms of service reliability, public perception, level of confidence, public transparency, support economic growth, and comparative performance with other countries. The extent of strategic management influence of ADP performance on the external respondents is not dependent on their gender.

Table 42 - Relationship between Years of Experience and the 7 SMI Indicators

Seven SMI Indicators of the ADP Performance		Chi Square Test	p-value	Verbal Interpretation
1.0	SMI Indicator 1 - Service Reliability	4.181	0.899	Not Significant
2.0	SMI Indicator 2 - Public Perception	2.699	0.846	Not Significant
3.0	SMI Indicator 3 - Level of Confidence	2.924	0.818	Not Significant
4.0	SMI Indicator 4 - Public Transparency	7.328	0.603	Not Significant
5.0	SMI Indicator 5 - Support Economic Growth	3.739	0.712	Not Significant
6.0	SMI Indicator 6 - Political Stability	14.169	0.116	Not Significant
7.0	SMI Indicator 7 - Comparative Performances with other Country	5.758	0.764	Not Significant
Decision Guide: The p-value of 0.05 is the level of significance				

As shown in *Table 42*, the relationship between years of experience and extent of strategic management influence of ADP performance on the external respondents in terms of service reliability, public perception, level of confidence, public transparency, support economic growth, and comparative performance with other countries, p-values of 0.899, 0.846, 0.818, 0.603, 0.712, 0.116 and 0.764, respectively were obtained, which were higher than the 0.05 level of significance. This means that the external respondents' years of experience has no bearing on their perception on the extent of strategic management influence of ADP performance on the external respondents in terms of service reliability, public perception, level of confidence, public transparency, support economic growth, and comparative performance with other countries. The extent of strategic management influence of ADP performance on the external respondents is not dependent on their years of experience.

Table 43 - Relationship between Business Classification and the 7 SMI Indicators

Seven SMI Indicators of the ADP Performance		Chi Square Test	p-value	Verbal Interpretation
1.0	SMI Indicator 1 - Service Reliability	66.820	0.254	Not Significant
2.0	SMI Indicator 2 - Public Perception	49.281	0.149	Not Significant
3.0	SMI Indicator 3 - Level of Confidence	48.776	0.161	Not Significant
4.0	SMI Indicator 4 - Public Transparency	66.155	0.273	Not Significant
5.0	SMI Indicator 5 - Support Economic Growth	48.776	0.161	Not Significant
6.0	SMI Indicator 6 - Political Stability	62.487	0.388	Not Significant
7.0	SMI Indicator 7 - Comparative Performances with other Country	94.899	0.003	Significant
Decision Guide: The p-value of 0.05 is the level of significance				

As shown in *Table 43*, the relationship between business classification and extent of strategic management influence of ADP performance on the external respondents in terms of service reliability, public perception, level of confidence, public transparency, support economic growth, and comparative performance with other countries, p-values of 0.254, 0.149, 0.161, 0.273, 0.161, 0.388 and 0.003, respectively were obtained, of which the first to sixth SMI indicators were higher than the 0.05 level of significance, while the seventh SMI indicators was lower. This means that the external respondents' business classification has no bearing on their perception on the extent of strategic management influence of ADP performance on the external respondents in terms of service reliability, public perception, level of confidence, public transparency, and support economic growth except on the

comparative performance with other countries. The extent of the six indicators of strategic management influence of ADP performance on the external respondents is not dependent on their business classification while one of the indicators in terms of comparative performance with other countries is dependent.

Table 44 - Relationship between Business Size and the 7 SMI Indicators

Seven SMI Indicators of the ADP Performance		Chi Square Test	p-value	Verbal Interpretation
1.0	SMI Indicator 1 - Service Reliability	3.998	0.262	Not Significant
2.0	SMI Indicator 2 - Public Perception	1.391	0.499	Not Significant
3.0	SMI Indicator 3 - Level of Confidence	4.676	0.096	Not Significant
4.0	SMI Indicator 4 - Public Transparency	6.929	0.074	Not Significant
5.0	SMI Indicator 5 - Support Economic Growth	2.032	0.362	Not Significant
6.0	SMI Indicator 6 - Political Stability	7.402	0.060	Not Significant
7.0	SMI Indicator 7 - Comparative Performances with other Country	8.111	0.044	Significant
Decision Guide: The p-value of 0.05 is the level of significance				

As shown in Table 44, the relationship between business size and extent of strategic management influence of ADP performance on the external respondents in terms of service reliability, public perception, level of confidence, public transparency, support economic growth, and comparative performance with other countries, p-values of 0.262, 0.449, 0.096, 0.074, 0.362, 0.060 and 0.044, respectively were obtained, of which the first to sixth SMI indicators were higher than the 0.05 level of significance, while the seventh SMI indicators was lower. This means that the external respondents' business size has no bearing on their perception on the extent of strategic management influence of ADP performance on the external respondents in terms of service reliability, public perception, level of confidence, public transparency, and support economic growth but with exception on the comparative performance with other countries, which has bearing. The extent of the six indicators of strategic management influence of ADP performance on the external respondents is not dependent on their business size while one of the indicators in terms of comparative performance with other countries is dependent.

Table 45 - Relationship between the Service Received from ADP and the 7 SMI Indicators

Seven SMI Indicators of the ADP Performance		Chi Square Test	p-value	Verbal Interpretation
1.0	SMI Indicator 1 - Service Reliability	14.812	0.002	Significant
2.0	SMI Indicator 2 - Public Perception	17.818	0.000	Significant
3.0	SMI Indicator 3 - Level of Confidence	18.580	0.000	Significant
4.0	SMI Indicator 4 - Public Transparency	44.921	0.000	Significant
5.0	SMI Indicator 5 - Support Economic Growth	33.512	0.000	Significant
6.0	SMI Indicator 6 - Political Stability	39.217	0.000	Significant
7.0	SMI Indicator 7 - Comparative Performances with other Country	36.397	0.000	Significant
Decision Guide: The p-value of 0.05 is the level of significance				

As shown in *Table 45*, the relationship between service received from ADP and extent of strategic management influence of ADP performance on the external respondents in terms of service reliability, public perception, level of confidence, public transparency, support economic growth, and comparative performance with other countries, all the p-values obtained were lower than the 0.05 level of significance. This means that the external respondents' service received from ADP has bearing on their perception on the extent of strategic management influence of ADP performance on the external respondents in terms of service reliability, public perception, level of confidence, public transparency, support economic growth, and comparative performance with other countries. The extent of strategic management influence of the ADP performance on the external respondents is dependent on the quality of service received from ADP. This means also that the better the quality of service experience by the external customers, the better also their reflection and perception on the importance of organisational performance.

5.5 External Suggestions to improve the ADP Performance

The top nine summary lists of external suggestions are herewith presented in *Table 46*, which also arranged according to ranking with corresponding type of suggestion.

Table 46 - Summary Lists of Top Nine External Suggestions

External Suggestions	Rank	Type
Enhance processes with special criteria for business owners	1	Quality Services
Add new services for business owners in the ADP website	2	ADP e-Services
Strengthen partnerships of ADP and business community	3	Engaging Stakeholders
Enhance transparency and accountability in the ADP	4	Organisation Development
Step up more the security measures to enhance security conditions of protecting Emiratis, expatriates and tourists	5	Process Improvement Security Strategy
Sustain the high trust and confidence of the business community that invested and doing business in Abu Dhabi	6	Security Strategy Public Relations
Strengthen the open communication lines of the ADP and the business community and vice versa	7	Communication Strategy Public Relations
Sustain mutual involvement of police and business owners in the annual business forum and the annual police and security forum in the Abu Dhabi	8	Engaging Stakeholders Public Relations
Continue building the ADP capability to prevent and control the possible cybercrimes affecting the business community in the Abu Dhabi in particular and the UAE in general	9	ICT Process Improvement Cyber Security Strategy

Based on the above-listed summary of top nine external suggestions, the three strategic concerns being perceived by the business community are as follows:

a) *First*, the business owners have mutual concerns for their business sector welfare. These mutual concerns are related to ADP quality services for both the physical office services of the ADP and the virtual office with e-services.

b) *Second*, the trust and confidence of the business community with the ADP is relatively strong, thus their collective concerns are more of strengthening the existing partnerships, mutual active involvement in their respective annual forum and strengthening the open communication lines with the business community through their apex organisation, which is the Abu Dhabi Chamber of Commerce. Thus, enhancing and sustaining more the strong public relations of the ADP.

c) *Third and finally*, also worthy to consider is the suggestion to continue building up the strong capability of the ADP in order to prevent and control the cybercrimes that might be affecting the business community of Abu Dhabi in particular and the UAE as a whole plus building up other security strategies. Likewise, the existing safety and security strategy must be scaled up also by the ADP, especially continue preventing terrorism, extremism and organised crimes.

5.6 Findings and Analysis from Interviews

The following findings from the interviews will be considered as a base for future ADP researchers.

a) The Why of Strategic Management Practices in the ADP. The nine summary lists of responses from the interviews of the ADP employees as regards to the *importance of SMP* in the ADP are organised below by using the acronym of **PRACTICES** as follows:

Push forward to charter the future of the ADP as a law enforcement agency
Reinforce the organisational culture of excellence in the ADP
Alignment of the strategic plan of the ADP with UAE Federal Government
Common terms of reference, which guides all the employees of the ADP
Tap and test the organisational potential and capability of the ADP
Integrate all the forces and factors of internal and external environments
Create the desired conditions of policing in the Abu Dhabi and UAE
Equip and enhance the competencies of the ADP employees
Sharpen the ADP adapted strategic management framework

The nine summary lists of responses as to the *why of the SMP in the ADP* are focused on the following strategic values: a) shaping the future of policing; b) reaffirming the culture of excellence in the ADP; c) synergy and integration; d) common guide and tool as development framework; e) harnessing and optimising organisational potentials and capabilities; f) timing and sensitivity with the forces and factors of working environment; and g) continuous professional development.

b) The How of Strategic Management Practices in the ADP. The nine summary lists of responses from the interviews of the ADP employees as regards to the *effects of SMP with the interviewees and to their co-employees* are organised below using the acronym of **PROACTIVE** as follows:

Purpose-driven police officers and ADP employees
Responsive to the needs and expectations of the ADP customers
Organised as police officers and ADP employees
Alignment of individual with the ADP organisational strategic directions
Commitment building and renewal as police officers and ADP officers
Training and timing is greatly reminded in our policing works

Innovation and creativity as police officers and ADP employees
Victorious against the threats and enemies of safety and security
Empowered and inspired as police officers and ADP employees

The perceived effects to the police officers and ADP employees by the existing SMP are focused on the followings aspects: a) valuing higher purpose of life; b) customer-centric; c) personal discipline with strong commitment for the ADP; d) continuous improvement; e) overcoming challenges; and f) embracing the winning mind-sets and attitudes as police officers and ADP employees.

c) The What of Strategic Management Practices in the ADP. The seven summary lists of the responses from the interviews of the ADP employees as regards to the *overall contribution of SMP* are organised and presented below using the acronym of **BEST ADP** as follows:

Being the best model police organisation in the Arab region
Embracing personal, team and organisational culture of excellence
Strategies for policing combined with suitable policing technologies
Training and continuous professional education in policing work
Advancing the value of effective and efficient public management system
Dedication for policing service is mandatory (and not optional).
Policing is service commitment with passion for excellence

The overall contributions of the existing SMP in the ADP are focused on the following areas: a) ADP as one of the best police forces; b) lifestyle of excellence; c) used of suitable policing technologies; d) professional training and education; e) continuous improvement; and f) strong work attitudes, values and ethics.

d) The Why of the ADP Performance. The ten summary lists of responses from the interviews of the ADP customers as regards to the *importance of the ADP performance* are organised below using the acronym **PERFORMANCE** as follows:

Public trust is levelling up with the ADP as a law enforcement agency
Excellence in providing police assistance and services to customers
Reliability of responses for safety and security of the public
Finding and reaffirming the strategic significance of the ADP
Overcome the challenges in policing for the welfare of the public

Momentum of good performance in reinforcing good customer service
Alignment with the needs and expectations of the customers
Nobility of police officers and the ADP employees as public officers
Confidence and high level of reliability with the ADP is sustained
Experience of the customers about consistency of ADP quality services

The ten summary lists of the *why of the SMI* are focused on the following areas: a) high level of trust and confidence; b) culture of excellence; c) service reliability; d) dedicated human capital; and e) quality customer experience.

e) The How of the ADP Performance. The seven summary lists of responses from the interviews of the ADP customers as regards to the effects of the ADP performance with the interviewees and to their co-business owners are organised below using the acronym **ENGAGED** as follows:

Encouraged and inspired as business owners
Nurtured and shielded by the rule of law
Grateful for the Abu Dhabi Police as responsible police organisation
Assured and protected by the ADP as business owners
Glad and blissful with our safe working environment
Energised and empowered as business owners
Disciplined and focused for doing our business well

The positive effects of outstanding ADP performance to the business owners are as follows: a) high spirited business owners; b) obedience to rule of law; c) high respect to ADP; d) high assurance of protection; and e) being responsible persons.

f) *The What of the ADP Performance*. The nine summary lists of responses from the interviews of the business owners as regards to the *impact of the ADP performance* with the business community as the ADP customers are organised below using the acronym **WE ARE SAFE** as follows:

Willing and able business community as policing stakeholder of the ADP
Engaged business community as policing stakeholder of the ADP
Advocating disciplined and responsible business community in Abu Dhabi
Reinforcing the strategic of value synergy and partnership in policing
Enhancing and supporting good business governance in Abu Dhabi

Safe and secured business community for peace and prosperity
Advancing the strategic roles of business community for common good
Fruitfulness of the businesses of Emiratis and expatriates in Abu Dhabi
Expanding and appreciating the benefits of effective and efficient policing

The summary lists of impact to the business community are focused on the following areas: a) strategic roles of stakeholders; b) various benefits of good policing; c) responsible business community; and d) value of peace and prosperity.

5.7 Summary of Findings

The summary findings are arranged and organised according to the eleven problems stated and presented as the Section 1.2 of Chapter 1 of this study:

1) The response rate and composition of the internal respondents in relations to the six demographic factors are as follows:

1.1 According to Classification. PNCO scored the highest response rate and composition, followed by PCO, and then by civilian employees and the lowest number are consultants as internal respondents.

1.2 According to Directorate. Arranged from highest to the lowest response rate: policing operations; central operations; human resources; departments of general commander; security affairs and ports; departments of deputy general commander; finance and services; and guards and establishment protection. All directorates are represented in this study.

1.3 According to Gender. Ratio and proportion of male and female is 8:2. Internal responses and perspectives are dominated by male respondents. However, female responses and perspectives are also incorporated in this study based on the 80-20 or the critical few as one of the management principles.

1.4 According to Age. The internal respondents are dominated by productive age bracket of 30 - 40 years old equivalent to 56.7% (889/1,569).

1.5 According to Years of Service. The results revealed that more

than $\frac{3}{4}$ of the internal respondents are those that rendered within 15 years and below, which means that those ADP employees are still in their prime and productive years.

1.6 According to Academic Achievement. The internal respondents are dominated by those ADP employees with academic achievement of high school and college degree. Continuous training and professional education programmes are considered timely and very important investment for human capital development.

2) The summary ratings and results of the five indicators of strategic management practices in the Abu Dhabi Police are as follows:

2.1 *SMP Indicator 1 - Vision, Mission and Core Values*. Overall rating is 4.11 and interpreted as *high extent*. Lowest is element 1.4 and highest is element 1.1.

2.2 *SMP Indicator 2 - Performance Management*. Overall rating is 3.67 and interpreted as *high extent*. Lowest is element 2.4 and highest is element 2.3.

2.3 *SMP Indicator 3 - Strategic Management Process*. Overall rating is 3.86 and interpreted as *high extent*. Lowest is element 3.1 and highest is element 3.4.

2.4 *SMP Indicator 4 - Strategic Management Involvement*. Overall rating is 3.80 and interpreted as *high extent*. Lowest is element 4.1 and highest is element 4.4.

2.5 *SMP Indicator 5 - Strategic Management Outputs*. Overall rating is 3.88 and interpreted as *high extent*. Lowest is element 5.3 and highest is element 5.4.

The overall rating of the five SMP indicators is 3.86 and interpreted as *high extent*. Lowest is SMP Indicator 2 and highest is SMP Indicator 1. The mean difference of the lowest and highest SMP indicators is negative 0.44 (3.67 - 4.11)

3) The test of relationships using *Chi-Square Tests* for the utilised six independent and five dependent variables have revealed the following results:

3.1 *SMP Indicator 1 - Vision, Mission and Core Values*. The computed six p-values with the six demographic factors as independent variables are all with the same results of p-value equivalent to 0.000, which were lower than the p-value of 0.01 as the level of significance.

3.2 *SMP Indicator 2 - Performance Management*. The computed six p-values with the six demographic factors as independent variables are with the same results of p-value equivalent to 0.000 for the five demographic factors while gender is with p-value of 0.001. All the six computed p-values were lower than the p-value of 0.01 as the level of significance.

3.3 *SMP Indicator 3 - Strategic Management Process*. The computed six p-values with the six demographic factors as independent variables are all with the same results of p-value equivalent to 0.000, which were lower than the p-value of 0.01 as the level of significance.

3.4 *SMP Indicator 4 - Strategic Management Involvement*. The computed six p-values with the six demographic factors as independent variables are with the same results of p-value of 0.000 for the five demographic factors while gender is with p-value of 0.002. All the six computed p-values were lower than p-value of 0.01 as the level of significance.

3.5 *SMP Indicator 5 - Strategic Management Outputs*. The computed six p-values with the six demographic factors as independent variables are all with the same results of p-value equivalent to 0.000, which were lower than the p-value of 0.01 as the level of significance.

This means that all the six demographic factors in terms of classification, directorate, gender, age bracket, years of experience, and academic achievement have bearing on the ratings of the five indicators of strategic management practices. Likewise, all the ratings of the five SMP indicators were affected by those six demographic factors. The summary result means that the ratings of the internal respondents on the extent of strategic management practices are dependent on their six demographic factors. Thus, the summary result of the tests of relationship were verbally interpreted as significant.

4) The results of the summary of internal suggestions to enhance the existing strategic management practices in the ADP are focused with these ten development areas: first is strategy development by finding new ways and means to still improve the overall strategy; second is adding more new quality programmes and services; third is personnel development by upgrading the skills on strategic management; fourth is engaging stakeholders by expanding the formal alliances and partnerships; fifth is organisation development by strengthening individual and organisational

lifestyle of excellence; sixth is ICT development by improving information and dissemination system; seventh is customer service by adding more e-services; eighth is knowledge management by improving the strategic directions; and ninth is public relations strategy by sustaining good public image and cooperation; tenth is efficiency of services by maximising the cost of quality policing services.

5) The response rate and composition of the external respondents in relations to the six demographic factors are as follows:

5.1 *According to Nationality.* The selected business owners as external respondents are dominated by expatriates with an approximated ratio and proportion of 6:4. This means that for every 10 business owners as external respondents, there are about 6 expatriates and 4 Emiratis.

5.2 *According to Gender.* The selected business owners in Abu Dhabi are also dominated by male persons; and that for every 10 business owners then about 8 to 9 are males while about 1 to 2 are females. Women perspectives of business owners in Abu Dhabi are also integrated in this study.

5.3 *According to Years of Experience.* The business owners as external respondents are dominated by those with higher years of experiences in Abu Dhabi, ranging from 11 years to more than 21 years of experiences. The combined force and number of these two segments of external respondents with higher years of experiences is a total of 61.502% (131/213).

5.4 *According to Business Classification.* The external respondents are dominated by business owners from these sectors: a) business to business; b) non-profit organisation; c) service - others; d) electronics and computers; e) security products and services; f) construction; g) financial services and products; h) health and personal care; i) industries; and j) real estate. All sectors are represented except pets and animal.

5.5 *According to Business Size.* The business owners as external respondents are dominated by the representatives of large enterprises. The ratio and proportion is 6:4 and that for every 10 enterprises in Abu Dhabi, about 6 are large enterprises and 4 are part of the network of the small and medium enterprises. The ratio is a good mixture of the sizes of the enterprises operating in Abu Dhabi

5.6 *According to Service Received from ADP.* The external respondents are dominated by business owners that already received ADP services. For every 10

business owners about 8 to 9 have direct experience of receiving ADP services, and while only about 1 to 2 business owners have not yet tried receiving any of the ADP services. The ratio is a good indication of getting the good perspectives of the business community in Abu Dhabi.

6) The summary ratings and results of the seven indicators of strategic management influences of the ADP performance are as follows:

6.1 *SMI Indicator 1 - Service Reliability.* Overall rating is 4.69 and interpreted as *very high extent*. Lowest is the element of service (1.3) and highest is the element of trust (1.1). All the ratings of the three elements are *very high extent*,

6.2 *SMI Indicator 2 - Public Perception.* Overall rating is 4.54 and interpreted as *very high extent*. Lowest is the element of image (2.2) and highest is the element of reputation (2.6). Also 94% are knowledgeable about the many awards of the ADP.

6.3 *SMI Indicator 3 - Level of Confidence.* Overall rating is 4.57 and interpreted as *very high extent*. Lowest is element 3.5 related to security against cybercrime and the highest is element 3.1 related to safety on road accidents.

6.4 *SMI Indicator 4 - Public Transparency.* Overall rating is 4.62 and interpreted as *very high extent*. Lowest is element 4.2 and highest is element 4.1.

6.5 *SMI Indicator 5 - Support Economic Growth.* Overall rating is 4.56 as and interpreted as *very high extent*. The ratings of the ten elements are interpreted as *very high extent* while the ratings of the two elements are interpreted as *high extent*. Lowest is element 5.5 and highest is element 5.1.

6.6 *SMI Indicator 6 - Political Stability.* The rating is 4.69 and interpreted as *very high extent*. This indicator has only one element.

6.7 *SMI Indicator 7 - Comparative Performance with other Country.* Overall rating is 4.62 and interpreted as *very high extent*. All the ratings of the seven elements are interpreted as *very high extent*. This means that the perceived ratings of the external respondents are very strong as regards to the comparative performance of Abu Dhabi with other country. Lowest is element 7.4 and highest is element 7.2.

The overall rating of the seven SMI indicators is 4.60 and interpreted

as *very high extent*. Lowest is the public perception as indicator 2 and highest is the political stability as indicator 6. The mean difference of the lowest and highest SMI indicators is negative 0.15 (4.54 - 4.69). The very high extent rating of the seven SMI served as good opportunity for ADP to leverage in engaging the business owners to strengthen further the ADP policing programmes and services.

7) The test of relationships using *Chi-Square Tests* for the utilised six independent and seven dependent variables have revealed the following results:

7.1 *SMI Indicator 1 - Service Reliability*. The computed six p-values with the six demographic factors as independent variables are as follows:

a) nationality is with p-value of 0.280; b) gender is with p-value of 0.962; c) years of experience is with p-value of 0.899; d) business classification is with p-value of 0.254; e) business size is with p-value of 0.262; and f) service received from ADP with p-value of 0.002. All the p-values of the first five demographic factors were higher than 0.05 as level of significance while the p-value of the sixth demographic factor was lower than 0.50 as level of significance. Thus, only service received from ADP was significant with regard to service reliability as SMI indicator 1.

7.2 *SMI Indicator 2 - Public Perception*. The computed six p-values with the six demographic factors as independent variables are as follows: a) nationality is with p-value of 0.461; b) gender is with p-value of 0.852; c) years of experience is with p-value of 0.846; d) business classification is with p-value of 0.149; e) business size is with p-value of 0.499; and f) service received from ADP is with p-value of 0.000. All the p-values of the first five demographic factors were higher than the 0.05 level of significance while the p-value of the sixth demographic factor was lower than the level of significance. Thus, only service received from ADP was significant with regard to public perception as SMI indicator 2.

7.3 *SMI Indicator 3 - Level of Confidence*. The computed six p-values with the six demographic factors as independent variables are as follows: a) nationality is with p-value of 0.457; b) gender is with p-value of 0.937; c) years of experience is with p-value of 0.818; d) business classification is with p-value of 0.161; e) business size is with p-value of 0.096; and f) service received from ADP is with p-value of 0.000. All the p-values of the first five demographic factors were higher than the 0.05 level of significance while the p-value of the sixth demographic factor was lower than the level of significance. Thus, only service received from ADP was significant with regard to level of confidence as SMI indicator 3.

7.4 SMI Indicator 4 - Public Transparency. The computed six p-values with the six demographic factors as independent variables are as follows: a) nationality is with p-value of 0.253; b) gender is with p-value of 0.390; c) years of experience is with p-value of 0.603; d) business classification is with p-value of 0.273; e) business size is with p-value of 0.074; and f) service received from ADP is with p-value of 0.000. All the p-values of the first five demographic factors were higher than the 0.05 level of significance while the p-value of the sixth demographic factor was lower than the level of significance. Thus, only service received from ADP was significant with regard to public transparency as SMI indicator 4.

7.5 SMI Indicator 5 - Support Economic Growth. The computed six p-values with the six demographic factors as independent variables are as follows: a) nationality is with p-value of 0.429; b) gender is with p-value of 0.259; c) years of experience is with p-value of 0.712; d) business classification is with p-value of 0.161; e) business size is with p-value of 0.362; and f) service received from ADP is with p-value of 0.000. All the p-values of the first five demographic factors were higher than the 0.05 level of significance while the p-value of the sixth demographic factor was lower than the level of significance. Thus, only service received from ADP was significant with regard to support economic growth as SMI indicator 5.

7.6 SMI Indicator 6 - Political Stability. The computed six p-values with the six demographic factors as independent variables are as follows: a) nationality is with p-value of 0.663; b) gender is with p-value of 0.086; c) years of experience is with p-value of 0.116; d) business classification is with p-value of 0.388; e) business size is with p-value of 0.060; and f) service received from ADP is with p-value of 0.000. All the p-values of the first five demographic factors were higher than the 0.05 level of significance while the p-value of the sixth demographic factor was lower than the level of significance. Thus, only service received from ADP was significant with regard to political stability as SMI indicator 6.

7.7 SMI Indicator 7 - Comparative Performance with other Country. The computed six p-values with the six demographic factors as independent variables are as follows: a) nationality is with p-value of 0.571; b) gender is with p-value of 0.098; c) years of experience is with p-value of 0.764; d) business classification is with p-value of 0.003; e) business size is with p-value of 0.044; and f) service received from ADP is with p-value of 0.000. All the p-values of the first three demographic factors were higher than the 0.05 level of significance while the p-value of the remaining

three demographic factor was lower than the level of significance. Thus, only these three: demographic factors such as business classification, business size and service received from ADP were significant with regard to comparative performance with other country as SMI indicator 7.

Overall, out of six demographic factors, three or half of them, namely: nationality, gender and years of experience have no bearing on the ratings of the extent of strategic management influences of the ADP performance. One demographic factor in terms of service received from ADP has bearing on the ratings of the extent of strategic management influences of the ADP performance. The two remaining demographic factors in terms of business classification and business size have partial bearing but focusing only the comparative performance with other country. This summary result means that the ratings of the external respondents on the extent of strategic management influences of the ADP is only dependent on the service received from ADP; not dependent on their nationality, gender and years of experience; and partially dependent on their business classification and business size of the external respondents as business owners in Abu Dhabi.

This means that strongest area of influence by the ADP performance is focused on the quality of services received by the business owners as ADP customers. This means also that sustaining the delivery of quality policing experience as a customer centric police force is identified as the core challenge for the ADP. Likewise, the diversity of business classifications operating in Abu Dhabi also reflected the presence of healthy enterprise ecosystem in Abu Dhabi. Moreover, since the ratio and proportion of large enterprises with small and medium enterprise was 6:4, which means that for every ten enterprises in Abu Dhabi there are about six enterprises belonged to the category of large enterprises and there are four enterprises belonged to small and medium enterprises. The healthy compositions of the business sizes have direct influence when comparing the ADP performance with other country. The result validated the very strong competitive advantage and benefit brought about by ADP's effective and efficient delivery of policing programmes and services. The summary results should be taken as a good leverage and opportunity for the ADP to enrich and expand the participation of the business owners in Abu Dhabi in order to strengthen alliances and partnerships for sustaining effective and efficient policing programmes and services.

8) The results of the summary of external suggestions to improve the

existing ADP performance are focused with these nine areas of concerns: first is quality service by creating special criteria for business owners; second is e-service by adding new services for business owners; third is stakeholder engagement by strengthening partnership with business community; fourth is organisation development by enhancing transparency and accountability of ADP; fifth is improving more the security strategy and processes involved; sixth is sustaining public trust; seventh is enhancing public relations and communication strategy; eighth is strengthening involvement; and ninth is scaling up cybercrime prevention and control.

9) The summary of responses of the internal respondents about the *why, how and what* of strategic management practices in the ADP are as follows:

9.1) The ‘why’ of strategic management practices. There are nine summary of responses from internal interviews, and been organised and codified by using the acronym of **PRACTICES**. These nine summary of responses are focused on the following aspects: a) shaping the future of policing; b) reaffirming the culture of excellence in the ADP; c) synergy and integration; d) common guide and tool as development framework; e) harnessing and optimising organisational potentials and capabilities; f) timing and sensitivity with the forces and factors of working environment; and g) continuous professional development.

9.2) *The ‘how’ of strategic management practices*. There are also nine summary of responses from internal interviews, and been organised and codified by using the acronym of **PROACTIVE**. These nine summary of responses are focused on the following aspects: a) valuing higher purpose of life; b) customer-centric; c) personal discipline with strong commitment for the ADP; d) continuous improvement; e) overcoming challenges; and f) embracing the winning mind-sets and attitudes as police officers and ADP employees.

9.3) *The ‘what’ of strategic management practices*. There are seven summary of responses from internal interviews, and been organised and codified by using the acronym of **BEST ADP**. These seven summary of responses are focused on the following areas: a) ADP as one of the best police forces; b) lifestyle of excellence; c) used of suitable policing technologies; d) professional training and education; e) continuous improvement; and f) strong work attitudes, values and ethics.

10) The summary of responses of the external respondents about the why, how and what of strategic management influences of the ADP performance are as follows:

10.1) *The 'why' of strategic management influences of the ADP performance.* There are ten summary of responses from external interviews, and been organised and codified by using the acronym of **PERFORMANCE**. These ten summary of positive impacts are focused on the following areas: a) high level of trust and confidence; b) culture of excellence; c) service reliability; d) dedicated human capital; and e) quality customer experience.

10.2) *The 'how' of strategic management influences of the ADP performance.* There are seven summary of responses from external interviews, and been organised and codified by using the acronym of **ENGAGED**. These seven summary of positive impacts are focused on the follow areas: a) high spirited business owners; b) obedience to rule of law; c) high respect to ADP; d) high assurance of protection; and e) being responsible persons.

10.3) *The 'what' of strategic management influences of the ADP performance.* There are nine summary responses from external interviews, and been organised and codified by using the acronym of **WE ARE SAFE**. These nine summary of positive impacts are focused in the following areas: a) strategic roles of stakeholders; b) various benefits of good policing; c) responsible business community; and d) value of peace and prosperity.

11) The new strategic directions and decisions that may be considered by the ADP GHQ for addressing the summary findings, suggestions and concerns of the internal and external clients are focused on the following: a) developing further the human capital of the ADP as an Arab government security organisation by upgrading and retooling the ADP personnel with the adapted strategic management practices cum simplified performance management system, and by customising and strengthening the continuing professional training and education programme especially for the ADP employees serving as front-liners in the ADP service delivery structure and system; b) developing further the policing intelligence capabilities of the ADP in sustaining the prevention and control system of the threats of terrorism, cybercrimes and other related international organised crimes targeting and affecting the Arab region; and c) expanding the organisational capabilities of the ADP for

establishing and nurturing the quality engagement of stakeholders for policing and security.

Chapter VI

CONCLUSIONS AND RECOMMENDATIONS

6.1 Conclusions

Based on the summary of findings, the derived conclusions are as follows:

1) The demographics of internal respondents in terms of work classification, directorate, gender, age bracket, years of service, and academic achievement are represented accordingly by a total of 1,569 persons as the selected ADP employees. The PNCO coming from eight different ADP directorates and departments within their prime and productive years as age bracket, and completed high school and college as their academic achievements have dominated the total number of respondents in this study. ADP adheres and aligns with the principle of gender sensitivity in policing. The women participation rate in the ADP is very encouraging and commendable. The ADP being a customer-centric police force, then the work conditions, qualifications and competencies of the PNCO, which served as among the essential front-liners in the delivery structures and systems of the ADP programmes and services are considered critical especially in handling and dealing with the needs and concerns of the different ADP customers, and the public in general composed of the Emiratis and the expatriates in Abu Dhabi. Thus, there is a great need for those PNCO to level up their respective academic achievement. Furthermore, the existing demographics of the ADP employees also served as a good guide in revisiting and redesigning the ADP continuing professional education and career development programmes and services.

2) The overall rating for the five SMP indicators is interpreted as high extent. Thus, all the internal respondents representing the ADP employees have affirmed, reaffirmed and validated the importance of the existing strategic management practices in the ADP as an Arab government security organisation. Based on the mean difference of the lowest and the highest among the five SMP indicators, which is negative 0.44, then the identified area of improvement is the area of performance management in the ADP. The strongest area among the five SMP indicators is the area of clarity of the vision, mission and core values of the ADP.

3) The five SMP indicators are rated strong by the internal

respondents. Also, based on the results of Chi-Square Tests, the significant degree of relationships between the six demographic factors and five SMP indicators have been confirmed.

Based on the summary of findings, H1 and H2 of this study are accepted. The acceptance of H1 and H2 are supported by the results of the treatment of primary data of the five SMP indicators using descriptive and inferential statistics. Moreover, supporting the statistical results about the validation and confirmation of significant relationships are the studies and scholarly works as shown below:

For the significance of vision, mission and core values as SMP indicator 1, are the works of Tallant (2009) and study conducted by Darbi (2012), which emphasised the need and importance to explain well the vision, mission and core values of a particular organisation with their employees. In addition, the importance of SMP indicator 1, is also supported by the scholarly works of Deazeley (2009) and Sherman (2013) respectively.

For the significance of performance management as SMP indicator 2, this was supported by the studies of Vibbart (2005); Ottery (2010); Shane (2010); Wankabe (2011); Roberts (2012); and Sherman (2013) respectively.

For the significance of strategic management process as SMP indicator 3, this was supported by the studies of Schute & Meyer (2004); Igbuzor (2010); Davis (2012); Sherman (2013); Susan et al (2013); and Bayeley et al (2015) respectively.

For the significance of strategic management involvement as SMP indicator 4, this was supported by the studies of Bratton & Malinowski (2008); SAPS (2010); and Flynn & Herrington (2015) respectively.

For the significance of strategic management outputs as SMP indicator 5, this was supported by the studies of SAPS (2010); Davis (2012); Higher Education Authority (2013); and Flynn & Herrington (2015) respectively.

4) Out of the top ten summary of internal suggestions to enhance the existing strategic management practices in the ADP, the top five areas of development are focused more on strategy development, programme and service development, personnel development, stakeholders' engagement, and organisation development.

5) The demographics of external respondents in terms of nationality, gender, age bracket, years of experience, business classification, business size, and

service received from ADP are represented accordingly by a total of 213 persons as the selected business owners in Abu Dhabi. The external respondents are dominated by male expatriates with 11 to 21 years of experience coming from the top ten business sectors, which are mostly large enterprises and have already received service from ADP as customers. The ratio and proportion of the six demographics of external respondents are considered healthy in terms of generating relevant responses representing the perceptions of the business community in Abu Dhabi.

6) The overall rating for the seven SMI indicators is interpreted as very high extent. Thus, all the external respondents representing the business community in Abu Dhabi have recognised and validated the importance and the very strong influences of the ADP performance as an Arab government security organisation. Based on mean difference of the lowest and highest among the seven SMI indicators, which is negative 0.15 (4.53 - 4.67), the area identified is the area of *public perception* but this mean difference is about one third (1/3) as compared with the mean difference of the five SMP indicators. Likewise, the overall highest assessment rating of the external respondents is with a positive difference by 0.58 (4.69 - 4.11) as compared with the highest overall rating of the internal respondents. This means the business community appreciated well the positive impact and the overall contribution of the ADP especially in establishing and sustaining *political stability, service reliability, public transparency, level of confidence and support economic growth* in Abu Dhabi. Likewise, based on the overall rating and the ratings of the seven elements of *SMI indicator 7 - comparative performance with other country*, the UAE is better when compared to the other countries in the Arab region.

7) The seven SMI indicators of the ADP performance are rated very strong by the external respondents. Thus, based on the summary of findings with to test H3 of this study, then the formulated H3 is accepted.

On other hand, based on the results of Chi-Square Tests, there is no significant relationships between the three demographic factors in terms of nationality, gender and years of experience; partial relationships between the two demographic factors such as business classification and business size; and significant relationships between the service received from ADP with regard to the seven indicators of SMI of the ADP performance respectively. Thus, H4 of this study is partially accepted.

The strong pronouncement, image and actual service delivery systems of the ADP as a customer centric are validated and confirmed by the very high extent ratings by the business owners as one of the ADP's primary customers. Thus, H5 of this study is also accepted.

The acceptance of H3, partial acceptance of H4 and acceptance H5 are based on the summary of findings and analyses. These are supported by the results of the treatment of primary data of the seven SMI indicators using descriptive and inferential statistics. Likewise, the results also validated the fundamental value to manage well not just internal police operational system but also the external customers and other stakeholders of a particular police organisation as a primary law enforcement agency (Nicholson-Crotty & O'Toole, Jr., 2004). Moreover, supporting the statistical results about the confirmation of significant relationships are the studies and scholarly works as shown below:

For the significance of *service reliability as SMI indicator 1*, this was supported by the studies of Alpert & Dunham (2000); Davis (2012); and Susan et al, (2013). That service reliability is one of the domains of performance, and strongly related to public accountability. Likewise, the study of Oshodi (2011) suggested the proper use of psychological tests as one of the screening procedures and requirements to ensure the suitability of all the applicants for policing works, thus strengthening service reliability of those that will be hired as police officers and those civilian employees of any police force as a government security organisation.

For the significance of *public perception as SMI indicator 2*, this was supported by the studies of Ede (2003); Mawby & Wright (2005); Cebulla & Stephens, (2010); Davis (2012); and Sherman (2013). These studies also revealed the importance of the role of mainstream media and social media engagement in order to manage and sustain positive public perception about the police force.

For the significance of *level of confidence as SMI indicator 3*, this was supported by the studies of Ede (2003); Mawby & Wright (2005); Cebulla & Stephens (2010); Jackson (2010); Richards (2010); Sherman (2013); and Bayley et al (2015). Sustaining a high level of confidence for the police force is one of the challenges among police forces. Jackson (2010) pointed out that measuring performance served as a good reflection of the level of confidence of the public as a customer.

For the significance of *public transparency as SMI indicator 4*, this was supported by the studies of Sherman (2001); Mawby & Wright (2005); Forst (2008); and Davis (2012). These studies revealed the strategic importance of creating and executing suitable communication strategy especially for democratic country with press freedom. Thus, leveraging and managing the different media outfits should be considered by the police force.

For the significance of *support economic growth as SMI indicator 5*, this was supported by the studies of SAPS (2010); Kern (2011); Davis (2012); New Zealand Police (2012); and Tjonneland (2014). These studies emphasised that the absence of peace and order in a particular country were not favourable to support the sustainable economic growth but the presence of high level safety and security in a particular country like the case of New Zealand, attracted more investments that supported economic growth.

For the significance of *political stability as SMI indicator 6*, this was supported by the studies of Forst (2008); Kolstad & Wiig (2009); Cawthra (2010); New Zealand Police (2012); Susan et al (2013); and Cochrane (2014). These studies confirmed the importance of ensuring safety and security of people against any form of crimes, which supported the political stability of a particular country.

For the significance of *comparative performances with other country as SMI indicator 7*, this was supported by the studies of Murray (2000); (Mawby & Wright (2005); Tusiime (2007); Forero et al (2009); SAPS (2010); New Zealand Police (2012); Sherman (2013); and Wilson (n.d.). These revealed the many factors affecting the level of performance of police force like, accountability, clear job description, source of motivation, continuous training and regular performance assessment, support system, adaption and implementation of suitable and strong strategic management system for the police.

8) Out of the top nine summary of external suggestions to improve the ADP performances, the top five areas of concerns of the business owners are focused more on creating new quality services for the business community, new e-services for business owners, security partnerships with the business community, sustaining public transparency and accountability of the ADP, and enhancing the policing and security strategies and processes. Thus, the external respondents representing the business community recognised the strong ADP performances and also concerned for their welfare as well as for levelling up the organisational effectiveness and

efficiency of the ADP as an Arab government security organisation.

9) The results of the internal interviews have validated and reinforced the strong level of awareness, appreciation and involvement of the ADP employees about the existing strategic management practices in the ADP. The summary of responses from the internal interviews about the why, how and what of the strategic management practices in the ADP are coherent, complimentary and consistent with the findings and analysis of the internal survey. The summary of responses from the internal interviews are also enriching and expanding the importance of the existing strategic management practices in the ADP.

10) The results of the external interviews have also validated and reinforced the very strong positive impacts of the ADP performances to the business community in Abu Dhabi. Likewise, the summary of responses from the external interviews have provided and revealed the key concerns of the business community as regards to the mandate, purpose, goals and objectives of the ADP. Moreover, the members of the business community have appreciated well the overall contribution of the ADP in sustaining the strategic importance of peace and prosperity.

11) The overall development areas identified by the researcher and can be considered as the new strategic directions and decisions for the ADP as an Arab government security organisation are as follows: a) strengthening further the knowledge management system especially for the existing strategic management practices in the ADP; b) equipping and investing more on human capital development; c) continuing and levelling up the capability building system especially for policing and security intelligence with specialisation on preventing terrorism, cybercrimes and other related international organised crimes; and d) upgrading the organisational capability of the ADP for managing quality engagement of the key stakeholders for policing and security.

Finally, based on the summary of findings, which provided the sufficient evidence then the two remaining hypotheses of this study, namely: H6 and H7 are also accepted.

6.2 Recommendations

Based on the above-stated summary of findings and with all the derived conclusions from this study, the researcher respectfully offered and endorsed

these recommendations for review and considerations of the ADP top leadership.

1) The existing ADP programme for continuous training and professional education must be revisited, realigned and redesigned especially for those employees with below high school, high school and college as their academic achievement. Those two lowest segments must be encouraged and supported in order to level up consistently their respective academic qualification. Educational scholarships for the PNCO and civilian employees of the ADP should be enriched and expanded; and possibly mandatory for Emiratis in order to strengthen their academic achievement as part of the primary human capital of UAE. Likewise, special training programmes on functional and effective communication and quality customer service experience should be customised and be provided for the PNCO and civilian employees of the ADP. Continuing professional development for the front-liners in the delivery structures and systems of the ADP should be given the top priority. The strategic importance and leverage of strong women participation in policing must be continued and expanded by the ADP.

2) The existing performance management system in the ADP should be also reviewed and enhanced based on the overall strategic priorities of the ADP; directorate, section and unit goals and objectives; job description of each personnel; and their respective key performance indicators or KPI. Likewise, regular performance assessment of each directorate, section and unit in the ADP must be instituted and facilitated with maximum individual and team participation. The ADP GHQ can possibly design a simplified and user's friendly self-assessment tool, which will be serving as a model framework and guide for each directorate, section and unit as well as for all personnel of the ADP. Moreover, the ADP should also strengthen the awareness level about the strategic importance and proper utilisation of the Balanced Scorecard.

3) The ADP should address the gap and need to level up the overall rating as well as the rating of each of the five SMP indicators from high extent to very high extent. And since those five SMP indicators are dependent on the six demographic factors, then development programmes to improve the existing demographic profiles of the ADP personnel must be developed and considered by the ADP GHQ.

4) For the ADP GHQ to consider the creation of five technical committees with their respective consultants as subject matter experts for the review and enrichment of the following five development areas: a) strategy development for

policing and security; b) programmes and services development for policing and security; c) personnel development for policing and security; d) quality stakeholders' engagement for policing and security; and e) organisational development for policing and security. Any existing studies in the ADP and with other Arab government security organisations about those five development areas should be utilised as reference materials. Likewise, the conduct of specific research for each of the five development areas can also be encouraged and supported by the ADP.

5) Engaging the business community as among the key stakeholders for effective and efficient policing and security system in Abu Dhabi should be customised based on the following categories: a) nationality such as Emiratis and expatriates; b) size of enterprises such large enterprises, and small and medium enterprises. The manpower and resources capabilities of the large enterprises should be tapped and harnessed by the ADP for policing and security. Likewise, the uniqueness, spread and diversity of the small and medium enterprises or SME must be also look into by the ADP in strengthening further the partnerships with the business community as regards to policing and security.

6) The very strong positive impact of the ADP performance as perceived by the business community should be sustained and leveraged well by the ADP. Likewise, the areas of concerns by the business community are focused in the areas of preventing and controlling the entry of the threats of terrorism and cybercrime in Abu Dhabi in particular and the UAE in general. These two concerns should be reviewed and analysed well by the ADP. Policing intelligence capabilities of the ADP should be also reviewed and enhanced consistently with the technical assistance and inputs from the existing and new subject matter experts about policing intelligence on terrorism, cybercrimes and other forms of international organised crimes operating and targeting the countries in the Arab region.

7) The ADP as a good model of an Arab government security organisation must accept and embrace the challenge of sustaining and optimising further the existing very strong ratings and appreciations as perceived by the external respondents representing the business sector in Abu Dhabi. Likewise, the area of focus of engagement with the business owners and other key stakeholders of policing in Abu Dhabi, is reinforcing and delivering the strategic value of quality service experience with the key customers of the ADP and with other key stakeholders of policing services. Likewise, the diversity and balance of the business classification

and business size of the existing enterprises in Abu Dhabi are serving as a good indicator of healthy enterprise ecosystem and conducive working environment. Thus, a specific study focusing about the conditions and dynamics of the enterprise ecosystem in Abu Dhabi should be considered and conducted by appropriate government agency of Abu Dhabi.

8) Responding strategically to the external suggestions, the ADP GHQ should also consider the creation of five technical committees with their respective consultants as subject matter experts for the review and enrichment of the following five development areas: a) creation of new quality services for the business community; b) new e-services for business owners; c) security partnerships with the business community; d) sustaining public transparency and accountability of the ADP; and e) enhancing further the policing and security strategies and processes especially in sustaining the prevention and control of the entry of the threats of terrorism and cybercrimes.

9) For the ADP GHQ to come up with the customised and simplified planning manual for the adapted and applied strategic management system. This hopes to strengthen and standardise the frameworks, processes and common vocabularies being utilised by the ADP as an Arab government security organisation.

10) To strengthen and expand the level of awareness, appreciation and application about the existing strategic management practices among the ADP employees. For the ADP GHQ to consolidate, codify, digitalise and put together all the intellectual assets of the ADP in terms of articles, write-ups, strategic plans, progress and annual reports, studies and researches by setting up the ADP knowledge bank or ADP knowledge centre.

11) To strengthen the existing partnerships and engagements with the business community of Abu Dhabi for policing, safety and security. Likewise, harnessing the strategic and tactical roles of the business community for feedback and police intelligence especially for preventing cybercrime and terrorism.

Furthermore, the ADP GHQ must support and encourage the police commissioned officers or PCOs that are currently at the stage of developing and eventually writing their respective research papers to possibly undertake the following research topics:

Human Capital Development in the ADP
Developing the ADP Knowledge Management System
ADP Organisational Development Strategy
Quality Stakeholders Engagement in the ADP
Strategy Paper for Cybercrime Prevention and Control
Strategy Paper for Terrorism Prevention and Control
Developing Innovative ADP e-Services

Furthermore, in my capacity as Director of the Strategy Department of ADP, I have already recommended that fellow police officers within ADP undertake further studies which are relevant but beyond the scope of this thesis.

In summary, it is anticipated that this research will constitute a road map for the forthcoming ADP development strategy. It is also expected that this work will become a model for many other Arab security organizations.

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APPENDICES

Appendix A - Internal Survey Questionnaire

Strategic Management Practices in
an Arab Government Security Organisation:
Abu Dhabi Police as a Case Study

Survey Questionnaire

Dear Colleague,

This research project is one of the academic requirements of the University of East Anglia for the completion and granting the post graduate degree of Doctor of Philosophy.

This research project seeks to assess and determine the conditions of the internal forces and factors about the strategic management practices of Abu Dhabi Police as one of the Arab Government Security Organisations. I am asking your cooperation and help by answering and completing the internal survey questionnaire.

Finally, as one of the selected respondents and colleagues at the Abu Dhabi Police, kindly provide the right information being asked in this survey. Please accept my sincerest assurance that all information and answers you will be shared and provided will be valued with much respect and confidentiality according to the ethical standards of research.

Please also accept my sincerest thanks for extending your cooperation and providing your knowledge inputs in realising the purpose of this study.

FAS: The Researcher

Section 1 - Six Demographic Factors of Internal Respondents. These six internal demographic factors are utilised as the internal independent variable of this study. Please indicate the right data and personal information by checking correctly the space provided before the item.						
1.1	Classification	() Police Commissioned Officer (PCO) () Civilian () Police Non-Commissioned Officer (PNCO) () Consultant				
1.2	Directorate	() Policing Operations () Human Resources () Finance and Services () Guards and Establishment Protection () Central Operations () Security Affairs and Ports () Departments under General Commander () Departments under Deputy General Commander				
1.3	Gender	() Male () Female				
1.4	Age	() 21 to 30 () 30 to 40 () 41 to 50 () 51 to 60				
1.5	Years of Service	() 5 and below () 6 to 10 () 11 to 15 () 16 to 20 () 21 to 25 () 26 to 30 () 31 and above				
1.6	Academic Achievement	() Below High School () High School () College Degree () Master's Degree () PhD or Doctorate Degree				
Section 2 - Five Indicators of Strategic Management Practices in the Abu Dhabi Police These are the adapted five SMP factors, and applied as the internal dependent variable based on the perceptions of the internal respondents of this study. Below are the basic guides for rating the five SMP indicators, by using the Likert scales with continuum values of 5 to 1. Your rating corresponds to your personal judgement. The five rating scales with interpretation are as follows: 5 - Very High Extent; 4 - High Extent; 3 - Moderate Extent; 2 - Low Extent; and 1 - Very Low Extent. Please encircle the number of your best rating for each item. Be honest for all your answers.						
Indicator 1 - ADP Vision, Mission and Core Values						
1.1	To what extent do you agree that the vision, mission and core values of Abu Dhabi Police are defined clearly and appropriately?	5	4	3	2	1
1.2	To what extent do you agree that the vision, mission and core values of Abu Dhabi Police is linked to the needs of customers?	5	4	3	2	1
1.3	To what extent do you agree that you are familiar with the strategic priorities of Abu Dhabi Police in line with its vision, mission and core values?	5	4	3	2	1
1.4	To what extent do you agree that the strategic priorities help deliver the vision, mission and core values of Abu Dhabi Police GHQ and that the customers have been involved in determining the strategic priorities?	5	4	3	2	1
Indicator 2 - ADP Performance Management						
2.1	To what extent do you agree that you have been involved in the creation of the KPI or key performance indicators for your business area?	5	4	3	2	1
2.2	To what extent do you agree that your business area has tested the linkage between the KPI or key performance indicators and outcomes?	5	4	3	2	1
2.3	To what extent do you agree that the KPI accurately monitor the progress in achieving of the strategic priorities for Abu Dhabi Police GHQ?	5	4	3	2	1
2.4	To what extent do you agree as to your highest level of awareness about the importance and suitable utilisation of the balanced scorecard in the ADP?	5	4	3	2	1
Indicator 3 - Strategic Management Process						
3.1	To what extent do you agree that the General Directorates play an active part in the overall process of strategic management in the ADP GHQ?	5	4	3	2	1
3.2	To what extent do you agree that the existing strategic management practices in the ADP include the most influential individuals?	5	4	3	2	1
3.3	To what extent do you agree that the strategic management practices in the ADP GHQ help identify strategic issues for senior leaders and managers?	5	4	3	2	1
3.4	To what extent do you agree that the strategic management practices in the ADP GHQ help develop metrics for measuring performance?	5	4	3	2	1

Indicator 4 - Strategic Management Involvement						
4.1	To what extent do you agree that the management practices in the ADP GHQ include consultation internally?	5	4	3	2	1
4.2	To what extent do you agree that the strategic management practices in the ADP GHQ include discussions and consultations externally?	5	4	3	2	1
4.3	To what extent do you agree that the strategic management practices in the ADP GHQ are communicated to the customer?	5	4	3	2	1
4.4	To what extent do you agree that the strategic management practices of ADP GHQ are communicated to all employees?	5	4	3	2	1
Indicator 5 - Strategic Management Outputs						
5.1	To what extent do you agree that the strategic management practices in the ADP GHQ help the identification of strategic issues needed by the senior leaders and managers?	5	4	3	2	1
5.2	To what extent do you agree that the strategic management practices in the ADP GHQ help develop the content of the ADP strategic plan?	5	4	3	2	1
5.3	To what extent do you agree that the strategic management practices of ADP GHQ help develop the metrics for measuring performance?	5	4	3	2	1
5.4	To what extent do you agree that the strategic management practices of ADP GHQ help manage new business development activities?	5	4	3	2	1
Section 3 - Give your suggestions to enhance the strategic management practices in the ADP						

Appendix B - External Survey Questionnaire

STRATEGIC MANAGEMENT PRACTICES IN AN ARAB GOVERNMENT SECURITY ORGANISATION: ABU DHABI POLICE AS A CASE STUDY

Survey Questionnaire

Purpose of this Study. This research work is part of the academic requirements of the **University of East Anglia** for completing and granting a post graduate degree of Doctor of Philosophy. The scope of this research project focuses on the strategic management practices of Abu Dhabi Police as one of the Arab government security organizations affecting the economic growth and political stability in the Abu Dhabi as the emirate capital of the United Arab Emirates.

Involvement in the Study. The research work is involving a number of business people and investors as among the key stakeholders trying to quantify their perceptions about the influence of ADP's performance on national security, economic and political stability across the emirate of Abu Dhabi.

Value of Your Participation. You have been requested to take part because you are a stakeholder who functionally experiences the ADP service delivery, and your input into

the research will be valuable for improving the ADP performance which can positively impact national security, economic and political stability.

Nature of Your Participation. Participation is voluntary. There is no pressure of any kind to participate or contribute. Those who will participate in this study will be asked and requested to fill up and sign the attached consent form. Likewise, copy of the consent form plus your information sheet will be given to your. If you decide to withdraw, please inform the assigned staff, so we find your suitable replacement.

Confidentiality Rule of Research. The researcher assures you that your participation will be totally confidential. It will harm no-one's personal safety because all the research participants will be anonymous in the survey questionnaire.

Research Ethical Considerations. All the collected data from this study will be respected and kept confidential by the researcher. Retention of all the collected raw data and its destruction after two years will be observed as part of the research protocol.

Treatment of Accepted Survey Questionnaires. All the accepted survey questionnaires will be processed, analysed and integrated in the research document. The results will be reviewed by the research local advisor and supervisors for validation, comments and possible suggestions.

Usefulness of Your Participation. Your participation is important and I don't see any disadvantage of your participation. However, it is possible that by sharing the required information and data experiences may cause you some few stress. Nevertheless, I can assure you that your valuable opinion will be appreciated and useful to ADP.

Survey Debriefing. Debriefing can be arranged with the research proponent. The researcher is committed to provide debriefing assistance when requested and still necessary.

Concerns and Questions. For your other concerns and questions, please send them to the researcher: **Faisal Alshaibi**, with his email address of **fas_sul@yahoo.com**

If you are decided to participate voluntarily with this research project, kindly fill up and sign the consent form. Thank you so much. **Faisal Alshaibi**, Researcher

Consent Form

I _____ with legal age, concur to take part in the research survey below, which assess the prevailing conditions of the strategic management influences in the ADP performance benefiting the business community.

I confirm that the nature and purposes of the study have been clarified to me. I also confirm that my participation in this research project is voluntary and without compensation. I also agree and understand, that if I decided to withhold my participation, I will inform immediately the assigned staff, and giving the researcher an option to find my suitable replacement.

I understand that I can withdraw permission to use the data within two weeks of the interview, in which case the material will be deleted.

I also understand the ethical considerations and the confidentiality rule applied in this research project.. Therefore, I am checking and confirming my choice and decision as shown below:

☐ Extracts from my interview are allowed to be used and quoted.

☐ Extracts from my interview are not allowed to be used and quoted.

Signature of Participant

Date Signed

Section 1 - Six Demographic Factors of External Respondents. These six external demographic factors are utilised as the external independent variable of this study. Please indicate the right data and personal information by checking correctly the space provided before the item.		
1.1	Nationality	☐ Emirati ☐ Expatriate
1.2	Gender	☐ Male ☐ Female
1.3	Years of Experience	☐ 5 and below ☐ 6 to 10 ☐ 11 to 20 ☐ 21 and above
1.4	Business Classification	☐ Agriculture ☐ Non-profit organisation ☐ Business to business ☐ Pets and animals ☐ Clothing, accessories and shoes ☐ Real estate ☐ Constructions ☐ Security products and services ☐ Education ☐ Sports and outdoors ☐ Electronics and computers ☐ Telecommunication and media ☐ Entertainment and media ☐ Toys and hobbies ☐ Financial services and products ☐ Travel and tourism ☐ Food retail and service ☐ Vehicle sales and services ☐ Health and personal care ☐ Retail - other ☐ Industries ☐ Services – other
1.5	Business Size	☐ SME (250 employees or less) ☐ Large enterprise (more than 250 employees)
1.6 Have you or your investment directly received a service from ADP which was related to the safety and security? ☐ Yes ☐ No		

Section 2 - Seven Indicators of Strategic Management Influences. These are the adapted seven SMI factors, and applied as the external dependent variable based on the perceptions of the external respondents of this study. To what extent are strategic management influences of the ADP performance as perceived by the business owners in terms of: service reliability, public perception, level of confidence, public transparency, support economic growth, political stability and comparative performances with reference to policing activities? Below are the basic guides for rating the five SMP indicators, by using the Likert scales with continuum values of 5 to 1. Your rating corresponds to your personal judgement. The five rating scales with interpretation are as follows: 5 - Very High Extent; 4 - High Extent; 3 - Moderate Extent; 2 - Low Extent; and 1 - Very Low Extent. Please encircle the number of your best rating for each item. Be honest for all your answers.							
Indicator 1 - Service Reliability. To what extent does the performance of ADP influence your view about the reliability of policing service?							
1.1	Trust	In general I have trust in the ADP.	5	4	3	2	1
1.2	Response	I am satisfied with the response to policing demands for quality services, which ADP supply.	5	4	3	2	1
1.3	Service	I am satisfied that the Abu Dhabi policing services, they are reliable.	5	4	3	2	1
Indicator 2 - Public Perception. To what extent does the ADP performance influence public perception?							
2.1	Image	ADP Officers and staff have a good standard of personal appearance.	5	4	3	2	1
2.2		ADP Officers and staff have a good standard of skills and knowledge.	5	4	3	2	1
2.3		ADP Officers and staff provide a professional service.	5	4	3	2	1
2.4		ADP Officers and staff show discipline and commitment.	5	4	3	2	1
2.5	Reputation	Did you know that ADP has won several prizes for excellence of performance? () Yes () No					
2.6		ADP has a good reputation for service provision in general.	5	4	3	2	1

Indicator 3 - Level of Confidence. To what extent does the performance of the ADP influence your level of confidence?							
3.1	Safety	I have confidence in the ability of the ADP to respond to road traffic accidents in general.	5	4	3	2	1
3.2		I have confidence in the ability of the ADP to respond to a crisis (e.g. large scale public disorder).	5	4	3	2	1
3.3	Security	I am not worrying that theft of business property will affect my Abu Dhabi investment(s).	5	4	3	2	1
3.4		I am not worrying that my Abu Dhabi investment (s) will be affected by the threat of terrorism.	5	4	3	2	1
3.5		I am not worried that cybercrime will affect my Abu Dhabi investment (s).	5	4	3	2	1
3.6	Safety and Security Feeling	I believe that ADP performance in the previous three years has positively influenced my feeling of safety and security in Abu Dhabi.	5	4	3	2	1
3.7		I believe that the ADP performance have positive influences about my feeling of safety and security.	5	4	3	2	1
Indicator 4 - Public Transparency. To what extent the public transparency is reflected by the ADP performance with reference to policing activities?							

4.1	Social Communication	I am satisfied with ADP public communication in general.	5	4	3	2	1
4.2	Information Disclosure	I am satisfied with ADP disclosure of information.	5	4	3	2	1
4.3		I am satisfied with ADP disclosure of their decision making processes and outcomes	5	4	3	2	1
Indicator 5 - Support Economic Growth. To what extent does the ADP performance support economic growth in Abu Dhabi?							
5.1	Encourage Investment	If I were to expand me investment in Abu Dhabi, the safety and security of Abu Dhabi enhance my decision.	5	4	3	2	1
5.2		I recommend other investors to invest in Abu Dhabi.	5	4	3	2	1
5.3		I am satisfied with ADP performance impact on sustainable economic growth.	5	4	3	2	1
5.4		ADP is effective in preventing crime which could adversely affect my investment.	5	4	3	2	1
5.5		The threat of terrorism in Abu Dhabi does not impose costs on me business.	5	4	3	2	1
5.6		Crime and violence in Abu Dhabi does not impose costs on my business.	5	4	3	2	1
5.7		Organized crime in Abu Dhabi does not impose costs on my business.	5	4	3	2	1
5.8	Regulation Influence	ADP does not show favouritism to some investors over and above others	5	4	3	2	1
5.9		I believe that Abu Dhabi Police is free from corruption.	5	4	3	2	1
5.10		I am satisfied with Abu Dhabi criminal justice system in general.	5	4	3	2	1
5.11		ADP is protecting my investments in Abu Dhabi.	5	4	3	2	1
5.12		ADP is keeping me informed about changes in security and safety requirements and regulations, with regard to your business	5	4	3	2	1

Indicator 6 - Political Stability. To what extent does ADP performance influence Abu Dhabi’s political stability?							
6.1	Political Stability	ADP performance influence Abu Dhabi’s political stability.	5	4	3	2	1
7.0	Please specify If you have invested outside the UAE? () Yes () No						
Indicator 7 - Comparative Performances with other Country Please answer the following questions with reference to the country, which most recently you have invested? In this section, the term ‘performance’ relates to the results or outcomes (based on facts). Thus, when you compare the performance of the police in the country, which you have invested most recently, then to what extent are you satisfied with the ADP performance in the following areas?							
7.1		Service reliability	5	4	3	2	1
7.2		Improving the safety of country	5	4	3	2	1
7.3		Improving the security of country	5	4	3	2	1
7.4		Transparency of policing performance in priority areas of business	5	4	3	2	1
7.5		Communication with the business community	5	4	3	2	1
7.6		The financial cost of terrorism to your investment	5	4	3	2	1
7.7		The financial cost of organised crimes to your investment	5	4	3	2	1

Section 3 - Give your suggestions to enhance the strategic management practices in the ADP in order to level up its performance

Appendix C - Guide Questions for Interview

GUIDE QUESTIONS FOR INTERVIEW

A. Internal Respondents - Selected Employees of the ADP

1. Why the existing strategic management practices in the ADP is important? Please be brief with your answer.
2. How the existing strategic management practices in the ADP affected you and your co-employees? Please be brief with your answer
3. What is the overall contribution of the existing strategic management practices in the ADP for organisational development? Please also be brief with your answer.

B. External Respondents - Selected Business Owners as Customers of the ADP

1. Why the ADP performance is important for you as a customer?
Please brief with your answer.
2. How the ADP performance affected you and other business owners as customers?
Please be brief with your answer.
3. What is the overall impact of the existing ADP performance for the business community as customers? Please also be brief with your answer.

D - Treatment of Primary Data from Internal Respondents using SPSS

Statistics

		Classification	Directorate	Gender	Age	Years of Service	Academic Achievement
N	Valid	1569	1569	1569	1569	1569	1569
	Missing	0	0	0	0	0	0

Frequencies

Frequency Table

Classification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PCO	560	35.7	35.7	35.7
	PNCO	604	38.5	38.5	74.2
	Civilian	392	25.0	25.0	99.2
	Consultant	13	0.8	0.8	100.0
	Total	1569	100.0	100.0	

Directorate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	POLOP	490	31.2	31.2	31.2
	HUMRES	222	14.1	14.1	45.4
	FINSER	86	5.5	5.5	50.9
	GEP	86	5.5	5.5	56.3
	CENOP	264	16.8	16.8	73.2
	SAP	153	9.8	9.8	82.9
	DGC	172	11.0	11.0	93.9
	DDGC	96	6.1	6.1	100.0
	Total	1569	100.0	100.0	

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	1244	79.3	79.3	79.3
	Female	325	20.7	20.7	100.0
	Total	1569	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 30	441	28.1	28.1	28.1
	30-40	889	56.7	56.7	84.8
	41-50	192	12.2	12.2	97.0
	51 and Above	47	3.0	3.0	100.0
	Total	1569	100.0	100.0	

Years of Service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5 and Below	320	20.4	20.4	20.4
	6-10	409	26.1	26.1	46.5
	11-15	461	29.4	29.4	75.8
	16-20	207	13.2	13.2	89.0
	21-25	117	7.5	7.5	96.5
	26-30	32	2.0	2.0	98.5
	31 and Above	23	1.5	1.5	100.0
	Total	1569	100.0	100.0	

Academic Achievement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below HS	70	4.5	4.5	4.5
	HS	631	40.2	40.2	44.7
	College	622	39.6	39.6	84.3
	Masters	232	14.8	14.8	99.1
	Doctorate	14	.9	.9	100.0
	Total	1569	100.0	100.0	

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
classification * vision-mission-core values ave	1569	100.0%	0	0.0%	1569	100.0%
classification * perf management ave	1569	100.0%	0	0.0%	1569	100.0%
classification * strategic man process ave	1569	100.0%	0	0.0%	1569	100.0%
classification * strategic man involvement ave	1569	100.0%	0	0.0%	1569	100.0%
classification * strategic man outputs ave	1569	100.0%	0	0.0%	1569	100.0%
directorate * vision-mission-core values ave	1569	100.0%	0	0.0%	1569	100.0%
directorate * perf management ave	1569	100.0%	0	0.0%	1569	100.0%
directorate * strategic man process ave	1569	100.0%	0	0.0%	1569	100.0%
directorate * strategic man involvement ave	1569	100.0%	0	0.0%	1569	100.0%
directorate * strategic man outputs ave	1569	100.0%	0	0.0%	1569	100.0%
gender * vision-mission-core values ave	1569	100.0%	0	0.0%	1569	100.0%
gender * performance management ave	1569	100.0%	0	0.0%	1569	100.0%
gender * strategic management process ave	1569	100.0%	0	0.0%	1569	100.0%
gender * strategic management involvement ave	1569	100.0%	0	0.0%	1569	100.0%
gender * strategic management outputs ave	1569	100.0%	0	0.0%	1569	100.0%
age * vision-mission-core values ave	1569	100.0%	0	0.0%	1569	100.0%
age * performance management ave	1569	100.0%	0	0.0%	1569	100.0%
age * strategic management process ave	1569	100.0%	0	0.0%	1569	100.0%
age * strategic management involvement ave	1569	100.0%	0	0.0%	1569	100.0%
age * strategic management outputs ave	1569	100.0%	0	0.0%	1569	100.0%
years of service * vision-mission-core values ave	1569	100.0%	0	0.0%	1569	100.0%
years of service * performance management ave	1569	100.0%	0	0.0%	1569	100.0%
years of service * strategic management process ave	1569	100.0%	0	0.0%	1569	100.0%
years of service * strategic management involvement ave	1569	100.0%	0	0.0%	1569	100.0%
years of service * strategic management outputs ave	1569	100.0%	0	0.0%	1569	100.0%
academic achievement * vision-mission-core values ave	1569	100.0%	0	0.0%	1569	100.0%
academic achievement * performance management ave	1569	100.0%	0	0.0%	1569	100.0%
academic achievement * strategic manage process ave	1569	100.0%	0	0.0%	1569	100.0%
academic achievement * strategic man involvement ave	1569	100.0%	0	0.0%	1569	100.0%
academic achievement * strategic manage outputs ave	1569	100.0%	0	0.0%	1569	100.0%

Classification * Vision, Mission and Core Values Average

Crosstab

Count

		SMP 1 - Vision, Mission and Core Values average					Total
		1.00	2.00	3.00	4.00	5.00	
classification	PCO	1	0	0	224	335	560
	PNCO	0	13	231	324	36	604
	Civilian	27	42	19	207	97	392
	Consultant	0	0	0	0	13	13
Total		28	55	250	755	481	1569

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	787.850 ^a	12	.000
N of Valid Cases	1569		

a. 4 cells (20.0%) have expected count less than 5.
The minimum expected count is .23.

Classification * Performance management ave

Crosstab

Count

		performance management ave					Total
		1.00	2.00	3.00	4.00	5.00	
classification	PCO	3	22	101	276	158	560
	PNCO	18	70	257	230	29	604
	Civilian	34	47	105	160	46	392
	Consultant	0	0	3	2	8	13
Total		55	139	466	668	241	1569

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	268.184 ^a	12	.000
N of Valid Cases	1569		

a. 4 cells (20.0%) have expected count less than 5. The minimum expected count is .46.

Classification * strategic management process ave

Crosstab

Count

		strategic man process ave					Total
		1.00	2.00	3.00	4.00	5.00	
classification	PCO	1	11	97	231	220	560
	PNCO	4	37	213	290	60	604
	Civilian	23	35	105	162	67	392
	Consultant	0	0	0	4	9	13
Total		28	83	415	687	356	1569

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	244.499 ^a	12	.000
N of Valid Cases	1569		

a. 4 cells (20.0%) have expected count less than 5. The minimum expected count is .23.

Classification * Strategic management involvement ave

Crosstab

Count

		strategic management involvement ave					Total
		1.00	2.00	3.00	4.00	5.00	
classification	PCO	2	13	88	258	199	560
	PNCO	11	48	233	265	47	604
	Civilian	31	40	84	187t	50	392
	Consultant	0	0	1	5	7	13
Total		44	101	406	715	303	1569

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	277.436 ^a	12	.000
N of Valid Cases	1569		

a. 4 cells (20.0%) have expected count less than 5. The minimum expected count is .36.

Classification * Strategic management outputs ave

Crosstab

Count

		strategic management outputs ave					Total
		1.00	2.00	3.00	4.00	5.00	
Classification	PCO	4	9	65	255	227	560
	PNCO	3	42	228	282	49	604
	Civilian	24	40	74	182	72	392
	Consultant	0	0	1	5	7	13
Total		31	91	368	724	355	1569

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	313.418 ^a	12	.000
N of Valid Cases	1569		

a. 4 cells (20.0%) have expected count less than 5. The minimum expected count is .26.

Directorate * vision-mission-core values ave

Crosstab

Count

		vision-mission-core values ave					Total
		1.00	2.00	3.00	4.00	5.00	
Directorate	POLOP	5	16	128	236	105	490
	HUMRES	1	7	24	136	54	222
	FINSER	2	3	6	44	31	86
	GEP	4	6	2	27	47	86
	CENOP	3	14	49	129	69	264
	SAP	5	5	14	62	67	153
	DGC	3	2	24	78	65	172
	DDGC	5	2	3	43	43	96
Total		28	55	250	755	481	1569

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	159.785 ^a	28	.000
N of Valid Cases	1569		

a. 10 cells (25.0%) have expected count less than 5. The minimum expected count is 1.53.

Directorate * Performance management ave

Crosstab

Count

		performance management ave					Total
		1.00	2.00	3.00	4.00	5.00	
Directorate	POLOP	18	55	174	191	52	490
	HUMRES	7	19	67	97	32	222
	FINSER	3	5	18	43	17	86
	GEP	6	8	16	36	20	86

	CENOP	9	20	81	121	33	264
	SAP	3	9	38	66	37	153
	DGC	3	15	56	71	27	172
	DDGC	6	8	16	43	23	96
Total		55	139	466	668	241	1569

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	61.662 ^a	28	.000
N of Valid Cases	1569		

a. 3 cells (7.5%) have expected count less than 5. The minimum expected count is 3.01.

Directorate * strategic management process ave

Crosstab

Count

		strategic management process ave					Total
		1.00	2.00	3.00	4.00	5.00	
Directorate	POLOP	4	35	162	196	93	490
	HUMRES	2	7	58	110	45	222
	FINSER	2	1	23	38	22	86
	GEP	5	1	19	37	24	86
	CENOP	6	14	63	129	52	264
	SAP	3	7	33	60	50	153
	DGC	3	13	36	78	42	172
	DDGC	3	5	21	39	28	96
Total		28	83	415	687	356	1569

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	59.397 ^a	28	.000
N of Valid Cases	1569		

a. 9 cells (22.5%) have expected count less than 5. The minimum expected count is 1.53.

Directorate * strategic management involvement ave

Crosstab

Count

		strategic management involvement ave					Total
		1.00	2.00	3.00	4.00	5.00	
Directorate	POLOP	13	40	162	199	76	490
	HUMRES	4	10	57	124	27	222
	FINSER	2	6	13	43	22	86
	GEP	7	3	11	39	26	86
	CENOP	6	11	75	128	44	264
	SAP	5	6	40	56	46	153
	DGC	3	16	34	85	34	172
	DDGC	4	9	14	41	28	96
Total		44	101	406	715	303	1569

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	94.049 ^a	28	.000
N of Valid Cases	1569		

a. 5 cells (12.5%) have expected count less than 5. The minimum expected count is 2.41.

Directorate * Strategic management outputs ave

Crosstab

Count

		strategic management outputs ave					Total
		1.00	2.00	3.00	4.00	5.00	
Directorate	POLOP	9	35	146	221	79	490
	HUMRES	0	11	58	112	41	222
	FINSER	1	6	10	44	25	86
	GEP	6	2	12	33	33	86
	CENOP	4	17	65	128	50	264
	SAP	6	6	27	61	53	153
	DGC	3	9	33	86	41	172
	DDGC	2	5	17	39	33	96

Total	31	91	368	724	355	1569
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Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	91.077 ^a	28	.000
N of Valid Cases	1569		

a. 8 cells (20.0%) have expected count less than 5. The minimum expected count is 1.70.

Gender * Vision-mission-core values ave

Crosstab

Count

		vision-mission-core values ave					Total
		1.00	2.00	3.00	4.00	5.00	
Gender	Male	25	53	231	580	355	1244
	Female	3	2	19	175	126	325
Total		28	55	250	755	481	1569

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	49.243 ^a	4	.000
N of Valid Cases	1569		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.80.

Gender * performance management ave

Crosstab

Count

		performance management ave					Total
		1.00	2.00	3.00	4.00	5.00	
Gender	Male	51	122	378	516	177	1244

	Female	4	17	88	152	64	325
Total		55	139	466	668	241	1569

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	19.794 ^a	4	.001
N of Valid Cases	1569		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 11.39.

Gender * Strategic management process ave

Crosstab

Count

		strategic management process ave					Total
		1.00	2.00	3.00	4.00	5.00	
Gender	Male	26	77	344	532	265	1244
	Female	2	6	71	155	91	325
Total		28	83	415	687	356	1569

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	22.138 ^a	4	.000
N of Valid Cases	1569		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.80.

Gender * strategic management involvement ave

Crosstab

Count

		strategic management involvement ave					Total
		1.00	2.00	3.00	4.00	5.00	
Gender	Male	41	89	334	553	227	1244
	Female	3	12	72	162	76	325
Total		44	101	406	715	303	1569

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	17.332 ^a	4	.002
N of Valid Cases	1569		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 9.11.

Gender * strategic management outputs ave

Crosstab

Count

		strategic management outputs ave					Total
		1.00	2.00	3.00	4.00	5.00	
Gender	Male	27	81	312	570	254	1244
	Female	4	10	56	154	101	325
Total		31	91	368	724	355	1569

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	26.237 ^a	4	.000
N of Valid Cases	1569		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.42.

Age * Vision-mission-core values ave

Crosstab

Count

		vision-mission-core values ave					Total
		1.00	2.00	3.00	4.00	5.00	
Age	Below 30	25	47	125	215	29	441
	30-40	3	8	125	531	222	889
	41-50	0	0	0	9	183	192
	51 and Above	0	0	0	0	47	47
Total		28	55	250	755	481	1569

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	775.749 ^a	12	.000
N of Valid Cases	1569		

a. 3 cells (15.0%) have expected count less than 5. The minimum expected count is .84.

Age * Performance management ave

Crosstab

Count

		performance management ave					Total
		1.00	2.00	3.00	4.00	5.00	
Age	Below 30	35	67	160	162	17	441
	30-40	20	71	274	409	115	889
	41-50	0	0	29	78	85	192
	51 and Above	0	1	3	19	24	47
Total		55	139	466	668	241	1569

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	297.512 ^a	12	.000
N of Valid Cases	1569		

a. 2 cells (10.0%) have expected count less than 5. The minimum expected count is 1.65.

Age * Strategic management process ave

Crosstab

Count

		strategic management process ave					Total
		1.00	2.00	3.00	4.00	5.00	
Age	Below 30	24	41	136	200	40	441
	30-40	3	39	253	418	176	889

	41-50	1	3	22	59	107	192
	51 and Above	0	0	4	10	33	47
Total		28	83	415	687	356	1569

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	288.702 ^a	12	.000
N of Valid Cases	1569		

a. 3 cells (15.0%) have expected count less than 5. The minimum expected count is .84.

Age * Strategic management involvement ave

Crosstab

Count

		strategic management involvement ave					Total
		1.00	2.00	3.00	4.00	5.00	
Age	Below 30	34	44	152	178	33	441
	30-40	10	54	233	453	139	889
	41-50	0	3	19	73	97	192
	51 and Above	0	0	2	11	34	47
Total		44	101	406	715	303	1569

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	331.622 ^a	12	.000
N of Valid Cases	1569		

a. 2 cells (10.0%) have expected count less than 5. The minimum expected count is 1.32.

Age * Strategic management outputs ave

Crosstab

Count

		strategic management outputs ave					Total
		1.00	2.00	3.00	4.00	5.00	
Age	Below 30	24	50	143	191	33	441
	30-40	6	41	204	455	183	889
	41-50	1	0	19	65	107	192
	51 and Above	0	0	2	13	32	47
Total		31	91	368	724	355	1569

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	312.101 ^a	12	.000
N of Valid Cases	1569		

a. 3 cells (15.0%) have expected count less than 5. The minimum expected count is .93.

Years of service * vision-mission-core values ave

Crosstab

Count

		vision-mission-core values ave					Total
		1.00	2.00	3.00	4.00	5.00	
Years of service	5 and Below	25	44	80	152	19	320
	6-10	1	11	157	212	28	409
	11-15	2	0	0	288	171	461
	16-20	0	0	13	103	91	207
	21-25	0	0	0	0	117	117
	26-30	0	0	0	0	32	32
	31 and Above	0	0	0	0	23	23
Total		28	55	250	755	481	1569

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	998.177 ^a	24	.000
N of Valid Cases	1569		

a. 8 cells (22.9%) have expected count less than 5. The minimum expected count is .41.

Years of service * performance management ave

Crosstab

Count

		performance management ave					Total
		1.00	2.00	3.00	4.00	5.00	
Years of service	5 and below	32	47	110	118	13	320
	6-10	12	57	183	135	22	409
	11-15	9	21	101	249	81	461
	16-20	2	12	55	91	47	207
	21-25	0	1	12	52	52	117
	26-30	0	0	2	18	12	32
	31 and above	0	1	3	5	14	23
Total		55	139	466	668	241	1569

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	363.164 ^a	24	.000
N of Valid Cases	1569		

a. 7 cells (20.0%) have expected count less than 5. The minimum expected count is .81.

Years of service * strategic management process ave

Crosstab

Count

		strategic management process ave					Total
		1.00	2.00	3.00	4.00	5.00	
Years of service	5 and below	23	30	101	137	29	320
	6-10	3	33	144	184	45	409
	11-15	1	9	102	239	110	461
	16-20	0	8	52	79	68	207
	21-25	1	3	11	37	65	117
	26-30	0	0	2	6	24	32
	31 and above	0	0	3	5	15	23
Total		28	83	415	687	356	1569

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	328.117 ^a	24	.000
N of Valid Cases	1569		

a. 6 cells (17.1%) have expected count less than 5. The minimum expected count is .41.

Years of service * strategic management involvement ave

Crosstab

Count

		strategic management involvement ave					Total
		1.00	2.00	3.00	4.00	5.00	
Years of service	5 and below	30	34	108	121	27	320
	6-10	10	37	156	179	27	409
	11-15	3	18	82	265	93	461
	16-20	1	9	48	94	55	207
	21-25	0	3	8	42	64	117
	26-30	0	0	2	9	21	32

	31 and Above	0	0	2	5	16	23
Total		44	101	406	715	303	1569

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	386.055 ^a	24	.000
N of Valid Cases	1569		

a. 6 cells (17.1%) have expected count less than 5. The minimum expected count is .64.

Years of service * Strategic management outputs ave

Crosstab

Count

		strategic management outputs ave					Total
		1.00	2.00	3.00	4.00	5.00	
Years of service	5 and below	22	44	91	139	24	320
	6-10	4	28	167	173	37	409
	11-15	3	13	63	250	132	461
	16-20	1	6	33	113	54	207
	21-25	1	0	11	33	72	117
	26-30	0	0	1	12	19	32
	31 and above	0	0	2	4	17	23
Total		31	91	368	724	355	1569

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	424.990 ^a	24	.000
N of Valid Cases	1569		

a. 6 cells (17.1%) have expected count less than 5. The minimum expected count is .45.

Academic achievement * Vision-mission-core values ave

Crosstab

Count

		vision-mission-core values ave					Total
		1.00	2.00	3.00	4.00	5.00	
Academic Achievement	Below HS	26	44	0	0	0	70
	HS	0	11	250	344	26	631
	College	0	0	0	410	212	622
	Masters	2	0	0	1	229	232
	Doctorate	0	0	0	0	14	14
Total		28	55	250	755	481	1569

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2362.759 ^a	16	.000
N of Valid Cases	1569		

a. 7 cells (28.0%) have expected count less than 5. The minimum expected count is .25.

Academic achievement * Performance management ave

Crosstab

Count

		performance management ave					Total
		1.00	2.00	3.00	4.00	5.00	
Academic Achievement	Below HS	28	31	10	1	0	70
	HS	18	76	281	231	25	631
	College	7	29	146	342	98	622
	Masters	2	3	26	93	108	232
	Doctorate	0	0	3	1	10	14
Total		55	139	466	668	241	1569

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	804.245 ^a	16	.000
N of Valid Cases	1569		

a. 5 cells (20.0%) have expected count less than 5. The minimum expected count is .49.

Academic achievement * Strategic management process ave

Crosstab

Count

		strategic management process ave					Total
		1.00	2.00	3.00	4.00	5.00	
Academic Achievement	Below HS	22	23	17	7	1	70
	HS	4	42	228	300	57	631
	College	0	15	147	311	149	622
	Masters	2	3	23	63	141	232
	Doctorate	0	0	0	6	8	14
Total		28	83	415	687	356	1569

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	796.474 ^a	16	.000
N of Valid Cases	1569		

a. 7 cells (28.0%) have expected count less than 5. The minimum expected count is .25.

Academic achievement * Strategic management involvement ave

Crosstab

Count

		strategic management involvement ave					Total
		1.00	2.00	3.00	4.00	5.00	

Academic Achievement	Below HS	30	25	11	4	0	70
	HS	11	49	254	276	41	631
	College	2	23	123	353	121	622
	Masters	1	4	16	77	134	232
	Doctorate	0	0	2	5	7	14
Total		44	101	406	715	303	1569

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	929.579 ^a	16	.000
N of Valid Cases	1569		

a. 6 cells (24.0%) have expected count less than 5. The minimum expected count is .39.

Academic achievement * Strategic management outputs ave

Crosstab

Count

		strategic management outputs ave					Total
		1.00	2.00	3.00	4.00	5.00	
academic achievement	Below HS	24	32	11	3	0	70
	HS	3	41	248	293	46	631
	College	2	16	89	356	159	622
	Masters	2	2	19	66	143	232
	Doctorate	0	0	1	6	7	14
Total		31	91	368	724	355	1569

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1021.559 ^a	16	.000
N of Valid Cases	1569		

a. 7 cells (28.0%) have expected count less than 5. The minimum expected count is .28.

Appendix E - Treatment of Primary Data from External Respondents using SPSS

Output Created		03-NOV-2015 07:22:08
Comments		
Input	Data	C:\Users\user\Documents\faisal\faisal external - relationship.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	213
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each table are based on all the cases with valid data in the specified range(s) for all variables in each table.
Syntax		CROSSTABS /TABLES=nationality gender years_experience business_classification business_size service_ADP BY SR_ave PP_ave LC_ave PT_ave SEG_ave PS_ave CP_ave /FORMAT=AVALUE TABLES /STATISTICS=CHISQ /CELLS=COUNT /COUNT ROUND CELL.
Resources	Processor Time	00:00:00.13
	Elapsed Time	00:00:00.14
	Dimensions Requested	2
	Cells Available	174734

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Nationality * Service Reliability ave	213	100.0%	0	0.0%	213	100.0%
Nationality * Public Perception ave	213	100.0%	0	0.0%	213	100.0%
Nationality * Level of Confidence ave	213	100.0%	0	0.0%	213	100.0%
Nationality * Public Transparency ave	213	100.0%	0	0.0%	213	100.0%
Nationality * Support Economic Growth ave	213	100.0%	0	0.0%	213	100.0%
Nationality * Political Stability ave	213	100.0%	0	0.0%	213	100.0%
Nationality * Comparative Performance ave	213	100.0%	0	0.0%	213	100.0%
Gender * Service Reliability ave	213	100.0%	0	0.0%	213	100.0%
Gender * Public Perception ave	213	100.0%	0	0.0%	213	100.0%
Gender * Level of Confidence ave	213	100.0%	0	0.0%	213	100.0%
Gender * Public Transparency ave	213	100.0%	0	0.0%	213	100.0%
Gender * Support Economic Growth ave	213	100.0%	0	0.0%	213	100.0%
Gender * Political Stability ave	213	100.0%	0	0.0%	213	100.0%
Gender * Comparative Performance ave	213	100.0%	0	0.0%	213	100.0%
Years of Experience * Service Reliability ave	213	100.0%	0	0.0%	213	100.0%
Years of Experience * Public Perception ave	213	100.0%	0	0.0%	213	100.0%
Years of Experience * Level of Confidence ave	213	100.0%	0	0.0%	213	100.0%
Years of Experience * Public Transparency ave	213	100.0%	0	0.0%	213	100.0%
Years of Experience * Support Eco Growth ave	213	100.0%	0	0.0%	213	100.0%
Years of Experience * Political Stability ave	213	100.0%	0	0.0%	213	100.0%
Years of Experience * Comparative Perf ave	213	100.0%	0	0.0%	213	100.0%
Business Classification * Service Reliability ave	213	100.0%	0	0.0%	213	100.0%
Business Classification * Public Perception ave	213	100.0%	0	0.0%	213	100.0%
Business Classification * Level of Confidence ave	213	100.0%	0	0.0%	213	100.0%
Business Classification * Public Transparency ave	213	100.0%	0	0.0%	213	100.0%
Business Classification * Support Eco Growth ave	213	100.0%	0	0.0%	213	100.0%
Business Classification * Political Stability ave	213	100.0%	0	0.0%	213	100.0%
Business Classification * Comparative Perf ave	213	100.0%	0	0.0%	213	100.0%
Business Size * Service Reliability ave	213	100.0%	0	0.0%	213	100.0%
Business Size * Public Perception ave	213	100.0%	0	0.0%	213	100.0%
business Size * Level of Confidence ave	213	100.0%	0	0.0%	213	100.0%
Business Size * Public Transparency ave	213	100.0%	0	0.0%	213	100.0%
Business Size * Support Economic Growth ave	213	100.0%	0	0.0%	213	100.0%
Business Size * Political Stability ave	213	100.0%	0	0.0%	213	100.0%
Business Size * Comparative Performance ave	213	100.0%	0	0.0%	213	100.0%
Service Received * Service Reliability ave	213	100.0%	0	0.0%	213	100.0%
Service Received * Public Perception ave	213	100.0%	0	0.0%	213	100.0%
Service Received * Level of Confidence ave	213	100.0%	0	0.0%	213	100.0%
Service Received * Public Transparency ave	213	100.0%	0	0.0%	213	100.0%
Service Received * Support Eco Growth ave	213	100.0%	0	0.0%	213	100.0%
Service Received * Political Stability ave	213	100.0%	0	0.0%	213	100.0%
Service Received * Comparative Perf ave	213	100.0%	0	0.0%	213	100.0%

Nationality * Service Reliability average

Crosstab

Count

		Service Reliability average				Total
		2.00	3.00	4.00	5.00	
Nationality	Emirati	0	3	11	76	90
	Expatriate	1	8	23	91	123
Total		1	11	34	167	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.835 ^a	3	.280
N of Valid Cases	213		

- a. 3 cells (37.5%) have expected count less than 5.
The minimum expected count is .42.

Nationality * Public Perception average

Crosstab

Count

		Public Perception ave			Total
		3.00	4.00	5.00	
Nationality	Emirati	5	18	67	90
	Expatriate	10	31	82	123
Total		15	49	149	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.550 ^a	2	.461
N of Valid Cases	213		

- a. 0 cells (.0%) have expected count less than 5.
The minimum expected count is 6.34.

Nationality * Level of Confidence average

Crosstab

Count

		Level of Confidence average			Total
		3.00	4.00	5.00	
Nationality	Emirati	6	18	66	90
	Expatriate	5	32	86	123
Total		11	50	152	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.567 ^a	2	.457
N of Valid Cases	213		

- a. 1 cells (16.7%) have expected count less than 5.
The minimum expected count is 4.65.

Nationality * Public Transparency average

Crosstab

Count

		Public Transparency average				Total
		2.00	3.00	4.00	5.00	
Nationality	Emirati	0	5	14	71	90
	Expatriate	1	13	26	83	123
Total		1	18	40	154	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.076 ^a	3	.253
N of Valid Cases	213		

- a. 2 cells (25.0%) have expected count less than 5.
The minimum expected count is .42.

Nationality * Support Economic Growth ave

Crosstab

Count

		Support Economic Growth ave			Total
		3.00	4.00	5.00	
Nationality	Emirati	5	18	67	90
	Expatriate	7	34	82	123
Total		12	52	149	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.694 ^a	2	.429
N of Valid Cases	213		

- a. 0 cells (.0%) have expected count less than 5.
The minimum expected count is 5.07.

Nationality * Political Stability ave

Crosstab

Count

		Political Stability ave				Total
		2.00	3.00	4.00	5.00	
Nationality	Emirati	0	4	19	67	90
	Expatriate	1	8	21	93	123
Total		1	12	40	160	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.584 ^a	3	.663
N of Valid Cases	213		

- a. 2 cells (25.0%) have expected count less than 5.
The minimum expected count is .42.

Nationality * Comparative Performance with other country average

Crosstab

Count

		Comparative Performance average				Total
		2.00	3.00	4.00	5.00	

Nationality	Emirati	2	2	18	68	90
	Expatriate	1	6	28	88	123
Total		3	8	46	156	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.007 ^a	3	.571
N of Valid Cases	213		

- a. 4 cells (50.0%) have expected count less than 5.
The minimum expected count is 1.27.

Gender * Service Reliability ave

Crosstab

Count

		Service Reliability ave				Total
		2.00	3.00	4.00	5.00	
Gender	Male	1	9	29	143	182
	Female	0	2	5	24	31
Total		1	11	34	167	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.292 ^a	3	.962
N of Valid Cases	213		

- a. 4 cells (50.0%) have expected count less than 5.
The minimum expected count is .15.

Gender * Public Perception average

Crosstab

Count

		Public Perception ave			Total
		3.00	4.00	5.00	
Gender	Male	13	43	126	182
	Female	2	6	23	31
Total		15	49	149	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.321 ^a	2	.852
N of Valid Cases	213		

- a. 1 cells (16.7%) have expected count less than 5.
The minimum expected count is 2.18.

Gender * Level of Confidence ave

Crosstab

Count

		Level of Confidence ave			Total
		3.00	4.00	5.00	
Gender	Male	9	43	130	182
	Female	2	7	22	31
Total		11	50	152	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.130 ^a	2	.937
N of Valid Cases	213		

- a. 1 cells (16.7%) have expected count less than 5.
The minimum expected count is 1.60.

Gender * Public Transparency ave

Crosstab

Count

		Public transparency ave				Total
		2.00	3.00	4.00	5.00	
Gender	Male	1	13	34	134	182
	Female	0	5	6	20	31
Total		1	18	40	154	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)

Pearson Chi-Square	3.012 ^a	3	.390
N of Valid Cases	213		

a. 3 cells (37.5%) have expected count less than 5.
The minimum expected count is .15.

Gender * Support economic growth ave

Crosstab

Count

		Support economic growth ave			Total
		3.00	4.00	5.00	
Gender	Male	9	42	131	182
	Female	3	10	18	31
Total		12	52	149	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.701 ^a	2	.259
N of Valid Cases	213		

a. 1 cells (16.7%) have expected count less than 5. The minimum expected count is 1.75.

Gender * Political stability ave

Crosstab

Count

		Political stability ave				Total
		2.00	3.00	4.00	5.00	
Gender	Male	0	11	33	138	182
	Female	1	1	7	22	31
Total		1	12	40	160	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.607 ^a	3	.086
N of Valid Cases	213		

a. 3 cells (37.5%) have expected count less than 5. The minimum expected count is .15.

Gender * Comparative performance ave

Crosstab

Count

		Comparative perf ave				Total
		2.00	3.00	4.00	5.00	
Gender	Male	2	5	37	138	182
	Female	1	3	9	18	31
Total		3	8	46	156	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.308 ^a	3	.098
N of Valid Cases	213		

a. 3 cells (37.5%) have expected count less than 5. The minimum expected count is .44.

Years of experience * Service Reliability ave

Crosstab

Count

		Service Reliability ave				Total
		2.00	3.00	4.00	5.00	
Years of experience	5 years and Below	0	2	5	20	27
	6-10 years	0	2	9	44	55
	11-20 years	0	4	13	56	73
	21 years and Above	1	3	7	47	58
Total		1	11	34	167	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.181 ^a	9	.899
N of Valid Cases	213		

a. 9 cells (56.3%) have expected count less than 5. The minimum expected count is .13.

Years of experience * Public Perception ave

Crosstab

Count

		Public Perception ave			Total
		3.00	4.00	5.00	
Years of experience	5 years and below	1	8	18	27
	6-10 years	3	13	39	55
	11-20 years	6	18	49	73
	21 years and above	5	10	43	58
Total		15	49	149	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.699 ^a	6	.846
N of Valid Cases	213		

a. 3 cells (25.0%) have expected count less than 5. The minimum expected count is 1.90.

Years of experience * Level of confidence ave

Crosstab

Count

		Level of confidence ave			Total
		3.00	4.00	5.00	
Years of experience	5 years and below	1	6	20	27
	6-10 years	4	12	39	55
	11-20 years	5	16	52	73
	21 years and above	1	16	41	58
Total		11	50	152	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.924 ^a	6	.818
N of Valid Cases	213		

a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is 1.39.

Years of experience * Public transparency ave

Crosstab

Count

		Public transparency ave				Total
		2.00	3.00	4.00	5.00	
Years of experience	5 years and below	0	4	7	16	27
	6-10 years	0	4	9	42	55
	11-20 years	0	6	16	51	73

	21 years and above	1	4	8	45	58
Total		1	18	40	154	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.328 ^a	9	.603
N of Valid Cases	213		

a. 7 cells (43.8%) have expected count less than 5.
The minimum expected count is .13.

Years of experience * Support economic growth ave

Crosstab Count

		Support eco growth ave			Total
		3.00	4.00	5.00	
Years of experience	5 years and below	2	10	15	27
	6-10 years	2	13	40	55
	11-20 years	5	16	52	73
	21 years and above	3	13	42	58
Total		12	52	149	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.739 ^a	6	.712
N of Valid Cases	213		

a. 4 cells (33.3%) have expected count less than 5.
The minimum expected count is 1.52.

Years of Experience * Political Stability Average

Crosstab Count

		Political Stability average				Total
		2.00	3.00	4.00	5.00	
Years of experience	5 years and below	1	1	9	16	27
	6-10 years	0	5	11	39	55
	11-20 years	0	4	11	58	73
	21 years and above	0	2	9	47	58
Total		1	12	40	160	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.169 ^a	9	.116
N of Valid Cases	213		

- a. 8 cells (50.0%) have expected count less than 5.
The minimum expected count is .13.

Years of Experience * Comparative Performance with other Country Average

Crosstab

Count

		Comparative Performance average				Total
		2.00	3.00	4.00	5.00	
Years of experience	5 years and below	1	2	8	16	27
	6-10 years	1	1	13	40	55
	11-20 years	1	3	13	56	73
	21 years and above	0	2	12	44	58
Total		3	8	46	156	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.758 ^a	9	.764
N of Valid Cases	213		

- a. 8 cells (50.0%) have expected count less than 5.
The minimum expected count is .38.

Business Classification * Service Reliability Average

Crosstab

Count

		Service Reliability average				Total
		2.00	3.00	4.00	5.00	
Business classification	Agri	0	0	0	1	1
	B to B	0	0	5	24	29
	CAS	0	0	1	1	2
	Construction	0	0	1	12	13
	Education	0	1	3	7	11
	EC	0	0	2	14	16
	EM	0	0	0	3	3
	FSP	0	0	0	12	12
	FRS	0	2	2	1	5
	HPC	0	0	2	10	12
	Industries	0	0	5	7	12
	NPO	0	1	2	25	28

	Real estate	0	0	0	10	10
	SPS	0	2	2	10	14
	Sports	0	0	0	2	2
	Telecom	0	0	0	8	8
	Toys	0	0	0	1	1
	Travel	0	1	1	2	4
	Vehicle	0	0	0	2	2
	Retail	0	0	1	1	2
	Services	1	4	7	14	26
	Total	1	11	34	167	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	66.820 ^a	60	.254
N of Valid Cases	213		

a. 72 cells (85.7%) have expected count less than 5.
The minimum expected count is .00.

Business Classification * Public Perception Average

Crosstab

Count

		Public Perception Average			Total
		3.00	4.00	5.00	
Business Classification	Agri	0	0	1	1
	B to B	0	6	23	29
	CAS	1	0	1	2
	Construct	0	3	10	13
	Educ	1	3	7	11
	EC	1	4	11	16
	EM	0	0	3	3
	FSP	0	0	12	12
	FRS	2	2	1	5
	HPC	1	3	8	12
	Industries	1	5	6	12
	NPO	1	4	23	28
	Real estate	0	1	9	10
	SPS	2	3	9	14
	Sports	0	1	1	2
	Telecom	0	2	6	8
	Toys	0	0	1	1
	Travel	0	1	3	4
	Vehicle	0	0	2	2
	Retail	0	1	1	2
	Services	5	10	11	26
Total		15	49	149	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	49.281 ^a	40	.149
N of Valid Cases	213		

a. 48 cells (76.2%) have expected count less than 5.
The minimum expected count is .07.

Business Classification * Level of Confidence Average

Crosstab

Count

		Level of Confidence Average			Total
		3.00	4.00	5.00	
Business classification	Agri	0	1	0	1
	B to B	0	8	21	29
	CAS	1	0	1	2
	Construct	0	4	9	13
	Educ	1	3	7	11
	EC	1	6	9	16
	EM	0	0	3	3
	FSP	0	0	12	12
	FRS	1	2	2	5
	HPC	0	3	9	12
	Industries	0	4	8	12
	NPO	1	3	24	28
	Real estate	0	4	6	10
	SPS	1	2	11	14
	Sports	0	0	2	2
	Telecom	0	1	7	8
	Toys	0	0	1	1
	Travel	0	1	3	4
	Vehicle	0	0	2	2
	Retail	0	1	1	2
	Services	5	7	14	26
Total		11	50	152	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	48.776 ^a	40	.161
N of Valid Cases	213		

a. 48 cells (76.2%) have expected count less than 5.
The minimum expected count is .05.

Business Classification * Public Transparency Average

Crosstab
Count

		Public Transparency Average				Total
		2.00	3.00	4.00	5.00	
Business classification	Agri	0	0	1	0	1
	B to B	1	1	8	19	29
	CAS	0	1	0	1	2
	Construct	0	0	3	10	13
	Educ	0	1	2	8	11
	EC	0	0	5	11	16
	EM	0	0	0	3	3
	FSP	0	0	0	12	12
	FRS	0	1	2	2	5
	HPC	0	1	1	10	12
	Industries	0	3	3	6	12
	NPO	0	0	3	25	28
	Real estate	0	0	1	9	10
	SPS	0	2	2	10	14
	Sports	0	1	0	1	2
	Telecom	0	0	1	7	8
	Toys	0	0	0	1	1
	Travel	0	0	0	4	4
	Vehicle	0	0	0	2	2
	Retail	0	0	1	1	2
	Services	0	7	7	12	26
Total		1	18	40	154	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	66.155 ^a	60	.273
N of Valid Cases	213		

a. 70 cells (83.3%) have expected count less than 5.
The minimum expected count is .00.

Business Classification * Support Economic Growth Average

Crosstab

Count

		Support Economic growth Average			Total
		3.00	4.00	5.00	
Business classification	Agri	0	0	1	1
	B to B	1	8	20	29
	CAS	1	0	1	2
	Construct	0	2	11	13
	Educ	1	2	8	11
	EC	1	6	9	16
	EM	0	0	3	3
	FSP	0	1	11	12
	FRS	2	2	1	5
	HPC	1	2	9	12
	Industries	0	5	7	12
	NPO	0	6	22	28
	Real estate	0	2	8	10
	SPS	1	2	11	14
	Sports	0	0	2	2
	Telecom	0	2	6	8
	Toys	0	0	1	1
	Travel	0	2	2	4
	Vehicle	0	0	2	2
	Retail	0	0	2	2
	Services	4	10	12	26
Total		12	52	149	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	48.776 ^a	40	.161
N of Valid Cases	213		

a. 48 cells (76.2%) have expected count less than 5.
The minimum expected count is .06.

Business Classification * Political Stability Average

Crosstab

Count

		Political Stability average				Total
		2.00	3.00	4.00	5.00	
Business classification	Agri	0	0	1	0	1
	B to B	0	0	4	25	29
	CAS	0	1	0	1	2
	Construct	0	0	2	11	13
	Educ	0	1	3	7	11
	EC	0	2	4	10	16
	EM	0	0	0	3	3
	FSP	0	0	1	11	12
	FRS	0	2	1	2	5
	HPC	0	0	3	9	12
	Industries	0	0	4	8	12
	NPO	0	1	3	24	28
	Real estate	0	0	3	7	10
	SPS	0	0	4	10	14
	Sports	0	0	0	2	2
	Telecom	0	1	0	7	8
	Toys	0	0	0	1	1
	Travel	0	1	1	2	4
	Vehicle	0	0	1	1	2
	Retail	0	1	0	1	2
	Services	1	2	5	18	26
Total		1	12	40	160	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	62.487 ^a	60	.388
N of Valid Cases	213		

a. 70 cells (83.3%) have expected count less than 5.
The minimum expected count is .00.

Business Classification * Comparative Performance with other Country Average

Crosstab

Count

		Comparative performance average				Total
		2.00	3.00	4.00	5.00	
Business classification	Agri	0	0	0	1	1
	B to B	1	0	3	25	29
	CAS	0	0	1	1	2
	Construct	0	0	3	10	13
	Educ	0	1	3	7	11
	EC	0	0	4	12	16
	EM	0	0	0	3	3
	FSP	0	0	2	10	12
	FRS	0	2	2	1	5
	HPC	0	1	2	9	12
	Industries	0	0	5	7	12
	NPO	0	0	3	25	28
	Real estate	0	0	3	7	10
	SPS	0	0	5	9	14
	Sports	1	0	0	1	2
	Telecom	0	0	0	8	8
	Toys	0	0	0	1	1
	Travel	0	0	1	3	4
	Vehicle	0	0	1	1	2
	Retail	0	0	0	2	2
	Services	1	4	8	13	26
Total		3	8	46	156	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	94.899 ^a	60	.003
N of Valid Cases	213		

a. 69 cells (82.1%) have expected count less than 5. The minimum expected count is .01.

Business Size * Service Reliability Average

Crosstab

Count

		Service Reliability ave				Total
		2.00	3.00	4.00	5.00	
Business size	SME	1	3	16	58	78
	LE	0	8	18	109	135
Total		1	11	34	167	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.998 ^a	3	.262
N of Valid Cases	213		

a. 3 cells (37.5%) have expected count less than 5. The minimum expected count is .37.

Business Size * Public Perception Average

Crosstab

Count

		Public Perception ave			Total
		3.00	4.00	5.00	
Business size	SME	7	20	51	78
	LE	8	29	98	135
Total		15	49	149	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.391 ^a	2	.499
N of Valid Cases	213		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.49.

Business Size * Level of Confidence Average

Crosstab

Count

		Level of confidence ave			Total
		3.00	4.00	5.00	
Business size	SME	6	23	49	78
	LE	5	27	103	135
Total		11	50	152	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.676 ^a	2	.096
N of Valid Cases	213		

a. 1 cells (16.7%) have expected count less than 5. The minimum expected count is 4.03.

Business Size * Public Transparency Average

Crosstab

Count

		Public transparency ave				Total
		2.00	3.00	4.00	5.00	
Business size	SME	0	8	21	49	78
	LE	1	10	19	105	135
Total		1	18	40	154	213

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.929 ^a	3	.074
N of Valid Cases	213		

a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is .37.

Business Size * Support Economic Growth Average

Crosstab

Count

		Support eco growth ave			Total
		3.00	4.00	5.00	
Business size	SME	5	23	50	78
	LE	7	29	99	135
Total		12	52	149	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.032 ^a	2	.362
N of Valid Cases	213		

a. 1 cells (16.7%) have expected count less than 5. The minimum expected count is 4.39.

Business Size * Political Stability Average

Crosstab

Count

		Political stability ave				Total
		2.00	3.00	4.00	5.00	
Business size	SME	0	6	21	51	78
	LE	1	6	19	109	135
Total		1	12	40	160	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.402 ^a	3	.060
N of Valid Cases	213		

a. 3 cells (37.5%) have expected count less than 5. The minimum expected count is .37.

Business Size * Comparative Performance with other Countries Average

Crosstab

Count

		Comparative perf ave				Total
		2.00	3.00	4.00	5.00	
Business size	SME	1	2	25	50	78
	LE	2	6	21	106	135
Total		3	8	46	156	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.111 ^a	3	.044
N of Valid Cases	213		

a. 3 cells (37.5%) have expected count less than 5. The minimum expected count is 1.10.

Service Received from ADP * Service Reliability Average

Crosstab

Count

		Service Reliability ave				Total
		2.00	3.00	4.00	5.00	
Service Received	Yes	1	5	25	145	176
	No	0	6	9	22	37
Total		1	11	34	167	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.812 ^a	3	.002
N of Valid Cases	213		

a. 3 cells (37.5%) have expected count less than 5. The minimum expected count is .17.

Service Received from ADP * Public Perception Average

Crosstab

Count

		Public Perception ave			Total
		3.00	4.00	5.00	
Service Received	Yes	8	35	133	176
	No	7	14	16	37
Total		15	49	149	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	17.818 ^a	2	.000
N of Valid Cases	213		

a. 1 cells (16.7%) have expected count less than 5. The minimum expected count is 2.61.

Service Received from ADP * Level of Confidence Average

Crosstab

Count

		Level of Confidence average			Total
		3.00	4.00	5.00	
Service Received	Yes	5	36	135	176
	No	6	14	17	37
Total		11	50	152	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
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Pearson Chi-Square	18.580 ^a	2	.000
N of Valid Cases	213		

- a. 1 cells (16.7%) have expected count less than 5.
The minimum expected count is 1.91.

Service Received from ADP * Public Transparency Average

Crosstab

Count

		Public Transparency average				Total
		2.00	3.00	4.00	5.00	
Service Received	Yes	1	5	31	139	176
	No	0	13	9	15	37
Total		1	18	40	154	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	44.921 ^a	3	.000
N of Valid Cases	213		

- a. 3 cells (37.5%) have expected count less than 5.
The minimum expected count is .17.

Service Received from ADP * Support Economic Growth Average

Crosstab

Count

		Support Economic Growth average			Total
		3.00	4.00	5.00	
Service Received	Yes	3	40	133	176
	No	9	12	16	37
Total		12	52	149	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	33.512 ^a	2	.000
N of Valid Cases	213		

- a. 1 cells (16.7%) have expected count less than 5.
The minimum expected count is 2.08.

Service Received from ADP * Political Stability Average

Crosstab

Count

		Political Stability average				Total
		2.00	3.00	4.00	5.00	
Service Received	Yes	0	3	30	143	176
	No	1	9	10	17	37
Total		1	12	40	160	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	39.217 ^a	3	.000
N of Valid Cases	213		

- a. 3 cells (37.5%) have expected count less than 5.
The minimum expected count is .17.

Service Received from * Comparative Performance average

Crosstab

Count

		Comparative Performance average				Total
		2.00	3.00	4.00	5.00	
Service Received	Yes	3	1	33	139	176
	No	0	7	13	17	37
Total		3	8	46	156	213

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	36.397 ^a	3	.000
N of Valid Cases	213		

- a. 3 cells (37.5%) have expected count less than 5.
The minimum expected count is .52.

Appendix F – List of ADP services

Service ID	Service Name	Service Description	Process Description	Required documents
ADPolice001	Prisoner Visit Request	Through this service, external public (individuals + companies + government entities) can request to visit prisoners at the Penal and Correctional Institutions of the General Directorate of Abu Dhabi Police.	Please follow the steps below: 1. Present at the times specified approved visits for each category. 2. Head to visits office. 3. Submit a valid identification.	Valid Emirates ID Original Valid passport Original Public Prosecution permit specifying the data of the visitor and the prisoner Original - Must be stamped and signed
ADPolice002	To Whom it May Concern Certificate about Detention Period	Through this service applicants may apply for To Whom It May Concern Certificate, stating the arrest duration at the Penal and Correctional Institutions of the General Directorate of Abu Dhabi Police.	1. Personal appearance at the Customer service of Penal and Correction Institution 2. Submit a valid identification. 3. Fill the dedicated application for at the customer service counter.	Valid Emirates ID or Passport Original Official letter from the applicant entity Original - must be stamped
ADPolice003	General Directorate of Abu Dhabi Police Entry Permit	Through this service, individuals may request a permit to enter the General Directorate of Abu Dhabi Police premises.	1. Personal presence to the reception of the General Directorate of Abu Dhabi Police. 2. Present the personal identification. 3. Specify the area and the purpose of the visit.	Passport, Emirates ID card, or driving licence Original - Valid
ADPolice004	Security Permits for Companies Working at the	Through this service, companies can apply for security permits to work at diplomatic sites	Please follow the steps below: 1. Fill the labors details form 2. Submit the labors details	Required Document Special Consideration Official request to Government & Diplomatic

	Diplomatic Sites		form and the the required documents to the Government & Diplomatic Establishment Protection Department by the approved P.R.O.	Establishment Protection Department specifying the work area, period and type of work Original - not to exceed 3 months Letter from the Roads Engineering section Original - If the work is related to roads Letter from the Municipality Original - If the work is related to construction, demolition, or municipality works related ID of the PRO Original Passport including the unified number and the residency Copy Emirates ID card Copy
ADPolice005	Lost Vehicle Registration Card Replacement	Through this service, vehicle owners can request a replacement for their lost vehicle registration card.	follow the steps below: 1. Submit the application and required document to the department of vehicle licensing. 2. Pay the fees and receive	Required Document Special Consideration Emirates ID or passport Should be valid Original Vehicle registration card

			the vehicle registration card replacement.	Copy (if available)
ADPolice006	Vehicle Registration Renewal	Through this service, individuals can submit a request for the renewal of a vehicle registration.	follow the steps below: 1. Submit the application along with the required documents at the customer service centres of Vehicle Licensing Department. 2. Pay the fees and get the receipt and the vehicle registration.	Required Document Special Consideration Driving licence Should be valid Original Emirates ID or passport Should be valid Original Vehicle registration Original Vehicle test Original or Copy Insurance policy for 13 months Original or Copy
ADPolice007	Change Driver's Licence Exam Date	Through this service, the driving exam date can be advanced or delayed provided that another vacant date is available.	follow the steps below: 1. Submit the application and the required documents at the customer services centres of the Drivers Licensing Department. 2. Pay the fees for changing the date and receive the new date.	Emirates ID or passport Should be valid
ADPolice008	Pay Traffic Fines	Through this service, individuals, companies or commercial establishments can enquire about and pay for traffic violations using the	follow the steps below: 1. Report to the Vehicles and Drivers Licensing Department, Traffic	Violation receipt Original Vehicle registration Original or copy

		traffic ID, car plate number, or licence number.	Fines Section. 2. Submit the vehicle ownership form or driving licence or vehicle or licence number. 3. Pay the penalty fee. 4. Receive the receipt and release order.	Emirates ID Original or copy
ADPolice009	Good Conduct Certificate	Through this service, individuals and companies can apply for a good conduct certificate and follow up on the status of their application.	Please follow the steps below: Within UAE: 1. Submit the application along with the required documents at the Customer Service Section in the police station. 2. Pay the fees by e-Dirham or visa card. 3. Receive the certificate by Empost or immediately in case of submitting the urgent application. Outside UAE: 1. Get fingerprints taken at any police station within the country of residence. 2. Attest the fingerprint	Emirates ID Original + Copy Passport Original + Copy Letter from the party requesting the certificate Original UAE residency visa in case the applicant is outside the UAE Copy Personal photo One photo

			card by the UAE embassy in the country of residence. 3. Send the application along with the required documents to the General Directorate of Abu Dhabi Police, P.O. Box 253. 4. Receive the certificate by Empost.	
ADPolice010	Damage d Vehicle Registra tion Card Replace ment	Through this service, vehicle owners can request a replacement for their damaged vehicle registration card.	follow the steps below: 1. Submit the application along with the required documents at the customer service centres of Vehicle Licensing Department. 2. Pay the fees and get the receipt. 3. Receive the replacement for the damaged vehicle registration card.	Vehicle registration Should be valid Original Emirates ID or passport Should be valid Original
ADPolice011	Reportin g Crimina l Incident s	Through this service, victims of criminal incidents can make a report of the incident at the Police Station to investigate in the case and take appropriate action.	Please follow the steps below: 1. Visit the Criminal Investigation Department in the nearest Police Station. 2. Submit the required documents and information.	Personal ID Original
ADPolice012	Corpse Receipt and Transfer Permits	Through this service, the family members can request the issuance of permits to receive the dead body from the Preventive Health	Please follow the steps below: 1. Visit the Criminal Investigation Department in	Required Document Special Consideration Public Prosecution's decision Original

		Services or to transfer the body in case they want to bury it outside the Emirate of Abu Dhabi.	the nearest Police Directorate. 2. Submit the required documents and information. 3. Receive the permit.	Personal ID Original Proof of family relationship between the applicant and the deceased for whom the body receipt or transfer is requested Original
ADPolice013	Events Organisation Permit	Through this service, individuals and the entities involved in organising an event can request for the issuance of a permit to proceed with the event's organisation.	Please follow the steps below: 1. Visit the Investigation Department in the nearest Police Station. 2. Submit the required documents and information. 3. Receive the permit.	Required Document Special Consideration Personal ID Original Official request from the event's organiser The letter should have the date and location of the event Original A pledge from the event's organisers to adhere to the general rules of good conduct Original
ADPolice014	Reporting Lost Personal Identification Cards Issued outside Abu Dhabi	Through this service, individuals can report the loss of their personal identification cards (Emirates ID card, driving licence, labour card or others) and receive a certificate confirming that.	Please follow the steps below: 1. Visit the Criminal Investigation Department in the nearest Police Directorate. 2. Submit the required documents and information.	Required Document Special Consideration Personal ID Original

			3. Receive the certificate.	
ADPolice015	Statement Confirming the Arrest Period	Through this service, individuals who were under arrest can request for the issuance of a statement proving that they were under arrest for a certain period of time.	Please follow the steps below: 1. Visit the Arrested Affairs Section in the nearest Police Directorate. 2. Submit the required documents and information. 3. Receive the statement.	Required Document Special Consideration Personal ID Original
ADPolice016	Reporting Incidents of Returned Cheques	Through this service, victims of returned cheques due to lack of balance can report the incident to the police to take the appropriate actions.	Please follow the steps below: 1. Visit the Investigation Department in the nearest Police Directorate. 2. Submit the required documents and information.	Required Document Special Consideration Personal ID Original Statement from the bank that the cheque returned due to lack of balance Original
ADPolice017	Firearm Licence Renewal	Through this service, UAE nationals can submit a request to renew their firearms licences.	Please follow the steps below: 1. Submit the firearm licence renewal application form along with the required documents at the Weapons Licensing Branch in the Weapons & Explosives Department. 2. Pay the fees. 3. Receive the licence.	Required Document Special Consideration Firearm licence renewal application form Original Passport Original + Copy Personal Photo 1 photo Good conduct certificate Original Labour card Original

				Emirates ID Copy Health certificate Original Issued by the Health Authority - Abu Dhabi
ADPolice018	Contractors and Consultants Registration	Through this service contractors, consultants and suppliers can register with the Engineering Projects Administration.	for the e-Service and follow the steps below: 1. Fill in the registration fields in the system. 2. Receive an email with your login information. 3. Fill in the information concerning your company. 4. Receive a call from the Engineering Projects Administration to coordinate to visit the department for fees payment and collection of the registration card and login information for the current year.	Required Document Special Consideration Commercial licence Issued by Department of Economic Development Copy ADCCI membership Copy Balance sheet Copy For at least one year Authorised signatory Copy Turnover sheet Copy For at least one year Official letter from the bank on the account information Original Company's profile Copy Information on the audit company and auditor name Copy

				Company work groups Copy
ADPolice019	Aman Service	Through this service, the public can deliver information regarding security, traffic and community issues to the General Directorate of Abu Dhabi Police via a strictly confidential channel to contribute to the stability and security of society.	for the e-Service or follow the steps below: 1. Contact the General Directorate of Abu Dhabi Police to submit the security information by sending an email to aman@adpolice.gov.ae <mailto:aman@adpolice.gov.ae> or an SMS to 2828, or by calling the toll free number 800 2626. 2. Receive a confirmation on the submitted information.	NONE
ADPolice020	No Objection Certificate for Working after Working Hours	Through this service, companies and institutions can request a no objection certificate for their labourers to work after the actual working hours for maintenance and administrative tasks in the money exchange and commercial stores.	Please follow the steps below: 1. Submit the required documents at the Organised Crime Section - Gold Market Branch. 2. Receive the no objection certificate from the branch.	Required Document Special Consideration Letter from the company Original List of labourers names Original Trade licence Original Issued by Department of Economic Development ADCCI Membership

				Original Authorised bank signatures Original Labourers passports Original
ADPolice021	Permit to Sell Gold	Through this service, individuals can request for permits to sell gold from the Organised Crime Section at the Gold Market Branch.	Please follow the steps below: 1. Present the proof of identity and the gold to be sold to the concerned employee at the Organised Crime Section - Gold Market Branch. 2. Register the name of the gold shop, gold type, customer address and contact details. 3. Receive the permit.	Required Document Special Consideration Proof of identity (Emirates ID, Passport, Driving licence) Original
ADPolice022	Licence for the Subscription in the Hotel Establishments and Cars Rental Programme	Through this service, hotels and cars rental offices can request a licence for the subscription in the hotel establishments and cars rental programme to record the entry and exit of guests and the receipt and delivery of vehicles for security purposes.	Please follow the steps below: 1. Submit the subscription application along with the required documents at the Wanted Section-Hotel Security Branch. 2. Pay the fees and receive the licence at the branch.	Required Document Special Consideration Subscription application Original Letter from the hotel or cars rental office Original Tourism licence Copy Issued by Abu Dhabi Tourism Authority Trade licence Copy

				Issued by Department of Economic Development Owner's passport Copy Authorised signatory Original Vehicles traffic report Original
ADPolice023	Airlines Companies Security Inspection	Through this service, airlines companies can request security inspection for their locations and employees.	Please follow the steps below: 1. Submit the required documents at the Organised Crime Section - Gold Market Branch. 2. Receive the approval on the security inspection for the airline company. 3. Coordinate with the concerned employee for the inspection.	Required Document Special Consideration Trade licence Issued by Department of Economic Development Copy Letter from the Civil Aviation Authority Original List of Employees Original Letter from the company that indicates the nature of work and representative's name Original
ADPolice024	Security Permits for the Bands Performing in Events	Through this service, companies organising events can request security permits for the band members to perform in Abu Dhabi.	Please follow the steps below: 1. Submit the required documents at the Wanted Section - Hotel Security Branch. 2. Receive the permit from	Required Document Special Consideration Passports of the band members Copies Personal photos of the band members One photo

			the branch.	Letter of the company specifying the location and date of the event Original
ADPolice025	Firearm Licence Issuance	Through this service, UAE nationals can submit a request for the issuance or addition of a firearm licence.	Please follow the steps below: 1. Submit the new firearm licence application form along with the required documents at the Weapons Licensing Branch. 2. Pay the fees. 3. Receive the licence.	Required Document Special Consideration New firearm licence application form Original Passport Original + Copy Full family book Copy Personal photo 1 photo Good conduct certificate Original Labour card Copy Emirates ID card Copy Health certificate Issued by the Health Authority - Abu Dhabi Original
ADPolice026	Waiver of Firearm Licence of a Deceased	Through this service, the heirs of the deceased can submit a request for the waiver of the firearm licence to any of them or to the General Directorate of Abu Dhabi Police or any other person.	Please follow the steps below: 1. Submit the new firearm licence application form and the heirs waiver declaration along with the required documents at the Weapons	Required Document Special Consideration New firearm licence application form Original Death Certificate Issued by the Health Authority -

			Licensing Branch in the Weapons & Explosives Department. 2. Pay the fees. 3. Receive the licence.	Abu Dhabi Original + Copy Waiver declaration on the weapon by all heirs Original Passport Copy Full family book Copy Personal photo 1 photo Good conduct certificate Original Labour card Copy Emirates ID Copy Health certificate Issued by the Health Authority - Abu Dhabi Original
ADPolice027	Waiver of Licensed Firearms to Individuals	Through this service, UAE nationals can submit a request for the waiver of their licensed firearm to others.	Please follow the steps below: 1. Submit the application along with the required documents at the Weapons Licensing Branch in the Weapons & Explosives Department. 2. Sign the acknowledgment of the waiver along with the other party. 3. Pay the fees. 4. Receive the approval on	Required Document Special Consideration New firearm licence application form Original Acknowledgment of the waiver Original Signed by both parties Passport Original + Copy Full family book Copy

			the waiver.	Personal photo 1 photo Good conduct certificate Original Labour card Copy Emirates ID Copy Health certificate Original Issued by the Health Authority - Abu Dhabi
ADPolice028	Waiver of Firearms to the General Directorate of Abu Dhabi Police	Through this service, UAE nationals can submit a request for the waiver of their licensed firearms to the General Directorate of Abu Dhabi Police	Please follow the steps below: 1. Submit the application along with the required documents at the Weapons Licensing Branch in the Weapons & Explosives Department. 2. Sign the acknowledgement of the waiver. 3. Receive the approval of the waiver.	Required Document Special Consideration Waiver application Original Firearm licence card Original
ADPolice029	Replacement of a Firearm Licence	Through this service, a UAE national can submit a request to replace a firearm licence with another weapon and the waiver of the first firearm to the General Directorate of Abu Dhabi Police or to another person.	Please follow the steps below: 1. Submit the new firearm licence application form along with the required documents at the Weapons Licensing Branch in the Weapons & Explosives Department.	Required Document Special Consideration Acknowledgement of the waiver Original Passport Original + Copy Full family book Copy Personal photo 1

			2. Sign the acknowledgement of the waiver. 3. Pay the fees. 4. Receive the licence.	photo Good conduct certificate Original Labour card Copy Emirates ID Copy Health certificate Original Issued by the Health Authority - Abu Dhabi New firearm licence application form Original
ADPolice030	Explosive Materials and Weapons Trading Licence	Through this service, companies can request a licence for trading with explosive materials and weapons.	Please follow the steps below: 1. Submit the application along with the required documents at the Commercial Explosives Section in the Weapons & Explosives Department. 2. Receive the approval. 3. Pay the fees at the Commercial Explosives Section and receive the licence.	Required Document Special Consideration Letter from the company Original Application form Original Trade licence Copy Issued by Department of Economic Development Passport of the owner Copy Family book Copy Personal photo 1 photo Good conduct certificate Original

ADPolice031	Supervising Fireworks Shows	Through this service, companies licensed to work with hazardous materials can submit a request for the Commercial Explosives Section to supervise the fireworks shows.	Please follow the steps below: 1. Submit the application form along with the required documents at the Commercial Explosives Section. 2. Pay the fees. 3. Coordinate with the section to inspect the launching site to ensure its fitness. 4. Coordinate with the section to supervise the transfer of fireworks from the storage site to the launching site. 5. Sign the fireworks record after the show.	Required Document Special Consideration Letter from the company Original No objection letter from the owner of the site Original Application form Original Passport of the company's owner Copy Trade licence Copy Issued by the Department of Economic Development Trade licence of the company executing the show Copy Issued by the Department of Economic Development Licence of the labourers working in the fireworks site Original
ADPolice032	Supervising the Transfer of Explosive Materials	Through this service, companies licensed to work with explosive materials can submit a request for the Commercial Explosives Section to supervise the transfer of these materials.	Please follow the steps below: 1. Submit the application along with the required documents at the Commercial Explosives Section.	Required Document Special Consideration Application Original Letter from the company Original Purchase order

			2. Pay the fees at the Commercial Explosives Section. 3. Coordinate with the Commercial Explosives Section to supervise the transfer.	Original
ADPolice033	Supervising the Purchase of Explosive Materials	Through this service, companies licensed to work with explosive materials can submit a request for the Commercial Explosives Section to supervise the purchase of explosive materials from licensed factories in UAE and transfer to its warehouses.	Please follow the steps below: 1. Submit the purchase order along with the required documents at the Commercial Explosives Section. 2. Pay the fees at the Commercial Explosives Section. 3. Receive the purchase permit including the quantity to be transferred. 4. Coordinate with the Commercial Explosives Section to supervise the transfer.	Required Document Special Consideration Letter from the company Original Purchase order Original
ADPolice034	Supervision of the Clearance of Hazardous Materials Shipments from Ports and Borders	Through this service, companies licenced to work with hazardous materials can submit a request for the Commercial Explosives Section to supervise the clearance of shipments containing hazardous materials from ports and borders.	Please follow the steps below: 1. Submit the hazardous materials clearance application along with the required documents at the Commercial Explosives Section. 2. Receive the shipment from the Commercial Explosives Section.	Required Document Special Consideration Letter from the company Original Hazardous materials clearance application

				Original Trade licence Copy Issued by Department of Economic Development Commercial register Copy Issued by Abu Dhabi Chamber of Commerce & Industry Purchase order of the importing company Copy Authorised signatory Original
ADPolice035	Licences for Explosive Materials Acquisition and Consumption	Through this service, companies licensed to work with explosive materials can request for the issuance of licences for the acquisition and consumption of these materials.	Please follow the steps below: 1. Submit the application along with the required documents at the Weapons Licensing Branch. 2. Pay the fees at the Weapons Licensing Branch. 3. Receive the licence.	Required Document Special Consideration Letter from the company Original Application Original Trade licence Copy Issued by Department of Economic Development Commercial register Copy Issued by Abu Dhabi Chamber of Commerce & Industry Passports of the owner and

				workers
				Copies
				Family book of the owner Copy
				Personal photos for the owner and workers 2 photos
				Good conduct certificates for the owner and workers Copies
				Application form concerning the workers Original
				List of workers names Original
				Residency visas of the workers Copies
				Scientific and practical degrees of the workers Original
				Contract with the supplier of the explosive materials Copy
				Land plan where the warehouses will be built and its specifications Copy

ADPolice036	Licence for Trading with Fireworks	Through this service, companies can request the issuance of a licence for trading with fireworks materials.	Please follow the steps below: 1. Submit the application along with required documents at the office of the General Directorate of Abu Dhabi Police in Abu Dhabi City Municipality. 2. Sign the commitment for building warehouses for the storage of the fireworks materials within a year. 3. Receive the licence from the Office of the General Directorate of Abu Dhabi Police in Abu Dhabi City Municipality.	Required Document Special Consideration Letter from the company Original Application Original Trade licence Copy Issued by Department of Economic Development Commercial register Copy Issued by Abu Dhabi Chamber of Commerce & Industry Passports of the owner and workers Copies Family book of the owner Copy Personal photos for the owner and workers 2 photos Good conduct certificates for the owner and
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				workers Copies Application form concerning the workers Original List of the workers names Original Residency visas of the workers Copies Scientific and practical degrees of the workers Original Contract with the supplier of the fireworks materials Copy Land plan where the warehouses will be built and its specifications Copy
ADPolice037	Solving Social Problems	Through this service, disputing parties can submit a request to the Social Support Centres to look into the problem and find a solution for it.	Please follow the steps below: 1. Visit the reception desk at the Social Support Centre or the	Required Document Special Consideration Emirates ID or passport Original or Copy Reports related to

			Registrar Office in case of referral by police stations or other entities via an official letter or email. 2. Meet the specialist and provide detailed information on the issue. 3. Visit the Centre after receiving an SMS to meet with the other parties in an attempt to solve the problem amicably.	the case (medical reports, reports on the economic situation of the service beneficiary, education reports) Original
ADPolice038	Victims Protection	Through this service, women and children can submit a request for the provision of a shelter until their issues are solved based on a case study. (expats will need a letter from prosecutor)	Please follow the steps below: 1. Visit the reception desk at the Social Support Centre or the Registrar Office in case of referral by police stations or other entities via an official letter or email. 2. Meet with the specialist and provide detailed information on the issue. 3. Receive the shelter service.	Required Document Special Consideration Official letter in case of referral from a certain entity or if there is risk on the victim (based on the assessment made by the specialist) Original Passport or Emirates ID Original Approval of Social Support Centres Department director Original
ADPolice039	Patients Transportation by Ambulance	Through this service, patients can request transportation to hospitals by ambulance.	Please follow the steps below: 1. Call 999 or 911.	None

			2. Get the transportation. 3. Pay the fees after getting the transportation by cash or through the health insurance.	
ADPolice040	First Aid and Rescue Training Courses	Through this service, citizens can request to join training courses for first aid and rescue provided by the Public Safety and Emergency Department.	Please follow the steps below: 1. Contact the Public Safety and Emergency Department to enroll in the training course. 2. Coordinate with the department for attending the course.	None
ADPolice041	Medical Services During Events and Festivals	Through this service, companies organising events, festivals, races, leagues and official celebrations can request medical services from the Public Safety and Emergency Department to cover those events.	Please follow the steps below: 1. Contact the Public Safety and Emergency Department to acquire the service through phone or by sending a fax addressed to the manager of the Public Safety and Emergency Department. 2. Coordinate with the department for covering the event.	None
ADPolice042	Approval for Vehicles Registration for Local Companies in the Public	Through this service, local companies can request the approval to register vehicles in the public category.	Please follow the steps below: 1. Submit the required documents at the Vehicle Renting Department. 2. Receive the approval.	Required Document Special Consideration Vehicle test result and insurance Copy Trade licence Copy

	Category			ADCCI membership authorised signature Copy
ADPolice043	Complaints and Suggestions	Through this service, customers of the General Directorate of Abu Dhabi Police can submit complaints and suggestions concerning any of its services.	Please click here <https://www.abudhabi.ae/portal/faces/link?docName=fms_ae&docType=EXTERNAL_ID> for the e-service or follow the steps below: 1. Visit the Complaints and Suggestions Section at the Strategy and Performance Development Department or call 6005 2555 to submit the suggestion or complaint. 2. Receive feedback on the suggestion or complaint.	
ADPolice044	Approval for Security Pass Issuance	Through this service, local and foreign companies can request the approval for the issuance of a security pass to access the premises operated by Critical National Infrastructure Authority.	Please follow the steps below: 1. Submit the required documents at the Vehicle Renting Department. 2. Receive the approval.	Required Document Special Consideration Letter from the company addressed to the Vehicle Renting Department listing the vehicles' numbers and categories, location and duration of the security pass Original Letter for facilitating the mission Original Issued by the

				Supreme Petroleum Council (SPC) Vehicles' registration certificates Copies Authorised signature Copy Trade licence Copy Project contract Copy Checklist with the number of the licenced vehicles from Critical National Infrastructure Authority Copy
ADPolice045	Approval for Vehicles Registration for Foreign Companies	Through this service, foreign companies operating in Abu Dhabi can request the approval to register vehicles in the private category.	Please follow the steps below: 1. Submit the required documents at the Vehicle Renting Department. 2. Receive the approval.	Required Document Special Consideration Trade licence Copy Authorised signature Copy ADCCI membership Copy Contracts of the projects under construction Copy Vehicles' customs list, test and insurance Original
ADPolice046	Citizens Vehicles Rental to Companies	Through this service, Abu Dhabi nationals can submit a request to have their vehicles rented by companies operating in Abu Dhabi.	Please follow the steps below: 1. Submit the required documents at the Vehicle	Required Document Special Consideration Family book Issued from Abu Dhabi Emirate

			Renting Department. 2. Receive the confirmation on the availability of a renting company or not.	Copy Vehicle registration in the public category Valid Copy No objection certificate Issued by the Ministry of Social Affairs Original
ADPolice047	Job Application	Through this service, UAE nationals can submit their job applications to the General Directorate of Abu Dhabi Police for the civilian and military positions.	follow the steps below: 1. Submit the required documents at the Selection and Recruitment Department. 2. Receive a call from the department to schedule for the interview and medical tests.	Required Document Special Consideration Passport of the applicant Passport should have the unified number in the last page Original Family book for UAE nationals Original + Copy Emirates ID card Original + Copy Tiqa health insurance card Original + Copy Education certificate and scientific qualifications Certified copy Experience certificates and courses Original + Copy

				Personal photos size 4×6 with a white or blue background Two Clearance certificate in case of resigning from a military or civilian entity Original ICDL certificate for civilian vacancies Original Record of the education certificates for civilian vacancies Original ILETS certificates with an average test score of not less than 4.5 for Diploma and Bachelor degrees and 5 for the Master degree for civilian vacancies Original
ADPolice048	Mental Support	Through this service, victims of disasters, crimes or social problems can submit a request to the Social Support Centres for the provision of mental support.	Please follow the steps below: 1. Visit the Social Support Centre or contact the Centre for getting mental support at the location.	Required Document Special Consideration Application form (in case of visiting the Centre) Original Passport or Emirates ID (if

			2. Meet with the specialist to study the case and provide the suitable support.	required) Original
ADPolice049	Driving Licence Submission after Reaching 24 Points	Through this service, drivers who have accumulated 24 traffic points can submit their driving licences.	Please follow the steps below: 1. Visit the Traffic Violations & Felonies Department in the Directorate of Traffic & Patrols. 2. Sign a pledge not to drive while the driving licence is detained. 3. Submit the driving licence.	Required Document Special Consideration Driving Licence Original
ADPolice050	Traffic Points Enquiry	Through this service, driving licence holders can enquire about their traffic points.	Please follow the steps below: 1. Visit the Traffic Violations & Felonies Department in the Directorate of Traffic & Patrols. 2. Present the driving licence. 3. Receive a checklist on the traffic points.	Required Document Special Consideration Driving Licence Original or Copy
ADPolice051	Companies and Foreign Impounded Vehicles Release	Through this service, companies and owners of foreign vehicles can request for the release of their detained vehicles by paying the defined fees.	Please follow the steps below: 1. Submit the required documents at the Traffic Violations & Felonies Department in the Directorate of Traffic & Patrols.	Required Document Special Consideration Vehicle registration Original + Copy Driving Licence Original + Copy PRO card for the companies

			2. Pay the fees and receive the receipt.	Original
ADPolice052	Ground Fees Payment for Impounded Foreign and Companies Vehicles	Through this service, companies and foreign vehicles owners can pay the ground fees for their impounded vehicles.	Please follow the steps below: 1. Submit the required documents to the Traffic Violations & Felonies Department in the Directorate of Traffic & Patrols. 2. Receive the new traffic number on which the violation is added to monitor the traffic points for the foreign vehicles.	Required Document Special Consideration Vehicle registration Copy Power of attorney and authorised signatory (for companies) Copy PRO card Original Passport and residency visa (for foreign vehicles) Should be valid Copy
ADPolice053	Permit for Asphalt Cutting	Through this service, companies can request the issuance of permits for asphalt cutting, tiles lifting and horizontal pushing system.	Please follow the steps below: 1. Submit the application along with the required documents at the Traffic Engineering & Road Safety Department in the Directorate of Traffic & Patrols. 2. Receive a notification for follow up.	Required Document Special Consideration Letter from the main contractor with the required actions addressed to the Traffic Engineering and Road Safety Department in the Directorate of Traffic & Patrols Original Approval of the Urban Planning Department for accrediting the services corridor (in case requested) Copy

				2 plans showing the work sites and the traffic safety provided while creating the diversion Signed and stamped by the consultant and the main contractor Original Approval of the Municipality of Abu Dhabi City (Roads Department) Copy Pledge to return the asphalt or the tiles the way they were once the work is done in the beginning of the project with the approval of the Asphalt contractor (if needed) Copy Pledge to fix any asphalt distortion while using the horizontal pushing system Copy Plan of the traffic diversions in case of emergencies on the main road Approved by the related parties Copy
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				Aerial image from (Goggle Earth) of the site showing the location and aspects of the roads surrounding the work site (if requested) Copy Recent coloured photographic image of the site taken from different angles (if requested) Copy Approval of Department of Transport (for parking only) Copy
ADPolice054	Reservation of a Lane or Parking or Road	Through this service, individuals and companies can request the reservation of a lane or a parking or a road.	Please follow the steps below: 1. Submit the application along with the required documents at the Traffic Engineering & Road Safety Department in the Directorate of Traffic & Patrols. 2. Receive the follow up notification.	Required Document Special Consideration Letter from the contractor with the required actions addressed to the Traffic Engineering and Road Safety Department in the Directorate of Traffic & Patrols Original 2 Site plans of the site showing the work sites and the precautions for traffic safety taken during work Signed and

				stamped by the consultant and the main contractor Original and Copy Recent, coloured photographic images of the site taken from different angles (in case of request) Original Approval of Department of Transport (for parking only) Original Aerial images of the site from (Goggle Earth) Original
ADPolice055	Speed Bumps Permit	Through this service, companies and individuals can request for the approval to construct speed bumps.	Please follow the steps below: 1. Submit the application along with the required documents at the Traffic Engineering & Road Safety Department in the General Directorate of Traffic & Patrol. 2. Receive the follow up notification.	Required Document Special Consideration Letter addressed to the Traffic Engineering and Road Safety Department in the Directorate of Traffic & Patrols Original 2 site plans Stamped by the consultant and the contractor Original Aerial images of the site from (Goggle Earth) showing the

				locations of the proposed speed bumps Original Recent, coloured photographic images of the proposed speed bumps Original Approval letter from the Municipality of Abu Dhabi City (if required) Original
ADPolice056	Permit for Trucks Passage in Prohibited Areas	Through this service, companies can request for a permit allowing the passage of trucks in prohibited areas.	Please follow the steps below: 1. Submit the application along with the required documents at the Traffic Engineering & Road Safety Department in the Directorate of Traffic & Patrols. 2. Receive the permit.	Required Document Special Consideration Letter from the company addressed to the Traffic Engineering and Road Safety Department in the Directorate of Traffic & Patrols The letter should have the traffic number of the company and details of the registration Original Project contract (if requested) Copy Check list with the vehicles numbers Copy

				Establishment trade licence Should be valid Copy Authorised signatory (if requested) Copy
ADPolice057	Traffic Black Points Reduction Programme	This service allows traffic violators to request attending the traffic black points programme for the purpose of reducing their traffic black points before reaching the cumulative limit of 24 points.	Please click <https://www.abudhabi.ae/portal/faces/link?docName=ip194_170_200_102_600200176&docType=EXTERNAL_ID> here for the e-Service or follow the steps below: 1. Fill in and submit the registration application <https://stage.abudhabi.ae/cs/groups/portal/documents/attachment/mzm0/mdkw/~edisp/adeqp_nd_334090_ar.pdf> (Arabic only) for the requested course to the Community Service department. 2. Pay the programme fees at any of the accredited driving institutes. 3. Attend the training course at the specified time. 4. Receive a certificate for the programme completion. 5. Receive an sms confirming the reduction of the black points.	Required Document Special Consideration Driving licence or Emirates ID card Original or copy

ADPolice058	Traffic Barriers	Through this service, companies can request the issuance of a permit for installing Traffic steel barriers.	Please follow the steps below: 1. Submit the application along with the required documents at the Traffic Engineering & Road Safety Department in the Directorate of Traffic & Patrols. 2. Receive the permit.	Required Document Special Consideration Letter from the beneficiary with the required actions addressed to the Traffic Engineering and Road Safety Department in the Directorate of Traffic & Patrols Original 2 Site plans showing the proposed work sites and its specifications and dimensions Signed and stamped by the consultant and main contractor Original + Copy Permit of the service for which the barriers will be used Original
ADPolice059	Recovery of Fines Paid off by Mistake	Through this service, individuals and companies can request the recovery of fines value paid by mistake.	Please follow the steps below: 1. Submit the application along with the required documents at the Supporting Services Department, Finance branch in the Directorate of Traffic & Patrols.	Required Document Special Consideration Application Original Payment receipt Original Vehicle registration Copy Driving licence Copy

			2. Receive a phone call to coordinate for an appointment for receiving the refund.	In case of companies Letter from the company Original Trade licence Copy Power of attorney or mandate + authorised signatory Copy
ADPolice060	Approval for Temporary Fence Building or Demolition	Through this service, contracting and construction companies can request the approval to build or demolish a temporary fence.	Please follow the steps below: 1. Submit the application along with the required documents at the Traffic Engineering & Road Safety Department in the Directorate of Traffic & Patrols. 2. Receive the approval to build or demolish a temporary fence.	Required Document Special Consideration Letter from the main contractor with the required actions addressed to the Traffic Engineering and Road Safety Department in the Directorate of Traffic & Patrols Original Traffic impact study for the project Approved by Department of Transport Copy 2 Plans with the fence dimensions with regards to the surrounding parking, pavements and roads in the work site provided that they show the

				location and aspects of the surrounding road in the work site Stamped by the consultant and the contractor Original Aerial image of the site showing the location and aspects of the roads surrounding the work site (in case it is requested) Copy Recent coloured photographic image from different angles (in case it is requested) Copy Department of Transport approval (in case of parking reservation) Copy
ADPolice061	Awareness or Entertainment Visits to Schools	Through this service, schools can request for the coordination of entertainment or awareness visits to its students.	Please follow the steps below: 1. Submit the required documents at the Security Inspection Department K9. 2. Coordinate the visit details and date with the concerned employee.	Required Document Special Consideration Official letter from the school requesting the visit Original

ADPolice062	Suppliers Registration	This service allows companies to register as accredited suppliers at the General Directorate of Abu Dhabi Police.	Please follow the steps below: 1. Fill in the registration form https://stage.abudhabi.ae/cs/groups/portal/documents/attachment/mzm1/mju4/~edisp/adegp_nd_335258_en.pdf 2. Submit the required documents on a CD at the Purchasing and Stores Department. 3. Pay the fees at the finance counter. 4. Receive the registration approval.	Required Document Special Consideration Application form Original Commercial licence Issued by Department of Economic Development Copy ADCCI membership Copy Partnership contract Copy Authorised signatory Copy Passport of the owner and partners Copy Official letter from the bank on the account information Original Company's profile Copy Catalogue of the products Copy Quality certificates and honours Copy Company stamp and signature of the authorised person or the company's director Original
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ADPolice063	Tenders Registration	Through this service, suppliers registered with the General Directorate of Abu Dhabi Police can register for a tender for supplying the materials requested by Abu Dhabi Police.	Please follow the steps below: 1. Submit all the required documents concerning the tender to the Contracts and Tenders Section at the Purchasing and Stores Department to be sealed and given a registration number, abbreviation and date of receipt written on the envelope. 2. Visit the department on the date assigned for opening the envelopes and receive feedback on acquiring the tender or not.	Required Document Special Consideration Commercial licence Copy Certificate of the register entry Copy ADCCI membership Valid copy Official letter indicating the official name of the company and contact details, name of the authorised representative responsible for signing the contracts and the pricing form duly attested. Original Bank guarantee of 5% of the tender value Valid for 120 days
ADPolice064	Traffic Violations Clearance Certificate	Through this service, individuals, companies and commercial organisations can submit a request for the issuance of a traffic violations clearance certificate.	Please follow the steps below: 1. Submit the application along with the required documents Traffic Violations Section in the nearest police station. 2. Receive the traffic violations clearance certificate.	Required Document Special Consideration Driving licence Original or copy Vehicle registration Original or copy Emirates ID card Original or copy

ADPolice065	Driving Licence Retrieval Programme	Through this service, traffic violators can submit a request to attend a programme for the purpose of retaining their withdrawn licence.	Please click <https://www.abudhabi.ae/portal/faces/link?docName=ip194_170_200_102_600200176&docType=EXTERNAL_ID> here for the e-Service or follow the steps below: 1. Fill in and submit the registration application <https://stage.abudhabi.ae/cs/groups/portal/documents/attachment/mzm0/mdkw/~edisp/adeqp_nd_334090_ar.pdf> (Arabic only) for the requested course to the Community Service department. 2. Pay the programme fees at any of the accredited driving institutes. 3. Attend the training course at the specified time. 4. Receive a certificate for the programme completion. 5. Receive an sms for retaining the driving licence.	Required Document Special Consideration Emirates ID card Original or copy
ADPolice066	Lost Possession, Tourism, or Export Certificate Replacement	Through this service, individuals can request for the replacement of their lost certificates (possession certificate, tourism certificate, or export certificate).	Please follow the steps below: 1. Submit the application and the required documents at the Follow up and Execution Section in the Vehicles and Drivers Licensing	Required Document Special Consideration Individuals Labour card or passport or driving licence Copy Vehicle data Copy

			Department or the customer service centres for the Vehicles Licensing. 2. Receive the certificate.	Lost certificate or circular on the loss from the Follow up and Execution Department Copy Emirates ID Copy or Original Companies Letter from the company Original Authorised signatory Copy PRO card Original Vehicle data Copy Lost certificate or circular on the loss from the Follow up and Execution Department Copy Trade licence Copy
ADPolice067	Vehicle Registration for Companies and Government Establishments	Through this service, companies and government establishments can request for the registration of their vehicles.	Please follow the steps below: 1. Submit the application along with the required documents at the Vehicles Licensing Department. 2. Receive the confirmation on the vehicle registration.	Required Document Special Consideration Application letter from the company Original Trade licence of the company Copy Authorised signatory of the company Original Certificate of

				validity from Civil Defence (in case the registration was for petrol tankers) Original Validity certificate from the Municipality, Health Department (in case the registration was requested for refrigerators) Original Validity certificate from the Abu Dhabi Water and Electricity Authority Original
ADPolice068	Suppliers Registration Renewal	This service allows accredited suppliers to renew their registration at the General Directorate of Abu Dhabi Police.	Please follow the steps below: 1. Fill in the renewal registration form <https://stage.abudhabi.ae/cs/groups/portal/documents/attachment/mzm1/mjyw/~edisp/adeqp_nd_335260_en.pdf> 2. Submit the required documents on a CD at the Purchasing and Stores Department. 3. Pay the fees at the finance counter.	Required Document Special Consideration Supplier registration application form Original Trade licence Issued by Department of Economic Development Copy ADCCI membership Copy

			4. Receive the approval on the registration renewal.	
ADPolice069	Reporting Cheque or Cheque Book Loss	Through this service, individuals and establishments can report the loss of their cheques or a cheque book and request for the issuance of a certificate confirming that .	Please follow the steps below: 1. Visit the Investigation Affairs Section in the nearest Police Directorate. 2. Submit the required documents and information. 3. Receive the certificate.	Required Document Special Consideration Personal ID Original
ADPolice070	Trainer Permit Issuance	Through this service, driving trainers can submit a request for the issuance of a permit to practice the job of training on driving.	Please follow the steps below: 1. Submit the application and the required documents at the customer services centres of the Drivers Licensing Department. 2. Receive the permit.	Required Document Special Consideration Letter from the training company where the driver is employed Original Authorised signatory from the company where the driver is employed Original Trainer passport Original Good conduct certificate Original Sight test Original
ADPolice071	Certificate for Unregistered Vehicles	Through this service, individuals and companies can request for the issuance of a	Please follow the steps below: 1. Submit the application	Required Document Special Consideration Customs or transfer or vehicle

		"Unregistered Vehicles" certificate for vehicles which were not registered or removed from the registration.	and required documents to the Vehicle Licensing Department. 2. Pay the fees and receive the certificate.	possession certificate Original Technical test (if available) Original or copy Vehicle insurance (if available) Original or copy Circular on the lost certificate (if available) Copy Emirates ID or passport Original or copy
ADPolice072	No Objection Certificate for Removing Vehicles Plates outside UAE	Through this service, individuals and companies can request the issuance of a no objection certificate indicating that the vehicle has no dues or restrictions.	Please follow the steps below: 1. Submit the application and required document to the department of vehicle licensing. 2. Receive the certificate.	Required Document Special Consideration Vehicle registration Should be valid Original Emirates ID Original
ADPolice073	Driving Trainer Permit Renewal	Through this service, driving trainers can submit a request for renewing their permits.	Please follow the steps below: 1. Submit the application and the required documents at the customer services centres of the Drivers Licensing Department. 2. Receive the permit.	Required Document Special Consideration Expired permit Original Letter from the company where the trainer is employed proving that he is still working with them Original Authorised signatory from the company where the trainer is employed

				Original Trainer passport Original Good conduct certificate Original Sight test Original
ADPolice074	Driving license Learning File Transfer from Abu Dhabi to Other Emirates	Through this service, individuals can request for the transfer of their driving learning file from Abu Dhabi to the Emirate where his new residency is issued from.	Please follow the steps below: 1. Submit the application and the required documents at the customer services centres of the Drivers Licensing Department. 2. Receive the confirmation on the transfer.	Required Document Special Consideration Emirates ID card Original
ADPolice075	Damaged Trainee Card Replacement	Through this service, driving trainees can request for the issuance of a replacement for their damaged training card.	Please follow the steps below: 1. Submit the application and the required documents at the customer services centres of the Drivers Licensing Department. 2. Receive the replacement for their damaged training card from the customer services centres of the Drivers Licensing Department.	Required Document Special Consideration Damaged card Original Emirates ID Original
ADPolice076	Category Addition in the Driving Licence	Through this service, driving licence holders can request for the addition of a category in the	Please follow the steps below: 1. Submit the application	Required Document Special Consideration Receipt of passing the test in the

		driving licence.	and the required documents at the customer services centres of the Drivers Licensing Department. 2. Receive the driving licence from the customer services centres of the Drivers Licensing Department.	category that needs to be added to the driving licence Original Driving licence on which the category should be added Original Emirates ID Original No objection letter from the employer that the driver can receive the original driving licence (in case of adding the category of cargo or mechanical equipment) Original
ADPolice077	Driving Licence Information Amendment	Through this service, individuals can request for the amendment of any of the information in the driving licence.	Please follow the steps below: 1. Submit the application and the required documents at the customer services centres of the Drivers Licensing Department. 2. Undergo the eye test. 3. Pay the fees and receive the driving licence from the customer services centres of the Drivers Licensing Department.	Required Document Special Consideration Driving licence Original Emirates ID Original

ADPolice078	Driving Licence Renewal	Through this service, individuals can request for the renewal of their expired driving licences.	Please follow the steps below: 1. Submit the application and the required documents at the customer services centres of the Drivers Licensing Department. 2. Undergo the eye test. 3. Pay the fees and receive the UAE driving licence from the customer services centres of the Drivers Licensing Department.	Required Document Special Consideration Emirates ID Should be valid Original Eye test Original Recent personal photo 1 photo Expired driving licence Original Letter from the employer in case of heavy cargo or heavy mechanical equipment Original Authorised signatory for companies Original
ADPolice079	Foreign Driving Licence Replacement	Through this service, individuals can request for the replacement of their driving licences which were issued from GCC or accredited countries for driving licence replacement.	Please follow the steps below: 1. Submit the application and the required documents at the customer services centres of the Drivers Licensing Department. 2. Undergo the eye test. 3. Pay the fees and receive the UAE driving licence from the customer services centres of the Drivers Licensing Department.	Required Document Special Consideration Letter from the employer for residents Original + Copy Foreign driving licence to be replaced Original + Copy Arabic legal translation of the foreign driving licence Original Personal photo 1 photo

ADPolice080	Damage d Driving Licence Replace ment	Through this service, individuals can request for the issuance of a replacement for their damaged driving licence.	Please follow the steps below: 1. Submit the application and the required documents at the customer services centres of the Drivers Licensing Department. 2. Pay the fees and get the new licence from the customer services centres of the Drivers Licensing Department.	Required Document Special Consideration Driving licence Original Emirates ID Original
ADPolice081	Lost Driving Licence Replace ment	Through this service, individuals can request for the issuance of a replacement of their lost driving licence.	Please follow the steps below: 1. Submit the application and the required documents at the customer services centres of the Drivers Licensing Department. 2. Sign a circular on the loss of the driving licence. 3. Pay the fees and receive the new licence from the customer services centres of the Drivers Licensing Department.	Required Document Special Consideration Letter from the employer (in case of driving licences for trucks and mechanical equipments) Original Authorised signatory (in case of driving licences for trucks and mechanical equipments) Copy Emirates ID card Original No objection certificate from the sponsor to receive the original driving licence (in case the driving licence has the category

				of cargo or mechanical equipment) Original
ADPolice082	Vehicles Export outside UAE	Through this service, individuals and companies can submit a request for exporting their vehicles outside UAE.	Please follow the steps below: 1. Submit the application and required document to the customer service centres of Vehicle Licensing Department. 2. Pay the fees and get the receipt and the permit.	Required Document Special Consideration Vehicle registration Original Emirates ID or passport Original Vehicle number plate Vehicle technical test Original Purchase invoice or customs certificate if the vehicle was not registered Original Mortgage release letter from the mortgagee (in case the vehicle was mortgaged) Original Passport of the person who is exporting the vehicle or the vehicle driver Copy Insurance policy for 4 days Original or Copy Traffic number of

				the person who is exporting the vehicle or the vehicle driver Trade licence of the cargo company (in case it does not have a traffic number) Should be valid Original
ADPolice083	Buses Permit Issuance for Trainers	Through this service, trainers can request for the issuance of a permit to offer practical lessons in driving buses used for transporting 14 passengers.	Please follow the steps below: 1. Submit the application and the required documents at the customer services centres of the Drivers Licensing Department. 2. Receive the permit from the customer services centres of the Drivers Licensing Department.	Required Document Special Consideration Result of the bus exam proving that the trainee successfully passed the exam Original Training form Original Letter from the company Original Authorised signatory Original Driver licence Original Eye test Original Good conduct certificate Original
ADPolice084	Buses Permit Issuance for Drivers	Through this service, individuals can request for the issuance of a permit for driving a bus used for transporting 14	Please follow the steps below: 1. Submit the application	Required Document Special Consideration Passport or Emirates ID

		passengers.	and the required documents at the customer services centres of the Drivers Licensing Department. 2. Receive the permit from the customer services centres of the Drivers Licensing Department.	Should be valid Copy Driver licence Original Bus registration card Original Eye test Original Good conduct certificate Original
ADPolice085	Replacement of Damaged Special Vehicle Registration Card	Through this service, individual and companies can request for the replacement of the damaged special vehicle registration card.	Please follow the steps below: 1. Submit the application along with the required documents at the Vehicle Licensing Department. 2. Pay the fees and receive the replacement of the registration card.	Required Document Special Consideration Damaged vehicle registration card Should be valid Original Emirates ID or passport Should be valid Original
ADPolice086	Replacement of Lost Special Vehicle Registration	Through this service, individuals can request for a replacement of their lost special vehicle registration card (special registration card is obtained when buying the number from the auction).	Please follow the steps below: 1. Submit the application along with the required documents at the Vehicle Licensing Department. 2. Pay the fees and receive the replacement of the registration card.	Required Document Special Consideration Emirates ID card or passport Should be valid Original Driving licence Should be valid Original
ADPolice087	Vehicle Registration	Through this service, individual can register their vehicles.	Please follow the steps below: 1. Submit an present the application along with the	Required Document Special Consideration Required documents from the agencies

			required documents as per the approved criteria at the Vehicle Licensing Department. 2. Receive the registration and the vehicles plates.	Customs or transfer or ownership certificate Original Vehicle insurance for 13 months Original Vehicle technical test if previously registered or the vehicle model is not of the year Original A letter from the mortgagee to add the mortgage if the vehicle is mortgaged Original Purchase invoice of the vehicle containing the data thereof and the signature authentication of the agency The invoice should be printed not hand written Original Mortgage letter from the bank (if available) Original Export or transfer of vehicles plates (if available)
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				Emirates ID or passport Original Required documents from the showrooms Sale contract Sale contract should be printed not hand written Original Trade Licence Copy Power of attorney or authorised signatory from the showroom owner Copy Customs or transfer or ownership certificate Original Vehicle technical test if previously registered or the vehicle model is not of the year Original or Copy Mortgage letter from the bank (if available) Original Required documents from the individuals Driving licence Should be valid Original
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				Emirates ID or passport Should be valid Original Application form for vehicles licensing Original
ADPolice088	Trainee Card Renewal	Through this service, driving trainees can request for the renewal of their expired training cards.	Please follow the steps below: 1. Submit the application and the required documents at the customer services centres of the Drivers Licensing Department. 2. Receive the renewed card from the customer services centres of the Drivers Licensing Department.	Required Document Special Consideration Training card Original Emirates ID Original
ADPolice089	Test Appointment Renewal	Through this service, individuals can request for a new test appointment in case they missed the first appointment.	Please follow the steps below: 1. Submit the application and the required documents at the customer services centres of the Drivers Licensing Department. 2. Receive the new appointment from the customer services centres of the Drivers Licensing Department.	Required Document Special Consideration Test appointment and form Original Training card Original Emirates ID Original
ADPolice090	Buses Permit Renewal	Through this service, drivers or trainers for buses used for	Please follow the steps below:	Required Document Special Consideration

	for Drivers or Trainers	transporting 9 passengers can request for the renewal of their permit.	1. Submit the application and the required documents at the customer services centres of the Drivers Licensing Department. 2. Receive the permit from the customer services centres of the Drivers Licensing Department.	Expired permit Original Passport Original Good conduct certificate Original Eye test Original
ADPolice091	Lost Trainee Card Replacement	Through this service, driving trainees can request for the replacement of their lost training cards.	Please follow the steps below: 1. Submit the application and the required documents at the customer services centres of the Drivers Licensing Department. 2. Receive the replacement for the lost trainee card from the customer services centres of the Drivers Licensing Department.	Required Document Special Consideration Test appointment and form Original Emirates ID Original
ADPolice092	Reporting Lost Vehicle Plates	Through this service, individuals and companies can report lost vehicles plates.	Please follow the steps below: 1. Visit the Follow up and Execution Section in the Vehicles and Drivers Licensing Department. 2. Receive a permit from the Follow up and Execution Section for the issuance of vehicles plates.	Required Document Special Consideration Individuals Vehicles registration Original Emirates ID or passport Original Driving licence Should be valid Original

				Power of attorney from the owner Original Accident report (in case of losing the numbers during an accident) Original Companies and government establishment Vehicle registration Original Official letter from the company requesting for the circular issuance Original PRO card or power of attorney from the company Original Accident report (in case of losing the numbers during an accident) Original
ADPolice093	Driving Licence Issuance	Through this service, individuals who have successfully passed the driving test can request for the issuance of a driving licence.	Please follow the steps below: 1. Submit the application and the required documents at the customer services centres of the Drivers Licensing Department.	Required Document Special Consideration Passport or Emirates ID Should be valid Copy Receipt of successfully

			2. Pay the fees and get the receipt. 3. Receive the driving licence from the customer services centres of the Drivers Licensing Department.	passing the test Original Certificate of successfully passing the theoretical test from the Emirates Driving Company Original
ADPolice094	Vehicle Re-registration	Through this service, individuals can request for the re-registration of their vehicles if the registration was not renewed for more than one year.	Please follow the steps below: 1. Submit the application at the Vehicle Licensing Department. 2. Receive the confirmation on the vehicle re-registration.	Required Document Special Consideration Vehicle insurance for 13 months Original +Copy Vehicle technical test (if it has been three years since the first time registration) Original + Copy Vehicle registration Original Emirates ID or passport Original Vehicles plates in case they were from the old categories (red, green, gray, blue)
ADPolice095	Transfer red Driving Licence File Retrieval	Through this service, individuals can retrieve their driving licences files that were transferred to another Emirate.	Please follow the steps below: 1. Submit the application and the required documents at the customer services centres of the Drivers Licensing	Required Document Special Consideration Training card Original Emirates ID Original Theoretical or

			Department. 2. Pay the fees and get the receipt.	preliminary certificate Original
ADPolice096	Driving Test Appointment	Through this service, individuals can schedule an appointment for attending the driving test.	Please follow the steps below: 1. Submit the application and the required documents at the customer services centres of the Drivers Licensing Department. 2. Pay the fees and get the receipt. 3. Receive the appointment from the customer services centres of the Drivers Licensing Department.	Required Document Special Consideration Theoretical or preliminary certificate Original Emirates ID Original Training card Original
ADPolice097	Opening a Driving Licence File	Through this service, individuals can open a file at the Drivers Licensing Department for attending theoretical and practical lessons in order to obtain a driving licence.	Please follow the steps below: 1. Submit the application and the required documents at the customer services centres of the Drivers Licensing Department. 2. Pay the fees and get the receipt. 3. Receive the trainee card from the customer services centres of the Drivers Licensing Department.	Required Document Special Consideration UAE Nationals Passport or Emirates ID Should be valid Copy Family book Copy Personal photo 1 photo Eye test Original No objection certificate from the guardian for the ladies who are in the

				family book of their fathers or husbands or those who are under the age of 21 Original GCC Nationals Passport or Emirates ID Should be valid Copy Family book Copy Personal photo 1 photo Eye test Original No objection certificate from the guardian for the ladies who are in the family book of their fathers or husbands or those who are under the age of 21 Original Expatriates Passport or Emirates ID Should be valid Copy Residency visa Should be valid Copy Eye test Original
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				Personal photo 1 photo Letter from the employer (in case of general sponsorship such as Government Entities and companies) Original
ADPolice098	Vehicles Transfer inside UAE	Through this service, individuals and companies can submit a request for the transfer of their vehicles from one Emirate to another.	Please follow the steps below: 1. Submit the application and required document to the department of vehicle licensing. 2. Pay the fees and get the receipt.	Required Document Special Consideration Vehicle registration (if the vehicle is registered) Original Personal ID of the seller and the purchaser Original + Copy Technical test of the vehicle if the registration expired or possession cancellation (in case of requesting for export vehicles plates) Original + Copy Purchase invoice or customs certificate (if the vehicle was not registered) Original Vehicle possession

				cancellation (in case the vehicle was not registered) Original Mortgage release letter from the mortgagee (in case the vehicle was mortgaged) Original Insurance policy for two days (in case of requesting for export vehicles plates) Original + Copy
ADPolice099	Vehicle Colour Change in the Registration	Through this service, individuals and companies can request for changing the vehicle colour in the registration card.	Please follow the steps below: 1. Visit the Technical Test Centre in order to get a permit for changing the colour. 2. Change the colour. 3. Visit the Technical Test Centre after changing the colour. 4. Submit the application along with the required documents at the Vehicle Licensing Department. 5. Pay the fees and receive the receipt. 6. Receive the vehicle	Required Document Special Consideration Vehicle registration Valid Original Emirates ID or passport Original Permit issued by the Technical Test Centre Original or Copy Technical test after the colour change Original

			registration card.	
ADPolice100	Vehicle Information Modification	Through this service, individuals and companies can request for the amendment of information in the vehicle registration card.	Please follow the steps below: 1. Submit the application along with the required documents at the customer service centres of Vehicle Licensing Department. 2. Pay the fees and receive the receipt. 3. Receive the vehicle registration card after the information amendment.	Required Document Special Consideration Vehicle registration Original Emirates ID or passport Original Technical test form (in case of changing the engine number) Original Insurance policy (in case of changing the insurance company) Original Letter from the mortgagee in case of mortgage release or mortgage addition Original
ADPolice101	Vehicle Number Change	Through this service, individuals and companies can submit a request to change their vehicles numbers.	Please follow the steps below: 1. Submit the application along with the required documents at the customer service centres of Vehicle Licensing Department. 2. Pay the fees and get the receipt.	Required Document Special Consideration Vehicle registration card Should be valid Original Vehicle plate that needs to be exchanged No objection certificate from

			3. Receive the new vehicle number.	the mortgagee (in case the vehicle was mortgaged) Original
ADPolice102	Vehicle Plates Reservation and Issuance	Through this service, individuals can request for the issuance or reservation of vehicles plates.	Please follow the steps below: 1. Submit the application along with the required documents at the customer service centres of Vehicle Licensing Department. 2. Pay the fees and get the receipt. 3. Receive the confirmation on the vehicles plates reservation or issuance.	Required Document Special Consideration Emirates ID or passport Should be valid Original
ADPolice103	Lost Vehicle Plate Replacement	Through this service, individuals and companies can request for the issuance of replacement for their lost vehicle plates.	Please follow the steps below: 1. Submit the application along with the required documents at the customer service centres of Vehicle Licensing Department. 2. Pay the fees and get the receipt. 3. Receive the replacement for the lost vehicle plate.	Required Document Special Consideration Circular on the lost vehicles plates issued by the Follow up and Execution Department at the main building of the Vehicles and Drivers Licensing Department Original Emirates ID or passport Should be valid Original Vehicle

				registration Should be valid Original
ADPolice104	Vehicle Registration Transfer	Through this service, individuals can submit a request for transferring vehicles registration. The service is provided to nationals of Gulf Cooperation Council (GCC) nationals or residents of UAE.	Please follow the steps below: 1. Submit the application along with the required documents at the customer service centres of Vehicle Licensing Department. 2. Pay the fees and get the receipt. In case of changing the vehicle plate, the receipt will include the request for manufacturing vehicle plates. 3. Receive the new vehicle registration card.	Required Document Special Consideration Vehicle registration Should be valid Original Emirates ID or passport Should be valid Original Vehicle plates in case of changing the numbers Letter of mortgage release from the mortgagee if the vehicle was mortgaged or letter of transferring the mortgage Original Vehicle test (in case the registration expired) Original or Copy Insurance policy in the name of the purchaser for 13 months (in case the registration expired) or insurance transfer from the seller to the

				purchaser (in case the registration is still valid) Original or Copy
ADPolice105	Tourist Travel Certificate for Vehicles	Through this service, vehicle owners can request the issuance of a certificate to transfer their vehicles outside the country for tourism purposes, provided that they specify the country to which they wish to transfer their vehicle.	Please follow the steps below: 1. Submit the application along with the required documents at the customer service centres of Vehicle Licensing Department. 2. Pay the fees and get the receipt and the tourist travel certificate for vehicles.	Required Document Special Consideration No-objection letter for travelling from the mortgagee (if available) Original Emirates ID or passport Should be valid Original Driver traffic number or driving licence number (if the vehicle is driven by a person other than the owner) Original or copy Name of the freight (if the vehicle is to be shipped) Vehicle registration card Should be valid Original
ADPolice106	Vehicle Possession Cancellation	Through this service, individuals and companies can request for the removal	Please follow the steps below:	Required Document Special Consideration

	tion	of their vehicles information from the registration system.	1. Submit the application along with the required documents at the customer service centres of Vehicle Licensing Department. 2. Pay the fees and get the receipt.	Vehicle registration card Original Emirates ID or passport Original Vehicles plates Mortgage release letter from the mortgagee (in case the vehicle was mortgaged) Original Customs certificate proving that the customs duties for the vehicle were paid off outside UAE Original Passport or trade licence (in case of transferring the registration) Copy Passport of the purchaser (in case selling/buying a vehicle) Copy
ADPolice107	Waiver of Special Vehicle Plate Number	Through this service, individuals can submit an application for waiving off a registered special vehicle plate number in addition to registering the vehicle.	Please follow the steps below: 1. Submit the required documents to the customer service centres of Vehicle Licensing Department. 2. Sign the waiver contract by the seller. 3. Pay the fees.	Required Document Special Consideration Personal ID of the seller Original Vehicle registration card Should be valid Original

			4. Get the receipt and the registration.	
ADPolice108	Waiver of Unregistered Vehicles Numbers (Old Plates Numbers)	Through this service, individuals can submit an application for waiving off the unregistered vehicle plates numbers (old plates numbers) in addition to registering the vehicle.	Please follow the steps below: 1. Submit the required documents to the customer service centres of Vehicle Licensing Department. 2. Sign the waiver contract by the seller. 3. Pay the fees. 4. Get the receipt and the registration.	Required Document Special Consideration Emirates ID or passport Should be valid Original Vehicle registration The vehicle registration should be valid in case the number was already used on the vehicle Original Vehicles plates
ADPolice109	Rehabilitation and Employment Training Registration for People with Special Needs	Through this service, UAE nationals with special needs can request to register in the rehabilitation sessions and employment programme provided by the General Directorate of Abu Dhabi Police.	follow the steps below: 1. Fill in the registration application (Arabic only) and submit it along with the required documents at the Ministry of Interior Centres for the Rehabilitation and Employment of People with Special Needs. 2. Receive a call, in case the application is approved, from the department to schedule for the medical examination.	Required Document Special Consideration Passport of the applicant Copy UAE nationals family book Copy Education certificate and scientific qualifications Copy Medical report of the disability Copy
ADPolice110	Reporting Lost Plates of Vehicles under	Through this service, companies, commercial organisations and showrooms	Please follow the steps below:	Required Document Special Consideration Application

	Testing	which are involved in the activity of buying and selling new and used cars can report the loss of the plates of vehicles under testing.	1. Submit the application along with the required documents at the Trade Licences Section. 2. Pay the Traffic fines.	Original Sale contract Copy Authorised signatory Copy
ADPolice111	Under Testing Vehicle Plates Issuance and Renewal	Through this service, companies, commercial organisations and showrooms which are involved in the activity of buying and selling new and used vehicles can request the issuance or renewal of plates for vehicles under testing to facilitate the movement of unregistered vehicles.	Please follow the steps below: 1. Submit the application along with the required documents at the Trade Licences Section. 2. Sign on the applications and commitments that govern the work with the plates for vehicles under testing. 3. Pay the Traffic fines. 4. Receive a letter for the issuance or renewal of plates of vehicles under test.	Required Document Special Consideration Application from the beneficiary requesting the issuance of specified number of vehicle plates under test Original Bank guarantee based on the number of vehicle plates Original Insurance policy for the vehicle plates Original Rental contract Copy Trade licence Copy Authorised signatory Copy
ADPolice112	Traffic Violations Transfer from the Vehicle Plates under Testing	Through this service, companies, commercial organisations and showrooms which are involved in the activity of buying and selling new and used vehicles can request the transfer of traffic violations from the	Please follow the steps below: 1. Submit the application along with the required documents at the Trade Licences Section. 2. Receive a confirmation on the transfer of the traffic	Required Document Special Consideration Application from the beneficiary requesting the transfer of traffic violations Original Sale contract

		vehicle plates which are used for testing purposes to the traffic profile of the driver.	violations.	Copy Driving licence Copy Authorised signatory or power of attorney Copy PRO card issued by the Vehicles Licensing Department Copy
ADPolice113	Alarm System Installation and Enquiries	Through this service, businesses, banks and exchange agencies can enquire about the dues for the alarm systems and request for their installation to detect emergency cases and to protect from robbery cases.	Please follow the steps below: 1. Fill in and submit the application along with the required documents at the Trade Licences Section. 2. Receive a confirmation on the subscription in the alarm systems or the information about the financial dues based on the request.	Required Document Special Consideration Enquiring about the dues of the subscription in the Alarm system The subscription receipt of last year or the subscription number Original Subscription in the alarm system Application for the subscription in the alarm systems Original Initial approval Issued by the Department of Economic Development Copy Maintenance plan and contract Copy Emirates ID card Copy Trade licence

				Copy ADCCI membership Copy Rental contract Copy Authorised signatory Copy Approval of the Central Bank in case of money exchange agencies and banks Copy, the original should be presented for authentication purposes Renewal application in case of renewing the subscription Original
ADPolice114	Enquiry about Registered Vehicles and its Data	Through this service, individuals, companies, commercial organisations can enquire about the registered vehicles and its data.	Please follow the steps below: 1. Submit the required documents to the customer service centres of Vehicle Licensing Department 2. Receive a checklist with the registered vehicles or vehicles data based on the request.	Required Document Special Consideration Driving licence Original or copy Vehicles registration Original or copy Emirates ID Original or copy
ADPolice115	Security Approval for Commercial Activities	Through this service, individuals interested in pursuing a commercial activity can request the issuance of security approval.	Please follow the steps below: 1. Submit the application along with the required documents at the Trade	Required Document Special Consideration Renewal application Original

			Licences Section. 2. Receive the approval after checking that the activity does not contradict with the laws and regulations used.	Initial approval in case of a new commercial activity Issued by the Department of Economic Development Copy Emirates ID card Copy Letter from Department of Economic Development Original Trade licence Copy ADCCI membership Copy Rental contract Copy Authorised signatory Copy
ADPolice116	Approval for Creating Diversions	Through this service, companies can request for the issuance of approval for creating diversions.	Please follow the steps below: 1. Submit the application at the Traffic Engineering & Road Safety Department in the Directorate of Traffic & Patrols. 2. Receive the notification for follow up.	Required Document Special Consideration Letter from the contractor addressed to the Traffic Engineering and Road Safety Department in the Directorate of Traffic & Patrols Original 2 site plans showing the work sites and safety

				precautions taken during work Signed and stamped by the consultant and the contractor Copy Approval letter from the Municipality of Abu Dhabi City or Department of Transport for the execution Original Recent, coloured photographic images of the site from different angles (if requested) Original Aerial images of the site from (Goggle Earth) Original
ADPolice117	Parking Permit for Drivers with Special Needs	Through this service, special needs drivers can request for the issuance of a parking permit.	Please follow the steps below: 1. Submit the application along with the required documents at the Traffic Engineering & Road Safety Department in the Directorate of Traffic & Patrols. 2. Receive the notification for follow up.	Required Document Special Consideration Letter from the contractor addressed to the Traffic Engineering and Road Safety Department in the Directorate of Traffic & Patrols Original Medical report from the Health Authority - Abu

				Dhabi Original Passport or Emirates ID Copy Driving licence Copy Vehicle registration Copy Pledge to abide by the traffic regulations pertaining to the permit holder Original
ADPolice118	Permit for Conducting Traffic Census Studies	Through this service, companies can request the issuance of a permit for conducting studies related to traffic census.	Please follow the steps below: 1. Submit the application at the Traffic Engineering & Road Safety Department in the General Directorate of Traffic & Patrol. 2. Receive the notification for follow up.	Required Document Special Consideration Letter from the contractor with the required actions addressed to the Traffic Engineering and Road Safety Department in the Directorate of Traffic & Patrols Original 2 Site plans showing the work sites and safety precautions taken during work Signed and stamped by the consultant and the main contractor Copy Recent, coloured photographic

				images of the site taken from different angles (if requested) Original Aerial images of the site from (Goggle Earth) Original
ADPolice119	Permit for Transferring Unusual Cargo	Through this service, companies can request for the issuance of a permit for transferring unusual cargoes.	Please follow the steps below: 1. Submit the application at the Traffic Engineering & Road Safety Department in the Directorate of Traffic & Patrols. 2. Receive the permit.	Required Document Special Consideration Letter from the company addressed to the Traffic Engineering and Road Safety Department in the Directorate of Traffic & Patrols It should have the cargo dimensions (Longitude, altitude, height), type of cargo and place to be transported to Original Vehicle registration Original + Copy Trade licence of the current company (if requested) It should be valid Copy

				Recent, coloured photographic images of the site from different angles (if requested) Copy Aerial images of the site from (Goggle Earth) Copy
ADPolice120	Events Tents Permit	Through this service, individuals can request for the issuance of permits for installing tents for events.	Please follow the steps below: 1. Submit the application along with the required documents at the Traffic Engineering & Road Safety Department in the General Directorate of Traffic & Patrol. 2. Receive the permit.	Required Document Special Consideration Letter from the contractor addressed to the Traffic Engineering and Road Safety Department in the Directorate of Traffic & Patrols Original 2 site plans Original + Copy Recent, coloured photographic images of the site from different angles (if requested) Original Approval letter from the Municipality of Abu Dhabi City Original Aerial images of the site from (Goggle Earth) Original

ADPolice121	General Traffic Awareness	Through this service, schools, companies, government and private entities can request the provision of awareness lectures on traffic.	Please follow the steps below: 1. Visit the Public Relations Department in the Directorate of Traffic & Patrols. 2. Submit the application and the required documents. 3. Coordinate with the person in charge from the Traffic Awareness Affairs to organise for the lecture provision.	Required Document Special Consideration Application Original Official letter from the beneficiary It should include the date, location, the number of attendees, and topic of the lecture Original
ADPolice122	Traffic Information	Through this service, individuals, schools, companies, government and private entities can request the provision of general information on traffic (brochures, publications..).	Please follow the steps below: 1. Visit the Public Relations Department in the General Directorate of Traffic & Patrol. 2. Submit the application and the required documents. 3. Coordinate with the person in charge from the Traffic Awareness Affairs to get the information.	Required Document Special Consideration Application Original Official letter from the beneficiary Original
ADPolice123	Emergency Service 999	Through this service, individuals can report accidents or any incident that might disrupt the public order.	Please follow the steps below: 1. Dial 999. 2. Provide information on the incident type and location along with your name and phone number	None

			through which the police can contact you.	
ADPolice124	Tetra Service Rental	Through this service, security private companies, companies organising Abu Dhabi events, and the Abu Dhabi government entities and authorities can request for the rental of Tetra service.	Please follow the steps below: 1. Submit an official letter and the trade licence at the Telecom Division in the General Directorate of Abu Dhabi Police. 2. Sign the contract. 3. Pay the fees at the Income Section.	Required Document Special Consideration Official letter from the beneficiary Original Should specify the requested service type Trade licence Original or stamped certified copy
ADPolice125	Emergency Service for Special Needs	Through this service, people with special needs can send an sms to 5999 reporting accidents or any incident that might disrupt the public order.	Please follow the steps below: 1. Send an sms to 5999 with information on the incident type and location along with your name and phone number through which the police can contact you.	None
ADPolice126	Impounded Vehicles Release	Through this service, individuals and companies can request for the release of their impounded vehicles after detention period is completed.	Please follow the steps below: 1. Submit the required documents at the Traffic Violations & Felonies Department in the Directorate of Traffic & Patrols. 2. Receive the vehicle release document. 3. Submit the release document to the vehicle	Required Document Special Consideration Vehicle registration Original Driving licence Original General power of attorney (for companies) Original Should not exceed one year

			release department and receive the vehicle.	
ADPolice127	Forced Unlocking Permit	Through this service, applicants may apply for unlocking safes and boxes in case of lost keys or forgotten password.	Please follow the steps below: 1. Personal appearance to the CID office. 2. Submit house ownership or rental documents. 3. CID patrol presence to premises or the safe location. 4. Signing a declaration of the safe ownership.	Required Document Special Consideration Emirates ID card Original House ownership or rental contract Original Proof of safe ownership or the invoice Copy
ADPolice128	Key Manufacturing Permit	Through this service, applicants may request a permit for key cutting shops to make duplicate keys and change locks.	Please follow the steps below: 1. Personal presence of the applicant. 2. Submit the application and the required documents to the General Directorate of Police Operations. 3. Receive the permit.	Required Document Special Consideration Passport or ID Original Proof of ownership Copy
ADPolice129	Lost and Found	Through this service, individuals can report the loss of their personal belongings, or claim them if they were found and handed over to the General Directorate of Police Operations.	Please follow the steps below: 1. Visit the nearest Police Directorate. 2. Submit the required documents and information. 3. Receive or hand over the lost/found item.	Required Document Special Consideration Lost and found form Original Filling the found item form (item details and place and date, etc) Original ID Card of the finder Original

				ID card of the item owner (When claiming) Original if required
ADPolice130	Payment of Dues in case of Purchasing Vehicles from Auction	Through this service, individuals and businesses may request to drop all circulars and pay the dues in case of purchasing a vehicle from the auction	Please follow the steps below: 1.The presence of a representative from the auction company, or the owner of the vehicle 2.Take the necessary action to clear all dues on the vehicle	Original letter from the party where the vehicle is purchased
ADPolice131	Retrieval of Insurance	Through this service, companies and individuals can request to retrieve the insurance amount that has been paid to Abu Dhabi Police	Please follow the steps below: Submit the required documents at the customer services centres of the Drivers Licensing Department	Emirates ID Original
ADPolice132	Test Date Scheduling	Through this service, individuals can organise for driving test date.	1.Submit the required documents at the customer services centres of the Drivers Licensing Department	Street training certificate Original Training contract Original
ADPolice133	Vehicle Expiry Date Sticker Issuance	Through this service, individuals and companies can request the issuance of a sticker for the vehicle plate number, showing the registration expiry date.	1.Submit the required documents at the customer services centres of the Drivers Licensing Department.	Emirates ID Original Vehicle registration card Original