



UNITED ARAB EMIRATES  
MINISTRY OF INVESTMENT

# ► MoI.IO Strategy | Envision

This document is the "Envision" (Report #03) of the MoI Data Strategy. This report details the vision and positioning for the Intelligence Office (IO) of MoI.

*The report addresses the following envision perspectives:*

- > *Framework: Approach to the strategic vision*
- > *Drivers: Summary of Key Drivers*
- > *Positioning: Summary of Vision & Mission*
- > *Mandate: Strategic Impact of MOI.IO Mandate*
- > *Performance: Summary of Performance Management*

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# Mol.IO Strategy | Reports

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01	Preamble
02	Summary
03	Envision [THIS REPORT]
04	Target (A   B   C)
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# 03. Envision

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Framework | Drivers | Positioning | Mandate | Performance Management

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# 01. REPORT CONTEXT

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# Envision: Report Context

This report #03 of "Mol's Data & AI Strategy" presents the strategic vision and mission for the Intelligence Office. The envision view provides a clear direction for the Intelligence Office and serves as the foundation to drive and realise MOI's aspirations and mandates.

The vision outlines the drivers and factors influencing the Data & AI Strategy, how the Intelligence Office should be positioned within the Organisation and wider Ecosystem, and a mechanism to effectively measure performance against the outlined Strategy.



## 02. ANALYSIS FRAMEWORK

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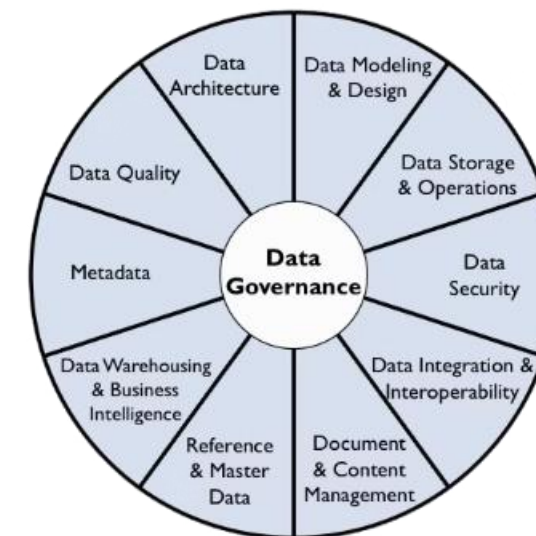
# IO Design: Framework References

To build a comprehensive and effective mandate, we selected leading frameworks that offer structured approaches to investment analysis and data governance. These references were chosen to provide best practices that support evidence-based decision-making, maximize investment outcomes, and ensure data integrity.



## S&P Investment Framework

The S&P Investment Framework offers a structured methodology to evaluate and prioritize investment opportunities by analyzing risk, performance, and market trends. This relevance to the mandate is in its capacity to guide investment-related data practices.



## DAMA DMBOK Framework

The DAMA DMBOK Framework provides a holistic approach to managing data as a critical asset. Its relevance to the mandate is in establishing robust data governance, quality, and security practices, which are essential for trusted decision-making.

# IO Design: Organisation References

To inform the design of MOI's data and insights mandate, we analyzed benchmark countries that exemplify best practices in data-driven investment strategies. Countries like India, Canada, and Germany leverage advanced data analytics, open data policies, and targeted insights to attract high-impact FDI.



## India

India leverages open data policies and the Invest India platform to generate insights for foreign investors, using data analytics to target key sectors like manufacturing and IT services. Data-driven targeting is integral to India's approach to matching global investor interest with regional development needs.



## Canada

Canada leverages advanced data analytics to enhance FDI inflows, focusing on economic sectors such as technology, green energy, and manufacturing. The Canadian Trade Commissioner Service (TCS) uses an AI-driven platform to analyze global investment trends, identifying regions and sectors with strong investment potential.



## Germany

Germany leverages data analytics to target high-tech sectors for foreign investment. The German Trade and Invest (GTAI) agency uses global investment data to prioritize projects that align with Germany's industrial strengths, like engineering and green tech. GTAI combines analytics with sectoral data to create targeted promotional campaigns.

# IO Design: Investment Services (World Bank Group)

The World Bank Group's Comprehensive Investor Services Framework (CISF) outlines a structured approach for IPAs to deliver high-impact, client-centric services. Among the framework's key pillars are the **Information Services**, which emphasize the crucial role of data, intelligence, and insights as foundational business functions. To maximize value and attract investment, IPAs must design and integrate their data and AI capabilities as core to their service delivery, rather than as support functions.

MOI should adopt the CISF's approach, structuring its Data & AI functions as key drivers of its investment strategy. This will allow it to deliver high-quality, data-informed investor services and solidify its position as a leading intelligence hub in the global investment landscape.

Stage / Category	Attraction	Entry and establishment	Retention and expansion	Linkages and spillovers
Marketing	✓	✗	✓	✓
Information	✓	✓	✓	✓
Assistance	✓	✓	✓	✓
Advocacy	✓	✓	✓	✓

*CISF Matrix (World Bank Group)*

## 03. DRIVERS

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# IO Drivers: Strategic Driving Forces

To define a forward-looking strategy for the Intelligence Department, we analyze three critical forces to shape the positioning. By understanding these forces, the department can align its capabilities to enhance investor engagement, optimize decision-making, and drive impactful promotional strategies.



## Industry Forces (IPA)

Industry forces refer to the external competitive dynamics, regulations, and technological advancements impacting the Intelligence Department. By analyzing these factors, the department can better navigate industry challenges and leverage opportunities.



## Market Forces (UAE)

Market forces focus on customer needs, emerging trends, and shifts in demand, guiding the Intelligence Department to align its strategy with market expectations, optimise services & priorities, and capitalize on opportunities to deliver strategic impact .



## Internal Forces (MOI)

Internal forces represent the elements within the organization that directly affect the Intelligence Department's operations, effectiveness, and strategic outcomes. These include the department's structure, resources, organizational culture, and leadership priorities

# IO Drivers: Market (Investment Promotion)

Investment promotion agencies face heightened global competition for foreign direct investment (FDI), necessitating differentiated approaches to attract investors. There is a growing shift towards digital outreach and tailored marketing, making it essential for IPAs to use technology platforms and data analytics for personalized investor engagement. IPAs must develop agile and responsive systems to adapt their promotional strategies in real-time, ensuring a competitive edge.



## **Global Competition for FDI**

The increasing competition among countries to attract FDI necessitates that IPAs offer superior investor experiences and agile operations to stand out.



## **Digital Marketing and Outreach**

The shift towards digital platforms for marketing and investor targeting requires IPAs to adopt advanced technology platforms and data analytics to effectively reach and engage potential investors



## **Evolving Investor Expectations**

Modern investors demand personalized and timely information. IPAs must utilize advanced data analytics and technology platforms to tailor their promotional efforts effectively.

*Source: World Bank Group, UNICTAD, Policy Commons & DQ Desk-based Research*

# IO Drivers: Market (Investment Facilitation)

As investors navigate administrative processes, streamlined facilitation is crucial to minimize bureaucratic barriers and enhance transparency. This requires IPAs to integrate systems that allow seamless cross-agency information sharing and coordinated support for investors. Regulatory complexity can be a deterrent, and simplifying compliance procedures with technology platforms can significantly improve the investor experience.



## **Regulatory Complexity**

Navigating intricate legal and regulatory frameworks can deter investors. IPAs need technology platforms that simplify compliance processes, enhancing investor experience.



## **Cross-Agency Coordination**

Effective facilitation often requires collaboration among various government entities. Interoperable data systems are essential to ensure seamless information sharing and coordinated support.



## **Integrated Information Systems**

Investors seek efficient and transparent administrative procedures. IPAs must leverage technology to streamline processes and improve the investor experience.

*Source: World Bank Group, UNCTAD, Policy Commons & DQ Desk-based Research*

# IO Drivers: Market (Investment Aftercare & Advocacy)

Effective aftercare and advocacy are essential for fostering a supportive investment environment and encouraging long-term investor retention and expansion. IPAs must provide ongoing support by actively monitoring investor satisfaction and establishing robust feedback channels. This responsiveness not only helps retain investors but also strengthens the case for reinvestment, as timely, relevant information and support encourage investors to deepen their commitments.



## Investment Climate Improvement

IPAs must advocate for policy reforms based on data-driven insights, requiring robust data management and analytical capabilities that can be used for data-driven policy decisions.



## Ecosystem Engagement

Effective advocacy involves engaging multiple stakeholders, necessitating interoperable systems and agile operations to coordinate efforts and communicate effectively.



## Facilitating Reinvestment

Encouraging existing investors to expand operations requires IPAs to provide timely and relevant information, necessitating efficient technology platforms and data interoperability.

*Source: World Bank Group, UNICTAD, Policy Commons & DQ Desk-based Research*

# IO Drivers: Organisation Aspirations (MOI)

The UAE Ministry of Investment aims to establish the country as a premier global investment destination by enhancing its competitiveness, fostering sustainable economic growth, and advancing its digital economy. By implementing policies that prioritize ease of doing business and aligning with international ESG standards, the Ministry seeks to attract high-value, responsible investments.



## **Business-Friendly Environment**

To enhance FDI, the Ministry promotes streamlined regulations and ease of doing business. This requires operational agility and data systems that simplify operations for investors.



## **Sustainable Economic Growth**

The Ministry focuses on investments aligned with ESG standards, fostering sustainability. This needs data-driven insights to track ESG impacts and provide transparent information.



## **Digital and Technological Innovation**

The Ministry's commitment to attracting investments to grow FDI inflow, requires improved investor engagement through platforms that attract and engage investors.

*Source: MOI*

# IO Drivers: National Aspirations (We the UAE 2031)

The UAE Vision 2031 envisions a diversified and prosperous economy built on innovation, quality of life, and global leadership. This long-term plan emphasizes economic diversification and knowledge-based industries to transition away from oil dependency, improve social infrastructure, and enhance the UAE's role as a global partner. By prioritizing quality of life and fostering international partnerships, Vision 2031 positions the UAE as an attractive environment for investors and residents.



## **Economic Diversification**

A data-driven approach is needed for UAE to monitor sector-specific growth, assess investment effectiveness, and guide diversification efforts in areas like renewable energy and AI.



## **Quality of Life**

Enhancing the quality of life for residents drives investments in healthcare, education, and public services. To attract investors, a frictionless digital experience for investors is a key enabler.



## **Global Partnerships and Engagement**

Enabling partnerships requires a framework of interoperable data platforms to facilitate knowledge exchange, support joint initiatives, and strengthen the UAE's global standing

*Source: u.ae*

# IO Drivers: National Aspirations (Investment Strategy 2031)

The UAE National Investment Strategy 2031 is designed to drive sustainable economic growth through targeted investments, a streamlined investment ecosystem, and a globally competitive business environment. This unified approach enables the UAE to closely track investment impacts on GDP, adapt policies for evolving business needs, and strengthen its position as a regional hub for multinational companies.



## Enhanced Investor Ecosystem

Operational agility, seamless investor experiences, and integrated technology are essential for achieving streamlined processes to create a favorable investment ecosystem



## Sector-Specific Growth

Data across the ecosystem needs to be collected and analysed to assess sector-specific growth, support targeted innovation, and enhance competitiveness in emerging markets.



## Economic & GDP Growth

To sustain economic growth, unified data systems for tracking investment impacts on GDP, enabling real-time insights for policy adaptation and responsive business environments.

*Source: MOI, NIS Strategy*

# IO Drivers: Strategic Driving Forces Conclusion

The intelligence strategy will be shaped by three key drivers: industry, market, and business forces. Industry forces reflect global IPA competition, requiring agile investor services. Market forces in the UAE highlight a shift to digital, personalized engagement. Business forces underscore investors' demand for timely, data-driven insights. Together, these drivers form the foundation for a responsive, competitive intelligence strategy.



## Industry Forces (IPA)

With intensified competition for FDI, IPAs are expected to deliver superior investor experiences, operational agility, and data-driven insights. This requires a robust intelligence strategy that leverages real-time data and analytics to meet investor demands and stand out in a crowded market.



## Market Forces (UAE)

A growing emphasis on digital engagement and personalized marketing within the UAE calls for advanced data platforms and tailored outreach strategies. The Intelligence Department will focus on utilizing digital tools and analytics to enhance investor targeting and responsiveness in alignment with national economic goals.



## Internal Forces (MOI)

Today's investors seek timely, relevant, and data-backed insights to inform their decisions. The Intelligence Department will develop capabilities to provide comprehensive, on-demand information through advanced data and AI solutions, thereby positioning MOI as a leader in delivering real-time, impactful insights.

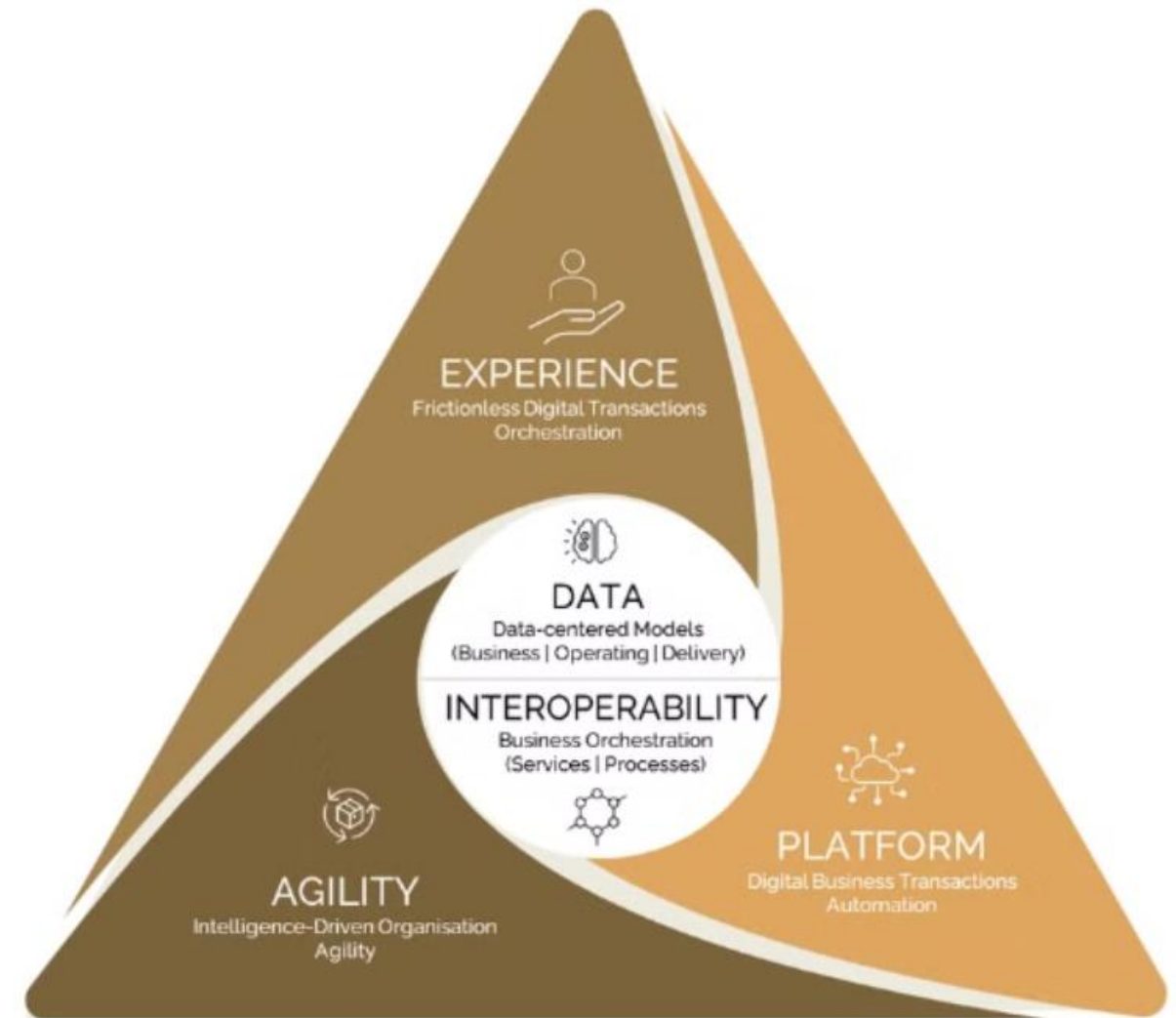
# IO Drivers: Competencies for Success in Digital Economy

Investment Promotion Agencies (IPAs) play a pivotal role in attracting and retaining foreign direct investment (FDI) by guiding investors through various stages of the investment lifecycle.

Examining the market drivers for investment alongside the UAE's national aspirations reveals the essential competencies required for MOI to achieve its goals.

To effectively attract and retain foreign direct investment, MOI must focus on developing competencies in investor experience, operational agility, technology platforms, data management, and interoperability.

**Given the importance of data identified, the MOI Intelligence Operation is at the heart of realising the aspirations of the organisation.**



*Digital Organisation Competencies*

## 04. POSITIONING

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# IO Positioning: Vision and Mission

Data and intelligence is a key driver for MOI to deliver on its aspiration to grow the UAE as a global investment hub. MOI aims to leverage data and intelligence to attract foreign investors, foster economic growth, and position the country as a top destination for investment.

## *Vision*

**The Pioneering Intelligence Hub Empowering UAE Investments in the region**

## *Mission*

**To establish the UAE as a global thought leader in investment intelligence, leveraging the power of AI-driven insights to attract investments, and fuel long-term economic prosperity by 2031**





# IO Positioning: Vision and Mission

Data and intelligence is a key driver for MOI to deliver on its aspiration to grow the UAE as a global investment hub. MOI aims to leverage data and intelligence to attract foreign investors, foster economic growth, and position the country as a top destination for investment.

*Vision*

المركز المعرفي الرائد في تمكين الاستثمارات الإماراتية في الإقليم

*Mission*

ترسيخ مكانة الإمارات كقيادة فكرية عالمية في مجال الذكاء الاستثماري، من خلال الاستفادة بقوة الرؤى والتصورات المدعومة بالذكاء الاصطناعي لجذب 2031 الاستثمارات وتعزيز الازدهار الاقتصادي طويل الأمد بحلول عام

# IO Positioning: Vision Statement

The Pioneering Intelligence Hub  
Empowering UAE Investments in  
the region

**Description:** This vision emphasizes MOI 's ambition to be the leading center of intelligence and insights in the region driving investment growth within the UAE.

**Implication:** This positions MOI as a pivotal source of investment intelligence, supporting economic development by providing data and insights that attract global investors.

💡 *Tip: Executive sponsorship is required to achieve the mission*



# IO Positioning: Mission Statement

To establish the UAE as a global thought leader in investment intelligence, leveraging the power of AI-driven insights to attract investments, and fuel long-term economic prosperity by 2031

**Description:** This mission statement emphasizes MOI 's commitment to becoming a global leader in AI-driven investment intelligence, focusing on driving investment growth.

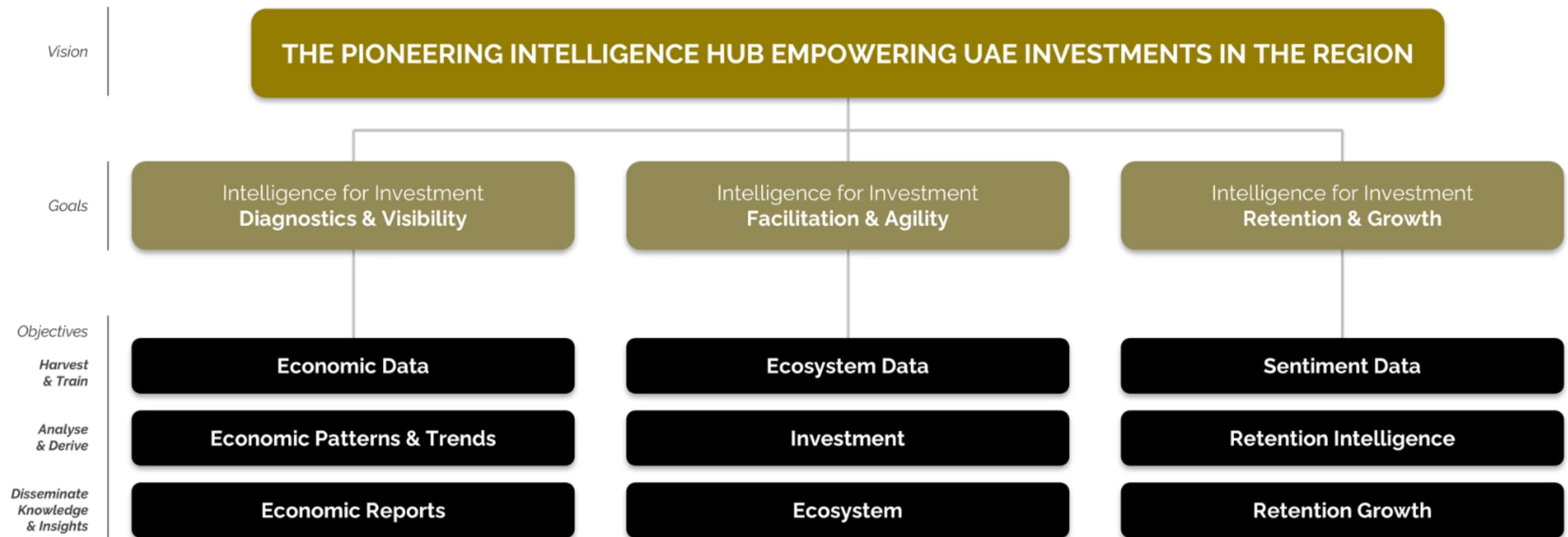
**Implication:** Positioning MOI as a thought leader suggests a strong emphasis on knowledge-sharing, innovation, and influence in the AI-driven investment intelligence space.

💡 *Tip: Executive sponsorship is required to achieve the mission*



# IO Positioning: Vision > Goals and Objectives

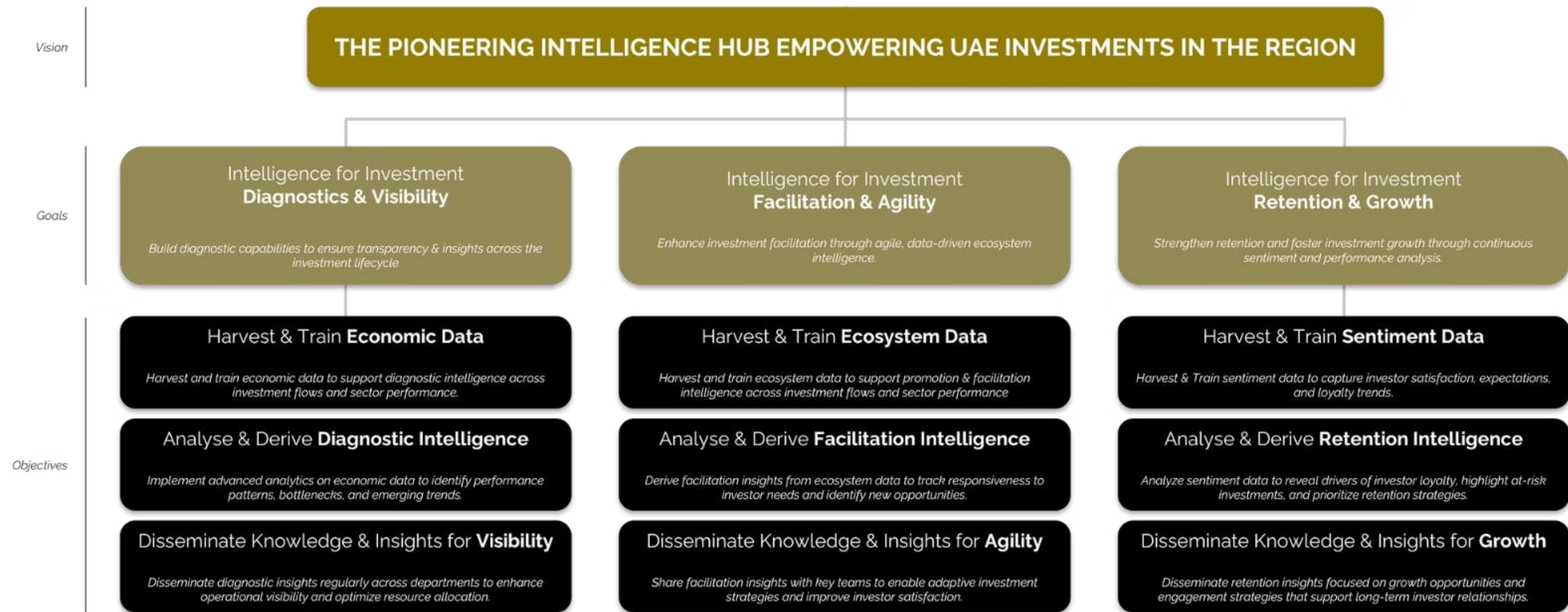
To fulfill MOI's vision as the leading intelligence hub driving strategic investments, the vision is decomposed into three core goals: Diagnostics & Visibility, Facilitation & Agility, and Retention & Growth. Each goal is supported by a series of objectives that outline how data will be harvested, analyzed, and disseminated to provide actionable insights.



IO Department: Vision, Goals, Objectives

# IO Positioning: Goals and Objectives > Key Results

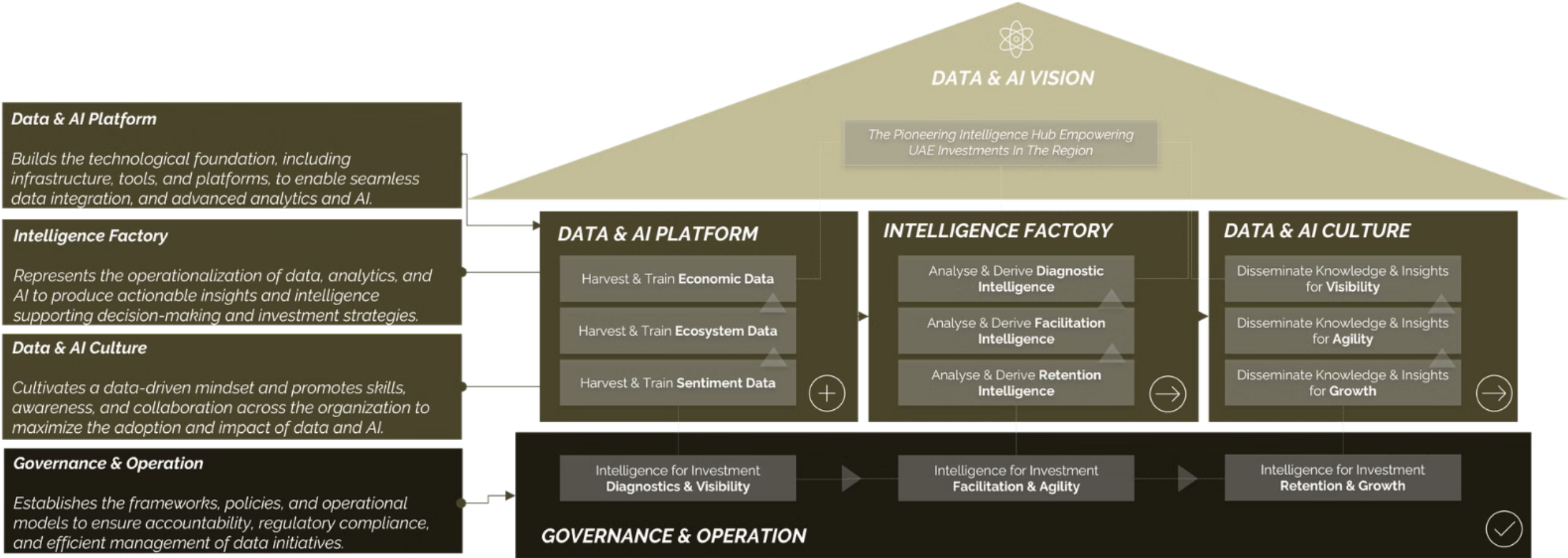
The goals and objectives of the MOI Intelligence department are further decomposed into specific Key Results that provides a focused, actionable approach to achieving and measuring progress against the defined vision, leveraging the OKR framework.



IO Department: OKRs definition

# IO Positioning: Goals and Objectives > Strategic Pillars

Goals and objectives derive strategic pillars from which the IO Department will guide its strategic initiatives. These strategic pillars serve as the foundation for guiding decision-making, resource allocation, and prioritization of projects and initiatives within the department. By aligning goals and objectives with strategic pillars, the IO Department ensures that its efforts are strategically aligned with the overarching vision of the organization.



IO Department: Strategic Pillars

## 05. MANDATE

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# IO Mandate: Old Formal Mandate

The old mandates of the Investment Data and Investment Research departments were analyzed to shape the unified Intelligence department. This alignment streamlines data management, research, and policy evaluation, creating a cohesive approach to support national investment goals.

## Investment Data

- > DM01: Create and maintain comprehensive investment data & DB
- > DM02: Develop data analysis & reporting tools, coordinating cross-org.
- > DM03: Manage a centralized system for investment insight
- > DM04: Gather & analyze investment data & conduct statistical studies
- > DM05: Work with federal and local authorities for data consistency
- > DM06: Manage a repository of investment-related knowledge
- > DM07: Oversee the production of reports & tracking performance
- > DM08: Develop policies & procedures for secure data sharing
- > DM09: Developing frameworks for defining data classification standards
- > DM10: Coordinate with the Statistics office to align with UAE data standards
- > DM11: Undertake investment reporting as requested by the undersecretary

## Investment Research

- > RM01: Conduct studies and research on investment trends & insights
- > RM02: Analyze and assess the competitive position of the UAE
- > RM03: Conduct research on investment-related legislation & policies
- > RM04: Prepare detailed reports on investment opportunities
- > RM05: Perform comparative analyses to benchmark the UAE practices
- > RM06: Collaborate with external institutions to exchange knowledge
- > RM07: Focus on understanding investor behaviour and trends, offering actionable recommendations for the Ministry.
- > RM08: Undertake investment research as requested by the undersecretary

# IO Mandate: New Mandate

The new mandates of the Investment Data Department (IDD) serves as the basis for deriving the functions and roles of the department. This alignment streamlines data management, research, and policy evaluation, creating a cohesive approach to support national investment goals.

**IDD01:** Establish and organize a comprehensive database for investments, their indicators, and related information and data concerning the Ministry's competencies at the national level, in coordination with relevant entities, ensuring integration in the exchange of information and data.

**IDD02:** Propose and develop mechanisms to identify, monitor, measure, and evaluate the volume of inbound foreign investments to the country and outbound investments of all types and levels, as well as their annual flow, for approval by the Cabinet. Prepare reports on the volume of these investments and submit them to the Cabinet in coordination with relevant entities.

**IDD03:** Update the database of investment opportunities at the national level and manage investor relations, categorizing and prioritizing them based on significance.

**IDD04:** Collect, classify, organize, analyze, and audit investment information, data, and statistics, following approved international and statistical classifications and data quality standards. Conduct the necessary analytical statistical studies in coordination with relevant entities.

**IDD05:** Coordinate and collaborate with ministries, authorities, and various entities within the country, as well as organizations concerned with investment data, to ensure the comprehensiveness, updating, and unification of databases nationwide.

**IDD06:** Manage knowledge sharing regarding indicators, reports, studies, research findings, investor insights, and other relevant information with stakeholders through appropriate means, methods, and platforms.

**IDD07:** Track all investments and prepare necessary reports on them, from the initial inquiry phase to successful execution.

**IDD08:** Establish policies, standards, regulations, and procedures required to organize the collection, publication, sharing, classification, and confidentiality of data and information exchange, in coordination with the Ministry's organizational units and relevant entities, while following up on their implementation after approval.

**IDD09:** Develop and implement a framework for governing data records, enhancing metadata for administrative records, and developing statistical concepts specific to the Ministry's data, aligning them with databases and guidelines issued by the Federal Competitiveness and Statistics Center.

**IDD10:** Coordinate and collaborate with the Federal Competitiveness and Statistics Center to complete databases for electronic linkage requirements.

**IDD11:** Prepare research, studies, and reports on various investment-related events, phenomena, and risks in the country, as well as those affecting the country's investment competitiveness, in coordination with relevant entities.

**IDD12:** Conduct research on investment portfolios of various countries, including studying aspects such as investment laws, approval processes, economic indicators, business environment, incentives, and more.

**IDD13:** Analyze best practices in attracting investments, including studying successful marketing campaigns and leveraging the Ministry's partnerships with international organizations.

# IO Mandate: Optimised Functions Overview

The Intelligence department's new mandate, structured into 10 core functions and twenty specific roles, is focused on creating a dynamic investment environment through the strategic use of data, AI, and research. With an emphasis on rigorous analysis, it aims to enhance economic outcomes, support informed decision-making, and promote sustainable growth towards positioning the UAE as a leading global investment hub.

## F07: Manage Strategy (Portfolio)

- > Develop Strategies
- > Maintain Portfolio

## F08: Govern Operation (Portfolio)

- > Develop Function
- > Manage Efficiency

## F09: Manage Policy (Readiness)

- > Develop Policies & Reforms
- > Drive Reforms (cross-entities)

## F10: Manage Program (Readiness)

- > Manage Programs
- > Track Execution

## F05: Manage Intelligence (Global Market Insight)

- > Gather & Process Economic Data (Global)
- > Disseminate Insight (Knowledge & Decisions Support)

## F06: Manage Investigations (FDI Insight)

- > Gather & Process Investment Data (Global & Local)
- > Disseminate Insight (Knowledge & Decisions Support)

## F01: Manage Promotion

- > Plan & Execute Campaigns
- > Elevate National Profile

## F02: Facilitate Investment

- > Enable Investments (In | Out)
- > Guide Investors (In | Out)

## F03: Manage Relation (Outreach)

- > Foster Partnerships (Global)
- > Maintain Relationships

## F04: Manage Agreement (Outreach)

- > Manage Agreement (Global)
- > Ensure Effectiveness

# IO Mandate: F01 - Manage Promotion

This function of the Intelligence department focuses on analyzing investment data to design impactful campaigns and identify key market opportunities. It strengthens national branding by fostering targeted initiatives that enhance UAE's global investment presence. Supports strategic efforts to attract, retain, and grow investments.

**R01 - Plan & Execute Campaigns:** Collects and processes investment data to design effective and impactful promotional strategies. Ensures campaigns align with economic objectives and target the right audience for maximum impact.

**R02 - Elevate National Profile:** Utilizes insights to position UAE as a leading investment hub through strategic initiatives. Develops AI-driven models to highlight competitive advantages and attract global attention.

جمع ومعالجة بيانات الاستثمار لتصميم استراتيجيات : تخطيط الحملات وتنفيذها والتأكد من أن الحملات تتوافق مع الأهداف الاقتصادية وتستهدف ترويجية فعّالة ومؤثرة الجمهور المناسب لتحقيق أقصى قدر من التأثير.

الاستفادة من الرؤى لتعزيز مكانة دولة الإمارات العربية : الارتقاء بالمكانة الوطنية تطوير نماذج تعتمد .المتحدة كمركز استثماري رائد من خلال المبادرات الاستراتيجية على الذكاء الاصطناعي لتسليط الضوء على المزايا التنافسية وجذب الانتباه العالمي.

# IO Mandate: F02 - Facilitate Investment

This function of the Intelligence department ensures seamless investment processes by enabling both inbound and outbound investments. It guides investors with data-backed insights to maximize opportunities and minimize risks. Strengthens the investment ecosystem by fostering informed decision-making and strategic facilitation.

**R03 - Enable Investments (In | Out):** Analyzes market opportunities to streamline the flow of investments and ensure strategic alignment. Provides actionable insights to facilitate decision-making for stakeholders.

**R04 - Guide Investors (In | Out):** Offers comprehensive support by providing tailored investment insights to meet investor needs. Enhances investor confidence through data-driven guidance and transparency.

تحليل الفرص السوقية لتبسيط تدفق الاستثمارات **(خارج | داخل) تمكين الاستثمارات**  
توفير رؤى قابلة للتنفيذ لتسهيل اتخاذ القرار لأصحاب. وضمان التوافق الاستراتيجي  
المصلحة.

تقديم الدعم الشامل من خلال توفير رؤى استثمارية **(خارج | داخل) توجيه المستثمرين**  
يعزز ثقة المستثمرين من خلال التوجيه والشفافية. مخصصة لتلبية احتياجات المستثمرين  
..المستندة إلى البيانات

# IO Mandate: F03 - Manage Relation (Outreach)

This function of the Intelligence department builds and maintains global partnerships to strengthen UAE's investment presence. It ensures sustained collaboration with stakeholders by leveraging actionable insights. Plays a pivotal role in fostering long-term relationships to drive mutual economic benefits.

**R05 - Foster Partnerships (Global):** Identifies and develops strategic global partnerships to drive investment growth. Provides targeted insights to enhance collaboration and strengthen trust.

**R06 - Maintain Relationships:** Ensures continuous engagement with key stakeholders to sustain investment opportunities. Monitors and supports partnerships through regular updates and actionable recommendations.

تحديد وتطوير الشراكات العالمية الاستراتيجية لتعزيز نمو (العالمية) تعزيز الشراكات  
تقديم رؤى تستهدف تعزيز التعاون وتعزيز الثقة. الاستثمار

ضمان المشاركة المستمرة مع أصحاب المصلحة الرئيسيين للحفاظ :الحفاظ على العلاقات  
مراقبة ودعم الشراكات من خلال التحديثات المنتظمة والتوصيات .على فرص الاستثمار  
القابلة للتنفيذ

# IO Mandate: F04 - Manage Agreement (Outreach)

This function of the Intelligence department manages global agreements to ensure effective execution and alignment with strategic objectives. It provides the framework for monitoring and optimizing agreements for long-term success. Drives the effectiveness of investment agreements through structured support and continuous evaluation.

**R07 - Manage Agreement (Global):** Develops and oversees global agreements to align with investment goals and priorities. Provides data-driven assessments to track performance and ensure compliance.

**R08 - Ensure Effectiveness:** Monitors the implementation of agreements to maximize impact and mitigate risks. Offers actionable recommendations to enhance the outcomes and longevity of partnerships.

تطوير الاتفاقيات العالمية والإشراف عليها بما يتماشى مع **(العالمية) إدارة الاتفاقيات** توفير تقييمات قائمة على البيانات لتتبع الأداء وضمن أهداف الاستثمار وألوياته الامتثال.

تقديم مراقبة تنفيذ الاتفاقيات لتعظيم التأثير والتخفيف من المخاطر **ضمان الفعالية** توصيات قابلة للتنفيذ لتعزيز نتائج الشراكات وطول عمرها

# IO Mandate: F05 - Manage Intelligence (Global Market Insight)

This function of the Intelligence department gathers and processes global economic data to provide critical market insights. Disseminates actionable intelligence to support strategic decisions and optimize investments. Strengthens decision-making processes by enabling access to timely and relevant data.

**R09 - Gather & Process Economic Data (Global):** Collects global economic data to uncover trends and opportunities. Ensures data accuracy and relevance for decision-making.

**R10 - Disseminate Insight (Knowledge & Decision Support):** Delivers insights to stakeholders for informed decision-making. Enhances strategic planning through comprehensive data analysis.

جمع البيانات الاقتصادية العالمية لكشف (العالمية) جمع ومعالجة البيانات الاقتصادية  
ضمان دقة البيانات وملاءمتها لاتخاذ القرار. الاتجاهات والفرص

تقديم المعلومات لأصحاب المصلحة لاتخاذ (المعرفة ودعم القرار) نشر المعرفة  
تعزيز التخطيط الاستراتيجي من خلال تحليل شامل للبيانات. قرارات مستنيرة

# IO Mandate: F06 - Manage Investigations (FDI Insight)

This function of the Intelligence department collects and analyzes global and local FDI data to provide key insights. It supports strategic decision-making by delivering timely and actionable intelligence. Ensures that FDI opportunities are maximized through structured investigations and evaluations.

**R11 - Gather & Process Investment Data (Global & Local):** Analyzes FDI data to identify key opportunities and risks. Provides stakeholders with detailed insights to guide investment decisions.

**R12 - Disseminate Insight (Knowledge & Decision Support):** Delivers FDI intelligence to inform policy and strategy. Enhances decision-making with comprehensive and actionable recommendations.

تحليل بيانات الاستثمار الأجنبي: (العالمية والمحلية) جمع ومعالجة بيانات الاستثمار  
تزويد أصحاب المصلحة بمعلومات تفصيلية. المباشر لتحديد الفرص والمخاطر الرئيسية  
لتوجيه قرارات الاستثمار

تقديم معلومات استخباراتية حول الاستثمار الأجنبي: نشر المعرفة ودعم اتخاذ القرار  
وتعزيز عملية اتخاذ القرار من خلال تقديم. المباشر لإعلام السياسات والاستراتيجيات  
توصيات شاملة وقابلة للتنفيذ

# IO Mandate: F07 - Manage Strategy (Portfolio)

This function of the Intelligence department develops strategies to optimize portfolio performance and align with national objectives. It ensures robust portfolio management through continuous evaluation and insights. Drives strategic growth by identifying opportunities and mitigating risks.

**R13 - Develop Strategies:** Identifies key market trends and opportunities to formulate impactful investment strategies. Provides actionable insights to ensure alignment with economic goals.

**R14 - Maintain Portfolio:** Monitors portfolio performance to identify gaps and recommend improvements. Ensures the portfolio remains resilient and aligned with strategic priorities.

تحديد اتجاهات السوق الرئيسية والفرص لصياغة استراتيجيات: تطوير الاستراتيجيات  
تقديم رؤى قابلة للتنفيذ لضمان التوافق مع الأهداف الاقتصادية. استثمارية فعالة

ضمان بقاء. مراقبة أداء المحفظة لتحديد الفجوات والتوصية بالتحسينات: صيانة المحفظة  
المحفظة مرنة ومتماشية مع الأولويات الاستراتيجية

# IO Mandate: F08 - Govern Operation (Portfolio)

This function of the Intelligence department oversees operational governance to ensure efficiency and alignment with strategic objectives. It focuses on optimizing internal processes and maintaining functional excellence. Provides structured support to enable smooth and effective operations.

**R15 - Develop Function:** Identifies and establishes key operational frameworks to enhance portfolio governance. Ensures consistency and efficiency across processes.

**R16 - Manage Efficiency:** Analyzes operational data to optimize resource allocation and minimize inefficiencies. Provides recommendations to enhance overall functional performance.

ضمان تحديد وتأسيس الأطر التشغيلية الرئيسية لتعزيز حوكمة المحفظة: تطوير الوظيفة الاتساق والكفاءة عبر العمليات

تحليل البيانات التشغيلية لتحسين تخصيص الموارد والحد من عدم الكفاءة: إدارة الكفاءة تقديم توصيات لتحسين الأداء الوظيفي العام

# IO Mandate: F09 - Manage Policy (Readiness)

This function of the Intelligence department develops policies and reforms to address emerging challenges and opportunities. It drives cross-entity reforms to create a cohesive and effective policy environment. Supports national readiness by providing actionable insights for policy improvement.

**R17 - Develop Policies & Reforms:** Analyzes trends and data to design impactful policies that address key national priorities. Provides frameworks to ensure policy alignment with strategic objectives.

**R18 - Drive Reforms (cross-entities):** Collaborates with multiple stakeholders to implement reforms that enhance organizational readiness. Tracks and evaluates reform outcomes to ensure effectiveness.

تحليل الاتجاهات والبيانات لتصميم سياسات مؤثرة تعالج: تطوير السياسات والإصلاحات  
توفير الأطر اللازمة لضمان توافق السياسات مع الأهداف. الأولويات الوطنية الرئيسية  
الاستراتيجية.

التعاون مع أصحاب المصلحة المتعددين لتنفيذ: (عبر الكيانات) قيادة الإصلاحات  
تتبع وتقييم نتائج الإصلاح لضمان الفعالية. الإصلاحات التي تعزز جاهزية المنظمة

# IO Mandate: F10 - Manage Program (Readiness)

This function of the Intelligence department manages programs to ensure successful implementation and alignment with strategic goals. Tracks execution to address challenges and optimize outcomes. Provides structured support for program readiness and operational success.

**R19 - Manage Programs:** Monitors program progress and ensures alignment with strategic objectives. Recommends adjustments to optimize execution and performance.

**R20 - Track Execution:** Analyzes execution data to identify risks and gaps in program delivery. Provides insights for timely corrective actions to ensure success.

مراقبة تقدم البرنامج والتأكد من التوافق مع الأهداف الاستراتيجية: إدارة البرامج  
التوصية بالتعديلات لتحسين التنفيذ والأداء

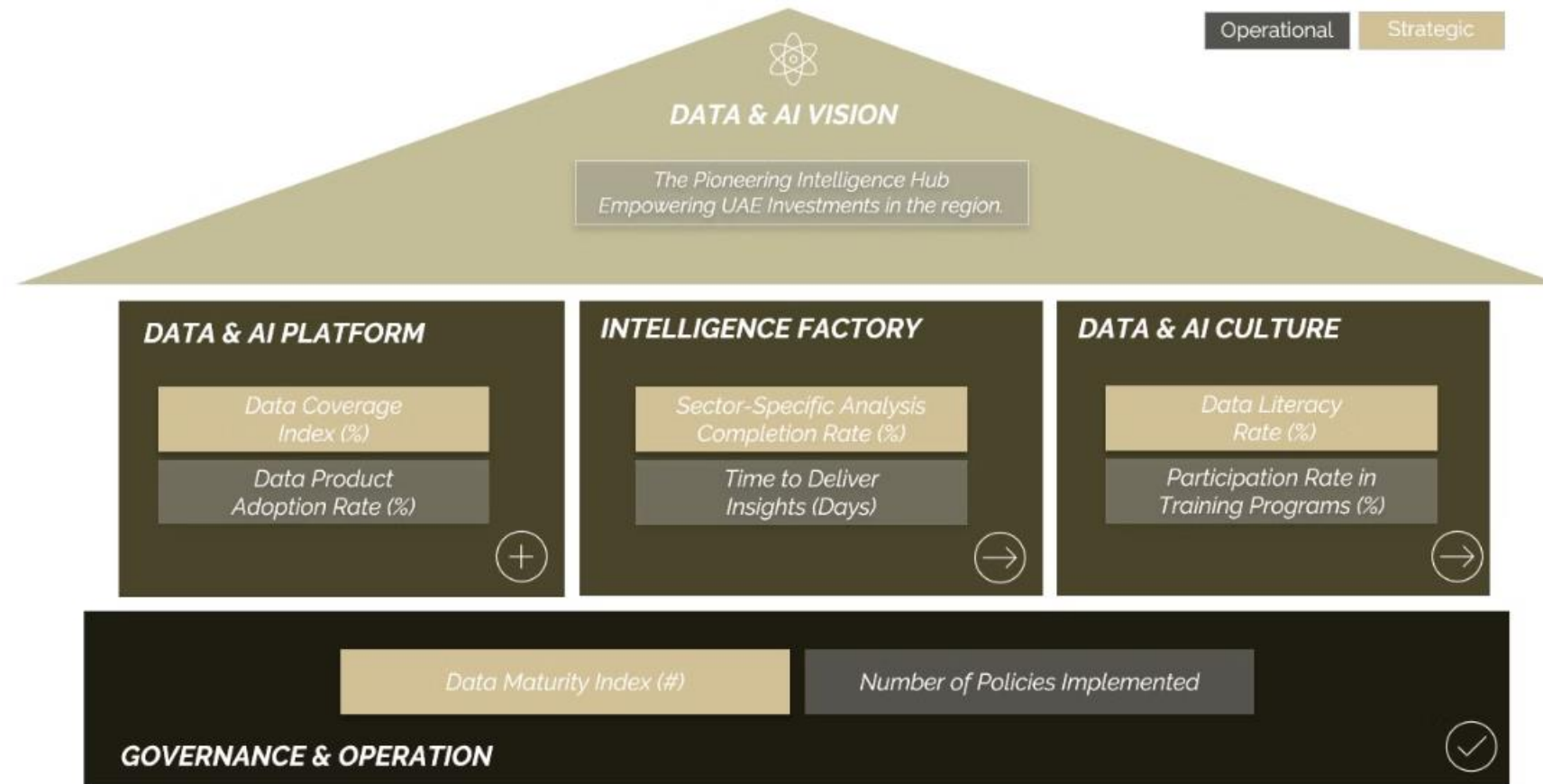
توفير تحليل بيانات التنفيذ لتحديد المخاطر والثغرات في تنفيذ البرنامج: تتبع التنفيذ  
رؤى لاتخاذ إجراءات تصحيحية في الوقت المناسب لضمان النجاح

## 06. PERFORMANCE & IMPACT

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# IO Realisation: Performance Management

This KPI mapping provides a structured overview of how each performance indicator is calculated and measured, linked directly to relevant data sources within MOI 's intelligence framework. By associating specific KPIs with distinct strategic pillars, related to goals and objectives, this mapping ensures that all data-driven insights align with MOI 's objectives.



IO: Performance Management

# IO Realisation: KPI 01 - Data Maturity Index

Measures the MOI.IO's progress towards data maturity levels. This index ensures strong governance and consistent practices for data management.

<b>KPI Name</b>	<b>Data Maturity Index</b>
<b>KPI Type</b>	Strategic
<b>Calculation</b>	Data Maturity Index = Score derived from governance maturity assessment models.
<b>Example</b>	MOI.IO's initial assessment scores a 1.5 on the governance maturity scale by implementing foundational policies and frameworks. Over the next three years, the organization progressively strengthens its governance to achieve a higher maturity rating.
<b>Possible Data Sources</b>	Data Governance Assessments, MOI Policy Reports
<b>Related KPIs</b>	Compliance Rate to Regulations (%), Number of Policies Implemented
<b>KPI Values</b>	Baseline = Not Available   Y01 = 1.5   Y02 = 2.5   Y03 = 3.5
<b>KPI Pillar</b>	Governance & Operation

*\*This KPI should be tracked in alignment with <https://fcsc.gov.ae/en-us/Pages/Statistics/Data-Maturity-Index.aspx>*

# IO Realisation: KPI 02 - Number of Policies Implemented

Tracks the number of governance policies created and implemented. This KPI serves as an indicator of the organization's progress in strengthening its governance. By tracking the number of policies implemented, MOI.IO can measure their commitment to establishing a robust governance framework. This KPI value will increase over time as the organization develops and implements more governance policies.

<b>KPI Name</b>	<b>Number of Policies Implemented</b>
<b>KPI Type</b>	Operational
<b>Calculation</b>	Count of governance policies implemented
<b>Example</b>	MOI.IO drafts and implements five core policies for data governance, including data quality, security, and access management. Over time, additional specialized policies are rolled out to cover emerging needs.
<b>Possible Data Sources</b>	Governance Policy Logs, MOI IT Systems
<b>Related KPIs</b>	Data Governance Maturity Index, Compliance Rate to Regulations (%)
<b>KPI Values</b>	Baseline = Not Available   Y01 = 5   Y02 = 10   Y03 = 15
<b>KPI Pillar</b>	Governance & Operation

# IO Realisation: KPI 03 - Data Coverage Index

Measures the percentage of relevant data sources integrated into MOI systems. This KPI ensures that all necessary investment data sources are unified.

<b>KPI Name</b>	<b>Data Coverage Index (%)</b>
<b>KPI Type</b>	Strategic
<b>Calculation</b>	$\text{Data Coverage Index (\%)} = (\text{Integrated Sources} / \text{Planned Sources}) \times 100$
<b>Example</b>	MOI.IO integrates 30% of planned external economic and investor data sources, enabling the creation of baseline reports. By year 3, a majority of target data sources are fully integrated for actionable insights.
<b>Possible Data Sources</b>	MOI IT Systems, Data Integration Tools
<b>Related KPIs</b>	Number of Data Sources Integrated (Pipelines), Timeliness of Data Availability (Days)
<b>KPI Values</b>	Baseline = Not Available   Y01 = 50%   Y02 = 70%   Y03 = 90%
<b>KPI Pillar</b>	Data Platform

# IO Realisation: KPI 04 - Data Product Adoption Rate

Percentage of targeted data products actively used by intended stakeholders. This KPI measures the extent to which the data products generated from the integrated sources are being adopted and utilized by the intended stakeholders. A higher adoption rate indicates that the data products are providing value and meeting the needs of the stakeholders.

<b>KPI Name</b>	<b>Data Product Adoption Rate (%)</b>
<b>KPI Type</b>	Operational
<b>Calculation</b>	$(\text{Number of Active Users} / \text{Total Targeted Users}) \times 100$
<b>Example</b>	By year 1, 50% of MOI.IO's internal stakeholders actively use its Economic Indicators Dashboard to make investment decisions. Adoption grows as usability and features are enhanced.
<b>Possible Data Sources</b>	Data Product Usage Logs, MOI Analytics Platform
<b>Related KPIs</b>	Data Product ROI (%), User Satisfaction Rate for Data Products (%)
<b>KPI Values</b>	Baseline = Not Available   Y01 = 75%   Y02 = 80%   Y03 = 90%
<b>KPI Pillar</b>	Data Platform

# IO Realisation: KPI 05 - Sector-Specific Analysis Completion Rate (%)

Measures the completion of sector-specific analysis projects within a given timeframe. This KPI helps assess the efficiency and productivity of the analysis team. A higher completion rate indicates that the team is able to effectively analyze and provide insights for various sectors, contributing to the overall success of the organization..

<b>KPI Name</b>	<b>Sector-Specific Analysis Completion Rate (%)</b>
<b>KPI Type</b>	Strategic
<b>Calculation</b>	$(\text{Completed Analyses} / \text{Planned Analyses}) \times 100$
<b>Example</b>	MOI.IO completes 50% of planned sector-specific investment reports by year 1, enabling stakeholders to make timely investment decisions. By year 3, the completion rate reaches 95%.
<b>Possible Data Sources</b>	Sector Analysis Reports, Analytics Tools
<b>Related KPIs</b>	Investor Segments Coverage Rate (%), Actionable Insights Delivery Rate (%)
<b>KPI Values</b>	Baseline = Not Available   Y01 = 50%   Y02 = 75%   Y03 = 95%
<b>KPI Pillar</b>	Intelligence Factory

# IO Realisation: KPI 06 - Time to Deliver Insights (Days)

Measures the average time taken to deliver actionable insights. This KPI ensures responsiveness to stakeholder demands for insights.

<b>KPI Name</b>	<b>Time to Deliver Insights (Days)</b>
<b>KPI Type</b>	Operational
<b>Calculation</b>	Time to Deliver Insights (Days) = Average time (days) taken to deliver insights
<b>Example</b>	Insights that initially take 14 days to deliver are reduced to 7 days by year 3 through automation and optimized analytics workflows.
<b>Possible Data Sources</b>	MOI Data Analytics Reports
<b>Related KPIs</b>	Actionable Insights Delivery Rate (%), Predictive Model Accuracy Rate (%).
<b>KPI Values</b>	Baseline = Not Available   Y01 = 14   Y02 = 10   Y03 = 7
<b>KPI Pillar</b>	Intelligence Factory

# IO Realisation: KPI 07 - Data Literacy Rate

Measures the percentage of MOI.IO employees trained and proficient in data-related skills. This KPI promotes a data-driven mindset and enables adoption of data-driven decisions.

<b>KPI Name</b>	<b>Data Literacy Rate (%)</b>
<b>KPI Type</b>	Strategic
<b>Calculation</b>	$\text{Data Literacy Rate (\%)} = (\text{Trained Employees} / \text{Total Employees}) \times 100$
<b>Example</b>	40% of MOI.IO employees complete foundational data literacy training in year 1, equipping them to utilize data effectively in decision-making.
<b>Possible Data Sources</b>	HR Training Reports, Learning Management Systems
<b>Related KPIs</b>	Number of Upskilled Resources, Participation Rate in Training Programs (%)
<b>KPI Values</b>	Baseline = Not Available   Y01 = 40%   Y02 = 70%   Y03 = 90%
<b>KPI Pillar</b>	Data & AI Culture

# IO Realisation: KPI 08 - Participation Rate in Training Programs

Percentage of employees participating in data and AI workshops or sessions. This KPI is essential to encourage employees' participation in data and AI training programs, ultimately contributing to an increase in data literacy. A higher participation rate indicates a more engaged workforce and greater interest in utilizing data to drive decision-making.

<b>KPI Name</b>	<b>Participation Rate in Training Programs</b>
<b>KPI Type</b>	Operational
<b>Calculation</b>	Participation Rate in Training Programs (%) = (Participants / Total Employees) × 100
<b>Example</b>	50% of employees actively participate in quarterly training programs aimed at building a data-driven culture within MOI.IO.
<b>Possible Data Sources</b>	MOI Training Logs, Learning Systems
<b>Related KPIs</b>	Data Literacy Rate (%), Number of Upskilled Resources
<b>KPI Values</b>	Baseline = Not Available   Y01 = 50%   Y02 = 70%   Y03 = 90%
<b>KPI Pillar</b>	Data & AI Culture

# IO Realisation: Critical Success Factors (Change)

To realise the vision of establishing MOI as the premier intelligence hub for investment, the Data & AI team must navigate key challenges that can impact success. Without a robust coalition, clear communication, and a strong sense of urgency, this initiative risks fragmentation, misalignment, and delays. The following critical success factors are essential to drive transformative, data-driven change across the organisation and ensure the team's goals are achieved effectively.



## **Create a Sufficiently Powerful Coalition (Cross-Org | Cross-Ecosystem)**

Collaborate effectively across departments and with key ecosystem partners to gather and integrate diverse data sources.

- Activate business collaboration forums
- Activate ecosystem collaboration forums
- Identify ecosystem champions



## **Over Communicate the Vision (Cross-Org | Cross-Ecosystem)**

Ensuring frequent and transparent communication of data insights and progress towards objectives is essential.

- Create a centralized communication hub
- Gather and act on feedback
- Host Regular Briefings on vision & impact



## **Create a Sense of Urgency (Cross-Org | Cross-Ecosystem)**

Create momentum among stakeholders to accelerate and collaborate to activate data initiatives for strategy realisation

- Emphasise relationship to NIS 2031 milestones
- Highlight Potential Impacts of Delay
- Seek commitment for short-term milestones

## 07. CONCLUSION

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# Envision: Report Conclusion

This Envision Report (#03) of Mol's Data & AI Strategy establishes the strategic vision and mission for the Intelligence Office, serving as the cornerstone for realizing Mol's aspirations and mandates.

By defining a strategic foundation, this report highlights how the Intelligence Office will leverage data and AI capabilities to drive transparency, agility, and actionable insights across the investment lifecycle. Moreover, it introduces a robust framework to measure performance and impact, ensuring alignment with the organization's goals while supporting Mol's leadership role in driving global FDI competitiveness and innovation.

The vision laid out here forms the basis for execution, with subsequent reports — Target (A | B | C), Baseline Assessments, and Initiatives — detailing the actionable pathways to achieve this strategy. Together, these efforts will empower the Intelligence Office to lead as the driving force behind data-driven decision-making, positioning Mol.IO at the forefront of Pioneering Investment Intelligence.



# END REPORT

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Thank You