

حوار المستقبل
futureXchanges

خطة دبي
2021
DUBAI PLAN

— 2017 —
Outcomes Report

Forward

On March 20 and 21 2017, The General Secretariat of the Executive Council held the “futureXchanges 2017” sessions as part of the Dubai Plan 2021 implementation initiatives. The sessions covered 8 high priority topics and included over 150 participants. The following report provides a summary of the main outcomes of these sessions and will be a key input into the “Dubai Pulse” report which outlines progress in the achievements of Dubai Plan 2021 objectives and the implementation of its strategic programs.



His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, visited the “futureXchanges” and stressed the importance of collaboration and innovative ideas in strengthening the UAE’s position globally.



#DubaiPlan2021
خطة دبي ٢٠٢١

خطة دبي
2021
DUBAI PLAN

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Dubai Plan 2021

The strategy of the Government in Dubai is formed from the vision of its inspiring leadership, and outlined in Dubai Plan 2021. Launched in December 2014 by H.H. Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, Dubai Plan 2021 aims to reinforce Dubai's position as a global center and destination across a number of fields.

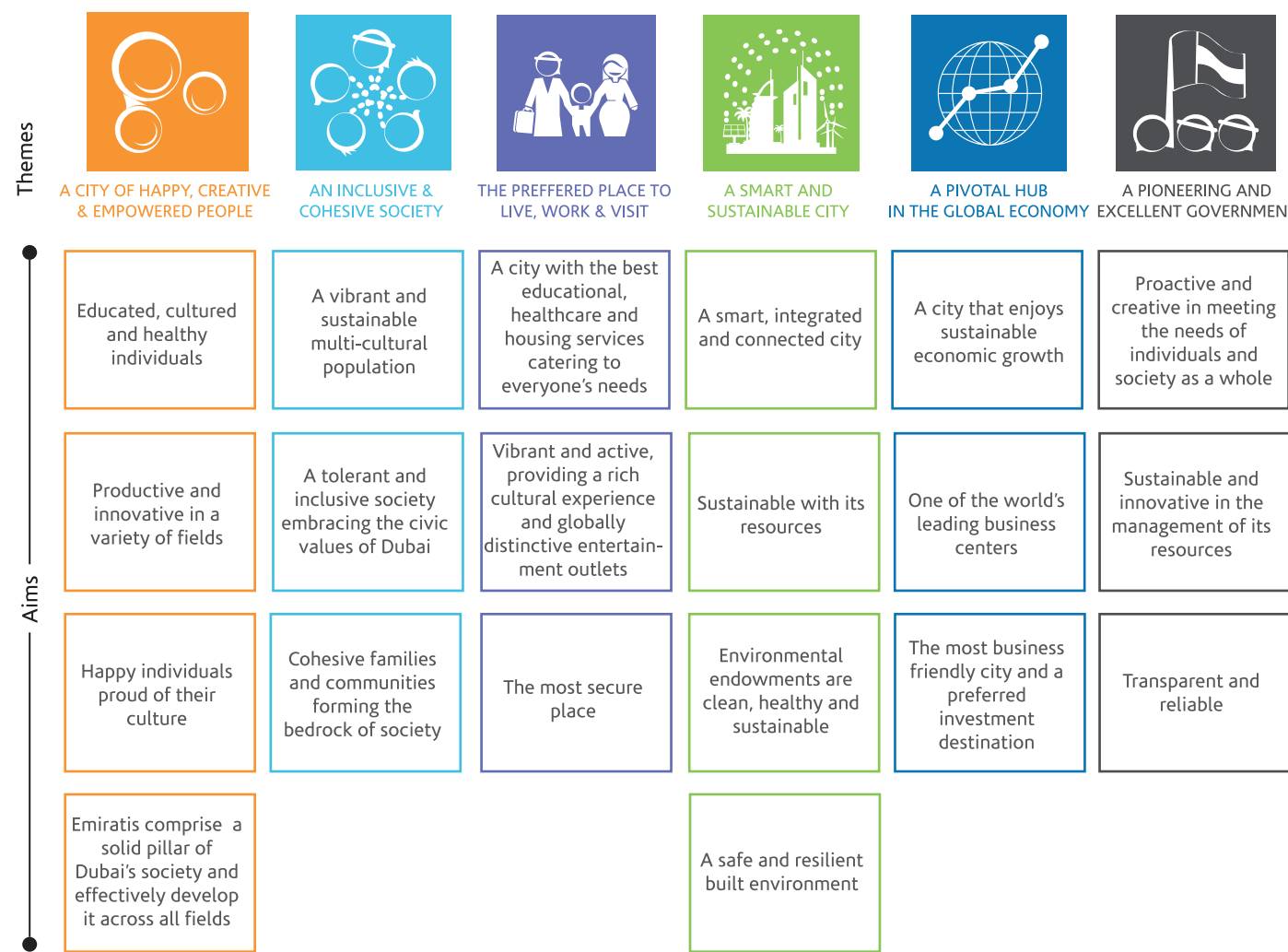
The Dubai Plan 2021 describes the future of Dubai through holistic and complementary perspectives, starting with the people and the society who have always been, and always will be, the bedrock of the city. This aspect describes the characteristics that Dubai's people need to have to deliver on the city's aspirations in all areas, and examines the society needed to support and empower these individuals in achieving their goals.

The plan addresses the urban environment including both natural and built assets, means of transportation, sources of energy and many other aspects. It looks at the living experiences of the people of Dubai and its visitors as a result of their interaction with the environment and the economic and social services provided. In addition, the plan also focuses on the future of the city from an economic perspective, which is the city's development engine and the fuel for its march forward.

Finally, the plan addresses the government as the custodian of city development in all aspects.

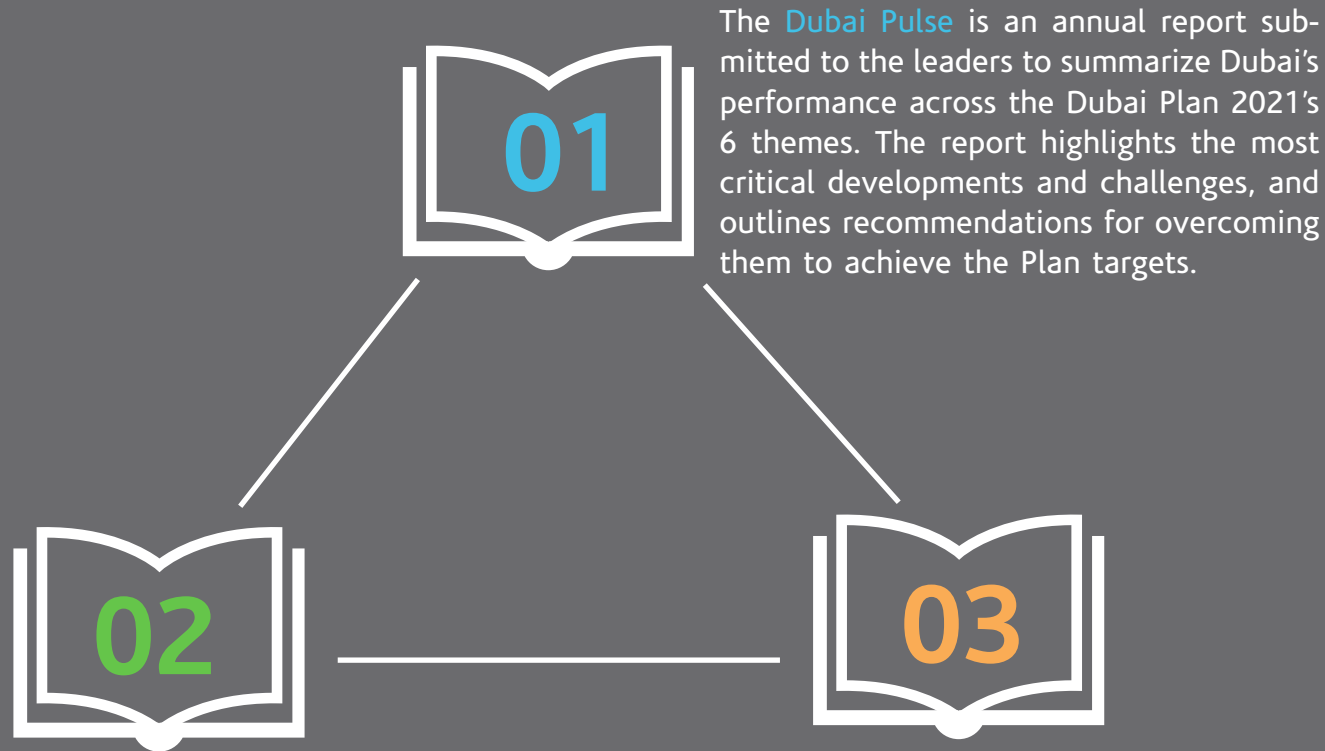
These perspectives were divided into six themes, each highlighting a group of strategic developmental aims for Dubai, and together forming the city's vision for 2021.

They are summarized as follows:



The 6 themes and their 20 aims were detailed by defining more than 600 key performance indicators (KPIs) in various areas and over 600 programs to ensure the effective implementation of Dubai Plan 2021 and the achievement of its ambitious goals.

Dubai Plan 2021 performance is monitored through reports at three levels:

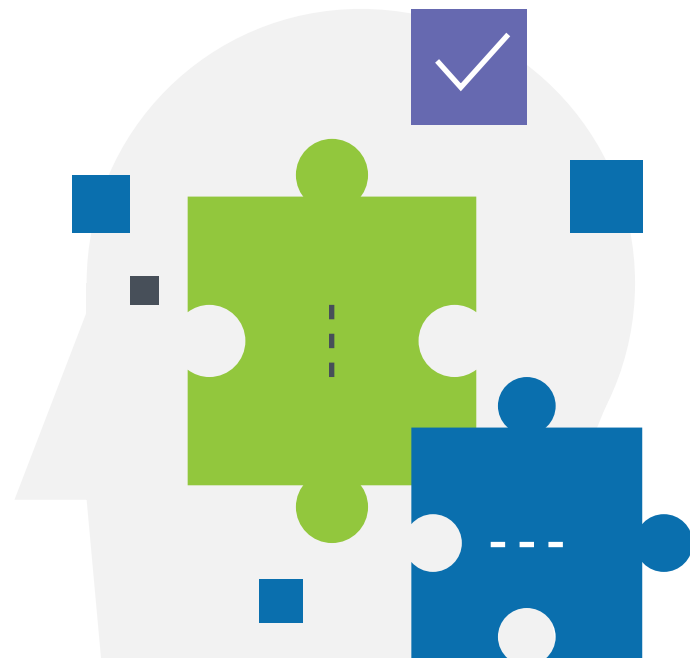


The **Dubai Plan 2021 Dashboard** outlines performance against the Plan's Key Performance Indicators using live data, and allows comparisons with best the best cities and countries.

The **Dubai Plan 2021 Execution Report** provides an overview of the implementation of strategic programs and targets the Executive Council Sector Committees and government leaders.

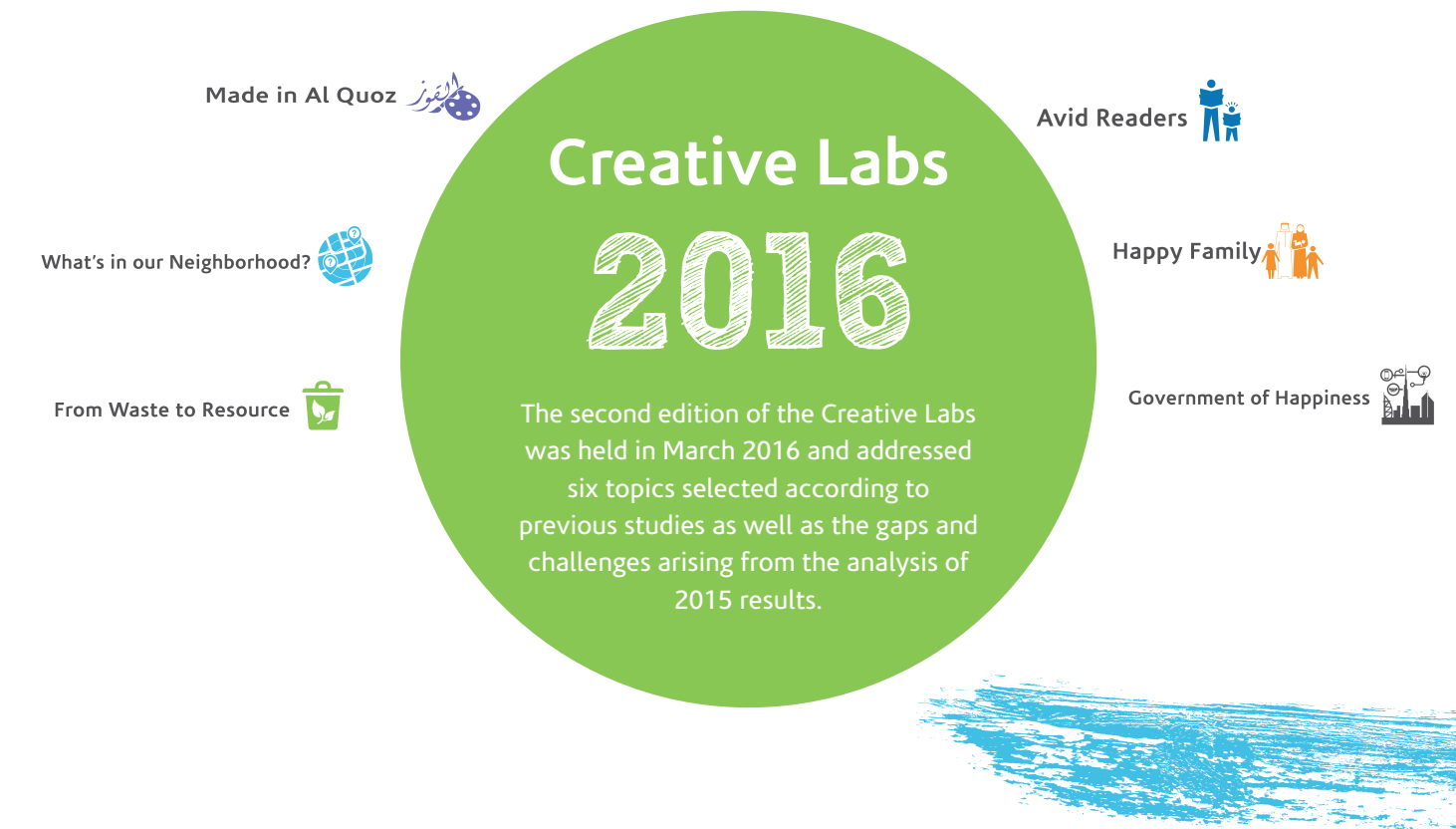
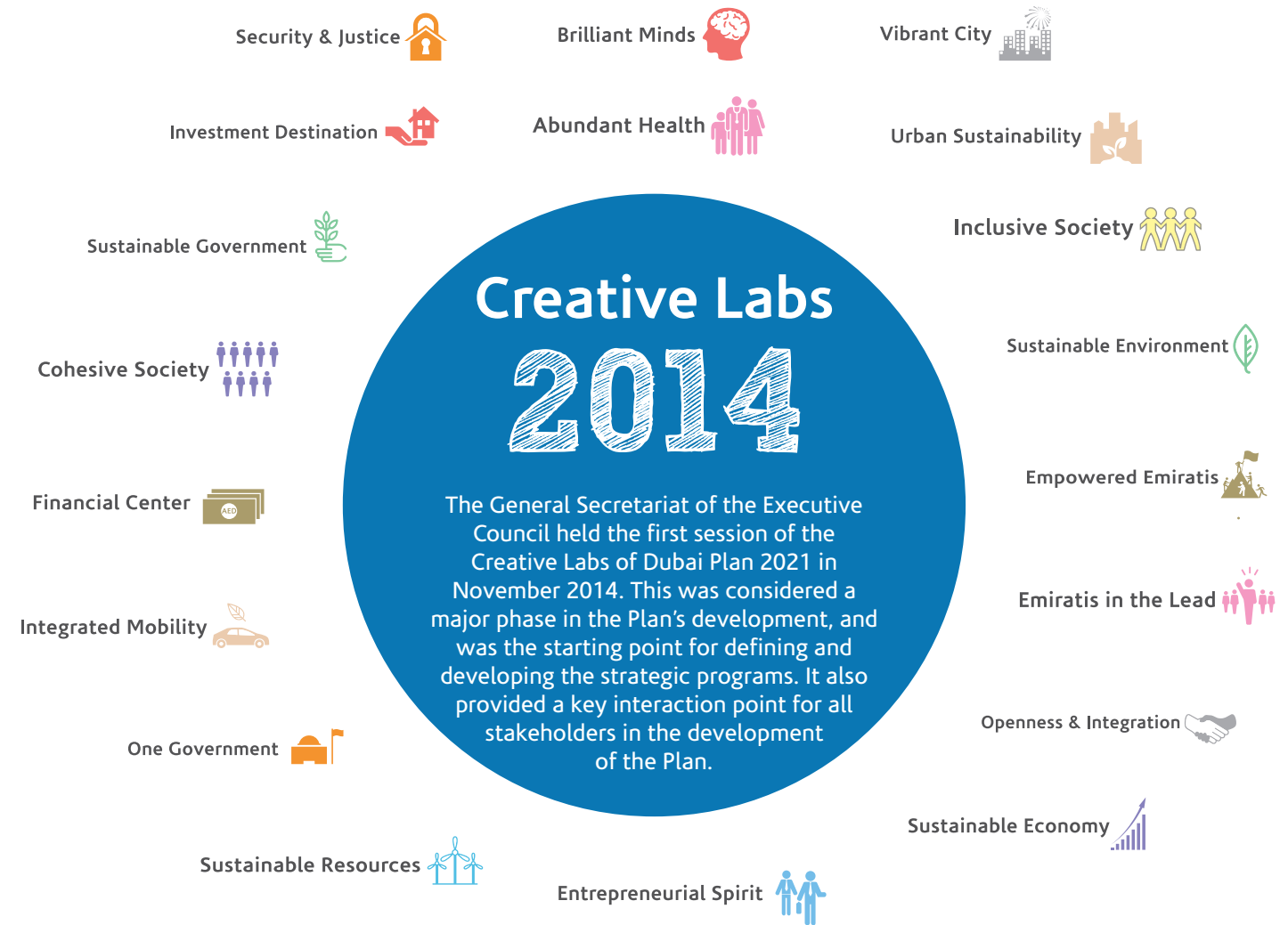


The Creative Labs



The Creative Labs, which are organized annually by the General Secretariat of the Executive Council, are considered a key input in the implementation of the Dubai Plan 2021, in particular to the Dubai Pulse report. The labs offer an interactive platform to present the progress in plan implementation, and engage on a number of key topics, with the participation of experts, specialists and government officials, as well as representatives from the private sector, civil society and different segments of the general public. The labs also help in addressing major challenges by identifying strategic programs and presenting solutions and innovative ideas to achieve the goals and objectives of Dubai Plan 2021.





19
Topics

300
Experts from inside and outside the UAE, representing both public and private sector

80
Entities

400
Programs and ideas generated

6
Topics

115
Experts from inside and outside the UAE, representing both public and private sector.

50
Entities

100
Programs and ideas generated

Key Outcomes of 2014 & 2016 Creative Labs

The following strategies and initiatives are examples of programs implemented based on previous lab recommendations.



Dubai Industrial Strategy 2030



Dubai SME Rating Framework



Prosecution Order Law



One Day Misdemeanour Court



Dubai Translation Conference



The School Librarian of the Year Award



Dubai International Publishing Conference





futureXchanges 2017

The third session of the Dubai Plan 2021 Creative Labs was held under the theme “futureXchanges”. These sessions were inspired by the vision of the UAE leadership to enhance happiness and well-being, and provide a decent life for all. The session aimed to accelerate the achievement of Plan objectives and address the challenges faced by working teams during the implementation phase. The “futureXchanges” adopted a very practical approach in identifying solutions and initiatives that can tackle these challenges effectively and efficiently through the development and implementation of 100 day plans for key themes and areas within the Plan.

The discussions took place over two consecutive days - March 20th and March 21st at Nikki Beach resort in Pearl Jumeirah, in a creative environment that featured a set of theoretical, practical and recreational events, with the participation of over 160 experts from the UAE and abroad, including representatives of government and private entities, partners, parents, students, artists and citizens.



160
experts



100
day plans

The “futureXchanges” tackled critical issues along eight strategic areas within Dubai Plan 2021

A Generation for Our Nation



Discuss key challenges and propose innovative solutions to enhance the educational outcomes for Emirati students in private schools. The session builds on the key themes of the Dubai Plan 2021 to build an educated and cultured Emirati generation of happy individuals who are proud of their culture.

My Name is Ibrahim



Develop a comprehensive system of care for autism that integrates health, education, and social policies, and suitable interventions, to provide equal opportunity and integration in society. The session name was inspired by a 23 year old Emirati man with autism named Ibrahim, in a clear and straightforward indication that the focus must always be on the person and not his or her disability.

People Not Cars



Enhance social cohesion and quality of life through the urban redesign of public spaces and streets to drive happiness. The session is in line with one of the top themes of the Dubai Plan 2021 to create a preferred place to live, work and visit.

The Capital of Aviation Industry



Establish Dubai as a capital for aviation industries by building a sustainable and integrated aviation ecosystem and cluster. The session focused on identifying the key elements, enablers and accelerators for building this cluster, so as to support all the phases of the value chain and attract leading companies as well as nationalize certain targeted aviation industries.

Pioneering Pharma



Identify pharmaceuticals and medical devices mix to drive Dubai's pioneering position in the pharmaceutical and biotechnology industries and develop a plan to accelerate the construction of a biotechnology centre, which would make Dubai a leader in selected industries related to medicine and medical equipment, and enhance the contribution of pharmaceutical industries in Dubai's economy and increase their share of the GDP.

A Click Away



Improve the investment environment to attract industries and stimulate the industrial sector and industrial exports, by replacing the existing multiple portals with a one-stop-shop for industrial licensing, procedures and services, accelerating the process of industrial licensing and providing other value-add services.

Secure Cyberspace



Discuss key challenges and security breach risks linked to the most common electronic crimes, and identify the best ways to combat them, to improve the Emirate's resilience and improve security and safety levels.

Resolution First



Avail alternative dispute resolution mechanisms to address real estate and labor cases, to reduce the burden on the courts, and expedite the resolution of disputes.

His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, and Ruler of Dubai, attended the “futureXchanges” session to explore the latest developments in the implementation of the strategic programs. During this visit, His Highness launched “Mohammed Bin Rashid Distinguished Students Programme” in Dubai, one of the outputs of the first day of the “A Generation for Our Nation” session. The programme aims to give distinguished Emirati students the opportunity to enroll in the best private schools in the Emirate and benefit from the best possible education.

His Highness announced the programme would be implemented starting the school year 2017-2018, and directed the Knowledge and Human Development Authority to set the required criteria and communicate with parents. He also called on Emirati parents to seize this opportunity to develop their children’s skills and capacities. His Highness also visited the “My Name is Ibrahim” and “Secure Cyberspace” sessions.

In addition, His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Dubai Executive Council, visited the “futureXchanges” participating in the discussions of all eight sessions.

His Highness reiterated the importance of hosting these types of sessions that establish a constructive and creative dialogue with various stakeholders in the Emirate on how to best achieve the goals of Dubai Plan 2021. Her Highness Sheikha Latifa bint Mohammed bin Rashid Al Maktoum, Vice Chairman of the Board of Directors of the Dubai Culture & Arts Authority, also attended part of the “futureXchanges.”



“Today, I visited the ‘A Generation for Our Nation’ session and saw the passion of participating students for excellent education. I was impressed by their commitment and ability to contribute to the future and rise of the UAE. It is for this reason that we developed this program for distinguished students, as they are the source of our strength and our drivers to become among the world’s best.”

— His Highness Sheikh Mohammed Bin Rashid Al Maktoum,
Vice President and Prime Minister of the UAE and Ruler of Dubai



The “futureXchanges” also included visits from over 20 leaders from the Emirate, including directors general from the Government of Dubai, who interacted with the participants in the different sessions and provided their feedback and perspectives on the topics. Among the key personalities were His Excellency Lieutenant General Dhahi Khalfan Tamim, Deputy Chief of Police and General Security in Dubai, His Excellency Humaid Mohammed Al Qatami, Chairman of the Board and Director-General of the Dubai Health Authority, His Excellency Saeed Mohammed Al Tayer, Chairman of the Infrastructure and Environment Committee and Managing Director and Chief Executive Officer of Dubai Electricity and Water Authority, His Excellency Major General Rashid Thani Al Matrushi, Director General of the Dubai Civil Defense, His Excellency Sami Dhaen Al Qamzi, Director General of the Department of Economic Development in Dubai, His Excellency Abdulrahman Saleh Al Saleh, Director General of the Department of Finance in Dubai, His Excellency Ahmed Abdul Karim Mohammed Julfar, Director General of the Community Development Authority, His Excellency Dr. Lowai Mohamed Belhoul, Director General of the Government of Dubai Legal Affairs Department, His Excellency Dr. Hamad Al Shibani, Director General of the Islamic Affairs & Charitable Activities Department, His Excellency Mohammed Ahli, Director General of Dubai Civil Aviation Authority, His Excellency Ahmed Bin Meshar, Secretary General of the Supreme Legislation Committee, His Excellency Sami Gargash, CEO of the Mohammed Bin Rashid Housing Establishment, His Excellency Khalifa Bin Darri, Executive Director of the Dubai Corporation for Ambulance Services, His Excellency Ahmed Mahboob Musabih, Director of Dubai Customs, His Excellency Arif Al Muhairi, Executive Director of Dubai Statistics Center, His Excellency Saeed Al Nabouda, Acting Director-General of Dubai Culture & Arts Authority and Her Excellency Dr. Amina Al Rustamani, Group Chief Executive Officer of TECOM Group.

The “futureXchanges” generated a range of creative ideas and initiatives seeking to accelerate the achievement of Dubai Plan 2021. The sessions also yielded 100-day plans for each topic to ensure the effective and immediate implementation of the recommendations.

The implementation phase will be handled by implementation teams involving stakeholders from the government and the private sector as well as civil society; and it will be regularly monitored to assess progress and ensure that the main challenges are addressed quickly and efficiently.

An overview of the main outputs of each session are presented in the next part of this report.



His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Executive Council, stressed the importance of the futureXchanges in promoting a dialogue among various stakeholders in the Emirate on the best ways to achieve the vision of the wise leadership, and to help Dubai become a global leader in all sectors.

A Generation for Our Nation



Abstract

The “A Generation for our Nation” session, which was organized in collaboration with the Knowledge & Human Development Authority (KHDA) aimed at identifying the key enabling elements and success factors required to increase enrollment of Emirati students in private schools rated “good”, “very good” and “outstanding” according to the Dubai School Inspection Bureau (DSIB).

The main challenges identified include the lack of access to quality, affordable education that caters to the cultural nuances of the United Arab Emirates; the low quality of Arabic Language, Islamic Studies and Social Studies curriculum delivery; the absence of Emirati role model teachers; and the limited awareness among parents of the DSIB school rating scheme, the differences among various international curriculums, and the lack of awareness on the best approaches for selecting the appropriate schools for their children.

The two-days session yielded 3 key initiatives to increase the percentage of Emirati students in private schools with “good” and above ratings. These initiatives are expected to be implemented within 100 days:

01

Mohammed Bin Rashid Distinguished Students Programme



- Finalize partnership with key private schools operators and agree on the list of “good” and above schools that are part of the program
- Launch the online portal for the program to enable Emirati students to apply to the scholarship and access all required information
- Finalize application review and administer assessments in line with the requirements of participating schools
- Announce the first batch of Emirati students enrolled in Mohammed Bin Rashid Distinguished Students Programme for Exceptional Students for 2017-2018 academic year

02

Teacher Development Program



- Confirm teacher development requirement and develop criteria to endorse teacher training programs
- Approve teacher training providers and programs
- Select teachers to be trained and licensed on the basis of meeting initial licensing requirements

03

Parent Awareness Program



- Conduct a baseline survey to understand Emirati perception on what constitutes quality education

100
day plan





“We have the utmost confidence in the Emirati youth, and we see the fruits of their hard work in their innovation and creativity in different fields. Therefore, we want our Emirati students to have the best-in-class education - one that out paces time and challenges the future. We want a generation armed with exceptional education; a generation for our nation in every sense of the word in terms of values, qualifications and abilities; a generation that realizes our hopes and ambitions and propels us to the highest echelons of global competitiveness, leadership and excellence.”

— His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, and Ruler of Dubai

Background

The increase in levels of affluence among Emiratis and their desire for a better quality education for their children have driven Emiratis towards private schools. Currently, 58% of Emirati students in Dubai attend private schools with the proportion increasing year on year.

Emirati parents prefer private schools because they perceive them to offer a superior quality of education, particularly in terms of better English language instruction which is required for university entry in the UAE and abroad, a supportive environment that is conducive to learning and development, smaller class sizes, a variety of extracurricular activities, quality facilities and equipment, and strong emphasis on parent engagement.

However, official statistics show that Emirati students are concentrated in specific schools, many of which have low Dubai School Inspection Bureau (DSIB) ratings. These schools are particularly attractive due to the predominance of Emirati culture which is the result of higher concentration of Emiratis, the greater attention paid to Arabic, Islamic and Emirati Social Studies subjects, and their lower school fee structures. Figure 1 indicates that around 50% of Emirati students in private education attend the lowest performing private schools that have been rated “acceptable” or below, according to DSIB ratings. This seems to indicate that many Emirati students are not capturing the sought after benefits of private school, and are therefore left with substandard education that would undoubtedly have a negative impact on their academic attainment, personal growth and development, and future career aspirations.

Accordingly, “A Generation for our Nation,” which was organized in collaboration with the Knowledge & Human Development Authority, aimed at understanding the drivers behind Emirati parents’ choice of schools and identifying the key enablers and success factors required to ensure that Emiratis enrolled in private schools are attending the best schools.

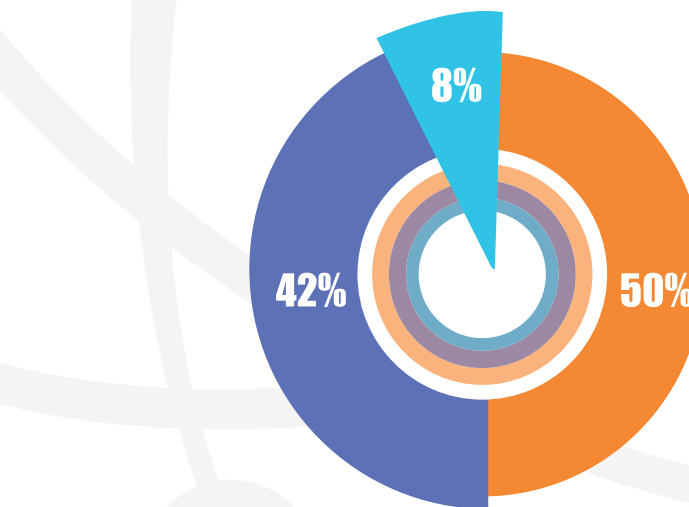


Figure 1: Emirati Student's Distribution in Private Schools in Dubai (2015/16 Ratings)

- Private schools rated “acceptable or lower” 15,963 students
- Private schools rated “good or above” 13,414 students
- Private schools not inspected

Key Themes & Challenges

“A Generation for our Nation” employed the design thinking approach to engage over 50 policy makers, industry experts, parents, students, educators and investors. Participants transitioned through the design thinking stages of Empathize, Define, Ideate, Prototype, and Test to address three main questions:

01

How might we ensure better access for Emirati students to high performing schools?

02

How might the community support Emirati students to thrive and be equipped with 21st century skills?

03

How might we support Emirati parents to make informed choices about their children's education?



The discussions highlighted several key challenges facing Emirati parents and students in their choice of schools that must be addressed to alleviate the problem.

While Emirati parents prefer private schools due to their better overall offering, as highlighted above, this generally comes at the cost of losing touch with culture, traditions and the Arabic language. This is especially relevant to the high-rated international schools where Emirati students are a minority and where female Emirati teachers are rare and male Emirati teachers are completely absent. The limited cultural offering and the lack of Emirati role models at these otherwise excellent schools make them less attractive to Emirati parents, and in fact, only 12% of Emirati students in private schools are in these highly-rated school. Many parents choose lower-performing schools mainly due to the aforementioned cultural dimensions, the provision of single-gender classes or floors, or their geographical location.

Another major factor driving Emiratis away from highly-rated schools is their unaffordably high fees. School rating is directly and positively correlated with school fees, as higher fees allow schools to spend more on their teacher pool, facilities, and extracurricular activities. Accordingly, highly-rated schools tend to also have high-fees due to their superior offering, making them inaccessible to the majority of middle and low-income Emirati parents. Instead, these parents are forced to enroll their children in low-fee, low-rated schools that lack the standards of quality education and are populated with underqualified low paid teachers.

Did you know that **55%** of Emirati students attend private schools and **45%** attend public school?



While the limited cultural offering and high cost of highly-rated schools make them less attractive to many Emirati families, a third factor plays a critical role in Emirati parents' choice of schools. The DSIB provides comprehensive reviews on performance and standards of private schools in Dubai including "Parent Reports" which aim to assist parents in making an informed decision for their children's education. However, many Emirati parents are unaware of the DSIB rating system and the resources available to them to help with their school selection. Their lack of awareness of these tools and failure to understand differences among various curriculums results in poor and uninformed school choices for their children.

In summary, the limited cultural offering and high cost of highly rated schools, coupled with the limited investment in teachers and resources in low-fee, low-rated schools, along with the lack of awareness among Emirati parents have resulted in 50% of Emirati students in private schools to enroll in schools rated "acceptable" or below. These factors must be addressed to ensure that Emirati parents that choose private education for their children are pursuing the best schools.

Did you know that Emirati students perform less favorably compared with non-Emirati students on international assessments (TIMMS and PISA), even when they are in the same school?



Overcoming the Challenges

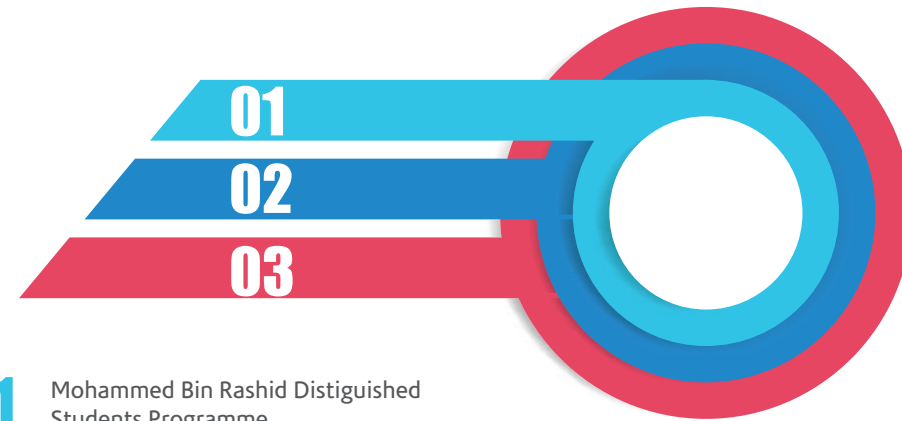
The “A Generation for Our Nation” session identified three initiatives that will help address above mentioned challenges, and improve the accessibility and quality of education for Emiratis in private schools.

Mohammed Bin Rashid Distinguished Students Programme

The “Mohammed Bin Rashid Distiguished Students Programme” was announced by His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, and Ruler of Dubai, during his visit to the “A Generation for Our Nation” session. The program is a prestigious merit scholarship awarded to Emirati students based on outstanding academic performance. It aims to facilitate the enrollment of approximately 6,000 students over 20 years in private schools with DSIB ratings of “good”, “very good” and “outstanding” with the objective of providing Emirati students with high quality education and equipping them with the skills required beyond tertiary education.

The “Mohammed Bin Rashid Distiguished Students Programme” promotes competition and provides the opportunity for Emiratis to develop their potential to the maximum in environments that set high academic expectations and employ systems to monitor, guide, support, and promote a holistic development for every student.

The program, is expected to commence in the academic year 2017/2018, and could be expanded in the future to include talented students and students with disabilities.



- 01** Mohammed Bin Rashid Distiguished Students Programme
- 02** Teacher Development Program
- 03** Positive Parent Engagement Platform

Teacher Development Program

Central to any proposition on improving school quality in Dubai is the requisite improvement to the quality of teaching at schools that Emiratis attend. A two-pronged approach is proposed. The first approach involves addressing teaching quality across all subjects in the lower-rated schools where most Emirati students are already enrolled in order to impact the greatest number possible. The second approach involves improving the quality of teaching in the subjects of Arabic, Islamic Studies and Emirati Social Studies in “good”, “very good” and “outstanding” schools in order to attract Emirati students wary of further erosion of their language and national identity.

The recommendation for addressing the issues is to implement a teacher development program that is linked to a partnership agreement with a number of teacher training providers in Dubai. This program, which is aligned with the teachers licensing requirements, will upskill existing teachers, both Emirati and non-Emirati, in subject areas and skills relevant to the Emirati students in question. The specific training would be school-based, providing teachers with an accelerated opportunity to learn on the job in exemplary schools and gain real life teaching experience and general skills, supported by a network of experienced mentors and instructors. The program will be funded through various mechanisms, including employer-funding and sponsorships.

In addition to improving the skills of existing teachers, the development program would also serve to upskill teachers who have left the teaching profession or Emirati education graduates who are unable to find teaching jobs, with the aim of making them teachers of choice in private schools. In time, these teachers would help foster a greater understanding and appreciation of national identity and language in the private sector and drive enrollment of Emirati students to the private schools which employ the potential teachers.

Upon completion of the development program and passing the UAE teacher licensing examination, the teachers in the program would be awarded UAE-recognized Competent Teacher Status. This would further enhance their careers and provide them with the skills and experience to support students in general and Emiratis in particular. This would benefit the students in both high Emirati-concentration schools and in highly-rated international schools that have failed until now to attract Emiratis due to their weak offerings in Arabic, Islamic Studies and Emirati Social Studies subject areas.

Positive Parent Engagement Platform

As an enabler to help transform mindsets over time through raising awareness of curriculums, positive education, assessments, soft skills, and future careers, the Positive Parent Engagement Platform brings Emirati parents together to engage, share, learn and support one another. The platform is designed and geared in a way to help parents make informed decisions about the choice of schools for their children based on their quality and what they can offer their children in terms of holistic development.

This initiative aims not only to increase parent awareness and engagement, enhance the understanding of student and parent perceptions, provide parent training programs and introduce appropriate targeted solutions, but also to provide parents with a platform to share their experiences of private schools and publish success stories. KHDA will appoint a Positive Parent Engagement Committee to drive the initiative with membership from KHDA and Emirati parents whose children are recipients of the Mohammed Bin Rashid Distinguished Students Programme.



Key Recommendations

01

Mohammed Bin Rashid Distinguished Students Programme

- Finalize partnership with key private schools operators and agree on the list of "good" and above schools that are part of the program
- Launch the online portal for the program to enable Emirati students to apply to the scholarship and access all required information
- Finalize application review and administer assessments in line with the requirements of participating schools
- Announce the first batch of Emirati students enrolled in Mohammed Bin Rashid Distinguished Students Programme for 2017-2018 academic year

To be implemented
within 100 days

02

Teacher Development Program

- Confirm teacher development requirement and develop criteria to endorse teacher training programs
- Approve teacher training providers and programs
- Select teachers to be trained and licensed on the basis of meeting initial licensing requirements

03

Positive Parent Engagement Platform

- Conduct a baseline survey to understand Emirati perception on what constitutes quality education

- Issue periodic reports on program progress and outputs
- Enroll subsequent batches of students in Mohammed Bin Rashid Distinguished Students Programme

To be implemented
beyond 100 days

- Launch Teacher Development Program
- Issue periodic reports on program progress and outputs

- Launch parental exchanges sessions in collaboration with Emirati parents from "good" and above schools



“In line with Dubai Plan 2021’s goal to create an educated, cultured, happy, and proud Emirati generation, this pioneering program aims to provide Emirati students with the desire and academic ability to access the best private schools in the Emirate that offer exceptional education according to international assessments. We are thus aiming for our national results in education to be among the best in the world.”

— His Highness
Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum,
Crown Prince of Dubai and Chairman of the Executive Council

Impact & Success Measures

Accelerating the implementation of the three initiatives identified is expected to increase Emirati student enrollment in high performing schools in Dubai over the short and medium-terms. The 100 days plan is expected to result in the following outcomes:

Enrollment of 100 Emirati students in private schools ranking good, very good and outstanding according to the DSIB in the 2017/2018 academic year.

Enrollment of 10 teachers who are potential role models for Emirati students in the Teacher Training program and their employment in schools rated good, very good and outstanding in the 2017/2018 academic year.

1

2

3

4

Enrollment of 30 teachers from high-Emirati concentration private schools with DSIB ratings of “acceptable” and below in the Teacher Training program in the 2017/2018 academic year.

Develop and pilot Positive Parent Engagement Platform and launch in the 2017/2018 academic year.



Did you know that the percentage of Emiratis in private schools rated better than “Good” has drastically improved from **21%** in **2009/2010** to **42%** in **2015/2016?**

Key Next Steps

	TOPIC	ACTIVITY	TIMELINE	RESPONSIBLE ENTITY
01	Mohammed Bin Rashid Distinguished Students Programme	Governance:		
		Establish a taskforce led by KHDA with membership of Knowledge Fund (KF) and The General Secretariat of the Executive Council (TEC)	28-03-2017	KHDA in partnership with KF and TEC
		Develop funding model with KF	05-04-2017	KHDA in partnership with KF and TEC
		Finalize partnership agreements, including confirmation of number of scholarship awarded and all relevant information, led by KHDA	13-04-2017	KHDA in partnership with KF and TEC
		Scholarship Design:		
		Finalize selection criteria with the relevant schools	13-04-2017	KHDA in partnership with private schools
		Outline Scholarship terms and conditions	16-04-2017	KHDA in partnership with private schools
		Outline recruitment process and admissions criteria	16-04-2017	KHDA in partnership with private schools
		Develop brand and marketing material	20-04-2017	KHDA in partnership with private schools
		Identify host site to hold scholarship announcement, criteria, application process, Q&A, contact details, etc	20-04-2017	KHDA in partnership with private schools
		Develop mechanism for parental commitment and engagement	20-04-2017	KHDA in partnership with private schools

	TOPIC	ACTIVITY	TIMELINE	RESPONSIBLE ENTITY
01	Mohammed Bin Rashid Distiguished Students Programme	Scholarship Program Implementation:		
		Receive scholarship applications from students	20-04-2017	KHDA in partnership with private schools
		Process applications and shortlist candidates	26-04-2017	KHDA in partnership with private schools
		Administer admissions assessment	30-04-2017	KHDA in partnership with private schools
		Confirm scholarships to students	04-05-2017	KHDA in partnership with private schools and parents
		Accept scholarship offer	08-05-2017	Private Schools with parents
		Clearance by KHDA (refund re-enroll-ment fees)	15-05-2017	KHDA in partnership with private schools
<hr/>				
02	Teacher Training Program	Confirm teacher licensing requirements and identify teacher training approaches and criteria to endorse training programs	08-05-2017	KHDA
		Identify target schools to participate in the Teacher Development Program	11-05-2017	KHDA in partnership with private schools
		Conduct meetings with potential teacher training providers to discuss criteria, implementation plan and cost for training programs	18-05-2017	KHDA in partnership with training providers
		Review proposed training programs and agree on implementation roadmap	01-06-2017	KHDA in partnership with training providers

	TOPIC	ACTIVITY	TIMELINE	RESPONSIBLE ENTITY
02	Teacher Training Program	Develop sponsorship schemes for the enrolled teachers	04-06-2017	KHDA in partnership with KF, TEC and private schools
		Share training programs and sponsorship schemes with school principals	08-06-2017	KHDA in partnership with private schools and training providers
		Agree with school principals on commitment to upskill their existing teachers and recruit new teachers	15-06-2017	KHDA in partnership with private schools
		Approve teacher training providers and programs	18-06-2017	KHDA in partnership with training providers
		Select teachers to be trained and licensed based on teachers licensing requirements	22-06-2017	KHDA in partnership with private schools
		Launch Teacher Development Program and issue provisional teacher license by KHDA to all participating teachers	10-09-2017	KHDA in partnership with private schools and training providers

03	Positive Parent Engagement Platform	Develop baseline data about Emirati perception of quality education and mindset around education (survey format that could be completed with every scholarship application)	04-05-2017	KHDA
		Develop a plan with scholarship team to have parents that receive scholarships 'give back' by being part of founding advisors for the Emirati engagement platform	04-05-2017	KHDA

	TOPIC	ACTIVITY	TIMELINE	RESPONSIBLE ENTITY
03	Positive Parent Engagement Platform	Develop media and communication strategy	11-05-2017	KHDA
		Invite Emirati parents from "good" and above schools to collaborate in the development of the content and structure of parent engagement	14-05-2017	KHDA
		Identify date, venue and potential speakers for the inaugural parent platform	14-05-2017	KHDA
		Parents come together, share and learn from one another	21-05-2017	KHDA



Lab Participants

NAME	TITLE - ENTITY
HE. Hesham Al Qaizi	CEO, Knowledge Fund
Dr. Wafi Dawood	Chief of Strategy and Excellence, Knowledge and Human Development Authority
Mrs. Fatma Al Marri	CEO, Dubai School Agency, Knowledge and Human Development Authority
Mrs. Habiba Mohammed Bin Thaleth	Cultural Advisor, Knowledge and Human Development Authority
Ms. Maitha Bin Turkeya	Director of Business Support Services HR , Knowledge and Human Development Authority, Moderator
Ms. Stephanie Price-Whittle	Director of Creativity, Happiness and Innovation, Knowledge and Human Development Authority, Moderator
Ms. Nada Salha	Head of Connect, Knowledge and Human Development Authority, Moderator
Mr. Luke Naismith	Director of Research, Knowledge and Human Development Authority, Moderator
Mr. Bassam Refaeie	Head of translation, Knowledge and Human Development Authority, Moderator, Note taker
Mr. Bernard West	Investor , CEO PA Education Holdings
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Mr. Peter Daly	Advisor, School Leadership ESOL
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NAME	TITLE - ENTITY
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Mr. Matthew Farthing	School Principal, North Anglia International School
Mr. Navid Iqbal	School Principal, School of Creative Science
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Ms. Mary Saad	Researcher, Parkville Global
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Mr. Mohammed Darwish	Parent
Mr. Marwan AlShehhi	Parent
Mrs. Fatma Al Janahi	Parent
Dr. Kaltham Kenaid	Parent
Mrs. Suhaila Bughooma	Parent
Ms. Fatma Ebrahim Mohammed	Parent
Mrs. Amal Ali Al Muhairi	Parent
Mrs. Hala Badri	Parent
Mrs. Ibtissam Al Muhairi	Parent
Mrs. Maryam Ali Al Falahi	Parent
Mrs. Maryam Othman Abdul Qader	Parent
Mrs. Moaza Mohammed Rashed Al Jarwan	Parent
Mrs. Moza Shoomi	Parent
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NAME	TITLE - ENTITY
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Ms. Hessa Humaid Al Ghandi	Student, Al Ittihad Private School
Ms. Latifa Ahmed Al Janahi	Student, Al Mawakeb School, Al Barsha
Ms. Noora Abdul Rahman Al Shaibani	Student, Al Mawakeb School, Al Barsha
Mr. Abdulla Al Muamar	Student, Mohammed Bin Rashid Al Maktoum Model School
Mr. Majed Al Banna	Student , Universal American School
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My Name is Ibrahim



Abstract

Autism Spectrum Disorder (ASD) is a complex heterogeneous neurodevelopmental disorder associated with a range of long-term functional impairments that can adversely affect the quality of life for the person with ASD, their family and advocates. Further, ASD is associated with significant social and economic constraints that perpetuate the social exclusion of people affected by ASD and can constitute a significant public health concern, particularly given the international population prevalence estimates currently approximate 1 in 68 births, a prevalence that is increasing globally.

People with ASD benefit from care that is person-centered and coordinated within health-care and across health, education and social settings. Care that is fragmented often results in detrimental effects including difficulty accessing quality care and services, elevated expenses and economic burden leading to sub-optimal clinical and well-being outcomes.

The aim of the “My Name is Ibrahim” session was to develop a Dubai System Of Care for Autism that ensures optimal identification, intervention and inclusion of people with ASD within an integrated system of health, education and social care that will enable efficient and effective collaboration between different stakeholders, thereby leading to the development of coherent integrated policy and programmatic interventions. Developing a Dubai System Of Care for Autism is aligned with the broader Dubai Plan 2021 and the more specific ‘My Community... A City for Everyone’ initiative and requisite Dubai Disability Strategy committed to transforming Dubai to be disability-friendly by 2020. As such, all individuals with autism ought to receive adequate and equal opportunities to enjoy health, educational and employment opportunities, achieve their optimal developmental potential and quality of life, be self-determined and participate in, and contribute towards, society.

The session produced key initiatives to begin the process of building a system of care for autism in Dubai in a 100 days that included:

- 01 Adopt a “Dubai Declaration On Autism”
- 02 Develop **health, education, social inclusion and family support plans** with mechanisms to mobilize and allocate **human and financial resources** with appropriate **regulations and standards of practice** for operators and professionals
- 03 Deliver **training programs** prioritizing existing professional development needs and promote **innovation and research**

100
day plan



Background

Autism spectrum disorder (ASD) refers to a range of neurodevelopmental conditions characterized by challenges with reciprocal social communication, repetitive and restricted behaviors. ASD is a “spectrum” disorder that reflects the wide variation in its causes, challenges, as well as unique strengths possessed by each person with autism. Around one third of people with ASD are non-verbal and around one third have an intellectual disability. Certain comorbidities include gastrointestinal (GI) disorders, seizures, sleep disturbances, attention deficit and hyperactivity disorder (ADHD), anxiety and phobias. The first signs of ASD tend to appear around 18 months of age. Although some environmental factors are associated with an increased risk of ASD, genetic factors play a significant role, with heritability estimates at approximately 90%. There is no known “cure” for ASD, however, early identification and intensive early intervention can improve clinical and functional outcomes and significantly enhance the level of independence and inclusion.

Dubai population prevalence of ASD remains unknown. However, administrative data indicate that pervasive developmental disorders in general, and ASD in particular, constitute approximately 40-55% of the caseloads in select private and public sector providers. Despite all the constraints, Dubai has made concerted efforts and has achieved measurable strides in response to the need of services for, and the inclusion of, children and adults with autism.


However, the current capacity in Dubai is not able to meet the increasing demand as evidenced by lengthy waitlists and the number of people with ASD who remain at home versus mainstreamed in school or work. Additionally, some services and support systems across the health, education and social sectors tend to be fragmented, non-evidence-based and loosely regulated, at times leading to potentially harmful treatments and interventions that present a financial and emotional burden to families (refer to Figure 1).

As such, the “My Name is Ibrahim” session participants were tasked to develop a 100 day plan that would address existing gaps in the quality and capacity of services available to those with ASD, and raise awareness of ASD and the rights of people with ASD.

1 in 68 children are diagnosed with autism

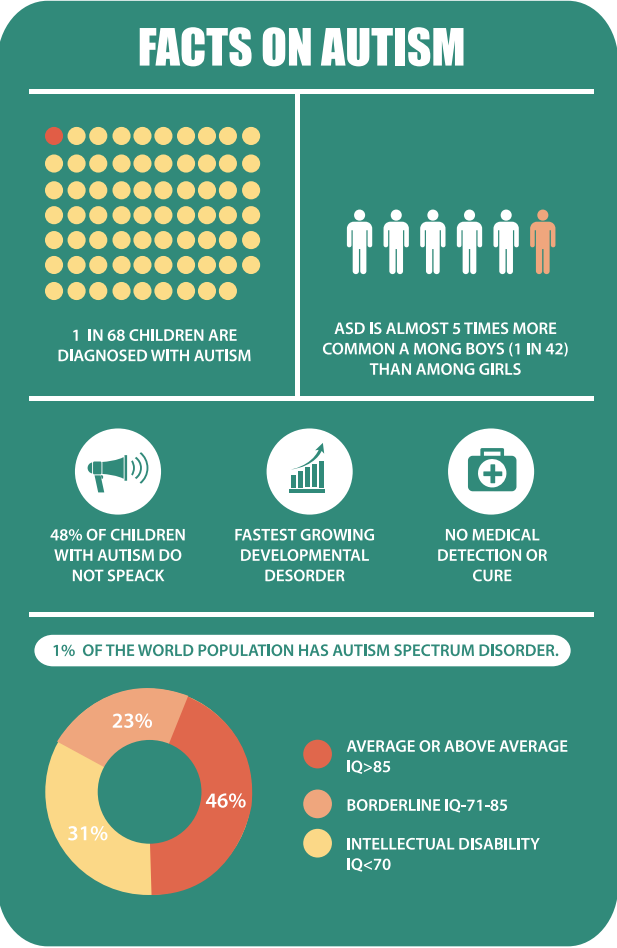


Figure 1: The Dubai Context



AUTISM

is a complex heterogeneous neurodevelopmental disorder associated with significant long-term functional impairments that can adversely impact the quality of life for the affected person and their family



Source: Autism Speaks, National Autism Association, Autism Society & What to Expect.com

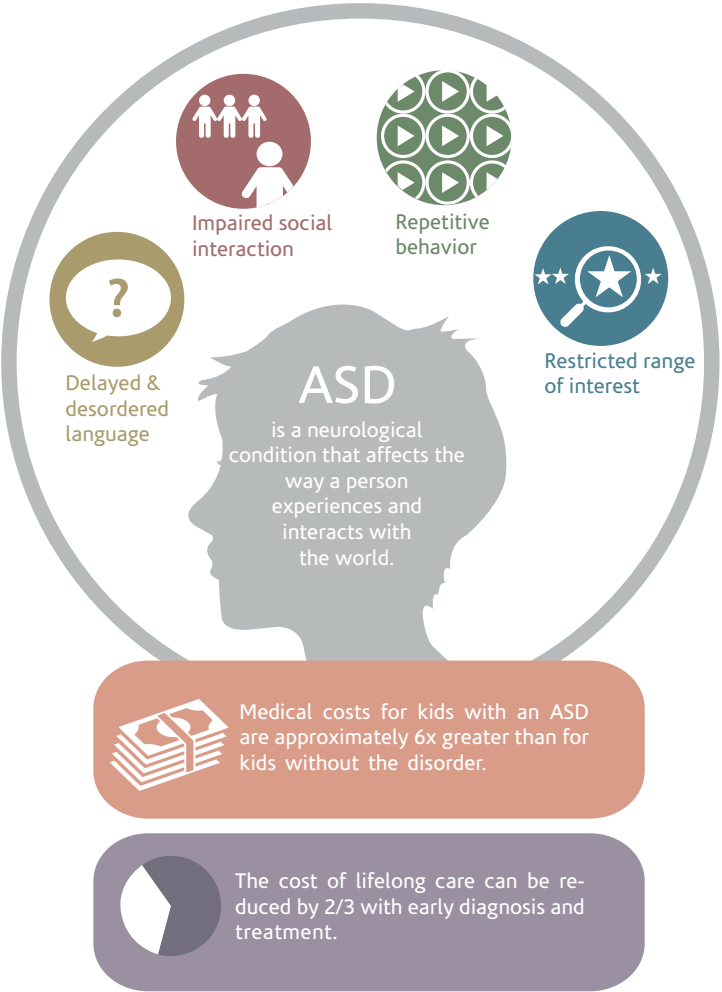
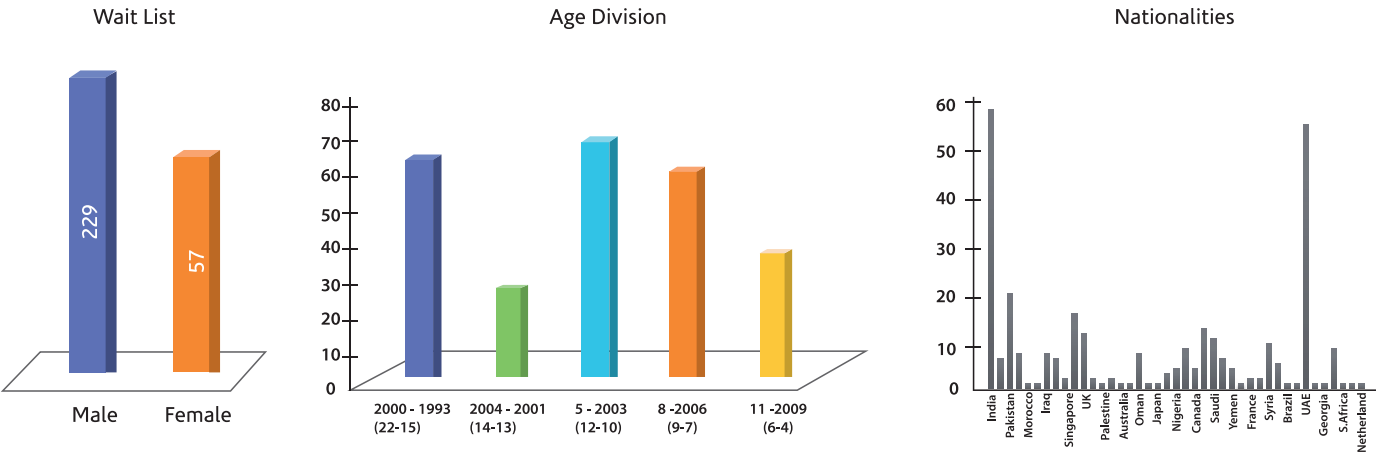


Figure 1: The Dubai Context

Dubai Autism Center, 2016

The cost per child with Autism in the center is around AED 140,000 [per annum]. Families who do not have private health insurance have to pay out of pocket. Dubai Autism center relies heavily on donations, and can offer their services for a lower fee of AED 40,000.

The Center serves approximately 55 children with autism and has a capped wait list of 300 children.



48% of children with autism are non-verbal



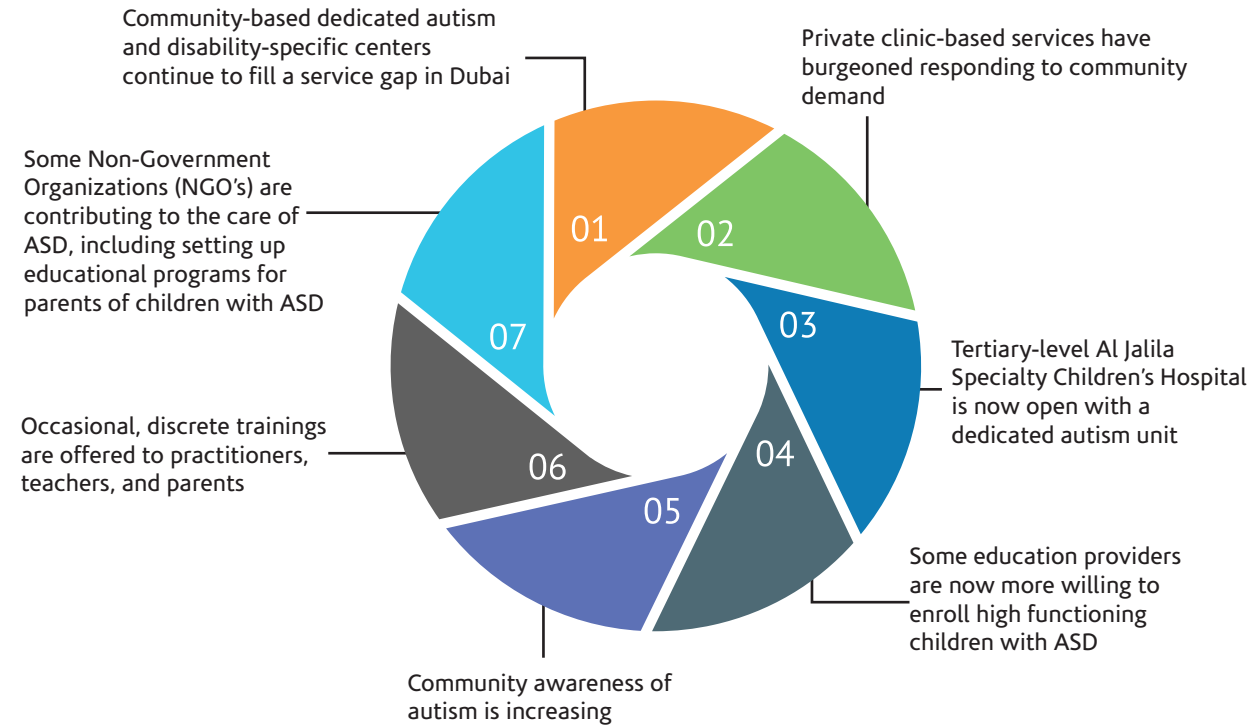


His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Executive Council commended the “My name is Ibrahim” session for its focus on developing a comprehensive system of care for autism designed to bridge the service and policy gaps in the health, educational and social sectors. His Highness congratulated the organizers and participants on the choice of name that focuses on the person instead of his disability, calling all stakeholders to take all necessary actions to integrate persons with autism into society, stating, “We are all Ibrahim”.

Key Themes & Challenges

Families with persons with autism often struggle to source and secure the few services available that are often characterized by for-profit competitive forces. Furthermore, families also face tremendous challenges including their children with ASD into mainstream schools, work and social opportunities. The absence of an integrated strategic approach to respond to the health, social or economic challenges faced by persons with ASD and their families leads to fragmentation of services, which in turn further intensifies the burden on the shoulders of families.

There are a number of strengths and challenges that affect the quality of life outcomes of people on the autism spectrum living in Dubai. Some of the identified strengths are:



The identified gaps and challenges are:

- Lack of awareness and the universal pervasive denial mechanisms around ASD
- Lack of integration of available services and interventions
- Late or inadequate identification and diagnosis
- Lack of access to quality, evidence-based and affordable treatments/interventions
- No clear referral pathway
- Limited licensed specialist workforce
- Limited inclusive mainstream education, vocational and lifelong education opportunities
- Limited access to gainful employment and social habilitation
- Presence of non-evidence based and sometimes harmful unapproved treatments
- No health funding as part of basic health coverage in public or private sector



Autism is the fastest growing developmental disorder in the world

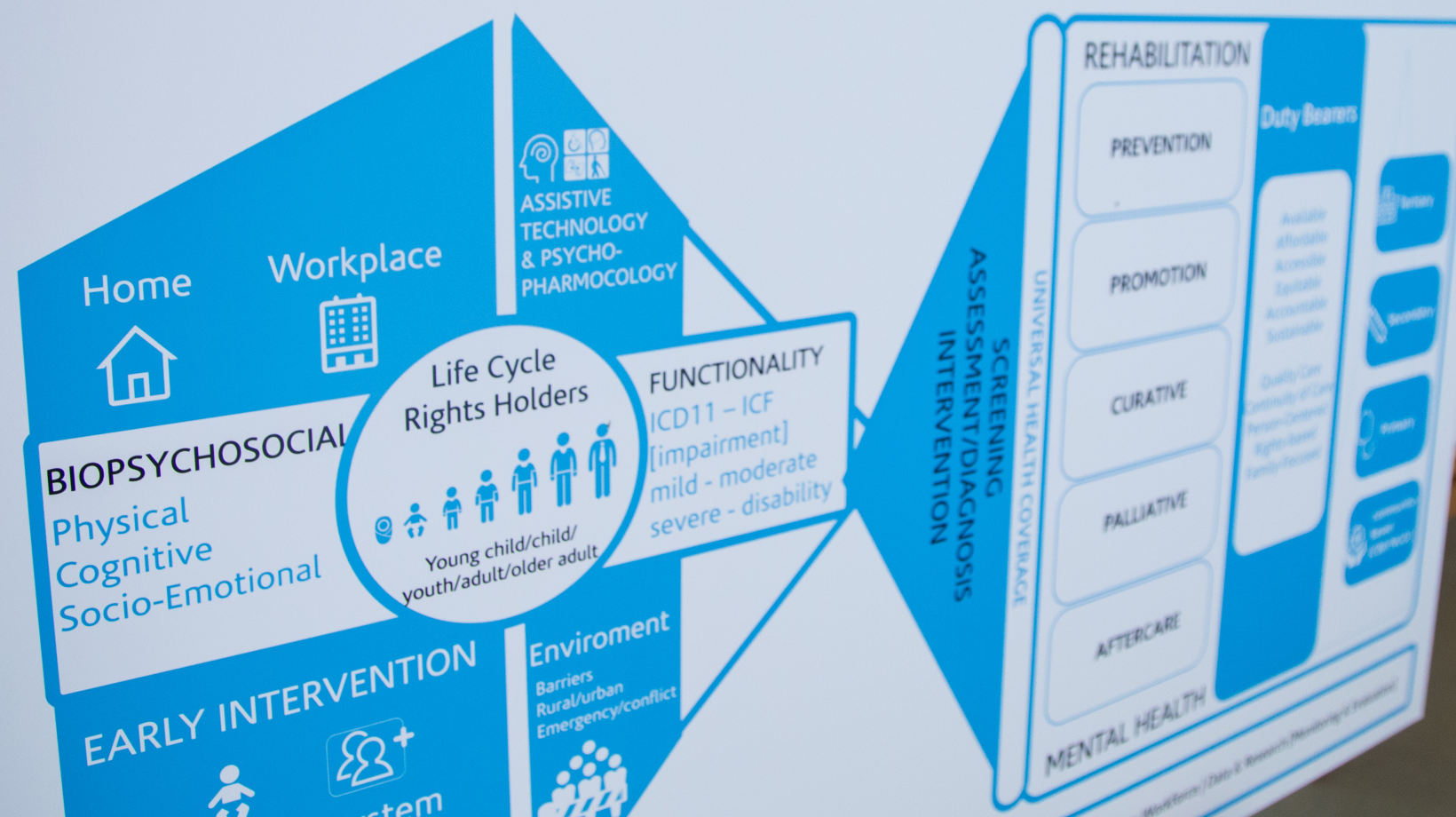




اسمي إبراهيم

My Name is Ibrahim

DISABILITY, REHABILITATION & MENTAL HEALTH



“The autism spectrum disorder is one of the complex disorders affecting children, and causes great impact on the individual’s mental and physical health and educational abilities, in addition to family health and happiness. The discussion focused on the establishment of integrated programs of autism that link medical, educational and social services together under one single umbrella”

— Dr. Ammar Al Banna
Executive Director of Al-Jalila Specialized Hospital

Key Recommendations

In keeping with the 'My Community... A City for Everyone' commitment to transforming Dubai to be a disability-friendly city by 2020, the "My Name is Ibrahim" session agreed on the following recommendations to deliver a Dubai System of Care for Autism as per the framework in Figure 2:

To be implemented within 100 days:

Draft and Adopt the "Dubai Declaration on Autism".

01

Develop a **health plan for ASD** to strengthen the health systems' capacity to address the needs of children with ASD from early detection, assessment and treatment intervention with clear referral pathways.

03

Develop a **social inclusion & family support plan for ASD** to promote the rights and self-determination of people with ASD and avail the appropriate individual and familial supports.

05

Mobilize and allocate **human and financial resources** for the step-wise implementation of the identified priority actions in the health, education, and social support plans.

07

02

Establish an **autism working group** charged to promote a supportive legislative and policy environment, thereby ensuring the appropriate provision of care and social inclusion of people with ASD and their families with representation from key government departments, Disability Specific Organizations (DPOs), private providers, academia, and key [self] advocates.

04

Develop an **education plan for ASD** to strengthen the education systems' capacity to include and support students with ASD in early years, schools, vocational, alternative and tertiary level education providers.

06

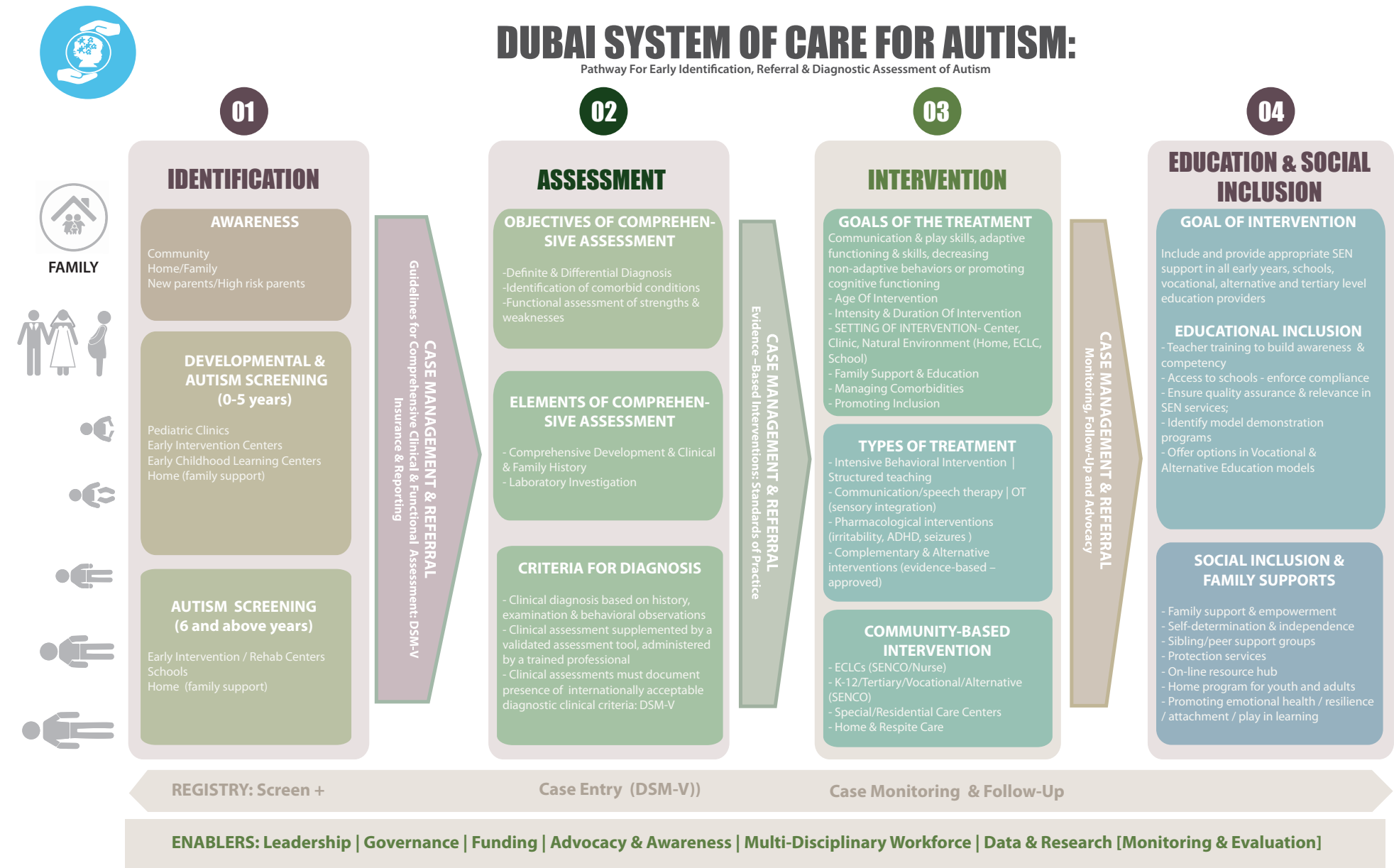
Secure partnerships with relevant international, regional and local academic, research and service level organizations, to promote **innovation and research** on the (1) diagnosis, prevention and treatment of autism and its associated medical conditions, and (2) autism prevalence and efficacy studies of evidence-based interventions, supports and habilitation services in the context of integrated care services.

To be implemented beyond 100 days:

08

Improve availability & capacities of professionals and the quality of services via appropriate **regulations and standards of practice** for operators and professionals in the health, education and social sectors. Develop degree and non-degree **training programs**, prioritizing existing professional gaps through collaborating with universities and colleges.

Figure 2: Dubai System of Care Pathway



Impact & Success Measures

The main expected impact is to improve the quality of life of persons affected by autism and their families through the provision of integrated, seamless and holistic care thereby reducing their social exclusion. As such, the 100 day plan is expected to:

01

Launch a focused targeted campaign on raising awareness of ASD and the associated Red Flags leading to the increase of early pickup rate for autism.

02

Establishing a funded clinical pathway delivered by licensed professionals that (1) facilitates screening, (2) standardizes clinical assessment, and (3) ensures evidence-based interventions based on international standards of practice. Providing children with suspected ASD greater access to affordable comprehensive assessments and interventions delivered by qualified practitioners meeting required competencies. The expected impact will be Dubai availing a seamless pathway for informed and empowered families by ensuring coordinated, individualized, person-centered care by select privileged providers with high standards of assessment and intervention, thereby reducing risk of malpractice and the cessation of unapproved and harmful treatments.

03

Collaborating with the education providers and social agencies to ensure access and provision of appropriate supports in accessing quality education and employment opportunities on equal basis with others. The outcome will be a reduced social burden on families.

04

Agreeing with academic and research institutions to launch training programs in at least one of ASD professional domains and pursue a focused ASD research project with a clear dissemination plan. The impact on the sector will be increased culturally and linguistically relevant research activity in ASD and increased availability of licensed qualified professionals serving the needs of our community.



Dubai Declaration on Autism

We, as a group of leaders, policy makers, health actors, civil society, advocates, family and service user representatives, and other stakeholders convened in Dubai on 20-21 March 2017 to participate in Dubai Plan 2021 organized “futureXchanges” Think Tank entitled “My Name is Ibrahim” and drafted a Dubai Declaration on Autism as detailed below.

In keeping with the My Community...A City for Everyone initiative committed to transforming Dubai to be a disability-friendly city by 2020, Dubai will establish a Dubai System of Care for Autism that plans to:



1% of the world's population has autism spectrum disorder



A

Adopt this Declaration with the objective of promoting stronger and coordinated actions in Dubai towards the development of a SYSTEM OF CARE FOR AUTISM throughout the lifespan.

U

Unite key government departments, disability specific organizations (DPOs), private providers, academia and key [self] advocates to establish an AUTISM WORKING GROUP promoting a supportive legislative and policy environment for the provision of care and the social inclusion of people with autism and their families.

T

Task the appropriate parties the priority actions as outlined in the Dubai System of Care for Autism 100-Day Plan to realizing the goal of establishing an integrated system of care for autism in Dubai that includes increasing AWARENESS of autism and the rights of persons with autism; developing a HEALTH PLAN from early detection, assessment, treatment and intervention; developing an EDUCATION PLAN to include students with autism in early years, schools, vocational, alternative and tertiary level education; and developing a SOCIAL INCLUSION PLAN to promote the self-determination, independence and inclusion of people with autism while ensuring the families are supported and empowered.

I

Improve availability & capacities of PROFESSIONALS and the quality of services via appropriate REGULATIONS AND STANDARDS OF PRACTICE for operators and professionals in the health, education and social sectors.

S

Secure partnerships with relevant international, regional and local academic, research and service level organizations to promote INNOVATION and RESEARCH on the care, supports and habilitation services in the context of and integrated system of care model.

M

Mobilize and allocate human and FINANCIAL RESOURCES for the stepwise implementation of the identified priority actions in health, education, and social settings.

Key Next Steps

	INITIATIVE	ACTIVITY	TIMELINE	RESPONSIBLE ENTITY
01	Awareness	<ul style="list-style-type: none"> Develop an evidence-based targeted awareness campaign Develop a media ASD information pack Facilitate an online bilingual resources on autism including FAQ on autism Explore availing Sesame Street Julia in Arabic Children's publications on Autism 	10-08-2017	Community Development Authority In collaboration with The General Secretariat of the Executive Council Al Jalila Children's Specialty Hospital KidsFirst Medical Center Dubai Autism Center
02	Health plan:	Develop Screening for ASD in Health Settings: <ul style="list-style-type: none"> ASD Screening at 18 or 24 months in Pediatric/Child Health clinics & hospitals by linking to immunization process/records Fund via a basic health benefits package coverage Training & Referral: Nurses as facilitators Integrate into Dubai Health Authority App 	31-08-2017	Dubai Health Authority In collaboration with Dubai Health Care Authority Al Jalila Children's Specialty Hospital
		Develop Screening for ASD in Early Childhood Learning Centers & Schools: <ul style="list-style-type: none"> Create an approved information pack and training program for school-based learning support units and ECLC health clinics to identify red flags and early signs of ASD and developmental delays 	31-08-2017	Knowledge & Human Development Authority In collaboration with Ministry of Education Dubai Health Authority Kids First Medical Center

	INITIATIVE	ACTIVITY	TIMELINE	RESPONSIBLE ENTITY
	2b. Assessment & Reassessment / Diagnosis	<ul style="list-style-type: none"> Develop the required competencies for a clinic/hospital/center to be a privileged provider as an autism assessment center – and ensure that only those who meet these requirements are provided funding for the assessment. Link to funding (coverage in benefit package) and regulation (privileging). 	31-08-2017	Al Jalila Children's Specialty Hospital In collaboration with Dubai Health Care Authority Dubai Health Authority Community Development Authority Knowledge & Human Development Authority
	2C. Assessment & Reassessment / Diagnosis	<ul style="list-style-type: none"> Define an evidence-based Minimum Treatment Package using international guidelines and include this as part of covered services in the basic benefit package at a price that is both sustainable and will attract additional high-quality supply to the market. Articulate this as a "coverage statement" for insurance. Define minimum requirements for providers of the minimum package and ensure that only providers who meet these requirements are privileged to receive post-assessment referrals and be funded for their care. Recommend Dubai Health Authority (DHA) planned Early Intervention Centers & Community Development Authority (CDA) Dubai Early Childhood Development Center to include an autism specialist program in the planned Early Intervention Centers. 	31-08-2017	Al Jalila Children's Specialty Hospital In collaboration with Dubai Health Care Authority Dubai Health Authority Community Development Authority Knowledge & Human Development Authority

	INITIATIVE	ACTIVITY	TIMELINE	RESPONSIBLE ENTITY
03	2d. Health funding	<ul style="list-style-type: none"> Define funded coverage packages that includes all health and rehabilitation requirements for the entire customer journey. <ul style="list-style-type: none"> o Intensive Early Intervention o Eligibility/inclusion criteria o Capitation funding Explore a possible Voucher System (choice of providers) 	31-08-2017	Dubai Health Authority In collaboration with Dubai Health Care Authority Community Development Authority
	2e. Regulations and standard of practice	<ul style="list-style-type: none"> Develop regulations/privileging criteria on approved providers (assessment, intervention) Develop positive list of evidence-based interventions and a negative list of unproven investigations /interventions to be excluded from coverage Plan for the revision of existing standards / qualifications for the licensing of ABA Therapist (CDA) Explore international accreditation options 	31-12-2017	Dubai Health Authority & Dubai Health Care Authority In collaboration with Community Development Authority Knowledge & Human Development Authority
	Education plan	<ul style="list-style-type: none"> Provide practitioner education toolkit to schools that provides schools with evidence-based-guidelines on how to support ASD in the school environment, FAQs, and expected standards of practice. Develop “autism friendly school/ ECLC” criteria and associated “quality mark” that schools can opt into with appropriate incentives. Interface with Vocational Education Strategy to ensure a viable Alternative / Vocational Education pathway, linking special centers with mainstream, alternative and vocational education 	31-08-2017	Knowledge & Human Development Authority In collaboration with Ministry of Education Dubai Autism Center

	INITIATIVE	ACTIVITY	TIMELINE	RESPONSIBLE ENTITY
04	Social inclusion plan	<ul style="list-style-type: none"> Develop Autism Resources on-line to support family & peer support groups Ensure that the Dubai Inclusive Employment policy promotes inclusive employment opportunities for people with ASD Prioritizing emotional health/ resilience/attachment and the importance of play Ensure planning for appropriate protection and respite services via the Social Protection Task Force Develop a home based program plan 	31-08-2017	Community Development Authority In collaboration with Dubai Autism Center Al Jalila Children's Specialty Hospital Dubai Health Authority – Mental Health Strategy
		<ul style="list-style-type: none"> Begin developing consistent definition/licensing standards for ASD professionals. Identify 2-3 education providers for continuing medical education (CME) and long-term capacity building for human resources in key areas: speech and language, behavioral and occupational therapy and psychology. Teacher Training package /key information on autism 	31-12-2017	Dubai Health Authority In collaboration with Dubai Health Care Authority Al Jalila Children's Specialty Hospital Community Development Authority
06	Research & innovation	<ul style="list-style-type: none"> Develop and execute a Dubai System of Care vetting and-dissemination plan Incentivizing R&D initiatives and grants in the area of ASD (ZU, MBRU) 	31-08-2017	Collaboration between Al Jalila Children's Specialty Hospital Mohammad Bin Rashid University of Medicine and Health Sciences Harvard Medical School Center for Global Health Delivery – Dubai Zayed University

Lab Participants

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Ms. Noora Al Marri	Head of Special Education, Ministry of Education
Dr. Hussein Al Maseeh	Sector Expert/Social Development and Care Sector
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Dr. Salmaan Keshavjee	Director , Harvard Medical School Center for Global Health Delivery – Dubai
Dr Peyvand Khaleghian (Moderator)	Co-Founder and Director of Amana Healthcare
Mr. Sean Pavitt	Senior Inspector, Dubai School Inspection Bureau, Knowledge and Human Development Authority
Dr. Madeleine Portwood	Senior Consultant Educational Psychologist, UK & Ebdaah Dubai
Dr. Latifa Al Rustamani	Consultant Family Physician, Primary Health Care, Dubai Health Authority
Ms. Nannette Wicker-Essick	Founder and Director, KidsFirst Medical Center



People Not Cars



Abstract

As the urban population increases globally, cities are facing new challenges arising from increased demands for infrastructure, transportation networks, and public spaces. Cities are expected to provide high-quality and inclusive public spaces that meet the needs of a growing and diverse user base and enhance their quality of life. Cities have supplemented these efforts by promoting walkability, encouraging the use of public transportation, and reducing dependency on private vehicles to ease congestion and enhance the adoption of healthy lifestyles.

Similarly, Dubai is facing its own set of challenges in managing the needs of its fast growing population and economy. Specifically, it is looking to balance between enhancing the livability and the quality of its urban fabric on one side, and maintaining a high-performing, efficient road and transport system on the other. The result so far has been a fragmented urban fabric with low levels of walkability and high dependency on private vehicles.

The “People Not Cars” session aimed at rethinking the concept of the street in Dubai by conducting a comprehensive urban analysis on a selected study area in Al Barsha 1 and 2 neighborhoods and exploring ways to enhance the livability and walkability through urban design. The interactive session identified a number of challenges adversely affecting walkability, including comfort and climate challenges, connectivity and mobility issues, inadequate land-use mix, and safety and security issues.

Recommendations coming out of the session revolved around 4 main pillars to enhance the livability and walkability of the studied street within 100 days. These recommendations included focusing on:

- 01 Enhancing the connectivity of Al Barsha 2 neighborhood by introducing a network of green spaces, and providing alternatives to connect the neighborhood to the nearest metro station.
- 02 Improving the utility of public realm by reducing physical barriers around existing social amenities and public destinations in Al Barsha 2 neighborhood and enhancing land-use mix around Al Seedaf 2 Street.
- 03 Establishing a sense of belonging among residents of Al Barsha 2 neighborhood through street activities to enhance its livability.

100
day plan



Background


By 2050, 70% of the total world population will be living in urban areas, and cities will face new challenges stemming from increasing pressures on their infrastructure, transportation networks, and public spaces. This trend has driven a lot of research in city and urban design and the last decade has witnessed the emergence of new ideas and thinking around the livability of cities. This has included the development, testing, and implementation of a range of innovative frameworks that respond to deteriorating urban environments in cities around the world.

Integrated planning plays a key role in achieving the spatial and strategic vision of a city and urban design is a key driver for social integration and prosperity, for generating a higher sense of place and raising the level of safety and public health. Inclusive urban design takes into account social diversity and the needs of different age groups and people with disabilities to reduce the barriers between the public and private spheres by setting appropriate street patterns and promoting permeability between streets and buildings. However, for streets to be livable they must first be recognized as public spaces.

The Dubai Plan 2021 aims at creating an inclusive city in line with the needs and perspectives of its inhabitants by focusing on the wellbeing of the individual and the society to enhance the quality of life while balancing between economic growth and the preservation of city resources and environment. However, Dubai is facing challenges in managing the needs of a fast growing population and economy.

Specifically, it is looking to balance between enhancing the livability and the quality of its urban fabric on one side, and maintaining a high-performing, efficient road and transport system on the other. The result so far has been a fragmented urban fabric with low levels of walkability and high dependency on private vehicles.

Increasing car ownership translates into increasing average time spent travelling. Car ownership in Dubai is among the highest in the world at 550 vehicles per 1,000 residents. As a result, Dubai's travel index is relatively high at 1.84 in 2016, meaning that it nearly takes double the travel time during peak hours. In addition, 35% of Dubai's residents are not satisfied with the fluidity of traffic according to the 2016 Dubai Urban Environment Survey.

Dubai ranks among the highest car oriented cities
with **550** vehicles   per **1,000**
residents



While public transport ridership increased to 361.6 million passengers using Dubai's metro, tram and bus networks in 2016, the use of public transport remains low accounting for only 16% of the overall modal split. This is despite 25% of Dubai residents indicating that they see public transport as their ideal mode of transportation. Moreover, 45% of Dubai's residents do not walk because of the lack of walkable destinations (Dubai Urban Environment Survey, 2016).

The "People Not Cars" session aimed at rethinking the concept of the street in Dubai by conducting a comprehensive urban analysis on a selected study area in Al Barsha 1 and 2 neighborhoods and exploring ways to enhance the livability and walkability through urban design. The targeted output was a 100 days plan that directs the redesign of the street as a model for public space, in line with Dubai Plan 2021's aim to create a livable city that supports wellbeing and healthy lifestyles.

"People Not Cars" came as a natural continuation of the 2016 Creative Lab "What's in our Neighborhood?" which focused on rethinking the distribution of public and social amenities not according to the typical functional land use planning approach, but based on elements of livability such as walkability and accessibility. Last year's lab participants agreed on the need for applying the recommendations through a pilot project, which was the essence of this year's session. Al Barsha Street in Al Barsha 1 neighborhood and Al Seedaf 2 Street in Al Barsha 2 neighborhood were chosen because they offered a multitude of significant elements to study, making them suitable for a pilot project that could be scaled up and rolled across other areas in Dubai.



361.6 million passengers used
Dubai's public transport system  
in Dubai in **2016**



“

The main idea of the session is to encourage the citizens of Dubai to walk more and depend less on car usage. Participants discussed solutions to provide basic services in the residential neighborhoods from entertainment venues, parks, shopping malls and mosques.

”

Dr. Khalid Al-Awadhi - Assistant Professor

Key Themes & Challenges

A number of challenges have been identified, affecting the level of walkability and livability of Al Barsha Street and Al Seedaf 2 Street. These challenges mainly include the following: (refer to Figure 1)



Figure 1: Highlight of the exiting challenges

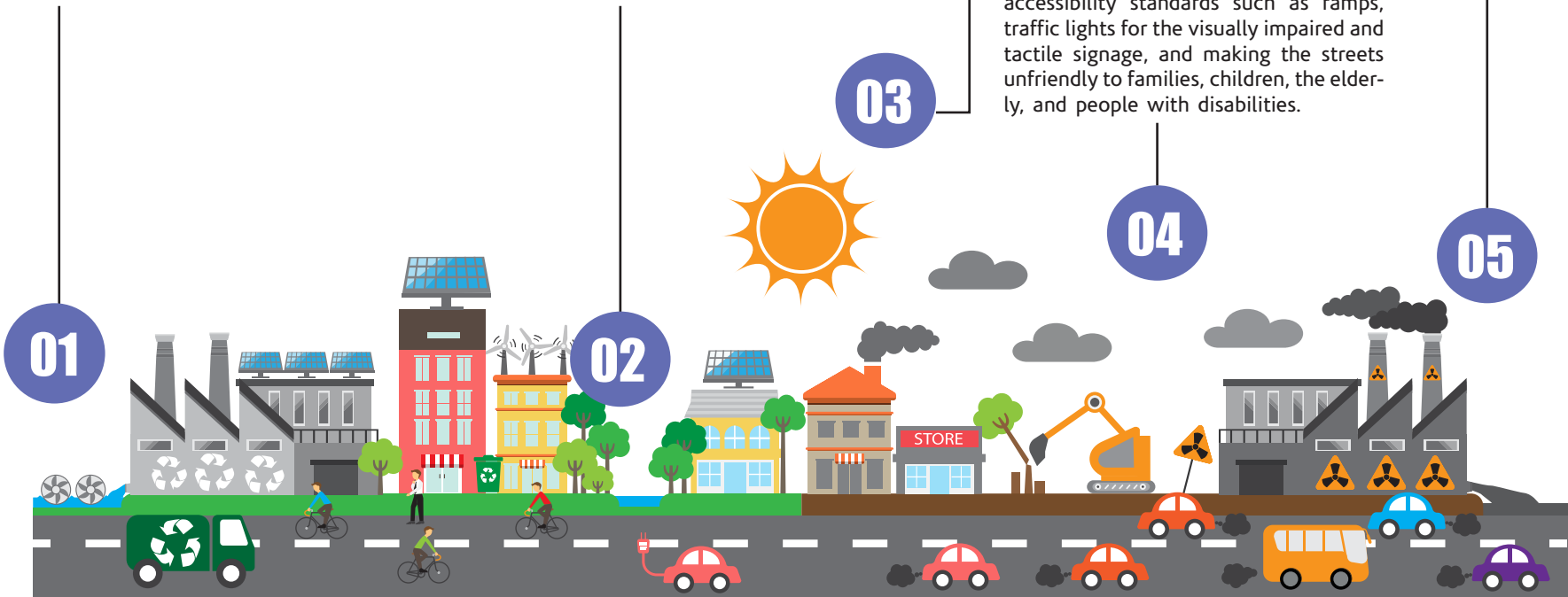
Utility & Comfort:
Al Barsha Street and Al Seedaf 2 Street are two major collector roads with a 30.5 meters right of way (R.O.W.). With only 7.3 meters allocated for car circulation and 5 meters for parallel parking on both sides of the street, the remaining 23.2 meters, including a 2 meters sidewalk from each side, are dedicated to underground utilities and infrastructure, resulting in wide streets with underdeveloped edges that do not incorporate basic shading elements such as trees due to technical constraints caused by the underground infrastructure (tree roots might damage underground utilities such as cables and water pipes). The lack of natural shading along with heat and humidity for long parts of the year make spending time outdoors uncomfortable. In addition, the streets lack urban furniture such as benches and drinking water which reduces the attractiveness and utility of public spaces.

Connectivity & Mobility:
The poor urban design that didn't incorporate livability measures has led to the creation of 2 separate neighborhoods on either side of Al Khail First Street. The area lacked sidewalks and pedestrian street crossings and had underdeveloped sikkas which makes it difficult and unpleasant for resident to walk to local destinations such as the mosque or park. There were no accessible destinations and no cycling lanes or bicycle parking. The neighborhood was not connected to public transportation (no bus stops and feeder buses). There is no pedestrian access to Mall of the Emirates, and a lack of seamless pedestrian crossing at First Al Khail Street.

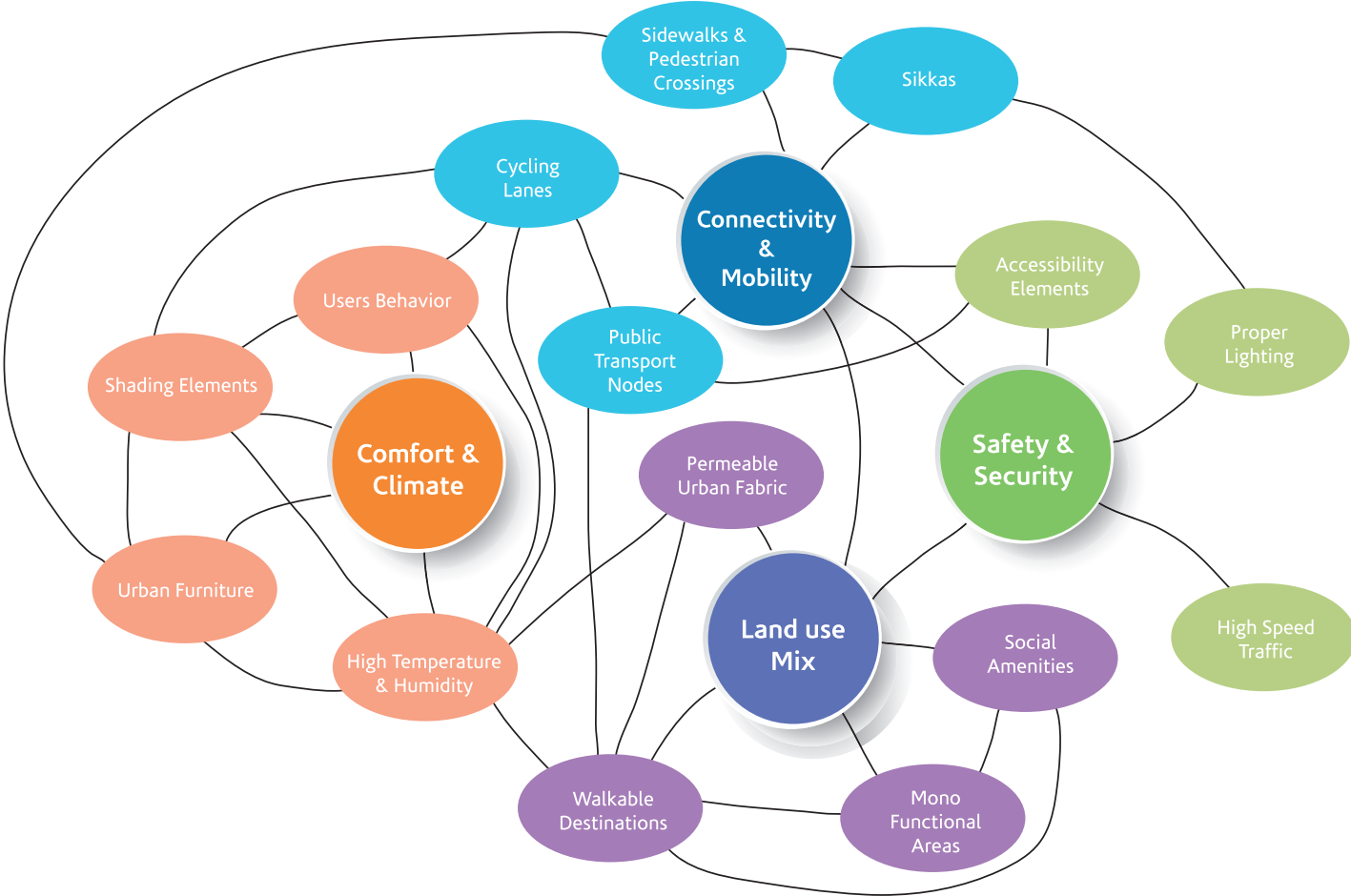
Land Use Mix:
Al Barsha 2 neighborhood features a typical mono-functional (residential) land use and lacks commercial activities on the street level. There are no final walkable destinations and there's a lack of social amenities such as pocket parks and public library.

Inclusion:
The street design does not incorporate accessibility standards such as ramps, traffic lights for the visually impaired and tactile signage, and making the streets unfriendly to families, children, the elderly, and people with disabilities.

Safety & Security:
The streets feature high speed traffic and there are no buffer zones between pedestrians and cars. The streets also lack quiet areas as well as proper lighting.



These challenges are summarized in the issue tree in Figure 2.



48% of Dubai's residents do not walk because of lack of walkable destinations



Overcoming the Challenges

The main goal of the “People Not Car” session was to reimagine the section of Al Barsha 2 under study as an area that is designed first and foremost around the needs of its residents. This reimagined neighborhood is one that is bustling with pedestrian life and activities, offering an abundance of practical and aesthetics amenities that cater to the needs of all its residents, regardless of ability or age. Its public space is at the center of a strong sense of community that exists among residents that not only fosters stronger bonds between them, but also helps them develop a strong affinity to their neighborhood and its future. While this neighborhood is fully integrated with the rest of the city by bicycle or public transport, you can also choose to get to it by car.

In order to achieve this, a number of initiatives must be addressed along 4 main pillars:
(refer to Figures 3 & 4)

Dubai plans to have more than **900 km**
of bicycle lanes by **2020** 



Figure 3: Setting the guidelines for the design intervention

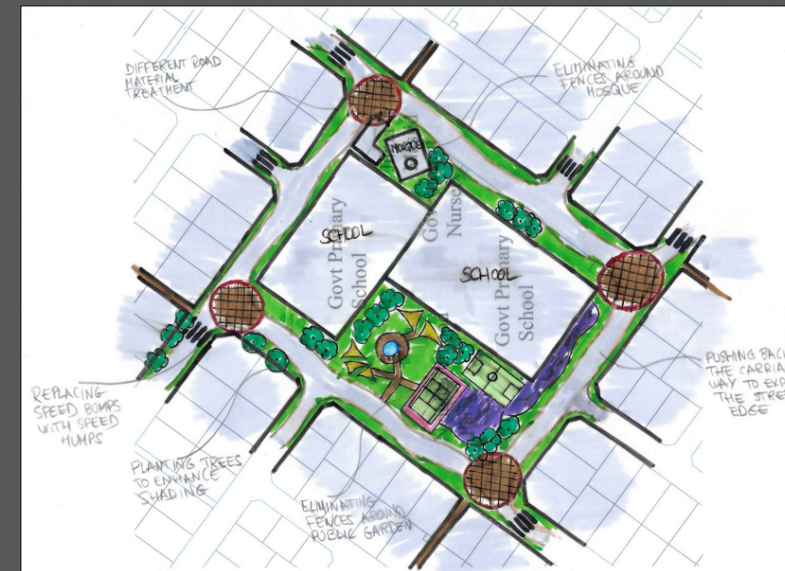


Figure 4: Proposed Conceptual Design

Key Recommendations

To be implemented within 100 days:

Enhance Connectivity & Mobility

Incorporating an overlay of green and open spaces such as pocket parks and treated sikkas into the existing urban fabric would create an interconnected pedestrian pattern not only within Al Barsha 2 neighborhood but also between the 2 sides of Al Khail First Street. In addition, replacing traditional speed bumps with speed humps containing pedestrian crossings would help in enhancing the safety of pedestrians and reducing the speed of traffic. Moreover, mobility alternatives such as a bus stop or a feeder bus connected to the nearest metro station would enhance the connectivity of Al Barsha 2 neighborhood.



Improve the Utility of Public Realm

The reduction of physical barriers by eliminating fences and walls especially around exiting social amenities and public destinations such as the mosque and the public garden would enhance the quality of the public space and increase resident's use of these spaces. Furthermore, the land-use mix within Al Barsha 2 and more particularly around Al Seedaf 2 Street should be revisited to encourage the establishment of additional community-level public destinations within walkable distances such as a public library, clinics, local coffee shops, and laundry service shops.



Establish a Sense of Belonging

Boosting the sense of belonging among residents of the neighborhood is important to enhance its livability. This can be accomplished by incorporating interactive public sculptures and introducing street wall art in the surroundings of existing schools and nurseries in Al Barsha 2, as well as developing street neighborhood activities.



To be implemented beyond 100 days:

Revisit Street Design

The street has to cater to pedestrian users taking into account challenges with climate in the hot and humid summer months. Accordingly, it is of prime importance to rethink the typical right of way (R.O.W.) utilities cross sections manual to incorporate livability and public realm elements, cycling lanes and green corridors to enhance street aesthetics and improve the quality of the urban environment.



Impact & Success Measures

100 Days impact and success measures are:

01

Reviewed land use map for edges of the interface between Al Barsha 1 and Al Barsha 2 neighborhoods.

02

Revitalization project selected and approved.

1 Year Impact and success measures are:

Implementing the street revitalization project in Al Barsha 1 and 2 neighborhoods will achieve the following:

01

Increased number of walking trips and cycling trips in comparison to the baseline set within the 100 days action plan.

02

Increased square meters of green area and public open spaces.

03

100% compliance with Universal Design Guidelines.

04

Decrease in the street local temperature by 3 to 4 degrees Celsius according to evidence based research.



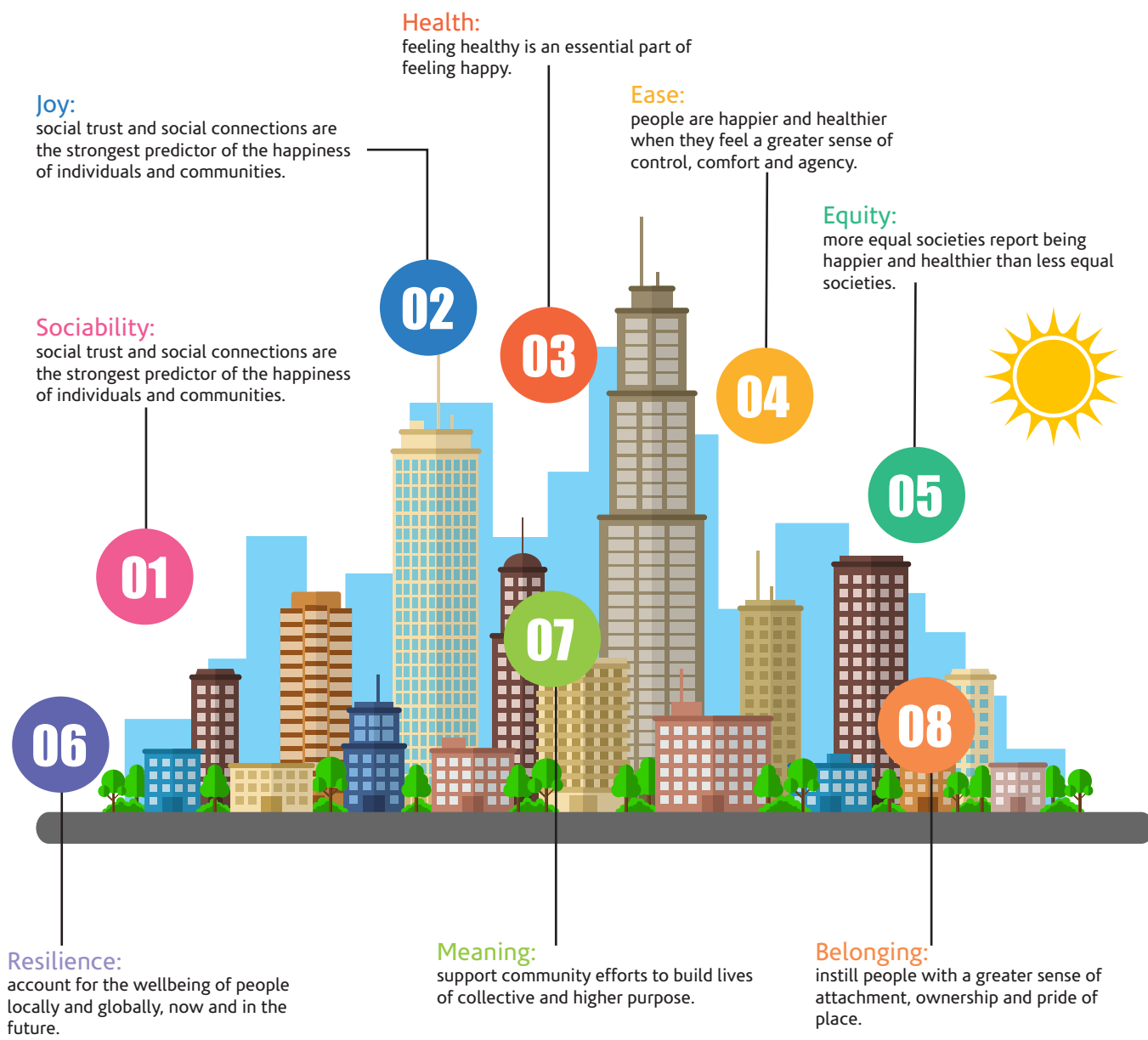
Best Practices

According to the Happy City*, eight wellbeing principles are key elements to achieve livable public realms through design. Beyond securing the individual's core needs (water, food, shelter, security and sanitation), one should consider the following:



wellbeing principles to guide placemaking practice. Source: Happy City

* Happy City is a Canadian based urban design and planning consultancy firm. Their philosophy is to bring happiness into neighborhoods and cities through research, public events, and collaborative consulting. Their work is grounded in evidence from psychology, neuroscience, public health and behavioral economics. Charles Montgomery, founder and principal at Happy City, is an award-winning author, urbanist and leader of transformative experiments, research and conversations about wellbeing in cities.



Key Next Steps

	INITIATIVE	ACTIVITY	TIMELINE	RESPONSIBLE ENTITY
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01	Revising the typical R.O.W. utilities cross sections manual	Include the revision of the R.O.W. manual on the Infrastructure, Land and Environment Committee agenda. The revision of the manual should take into account the incorporation of livability and public realm elements, cycling lanes and green corridors.	15-06-2017	Roads & Transport Authority
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02	Establishing the Task Force	Establishing a task force headed by the General Secretariat of the Executive Council to follow up on the implementation of the action plan until the project delivery.	15-06-2017	The General Secretariat of the Executive Council in collaboration with Roads & Transport Authority and Dubai Municipality
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03	Enhancing the land use mix within Emiratis typical housing neighborhoods	Rethink the land use map within the study area, to explore the possibility of adding commercial uses and services on First Al Khail and Al Seedaf 2 Streets.	27-07-2017	Dubai Municipality
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	INITIATIVE	ACTIVITY	TIMELINE	RESPONSIBLE ENTITY
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04	Setting the livability baseline for the street	Setting a livability baseline for the street that includes recording temperature variations in sun and shade, assessing traffic safety issues, screening the green spaces and plantations, assessing cessibility issues and monitoring trips done by walking and cycling.	27-07-2017	Dubai Municipality in collaboration with Roads and Transport Authority, Smart Dubai Office and Masdar Institute of Science and Technology
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05	Kick off the revitalization plan	Produce the revitalization plan (including the detailed design of the street) based on the guidelines discussed and agreed upon in the session.	28-09-2017	Dubai Municipality in collaboration with the Task Force
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06	Implementation of the revitalization project	Executing the detailed design on the ground keeping in mind that the pilot project should be maximizing the impact of the revitalization plan with no physical intervention on underground infrastructure and minimal financial impact.	31-12-2017	Dubai Municipality and Roads & Transport Authority
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07	Kick off the revitalization plan	Measuring the project impact in comparison to the initially set baseline.	29-03-2018	Smart Dubai Office in collaboration with Dubai Municipality and Roads and Transport Authority
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Lab Participants

Dr. Khaled Al Awadi	Assistant Professor, Masdar Institute of Science and Technology
Dr. Khaled Nasef	Senior Urban Planner and Design Specialist – Dubai Municipality
Dr. Youssef Diab	Scientific Director – School of Engineers, City of Paris
Eng. Maram Almuathen	Senior Urban Planner – Dubai Municipality
Eng. Yousif Al Hammadi	Head of Maintenance Unit, Parks Section – Dubai Municipality
Eng. Abdulla Jassim	Deputy Director & Right of Way Services Manager, Roads and Transport Authority
Eng. Ahmed El Khzaimy	Deputy Director & Transportation Integration Manager, Roads and Transport Authority
Eng. Mohamed Al Ali	Director Planning & Business Development, Public Transport Agency, Roads and Transport Authority
Ms. Michelle Saywood	Vice President Design – Meraas
Eng. Abdul Jalil Al Abbasi	Vice President Planning & Design – Dubai Silicon Oasis Authority
Mr. Yatinder Mahajan	Head of Smart City – Dubai Design District
Mr. Houssam Elokda	Research and Middle East Operations Lead – Happy City
Mr. Abdul Wahed Al Jasmi	Al Barsha neighborhood resident
Mr. Rami Farook	Founder-Director at Traffic R&D, Farook Social Enterprises and The Farook Foundation
Mr. Fortuné Penniman	Architect & Designer – A Hypothetical Office (AHO) Dubai
Ms. Maryam Al Muheiri	Master’s Degree student – Masdar Institute of Science and Technology
Mr. Ahmed Al Mulla	PhD Degree student – Masdar Institute of Science and Technology



The Capital of Aviation Industry



Abstract

The “Capital of Aviation Industries” session aimed at specifying the key enabling elements and success factors required to build a commercially sustainable ecosystem to support the entire aerospace value chain and help in attracting global manufacturers to Dubai. Main challenges identified include high costs of operations and living, limited funding options, administrative inefficiencies, and lack of sufficient sector-related innovation, R&D and incentives.

Despite the aforementioned challenges, Dubai is capturing around 5% of its potential aerospace manufacturing capacity. The sector is considered relatively nascent, but has been attracting a number of key players who have set themselves in Dubai and have shown willingness and interest to develop Dubai’s aerospace capabilities. A list of key initiatives has been identified to enhance the aerospace competitiveness, boost its growth and attract more manufacturers. Initiatives are expected to deliver the following within 100 days:

- 01

Identify vocational training needs and launch at least one training program with a university.
- 02

Design optimal regulatory framework to attract investors.
- 03

Define governance model for aerospace cluster and establish an association or committee.
- 04

Set up a one-stop shop for aerospace licensing.

100
day plan



Background

Dubai Industrial Strategy 2030 aims to elevate the Emirate to “become a global platform for knowledge-based, sustainable and innovative industries.” The strategy focuses on six industrial subsectors: Aerospace, Maritime, Pharmaceuticals & Medical Equipment, Aluminum & Fabricated Metals, Fast Moving Consumable Goods (FMCG), and Machinery & Equipment.

The aerospace sector has been selected given the pioneering role that Emirates Airlines plays as it is considered one of the leading companies worldwide and owns a large and competitive fleet globally. The strategy aims at supporting Emirates Airlines and Dubai’s long-standing competitiveness in the industry over the long term, through the localization of manufacturing capabilities in certain aerospace sub-industries.

In order to achieve this ambitious goal, one of the key initiatives that has been set is the creation of an aerospace cluster which draws on the partnerships and collaboration amongst the key relevant stakeholders such as Emirates Airlines, Fly Dubai, Dubai Airports, JAFZA, etc. As such, the “Capital of Aviation Industries” session that was led by Dubai South aimed at specifying the key enabling elements and success factors required to build a commercially sustainable ecosystem to support the entire aerospace value chain and help in attracting global manufacturers to Dubai.



The aerospace industry represents


2.3% of the industrial sector in Dubai.

The industrial sector represents **10%** of Dubai’s GDP.



The aviation industry in Dubai is an important pillar of the local economy, with globally competitive transport and logistics capabilities

KEY CONTRIBUTOR TO THE LOCAL ECONOMY

Jobs ('000s)

2013

416

%


21%

2020

754

%

30%

USD ('billion)


26.7

27% GDP

53.1


38% GDP

Large infrastructure spending programs prioritized by the gov't


\$32 billion

approved to fund expansion of 2 airports


DRIVEN BY LOCAL PLAYERS WITH GLOBAL SCALE

Emirates

251 A/C in service / 252 Backlog
#4 – world largest airline by int'l PAX carried

Dubai Airports

#1 – highest number of international PAX
#3 – busiest cargo traffic


flydubai


57 A/C in service / 83 Backlog


\$3 billion


Funds raised in 2016 for expansion of AMIA

AND LONG STANDING RELATIONSHIPS WITH BLUE CHIP OEMS

AIRBUS

GE

BOEING

ROLLS ROYCE

~\$60 billion*

Emirates Capital commitment beyond '16 – '17

*Emirates group annual report 2015 – 2016

Key Themes & Challenges

Dubai is capturing around 5% of its potential aerospace manufacturing capacity. The sector is considered relatively nascent but has been attracting a number of key players who have set themselves in Dubai and have shown willingness and interest to develop Dubai's aerospace capabilities, provided aligned vested interest, and long-term sector sustainability.

A number of challenges have been identified that affect the aerospace sector attractiveness, mainly including the following:

- 01 Costs of doing business (direct and indirect costs). There is a need to assess the detailed cost items and identify the structural measures and incentives such as material costs, labor costs and capital costs (e.g. machinery, land and buildings).
- 02 Costs of living (e.g. shortage of affordable housing, education and healthcare needs especially those at affordable prices).
- 03 Sustainability and continuity of business. There is a need to ensure consistent long-term demand and volume, for example through attracting services that might be provided by Dubai (e.g. MRO/Asset Management). All this requires building the local supply chain.
- 04 Barriers to entry (e.g. high costs of infrastructure and land lease).
- 05 Lack of a structured framework and specific investment proposal to engage local airlines (e.g. Emirates Airlines and Fly Dubai) in attracting global suppliers to manufacture locally.

- 06 Procurement policy not utilized to attract global manufacturers to relocate some production lines and increase local content share of manufactured products.
- 07 Complex regulatory system and bureaucracy leading to an unclear map of the investment process for new entrants and lengthy procedures.
- 08 Sub-optimal utilization and limited availability of capital-intensive assets that requires government intervention to facilitate and make available to be shared among aerospace cluster players.
- 09 Weak linkages and collaboration between government, industries, universities, etc.
- 10 Lack of sector-related structure and funding for innovation and R&D.
- 11 Limited funding options and availability of only one class of shares for start-ups in the free zones.



Aerospace industry is expected to attract additional

7,000  skilled jobs

by **2030**

Key Recommendations



To be implemented within 100 days:

Target potential investment opportunities where Dubai could have a competitive advantage such as components (avionics, airplane seats and piece part repair) and base maintenance.

01

Design an optimal regulatory framework to simplify and speed up the licensing process for new entrants, and set up a one-stop shop for aerospace and rapid licensing procedures.

03

02

Develop and implement an integrated educational strategy to provide vocational training and on the job training.

04

Set up a governance model for the aerospace cluster (e.g. association, committee, or agency) to facilitate coordination and partnerships between aerospace cluster players.

Signing at least one term sheet (i.e. agreement) with an investor with commitment to relocate to Dubai.

05

06

Agree on long-term loans with low rates with at least one bank to finance investors.

Attract and/or partner with Original Equipment Manufacturers (OEMs) to invest and set up Maintenance, Repair & Operations (MRO) operations in Al Maktoum International Airport. Dubai's established position in the market place as a global hub for aviation and logistics presents a unique platform for MRO business to succeed.

07

08

Attract and/or invest with Tier 1 and Tier 2 aero-structure companies to build manufacturing operations in Dubai South. Dubai has an opportunity to partner with OEMs and Tier 1 suppliers to invest locally and benefit from the existing and future ecosystem.

To be implemented beyond 100 days:

Use the procurement policy to attract global manufacturers to produce locally to increase local content (to cater for aerospace and other sectors such as infrastructure, transportation, utilities, etc.).

09

10

Provide innovative funding solutions and incentives to attract manufacturers, including the consideration by the government to invest in some CAPEX as seed implantation to boost the sector growth and attract big investors (e.g. Hangers, large machinery, Autoclave, etc.), and to facilitate the investment in capital-intensive assets to be shared between aerospace cluster players.

Set up an aviation innovation incubator (to fund and connect stakeholders) for innovation related ideas and start-ups (e.g., provide funding vehicle for R&D, provide several funding options for start-ups instead of one-class of shares, etc.).

11

12

Reduce the cost of doing business and operational costs of investors (e.g. long-term reduced land lease).

Provide affordable housing, education and health insurance, especially for blue colored workers.

13

14

Consider leveraging on Strata and Tawazun experience to boost the sector growth and even to expand in Dubai South as they share the same objective of localizing the sector, to ensure integration and coordination for the benefit of the UAE.

Impact & Success Measures

The main expected impact is to increase the aviation sector value added in Dubai's economy and make Dubai a capital for selected aviation industries. The first 100 days are expected to yield the following:

- 01** Identify vocational training needs and launch at least one training program with a university.
- 02** Design optimal regulatory framework to attract investors.
- 03** Define governance model for aerospace cluster and establish an association or committee.
- 04** Set up a one-stop shop for aerospace licensing.


Global aerospace market size is ~
\$600 bn with an expected
4% CAGR until **2030.**



Best Practices

Case Study - Mexico


Mexico’s goals and competitive factors elevated the status of the country as a prime manufacturer and exporter of components



GOALS


A

Feature among the 10 largest suppliers globally




B


Employ 110k locals in the sector



C

Export >\$12bn of aero manufactured products every years





SUCCESS FACTORS

Cost competitiveness

15.7% cost advantage over U.S counterparts

Trade agreements

NAFTA provides manufacturers with dutyfree access to U.S and Canadian aerospace markets

Bilateral aviation safety agreements

Certify Mexican manufactured aerospace designs and components

Government assistance

Five aerospace clusters driving production and R&D to facilitate transaction to higher tech manufacturing

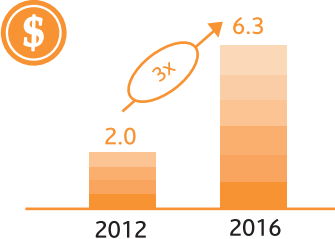
Workforce development

115k engineers and tech students graduate every year

High-level development timeline

YEAR	HIGHLIGHTS
1970's	Major foreign manufacturers Honeywell & Westinghouse started fabricating basic components for US defense aircraft
2005	Organized aerospace sector begins – Establishment of National Aerospace and Supplier Park
2007	Regulatory initiatives by government Mexico declared “Pole de Competitive*” for the French Aerospace
Today	Mexico becomes 15th largest exporter in the global aviation industry and one of the largest recipients of FDI in aerospace sector Mexico has ~300 aerospace manufacturers

VALUE OF EXPORTS (\$ BILLIONS)



Year	Value (\$ Billions)
2012	2.0
2016	6.3


SEGMENTATION OF COMPANIES

Manufacturing	79%
MRO	11%
Development and Engineering	10%

FACTS AND FIGURES


7th

Largest Supplier of Aircraft parts into the US




300

companies and supporting organizations



45k

jobs created



Key Next Steps

	INITIATIVE	ACTIVITY	TIMELINE	RESPONSIBLE ENTITY
01	Align the procurement policy to increase local content	<ul style="list-style-type: none"> Engage the list of suppliers (Emirates Air lines and Fly Dubai lists) and understand their needs Develop incentive packages and term sheet (i.e. agreement) tailored to suppliers Build awareness among the list of suppliers Ensure suppliers' commitment to relocate 	15-05-2017 15-06-2017 13-07-2017 28-12-2017	Dubai South
02	Develop and implement an integrated educational strategy to provide vocational training and on the job training	<ul style="list-style-type: none"> Conduct a training needs assessment (university and technical programs and funding opportunities) Tailor education programs Launch education programs 	15-05-2017 15-06-2017 15-10-2017	Dubai South in collaboration with KHDA & universities
03	Provide tailored funding schemes	<ul style="list-style-type: none"> Engage the banking sector to design specific financial products that are tailored to the needs of the aerospace industry 	15-06-2017	Dubai South in collaboration with banks
04	Set up a one stop shop for aerospace	<ul style="list-style-type: none"> Develop the full journey for an aerospace company to set up and facilitate licensing Have representative offices (General Civil Aviation Authority "GCAA" and Dubai Civil Aviation Authority "DCA") 	15-05-2017 13-07-2017	Dubai South in collaboration with DED, Dubai The Model Center and Dubai Smart Government Establishment

	INITIATIVE	ACTIVITY	TIMELINE	RESPONSIBLE ENTITY
05	Design optimal regulatory framework	<ul style="list-style-type: none"> Review and design a regulatory framework that is more competitive, attracts investors and simplifies the process of the investment map for new entrants 	13-07-2017	Dubai South
06	Set up a governance model for the aerospace cluster	<ul style="list-style-type: none"> Define the concept (e.g. association, committee, etc.) Implement the model to facilitate coordination and interaction between aerospace cluster players 	13-07-2017 28-12-2017	Dubai South
07	Establish Industrial Development Fund	<ul style="list-style-type: none"> Set up Industrial Development Fund for all industrial sectors to provide loans at preferential conditions 	31-12-2018	DED
08	Government to facilitate setting up a fund for investment in capital-intensive assets for sharing	<ul style="list-style-type: none"> Identify CAPEX Needs Combine the needs that can be funded on a common platform Set up an SPV to manage those assets 	16-11-2017 14-12-2017 31-12-2018	Dubai South
09	Set up an aviation innovation incubator	<ul style="list-style-type: none"> Provide a platform and space for start-up incubations (to fund and connect stakeholders) for innovation related ideas/ start-ups 	31-10-2018	Dubai South



Lab Participants

NAME	TITLE - ENTITY
Dr Mohammed Al Fahim (Session Moderator)	SVP Corporate Development – Dubai South
Mr. Yasir Badri	VP Special Projects – Dubai South
Mr. Ahmed Yasin	Director of Strategy – Dubai South
Ms. Amal El Houbbadi	Aviation Strategy Specialist – Dubai South
Mr. Ahmed Al Zarooni	Commerical Lead – STRATA Manufacturing
Mr. Ziad Al Hazmi	Commercial Lead at Lufthansa Technik Middle East
Mr. Ivan Gale	Head of Commercial Operations - Boeing
Mr. Leonardo Monti	Consultant - Strategy&
Mr. Alessandro Borgogna	Consultant - Strategy&

The capital of aviation industry

Pioneering Pharma



Abstract

The “Pioneering Pharma” session aimed at highlighting the key challenges facing the Pharmaceuticals & Medical Equipment in Dubai in order to select the key enablers and strategic initiatives required to overcome them and attract global manufacturers. Furthermore, it highlighted the range of products and medicines that can fortify Dubai’s position in this sector. Key challenges include weak manufacturing ecosystem, fragile IP and regulatory frameworks, limited talents pool, lack of products’ specific guidelines, limited market size and limited access to regional and international markets. A number of products were recommended for Dubai to venture into over the short, medium and long terms within Pharma and MedTech sectors.

As such, a total of 30 strategic initiatives within 8 main categories were identified to increase Dubai’s competitiveness. These initiatives are expected to deliver the following within a 100 days plan:

- 01

Finalize and endorse the list of opportunities for Pharma and MedTech industries in Dubai.
- 02

Develop sector-wide and categories’ specific investment pitch documents.
- 03

Develop a list of targeted investors across the different opportunities in Pharma and MedTech to start investment promotion missions.
- 04

Set up a one-stop shop with the full journey for a Pharma company to establish facilities and get required licensing.

Moreover, the following achievements are expected within one year:

- 01

Pitch book presented to at least 10 potential investors and attract 2 manufacturers by the end of 2018.
- 02

Launch 3 vocational training and capacity building programs in collaboration with educational institutes in Dubai.
- 03

Feasibility study completed for establishing Biotechnology institute in Dubai.

100
day plan





“The Dubai Industrial Strategy 2030 aims at driving sustainability and diversification of Dubai's economy by strengthening and developing the industrial sector. The session, which included participants from local and international companies, discussed challenges and highlighted solutions, including creating specialized areas for pharmaceutical manufacturing and securing the necessary support from the government.”

— Marwan Al Janahi, Executive Director,
Dubai Science Park



Background

Dubai Industrial Strategy 2030 targeted six strategic sectors, one of which is Pharmaceuticals & Medical Equipment. Given that many international pharmaceutical firms expressed their interest in transferring parts of their plants and research centres abroad to take advantage of international markets' expansions and ensure lower business costs, Dubai is considered one of the prime hubs to host these international firms.

In order to achieve this global stance vis-a-vis other leading competitors; several strategic initiatives have been identified by the relevant stakeholders and in accordance to international best practices.

Stemming from this ambitious vision and to further solidify the identified strategic initiatives, the "Pioneering Pharma" session that was led by Dubai Science Park highlighted the range of products and medicines that can fortify Dubai's position in this sector and recommended a set of enablers to attract global manufacturers.

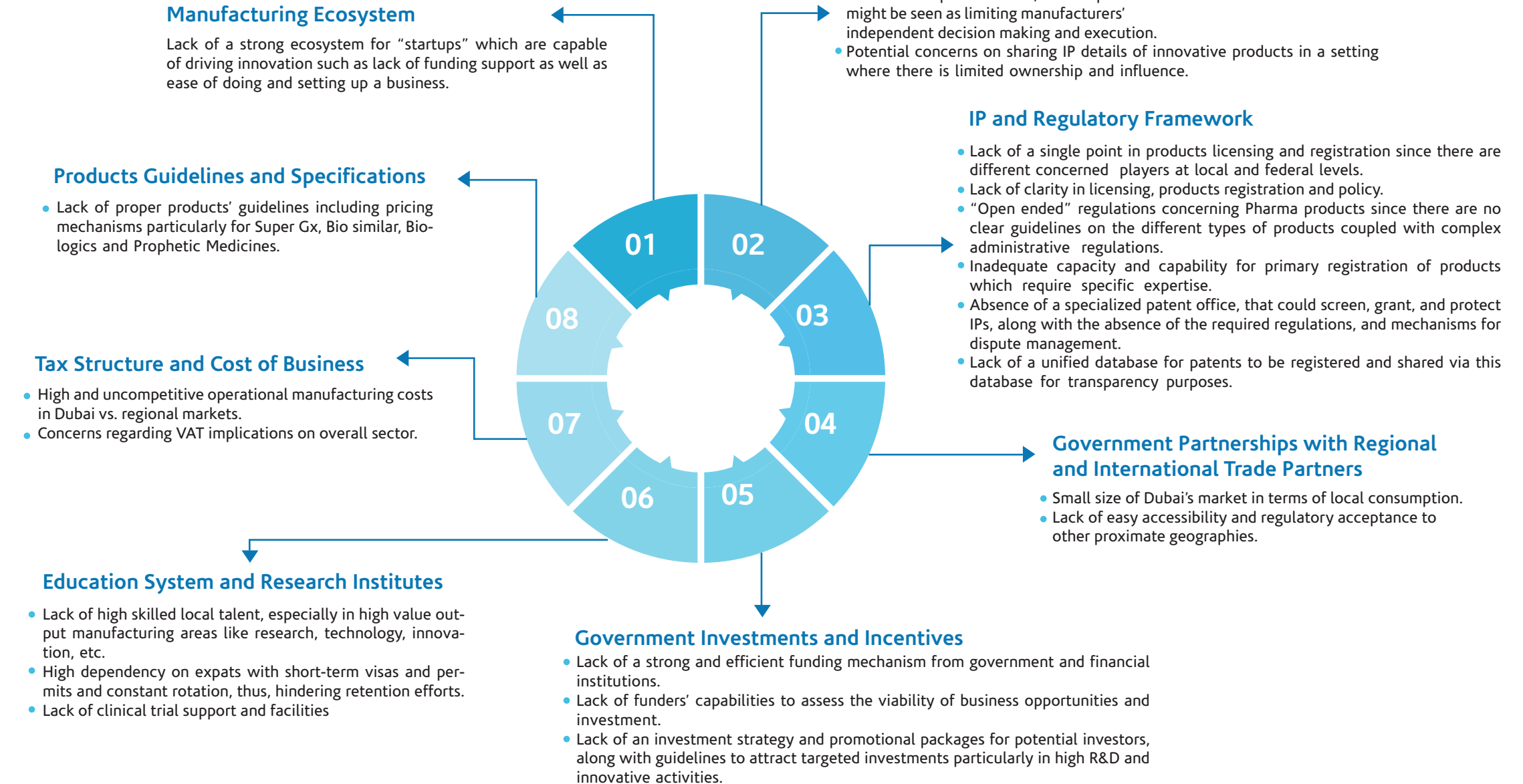
Pharmaceuticals industry represents **1.8%**
of the industrial sector in Dubai. The industrial
sector in Dubai represents **10%** of GDP and
is the **4th** largest sector.

Key Themes & Challenges

From a Pharma perspective, MENA will be among the fastest growing regions globally with a projected CAGR of 7.6% from 2015-2020 vis-à-vis 2% for Latin America, 3% for Europe and 4% for Asia. UAE Pharma market is insulated from the regional slowdown; growth expected to continue going forward. Compared to various industries, Pharma – MedTech has one of the highest reliance on UAE imports currently at 80% compared to 46% for Chemicals, 47% for Metals and Ores, and 60% for Food products. Manufacturing capabilities in the UAE are mainly located in Ras Al Khaimah & Abu Dhabi and primarily focusing on generics, the less complex formulation.



The following were the key identified challenges for the sector in Dubai:



Key Recommendations

Based on UAE's general and Dubai's specific value proposition, potential areas of opportunities were identified to drive the way forward for Dubai in both Pharma (i.e. Super Gx) and MedTech (i.e. Insulin Pumps).

Also, the following key enablers have been identified as key to push the sector forward in the coming period:

Pharmaceuticals industry is expected to attract additional **3,000** skilled jobs by **2030**



To be implemented within 100 days:

Enhancing manufacturing ecosystem.



Strengthening IP and regulatory frameworks.



To be implemented beyond 100 days:

Improving government investments and incentives particularly related to provision of financing schemes.



Improving the business environment by addressing concerns related to tax structure and cost of business



Clarifying ownership structures options for investors.



Solidifying government partnerships with regional and international trade partners.



Enhancing talents pool through the education system and research institutes.



Developing products guidelines and specifications.






Impact and Success Measures

The main expected impact is to increase the industry's value added by transforming Dubai into a pioneering hub in Pharmaceuticals and Medical Equipment. Therefore, a total of 30 strategic initiatives within 8 main categories were identified to increase Dubai's competitiveness. These initiatives are expected to deliver the following within a 100 days plan:

- 01 Finalize and endorse the list of opportunities for Pharma and MedTech industries in Dubai.
- 02 Develop sector-wide and categories' specific investment pitch documents.
- 03 Develop a list of targeted investors across the different opportunities in Pharma and MedTech to start investment promotion missions.
- 04 Set up a one-stop shop with the full journey for a Pharma company to establish facilities and get required licensing.

Moreover, the following achievements are expected within one year:

- 01 Pitch book presented to at least 10 potential investors and attract 2 manufacturers by the end of 2018. 
- 02 Launch 3 vocational training and capacity building programs in collaboration with educational institutes in Dubai. 
- 03 Feasibility study completed for establishing Biotechnology institute in Dubai. 

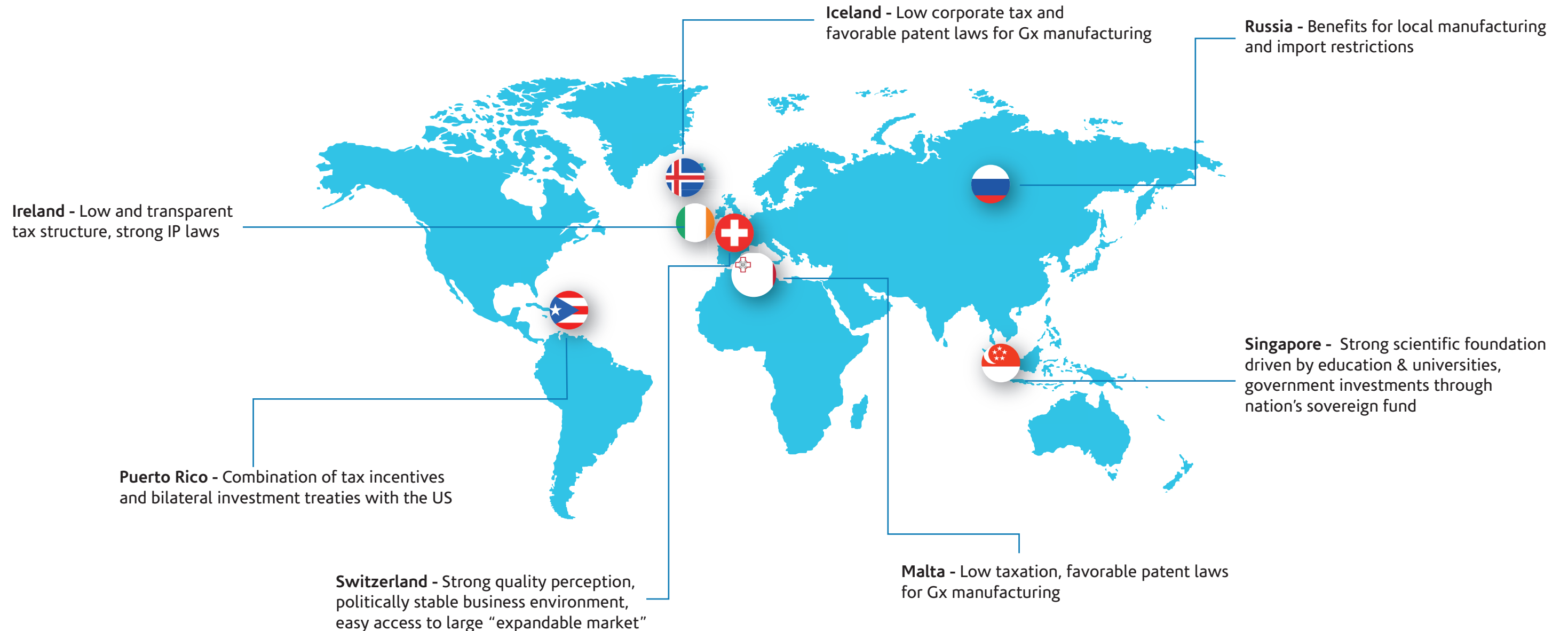


80% of pharmaceuticals consumed in the GCC are imported

Best Practices

(Selective Examples)

Different Countries have emerged as a manufacturing hub by providing different value proposition



Key Next Steps

	ENABLER	INITIATIVE	ACTIVITY	TIMELINE	RESPONSIBLE ENTITY
01	Manufacturing Ecosystem	Develop and promote Dubai's Pharma and MedTech opportunities	1.1. Finalize and endorse the list of opportunities for Pharma and MedTech industries in Dubai.	29-06-2017	Dubai Science Park in collaboration with DHCA, JAFZA and Dubai South
			1.2. Develop sector-wide and categories' specific investment pitch documents.	15-08-2017	Dubai Science Park in collaboration with DHCA, JAFZA and Dubai South
		Improve startups ecosystem	1.3. Set up a one-stop shop with the full journey for a Pharma company to establish facilities and get required licensing	15-08-2017	Dubai Science Park in coordination with DED, Dubai Smart Government Establishment and Dubai The Model Center
<hr/>					
02	Ownership Structure	Improve perception around ownership	2.1. Communicate clearly freezones advantages with regards to ownership structures (to be reflected into activity 1.2. as part of pitch book)	30-11-2017	Dubai Science Park in collaboration with Dubai Chamber of Commerce and Industry and Dubai Investment Development Agency
<hr/>					
03	IP and regulatory framework	Strengthen IP system	3.1. Review and develop required IP by-laws for Pharma and MedTech	30-11-2017	Dubai Science Park in collaboration with Supreme Legislation Committee (SLC), DED and Ministry of Economy
			3.2. Set up specific Pharma and MedTech patent review and dispute committees	30-11-2017	Dubai Science Park in collaboration with SLC, DED and Ministry of Economy

	ENABLER	INITIATIVE	ACTIVITY	TIMELINE	RESPONSIBLE ENTITY
03	IP and regulatory framework	Strengthen IP system	3.3. Develop a full-fledge transport patent review and dispute committees	28-06-2018	DED in collaboration with Ministry of Economy
			3.4. Develop and communicate guidelines for Pharma and MedTech products' regulatory approval, including timelines, requirements and primary reviews.	28-06-2018*	Dubai Science Park in collaboration with DHA, DHCA and Ministry of Health
		Strengthen regulatory framework	3.5. Develop sub-guidelines per products' category (Pharma , BS, MedTech)	28-06-2018*	Dubai Science Park in collaboration with DHA, DHCA and with Ministry of Health
			3.6. Develop an assessment of current capabilities and capacity for primary registration review and present key improvement recommendations	28-06-2018*	Dubai Science Park in collaboration with DHA, DHCA and Ministry of Health
			3.7. Enhancing current capability and capacity for products primary registration review (Dependent on Step 2.6.)	28-06-2018*	Dubai Science Park in collaboration with DHA, DHCA and with Ministry of Health

Note: *Might take more than one year.

	ENABLER	INITIATIVE	ACTIVITY	TIMELINE	RESPONSIBLE ENTITY
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03

IP and regulatory framework

Strengthen IP system

3.8. Set-up and communicate transparent pricing framework per products' category

28-06-2018*

Dubai Science Park in collaboration with DHA, DHCA, DOF if needed, and with Ministry of Health

04

Government partnerships with regional and international trade partners

Improve regulatory recognition

4.1. Leverage Gulf Council remit/ recommendation for GCC countries to adopt a regional level recognition

28-06-2018

Dubai Science Park in collaboration with Ministry of Economy

4.2. Develop regulatory recognition agreements with less stringent countries i.e. Africa, CIS, etc.

30-06-2019

Dubai Science Park in collaboration with DED, SLC, Ministry of Economy, and Ministry of Foreign Affairs and International Cooperation

Trade agreements

4.3. Leverage and develop trade agreements to expand addressable market (e.g. Turkey and MedTech)

30-06-2019

Dubai Science Park in collaboration with DED, SLC and Ministry of Economy

4.4. Upgrading current local facilities/standards to comply to international recognition standards

30-09-2018

Dubai Science Park in collaboration with DHA

4.5. Communicate clearly information to investors (to be reflected into activity 1.2. as part of pitch book)

28-09-2017

Dubai Science Park

	ENABLER	INITIATIVE	ACTIVITY	TIMELINE	RESPONSIBLE ENTITY
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05

Government investments and incentives

Develop and clarify government incentives

5.1. Conduct a review of current government incentives and identify clear gaps and recommendations

28-12-2017

Dubai Science Park

5.2. Set-up a unified portal to communicate clearly incentives for manufacturing firms in Dubai (to be linked with activity 1.2.)

28-06-2018

Dubai Science Park

5.3. Enhance the current incentives for local manufacturing based on the review's recommendations

28-06-2018

Dubai Science Park

Develop sector specific financing schemes

5.4. Facilitate financing for local manufacturing (e.g., partnership with banks for tailored financing schemes, etc.)

30-06-2019

Dubai Science Park in collaboration with UAE Banks Federation

5.5. Set-up Dubai Industrial Development Fund for lending

30-06-2019

DED

06

Education system and research institutes

Attract talents

6.1. Assess required talents through the value chain as per the selected opportunities within Pharma and MedTech

30-06-2019

Dubai Science Park

	ENABLER	INITIATIVE	ACTIVITY	TIMELINE	RESPONSIBLE ENTITY
06	Education system and research institutes	Develop local talents	6.2. Develop internship and apprenticeships programs with leading schools to develop local talent pipeline with technical knowledge	30-06-2018	Dubai Science Park in collaboration with Universities, KHDA and Ministry of Education
		Investment promotion	6.3. Develop a full-fledge feasibility study to set up a specialized training institute in Dubai for biotechnology that includes educational programs and labs for research.	28-06-2018	Dubai Science Park in collaboration with Universities.
			6.4. Set up the Biotechnology Institute in Dubai (Dependent on completion of Step 8.3.)	30-06-2019	Dubai Science Park
07	Tax structure and cost of business	Clarify VAT implications	7.1. Understand VAT implications on Pharma/ MedTech	28-12-2017	Dubai Science Park in collaboration with DED and DoF
			7.2. Communicate clearly to investors about impact of VAT/ double taxation etc., either through public documents/ workshops	28-12-2017	Dubai Science Park in collaboration with Dubai Chamber of Commerce and Industry and DoF
08	Other strategic components	Set up a biotechnology institute	8.1. Develop a list of targeted Investors' across the different opportunities in Pharma and MedTech.	28-09-2017	Dubai Science Park
			8.2. Set specific investment promotion missions to attract key investors (present to at least 10)	28-06-2018	Dubai Science Park in collaboration with Dubai Chamber of Commerce and Industry and Dubai Investment Development Agency



Global pharmaceuticals market size is ~
\$1.4 tr with an expected **5% CAGR**
 until **2030**

Lab Participants

Mr. Marwan Abdulaziz Al Janahi (Session Moderator)	Executive Director – Dubai Science Park
Dr. Ramadan Al Blooshi	CEO –Dubai Healthcare City Authority
Mr. Nick Karjalainen	Executive Director Corporate Strategy – TECOM Group
Mr. Nuno Viana	General Manager - VieCo Pharmaceuticals
Mr. Jan Demeester	General Manager – Cooper Pharma
Mr. Madhukar Tanna	COO - Pharmax Pharmaceuticals
Mr. Thanos Flampouris	Director – Sector Development – Dubai South
Dr. Yacoub Haddad	Government Affairs Director, MEAP - AbbVie Biopharmaceuticals GmbH
Dr. Ahdy El Sayes	Entrepreneur - Ex GM , Takeda
Dr. Nadia Younis	Director, Government Affairs & Regulatory – Gulf & ME - AstraZeneca International Gulf & ME
Mr. Atiq Mirza	Strategy and Business Development Director - Medtronic
Ms. Maryam Al Raeesi	Senior Executive Business Development – Dubai Science Park
Mr. Hasan Kapar	Principal - QuintilesIMS
Ms. Nathalie Bassil	Engagement Manager- QuintilesIMS
Mr. Prashant Pandarathil	Sr. Consultant – QuintilesIMS





Abstract

The “Click Away” session aims to accelerate and facilitate industrial licensing procedures and standardize them at the local and federal levels, by implementing the one-stop-shop principle for industrial license applications. The key challenges related to obtaining industrial licenses can be summarised as follows: Multiple and different appellations for industrial activities at the Department of Economic Development in Dubai and Ministry of Economy, lack of a comprehensive guide showing clear and specific process flow for industrial licensing procedures, repeated requests for the same documents from the various government entities (at the local and federal levels), and lack of detailed statistical information on industrial facilities.

Consequently, an action plan including a set of recommendations seeking to facilitate and accelerate the industrial licensing process has been proposed and is expected to accomplish the following within maximum 100 days:

- 01 Establish a specific process flow for industrial licensing procedures.
- 02 Standardize the appellations of industrial activities.
- 03 Standardize the list of documents required for industrial licensing.
- 04 Develop a comprehensive guide on industrial licensing procedures required by relevant government entities (at the local and federal levels).
- 05 Develop a one-stop-shop for industrial licensing applications.
- 06 Carry out effective coordination efforts between the relevant government entities responsible for industrial inspection operations.

100
day plan



Background

As Dubai Plan 2021 enters its implementation phase, the Government of Dubai developed an Industrial Strategy for the Emirate to be one of the targeted strategic sectors alongside the traditional ones such as trade, logistics, financial services and tourism.

The strategy aims to enhance industrial coherence and integration with other economic sectors - particularly strategic ones - and to create an attractive and conducive investment environment for industries.

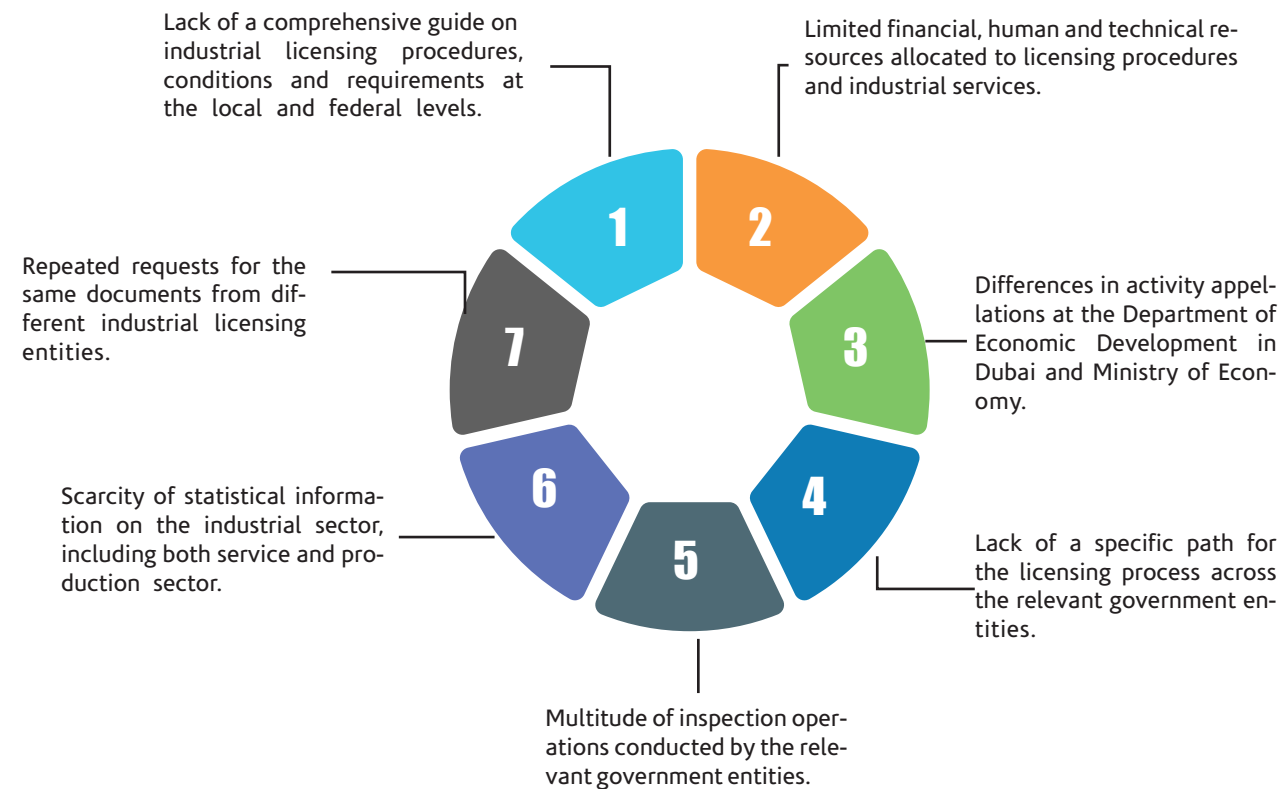
As such and in order to improve the investment environment, the “A Click Away” session that was led by Dubai Exports in Department of Economic Development investigated the mechanism of turning the multiple government windows into a single one-stop-shop that issues the required licenses and industrial related services. It will have representatives from relevant Government bodies operating under one umbrella, thus, cutting down costs and time, which will further enhance industrial activities and exports.

Dubai Industrial Strategy will increase Dubai's
GDP by **AED 160 bn** by **2030**



Key Themes & Challenges

The “A Click Away” session conducted an in-depth analysis of the industrial licensing process, taking into consideration input from the Ministry of Economy, local entities, and the private sector. This revealed a number of challenges faced by the industrial licensing process in Dubai as follows:

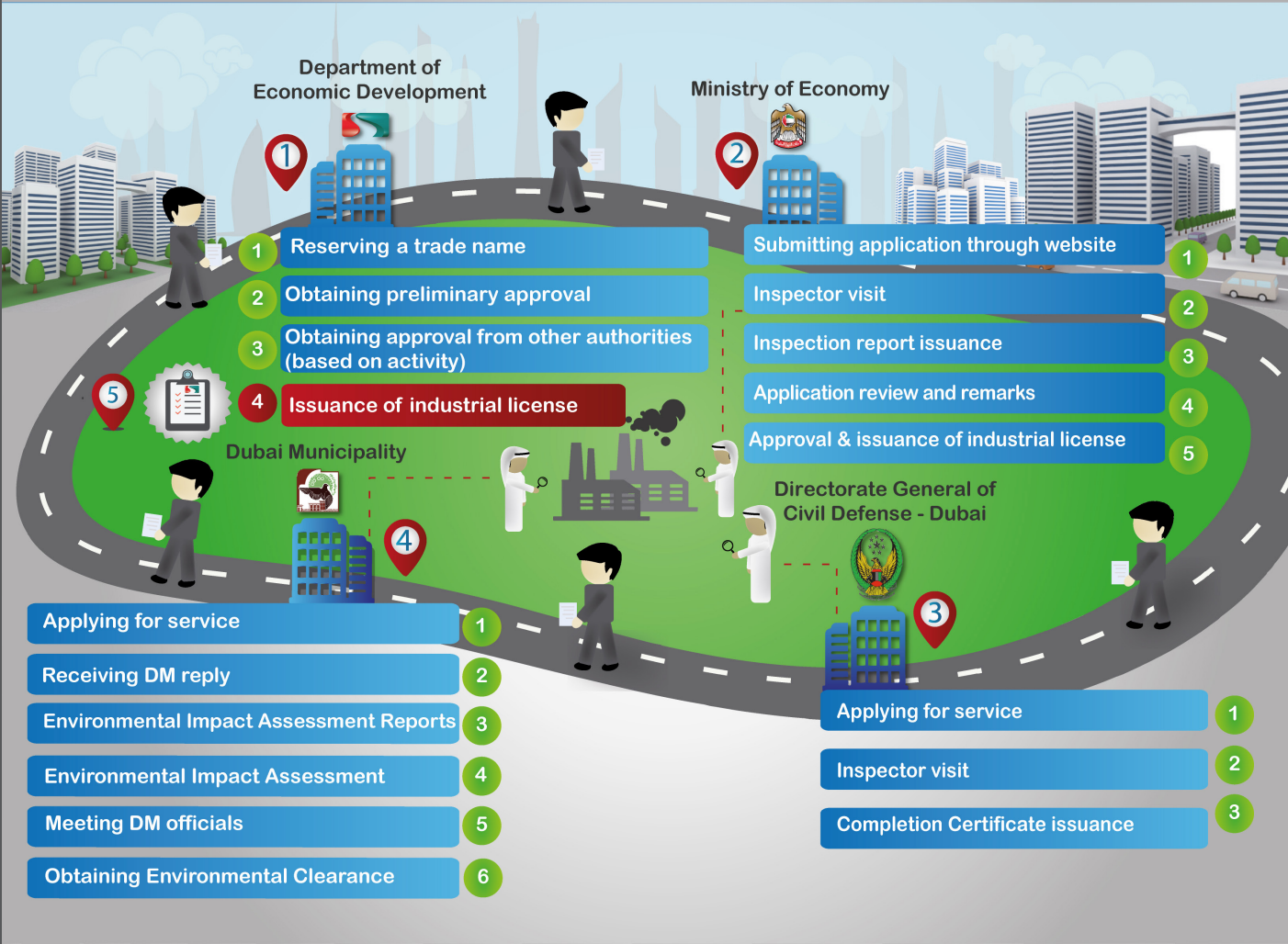


Dubai Industrial Strategy will create

27000 new skilled jobs 

in the industrial sector by 2030

“Dubai/ UAE Customer Journey Map for Issuing an Industrial Licensing”



Key Recommendations

Given the aforementioned list of challenges, a set of recommendations to facilitate and accelerate the industrial licensing process was developed. Those can be summarised as follows:

To be implemented within 100 days:

Coordinate between the Department of Economic Development in Dubai and the Ministry of Economy, to standardize the appellations of industrial activities.

01

Develop a comprehensive guide on industrial licensing procedures for all relevant government entities (at the local and federal levels).

03

Develop an interactive one-stop-shop for industrial licensing applications.

05

Carry out effective coordination efforts between the relevant government entities responsible for industrial inspection operations.

06

To be implemented beyond 100 days:

Establish a statistical database for the industrial sector, which includes detailed data on industrial facilities, business volumes, labour, etc.

08

Establish a specific process flow for industrial licensing procedures in order to facilitate and accelerate it.

02

Standardize the list of documents required for industrial licensing from the different relevant entities.

04

Increase financial, human and technical resource allocations and ensure active management thereof.

07

Coordinate with free zones to ensure integration among industrial licensing procedures in Dubai and its free zones.

09

Impact & Success Measures

The expected impact consists of accelerated, standardized, and facilitated industrial licensing procedures at the local and federal levels, by implementing the one-stop-shop principle for submitting industrial licensing applications.

Consequently, an action plan including a set of recommendations seeking to facilitate and accelerate the industrial licensing process has been proposed and is expected to accomplish the following within maximum 100 days:

01

Establish a specific process flow for industrial licensing procedures.

02

Standardize the appellations of industrial activities.

03

Develop a comprehensive guide on industrial licensing procedures required by relevant government entities (at the local and federal levels).

04

Standardize the list of documents required for industrial licensing.

05

Develop a one-stop-shop for industrial licensing applications.

06

Carry out effective coordination efforts between the relevant government entities responsible of industrial inspection operations.



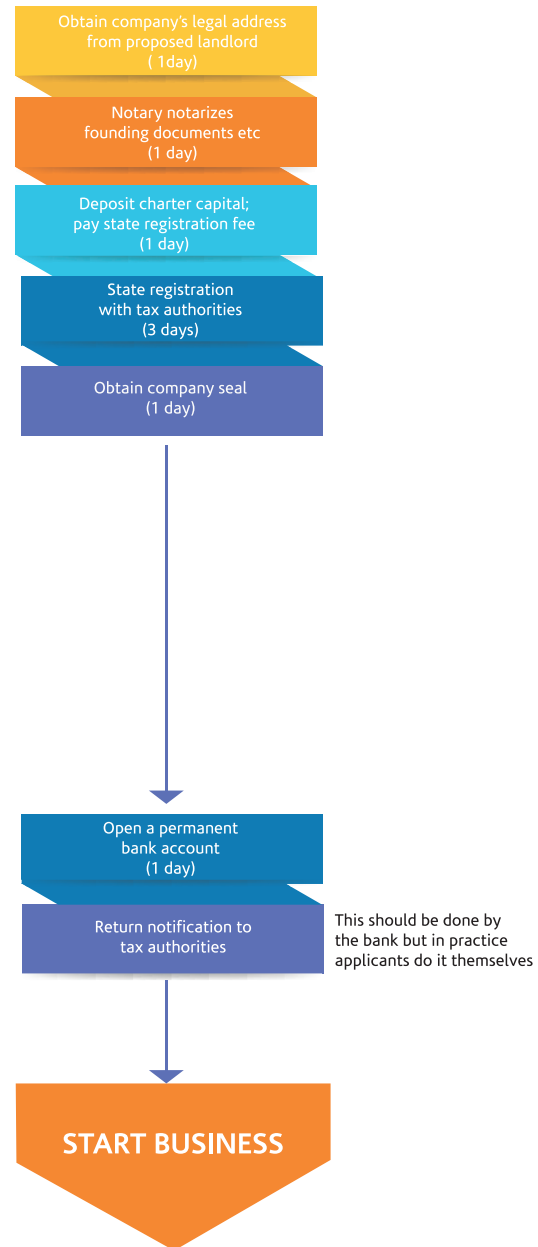
One-stop shop in Azerbaijan

34 days

Before the one-stop shop



With the one-stop shop

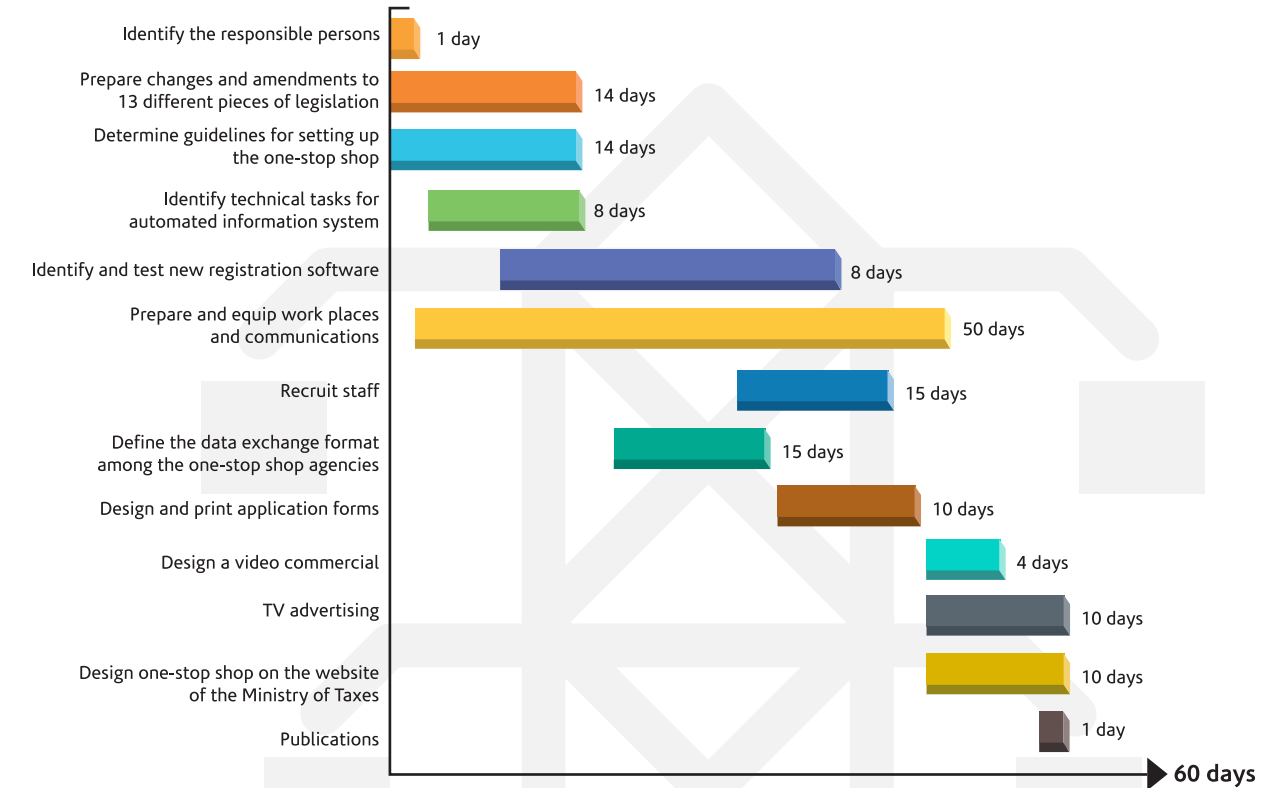


8 days

SOURCE: WORLD BANK

Within 60 days in Azerbaijan

Implementation of the one-stop shop was achieved within 60 days



SOURCE: WORLD BANK

Key Next Steps

	INITIATIVE	ACTIVITY	TIMELINE	RESPONSIBLE ENTITY
01	Establish a specific process flow for industrial licensing procedures	<ul style="list-style-type: none"> Identify all the relevant government entities, at the local and federal levels and merge the processes to accelerate the workflow Review and develop the current industrial licensing procedures workflow 	15-05-2017	Dubai Exports in Department of Economic Development in Dubai, in coordination with the Ministry of Economy and Dubai the Model Center
02	Standardize the appellations industrial activities by coordinating between the Department of Economic Development and the Ministry of Economy	<ul style="list-style-type: none"> Acquire a list from each relevant entity of all industrial activity appellations (the Department of Economic Development in Dubai and the Ministry of Economy) Align the industrial activity appellations between the relevant entities to identify differences Standardize the industrial activity appellations Develop a governance system to centrally manage required changes in industrial activity appellations and prevent variances in the future 	15-06-2017	Dubai Exports in Department of Economic Development in Dubai, in coordination with the Ministry of Economy
03	Develop a comprehensive guide on industrial licensing procedures for all relevant government entities (at the local and federal levels)	<ul style="list-style-type: none"> Determine industrial licensing procedures for each government entity and the required documents Develop a comprehensive guide including the steps to be taken by the industrial investor (at the local and federal levels) to obtain an industrial license 	15-06-2017	Dubai Exports in Department of Economic Development in Dubai, in coordination with the Ministry of Economy and Dubai the Model Center

	INITIATIVE	ACTIVITY	TIMELINE	RESPONSIBLE ENTITY
03	Develop a comprehensive guide on industrial licensing procedures for all relevant government entities (at the local and federal levels)	<ul style="list-style-type: none"> Enable electronic and interactive access to the guide on the internet (and later via smart-phones) for investors 	15-06-2017	Dubai Exports in Department of Economic Development in Dubai, in coordination with the Ministry of Economy and Dubai the Model Center
04	Standardize the list of documents required for industrial licensing	<ul style="list-style-type: none"> Determine the required documents and identify the central entity through which these documents will be submitted once Develop a clear mechanism to recover and provide these documents for any other relevant government entities requesting them (without going back to the applicant again) 	29-06-2017	Dubai Exports in Department of Economic Development in Dubai, in coordination with the Ministry of Economy and Dubai the Model Center
05	Develop a one-stop-shop for industrial licensing applications	<ul style="list-style-type: none"> Develop an electronic system (one-stop-shop) for submitting industrial licensing applications in a standardized and centralized manner Involve all the relevant government entities in the system development process Consider expanding the system's scope to include free zones 	17-08-2017	Dubai Exports in Department of Economic Development in Dubai, in coordination with the Ministry of Economy, Dubai the Model Center, Dubai Smart Government and Free-Zones Council

	INITIATIVE	ACTIVITY	TIMELINE	RESPONSIBLE ENTITY
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06

Standardize and manage industrial inspection operations, by coordinating effectively between all relevant government entities

- Identify the local government entities concerned with inspecting industrial facilities (Dubai Electricity & Water Authority, Directorate General of Civil Defence Dubai and Dubai Municipality)
- Specify inspection procedures for each government entity
- Establish a comprehensive and standardized table for inspection operations conducted by all the relevant government entities
- Coordinate to manage inspection operations using the standardized table, and ensure conducting them simultaneously
- Study the feasibility of having a general inspector safeguarding inspection procedures by all government entities
- Study the feasibility (at a later stage) and the possibility of outsourcing inspection operations to the private sector

17-08-2017

Dubai Exports in Department of Economic Development in Dubai, in coordination with Ministry of Economy and Dubai The Model Center

07

Establish a statistical database for the industrial sector

- Identify and standardize the statistical requirements of each government entity
- Develop the statistical database
- Enable access of other government entities to the database

14-12-2017

Dubai Exports in Department of Economic Development in Dubai, in coordination with Ministry of Economy

There are **18**  industrial areas in Dubai.



Lab Participants

NAME	TITLE, ENTITY
Mr. Abdulla Al Shamsi	Undersecretary - MOE
Mr. Majid Al Owais	Director of industrial licensing - MOE
Mr. Abdulla Al Aghbari	Vice President - DEWA
Mr. Mohammed Al Kamali	Deputy CEO - Dubai Exports (Session Moderator)
Mr. Abdulla Saeed Al Zaabi	Director of licensing & registration - DED-Licensing
Mr. Ahmed Ibrahim Omari	Director of export markets - Dubai Exports (DED)
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Ms. Ayesha Al Falasi	Senior researcher - Dubai Exports (DED)
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Mr. Humaid Al Hammadi	Senior architecture designer - Dubai Municipality
Ms. Lina Halaseh	Advisor - Dubai The Model Center
Mr. Ahmed Belyouha	CEO - Emirates Macroni Factory
Dr. Fadi Farra	Founder & partner - Whiteshiledpartners
Mr. Deepak Ashar	Financial Advisor – Kimoha Entrepreneur Ltd.



Secure Cyberspace



Abstract

The digital transformation the world is witnessing and the widespread of internet use have resulted in an increase in cybercrimes and the emergence of new, unprecedented phenomena. These cyberattacks and cybercrimes cause heavy losses for countries, institutions and individuals.

The UAE is not exempt from that, as cybercrimes have increased over the last few years, growing by 23% in 2016, due partly to 92% penetration of internet among residents and the existence of certain security vulnerabilities; the cost of cybercrimes in the country is estimated at over AED 5.14 billion annually. This has required giving special attention to cybercrimes and a session entitled “Secure Cyberspace” was hosted as part of the 2017 futureXchanges, in order to discuss the current challenges in dealing with cybercrimes and finding innovative solutions to limit them.

The session highlighted key challenges faced in Dubai:

- 01** Limited community awareness around the dangers of cyber-hacks and attacks and on how to deal with them.
- 02** Legal gaps, such as the lack of critical laws related to data protection and encryption, in addition to the lack of standardised norms for cybersecurity in the private sector.
- 03** Lack of accurate statistics on cyberattacks in the Emirate, in particular non-criminal cyberattacks.
- 04** Lack of studies to identify security vulnerabilities and available systems in the Emirate in order to develop preventative solutions prior to attacks.
- 05** Lack of effective and integrated mechanisms for following up on reported attacks, along with the fragmentation of response efforts in tackling attacks.
- 06** Lack of treatment programs for victims and hackers.

Accordingly, the session resulted in several programs to overcome these challenges over several phases and these are expected to deliver the following within a 100 day plan:

- Assess the need for establishing specialized courts and prosecution for cybercrime
- Develop data protection, privacy and encryption policies and enforce cybersecurity standards on service providers
- Develop systems to accelerate assessment, analysis and triage mechanisms
- Provide regular reports to decision-makers on cyberattacks
- Develop and implement psychological treatment programs for cybercrime victims
- Establish a screening mechanism for all unregistered software and devices before their distribution in the Emirate
- Launch targeted programs to educate all segments of Dubai’s society on cybercrime
- Establish incubators to attract hackers and cybersecurity specialists and utilize their expertise to achieve security goals
- Adopt Emirati developed security solutions as an alternative to externally developed solutions

100
day plan



Background

The digital transformation the world is witnessing and the widespread of internet use have resulted in an increase in cybercrimes and the emergence of new, unprecedented phenomena. These cyberattacks and cybercrimes cause heavy losses for countries, institutions and individuals.

The UAE is not exempt from that, as the country races to keep up with global technological advancement, with the introduction of smart government transformation and the wide adoption of modern technologies in various sectors. This is demonstrated by the increase in internet penetration in the country to 92% in 2016. On the flip-side, this widespread of technology use has also come with negative consequences with the number of cybercrimes growing by 23% in the same year. Furthermore, global reports have indicated that the UAE is among the countries that are most targeted by cyberattacks, with cyberattacks at the UAE level accounting for an estimated 5% of the global total.

According to the statistics of Dubai Police, the Emirate has witnessed numerous cyberattacks over the last five years, namely targeted attacks. These have included various types of cyberattacks and cybercrimes including phishing, malware, cyber-extortion and other hacks meant to steal sensitive information or funds.

This has prompted responsible bodies, both at the local and federal levels, to compel government bodies to implement cybersecurity standards and measures to protect confidential information and prevent leakage, as well as raise awareness through targeted programs. However, these efforts are insufficient, due to the accelerating increase in the number of cyberattacks over the last few years, especially targeted attacks, and due to the limited focus on raising awareness and cybersecurity standards in the private sector.

Accordingly, a session entitled "Secure Cyberspace" was held as part of the futureXchanges to discuss the current challenges in dealing with cybercrimes and find innovative solutions to address them.

Internet penetration in the UAE was **92%**



in 2016



The session's discussions revolved around 5 key dimensions, within the cybersecurity framework, wherein the latest developments and challenges faced in each of these dimensions were discussed. The following is a summary of the key points brought up over the course of two day discussion.

Laws, policies and regulations

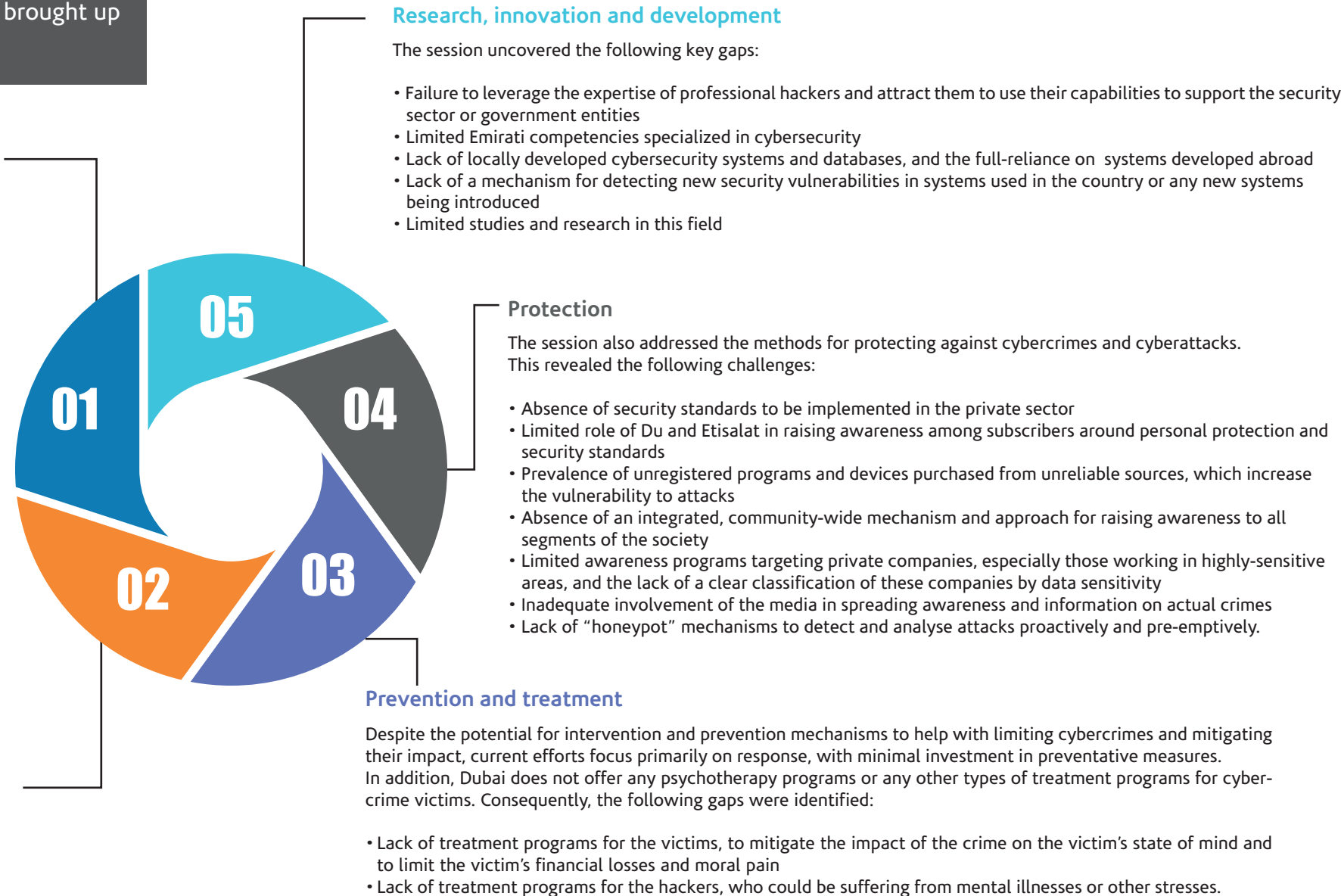
The participants discussed relevant global practices and laws, such as data and privacy protection laws, as well as the role of laws, policies and regulations in providing protection and prevention against cybercrimes. The main current gaps include:

- Absence of certain laws covering areas such as encryption and data privacy and protection
- Lack of detailed classification of cybercrimes within the Law on Combating Cybercrimes
- Lack of clarity on the roles and responsibilities of entities involved in cybercrime prevention and response
- Limited international conventions to exchange information and expertise among countries
- Lack of guides and clear frameworks for implementing cybersecurity policies in Dubai
- Absence of effective mechanisms to ensure the implementation of the Emirate's policies and standards, such as those issued by Dubai Cyber Security Centre
- Lack of specialized prosecution and courts with expertise in cybercrimes making it difficult for the judicial system to deal with and rule on these types of crimes

Notification, identification and response

The focus of the discussion was on procedural efficiency and speed in responding to cyberattacks and cybercrimes reported or identified. Several entities are currently working on identifying attacks using monitoring programs and security operation centers, where modern security technologies such as SIEM, APT, IPS, Next Generation Firewalls, Web End Point Solutions, Application Firewalls, etc., are used to monitor and identify attacks on networks and systems. Some of the key challenges include :

- Lack of a single channel and entity for reporting cybercrimes
- Lack of a system for identifying, analysing and classifying attacks by type, timing, hacker identity and hacked entities
- Lack of an effective mechanism for following up on reports filed
- Length of the procedures for responding to cybercrimes
- Lack of coordination framework between the Telecommunications Regulatory Authority and the Dubai Cyber Security Centre for responding to cyberattacks and cybercrimes
- Limited exchange of expertise between the government entities specialized in information security



Key Recommendations

The session yielded a number of initiatives for overcoming these gaps, namely:

Cybercrimes grew by **23%**
in the UAE in 2016



Laws, policies and regulations:

- Assess the feasibility of establishing a specialized court and prosecution for cybercrimes
- Develop data privacy and protection policy
- Develop an encryption policy
- Review the Law on Combating Cybercrimes to ensure comprehensive coverage of cybercrimes
- Develop a policy to compel service providers to implement security standards

01

To be implemented within 100 days:

Prevention and treatment

- Develop psychological treatment programs for the victims according to type of cybercrime

03

Protection

- Develop a mechanism for examining unregistered programs and devices prior to putting them up for use in the country, by assessing the feasibility of establishing a lab that specializes in identifying vulnerabilities
- Enable the role of the Information Security Awareness Committee formed in the Emirate and adopt effective performance measures for the programs identified
- Coordinate with the media to spread awareness on real crimes and threats, without uncovering any sensitive information

04

02

Notification, identification and response

- Study and adopt modern systems for accelerating assessment, analysis and triage
- Submit regular reports on various attacks in the Emirate and classify them by targeted entity, hacker identity, hack type, hack severity, etc.

05

Research, innovation and development

- Establish incubators to attract hackers and cybersecurity
- Adopt Emirati developed security solutions as an alternative to externally developed solutions

To be implemented beyond 100 days:

Laws, policies and regulations:

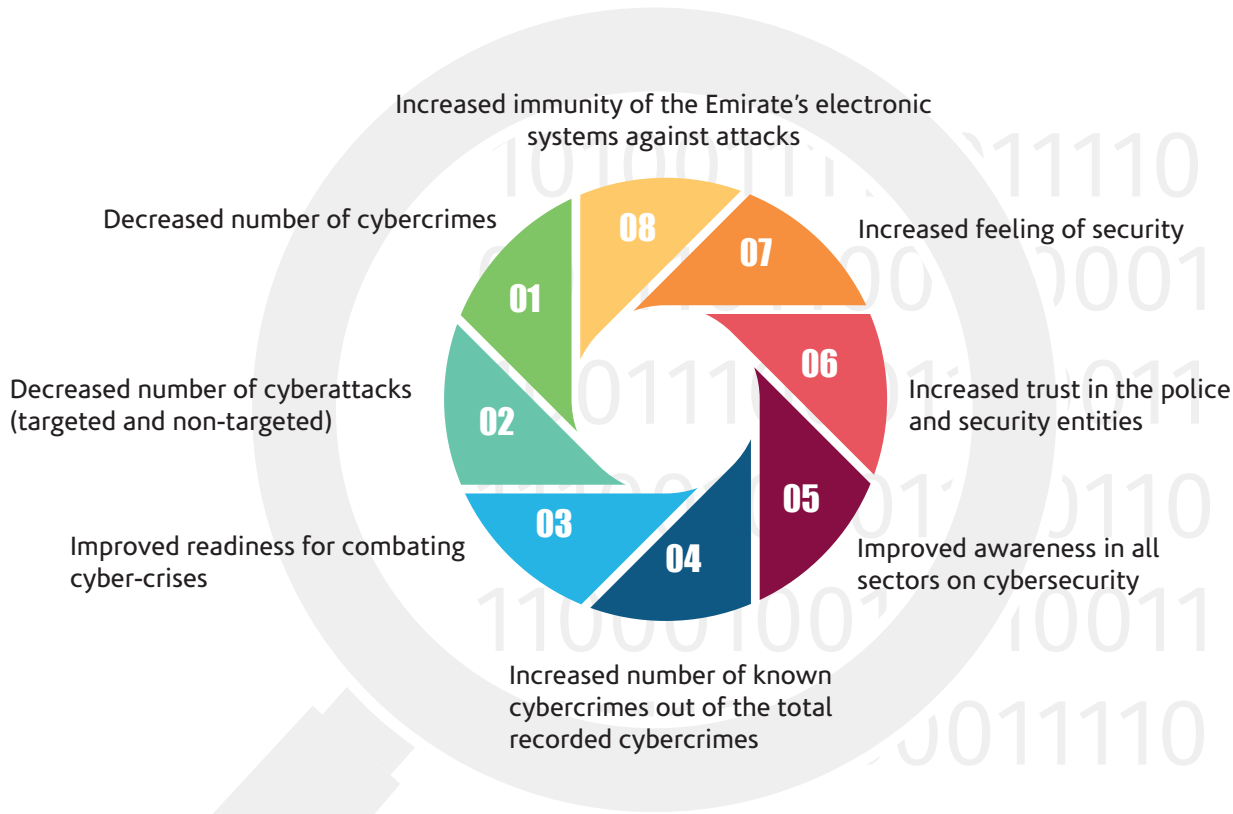
- Issue policies to compel private companies to implement security controls in line with global standards

Notification, identification and response

- Assess the feasibility of establishing an integrated reporting, identification, classification, and follow up system for cyberattacks, including all real and malicious attacks, as part of a "Threat Intelligence Operation Centre." This Centre would also respond to crimes at the Emirate level

Impact & Success Measures

The implementation of the proposed initiatives and next steps, especially those focusing on the development of systems for protecting the public and the private sector, and the standardisation of notification and response systems, would result in the following:



The UAE ranks **17th** in the Global Cybersecurity Index 

Source: International Telecommunication Union (ITU)

The UK National Cyber Security Strategy 2016 to 2021
Overview of the strategy:

The United Kingdom is considered one of the leading digital countries in the world. Stemming from its belief in the importance of promoting its economy and growth by protecting its electronic information and networks against internal and external threats, the country developed its first strategy from 2011 to 2015. It then launched its ambitious strategy from 2016 to 2021, in light of the results of its previous strategy and in line with its vision for 2021 in which “the UK is secure and resilient to cyber threats, prosperous and confident in the digital world”. Additionally, a budget of GBP 1.9 billion was allocated for the implementation of this strategy. One of its key characteristics is that it is a national strategy, meaning that it targets individuals and society, in the public, private and academic sectors, through specific programs.

01

Defend: Promote the UK's means to defend itself against evolving cyber threats, to respond effectively to incidents, with high flexibility, and to protect government networks and the private sector.

02

Deter: Take the necessary measures to prevent cyberattacks or take offensive action to ensure security.

03

Develop: Promote British technological research and industries and develop qualified national talents and expertise to combat future challenges.

04

International relations: Invest in current partnerships and develop relationships with new international partners, in the interest of the UK and to promote its economy.



In order to achieve its objectives, the task of following up on the strategy was assigned to the Cabinet Secretary. Also, the National Cyber Security Centre (NCSC) was established in October 2016 to be the government's voice on cyber security and to provide standardised policies and rules for all sectors in the UK, in addition to responding to incidents, developing cyber capabilities, submitting periodic reports on attacks and threats to the Cabinet and continually diagnosing gaps. Additionally, the Cyber Security Operations Centre affiliated to the Armed Forces was tasked to work directly with the NCSC to ensure protection at the national level and deter international attacks.

As for the other strategic initiatives launched after the announcement of the strategy, these include the implementation of a comprehensive national program at the UK level to enable school and college students, and private and public sector employees to face cyber challenges. Also, two innovation centres with a budget of GBP 165 million were launched to develop, study, and purchase technological products and modern protection systems in collaboration with the private sector, in addition to the project for developing an emergency response system at the UK level. Additionally, it was confirmed that the Data Protection Act would continue to apply in all sectors of the UK, and a program was launched to gradually change behaviours in society, so as to improve protection and guidance and avoid dangerous practices that damage national security.

Key Next Steps

	INITIATIVE	ACTIVITY	TIMELINE	RESPONSIBLE ENTITY
01	Laws, policies and regulations	1.1. Develop data privacy and protection policies, that address all areas including patient data in health centres, credit card data, etc.	29-06-2017	Dubai Data Establishment, in coordination with the Dubai Cyber Security Centre
		1.2. Develop an encryption policy	29-06-2017	Dubai Cyber Security Centre, in coordination with the Dubai Data Establishment
		1.3. Review Federal Law No. 5 of 2012 on Combating Cybercrimes, to ensure that all modern types of cybercrimes are covered	29-06-2017	Dubai Police, in coordination with the Dubai Cyber Security Centre and the Supreme Legislation Committee
		1.4. Develop a guide showing how to implement cybersecurity standards in the Emirate	30-8-2017	Dubai Cyber Security Centre
		1.5. Develop a policy to compel private companies to implement security controls in line with international standards	31-12-2017	Dubai Cyber Security Centre
02	Notification, identification and response	2.1. Submit reports on various attacks on the Emirate and classify them by targeted entity	29-6-2017	Dubai Cyber Security Centre, in coordination with the relevant government entities and Telecommunications Regulatory Authority
		2.2. Study and adopt modern systems for accelerating assessment, analysis and triage of cybercrimes	30-7-2017	Dubai Police, in coordination with the Identification and Notification team at the Telecommunications Regulatory Authority and the Dubai Cyber Security Centre

	INITIATIVE	ACTIVITY	TIMELINE	RESPONSIBLE ENTITY
02	Notification, identification and response	2.3. Assess the feasibility of establishing an integrated system to identify criminal an non-criminal attacks and issuing periodic reports	30-10-2017	Dubai Cyber Security Centre, in coordination with the Dubai Police and the Telecommunications Regulatory Authority
03	Prevention and treatment	3.1. Establish treatment programs for victims	29-6-2017	Dubai Health Authority, in coordination with Dubai Police
04	Protection	4.1. Enable the role of the Information Security Awareness Committee and develop effective performance measures	22-6-2017	Telecommunications Regulatory Authority, in coordination with Dubai Police and Dubai Cyber Security Centre
		4.2. Coordinate with the media to spread awareness on real crimes and threats, without uncovering any sensitive information	22-6-2017	Dubai Cyber Security Centre, in coordination with Dubai Media Incorporated
		4.3. Develop a policy to compel service providers to implement security standards and raise awareness among their users	29-6-2017	Telecommunications Regulatory Authority
		4.4. Develop a mechanism for examining unregistered programs and devices prior to putting them up for use in the Emirate	29-6-2017	Team led by the Security Industry Regulatory Agency, in coordination with Dubai Customs, Department of Economic Development, Nedaa and Emirates Authority for Standardization and Metrology

	INITIATIVE	ACTIVITY	TIMELINE	RESPONSIBLE ENTITY
05	Research, innovation and development	5.1. Study the feasibility of establishing cybersecurity incubators to identify and utilize available expertise	08-6-2017	Dubai Cyber Security Centre, in coordination with Dubai Police
		5.2. Establish an organizational unit specialized in cybersecurity research, in cooperation with universities	29-6-2017	Dubai Cyber Security Centre
06	Governance	6.1. Assess the feasibility of establishing a specialized court focused on cybercrimes	08-6-2017	Dubai Courts
		6.2. Assess the feasibility of establishing a specialized public prosecution focusing on cybercrimes	08-6-2017	Public Prosecution
		6.3. Assess the feasibility of establishing an integrated reporting, identification, classification, and follow up system for cyberattacks, including all real and malicious attacks, as part of a "Threat Intelligence Operation Centre." This Centre would also respond to crimes at the Emirate level	1-11-2017	Dubai Police, in coordination with Dubai Cyber Security Centre and Telecommunications Regulatory Authority



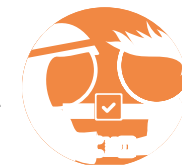
Cybercrimes cost the UAE **AED 5.1 billion** in **2016**

Lab Participants

NAME	TITLE, ENTITY
Brigadier Khalid Nasser Al Razooqi	General Director of Smart Services Department, Dubai Police
Colonel Saeed Al Hajiri	Director of the Cyber Investigation Department, Dubai Police
Colonel Rashid Ahmed Lootah	Director of Electronic Evidence, Dubai Police
Major Faisal Al Khimiri	Strategy Director, Dubai Police
Mr. Amer Sharafuddin Sharaf	Director, Compliance Support & Alliances, Dubai Cyber Security Centre
Dr. Bushra Al Blooshi	Manager, Research & Innovation, Dubai Cyber Security Centre
Mr. Khalifa Khamis Bu Suaud	The State Security Department in Dubai
Mr. Arif Yousuf Al Mualem	The State Security Department in Dubai
Ms. Mira Sultan Obaid	Director, Information Security Department, Dubai Smart Government Establishment
Mr. Khalifa Al Shamsi	Hacker Expert, , Dubai Smart Government Establishment
Mr. Mansour Mohammad Al Dhahiri	Director of Operation, National Electronic Security Authority
Ms. Moza Shalman Al Shamlan	Analyst, National Electronic Security Authority
Mr. Abdullah Saleh Abdullah Bu Ali	Cyber Security Engineer, Telecommunications Regulatory Authority
Dr.Yousuf Al Hammadi	Academic Professor, Khalifa University
Mr. Ali Al Amadi	Executive Director, Ebdaa (Session Moderator)



Resolution First



Abstract

In light of the economic and urban developments in the UAE, and particularly in Dubai, the volume of cases going to courts has increased, leading to pressure on the judicial system. In order to alleviate this pressure and accelerate litigation proceedings, Dubai has sought out alternatives to litigation, which have included the Centre for Amicable Settlement of Disputes. However, a look at the performance of this Centre reveals a set of challenges that have prevented the achievement of desired outcomes.

100
day plan

The proportion of real estate disputes resolved amicably is considered low (8%) compared to other disputes such as family disputes, which have achieved an amicable resolution in 73% of the cases in 2016. Similarly, only 16% of labor disputes have been resolved amicably in 2016. It's important to point out that the resolution procedures for labor and real estate disputes differ, as Federal Law No. (8) of 1980 and its amendments, regulating labor relations, stipulate the obligation to submit all labor disputes to the responsible departments at the Ministry of Human Resources & Emiratisation. Should resolution be impossible, the case would then be transferred to the courts. On the other hand, parties of a real estate dispute are given the option to resolve it amicably or submit it to the courts. However, if the dispute value is AED100,000 or less, the case is then submitted to the Centre for Amicable Settlement of Disputes.

In addition to the Centre for Amicable Settlement of Disputes at Dubai Courts, Dubai has several entities authorized to amicably resolve real estate disputes, such as Dubai International Financial Centre Courts and Dubai International Arbitration Centre. Despite these options, the scarcity of specialists in amicable resolutions of all types of disputes, the weak culture of resolution among parties of a dispute, and the lack of trust in the amicable resolution process are some of the key factors preventing the wider adoption of amicable resolution.

Accordingly, the “Resolution First” session was held to define initiatives and programs that promote alternatives to litigation for labor and real estate disputes, with a focus on amicable resolution. The initiatives defined are expected to deliver the following within a 100 day plan:

- 1 Increasing the value jurisdiction of the Centre for Amicable Settlement of Disputes and assigning the mandate for amicable resolution of labor disputes to the Centre.
- 2 Enhancing the amicable resolution enablers including training qualified specialists and streamlining resolution procedures.
- 3 Launching initiatives to raise awareness on the importance of amicable resolutions.
- 4 Increasing coordination among relevant entities in amicable resolutions.
- 5 Update workers and employers on the latest amendments to labor laws and procedures.

The session included specialists from relevant entities such as the Permanent Committee of Labour Affairs, the Ministry of Human Resources & Emiratisation, Dubai International Arbitration Centre (DIAC), Dubai International Financial Centre Courts, Centre for Amicable Settlement of Disputes, Dubai Land Department, and the Rental Disputes Center, as well as experts and lawyers. They discussed the various dimensions of the current challenges and attempted to find solutions that would help improve resolution procedures, establish a mechanism to reduce delays in lawsuits in line with Dubai Plan 2021 objectives, determine the roles of the entities involved in amicable resolutions, promote the role of lawyers in these procedures, and establish a clear framework for resolution governance in Dubai.



Background

Accelerating litigation proceedings and reducing the number of cases referred to courts are two of the key objectives of Dubai Plan 2021. However, the percentage of real estate disputes reaching an amicable resolution was only 8% in 2016 - considerably below the 2021 target of 70%. Additionally, the last four years have witnessed an increase in the number of labor disputes transferred to Dubai Courts, reaching 8,119 recorded cases in 2016, most of which were related to labor claims for arrears from their employers. Only 1,315 cases, or 16% of the total, were resolved amicably in 2016, a substantial drop from the 2012 figures of 2,145 out of a total of 6,129, which translates to a rate of 33%. This trend has prompted the examination of the root causes for this drop in performance, given their negative impact on Dubai's reputation and ranking in global competitiveness indicators.

Accordingly, the “Resolution First” session was held to discuss the status of alternative dispute resolutions in real estate and labor disputes, with a focus on amicable resolution, and the factors that have prevented the wider adoption of this option. This is especially critical in light of the results of the Trust in Judicial System survey conducted by Dubai Statistics Center at the end of 2016, which revealed that only 16% of residents would resort to alternative dispute resolutions, including amicable resolution, if they were a party in any dispute.

92% of real estate disputes in Dubai are settled in court.   Our target is to resolve **70%** outside the courts by **2021**



Key Themes & Challenges

Local Law No. (16) of 2009 and its amendments establishing the Centre for Amicable Settlement of Disputes stipulated that parties of real estate lawsuits must submit their disputes to the Centre if their amounts do not exceed AED 100,000. Should these lawsuits exceed this amount, the parties may choose between amicable resolution or courts. In addition to the efforts made by the Centre for Amicable Settlement of Disputes in the real estate area, Dubai International Financial Centre Courts and Dubai International Arbitration Centre have played an important role in the amicable resolution of real estate cases.

For labor disputes, amicable resolution is mandatory as a first step in all cases, as Article (6) of Federal Law No. (8) of 1980 regulating labor relations stipulates that, if the employer, the worker, or any beneficiary thereof disputes any of the rights provided for any of them under this Law, he or she shall file an application to the relevant Department at the Ministry of Human Resources & Emiratization. The Department would then summon both parties and take whatever action it deems necessary to settle the dispute amicably.

If no such amicable resolution is reached, the Department would then refer the dispute to the competent court within two weeks from the date of application, accompanied with a memorandum containing a summary of the dispute, the arguments of both parties, and the Department's comments. The court would set a hearing date within three days from date of application receipt, and notify the parties accordingly. The court may summon a representative of the Department to explain the content of the memorandum submitted by it.

It is clear that existing legislation established specific procedural rules to encourage the use of amicable resolution of all types of disputes, by compelling the parties of a dispute to attempt resolution procedures first, in labor and real estate cases that do not exceed AED 100,000, and only refer these cases to courts should this attempt fail.

84% of labor disputes in Dubai are settled in court.   Our target is to resolve **40%** outside the courts by **2021**

Several factors have prevented the wider adoption of amicable resolutions for real estate and labor cases, namely:

Scarcity of specialists in amicable resolutions of all types of disputes, as the number of those working at the Centre for Amicable Settlement of Disputes, responsible for handling amicable resolutions of real estate, commercial and civil disputes, does not exceed 15 employees. This indicates the need to run specialized training programs to train a larger number of specialists. Alternatively, the privatization of amicable resolution could ensure needs are handled by a group of authorized mediators.

Insufficient efforts to settle labor disputes amicably, especially in light of the considerable increase in the number and complexity of these cases, and the fact that amicable resolution of labor disputes does not fall under the mandate of the Centre for Amicable Settlement of Disputes, and is instead handled by interim administrative judges who often do not have the requisite skills. The role of the Permanent Committee of Labour Affairs and Ministry of Human Resources & Emiratization in the area of amicable resolutions cannot be neglected. However, the Ministry deals with labor complaints from across the country, including free zones, making it impossible to pursue amicable resolutions (The Ministry, received 120 thousand labor complaints in 2016). This necessitates establishing additional frameworks and enablers for amicable resolution.

Lack of documentation of real estate disputes resolved amicably outside the Centre for Amicable Settlement of Disputes, as there is no data on the number of real estate disputes settled amicably in free zones, Dubai International Financial Centre Courts, Dubai Land Department and other entities, which results in limited execution of the agreed settlements, as well as the underreporting of amicably resolved real estate cases which negatively impacts the relevant indicator.

Weak culture of resolution and lack of trust in this option. As a result, the main parties of real estate disputes do not attend the resolution sessions. This is also the case for labor disputes, where most employers do not appear before the mediator at the amicable resolution sessions, either because the facility is in default and unable to settle its arrears or because the employer does not wish to settle.



Some of the key reasons for this weakness are the fact that parties of labor disputes have limited knowledge of the laws and procedures regulating labor relations, due to the limited number of awareness and education programs targeting workers and the fact that most labor legislations and regulations are only available in Arabic and English, and not in languages spoken by the majority of the labor population.

Unclear rights of parties in real estate transactions, as a result of negligence and irregularities in the formulation of certain contracts, as most contracts preserve the interests of the two parties of a dispute unequally.

Inadequate bank guarantees for settling arrears due to workers. Federal Law No. (8) of 1980 and its amendments, regulating labor relations, stipulate that employers must submit bank guarantees for the payment of workers' wages. However, the amount to be paid for each worker does not exceed AED 3,000 and this guarantee is only used in exceptional circumstances, such as purchasing travel tickets for the workers.

Key Recommendations

The session resulted in several recommendations addressing the aforementioned challenges. These recommendations include:

81% of people  are confident in the judicial system  in Dubai

To be implemented within 100 days:

Studying the possibility of increasing the value jurisdiction of the Centre for Amicable Settlement of Disputes, to compel more parties to attempt amicable resolution prior to resorting to the courts, and assigning the mandate for amicable resolution of labor disputes to the Centre.

01

Intensifying efforts to raise awareness on the importance of using amicable resolution as a first alternative to the courts .

03

Utilizing all means of communication to keep workers and employers updated on all resolutions and procedures which regulate their relations.

05

To be implemented beyond 100 days:

Exploring the possibility of amending Federal Law No. (8) of 1980 regulating labor relations, to expressly stipulate that local entities in the Emirate shall be granted the power to conduct amicable resolutions of labor disputes, without the need to submit them to relevant Departments at the Ministry of Human Resources & Emiratization, so as to cope with the continuous increase in the number of foreign workers in the Emirate.

06

Establishing the enablers needed to promote amicable resolutions, including availing the required specialists and streamlining resolution procedures.

02

Developing a mechanism to coordinate between the entities responsible for amicable resolutions in the Emirate, to comprehensively capture amicably resolved cases.

04

Impact & Success Measures

Ultimately, success will not be achieved unless the session's outputs contribute to:

Improving the indicator of real estate disputes that are amicably settled, to reach 32% by the end of 2017.



Increasing the number of specialists in amicable resolution of labor and real estate disputes, to reach 100 persons by the end of 2017.

Improving the performance indicator of labor disputes that are amicably settled, to reach 25% by the end of 2017.



Key Next Steps

	INITIATIVE	ACTIVITY	TIMELINE	RESPONSIBLE ENTITY
01	Awareness and training	1- Study the feasibility of establishing a specialized institute for training and educating workers on labor laws and procedures.	15-06-2017	Permanent Committee of Labour Affairs, in coordination with Ministry of Human Resources & Emiratization
		2- Establish a system to raise workers' awareness on their rights and duties and on the procedures therefor.	29-06-2017	Permanent Committee of Labour Affairs, in coordination with Ministry of Human Resources & Emiratization
		3- Develop a program to train and prepare specialists in amicable resolution of labor disputes	30-07-2017	Dubai Judicial Institute, in coordination with the Centre for Amicable Settlement of Disputes
02	Develop amicable dispute resolution enablers	1- Conduct a feasibility study on the privatization of amicable resolutions for different types of disputes.	15-08-2017	Dubai Courts, in coordination with Department of Economic Development in Dubai and Dubai Chamber of Commerce & Industry
		2- Conduct a study on the possibility of amending Federal Law No. (8) of 1980 regulating labor regulations, to expressly stipulate that local entities in the Emirate shall be granted the power to conduct amicable resolution of labor disputes, without the need to submit them to relevant Departments at the Ministry of Human Resources & Emiratization.	31-12-2017	Permanent Committee of Labour Affairs, in coordination with Ministry of Human Resources & Emiratization

	INITIATIVE	ACTIVITY	TIMELINE	RESPONSIBLE ENTITY
03	Standardize employment contract templates	Standardize employment contracts for facilities licensed by General Directorate of Residency and Foreigners Affairs, in line with the contracts used at the Ministry of Human Resources & Emiratization.	29-06-2017	General Directorate of Residency and Foreigners Affairs, in coordination with Department of Economic Development in Dubai, Dubai Chamber of Commerce & Industry and Ministry of Human Resources & Emiratization
04	Prepare standard templates for real estate contracts	Prepare standard templates for real estate contracts to include basic conditions that protect both parties of the contract, without prejudice.	16-07-2017	Dubai Land Department, in coordination with Dubai Courts, Rental Disputes Center, Department of Economic Development in Dubai and Dubai Chamber of Commerce & Industry
05	Amend the legislations regulating the activity of the Centre for Amicable Settlement of Disputes	1- Issue a legislation granting the resolution mediator the authority to compel the main parties to attend the resolution sessions. 2- Amend the law establishing the Centre and include provisions allowing the Centre to conduct amicable resolutions for labor disputes, after coordination with the Ministry of Human Resources & Emiratization	15-08-2017	Centre for Amicable Settlement of Disputes, in coordination with Supreme Legislation Committee, Dubai Courts and Ministry of Human Resources & Emiratization
06	Consolidate the real estate disputes which are amicably resolved in the Emirate	Documenting real estate disputes which are amicably resolved outside the Center for Amicable Resolution of Disputes.	30-08-2017	Dubai Courts, in coordination with Dubai Land Department, Real Estate Regulatory Agency, Free Zone Council and Supreme Legislation Committee

Lab Participants

NAME	TITLE, ENTITY
Judge Jamal Al Jabiri	Head of Labor Courts, Dubai Courts
Judge Ali Al Madhani	Judge, Dubai International Financial Centre Courts
Judge Shehab Al Shehhi	Judge, Dubai International Financial Centre Courts
Judge Ahmed Al Dhanhani	Head of Property and Mediation Courts, Dubai Courts
Judge Nasser Al Nasser	Judge, Minor Cases Committee, Dubai International Financial Centre Courts
Mr. Mohammad Amin Al Mubashiri	Head of Centre for Amicable Settlement of Disputes, Dubai Courts
Mr. Eisa Al Zarooni	Head of Department of Inspection, Ministry of Human Resources & Emiratization
Mr. Hashim Al Qiwni	Director of Expertise and Disputes Settlement Department, Rulers Court Dubai
Mr. Abdulaziz Anwar	Head of Cases, Dubai International Arbitration Centre
Mr. Mohammad Yahya	Deputy CEO Rental Sector, Land Department
Mr. Omar Qasheer	Head of Legal Affairs, Dubai Real Estate Corporation
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