



Policy Council 4

17 November 2015

About the Council

Mohammed Bin Rashid School of Government took the initiative to launch the Policy Council, a round table dialogue program, to promote meaningful dialogues that will enrich shared knowledge within government entities. The Council also aims to highlight vital public topics and policies of high priority within the framework of the renown achievements realized by government entities in the UAE in various fields, positioning them locally, regionally, and globally as leaders within their specializations. Additionally, the Council strives to encourage the dissemination of expertise, promote knowledge sharing, and ensure that all government entities benefit from the same. In this context, the School aims for participant diversity at every session, so as to include federal and local levels, central authorities, and specialized authorities, in addition to promoting the engagement of influential non-government stakeholders in relevant discussions. This will enable meaningful, comprehensive dialogues and the ability to tackle topics from a variety of perspectives, as the School seeks to restructure the Policy Council with a view to integrating it within comprehensive action agendas that will enable the Council to conduct in depth discussions of topics on the table. This, in turn, will enhance common understanding and knowledge-sharing efforts. The objectives of the Council can be summarized in providing a platform for cognitive dialogue between experts, specialists and stakeholders involved in the government sector with a view to highlighting issues of priority and importance on government and community levels. The Council also aims to document and disseminate dialogue in a balanced, comprehensive and practical manner to enrich cognitive content within government. Additionally, the Council strives to encourage individual and organizational communication and relationships, and to strengthen the cognitive network within government to enhance effective organizational cooperation. Finally, the Council strives to present insights and recommendations that will have an effective impact on joint action and the development of government performance.

Fertility Rates among Emiratis in Dubai Challenges, Policies and the way forward



Executive Summary

The Dubai Plan 2021 paid special attention to the health and cohesion of its society through enhancing the ability of Dubai to support families and communities that provide nurturing environments for personal development, including the raising of children inculcated with core values of personal responsibility, creativity and tolerance; as well as ensuring balanced development among Emirati men and women who perform vital roles in various sectors, including social, economic, and civil.^[1]. Among the plan's KPIs is: the fertility rate among Emirati women in Dubai. This policy council took the fertility rate KPI as its point of departure.

The current Emirati fertility rate^[2] in Dubai stands at 3^[3]children per woman, and Dubai has set as its goal the maintenance of this number and that is because this number has been continuously decreasing in the last few years. The issues involved in maintaining high Emirati fertility rates are complex and myriad. As many countries all over the world have witnessed, such a task requires the collaboration of multiple arms of government, the public, and health and education providers.

^[1] For a full list of Dubai's goals and KPIs for the year 2021 please see Dubai Plan 2021: http://www.dubaiplan2021.ae/dubai-plan-2021/

^[2] Fertility rate is defined as the number of children that would be born to a woman over her lifetime if she were to survive through her reproductive years

^[3] Please see Dubai Statistics Center Website for more details: https://www.dsc.gov.ae/Report/DSC_SYB_2014_01%20_%2013.pdf





The interconnectedness of issues surrounding Emirati fertility rates demands a collective and holistic approach to policy making that ensures that resulting policy recommendations are complementary and work together for an overall healthy society, where citizens are capable of maintaining their well-being and happiness.

This MBRSG Policy Council brings together key relevant partners to examine the current state of Emirati fertility rate policies in Dubai and the ways in which these policies need to become more holistic, integrated and effective in meeting the needs of the emirate of Dubai and its citizens, in order to set Dubai on the road to sustainable Emirati population growth and a more balanced demography.

Purpose

The purpose of this Policy Council is to gather government partners, opinion shapers, and academics for an exploratory discussion around the issues involved in achieving the goal of maintaining or increasing the Emirati fertility rate in the emirate of Dubai. In particular, it aims to:

- 1. Define sustainable Emirati fertility rates for the emirate of Dubai
- Outline the outcomes intended through increased or sustained Emirati fertility rates
- 3. Outline the risks of decreased Emirati fertility rates
- 4. Examine and discuss possible reasons behind the current Emirati fertility rate
- 5. Discuss the role of government in regulating Emirati fertility rates
- Examine current policy directions and how they can be improved
- 7. Discuss policy alternatives and long term solutions
- 8. Examine the challenges and opportunities involved in setting sustainable Emirati fertility rates policies
- Discuss how the public can be better engaged in maintaining the current Emirati fertility rate

Background and Rationale

The Big Picture: Theories and Trends in Global Fertility Rates

For decades, population growth has been a contentious topic all over the globe. For many countries of the world, the focus on fertility rates has been about stabilizing or curbing population growth. For others, increasing birth rates has been imperative for their survival.

By and large, what determines a country's position relative to this issue is its level of "development" [4]. Many countries

[4] The usages of the term "developed" or "developing" to classify countries are not agreed upon by all economists and development practitioners. However, while other terms are used to classify countries, these terms still classify countries on the basis of income and other development criteria. For IMF classifications please see: http://www.imf.org/external/pubs/ft/

that have been deemed "developed" are facing declining fertility rates. In Sweden, Germany, and Japan, for example, birth rates are below replacement level^{[5][6][7]}. "Developing" nations however have been trying to curb population growth. While countries that have had consistently low birth rates have been unable to replenish their workforce, developing countries are faced with a youth bulge that has left much of their young people without jobs. It is clear then, that what constitutes sustainable fertility rates is different for every country depending on its priorities and the capacity of its economy, welfare systems, and government.

One might ask, however, how did fertility and population growth trends come to be so divergent in different parts of the world? There are many theories as to why this might be true, though no single explanation can account for all differences or changes in population trends all over the world. One common explanation for declining fertility rates in developed countries is the rise in education levels and standards of life. Population declines in the second half of the twentieth century can be partly attributed to the global changes that this century brought with it. According to Caldwell and Schindlmayr (2003), in this period, "global population multiplied by 2.4, real global income by over six, and real income per head by 2.7...By century's end, half the population of the world, and three-quarters of the population of developed countries, lived in urban areas. Life expectancy climbed and educational levels rose to the point where, in industrialized countries, most of the population finished secondary education and girls had caught up with boys" (p.243).

Education, urbanization, and women's rights movements provided women with the opportunity and desire to participate in the labour force and to plan their lives and pregnancies. Modern medical discoveries, such as the birth control pill, made it much easier for them to do so. Attitudes and mentalities relating to families and marriage also changed during this time. Growing consumerism, the ease of travel, and longer working hours for both men and women meant that old communal ties were breaking down in favour of new forms of individualized lifestyles.

weo/2015/01/pdf/text.pdf. For World Bank classifications please see: http://data.worldbank.org/about/country-and-lending-groups

- [5] Replacement rate is the fertility rate necessary to maintain the current population. In most developed countries, that rate is about 2.1. The replacement rate in most developing countries is about 3.3. The difference in these numbers is owing to the high infant and child mortality rate in developing countries. By that logic, in order to maintain current population numbers, women in developing countries need to have more children because fewer of their children survive. Please see: Espenshade, T., Guzman, J., & Westoff, C. (2003).
- [6] For fertility rates in European countries, please see: http://ec.europa.eu/eurostat/statistics-explained/index.php/ Fertility_statistics
- [7] For fertility rates in Asia, Africa, and the Middle East please see: http://data.worldbank.org/indicator/SP.DYN.TFRT.IN

Another important factor, according to Davis (1984) is the conflict between women's roles as labourers and their roles as bearers of children. Ryder (1979) agrees and adds that in more egalitarian societies, in which women are encouraged to work and participate in economic activities, women are able to derive validation and rewards from other activities other than motherhood, which may account for the decline in fertility. Other theorists, such as Aries (1980), suggest that men and women typically agree about how many children they wish to have and so, fertility cannot be viewed as the sole decision of the female partner. Aries (1980) argues that families used to rely on their children to make economic and social gains greater than their own, thereby lifting the entire family to higher socio-economic levels. However, innovations in contraceptive use have made it so that young people can forgo marriage as well as child bearing in favor of gaining work experience and higher education for themselves, and raising their own social standing.

Modern societies exert many pressures on families and young people, as well as provide many opportunities for growth and enhanced participation. Egalitarian societies, in which there are opportunities for those at the lowest rungs of society to improve their social standing, have become, arguably, incompatible with large families. Individuals no longer need to rely on their children for economic and social security, nor do they need their children to fill the ranks of the labour force at a young age. Furthermore, the pressures to live good lives, with all of the consumerist luxuries they entail, have made people opt for fewer children. Instead, these children are better provided for, better educated, and in better health.

Similarly, since the 1960s, population growth has been on the decline in developing countries, though not nearly at the level of developed countries. Developing countries still account for the large majority of global population growth^[8]. High fertility rates in developing countries can be attributed to low standards of living, low educational attainment levels and high infant and child mortality rates. Countries in which families still rely heavily on their children for economic support and as labour (in the household or otherwise) are likely to have more children, especially when the survival of these children is not guaranteed. As Caldwell (1982) theorized, this is primarily a function of educational attainment. He argues that, where mass education is not freely available, "wealth flows" upward from children to their parents. In this case, children (as labourers) are producers of wealth rather than consumers of it. Under these circumstances, it is profitable for families to have high fertility rates. However, as children's roles in productive labour decrease, the cost of having children increases and as educational attainment becomes available (especially if children graduate high-school and university), the length

of dependency on parents increases. As such, countries

[8] The annual rate of global population growth is 80 million people a year. Please see: http://www.rand.org/pubs/issue_

with lower educational attainment and reduced access to mass education will tend to have higher fertility rates. Furthermore, countries with wide gender gaps also tend to have higher fertility rates. For the same reasons explained earlier, where women are not encouraged to participate fully in society and the economy, household sizes tend to be bigger. Economists have also suggested that there is a relationship between conflict and high fertility rates. Lehmijoki and Palokangas (2006) argue that in developing countries where political instability and internal conflict is common, governments have a vested interest in building large militaries. This effort is contingent on the number of young men in the population available for recruitment. As such, governments discriminate against women (by not providing them with access to education and keeping them out of the labour force) thus encouraging women to have more children.

While population decline is a trend everywhere in the world, the most under-developed countries lead in high fertility rates. The five countries with the highest fertility rates are Niger, Mali, Somalia, Chad and Burundi. With Burundi's fertility rate being 6.0 and Niger's being 7.6^[9]. While there are multiple theories as to exactly why this correlation exists, it is safe to say that the more developed and globalized a country becomes, the lower its fertility rate. For developed countries, this can be bad news. Though most of those countries have strategies and programs in place to encourage increased fertility rates, the impact of these efforts is still unclear.

The Local Context: Dubai's Fertility Rate

The Middle East has not escaped global trends. By and large, the level of development in Middle Eastern countries is correlated with their fertility rates. The highest fertility rate in the region is in the countries of Sudan (4.4), Yemen (4.1), Iraq (4.0) and Palestine (4.0). As with other countries in the world, there is also a strong correlation between economic and political instability and high fertility rates. High income countries in the region, namely the GCC countries, have markedly lower fertility rates, though not nearly as low as their Western counterparts.

Though the fertility rates of GCC countries may very well be above replacement rate, they remain of importance primarily because of the demographic imbalance in these countries. The UAE, and Dubai, are no different. Dubai still relies heavily on migrant labour to fill roles in the private sector. Conversations around this issue have "expanded to encompass not only labor-market efficiency issues and conventional policy-security threats, but also sociocultural threats" (Forstenlechner and Rutledge, 2011).

Any policy to increase Emirati fertility rates will necessarily have an impact in these areas. In the first place, the need for more Emiratis in the labour force means that both men

papers/IP176/index2.html

^[9] The ten countries with the highest fertility rates are: Niger: 7.6; Mali: 6.8; Somalia: 6.6; Chad: 6.3; Burundi: 6.6; Nigeria: 6.0; Dem. Rep. of the Congo: 5.9; Uganda: 5.9; Angola: 5.9; The Gambia: 5.8.





and women have to be active participants in the economy. Today, women outnumber and outperform men in higher education, representing over 70% of university graduates in the UAE. This means:

- Firstly: Women's departure from the labour market will lead to real losses in terms of both GDP and Emiratization. However, because women's education and labour have been negatively correlated with high fertility rates, this presents a policy dilemma in need of solutions.
- Secondly, any rapid increase in Emirati fertility and population will lead to a larger number of young people in need to government support. Without proper structures in place to mitigate the increased burden on public services and infrastructures, social and economic instability may result.

If we were to apply accepted theoretical frameworks to Emirati fertility trends in Dubai, we might say that globalization, changing attitudes, high levels of education, and high standards of living account for the decline in Emirati fertility rates. While there is very little statistical and empirical evidence to demonstrate this, limited qualitative studies have shown that an increasing number of young Emirati women prefer choice in marriage partner, more egalitarian unions and fewer children. Some studies suggest that, in Dubai, extended families are now being traded in for more nuclear family models. For men, unemployment rates as well as dropout rates mean that finding appropriate spouses, and paying the high costs of marriage, are becoming ever more difficult, yet pressures on men to be the main breadwinners persist. For women, pressures to be responsible for bearing children, inculcating children with national values and culture, and participating in the economy can be overwhelming. All the while, the cost of having children in Dubai is rapidly

Policy solutions need to take all of these factors into account and be robust and flexible enough to address all of Dubai's needs and maintain the well-being of its citizens.

Opinions about Fertility among Emiratis in the Public Sector

In anticipation of the 4th Policy Council, the Mohammed bin Rashid School of Government conducted a short opinion poll among Emiratis working in the public sector in Dubai. 807 Emiratis were surveyed regarding their opinions on the fertility rate among Emiratis in the emirate of Dubai and specifically: (a) current rate of fertility, (b) the ideal rate of fertility, (c) factors impacting fertility rates, (d) national priorities, (e) impacts of fertility rates on national priorities. This study was a preliminary study conducted for the purpose of this Policy Council. The MBRSG will

be conducting further studies to understand the reasons behind fertility attitudes and behaviors among Emiratis in Dubai.

Demographic breakdown of the sample:

Demographics of the Sample				
N= 807				
Variable	Ν	Percent		
Gender				
Female	428	53%		
Male	379	47%		
Age group				
18-24	16	2%		
25-35	363	45%		
45-36	323	40%		
Older than 45	105	13%		
Educational Level				
High School Diploma	182	23%		
Bachelor's degree	450	56%		
Master's degree	134	17%		
Doctorate	27	3%		
Did not complete high school	14	2%		
Marital Status				
Single	150	19%		
Engaged	6	1%		
Married	609	75%		
Divorced	38	5%		
Widowed	4	>1 %		
Parental status				
N= 651 (Married, Divorced, Widowed)				
Has children	599	92%		
Does not have children	52	8%		

Opinion Poll Results

Respondents were asked to predict the current fertility rate among Emiratis in the emirate of Dubai. 33% of respondents predicted that the current fertility rate was 4, 29% predicted that it was 5, 14% predicted that it was 2. By and large, women had a minor tendency to predict a higher fertility rate than men. Statistical analysis indicated that males contributed to a lower estimate of the current fertility rate by 11.6%^[10].

[10] Poisson regression analysis





In your opinion, what is the current fertility rate among Emiratis in Dubai?

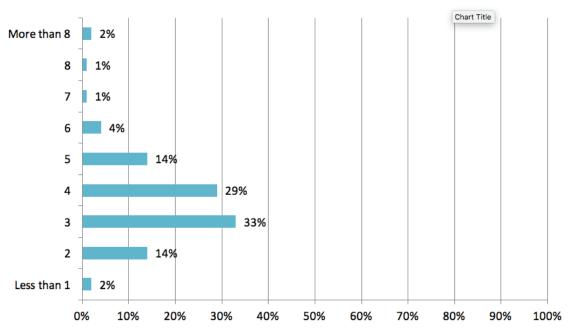


Fig1. Respondent current fertility rate estimates

In your opinion, what is the current fertility rate among Emiratis in Dubai?

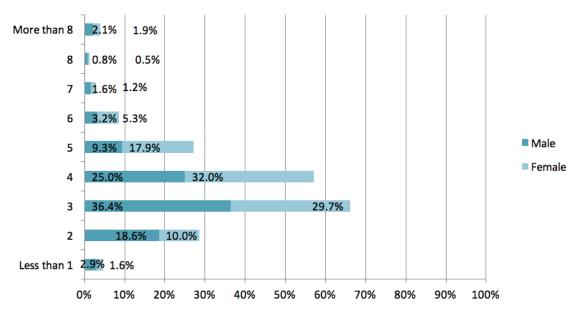


Fig2. Respondent current fertility rate estimates segmented by gender





Respondents were also asked what they think the ideal fertility rate would be. 29% thought that 4 would be ideal fertility rate, 24% thought it was 5, and 21% thought it was 6. By and large men reported a slightly higher ideal fertility rate than women. Statistical analysis showed that males reported a higher ideal fertility rate by^[11]. Additionally, statistical analysis showed that younger Emiratis (aged between 25 to 35) reported a lower ideal fertility rate than those aged over 35. Emiratis between the ages of 25 and 35 years reported a higher ideal fertility rate by 7.1%^[12].

In your opinion, what is the ideal fertility rate among Emiratis in Dubai?

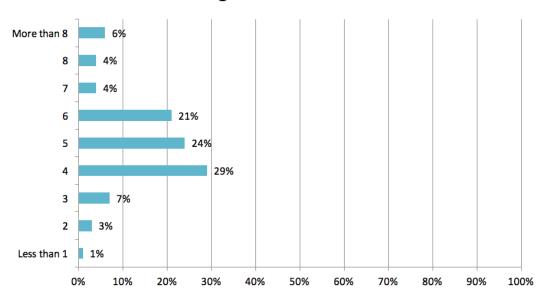


Fig3. Ideal fertility rate according to poll respondents

In your opinion, what is the ideal fertility rate among Emiratis in Dubai?

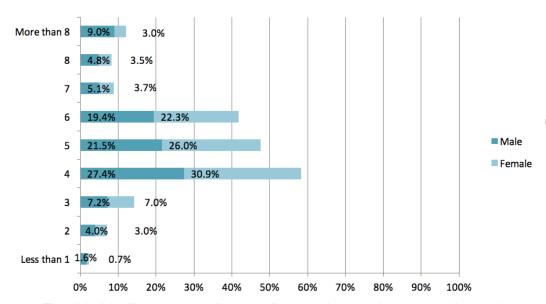


Fig4. Ideal fertility rate according to poll respondents and segmented by gender

^[11] Poisson regression analysis

^[12] Poisson regression analysis





Respondents were asked to rank the top three factors influencing fertility rates in Dubai. The number one influencing factor was the rising cost of living. When answers were segmented by gender, we found that men and women ranked the influencing factors differently. While both men and women ranked High cost of living as the number one factor influencing fertility rates, women ranked increasing age at first marriage as the second most influencing factor and men ranked modern contraceptive methods as number two. Men ranked women joining the workforce as the third most influencing factor, while women ranked it number 7.

Ranking	Influencing Factor
1	Cost of living is too high
2	Women are joining the workforce
3	People are getting married later in life
4	Marriage costs are too high
5	Personal desire not to have children
6	Men and women are working long hours
7	People are using medical methods to limit how many children they have
8	People are choosing to spend more time attaining higher education degrees
9	People prefer to maintain flexible lifestyles
10	People do not want to have any responsibilities
11	People can no longer rely on their extended family to help with child care
12	People are being influenced by Western media and culture

Table 1. Ranking of top factors influencing fertility rates in Dubai according to poll respondents.

	Male		Female
1	Cost of living is too high	1	Cost of living is too high
2	People are using medical methods to limit how many children they have	2	People are getting married later in life
3	Women are joining the workforce	3	Marriage costs are too high
4	Personal desire not to have children	4	Personal desire not to have children
5	Marriage costs are too high	5	People are using medical methods to limit how many children they have
6	People are getting married later in life	6	People are choosing to spend more time attaining higher education degrees
7	Men and women are working long hours	7	Women are joining the workforce
8	People prefer to maintain flexible lifestyles	8	Men and women are working long hours
9	People can no longer rely on their extended family to help with child care	9	People can no longer rely on their extended family to help with child care
10	People are choosing to spend more time attaining higher education degrees	10	People prefer to maintain lavish lifestyles
11	People are being influenced by Western media and culture	11	People do not want to have any responsibilities
12	People do not want to have any responsibilities	12	People are being influenced by Western media and culture

Table2. Ranking of top factors influencing fertility rates in Dubai and segmented by gender





When responses were segmented by marital status, further differences emerged. Once again, high cost of living was the number one influencing factor according to both groups. However, married people ranked women joining the workforce as the second most influencing factor, and single people cited high cost of marriage as the second most influencing factor.

	Married		Single
1	Cost of living is too high	1	Cost of living is too high
2	Marriage costs are too high	2	Women are joining the workforce
3	People are getting married later in life	3	People are getting married later in life
4	Women are joining the workforce	4	People are using medical methods to limit how many children they have
5	Men and women are working long hours	5	Personal desire not to have children
6	Personal desire not to have children	6	Marriage costs are too high
7	People do not want to have any responsibilities	7	Men and women are working long hours
8	People can no longer rely on their extended family to help with child care	8	People are choosing to spend more time attaining higher education degrees
9	People are choosing to spend more time attaining higher education degrees	9	People prefer to maintain flexible lifestyles
10	People are using medical methods to limit how many children they have	10	People do not want to have any responsibilities
11	People are being influenced by Western media and culture	11	People are being influenced by Western media and culture
12	People prefer to maintain flexible lifestyles	12	People can no longer rely on their extended family to help with child care

Table3. Ranking of top factors influencing fertility rates in Dubai according to poll respondents and segmented by marital status

Respondents were asked to rank national priorities from 1 to 9 based on how urgent they thought they were. Respondents ranked reducing the cost of living as the number one national priority, followed by strengthening national identity. When the sample was segmented by gender, men ranked strengthening national identity as number one and reducing the cost of living as number two; women ranked reducing cost of living as number one and enhancing national identity as number two. When we segmented the sample by age, respondents aged 25-35 and 36-40 ranked reducing the cost of living as the number one national priority. Respondents aged 41 and above, ranked strengthening national identity as the number one national priority.

Ranking	National priorities
1	Reducing the cost of living
2	Strengthening Emirati national identity
3	Maintaining economic stability
4	Increasing fertility rates among Emiratis
5	Improving educational standards
6	Achieving regional stability
7	Reducing the spread of lifestyle diseases (e.g. obesity and diabetes)
8	Reducing dependence on foreign labour
9	Increasing participation among Emiratis in the private sector

Table 4. Ranking of national priorities according to opinion poll respondents.





Discussion points and takeaways

The State of Fertility in Dubai

- According to Dubai Statistics Center records, the fertility rate in Dubai has been increasing or decreasing by a
 very small percentage since 2009. In 2014, the fertility rate was 3.4. This is down from 3.7 in 2009. However, in the
 years in between, the rate rose to 3.9 and 3.8 (2011 and 2012). Therefore, the decline in fertility rate has not been
 consistent.
- Women in their late twenties and older contribute the largest number of children to the fertility rate suggesting that many Emirati women are choosing to have children in their late twenties.
- In comparison to other GCC countries, the UAE's fertility rate is comparable or high. While we don't have accurate and segmented fertility rates for other GCC countries, the UAE does not seem to be far behind on this indicator.
- We cannot compare the fertility rate in the UAE with the fertility rates of other countries, particularly the West, because of the particularities of the UAE context namely, the demographic imbalance in the country.

Importance of maintaining the fertility rate in Dubai

- The most important reason for maintaining the fertility rate in the Emirate of Dubai is sustainability. Sustainability for the nation and for Emiratis – economically and socially. It is sustainability for the Emirati family, for Emirati identity as well as for Emirati participation in all sectors of society and economy.
- Low fertility rate brings with it many risks, economic and otherwise (including security risks for the country).

Reasons behind low fertility rate in Dubai

- Dubai society has become a consumer society. Advertising, malls, and other temptations has led to excessive
 and unnecessary spending by nationals and expats alike. The actual cost of living must be differentiated from
 expenditures that may not be necessary and are actually the consequence of lavish lifestyles.
- Globalization and the introduction of foreign media are impacting attitudes among the younger generation. Young
 children today are being exposed to television shows and movies that are difficult to monitor and through channels
 that are hard to contain such as the internet, social media and YouTube.
- Medical reasons for low fertility are just as significant as attitudinal reasons and need to be highlighted. Lifestyle
 diseases as well as infertility must be tackled.
- Women are not being supported in both their roles as mothers/wives and members of the labour market. Success
 in one's career must not negatively impact one's success in family life. Similarly, success in family life must not
 negatively impact career success. We must enable young men and women to do both successfully and protect
 their rights to be active participants in both of these spheres.
- We must take into consideration that the desire not to have children is one of the contributing factors to declining fertility rate and that many people may just not want to have children.
- One of the main reasons behind fertility rate in Dubai is the increasing age of first marriage among Emiratis. This brings with it fertility constraints as young women have a smaller window for childbearing.
- Divorce is also an important issue that contributes to declining fertility rates.
- Initiatives to increase fertility in DubaiThe Amal initiative has been set up by the Dubai Health Authority to assist
 Emiratis who are facing fertility challenges. This is done through fertility treatments as well as through other forms
 of care such as tackling lifestyle diseases such as diabetes and obesity. Additionally, counseling is offered under
 this initiative in order to help couples to deal with the burdens of rearing a family and to maintain healthy Emirati
 families.
- The Amal initiative is looking into providing cutting edge treatments to ensure that Emiratis are being medically supported in their efforts to have children. One such treatment is egg freezing for Emirati women. This will fight against the negative fertility impacts of late marriage as it will allow women to preserve young healthy eggs that they produce at the height of their fertility (when they are in their mid-twenties) and use them when they marry at a later age.
- The initiative takes a holistic approach to fertility and tries to tackle it in all its dimensions through direct fertility treatment, treatment of related illnesses, and psychotherapy.





Policy Recommendations and the Way Forward

- Clarify the government's message regarding the targeted fertility rates for Dubai plan 2021
- Enhance the social culture through awareness campaigns in different media channels reaching different sectors of the public. Also dealing with the negative perspective about fertility centers and treatments, and bringing awareness to the available remedies to these medical problems
- · Initiatives such as the Amal Initiative must be supported further and allowed to continue their important work
- Revisiting and rectifying the related government policies and Human resources regulations to reflect the real Emirati society and to work on enhancing the fertility rates
- Further research needs to be done that delves in to(a) family within different segments of society, (b) causes behind attitudes toward fertility, (c) drivers and challenges of bearing and raising children
- Fathers need to be included in conversations and policies regarding fertility as the role of the husband and father is crucial in decisions regarding family size as well as in sharing child rearing duties.

In order to address the complex and multifaceted issues related to declining Emirati fertility rates in the emirate of Dubai, the MBRSG Policy Council brought together specialists and government partners, local and federal, to discuss relevant policy and strategy options. Participants in the 4th policy council were:

Name	Title	Organization
HE Dr. Ali Sebaa Al Marri	Executive President	Mohammed bin Rashid School of Government
HE Hamad Al Rahoomi	Member	Federal National Council
Ms. Aisha Miran	Assistant Secretary General, Strategy Management and Governance	The Executive Council
Humaid Saeed Aldarei	Deputy Secretary General for Policy and Planning	Federal Demographic Council
HE Tariq Yousif Al Janahi	Deputy Executive Director	Dubai Statistics Center
Dr. Awatif Juma Al Bahar	Medical Director	Dubai Gynecology & Fertility Centre- DHA
Prof. Raed Awamleh	Dean	Mohammed bin Rashid School of Government
Ms. Khawla Lootah	Member	Dubai Business Women Council
Ms. Fatma Hassan Essa	Business Development Consultant	Dubai Foundation for Women and Children
Ms. Aisha Abdullah AlMidfa	Programs and research officer	Dubai Foundation for Women and Children
Ms. Samia Dhaoui	Expert, Research and Policy	Community Development Authority





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