Policy Agenda 2007-2008
The Emirate of Abu Dhabi
Policy Agenda 2007-2008
The Emirate of Abu Dhabi
The Federation of the United Arab Emirates has relied, and will continue to rely, on the rich and diverse contributions of its true wealth, its people, to guarantee its prosperity. In order to fulfill its important role in that success, the Emirate of Abu Dhabi will continue to work towards its own comprehensive, multifaceted vision. That vision is to continue to create a confident, secure society and to build a sustainable, open and globally competitive economy.

To ensure the realization of that vision, we have asked our Government to prepare a policy agenda that reflects the vast array of integrated initiatives that are currently being implemented, and that will be implemented in the future, to achieve sustainable development.

In order to deliver these outcomes, the individual departments and authorities of the Government of Abu Dhabi must work together in an effective and highly coordinated manner. The continuing and shared understanding of our objectives, for which this defining policy agenda lays down the framework, will provide the foundations for our future success.

However, the Government cannot achieve these ambitions alone. Harnessing the energy, talents and dedication of the local private sector, academic institutions and individual UAE citizens, is essential. As too is the ability to draw upon the very best expertise available internationally.

The publication of this agenda signifies the beginning of a new era for our Government and public sector, in terms of accountability and transparency. Our success will be measured by our ability to use the resources and competitive advantages available to us to truly achieve the status of a leading global economy.

Khalifa bin Zayed Al Nahyan
President of the United Arab Emirates
Ruler of Abu Dhabi
THE EXECUTIVE COUNCIL
We, the undersigned, commit to oversee the development and implementation of strategic policies and initiatives to work towards the vision for Abu Dhabi set forth by His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the UAE and Ruler of Abu Dhabi. We commit to be held accountable for the performance of our departments and authorities, and work constructively across all portfolios to deliver efficient, effective and coordinated government for the Emirate of Abu Dhabi and its people.

H.H. Sheikh Saeed bin Zayed Al Nahyan
Member

H.H. Sheikh Tahnoon bin Zayed Al Nahyan
Chairman of the Abu Dhabi Electricity and Water Authority

H.H. Sheikh Hamed bin Zayed Al Nahyan
Chairman of Abu Dhabi Crown Prince’s Court

H.H. Dr. Sheikh Sultan bin Khalifa Al Nahyan
Member

H.H. Sheikh Mohammed bin Khalifa Al Nahyan
Chairman of the Department of Finance

H.E. Dr. Sheikh Ahmad bin Saif Al Nahyan
Member

H.E. Sheikh Sultan bin Khalifa Al Mubarak
Chairman of the Department of Civil Service

H.E. Khaldoon Khalifa Al Mubarak
Chairman of the Executive Affairs Authority

H.E. Rashid Mubarak Al Hajeri
Chairman of the Department of Municipalities and Agriculture

H.E. Hamad Al Hurr Al Suwaidi
Undersecretary of the Department of Finance

H.E. Nasser Ahmad Al Sowaidi
Chairman of the Department of Planning and Economy

H.E. Major General Saeed Obaid Al Mazroui
Deputy Commander-in-Chief of the Abu Dhabi Police GHQ

H.E. Abdullah Rashid Al Otaiba
Chairman of the Department of Transport

H.E. Dr. Ahmed Mubarak Al Mazrouei
Chairman of the Health Authority - Abu Dhabi

H.H. Sheikh Mohamed bin Zayed Al Nahyan
Crown Prince of Abu Dhabi, Deputy Supreme Commander of the UAE Armed Forces and Chairman of the Abu Dhabi Executive Council
TABLE OF CONTENTS

008  I. Executive Summary

010  II. Economic Development
    Planning and Economy
    Energy
    Abu Dhabi Tourism

022  III. Social and Human Resources
    Health Services
    Education
    Labour
    Civil Services
    Culture and Heritage
    Food Control

045  IV. Infrastructure and Environment
    Urban Planning in Abu Dhabi
    Transport
    Environment, Health and Safety
    Municipal Affairs
    Police and Emergency Services

065  V. Whole-of-Government Initiatives
    Restructuring Government
    The e-Gov initiative
    Women in Abu Dhabi
    Legislative Reform
Policy Agenda 2007-2008
The Emirate of Abu Dhabi

I. EXECUTIVE SUMMARY
Executive Summary

Policy Agenda 2007-08 outlines the key goals and Government initiatives in development and underway across a range of authority and departmental portfolios in the Emirate of Abu Dhabi. It identifies the role many public and private entities will play in the further social and economic development of Abu Dhabi and identifies opportunities for the private sector to engage with the public sector.

These initiatives are a result of the vision and guidance of His Highness Sheikh Khalifa Bin Zayed Al Nahyan, President of the UAE and Ruler of Abu Dhabi, who has set a comprehensive vision for significant growth and diversification for the Emirate.

Managing the strategic coordination of policy across a range of portfolios and evaluating those efforts is the Abu Dhabi Executive Council—the steward of efficient, inclusive and accountable government in the Emirate. Its mission is to develop and oversee economic and social policies for the strategic benefit of Abu Dhabi.

To achieve its mission, the Executive Council coordinates the design and implementation of policy across all portfolios and evaluates proposals against the Government’s vision for Abu Dhabi.

The vision for Abu Dhabi consists of a secure society and a dynamic open economy based on the following pillars:

- Premium education, healthcare and infrastructure assets.
- A large empowered private sector.
- The creation of a sustainable knowledge based economy.
- An optimal transparent regulatory environment.
- Complete international and domestic security.
- A continuation of strong and diverse international relationships.
- Emirate resource optimization.
- The maintenance of Abu Dhabi’s values, culture and heritage.
- A significant and ongoing contribution to the federation of the United Arab Emirates.

The Structures and Functions of Government

This document is divided into four priority areas, three of which will each be overseen by a newly created Committee as the structure of Government evolves in Abu Dhabi. The fourth section covers whole-of-government issues that are relevant across all or most portfolios:

1. Economic Development
2. Social and Human Resources
3. Infrastructure and Environment
4. Whole-of-Government Initiatives

This report should be regarded as a primary source of information on the Government’s aspirations, programs and policy directions. However, it should be noted that this policy agenda is a living document. It articulates the vision of the Government of Abu Dhabi at a given point in time, and the key initiatives that Government entities are implementing to achieve it. As our priorities and circumstances change, our policy measures will respond to take advantage of these developments and in most instances proactively seek to influence them.

As our key policy initiatives take affect, we will also provide ongoing monitoring and evaluation to ensure the right measures are in place to sustain positive social and economic growth, and make necessary adjustments where required.
II. ECONOMIC DEVELOPMENT
Economic Development
Economic Development is a priority policy area of the Government of the Emirate of Abu Dhabi. Key elements of the Emirate’s vision describe a dynamic open economy, characterized by a vibrant diversity and by transparency and sound governance.

<table>
<thead>
<tr>
<th>Individual policies outlined in this section include:</th>
</tr>
</thead>
<tbody>
<tr>
<td>012 Planning and Economy</td>
</tr>
<tr>
<td>015 Energy</td>
</tr>
<tr>
<td>018 Tourism</td>
</tr>
</tbody>
</table>
Planning and Economy
Providing a Platform for Economic Prosperity

Objectives
In just 40 years, Abu Dhabi has developed from having no sealed roads and only a handful of permanent buildings to being one of the most important modern economic centres in the region and the world. This rapid growth has been thanks to the vision of the late Sheikh Zayed bin Sultan Al Nahyan who wisely invested the Emirate’s oil and gas profits for the benefit and development of the country and its people. In 2005 the Abu Dhabi oil sector represented 67% of the Emirate’s Gross Domestic Product (GDP).

Under the leadership of His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the UAE and Ruler of Abu Dhabi, the Emirate has enjoyed rapid and sustainable growth that is expected to continue well into the years ahead.

While deeply appreciating the opportunities created by the oil and gas sector, the Government recognizes the need to broaden and diversify the Emirate’s economic success, and actively work to reduce the degree to which the economy of Abu Dhabi relies upon the upstream hydrocarbon sector.

The Department of Planning and Economy—with support from the Abu Dhabi Council for Economic Development and the Abu Dhabi Chamber of Commerce and Industry—is charged with providing for a dynamic, open and successful economy.

As part of this responsibility, the Department has a central role in the restructuring of government to achieve efficiencies and improve the overall operation of the economy, including via the outsourcing of a range of government services to more efficient private sector service providers.

The Department, together with the Abu Dhabi Council for Economic Development, will seek to create an ideal environment for local and foreign investment aimed at making the private sector the main driver of economic growth. In 2005, the private sector represented 17.8% of GDP, and much more ambitious targets have been set for the future.

The Abu Dhabi Council for Economic Development was established in May 2006 by Law No. (9), issued by His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the UAE and Ruler of Abu Dhabi. The Council’s responsibilities include contributing to the planning of economic policy in the Emirate, developing its own public policies and plans, removing barriers for potential investors and businesses, reviewing economic legislation, creating greater economic awareness in the community and supporting activities to promote Abu Dhabi as a regional and international business hub. The Abu Dhabi Council for Economic Development will work closely with, and support, the Department for Planning and Economy.

In the delivery of a strong and diversified economy, policy priorities in the portfolio of planning and economy are to:

- Create a dynamic business environment characterized by economic diversity, transparency and sound governance.
- Establish Abu Dhabi’s position as a globally preferred destinations for both local and Foreign Direct Investment through the adoption of progressive economic policies and stream-lined regulatory requirements, as well as the provision of guidance on critical infrastructure requirements needed to ensure Abu Dhabi’s continued economic growth and competitive position.
- Build Abu Dhabi as a global city, complete with the best and most appropriate infrastructure and social characteristics of established leading global cities.
- Strategically expand the industrial sector as a tool to achieve diversification and increase the contribution of the manufacturing sector to Gross Domestic Product.
- Develop a sustainable system for the collection of economic and other statistics required for accurate, ongoing assessment of the performance of the Abu Dhabi economy.
- Build a system for monitoring key economic indicators to guide the use of monetary and fiscal tools in achieving macroeconomic growth and stabilization.
- Create productive employment opportunities for Emirati Nationals in the public and private sectors.
- Facilitate the export of capital, through targeted investments in partnership with other nations.
Increase the role of women in the workforce, with a particular focus on Emirati women.

The Abu Dhabi Department of Planning and Economy operates within the Federated context of the United Arab Emirates, where fiscal and monetary decisions are made on behalf of the entire UAE, and the local currency (the Dirham) is tied to the US Dollar at a steady exchange rate. Despite participation in the Federation and the accompanying constraints of an externally-pegged national currency, the Abu Dhabi Department of Planning and Economy, with the support of the Abu Dhabi Council for Economic Development and the Abu Dhabi Chamber of Commerce and Industry, has significant responsibilities to determine and set economic priorities to benefit the population of the Emirate.

Contribution to Abu Dhabi Vision
The Abu Dhabi Executive Council is the steward of efficient, inclusive and accountable government in the Emirate. Its mission is to develop and oversee economic and social policies for the strategic benefit of Abu Dhabi. The vision for Abu Dhabi consists of a secure society and a dynamic open economy based on the following pillars:

- Premium education, healthcare and infrastructure assets.
- A large empowered private sector.
- The creation of a sustainable knowledge based economy.
- An optimal transparent regulatory environment.
- Complete international and domestic security.
- A continuation of strong and diverse international relationships.
- Emirate resource optimization.
- The maintenance of Abu Dhabi’s values, culture and heritage.
- A significant and ongoing contribution to the federation of the United Arab Emirates.

The Department of Planning and Economy will play a central role in implementing policies to achieve this vision for Abu Dhabi, and ensuring that economic growth and development is strategic and sustainable.

Policy Drivers
The rapid growth of the Abu Dhabi economy in the last 40 years has necessitated the establishment of a new system of current and reliable economic indicators, to enable intelligent and informed policy formulation and planning to accommodate economic growth to promote individual and collective prosperity. Intelligent and informed economic policy formulation and planning is crucial to diversifying the economy in a strategic and balanced way, and also central to the aim of achieving global city status. Globalization offers to Abu Dhabi the best opportunity to achieve its goals in economic diversification. For example, the removal of barriers to trade is already allowing the migration of industry into the Emirate. With additional regulatory reform and economic re-structuring, including special investment zones and favourable tax policies, Abu Dhabi will build a diversified industrial sector within the Emirate’s areas of expertise and comparative advantage such as energy generation, and industrial segments requiring energy.

Yet within this context of globalization, inflation is a growing challenge for Abu Dhabi. High crude oil prices have led to a general rise in the prices of other commodities in the UAE, with the growing inflationary pressure exacerbated by other factors such as the fluctuation of currency, borrowed or imported inflation, and the effects of the perceived impact of regional instability.

Inflation, and the cost of living, is one of the economic challenges to be considered by the public entities responsible for economic policy and planning in Abu Dhabi. Outlining the current challenges:

- While the Abu Dhabi Chamber of Commerce and Industry estimated a 6 per cent inflation rate for Abu Dhabi in 2005/6, the true inflation rate is poorly understood, due to deficiencies in the formulation and weighting of inputs to the Consumer Price Index (CPI). Ongoing work to develop a more comprehensively weighted basket of goods and services used to determine the CPI will represent an important step in the effective management of inflation and its related challenges.

Companies have expressed concern over the rising cost of doing business in the UAE and a number of small companies have indicated they are looking to move to cheaper regional countries due to rising costs. As such, the need to manage cost considerations for foreign companies investing in the Emirate will be monitored and measures will be taken to preserve and improve Abu Dhabi’s competitive position.

About 80 per cent of UAE imports are from Europe and Japan and their currencies have appreciated in recent times. The effect of international currency trends will be monitored and appropriate policy tools will be employed to achieve macroeconomic stabilization.

The short supply of housing has caused rents to creep up but the increasing availability of more housing units in coming years will address this. Moreover, on the 30th of October 2006 the government passed legislation capping rent increases at seven per cent per annum.
Strategy

Abu Dhabi is evolving into a global city. The characteristics of similar cities are political stability, economic prosperity, vibrant culture, efficient infrastructures, and international connectivity fostering open trade. Abu Dhabi has long enjoyed political, economic and cultural vibrancy. It is also well advanced in building the infrastructure and connectivity to achieve global city status.

The Abu Dhabi Council for Economic Development

In May 2006 the Executive Council established a new vehicle designed to help stimulate economic development and the attainment of global city status. A law created a dedicated formal entity to support ongoing dialogue between government and the private sector. That dedicated entity is the Abu Dhabi Council for Economic Development. The Council will facilitate structured dialogue among the government, the private sector, and foreign business groups. This Council will help provide greater opportunities for private sector entities to participate in the process of economic policy formulation via dialogue with their government counterparts and joint cooperation in identifying potential solutions to those issues found to be constraining economic growth and diversification in the Emirate of Abu Dhabi.

Asset Clustering

The Executive Council has also adopted asset clustering strategies to help achieve its objective of an efficient, diversified economy. Industrial specialization programs based on sectors in which Abu Dhabi has a natural competitive advantage are being commenced to capitalize on existing skills and natural assets. The first phase will see cluster strategies developed around:

- Real estate and tourism
- Basic industries and petrochemicals
- Aviation
- Logistics

ZonesCorp

An additional new body was also established by Law No. (3) of 2004, to support the expansion of internationally competitive, strategic infrastructure in Abu Dhabi. The Higher Corporation for Specialized Economic Zones (ZonesCorp) promotes and manages specialized economic and industrial zones, and educates businesses and individuals on the importance of local economic issues. ZonesCorp:

- Provides infrastructure to stimulate and enable non-oil economic sectors.
- Provides services and land for the development of emerging industrial sectors.
- Creates new, skilled employment opportunities in Abu Dhabi.

ZonesCorp is responsible for the creation and oversight of the Industrial City of Abu Dhabi (ICAD). The total area of Abu Dhabi Industrial City is currently 14 square kilometres and an expansion of 60 square kilometres has been planned. The City is fitted with an administrative headquarters along with a range of public facilities including a hotel, cultural centre and a business support centre. Banks, shopping malls and a medical clinic also have been built.

The second part of the city contains a residential area which features the highest standards of facilities, catering for the full spectrum of work force needs.

Coordination

Economic leadership, in all jurisdictions, is central to the success of the economy. The coordination of the different entities able to influence economic planning and growth warrants a concerted focus in the Emirate. As such, the Department for Planning and Economy will work to closer coordinate with:

- UAE government entities and the Central Bank, to establish reliable economic indicators to give rise to a new ability to manage the economy of the Emirate and the Federation.
- The Department of Municipal Affairs and the Department of Transport, to plan for the infrastructure growth required providing for the achievement of global city status.
- The Council for Economic Development, to more effectively engage the private sector in the growth of the local economy.
- All of the above to pursue regulatory and organizational reforms that improve the business environment via increased transparency and streamlined procedures.
Energy Diversifying the Energy Sector and the Economy

Objectives
Abu Dhabi is blessed with abundant hydrocarbon resources that have driven the rapid growth and development of the Emirate’s economy. These resources will continue to provide investment, employment and industrial development in the region for a long time to come.

Abu Dhabi is a proven and reliable provider of energy to the global community. This continuing responsibility is a cornerstone of government policy.

However, under the guidance of His Highness Sheikh Khalifa bin Zayed Al Nahyan, Ruler of Abu Dhabi, a key objective of the Abu Dhabi Executive Council is leveraging the Emirate’s strong hydrocarbon sector to stimulate and support broader economic diversification at the following two levels:

1. At the level of the energy sector, strengthening downstream production capabilities and expanding the proportion of value-added exports; and
2. At the level of the Abu Dhabi economy, diversifying into new industries on the back of ongoing performance in the hydrocarbon sector.

Contribution to Abu Dhabi Vision
The vision for Abu Dhabi consists of a secure society and a dynamic open economy based on the following pillars:

- Premium education, healthcare and infrastructure assets.
- A large empowered private sector.
- The creation of a sustainable knowledge based economy.
- An optimal transparent regulatory environment.
- Complete international and domestic security.
- A continuation of strong and diverse international relationships.
- Emirate resource optimization.
- The maintenance of Abu Dhabi’s values, culture and heritage.
- A significant and ongoing contribution to the federation of the United Arab Emirates.

The expansion of capacity and diversification of the local hydrocarbon sector will contribute towards the establishment of premium education, healthcare and infrastructure assets, a large empowered private sector and a significant contribution to the Federation. In addition, successful expansion and diversification of the local energy sector will enable and drive diversification and growth across the Abu Dhabi economy.

Policy Drivers
Energy sector policy in Abu Dhabi is being driven by a range of opportunities, challenges and wider ambitions:

Economic diversification
To achieve its broader vision for the Emirate, the Government of Abu Dhabi is embarking on a program to diversify the economy into a raft of new areas. The ability of Abu Dhabi’s hydrocarbon sector to support and drive that diversification process is an opportunity that energy policy seeks to leverage.

Downstream opportunities
With its significant hydrocarbon reserves and relatively low production costs, Abu Dhabi has a natural advantage in a range of downstream industries. Opportunities in base oil and petrochemicals will be leveraged to enhance the value of energy exports and support diversification and growth across the economy.

Human capital as an enabler
Expansion of the local hydrocarbon sector relies on skilled human capital to deliver on the Emirate’s strategy. From the perspective of the Government, people are Abu Dhabi’s most valuable resource and will continue to drive growth in the energy sector. However, the hydrocarbon sector also has a role to play in the attraction and development of the skilled human capital that is required across all other areas of the economy.

Human capital will drive the hydrocarbon sector, and a successful hydrocarbon sector will attract and develop the human capital required to support growth and diversification in other sectors.
Technology and international expertise
Abu Dhabi is a partner of choice in the international oil and gas sector. As a result, the Emirate has strong and diverse relationships with leaders in their respective fields. This enables Abu Dhabi to leverage the latest technology and the highest level international expertise in the ongoing growth and expansion of its hydrocarbon sector. This represents a significant opportunity and policy direction.

Strategy
Raising capacity in phases
Abu Dhabi is adding oil and gas and natural gas liquids production capacity each year, through the application of better processes, products and technology. The phased approach is a deliberate strategy, to ensure the Emirate continues to provide the highest quality while steadily raising capacity.

Current targets are to expand oil and gas production capacity significantly. This will include increasing oil production capacity up to 4m barrels of oil per day, as well as increasing domestic gas supplies via the development of sour gas reserves and the optimization of existing sweet gas production.

Continued expansion of the Abu Dhabi economy will also hinge upon the availability of sufficient energy resources for domestic use. As such, a key priority in Abu Dhabi’s capacity expansion will be the timely development and delivery of energy resources to meet growing domestic demand.

Diversification at the sector level
Abu Dhabi will continue to export raw materials, but the proportion of more valuable exports including refined and semi-refined products will steadily increase as the Abu Dhabi economy along the entire hydrocarbon value chain. This will involve coordination with the Department of Planning and Economy to stimulate the strategic downstream investment required to drive this expansion. For example, over US$3bn will be invested to expand the capacity of the Borouge petrochemicals facility to 2m tonnes per year (polyethylene and polyolefin).

Importantly, a key component of the downstream strategy is building on Abu Dhabi’s natural advantages and playing to traditional strengths. For example, abundant hydrocarbon resources and relatively low costs of production provide a strong foundation for a petrochemicals sector – more so than many other alternative sectors for potential investment. Recognising and leveraging Abu Dhabi’s strengths in areas such as this are the immediate priority.

Additionally, investment entities affiliated with the Abu Dhabi government will also continue to pursue geographical diversification of Abu Dhabi’s energy interests via strategic investments in upstream and downstream hydrocarbon assets outside of Abu Dhabi and the UAE.

Diversification of the broader economy
A successful hydrocarbon sector has a key role to play in the broader diversification of the Abu Dhabi economy. The local sector provides a range of benefits including international investment, the attraction and development of skilled human capital and the provision of affordable energy to local industry.

It is very important that the approach to economic diversification taken by the Abu Dhabi Government is not misunderstood as simply ‘moving away from oil and gas’. The ongoing significance of hydrocarbons to the economy is the means by which broader diversification will be achieved and supported, and not the reason it is necessary. As such, the energy sector will be expected to continue increasing its contribution to an ever more diverse Abu Dhabi economy, not only via increased production capacity, but also via increased efficiency and productivity realized through continuous technological and managerial innovation.

Partnerships with leaders in their respective fields
Through key organisations such as the Abu Dhabi National Oil Company (ADNOC), the Emirate partners with a number of international firms in the energy sector. Specifically, ADNOC seeks to identify partners that demonstrate technological know-how, organisational professionalism and transparent business practices.

In addition, Abu Dhabi seeks to partner with the leaders in individual fields. By working with industry leaders to develop and expand local production, the Emirate can operate at the cutting edge of these sectors from the outset.

Fostering education and a professional culture
The ambitious plans to expand and diversify the local energy sector will rely on educated, skilled and professional human resources. As such, the Supreme Petroleum Council and the Abu Dhabi National Oil Company (ADNOC) are making a concerted effort to promote the highest levels of education and training in Abu Dhabi.

Key initiatives include the:

- ADNOC Oasis which promotes education and encourages Abu Dhabi students in their studies.
- ADNOC Technical Institute, which produces entry-level technicians for the oil and gas industry and contributes to the Emirate by providing an alternative to conventional academic education for young UAE Nationals.
Petroleum Institute, which focuses on engineering and applied sciences taught at the highest possible standards.

Facilitation of opportunities for students wishing to study abroad.

**Petroleum Institute**
The Petroleum Institute (PI) was founded by Law No. (9), of 2000. It admitted its first class in fall 2001.

The Petroleum Institute is financed and governed by Abu Dhabi National Oil Company (ADNOC) and its international partners. The objective in founding the PI was to provide the UAE and its oil and gas industry with engineers educated and trained to the highest standards. To this end, an agreement was signed by which the Colorado School of Mines would provide academic guidance and support, and assist in the process of achieving international accreditation.

The campus is situated in the Sas Al Nakhl area of Abu Dhabi. It consists of five buildings devoted to academic and administrative affairs, with additional buildings providing recreation and dining facilities and student accommodation. The teaching facilities contain the best and most modern equipment available. A separate facility for women has been constructed nearby and the first group of female students has enrolled in 2006.

Currently there are nearly 850 undergraduate students (748 men and 96 women) studying at the Petroleum Institute, divided between the Foundation Program and the engineering programs. It is projected that the PI will ultimately cater to more than 2,500 students, of whom some 750 will be female. June 2006 was a major milestone, with PI’s first 44 graduates emerging from the engineering programs and going on to start their careers within the ADNOC group of companies.

The 2006-07 academic year saw the launch of the first post-graduate programs. The Petroleum Institute plans to offer a complete suite of Master of Science, Master of Engineering, and Doctor of Philosophy (PhD) degrees in the near future. As the post-graduate program grows, so does the research program with the commitment to excellence in undergraduate education supplemented by a strong commitment to excellence in research and technology development. Research is being leveraged by close cooperation with industry through the ADNOC group operating companies, the international partners, and with participation from selected foreign universities.

**Coordination**
Successful implementation of the Abu Dhabi Government’s plans in the energy and hydrocarbon sector will rely on effective coordination between a range of public and private entities:

The Department of Planning and Economy, to ensure the necessary investment is made to stimulate the expansion of downstream industry.

International partners in the hydrocarbon sector, with whom the Emirate works to expand production capacity, to develop local human capital and to apply the most effective technology and processes to its oil and gas operations.

The Abu Dhabi Education Council, Federal Ministry of Education, Education Zones and individual educational institutions in the UAE and internationally, to promote the highest possible standards and effective pathways for students.

International partnerships such as those demonstrated by the Petroleum Institute set a fine example of coordination supporting the development of quality human capital for the local economy and energy sector.
Abu Dhabi Tourism
Realizing Our Potential as a World Class Destination

Objectives

Under the leadership of His Highness Sheikh Khalifa Bin Zayed Al Nahyan, President of the United Arab Emirates and Ruler of Abu Dhabi, the Emirate is embarking on an ambitious strategy to attract 3 million visitors per year by 2015.

Tourism is a critical element in the overall development of Abu Dhabi. It will stimulate and diversify the economy, generate new private sector opportunities, and elevate the Emirate’s international standing.

To bring effect to this decision, the Abu Dhabi Tourism Authority (ADTA) was established by Law No. (7) of 2004. A statutory body, the ADTA has a wide range of responsibilities to execute and oversee the Emirate’s bold strategy for the tourism industry.

Under the strategy, visitors will be drawn by what will be the region’s most distinctive and comprehensive set of cultural institutions, by a large and diverse selection of luxury hotels, by its world-class airport and airline, by easy access to a complete range of convention and business services, by the serenity of its desert, by the beauty of its beaches, by its unique heritage and by the warm hospitality of the Arabian Peninsula.

Every aspect of the Emirate’s tourism strategy and its implementation works towards the reputation of Abu Dhabi as an exclusive, high-end tourist destination: an idyllic place where the visitor can engage in world-class business and relax. Delivering the highest quality in travel, accommodation, tourist attractions and importantly, business facilities, is central to achieving that vision.

Contribution to Abu Dhabi Vision

Tourism has significant cultural and economic impacts for a location such as Abu Dhabi. Specifically, successful execution of the Abu Dhabi tourism strategy will contribute to the international reputation of the Emirate, create significant business opportunities and stimulate the growth of an empowered private sector and the creation of a sustainable knowledge based economy. Fundamental to the strategy is the maintenance of Abu Dhabi’s values, culture and heritage.

Policy Drivers

Abu Dhabi is well placed to develop a profitable and successful tourist industry. There is the obvious appeal of its location, climate, culture and existing tourism infrastructure. But significantly, the Emirate also possesses the political will, financial resources and leadership to manage challenges and deliver a dedicated and effective tourism strategy. A range of opportunities and challenges are driving the development of policy in this area:

a) A strong foundation for growth

The direct tourism industry, which includes those sectors directly in contact with visitors, generated AED3.7bn, or 1.2 percent of GDP in 2005. Tourism directly generated 32,028 jobs in 2005, or 3.3 percent of all employment. When indirect contributions are considered, tourism generated 73,494 jobs or 7.6 percent of all employment in the Emirate in 2005.

The total economic impact of tourism was AED8.7bn in 2005, or 2.9 percent of the economy. Excluding the oil sector, the tourism sector makes up 7.1 percent of the Emirate’s remaining GDP.

Tourism GDP has grown 62 percent over the past five years and over 17 percent in the past two years.

b) Stunning natural, man-made and cultural assets

The Emirate is characterized by a hospitable, welcoming culture combined with traditional Arabian and historical attractions. Abu Dhabi offers year round sunshine, extensive beaches, spectacular desert scenery, rugged mountains, green oases and more than 200 islands. The Abu Dhabi tourism policy seeks to leverage these natural assets in a targeted and sustainable way.

In addition, Abu Dhabi offers high-quality luxury hotels, a first class airport, golf courses, sport and recreation facilities and infrastructure for the Meetings, Incentives, Conventions and Exhibitions (MICE) sector.

c) The right place at the right time

Demographic and travel trends point to opportunity for Abu Dhabi. There is a growing acceptance of the Gulf as
a holiday location and an increasing number of Europeans with time and money to spend on leisure travel. The climate is also aligned with the travel patterns of Europe and Asia.

d) The need for differentiation
Abu Dhabi must provide a unique and distinctive offering that complements other regional destinations. Consumer research has demonstrated a lack of awareness of Abu Dhabi as an international destination, both generally and in comparison with other tourist destinations in the region. In addition, there are widespread misperceptions among western audiences relating to security, politics and the Emirate’s location.

e) Local and private sector opportunity
A key part of the tourist experience of many successful markets is local hospitality and an awareness of the destination’s history and culture. With few UAE citizens directly working in visitor-facing positions, it is difficult to convey a genuine sense of Emirati hospitality through a professional and service-oriented, but largely expatriate, workforce. In addition, there is a lack of private sector involvement in the tourism industry, including tour operators and attraction management providers. Historically, efforts to promote tourism in Abu Dhabi have been uncoordinated and developed in a partially ad hoc way. To achieve a targeted vision for the Emirate as a destination—in terms of image, atmosphere and numbers—an integrated, coordinated strategy is essential.

Strategy

a) The Abu Dhabi Tourism Strategy
The Abu Dhabi Tourism Strategy provides an integrated, evidence-based plan for the management and growth of an internationally competitive tourism industry in the Emirate. Informed by the challenges and opportunities outlined above, key targets for 2015 are:

- Leisure tourist numbers to reach up to 1,200,000 visitors per year.
- Business tourist arrivals to reach 1.55 million people per year.
- In the MICE segment, by focusing on few but large exhibitions, Abu Dhabi would reach up to 240,000 visitors (in terms of hotel guests) per year.
- 60 new hotels to be constructed in Abu Dhabi.
- Hotel receipts should increase fourfold by 2015, from around AED1bn in 2005 to around AED4bn.
- Cumulative investment in accommodation will reach AED11bn.
- Around 21,000 employment opportunities will be created in the hotel industry.
- An expanded tourism industry is projected to generate AED26bn of investment opportunities and an estimated 43,000 new jobs.

b) A Phased Approach to Implementation
It is a key priority of the Government to ensure that the development of a local tourism industry is controlled, and that demand is managed effectively. To achieve the Government’s objectives in a targeted and controllable way, the strategy outlines nine distinct phases for its implementation:

1. Creation of the Abu Dhabi Tourism Authority.
2. Development of a brand and image, to reinforce Abu Dhabi’s tourism promise.
3. Development of distinct tourism areas, such as the islands, coastline and oases.
4. Promotion of Abu Dhabi, to raise awareness of the Emirate as an exclusive ‘Sun and Beach’ destination for leisure and MICE tourists.
5. Establishment of international offices, initially in UK, Germany and Saudi Arabia.
6. Improvement and profiling of existing attractions.
7. Development of new attractions and events.
8. Coordination with Etihad Airlines in developing and offering new products.
9. Improvement of tourism services, through hospitality training, updated hotel classification and associated initiatives.

c) Destination Marketing and Promotion
The Government intends to invest heavily and consistently in destination marketing and promotion. This includes building a professional, international marketing capability and ensuring it has the necessary resources to support the Emirate’s broader tourism strategy.

Estimates suggest an initial promotional budget of around $20-25 million per year to achieve the targets outlined in the strategy, although this is expected to expand in the future. In line with this component, the Abu Dhabi Tourism Authority has recently opened its first international offices in London and Frankfurt, directly targeting two of its key markets.
d) The Exhibitions Strategy
The Government believes the MICE segment will be central to the future of tourism in Abu Dhabi. To drive the development of an internationally competitive convention and exhibition offering, the Government created the Abu Dhabi National Exhibitions Company (ADNEC), in 2005.

The ADNEC is the chief Government regulator of exhibitions and conferences in Abu Dhabi, and the lead body for the organization of these events. It is expected to act as a catalyst for the ongoing development of the exhibitions industry in terms of both facilities and support services, and in the number, diversity and prestige of events staged in Abu Dhabi.

The key objectives of the ADNEC are as follows:

- Organise highly specialized and distinguished international exhibitions and conferences in Abu Dhabi.
- Build strong strategic alliances with leading exhibition and conference organisers.
- Contribute to the development of a highly skilled and well trained, UAE National workforce.
- Promote the image of Abu Dhabi as an international business hub and centre of excellence in the field of exhibitions and conferences.
- Facilitate and strengthen communication between relevant Government entities in the development, promotion and management of events.
- To direct the work of the ADNEC, the Government of Abu Dhabi has recently announced a dedicated Exhibitions Strategy that will refine the Emirate's exhibition and conference offering and ensure it succeeds into the future.

The government of Abu Dhabi has already entered into two agreements; to bring to fruition the modern and contemporary art museum and the classical museum respectively.

On the 8th July 2006, a Memorandum of Understanding was signed with the New York-based Guggenheim Foundation to establish a world-class museum devoted to modern and contemporary art in the Saadiyat Island Cultural District. To be called the Guggenheim Abu Dhabi, the museum will be designed by internationally-acclaimed architect Frank Gehry.

At 30,000 square metres, the Abu Dhabi museum will be the only Guggenheim museum in Middle East and North Africa region and will be larger than any existing Guggenheim worldwide. It is expected that the museum will be constructed within five years. The museum will form its own major collection of contemporary art and will also exhibit masterworks from the Guggenheim Foundation’s global collections.

On the 6th March 2007, the Government of Abu Dhabi and the Government of France entered into a historic 30-year cultural agreement to establish the Louvre Abu Dhabi museum in the Saadiyat Island Cultural District. The Louvre Abu Dhabi will be designed by Jean Nouvel. The agreement provides for long term loans from the Louvre and major French museums including the Musee du Quai Branley, Centre Georges Pompidou, Musee d’Orsay, Versailles, Guimet, Rodin and the Reunion des Musees Nationaux (RMN).

Temporary exhibitions will also be organized annually in the Louvre Abu Dhabi and will be included in the programme of international exhibitions exchanged between major international museums. The Louvre Abu Dhabi will exhibit major artefacts and works in archaeology, fine and decorative arts from all historical periods, but will focus on the classical.

French expertise will also be available to Abu Dhabi in the establishment of a local art collection, educational programmes and specialized art conferences in the Emirate.
Coordination

Successful establishment of Abu Dhabi as a world-class tourist destination relies on coordination between the ADTA and a diverse collection of agencies across a range of portfolios. For example:

- **Transport**: Development strategies for the tourist sector—including projected numbers, the location of attractions and plans to develop property in Abu Dhabi—will be shared with key decision makers in the transport sector. Key components of the ADTA strategy include improving bus networks to reach tourist destinations more regularly and regulation to raise overall standards in the taxi sector.

- **Airport and Aviation Industry**: The ADTA will work closely with Etihad to ensure capacity is increased to meet strategic projections. Similarly, plans to develop Abu Dhabi International Airport will have a significant impact on tourist capacity during and after the current redevelopment project.

- **Culture and Heritage**: To successfully position Abu Dhabi as a differentiated, Arabian destination with a range of cultural assets and attractions, the ADTA will work closely with the Abu Dhabi Authority for Culture and Heritage on its Culture and Heritage Management Strategy.

- **Visas/Immigration**: To facilitate a convenient experience for tourists, coordination may enable the streamlining of visa processes. Other components of the strategy include the training of immigration agents to be friendly and helpful and the provision of stamp-less entry for travel between bordering countries.

- **Municipalities**: The ADTA strategy seeks to improve the cleanliness of the city, improve congestion, provide more indoor parking and ensure clear tourist signage in the city. This requires coordination with the Department of Municipal Affairs, as well as private sector providers of municipal services. In addition, coordination will take place with local municipal authorities.

- **Education and Training**: Also included in the ADTA strategy is the creation of a hospitality training institution to develop staff for the tourism industry and the development of training programs in collaboration with advanced, international tourism bodies. Initiatives to encourage Emirati Nationals to participate in the tourism sector must also be developed.

- **Health**: Ensuring the Emirate provides world-class, reliable and accessible healthcare is critical if the destination is to attract international visitors. As development takes place in the healthcare sector—including an increasing role for the private sector—coordination will be important to ensure appropriate mechanisms are put in place to accommodate the expected population of tourists in years to come.

- **Food and Public Safety**: Similarly, ensuring reliable practices exist in the regulation of food safety and preparation, and general safety on the streets is maintained are both critical to developing the reputation of Abu Dhabi as an attractive tourist destination as planned in the ADTA strategy. As such, the Emirate has expanded its food control capabilities and the Abu Dhabi Police have developed a comprehensive, five year plan to ensure the Emirate’s attractive social environment is maintained.
Policy Agenda 2007-2008
The Emirate of Abu Dhabi

III. SOCIAL AND HUMAN RESOURCES
Social and Human Resources

Social and Human Resources policy encompasses a wide array of goals and initiatives. Both government and private sector entities must understand that social and human development represent the final objective and driving motivation behind all policies and initiatives pursued by the Government of the Emirate Abu Dhabi. It is only in the achievement of such development that the Emirate’s other objectives, including economic growth, infrastructure development, and providing a safe and secure environment have any meaning. Key elements of the Emirate’s vision for the development of social and human resources describe a society characterized by the provision of world-class healthcare, education and other services, where individuals (both National and expatriate) are valued and their unique skills and contributions are ethically leveraged toward achieving a better quality of life for all.

Individual policies outlined in this section include:
024  Health Services
028  Education
034  Labour
038  Civil Service
040  Culture and Heritage
043  Food Control
Health Services
Expanding Access to a World-Class System

Objectives
Healthcare delivery in Abu Dhabi is undergoing a significant transition that will affect the entire spectrum of stakeholders: patients (Nationals and Non-Nationals), providers and those responsible for planning, assuring the quality of services and financing the health system. Key objectives for the Health Authority in Abu Dhabi are to:

1. Improve quality of care, always the primary consideration, to be promoted through application of rigorous service standards and performance targets for all.
2. Expand access to services, giving all residents access to the same standard of care with the power to choose healthcare services thus promoting excellence through free-market competition.
3. Shift from public to private providers safely and efficiently so that private providers, rather than government, services healthcare needs, with the role of government restricted to the development and enforcement of new, world-class healthcare standards.
4. Implement a new financing model through a new system of mandatory health insurance.

Policy Drivers
A range of factors drives the need for reform in healthcare delivery. Specifically, there are five key challenges that policymakers seek to address:

1. The cost of healthcare is not sustainable
Current funding arrangements have developed in a time of rapid social and economic change. They have served Abu Dhabi well. However, as the population of Abu Dhabi and the UAE continues to grow and age, the funding forecasts are unsustainable. For example, historically the Government has generously funded overseas treatment for patients with severe medical conditions. By 2004, this practice was consuming a quarter of total healthcare expenditure.

In addition, the aging of the population and changed lifestyles have led to an increase in incidence of a range of diseases requiring extensive treatment and care, including cancer, afflictions of the respiratory system and cardiovascular disease. For example, according to international statistics, the UAE now has one of the world’s highest prevalence levels of type II diabetes in adults. Equally alarming is the high prevalence of asthma and obesity in children. Treating these diseases is expensive, and if future incidence of disease is not reduced through preventative measures, the cost of treatment and the loss of human capital through disease will continue to adversely impact economic growth.

2. Facilities and institutions need upgrading to meet expected demand
As the healthcare needs of the population change, facilities and institutions must change as well. Aging facilities need updating. New, world-class institutions are required. The professional workforce, in particular, needs to grow.

In 2005, Abu Dhabi had an estimated 4.7 oncology specialists for every million residents. This is significantly lower than the UK (8.1), Germany (8.7) and the similarly sized US state of Oregon (26). Depending on the average age of a population, between 6 and 12 oncology specialists per million residents are needed to deliver appropriate services without waiting times that could negatively affect outcomes. The number of acute hospital beds available for every
thousand residents in Abu Dhabi is equal to Singapore, but well below international benchmarks across Europe, the USA and Australia.

An analysis of current demand for specialty treatment centres has identified need for:

- One cancer centre
- One cardiovascular centre
- One paediatrics and high risk pregnancy centre
- One plastic surgery and burns unit
- One forensic psychiatric hospital
- Two elective orthopaedic centres
- Two poly-trauma centres
- Two molecular imaging departments or centres
- Two long-term nursing homes
- Four dialysis centres
- Four cataract centres
- Five rehabilitation centres

3. Access and standards are inconsistent
Every resident of Abu Dhabi should be able to rely on consistent, high quality care within the Emirate. The Abu Dhabi Health Authority will address both access and quality standards to increase choice and address any inequities that currently exist. Recent estimates suggested up to 25 percent of healthcare facilities may not meet all of the Government’s healthcare regulations and this situation is being remedied as a matter of urgency.

A more holistic approach is required to produce consistent outcomes across all institutions in the healthcare system, and deliver certainty to patients and their caregivers. Specifically, this requires genuine accreditation standards and a rigorous system of inspection and quality control across all institutions, to lift the overall standard of healthcare in the Emirate. Moreover, these measures need to be accompanied by programmes to upgrade the qualifications of doctors, nurses and paramedics, as well as intensified and mandated continuous medical education.

4. Focussing on primary care and prevention will make a tangible difference
There is evidence that many patients rely on hospital facilities when a health problem becomes acute, rather than seeing a GP in the first instance or during early stages. For example, according to recent studies 85 percent of all breast cancer cases are diagnosed and first treated at a very late stage, when the chance for a cure is low, compared to only 20 percent in the USA and 30 percent in Europe. Steps need to be taken to expand health awareness and preventative programmes as well as to improve the accessibility and delivery of primary health centres to overcome residents’ impressions that hospitals provide the best care.

5. Public institutions have dominated healthcare service delivery
Public institutions have traditionally dominated the delivery of healthcare facilities and services. Currently fewer than 800 of the 3,900 hospital beds in the Emirate of Abu Dhabi are in private hospitals.

Despite the already significant government investment and subsidies, Abu Dhabi faces significant shortages in qualified health professionals to provide for the Emirate’s primary health care needs. In addition, only 10 percent of doctors in the Emirate are actually UAE Nationals.

By shifting health delivery responsibilities to private hands and partnering with the private sector to upgrade existing public facilities, the Government can focus on critical public health matters such as prevention, public education and awareness. Going forward, the Health Authority has prioritized and set ambitious improvement targets in 12 key areas including, diabetes, breast cancer, infectious disease and road death prevention. The Emirate will continue to form new partnerships with international organizations to develop and implement these campaigns.

6. International experience will be leveraged more effectively
Abu Dhabi possesses strong economic and diplomatic relationships with many countries around the world. While these relationships have been leveraged successfully to draw on international expertise and access cutting edge technology in areas such as energy and business, the same opportunities are now emerging in the healthcare sector.

Historically, Abu Dhabi has primarily drawn on international expertise in healthcare by funding overseas treatment for Emirati Nationals. While international treatment is an appropriate interim solution for patients, continuing this initiative over the longer term would represent a missed opportunity to attract the world’s best institutions and healthcare professionals to Abu Dhabi. The Government believes it is simply not practical to rely on international institutions that are based overseas when many of the world’s best institutions are keen to establish a presence in the region.

Strategy
As of March 1st 2007 the Health Authority – Abu Dhabi became the sole policy and regulatory authority for health management in the Emirate. The Authority will adopt, monitor and enforce internationally recognized quality and service standards. To ensure independence within this new
framework, the Authority will cease its dominant role in both provision and financing of health services, with exceptions for healthcare in remote areas and preventive medicine.

Policy initiatives to reform the delivery and administration of healthcare in Abu Dhabi based on systematically identified trends, challenges and opportunities will create a well-regulated health system in which Residents will have access to world-class services and the providers of these services will be adequately rewarded. Key initiatives are as follows:

Health Insurance Reform for Nationals and Expatriates
A new, mandatory health insurance scheme was introduced in 2006 for foreign residents and their families. In the second half of 2007, a comprehensive health insurance scheme for Nationals is due to be established. Hallmarks of the new system include a clear and transparent reimbursement process, affordable access for foreign and national residents, and reliable funding for quality healthcare in Abu Dhabi. Importantly, the new insurance scheme is an investment in sustainability for the future of healthcare in the Emirate.

Under the law, employers must enrol and fund insurance for all eligible Non-National employees in the scheme, covering spouses and up to three children under 18 for each employee. To standardize access, authorised public and private healthcare facilities are required to provide the following medical treatments to individuals with insurance:

- Check up and primary care by general practitioners and specialist doctors at clinics and health centres
- Laboratory tests and X-rays
- Medicines
- Emergency care and treatment
- In-patient treatment
- Expenses of an escort in critical cases
- Dental and gum treatment, excluding orthodontics and dentures

The Health Authority – Abu Dhabi will conduct the licensing and monitoring of all health insurance activities. An independent not-for-profit body will manage all billing and claims. Employers will meet the insurance costs of expatriates and their families.

In the case of Abu Dhabi Nationals, the Emirate will meet insurance costs. A capitalisation fund has been established to allow for the future health costs in the Emirate, predicted for Nationals to be five times higher than today in 2025. A charitable fund will continue to operate for underinsured expatriates and also cover more serious medical conditions such as cancer, dialysis, poly trauma and disability.

A new Government owned entity, known as the Abu Dhabi Health Services Company will be established, independent of the Health Authority, to partner in public-private-partnerships and oversee public sector healthcare provision assets, as well as to manage preventive programs and health services in remote regions (e.g., the Western Region of the Emirate).

Upgrading Facilities to Meet Current and Projected Demand
The Abu Dhabi Government has announced the following major investment projects to improve healthcare provision in the Emirate:

<table>
<thead>
<tr>
<th>Project</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Hospital at Al Mafraq</td>
<td>AED 300,000,000</td>
</tr>
<tr>
<td>New Hospital at Al Ain</td>
<td>AED 300,000,000</td>
</tr>
<tr>
<td>Oncology Centre of Excellence</td>
<td>AED 300,000,000</td>
</tr>
<tr>
<td>Western Region Infrastructure</td>
<td>AED 230,000,000</td>
</tr>
<tr>
<td>Grant to Oasis Hospital</td>
<td>AED 150,000,000</td>
</tr>
<tr>
<td>Health Information System (HIS)</td>
<td>AED 140,000,000</td>
</tr>
<tr>
<td>Renovation of Al Jazirah Facility</td>
<td>AED 100,000,000</td>
</tr>
<tr>
<td>New wards Al Ain Hospital</td>
<td>AED 25,000,000</td>
</tr>
<tr>
<td>The SKMC Cardiac Program</td>
<td>AED 25,000,000</td>
</tr>
</tbody>
</table>

As part of the effort to enforce higher standards, the Authority recently closed 25 primary health care (PHC) clinics and will establish new facilities to include additional services, including dentistry. The redefinition of PHCs will include a strengthened role for General Practitioners to serve as more effective gatekeepers for hospital care and will make PHCs more attractive to consumers who have resisted these institutions in the past.

Groundbreaking International Partnerships
A key component of the Government’s healthcare strategy is to develop beneficial partnerships with select international healthcare institutions. In line with this strategy, a number of significant partnerships have already been announced between Abu Dhabi and leading international healthcare institutions, resulting in new world-class healthcare facilities, top-level training and improved quality standards across the sector as a whole.
In March 2006, a ten-year agreement came into force between the Health Authority and Johns Hopkins Medicine of the United States. Under this agreement, Johns Hopkins Medicine will assume managerial and operational oversight of the 469-bed Tawam Hospital, one of the UAE’s largest and most prestigious.

The agreement encompasses:

- A nine-month assessment of the hospital’s needs.
- Implementation of management systems.
- Establishment of Centres of Excellence in a range of specialist clinical areas, e.g., an oncology Centre of Excellence to treat the most prevalent types of cancer in the Emirate and the region (lung, prostate and breast cancer).
- Access by healthcare professionals and patients to the latest information from The Johns Hopkins Hospital in Baltimore, consistently voted ‘best hospital’ in the USA by US News and World Report.
- Training of local medical staff.

Also in 2006, the Imperial College London Diabetes Centre opened in Abu Dhabi. The first initiative of a partnership between Mubadala Development Company and Imperial College London, this state-of-the-art centre is expected to become the leading diabetes resource in the region.

- Treatment will include the highest level of specialized patient care from first diagnosis to management of diabetes and its associated complications. Comprehensive diagnostic facilities include digital retinal photography and retinal laser machines, as well as state-of-the-art echocardiograph imaging and stress testing to detect the earliest signs of heart disease.
- Research is expected to encompass epidemiological, basic, clinical and genetic research focused on diabetes in the UAE.
- The Centre will also have a responsibility to provide continuing education to healthcare professionals and the community.

Furthermore, an agreement was reached in September 2006 with the Cleveland Clinic—one of the top three hospitals in the United States—to establish, manage and operate a brand new hospital in Abu Dhabi. The Cleveland Clinic partnership will deliver unrivalled service provision, unprecedented medical and administrative training opportunities and world-class research, as well as important impulses for the overall improvement of the health system of the Emirate.

In June 2007, Cleveland Clinic signed a further agreement with the Health Authority - Abu Dhabi which will see Cleveland Clinic take over the management of the 550-bed Sheikh Khalifa Hospital, the 120-bed Abu Dhabi Behaviour Sciences Pavilion, and the 100-bed Abu Dhabi Rehabilitation Centre, as well as more than 12 specialized out-patient clinics and 9 primary healthcare centres in various parts of Abu Dhabi city.

**Delivering Consistency: A Rigorous Licensing and Inspection Regime**

The Government is revising existing laws relating to healthcare quality and standards, creating new laws to maintain and improve standards in the future, and will provide a more reliable system of accreditation.

Key initiatives include:

- A comprehensive audit of the privileges, qualifications and credentials of all healthcare professionals in Abu Dhabi.
- Requesting appropriate continuing education credits for each healthcare professional based on credentials and years of experience.
- Creating qualified inspection teams to rigorously monitor facilities and healthcare professionals.
- Enforcing strict licensing standards for all healthcare facilities, based on minimum standards, quality reform and certified accreditation.
- Ranking and accrediting all healthcare facilities in Abu Dhabi through a partnership with the Joint Commission on International Accreditation (JCI).
- Working with an international partner to standardize healthcare examinations in Abu Dhabi.
- Working with a technical partner to create a world-class, integrated Health Information System.

**Coordination**

The Authority coordinates its activities with the Federal Ministry of Health and its advisory council. In addition, within Abu Dhabi, the Authority must coordinate with:

- The department which will be responsible for financing Nationals’ healthcare insurance and services.
- The Department of Municipal Affairs.
- The departments and authorities conducting health-related public education campaigns, such as the Food Authority.
- The various education entities on health and physical education in schools, and on the attraction and retention of new healthcare professionals.
Education
Creating a Foundation for Global Leadership

Objectives
The development goals of the United Arab Emirates and the Emirate of Abu Dhabi will be achieved only with the support of a sophisticated and entrepreneurial workforce. His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the United Arab Emirates and Ruler of Abu Dhabi, has defined education as a pillar that will enable Abu Dhabi to meet standards of excellence achieved in the most highly educated countries of the world.

A primary goal of education reform in Abu Dhabi is to create the highest quality, comprehensive system of education that applies world-class standards and expertise. To achieve this, the Government of the Emirate has given national priority to improving educational outcomes alongside its significant commitment to healthcare.

The reform effort begins with administrative restructuring so that:

- Government has a reduced role in the direct provision of educational services.
- A strengthened private sector delivers more educational services on behalf of government.
- The focus of government becomes that of regulator and supervisor of an education system with newly created standards matching world’s best educational practice.
- The participation of Emirati Nationals in education administration and teaching is increased.
- Cost efficiencies are achieved through new practices in the management of individual schools and new administrative structures for learning institutions across the Emirate.

These reforms should allow Abu Dhabi to evolve as an education hub for the Emirates and the region.

A number of public entities contribute to the management and delivery of education in the Emirate of Abu Dhabi. The Federal Ministry for Education and Youth sets the overarching educational strategy to be implemented across the UAE.

At an Emirate level, the Abu Dhabi Education Council guides the delivery of education on the ground within the Emirate’s three education zones — Abu Dhabi, Al Ain and the Western Region. Together, these independent entities manage public school and tertiary education in the Emirate of Abu Dhabi, while overseeing the delivery of education by a number of private sector partners.

The Abu Dhabi Education Council (ADEC) was formed in September 2005 and is chaired by His Highness Sheikh Mohamed bin Zayed Al Nahyan, The Crown Prince of Abu Dhabi.

The Council is an independent body. Its primary responsibility is to develop and improve educational institutions and enhance the delivery of education in the Emirate. With a dedicated mandate to improve educational performance and outcomes in Abu Dhabi, the Council has embarked on a strategy to develop tailored education plans and deliver on the general education policy of the UAE. Its role at present is advisory.

Early in 2007 the Government of Abu Dhabi announced the planned formation of a Department of Education to manage the delivery of education within the Emirate.

A key component of Government education policy is to streamline processes and ensure all public and private entities in the education sector are working in a coordinated way to achieve consistent outcomes across the Emirate.

Contribution to Abu Dhabi Vision
The Abu Dhabi Executive Council has set an ambitious vision for the Emirate, as a secure society and a dynamic, open economy based on the following pillars:

- Premium education, healthcare and infrastructure assets.
- A large empowered private sector.
- The creation of a sustainable knowledge based economy.
- An optimal transparent regulatory environment.
- Complete international and domestic security.
- A continuation of strong and diverse international relationships.
- Emirate resource optimization.
The maintenance of Abu Dhabi’s values, culture and heritage.

A significant and ongoing contribution to the federation of the United Arab Emirates.

A world-class education system, from early childhood to university and adult education, is central to achieving that vision.

Policy Drivers

International benchmarking studies commissioned by the Ministry of Education and Youth in 2001 and 2005 identified the following opportunities for improvement in the education system of the UAE:

- Only 44 percent of teachers in the UAE were certified with a university degree in education. This compared unfavourably with 80 percent of teachers in Singapore and 97 percent in Japan.

- New teachers in the UAE trained for an average of two weeks before commencing. This compared unfavourably with an average of one to two years training in benchmarked countries.

- The UAE school year was only 130 days long, noticeably shorter than Japan and Singapore at over 200 days.

- The fact that education was mandatory only until year nine - combined with the length of, the then current, school day and year, - reduced students school learning time by up to 50% or more, when compared with international standards.

- Teachers in the UAE were paid between 10 percent and 50 percent less than their international counterparts, without performance bonuses.

- Non-teaching staff wages accounted for approximately 40 percent of the education budget, significantly more than Japan at 25 percent.

- In Abu Dhabi, the Ministry of Education was operating and regulating educational institutions, while also setting strategic directions for the sector. The international benchmarking study found that equivalent bodies to the Ministry in many other countries focused on policy and setting strategic directions, rather than day-to-day operations.

- There was room for improvement in the UAE education system in terms of failure rates, dropout rates and performance against international benchmarks.

There are also ongoing opportunities to improve the delivery of technical education in Abu Dhabi. Particular challenges include enhancing English language skills to facilitate further study, improving accountability, introducing innovative teaching methods tailored to the needs of students and involving industry. Of greatest significance, it is essential that job opportunities be expanded for the graduates of technical education in Abu Dhabi.

Strategy

The strategy to evolve the delivery and administration of education in Abu Dhabi is based on the following components:

Incorporate key platforms for all education initiatives

The achievement of new standards in quality is based on three key platforms that will suffuse all education-related reforms and activities:

1. Improving the curriculum taught to students in all learning institutions.
2. Enhancing the professionalism of the teacher workforce.
3. Establishing a performance-based learning culture based on outputs and outcomes rather than inputs.

The hallmark of an internationally benchmarked education system is the provision of quality learning opportunities at each point of an individual’s lifecycle. Providing for each of these distinct phases requires:

- A robust early childhood education strategy.
- Quality school infrastructure and curricula.
- Accessible pathways to university and technical learning.
- Ongoing opportunities for adult education to enable retraining and access to new skills.

The Government of Abu Dhabi is constantly improving and adding to its education system to ensure its citizens are possessed with the facilities, technology, qualifications and skills required to manage the continued expansion of the Emirate’s economy.

Launch early childhood education programs

Compared to international benchmarks, the Emirate’s education system was established only recently. As such, not all components of educational support are in place, as they are in other developed nations. One area set for improvement in the Emirate is that of early childhood education.

Research has proven the importance of early childhood education for children aged 0 to 3 on later learning and social outcomes. In response to this growing awareness of the importance of exposing infants to learning through interaction and literacy before their third birthday, the Emirate will develop and implement an early childhood education strategy.
**Improve school operations and education**

The system of school education within Abu Dhabi has emerged during a time of rapid growth and expansion of the Emirate. It is time to review its effectiveness and efficiency to ensure it continues to meet the needs of families into the future.

The current operation of schools is managed through the three Educational Zones of Abu Dhabi, Al Ain, and the Western Zone. The ongoing efficiency of this structure is being reviewed, together with a review of the operation of individual schools themselves. To enhance the effectiveness of this structure and identify new approaches, a range of innovative initiatives are underway.

**Model schools program**

The Model schools pilot program seeks to trial increased per student expenditure and therefore investment in 23 schools throughout the Emirate of Abu Dhabi. The program is predicated on matching per student expenditure with best practice global standards. Ten schools in Abu Dhabi; nine in Al Ain and four in the Western Region are participating.

**Public-private partnerships**

Consistent with the whole of government restructure that seeks to decrease the role of government as a service provider in favour of a strengthened private sector, the Abu Dhabi Education Council has commenced a ‘Public-Private Partnership for Public School Management’ pilot project, with four international private school providers now operating 30 schools in the Emirate. Under this three-year pilot project, the four local and regional private educational providers are managing public schools in collaboration with the Council. The pilot is being assessed for student, teacher, and school performance improvements. The success of the pilot will inform future policy decisions on the expanded participation of private providers in the delivery of public schooling on behalf of the Government of Abu Dhabi. It will also assess the value of various initiatives being trialled in individual schools. Early indications of improved educational outcomes mean that the pilot program will be expanded to another 30 schools from September 2007. Whereas the first 30 pilot schools cover grades K to five, the second wave of PPP schools will cater for grades six to nine.

**Other forms of private sector contribution**

In September 2007 a model for independent public schools will be introduced in the Emirate of Abu Dhabi. Through this program a combination of local and international based private sector education providers will have full responsibility for the day-to-day delivery of education to pupils in government schools. This initiative further builds on the government’s effort to more effectively leverage the expertise of the private sector in the delivery of education services.

**New curriculum development**

To achieve comparative quality with international standards, a formal review of the schools curriculum has been undertaken, aided by a qualified international advisor. Following this review new curriculum standards have been adopted by the Abu Dhabi Education Council. Already these standards have been rolled out into PPP and model schools for grades K to five. In September 2007 the new standards will be applied to grades six to nine in all PPP and model schools. An additional component of the new school curriculum is a greater focus on health and physical education, an immediate preventative health priority in Abu Dhabi and the UAE.

**Strengthening teacher professionalism**

Recent reforms require newly entering teachers to hold a Bachelors degree and have an acceptable standard of English language skills. In addition, existing teachers are required to attend skills development and training during regular school holidays. A new initiative is a university-level teacher training certification course, which will be compulsory for all new teachers in Abu Dhabi government schools. In addition, a new, dedicated teacher training institute has been developed.

From September 2007 the Emirates College for Educational Development will provide professional development programs and associated teaching qualifications. Within the 2007/08 academic year the Emirates College of Educational Development will also provide teacher certification programs and associated qualifications. The Abu Dhabi Government’s partner in the creation of the Emirates College of Educational Development, Singapore’s National Institute of Education, has provided professional development for teachers in the Emirate since 2005.

**Review of school governance arrangements**

A common government school has seven sections; a kindergarten from age three (KG1-2) and separate boys’ and girls’ streams for early years, for middle years, for secondary years and for final year classes ending at grade 12. Additionally, schools tend to operate with an average student population of about 400, instead of larger school populations that have been found more efficient in other nations. The educational and social benefits of segregation of boys and girls for learning purposes is well founded and not under review. However, small school populations divided into seven different sections results in duplication and ineffective resource allocation. The Abu Dhabi Education Council has conducted a review of the management structure of individual schools. As a result a pilot program has been developed that will see five pairs of smaller schools merged to create five larger K to 12 grade institutions. The aim of...
the pilot scheme is to review how consolidation through mergers can deliver better governance arrangements and therefore better outcomes for students.

Coordinated school planning
Different federal and local government departments which build, maintain, and plan schools need to be more effectively coordinated. School planners need better access to demographic data. School operators need stronger control over school construction, and examples exist of operators taking possession of new school buildings only to find a need to immediately renovate in order for a school to accommodate student needs.

The Abu Dhabi Education Council is completing a demographic study, to inform planning and civil works decisions on the future needs for new or upgraded school facilities. And greater coordination will be required with the Department of Municipal Affairs and private property developers in order to coordinate public planning for schools in new residential developments, and with transport authorities to facilitate adequate public access to schools.

Integration of technology learning platforms
Students in Abu Dhabi should have access to the best available technological tools and teachers should be fully trained in the appropriate use of technology in a learning environment. This means equally when not to use technology, as much as it means when and how to use technology appropriately. To fulfil this vision, the Abu Dhabi Education Zone has in place one of the world’s best information technology education infrastructures. With private sector support, this infrastructure could be replicated to all schools of the United Arab Emirates. It has four key aspects:

- Administration: The system allows for central administrative and data management of all schools within the Abu Dhabi Education Zone. The management includes human resource, school governance, academic information, student transfers and data mining for assessment of educational outcomes.
- Learning Management System: All aspects of curriculum delivery and student learning can be managed centrally or locally. In time, the system will house newly sourced teaching tools to assist student learning.
- Stakeholder Communication System: All who interact with the education system can be assigned access to the new network, enabling communication through phone, faxes, short messages services, email, and voice mail. The system is used to allow teacher-to-student communication, and also direct teacher-to-parent communication on student-related issues.
- Internet Portal System: Each school is able to create and manage its own website and external electronic communication.

The system is accessed through computer laboratories in each of the schools within the Abu Dhabi Education Zone. In time it will be possible, and the Government intends, to replicate this model across each of the education zones of the Emirate. Additionally, teacher training in use of technology is underway, with an aspiration of giving all teachers an International Computer Driving License close to fulfilment.

A new focus on health and wellbeing
Studies reveal that the prevalence of overweight children in the UAE aged 5-17 is in the region of 21%, indicating a significant underlying trend linked to the prevalence of type II diabetes. Despite this, diabetes prevention is not taught in schools. While schools do have physical education courses, there is an insufficient focus on healthy living and disease prevention. In recognition of the national priority to improve health outcomes for all in the Emirate, the Abu Dhabi Educational Council will work with relevant public health entities to establish within schools a specific awareness of the importance of good diet and active exercise in order to prevent diabetes and other chronic diseases.

Delivering world-class higher education in Abu Dhabi
The Government’s key priority in higher education is to provide a quality of higher education in Abu Dhabi that was previously only available for students overseas. Key components include partnering with leading international institutions to create new facilities in Abu Dhabi, and ensuring the Emirate’s existing institutions are strengthened and improved to meet the increasing demand for local education.

New higher education initiatives are enhancing the quality of educational facilities in Abu Dhabi and creating some of the world’s rarest educational and cultural opportunities.

In May 2006 His Highness Sheikh Khalifa bin Zayed Al Nayhan issued Law No. (14) of 2006 establishing the Paris Sorbonne University - Abu Dhabi. Wholly owned by the Abu Dhabi Education Council, the Paris Sorbonne University of Abu Dhabi will enhance educational opportunities in Abu Dhabi in partnership with one of the world’s leading academic institutions.

The University will offer degrees in social sciences, humanities and fine arts. It will also offer Licentiate, Masters and PhD qualifications in history, art history, music, geography, planning, arts, civilisation studies, philosophy, sociology, information and communication. All subjects will be taught in French, by tutors from the Paris Sorbonne University.
Successful international partnerships have also been developed with INSEAD—one of the world's largest graduate business schools—and between the Petroleum Institute and the Colorado School of Mines. The INSEAD partnership will bring a dedicated research function into Abu Dhabi and provide unprecedented intellectual capital in the area of business education.

Significant upgrades and developments are taking place that will improve and expand higher education facilities in Abu Dhabi. The UAE University has entered into a 28-year concession agreement with Al Hikma Development Company to deliver a new, upgraded campus for its growing population of students. The University currently comprises five separate campuses, seven residential areas and a population of 15,000 students. However, ongoing demand and ageing facilities have necessitated an urgent upgrade to ensure the University can continue to meet its educational and social objectives into the future, and fulfill the objectives of the Government's education policy.

The UAE University upgrade demonstrates a further component of higher education policy, which is to mobilize the private sector in the delivery of educational services and facilities. Through the Al Hikma concession agreement, institutional investors will have an opportunity to become core shareholders in the new campus by funding its construction, fit-out, operations and landscaping. As such, the University will be free to specialize in and concentrate on its significant academic and educational responsibilities. Other significant projects include the relocation of Zayed University and the large-scale construction of a new University City. Both constitute significant expansions in Abu Dhabi’s capacity to provide world-class higher education - with modern facilities and technology – to achieve educational hub status.

A further component of higher education in Abu Dhabi are the Higher Colleges of Technology that provide technologically sophisticated education through a wide range of programs covering Certificate, Diploma, Higher Diploma or Bachelor Degrees. HCT is a system of community-based colleges reaching out to all of the Emirates.

Quality vocational and technical education
Quality technical education is also critical for Abu Dhabi and the UAE to meet the demand for skills, both now and in the future. A new Institute of Applied Technology (IAT) was established in 2005 to deliver on the Government’s ambitious strategy for technical education. Wholly owned by the Government of Abu Dhabi, the IAT is a body corporate with financial and administrative independence, and the full legal capacity to implement all activities to fulfil its responsibilities.

Under the IAT, four campuses for technical secondary school have been placed under new management with an updated educational program. In 2006 five high school campuses, with a total student population of 2,330, were made available for technical education.

Importantly, the IAT seeks to provide vocational and technical education guided by the needs of major industry sectors such as aviation, automotive, health and defence. A strong link between industry and technical education is critical to ensuring the development of skills matches the current and future needs of industrial employers.

The National University of Science, Technology and Research was also created to serve particularly high-level graduates. The University seeks to improve and expand pathways for further technical and vocational education in Abu Dhabi.

Finally, from September 2007 the Abu Dhabi Vocational Education and Training Institute (ADVETI) will provide international vocational based training and qualifications in targeted industry sectors. These sectors include areas such as health, legal and tourism. The management board of ADVETI will consist of representatives of key industries from within the Emirate of Abu Dhabi, so as to ensure that the development of skills will be matched to the current and emerging needs of industry.

The Institute is being established in cooperation with TAFE NSW, of Australia, which will create a turnkey operation that will become the responsibility of the Abu Dhabi Education Council after five years.

ADVETI will cater for a wide range of student age and educational experience profiles. In its first year ADVETI will operate with enrolment of 400 students. That number will rise to up to 5,000 students in later years.

The Government’s intent is to create – through the ADVETI and IAT initiatives - seamless pathways from grade nine to technical degree level for those wishing to engage in vocational and/or technical education.

Coordination
The provision of early childhood, school, tertiary, and ongoing education involves several current government departments and authorities, mainly the UAE Ministry for Education and Youth, the three education zones of Abu Dhabi, Al Ain, and the Western Zone, the UAE Ministry for Higher Education, and the newly established Abu Dhabi Education Council. In time, it is the intention of the Executive Council to adopt a new streamlined process to ensure a more centralized, outcomes-focused funding body for education, a single regulator of educational standards, and a more comprehensive use of Public-Private-Partnerships in service delivery.
More broadly, the Abu Dhabi Education Council is currently completing a demographic study to inform future planning for educational institutions. Future planning coordination with the planned Department of Municipal Affairs will be required to properly coordinate planning and the construction of new schools and existing school upgrades.

The success of the deployment of IT in schools also warrants strengthened links with the e-Government strategy being pursued across government. Similarly, educationalists will benefit from closer engagement with health professionals. The establishment of a health and wellbeing initiative for school children and their families would be aided by formal links with the Health Authority.
Labour
Working together in a fair and ethical environment

Objectives

From its sparsely populated beginnings, Abu Dhabi has rapidly developed into a sophisticated economy mobilising significant labour resources. Under the guidance of His Highness, Sheikh Khalifa bin Zayed Al Nahyan, President of the United Arab Emirates and Ruler of Abu Dhabi, the Emirate is expected to continue its rapid economic growth and development. As this occurs, the local economy will require greater amounts of human resources, combined with more diverse skills and capabilities from the workforce.

Effective management of labour resources constitutes a critical element in attracting and developing a skilled and flexible workforce capable of delivering upon the Emirate’s social and economic vision. Mismanagement of labour resources would not only threaten the achievement of that vision, but could tarnish the country’s international image. Most importantly, it would be inconsistent with the values of Abu Dhabi and the UAE.

In carrying out the ethical, safe and efficient management of labour resources within the Emirate, both Government and private sector entities will support the following objectives:

- Achieving full employment for UAE Nationals in viable career tracks.
- Adhering strictly to the Federal Law for the Regulation of Labour Relations, as well as to all international labour obligations entered into by the UAE.
- Eliminating completely any and all kinds of exploitative or coercive labour practices, with particular focus on the protection of women and minors, as well as the complete eradication of any form of trafficking in persons.
- Providing a safe and healthy working environment for all members of the labour force.
- Eliminating all forms of negative discrimination from the workplace.
- Ensuring an adequate and stable supply of labour to support the continued economic and social development of the Emirate of Abu Dhabi.
- Bolstering the international reputation and image of the Emirate of Abu Dhabi and the United Arab Emirates.

While overall labour regulation is the responsibility of the Ministry of Labour at the Federal level, several other Federal and local entities play an important part in supporting the Ministry and in achieving the objectives described above. These include the:

- Ministry of Interior
- Ministry of Justice and Federal System of Courts
- Abu Dhabi Department of Justice
- The General Directorate for Residency and Immigration
- The Department of Municipal Affairs
- Abu Dhabi Chamber of Commerce and Industry
- Abu Dhabi Police
- Government and private sector entities that employ large numbers of workers within the Emirate
- Small and medium sized enterprises

In addition, the Government of Abu Dhabi is currently implementing plans to establish a Department of Labour and Social Services for the Emirate.

Policy Drivers

- Population growth in the UAE is estimated at 5.6% per annum, with more than 45% of the UAE National population being under the age of 15.
- Based on statistics reported in the 2005 UNDP Human Development Report, the contribution of UAE National females to the economy more than tripled from 1995 to 2004, and the trajectory continues to gain momentum, due in large part to advances achieved in UAE women’s education. The number of UAE National women enrolled in higher education is actually 124% of the number of UAE National men enrolled in higher education and reflects a staggering statistic: i.e., that 77% of UAE females continue on to higher education from high school.
Rapid job creation, combined with continued Emiratization, will be required to eliminate existing unemployment and to generate job opportunities for future generations of UAE Nationals.

It is the intention of the government to create a sustainable knowledge economy.

The government’s healthcare policy calls for the creation of a sustainable accessible private sector driven healthcare system. This will create an ongoing demand for all associated professions.

Economic diversification and the outsourcing of government services are expected to precipitate an increase in small to medium sized enterprises. This sector will require a diverse range of skilled and unskilled human resources that will necessarily draw upon a mixture of expatriate and national labour.

In order to keep pace with its rapid economic growth, the Emirate of Abu Dhabi will also continue to require large numbers of expatriate workers, particularly as economic diversification drives expansion into labour-intensive sectors such as tourism, real estate and medium and heavy industries. In the short- to medium-term, the number of skilled and unskilled international guest workers in Abu Dhabi is expected to increase.

Economic expansion in Asia, particularly in India and China will create greater competition for the UAE’s traditional sources of international labour.

The above points demonstrate the need for a two-pronged approach toward labour resource management in Abu Dhabi:

1. The Emirate must create a greater number of meaningful employment opportunities for UAE Nationals in order to meet future demand. As noted in the previous section, continued educational reform will represent an important parallel strategy for achieving this goal.

2. The Emirate must ensure a steady flow of needed skilled and unskilled expatriate labour to satisfy the requirements of Abu Dhabi’s growing economy. This approach must be underpinned by a continuing focus on affording adequate protection to, and ethical treatment of, all expatriate guest workers.

Strategy

Improving UAE National Employment Opportunities

Despite somewhat mixed results, the imposition of sector-wide Emiratization targets remains the most promising means of creating new employment opportunities for UAE National youth in the Emirate of Abu Dhabi. Since 1999, and as a result of Government-imposed targets, national participation in the banking sector rose by 300% from roughly 1,200 UAE National employees to over 4,700, with UAE Nationals accounting for roughly 26.4% of the banking sector workforce in 2005.

A similar strategy in the insurance sector was less successful, yielding only a 5.3% rate of UAE National participation. Surveys of potential job seekers found that a combination of factors, including perceptions of the sector, remuneration and work practices made the latter sector less attractive to national job seekers.

The Government of Abu Dhabi will support the further evolution and extension of such strategies to generate suitable employment opportunities for UAE Nationals. Government entities will also make Emiratization goals a standard requirement in the awarding of major contracts (e.g. oil and gas contracts, power-generation contracts and major defence procurements).

Supporting the employment of UAE National women also holds significant potential for improving the national/expatriate labour mix, both as a result of high unemployment among national women and in recognition of the tremendous strides achieved in women’s education over recent years. Although participation in the labour force by UAE National women more than tripled from 1995 to 2004, more can and should be done to harness this important source of human resource.

The Emirate of Abu Dhabi also supports enhanced coordination between major employers and tertiary educational institutions (e.g. United Arab Emirates University, Zayed University, Higher Colleges of Technology) aimed at ensuring a closer link between academic programs offered by those institutions and the needs of the Abu Dhabi and UAE economies. Major employers and educational institutions should proactively seek opportunities to cooperate in ensuring that UAE National students are being trained in disciplines that are in demand within the local economy and, where appropriate, that new academic programs are designed and implemented in anticipation of future skill requirements of the economy.

Ethically Employing Foreign Skilled and Unskilled Labour

While expatriate workers choose to come to Abu Dhabi and benefit financially from that decision, such workers make an important contribution to the growth and development of the Emirate that merits both recognition and the promise of an ethical standard of treatment. The Emirate of Abu Dhabi aims to address labour management issues in a manner that ensures adequate protection for UAE National and foreign members of its working population.
The Emirate of Abu Dhabi believes that labour policies that are just, transparent and effectively enforced will support an efficient and stable labour market and will contribute to the Emirate’s further economic development while also enhancing Abu Dhabi’s international reputation and credibility.

The Government has recently taken proactive steps in respect of two areas important to workers: health and accommodation.

A new, mandatory health insurance scheme was introduced in 2006 for foreign residents and their families. Under the law, employers must enrol and fund insurance for all eligible employees in the scheme, covering spouses and up to three children under 18 for each employee.

Hallmarks of the new system include a clear and transparent reimbursement process, affordable access for foreign and national residents, and reliable funding for quality healthcare in Abu Dhabi. Importantly, the new insurance scheme is an investment in sustainability for the future of healthcare in the Emirate.

The Government of the Emirate has also taken proactive steps to counter problems faced by some expatriate workers in relation to accommodation, such as overcrowding, poor sanitation, lack of individual privacy, lack of communal space, and lack of access to recreational facilities. Recognizing that these issues substantially impact the quality of life, health and sense of dignity of those affected, the Government has supported the development of dedicated, low cost worker residences that meet or exceed international benchmarks for worker accommodation, including minimum living and communal space, leisure facilities, hygiene and safety. Current plans for worker residences would accommodate 140,000 – 180,000 workers in high-quality housing units, at a projected cost of 2.5 billion dirhams.

The Government of Abu Dhabi will continue to proactively contribute to the legislative and policy framework at the Federal level for all matters relating to labour strategy. Specific areas that the Government of Abu Dhabi plans to address in the near future include:

Enforcement: Many of the weaknesses in the current labour regime stem from incomplete enforcement of the existing law, which affords workers significant protections, including acceptable standards for health and safety, limits on working hours and due process in the resolution of labour disputes. Given the important role of enforcement in ensuring compliance with individual labour contracts, as well as the implementation of court rulings against employers found to have broken the law, the Emirate of Abu Dhabi and its institutions will work with the Federal Ministry of Labour to strengthen enforcement capabilities at both the Federal and Emirate level.

Recruitment: In many instances, and particularly with regard to unskilled labour, some recruitment agencies operating outside of the UAE extort funds from workers in return for assisting them in getting employment and residency in the UAE. Additionally, such agencies have been known to recruit workers on the basis of salary and benefit terms that do not correspond to those actually on offer by the domestic employer in the UAE. At the same time, such agencies have also provided inaccurate information to domestic employers regarding the skill level of workers recruited for employment in the UAE. The Emirate of Abu Dhabi is studying mechanisms to combat these forms of exploitation by recruitment agencies, with the aim of working with the Ministry of Labour to regulate such agencies (possibly via a system of licensing and inspection) and forcing them to abide by a strict code of conduct.

Most recently, the UAE Ministry of Interior unveiled details of a new contract to govern relationships between agencies hiring domestic workers and potential employers. The contract forms part of a federal government initiative to enhance legislation regulating domestic workers’ services across the UAE.

This contract follows an earlier announcement of a revised unified domestic worker contract. Both aim to improve the working environment for domestic workers and specify their rights and duties. The contracts also underline the UAE government’s commitment to improving the quality of life for all expatriates living in the country.

Labour Contracting and Payment: Although the vast majority of foreign labourers working in Abu Dhabi provide their services and receive their agreed compensation and benefits without incident, cases of non-payment or failure of employers to completely fulfil the terms of individual labour contracts continue to be a concern. In response, the Emirate is also studying methods of working with the Ministry of Labour to centralize critical aspects of labour management at the Emirate level, including payment of salaries and provision of accommodation and subsistence benefits. The aim of these efforts will be to reduce the occurrence of such failures, while also shielding workers from the negative effects of such incidents should they occur.

Worker Education: The Emirate is also investigating mechanisms for ensuring that foreign workers are fully educated with regard to their rights under existing laws and regulations, as well as means for seeking redress should an employer infringe upon those rights. Working in conjunction with the Federal Ministry of Labour, the vision of the Emirate of Abu Dhabi for this program includes mandatory participation by all workers prior to the first day of work, as well as instruction in languages accessible to the majority of workers.
Coordination

Labour is a cross-cutting resource that plays a role in every sector of the economy and society. While its management is the primary responsibility of the Federal Ministry of Labour, ethically maximizing the contribution of the labour force to the economy and society of Abu Dhabi will require the cooperation and input of virtually all institutions and entities operating within the Emirate.

Enforcement agencies, including elements of the Ministry of Labour, the Ministry of Interior, the court system and the local police force will be afforded the Emirate’s full support in the implementation of the labour law.

Commercial entities of the Government of Abu Dhabi will be required to comply fully with existing laws and regulations, and senior managers within these entities will be held to account for any failures to fulfil their responsibilities in these areas. In this regard, those administering major contracts on behalf of the Government will be encouraged to make the employment of UAE Nationals and the ethical treatment of foreign labour both a standard clause within contractual agreements, as well as criteria upon which competing bids will be evaluated.
Civil Service
Delivering a Skilled and Efficient Public Sector

Objectives
Under the leadership of His Highness Sheikh Khalifa Bin Zayed al Nahyan, President of the United Arab Emirates and Ruler of Abu Dhabi, the Emirate is embarking on an ambitious restructuring of the government of Abu Dhabi. With the overall responsibility for the human resources and professionalism of all employees throughout the Abu Dhabi Government, the Department of Civil Service plays a critical role in the success of this effort.

The priority of the Department of Civil Service is to define a master plan for each Department, Agency, Authority or other entity, in order to empower it with a clear mandate for the planning and management of its human resources. These master plans, combined with rationalizing manpower across each Department and Authority, will result in a dramatically changed Government workforce in 2007. The rationalization will see the workforce of Government re-shaped to a more efficient and streamlined body, with a new focus on the role of the private sector in the provision of non-core government services that are currently provided by the Government.

Previously, the Department of Civil Service managed human resource functions on behalf of Departments and Authorities. In the future, the Department will manage the regulatory, educational, monitoring, and assessment tools for human resources, enabling Government bodies to perform human resources roles directly.

Contribution to Abu Dhabi Vision
The Abu Dhabi Executive Council is currently refining the structures and functions of government to deliver greater efficiency and accountability. To achieve its mission, the Executive Council coordinates the design and implementation of policy across all government portfolios. The success of the vision depends on a well-managed government human resource capability, drawn from both the public and private sectors. Facilitating this outcome is the task of the Department of Civil Service.

In working towards these specific outcomes, the Executive Council is refining the structures and functions of government with the following key objectives:

- Increasing efficiency and reducing the cost of services.
- Increasing the number of productively-employed Emiratis in the workforce.
- Outsourcing non-core services to the private sector and increasing private sector involvement.
- Increasing the use of technology as a key enabler in all departments and Government entities.
- Developing performance measurement and evaluation systems in all Government departments and entities.

Responding to these directions, the Department of Civil Service is reforming its practices and leading all government Departments and Authorities in a change program to rationalize and improve the management and realization of whole of government manpower.

Policy Drivers
Abu Dhabi is growing, as is its population. The Executive Council seeks to maintain and improve the quality of life and availability of resources enjoyed by the population of Abu Dhabi today. A key component of this is the efficient delivery of high quality services to the public, and the maintenance of a liveable environment. To provide for the future, the Department of Civil Service has identified the need for a human resource master plan to ensure all government objectives are best achieved through access to the world’s best human resource capabilities in a new framework of efficiency.

The challenges facing the government workforce are the same as those facing Abu Dhabi as a whole. Access to world-class healthcare and education facilities make a significant contribution to the skills and productivity of the
available public sector workforce. To improve the strengths of the workforce, the Emirate must continue to improve standards in health and education, for which coordination is essential.

**Strategy**

The Department of Civil Service is developing a Government Human Resource Master Plan to equip the Emirate for the evolution of its structures, functions and processes. The Master Plan will comprise all components necessary to build partnerships with the private sector to achieve a more efficient, accountable, and inclusive government for the benefit of the people of Abu Dhabi.

The Master Plan, once developed, will address:

- The regulatory and advisory tools guiding the Departments and Authorities in the re-engineering of their human resource functions to become more efficient and transparent.

- The identification and implementation of Key Performance Indicators for the management of internal and outsourced human resources across all Departments and Authorities.

- The implementation of new individual employment contracts for government employees, which will be linked to achievements of Departmental objectives.

- A pay scale review, to ensure salaries are appropriate to attract the best talent and skills sets to the service of the public through direct employment by the Emirate.

- Professional training, which will be aligned to meet the policy objectives of individual Departments and Authorities.

- Succession planning, with a replicable model to be established for use by each individual Department and Authority.

- Emiratization, to give more Nationals an opportunity to be employed directly or indirectly in the delivery of government service, contributing to the future of the Emirate.

- Identification of a desired culture for public and private entities involved in the delivery of Government services, and development of a process to instil that culture across the relevant organizations.

- Technology integration, through the identification and implementation of appropriate technology tools to empower human resource coordination on behalf of Departments and Authorities.

- Outsourcing of non-core administrative functions of Departments and Authorities previously performed by employees of government to the private sector, including payroll, data collection, program assessment, recruitment and training.

- Outsourcing of government services that could be provided more efficiently to the public by the private sector, while maintaining the knowledge, skills and experience that is held by the present public sector workforce.

- Data collection and reporting capabilities, underpinned by whole of government effectiveness assessment, to be conducted by the Executive Council on a quarterly basis.

- Demonstration of outcomes to the UAE to empower others through example in establishing a new standard of government service delivery via innovative partnerships with the private sector.

**Coordination**

A key component of the Department of Civil Services’ role is to facilitate cross-government coordination. Its success will depend on the ability to work throughout government to implement these improvements. Yet the success of the restructuring is also dependent on improvements in health, education, and the implementation of the e-Gov initiative, which has a particular focus on ensuring the customer focus of government services is improved.
Culture and Heritage
Conserving Abu Dhabi’s Most Valuable Assets

Objectives
The Emirate of Abu Dhabi is endowed with important archaeological and natural sites, special oases and landscapes, traditional architecture, oral traditions and expressions, its own performing arts, social practices, rituals and traditional handicrafts. These resources represent a unique and valuable contribution to the richness of global culture and heritage, and like all such unique contributions, merit special measures to ensure their preservation. However, without intervention, these resources are threatened with dilution by rapid urban, demographic and economic development.

The Abu Dhabi Authority for Culture and Heritage has been created as the single cultural heritage management body to address the immediate and long-term culture and heritage needs in Abu Dhabi. It will rely on appropriate legislative backing and work constructively with a range of public and private entities in the Emirate.

The development of an effective culture and heritage policy for Abu Dhabi is based on the following objectives:

1. Creation of a sound legal framework defining the components of heritage and the responsibilities and competencies of different institutions and stakeholders, given that cultural heritage applies across portfolios and can not be handled by one body exclusively.

2. Legal establishment of an effective decision-making and coordinating body, mandated to guide and coordinate with other public and private entities involved in the conservation and management of cultural heritage.

3. Adequate staffing of all entities and services responsible for the safeguarding and promotion of cultural heritage. This would include conservation specialists, heritage management experts, urban planners, archaeologists, historians, inspectors, technicians and other professionals.

4. Close collaboration between the Federal and local authorities involved in the implementation of culture and heritage policy.

Contribution to Abu Dhabi Vision
His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the United Arab Emirates and Ruler of Abu Dhabi, has charged the Executive Council of Abu Dhabi with a growth and restructuring program that not only achieves goals of modernization and an improved quality of life, but also maintains connections with and promotes respect for traditional Abu Dhabi values, culture and heritage.

An effective policy for the conservation and enhancement of culture and heritage in Abu Dhabi will contribute to:

1. The education of current and future generations.
2. The creation of a unique tourist offering.
3. Ensuring that economic growth and diversification results in the wider dissemination rather than the diminishment of the Emirate’s rich cultural heritage.

Policy Drivers
A range of trends, challenges and opportunities in this area are driving the development of an effective culture and heritage policy for Abu Dhabi:

- Opportunities in education, to enable both National and expatriate residents to explore and shape national identity and to develop a greater appreciation for the history and culture of Abu Dhabi and the UAE.
- Fragile heritage assets, such as historic buildings, archaeological sites, collections and cultural landscapes.
- Urban sprawl and infrastructure development, which threaten cultural and heritage resources, particularly without effective mechanisms for coordination between relevant public and private stakeholders.
- Desire for a regulatory process to formalize conservation efforts and create greater awareness and certainty of responsibilities in the area of culture and heritage management.
Critical condition of intangible cultural heritage assets, such as traditional handicrafts at risk of becoming extinct. Research to identify and document them is essential.

Demand for reliable data, which is essential to inform decisions in planning, conservation and management and provide evidence-based reasons for these decisions.

Opportunity to establish updated legislation and guidelines at the Federal and local levels, to protect and preserve cultural heritage assets in a coordinated way.

Clarifying responsibilities among the range of public and private entities that rely upon, and have an impact on, cultural and heritage assets in the Emirate.

Rich National pride and the deep affection for the wise leadership that has transformed the Emirate into what it is today. In addition, the Emirate’s burgeoning tourism sector and ambitious tourism strategy represent further opportunities to gain support and recruit champions for effective culture and heritage management.

Strategy

In the short- to medium-term, the Abu Dhabi culture and heritage management policy consists of the following components:

1. Establishment of the Abu Dhabi Authority for Culture and Heritage
The Abu Dhabi Authority for Culture and Heritage has been created as a single body empowered to decisively meet the Emirate’s immediate and long-term needs in culture and heritage conservation. It will conduct a range of educational, social, research and legal activities on local, regional and pan-Arab scales.

Educational Programs
- Deepen people’s understanding of culture and heritage and strengthen cultural communication and connection with civil society in Abu Dhabi.
- Support and encourage education in culture and the arts.
- Involve youth in the determination of cultural and artistic priorities.
- Organize exhibitions, conferences and activities related to Abu Dhabi’s culture and heritage.
- Support intellectual and artistic activities through events—lectures, conferences, exhibitions and workshops—and publications.

Expand opportunities and resources for expatriate residents and visitors to familiarize themselves with Abu Dhabi’s rich culture, history, and heritage.

Conservation and Institutional Development
- Conserve and protect historic, archaeological and culture sites and buildings while making them available for people’s enjoyment.
- Develop plans for cultural exhibitions and museums in Abu Dhabi and supervise their implementation in coordination with relevant authorities.
- Audit and prepare inventories of movable and immovable cultural properties.
- Undertake excavation and conservation projects and issue necessary permits for foreign missions wishing to conduct relevant research in Abu Dhabi.
- Create, develop and manage museums while monitoring and conserving cultural artefacts in museums and stores.
- Supervise and monitor the state of cultural property in public and private ownership.
- Manage the National Library to provide those involved in intellectual, literary and scientific activity with the necessary books and references to represent various fields of human knowledge in Arabic and other languages — accessible to all researchers and users of the material of all age groups and levels.
- Undertake all necessary efforts to record national history and heritage through the collection of documents and the recording of events, ensuring all records are validated, studied and published as appropriate.

Legal
- Propose draft laws and regulations for the protection, conservation, management and promotion of cultural heritage.
- Pursue infringements and activities negatively affecting the cultural heritage of Abu Dhabi in collaboration with relevant authorities.

Professional Support and Training
- Support education and training in fields relevant to the Authority and develop the necessary human and cultural capital for the documentation, inventorying, conservation and management of cultural heritage.
- Provide support for institutions working for the protection, management and promotion of cultural heritage.
2. Conserve endangered archaeological and historical remains in Abu Dhabi

The Abu Dhabi Tourism Authority and more recently the Abu Dhabi Authority for Culture and Heritage have partnered with the United Nations Educational, Scientific and Cultural Organisation (UNESCO) to identify and develop plans to conserve endangered archaeological and historical sites in the Emirate.

UNESCO conducted its first mission to identify significant sites in Abu Dhabi in April 2002. It has conducted four subsequent expert missions in January, May and September 2004, and in October 2005.

Identifying and taking the necessary steps to conserve endangered archaeological and historical sites is the most pressing of the Abu Dhabi Authority for Culture and Heritage’s immediate responsibilities, and it will continue to work with appropriate organizations to achieve this.

3. Slow the rate of disappearance of traditional handicrafts and knowledge

According to the Abu Dhabi Cultural Heritage Management Strategy, the protection of intangible heritage, such as traditional handicrafts and knowledge, will be achieved in three phases.

First, a general framework for intangible heritage conservation, promotion and sustainability will be developed and established. This is expected to involve a general convention consisting of a set of seminars to define the necessary policy, framework or strategy for intangible heritage, with input from interested stakeholders. This will lead to several plans of action involving clusters of specialized bodies in the Emirate.

Second, an inventory of intangible heritage in Abu Dhabi will be created and launched. This will identify the current conditions of intangible heritage to recognize threats and inform decisions to achieve sustainability. This inventory will illuminate issues such as the rate of disappearance of traditions and customs and threats facing traditional handicrafts. It is anticipated that this process will involve local academic, historical and heritage-based organizations and institutions, such as universities.

Finally, a special body will be required to coordinate among the various stakeholders with an interest in intangible heritage preservation and promotion. This body would be responsible for implementing the recommendations of the intangible heritage convention outlined above, and would involve representatives from key institutions with knowledge and an interest in the field.

4. Continue international partnerships to develop best practices

The UAE is a signatory to the 1972 General Convention for the Protection of the World Cultural and Natural Heritage, to which it acceded in 2001. This convention states that the responsibility for identifying, conserving and transferring cultural and natural heritage to the next generation is primarily the responsibility of states themselves. Each party has committed to ensure that effective and active measures are taken for the protection, conservation and presentation of cultural and natural heritage situated on its own territory.

Aware of the fragility of cultural and natural heritage, the Abu Dhabi Government requested the assistance of UNESCO to assess and evaluate the conditions of cultural sites and to develop an effective cultural heritage management strategy. This has contributed to the development of a comprehensive culture and heritage policy for Abu Dhabi.

The Abu Dhabi Authority for Culture and Heritage will continue to work with international organizations such as UNESCO and relevant individuals to ensure best practice is applied to the identification, conservation and presentation of the Emirate’s cultural and natural heritage.

Coordination

To fulfil its mandate, the Abu Dhabi Authority for Culture and Heritage will coordinate with a range of public and private entities, including the:

- Abu Dhabi Tourism Authority, as cultural and natural heritage is central to the Government’s ambitious tourism strategy and the positioning of the Emirate as a unique Arabian destination.
- Department of Transport, as efforts to promote culture and heritage sites will rely on the ability of the transport system to get people to and from the sites conveniently.
- Ministry of Education, Abu Dhabi Education Council and individual Education Zones to ensure local culture and heritage is taught appropriately in schools and higher education institutions, through a formal curriculum or other resources.
- Private property developers to ensure new real estate and property developments consider the impact on natural and cultural heritage, ensure cultural and heritage assets are protected and also enable the promotion of these assets as resident and tourist attractions.
- International organizations such as UNESCO with responsibility for the protection and conservation of global natural and cultural heritage.
Food Control
Assuring Public Health and Safety

Objectives
Abu Dhabi citizens and residents look to the government to ensure access to safe, healthy, and nutritious food for themselves and their families. Whether buying food at a local grocer or going to a restaurant for a special dinner, people need to feel confident that the food they eat has been safely handled and prepared.

Abu Dhabi’s record in food safety is excellent. Its Food and Environment Control Centre operated for 50 years and in 1988 was the first government institution in the Middle East and Africa to obtain the ISO 9002 international quality certificate. However, in March 2005 His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the United Arab Emirates and Ruler of Abu Dhabi, issued Law No. (2) for 2005 establishing The Abu Dhabi Food Control Authority. This Authority has been granted a broader mandate that will increase its effectiveness and bring the highest international standards to the delivery of its mission.

The new Authority is dedicated to protecting consumers in the area of food safety, hygiene and quality and is working to be recognized internationally as a world-class authority on food safety.

Policy Drivers
The priority of the Abu Dhabi Government in food safety and inspection is to maintain the high standards that the Emirate has achieved in the past, while leveraging international insights and experience to maintain world-class standards of food safety. Food inspection and control is critical to ensuring the health and welfare of those living, working and visiting Abu Dhabi, and is therefore central to achieving the Government’s broader objectives in a number of different portfolios.

Policy Implementation
The Food Control Authority maintains food safety and quality in Abu Dhabi in four key ways:

1. Inspection
The authority inspects locally manufactured, imported and exported food, as well as restaurants, hotels and shops. This includes:
   - Packaging, storage and exchange of all foods for sale or presented for human consumption.
   - Regular inspection of food production, preparation, sale and outlet sites, including hotels, restaurants, cafes and shops.
   - Inspection and certification of food exports.
   - Participation in the development of plant and animal production programs and monitoring of the food production preparation process.
   - Implementing international procedures for food safety at border check points.
The Government also intends to apply the most appropriate technology to enhance the efficiency and reliability of its food safety measures. New initiatives include an electronic inspection system, to allow more efficient and consistent data collection and quicker, more reliable analysis.

In addition, the Government is embarking on a concerted recruitment effort to ensure that appropriately skilled human capital is developed, harnessed and rewarded to maximize the capabilities of the Authority. A central component of this involves working with higher education institutions in Abu Dhabi to create specialized academic programs to educate and attract UAE Nationals into the inspection field.

2. Standards
The authority is responsible for developing and adopting international quality standards for the food industry. The Abu Dhabi Food Authority works with the Food Safety Authority of Ireland, the UN’s Food and Agriculture Organization (FAO) and Codex Alimentarius, created by the FAO and World Health Organization to develop food standards, guidelines and codes of practice. The authority has also assessed approaches in Australia and its states.

3. Research
The authority runs food industry laboratories for research and testing, which:

- Support research for the development of food specifications and standards for food analysis.
- Establish diagnostic methods and facilities for detection of veterinary drugs and hormones.
- Test food and beverage products.
- Introduce advanced methodologies for residual detection.
- Share experiences and information with other laboratories and concerned parties.

4. Education and Training
The Authority conducts training in the food industry as well as public education programs.

- Training is conducted for Food Control Authority employees and the food industry workforce. A key challenge in this area is educating staff of food outlets in order to raise health standards across the sector.
- The Authority raises public awareness of food safety-related issues and promotes a healthy lifestyle for citizens and residents of Abu Dhabi.
- Finally, the Authority develops crisis plans for food-related crises.

The Authority also has strategies to improve management systems and practices, based on standards set by the International Standards Organization.

Coordination
Success requires extensive coordination with other government agencies, both within Abu Dhabi, with other Emirates, and with the Federal Government. Among the key bodies:

- Food safety organizations in other emirates, to ensure consistency and encourage communication on common issues.
- Federal customs authority.
- Ministry for the Environment and Water.
- Municipal Authorities, which are responsible for veterinary services.
- Health Authority - Abu Dhabi, which should help guide public awareness and education programs.
Policy Agenda 2007-2008
The Emirate of Abu Dhabi

IV. INFRASTRUCTURE AND ENVIRONMENT
Infrastructure and Environment
The coordination of infrastructure and environment policies is part of a determined commitment to ensure economic and industrial development in Abu Dhabi is delivered in a sustainable way, with the highest standards of community safety and a protected natural environment.

Individual policies outlined in this section include:
047 Urban Planning in Abu Dhabi
049 Transport
053 Environment, Health and Safety
057 Municipal Affairs
061 Police and Emergency Services
Urban Planning in Abu Dhabi
Managing Urban Development in the Emirate

Objectives
The Emirate of Abu Dhabi is undergoing a period of rapid physical and economic expansion, expected to continue for the foreseeable future. As the local economy expands, the Abu Dhabi Government is committed to maintaining the cultural traditions of the Emirate, preserving its natural assets and managing urban development in a responsible way. To achieve this, the Executive Council is in the advanced stages of the development of a comprehensive urban planning policy, underpinned by a 25-year vision for the Emirate’s physical environment.

The Abu Dhabi Government’s two key objectives in the development and implementation of urban planning policy are:

1. To create an attractive, liveable and sustainable, managed urban environment in which all necessary services and infrastructure are provided in a timely manner.
2. To ensure a vibrant mix of cultures is able to flourish in Abu Dhabi’s liveable spaces, while maintaining the unique traditions and culture of the Emirates.

Policy Drivers
A range of ongoing demographic and economic trends are driving the development of a long-term strategy and effective framework for urban planning in Abu Dhabi. These include:

− Continued expansion of the Abu Dhabi economy, driven by targeted Government policy and an emerging private sector, will see significant development in the Emirate in a range of new and existing industries. This will attract significant international interest in the Emirate as a destination, foreign direct investment and an increase in migration.

− Rapid population growth, driven and supported by ongoing economic expansion and diversification. Migration is expected to increase to provide the human resources required to achieve the Emirate’s ambitious economic vision.

− Liberalized real estate and property laws, which are designed to create new incentives for property development in Abu Dhabi and generate unprecedented interest in the real estate sector.

− Significant foreign investment, in industry, tourism and property development which is generating a rapid growth in the number of urban and industrial projects in the planning and construction stage.

− Construction projects of unprecedented size, planned by private property developers in the Emirate. While urban planning has traditionally been the responsibility of Municipal Authorities, the sheer size and scale of recent and emerging developments warrants additional support from the highest levels of Government in Abu Dhabi. With a number of significant developments currently in the planning stage, a comprehensive urban planning framework is essential to ensure that the Emirate’s natural and physical environment is protected in a period of rapid urban expansion.

Contribution to Abu Dhabi Vision
The establishment of an effective, long-term strategy for urban planning and development in Abu Dhabi will contribute to the Emirate’s broader vision by supporting continued economic expansion, enabling the absorption of an expanded population and the development of landmark developments that will attract international interest.

For Abu Dhabi to continue its path to the international business and tourism destination it is seeking to become, a professionally designed and well-managed urban environment is essential. The combination of world-class business facilities and accessible strategic infrastructure in an attractive, liveable environment is central to that vision.
Strategy

1. A range of studies to understand and prepare for demand
   The Executive Council is currently commissioning a number of economic, cultural and organizational studies to gain an evidence-based understanding of the growing demand for urban development in Abu Dhabi and the best way to manage it. This research will map the growth in every sector of the rapidly diversifying economy, track and extrapolate demographic trends and assess their likely impact on urban planning needs. In addition, the Government will assess the current state of the Emirate’s infrastructure and project its expected needs for the future. These studies will enable the Government of Abu Dhabi to understand likely demand for urban developments and infrastructure over a forecasting period of ten years, and make urban planning decisions accordingly.

In addition, further research will consider the most appropriate structure/s or body to oversee the implementation of an urban planning policy in the future.

2. Development of a 25-year urban planning vision for Abu Dhabi
   Informed by the studies identified above and the advice of international urban planners, the Executive Council will develop and publish a comprehensive 25-year urban planning vision for Abu Dhabi. This vision for the future of Abu Dhabi’s physical environment will underpin the development and implementation of a rigorous urban planning framework for the Emirate. Ensuring the sustainability of individual developments and the entire urban environment will be central to these plans.

   The urban planning framework will ensure that all future developments will be consistent with, and contribute to, the achievement of Abu Dhabi’s urban planning vision. It is expected that these plans will be published by the Abu Dhabi Executive Council in mid 2007.

3. Vibrant cultures in harmony with strong local traditions
   Informed by the studies above, the Executive Council will also seek to ensure that Abu Dhabi’s urban environments facilitate a vibrant and harmonious mix of local and international cultures, while maintaining the rich Arab traditions.

4. Creating an efficient and effective structure for the development and implementation of urban planning policy in Abu Dhabi
   The Government of Abu Dhabi is currently formulating recommendations on the most appropriate regulatory and institutional framework to manage urban planning into the future.

   It is essential that the public and private sectors work together to achieve the urban planning vision laid out by the Government. To facilitate this interaction, the Government’s regulatory and institutional recommendations will ensure that active spaces exist for ongoing dialogue between the Government and the private real estate and property sector in Abu Dhabi.

Coordination

The development and implementation of an effective urban planning policy will rely on coordination between the following public and private entities:

   - Department of Municipal and Affairs, that has significant urban planning responsibilities.
   - Executive Affairs Authority, that has been charged with the management of a significant urban planning initiative, consisting of an overarching plan and a set of regulatory and institutional recommendations on the management of urban planning within the Emirate.
   - Abu Dhabi Tourism Authority, particularly the Tourism Development and Investment Company (TDIC), which is developing significant tourism properties and attractions in the Emirate. For example, the TDIC is currently overseeing the development of Saadiyat Island – a flagship project set to become an international tourism destination.
   - Department of Transport, to ensure urban and transport planning decisions can be coordinated, and that new urban and industrial developments have access to efficient forms of transport.
   - Abu Dhabi Authority for Culture and Heritage, to ensure historical and cultural sights are identified, accounted for and protected in urban planning decisions. Understanding the work of the Abu Dhabi Authority for Culture and Heritage in partnership with UNESCO is essential to ensuring that urban developments do not threaten the Emirate’s rich and fragile historical assets. The recent discovery of archaeological sites on Saadiyat Island demonstrates the importance of identifying potential historical assets in the planning stage of a development.
   - Private property developers, to ensure plans are consistent with the Government’s 25-year vision for the Emirate and that Government is aware of the many projects in planning and under development.
Transport
A Sustainable Network to Support Development

Objectives
Whether a new factory needs to move its global products to market, a professional worker wants to get to work on time, or a tourist seeks fresh air at a pristine beach, an efficient and well-planned transport system is the critical factor to meeting these diverse needs.

The enormous growth and diversification that His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the United Arab Emirates and Ruler of Abu Dhabi, envisions for Abu Dhabi requires a highly sophisticated transport network that will move people and materials efficiently through the Emirate, in a way that contributes to the quality of life for all residents, businesses and visitors.

Transport policy—addressing roads, rail, ports, mass transportation, air travel and other infrastructure—is based on the following objectives:

1. Creating and delivering a world-class transport system that supports Abu Dhabi’s broader social and economic ambitions, and meets the Emirate’s needs for the future.
2. Developing a clear and appropriate allocation of responsibilities between the various public and private entities in Abu Dhabi involved in the delivery, supervision and management of transport services.
3. Delivering cross-portfolio visibility and effective information sharing between the public and private sectors to ensure transport decisions can support and influence real estate and industrial development in other areas.
4. Creating an appropriate structure for the Department of Transport to efficiently and effectively deliver the Emirate’s transport vision.

Previously, Abu Dhabi’s transport responsibilities were handled by a variety of entities, across both the local and Federal Government, including: The General Civil Aviation Authority (GCAA), Department of Civil Aviation, Department of Municipal Affairs and the Sea Ports Authority (SPA).

A newly created Department of Transport will cover the entire value chain and ensure fully coordinated planning in all aspects of transport policy and development.

Contribution to Abu Dhabi Vision
A sophisticated and well-planned transport system is critical to the ongoing growth and diversification of the Abu Dhabi economy. The Executive Council has charged the Department of Transport to meet its objectives in ways that are consistent with its stated pillars, emphasizing privatization and cost efficiency, world-class standards, employing more Emiratis, and enhancing accountability in a transparent regulatory environment.

Policy Drivers
Decisions and long-term transport plans are being driven by a variety of opportunities, trends and challenges across a range of portfolios:

1. Abu Dhabi has ambitious plans to diversify its economy and attract three million tourist visitors per year by 2015.
2. Significant industrial infrastructure including ports and industrial zones are planned and under development in Abu Dhabi. Transport planning must respond and coordinate with these developments to ensure strategic infrastructure can be fully leveraged and internationally competitive.
3. Long-term planning in transport will conserve and improve the lifestyle of Abu Dhabi’s people as the population grows. Safe and efficient roads and viable public transport are critical to achieving this.
4. Environmental considerations are central to transport planning in Abu Dhabi, which includes protecting the natural assets of the Emirate, minimizing emissions and exploring alternative energy options.
5. Strides in regional integration among GCC member states will place new demands on transportation infrastructure, while also creating opportunities for states.
with advanced infrastructure to strengthen their position as regional hubs for the fabrication and distribution of goods throughout the Gulf region.

**Strategy**

In response to the vision and drivers outlined above, transport policy in Abu Dhabi consists of the following components:

**Streamline the Department of Transport**

As it merges multiple authorities, the Department of Transport is undergoing a significant change process, to ensure its structures and functions are fully equipped to provide the efficient and effective administration required to achieve Abu Dhabi’s goals.

The Department of Transport represents the first example of the modernized approach to public sector management that will be introduced across all portfolios over time. The new approach seeks to deliver public sector processes more efficiently and provide greater transparency and accountability for local and international stakeholders. In this way, the evolved structure of the Department of Transport is a useful demonstration of what is to come in a range of areas.

The new structure for the Department of Transport is based on five key policy divisions. These divisions will have responsibility for policy and strategic planning, regulation and relevant programs in the following areas:

- Aviation
- Maritime
- Public Transport
- Roads Safety
- Highways Management

The five divisions report to the Chairman of the Department of Transport. Supported by an Undersecretary, the Chairman oversees the regulation and supervision of transport conducted by these divisions.

To assist the Chairman in the areas of oversight and accountability two departmental functions have been created:

- An integrated planning and performance management function.
- An internal audit capability.

**Integrate Planning and Performance Management**

Through its integrated planning function, the Department of Transport will:

- Develop Department of Transport annual plans.
- Coordinate strategic planning activities with the General Secretariat of the Executive Council.
- Provide divisions with policy development and planning guidelines and support.
- Conduct transport research, statistics and analysis.

Through its performance management framework, the Department of Transport will:

- Conduct overall transport performance analysis.
- Lead data collection and monitoring of key performance indicators (KPIs) from all divisions.
- Lead definition and development of KPIs and charters.
- Develop annual reports.
- Support divisions in target setting for all sectors’ plans.
- Coordinate performance management activities with General Secretariat.

**Create the Internal Audit Capacity**

Through its internal audit capability, the Department of Transport will:

- Review internal processes and ensure compliance with laws and regulations.
- Control budget utilization from legal and financial points of view.
- Submit recommendations for modification of policies and procedures.
- Coordinate the activities of External Auditors.
- Facilitate Risk Assessment activities across the Department.
- Review financial, administrative and operational effectiveness of the Department.

**Expand Etihad Airlines and the Abu Dhabi International Airport**

A centrepiece of the transport policy, Etihad Airlines was launched in 2003 to play a key role in the Emirate’s broader ambitions in tourism and business. The airline already flies to four continents directly from Abu Dhabi and estimates it will reach 70 destinations by 2010. Etihad expects to expand its annual passenger numbers from around one million in 2005 to approximately 20 million by 2018. The successful expansion of Etihad's capacity will be critical to achieving the Government’s tourism objectives and the development of Abu Dhabi as an accessible, international destination.

In 2006 the Government created the Abu Dhabi Airports Company, with responsibility for all airports
within the Emirate and expanding aviation infrastructure to support Abu Dhabi’s economic development. The company is overseeing significant research into local aviation infrastructure needs and developing and implementing short, medium and long term plans for necessary development.

In May 2005 plans were announced for a new international airport in Abu Dhabi. The approximately $7bn airport expansion programme will provide capacity for 20m passengers per year in its first phase, which is due to be completed between 2010 and 2012. When the total project is completed, the airport will have capacity for 50m passengers per year. In addition, the new airport is expected to service up to 2m tonnes of freight and cargo each year. A new 4,100 metre runway will be completed by the end of 2007.

The new Abu Dhabi International Airport must be conveniently linked to the city and emerging tourist areas and a range of proposals are being considered to provide those links.

Create World-Class, Fully Integrated Sea Ports

In 2005 a Memorandum of Understanding was signed between Abu Dhabi Seaports Authority (ADSA) and Dubai Ports World (DP World) to establish a strategy for the development and management of the Mina Zayed Port. Later that year, the two parties signed a Management Services Agreement.

In March 2006 the Abu Dhabi Ports Company was established by Law No. (6) to develop, own and manage all ports in the Emirate. Also in 2006, Abu Dhabi Terminals, a new port operating company, was created to operate Mina Zayed and coordinate the Management Services Agreement with DP World.

A decision has also been made to transfer all of Mina Zayed’s port activities to a new facility—the Khalifa Port and Industrial Zone—strategically located at Al Taweelah. The deep-water port will provide 33m tonnes of dedicated bulk and general cargo capacity in the first phase. By the completion of phase two, the port will have a capacity of 80m tonnes and handle all of Mina Zayed’s current operations.

The new port will be complemented by a 100 square kilometre industrial zone. The zone will cater for base metals, heavy industry, chemicals, trade/logistics, building materials, medium and light industry. The industrial zone also will house a new aluminium smelter with a capacity of 1.2m tonnes per year. In this way, the Khalifa Port and Industrial Zone demonstrates the strategic coordination of transport and industrial facilities in the one world-class location. In its strategic design and implementation, it is an approach that transport and infrastructure planners will seek to replicate.

Include Public Transport

Mass transport options such as rail and a broader public transport plan will be developed as soon as a clear master plan is developed for the city and the broader Emirate of Abu Dhabi. Transport decisions will be integrated in these broader planning exercises to ensure services and infrastructure are coordinated and strategically tailored to the current and future needs of the Emirate.

Improve Taxis and Buses

The Department of Transport is currently implementing a strategy to improve the overall quality of the Abu Dhabi taxi fleet to ensure residents and visitors can expect a particular level of service. The impacts of this strategy on demand for less expensive transport options such as buses will also be considered to ensure any changes in consumption patterns can be planned for and managed.

Law No. (19) for 2006 was passed on 19th of September 2006. It states that taxi services in the Emirate of Abu Dhabi will be managed, regulated and monitored by the Centre for Regulation of Transport by Hire Cars, an independent body that reports directly to the Chairman of the Abu Dhabi Department of Transport.

The Centre is overseeing the transition to a new taxi scheme based on the franchising of taxi service provision to a number of locally qualified companies. This new system will replace the current practice of individuals owning and operating taxis. Currently around 7000 Emirati National taxi owners employ expatriate drivers to operate on their behalf on a commission salary basis.

A process is currently underway with the aim of selecting seven franchisees that will manage and operate 1200 taxis each. The selected franchisees are expected to be operational before the end of 2007.

The National Bank of Abu Dhabi has been appointed to manage, invest and administer what is called the taxi owners compensation fund. The fund will collect a monthly levy from operators to distribute among original, individual taxi owners.

A third party certification agent will be appointed in the second quarter of 2007 to conduct driver testing and a training program for taxi drivers.
Coordination

Successful implementation of the Abu Dhabi transport strategy will rely on effective coordination between the Department of Transport and a diverse collection of public and private entities.

Examples of separate coordinating efforts are listed below. In addition, the Department of Transport could create special fora or conferences that include real estate, property, tourism and industrial developers, to communicate the Emirate’s development plans and seek feedback. This will help ensure that new processes are fully understood, evaluated and integrated into long-term transport planning decisions. Other utility providers such as ADWEA, educational institutions and the Abu Dhabi Police will also be involved in this coordinated planning exercise.

Town planners: Transport links sites and locations and is not an end in itself. As such, the Department of Transport must work closely with those developing master plans throughout the Emirate of Abu Dhabi to ensure transport planning decisions are coordinated.

Private property developers: The Department of Transport must have open channels of communication with private property developers in the Emirate to ensure that population projections are accurate, plans are sustainable, and transport infrastructure can be developed appropriately. The long-term impacts of poor planning and communication could be significant.

Industrial infrastructure planners: Similarly, the Department of Transport must have open channels of communication with private property developers in the Emirate to ensure that population projections are accurate, plans are sustainable, and transport infrastructure can be developed appropriately. The long-term impacts of poor planning and communication could be significant.

Department of Economy and Planning and the Abu Dhabi Council for Economic Development: Input from these bodies will maximize the ability of the Department of Transport to identify infrastructure projects that will enhance Abu Dhabi’s attractiveness as a destination for local and Foreign Direct Investment.

Abu Dhabi Tourism Authority (ADTA) and private tourism entities: Development strategies for the tourist sector—including projected numbers, the location of attractions and plans to develop property in Abu Dhabi—must be shared with key decision-makers in the transport sector, to ensure proper planning for future needs. For example, key components of the ADTA strategy include improving bus networks to reach tourist destinations more regularly, and new regulations to raise overall standards in the taxi sector. Private accommodation developers must also share their plans with the Department of Transport to ensure decisions are based on accurate projections of the size, nature and location of transport demand.

Abu Dhabi Authority for Culture and Heritage: This new authority will be upgrading existing and developing new cultural attractions, such as historical sites and museums. These are likely to be significant tourist attractions and the Department of Transport will work closely with the Authority to ensure it is aware of their location and expected demand to ensure appropriate infrastructure is in place to make them easily accessible for visitors and residents.

The Department of Municipal Affairs: The Department maintains control over some transport decisions, especially roads. The allocation of responsibilities between the Department of Municipal Affairs and the Department of Transport must be clearly understood and decisions by each should be coordinated. This will minimize duplication and avoid gaps in the delivery of transport infrastructure and services across the Emirate of Abu Dhabi.

Education: As stated, plans to establish educational institutions such as schools, universities and Higher Colleges of Technology must be based on accurate demographic projections and also shared with transport decision-makers to ensure students can conveniently travel to and from these locations.
Environment, Health and Safety
Preserving Wildlife, Protecting People

Objectives

One of the most important legacies of Sheikh Zayed bin Sultan Al Nahyan was the preservation of the land and marine environment for future generations of the Emirates. In a relatively small area, Abu Dhabi boasts a diverse environment, home to globally important wildlife such as the Arabian gazelle, migrating birds, and countless marine fish and animals. The Environment Agency of Abu Dhabi protects the rich wildlife and ecosystem, ensuring that the Emirate’s social and economic growth is managed in a sustainable way. Specifically, this means supporting long-term environmental conservation and protecting human health and safety for all inhabitants.

The Agency sets, monitors and enforces standards and regulations relating to air quality, marine management, water use and recycling, land contamination and restoration, noise abatement, waste containment, biodiversity and conservation, occupational health and safety, hazardous materials and environmental auditing. These monitoring and enforcement procedures are crucial to the vision of His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the United Arab Emirates and Ruler of Abu Dhabi, to establish Abu Dhabi as a global city.

The Environment Agency will achieve excellence in the protection of environment, health and safety through partnerships between Government entities and the private sector, so that activities within the Emirate of Abu Dhabi are undertaken in a responsible, safe and sustainable manner. Ensuring a clean environment is critical to sustainable economic growth in Abu Dhabi.

A practical benefit of this approach is to reduce risk and liability for the Emirate and clarify responsibilities for government and the private sector.

The UAE has had a dedicated body to address environmental concerns since 1975, and Abu Dhabi’s emirate-level agency—first established in 1993—has worked closely with the Federal Environment Agency and continues to do so. As part of the government restructuring taking place in Abu Dhabi, the local agency will evolve into the Department of Environment and Wildlife, taking on additional responsibilities not outlined here, including forestry management.

Contribution to Abu Dhabi Vision

While seeking to provide his people with the benefits of the modern world, His Highness the late Sheikh Zayed never lost sight of the vital need to protect the natural world. Under the leadership of His Highness Sheikh Khalifa bin Zayed Al Nahyan, the Executive Council is committed to protecting Arabian wildlife and to promoting human health and safety—while applying the highest international standards, building an empowered private sector, and creating a transparent regulatory environment.

Policy Drivers

While the Environment Agency has been very effective in a number of areas, its current mandate provides new opportunities. Furthermore, its new role in health and safety means the Agency must apply its professionalism and effectiveness to a new function.

1. Clarify regulation and enforcement

The agency is developing standards, roles and responsibilities throughout its environment, safety and health functions, to ensure protection of people and the environment and enable the private sector to fulfil its responsibilities. Among key regulatory priorities are the prevention of water pollution, air pollution and the responsible management of agrochemical use.

2. Collect data

Across all functions, the agency is improving its ability to collect data reliably and consistently. Even where work is more developed, new data is required. For example, elements of Abu Dhabi’s ecosystems are known superficially and qualitatively (e.g., species, distribution) but further data will be captured to make sound decisions on management in the future.
3. Ensure sustainable growth
Industrial and agricultural growth and the corresponding increase in population are placing more pressure on the environment than ever before. Power and desalination projects are underway. Hospitals are expanding, creating more medical and hazardous waste. The number of cars in Abu Dhabi has increased dramatically over the last five years. Increased greening of the desert and promotion of agriculture has intensified the use of pesticides. The agency is well positioned to ensure that modernization goes hand-in-hand with a healthy population and environment.

4. Empower Government entities to manage environment, safety and health across all portfolios
As regulations are developed, the Environment Agency will support other Departments, Agencies and Authorities to form their own safety and health offices. The Agency also will be a resource for private sector monitoring, reporting, training and accreditation which will expand environment, health and safety capabilities across the Emirate.

5. Position Abu Dhabi as a leader in green technologies
Abu Dhabi has been blessed with enormous oil and gas resources, but also renewable energy resources such as wind and sun. The world’s global energy needs will be hydrocarbon-based far into the future, but more countries will seek to diversify their energy mix. With the recent launch of the Masdar alternative energy initiative, the Emirate is poised to respond to this need and diversify the UAE’s own energy and technology offerings, becoming not only a world leader in oil but energy more broadly.

Strategy
The agency has developed a comprehensive set of action plans in consultation with an extensive group of stakeholders from the Abu Dhabi Government, UAE Government, and the private sector. It has also included input from international organizations. When developing the safety and health framework, the Agency has reached out to a broader set of groups and individuals, including non governmental organizations, those involved in public health and safety, and representatives from key industrial sectors.

a) Create the environment, health and safety legal framework
The agency is developing a regulatory framework through a set of decrees and policies. Sector focuses include:
- Building and construction
- Transportation
- Health

- Energy
- Tourism sector
- Oil and Gas
- Industry

b) Form Emirate Environment Protection Policies
Emirate environment protection policies will define standards, monitoring and enforcement in the following key areas:

Air: Outdoor air quality standards, including particulate; indoor air quality standards for workplaces (includes factories, commercial buildings, schools, hospitals).

- New initiatives are underway to explore and more fully utilise cleaner fuels such as “green diesel” and Clean Natural Gas (CNG).

Water: Protection of marine and freshwater environments; discharge standards; water reuse, recycling and conservation; irrigation; groundwater resource protection.

- One of the most immediate needs is to develop monitoring for baseline and ongoing assessment, given that data on water sources and water use are not readily available in transparent and consistent ways.

Land: Contamination management and cleanup; contaminated land auditing; discharge standards; waste disposal; soil conservation.

Noise: Ambient and occupational standards; limitations for equipment, plant and vehicles; entertainment venues.

Wastes: Domestic and municipal wastes; solid inert wastes; hazardous industrial wastes; biomedical wastes; waste recovery, recycling and reuse; waste management hierarchy; waste containment (packaging), labelling, storage, transport, treatment and disposal.

Biodiversity and conservation: Biodiversity protection (flora and fauna), and conservation of special areas and habitats both terrestrial and aquatic.

- The agency is shifting from a species approach (illustrated by past programs such as preserving sea turtles and dugong) to a system-wide approach that enables the agency to identify, address and mitigate the root causes of wildlife depletion.

- This area includes in-depth work with the fishing industry to forecast sustainable harvest levels and monitor over-harvested or threatened species. It also includes research into human impacts, including effects of fishing on the marine environment, introduction of exotic species, contaminants and other challenges.
Occupational and environmental health and safety:
Employee/employer responsibilities, communication and consultation requirements; information requirements; management of workplace health and safety; management of public health and safety; risk assessment.

Hazardous materials: Hazardous substances and dangerous goods management and information in accordance with national standards and global harmonization initiatives (e.g., UNEP’s International Program for Chemical Safety).

Auditing and enforcement: Advice on what to expect in terms of enforcement of regulatory requirements; powers of authorized officers of Environment Agency Abu Dhabi; provision and collection of evidence; service of notices; mitigating circumstances and defence provisions; demonstration of compliance by industrial facility auditing; nature of penalties; incentives for compliance.

c) Create a society with increased environmental awareness and action
In the words of His Highness the Late Sheikh Zayed, “Conservation of the environment is not and must not be seen as a matter only for Government or officials. It is something that concerns us all.” In line with this view, the Agency works to educate and motivate a wide range of groups, from other government agencies to higher education institutions, to media to diving clubs and religious groups. Public awareness efforts include:

- Producing videos and books that personalize the wildlife experience for children and adults.
- Conducting campaigns for fishermen in multiple languages such as Arabic, English, Urdu, and Malayalam.
- Managing the Al Ain Zoo and planning for an on-site education centre.
- Offering experts to speak to government and private sector groups and the media.
- Conducting targeted campaigns like the ‘Green Hoteliers’.

d) Build on Recent Achievements in Sustainability
The Abu Dhabi Government has developed a comprehensive timeline of deliverables in all key environmental categories. The evidence of the agency’s long-term success is in the cleaner air, land and water that Emirati residents enjoy—a result of tangible outcomes such as:

- Treated wastewater used for irrigation of over 30 million palm trees as well as for agriculture and landscaping.
- Successful introduction of a new regulation requiring every real estate project within Abu Dhabi to conduct an environmental impact assessment.
- Sludge from municipal wastewater treatment mixed with solid waste and used as a fertilizer.

In addition, the following elements will be implemented to achieve the Government’s immediate goals in environment, health and safety:

- The agency will launch a comprehensive environment, safety and health (EHS) system, with a test framework, manual, and other elements of implementation, in December 2007.
- In 2007, the agency will develop individual sector EHS plans.

e) Support the Masdar initiative
In April 2006, the Government of Abu Dhabi established the Masdar Initiative, a landmark alternative and sustainable energy program designed to underpin Abu Dhabi’s long term position as a reliable global energy provider. Masdar is therefore a strategic initiative with four key objectives:

1. Contribute to the economic diversification of Abu Dhabi.
2. Maintain, and later expand, Abu Dhabi’s position in evolving global energy markets.
4. Make a meaningful contribution towards sustainable human development.
An additional component of the initiative is the Masdar Clean Tech Fund L.P., a $250 million investment vehicle designed to generate returns on investments in clean tech and sustainable energy companies.

At its most simple level, Masdar enables Abu Dhabi to apply its hydrocarbon resources and expertise in global energy markets to the technologies of the future. The initiative seeks to establish Abu Dhabi as a world-class research and development hub for new energy technologies, while maintaining the Emirate’s strong position in the global energy sector.

The Government of Abu Dhabi will continue to support the Masdar initiative and work with the private sector to expand the role of the Emirate as a provider of energy to the world.

The initial collaborative private sector partners working towards these outcomes with Abu Dhabi include BP, Shell, Occidental Petroleum, TOTAL Exploration and Production, GE, JODCO, MITSUI, Mitsubishi, and Rolls Royce.

**Coordination**

The Environment Agency has historically worked with a range of government agencies to define and develop regulation and standards, as well as to enforce them. Key Abu Dhabi and federal entities are listed below:

- Abu Dhabi Water and Electricity Authority (ADWEA)
- Ministry of Interior
- Ministry of Environment and Water
- Federal Environment Agency
- Department of Transport
- Abu Dhabi National Oil Company
- Health Authority - Abu Dhabi
- Abu Dhabi Food Control Authority
- Abu Dhabi Tourism Authority
**Municipal Affairs**
Empowering the Regions and Coordinating Growth

**Objectives**
Under the leadership of His Highness Sheikh Khalifa Bin Zayed al Nahyan, President of the United Arab Emirates and Ruler of Abu Dhabi, the Emirate is embarking on a necessary and ambitious restructuring of its Government and functions.

The Department of Municipal Affairs, which was established in May 2007 to replace the Department of Municipalities and Agriculture, is the focal point of all municipal planning activities, in addition to overseeing public works projects in the Emirate.

The Department of Municipal Affairs will be supported by three Regional Municipal Councils and Municipal Administrations. The Department of Municipal Affairs will be the regulator and supervisor of services provided by an empowered private sector, instead of the dominant provider of services.

The objective of the new Department of Municipal Affairs is to make the management of municipal services more efficient and to prepare for the needs of the population in the future.

Some services of the Department have already been outsourced to the private sector, and others will be distributed to other arms of government. In addition, the agricultural responsibilities of the former Department of Municipalities and Agriculture have been transferred to the Abu Dhabi Food Control Authority. The process of reform will bring new efficiencies and customer improvements for all Nationals and residents in the Emirate of Abu Dhabi, and represents a new era in municipal service provision.

**Contribution to Abu Dhabi Vision**
The Abu Dhabi Executive Council is the steward of efficient, inclusive and accountable government. The Department of Municipal Affairs and Agriculture contributes directly to the work of the Executive Council by:

- Planning and managing infrastructure assets.
- Creating the ability for a large empowered private sector to play a role in the delivery of municipal services.
- Fostering an optimized and transparent regulatory environment that enhances Abu Dhabi’s ability to attract local and foreign direct investment.
- Contributing to the domestic security of infrastructure and assets.
- Utilizing strong and diverse international relationships to provide for and improve municipal services within the Emirate.
- Ensuring Emirate resource optimization.
- Contributing to the maintenance of Abu Dhabi’s heritage and culture.

**Policy Drivers**
The key driver of the reform of municipality management is the need to achieve efficiencies in the management of the Emirate’s towns and cities. It is the intention of the new Department of Municipal Affairs to achieve these efficiencies by outsourcing virtually all the services provided by the current municipal structure.

However, it is important to recognize that outsourcing does not necessarily represent privatization because the Government will maintain its own accountability for the equitable delivery of high-quality services, even if it does not physically deliver the services itself.

The new workforce for the Department of Municipal Affairs will also be one in which Nationals of the Emirate play a stronger and more significant role. At present, about 20 percent of the Department’s workforce is National. In five years, the Department of Municipal affairs will seek to have a workforce that comprises 80 percent Nationals.

The Emirate is ultimately seeking to reduce the cost of service delivery and enhance the quality of those services. The outsourcing approach being embraced by the Department of Municipal Affairs seeks to achieve saving targets of 35 percent to 40 percent when fully implemented. Assessment indicators will be established to monitor these cost savings and the ongoing standard of services, with the private sector operating within a regulated and monitored environment.

Governments in other countries view change processes within five or ten year frameworks. Yet within the Department
of Municipal Affairs, a delay of five or ten years cannot be afforded due to the rapid social and economic growth Abu Dhabi is experiencing. As such, the change process will be implemented rapidly, and the Department will engage the resources it needs to achieve this outcome on a much faster timeframe.

**Strategy**

The strategy to achieve the desired efficiencies and improvements in the delivery of municipal services will be achieved through:

- Establishment of a new Department of Municipal Affairs.
- Creation of three Regional Municipal Councils and Municipal Administrations, for the Western Region, Al Ain and Abu Dhabi.
- A regulatory framework of laws and by-laws to manage the municipal service environment.
- Redistribution of some service functions to other Departments and Authorities better suited to their delivery.
- Joint ventures with the private sector.
- A procurement and contract management system designed to successfully manage private-sector engagement.
- A new focus on retention of Nationals within the Department of Municipal Affairs.

The new Department of Municipal Affairs will not retain a significant service delivery function. It will establish laws and by-laws for the delivery of municipal services and initiate procurement and contract management of private-sector providers.

Private partners to deliver services will be assessed and selected under a newly established set of criteria which will consider the financial viabilities of the private sector partner, their recent history of experience in service provision, and their proposed approach to staffing, which will favour the employment of Nationals.

The implementation of this strategic approach is underway. For example:

- The Department of Municipal Affairs was established in May 2007.
- Solid waste collection and disposal will also be operated exclusively by the private sector – privatization having been completed in 2006.
- Privatisation has also occurred in relation to sewerage. The management of sewerage has been transferred to the Abu Dhabi Water and Electricity Authority, which is better suited to the evolution of the task in years to come.
- A process for the outsourcing of public garden maintenance, already underway, will be completed in the second half of 2007.

**The Western Region Model of Development**

In August 2006, the management system of the Western Region of Abu Dhabi was restructured to create a Municipal Council and an Advisory Board for the Western Regional Development Council (WRDC). This approach in the Western Region provides a model to be replicated across all three Municipalities in the Emirate of Abu Dhabi.

The Western Region Municipal Council consists of 16 members under the supervision of the Chairman of the Department of Municipal Affairs. Members are appointed from various cities in the Western Region, contributing to a greater degree of public participation in the decision-making process.

The Advisory Board for the Western Region Development Council consists of five members representing the business and investment sectors and seven members representing government entities, including the General Manager of the Western Region Development Council.

Key responsibilities of the Advisory Board are to:

- Promote the Western Region as an exemplary model for economic and social development.
- Handle employment obstacles.
- Improve the skills of local human resources.
- Set the necessary incentives to attract qualified expertise to the region.
- Further promote investment and diversification by establishing new sectors and industries in the Western Region.
- Represent the public and private sectors, recognizing the special roles each must play in regional development.
Together, the Municipal Council and the Advisory Board will effectively promote the achievement of successful and sustainable development activities in the Western Region—raising living standards, providing career development opportunities, enhancing local expertise and providing advanced infrastructure to the Emirate.

The Western Region development strategy adopted by the Emirate of Abu Dhabi focuses on four key components:

1. Residents
2. Companies
3. Infrastructure
4. Promotion of the region’s resources

The integrated Government Services Centre named ‘Tamm’ which provides a ‘one-stop shop’ approach to public sector interactions was the first step in the development strategy, established in September 2005.

Western Region Development Council
The Western Region Development Council was enacted by Law No. (12) of 2006 issued by His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the UAE and Ruler of Abu Dhabi in May 2006. According to the law, the Western Region Development Council shall enjoy financial and administrative autonomy. Its key objectives are as follows:

- Review and evaluate the current investment, economic and legal environment in the region and propose programs, projects and legislation to drive development.
- Propose to the General Secretariat of the Executive Council solutions supporting and mobilizing business and investment in the region.
- Activate the role of the private sector in economic projects, in coordination with the public sector.
- Consult relevant investors and business representatives to prepare studies and formulate recommendations for the General Secretariat of the Executive Council.
- Support small and medium enterprises and investors to enhance employment opportunities for local residents.
- Coordinate with relevant Government entities to facilitate appropriate licensing procedures for investors and business representatives.
- Propose initiatives to develop infrastructure in the region, in collaboration with relevant public entities.
- Propose training opportunities to enhance local human resources to meet the requirements of job vacancies.
- Advise on projects in the Western Region proposed by other Government entities.

Initiatives in the Western Region are useful as they demonstrate a proactive, modernized approach to development and municipal administration that will be reflected as appropriate across the three regions of the Emirate of Abu Dhabi.

Coordination
The reforms within municipal management are driven by the central reform approach of the Executive Council. Coordination with other agencies better able to perform some services of the Municipality is underway, and the redistribution of municipal services to other Departments and Authorities will be achieved before the end of 2007.

The implementation of the new Department of Municipal Affairs and the establishment of the three Regional Municipal Councils and Municipal Administrations will contribute to the overall success of the vision and mission of the Emirate to better engage the private sector in the provision of government services.

The Municipalities must effectively coordinate with a range of public and private entities to ensure services are delivered in an integrated way. For example:

- Municipalities must coordinate with the Abu Dhabi Water and Electricity Authority for water, electricity and sewerage services. This is particularly necessary, as the Municipalities still maintain responsibility for services such as pest control, which heavily rely on effective sewerage systems.
- Real estate and property developments will have a significant impact on the demands for municipal services, and the locations those services are required. The Municipalities must ensure they are fully informed by public master planners and private real estate developers to enable integrated planning to take place in the provision of infrastructure and municipal services.
- In their regulatory role, municipalities can have a significant impact upon the business environment and the perceived attractiveness and security of investment in the Emirate of Abu Dhabi. For this reason, it is imperative that municipalities coordinate with the Department of Economy and Planning and the Abu Dhabi Council for Economic Development to ensure that regulatory processes and performance are appropriately geared toward the objective of sustained economic growth and diversification.
Similarly, tourism plans and accommodation developments will have a significant impact on the demands for municipal services, and the locations those services are required. The Municipalities must ensure they are fully informed by the Abu Dhabi Tourism Authority, public and private tourist developers and other relevant entities to enable integrated planning for infrastructure and municipal services.

While the Department of Transport has ultimate responsibility for transport planning in the Emirate, the Municipalities maintain control over some transport decisions, particularly in terms of roads. As such ongoing coordination will be a feature of the working partnership that will exist between the Municipalities and the Department of Transport. This will minimize duplication, but also avoid gaps in the delivery of transport infrastructure and services across the Emirate of Abu Dhabi.
Objectives

Abu Dhabi and the United Arab Emirates enjoy one of the safest and most secure citizen environments anywhere in the world. Under the guidance of His Highness the late Sheikh Zayed, and His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the United Arab Emirates and Ruler of Abu Dhabi, the Emirate has enjoyed long periods of low crime, social diversity and freedom from civil strife.

The General Directorate of the Abu Dhabi Police works in partnership with each of the Government Departments of Abu Dhabi to ensure a safe and stable society, to keep crime low, and to contribute to the delivery of justice in a way that secures and maintains public confidence.

Specifically, the Directorate has responsibility for police services, emergency services and correctional facility management. The Directorate is an arm of the Ministry of the Interior of the United Arab Emirates.

Abu Dhabi also enjoys strong internal security, and has thankfully been free of acts of terrorism that have tragically beset other nations around the world. Accordingly, police, emergency services, and correctional facilities reflect the specific needs of the local community, which are distinctly different to other nations around the world where crime rates are generally higher in comparison.

The overarching vision of the General Directorate of Abu Dhabi Police is to become ‘the most operationally effective police force possible’ within five years.

Contribution to Abu Dhabi Vision

The Abu Dhabi Executive Council is the steward of efficient, inclusive, and accountable government. Its mission is to develop and oversee economic and social policies for the strategic benefit of Abu Dhabi. The vision for Abu Dhabi is a secure society and a dynamic, open economy based on the following pillars:

- Premium education, healthcare and infrastructure assets.
- A large empowered private sector.
- The creation of a sustainable knowledge based economy.
- An optimal transparent regulatory environment.
- Complete international and domestic security.
- A continuation of strong and diverse international relationships.
- Emirate resource optimization.
- The maintenance of Abu Dhabi’s values, culture and heritage.
- A significant and ongoing contribution to the federation of the United Arab Emirates.

The Abu Dhabi Police, as an entity of the Ministry of Interior of the United Arab Emirates, has a pivotal role in maintaining the standard of security that has made Abu Dhabi one of the world’s safest modern cities. It also has a mandate to ensure the continuing safety of the Emirate as it continues to grow as a consequence of planned economic expansion.

Importantly, the Emirate’s leadership also recognises that police and security services are only a small part of achieving lasting security in the UAE. Historically, security in the UAE has largely been the result of a reliable system of Government, material wealth, a content multicultural population, and diverse international relationships based on diplomacy and business interests. In this way, security is achieved through social, economic and environmental factors and not by the police and security forces alone.

As such, the General Directorate of Abu Dhabi Police has a significant interest in the broader social and economic vision for the Emirate of Abu Dhabi and ensuring it is achieved in a peaceful, inclusive and sustainable way.

Policy Drivers

The General Directorate of Abu Dhabi Police is regarded as a successful force. Their achievements in providing for a secure and safe environment during times of rapid community change should not be underestimated.

Four societal challenges, common to many countries in the Gulf region, are driving the evolution of future policing needs.
1) Managing the needs of a growing community
The rapid economic growth of the Emirate of Abu Dhabi is requiring the force to provide policing, emergency, and correctional services to increasingly diverse cultural and ethnic communities. Demand for policing and emergency services will be high in coming years, as the population of the Emirate continues to grow, and policing services will, in turn, need to evolve to meet these changing needs. Specifically, the growing population and changing cultural face of the Abu Dhabi population will require people of different cultural backgrounds to live in harmony in their new host country. It will also require policing services to be provided to these communities in an efficient and culturally appropriate manner with due regard to the promotion of human rights.

2) Responding to changes in international security
The Emirate of Abu Dhabi has enjoyed, and continues to benefit from, longstanding stability. However, Abu Dhabi is not complacent and is taking measures to prevent and prepare for the unlikely possibility of an adverse incident occurring. The United Arab Emirates Ministry of Interior, of which the General Directorate of Abu Dhabi Police is a component, manages security across the Emirate. The Abu Dhabi Directorate coordinates its efforts as part of a national framework, with a commitment to disaster planning and intelligence gathering to prepare for and prevent large-scale criminal incidents.

3) Providing for improved road safety
In response to a number of deaths on the Emirate’s roads, Nationals and residents of Abu Dhabi are keen to see improvements in road safety. The General Directorate of Abu Dhabi Police has a central role to play in these endeavours, through policing, policy advice and public education.

4) Attracting a larger professional force
In previous years, surveys of staff of the General Directorate have revealed significant numbers with inadequate literacy and communication skills. The Directorate has experienced shortages of police recruits, particularly among Emirati Nationals and faces challenges in attracting sufficient personnel to provide for the Emirate’s policing needs.

In 2004, prior to the restructure of government and in response to these four community priorities, the Abu Dhabi Police Directorate commenced modernization initiatives to improve police operations, emergency services, and correctional facilities. The modernization was undertaken to change the police services to meet the evolving needs of the rapidly expanding economy and community.

The prime initiatives were:
- Establishment of a team of senior international advisory experts.
- Development of a ‘Five-Year Strategic Development Plan’ comprising a vision, values, and a seven-point plan emphasizing strategic objectives.
- A reorganized structure with new divisions, and specific job descriptions for all staff.
- Training to improve policing capabilities.
- Upgrading police stations and facilities.
- Introducing additional e-services.

These initiatives will continue to drive policy and improvements to the delivery of police services and security in Abu Dhabi. In addition, His Highness the President has asked the Directorate to review the future ability of the Directorate to manage the changes occurring within the Emirate. The review will consider the effectiveness and efficiency of policing services, the preparedness of the Emirate to deal with a large-scale emergency or unexpected event, and also consider the positioning of the Directorate within the Ministry of the Interior to establish if it might be better served by becoming a government department of Abu Dhabi.

The review will form part of the wider review of government in Abu Dhabi, which is being conducted to maintain and improve the quality of life within the Emirate.

Strategy

The Seven Point Plan
The General Directorate of Abu Dhabi Police has in place a seven-point plan to fulfil its purpose to become an operationally effective police force in one of the world’s safest countries. The plan requires the police, emergency and correctional services to:

1. Focus operational effort on maintaining stability, reducing crime, and promoting reassurance and safety within the Abu Dhabi community. This includes the promotion of community confidence and making Abu Dhabi’s roads safer for all.
2. Build trust and confidence by consultation and communication. This recognises that for communities to have confidence in the rule of law the Police must communicate its intentions, actions and successes effectively—internally and externally. This also includes setting goals and expectations for employees and the Directorate as a whole.
3. Improve the quality of police, emergency, and correctional services. This requires a greater focus on outcomes and continuous improvement in service delivery by the Directorate. Implementing this component relies on rigorous performance review and quality audit processes to identify areas for improvement. Specifically, the Directorate is seeking to achieve ISO 9001:2000 certification for its performance management systems.

4. Achieve best value in the delivery of services. The Directorate relies on public funds, and is seeking to maximize its efficiency and use resources more effectively to achieve a higher degree of public sector accountability in the administration of police and security services.

5. Develop the talents of members of the police, emergency, and correctional services. Specifically, this strategy means identifying potential leaders in the Directorate and provide them with the necessary training, support and mentoring to reach their full potential.

6. Promote corporate and individual honesty, ethics and integrity. This component requires the Directorate to set out its standards of conduct, and establish the means to deal with breaches effectively. An honest, ethical organization is identified as bedrock on which the Directorate must continue to build its organizational future.

7. Provide equipment, buildings and technology, which promote the delivery of effective and efficient services. The Directorate’s buildings, technology, uniform, vehicles and other equipment must fulfil the requirements of a leading 21st century police force.

To achieve these seven strategic imperatives, the General Directorate has appointed a senior Departmental officer with responsibility for overseeing operational plans. Annual performance plans are required to be prepared to assess achievement of each of the seven components, and future year funding decisions are linked to successful implementation of each of the strategies.

Each of the seven points represents a strategic aim of the Directorate which will be of the same five-year duration as an overarching Strategic Development Plan. These aims will be achieved through the establishment of seven corresponding organizational Area Strategies. In each successive financial year there will be a specific Force Development Plan which will identify how, through the organizational Area Strategies, the Directorate is to progress towards its five-year vision of becoming ‘the most operationally effective police force possible’.

**Outsourcing**

The General Directorate of Abu Dhabi Police is also moving to adopt the principles of the whole of government restructure to reduce the role of government as a service provider, increase the use of private-sector service providers, and focus government efforts on regulation. Specific initiatives illustrating the Directorate’s commitment to the whole of government restructure can be seen through:

- The outsourcing of fire fighting services to an international private sector provider.
- The involvement of private-sector police training services drawn from the experiences of police forces in the United Kingdom and Canada.
- The introduction of a licensing system for private security providers to conduct security services for social events, weddings or money transfers which had been previously provided for by Emirate police.
- The introduction of private sector providers of driver learning and instruction services, which had previously been provided for by the Emirate’s police.

**National Security Council**


The Supreme National Security Council is chaired by His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the United Arab Emirates and Ruler of Abu Dhabi. The Council has responsibility for providing ongoing planning and coordination of different government departments across the United Arab Emirates to ensure continued safety for the Nation in a coordinated way.

**Coordination**

The General Directorate of Abu Dhabi Police, as the provider of police services, emergency services, and correctional facility management, serves the needs of the entire community of the Emirate. Responding to these needs requires coordination with most if not all government departments, and the General Directorate has identified a need for closer collaboration with a range of government bodies.

Specifically, the General Directorate has immediate interaction with its supervising Department, the UAE Ministry for the Interior. It is through the Ministry for the Interior that the General Directorate interacts with intelligence and armed forces for security and disaster planning. It is also through the Ministry that the Directorate will participate in the soon to be formed National Security Council.
Within the Emirate, the Directorate will work closely with the:

- Department of Transport in promoting road safety and improving driver behaviour.
- Health Authority in planning for a reduction in the amount of road deaths.
- Abu Dhabi Education Council in promoting Police and Emergency Services as attractive employment options for school and university leavers, and using education to create greater respect for public safety and community harmony.
- Department of Municipal Affairs in planning for the location of police and emergency services in the Emirate.
- Abu Dhabi Tourism Authority in providing police and emergency services to meet the needs of the anticipated increased tourist market.
- Judiciary to improve public awareness and respect for laws.
Policy Agenda 2007-2008
The Emirate of Abu Dhabi

V. WHOLE-OF-GOVERNMENT INITIATIVES
Whole-of-Government Initiatives
There are a range of policy areas that will not necessarily fit within the confined structures of portfolios, agencies and departments. To be managed effectively, these whole-of-government issues require coordinated policy to be implemented consistently across multiple departments and agencies and warrant a dedicated, whole-of-government approach.

Individual policies outlined in this section include:
067 Restructuring Government
071 The e-Gov Initiative
075 Women in Abu Dhabi
077 Legislative Reform
Restructuring Government
Efficiency and accountability to drive improvement

Objectives
In 2005, the Emirate of Abu Dhabi commenced an historic Government restructuring program with the aim of boosting efficiency and enhancing Government productivity to ensure improvement in how the Government serves the needs of its people and visitors.

In order to ensure Government is an enabler of economic growth rather than a barrier to it, all Government processes were reviewed. The purpose of the review was to make Government more responsive to the needs of a growing population, and better able to sustain and prolong economic growth. The desired outcome: a new structure based on the government as a regulator rather than an operator of services.

In response to the need for change, since the beginning of 2005 Abu Dhabi has promulgated more than 110 laws and 75 decrees to facilitate the restructuring of its Government. The rationale of these restructure reforms was not only to drive improved efficiency in the operation of Government, but also to ensure the competitiveness of the economy of Abu Dhabi for now and in the years to come.

With the restructure, the Government intends to broaden the base of the economy and promote the role of the private sector as a provider of services for residents and visitors. The essence of the restructure is for Government to become the regulator of services delivered to its people, and for the private sector to become the provider of those services.

The complete result of the Government restructure will not be fully realized until 2009, but more than half of the planned restructure of Government is already complete, and the benefits of the reform are quickly becoming apparent.

Contribution to Abu Dhabi Vision
The strategic vision for Abu Dhabi consists of a secure society and a dynamic open economy based on the following pillars:

- Premium education, healthcare and infrastructure assets.
- A large empowered private sector.
- The creation of a sustainable knowledge based economy.
- An optimal transparent regulatory environment.
- Complete international and domestic security.
- A continuation of strong and diverse international relationships.
- Emirate resource optimization.
- The maintenance of Abu Dhabi's values, culture and heritage.
- A significant and ongoing contribution to the federation of the United Arab Emirates.

The restructuring of Government in Abu Dhabi has focused on redefining the structures of Government to achieve this vision. It is this vision that is changing the purpose of Government to become the regulator of services provided by a growing and engaged private sector.

Policy Drivers
The need for the restructure of Government arose in response to the rapid manner in which the arms of Government had evolved. The restructure is designed to remove the issues caused by a lack of coordination among different Government bodies, and to streamline processes to better encourage social and economic growth.

From commencement, the restructure process has been conducted in line with the new approach articulated by the Executive Council to favour devolved decision making processes. Heads of Departments and Authorities were consulted to determine what was required to improve the effectiveness of Government for the benefit of the Emirate. The response to this consultation was a request for greater accountability in the performance of agreed outcomes. There was also a request to have Government focus on its core business, that of ensuring the regulation of efficient services rather than their actual delivery.
In addition to consultation with heads of Government, a due diligence exercise was conducted to consider where improvements could readily be made, and what successes had been enjoyed in other nations in improving the effectiveness of comparative Government structures. The process resulted in the Executive Council agreeing on six key objectives to guide the restructure of the Government of Abu Dhabi. The agreed principles are to:

- Increase efficiency and reduce the cost of service provision.
- Reduce the level of hidden unemployment and improve the performance of Government overall.
- Increase the rate of Emiratization, in the public and private sectors.
- Outsource non-core services to the private sector and increase private sector involvement in service-delivery.
- Increase the efficient use of technology as a key enabler in all Departments and Government entities.
- Develop effective performance measurement and evaluation systems in all Government Departments and entities.

The institutions of Government in Abu Dhabi have historically grown and developed in a rapidly changing social, economic and administrative environment. As a result, there was evidence of overlapping and inappropriately allocated responsibilities; a need for new Departments or divisions of Departments; and that the interface of Government with the public could be significantly improved.

By international comparison, there was also evidence of ineffective grouping of functions, specifically in the areas of municipal administration, agriculture and public works. Similarly, it was becoming evident that the size of the Civil Service employed within these and other Departments had grown beyond what was required to deliver services efficiently. The Executive Council determined that a smaller, more efficient workforce could better meet the needs of the Emirate if outsourcing of service roles was conducted on a significant scale.

The Executive Council had become concerned that accountability for performance was not as central to the culture of Government as it should be. With the desire to improve customer service for residents and visitors to the Emirate, a new culture of accountability has become a hallmark of the reform.

The rapid social and economic growth experienced by Abu Dhabi in recent decades has additionally stimulated unprecedented demand on the institutions of Government in the Emirate. This demand, combined with complex reporting frameworks and overlapping responsibilities created a situation in which more than 70 separate entities were reporting directly to the Executive Council. In addition, 71 percent of the 1,258 decisions made by the Executive Council in the year before restructuring commenced were transactional, rather than strategic in nature. This transactional focus of the Executive Council was hindering its ability to perform its primary strategic functions.

**Strategy**

The restructure of Government is well underway. It started with the premise that Government should oversee and regulate services to the community, and the private sector should provide the majority of those services to the same or a better standard.

The Executive Council has evolved its own functions to give effect to this new direction of Government. Seeking to take on a purely strategic role, the Executive Council has itself restructured its processes by establishing a General Secretariat with two new units – Strategic Planning and Performance Management. The Secretariat is today responsible for dealing with more administrative decisions, with Government Departments also empowered to make certain devolved decisions.

Three new sector-based Executive Council Committees - the Economic Development Committee, the Social Committee and the Infrastructure and Environment Committee - have also been announced to improve coordination and deliver more holistic, whole of Government approaches to planning and regulation. These specialized Committees are to be vested with decision-making powers at the discretion of the Executive Council, and will facilitate coordination between Government Departments and entities within their respective fields of responsibility. The Committees will enable a greater coordination of Government planning to prevent duplication and the overlapping of services.

When fully functioning, these Executive Council Committees will:

- Provide a forum for detailed discussion and review of proposals before they are submitted to the Executive Council.
- Review and endorse the strategic plans, policies and programs of Departments before they are submitted to the Executive Council.
- Review and endorse Departmental budgets and ensure resources are applied in accordance with Government priorities.
The broader restructuring will reduce the number of entities reporting to the Executive Council to 26—an overall reduction in reporting entities of 63 percent. The first of these reforms is underway with the Abu Dhabi Government in the process of creating two new local Departments:

- Education, Culture, Youth and Sports
- Labour and Social Services

Seven existing Authorities have or are also being restructured to form new Departments or divisions within existing Departments. These Authorities include:

- Abu Dhabi Tourism Authority (ADTA)
- Environment Agency—Abu Dhabi (EAD)
- Health Authority—Abu Dhabi (HA–AD)
- Abu Dhabi Food Control Authority (ADFCA)
- Private Housing Loans Authority (DOF)
- Social Care and Minors Affairs Authority (DOL)

The Abu Dhabi Government has also streamlined the Department of Municipalities and Agriculture by creating a Department of Municipal Affairs and three Regional Municipal Councils and Municipal Administrations.

The Department of Civil Aviation, the Sea Ports Authority and Public Transport activities has also been consolidated into a new Department of Transport.

The existing utilities regulatory body—The Utilities Regulatory Authority (URA)—will now directly report to the Executive Council. The URA will be mandated with the responsibility for sector planning and regulation. It will fall under the control of the General Secretariat of the Executive Council.

In addition, the Abu Dhabi e-Gov strategy will provide a stronger focus on improving the interaction of residents of the Emirate with their Government. Technology will facilitate a more ‘customer-centric’ experience for interactions with Government, while delivering services in a more efficient and cost-effective way. Importantly, e-Gov will address duplication and fragmentation by enabling cross-Departmental processing of transactions across local, Federal and other Government entities in the UAE.

Reform of the structure and functions of Government in Abu Dhabi will take place in three phases over three years, overseen by the Committee for the Restructuring of Government. The life of this Committee is expected to last only until the completion of the restructure, and it will be instrumental in driving the whole of Government reform process.

**Phase 1 — Mostly complete**
The first phase of reform includes commencement of the following programs and initiatives:

- Enactment of the Executive Affairs Authority.
- Restructuring of the General Secretariat of the Executive Council.
- Development of Governance and Decision Rights.
- Enactment of the Department of Transport.
- Restructuring of the Taxi Sector.
- Restructuring of the Department of Municipalities and Agriculture and enactment of the Department of Municipal Affairs.
- Consolidation of Housing and Building Activities.
- Decentralization of Purchasing Activities.
- Streamlining of the Abu Dhabi Water and Electricity Authority (ADWEA).
- The General Headquarters of the Abu Dhabi Police to be represented on the Executive Council.

**Phase 2 — For completion in mid 2007**
The second phase of reform will include commencement of the following programs and initiatives:

- Setting up the local Department of Education, Culture, Youth and Sports.
- Setting up of a Department of Justice for the Emirate of Abu Dhabi.

**Phase 3 — For completion by 2008**
The third phase of reform is expected to include commencement of the following programs and initiatives:

- Creation of the Abu Dhabi and Al Ain Municipal Councils.
- Setting up a Department of Labour and Social Services for the Emirate of Abu Dhabi.
- Enactment of the Sector Committees.
- Setting up of an entity responsible for the provision of support services to Government.
- Transferring the status of relevant Authorities to Departments.
Coordination

By mid–2007, each new Government Department will be required to develop and present to the Executive Council five year strategies, which will facilitate the Government’s shift towards becoming, primarily, the regulator of services provided by a professional private sector. These five year strategies will empower independence of Government Departments to develop their own annual business plans, which will be monitored by the new Performance Management Unit of the General Secretariat. The result of the five year strategies and annual business plans will be the ability for the Executive Council to publish from late 2007 a consolidated strategy for the entire Government, supported by consolidated annual organizational plans, and the first ever annual consolidated expenditure budget for the Government of the Emirate. This achievement will enable new control mechanisms and greater accountability throughout Government.

The three phases of reform involve reorganization and outsourcing. The Abu Dhabi Government is paving the way by providing infrastructure and facilities, and inviting the private sector to step in to support the Government in facilitating the future growth of the Emirate. The desired outcome of the reform is a partnership in which the Government provides the public policies and regulatory framework and the private sector participates with ideas and additional investment. Together, the public and private sectors will reinforce each other and work jointly towards the Government’s vision for Abu Dhabi.
The e-Gov Initiative
Service-Oriented Government in Abu Dhabi

Objectives
Improved electronic service delivery and a simplification of administrative processes will transform the relationship between the citizens and residents of Abu Dhabi and the Government. The e-Gov initiative will improve efficiency, convenience and service for the entire Abu Dhabi community. Importantly, the e-Gov initiative is not about technology alone. It is an evolved approach to service delivery focused on the end-user’s experience, improving internal coordination and efficiency. The technology itself is merely a tool to enable this enhanced, service-oriented approach.

The Abu Dhabi Systems and Information Committee (ADSIC), created in November 2005, leads the initiative. Its key responsibilities are to drive the e-Gov strategy, create public sector and community awareness and coordinate interagency cooperation and involvement. Its objectives are to:

- Instil a greater service-oriented culture in the public sector.
- Design and deliver services from a more customer-centric perspective.
- Drive higher quality service delivery through more efficient processes and technology.
- Enhance the skills and experience of public sector employees through training, education and improved practices.
- Provide greater access and create more effective mechanisms to share information across government entities.

ADSIC is working closely with technical advisors, local and Federal government entities, and key decision-makers in the Emirate. ADSIC continues to explore and prepare for potential risks in the project to ensure a successful and seamless deployment.

Contribution to Abu Dhabi Vision
The role of electronic service delivery in supporting the overall vision for Abu Dhabi is critical. It is partly through sophisticated IT systems and coordinated, customer-centric processes that the Government of Abu Dhabi will be able to provide world-class public services and offer an optimal, transparent regulatory environment. Electronic services will also contribute to the delivery of a large empowered private sector; the creation of a sustainable knowledge-based economy and Emirate resource optimization.

Policy Drivers
A range of trends, challenges and opportunities in Government service provision are driving the development and execution of an e-Gov policy for Abu Dhabi.

1. Complicated structures and a lack of visibility
Existing Government entities have evolved in a period of rapid social, economic and administrative change. Demand has grown rapidly, and services have been created and administered in a partially ad hoc way. This has impact on the delivery of services and the Government’s ability to evaluate them.

There is a need to simplify the delivery of Government services and the allocation of responsibilities between portfolios and agencies. An effective e-Gov strategy and architecture will enable this to take place. Importantly, a simplification of responsibilities and a consolidation of service delivery mechanisms will provide greater visibility for key decision-makers in Abu Dhabi across the range of services provided by Government in the Emirate.

2. A rapidly growing, culturally diverse population
Abu Dhabi is a significant diplomatic and commercial hub for the region, with unrivalled international relationships. As a result, the Emirate has a rich and diverse multicultural population.

A vibrant multicultural community requires flexible and responsive administrative processes. Without that, cultural and linguistic diversity can make these kinds of interactions particularly challenging for customers and service-providers alike. Electronic service delivery and a simplification of administrative processes will provide more efficient and convenient interactions with the Government for the entire Abu Dhabi community.
3. Overlapping structures and functions
The government restructuring process presently in motion will ensure the right institutional settings are in place for the Abu Dhabi Executive Council to deliver His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the UAE and Ruler of Abu Dhabi’s plans for the future.

Electronic government assists that process, representing a genuinely customer-centric approach to service delivery, providing a single interface to the community as much as possible. Importantly, electronic government enables this single interface to be provided, irrespective of the entities involved. This is ideal, as consumers are more concerned with outcomes than the agencies involved in delivery.

4. Technology makes it possible
The rapid development of technology and myriad international examples of electronic government initiatives provide a sound backdrop to the deployment of an e-Gov solution tailored to Abu Dhabi’s needs.

Trends in technology and international public sector service delivery have generated the necessary experience, skills and know-how to deliver this kind of project in the Emirate. Importantly, international advice and involvement will make a positive contribution to the technological capabilities of the local public sector.

5. Opportunity to enhance computer and online skills
The development, deployment and supervision of a comprehensive e-Gov system in Abu Dhabi represent an ideal opportunity to enhance the levels of proficiency and technical skill across the public sector.

6. Popularity of the ‘one-stop shop’
It is evident demand exists for consolidated Government interactions, when they are presented appropriately. A recent example is the Tamm project—a physical site in the Western Region of Abu Dhabi where a range of Government entities are represented in the one location. This enables individuals to conduct administrative business with 17 agencies in one convenient location. This initiative has had significant initial success. In 2006, its first full year of operations, the Tamm project handled more than 49,000 transactions. Indications are that in 2007 the centre will handle in excess of 60,000 transactions. Clearly, demand exists for this ‘one-stop shop’ approach to government service provision. The e-Gov strategy enables that approach to be replicated in an online setting.

7. Minimizing costs
There are opportunities to generate significant cost-savings for the Government of Abu Dhabi through more efficient service delivery, simplified processes and a reduction in duplication.

Strategy
The e-Gov strategy provides solutions across the range of trends, challenges and opportunities driving policy in this area.

Key elements are as follows:

1. Development of a tailored, world-class IT architecture for the management and delivery of electronic government services
ADSIC has worked closely with its technology partners to develop a world-class architecture for the electronic delivery of Government information and services in Abu Dhabi. In November 2006 it distributed the first fully developed government architecture and standards documents and publications in the Arab World. These represent a cornerstone for new eGov Services.

In December 2006 the ADSIC launched its public-centric government portal with descriptions and links to more than 500 services. The portal also includes a service orientated department location map.

2. An appropriate legislative and policy framework
To ensure the Abu Dhabi Government can leverage the full potential of automated, online service provision while also ensuring privacy and security are maintained, a comprehensive framework of e-laws is currently in development.

In addition, functional laws and regulations will improve practices in procurement and the civil service to maximize efficiency in the delivery of services and take full advantage of technical capabilities.

At the portfolio level, entity specific policies will be reviewed and updated as appropriate to reflect the new service-oriented approach and leverage the electronic infrastructure available to administer Government services in a more efficient and effective way.

3. Prioritizing online services for the first phase, with an expanding suite of functions to be rolled-out over time
By the end of 2006 ADSIC had already made the following government services available on-line:

- Business set-up services
- Export/import certification and payments
- Birth and death certificates

The initial phase of deployment of online service delivery also includes:

- Virtual job market
- Land administration services
- Visa and residency services
Further services will be made available online over time, based on technical applicability and consumer demand. It is envisaged that further phases to the project will automate components of the following interactions:

- Health services
- Geographical information systems
- Civil security services
- Education and e-Learning services
- Employment rules, regulations and complaints
- Environment protection services
- Financial benefits services for government employees
- Career services for government employees
- Induction and training services for government employees
- Government HR management, planning, policies and performance services
- Legal services to residents and businesses
- Leisure, culture and sports services
- Participative governance services
- Professional licenses services
- Public appointments and citizen nomination services
- Public library services
- Visitors information services
- Building permits services
- Transportation permits for special goods
- Consumer protection services
- Copyright protection services
- Translation and archive services for government employees
- Inheritance services
- Intra-government financial services
- Islam portal services
- Policymaking support services
- Prison services
- Public transportation services
- Tax and fee services
- Zakat and charity services

4. A government-wide e-payment platform

Today the majority of government entities accept only cash or cheques as payment, limiting customer choice and convenience while hindering the development of a wide variety of e-services. While some entities have implemented e-payment services, these services are not compatible and offer a different range of payment methods. In 2006 ADSIC worked with the Department of Finance to develop, test and commission a centralised government e-payment service, available to all government departments.

In 2007, ADSIC will focus on the roll-out of the platform. This will initially see uptake by the Department of Economy and Planning and the Department of Municipal Affairs.

5. Public awareness campaign to generate understanding and support

ADSIC is delivering an ongoing targeted public awareness campaign to educate the public on the e-Gov strategy, its key benefits and deployment. This is critical to generate support for the initiative and prepare the public for a seamless uptake of online Government services. Perceptions of the project in its early stages will have longer term impacts on its success. Early signs are promising, as over one million people have visited the e-Government portal since its launch on 7 February 2007.

6. Technical training and education for public sector employees

The e-Gov project will enhance the overall level of IT proficiency among public sector employees involved in the delivery of e-Gov services. It will also provide a greater understanding of the capabilities of technology, and in doing so promote the more service-oriented approach outlined above in other areas of the public sector.

Specifically, an International Computer Driving License (ICDL) program was launched in 2006 and is being used to address gaps in technological capabilities—providing basic computer training and ongoing development for public sector employees. This initiative is intended to deliver benefits across all portfolios and agencies. To date 1850 civil servants have been enrolled for ICDL training with more than 500 of that number having already completed that training.

7. Unified platform for all government e-services

By the end of 2007 ADSIC will have launched the second phase of the Abu Dhabi Government Portal Platform. This phase of the e-government initiative will deliver a unified platform for all government e-services

Coordination

ADSIC has completed a comprehensive study relating to the rationalization of both e-procurement and ERP services for the government of the Emirate of Abu Dhabi. Those studies and associated recommendations have been shared with representatives of both the Department of Civil Services and the Department of Finance. Implementation of the resulting plan will begin in 2007.
The Abu Dhabi e-Gov strategy relies on, and will facilitate, greater coordination among virtually all local and Federal entities in the following ways:

- Creating compatible IT standards and a secure open architecture.
- Harmonizing privacy and security laws at local and Federal levels.
- Facilitating greater and more convenient information sharing between government levels and entities.
- Consolidating services and administrative functions across portfolios and public entities.
- e-Gov structures and services in Abu Dhabi will also be compatible with the UAE ID card program that commenced in 2006. Further opportunities to expand collaboration and compatibility between these projects will be explored.
Women in Abu Dhabi
Contributing to Prosperity and Success

Objectives
The full participation of women in the social and economic life of Abu Dhabi is essential if the Emirate is to achieve the prosperity, modernity and advancement envisioned by His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the United Arab Emirates and Ruler of Abu Dhabi.
A dedicated body for the development of women’s policy will be created to work across all departments and authorities in the Abu Dhabi Government to protect and advance the role of women throughout society—in the workplace, in the family and in the community.
All endeavours will build on the existing strengths and good works of our Federal and Emirate resources including the General Women’s Union and the Abu Dhabi Family Development Foundation, led by Her Highness Sheikha Fatima Bint Mubarak. Efforts will coordinate and highlight the years of progress made to date.

Contribution to Abu Dhabi Vision
Under the guidance of His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the UAE and Ruler of Abu Dhabi, the Executive Council understands that the only way to achieve the vision for modernity, prosperity and global leadership for the Emirate is by including more women in economy and government.

Policy Drivers
Strong correlation between economic success and inclusion of women
A study in 2005 by the World Economic Forum found a clear correlation between gender equality (measured by economic participation, education, health and political empowerment) and GDP per capita.

UAE’s already progressive stance on women
Unique in the Middle East, the constitution of the United Arab Emirates guarantees equal rights for both men and women. Under the Constitution, women enjoy the same legal status, claim to titles, access to education and the right to practice professions as men.

In this environment, much has been accomplished:

- Education and literacy: The literacy rate of women in the UAE was 80.7 percent in 2003, higher than the male literacy rate of 75.6 percent. Across all institutions of higher education in the UAE, including both Federal and private institutions, the total number of UAE National women enrolled in higher education is approximately 190 percent of the number of UAE National males. Among Federal institutions of higher education only, such as Zayed University, the Higher Colleges of Technology and the UAE University, the dominance of UAE National female students is even more significant, at approximately 270 percent of the number of UAE National males. Zayed University is an international model of women's education, producing graduates who are strong in technology, business, the arts and in leadership skills.

- Women in business: Women graduates in the UAE can now be found working in engineering, science, healthcare, media, computer technology, law, commerce, and the oil industry. In 2003, for the first time, the Abu Dhabi police trained 32 women to work with the special security forces.

- Women in government: Two UAE cabinet ministers are women, the Minister of Economy Sheikha Lubna Al Qasimi and Minister of Social Affairs, Miriam Mohammed Khalif Al Roumi. In 2006, nine women took up seats within the Federal National Council, accounting for 22.5 percent of the Council’s membership. In March 2007, these nine FNC members sat for the first time and began full participation in the deliberations of the Council.


- Employment protections: Employers in the UAE are prohibited from firing or threatening to fire a female employee on the basis of pregnancy, delivery, or parenting. Maternity leave in the public sector is two to six months. While on maternity leave, a woman is entitled during the first two months to full pay, the third and fourth months to half salary, and the last two
months to no pay. A woman may take one paid hour break from work per day for 18 months to nurse her baby.


Women’s health challenges
Efforts toward promoting women’s maternal health have greatly decreased the infant mortality rate and helped to increase the life expectancy of women over the last decade. A UNICEF survey (1995–2003) of women aged 15 to 49, found that 97 percent of pregnant women received antenatal care, and 96 percent of births were attended by skilled health personnel. Between 1980 and 1985, the total fertility rate was 5.23 children per childbearing woman. This rate has now dropped to 3.0 children per mother.

A study in the UAE shows that 60 percent of women over the age of 50 may develop breast cancer. The number of deaths caused by breast cancer has been rising dramatically, with doctors saying that diagnostic techniques have not improved significantly and that many women are too shy or uneducated to seek medical care. This lack of awareness of the benefits of regular medical checkups results in many diagnoses being made 6 to 10 years after the onset of breast cancer.

Her Highness Sheikha Fatima Bint Mubarak is overseeing the creation of broad public health initiatives to combat the devastating effects of these health related challenges. The Executive Council has articulated a vision of Abu Dhabi as a leader in women’s health care in the region.

Preserving family, religious principles and Emirati heritage
It is Government policy that women’s improved uptake of education and entry into the workplace will go hand-in-hand with the preservation of family and religious principles.

Strategy
Determine needs through surveys and discussions
The Government will consult with National and resident women as well as stakeholders from within Government, the legal system, the education sector, non-governmental organizations, and religious representatives to determine the top priorities for women’s policy in Abu Dhabi.

Create liaisons with key Departments and agencies
The Government will ensure that key agencies and departments contribute to the development of sound women’s policy that reflects the trends and opportunities that exist across portfolios.

Define priorities and baselines for government entities
In lieu of the formation or mandating of a dedicated body for the development of women’s policy, the Executive Affairs Authority will initially provide input to define baselines for government agencies (ensuring, for example, that standard data tracking includes statistics relating to women’s status). The data will be related to priorities both within the Emirate and also as defined internationally.

Work with private sector, universities and other groups
A planned dedicated body for the development of women’s policy will play a key networking role to open channels of communications between government, academia and the private sector. The Government will also play a critical role in women’s health education to support the goals of the General Authority for Health Services to promote new health clinics and services. The Government will both support and seek advice from women’s groups such as the Abu Dhabi Business Women’s Council.

Coordination
A dedicated body for the development of women’s policy and supervision of its implementation will work throughout the government to act as a stimulator, motivator, watchdog and creative force to ensure that decisions at the highest levels continue to support and encourage women.
Legislative Reform
Delivering Openness and Transparency

Objectives

Under the leadership of His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the United Arab Emirates and Ruler of Abu Dhabi, the Emirate is embarking on an ambitious strategy to refine its structures and functions of Government for the future.

The economic and social growth of the Emirate of Abu Dhabi has been rapid. The benefits of this growth have improved the lives of residents of the Emirate and also allowed Abu Dhabi to make a significant and ongoing contribution to the effective governance of the federation of the United Arab Emirates.

The restructuring of government will bring a new era of increased transparency and accountability to government within the Emirate. The law and the process of lawmaking are also evolving to provide for improved standards in governance and openness in decision-making within the Emirate.

The administration of the law is being empowered through a new commitment to raising public awareness and access to information. The success of this modernization of the legislative and judicial process will be essential to the success of the restructure of the Government in Abu Dhabi, and ultimately contribute to a further enhanced global reputation.

Contribution to Abu Dhabi Vision

The Abu Dhabi Executive Council is the steward of efficient, inclusive, and accountable government. Its mission is to develop and oversee economic and social policies for the strategic benefit of Abu Dhabi. The vision for Abu Dhabi consists of a secure society and a dynamic open economy based on the following pillars:

- Premium education, healthcare and infrastructure assets.
- A large empowered private sector.
- The creation of a sustainable knowledge based economy.
- An optimal transparent regulatory environment.
- Complete international and domestic security.
- A continuation of strong and diverse international relationships.
- Emirate resource optimization.
- The maintenance of Abu Dhabi's values, culture and heritage.
- A significant and ongoing contribution to the federation of the United Arab Emirates.

The lawmaking process is the platform on which the restructure of government will be achieved. In response to the need for change, since the beginning of 2005 Abu Dhabi has promulgated more than 110 laws and 75 decrees to facilitate the restructuring of its Government.

The Legislative Process

The process of lawmaking within the Emirate of Abu Dhabi has eight stages, and a proposed law would need to proceed successfully through each stage in order for a proposal to become a law. The eight stages are:

1. Initiation. The legislative process commences with the identification of a need for the making of a new law. The need for a law can be initiated by the wisdom of the President, the Abu Dhabi Executive Council, or an individual Government Department.

2. Initial Drafting. The entity responsible for initiating a new law is required to undertake two initial processes. The first is to draft a case for the law, addressing:

   - Subject matter of the proposed law.
   - The rationale and reasoning as to why the proposed law is required.
   - An examination of those laws currently in existence relating to the subject matter.
   - A statement as to why the existing body of law is considered insufficient.
   - An outline of what the proposed law will achieve on behalf of the entity initiating the law.
   - The benefit to the Nationals of the Emirate, and the benefit to the wider federation of the United Arab Emirates.
A statement of how the proposed law will achieve the vision of His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the United Arab Emirates and Ruler of Abu Dhabi.

Then the entity initiating a law must draft the proposed law to be considered.

3. Legal Review. The drafts are reviewed by the Legal Counsel to the Executive Council to assess the political, social, legal and economic impacts of the proposed law, and discuss these aspects with the initiator of the law.

4. Second Draft. The Legal Counsel to the Executive Council revises the initial draft rationale and draft law, if revisions are considered necessary. The initiating entity endorses the amendments if any are made.

5. Recommendation of the Secretary General of the Executive Council. A review is conducted by the Secretary General of the Executive Council to ensure the proposed law is consistent with the policy of the Government. If revisions are required, Legal Counsel drafts them.

6. Recommendation of the Executive Council. The Secretary provides the draft law and the written business case to the Executive Council for debate at one of its regular twice-weekly meetings. The Executive Council can then the entity initiating a law must draft the proposed law to be considered.

7. Assent of the Ruler of Abu Dhabi. His Highness Sheikh Khalifa is supreme in the lawmaking process. His wisdom is used to review the recommendation of the Executive Council, and it is ultimately the decision of His Highness to give his approval to the proposed law.

8. Promulgation. If a draft law has succeeded through each stage and has the approval of His Highness, the law in the form of a decree comes into effect. Each decree is published in the Gazette of Abu Dhabi, which is circulated once a month to government and legal officials. The Government’s intention is to make the Gazette accessible through the Internet at the earliest opportunity.

The time required for a law to evolve from a proposal to a decree varies from case to case. On issues of importance the process is uniquely expedient when compared to that of comparable government processes in other nations. Two recent laws revising the regulation of the taxi industry and the creation of the Abu Dhabi Ports Company took a mere 40 days to evolve from concept to decree.

### Policy Drivers

The decision to refine the structures and functions of Government in Abu Dhabi is founded on a wish to improve the way government provides for the needs of Nationals and residents by achieving more efficient, and higher quality public services.

The ability of the lawmaking process to support this outcome is being reviewed. The lawmaking process is currently being reviewed with the following key priorities:

1. Case development: Entities identifying the need for a new law do not always draft sufficient supporting arguments when initiating a proposed law. This causes delay and confusion as to why a law is required. In future, Departments initiating a law will be encouraged to focus on the development of the case for the making of a law before the formal lawmaking process can proceed.

2. Drafting of proposed laws: Entities seeking to change or create laws often do not draft the proposed law they wish to see adopted. In future, Departments will be encouraged to give more attention to the drafting of the law they seek, and the enhanced engagement of legal counsel in drafting will better equip entities to undertake these responsibilities.

3. Communication between Executive Council and initiating entity: The line of communication between the entity seeking a changed or new law and the Executive Council will be improved. The intentions of the initiating entity are often not fully understood, and the precious time of the Executive Council is occupied in seeking to clarify the intent or purpose of such changes. In future, Departments will be encouraged to strengthen their processes of proposing new laws to reduce the administrative burden placed in the Executive Council and streamline the entire process.

4. Competing policy objectives: There have been examples of proposed laws from Departments that do not comply with the policy directions determined by the Executive Council. Obviously, proposals considered inconsistent to the principals of the Executive Council will not proceed. The cause of this confusion is a need for improved communications, and the Executive Council is adopting methods to enhance awareness of laws and policy to enable Departments and Authorities to better prepare their business cases to be consistent with the policy direction of the Emirate of Abu Dhabi.

5. Federal context of proposed laws: A greater emphasis is being placed on improving the awareness and understanding held by Abu Dhabi Government Departments of the broader Federal legal context. Specifically in relation to the development and proposal of new laws for the Emirate.
6. **Clarification of laws, by-laws, and administration:** In 2004, the Executive Council made a total of 842 decisions. Of these, 74% were transactional and only 26% strategic. The significant transactional workload of the Executive Council reflects the inefficient use of the Executive Council for decisions better made by others through by-laws under authority of a law by decree. The process of government restructure has already had a significant positive impact in allowing the Executive Council to focus on more strategic decision making requirements. In 2006 the Council made 1001 decisions. 33% were strategic in their nature with 67% tactical. Work will continue so as to ensure that this trend continues and accelerates.

**Strategy**

The efficient use of the lawmaking process is central to the success of the restructure of the government of Abu Dhabi. The role of the law in this restructure is primarily to enable the creation of new entities and regulatory frameworks to establish the environment in which the private sector can become more involved in the delivery and management of government services.

A standard law of empowerment of the government restructure is likely to comprise:

- The creation of an entity to achieve an objective.
- The definition of the role of government and its level of ownership or participation in the newly established entity.
- The definition of the rights and obligations of the newly established entity, and the ability or otherwise to create by-laws.
- The creation and appointment of a Board of Directors.
- Conditions on the exercises of the entity’s authority, such as a statement of exclusivity or need for commercial partnerships.
- The procedures to be followed by the entity.
- The measure of accountability for the entity, detailing the need for independent auditing of accounts.

The Executive Council, with its central role in enabling the efficient implementation of the restructure of the Government of Abu Dhabi, will make greater use of these standard laws as it encourages the greater participation of the private sector in the provision of government services.

To reduce the workload of the Executive Council, and also to attract and meet the expectations of private-sector providers, specific reforms to the operation of the legal process outside of lawmaking are also underway. The reforms have the dual objectives of removing administrative decisions from the Executive Council, and to ensure a greater certainty as to the operation and effect of the law within the Emirate on private-sector providers from other jurisdictions.

There are four primary areas of focus:

- **Strengthened engagement of legal counsel:** The Executive Council seeks to encourage growth in the professional legal sector, to better serve the needs of the ambitious growth plans for the Emirate.

- **Greater access to information on the law:** Laws are currently published monthly in the Arabic-language Gazette of Abu Dhabi, and a bold new initiative is being taken to publish all laws on the Internet for access all around the world. In time, Abu Dhabi court precedents will also be published to allow practitioners access to the development of court law, a development that will bring greater certainty to all who interact with the judicial system.

- **Professional strengthening of the judiciary:** The reform of government will bring a greater professionalism to the judiciary for those who interact with the court process to have a greater understanding of the management of legal affairs. To this end, early in 2007, the Government announced the creation of the Abu Dhabi Department of Judiciary.

- **Greater use of arbitration:** Alternate dispute systems exist in the Emirate, and the Executive Council encourages a greater use of arbitration for the settlement of disputes.

**Judicial Modernisation**

In order to develop a world-class Judicial System in Abu Dhabi, a comprehensive modernization program was initiated in 2007. The central focus of this effort is the restructuring of Abu Dhabi’s Judicial System in accordance with the newly adopted law (Law 23 of 2006). This law provides the legal basis for an ambitious modernization program that includes the following key components:

- Establishing a Judicial Council, comprised of a majority of judges, to govern judicial affairs.

- Establishing a Court of Cassation in Abu Dhabi, in addition to the Courts of 1st Instance and the Courts of Appeal.

- Restructuring the Judicial Department and internal processes to ensure that the judicial system operates in accordance with international best-practices.
Appointing highly experienced senior judges and administrators to lead the Department’s adjudicative and administrative services.

Improving training and compensation for staff leading to the creation of a highly professional judicial cadre.

Upgrading information technology throughout the courts, achieving greater cost-effectiveness, increased access to legal resources, and reduced trial times.

Renovating court facilities in Abu Dhabi and the Western Region, resulting in a better work environment for staff and improved services and access for court users.

**Coordination**

The lawmaking process is a platform for the restructuring of the Government of Abu Dhabi. In support of the restructure, Departments will improve processes associated with proposing and administering laws and by-laws. There is also a need for standardization of how each entity puts forward its law proposals for review of the Executive Council, to ensure processes are consistent and coordinated. An enhanced understanding of the priorities of the Executive Council would also have the positive impact of ensuring proposals put forward comply with the strategic direction of the Emirate.