



REPORT OF DUBAI 2003 COMMITTEES



*His Highness Sheikh Zayed bin Sultan Al Nahyan
President of the United Arab Emirates*



*His Highness Sheikh Maktoum bin Rashid Al Maktoum
Vice President of the United Arab Emirates
Prime Minister, Ruler of Dubai*



*His Highness Sheikh Hamdan bin Rashid Al Maktoum
Deputy Ruler of Dubai
Minister of Finance and Industry
Chairman of Dubai 2003 Steering Committee*



*His Highness
General Sheikh Mohammed bin Rashid Al Maktoum
Crown Prince of Dubai
UAE Minister of Defence*

To the President of the UAE, His Highness Sheikh Zayed bin Sultan Al Nahyan, the leader who embodies development and progress, we offer our appreciation and gratitude.

We are extremely delighted and honoured, with the success we have accomplished as a host country for the Annual Meetings of the Boards of Governors of the World Bank Group and the International Monetary Fund, held in September 2003, and recognise that this achievement would not have been possible without His Highness's constant support and encouragement. Moreover, we extend our genuine gratitude to His Highness Sheikh Maktoum Bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai, for the persistent support he renders to events of any magnitude and especially to this historic event, Dubai 2003.

Countries of the world deploy all their resources and compete to host this distinguished event, thus, the United Arab Emirates proudly proclaims to being the first country in the Arab region to achieve such an honor.

Our cordial considerations are also extended to Their Highnesses, Rulers of the Emirates and members of the UAE Supreme Council, Ministers, Heads and staff of all the government departments for their institutional and individual efforts. Furthermore, we thank the Head and members of the Organising Committee and the Special Purpose Committees, both civil and military, as well as all the members of the community who assisted in this enterprise and helped us exceed all expectations.

His Highness Sheikh Zayed bin Sultan Al Nahyan has always contended that "our country's greatest asset is its people". Hosting this event provided the UAE Nationals with an ideal opportunity to showcase their skills and talents to a global audience.

We take a great pride in this international achievement, and we are confident that this success story represents a milestone for many more to come.

Hamdan bin Rashid Al Maktoum
Chairman, Steering Committee

Foreword

In the period starting September 23rd to September the 25th 2003, the United Arab Emirates hosted the Annual Meetings of the Boards of Governors of the World Bank Group and the International Monetary Fund, hence, Dubai was the focal point of the financial and economic world.

What seemed like a daunting task at the onset, shaped into one of our country's greatest achievements. While some doubted the UAE's readiness to orchestrate such a challenging task, as UAE Nationals, we firmly believed in ourselves and undertaken the challenge with vigour and enthusiasm. As soon as the UAE was officially appointed as 'host country' we began developing a plan to facilitate the project in a world-class manner. Needless to say, we were absolutely thrilled when the 2003 Annual Meetings were labeled the "best ever" by numerous Bank and Fund officials and participants at large.

This achievement would not have been possible without the guidance and support of our country's top leadership and the follow-up of His Highness Sheikh Hamdan bin Rashid Al Maktoum, Chairman of the Steering Committee, who extended his relentless support and continually encouraged us to excel in every undertaking. I would also like to acknowledge the support of His Highness General Sheikh Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and UAE Defence Minister for the ground follow-up, and the commitment and cooperation of the committees' members, both civil and military, who employed solid teamwork to help the UAE proudly exhibit its capabilities and assets to a global audience.

This report was prepared with the assistance of all Committee Heads, to document the work undertaken in preparation for the event. I extend my thanks and appreciation to everyone who contributed their time and thoughts. I am particularly thankful to Mr. Ahmed Abdul Rahman Al Banna, Dubai 2003's Assistant General Coordinator and Head of the Accommodation Committee and the staff at Bates PanGulf, whose dedicated efforts ensured the successful completion of this final task.

Qassim Sultan Al Banna
Head, Organising Committee



His Highness Sheikh Hamdan bin Rashid Al Maktoum and His Highness General Sheikh Mohammed bin Rashid Al Maktoum and Crown Princes of the Emirates

In 1999, the United Arab Emirates was appointed to host the 2003 edition of the Annual Meetings of the Boards of Governors of the World Bank Group and the International Monetary Fund (IMF). Bank and Fund officials appointed the UAE after reviewing submissions from five contenders – the UAE usurped South Africa, Egypt, Singapore and Norway in the bid to host the prestigious event in September 2003.

An official agreement, detailing requirements for serving as host for the event was signed in April 2000 by two UAE representatives, His Excellency Dr. Mohammad Khalfan bin Khirbash, UAE Minister of State for Finance and Industry and His Excellency Sultan Bin Nasser Al Suweidi, Governor of the UAE Central Bank.

Accommodating the event required a budget to cover expenses related to the construction of the meeting venue, and the Government allocated AED 606,504,849 for this purpose. Furthermore, AED 151 million was allocated to cover additional expenses, including required equipment, human resources in all sectors, accommodation, transport, marketing and other activities. (Budget details are incorporated in the reports of the Venue and Facilities Committee and the Finance, Purchase and Marketing Committee.)

On April 3, 2000 His Highness Sheikh Hamdan Bin Rashid Al Maktoum, Deputy Ruler of Dubai and UAE Minister of Finance and Industry, issued Decree No. 62 constituting the Steering Committee. Headed by H.H. Sheikh Hamdan Bin Rashid Al Maktoum, the committee comprised the following members:

Deputy Chairman:

H.E. Dr. Mohammed Khalfan bin Khirbash
UAE Minister of State for Finance and Industry

Members:

H.E. Dr Khalifa Mohammad Ahmad
Chairman, His Highness's Ruler's Court, Dubai

H.E. Qassim Sultan Al Banna
Director General, Dubai Municipality.

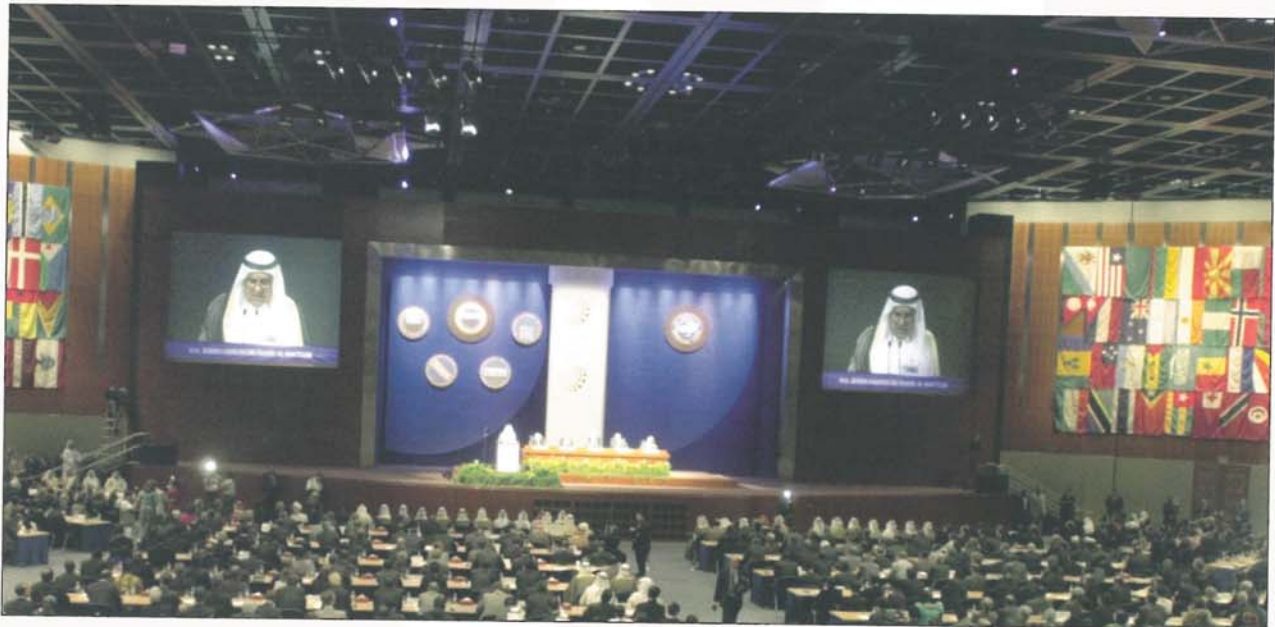
H.E. Major General Dhahi Khalfan Tamim
Commander-in-Chief, Dubai Police

H.E. Mohamed Ali Alabbar
Director General, Department of Economic Development, Government of Dubai

H.E. Abdul Rahman Ghanem Al Mutaiwee
Director General, Dubai Chamber of Commerce and Industry

H.E. Khaled bin Sulayem
Director General, Department of Tourism and Commerce Marketing, Government of Dubai

Mr. Ibrahim Belseleh
Director of Finance, Dubai Municipality



His Highness Sheikh Hamdan bin Rashid Al Maktoum delivering the Opening Speech

On February 26, 2003 H.H. Sheikh Hamdan bin Rashid Al Maktoum issued Decree No. 33, appointing H.E. Colonel Saeed Mattar bin Belaila, Director, Department of Naturalisation and Residency, Government of Dubai as a member of the Steering Committee.

The Steering Committee provided a general strategic framework that would enable the UAE to achieve its objectives, as host country. The plan included budget estimations for the event's requirements, definitions of the contributions and responsibilities of various organisations involved in facilitating and implementing requirements, and the creation of an Organising Committee to implement specific requirements and ensure tasks were carried out. The Steering Committee also endorsed a range of activities designed to help promote the UAE's capabilities and enhance its hospitality services. Furthermore, all programs related to economic, cultural and social activities, organised alongside the event, were endorsed by the Steering Committee. Additionally, it advocated the use of National human resources, who were trained and prepared to serve in similar events in the future.

The Steering Committee held its first meeting on October 10, 2000 at the Ministry of Finance and Industry offices. Throughout the planning phase, the Committee held numerous meetings and undertook an array of strategic decisions to ensure the project was managed in an effective and successful manner.



His Highness Sheikh Hamdan bin Rashid Al Maktoum with members of the Steering and Organising Committees in front of the event commemorative monument

On May 23, 2000, H.H. Sheikh Hamdan bin Rashid Al Maktoum, as Head of the Steering Committee, issued an order constituting the Dubai 2003 Organising Committee, which included:

Head:

H.E. Qassim Sultan Al Banna

Director General of Dubai Municipality

Members:

H.E. Mohamed Ali Alabbar	Director General, Department of Economic Development, Government of Dubai
H.E. Khaled Al Bustani	Assistant Undersecretary, Budget and Revenue, Ministry of Finance and Industry; Head of the Task Force
H.E. Mohammad Al Gergawi	Chairman, Dubai Development and Investment Authority
Major General Abdulaziz Al Bannai	Director General of Protective Security and Emergency, Dubai Police; Head of Security Committee
Mr. Ahmed Abdul Rahman Al Banna	Deputy Director General, Dubai Chamber of Commerce and Industry; Head of Accommodation Committee, Member of the Task Force, Assistant General Coordinator for Dubai 2003.
Mr. Saeed Mohammed Al Sharid	Chairman of Dubai Transport Corporation; General Manager, Emirates Transport; Head of the Local Transport Committee
Mr. Mattar Al Tayer	Assistant Director General for Roads and General Projects Affairs, Dubai Municipality; Head of Venue and Facilities Committee
Mr. Ahmad Al Gaoud	Director General, UAE Radio and TV – Dubai; Head of Media Committee
Mr. Obaid Al Shamsi	Assistant Director General for Administrative Affairs and General Services, Dubai Municipality; Head of Administrative Services and Public Relations Committee
Mr. Obaid Mes'Har	General Manager, Etisalat (Dubai Region); Head of Technology Services Committee
Mr. Khalid Ahmed Al Shaikh Mubarak	Assistant Director General of Financial and Administrative Affairs, Department of Health and Medical Services, Government of Dubai; Head of Medical Services Committee
Mr. Rashid Al Noori	Senior Vice-President, DNATA Agencies; Head of International Transport and Freight Committee
Mr. Ibrahim Belselah	Director of Finance, Dubai Municipality; Head of Finance, Purchase and Marketing Committee, Member of the Task Force, General Coordinator of Dubai 2003

In February 2003, two new members joined the Organising Committee:

H.E. Colonel Saeed Mattar bin Belaila, Director, Department of Naturalisation and Residency, appointed by Decree No. 33.

Mr. Mubarak bin Fahad, Director General, Dubai World Trade Centre, appointed by Decree No. 27.



His Highness Sheikh Hamdan bin Rashid Al Maktoum chairing a Steering Committee meeting



His Excellency Qassim Sultan Al Banna chairing an Organising Committee meeting

The Organising Committee implemented the strategic plan set by the Steering Committee by transforming it into an active plan, identifying specific tasks and deadlines, and coordinating with staff from the Joint Secretariat (JS) of the World Bank Group and the International Monetary Fund. It was the Organising Committee's responsibility to facilitate implementation of the event's requirements, as outlined in the Annual Meetings Manual, and ensure that preparations for the Annual Meetings were undertaken with the utmost efficiency. This task was achieved through the formation of special purpose committees, who were responsible for the 'on-the-ground' implementation of all requirements. The Special Purpose Committees included:

- Venue and Facilities Committee
- Security Committee
- Accommodation Committee
- Local Transport Committee
- Administrative Services and Public Relations Committee
- Technology Services Committee
- Media Committee
- Finance, Purchase and Marketing Committee
- Medical Services Committee
- International Transport and Freight Committee



His Highness General Sheikh Mohammed bin Rashid Al Maktoum with Committee members at the Dubai International Convention Centre (DICC) before the event

The Organising Committee met on a weekly basis in the preparatory stages, to establish a framework for the committees to operate within, and to follow-up on the status of the general plan's implementation. As the event drew nearer, meetings were held more frequently, culminating in a daily gathering and the conduct of frequent 'on-the-ground' follow-up of all tasks undertaken, to ensure they were orchestrated on time and on budget.

The Dubai 2003 Secretariat was set up in April 2000.

Creating an effective organisational structure was the main focus of the initial preparatory stages. It was a format designed to support fast and efficient decision-making that would, in turn, enable immediate implementation of required actions as the countdown to the event began. Collectively, members of the various committees contributed their best efforts to showcase the UAE's extensive capabilities on a global platform, which was highlighted by the success of the meetings of global economic leaders in Dubai in September 2003.

The Steering, Organising and Special Purpose Committees were responsible for planning and implementing a wide range of preparations for the event. Collectively, they held 2249 meetings to manage their roles. A total of 221 individuals represented the core of the event's preparatory team.

Number of meetings held by various committees:

Steering Committee	8
Organising Committee	55
Special Purpose Committees	2186
Total	2249

Serving as host country for the Annual Meetings was instrumental in enhancing the UAE's international profile, and underscoring its vast capabilities. It helped highlight, to a global audience, the numerous achievements of its loyal citizens who strive to achieve excellence in all that they do under a wise leadership and an able government, which provides unstinted support to its people – thereby bestowing, not only on its own sons and daughters, but those of the entire world, endless generosity.



His Highness General Sheikh Mohammed bin Rashid Al Maktoum with Jumaa Al Majed, Qassim Sultan Al Banna and committee members

What's Next?

The immense success of Dubai 2003 suggests there is a wealth of opportunities that the UAE has demonstrated it can now capitalise on. In this report, we commend the collective efforts of committee members – we acknowledge the commitment and effort required to place every asset managed by the Venue and Facilities Committee, and every police officer who stood under the broiling sun to ensure the personal safety and security of all participants. We acknowledge the countless hours of commitment and dedication it took to coordinate every room and function space booking by the Accommodation Committee to ensure the comfort of our guests, and every word written by the Media Committee to share the news with local, regional and international audiences. In addition, we respect the efforts undertaken to manage details for every bus that was set into motion by the Local Transport Committee, and every participant who was carefully ushered about by the Administrative Services and Public Relations Committee. We know, firsthand, the effort required to coordinate every computer set up by the Technology Services Committee, every medicine administered by the Medical Committee, every envelope carried by the International Transportation and Freight Committee, and every billboard erected by the Finance, Purchase and Marketing Committee...

But, What's Next?

However, we are not going to rest on our laurels. The Dubai 2003 success enables us to embrace the future with renewed enthusiasm and confidence. The very fact that we were able to successfully host an event of such magnitude – welcoming more than 16,000 participants, including many of the world's leading economic decision makers and businessmen, proves that we, in the UAE, have the capability to host tens of thousands because we know what it takes to build a strong, solid foundation rooted in cooperation, knowledge and teamwork.

The Task Force



The Task Force: Khaled Al Bustani, Ibrahim Belselah and Ahmed Al Banna

The Task Force, comprised of members of the Dubai 2003 Organising Committee, was set up following a decree issued by His Excellency Qassim Sultan Al Banna, Head of the Organising Committee, on June 29, 2003 to assume responsibilities formerly undertaken by the General Coordinator who facilitated this role independently since the inception of the Dubai 2003 project.

The Task Force comprised the following people:

Head: His Excellency Khaled Al Bustani
Members: Mr. Ibrahim Belselah
Mr. Ahmed Abdul Rahman Al Banna

The Task Force followed up the organisational framework of the event by setting up a structure while it helped re-define the responsibilities of the Dubai 2003 Secretariat and establish more effective internal procedures and regulations, including the adoption of a fixed salary structure. The Task Force was also entrusted with the role of supervising the implementation of all needs and requirements for the Annual Meetings, as outlined by the Joint Secretariat in its Manual, in addition to committees' requirements:

The defined tasks of the Task Force were as follows:

1. To ensure all Annual Meetings requirements, in relation to projects, services and products, were met.
2. To coordinate and arrange commercial contracts for professional and technical consultancies.
3. To facilitate accreditation processes for the appointment of lawyers and consultants.
4. To support the timely recruitment and appointment of employees.
5. To initiate and follow-up legal procedures with legal bodies and arbitration panels addressing all disputes and cases related to the Annual Meetings.
6. To correspond routinely with the relevant bodies managing the projects, services and products and other needs, as mentioned above.

The Task Force

Achievements

The role entrusted to the Task Force increased substantially as the Annual Meetings drew closer. Some of its achievements included:

1. Amending the Dubai 2003 organisational structure and empowerment of individuals in charge.
2. Holding several meetings with Special Purpose Committees to respond to their needs and requirements.
3. Reviewing Dubai 2003 Secretariat and committees staffing needs and setting up an appropriate salary structure.
4. Approving the request of the Security Committee to engage the services of Major General Amr Hamdy, Security Consultant for IBM.
5. Administrating contracts with various companies to provide services to meet Joint Secretariat requirements.
6. Selecting and approving the purchase of commemorative gifts offered to participants attending the Annual Meetings.
7. Approving the construction of promotional displays around the perimeter of the main venue, to enable government development institutions to showcase their projects.
8. Liaising with Bates PanGulf Public Relations and Dubai TV to enhance local coverage of the event as it drew closer.
9. Holding meetings with Asda'a Public Relations to identify ways to boost international awareness as the event drew closer.
10. Defining salary structures for Dubai 2003 staff.
11. Establishing a new department, which reported to the Dubai 2003 Secretariat, to manage the inventory of assets and follow-up operations.
12. Approving bonus payments to Dubai 2003 staff, in accordance with a pre-defined structure that kept the job profile of each individual in perspective.
13. Compiling the final reports of all Special Purpose Committees as well as the Dubai 2003 Secretariat.
14. Finalising a plan to withdraw Dubai 2003 assets/properties out of the Dubai International Convention Centre.
15. Facilitating temporary storage of assets/properties until they were sold or distributed.
16. Identifying viable asset disposal options.

Disadvantages

- Delegation of responsibilities during the last phase of the preparations.
 - Difficult meetings with the various Dubai 2003 committees.

Advantages

- Improved decision-making made by three individuals in a collaborative manner.
 - The accreditation process ensured prompt settlement of payments.
- Empowering more members to make decisions facilitated the implementation process.
 - The streamlined approach helped curb unnecessary expenses.

Recommendations

- Empower more individuals with decision-making authority at the project's inception.
 - Appoint a full-time working team.

Venue and Facilities Committee



His Highness General Sheikh Mohammed bin Rashid Al Maktoum visiting the Meetings venue with Qassim Sultan Al Banna and Mattar Al Tayer

The Venue and Facilities Committee is one of the special purpose committees. It was formed by a decree issued by the Head of the Organising Committee in June 2000. It comprised the following members:

Head

Mr. Mattar Mohammed Al Tayer Assistant Director General, Roads and General Projects Affairs, Dubai Municipality

Members

Mr. Mubarak bin Fahad Director General, Dubai World Trade Centre
Mr. Mohamed Mashroom Assistant Director, General Maintenance Department, Dubai Municipality.
Mr. Abdul Redha Abul Hassan Assistant Director, General Projects Department, Dubai Municipality; Coordinator
Mr. Mohammed Hassan Al Ali Head, Projects Planning Department (Design Section), Dubai Municipality
Mr. Badr Al Gergawi Head, Road Planning Department, Dubai Municipality.
Mr. Abdulla Al Tayeb Qassem Director General of Exhibitions, Leasing and Operations Dubai World Trade Centre (DWTC)
Mr. Mansour Al Dabel General Manager, Projects and Engineering Department, DWTC
Mr. Mustafa Habib Senior Architect, General Projects Department, Dubai Municipality
Mr. Rahman Al Din Khan IT Engineer, IT Department, Dubai Municipality

This first part of this report documents the setting up of the Committee, its main objectives, missions,

Venue and Facilities Committee

operation plans and its success story. The latter section provides a brief overview of the Dubai International Convention Centre, including its architectural and aesthetic characteristics, technological capabilities and the modern methods employed in its design and construction. This report also summarises the technical and administrative challenges encountered by the Committee, which were overcome by following the valuable advice of His Highness Sheikh Hamdan bin Rashid Al Maktoum, Deputy Ruler of Dubai, UAE Minister of Finance and Industry and Chairman of the Dubai 2003 Steering Committee, and His Highness General Sheikh Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and UAE Defence Minister, and the effective participation of His Excellency Qassim Sultan Al Banna, Director General of Dubai Municipality and Head of the Dubai 2003 Organising Committee, as well as the hard work of all committee members. This report also includes statistics related to the project, and documents the opinions and reactions of participants and the general public.

We are confident the recommendations generated from this experience will serve as a valuable reference for future projects of a similar nature and magnitude.



His Highness Lt. General Sheikh Mohammed bin Zayed Al Nahyan, Chief of Staff of the UAE Armed Forces at the DICC with Qassim Sultan Al Banna, Major General Abdulaziz Al Bannai, Ahmed Al Banna, Ibrahim Belselah and Mattar Al Tayer.

Venue and Facilities Committee



H.H. Sheikh Abdulla bin Zayed Al Nahyan, Minister of Information and Culture, at the DICCC with Qassim Sultan Al Banna and committee's members

The mission and objectives of the Committee were to:

- A. Prepare a complete study of the facility that would serve as the main venue and identify additional installations required to meet Joint Secretariat requirements for hosting the Annual Meetings; prepare and supervise the implementation of work plans to ensure all requirements were met in a timely manner.
- B. Prepare and oversee the implementation of a consultancy work plan extracted from project components and the organisers' needs and requests.
- C. Evaluate the work of international consultants that applied to participate in the project.
- D. Prepare and present regular reports on the tasks carried out, including Committee recommendations and required follow-up actions to the Head of the Organising Committee.
- E. Analyse the consultant's suggestions and recommendations and make required decisions (within the jurisdiction of the Committee) or report them to the Organising Committee for follow-up.
- F. Analyse and study financial reports furnished by the consultants and entrepreneurs.
- G. Coordinate and liaise with the Steering Committee.
- H. Coordinate directly with service Departments and other service providers with regard to the provision of services, and with the operations and maintenance centres to equip and operate the related facilities.
- I. Coordinate with the Special Purpose Committees, in particular the Security Committee and the Local Transport Committee.
- J. Coordinate and liaise regularly with Joint Secretariat staff to get acquainted with their requirements, implement them and keep them informed about project developments.

Venue and Facilities Committee



H.H. Sheikh Ahmed bin Saeed Al Maktoum at the DICC with members of the committees

Operating Mechanism of the Committee

The Operating Mechanism was aimed at achieving the desired objectives in the shortest possible timeframe and to overcome unanticipated obstacles with minimal disruption to the defined work schedule.

The basis of the mechanism included:

1. Employing a team of individuals that represented a diversity of technical, artistic and administrative specialties.
2. Seeking help from service providers and consultants working

within the municipality or other government departments, as and when needed.

3. Determining goals and distributing clear assignments and responsibilities in line with the abilities and specialties of team members, in addition to organising small working teams to handle specific areas and prepare specialised reports.
4. Organising visits to foreign countries having experience in similar projects in order to gain and learn from their expertise.
5. Adapting project management principles that guaranteed quality control and value for money to enable project completion at the best cost without compromising quality.
6. Adapting a multi-contract system that blended both planning and execution, to meet project deadlines despite a tight timeframe (16 months only).
7. Seeking help and advice from business contract consultancies specialising in administrative, contractual and cost monitoring issues, and using IT bases to investigate issues, which led to accelerated follow-up to requested changes and effective evaluation of financial claims and inquiries.
8. Frequent on-site visits to monitor work progress and discuss shortcomings or problems at the site.
9. Ensuring machinery compliance with project requirements through the conduct of on-site trials prior to purchase, and securing operating systems and easy access to its maintenance.
10. Appointing and coordinating work plans for specialised teams responsible for ensuring the working order of machinery prior to the event, and a technical support unit to manage required maintenance needs during the event. In addition, the committee ensured the necessary equipment and spare parts were readily available for fast and efficient execution of tasks.
11. Ensured compliance with an efficient payment system (within 10 days) to minimise claims and maintain smooth workflow.



A night view of the DICC and the Dubai World Trade Center

Supportive specialised resources

To adequately manage a wide range of specialties and requirements, the Committee sought professional support from several Dubai Municipality departments and other government service departments, including the Dubai Electricity and Water Authority (DEWA) and Etisalat. It also relied heavily on the help of engineers and technicians from these two organisations to evaluate proposed communication systems and electrical equipment, particularly items provided for the event. The committee also relied on road engineers to evaluate

proposed road closures and traffic diversions for several roads, including Sheikh Zayed Road, which led to the implementation of various recommendations. The Committee also assumed responsibility for identifying required directional road signage for the event, and supervised its execution and installation.

Description of the Dubai International Convention Centre Project

The project concept and key highlights

The DICC complex reflects the objectives and performance of the committee and is an exceptional landmark carefully designed to help transform the UAE into an international business and financial hub, capable of accommodating global events of significant magnitude with the coordination of prominent international organisations in the international economic sector.

Some of the facility's key highlights include:

- 1- Installation of the world's best systems related to the nature of the venue that meet international design standards.
- 2- Effective assembly of functional elements in a unique architectural edifice.
- 3- Flexible design adopted on all project elements.
- 4- Functional competence that harmonises the quality and quantity of available services while using the latest communications technologies
- 5- Creation of a harmonious environment that features internal and external designs that complement each other.
- 6- Use of the latest applied engineering and contractual quality control rules and regulations to evaluate alternatives and implementation of an integrated contracts system to save time.
- 7- Creative use of open space that highlights the project's aesthetic qualities.

Perhaps the most important factor enabling the Committee to successfully achieve its goals was the implementation of effective mechanisms to overcome challenges that may have prevented it from meeting the specialised requirements of the World Bank Group and the International Monetary Fund.

Venue and Facilities Committee

The architectural design

The complex, built on an area of 160,000 square metres, is designed to become one of the world's prominent meeting centres and attract new business to the region.

The following components were included in the scope of the project:

- 1- The Dubai International Convention Centre, equipped with a divisible multipurpose hall with a maximum seating capacity of 6000, simultaneous interpretation facilities and a built-in platform.
- 2- A 14-floor office tower, comprising 1200 offices, with service points distributed on various floors.
- 3- Conference facilities comprising 25 conference rooms of different sizes.
- 4- One media centre equipped with press conference halls and TV and radio studios.
- 5- A main concourse accommodating customer service counters, information display areas, security checkpoints and registration counters for participants.
- 6- A 2400 square metre food court.
- 7- An executive service centre offering typing and photocopying facilities, banking facilities, a health clinic and a customer helpdesk.
- 8- Service and maintenance centre with office space, a large storage area and permanent space for employees.
- 9- Uncovered and covered parking space for waiting cars spread over an area of 100,000 square metres and a multi-level car park with capacity for 5000 vehicles comprising a basement, a ground floor and six additional floors.

The project's functional elements

The Committee aimed to provide high service standards, with impeccable functionality. To achieve this, it employed the newest available sound, vision, electromechanical and communications technologies to complement the highest global design standards. A summary of its approach follows:

- Provision of the functional elements.
- Electromechanical equipment, technologies and interior design elements.
- Roadwork and external services.

Provision of the functional elements

A- Main Conference Hall

- The main conference hall, measuring a total of 8400 square metres with a height of 13 metres was set to accommodate 4250 for Dubai 2003; however, it has a total seating capacity of 6000.
- The room is divisible and can be partitioned into 12 separate parts with retractable seating that can be configured in a variety of ways. The space can be converted into a theatre, an indoor sports facility or an exhibition hall.
- The main hall is equipped with ten simultaneous interpretation rooms and a sound control room. It uses laser transmission techniques and large LCD screens (6x8 metres) to project images of conference speakers, and ensure all participants have a good sight line.
- The hall is equipped with the latest international technology systems to provide the best sound, vision, electromechanical and communications facilities. Additionally, specially designed lighting units were created specifically for the project, to enable multiple controls (14 options) according to an event's lighting requirements.

Venue and Facilities Committee

B. The Concourse

The 248-metre long, 28-metre wide and 13-metre high concourse is the project's central point as it allows access to all the halls and rooms. It was elegantly decorated with indoor plants to complement the various fountains. Required information desks had access to the Internet and 38 independent IT facilities, for participant use, were positioned throughout the main concourse and well marked by signposts. A café offering light snacks and beverages was also located in the main concourse.

C. Office Tower

- Consists of a podium, a ground floor and three levels, which are connected to a 13-storey office tower and the underground car park.
- The podium was designed to accommodate different supply companies whilst the tower housed 1200 offices to accommodate country delegations, representatives from the host country and World Bank and IMF officials. All offices were outfitted with furniture, computers and Internet connections, phone/fax lines and printers.

D. Conference Rooms

A total of 25 conference rooms with a capacity to accommodate between 25 and 500 seats were all fitted with the required facilities including translation rooms.



The DICC concourse

nine computerised, high capacity photocopiers and scanners to cater to conference and workshop needs. In addition, there was equipment installed for binding, preparing, cutting papers, shredding documents and a massive storage area. The Centre was also equipped with an archive room and the delivery counter was spread over 910 square metres.

G. Food Court

To ensure easy access to food and beverages for all participants, a food court was built in a 2400 square metre area.

E. Media Centre

An integrated Media Centre equipped with 400 desks was fitted with the latest internal and external communication technology equipment and two large media conference rooms with the capacity to accommodate 75 and 250 people, two additional rooms for TV interviews, a radio studio and a TV studio in addition to 11 transmission stations for radio and television.

F. Typing and Photocopy Centre

The centre, measuring 1225 square metres, was fitted with

Venue and Facilities Committee

H. Registration Hall

The Registration Hall, encompassing an area of 3600 square metres, contained 26 registration counters fitted with computer and communication facilities. In addition, this hall accommodated help desks for local transportation facilities. In order to ease services, some administrative areas were added to the hall, which were linked electronically.

I. Banks

Two banks made their services available at the DICC venue through the installation of ATM machines.

J. Exhibition Hall

An Exhibition Hall was constructed in a total area of 4000 square metres to accommodate a regional exhibition held alongside the Annual Meetings.

K. Support Services

The Committee insisted on providing a diverse collection of support services to achieve the objectives of the project:

- 1- Help Centre open round-the-clock, under the supervision of the Joint Secretariat, equipped with the necessary equipment. The committee also provided operational and maintenance support from September 10 to 14, 2003.
- 2- A 4000 square metre area created with gypsum walls was designated as an employee work area and included prayer space allocations.
- 3- A Medical Clinic occupying three rooms was equipped with the necessary facilities, including an annexed cold storage area for storing medications, and a special parking zone to accommodate ambulances.
- 4- An operations and maintenance centre occupied an area of 1800 square metres and housed 200 engineers and technical staff. Offices were allocated for supervisors and a storage area for spare parts was also incorporated.
- 5- A general storage centre was created, in addition to various storage areas covering a total area of 1000 square metres.
- 6- An operations and temporary central control room equipped with the latest technologies and closed circuit televisions connected to 260 cameras distributed throughout the project.

Electromechanical systems and equipment, technologies and interior design elements

- 1- BMS was used to monitor air-conditioning, lighting, lifts, alarms and fire-fighting systems, reporting any damage or stoppage as soon as it occurred.
- 2- An advanced alarm and fire-fighting system was connected to the central control room enabling an electronic alarm to alert tenants to evacuate the building should an emergency arise. The system was connected to automatic sprinklers for firefighting. Data and information displays allowed control of project entries and command of electromechanical systems such as air conditioning and aeration.
- 3- A high quality air-conditioning system was connected to the BMS system, enabling individualised temperature control for each room. This system facilitated electricity consumption savings of up to 25 per cent in rooms not utilised.
- 4- Sound and vision systems installed in the main conference hall were the latest systems available in the global market and enabled partial or total control. Required separations were also configured.

Venue and Facilities Committee

- 5- A fibre optic network was used to link telephones and computers in the offices and halls.
- 6- A fibre optic network was installed for all Joint Secretariat systems, to ensure speedy exchange of information with other countries.
- 7- All internal and external facilities were security monitored by closed circuit TV with the help of 232 cameras and screens.
- 8- A total of 26 lifts were erected and equipped with cameras linked to the closed circuit TV system, 12 elevators were located in the main passage and Office Tower to facilitate ease of movement between the various parts of the complex.
- 9- Electronic and ordinary directional signs were mounted throughout the entire venue.
- 10- 5000 infrared headsets were made available for simultaneous interpretation with facilities for translation into eight languages simultaneously.
- 11- A flexible, energy efficient lighting system that can be programmed on request was installed.
- 12- Equipment and tools brought in for use during the event included: 245 fax machines, 110 refrigerators, 97 scanners and 24,000 pieces of furniture.
- 13- 32 security machines, equipped with x-ray facilities and security gates were installed at DICC entry points. These were made available in coordination with the Dubai International Airport.
- 14- Five electricity generators capable of operating electromechanical sound and vision equipment in emergency situations were on hand, in addition to three generators to service the registration hall, the Media Centre and the printing centre to ensure continuous operation in the event of a power failure.
- 15- UPS equipment was procured to ensure a viable energy source for sensitive electronic equipment (namely computer networks, alarms, security systems, emergency communications and fire-fighting systems) during a 'switch over' from a permanent current to generators during a power outage.
- 16- Equipment monitoring the entry and exit of cars was controlled from the central control room and linked to display screens showing parking availability.
- 17- Advanced fire-fighting equipment that complies with current environmental and human safety standards was stored inside the main electricity, communications and central control rooms.
- 18- Internal and external fountains were installed to beautify the place.
- 19- Anti-lightning equipment was installed to protect the building.
- 20- Warning lights for planes were installed in compliance with civil aviation requirements.
- 21- Electricity requirements enabling film and broadcast units to connect to global TV networks were made available.
- 22- The 24-hour help line service was equipped with six telephone lines and a fax machine.

Road Work and External Services

The Committee was responsible for managing required roadwork, external passages and parking spaces for vehicles:

Roadwork:

- i. Executed an internal road system at the DICC site, including installation of fountains in front of the main entrances of the buildings at a cost of AED 23 million. Other requirements included preparation of civil works for the installation of communications lines and building connections.
- ii. Expanded Trade Centre Roundabout from three lanes to four lanes, with amendments to the roads leading to the roundabout. Installed traffic lights to expand its capacity and improve traffic flow at the roundabout to facilitate the movement of participants.



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- iii. Installed a diversion at the crossroad of Zabeel Road 2 with Road Number 312 controlled by traffic lights, to improve traffic flow.
- iv. Created an alternative road for traffic flowing from Road 308 in Satwa, towards Al Maktoum and Garhoud bridges by adding a new crossroad controlled by traffic lights on Dhiyafa Road. This allowed vehicles proceeding out of Satwa to use the bridge without having to pass through the Trade Centre Roundabout.
- v. Amended exit from the Trade Centre tunnel heading towards Jebel Ali and Abu Dhabi by adding a fourth lane, which improved traffic flow significantly.
- vi. Completed Road 312 in 2nd Zaabeel area and Doha St proceeding from Defence crossroad with three lanes each way and pedestrian platforms along the road. Created two new crossroads controlled by traffic lights in addition to installing new traffic lights on the same road. Irrigation and plantation work undertaken to improve the landscaping, sewage and rainwater services.
- vii. Engineering work carried out on most of the roads leading to the hotels to facilitate the movement of buses.
- viii. Created three new turns on the roads surrounding the meeting site.

B- Parking spaces

A total of 4850 parking spaces were created: 300 parking spaces for buses in addition to allocating sufficient space enabling passengers to board and alight with ease, 300 parking spaces for official cars, 500 spaces for special guests and supervisors, 300 spaces for media representatives, 500 for employees, 500 for visitors, 250 for taxis, 600 for trade centre staff, 600 spaces for host country guests and dignitaries and 1000 additional spaces. The total area allocated for car parking was 100,000 square metres with sufficient entry and exit points appropriately identified with road signs. Official car parks were numbered and the installation of 38 temporary lampposts around the car park was completed. The Committee was involved in verifying the design of the car park adjacent to the Convention Centre and ensuring the construction of a bridge to facilitate exit for vehicles towards Road No. 302. It was also responsible for streamlining the movement of vehicles inside the car park and providing directions, a task it entrusted to a specialised company, under the direct supervision of Dubai Municipality's car-parking department.

C- Organisation of traffic flow

- 1- The Committee prepared a plan to organise the flow of traffic to address issues identified in studies and analyses undertaken by Dubai Municipality's roads administration section in conjunction with Dubai 2003's Security and Local Transport Committees and in cooperation with Dubai Police's Operations and Traffic departments. The plan was to close the right lane of Sheikh Zayed Road between the Defence Crossroads and the Trade Centre Roundabout. Dubai Municipality's Roads Administration unit carried out the closure with perfection in accordance with road safety regulations using plastic barriers filled with water. Other service roads running parallel to Sheikh Zayed Road were also closed near the site area, which led to the plan's success.
- 2- The Committee successfully executed the traffic plan during the event, in conjunction with Dubai Municipality's Roads and Public Transport Departments and the Operations and Traffic Departments of Dubai Police through the traffic lights control centre at Dubai Municipality. Officers from the Dubai Police Operations Department were readily available during the Meetings to contact police officials at the different locations directly to ensure the uninterrupted passage of delegations' cars and, through the technical capabilities of the control centre, ensure through access to these vehicles, according to their priority.

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- 3- Tests involving all concerned parties were carried out prior to the event, to identify potential weaknesses in the plan and overcome them.
- 4- Special directional signs were erected at an early stage to ensure smooth traffic flow during the Meetings.



The commemorative Monument

Overall, 245 directional signs were installed around the Meeting's main venue, the airport and at hotels; in addition 20 signs were installed in the vicinity of the DICC and 90 temporary signs were installed on Dubai roads to help direct traffic to the Meetings venue.

- 5- The Committee verified pedestrian passageways to the DICC entrances and exits to ensure smooth and safe traffic flow.

- 6- The Committee arranged for the re-painting of road lanes along 10 kms of the surrounding roads and 13 kms of lines along the pavement.

- 7- Three covered waiting areas, each accommodating up to 30 individuals, were made available for passengers at the bus parking lots.

- 8- Twelve portable cabins were installed for security personnel at entry check points to car parks equipped with various rooms, cabins and utilities to accommodate drivers (total 500 drivers).

- 9- A 2-km long and 2-m high security barrier, equipped with a security gate, was erected around the meeting site.

- 10- Three helicopter pads were laid.

Commemorative Monument

It was agreed that the commemorative monument for the event would be located on a triangular plot of land adjacent to the Trade Centre Roundabout. A design presented by the Committee's Legislator, Engineer Abdul Redha Abul Hassan, was approved and the monument was constructed within the stipulated timeframe. His Highness

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Sheikh Hamdan bin Rashid Al Maktoum unveiled the monument on September 18, 2003 in the presence of the members of the Steering and Organising Committees.

The project in figures

This report, based on performance indicators of the Committee and the Contractor and contractual details of the project, provides a detailed statement of averages and indications of performance during the different project phases.

Committee's Performance Indicators

A- Periodic meetings: To set goals and ensure objectives were being achieved the Committee held around 60 meetings between 2000-2003, each lasting between one to three hours. It discussed more than 700 issues and approved approximately 400 recommendations in accordance with the following schedule:

Year	No. of meetings	No. of Issues	No. of Recommendations
2000	6	14	34
2001	23	510	164
2002	13	83	88
2003	18	136	119
Total	60	743	405

B - Average site visits

Year	Planning	Execution	Services
2000	40	3	20
2001	260	64	260
2002	260	2600	260
2003	180	1440	180
Total	740	4104	720

C - Periodic special reports

Year	Planning	Execution	Services
2000	12	8	34
2001	48	48	164
2002	48	48	88
2003	36	26	119
Total	144	140	405

Venue and Facilities Committee

Savings

Due to the well-organised execution of the Committee's mission, it managed to save approximately AED 66 million, around 11 per cent of the estimated expenditure of AED 606 million.

Particulars	Costs
Savings as a result of applying quality engineering assessments	AED 40 million
Savings on specialised research contracts	AED 23 million
Savings as a result of using effective monitoring and supervision tools	AED 3 million
Total	AED 66 million

Consultant's Performance Indicators

The following indicators demonstrate the volume of quality control and follow-up work performed by the Committee.

A- Average time (in hours)

Year	Planning stages	Execution stages	Service coordination
2001	100000	50000	350
2002	100000	50000	350
2003	75000	32500	400
Total	275000	132500	1100

B- Periodic special reports

Year	Technical report	Financial report	Recommendations
2001	156	104	75
2002	156	104	75
2003	110	80	50
Total	422	288	200

C- Consultancy Fees

Year	Planning fees	Execution fees	Monitoring fees
2001	11418593	722643	307203
2002	4954794	6215605	525000
2003	500000	4784395	418000
Total	16873387	11722643	1250203

Venue and Facilities Committee

Project Contracts Indexes (in AED)

Nature of Contract	Contract value	Assigned budget	Final cost
Ground Analysis Report	868325	868325	868325
Leveling, Transport and Transforming Services	2898600	2898600	2905888
Main Conference Room	240428881	302021151	302642934
Office Tower Foundation (digging and pumping out water)	1571958	1571958	1540617
Reception Area and Offices	118976972	118976972	115475244
Signage	7572164	7625967	7572164
Roads and Plantations	22396744	22396745	12993496
Office Tower and Furnishings Contract	12293496	13056000	12993496
Room Amendments and Furnishings	30504520	35988079	328800000
Audio-visual Equipment	11259884	16069884	16068759
Security Barrier	1474250	1870000	1570009
Commemorative Monument	1661314	3000000	2711864
Consultancy Fees		26783280	26783280
Extending Supervision Fees		2148000	2148000
Roadwork – First Stage		2456000	2456000
Diverse work		19565887	19565887
Master Kitchen (laboratory)		27885000	2788500
Art work		1550000	1550000
On-Site Expansion		555000	515161
Total	451816109	606504849	599667374

Venue and Facilities Committee

Payment Requests

The following caused additional payment requests:

- 1- Shortage of time assigned for planning and execution stages.
- 2- The lack of clear design requests for some elements at the beginning of the project.
- 3- The late arrival of special needs and requirements from some concerned parties.
- 4- The need to provide facelifts on existing services.
- 5- Multitude of end user requests to accommodate operational and administrative functions and future extension plans.

According to the contractors, financial requests reached AED 21 million, an amount considered minimal (only 3.5 per cent of the project value taking into consideration the time factor). The consultant had projected financial requests would not exceed AED 5.5 million (less than one per cent of the project value) and it was assumed that all payments would be settled using money saved in other areas thus ensuring the approved budget was not surpassed before the end of December 2003.

Indicators of different working groups – Committee work support studies

- In order to achieve its tasks the Committee members formed various working groups and relied on the expertise of senior officers of Dubai Municipality to compile detailed studies complementing the working tasks to achieve the highest performance and service standards. The working groups complemented the main working group and contributed to the project's success, among the working groups were the Quality Engineering Group and the Maintenance and Operational Group.

A- Engineering Value Team

From the project's inception, an engineering value strategy was developed and implemented by a specialised team from Dubai Municipality, which evaluated different design elements and the project's electrical systems during consultancy meetings and workshops with the project's consultants. Some 80 ideas were discussed and incorporated in 15 proposals that led to a savings of AED 40 million on the total project cost. The Value Engineering Team conducted follow-ups and monitored the ongoing work. It also approved materials used and reviewed financial issues and recommendations of the Consultant to ensure appropriate implementation to guarantee full development of the project.

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B- Maintenance and Operational Team

The project manager led a team of 200 experts, engineers and technicians comprising representatives of the following:

- 1-Joint Secretariat
- 2-Dubai Municipality
- 3-Dubai World Trade Centre
- 4-Etisalat
- 5-DEWA
- 6-Project's lead consultant -- (Robert, Mathew, Johnson, Marshal – RMJM)
- 7- Main Contractor for the project (Khansaheb)
- 8- Various building contractors: ETA, BK Gulf, Dutco, ECC, Bond Communications, Mediterranean Building Materials, Arabtec

Different users' manuals were printed for different specialties. All operational works were monitored, followed-up and addressed; tests were conducted to identify shortcomings and overcome them during the event, ensuring safe procedures and quick intervention.

Challenges and Organisational Achievements

Coordinated group work was adopted to face challenges. Fixing targets and the race against time were the major challenges facing different working parties. After 16 months of hard work and with God's help, the project was completed in January 2003, and a trial period confirmed the good working order of all functions and the high quality of the achievements.

The committee was entrusted with a range of activities, many which surpassed its main tasks. Nonetheless, all deliverables were met on time. Other challenges included quality control monitoring synchronised with a rapid work pace. The committee applied a comprehensive control system and a cost control system to ensure the approved budget was not surpassed. Applying value engineering and appointing a specialised audit team to control costs helped the committee overcome various technical and managerial obstacles (noted below) thereby minimising potential negative impacts on the project.

- 1- Lack of clarity in the planning schedule developed at the project's onset. This reality resulted in numerous additional requests and modifications in the final planning phase.

Venue and Facilities Committee

- 2- Some committee members were not working fulltime on the project during working periods.
- 3- Too many decision makers for the project.
- 4- Since the project was located in an area that had several existing buildings, a feasibility study was required to identify how existing buildings could best be utilised (and expanded or amended, if necessary) during the main execution phase.
- 5- The need to develop, upgrade or transform some of the existing facilities surrounding the project location.
- 6- Committee members were unable to attend the Annual Meetings in Washington.
- 7- Tight deadlines given the project goals, the volume of work and the need to coordinate with numerous parties.

Project Impacts

The successful achievement of this project for the Dubai 2003 event, and all the aspects related to it, had a significant impact on numerous government departments, economic organisations and the media, and it offers an important step towards increased prosperity for Dubai. Additionally, it serves as an important landmark of the emirate's development journey.

- 1- His Highness Sheikh Hamdan bin Rashid Al Maktoum acknowledged the grand success of the organisation and preparation for the Annual Meetings.
- 2- Their Highnesses the Sheikhs and, in particular, His Highness General Sheikh Mohammed bin Rashid Al Maktoum praised the committee for its efforts and honoured its members by personally attending some of the experiments held on the project site prior to the event. He conducted many visits and meetings on-site during the planning and execution phases and after the completion of the venue and facilities.
- 3- The president of the World Bank Group (Mr. James Wolfensohn) said in the Opening Session: "The good design and the relaxing atmosphere of this conference room could only be a result of a good organisation."
- 4- Dubai 2003 helped put the region on the international investors' map.
- 5- Numerous guests praised the UAE for the event's superb organisation, particularly in relation to administrative, media and security aspects, while emphasising the high standards and the great success achieved.

Results and Recommendations

The successful achievement of this project within a tight timeframe offers an excellent 'blueprint' for future activities of similar scope and nature. It is also worth identifying some elements that could have been more fully developed, to ensure they are taken into account in the future.

Lessons Learned

- 1- Having access to a diverse range of expertise, specialties and abilities was convenient when forming both main and technical committees as it complemented the broad range of tasks undertaken.
- 2- Having Dubai World Trade Centre officials on the committee, helped facilitate quick decision-making processes, despite the diversity of the parties involved. Direct coordination with the Joint Secretariat helped to assess needs, report on progress and deal promptly with any operational derailments in an appropriate timeframe.
- 4- Distributing assignments helped in the timely achievement of the project.
- 5- The committee's clear working plans, at all levels, which specifically referenced tight deadlines, ensured the project's smooth, integrated execution, from day one.
- 6- The absolute authority of committee members enabled quick decision-making and minimised work obstructions.
- 7- The close monitoring of the work by the head and members of the committee, in addition to periodic meetings, solved many problems and supported good time management practices.
- 8- The attention given to choosing the consultants, contractors and suppliers contributed to appointing the best local and foreign companies and ensured high quality standards.
- 9- The interaction of the project's planning and execution phases and the multi-contract system saved a lot of time.
- 10- Consulting administrative, contractual and cost monitoring experts enhanced working relationships and enabled engineers, who supervised working groups, to focus on technical matters.
- 11- The 10-day expenditure payment system to consultants and contractors helped maintain timelines in design and execution

Recommendations

After reviewing the Committee's functions and lessons learned following the project's completion, a number of recommendations are offered to improve and further develop future technical and organisational performance:

When creating the committee, include representatives from all concerned parties and different fields of specialisation and expertise, and identify an appropriate vision and mission early on, including detailed objectives and timelines for achieving them.

Develop a clear agenda with a comprehensive work plan that identifies required personnel and projected timelines for implementation, and present it to the appropriate authority for approval, as soon as possible.

- Continuously evaluate the committee's progress through a set of standards such as:
 - Adopting a system and a work plan
 - Benchmarking, to measure performance
 - Monitoring the ability to achieve stated objectives, which is directly linked to the timely formation of the committee.
- Allocate more time to conduct extensive research and information gathering in the preliminary stages to ascertain the needs of all relevant parties. This would facilitate the correlation of needs and ensure they are included in the consultant work plan. It would also help ensure they can be achieved within the allocated budget, since the need to alter plans is minimised and last minute changes increase expenditures.
- Launch the project – as an artistic, architectural and financial competition and not as a financial tender in order to induce creativity and innovation.
- Conduct comprehensive studies when selecting suitable locations for future projects, giving consideration to factors that will help highlight them as cultural landmarks and offer improved integration with the existing architectural surroundings.
- Coordinate with the authorities responsible for managing projects and encourage the formation of specialised working teams to assume responsibility for operations and preventive maintenance during the design and execution stages. Including them in the project's planning and execution phases would facilitate improved understanding of these needs and requirements.
- Develop a range of integrated training programs for national graduates to enable them to gain higher levels of expertise on projects of this nature and also enhance design, plan and execution abilities and standards of qualified Nationals.
- Ensure availability of suitable specialised working teams to operate executed venue, as per the recommendations of the project consultant.
- Set up a comprehensive structure to ensure the best use of the venue through promotions and marketing programs and other procedures.
- Prepare and implement appropriate preventative and corrective maintenance contracts with specialised companies to preserve the facility and its features and to ensure perfect operational function year-round, including maintenance of electromechanical, electronic, visual, sound and communications systems

Security Committee



His Highness General Sheikh Mohammed bin Rashid Al Maktoum at the DICC with Security Committee members and Dubai 2003 officials prior to the event

The Security Committee is one of the special purpose committees. It was formed by a decree issued by the Head of the Organising Committee in June 2000 and included the following members:

Head

Major General Abdulaziz Al Bannai

Director General, Protective Security and Emergency,
Dubai Police

Members

First Group

Colonel Eisa Aman Obaid

Deputy Director, General Protective Security and
Emergency, Dubai Police Headquarters

Colonel Mohammed Saeed Al Marri

Director of Administration, Dubai Police Headquarters

Colonel Mohammed Khamis Al Mazeena

Deputy Director of Criminal Investigations, Dubai Police
Headquarters

Colonel Rashid Thani Al Matrooshi

Director of Civil Defence Administration, Dubai Police
Headquarters

Colonel Ahmed Obaid Al Sayegh

Deputy Director of Emergency, Dubai Police Headquarters

Lt. Colonel Abdullah Hussain Khan

Director of VIPs Safety and Protection, Dubai Police
Headquarters

Lt. Colonel Ali Mohammed Abdullah Al Shamali

Security Officer in charge of Annual Meetings Site, Dubai
Police Headquarters

Lt. Colonel Abdul Aziz Khamis Al Zahiri

Civil Defence Administration, Dubai Police Headquarters

Security Committee

Lt. Colonel Ahmed Khalfan Al Mansouri	Director of Riot Control, Dubai Police Headquarters
Lt. Colonel Khalifa Hassan bin Drey	Highways Security Officer, Dubai Police Headquarters
Major Eid Mohamed Thani Hareb	Director, Emergency Administration, Dubai Police Headquarters
Major Khalil Obaid Al Bishri	Director of Explosives Administration, Dubai Police Headquarters
Major Jassem Abdul Ghafour	Assistant Director for Executive office Affairs, Department of Naturalisation and Residency, Dubai
Major Abdulla Khalifa Obaid	Head of VIP Protection Department, Dubai Police Headquarters
Captain Mohammed Bakheet Abdullah	Head of Development Department and Liaison Officer for the Security Committee, Dubai Police Headquarters
1st Lieutenant Salem Akram Abdul Karim	Head of Personnel Department, Dubai Police Headquarters
1st Lieutenant Ali Khalifa Obaid Al Ghaiss	Explosives Expert, Dubai Police Headquarters
1st Lieutenant Aziza Ali Abdul Aziz	Coordination Office, Dubai Police Headquarters
2nd Lieutenant Khalifa Hassan Essa	Explosives Expert, Dubai Police Headquarters
Staff Sergeant Abdullah Mohammed Abdullah	Traffic Department, Dubai Police Headquarters
Mr. Frank Smith	Explosives Expert, Dubai Police Headquarters
Mr. Robert David	Explosives Expert, Dubai Police Headquarters
Mr. Mohammed Hussain Shams	Director of Security, Dubai Civil Aviation



His Highness Lt-General Sheikh Mohammed bin Zayed Al Nahyan, at the DICC with the Head of the Organising Committee and members of the Security Committee

Security Committee

Second Group

Brigadier General Mohammed Eid Al Mansouri	Director of Transportation and Rescue, Dubai Police Headquarters
Colonel Mohammed Saif Suhail Al Zafeen	Deputy Director of Traffic Department, Dubai Police Headquarters
Colonel Abdul Rahman Mohammed bin Hafez	Deputy Director of Ports Directorate, Dubai Police Headquarters
Colonel Anas Abdul Rahman Al Matroushi	Acting Director of Aviation Directorate, Dubai Police Headquarters
Lt. Colonel Ali Rashid Al Jarwan	Director of Facilities, Dubai Police Headquarters
Lt. Colonel Saeed Hamad bin Sulaiman	Director of Training and Development Directorate, Dubai Police Headquarters
Lt. Colonel Dr. Khaled Ali Ghanem Al Marri	Director of Communications, Dubai Police Headquarters
Lt. Colonel Omar Abdullah Abdul Aziz	Director of Operations, Dubai Police Headquarters
Lt. Colonel Mohammed Ibrahim Murad	General Directorate for Services and Equipment (Emergency Administration), Dubai Police Headquarters
Major Nasser Abdul Wahid Al Awar	Director of Administration, Dubai Police Headquarters
Major Khaled Mohammed Ahmed Ismail	Department Head, Dubai Police Headquarters
Major Ali Mohammed Al Amiri	Department Head, Dubai Police Headquarters
1st Lieutenant Hussain Ali Hussain	Head of Transportation Department, Dubai Police Headquarters
1st Corporal Ibrahim Mohammed Al Bana	Administrator, Dubai Police Headquarters
1st Corporal Youssef Abdul Rahman Youssef	Administrator, Dubai Police Headquarters
Mr. Ahmed Mohammed Abdullah Al Missfari	Administrator, Dubai Police Headquarters
1st Corporal Abu Bakr Ahmed Fadl Al Mulli	Administrator, Dubai Police Headquarters
1st Corporal Jamal Minsser Ahmed	Barrier Liaison Officer, Dubai Police Headquarters
Corporal Mohammed Farid Saleh	Security Committee, Dubai 2003 Secretariat, Dubai Police Headquarters
Corporal Oraibi Abdeen Ahmed	Administrator, Dubai Police Headquarters
Corporal Zakiya Abdullah Sulaiman	Administrator, Dubai Police Headquarters
Corporal Mohammed Ibrahim Ahmed	Administrator, Dubai Police Headquarters
Corporal Ahmed Salem Abdullah	Administrator, Dubai Police Headquarters
Corporal Mansour Ahmed Mohammed	Computer Technician, Dubai Police Headquarters
Corporal Salem Khamees Meiyouf	Coordination Office, Dubai Police Headquarters
Corporal Jaafar Saeed Saleh	Computer Technician, Dubai Police Headquarters
Mr. Kheder Abdullah Mohammed	Coordination Office, Dubai Police Headquarters
Mr. Ahmed Abdul Rahman Othman	Coordination Office, Dubai Police Headquarters



His Highness Sheikh Mohammed bin Zayed reviewing security plans at the DICC

Dubai 2003 was considered to be the biggest and most important event ever held in Dubai, therefore, all available security capabilities were called in, to service the event, and to ensure the security and safety of all participants. The Security Committee focused on creating a secure environment to ensure the safe conduct of the Annual Meetings without major mishap. This goal was achieved by:

- A- Securing the main meeting venue by guarding the area on three levels. Controlling entry to the site by guarding all entry and exit points and key areas, including hall entry points, escalators, lifts and control rooms. Additionally, all entrances and exits were monitored through closed circuit TV cameras. Furthermore, a task force was on stand-by for immediate action, if required.
- B- Ensuring the arrival and departure of delegations according to a pre-planned agenda and guarding participants for the duration of their stay.
- C- A high-ranking officer, supported by numerous officers and members of the police force, was appointed to monitor hotels to ensure the safety of delegations during their stay in the country.



His Highness Sheikh Mohammed bin Rashid Al Maktoum at the security control room located on the 13th floor of the Office Tower within the DICC

- D- Ensuring the safety of delegations while traveling from one place to another by identifying secure routes, and developing a contingency plan to be implemented in the event of an emergency. Additionally, numerous personnel were designated to protect VIPs.
- E- A trained taskforce was appointed to monitor every location accommodating official and non-official activities.
- F- Ensuring the safety of country delegations during social visits and non-official activities. Ensuring the personal safety of the wives of delegates who were traveling to various locations.
- G- Ensuring the safety of all transportation vehicles allocated to the delegations, which involved guarding 260 private cars allocated to the heads of delegations, and providing security escorts to 340 buses, which transported general participants.
- H- Organising traffic around Dubai by designing and implementing a well controlled plan that secured unfettered access to main roads to be used by delegations between DICC, hotels, official and cultural activities venues.

The Security Committee's plan necessitated the following:

- a- Preparation and training of human resources through the conduct of more than 200 specialised training

Security Committee



The President of the World Bank Group, James Wolfensohn, and his wife visiting the security control room

courses inside and outside the country in cooperation and coordination with the most advanced security forces in the United States of America, France, South Korea and South Africa.

- b- Fifty per cent of the entire Dubai Police force was designated to work for Dubai 2003. Personnel were selected from various administrations a year before the event and trained to provide VIP protection, ensure the safety and security of vital facilities, effectively manage traffic flow, conduct security checks and combat riots.
- c- Various field visits to security exhibitions and manufacturing companies were undertaken to ensure Dubai Police had access to the latest equipment, tools and mechanisms to undertake their role and develop and adopt modern procedures.
- d- Sending delegations to visit and attend conferences in previous host countries to learn from their experiences and benefit from their expertise and to meet counterpart security officers.
- e- Coordination with affiliated committees and organisations by:
 - 1- Designating liaison officers to represent the Security Committee on each of the other committees.
 - 2- Meeting with security officers at the various airports around the country to implement details of receiving delegations and ensuring security.
 - 3- Meeting with hotel managers and security officers to approve security plans and discuss the guarding of delegations staying at the various hotels.
 - 4- Continuous coordination with the Dubai 2003 Secretariat to provide and discuss event details.

Security Committee

- 5- Discussing the following vital points with concerned authorities for a comprehensive security plan which encompassed:
 - a) Details for receiving, looking after during their stay and sending off the various delegations.
 - b) Traffic plans to be implemented both inside and outside the meetings' site, car parks and on key traffic routes.
 - c) Methods and mechanisms for identifying various kinds of cards.
 - d) Delivery of food items and ensuring health and safety checks and identifying a location for checking equipment and materials being delivered to the meetings' site.
 - e) Monitoring social activities programs for the spouses of participants and all other official activities to ensure security.
 - f) Floor plan of offices, equipment and tools within the office tower at the convention centre.
 - g) Food supplies for the various bodies during the meetings.
 - h) Special security measures for some delegations.
 - i) Security processes inside and around the meetings site and hotels. Checking people residing around the area.
 - j) Health, emergency and medical treatment for participants.
 - k) Security information about anti-globalisation organisations and groups.
 - l) Conducting security checks on some 40,000 personnel working at all the hotels and supply companies that would be interacting with participants.
 - m) Providing explosive experts and explosives dismantling teams in all sites.
 - n) Conducting security checks on all drivers, security escorts and personnel servicing the different activities.
 - o) Conducting training seminars detailing security measures to be followed during the event for personnel recruited especially for the event.
- 6- Coordinating plans and cooperating fully with security personnel working for the World Bank and the IMF who visited Dubai regularly to follow up on security measures.
- 7- Attending weekly meetings of the Organising Committee. Conveying security requirements to affiliated security staff and following up the implementation of measures continuously.
- 8- Participating with the Armed Forces, the Ministry of Interior and the Police Departments in a High Security Committee headed by the commander-in-chief of Dubai Police. The Armed Forces played a vital role in guarding the skies, seas and lands. The Ministry of Interior and the rest of the police departments sent supportive units to guard the meetings.

Facts and Figures

- 1- Around 9000 members of police participated in ensuring the safety of the event.
- 2- 238 closed circuit TV cameras were mounted in the operations room at the meeting site.
- 3- Security officers and representatives from concerned government departments were always available in the operations room during the event.
- 4- 132 explosive experts conducted security checks at the main venue and the locations of official and social activities.
- 5- The committee carried out security checks on all employees and laborers of participating hotels in addition to extra personnel contracted to help during the event and people residing in and around the area of the meetings totaling 50,000 individuals.

Security Committee



His Highness Sheikh Mohammed bin Rashid Al Maktoum reviewing security details at the security control room

- 6- More than 200 training courses were organised to qualify police force personnel to carry out security tasks.
- 7- More than 1200 meetings were held to discuss the various issues over three years until the date of the event.
- 8- More than 500 officers and policemen helped in protecting VIPs during the period of the meetings.
- 9- 18 teams of snipers and storming taskforces worked to ensure the security and safety of the activities during the event.
- 10- More than 18 groups specialised in combating riots and quick interventions were on stand-by to respond should an emergency arise.

Summary

The work of the Security Committee was acknowledged in the testimony of participating delegations and officials who said that in the history of the Annual Meetings, the Dubai meetings were the “best ever”. There was significant praise for the organisation of all the activities. While a few negative occurrences were noted, their impact on the overall success of the event was minimal given the overwhelmingly positive reaction to all the functions. The negative occurrences that were experienced can be attributed to limited timelines given the enormity of the task at hand. Nevertheless, the great efforts put forth by all the people serving the event helped to successfully achieve the goals.

Accommodation Committee



His Highness Sheikh Mohammed bin Rashid Al Maktoum with James Wolfensohn, Horst Kohler and Kaspar Villiger at a dinner organised in honour of the participants.

The Accommodation Committee is one of the special purpose committees set up by the Dubai 2003 Organising Committee. It was constituted following a decree issued by the Head of the Organising Committee in June 2000 and it focused on managing hotel rooms and function room bookings. It also coordinated visit programs and social events. The committee was comprised of the following members:

Head

Mr. Ahmad Abdul Rahman Al Banna

Deputy Director General, Dubai Chamber of Commerce and Industry

Members

Mr. Rashid Al Noori

Mr. Shoaib Khoury

Mr. Ahmad Ramadan

Mr. Awad Al Soghayar

Mr. Gerald Lawless

Senior Vice President, DNATA Agencies, Emirates Group
Head of Procurement and Logistics, Emirates Group
CEO, Roya International for Consultancies
Executive Director, Dubai Conferences Bureau
Department of Tourism and Commerce Marketing
General Manager, Jumeirah International

Accommodation Committee



His Highness Sheikh Mohammed bin Rashid Al Maktoum welcoming James Wolfensohn and his wife at Airport Expo Dubai's West Hall, at a reception organised in honour of the participants.

Date of commencement: July 1999

At the project's onset, the core function entrusted to the Committee was to prepare a document to confirm Dubai's hospitality infrastructure could accommodate the number of delegates expected to attend the Annual Meetings to be held in September 2003. This document was one of several documents that formed Dubai's official bid to host the Annual Meetings of the Boards of Governors of the World Bank Group and the International Monetary Fund in 2003. Once the UAE was appointed as host country for the Annual Meetings, the groundwork of compiling detailed information on available hotels began.

Room Rates

Based on a formula devised by the Joint Secretariat, the hotels were asked to put forth their proposed room rates. Sixty-five hotels were contacted and the feedback was compiled and passed on to the Joint Secretariat.

During the first JS inspection visit, conducted by Mary Detweiler (Joint Secretariat Accommodation Officer), visits to all the properties were conducted over a 15-day period. Subsequently, the Joint Secretariat short-listed 24 official properties, and a total of 3873 rooms were booked for official delegations only. This room block did not include rooms required to accommodate participants from the private sector and media representatives.

Accommodation Committee



Their Highnesses the Sheikhs receiving invitees to the Official Dinner hosted by His Highness the President of the UAE

Accommodations and Events Bureau

At a later stage, an Accommodation and Events Bureau (AEB) was established to consolidate room bookings for the event. This approach was undertaken to avoid the scenario, which Prague experienced in the year 2000, in which the hotel community capitalised significantly when demand for rooms outweighed supply.

Additionally, it was agreed that private organisations seeking accommodation and function space during the Annual Meetings would be better serviced through this 'one-stop shop' approach. Consequently, it was agreed that the AEB would hold the inventory of all rooms and function space in the 24 official hotels and the 26 'unofficial' hotels and all bookings for the event would be routed through the Bureau.

The rates offered by the hotels were reviewed by the Steering Committee and subsequently revised. Since the meetings were organised during the shoulder season, a 'rate banding' system was proposed for standard and executive rooms. A total of seven rate bands were thus created reflecting the hotel category, proximity to the Dubai International Convention Centre and amenities on offer.

Management of Hotel Function Space

An inventory was created on the types of bedrooms as well as the meeting and function spaces on offer at the selected properties. This inventory was managed by the AEB. The Joint Secretariat retained sole discretion over bookings for all space at properties around the Convention Centre (Emirates Towers, Fairmont, Crowne Plaza, WTC Hotel, Ibis and Novotel). Hence, there was close coordination with the counterpart at the Joint Secretariat. For all other properties, the space inventory was monitored and booked to maximise utilisation and revenue for the hotels. This, in turn, involved close communication with the hotels' banqueting divisions to ensure integration of the hotels' independent bookings for function space that was totally independent of the Annual Meetings.



Cultural Program, Lahazat Sharkiah (an evening of Arabic music, folklore and poetry) presented to the participants

AEB Team

Operating from the Dubai 2003 Secretariat offices, the AEB was managed by a team backed by DNATA (World of Events) through a contract that allowed DNATA to earn \$50 on each booking and \$25 on each booking amendment. The team was responsible for the entire bookings operation, from client correspondence to management of the relationship with suppliers (hotels) on behalf of Dubai 2003. The team was comprised of six employees, who were employed in a phased manner, based on the workload at hand.

Long-term Objectives of AEB

The challenge was to inform the various hotels in Dubai of the long-term benefits of adhering to a common rate band and encourage them to pool resources and maintain an inventory for the AEB database. The booking process was addressed through a series of meetings. Overall, the hotels were very cooperative in the endeavour.

Managing Expectations

While the proposed plan was implemented to ensure maximum utilisation of rooms at the various hotels, there was a fundamental glitch in managing the expectations of the industry at large. The initial room-block set aside at various properties was based primarily on the ‘anticipated number of attendees and not on the ‘actual number of overseas delegates’. In the Dubai 2003 experience, the hotels, which were not popular among participants, were at a loss to sell their rooms and this scenario became apparent only a month prior to the scheduled meetings. This created some confusion in the bookings process. It would have been a far more commercially viable exercise had the room-block been consolidated in a select number of properties. This would have meant fewer hospitality desks, bus routes, flags, staff etc.

Accommodation Committee



Cultural Program, Lahazat Sharkiah (an evening of Arabic music, folklore and poetry) presented to the participants

Internal Communications

Internal links among committees should have been strengthened, in particular with the Security Committee and the Local Transport Committee to ensure effective coordination. For the Dubai 2003 event, the Security Committee required certain hotels to boost their security features to match the overall standards, yet some of these hotels did not benefit from bookings due to their distance from the main venue. Had there been a stronger communication link between the Security and Accommodation teams this situation might have been avoided. That said, it must be noted that, internal communications improved significantly once all teams began operating from the DICC Office Tower.

External Feedback From Participants and Joint Secretariat

From the participants' perspective, the AEB proved very effective and the one-stop platform to book any hotel room or function space was indeed well received by global participants. The rate band made it much easier to transfer bookings, based on availability, and this flexibility made the process very time-effective as well. The Joint Secretariat has expressed keen interest in adapting this functionality for future meetings held outside the USA.

Software System

An event management software system was deployed by DNATA for the management of the inventory and for maintaining and providing reports, as and when required. The entire operational activity was set up to ensure a smooth booking process. A maximum 24-hour response time was achieved for all inquiries.

Accommodation Committee

Other activities of AEB in addition to the direct operational activities:

- The AEB supported and worked closely with the marketing team to provide detailed and updated information for the Dubai 2003 website.

- General inquiries (telephone/ fax/ e-mail) and requests for additional information not necessarily always connected to the accommodation aspect of the meetings were responded to in a timely and professional manner.

- Support and planning for the set up of the Hospitality Desk in each of the hotels and operational support to manage the meal requirements of the staff was another area of responsibility.

Statistical Data – AEB

The Joint Secretariat managed the bookings of the following categories of participants:

Official Delegates

Observers

Special Guests

Bank Staff

Fund Staff

The AEB managed the bookings of the following categories of participants:

Visitors

Media

Dubai 2003 Staff

Suppliers

Other Special Requests

The Joint Secretariat shortlisted 24 hotels and blocked 3,873 units -- 3,345 standard rooms, 57 Junior Suites and 330 other Suites for officials' accommodations.

	Rooms available for sale	Hotels available	Number of rooms booked by the JS	Total of bookings supervised by the Committee	Total number of rooms available
5* hotels	2140	531	2814	3236	8721
4* hotels	856	340	1032	359	2587
Total	2996	971	3846	3595	11308

Accommodation Committee

The AEB monitored and controlled all the balance units in 26 hotels for Dubai 2003 visitors from the private sector such as bankers who attend the Annual Meetings regularly as well as media representatives.

Deliverables:

- Joint Secretariat contracts and AEB contracts for all hotels.
- Regular communication with the Joint Secretariat for any support and information required from the 24 hotels booked by them.
- Coordination with the Joint Secretariat for banquet and meeting space booked in the five critical properties (Emirates Towers, Fairmont, Crowne Plaza, World Trade Centre Hotel, Novotel).
- Ongoing meetings with the hotels to review any issues and clarify areas of concern.
- Awareness presentations to key properties.
- Proactive liaison support between hotels and other committees.
- Coordination for the hospitality desk set up and event staff meals.
- AEB booking reports for rooms and meeting/function rooms booked and facilitation of communication between clients and hotels.
- Private sector and media representative's bookings.

Car Hire

One of the areas of concern from the participants' point of view was the requirement for hired chauffeur-driven cars during the period of the meetings. An initial drive to consolidate the car hire rates and looking at one service provider as the 'official car hire company' was considered. After a fair amount of effort, this line of thinking was abandoned and participants were asked to contact any reputable car hire company in the city that could meet their specific requirements. The AEB received regular inquiries for this service and several clients were directed to service providers who would assist them with the hired cars.

Social Events

The first draft of the spouse activity programme was designed keeping in mind the requirement to project the image of Dubai and the UAE as a modern destination steeped in tradition and the changing role of the modern Arab women in the social fabric. The first draft of this programme formed the basis of the discussions and site inspections with the Joint Secretariat Social Events counterpart.

The venues for all the hosted functions were booked well in advance both for the dinner/ luncheon functions as well as for the cultural programme and receptions. There was some research done over the options for the cultural programme.



The Head of the Accommodation Committee Ahmed Abdul Rahman Al Banna with the Director of the Cultural Program, Marwan Rahbani

Accommodation Committee

List of activities organised or coordinated by the Committee through the AEB:

Official activities	Social events
Hotels bookings for officials	The official reception
Hotels bookings for observers	Dinner hosted by HH The President of the UAE
Hotels bookings for Special Guests	Lunch hosted by Her Highness the Wife of HH the President of the UAE
Hotels bookings for WB/IMF staff	Dinner hosted by HH the Ruler of Dubai
Hotels bookings for visitors	Collection and coordination of invitees list
Hotels bookings for media representatives	Events invitations
Rooms and function space management	Cultural Show
Hotels Hospitality Desks management	<p>Spouse social programs:</p> <ul style="list-style-type: none"> • Tours to Dubai landmarks (Sheikh Saeed Palace, Heritage and Diving Village, Dubai Museum, Jumeirah Mosque, Nadwa House) • Tours to Dubai architectural landmarks (Burj Al Arab, Emirates Towers) • Visit to Sheikh Mohammad Centre for Culture Understanding • Visits to shopping malls and Dubai Gold and Diamond Park • Visit to HCT's Dubai Women's College • Visit to art exhibitions and pearl museum • Visit to Emirates Hospitality Academy • Cruise on Dubai's Creek

Local Transport Committee

The Local Transport Committee is one of the Special Purpose Committees. It was formed following a decree issued by the Head of the Dubai 2003 Organising Committee in June 2000, in order to meet the needs of the Joint Secretariat for buses and luxury cars for the delegates and participants of the Annual Meetings, and comprised the following members:



One of the buses used to transport the participants

Head

H.E. Saeed Mohammed Al Sharid

Chairman of Dubai Transport Corporation and General Manager of Emirates Transport

Members

Mr. Mohammed Obaid Al Mulla

General Manager, Dubai Transport Corporation

Mr. Abdul Aziz Malek

Director, Public Transport Section, Dubai Municipality, Committee Coordinator

Mr. Badr Mahmoud Al Attar

Director, Emirates Transport, Dubai Branch, Committee Legislator

Mr. Essa bin Abdul Rahman Al Dousari

Deputy Director of General Transport Directorate, Dubai Municipality

Mr. Khaled Khalifa bin Ozair

Assistant Director, Airport Facilities, Department of Civil Aviation

Mr. Redha Darwish Al Rahma

Director of Human Resources and Finance, Dubai Institute for Developing Human Resources

Mr. Bader Ali Al Kamali

Head of Administration Section, Emirates Transport, Dubai Branch

Mr. Ammar Ali bin Tamim

Director of Marketing and Public Relations, Dubai Transport

Lt. Colonel Khalifa Hassan bin Drey

Highways Security Officer, Dubai Police Headquarters

Mr. Mohammed Atiq Thani

Head of Road Traffic Department, Dubai Police Headquarters

Lt. Ahmed Mohammed Ahmed

General Directorate for Departments and Facilities Security, Dubai Police Headquarters

Staff Sgt. Abdullah Mohammed Abdulla

Head of Engineering and Road Planning Section, Dubai Police Headquarters

Local Transport Committee






The Committee officially commenced its activities on January 8, 2001 and its strategy focused on the following aspects:

1- Mission: Providing top quality transportation services to the official delegations, participants and employees of the Annual Meetings, totaling more than 16,000 people.

2- Goals: Augmenting the reputation of the UAE by providing excellent services.

The working plan was adopted in accordance with the progress achieved by the various committees of Dubai 2003. It encompassed seven working stages -- Administrative Planning, Technical Planning, Resources Planning, Coordination, Preparation, Trials, Execution and Quality Services.

The Committee included individuals representing various government bodies to facilitate the arrangements, ensuring direct relationships and continuous coordination among the concerned parties. The formation included the following bodies:

Government Bodies	Administration	Members
 الإمارات EMIRATES مواصلات TRANSPORT	Represented by Dubai Branch	Mr. Badr Mahmoud Al Attar Mr. Bader Ali Al Kamali Mr. Redha Darwish
 بلدية دبي Dubai Municipality	Represented by Public Transport Administration	Mr. Abdul Aziz Malek Mr. Essa Al Dousari
 دبي المواصلات Dubai Transport	Dubai Transport	Mr. Mohammed Obaid Al Mulla Mr. Ammar bin Tamim
		Lt. Colonel Khalifa bin Drey Captain Mohammed Atiq Thani Staff Sgt. Abdulla Mohammed
 السلطنة Department of Civil Aviation	Represented by Public Relations Administration	Mr. Khalid Ozair

Between January 8, 2001 and August 23, 2003, the Committee held a total of 113 meetings. After that, the Committee met on a daily basis and formed working groups to provide the following:

- A total of 85 buses were allocated to transport participants from Dubai International Airport to their respective hotels between September 13 and 23, 2003. A total of 4059 passengers were transported through these services.
- A total of 160 buses were assigned for transporting participants from the hotels to the DICC and back between September 13 and 25, 2003. A total of 27,776 passengers were transported through these services.
- A total of 50 buses were allocated for transporting participants from their respective hotels to the Dubai International Airport between September 23 and 25, 2003. A total of 1909 passengers were transported through these services.

Local Transport Committee

- A total of 250 limousine cars were allocated for the heads of delegations, between September 13 and 25, 2003.

According to statistics, the capabilities of the Committee exceeded the actual requirements and seats were always available on buses between September 13 and 25, 2003. Dubai Municipality, which purchased the buses, did a very professional job. Part of the fleet was pressed into service for public transport following the event's conclusion. The municipality paid for the buses using the budget earmarked for subsequent years.



Some of the Audi cars allocated for the Heads of Delegations

Aims and responsibilities of the Committee following requests:

- 1- Providing transport services to all participants from the airports around the country to their respective hotels.
- 2- Providing transport services to all participants/visitors from their hotels to the Dubai International Convention Centre (DICC).
- 3- Providing transport services to all participants/visitors from the DICC to their respective hotels.
- 4- Providing transport services to all participants/visitors to all official social activities.
- 5- Providing transport services to all participants/visitors from their respective hotels to the various airports around the country for departure.
- 6- Providing transport services to the heads of delegations in luxury cars as per the instructions of the Joint Secretariat's Liaison Officer.
- 7- Ensuring several buses, equipped with drivers, were at the disposal of the Joint Secretariat's Liaison Officer.
- 8- Being committed to providing high-standard services to guarantee the following:
 - Safe transport service for the participants.
 - Dependable and punctual transport services.
 - Comfort of the participants during any given trip.
 - Professional appearance and cleanliness of drivers and buses.
- 9- Introducing the participants to the services provided by the Local Transport Committee to maximise utilisation of the available services.
- 10- Highlight the capabilities of UAE Nationals in organising and addressing all requirements related to transportation services in a professional manner.
- 11- Providing additional tasks related to transport services, as per the request of the Joint Secretariat's Liaison Officer.

A total of 30 Dubai Municipality employees worked with the Committee in addition to some 320 volunteers who carried out their tasks successfully. A total of 222 people, which comprised 70 per cent of the Committee members, were UAE Nationals, 55 employees from other Arab countries, comprising 17 per cent, while only 13 per cent of the total members of the Committee were from other nationalities, a total of 43 individuals.

Local Transport Committee

The Committee helped enhance the UAE and Dubai's reputation by providing a consistently high standard of services and ensuring the total comfort and safety of passengers and punctual service. A survey was carried out among 112 individuals from different regions, namely Europe, Africa, Arab countries, the USA, Australia and Asia, who utilised the services. The vast majority confirmed the services achieved a high standard of excellence. The percentages below represent the response level for the 'excellent' category:

91% - Cleanliness of the car.

90% - Standard of employees' responsiveness.

79% - Total comfort made possible on buses during trips.

75% - Punctual services and schedules.

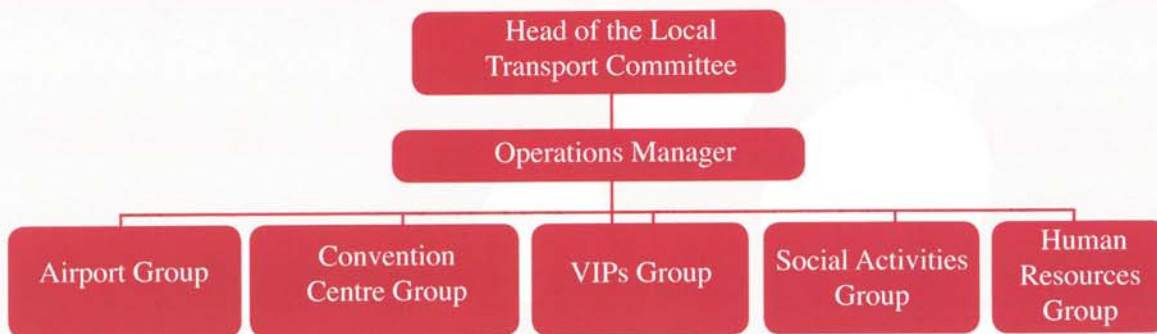
The remaining survey respondents rated the standard of services as 'good'.

Planning

Planning was effected on three aspects: Administrative Planning, Technical Planning and Resources Planning.

1- Administrative Planning

The organisational structure formed, included five groups, headed by the Operations Manager who was also empowered to serve as the Head of the Committee in managing the groups. Each group operated independently in relation to basic operations, however all groups were linked through corporate tasks which were under the supervision of the Operations Manager. The head of each group had to design operational plans to ensure smooth workflow in coordination with the other groups as follows:



Tasks of Groups

Airport Group

1- Providing round-the-clock transport services to participants from airports to their respective hotels effective September 13, 2003. Members of the committee met heads of delegations upon their arrival beyond the Customs Lounge, verified their destinations, guided them to designated vehicles and ensured baggage was loaded promptly and safely.

2- Providing transport services to participants departing from their respective hotels to the various airports around the country on an hourly basis or as per schedule to match the flight schedules.

Convention Centre Group

Providing transport services to all participants from their respective hotels to the Dubai International Convention Centre and back, in addition to providing transport services to Dubai 2003 and DWTC/DICC employees from identified gathering points to appointed stops outside the security barrier.

Local Transport Committee

VIPs Group

Providing transport services in luxury cars for VIPs as per the guidelines of the Administrative Services and Public Relations Committee and the Joint Secretariat's Transport Liaison.

Social Activities Group

Providing transport services to all invitees to and from the event venues of all official social activities, from either the DICC or their respective hotels.

Human Resources Group

Providing a reliable workforce as per the needs of the committees; training and guiding the recruited personnel to their places of work and preparing and following up their remuneration.

2 - Technical Planning

The Committee designed the executive operation plan for each of the committees and managed its implementation, which was classified as planning and operations.

Planning for Airport Group

- 1- The group was responsible for allocating parking spaces for vehicles designated to receive guests at the Dubai Airport. A total of 85 buses, in addition to 10 Audi cars designated for the officials. The number of vehicles in service was increased on request and additional Dubai Transport vehicles were always available.
- 2- Planning routes for the buses traveling from the Dubai Airport to the assigned hotels (10 routes for 40 hotels) and preparing the schedule with their numbers.
- 3- Training the drivers to use the approved routes.
- 4- Approving the job descriptions of Airport Group staff and determining communications points through the preparation of a manual.

Planning for Convention Centre Group

- 1- Official Hotels' Routes: Designating the Convention Centre to be the groups' 'home' location as their jobs revolved around organising high-standard trips from and to the Centre. Each trip took 20 minutes.

Based on the above, Dubai was divided into four geographic areas as follows:

Area	Reference
Deira Hotels	500
Bur Dubai Hotels	600
Sheikh Zayed Road Hotels	700
Mina Seyahi Hotels	900

Local Transport Committee

Starting and finishing points for each trip were determined through a planned route, as per the geographic area, which were identified by a number that served as a reference to the driver. The number of hotels assigned within each geographic area was approved and hotels were given specified numbers to correspond with the area of reference. A total of 37 routes were planned and approved to service the official hotels. Example:

Name of Hotel	Area Reference	Route Number
Marriott Hotel Dubai	500	501
Grand Hyatt	600	601
Metropolitan Dubai	700	701
Le Royal Meridien	900	901

A precise time schedule was devised, prescribing exactly when buses were to leave the hotels and arrive at their designated terminal at the Dubai International Convention Centre. A total of 160 buses started a new trip every 15 minutes; the main drivers were trained for these routes and allocated specific places at both terminals, as per the time schedule. A number of standby drivers were also trained. Group members were trained to meet client needs by providing timely and efficient transport services and registering the number of users. Detailed bus schedules were distributed to all participants.

Hotels for guests

The transportation plan was prepared to service both 'official' and 'unofficial' hotels accommodating participants. The plan for 'unofficial hotels' differed from that prepared for 'official hotels' in two respects— runs were not as frequent and the drop-off point at the DICC was in a different location.

Transportation of Dubai 2003/DICC employees to and from the allocated car park:

The security perimeter around the Convention Centre housed seven parking zones for different categories of vehicles, accommodating a total of 2200 vehicles. Routes were approved to service parking zones outside the main venue perimeter from the entrance of the DICC. These measures were taken as per security requirements and to ease anticipated traffic congestion around the main venue.

Passes were issued for some of the car parks following the instructions of the Security Committee and the Joint Secretariat, such as:

Red Pass: Designated to VIPs cars; these passes were distributed by the Joint Secretariat's Liaison Officer.

White Pass: Designated for media personnel, these passes were also distributed by the Joint Secretariat's Liaison Officer.

Local Transport Committee

3 - Arranging for Overnight Bus Parking

Special overnight parking facilities were constructed to facilitate the movement of buses in accordance with the operation plans and as per the time schedules. This helped keep the buses safe and clean. Security for the site was arranged in coordination with the security authorities.

4 - Role of the Transport Committee in Evacuating Everybody from the Convention Centre in an Emergency Situation

Local Transport Committee Evacuation Plan

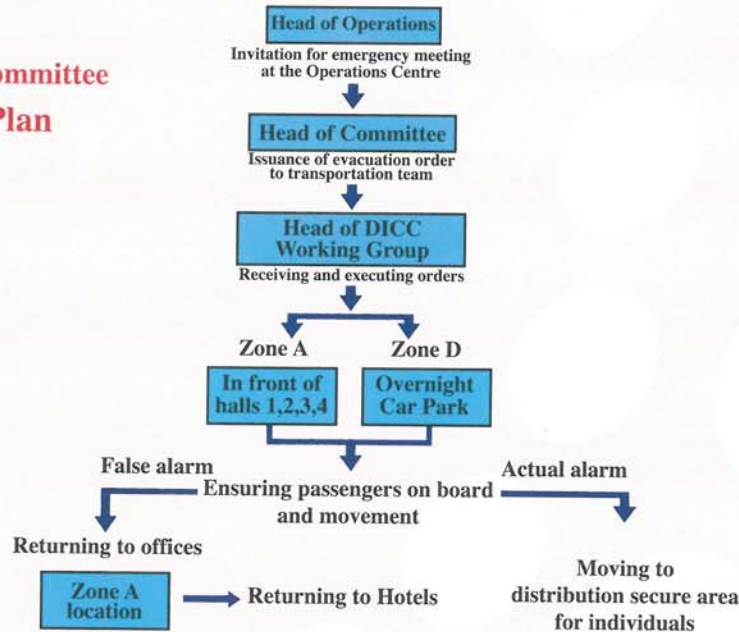


Figure showing transportation plan during evacuation

Three drill trials were carried out successfully. All employees and drivers were trained efficiently to handle the situation.

Plan for Social Activities Group

The Social Activities Group began developing a plan once the social activities schedule was finalised and approved, as per the following stages:

First stage: Gathering logistical details about the planned activity: location, time, departure time, return time and approximate number of invitees.

Second stage: Analysis of information as per the available resources:

Buses: 80

Employees: Groups of 20 members were divided into smaller groups to carry out specific tasks to achieve discipline and order within the group as a whole.

Third stage: Field visits to ensure:

- Readiness of the departure location.
- Route for the trip taking into account anticipated traffic congestion.
- Readiness of the venue to receive buses and cars.
- Average trip time 20 minutes; the number of buses needed for each trip was determined and departure time schedules were fixed.

Fourth stage: Hypothetical discussion or field experiment as per requirements.

Fifth stage: Discussing the outcome of the experiment.

Sixth Stage: Execution as per the approved plans for each activity.

Seventh stage: Lessons learned.

Planning regarding cars for officials

- 1- Providing a number of private cars in front of Dubai Airport for transportation of officials to their respective hotels.
- 2- Appointing a driver for each car and allocating certain cars for each delegation in coordination with the Joint Secretariat's Liaison Officer.
- 3- Organising cars within the parking lot designated for VIPs (Red Car Park).
- 4- Organising the meeting point for the drivers of private cars while dignitaries were at the Convention Centre.
- 5- Ensuring vehicle cleanliness and professional appearance of all drivers at all times.

3 - Resources Planning

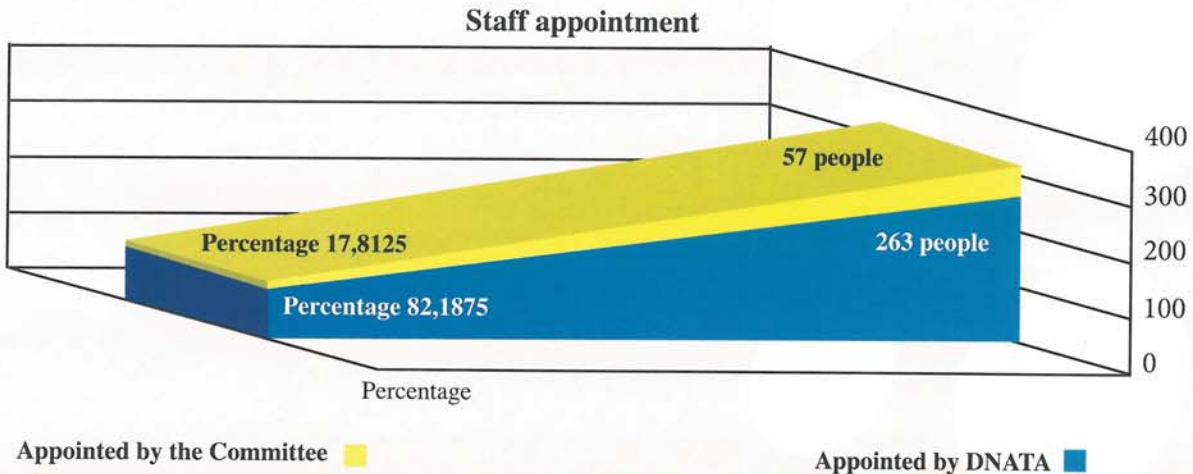
Generally speaking, resources planning meant designing a budget to ensure that the Committee achieved the highest work standards. Requirements for the Committee were as follows:

a] Technical Resources: Determining requirements such as the number of buses, luxury cars, communication systems (mobile and landlines, wireless equipment (TETRA) and base station), facilities such as caravan and directional signs on bus platforms and drivers' recreation area and also other requirements, including cleaning of buses, fuel coupons, food for employees and luggage porters at the airport.

Local Transport Committee

b) Financial resources: Petty cash

c) Human Resources: Planning for labour requirements and appropriate recruitment tactics in addition to ensuring stand-by personnel were available to fulfill any unanticipated requirements. Conducting staff training to ensure that the tasks were carried out to the highest standards. The following figure shows the percentage of workforce recruited to work within the Local Transport Committee.



Coordination

Good coordination among various committees, the Local Transport Committee, government entities and private companies contributed to the general success of the event. The Committee dealt directly with the following Committees - Venue and Facilities; Security; Finance, Purchase and Marketing; Accommodation; Technological Services and the International Transport and Freight Services. The Committee also coordinated its work with the following government bodies:

a- Dubai Municipality

Resources of the Department of General Transport at the Dubai Municipality were made available for the Committee and it also benefited from the resources provided by the Department of Roads, Operations and Traffic Control.

b- Dubai Police

Traffic Department: Meticulous preparation and coordination for traffic and all matters concerning roads.

c- Department of Civil Aviation, Dubai

Public Relations Administration: Providing parking spaces for buses and private cars. Allocating recreation areas for committee members at the airport.

Local Transport Committee

d- Airports around the country

The Committee worked in coordination with Abu Dhabi, Sharjah, Fujairah, Ras Al Khaimah and Al Ain airports to transport participants entering the country through any of these airports.

e- Dubai World Trade Centre

Airport Expo Dubai: Continuous coordination and cooperation to ensure the success of the transport tasks undertaken at Airport Expo Dubai.

f- Dubai Transport

The Committee used a number of air-conditioned small buses and also a large number of taxis to serve the participants.

g- Emirates Transport

Provided a number of small buses to augment the Committee's fleet.

h- Private Entities

Dubai hotels participating in the event: through provision of workspace for committee members.

Al Ghazal Taxi: through an agreement to transport participants arriving at Abu Dhabi or Al Ain Airports.

Preparations and experiments: The Committee carried out several experiments in its preparation for the event, which involved buses, routes and drivers to test their capabilities, transport employees, condition of roads and anticipated traffic, time schedule and its accuracy and lastly to conduct a trial evacuation.

Execution:

Actual execution started as per the work schedule of each group on the following dates:

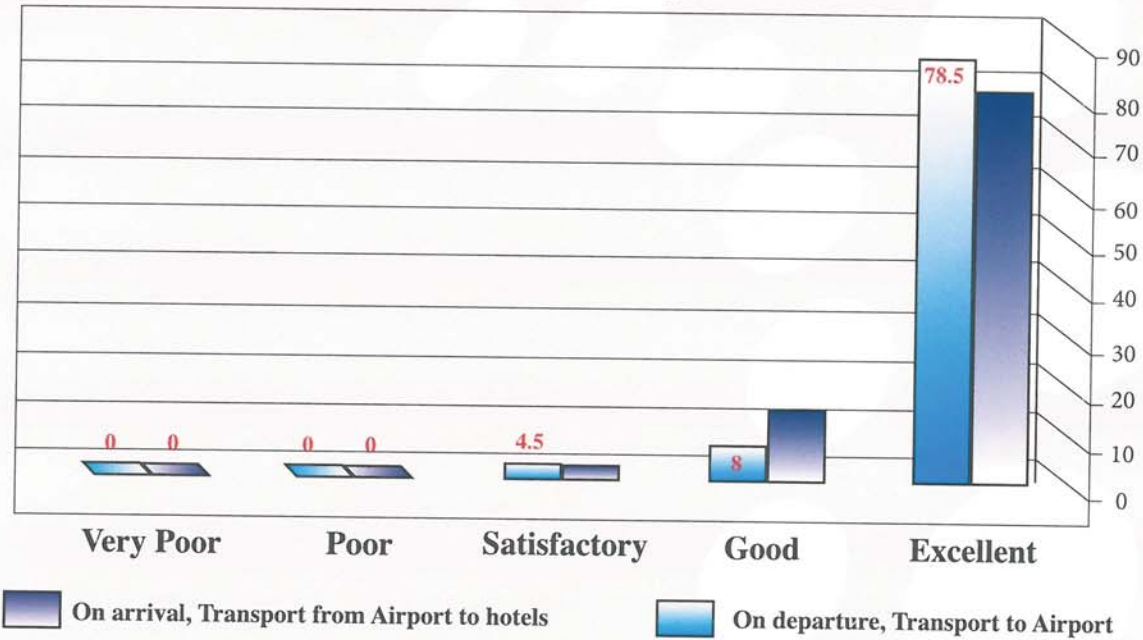
Name of Group	Actual Execution Date
Airport Group	13 th September 2003
Convention Centre Group	13 th September 2003
VIPs Cars Group	13 th September 2003
Social Activities Group	18 th September 2003
Human Resources Group	19 th August 2003

Quality

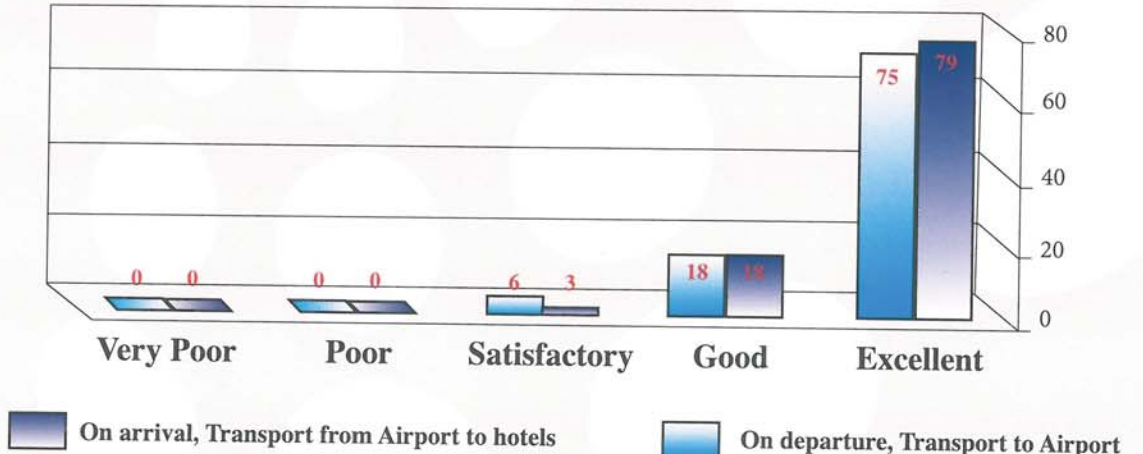
The major challenge was to meet high standards of excellence in providing the transport services. Quality assessment was measured based on the satisfaction of the clients. Surveys were carried out among 112 individuals from different regions, namely Europe, Africa, Arab countries, the USA, Australia and Asia, who utilised the services.

Local Transport Committee

All Statistics (by Percentage)

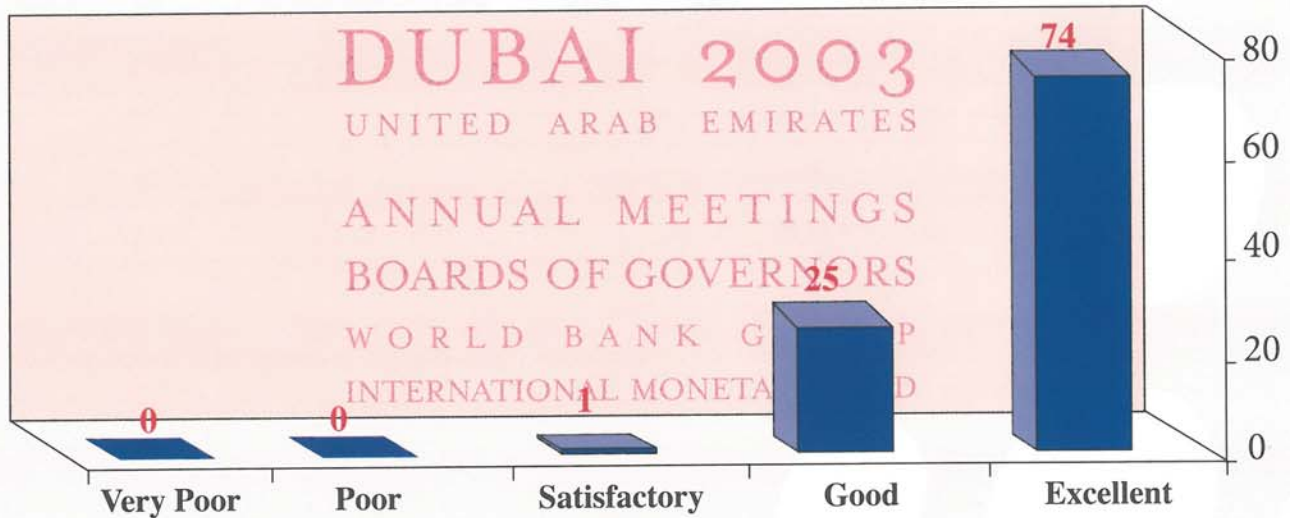


Participant's Survey (By Percentage)



Local Transport Committee

Participants' Survey By Percentage



Statistics:

Resources Statistics

Description	Total
Number of big buses	250
Number of small buses	71
Number of bus drivers	401
Number of Audi cars	250
Number of Audi cars' drivers	250
Number of taxis	400
Number of volunteers	320
Number of municipality employees	30
Total number of mobile phones used	350
Number of portable wireless equipment (TETRA)	52
Number of wireless equipment inside the buses	250

Local Transport Committee

Operation statistics

1- Trips:

Description	Total
Total trips executed to hotels where officials stayed	16332
Total trips executed to hotels where non-officials stayed	6772
Total trips executed to stops allocated for vehicles	7092

2- Readiness of the buses:

The number of guests the committee's buses were prepared to transport far exceeded the actual number transported from September 13-23.

3- Number of participating visitors transported

Description from 13 to 25 September 2003	Actual number
Airports	
Total number of passengers transported from Dubai Airport to hotels	4059
Total number of passengers transported from Sharjah Airport to hotels in Dubai	17
Total number of individuals transported from Abu Dhabi Airport to hotels in Dubai	3
Total number of individuals transported from other airports	None
Total number of individuals transported from hotels to Dubai Airport for departure	1909
Hotels and Convention Centre	
Total number of passengers transported from hotels to Convention Centre and vice-versa (repeated trips)	27776

Positive Aspects

- 1- Supportive leadership and excellent follow-up of task implementation throughout all stages.
- 2- Spirit of teamwork during the various stages of the event.
- 3- Early planning.
- 4- Provision of major requirements.
- 5- Excellent traffic control

Local Transport Committee

Negative Aspects and Obstacles

All the Committees benefited from this unique experience and they gained additional expertise. Shortcomings were rare taking into consideration the magnitude of the event and required tasks.

Suggestions and Recommendations

- 1- Attract more private investments to establish public transport companies.
- 2- Develop bus routes that support improved service to hotels, businesses and tourist attractions.
- 3- Grant increased authority to Committee Heads, enabling them to more effectively manage needs and resources.
- 4- Appoint a special committee to manage human resources for future events.
- 5- Establish a volunteer database.
- 6- Create a manual that documents all procedures and forms, for future reference.
- 7- Adopt weekly working schedules for all committees to review progress on a regular basis.

Conclusion

The success of Dubai 2003 was a definite result of the continuous efforts put forth by members of all Committees. The experience gained that related to the event will be beneficial on a variety of levels. It provided a great experience for all participating personnel and we hope many will form a base to manage similar projects in the future.

Administrative Services and Public Relations Committee



An Administrative Services and Public Relations Committee meeting headed by Obaid Al Shamsi

The Administrative Services and Public Relations Committee is one of the special purpose committees. It was set up following a decree by the Head of the Organising Committee of Dubai 2003 in June 2000. It involved members from various government departments to provide a diversity of expertise. The Committee was comprised of the following members:

Head

Mr. Obaid Salem Al Shamsi

Assistant Director General, Administrative Affairs and Public Services, Dubai Municipality

Members

Mr. Khaled Ali bin Zayed

Director, Municipality Centres, Dubai Municipality

Mr. Qamar Redha Fadhlani

Head of Department of Studies, Human Resources Administration, Dubai Municipality

Mrs. Fahima Ali Saber

Public Relations Officer, Dubai Municipality

Mr. Nasser Mohammed Kajoor

Director, Coordination and Services, Protocol and Public Relations, Department of Civil Aviation

Mr. Adi Omar Al Deesi

General Manager for Civil Works, Department of Civil Aviation

Mr. Obaid Al Agroobi

Civil Engineer, Department of Civil Aviation

Major Jassem Abdul Ghafour

Assistant Director for Executive Affairs Office, Department of Naturalisation and Residency, Dubai

Mr. Khalifa Ali Buamaim

Director, External Promotions, Department of Tourism and Commerce Marketing, Government of Dubai

Mr. Abdul Wahab Othman

Administrative Officer, Dubai 2003 Secretariat

Administrative Services and Public Relations Committee

The Committee held 18 meetings to define and carry out its entrusted tasks, and 36 coordination meetings with the other committees, the Joint Secretariat of the Annual Meetings and the Dubai 2003 Secretariat. The Committee's members carried out numerous field visits to all the international airports in the country (Abu Dhabi, Sharjah, Ras Al Khaimah, Fujairah, Al Ain) to coordinate matters.

The key tasks of the Committee were as follows:

- To facilitate the entry of participants by ensuring entry visas were issued when needed. This task was done in close coordination with the Joint Secretariat.
- To receive and send-off official delegates and participants at Terminals 1 and 2 of the Dubai International Airport and other airports in the country.
- To ensure appropriate signage was posted at the airports to direct participants on arrival, and ensure sufficient service counters and lounges were made available to arriving delegations.
- To provide special services to facilitate the timely and efficient processing of passports and customs formalities in coordination with the Department of Naturalisation and Residency and Ports and Customs authorities.
- To coordinate arrangements to receive VIPs in collaboration with staff at the Ministry of Foreign Affairs and the Protocol Department of HH The Ruler's Office.
- To coordinate with the diplomatic missions (embassies and consulates) to receive the VIPs taking part in the meetings.
- To meet the needs of other committees working at the airports, especially the Local Transport Committee.
- To select and train staff to receive and send-off participants at the different airports.



Committee members with representatives from the Departments of Naturalisation and Residency at the DICC

Committees' Achievements

Entry visas to the country

- The Committee designed an entry visa form with the requisite information, in coordination with the Joint Secretariat of the Annual Meetings and the Dubai 2003 Secretariat. (Visitors from 33 countries do not require visas for entering the UAE.)
- 20,000 copies of the entry visa forms were printed and sent to the Joint Secretariat for distribution to participants.
- The entry visa application form to be submitted by participants was also posted on the Dubai 2003 website www.dubai2003.com to facilitate processing.



The Department of Naturalisation and Residency team holding the ISO certificate earned as a result of the Annual Meetings preparations

Administrative Services and Public Relations Committee

- A new visa was designed carrying the logo of the event in coordination with the Department of Naturalisation and Residency, Dubai.

- In coordination with the International Transport and Freight Committee, meetings were arranged with the country's airline representatives to introduce them to the event and share information regarding visas to be issued to participants.

- The working team responsible for issuing visas relocated to the DICC Office Tower on July 12, 2003. The team included 12 officers of different ranks, who operated round-the-clock.

- Mechanisms were made available for receiving application forms by post (PO Box 40022), fax (3293300) and e-mail (visas@dubai2003.com).

- No visa requests received were denied. All procedures were carried out on the day the visa application was received, and a copy of the visa was sent by fax or e-mail to the applicant.

- A total of 2993 special visas were issued, for 2202 male participants and 791 female participants.

- Security authorities approved all visa entry applications on arrival, which were issued through an electronic link.

- The office issuing the visas, which operated from the DICC Office Tower was granted ISO 9001 certification, for the system they created specifically for the Annual Meetings.

- Approximately 32 visas were issued on an emergency basis for participants who arrived without visas. Formalities and procedures were implemented in a fast and effective manner at all the airports in the country.

- Liaison officers were appointed at the airports and were provided with telephone equipment specifically for the event. In addition, a hotline was established to link them directly to the visa issuing office located at the DICC.

- A walkie-talkie system was set up at the national level, which was connected to the Naturalisation and Residency Administrations and linked to immigration offices at airports, ports and land border points. The main equipment was fixed at the operations room located at the DICC (13th floor of the Office Tower).



Directional signage at Dubai International Airport

Preparations at the airports around the country:

Most of the participants arrived by air, consequently the Committee ensured that all airports in the country were equipped to ensure fast and efficient processing, epitomising the country's solid organisational capabilities. Roughly 80 per cent of all participants entered the country through the Dubai International Airport (Sheikh Rashid Building, Terminal 1, Terminal 2 and Majlis VIP lounge), thus, steps were taken to provide services of the highest standard at this location while ensuring JS requirements were also met:

- Placement of 192 signboards of various sizes to guide participants to the airport lounges, through to the immigration lounge, luggage hall and exits.

- Placement of signboards welcoming the participants at various locations.

- Placement of six information counters to provide help and assistance.

Administrative Services and Public Relations Committee

- Allocation of a waiting area inside the immigration lounge to accommodate 75 people, while allocating Ahlan Hall for the participating delegations.
- Designation of a number of immigration counters to service participants exclusively, to speed up entry procedures.
- Creation of a comfortable waiting area within the luggage hall, accommodating up to 30 individuals.
- Designing a special counter for lost-and-found baggage services for participants, in coordination with DNATA and Emirates Airline.
- Designing and setting-up a 'Participants Lounge', which included counters for the Joint Secretariat of the Annual Meetings, Administrative Services and Public Relations Committee and Local Transport Committee to provide services to the participants. At this location, heads of delegations were allocated private cars for transfers to their respective hotels.
- Offering Arabic coffee, dates, juices and water at the different rest areas and reception halls.
- Designating a tent to be used as an operations room for Working Committees undertaking duties at the airport. The tent was equipped with desks, telephone lines, fax lines, Internet access and a rest area.
- Expanding the Majlis lounge from 6 to 11 halls to increase its capacity from 66 to 111 persons for receiving VIPs and participants arriving by private jet.
- Redesigning Car Park A at the airport (near Building 1) to include:
 - Parking spaces for 32 buses
 - Parking spaces for 30 limousine Audi cars
 - Parking for 30 cars for diplomatic missions
 - Parking spaces for taxis
 - Parking spaces for tourism companies and hotel vehicles
 - Parking space for security cars escorting some delegations
- Placement of directional and information signs at the airport car parks that displayed the location numbers for buses and hotel names, in coordination with the Local Transport Committee.
- Provision of extra parking spaces for 80 buses at Airport Expo Dubai. The site was also provided with medical services and rest areas for employees of the different committees
- Placement of signboards and information counters to assist and guide participants at Terminal 2 at the airport as well as signboards at the building's car park indicating parking spaces for buses and hotel names.
- Improving the airport's interior and exterior lounges and increasing the number of decorative plants.

Steps were also taken to offer a warm send-off to participants at the Dubai International Airport.

- Placement of modern screens, indicating locations of the different airline counters, inside the departure lounge.
- Placement of signboards with phrases such as 'We hope to see you again', 'Have a safe journey', 'We were honoured by your presence'.
- Allocation of a waiting area in the departure lounge to accommodate up to 60 people with proper hospitality services.



The event logo at Dubai International Airport

Administrative Services and Public Relations Committee

- Set up six information counters to provide help and guidance to participants.
- Allocation of parking spaces for buses and cars of the official delegations near the entrance gates of the lounge.

Coordination with other international airports in the country (Abu Dhabi, Sharjah, Ras Al Khaimah, Fujairah and Al Ain) was vital to ensure a warm welcome to the arriving participants. The following measures were taken at the Abu Dhabi and Sharjah international airports:

- Placement of welcoming signboards to facilitate passage of participants to the various airport services, including immigration, luggage and customs.
- Design and set up of five information offices to provide assistance, and counters for the different committees such as Local Transport Committee.
- Creation of rest areas inside the luggage lounge for participants.
- Allocation of parking spaces for buses and cars and placement of signboards carrying the logo of the event, in coordination with the Local Transport Committee.

Signboards and information counters were also set up at the airports in Ras Al Khaimah, Fujairah and Al Ain to guide arriving participants and provide help and assistance.

Nominating and training members to implement the Committee's mission

A total of 200 people were nominated and trained, in coordination with the Dubai 2003 Secretariat, to work round-the-clock at the various airports in the country between September 13 and 28, 2003. Their tasks centered around welcoming and seeing off participants. The Committee carefully nominated the members and trained them keeping in mind the following aspects:

- Nominating members from diverse nationalities (22 nationalities) who had prior experience at international conferences and activities, to ensure service excellence.
- Selecting National college and university graduates (approximately 40% of total hosts at the airports) to help them gain valuable experience working to support an international event of significant magnitude.
- Coordinating with government and local departments in the different emirates such as Dubai Municipality, Department of Civil Aviation, Ministry of Works and Adgas Company to recruit National graduates.
- Organising orientation courses through the Dubai 2003 Secretariat, to provide hosts with general information and facts about the UAE and Dubai. They were also trained to deal courteously with the participants and provided with a range of details about the event, enabling them to respond effectively to enquiries.
- Contributing to the preparation of a bilingual (Arabic/English) training manual and an airport procedures manual.
- Introducing candidates to the different departments and procedures at the airports by arranging a field visit and introducing them to officials.
- Defining the tasks of each individual to avoid any ambiguity or task overlap.
- Selecting members of the airport patrol team who had prior experience with similar events.

Administrative Services and Public Relations Committee

Receiving and sending-off participants at the airports

The Committee implemented procedures to ensure service excellence in receiving and sending-off participants by adopting the following measures:

- Defining participant categories and prioritising them according to their importance then allocating corresponding tracks to be followed for each of the categories.
- Placing coordinators and liaison officers at all the airports in the country.
- Coordinating with the Ministry of Foreign Affairs to issue a circular to all embassies and consulates in the UAE explaining the procedures to be followed for receiving and sending-off participating delegations and VIPs.
- Organising orientation tours around Dubai airport for ambassadors and consuls to introduce them to the track to be followed by participants arriving and departing by private and commercial jets.
- Coordinating with the Protocol Department at HH The Ruler's Office to receive VIPs.
- Coordinating with the Joint Secretariat of the Annual Meetings to receive WBG/IMF VIPs.
- Collecting information from different sources (Joint Secretariat, Diplomatic Missions, etc...) to record the schedule of arrivals and departures of official delegations to ensure service excellence.
- Designing and installing a modern computer system providing hosts with complete access to arrival and departure schedules of participants, based on data received in advance. This system improved efficiencies significantly, especially during 'peak' periods when more than 60 delegations arrived within a span of a few hours.
- Placing a telephone number (2066520), fax number (2066550) and e-mail as&pr@dca.gov.ae that were operational round-the-clock to respond to queries related to the arrival of participants and official delegations. More than 3500 telephone calls and 500 fax messages were received and acted upon.
- Issuing passes to allow cars of diplomats unfettered access to the airport car park.



Obaid Al Shamsi with event hosts at Dubai International Airport

The first delegation arrived on September 15, 2003. Thereafter, the Committee attended to the following arrivals and departures at Dubai International Airport:

- Receiving and greeting 15 VIPs from the World Bank and the IMF at the VIP Majlis Lounge, some in the presence of His Excellency Dr Mohammed Khalfan bin Khirbash, UAE Minister of State for Finance and Industry, and His Excellency Qassim Sultan Al Banna, Director General of Dubai Municipality and Head of the Organising Committee for Dubai 2003.
- Receiving and greeting 72 VIPs who arrived by private jet. These included members of official delegations or Chief Executive Officers of international companies or officials from international organisations, who were welcomed at the Majlis Lounge.
- Receiving and greeting some official delegations, which arrived by military planes at the Amiri airport, and providing the requisite transport in coordination with the Local Transport Committee.
- Providing guidance and help to all participants, totaling more than 4300 persons, which included

Administrative Services and Public Relations Committee

journalists, employees, non-official participants, international observers, officials from international organisations and directors of international companies and others, ensuring fast procedures for their entry into the UAE and solving any problems related to entry visas or customs.

- Receiving and greeting more than 2800 members of the official delegations representing 184 countries, which included about 200 Ministers of Finance and Economy and Governors of Central Banks.

Procedures followed for receiving official delegations

Hosts accompanied officials from embassies/consulates coming to receive the delegations on the tarmac; the delegations were then taken to a lounge in the Passport Hall, where they were offered juices, dates and coffee. Meanwhile, the hosts expedited procedures related to passport stamping and ensuring the arrival of luggage. Hosts then escorted the heads of the delegations to their allocated cars, simultaneously coordinating with officials of the Local Transport Committee to ensure transportation for the rest of the delegation in allocated buses.

Procedures followed when sending off official delegations

Passage No. 9 was reserved exclusively for Annual Meetings participants. Here, they were received and all formalities were carried out at specially designated counters, in coordination with DNATA and Emirates Airline. Hosts then escorted the members of the delegation to the aircraft.

At the other airports, a total of 70 participants representing official delegations arrived and departed, in addition to a number of other participants. The last delegation left the country from the Dubai International Airport on Sunday, September 28, 2003.

Budget required for the Committee

The Committee put forth the following budget for execution of its mission:

- AED 2.5 million to meet the cost of supplies at the Dubai International Airport and other airports in the country, which included the following:
 - Signboards
 - Assistance counters
 - Designing and setting up rest areas in the different lounges
 - Creating a new 'Participants Lounge'
 - Preparing and executing car parks, in accordance with the parking requirements for buses
 - Signboards to indicate the names of hotels at parking spots for buses
 - Placing a number of Porto cabins to be used as rest areas for the hosts of the different committees
 - Six computers in the Operations Room at Dubai International Airport
 - 15 mobile telephones to be used by the hosts of the committees

Administrative Services and Public Relations Committee

Positive Aspects

- Full cooperation among airport personnel throughout the country (especially Dubai International Airport staff) helped ensure the event was a grand success. The procedures of receiving and seeing-off official delegations were timely and efficient.
- Cooperation with the Ministry of Interior and Departments of Naturalisation and Residency inside the country facilitated the prompt issuance of entry visas to participants at the different airports.
- Cooperation with the Ministry of Foreign Affairs facilitated coordination with the various diplomatic missions to organise the welcome and farewell schedules for the VIPs and official delegations from around the globe.
- The support of numerous Nationals, trained as hosts/hostesses and greeters contributed significantly to the success of the event, and ensures qualified Nationals will be able to contribute to future events of a similar nature and magnitude.

Challenges

- Lack of comprehensive details regarding arrival and departure schedules of delegations created additional demands on Committee members. The Committee attempted to overcome this problem by working closely with the diplomatic missions of the member countries.
- Lack of centralisation of the information sources for all participating committees. To overcome this problem, a computer system was placed at the Dubai International Airport to provide all committee members and hosts at the airport with requisite information.
- Ambiguity of tasks, primarily because at times there was a convergence of responsibilities.
- Delay in choosing the participating members of the different committees.

Technology Services Committee



HH Sheikh Hamdan bin Rashid Al Maktoum and HE Dr. Mohammed Khalfan bin Khirbash, HE Qassim Sultan Al Banna, Obaid bin Mes'Har and heads and members of the special purpose committees reviewing computer facilities in the concourse

The Technology Services Committee is one of the special purpose committees. It was constituted following a decree issued by the Head of the Organising Committee in June 2000 and included the following members:

Head

Mr. Obaid Saeed bin Mes'Har General Manager, Etisalat, Dubai

Members

Mr. Fadel Al Nuaimi	Director of Engineering, Etisalat
Mr. Abdulla Salem Al Mana	Director of Switchboard Engineers, Etisalat
Mr. Tariq Al Mutawa	Director of Correspondence and Mobile Phone Systems, Etisalat
Mr. Ahmed Darwish	Director of Customer Network Services, Etisalat
Mr. Ahmed Yousuf Kanakh	Chief Engineer, Network Management Center, Etisalat
Mr. Muammer Rukhaimi	Head of Mobile Phone Systems Planning and Engineering, Etisalat
Mr. Anil Nagee	Senior Engineer, Quality Assurance, Etisalat
Mr. Ammar Mohammed Obaidallah	Chief Engineer, Customer Services, Etisalat
Mr. Waleed Al Ali	Internet & ADSL Engineer, Etisalat
Mr. Abdul Nasir Rashid Al Owais	Assistant Engineer, Affiliate Switchboards, Etisalat
Mr. Maan Al Sabi	Director of Marketing, Communications and Internet Services, Etisalat

Technology Services Committee

Various local organisations shared their expertise in hosting representatives from 184 countries, along with thousands of accredited visitors, and other delegates from the World Bank, IMF and other international organisations involved in the event. The participants enjoyed traditional Arab hospitality coupled with the world-class facilities of the Dubai International Convention Centre, and with the help of well-coordinated efforts, the anticipated results were generated.

Etisalat offered the right blend of technology, coupled with a reliable telecommunications network infrastructure to ensure that participants had the best of facilities and comfort.

Keeping the international prominence of the event and Dubai in perspective, the committee sought to meet all the essential technical requirements of the meetings to ensure the event's success. Additionally, it endeavoured to present and promote Dubai as a metropolis that was at the leading edge of technology.

The Committee aimed at achieving the goal of offering the very best technical solutions, with the help of Etisalat, which was involved since 1999. The committee was comprised entirely of Etisalat staff, and the members' diverse know-how and expertise coupled with continuous study and evaluation, frequent interaction with the Joint Secretariat, the other committees of Dubai 2003, various consultants, contractors and suppliers ensured they met with success. As part of the preparations, various assessments and study visits were conducted. This included visits to the Czech Republic and Washington to get the feel of the event and gain experience from past meetings.

This report summarises the details of the requirements, which were not very clear in the initial stages. The scope of work of the Technology Services Committee expanded as time progressed. The Committee implemented its projects in collaboration with the Joint Secretariat, DEWA, DWTC, RMJM, Etisalat, Comtrust, Bond, Jumbo, Axiom, ETA, Arabtech, Emircom and others.

Projects Undertaken

Various solutions were executed and arranged by the Committee. Some of these were termed as 'firsts' in the history of the Annual Meetings. The projects were:

Wireless Internet Connectivity for the Entire DICC Area: The entire DICC area was provided with a WiFi infrastructure. Anyone with an appropriate configuration was able to connect his computer/laptop/PDA to the Internet. The facility was provided free of cost to users.



Event participants using the Internet facilities

Technology Services Committee

High-speed Broadband Internet Connectivity to the Media Centre: A total of 450 high-speed connections were kept ready in advance. Media representatives just had to plug in their computers to get a fast broadband Internet connection. This facility was provided free of charge.

Internet Kiosks Solution: A state-of-the-art solution was designed and executed for guests to exchange e-mails and SMS or browse the Internet. A total of 38 independent kiosks were



Advanced IT facilities offered to participants

set up in the concourse of the DICC. Access was free to all registered participants. In addition, ten Internet kiosks with a printing facility were provided within the Media Centre.

Broadcast Infrastructure and Related Transmission Solution: The DICC was equipped to transmit information via various earth stations in the UAE. The capability to handle 16 simultaneous channels was also made available. This removed the need for Broadcast Vans and portable uplink facilities etc on the site.

Commercial Communication Centre: A special on-site telecommunications application-processing centre was also set up. Computers, mobile phones and computer peripherals were available for sale and on a rental basis, which proved to be a useful service to both delegates and visitors. Mobile phone SIM cards and prepaid cards were also available for purchase.

Billing and Settlement Centre: A one-stop-shop was set up to manage billing and payment of all telecommunication services.

Voice, Data and Internet Infrastructure: Quality infrastructure was installed to provide PRI lines, analogue lines, ISDN, ADSL, leased circuits, international circuits etc. High-quality reliability was envisaged.

Other Projects

1. Joint Secretariat Local Area Network: A solution for the exclusive use of the WB-IMF staff as per the requirements of the Joint Secretariat.
2. Host Government Local Area Network: A network solution for the UAE government and Dubai 2003 staff on-site.

Technology Services Committee

3. PABX Configuration and Expansion: Extensions provided for delegates, observers, Joint Secretariat staff, Dubai 2003 staff, etc.
4. Helpdesk and Support Set-up: One Command Centre and two specialised helpdesks were set up.
5. External Line Plant: Fibre and copper optic network solutions were studied and implemented. Three different exchanges fed the DICC to ensure the highest reliability.
6. Internal Fibre Cabling: Massive internal structured cabling was arranged.
7. International Traffic Handling and Related Switching Solution: International links to various countries were engineered to support heavy traffic. Exchange capacities and capabilities were mapped to handle the increased traffic.
8. Walkie Talkie Solution: A total of 188 walkie talkies were arranged as a mode of communication.
9. Business Continuity Solution: Major action plans and solutions were formulated to address any eventuality. Necessary simulations were undertaken.
10. Network Protection and Diversity Solutions: Stringent design criteria was utilised while establishing all solutions. The network arranged was a self-healing type.
11. GSM Mobile Infrastructure and Related Solutions for the Event: Essential sites were established to handle mobile phone traffic in and around the DICC. Necessary back-up sites were established to ensure continuity should a failure occur.

Through its work, the Committee invested on three fronts:

- a) Network infrastructure and solutions
- b) Manpower utilised for the event
- c) Related consultancy services rendered

Network Infrastructure and Solutions: Equipment and connectivity worth approximately AED 13.6 million was provided free of cost for the event.

Access Network (Transmission Equipment)	360,000
Junction Network (SDH etc)	1,850,000
Broadcast Equipment	2,000,000
Power Equipment	550,000
Fibre Optics Access Network Equipment	1,304,171
Backbone Fibre Cabling	332,897
Civil Works for Cabling	849,723
GSM Equipment	3,500,000
Radio Equipment	280,000
Hardware for Press (Internet) from Cisco	1,480,000
Internet Leased Line Connection for Press	700,000
Wireless Internet Connection	50,000
Wireless LAN Infrastructure	323,582
TOTAL (Approximately)	13,580,373

Technology Services Committee



Media representatives benefited from the IT facilities

Manpower: A total of 425 staff were involved in planning, executing and quality auditing of the telecommunication and IT infrastructure for the entire event.

Consultancy: No external consultant was hired, but an entire in-house consultancy was applied by the Committee. A total of AED 300,000, which was kept provisional for consultancy, was not used.

Savings by Technology Services Committee with pre-qualification notes

No	Scope of Work	Offered	Actual	Saving
1	Consultation	300,000	0	300,000
2	Messaging and Internet Kiosks	21,000,000	1,600,000	19,400,000
3	Plasma Screens	323,000	0	323,000
4	PABX, Closet Switches and Structured Cabling	18,161,408	9,653,484	8,507,924
5	High-speed Internet for Press	1,620,000	0	1,620,000
6	Manpower Recruitment	400,000	0	400,000
7	Paging System -- Joint Secretariat	150,000	2305	147,695
8	Walkie Talkie Licensing Fees	750,000	0	750,000
	TOTAL (Approximate figures)	42,704,408	11,255,789	31,448,619

Technology Services Committee

Notes:

1. The budget provision approved by the Organising Committee was not used.
2. An HP offer against the Technology Services Committee RFP document was scrutinised and negotiated. The Committee revised the RFP and approached Etisalat to develop essential solutions in line with the functionality desired.
3. Due to the need to have bulk SMS functionality for the Kiosk Solution, a modified design was proposed by RMJM that met the revised requirements of the Joint Secretariat Technical Office (JSTO).
4. Savings resulted from the Committee's negotiations with Cisco systems to waive costs and partner with Dubai 2003.
5. Savings were made by avoiding staff recruitment for Press Support, the Technical Helpdesk and the Billing Centre.
6. The purchase of a paging system for Joint Secretariat use was avoided as an alternative solution called Bulk SMS (sourced from Etisalat) was put into place.
7. Savings on securing temporary frequencies to the Joint Secretariat from Ministry of Communications.

Shortcomings

- The committee was formed at a late stage and ideally would have been constituted prior to the Prague meeting.
- Accurate historical data and statistics of call traffic etc from earlier meetings were not readily available. In view of this, ample safeguards were put in place while setting up the infrastructure.
- Teamwork with other committees could have been more synchronized for improved flow of information.
- The document outlining meeting requirements furnished by the Joint Secretariat was not precise. Moreover, it was not updated on a regular basis.
- Security inspections into the telecommunication areas (manholes etc) required additional precautions and equipment to minimise potential problems.
- Requirements of the JS and other committees changed continuously. Nonetheless, even last-minute requests were carried out.
- Internal signage (i.e. for the Internet Kiosks) could have been more visible.
- Security guidelines were unclear and the formation of perimeters and parking regulations were delayed.
- Ideally, DEWA ought to have been part of the preparations and inspections at an earlier stage.

Virtues

- Exceptional advanced planning was done by the Committee towards fulfillment of the JS requirements laid down by the Joint Secretariat.
- As Etisalat was the sole provider of landlines, mobiles, Internet and other IT solutions, a high level of quality control was achieved. As the Committee was made up of Etisalat staff, it paved the way for good cost control.
- A professional project management system was put in place, resulting in excellent resource management and logistics control. This also helped the committee meet all the milestones in the desired timeframe.
- The entire set-ups fault-free performance was achieved through brilliant planning, vigilant implementation and frequent quality audits.

Technology Services Committee

- Professional set-up of helpdesks and a Command Centre helped matters. Performance and standards of the entire set-up was clearly better than that at the Prague, Hong Kong, and even Washington meetings. According to the Singapore team, which is to host the next meetings in 2006, “It will be a very tough task for them to meet the standards set by Dubai 2003.”
- Special roaming agreements with T-mobile (GPRS) were instituted to meet the special communication requirements of the WB and IMF managements. Special security measures deployed for protection against hackers and other forms of intrusions were also orchestrated.
- An infrastructure investment totaling more than AED 15 million was undertaken, including various hardware installed on-site for the event.
- As many as 425 Etisalat staff were involved in the Dubai 2003 preparations.
- Substantial savings through better design methodologies and negotiations and partnerships were achieved. A total of AED 300,000, provisionally earmarked for consultancy support was not used.

Recommendations

- In projects of this magnitude there should be no delays in setting up special committees with full ownership/responsibility.
- Inter-committee information flow should be fast and more transparent. Actions by one committee that may impact the work of others must be identified as early as possible to facilitate appropriate coordination.
- The Joint Secretariat’s statement of requirements ought to be updated on a regular basis. The establishment of security zones and other security procedures should be shared well in advance with other committees so that suitable adjustments can be made to address these issues.
- Major last-minute alterations could be avoided through more meticulous advance planning.
- All members of a given committee should be utilised in an optimum manner. Individuals should not become synonymous with committees.
- A professional approach addressing the design, production and general management of internal signage should be put into place. Careful planning is vital to achieve success.
- The need for coordinators should be avoided. This can be achieved if correspondence and other tasks are attended on an urgent basis keeping the deadline in view.
- Quality administrative facilities and support, in terms of refreshments and meals, should be made available to committee personnel on assignments.

Media Committee



The Head of the Organising Committee Qassim Sultan Al Banna with Ahmed Abdul Rahman Al Banna, and Ahmad Al Gaoud at the official opening of the Media Centre.

The Media Committee is one of the special purpose committees. It was set-up following a decree issued by the Head of the Organising Committee, His Excellency Qassim Sultan Al Banna, in June 2000 to provide facilities to local and foreign press and media organisations covering the activities of the Annual Meetings and to provide comprehensive coverage focusing on the importance of staging the event in the UAE. This report deals with the activities of the Committee between 2000 and 2003, and its achievements that helped in making Dubai 2003 the 'best-ever' in the history of the Annual Meetings. The Media Committee comprised the following members:

Head

Mr. Ahmad Al Gaoud Director General, UAE Radio and TV, Dubai.

Members:

Mr. Nasib Al Bitar	Director of Programmes, UAE Radio and TV, Dubai
Mr. Rashid Al Murooshid	Managing Director, Dubai Business Channel, UAE Radio and TV, Dubai
Mr. Khalid Badr	Director of Dubai Arabic Radio AM, UAE Radio and TV, Dubai
Mr. Abdul Latif Al Gergawi	Executive Supervisor, UAE Radio and TV, Dubai
Miss Maha Gargash	Director of Dubai Foreign Language Broadcasting Radio Station 92.00 FM, UAE Radio and TV, Dubai
Mr. Ali Khalifa Al Rumaithy	Director of Local News, UAE Radio and TV, Dubai
Mr. Mubarak Khamis	Director of Dubai Office, Emirates News Agency (WAM)
Mr. Sami Al Riyami	Business Editor, Al Bayan Newspaper
Miss Maryam Fawzi Al Serkal	Media Relations Coordinator, UAE Radio and TV, Dubai

Media Committee

Miss Ferakh Baig

Director of Business and Operations, Dubai Business Channel, UAE Radio and TV, Dubai

Mr. Farhan Al Marzouqi

Head of Media and Publishing Department, Dubai Municipality, Committee Registrar

Strategy

The Media Committee maximised the use of the technical capabilities and available expertise at UAE Radio and Television Dubai. It also employed additional human resources and technical facilities, through major investments in new technology and skilled staff, which enabled it to showcase the UAE's high media industry standards. While the Dubai 2003 Secretariat was responsible for promoting the event locally and internationally in accordance with a scalable strategic plan, UAE Radio and Television Dubai, in addition to local newspapers and the Emirates News Agency (WAM), played important roles in fulfilling the strategy.

Budget

The Dubai Government earmarked the additional finances required to implement the strategic plan, which was vital for the realisation of the Committee's mission. The budget for providing technical facilities formed part of the UAE Radio and Television Dubai's 2003 budget. The committee presented the budget to the Dubai 2003 Secretariat, including details of projected income and returns upon disposal of the facilities (based on documentation from previous meetings) and a rate card was finalised accordingly. Fixed fees for group coverage, broadcasting, production, studios and usage of equipment and technologies and re-recording tapes represented income sources. Sony Corporation, the consumer-electronics giant, was involved as a partner, which helped reduce equipment and technical facilities costs.



Media interviews with participants



Prime Minister of Turkey, Recep Tayyip Erdogan, visiting the DICC with the Head of the Organising Committee Qassim Sultan Al Banna

The Control Centre managed bookings for foreign media and the Committee appointed the personnel needed to work at the Centre and on activities connected with the event under the supervision of the Dubai 2003 Secretariat. Sony was also part of the training process. Only experts were involved in the Centre, through internal transfers from UAE Radio and Television Dubai or appointment of personnel from external organisations.

The booking procedures and guidelines related to foreign TV stations were published on the Dubai 2003 website, and the websites of the World Bank and IMF. The state television channels in Dubai, Abu Dhabi, Sharjah and Ajman were invited to cover the event. According to orders received, the upper main lobby of the Dubai International Convention Centre (DICCC) was prepared to meet the demands of Abu Dhabi TV, Dubai Business Channel, Al Arabiya and Bloomberg. Dubai TV provided full coverage to various broadcasting parties in accordance with an agreement finalised with the Joint Secretariat. Ten cameras were distributed in the DICCC Conference Hall. Dubai TV, being part of the Host Government, was allowed to install three cameras in prominent locations inside the DICCC with the approval of the Joint Secretariat.

Finance and Administration

The Committee applied for a budget to facilitate purchase of additional equipment necessary for foreign media personnel and explored possible partnerships with various media organisations. While the Dubai 2003 Secretariat took charge of financial operations, the Committee put forward a database on the estimated income and facilities needed in line with the provisions made at international meetings held earlier in the region, which included the cost factor to build and equip the requisite facilities.

Media Committee

The Committee conducted a comparative study of Reuters' coverage of the World Bank and IMF annual meetings held in Washington in September/October 2002 and the World Trade Organisation meeting held in Qatar in November 2001 and then put final touches to its price list for providing facilities during Dubai 2003. A price list for technical production was also adopted for the broadcasting parties using Dubai TV signals.

All in \$USD Proposed				
Playout	RTV	Other	Qatar	MC
15mins	150			150
Pakistan TV through Intelsat 62° East		200		
Uplink				
15mins	95			86.25
per minute extension	5			3.25
Studios				
Live 4 camera studio - digital				1950
Live 3 camera Studio per hour analogue			1500	
Live 2 camera Studio per hour analogue			1000	
Standupper facility				
Live standupper inc IFB, co-ordination, fibre/link to U/L per hour	2,400	2,280		1,400
each additional 5 mins	100			75
Standupper position (inc link to MCR/OB van) per hour			400	75
Editing				
3 machine inc editor per hour			400	200
2 machine inc editor per hour	200		250	
Dry hire	125			0 ¹
Picture Access				
Subscribers working with RSS - Per Day	0			0 ²
Access to RTV per day	750			550

Indicative forecast for setting of Rate Card:

- 1- Studio A, the value of four cameras for a virtual studio
- 2- Studio B, the value of four cameras for a digital studio
- 3- Production rooms equipped with non-digital equipment + two Digibeta

Media Committee

Rate Card

Media Committee Rate card - All prices in \$Dollars		
Annual Meetings of the World Bank/IMF - Dubai, UAE - Sept 18 th to 24 th 2003		
Playout	15minutes	150
	per additional minute	15
Uplink (Etisalat)	10 minutes	70
	per additional minute	3.25
Live 4 camera virtual studio A	15 mins (minimum)	650
	per additional minute	50
	per hour (max 1hr)	2250
Live 4 camera studio B	15mins (minimum)	550
	per additional minute	40
	per hour (max 1hr)	1950
2-3 machine editing with editor	30 minutes (minimum)	125
	1 hour	200
	per additional 15 mins (2 hours max)	50
	2 Hours (max)	375
Live standupper inc IFB, co-ordination and U/L		350
Per additional 5 minutes		30
Picture Access		
Free to all clients using media control centre facilities		
Free as long as the Dubai TV/2003 burner is used during broadcasts		
Otherwise charge per day		550
Radio Studio	per hour	350
Radio Booth	per hour	150
All bookings are subject to availability and are on a first come first served basis		
100% cancellation charges are applicable on confirmed bookings unless one month's notice is given		
For bookings changes we will try - whenever possible - to change bookings with a \$75 administration		
charge and no cancellation charges		

For Bookings please contact the Media Control Centre on the following:

Tel: +9714 336 0754

Fax: +9714 336 0755

Income – Projected and expected income

- 1- Studio A: Four cameras for a virtual studio.
- 2- Studio B: Four cameras for a digital studio
- 3- Prices inclusive of a technician (professional operation to avoid damage of equipment).
- 4- Production rooms equipped with non-digital equipment + 2 Digibeta with a production technician.

Media Committee

100 TV Stations			
	Occupancy	Projected Income	Percentage
10 days	100%	4,922.025	26%
	80%	4,054.785	21%
	60%	3,187.545	17%
7 days	100%	3,609.668	19%
	80%	3,002.600	16%
	60%	2,395.532	13%
5 days	100%	2,734.763	14%
	80%	2,301.143	12%
	60%	1,867.523	10%
125 TV stations			
	Occupancy	Projected Income	Percentage
10 days	100%	5,058.900	27%
	80%	4,191.660	22%
	60%	3,324.420	17%
7 days	100%	3,746.543	20%
	80%	3,139.475	16%
	60%	2,532.407	13%
	100%	2,871.638	51%
	80%	2,438.018	31%
	60%	2,004.398	11%

Financial summary

Approved budget	(23,840,923)
Offer by vendor – Sony	(19,069,275)
Expected Income	4,191,660
Total Cost	(14,877,615)
Percentage of Cost	38%

Achieved Income

The total income generated by booking facilities and providing broadcasting services was AED 1,345,168. Of this, AED 502,607 has been settled, while the remainder, totaling AED 842,561 was to be settled later. The following table shows the income generated, in detail.

Media Committee

INV NO	DATE	NAME OF THE PARTY	AMOUNT \$	DUE AED	RECEIVED AED	BALANCE AED
M/001	10.9.03	Abu Dhabi TV	54,057.00	197,956.73	197,956.73	-
M/002	10.9.03	MBC Al-Arabia	20,582.00	75,371.28	75,371.28	-
M/003	10.9.03	Bloomberg	9,555.00	34,990.41	34,990.41	-
M/004	17.9.03	Dogan Produksuyon	5,937.00	21,613.12	21,613.12	-
M/005	17.9.03	Rai Radio Television	10,605.00	38,835.51	38,835.51	-
M/006	16.9.03	BBC	-	10,300.00	10,300.00	-
M/007	20.9.03	Samacom / LBC	-	-	-	-
M/008	23.9.03	Dubai Internet City	-	62,248.00	-	62,248.00
M/009	18.9.03	CNBC Arabiya	6,680.00	25,050.00	25,050.00	-
M/010	23.9.03	Al Jazeera Sat. Ch.	7,628.00	27,918.48	-	27,918.48
M/011	18.9.03	IMF	1,687.00	6,164.43	6,164.43	-
M/012	24.9.03	APTN London	5,100.00	18,666.00	-	18,666.00
M/013	19.9.03	TRT	2,094.00	7,674.51	7,674.51	-
M/014	7.10.03	Saudi T.V.	1,884.00	6,895.44	-	6,895.44
M/015	7.10.03	BBC	3,696.00	13,527.36	-	13,527.36
M/016	7.10.03	Kuwait T.V	2,022.00	7,400.52	-	7,400.52
M/017	24.9.03	Lim Joon Seok	322.00	1,178.52	-	1,178.52
M/018	19.9.03	IMF	4,000.00	14,612.00	14,612.00	-
M/019	7.10.03	IRIB Tehran	198.00	724.68	-	724.68
M/020	20.9.03	IMF	1,075.00	3,926.98	3,926.98	-
M/021	24.9.03	APTN London	441.00	1,614.06	-	1,614.06
M/022	7.10.03	Abu Dhabi Television	550.00	2,013.00	-	2,013.00
M/022A	7.10.03	Abu Dhabi Television	550.00	2,013.00	-	2,013.00
M/023	23.9.03	NHK Japan Broadcast Corp.	3,719.00	13,611.54	-	13,611.54
M/024	24.9.03	Rai Rome	3,548.00	13,305.00	13,305.00	-
M/025	7.10.03	Samacom (Sawatel-Kuwait TV)	-	-	-	-
M/026	20.9.03	Al Jazeera Sat. Ch.	200.00	730.00	730.00	-
M/027	20.9.03	Pakistan TV	1,183.00	4,335.70	4,335.70	-
M/028	20.9.03	Pakistan TV	198.00	742.50	742.50	-
M/029	24.9.03	CNBC Arabiya	4,659.00	17,051.94	-	17,051.94
M/030	7.10.03	Dubai Business channel	131,188.09	478,836.52	-	478,836.52
M/031	24.9.03	SABC TV News	2,197.00	8,041.02	-	8,041.02
M/032	24.9.03	Bloomberg	-	-	-	-
M/033	10.9.03	Middle East News	10,000.00	36,620.00	36,620.00	-
M/034	22.9.03	TRT	1,372.00	5,028.38	5,028.38	-
M/035	23.9.03	Ahmad Al Gaoud EDTV	-	-	-	-
M/036	24.9.03	Pakistan TV	-	2,000.00	2,000.00	-
M/037	23.9.03	Lim Joon Seok	550.00	2,062.50	2,062.50	-
M/038	23.9.03	CH.2 Israel	322.00	1,178.52	-	1,178.52
M/039	30.9.03	CNBC Europe	16,531.00	60,503.46	-	60,503.46
M/040	23.9.03	CNN London	3,760.00	13,761.60	-	13,761.60
M/041	30.9.03	CCTV China	939.00	3,436.74	-	3,436.74
M/042	24.9.03	WRD German Radio	150.00	562.50	562.50	-
M/043	24.9.03	TRT	198.00	725.67	725.67	-
M/044	30.9.03	IMF	9,021.00	33,016.86	-	33,016.86
M/045	7.10.03	MBC Al-Arabia	-	4,000.00	-	4,000.00
M/046	24.9.03	TVE Spain	896.00	3,279.36	-	3,279.36
M/047	7.10.03	Abu Dhabi TV	-	4,000.00	-	4,000.00
M/048	5.10.03	Samacom	7,232.00	26,469.12	-	26,469.12
M/049	13.10.03	IRIB Tehran	5,094.00	18,644.04	-	18,644.04
M/050	15.10.03	Samacom (Sawatel-Kuwait TV)	2,236.00	8,183.76	-	8,183.76
M/051	18.10.03	Oman TV	792.00	2,898.72	-	2,898.72
M/052	18/10/03	Bahrain TV	396.00	1,449.36	-	1,449.36
TOTAL			345,044.09	1,345,168.84	502,607.22	842,561.62

Media Committee

The actual income was less than the estimated amount, as it did not match the expected forecast and implementation of approved plans. Additional services and facilities, which were not mentioned in the forecast formulated by the committee, were provided.

Committee's working plan

The Committee's working plan included the approval of the budget, appointment of studios, finalising agreements with the concerned studios, organising production rooms, requesting necessary equipment, selecting personnel, arranging an introductory seminar for the journalists in September 2003, launching the media department's special website for the event, installation of operation room (MCR) and production rooms, testing equipment, unveiling the media facilities and Media Centre on September 17, 2003, approving the framework for the Control Centre and candidate evaluation sheet, basic responsibilities and tasks.

While registration details for international media was announced through newspapers and on the website, the committee sent out the application forms for registration to the local media, and received numerous applications. However, for security purposes, local journalists were required to re-register by completing a special security form. The total number of registered journalists and media personnel was 1690.

The Committee provided the following facilities to the media:

A- Media Centre: Hall 5 at the DICC was allocated for the Media Centre. A total of 400 workstations were fully equipped, in addition to nine workstations for international and local organisations, eight workstations for news agencies (Reuters, Associated Press, Bloomberg, Agence France-Presse, Emirates News Agency and Dow Jones). Rooms for press conferences had the capacity to accommodate 250 seats, while rooms earmarked for press announcements could accommodate 75 seats. Apart from this, there were ten fax machines, ten Internet kiosks, press offices allocated for the Host Government, the World Bank and the IMF, and studios for Abu Dhabi TV, Bloomberg, MBC and 3 standup.



The Media Centre

Media Committee

B- Press Centre: The World Bank, the IMF and the Media Committee jointly operated the Press Centre, and special desks were allocated for the three parties inside the Hall. The Committee's task included facilitating the work of the journalists, providing information, logistics support, coordination with other committees involved in the event, providing information related to the social activities, general information, promotional material, media management in the Conference Hall, arranging interviews with participants, issuing press releases, arranging photo sessions, accompanying the press, drafting a schedule of other local activities and daily news monitoring. The Joint Secretariat took charge of managing the press conferences while the Media Committee was responsible for coordinating and approving the schedule of local press conferences, on request. An area behind Hall 5 was allocated for external transport vehicles, where vehicles entering were subject to security checks and only permitted entry with a police escort.

C- News: In accordance with the norms followed during similar meetings, the World Bank and IMF were responsible for issuing official news releases and scheduling press conferences. It was agreed to permit photographers to take photographs at airports across the country in coordination with the Administrative Services and Public Relations Committee and the Emirates News Agency (WAM). The Media Committee was responsible for providing press releases, working papers and keynote speeches to local media.

D- TV bookings: Advance bookings were made through the website which contained details of facilities and a price list, according to the following table:

NAME OF THE PARTY	DATE	INV NO
Abu Dhabi Television	10.9.03	M/001
MBC Al-Arabia	10.9.03	M/002
Bloomberg	10.9.03	M/003
Dogan Produksuyon	17.9.03	M/004
Rai Radio Television	17.9.03	M/005
BBC	16.9.03	M/006
Samacom / LBC	20.9.03	M/007
Dubai Internet City	23.9.03	M/008
CNBC Arabiya	18.9.03	M/009
Al Jazeera Sat. Ch.	23.9.03	M/010
IMF	18.9.03	M/011
APTN London	24.9.03	M/012
TRT	19.9.03	M/013
Saudi T.V.	7.10.03	M/014
BBC	7.10.03	M/015
Kuwait T.V	7.10.03	M/016
Lim Joon Seok	24.9.03	M/017
IMF	19.9.03	M/018
IRIB Tehran	7.10.03	M/019
IMF	20.9.03	M/020
APTN London	24.9.03	M/021
Abu Dhabi Television	7.10.03	M/022
Abu Dhabi Television	7.10.03	M/022A

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NHK Japan Broadcast Corp.	23.9.03	M/023
Rai Rome	24.9.03	M/024
Samacom (Sawatel-Kuwait TV)	7.10.03	M/025
Al Jazeera Sat. Ch.	20.9.03	M/026
Pakistan TV	20.9.03	M/027
Pakistan TV	20.9.03	M/028
CNBC Arabiya	24.9.03	M/029
Dubai Business channel	7.10.03	M/030
SABC TV News	24.9.03	M/031
Bloomberg	24.9.03	M/032
Middle East News	10.9.03	M/033
TRT	22.9.03	M/034
Ahmad al Gaoud EDTV	23.9.03	M/035
Pakistan TV	24.9.03	M/036
Lim Joon Seok	23.9.03	M/037
CH.2 Israel	23.9.03	M/038
CNBC Europe	30.9.03	M/039
CNN London	23.9.03	M/040
CCTV China	30.9.03	M/041
WRD German Radio	24.9.03	M/042
TRT	24.9.03	M/043
IMF	30.9.03	M/044
MBC Al-Arabia	7.10.03	M/045
TVE Spain	24.9.03	M/046
Abu Dhabi Television	7.10.03	M/047
Samacom	5.10.03	M/048
IRIB Tehran	13.10.03	M/049
Samacom (Sawatel-Kuwait TV)	15.10.03	M/050
Oman Television	18.10.03	M/051
Bahrain Television	18/10/03	M/052

E- Press Centre: A team of young people was entrusted with the task of managing the Press Centre providing them with a unique opportunity to gain valuable experience while offering high service standards. The team included:

Ahmad Bilal

Ahmad Ali Bastaki

Hussain Ahmad Muhardel

Nisrin Safar

Mona Bu Samra

Mohammed Al Munji

Public Relations, Dubai Chamber of Commerce and Industry

Public Relations, Dubai Municipality

Emaar Real Estate

Graduate from Higher Colleges of Technology, Applied Media Studies

Journalist, Al Ittihad Newspaper

Journalist, Al Ittihad Newspaper



Media Committee

Fadia Hani	Journalist, Al Khaleej Newspaper
Salah Al Naqqi	Public Relations, Dubai Ports, Customs and Free Zone Corporation
Mubarak Khamis	Emirates News Agency, WAM
Farhan Al Marzouqi	Dubai Municipality
Najla Al Awadi	Dubai Business Channel and Dubai 2003

The working team focused on providing media services, information related to the meetings and participating parties, social activities during the period of the meetings, coordination with other committees, preparation of daily reports about work at the Media Centre, monitoring the local newspapers in Arabic and English for published articles related to the Annual Meetings, and facilitating the movement of journalists and photographers during the sessions. The Centre witnessed numerous activities among which were the following most important events:

- Opening of the Centre by His Highness Sheikh Hamdan bin Rashid Al Maktoum, Deputy Ruler of Dubai and UAE Minister of Finance and Industry, on September 17, 2003.
- Visit by His Highness General Sheikh Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and UAE Minister of Defence.
- Visit by His Highness Sheikh Abdullah bin Zayed Al Nahyan, UAE Minister of Information and Culture.
- Visit by His Excellency Mr. Recep Tayyep Erdogan, Prime Minister of Turkey.
- Visit by His Excellency Dr. Mohammed Khalfan bin Khirbash, UAE Minister of State for Finance and Industry.
- Daily visits by the heads of various committees.
- Visit by Mr. James Wolfensohn, President of the World Bank.

The Centre organised a reception for journalists on September 19, 2003 at the Emirates Towers Hotel; contacted WAM to nominate an editor for the task of follow-up and press coverage of the activities of the committees; and arranged a meeting between the Head of the Organising Committee, His Excellency Qassim Sultan Al Banna and chief editors, heads of departments at local newspapers and the director of WAM, to introduce the media personnel to the guidelines related to media coverage of the event.

F. Questions and Answers

The working team of the Media Committee collated responses to a list of anticipated questions likely to be put forward by the media regarding the tasks of the Committee, services provided by the Committee to journalists, coordination between World Bank and IMF officials and the local media centre, management of press conferences, facilitation of one-on-one press interviews with officials and distribution of working papers and official speeches delivered during the sessions.

The Committee members also prepared questions and answers related to the distribution of press ID cards, parallel activities, prayer rooms, and queries related to TV coverage including obtaining films and photos about the event, which were available for a fixed fee of US\$1500. The booking procedure for satellite feeds and TV stations was also addressed and those interested were asked to forward their requisition to bookingsmc@dubai2003.co.ae, where the Committee provided the price list for various services including the virtual studio, meeting rooms (free), video production rooms (5), radio kiosks (free), and radio studios (free).

Media Committee

G. Emirates News Agency (WAM)

The agency presented a plan to cover the arrival and departure of official delegations in coordination with the Media Committee, as well as coverage of the opening session, public and closed sessions, discussions, meetings, activities of the Sheikhs during the period of the meetings, special meetings with official participants, press conferences, preparation of the daily report dealing with reactions to the meetings in the international media, providing media with news, reports, photos and TV footage, and coverage of the closing session. The agency was provided with eight fully equipped offices in the Media Centre equipped with Internet and telephone lines. A total of 29 editors covered the event from the agency's offices in Abu Dhabi and Dubai.



The agency also provided books about the UAE in several languages, including Arabic, French, English, Russian and Japanese.

Preparations prior to the event

Al Bayan Newspaper – Media coverage for hosting preparations:

Mr. Sami Al Riyami, Business Editor, Al Bayan, and a member of the Media Committee, presented a plan for media coverage of the event. The plan suggested the formation of a working team comprising 12 people, which started working on the actual preparation for the event four months before the scheduled meetings. In the first two months, a weekly page was dedicated to the event, which showcased information about the establishment of the World Bank Group and the IMF, their activities and previous Annual Meetings. In the following two months, more articles were published in the paper and three pages were allocated each week focusing on three different aspects:

- 1) The international dimension, which was aimed at focusing on the previous activities of the World Bank and IMF.
- 2) The local dimension, which was aimed at focusing on the positive aspects of hosting the event and shedding light on the preparations carried out by various committees of Dubai 2003 in detail, through follow up and coverage of their activities.
- 3) The Arab dimension, which explored the points of view of experts in the Arab world, regarding the role of Arabs and the possibility of further activating it during this edition of the Meetings, and highlighting the need for Arab countries to achieve the maximum benefit by participating in the meetings. In this regard, assistance was required from all affiliated offices in the Arab capitals to get the points of view of experts.

A week before the meetings, a special supplement was issued, which contained a diversity of analytical material and expert opinions of Arab and foreign economists on the activities of the World Bank and the IMF. The supplement was issued during the period of the meetings on a daily basis. This was in addition to 4-5 pages of dedicated editorial content, which appeared daily in the newspaper's main section.

Media Committee

TV Coverage

TV broadcasting: A full plan for TV broadcasting was approved, including the budget (development of a partnership agreement with Sony), selecting the studios, finalising agreements with the studios and arrangement of production rooms, requisition for equipment and tools, recruiting personnel from March 2003, evaluation of alternative equipment available in Dubai and Dubai Media City (March 2003), organising introductory seminars for journalists (April 2003), launching the media department's website for the event (April 2003), opening of the Control Centre (May 2003), installation of operating room MCR and production rooms (August 2003), testing the equipment (first week of September 2003) and opening of media facilities and Press Room (14th September 2003).



Advanced facilities for the media

UAE Television and Radio Dubai

As the host television station, UAE Television and Radio Dubai (General and Business Channel, Channel 33 and Dubai Radio) was responsible for promoting and providing required media facilities from the moment the UAE was officially appointed to host the event. UAE Radio and Television Dubai maintained a continuous awareness campaign of Dubai 2003 by way of advertisements, news coverage, reports, special coverage, and meetings with the Committee members. The station provided continuous coverage through advertising, short films and merging the station logo and programmes with the event logo. Nearly 50 per cent of its airtime was allocated for daily coverage of related activities. Special programmes were produced, such as press coverage (international and Arabic), Good Evening Dubai, news programmes in Arabic and English in addition to live broadcasts of the Opening Session, other press conferences and the arrival of Sheikhs.

The special programmes included a total of 37 interviews with international and local personalities and 25 films about the World Bank and the IMF. Among the programmes were Women in Dubai, Dubai -- Crossroads for the World, Features of Dubai, Faces from Dubai, Live to Conference etc.

News Reports and Stories

All employees of the local news department were designated to cover the event. Various internal committees were formed to promote the main and parallel activities of the Meetings round the clock. The news coverage commenced with the official announcement that the UAE had been appointed to host the prestigious event, and through reports on the regular meetings of the Steering Committee and the Organising Committee. Later on, this coverage expanded to include the activities and meetings of the ten Special Purpose Committees. The coverage included local reports as well as coverage of news releases in addition to external reports issued following the signing of the hosting agreement in Prague in September 2000.

Television news coverage intensified and was included in the Arabic and foreign languages news on Dubai Radio. Coverage included the activities of the Dubai 2003 Secretariat and the activities of Dubai delegations, which marketed the Meetings internationally at various international events:

- 1) Davos Forum, Switzerland
- 2) Travel Market in the UK
- 3) Tourism and Travel Market in Germany, ITB
- 4) UAE Seminar in France
- 5) European Incentive and Business Travel Meetings in Geneva
- 6) Roadshows conducted by Dubai Municipality in Japan, Korea, Singapore and Malaysia
- 7) Businessmen Conference in Jordan
- 8) Arab Capital Markets in Beirut
- 9) World Bank and IMF Meetings in Washington
- 10) UAE National Day celebrations at Embassy in Washington
- 11) Coverage of Dubai's award presented by Jordan King Abdullah II in Amman, in the presence of His Excellency Qassim Sultan Al Banna, Head of the Organising Committee
- 12) Signing agreement of partnership between Dubai 2003 and Audi
- 13) Coverage of participation of Dubai delegation at the Washington Meetings. Special coverage in three different sections:
 - a) Coverage of participation of the delegation and activities, readiness of Dubai to host the event through news reports in Arabic on a daily basis.
 - b) News coverage in English about Dubai's preparations.
 - c) Dubai's seminars from Washington with a special focus on the importance of hosting the meetings and the activities of the working committees associated with the event.

Local News Reports

The coverage of Organising Committee meetings, started with news reports on its decisions before it widened to include the activities of the Special Purpose Committees, including interviews with the heads of each of the committees. Coverage also included follow-up and progress reports on the construction of the Dubai International Convention Centre.

As the main meetings approached, and as was agreed upon with APTN, an international news agency operating out of London, a daily report (four-minute feed) was broadcast. The report was relayed to the agency's customers, encompassing more than 500 TV stations, satellite channels and press agencies around the world. The news was then picked up by various TV stations in their news and business programmes.

Effective September 8, 2003, special interviews with the ministers of finance and economy and governors of central banks from around the globe were broadcast. Officials spoke to Dubai's Satellite Channel about their expectations of Dubai's success in hosting the event and its positive impact on the region. These interviews were translated and published in cooperation with Al Bayan newspaper on a daily basis in its business supplement entitled 'In a special interview for Dubai TV -- 50 interviews'.

A total of 25 documentaries were produced in English and Arabic, which were broadcast from September 10, 2003. These documentaries provided insights into the history of the projects of the World Bank and IMF related to sustainable development and combating poverty around the globe, in addition to reports that were produced locally in the newsroom dealing with the most important issues of interest to the two organisations.

Media Committee

Special Arabic and English news reports about the Meetings were broadcast from September 15, 2003, which showcased the development projects currently under way in Dubai and further promoted Dubai 2003. During this period, production support services were extended to a number of correspondents from Gulf and Arab countries through the provision of archive material, film footage and reports about the daily meetings. News releases were also issued via satellite. Media coverage continued after the Meetings, focusing on the reactions and impact of the event.

Promotional international interviews

London's APTN news agency was commissioned to carry out and record 40 interviews with ministers of finance and governors of central banks from around the world at a cost of US\$1000 per interview, while New Media Company in Dubai was commissioned to carry out motion separation, music, translation and graphics at a cost of AED 750 per interview. The cost of each documentary was US\$1200. A total of 25 reports were broadcasted at a cost of AED 92000.

Dubai Business Channel

The Dubai Business Channel began its full coverage of the Meetings on August 16, 2003. It recruited freelancers to produce recorded programmes and execute Dubai 2003 coverage, beaming live coverage from the DICC as of September 17, 2003.

Independent journalists and reporters employed

The total number of independent media personnel recruited by the Committee was 39, with 70 per cent from outside the country while 30 per cent were recruited locally:

Journalists and producers in both Arabic and English	8
Programme presenters in English and French	2
Production Units Directors	2
News team in French	6
Researchers in Arabic and English	3
Video Producers	4
Photography Engineers	5
Engineers	3
Production Coordinators	3
Simultaneous Interpreters in Arabic, English and French	3

The Channel produced 28 programmes of 15-minute duration each, which focused on the importance of investment in Dubai, an emerging economic hub for foreign and local investors. The programmes included 'Faces in Dubai', 'Made in Dubai', 'Landmarks of Dubai', and 'Women in Dubai'. A total of 11 documentaries were produced by the correspondents, which focused on the relationship of the World Bank and the IMF with nine Arab countries, and included a special programme about the UAE and another on the Arab Monetary Fund. A total of 52 interviews with prominent financial experts based in the country, who work closely with the World Bank and the IMF, were also undertaken.

Media Committee

The Channel launched a weekly programme on the Meetings in May 2003, which highlighted the activities of the World Bank Group and the IMF and the various committees of Dubai 2003. It aimed to provide viewers with a better understanding of the World Bank and IMF objectives, their interrelationship on one hand and their relationships with member countries on the other. The programme also shed light on the activities and preparations of the Dubai 2003 Committees and hosted heads of the various committees to give the viewers detailed insights into the preparations for the event, in 30 episodes.

The Channel also launched various releases such as:

- A live news report in French, which was launched on September 8, 2003, and was broadcast twice daily. The programme received a lot of praise for its high technical and writing standards, and in fact the Government of France sent a congratulatory message to the channel for the coverage.
- A special live report, entitled 'Dubai Today' was launched on August 23, 2003 and was broadcast daily. It focused on the achievements of the various Dubai 2003 committees and portrayed Dubai as one of the world's leading investment centres.
- Live coverage of the Annual Meetings between September 17 and 24, which were transmitted directly from the DICC studio, equipped with three cameras and from the main concourse with cameras operated by wireless band. Apart from this, it also provided detailed insights about the hotels where the delegates were staying, with the help of the Outside Broadcasting (OB) Van and from the Business Channel studios. In all, the Channel broadcast 144 hours of live programmes, not including repetitions.
- All graphics for the Business Channel were prepared outside the station. The Channel carried out an intensive locally produced promotion campaign, by way of 110 promotional tapes.

Total number of TV Production hours:

Broadcasting	Episodes	Number of hours
Dubai 2003 Programme	30 Episodes	30 hours
Documentaries – 52 minutes	13 Episodes	13 hours
Interviews – 26 minutes	52 Episodes	26 hours
Programs – 15 minutes	28 Episodes	7 hours
Dubai Today	25 news report	12.5 hours
Promotion tapes for the Station	110 promotion tapes of 30 minutes each	One hour
French news journal	Nine news journal	4.5 hours
Live coverage from the DICC	Live reports and interviews	144 hours
Total number of produced hours		238 hours

The success of coverage proved that with necessary resources and suitable planning, the Channel is capable of producing creative work to meet future demands. This success can be leveraged to heighten the status of UAE Television and Radio Dubai and affiliated channels among foreign media organisations.



James Wolfensohn providing a fingerprint for the e-card (picture taken in Washington)

Dubai AM Radio

Dubai AM Radio coverage intensified as of January 2003 and from September 18, 2003, radio broadcasts were provided to Ras Al Khaimah and Umm Al Quwain to enable them to cover the event in cooperation with Dubai Radio. The coverage included advertisements and short intensified programs over 196 episodes equivalent to 160 broadcasting hours. The list of programmes included 'Daily Diary of Dubai 2003', which contained news about preparations and interviews with organisers and experts (84 episodes/14 hours), 'Contemporary Issues', which comprised debates and discussions (19 episodes/7 hours), 'Shedding A Light', which gave information, news and interviews presented by Monte Carlo Radio presenter Hiyam Hamwi (20 episodes/8 hours), 'The Way To Dubai 2003', which answered questions about the role played by Dubai and the UAE in the Meetings (25 episodes/3 hours), 'Dubai 2003 Programme', which contained full coverage of the event inside the DICC (24 episodes/80 hours) and 'Dubai Today' which gave an account of the activities on a daily basis (24 episodes/48 hours).

Dubai FM Radio 92.2

Dubai FM set up a working team to offer round-the-clock coverage of the event. The entire schedule was divided into three main aspects – the first aspect focused on promoting the event through live programmes that focused on the importance of hosting the event, through advertisements placed by the Dubai 2003 Secretariat. The coverage became increasingly intensive as of August 1, 2003. The second aspect focused on a programme entitled 'Dubai -- Crossroads of the World', which incorporated interactive coverage of

the different nationalities represented in the country and focused on international music and related it to Dubai 2003. This resulted in unprecedented audience interaction by way of telephone calls, contributions and appraisals. The implementation of this aspect started by focusing on the events that accompanied Dubai 2003 through promotional coverage. The third aspect that accompanied advertising material consisted of live coverage that showcased the efforts of Dubai 2003 committees through interviews with members of the committees and other related economic activities. A total of 250 interviews were recorded and broadcast discussing the expected outcomes of hosting the event in Dubai, on the Emirate and its role as a regional business hub and the region in general.

The Radio also broadcast documentaries about the role played by the World Bank and the IMF focusing on their main issues such as combating poverty, sustainable development around the globe and fighting contemporary diseases. Reports under the title of 'Link and Communications' were broadcast, which aimed at introducing the audience to activities being undertaken to market Dubai around the world. Parallel activities that introduced the culture and history of the region were also broadcast, which focused on Heritage Village activities through live artistic and musical coverage.

During the event, the radio station broadcast news reports and directives live from the operation room in cooperation with Dubai Police Headquarters, which coordinated the traffic situation in different parts of the city in addition to general directives from Dubai Police, 24 hours a day.

Effective September 1, 2003, the radio station intensified its recorded and live coverage. By September 15, the radio station started reporting live from the DICC, with live interviews every hour involving leading economic personalities, coverage of various press conferences and an array of one-on-one interviews with members and heads of the participating delegations and organising committees. This was accompanied by a promotional campaign on Dubai 2003.



Finance, Purchase and Marketing Committee



His Highness Sheikh Hamdan bin Rashid Al Maktoum at the opening of the Regional Exhibition held alongside the Annual Meetings

The Finance, Purchase and Marketing Committee is one of the Special Purpose Committees set up by the Dubai 2003 Organising Committee. It was constituted following a decree issued by the Head of the Organising Committee in June 2000 to manage payments, purchase and marketing for the event and included the following members:

Head

Mr. Ibrahim Belselah

Director of Finance, Dubai Municipality, General Coordinator of Dubai 2003

Members

Mr. Abdullah Aljawi

Head of Accounts Department, Dubai Municipality

Mr. Mohamed Al Noori

Head of Advertising Department, Dubai Municipality

Mr. Essa Lutfi Ali

Former Head of Accounts Department, Dubai Municipality

Mr. Mohammed Mahmoud Rashid

Finance Expert, Dubai Municipality

Mr. Nasser Al Dabal

Director of Finance, Department of Tourism and Commerce Marketing (DTCM), Dubai

Mr. Abdullah Abdul Rahman

Assistant Director of Finance, Dubai Municipality

Finance, Purchase and Marketing Committee

Achievements

Achievements of the Committee at the organisational level and the formation of the Dubai 2003 Secretariat.

- The Committee commenced its activities in October 2000 and constituted an appropriate structure to ensure it achieved its various objectives.
- The Committee instituted a general framework based on global accounting standards. It succeeded in finalising its financial reports in line with standards approved by the Steering Committee and by a foreign audit office (Ernst & Young).
- The Committee finalised its tables, procedures and financial forms in accordance with the event's needs and compiled statistical data on HR functions and official missions.
- A management structure to oversee the activities of the Dubai 2003 Secretariat was devised and the secretariat was located in the National Bank of Dubai's headquarters building.
- To achieve high levels of transparency, a separate accounting set up was created for the Dubai 2003 Secretariat, which recorded all expenses and income related to the event and encompassed financial details related to the construction of the Dubai International Convention Centre (DICC), including expenditures and contributions that came through the Venue and Facilities Committee.
- The Committee managed all procedures related to the commemorative gifts, including their selection, procurement, distribution, and subsequent storage of assets.
- The Committee was entrusted with ensuring the accuracy and integrity of all financial procedures. It appointed an external audit office to review all financial transactions and sought a general overview of the entire process by the Ruler's Court (Diwan) Finance Department.

Achievements regarding budget planning, expenditures supervision and financial management

1. Approving the event's budget

Despite the UAE's lack of data and previous experience in managing an event of such magnitude, the Committee successfully formulated a budget strategy, and succeeded in presenting an accurate picture of the programmes and activities to be executed. It also included details of the requisite budget for the Annual Meetings' preparations. The Steering Committee approved the budget, which was managed effectively to achieve the desired results.

Finance, Purchase and Marketing Committee

Budget for the programmes approved for the events

Programme	Estimated budget(AED)	Particulars
Main needs of the event in line with the requirements of the Joint Secretariat	30,500,000	Needs as defined by the Joint Secretariat, either for the delegations, or its employees or for the Meetings such as computers, office equipment, photocopy centre etc.
The event needs of temporary employees	29,000,000	The amount was earmarked to select, train and appoint temporary employees during the event as well as the rewards and expenses related to the same
Advertising	22,050,000	Advertising in the various media – internationally, regionally and locally
Budget for operational and management expenses for the Dubai 2003 Secretariat	26,500,000	This amount involved expenses towards procuring the assets, current expenditures, management expenses and salaries etc. for the Dubai 2003 Secretariat
Budget for social activities	9,000,000	Activities hosted during the event, including receptions, parties, commemorative gifts etc
Budget for marketing the event	3,950,000	Finance required to promote and market the event at the international, regional and local levels
Budget for Public Relations	10,000,000	Expenses towards enhancing and promoting the event with the help of international and regional public relations companies
Budget for local transportation	7,500,000	Meeting the transport needs of the officials and participants, including all related expenses for training, salaries and maintenance etc.
Provisional	12,500,000	Making provisions for unplanned expenses such as expenditures incurred by the Special Purpose Committees or any other expenses not included above
Total budget approved for the needs of the event	151,000,000	One Hundred and Fifty One Million Dirhams

Finance, Purchase and Marketing Committee

2. Supervision on applying the budget and expenditures

The budget was utilised as approved, and a part of the allocated finances were saved. Out of the approved budget of AED 151 million, a total of AED 106,342,949 (as of October 20, 2003) was used and it was anticipated that the final expenditure, after settling all remaining accounts, would not exceed AED 115 million, which translates to a saving of approximately AED 36 million from the total approved budget. A break-up of the expenses follows:

Particulars	Estimated Budget (AED)	Actual Expenditure (AED)
Operational and Management Expenses	26,500,000	28,195,298
Advertising	22,050,000	15,063,943
Marketing	3,950,000	2,141,999
Public Relations	10,000,000	9,204,063
Temporary Employees	29,000,000	13,362,850
Event Needs (Joint Secretariat)	30,500,000	24,859,190
Cultural and Social Events	9,000,000	4,939,513
Local Transportation	7,500,000	6,585,262
Provisional	12,500,000	1,990,831
TOTAL	151,000,000	106,342,949

3. Overview and supervision of the financing programmes

The Committee oversaw all the expenses mentioned in the financing programmes, either by establishing cash flow plans or by following up with the bodies involved in financing the event or constructing the event venue. Close monitoring and careful supervision led to the comprehensive success of the strategy, resulting in actual expenditures that fell short of estimated budget figures. Following is a list of organisations which contributed to the event's budget.

Financing Body	Contribution
Ruler's Court	40,000,000
Dubai Municipality	10,000,000
Dubai Chamber of Commerce and Industry	15,000,000
UAE Central Bank	20,000,000
Ministry of Finance and Industry	40,000,000
TOTAL	125,000,000



Finance, Purchase and Marketing Committee

4. Success in securing additional income

In addition to government financing, the Committee tapped other financial sources through monetary and in-kind contributions. Following is the list of the contributing organisations and the value of their contributions:

Organisation	Contribution	Estimated Value
Emirates Airline	All air tickets for Dubai 2003 Secretariat	20,000,000
National Bank of Dubai	Two floors of the Bank building to accommodate the Dubai 2003 Secretariat	2,500,000
Audi cars	250 luxury Audi cars during the Annual Meetings	20,000,000
Masafi	Mineral water for Dubai 2003 (Event and Office)	1,000,000
UAE Central Bank	Sponsor of Arab Art Exhibition	500,000
Enoc/Eppco	Fuel, washing the vehicles	1,000,000
Clifford Chance	Legal services	500,000
McKinsey & Partners	Consultancy services	100,000
TOTAL		45,600,000



The General Coordinator of Dubai 2003, announcing the partnership with Masafi mineral water

Finance, Purchase and Marketing Committee

5. Ideal management of financial contributions

The Committee worked on developing a flexible investment plan for the cash flow provided, which succeeded in generating additional income of around AED 3 million, without affecting the programmes.

6. Income generated by renting the Office Tower to official delegations

In coordination with the Joint Secretariat, the Committee was able to regulate payments generated from delegations – to the tune of AED 4,603,275.75.

7. Managing the accounts of all special projects related to the event

All payments for special projects related to the construction of the Dubai International Convention Centre (DICC), which were approved by the Venue and Facilities Committee, were settled. The Venue and Facilities Committee provided the following data:

Particulars	Budget	Contribution by Dubai World Trade Centre	Contribution by Dubai 2003	Remarks
Consultancy fees	28,931,280	19,402,210	9,529,070	
Roads	10,302,745	5,046,745	5,256,000	
DICC Office Tower, Parking Facilities	410,202,267	410,757,267	33,055,000	
Additional works for Dubai World Trade Centre	41,050,811	41,050,811		Cleaning of the venue, testing the soil, laboratory, other additions
Diversified additional works for Dubai 2003	84,577,746		84,577,746	Partitions, equipment and tools
Monument	3,000,000		3,000,000	
TOTAL	606,504,849	471,087,033	135,417,816	

Marketing

The Annual Meetings provided a unique marketing opportunity to showcase the capabilities of the UAE to the international community and to enhance its position as a globally recognised financial and commercial hub. The worldwide economic community praised the UAE for the preparations, arrangements, infrastructure, hospitality and the enthusiasm of the Government and the people towards the event.

Finance, Purchase and Marketing Committee

Over the three-year period leading to the Annual Meetings, a strategic, consistent and multifaceted marketing plan was formulated and implemented. As part of the plan, a Regional Exhibition was organised, which involved participants from the UAE, Gulf countries, Lebanon and Korea. The marketing programme also incorporated radio programmes, television advertisements, hoarding and promotional signage sporting the event logo at numerous locations including major roadways, the airport, hotels and the Dubai World Trade Centre, a dedicated website, which registered over 3,632,515 hits from over 100 countries, the staging of the Arab Art Exhibition -- which featured 26 contemporary artists from the Arab Region, a series of publications that highlighted the region's culture, an array of tours conducted during the event, in addition to the Children's Art Exhibition, which featured 84 paintings, depicting children's visions of their world and their future aspirations, and the Children's World Mural Display, a collaborative creation of child artists representing 50 countries from around the world. It also involved the release of Dubai 2003 commemorative coins, issued in collaboration with the UAE Central Bank, the purchase of a range of commemorative gifts distributed to all participants and coordination with Emirates Post to issue a series of commemorative stamps.

In addition to other committees, the Finance, Purchase and Marketing Committee was also keen to introduce the event to the community and the world by way of advertisements in newspapers and television, as well as participation in exhibitions and conferences abroad in accordance with the directives of the Organising Committee. It also organised introductory seminars to attract UAE Nationals to participate in the event.

The Committee also played an instrumental role in facilitating partnerships with local and international companies such as Audi, Emirates, the National Bank of Dubai, Masafi, Enoc/Eppco and Clifford Chance.

The marketing plan included the design of a logo for the event in addition to the creation of a tagline which helped highlight Dubai's goal to become a financial hub - Dubai: Crossroads of the New Economy. This message was shared with international, regional and local media.

Obstacles and Recommendations

1. Committee members were working part-time on the projects, which affected the functioning. In future, committee members should be on the job, full-time, right from the project's inception.
2. The budget for some committees was not well planned, which led to some unforeseen expenditures. Hence, the committees should develop budgets beforehand.
3. The Committee had to settle payments of defaulting bodies, which failed to honour their commitment on payments.
4. There is a need to expand the spectrum of participation and contributions from the different economic sectors, especially in events of such a magnitude.

Medical Services Committee



His Highness Sheikh Abdulla bin Zayed Al Nahyan and Khalid Ahmed Al Shaikh Mubarak at the medical services centre at DICC

The Medical Services Committee is one of the special purpose committees set up by the Dubai 2003 Organising Committee. It was formed in June 2000 following a decree issued by the Head of the Organising Committee to provide medical treatment services to Annual Meetings participants during the event. This included the provision of medical supplies, emergency services, documentation of information and data, and related communications and information technology requirements. In addition the Committee was to ensure the UAE was ready, from a medical services perspective, to deal with any emergency situations or disasters that might occur during the event. The committee included the following members:

Head

Mr. Khalid Ahmed Al Shaikh Mubarak Assistant Director General for Financial and Administrative Affairs, Department of Health and Medical Services

Members

Dr. Ali Ahmed bin Shakar Deputy Head of the Committee, Assistant Director of Medical Affairs, Department of Health and Medical Services

Dr. Ali Al Sayed Hussain Director of Al Wasl Hospital for Supportive Medical Affairs, Department of Health and Medical Services

Mr. Ahmed Nasser Lootah Director of Administrative Affairs Department, Department of Health and Medical Services

Medical Services Committee

Dr. Hussain Nasser Al Rahma	Head of Emergency and Critical Care Unit, Rashid Hospital, Department of Health and Medical Services
Dr. Zaid Abdul Aziz	General Surgery Specialist, Rashid Hospital, Department of Health and Medical Services
Mr. Ibrahim Al Ustath	Head of Information Technology Services Department, Department of Health and Medical Services
Mr. Juma Bukheet	Head of Emergency Network, Administrative Affairs Department, Department of Health and Medical Services
Mr. Mahmoud Al Saeed	Head of Communications Unit, Administrative Affairs Department, Department of Health and Medical Services
Mr. Shafiq Jaffar Al-Yousuf	Head of Supportive Services Network, Administrative Affairs Department, Department of Health and Medical Services

The committee's role was to:

1- Provide all required medical care to participants at all event sites, from the moment of their arrival in the country, until their departure.

2- Provide medical care and ensure superior service standards at the hospitals, centres and clinics under the jurisdiction of the health directorate and Ministry of Health and also at private hospitals.

3- Provide immediate medical care to VIPs.

4- Ensure the effectiveness of communications between committee members and other concerned authorities.

5- Create an automatic patient registry system

6- Ensure sufficient medical supplies were readily available at all service points.



Medical equipment available inside the DICC

Working teams were formed to carry out these tasks in an appropriate manner. A total of 956 people were treated between September 13-24, 2003 at the appointed hospitals and clinics. Achievements of each team are listed below.

Missions carried out by the Communications Team

1- Provided equipment and required communications facilities at the clinic located at the meetings venue and the medical services committee's office.

2- Installed a TETRA communications system to link the medical and security committees' emergency departments.

Medical Services Committee

- 3- Issued a telephone directory containing the contact numbers of medical committee members and medical experts on stand-by to provide medical services to participants, including physicians, nurses and coordinators at public hospitals in Dubai, Sharjah and Ajman.
- 4- Issued a concise guide with the names of key personnel in medical services, including committee members, doctors, nurses on duty and coordinators at public and private hospitals and also at the on-site clinic.
- 5- Provided computers, printers and e-mail services for the committee's office and for the on-site clinic.
- 6- Provided two telephone hotlines to link both the on-site medical clinic and the committee's office with Rashid Hospital's emergency department.
- 7- Provided telephone hotlines between Rashid Hospital and public and private hospitals.

Missions carried out by the Emergencies and Disasters Team and Airport Clinic

- 1- Preparation of on-site and hospitals contingency plans.
- 2- Selected individuals to staff the on-site facilities and provided names to concerned authorities.
- 3- Carried out daily exercises to practice implementation of approved contingency plans in coordination with the Health Directorate's Emergency Department and Dubai Police Headquarters.
- 4- Coordinated mock disaster exercises incorporating helicopter rescues with concerned authorities (Civil Defence, Dubai Police Headquarters, Armed Forces, Chemical War Unit, and Air Emergency) in the DICC and other sites.
- 5- Conducted field visits to the clinic on-site and at the airport.
- 6- Provided all necessary medical provisions to all sites.

Identification of disaster team stand-by locations in Dubai

- 1- Ensured the directorate's main warehouse was stocked with necessary provisions to support the on-site medical team (doctor, nurse, and emergency specialist) and provided a field supplies car on a 24-hour basis to make deliveries, as needed.
- 2- Placed five complete teams on 24-hour stand-by at Rashid Hospital and ensured round the clock helicopter access to transport individuals requiring emergency services, as needed.

Missions carried out by the Information Technology Team

- 1- Designed a program for the event's on-site clinic that facilitated patient registration, provision of temporary health identity cards for future consultations, printed patient data on prescriptions and treatment forms and enabled ICD Code insertions to identify illnesses.
- 2- Prepared daily reports filtered according to nationality and type of illness.
- 3- Developed a unique system for creating records for Annual Meetings' clients of hospitals and clinics, which, through minor modifications ensured they were exempt from medical charges.
- 4- Trained personnel to use the program on-site and at hospitals and clinics to enable accurate tracking of Annual Meetings patients, from the moment the patients were received, until treatment was completed.
- 5- Placed one technician at each hospital to respond to system enquiries.
- 6- Implemented a system to monitor patient arrivals, track procedures followed by each administration, and allocate tasks to different sections.
- 7- Provided supplies required to register patients at the on-site clinic including special printers for labels and temporary health cards.

Medical Services Committee

Medical Supplies and Documentation Team

1- Missions carried out by the Medical Supplies Team

- 1- Prepared a list of needed medical supplies and ensured sufficient quantities to cover the event's duration.
- 2- Ensured availability of medical supplies at all on-site locations and appropriate dispensation of all medications.
- 3- Devised a system to dispense medications at the airport's clinic and three other airport locations, the on-site clinic at the main venue and at hospitals.
- 4- Enumerated medications dispensed from all sites during the event.
- 5- Prepared crash trolley and medical bags for doctors and emergency personnel.
- 6- Provided buses with necessary first aid provisions.
- 7- Coordinated provision of medical supplies and stand-by ambulances for all social activities sites, including Heritage Village.
- 8- Identified pharmacists to work at the requested locations.
- 9- Prepared a special medical prescription form for the event.

2- Missions carried out by the Certification Team

- 1- Documented internal and external correspondence concerning the committee's affairs.
- 2- Documented tasks for groups stemming from the committee.
- 3- Documented tasks of each participating member or individual on the committee.
- 4- Documented policies and decisions concerning the committee.
- 5- Documented the committee's budget.
- 6- Documented number of patients who visited hospitals and participating clinics.
- 7- Documented work plans.
- 8- Produced an information leaflet providing details about services provided by the Department of Health and other participating hospitals.

3- Media Missions

- 1- Issued press releases highlighting activities of the committee and its work teams in newspapers and magazines.
- 2- Coordinated special media interviews with committee members.
- 3- Issued a press release about the leaflet prepared for event participants.

Missions of Emergency Services

- 1- Prepared, implemented and supervised emergency services plans.
- 2- Identified working personnel and provided lists of names to concerned authorities.
- 3- Instituted daily practices to perfect planning.
- 4- Conducted mock scenarios in coordination with concerned authorities
- 5- Coordinated field visits to both on-site clinics, at the main venue and the airport, and also to participating hospitals and emergency car stations.

Medical Services Committee

- 6- Allocated ten ambulances to work for 12 hours daily equipped with 20 drivers operating under the supervision of Dubai Police Headquarters.
- 7- Provided two fully equipped ambulances and eight stand-by drivers, on a 24-hour basis, inside the airport premises.
- 8- Provided a fully equipped ambulance, six EMT-Bs and three stand-by drivers at the airport arrivals terminal during the first few days of the event, and outside the departure building at the end of the event.
- 9- Provided nine EMT-Bs on a 24-hour basis to cover three medical stations at the main venue.
- 10- Provided a fully equipped ambulance, three EMT-Bs and three drivers on 24-hour stand-by.
- 11- Provided 6 EMT-Bs to accompany the doctor on patrol round the clock.
- 12- Provided three fully equipped ambulances, 18 EMT-Bs and six drivers on 24-hour stand-by.
- 13- Ensured a fully equipped vehicle equipped to respond to disasters, with a capacity to attend to 25 injured people, and a driver, were on 24-hour stand-by.
- 14- Provided two fully equipped ambulances, four EMT-Bs and two drivers.
- 15- Provided one fully equipped quick intervention car with paramedic and driver.
- 16- Provided three civilian cars (with drivers) to transport doctors to provide medical services to VIPs.
- 17- Provided one fully equipped car for quick intervention and a paramedic and driver round the clock, in agreement with Dubai Police. This unit responded to several calls and attended to injured people, dispensed medications at the accident site, stabilized patients and then transferred them to Rashid Hospital's emergency department. Some calls required quick transfer to hospital.
- 18- Provided a quick intervention vehicle with driver to transfer site team and equipment, as required, round the clock.
- 19- Provided two fully equipped ambulances and 4 EMT-Bs with drivers.
- 20- Provided one small bus to transport employees to the convention centre.

General Positive Aspects

- Excellent cooperation among participating bodies and prevalence of one team spirit.
- Recognition of the importance of continuous training with the concerned authorities, to help raise skill standards and technical acumen of medical services administered during disasters.
- Gained expertise in designing and implementing contingency plans for global events of significant magnitude.
- Gained expertise in organising allocations of medicines and dispensing medical supplies and first aid for critical conditions.
- Worked collaboratively with other entities and establishments providing similar services.
- Identified weaknesses in dealing with disasters and emergencies and ways to eliminate them.
- The experience helped reinforce the importance of using modern communications' systems.
- Good documentation of the steps undertaken to coordinate medical services and records of committee meetings during and after the event.
- Availability of manual containing all the necessary information.



Recommendations

- 1- Create a permanent clinic at the convention centre to service people attending conferences.
- 2- Design awareness programs to introduce the community to the importance of organising such activities and global conferences.
- 3- Conduct more introductory seminars, prior to the event, to educate committee members about the magnitude of the event and its importance, to enable them to prepare in an appropriate manner from the earliest stage.
- 4- Give the media appropriate attention which corresponds to the magnitude and importance of the event.
- 5- Document information to create a database for developing services for future conferences.
- 6- Identify a specialised entity, at the organising committee level, to respond to enquiries and committees' requests to facilitate their tasks.
- 7- Encourage continuous liaison and coordination of medical services authorities responding to emergency situation, ensuring specialised entities form a harmonious, comprehensive team to respond to disasters in Dubai.
- 8- Develop a wireless communications system linked directly to Dubai Police Headquarters' emergency department as this will enhance and quicken emergency response implementation.
- 9- Document lists of medications used during previous conferences, as a guide to the adoption of future lists.
- 10- Ensure a committee's stature is a direct reflection of the importance of the task it is undertaking.



Emirates aircraft sporting the Dubai 2003 logo

The International Transport and Freight Services Committee is one of the Special Purpose Committees set up by the Dubai 2003 Organising Committee. It was constituted in June 2000 following a decree issued by the Head of the Organising Committee to handle the transport requirements of the delegations, coupled with the freight of the publications. It included the following members:

Head

Mr. Rashid Al Noori Senior Vice-President, DNATA Agencies

Members

Mr. Ali Al Jallaf	Director, Dubai Cargo Village
Mr. Mohammed Al Tayer	Director - Protocol and Public Relations, Department of Civil Aviation
Mr. Salem Obaidalla	General Manager - UAE, Emirates Airline
Mr. Hamdi Osman	Vice President - Middle East, Indian Subcontinent and Africa, Federal Express
Mr. Kevin Ennis	Manager, Cargo Business Development, DNATA Cargo
Mr. Prakash Nair	Cargo Marketing Manager, Emirates SkyCargo
Mr. Chandran Dinesh	Regional Manager - Dubai and Northern Emirates, KLM
Mr. Zainul Juneid	General Manager - Gulf, Singapore Airlines
Mr. Rakesh Mansukhani	Senior Sales Executive, United Airlines
Ms. Deborah Frampton	Country Commercial Manager, British Airways

International Transport And Freight Services Committee

The Committee set up an International Travel Office in line with the requirements of the Joint Secretariat. The Office comprised five officials from Washington, who were entrusted with the task of handling reservations for World Bank and International Monetary Fund officials. Five DNATA employees managed all other booking requests received.

The Committee prepared presentations for the airline community to help them equip themselves for the increased number of flights and anticipated pressures on First and Business Class lounges. The presentations focused on airport preparations being undertaken to ensure participants were appropriately welcomed and directed. Committee members took note of the feedback on issues related to baggage, security issues and visa procedures and others.

While traditionally the Joint Secretariat brings in the hardware and software to the host city to manage travel bookings and freight logistics, in 2003, the International Transport and Freight Services Committee arranged with Sabre and Amadeus service to provide the required technology in Dubai. This reduced shipping expenses considerably. A DNATA IT team was closely involved in setting up the on-site ITO office, both for DNATA and the Amadeus/Sabre teams. Technicians were also provided to set up and maintain the office to ensure links and programmes functioned as required.

The host government, through the Dubai 2003 Secretariat, took responsibility for the management of arriving and departing shipments, ensuring timely delivery and secure storage of sensitive goods.



Head of the Organising Committee Qassim Sultan Al Banna with members of the committee and hosts of Dubai 2003.

The 2003 Annual Meetings were rated as ‘the best ever’ and part of that success can be directly attributed to the efforts of the operations teams within the Dubai 2003 Secretariat. The teams successfully met all the requirements of the Joint Secretariat, even those which were not listed in the requisite manual, such as audiovisual requirements, communications, customs, immigration and exemptions, food and beverage services, insurance, personnel, printing requirements, seminars, social events, banking services, logo, meetings guide, photographer, event staffing, host government offices, special guests and visitors, registration and badges for all people associated with Dubai 2003, gifts for all participants, providing efficient and appropriate committee support, managing the relationships with government bodies such as the Ministry of Finance and Industry, the Central Bank of the United Arab Emirates, the Ministry of Foreign Affairs, in addition to managing the relationship with the Joint Secretariat of the World Bank Group and the International Monetary Fund.

The Dubai 2003 Secretariat was entrusted with the responsibility of appointing more than 1,000 event staff during the event, mainly UAE Nationals, working principally at the event sites. They were all effectively trained and their remuneration packages were worked out. Their hospitality and assistance were universally acclaimed and the appearance of the staff in a specially designed and produced uniform was also widely appreciated.

The Dubai 2003 Secretariat also coordinated the required printing services in Hall 7, and the establishment of the Host Government Offices on the 12th and 13th floors of the Dubai International Convention Centre’s Office Tower and the Dubai Police Control Room. The Dubai 2003 Secretariat was also responsible for sourcing the furniture, coordinating the technology and telecommunications requirements and equipment, office decoration and office support.

Dubai 2003 Secretariat

The Dubai 2003 Secretariat also organised the Host Government reception held at Airport Expo Dubai's West Hall on the 23rd of September for 6,000 people, which was a runaway success. Participant response to the décor, food, entertainment and overall quality of the event was very encouraging.



Dubai 2003 website

Meetings was extremely commendable. The quality of the information included was a strong point and complimented by the Joint Secretariat and participants.

A strong working relationship was vital to ensure the Dubai 2003 Secretariat met the requirements of the Joint Secretariat. The Dubai 2003 Secretariat was able to establish relationships with the World Bank President Mr. James Wolfensohn and Mr. Horst Kohler, IMF Managing Director, which led in part to the very positive comments and press coverage generated about the UAE, Dubai and the organisation of the meetings.

Without doubt, the quality of the 39 different printed items produced for the Annual

Media Support Committee



His Highness General Sheikh Mohammed bin Rashid Al Maktoum visiting the Media Centre

The Annual Meetings of the Boards of Governors of the World Bank Group and the International Monetary Fund (IMF) in the UAE was a historical event, adding to the country's achievements over the years. This high-profile event attracted the interest of leading international media organisations and therefore, the Dubai 2003 Organising Committee, led by His Excellency Qassim Sultan Al Banna, established a Committee to capitalise on the media presence generated by the event. This was facilitated by 'going the extra mile' to meet their needs and using this opportunity to showcase the achievements of the UAE and Dubai, in all sectors.

On September 10, 2003, the Head of the Organising Committee appointed Mr. Khaled Ali bin Zayed to lead the Media Support Committee. Members were selected from different departments and local establishments in Dubai. The committee held its first meeting with Mr. Ahmed Abdul Rahman Al Banna, Assistant General Coordinator for Dubai 2003, at the Office Tower of the Dubai International Convention Centre (DICC), where they learned about the directives of the Head of the Organising Committee, the nature of their work and the tasks earmarked for them. The importance of their mission was also underscored, and its direct impact on the UAE's preparations as host for the event was highlighted.

Committee's Working Policies

The Committee's strategy reflected the importance of the roles and responsibilities assigned to its members. The primary task was to get the members directly involved in the preparation and formulation of tasks, introducing them to the work of all the committees and to encourage a strong team approach.

Media Support Committee

The Committee, which met on a daily basis until its offices were shifted to the DICCC on September 15, 2003, discussed its tasks and goals and put forth the following recommendations:

- Increase the number of Committee members and define their tasks.
- Prepare questions expected to be asked by journalists covering the Annual Meetings.
- Allocate a petty-cash budget for the Committee.
- Follow up on the needs of the Committee with the Organising Committee.
- Collect information about the UAE and identify 20 websites that showcase sufficient information about the country.
- Organise meetings prior to, and during the event, to identify barriers to information gathering and suggest solutions for the same.

The members of the committee in its final structure

Members of Media Support Committee			Attendance %
Khaled Ali bin Zayed	Head of Committee	Dubai Municipality	100
Khaled Mohammad Badri	Assistant Head of Committee	Dubai Municipality	100
Elham Hussain Abbas	Member	Dubai Shopping Festival Office	100
Atef Mohammed Nafeh	Member	Union Coop	100
Massoud Mohammed Saleh	Member	Civil Aviation	100
Abdullah Ali Mubarak	Member	Dubai Municipality	100
Mahmoud Youssef Al Ali	Member	Dubai Municipality	100
Nihal Ali Abdul Aziz	Member	Arabian Radio Network (ARN)	100
Hanif Ahmed Mohammed	Member	Dubai Police	100
Marian Hamdi Abdul Majid	Member	Dubai TV	100
Noura Khalifa Al Abbar	Member	Dubai Media City	90
Abdul Wahid Mohamed bin Hafez	Member	Dubai TV	90
Saeed Ibrahim Abdul Rahman	Member	Dubai Municipality	80
Assrar Khalil Al Jaziri	Member	Dubai Municipality	60
Ahmed Al Sayed Al Toukhi	Member	Dubai Municipality	60

Committee's Main Tasks

- 1- Provide and update the information needed by media representatives.
- 2- Solve problems and mitigate obstacles.
- 3- Provide logistical support, including supplies and other necessary items.
- 4- Respond to enquiries.





His Highness General Sheikh Mohammed bin Rashid Al Maktoum with event hosts

Team Members Tasks

- 1- Provide answers to journalists' enquiries in record time, while defining the required time for research and guidance.
- 2- Accompany the journalists to press conferences and official visits.
- 3- Provide information, data, statistics and equipment required by media personnel and involve other committees members, to help facilitate their mission.
- 4- Assist in organising social activities for the media.
- 5- Coordinate the presentation of commemorative gifts and souvenirs.
- 6- Provide general and requested information about the UAE and Dubai.
- 7- Convey remarks and suggestions put forward by the media to officials and inform those putting forth suggestions about the decisions taken.

The tasks of the team members were allocated as follows:

1) Media Support Centre, managed by Mrs. Elham Abbas

- Respond to media enquiries and provide total support in coordination with the Media Committee.
- Provide data, statistics and information about the UAE and Dubai.
- Follow-up and coordinate with other committees on meeting requests and press conferences.
- Collate suggestions and remarks put forward by journalists.

Media Support Committee

2) **Support and Guidance Team**, managed by Mr. Atef Mohammed

- Respond to media enquiries inside the DICC.
- Provide support to media representatives through the information office.
- Accompany the media to internal and external activities.
- Report any media inquiries outside the domain of the main event and contact a Committee official.
- Provide transport to journalists to facilitate ease of movement.
- Provide technical support to the media (equipment, supplies etc).
- Coordinate media coverage with other committees.

3) **Airport Team**, managed by Mr. Massoud Mohammed

- Extend help to arriving journalists and assist them with required procedures for entering and departing the country, including airport formalities.
- Extend help in getting equipment released, in coordination with the Security and Administrative Services and Public Relations Committees.
- Provide the journalists with information about Dubai on arrival.
- Serve as a liaison between the media and committee members on all enquiries.
- Facilitate the journalists' arrival and their transfer to places of residence.



His Highness General Sheikh Mohammed bin Rashid Al Maktoum in front of the Media Centre

Media Support Committee

4) Administrative Team, managed by Mr. Khaled Badri

- Supervise the organisation of special activities for the media.
- Prepare and distribute souvenirs and commemorative gifts to journalists.
- Follow-up and supervise the process of work.
- Facilitate the tasks of the Committee and coordinate directly with other committees.

Tasks carried out at the Convention Centre

Following the arrival of media personnel at the Convention Centre, the Media Support Committee worked in coordination with the Media Committee and the media offices of the World Bank Group and the IMF to carry out the following tasks.

- 1- Extended help to the media inside and outside the Media Centre.
- 2- Responded to media enquiries.
- 3- Members moved between the halls allocated for press conferences and the DICC concourse to extend help to the media, sporting badges that read 'Ask Me Media'.
- 4- Liaised with Dubai 2003 Secretariat to facilitate required technical and administrative arrangements.
- 5- Coordinated with the Medical Committee to facilitate contact in an emergency.
- 6- Liaised with Organising Committee officials to arrange press interviews.
- 7- Provided required information to media.
- 8- Coordinated with the Security Committee to accompany photographers and media personnel to the Office Tower and to the demonstrators' tent and accompanied journalists on external visits.
- 9- Coordinated with the Local Transport Committee to arrange media personnel transfers to the unveiling of the Dubai 2003 Monument. Also coordinated transfers to the Arab Art Exhibition at the Sheraton Hotel and to venues of other related activities.
- 10- Coordinated with the Administrative Services and Public Relations Committee to receive media representatives at the airport and facilitated procedures necessary for entering the country. Also escorted VIPs to the Meeting Hall for the official opening of the event.
- 11- Organised a gala dinner and a networking evening for journalists at Emirates Towers on September 19, 2003, and distributed commemorative gifts.
- 12- Extended help to media to facilitate registration and ID card distribution.
- 13- Guided the media to encourage their coverage of various aspects reflecting the UAE's many achievements.
- 14- Offered general support to media representatives, in coordination with the Media Committee, and provided them with background information and materials.
- 15- Accompanied media attending the meeting held at the Higher Colleges of Technology, Dubai Women's College.
- 16- Helped coordinate delivery of invitations to official activities.
- 17- Organised trips and excursions for the media to the Burj Al Arab Hotel, the Diving and Heritage Village, the gold souq and shopping malls. All these trips were implemented independent of the general programme finalised by the Organising Committee.
- 18- Organised a farewell party for the media, in the presence of the Head of the Organising Committee.
- 19- Entered the database of visitors to the Centre on a network in order to send out letters of thanks to them later.
- 20- Provided information and details to about 500 journalists who visited the offices of the Committee on a daily basis and organised press interviews and excursions.

Media Support Committee

21- Conducted a survey involving 84 individuals to measure the extent of success achieved by the Committee. The results of this survey are shown hereunder:

Satisfaction level	Standard of Host Party	Answering enquiries	Speed of providing information	Meeting other demands	Organising external visits
Very satisfied	72	64	60	52	35
Satisfied	6	15	15	14	9
No comments	1	0	4	10	22
Not satisfied	0	1	3	1	0
Not satisfied at all	1	3	2	2	3
Not available	4	1	0	5	15

Obstacles

- 1- The Committee was formed shortly before the scheduled Annual Meetings. In view of this, it required double the efforts to familiarise its members with the Centre and follow-up on guidelines related to the event to be able to provide comprehensive information to the media.
- 2- Delays in notifying committee members of modifications in schedules related to media activities contributed to confusion.
- 3- Delays in obtaining entry passes to some activities hindered the movement of the members.
- 4- Committee members found themselves obliged to carry out duties that were not related to the tasks initially defined, such as participating in social event preparations.
- 5- The Committee was not provided with an office to conduct follow-ups, prepare reports and manage other related administrative tasks.

Positive Aspects

- 1- Prevalence of the spirit of teamwork and efforts extended by all members of the team to make the event a success.
- 2- Experience gained will be beneficial in identifying the needs of future projects of such magnitude.
- 3- The activities of the committee underscored the UAE's range of capabilities and introduced media to many important UAE nationals and personalities.
- 4- The survey results highlighted the success of the Committee's efforts.
- 5- Close coordination with all the working committees and the Media Committee contributed to the overall success of the team's efforts.
- 6- Individual committee members earned positive appraisals from officials and visitors for their efforts during the event.



Symbols of success and National Pride

The Annual Meetings of the Boards of Governors of the World Bank Group and the International Monetary Fund which were held in Dubai in September 2003, demanded significant effort by all participating bodies. As part of its initiative to offer the best amenities to the participants, Dubai's Environment Services Group approved a plan that highlighted the development of Dubai and showcased its beauty and state-of-the-art infrastructure.

1 - The preparatory process

The Environment Services Group implemented an intensive campaign to explore the technical problems that might affect the picturesque façade of Dubai, in general, and the Dubai International Convention Centre (DICC), in particular. The Group coordinated with the concerned authorities to spruce up the city and undertook round-the-clock emergency tasks to check ways and means of further enhancing its beauty.

As the group was responsible for checking and reporting any negative facet to the Municipality and the concerned government authorities, it was entrusted to manage direct field supervision and evaluation on site. The Group coordinated with the Dubai 2003 Secretariat to safeguard the beauty and façade around the DICC and set up emergency teams in accordance with the guidelines of the Security Committee.

The Group also coordinated with contractors from the private sector, who were responsible for shifting waste and requested the authorities to deploy decked-up vehicles in the precincts of the DICC, besides calling for an impressive new look to the uniform of the employees deployed on site.

2 - Logistical Support

The Group backed the setting up of a technical team and also helped supply vehicles and machinery required for enhancing the grounds in close proximity to the DICC. It coordinated with the Transport Department to acquire cars in good condition and requested the setting up of an emergency team to repair cars, in case they developed snags during the beautifying project. It also called for marked vehicles to transport its employees to the DICC site round-the-clock, besides heightening the level of environmental awareness among the citizens of the city.

The Group installed 195 new waste collection cans at the car parks surrounding the DICC and at the waste-collecting site in the precincts and allocated monies to cover expenses incurred in installing the same in and around the venue.

3 - Operations

A total of 350 tonnes of waste was collected as part of the clean-up programmes executed at the sites of the various activities related to the Annual Meetings. In addition, 90 km of roads were cleaned daily. The Group also carried out a daily clean-up operation of the waste collection cans and the pavements near the main venue.

4 - Positive Aspects

The Group dealt with all the complaints in record time with the help of coordination and a positive attitude from all the departments of Dubai Municipality and other government establishments, which in turn, helped in maintaining the beauty and façade of Dubai during the high-profile event.

Media Coverage



International media coverage during the closing press conference of the Annual Meetings

In September 2002, the Dubai 2003 Secretariat appointed Bates PanGulf Public Relations to ensure comprehensive local and regional media coverage of the UAE's preparations to host the Annual Meetings of the Boards of Governors of the World Bank Group and the International Monetary Fund, to showcase the UAE's readiness to host an international event of such magnitude. The company covered many events related to the Annual Meetings in Europe and the United States of America, where Dubai 2003 officials participated in various conferences, exhibitions and meetings to promote the event.

Bates PanGulf PR commenced its tasks to generate media coverage in September 2002. As the event approached, the coverage was intensified reaching its peak during the Annual Meetings. The news monitoring system continued to track the event's impact until November 2003, and people working on the file joined the Dubai 2003 team, operating from the Office Towers of the Dubai International Convention Centre (DICC).

Bates PanGulf PR's tasks included the following:

- Distribution of press releases (in Arabic and English, and in French when required) to all local and regional media channels to spread awareness about the importance of the event for UAE, keeping in view its promotional, economic and tourism aspects.

Media Coverage

- Attending Organising Committee meetings and covering preparatory activities.
- Covering visits of World Bank/IMF officials to the UAE who were following up on preparations.
- Covering the officials' visits at different events such as conferences, exhibitions and social functions.
- Organising press conferences to announce contracts or alliances with companies associated with the event.
- Arranging meetings and interviews with media representatives (print, television and radio) locally, regionally and internationally.
- Contributing in the Arabic editing process for publications before the event as well as invitation cards and booklets during the event, especially those related to social functions.
- Coordinating with the Media Committee to provide required background information to the local and visiting press.
- Inviting press representatives from different Arab countries to visit the UAE during the preparatory period and introducing them to the arrangements taking place besides arranging meetings for them with Dubai 2003 officials.
- Editing the Arabic text of the Dubai 2003 website.

The media coverage was extended to hundreds of newspapers and magazines as well as many television and radio stations. The event recorded numerous front-page reports in newspapers and magazines. This coverage had a remarkable value from the PR and Advertising perspectives:

Advertising value: AED 9,526,300

PR Value: AED 23,815,750

*Letters of Appreciation
and Acknowledgement*

Letters of Appreciation and Acknowledgement

The World Bank
Washington, D.C. 20433
U.S.A.

JAMES D. WOLFENSOHN
President

October 20, 2003

HH Sheikh Hamdan bin Rashid Al Maktoum
Deputy Ruler of Dubai and
Minister of Finance and Industry of the United Arab Emirates
Dubai
UNITED ARAB EMIRATES

Your Highness,

On behalf of the World Bank Group and all the participants of the 2003 Annual Meetings of the Boards of Governors of the World Bank and the International Monetary Fund, I would like to extend our deep appreciation for everything that the Government of the United Arab Emirates and the Emirate of Dubai did to make the Meetings so successful.

Your personal involvement was invaluable and ensured that the facilities and services provided for the Meetings were of the highest standard. The host government provided participants with a warm welcome and the most gracious and generous hospitality. Participants were also able to observe the unique setting which Dubai offered for the Meetings, and the remarkable progress your country has made in recent years due to the dynamic vision of its leaders.

We have no doubt that this experience will have an impact on the future development of the United Arab Emirates and Dubai, and that your country will continue to diversify and prosper in the years ahead.

Please accept, Your Highness, the assurances of my highest consideration.

With my very best wishes

Sincerely yours,



James D. Wolfensohn

cc: Mr. Mahdy Ismail Aljazzaf, Executive Director, United Arab Emirates, The World Bank

Letters of Appreciation and Acknowledgement



HORST KÖHLER
MANAGING DIRECTOR

INTERNATIONAL MONETARY FUND
WASHINGTON, D.C. 20431

CABLE ADDRESS
INTERFUND

October 14, 2003

His Highness Sheikh Hamdan bin Rashid Al Maktoum
Deputy Ruler of Dubai and
Minister of Finance and Industry of the United Arab Emirates
Dubai
United Arab Emirates

Your Highness:

On behalf of the International Monetary Fund, I would like to express sincere admiration and gratitude for the excellent way in which the 2003 Annual Meetings of the Boards of Governors of the World Bank Group and the International Monetary Fund were organized, and for the warmth and hospitality of the people of Dubai that was on display.

The Meetings served to highlight the importance the United Arab Emirates and the Emirate of Dubai attach to international cooperation, which today is more essential than ever for global peace and prosperity. Participants at the Meeting will have left Dubai with a greater understanding of the UAE's unique standing in the region, which draws on the UAE's own achievements in lifting living standards for the entire population. These achievements are based on acceptance by the leaders and people of Dubai and the UAE of a forward-looking policy approach, which embraces globalization and economic liberalization, while preserving political and social stability.

On the basis of our Meetings, I am confident that the international community—including also the IMF—will continue to support your initiatives for further modernization and diversification. I have no doubt that Dubai will become an international financial center and an even more popular tourist destination in the years to come. I wish you every success.

With highest regards.

Sincerely yours,

A handwritten signature in black ink that reads "H. Köhler".

Letters of Appreciation and Acknowledgement

The World Bank
Washington, D.C. 20433
U.S.A.

JAMES D. WOLFENSOHN
President

October 20, 2003

HRH Sheikh Mohammed bin Rashid Al Maktoum
Crown Prince of Dubai and Minister of Defence
of the United Arab Emirates
Dubai
UNITED ARAB EMIRATES

Your Royal Highness,

On behalf of the World Bank Group and all the participants of the 2003 Annual Meetings of the Boards of Governors of the World Bank and the International Monetary Fund, I would like to express our sincere appreciation for all that the Government and people of the United Arab Emirates, particularly those of Dubai, did to make the Meetings such an outstanding success.

Your personal dedication and commitment towards ensuring the success of the Meetings were very evident. We are especially indebted to you for creating a safe and secure environment in which we were able to conduct our business.


Participants were able to experience the dynamic and unique nature of Dubai, and the vision and leadership which will ensure that Dubai is established as an international financial centre, as well as an even more popular destination for tourism and major conventions in the years ahead.

Finally, the gracious hospitality and warm friendship which were extended to everyone will live on in our minds for a very long time, and ensure that the 2003 Annual Meetings in Dubai rank among the best ever held.

Please accept, Your Royal Highness, the assurances of my highest consideration.

With my warmest regards

Sincerely yours,



James D. Wolfensohn

cc: Mr. Mahdy Ismail Aljazzaf, Executive Director, United Arab Emirates, The World Bank

Letters of Appreciation and Acknowledgement



HORST KÖHLER
MANAGING DIRECTOR

INTERNATIONAL MONETARY FUND
WASHINGTON, D.C. 20431

CABLE ADDRESS
INTERFUND

October 14, 2003

His Highness Sheikh Mohamed bin Rashid Al Maktoum
Crown Prince of Dubai and
Minister of Defence of the United Arab Emirates
Dubai
United Arab Emirates

Your Highness:

I would like to express my deep appreciation to you and the authorities of the United Arab Emirates and the Emirate of Dubai authorities for making our Annual Meetings in Dubai pleasant, well-organized, and successful.

I recall that when we met at your residence in Dubai, I was impressed by your vision for the people of Dubai and the UAE based on a creative, flexible and forward-looking approach that is open to new ideas and technologies and founded on a willingness to work with the international community. I am pleased that the participants in the Annual Meetings were able to observe first-hand how Dubai has reaped the benefits of that approach, to become, in a relatively short time, an important financial center and an inspiring example for the entire region.

Your encouragement to the people of Dubai and the UAE to seize opportunities with full self-confidence and self-reliance, to promote investment and economic diversification, and produce a rising standard of living for current and future generations, was also reflected in the superb facilities and arrangements for the Meetings. These Meetings are unique in their scale and complexity, and in the demands they place on the host country. It was clearly evident that no effort was spared to ensure that the Meetings would proceed smoothly, and—thanks to your personal involvement and commitment—in a safe and secure environment. All this, together with the unfailingly warm and generous hospitality extended by the people of your country, was highly appreciated, and as I mentioned in Dubai, should be a source of great pride to your people and the region.

I wish you every success.

With highest regards.

Sincerely yours,

A handwritten signature in black ink that reads "H. Köhler".

Letters of Appreciation and Acknowledgement

THE WORLD BANK GROUP
INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT
INTERNATIONAL FINANCE CORPORATION INTERNATIONAL DEVELOPMENT ASSOCIATION
INTERNATIONAL CENTRE FOR SETTLEMENT OF INVESTMENT DISPUTES
MULTILATERAL INVESTMENT GUARANTEE AGENCY
INTERNATIONAL MONETARY FUND

Boards of Governors • 2003 Annual Meetings • Dubai, United Arab Emirates

October 23, 2003

H.E. Qassim Sultan
Chairman, Dubai 2003 Organizing Committee
Director General of the Municipality of Dubai
Dubai
UNITED ARAB EMIRATES

Your Excellency:

On behalf of all the participants of the 2003 Annual Meetings of the Boards of Governors of the World Bank Group and the International Monetary Fund, we wish to express our deep appreciation and admiration for the excellent organizational arrangements which contributed so much to the success of our proceedings in Dubai. The dedication, enthusiasm, and cooperative spirit of all committee members and of the hard working staff of Dubai 2003, were invaluable in ensuring that the Meetings were conducted in a welcoming and secure environment.

Participants of the Meetings will long remember the outstanding facilities, as well as the extraordinary efforts which were expended by the Government and people of the United Arab Emirates and Dubai for our safety and well-being.

We hope that you will convey to all concerned our gratitude for the cordial welcome that we enjoyed in Dubai and for their many contributions toward ensuring the success of our Meetings. We have no doubt that Dubai is fast becoming an international financial center and an even more popular destination for tourism and international conventions on the basis of the splendid facilities and arrangement that were on display last month.

We wish you every success with these endeavors.

Sincerely yours,



Horst Köhler
Managing Director
International Monetary Fund



James D. Wolfensohn
President
World Bank Group

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Participants' Comments

James Wolfensohn, President of the World Bank

Mr. James Wolfensohn, President of the World Bank, praised the organisational capabilities of the host country while noting that the Dubai International Convention Centre is an exceptional venue. He said: “This was the first time we met in the Middle East and therefore I consider the Meetings absolutely excellent. I felt quite happy for being in Dubai and I would like to express my sincere congratulations to the authorities in Dubai for carrying out the mission in such an excellent manner. The unique facilities were made available in a relatively short period of time. We received excellent care and tremendous hospitality during our stay here.”

Horst Kohler, Managing Director of the IMF

Mr. Horst Kohler, Managing Director of the IMF, expressed his thanks to the authorities in the UAE and Dubai for the excellent manner in which the Annual Meetings were organised. He said: “We have waited quite a long time to hold the Annual Meetings in the Middle East and I must say that the people of this Region contributed a lot to human civilisation and our presence here confirms the importance of strengthening our relationship with the region.”

Kaspar Villiger, Minister of Finance, Switzerland

Mr. Kaspar Villiger, Minister of Finance for Switzerland and Chairman of the Dubai 2003 Annual Meetings said that if Switzerland were to host an event of this magnitude in the future it would not hesitate to seek the help of the Dubai 2003 team in the organisation and staging of the event.

Governor of the Central Bank of Tunisia

The Governor of the Central Bank of Tunisia said: “The Meetings enabled us to gauge the extent of development in this sister country. This event was a great success and the people in Arab countries are proud of this success. We thank the UAE for providing Arab nations with such a superb opportunity. We wish the UAE continued success and achievements in its future endeavours.”

The Minister and Governor of the Central Bank in Benin

The Minister and Governor of the Central Bank in Benin said: “We would like to congratulate the Government and the organisers of the Annual Meetings. We would like to express our admiration for the extraordinary organisation, the effective security measures and the hospitality provided by security personnel, hosts, guides, and hotel employees. I carry with me wonderful memories of my stay here and I wish the people and Government of Dubai a lot of success, as what they have achieved in such a short period of time is exceptional. I would like to express my thanks and admiration to His Highness Sheikh Hamdan bin Rashid Al Maktoum, who inaugurated the Meetings. I would also like to express my sincere thanks to the employees at the airport for their efficiency and kindness.”

Minister of Development and International Cooperation in Tunisia

The Minister of Development and International Cooperation in Tunisia said: “I feel proud of the UAE’s achievements on the road to development, at all levels. As I leave this country today, after attending the Annual Meetings of the World Bank Group and the IMF in Dubai, the excellent organisation and hospitality of the people in Dubai inspires confidence. I would like to take this opportunity to thank and congratulate Dubai on behalf of my delegation for this great success. I would like to convey the compliments of His Excellency Zein El Abedeen Bin Ali, the President of Tunisia, to the leadership in the UAE and Dubai and extend my compliments to the people of the UAE.”

The Minister of Finance in Nicaragua

The Minister of Finance in Nicaragua said: “On behalf of the people of Nicaragua, it is my pleasure to thank the Government and people of Dubai for their hospitality and their efficiency during the Annual Meetings. I would like to congratulate His Highness Sheikh Maktoum Bin Rashid Al Maktoum, Vice President and Prime Minister of UAE and Ruler of Dubai, for the perfect organisation of the event. It exhibited the success that could be achieved by a country, for the event and its people. Lastly, it is my pleasure to congratulate His Highness Sheikh Zayed bin Sultan Al Nahyan, the President of the UAE for his vision that has supported the country’s growth since 1971. The UAE provides an excellent example of a country that has achieved a lot with the help of a wise leader.”

Lebanon’s Finance Minister

The Minister of Finance of Lebanon said: “Dubai has achieved an extraordinary success. Any amount of praise showered on Dubai will be insignificant when compared to its mighty achievements.”

The Minister of Economy and Foreign Trade, Syria

Syria’s Minister of Economy and Foreign Trade said: “The Annual Meetings of the Boards of Governors of the World Bank and the IMF [held in Dubai] are the best ever, or one of the best.”

The Chairman of the Board of Directors and Managing Director of the Industrial Bank of Kuwait

The Chairman of the Board of Directors and Managing Director of the Industrial Bank of Kuwait said: “It is my great pleasure to extend, on behalf of the Bank’s delegation, our thanks and gratitude to the UAE and especially to the Emirate of Dubai and to all the people who worked hard to organise this international gathering (Dubai 2003 Annual Meetings). My special thanks to the Ruler of Dubai and his brothers for the hospitality in their Country, the United Arab Emirates. We in the Arab World and especially in the Gulf feel proud of this great achievement. We wish Dubai continued success in organising such international events, God bless you.”

World Bank Group's Trinidad and Tobago Representative

The World Bank Group's representative for Trinidad and Tobago in Washington said: "Dubai has made a tremendous impact on the participants after Hong Kong and Prague. Everybody felt special right from the moment we stepped out of the aircraft. The hospitality that we witnessed and the politeness and gentleness of the people make this place more special. I hope that I will have another opportunity to visit this wonderful place."

Director of Development Foundations, Ministry of Finance in Japan

The Director of Development Foundations at the Ministry of Finance in Japan said: "I am a regular at the Annual Meetings; however, the facilities that I witnessed in Dubai are great and exceptional, the transportation was well organised and very comfortable."

The Deputy Secretary General of France's High Council for International Cooperation

The Deputy Secretary General of France's High Council for International Cooperation and Advisor to the Office of the Prime Minister in France said: "This is my first visit to Dubai and I must say I was pleasantly surprised. The arrangements were excellent, the Organising Committee took care of all the minute details. The road signs around the venue were very helpful, and the team of hosts contributed to making movements inside the Dubai International Convention Centre very easy. The transportation arrangements and facilities were very well organised."

The National Director of the Central Bank for West African Countries

The National Director of the Central Bank for West African Countries said: "I have been attending the Annual Meetings regularly since 1997 and I had the opportunity to see many places, what I saw here far exceeded my expectations. Being close to the region, we have heard a lot about the UAE, but seeing is believing! The hotels were superb, transportation excellent and the prices competitive."

Representatives of the IMF's Executive Office in India

Representatives of the IMF's Executive Office, associated with the IMF's Executive Director in India, said that they were both overwhelmed with the care shown by the people in Dubai. "We have been part of the Annual Meetings regularly since 1987. We witnessed great enthusiasm among the people in Dubai over the Meetings, something we have not seen in any other host country. It is a great feeling, it is beautiful to see this diversity of nationalities in one place."

*Quotes of His Highness
General Sheikh Mohammed bin Rashid
Al Maktoum*



- His Highness Sheikh Zayed bin Sultan Al Nahyan, President of the UAE, is the first person to stand behind the success of the United Arab Emirates in hosting the Annual Meetings of the World Bank Group and the International Monetary Fund.
- We are thankful for the wise leadership of His Highness the President of the UAE, God bless him. His accomplishments and achievements are driving strengths that inspire us and he is our model, guiding and motivating us to exert more effort and commitment to ensure we achieve success.
- The programs undertaken have been completed perfectly, and I must praise here the role of His Highness Sheikh Hamdan Bin Rashid Al Maktoum, Deputy Ruler of Dubai, UAE Minister of Finance and Industry and Chairman of the Steering Committee for his keen follow-up and detailed supervision of the preparations and the organisation and execution of the project. His Highness led the working team over the span of three years with great leadership, and the results speak for themselves: all requirements were implemented to the highest standards and within the timeframe agreed upon.
- Our National human resources are now able to lead any work in any field and this is cause for great pride within all of us.
- Hosting the event increases the United Arab Emirates' stature, enhances its role in international organisations, and gives the meetings' participants an opportunity to understand the true nature of the Region. This is significant given that more than half the participants have never visited this region

before, and might never have considered visiting it having only heard of it through news of war, crises, terrorism and oil prices.

- The United Arab Emirates enters a competition when the percentage of winning is high, and with regard to the World Bank/IMF Meetings, the UAE has created a shining record with the international organisations either through its active role in these organisations or by the size of its donations to developing countries and its own accomplishments in development. The UAE has succeeded in establishing sustainable development with high yearly averages and the continued diversification of income sources. And, it offers a high degree of freedom through its economic policies, a strong and transparent banking system, an admirable human rights record and good international relations - with all countries in the world. It relies on strong moral values that protect individual rights, serve justice and encourage cooperation, mutual respect and peaceful problem-solving.
- To say that the benefit of hosting the event is solely to promote the UAE and its interests would be shallow and reflects a lack of understanding. While it is true that this event helps enhance the UAE's stature in international circles, the UAE plays an active role in both international organisations, which is recognised and acknowledged and is enhanced during the Meetings.
- We were open to the world before hosting the Annual Meetings. One of the UAE's distinctive traits is its success in embracing global thinking while, at the same time, maintaining its individuality.
- The UAE's appointment as host country of the Meetings, in and of itself, was an international testimony to its readiness to host international activities of significant magnitude. The other part of the message was spread with the subsequent presence of the delegations, which enabled them to see and feel the size of development achieved by the UAE, and experience, firsthand, our organisational capabilities, our warm hospitality, and our active role in managing meetings. They also bore witness to our Country's numerous achievements and rapid development - including our success in diversifying income sources, achieving economic reform, our continued human resource enhancements and thriving construction industry.
- The experience acquired through the hosting of the Annual Meetings did not come out of nowhere. It is one more stride in a series of steps taken in the UAE, over the decades. Today, we can include in our list of achievements, the meeting of the highest standards of organisation for an international event of significant stature, attended by thousands of renowned officials and media representatives from all over the world.
- Dubai is considered a historic development story in progress. The growth and success we have experienced, and the superb preparations we undertook to host the Annual Meetings is no mere coincidence, it is a characteristic symbol of our capabilities.
- We are adding the missing link between the East and the West and helping to ensure the economic flow reaches all countries of the world.
- We witnessed growth before hosting this event, and we will continue to grow after its completion. There is no doubt that this is an important event for us, but Dubai's success is a recurring theme evident in all its endeavors.

*Opening Session Speech
of
His Highness
Sheikh Hamdan bin Rashid Al Maktoum*



Your Highnesses,
Chairman of the Board of Governors,
Respected Governors,
Mr. Wolfensohn,
Mr. Kohler,
Our Dear Guests,

Peace be upon you,

It is my great honor to welcome you to the United Arab Emirates in the name of His Highness Sheikh Zayed bin Sultan Al Nahyan, President of the UAE, God bless him, His Highness Sheikh Maktoum bin Rashid Al Maktoum, Vice President, Prime Minister, and Ruler of Dubai, and their brothers their Highnesses Members of the Supreme Council, the Rulers of the Emirates, on the occasion of the Annual Meetings of the Boards of Governors of the World Bank Group and the International Monetary Fund.

This gathering of representatives from the 184 member countries of the World Bank Group and the IMF, is a symbol of equality between all people of the world, and it emphasises the great interest shown, by all the member countries, in the challenges facing the global economy and the international financial system. We cannot face these challenges and deal with them effectively unless we have comprehensive cooperation, and provide an opportunity to listen to all points of view.

Dear Guests

Ladies and Gentlemen,

This marks the first time that these meetings are held in an Arab country, and we hope it will set a precedent for holding more international meetings in our region, in the future. Selecting the UAE to host your event proves that this region is an important part of the world, furthermore, it effectively contributes to the development of a multi-faceted world order and international economy.

The Arab World is rich in various resources and characterised by strong historical and cultural links. In addition to being one of the oldest centres for learning and tolerance, it is also the home of many world cultures and religions. Our region holds numerous capabilities and talents and we are eager to contribute to the advancement and goodness of humanity. However, this region will not be able to fulfill its true economic potential and promise without a just and permanent solution to the conflict that disturbs the peace in the region, and without serious efforts by the global community to achieve permanent peace and security in this region.

Nonetheless, signs of hope are appearing on the horizon in Iraq for the birth of a free society based on the rule of law. It is critical to establish a stable Iraq that is at peace with itself and its neighbors for the benefit of all, but particularly for the nations of this region. Therefore, it is vital that Iraq regain its welfare and security. It is also very important to regain Iraq's status as a responsible partner in the international community. Additionally, it is of paramount importance for the Iraqi people to be free to decide their political fate, and have full control over their natural resources. We believe the international community has a responsibility to contribute to the reconstruction of Iraq.

On the other hand, the current situation in the Palestinian occupied territories is deteriorating and people there are living amidst economic and social hardship and depression. It is vital to reach a permanent solution that ensures justice, peace and security for all people in the region. This solution should guarantee the establishment of an independent Palestinian state, which will help eliminate the disruption, and confusion that we currently witness, which is hindering economic development in this part of the world. Therefore, the international community has to do its utmost to help the Palestinian people build a better future.

Dear Guests,

The United Arab Emirates has witnessed a massive transformation since its establishment in 1971. The UAE was a relatively undeveloped country then, today, as you can see, it is a prosperous, modern country that offers high living standards, which rival those of many of the world's most progressive countries. The United Arab Emirates is an excellent model, demonstrating what can be achieved by any country if it strives to create a free economy and offers an environment that supports the activities of a thriving private sector, while maintaining a stable political and social environment.

Our success is a result of adopting a strategy focused on diversifying income sources by supporting and encouraging development of the non-oil sector, and by seeking to attract investments from the local and foreign private sector. The UAE has become a benchmark for other nations – it has successfully implemented the western world’s technology while maintaining respect for its cultural heritage and eastern values. We are proud that the UAE represents a tolerant society that welcomes a diversity of individuals representing a range of nationalities, cultures and religions all living and working in harmony and understanding.

At the same time, we realise that the more we advance our efforts to increase our growth rate, the faster we have to work to increase the rate of diversification in our economy and our exports base. As part of this strategy, the Government is striving to create an attractive investment environment that will enable the UAE to become a global financial hub in the future, in addition to becoming a distinguished tourism destination. Despite an array of successes, we are fully aware there is still much to be done and achieved. We understand that we have to continue to develop our infrastructure, legal structure, and general business environment to attract more investments and offer new job opportunities to the growing local work force.

In this regard, we express our appreciation to the IMF and the World Bank for their efforts and cooperation with our country’s national organisations. We have benefited significantly from the expertise of these two international organisations.

Ladies and Gentlemen,

The United Arab Emirates enjoys an abundance of oil and gas reserves, but we realise that our citizens are our most important and valuable resources, as they are the real assets of our Nation. Therefore, the Government has always endeavored to develop its human resources, and improve living standards by ensuring good education and medical care for its citizens, and offering job opportunities to men and women on an equal basis. I take pleasure in reiterating the words of H.H Sheikh Zayed bin Sultan Al Nahyan, President of the country: “Money is not useful unless used for the benefit of the people.” This strategy has enabled the United Arab Emirates to gain an advanced status on the human development index set by the United Nations Development Programme (UNDP).

Ladies and Gentlemen,

The United Arab Emirates believes strongly in international cooperation and has always offered its support to developing countries. The country has adopted a clear strategy based on offering aid to developing countries in the form of donations, and unrestricted development aid that totaled AED 106 billion until the end of 2002 of which 75 per cent were donations. The UAE has offered substantial aid through the Abu Dhabi Development Fund and also through multifaceted organisations and regional and international funds. The UAE has always been highly committed to international cooperation.

Mr. Chairman, Respected Guests,

Attempting to decrease poverty levels in various parts of the world remains the most urgent matter on the agenda. Although the international community claims to be committed to this cause, there are still more than 3 billion people living in destitute poverty, trying to survive on less than two dollars a day. They lack the most basic needs. This reality demands we take more effective measures to achieve the development goals of the new millennium. It is regrettable to see a noticeable decrease in the flow of official aid, and if we are to fulfill the development goal of the new millennium, to strive to decrease world poverty by half by 2015, it is important that all the advanced countries fulfill their commitment to contribute 0.7 per cent of their national income to official development aid and work seriously to lift the burden of debt and loans.

Even if these commitments are honoured, the increase in official development aid from developed countries will not be sufficient to decrease the level of poverty significantly as there is an overwhelming demand for technical help to be offered to developing countries, to improve and enhance their human resources capabilities. Economic development demands investment in human resources, in addition to financial investment, if we are to offer meaningful contributions to developing societies that will enable them to achieve their ambitions. It is vital for developing countries to increase their investment in teaching, educating and training their citizens.

In this respect, we applaud the role of the World Bank Group, which focuses its strategies on decreasing world poverty. And we respectfully call for additional efforts that will increase the volume of loans and credit available to support private sector investments in developing nations in the coming years, while maintaining an interest in achieving the development goals. Furthermore, we ask that harsh debt measures, which weigh down the countries of concern, be waived.

We also welcome the International Monetary Fund's move to review the contents of reform programs and focus on a limited number of core conditions that are clearly linked to a country's total economic goals. We trust this approach will help member countries adopt reform strategies that improve their economies and will also encourage them to seek consultation and support from the Fund before problems reach acute stages.

**Mr. Chairman,
Respected Guests,**

Serious debate about eliminating poverty is incomplete without discussing matters related to trade. The more open the global trading system, the more supportive it will be for poor countries striving to achieve sustainable development. In this respect, developed countries can contribute fundamentally to decreasing poverty levels by offering export opportunities to developing countries, encouraging them to enter their markets, and decreasing unjustified subsidiary trade measures. It is clear to all that such subsidiaries contribute to increased hunger and poverty in developing countries around the world.

It was hoped that the World Trade Organisation (WTO) meeting, held recently in Cancun, would achieve advancement in this field, but this was not the case. We are looking forward to continued negotiations in this regard. We are also seeking a positive message from the respected Board of Governors, signaling the intent of all countries to cooperate.

Adopting free trade policies is also important for developing countries. We know that the application of more open trade policies will help increase local production thereby increasing competition, encouraging more direct foreign investment and offering new job opportunities that improve the standard of living, in general.

We advocate that the free flow of trade include the transfer of modern technology, from developed countries to countries in the developing world. It is regrettable to witness a growing expansion of the technology gap between developed and developing countries. Lack of technical support to developing countries deprives them of their opportunity to fully participate in the global economy. Direct foreign investment is a basic external engine that encourages technology transfer. Thus, it is critical that developing countries strive to create a more suitable business climate that will attract more private sector interest, if they are ever to obtain an increased flow of direct foreign investment and bridge the technology gap.

Ladies and Gentlemen,

No doubt we share a common desire to live in a world free of poverty and conflict. To achieve this, a serious international effort, with the cooperation of all countries, is required. Joint work and cooperation are the only tools that will enable the nations of the world to achieve these lofty goals, which are well beyond the reach of any country working independently or engaged in conflict with another country.

Dear Guests

I wish you every success in your debates and important discussions that will take place during the next days, and I hope that your debates will help the World Bank Group and the IMF to continue their efforts to improve the lives of people everywhere in the world.

I wish you all a happy stay, and sincerely hope you will find enough time outside your busy schedule to enjoy our beautiful country and our famous hospitality.

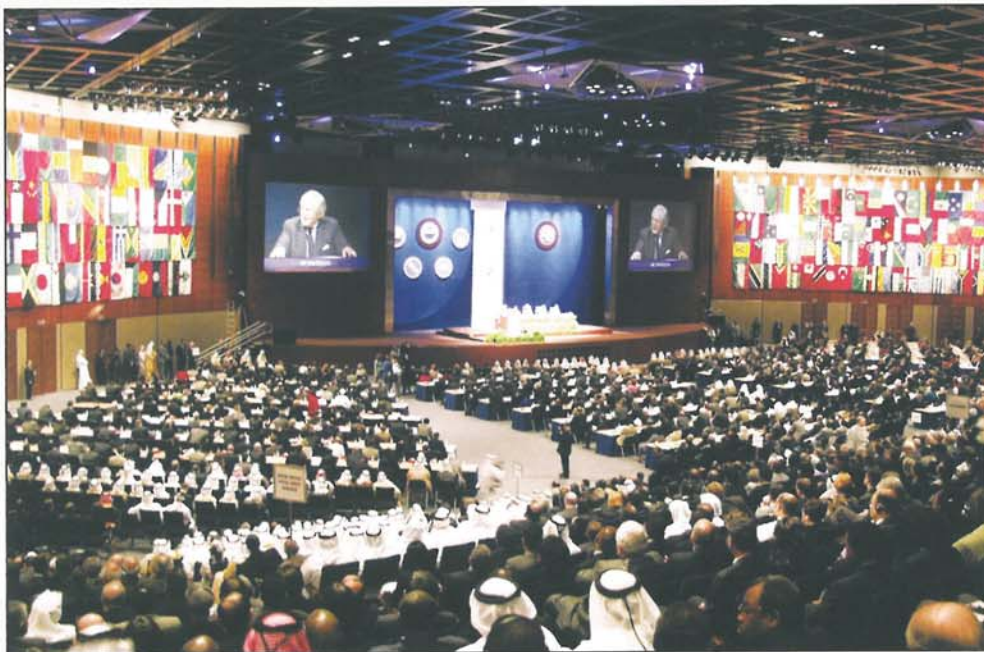
May the Peace and Mercy of God be with you.

The Event in Pictures

The Event in Pictures



His Highness Sheikh Hamdan bin Rashid Al Maktoum delivering the opening speech



President of the World Bank Group, James Wolfensohn, at the Opening Session

The Event in Pictures



His Highness Sheikh Hamdan bin Rashid Al Maktoum, His Highness General Sheikh Mohammed bin Rashid Al Maktoum and Crown Princes of the Emirates of the UAE



Managing Director of the International Monetary Fund, Horst Kohler delivering his speech

The Event in Pictures



His Highness Sheikh Mohammed bin Rashid Al Maktoum with James Wolfensohn and his wife



Qassim Sultan Al Banna chairing an Organising Committee meeting

The Event in Pictures



His Highness Sheikh Hamdan bin Rashid Al Maktoum with Head and members of the Organising Committee



Mohamed Ali Alabbar speaking at the Program of Seminars

The Event in Pictures



His Highness Sheikh Hamdan bin Rashid Al Maktoum visiting the Regional Exhibition with the Head and members of the Organising Committee



Significant turnout from high level attendees at the Opening Session of the Annual Meetings

The Event in Pictures



His Highness Lt-General Sheikh Mohammed bin Zayed Al Nahyan with Head and members of the Organising Committee and Joint Secretariat official, Patricia Davies



A Program of Seminars' session

The Event in Pictures



His Highness Sheikh Hamdan bin Rashid with the Head and members of the Organising Committee



Dr Khalifa Mohammad Ahmad, Qassim Sultan Al Banna, Ahmad Al Banna and Khalifa Saeed Suleiman

The Event in Pictures



The attendees of the Annual Meetings representing 184 countries



James Wolfensohn, Kaspar Villiger and Horst Kohler

The Event in Pictures



Dubai 2003 officials in Washington



A Program of Seminars' session

The Event in Pictures



His Highness General Sheikh Mohammed bin Rashid Al Maktoum with the President of the World Bank Group, the Managing Director of the International Monetary Fund and the Swiss Minister of Finance



James Wolfensohn and Horst Kohler with the UAE ambassador in Washington and the General Coordinator of Dubai 2003

The Event in Pictures



His Highness Sheikh Hamdan bin Rashid with the Chairman of Dubai 2003 Meetings Kaspar Villiger



Security officials at the DICC

The Event in Pictures



The Media Centre



At the DICC

The Event in Pictures



His Highness Sheikh Mohammed bin Rashid al Maktoum in the DICC concourse



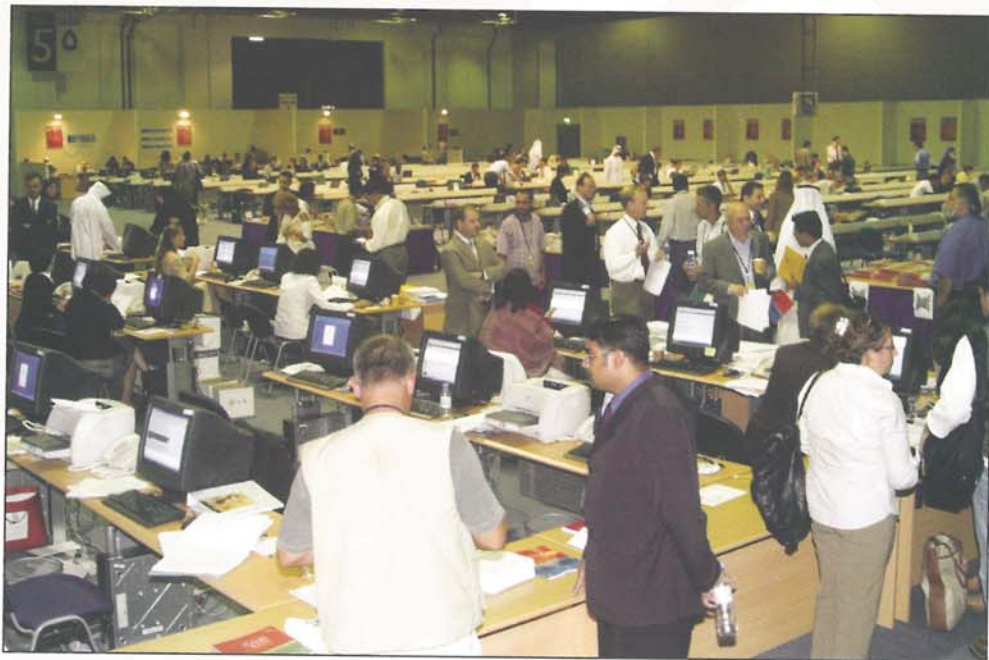
His Highness Sheikh Hamdan bin Rashid Al Maktoum in the Security Control Room



The Event in Pictures



His Highness Sheikh Hamdan Al Maktoum opening the Regional Exhibition in the presence of the Governor of the UAE Central Bank and the Head and members of the Organising Committee and some participants from the country and the region



Advanced facilities for the media

The Event in Pictures



His Highness Sheikh Hamdan bin Rashid Al Maktoum chairing a meeting attended by Steering and Organising Committee members



His Highness Sheikh Hamdan bin Rashid Al Maktoum at one of the stands in the Regional Exhibition

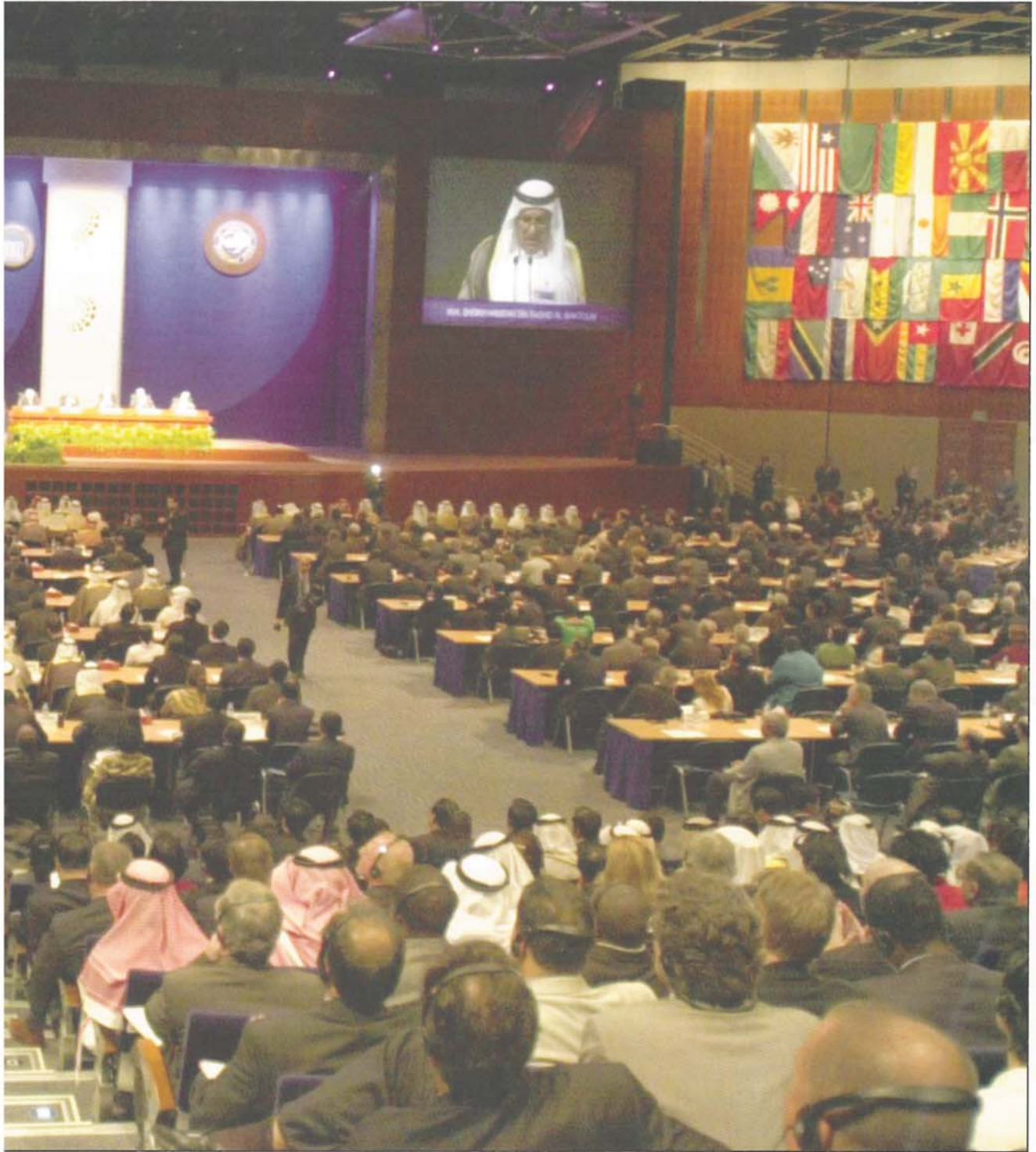


A group photo of the Head and members of the Organising Committee with the Dubai 2003 team



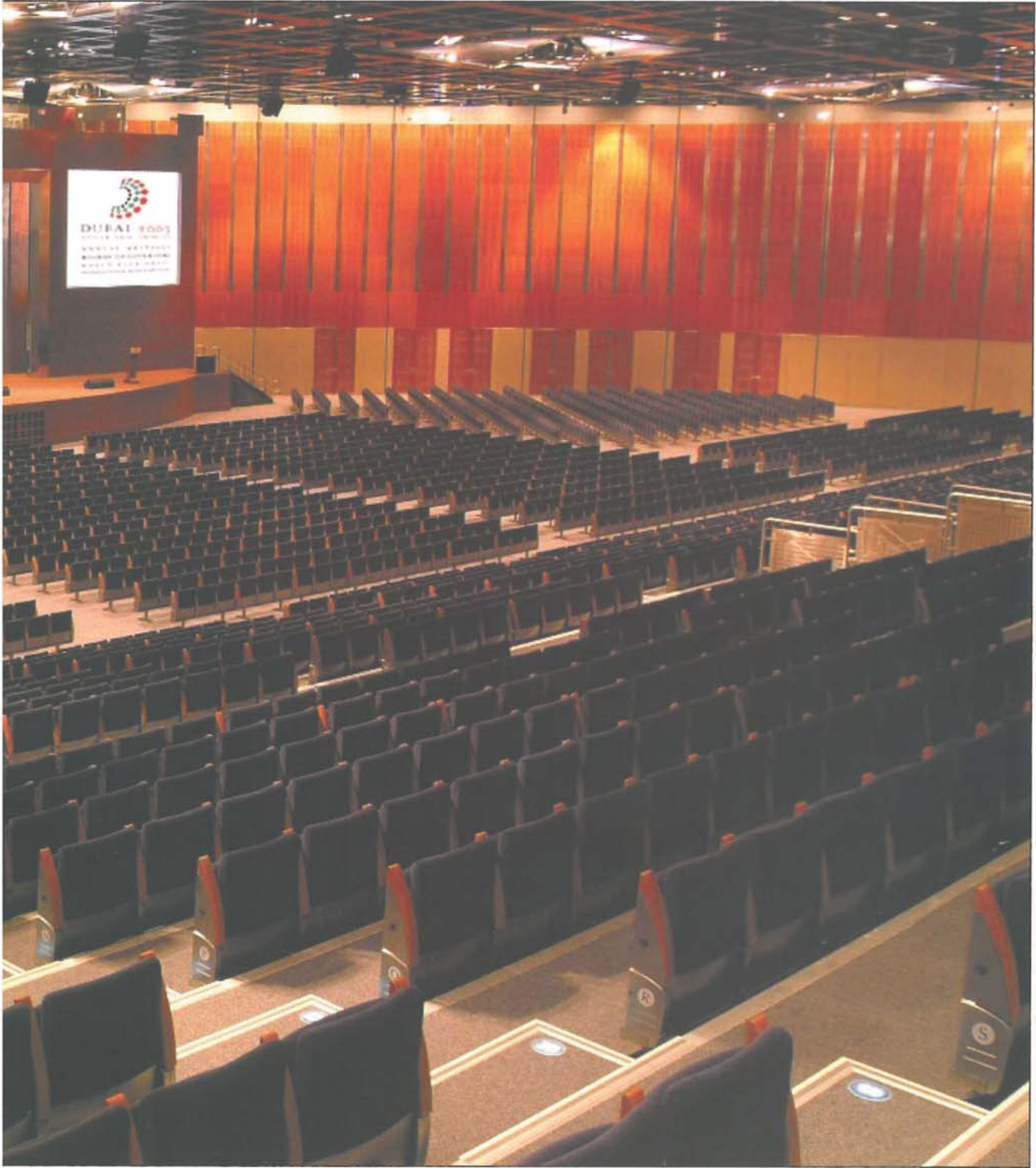


His Highness Sheikh Hamdan bin Rashid Al Maktoum delivering the Opening Speech of the Annual Meetings





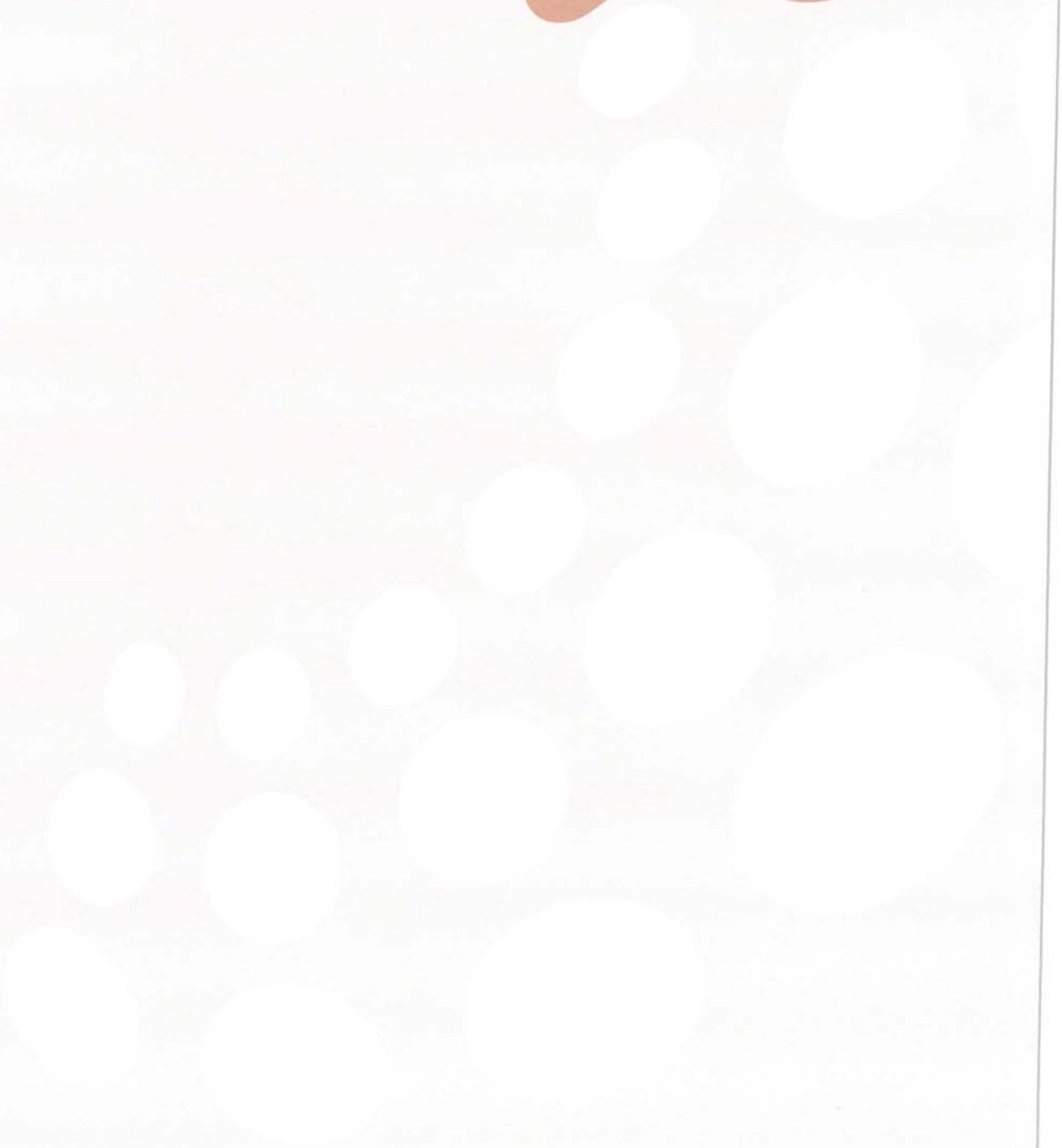
Sheikh Rashid Conference Hall at the DICCC, the venue of the Annual Meetings



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DUBAI 2003
UNITED ARAB EMIRATES

ANNUAL MEETINGS
BOARDS OF GOVERNORS
WORLD BANK GROUP
INTERNATIONAL MONETARY FUND