

CONSTRUCTION & TRANSFORMATION  
PART :1



**DUBAI**  
from small Village  
to Global City

# THE YEARS OF CONSTRUCTION & TRANSFORMATION

**Qassim Sultan**



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**DUBAI: From small village to global city**

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**PART: 1**

**CHAPTER: 1 – 6**

**INDEX**

Chapter	Subject	Page
1	Introduction, Acknowledgements	9
2	Summary of the Municipality's History	20
3	The post-1985 transformation of Dubai Municipality	31
4	Dubai: from small village to global city	61
5	Foreign Affairs and the Organisations and Public Relations Department	69
6	The Role of Women in Dubai Municipality	107







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## Introduction

- This book reviews the history and achievements of Dubai Municipality from its creation in 1954 until the end of 2002, tracing the development of the Municipality itself as well as of its various projects, and linking these to the growth of Dubai.
- It has not been possible to undertake exhaustive studies of every aspect, and these have been left for a future date. However, if we are to understand the reality of what has so far been achieved, it is necessary to study and learn from the past. This book, therefore, is presented as a beginning on the road towards opening up future horizons.
- Any study of the history of Dubai over the last forty years that looks at its development in social, economic and administrative aspects reveals that the Municipality has been responsible for administering both the city itself and the Emirate as a whole in a variety of areas. Ever since it was created, the Municipality has sought to stay abreast of the latest developments in municipal administration and to fulfil the responsibilities assigned to it, in accordance with the vision of His Highness the late Sheikh Rashid bin Saeed Al Maktoum, the founder of modern Dubai. Today, of course, credit for the continued process of achievement is due to the man who has inspired the modern development of Dubai, H.H. Sheikh Maktoum bin Rashid Al-Maktoum, and his honoured brothers.
- In this book, I seek not only to describe current conditions but also, through statistical data, to portray the nature of the development that has taken place, thus reflecting the enormous strides that have been made by the city and by the Emirate as a whole. This data will help readers to understand the exciting transformation through which Dubai has passed, by providing first-hand and documented information.
- The objective of this book is to provide information to current and future generations on the efforts exerted and the achievements made in Dubai's development, in the hope that it will facilitate research and continued progress, so as to help achieve the city's vision of becoming a global centre for commerce and industry.
- A key focus of the book is the period between 1985 and 2002, a period of less than twenty years which has seen an enormous change in the nature of the work undertaken by the Municipality. Over that seventeen year period, the Municipality has, as this book shows, attained and, at times, surpassed, the standards of similar bodies in some of the world's most advanced cities.

**\* This book is dedicated to...**







The soul of the late

## Sheikh Rashid bin Saeed Al-Maktoum

Founder of Modern Dubai







The soul of the late

Sheikh Maktoum bin Rashid Al-Maktoum





And to His Highness

**Sheikh Mohammed Bin Rashid Al-Maktoum**

Vice President and Prime Minister of UAE and Ruler of Dubai







And to His Highness

**Sheikh Hamdan bin Rashid Al Maktoum**

Deputy Ruler of Dubai, UAE Minister of Finance and Industry

And Chairman of Dubai Municipality







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## Acknowledgements

In preparing this work, I have sought to concentrate my attention on a period of particular importance in the history of Dubai Municipality, during which major development programmes have been achieved that have not only met the aspirations of our forefathers, but have also secured the needs of future generations.

I extend my thanks to all those who have contributed, in a variety of ways, to the production of this book. I acknowledge, also, the efforts of those who have shared my belief in the importance of compiling and maintaining statistical data and of selecting the appropriate material, so that the book may meet its objective of telling the real story of the Municipality and the role it has played, from its establishment in 1954 and, in particular, its work during the period from 1985 to 2002. I hope that its contents will prove of use to researchers and other interested readers.

### Note:

We offer our apologies for any unintentional error in the statistics and information. Every possible effort has been made during the process of research and revision to locate and to include accurate data, although this was hampered by the fact that a detailed archive for the 1980s is lacking. Some data is complete only up to the end of 2001. However, in such cases, no significant changes occurred during 2002. All statistics are from the various departments of the Municipality.

The Emirate of Dubai is one of seven that together comprise the federation of the United Arab Emirates. It is the second largest in terms of size, after Abu Dhabi, and is the UAE's commercial and economic centre.

The city of Dubai is divided by the Creek ( Khor Dubai ), which separates it into Bur Dubai and Deira.

The Emirate as a whole has an area of 3,987 sq. km, most of which is flat desert, with the exception of the small mountain enclave of Hatta. Its coastline stretches for a distance of 66 km., between the Emirates of Sharjah, to the north-east, and Abu Dhabi, to the south-west.

The history of the city of Dubai stretches back to over 4,000 years ago, when Bronze Age settlements from what was known as the Umm al-Nar period existed in the Al-Sufouh area, in the south-west of today's city. Other important archaeological sites have been found at Qusais, from the Iron Age, dating to around 1300 BC to 300 BC, and in central Jumeirah, during the early centuries of the Christian era, both before and after the becoming of Islam. Then, as today, the people of Dubai seem to have derived their living from external trade, with Khor Dubai (Dubai Creek), one of the city's most prominent geographical features, playing a key role as a safe harbour.



Old Dubai Municipality Building

By the late 18th Century, Dubai was a thriving trading settlement, and an important focus of the pearling trade, with its fort, now the home for Dubai Museum, being built around this time.

The emergence of the modern Emirate of Dubai can be dated to 1833, when many families of the Al Bu Falasah sub-section of the Bani Yas tribe, moved to settle along the shores of the Creek. With their skills in fishing, the pearling industry and in sailing dhows that were used for trading throughout much of the Indian Ocean, as well as the leadership provided by the Al Maktoum family, the twin settlements of Dubai and Deira, on either side of the Creek, thrived, laying the foundations for the successful international commercial centre of today.

In the nineteenth century, most dwellings were made of plastered coral and stone blocks or palm-leaves (Arish). They were divided by narrow alleyways (Sikik), which were wide enough for people and the animals used to transport goods and drinking water brought from nearby wells.

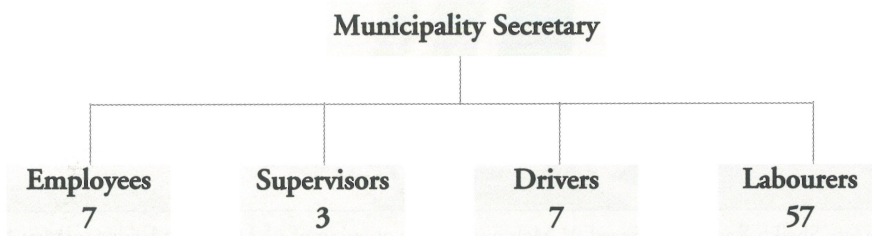
In the early 1950s, the Government of Dubai decided to establish a number of institutions to

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provide services to people throughout the Emirate. Among these was the Dubai Municipality, whose initial task was to improve the cleanliness of the city.

The nucleus of the Municipality was set up by the former Ruler of Dubai, H.H. Sheikh Rashid bin Saeed Al-Maktoum, in 1954. It initially comprised three employees operating from a single room at the Customs Department Building. The first proper office for the Administration of the Municipality was allocated in 1956 and then, due to the gradual increase in duties and an corresponding increase in employees, in 1957, it moved to a small two-storey building in the Souk area (Bander Talib). On 28th February 1957, an Emiri decree was issued formally establishing the Municipality, with twenty-three prominent local personalities and merchants being appointed as members of the Municipality Council.

The Council held its first meeting in March 1957, under the chairmanship of HH Sheikh Rashid, and meetings thereafter were generally held at monthly intervals.



In 1959, HH Sheikh Rashid instructed that an aerial survey of Dubai was to be carried out. This was followed, in 1960, by the first Development Plan, laying down the general guidelines for the development of the city. This included the outline for the future road network, to cope with the increasing number of vehicles.

In January 1961, another Emiri decree laid down the administrative structure of the growing Municipality, the thirteen articles of the decree being divided into three sections, covering general activities, general health purposes, and buildings & planning. This was followed in 1962 by the setting up of a number of committees, as follows:



H.H. the late Sheikh Rashid bin Saeed Al-Maktoum chairing a Municipality Council Meeting.



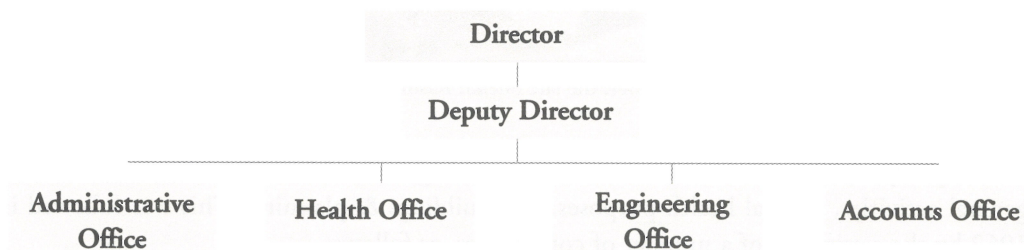


H.H. the late Sheikh Rashid bin Saeed Al-Maktoum at the opening of Al-Maktoum bridge in May 1963

- |  |                               |
|--|-------------------------------|
| 1) Planning and Buildings Committee      | 2) Financial Committee        |
| 3) Personnel Committee                   | 4) General Health Committee   |
| 5) Compensations and Valuation Committee | 6) General Purposes Committee |
| 7) Public Library Committee              |                               |

One early and important development was the construction of Al Maktoum bridge, the first bridge to be built in the Emirates. Approximately 28 feet wide, with two lanes, it was inaugurated on 23rd May 1963 by H.H. the late Sheikh Rashid in the presence of his brethren, the Rulers of the other Emirates, and other dignitaries. A toll was imposed for those who wished to cross it, of a quarter of an Indian rupee, the currency then in use in the Emirates. This was abolished in 1965.

### Organisation Chart of the Municipality's Administration in 1962



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With the rapid growth of Dubai in the early 1960s, the Municipality became increasingly busy, being allocated a growing number of tasks. Among the most important of its duties were:

- 1) Organising and cleaning public areas and inspecting hotels.
- 2) Taking care of public health and inspecting outlets selling food and beverages
- 3) Planning the city and monitoring the implementation of the general planning.
- 4) Licensing buildings and supervising craftsmen.
- 5) Establishing and inspecting slaughterhouses and shops.
- 6) Paving public roads and maintaining them as well as building public squares and bridges.
- 7) Establishing and supervising public bus services.
- 8) Planting trees along roads and in public parks and sports grounds
- 9) Fire-fighting and operating fire stations
- 10) Establishing and supervising graveyards.

In order to provide the committees with the necessary authority to perform their functions, a total of 12 Local Orders were issued in 1961. No. 12 gave the Municipality the responsibility for fire-fighting in the City, following which the first fire-stations were built. It continued to perform this task until the issuing of Decree No. 4 for 1976 by the Federal Supreme Council of Rulers, which established the Civil Defence General Directorate, and gave it the duty of protecting persons and public and private property. This was followed by the issue of Federal Law No 3 for 1979 on Civil Defence in the United Arab Emirates whereby responsibilities for fire fighting were transferred to the Ministry of Interior.



A meeting of one of the Council's Committees, chaired by H.H. Sheikh Hamdan Bin Rashid Al-Maktoum



However, the Municipality continued to be involved, participating in Civil Defence Committees within the Emirate in accordance with Article No 10 of the above-mentioned Federal Law, in particular with regard to building regulations.

In 1965, H.H. the late Sheikh Rashid bin Saeed Al-Maktoum issued a decree appointing H.H. Sheikh Hamdan bin Rashid Al-Maktoum as Head of the Municipality, and in 1969, he further decreed that the authority and jurisdiction allocated to the Municipality Council in 1961 were to be transferred to H.H. Sheikh Hamdan bin Rashid.

Following the discovery of oil offshore Dubai and the beginning of oil production, as well as the formation, in 1971, of the federation of the United Arab Emirates, Dubai grew to become a significant economic force, and became an important commercial and business centre. This led to development both in terms of the economy and in terms of construction, leading the Municipality to carry out a number of major infrastructure projects during the 1970s. Among the most important of these were

- 1971 Dubai International Airport
- 1972 Port Rashid (Mina Rashid)
- 1973 Rashid Hospital
- 1975 The Shindagha Tunnel
- 1975 The Deira Corniche and sea front
- 1975 Establishment of the Construction Committee
- 1979 Deepening of the Creek
- 1979 Building of the Dry-Dock
- 1979 The Dubai Commercial Centre
- 1980 Opening of the Jebel Ali Power Station
- 1979 Building of Jebel Ali Port (Mina Jebel Ali)

With these projects, as well as its other growing responsibilities, it was decided that a new structure needed to be created. In July 1974, a decree was issued to create the Dubai Municipality as an official department of the Government of Dubai, replacing the old Municipality Council which had been created in 1961.



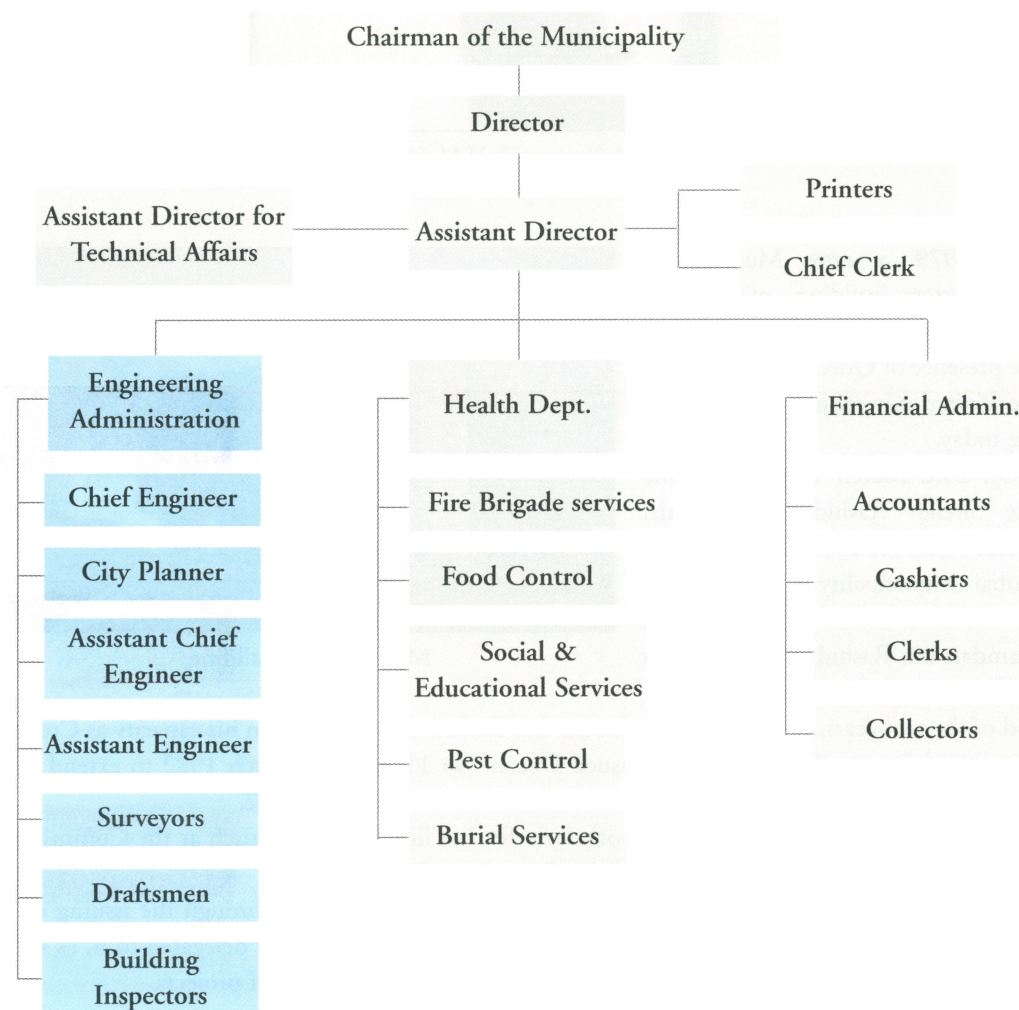
Port Rashid

The new Municipality was given authority throughout the Emirate, and was made responsible to H.H. the Ruler of Dubai for carrying out its duties.

Under the terms of the 1974 decree, a Municipality Council was established, with 32 members appointed by H.H. the Ruler for a three year period. The Head of the Municipality became Head of the Municipality Council, aided by the Director of the Municipality and his assistants. The duties of the Municipality were specified, 44 in total, divided into eight groups:

- Financial Affairs
- Social services, excluding education
- General Services
- Beautifying and planning of cities and other urban areas
- General Health
- Shops and Commercial Licences
- Fire-fighting services
- Other Activities

### Organisation Chart for Dubai Municipality in 1974







H.H. the late Sheikh Rashid bin Saeed Al-Maktoum with H.M. Queen Elizabeth II during the inauguration of the Municipality Building.

In 1979 a new Municipality headquarters building, overlooking Baniyas Street, was inaugurated in the presence of Queen Elizabeth II of the United Kingdom. It remains in use today.

On 23rd March 1980, H.H. the late Sheikh Rashid issued Emiri decree No. 6 for 1980 re-forming the Dubai Municipality Council, with 31 members headed by H.H. Sheikh Hamdan bin Rashid, with members to serve a term of two years. At the



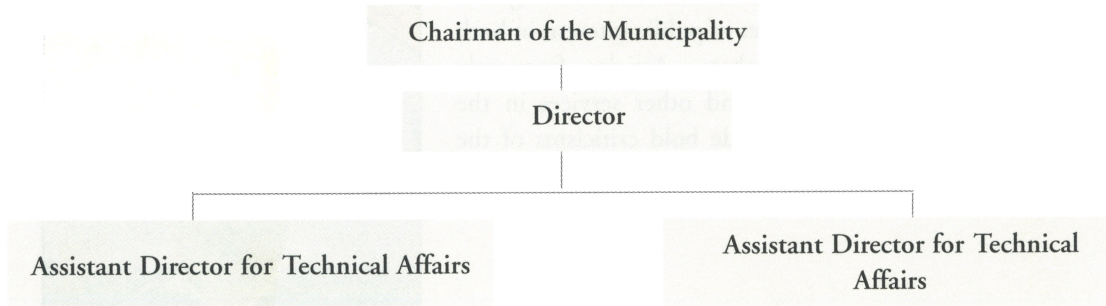
Municipality Building

end of the two years, H.H. Sheikh Maktoum bin Rashid Al-Maktoum, in his capacity as Crown Prince and Deputy Ruler of Dubai, issued Decree No 11 on 21st March 1982 to extend the authority of the Council for a further month, to end on 20th April 1982.

Some committees continued their work for a further limited period, such as the Committee for Planning and General Purposes and the Committee for Rents.

Throughout its lifetime, the Council has played an important role through the issuing of a number of rules and regulations dealing with areas within the authority delegated to it, as well as through its overseeing of the launching and completion of a variety of projects.

## Organisation Chart for the Municipality in 1986



- The late Abdullah bin Jem'an was the first person to be appointed in charge of the Municipality, while the first Secretary was the late Ali Al-Bustani, assisted by Mr. Abdulghafar Hussein. Later, Kamal Hamza arrived from Sudan as a consultant, subsequently becoming first Secretary and then Director. He was assisted by Abdulghafar Hussein.

- Compared to other countries in the region, the Emirates was slow to develop its own media sector, with several journals being started, but only surviving for a short while. In Dubai, the Municipality launched its first periodical, Dubai News, on 16th January 1965. This was a two-page tabloid, containing the Municipality's monthly report and news of invitations for tenders.

Gradually, it extended its scope, to include not only news of the Municipality but also details of decrees issued by H.H. the Ruler and some local (Emirates) news. It was initially weekly, issued on Mondays, this being changed to Thursdays from 1973.

H.H. Sheikh Hasher bin Maktoum Al-Maktoum ran the Information Department of the Municipality from the time it was established until 1973. This Department played an important role in developing the publication into a regular weekly magazine published on Saturdays.

Its 8,500 copies, printed in Dubai, were distributed both inside and outside the Emirate.

Its contributors included both local and expatriate Arab writers, many of whom were teachers, chartered accountants or doctors. Among these were Abdulghafar Hussein, Yaqout Al-Sahwi, Adnan Saadeddeen and Omar Al-Deesi, who was also in charge of the magazine's



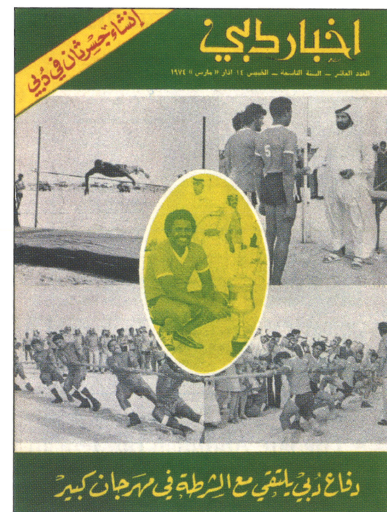
Fifth Edition, issued on 7 February 1974



Twenty Ninth Edition, issued in July 1974

management.

Besides articles on international, Arab and regional news, writers also tackled issues of public interest, in both the political and social sphere. Articles frequently discussed the state of roads and other services in the Emirate and, on occasion, made bold criticisms of the activities of the Municipality, this continuing until 1980.



Tenth Edition, issued on 14 March 1974

**The Transformation of  
Dubai Municipality  
from 1985 onwards**



Over the past four decades, since 1961, Dubai Municipality has been able to overcome many and varying challenges in its drive to provide essential services for the modern and fast-developing city. This task has been particularly challenging because of the rapid increase in the size of the city.

In particular, the period from the mid-1980s onwards has seen a complete transformation of the Municipality, and of all aspects of its duties and responsibilities, requiring a thoroughgoing overhaul of its administrative structure while, at the same time, continuing to develop the essential services needed to transform Dubai into a modern city, meeting the needs of its inhabitants. The year 1985 was a turning point, and the beginning of some fundamental changes.

These changes were focused first on the development and restructuring of the planning of the city itself and, secondly, on the re-structuring of the Municipality's own organisation.

In order to devise a better form of organisational and administrative structure and to ensure its implementation, the Municipality asked for assistance from the UN Centre for Human Settlements, part of the United Nations Development Programme, UNDP. The Centre responded promptly, preparing a programme that would not only support the organisational capability of the Municipality but which would also make it more self-reliant. This was done by carrying out a study of the existing situation and ways in which it could be developed as well as by proposing amendments to the Municipality's organisation chart, classifying the various administrative positions, sections and divisions to enable them to cope with the development that was required. In order to promote self-reliance, the project concentrated on the nature of employment, the provision of suitable training for a group of young Emirati employees and proper classification of positions, as well as introducing better working practices to improve performance and efficiency.

The UN team included a number of consultants with various fields of expertise, headed by Senior Administrative Consultant Kidane Alemayehu.

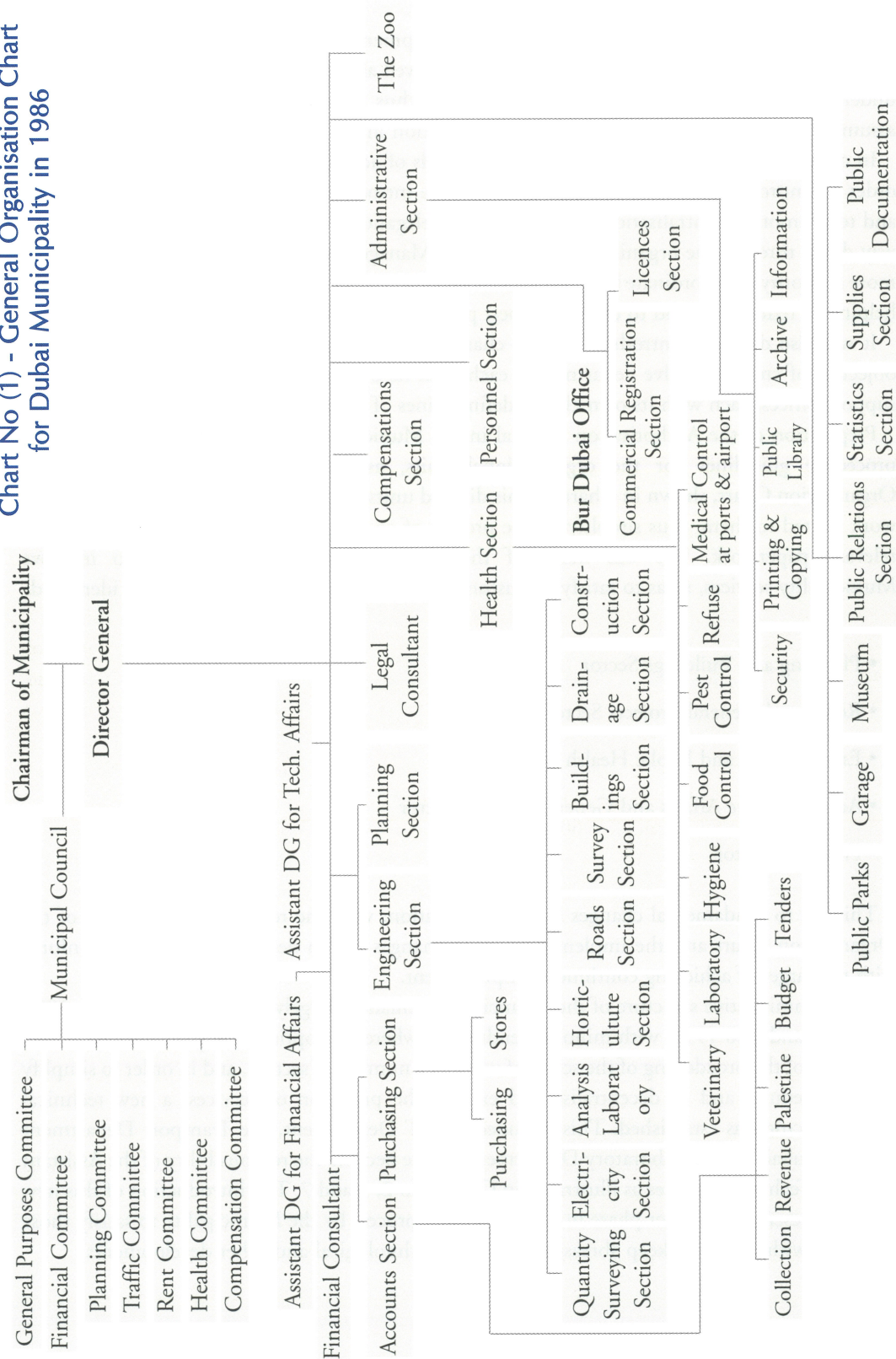
A full list can be found on page 60.

One of the first tasks specified by the Municipality was the need for appropriate amendment of the Organisation Chart, so as to permit the proper planning to be carried out with the help of the consultants. This work began with the definition of the activities or objectives of each of the larger departments, with these then being sub-divided into smaller units, each with their own characteristics and features, so as to benefit from specialisation and a division of work.

In 1986, the Organisation Chart of the Municipality contained 35 departments and divisions, as noted in Chart No. 1. In 2002, a revision of the Organisation Chart meant that there was a consolidation to 20 departments, with 70 sections and 190 divisions. Over the period from 1985 to 2002, reflecting the growth in the Municipality and its functions, the total number of employees rose from 5,070 to 10,926.

To ensure that Municipality policies continued to be properly prepared and implemented, a number of new rules and regulations were adopted that specified all aspects of Municipality work, with particular relation to the administrative organisation and description of job functions and duties. A policy was also put in place for a regular, biennial review of organisational units, including manpower and equipment, in order to ensure that the Municipality kept abreast of technological developments as well as global changes in management and administrative systems.

Chart No (1) - General Organisation Chart  
for Dubai Municipality in 1986



To oversee this process, the Administrative Development Office was created. This included a number of the consultants supplied by the UN, as well as some young Emiratis to act as their under-studies and to learn from their experience, thus gaining experience and preparing to assume the continued development of the organisation in the future.

In order to ensure that modern scientific methods of administration were introduced and in order to improve the level of services, systems were introduced for the delegation of authority and to promote decentralisation. These included delegation of authority from the top right the way down through the organisation. Department Managers and Section heads were also given more authority to co-ordinate between various units and to simplify monitoring procedures, this helping to reduce cost and to ensure the best possible use of resources and manpower.

It was also decided to introduce gradual changes to the organisation chart with the ultimate objective of creating twelve departments, each with its own simple organisation, as well as six support offices, each with its own clearly-defined lines of involvement.

Preparation of the Authorisation Manual in the Municipality was linked with the approved procedure guidelines for the organisational units, as became apparent with the 1994 Organisation Chart, shown in Chart 2. This divided units into sectors that included most of the work related to them, thus simplifying the process of co-ordination and the production of the relevant paperwork. Use was made of the latest Information Technology to improve Municipality services, so as to satisfy its customers and clients. Five key sectors were identified:

- Planning and Buildings Sector
- Roads and General Projects Sector
- Environment and Public Health Sector
- Administrative Affairs and General Services Sector
- Financial Sector

This led to fundamental changes in the organisation, with the revision and updating of the Organisation Chart and the implementation of changes in job descriptions so as to conform with the target of achieving continuous improvement.

The administrative structure of the Municipality remained largely the same throughout 1996 and 1997 and into 1998, with minor amendments, where appropriate being introduced. Then, as a result of the broadening of the scope of work of a number of sectors, and in order to simplify their procedures and to decentralise and expand the provision of services, a new technical services sector was established. This included the IT Department, the Transport Department and the Dubai Central Laboratory Department. These became the responsibility of the Assistant D.G. for Technical Services as illustrated in Charts No 2, 3 and 7. The introduction of this new sector represented a further phase in the continuing process by the Municipality to satisfy those who deal with it, and to keep abreast of the latest technological and other developments.

Chart No 2 – General Organisation Chart for Dubai Municipality for 1994

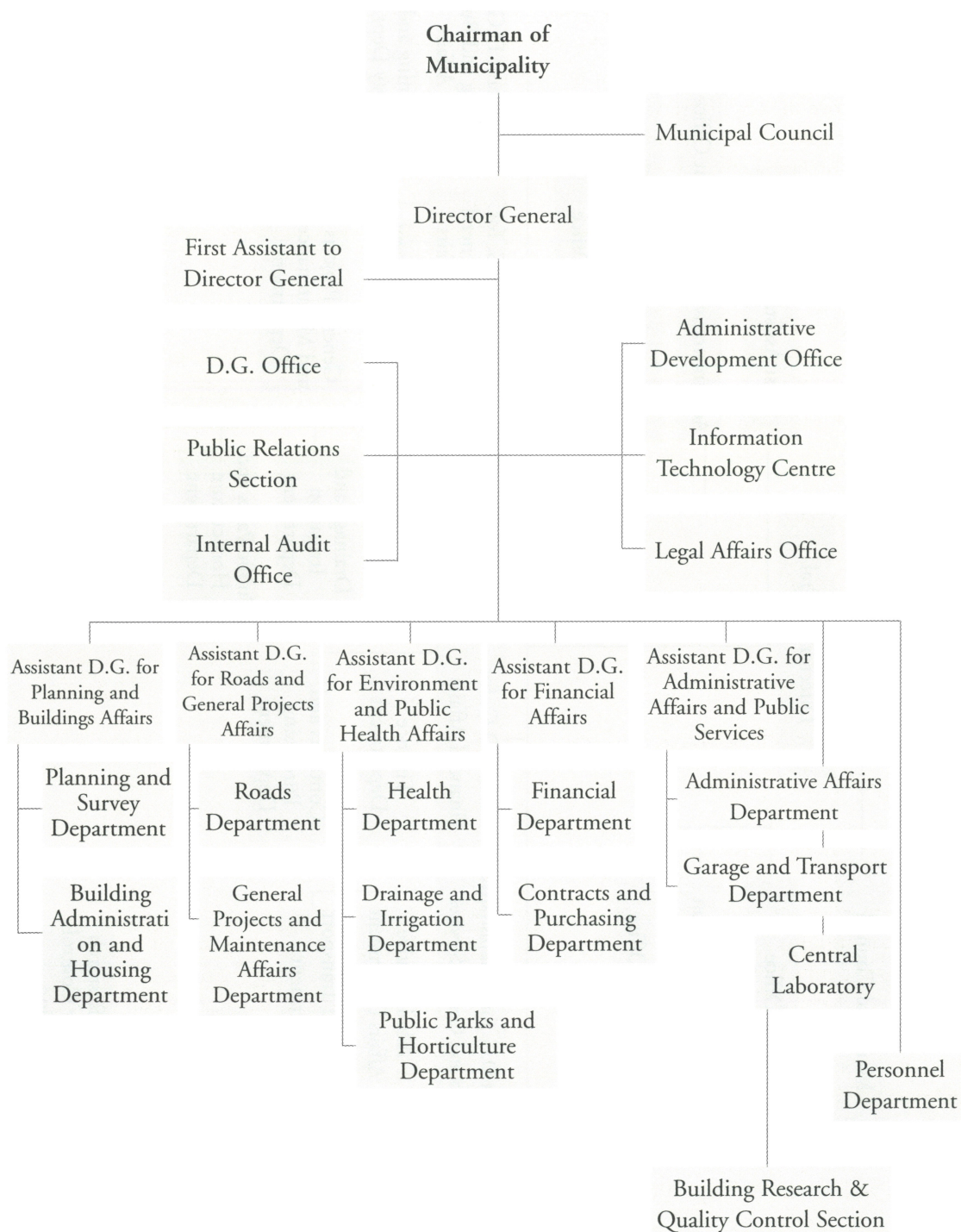




Chart No 3 – General Organisation  
Chart for Dubai Municipality for 1996

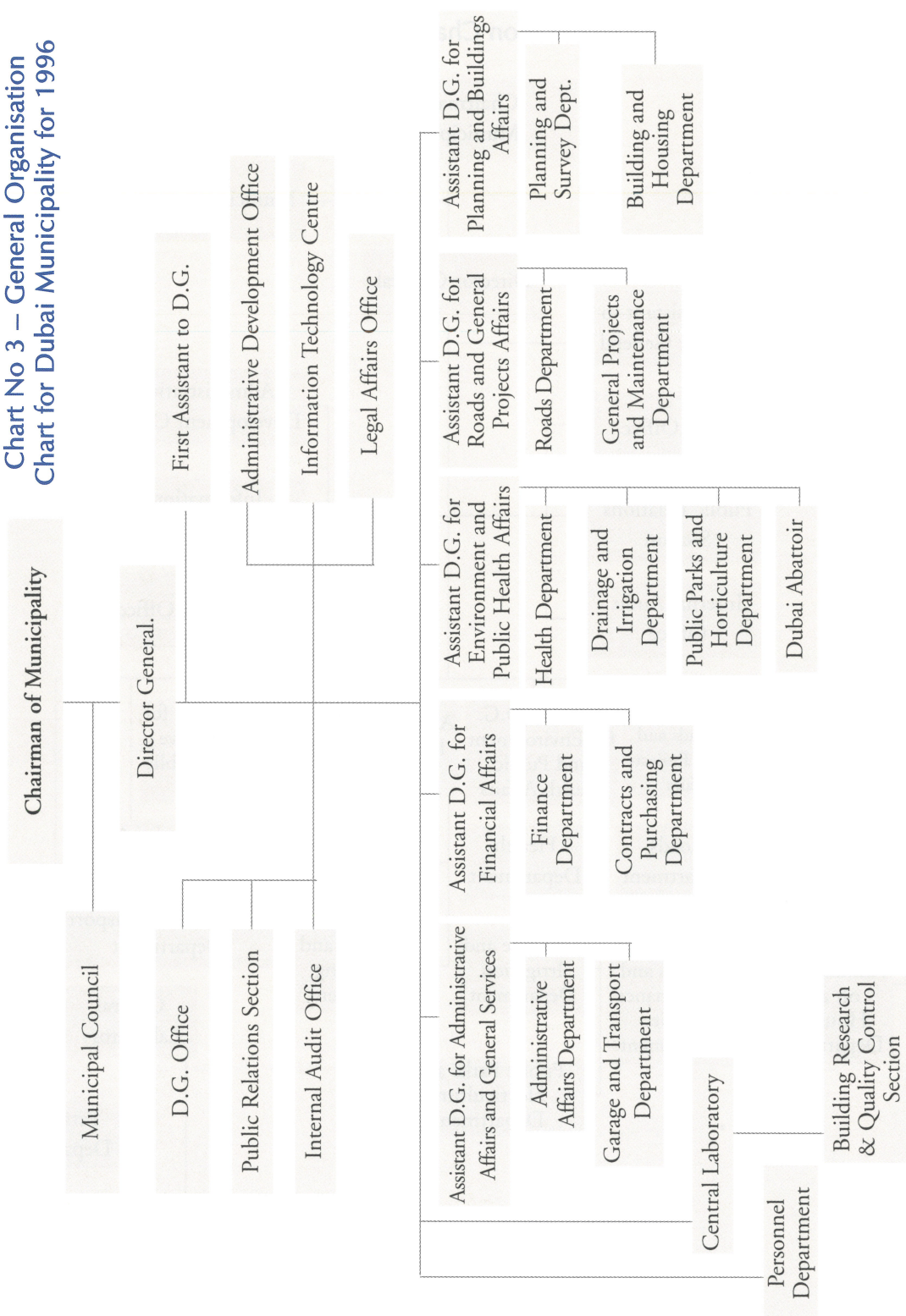


Chart No 4 – General Organisation  
Chart for Dubai Municipality for 1997

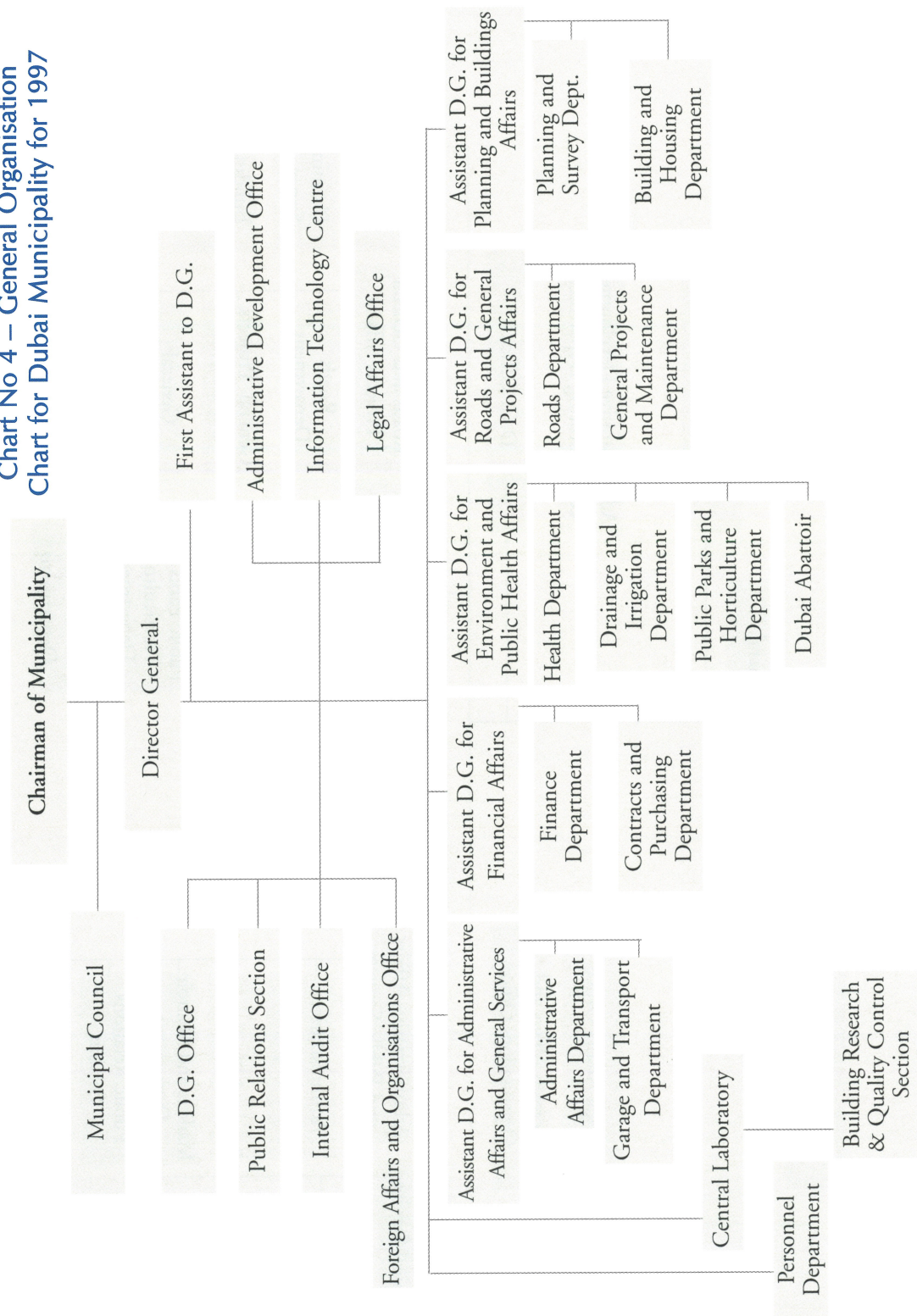


Chart No 5 – General Organisation  
Chart for Dubai Municipality for 1998

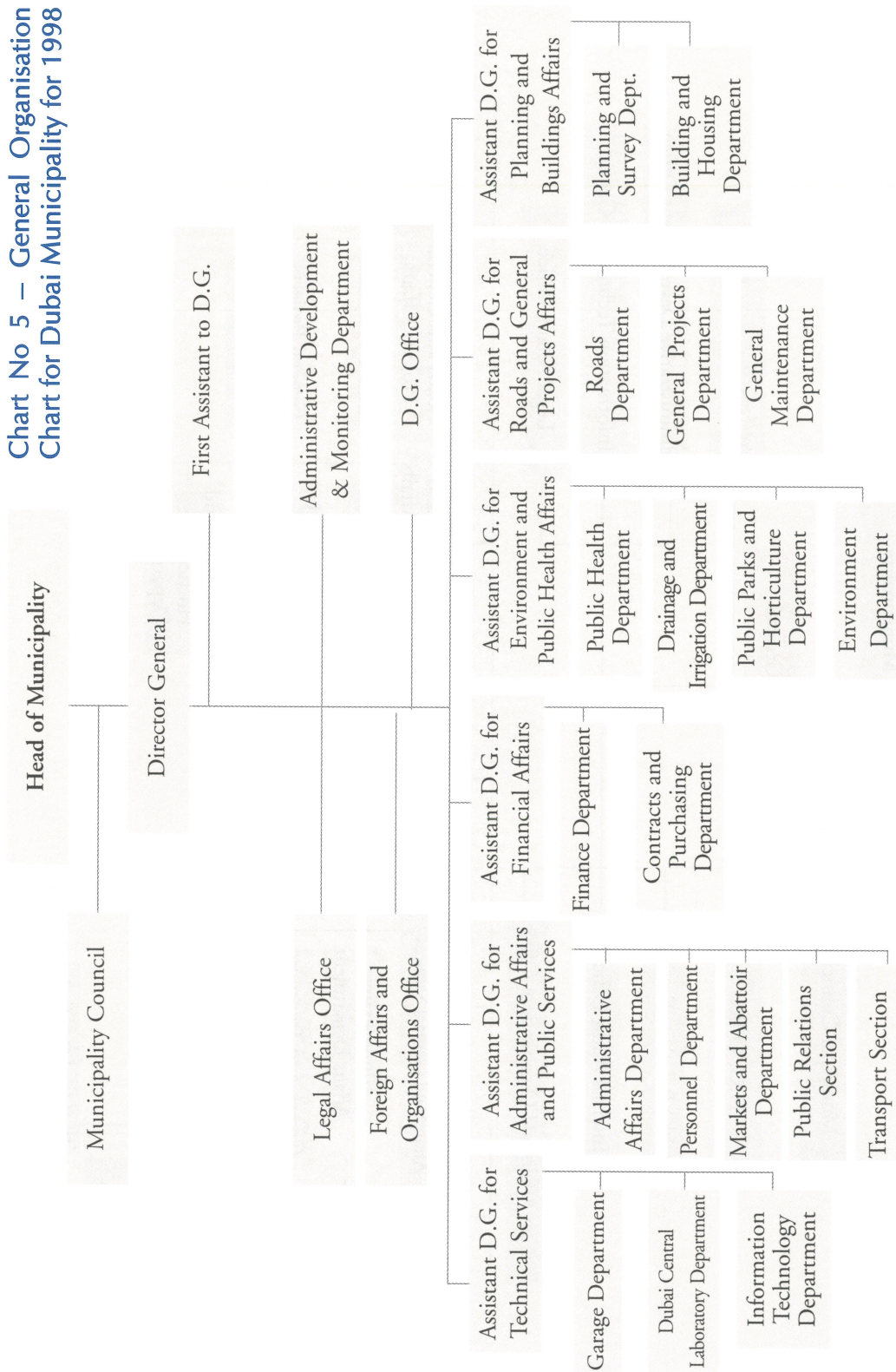




Chart No 6 – General Organisation  
Chart for Dubai Municipality for 1999

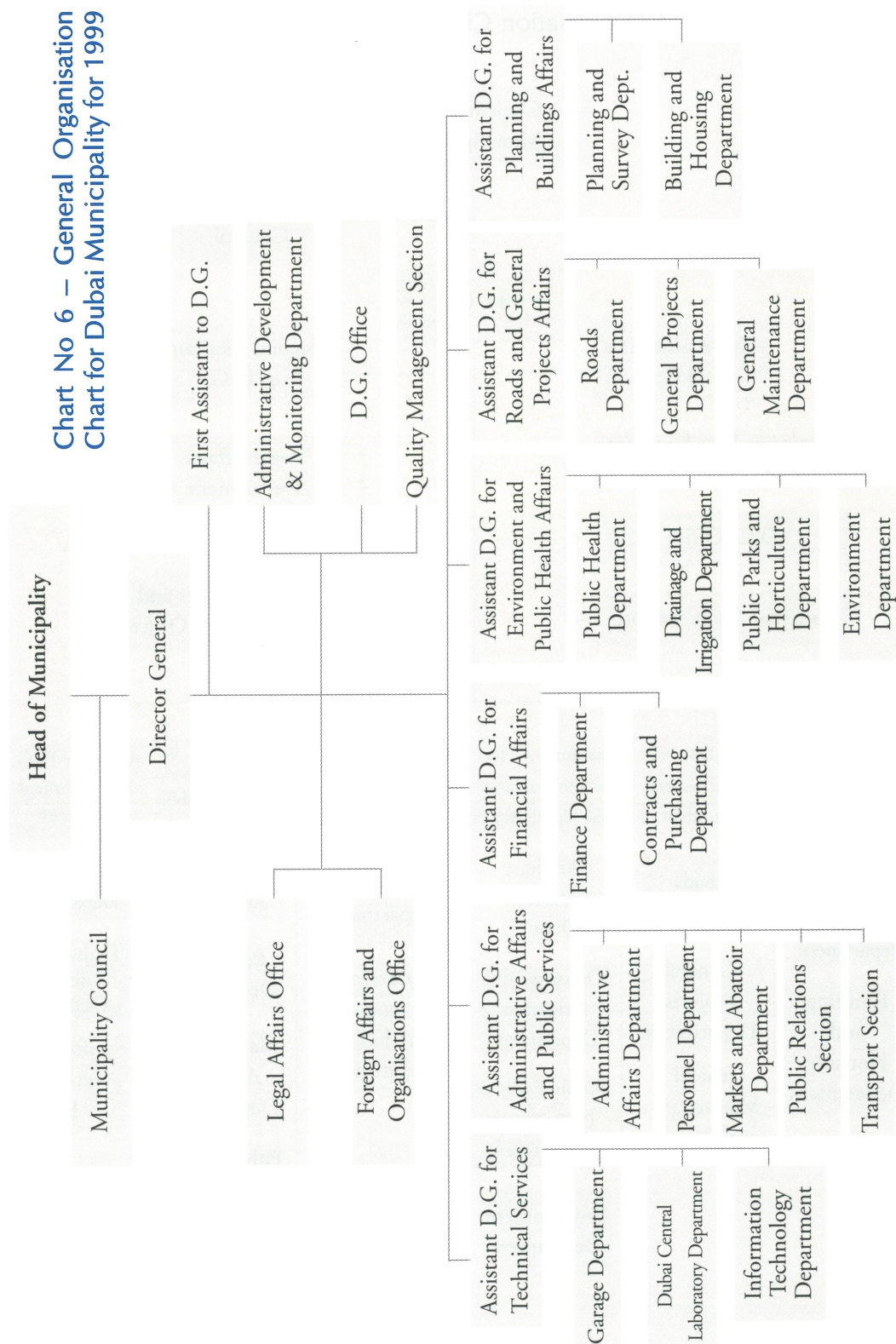
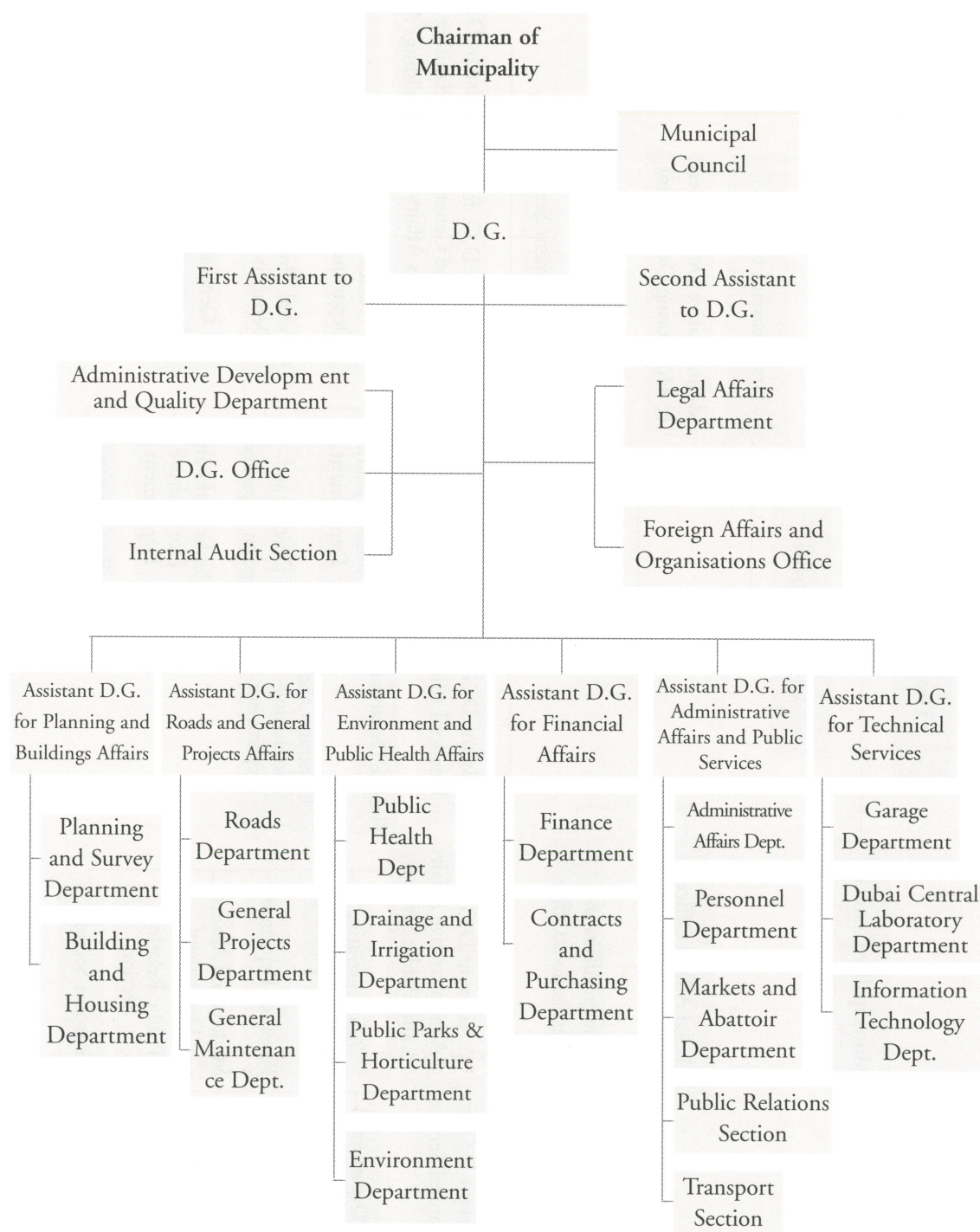


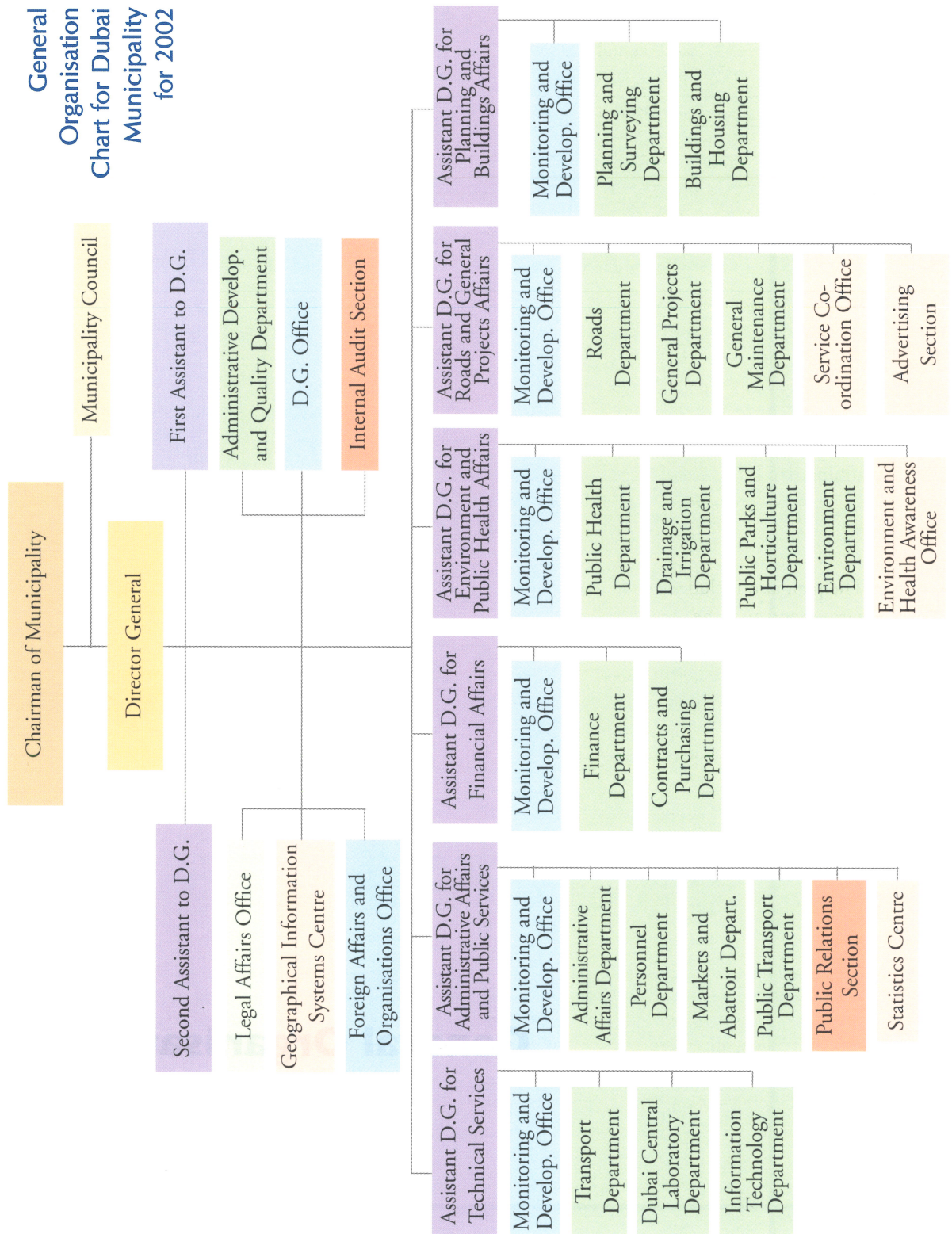


Chart No 7 – General Organisation Chart for Dubai Municipality for 2000



**General Organisation  
Chart for Dubai  
Municipality  
for 2002**

# General Organisation Chart for Dubai Municipality for 2002



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Item	Description	Number
1	Director General's Assistants	8
2	Administrations	20
3	Sections	70
4	Centres	3
5	Offices	22
6	Divisions	190
7	Organisational Units Affiliated to the Director General	12

In order to tackle tasks related to the development and modernisation of the city, the Municipality sought the assistance of a group of consultants and technicians from the United Nations Centre for Human Settlements and also appointed consulting firms to address a number of aspects. The aim was to secure the necessary expertise and technical advice to assist the Municipality in executing the strategic plan which was scheduled to begin in 1985, and to last for a period of twenty years. This plan sought to achieve development in the field of planning, land use and modernisation of the infrastructure within the Emirate, with a process of review every five years, or less, if necessary. The appropriate criteria and control procedures were put in place to control the quality of performance so that the objectives could be achieved at the least possible cost.

The plan also included the development of public health services, sewerage, protection of the environment and the development of laboratory testing as well as the development of the Municipality's transport services and the expansion of the use of modern technology. Also included were improvement of the infrastructure and a complete range of social and environmental services, these covering items such as the road network, bridges, tunnels, public parks, cultural centres, sports centres and entertainment centres.

This represented the beginning of a real transformation within Dubai Municipality in a variety of aspects.

With the issuing of laws and regulations relating to high quality specifications, devised by the Government of Dubai and implemented by the Municipality, the quality of modern buildings, hotels and commercial centres improved. This, of course, helped Dubai to become an ideal city in which to live and work and to win international recognition in various fields.

### **The Municipality's mission, duties and main functions**

Prior to 1988, there was no clear organisation chart for the Municipality and its administration while there was no written schedule or job descriptions for Departments and their employees.

At the beginning of 1988, documents specifying the duties of departments as well as their various affiliate divisions were issued. Job descriptions were also issued for many positions, these being supplemented by a work procedures manual issued at the beginning of 1991.

The Municipality's mission can be characterised as the task of translating into reality the visions and strategies relating to the Emirate of Dubai, this being done through planning, construction, maintaining and developing the infrastructure and public services, as well as



through the provision of the best possible services by the Municipality to the local community, through the implementation of best practices and the best use of administrative, financial and technical tools.

### **The main duties and functions of Dubai Municipality**

The following are the main functions and duties of the Municipality:

- 1) to suggest and implement policies, legislation, laws, rules and suitable procedures in all aspects relating to the Municipality's work within the Emirate.
- 2) to undertake comprehensive and detailed planning of construction for the Emirate, to specify the land use, to organise construction work and to monitor and supervise, and to provide assistance with government housing.
- 3) to establish the infrastructure, public facilities and utilities such as sewerage networks, irrigation networks, rainwater drainage systems and water treatment stations, in addition to their administration, supervision and maintenance.
- 4) to organise and administer matters relating to public roads within the Emirate such as opening new roads, asphaltting, the construction of bridges and tunnels and public parking areas in addition to supervising and maintaining them, as well as the introduction of modern traffic systems to simplify use and control.
- 5) to achieve a high level of public and professional health and safety and to protect the environment in its various aspects, in accordance with local and international specifications.



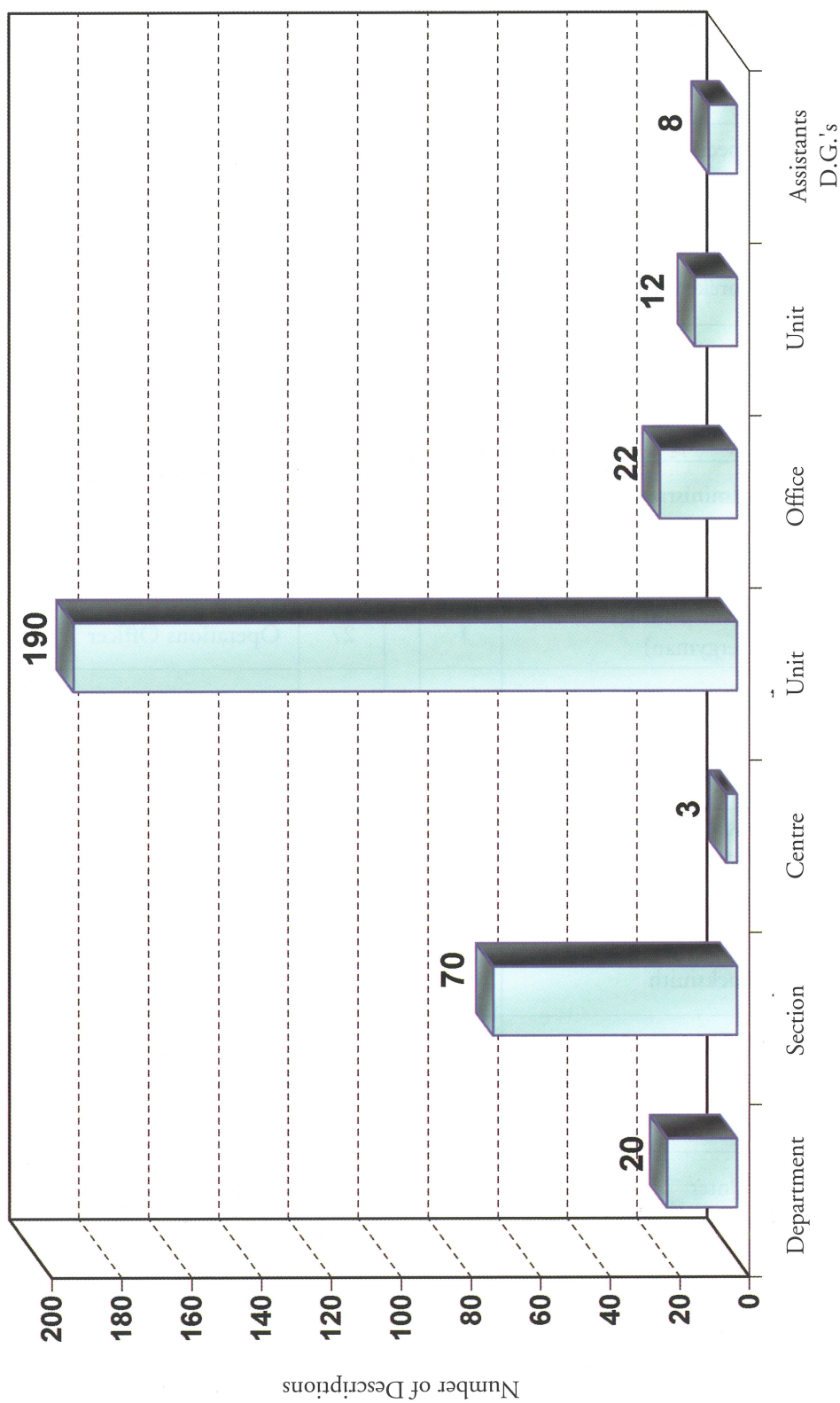
Dubai Creek (Khor Dubai) showing both banks

- 
- 6) to establish markets and abattoirs and to develop, monitor and supervise them to ensure they meet UAE requirements and needs.
  - 7) to establish public parks and gardens, to increase the planted area, including roadsides, and to preserve, supervise and monitor the public beaches in the Emirate.
  - 8) to support cultural and social activities in the Emirate through the establishment and supervision of public libraries, the provision and monitoring of social clubs and the setting up of centres, clubs and other cultural activities.
  - 9) to monitor the implementation of specifications and standards relating to construction, building materials, foodstuffs, consumables and other items, as well as to develop and modernise these specifications and standards through the provision of laboratories and the carrying out of tests and the necessary research and studies, in addition to the provision of certificates of conformity and accreditations.
  - 10) to preserve Dubai's architectural heritage through the restoration and maintenance of historical buildings and archaeological sites and the establishment of museums.
  - 11) to carry out areal planning, comprehensive censuses and internal and external opinion polls, as well as undertaking, economic and social studies within the Emirate and issuing publications on the results.
  - 12) to prepare a comprehensive geographical information system to contribute to planning, the implementation of projects and various priority services within the Emirate.
  - 13) to develop and support the Municipality's internal and external relationships, both within the country and outside, through playing an active role in organisations and Arab and International bodies and through participating in fairs and conferences that relate to its activities, as well as encouraging and implementing the best sustainable practices for urban development and improving living conditions at all levels.
  - 14) to provide public transport services for the people in Dubai and to set up bus terminals for public transport.
  - 15) to organise and to monitor roadside advertising within the Emirate.
  - 16) to eradicate begging and itinerant salesmen from the Emirate.
  - 17) to supervise and monitor a variety of vocational activities, and to specify the requirements for the practice of these activities within the Emirate.
  - 18) to participate in the provision of investment opportunities for the private sector as well as to encourage its participation in development within the Emirate.
  - 19) to participate in developing and promoting tourism within the Emirate.

## Description of the responsibilities of organisational units within Dubai Municipality – 2002

S No	Department/Division	Dep.	Sect.	Unit	Off.	Unit	Cent.	Assistant D.G's
1	Administrative Develop. & Quality Depart.	1	3	6	1	—	—	—
2	Legal Affairs Department	1	3	—	1	—	—	—
3	Planning and Surveying Department	1	4	11	—	—	—	—
4	Buildings and Housing department	1	3	10	1	1	—	—
5	General Projects Department	1	3	8	—	—	—	—
6	Roads Department	1	5	12	1	—	—	—
7	General Maintenance Department	1	2	6	1	1	—	—
8	Public Health Department	1	4	11	—	—	—	—
9	Environment Department	1	3	9	—	2	—	—
10	Drainage and Irrigation Department	1	3	11	1	1	—	—
11	Public Parks and Horticulture Depart.	1	4	12	1	1	—	—
12	Contracts and Purchasing Department	1	3	5	—	3	—	—
13	Finance Department	1	5	8	—	—	—	—
14	Administrative Affairs Department	1	4	13	—	—	—	—
15	Personnel Department	1	4	10	1	—	—	—
16	Markets and Abattoir Department	1	3	7	—	—	—	—
17	Public Transport Department	1	2	6	1	—	—	—
18	Dubai Central Laboratory Department	1	4	12	2	—	—	—
19	Transport Department	1	2	8	—	1	—	—
20	Information Technology Department	1	4	12	1	—	—	—
21	Geographical Information Systems Centre	—	—	3	—	—	1	—
22	Statistics Centre	—	—	3	—	—	1	—
23	Internal Audit Section	—	1	2	—	—	—	—
24	Public Relations Section	—	1	3	—	2	—	—
25	First Assistant to Director General	—	—	—	—	—	—	1
26	Second Assistant to Director General	—	—	—	—	—	—	1
27	Director General's Assistants for Planning and Buildings, Roads and General Projects Affairs, Environment Affairs, Public Health, Financial Affairs, Administrative and Public Services Affairs & Technical Services.	—	—	—	—	—	—	6
28	Director General's Office	—	—	—	1	—	—	—
29	Co-ordination and Development Office, affiliated with the Second Assistant to the D.G.	—	—	—	1	—	—	—
30	Foreign Affairs and Organisations Office	—	—	—	1	—	—	—
31	Environmental Awareness and Health Office, affiliated to Assistant D.G. for Environment and Public Health Affairs	—	—	—	1	—	—	—
32	Service Co-ordination Office, affiliated to Assistant D.G. for Roads and General Projects Affairs	—	—	—	—	—	1	—
33	Monitoring and Develop. Offices, affiliated to both Assistant Director General	—	—	—	6	—	—	—
	<b>Total</b>	<b>20</b>	<b>70</b>	<b>190</b>	<b>22</b>	<b>12</b>	<b>3</b>	<b>8</b>

Numbers of approved job descriptions for Dubai Municipality up to 2002



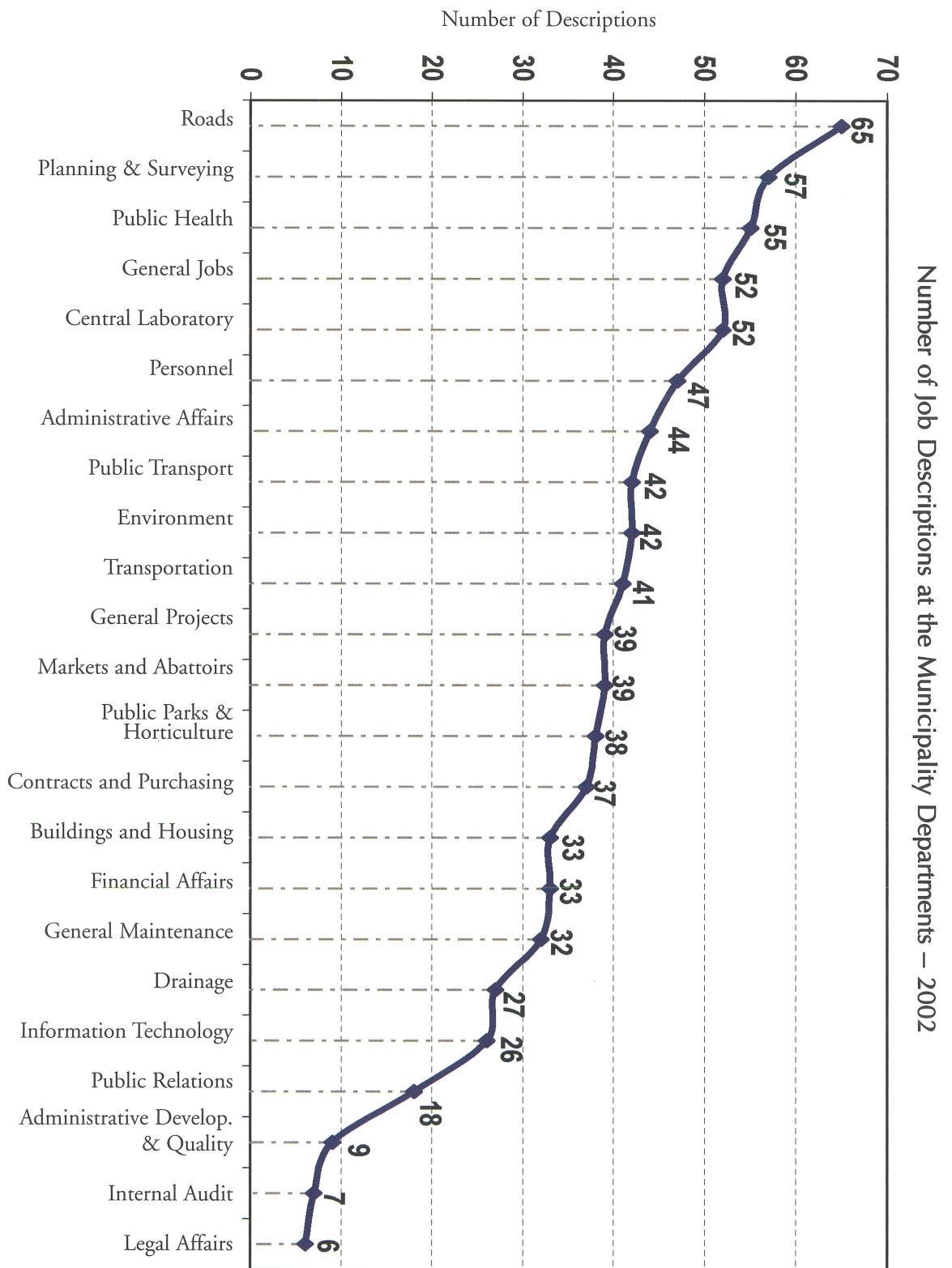


### Job Descriptions and total numbers at Dubai Municipality – 2002

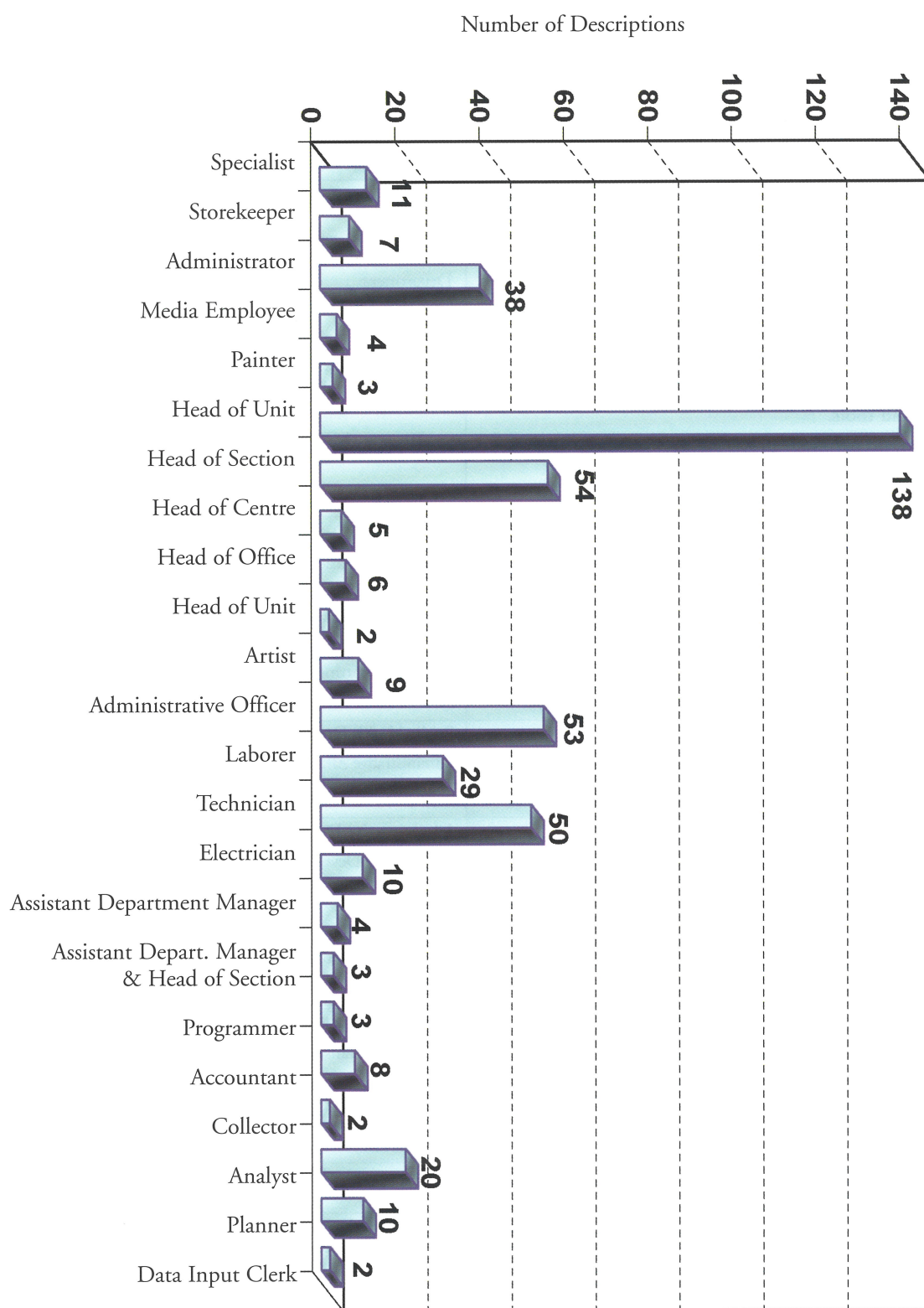
Serial	Position	No.	Serial	Position	No.
1	Specialist	11	20	Head of Office	6
2	Cashier	1	21	Head of Unit	2
3	Storekeeper	7	22	Artist	9
4	Librarian	1	23	Public Bus Driver	1
5	Statistician	1	24	Barge Driver	1
6	Administrator	38	25	Painter	1
7	Media Personnel	4	26	Administrative Officer	53
8	Imam (Muslim Clergyman)	1	27	Operations Officer	1
9	Historian	1	28	Veterinarian	1
10	Builder (Restoration)	1	29	General Practitioner	1
11	Assistant Builder (Restoration)	1	30	Labourer	29
12	Ticket Vendor	1	31	Traffic Enumerator	1
13	Blacksmith	1	32	Technician	50
14	Calligrapher	1	33	Legal	1
15	Calligrapher and Artist	1	34	Butcher	1
16	Painter	3	35	Assistant Butcher	1
17	Head of Division	138	36	Electrician	10
18	Head of Department	54	37	Vehicle Welder	1
19	Head of Centre	5	38	Assistant Administrative Manager	4

Serial	Position	No.
39	Assistant Administrative Manager and Head of Division	3
40	Programmer	3
41	Accountant	8
42	Collector	2
43	Analyst	20
44	Planner	10
45	Data Input Clerk	2
46	Trainer	2
47	Auditor	4
48	Administrative Manager	15
49	Financial Reviser	1
50	Reviser of Purchase requisitions and orders	1
51	Foreign Correspondent	1
52	Controller	35
53	Surveyor	4
54	Assistant Head of Division	5
55	Assistant Pharmacist	1
56	Assistant Technician	1
57	Assistant Administrative Support Officer	5
58	Assistant Director General	3

Serial	Position	No.
59	Assistant Engineer	3
60	Supervisor	29
61	Operator	10
62	Tyre Repair Employee	1
63	Advertisement Designer	1
64	Photographer	4
65	Undertaker	1
66	Inspector	55
67	Indexer / Classifier	1
68	Purchasing Committee Rapporteur	1
69	Nurse	1
70	Passport Representative	1
71	Price Requisition Representative	1
72	Purchasing Representative	1
73	Lifeguard	1
74	Engineer	36
75	Mechanic	7
76	Carpenter	5
TOTAL		730



Number of Job Descriptions at Dubai Municipality – 2002





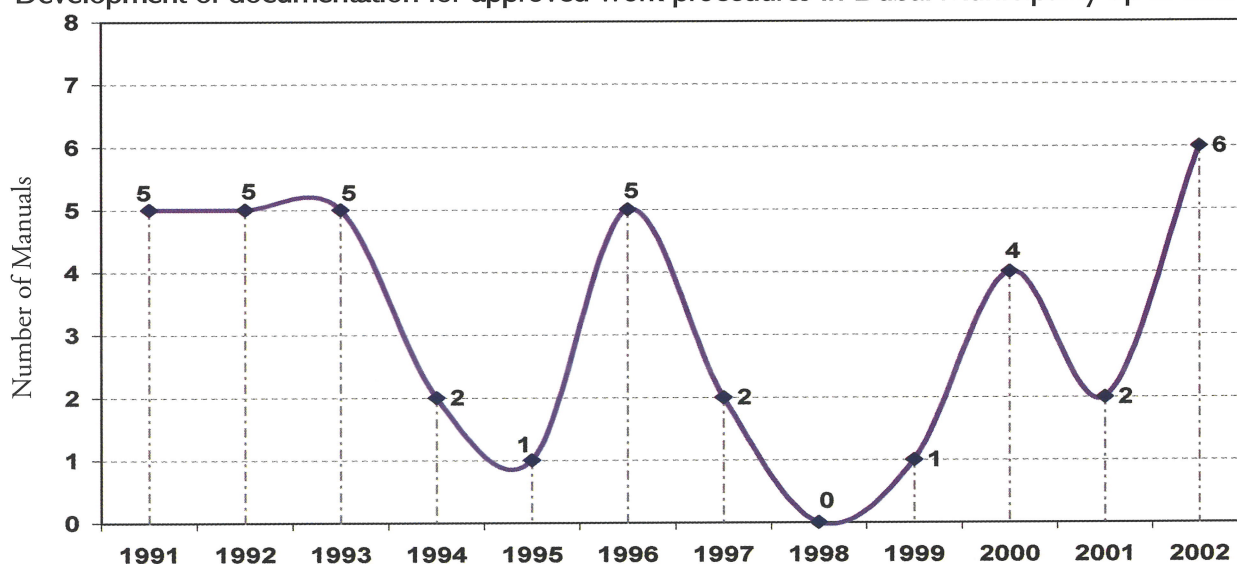
## Documentation of Work Procedures in Dubai Municipality From 1991 to 2002, by Year of Issue and Department

Name of Manual	Department	Order No.	Date of Issue
Inspection of meat for human consumption in Dubai	Public Health Department	20/91	12/01/1991
Car parks used for organisations and establishments and procedures for fees and monitoring	Finance Department	171/91	8/6/1991
Work procedures for Purchasing Section within the Contracts and Purchasing Department	Contracts and Purchasing Department	173/91	10/6/1991
Work procedures for Purchasing Section within the Contracts and Purchasing Department	Contracts and Purchasing Department	189/91	29/6/1991
Use of external areas of restaurants, cafeterias & cafes plus specifying allocations of car parks, moving vehicles, equipment and tools.	Roads Department	199/91	3/7/1991
Manufacture, preparation, print, storage, loading, transportation and selling of foodstuffs for human consumption within the Emirate of Dubai	Public Health Department	20/92	3/2/1992
Inspection of Poultry	Public Health Department	55/92	30/3/1992
Work procedures in Revenue Collection Section within the Finance Department	Finance Department	196/92	23/9/1992
Work procedures in Licencing Section within the Licencing Department	Licensing Department	202/92	29/9/1992
Procedures for the collection of cash in the Libraries Section	Finance Department	223/92	12/10/1992
Work procedures in the Treasury Section	Administrative Affairs Depart.	327/93	3/5/1993
Personal Safety	Public Health Department	330/93	28/7/1993
Communication Services procedures	Administrative Affairs Depart.	511/93	17/10/1993
Procedures for renting Dubai Municipality property	Administrative Affairs Depart.	542/93	17/11/1993
Direct Summoning of external consultants for the development of work methods and systems	Administrative Develop. and Quality Development	278/93	9/12/1993
Use of area plus office furniture for Dubai Municipality Employees	Administrative Affairs Department	55/94	24/2/1994
Inventory procedures for fixed assets and formation of inventory committee in the organisation	Contracts and Purchasing Department	149/94	13/6/1994
Procedures for the Evaluation of Employees	Personnel Department	8/95	7/1/1995
Procedures for the receipt and importation of cash collections for the Transport Section	Garage and Transport Department	72/96	10/2/1996
Procedures for the Stores Section within Contracts and Purchasing Department	Contracts and Purchasing Department	311/96	20/5/1996
Insurance Procedures	Contracts and Purchasing Department	818/96	21/10/1996
Work Procedures in the Administrative Development Office	Administrative Development and Quality Department	819/96	21/10/1996
Work Procedures in the Libraries Section within the Administrative Affairs Department	Administrative Affairs Department	830/96	24/10/1996

### Continued/ Documentation of Work Procedures in Dubai Municipality

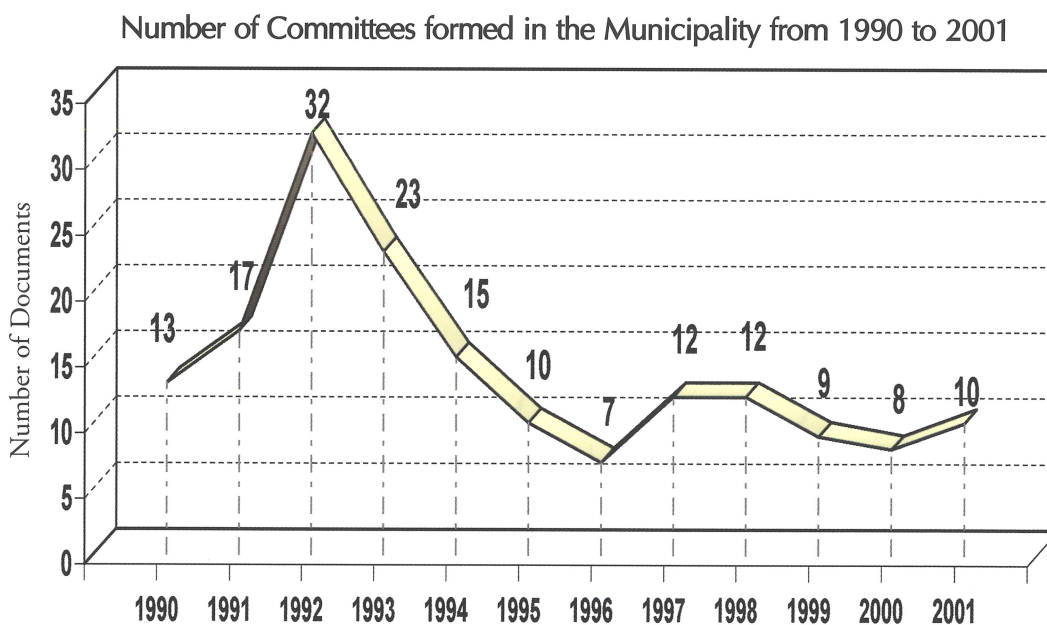
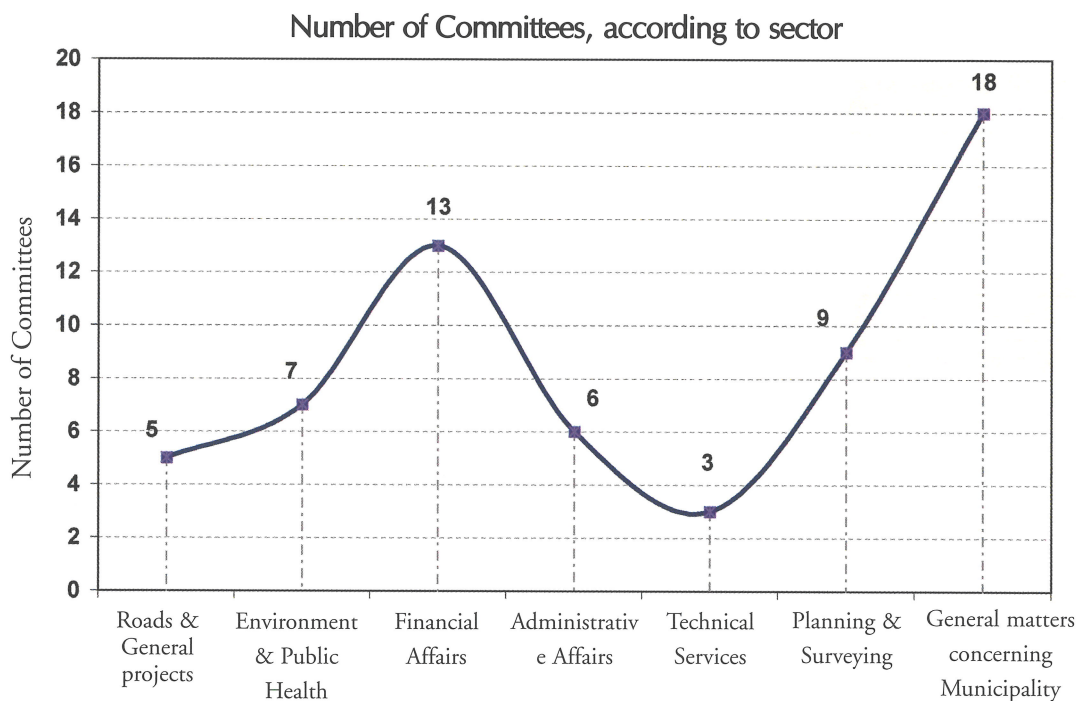
Name of Manual	Department	Order No.	Date of Issue
Work of the Internal Audit Office	Internal Audit Office	133/97	3/2/1997
Compensation Procedures for land and buildings affected by planning projects	Planning and Survey Department	910/97	2/7/1997
Cost Calculation in Dubai Municipality	Administrative Developm. and Quality Depart.	119/99	2/6/1999
Documentation issued by the Planning and Survey Department (Preparation of traffic studies manual, user manual, manual on average trips created and average car park)	Planning and Survey Department	36/2000	1/3/2000
Performance Criteria in Dubai Municipality	Administrative Developm. and Quality Depart.	150/2000	28/6/2000
Work Procedures Documentation in General Projects Department	General Projects Depart.	238/2000	18/9/2000
Work Procedures in Transport Section	Public Transport Depart.	289/20006	21/11/2000
Manual/ Work Procedures within Transport Department	Transport Department	0/2001	24/3/2001
Manual Supplement - Work Procedures at Public Transport Depart.	Public Transport Depart.	288/2001	22/9/2001
Work Procedures for Markets and Abattoir Department	Markets and Abattoirs Department	341/2002	29/12/2002
Work Procedures for Contracts and Purchasing Department	Contracts and Purchasing Department	305/2002	28/10/2002
Road works within right of way and specification of sale price	Roads Department	292/2002	20/10/2002
Work procedures within Personnel Development Section	Personnel Department	274/2002	24/9/2002
Work Procedures within Public Libraries Section	Administrative Affairs Department	199/2002	20/7/2002
Work procedures within the Environment Department	Environment Depart.	130/2002	9/6/2002

### Development of documentation for approved work procedures in Dubai Municipality up to 2002



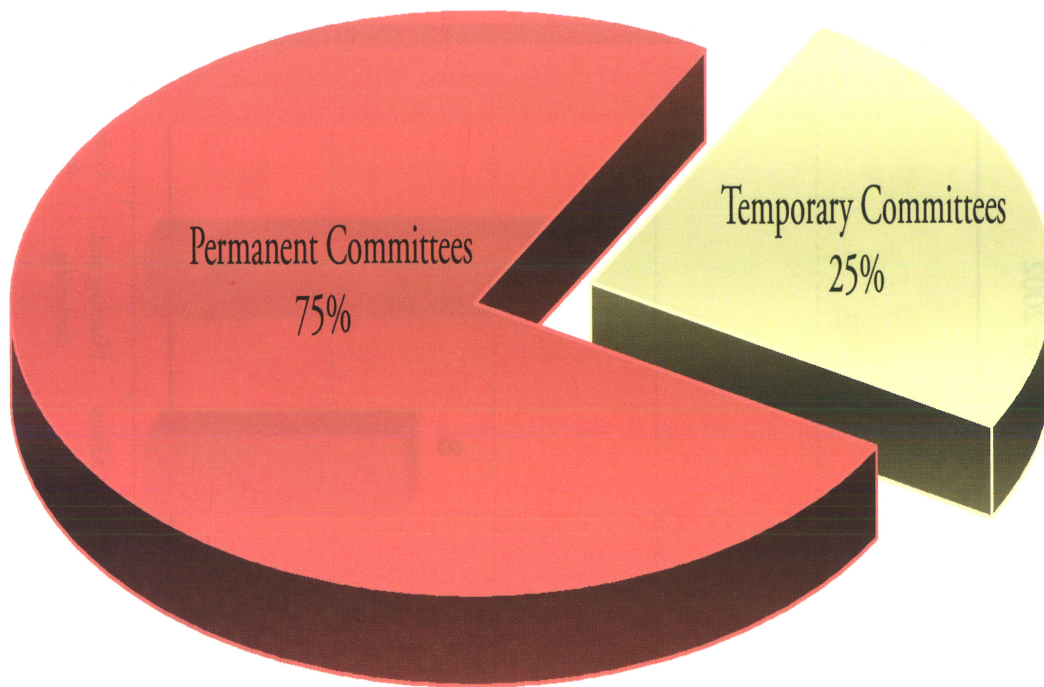
### Statistical Data

A number of permanent committees were formed to oversee administrative and technical matters and provide support and co-ordination between the various administrations of the Municipality. Of these, the most important is the Technical Committee.

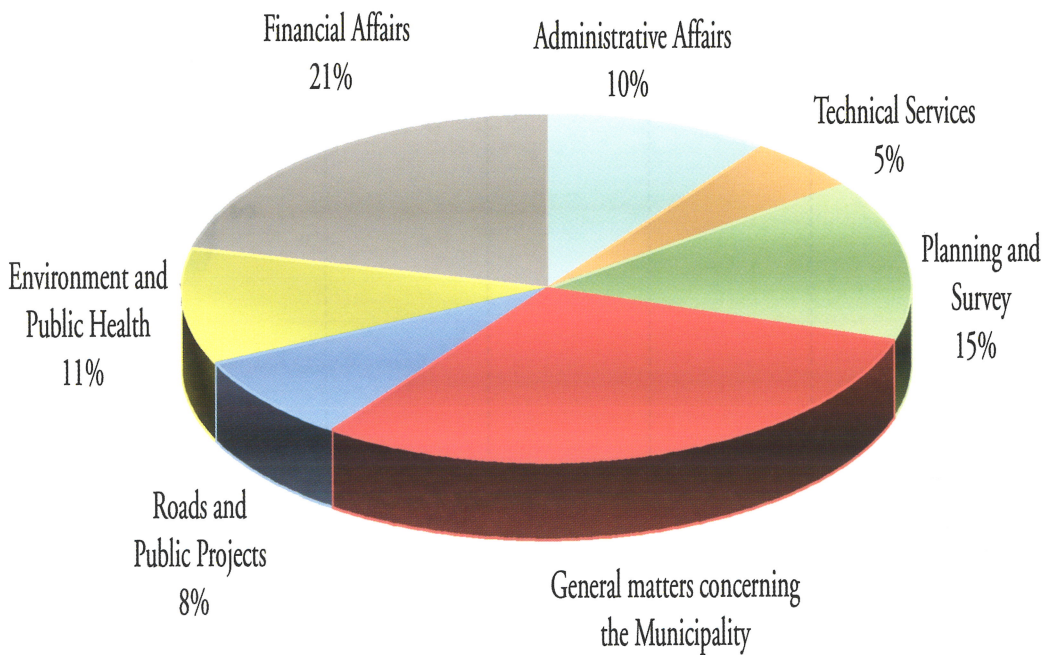


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Committees working in the Municipality

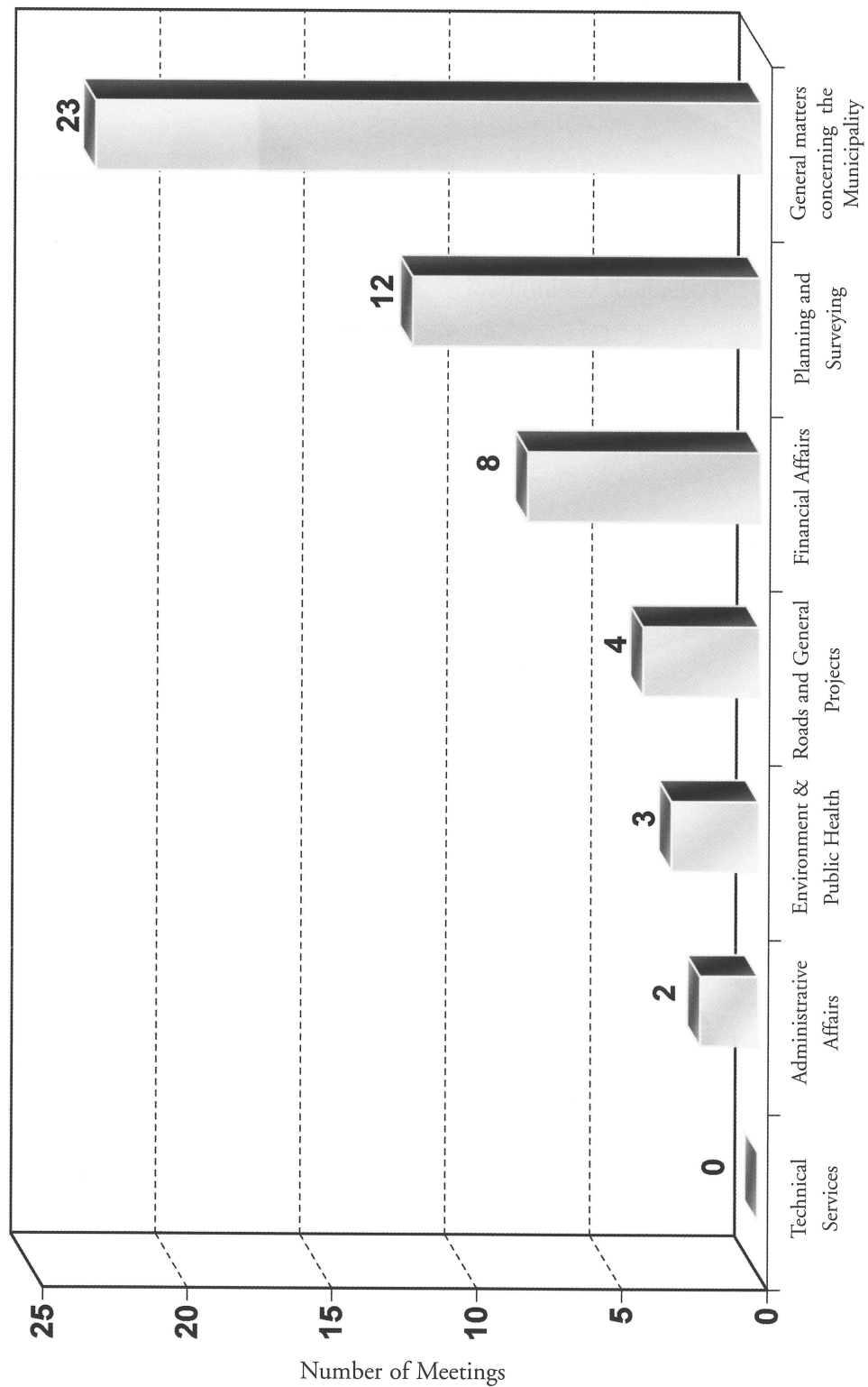


Working Committees according to sector

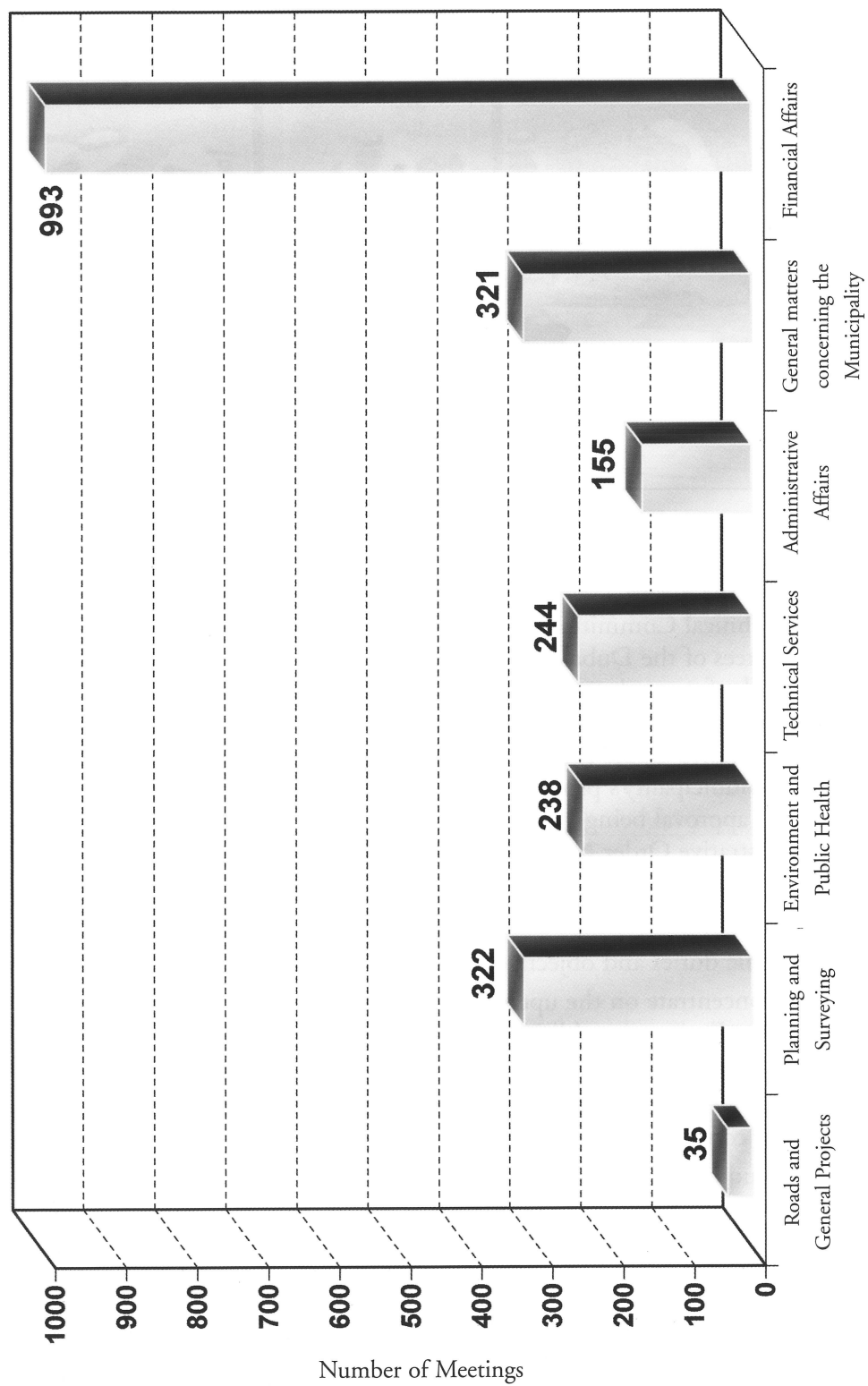




Number of meetings held by Temporary Committees, by sector, for 2002



Number of meetings held by Permanent Committees in 2002





A meeting of the Technical Committee

### Technical Committee

The Technical Committee is considered to be one of the most important committees of the Dubai Municipality. Its aims are to achieve objectives forming part of the future plans and to improve the type of services offered by the Municipality. It was formed on 13th July 1984, in accordance with Administrative Order No 65, which gave the Committee the task of examining all the Municipality's projects to make sure they conform to sound principles, prior to approval being given for them to be carried out. It was re-constituted by Administrative Order No. 914, issued on 1st January 1995.

This Committee, headed by the Director General, comprises a group of senior Municipality officials and holds weekly meetings, on Mondays.

Its specific duties and objectives include the following:

- 1- To concentrate on the updating of development requirements and objectives for the Emirate in addition to monitoring the latest changes in planning and the scheduling of large projects for road networks and drainage networks.
- 2- To adopt standards and criteria relating to the appraisal of offers presented from consultants and contractors.
- 3- To study projects intended for implementation and to approve designs and estimated costs.
- 4- To provide consultants and contractors with the relevant support to enable them to carry out their work
- 5- To provide the highest possible level of co-ordination between the Municipality's Departments, so as to prevent overlapping during implementation of projects.

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### Methods of work of the Technical Committee

The Technical Committee adopts a methodical approach and a balanced style of work during its weekly meetings, in accordance with the significance of the topics being discussed, such as issues raised by various Departments on important projects.

When disagreements are voiced during meetings, the Committee Chairman provides an opportunity for all members to express their opinion, and, where necessary, a vote is taken.

Since it was formed, the Committee has met 475 times, and has discussed a total of 2,481 individual items of its agenda, as outlined below.

### The number of subjects discussed and the Minutes of Meetings prepared between 9th January 1989 and 31st December 2002.

Sequence	Period		Number of subjects discussed	Number of approved Minutes of Meetings
	From	To		
1	9/1/1989	25/12/1989	209	39
2	8/1/1990	31/12/1990	186	41
3	7/1/1991	23/12/1991	221	38
4	6/1/1992	28/12/1992	167	32
5	18/1/1993	27/12/1993	222	39
6	3/1/1994	26/12/1994	222	41
7	2/1/1995	25/12/1995	213	40
8	8/1/1996	30/12/1996	170	38
9	13/1/1997	29/12/1997	181	35
10	12/1/1998	14/2/1998	126	26
11	11/1/1999	20/12/1999	87	21
12	17/1/2000	25/12/2000	138	26
13	22/1/2001	24/12/2001	176	26
14	9/1/2002	31/12/2002	163	33
TOTAL			2,481	475

Note: Records of meetings held prior to 1989 are not available, and are therefore, not included above.



The following is a list of experts and consultants who worked on developing the work practices of the Municipality, including both those who were employed directly and those employed through the United Nations Development Programme.

Sequence	Name	Task
1	Dr. Stephen Magginti	Tenders and Contracts Consultant
2	Dr. Ghassan Ghassoub	IT Consultant
3	Dr. Anthony Russell	Building Research and Quality Control Consultant
4	Dr. Peter Martin	Central Laboratory Consultant
5	Dr. John Woodson	Laboratory Expert
6	Dr. Mustapha Kamal Eissa	Statistical Expert
7	Dr. Shamsheer Taj	Human Resources Specialist
8	Dr. David McQueen	Public Health Specialist
9	Dr. John Woodward	Environment Expert
10	Mr. Ahmed Nusairat	Assistant to Human Resources Administrative Expert
11	Joe Tefrid Conjini	Consultant on Survey Development
12	Dr. Bahjet Samdouka	Financial Affairs and Commercial Licencing Expert
13	Dr. Sameeh Al-Benna	Information Technology Expert
14	Dr. Maher Steeno	Town Planning Expert
15	Dr. Farouk Khalifa	Roads Consultant
16	Dr. Mustapha Qurunfilla	Landscaping Expert
17	Dr. Nael Bunni	International Expert in Contracts Consultation
18	Dr. Mahmoud Ahmed Ateem	Consultant on Documentation and Information



**Dubai:  
from small village  
to global city**

When H.H. the late Sheikh Rashid bin Saeed Al Maktoum set out at the beginning in the 1960s to lay down an economic strategy and ambitious plans for future development, no-one could have imagined that Dubai would have become what it is today.

His first steps were to create a number of special organisations and departments that would bring a modern approach to the task of meeting the requirements of citizens in terms of improving their standard of living. These included the formation of the Municipality Council and restructuring of the Municipality Administration as well as the establishment of the 'Registration Office', to register land and property ownership, and the creation of the Dubai Chamber of Commerce and Industry.

At that time, the most optimistic view was that Dubai would become the leading city within the seven emirates, which were, at that time, not yet joined together in the federation. Dubai then had a population of only around 40,000. Now, forty years later, it is over a million, with a day-time population, including commuters, of over 1.2 million, according to the latest estimates by the Municipality's Census Centre.

Table 1 shows the development of the population of the Emirate of Dubai as a whole, up to the year 2000.

Without question, the establishment in 1971 of the seven-member federation of the United Arab Emirates, with one flag, one constitution and one leadership, has been of the greatest importance in terms of the achievements, progress and prosperity of Dubai today. The birth of the UAE was not only a good omen – it also marked the beginning of a complete cultural transformation for the country's citizens.

Following on from the birth of the UAE, Dubai has become one of the most modern cities in the world, amongst the most advanced, the most sophisticated and the fastest developing. It is also a leader in relation to the services provided at its highly-acclaimed international airport and modern ports, as well as in terms of its social services and its clean environment. To these can be added the modern shopping and commercial centres as well as world-class sporting facilities, such as the Emirates Golf Club and the Creek Golf Club and the various horse-racing tracks, these all being venues for international events.

The well-developed infrastructure includes many gardens and other green areas, as well as a network of modern and safe roads and highways. By 2002, there were a total of 7,358 km. of roads in the Emirate as a whole, while in the developed area, roads and highways covered a total area of 220 sq. km., or 5.3 per cent of the entire area of the Emirate. Table No. 2 shows the length of the road network.

Parks and other green areas within the city amounted in 2002 to approximately 19.51 million square metres, or approximately 22 sq. m. per person. Table No 3 shows the total area of parks, gardens and other green areas.

Dubai is also noted for the quality, quantity and variety of the facilities available that are related to tourism and the business environment. These have led to the emergence of the city as a popular international centre for exhibitions, fairs and conferences.

The first real emergence of Dubai as an international conference centre dates back to 1994, when the city hosted the first conference of the Arab Towns Organisation, attended by representatives of 384 cities.

This was swiftly followed by other regional and international conferences and seminars, such as the Dubai International Conference in 1995, organised as part of preparations for the Human

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Settlements Conference in Istanbul. During this meeting, the Dubai Charter was announced, as well as the Dubai International Prize for Best Practices, instituted by H.H. Sheikh Maktoum bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, and supervised by the United Nations.

The Prize was first awarded at the 1996 Human Settlements Conference in Istanbul, and was presented to winners by Dr. Boutros Ghali, then the Secretary-General of the United Nations.

Such initiatives helped to establish Dubai's recognition as a city of international importance. Following on from this, Dubai was selected for membership in a number of international bodies, including the UN Secretary General's High Level Advisory Board, which has representatives of 19 cities and international organisations and is the top global body dealing with human settlement. Dubai was also appointed as a member of the Advisory Board of the Arab Towns Organisation. This choice was no mere coincidence, but, was, rather, an acknowledgement of the way in which Dubai's development has paralleled that of other important international cities.

Dubai has also been awarded a number of Arab and international prizes. In 1999, for example, it was awarded the "Pioneer" Award from the International Council for Caring Communities, a body under the aegis of the United Nations, while it was also selected as winner of the Cannes International Prize for Water, awarded by the Cannes, France based Mediterranean Organisation for Water. This award was a recognition of the way in which Dubai has made use of recycled sewage water to expand the planted areas within the city, thus being able not only to ameliorate the harsh environment in the region but also to avoid wastage of water. In total, Dubai now recycles around 50 million gallons of water per day.

The massive projects undertaken in recent years by the Government of Dubai have made the city a focus of international attention.

These began with the launching of Emirates Airline, the UAE's leading national carrier, in



An aerial photograph of Dubai City





H.H. Sheikh Hamdan bin Rashid Al Maktoum, chairing a meeting of the steering committee of the IMF/World Bank conference in Dubai in 2003.

October 1985, which played a major role in making Dubai an international transport hub as well as a global centre of commerce.

This was followed in 1996 by the inauguration of the first Dubai Shopping Festival, which attracted thousands of tourists from throughout the world. Held twice a year, the Festival has become the leading event of its kind in the region.

Other key projects include Dubai Internet City and Dubai Media City, both of which have attracted many international companies to establish regional bases in Dubai from which they have expanded throughout the Middle East, Asia and Africa.

Finally, the introduction of an e-Government programme in all Government offices has ensured that procedures are simplified and that Dubai is abreast of the latest technological developments at the dawn of the new millennium and at the beginning of the new era of globalisation.

In 2003, Dubai was chosen to host the joint conference of the International Monetary Fund and the World Bank, one of the world's largest conferences, with delegates and visitors numbering between 15,000 – 20,000. The choice of Dubai to host the event, against strong competition from other major cities around the world, was further evidence of Dubai's global status.

Dubai today is an active city that never sleeps. It has been able to make remarkable progress from being a small village to becoming a city of global significance in a relatively short space of time. Enjoying a status of high distinction in all aspects, Dubai is a reflection of all that is brightest in the United Arab Emirates.

Table No. 1: Population estimates in the Emirate of Dubai

Year	Population	Comments	Source
1959	38,000	Estimate	Ministry of Planning
1968	59,092	Actual Census 1968	Census carried out by the Trucial States Development Council
1970	70,000	Estimate	Ministry of Planning
1975	183,187	Actual Census	Ministry of Planning
1978	229,400	Estimate	Ministry of Planning
1980	276,301	Actual Census	Ministry of Planning
1983	287,353	Estimate	Ministry of Planning
1984	298,847	Estimate	Ministry of Planning
1985	370,788	Actual Census	Ministry of Planning
1986	393,368	Estimate	Ministry of Planning
1987	417,356	Estimate	Ministry of Planning
1988	442,845	Estimate	Ministry of Planning
1989	469,931	Estimate	Ministry of Planning
1990	498,417	Estimate	Ministry of Planning
1991	529,303	Estimate	Ministry of Planning
1992	596,365	Estimate	Ministry of Planning
1993	610,926	Actual Census	Dubai Municipality/ Census Centre
1994	649,865	Estimate	Ministry of Planning
1995	689,420	Actual Census	Ministry of Planning
1996	695,000	Estimate	Ministry of Planning
1997	757,000	Estimate	Ministry of Planning
1998	805,000	Estimate	Ministry of Planning
1999	858,000	Estimate	Ministry of Planning
2000	862,387	Actual Census	Dubai Municipality/ Census Centre
2001	910,336	Estimate	Dubai Municipality/ Census Centre
2002	960,950	Estimate	Dubai Municipality/ Census Centre

**Table No 2: Length of road network in the Emirate of Dubai (Course – Km.)**

The development of the road network between 1980 – 2002 (according to data currently available)

Total Length in Km.	Length completed in Km.	Year
1,085	-	1980
1,237	152	1981
1,299	62	1982
1,597	298	1983
1,659	62	1984
1,809	150	1985
2,177	368	1986
2,570	393	1987
2,967	397	1988
3,061	94	1989
3,152	91	1990
3,443	291	1991
3,553	110	1992
3,793	240	1993
4,066	273	1994
4,235	169	1995
4,610	375	1996
4,828	218	1997
5,265	437	1998
5,420	155	1999
6,362	942	2000
6,910	548	2001
7,358	448	2002

1. Total area of road network in 2002: 220 square kilometres

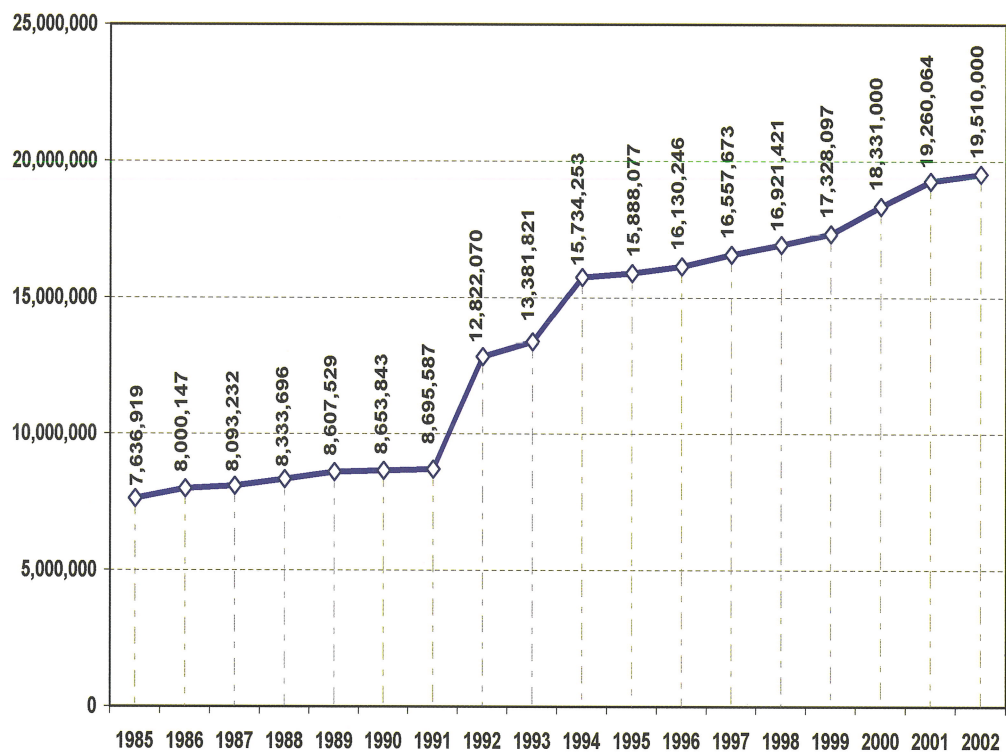
Table No. 3 Development of total planted area in square metres and the percentage of annual increase between 1985 – 2002

Year	Total area at year end in square metres	Annual increase in square metres	Percentage of annual Increase	Percentage of planted area in relation to urban area
1985	7,636,919	63,550	0.8 %	1.20 %
1986	8,000,147	363,228	4.8 %	1.30 %
1987	8,093,232	93,085	1.2 %	1.34 %
1988	8,333,696	240,464	3.0 %	1.38 %
1989	8,607,529	273,833	3.3 %	1.42 %
1990	8,653,843	46,314	0.5 %	1.43 %
1991	8,695,587	41,744	0.5 %	1.44 %
1992	12,822,070	4,126,483	47.5 %	2.12 %
1993	13,381,821	559,751	4.40 %	2.20 %
1994	15,734,253	2,352,432	17.6 %	2.60 %
1995	15,888,077	153,824	1.0 %	2.63 %
1996	16,130,246	246,169	1.50 %	2.67 %
1997	16,557,673	427,427	2.6 %	2.74 %
1998	16,921,421	363,748	2.2 %	2.80 %
1999	17,328,097	406,676	2.4 %	2.9 %
2000	18,331,000	1,002,903	5.8 %	3.03 %
2001	19,260,064	929,064	5.1 %	3.18 %
2002	19,510,000	250,000	1.3 %	3.23 %

\* Total cultivated area in Dubai in 2002: 19,510,000 million square metres



### Development of the total green area in square metres between 1985-2002



Safa Park

**Foreign  
Relations and  
Organisations**

Dubai Municipality has played a major role, as initiator and organiser, of many of the numerous conferences and regional and international forums held in the Emirate of Dubai. These have helped to display to the wider world the nature of current developments in Dubai and its human and urban development over the course of the last decade. The Municipality has also participated in many international fairs and exhibitions held in the city and has taken part in events overseas.

This process of winning international recognition for Dubai can be said to have really commenced with the organisation of the international Chess Olympiad in 1987, which, for the first time, placed Dubai firmly on the global map of sports events.

Following the success of the Chess Olympiad, Dubai has been able to attract many more events, both sporting and others, and has displayed its ability to cope with the administrative and organisational tasks associated with the hosting of major international conferences, exhibitions and sporting events.

### Origins of the of Foreign Relations and Organisations Office

The first major regional conference to be held in Dubai was the 10th General Conference of the Arab Towns Organisation, ATO, held between 3rd and 7th April 1994, and attended by H.H. Sheikh Hamdan bin Rashid Al Maktoum, Deputy Ruler of Dubai and Head of the Municipality. The largest of the ATO meetings held up to that time, it was attended by around 1200 participants, representing 380 cities and towns from throughout the Arab world. It is still considered to have been the most successful ATO conference ever held.



The Opening Session of the 10th General Conference of the Arab Towns Organisation, April 1994





The Dubai International Conference for Human Settlements, November 1995

## International Conference for Human Settlements (Habitat 2)

The ATO conference was followed, on 19th-22nd November 1995, by the Dubai International Conference for Human Settlements, organised by the Municipality in conjunction with the United Nations Centre for Human Settlements, HABITAT, and held on the theme of 'Best Practices.'

Among those taking part was Dr. Wally N'Dow, Secretary General of the UN Human Settlements Centre and 914 others from a total of 95 countries, representing companies, organisations, various Government and private sector institutions and organisations as well as Government Ministers and the Mayors of a number of cities.

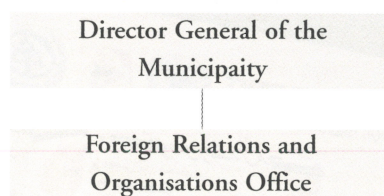
The focus of their discussions was the rapid transformation of urban growth in developing countries and associated economic and social issues, including the decline of living standards in rural areas.

It was agreed by those taking part that there was an urgent need for the re-evaluation of policies related to housing and urbanisation and that scientific and practical long-term answers needed to be found to the economic, social and environmental challenges posed by the changing patterns of human settlement. Among issues addressed were those of the administration of development, the provision of employment opportunities, the eradication of poverty, protection of the environment, the repatriation of displaced immigrants, the importance of equality between men and women, the need for social integration and equality for children and the right to obtain land and housing for all.

The conference drew up guidelines for a summit on towns to be included on the agenda of another summit, to be held in Istanbul in June 1996. It also adopted a Dubai declaration ( see text on Page 88), and paved the way for the launching of the Dubai International Award (see Page 81).



## Organisation Chart for Foreign Relations and Organisation Office



Year of joining the duty	Officials
November 1996	Head of the Foreign Relations and Organisations Office
April 2000	Assistant Head of Foreign Relations and Organisation Office
February 2000	Secretary

### Tasks and Functions of Foreign Relations and Organisations Office

Besides the events in Dubai, the Municipality was also active overseas, taking part, for example, in the Arab and European Cities Conference, held in Valencia, Spain, in 1994 and the General Conference of the International Union of Local Authorities, held in The Hague, Holland, in September 1995.

By this time, it was apparent that Dubai Municipality needed a special unit to handle its overseas and international activities, and in late 1996, a Department of Foreign Affairs and Organisations, was set up, under the terms of Administrative Order No. 916 for 1996. It was initially composed of a Head of Department, reporting to the Head of the Municipality, who was joined in February 2000 by a secretary and in March 2000 by an Assistant Head of Department.

The Department was given the task of initiating and implementing a strategy for the development of the international relations of the Municipality, and to prepare the appropriate budget. It was also charged with providing support, both technical and administrative, to the Director-General in his work with relation to external organisations and meetings in which the Municipality is involved. These include the General Secretariat of the UAE Municipalities, the various bodies linked to the Gulf Co-operation Council, GCC, the Arab Towns Organisation and its affiliates, the Organisation of Islamic Capitals and Cities and its affiliated bodies, the United Nations and its specialised Agencies and Centres and the International Union of Local Authorities and any body linked to it.

This work involved the preparation of reports, agendas and minutes and following up on rec-



H. H. Sheikh Hamdan bin Rashid Al Maktoum with participants at the Dubai International Conference for Human Settlements

ommendations agreed by various meetings and also the initiation, through the office of the Director-General and diplomatic channels, of direct links with other cities, including twinning relationships.

The Department was also charged with responsibility for co-ordinating with the UN Centre for Human Settlements on matters related to the Dubai International Award for Best Practices on improvements in the living environment.

Other duties included the carrying out of work designed to stimulate media coverage, both at home and overseas, of the Dubai Declaration agreed at the 1995 Human Settlements Conference, preparing plans for official visits by Municipality delegations abroad, including the appropriate liaison with the Human Resources Department, maintaining close links with the Public Relations Section, identifying ways of promoting links and the exchange of information between the Municipality and cities and organisations overseas and monitoring foreign reports of interest to the Municipality and presenting summaries to the Director-General.

Its work also was to include the identification of regional and international events and activities of relevance to the Municipality and making recommendations for its participation, where appropriate, and then organising the relevant participation, as well as the presenting of regular reports on its work.





Signing the twinning agreement with the Gold Coast in Australia

### **External activities of the Dubai Municipality:**

Since the Department was established, it has been responsible for organising Municipality participation in a wide range of international activities. One of the earliest was the involvement of the Municipality in the Second United Nations Conference for Human Settlements in Istanbul, Turkey in June 1996. prior to which it also took part in the founding conference of the World Associations of Cities and Local Authorities, (WACLA-I), where recommendations made by the Municipality were adopted.

The Municipality delegation was also able to secure approval for a recommendation relating to habitats that derived from the principles of the Dubai Declaration.

Over the course of the last five years, important achievements by the Department have included the signing of twinning agreements with the cities of Casablanca, Detroit, Istanbul, Shanghai, Jerusalem and Australia's 'Gold Coast' and co-operation and friendship agreements with Canton, Damascus, Beirut and Geneva (see page 92) .

The Department has also arranged and hosted numerous conferences, seminars and other events, both regional and international in nature.

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The growth of the activities designed to strengthen the international relations of the Municipality, and of the Emirate of Dubai as a whole, has been remarkable.

In 1997 and 1998, for example, delegations were sent to a meeting of the Management Committee for the 'Best Practices' Award, held in Rotterdam, Holland, in February 1997; the General Conference of the International Union of Local Authorities, in Mauritius, in April 1997; a meeting of the Commission for Sustainable Development at the United Nations in April 1997; the sixteenth meeting of the United Nations Conference for Human Settlements in Nairobi, Kenya, in May 1997; the eleventh General Conference of the Arab Towns Organisation, in Tunisia, in May 1997; the eighth General Conference of the Organisation of Islamic Capitals and Cities, in Tehran, Iran, in June 1997; the fifth international Habitat Conference, in Cali, Colombia, in November 1997; an urban forum designed to promote the Dubai International Award for Best Practices, held in Egypt in May 1998; the World Conference on International Cities and Citizens held in Japan in May 1998; the 20th meeting of the Administrative Council of the Organisation of Islamic Capitals and Cities, in Bahrain, in November 1998 and in a regional meeting held pursuant to the second United Nations Conference on Human Settlements (Habitat II), on "Implementing the Habitat Agenda in the Arab Region," held in Lebanon in November 1998.



The signing of the twinning agreement with Istanbul, in Turkey, in 1998

In June 1998, the Department also organised a visit by the Municipality delegation to Australia, which visited Melbourne, Sydney and cities on the 'Gold Coast', while in October 1998, a delegation visited Istanbul to attend the celebrations of the 75th anniversary of the foundation of the Turkish Republic. The twinning agreement between the two cities was signed during this visit. Also in October and November 1998, the Municipality took part in visits by leading Municipality officials from the GCC states to Kuwait and an Arab Towns Organisation delegation to a meeting of heads of the International Union of Local Authorities Council.

In 1999, the programme of activities continued. During that year, the Municipality took



on Water, in Cannes, while further planning for the Istanbul Plus Five conference and an appraisal of results emerging out of the 1996 conference (Habitat II), took place at a meeting in New York in June.

At a regional level, the 6th meeting of GCC Ministers concerned with Municipalities and the 8th meeting of executive officers from GCC Municipalities also took place in June, in Bahrain.

In November, the Municipality attended a conference in Istanbul of all the cities with which the Turkish city was twinned and also took part in a seminar on Cities of the Future, held in Riyadh.

The first official visit to South America by a Municipality delegation since the establishment of the Foreign Affairs Department took place in November 2001, with a meeting of the management committee for the Dubai Best Practices Award project being held in Florianopolis, in Brazil.

In January 2002, the General Congress of the Arab Towns Organisation was held in Kuwait, followed by a meeting in Vancouver, Canada at the end of February of the Preparatory Committee for Local Authorities with relation to the World Summit on Sustainable Development, held in Johannesburg later in the year.

In April, Municipality delegations took part in the Third Forum of the World Alliance against Poverty in Belgium and the Third International Forum on Electronic Democracy held in Paris, France, while the 7th meeting of GCC Ministers and the 9th meeting of GCC Municipality executives was held in Muscat, Oman.

Other meetings attended during April and May 2002 included the 42nd meeting of the permanent bureau of the Arab Towns Organisation, in Amman, Jordan, two meetings in Nairobi, the 5th meeting of the United Nations Advisory Committee for Local Authorities (UNACLA) and an International Urban Forum, the 12th international conference on 'Protecting the Environment is a Necessity of Life', in Alexandria, Egypt, a meeting of the Technical Advisory Committee for the Dubai 'Best Practices Award, in Guangzhou, China, and the general conference of the Metropolis Organisation, in Seoul, South Korea.

In June, delegations from the Municipality attended the 4th International Forum on Water, in Cannes, France, the 3rd International Forum on City Information, in Shanghai, China, the Internet conference INET, in Washington, DC, and a meeting of the Technical Advisory Committee for the Dubai 'Best Practices' Award, in Naples, Italy.

In August and September, Municipality officials formed part of the UAE delegation to the World Summit on Sustainable Development in Johannesburg.

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Other activities during 2002 included participation in December in a conference on Children and the City, and at the awards ceremony for the King Abdullah Award for Excellence, both in Amman, Jordan.

The work of the Department is not confined to organisation participation by the Municipality in conferences and visits overseas, however. It is also actively involved in organising, and in participating in, conferences held in Dubai. With the increasing recognition of Dubai as an international conference centre, this aspect of the Department's work has become of ever more importance.

The involvement of the Municipality in such regional and international meetings preceded the formal establishment of the Department. Thus in April 1994, for example, Dubai hosted the 10th General Conference of the Arab Towns Organisation, as noted earlier, while a GCC Conference on Healthy Cities took place in November 1995. This was followed by the Dubai International Conference on Human Settlements, held between 19th and 22nd November 1995.

Subsequent to the creation of the Department, a number of other international and regional events have been held in Dubai, in each of which the Department has been involved. The city hosted, for example, the 4th meeting of GCC Ministers concerned with Municipality affairs in May 1999, followed by the 2nd Urban Environment Forum for the Arab and Mediterranean region, held in November 1999.

In 2000, the Presidential Council for the International Union of Local Authorities Council met in Dubai in January while the Municipality was also involved in the 1st International Quality Control and Quality Assurance of Construction Materials Conference and Exhibition, in October, and an Industrial Investment Opportunities Symposium and Exhibition, in November.

In January 2002, a meeting was held to discuss the establishment of a Municipalities' executive office for the GCC states, while in February, the Municipality hosted a meeting of the United Nations Advisory Committee for Local Authorities (UNACLA). A meeting of the Administration Council of the Organisation of Islamic Capitals and Cities and its Co-operation Fund took place in March.

The Department also becomes involved, where appropriate, in events of a local or UAE nature which may be attended by guests and delegates from overseas. These have included, for example, a symposium on Cultural Achievements and Methods of Conservation in UAE cities, held in June 2001,



H.E. Sheikh Hamdan bin Rashid Al-Maktoum speaking during the 4th meeting of GCC Ministers in Dubai in November 1999

### **Municipality Membership of Regional and International Organisations**

Much of the involvement of the Municipality in conferences and other events abroad, as is apparent from the list above, is due to the fact that it is a member in a number of regional and international organisations and committees.

Dubai Municipality was one of the founders, in 1967, of the Arab Towns Organisation, and is a member of its permanent bureau, based in Kuwait. It has been a member of the Jeddah, Saudi Arabia – based Organisation of Islamic Capitals and Cities since 1986, and has been a member of its Administrative Council since 1997.

Since 1998, the Municipality has been a member of the International Union of Local Authorities, IULA, which is based in The Hague, Holland. Prior to taking up membership, it attended general conferences of the Union in The Hague in 1995 and in Mauritius in 1997, and also attended the 1999 conference in Barcelona, Spain.

The Municipality was also the first Arab local authority to become involved with the International Internet Society, ISOC, based in Virginia, USA. It attended the ISOC general conference in San Jose, California, in 1998, took up membership in 1999 and attended the 2000 conference in Yokohama, Japan.

Since 1998, it has also been a member of the International Council of Monuments and Sites (ICOMOS), based in Paris, France, with the Historic Buildings Section playing an active part in ICOMOS activities.

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Since 1997, the Municipality has been on the Board of Trustees of the Arab Institute for City Development, based in Saudi Arabia.

Dubai itself is also now the base for two international bodies, the Environment Centre for Arab Cities, a scientific institution created at the twelfth meeting of the Arab Towns Organisation, in 2000, and the Roads and Drainage Information Unit established in 1998 by the GCC Ministers concerned with Municipality affairs. This body operates under the aegis of the GCC Secretariat General.

### **Dubai International Award for Best Practices to Improve the Living Environment**

In accordance with the directives of H.H. Sheikh Maktoum bin Rashid Al Maktoum, UAE Vice President and Prime Minister and Ruler of Dubai, the Dubai International Award for Best Practices to improve the living environment was established in November 1995, during the Dubai International Conference. In its first three years, the Award attracted 1,200 entries, and also set up a partnership with the United Nations Centre for Human Settlements.

In 2000, H.H. Sheikh Maktoum issued a formal decree, Decree No. 13, to establish the Award, and to lay down its organisational structure. In the same year H.H. Sheikh Hamdan bin Rashed Al Maktoum, UAE Minister of Finance and Industry, Deputy Ruler of Dubai and Head of the Dubai Municipality, issued Directive No. 15 to form the Award's Board of Trustees.

The Dubai International Award seeks to recognise and enhance awareness of outstanding and sustainable achievements in improving the living environment in accordance with the criteria laid down by the Second United Nations Conference on Human Settlements (Habitat II) and the Dubai Declaration.

It is presented on a biennial basis to ten entries selected from those submitted, and has a total value of 400,000 US dollars. Of this, US \$ 300,000 is set aside for the ten prizes for Best Practices, and US \$ 100,000 for management expenses, including travel and accommodation expenses for a delegation of up to two people from each of the selected winners.

Winners also receive a trophy and a commemorative certificate.



### Dubai International Award for 1996 – First Award

During the first Award process, in 1996, the winners were selected from 700 submissions received from over 80 countries around the world. An independent Technical Advisory Committee (TAC) met in Rotterdam, The Netherlands, from 26th February 1996 to 1st March 1996 to assess the submissions' compliance with the three criteria for a Best Practice: impact, partnership and sustainability. The TAC identified 104 of the submissions as Best Practices and prepared a short-list of 43 submissions for consideration by the Best Practices jury.

This met in Toronto, Canada, from 28th to 29th March 1996 and selected the following twelve initiatives to receive the Dubai International Award for Best Practices in Improving the Living Environment and the Tokyo Award for Excellence. The Awards were presented during a special ceremony during the Habitat II Conference in Istanbul, Turkey, on 4 June 1996, held in the presence of former UN Secretary General Boutros Boutros Ghali.

The winners of the Dubai International Award were as follows:

1. Project on Sites and Services for Low-income Families, Buenos Aires, Argentina
2. Integration Council in the Favelas Rehabilitation Process, Fortaleza, Brazil
3. Metro Toronto's Changing Communities: Innovative Responses, Canada
4. Post-calamity Reconstruction of Anhui Province's Rural Areas, China
5. Successful Institutionalisation of Community-based Development, Ivory Coast
6. The Self Employed Women's Bank (SEWA), India
7. Shelter Upgrading in Agadir, Morocco



Boutros Boutros Ghali and the Director-General of the Municipality during the presentation of the Dubai International Award in Istanbul 1996.



General H.H. Sheikh Mohammed bin Rashid Al Maktoum presenting the Dubai International Award to the winners in 1998.

8. City Management in Tilburg, Holland
9. Local Initiatives Programme, Lublin, Poland
10. Community Information Resource Centre, Alexandra, South Africa
11. 'Don't Move, Improve!' Banana Kelly, South Bronx, New York, USA
12. City of Chattanooga, Tennessee, USA

### **Dubai International Award for 1998 – Second Cycle**

A total of 470 entries from over 80 countries were received for the second Award.

The Technical Advisory Committee met in Vienna, Austria, from 7th-10th June 1999, to short-list 40 entries, these being examined by the international jury at a meeting in Dubai from 24th-26th July 1998. Ten winners were selected, who were presented with their awards by H.H. General Sheikh Mohammed bin Rashid Al Maktoum, UAE Minister of Defence and Crown Prince of Dubai, at a ceremony in Dubai on 5th October 1998.

The winners were as follows:

1. Comprehensive Improvement of the Urban Environment of Zhuhai, China



2. Urban Sub-centres for Citizen Life in the low-income areas of Medellin, Colombia
3. Household Solid Waste Management: Zabbaleen Garbage Collectors, Cairo, Egypt
4. Urban Governance in Environment and Public Health: Surat's Experience, India
5. The Kipepeo Project, Arabuko-Sokoke Forest, Kenya
6. Housing Programme for the Peripheral Areas of Xalapa, Vera Cruz, Mexico
7. Participatory Planning Initiatives in Naga City, Philippines
8. Programmes for Improving the Urban Environment in Malaga, Spain
9. Community Infrastructure Upgrading Programme, Dar-es-Salaam, Tanzania
10. Interface's Journey to Sustainability, Kennesaw, Georgia, USA

### **The Dubai International Award Laureates' Forum (DIALF)**

In 1998, the Dubai International Award Laureates' Forum (DIALF) was established as a means of tracking progress made and further disseminating information on the results achieved by Award-winning best practices. The Forum includes all 26 winners from the past three Award programmes in addition to all future winners. Members of the Forum work to improve awareness of the Award and encourage the submission of entries of best practices from various communities around the world.

### **Dubai International Award for 2000 – Third Cycle**

More than 740 'best practices', from over 115 countries, were submitted for the third Award programme. The independent Technical Advisory Committee met in Guangzhou on 5th-8th June 2000 to select 140 entries for the short-list.

The initiatives were selected from 700 plus submissions and updates received from more than 120 countries around the world. An independent Technical Advisory Committee (TAC) met in Shenyang, China, from 5 to 8 June 2000 to assess the submissions' compliance with the three criteria for a Best Practice: impact, partnership and sustainability. From the submissions, the TAC identified 100 Best Practices and prepared a short list of 40 submissions for consideration by the Best Practices jury.

These were then reviewed by the jury meeting in Dubai on 3rd-5th July. Ten winners were chosen, and were honoured at an Award ceremony held in Dubai in November 2000, in the presence of H.E. Sheikh Ahmed bin Saeed Al Maktoum, Head of the Dubai Civil Aviation Authority, and a number of high ranking officials from the UAE and United Nations.

The winners were as follows:

1. Luanda Sul Self-financed Urban Infrastructure, Angola
2. Public Security, Human Rights and Citizenship, Brazil
3. Creating a Sustainable Community, Hamilton-Wentworth Vision 2020/Air Quality, Canada
4. Comprehensive Re-vitalisation of Urban Settlements, Chengdu,, China
5. Democratisation of Municipal Management, Cotacachi Canton, Ecuador
6. Cost Effective and Appropriate Sanitation Systems, India
7. Women's Empowerment Programme, Nepal



H.E. Sheikh Hamdan bin Rashid Al-Maktoum with winners of the Dubai International Award for Best Practices in 2002

8. Spanish Greenways Programme, Spain
9. Shambob Brick Producers Co-operative, Sudan
10. Tourism and Coastal Zone Management, Cirali, Turkey

### Dubai International Award for 2002 – Fourth Cycle

In 2002, the next Award programme got under way, with the Technical Advisory Committee meeting in Guangzhou, China to choose a short-list of 40 'best practices' from over 500 entries submitted from around 90 countries. The international jury met on Naples, Italy, on 22nd-26th May to choose the ten winners, who were presented with their awards by H.H. Sheikh Hamdan bin Rashid Al Maktoum, UAE Minister of Finance and Industry and Deputy Ruler of Dubai, at a ceremony held in Dubai on 3rd November 2002.

The winners were as follows:

1. Humanitarian News Agency, Argentina
2. Programmed' Assainissement et Protection de l'Environnement, Benin
3. Gender and Citizenship Programme, Santo Andre, Brazil
4. Liveable Region Strategic Plan for Greater Vancouver, Canada
5. Action Plan for Sustainable Guangzhou, China
6. Relocation of backyard tenants, Namibia
7. Women's contribution in sustainable rural development, Lebanon
8. Mother Centre International Network, Germany / International
9. Area-based assessment of property tax in Patna, India





UN Secretary General Kofi Annan during the ceremony to inaugurate the replica of the Dubai Best Practices trophy at the United Nations in 1999.

#### 10. Protection and rehabilitation of the heritage site of Santiago de Compostela, Spain.

A 6-foot tall replica of the Dubai International Award for Best Practices trophy was unveiled in 1999 in the headquarters of the United Nations in New York. The unveiling ceremony was attended by Kofi Annan, the UN Secretary General, the Permanent UAE Representative to the UN and a number of UN officials.

Another replica was also unveiled in 1999 at the UN offices in Nairobi, Kenya in the presence of Klaus Topfer, the director of HABITAT.

A list of Arab and international awards won by the Municipality can be found at the end of this publication.

### **Honours received by the Director-General of the Dubai Municipality**

In recognition of the role played by the Dubai Municipality at an international level, its Director-General has been selected on a number of occasions to chair conferences and has also been honoured in other ways.

Between 1994 and 1997, he served as President of the General Conference for Arab Towns, while he was placed on the Honour Register of HABITAT, the UN Human Settlements Centre, in 1995.

In 1998, he was chosen as the President of the World Assembly of Cities and Local Authorities (WACLA) and of the Arab Towns Organisation during discussions on sustainable development that took place in association with the UN General Assembly, while in 2000, following a rec-



Steering Committee of Dubai International Award for 1998

ommendation from HABITAT, he was selected as an Ambassador of Goodwill for the organisation, the only Arab to be so honoured. In the same year, he was appointed as a member and founder of the United Nations Advisory Committee on Local Authorities, set up to offer the necessary support and advice to the UN Secretary General on Local Authorities.

Also in 2000, in April, he was chosen as a member and founder of the General Congress of the Arab Towns Organisation, and was appointed as a member of the Germany-based Arab-European Cooperation Centre. In May 2000, the Director-General was among 10 Arab figures to be presented with the 'Environment Award' during the 'Protection of the Environment is a necessity of life' conference organised by the Arab-European Cooperation Centre, Alexandria University and the International Science Foundation (ISF).

He has acted as chairman of conference plenary sessions and committee sessions at a wide variety of events.

## The Dubai Declaration

The Dubai Declaration was adopted during the Dubai International Conference for Human Settlements, held between 19th and 22nd November 1995. The official text follows.

The Dubai Declaration was originally formulated at the Dubai International Conference on Best Practices to Improve the Living Environment organized by the Dubai Municipality in association with the United Nations (UNCHS/HABITAT) in Dubai, U.A.E. during 19 – 22 November, 1995. 95 countries and 914 participants from all over the world attended the Conference. 28 best practices were presented at the conference by industrialized as well as developing countries and thus gave the first flavour of the vast international potential for practical mutual assistance through the sharing of transferable and replicable expertise and achievements of excellence.

The Dubai Declaration was later formally adopted by the UNCHS/HABITAT conference in

New York during February 1996. The Dubai Declaration has been adopted by the United Nations as well as by the World Association of Cities and Local Authorities (WACLA) at the HABITAT II Conference held in Istanbul, Turkey during 3 – 14 June, 1996. The Declaration is referred to in both the HABITAT Agenda (Istanbul Declaration) and the WACLA (Istanbul Declaration). It can be truly said that the Dubai Declaration gave birth to the international concept of sharing Best Practices for the accelerated development of the human settlements section. The Declaration represents a clear expression of the aspirations, hopes and strategies by Governments, Local Authorities, NGOs and CBOs for the improvement of the living environment for the benefit of humanity well into the 21st century through the application of an international system of recognizing and disseminating best practices.

The Dubai Declaration is noteworthy for another extremely important outcome, namely, the establishment of the Dubai Award for Excellence in Improving the Living Environment. This Award is referred to in item 7 of the Dubai Declaration and was established under the directive of H.H.Sheikh Maktoum bin Rashid Al Maktoum, Vice-President and Prime Minister of the United Arab Emirates and Ruler of Dubai. The Award comprises of a total of U.S.\$ 400,000 to finance the biennial event honouring the Best Practices to be chosen by a UNCHS Technical Advisory Committee as well as an international jury of eminent personalities. The first Award took place in Istanbul on June 4, 1996 as part of the HABITAT II Conference's main events.

Dubai Municipality is pleased to be associated with the international effort in responding positively to the immense challenges of human settlements issues in the 21st century. The Dubai Declaration will give a momentum to this effort and galvanize the achievement of meaningful exchange of expertise and co-operation among governments, local authorities, NGOs and CBOs for the common good of humanity.

The Dubai International Conference for Habitat II on Best Practices in Improving the Living Environment, having brought together over 900 delegates from governments, United Nations Agencies, international organizations, local authorities, non-governmental organizations (NGOs), community-based organizations (CBOs), professional associations and the private sector, from 19th to 22nd November, 1995 and having reviewed a selection of 28 Best Practices documented for the Habitat II Conference:

## **BACKGROUND AND GUIDING PRINCIPLES:**

1. Recalling Agenda 21 adopted by the United Nations Conference on Environment and Development (Rio de Janeiro, 1992) and particularly its Chapters 7 and 28 which highlight the essential linkages between human settlements and sustainable development.
2. Also recalling the United Nations Conferences on the Rights of the Child (New York, 1991), Population and Development (Cairo, 1994), Social Development (Copenhagen, 1995) and Women and Development (Beijing, 1995) which highlighted major human development issues: unsafe and unhealthy environment, violence and the differentiated effects each has on men and women.



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3. Desirous to explore the full implications of the recommendations of these conferences for sustainable urban development.
  4. Recognizing the importance of the call of the General Assembly to forge a positive vision of an urbanizing world and the goals of Habitat II – 'The City Summit': adequate shelter for all and sustainable human settlements development in an urbanizing world.
  5. Recognizing that human settlements are where sectoral issues addressed at previous conferences intersect in daily life and that Habitat II represents the convergence of on-going local and global concerns as well as an opportunity for the confirmation and consolidation of earlier plans of actions.
  6. Recognizing the recommendations and decisions of the Preparatory Committee for Habitat II calling upon all national committees and the Secretariat to identify and disseminate best practices as an integral part of the preparatory process and establishing guidelines and criteria for this purpose.
  7. Concerned with finding practical and sustainable solutions to the social, economic and environmental challenges facing an urbanizing world, including: management of development, employment creation and poverty elimination, access to land and security of tenure, management, protection and rehabilitation of the environment, efficient use of resources, prevention of crime and all forms of violence, rehabilitation of refugees and displaced persons, equality for all men and women, social integration and equality for children, the elderly and the disabled, empowerment of local communities, and access to shelter, basic services and finance.
  8. Equally concerned with the need for the Habitat Agenda resulting from the 'City Summit' to guide and inspire concrete actions in solving shelter and human settlements problems in an integrated and sustainable way for the first two decades of the 21st century.
  9. Recognizing that special attention has to be given to the situation of poor countries in assuring balance between urban and rural development and the continuing need for international co-operation for shelter and basic infrastructure.
  10. Believing that the worldwide promotion of effective mechanisms for extending the exchange of best practices will significantly contribute towards empowering local communities to shape their futures.
  11. Acknowledging the various institutional, financial and human resources constraints may limit local capacity to take full advantage of and contribute to such best practice exchanges and that these constraints particularly the need for human resources development and adaptation, also be addressed in this context.
  12. Expressing appreciation for the invaluable contribution of Dubai Municipality, United Arab



Emirates, in sponsoring and hosting the International Conference on Best Practices in Improving the Living Environment and providing assistance to partners in developing countries to facilitate the documentation of their case studies.

13. Commending the leadership of UNCHS (Habitat) in providing technical assistance and disseminating guidelines, nomination criteria and unified format to facilitate the compilation and exchange of best practices, including the innovative methodology adopted to analyze and document their gender impact, as a major component of the Habitat II process.
14. Taking note of the efforts underway by UNCHS (Habitat) and its partners to disseminate the best practices through electronic, printed and audio-visual media to the largest possible audience, updated electronic catalogue of best practices.
15. Believing that ready access in all parts of the world to such information will contribute to more effective and meaningful partnerships between and among governments, local authorities NGOs/CBOs, and the professional, academic and private sectors in addressing the challenges of sustainable human settlements development.

## RECOMMENDATIONS AND FOLLOW-UP ACTIONS

1. Calls for a co-ordinated strategy to be implemented by UNCHS (Habitat II) in collaboration with other United Nations agencies and all appropriate stakeholders, designed to empower action, influence policy at the local level, and promote real synergy between local, national and international development initiatives, and to strengthen communication between national and local authorities and their constituencies.
2. Stresses that any international effort for collecting and exchanging best practice information on human settlements development must be transparently designed and implemented with the organizations representing local authorities and other stakeholders, building upon their extensive international and national networks and expertise.
3. Recommends to the Preparatory Committee and the 'City Summit' that the following considerations be added to complement the already adopted criteria of tangible impact, partnerships and sustainability for selecting those practices worthy of global dissemination:
  - a. Leadership in inspiring action and change, including change in public policy;
  - b. Promotion of accountability and transparency;
  - c. Empowerment of people, neighbourhoods and communities and incorporation of their contributions;
  - d. Acceptance of and responsiveness to social and cultural diversity;
  - e. Potential for transferability, adaptability and replicability;
  - f. Appropriateness to local conditions and levels of development;
  - g. Promotion of social equality and equity.

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4. Further suggests that the following be incorporated to strengthen the unified reporting process to enhance best practice dissemination:
    - a. Ready and user-friendly access in all major languages to concise summary information outlining the elements and giving contact details for follow-up inquiries;
    - b. Formation of international networks to assess innovation, creativity and transferability of practices at various levels of development;
    - c. Establishment with the international associations of local authorities and other stakeholders of national and regional focal points to advice on the usefulness and on-going refinement of the system;
    - d. Formation of international network to assess the extent to which participatory processes are used and diverse interests and needs, particularly those related to gender differences are assessed;
    - e. Development and use of indicators for participatory planning, implementation, monitoring and evaluation, disaggregated by gender and age.
  5. Welcomes the steps being taken by UNCH (Habitat) in developing a global electronic catalogue on best practices, in its various forms including the Internet, CD-ROM, diskette and printed forms, as well as other practical means of facilitating access by policy makers and practitioners to the experience of their counterparts in addressing common problems.
  6. Encourages all governments, United Nations Agencies, local authorities and their associations, NGOs/CBOs and professional associations to work toward common reporting formats and processes and to establish direct and cross referencing links with each others' systems and with the UNCHS (Habitat) electronic catalogue of best practices in order to greatly enhance and facilitate the transmission of information, experience and expertise to their respective end-users.
  7. Calls upon UNCHS (Habitat), in partnership with governments, other United Nations agencies, associations representing local authorities, the private, public, non-governmental, professional and voluntary sectors to explore mechanisms for compilation, systematic analysis and assessment of best practices as an integral part of the follow-up process beyond Habitat II, for the purpose of:
    - a. Developing best practice initiatives as sites of learning for sharing their experiences and knowledge base with the global community;
    - b. Using and disseminating best practice case studies as training, management and organizational development materials;
    - c. Further developing the best practices catalogue as a means of matching supply and demand for technical co-operation at all levels;
    - d. Compiling and disseminating an international roster of experience, expertise and knowledge based on those persons, institutions and organizations directly responsible for implementing the best practices;
    - e. Promoting the transfer and adaptation of environmentally sound, socially-responsive, eco-

- nomically viable technologies, products and services;
- f. Furthering the transfer and adaptation of practical solutions for capacity-building, including staff exchange programmes, at the international, regional, national and local levels.
8. Welcomes, with appreciation, the establishment by Dubai Municipality of the Dubai Award for Best Practices which will be administered in collaboration with UNCHS (Habitat).
9. Calls upon UNCHS (Habitat) to make the presentation of the Dubai Declaration a part of the official events of the Istanbul Conference.

### **Twinning, Cooperation and Friendship Agreements between Dubai Municipality and other Arab and foreign cities**

No.	City	Date of Agreement
1	Casablanca – Morocco (Twin City)	03/04/1994
2	Gold Coast – Australia (Twin City)	12/03/1997
3	Istanbul – Turkey (Cooperation Protocol)	22/03/1997
4	Detroit – Michigan (Twin City) *	25/04/1998
5	Shanghai – China (Twin City)	30/05/2000
6	Canton (Guangzhou) – China (Cooperation & Friendship Agreement)	01/06/2000
7	Damascus – Syria (Cooperation and Friendship Agreement)	17/10/2000
8	Geneva – Switzerland (Cooperation and Friendship Agreement)	15/11/2000
9	Jerusalem – Palestine (Fraternity Charter/Agreement)	13/02/2001
10	Beirut – Lebanon (Cooperation and Friendship Agreement)	05/04/2001

**The Twin City Agreement was signed again in 2002 in the presence of the Detroit Mayor**

### **Publications**

The Department has issued a number of booklets related to the Dubai International Award for best practices and the Dubai Declaration, including a historical summary of the award, details of the winners, and a manual on how to enter the award competition, this being updated for each Award, as well as the text of the Dubai declaration and the concluding report of the Dubai International Conference for Human Settlements (HABITAT II).

**Establishment  
and Development  
of the Public  
Relations Section**



The Dubai Municipality believes that public relations has an important role to play in communicating information, through the media and other channels, locally, in the Gulf as a whole and internationally. Moreover, a successful public relations operation by the Municipality can help to create a sense of co-operation with the public that, in turn, will help the Municipality in its task of serving the community.

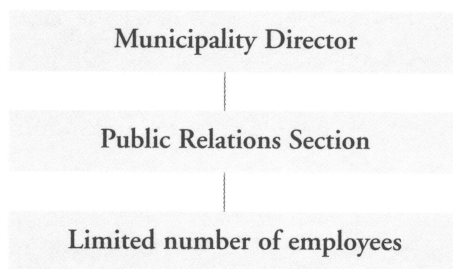
In recognition of this fact, the Public Relations Office was established in 1978 as one of the Municipality's administrative units. Before then, public relations activities were undertaken only upon the specific request of the Director, with only three employees being allocated to these tasks.

The new office was given the following functions:

- 1- to receive official delegations, visitors and guests.
- 2- to organise award ceremonies.
- 3- to take part in social events.
- 4- to supply the newspapers and radio with Municipality news.

The Public Relations Office was directly linked to the Municipality Director as illustrated in Chart No (1).

**Chart No. 1: Organisation Chart for the Public Relations Office in 1978**



In 1985, the Public Relations Section was given an additional three employees. At the time, it was divided into three separate Administrative Units, the Media and Publications Unit, the Improvement of Services Unit and the personnel Affairs Unit.

Since that time, the Public Relations Section has undergone many changes, as a result of the organisational and administrative improvements introduced by the Municipality in response to its growing need to undertake various duties and responsibilities within the Emirate.

Thus on 27th February 1986, Administrative Order No. 57 was issued, providing for a two-stage revision of its administration.

This involved, firstly, a classification of employees carrying out similar duties, so that they could be allocated to the Units best suited to their work, and, secondly, the implementation of administrative and organisational improvements, including the adding of new structures, such as those dealing with training and aspects of organisation and methods of work, which are key

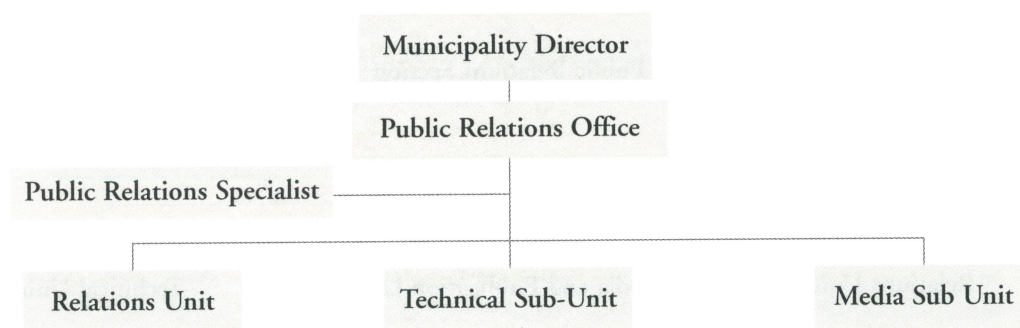
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factors in achieving the prescribed objectives specified for each Section in a capable and efficient manner.

In doing this, the responsibilities and duties both of Administrative Affairs and of the Public Relations Section were taken into account.

On 22nd July 1992, Administrative Order No. 62 for 1992 re-organised the Public Relations Office. The new Organisation Chart was as follows:

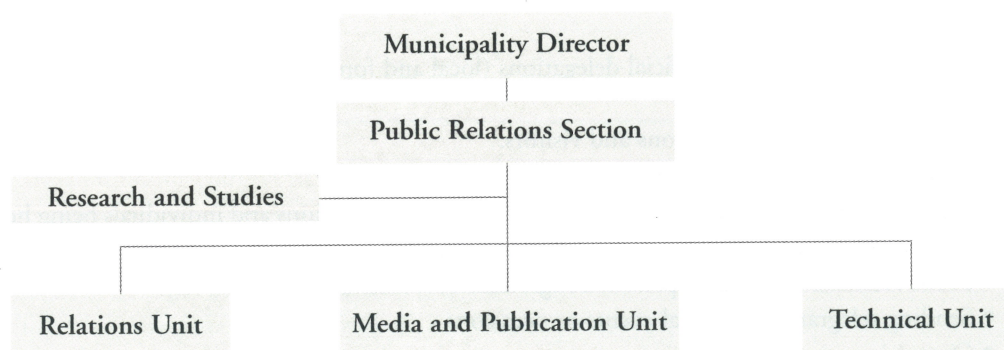
**Chart No. 2. Organisation Chart for the Public Relations Office in 1992**



In 1993, in accordance with Administrative Order No. 55, the section was renamed the Public Relations Department, with three separate sub-sections, the Relations Unit, the Media and Publications Unit and the Technical Unit.

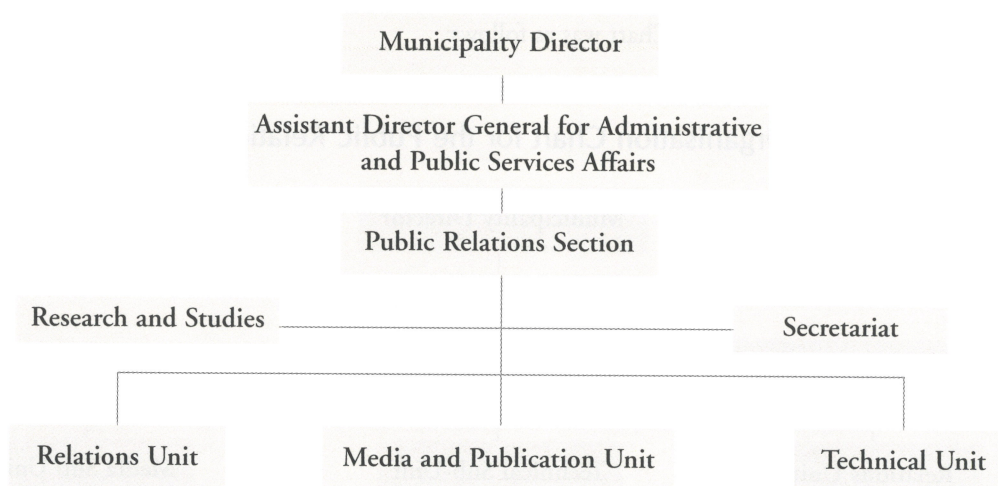
Later the same year, a new administrative unit dealing with Research and Studies was established, responsible directly to the Head of Department, as shown in Chart No. 3.

**Chart No. 3. Organisation Chart for the Public Relations Office in 1993**



In 2000, the Public Relations Department was moved from the Office of the General Director of the Municipality to the Administrative and Public Services Affairs Sector, as shown in Chart No. 4. .

**Chart No. 4. Organisation Chart for the Public Relations Office in 2000**



**Employees in the Public Relations Section (1990 -2001)**

Year	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
No. of Employees	14	15	15	16	18	21	20	22	23	25	28	34

## Responsibilities of the Units of the Public Relations Office

### Relations Unit

The Unit is responsible for the following:

- Receiving official and unofficial delegations (local and foreign).
- Hospitality
- Hotel bookings for delegations and visitors.
- Booking halls for conferences and forums.
- Preparing presents and certificates of appreciation for delegations and individuals being honoured, and similar tasks
- Social relations (visiting to present congratulations, attending funerals etc).
- Sending telegrams on special events or occasions
- Organising awards ceremonies.
- Preparing the material for participation in local and foreign fairs and exhibitions and organising their despatch (by post, freight, or as appropriate)

- Supervising the Municipality Projects Exhibition which includes models of the Municipality's projects, prizes and plaques won by the Municipality.
- Distributing posters, leaflets and printed material to the public and visitors.
- Organising trips.
- Visiting ill people.
- Organising sports tournaments.
- Preparing a daily report on newspaper news and monitoring live television and radio broadcasts.

### Work undertaken by the Relations Unit (1994-2001)

Duties	1994	1995	1996	1997	1998	1999	2000	2001
Reception at Airport (employees)	89	76	51	111	102	104	47	112
Reception of official delegations	20	8	4	15	15	45	35	52
Receiving VIPs	40	98	93	102	96	63	199	166
Booking City Hall	47	26	30	85	47	90	133	24
Booking the Municipality Council Hall	41	26	52	12	43	21	94	68
Visiting Projects Exhibition	-	249	850	1,118	1,778	1,148	1,809	1,807
Preparing comments and observations about live broadcasts	97	86	58	19	29	16	8	-
Feasts and Parties	48	144	163	197	186	365	693	767
Visiting the ill, offering condolences and sending telegrams	3	18	45	76	51	62	122	153
Distributing publications	-	9,598	113,135	7,637	1,756	10,143	9,536	14,435
Distributing gifts (plaques, watches etc.)	-	355	945	160	180	174	267	136



An event organised by the Relations Unit



### Accomplishments of the Relations Unit during 2001

As the Municipality increased its participation in local and foreign conferences and forums and its membership of Arab and international organisations, this led to a related increase in the duties and responsibilities of the Section. These were related, in particular, to the involvement of the Municipality in the following:

- Meetings of the Council of the General Secretariat of the UAE Municipalities
- Local and international occasions celebrated by the Municipalities (Afforestation Day, campaigns to eradicate smoking and to protect the environment, etc)
- Conferences of the Arab Towns Organisation, the most important of which was held in Dubai in 1994.
- Conferences and activities of the Organisation of Islamic Capitals and Cities (local and international).
- Activities of the Municipality and its various administrations (new projects, preserving architectural heritage, International Chess Festivals and local shopping festivals)

### Media and Publication Unit

The Media and Publication Unit is responsible for the following:

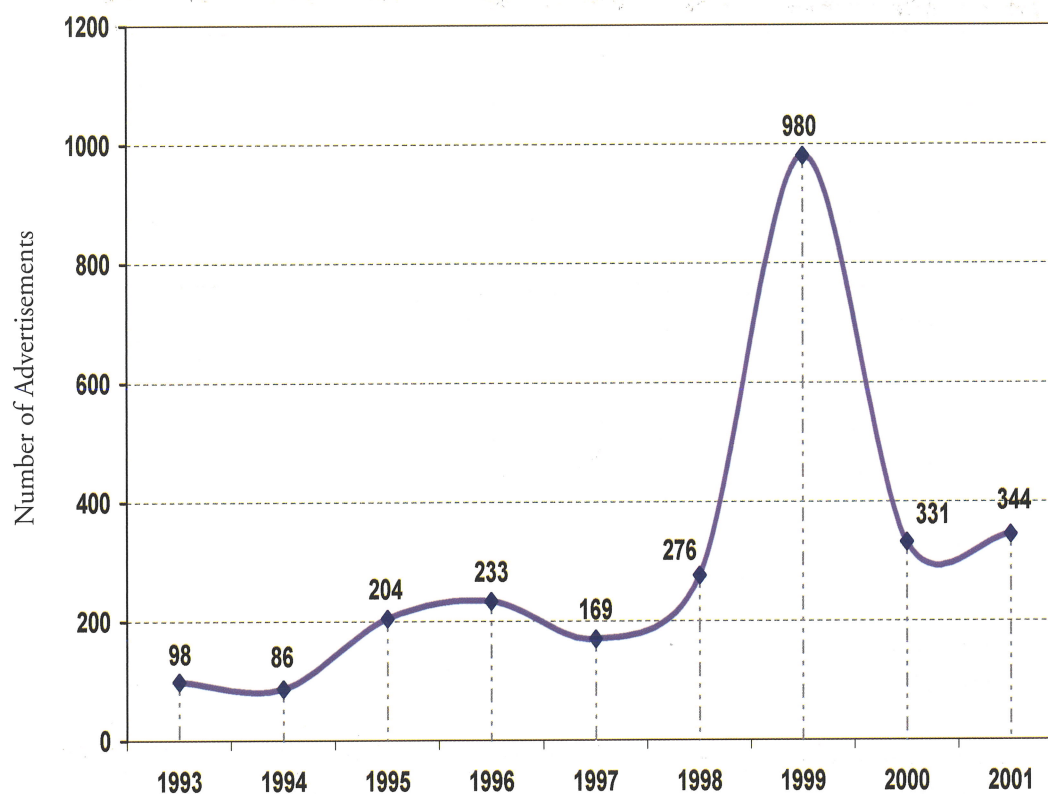
- Preparing media reports on the Municipality's accomplishments and activities for publication or broadcasting in newspapers, radio and television.
- Preparing a report on what is published in the newspapers for the Director General and the various administrative units within the Municipality.
- Preparing responses to comments which appear in local newspapers in co-ordination with the Municipality administrations concerned.
- Printing books, documentary and educational publications relating to the activities of various departments.
- Printing stickers and posters relating to occasions and activities in which the Municipality participates.
- Linguistic revision of various publications, and revision of text accuracy prior to issuing publications in their final form.
- Carrying out print and radio interviews with a selection of guests and visitors in preparation for publication or broadcast.
- Issuing of the monthly Employee Forum publication which includes news on important activities by the Municipality' as well as contributions and suggestions from employees.
- Following up on the Municipality's activities and gathering information from the relevant officials.
- Organising gatherings and meetings with newspaper representatives and conducting press conferences at the media centre in the Unit.
- Preparing advertisements and arranging for their publication in newspapers.

The Media and Publication Unit also monitors the Municipality's advertisements in co-ordination with various Municipality administrations and local as well as international newspapers. The Municipality placed numerous advertisements in the media between 1993 and 2001.

### Newspaper Advertisements placed between 1993 and 2001

Year	Number of Advertisements placed	Year	Number of Advertisements placed
1993	98	1998	276
1994	86	1999	980 *
1995	204	2000	331
1996	233	2001	344
1997	169		

### Newspaper Advertisements placed between 1993 and 2001



\* The significant increase in 1999 is related to the Municipality's activities during the Dubai Shopping Festival and the Dubai International Best Practices Award as well as an increase in the number of newspapers used for advertising.

As part of its work during 2001, the Media and Publication Unit prepared a total of 4,781 news items on Municipality activities as well as other activities in Dubai.



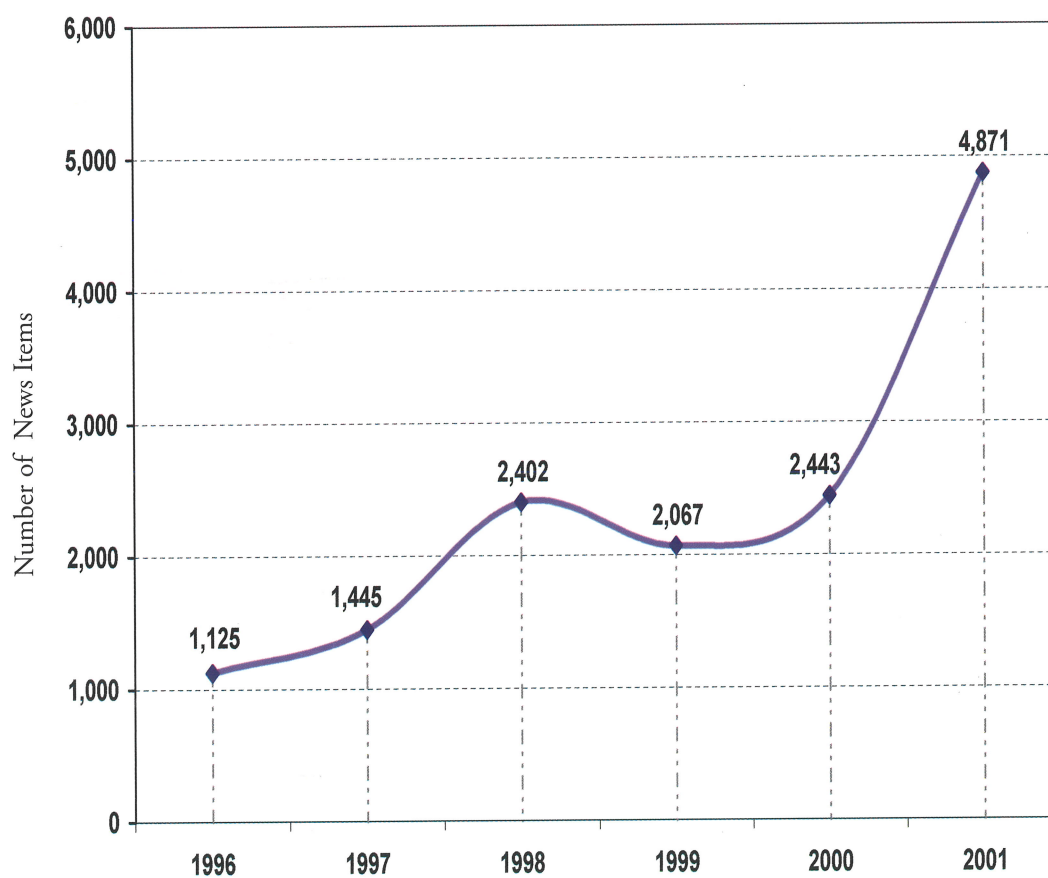
Samples of publications issued by the Municipality under the supervision of the Public Relations Section, in co-ordination with various departments.



### Number of publications issued between 1991 and 2001

Year	Number	Year	Number
1991	18	1997	55
1992	-	1998	40
1993	23	1999	38
1994	33	2000	76
1995	20	2001	111
1996	48		

### News items prepared between 1996 and 2001





The following table illustrates the news items covering the Municipality departments and Units between 1996 and 2001.

Department/ Unit	1996	1997	1998	1999	2000	2001
Director General	143	207	317	347	304	878
Roads Department	118	124	215	223	275	361
General Projects Department	40	89	91	68	38	137
Planning and Surveying Department	8	37	58	19	13	61
Public Health Department	238	305	537	157	221	422
Environment Department	-	-	17	223	322	527
Administrative Affairs Department	78	74	77	66	104	184
Public Parks and Horticulture Department	111	128	240	222	257	286
Drainage and Irrigation Department	38	33	34	36	46	54
Personnel Department	54	78	137	55	47	87
Building and Housing Department	30	97	73	101	142	229
Public Relations	14	13	48	32	44	60
Market and Abattoir Department	12	9	37	86	109	159
Statistics Centre	4	6	18	13	29	43
Transportation Department	22	13	39	46	2	3
Information Technology Department	14	15	24	27	29	121
Technical Committee	2	7	29	9	3	-
Administrative Development Department	-	-	-	9	6	78
Dubai Central Laboratory	8	9	17	27	23	92
Finance Department	6	6	19	15	30	81
Legal Affairs	1	-	-	-	1	97
Contracts and Purchasing Department	-	-	1	-	3	36
General Secretariat of Municipalities	65	61	112	79	127	289
Public Transport	-	-	-	-	42	140
Dubai Municipality Club	-	-	-	-	26	41
General Maintenance Department	-	-	-	-	31	36
Shopping Festival	60	100	163	69	84	233
National Day	37	32	5	14	-	-
Dubai Summer Surprises	-	-	23	98	14	136
Dubai International Best Practices Award	22	2	60	20	71	-
Dubai Government Excellence Award	-	-	11	6	-	-
<b>Total</b>	<b>1,125</b>	<b>1,445</b>	<b>2,402</b>	<b>2,067</b>	<b>2,443</b>	<b>4,871</b>

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## Technical Unit

The Technical Unit is responsible for the following:

- Filming of interviews, conferences, projects, visits by VIPs and all activities undertaken by the Municipality.
- Photographing of activities by various departments and Units within the Municipality, using digital and other cameras.
- Producing and directing educational and other short films, in co-operation with other Units.
- To prepare and undertake work on the video library in the Unit which includes many documentary films, programmes and films recording the Municipality's activities.
- To establish a unique photo library, which includes slides and negatives, and to introduce and manage electronic archiving systems to preserve them and to make them easily retrievable.
- To supervise the organisation and operation of Municipality halls.
- To prepare and produce television commercials.



Production of a documentary film.

### Activities of the Technical Unit (1993-2001)

Activities	1993	1994	1995	1996	1997	1998	1999	2000	2001
Photography	7,056	7,612	5,526	6,582	3,873	4,560	7,502	9,822	5,887
Slides (Transparencies)	3,297	3,728	1,979	5,179	4,978	2,146	1,845	5,475	3,403
Television Footage (in hours)	-	-	-	-	151	370	569	188	157
Copying Films	-	-	-	-	444	214	289	428	370
Short Films & Commercials	57	56	63	17	20	45	135	89	50
Preparation of Halls	-	-	-	-	22	63	104	133	88

### The Research and Studies Unit undertakes the following duties:

- To design and carry out research and studies, as required, in order to achieve the Unit's objectives.
- To assist in organising media campaigns and to prepare and present the research information required prior to the launch of these campaigns, which seek to promote the Municipality's activities and services (such as promoting knowledge of a service presented by the Municipality, car park tariffs and public transport, including services crossing the Creek, etc.)
- Studies to appraise and develop an existing service and investigate any shortcomings, as well as suggestions related to it.
- Studies relating to new services, including the gathering of the views of the public, and collecting public views on the acceptability of such services, if applicable, as well as analysis of the results and preparation of appropriate recommendations.
- Preparing and implementing training programmes and refresher courses to develop and improve the public relations skills of Municipality employees.
- Preparation of monthly and annual reports to detail the accomplishments of the Unit, to identify shortcomings and to make the appropriate suggestions.
- To prepare the Unit's budget and the annual employment budget.
- To research information required by the Section on the Internet, in particular any information relating to development, environment, public health, the latest technological developments, administration sciences and communications.
- Preparation of material for the Municipality's website, in both English and Arabic.

The services of the Public Relations Section are constantly being improved, with new ideas being introduced by staff designed to enhance the overall quality of the department's perfor-



mance. In recent years, these have included:

- Monitoring the completion and implementation of studies allocated to specialist companies in contractual agreement with the organisation, as well as ensuring they abide by the agreed schedules.
- Studying the job satisfaction of employees within the organisation with the aim of identifying the degree of job loyalty to the organisation and its departments and Units, so as to identify points of weakness and problems in relationships between the employees and the organisation in order that these may be addressed.

### The most important studies completed thus far include:

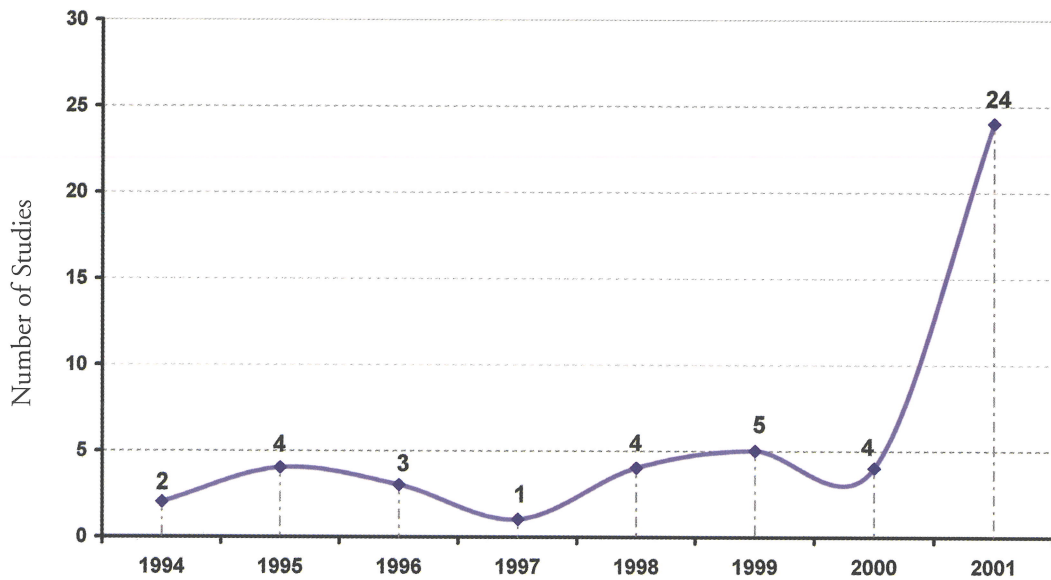
- Evaluation of employees' opinions on the services provided by Road Maintenance Section and Buildings Section in the Municipality in 1999.
- Evaluating the opinions of those dealing with the Building Licencing Section in Dubai Municipality regarding the service provided by the automated inquiry system in 1999.
- Evaluation of the Public Transport Section in Dubai Municipality in 1999.
- Evaluation studies for opinions of those dealing with the Sales Monitoring Unit in 2000.
- Evaluation studies for the Dubai Abattoirs in 2000.
- Evaluating the opinions of companies dealing with the Food Monitoring Section in 2000.
- Survey of the opinions of the public and of Municipality employees regarding the issue of Health Certificates in 2001.
- Survey of shoppers' opinions about the Friday Market in 2001.
- Survey of Municipality employees' opinions on eradicating smoking in 2001.
- Study of Municipality employees' opinions on the services provided by the Technical Library in 2001.
- Study of services offered by the Documentation and Information Section to Dubai Municipality employees in 2001.
- Study of the opinions of the Municipality's employees and of drivers who deal with the Transportation Department regarding the services provided to them by the Administration in 2001.



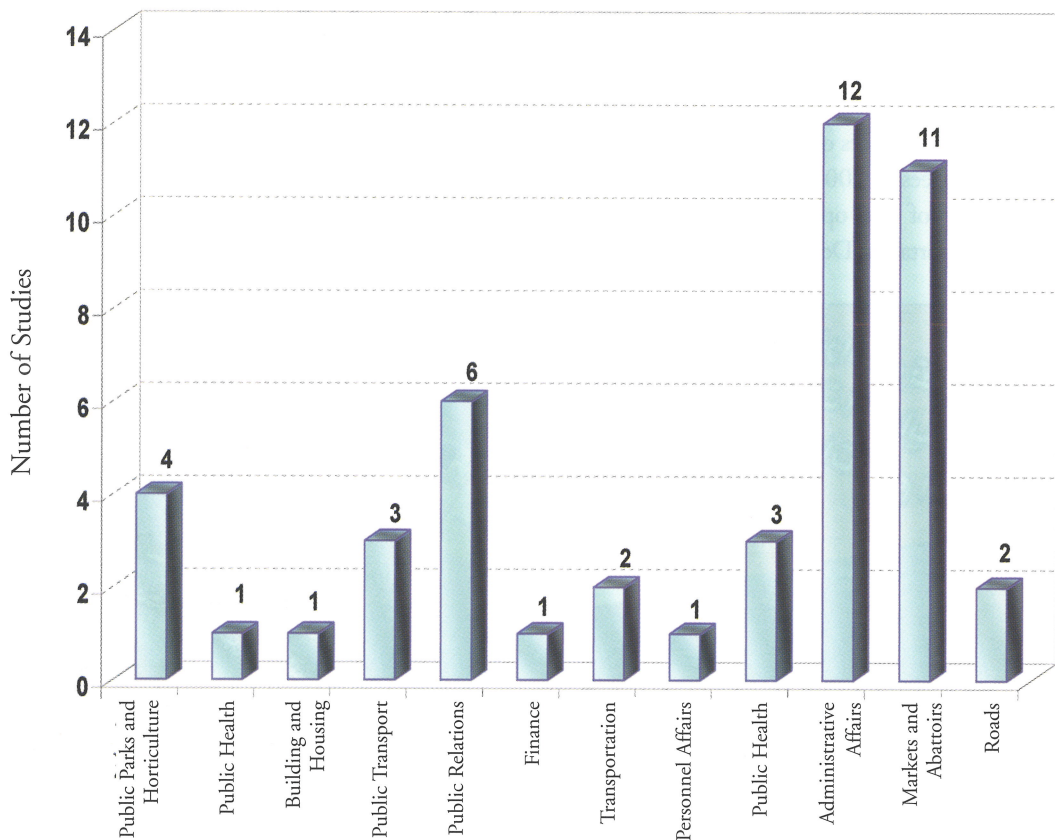
Some of the research studies



Increase in the number of studies carried out between 1994 and 2001



Increase in number of studies carried out, by Department



**The role of  
women inDubai  
Municipality**

Government departments and other government-related bodies in the United Arab Emirates place a top priority on the process of Emiratisation of jobs or, in other words, the filling of jobs by UAE nationals. This has, of course, an immediate impact on the development process.

Dubai Municipality has made Emiratisation of jobs an important part of its objectives and plans for development for years. Since 1986, it has implemented a policy of training and qualifying Emiratis (UAE citizens), including both men and women, through the provision of all measures necessary for the production of a strong and capable workforce. Through this, it has sought both to encourage the development of both men and women and to further the process of national economic development.

Prior to 1986, there was only one UAE woman, Aisha Mubarak Abdullah Obaid bin Ouqad, employed by the Municipality, although there were many expatriate women employees. By 1990, however, the number of UAE women had increased to 51, compared to 118 expatriate women. Since then, the Municipality has set in train a programme to speed up the process of Emiratisation and has devoted considerable attention to the development of the role of Emirati women, which is no less significant than that of Emirati men.

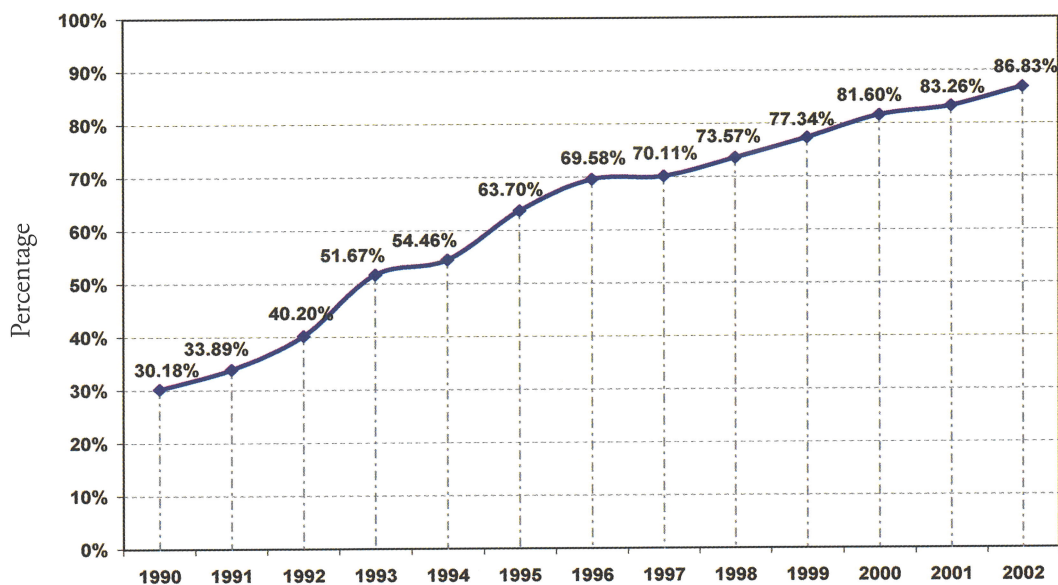
Thus UAE women have been given the opportunity to be employed on an equal basis to men, and have shown themselves capable of tireless efforts to increase their levels of performance, in accordance with the increasing responsibilities assigned to them.

The following table indicates the growth in employment of Emirati women in addition to the creation of exceptional opportunities for Emirati women employees during the period 1990-2002, during which their numbers rose from 51 to 600, an increase of 1076 per cent, while Emirati women as a total of all female employees rose from 30.18 per cent to 86.83 per cent.

**Table: Distribution of manpower (women) (Emirati women / Non-Emirati women) between 1990 – 2002**

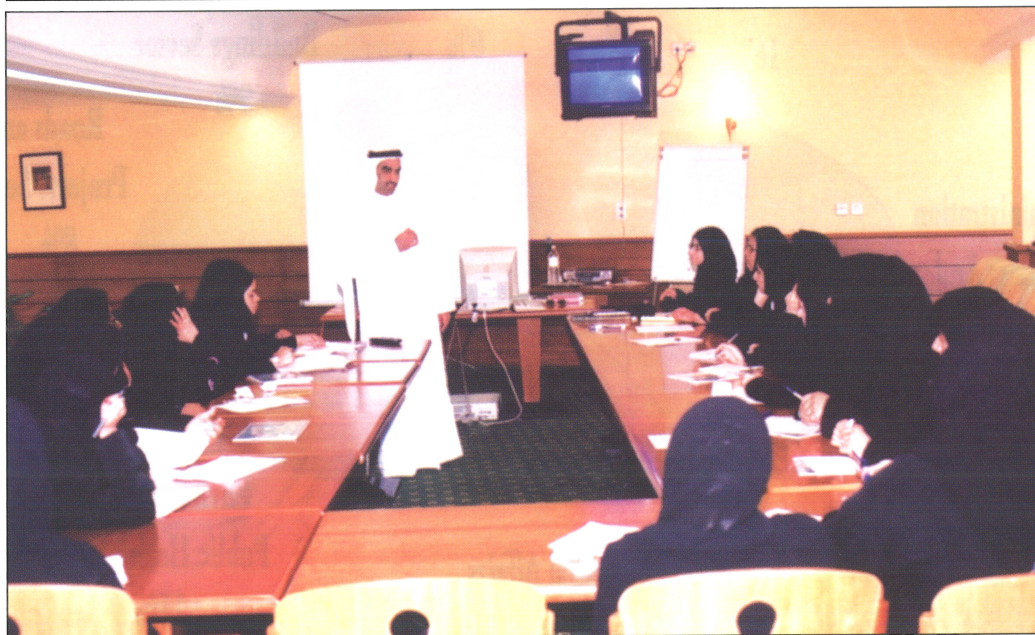
Year	Women		Total	Percentage of Emirati women employees to the total number of women employees in the organisation
	Emirati	Non-Emirati		
1990	51	118	169	30.18 %
1991	61	119	180	33.89 %
1992	82	122	204	40.20 %
1993	108	101	209	51.67 %
1994	122	102	224	54.46 %
1995	179	102	281	63.70 %
1996	215	94	309	69.58 %
1997	244	104	348	70.11 %
1998	270	97	367	73.57 %
1999	331	97	428	77.34 %
2000	439	99	538	81.60 %
2001	527	105	632	83.38 %
2002	600	91	691	86.83 %

The distribution of manpower (women) (Emirati women / Non-Emirati women)  
between 1990 – 2002



Percentage of Emirati women employees to the total number of Emirati employees up to 2002

Total Emiratis in the organisation	1,836
Percentage of Emirati women in total number of Emiratis	32.7 %



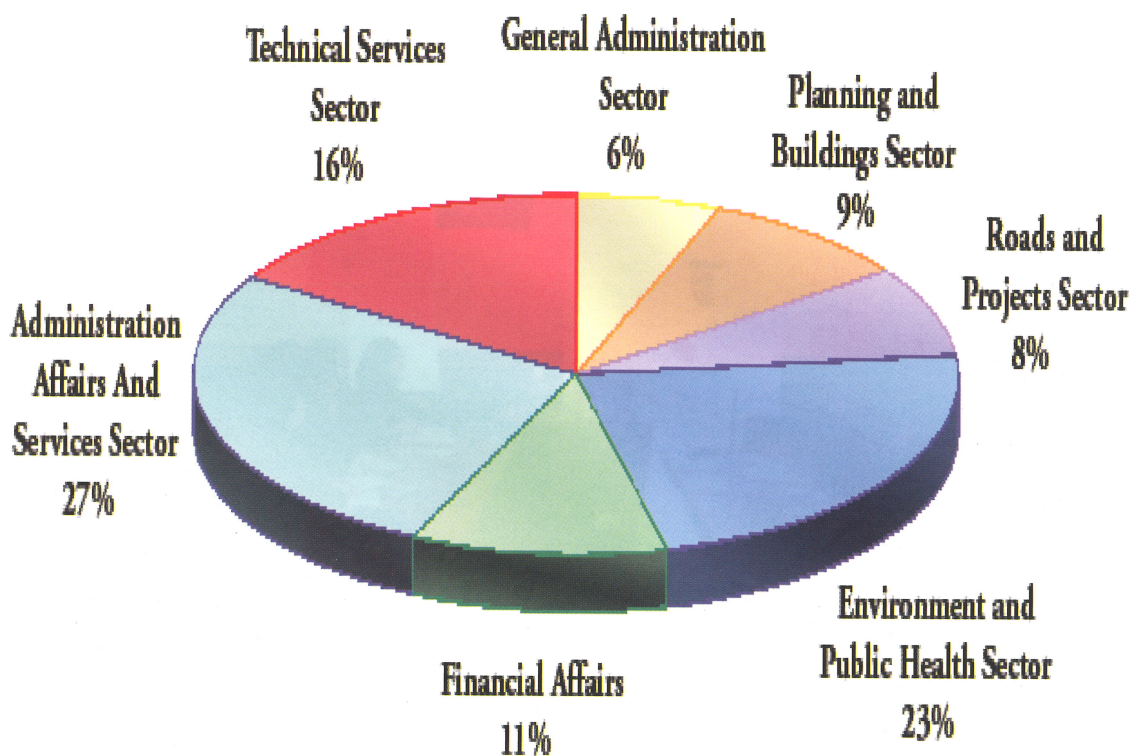
Emirati women employees at a training course



Percentage of Emirati women employees, by sector at end of 2002

Sector	Emirati	Non-Emirati	Total number of female employees	Percentage of all Emirati women employees
General Administration Sector	34	12	46	5.66 %
Planning and Buildings Sector	55	7	62	9.17 %
Roads and Projects Sector	47	2	49	7.83 %
Environment and Public Health Sector	142	44	186	23.67 %
Financial Affairs Sector	66	3	69	11 %
Administrative Affairs and General Services Sector	162	8	170	27 %
Technical Services Sector	94	15	109	15.67 %
Total	600	91	691	100 %

A diagram (pie-chart) illustrating the percentage of Emirati women employees, by sector



The graph below shows that most of the employees in the organisation have secondary school and university qualifications. Most are employed in support and secretarial positions, although some are employed in laboratories, in various capacities, and as engineers.

#### Educational qualifications of Emirati women employees, at the end of 2002

Qualification	Number	Percentage
Primary	13	2.17 %
Preparatory	51	8.50 %
Secondary	241	40.17 %
Certificate of Accomplishment	50	8.33 %
Intermediate Diploma	31	5.17 %
Higher Diploma	40	6.67 %
University	170	28.33 %
Masters	4	0.67 %
Total	600	100 %

Graph illustrating development in respect of the distribution of Emirati women employees, according to qualifications

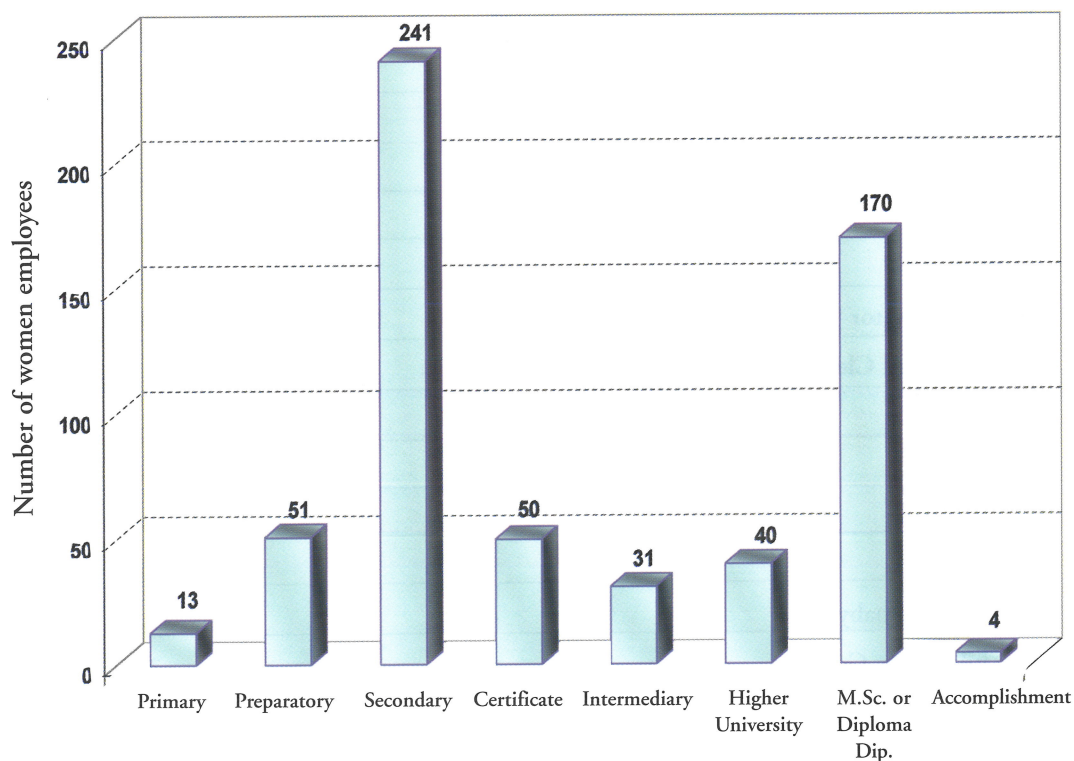


Table No. 4. Employment status for all women employees at the end of 2002

Position	Number	Percentage
Assistant Depart. Dir. and Head of Section	2	0.33 %
Head of Section	7	1.17 %
Head of Office	4	0.67 %
Head of Childrens' City	1	0.17 %
Head of Section	26	4.33 %
Social Researcher, Housing	1	0.17 %
Supervisor of Food Sampling Administration	1	0.17 %
Engineer	17	2.83 %
Administrative Officer	58	9.67 %
Accountant	19	3.17 %
Programmer	12	2 %
Geologist (Trainee)	1	0.17 %
Chemist	5	0.83 %
Statistics Co-ordinator	1	0.17 %
Customer Services Co-ordinator (Trainee)	1	0.17 %
Satisfaction Co-ordinator	1	0.17 %
Database Supervisor (Trainee)	1	0.17 %
Children's Library Supervisor	1	0.17 %
Typing Services Supervisor	1	0.17 %
Librarian	5	0.83 %
Analyst	22	3.67 %
Administrator	159	26.50 %
Data Input Clerk	6	1 %
Collector	32	5.33 %
Auditor	4	0.67 %
Planner	4	0.67 %
Controller	4	0.67 %
Children's babysitter	1	0.17 %
Child's City Guide	22	3.67 %
Classifier and indexer	2	0.33 %

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(Continued) Employment status of women employees at end of 2002

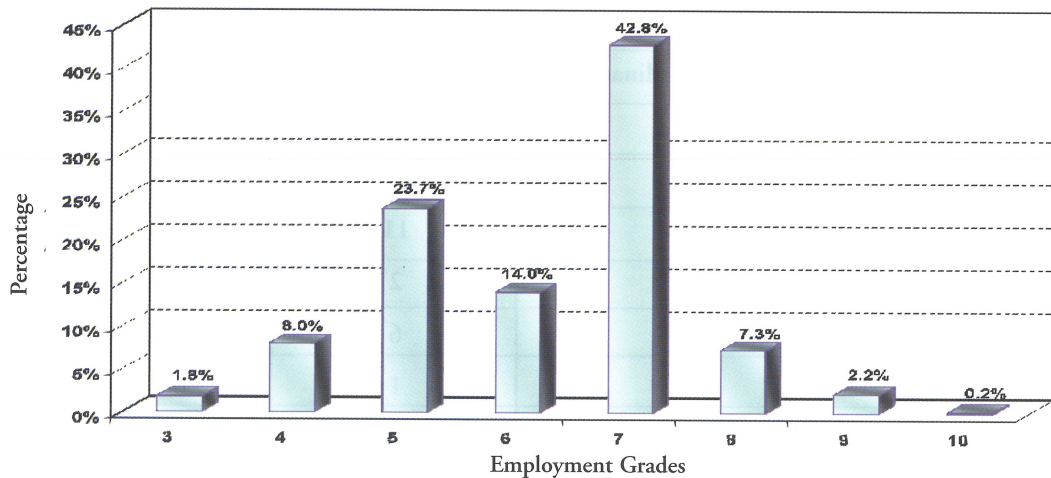
Position	Number	Percentage
Assistant Customer services Co-ordinator	2	0.33 %
Assistant Accountant	3	0.50 %
Assistant Administrative Officer	21	3.50 %
Assistant Clerk	11	1.83 %
Receptionist	2	0.33 %
Telephone Operator	6	1.0 %
Computer Operator	1	0.17%
Internet Operator (Trainee)	3	0.50 %
Quantity Surveyor	1	0.17 %
Technicians	16	2.67 %
Chemist	1	0.17 %
Inspector	2	0.33 %
Undertaker	3	0.50 %
Secretary	71	11.83 %
Clerk	27	4.50 %
Typist	9	1.50 %
TOTAL	600	100 %

Table No 5 Employment grades for Emirati women employees at the end of 2002

Grade	Number	Percentage of total
3	11	1.8 %
4	48	8 %
5	142	23.7 %
6	84	14 %
7	257	42.8 %
8	44	7.3 %
9	13	2.2 %
10	1	0.2 %
TOTAL	600	100 %



### Employment Grades for Emirati women employees at the end of 2002



In 1999, Administrative Order No. 234 was issued, forming a Women's Action Team within the Municipality. Made up entirely of women, this body was created to acknowledge the efforts being made by women and to strengthen their role within the organisation. It was set the tasks of further stimulating and developing the role of women in the Municipality, of creating an appropriate working environment for them and of ensuring that all the capabilities of women employees, not just their scientific and practical qualifications, were fully used.

Since its inception, the Team has devoted itself to caring for the interests of women in the Municipality. It has, for example, arranged social activities, including sightseeing trips throughout the country, and has held regular meetings, as well as organising workshops and lectures. It has also worked to develop closer co-operation among between all women employees and has held numerous meetings with the Municipality's Administration to promote the position of women.

The Team has also established external links with women employees in a number of other organisations in the Emirates while it has launched its own website, entitled Women's Action Team.

In recognition of its achievements, a new Administrative Order, No. 58 for 2001, was issued to re-form the Team.



A meeting of the Municipality's Women's Action Team



TRANSFORMATION IN CONSTRUCTION  
CONSTRUCTION

3 TRANSFO

TRANSFORMATION

IN CONSTRUCTION & TRANSFOR

50 YEARS OF  
CONSTRUCTION

TRANSFORMATION