

المسار almasar

The Official Monthly Magazine of Dubai's RTA

Issue No. 188 February 2024

**Mohammed bin Rashid
issues law establishing
'Parkin' PJSC**

**Hamdan bin Mohammed
approves series of development
projects for Hatta**

**Ahmed bin Mohammed:
Dubai boasts of globally impressive
project management experiences**



Vision

The world leader in seamless & sustainable mobility.

Mission

We provide seamless and safe travel with innovative, sustainable mobility solutions and services to make every journey in Dubai a world-class experience.

Decade of Excellence



Two decades ago, specifically in September 2014, the inaugural edition of the Dubai International Project Management Forum (DIPMF) kicked off under the patronage of His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai, Chairman of the Executive Council.

Over the years, DIPMF has seen extensive evolution in terms of the number of reputed international speakers hosted and the depth of topics discussed. It has firmly established itself as a paramount event in the calendar of specialised international conventions focused on top practices and innovative solutions in project management. It has become an international rendezvous for thought leaders and experts from the region to exchange knowledge and discuss engineering solutions tailored for the cities of tomorrow. It offers participants a chance to familiarise themselves with the best international practices and ground-breaking solutions in the management of large-scale projects.

Over its past editions, the forum held sessions spanning 34 days, and garnered the participation of 16,600 delegates hailing from 42 nations. In its previous editions the forum welcomed 480 distinguished speakers including industry leaders, experts, and specialists from all over the globe. The agenda was particularly robust, featuring 42 keynote speeches and 180 both parallel and discussion panels. The forum has organised 29 field and technical visits, published 26 specialised studies and

held 50 technical masterclasses covering an array of disciplines.

The paramount objective behind convening DIPMF is to showcase the leading role of Dubai in regional development. It sheds light on the standing of the city as a pioneer in project management evidenced by the adoption of the finest international standards in delivering a plethora of monumental projects propelling it to global attention. It translates Dubai's ambition to serve as a nexus, fostering an exchange of rich experiences and ideas among top global experts. This drive is deeply rooted in Dubai's unique identity as an Arab city with a global outlook, positioning itself as a crossroads of exchange on the international stage.

Project Management stands as an effective tool in managing and streamlining business operations in both public and private sector organisations. The swift technological evolution has transformed the landscape of project management, business, and the economy. The forum is viewed as an excellent showcase for integrating smart, sustainable, and innovative practices in project management to achieve the best results.

Dubai International Project Management Forum (DIPMF) will continue its mission as a vital conduit, fostering a vibrant interchange of experiences, ideas, and visions among diverse global experts, besides championing excellence and success in infrastructure project management.

H.E. Mattar Al Tayer

Director General, Chairman of the Board of Executive Directors

المسار almasar

Strategic Map For AlMasar Magazine Team

Vision

The Pioneer
Government
Magazine in Dubai

Mission

To work in the spirit
of team in presenting
achievements,
enhance Success ,
and document roles
of RTA.

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Transparency &
Credibility
Corporate Reputation
Excellence
Spirit of Team
knowledge Sharing

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Mohammed bin Rashid issues Law establishing 'Parkin' PJSC as a company overseeing parking operations across Dubai

In his capacity as the Ruler of Dubai, His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, issued Law No. (30) of 2023 establishing 'Parkin' company, a public joint stock company (PJSC) that will oversee operations related to parking spaces in Dubai.



As per the Law, the newly established company will have financial, administrative and legal autonomy to fulfil its responsibilities. The company's duration is set at 99 years, commencing from the date of its registration, and will be renewed for a similar period. The Law states that Parkin PJSC will be tasked with creating, planning, designing, operating and managing public parking spaces in accordance with legislations regulating them. Parkin PJSC is also responsible for issuing permits to individuals, enabling them to subscribe to public parking, utilise and operate it, and to reserve parking spaces in accordance with

the terms of the franchise contract. Moreover, the company is entrusted with the establishment, design and management of private parking spaces, as well as investment in related business activities, among other responsibilities.

Meanwhile, His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of The Executive Council of Dubai, issued Executive Council Resolution No. (121) of 2023, forming the Board of Directors of Parkin PJSC.

The Board will be chaired by Ahmed Hashem Bahrozian, while Ahmed Hassan Mahboub will

serve as Vice Chairman. Other members of the Board include: Muna Abdulrahman Al Osaimi, Nasser Hamad Abu Shehab, Alawi Ali Al Sheikh, Mona Mohammad Bajman, and Al Anoud Thabit Al Ameri. The Resolution is effective from the date of its issuance and will be published in the Official Gazette. The Resolution defines the authority and responsibilities of the Board of Directors, among which are the approval of the company's strategic plans and policies, the issuance of financial, administrative, technical, and procurement regulations for the company, the management of its assets, the approval of its organisational structure and the validation of contracts and agreements signed by the company. Law No. (30) of 2023 mandates the RTA to delegate certain or all of its responsibilities related to public and private parking, as well as the issuance of relevant permits as outlined in Executive Council Resolution No. (5) of 2016 and existing regulations in the emirate. This handover of duties is to be facilitated by a franchise agreement to be finalised between RTA and Parkin PJSC.

The company's issued and paid-up capital shall be determined in accordance with its articles of association. All the company's shares are fully owned by the Government of Dubai. The Executive Council of Dubai has the authority to determine the percentage of shares that may be transferred to third parties through public or private subscription. The company's liability is limited to its paid-up capital, and the responsibility of its shareholders is limited to the nominal value of the shares they own. The Law permits individuals to own shares in the company through public or private subscription. The ownership percentage of the Government of Dubai must not fall below 60% of the company's capital when its shares are offered for subscription.

According to the Law, the company's articles of association will be approved by the Chairman of The Executive Council of Dubai. The Law also defines the areas that should be included in the articles of association.

Furthermore, the Law allows the transfer of certain employees from RTA to Parkin PJSC, through a decision issued by the RTA's Chairman, without compromising their rights.

The Law annuls any other legislation that contradicts it. The Law is effective from the date of its issuance and will be published in the Official Gazette.

Parkin Company PJSC appoints Mohamed Al Ali as CEO during its first Board meeting

During its first Board meeting chaired by Ahmed Hashem Bahrozyan, Parkin Company PJSC appointed Eng. Mohamed Al Ali as its CEO effective 11th January 2024.

Eng. Ali brings over 22 years of experience in project management within the public transport and infrastructure sectors with a strong emphasis on sustainability initiatives. His strategic vision and focus is dedicated to shaping the future of urban mobility solutions and driving Parkin's growth, leveraging on its market leading position as the largest provider of paid parking facilities and services in Dubai.

Al Ali joined the Roads and Transport Authority (RTA) in 2007 and led several departments within the organisation over sixteen years, including director of public transport projects , planning & business development strategic planning, buses and knowledge & innovation . He played a major role in leading the operational team for the transportation and traffic management system that hosted the Expo 2020 event, as well as heading the operating team that provided passenger transportation services during the COP28 Conference. Prior to joining the RTA, he gained experience for over six years in e& within its construction and building segments.

He holds a master's degree in Engineering Management and a bachelor's degree in Civil Engineering from the American University of Sharjah.



Hamdan bin Mohammed approves series of development projects for the Hatta region

His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai, Chairman of The Executive Council of Dubai, said the comprehensive development plans implemented all across Dubai reflect the vision of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, and his keenness to ensure the highest standards of living for citizens and their families. The extensive progress achieved by the emirate also underscores Sheikh Mohammed's directives to constantly improve Dubai's development model to deliver the best and most efficient services to citizens and residents alike, His Highness added.



His Highness was speaking during a visit to Hatta that saw him approve a series of development projects for the region including the construction of a private school and a new neighbourhoods council for the region's residents, in addition to the design and chosen site of the Hatta Beach project.

"We attentively heed to the aspirations and needs of

the people of Dubai. We strive against time to fulfil their requirements and support them in realising their ambitions. Our development strategies and action plans are implemented by numerous teams that work as one team. Enhancing the quality of life of the people remains our top priority," Sheikh Hamdan said.





Highness praised the efforts of the Supreme Committee to Oversee the Development of Hatta alongside various other entities involved in the development plans. "Hatta boasts various distinctive potentials, and we aim to leverage them to ensure the accomplishment of its ambitious developmental goals outlined in the Dubai Urban Plan 2040. Our vision is for Dubai to stand out as the best destination to live, work, and visit, an objective achieved through genuine efforts and creative ideas dedicated to transforming aspirations into achievements that benefit citizens, residents, and visitors."

During his visit to Hatta, Sheikh Hamdan reviewed

the progress of various projects being implemented as part of the Hatta Master Development Plan launched by Sheikh Mohammed bin Rashid with the aim of further improving living standards in the region besides transforming Hatta into an attractive destination for business, investment and tourism locally and internationally.

Upon his arrival in Hatta, His Highness was welcomed by His Excellency Mattar Al Tayer, Dubai's Commissioner General for the Infrastructure, Urban Planning, and Wellbeing Pillar and Chairman of the Supreme Committee to Oversee the Development of Hatta;



His Excellency Omar bin Sultan Al Olama, Minister of State for Artificial Intelligence, Digital Economy, and Remote Work Applications, and Director General of the Office of the Crown Prince of Dubai; Her Excellency Mona Ghanem Al Marri, Vice Chairperson and Managing Director of Dubai Media Council; and His Excellency Ahmed Al Bedwawi, Assistant Director General of Dubai Council's Affairs at the Executive Office.

HE Al Tayer said all ongoing efforts to achieve objectives of the development plan for Hatta continue to be under the guidance and directives of HH Sheikh Mohammed bin Rashid, with diligent follow-up on the part of HH Sheikh Hamdan bin Mohammed to ensure the fulfilment of the aspirations of the people of Hatta. All development endeavours also sought to fully involve the people of Hatta while offering them opportunities to launch their own projects and harness the significant opportunities presented by a region rich in heritage as well as natural attractions, he added.



HE Al Tayer said that the projects being implemented in Hatta seek to further enhance the standard of services provided to the people of the region and to raise its status as an investment and tourist destination. All such initiatives were aligned with various other projects that were part of the larger plan, reflecting the vision of HH Sheikh Mohammed bin Rashid for Hatta as a model for development through the optimal utilisation of its potential and unique advantages. All projects envisaged would serve to maximise benefits for the people of Hatta whether on the economic, social, cultural or sporting front, he added.

His Highness was briefed by Rashid Mohammed Al Sheikh, the General Coordinator for Infrastructure, Urban Planning,





and Wellbeing Pillar, on the new projects, which include a private school equipped with state-of-the-art facilities and amenities that can enrol 700 to 1,000 students. His Highness was also briefed about the new neighbourhoods council for the region's residents that will act as a collective forum for the local community. The council aims to enhance social interaction among residents and includes a multi-purpose main hall, service facilities, administrative offices, and more.

Ambitious plans

Sheikh Hamdan was also apprised of the Hatta Beach project and its actual location. The project spans an area of over 53,000 square metres. The beach itself will stretch

over 10,000 square metres alongside an artificial lake (crystal lagoon) and will feature a host of amenities and services for visitors. His Highness also gained insights about various other projects that are underway including hotels and resorts, and the construction of 235 houses in the Makan area, besides the development of Hatta downtown. Sheikh Hamdan also reviewed projects executed in the previous phase of the Hatta Master Development Plan including the Hatta Souq, which spans over 146,000 square metres and includes 70 commercial units in addition to other amenities. Other projects that were reviewed include new attractions at Hatta Heritage Village and the development of the Leem Lake area, in addition to the creation of 330 investment opportunities for people of the region.





Hamdan bin Mohammed launches ‘Dubai Integrated Housing Center’ to provide 54 residential services under one roof

Under the directives of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, Ruler of Dubai, His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai, Chairman of The Executive Council of Dubai, and Chairman of Dubai’s Higher Committee for Development and Citizens Affairs, launched the ‘Dubai Integrated Housing Center’, which seeks to provide 54 residential services for citizens under one roof.

The establishment of the Center is aligned with the directives of HH Sheikh Mohammed bin Rashid to ensure that residential neighbourhoods provide citizens with the world’s highest standard of living. It is also in alignment with the recently launched Dubai Social Agenda 33 highlighting the theme of ‘Family: The Foundation of Our Nation’.

The Center, located at Avenue Mall in Nad Al Sheba, is scheduled to commence operations in February. It will provide services from four government departments and

two private sector partners.

HH Sheikh Hamdan bin Mohammed said that the Government of Dubai places a high priority on the happiness and well-being of its citizens. This commitment reflects the vision and directives of HH Sheikh Mohammed bin Rashid Al Maktoum to launch diverse programmes and initiatives aimed at addressing citizens’ aspirations in terms of work, life, well-being, and housing. These initiatives are designed to foster family and social stability, playing

a crucial role in advancing the country's developmental journey, His Highness said.

His Highness's remarks came during his visit to the Center, where he was welcomed by His Excellency Mattar Al Tayer, Dubai's Commissioner General for the Infrastructure, Urban Planning, and Wellbeing Pillar and Chairman of the Supreme Committee of Urban Planning in Dubai; His Excellency Sultan Butti bin Mejren, Director General of Dubai Land Department; and His Excellency Omar Hamad Abdullah Hamad Bu Shehab, CEO of the Mohammed Bin Rashid Housing Establishment.

"As part of the Dubai Social Agenda 33, launched by HH Sheikh Mohammed bin Rashid and centred around the theme of 'Family: The Foundation of Our Nation,' we have established the Dubai Integrated Housing Center. Designed to offer UAE citizens a streamlined and hassle-

free home-building experience, the Center will offer 54 services, bringing together resources from four government entities and two private sector partners, all under one roof," His Highness said.

He added that the Center will provide comprehensive support, including consultancy for design selection, guidance on cost-saving measures and assistance with financing through banks. The goal is to create a comfortable environment with convenient access, ensuring a seamless, easy and efficient home-building experience for citizens.

"Constructing a family home can be a challenging experience for many young individuals, demanding specific expertise and financial and legal awareness. Our aim is to transform this experience for citizens. The Center is set to commence its operations and deliver services starting next month," Sheikh Hamdan said.





“We will continue to launch new projects in the next phase, reflecting our commitment to fostering stable families and ensuring the highest quality of life for them,” he added. The Center aims to achieve the primary objective of the Dubai Social Agenda 33, aiming to position Dubai as a global benchmark for housing services. The initiative aligns with one of the agenda’s specific targets, ensuring the provision of land and a residential loan to every new Emirati family within a year of application. The Dubai Integrated Housing Center will provide comprehensive housing services, encompassing personalised design and budget planning tailored to family size, assistance in selecting interior design and colour schemes, consultation on construction and financial planning and the estimation of project costs. Additionally, the centre addresses the diverse needs of citizens, with a specific focus on housing, construction

and land services, including the selection and allocation of residential lands.

During a tour of the Dubai Integrated Housing Center, His Highness visited the construction exhibition hosted by Sobha Realty, which showcases elements of design for citizens seeking to construct their houses.

The government entities offering services through the Center include the Mohammed Bin Rashid Housing Establishment; Dubai’s Roads and Transport Authority, Dubai Municipality and Dubai Land. Additionally, two private partners, Emirates Islamic Bank and Sobha Realty, are also contributing to the array of services offered.

His Excellency Mattar Al Tayer, Dubai’s Commissioner General for the Infrastructure, Urban Planning, and Wellbeing Pillar, and Chairman of the Supreme Committee of Urban Planning in Dubai, said that fully fledged centre reflects Dubai Government’s

commitment to provide comprehensive housing services to citizens in line with the Dubai 2040 Urban Master Plan. His Excellency Dawood Al Hajri, Director General of Dubai Municipality, said that the Center plays a vital role in delivering outstanding housing services that cater to the needs of citizens. It facilitates their housing and construction procedures with high efficiency, he noted.

His Excellency Sultan Butti bin Mejren, Director General of Dubai Land Department, said that the close collaboration between various entities through the Center will enhance the efficiency of services provided to citizens.

His Excellency Omar Hamad Abdullah Hamad Bu Shehab, CEO of the Mohammed Bin Rashid Housing Establishment, said that the Center provides top-tier services and solutions for housing and construction. He added that the concept of the centre is a product of ongoing collaboration among various entities, aiming to achieve the highest levels of happiness and welfare for citizens..

Early January, HH Sheikh Mohammed bin Rashid launched a AED208 billion Dubai Social Agenda 33 to double the number of Emirati families in the emirate within a decade. His Highness also set out plans to increase housing standards, health care and quality of life for citizens.





Ahmed bin Mohammed opens 9th Dubai International Project Management Forum

ملتقى دبي العالمي
لإدارة المشاريع
DUBAI INTERNATIONAL
PROJECT MANAGEMENT FORUM



Under the patronage of His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai, Chairman of The Executive Council of Dubai, His Highness Sheikh Ahmed bin Mohammed bin Rashid Al Maktoum, Second Deputy Ruler of Dubai and Chairman of the Dubai Media Council, inaugurated the 9th Dubai International Project Management Forum (DIPMF). Themed 'Beyond Boundaries,' the event is organised by the Roads and Transport Authority (RTA) in collaboration with Dubai Electricity and Water Authority (DEWA), DP World, and the Project Management Institute (PMI). The forum has attracted heads of government agencies and private entities besides a significant number of project management experts from various countries.

Upon arriving at Madinat Jumeirah, His Highness was received by His Excellency Mattar Al Tayer, Director-General, Chairman of the Board of Executive Directors, RTA. The opening ceremony was also attended by His Excellency Mohammed Ibrahim Al Shaibani, Director General of HH The Dubai Ruler's Court; His Excellency Lieutenant General Abdullah Khalifa Al Marri, Commander-in-Chief of Dubai Police; HE Saeed Mohammed Al Tayer, MD and CEO of Dubai Electricity and Water Authority; Her Excellency Hessa bint Essa Buhmaid, Director General of Dubai's Community Development Authority; HE Dawood Al Hajri, Director General of Dubai Municipality; and HE Saeed Hareb, Secretary General of the Dubai Sports Council; along with a number of senior officials and a global thought leaders and experts in project management. His Highness, along with other attendees, also watched a film highlighting Dubai's remarkable developmental journey, illustrating

its transformation into a key financial and business hub, besides chronicling the forum's evolution and role in advancing best practices and offering innovative project management solutions.

Memorable journey

Delivering the keynote speech, David Coulthard, a former Formula One Grand Prix driver, shared his experiences of over 25 years in Dubai and the region. He lauded Dubai's remarkable growth steered by visionary leaders and the global attention it has garnered as a result. Coulthard also praised the impressive spirit of teamwork that has enabled Dubai's remarkable achievements. During his speech, Coulthard recounted memorable moments from his F1 racing career, including being the first to test the Yas Marina Circuit in Abu Dhabi and savouring the experience of driving an F1 car on the



helipad of the Burj Al Arab Hotel in Dubai. He also touched upon the latest technological advancements in the fields of energy and mobility, as also permanent solutions to the challenges encountered therein while referencing racing cars. He also reflected on the drive towards achieving zero carbon emissions by 2030 while boosting safety and efficiency standards. This goal was underscored during the COP28 UN Climate Change Conference held in the UAE last December, emphasising the importance of optimising the use of available energy resources.

Sponsors honoured

His Highness Sheikh Ahmed, along with His Excellency Mattar Al Tayer, honoured the forum's organising partners, namely DEWA, DP World, and the Project Management Institute. Sponsors honoured included Dubai Municipality, Nakheel, ENOC, Qatar Insurance Company, Al Naboodah, FAMCO, United Motors & Heavy Equipment Co. LLC, Wade Adams Contracting LLC, Gunal Construction Trade & Industry Company, Alghanim International General Trading & Contracting Co., SAS, Al Zarouni International Equipment LLC, RTC Road and Traffic Engineering, and China Civil Engineering Construction Corporation. His Highness also decorated David Coulthard, the keynote speaker of the forum.

His Highness admired a large mural chronicling the evolution of Dubai's transportation sector since 1920, starting with the era of abras and boats along Dubai Creek and beaches. It highlighted the landmark moment in 1930 when Dubai welcomed its first car, followed by the introduction of the first public bus service in 1968 and the launch of the taxi service in 1995. The establishment of RTA in November 2005 marked a new era of rapid development of mass transportation. It started in 2007 with the launch of the water bus service, followed in 2009 by the monumental launch of the Dubai Metro, the world's longest driverless Metro network. The inauguration of the water taxi service



in 2010 and the Dubai Ferry service in 2011 kept up the momentum. Introduced in 2014, the Dubai Tram became the first tram system outside Europe to operate with a ground-based electric supply system. In 2016, Dubai ventured into shared mobility services and began testing autonomous vehicles. 2023 bore witness to the first demo ride of the Cruise autonomous electric vehicle and, looking ahead to 2026, Dubai envisions an aerial taxi network to be operational, a perfect fit for a city that knows no boundaries in leading the way for a futuristic global transportation system.

Premier global platform

His Excellency Mattar Al Tayer said: "The Dubai International Project Management Forum has evolved into a premier global platform, attracting experts, researchers, and thought leaders in project management from the region. It serves as a venue for exchanging experiences, discussing engineering solutions for future urban developments, reviewing top international practices, and offering innovative approaches to managing mega projects."



“Project management has emerged as an efficient tool for structuring and managing operations within the public and private sectors. The swift pace of technological advancements has reshaped the fundamentals of project management, business, and the economy. At the forum, the emphasis is on implementing smart, sustainable, and innovative project management practices to secure optimal results. The ninth edition of the forum is a notable gathering of 2,700 project managers from across the globe, focusing on three key themes – Sustainability, Modern methods of project management, and Future trends and technology,” he added.

Key sessions and masterclasses

On the opening day, the forum featured several key sessions, including Future trends in project management, From project management office to value management office, Sustainability and green project management, and Project management offices and institutional transformation. On the second day, the forum will discuss a variety of topics including agile transformation, digital twin and metaverse, leading mega projects and strategic transformations, a roadmap for economic and environmental prosperity, leading the future: visionary leadership for success, cinematic symphony: project management in film production, project and circular economy, breakthrough innovations and technologies in sports and sports medicine.

On the sidelines of the forum, several masterclasses were held on topics ranging from agile transformation, effective negotiation skills for business success, recovering troubled projects, project portfolio management, value delivery systems in projects, Artificial Intelligence, and Big Data management.

Saeed Al Tayer: Dubai has become a global benchmark of top practices, success and excellence

Sultan bin Sulayem: We recognise the importance of adopting top global practices in major project management

Dubai Model

His Excellency Mattar Al Tayer, Director-General, Chairman of the Board of Executive Directors of Roads and Transport Authority, welcomes all participants to the forum, which includes international experts, project management specialists, renowned speakers, heads of entities, and senior officials. Participants, who represent a wide range of economic and commercial sectors, are set to discuss numerous important topics that will enrich the realities of Dubai.

“DIPMF had evolved into a key global event in the agenda of specialised international conference circuit. It is acclaimed for presenting best practices and fostering innovative solutions in project management. It

Mattar Al Tayer: The Forum is globally recognised in the agenda of specialist international conventions

Saeed Al Tayer: Dubai has become a global benchmark of top practices, success and excellence

Sultan bin Sulayem: We recognise the importance of adopting top global practices in major project management

■ **DEWA, DP World, and Project Management Institute (PMI) are named as Organising Partners**

■ **The sessions tackle 14 pillars across 3 key themes**

had also become a global platform for thought leaders within the region to exchange experiences and solutions for city building and infrastructure development to ensure long-term sustainable impacts of projects on society,” commented Al Tayer.

“Staging this ninth edition adds to the previous successes of the event which attracted over 12,000 participants. It underscores Dubai’s commitment to fostering regional development and establishing itself as a hub for the exchange of ideas and visions among diverse top global leaders in various sectors,” he added.

Promoting Innovation and Sustainability

His Excellency Saeed Mohammed Al Tayer, Managing Director, CEO of Dubai Electricity and Water Authority (DEWA) said, “Thanks to the vision and directives of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, Dubai has become a global benchmark for best practices and a role model in success and excellence, topping global competitiveness indicators in various fields, especially in managing infrastructure projects according to the highest standards of efficiency and quality while using the latest advanced technologies. We are pleased that DEWA is co-organising the 9th Dubai International Project Management Forum, which is held this year with the theme ‘Beyond Boundaries,’ reflecting Dubai’s vision and unlimited ambitions”.

“During the forum, we will share our globally leading experience in managing renewable and clean energy projects and our best practices to promote innovation and sustainability, increase efficiency, and reduce

carbon emissions, supporting the UAE’s climate action. One of the most prominent projects we are implementing is the Mohammed bin Rashid Al Maktoum Solar Park, the largest single-site solar park in the world based on the independent power producer model. It supports the Dubai Clean Energy Strategy 2050 and the Dubai Net Zero Carbon Emissions Strategy 2050 to provide 100% of the energy production capacity from clean energy sources by 2050,” added Al Tayer.

Best Practices

His Excellency Sultan Ahmed bin Sulayem, Group Chairman, and Chief Executive Officer of DP World, “We are delighted to participate as a co-organiser in the Dubai International Project Management Forum (DIPMF) in its 9th edition. Being part of this esteemed event aligns strategically with DP World’s vision, enabling us to contribute to elevating the standards of project management not only within the UAE but also on a global scale”.

“As a global leader in enabling smart commerce, DP World recognises the vast growth potential within the Middle East region. We understand the significance of promoting the adoption of international best practices in major project management—an essential aspect for us and for both public and private sector enterprises whose progress is propelled by innovation. Leveraging our strategic positioning within Jebel Ali Port and Jebel Ali Free Zone, DP World has significantly amplified its involvement in managing global projects, playing a pivotal role in Dubai’s transformative development journey. These projects have evolved into global benchmarks, reflecting our commitment to excellence”, he added.



Al Tayer addressing the DIPMF: AED262 billion are cumulative savings made through investments in roads & transport infrastructure projects from 2006 to 2023

In a keynote speech titled “Leading Mega Projects and Strategic Transformations” to the Dubai International Project Management Forum (DIPMF), His Excellency Mattar Al Tayer, Director General, Chairman of the Board of Executive Directors of the Roads and Transport Authority (RTA) revealed that the cumulative savings of the substantial government investments of the Dubai Government in developing the infrastructure of roads and transport networks amounted to AED262 billion from 2006 to 2023. These savings are primarily from reduced time and fuel wasted due to traffic congestion, against AED140 billion allocated by the government for the development of roads and transport systems during that period. RTA’s reported revenues amounted to AED8.9 billion in 2022.

Al Tayer noted in his address, which was attended by top officials and representatives of various entities that such investments contributed to a significant increase in the use of public and shared transport means with the number of riders soaring from 95 million in 2006 to nearly half a billion in 2022. This surge boosted the share of trips made by public transport from 6% to 21.6%. It also contributed to a dramatic 90% reduction in road accident fatalities from 21.9 per 100,000 population in 2006 to just 1.9 in 2022.

Leaders Directives and Support

“Thanks to the continued support and directives of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai along with the follow-up of His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Executive Council of

Dubai; and His Highness Sheikh Maktoum bin Mohammed bin Rashid Al Maktoum, First Deputy Ruler of Dubai, Deputy Prime Minister and Minister of Finance, Dubai is advancing persistently towards offering an optimal environment and infrastructure focused on fostering happiness among citizens, residents, and visitors, and rendering the city the premier global destination for living in the world,” commented Al Tayer. “Under this visionary leadership, the RTA has seen remarkable successes in accomplishing mega projects on time. Notable among these are the Red and Green lines of the Dubai Metro, the Dubai Tram, Route 2020 of the Dubai Metro, and the Dubai Water Canal. Investment in infrastructure is a significant driver of the economic growth of every city worldwide. For instance, the Benefit-Cost Ratio (BCR) in some of our road projects is anticipated to reach AED8.8 by 2030 i.e. the economic return for every dirham invested is expected to reach AED8.8. Similarly, the Dubai Metro, having achieved a break-even point between benefits and costs in 2016, is projected to yield a return of AED4.3 for every dirham spent by 2030. Moreover, RTA’s projects and programmes resulted in a substantial reduction in carbon emissions during the period from 2014 to 2023, leading to savings nearing half a billion dirhams,” explained Al Tayer.

Effective Leadership

His Excellency Mattar Al Tayer emphasised the key role of effective leadership, a clear vision, and the unwavering commitment to realising that vision in the success of mega projects. “The visionary resolutions of the late Sheikh Rashid bin Saeed Al Maktoum in establishing Port Rashid, Jebel Ali Port, and Dubai International Airport were instrumental in supporting the significant economic transformation that Dubai has experienced over the past decades.

“Building on that legacy, the resolutions of His Highness Sheikh Mohammed bin Rashid Al Maktoum to establish the Emirates Airline, construct the Palm Jumeirah, and develop Dubai Metro Red & Green lines as well as the upcoming Blue Line of the Dubai Metro, were lauded as transformative projects that kept pace with the rapid development and population growth in the city and substantially contributed to enhancing the emirate’s economy and fostering the well-being of residents. To quote an example, the projected total economic benefits of the Dubai Metro’s Blue Line are estimated to reach AED56.5 billion by 2040,” he elaborated.

Challenges in Project Fulfilment

Al Tayer delved into the multiple challenges encountered during the execution of large-scale projects such as changes in supply chains, the global competition for resources along with the associated logistical



■ **AED140 billion was invested by Dubai Government to develop road and public transport networks**

■ **Dubai Metro reached the break-even point in the benefit-cost ratio in 2016, with projections indicating a return ratio of AED 4.3 by 2030**

■ **The metro's Blue Line is anticipated to generate total benefits of AED 56.5 billion by 2040**

■ **Certain road projects yield a benefit-cost ratio of AED8.8 for every dirham spent by 2030**

■ **Road accident fatalities dropped from 21.9 per 100,000 population in 2006 to 1.9 in 2022**

■ **82 projects and initiatives are listed in RTA's Digital Transformation Strategy 2030, with an investment of AED1.6 billion**

■ **AED22 billion are forecasted benefits of Self-Driving Transport Strategy 2030**

■ **AED4 billion are anticipated savings from adopting the Zero Carbon Emissions Strategy when compared to standard practices**

challenges impacting both cost and timelines, the regional competition for both highly skilled professionals and companies with technical know-how as a result of the prosperity seen by the region. Challenges also include interdisciplinary complexities between technical and technological specialities within a single project, the need to devise viable financing alternatives, manage relationships with a myriad of partners, and the need to strike a balance between interests and the anticipated benefits. "In 2008, many countries halted their infrastructural projects due to the global financial crisis, but Dubai took a different path. His Highness Sheikh Mohammed bin Rashid Al Maktoum directed to continue with the construction of infrastructure projects and devising suitable solutions to safeguard the interests of contractors and project companies, rescheduling project timelines, and developing alternative strategies to complete project financing. For example, an agreement was made with international banks to fund the Dubai Metro project and such efforts culminated in the timely inauguration of the project on September 9, 2009," explained Al Tayer.

Corporate Structure

Al Tayer stated that RTA took proactive measures in anticipation of these challenges early on. It has established a comprehensive corporate structure to manage mega projects, which included: establishing a corporate project management office, developing an integrated technological system for portfolio and project management, and establishing a corporate system for value engineering studies, which



has contributed to reducing costs for numerous projects. A notable example is the modification in the design of the arches for the Infinity Bridge project. By altering their function from a structural element to an architectural one, the project cost was reduced by 50%.

The structure also included the formation of a Mega Projects Forum comprising heads of companies involved in each project to discuss and overcome challenges, attract international companies, and evaluate alliances for major projects to ensure achieving the best value. It also included designing a specialised organisational and administrative structure for project management. For instance, for the Blue Line project, 16 dedicated teams comprising 100 specialists were formed to support the technical, contractual, and financial aspects of the project.

Future Foresight

In his address, Al Tayer highlighted the role of technological advancement in mobility projects. "Seven years ago, the Dubai Government envisioned the future of smart mobility. In 2016, His Highness Sheikh Mohammed bin Rashid Al Maktoum launched Dubai Strategy for Self-Driving Transport aiming to convert 25% of all mobility journeys in Dubai to smart, self-driving modes by 2030. In December 2023, His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, witnessed the inaugural demo ride of the Chevrolet Bolt electric autonomous vehicle, positioning Dubai as the first city outside the United States to deploy American General Motors Cruise autonomous vehicles. Plans are underway to expand this service to deploy four thousand vehicles by 2030. RTA conducted numerous studies and forged partnerships to launch air taxi services by 2026, a first in the region.

The Digital Transformation Strategy 2030 encompasses delivering 82 strategic projects and initiatives, with an allocated budget of AED1.6 billion to lead globally in data-driven digital transformation. It also provides for establishing a fully flexible digital infrastructure, and developing 50 artificial intelligence use cases to provide innovative services such as predicting parking occupancy rates in Dubai through the

RTA App and integrating advanced AI chat technologies, like ChatGPT, through the chatbot Mahboub.

AED4 billion

Al Tayer reviewed RTA's efforts to promote sustainability in line with Dubai's Zero Carbon Emissions Strategy. "RTA is making expeditious efforts to transform the entire fleet of public buses to electric and hydrogen-powered buses by 2050. Plans extend to transform taxis and limousines to electric and hydrogen vehicles by 2040, streetlighting systems to highly efficient, energy-saving systems before 2035, and constructing highly energy-efficient buildings by 2045. The strategy is expected to yield financial savings estimated at 4 billion dirhams, compared to the regular practices," he noted.

Al Tayer reflected on the need to bolster shared economies based on a change in traditional concepts of use and ownership, which will dictate the upcoming changes in transportation services. In this regard, several companies were launched to support Dubai's domestic product and achieve the primary objectives of the Dubai Economic Agenda (D33), aiming to position Dubai among the top four global financial centres.

He added, "Over the last two years, RTA has successfully launched Salik Company as a public joint stock company with a valuation of AED24 billion. It listed the Dubai Taxi Company on the Dubai International Financial Market, valued at AED6 billion. At the start of this year, RTA launched Parkin Company with an anticipated valuation of 6 billion dirhams. The subscription to the IPO of Salik Company and Dubai Taxi Company achieved record-breaking levels, reaching AED180 billion and AED150 billion respectively."

Lessons Learned

Al Tayer concluded his keynote address by sharing valuable insights and lessons learned from his extensive experience in steering mega



projects and strategic transformations. Key takeaways included the leader's presence in the field. He cited the quote of His Highness Sheikh Mohammed bin Rashid Al Maktoum "The right place for officials, ministers and leaders is the field". "His Highness is always keen to be present in the field to perceive the needs of residents first-hand. Several projects undertaken resulted from visits and tours of His Highness. Examples include the Jumeirah Corniche project which His Highness envisioned as a tourist haven for Dubai's residents and visitors, and the cycling tracks which extended to 544 km in length by the end of the last year," he elaborated. Lessons learned also included proactive planning and future scenario analysis to step up the preparedness to adapt to changes, ensure uninterrupted business operations, bold decision-making, and prompt capitalising on opportunities to keep up with the swift pace of global developments across the board. Insights also include investing in massive economy-boosting projects, supporting manufacturing firms and research centres in developing systems and solutions tailored to Dubai's unique nature, adopting flexible business models including fostering strategic partnerships with the private sector, and reviewing plans every three years and carrying out updates to align with the evolving global landscape.

DIMPF highlights the power of AI and cloud computing in shaping the future of various industries

Dubai International Projects Management Forum (DIPMF) witnessed a captivating session titled "Convergence of Power: Harnessing the Synergy of AI, Cloud Computing & Data Analytics" led by Ben Royce, AI Services Manager at Google Cloud, delving into the dynamic synergy of Artificial Intelligence (AI) and cloud computing and its role in shaping the future of industries. During the session, Royce illuminated the profound implications of the convergence of AI, cloud computing, and data. He emphasized the creation of a powerful ecosystem where each component reinforces and complements the capabilities of the others, driving advancements across sectors such as healthcare, finance, manufacturing, and beyond. Recognizing the critical role of data, he asserted that taking it seriously is pivotal for decision-making, problem-solving, and operational excellence.



Saeed Al Tayer highlights DEWA's efforts in developing pioneering projects to promote sustainability



In an opening speech titled Pioneering Projects in Support of Sustainability delivered at the Dubai International Project Management Forum, His Excellency Saeed Mohammed Al Tayer, MD & CEO of Dubai Electricity and Water Authority (DEWA) said, “In line with the vision and directives of the wise leadership, Dubai’s state-of-the-art infrastructure in various sectors such as electricity, water, transportation, airports, and ports, established over decades and continually developed and modernised according to the best international standards, has consolidated its position as the best city in the world to live and work and a global hub for the economy and trade.

“During the UAE’s hosting of the most successful edition of the World Climate Conference (COP28), His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, inaugurated the largest concentrated solar power (CSP) project in the world, within the fourth phase of the Mohammed bin Rashid Al Maktoum Solar

Park, the largest single-site solar park in the world based on the independent power producer model. This was part of Dubai’s achievements in the Year of Sustainability and launching projects that support the climate, aligning with the objectives of the UAE Net Zero by 2050 Strategic Initiative and the Dubai Net Zero Carbon Emissions Strategy 2050. The 950MW fourth phase is the largest investment project, with investments amounting to AED 15.78 billion. The project features the world’s tallest CSP tower at over 263 metres and the largest thermal energy storage capacity of 5,907 megawatt-hours, according to Guinness World Records.

We also signed an agreement with Abu Dhabi Future Energy Company (Masdar) to build and operate the 1,800MW 6th phase of the Mohammed bin Rashid Al Maktoum Solar Park, at a cost of AED 5.51 billion. Commissioning the 6th phase by 2026 will increase the Solar Park’s current production capacity of 2,627MW to 4,660MW.”

Electricity and Water Efficiency

“As part of our efforts to contribute to enhancing the prosperity of Dubai’s economy, DEWA has become a global role model in the efficiency and reliability of energy and water, providing services according to the highest standards of reliability, efficiency, and quality. We keep pace with the increase in demand for energy and water by increasing production capacity, currently at 16,270 MW of electricity and 490 million imperial gallons (MIGD) per day of desalinated water. This is in addition to increasing the capacity of transmission and distribution networks to keep pace with the great expansion that Dubai is witnessing. As of June 30, 2023, the value of the total fixed assets in which DEWA has invested exceeded AED 214 billion. The capital value of DEWA’s projects between 2024 and 2028 is about AED 42 billion.

Robust and Sustainable Development

We have strong, increasing, and sustainable growth in demand for energy and water in Dubai. The peak electricity load in 2023 rose by 9%, and the peak water demand rose by 5%. This is a result of urban prosperity, economic growth, and the steady increase in population. DEWA provides services to Dubai’s residents, exceeding 3.6 million people, and more than 4.7 million during the day.

As part of our efforts to enhance climate action, we have limited new water desalination projects to reverse osmosis technology using clean energy. Our shift towards the Independent Water and Power Producer (IWPP) model and strengthening partnerships with the private sector have contributed to attracting investments worth more than AED 43 billion.

As part of our efforts to enhance water security in Dubai using sustainable sources, we signed the Water Purchase Agreement and Shareholder Agreement for the 180 MIGD Hassyan Phase 1 Independent Water Producer project, with an investment of over AED 3.3 billion. This project will be the world’s largest solar energy-powered desalination plant, supporting the Dubai Integrated Water Resource Management Strategy 2030, which focuses on enhancing water resources and using cutting-edge technologies and innovative solutions. DEWA’s SWRO production capacity will increase to 303 MIGD

by 2030, around 42% of the total desalinated water production capacity, which will reach 730 MIGD.

Reverse osmosis technology has several advantages, making it an ideal choice compared to other water desalination technologies, improving operational efficiency, and supporting the strategic move towards clean energy. Moreover, a reverse osmosis plant uses less energy compared to other water desalination technologies, thereby reducing emissions, environmental impact, and costs.

According to DEWA’s strategy, 100% of desalinated water will be produced by a clean energy mix that uses renewable energy and waste heat by 2030. This will allow Dubai to exceed global targets for using clean energy to desalinate water. Moreover, increasing the operational efficiency of separating the desalination process from electricity production will save approximately AED 13 billion until 2030, while reducing 44 million tonnes of carbon emissions.

«Our projects support realizing the UAE’s Circular Economy Policy. We continue implementing DEWA’s Circular Economy Strategy, which seeks to optimize the use of resources while enriching social, economic, and environmental value, thus promoting sustainability in the UAE and Dubai. Innovation is an essential pillar in developing the work system and enhancing efficiency in production, which improved by more than 37% between 2006 and 2022. Fuel consumption efficiency rose to about 90%, among the best global levels, and we achieved global leadership in the field of operation and performance.

DEWA’s Moro integrated data hub is the largest data centre in the world powered by solar energy at the Mohammed bin Rashid Al Maktoum Solar Park, according to Guinness World Records. This is in addition to the role of digital twins of the energy network, which use real-time simulations to analyse and improve energy network operations and planning, for more efficient, resilient, and sustainable energy systems. Finally, DEWA’s strategy for investing in fixed assets is based on its commitment to providing electricity, water, and cooling services to its ever-increasing customer base, in accordance with the highest standards of reliability, availability, and efficiency.

Global Experts Unveil Roadmap for Sustainable Growth at DPIMF

During the concluding day of the 9th edition of the Dubai Project Management Forum (DPIMF), a pivotal session was held under the theme 'Beyond Boundaries' titled "Roadmap for Economic & Environmental Prosperity". A distinguished panel of international experts highlighted the significance of international collaboration in achieving sustainable economic growth, attracting investments, leading in sustainable finance, and becoming a digital-first economy.

The high-profile session, titled "Roadmap for Economic & Environmental Prosperity," moderated by Ramia Farrage Middle East, featured prominent leaders and thinkers. The discussion delved into crucial topics such as policy priorities for economic growth, capital provision for businesses, investment strategies for innovation and digital transformation, financing the shift to a low-carbon economy, and the development of robust international relationships. Emphasizing international collaboration as a driver for sustainable economic growth, the focus was on positioning the UAE as a global and regional financial hub.

The esteemed panellists included: Sheikha Lubna Al Qasimi - Former Minister of State for International Cooperation, Rt Hon Amber Rudd - Former Home Secretary, Secretary of State for Work and Pension, and Secretary of State for Energy and Climate Change, UK.

Professor Mike Berners-Lee - Climate Researcher & Author, "There Is No Planet B: A Handbook for the Make or Break Years". The panellists addressed a series of curated questions, providing insights into crucial aspects of economic and environmental prosperity. These included policy priorities for supporting economic growth, achieving a balance between economic growth and climate change mitigation, fostering innovation for sustainability, boosting investment in climate change initiatives, and understanding the role of the UAE in the transition towards renewable energy.

Her Excellency Sheikha Lubna Al Qasimi, drawing from her extensive experience in international relations and policymaking, emphasized the UAE government's commitment to striking a delicate balance between economic growth and the pressing need to address climate change. This equilibrium has been achieved through active participation from communities, locals, and a diverse range of stakeholders, including government bodies, infrastructure companies, organizations, investments, industries, and increased private sector involvement. Notably,



regulations within the UAE have evolved, advocating for more UAE-owned companies and industries.

She added that Following the pivotal COP 28, the UAE has experienced heightened regulatory initiatives, with substantial commitments from the top 28 stakeholders, investment industries, and government agencies. Nevertheless, there remains a considerable amount of work to be undertaken.

In her concluding remarks, Sheikha Lubna expressed that the UAE has made significant progress in harmonizing economic growth with climate change initiatives. She stressed the importance of governments highlighting the economic benefits of their actions while ensuring minimal impact on the most vulnerable populations. Emphasizing public demand and a focus on national assets, she underscored their pivotal roles in driving innovation, sustainability, and digital transformation within the UAE.

RH Amber Rudd provided insights into the delicate equilibrium between economic necessities and environmental imperatives. She asserted that governments must navigate the challenge of fostering economic growth while urgently addressing climate change. Illustrating successful examples, she highlighted the UK's achievements in COP 28 and its rapid decarbonization, primarily attributed to moving away from coal. This success underscores the significance of national assets and international commitments in reducing carbon emissions.

Mike Berners-Lee, a distinguished climate researcher and author, contributed expertise on innovation and sustainability within the business landscape. He emphasized that, in today's rapidly changing business environment, the most effective mindset and strategies for fostering innovation, sustainability, and digital transformation involve embracing change and adapting to evolving landscapes.

Sound management, planning, and quality are key pillars of successful project implementation

His Excellency Khalaf Ahmad Al Habtoor, Founder and Chairman, Al Habtoor Group, stressed the importance of sound management, good planning, and commitment to quality in the successful completion of mega projects. He underscored the significance of integrating beauty into the construction of buildings and facilities in Dubai, contributing an additional layer of allure to the global landscape of Dubai.

During a session, titled Future Trends and Technology moderated by Raya Rammal, Al Habtoor conveyed to the well-attended forum that while achieving initial success and realising gains might be straightforward, the true challenge lies in sustaining that success.

He shared insights into his humble beginnings in the contracting and construction business, a journey he embarked upon at the age of 16 in Dubai. He spoke of the early challenges encountered and the subsequent achievements made, thanks to Allah and the dedication, sincerity, and strong determination of great individuals who worked hard for the prosperity and advancement of this nation. These pioneers are led by the late Sheikh Rashid bin Saeed Al Maktoum, the active partner in the UAE federation, who was instrumental in fostering the impressive growth and development of the emirate of Dubai, propelling it to rival the most developed cities globally and establishing it as the best place for living and working.

Al Habtoor spoke at the start of his professional journey about his keenness to on-site supervision of project implementation. This approach earned him the esteemed trust and confidence of the leadership, leading to his involvement in numerous vital projects. He noted that many of the



large-scale and successful projects were executed by wholly national companies, independent of any affiliations with foreign entities.

Elegant Architecture

Al Habtoor emphasised the crucial elements that define successful project execution. He pinpointed the respect and appreciation of time, stressing the importance of adhering to predetermined delivery schedules, as fundamental aspects of project management. Al Habtoor highlighted his commitment to closely monitoring every phase of a project, ensuring that the workmanship and quality of work are of the highest standard, thereby elevating the project to its most exquisite architectural expression.

Greg Wooldridge Shares insights on Trust and Gratitude in Business at DIPMF

Greg Wooldridge, renowned former Commanding Officer of The Blue Angels, captivated the audience with his insightful keynote address “Trust and culture of gratitude in business” during the inaugural day of the Dubai International Project Management Conference. The event brought together industry leaders and professionals to share expertise and insights into project management practices.

In his engaging presentation, Wooldridge shared his wealth of experience in leadership and excellence gleaned from his tenure with the Blue Angels. He underscored the pivotal role of trust in business, asserting that it is a direct outcome of meticulous execution, consistent performance, and the cultivation of a culture of continuous improvement. He emphasized the need for businesses to instil habits of clarity, alignment, teamwork, and the nurturing of a high-performance culture of excellence within their organizations.



Mohamed Alabbar highlights architecture's future role in cities at DIPMF

His Excellency Mohamed Ali Alabbar, Founder of Emaar and Noon, Chairman of Eagle Hills, took the stage at Dubai International Project Management Forum to discuss 'The Role of Iconic Architecture in Shaping Cities of the Future'. He shed light on Dubai's momentous journey in overcoming obstacles and formulating strategic plans that have manifested in its global stature and economic prosperity, besides emphasizing on the significance of social media in showcasing Dubai's architectural marvels, notably Burj Khalifa and Dubai Mall.

Early Days

"Distinctive architecture has always been a fascinating endeavour. Reflecting on our early days in the Emirate of Dubai, our approach was characterized by meticulousness, diligence, and drawing insights from other cities. Fortunately, we were backed by an exceptionally committed team whose dedication was pivotal in fulfilling our ambitious vision, culminating in the construction of the world's tallest tower, Burj Khalifa, a marvel in its architectural elegance and design," said Alabbar.

Social Media

Alabbar highlighted the influence of social media in sharing content that showcases the aesthetic and contemporary aspects of architecture. He noted how individuals from across the globe have started to commend



the lifestyle and the ongoing progress in the emirate, emphasising the positive impact of this development on both residents and visitors.

Future Trends in Project Management Session

The Dubai International Project Management Forum 2024 commenced with a series of engaging sessions including one about "Future Trends in Project Management" moderated by Ms. Sarah Cocker, Managing Director, Amplify Project Management Services. She hosted Ms. Jennifer Tharp, Director, Board of Directors, Project Management Institute (PMI).

Ms. Tharp opened the session by sharing her delight in attending events like the Dubai International Project Management Forum. She described these gatherings as excellent avenues for connecting with a diverse group of professionals, including project managers and industry experts from across the globe.

"The forum is a recurrent event dedicated to the exchange of knowledge, expertise, and success stories in project management and showcasing achievements from various burgeoning cities and countries worldwide, including Dubai. This city is known for its dynamic



and rapid development in various fields, such as urban development featuring landmarks with stunning designs such as the Infinity Bridge.

Pioneering Leaders discussed the Path to Circular Economy Integration at DIPMF

Pioneer leaders discussed the integration of the circular economy at the Dubai International Project Management Forum (DIPMF). During a panel discussion titled “Project and Circular Economy,” they agreed that collaboration among industry leaders is essential for driving the circular economy and enabling sustainable and economically viable projects. The discussion, moderated by Brandy Scott, featured distinguished panellists, including Eng. Mohammed Rashed, CPO Nakheel, Ladeja Godina Kosir, Founder and Executive Director at Circular Change& CO-chair of ECESP, and Hemant Chaudhary, Founder, Managing Director, Circular Economy Alliance Australia. The panel focused on the pivotal role of projects in enhancing short-term performance and creating long-term value within the circular economy framework. They discussed integrating circular economy



principles into projects and how these practices can improve short-term performance and create long-term value. The panellists explored these practices’ organizational, cultural, and economic implications and featured distinguished figures from the public and private sectors. They also discussed the evolving skills required for leaders to excel in circular projects, emphasizing the need for adaptability and innovation.

Bridging Space and Earth: A Collaboration Journey Between Astronauts and Project Managers

A Fireside Chat with Major Tim Peake CMG British Astronaut

In an engaging session at the Dubai International Project Management Forum 2024, Major Tim Peake, the renowned British astronaut, shared his extraordinary experiences of spacewalking. “Spacewalking is a unique and awe-inspiring experience, truly comprehensible only to those who have lived it. The most captivating aspect is the view of Earth from space. It’s an indescribable sensation, seeing our planet from such a vast distance, realising its immense beauty,” he remarked.

The conversation was facilitated by Mr. Bas Theelen, Vice President, Centre of Competence Project Management, Former PM Orion European Service Module, with Major Tim Peake, an astronaut from the United Kingdom, at a session of the Dubai International Project Management Forum 2024.

The management of a space project is distinctively and exceptionally different due to the vastly divergent conditions between Earth and space. Embracing disruptive risks, in my view, progressively brings astronauts closer to achieving the aspirational goals of space exploration,” he added, shedding light on the complexity and thrill of space missions.

Major Tim Peake emphasised the critical importance of self-confidence and trust in the team involved in spacecraft manufacturing and flight operations. He highlighted, “In space missions, the team’s cohesion is paramount. The close-knit nature of working in confined spacecraft more than their terrestrial counterparts. Therefore this opportunity for team members of a space mission project to intimately understand each



other’s competencies, capabilities, and skills due to their being together in spacecrafts or the International Space Station.

An essential responsibility of the spaceflight team is the meticulous execution of tasks on the International Space Station, ensuring that spacecraft are primed for a safe and smooth return to Earth, minimizing risks wherever possible.

Concluding his address, Major Peake underscored the significance of collaboration between space project management teams and their Earth-based counterparts. Fostering a reciprocal and dynamic cooperation between these teams is crucial for achieving shared objectives. This partnership is productive and filled with excitement, enjoyment, and a seamless exchange of knowledge and experiences, which is instrumental in effectively ‘bridging the Earth-space gap’.

Sports Medicine Session: Dr George John: Dubai has become a global center on the sports medicine map

Dr. George Dr. George John Founder & Chairman, Transform Specialist Medical Centre, highlighted Dubai's emergence as a hub on the global sports medicine map. He noted the ongoing efforts in the emirate to foster this field through the adoption of cutting-edge science and technologies. Speaking during the closing day of the ninth Dubai International Project Management Forum, in a session about Breakthrough Innovations and Technologies in Sports and Sports Medicine, moderated by the media personality Moderated by: Rania Ali, International TV Presenter & Event MC, Dr. John emphasised the critical role of preventive strategies in mitigating future health issues. He shed light on prevalent health concerns, particularly back pain and stress-related ailments, underscoring the comprehensive treatment approaches encompassing



therapy, medication, and preventive care.

Dr. John also touched upon services relating to mental abilities and preventive solutions in sports medicine including DNA genomics and extensive studies conducted on millions of children to decipher genetic predispositions and align them with suitable sports, paving the way for personalised and optimised athletic training and development.

Jessica Fox Highlights the Role of Infrastructure in Film Project Management at DPIMF

During the Dubai Project Management Forum (DPIMF), film writer, director, and author Jessica Fox spoke about the crucial requirements for project management in the film industry. The session, titled "Project Management in Film Production," was moderated by Richard Dean, presenter of the "Business Breakfast" program on Ain Dubai Radio. According to Fox, successful project management in the film industry involves concerted efforts and a large budget. It requires a comprehensive approach that emphasizes selecting the right creators and working with successful distribution companies.

Take advantage of the infrastructure

Jessica emphasized the importance of skilled human resources and effective leadership in the filmmaking industry. She stressed that it



is crucial to appreciate and encourage the work team to obtain the best results and benefit from their creativity. she also highlighted the significance of motivational concepts and the need to avoid criticism that weakens ideas. In the present time, it is essential to use artificial intelligence to facilitate work and produce new content that is in line with modern cinema's standards and requirements.

Panel Discussion, Leading the Future: Visionary Leadership for Success

In a session titled Leading the Future: Visionary Leadership for Success at the Dubai International Project Management Forum 2024, an insightful prelude was offered by the session moderator, Ms. Shereen Mitwalli Presenter, Motivational Speaker and Event MC. She introduced the trio of distinguished speakers, providing a snapshot of the key topics they would delve into during the discussion.

The panel comprised Ms. Cindy Anderson, the Chief Marketing Officer/ Global Lead for Engagement & Eminence, IBM Institute for Business Value (IBV), Mr. Rasmus Ankersen, Author & Acclaimed Leadership and Performance Expert, and Dr. Steve Bennett, Director of IPO Readiness Program Management Office (PMO), SAS.

Opening the session, Cindy Anderson shared her insights on the defining traits of leaders in project management. "A vision can only materialise when infused with action and simplicity. Leaders must articulate their vision to stakeholders and sponsors in the most straightforward manner possible," she noted.



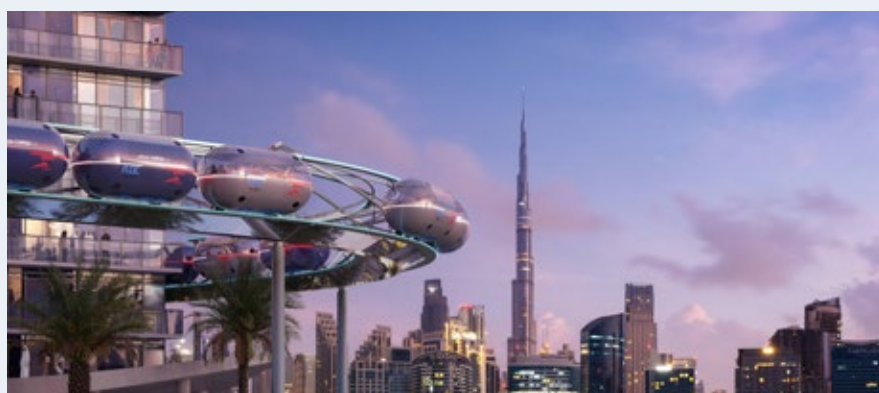
Speaker Rasmus Ankersen said, "To innovate and be creative in project management requires relentless effort, the readiness to confront and surmount challenges, and the ability to convert these challenges into lucrative opportunities.

Dr. Steve Bennett initiated his discourse by posing a reflective question to the project management leaders: "Why am I in this field and why do I engage in this work? In my view, the essence of our engagement in this field is to serve others and elevate their satisfaction. This commitment encompasses stakeholders and sponsors alike. Realizing such a goal is not an overnight achievement; it's a journey that spans decades.

RTA inks Two MOUs to develop innovative transportation systems during DIMPF activities

Dubai's Roads and Transport Authority (RTA) has signed two memoranda of understanding (MoUs) in the field of developing new and innovative transportation systems as part of the Dubai International Project Management Forum (DIPMF). The first MoU is related to considering the possibility of developing the Floc Duo Rail system, a double-track system that allows transportation units to move quickly and efficiently. The second MoU is related to considering the possibility of developing a rail bus system, which travels on a bridge equipped with solar panels to generate the electricity needed to operate the system.

The two MoUs were signed with two companies that specialise in developing and manufacturing transportation systems, as well as designing mass transportation solutions for zero emissions. The companies involved were Urban-Mass Company, based in the UK, and RAIL BUS Inc., based in the US.



The two MoUs were signed by Abdul Mohsen Kalbat, CEO of the Rail Agency, RTA, while Ricky Sandhu, Founder, and CEO of Urban Mass, signed on behalf of the company. Additionally, Dr. Hatem Al-Taher Ibrahim, the Director of Business Development, signed for Rail Bus Inc. company.

Abdul Mohsen Kalbat said, "The signing of these two MoUs is part of RTA's strategic plans to engage in communication with premier companies and specialised entities in this field to identify and adopt the most sophisticated and advanced practices. Currently, RTA is exploring a range of innovations in the field of transportation systems including the world's first innovative transportation system called the "Floc Duo Rail."

ENOC named Strategic Partner of 10th Dubai International Project Management Forum



Dubai's Roads and Transport Authority (RTA) has signed a Memorandum of Understanding (MoU) with the ENOC Group, naming it as a strategic partner of the tenth edition of the Dubai International Project Management Forum. This MoU cements the excellent partnership with ENOC Group and the standing of the forum as a premier dialogue platform for thought leaders and seasoned professionals in project management. The MoU was signed on behalf of RTA by Moaza Al Marri, Chairperson of the Organising Committee of the Dubai International Project Management Forum, and Hesham Ali Mustafa, Managing Director, Shared Services Centre, Group HR & New Business Development at ENOC Group.

His Excellency Saif Humaid Al Falasi, Group CEO, ENOC, said: "The Dubai International Project Management Forum plays a pivotal role in fostering and redefining the core essence of project management in the UAE. As a leading integrated global energy player, we are honoured to sponsor the annual forum as a Strategic Energy Partner. The ninth edition revolves around three primary themes, sustainability, modern methods of project management, and future trends and technology. ENOC Group has been at the helm of promoting sustainability, digitisation and innovation – the key drivers of growth – which complement the vision and directives of our leadership to strengthen the competitiveness of the economy and create long-term value. Participating in industry forums such as DIPMF allows us to engage in insightful conversations that play

a pivotal role in mastering change and bolstering the socio-economic success of our nation. We look forward to contributing to yet another successful edition." Moaza Al Marri expressed her delight with the collaboration between RTA and the ENOC Group, as symbolised by the signing of the MoU for co-organising the 10th Dubai International Project Management Forum, which will be held under the patronage of His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Executive Council of Dubai. "Over its previous editions, the forum has firmly established itself as a foremost global platform for the exchange of expertise and insights. It showcases the finest international practices and benchmarks in project management, drawing in a great gathering of global thought leaders, brimming with innovative ideas that significantly contribute to the successful delivery of mega projects," she noted. "The partnership with ENOC is one of the key factors contributing to the development of the forum and reinforcing its status as a fixture on the international events calendar. It mirrors the ambitions of the United Arab Emirates and Dubai as pioneers in fostering innovation and sustainability. The partnership also contributes to positioning the forum as a vital nexus for business entrepreneurs and professionals, offering a venue for the exchange of knowledge and insights in the field of project management and operations at world-class standards and benchmarks," added Al Marri.

DIPMF Participants visit Dubai's landmarks

Around 400 attendees of the Dubai International Project Management Forum had a chance to tour various landmarks, projects, and contemporary services. Their itinerary included visits to distinguished locations such as the Mohammed bin Rashid Library, the Infinity Bridge, the World Islands project accessed via the Dubai Ferry, the Tram Depot at Al Sufouh, and Deep Dive Dubai, and rounded off the tour with a journey in the Robo Taxi – GM Cruise.

RTA's forum team collaborated with relevant entities to welcome the participants, providing comprehensive briefings throughout the tour. The briefing encompassed the nature of the projects, the offered services, the distinctive features, the operational aspects, and the ongoing and future initiatives aimed at fostering sustainability and well-being.

The visiting delegates, hailing from various Gulf, Arab, and international nations, expressed their admiration for the landmarks toured. Each site stands as a testament to creativity and innovation in engineering, design, and management. Moreover, the exposure to the emirate's transportation services underscored the RTA's commitment to its vision as the world leader in seamless and sustainable mobility. The tour also highlighted RTA's dedication to achieving an innovative, sustainable road and transportation infrastructure and services, elevating the customer experience to a global level.

Mohammed bin Rashid Library: During their visit to the Mohammed bin Rashid Library, forum attendees explored Dubai's grandest cultural projects. Spanning 650,000 square feet, the library houses an impressive collection exceeding 4.5 million printed, digital, and audiobooks. The participants were treated to an in-depth presentation about the architectural design of the library, which resembles an open book resting on a traditional book stand.

Tram Depot at Al Sufouh: The participants of the forum viewed the tram depot at Al Sufouh, gaining insights into

the maintenance protocols, cutting-edge technology, and the control centre that collectively render the Dubai Tram a modern engineering marvel. The delegation was introduced to the advanced 3D printing technology used for fabricating essential tram components and parts. They also explored the sophisticated engineering systems and controls managed from the Engineering Control Centre, the operational hub crucial for the seamless functioning of the tram service.

World Islands: The delegation made a journey from the Dubai Water Canal Station to the World Islands aboard the Dubai Ferry. This excursion offered a closer look at the World Islands project, an ambitious collection of 300 man-made islands located about 4 km off the coast of Jumeirah Beach. The visit provided an opportunity to appreciate the innovative and expansive nature of this unique development.

Deep Dive Dubai: The participants were briefed about the Deep Dive Dubai project in Nad Al Sheba, renowned as the world's deepest swimming pool. This engineering marvel holds approximately 14 million litres of warm water and plunges to a depth of 60 meters. Echoing the United Arab Emirates' historical connection to pearl diving, the pool features a designed space that emulates the remnants of a submerged city, complete with walls, furnished chambers, and even a submerged vehicle. The facility also doubles as an underwater film studio, offering a unique backdrop for cinematic productions.

Infinity Bridge: The tour of Dubai's iconic landmarks also encompassed the Infinity Bridge, above Dubai Creek. The delegates received a detailed overview of this architectural spectacle, designed to symbolise infinity. With construction costs totalling AED5.035 billion, the bridge spans 300m along Sheikh Rashid Road and is elevated 15.5 meters above Dubai Creek, facilitating the passage of boats. The bridge's arch towers majestically, reaching a height of 42 meters at the top of the arch.



Al Tayer recognises RTA's COP 28 team

His Excellency Mattar Al Tayer, Director-General, Chairman of the Board of Executive Directors of the Roads and Transport Authority (RTA) celebrated the team overseeing RTA's participation in the Conference of the Parties (COP28) held from 30 November to 12 December 2023 at Expo City Dubai.

Al Tayer lauded the dedication and efforts of the team throughout the conference and its contribution to organising the best-ever edition in the history of the event, as evidenced by testimonials of international participants from various nations worldwide.

He praised the contribution of each team member to the implementation of RTA's strategy for the event in serving as a Principal Partner of COP28. Such an accomplishment was facilitated through collaboration with the Office Of The UAE Special Envoy For Climate Change, and Expo City Dubai, by delivering on-site and external services. The team attended to overseeing the delivery of RTA's transportation services in the conference's two blue zones (Official Delegates), offering comprehensive, eco-friendly transport solutions at the site. They also devised technical strategies for managing transportation using a variety of modes under the theme,

"Your Path to a Better World." The team was involved running mobility services from Dubai Metro stations, bus stations, and taxis besides managing vehicle flow on the surrounding roads and traffic junctions at the event's site. A special edition of nol cards was issued for participants to encourage them to use public transport within the emirate at no cost throughout the conference period.

RTA's COP 28 team also excelled in showcasing a range of initiatives via RTA's stand including RTA's Zero-Emissions Public Transportation in Dubai Strategy 2050, Self-Driving Transport Strategy, Future Aerial Taxi Vertiports, and the First and Last-Mile Strategy. It also introduced a variety of public and soft mobility options, service providers, and sustainable transport means. The team was also involved in holding the Conference Of Youth (COY18) focusing on green public transportation.



Al Tayer and Al Marri recognise winning companies and drivers in Delivery Sector Excellence Award

His Excellency Mattar Al Tayer, Commissioner-General for Infrastructure, Urban Planning and Well-Being Pillar, Director-General, Chairman of the Board of Executive Directors of the Roads and Transport Authority, and His Excellency Lieutenant General Abdullah Khalifa Al Marri, Commander-in-Chief of Dubai Police, honoured the companies and drivers who emerged as winners of the Delivery Sector Excellence Award, the first of its kind in the region. This ground-breaking award is dedicated to acknowledging delivery drivers to elevate road safety standards in Dubai, motivate delivery companies and motorbike drivers to follow traffic regulations, and enhance services offered by companies to customers.

In the Delivery Companies category, Aramex clinched the top spot, followed by Farman Delivery Services LLC securing second place, and Express Vulcan Delivery taking the third. In the Best Delivery Service Companies Operating via Smart Platforms and Applications category, Noon Food claimed first place, Motoboy Delivery Services came second, and NowNow rounded out the top three. Additionally, the ceremony recognised the Top 100 Professional Drivers, representing 29 different delivery companies.

His Excellency Mattar Al Tayer stressed the commitment of RTA to traffic safety and realising Dubai's Traffic Safety Strategy with its Zero Fatalities vision, positioning Dubai as a global leader in traffic safety. This commitment prompted RTA to effectively regulate delivery services to enhance the safety of motorbike drivers and road users while catering to the interests of all stakeholders involved. "Covid-19 pandemic has significantly raised the demand for delivery services to fulfil the public's need for goods and products. In response, RTA was keen on regulating



and streamlining the business of this sector to ensure the delivery of excellent services to the public. As such, the award played a key role in fostering a competitive environment among delivery companies, elevating the standards of quality, customer service, and traffic safety, while also encouraging delivery drivers to adhere to driving and traffic regulations and customer service standards,” noted Al Tayer.

His Excellency Lieutenant General Abdullah Khalifa Al Marri lauded the strategic partnership between the Dubai Police General Headquarters and the Roads and Transport Authority. “This partnership, he noted, fostered the well-being of Dubai and the integration between the two entities in supporting the government’s strategic goals to promote a sense of security among the public and enhance traffic safety across the emirate.”

“The award enhanced the competitive environment among delivery companies and encouraged delivery motorbike drivers to observe safe driving and minimise behavioural violations. This initiative contributes to realising the objectives of Dubai’s Traffic Safety Strategy and reducing the rate of fatalities per 100,000 population in the emirate,” commented Al Marri.

Categories and Selection Criteria

The Excellence Award for Delivery Services consists of two categories, the first is aiming to honour the Top 3 companies in Delivery Services as well as the Top 3 companies in Delivery Services via smart platforms and applications. The second category is for drivers and is designed to honour the Top 100 professional drivers.

Rigorous criteria have been set to select the best delivery companies highlighted by the adherence to safety, quality, health and environment standards and other stipulations set by RTA including adopting the best international practices, applying modern technologies, ensuring continuous training and qualification, and contributing to customer satisfaction. The criteria for the best driver include the driver’s file being free of complaints, violations, and incidents in addition to an assessment of the employee performance and keenness to enhance the quality of the delivery service and support the growth within an



environment that cares for safety and security.

RTA has published a comprehensive guide for the activity of delivery services. It details the specifications and requirements that must be adhered to by both the motorcycle and the driver along with the requirements for registering and licensing motorbikes and drivers, including comprehensive insurance for motorcycles. In cooperation with driver licensing institutes, RTA trained about 30,000 motorbike drivers to familiarise them with the conditions and obligations that must be followed while driving motorcycles, with an emphasis on speed limits and avoiding driving on fast lanes.

RTA’s Delivery Service Activity Guide also includes the stipulations for licensing the entity, delivery mechanism, driver training and licensing, specifications of delivery boxes and driver uniforms, and requirements for contracting with delivery companies in line with the top international standards and specifications. Compliance with these requirements aims to ensure the highest safety and quality levels, reduce traffic accidents and improve the level of services provided by the delivery sector. Adhering to these criteria contributes to achieving the public interest and realising the vision of Zero Fatalities set in the traffic safety strategy.

Al Tayer honours Women's Sports Team for securing multiple medals

RTA ranks as the second-top performer in the scoresheet

His Excellency Mattar Al Tayer, Director-General, Chairman of the Board of Executive Directors of the Roads and Transport Authority (RTA) honoured the Women Sports Team at RTA's Women's Committee. The team won multiple medals and top placements during participation in the 11th Sheikha Hind Women's Sports Tournament and the 6th Dubai Women's Triathlon hosted by the Dubai Sports Council in collaboration with the Dubai Ladies Club.

Al Tayer commended the form and remarkable achievements of RTA's Women's Sports Team members who collected several medals amidst stiff competition with other teams from government, semi-government, and private entities across the emirate. He wished them continued success in securing top positions in future tournaments.

Members of RTA's Women's Sports Team expressed their delight with the substantial medal haul won across various sporting events. They affirmed their commitment to redoubling their efforts to win more accolades in future, especially, given the strong support and motivation they receive from RTA throughout their sports participation.

RTA's team achieved several medals and positions in the

Al Tayer honours employee spending 13 years investigating railway incidents, safety

His Excellency Mattar Al Tayer, Director-General, Chairman of the Board of Executive Directors of the Roads and Transport Authority (RTA) has honoured Mr. Carl Wilson, who has been serving as an employee and consultant in the Safety, Risk Regulation and Planning Department at RTA's Strategy & Corporate Governance Sector for 13 years. Throughout this period, Mr. Wilson contributed to the establishment and enhancement of work systems in investigating incidents as well as licensing, and regulating train safety, thereby advancing RTA to the forefront of global leaders in this field.

Al Tayer commended Mr. Carl Wilson for his extensive efforts and diverse experiences throughout his lengthy career, highlighting his dedication and significant contributions to enhancing work standards. He also acknowledged his role in overseeing the training and development of UAE national employees and expressed good wishes for

his health and happiness in future endeavours.

Career Achievements

Mr Carl Wilson, with over 30 years of service, held several key roles in his field, notably as an accident investigator in the Rail Accident Investigation Branch and as an investigating judge in the United Kingdom. In RTA's Safety,



Sheikha Hind Women's Sports Tournament with Mona Ghadhiban, Zainab Al Jahran, and Mira Al Falasi winning the gold medal in the obstacle challenge. Sheikha Al Shamsi and Mira Al Falasi won gold in padel tennis (female citizens category). The team's talent shone in padel tennis (open category) as well, with Hessa Ahli and Sondos Salem securing the silver for finishing second. Zainab Al Jahran and Hanan Al Himiari were runners-ups

in shooting events. Additionally, the team finished fourth in badminton and padel tennis (open category), fifth in the open obstacle challenge, and second-best in the overall score tally.

In the Dubai Women's Triathlon, RTA's women's sports team made a hat-trick winning the Sprint Race (female citizens category), Sprint Race (open category), and Super Sprint Race (open category).



Risk Regulation and Planning Department, he dedicated 6 years as an employee and 7 years as a consultant and retired from his professional duties due to medical reasons. He was appointed as Manager of Incident Investigation within the Safety, Risk Regulation and Planning Department. He was instrumental in developing foundational principles and techniques for accident investigation across various domains

of RTA's operations, including trains, traffic, roads, buses, marine transport, buildings, facilities, and more.

Mr. Wilson played a pivotal role in the adoption of modern and 3D imaging technologies for accident investigation purposes. His efforts positioned the RTA as one of the earliest adopters of this advanced imaging equipment within the region.

Al Tayer receives new Japan Consul General

His Excellency Mattar Al Tayer, Director-General, Chairman of the Board of Executive Directors of the Roads and Transport Authority in Dubai, received His Excellency Jun Imanishi, the new Consul General of Japan in Dubai and the Northern Emirates. The meeting was also attended by Kimura Taro, Chief of the Economic Section and Vice-Consul General at the Japanese Consulate General.

Al Tayer welcomed the new Japanese Consul-General, wishing him nice stay in the UAE and success in his diplomatic mission. The meeting discussed means of enhancing cooperation between the Authority and various Japanese organisations and companies. Key topics discussed included the latest developments of mass and self-driving transport.



Al Tayer reviews collaboration prospects with Swedish Ambassador



His Excellency Mattar Al Tayer, Director-General, Chairman of the Board of Executive Directors of the Roads and Transport Authority in Dubai, received His Excellency Fredrik Floren, Ambassador of the Kingdom of Sweden to the United Arab Emirates.

The meeting discussed means of enhancing cooperation and sharing experiences between the RTA and Swedish entities, particularly in fields like traffic safety, smart technologies, and sustainable transportation. The discussions also touched on the development of mass transportation, the introduction of electric buses, and RTA's future projects, notably the expansion of metro lines and public transport services.

The 4th Legal Forum discusses Legal Structure of Intelligent Transport

Dubai's Roads and Transport Authority (RTA) organised the 4th Legal Forum under the theme 'The Legal Structure of Intelligent Transport.' The event discussed laws related to intelligent transportation and artificial intelligence and how to use them in transportation applications.

Future of Intelligent Transport

Shehab Hamad Bu Shehab, Executive Director of the Legal Affairs Department, said, "The Forum highlighted the importance of anticipating the future of intelligent transportation and the need to enable it on applications and electronic platforms. It also stressed the need for having a flexible legislative system adaptable to current

and future needs and developing supportive legislation to support the operation of intelligent transportation along with the required legal framework.

"The forum had stressed the significance of intelligent transportation via applications, legislations, associated civil liabilities and the legal implications on the development and sustainability of intelligent transportation," he added.

Al Tayer receives American Consul in Dubai



His Excellency Mattar Al Tayer, Director-General, Chairman of the Board of Executive Directors of the Roads and Transport Authority in Dubai, received Her Excellency Megan Grigonis, Consul General of the United States of America in Dubai.

The discussion focused on bolstering collaboration and sharing knowledge between the Roads and Transport Authority and US transportation entities. Topics discussed also included enhancing mutual relations in public transportation, road infrastructure, autonomous vehicles, future mobility trends, big data, and other fields.

Al Tayer explores cooperation with Austrian Ambassador

His Excellency Mattar Al Tayer, Director-General, Chairman of the Board of Executive Directors of the Roads and Transport Authority in Dubai, received His Excellency Dr. Etienne Berchtold, Ambassador of the Republic of Austria. The meeting was attended by Johannes Brunner, Commercial Advisor to the Embassy of Austria.

The discussion focused on enhancing cooperation and sharing expertise between the Authority and Austrian entities specialised in developing and managing transportation networks as well as construction works related to roads, tunnels, trains, and infrastructure.

The Austrian diplomats reviewed the Dubai Metro project, particularly the plans for introducing the Dubai Metro Blue Line, which is anticipated to enhance connectivity and integration of the metro lines. It will also



provide a direct route linking Dubai International Airport with nine key areas that are projected to house one million residents by 2040.

Participants

Participants focused on the optimal use of road and traffic data to enhance the capacity and safety of road networks. They called for maintaining and advancing intelligent transportation system services for effective traffic management, road safety, and security. They also called for utilising smart technologies in integrating autonomous vehicles with the existing transportation infrastructure.

Topics

The forum tackled issues related to the protection of personal data and the secure use of government data, as the use of such data in intelligent transportation technologies may render it vulnerable to unauthorised access and misuse, which underscores the need for robust protection measures for intelligent transportation technologies.

Recommendations

The forum called for aligning the services with intelligent transportation technologies using electronic media and smart applications to enhance the transportation and communications system. A strong emphasis was placed on updating legislation to regulate the procedures and legal requirements of intelligent transportation through revising policies, processes, and procedures to match the latest technologies of public transport services in the emirate. Additionally, the forum stressed the importance of developing a strategy for the effective use of road and traffic data, ensuring the continuous service of intelligent transportation systems for traffic management, developing strategies for the use of intelligent transportation apps for road safety and security and integrating smart vehicles with the transportation infrastructure under a legal framework.

Adding Salik toll gate on Business Bay Crossing, operations to start in November 2024

Al Safa South gate to be installed for operational purposes

Dubai's Roads and Transport Authority (RTA) announced the introduction of a new toll gate (Salik) at the Business Bay Crossing. The move is aligned with the RTA's comprehensive strategic plan to develop and integrate road networks, public transport routes and services and enhance technical road and transport systems. The initiative also reflects the RTA's commitment to implementing policies aimed at encouraging public transport usage and reducing dependence on private vehicles.

The RTA also announced the installation of the Al Safa South Toll Gate on Sheikh Zayed Road, between Al Meydan and Umm Al Sheif Streets, for operational and organisational purposes. A single tariff will be required when crossing between the two Safa Gates (north and south) within a one-hour window.

These measures are part of the RTA's efforts to streamline traffic flows on Dubai's roads by rerouting traffic to alternative traffic corridors such as Sheikh Mohammed bin Zayed Road, Dubai - Al Ain Road, Ras Al Khor Road, and Al Manama Street. They also encourage the use of alternative Creek crossings such as the Infinity Bridge and Al Shindagha Tunnel, besides encouraging residents and visitors to opt for less crowded traffic routes.

As per RTA's plan, the two gates are set to be fully operational by November 2024, in concurrence with the completion of the Al Khail Road Improvement Project. The project encompasses the construction of five intersections and braided ramps along with the introduction of rapid traffic solutions at two key points along Al Khail Road. It also includes enhancing the surface intersections of First Al Khail Road with Al Meydan and Al Zumurrud Streets.

Transport policies

His Excellency Mattar Al Tayer, Director General, Chairman of the Board of Executive Directors of the Roads and Transport Authority, said, "Toll gates are part of transport policies aimed to support roads infrastructure and public transport projects by distributing traffic across the entire road network, thus achieving optimal use of those roads.

Mattar Al Tayer :

- **Guided by the leadership's far-reaching vision, Dubai has built an advanced road network and mass transit infrastructure**
- **Five intersections on Al Khail Road and rapid traffic solutions at the intersection of First Al Khail Road with Al Meydan and Al Zumurrud Streets set to be completed before the operation of the new gate**
- **Number of lanes crossings on Dubai Creek jumped from 19 lanes in 2006 to 54 lanes in 2023**
- **Dubai Creek crossings' capacity jumped from 36,000 vehicles/hour in both directions to 108,000 vehicles/hour between 2006 to 2023**
- **Road network extended from 8,715 lane-kilometre in 2006 to 18,886 lane-kilometres in 2023**
- **Bridges and tunnels increased from 129 in 2006 to 1,070 by 2023**
- **Public transport forms the backbone of mobility across Dubai**
- **2 billion passengers served by Dubai Metro since its inauguration on 09/2009/09/**
- **Dubai Metro Blue Line adds 30 km to the rail network**
- **20.61% of journeys were made via public and shared transport means in 2022**
- **Bus route network spanned 3,967 km in 2023, serviced by 1,400 state-of-the-art buses compatible with the latest European standards**
- **Pedestrian bridges and subways saw more than a**

fourfold increase between 2006 and 2023

- **The length of cycling tracks increased to 544 km by end of 2023, with a target of 1,000 km by 2030**
- **Business Bay Crossing Toll Gate contributes to:**
- **Rerouting traffic from Jebel Ali to Sheikh Mohammed bin Zayed and Emirates Roads**
- **Alleviating Al Khail Road's congestion by up to 15%**
- **Reducing Al Rebat Street's traffic volumes by up to 16%**
- **Reducing Financial Centre Street's traffic volumes by 5%**
- **Cutting the total travel time on Al Khail Road's congested segment between Al Rebat and Ras Al Khor Streets by 20,000 hours daily in both directions**
- **The Al Safa South Toll Gate contributes to:**
- **Reducing right-turning traffic from Sheikh Zayed Road to Al Meydan Street by 15%**
- **Reducing traffic volumes from Al Meydan and Al Safa Streets to Sheikh Zayed Road by about 42%**
- **Reducing traffic volumes on Sheikh Zayed Road between Financial Centre and Latifa Bint Hamdan Streets by 4%**
- **Optimising the use of First Al Khail Road and Al Asayel Streets by 4%**

The traffic toll policies also encourage the public to shift towards mass transport means such as the metro, buses, marine transport, and soft mobility options.

“The existing toll gates contributed to reducing the total travel time in Dubai by 6 million hours annually, decreasing

traffic volumes on the Al Maktoum and Al Garhoud bridges by 26%, reducing travel times on Sheikh Zayed Road and Al Ittihad Street by 24%, and increasing the number of mass transit users by 9 million riders per annum,” added Al Tayer.

Traffic Benefits

“International consultants’ studies and proposals have concluded the need to install a toll gate at the Business Bay Crossing as well as Al Safa South Toll Gate as an operational gate such that a single tariff is required when crossings between the two Al Safa Gates (north and south) within one hour. This measure is intended to maintain traffic service levels, accommodate traffic volumes, and control congestion on the road network and at intersections,” noted Al Tayer.

“The Business Bay Crossing Gate contributes to rerouting traffic from Jebel Ali towards Sheikh Mohammed bin Zayed and Emirates Roads. This diversion reduces traffic on Al Khail Road by 15% to 2,053 vehicles per hour. It also reduced the traffic on Al Rebat Street by 16% to 1,218 vehicles per hour. It will also decrease the traffic volume on Financial Centre Street by about 5% and cut down the total travel time on the congested section of Al Khail Road between Al Rebat Street and Ras Al Khor Road by about 20,000 hours daily in both directions. “Installing the operational Al Safa South Gate reduces the traffic turning right from Sheikh Zayed Road to Al Meydan Street by 15%. It also cuts down the traffic flow from Al Meydan and Al Safa Streets to Sheikh Zayed Road by 42% to 1,070 vehicles per hour. It also helps decrease the traffic volume on Sheikh Zayed Road between Financial Centre and Latifa Bint



Hamdan Streets by 4% and optimise the use of the First Al Khail and Al Asayel Roads by up to 4%,” added Al Tayer.

Advanced Infrastructure

“RTA has completed a wide range of mega projects totalling over AED146 billion in value. These projects are highlighted by the Dubai Metro, the world’s longest driverless metro network extending 90 km, which has transported over two billion riders from the start of operation on 9/20/09 up to the end of last year.

“Projects also included constructing the 11 km-long Dubai Tram, extending the bus routes from 2,095 km to 3,967 km (in both directions) from 2006 to 2023, and deploying a modern fleet of public buses comprising 1,400 buses compatible with the European specifications for low carbon emissions “Euro 6”. RTA is also operating an integrated marine transport network including traditional abras, Dubai Ferry, and water taxis. It has also developed an extensive network of roads and bridges reflected in extending the total length of the network from 8,715 lane-kilometres in 2006 to 18,886 lane-kilometres in 2023. Last year witnessed the opening of several vital road projects, including Sheikh Zayed bin Hamdan bin Zayed Al Nahyan Street, Ras Al Khor Road as part of the Sheikh Rashid bin Saeed Corridor Improvement Project, and the Falcon Interchange as part of Al Shindagha Corridor Improvement Project, besides completing the construction of internal road networks in multiple residential areas,” commented Al Tayer.

“The number of lanes on Dubai Creek crossings increased from 19 lanes in 2006 to 54 lanes in 2023, contributing to the increased capacity of Dubai Creek crossings from 36,000 vehicles per hour in both directions in 2006 to 108,000 vehicles per hour in 2023. The number of bridges and tunnels increased from 129 in 2006 to 1070 by the end of last year. Additionally, the number of pedestrian bridges and tunnels more than quadrupled, rising from 26 in 2006 to 122 during the same period, including bridges and tunnels for the Dubai Metro and Tram.

“The length of dedicated cycling tracks increased from 9 km in 2006 to 544 km in 2023 and is expected to rise to 1000 km by 2030. Coastal areas such as Jumeirah, Al Sufouh, and Marina will be connected with external tracks

in the Al Qudra, Saih Al Salam, and Nad Al Sheba, passing through communities such as Al Barsha, Dubai Hills, and Nad Al Sheba,” added Al Tayer.

Projects Under Construction

“This year, the contract for the Dubai Metro Blue Line project will be awarded. The Line will span a total length of 30 km, with 15.5 km running underground and 14.5 km above ground. It connects 14 stations, among which three are interchange stations,” explained Al Tayer.

“RTA is set to complete the construction of several vital road projects. Key among these are Al Shindagha Corridor Improvement Project, Garn Al Sabkha – Sheikh Mohammed Bin Zayed Roads Intersection Improvement Project, Hessa Street Improvement Project and Umm Suqeim Street Improvement Project. Construction will commence on bridges linking Dubai Islands from Bur Dubai and those leading to Dubai Harbour, along with internal road projects in various residential areas. RTA also plans to remain in touch with future transportation and road trends, such as the development of soft and shared mobility means, promotion of sustainable transport modes, digital transformation, Industry 4.0, and self-driving transport for both passengers and cargo among other initiatives.

Key Policies and Completed Mass Transport Projects

Dubai Metro: The world’s longest driverless metro network, stretching 90 km, serves as the backbone of public transport in Dubai. Consisting of the Red and Green lines, this network features 53 stations and operates a fleet of 129 trains. Since its launch in September 2009, Dubai Metro has surpassed two billion passengers, setting a new milestone. It is renowned for achieving top international safety standards and operational efficiency, maintaining a remarkable 99.7% punctuality rate.

Dubai Tram: Spanning approximately 11 km, the tram system comprises 11 stations and operates 11 trams.

Public Transport Buses: From 2006 to 2023, the bus route network has expanded from 2,095 km to 3,967 km (both directions). The public transport boasts a fleet consisting of 1,400 buses that meet the European low carbon emission standards “Euro 6”.

Integrated Marine Transport System: It includes traditional abras, Dubai Ferry and water taxis.

Salik: Since 01 July 2007, RTA has been managing the Salik traffic toll system. The tolls have remained moderately priced and unchanged since the system's implementation.

Key Road Projects Completed

Business Bay Crossing, which features 13 lanes, was the first major project completed by RTA, opening in 2007.

Al Garhoud Bridge is a 14-lane bridge standing 15 metres high.

Facts & Figures

- RTA executed a comprehensive array of projects in roads, transport, and control centres, with a total value exceeding AED146 billion.
- The use of public transport modes, taxis, and shared transport means increased from 6% in 2006 to 20.61% in 2022.
- Public transport and taxi users escalated from 220 million passengers in 2006 to 621 million in 2022.
- The total length of road network expanded from 8,715 lane-kilometres in 2006 to 18,886 lane-kilometres in 2023.
- The number of lanes at Dubai Creek crossings increased from 19 lanes in 2006 to 54 lanes in 2023.
- The capacity of the Dubai Creek Crossings grew from 36,000 vehicles per hour in both directions in 2006 to 108,000 vehicles per hour by 2023.
- The number of bridges and tunnels rose from 129 in 2006 to 1,070 in 2023.
- The number of pedestrian bridges and tunnels has more than quadrupled, going from 26 in 2006 to 122 in 2023.
- The cycling track network extended from 9 km in 2006 to 544 km in 2023, with plans to reach 1,000 km by 2030.

The Infinity Bridge, stands out for its design, with a 42-metre-high arch symbolising the infinity sign. It spans 295 metres, comprises 12 lanes, and includes a 3-metre-wide cycling track.

Expansion of Al Maktoum Bridge, increasing its capacity to 11 lanes.

Al Shindagha Corridor Improvement Project, which involved developing 15 intersections over a 13-km stretch, costing AED 5.3 billion.

Al Khawaneej Corridor Improvement Project, which included four intersections on Al Khawaneej Road, notably featuring a 680-metre-long tunnel with three lanes in each direction and a 201-metre bridge over Emirates Road towards Al Awir.

Tripoli Corridor Project, spanning 12 km, was implemented to connect Sheikh Mohammed bin Zayed and Emirates Roads, accommodating 12,000 vehicles per hour in both directions.

Dubai-Al Ain Road Improvement Project, which encompassed six major intersections, with bridges and slopes totalling 11,500 metres, expanding the road from three to six lanes over 17 km. The bridges' capacity is over 36,000 vehicles per hour, while the road handles 24,000 vehicles per hour in each direction.

Sheikh Rashid bin Saeed Corridor Improvement Project, which was developed by constructing bridges stretching 2 km and expanding Ras Al Khor Street from four to six lanes in each direction over 8 km, increasing the capacity from 8,000 to 12,000 vehicles per hour.

Roads and Bridges Leading to Expo Site, which included construction of roads spanning 138 lane-kilometres, improvement of 9 intersections with 64 bridges over 13 km, and five tunnels stretching 450 metres.

The First Interchange on Sheikh Zayed Road, Dubai's largest interchange features bridges extending over 3 km. Arabian Ranches Intersection, which features bridges measuring 2.4 km in length.

Sheikh Mohammed bin Zayed Road Widening Project, which involved expanding from three to six lanes in each direction, supporting an estimated 24,000 vehicles per hour in both directions.

Emirates Road Widening Project, spanning 72 km, the road was expanded to accommodate six lanes in each direction.