



كلية دبي للإدارة الحكومية
DUBAI SCHOOL OF GOVERNMENT

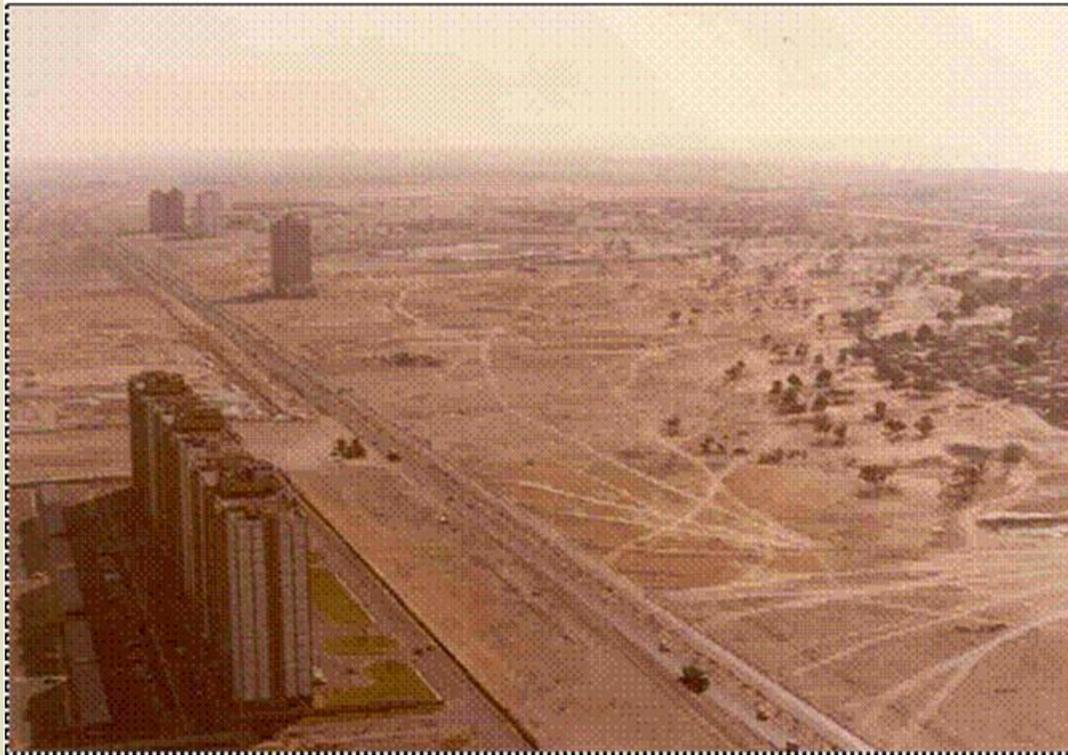
Dubai

*The following is the presentation given by Yasar Jarrar in connection with his participation in the meeting entitled “**Dubai: Lessons from a High-Growth Arab City,**” which was held at the Woodrow Wilson International Center for Scholars on April 3, 2008. The opinions expressed here are those of the speaker and in no way represent the views or opinions of the Woodrow Wilson International Center for Scholars.*

The Dubai Story

Early Beginnings...

1991



Dubai started its journey as a local township with humble credentials...

Dubai was a stop-over for merchants on trade-routes connecting the gulf, Africa and the Far East.

In 1991, Dubai had a modest size of economy & population:

- *GDP (2006 Prices):
7.8 Billion USD*
- *GDP / Capita (2006 Prices):
13,000 USD per capita*
- *Population: 600,000*

In 2000, a number of strategic objectives & targets were set in the Dubai Vision 2010. The targets set for 2010 were achieved by 2005, in less than half the time planned

	<u>2010 Targets</u> <i>(Set in 2000)</i>	<u>2005 Actual</u>
GDP	US\$ 30 billion	US\$ 37 billion
GDP per Capita	US\$ 23,000	US\$ 31,000
Non-oil GDP as % of GDP	96%	95%
Service Sector as % of GDP	70%	78%
FDIs as % of GDP	4%	9%

(*) 2002 Estimates

Sources: Ministry of Planning, Dubai Economic Development Department and Dubai Development & Investment Authority.

The Dubai Story

15 years later

1991



2004



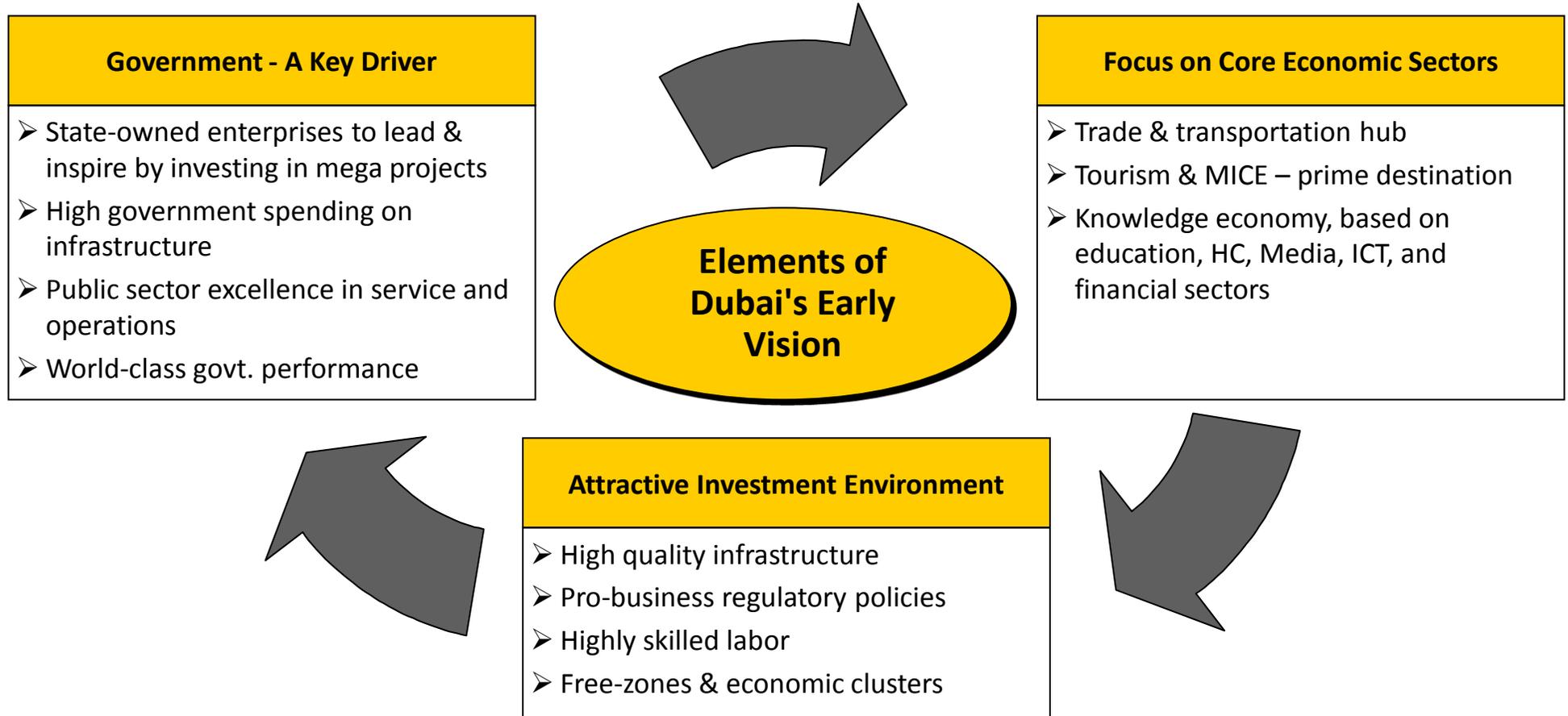
The Dubai Story

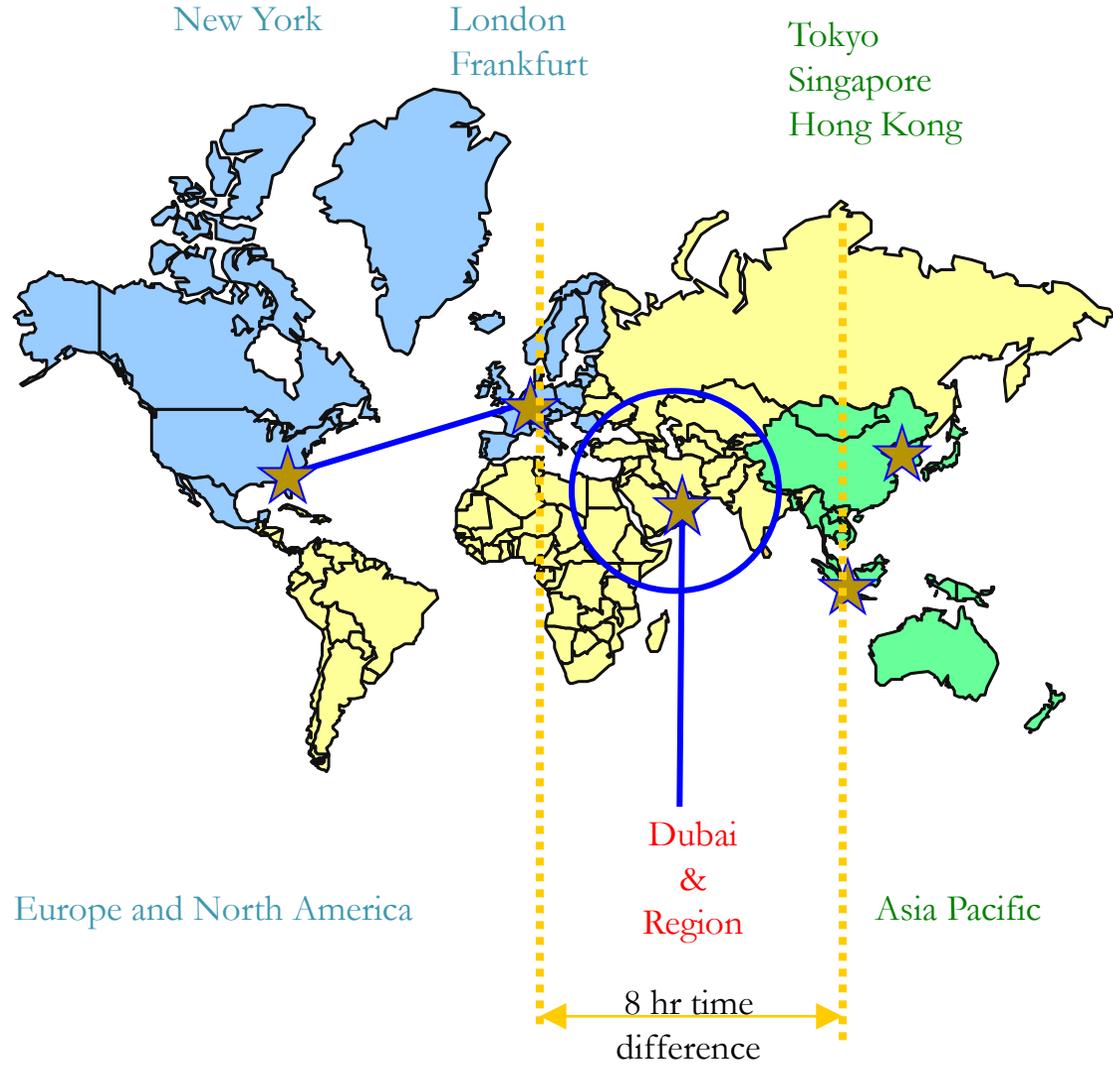
2008



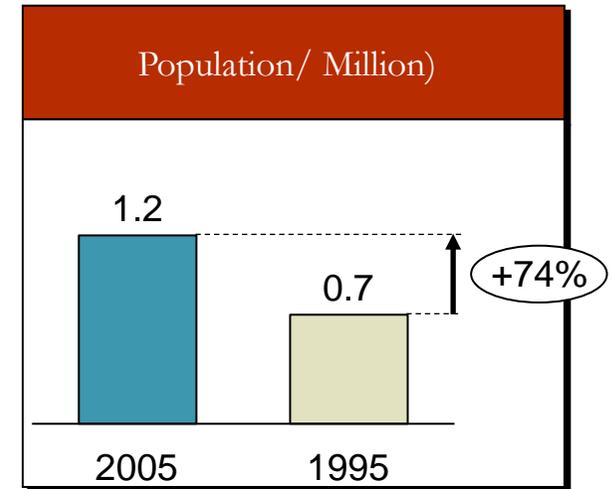
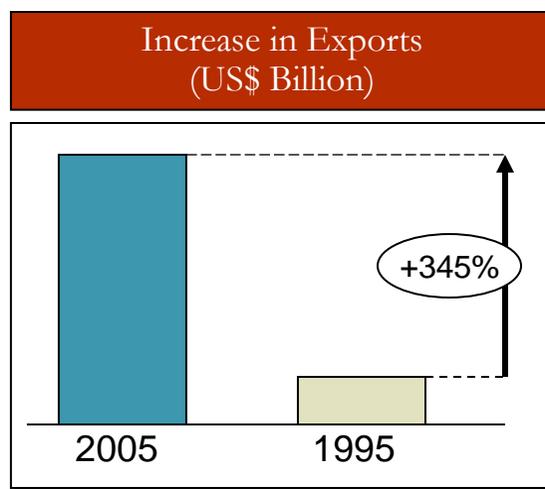
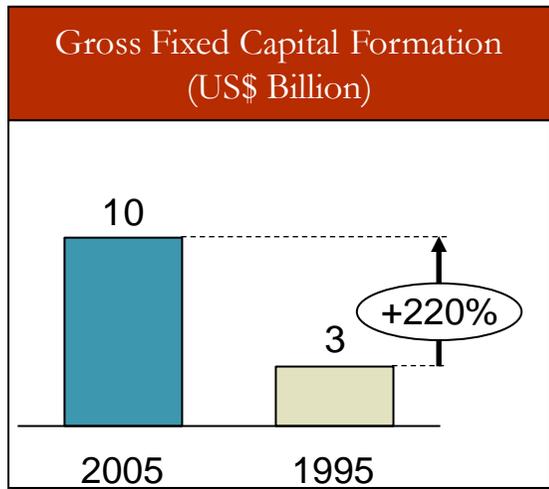
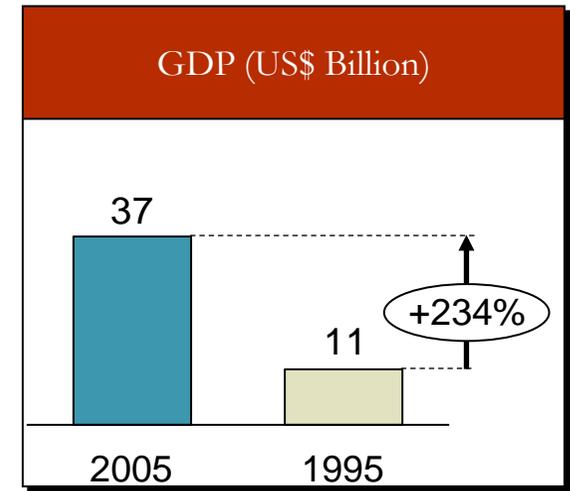
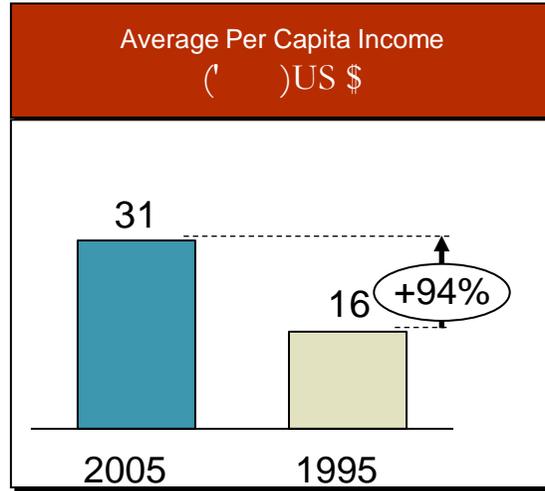
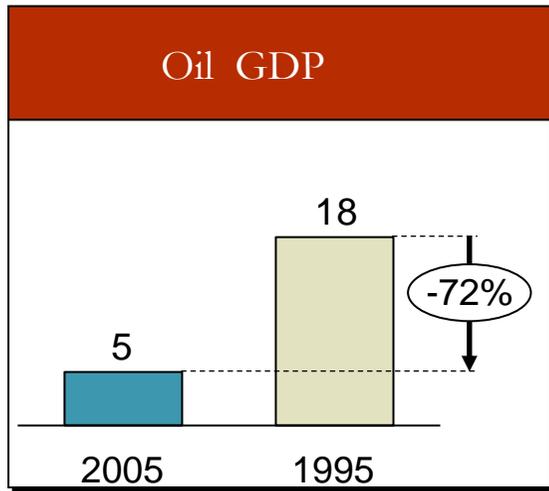
“The word ‘impossible’ is not in leaders' dictionaries. No matter how big the challenges, strong faith, determination and resolve will overcome them”

Mohammed Bin Rashid, World Economic Forum 2004 (16 May 2004)





Economic growth and diversification





Knowledge clusters... regional hub ...

Education



Media & Information, and Communication Technologies (ICT)



Financial Services

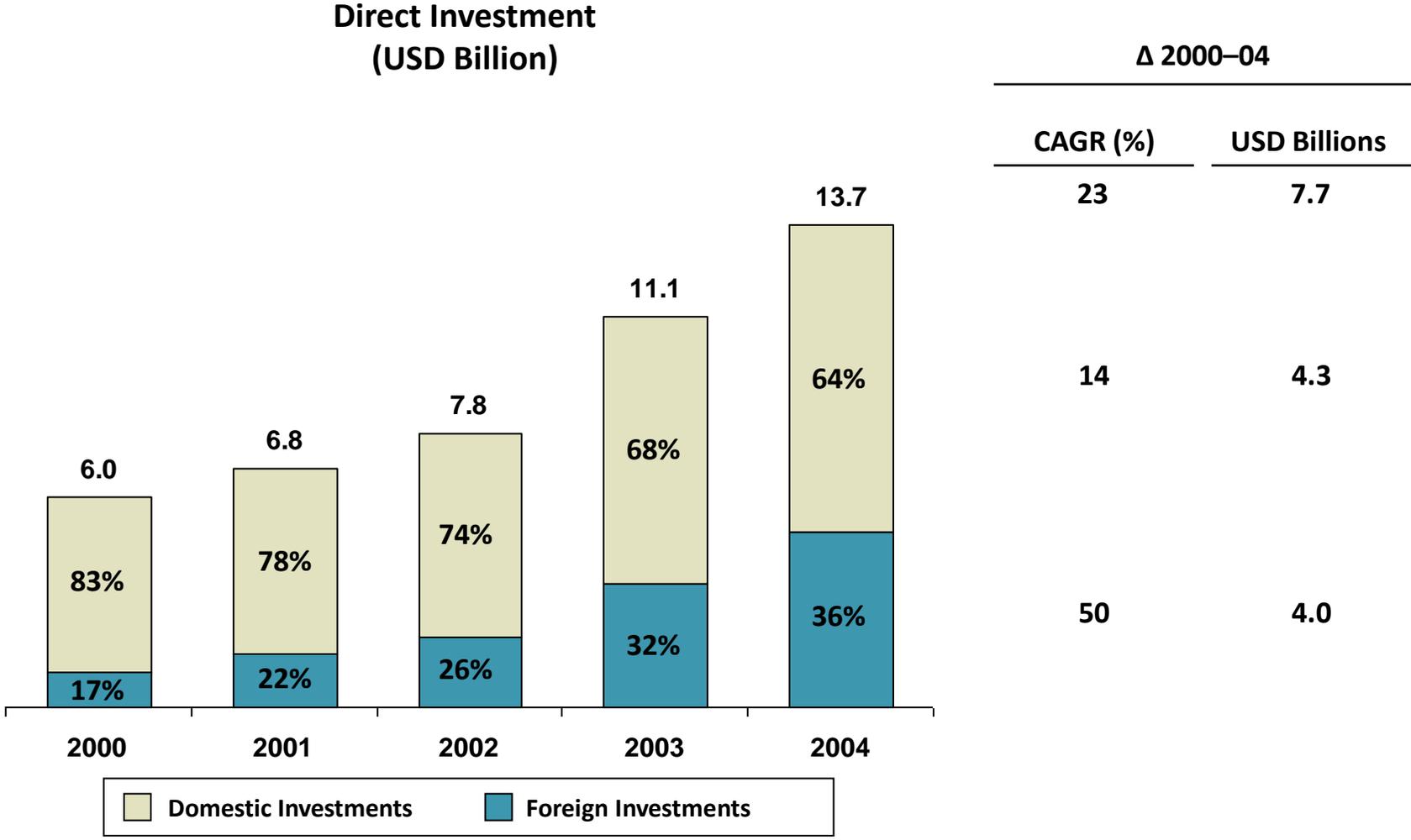


Health Care





An investment destination ...



Ministry of Economy estimates that total FDIs reached 10 Billion USD in 2005 in UAE, 6 Billion USD of which has been retained by Dubai
Source: Ministry of Economy, Dubai Investment Authority 2002



A logistics hub ...

Dubai Airports

- Traffic in Dubai Airport has witnessed growth of 13% over the past 10 years. The number of passengers using the airport reached 25 million in 2005
- Currently, Airport is undergoing the a massive development project to increase its capacity to 75 million passengers annually (by 2008)
- Jebel Ali Airport is being built to accommodate a capacity of 120 million passengers annually



Jebel Ali Port

- Jebel Ali port was established in 1979 and represents the largest port in the Middle East and includes 67 anchors
- Dubai Ports witnessed more than 25% average growth in container traffic during the past 4 consecutive years
- Dubai Ports World acquired P&O, making it the 3rd largest port operating company in the world



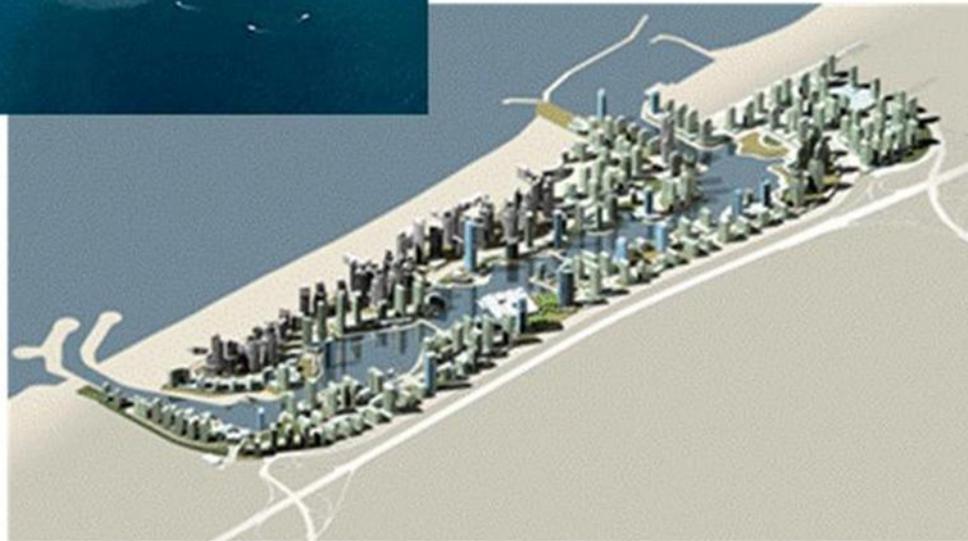
Dubai World Central

- Dubai World Central is a pioneering new air transport hub that will transform the region into one of the most powerful global centers for logistics, tourism and commerce, and will be the world's 1st multi-modal logistics transport platform.





A real estate development 'story'





... the foundation... government excellence ...



A pilot project aims to provide government services to the public electronically. To date, a total of 1893 services have been automated representing 72% of total government services

Performance Management System

A comprehensive and global integrated performance management system set to measure the level of achieved strategic goals in every related Government department (3 months evaluation)



Facilitates the development of a 'talent pool' on behalf of Dubai government from which future Government leaders who have the ability, knowledge, skills and experience can be drawn



Aims to improve the efficiency of the services and practices of government departments in Dubai.

The Dubai Model

Key Indicators

- Dubai, part of the UAE, has been rated as **the best tax-free system in the World** according to *the Economic Freedom Index for 2008, released by the Heritage Foundation*.
- Dubai, part of the UAE, has been rated as **the least corrupt society in the Arab World** according to *the Economic Freedom Index for 2008, released by the Heritage Foundation*.
- Ranked **18th among the top 20 cities in terms of digital governance, making it the 1st among Arab States**, by *Rutgers University (State University of New Jersey)*
- Ranked **33rd internationally and topping Arab States in E-readiness** rankings report published by *the Economist Intelligence Unit (EIU)*
- **Ranked 2nd in terms of Transparency** according to *the Economic & social Commission for Western Asia (ESCWA)*
- Dubai Government **ranked 9th in terms of efficiency** according to study of 61 countries for *the International Institute for Management Development*
- Dubai, part of the UAE, has **the best policies governing international trade of any country in the MENA region**, according to *'Economic Developments and Prospects for the MENA Region' published by the World Bank in April 2007*
- Dubai, part of the UAE, ranked **7th Worldwide in the macroeconomic management index** after Singapore, Norway, Denmark and Finland according to *the Growth Competitiveness Index 2006-2007, released by the World Economic Forum*.

dubai.ae

The Government of Dubai

- **Pro Business** ... *“What is good for business is good for Dubai”*
- **Customer Focus** ... *as “the core of everything we do”*
- **Entrepreneurial** ... where *“Dubai has to work hard for its money”*
- **Action oriented, and fast Implementation**
- **Bold**, aggressive with calculated risks, and **first mover advantage**
- **Local capability**, regional excellence, with **Global ambitions**, built on International best practices
- **Young** and agile

Dubai and the Region

Economist.com

“Arabia’s field of dreams, Dubai is one of the World’s most successful business ventures; a small city that learned lessons from Singapore and Hong Kong”.

THE
NEWREPUBLIC
ONLINE

“Dubai does everything the Arab world doesn’t – and it could serve as a lesson to its larger neighbors”.

“Success breeds Success, and other cities in the region are following Dubai’s lead by planning ambitious agendas of their own. But for now and for the foreseeable future, Dubai is Well ahead”.

James A Baker III, 61st US Secretary of State



كلية دبي للإدارة الحكومية
DUBAI SCHOOL OF GOVERNMENT

“In too much of the middle east, the focus is on the past or the present. Dubai has focused on the future”.

Fareed Zakaria, Editor, Newsweek International