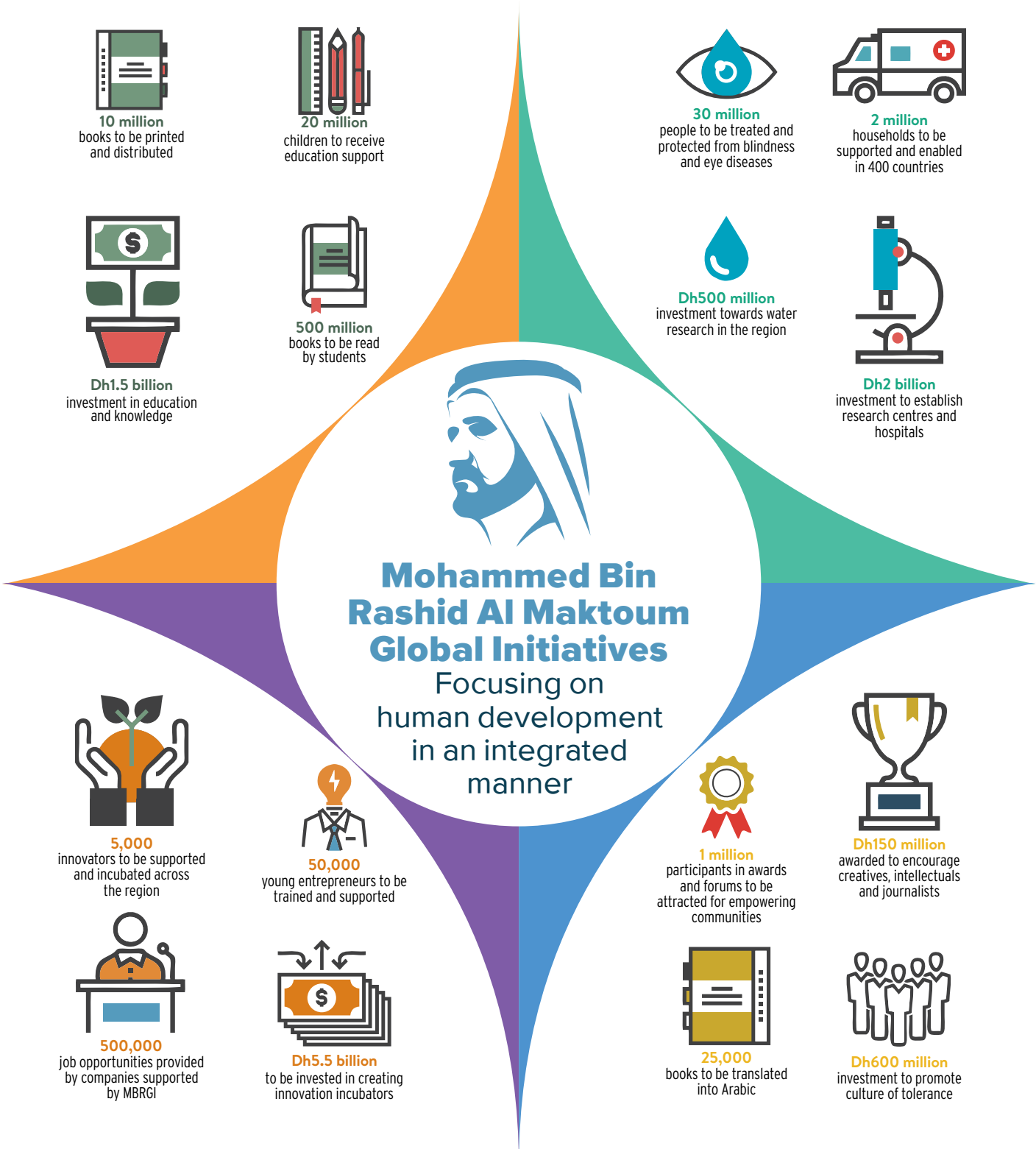
FLASHES

A MONTHLY MAGAZINE ON KNOWLEDGE AND DEVELOPMENT
BY THE MOHAMMED BIN RASHID AL MAKTOUM FOUNDATION

NOVEMBER 2015
ISSUE 13





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مدينتي... بيئتي
MY CITY... MY ENVIRONMENT



RECYCLE ME

... JOIN THE RECYCLING MOVEMENT

#mycity_myenvironment

My City... My Environment is a green initiative embarked by Dubai Municipality with the ambition to encourage recycling and therefore reducing Dubai's domestic waste.

It is the first of its kind in the UAE and aims at introducing the best practices for cleanliness and making Dubai a greener city. It also emphasizes Dubai Municipality's continuous efforts on being environmentally friendly and keeping the city clean.

Residents are kindly asked to place recyclable waste in the green bin with the rest being placed in the black bins provided which are distributed in selected residential areas .

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EDITORIAL BOARD
Saif Al Mansoori
Lina Al Anani
Ibrahim Khadim
Eyad Al Jurdy

Mohammed Bin Rashid
Al Maktoum Foundation
T: +971 4 4233 444
F: +971 4 368 7777
PO Box 214444, Dubai
United Arab Emirates
www.mbrf.ae
flashes@mbrf.ae

MOTIVATE
A Motivate Connect Publication

Media One Tower,
Dubai Media City
PO Box 2331, Dubai, UAE
T: +971 4 427 3000
F: +971 4 428 02261
motivatepublishing.com
connect@motivate.ae

PUBLISHER
Chris Capstick
chris@motivate.ae

GROUP EDITOR - CONNECT
Dean Carroll

DEPUTY EDITOR - CONNECT
Vishwas Kulkarni

SENIOR ASSIGNMENTS EDITOR
Ingrid Valles

SENIOR ART DIRECTOR
Tarak Parekh

SENIOR DESIGNER
Rouf Majid

CONTRIBUTOR
Krishna Kumar

GENERAL MANAGER- PRODUCTION
Sunil Kumar

Printed by Rashid Printers



FOREWORD

Dear Readers,

October has been a truly transformational month with many landmark initiatives by His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai.

Early in the month, HH Sheikh Mohammed unveiled one of the largest development and community foundations in the Middle East called 'Mohammed Bin Rashid Al Maktoum Global Initiatives'. Reaching out to 130 million people in more than 116 countries around the world, MBRGI will consolidate the work of 28 organisations for fighting poverty and illness, spreading knowledge and culture, empowering the community and driving innovation.

Also this month Dubai Open Data Law was promulgated, which allows sharing of non-confidential data between government entities and other stakeholders to complete the legislative framework turning Dubai into a Smart City. This removes any legal impediments for those interested in investing in the digital economy.

In the backdrop of Gitex 2015, the leading ICT exhibition and conference in MENA region, Dubai's Open Data policy was debated around the world as the *de facto* policy that should be adopted to pave way for the digital transformation that we seek to embrace.

Gitex, in its 35th year, showcased the latest in innovative "Internet of Things" solutions, as well as tomorrow's disruptive technologies of drones, robotics, and 3D printing that can transform the region's businesses.

Later in the month saw the launch of the 'Mohammed Bin Rashid Smart Majlis' throwing open the digital doors for suggestions, comments, and ideas from citizens, as well as overseas friends, based on which brainstorming sessions will be conducted. Thirty government entities will come under the purview of this digital platform.

This is how Dubai's visionary leadership shapes attitudes which are competitive with a strong desire to innovate and lead. These are the ideas which can easily be emulated by others in the march towards human development and progress.

HE Jamal Bin Huwaireb
MD of the Mohammed Bin Rashid
Al Maktoum Foundation

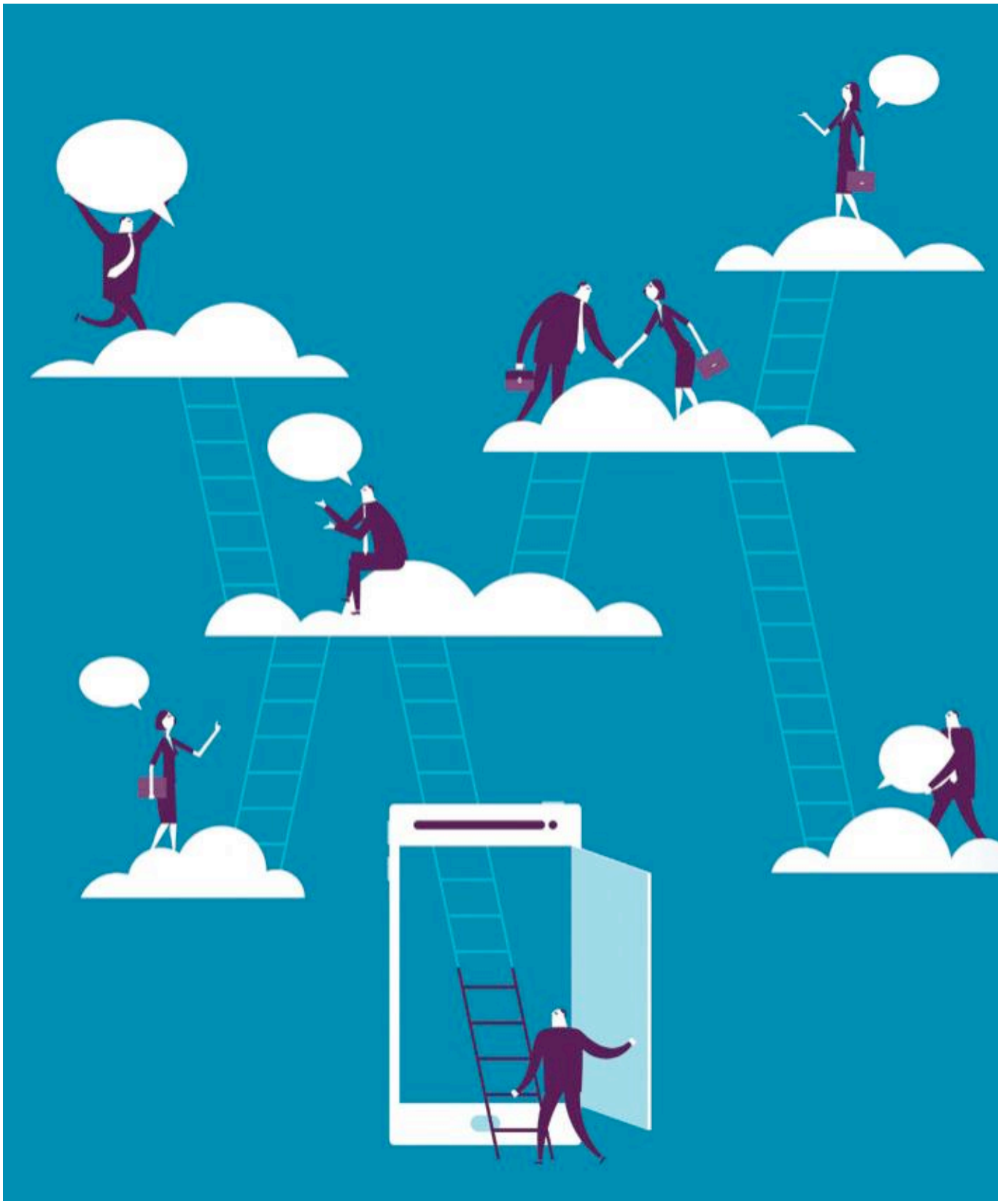


Illustration: Getty Images

Open Data Law: towards Dubai Smart City

His Highness Sheikh Mohammed bin Rashid Al Maktoum issues law allowing sharing of non-confidential data between government entities and other stakeholders

His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, in his capacity as the Ruler of Dubai, issued the Open Data Law, which allows sharing of non-confidential data between government entities and other stakeholders to complete the legislative framework for turning Dubai into a Smart City.

The new law issued on October 17 will make the data accessible to researchers, investors and service developers via an integrated platform. The law will create opportunities for collaboration, innovation and entrepreneurship between government and non-government entities, which would in turn increase the competitiveness of data providers at the local, regional and international levels.

The data law lays down clear rules and mechanisms, making it obligatory for all government departments to share their data with each other in order to unify all Dubai-related data and provide unified and integrated services to the public.

Commenting on the issuance of the law, HH Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai, said, "The new law will unify Dubai data and remove the last legal obstacles for those interested in investing in the digital economy. It will also complete the legislative framework of Dubai Smart City."

The law will also facilitate the process of obtaining data for Smart cities, which rely mainly on data and internet cloud computing technology to implement advanced infrastructure set up. The law was developed to achieve a qualitative leap in the digital economy and e-smart services.

It will help authorities to prepare policies, implement plans and initiatives efficiently and effectively. Most importantly, the data law will also enable the emirate to achieve its vision of making Dubai a city that can manage data according to clear and specific methodology consistent with international best practices.

DUBAI OPEN DATA COMMITTEE

Sheikh Hamdan, as Chairman of Dubai Executive Council, has issued a resolution last year to form the 'Dubai Open Data Committee', to ensure that open access data is readily available, while enhancing the experience of sharing and receiving information.

The resolution sought to achieve integration and synchronisation of Dubai's services on different levels. The Dubai Open Data Committee was to implement a number of tasks, which guarantee ease of information flow and information security at the same time, wherein the committee will coordinate with the concerned entities in Dubai to define the scope of open data, classifications and issue priorities regarding circulation and sharing mechanisms.



Second edition of Global Islamic Economy Summit held in Dubai

Islamic economy is an incubator of values and ethics that elevate and advance human beings, says His Highness Sheikh Mohammed bin Rashid Al Maktoum

His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, inaugurated the second edition of the Global Islamic Economy Summit (GIES 2015) held under the theme 'Driving Innovation, Unlocking Potential'.

The Summit, held in Dubai from October 5-6, saw the participation of over 2,000 policy makers and business leaders from the Islamic world and beyond, according to WAM.

The inaugural Global Islamic Economy Summit in 2013 introduced to the world the idea of a cohesive global Islamic Economy. This year the Summit build on that palpable momentum to go beyond delivering on 'what' this market is to showing 'how' everyone can benefit from it.

Describing the event as a positive step in bringing about tangible change in the global economic landscape, Sheikh Mohammed stressed that the sustainability of innovation is measured by its actual impact. He pointed out that when the 'Dubai: Capital of Islamic Economy' initiative was launched, he had envisioned that the initiative would contribute to creating a sustainable economic ecosystem that ultimately demonstrates its viability globally.

Sheikh Mohammed said, "The ecosystem of the Islamic economy harmonises ethics with innovation, and combines real commitment with actual development objectives in order to meet the aspirations of humanity at large, regardless of the circumstances.

"We are keen to shape a better world that is steered by unprecedented standards of progress.

Islamic economy is not merely a tool for producing commodities and growing wealth, it is an incubator of values and ethics that elevate and advance human beings. I don't believe we need to convince the world any further about the viability of the Islamic economy since it has simply become an imperative solution for all of us seeking to find lasting solutions to the continuous challenges posed by economic crises."

"Islamic economy is not only a tool to handle crises, it definitely guarantees that they will not happen again. The economic ecosystem that we are nurturing today reflects the true Islamic values that we are keen to spread - equality, mercy, and justice on earth. It is indeed an effective and wise approach that helps limit sources of radicalism through advancing people's cultural consciousness," he added.

Sheikh Mohammed bin Rashid Al Maktoum honoured winners of the Islamic Economy Award, an annual initiative organised by the Dubai Islamic Economy Development Centre (DIEDC) in collaboration with Dubai Chamber of Commerce and Industry and Thomson Reuters. The award recognises eight entities and individuals in eight categories in addition to giving away a Lifetime Achievement Award and a special recognition.

He also visited the exhibition being held on the sidelines of the Summit that showcases several Islamic companies and financial enterprises.

The inauguration of the Global Islamic Economy Summit was attended by HH Sheikh Ahmed bin Saeed Al Maktoum, President of Dubai Civil Aviation Authority (DCAA), Chairman of Dubai Airports and Chairman and Chief Executive of Emirates Airline and Group, as well as a number of ministers and senior Dubai government officials.

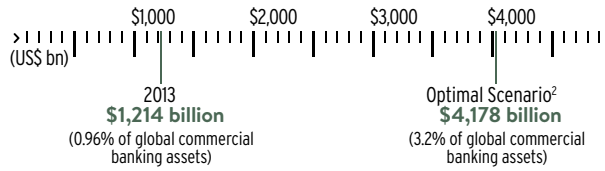
On his part, HE Mohammed Al Gergawi, Chairman of the Board at DIEDC, said the summit will "steer the world into a new economic era in which Islamic investments will become a pillar of global economic activities." Underlining the UAE's vital role in developing an Islamic economy, he said "the vision of Sheikh Mohammed bin Rashid has given a "contextual relevance and credibility to the Islamic economy on the global landscape".

He added, "Throughout the last few years, we have moved from studies and preparations into witnessing a global interaction with various Islamic economy sectors such as halal products, Islamic banking and finance, and all other sectors that are witnessing a growing demand globally. The fast growth of Islamic economy in quality and quantity is proof of a timely vision and an offering that have guided our efforts in developing this sector."

ISLAMIC FINANCE

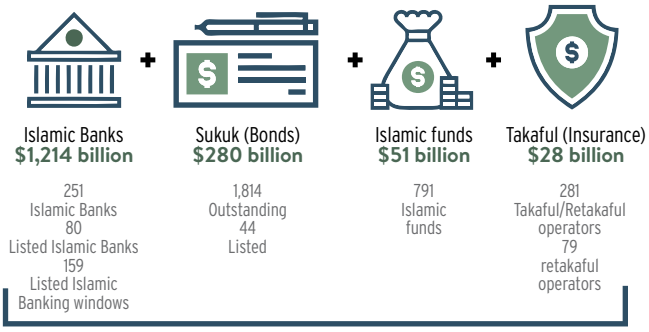
Commercial banking assets[1]

How big are the current Islamic commercial banking assets?



Islamic finance segments (current state)

How big are the current Islamic commercial banking assets?



Total Islamic Finance Assets[3] **$1.66 trillion**

550 Islamic finance education institutions

The Islamic finance indicator*

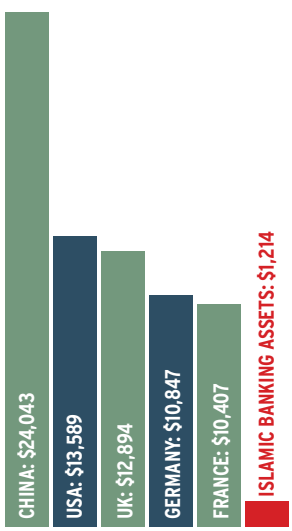
What countries have the best developed Islamic economy for the Islamic finance?

01. Malaysia
02. Bahrain
03. United Arab Emirates
04. Oman
05. Saudi Arabia
06. Kuwait
07. Qatar
08. Pakistan
09. Jordan
10. Indonesia

* CRITERIA (from total of 70 select countries
1. Trade: OIC Food Trade Relative to its size
2. Governance: Regulation/Certification requirements
3. Awareness: Media/Events
4. Social: Food Price Index

Benchmark

How does Islamic banking assets compare to the rest of the world?



1. Commercial banking assets only (funds, Insurance, other not included)
2. Optimal scenario applies 100% penetration of Muslim proportion per core if market (OIC countries); Core markets= top OIC member countries representing 87% of OIC GDP
3. Includes Islamic banks, funds, takaful, sukuk, other. Does not include undisclosed assets of most Islamic windows

Source: www.giesummit.com

Infographics: Tarak Parekh

Dubai civic body executives graduate from 'Leaders of Tomorrow'

Nine-month programme seeks to prepare and train potential future leaders from the private and public sector

Mohammed Bin Rashid School of Government (MBRSG), a leading research and educational institution specialising in public policy in the Arab world, held a special ceremony for the first graduates of its 'Leaders of Tomorrow' programme comprising mid-tier executives from Dubai Municipality.

The ceremony held on October 9, 2015, was attended by Engineer Hussein Nasser Lootah, Director General of the Dubai Municipality, and Dr Ali Bin Sebaa Al Marri, Executive President of the Mohammed Bin Rashid School of Government (MBRSG). Other distinguished attendees included Professor Raed Al Awamleh, the Dean of MBRSG, and senior academics and officials from the MBRSG and the Dubai Municipality.

MBSRG's nine-month programme seeks to prepare and train potential future leaders from the private and public sector. Combining the theory and practice of executive management, the courses are supplemented with field visits to leading government institutions in the UAE to give the students a chance to identify best practices and learn from them.

The programme also tackles examples of the kinds of modern public administration challenges that can confront managers.

TOMORROW'S LEADERS

Featuring lectures, case studies, and face-to-face meetings with leaders from the public sector, the Leaders of Tomorrow programme includes modules on decision making, negotiation and persuasion, and crisis management. The curriculum also includes a component on "management effectiveness and efficiency" addressing the issue of balancing work effectiveness with enhanced efficiency.

Dr. Al Marri, Executive President of MBRSG, said: "We are delighted to witness today the graduation of a distinguished group of future leaders from Dubai Municipality on the completion of their leadership development training. Our partnership with Dubai Municipality and other public institutions represents our commitment to supporting the vision of our wise leadership to build national capacities. We are helping to realise that vision through the education and training of future leaders who will take the national development process forward. Dubai Municipality and other public organisations are to be commended for their support in enabling future Emirati leaders to continue the journey of excellence in government performance."

Engineer, Hussein Nasser Lootah, Director General, Dubai Municipality said: "We are proud to collaborate with the Mohammed bin Rashid School of Government in the development of the leadership capacity of Dubai Municipality staff. The Municipality makes every effort to develop the capabilities of its Emirati future leaders and always aspires to provide them with the best environment to encourage commitment and innovation. This is in line with the vision of Dubai to emerge as a preferred place to live, work and visit for creative and empowered individuals."

The Mohammed Bin Rashid School of Government is committed to promoting good governance through enhancing the region's capacity for effective public policy. The school uses a four-pronged approach, which includes applied research in public policy and management, academic programmes in public policy and administration, executive education programmes and knowledge forums for scholars and policy makers.

Mohammed Bin Rashid Smart Majlis launched

New platform will allow everyone to participate in building the future of Dubai

When it comes to reaching out to citizens, Dubai has set no limits. This was proved once again by the launch of the 'Mohammed Bin Rashid Smart Majlis' by His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai.

The 'Mohammed Bin Rashid Smart Majlis' will be the largest smart and integrated platform in Dubai connecting 30 entities that will receive suggestions, comments, and ideas based on which brainstorming sessions will be conducted. It will operate under HH Sheikh Mohammed's direct supervision.

HH Sheikh Mohammed said: "Our doors are and will remain open, communication channels are open, and today we add a new channel, and a

new Majlis to combine different Government entities to receive ideas, suggestions and comments. Our target is to make Dubai the smartest and fastest developing city worldwide with the assistance of UAE Nationals, residents, visitors, and all of Dubai's fans.

Our target is to give all members of society the opportunity to attend our Majlis and to present their ideas and comments, consult together and work hand in hand to promote the development process, which should be accomplished with the efforts of every individual. This can only be implemented if we integrate the traditional idea of the Majlis with advanced technology, which will allow everyone in Dubai and its fans around the world to contribute to the development process 24/7. Ideas are not exclusive to a chosen few, as much as they are not limited to a specific period of time."

HH Sheikh Mohammed stressed the importance of adopting modern and advanced technology to raise the quality of life for everyone. He also noted that he would personally follow the innovative ideas presented to the smart Majlis.

The statement on the launch of the Majlis was issued in the presence of HH Crown Prince of Dubai Sheikh Hamdan Bin Mohammed Bin Rashid Al Maktoum and HH Deputy Ruler Sheikh Maktoum Bin Mohammed Bin Rashid Al Maktoum.

THREE APPROACHES

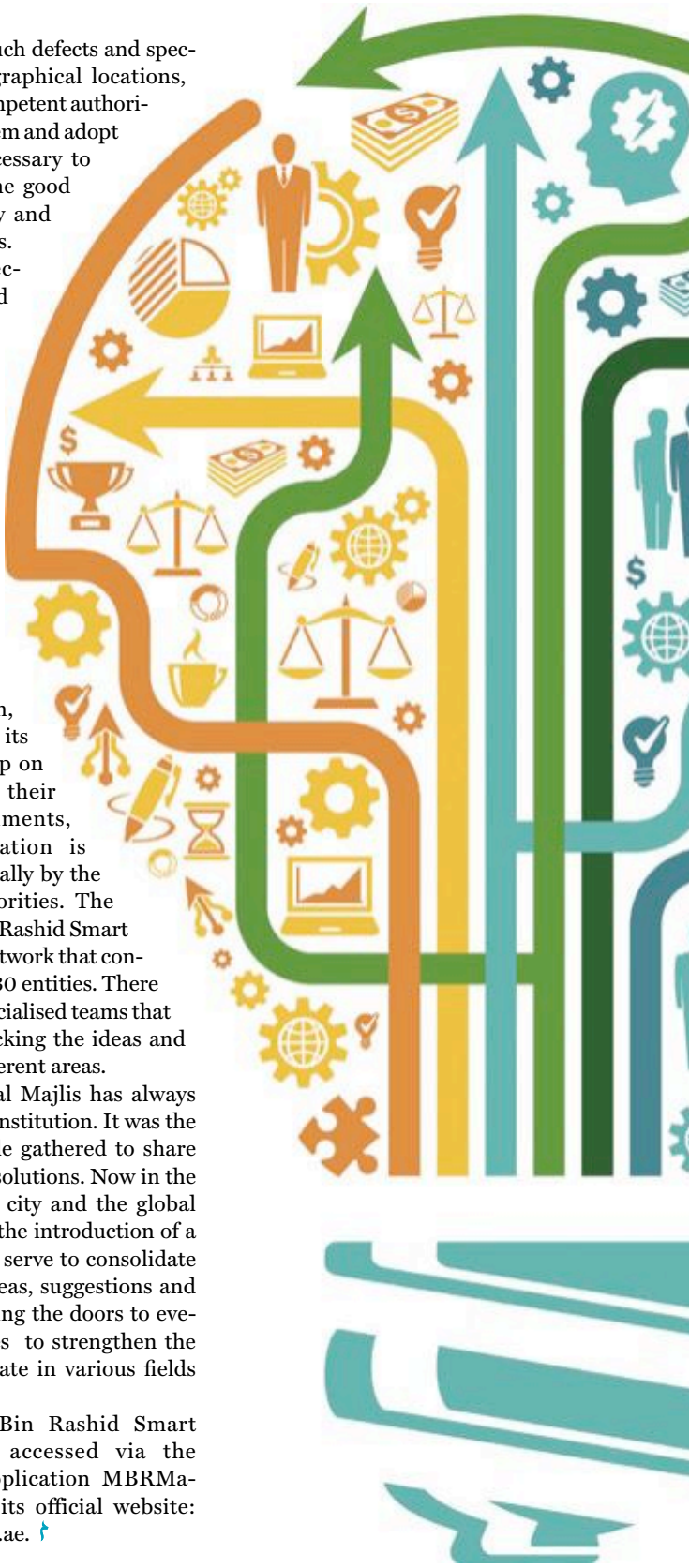
'Mohammed Bin Rashid Smart Majlis' consists of three basic sections. The first section offers residents and visitors of Dubai and its fans around the world the opportunity to present innovative ideas that can contribute to the development of the city in various fields. This is made possible through a simple process that ensures that the submitted idea is evaluated by competent authorities.

The second section provides the public with the opportunity to give feedback on whether there are any defects or faults in various facilities such as parks, beaches and roads by photographing such defects and specifying their geographical locations, thus enabling competent authorities to identify them and adopt all measures necessary to help maintain the good image of the city and its public facilities.

The third section is concerned with brainstorming exercises regarding various issues raised by His Highness from time to time in the Smart Majlis. This enables the public to submit their views and interact. In addition, the Majlis allows its users to follow up on the progress of their ideas and comments, as this information is updated periodically by the competent authorities. The 'Mohammed Bin Rashid Smart Majlis' forms a network that connects more than 30 entities. There are dedicated specialised teams that will work on tracking the ideas and comments in different areas.

The traditional Majlis has always been an Emirati institution. It was the venue that people gathered to share ideas and create solutions. Now in the era of the smart city and the global profile of Dubai, the introduction of a smart majlis will serve to consolidate the conduit of ideas, suggestions and comments, opening the doors to everyone who wishes to strengthen the position of Emirate in various fields and sectors.

Mohammed Bin Rashid Smart Majlis can be accessed via the smart phone application MBRMajlis, or through its official website: www.MBRMajlis.ae.





More than 500 initiatives and events to mark UAE Innovation Week

Last year, His Highness Sheikh Mohammed bin Rashid Al Maktoum had announced the strategy to make the Emirates the most innovative nation in the world

The UAE is all set for the UAE Innovation Week, a unique initiative announced in August this year by His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai.

The UAE Innovation Week is being held from November 22 to 28 to celebrate the innovations and innovators in the UAE, and encourage innovation culture as a defining element in the UAE society.

The event logo was unveiled at the second meeting of the Supreme Committee of UAE Innovation Week on October 15, with the aim of raising the level of participation and at the same time boost the image of the UAE as one of the foremost centres of innovation in the region.

The innovation-centric week will see the UAE's education, health, energy, environment, space, economy and service sectors present their innovations. Meanwhile, the event will also look to pit the public sector against the private sector in terms of showcasing innovation.

The committee at its meeting reviewed the preparations and have recorded more than 500 activities which will include competitions and exhibitions across the country, laboratories for innovation, workshops and interactive programmes, conferences, discussion panels, and many events and activities by public, private, research and academic organisations.

To ensure the active participation from the largest segment of people, the committee proposed distribution of the events across mornings and evenings on all days of the week. The committee also called for the launch of the initiatives and public events in all the emirates and cities of the UAE, and stressed the importance of media

Photos: Dubai Media Office

support in highlighting innovation in the UAE.

On October 19 last year, Sheikh Mohammed had announced the UAE Innovation Strategy aimed at making the Emirates the most innovative nation in the world within the next seven years.

The strategy was to stimulate innovation in seven sectors where innovation is key to excellence: renewable energy, transport, education, health, technology, water and space. Its first phase includes 30 national initiatives to be completed within three years. These include new legislation, innovation incubators, investment in specialised skills, private-sector incentives, international research partnerships, and an innovation drive within government.

UAE – THE MOST INNOVATIVE NATION

"The UAE is already the most innovative Arab nation. Our target is to be among the most innovative nations in the world. The competitiveness race demands a constant flow of new ideas, as well as innovative leadership using different methods and tools to direct the change," Sheikh Mohammed said at the launch of the strategy.

"This innovation strategy is a national priority for our programme of development and progress. It is a primary tool to achieve Vision 2021 and an engine for the growth of distinctive skills and capabilities across the nation. We have always called for creativity in every field: this strategy is a concrete step to implement that vision. These initiatives around innovation will enhance quality of life in the UAE and take our economy to new horizons," he added.

According to WAM, the strategy will work along four parallel tracks. The first track aims to create an environment for innovation through institutions and laws. It will also have innovation incubators and other technological infrastructure to fuel innovation in all sectors while ramping up R&D efforts.

The second track will develop government innovation where each official entity is required to cut spending by one per cent and direct that saving to research and innovation projects. National training and education programmes on innovation will also be launched by government organisations.

The third track is aimed to spur innovation in the private sector by stimulating companies to establish innovation and scientific research centres, to adopt new technologies, and to develop innovative products and services.

And the fourth track will qualify individuals with highly innovative skills by concentrating on science, technology, engineering and mathematics, including the creation of educational material for schools and universities. The aim of this track is to establish a national culture that encourages innovation and entrepreneurship through partnerships between the public, private and media sectors.

"Innovation today is driven by effective institutions, strong policies, specialised skills, and an economy where all sectors work together to discover new ways to conduct business. A flexible and creative economy based on a national culture of innovation is the fastest and most sustainable way to reinforce the UAE's competitiveness on a global level," Sheikh Mohammed said.

"THE UAE IS ALREADY THE MOST INNOVATIVE ARAB NATION. WE HAVE ALWAYS CALLED FOR CREATIVITY IN EVERY FIELD: THIS STRATEGY IS A CONCRETE STEP TO IMPLEMENT THAT VISION. THESE INITIATIVES AROUND INNOVATION WILL ENHANCE QUALITY OF LIFE IN THE UAE."



THE NATIONAL INNOVATION STRATEGY

The National Innovation Strategy includes 16 indicators to measure progress. Government-sector indicators include the percentage of innovative ideas and the proportion of budget allocated to innovation. Private-sector indicators include R&D investment and the knowledge profile of the workforce. Global indicators include an overall measure comparing countries' innovation capabilities, as well as indicators for the protection of intellectual property, the creation of patents and the availability of scientists and engineers.

The strategy contains practical initiatives in each of its seven priority sectors.

The UAE was ranked the 12th most competitive nation globally by the World Economic Forum in its report in September last year.



CELEBRATING THE PAST

Dubai's heritage sites to attract 12 million visitors in 2020. The development of Historic Dubai will lead to the unveiling of the largest open museums in the world

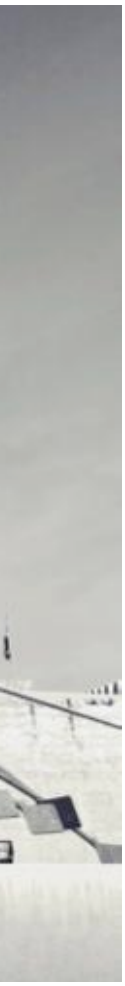
Flashes speaks to Rashad Mohammed Bukhash, CEO, Architectural Heritage and Archaeology Department, Dubai Municipality, on how the emirate has been restoring its heritage buildings and sites, the value it offers in terms of historical identity and tourism, and the exciting plans in the days ahead.

Can you describe some of the important structures that are being restored in the current phase?

With 54 houses being restored, the work at Al Fahidi area (Bastakiya) has now been completed. The next major effort till mid-2018 will be in Shindagha historical area, where we are planning a lot of development.

Shindagha, Bur Dubai, Deira and Al Fahidi historical districts are being revamped to showcase the emirate's history and heritage. This plan to develop Dubai's Historical District, the oldest part centered around the Creek, was approved in February this year by His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai.

This will lead to the unveiling of one of the largest open museums in the world. There will be around 50 museums covering all the various aspects of life in Dubai like the seafaring tradition and Bedouin way of life, in addition to boutique





Left: The Al Fahidi Fort which now houses the Dubai Museum is very popular among tourists. **Above:** Sheikh Saeed House in Shindagha heritage area. **Right:** Rashad Mohammed Bukhash, CEO, Architectural Heritage and Archaeology Department



hotels, restaurants, traditional bazaars and so on. The area will be developed to the highest possible standards with upgradation of the infrastructure, providing comfort and satisfaction to visitors.

By giving the whole historical area from Shindagha to Al Fahidi the attention it deserves, we are targeting to attract 12 million visitors to this area, out of the total 20 million visitors expected for the Expo 2020.

When did the proper scientific restoration of Dubai's architectural heritage begin under the aegis of the Dubai Municipality? Please describe this early phase and the achievements during this phase?

The study for the reconstruction of the Sheikh Saeed Al Maktoum house in Shindagha, the former Ruler's House, began in 1981; reconstruction and rehabilitation started in 1983 which took three years till 1986. It was one of the earliest projects in architectural conservation and restoration undertaken by the Dubai Municipality. It was followed in 1987 by the three major projects of Al Fahidi Fort, one of the oldest structures in Dubai, Al Ahmadiya School in Deira, and the Hatta Heritage Village. These four early successes were to set the benchmark for the Architectural restoration and reconstruction in the UAE.

What are the international benchmarks being followed in restoration projects?

There is an international law under UNESCO and the Charter of Venice which outlined the norms in 1964. We also have the Dubai Charter which was passed during 2004, taking some of the guidelines from Venice, Australia and other countries. We follow international norms which stipulate use of traditional building materials and employing traditional methods during restoration and conservation.

At what stage is the process of applying for UNESCO World Heritage Site status for Dubai Creek?

The application process for World Heritage ›



Night view of the Dubai Creek.

status is progressing well and it will be submitted early next year. We have had some inputs from them. While in the earlier plan, the area covered was from the mouth of the Creek at Shindagha up to the Maktoum Bridge, in the revised plan it is restricted from Shindagha till Al Fahidi area, a distance of about 1.75km, which is the historic area. Once we make the submission early next year, the cycle will take a year-and-a-half – till June 2017 – when the results will be announced.

It is a very unique area that also serves as a sample of other emirates in the UAE, like the natural ports in Sharjah and Ajman. In Dubai, it is better preserved and represents history as well as the early economic life comprising fishing, pearl diving and trade.

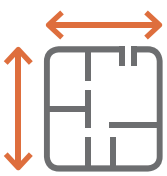
Considering the number of historic buildings that were demolished in the 70s and 80s, do you think the number of restored buildings are adequate and serve as examples of the Emirati style of architecture?

Right now we have 690 historical buildings in Dubai. Compared to other Gulf countries we have a very good record of restoration. According to a survey in 1950 there were about 2,300 historic buildings then. Out of that, we now have around 600, which we consider as a good number to give a flavour of the history and tradition. And we not only restore buildings but we also use them as museums in order to throw light on the social, cultural and economic aspects of life in the olden times and the changes during the last 50 years. We now have 21 museums in Dubai, some of which are private. There will be more museums in the future.

Structures and landmarks like the Clock Tower and Fish Roundabout related to the history of Dubai's urban development, open markets, plazas etc also come under our purview. For example, the Al Ras Souk in Deira is one of the oldest open markets in Dubai.

Please tell us about the typical process and criteria followed, the materials used etc. during the restoration of a heritage structure?

We have a comprehensive map of old Dubai which gives us an insight into each of the houses and its occupants by name. We draw up a five-year plan based on that, identify a building and chalk out restoration plans. A preliminary survey



FOR THE WALLS WE USE CORAL STONE WHICH IN THE OLDEN DAYS WE USED TO GET FROM DUBAI OR UMM AL QUWAIN.







Top: Al Ahmadiya School in Deira.
Above: Al Baraha Watchtower in Deira.

of the house is carried out, which may be still existing or may have been demolished, in which case its foundations may be still there. Then we use modern techniques to do a complete survey, followed by interviews with people who had lived in that house – noting down events that happened there. Then we make drawings and carry out the restoration using the same materials. In the case of existing buildings, there may be cracks in the walls, the ceilings may have to be redone or the structure may need complete reconstruction.

Depending on whether it is going to be a mosque, museum, boutique hotel, restaurant, shop etc., the interior design and facilities work is carried out. Then there is the annual maintenance, technical and managerial inspections for all of these structures, projects.

Can you describe the typical materials used in traditional Emirati architecture?

For the walls we use coral stone which in the olden days we used to get from Dubai or Umm Al Quwain. Now we bring it from Yemen. Then there was this thick, hevay shell stone, which we used to get from the end of the Dubai Creek. Now we cannot find it here. Then we have gypsum which is used as a mortar – we can get this here in the UAE, Saudi Arabia or Iran. For the roof, we used to use palm tree trunks or chandel from mangroves, which even in the olden times we used to get from Zanzibar. Then there is the red wood called Muraba, which we bring from India, Burma, Malaysia and Singapore; and sarooj or clay is used for waterproofing.

Can you describe the typical features in the traditional Emirati architecture?

The most important features are the traditional wind towers (barjeel) and courtyards (in the middle part of the building) for the cooling, continuous movement and circulation of air. Then there are the decorative elements unique to our architectural style, which architects are now using in modern buildings like Madinat Jumeirah, because it gives an identity to the architecture that is indigenous to this region.



Damage Control

Nestlé signs up with Swiss biotech company to develop diagnostic test for Alzheimer's

Foraying into new territory in the medicine business and in a win for fighting neuro-degenerative diseases, food group Nestlé has recently signed a research collaboration agreement with a Swiss biotech company to develop an Alzheimer's disease diagnostic test. Nestlé's second medical deal in recent times – the first was a separate agreement to develop a new treatment for ulcerative colitis – highlights the Swiss giants' commitment to the faster-growing, more profitable medical field as its sales of processed foods slow in many markets.

The Nestlé Institute of Health Sciences SA (NIHS), the research arm of the global nutrition, health and wellness conglomerate, has signed a collaboration agreement with AC Immune SA – a leading Lausanne-based biopharmaceutical company focused on neurodegenerative diseases. The aim of the collaboration is to develop a sensitive, minimally invasive Tau diagnostic assay for early Alzheimer's disease (AD) by applying a multiplexed ultrasensitive antibody technology platform.

To put it simply, Tau is a protein that causes tangles in the brain that has traditionally been one of the two hallmarks of Alzheimer's, the other being beta-amyloid plaques. Tangles and other abnormal forms of Tau protein accumulate inside the brain cells and spread between cells of people with Alzheimer's disease over a long period of time. It is now well established that Tau correlates well with cognitive decline and disease progression. Not only this, Tau may

TAU IS A PROTEIN THAT CAUSES TANGLES IN THE BRAIN THAT HAS TRADITIONALLY BEEN ONE OF THE TWO HALLMARKS OF ALZHEIMER'S, THE OTHER BEING BETA-AMYLOID PLAQUES.

Illustration: Tarak Parekh

also develop into a suitable bio-marker for early diagnosis of the disease.

"This collaboration agreement opens up exciting new possibilities in the quest to better understand and combat this debilitating disease", comments Ed Baetge, Head of NIHS. "By bringing together our ultrasensitive next-generation diagnostic platform and AC Immune's expertise in the field, we hope to develop a minimally invasive Tau diagnostic using patients' blood which can identify Alzheimer's patients at a very early – and potentially pre-symptomatic –stage of the disease."

Andrea Pfeifer, CEO of AC Immune, commented: "The development of a minimally invasive diagnostic test to identify patients at very early stages is considered as one of the most pressing needs in the treatment of Alzheimer's disease".

Ed Baetge added: "Our overarching goal at NIHS is to develop nutritional approaches and technologies that help people maintain or improve their cognitive vigour especially for early diagnosis and targeted intervention to combat this global health problem".

Currently, there are estimated to be 46.8 million people living with dementia in the world – a figure which is expected to triple by 2050. The estimated annual cost to society currently stands at $818 billion. Early diagnosis of the disease would be an important step forward in a more holistic approach to managing and ultimately preventing Alzheimer's.

Over the last two years, Nestlé has been investing in the market for healthcare products that have higher margins than the coffee, soups and sweets it is generally known for. "Clearly, Nestlé's got the size, clout and expertise to push in a particular direction," said Liberum analyst Robert Waldschmidt. "They have a real commitment to their health sciences business now."

In the UAE with a largely young population, the disease has not assumed the proportions as in other countries where the population is aging. But experts have voiced their opinion about the need to create awareness about Alzheimer's and the risks of developing this debilitating condition among persons aged 75 or more.

Besides, there is the strong link between Alzheimer's and lifestyle diseases like diabetes and cardiovascular conditions. Heart diseases are the top killer in the UAE, while diabetes affects about 20 per cent of adults in the country.




شكرًا...
FACE BOOK



Networking in Timbaktu

Facebook satellite to beam internet to remote regions in Africa

Almost all of sub-Saharan Africa can soon have access to Internet, due to the efforts of the social networking site Facebook. The company, headed by Mark Zuckerberg, is to launch a satellite next year that will provide Internet access to remote parts of Africa, Zuckerberg has revealed in an announcement posted on his own Facebook page.

The social networking site is partnering with French satellite company Eutelsat to launch the AMOS-6 satellite to provide greater Internet coverage across West, East and Southern Africa. In his announcement, Zuckerberg said "I'm excited to announce our first project to deliver Internet from space...To connect people living in remote regions, traditional connectivity infrastructure is often difficult and inefficient, so we need to invent new technologies," he wrote in the Facebook post.

"Over the last year Facebook has been exploring ways to use aircraft and satellites to beam Internet access down into communities from the sky," Zuckerberg added. "We're going to work with local partners across these regions to help communities begin accessing Internet services provided through satellite."

Currently, through Facebook's internet.org initiative, which has also come under a lot of criticism for its supposed violation of net neutrality conventions, the company offers access to services including weather, news, health and Facebook itself, for free. However, most connections at present come through traditional fixed and mobile telecoms networks, which provide spotty coverage especially in sparsely-populated areas.

Critics of the internet.org initiative say it favours Facebook over rival services and violates the basic tenets of net neutrality by providing some services for free. "It is our belief that Facebook is improperly defining net neutrality in public statements and building a walled garden in which the world's poorest people will only be able to access a limited set of insecure websites and services," a consortium of advocacy groups wrote in May.

Meanwhile, the AMOS-6satellite is still under construction and the company plans to launch it in 2016. The satellite is likely to be launched into space on board a Falcon 9 rocket built by SpaceX, the space exploration company headed by Elon Musk. Reportedly, Facebook had abandoned plans to build its own satellite, which would have cost up to $1 billion (£660 million), earlier this year. "Facebook's mission is to connect the world and we believe that satellites will play an important role in addressing the significant barriers that exist in connecting the people of Africa," said Chris Daniels, the head of internet.org.

This announcement followed a recent pledge taken by Zuckerberg and Microsoft billionaire Bill Gates, who have thrown their weight and resources behind a goal to bring internet access to everyone in the world by 2020. The pledge is part of a United Nations effort to eradicate extreme poverty by 2030, a goal set on a special summit held at the global body on October 9.

The internet became commonplace in developed countries in the 1990s, but UN officials estimate that half the world does not have reliable access — especially women and girls, whose education is vital to development. "When people have access to the tools and knowledge of the internet, they have access to opportunities that make life better for all of us," said a declaration signed by Zuckerberg and Bill and Melinda Gates, who have devoted their wealth to philanthropy. "The internet belongs to everyone. It should be accessible by everyone." Zuckerberg wrote on Facebook, adding that for every 10 people connected to the internet, one is lifted out of poverty.

THE COMPANY PLANS TO LAUNCH AMOS-6SATELLITE IN 2016





Magnet for potential industry partners

The Industry Engagement Office (IEO) at KAUST fosters a culture of collaboration between industries and academia in Saudi Arabia

King Abdullah University of Science and Technology (KAUST) is a public research university located in Thuwal, Saudi Arabia. It focuses exclusively on graduate education and research. Biological and Environmental Science and Engineering; Computer, Electrical, and Mathematical Science and Engineering; and Physical Science and Engineering are the programs offered there.

WHEN FACULTY MEETS INDUSTRY

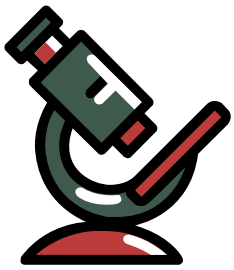
They have an Industry Engagement Office (IEO), which is responsible for all facets of industry engagement and is industry's gateway to KAUST. "Industry engagement is an integral component not only of Innovation and Economic Development's mission, but also the mission of KAUST. We really think of ourselves as integral enablers to accomplishing KAUST's mission," says Imad Abukhalaf, manager of KAUST's Industry Engagement Office. Any company interested in setting up a base on-campus is recruited by the IEO. The state-of-the-art core labs are magnets for potential industry partners. The research at KAUST can add long-term value to businesses and R&D endeavours.

The IEO also connects KAUST faculty with suitable industry partners by assessing and identifying viable pathways between research interests and business models.

In addition to working collaboratively with various research groups, the IEO has successfully fostered relationships with a number of companies operating in the Kingdom, including Alstom, GE and Boeing.

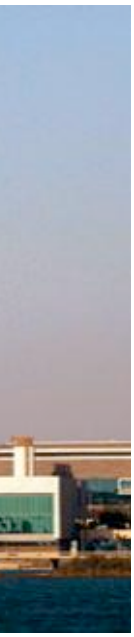
Industry-sponsored research activities are a way for partners to engage with KAUST students and post-doctoral fellows. It benefits them in terms of research output while at the same time also helps identify top talent to hire.

The KAUST Industry Collaboration Program (KICP) is directed by the IEO. It is a membership-based program and serves as a network of strategic industry partners. An Industry Collaboration Officer, who is a subject matter expert, is assigned to each KICP member. This expert is responsible for managing the relationship and being responsive to the company's needs with respect to KAUST. The office has two main teams: the business team, tasked with generating company leads, and the scientific arm which is



RHESUS INDUSTRY-SPONSORED RESEARCH ACTIVITIES ARE A WAY FOR PARTNERS TO ENGAGE WITH KAUST STUDENTS AND POST-DOCTORAL FELLOWS.

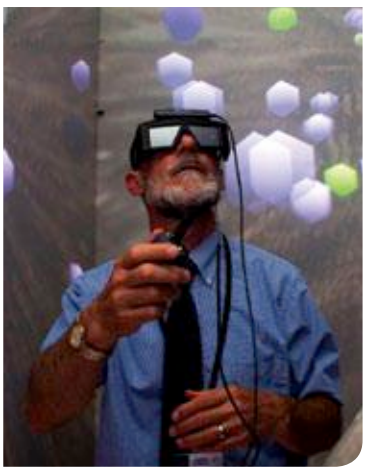
Photos: www.kaust.edu.sa











responsible for handling technical discussions with industry through faculty and research centres.

SUCCESSFUL RELATIONSHIPS

It is important for KAUST to work as a team with both faculty and industry stakeholders on campus to achieve their objectives. This is possible when the company's R&D needs are in alignment with KAUST's research capabilities and offerings. This ensures a win-win situation for both parties.

One of the success stories is when the IEO helped SABIC (Saudi Basic Industries) decide where to set up their research center and continue to help identify areas of interest for research faculty, draft research proposals and assist SABIC in the next phase of their expansion. SABIC has hired around 50 people through research projects over the past five years.

Another instance is IEO's involvement in identifying opportunities for KAUST's Clean Combustion Research Centre (CCRC).

"It takes time and delicate persistence to develop these relationships if they are to mature into funded projects", says Professor William Roberts, Director of the CCRC.

EXPO 2020: Putting youth at the heart of plans

YouthConnect has been planned in coordination with people from the target group of 18-25 years and promises a truly immersive and interactive environment.

#YOUTHCONNECT
Aims



#LET'SEMPOWER
Workshops



#LET'STALK
Discussion corner



#LET'SEXPLORE
Interactive exhibits



#LET'SNETWORK
Food for thoughts

It was two years ago, that the UAE made history by becoming the first country in the MEASA region (Middle East, Africa and South Asia) to win the right to host the World Expo in 2020. The news was welcomed with grand celebrations all over the country, and rightly so.

The world Expo at Dubai has the theme 'Connecting Minds, Creating the Future', with the sub-themes of Mobility, Sustainability & Opportunity.

Expo 2020 Dubai aims to be a catalyst in using the interconnections of today's world to build new partnerships for growth and sustainability and the UAE is committed to creating an event of unprecedented global scale that includes a purpose-built venue on a 438-hectare site. Within this site, there will be a 200 hectare gated area dedicated to the Expo, with surrounding residential, hospitality and logistics zone.

The master plan is built to facilitate a global dialogue during the Expo and has been designed to seamlessly incorporate the theme along with integrating the three sub-themes. It draws inspiration from local urban design, architecture and natural environment.

The three theme zones will converge at the Al Wasl plaza and will each contain a souq. Each theme zone will also have one feature Entertainment Venue and a specialised Theme Pavilion. The three main pavilions will be the UAE pavilion, welcome pavilion and innovation pavilion.

YOUTHCONNECT

Expo 2020 has also unveiled a platform, which will host a series of highly interactive forums dedicated to the youth. It is called YouthConnect and will have its inaugural event on November 14, 2015. This event is open to all UAE residents between the ages of 18 and 25. Places at the event can be confirmed by applying online on the official website.

"From our earliest days conceiving Expo, we were determined to put our youth at the heart of our plans. It is these young men and women who will be representing and leading our nation in the years to come. So it is important that they contribute to these events and decide what they want to see and do on the day," says Her Excellency Reem Al Hashimy, UAE Minister of State, Board Representative of the Expo 2020 Dubai Higher Committee, and Director General of the Bureau Dubai Expo 2020. "Over the past few months I, like many others from the UAE, was able to travel to Milan and see for myself the successful way in which Italy has hosted this event.

"It has been a very useful learning experience for the whole of the team which is working to deliver our own exceptional Expo. I was especially delighted to have had the opportunity to see the UAE Pavilion in Milan, which has been a great success. More than 800,000 people have had the chance to visit the pavilion. I am particularly proud of our volunteers who represented the spirit of the UAE in the most incredible manner. They engaged with an international audience, and conveyed the essence of our nation to the world — a young, capable and dynamic country full of enthusiasm for the future and determination to succeed," she added in an interview with *Gulf News*.

The various activities will revolve around workshops, discussions, interactive exhibits and networking opportunities. YouthConnect has been planned in coordination with people from the target group and promises to be a truly immersive and interactive environment.



Photo: Getty Images



At par with the best

Six UAE universities make it to the QS World University Rankings. UAE University and American University of Sharjah are the two UAE universities that make it to the Top 10 universities from the Arab region.

Based on web traffic, social media metrics and estimated online readers, the QS World University Rankings was released mid-September. By far the most popular annual league table of world universities, the twelfth edition of the QS World University Rankings 2015/16 confirms the Massachusetts Institute of Technology (MIT) as the world's top university followed by Harvard and The University Cambridge and Stanford University.

Meanwhile, the UAE sees six universities placed in this year's ranking, the same number as the previous year. This represents a stable overall performance for UAE's Higher Education institutions. Leading the way is American University of Sharjah (411th-420th band), followed by the United Arab Emirates University (430th) and Khalifa University (481st-490th band). Five universities see small ranking decreases, while the American University of Dubai (551st-600th band) sees a small increase to break into the top 600 worldwide.

However, making it to the top 10 list of QS University Rankings for the Arab region this year, are two universities from the UAE. UAE University (88.6 per cent) and the American University of Sharjah (86.1 per cent) placed sixth and seventh respectively for the year 2015, retaining their



Above: American University of Sharjah



UAE University



King Fahd University of Petroleum and Minerals



American University of Beirut



King Abdul Aziz University

rankings for the second consecutive year. The 'QS University Rankings: Arab Region', the first edition of which was launched last year, highlights the leading universities in this part of the world. For the 2015 edition, 259 universities were evaluated.

According to the world-wide university rankings, the best university in the Arab region is King Fahd University of Petroleum and Minerals in Saudi Arabia which took the first place by scoring 100 per cent. The American University of Beirut in Lebanon, King Saud University in Saudi Arabia, King Abdul Aziz University in Saudi Arabia and the American University of Cairo in Egypt followed respectively.

The methodology for the ranking has been developed with the aim of reflecting specific challenges and priorities for institutions in the region. The methodology takes nine indicators into consideration: academic reputation, employer reputation, faculty staff ratio, web impact, and proportion of staff with Phd, citation per paper, papers per faculty, proportion of international faculty and proportion of international students.

In the QS World University Rankings 2014/15, The United Emirates University held the 385th place while the American university of Sharjah held the 390th place, out of the 800 universities ranked around the world.

QS World University Rankings is an annual publication of university rankings by British Quacquarelli Symonds (QS) company. It is regarded as one of the three most influential and widely observed university measures, together with Academic Ranking of World Universities and Times Higher Education World University Rankings.



HH SHEIKH MOHAMMED'S GLOBAL INITIATIVES TARGET 130M IN NEED

Middle East's largest development and community foundation focuses on human development in an integrated manner

His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, launched early last month [October 4, 2015] one of the largest development and community foundations in the Middle East region called 'Mohammed Bin Rashid Al Maktoum Global Initiatives' (MBRGI).

The new foundation consolidates the work of 28 organisations focusing on fighting poverty and illness, spreading knowledge and culture, empowering the community and driving innovation. Combined, the foundation's initiatives will implement over 1,400 human development programmes in more than 116 countries around the world.



HH Sheikh Mohammed said at the launch, "The Arab region is undergoing massive challenges. We will not turn our backs on our region, we will provide our support and bring hope for our youth." He added, "The world today is facing great challenges on all levels, in terrorism, wars and mass immigration, and the only solution lies in human development which can be achieved by educating people and helping them build their future."

The Mohammed Bin Rashid Al Maktoum Global Initiatives will target over 130 million people over the coming years and will focus its programmes on the Arab region.

It will also launch the largest and most comprehensive development programme in the Arab region, focusing on human development in an integrated manner, starting with providing the basic human needs for health, fighting illiteracy and poverty through to providing knowledge, the dissemination of culture and the development of education. It will work in parallel on developing a new generation of young Arab leaders, supporting real change in the area of good governance in the region and providing the largest incubator for Arab innovators, scientists and researchers.

MEETING OF THE BOARD OF TRUSTEES

Two days after the launch, Sheikh Mohammed chaired the first meeting of the board of trustees for the MBRGI.

HH Sheikh Hamdan Bin Mohammed Bin Rashid Al Maktoum, Dubai Crown Prince and Deputy Chairman of the board, HH Sheikh Maktoum Bin Mohammed Bin Rashid Al Maktoum, Deputy Ruler of Dubai, HRH Princess Haya Bint Al Hussain, wife of Sheikh Mohammed, and other board members were present during the meeting.

HH Sheikh Mohammed said "The world has spent tens of billions on addressing global challenges. If only a quarter of this amount was spent on development in our region, we would overcome our challenges and our people could overcome their difficulties to restore their role in building vibrant societies which contribute to the development and well-being of mankind."

HH Sheikh Mohammed ordered the immediate preparation of a plan to achieve the goals of the initiatives to reach 130 million people over the next 10 years. Sheikh Mohammed issued instructions to focus efforts on building a larger humanitarian development programme that includes the Arab world in order to meet basic healthcare needs, combat illiteracy, spread knowledge and culture, as well as to support youth, community initiatives and innovators.

HH Sheikh Mohammed also ordered setting up a team to coordinate between bodies who are members of the Mohammad Bin Rashid Initiative. The team will be responsible for looking into available opportunities to forge partnerships and benefit from expertise and resources that are available to these bodies, which will help the initiatives achieve new goals.

"In the current day and age, humanitarian work requires a vision, strategic planning, specific

goals, and effective management of financial and human resources in order to achieve a real change in people's lives," said Sheikh Mohammed.

"We have massive humanitarian ambitions, and we need massive humanitarian organisations to meet those ambitions. We have succeeded previously in reaching 56 million beneficiaries, unifying all bodies under one umbrella. Today, we are able to reach even more people. We made a promise to instill new hope in the region; this is not merely a slogan. It is a mission that requires extensive planning, execution and follow-ups," said HH Sheikh Mohammed.

During the meeting, the board approved a number of strategic initiatives to carry out the vision of the development foundation.

MBRGI includes all programmes, institutions and awards launched by His Highness during previous years in preparation for a new





era of humanitarian and global development work where these institutions can focus on specific development goals of specific geographic areas, as well as take advantage of available resources optimally. The annual operating budget for the new foundation is over Dh1 billion and it will work in general within 116 countries, focusing mainly on the Arab region within the coming period.

BASIC GOALS

The primary basic goals of the new foundation were announced, focusing on four main sectors: Fighting Poverty; Dissemination of Knowledge; Community Empowerment and Innovation for the Future.

MBRGI will work on supporting and educating 20 million children and on the prevention and treatment of 30 million people from blindness and eye diseases until 2025. MBRGI will also invest Dh2 billion establishing medical research centres and hospitals in the region. The initiatives include dedicating Dh500 million for research projects to address the need for concrete solutions to the water shortage issues of the region, a key challenge that will only intensify in decades to come.

OPEN INIVITATION

Earlier at the launch, Sheikh Mohammed commented, "Today, we are embarking on a new beginning. My invitation is open to



"We have massive humanitarian ambitions, and we need massive humanitarian organisations to meet those ambitions. We have succeeded previously in reaching 56 million beneficiaries, unifying all bodies under one umbrella. Today, we are able to reach even more people."

HIS HIGHNESS SHEIKH MOHAMMED BIN RASHID AL MAKTOUM

all countries, international foundations and organisations to participate with us in bringing new hope for our region."

MBRGI will continue with its relief work and will empower more than 2 million families, enabling them to become self-sufficient within the next 10 years. The new institution will also support young entrepreneurs in order to provide more than half a million jobs over the next few years.

In the field of spreading knowledge and science, and encouraging the translation of key works into Arabic, MBRGI will work on printing and distributing more than 10 million books, and the translation of the top 25,000 titles from various languages to Arabic, as well as continuing with promoting a vibrant reading culture among school students. The foundation will support programmes that aim to see over than 500 million books read over the next ten years across the Arab world. The investment in educational, knowledge, and scientific initiatives will total Dh1.5 billion to create real change in this sector.

CULTURE BASED ON TOLERANCE

MBRGI will work within its overall development strategy on establishing a new culture in societies based on tolerance and cultural and civilisational openness. To achieve this goal, the foundation has dedicated more than Dh600 million to promote a transparent and lively media dialogue and also to enable communities to live in harmony, away from extremism, ethnic, religious or sectarian discrimination. An amount of Dh150 million will be awarded to encourage creatives, intellectuals, and journalists to create cultural discourse that is based on empowering communities, enhancing their cohesion, and increasing their cultural creativity. The institution will target over a million participants in awards and forums related to community empowerment over the next 10 years.

As part of its overall vision to develop the region, MBRGI will support innovation and scientists in the region by fostering 5,000 innovators and researchers and will invest more than Dh5.5 billion in building a better, world-standard environment for innovators in the region. This reflects HH Sheikh Mohammed's belief that nations without innovation cease to evolve and build leadership of the future. MBRGI will also focus on fostering entrepreneurship by supporting and nurturing 50,000 young entrepreneurs and supporting the establishment of new companies that will provide 500,000 job opportunities in the region during the coming years. All of this is part of the foundation's comprehensive development vision to contribute towards eradicating unemployment and providing Arab youth with a dignified life, preventing them from being misguided and lured to terrorism.

HH Sheikh Mohammed commented, "Humanitarian work and development nowadays have transformed, and today's challenges require huge global foundations to contribute in creating real social change. The huge challenges faced by our region require a foundation of a scale that can meet the scale of these challenges." He added, "With all our work and initiatives we seek nothing but God's approval. Our true value is measured by what we add to this life and our true happiness lies in what we offer to make people happy. God has blessed the UAE with many gifts and we show our thankfulness with such acts." →

GLOBAL ACHIEVEMENTS SO FAR

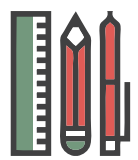
SPREADING KNOWLEDGE



2,126
schools built worldwide



400,000
teachers trained



10 million
children benefited from educational initiatives



3.2 million
books printed and distributed

ENTREPRENEURSHIP AND INNOVATION



23,000
young entrepreneurs nurtured



3,000
companies employing over 160,000 people supported



Dh1 billion
investment to create integrated environment for creators and innovators



155
government entities worldwide received leadership training

EMPOWERING COMMUNITIES



500,000
participants in awards and forums



Dh400 million
to create a culture of tolerance in societies

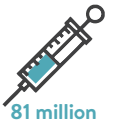


67,000
media participants in the formation of new media reality

COMBATING POVERTY AND ILLNESS



23 million
people treated and protected from blindness



81 million
distributed vaccines and medications to test blindness



3.6 million
children protected from intestinal worms



46
hospitals built



1.5 million
households in 40 countries provided with support and relief



700,000sq ft
world's largest humanitarian hub



6.5 million
people provided with drinking water

Infographics: Tarak Parekh

GLOBAL INITIATIVES GOALS BY 2025

COMBATING POVERTY AND ILLNESS



30 million
people to be treated and protected from blindness and eye diseases



2 million
households to be supported and enabled in 400 countries



Dh2 billion
investment to establish research centres and hospitals



Dh500 million
investment towards water research in the region

EMPOWERING COMMUNITIES



25,000
books to be translated into Arabic



Dh600 million
investment to promote culture of tolerance



1 million
participants in awards and forums to be attracted for empowering communities



Dh150 million
awarded to encourage creatives, intellectuals and journalists

ENTREPRENEURSHIP AND INNOVATION



5,000
innovators to be supported and incubated across the region



Dh5.5 billion
to be invested in creating innovation incubators



500,000
job opportunities provided by companies supported by MBRGI



50,000
young entrepreneurs to be trained and supported

SPREADING KNOWLEDGE



10 million
books to be printed and distributed



20 million
children to receive education support



500 million
books to be read by students



Dh1.5 billion
investment in education and knowledge


Success
OK!
Goals
Realization
Resources
Teamwork
Analysis
1
2
3
4
5a
5b
I
II
III
IV
V

BUILDING A NEW PLATFORM FOR ENTREPRENEURSHIP

Start-up accelerator Oasis500 addresses a serious gap in the region – the lack of seed and early stage funding for ventures

Amman has set out to launch 500 start-ups. Oasis500 became Jordan's launchpad and the number one Start-up Accelerator in the Middle East that has helped spawn and grow new companies which are backed up with entrepreneurship and business training, business incubation and acceleration, funding and investment, and mentorship.

A JORDANIAN RENAISSANCE

"Oasis500 began with a notion: building a new platform for entrepreneurship in Jordan and the region by helping passionate ambitious entrepreneurs start their own companies," says Yousef Hamidaddin, Chief Executive Officer, as to how Oasis500 came to be instituted in Jordan's capital to serve the MENA region. "Our part of the world has always been a hotbed for great ideas and determined dreamers, but what comes after the idea? The word 'Oasis' addresses a serious gap in the region – the lack of seed and early stage funding for ventures," he says.

As entrepreneurs who decide to pursue new business ideas may be able to start off by borrowing money from family and friends and take a few steps forward, once they really need to grow they enter the 'funding desert'.

"This is why Oasis500 was founded: to invest in great new ideas that need this early-stage capital and to provide them with enough supplies, know-how, tools, and training to make the desert crossing successfully. As our entrepreneurs succeed and grow their businesses and secure future capital, we share in the success as their business partners, mentors, and helpers," says Hamidaddin.

Since its launch, Oasis500 has passed many a milestone in its journey as a leading early stage and seed investment company – a pioneer in the region. Oasis500's achievements to date include, Hamidaddin enumerates, the more than 1,900 entrepreneurs trained under its wing and more than 8,000 applications received to join Oasis500, the more than 450 Angel Investors and more than 250 Mentors in its network, topped up by the $18 million follow-on funding secured by its start-ups.

On the size of its investment corpus and how the selection process of entrepreneurs carried out, Hamidaddin explains that upon submitting an online application to Oasis500, "your idea/business is evaluated against our selection criteria (in terms of feasibility, novelty, creativity, scalability, and investment and market potential). "Depending on your experience and needs, you will either be directed to pitch your business in front of an Oasis500 jury or complete our Business and Entrepreneurial Workshop. Successful companies are then selected, leading the way for us and our investors to invest in them and help take their businesses to the next level, continuously offering our guidance and mentorship along the way."

Selected companies are awarded with an initial seed investment of $30,000 – $50,000 depending on their individual status and sector. Consequently, Oasis500 becomes a 5 per cent to 15 per cent shareholder.

TYPICAL PATH

There is usually a typical path an entrepreneur selected by Oasis 500 takes from training, mentorship guidance, incubation and acceleration. The programme starts with an extensive Business and Entrepreneurship workshop. This workshop covers all business aspects and provides participants with a comprehensive and detailed 'Survival Kit' designed to form a solid foundation for any start-up.

"Successful entrepreneurs who complete the workshop and manage to get their investment, gain an automatic acceleration period at Oasis500 offices in Jordan. We at Oasis500 have always preferred the term acceleration over incubation, as we see that the three months (100 days) incubation period at Oasis500 offices accelerates the start-ups to achieve significant milestones and goals," says Hamidaddin.

"During the acceleration period, our start-ups get thorough coaching and mentoring from Oasis500 team, industry experts, and a group of over 250 local, regional, and international mentors. Other services offered to start-ups during the acceleration period include legislation services, financial services, marketing and communications, office space and internet access, as well as exclusive deals from our partners and supporters."

On how they ensure that a deserving entrepreneur gets the seed, early-stage, and follow-on funding that he/she needs, Hamidaddin says that Oasis500 provides the seed funding necessary for start-ups to get them going, but they may need more funding to make it further. "For that reason, Oasis500 regularly holds Angel Investor Events where our start-ups are given the chance to pitch their businesses to local and regional angel investors and venture capitalists. We will prepare them for these events so they are as effective as possible, and will do everything we can to help get them additional follow-on funding."



"WE AT OASIS500 HAVE ALWAYS PREFERRED THE TERM ACCELERATION OVER INCUBATION, AS WE SEE THAT THE THREE MONTHS (100 DAYS) INCUBATION PERIOD AT OASIS500 OFFICES ACCELERATES THE START-UPS TO ACHIEVE SIGNIFICANT MILESTONES AND GOALS."

On the quality of angel investors and mentor networks that Oasis500 deals with, Hamidaddin says the programme is designed to provide a learning ecosystem for the entrepreneurs under its wing to develop their skills and grow, bringing together more than 300 local and international mentors and industry experts. "Our network of over 450 angel investor serves a variety of entrepreneurship sectors through key investment stages and prepares entrepreneurs for further funding by venture capitalists and private equity funds, if needed."

Above right: Yousef Hamidaddin, Chief Executive officer, Oasis500.
Below: Oasis500 Office



There are innumerable success stories that have been incubated and launched at Oasis500.

These include:

ShopGo
is MENA's e-commerce solution – the one partner anyone needs to start their own online store in the region. They bring together all of the relevant players (technology, marketing, shipping couriers, payment options) to make selling online a quick and easy process and their ready solution provides beginners and experts alike with all the tools needed to run and grow a successful online business.
www.shopgo.me

Elmuda.com
is a luxury on-season fashion e-commerce and social platform for the Middle East market.
www.elmuda.com

Snackable News
is a technology platform for native advertising (Branded Content) and algorithmic distribution on social networks. It publishes digestible stories from around the world using their own original recipe for content. They're called 'digestible' because they're short and easy to read.
www.snackablenews.com

Madfoo3atCom
is a Jordanian P.S.C. company established in 2011. It aims to connect banks with billers to facilitate bill payment and inquiry through electronic channels 24/7 easily and securely.
www.madfooat.com

Abjjad is the first Arabic digital platform for book recommendations and discussions launched in 2012 to address the lack of an online database for Arabic books.
www.abjjad.com

3Dmena is an online marketplace and community where you can make, buy and sell custom products with 3D Printing.
www.facebook.com/3Dmena

i3zif is an online music website venture by a group of music lovers working to make music and instrument playing accessible to everyone in any given place or time.
www.i3zif.com

CULTURAL AND CREATIVE INDUSTRIES

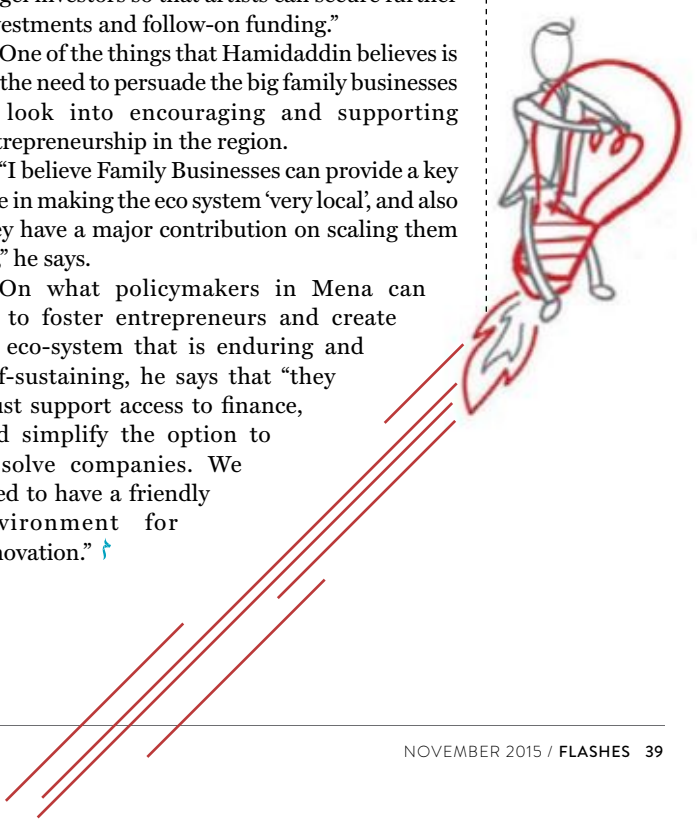
Oasis500 is one of the few investment firms who embrace entrepreneurs who are not from the tech, Mobile and Digital Media sectors, like the Cultural and Creative Industries sector. What is the thinking behind this? How does this translate into practice? "Our aim is to capitalise on untapped creative potential in order to support the economy and foster the arts in the Mena region, as well as develop the art, design and media sector to become another success story like the Tech, which continues to nourish and grow our economy," says Hamidaddin.

The Creative Industries' track is dedicated to all residents in the Mena region, focusing on self-sustainable projects in many creative sectors. "Our Business and entrepreneurship workshop focuses on building business skills and professional communication. We aim to accelerate our Creative Industries start-ups by providing primary investment and business enhancement. Our companies have the opportunity to secure investment and acceleration, and a 100-day incubation period. We will then offer exposure and publishing through regional and local events, including but not limited to roadshows, pop-up shops, art weeks, management consultations and facilitated deals with publishers. We provide mentorship by partnering the artist with appropriate masters in the industry. We open our extensive network of Angel investors so that artists can secure further investments and follow-on funding."

One of the things that Hamidaddin believes is on the need to persuade the big family businesses to look into encouraging and supporting entrepreneurship in the region.

"I believe Family Businesses can provide a key role in making the eco system 'very local', and also they have a major contribution on scaling them up," he says.

On what policymakers in Mena can do to foster entrepreneurs and create an eco-system that is enduring and self-sustaining, he says that "they must support access to finance, and simplify the option to dissolve companies. We need to have a friendly environment for innovation."





IT IS TOMORROW!

Gitex demonstrates next generation disruptive technologies

A SIGNIFICANT PLATFORM

His Highness Sheikh Mohammed bin Rashid Al Maktoum Vice President and Prime Minister and Ruler of Dubai hailed Gitex as one of the major ICT events in the region and a platform for innovation, knowledge and smart education.

He noted that the global technology event attracts students, researchers, inventors, trainers, traders, consumers, and global companies.

Sheikh Mohammed's comment came as he toured Gitex Technology Week, the leading ICT event in the Middle East, Africa and South Asia, on the second and third day. This year's edition, in its 35th year, had its theme as 'The Internet Future of Everything', and focused on Innovation, Connected Cloud, Big Data, Mobility, and Security.

The five-day event showcased the latest in innovative Internet of Things solutions, especially in drones, robotics, and 3D printing that can transform the region's businesses. More than 3,600 companies from over 62 countries took part. Organisers of Gitex estimated over 140,000 visitors from over 150 countries to explore tech solutions presented this year.

Sheikh Mohammed also instructed the competent authorities in Dubai, the Dubai World Trade Centre in particular, to give this major event more attention in terms of expansion, organisation, management and hospitality, respect for exhibitors and visitors, as well as to come up with new creative ideas that make Gitex the world's number one technology exhibition, according to WAM.

He was accompanied by Sheikh Maktoum Bin Mohammed Bin Rashid Al Maktoum, Deputy Ruler of Dubai,



Smart Dubai at Gitex 2015

and a number of senior officials, visited the stands of Abu Dhabi Smart Government, Dubai Smart Government, Dubai Police, Dubai Internet City, and a number of federal government departments showcasing their smart services.

He also viewed the first-of-its-kind Smart Mall, which allows users to shop through an interactive screen at Metro stations, being showcased by the Roads and Transport Authority (RTA) and also toured halls and exhibitors' stands where he was briefed on the latest IT trends and products as well as smart applications, security solutions for transactions and network protection against hacking.

The Smart Mall project, undertaken by the RTA in conjunction with Etisalat, is one of the innovative initiatives offering smart solutions of Smart shopping to Metro riders through interactive 3D Ultra High Definition (UHD) screens of 9 square metres in areas, enabling two people to carry out purchasing processes at a time.

Sheikh Mohammed stopped at South Korea's stand which showcased Robot Pavilion where he was briefed on the company's innovation of robots for delivering various services.

He also viewed a remotely controlled device for traffic safety and toll gates, showcased for the first time in the region by software giant Microsoft.

Sheikh Mohammed also visited Saudi Arabia's pavilion where he viewed a smart car used by Saudi police as an advanced mobile operations room.

At the stands of Google and Samsung, he viewed the latest programs and hi-tech products of the two giant companies.

He also visited the stands of other global ICT companies including Dell, Intel, Jacky's Business Solutions, Fujitsu,





Panasonic, LG, Blackberry as well as the pavilions of France, China and Germany.

On the second day, Sheikh Mohammed visited the Dubai Customs platform at the Dubai Smart Government's stand and praised smart services and applications, as well as innovative initiatives. He was received by Sultan Ahmad Bin Sulayem, Chairman of Dubai World and of the Dubai Ports, Customs and Free Zone Corporation (PCFC), and Ahmad Mahboub Musbeh, Director of Dubai Customs.

INNOVATION, INTEROPERATION AND DISRUPTION

In tandem with the Year of Innovation, the GTX Horizons Zone showcased leading edge demonstrations of next generation disruptive technologies across 3D Printing, Autonomous Vehicles, Drones and Robotics.

Innovation, Interoperation and Disruption were the themes across the GTX Ignite conference, a powerhouse of global thought leadership, and GTX Innovation Tech Talks, free to attend sessions, that hosted over 100 sessions with 150-plus global futurists, including the Prime Minister of Estonia, Taavi Roivas, ICT



ministers from Egypt, Kenya, and Nigeria, and senior executives from Accenture, BP, Boeing, and Facebook.

"Spearheaded by regional investment and development, the Middle East continues to be a significant pace setter in driving forward innovative discussion, implementation and knowledge exchange around IoT agendas. In testament to this, the 35th anniversary of Gitex Technology Week has been our most expansive and international edition to date. Our roster of world-renowned thought leaders and global technology companies reflect the strong demand for how Internet of Things technologies such as drones, robotics, and 3D printing can impact daily





lives and every industry vertical in the Middle East and beyond," said Trixie LohMirmand, Senior Vice President, Dubai World Trade Centre, organisers of GITEX Technology Week 2015.

"Since the humble debut of the Gulf Computer Exhibition in 1981 – when half of the 3,000 Gulf-based attendees did not even have work computers – the event has grown to Gitex Technology Week, the largest ICT exhibition in the Middle East, Africa, and South Asia, and the third largest in the world," she said.

"Though the show's name has changed, one thing has remained constant: being at the forefront of ICT innovation. Gitex has hosted, powered, and partnered with major events, such as ITU Telecom World, Gitex Shopper, Gulf Information Security Expo & Conference (GISEC), and Internet of Things Exhibition and Conference (IoTX), and has seen thousands of regional product launches that have put Dubai, the UAE, and the region on the global leadership map. Gitex's conferences, also celebrating 35 years, have driven dialogue on the latest industry trends."

FROM CLOUDONE TO YVOLV

A number of initiatives and partnerships were announced at this year's event.

This includes the launch of CloudOne, a smart infrastructure cloud service for Dubai government entities by Dubai Smart Government Department (DSG).

China's Alibaba Group and Dubai's Meraas Holding officially launched Yvolv, a mobile payment feature that can be used to book restaurants and cinema tickets and order home delivery services, and also provides cloud computing and storage services in the Middle East. They also unveiled their first jointly created mobile application Yvo.

Dubai Courts Department, DCD, showcased a variety of electronic devices and smart applications to help customers complete their transactions easily and quickly, including the Nibras electronic device, Nibras app and Public Notice. The Nibras Navigation System is the first-of-its-kind in the Middle East and displays a 3-D map of the courts to guide visitors through its corridors, halls and departments. It also provides information and a bundle of services, including electronic procedures, case follow-up, and access to about 400 services through the Dubai Court portal.

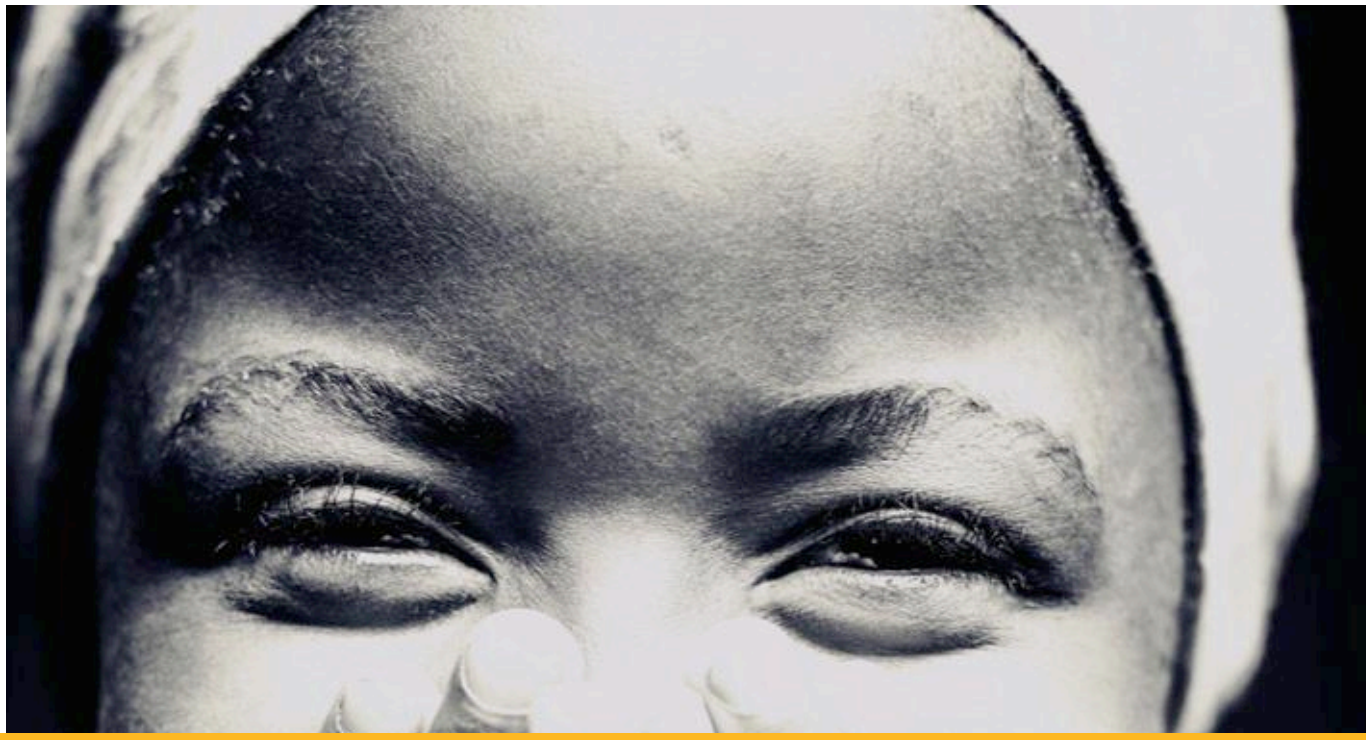
The Ajman Municipality and Planning Department signed a MoU with Huawei Global to boost cooperation to serve the department's strategic objectives and translate its vision and mission to clients.

Telecom operator du became the first operator in the Middle East deploying the internet of things (IoT) network at Dubai Silicon Oasis, deploying sensors for smart parking, smart lighting and for monitoring weather conditions.

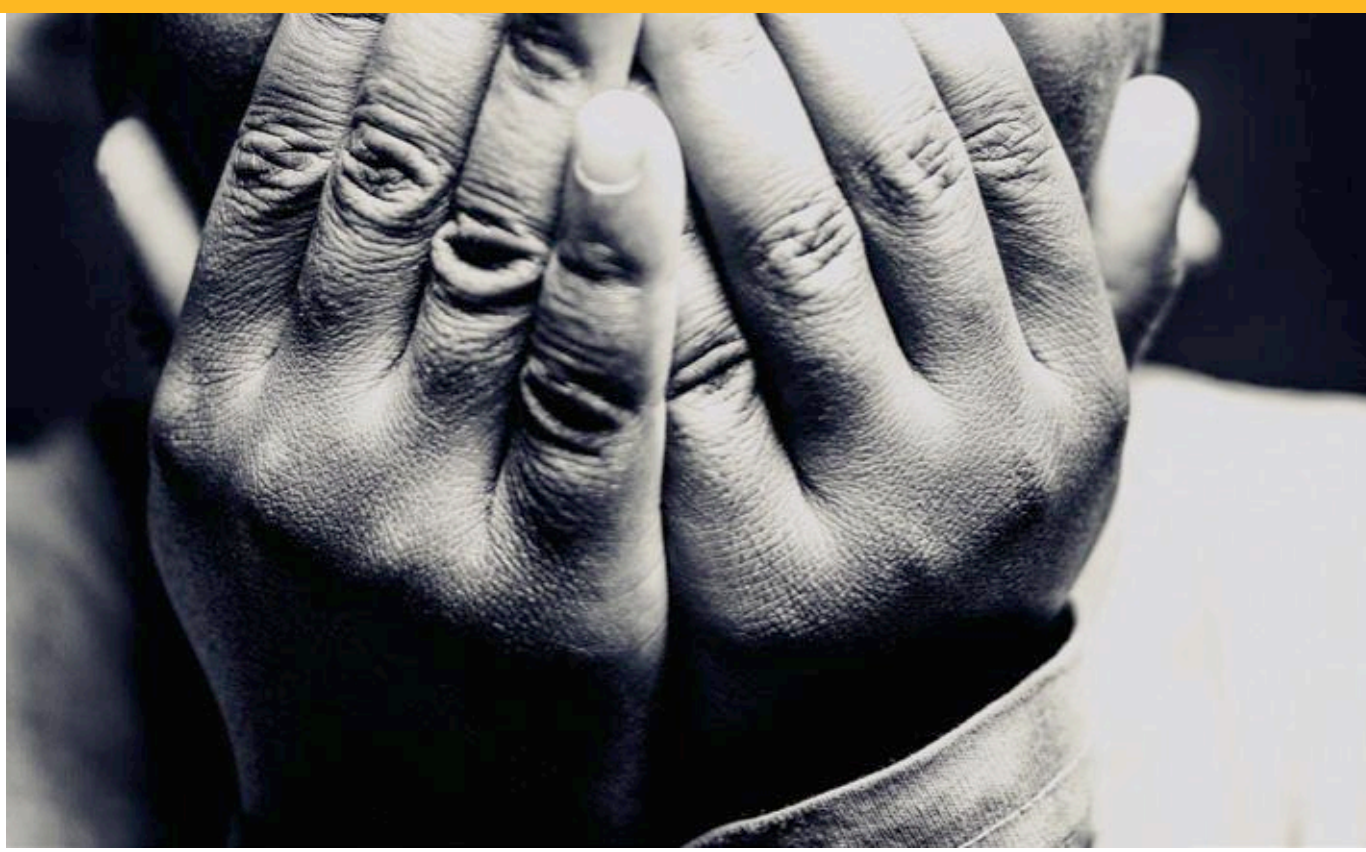
Du also signed a pact with Vodafone for machine-to machine solutions required to make Smart City initiatives a reality and for connected cars in the UAE. Connected automobiles will enable drivers to monitor and troubleshoot their vehicles in real time.







POINTING THE MOST EFFECTIVE WAY OUT OF POVERTY



Last month marked the International Day for Eradication of Poverty (October 17), World Food Day (October 16) and the International Day of the Girl Child (October 11), aimed respectively to raise awareness of poverty, hunger and need for female empowerment across the globe. Dubai Cares, a philanthropic organisation working to provide children in developing countries with access to quality primary education, used these occasions to highlight the role of education in putting an end to poverty and eliminating the hardship of children living in misery and deprivation across the world.

Education is the most effective tool to break the cycle of poverty, a belief held by Dubai Cares founder His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai. It was from this belief and the desire to give children – regardless of their nationality, creed or religion – the opportunity to become positive contributors to society, that His Highness established Dubai Cares in September 2007.

Dubai Cares' mandate to eradicate poverty through education lies at the very heart of Mohammed Bin Rashid Al Maktoum Global Initiatives



Dubai Cares' mandate to eradicate poverty through education lies at the very heart of Mohammed Bin Rashid Al Maktoum Global Initiatives (MBRGI), which was recently launched by HH Sheikh Mohammed focusing on fighting poverty and illness; spreading knowledge and culture; empowering the community and driving innovation.

Tariq Al Gurg, Chief Executive Officer of Dubai Cares, says: "Arising from the vision and guidance of our founder His Highness Sheikh Mohammed Bin Rashid Al Maktoum, who believes in the power of education to eradicate poverty, and in line with his recently launched MBRGI, Dubai Cares continues to invest in innovative education programs that tackle key global issues such as poverty and hunger." ›

Photo: Getty Images



ERADICATING POVERTY

The International Day for Eradication of Poverty this year is celebrated under the theme 'Building a Sustainable Future: Coming Together to End Poverty and Discrimination'. Poverty, defined as any individual living on less than Dh4.6 ($1.25) a day, remains a tragic reality for far too many men, women and children across the world. Although much progress has been achieved in the past 15 years, there are still more than a billion people living in poverty. According to UNESCO, if all students in low-income countries left school with basic reading skills, 171 million people could be lifted out of poverty. This is equal to a 12 per cent cut in global poverty. Moreover, one extra year of schooling increases an individual's earnings by up to 10 per cent.

'Social Protection and Agriculture: Breaking the Cycle of Rural Poverty' has been chosen as the theme of this year's World Food Day, shedding light on the significance of securing food or means to buy food. According to the Food and Agriculture Organisation (FAO) of the United Nations, one in nine people worldwide live with chronic hunger, with the costs of hunger and malnutrition falling heavily on the most vulnerable. Moreover, almost five million children under the age of five die of malnutrition-related causes every year. The most effective investment for achieving long-term health benefits is educating girls and women. Girls' education is often the single most powerful factor affecting health outcomes such as infant and maternal mortality.

Dubai Cares is leading the way in identifying innovative solutions to ensure that children flourish and in turn, initiate long-lasting change

Dubai Cares is leading the way in identifying innovative solutions to ensure that children flourish and in turn, initiate long-lasting change in their communities. Over the past eight years, the organisation's programmes have reached 14 million beneficiaries in 41 developing countries, helping combat poverty and malnutrition through education.







5 MILLION CHILDREN UNDER THE AGE OF FIVE DIE OF MALNUTRITION-RELATED CAUSES EVERY YEAR

in their communities. Over the past eight years, the organisation's programmes have reached 14 million beneficiaries in 41 developing countries, helping combat poverty and malnutrition through education.

"Every person has the basic right to dignity, access to education and economic well-being. It is our duty, not just as an organisation but as global citizens to show that we care and can contribute to eradicating extreme poverty, hunger and build a sustainable future through education," Al Gurg says.

SUPPORT OF GIRLS' EDUCATION, EMPOWERMENT

On the International Day of the Girl Child, Dubai Cares continues to celebrate the determination of girls everywhere in their quest to fulfill their ambitions. On this day, Dubai Cares called on governments, activists, institutions and individuals to come together with a collective goal: to improve the lives of girls globally.

"In the present day, it is distressing that girls still face inequality in a number of areas. They endure discrimination when seeking education, medical care, legal rights, protection from violence and marriage. Dubai Cares is a true advocate of empowering girls around the world, and we believe in achieving gender equality. Equity is a prominent theme in all of Dubai Cares education programs and we will continue to build on our success in securing equal access to education for boys and girls, and be advocates of female empowerment across the globe," Al Gurg says on the occasion.

"Unless there is a concentrated effort prioritised by all, a total of 500 million girls growing up today will never complete their schooling due to gender-related barriers. If things remain unchanged in Sub-Saharan Africa, where girls battle to exercise their right to education, it will take 100 years before all girls attend primary and lower secondary school. We must continue to bring effective solutions so that no girl is ever left behind," he concludes.

FOUNDATION UPDATES AND INITIATIVES



His Highness Dr. Sheikh Sultan Bin Mohammed Al Qasimi, Supreme Council Member and Ruler of Sharjah visits the MBRF stand

MBRF shines at the world's biggest book fair

Frankfurt Book Fair 2015 is a great platform to strengthen bonds of partnership and cooperation with Arab and international printing and publishing houses

The Mohammed Bin Rashid Al Maktoum Foundation (MBRF), Foundation utilised the world's biggest book fair – Frankfurt Book Fair 2015 – as a platform to highlight its major projects and establish cooperation and partnerships with global leaders in the areas of development and dissemination of knowledge, including printing and publishing houses from a number of countries.

As many as 7,500 exhibitors from 110 countries from around the world took part in the 67th edition of the renowned book fair from October 14 to 18.

The Foundation, a leader in the dissemination of knowledge and supporter of developmental efforts in the world, also hosted prominent personalities and delegations in the field from the Arab region and the world.

His Excellency Jamal Bin Huwaireb, Managing Director of MBRF, said : "The participation of MBRF in the Frankfurt Book Fair 2015 comes in line with the directives of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, to build knowledge-based societies. It is also aligned to the directives of His Highness Sheikh Ahmed Bin Mohammed bin Rashid Al Maktoum, Chairman of the Foundation, to develop communication channels with various stakeholders in order to enhance knowledge and innovation."

Describing the Frankfurt Book Fair as a major platform to identify international best practices in the dissemination of knowledge in the region and the world and share experiences with experts in the sector, Bin Huwaireb said: "The event will enable us to gain new expertise in the field through participation in the exhibition activities such as workshops and discussion sessions. It will eventually lead to the expansion of the scope of work of the Foundation and its initiatives in the knowledge and innovation fields."

Mohammed Bin Rashid Al Maktoum Foundation (MBRF), in cooperation with *Al Bayan* newspaper, launched a book in Arabic and English on the public art scene in the UAE and the region, during the Frankfurt Book Fair 2015 , where it has been participating for several consecutive years.

THE GREAT OUTDOOR GALLERY

The book titled *The Great Outdoor Gallery* documents the development of public art in the UAE with an analytical view of relevant art events in other places in the Arab region, especially Kuwait, Manama, Jeddah and Doha. It also features research material supported by images, infographics, maps and archive material.

One of the most prominent dignitares to the MBRF stand was His Highness Dr. Sheikh Sultan Bin Mohammed Al Qasimi, Supreme Council Member and Ruler of Sharjah. During his visit, His Highness Dr. Sheikh Sultan received from Saif Al Mansoori, Corporate Affairs Advisor to Managing Director of MBRF, *The Great Outdoor Gallery* book.

Earlier, the launch ceremony of *The Great Outdoor Gallery* was attended by a large gathering of cultural figures.

On the occasion, His Excellency Jamal Bin Huwaireb, Managing Director of MBRF, said the launch of the new book highlights the Foundation's consistent efforts to support future generations through initiatives in the fields of culture, entrepreneurship and education.

"The book, *The Great Outdoor Gallery*, draws attention to the amazing evolution of the art scene in the UAE and the extraordinary achievements in this area in recent years, demonstrating the public cultural outlook of the country," he said.

"The book is aimed at providing a comprehensive historical view of the development of public art reflecting the aspects of daily life in the countries in the region. With its complementary information on artistic works and art institutions in the region, *The Great Outdoor Gallery* will serve as an important reference book for anyone interested in art."





ENCYCLOPEDIA OF MUSLIMS IN SICILY

The foundation also released the *Encyclopedia of Muslims in Sicily* by Palestinian poet, critic, translator and academic researcher, Salma Khadra Jayyusi, a well-known figure in international literary circles for her outstanding work over more than half a century. Chronicling the impact of Islamic civilisation on the small Mediterranean island of Sicily, particularly in the fields of agriculture, commerce, architecture and the economy, it comprises over 33 research studies that trace the history of the Arabic and Islamic civilization; the tome also details the circumstances that brought together three Arab geographers on the island - Ibn Hawqal, Ibn Jubayr and Al Idrissi.

During the five days of the exhibition, MBRF took part in a number of activities and business meetings, including the conclusion of the creative workshop on novel writing organised as part of its Dubai International Program for Writing (DIPW); and announcement of the books prepared under the Writers' Exchange category of DIPW.



"The Great Outdoor Gallery draws attention to the amazing evolution of the art scene in the UAE and the extraordinary achievements in this area in recent years, demonstrating the public cultural outlook of the country."

–H.E. JAMAL BIN HUWAIREB, MANAGING DIRECTOR, MBRF



Workshops on Arab Knowledge Index

Experts explore mechanisms for the index in knowledge economy and research, development and innovation in the Arab region



As part of preparation for the launch of the Arab Knowledge Index for 2015, Mohammed Bin Rashid Al Maktoum Foundation (MBRF) organised a series of workshops in a number of Arab cities, in cooperation with the United Nations Development Programme.

The Foundation will announce the results of the Arab Knowledge Index 2015 during the second session of the Knowledge Conference, which will be held from December 7 to 9 December in Dubai.

PROVIDING ACCURATE METHODOLOGY

The index will provide accurate methodology and tools to measure knowledge in the Arab region, which supports the development plans, policies and programs of regional and national levels to improve and upgrade them to world-class levels.

Two workshops held in Amman discussed mechanisms for the index in the sectors of knowledge economy and research, development and innovation.

Arab experts in the field of knowledge economy took part in the first workshop which identified key sub indicators based on knowledge reports to build the index. The participants explored the indicators and mechanisms to measure knowledge, including the appropriate weights for the variables to be adopted, and recommended nearly 33 indicators in the field of knowledge economy within its three key segments: structural and institutional dimension of the economy, the creative and evolutionary dimension, and technological dimension.

The second workshop discussed the components of research, development and innovation guide as well as the installation guide and weights of the indicators. The participants also agreed to include research and development and innovation within a single framework which will determine the inputs and outputs of each element, and identify the economic, social, and institutional environment needed to support the activities and establish the required infrastructure for each of them.

GENERATING NEW IDEAS

On the occasion, His Excellency Jamal Bin Huwaireb, Managing Director of MBRF, said: "The workshops have helped generate new ideas in the preparation of the index. Besides, the expertise of the participants in their respective fields has enhanced the credibility and accuracy of the index and contributed to identifying the challenges faced in every sector covered by the index. The recommendations of the experts are crucial in supporting communities and governments in the plans to develop human

resources and provide better opportunities to them as well as expanding the scope of sustainable development in the region."

TALKS IN TUNISIA

Experts participating in the Tunisia workshops called for due emphasis on the education pillars in the Arab Knowledge Index – Higher Education; Pre-university Education; Technical and Vocational Education and Continuous Training. They pointed out that right education is critical to building human capital and achieving sustainable development in the region.

The experts suggested that Arab countries can make use of the experiences of MBRF and UNDP in the knowledge domain to measure the status of education and find effective solutions to fill the knowledge gaps in their communities.



The participants were unanimous in their view that Arab countries need to build educational indicators based on the specific needs of each country in particular and the region in general. The workshops presented the first two formulas proposed to build two composite indices to measure the effectiveness of Pre-university Education; Technical and Vocational Education and Continuous Training.

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BY THE MOHAMMED BIN RASHID AL MAKTOUM FOUNDATION

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The Dubai workshop discussed the indicators for development of university education in the region. Moderated by Dr. Ali Saeed Al Kaabi, member of the Arab knowledge Index expert committee and Deputy Vice Chancellor for Student Affairs and Enrollment at the United Arab Emirates University, the workshop pointed out that university education is a pivotal area since graduates are the final products of the educational process.



Pointing to the University Education index, which comprises three sub-indices related to inputs, outputs and processes, the workshop called for emphasis on education outputs when calculating university education index.

His Excellency Jamal Bin Huwaireb, Managing Director of MBRF, said the workshops in Tunisia and Dubai "has added more credibility and transparency to the building of the Index, and provided an opportunity for experts to transfer their expertise in their countries and promote the Index at the regional level."

"The in-depth discussions on technical and vocational education and training sectors in the index will help governments in strategic planning and human resource development. The discussions were aimed at achieving a balance in the outputs of technical and vocational education and training system on the one hand and the requirements of the labour market on the other," Bin Huwaireb said.

"The monitoring of the university education process offers an opportunity to decision-makers to identify its strengths and weaknesses," he added.

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SNAPSHOTS FROM THE REGION

MENA's internet revolution is for real

Kuwaiti internet company Talabat was acquired earlier this year for $170 million (Dh624.4 million), a sign that the MENA region's technology sector is set to soar.

Talabat, an online food delivery service, is proof of the region's start-up potential – over the past 10 years, 'Silicon Wadis' have mushroomed in the region – these innovative hubs are creating a range of products such as smartphone apps, video games, websties, etc. The region boasts an estimated $420 million of professionally managed venture funding, five times larger than the sum in 2010. In addition, organisational support has also been pouring in – from merely 24 in 2007 to over 140 such organisations today. However, key synergies with the education sector will be crucial for transforming potential into reality, like how the US's now world-famous Silicon Valley's synergy with Stanford University in its incipient years.

There are many reasons for optimism: over 50 per cent of MENA's population has internet access; the total number of users will cross 200 million by 2017, which, in turn, will generate the critical mass necessary for a knowledge economy. Research firm Gartner has projected that spending on technology in the region, including telecom services, will reach $215 billion in 2015. The only way is up.



Eye on Earth Summit

The Eye on Earth Summit in Abu Dhabi, held between October 6-8, pledged to share data to guide countries towards the UN's sustainable development goals. "The summit outcomes are central to advancing Eye on Earth's vision of achieving a world where environmental and associated social and economic information, combined with citizen engagement, improves decisions leading to sustainable development," said HE Razan Khalifa Al Mubarak, secretary-general of the Environment Agency Abu Dhabi, a founding partner of Eye on Earth. The theme "Informed Decision-Making for Sustainable Development" highlighted the role that governments, technology, the scientific community and citizen participation would play in enhancing access to quality data about the state of the world's resources.The Environment Agency — Abu Dhabi (EAD), the environmental regulator for the Emirate of Abu Dhabi, was a founding Eye on Earth Alliance Partner. HE Razan Khalifa Al Mubarak, Secretary-General at EAD, said, "As the first international summit following the release of the United Nations' Sustainable Development Goals, SDGs, Eye on Earth Summit 2015 will be the world's foremost event dedicated to identifying solutions for greater access to and sharing of environmental, social and economic data. Equipping decision makers with the necessary data and information to make informed decisions is crucial as we all work towards delivering on the post-2015 development agenda to safeguard the future of the planet and humanity, and we hope that the summit will allow us to agree on the right roadmap to achieve goals outlined in the agenda." From the 30 proposals received during the conference, seven focused on specific data issues in the Arab region.







DUBAI

POST-MODERN OUTLOOK, BUT ROOTED IN HERITAGE

The emirate takes architectural heritage restoration seriously and is set to organise its 4th International Architectural Conservation Conference

If you take away the image of skyscrapers and fast cars, Dubai is as deep as it is tall, literally. For every Burj Khalifa, there is a wind tower (*Barjeel*) that harks back to the emirate's rich, exotic past. To this end, a number of initiatives are being launched to highlight the importance of heritage restoration for future generations.

For instance, MBRF's The House of Poetry, located at Al Shindagha, is one of the most important cultural monuments of Dubai. It contains a comprehensive library containing collections of poetry, analytical works and translations in addition to a modern studio equipped with an audio library and recording equipment. Aside from hosting evenings of poetry, literary exhibits and a range of cultural initiatives, it has become an important hub for cultural and literary activities in Dubai.

The Architectural Heritage and Archaeology Department of Dubai Municipality, in conjunction with Dubai Tourism and Dubai Culture, is planning to launch one-day and half-day historic tour programmes, which will include visits to Hatta Historic Village as one its attractions.

"It's been acknowledged all over the world that architectural heritage restoration has economic benefits in reviving trade and business, as well as in attracting tourists. Apart from considerations of trade and business, one of the main reasons is to maintain our history. It is part of our heritage," said Rashad Mohammed Bukash, CEO, Architectural Heritage and Archaeology Department, Dubai Municipality.

Bukhash joined the Dubai Municipality's Planning Department as an Architect and planner in 1987. Four years later the Heritage Buildings Unit was established in 1991. In 1994 it became a Section, and in 2008 it became Architectural Heritage Department. Last month [in October], the Archaeological Sites Section was also added to his Department. There are four sections in the Department at present: The Studies and Research; Design; Execution; and Archaeology and the ambit of the Department now covers Excavation, Restoration, Inspection and Management.

During the evolution of the Department over the years, staff strength has seen an increase from six to around 370 staff. The Department is set to expand considerably as they embark on major projects soon.

While till the 80s Dubai Municipality was the principal body that looked after tourism and cultural assets, now there are other institutions like



Windtower or *Barjeel*, one of the most prominent architectural features that appeared in the traditional architecture in Dubai.







the Dubai Tourism and Commerce Marketing and the Dubai Culture, which look after tourist and cultural assets jointly or independently.

In the preface to the book on Dubai creek published by Dubai Municipality titled *Khor Dubai – Where the City Started*, Bukhash writes: "Dubai is commonly perceived as the quintessential post-modern city, a globalised metropolis extending for tens of kilometers along the Gulf shores, characterised by its impressive and distinctive skyline crowned by the highest building in the world, Burj Khalifa. However, the richness and fame of the modern metropolis are the result of the rapid evolution of the original merchants' settlement that developed on the two banks of Khor Dubai 'Dubai Creek' since the second half of the 19th century. The tangible and intangible vestiges of this early phase are still visible and constitute an important heritage that deserves to be preserved and presented to a larger public."

"The traditional souks of Deira and Bur Dubai have been carefully restored and continue to thrive and play an important role in the city's economic life. In their animated covered alleys, might still be found the shops bearing the names oif ancient merchants' families from the Emirates, Iran and India and beyond that contributed to the development of modern Dubai. Gold, silk and spice trade, covered souks, traditional palaces with their unique windtowers and wooden boats constitute a unique urban environment further enhanced by the presence of the Creek."

It's been observed that over the last two decades, Dubai has extended along the seashore, but the origin of the city is found along the banks of the Creek. And it can be seen that the series of initiatives over the years and developmental plans have ensured the transition of the old Dubai and Dubai Creek into the future.

CONCEPT OF A HISTORIC MONUMENT

"It was as an aftermath of the Second World War which eventually gave rise to a global mechanism and system of an intergovernmental centre for issues related to conservation and

Clockwise: Burj Nahar Watchtower in Deira; The Third International Architectural Conference and Exhibition held in Dubai in 2012 under the auspices of the Dubai Municipality; Tourists at the Spices Souk in Deira.



methods of restoration," says Sanjeev Joshi, Architect Urbanist based in the Western Indian city of Vadodara.

In The Second International Congress of Architects and Specialists of Historic Buildings in 1964, The Venice Chapter was adopted. Article 1 of the Charter says: "The concept of a historic monument embraces not only the single architectural work but also the urban or rural setting in which is found the evidence of a particular civilisation, a significant development or a historic event. This applies not only to great works of art but also to more modest works of the past which have acquired cultural significance with the passing of time."

The concept of historic monuments and sites was interpreted as the common heritage and safeguarding them was defined as the common responsibility. "Towns and cities across Europe – Italy, Spain, France and Germany – have all long realised the commercial potential of heritage and legacy. There are umpteen examples from across the length and breadth of Europe clearly pursuing this policy. My experiences in both Zurich and Barcelona where I have also lived for a considerable time, have buttressed this direct experience of mine," says Joshi.

Dubai Municipality is set to organise its 4th International Architectural Conservation Conference and Exhibition from February 8-10, 2016. The main aim of the conference is to exchange information, experience and knowledge and to present local heritage practices inspired by the global vision of sustainability. The overarching theme of the conference is 'Sustainable Heritage: Global Vision, Local Experience'.



NATIONAL TRUST for HISTORIC PRESERVATION®

The National Trust for Historic Preservation in the US has set out Five Principles for Successful and Sustainable Heritage Tourism:

» Collaborate:
Much more can be accomplished by working together than by working alone. Successful cultural heritage tourism programs bring together partners who may not have worked together in the past.

» Find the Fit:
Balancing the needs of residents and visitors is important to ensure that cultural heritage tourism benefits everyone. It is important to understand the kind and amount of tourism that your community can handle.

» Make Sites and Programmes Come Alive:
The human drama of history is what visitors want to discover, not just names and dates. Interpreting sites is important, and so is making the message creative and exciting. Find ways to engage as many of the visitor's five senses as you can, as the more visitors are involved, the more they will retain. On average, visitors will remember:
10% of what they HEAR
30% of what they READ
50% of what they SEE

» Focus on Quality and Authenticity:
Quality is an essential ingredient for all cultural heritage tourism, and authenticity is critical whenever heritage or history is involved.

Top: The Al Fahidi heritage area. On the right is the Architectural Heritage Department of the Dubai Municipality. **Left:** An outlet in a traditional souk.

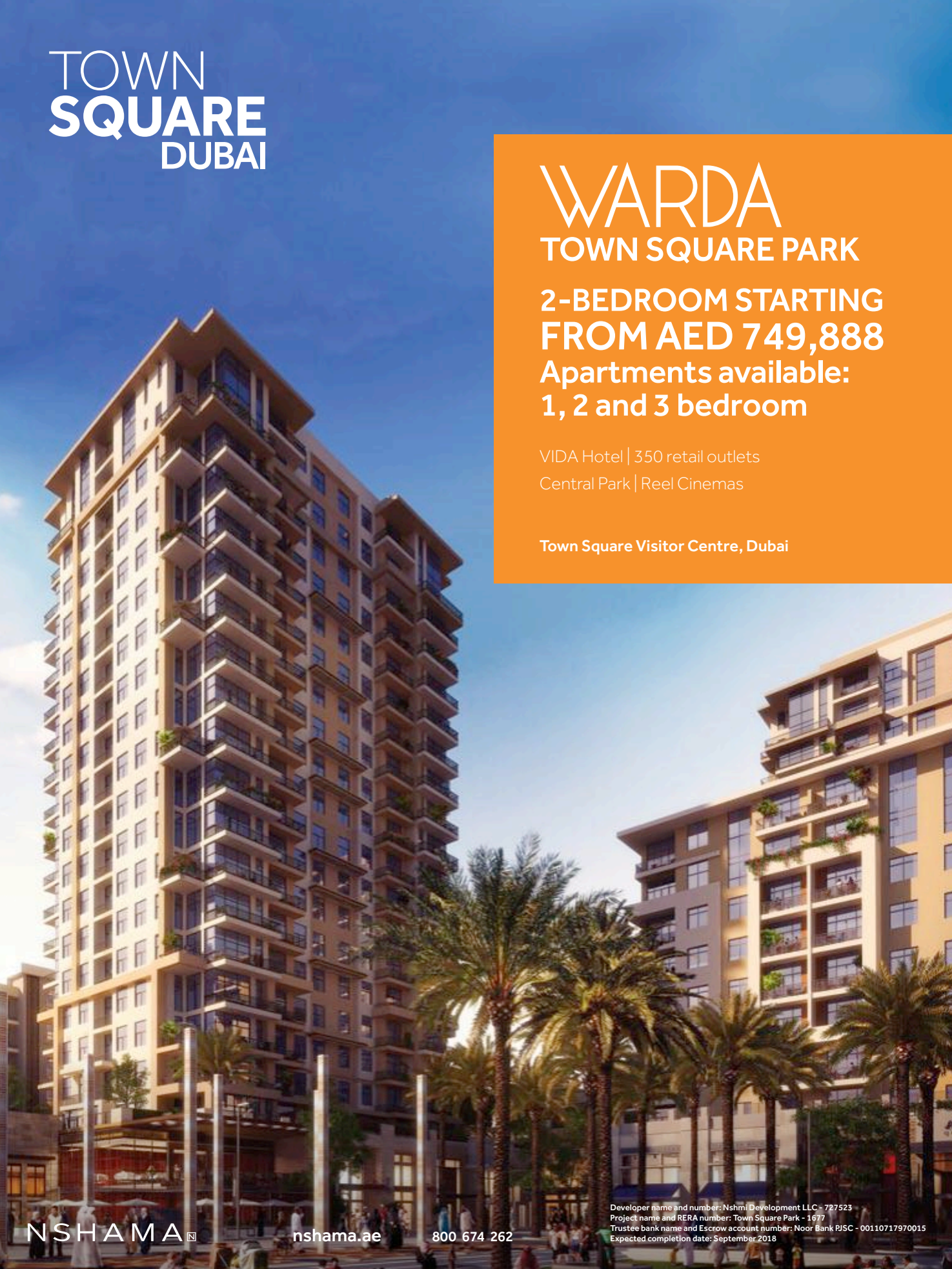
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