

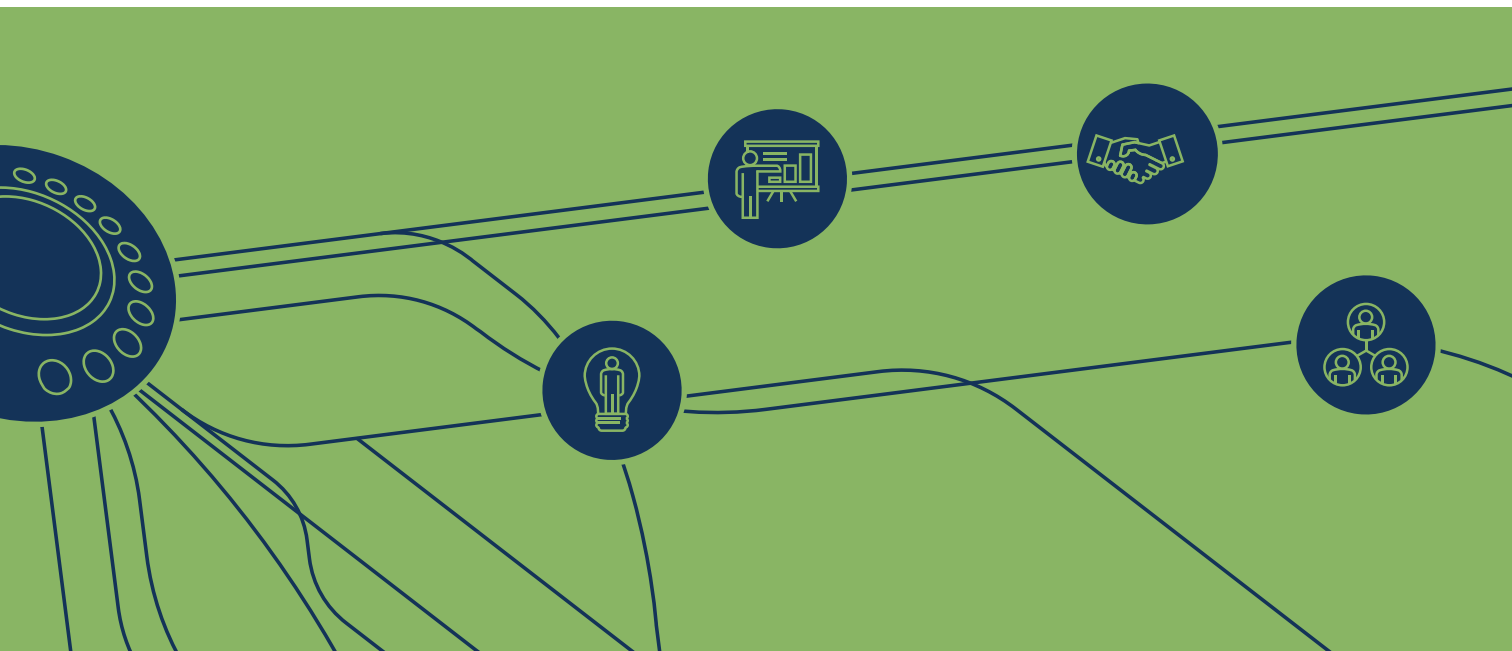


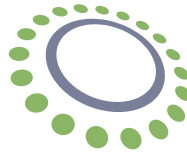
Shaping the Future of Public Private Partnerships

Forum Book

15-16 January 2018

Dubai World Trade Center – Al Maktoum Hall





منتدى الإمارات للسياسات العامة
UAE Public Policy Forum

Mohammed Bin Rashed School of Government

Launched in 2005 under the patronage of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai as the first research and teaching institution focusing on governance and public policy in the Arab world. The School aims to support good governance in the UAE and the Arab world, and build future leaders through an integrated system offering education and training programs, as well as research and studies.

The School's operations are founded on global best practices developed in collaboration with the Kennedy School at Harvard University, and it is considered a unique model for academic institutions in that it focuses on the practical side of governance. The School also collaborates with several government and private institutions both regionally and internationally.

The overall design and implementation of training programs is built on the foundation of scientific thought and is inspired by the reality of Arab public administration and with a view to addressing the issues and helping future leaders meet the challenges facing public administration in various parts of the Arab world. The School also organizes international and regional conferences and specialized workshops, and holds forums to facilitate the exchange of ideas and knowledge between Arab region and the world.

Executive President Note



With increased access to vast amounts of knowledge, and with the cultural openness and technological advancements of the twenty-first century, the world has become a small village where the politics and economies of states affect one another. Dubai is no exception with the city's name becoming synonymous with globalization. It is with this in mind that Mohammed Bin Rashid School of Government strives to embed the guidelines set forth by the UAE and to support the vision of its leaders for national growth. By preparing, qualifying and empowering tomorrow's leaders, and by strengthening government capacity in the UAE and the Arab world, our School aims to promote effective public policy through focusing on applied research and engaging the public and private sectors in the development process.

Over the 12 years since its establishment in 2005, the School has proved its importance as a unique role model for academic institutions. The School works in close partnership with UAE government departments, combining applied research, training and education programs, and provides a platform for knowledge exchange.

In order to achieve its mission, the School adheres to global best practices developed in collaboration with US-based Harvard Kennedy School that prepares leaders for democratic societies and contributes to finding holistic solutions to public problems. Such collaborations have enabled MBRSG to become the first research and teaching institution focused on governance and public policy in the Arab world. In this context, the School has taken on the task of disseminating the UAE's exceptional experience in governance and implementing the vision of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai.

Dr. Ali Sebaa Al Marri

Executive President

Mohammed Bin Rashid School of Government

Dean Note



It gives me great pleasure to welcome you to our second UAE Public Policy Forum under the theme of “Shaping the Future of Public Private Partnerships (PPPs) in the UAE”. This forum gathers global policy experts, academics, advisors, and researchers from both the public and private sectors to discuss, evaluate and exchange ideas of best practices in PPPs within the areas of education, health, transport, technology and innovation, sustainable development, and urban planning.

Throughout the forum and in various formats, participants will assess the current state, and potential of PPPs the UAE. The choice is this year’s theme was inspired by the formation of the Future Government in the UAE in 2016 which has expanding PPPs as a major goal for the next phase of development.

Launched in 2005 under the patronage of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai as the first research and teaching institution focusing on leadership, governance, and public policy in the Arab world. The MBR School of Government aims to promote good governance through enhancing the UAE's and the Arab World's capacity for effective public policy. Towards this goal, the school collaborates with regional and global institutions in delivering its post graduate, research and executive education programs. In addition, the School organizes policy fora and international conferences to facilitate the exchange of ideas and promote critical debate on public policy. The School is committed to the creation of knowledge, the dissemination of best practice and the training of policy makers in the Arab world while guided by best international standards.

I hope that you will find your participation in our forum thought provoking and beneficial. Our aim is to propose policy responses that will enable the UAE, and the region, to scale up the level and impact of PPPs for future development across different sectors.

Again, welcome to the forum and I wish you all the best.

Prof. Raed Awamleh

Dean

Mohammed Bin Rashid School of Government

UAE Public Policy Forum

Under the patronage of His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum - Crown Prince of Dubai and Chairman of the Executive Council, Mohammed Bin Rashid School of Government (MBRSG) had launched the UAE Public Policy Forum (PPF) in (March) 2017 as an annual global discussion platform dedicated to enhancing government sector performance in the UAE and the region.

The UAE PPF will contribute to drafting proposals and aiding policies by opening the doors for scientific discussion between government leaders, the academic elite, and experts from all over the world. The main importance of this forum is to aid governments and decision-makers in the UAE and the wider region in formulating public policies in all areas – policies characterized by a dynamism capable of bringing about a renaissance.

Each year, the two-day forum sheds light on a new specific theme through addressing several related pillars. In its first edition, the forum focused on “Future Directions of Education Policy”, while the upcoming 2018 edition focuses on “Shaping the Future of Public Private Partnerships”.

UAE PPF: First Edition

“The Future Directions of Education Policy”

The forum hosted a number of policymakers, stakeholders, experts and leaders who connected together to contribute in advancing a sustainable education model in the region. The forum acted as a platform to drive positive change and bring about a paradigm shift in the education sector.

The plenaries, seminars, academic presentations, exhibits and knowledge hubs at the forum will be structured around six pillars:

1. Public Private Partnerships in Education
2. Global Standards of Excellence
3. Effectiveness of Education Reforms
4. Paradigm Shift in UAE Education
5. Innovation and Technology
6. Capacity Building through Education

UAE PPF: Second Edition

“Shaping the Future of Public Private Partnerships”

The UAE Public Policy Forum aims to evaluate and discuss the potential of public private partnerships to help private and public sectors stakeholders to evaluate ongoing PPPs in the UAE, exchange ideas and experiences of best practice in PPPs and establish networks for future PPP policy development.

The plenaries, seminars, academic presentations, exhibits and knowledge hubs at the forum will be structured around six pillars:

1. Defining, designing and evaluating PPPs
2. Enabling environments for PPPs
3. Strategic Planning for PPPs
4. Accountability and performance of PPPs
5. Technology and innovation in PPPs
6. Policy development for PPPs in the future.

Speakers

- H.E. Sultan Bin Saeed Al Mansoori UAE Minister of Economy
- H.E. Hussain Ibrahim Al Hammadi UAE Minister of Education
- H.E. Mattar Al Tayer Director General and Chairman of the Board of Executive Directors RTA
- H.E. Abdulrahman Al Saleh Director General, Department of Finance Dubai Government
- HE Sheikha Shamma Bint Sultan Bin Khalifa Al Nahyan Philantropist and Entrepreneur
- Lord Francis Maude, Former UK Minister of State for Trade and Investment
- Shaun Johnson Legal Counsel ACWA Holding Saudi Arabia
- Kate Orvis, Pinsent & Mason
- Helen Selden, National Foundation for Education Research , UK
- Roderic Gillespie, Cambridge Int'l Examination
- Muneer Ferozie, Regional Manager and Head Middle East and North Africa Region IFC - PPPs and Privatization Financial Advisory
- Stephen Knight PPP Legal specialist, Allen and Overy Law Firm
- Dr Alawi A. Alsheikh-Ali, Dean, College of Medicine, Mohammed Bin Rashid University of Medicine and Health Sciences
- Dr. Clara Morgan Assistant Professor of Political Science, UAE University
- Mr. Frode Muring United Nations Development Program Resident Coordinator to the UAE
- Rajai El Khadem Head of Government and Alliances for the Middle East and North Africa region LinkedIn
- Ivano Iannelli CEO , Dubai Carbon Centre for Excellence
- Dima Maaytah Founder and Managing Partner Sustainable Mindz
- Dr. Ziad Sayegh – General Coordinator of Lebanon's Better Initiative, Lebanon

- Dr. Khalid Al Yahya –Advisor on PPP in Saudi Arabia
- Brad Watson, Ernest Young ,Partner and leader of Infrastructure Advisory practice for the Middle East and North Africa
- Mr. Marc Fook, Project Director, UAE, Turner and Townsend
- HE Prof. Rowaida Al Maaitah , Chairperson of the National Agenda Technical Committee on Poverty, Health and Social Security(Jordan)
- Dr. Refaat Al-Faouri, President of Yarmouk University, Jordan
- Dr. Ahmed Saqr Ashour,Past Director General of the ARADO, Egypt
- HE Mahmoud Bernawi, General Director of Planning and Development Department, Economic City, KSA
- Mr. Fahad Al Hammad, CEO Tawteer Building Company, KSA
- Eyad Al-Kourdi, General Manager- Southern Gulf (UAE and Oman).
- Dr. Ayesha Abdullah, Project Director, UAE, Turner and Townsend

Moderators

- Dr. Ali Sebaa Al Marri – Executive President MBRSG
- Prof Raed Awamleh- Dean MBRSG
- Mr. Chris Seymour -Managing Director, Mott MacDonald, Middle East
- Prof Mark Batey -Leadership, Creativity and Innovation Specialist at Alliance Manchester Business School
- Dr. Senthil Nathan - Director, Edu Alliance
- Mr. Hafed Al Ghwell –Senior Advisor, Maxwell Stamp

Participants

The forum is hosting 1,000 local, regional, and international stakeholders.

Our Designed Agenda

The UAE Public Policy Forum features a variety of interactive sessions, panel discussions and workshops over two days that will cover all major challenges in the education sector.

Day 1

8:00 - 9:00	Conference Check- In and Exhibitor Set- up
9:00	Welcome
9:05	Showcase Strand – Infrastructure and Projects Authority (IPA), UK
9:40	Round Table Discussion 1 - Benchmarking for Public Private Partnerships: The UK Experience
10:45	Round Table Discussion 2- PPPs: A catalyst for reform or commercialization of a public service? Moderator Dr. Senthil Nathan
11:50	Networking Break
12:15	Concurrent Sessions Session 1 PPPs from Earlychildhood to Tertiary Education Session 2 PPPs in Practice:Dubai and KSA Session 3 Implemeting and Monitoring PPPs
1:30	Official opening ceremony
1:45	Round Table Discussion 3: – Building the Nation’s Brand through PPP
3:00	Policy Council for Stakeholders in Healthcare / Education to discuss what kind of policy, legal, and institutional framework we need to put in place to ensure PPPs achieve their objectives efficiently and effectively. (Invitation Only Event) Policy Council for Stakeholders in and Transport to discuss what kind of policy, legal, and institutional framework we need to put in place to ensure PPPs achieve their objectives efficiently and effectively. (Invitation Only Event)

Day 2

8:00	Conference Check- In and Exhibitor Set- up
9:00	Showcase Strand – Dubai expo
9:30	Round Table Discussion 4: Leveraging PPPs to Advance Sustainable Development Goals (English) (60 minutes) Moderator Hafed Al Ghowell
10:30	Networking Break
10:45	Round table Discussion 5 – PPPs- Who pays, who benefits?
11:45	Concurrent Sessions Session 1 Best Practice in PPPs Session 2 Innovation and Implementation of PPPs Session 3 Alternative Thinking about PPPs
12:45	Lunch
1:15	PPP talk with Special Guest (30 minutes) Bassel Al Nahlaoui (Managing Director of Careem)
1:30	Round Table Discussion 6: Future Trends in PPPs in the MENA Region (Arabic)
2:45	Awards Ceremony
3:30	Policy Council for Stakeholders in Sustainable Development to discuss what kind of policy, legal, and institutional framework do we need to put in place to ensure PPPs achieve their objectives efficiently and effectively. (Invitation Only Event Max 10 participants) Policy Council for Stakeholders in Innovation and Technology to discuss what kind of policy, legal, and institutional framework do we need to put in place to ensure PPPs achieve their objectives efficiently and effectively. (Invitation Only Event Max 10 participants)

Main sessions

Day 1 - Session 1 Benchmarking for Public Private Partnerships from the UK Experience



Lord Francis Maude

Former UK Minister of State for Trade and Investment

Francis Maude has three decades of high-level international experience in business and government.

Between his two periods of political and public service, Francis Maude served as Global Head of Privatisation at Morgan Stanley. In his early ministerial career, he served as Minister for Europe and Hong Kong/China as well as Minister for Corporate Affairs, and Financial Secretary to the Treasury. He subsequently served as Shadow Chancellor of the Exchequer and Shadow Foreign Secretary.

Success in the 2010 election saw Francis appointed Minister for Cabinet Office and Paymaster General. During his tenure, British Government became world leader for digital government, creating the Government Digital Service (GDS) now replicated by governments across the globe. He drove the government's cost-cutting efforts, structural and cultural reforms to the Civil Service and reformed the commercial function of government, renegotiating contracts and cutting costs.

Day 1 - Session 1 Benchmarking for Public Private Partnerships from the UK Experience

Francis also led the Government's programmes on open data and transparency, cyber security, and social investment. He guided the UK to be the top-ranked country for open government; chaired the newly-formed Open Government Partnership (OGP), now joined by over seventy governments, and created a "modern privatisation" programme, spinning out over 100 public services into staff-led private and social enterprises. He was also responsible for the creation of the world's first social investment bank, Big Society Capital. Most recently, as Trade Minister, he led international trade negotiations and initiated substantial reform of Britain's export promotion agency.

After leaving government in March 2016, Francis is senior partner of FMA, which advises governments on efficiency, digital and open government and public sector reform.



Shaun Johnson

Legal Counsel ACWA Holding Saudi Arabia

I have been a lawyer for 18 years specialising in project finance, infrastructure and PPPs. I spent almost 8 years working for the UK Government, employed primarily by the UK Treasury, but undertaking various secondments into different departmental sectors such as education, waste, housing and transport. With some of my ex-IPA colleagues, I regularly presented and co-hosted a PPP foundation course for foreign governments, who wanted to learn of best practice techniques from the UK experience of using public private partnerships. I delved into PPP principles, but I also presented on capacity building for the public sector, by discussing the UK Treasury's 5 case business model which was used by UK departments to build a robust business case for their sector specific projects which was then evaluated accordingly. The UK model focussed on 5 primary cases: strategic, economic, financial, commercial and management case. Whilst I presented on those topics, my day to job in the Treasury consisted of evaluating these business cases using each of those headings. My public sector experience was rounded off by sitting on panels established by the Major Projects Authority, which reviewed, scrutinised and evaluated some of the higher profile and strategic infrastructure projects in the UK.

I have since moved back into the private sector and previously worked for a UK publicly listed company, who invested, developed, constructed and operated infrastructure projects. I am now based in Riyadh and do the same for a Saudi Arabian Developer, ACWA Holding, who uses public private partnerships across a number of sectors such as education, health, aviation, transport, water, waste, district cooling, power and renewables.

One of the unique aspects of my experience is that I have sat on both sides of the negotiating table when it comes to public private partnerships, assisting both the public sector and the private sector to develop infrastructure.



Kate Orviss
Pinsent Masons

Kate Orviss is a partner at International Law Firm, Pinsent Masons. Kate leads the Pinsent Masons' Global Healthcare Projects Team which operates across their global network – from the UK and Europe to the Middle East, South Africa, China and Australia.

Pinsent Masons has been heavily involved in PPP Projects since the inception of the model in the UK in the early 1990s. Kate's particular focus now is on healthcare but she has been involved in other sectors, notably education and housing. Pinsent Masons has advised on more than 50 healthcare PPP Projects globally. They are also actively involved in the operational PFI portfolio in the UK and have been for more than 15 years. This means that they are well aware of what happens in practice, not just in theory.

Kate is currently involved in healthcare projects (not all PPP Projects) in the UK, India, The Gambia, Nigeria, the Middle East and China. In India she is leading the Pinsent Masons team on the internationally significant Indo UK Institute of Health – a Private Private Partnership. In The Gambia she is leading the Pinsent Masons team on the Horizons clinic project which has a particularly interesting structure which combines debt, equity and philanthropic investment.

Kate is recognised as a leading individual for PPP by Chambers & Partners and Legal 500.



Helen Selden

Head of Operations Development at the UK's National Foundation for Educational Research (NFER).

Helen Selden joined NFER in 2001 and has been Head of Operations Development since 2017, having formerly been the Head of Products and Services. She is a Project Management Specialist with over 10 years of experience in managing largescale projects for government and non-government bodies, for example large-scale national data collections for the Welsh Government and the trialling of a new national Multiplication Tables Check for the Department for Education in England. She has also been the National Data Manager for the UK (on behalf of the UK Governments) on a number of International Studies including PISA and, most recently, the International Early Learning and Wellbeing Study. She is currently the Project Director for the implementation and delivery of the PISAbased Test for Schools in England, Wales and Northern Ireland working directly with OECD. Helen has a BSc (Hons) in Geography from Royal Holloway, the University of London, as well as having an International Diploma in Business Analysis and holding PRINCE2® and Agile Practitioner status. She is an associate member of the British Computer Society – the Chartered Institute for IT.



Roderic Gillespie
Cambridge Int'l Examination

Roderic is currently Director of Assessment, Cambridge International Examinations. He provides leadership to Cambridge staff with academic subject and assessment expertise engaged in implementation and evaluation of Cambridge's international qualifications and assessments across six time zones. This responsibility includes the research, implementation, and validation of bespoke assessments and qualifications developed for Cambridge's international government contracts, for example in Singapore, Kazakhstan, and Egypt.

Roderic leads for Cambridge on engagement with government representatives, regulatory bodies and assessment experts, both in the UK and internationally, to explain and disseminate Cambridge's principles and practice of operation. This includes providing professional input into the design and delivery of education reform projects, as well as international accreditation of third party qualifications.

Prior to joining Cambridge in 2014, Roderic was Head of Curriculum for Excellence at the Scottish Qualifications Authority (SQA). He played a leading role in a comprehensive, transformational change in Scottish education and in the redevelopment of its national qualifications and assessments.

Day 1 - Session 1 Benchmarking for Public Private Partnerships from the UK Experience

The Curriculum for Excellence programme transformed Scotland's curriculum, teaching methods and assessment for 3–18 year olds. It was also the largest programme of qualifications development ever undertaken in Scotland, indeed in the UK, Europe, Canada and Australia.

The new qualifications (covering all levels of school-based qualifications) and their associated assessments were developed within an environment of intense professional, public and government scrutiny. They were also delivered to very tight timelines and to high quality standards to meet the needs of a wide range of learners, teachers, schools, colleges, universities and other stakeholders.

Following a successful career as a naval officer, Roderic spent a decade teaching, within which he held a number of management roles. During this time, he was also a principal examiner, setter and senior verifier with several awarding organisations.

In 1999 Roderic joined SQA as a Qualifications Manager, and led a number of subject-based national qualification and assessment review developments. In 2003 he was promoted to Head of National Qualifications at SQA.

He has a Master's degree in Education and a Master's degree in Educational Management, with research interests in curriculum, pedagogy and assessment reform



Moderated by:

Christopher Seymour BSc FRICS Managing Director
Mott MacDonald Middle East

Chris Seymour has more than 25 years' experience in property and construction. Having worked in most of the major cities in the Middle East region over the last 8 years he specialises in commercial, leisure and healthcare sectors plus infrastructure and Oil and Gas. Chris is a member of the RICS MENAT Market Advisory Panel, and also sits on the Investment Committee of ENBD REIT and is an active member of Corporate Real Estate Network (CoreNet). Having spent many years in PFI and PPP procurement practising in both UK and Middle East he also advises many clients on strategy, risk, commercial and technical advice for large public-sector investments.



Muneer Ferozie

Regional Manager and Head Middle East and North Africa
Region IFC PPPs and Privatization Financial Advisory

Muneer Ferozie is the Regional Manager and Head for IFC's Infrastructure PPP Transaction Advisory business for the Middle East and North Africa, Pakistan and Afghanistan region. Based in Dubai, he leads mandates for financial advisory for structuring and implementing public private partnerships (PPPs) and privatizations in the infrastructure sector. Muneer has led and advised on some of the most innovative transactions in the MENA region. His credentials include being the lead advisor for:

- Madinah Airport Project - the first full airport PPP in the GCC region
- New Cairo Wastewater project - the first PPP in Egypt
- Dairut IPP project – a 2250MW IPP in Egypt
- King Abdulaziz International Airport Hajj Terminal Project - the first PPP of an airport terminal dedicated to religious pilgrimage
- A captive desalination project at Jeddah Airport
- Privatization of an IPP and concession of a greenfield IPP in Lebanon

- King Abdulaziz International Airport Operations & Management Concession
- New Taif International Airport in Saudi Arabia
- KFMC Radiology PPP in Saudi Arabia

Muneer has extensive commercial and investment banking experience and has lived and worked in North America, Europe, Middle East and South Asia. Prior to joining IFC in Washington DC, he worked with ANZ Investment Bank in London from 1996 to 2004 in senior roles. At ANZ, he led the European power initiative to originate and execute project financing transactions in the power sector in Europe; worked in primary and secondary syndications for project and corporate finance transactions; and managed the Bank's top European multinational clients as the Senior Global Relationship Manager for the manufacturing, consumer goods and pharmaceutical sectors. Prior to this, he worked in Pakistan for two years with ANZ Grindlays Bank (now Standard Chartered Bank) in corporate banking. Muneer holds an MBA in Finance and Strategy from the London Business School and an MBA from the Institute of Business Administration, Karachi (Pakistan).



Stephen Knight

PPP Legal specialist Allen and Overy Law Firm

Stephen Knight is a senior associate based in Allen & Overy LLP's Abu Dhabi office since 2008. Prior to relocating to the Middle East, he worked in Allen & Overy LLP's Project, Energy and Infrastructure Group in London.

Stephen regularly advises on both finance documents and commercial contracts / concessions. His practice includes advising grantors, sponsors and lenders on a wide range of finance transactions. In particular:

- His expertise covers the PPP and infrastructure sectors (gained in the Middle East and from his time in London).
- Key PPP mandates include the Paris-Sorbonne Abu Dhabi and Zayed University PPP Projects (Abu Dhabi, UAE) (including their refinancings), Abu Dhabi Department of Transport on Mafraq-Ghweifat Highway PPP Project in the UAE, the Barts Hospital PFI Project (the world's largest PFI hospital at the time) and more recently, the Gaziantep Hospital PPP Project in Turkey.
- Other key regional power mandates include the Shams CSP100MW Project and the DEWA III 800MW PV Project.
- In relation to financing aspects, he regularly advises on Islamic and conventional financings (including with the use of ECAs).



Dr Alawi A. Alsheikh-Ali

Dean, College of Medicine, MBR University of Medicine and Health Sciences

Dr. Alawi Alsheikh-Ali is a Consultant Cardiac Electrophysiologist, an accomplished clinician and researcher, and a recognized leader in the field of arrhythmia management and cardiovascular research in the United Arab Emirates and the Gulf.

Academic Distinction

Dr. Alsheikh-Ali completed his high school education in the United Arab Emirates (UAE), where he was the national valedictorian achieving the highest ranking in the country. He then pursued his college education and medical training in the United States, where he earned a Bachelor of Science in Biology from the Massachusetts Institute of Technology (MIT), to become the first Emirati to graduate from this prestigious University. Dr. Alsheikh-Ali further received two Master of Science degrees, the first in Applied Physiology from Boston University (USA) and the second in Clinical Research from Tufts University (USA). Dr. Alsheikh-Ali was also the first Emirati to graduate from Tufts University School of Medicine (Doctor of Medicine), where he was awarded the Martin J. Loeb Memorial Prize in Medicine, in recognition of a graduating student with “academic achievement and evidence of basic human qualities”.

Clinical Distinction

Dr. Alawi Alsheikh-Ali completed his internship, residency and fellowship training at Tufts Medical Center, a leading academic institution in Boston (USA). He’s one out of a handful of physicians in the Gulf region to become triple-boarded by the American Board of Medical Specialties in Internal Medicine, Cardiovascular Diseases and Clinical Cardiac Electrophysiology.

Day 1 - Session 2 PPPs: A catalyst for reform or commercialization of a public service?

Upon completing his postgraduate medical studies, Dr. Alsheikh-Ali returned to UAE to develop the Cardiac Arrhythmia Service at Sheikh Khalifa Medical City (SKMC). Under his leadership, SKMC became a leading referral center for arrhythmias and electrophysiology across the UAE. Prior to joining MBRU, Dr. Alsheikh-Ali was the Chair of the Institute of Cardiac Sciences at SKMC, the most comprehensive cardiac care department in the United Arab Emirates.

Research Distinction

Dr. Alsheikh-Ali's research interests span a broad range in cardiology including clinical electrophysiology and device therapies, preventive cardiology, and epidemiology of cardiovascular disease in the developing world. An avid researcher and collaborator, Dr. Alsheikh-Ali is a key investigator and is on the steering committees of several large prospective disease-based registries in the Gulf. He has more than 100 peer-reviewed publications on record, including widely cited publications in leading international journals. He is the recipient of the Louis Lasagna Graduate Student Award in Translational Research (Boston, USA), and was the inaugural recipient of the Abu Dhabi Medical Distinction Award in Clinical Research (Abu Dhabi, UAE).

Dr. Alsheikh-Ali is also a leading educator, dedicated to mentoring students, residents and colleagues, with numerous national, regional and international invited lectureships.

Professional Distinction

Dr. Alawi Alsheikh-Ali is a member of the Governing Board of the Emirates Cardiac Society (2010-present) and served as the President of the Society (2013-2016). He is also a member of the Governing Board of the Gulf Heart Association, and is a founding board member of the Gulf Heart Rhythm Society, which represents electrophysiologists in the Gulf. From 2010-2014, he was a member of the Dubai Healthcare City Authority (DHCA) licensing Board and also serves on the DHCA Appeals Board.



Dr. Clara Morgan
Assistant Professor

Dr. Clara Morgan is Assistant Professor in Political Science at UAE University. She is the Chair of the Social Sciences Research Ethics Committee and the Learning Accessibility Committee. Dr. Morgan's research interests include global governance and regional governance of education, comparative policy, education policy, labor market policy and disability policy. She has recently published a study that examines PPPs in education in Asia and publications in the journals of Comparative Education and Globalization, Societies & Education.



Eyad Al-Kourdi

General Manager- Southern Gulf (UAE and Oman).

Eyad Al-Kourdi, previously General Manager, UAE at Mastercard, has been appointed to the role of General Manager- Southern Gulf (UAE and Oman). In addition, he is taking on division-wide responsibilities as MENA Advisor. In his roles, he is working closely with the Government Lead and Public Policy teams, and focusing on key external stakeholder relationships (regulators and policy makers) to drive country and division-wide agendas. Al-Kourdi's journey with Mastercard began in 1996 when he joined the company in Dubai working in several positions spanning operations to business development, and most recently as General Manager-UAE, where he played an instrumental role in helping Mastercard further strengthen business relationships with existing customers and develop alliances with new financial institutions.



Moderated by:

Dr. Senthil Nathan Managing Director and co-founder Edu Alliance Ltd

Dr. Nathan has three decades of progressively growing career in highly visible leadership roles in higher education and consulting in the United Arab Emirates and the United States. As a result-orientated academic leader, he was part of a core team of leaders who contributed significantly to the development of the Higher Colleges of Technology in the past two decades. His areas of expertise include: academic curriculum development and management, planning and institutional effectiveness, accreditation and quality assurance, institutional development, international collaborations, business partnerships, corporate training and customized academic programs, policy formulation, educational and engineering consultancy and collaborative shared governance. Dr. Nathan also led the implementation of eLearning initiatives launched in the college – this college became the first wireless campus in the region in 2002, laptops for all students were phased in completely by 2003, several fully online courses were custom developed, accreditation standards for online degrees were developed for the Ministry of Higher Education by his team.

Senthil is a dedicated leader who is always on the lookout for opportunities for development of the unit or the institution he represents. He has been instrumental in the formulation of numerous partnerships with business and industry, community leaders and academic institutions at local and international level. His leading contributions in the introduction of industry specific programs in HCT's portfolio; the international conferences have resulted in the HCT receiving wide recognition. Senthil's management style is to lead from the front. He expects commitment by all participants engaged in projects and recognizes the positive contributions of team players publically. He is always keen to provide guidance when required. Senthil has an open door approach to management and has always shown his readiness to mentor those who seek his advice.



H.E. Sultan Bin Saeed Al Mansoori

UAE Minister of Economy

His Excellency Sultan Bin Saeed Al Mansoori has been appointed as Minister of Economy in the UAE, effective 17th of February, 2008. His Excellency Sultan holds a Bachelor's degree (B. Sc.) in Industrial Engineering & Management Systems from Arizona State University - USA . He also has a Diploma in Computer System Analysis from the Institute of Computer Technology, Los Angeles, California - USA.

In addition to his position as Minister of Economy, His Excellency Sultan holds the positions below:

- Chairman of the Supreme Committee for Consumer Protection
- Chairman of the Coordinating and Economic Cooperation Committee
- Chairman of the National Committee for the Follow-up Program of Investment Climate
- Chairman of the UAE international Investors Council
- Chairman of The UAE SME Council
- Chairman of the UAE industrial Coordination Council
- Chairman of the Board of Directors of the Securities and Commodities Authority
- Chairman of the insurance Authority
- Chairman of the Federal Civil Aviation Authority
- Chairman of The Dubai Islamic Economy Development Centre
- Chairman of The Emirates Authority For Standardization & Metrology
- Member of Education and Human Resources Council.

- **Member of the Ministerial Committee for Legislation**
- **Member of the National Committee on Population Composition**
- **Member of the Committee of Finance and Economy**
- **Member of Higher National Committee for the Year of Giving**

In addition to his position, His Excellency Sultan holds the previous positions below:

- **Senior Airport Coordinator, then Vice President Operations at Dubai Civil Aviation Authority during the period of 1988 – 1991**
- **Director - Dubai Cargo Village during the period of 1991 - 1996**
- **Deputy Director General - Dubai Chamber of Commerce & Industry during the period of 1996 - 1998**
- **Group Managing Director of Saeed & Mohamed Al Naboodah Group during the period of 1998 - 2004**
- **Vice President of Dubai Islamic Bank during the period of 1999-2008**
- **Chairman of Aman (Dubai Islamic Insurance Company) during the period of 2002-2008**
- **Minister of Transport and Communications during the period of 2004 - 2006**
- **Minister of Government Sector Development during the period of 2006 – 2008**
- **Member of GCC Consulting Authority for Supreme council**



H.E. Mattar Al Tayer

Director General and Chairman of the Board of
Executive Directors RTA

His Excellency Mattar Al Tayer, Director General, Chairman of the Board of Executive Directors of the Road and Transport Authority (RTA) holds a Bachelor's degree in Civil Engineering from the University of Wisconsin, USA, 1983.

Prior to taking up RTA's leadership role, Al Tayer worked in Dubai Municipality since 1983. He worked in several professional and supervisory roles ranging from the Director of the Roads Department up to the Deputy Director General of Dubai Municipality.

He took leadership of RTA in November 2005 where he oversaw the establishment phase including the recruitment of competent and experienced professionals. Under his leadership, RTA has made remarkable achievements in a variety of fields including radical developments of the mass transit system through mega projects, like Dubai Metro (Red and Green Lines) and Dubai Tram. It had made a major shift in the bus and marine transit services as well as the developments in the road network including multiple crossings on Dubai Creek such as the Business Bay Crossing, Al Garhoud Bridge and the Floating Bridge. RTA has also developed key roads and interchanges on the Sheikh Zayed Road, Al Khail Road, Sheikh Mohammed bin Zayed Road, and Emirates Road. Additionally, RTA has also delivered an array of superb projects such as the Dubai Water Canal, Jumeirah Corniche, Etihad Museum, and the Enterprise Command and Control Center (EC3). Overall, Al Tayer has overseen projects worth about AED100 billion undertaken by RTA.

Such achievements and projects have ranked the RTA amongst the leading and reputed global entities in the roads and transportation industry. Matching its outstanding record of achievements, the RTA has won several local, regional and international awards, amounting to more than 270 awards.

Throughout his professional career, Al Tayer has received multiple accolades in recognition of his successful leadership of the RTA, such as:

Day 1 - Session 3 Constrains, challenges and prospects of Public Private Partnerships

- Mohammed bin Rashid Al Maktoum Sash, September 2011
- Honorary Fellowship from the British Institute of Civil Engineers (ICU), UK, 2010
- ABLF Best Business Citizen Award 2017
- Man of the Year (CEO Middle East Award) 2009
- Middle East Forum for Special Needs Award, 2009

Al Tayer is actively engaged in several local and federal councils, boards and committees, including:

- Member of the Executive Council of the Dubai Government
- Member of the Strategic Arrairs Council of Dubai Government
- Deputy Chairman of the infrastructure and environment committee – Dubai Executive Council (2005-2017)
- Chairman of the Board of Trustees, Hamdan bin Mohammed Award for Innovation in Project Management
- Member, Preparatory Committee of World Expo 2020
- Member, Board of Trustees of Dubai Future Foundation
- Deputy Chairman, Dubai Sports Council
- Member, Board of Trustees of “Mohammed Bin Rashid Al-Maktoum Global Initiatives”
- Chairperson of the Board of Trustees “Mohammed Bin Rashid Al-Maktoum Creative Sports Award”
- Board Member, Federal Transport Authority – Land & Maritime
- Board Member, Union National Bank

Al Tayer also Assumed several key poss in Councils, Boards and committees in Dubai and the UAE highlighted by:

- Deputy Chairman of the Board – Etihad Rail (2009-2016)
- Chairman of Etihad Rail DB (2013-2016)



H.E. Abdulrahman Al Saleh

Director General, Department of Finance Dubai
Government

Abdulrahman Saleh Al Saleh is the Director General of the Government of Dubai's Department Of Finance. He is also the Chairman of Dubai Financial Support Fund.

Prior to joining DOF, Mr. Al Saleh spent four years as the Senior Executive Director for Corporate Affairs in Dubai Customs (DC). In this role, Mr. Al Saleh was responsible for managing the corporate support departments for DC, which includes Finance, HR Management, HR Development and Admin Services.

He also chaired a number of committees in DC such as introduction of Value Added Tax (VAT), Employee Affairs Committee, Executive Credit Policy Committee and was a Member of Reform & Modernization Program Committee and Information Technology Steering Committee.

Prior to this, Mr. Al Saleh held numerous Finance and Accounting positions for government departments on a local and federal level. He gained experience in chairing and participating in various organizational and strategic committees including the Executive Credit Policy Committee and Task Force for Indirect Taxation.

Mr. Al Saleh is a Member of The Executive Council of Dubai and a Member of the Strategic Affairs Council of Dubai, Mr. Al Saleh Also a Member of Dubai's Supreme Fiscal Committee and a Board Member of Dubai World and a Board Member of Federal Tax Authority. He is also a Board Member of ENOC and the Chairman of Dubai Financial Support Fund (DFSF).

Mr. Al Saleh was a member of the Higher Committee for the Regulation of the Audit Profession in UAE (2002 - 2006). He is a fellow member of the Chartered Institute of Management Accountants in the UK, and holds an Executive MBA from the American University of Sharjah.



Moderated by:

H.E Dr Ali Sebaa Al Marri Executive President, MBRSG

Dr. Ali Al Marri serves as the Executive President of Mohammed Bin Rashid School of Government since March 2013, where he contributed significantly to the development of educational, training and research activities at the School in order to achieve its mission to empower future leaders and policy makers in the UAE and Arab World and to enhance the region's capacity to adopt effective public policies.

Dr. Al Marri is the founder of the “Emirates Center for Government Knowledge” which aims to document the achievements of the UAE government and its bountiful stock of excellence rates and best practice. and also provides consultancy services to government and non-government entities in the UAE, Arab region and the world.

He is the Chairman of the Board of Directors of the “Emirates Association for Management Consultants and Trainers” which is a non-for profit association specialized in organizing the management consultancy and training profession, and works towards empowering and licensing management consultants and trainers.

Dr. Al Marri is the Chairman of the Higher Committee that organizes “Emirates Public Policy Forum” which is a renowned platform for experts, academics, policy makers, researchers and other stakeholders from UAE and the Arab World to share their expertise and insights about strategies, policy implications and processes associated with various public policy topics.



Mr. Frode Mauring

United Nations Development Program Resident
Coordinator to the UAE

Mr. Frode Mauring has been assigned as United Nations Resident Coordinator and UNDP Resident Representative a.i. to the United Arab Emirates since 2015, also covering the Sultanate of Oman and the State of Qatar. He is a Norwegian national who has worked with the United Nations since 2002. Prior to his appointment in the UAE, Mr. Mauring served as Special Representative of the UNDP Administrator in the Programme of Assistance to the Palestinian People, from 2011– 2015. He has also served as the UN Resident Coordinator and UNDP Resident Representative in the Russian Federation (2009-2011), Kosovo (2005-2009) and FYR Macedonia (2002-2005). Before joining the United Nations, he worked for almost 20 years in the private sector in banking, consulting and his last position before joining the UN was as CEO of a large industrial company in Angola. Mr. Mauring has a Master's degree in International Management from the University of Denver as well as bachelor degrees in economics, business administration and social anthropology from Norwegian universities.



Ivano Ianelli

Dubai Carbon Centre for Excellence

Ivano is currently managing Dubai Carbon Centre of Excellence, the Dubai-based environmental economics think-tank in partnership with United Nations and World Bank. He has 20 years of experience in development economics of which half in the region. He currently oversees the UAE's green house gases inventory and strategies for numerous government entities and industries, including private sector companies.

Ivano has special expertise in:

- CO2 abatement strategies, management processes, monitoring and reporting
- Development economics modelling, at micro and macro level
- Environmental Finance, investment, funds, and funding mechanism
- UAE specific knowledge of energy and CO2

He holds an MBA from Coventry (UK), a Master degree in Development Economics from University of Western cape (South Africa). He is also lecturer at various universities in the field of Sustainability and Carbon Emission Management, as well as a Board Member of the International Project Management Association (IPMA) and in the Green Project Management Association.



Rajai El Khadem

Head of Government and Alliances for the Middle East and North Africa region LinkedIn

Rajai El Khadem joined LinkedIn MENA in February 2013 as Head of Government and Alliances for the Middle East and North Africa region. In 2015, he was named Head of Public Sector, a role that sees him responsible for building and leading a team with a primary focus on connecting with the highest levels of government. As Head of Public Sector, Rajai works closely on issues such as social media; employment & national agendas as well as drive revenue and business growth. Key milestones achieved during this time include the launch of the UAE's Economic Graph, working with the UAE government on the Youth Data Hub, and partnering with the World Government Summit on Vision 2030 and national employment.

Prior to LinkedIn, Rajai worked as a Regional Sales Manager for Microsoft where he developed and managed new markets that were considered 'Emerging' and 'High Risk' such Iraq, Afghanistan, Palestine and Syria. Rajai has over 16 years regional experience working across the region having been based in both the UAE and Lebanon during his career.

Rajai holds a Bachelor of Arts (BA), International Relations and Affairs from the American University of Beirut and a Master of Business Administration (MBA), Business Administration and Management from ESCP Europe.



Dima Maaytah

Founder and Managing Partner Sustainable Mindz

Dima is strategic advisor, author, and trainer with extensive experience in devising and delivering sustainability and corporate responsibility performance strategies across a wide range of industries. She has supported organizations not only integrate strategic CSR into their operations, but also identify Sustainable Development Goals (SDGs) and national goals that are most critical to their long-term strategy and growth. Dima also conducted consultancy on organizational performance evaluation, materiality assessment, stakeholder mapping, and competitor benchmarking and developed strategies focusing on leadership and innovation.



Dr. Ziad Sayegh

General Coordinator of Lebanon's Better Initiative

Expert and Advisor on Public Policies, A researcher on the Palestinian Refugees issue in Lebanon and Peace Negotiations in the Middle East on Syria Refugees and on Labor Policies and Social Protection, Expert – Member of the Political National Committee working on refugees issue at the Presidency of the Council of Ministries, Policy Advisor in “Adyan Foundation”, February 2017... : Senior National Policy and Communication Advisor to the Ministry of State for Displaced affair, June 2012 – January 2016: CEO of the Civic Influence Hub, 2006 – 2009: Policy and Communication Strategies Advisor for the President of the Lebanese – Palestinian Dialogue Committee in the Lebanese Presidency of the Council of Ministers, January 2010 – June 2011: He then was the Policy Advisor and Team Leader of Lebanese Minister of Labor, September 2011 – June 2013: National Policy Advisor to the International Labor Organization – (ILO), He Was Strategies Communication Advisor for the Middle East Council of Churches, the Syndicate of teachers in Lebanon and the Health Establishment of the Druze Community, Has specialized studies in the Palestinian issue in Lebanon, Peace negotiations, and Labor and social Protection issues, Syria Refugees, Published several articles and lectures in Public Policies, as refugees Christian – Muslim Dialogue, Arab thinking and Citizenship



Moderated by:

Hafed El Ghowell Senior Advisor Maxwell Stamp

Hafed is, currently, a Senior Advisor at Maxwell Stamp Inc., the international economic firm, specializing in Middle East political economy issues and head of the global strategic communications practice. He is also, a Senior Advisor with Oxford Analytica, the well-known global risk consultancy firm. Hafed served from January 2015 to end of January 2016 as a Senior Fellow at the Atlantic Council's Hariri Center for the Middle East in Washington, D.C. He is currently a member of the Board of Directors of the National Council on US–Libyan Relations, as well as a member of the Board of Directors of the consulting firm of NH & Associates.

Hafed is also a veteran commentator on the political economy of the Middle East and North Africa. His analyses are widely published in international media, including ABC News, BBC, DW, Al- Jazeera English and Arabic Channels, Al Arabiya TV, NPR, PBS Front Line and NewsHour, Financial Times, Wall Street Journal, CCTV, RT, Washington Times, UPI, Newsweek, The National Newspaper, Gulf News, The Washington Diplomat, among many others.

He served as a permanent member of the Staff of the World Bank Group for 16 years in various positions including as Advisor to the Dean of the Board of Executive Directors of the World Bank Group until end of 2015 after early retirement from the Bank.



Dr. Khalid Al Yahya

Managing Director of KPMG Public Sector Practice in the Middle East

Dr Khalid Alyahya is a leading strategy, public administration and policy, and government-business relations expert with 18 years of global and local experience in public policy and academia with special focus on the context of the GCC countries. He is currently a board member of the National Center for Strategic Development in Saudi Arabia and Managing Director of KPMG Public Sector practice in the Middle East. Previously he held several senior positions including associate professor and director of MPA program at Mohammed Bin Rashid School of Government, the Managing Director of Accenture Strategy and Public Sector Transformation Leader, a fellow at Harvard University and Assistant Professor at Arizona State University in the USA, and served as a senior advisor to the leadership of several governments and international organizations. He published more than 50 articles and chapters in peer-reviewed journals and books, and several reports and case-studies published by international institutions and Harvard University.

Some of the institutions Khalid advised include the Ministry of Finance, SAGIA, Ministry of Labor, Ministry of Economy and Planning, SAMA, Aramco, HRDF, STC in Saudi Arabia; Prime Minister Office, Ministry of Labor, Ministry of Interior, Federal Authority for Government Human

Day 2 - Session 2 PPPs- Who pays, who benefits?

Resources, Dubai Government Executive Council, Land Department, Ajman Government in the UAE; World Bank, UNDP, OECD, Swedish International Development Agency, Bill Gates Foundation, Shell, and Citi Foundation, and Visa International.

Dr. Khalid participated in more than 110 international conference and forum in 35 countries, and is a regular commentator in TV news channels. He is a member of several international professional associations including American Society of Public administration and the Academy of Management. He also delivered courses in “Strategic Thinking & Leadership”, “Public-Private Partnerships”, “Public Sector Innovation”, “Knowledge Management” and “Public Policy Implementation”.

He completed his post-doctoral study at Harvard University’s CMES, a Ph.D. in Development Policy and Management from University of Connecticut, and MPA & MBA from University of Hartford; all in the USA.



Brad Watson

Ernest Young ,Partner and leader of Infrastructure Advisory practice for the Middle East and North Africa

Brad Watson is a Partner and leads EY's Infrastructure Advisory practice for the Middle East and North Africa. Having recently moved to Dubai from Toronto, Brad is an experienced project manager and advisor. He has been providing strategy and policy based advice to senior executives in the private sector and at all levels of government across North America, and now here in the Middle East, for over 22 years.

Brad has worked on several significant infrastructure and complex procurement projects. Over the past five years alone, he has advised on multiple projects that have achieved financial close across North America totaling over \$20 billion worth of capital assets and service delivery. Brad's procurement experience ranges from pre-procurement planning, through transaction structuring, to financial close and beyond. His efforts have resulted in many successful procurements and have helped to deliver projects on-time and on-budget. Brad is also recognized as an industry leader in the public-private partnership (P3) market in North America. He has presented on various topics relating to P3s at conferences sponsored by organizations such as ARTBA, TRB, InfraNews and DBIA among others. He has also served as an expert peer reviewer for TRB publications.



HE Sheikha Shamma Bint Sultan Bin Khalifa Al Nahyan Philantropist and Entrepreneur

Sheikha Shamma bint Sultan bin Khalifa Al Nahyan is an accomplished entrepreneur, founding a number of business entities since 2008: Al Asayl Show Jumping; Royal Publishing House in 2012; Sustainable Strategic Solutions (3S) – a research-based consultancy company, in 2014; and, most recently, the Alliances for Global Sustainability, of which she is the CEO, in 2016. Committed to supporting the community via Circle of Hope, her charitable foundation, she focuses on a wide variety of initiatives. These vary from promoting ‘healing through reading’ with “Wanna Read?”, the empowerment of women through the Women’s Empowerment and Equality Board, to Beacon of Hope, her humanitarian initiative that brings solar-light lessons to children suffering from energy poverty. An avid researcher, Sheikha Shamma is a research associate at the Institute for Social and Economic Research – Zayed university. She has delivered papers at academic conferences, both locally and internationally, in the fields of gender studies, knowledge transfer, consumer behaviour, Emiratisation and financial literacy. She also sits on the Industry and Academic Advisory Board of the Academy of International Business (MENA). Sheikha Shamma holds a Bachelor of Science in Business Administration with a specialisation in marketing from Zayed University. She is currently studying for a Master’s degree in Sustainability Leadership at Cambridge University, United Kingdom.



Mr. Marc Fooks

Project Director, UAE, Turner and Townsend

Marc is a Project Director with Turner & Townsend International Ltd, an independent professional services company specialising in programme management, project management, cost management and consulting across the real estate, infrastructure and natural resources sectors. He has over 25 years' experience, 5 in the Middle East. His first experience in PPP was acting as a risk advisor to the OpCo of the SPV on a grade II* listed building refurbishment in 1999. Having advised both private sector providers and public sector procurers across the full lifecycle of a deal, he is well versed in all aspects of PPP transactions.

Day 2 - Session 2 PPPs- Who pays, who benefits?



Dr. Ayesha Abdullah

Project Director, UAE, Turner and Townsend

Since October 2014, Dr. Ayesha Abdullah is the Executive Dean of Business at Higher Colleges of Technology. In her capacity as the Executive Dean, she is responsible for academic excellence and advancing linkage with industry.

Dr Abdullah was also the Chief Executive Officer of CERT Group of Companies from October 2014 - December 2015 and her role was to advance Applied Research, technology innovations and training and development.

Dr Abdullah previously held the position of the Managing Director of the Science Cluster. She was responsible for managing and formulating the strategic direction of the three major companies in Dubai for the development of the knowledge based economy- namely Dubai Healthcare City Cluster and its subsidiaries, Dubai Biotechnology & Research Park- DUBIOTECH and ENPARK, a Business Park facilitating the growth of energy and environmental businesses.

Prior to that Dr Abdullah held the position of CEO of Dubai Healthcare City (DHCC). Under her leadership, DHCC rapidly gained a status as an internationally recognised location of choice for quality healthcare and an integrated centre of excellence for clinical and wellness services, medical education and research. In 2008, DHCC won the Dubai Quality award and the 'DHCC Out-Patient Quality Standards' were the first Middle Eastern standards to be accredited by The International Society for Quality in Healthcare (ISQUA).

Prior to this, as Chief Executive Officer at the Center for Healthcare Planning and Quality (CPQ), Dr Abdullah was responsible for setting up and upholding healthcare standards within DHCC. She also played a key role in establishing CPQ into a premier regulatory body in the industry.

In October 2009, Dr Abdullah received the prestigious 'Leading Woman CEO' Award, marking a milestone in her achievements and recognizing her strategic management and leadership acumen that significantly contributed to the healthcare cluster's growth. She was also awarded the L' Officiel Arab Women of the Year in 2010.

She holds a bachelor's degree in Biomedical/ Electrical Engineering from Wisconsin, USA, an MBA with an emphasis on Finance and a PhD in Strategy Management & Planning Studies from Sheffield University in the UK.

Day 2 - Session 2 PPPs- Who pays, who benefits?



Moderated by:

Dr. Mark Batey Leadership, Creativity and Innovation Specialist
Alliance Manchester Business School

Dr Mark Batey is a highly published researcher in creativity, but with executive education and consulting experience across industries and geography.

Mark is the Academic Lead for the Manchester Leadership Programme, the University of Manchester's premier leadership training programme and Academic Director of the Manchester Leadership Development Programme, Leadership Essentials Programme and Creativity & Innovation Essential Programme.

Mark is widely published on the subject of creativity and is the Associate Editor of the International Journal of Creativity and Problem Solving and an editorial board member for the APA Journal Psychology of Aesthetics, Creativity and the Arts. He is one of the most published researchers in creativity of recent years. His latest study, the #Creativity & Innovation in the GCC Research Programme (<http://www.mbs-worldwide.ae/research/>) seeks to understand the drivers and barriers to creativity and innovation in the unique context of the Gulf.

Sought by the media, Mark has featured in outlets that include BBC TV, Online and Radio, FT, The Times, The Sunday Times, The Guardian, The Independent, The Telegraph, The Sunday Telegraph, The Moscow Times, Forbes, Gulf News, South China Post and Wall Street Journal.

Mark has delivered keynote speeches and master classes to organisations such as Chartered Institute of Personnel Development, Chartered Institute of Marketing, Association for Coaching, Forbes, National Outsourcing Association, ARADO, APSCO and the Association of Business Psychologists.

He has worked with organisations that include Al-Futtaim, AB InBev, Bank of America, Bao Steel, BBC, BP, Channel 4, Chinese Ministry of Finance, Endsleigh Insurance, Group 4 Securicor, Industrial & Commercial Bank of China, JC Decaux, Johnson & Johnson, NHS, Rolls-Royce, Sony Music Entertainment, SyCo TV, Tabuk Pharmaceuticals, TECOM, Tesco, Thales, Zain and Zurich.



HE Prof. Rowaida Al Maaitah

Chairperson of the National Agenda Technical Committee on Poverty, Health and Social Security (Jordan)

Advisor for HRH Princess Muna ElHussein for Health and Social Development, member of the higher Council of the National Centre for Curriculum Development and Professor of Public Health at the school of nursing/ Jordan University of Science and Technology.

Al Maaitah earned her doctoral degrees and master degree in Public Health from the School of Public Health and Tropical Medicine at Tulane University/USA, and completed three Senior Executive Education Programs in leadership at Harvard Kennedy School.

She has held numerous key leadership positions including Minister of Higher Education and Scientific Research, President of the Hashemite University, Senator / Upper House of Parliament, Minister of state for Government Performance, Minister of Social Development, Chairperson of the Executive Council of the AWO at the Arab League, VP and SG of the Council for Family Affairs, and DG of King Abdullah University teaching Hospital.

She is currently member of the global advisory board Anna Lindh Foundation/EU, board member of the Health Care Accreditation Council, member of the Regional Advisory Committee to the Director of the WHO/EMR and chairperson of the education and health committee/ Jordan scenarios for 2030. Heavily involved in different policy forums and reforms: education, Health, socioeconomic and politics.



HE Mahmoud Bernawi

General Director of Planning and Development
Department, Economic City, KSA

Mahmoud Barnawi has more than 12 years of experience in the field of program and project management. He holds a Bachelor Degree with honor in Computing and Communications Systems Engineering from Manchester University, UK, and a Master of Advanced Computer Science from Bristol University, UK. Throughout his career, he helped organizations achieving their strategic objectives through delivering projects and programs of different sizes and complexity in Defense, Finance and New Economic Zone sectors. He is a certified Program Management Professional (PgMP) and currently holds the position of Director General of Ports Planning and Development, responsible for the development of ports and re-export zones within the new Economic Cities in Saudi Arabia. His latest undertaking was King Abdullah Port, where he oversaw its development from inception to operations. His main area of interest is optimizing the role of government in mega green field portfolios and successful delivery of strategic PPP initiatives.

Today Prof Raed asked me to reorganize the concurrent speakers into themes. We did not have enough in transport and health so here is the revised outline of the concurrent sessions. There is an additional speaker Dr. Mark Evans in session 3 on Day 1. His bio and photo are attached.



Mr. Fahad Al Hammad
CEO Tawteer Building Company, KSA

1. بكالوريوس هندسة مدنية من جامعة الملك سعود عام 1992م
2. خبرات متقدمة في إدارة المشاريع متمثلة في مئات المشاريع التي تم الإشراف على تصميمها وطرحها وترسيثها ومتابعة جودة تنفيذها مثل الأبراج التجارية والمجمعات السكنية والمباني الإدارية والتعليمية و مشاريع البنى التحتية والمشاريع الترفيهية والسياحية .
3. حاصل على عشرات الدورات التدريبية في إدارة البرامج وإدارة المشاريع والهندسة والتطوير العقاري والمهارات الإدارية الأساسية من السعودية وأوروبا والولايات المتحدة.
4. مدير تنفيذي، مخطط إستراتيجي، مطور للأعمال، ومدير للمشاريع، مع سجل حافل من النجاحات بشهادة العملاء، ونمو الإيرادات، وأكثر من عشرين عاماً من الخبرات المتنوعة في قيادة المشاريع والشركات.
5. العمل كإستشاري غير متفرغ في عدد من الشركات السعودية مثل: شركة عقار القابضة، وشركة أريز للتسويق العقاري، وشركة رواج للتسويق، وغيرها من الشركات.
6. خبرة واسعة في إستقطاب وإدارة الإستشاريين وبيوت الخبرة والشركات العالمية سواء للمقاولات أو الخدمات الهندسية المتنوعة.
7. مهارات في القيادة والإدارة التنفيذية، بالإضافة إلى مهارات متنوعة في التقنيات الحديثة



Dr. Refaat Al-Faouri

Former President of Yarmouk University

Prof. Alfaouri works with several government officials, regional organizations, and international organizations in fostering innovative and advanced strategies within the Arab region that address different aspects of administrative development. Prof. Alfaouri is the former Director General of the Arab Administrative Development Organization and recently he is the President of Yarmouk University in Jordan.

Prof. Refat Alfaouri possesses a diversified cultural experience acquiring over 20 years of experience in Human Resources, Organizational Analysis and Strategic Planning, among other things. He carried out several consultations and projects in the field of human resource development and administrative reform for ministries, public and private agencies in the Arab regions, and published more than 20 articles and 2 books. In addition to his position above, Prof. Alfaouri held the position of Vice President for Administrative, Academic and Quality Assurance from August 2003 to September 2007, and Dean of School of Economics and Admin. Sciences/ Professor of Public Administration from 1998 to 2003. Furthermore, Prof. Alfaouri holds several honorary positions, including member of the Higher Coordinating Committee of the Arab Cooperative Work, and member of the Advisory Board of several Academic Journals.

Prof. Dr. Alfaouri holds a Bachelor of Arts degree in Administrative Sciences from Yarmouk University, Jordan 1983. He concluded his MPA in Public Administration from University of Southern California, USA in 1987 and later on obtained his PhD in Public Policy Analysis and Administration from Saint Louis University, USA in 1990.



Dr. Ahmed Saqr Ashour

Past Director General ARADO, Egypt

Ahmed Sakr Ashour holds a Ph.D. degree in Human Resources and Industrial Relations from the University Of Minnesota (USA) in 1970 and a Master's degree in Public Administration from the same university in 1966. He held professorial positions in the USA, Canada, Kuwait and Egypt. He was the Director General of the Arab Administrative Development Organization (ARADO) (1991-1999). He is currently professor of Strategic Management and Human Resources at Alexandria University.

Ashour won numerous international and local research awards. Among them is the Kuwait Award for the Advancement of Science in Economic and Social Sciences (Management Science) for 2012.

Ashour's research achievements include one hundred and fourteen (114) published articles, research reports and conference / symposium presentations, as well as twelve (12) books. He published in the Journal of Applied Psychology, Organizational Behavior and Human Performance, Journal of Personality and Social Psychology, Psychological Reports, Management International Review, Human Relations, International Studies of Management and Organization, Journal of Global Information Management, Arab Journal of Administrative Sciences, Organizational Learning, Journal of Information, Knowledge Management



Moderated by:

Prof. Raed Awamleh Dean MBRSG

Professor Raed Awamleh is the Dean of Mohammad Bin Rashid School of Government MBRSG (formerly Dubai School of Government). Prior to Joining MBRSG, he was Middlesex University's (UK) Dubai Campus Director and Pro Vice Chancellor. Professor Awamleh was also the Dean of Academic Affairs at the University of Wollongong (Australia) in Dubai and a Professor in Management.

Raed holds a PhD in Management from the University of Mississippi (USA), an MBA in Finance from Mercer University (USA), and a BBA from Yarmouk University (Jordan). Professor Awamleh is also an alumnus of the Oxford University Strategic Leadership Program (UK).

Showcase Strands

Day 1 – Infrastructure and Projects Authority, UK

PPPs in the UK have delivered £56 billion (\$74.5 billion) of private sector capital investment in over 700 UK infrastructure projects during the past 20 years. These have included new schools, hospitals, roads, housing, prisons, and military equipment and accommodation. While each country's approach to infrastructure and PPPs has to be developed within the policy objectives of its host government and according to the private and public sector resources available, the UK's experience in developing its PPPs have valuable lessons for those countries starting out on this journey.

The session presented by Karineh Grigorian of Infrastructure and Projects Authority (Part of UK's HM Treasury and Cabinet Office) will assess the successes and lessons learnt from the past 20 years, as it charts its evolution from the original PFIs (Private Finance Initiative) initiated in the late '90s to the latest version, the PF2 which was announced in 2012 by HM Treasury. The session will include examples of case studies and good practice (particularly in assessing of Value for Money and Risk Transfer in PPP projects), as well as suggestions for structuring them in countries embarking on their first PPP projects.

Infrastructure and Projects Authority: The IPA is the government's centre of expertise for infrastructure and major projects. It sits at the heart of government, reporting to the Cabinet Office and HM Treasury. Its core teams include experts in Infrastructure, Project Delivery and Project Finance who work with various government departments. Its role is to support the successful delivery of all types of infrastructure and major projects; ranging from railways, schools, hospitals and housing, to defence, IT and major transformation programmes. IPA is also the lead unit for the Project Delivery and Project Finance Professions across government.

In terms of PPPs, IPA is the lead unit for Policy in the UK, reporting directly to HM Treasury

Concurrent Sessions

Day 1- Session 1 PPPS : from Early Childhood to Tertiary Education



Dr. Samia Kazi

PPPs in the Early Childhood Sector

This presentation aims to argue the importance of developing a robust system for quality early childhood services by initiating the first step towards a multi-stage strategy; researching the relevant dimensions (process, structural, cultural) that need to be considered for the creation of a quality framework for early childhood centers (nurseries) in the United Arab Emirates. A multi-faceted approach that is a collaboration between the private and public sector that aims to address the challenges and gaps in early childhood policy in the UAE.

Samia Kazi is chief operating officer at Arabian Child; the leading private not-for-profit independent early childhood organization that supports quality improvement for child protection, childcare and early education

Day 1- Session 1 PPPS : from Early Childhood to Tertiary Education



Dr. Racquel Warner

Perceptions of PPP in the Dubai Education Sector

Given the stark difference in purpose for PPP in education locally and globally, this presentation reports the findings of research which gauged the perceptions of residents in Dubai about the role of PPPs and the changes they have influenced in the education sector. It is hoped that the empirical evidence from this research will help policy makers to respond appropriately to using PPs in education and to develop a strategic framework for future partnerships in this sector.

Dr. Racquel Warner is an Assistant Professor of Education Policy and the Acting Director of Academic Affairs at Mohammed Bin Rashid School of Government. She is a career educator with over 27 years international teaching experience across the full spectrum of the education, from the early childhood to tertiary level. Her research interest in student engagement and learner autonomy has led to her work in curriculum redesign, teacher training and education policy development.



Dr. Georgia Daleure

Reciprocal Roles of PPPs and Emiratization in Achieving Economic Sustainability: Costs and Benefits

This session addresses the reciprocal roles of Public and Private Partnerships (PPPs) and Emiratization in establishing a sustainable economy in the UAE along with a discussion of not only who pays, but more importantly, who benefits when the roles are optimized. A brief overview of the progress toward Emiratization is given explaining the conditions under which nationalization policies were developed in conjunction with an explanation of the underlying dichotomy of sustainability versus complementarity of labor. This followed by a discussion why sustainable employment practices must be included when establishing any type of PPPs in the UAE. The session winds down with an explanation of the overt and hidden economic costs and benefits of employing Emiratis and including elements of Emiratization in PPP contracts and policies increases the chances for success. The session concludes with a look toward the future highlighting areas where economic sustainability is enhanced when private sector economic development includes the integration of PPPs with elements of Emiratization. Specific financial costs may be shouldered by either party, public or private, according to the specific scenario and must include a proviso to assure “living wage” salaries for UAE nationals even if subsidized by the public sector entity. More importantly, benefits include establishing a more sustainable economy by creating attractive private sector employment opportunities that

stimulate competition among UAE nationals thereby motivating UAE Nationals to achieve higher performance standards.

Dr. Georgia Daleure is currently serving as the Dean of General Studies and has been a teacher and administrator at the Higher Colleges of Technology (HCT) for the last 18 years. Prior to coming to the UAE, Dr. Georgia developed training programs utilized by the State of Indiana Workforce Development Division designed to re-skill dislocated and underemployed workers. Dr. Georgia earned her B.S. Degree in Entrepreneurship, M.A. in Teaching Methods for Adults, and Doctorate in Educational Leadership from Ball State University, Muncie, Indiana, USA, specializing in Curriculum Design and Assessment to have a formal grounding in educational best practices. Her dual passions for educating young adults in the UAE and engaging in meaningful applied research led to projects that explored post-secondary education and employment in the United Arab Emirates including persistence, career choices, sustainable employment, enhancing learning with technology, family involvement in post-secondary education, academic success, alternative curriculum design and delivery, and others.



Dr. Mona Mostafa El Sholkamy

Creative Clusters in Dubai's Education Sector: A PPP towards development

Public-private based partnerships have been gaining momentum in many emerging economies, and the U.A.E. is no exception. Alongside the advancement of creative clusters, the benefit stemming from these partnerships are that the delivery of services can be provided in a more efficient manner, through channeling the private sector's networks and expertise. The Dubai Creative Clusters Authority (DCCA) was established as a government regulatory body, and recently mandated an unprecedented regulation that fortifies part-time student work contracts. The primary objective of this regulation is to enable businesses under its jurisdiction to access a pool of university students who present themselves as potential part-time employees, seeking to complement their fields of study and increase their employability after graduation. Aligned with the country's National Vision Agenda for 2021, this Public Private Partnership will foster the role of private sector companies, contribute to the provision of job opportunities to Emiratis, and potentially take part in the government's fiscal consolidation policies that aim to relief the financial burden on the latter. This presentation proffers the idea that such an initiative will narrow the knowledge-skills gap prevailing in the labor market, and provide sustainable employability for university graduates.

Dr. Mona El-Sholkamy is an Assistant Professor at the Mohammed Bin Rashid School of Government (MBRSG). Dr. El-Sholkamy was awarded a PhD in Public Administration from the Faculty of Political Science and Economics, Cairo University, Egypt. Mona has published a number of peer-reviewed academic papers and participated in several international conferences, all of which focused on her research interests of Public Administration, Foreign Aid Management, Sustainable Development, and much more. Dr. El-Sholkamy has been teaching at both undergraduate and graduate levels for over sixteen years in reputable universities, home and abroad.



Moderator:

Tara Fishbach, Mohammed Bin Rashid School of Government

Tara Fishbach is an Associate Researcher in the Innovation and Future Governance team. Tara has experience in research, communications and media in both the public and private sectors. She worked extensively in the development field across the region, focusing on public policy and governance before transitioning into the field of content strategy, working on gender, media and youth issues. Her current research agenda has focused on future developments in labor force and governance, as well as food security and social policy



Dr. Mounira Jamjoom

Co Founder, Emkan KSA- Case Studies of PPPs used in education to improve outcomes

Bridging the gap between educational policy and practice is at the heart of successful public private partnerships and collaboration. The presentation will address the value for governments to work with local educational companies and grassroots community solutions. The presentation will address issues of local capacity building, distributed leadership and iterative planning between partners through a case study from Saudi Arabia. A lens to look at partnerships from the ground up.

Mounira is a co-founder and CEO of Emkan Education. She worked as a Senior Research Specialist with the Ideation Center, Booz & Company's think tank in the Middle East. She was leading the Ideation Center's research efforts on education, women's studies, youth development and evolving social issues that have important implications for the Middle East



Dr. Immanuel Moonesar and Dr. Hameedah Sayani

Mohammed Bin Rashid School of Government – Public Perceptions of The State of UAE Healthcare: Delivery, quality, access and cost

The UAE Ministry of Health and Prevention has been changing a comprehensive system proficient of rationalizing the involvement of all institutions providing health services and leading such input to make quality, access, and cost of healthcare as the triad of healthcare. This presentation will share findings from a national healthcare study which investigated public perceptions of healthcare delivery in the UAE where an evaluation on how people living in the UAE perceive healthcare concerning cost, availability/access, and quality.

Dr. Immanuel Azaad Moonesar, the Assistant Professor and Health Policy Research Leader is from one of the Caribbean islands of Trinidad and Tobago.. His career experience includes quality assurance and management, nutrition and dietetics, health & safety, teaching and institutional research. While, his research interest is in public policy, healthcare management & leadership, maternal & child health, health policy and innovation, nutrition, and quality management.

Dr. Hameedah Sayani is a part time lecturer at Mohammed Bin Rashid School of Government and she hold a PhD in Finance from University of Wollongong and a CFA level. Research has been integral to her positions in academia and the finance industry and her research interest are in financial markets, financial and economic policy making.

MBRSG Knowledge Management Circle

Public Private Partnership in Dubai Healthcare: A Focus Group Analysis

Public private partnership is always a priority in Dubai, in 2015 Sheikh Mohammed issued a degree to encourage the relationship between the two sectors. In light of these policy directions , how did the Public Health Sector benefit? There are controversy about the effectiveness of Public Private Partnership (PPP) in Healthcare Sector, in this paper we want to understand the nature of this relationship between the two sectors. Healthcare sector is experiencing substantial changes over the past decade with the purpose of meeting the growing population demand. In Dubai , various methods are planned and there is a great willingness between the public and the private sector, with that DHA is still looking for the direct approach that can address the Private Health Sector needs and acknowledge the government efforts. Private Health Sector is looking at the PPP as an opportunity to invest and to meet the cost, and the Public Sector looking at it as an opportunity to reduce the load and to share the risks. Improved service quality on the two sectors can be seen on (a) number of distributed patients; (b) unified medical record; and (c) decreased prices. Identifying the stakeholders is necessary to help delegate a portion of Healthcare load to private sector, to facilitate treatment and to share specialties.

Knowledge Management (KM) Circle is one of the eleven innovation circles at Mohammed Bin Rashid School of Government started January 2017 and entrusted to oversee the Knowledge Management, guide the continuous improvement of knowledge management activities and advise on their execution in the areas of information services, library Services, and information technology. The KM Circle is also assigned to liaise with all concerned units internally and externally to facilitate the implementation of Knowledge Maturity Model requirements.

Membership:

Aisha Ibrahim Zayed Al Ali: Aisha is a graduate of Performance Management Program from Cranfield University in the UK, she holds Master of Public Administration from Dubai School of Government affiliated with Harvard Kennedy School of Government, another master in Business Administration double major HR & Marketing. Also holds a Bachelor degree in Health Sciences from Sharjah University. She attended the UAE Government Leadership Program and also attended leadership program at McMaster University, Canada. Aisha is an expert in strategic planning, EFQM assessment, Knowledge Management assessment, policy analysis and will graduate from ICF professional Coaching Program US in March 2018. In 2014, she held the position of Strategic Planning and Corporate Performance Director, currently she is the Senior Director of Institutional Effectiveness and in January 2017, she was appointed leader of Knowledge Management Circle.

Mr. Hamid Saeed: Hamid carries more than 20 years of progressive work experience as Information Manager and library administrator and have published in several international journals including the Journal of Documentation (JDOC) and Knowledge Organization (KO). He participated in the International Visitors Program of the United States Information Agency, Washington, D.C. Apart from his research at Nanyang Technological University, Singapore, he attended a short course on Electronic Document Management Systems at the School of Information Studies, University of Toronto. Mr Hamid holds Bachelor's in Science and Master degrees in Information Science and Libraries. He is an active member of the KM Circle at MBRSG.

Day 1- Session 2 PPPs in Practice: Dubai and KSA

Dr. Mohamed Habibur Rahman: Dr. Mohammad Habibur Rahman is an Associate Professor at the Mohammed Bin Rashid School of Government in Dubai, United Arab Emirates. He received his PhD from the University of Wales in the UK and held two visiting fellowships in North America - Senior Fulbright Scholar at Syracuse University in the USA and Visiting Fellow at York University in Canada. With 30 years of teaching and research experience in public administration, Dr. Rahman published numerous journal articles, book chapters and conference papers on public sector reform, leadership, e-governance, urban service management and knowledge management. During this long career, he also provided consulting and advisory support to governments and international organizations in many countries.

Mrs. Dalya Farooq: Dalya is a dedicated and hardworking HR professional with 15 years of experience, she has now been serving as Senior HR Officer at the Mohammed Bin Rashid School of Government for the past nine (9) years. She graduated from the University of Khartoum with Honors in Chemistry where she turned to teaching Chemistry for a brief period before moving on to Human Resources Industry. She has worked in Governmental Authorities, Educational institutions as well as leading Telecom operators. She has partaken in several research projects and audits as well as helping in developing departments and departmental roles from the ground up.

Eng. Anthony Alba Bartolo is a degree holder in Bachelor of Science in Computer Engineering from Central Colleges of the Philippines. He has extensive background in IT Infrastructure specifically in planning, implementation and administration for Windows Active Directory, Network, Security, Server and Workstation. Has 5 years experienced in managerial position and 15 years of technical support supervisor. Handled the System Administration Department for the biggest IT Government project of the Philippines. Also the team leader Dubai World Trade Centre Helpdesk Support. Presently working as IT Officer under Mohammed Bin Rashid School of Government.



Moderator:

Prof Djamel Eddine Laouisset, Mohammed Bin Rashid School of Government

Professor Djamel Eddine Laouisset (Canadian-Algerian) holds a B.A in Political Science (Major: Political Economy) from the University of Algiers' Institut d'Etudes Politiques "Sciences-Po". He has been awarded a full government scholarship to attend NYU, BU, Tufts University, and the University of Miami. He earned an M.A in International Affairs (Majors: International Economics & Comparative Economic Systems / Development & Development Processes), a PhD in International Affairs from the University of Miami Graduate School of International Studies (Majors: International Business Management / International Economics & Comparative Economic Systems / Development & Development Processes), and an MPA (Major: Health Administration) from the University of Miami Graduate School of Business Administration . His Doctoral dissertation dealt with the "Growth of the Algerian Iron & Steel Industry". Between 1987 and 1990, Professor Djamel Eddine Laouisset served as Director of Studies & Research at Algeria's National Institute for Global Strategic Studies (Presidential Decree), and between 1994 and 2000 he served as University Vice President (Ministerial Decision). Between 2001 and 2004, Professor Djamel Eddine Laouisset served as Advisor to Sheikh Fahim Al Qasimi, UAE Minister of Economy & Commerce (Ministerial Council Decision). He held visiting professorships in various academic institutions, such as, "Ecole Nationale d'Administration" (ENA-Algiers), "Ecole Supérieure de Comptabilité et d'Administration des Entreprises" (ESCAE-Tunis), University of Wollongong (UOW-Dubai), and Nottingham Business School (NBS-UK). Professor Djamel Eddine Laouisset research interests lie at the intersection of international business and strategic management. His current research project with "Centre de Recherche en Economie Appliquée au Développement" (CREAD-Algiers), explores the fields of competitiveness, clusters, and innovation applied to Algeria's pharmaceutical industry. He serves on the editorial review boards of the Journal of Management Development (Emerald), the International Journal of Healthcare Management (Taylor & Francis), and the International Journal of Islamic & Middle Eastern Finance & Management (Emerald).



Dr. Dahle Sugget

Education Public Private Partnerships: What we should monitor?

Education public private partnerships have many forms and three diverse Australian partnerships illustrate the multilayered decision making and relationship management needed for success. The successful design of partnerships is contingent on sharply delineating context, purpose, and processes – one-size-fits-all will not work. A five part evaluation framework is used to identify the relative strengths and weaknesses of the Australian education partnerships profiled in this presentation. By using this framework the complexities of education PPPs are revealed.

Dahle is a public policy and education researcher and consultant. She was previously the Deputy Director-General, Policy and Strategy, Department of Premier and Cabinet NSW; Deputy Secretary, Department of Education Victoria; a Director of the Allen Consulting Group; an executive in Exxon; an Assistant Secretary in the Federal Government; and she started working life as a secondary teacher. She is currently Director, PTR Consulting; Principal Fellow, Graduate School of Education, University of Melbourne; and Fellow, Institute of Public Administration Australia.



Dr. Mohammed Habibur Rahman, Dr. Scott Fargher and Mohammed Ansari Role of Public Private Partnerships in Enabling Future Transport Scenario in Dubai

Over the past decade or so, as the city of Dubai has grown in size and population, traffic congestion has remained a pressing transport problem for its residents and commuters alike. The RTA and DEWA are considering “smart technology” as an enabler to address the future transport scenario. Given this backdrop, the presentation will examine if this evolving collaboration between RTA and DEWA on the one hand, and EHang and Tesla on the other will eventually lead to a classical PPP, and if so, in which form? The presentation will also share empirical evidence that a PPP model can stimulate the adoption of new technologies to ease traffic congestion in Dubai roads in a sustainable way

Dr. Mohammad Habibur Rahman is an Associate Professor at Mohammed Bin Rashid School of Government (MBRSG). Prior to this he was faculty member in a number of universities including University Brunei Darussalam (Brunei), University of South Pacific (Fiji), Lakehead University (Canada) and University of Dhaka (Bangladesh). During his tenure at University Brunei Darussalam, he served the Faculty of Business, Economics and Policy Studies and the Institute of Policy Studies as Program Leader of Graduate Studies. He supervised academic research by a number of graduate and doctoral students and acted as external examiner to several doctoral theses. Habib has been an active researcher and has published papers on governance, civil

Day 1- Session 3 Implementing and monitoring PPPs

service reform, local government, human resource management, e-government and knowledge sharing in top-ranked scholarly journals. His current research interests include public governance reform, smart government/e-government, knowledge management and public sector performance.

Dr. Scott Fargher is an Associate Professor at the Mohammed Bin Rashid School of Government (MBRSG). Scott received his PhD from the University of Edinburgh in Scotland; it focused on the economic evaluation of youth training programs in Scotland. He joined the MBRSG from the University of Wollongong in Dubai where he was Associate Dean of Research in the Faculty of Business. Prior to this he was a faculty member at the Auckland University of Technology (AUT), the Institute of Public Policy and Deputy Director of the New Zealand Institute of Work and Labor Market Studies (now the New Zealand Work Research Institute). His research focuses primarily on Labor Economics, Macroeconomics, Economic Development and Public Policy. Scott has produced an extensive range of reports for public and private sector organizations and has published widely in academic journals including Applied Economics, International Journal of Manpower, Journal of Policy Modeling and Local Economy.

Mohamed Al Ansari is an Associate Researcher in the Sustainable Development Policy team. Mohamed received his BA in Political Science at the University of Melbourne and has participated and presented numerous papers in regional and international conferences. He is currently a PhD candidate working on issues of quality in research institutes. Prior to joining MBRSG, he was a Strategic/Economic researcher at the Emirates Center for Strategic Studies and Research where he helped develop and manage several key projects along with his research activities.



Dr. Mark Evans

Penta International- Through a glass, darkly An analysis of the monitoring process used in Public-Private Partnerships in Abu Dhabi government schools

Mark was born in Wales, in the UK. He studied at government schools and at the United World College of the Atlantic. He took his first degree (in Experimental Psychology) at the Queen's College, Oxford University and then three Masters degrees, a post-graduate certificate of education and a doctorate at various universities, including London.

He is a teacher and was a principal, before founding Penta International, an education services provider offering training, quality assurance, inspection and consultancy worldwide. Having started his senior teaching roles in special education, he gives training in the provision of education for people of determination, behaviour management and severe behavioural disorders. He travels a lot, being on the road for about six months each year. He has particular interests in the monitoring of public-private partnerships for the provision of educational services, and in the murky waters that lie between government-funded and private education.

Concurrent Sessions

Day 2 - Session 1 PPPs in infrastructure development



Dr. Ganga Bhavani and Christian Tabi Amponsah

The Role of Public-Private Partnerships in Building Resilient Infrastructure in Emerging Markets and Developing Economies Sector

This presentation explores the role of Public-Private Partnerships in building resilient infrastructure in emerging markets and developing economies (EMDES). Changes in the social economic structure over the past several decades have led to radical responses toward the economic development policies of many governments. Policy officials at different levels of government have discovered that greater economic development and resilient economic stability might be reached only if a more active approach toward attracting investment is made. Rather than passively waiting for business interests to seize on new incentives in the taxes, public officials proactively court businesses in an attempt to secure contractual agreements. This policy has come to be known as Public-Private Partnerships (P-P-P). P-P-Ps assume that the public and private sectors can cooperate and create new value and benefit for all concerned parties. The presentation will highlight that P-P-Ps can contribute significantly to economic growth with proven effective means of bridging gaps between demand and resource, quality, accessibility, risk and benefits.

Day 2 - Session 1 PPPs in infrastructure development

Dr. Ganga Bhavani, is an Academician for the past 14 years, which includes 9 years in UAE. Having Ph.D. in commerce specializes in accounting courses and also major in Forensic Accounting from Brentwood University, U.K. Dr. Ganga has good knowledge in teaching practical methods like company's liquidity, profitability, financial security and analysis and so on. She also has hands-on experience in organizing and conducting international conferences and workshops. Her passion for research sprawls in the fields of Financial Accounting, Auditing and Forensic Accounting and Fraud Examination and Public-Private-Partnership (PPP). She has 14 publications in high grade journals as per ABDC indexing, also fortunate enough to have many foreign collaborations from different countries like U.K., U.S.A., Canada, and Australia. Ganga holds memberships in the British Accounting and Finance Association (BAFA), Academy of International Business (AIB), Academy of Management (AOM), Canadian Accounting Academic Association (CAAA) and Association of Certified Fraud Examiners (ACFE). She is currently pursuing Chartered Institute of Management Accountants (CIMA).

Christian Tabi Amponsah holds Ph.D. in Organization and Management with General Management specialty. Prior to his Doctoral program, he obtained his MBA with finance option and Civil Engineering degree from University of Leicester, UK. Chris is a core faculty member of Yorkville University, Vancouver campus. A Professional Engineer and Management specialist, he has over thirty years of experience in consulting practice and teaching in North America, Middle East and Africa. Chris holds memberships in the Association of Professional Engineers and Geoscientist of British Columbia, Project Management Institute and Academy of Management. His current area of research includes multi-criteria decision-making, services quality management, international projects and operations management, public-private partnerships, supply chain management and emerging markets. He has published more than ten research papers in various international and national conferences and journals.



Abdulrahman Maghrabi and Selim Jeddi

Promote Private Sector Participation in School Building in Saudi Arabia

Under the Vision 2030, the Kingdom of Saudi Arabia has launched an ambitious program that aims at increasing the private sector participation in the Saudi Economy. This effort covers multiple infrastructure asset classes including social infrastructure (Education, Healthcare, Municipal services). In the Education space, a program for school building was designed to achieve three objectives: improve school building quality through a whole life cycle management approach, increase private sector involvement in the education sector, and explore innovative financing structures. This presentation offers a perspective on the specificities of the Saudi educational context and a review of the models that were considered for this program. The retained model will be detailed out with a focus on its commercial structure and expected scale and relevant timeline. This presentation will offer a unique opportunity to engage in a live discussion on the expected benefits of private sector involvement in the Education space, the key considerations when it comes to the definition of the relevant models and the regional relevance of the selected model.

Day 2 - Session 1 PPPs in infrastructure development

Abdulrahman Maghrabi is the Vice President Public Private Partnerships at Tatweer Building Company. He has led the development of numerous projects in the KSA Arabia including education, water and other infrastructure related projects. In his current role he is leading the establishment and management of the PPP program teams. The program is a key strand of the Vision 2030 which includes objectives to increase private sector participation in the Kingdom, enhance educational opportunities for young people and improve employability for all. He has worked with international and local companies supporting a wide ranging of improvements to the infrastructure and was a key team member of the Vision Realization Office 2030 with a focus on the privatization of the municipal services sector.

Sélim Jeddi is an Associate Partner within the Middle East Office of McKinsey & Company. His work is at intersection of Infrastructure and Economic Development strategies with a focus on privatization and PPPs. He co-leads the McKinsey Middle-East office PPP service line. Over the last years he has supported GCC Governments in the definition of PPP strategies, the setup of PPP Centres of Excellence and the preparation and execution of transactions in the social infrastructure space (Education and Housing) and in the transportation space (roads, parkings...). Sélim Jeddi holds a MSc from Ecoles des Hautes Etudes Commerciales (HEC) Paris in Corporate Management, a MSc from SciencesPo. Paris in Public Management and a MA in History from Paris la Sorbonne.



Senthil kumar Venkatachalam, Basil Ibrahim, Abdulwahab Al-Geelani and Hadif Alsuwaidi

This presentation highlights PPP practices and their related risks reported in literature around the world. With the identified risks as references, the results from a nationwide study among professional practitioners, engineers, managers, proponents, sponsors, authority personnel and decision makers in both government and private sector is shared . These results are arranged and analyzed statistically, to infer the findings regarding the PPP risks in UAE and the adoption climate. Additionally, the recently decreed guidelines by the federal ministry of finance is discussed and correlated with the results of the study to assess the suitability and improvement areas of the same.

The results of the survey identified the stakeholders perception about the major risks prevalent in UAE while the adoption of PPP infrastructure project. It also reveals the perception of the various parties involved in PPP and their reluctance and willingness to participate, as well as their role and responsibility, and the expectations. The comparative analysis against the identified risks and the guidelines will recommend improvements and clarify the details of the PPP implementation in UAE's infrastructure project delivery.

Dr. V. Senthilkumar has been working as an Assistant Professor in the Department of Civil and Environmental Engineering at University of Sharjah Since Feb 2014. Prior to that, he worked in Academia, Research and Industry at various capacities; he worked as a Senior Lecturer in

the School of Construction Economics and Management, in Faculty of Engineering & the Built Environment at University of the Witwatersrand, South Africa; Senior lecturer at CCE, Oman, Senior Project Officer at IIT Madras, also involved in design Interface coordination at Delhi International Airport Limited project. His specific research focus includes Planning Design Phases of Infrastructure Projects, Policy and Decision Making in Infrastructure Developmental Projects and BIM & Other ICT Applications and Automation in Construction.

Abdulwahab Al-Geelani is Civil Engineer with 4 years' experience in different civil engineering streams mainly planning, implementation and supervision of construction and maintenance of projects. He is a graduate student at the University of Sharjah pursuing the masters degree in civil engineering focusing on materials and construction engineering. His research interest relates to local project deliveries and associated topics around construction engineering

Basil Ibrahim is a civil engineer with an ambition for a sense of achievement and success. He has developed exceptional multi-tasking, organizational and cooperation skills throughout the many and various training programs and activities in which he has participated. Currently, he is a graduate student on the Masters in Civil Engineering at University of Sharjah (Graduate Civil Engineering Student). His Bachelor's Degree in Civil and Environmental Engineering is from the same institution



Prof Mark Batey

Alliance Manchester Business School- Creativity and Innovation in the Dubai Government: Exploring Underlying Factors at Individual, Team and Organisational Levels

This presentation will outline the results and policy implications from a study of key factors for encouraging creativity and innovation in the Dubai Government. Of vital importance for the realisation of the potential of PPP arrangements is the further development of a facilitating internal climate and culture within the Dubai Government. An enabling environment within the government will provide the backdrop for complex collaborations between a multitude of stakeholders to realise value for citizens. First, employees of the Dubai Government (n=979) completed a research survey investigating individual, team, organisational and job design factors pertaining to creativity and innovation. Second, the written responses of Dubai Government employees to the question “What do you think could be done to encourage more creativity and innovation in your organisation?” were coded and analysed. These two analyses led to two broad classes of policy recommendations: Culture and Leadership; and Supporting Practices that will be vital to cultivate to create an enabling environment where PPP’s will realise the greatest value. The presentation will conclude with examples of how to create a culture for creativity and innovation.

Prof Mark Batey is a highly published researcher in creativity, but with executive education and consulting experience across industries and geography. Mark is the Academic Lead for the Manchester Leadership Programme, the University of Manchester’s premier leadership training programme and Academic Director of the Manchester Leadership Development Programme, Leadership Essentials Programme and Creativity & Innovation Essential Programme. He has worked with organisations that include Al-Futtaim, AB InBev, Bank of America, Bao Steel, BBC, BP, Channel 4, Chinese Ministry of Finance, Endsleigh Insurance, Group 4 Securicor, Industrial & Commercial Bank of China, JC Decaux, Johnson & Johnson, NHS, Rolls-Royce, Sony Music Entertainment, SyCo TV, Tabuk Pharmaceuticals, TECOM, Tesco, Thales, Zain and Zurich.



Karineh Grigorian

Better business cases:UK's 5 case model methodology

The presentation provides a practical “step by step” guide to the development of business cases, using the Five Case Model –using an approach which is both scalable and proportionate. It is recognised as best practice and is the Treasury’s standard methodology. Experience has demonstrated that when this guidance is embedded in public sector organisations, better more effective and efficient spending decisions and implementation plans are produced. At the same time the approach when correctly understood and applied provides a more efficient planning and approval process saving between 30% and 40% in time taken and cost of production of business cases compared with unstructured approaches.

Karineh has been with IPA’s International team (previously IUK) since January 2014. In her role as a Commercial Manager she is involved with a number International PPP advisory projects including work with the overseas governments in providing training and technical advisory work on PPP capacity building, as well as providing policy advice on international infrastructure related issues within the Treasury and Cabinet Office.



Dr. Petra Turkoma

PPP Business model innovation in IoT ecosystems: a multiple case study in smart city context

This presentation focuses on the topic of business model innovation in smart city PPPs. The research is motivated by technology and policy inflected changes and emergent opportunities in these environments, and the increased importance of cities as urban hubs for implementing national innovation strategies. IoT, AI and blockchain technologies bring about new avenues for co-creation, citizen engagement and business model innovation in organizing PPPs (Elmangoush et al 2013, Silva & Maló, 2014). It posits that for better understanding of the IoT dynamics, the PPPs for smart city development should be looked at from an ecosystems perspective. A typology for categorizing the different ecosystem actors, their motivations and roles in value creation is presented. With this the individual actors' business models can be mapped to a scalable model, applicable for various types of smart city ecosystems.

Dr. Turkama is an Assistant Professor of Management at the Abu Dhabi University since 2016. She has worked in techno-commercial roles with Nokia corporation in various countries before joining academia in 2007. Dr. Turkama has broad based experience in innovation and technology management in numerous large scale European and corporate research projects as the director of the innovation center at Aalto University, Finland. She moved to Abu Dhabi in 2012 and is currently supporting ADU in re-launching the ADU innovation and entrepreneurship center. Dr. Turkama teaches courses related to innovation, entrepreneurship and general business management, and is actively involved in the MoE entrepreneurship initiative with the University of Stanford, USA. Her areas of competence include Large-scale Research Project Management, Innovation and Technology Management, Entrepreneurship and Service and Business Model Design. She earned her PhD in Science, from Lappeenranta University of Technology, 2007 and an MSc in Industrial Engineering and Management from the same institution.



Moderator:

Dr. Mona El Sholkamy, Mohammed Bin Rashid School of Government

Public-private based partnerships have been gaining momentum in many emerging economies, and the U.A.E. is no exception. Alongside the advancement of creative clusters, the benefit stemming from these partnerships are that the delivery of services can be provided in a more efficient manner, through channeling the private sector's networks and expertise. The Dubai Creative Clusters Authority (DCCA) was established as a government regulatory body, and recently mandated an unprecedented regulation that fortifies part-time student work contracts. The primary objective of this regulation is to enable businesses under its jurisdiction to access a pool of university students who present themselves as potential part-time employees, seeking to complement their fields of study and increase their employability after graduation. Aligned with the country's National Vision Agenda for 2021, this Public Private Partnership will foster the role of private sector companies, contribute to the provision of job opportunities to Emiratis, and potentially take part in the government's fiscal consolidation policies that aim to relieve the financial burden on the latter. This presentation proffers the idea that such an initiative will narrow the knowledge-skills gap prevailing in the labor market, and provide sustainable employability for university graduates.

Dr. Mona El-Sholkamy is an Assistant Professor at the Mohammed Bin Rashid School of Government (MBRSG). Dr. El-Sholkamy was awarded a PhD in Public Administration from the Faculty of Political Science and Economics, Cairo University, Egypt. Mona has published a number of peer-reviewed academic papers and participated in several international conferences, all of which focused on her research interests of Public Administration, Foreign Aid Management, Sustainable Development, and much more. Dr. El-Sholkamy has been teaching at both undergraduate and graduate levels for over sixteen years in reputable universities, home and abroad.



Prof David Dombkins

Sharakah

There is a growing recognition that the existing PPP model is limited and outdated. In countries that are mature in PPP, such as Australia, United Kingdom, and Canada, the traditional PPP model is increasingly being restricted in its use to simple and smaller projects. These countries have effectively abandoned the traditional model of PPP and it has been replaced by innovative PPP models that are supported by investors and operators, provide genuine flexibility and governance, and lower the transactions costs. GCC countries need to develop and establish PPP models that can be effective with relative low levels of PPP Readiness and that pass the risk of doing business tests for major equity investors and operators. This means developing deep local competences in the full range of PPP options and in managing complex projects - this cannot be done through consultants. To overcome the issues of low trust and low PPP Readiness the new Sharakah model must be truly based on win-win partnerships, and be supported by robust and reliable local PPP capabilities in PPP contract management.

Dr David Dombkins was a core member of the team which developed PPP in Australia in the late 1980s and he has over twenty-five years of experience leading major PPP programs. Dr David co-lead the establishment of the United Nations PPP Centre of Excellence in Geneva that now includes specialist Centres worldwide, including China for the One Belt One Road Program. Dr Dombkins was Editor-in-Chief for the United Nations PPP Toolkit. Dr David is a member of the United Nations Commission for International Trade Law (UNCITRAL) expert team on PPP responsible for drafting the UNCITRAL PPP Guidelines. Dr Dombkins developed the Flexible Bid Model (initially called Inverted Bid Model) in conjunction with leading international equity investors.



Dr. Melodena Stephens Balakrishnan

“Co-Creating International Business/Policy Curriculum using Practice: An Educational Policy Perspective”.

This presentation looks at importance of using teaching cases from firstly, a regional perspective to create greater understanding of context; secondly, from an industry perspective to preserve organizational memories; and thirdly, from a university teaching-research nexus perspective. While it is critical to understand that bringing academia and research together in the classroom, it is of paramount importance to understand the need for research brokering, the benefits of teaching the organisational point of views, the pedagogical approach and the challenges associated with creating teaching cases. Using the successful example of the Academy of International Business Middle East North Africa (AIB-MENA) Chapter and its public private partnerships (PPPs), we demonstrate how you can in co-create International Business and/or Policy Curriculum that focuses on practice, through case study collections, enhancing research impact, and becoming a policy champion.

Melodena Stephens Balakrishnan (PhD), is the Founder the Academy of International Business – Middle East North Africa Chapter, a nonprofit social initiative, in 2009 and is its current President. It is a self-financing volunteer organization. The purpose of the organization is to act as an ambassador and champion for the MENA region by fostering research and teaching in the field of international business. She is the current Dean of the Faculty of Performance and Management, Professor of International Marketing Strategy and Entrepreneurship and Head of the Degree Program International Business, at the Karlshochschule International University in Germany. She is a Non-Resident Fellow of the Mohammed Bin Rashid School of Government, Dubai, UAE. Previously, in the University of Wollongong in Dubai where she continues as a Visiting Scholar, she held the position of Deputy Dean and program head of MBA, leading multiple accreditations.



Muhammed Naveed Ifthikar

Contingent Liabilities of PPP Projects: Global Challenges and Practices, and Lessons for Dubai

Reactionary policy making is a natural, frequent and (sometimes) justifiable course of action, given that social and economic reality is difficult to accurately model and predict. In the wake of the recent oil price meltdown, various Middle Eastern governments have sought refuge from large budget deficits by allowing more Public Private Partnerships (PPPs). There is a tremendous amount of literature emphasizing PPPs for infrastructure needs within the Gulf Co-operation Economies (GCC). No doubt, PPPs may fulfill important economic and social purposes in these economies. Private sector involvement leading to more buoyant economic growth is a well-documented area of research. However, there is a relatively scarce literature on a key feature of PPPs success; the element of government backed guarantees. This leads us to the hidden costs involved with introducing PPPs into the arenas traditionally dominated by the public sector, e.g. infrastructure and service delivery. These hidden costs in the case of Dubai—and many other parts of the world—are usually the contingent liabilities that may occur in advent of emergency or crisis, and Government would have to foot the bill for them. This presentation highlights the challenges posed by contingent liabilities around the world, the various international practices employed in the management of contingent liabilities and the policy lessons that can be derived and applied to Dubai's PPP projects. To briefly explain, contingent liabilities are conditional

obligations that arise from past events that may require an outflow of resources, embodying economic benefits based on the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of a government.

Muhammad Naveed Iftikhar has worked for the public sector, academia, research centers, and international development organizations in the fields of public policy, governance, and economic reforms. His research focuses on entrepreneurship, public sector governance, cities, and economic development. Naveed has taught economics and public policy courses in various universities and has been contributing to journals, international conferences, and Pakistan's English dailies including The Express Tribune, Business Recorder, The News, and The Daily Times. As a Governance Specialist at the Economic Reforms Unit (ERU) of Pakistan's Ministry of Finance, Naveed contributed to the design and implementation of policy reform initiatives in key sectors of the economy. He has consulted for international development organizations including The World Bank, Asian Development Bank, United Nations Development Program, and Japan International Cooperation Agency among others.



Dr. W. Julian Korab- Karpowicz

Public-Private Partnerships in Global Governance

Can Public-Private Partnerships be applied to international affairs? This presentation reviews the existing relations between public and private global actors. It argues that current international politics is largely an outcome of these relations. Although for the foreseeable future traditional nation-states should not be dismissed, they come under the constant pressure of different private actors, among which MNCs and NGOs can be included. If this is the case, the question of our common global responsibility must be raised. It has been the traditional role of governments to be responsible for their citizens. With the changing picture of global environment, the demand for responsible action should also be extended to private actors. The presentation concludes that once they are properly institutionalized, perhaps in the form of a United Citizens Organization, Public-Private Partnerships could contribute to the future model of Global Governance.

W. Julian Korab-Karpowicz is professor at the Department of Interdisciplinary Studies of Zayed University in Dubai. He has received his doctorate from the University of Oxford, specializes in Political Philosophy/Theory, especially in the context of Global Affairs, and is the author of several books, including *On the History of Political Philosophy* (Routledge 2016) and *Tractatus Politico-Philosophicus: New Directions for the Future Development of Humankind* (Routledge 2017).



Moderator:

Mouhammed Hussain, Mohammed Bin Rashid School of Government



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