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POLICY DEPARTMENT

United Arab Emirates



COUNTRY BRIEFING 2012

Abstract

The political power in the world's third biggest oil exporting nation remains firmly in the hands of the ruling families of the seven emirates that form the United Arab Emirates' federation. Under the presidency of the Emir of Abu Dhabi, the wealthiest emirate, the emirs have consented only to a gradual expansion of public participation in politics. Political parties are illegal, and the country's high level of socio-economic development and distribution of wealth have until now successfully limited citizens' appetite for full democracy. The UAE has the most open and diversified economy in the region. In addition to investing in education, the UAE is exploring new energies in order to ensure its future outlasts its hydrocarbon reserves. The UAE is an active member of the Gulf Cooperation Council and may become a strong partner for the European Union in a number of domains. EU exports to the UAE have developed positively in the last few years despite the lost potential given that the FTA negotiations with the GCC are at a deadlock since 2005.

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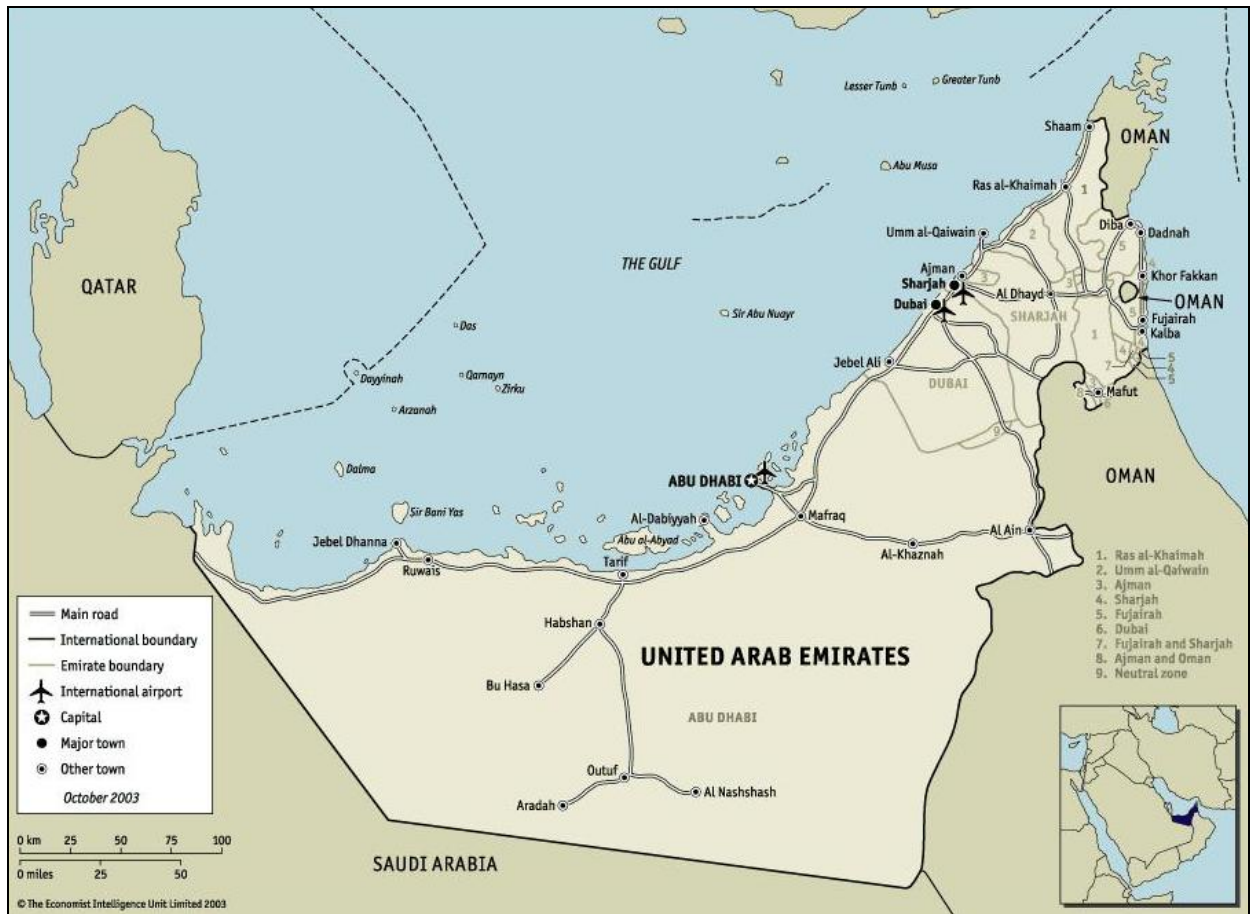
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GLOSSARY

ADEC	Abu Dhabi Education Council
ADFED	Abu Dhabi Future Energy Company
CCS	Carbon Capture and Storage
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
EC	European Commission
EP	European Parliament
EU	European Union
FDI	Foreign Direct Investment
FEWA	Federal Electricity and Water Authority
FNC	Federal National Council
FSC	Federal Supreme Council of Rulers
FTA	Free Trade Agreement
GCC	Gulf Co-operation Council
GDP	Gross Domestic Product
GRC	Gulf Research Centre
ICCPR	International Covenants on Civil and Political Rights
ICI	Instrument for cooperation with industrialised and other high-income countries and territories
ICJ	International Court of Justice in The Hague
IEP	Individualised Education Plans
ILO	International Labor Organisation
IMF	International Monetary Fund
IRENA	International Renewable Energy Agency
IT	Information technology
IWPP	Independent Water and power projects
JMC	Joint Military Commission
KPIZ	Khalifa Port and Industriel Zone
LFHRI	Lawyers For Human Rights International
LGBT	Lesbian, gay, bisexual and transgender people
MENA	Middle East and North Africa
NGO	Non governmental Organisation
NMC	National Media Court
NSM	New School Model
OAPEC	Organisation of Arab Petroleum Exporting Countries
OIC	Organisation of the Islamic Conference
OPEC	Organisation of Petroleum Exporting Countries
R&D	Research and Development
UAE	United Arab Emirates
UK	United Kingdom
US (A)	United States (of America)
WTO	World Trade Organisation

1 MAP



2 POLITICAL SYSTEM

2.1 Overview of the young state

The seven emirates that compose the United Arab Emirates (UAE) are situated in the east of the Arabian Peninsula, between Oman (to the east) and Saudi Arabia (west and south). Six of the emirates — Abu Dhabi (أبو ظبي), Ajman (عجمان), Dubai (دبي), Ras al-Khaimah (رأس الخيمة), Sharjah (لشارقة) and Umm al-Qaiwain (أمّ القيوين) — lie on the coast of the Arabian/Persian Gulf, while the seventh — Fujairah (الفجيرة) — is situated on the eastern coast of the peninsula on the Gulf of Oman. The UAE has a total land area of 83 600 km² (approximately the size of Austria), 97 % of which is desert.

After centuries of tribal rule, in 1892 Britain established the first of a series of bilateral protectorate agreements with individual sheikhdoms. The Trucial Council between Britain and the emirates was established in 1952 to encourage common policies. In 1971 Britain withdraw with its military forces from the region. As the emirates were too small to survive as independent states, their rulers decided to form a federation, the United Arab Emirates (دولة الإمارات العربية المتحدة)¹, under the leadership of the Emir of Abu Dhabi, the largest and richest emirate. An attempt to include Qatar and Bahrain in the federation ultimately failed.

The UAE's wealth derives from its hydrocarbon sector, which allows the state to provide employment, inexpensive or free public services, and a functioning economic structure. The main objective of political institutions is to guarantee **political continuity and stability, as well as growing prosperity**. This has been possible despite the explosion of the country's population since its foundation: from an initial 180 000 residents to more than 8 million today. The high proportion of expatriates among residents has created problems of unequal treatment. The largest proportion of foreign migrants is from South Asia (50 % of the population).

Population by nationality (2010)²

	Total
UAE citizens	948 000
Non-UAE citizens	7 316 000
	8 264 000

2.2 Political system

The UAE is a federation of seven absolute constitutional monarchies. The emirates maintain a patriarchal system and implement a mixture of traditional Islamic and Arab traditions and modern elements. Federal competences embodied in federal political institutions include foreign affairs, defence, intelligence services, immigration, public security and border control. In other fields³, each of

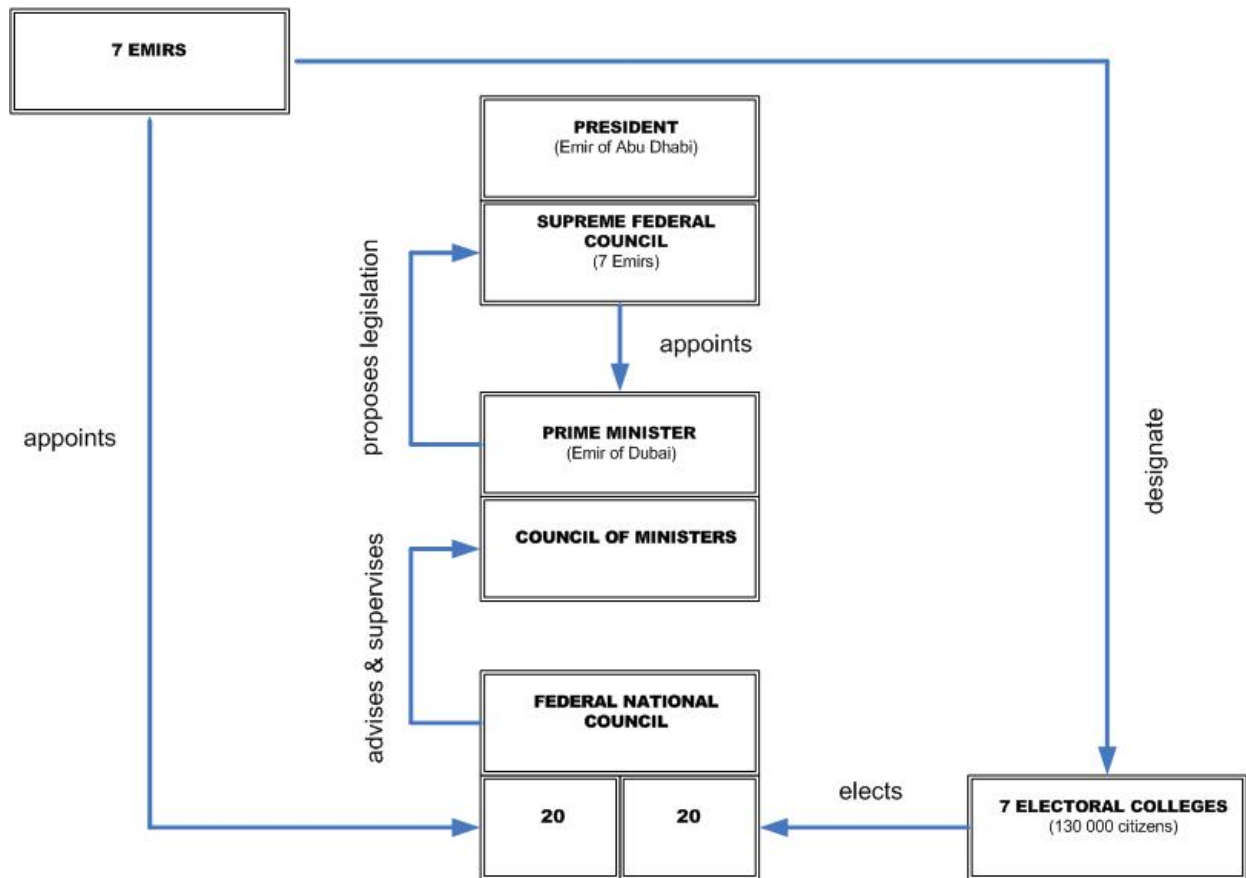
¹ Ras al-Khaimah joined the federation in 1972.

² Source UAE National Bureau of Statistics

³ Each emirate has its own civil service, and in Abu Dhabi and Dubai, the economics and public works departments are large bodies. In Abu Dhabi there is also a 16-member Executive Council made up of heads of government departments and a national Consultative Council. The individual emirates are fully responsible for developments in civil aviation, oil and other national resources, internal security, finance and investment, and economic policy.

the emirates is autonomous and has separate political and judicial institutions. As a rule, federal laws need to be transposed in to the legislation at emirate level before they take effect.

UAE - FEDERAL POLITICAL SYSTEM



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11 April 2012

PH/ap

As most oil production takes place in Abu Dhabi, it is the richest emirate of the federation and controls the lion's share (80 %) of the federation's budget. The Emir of Abu Dhabi (of the al-Nahyan clan) is the President of the Federation and the head of state. Dubai, the second richest emirate, exercises the second-strongest political and economic power, and the Emir of Dubai (of the al-Maktum clan) therefore has the privilege of holding the second-highest positions in the federal system: the vice-presidency of the Federal Supreme Council and the post of prime minister. The amalgam of Abu Dhabi's political leadership and wealth, generated by the vast oil revenues, and the economic dynamism of Dubai forms the driving force of the federation⁴.

All federal decisions are taken by qualified-majority (two-thirds) vote in the Federal Supreme Council (FSC), but the consent of the two major emirates is always required for any decision to be passed.

⁴ Moreover, three quarters of the population is concentrated in these two largest emirates.

There are no political parties in the UAE and therefore **no organised political opposition**. The ruling families are, generally speaking, popular in their emirates. The UAE government has clearly stated it disapproves of any political activity beyond the strictly controlled framework. Political disputes occur, though are often kept within and between the ruling families rather than aired than in the public sphere. Respecting Arab traditions of direct contacts between the ruler and his subjects, the authorities tend to rely on unofficial channels of communication between citizens and government officials rather than on an elected political body. Although some members of the Federal National Council (FNC) — the UAE's partially elected consultative body (*see also Section 2.3.2*) — have called for a more democratic electoral process and a stronger legislative role for the FNC, a radical change seems unlikely. Any sign of opposition to the prevailing political system is severely repressed. An example of such repression has been the authorities' response to the illegal Islamist society al-Islah, which claims to have some 20 000 members across the Emirates, although it is principally visible online. Al-Islah activists have been persecuted in the UAE. Six were detained on 9 April 2012 and now risk deportation as illegal immigrants, after having their citizenship revoked in December 2011.

2.3 Federal institutions

2.3.1 Executive branch with legislative powers

The head of state is the **President of the Federal Supreme Council of Rulers (FSC)**, the country's highest body, whose members are the rulers of the individual emirates⁵. The president is elected, alongside a vice-president, every five years without term limits. The current president, [Sheikh Khalifa bin Zayid al-Nahyan](#) (خليفة بن زايد بن سلطان آل نهيان), [is in his second term of office](#), which started in November 2009. In addition to chairing the FSC, the President is also the commander-in-chief of the armed forces — a post in which he is assisted by the Defence Council (composed of seven emirs) and the Deputy Commander, the crown prince of Abu Dhabi. The president appoints the prime minister, the deputy prime minister(s) and the members of the Council of Ministers.

The Federal Supreme Council of Rulers has legislative as well as executive competences: it has the power to decide general policies, legislate on all matters of state, ratify international agreements, admit new members to the federation, appoint and dismiss the Prime Minister, the Council of Ministers and the judges of the Federal Supreme Court. In its meetings, which are held four times a year, the FSC also ratifies federal laws, although the President can amend them. While tradition dictates that the UAE's federal bodies take decisions in the interest of all UAE citizens, every ruler is an absolute monarch in his own emirate and must also work for his own citizens.

Although the **Prime Minister** is formally appointed by the President, the post has traditionally been given to the Emir of Dubai and is therefore *de facto* a hereditary role (as is the President's). During his five-year term, the Prime Minister chairs the Council of Ministers. The incumbent Prime Minister, Sheikh Maktum bin Rashid al-Maktum (مكتوم بن راشد آل مكتوم), has held his post since January 2006. He is assisted by two deputy prime ministers, Saif bin Zayid al-Nahyan and Mansur bin Zayid al-Nahyan, both appointed in May 2009 and representing the ruling clan of Abu Dhabi.

The **Council of Ministers** — equivalent to a cabinet — includes at least one minister from each emirate, with the importance of his or her portfolio depending on the economic and political weight of the emirate⁶. The President appoints ministers to the Council, which initiates legislation to be ratified by the

⁵ See Annex I for the full list of the members of the FSC.

⁶ See Annex II for the list of the members of the Council of Ministers.

Federal Supreme Council. The Ministerial Council also approves the federal budget and manages the federal administration. There are 22 cabinet members, 4 of them women⁷.

2.3.2 Legislative branch with consultative powers

The federal unicameral parliament, the **Federal National Council (FNC)**⁸, is composed of 40 members. The distribution of seats is based on the population of the emirates. Half the members are elected by electoral colleges designated by the emirs, and the other 20 members are directly appointed by the seven emirs. According to the constitutional amendments of December 2008, members are elected/appointed for a four-year term⁹.

Composition of Federal National Council	
Abu Dhabi	4 + 4
Dubai	4 + 4
Sharjah	3 + 3
Ras Al-Khaimah	3 + 3
Fujairah	2 + 2
Ajman	2 + 2
Umm Al-Quwain	2 + 2
• - appointed; • - elected	

The powers of the Federal National Council are limited to reviewing and commenting on national and international legislation referred to it by the Council of Ministers. It has a supervisory or consultative role and can thus query and influence ministers and review the annual draft budget.

The first elections were held in 2006, with a small electoral college¹⁰ of 6 595 persons —less than 1 % of potential voters. In the September 2011 elections, however, the college was expanded to 129 274 members, approximately 13 % of the UAE's citizen population. The government has repeatedly stressed that both elections — those of 2006 and 2011 — were only the initial steps towards a more representative political system. Universal suffrage is likely to be introduced in the future.

As political parties are prohibited in the UAE, all candidates run as independents. In the 2011 elections, there were 468 candidates, 85 of whom were women. Of the 40 members, seven (one of them elected) are women¹¹.

The FNC has nine permanent committees:

⁷ http://www.uaecabinet.ae/Arabic/The%20Cabinet/Pages/cabinet_1_1.aspx

⁸ المجلس الوطني الاتحادي

⁹ These amendments were endorsed by the FSC and also prohibit FNC members from business arrangements with government agencies during their mandate.

¹⁰ Requirements for membership of the Electoral College: citizenship of the United Arab Emirates (including naturalised citizens); at least 25 (the minimum age is decided by the ruler of each Emirate and may vary from one Emirate to another); residence in the country at the time of election.

¹¹ <http://www.almajles.gov.ae/MembersProfiles/Pages/MemProfile.aspx>. Ajman and Ras al-Khaimah are the only emirates without female members of the FNC

- Committee on Internal affairs and Defence,
- Committee on Finance, Economic and Industry,
- Committee on Legislative and Legal affairs,
- Committee on Education, Youth, Media and Culture,
- Committee on Health, Labour and Social Affairs,
- Committee on Foreign affairs, Planning, Petroleum and Mineral resources, Agriculture and Fisheries committee,
- Committee on Islamic Affairs, Waqf¹² and Public Utilities,
- Appeals and Complaints Committee,
- Committee on Urgent Matters.

In addition, the council forms a temporary committee to respond to the opening speech by the President of the Federation.

The FNC elects its **Bureau** (هيئة المكتب)¹³, which is composed of the President¹³, the two vice-presidents and two observers. The Bureau establishes the agenda of the FNC's meetings, approves the body's annual budget, and follows up on the recommendations made by the FNC.

The **Parliamentary Delegation** (الشعبة البرلمانية) is a body that represents the council at Arab, Islamic and international parliamentary assemblies.

The **General Secretariat** is led by the Secretary-General¹⁴ who is assisted by the Deputy Secretary-General for parliamentary and legislative affairs¹⁵.

2.3.3 Judiciary

The principle of the independence of the judiciary is guaranteed by the Constitution. The legal system is dual, composed of Shari'a (Islamic law) and secular law. The main sources of secular law are the constitution and public legislation passed by the federation or the emirates. All secular laws, new as well as old, should be compatible with Shari'a.

The UAE judicial system is composed of a federal level and an emirate level. Legal disputes on civil liberties and economic matters are judged at the emirate level¹⁶. The Federal Supreme Court determines the constitutionality of federal laws and acts as an arbitrator between different emirates or between the federal authorities and the emirates, if requested. The Federal Supreme Court includes one chief judge and a maximum of five judges who are appointed by the Supreme Council of Rulers.

¹² An inalienable religious endowment in Islamic law, Waqf is typically a building or plot of land for religious or charitable purposes. If a person makes something Waqf, it ceases to be his property, and neither he nor anybody else can either give or sell it to any person.

¹³ Mohammad al-Murr, the current office-holder was born in Dubai in 1955 and well established personality in the UAE cultural and media scene, Dr Murr was the Chairman of the Dubai Cultural Council before assuming the position of Deputy Chairman of Dubai Culture and Arts Authority in 2008.

¹⁴ Mohammed Salem al-Mazrou'i

¹⁵ Abdel Rahman Shamsi

¹⁶ All emirates have their own legal systems.

2.4 Federal Government's comprehensive reform programme

The reform programme initiated by the Council of Ministers, called the 'UAE Government Strategy', was supported by the advisory Federal National Council and adopted by the Federal Supreme Council in 2007. The programme focuses on six different policy fields: social development, education and health, economic development, public sector development, justice and safety, infrastructure and rural areas development. The Strategy aims to modernise society, generate more investments and diversify the economy.

In October 2010, the UAE Government launched the **Strategy 2011-2013**, which lays the foundations to achieve its long-term goals described in the 'UAE Vision 2021'¹⁷. This recent Strategy outlines strategic and operational plans on the federal level through seven general principles, seven strategic priorities and seven 'strategic enablers', all intended to promote knowledge-based, accountable, innovative, and forward-looking administration.

3 HUMAN RIGHTS CONCERNS

The UAE has still not ratified the two most fundamental elements of the United Nations human rights system, the International Covenants on Civil and Political Rights (ICCPR) and on Economic, Social and Cultural Rights (ICESCR). The UAE is nevertheless a party to the International Convention on the Elimination of All Forms of Racial Discrimination, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and the Convention on the Rights of the Child (although with significant reservations). The United Arab Emirates has also ratified and remains legally bound by a number of fundamental International Labour Organisation (ILO) conventions, including Conventions No. 138 (1973) concerning Minimum Age for Admission to Employment and No. 182 (1999) concerning the Prohibition and Immediate Action for the Elimination of the Worst Forms of Child Labour.

Apart from the lack of political freedoms, the **issue of migrant workers** has been a major issue of concern for human rights groups, who have protested exploitive working conditions, mistreatment and even the detention of workers. Considering the economic importance and size of expatriate community in the UAE — almost 90 % of the resident population — it is notable that the UAE is not a party to the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families or to ILO Conventions No. 87 (1948) concerning the Freedom of Association and Protection of the Right to Organise and No. 98 (1949) concerning the Right to Organise and to Bargain Collectively. Syndicates and trade unions do not exist in UAE, and collective bargaining is not permitted. Nonetheless, sporadic outbreaks of unrest and riots of workers have occurred.

UN Special Rapporteurs and monitoring bodies have commended the UAE for maintaining a good standard of basic social services for its citizens, particularly in terms of government-funded educational and health-care services, including maternal and child health services. While commending the UAE for enshrining a range of human rights in the Constitution, UN bodies have, however, also expressed their concern that some fundamental human rights are granted only to Emirati citizens, and not to all residents of the UAE territory. UN Special Rapporteurs have received numerous allegations of **human rights abuses and violations suffered by unskilled foreign workers**, in particular construction and domestic workers, who make up much of the foreign unskilled labour force. Human Rights Watch has reported that many female domestic workers in the UAE suffer unpaid wages, forced confinement and physical and sexual abuse. There have been some positive developments, however. In 2011, the UAE adopted the ILO Convention on Decent Work for Domestic Workers. Similarly, the conditions of

¹⁷ For further information, see <http://www.uaecabinet.ae/English/Documents/PMO StrategyDocEngFinV2.pdf>

construction workers on Saadiyat Island, a major development project off the coast of Abu Dhabi, were improved in 2011 following a highly negative report that had raised international concern.

In a separate issue, the UN monitoring body on the discrimination of women has noted that the UAE Constitution and domestic laws do not embody the **principle of equality between women and men** or contain a definition of discrimination against women in accordance with Article 1 of the UN CEDAW Convention. This, the UN notes, is despite the fact that Article 25 of the Constitution of UAE provides for equality before the law regardless of race, nationality, religious belief or social status. The UAE family law discriminates against women on questions related to divorce, inheritance, child custody and citizenship (Emirati women married to non-citizens may not pass citizenship to their children). UN monitoring bodies have also expressed serious concern at the **persistence of trafficking in women and girls** for the purposes of economic and sexual exploitation.

While **freedom of speech and press freedom** are constitutionally protected in the UAE, government representatives do in fact exercise strong regulatory and political control of media content. The Press Act of 1980 outlines 'acceptable' subjects of reporting and includes prison sentences for the crimes of threatening 'national supreme interests', defaming Islam or the regime, or insulting the head of state, senior UAE officials or leaders of the Arab or Islamic world; and. Unlike many of the UAE's regional neighbours, which tend to block Web sites based on religious or political grounds, UAE authorities sometimes cite economic pretexts for online censorship. Generally, public political statements are not easily digested by the authorities. The Human Rights Watch 2012 World Report highlights harassment, imprisonment and criminal prosecution faced by human rights defenders and government critics in the country. In contravention of international standards, the UAE's penal code allows the authorities to prosecute people for speech critical of the government.

The death penalty remains in force for a number of serious crimes, including murder, drug trafficking, treason and terrorism. Amnesty International has reported an apparent surge in **death penalty** sentences issued in the UAE in 2011¹⁸. The latest execution was carried out in 2011, breaking a three-year *de facto* moratorium.

In terms of religious freedoms, the UAE is one of the most liberal countries in the Gulf, with **foreign cultures and religious beliefs** generally tolerated. The Government interferes very little in the activities of non-Muslim religious groups. However, non-Muslims are prohibited from proselytising or distributing religious literature, under penalty of criminal prosecution, imprisonment, and deportation.

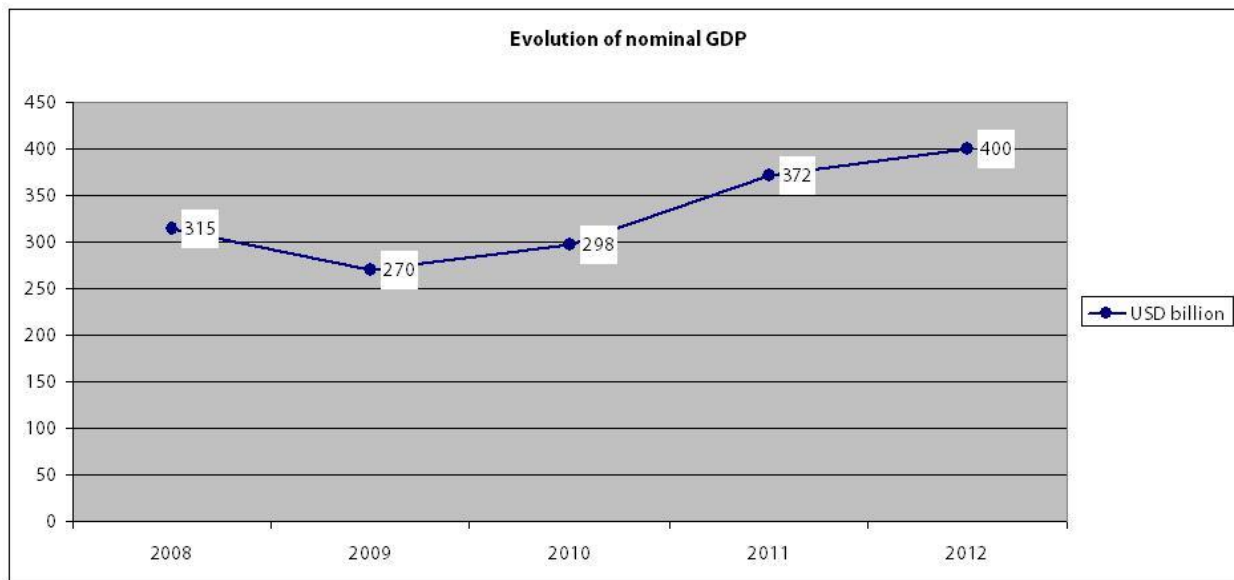
Sexual relations outside of marriage are a crime, and punishments range from fines and/or deportation to death penalty. Lesbians, Gays, bisexuals and transsexuals may face forced hormone treatments, including chemical castration.

4 SOCIO-ECONOMIC SITUATION

Combining vast oil-resources with a liberal economic policy has made the UAE the most diversified and open economy in the region. The UAE has been a World Trade Organisation member since 1996. In the Human Development Index 2011, the UAE holds the 30th position of 187 countries, placing among the group of countries with 'highest human development'. The global financial crisis of 2008 had its impact on the country, most visibly in the spectacular crash of the Dubai real estate market, resulting in the cancellation of billions of dollars worth of projects that were in the pipeline. Yet even this crisis proved

¹⁸<http://www.amnesty.org/en/library/asset/ACT50/001/2012/en/241a8301-05b4-41c0-bfd9-2fe72899cda4/act500012012en.pdf>

only a minor bump in the road; by the beginning of 2011, the UAE had returned to positive growth and a mood of buoyant optimism for the coming years¹⁹.



European Parliament, Policy Department EXPO PH/ap

Agriculture represents only a minimal part of the UAE's GDP —less than 1 % in 2009. Industrial production is mainly linked to petroleum and petrochemicals and accounts for slightly more of the GDP (51.5 %) than does services (47.6 %). Despite the similarities in economic policies across the UAE, there are differences between individual emirates, reflecting divergent economic structures and varied visions of the futures. The two largest emirates — Abu Dhabi and Dubai — provide over 80 % of the UAE's income. The northern emirates are less rich and, to a large extent, rely on funding from the federal government.

4.1 The Government's economic priorities for 2012

The UAE is keen to promote the **economic activity of its private sector** by investing in infrastructural projects and attracting foreign investment. The UAE is very well positioned internationally, currently holding the 28th position in Transparency International's Corruption Perception Index and the 33rd position (of 183) in the 'Ease of doing business' list, up two places from last year. Both indicators speak to the success of the country's liberal economic policies²⁰.

International financial experts expect a generally positive development for 2012 resulting from a combination of liberal economic policies, greater regulatory reform, a positive oil price outlook, abundant financial resources and sustained political stability. The Emirates Competitiveness Council, a federal advisory body, has requested measures to further boost the country's economic competitiveness, calling for a clearer regulatory framework and an extension of the country's investment-friendly 'free-zones'. The **new draft company law** currently considered by the federal institutions may ease the current restrictions on foreign ownership rights outside free-zones (where 51 % of economic ventures must be controlled by a UAE investor). Services such as tourism, healthcare, education and manufacturing have all been identified as priority areas in the federal government's 2012

¹⁹ <http://www.bti-project.de/fileadmin/Inhalte/reports/2012/pdf/BTI%202012%20United%20Arab%20Emirates.pdf>

²⁰ In practice only hydrocarbons sector and foreign banks are subject to corporate taxes, and there are no income taxes.

economic programme, and these sectors may be opened up to foreign ownership if the draft law is finally adopted.

4.2 Promotion of diversification and Emiratisation

The petroleum industry is the source of considerable income allocated to public works and welfare services. The UAE produces an estimated 2.8 million bbl/day (2009), making it the third largest exporter in the world²¹. Oil reserves amount to an estimated 97.8 billion bbl (2010). The country is also an important producer of natural gas (number 18 worldwide), with the 7th largest gas reserves in the world (an estimated 6.071 trillion m³).

Vast revenues from the hydrocarbons sector and its economic policy have allowed the UAE to play a **vital role in the economic development of the region**.

The UAE is heavily dependent on hydrocarbon revenues as its first source of income and its economic situation improved as prices of oil steadily increased.²² The country's heavy dependence on oil revenues is a significant long-term challenge.

Dubai has been the frontrunner in diminishing its dependence on the hydrocarbon sector and has invested in the finance sector, construction and services (e.g. tourism, ICT, telecommunications, media). Dubai city is the fastest growing city in the world and has become a pivotal Middle Eastern hub for trade and finance²³.

In contrast to Dubai, Abu Dhabi has not successfully diversified its economy or opened to foreign investors. In the last few years, the Abu Dhabi private-sector has, however, developed its infrastructure and utilities, such as water, and has begun significantly investing in renewable energies. Efforts to diversify economically have led to investments in education and arts, often in cooperation with EU member states.

However, the diversification foreseen demands a more specialised workforce. The UAE Minister of Education, Humaid Mohammed Obaid al-Qattami, declared in October 2010 that the UAE was 'on the clear way towards the building of a diversified knowledge-based economy'²⁴. In order to achieve this aim, three stages of development are to be foreseen: coherent infrastructure, competent industrialisation and knowledge and innovation²⁵. To achieve this programme, the UAE has undertaken educational reform and developed a keen interest in research and development (R&D).

The great number of expatriates strengthens the UAE's economic potential and facilitates international links, while it also creates a high dependence on an expatriate workforce. The skewed population pyramid illustrates the presence of a large number of mainly male expatriates in the country.

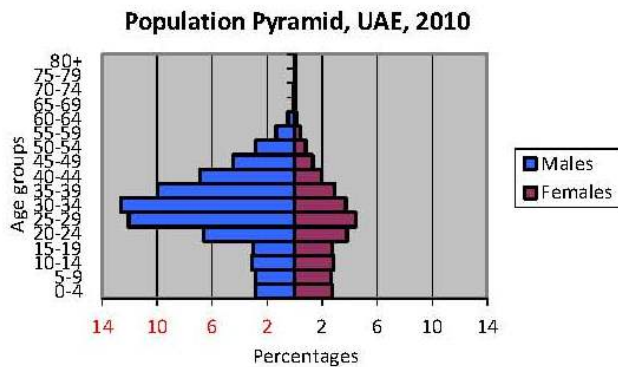
²¹ 435,000 bbl/day (2009 est.) are consumed which gives the 32nd position in the world.

²² The sharp increase in the price of both oil and gas in 2003 were significantly larger than in 2002.

²³ It is estimated that 50% of the world's supply of cranes are at work in Dubai on projects worth USD 100bn including an estimated USD 800 million on construction of the world's tallest building, the Burj Dubai, which will stand 800 metres tall when completed.

²⁴ As embodied in the UAE Vision 2021, Abu Dhabi Vision 2030, and Dubai Vision 2015.

²⁵ The UAE has accomplished several developments in the sphere of infrastructure (transport and communication, health services, education, etc); services (the financial sector, real estate, tourism); and the industry sector.



Source: United Nations, World Population Policies

In an effort to rebalance its work force, the UAE has —much like its neighbours — increased spending on job creation and made efforts to replace expatriate workers with UAE nationals in all public positions as postal services, the police, administration, banks and the armed forces. This policy, known as **Emiratisation**, imposes nationality requirements on employers. The current system of Emiratisation foresees a points system under which companies pay differentiated labour fees depending on the number of Emirati citizens they employ. The federal institutions are currently considering further incentives, such as a national wage subsidy system²⁶. To enhance the attractiveness of the public sector as an employer, federal government employees' salaries were significantly raised in December 2010. The government's commitment to Emiratisation is not hailed by all emirates. In Dubai, for example, economic development strategy is based on the service sector, and the emirate considers requirements to employ UAE citizens an obstacle to its ambitious economic growth targets.

4.3 Infrastructure

In order to build a diversified knowledge-based economy, the UAE is carrying out one of the most impressive **infrastructure projects** in the whole Middle East. Nonetheless, the country faces major challenges keeping pace with economic and population growth²⁷.

Thanks to its strategic location, the UAE has become a major hub for passenger and cargo air transport²⁸. There are more than 20 sea ports in the UAE. The Khalifa Port and Industrial Zone (KPIZ), situated between Abu Dhabi and Dubai, is under construction and is intended to become the country's main port after 2012. Currently, the largest port in the UAE — and in the Middle East in general — is Jebel Ali, located in Dubai. The port is a part of the Jebel Ali Free Zone (JAFZ), a free trade area offering several products and services²⁹.

In January 2012, several major infrastructure projects were announced in Abu Dhabi, including two new industrial cities — al-Ruwais in Madinat Zayed — and a new passenger terminal at Abu Dhabi International Airport. A final budget for the Khalifa Port and Industrial Zone was also approved, as were tens of thousands of new homes, 14 new hospitals, 24 new schools and important road construction works.

The Abu Dhabi–Fujairah pipeline, which may become operational in a few months, is another major project of strategic importance. As international tension rises in the Strait of Hormuz, the pipeline

²⁶ <http://www.thenational.ae/news/uae-news/emirati-jobs-target-will-fail-without-subsidies>

²⁷ Dubai's population grows about 20% per year.

²⁸ The Dubai World Central International Airport is currently the tenth busiest airport in the world.

²⁹ As business centres, ready to use offices, warehouses, factories, and infrastructure ready plots.

should offer an alternative to the Strait's potential bottleneck and shortens the route for the oil tankers. A major crude reservoir has been set up in Fujairah on the Gulf of Oman with a capacity of 8 million barrels³⁰. The reservoir is served by a pipeline from oilfields in Abu Dhabi. The pipeline will also serve a planned refinery being built in Fujairah. The 48-inch diameter, 370-km pipeline will transport 1.4 Million Barrels per day when it is fully operational. Capacity could be raised later to 1.8 million bpd, corresponding to more than 70 % of Abu Dhabi's output. The start of trial operations has been set for May 2012.

4.4 Education

Education is recognised as a key for the future development of the UAE. The Minister of Education has emphasised the objective of building a knowledge-based society. The education budget has increased steadily over the past 20 years. In 2012, 47 % of the UAE's federal budget is directed to social development (public education, higher education, health, social affairs, Islamic and cultural affairs, youth and community development).

In order to improve **education** in the UAE, the government has implemented a policy of free public schools, colleges and universities for UAE citizens. Private education is also well developed and attended by 40 % of the students. Primary education starting from the age of 6 is obligatory. Secondary education from 12-18 years is composed by two cycles of three years each (preparatory school and secondary education programme). Tertiary education³¹ is also well developed. Several foreign universities — including French and US institutions³² — offer higher education on their own campuses in the UAE.

4.5 Energy

Due to a rapid population and economic growth and low state-subsidised fuel prices, energy consumption is growing rapidly. Electricity and water are inexpensive and subsidised³³, which does not locals to save resources. In the future, however, a rise in energy prices may create an important economic problem for the UAE. Unsustainable levels of local energy consumption could create pressure to decrease energy exports, currently the backbone of the UAE economy. As a pre-emptive measure, the Abu Dhabi government introduced utility bills in 2011 in order to calculate official and production cost prices for energy and to show consumers the subsidies in their bills.

The development of **new energy sources** is one possible solution to the problem of domestic energy consumption, with the goal of maintaining the country's gas production for industrial use and preserving as much oil as possible for export.

The UAE is the leading **nuclear energy** developer on the southern shore of the Gulf. Emirates Nuclear Energy Corporation (ENEC) owns and operated nuclear power plants in Abu Dhabi. The UAE is a signatory of the Nuclear Non-proliferation Treaty and a member of the International Atomic Energy Agency. Nuclear power also provides an energy security shelter against external factors. In December 2010, one year after the award of a USD 20 billion contract to South Korean companies to build the first nuclear power plants in the Gulf, the UAE filed construction licence applications for two reactors (Braka Units 1 and 2) with UAE's new nuclear regulator, the Federal Authority for Nuclear Regulation (FANR). The proposed site is in Abu Dhabi's western region, and the plants should be operational in 2017.

³⁰ <http://www.constructionweekonline.com/article-16123-fujairah-oil-storage-terminal-firmly-on-schedule/1/print/>

³¹ There are 14 universities, 12 technical colleges and a number of vocational colleges in the UAE.

³² A Sorbonne campus was opened in Abu Dhabi in October 2006.

³³ Nationals pay 2.0 cents; expatriates 5.5 cents per kilowatt-hour.

Another significant drain on energy comes from the desalination plants that produce potable water. These plants are widespread on the emirati coastline and have been built to replace the old springs in the cities of al-Ain and Masafi. Agriculture and parks are dependent on artificially produced potable water and use; 70 % of the country's potable water. The water consumption per capita in the UAE is the third-highest of the world, after the US and Canada. To meet its future water demands, UAE authorities have developed extensive plans to expand capacity, to create a national power distribution grid under the auspices of the Federal Electricity and Water Authority (FEWA) and to promote public independent water and power (IWPP) projects.

The environmental arguments have also encouraged the UAE to develop alternative **green energy** technologies. The UAE has the largest per capita carbon footprint in the world — five times greater than the world average — and climate change is creating serious effects on the country itself. , Investments in green technologies also provide the Emirs with considerable prestige value.

In 2006, the crown prince of Abu Dhabi used his Mubadala Development Corporation to establish a subsidiary, the Abu Dhabi Future Energy Company (ADFEC), to pioneer renewable energies. Abu Dhabi has generally invested billions of dollars in the field of sustainable energy technology. The UAE has also planned a state-led carbon capture and storage (CCS) project in Abu Dhabi under the supervision of **Masdar**, the national clean energy company which took over the entire project. Masdar operates through five integrated units, including an independent, research-driven university and seeks to become a leader in making renewable energy a real, viable business in Abu Dhabi. In February 2008, the company began building an ecological city in Abu Dhabi- also called Masdar. It will be completely based on renewable energy resources; built on 6 km², home to 47 500 inhabitants and 1 500 enterprises. Construction is planned to be completed in 2025, with estimated costs as high as USD 22 billion. The Masdar Institute of Science and Technology, which cooperates with the Massachusetts Institute for Technology (MIT), will be linked to the city. Joint ventures in the city with Germany, Switzerland and Finland were started in 2008 and the Masdar Company hopes in the future to attract more companies focused on research and development.

Solar energy could the UAE a new source of income, as the country receives 40 % more sun per m² than Spain. In the autumn of 2010, plans for the construction of the world's largest concentrated solar plant southwest of Abu Dhabi —the first in the Middle East — were unveiled. The EUR 504 million project will include French and Spanish firms.

Wind energy is also being developed in the country.

The UAE has a high international profile in the field of renewable energies. It signed and ratified the **International Renewable Energy Agency** (IRENA) statute during the Agency's founding conference in Bonn in 2009. To date, the state has been signed by the European Union and 157 countries and ratified by 91 countries. IRENA aims to increase the adoption of all forms of renewable energies throughout the world, to facilitate access to information about renewable energy and to share experience. The Agency's headquarters are to be based in Abu Dhabi³⁴, which was also the location of the fourth IRENA meeting, the world future energy summit, in January 2012.

³⁴Bonn hosts the centre of innovation and technology. Vienna hosts the Agency's liaison office for cooperation with other organisations in the field of renewable energy. The Agency consists of an Assembly, a Council, and a Secretariat.

5 INTERNATIONAL RELATIONS

5.1 General orientations

Since gaining full independence in 1971, the UAE has faced a number of security concerns. The country has been challenged by larger and more powerful regional players, which reduce the UAE's margins of manoeuvre. The country's foreign policy has focused on containing — or at least limiting — the effects of various crises in the unstable and volatile region on its own development. The UAE diplomatic style has generally been marked by **moderation, negotiation and reflection**, which serve to defend its internal and external security interests. The country has cooperated closely on security and defence matters with the United States, the United Kingdom and France.

Another guiding principle of UAE foreign policy has been its **non-interference** in the sovereign affairs of other nations. As a result, the UAE initially reacted prudently to revolutions in Tunisia and Egypt. Later, however, it actively supported the international UN-sanctioned operations in Libya and sent twelve planes to participate in the NATO-led enforcement of the no-fly zone. The UAE's position on the Syrian crisis was initially less strong than that of its major GCC allies, although the country has since positioned itself clearly in favour of Syria's opposition forces. The UAE joined the high-profile GCC-led mediation efforts in the Yemeni crisis facilitating the transfer of power from President Ali Abdullah Saleh to a transitional government.

The UAE plays an active role in a wide range of international organisations. Since independence, the country has joined the United Nations, the League of Arab States and the Organisation of the Islamic Countries (OIC). The UAE is also a member of World Trade Organisation (since 1996), the Organisation of Petroleum Exporting Countries (OPEC) and the Organisation of Arab Petroleum Exporting Countries (OAPEC). The International Renewable Energy Agency (IRENA), an international governmental organisation established in 2009, has its headquarters in Abu Dhabi.

5.2 Regional relations

The UAE has maintained good relations with the countries in its region. Many of its close ties with its Arabian Peninsula neighbours have been developed through the six-member **Gulf Cooperation Council (GCC)**. In 1981, the UAE was a founding member of the organisation, which includes a customs union and has led to expanded internal trade relations. Stronger cooperation between the GCC-countries is likely to result from a railway that is planned to link the countries and should be constructed between 2013 and 2017. The UAE publicly supports the CGG Declaration of December 2011 on 'political union'. However, leaks from a closed meeting among the GCC countries have revealed that the UAE believes that such a Gulf union is impossible given the countries' failure to reach an agreement on unified currency, electricity and several projects.

The UAE's relation with Saudi Arabia has occasionally shown signs of minor strains. When the Gulf Central bank was being established, the UAE insisted the bank should be located in the emirates — a proposal that was refused by Saudi Arabia. Instead, Riyadh was chosen. Generally, the UAE is known as preferring not to be under a Saudi umbrella³⁵. Saudi-Arabia has also stated concerns about the UAE's trade relations with the US, as Saudi Arabia considers that the GCC should negotiate trade agreements as a single actor.

³⁵ Z'aiter, Haifa, 2012. "The Saudi Demand for a Gulf Confederation... the motivations and the obstacles..." <http://www.assafir.com/Article.aspx?EditionId=2099&ChannelId=50032&ArticleId=1326>

The UAE has a strong mutual **defence pact** with the other members of the GCC, although efforts to develop an effective military co-operation strategy have made little real progress. Oman has advocated the expansion of the current joint military force from a few thousand to 100 000 troops, but the UAE has opposed this, apparently fearing domination by Saudi Arabia. As a result, the UAE's military links with the West — and particularly with the US — remain key to its security strategy. However, in 2011, the UAE sent 500 police to join the Saudi-led force to help the government of Bahrain. Alongside Saudi Arabia, Qatar and Kuwait, the UAE has provided financial help to Bahrain and Oman, the two GCC countries touched by the Arab Awakening.

The UAE has a long-running dispute with **Iran** on the question of three islands in the Gulf — Abu Musa, Greater and Lesser Tunb³⁶, which are administered by Iran but claimed by the UAE. Despite this and worries about Iran's nuclear programme, the UAE has kept all channels of engagement open in order to build confidence and peacefully resolve outstanding issues. The UAE was one of the first Arab countries to receive Iranian leaders after the 1979 revolution. The economic relations between the two countries are developing positively.

5.3 Looking east

The UAE has strengthened trade relations with Asia, and particularly with South Korea, China, India and Pakistan, and this will inevitably lead to enhanced political cooperation.

China–UAE relations have developed rapidly over recent years. Chinese Premier Wen Jiabao paid a visit to the UAE in January 2012, when the two countries established a strategic partnership.

India–UAE relations³⁷ are progressing rapidly. The two countries have strong commercial and cultural links. India and the UAE are making significant efforts to strengthen their bilateral economic and trade relations. Their economic partnership is expanding into a strategic partnership with emphasis on cooperation in defence, energy and the global fight against terrorism and extremism. Joint air exercises and a Joint Defence Cooperation Committee are tangible outcomes of this cooperation. The combination of the UAE's focus on knowledge-based industries and India's position and an emerging leader in many fields of technology creates many possibilities for development in R&D and cooperation in higher education.

5.4 Strategic relations with the US³⁸

The **US** is at the centre of the UAE's cooperative defence policy. Although the UAE do not approve of the US stance on **Palestine**³⁹, the UAE considers its strong relationship with the US as a protective shield against regional instability. In 1994 the US and the UAE established a Joint Military Commission (JMC) with a defence pact to formalise their growing cooperation⁴⁰. This pact allows the US to position troops (currently 3 000) and equipment in the UAE, and to use airbases and naval facilities. The UAE has spent billions of dollars on sophisticated military equipment, much of it purchased from US defence contractors.

³⁶ Iran points to historical links between the islands and the Iranian city of Lengeh and the island of Qeshm, while the Emirates point to the Arabic-speaking character of the local population and historical links to the ruling families of Sharjah and Ras al-Khaimah.

³⁷ http://www.uaeembassy-newdelhi.com/uae-indiarelations_index.asp

³⁸ Kenneth Katzman: The United Arab Emirates (UAE): Issues for U.S. Policy, Congressional Research Service, 23 December 2011

³⁹ The UAE is a supporter of Palestine, being a member of the League of Arab States (Arab League) and does not recognise Israel.

⁴⁰It was, inter alia, also foreseen to deter and balance Iranian naval power.

The UAE and the US have also worked together to combat terrorism financing.

Trade relations between the two countries are intensive; the US is the fourth most important import partner for the UAE. Discussions about a possible free trade agreement were started in 2005 but have yet to be concluded.

5.5 Underdeveloped relations with the EU

UAE–EU relations exist within the umbrella of EU–Gulf-Cooperation Council relations. The UAE is a potential beneficiary the EU's **Instrument for cooperation with industrialised and other high-income countries and territories (ICI)**, which entered into force on 1 January 2007. The ICI is the framework for financial cooperation activities between the EU and the Gulf-Region and other high-income countries.

EU Member States and GCC states have maintained bilateral relations. Some EU Member States possess historical ties with the region. Some GCC states are also more interested in developing stronger relations with specific EU countries than they are in the EU as a whole. Because IRENA headquarters are located in Abu Dhabi, the direct link between the UAE and the EU in the field of promotion of renewable energies has been strengthened; renewable energies have attracted interest from numerous European companies and investors. Educational cooperation has led several European universities to establish permanent representations in the region. Universities and foundations from the Gulf also contribute financially to research projects in Europe.

There is no dedicated **EU Delegation** in Abu Dhabi. The delegation in Riyadh is accredited to all six Gulf Countries.

The European Parliament has established interparliamentary relations with the UAE's Federal National Council. Three interparliamentary meetings have taken place thus far.

5.5.1 Trade issues

Like its neighbours, the UAE's trade is predominantly directed eastwards. In 2010 the country's main export partners were India and Japan (16 % each), Iran (12 %), South Korea (6 %) and Thailand (5 %). The EU plays only a minor role as export partner (only 4 %). Apart from petrochemicals, the EU imports semi-manufactured goods from the UAE.

Linked to its deep dependence on oil, the UAE imports most of its foodstuffs, as well as a wide range of manufactured goods: machinery and transport equipment used for development, as well as chemicals. The European Union is the UAE's main source of imports, providing 21 % of the country's imports. The EU is followed by India (19 %), China (14 %), the United States (8 %) and Japan (5 %).

For the EU, the UAE is the tenth most important export destination, ahead of South Korea and Australia. The UAE absorbed 2 % of the EU's total exports in 2011. For certain manufactured products, such as office and telecommunications equipment and power-generating machinery, the UAE's market share is even more significant⁴¹. The total value of EU exports to the UAE in 2011 was EUR 32.4 billion, 22 % higher than in 2007. In general, the six GCC members constitute the EU's sixth largest export market, one that has always provided the EU with a trade surplus.

In addition to the free trade agreement (FTA) that the UAE is negotiating with the US, there are ongoing negotiations (for at least 20 years) with the European Union within the framework of the Gulf

⁴¹ The UAE is the third most important market worldwide for EU-manufactured power generating machinery and telecommunications equipment.

Cooperation Council (GCC) on an FTA. The one outstanding question in negotiations hinges on export duties and the conditions of their application to guarantee compatibility with WTO rules.

EU investors have a great interest in establishing themselves in the GCC market. EU FDI in the GCC countries has risen from EUR 10.8 billion in 2004 to EUR 30.5 billion in 2008. This represents, however, only 1 % of total EU foreign investment. GCC investment stocks in the EU have risen from EUR 8.9 billion in 2004 to EUR 30.8 billion in 2008.

5.5.2 Bilateral relations with EU Member States

The UAE remains a strong trade partner and a destination for lucrative investments for a number of EU Member States. Thirteen EU Member States have embassies in Abu Dhabi.

In addition to economic relations⁴², several member states also maintain military ties with the UAE. In 2008, a bilateral co-operation accord was signed that provided for **French** assistance in a civilian UAE nuclear energy programme. France concluded a defence treaty with the UAE in 1995, and the first French base was inaugurated in May 2009. This consists of an airbase at al-Dhafra, a naval facility at the Mina Zayid port and an army camp at Zayid. France remains a primary source of the UAE's military material. **Germany** and others have also supplied military equipment. Many members of the UAE security forces have been trained by France, Germany and the **UK** at the air base of al-Dhafra. The UK also has a defence cooperation agreement with UAE⁴³ since 1996 and has been a major supplier of military equipment since the UAE's independence.

⁴² Within the EU, Germany is the biggest economic partner of the UAE.

⁴³For further information about the Military cooperation between UAE and France, UK and US, have a look on the homepages of the national representations in the UAE of the countries in question or have a look on the US global security sight <http://www.globalsecurity.org/military/world/gulf/uae-mil.htm>

ANNEX I: FEDERAL SUPREME COUNCIL OF RULERS

FEDERAL SUPREME COUNCIL MEMBERS (UAE sheikdom rulers)	
Emir of Abu Dhabi:	President Sheikh Khalifa bin Zayid al-Nahyan , Emir of Abu Dhabi, became U.A.E. President in November 2004 after the death of his father. His political rise was spectacular from the beginning and he currently holds several high political positions. He is a moderate economic reformist and has, for example, permitted limited foreign land ownership in Abu Dhabi, but politically he favours maintaining the status quo of hereditary autocracy.
Emir of Dubai:	Vice-President and Prime Minister Sheikh Mohammed bin Rashid al-Maktum , assumed the title of Emir of Dubai in January 2006 and also became prime minister. He has played important roles in the security sector of UAE. He is a dynamic, high-profile and powerful and reform-minded figure. Being convinced that Dubai needed to transform itself into an aviation and tourism hub, he took a leading role in the emirate's subsequent development and has spearheaded its rapid economic development.
Rulers of smaller emirates	
Emir of Sharjah	Sheikh Sultan bin Mohammed al-Qasimi has ruled Sharjah since 1972 and appointed its first Consultative Council in 1999 in an initial step towards greater representation for the citizens in the emirate's administration. The Council's remit is to provide advice and recommendations on policies initiated by the ruler.
Emir of Ras al-Khaimah	Former Crown Prince Sheikh Saud al-Qasimi became ruler of Ras al-Khaimah In November 2010. The issue of succession caused some controversy. Sheikh Saud, has been running the day-to-day affairs of the emirate on account of his father's due to the latter's age and poor health prior to his passing away.
Emir of Fujairah:	Sheikh Hamad bin Mohammed al-Sharqi has ruled Fujairah since 1974. A former minister of agriculture and fisheries, he has overseen the development of modern agriculture and the sea port of Fujairah.
Emir of Umm al-Qaiwain:	Sheikh Saud bin Rashid al-Mualla took over in January 2009 from his father Sheikh Rashid bin Ahmed al-Mualla who had ruled Umm al-Quwain since 1981.
Emir of Ajman:	Sheikh Humaid bin Rashid al-Nuaimi has ruled Ajman since 1981. Ajman has no oil, so Sheikh Humaid has focused economic policy on the development of the emirate as a centre for trade.

Source: IHS Global Insight; Country Intelligence: Report

ANNEX II: UAE CABINET OF MEMBERS⁴⁴

Position	Name	Emirate of origin
Prime Minister and Defence Minister	Mohammed bin Rashid al-Maktum	Dubai
Dep. Prime Minister and Minister of Presidential Affairs	Mansour bin Zayid al-Nahyan	Abu Dhabi
Dep. Prime Minister and Minister of Interior	Saif bin Zayid al-Nahyan	Abu Dhabi
Minister of Cabinet Affairs	Mohammed Abdullah al-Qarqawi	Dubai
Minister of Culture, Youth, & Community Development	Abdul Rahman Mohammed al-Awais	Sharjah
Minister of Defence	Mohammed bin Rashid al-Maktum	Abu Dhabi
Minister of Economy, also Minister of Government sector development	Sultan bin Said al-Mansuri	Dubai
Minister of Education	Humaid Mohammed Ubayd al-Qatami	Ras al Khaimah
Minister of Energy	Mohammed bin Dhaghen al-Hamili	Abu Dhabi
Minister of Environment & Water	Rashid Ahmad bin Fahd	Dubai
Minister of Finance	Hamdan bin Rashid al-Maktum	Dubai
Minister of Foreign Affairs	Abdullah bin Zayid al-Nahyan	Abu Dhabi
Minister of Foreign Trade	Lubna al-Qasimi	Dubai
Minister of Health	Hanif bin Hassan Ali	Dubai
Minister of Higher Education & Scientific Research	Nuhayan bin Mubarak al-Nahyan	Abu Dhabi
Minister of Interior	Saif bin Zayid al-Nahyan	Abu Dhabi
Minister of Justice	Hadif Ju'an al-Dhaheri	Abu Dhabi
Minister of Labour	Saqr Ghabbash Said Ghabbash	Ras Al Khaimah
Minister of Presidential Affairs	Mansur bin Zayid al-Nahyan	Abu Dhabi
Minister of Public Works	Hamdan bin Mubarak al-Nahyan	Abu Dhabi
Minister of Social Affairs	Mariam bint Mohammed Khalfan al-Roumi	
Minister of State for Financial Affairs	Ubayd Hamid al-Tayir	Dubai
Minister of State for Foreign Affairs/ Minister of State for Federal Notational Council Affairs	Anwar Mohammed Qarqash	Dubai
Minister of State Without Portfolio	Reem Ibrahim al-Hashimi	
Minister of State Without Portfolio	Maytha Salim al-Shamisi	Ajman

⁴⁴ Female members of the council are marked in bold.

ANNEX III: POLITICAL INSTITUTIONS AND PLAYERS: KEY FIGURES

INSTITUTIONS AND PLAYERS: KEY FIGURES	
Crown Prince of Abu Dhabi, Deputy Supreme Commander of Armed Forces	Sheikh Mohammad bin Zayid al-Nahyan , is the third son of former President Zayid. He was named Abu Dhabi's deputy crown prince in November 2003 and became the Crown Prince in November 2004. He graduated from the Sandhurst Royal Military Academy, had high ranks of the Emirati armed forces and became the chief architect behind the development of the UAE armed forces. He has been appointed deputy commander-in-chief of the Emirati armed forces in 2005. Sheikh Mohammed plays a high-profile role in the domestic politics not only of Abu Dhabi, but also of other emirates. It appears he is in charge of most of the Presidential responsibilities, despite Sheikh Khalifa being the President.
Deputy Prime Minister and Interior Minister	General Sheikh Saif bin Zayid al-Nahyan who has been interior minister since October 2004 was appointed Deputy Prime Minister in a May 2009 cabinet reshuffle. Sheikh Saif has held posts as the deputy director of the Capital Police and director general of the Abu Dhabi Police.
Deputy Prime Minister and Minister of Presidential Affairs	Sheikh Mansur bin Zayid al-Nahyan is the half-brother of President Sheikh Khalifa bin Zayid al-Nahyan and was appointed deputy prime minister in May 2009 adding to his existing responsibilities as minister of Presidential affairs. Sheikh Mansur chairs Abu Dhabi's International Petroleum Investment Company.
Minister of Finance, Deputy Ruler of Dubai	Sheikh Hamdan bin Rashid al-Maktum has had a variety of government roles in the Dubai government—as head of the Dubai Labour Department and later the chairman of the Dubai Municipality—before becoming a U.A.E. government minister. The younger brother of Sheikh Mohammed bin Rashid is the joint deputy ruler of Dubai and the federal finance minister. He has large holdings of land in Dubai and investments elsewhere, and he sits on the boards of a number of major companies.
Minister of Energy	Mohammad bin Dhaen al-Hamili is an oil industry veteran who currently sits on the Emirates' Supreme Petroleum Council and was the country's governor in OPEC from 1994 to 2002. His previous posts included chairman of the board of directors of the National Gas Shipping Company and the Abu Dhabi National Tanker Company as well as board member of Abu Dhabi National Oil Company.
Minister of Economy	Sultan bin Said al-Mansuri assumed the streamlined economy ministry as part of the February 2008 cabinet reshuffle.
Chairman of the emirates biggest investment firm	Mohammed al-Gergawi is executive chairman of Dubai Holding, the Emirate's biggest investment firm, and cabinet affairs minister in the federal Government. Mr Gergawi is unusual in not coming from an important family, but he has been promoted many times since the mid-1990s, when Sheikh Mohammed bin Rashid first noticed his business and managerial talents.
First female cabinet member	Sheikha Lubna al-Qasimi became the UAE's first female cabinet member in 2004, when she was made economy minister. In 2008 she was given the foreign trade portfolio. Her role in internal policymaking has been reduced since she

	moved ministries, but she is emerging as a public international face of the UAE, speaking regularly at conferences and on TV.
Crown prince of Dubai	The 25-year-old Sheikh Hamdan bin Mohammed al-Maktum is second son of Sheikh Mohammed bin Rashid and crown prince of Dubai since February 2008. He became chair of Sheikh Mohammed bin Rashid's Executive Office, where much of Dubai's policy is formulated. Being the formal the successor, he tries to assume greater prominence.
The Al Dhaheri family	Around 25 members of this important Abu Dhabi family from the area around the Buraimi oasis now occupy senior positions in the emirate's hierarchy, including in the Abu Dhabi National Oil Company, the judiciary and the Abu Dhabi Department of Finance.
Governor, Central Bank	Sultan Bin Nasser Al-Suwaidi serves as a Deputy Governor of The United Arab Emirates member country at Arab Monetary Fund. H. E. Bin Nasser Al-Suwaidi serves as Chief Advisor at Standard Chartered Bank, UAE.
Permanent Representative to the UN, New York	Ahmad Abd al-Rahman al-Jarman is the permanent representative to the UN in New York. After having worked in an international and diplomatic environment, he focussed on law and legal affairs institutions.

Source: IHS Global Insight; Country Intelligence: Report

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