

Dubai Universal Accessibility Strategy and Action Plan

2017 – 2020



Table of Content

1. Introduction	3
1.1. A new disability vision towards a city for everyone.....	5
1.2. My Community Dubai	6
2. Current Situation	7
3. Guiding Principles	11
3.1. Universal Design	11
3.2. The Accessibility Continuum	12
4. Dubai Universal Accessibility Strategy	13
4.1. General Objective	13
4.2. Gap Filling Framework.....	15
4.3. Specific Objectives	17
4.4. Objectives and Activities.....	20
5. Quick wins	34
6. Stakeholders Engagement.....	35
7. Monitoring and Reporting	35
8. Tracking key achievements.....	35
9. Action Plan 2017 – 2020	36
9.1. Kick-off Roadmap	37
9.2. Interdependent Success Factors for Kick-off.....	38
9.3. Actions	39
10. Timeline 2017 – 2020	52
11. Closing.....	68
12. Annex	69

1. Introduction

Major global cities have become more accommodating of diversity in recent times. They see diversity as a humanitarian, economic and business development benefit. They are more inclusive and are able to meet the needs of all their inhabitants and visitors.

Dubai is a world-class city, it ranks among one of the most popular destinations and is a well-known tourist and business destination.

Among world-class cities certain criteria becomes imperative such as the need to be fully accessible to meet the needs of its citizens, older persons, pregnant women, and people with disabilities.

The government of the Emirate of Dubai is acutely aware of the need to accommodate the diverse needs of its citizens and expressed its intention to make the city accessible by 2020.

The government also launched its “My Community... A City for Everyone” policy that aims to make Dubai inclusive for all its citizens.

Much has been achieved thus far, the Metro is an excellent example of accessibility and most of its shopping malls and airports are reasonably accessible. But much remains to be done to make Dubai a world-class accessible city. To achieve this 2020 objective, the government of the Emirate of Dubai embarked on an ambitious project to make Dubai fully accessible by 2020.

The plan outlined in this document will apply the principles of Universal Design and the UN Convention on the Rights of Persons with Disabilities (2006) to elaborate on the key strategic objectives and its



concomitant activities that will result in Dubai being Universally Accessible.

A previous report on the gaps in the current situation has already identified the key areas that need attention.

This Strategy document will outline the current accessibility situation in Dubai. Some of the challenges are in the mobility sphere, most deal with the current situation in the Built Environment. Some of the gaps found were in the management of disability and access, as well as the lack of a regulatory and enforcement and compliance framework.

The strategy therefore provides some guidance and mechanisms to enforce the regulations and the coordination of access requirements within the management of disability and accessibility in the governance structures of Dubai.

It also provides some recommendations on how to manage the retrofitting of the existing infrastructure, as this is a major element in a developed city such as Dubai.

To ensure that the Emirate of Dubai remains an accessible city well into its future this strategy document proposes some approaches to the building of local capacity to ensure sustainability of the access elements within the city government. Along with the need to build capacity and ensure sustainability is the need to raise the level of awareness of diversity and Universal Access. Additionally, there is a need for an increased level of awareness of the needs and challenges that people with disabilities and older persons confront daily.

The strategic actions proposed in this strategy provide clear recommendations and key indicators to ensure that progress is measurable over a defined period and within the allocated resources.

1.1. A new disability vision towards a city for everyone

Disability is part of the human condition and everybody may be temporarily or permanently impaired at some point in life. Those who survive to old age will inevitably experience increasing difficulties in interacting in their communities.

Societies need to transition from an individual, medical perspective of disability, to a structural, social perspective in which people are viewed as being disabled by society rather than by their bodies.

Disability is complex, dynamic, multidimensional, and contested. It is important to understand that the environment may be changed to improve health conditions, prevent impairments, and improve outcomes for persons with disabilities.



1.2. My Community Dubai



"My Community... A City for Everyone" was launched in November 2013 by HH Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of The Executive Council.

"My Community... A City for Everyone" aims at turning Dubai into a disability-friendly city by the year 2020 through projects and initiatives that promote the participation and inclusion

of persons with disabilities in the community, eliminating all obstacles that may stand in the way of them positively engaging in their environments, as capable individuals of society.

The objectives are:

- Promoting equal opportunities
- Maintaining social cohesion
- Building social capital
- Minimizing and eventually eliminating social exclusion

The initiative endorses the United Arab Emirates' implementation of the UAE Disability Act (Federal Law No. 29/2006), to protect the rights of people with disabilities, and the signature of the United Nations Convention on the Rights of Persons with Disabilities in February 2008, which stresses on the fundamental rights and freedoms of persons with disabilities. HH Sheikh Khalifa bin Zayed bin Sultan Al Nahyan, President of the UAE, ratified the convention in 2010.

Furthermore, to promote the initiative, the Government of Dubai launched Law No. (2) of 2014 to protect the rights of people with disabilities in the Emirate of Dubai in March 2014, and created "The Higher Committee for the Rights of Persons with Disabilities in the Emirate of Dubai", chaired by HH Sheikh Mansoor bin Mohammed bin Rashid Al Maktoum.

The development of this Strategy and Action Plan is framed under the My Community's Universal Accessibility Goal.



2. Current Situation

A thorough analysis was conducted to identify the gaps in the Dubai built environment and transport system and the causes for such gaps. Five data gathering exercises were conducted to achieve this objective:

- Meetings with Stakeholders
- Stakeholder Engagement Seminars
- International Literature Review
- Dubai Documents Review
- Field Assessments

The **independent, equitable and safe enjoyment** of the city by everyone, regardless any kind of limitation, has been established as the performance requirement that city infrastructure and services should provide.

The current management system has been assessed and compared with an ideal scenario; this has led to the identification of the management gaps that should be addressed.

After this comparison, the “Seven Interdependent Success Factors”¹ (7ISF) was selected as a methodological tool, both for the gap analysis and for guiding the following phases of the DUASAP project.

¹ The **7 Independent Success Factors** are: Decision Maker Commitment, Coordination and continuity, Networking and Participation, Strategic Planning, Knowledge Management, Resources, and Communication and Marketing. For further information, see the Gap Analysis report.

Accessibility conditions were assessed in buildings, streets, transport modes, parks, and some key findings are:

- Most existing accessibility features address only the needs of persons with physical disabilities.
- Walkability and accessibility in streets is difficult except for some isolated good examples. The concept of the Accessibility Chain or Continuum is non-existent.
- Inadequate path maintenance, sidewalks interruptions, frequent inappropriate placement of sign posts and other obstacles along the walking paths reduce the safety and accessibility level for persons who are blind or have low vision.
- Parks provide many accessible paths although the offered facilities (toilets, playgrounds, barbecue areas, beach ramps, etc.) create usability problems.
- Larger buildings, especially malls offer better accessibility, although internal wayfinding and toilets need improvement.
- Most of the buildings are unnecessarily raised from the street level and the ramps exceed the adequate gradient.
- The material selection should be improved as slippery materials are frequently used on ramps and they are often too polished and use highly reflective materials in interior flooring.
- Metro and trams present reasonable accessibility levels regarding mobility although visual and tactile wayfinding can be clearly improved.
- Buses and water taxis present many vehicle-platform interface problems.
- Accessible taxis are scarce and they do not feature the required specifications regarding inner dimensions and safety measures for transporting persons with disabilities.
- For trip planning there is limited access to information before, during and after the trip.
- The examination of mode transfers demonstrates the inconsistent application of technologies and signage.

At the community/societal level:

- The medical model of accessibility with emphasis on particular disabilities still prevails.
- There are no transport specific policies and regulations at the federal and local levels.

- There is limited awareness of universal accessibility in the government departments.
- Limited education curriculum exists at schools and universities to entrench a thorough understanding of universal accessibility.
- Organized advocacy groups to voice their concerns in concert are lacking, resulting in low participation of persons with disability in advising and partnering in the design of accessibility projects and initiatives.
- There is limited coordination between jurisdictions to develop and implement a unified set of accessibility guidelines, training and monitoring.
- No independent “Accessibility Office” exists to monitor and check the Dubai’s departments’ compliance with their policies and guidelines, either as a central body or within each Dubai’s jurisdiction or authority.

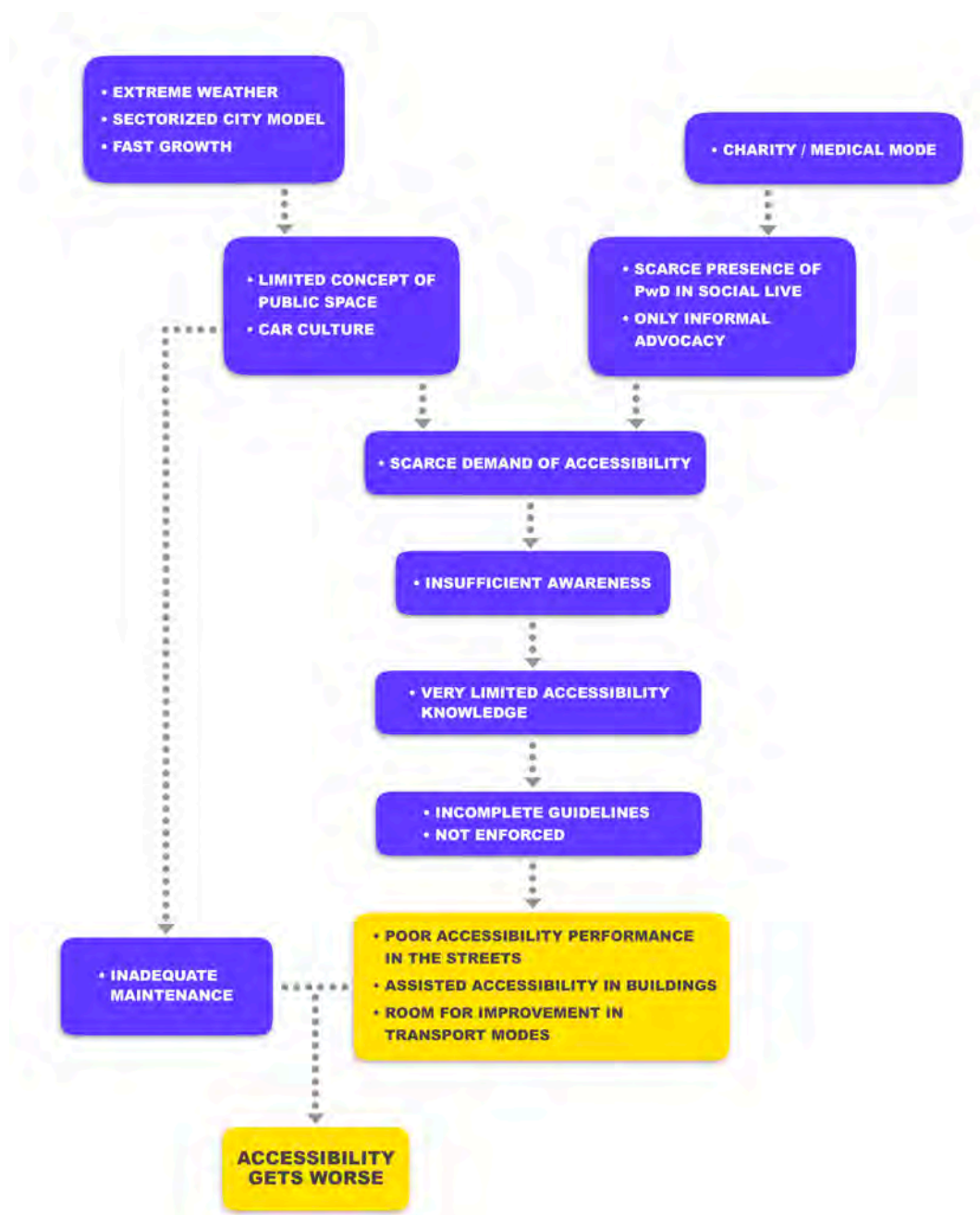
As a result of the absence of coordination between independent jurisdictions, there are two major gaps that may hinder the ability of Dubai to become a more accessible city in the short term:

- Lack of enforcement of current regulations due to limited general awareness on disability issues and technical knowledge on accessibility in particular.
- Absence of an accessibility coordination office covering the built environment - understood as buildings and public spaces - including pedestrian infrastructure and linked to the Dubai’s transport system.

As a general conclusion, it can be stated that the combination of gaps in awareness, technical knowledge, participation of persons with disability and enforcement mechanisms have been identified as the management aspects that require improvements for creating Dubai’s comprehensive sustainable universal accessibility policy.

Any future actions shall include a cross-jurisdiction unified set of regulations, technical specifications, and implementation and monitoring mechanisms. The causes can be summarized as presented in the following diagram:

Figure 1. Summary of Gaps' causes



3. Guiding Principles

3.1. Universal Design

The Concept of Universal Design is understood as:

The design of products, environments, programs and services to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design.

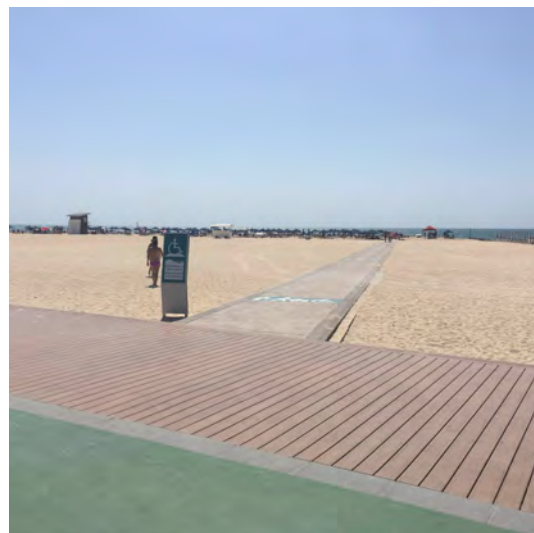
The Seven Principles of Universal Design are:

1. Equitable use
2. Flexibility in use
3. Simple and intuitive
4. Perceptible information
5. Tolerance for error
6. Low physical effort
7. Size and space of approach and use

A comprehensive implementation of Universal Design principles takes everyone into account and results in fully inclusive and sustainable environments.

Implementing the principles of Universal Design is the sustainable approach to designing for everyone as it equitably addresses the full life span of individuals as well as environments. This approach is quickly replacing the limited scope and vision of barrier-free design.

Mainstreaming education about Universal Design rather than relying on codes and standards about accessible design, is the only way that an environment usable by all – without adaptation can be achieved.



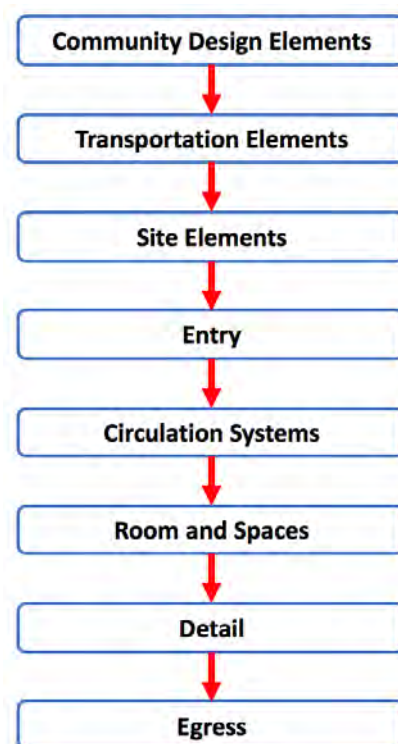
3.2. The Accessibility Continuum

When considering the design of a room, bus, building, neighborhood, or even a city, accessibility and universal design should not be considered as discreet elements. They are part of an interconnected system of design requirements which should be considered from the conceptual level of planning a community, through to the detail level of designing a door handle, including all of the elements of design between these extremes, including a community or city's mobility system.

The Accessibility Continuum might be viewed as a chain of events, or a path of travel, from a home, through the community, transport modes, into the final destination.

The figure below illustrates this design philosophy, identified as The Accessibility Continuum. As with all chains, if one link is broken the chain is broken. To accommodate the needs of persons with disabilities, the chain must be complete.

Figure 2. The Accessibility Continuum



4. Dubai Universal Accessibility Strategy

4.1. General Objective

The objective is to make the Emirate of Dubai fully accessible and inclusive by year 2020 based on the following, Vision, Mission and Strategic Objectives:

Our aim is to transform Dubai into a fully inclusive accessible and barrier-free society.

This will encompass:

1. Existing infrastructure, buildings and facilities (built environment)
2. Buildings under construction
3. Buildings under design
4. Public Transport
5. Open spaces
6. Future developments



Vision

The vision is that Dubai is an inclusive, barrier-free, rights-based society that promotes, protects, and ensures the self-determination of people with disabilities and provides a universally designed environment for residents and visitors.

Mission

The mission of the Universal Accessibility Strategy is to implement policies and best-practices that empower all residents and visitors to make choices in environments that are inclusive and ensure access to opportunities on an equal basis.

Goals

- To promote equal opportunities
- To maintain social cohesion
- To build social capital; and
- To minimize and eventually eliminate social exclusion
- To create user-friendly environments for all residents and visitors

4.2. Gap Filling Framework

The gap assessment found many challenges regarding the accessibility to the Dubai's Built Environment, Transport Systems and Management structures, but also strengths and areas of opportunities already exist.

A high-level commitment paired up with the desire of creating a friendly environment and foster the participation of persons with disabilities are present in Dubai's authorities.

The Emirate has started a process of updating its legal framework on disability and the development of this Strategy has sparked a citywide awareness.

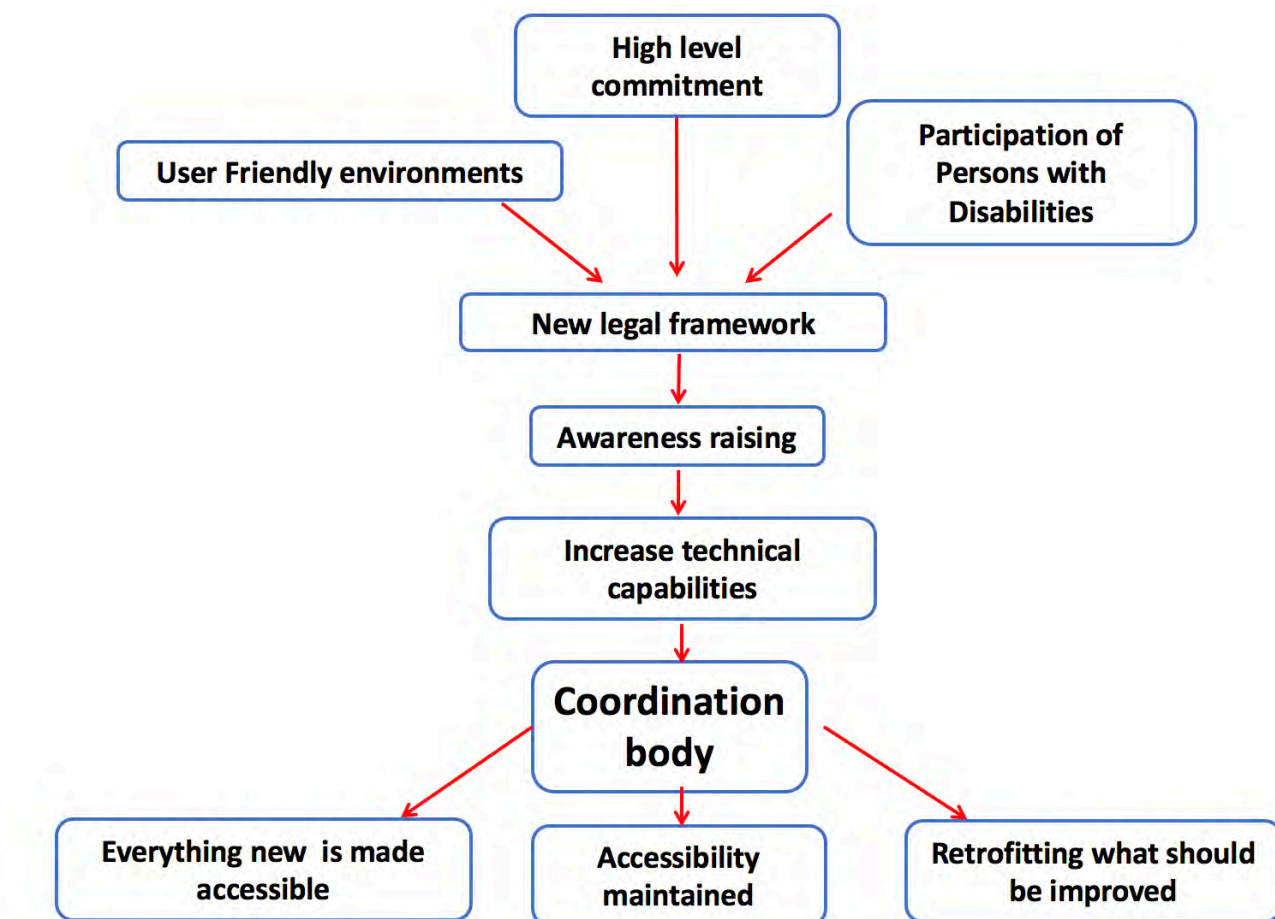
The next step is to leverage the existing commitment and awareness and increase technical capabilities that allow the creation of a management system for enforcing and implementing the accessibility action plan.

Retrofit is foreseen as the main task for the, nevertheless the accessibility action plan is framed by three directives:

- Make sure that new designs for buildings, the public realm and transport systems are accessible.
- Maintain the current level in already accessible facilities
- Retrofit what should be improved

The following chart summarizes the approach towards filling up the current gaps and the development of the current strategy.

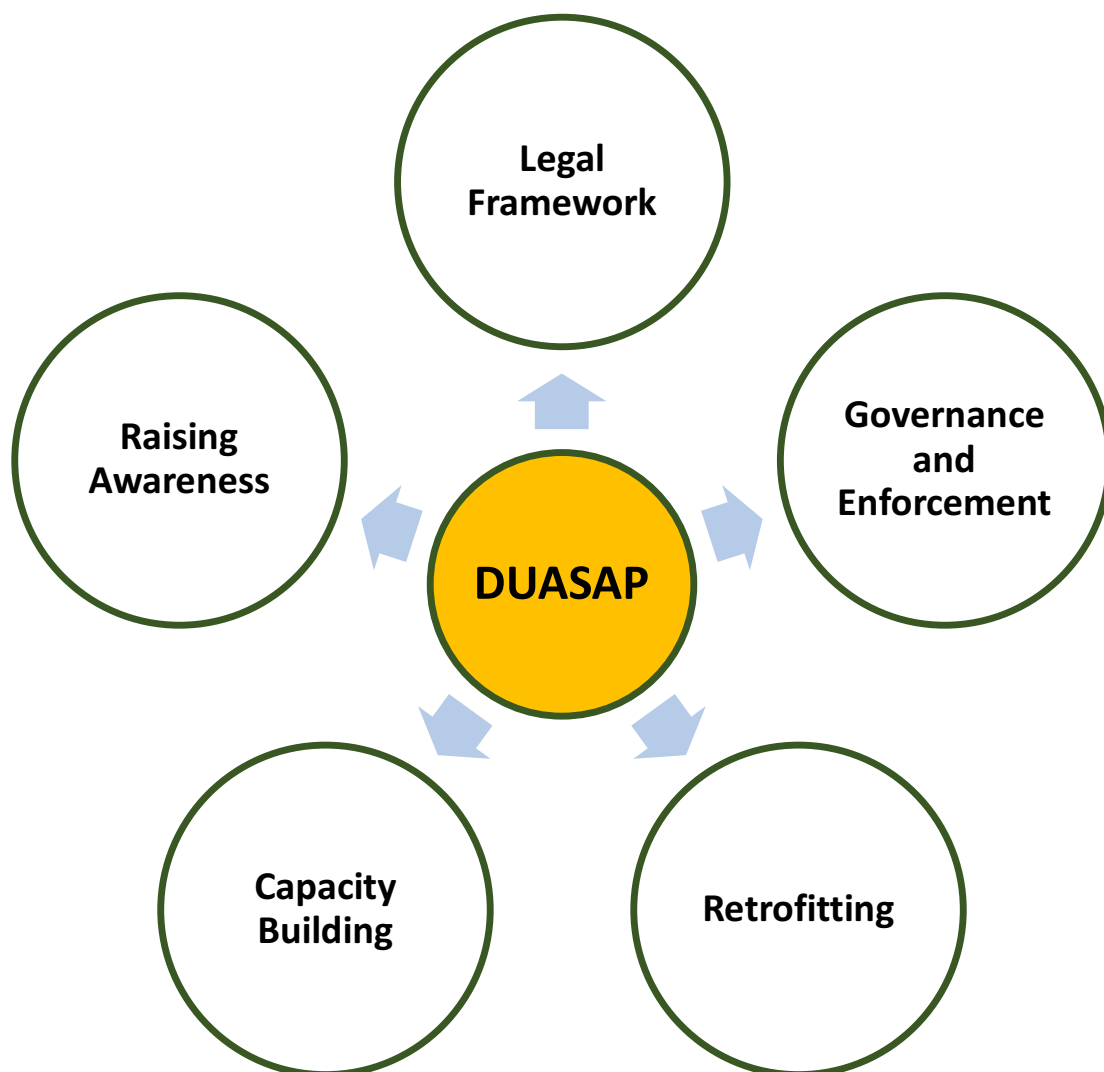
Figure 3. Gap Filling Framework



4.3. Specific Objectives

Based on the gap filling framework, the universal accessibility strategy consists of five interrelated objectives for a comprehensive implementation of universal accessibility throughout the city.

Figure 4. The Dubai Universal Accessibility Strategy



Objective 1 – Legal Framework

Update or develop the relevant Legal and Regulatory Framework for promoting and enforcing universal accessibility.

Objective 2 – Governance and Enforcement

Set up a Governance and Enforcement mechanism for the sustainable implementation of the Universal Accessibility Strategy, involving the city's main stakeholders from the built environment and mobility domains.

Objective 3 - Retrofitting

Set up specific retrofitting programs for the built environment and mobility domains, covering public spaces, buildings and all transport modes, with the participation of the public and private sectors.

Objective 4 – Capacity Building

Build capacity among professionals of the public and private sectors and among persons with disabilities in the Emirate, for the sustainable implementation of a Universal Design approach in current and future works.

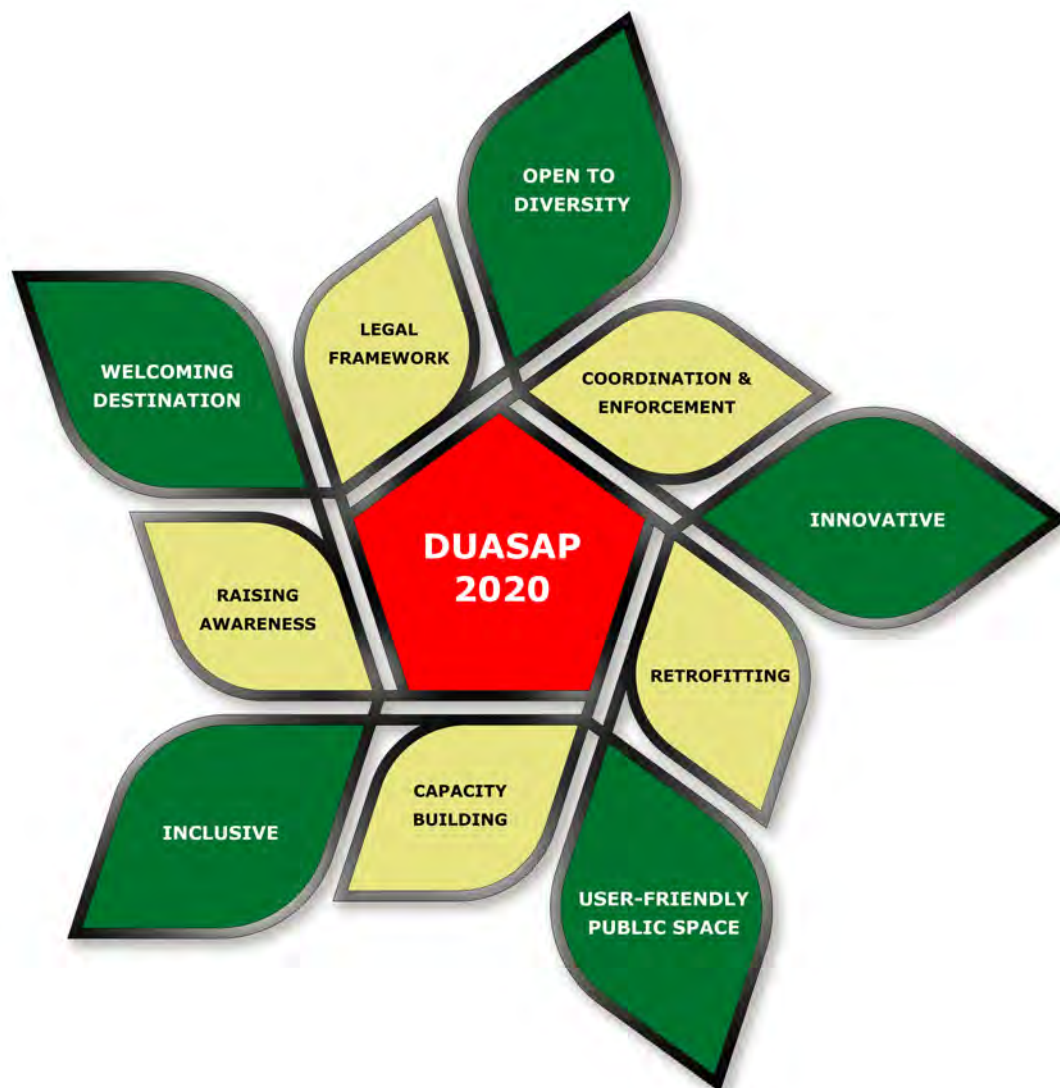
Objective 5 – Raising Awareness

Raise awareness among the general population about the advantage of creating a universally accessible environment for everyone and foster the participation of persons with disabilities in public life, for ensuring the enforcement of universal accessibility in all public and private projects.

By achieving these five objectives, the implementation of Universal Accessibility in Dubai will also bring in positive outcomes that will increase the quality of life for all inhabitants and visitors.

Beyond creating a more inclusive and open to diversity society, this Strategy will also contribute to promote innovative processes that will create more user-friendly spaces and services making Dubai an even more welcoming destination.

Figure 5. The Dubai Universal Accessibility Strategy and its positive outcomes



4.4. Objectives and Activities

Objective 1 – Legal Framework

Update or develop the relevant Legal and Regulatory Framework for promoting and enforcing universal accessibility	
Activities	Responsible institutions
1.1 Harmonize the Emirates legislation according to the Convention on the Rights of Persons with Disabilities	The Executive Council
1.2 Prepare and adopt specific accessibility legal and regulatory framework	The Executive Council

Objective 1 Description:

Sustainable accessibility implementation shall rely on an updated legal and regulatory framework. Harmonization of all applicable legislation according to the UN Convention on the Rights of Persons with Disabilities is a necessary starting point.

Activities

1.1 Harmonize the Emirates legislation according to the Convention on the Rights of Persons with Disabilities.

1.1.1 Amend and pass Law Number 2 and its Accessibility Bylaws

1.1.2 Review the Emirates legal framework for updating any other law deemed necessary for a sustainable and effective accessibility implementation in all sectors.

1.2 Prepare and adopt specific accessibility legal and regulatory framework

1.2.1 Pass and disseminate the Dubai Universal Design Code

1.2.2 Encourage development of universal design based legislation in the different Dubai administrations

1.2.3 Promote the development of inclusive standard operating procedures in the public and private sectors.

Objective 2 – Governance and Enforcement

Set up a Governance and Enforcement mechanism for the sustainable implementation of the Universal Accessibility Strategy, involving the city's main stakeholders from the built environment and mobility domains

Activities	Responsible institutions
2.1 Set up a Cluster system with designated Patrons	The Executive Council
2.2 Set up a Coordination Body formed by the Cluster's Patrons	The Executive Council Dubai Municipality RTA CDA
2.3 Set up a Technical Office to assist the coordination Body	Coordination Body Dubai Municipality RTA
2.4 Designate Accessibility Focal Points in each Cluster's Patron	Clusters
2.5 Set Up Follow up and Monitoring procedure	Coordination Body Technical Office

Objective 2 Description

All over the world, enforcement is one of the biggest challenges in implementing accessibility requirements. Dubai should be able to overcome this obstacle by setting up a governance model consisting of a coordination body and a Cluster system, for implementation, enforcement and monitoring.

The first step is the designation of Accessibility Clusters, and Patrons, which will be institutions suited to monitor similar building types, to ensure that all and any of the facilities in Dubai from both the public and private sectors are involved in the implementation of this Strategy.

The coordination between Clusters will be achieved by setting up a Coordination Body composed of all Cluster Patrons. The coordination body shall be assisted by a Technical Office that will provide technical support and monitor the overall accessibility policy. The Coordination Body will have an

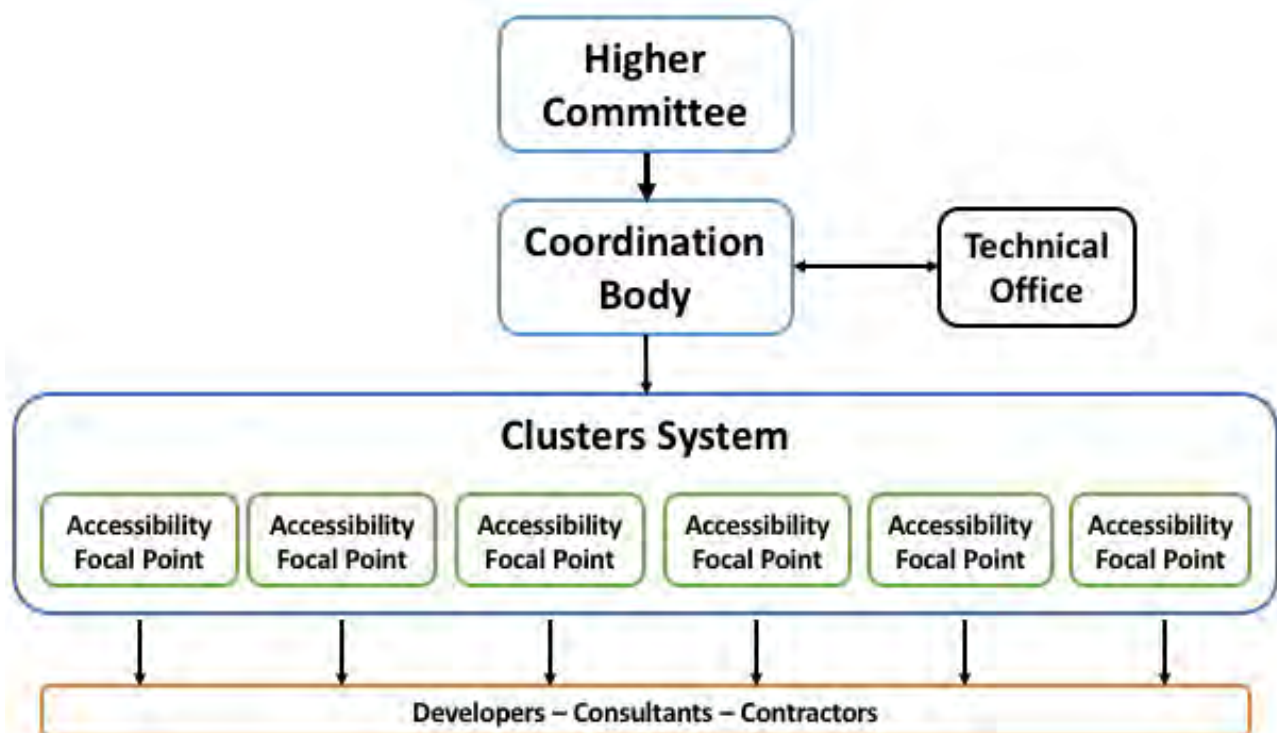
Executive Board formed by Dubai Municipality, The Road and Transport Authority, the Community Development Authority and Trakhees.

Each Cluster will have a designated Accessibility Focal Point, consisting of an existing department or position, in each of the Patrons, with the assigned task of monitoring the strategy implementation in the Cluster. This will avoid the need of additional staff in existing departments.

Each Cluster may establish their own Operating Procedures and coordination mechanism with their consultants and contractors, provided they are in line with this Universal Accessibility Strategy and Action Plan.

The Accessibility Focal Points will be in charge of coordinating and monitoring consultants and contractors' universal accessibility activities regarding design, execution, inspection, monitoring and reporting.

Figure 5. Governance model



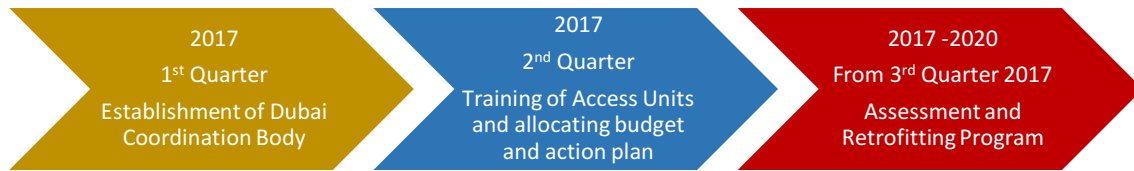


Figure 6. Timeframe for implementation of Governance and Management

Activities

2.1 Establish a Cluster system with designated Patrons

2.2 Set up a Coordination Body formed by the Cluster's Patrons

2.2.1 Establish the Coordination Body Rules of Operation

2.2.2 Set up a meetings calendar

2.3 Set up a Technical Office to assist the Coordination Body

2.3.1 Organize all necessary workshops and meetings to guarantee that the new responsibilities are explained and understood by all public and private stakeholders.

2.4 Designate Accessibility Focal Points in each Cluster

2.4.1 Establish the Accessibility Focal Points Rules of Operation

2.5 Set Up Follow up and monitoring procedures for the Coordination Body and Technical Office

2.5.1 Set up monitoring procedures to overseeing the Clusters activity regarding retrofitting, follow up the accessibility improvements in the

Emirate, supervise the observation of the regulations and prevent any deviations.

2.5.2. Set up monitoring procedures to overseeing the Clusters activity regarding maintenance.

2.5.3. Define and implement the procedures to include universal accessibility in procurement processes

2.5.4. Define and implement the procedures to include universal accessibility in maintenance processes

2.5.5. Define and implement project audit procedures

2.5.6. Define and implement works inspection procedures

2.5.7. Define and implement Complaint procedures

2.5.8. Define and implement monitoring tools

2.5.9. Define and implement reporting procedures

2.5.10. Data analysis by means of monitoring tools

Table 1. Clusters Distribution

Patron / Task Force		Cluster
1	Dubai Municipality	<ul style="list-style-type: none"> Administrative Buildings. Parks, Beaches and Recreation Utilities companies and gas stations Private housing and offices Commercial, retail and bank offices Industry
2	Trakhees	<ul style="list-style-type: none"> Private housing and offices Commercial, retail and banks Industry Park, beaches, recreation facilities
3	Dubai Silicon Oasis	<ul style="list-style-type: none"> Private housing and offices Commercial, retail and bank offices Industry
4	DCCA	<ul style="list-style-type: none"> Private housing and offices Commercial, retail and bank offices Industry
5	Dubai South	<ul style="list-style-type: none"> Private housing and offices Commercial, retail and bank offices Industry
6	Road and Transport Authority	Transport facilities, parking
7	Road and Transport Authority	Pedestrian Infrastructure
8	Health Authority	Hospitals and health centres
9	Knowledge and Human Development	Educational facilities
10	Department of Tourism	Tourism facilities
11	Department of Culture / Each owner (if Patron)	Museums and cultural centres
12	Islamic Affairs	Mosques
13	CDA	Community Centres
14	Dubai Police	Police Stations and Buildings, and prisons
15	Mohammed bin Rashid Establishment	Public Housing
16	Sports Council	Sports facilities
17	Dubai Courts	Courts
18	Dubai Airports	Airports
19	Civil Defence	Civil Defence

Objective 3 - Retrofitting

Set up specific retrofitting programs for the built environment and mobility domains, covering public spaces and all transport modes, with the participation of the public and private sectors.

Activities	Responsible institutions
3.1 Set up Retrofitting priorities	Coordination Body Technical Office
3.2 Develop retrofitting programs for buildings	Technical Office Cluster Patrons Dubai Municipality Trakhees Free Zones RTA
3.3 Develop retrofitting programs for public spaces	Technical Office Dubai Municipality Free Zones
3.4 Develop retrofitting programs for accessible pedestrian routes in Dubai communities	Technical Office RTA
3.5 Develop Retrofitting programs for public transport covering all modes	Technical Office RTA
3.6. Integration of universal accessibility in Major Maintenance Operation	Coordination Body

Objective 3 Description

Once the governance structure of Coordination Body, Clusters and Accessibility Focal points is in place, each Cluster patron shall enforce the development of retrofitting programs, covering building, public spaces, sport facilities, streets and all modes of transport for a fully accessible city by 2020.

An action plan defining the priorities for 2020, the stakeholders' engagement procedures and financial resources should be designed for **each Cluster**. Patrons should plan the retrofitting of their own buildings, oversee and support the retrofitting of buildings from other administration departments, or from the

private sector in the same Cluster, under the supervision of the Coordination Body.

Regarding accessible transport, the aim is improving transport systems and services throughout the trip chain, including access, egress, transfers, trip information, fare collection, vehicles, terminals, stations, shelters and stops universally accessible by 2020. Attention should be paid to the procurement and maintenance processes to streamline operations.

Activities

3.1 Set up the Retrofitting Priorities

3.1.1 Set up Emirate's Retrofitting Priorities

3.1.2 Set Up Cluster Retrofitting Priorities

3.2 Develop retrofitting programs for buildings

3.2.1 Launch an information campaign aimed at informing building owners and consultants about the retrofitting program

3.2.2. Pilot retrofitting exercise in each Cluster

3.2.3. Set up and execute retrofitting programs in each Cluster for government buildings covering all sectors and administrations and buildings for public use

3.2.4. Set up and execute retrofitting programs in each Cluster for private sector buildings covering all sectors and type of buildings for public use

3.3 Develop retrofitting programs for public spaces

3.3.1 Set up retrofitting programs for parks and recreation facilities

3.3.2 Set up retrofitting programs for public beaches

3.4 Develop retrofitting programs for accessible pedestrian routes in Dubai communities

3.4.1. Define Communities walkability strategy

3.4.2. Pilot accessible pedestrian project

3.4.3. Retrofitting execution for accessible pedestrian routes in Dubai communities

3.5 Develop Retrofitting programs for public transport covering all modes

3.5.1 Develop Retrofitting programs for Metro and Tram

3.5.2 Develop Retrofitting programs for Buses and School Buses

3.5.3 Develop Retrofitting programs for Marine transport

3.5.4 Develop Retrofitting programs for Taxis

3.6. Integration of universal accessibility in Major Maintenance Operations

3.6.1. Integration of universal accessibility in streets maintenance

3.6.2. Integration of universal accessibility in public buildings major maintenance operations

3.6.3. Integration of universal accessibility in facilities and big infrastructures works

Objective 4 – Capacity Building

Build capacity among professionals of the public and private sectors and among persons with disabilities in the Emirate, for the sustainable implementation of a Universal Design approach in current and future works.

Activities	Responsible institutions
4.1 Capacity building of public sector staff for coordination, monitoring and enforcement	Coordination Body Technical Office
4.2 Training of Private Sector Consultants	Coordination Body Technical Office Dubai Municipality Trakhees
4.3 Accreditation of Universal Design Specialist	Coordination Body Technical Office Dubai Municipality Trakhees
4.4 Universal Design in Academic Programs	Coordination Body Technical Office Dubai Knowledge
4.5 Establishment of Universal Design Competence Centre	Coordination Body Technical Office Dubai Knowledge

Objective 4 Description

To ensure the sustainable implementation of the Universal Accessibility Plan in the Emirate, it is necessary to build capacity among qualified professionals. Basic universal accessibility training for professionals working in the public and private sectors must be available and mandated. The Coordination Body and its Technical office will oversee consolidating the knowledge base, assuming the training and accreditation responsibilities and to promoting innovation.

Priority will be given to train those who will be in the Technical Office and the Focal Points; followed by those who have assessment and inspection

responsibilities; and finally, all other public employees with universal accessibility assignments.

This strategic activity includes all the required training programs and material to raise the accessibility knowledge of public servants dealing with designing, maintaining, retrofitting or supervising facilities.

Once the initial training phase is over, and retrofitting programs are under way, a sustainable accessibility implementation still requires continuing education platform through the creation of the Dubai Universal Design Competence Centre as a platform for knowledge management. This includes, among other tasks, organising a universal accessibility training program, publishing training materials, conducting research, demonstration programs; and, in general, raise the competence level among professionals in Dubai regarding Universal Accessibility. Additionally, this centre shall become a reference for the Middle East and North Africa (MENA) region.

Activities

4.1 Capacity building of public sector staff for coordination, monitoring and enforcement

4.1.1 Training of Technical Office staff and Focal Points

4.2 Set up training program for Private Sector Consultants according the Dubai Universal Design Code

4.3 Establish an accreditation system to ensure that Universal Design consultants meet the required professional competencies.

4.4 Promote the development of education programs on Universal Design, in collaboration with local or foreign universities.

4.5 Establishment of The Dubai Universal Design Competence Centre

Objective 5 – Raising Awareness

Raise awareness among the general population about the advantage of creating a universally accessible environment for everyone and foster the participation of persons with disabilities in public life, for ensuring the enforcement of future universal accessibility in any public and private projects

Activities	Responsible institutions
5.1 Promote awareness and acceptance of the rights of people with disabilities	Community Development Authority
5.2 Foster participation of people with disabilities in decision making processes concerning the implementation of the Universal Accessibility Strategy	Coordination Body Technical Office
5.3 Promote awareness among public and private sectors on the benefits of universally accessible environments and transports	Coordination Body Technical Office Dubai Municipality RTA
5.4 Establish Universal Accessibility Awards	The Executive Council Coordination Body
5.5 Set up accessibility rating system	Coordination Body
5.6 Host annual accessibility event	Coordination Body Community Development Authority Dubai Municipality

Objective 5 Description

Universal accessibility will not only benefit those with disabilities but will increase the quality of life for everyone, and produce cross-sector benefits. Disseminating universal accessibility information among all public and private actors and the general population, including residents, visitors and persons with disabilities in Dubai is a fundamental part of a sustainable accessibility strategy. Furthermore, people with disability should be visible in the decision-making processes and in social life.

Activities

5.1 Promote awareness and acceptance of the rights of people with disabilities

5.2 Foster participation of people with disabilities in decision-making processes concerning the implementation of the Universal Accessibility Strategy

5.3 Promote awareness among public and private sectors on the benefits of for all society of universally accessible environments and transports

5.4 Establish Universal Accessibility Awards

5.4.1 Set up Awards' jury and criteria.

5.5 Set up accessibility rating system

5.6 Host annual accessibility event

5. Quick wins

It is possible to generate immediate, highly visible improvements in the City, considering the progress made by some jurisdiction/stakeholders, providing momentum and attracting broader support from stakeholders and final users.

These quick wins ideas should be considered when defining the retrofitting priorities.



Some Quick Win ideas are:

- Improvement of selected shopping malls
- Ensure universal accessibility excellence in important projects like EXPO 2020
- Improve universal accessibility in metro and ensure it in new stations
- Support universal accessibility excellence in hotels to be retrofitted soon
- Include universal accessibility in Green Buildings retrofitting
- Possible Pilot Projects:
 - pedestrian and cycling path from public transit station (metro, tram, bus or marine) to a city icon/landmark
 - One beach
 - One park
 - Burj Khalifa surroundings with EMAAR collaboration
 - Elimination of barriers in shadowed zones of International City with Trakhees collaboration
 - Bus shelter retrofitting
 - Bus drivers training.
 - Training for Alternative Support Service in Metro stations
 - Renew 10 taxis with the highest accessibility standards

6. Stakeholders Engagement

Dubai Authorities implementing the Strategy will work collaboratively with people with disability and their representative organisations, their families and carers, communities and other organisations in the development of programs, policies and systems for a better accessibility implementation.

Cluster Patrons will also hold a national forum with stakeholders in conjunction with each two-yearly report on the Strategy. Additional roundtables or forums will be held on specific topics once the engagement details have been developed and as the need arises during the implementation of the Strategy.



7. Monitoring and Reporting

Monitoring and reporting progress against the Strategy is vital to ensure that life is improving for Emiratis and residents with disability. The Strategy also provides a mechanism to contribute to the reporting requirements under the CRPD.

An important initiative of the Strategy is the introduction of a high level report to track implementation progress. The report will be prepared every two years and will use national trend indicator data based on the five specific objectives of the Strategy.

8. Tracking key achievements

In addition to the high-level report tracking overall progress, each Cluster Patron will report to the Coordination Body on achievements under the Strategy, including reporting from other jurisdictions. These two-yearly reports will be made available to the community and be placed on their accessible websites.

9. Action Plan 2017 – 2020

The Dubai Government is committed to take action in accordance with this Strategy and to provide leadership for the broader community towards the shared vision of an inclusive City that enables people with disability to fulfil their potential as equal citizens.

The Strategy provides a framework to guide policies and program development by all levels of government and actions by the whole community over the next three years. The Coordination Body will oversee implementation and monitor progress in the five specific objectives. The Action Plan Kick-off is especially relevant to guarantee its success during the coming years, incorporating the Interdependent Success Factors from beginning.



9.1. Kick-off Roadmap

It is necessary to clearly define the steps to be done at the initial phase of the Strategy's implementation, and set up priorities. Although the following actions are described under each of the five objectives, they are inter-related. Besides the detailed actions for each objective described in section 9.3, below are described the kick-off actions for immediate implementation

- Approval of the overall Universal Accessibility Strategy and Action plan at the highest level.
- Appointment of Cluster' Patrons that will be part of the Coordination Body and among them the ones that will form the Executive Boards.
- Announce the Strategy and Action Plan.
- Detailed definition of all entities under each Cluster.
- Appointment of the Technical Office and Accessibility Focal Points staff.
- Definition of competences and responsibilities of the Cluster's Patrons and the staff.
- Definition of procedures and programs for new projects, maintenance and retrofitting.
- Approval of the Dubai Universal Design Code.
- Launch assessment, inspection, monitoring and reporting procedures for new projects.
- Set up a pilot in each cluster to test the retrofitting and maintenance procedures.
- Refine procedures after the pilots.
- Launch the retrofitting and maintenance programs.

9.2. Interdependent Success Factors for Kick-off

To guarantee the success of the kick-off phase, it is crucial to guarantee a balance among all seven success factors

Decision-maker commitment	Approval of the Strategy and Action Plan at highest level
Coordinating and continuity	All Patrons and staff shall be appointed
Networking and participation	The governing rules for the Coordination Body are defined and all stakeholders are identified and notified.
Strategic planning	All procedures are defined
Knowledge management	The training and education programs are established
Resources	Financial resources have been identified and budgets defined
Communication and marketing	All information is disseminated accurately internally and externally

9.3. Actions

Objective 1 – Legal framework

Update or develop the relevant Legal and Regulatory Framework for promoting and enforcing universal accessibility.

Action	Indicator	Unit of Measurement	Baseline	Timeline 2017-2020	Responsible
Amendment of Law No. 2	Amended Law	Law	Law No. 2	2017	The Executive Council
Law No. 2 Accessibility Bylaws	Published Bylaws	Bylaws	N/A	2017	The Executive Council
Dubai Universal Accessibility Code	Published Code	Code	N/A	2017	The Executive Council

Objective 2 – Governance and Enforcement

Set up a Governance and Enforcement mechanism for the sustainable implementation of the Universal Accessibility Strategy, involving the city's main stakeholders from the built environment and mobility domains.

The model consist in a Coordination Body and a Cluster system.

The first step is the designation of Accessibility Clusters, and Patrons, which will be institutions suited to monitor similar building types or under the same jurisdiction, to ensure that all and any of the facilities in Dubai from both the public and private sectors are involved in the implementation of this Strategy.

The coordination between Clusters will be achieved by setting up a Coordination Body composed of all Cluster Patrons. The coordination body assisted by a Technical Office will provide technical support and monitor the overall accessibility policy. The Coordination Body will have an Executive Board formed by Dubai Municipality, The Road and Transport Authority, the Community Development Authority and Trakhees.

Each Cluster will have a designated Accessibility Focal Point, consisting of an existing department or position, with the assigned task of monitoring the strategy implementation in the Cluster.

Each Cluster will establish their own procedures in relation to their consultants and contractors, provided they are in line with this Universal Accessibility Strategy and Action Plan.

Once the structure will be created, the Accessibility Focal Points together with the Technical Office will define the procurement, project assessment, inspection, complaining monitoring and reporting procedures to be implemented.

DUASAP PROJECT – October 2016

Phase 3 – Strategy and Action Plan



Accessibility Focal Points will be then in charge of coordinating and monitoring consultants and contractors' universal accessibility activities regarding design, execution, inspection, monitoring and reporting.

Action	Indicator	Unit of Measurement	Baseline	Timeline 2017-2020	Responsible
Establishment of Clusters and nomination of Patrons	Official creation of clusters	Cluster established	N/A		The Executive Council
Set up the Coordination Body	Coordination structure functioning	Meetings of Coordination structure			The Executive Council
Set up Focal Points in each administration	Personnel designated with new tasks	Focal point functioning			Each administration Dept.
Set up of Technical Office	Establishment of Technical Office	Technical support provided			Leading Patrons
Define and implement the procedures to	New policy on Procurement	Number of contracts including	NA	100% in 3/2017	Each administration



This document is solely for internal use. No part of it may be circulated, quoted, or reproduced for distribution outside Community Development Authority in Dubai without prior written approval.

Page 41 of 69

DUASAP PROJECT – October 2016

Phase 3 – Strategy and Action Plan



Action	Indicator	Unit of Measurement	Baseline	Timeline 2017-2020	Responsible
include UA in procurement processes	implemented	universal accessibility clauses			dept.
Define and implement project assessment procedures	New policy defining assessment processes	All Projects using new assessment criteria	NA	4/2017	Each jurisdiction
Define and implement project audit procedures	New policy defining assessment processes	All Projects using new assessment criteria	NA	4/2017	Each jurisdiction
Define and implement works inspection procedures	New inspection procedures used by All relevant officials	All new inspections using procedures	NA	4//2017	Each jurisdiction
Define and implement Complaint	Complaint procedure design or integration into	Number of complaints increase and are	Information requested	4/2017	Each administration



This document is solely for internal use. No part of it may be circulated, quoted, or reproduced for distribution outside Community Development Authority in Dubai without prior written approval.

DUASAP PROJECT – October 2016

Phase 3 – Strategy and Action Plan



Action	Indicator	Unit of Measurement	Baseline	Timeline 2017-2020	Responsible
procedures	existing system	satisfactorily addressed			dept.
Define and implement monitoring tools	Monitoring tools developed	All Facilities monitored with new tools	NA	Working fully in 12/2017	Coordinating Body
Define and implement reporting procedures	Reporting formats developed with specific schedules	Reports issued on time	NA	First in 3/2017	Coordination Body
Data analysis by means of monitoring tools	Data collection and analysis system implemented	Number of reports with accurate data annually	NA	Annual report	Technical Office



This document is solely for internal use. No part of it may be circulated, quoted, or reproduced for distribution outside Community Development Authority in Dubai without prior written approval.

Page 43 of 69

Objective 3 – Retrofitting

Set up specific retrofitting programs for the built environment and mobility domains, covering public spaces, buildings and all transport modes, with the participation of the public and private sectors.

Action	Indicator	Unit of Measurement	Baseline	Timeline 2017-2020	Responsible
Set Up Cluster Retrofitting Priorities	Retrofitting plan	Facility	0%	100% planned in 2017	Coordination Body
Retrofitting of governmental buildings and facilities	Retrofitted building	Building	0%	5% in 2017 25% in 2018 75% in 2019 100% in 2020	Each Cluster Patron
Retrofitting of private buildings	Retrofitted building	Building	0%	Excluding Villas 5 % in 2017: 15% in 2018	Each Cluster Patron

DUASAP PROJECT – October 2016

Phase 3 – Strategy and Action Plan



Action	Indicator	Unit of Measurement	Baseline	Timeline 2017-2020	Responsible
				30% in 2019 60% in 2020	
Set up retrofitting programs for parks and recreation facilities	Retrofitted park	Park	0%	10% in 2017 30% in 2018 60% in 2019 100% in 2020	Dubai Municipality
Set up retrofitting programs for public beaches	Retrofitted public beach accessible point	Beach accessible point	0%	10% in 2017 70% in 2018 100% in 2019	Dubai Municipality
Define Communities walkability strategy	Strategy	Document	NA	6/2017	RTA



This document is solely for internal use. No part of it may be circulated, quoted, or reproduced for distribution outside Community Development Authority in Dubai without prior written approval.

Page 45 of 69

DUASAP PROJECT – October 2016

Phase 3 – Strategy and Action Plan



Action	Indicator	Unit of Measurement	Baseline	Timeline 2017-2020	Responsible
Pilot accessible pedestrian project	Pilot project	Square meter		>5000 m2 in 2017	RTA
Develop retrofitting programs for accessible pedestrian routes in Dubai communities	% of public surface retrofitted	% of pedestrian zones defined in walkability strategy. Estimated < 20% of sidewalks surface	unknown	30% in 2018 70% in 2019 100% in 2020	RTA
Accessible Trip Information	RTA website, printed schedules, maps, flyers	No. of RTA websites, printed schedules, maps, flyers.	RTA Wojhati journey planner was hard to learn and use.	Improved Wojhati, adhering to W3C, and legibility of printed information	RTA
Accessible routes to get on and off vehicles and walkways	Pedestrian walkways, roadways for vehicles	Barrier free routes to access transport modes	Partial	2020 - 100% accessible	RTA/DM
Accessible vehicles, all	Accessible vehicles in a given	No. of vehicles	Only 7 accessible taxis;	Target 50% of taxi fleet accessible.	PTA



This document is solely for internal use. No part of it may be circulated, quoted, or reproduced for distribution outside Community Development Authority in Dubai without prior written approval.

Page 46 of 69

DUASAP PROJECT – October 2016

Phase 3 – Strategy and Action Plan



Action	Indicator	Unit of Measurement	Baseline	Timeline 2017-2020	Responsible
modes	modal fleet.		All Abras not accessible	Historical wooden Abras to seek exemption; vehicle for all other modes 100% accessible.	
Accessible modal transfers (Stops/shelters/stations /terminals) and Emergency Evacuation	Metro/tram stations, Bus stops/terminus, marine berths and piers	No. of accessible Metro/tram stations, Bus stops/terminus, marine berths and piers	Partial	2020 - 100% accessible	RTA

Objective 4 – Capacity Building

Build capacity among professionals of the public and private sectors and among persons with disabilities in the Emirate, for the sustainable implementation of a Universal Design approach in current and future works.

Action	Indicator	Unit of Measurement	Baseline	Timeline 2017-2020	Responsible
Training Technical Office members and Focal Points	% of Trainees	Certificates issued	NA	100% in 12/2016	Coordination Body
Training permit department staff and inspectors	% of Trainees	Certificates issued	NA	100% in 2/2017	Technical Office
Training accessibility related staff from public sector	% of Trainees	Certificates issued	NA	80% in 6/2017	Technical Office
Training accessibility related staff from private sector	% of Trainees	Certificates issued	NA	80% in 6/2017	Technical Office
Dubai Universal Design Competence Centre					The Executive Council Coordination Body

Objective 5 – Raising Awareness

Raise awareness among the general population about the advantage of creating a universally accessible environment for everyone and foster the participation of persons with disabilities in public life, for ensuring the enforcement of universal accessibility in all public and private projects.

Action	Indicator	Unit of Measurement	Baseline	Timeline 2017-2020	Responsible
Disseminate universal accessibility information	Press conferences, publicity pamphlets, videos, announcements on TV, radio, social media, websites, universal accessibility campaign at schools	No. of press conferences, publicity campaigns, publications, radio, TV, social media announcements, universal accessibility campaign at schools, etc. per year	RTA has recently set up the Customer Service Department to develop a communication strategy to meet customer's needs through 14 different channels including website, call centre, e-mail, complaints,	At least 2 such activities /announcements per month	Coordination Body in conjunction with Cluster Patrons

DUASAP PROJECT – October 2016

Phase 3 – Strategy and Action Plan



Action	Indicator	Unit of Measurement	Baseline	Timeline 2017-2020	Responsible
			social media (Instagram, Facebook, You Tube and Twitter.).		
Launch universal accessibility technical events	Meetings, workshops, seminars, symposiums, conferences	No. and frequency of universal accessibility events held in Dubai	Oct. 10-11 2016 “Future Accessibility & Assistive Technology” Summit Oct. 24-28 2016 Dubai Design Week, panel discussion on “connectivity within a city”	At least 2 universal accessibility gathering(s) per year; a major international conference every three years.	
Establish universal accessibility Awards	Universal accessibility awards and certificates of excellence	No. of universal accessibility Awards per year	NA	About 3 awards per year: Best universal accessibility Practice Award, universal accessibility	



This document is solely for internal use. No part of it may be circulated, quoted, or reproduced for distribution outside Community Development Authority in Dubai without prior written approval.

DUASAP PROJECT – October 2016

Phase 3 – Strategy and Action Plan



Action	Indicator	Unit of Measurement	Baseline	Timeline 2017-2020	Responsible
				Leadership Award, Best universal accessibility Professional Award	
Promote participation of persons with disabilities in universal accessibility projects	Formally registered User Organizations	No. of new and revitalized user organisations	A small organisation for the Blind in Abu Dhabi; no other organized interest groups exist.	Encourage set up of organisations on Mobility, Sensory, Cognitive groups and an Umbrella Council of persons with disabilities	



This document is solely for internal use. No part of it may be circulated, quoted, or reproduced for distribution outside Community Development Authority in Dubai without prior written approval.

Page 51 of 69

10. Timeline 2017 – 2020

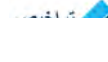
Activities	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24	Month 25	Month 26	Month 27	Month 28	Month 29	Month 30	Month 31	Month 32	Month 33	Month 34	Month 35	Month 36	Year 4	Year 5	Beyond	
1. Legal Framework																																								
Amendment of Law No. 2																																								
Law No. 2 Accessibility Bylaws																																								
Dubai Universal Accessibility Code																																								
2. Governance and																																								

DUASAP PROJECT – October 2016

Phase 3 – Strategy and Action Plan



Activities	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24	Month 25	Month 26	Month 27	Month 28	Month 29	Month 30	Month 31	Month 32	Month 33	Month 34	Month 35	Month 36	Year 4	Year 5	Beyond	
enforcement																																								
2.1. Actions for the Establishment of Coordination Structures																																								
Establishment of Clusters and nomination of Patrons																																								
Set up universal accessibility Task forces in each administration																																								



This document is solely for internal use. No part of it may be circulated, quoted, or reproduced for distribution outside Community Development Authority in Dubai without prior written approval.

DUASAP PROJECT – October 2016

Phase 3 – Strategy and Action Plan



Activities	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24	Month 25	Month 26	Month 27	Month 28	Month 29	Month 30	Month 31	Month 32	Month 33	Month 34	Month 35	Month 36	Year 4	Year 5	Beyond
Set up the Dubai Access Board																																							
Set up of Access Board Technical Office																																							
2.2. Actions for the Distribution of Responsibilities																																							
Assignment of procurement responsibilities																																							
Assignment of maintenance																																							

DUASAP PROJECT – October 2016

Phase 3 – Strategy and Action Plan



Activities	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24	Month 25	Month 26	Month 27	Month 28	Month 29	Month 30	Month 31	Month 32	Month 33	Month 34	Month 35	Month 36	Year 4	Year 5	Beyond	
responsibilities																																								
Assignment of assessment responsibilities																																								
Assignment of design responsibilities																																								
Assignment of construction responsibilities																																								
Assignment of responsibilities regarding claims																																								
Assignment of																																								



This document is solely for internal use. No part of it may be circulated, quoted, or reproduced for distribution outside Community Development Authority in Dubai without prior written approval.

DUASAP PROJECT – October 2016

Phase 3 – Strategy and Action Plan



Activities	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24	Month 25	Month 26	Month 27	Month 28	Month 29	Month 30	Month 31	Month 32	Month 33	Month 34	Month 35	Month 36	Year 4	Year 5	Beyond	
responsibilities regarding penalties																																								
Assignment of monitoring responsibilities																																								
Assignment of reporting responsibilities																																								
2.3 Actions to set up enforcement measures																																								
Define and implement the procedures to																																								

DUASAP PROJECT – October 2016

Phase 3 – Strategy and Action Plan



Activities	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24	Month 25	Month 26	Month 27	Month 28	Month 29	Month 30	Month 31	Month 32	Month 33	Month 34	Month 35	Month 36	Year 4	Year 5	Beyond	
include universal accessibility in procurement processes																																								
Define and implement project assessment procedures																																								
Define and implement works inspection procedures																																								
Define and implement																																								

DUASAP PROJECT – October 2016

Phase 3 – Strategy and Action Plan



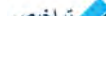
Activities	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24	Month 25	Month 26	Month 27	Month 28	Month 29	Month 30	Month 31	Month 32	Month 33	Month 34	Month 35	Month 36	Year 4	Year 5	Beyond	
sanction procedures																																								
Define and implement Complaining procedures																																								
2.4 Actions to set up monitoring and reporting mechanisms																																								
Define and implement monitoring tools																																								
Define and implement																																								

DUASAP PROJECT – October 2016

Phase 3 – Strategy and Action Plan



Activities	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24	Month 25	Month 26	Month 27	Month 28	Month 29	Month 30	Month 31	Month 32	Month 33	Month 34	Month 35	Month 36	Year 4	Year 5	Beyond
reporting procedures																																							
2.5 Planning actions																																							
Data analysis																																							
Users requirements analysis																																							
Biannual action planning																																							
3. Retrofitting Programs																																							
Planning and executing public buildings																																							

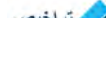


DUASAP PROJECT – October 2016

Phase 3 – Strategy and Action Plan



Activities	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24	Month 25	Month 26	Month 27	Month 28	Month 29	Month 30	Month 31	Month 32	Month 33	Month 34	Month 35	Month 36	Year 4	Year 5	Beyond
retrofitting																																							
Planning and executing private buildings retrofitting																																							
Planning and executing parks retrofitting																																							
Planning and executing beaches access points retrofitting																																							
Develop retrofitting																																							



DUASAP PROJECT – October 2016

Phase 3 – Strategy and Action Plan



Activities	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24	Month 25	Month 26	Month 27	Month 28	Month 29	Month 30	Month 31	Month 32	Month 33	Month 34	Month 35	Month 36	Year 4	Year 5	Beyond	
programs for accessible pedestrian routes in Dubai communities																																								
Integration of universal accessibility in Major Maintenance Operations																																								
4. Capacity Building																																								
4.1. Actions for raising capabilities of coordination																																								



This document is solely for internal use. No part of it may be circulated, quoted, or reproduced for distribution outside Community Development Authority in Dubai without prior written approval.

DUASAP PROJECT – October 2016

Phase 3 – Strategy and Action Plan



Activities	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24	Month 25	Month 26	Month 27	Month 28	Month 29	Month 30	Month 31	Month 32	Month 33	Month 34	Month 35	Month 36	Year 4	Year 5	Beyond	
and enforcement responsible personnel																																								
Training Task Forces and universal accessibility Technical Office members																																								
Training assessors and inspectors																																								
Training accessibility related staff from public																																								

DUASAP PROJECT – October 2016

Phase 3 – Strategy and Action Plan



Activities	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24	Month 25	Month 26	Month 27	Month 28	Month 29	Month 30	Month 31	Month 32	Month 33	Month 34	Month 35	Month 36	Year 4	Year 5	Beyond	
sector																																								
4.2. Private sector training actions																																								
Design and deliver basic training for Code application																																								
Design and deliver specialized courses																																								
4.3. Actions for the establishment																																								

DUASAP PROJECT – October 2016

Phase 3 – Strategy and Action Plan



Activities	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24	Month 25	Month 26	Month 27	Month 28	Month 29	Month 30	Month 31	Month 32	Month 33	Month 34	Month 35	Month 36	Year 4	Year 5	Beyond	
and development of the UD Competence Centre																																								
Design the UD Competence Centre functions and resources																																								
Set up the Centre																																								
Develop the knowledge and innovation activities																																								

DUASAP PROJECT – October 2016

Phase 3 – Strategy and Action Plan



Activities	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24	Month 25	Month 26	Month 27	Month 28	Month 29	Month 30	Month 31	Month 32	Month 33	Month 34	Month 35	Month 36	Year 4	Year 5	Beyond	
4.4. Actions to implement the Dubai Universal Accessibility database																																								
Design and implement universal accessibility data base																																								
4.5. Actions for the accreditation of UD specialist																																								
Define accreditation																																								

DUASAP PROJECT – October 2016

Phase 3 – Strategy and Action Plan



Activities	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24	Month 25	Month 26	Month 27	Month 28	Month 29	Month 30	Month 31	Month 32	Month 33	Month 34	Month 35	Month 36	Year 4	Year 5	Beyond	
procedures																																								
4.6. Actions for the development of academic UD programs																																								
Liaise with universities and define objectives																																								
5. Raising Awareness																																								
Annual Disability Awareness																																								

DUASAP PROJECT – October 2016

Phase 3 – Strategy and Action Plan



Activities	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24	Month 25	Month 26	Month 27	Month 28	Month 29	Month 30	Month 31	Month 32	Month 33	Month 34	Month 35	Month 36	Year 4	Year 5	Beyond		
Campaign																																									
Universal Accessibility Awareness Campaign																																									
Set up Universal Accessibility Award criteria																																									
Universal Accessibility Award																																									

11. Closing

This strategy sets out the elements that the government of Dubai will need to address to make Dubai fully accessible.

It starts with a brief recap of the Gap Analysis report and sets out the objectives of the strategy. It also outlines some quick wins that will assist with the process of demonstrating what can be achieved in the short term and follows with an action plan that spells out the roles of the key players in the government of Dubai such as The Community Development Authority, the Dubai Municipality and the Roads and Transport Authority.

There are many other players involved in the process of making a city accessible such as the private sector and an aware and compliant citizenry who respects the law and supports the goal of making Dubai a world-class accessible city.

An important role player is the users themselves, people with disabilities in Dubai who must play a role in supporting this strategy and in ensuring that it is fully implemented.

Dubai can be the most accessible city in the world, since much of its infrastructure is already accessible and need very little intervention. The remaining parts that are not accessible can be made so with the combined efforts of all the different parts of the Government working in tandem to achieve the objectives set out in this strategy.



12. Annex

ANNEX 1. Potential financial sources for retrofitting processes

The following is a non-comprehensive list of potential financial sources.

- Annual budget to be defined by the government
- Fees UA training for private sector professionals
- Fees for assessing and inspect buildings retrofitting
- Fees for accessibility materials and products homologation
- Collective purchase of concrete accessibility elements like lift platforms, bars, etc.
- Small increase of Salik parking fees in retrofitted Communities (electric vehicles and neighbours exemption)
- Small tourists tax to be charged at the airport customs (except for persons with disabilities)
- Contribution of Muslim community to retrofit their mosque.
- Major promoters' engagement to retrofit their promotions (both buildings and streets when appropriate)
- Sanctions established in the Bylaws
- Different park fees for tourists (persons with disabilities exempted)
- Fee for restaurants, hotels and cafeterias that do not allow all pedestrians to use their accessible sanitary facilities
- Additional fee for terraces of restaurants and cafeterias occupying public space.
- Sanctions increase for vehicles invading walking paths.