



## Ms. Laila Ali Saif Bin Hareb Al-Muhairi

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Throughout her career for more than twenty-two years, Ms. Laila Ali Hareb Al-Muhairi sought tirelessly to improve the performance of governmental entities in order to accommodate the national development projects and the existing boom in the UAE since its inception. Success became a concern and challenge to which Laila aspires through her leadership and expertise in strategic planning and management. Accordingly, she is known as the lady of difficult tasks who is entrusted with different highly important national projects for her reputation of transforming ambitions goals into realities. Ms. Laila grew up in her hometown Dubai, United Arab Emirates. She embedded the spirit of innovation and challenges during the years of studies and gained from the academic learning what qualifies her to undertake the management of national ambitious projects; converting such projects from charts and graphs to a reality experienced by millions of citizens and residents in the country and recognized by the international community. Her continuous successes at the level of strategic planning spread across the governmental and national arenas.

She has devoted all her expertise for the advancement of the civil aviation sector in the State, which is the fastest-growing in all local and international sectors. Thanks to her future insightful vision, Ms. Laila realized that the growth of civil aviation depends on the amendment of the law of Civil Aviation applicable at that time; so as to accommodate future forecasts of growth and prosperity, to create a common ground of benefit to the aviation sector as a whole as a federal sector that copes with the UAE Vision of 2020 and meets the aspirations of the airline companies to expand and grow the quality and quantity. She succeeded in formulating a draft amendment to the Law of civil Aviation and

submitted the amendment to the Council of Ministers for consideration and adoption.

Within the GCAA, Ms. Laila focused her full attention in the Authority, on restructuring the Authority to meet the optimal International administrative standards through the Overall Transformation Plan that boosted the internal procedures by re-forming the sectors and departments, supporting federal programs of empowerment and developing a comprehensive strategic plan based on a clear vision for the Authority represented in "the establishment of a safe, leading and sustainable civil aviation system". Through nearly a year, she enabled the Authority to win Sheikh Mohammed Bin Rashid Government Excellence Award, for the best strategic planning in a governmental body.

In the same context, the Authority witnessed a boom at the level of strategy achievement moving from 60 percent in the year 2008 to 99.2 percent last year 2013 this records the highest among the federal authorities. This information is based on the data issued by the Office of the Prime Minister who is closely observing the completion of the strategic plan on a monthly basis and assessing the strategic performance of government authorities. In addition to the above responsibility, Ms. Laila also managed the Strategy and International Affairs Sector with the highest degree She promoted the work of the national carriers by opening international markets for local airline companies by means of international air transport agreements. She directed more than 80 international delegations to succeed of which she headed many of them, thanks to her professional negotiation skills, in signing Open Skies Agreements with a number of countries around the world. Nowadays, the total number of agreements signed by the General Civil Aviation Authority is 163 air transport bilateral agreements out of 190 contracting countries

with the International Civil Aviation Organization (ICAO). This means, in reality, that Emirates Airlines, Etihad Airways, FlyDubai and Air Arabia operations are up to 85% of the world member states in the ICAO. This is reflected in its support of the national economy and contribution with about 15% to the financial revenues of the GDP in UAE. Ms.

Laila laid the foundations of the environmental sustainability in the aviation sector. This is proven by an official document issued by the GCAA entitled "UAE Position towards the International Aviation Sector and Climate Change" approved by H.E. Saif Mohammed Al Suwaidi, Director General of the GCAA, and ratified by His Excellency Sultan Bin Saeed Al Mansouri, Minister of Economy and Chairman of the GCAA, after consultation and coordination with a number of local authorities including the Ministry of Environment and Water and the Ministry of Foreign Affairs. This document states the position of the local aviation sectors towards the most important environmental and climate change issues dividing the international civil aviation community into supporters and opponents. The document also emphasizes a unified position of the international civil aviation sector towards the issue of climate change and the associated plans and policies.

Ms. Laila did not content herself with approving the federal environmental policy - she conducted hard negotiations with the European Union to strengthen the position of the state and the interests of national carriers in fair competition issues within the international aviation sector. She made a remarkable progress in winning the support of the countries in the area and region to stop the European plan aiming at limiting the growth of aviation activities in the Arab region with a violation to the directives of the ICAO that reject the unilateral positions in issues of

aviation and urge the international cooperation and the services of the international aviation interests

Ms. Laila is also the pioneer founder of Advance Passenger Information (API) Centre, established in 2012 and currently she is leading the API Centre. She re-attempted the arena of the national, important and new projects, locally and regionally, especially in a sensitive area; the security airspace of UAE. She was entrusted with the project of "Advance Passenger Information" approved by the Ministerial Decree 40/2/9, issued in 2012. Accordingly, the project stipulates to inform the local authorities with the information of the passengers and crew on air, sea and road arriving, departing and transiting from or out of the United Arab Emirates. She also assumed the responsibility of establishing a team of national specialists and trained to use the techniques of early querying. It is the first project of its kind in the region. She also succeeded in opening a center for early querying about travelers in Abu Dhabi International Airport and Dubai International Airport. Ms. Laila's main focus was the national security considering that the security on all modes of transportation is the first line of defense against any unlawful interference that does not likely to bear any gaps or laxity in the procedures.

Ms. Laila used to manage the Strategic Planning at the RTA, she established the foundation stone for future projects and drew the path to reach the highest possible results that are compatible with the huge budgets entrusted to her by the management. Her achievements includes few of the founding projects - RTA strategic plan, RTA organizational structure and the implementation of the concept that the executive council wanted to achieve in

separation, regulation bodies from operational entities, RTA systems, laws, policies, procedures and process including the governance framework, establishment of the largest call center and implementing the award winning customer relation management systems that later was awarded the best CRM and call center solution in the middle east.

She was also proudly part of the "Dubai Metro" project, designed to be the longest fast train, which is still considered the largest public transportation project in UAE. Her continuous successes at the level of strategic planning spread across the governmental and national arenas.

With the ICAO, Ms. Laila is a brilliant representative of the UAE community in front of the international aviation community. She reinforced the representation of the State and established a good reputation for the State in the international arena for the 3rd time with her leadership quality and wise management for the successful state election campaign to win a high-level seat in the executive council of the International Organization for three years. The numbers speaks reflecting her success. In 2010, the State got the highest number of votes during the election of the board thirty-six members out of one hundred and ninety-member States of the Organization. She achieved a similar success during the last election held at the Organization headquarters in Montreal, Canada, in 2013. The State won again the highest number of votes with a total of 158 votes out of 167 votes and renewed its membership in the board for additional three years. Now, again in 2016 the UAE won the ICAO council election.

Ms. Laila paid special attention to the Arab aviation represented in the Arab Civil Aviation

Authority, headquartered in Rabat, believing that the ACAC is an umbrella gathering brotherly countries and that it must be at its best in the organizational, operational, regulatory, technical aspects to become a destination at which the Arab States look with appreciation within the civil aviation sector and with which the international organizations cooperate reliably and equally as a representative of the Arab mass in the civil aviation sector.

Ms. Laila pushed on her international and regional successes inspired by UAE trend and following the wisdom of the founders and the leaders of the nation. She shared her expertise in strategic planning and the promotion of the human element with the international clusters and regions. She signed high-level agreements with the Arab Civil Aviation Commission (ACAC), the African Civil Aviation Commission (AFCAC) and the Latin American Civil Aviation Commission (LACAC) stipulating to provide training programs and coordinate diplomatic visits to carry out standardized studies in the field of civil aviation, to pave the way in front of emerging and developing countries for the advancement of the civil aviation sector and improve the practices of security and safety in order to build an international, safe and sound aviation system. The number of trainees in the workshops has exceeded hundreds of decision-makers and general managers in various international civil aviation authorities. She made a lasting impression to the visiting women delegates from these countries to transfer the knowledge and innovation for the women empowerment in all fields.

In recognition for her achievements in civil aviation, Laila Bin Hareb Al-Muhairi, the Assistant Director General of UAE GCAA, was honoured as the Person of the Year who made

significant achievements in the local civil aviation sector. Internationally, Ms. Laila won "Stevie Award" in Boston, United States of America for the category of "Creative Ladies in Work Field". She was twice awarded for UAE Aviation Award personal achievements, also she received award for Women Leadership Congress Awards. She was personally recognized by H.H. Saif Bin Zayed Al Nahayan for her brilliant contribution in founding the Advance Passenger Information (API) Centre in the UAE. The most recent is the award from Dubai Quality Group for winning the Best Professional Aviation Women Award.

Ms. Laila continues her contribution to the development of the UAE through her great leadership, organization transformation and innovation towards achieving its vision, efficient financial management, decision making, building professional work cultures, policy making and her influencing character and also investing time and efforts in building future leaders of UAE, toward the development of the nation.



## Mr. Shahid Qadeer

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Shahid Qadeer is the Acting Director and Senior Specialist Strategy & Corporate Performance Management at General Civil Aviation Authority UAE. In GCAA, he is responsible for the Strategic and Operational Planning process, Innovation, Future Foresight and Corporate Excellence. He has successfully implemented a practical and effective corporate performance management system that measures and reports the organizational performance.

Shahid has over 30 years of experience in the aviation industry ranging from Airline Operation's Safety Audit, Training, Performance Management, Quality Assurance, Customer Relationship Management and Project Management. He has previously worked for Emirates Airlines as Service Audit Manager, Group Safety Auditor and Performance Manager. Besides aviation industry, he has also worked in the real estate development sector where he has held senior management positions with Dubailand and Nakheel, two of the major property development organizations in Dubai.

Shahid holds a Master's degree in Business Administration and Bachelor's in Economics and Statistics. He is a certified Balanced Scorecard Professional by George Washington University USA, an ISO Auditor and certified Airlines Operations Safety Auditor from IATA.