



Participant Guide



إكسبو 2020 EXPO 2020
دبي، الإمارات العربية المتحدة
DUBAI, UNITED ARAB EMIRATES



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May 2016







Her Excellency Reem Al Hashimy

UAE Minister of State for International Cooperation
Director General, Bureau Expo Dubai 2020

Expo 2020 Dubai®

On behalf of Expo 2020 Dubai, I take great pleasure in presenting the Participant Guides. As you explore the potential and scope of your participation in the upcoming Expo, we hope that these Guidelines will contribute to a deeper understanding of our approach, the extensive facilities we are making available for you, and, more importantly, the many ways your nation and businesses can partner with us, as you build your pavilion and decide upon the content that best tells your unique nation's story.

Our chosen theme, Connecting Minds, Creating the Future, is not only a true expression of the very fabric of our nation, it is the core philosophy behind Expo 2020 Dubai to bring nations and people closer together through collaboration and partnerships.

From the earliest days of our bid to host the Expo, we reached out to the world with a simple idea that, in an increasingly interdependent world, the challenges that any country or region faces, be they environmental, man-made or economic impact us all, and solutions are beyond the scope of any single nation or region to tackle unilaterally. We also shared with the world the truth that the common goals and aspirations that bind us can be achieved when we work together.

We hope that you will join us in spreading this message of hope and optimism when the world assembles in Expo 2020 Dubai to showcase the noblest human values and endeavors. We are excited by the prospect of all of us, every participating nation and organisation, availing this unique opportunity to learn from one another, share ideas, blend thoughts, and create new and tangible opportunities, from wherever those thoughts and ideas may come from. In these Guidelines, you will discover how we intend to deliver on this commitment by ensuring that the very design and every facility we will make available to your nation will contribute to making Expo 2020 Dubai the most inclusive such event ever staged.

As the first World Expo to take place in the Middle East, Africa, and South Asia, and the first to be hosted by an Arab country, the opportunities to connect with one of the most dynamic, young, and fastest growing regions in the world are immense. To translate such opportunities into partnerships, be they in knowledge transfer, trade or investments, and services, Expo 2020 Dubai will offer, for the first time, individual representation to countries. We also intend to make the process of joining us on this journey efficient and easy.

Developing rapid and easy participation has involved, among other things, the creation of a comprehensive Master Plan that incorporates sophisticated quality assurance and risk management processes. The plan has been formulated to ensure that every participant is handled smoothly and seamlessly by the many government bodies involved. Above all, it benefits from the ceaseless work of Bureau Expo Dubai 2020 in coordinating every step of the way. As with ease of process, so with swift progress.

As you will read, since the BIE General Assembly in November 2015, we have already made considerable headway in many of the key areas. Much credit for this can be attributed to an exceptionally high level of enthusiasm and commitment within the United Arab Emirates. Government and citizens alike have adopted our Expo as a vital national endeavour, one that will be meaningful, making our nation proud and thrilling millions of visitors from every part of the world.

As well as national commitment, we hope this document clearly demonstrates the high level of operational alignment already in place to ensure that your own journey to Expo 2020 Dubai is safe, smooth, efficient, and ultimately effective.

To ensure that your participation is handled seamlessly, every member of my team stands ready to help you as you begin to construct your own plans to join with us and welcome the world.

Thank you for your commitment, interest, and support.

I look forward to meeting you all personally over the coming years.

Her Excellency Reem Al Hashimy

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Acronyms, Abbreviations, Units, and Definitions

Acronyms and Abbreviations

Acronym/Abbreviation	Expansion
BIE	Bureau International des Expositions
ICT	Information and Communications Technology
IPM	International Participant Meeting
MEP	Mechanical, Electrical, and Plumbing
SME	Small and Medium-Sized Enterprises
UAE	United Arab Emirates

Units

Unit	Expansion
m	Metre
m ²	Square Metres
US\$	US Dollar
US\$/m ²	US Dollars per Square Metre

Definitions

Term	Definition
Assistance Programme	Dedicated financial and technical assistance to support the participation of developing countries.
Assisted Pavilions	Pavilions allocated to developing countries eligible for the assistance programme.
Commissioner General of Expo 2020	The person appointed by the UAE to represent the Inviting Government in matters concerning the organisation and completion of Expo 2020 Dubai.
Concourse	Public circulation spaces within the Expo 2020 gated perimeter.
Entrances	Entrances allowing access to the gated perimeter.
Expo 2020 Dubai	Name of the event that will be hosted on the Expo site; Also referred to as 'Expo 2020,' 'Expo,' 'Dubai Expo 2020,' 'Expo Dubai 2020,' and 'Expo event.'
Expo Site	The site on which Expo 2020 will be hosted. It includes areas within and outside the gated perimeter. Also referred to as 'site.'
Expo Village	Real estate development with the purpose of housing the participants during Expo 2020 Dubai.
Gated Perimeter	The part of the Expo site that is fenced and gated.
General Regulations	The regulations of Expo 2020 Dubai, which constitute part of the Registration Document.
Majlis	This is an Arabic term meaning 'a place of sitting' to describe various types of special gatherings, typically a large space, to discuss local events and issues, exchange news, receive guests, socialise and be entertained.
Master Plan	The detailed plan that outlines the different real estate elements, open spaces, and other facilities within the Expo site.
National Days	Calendar days during the operation period of Expo 2020 Dubai dedicated to celebrating the national days of the participant countries.
Non-official Participants	Parties, outside Official Participant sections, who have been authorised by the Commissioner General of Expo 2020 to participate in Expo 2020 Dubai. These include entities such as corporations, non-government organisations, academic and research institutions, global initiatives, and foundations.
Official Participants	Foreign governments and international organisations who received and accepted the official invitation from the Government of the UAE to participate in Expo 2020 Dubai. These include countries and multilateral organisations.
Organiser	Bureau Expo Dubai 2020; established by virtue of Decree No. 30 of 2014 issued on 25 June 2014 to administer the organisation of Expo 2020 Dubai.
Participant Country	Official countries participating in Expo 2020 Dubai.
Participant Guides	Set of documents issued by the Organiser to explain and guide all aspects of the participation process before, during, and after the Expo 2020 event.
Participant Portal	Web-based portal that facilitates communication, events management, and service requests/delivery to the participants.
Participation Contract	The contract agreed upon between each Section Commissioner General and the Organiser to establish the terms and procedures by which the official participants will take part in Expo 2020 Dubai.
Registration Document	The document relating to the realisation and feasibility of Expo 2020 Dubai which the Inviting Government submitted to the BIE, and which the BIE registered during the 158 th General Assembly on 25 November 2015.
Rented Pavilions	Pavilions built by the Organiser and rented by the participants for their exhibition.
Section Commissioner General	Official participant representative appointed to manage the participation file in accordance with Article 13 of the Convention.
Self-Build Pavilions	Pavilions built by the participants.
Special Pavilions	UAE Pavilion, Theme Pavilions, Multilateral Pavilions, Leadership Pavilion, Corporate Hospitality Pavilion, Children's Pavilion, Media Pavilion, and Service Pavilions.
Special Regulations	The Special Regulations listed in Article 34 of the General Regulations.
Subthemes	Expo 2020 subthemes of Opportunity, Mobility, and Sustainability.
Sustainability Targets	Expo 2020 aspirations and targets on the different sustainability components (energy, water, materials, waste, emissions, public realm and ecology, and sustainability awareness).
Thematic Districts	Physical areas on the Expo site hosting pavilions built by the Organiser, Special Pavilions, Self-Build Pavilions, and Thematic Pavilions.
Thematic Pavilions	Special pavilions located in each Thematic District addressing the subthemes.
Theme	Expo 2020 theme of <i>Connecting Minds, Creating the Future</i> .

1 The Expo 2020 Dubai® Concept



CONNECTING MINDS,
CREATING THE FUTURE
CELEBRATES THE
POWER IN
COLLABORATION
AND PARTNERSHIPS
TOWARDS BUILDING
A BETTER WORLD.



1 The Expo 2020 Dubai® Concept

The history of the United Arab Emirates (UAE) dates back hundreds of thousands of years. Archaeological evidence suggests that the UAE served as an important migration route for early man out of Africa and into Asia. On 02 December 1971, the nomadic lands that now comprise the UAE joined together to form a country.

1.1 The UAE at a Glance

The UAE is governed by a Supreme Council of Rulers made up of seven heads of states (Sheikhs) who appoint a Prime Minister and Cabinet of Ministers. The seven emirates constituting the UAE are Abu Dhabi (the capital), Dubai, Sharjah, Ajman, Umm Al Quwain, Ras Al Khaimah, and Fujairah. The overall political framework has helped create an extremely secure and stable socio-economic environment – a factor that has been instrumental in allowing the UAE, in general, and Dubai, in particular, to attract significant trade flows, foreign investment, and human capital.

When officially declared a nation, the population of the UAE was less than 280,000. Four decades later, the UAE is home to more than 9 million people from around the globe – an incredible growth rate matched by rapid development of the country's infrastructure, institutions, and human development capacity. The UAE then emerged on the global stage as a dynamic, energetic nation with a vibrant economy. As part of its vision for the country's future, the UAE's leaders are committed to addressing the challenges facing the society, improving the lives of people, and promoting peace and stability.

Dubai has a cosmopolitan and safe urban environment that has grown dynamically by connecting people from around the world.

Harmoniously blending a rich cultural heritage with a multidimensional international flavour as well as innovatively adapting to create solutions for the changing needs of a globalised world, Dubai is, in itself, an 'exposition of the world' that epitomises the Expo 2020 Dubai theme of Connecting Minds, Creating the Future.

In the Middle East, the UAE is particularly recognised for creating an 'equal rights and opportunity' society. Women are constitutionally entitled to on par legal status. They have equal access to education and to high levels of empowerment. The UAE's climate of acceptance and openness has fostered compatibility with the cultures of every nationality, allowing for the colourful cohabitation of the UAE nationals with expatriates. The UAE has also become a symbol of tolerance towards other religions and is globally respected for accommodating its people's choice of faith.

1.1.1 The UAE's Golden Jubilee

Expo 2020 Dubai will coincide with the UAE's Golden Jubilee, celebrating the nation's 50th founding anniversary. The Golden Jubilee will be an opportunity to celebrate the country's 50-year journey toward progressive human and economic development.



1.2 The Journey of Dubai

Dubai has adopted a bold economic diversification policy, concentrating on trade and tourism to stimulate its gross domestic product. Recognising the advantage of being a natural harbour with ready access to the Asian subcontinent, Europe, and Africa, Dubai's leadership made a visionary decision in 1961 to dredge the Dubai Creek to allow trade ships to dock. The scale of trade flows grew rapidly, from small fishing and pearling boats to massive cargo containers, leading to the development of Port Rashid – a major commercial port for the region. With volumes of international shipments on the rise in the 1970s, Dubai built the Jebel Ali Port and established itself as a global logistics hub. A period of heavy investment in developing the city's transport networks and commercial infrastructure paved the way for the business community and services sector to flourish around the Dubai Creek and throughout the mainland.

Dubai's economic success has hence been spearheaded by the development of transport and logistics – a sector that remains fundamental to the city's future.

Dubai's trading infrastructure and business environment has lent itself to creating a strategic sea and land hub on the New Silk Road. Capitalising on its strategic location in the trade network, connecting developed western and eastern economies with emerging markets across South and Central Asia and Africa, Dubai has truly thrived in its role as a regional hub and has used this to fuel broader city development. Refer to Figure 1.1.

Liberal licensing and taxation policies were introduced to encourage global corporations in specific industry sectors to establish their regional operations in Dubai. Cementing the foundation for its economic diversification agenda, Dubai also set up a number of free trade zones throughout the city, offering business friendly legislations and customs regulations.

Dubai has a strategic location in the trade network, connecting developed western and eastern economies with emerging markets across South and Central Asia and Africa



Figure 1.1 4-hour Flight Radius

With its strategic location, stable political environment, and prudent approach to sustainable economic development, Dubai has become the ideal base for multinationals targeting markets in the Central Asia, the Middle East, Africa, the Asian subcontinent, and Europe. The city's infrastructure includes a wide array of hospitals, schools, universities, hotels, restaurants, shopping malls, and entertainment destinations – all of which have allowed Dubai to emerge

as a leading regional destination with state-of-the-art urban infrastructure and a world-class social ecosystem for residents, businesses, and visitors.

Dubai's remarkable success as a truly global hub for the international community is linked to several key factors (refer to Figure 1.2).



Figure 1.2 Key Factors to Dubai's Success

1.3 Expo 2020 Dubai Organisational Structure

Figure 1.3 shows the organisational structure that has been put in place to successfully deliver Expo 2020 Dubai. To effectively organise and host Expo 2020 Dubai, the

organisational structure will expand progressively. The responsibilities of the organisation's key divisions and departments are given in the following page.



Figure 1.3 Organisational Structure

- › **Real Estate and Delivery:** Responsible for development of the site Master Plan; management of the design and construction of assets and infrastructure within the site; management of the design and transition of the site according to the legacy Master Plan; and engagement with the participants on the design, construction, and demobilisation of pavilion plots.
- › **International Participants:** Responsible for the management of participation of international participants in the exhibition, and for communication with Bureau International des Expositions (BIE).
- › **Technology:** Responsible for developing and implementing the ICT Master Plan; defining and implementing technology infrastructure, systems, and services as well as providing operations support; preparing and executing technology testing and operational readiness phases; and coordinating with Dubai Smart City initiatives in alignment with the requirements and planning of Expo 2020 Dubai.
- › **Expo Live:** Responsible for managing network-building initiatives, knowledge-sharing events, and other financial incentive, grant, or prize programmes focused on innovative solutions in the subtheme areas.
- › **Event Operations:** Responsible for the design, preparation, readiness, and delivery of the operations required to enable Expo 2020 Dubai to take place.
- › **Protocol, Events, Ceremonies, and Hospitality:** Responsible for the following departments:
 - **Protocol Department:** Responsible for designing, preparing, and delivering services to appropriately accredited persons, prior to and during Expo 2020 Dubai.
 - **Events Department:** Responsible for planning, directing, and staging various event activities prior to and during Expo 2020 Dubai.
 - **Ceremonies Department:** Responsible for planning, developing, and staging various event ceremonies and other large-scale events.
 - **Hospitality Department:** Responsible for planning, designing, and delivering appropriate hospitality solutions for corporate and institutional stakeholders.
- › **Strategy and Content Development:** Responsible for the following departments:
 - **Commercial Department:** Responsible for ticketing, sponsorship, licensing, and merchandising.
 - **Engagement Department:** Responsible for overseeing community efforts with the stakeholders, including youth, corporates and business communities, and local and international government entities.
 - **Theme and Exhibits Department:** Responsible for developing the theme and exhibits content for the event.
 - **Marketing and Communications Department:** Responsible for strategy development and implementation of all marketing and communications efforts.
- **Legacy Department:** Responsible for strategy development and oversight of the legacy development, including economic, social, and reputational legacy.
- **Culture Department:** Responsible for ensuring that Expo 2020 Dubai has a strong cultural element to it, and for engaging with the UAE cultural entities to make sure that the event is authentic to the country and to Dubai.
- › **Sustainability:** Responsible for developing and implementing sustainability policies and strategies; ensuring that sustainability targets are achieved; making sure that sustainability is integrated into thematic exhibition content and other commercial relationships; and engaging civil society on sustainability efforts.
- › **Finance:** Responsible for efficiently and effectively managing the capital and operational expenditures while ensuring that the income generated leads to a balanced budget.
- › **Contracts:** Responsible for post-contract administration for both strategic and tactical projects, including payment certification, claims management, and contract change/variation management.
- › **Legal:** Responsible for advising on legal affairs; managing of legal contracts; and overseeing the protection of all Expo-related intellectual properties.
- › **Human Resources:** Responsible for manpower planning and recruitment; employee engagement, including wellness programmes, performance appraisals, and training; and compliance with regulatory requirements related to labour.
- › **Governance, Risk, and Compliance:** Responsible for implementing initiatives, including establishing the operational governance framework; protecting stakeholder value through implementation of an efficient and effective governance; identifying, assessing, and reporting risks; and monitoring compliance.
- › **Procurement:** Responsible for all procurement-related activities; active engagement with and management of the supply chain; and provision of tools for automation of the process.
- › **Internal Audit:** Responsible for conducting independent and objective assurance reviews to ensure effectiveness of internal controls and, where applicable, advise on improving the effectiveness of the internal controls.
- › **Business Support:** Responsible for providing high-quality operations support across the organisation, including administration, facilities management, government services, travel booking, fleet management, health, safety, and security.
- › **Portfolio Management Office:** Responsible for project management support, oversight, and report over the initiatives or projects undertaken across the programme; smooth facilitation of programme operations; and provision of timely and accurate information to support effective decision-making to applicable stakeholders.

1.4 The Theme of Expo 2020 Dubai

Connecting Minds, Creating the Future represents the potential of what can be achieved when meaningful collaborations and partnerships are forged. The theme recognises that today's challenges are far too complex to be solved in isolation, and that the creation of sustainable solutions to global problems demands readiness to reach out across geographies, institutional boundaries, industry clusters, cultures, and disciplines. Expo 2020 Dubai will be a celebration of how much humanity can accomplish, joining hand in hand, to solve common challenges.

The subthemes of Opportunity, Mobility, and Sustainability (see Figure 1.4) reflect the timeless drivers of progress that continue to inspire people, organisations, and nations in their endeavours to create a better future.

When curating the exhibitions, experiences, and activities of Expo 2020 Dubai, the three subthemes will be interpreted through the lenses of Innovation, Inclusion, and Understanding. Refer to Figure 1.5.

1.5 Applying the Theme of Expo 2020 Dubai

The theme and subthemes will permeate every aspect of Expo 2020 Dubai: from exhibitions to event activities; from site operations to planning and architecture; from the physical site to the intangible world of ideas. In the spirit of the theme, Expo 2020 Dubai aims to be a platform welcoming a diversity of participants to create a space where they can build new connections, explore new ways to collaborate, and through their exhibitions and programming, inspire the next generation to continue pursuing the dreams of the common humanity.

Participants are encouraged to translate the theme into an authentic portfolio of stories and perspectives that highlight the interconnections between the subthemes in a way that engages visitors of all ages. Each participant has the freedom, based on their respective contexts, to curate the content, presentation, and activities that they wish to showcase to the world.

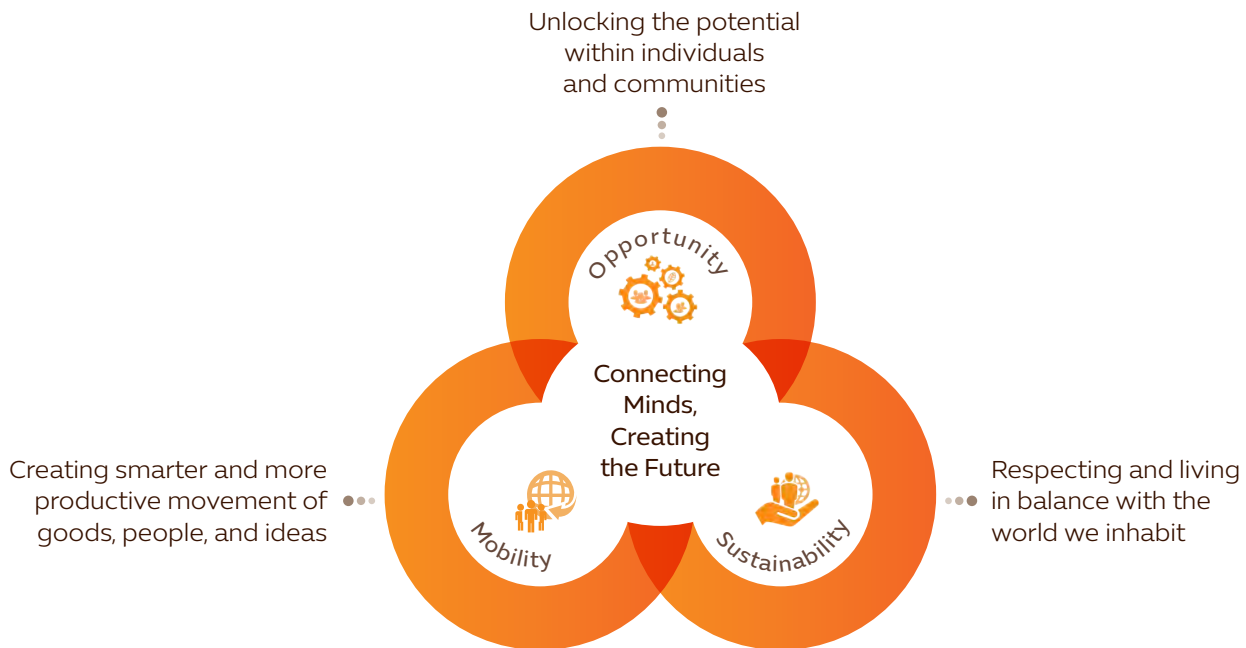


Figure 1.4 Interconnection of the Theme and Subthemes



Figure 1.5 Partnerships for Development

1.5.1 The Expo 2020 Dubai Site

Expo 2020 Dubai aims to create memorable experiences that will amaze, educate, and inspire visitors of all ages. The site is designed as a convening and meeting place for participants, thought leaders, innovators, and policymakers from around the world to connect and share ideas and best practices while engaging in creative dialogue on the next generation of innovation. Connectivity, partnership, and collaboration are embodied in a central physical space, Al Wasl Plaza, from which three petal-shaped districts, dedicated to each of the subthemes, emerge.

Theme-specific exhibits and events as well as cultural performances will extend beyond the boundaries of pavilions, connecting the entire site through engaging interactivity, augmented experiences, and interrelated ideas. These will serve as physical and mental landmarks that guide the visitors' journey, creating thought-provoking opportunities for informal learning and highlighting the beauty of the diverse world.

1.5.2 The Visitor Experience

Expo 2020 Dubai is designed for wonder, at the centre of which lie the one-of-a-kind experiences and unforgettable moments that will be created together with the visitors and participants. It will be an Expo for everyone, inviting discovery, inspiration, understanding, and transformation. Visitors will be able to explore new ideas, discover cutting-edge innovations, and creatively interact between minds, cultures, histories, aspirations, and imaginations.

1.6 Commitment to the Theme of Expo 2020 Dubai

As mentioned in the Registration Document and Special Regulation No. 1, all participants must comply with the following guidelines for theme development:

- › The exhibition space, its contents, and the event activities must be connected to the theme.
- › The theme must be presented and articulated throughout all areas allocated to each participant.
- › The design, construction, and management of the exhibition space must abide to the principles of sustainability.
- › All elements showcased or sold in the exhibition space must help educate the visitors on the innovative, technological, and cultural aspects of their experience.

In addition to the guidelines for theme development, the theme should also be developed according to the following general recommendations:

- › Participants' identity, culture, and traditions should be an important component of the exhibition's proposal.
- › Innovation in planning, design, and content should be present in the exhibition.
- › Visitors should be able to actively engage in the exhibition; indulge in mutual communication; and find their visit interesting and entertaining as they experience the theme.
- › Examples of best practices in fields related to the theme should be showcased.
- › The theme should be articulated as a contributor to global debate.
- › Innovative approaches and measures to address global concerns related to the theme should be proposed.
- › The most qualified resources should be relied upon for theme development and interpretation.
- › The most advanced technological capabilities and solutions should be deployed/showcased.
- › The most efficient and innovative management techniques should be employed.



The Expo 2020 Dubai theme of *Connecting Minds, Creating the Future* celebrates the power of collaboration and partnerships towards building a better world.



The interconnected and interdependent subthemes of Opportunity, Mobility, and Sustainability provide a clear framework that participants can build upon to share their vision for a better future as well as direction for visitors to better understand the way the world interacts.



Participants and the Organiser will work closely together to ensure that the theme and subthemes are reflected in every element of Expo 2020 Dubai and to deliver one-of-a-kind experiences and unforgettable moments to all visitors.

2 The Expo 2020 Dubai® Participants



EXPO 2020 DUBAI®
WILL ATTRACT
A MOSAIC OF
REPRESENTATION
FROM DIFFERENT
COUNTRIES,
MULTILATERAL
ORGANISATIONS,
PRIVATE SECTORS,
AND EDUCATIONAL
INSTITUTIONS.



2 The Expo 2020 Dubai® Participants

The Participation Model of Expo 2020 Dubai® is based on a collaborative approach and early engagement for the preparation of the event.

2.1 Participation Model

The Organiser will deploy tools to facilitate the participants' engagement, including: Participant Guides, International Participant Meeting, Participant Portal, Procurement Portal, Thematic Workshops, Bilateral Relations, Business Connect, Youth Connect, and Expo Live (see Figure 2.1).

2.1.1 Participant Guides

Participant Guides provide the means for the participants to assess, plan, and execute their participation. The Guides include precise information with regards to rules and procedures which will serve as a useful reference for the participants before, during, and after Expo 2020 Dubai.

The Organiser will issue Guides at regular intervals.

2.1.2 International Participant Meeting

The International Participant Meeting (IPM) is one of the most important events for both the Organiser and the participants. The IPM is a vital step to early engagement and continuous dialogue, offering the participants a unique opportunity to connect with each other and to actively involve in the development of Expo 2020 Dubai. The meeting will keep the participants updated on all Expo-related activities and serve as an engaging platform to discuss procedures and seek clarifications related to participation in the event.

Along with the participant countries and international organisations, other participants such as corporations, academic and research institutions, global initiatives, non-government organisations, and foundations are also invited to participate in the IPM.

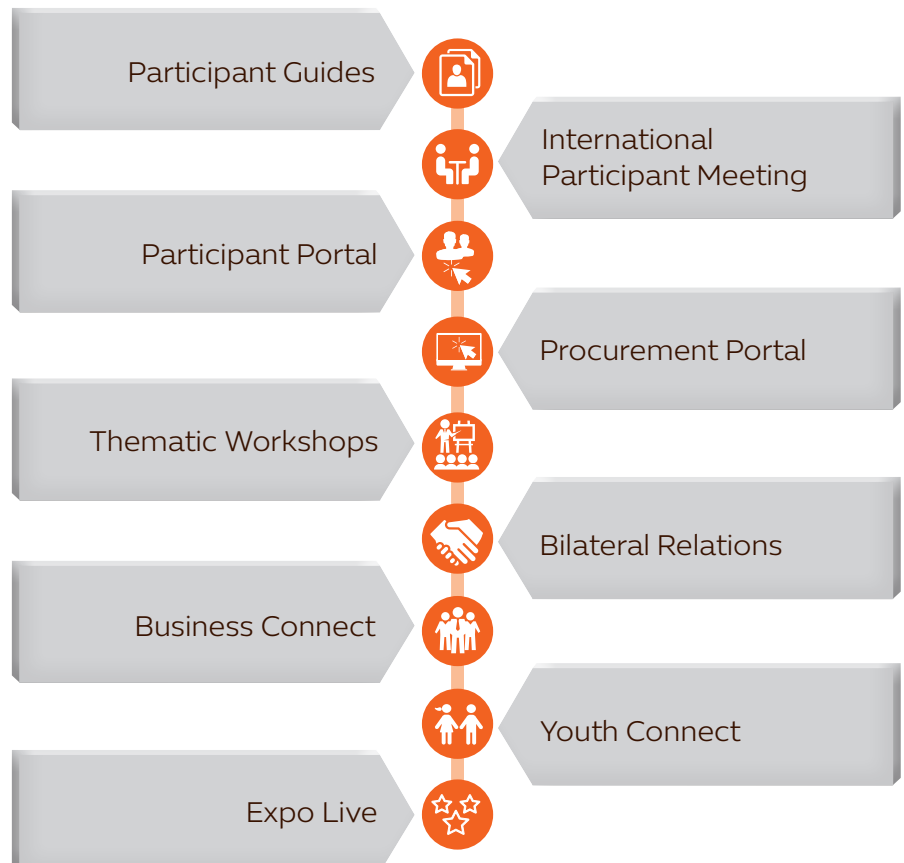


Figure 2.1 Participation Model

2.1.3 Participant Portal

The Participant Portal is an innovative, secure, and sustainable web-based portal designed to engage the participants from the early stages of Expo 2020 Dubai. The portal will also facilitate preparation for the event, giving participants the opportunities to interact with the Organiser on a daily basis. A screenshot of the portal is shown in Figure 2.2.

The portal will track and manage all communications between the participants and the Organiser, helping the latter provide clear, fast, and exhaustive answers to all participants.

Participants will be able to access the portal through a personalised account, while observer accounts can be activated upon request. The portal will provide the participants with tools to request, obtain, share, and discuss information with the Organiser. Other online tools, such as video conferencing, group calls, and video sharing software, are embedded in the system to allow distance co-working sessions with the Organiser.

Using their personal accounts, participants will be able to gather information about their specific plot and construction projects as well as visualise the development of the site. The portal will also be used to keep the participants updated on the general progress of the event and its site as well as the digital release of the Guides and the Special Regulations.

2.1.4 Procurement Portal

In line with the commitment to transparency and good governance, the Organiser uses the Procurement Portal to perform all procurement-related activities. This registration-based online system is open for corporations as well as small and medium-sized enterprises (SMEs) and individuals from all over the world. To enhance the experience of the participants, the portal will be available for procurement activities such as company review, vendor listing, tendering, evaluation, and contracting. A screenshot of the portal is shown in Figure 2.3.

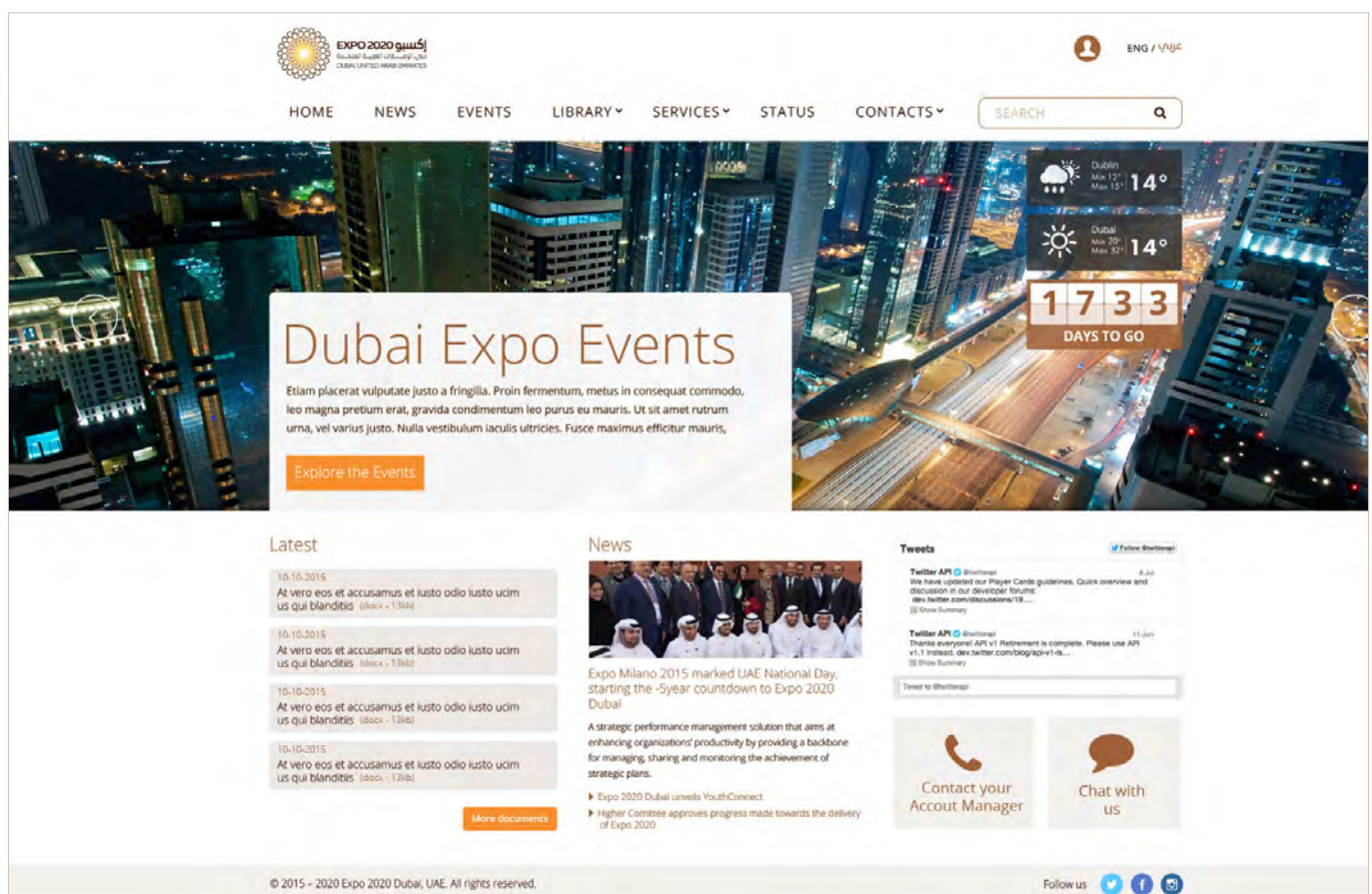


Figure 2.2 Participant Portal

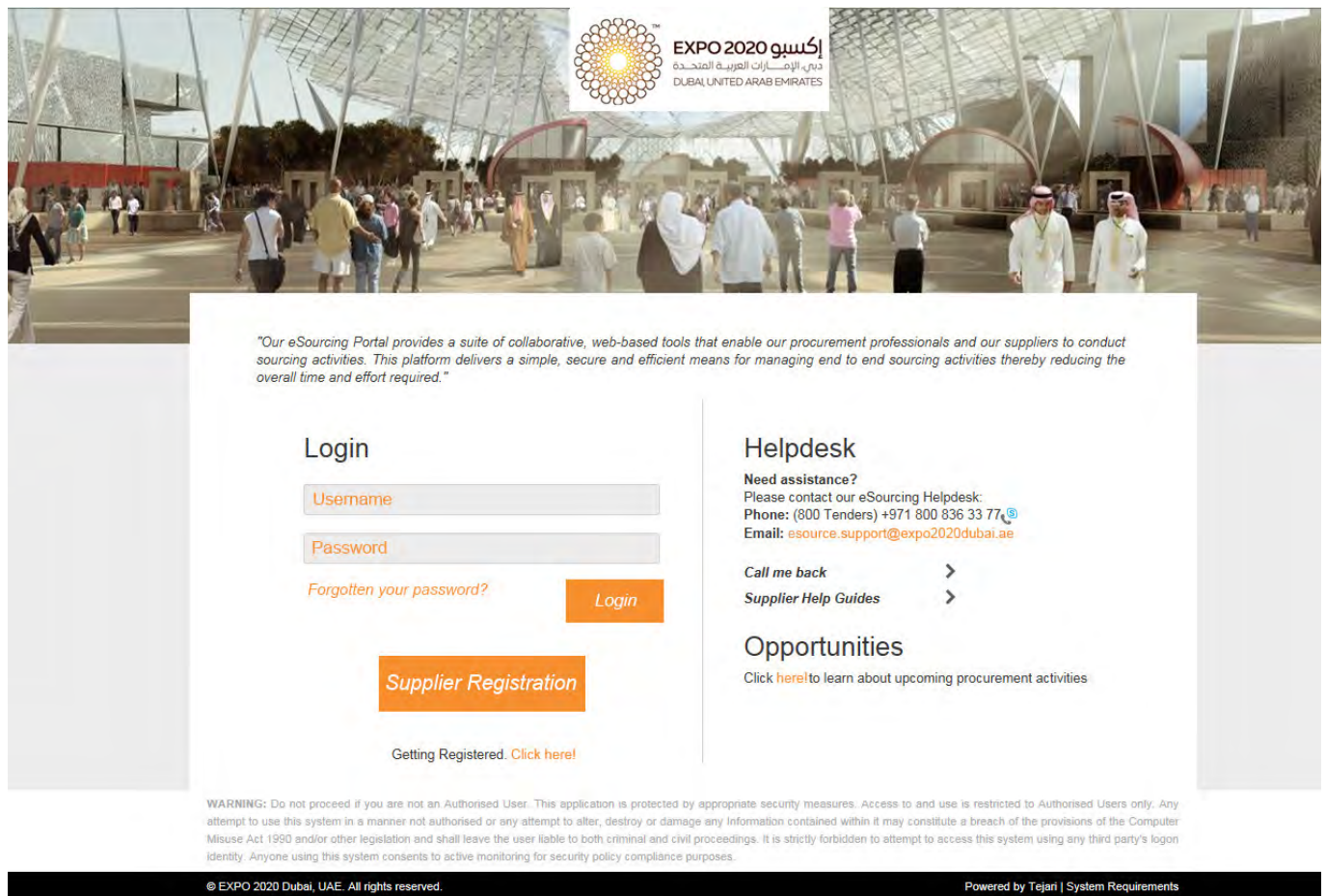


Figure 2.3 Procurement Portal

2.1.5 Thematic Workshops

Thematic workshops are an important tool to encourage the participants to think of the theme and subthemes holistically, and to inspire them as they start thinking about their respective exhibition stories. Thematic workshops will be engaging and interactive in nature.

2.1.6 Bilateral Relations

Expo 2020 Dubai aims to collectively work with the participants, not only in the development of their pavilions, but also through a wider engagement effort. This approach will be continued with the engagement of key stakeholder segments, including the BIE community, participant countries, governments, the business community, institutional participants, the general public, media, and youth.



Participant Guides, International Participant Meeting, Participant Portal, Procurement Portal, Thematic Workshops, Bilateral Relations, Business Connect, Youth Connect, and Expo Live are tools that will facilitate the early engagement of participants for the preparation of Expo 2020 Dubai.

2.2 Participation Procedures

The coordination mechanism between the Organiser and the participants for compliance with the participation procedures will be enhanced by simplifying and clearly highlighting the process which includes the preparation, approvals, and finalisation of procedures and documents.

After receiving the Invitation to Participate, and after the kick-off of the inaugural IPM, participants' initial planning can commence. The Organiser will send a confirmation letter to participants, and each participant country will assign a Section Commissioner General.

Participants are required to submit to the Organiser a Theme Statement, which defines the overall theme and contents for their exhibition. This is a fundamental part of the application for the allocation of the exhibition space. For further details on the Theme Statement, refer to the Theme Guide.

The Theme Statement must be approved by the Organiser and such approval is provisional until the Participation Contract is signed. The exhibition spaces will be allocated after such approval, and their allocation will not be considered final until the Participation Contract is signed.



Participants must closely coordinate with the Organiser to effectively comply with the procedures to participate in Expo 2020 Dubai, from the receipt of Invitation to Participate through to the three stages of design submission.

2.2.1 Exhibition Proposal

The Organiser will facilitate the authorisation of the submissions of the participants. The submission process has been split into three stages (see Figure 2.4).

Once the Theme Statement has been submitted and approved by the Organiser, participants are required to submit full design proposals – Concept and Final. For further details, refer to the Self-Build Pavilions Guide.

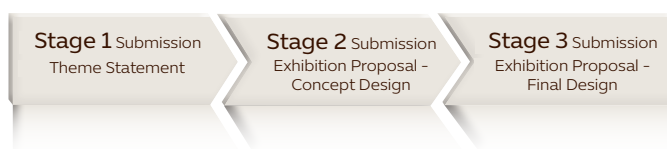


Figure 2.4 Design Submission Stages

All components of the submissions should embrace the spirit of the theme and subthemes. This is the opportunity for each participant to demonstrate their own unique and creative ways of interpreting the theme and subthemes, bringing it to life, and presenting it to the world through their pavilions and event activities.

The Organiser will support the participants by producing and distributing documentation on theme development and representation in the exhibition site. In addition, the Organiser will also collaborate with the participants throughout the design stages.

2.3 Official Participants

Official participants are the countries and international organisations that have accepted the official invitation of the UAE to participate in Expo 2020 Dubai. International organisations are considered as intergovernmental organisations aiming to promote international cooperation scientifically, economically, culturally, and through other fields.

A See Agreement concerning the necessary measures and actions aimed at facilitating the participation to the event and at guaranteeing the success of Expo 2020 Dubai will be negotiated and signed by the UAE and BIE. The Agreement mainly focuses on:

- › Issuance of entry visas, work permits, and residency permits
- › Recognition of driving licences and the import of vehicles
- › Import of goods and materials
- › Use of radio or television frequencies for the participant countries
- › Adoption of tax exemption measures for the participant countries
- › Access to national health services and social services
- › Establishment of a dedicated support centre for the participants
- › Assistance for access to the education system according to admission process and deadlines set by the educational institutions

2.3.1 Participation of International Organisations

Key to the Participation Model is the presence of international organisations whose mission and mandate are directly relevant to the theme and subthemes. These multilateral organisations are ideal partners to educate the public and are excellent examples of effective partnerships in action, since they can produce high-quality exhibitions of tangible developments that relate to the theme and subthemes.

2.3.2 Assistance Programme for the Participation of Developing Countries

The UAE has committed an assistance fund to support the participation of eligible developing countries. These countries will be carefully selected based on a defined set of criteria, including least developing countries, low and lower middle income developing countries, small islands, and landlocked countries.

As part of the assistance programme, eligible developing countries will be allocated their own fully fitted pavilion (with all internal finishes, fittings, and basic furnishings) built at the heart of the site, the Thematic Districts, for higher visibility. The assistance fund will also cover some operational expenditures, including staff support and travel, basic services, marketing, public relations, advertising, and support for National Day celebrations.

- Participant countries will bring the sights and sounds as well as the dreams and achievements of the entire world to Expo 2020 Dubai.
- International organisations are ideal partners to educate the public and are champions of global cooperation and development in different domains related to the subthemes.

2.4 Non-official Participants

Non-official participants include corporations, academic and research institutions, global initiatives, non-government organisations, and foundations. Refer to Figure 2.5.

2.5 Self-Build Pavilions and Pavilions within the Thematic Districts

The Master Plan creates distinct districts for a range of pavilion types within the site. Two of the main pavilion types are: Self-Build Pavilions and pavilions within the Thematic Districts. Refer to Figure 2.6.

- Self-Build Pavilions vary in plot size and are distributed throughout the Master Plan. These pavilions are accessible from the main concourses and circulation areas.
- Pavilions form the core of each Thematic District and consist predominantly of Expo-built structures including Assisted, Rented, and Service Pavilions. These are designed around a permeable urban form with internal routes and courtyard/exhibition spaces. Pavilions in Thematic Districts are divided into three petal-shaped areas that form the districts that project out from Al Wasl Plaza and connect each main entrance with the Theme Pavilions.

Further details on these pavilions and other pavilions built by the Organiser, including visitor access and circulation plan, can be found in the Self-Build Pavilions Guide.



Figure 2.5 Non-official Participants

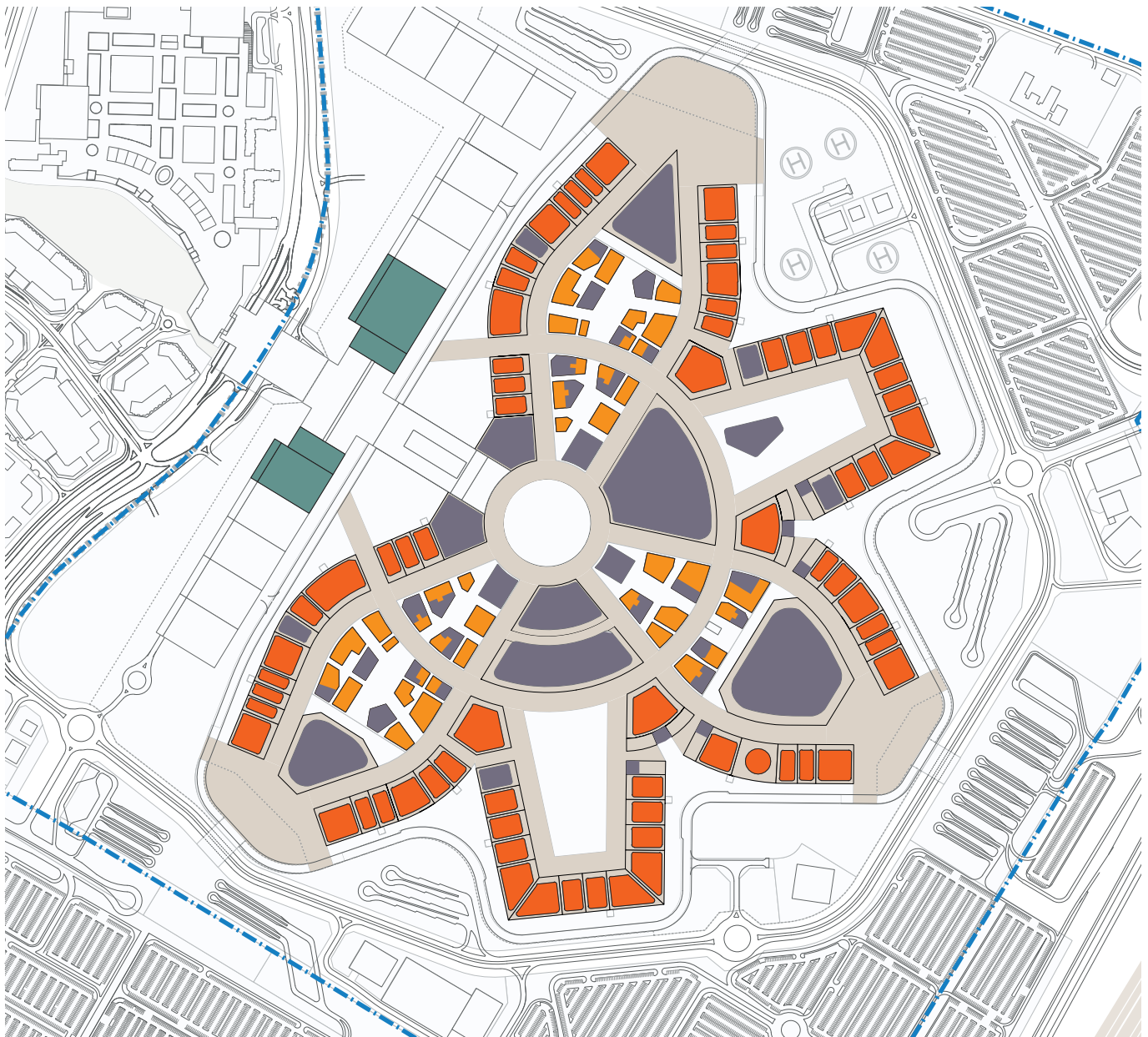


Figure 2.6 Building Typology Plan

KEY

- | | |
|--|---|
| Self-Build Pavilions | Multipurpose Halls |
| Pavilions within the Thematic Districts | Pavilions Built by the Organiser |
| Gated Perimeter | |

2.6 Services for Participants

Participants will be offered a simple and effective digital platform to help them in their preparation and operations, and to optimise the impact of their exhibits.

Participants will have access to all functionalities available to visitors as well as other information relevant to them as participants, for example, visitor numbers, relevant demographics, flow and footfall throughout the site, navigation profile, and events scheduling. Importantly, this platform will link the participants with the Organiser, thus enabling the delivery of data analytics and the provision of

services; this can include efforts such as smart metering, delivery and equipment tracking, and supply reordering through the portal.

Expo 2020 Dubai aims to make the participants' experience as enjoyable and efficient as possible. To this end, the Organiser will provide each participant with a dedicated contact, from the time that the participants have committed to taking part in Expo 2020 Dubai, until the decommissioning and teardown is complete. The Organiser will also provide a 'one-stop shop' to facilitate and assist the participants in aspects of construction, operations, and decommissioning of their pavilions and display areas.

2.6.1 Phase 1: Pre-Event

The Organiser will offer a wide range of services to the participants in the pre-event phase, including facilitating visa services and access to travel logistics for a safe and smooth journey. Participants' personnel may arrive in Dubai before the opening of the event to oversee the construction and fit-out of Self-Build Pavilions or the preparation of the Rented Pavilions. If required, accommodation within Expo Village will be available for these early arrivals. For further details on Expo Village, refer to Section 2.7 Accommodation for Participants.

The Organiser will also facilitate customs clearance and storage provisions for construction materials or consumables. The process of bringing in goods is enhanced by an optimally located site, which has excellent logistics infrastructure for ease of local and international freight and transportation.

In addition, the Organiser will facilitate operational readiness testing. Test events prior to the opening date will begin up to 3 months before the official start of the event. Participants will be required to test the operational readiness of the site and their pavilion during this period.

2.6.2 Phase 2: During the Expo Event

Operations Support

An Operations Guide will provide details on facilities and services that the Organiser will provide, including:

- › Goods storage, distribution, and collection
- › Maintenance and cleaning
- › Waste collection
- › Postal services

Event Support

A Protocol and Events Guide will provide details on services that can be offered to support events, seminars, and meetings, including:

- › Management of rooms, suites, and external spaces available for booking
- › Conference and event administration tasks
- › Audio-visual equipment set-up and technical support
- › Telecommunication and data services

Interpreter Services

Interpreter services will be provided as part of Guest Services.

Access for Participants

Participants will be able to use the full range of transportation services available to the site to best suit their daily needs and activities. All four access points to the site will be serviced by a dedicated lane for ease of access of the participants.

Facilities and Access for Dignitaries and Official Delegations

In addition to the services and facilities offered to the participants, the site has been designed to accommodate dignitaries and official delegates who will attend Expo 2020 Dubai or national days. Specifically, a pavilion built by the Organiser will accommodate dignitaries from participant countries. Further details on national days can be found in the National Day Guide.

The Master Plan will also accommodate access to the site through dedicated lanes. Dignitary access will link with an expansive lounge that will accommodate catering, hospitality, meeting rooms, and majlis suites.



Figure 2.7 Services for Participants

2.6.3 Phase 3: Post-Event

Upon submission of the participants' Decommissioning Plan, the Organiser will facilitate smooth operations for the participants to transition from site, including support in storage, export logistics, and travel.

2.7 Accommodation for Participants

The Expo Village is planned as a residential community (see Figure 2.8) and made available to house approximately 5,000 participants. Each building will comprise a mix of studios and one-, two-, and three-bedroom apartments which will be available by the second quarter of 2019.

The Expo Village is located outside the Expo gated area but directly next to the Metro Entrance, within walking distance to the site. Refer to Figure 2.9.

The guiding principle behind the design of the Expo Village is to provide accommodation options which are convenient, comfortable, secure, and able to cater for a variety of needs of the participants in a community environment.

- › All apartments will be connected to standard utilities as well as telephone and broadband Internet access, and will have optional daily housekeeping services at an additional cost.
- › The Expo Village will be designed to include an outdoor amenity space and at least one leisure space for exercise or relaxation.
- › Local tours will be offered via preferred travel agents.
- › Security at the Expo Village will be maintained by the Organiser; Expo Village will host only the participants' delegates and their families.
- › Local amenities and convenience retail offerings will be provided either as part of the Expo Village or in the adjacent retail development.

The Expo Village is an integral part of Expo 2020 Dubai, and as such, its design and operational principles will reflect the theme and subthemes.



Figure 2.8 Rendered Image of the Expo Village

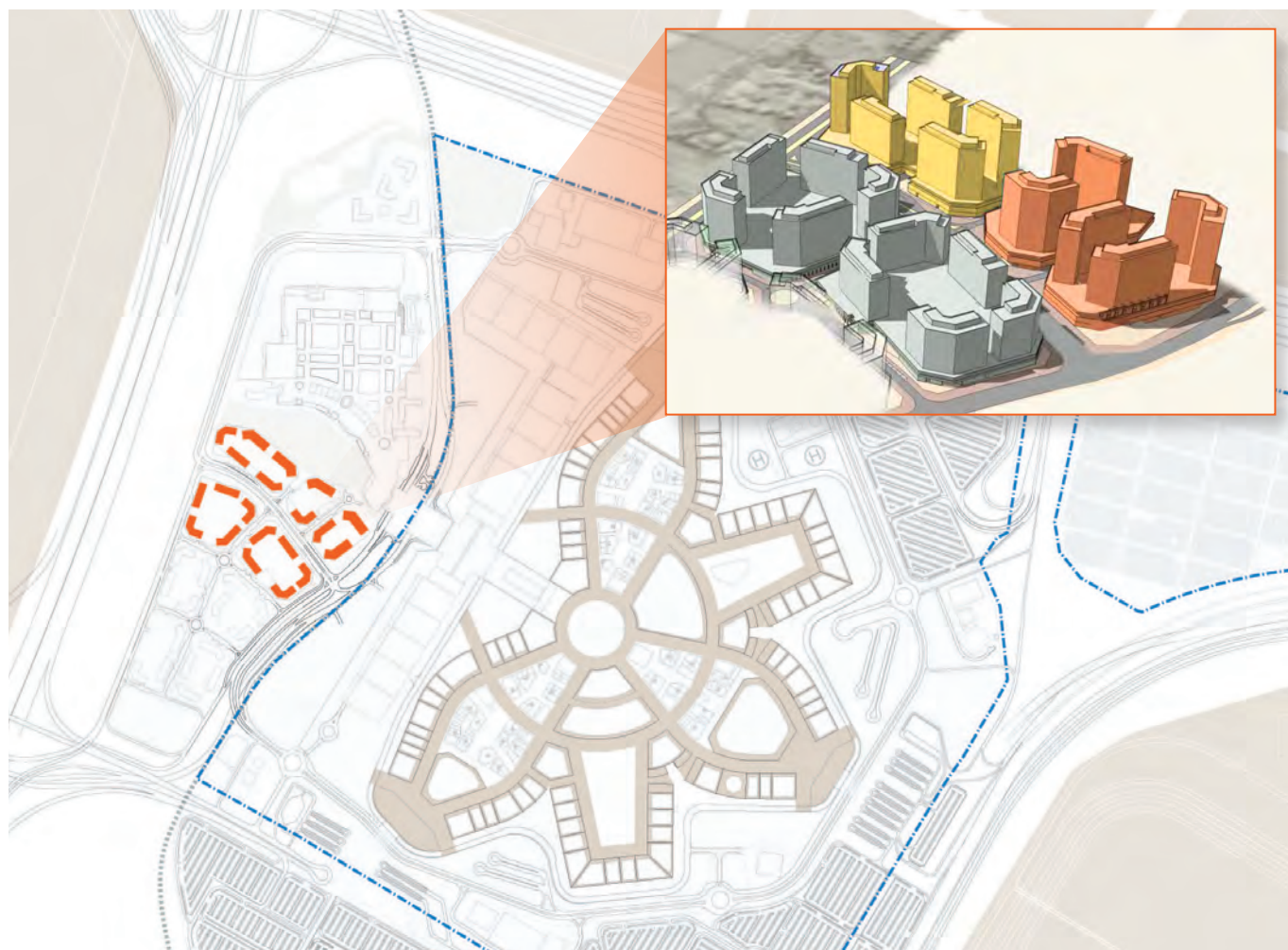


Figure 2.9 Expo Village Location Plan

KEY

- Expo Village
- Gated Perimeter

2.7.1 Pricing and Occupancy

Apartments will be rented at competitive local rates. Estimated accommodation monthly rental rates at the Expo Village are shown in Table 2.1. Estimates are based on the year 2015.

Table 2.1 Estimated Accommodation Monthly Rental Rates at the Expo Village

Type	Monthly Rent (US\$)
Studio	1,021
One-bedroom	1,588
Two-bedroom	1,872
Three-bedroom	2,156

2.8 Conclusion

The UAE is honoured to host the World Expo in 2020. The nation believes in the power of collaboration and multilateral engagement. Expo 2020 Dubai will embrace the spirit of partnership and engage with the international community to seek collective solutions for a better future. The UAE is also proud to welcome the world to experience its rich heritage and traditions as they come together to discuss and address the future of society and the planet.

In preparation for this auspicious event, the UAE is resolutely committed and lends its fully focused support. Everyone is vested in the success of the event; from senior levels of the government, to critical services sectors, such as customs, transport, roads, and police, to the general public. Everyone is part of it!

Additional Guides will be issued at regular intervals to support the participants' meticulous planning and to ensure that Expo 2020 Dubai will be a truly spectacular global event.



Additional Information

Preliminary Estimated Costs of Participation





Preliminary Estimated Costs of Participation

This Additional Information provides indicative costs that participants are likely to incur for their participation at Expo 2020 Dubai. The Organiser cannot guarantee the estimated costs of participation up to the year 2020.

Table 1 highlights the key cost categories applicable for participation at Expo 2020 Dubai.

For the purpose of providing an estimate, an example of pavilion has been selected to illustrate the assessment of participant costs (see Table 2). Note that estimates are based on the year 2016. Cost calculator will be updated regularly.

Table 1 Overview of Participants' Costs

Cost Type	Description	Cost Items
Lease	Organiser-built pavilions: Leasing fees for pavilion space for the Expo 2020 period	Leasing fees
	Self-built pavilions: Plots provided free of leasing costs	
Construction and Fit-out Costs	Construction cost estimates include design and development of Self-Built Pavilions	Construction costs
	Fit-out cost estimates include architectural fit-outs, basic multimedia, as well as furniture, fixture, and equipment installations	Fit-out costs
Basic Services	Security costs include estimates for basic security services for a pavilion	Security
	Housekeeping costs include estimates for general cleaning, pest control, and waste removal	Housekeeping and waste management
	Maintenance costs include estimates for maintenance, inspection, and parts replacement for the pavilion	Maintenance and engineering
	Utilities and other services include costs estimated for electricity, water, and telecoms	Utilities and other services
Operations	Staffing cost estimates include staffing numbers required and the respective costs to operate the pavilions	Staff (managerial and administration staff, secretaries, interpreters, and technicians)
	Logistics costs include estimates for miscellaneous movement of personnel and materials for 6 months	Logistics
	Insurance estimates include costs for insurance for fire, building, and basic content	Insurance
	Signage includes materials, advertising, promotions, and other related costs	Signage and printed material
Dismantling Costs	Dismantling costs include estimates for dismantling of structures and fit-outs for hand-back of plots and pavilions to the Organiser in the original state. These estimates exclude the cost of transportation to or from Dubai.	Dismantling costs



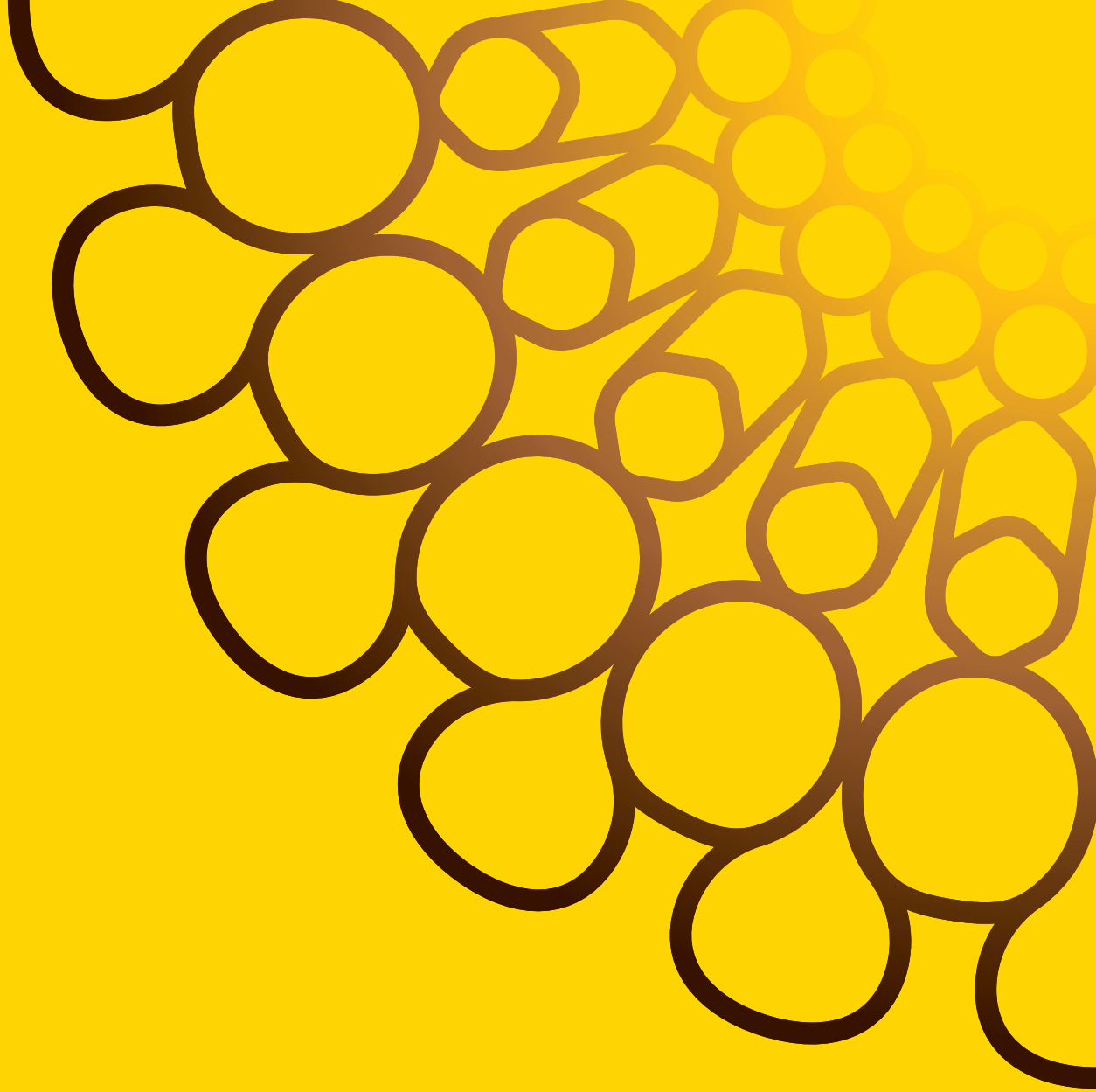
Table 2 Indicative Estimates of Participation Costs for a Pavilion

Costs			Self-Build Pavilion		Plot Size: 1,238 – 1,550 m ² Maximum Permissible Footprint: 866 – 1,085 m ² Built-up Area: 2,713 m ² (assumed 1.5 floors) Maximum Permissible Height: 15 m
			Unit Rate US\$/m ²	Costs (in US\$ '000)	
Construction and Fit-out Costs	Lease	Leasing Fees	0.0	0.0	0.0
	Subtotal Lease Costs		0.0	0.0	
	Civil Works	Substructure	130.4	243	Earthworks, reinforced concrete for substructure
		Structures	303.8	566.4	Modular steel components for superstructure
		Secondary structures	502.4	936.5	Doors, facades, canopies, general interior works, stairs, and toilets
	Utilities and Installation	Water Supply and Drainage	26.0	48.5	General water supply and drainage provisions
		Life Safety Systems	58.4	108.8	Fire alarm, public address – voice alarm, and emergency light
		Electrical Systems	90.1	167.9	Electrical mains, security, telephone, and cable television
		Air Conditioning Systems	95.2	177.4	Air conditioning with fan coil units/air handling unit
		Mechanical Installations	76.4	142.5	Lifts and escalators
		Solar Systems	145.3	270.8	Solar panel to roof including battery systems
		Engineering	171.3	319.4	Design, project management, construction management, commissioning at 12%
	Subtotal Construction Costs		1,599.3	2,981.2	
	Fit-out Work (Architectural and Services)		614.5	1,145.5	Skirting, grid ceiling, paint to walls and MEP (mechanical, electrical, and plumbing) distribution works
	Audio-Visual/Multimedia Installations		69.8	130.1	General audio-visual, multimedia installations
	Engineering		82.1	153.1	Interior design, project management, construction management at 12%
	Subtotal Fit-out Costs		766.4	1,428.7	
Basic Services	Basic Services	Security	22.9	42.8	Pavilion security and pre-booking system management
		Housekeeping and Other Services	16.4	30.6	General cleaning, pest control, and waste removal
		Maintenance and Engineering	7.6	14.3	MEP systems, building fabric and a reactive allowance including maintenance, inspection, and parts replacement
		Utilities and Services	61.2	114.0	Electricity, water, telecom, and other services
	Subtotal Basic Services		108.1	201.7	

Costs			Self-Build Pavilion		Plot Size: 1,238 - 1,550 m ² Maximum Permissible Footprint: 866 - 1,085 m ² Built-up Area: 2,713 m ² (assumed 1.5 floors) Maximum Permissible Height: 15 m
			Unit Rate US\$/m ²	Costs (in US\$ '000)	
Operations	Staff	Managerial and Administration	344.9	642.9	> All in cost for 12 hours per day and 7 days per week for 6 months > Average costs of US\$13,395 per month > 3 people for Module A
		Secretarial	93.3	173.8	> Average costs of US\$9,657 per month > 3 people for Module A
		Interpreters	131.6	245.3	> Average costs of US\$13,628 per month > 3 people for Module A
		Technicians	134.6	250.9	> Average costs of US\$13,940 per month > 3 people for Module A
	Subtotal Staff Costs		704.4	1,312.9	
	Other Operations	Logistics	22.8	42.5	Miscellaneous movement of personnel and materials for 6 months
		Insurance	11.1	20.7	Fire, building, and content insurance
		Signage and Printed Materials	111.0	206.9	Materials, advertising, promotions, and other related costs
	Subtotal Other Operations		144.9	270.1	
	Dismantling	Dismantling Costs	591.4	1,102.4	25% of construction costs
Total			3,914.5	7,297.0	

Note: All numbers are rounded off to the nearest decimal.

Overall, the estimated costs of participation for the example described in Table 2 add up to US\$7.3 million, which represents an average cost per square metre of US\$3,915.







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