MENA CONSTRUCTION SUMMIT 2026

Strategic Partners

Dubai Municipality

Department of Municipalities and Transport

Department of Municipalities and Transport, Abu Dhabi City Municipality

Ministry of Works

Under the patronage of

Ministry of Energy & Infrastructure

MENA CONSTRUCTION SUMMIT 2026

7th Edition | 9–10 November 2026

Madinat Jumeirah Hotel, Dubai | Joharah Ballroom

"Design. Build. Operate. Connect."

Three infrastructure sectors. One lifecycle argument.

UNBX Modular construction: from promise to practice	Structural Anchors	Pathway 1: Climate Resilience & Water	Pathway 2: Transport & Mobility	Pathway 3: Future Assets & Digital Ops

MENA Construction Summit 2026

Across the MENA region, governments are building infrastructure at an unprecedented pace and scale. Roads, railways, metros, tunnels, utilities and urban networks account for trillions of dollars in committed capital, in programmes that will shape how the region moves and functions for generations.

The value of these infrastructure projects is thus measured over decades. However, their operational performance is often excluded or neglected during the design and construction process.

MENA Construction Summit 2026 aims to address this issue by examining how the region can connect investment and delivery with reliable, affordable operation. Project owners, authorities, contractors, financiers and operators will explore how to build assets that meet service needs, withstand changing conditions and remain maintainable throughout their lives.

Day One follows the decisions that shape delivery: project readiness, finance, procurement, design, industrialised construction and supply chains. Day Two follows the responsibilities that continue after completion: acceptance, operating budgets, maintenance, resilience, asset information and renewal.

UNBX is the summit's focused programme on industrialised construction. A shared opening session establishes where modular and offsite methods can improve outcomes. Dedicated discussions then examine the approvals, design interfaces, manufacturing capacity and commercial commitments needed to deliver those outcomes.

What delegates will take away:

- A clearer view of infrastructure opportunities and the evidence that distinguishes a credible project from an aspiration.
- Practical approaches to payment, procurement and capital approval that support whole-life value.
- Examples of handover, maintenance and resilience decisions, including the costs, constraints and results behind them.
- A set of actions for the next project brief, tender or operating plan.

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Monday 9 November 2026 | **DAY ONE AT A GLANCE** | **MCS 2026 · UNBX 2.0**

All delegates
MCS main stage, Joharah Ballroom

08:00 to 09:00
Registration & Networking Breakfast

09:00 to 09:05
Opening Remarks

09:05 to 09:15
Keynote Address

09:15 to 10:00
MEED Market Briefing

10:00 to 10:45
Panel: Infrastructure Visions

10:45 to 11:25
Panel: Writing the Brief for Long-Term Performance

11:25 to 11:45
Presentation: From Design Intelligence to Infrastructure Resilience - Connecting Every Decision

11:45 to 12:25
Panel: Mindset Shift in CapEx

12:25 to 13:05
Panel: Evolving Procurement Models

13:05 to 14:05
Lunch & Exhibition Networking

14:05 to 14:45
Panel: Supply Chain Resilience

14:45 to 15:25
Panel: Modular & Offsite Construction

15: 25 to 15: 35 Delegates to move to UNBX Construction Studio

MCS Pathways Joharah Ballroom	**UNBX 2.0** Modular construction studio
15:15 to 15:30 PATHWAY 1 | Climate Resilience & Water Infrastructure **Pathway 1, Tasreef Programme from Crisis Management to Permanent Solutions**	**15:35 to 15:45** **Welcome: MEED and Dubai Municipality**
15:30 to 16:10 **Pathway 1 | Panel: From Overflow to Resilience: Regional Approaches to Future-Proofing Sewerage Collection**	**15:45 to 16:00** **Keynote: The 70-70 Roadmap, From Strategy to Delivery**
16:10 to 16:40 **Pathway 1 | Presentation: Operating Utilities & Cognitive Digital Twins**	**16:00 to 16:40** **Panel: One Mandate, National Momentum, the UAE Responds**
16:40 to 16:45 **Lessons Learnt & Closing Remarks of the Day**	**16:40 to 16:45** **Lessons Learnt & Closing Remarks of the Day**

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Tuesday 10 November 2026 | **DAY TWO AT A GLANCE** | **MCS 2026 · UNBX 2.0**

All delegates MCS main stage, Joharah Ballroom	MCS Pathways Joharah Ballroom	UNBX 2.0 Modular construction studio
08:00 to 09:00 *Refreshment & Exhibition Open*		
09:00 to 09:15 **Presentation: Lifecycle Asset Management**		
09:15 to 09:55 **Panel: The Handover Problem**		
09:55 to 10:10 *Coffee Break*		
	10:10 to 10:25 Pathway 2 | Transport & Mobility **Presentation: From Reactive to Predictive Maintenance**	**10:10 to 10:40** **Proof, Not Promises: Three Case Studies**
	10:25 to 11:05 **Panel: Roads Alive, Maintaining Live Networks**	**10:40 to 11:40** **One Word, A Million Products**
	11:05 to 11:50 **Panel: Extending Asset Life: Cost-benefit, asset life extension & retrofit vs rebuild**	**11:40 to 12:20** **The Four Gates: Where Does Modular Actually Die**
	11:50 to 12:20 **Fireside Chat: Moving People, Not Cars: Getting more capacity from the networks we already run**	
12:20 to 13:20 *Lunch & Exhibition Networking*		
	13:20 to 13:50 **Fireside Chat: Beyond the Car: How autonomous, electric and air mobility will reshape regional infrastructure**	**13:20 to 14:00** **Panel: Standardisation vs Customisation**
	13:50 to 14:05 PATHWAY 3 | Future Assets & Digital Operations **Material Passport and Digital Product Identity**	**14:00 to 14:20** **Inspiring from Singapore Experience in Modular Adoption**
	14:05 to 14:45 **Panel: Design for Deconstruction**	**14:20 to 15:00** **Panel: Building at Home, Regional Supply Chain**
	14:45 to 14:50 **Summit Closing Address & Communiqué _ Announcement 8th MENA Construction Summit**	**15:00 to 15:20** **UNBX Modular Excellence Awards**
		15:20 to 15:25 **Closing Address – Announcement of UNBX 3.0**

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Participating Entities

Confirmed government bodies, project owners and industry partners

Entity	Category
UNITED ARAB EMIRATES	
Ministry of Energy & Infrastructure	*Event Patron*
Dubai Municipality	*Strategic partner*
Abu Dhabi City Municipality, Department of Municipalities and Transport	*Strategic partner*
Abu Dhabi Projects and Infrastructure Center	*Government*
Roads and Transport Authority	*Government*
Etihad Rail	*National Freight and Passenger Railway Network*
Mashreq Bank	*Financial Institution*
Majid Al Futtaim	*Developer and project owner*
Modon	*Developer and project owner*
Mered	*Developer and project owner*
R.Evolution	*Developer and project owner*
Beeah	*Operator*
AECOM	*Engineering and design consultant*
Mace	*Engineering and design consultant*
WSP	*Engineering and design consultant*
PwC	*Engineering and design consultant*
Autodesk	*Technology provider*
DXB Contech Group	*Investment and advisory*
American University in Dubai	*Academia*
KINGDOM OF SAUDI ARABIA	
Ministry of Transport and Logistic Services	*Government*
Diriyah Company	*Developer and project owner*
Sports Boulevard Foundation	*Developer and project owner*
Rua Al Haram Al Makki	*Developer and project owner*

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KINGDOM OF KUWAIT	
KEO	*Engineering and design consultant*
KINGDOM OF BAHRAIN	
Ministry of Works	*Strategic partner*
Ministry of Municipalities and Agriculture	*Government*
Bahrain International Circuit	*Asset owner and operator*
Diar Al Muharraq	*Developer and project owner*
KINGDOM OF MOROCCO	
Certi-Trust	*Engineering and design consultant*
SINGAPORE	
United Tec	*Contractor*
UNITED KINGDOM	
White & Case	*Global Law Firm*

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Advisory Board



Summit Chair

Ed James
Head of Content & Research, MEA
MEED



Colin Foreman
Editor in Chief
MEED



Yasir Iqbal
Construction Editor
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Dr. Mahmoud Elbural
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Dubai Municipality



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Eng. Ahmad Samara
Asset Expert
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Advisor, Development
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Dr. Peiman Kianmehr
Chair of the Department of Civil Engineering
American University in Dubai



Emad Battah
Infrastructure Development Executive Director
Diriyah Company, KSA



Muhammad AlQahtani
Executive Vice President Sports Boulevard Foundation, KSA



Dr. Zaid Alyami
Advisor to Deputy Minister Ministry of Transportation and Logistics, KSA

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Speakers

Names and roles confirmed at time of publication

Name	Job title	Organisation
H.E. Eng Mohammed Al Mansoori	Undersecretary for Infrastructure and Transport Affairs	UAE Ministry of Energy and Infrastructure
Ahmed Altajer	Director of Facility Management	Bahrain International Circuit
Ahmed Alamadi	Chief Executive Officer	Diar Al Muharraq
Abdelrahman Ali Almahmoud	Director of Federal Road Assets Management Department	UAE Ministry of Energy and Infrastructure
Ahmed Samara	Asset Expert	Dubai Municipality
Allan Tan	Founder and Managing Director	United Tec Construction
Dr. Aisha Al Shehhi	Engineering Expert, Office of the Assistant Undersecretary for Federal Infrastructure Projects Sector	UAE Ministry of Energy & Infrastructure
Ashley Koussa	Partner	PwC
Amr Srour	Senior Associate BIM	Modon
Anass Bataw	MAFTech C&A Leader	Majid Al Futtaim
Arun Mathur	Executive Vice President, Global Head of Contracting Finance	Mashreq Bank
Bader Ali Al Musabi	Director of Infrastructure Assets and Permits Department	Abu Dhabi Municipality
Basel El Khapery	Assistant Professor of Civil Engineering	American University in Dubai
Christopher Seymour	Managing Director – Middle East and Africa	Mace
Dermot Harte	Head of Water	WSP
Frank Beckers	Senior Financial Advisor	Etihad Rail
John Guillespi	Director - Transport & Mobility	Buro Huppold
Hamad Ebrahim	Director, Roads Projects and Maintenance	Ministry of Works, Bahrain
Dr Hesham Nour Eldeen	Practice Director, Structures, Civil Infrastructure and Transportation	AECOM
Dr. Ismail Zohdy	Expert - Future and Innovative Mobility, Public Transport Agency	Roads and Transport Authority
Issam Boudhan	Senior Manager, Special Projects	Beeah
Khaled Altamimi	Manager of Planning and Projects Development Section	Dubai Municipality
Mariska Stoffel	Director of Design & Development	R.Evolution
Manosh De	Advisor, Development	Abu Dhabi Projects and Infrastructure Center
Micheal Belton	Chief Executive Officer	Mered
Mohamed Shahat	Associate, Project & Development Services	JLL

Muhammad AlQahtani	Executive Vice-President	Sports Boulevard Foundation
Naji Atallah	Head of Construction and Manufacturing	Autodesk
Noor Al Nuaimi	Planning Engineer	Dubai Municipality
Omar Ben Aicha	CEO Middle East & Africa	Certi-Trust
Paddy Mohen	Partner	White & Case
Raed Atari	Project Management & Treatment Expert	Dubai Municipality
Sherif Badr	Regional Director, Design & Bid Manager	KEO
Tarek Salloum	Founder and Managing Director	Silver Arrow Advisory

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Day One

CapEx & Delivery: From Pipeline to Programme

08:00 – 09:00 60 min **Registration**	**Registration & Networking Breakfast**
09:00 – 09:05 05 min	**Summit Chair Opening Remarks** **Edward James,** Head of Content & Research MEA, MEED
09:05 – 09:15	**Keynote Address** **H.E. Eng Mohammed Al Mansoori,** Undersecretary for Infrastructure and Transport Affairs at the UAE Ministry of Energy and Infrastructure
09:15 – 10:00 60 min **Presentation**	**MEED Market Briefing** **Central Challenge** A market overview briefing using the latest MEED projects data to summarise performance, key project programmes, top contractors and clients, and forthcoming tenders. The presentation will provide a context and baseline for the discussions and issues addressed at the summit. **Speaker: Edward James,** Head of Content & Research, MEA, MEED
10:00 – 10:45 45 min **High Panel Discussion**	**STRUCTURAL ANCHOR | Infrastructure Visions: Delivering for the next generation** *Cross-Sector / Plenary* **Central Challenge** MENA's infrastructure pipeline is among the largest anywhere. Programmes across the Abu Dhabi, Dubai, and the rest of the UAE represent trillions in committed capital and decades of delivery commitments. Planning ambition and delivery execution are two different things, and the gap between them is widening. This session asks the region's most senior infrastructure decision-makers what it will take to deliver on the commitments being made. **Audience Takeaway** Delegates leave with a senior-level view of regional infrastructure priorities and the delivery pressures behind them, setting the context for the two days that follow. **Keynote Panellists:** - **H.E. Eng Mohammed Al Mansoori,** Undersecretary for Infrastructure and Transport Affairs at the UAE Ministry of Energy and Infrastructure - **H.E. Eng. Abdulla Mohamed Al Blooshi,** Director General of the Urban Planning and Permits Centre at the Department of Municipalities and Transport (DMT) **Invited:** - **H.E. Eng. Marwan Ahmed Bin Ghalita,** Director General, Dubai Municipality **Moderator: Edward James,** Head of Content & Research, MEA, MEED

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10:45 – 11:25
40 min
Panel Discussion

STRUCTURAL ANCHOR | Writing the Brief for Long-Term Performance and Changing Conditions: How design requirements must change to deliver resilient, longer-life assets

Cross-Sector / Plenary

Central Challenge
Almost everything that determines whether an asset survives its design life is fixed before a single drawing is produced. The brief sets the design life, the hazard assumptions, the performance standards and the budget envelope, and every later decision is constrained by it. Yet across the region briefs are still written against historical climate data, single-hazard assumptions and capital cost ceilings that treat resilience as an optional enhancement. Client-side design teams and their consultants are the people who can change this, and many are already trying. This session examines what a brief written for the next fifty years actually specifies, and why those requirements so often fail to survive to tender.
– Design life and whole-life cost: how do you write a brief that forces the evaluation to look beyond the capital number?

Audience Takeaway
Delegates leave with a practical view of how leading client bodies and consultancies are rewriting design requirements for climate, hazard and lifecycle performance, and what it takes for those requirements to hold through procurement.

Panellists:

- **John Guillespi,** Director - Transport & Mobility, Buro Huppold, UAE
- **Maliska Stoffel,** Director of Design & Development, R.Evolution, UAE
- **Sherif Badr,** Regional Director, Design & Bid Manager, KEO, Kuwait

Moderator:

- **Paul Godfrey,** Subject Matter Expert

11:25 – 11:45
20 min
Presentation

STRUCTURAL ANCHOR | From Design Intelligence to Infrastructure Resilience: Connecting Every Decision

What if every infrastructure decision; from land development to designing new rail lines or road corridors and drainage simulation to construction and asset management—could build on the same connected intelligence? Infrastructure resilience begins long before construction. As the UAE faces increasing demands for capacity, connectivity and climate resilience, integrated road design, drainage analysis and infrastructure modelling must work as one.

Discover how connected data enables better decisions today while creating the foundation to operate the infrastructure that can thrive for the next 100 years.

Speaker:

- **Naji Atallah,** Head of Construction and Manufacturing, Autodesk

11:45 – 12:25
40 min
Panel Discussion

STRUCTURAL ANCHOR | Mindset Shift: What could be done better in CapEx to increase longevity and resilience of infrastructure assets

Cross-Sector / Plenary

Central Challenge

Every project carries the same three pressures: time, cost and quality. The balance between them is not set in the brief or fixed at award. It is settled in negotiation, where scope is refined, specifications are tested against budget and programme commitments are made. Reasonable cost discipline and durable quality are not opposed, but holding both requires knowing which elements carry long-term consequence and which can absorb reduction. This session examines how client

and contractor teams reach that balance, and how the three priorities should be weighted when a project cannot have all of them.

Audience Takeaway

Delegates leave with a clearer framework for weighing time, cost and quality in negotiation, and for identifying which elements of a project should be protected regardless of pressure on the other two.

Panellists:

- **Ahmed Alamadi,** Chief Executive Officer, Diar Al Muharraq, Bahrain
- **Manosh De**, Avisor, Development, Abu Dhabi Projects and Infrastructure Center, UAE
- **Micheal Belton,** Chief Executive Officer, Mered
- **Christopher Seymour,** Managing Director – Middle East and Africa, Mace

Moderator

- **Colin Foreman,** Editor Chief, MEED

Invited:

- **CEO**, Aldar, UAE
- **Mohamed Saad**, President DevCo, Diriyah Company

12:25 – 13:05

40 min

Panel Discussion

STRUCTURAL ANCHOR | Evolving Procurement Models: From Design-Bid-Build to PPP, Delivery Partner & Construction Management at Risk

Cross-Sector / Plenary

Central Challenge

MENA's infrastructure ambition has outgrown the procurement models that delivered it. Current programmes need a level of integration, risk transfer and long-term accountability that traditional procurement cannot provide. The open question is whether MENA's contracting market has the capability, the financial depth and the institutional maturity to make more sophisticated models work.

Audience Takeaway

Delegates leave with an assessment of where MENA's contracting market sits on the capability curve, and what needs to happen institutionally, commercially and contractually before more sophisticated models can deliver reliably at scale.

Panellists:

- **Arun Mathur,** Executive Vice President, Global Head of Contracting Finance, Mashreq Bank
- **Emrah Delikan,** Market Director, Middle East, Jacobs
- **Frank Beckers,** Senior Financial Advisor, Etihad Rail
- **Paddy Mohen,** Partner, White & Case

Moderator

- **Tarek Salloum,** Founder and Managing Director, Silver Arrow Advisory

13:05 – 14:05

Lunch & Exhibition Networking

14:05 – 14:45

40 min

Panel Discussion

STRUCTURAL ANCHOR | Supply Chain Resilience: Building buffers against geopolitical disruption & material lead times

Cross-Sector / Plenary

Central Challenge

Infrastructure delivery across MENA depends heavily on global supply chains for materials, equipment and specialist labour. That dependency has been exposed repeatedly: by COVID-19, by Red Sea shipping disruptions and by geopolitical shifts affecting steel, cement and electronics supply. At the scale these programmes operate, a six-week delay in material delivery can put a whole schedule at risk.

– Localisation as a resilience strategy: what is realistic, what is not and what are the quality and cost trade-offs?

Audience Takeaway

Delegates leave with a clear picture of where their supply chain exposure is greatest and at least two contractual or operational strategies being used by peers to manage it.

Panellists:

- **Dr. Eng. Aisha Al Shehhi**, Engineering Expert, Office of the Assistant Undersecretary for Federal Infrastructure Projects Sector, Ministry of Energy and Infrastructure, UAE

Moderator:

- **Edward James**, Head of Content & Research MEA, MEED

14:45 – 15:25

40 min

Panel Discussion

Modular & Offsite Construction: From concept to delivery in compressed timescales

Cross sector/Plenary

Central Challenge

MENA's infrastructure programmes are running under pressure that traditional construction methods were not designed to absorb. Compressed timelines, labour market constraints, extreme climate conditions and simultaneous mega-programme delivery are creating a structural case for modular and offsite construction that goes beyond cost efficiency. This session looks at where and how modular and offsite approaches are improving the delivery performance of transport projects, and the benefits they can bring?

Audience Takeaway

Delegates leave knowing where modular and offsite construction is ready to deploy at scale in MENA, and what needs to change contractually, logistically and institutionally for adoption to pick up.

Panellists:

- **Allan Tanm,** Founder and Managing Director, United Tec Construction, Singapore

Moderator:

- **Dr. Anas Bataw,** MAFTech C&A Leader, Majid Al Futtaim

15:25 – 15:35

Audience interested in UNBX sessions move to Modular Construction Studio

PATHWAY 1 | Climate Resilience & Water Infrastructure

MENA's infrastructure was built for a climate that no longer the same

15:35 – 15:50

15 min

Project Showcase

Future-Proof Dubai Against Climate Challenges and Heavy Rainfall: Tasreef Programme from Crisis Management to Permanent Solutions

Climate Resilience & Water Infrastructure

Central Challenge

Dubai's stormwater network was built for a climate with occasional, short bursts of rain. The record rainfall of April 2024 showed how quickly that assumption breaks down: roads, homes and key transport links were out of action for days. Tasreef is Dubai Municipality's answer: a Dh30bn programme to raise the emirate's stormwater capacity by 700% and move the city from emergency response to permanent, integrated drainage infrastructure. The first phase in Deira covers 13 areas across 4,700 hectares.

The programme was scoped around operating cost as well as capacity, targeting a 20% cut in the cost of building, operating and maintaining pumping stations while extending the life of the network.

This presentation sets out how Dubai planned, phased and is delivering one of the region's largest drainage programmes inside a live city, and what it takes to design for rainfall that is heavier and less predictable than anything the original network was built to handle.

Audience Takeaway

Delegates leave with a first-hand account of how a city turns a flood crisis into a long-term infrastructure programme. They will see how capacity, operating cost and asset life were built into the capital decision from the start, and they will take away practical lessons on planning, phasing and delivery that other cities in the region facing the same climate pressures can apply.

Speaker:

- **Khaled Altamimi,** Manager of Planning and Developments, Dubai Municipality

15:50 – 16:30

40 min

Panel Discussion

From Overflow to Resilience: Regional Approaches to Future-Proofing Sewerage Collection

Climate Resilience & Water Infrastructure

Central Challenge

Sewerage is the infrastructure nobody sees until it fails. Across the region, collection networks were sized for populations and densities that cities have long outgrown. Many still depend on large numbers of pumping stations that are costly to run, vulnerable to power and mechanical failure, and increasingly exposed when heavy rainfall finds its way into the systemDubai has chosen a structural answer rather than a series of incremental fixes. The Dubai Strategic Sewerage Tunnels (DSST) programme replaces much of the pumped network with deep gravity tunnels designed for the emirate's long-term growth, cutting operating cost and failure points at the same time. Other governments in the region are tackling the same pressures through their own masterplans, rehabilitation programmes and new delivery models. This panel brings those approaches together to ask what a resilient sewerage collection system looks like for the next 50 years, and what it takes to fund, procure and build one.

Audience Takeaway

Delegates leave with a clear view of how Dubai and its regional peers are planning sewerage capacity for long-term growth. They will understand where large-scale tunnel programmes such as DSST make the case over incremental upgrades, and how operating cost, network resilience and future demand are being built into the investment decision. They will also gain practical insight into the action plans, priorities and partnership models governments across the region are adopting.

challenges that determine whether permanent solutions actually get built.

Panellists:

- **Noor Alnuaimi,** Sanitation Project Planning Engineer, Dubai Municipality
- **Dermot Harte,** Head of Water, WSP

Moderator

- **Colin Foreman,** Editor chief, MEED

16:30 – 17:00 30 min **Fireside Chat**	**PATHWAY 1 CLOSES | Operating Utilities in the Age of Cognitive Digital Twins: From reactive maintenance to continuous monitoring** *Climate Resilience & Water Infrastructure* **Central Challenge** Utility networks covering water, wastewater, district cooling and electricity are among the most complex and least visible infrastructure assets that MENA's cities depend on. Many operators run networks with incomplete asset registers, outdated condition data and maintenance regimes that respond to failures rather than anticipating them. This session looks at the operational outcomes being achieved by utilities that have moved beyond pilot projects. **Audience Takeaway** Delegates leave knowing where cognitive digital twins are delivering real operational improvement in utility management, and the data, organisational and governance prerequisites that determine success. **Speaker:** Amr Srour, Senior Associate BIM, MODON **Moderator: Edward James,** Head of Content and Research MEA, MEED
17:00 – 17:05 **Closing**	**Lessons Learnt & Closing Remarks of the Day**

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Two

OpEx & Lifecycle: From Handover to Long-Term Performance

08:00 – 09:00 60 min **Opening**	**Refreshment & Exhibition Open**
09:00 – 09:15 15 min **Presentation**	**STRUCTURAL ANCHOR | Lifecycle Asset Management: Maximising Value from Delivery to Decommission** *Infrastructure Life Cycle* **Central Challenge** This is the summit's core argument stated plainly: MENA is building infrastructure at a pace and scale that its operational capacity cannot yet sustain. The region has world-class delivery ambition but the systems, governance structures and institutional knowledge required to manage what gets built for decades, not years are not keeping pace. The assets being handed over today will define public service quality, fiscal liability and urban resilience for a generation. **Audience Takeaway** Delegates leave having heard the CapEx-to-OpEx gap named directly by peers who own it. The session plants the question that Day 2 will answer: if this is the problem, what does solving it actually require? **Panellists:** - **Muhammad AlQahtani,** Executive Vice President, Sports Boulevard Foundation, KSA
09:15 – 09:55 40 min **Panel Discussion**	**STRUCTURAL ANCHOR | The Handover Problem: Why the transition from delivery to operations defines an asset's future** *Cross-Sector / Plenary* **Central Challenge** Handover is the riskiest point in an infrastructure asset's life. It is where accountability transfers, where institutional knowledge is most often lost, and where the decisions of the delivery phase become the liabilities of the operations phase. In MENA, delivery organisations and operating organisations are often structurally separate, and the operating entity is usually brought in too late to shape what it inherits. Handover failures are systematic. **Audience Takeaway** Delegates leave understanding where handover fails in MENA programmes, and the governance, contractual and operational changes that the most advanced organisations are already making. **Panellists:** - **Ahmad Samara,** Asset Expert, Dubai Municipality, UAE - **Bader Ali Al Musabi,** Director of Infrastructure Assets and Permits Department, Abu Dhabi Municipality - **Mohamed Shahat,** Associate, Project & Development Services, JLL

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- **Naji Atallah,** Head of Construction and Manufacturing, Autodesk

Moderator:

- **Colin Foreman**, Editor Chief, MEED

09:55 – 10:10
30 min

Coffee Break

Pathway 2: Transport & Mobility

10:10 – 10:25
15 min
Presentation

From Reactive to Predictive Maintenance: AI, robotics & drone inspection for improved operating performance

Transport

Central challenge

Most infrastructure owners in the region still maintain assets on fixed schedules or after failures occur, which drives up lifecycle costs, causes unplanned downtime and shortens asset life. AI analytics, robotics and drone inspection now make it possible to detect deterioration early and act before failure, yet adoption remains patchy. Operators face fragmented asset data, legacy maintenance contracts that reward activity rather than outcomes, regulatory limits on drone operations and a shortage of in-house skills to turn inspection data into investment decisions. The question for owners is no longer whether predictive maintenance works, but how to scale it across large asset portfolios and prove its return.

Audience takeaway

Delegates will learn how leading asset owners in the UAE and Saudi Arabia are moving from scheduled to predictive maintenance using AI, robotics and drone inspection, and where these tools deliver the clearest return. The session will set out how to build the data foundations, contract models and performance KPIs needed to scale predictive maintenance across large portfolios, while addressing regulation, data ownership and skills gaps.

Speaker: Basel Khapery, Assistant Professor of Civil Engineering, American University

10:25 – 11:05
40 min
Panel Discussion

Roads Alive: Maintaining live networks

Transport

Central Challenge

Road maintenance in a live urban environment is one of the most politically visible and operationally complex challenges facing MENA's infrastructure operators. Ageing networks, increasing traffic volumes, extreme heat accelerating pavement deterioration and public pressure to minimise disruption are creating a maintenance challenge that traditional approaches can no longer adequately address.

Audience Takeaway

Delegates leave knowing which maintenance strategies deliver the best performance-to-disruption trade-off on live networks, and with at least two approaches used by peers that they could evaluate for their own programmes.

Panellists:

- **Abdelrahman Almahmoud,** Director of Federal Road Assets Management Department, Ministry of Energy and Infrastructure, UAE
- **Hamad Ebrahim,** Director, Roads Projects and Maintenance, Ministry of Works, Bahrain

Moderator:

- **Yasir Iqbal,** Construction Editor, MEED

11:05 – 11:50

45 min

Panel Discussion

Extending Asset Life: Cost-benefit, asset life extension & retrofit vs rebuild

Transport

Central Challenge

MENA's assets stock is ageing. Assets built during the infrastructure booms of the 1970s through to the 1990s are reaching or exceeding their original design lives. Whether to extend, retrofit or replace them is one of the most consequential asset management decisions facing the region's operators, and one of the least well-structured. This session closes Pathway 1 on the operational performance argument.

Audience Takeaway

Delegates leave Pathway 2 with an evidence-based framework for the retrofit versus rebuild decision, and a better understanding of the whole-life cost implications of maintenance choices being made today on assets that will serve MENA's cities for another generation.

Panellists:

- **Dr. Hesham Nour Eldeen,** Practice Director, Structures, Civil Infrastructure, Transportation, AECOM, UAE
- **Ahmed Altajer,** Director of Facility Management, Bahrain International Circuit, Bahrain

Moderator:

- **Edward James,** Head of Content & Research MEA, MEED

11:50 – 12:20

30 min

Fireside Chat

Moving People, Not Cars: Getting More Capacity from The Networks We Already Run

Mobility

Central challenge

For decades the region's answer to congestion has been more lanes, more interchanges and more roads. Each new road adds to the operating and maintenance bill, and traffic tends to grow back into it. Cities across the GCC are now testing a different answer: shared and on-demand transport, better first and last mile connections to metro and bus, demand management and, increasingly, autonomous services. Adoption is uneven. Car ownership is deeply embedded, summer heat discourages walking to a station, and shared services struggle to reach the occupancy that makes them pay. This session asks what it actually takes to shift journeys out of private cars, and what that means for how transport authorities plan, fund and run their networks.

Audience takeaway

Delegates leave with a practical view of which mobility measures are reducing congestion in the region today, what they cost to run compared with building new road capacity, and what an authority needs in place to scale them.

Speaker:

- **Ashley Koussa,** Partner, PWC

Moderator:

- **Paul Godfrey,** Subject Matter Expert

12:20 – 13:20

Lunch & Exhibition Networking

13:20 – 13:50
30 min
Fireside Chat

PATHWAY 2 CLOSES | Beyond the Car: How autonomous, electric and air mobility will reshape regional infrastructure

Future Mobility

Central Challenge
The region is moving faster than almost anywhere on new forms of mobility: autonomous vehicles, on-demand transport and connected roads. The technology is arriving quickly, but most of the infrastructure being designed and built today assumes the way people travelled 20 years ago. Roads, stations, car parks, power networks and digital systems will need to handle vehicles and services that are only now being tested. Get it right and the region leapfrogs; get it wrong and it locks in costly assets that have to be retrofitted or abandoned within a decade. This fireside chat looks at which mobility technologies will genuinely scale in the region, how soon, and what governments and developers need to build into their projects now to be ready for them.

Audience Takeaway
Delegates leave with a grounded view of the mobility technologies most likely to scale in the region and when. They will also have a practical sense of what to build into today's projects so those assets stay useful as the way people travel changes.

Speaker:

- **Dr. Ismail Zohdy,** Expert - Future and Innovative Mobility, Public Transport Agency, Roads and Transport Authority

Moderator:

- **Edward James, H**ead of Content and Research MEA, MEED

PATHWAY 3 | Future Assets & Digital Operations

What does the next generation of infrastructure look like, and how do you design, procure and operate it differently?

13:50 – 14:05
15 min
Presentation

Material Passport and Digital Product Identity

Future Assets & Digital Operations

Central Challenge
Every infrastructure asset built today will eventually be demolished, repurposed or retrofitted. The materials embedded in that asset hold value that is almost entirely lost at end of life, because nobody knows what is there, where it is or what condition it is in. A material passport changes that: a digital record of every material and component in an asset, maintained across its operational life. For a region building at this scale while committing to net zero targets, the case for embedding material passports now is both economic and strategic.

– Integration with asset information models: material passports as a layer within the wider asset information architecture, connected to handover documentation and maintenance records from day one

Audience Takeaway
Delegates leave with a clear understanding of what material passports require to implement and why the economic and regulatory case for embedding them in MENA's current infrastructure programmes is stronger than most project owners currently recognise.

14:05 – 14:45
40 min
Panel Discussion

PATHWAY 3 CLOSES | Design for Deconstruction: Building today's Mega-projects with tomorrow's recycling in mind

Future Assets & Digital Operations

Central Challenge

MENA is in the middle of the largest infrastructure construction boom in its history. The decisions being made today about structural systems, material choices, connection details and asset configurations will determine what is possible when these assets reach end of life in 30, 50 or 100 years. This session closes Pathway 3 and the summit's content programme with the forward-looking question: are we building today's mega-projects in a way the next generation can work with?

Audience Takeaway

Delegates leave with a commercially framed argument for why design for deconstruction belongs in the brief for every major infrastructure project being designed in MENA now, and a set of design, procurement and contractual mechanisms that make it achievable.

Panellists:

- **Raed Atari**, Project Management & Treatment Expert, Dubai Municipality, UAE
- **Issam Boudhan**, Senior Manager Special Projects, Beeah, UAE
- **Omar Ben Aicha,** CEO Middle East & Africa, Certi-Trust, Morocco

Moderator:

- **Edward James,** Head of Content and Research MEA, MEED

15:20 – 15:25

5 min

Summit Closing

Summit Closing Address & Communiqué: Key commitments, next steps and the 8th Edition announcement

MENA CONSTRUCTION SUMMIT 2026

Strategic Partners

Under the patronage of

UNBX 2.0

Dates: 9 to 10 November 2026

Venue: Madinat Jumeirah, Dubai, UAE. **Part of the MENA Construction Summit**

From Scepticism to Adoption: Building a Common Language for Modular Construction

UNBX 2.0 brings modular construction to a head at a moment when Dubai Municipality has set a 70% offsite strategy for 2030 but the market underneath it still cannot agree on basic terms, cost, or where the supply chain will come from. Hosted by MEED and Dubai Municipality, and grounded in original research across a dozen-plus developers, consultants and contractors, the programme solves for that gap in sequence across both days: it opens with government laying out the mandate and the evidence behind it, turns on day two to how the rest of the UAE is responding, then hands the floor to developers, contractors and consultants to argue out what "modular" even means and whether it is genuinely cheaper, works through the practical gates where projects actually stall, tackles the region's thin manufacturing base head-on by asking whether modular can build.

DAY ONE | Monday 9 November 2026

Modular construction studio. Runs during the MCS pathway slots; all delegates attend the MCS structural anchors.

15:35 – 15:45 10 min	**Welcome Address: MEED and Dubai Municipality, co-opened**
15:45 – 16:00 15 min **Keynote Presentation**	**The 70-70 Roadmap: From Strategy to Delivery** *Cross-Cutting / Plenary, Dubai Municipality* **Central Challenge** Dubai launched a strategy to deliver projects at 70% offsite construction by 2030. However, our research found awareness of the target is low even among senior practitioners, and the baseline it is measured against has never been published. A further finding: the market is not yet sharing that ambition, largely because there are not enough manufacturing partners it can rely on at the scale the mandate implies. This keynote sets out the policy reality and the strategy Dubai Municipality has in place to close that gap. This opens a thread the day returns to directly in the afternoon: how the market builds the supplier base a mandate at this scale actually requires. **Audience Takeaway** Delegates leave with an authoritative, first-hand read on the 70-70 strategy directly from the body that owns it, including how it defines success and how it plans to close the supply gap the research identified. **Possible Entities to Participate** **Government & Regulators:** Dubai Municipality

Organised by MEED Intelligence.Events.Insight

16:00 – 16:40 40 min **Government Panel**	**National Momentum: How the UAE's Emirates Are Responding to the Modular Opportunity** *Cross-Cutting / National Perspectives* **Central Challenge** Dubai Municipality's 70-70 roadmap strategy has put modular construction firmly on the national agenda and opened a conversation the rest of the UAE is now having on its own terms. Abu Dhabi is already moving, with Eagle Hills delivering a 16-storey volumetric pilot in Zayed City and Sobha Realty committing AED 3 billion to new offsite manufacturing capacity. Sharjah brings a strong existing base of industrial and specialist manufacturing expertise. Ajman and Ras Al Khaimah are earlier in the conversation, watching the market closely as they shape their own approach. This session is not a comparison. It is an invitation for each government to share, in its own words, what the opportunity Dubai has opened up means for them. **Audience Takeaway** Delegates leave with a fuller, current picture of how modular thinking is spreading across the UAE, enriched by how each emirate, including its land-owning and land-allocating bodies, is choosing to respond in its own way.
16:40 – 16:45 05 min	**Lessons Learnt & Closing Remarks of the Day**

DAY TWO | Tuesday 10 November 2026

Modular construction studio. Runs during the MCS pathway slots; all delegates attend the MCS structural anchors.

10:10 – 10:40
30 min
Case Study Theatre

Proof, Not Promises: Three Case Studies, Numbers Only

Capabilities

Central Challenge

Three ten-minute case studies, each required to open with the actual cost, schedule and quality numbers before anything else is said. The brief to every speaker is the same: no slide without a number. This directly answers the single most consistent request across our market research: real evidence, not advocacy.

Audience Takeaway

Delegates leave with concrete, citable reference points they can take back to their own investment committees. This closes the evidence gap our research identified as the biggest barrier to internal sign-off.

Possible Entities to Participate

Developers & Project Owners: Dubai Holding Corporate and Real-estate, Eagle Hills, KEZAD · Masdar City · Miral

Government & Regulators: Dubai Municipality

10:40 – 11:40
60 min
Moderated Session

One Word, A Million Products: Why "Modular" Doesn't Mean Anything Yet

Misconceptions

Central Challenge

This session merges three of the day's original building blocks into one continuous, Amana-led arc, so the room hears from many voices rather than one.

Audience Takeaway

Delegates see, in one continuous session, why the room has not even agreed on what modular is, hear an honest live read of what is really stopping their own adoption, and hear the market's unresolved argument over cost and premium, argued by people who have actually delivered rather than a panel manufactured to agree.

Session Host: Fadi Muna, Strategy and Corporate Development Director, Amana

11:40 – 12:20
20 min
Panel Discussion

Inspiring from Singapore Experience in Modular Adoption

Capabilities / Aspirations

Central Challenge

Singapore reached the point where PPVC, prefabricated, prefinished volumetric construction, is mandated on selected government land sale sites, achieved not by mandate alone but because manufacturers collectively agreed on standard module types and a formal accreditation framework, leaving architects free to customise everything inside the approved envelope. This session sets out what actually made that possible, and what does and doesn't transfer to a GCC context.

Audience Takeaway

Delegates leave with a real precedent for what "70% offsite" can look like in practice, including the parts of the Singapore model that will not simply transplant to this region.

Speaker:

	Allan Tan, Founder and Managing Director, United Tec Construction, Singapore
12:20 – 13:20 60 min	**Lunch & Exhibition Networking**
13:20 – 14:00 40 min **Panel Discussion**	**Standardisation vs Customisation: Where Client, Consultant and Manufacturer Actually Meet** *Limitations → Capabilities* **Central Challenge** By this point the room already knows where modular meets resistance. What's missing is a resolution. One manufacturer's own view is that the answer is mass customisation: a standardised structural base, fully customisable inside it, the same model the car industry uses. This session tests that idea directly against a client's design authority and a consultant's delivery reality. Does mass customisation actually solve the premium and flexibility objections, or does it just relocate them? **Audience Takeaway** Delegates leave with a concrete, tested proposal for reconciling standardisation and customisation, argued between the people who actually have to live with the trade-off, not just the people who benefit from selling it.
14:00 – 14:40 40 min **Panel Discussion**	**The Four Gates: Where Does Modular Actually Die in a Project and Why?** *Limitations* **Central Challenge** Everyone in this room has a theory about why modular doesn't move faster here: it's the cost, it's the client, it's the architects, it's the contractors. MEED spent the past two months testing those theories directly against eleven senior developers, consultants and contractors. This session puts our reading of the market back to the room. Is this where modular actually breaks down, or have we got it wrong? – Where in your own approval chain would you say modular is most likely to die, and does it match what the room is about to hear? **Audience Takeaway** Delegates leave with MEED's own reading of where modular breaks down, tested openly against their own experience. It is an invitation to agree or push back, not a verdict handed down.
14:40 – 15:20 40 min **Panel Discussion**	**Building at Home: Can Modular Strengthen the Regional Supply Chain?** *Supply Chain* **Central Challenge** Amana has put a direct challenge to the room: modular should not just be a faster way to build, it should be the mechanism that keeps construction spend and jobs inside the region instead of importing finished units from overseas. The research gives that argument real weight. A UAE developer told us local factories are already fully booked and that overseas sourcing is what fills the gap, with the delay and cost that brings. Another developer put a number on the constraint directly: five or six genuine modular specialists in the market, naming Amana and DuBox among them,

	and warned that a mandate on top of that thin a base risks pushing prices up rather than down. A procurement specialist in our research described the underlying mechanism: manufacturers will not scale a factory until they are certain the market exists to buy what it produces, a chicken and egg problem that keeps supply thin precisely when demand is rising. This session asks whether modular can be the fix for that fragility, building capacity and sourcing components locally, or whether it simply imports the same overseas dependency in a different form.
15:20 – 15:35 15 min **Industry Recognition**	**Recognising the Region's Modular Leaders – A Dubai Municipality Initiative** *Cross-Cutting / Recognition* This closing segment names who is already getting it right, recognising the developers, the manufacturers, the consultants and the government bodies that have done the most, in the past year, to move modular construction from pilot to practice in this region.
15:35 – 15:40 05 min	**Closing Address – Announcement of UNBX 3.0**