





التقرير السنوي ANNUAL REPORT







Mohammed Bin Rashid Al Maktoum

UAE Vice President, Prime Minister and Ruler of Dubai







Hamdan Bin Mohammed Bin Rashid Al Maktoum

Crown Prince of Dubai, President of the Executive Council of Dubai



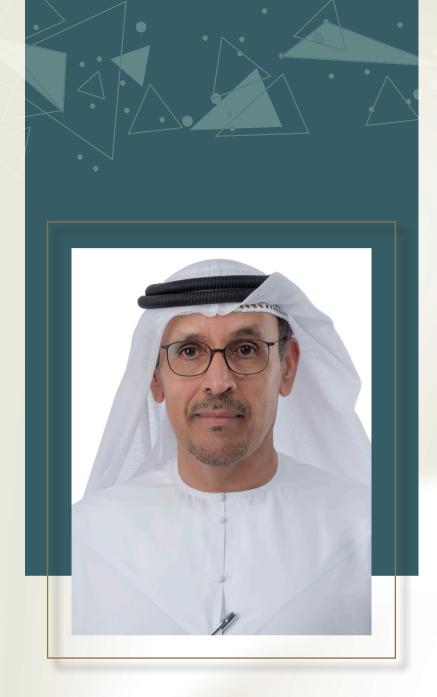




Maktoum Bin Mohammed Bin Rashid Al Maktoum

Deputy Ruler of Dubai, Vice Chirman of Executive Council and Chairman of Judicial Council





H.E. Taresh Eid Al Mansouri
General Director, Dubai Courts

Dubai Courts has sought to build a pioneering reputation and to build "tolerant judiciary" through following the steps of the wise leadership, establishing the concept of tolerance through practical co-existence which houses nationalities from all over the world, 200 over making the UAE a unique model in civilized co-existence between various nationalities and establishing the values of tolerance, equality, dialog, co-existence and the reinforcement of the blessing of safety, security and stability. This is a reflection of the vision of his Highness Sheikh Mohammad bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai who says that "tolerance and the UAE are two faces of the same coin. Tolerance is a true value for Emiratis and a guarantee for the future ."of development in our country

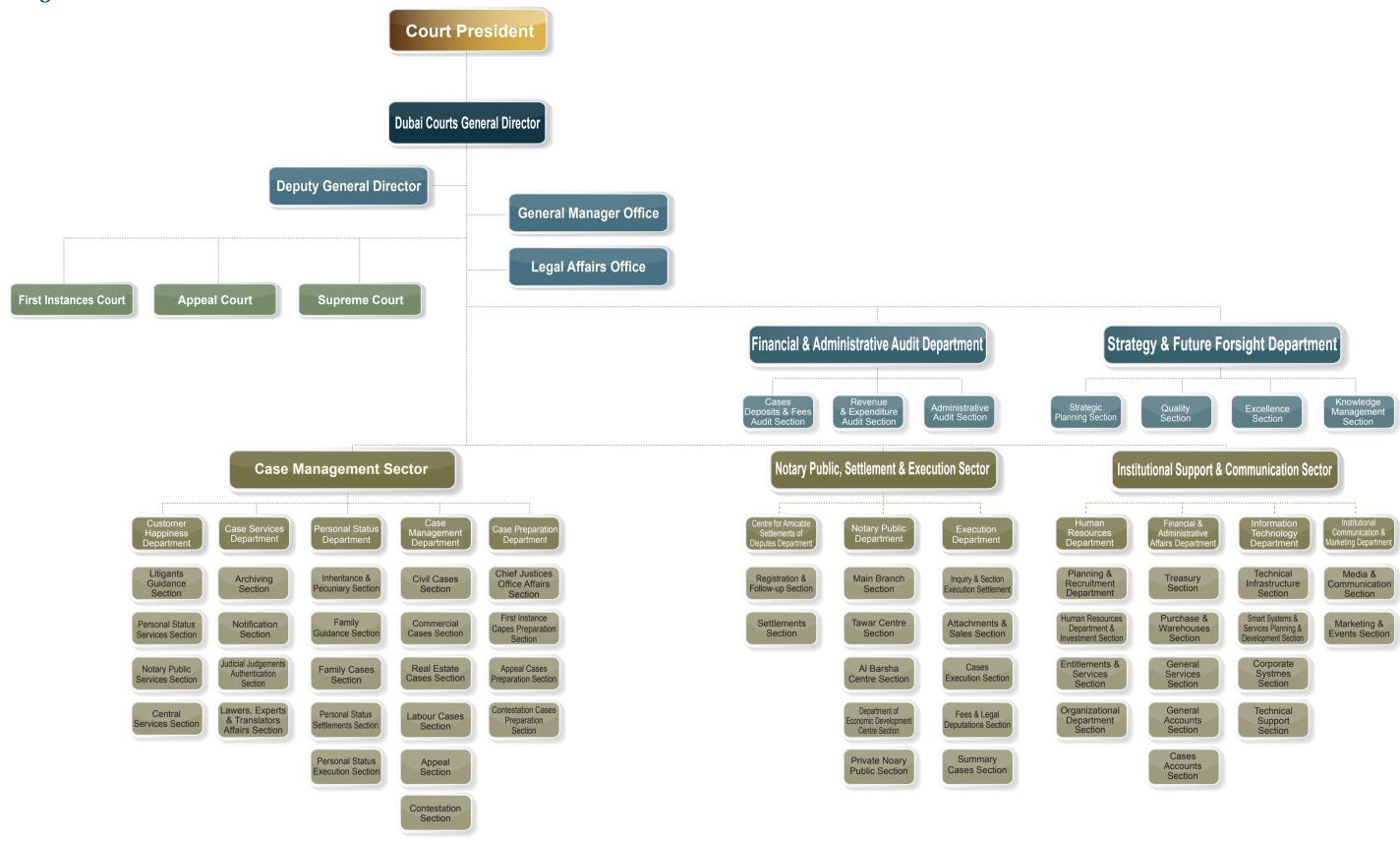
Dubai Courts has several legislations that ensure the provision of the highest levels of justice and respect. We follow the steps of His Highness Sheikh Mohammad bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai who says: "We learned many values from the late Sheikh Zayed, including tolerance. The UAE will remain a role model in openness

to others, understanding their thoughts and accepting their demands. Tolerance is not only a slogan but also a way of life. It is the true manifestation of a person's ability to reach "tolerant judiciary", making Dubai one of the world's best cities in enforcing justice that is characterized by accuracy, fairness and independence, and the provision of facilitated judicial services made available to all segments . "of society

Dubai Courts Tolerance Charter and Tolerance and Settlements Center and two examples of the great accomplishments achieved in promoting the culture of tolerance, co-existence, pluralism and optimization in order to create methods and mechanisms for capitalizing on the cultural .diversity within the Emirati society

Tolerance can be found across Dubai Courts' initiatives and strategies, based on moderation and respect for all beliefs and religions. This is all derived from the wise leadership's recognition of each person residing on the UAE soil. Such recognition is not related to any color, religion, race or identity; the UAE is the land of tolerance and its beacon worldwide

Organizational Structure





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Annual	Report
Annuai	Report

Under supervision of the Strategy and Future Forsight Department

Dubai Courts

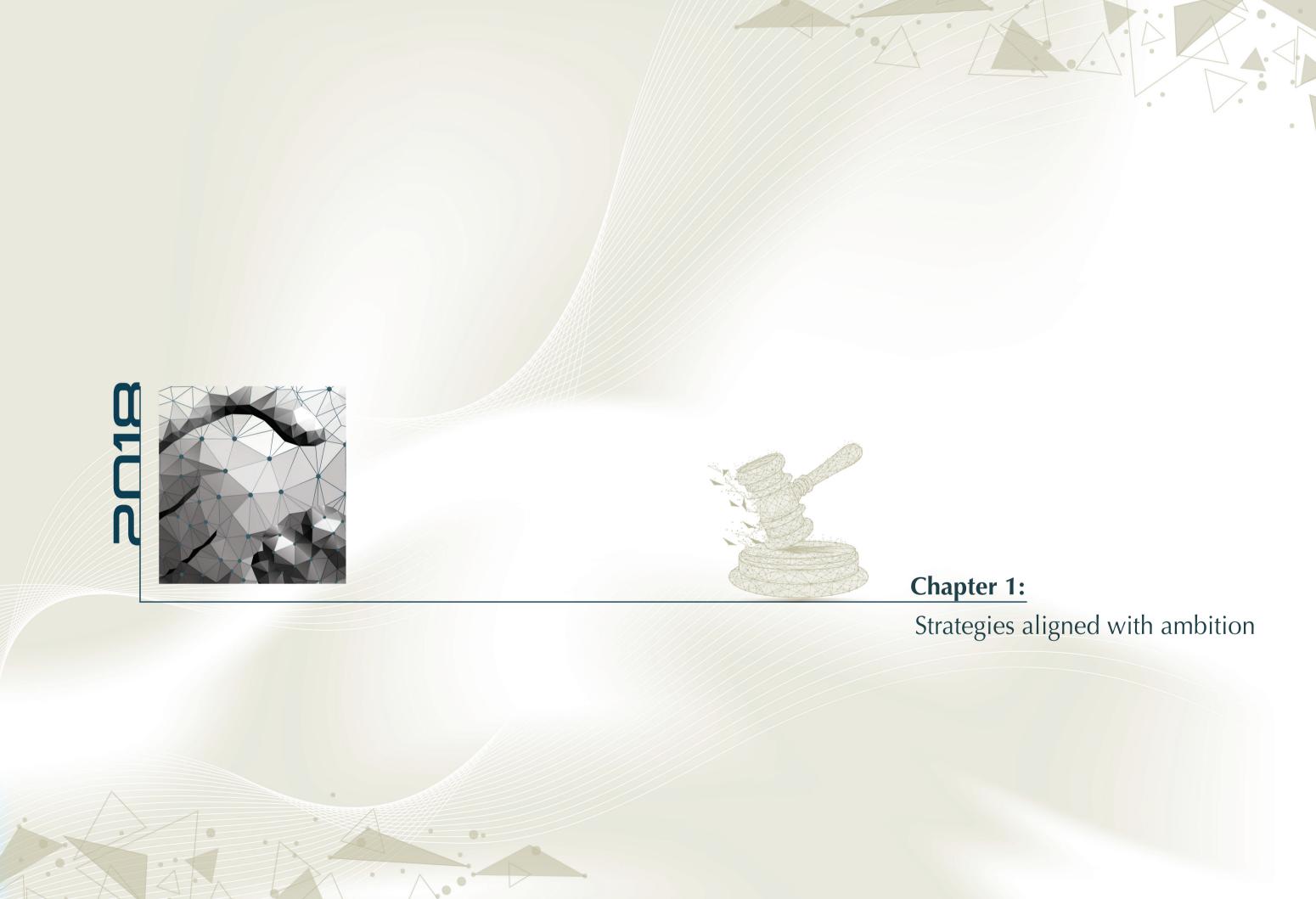
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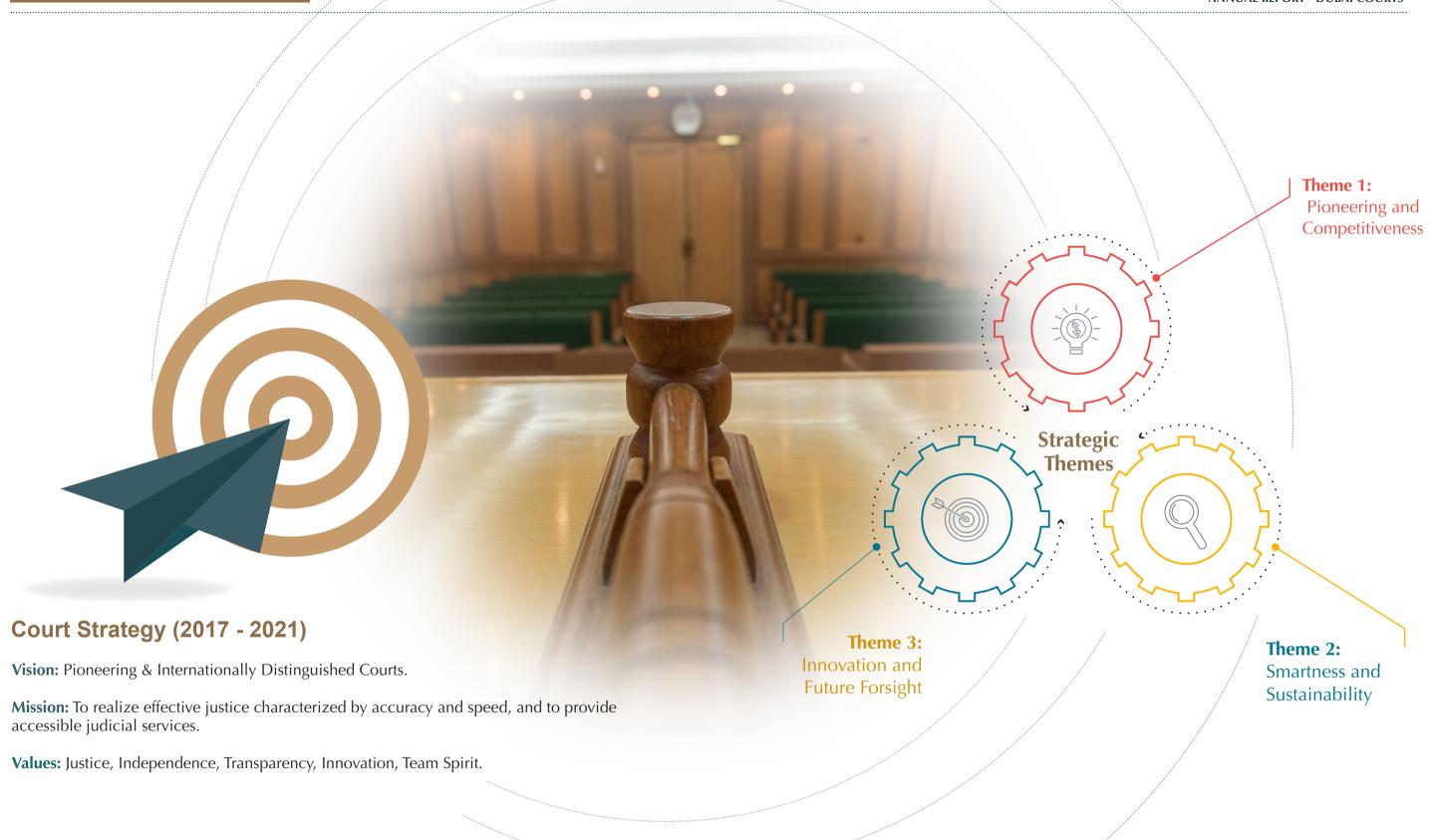
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Chapter 1: Strategies aligned with ambition



Society's happiness and well-being have always been a top priority for the UAE leaders and successive governments. This long-standing approach witnessed a giant milestone with the launch of the National Program for Happiness and Positivity and the establishment of the Ministry of Happiness in 2016, based on the UAE Vision 2021 and its sustainable economic and social development plans. Accordingly, happiness became a comprehensive approach across the UAE, now representing a fundamental value in all work and life details, especially those related to government functions and public services. Dubai Courts realized that advancement on happiness and satisfaction indicators is the real demonstration of its accomplishments in various areas and fields. The year 2018 witnessed more advancement on most of the happiness indicators in the hallways of Dubai Courts and among most internal and external parties using the Courts' services. The most notable advancement was marked by the Society Happiness Index which jumped 11 percentage points compared with 2017, and the Employee Happiness Index which rose by 10 percentage points compared with 2017, whereas the Instantaneous Happiness Index score was close to that of 2017. The enclosed figure shows in detail the achievements made on those indicators.

Happiness Index at Dubai Courts

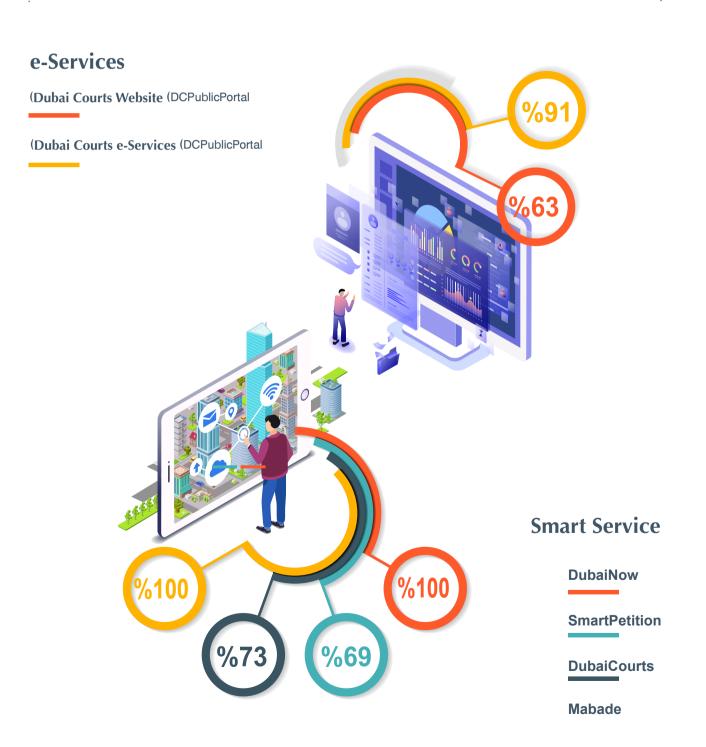


Dubai Government's Instantaneous Happiness Index





Instantaneous Happiness Index for 2018





Satisfaction Index at Dubai Courts

Criteria	2018
Employees	91%
Customers (Dubai Corts)	95%
Satisfaction with e-Services	93%
Smart Services	93%
Partners	95%
Suppliers	92%
Community satisfaction	97%



Competitiveness Profile

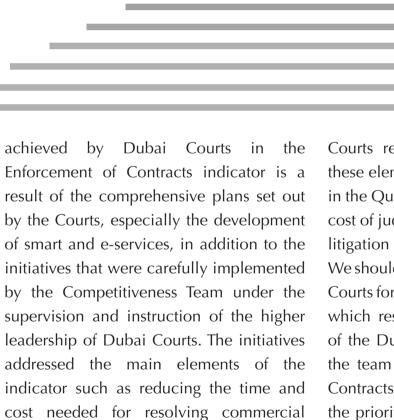


HE Judge Mohammed Al Sabousi

Dubai Courts Fulfills its commitments and continues to grow

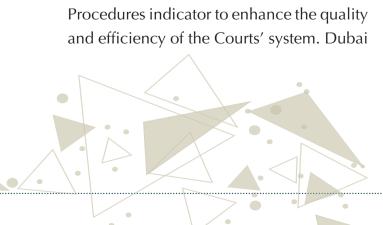
Dubai Courts has always derived its passion for excellence and determination to be the leader in all areas from the pioneering vision and exceptional determination of the United Arab Emirates leaders in general, and the Emirate of Dubai leaders in particular. Capitalizing on the same approach for superiority, Dubai Courts reached leading positions at the international level, advancing in the various fields of competitiveness year after year. This year, Dubai Courts advanced to the 9th place in the 2019 Enforcement of Contracts indicator, three places higher than the 2018 rank. This indicator is one of ten major areas of the World Bank's annual Doing Business report. In line with the advancement to the 9th place, Dubai Courts maintained the first place in the Middle East for the fourth consecutive year up to date.

The rapid advancement



Courts reached very advanced levels in these elements, scoring 14 out of 18 points in the Quality of Judicial Procedures, as the cost of judicial fees amounts to 6.3% of the litigation value.

We should congratulate all the staff of Dubai Courts for this remarkable accomplishment, which resulted from the collective efforts of the Dubai Courts team in general, and the team tasked with the Enforcement of Contracts indicator in particular, as well as the priority assigned for this matter by the Courts leadership and its mobilization of all necessary resources to reach the targets. Finally, we still embrace the ambition to achieve more advancement on the International Competitiveness Index, and we will not quit until we reach the top levels worthy of the UAE's leadership and people.



conflicts, and raising the Quality of Judicial



Competitiveness Profile

Advanced steps towards international competitiveness

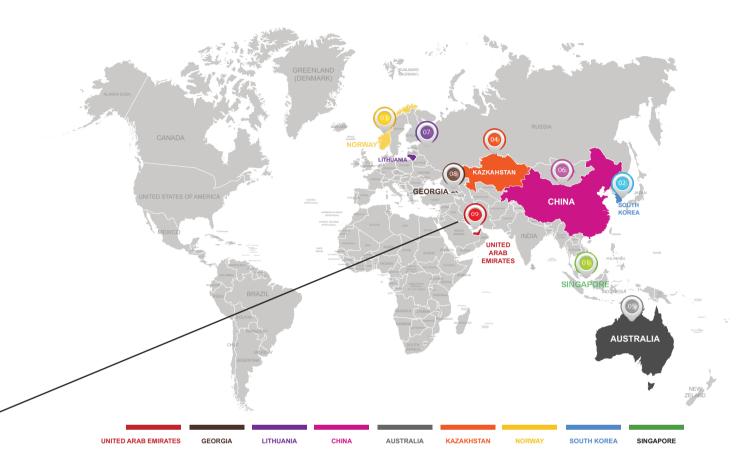
Dubai Courts realizes its pivotal role in upgrading the UAE's competitiveness levels at the international stage amidst the sustainable economic and social development witnessed by communities around the world. The Courts' role is to represent the UAE's performance (considering the volume of work and the economic influence of the Emirate of Dubai) on the Enforcement of Contracts indicator, which is one of ten areas of the World Bank's annual Doing Business report with the aim of identifying the efficiency of the regulatory environment in promoting businesses around the world, and accordingly its general ranking on the competitiveness index. There are several positive implications for advancement on the mentioned report.

The Enforcement of Contracts indicator measures the time and cost needed to resolve commercial conflicts, in addition to the Quality of Judicial Procedures indicator to enhance the quality and efficiency of the Courts'

system. Dubai Courts reached a leading position among the world's best ten courts in the 2019 Doing Business report/ Enforcement of Contracts indicator, climbing up from the 12th place in 2018 to 9th place in 2019. Dubai Courts also maintained the first place in the Middle East for the fourth consecutive year up to date.

In detail: the UAE, represented by Dubai Courts, scored 14 points on the Judicial Quality element compared with 15.5 points out of 18 scored by Singapore, which ranked first. Judicial, consultancy and attorney fees amounted to 21% of the litigation costs, compared with 25.8% for Singapore which was ranked first in the Enforcement

of Contracts indicator, as shown in the table below.



Rank	Country	Percentage out of 100%	Judicial Quality out of 18	Time/ day	Cost % of the litigation value	Previous rank
1	Singapore	84.53	15.5	164	25.8	2
2	South Korea	84.15	14.5	290	12.7	1
3	Norway	81.27	14	400	9.9	8
4	Kazakhstan	81.25	16	370	22	6
5	Australia	79.00	15.5	402	23.2	3
6	China	78.98	15.5	497.1	16.2	10
7	Lithuania	78.80	15	370	23.6	4
8	Georgia	76.90	13	285	25	7
9	United Arab Emirates	75.88	14	445	21	12
	10 - 190			The rest of the v	world	



Competitiveness Profile





Dubai Courts did not stop at the limits of the current or past accomplishments; it has set a very ambitious goal for its performance at the Enforcement of Contracts indicator: to reach the first place globally in the 2021 report through a carefully-selected group of initiatives and programs. Dubai Courts assigns the top priority for the Enforcement of Contracts indicator because it is connected to the aspirations and priorities of the UAE government.

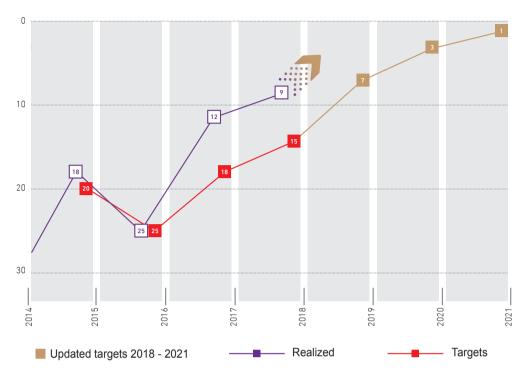
For this purpose, the Competitiveness Team was formed under the general supervision of HE Judge Abdul-Qader Musa Mohammad, Dubai Courts Deputy Director General. The team is headed by HE Judge Mohammed Al Sabousi, Head of Dubai Commercial Court of First Instance. The deputy head of the team is HE Judge Abdullah Ahmad Al-Kaytoub, head of the Execution Court. The team members are:



- Judge Ahmad Thabit Al-Ameri, Appeals Judge.
- Judge Khaled Obaid Al-Mansouri, Appeals Judge.
- Judge Fatima Ismail Mohammad, Appeals Judge.
- Mr. Ibrahim Ali Al-Hosani, Excutive Director of the Notary Public, Settlement and Execution Section.
- Dr. Yousef Ali Al-Suwaidi, Senior Consultant- Administration.
- Mrs. Mariam Abdullah bin Lahij Al-Felasi, Consultant- Excellence and Organizational Performance.
- Mr. Abdullah Ahmad A-Rayes, Excutive Director of the Customers Happiness Department.
- Mr. Hamad Thani Al-Dhaheri, head of the Communication and Organizational Marketing Department.
- Mrs. Muna Abdullah Al-Mulla, head of the Electronic Systems and Services Development Section.
- Ms. Safiyah Mohammad Abdulrahman Samhan, Head of Institutional Excellence Unit.

Chapter 1: Strategies aligned with ambition

Competitiveness Profile



Dubai Courts regularly updates its initiatives and programs in support of the Contracts Enforcement indicator in line with each stage of achieving its annual targets to meet the requirements of annual performance assessment results. The key initiatives in this regard include the issuance and implementation of the Executive Regulation of the Civil Procedures Law, inclusive of the enforcement of commercial contracts, setting up controls for postponing trial hearings, examining the amendment of the Judicial Fees Law, and promoting the publication of judicial verdicts. The World Bank's Competitiveness Report (already mentioned in detail in this report) praised the excellence of the training and continuing education programs for judges at Dubai Courts, noting the rapid developments in these courts of applications for advanced technical and administrative systems supported by the rehabilitation and development

programs for judges, especially those in charge of adjudicating commercial cases and settlement of insolvency cases, which were of great importance for the success of the effective application of the new Bankruptcy Law. Such training and rehabilitation has contributed to the effective implementation of rapid changes, especially in the application of the technical system and smart services for the management of cases and amendments to the laws, such as the Civil Procedure Law of 2015 and the issuance of the Bankruptcy Law of 2016, which contributed to the rapid settlement of cases and the advancement of accuracy rates in verdicts.. During the past three years, only about 35% of the verdicts in the Commercial Court were appealed, and the Court of Appeals upheld 88% of the verdicts of the Commercial Court of First Instance. This demonstrates the accuracy of the verdicts issued by this court.

Rewards

The awards won in 2018 matched the pioneering levels reached by Dubai Courts, and were a true reflection of the continuous

advancements in all fields. Dubai Courts managed to win 14 international, regional and local awards as shown in the enclosed table.



Dubai Courts ranked 9th globally
In the World Bank's Competitiveness Report
In the Enforcement of Contracts category

Dubai Courts maintained the leading position in the region on the Enforcement of Contracts category for the third consecutive year, and jumped from the 12th to the 9th position internationally within the World's Bank's Doing Business report, ahead of all of the region's countries listed in the report, which is an international testimony of the UAE's competitiveness and leadership in the judicial sector.

Organizer: World Bank (competitiveness team)



Stevie Awards Silver- Customer Service Categories

Dubai Courts' Customer Happiness Department won the silver medal for the Customer Service Categories of the Stevie Awards, in recognition of several initiatives launched by the department which targeted customers' happiness and satisfaction, including: Shoor for Free Legal Consultations Program, ondemand service delivery, Wojhati service window for directing customers and answering all of their questions, Qareeb service for video calls, and Whatsapp service.

Organizer: International Business Awards- USA



Stevie Awards
Bronze- Human Resources sector

The Human Resources Department won the bronze medal in the professional happiness category, as the best human resources department in the 15th edition of the Stevie Awards, one of the most prestigious international awards in the fields of creativity, organizational excellence and international business, a quality achievement to be added to the accomplishments of judicial and legal excellence witnessed by Dubai Courts.

Organizer: International Business Awards- USA

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Stevie Awards Bronze medal for the best annual report-**Dubai Courts**

The efforts of the Strategy and Future Outlook Department secured the Best Annual Report award for Dubai Courts' annual report 2017, which included comprehensive information on the developments witnessed by the Courts in 2017, performance indicators of judicial and administrative work, making the report an important reference for specialists and relevant people. The report was hailed and its unique and innovative presentation methods were highlighted.

Organizer: International Business Awards- USA



IdeasUK Shoor among top 3 idea management programs

Dubai Courts won the 3rd place in the IdeasUK awards- Idea of the Year for Shoor Voluntary initiative.

Organizer: IdeasUK- United Kingdom



Platinum Accreditation for Ideas Management By IdeasUK For Afkari system (95%)

Dubai Courts received the platinum accreditation from IdeasUK for Afkari system, which is a comprehensive ideas system that identifies governance mechanisms for suggestions and guarantee mechanisms for the application of ideas and suggestions and determination of future policies and plans.

The high rating assigned to Dubai Courts makes it the first court in the world to receive such high ranking, based on its comprehensive vision of becoming a pioneering and excellent court in application of Dubai Vision 2021.

Organizer: IdeasUK- United Kingdom



Happiness indicators competition



6Th Global Benchmarking Award



Arab Smart Government Shield Award (Knowledge section) as the best legal website With Arabic content specialized in knowledge. the best practices in organizational performance. Dubai Courts received a high ranking from amongst 77 local and international competitors in the category of happiness indicators and their impact on staff happiness. Organizer: Global Best Practices Conference awards,

The Global Best Practices Conference awards, issued

by the Global Organizational Excellence Congress, is

one of the region's leading competitions for showcasing

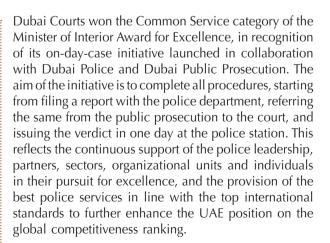
issued by the Global Organizational Excellence Congress

The 6th Global Benchmarking Award is an international recognition for the implementation of the top standards in benchmarking management and best practices updates.

Organizer: Global Best Practices Conference awards, issued by the Global Organizational Excellence Congress

This award aims to explore and support innovation in the field of smart and e-government to facilitate its use for customers. Dubai Courts overtook all other competitors in its content and management of its website, which provides added value to customers, serves people and makes them happy.

Organizer: Arab Organization for Social Responsibilityindependent Arab organization



Organizer: Ministry of Interior, United Arab Emirates



Minister of Interior Award for Excellence **Common Service category**

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The 7th UAE Ideas award 2018, organized by Dubai Quality Group (DQG) in the Innovation Category- Smart Government field.

Dubai Courts won the 17th UAE Ideas award organized by Dubai Quality Group (DQG) in the Innovation Category- Smart Government field for the idea of the Judicial Deputations System.

Organizer: UAE Ideas Conference and Award-Dubai Quality Group



Court Initiative C³

The C³ initiative was one of the top 3 government initiatives within Dubai X10 initiatives. It is an alternative for traditional litigation and arbitration, and its decisions and verdicts will be implemented immediately based on the fact that judicial hearings can be held remotely.

Organizer: Dubai Government



The 1st place in Dubai Human Development Awards

Dubai Courts won the 1st place in Dubai Human Development Awards, which recognizes human resources initiatives launched by business enterprises with the aim of realizing the human development target in Dubai through enhancing the capabilities of all staff (regardless of their nationalities) and reaffirming their role in the future of this country through extensive training and orientation.

Organizer: Dubai Economy/ Dubai Government







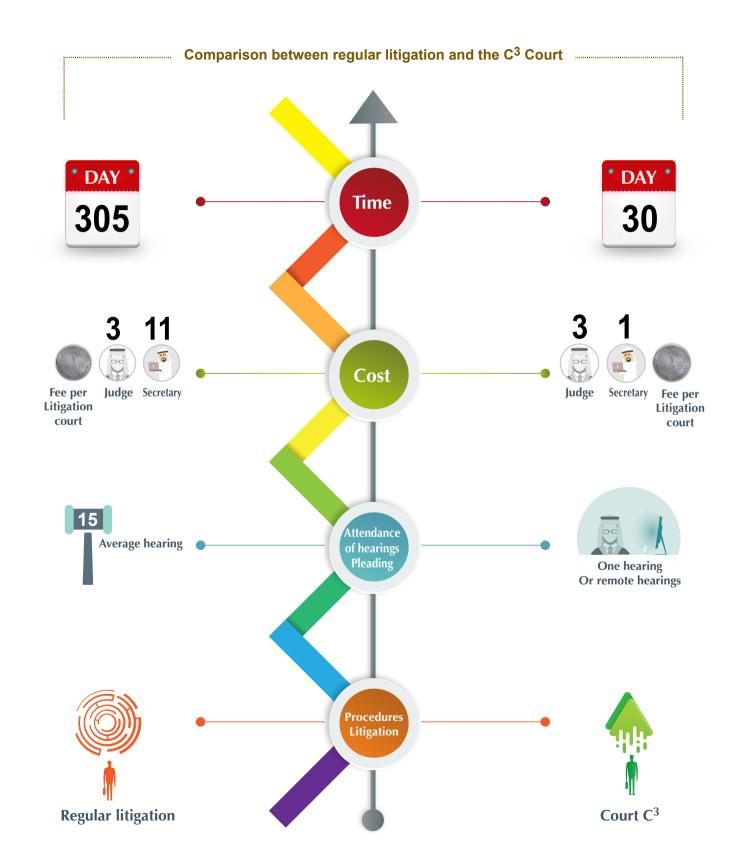
C³ Court Project.. Result of the X10 initiative

As part of its continuous and growing efforts to cement its positions on international competitiveness indicators and criteria, Dubai Courts launched the C3 Court project, merging the three courts into one court of three judges: (first instance, appeal and supreme court), whereby the court issues final and indisputable verdicts for expeditious execution. All of the court's procedures will be run by cuttingedge technology including e-files and telecommunication.

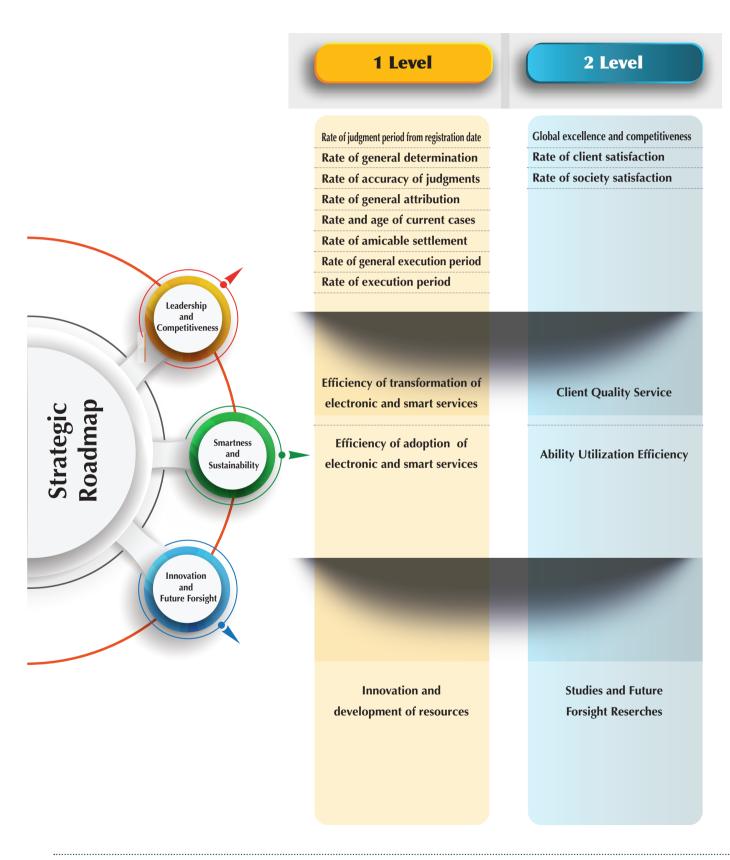
The idea emerged after His Highness Sheikh Mohammad bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai launched the X10 initiative and formed a task force for the initiative which came up with the C3 court idea, placing Dubai Courts at a leading position in the world as the first court to merge the three litigation courts into one. **Benefits acquired:**

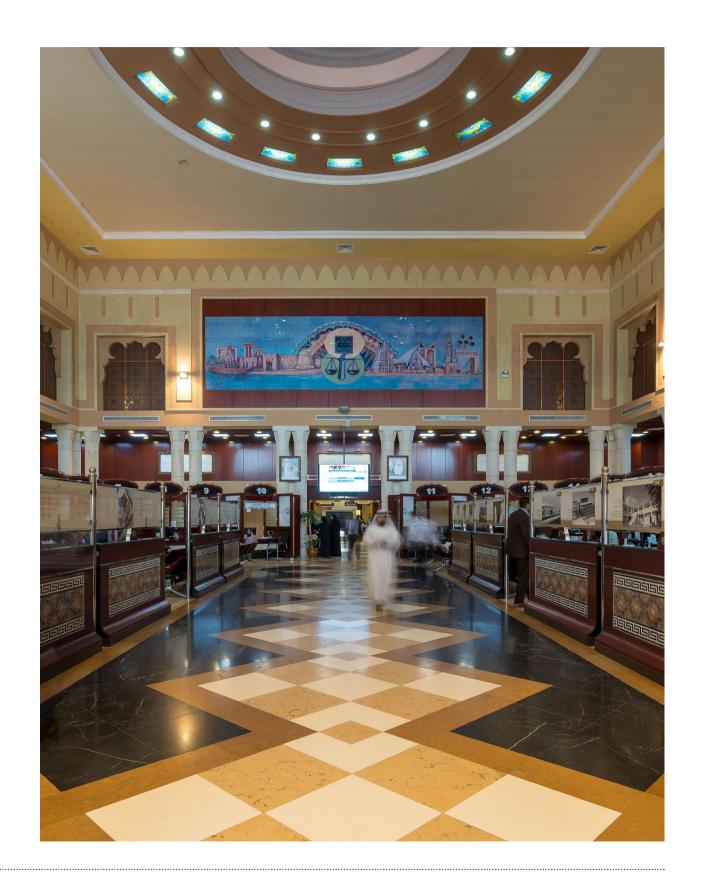
- Simplification of litigation procedures.

- Litigators no longer need to attend hearings; rather, they can attend on hearing or remote hearing instead of making an average of 15 trips to the Courts building in case of ordinary litigation.
- Preserving the time and rights of litigators through issuing final verdicts to be executed within one month instead of 305 days, the average time needed for litigation in the ordinary circumstances (starting from preparation for the case up the court of appeal).
- Reducing litigation costs, whereby the plaintiff pays only one fee instead of a fee for each litigation court in normal cases, so the cost of C3 court does not exceed the cost of three judges and one secretary instead of 11 judges and 3 secretaries in ordinary litigation.
- Supporting Dubai's unique place with an unprecedented judicial system based on paperless courts.













Dubai Courts continued to adopt Government Accelerators in 2018. The Government Accelerators Team initiative witnessed remarkable activity last year, whereby the Organizational Regulation of the Civil Procedures Law was prepared and submitted with the aim of restructuring judicial procedures. It was approved by the Cabinet on 12/9/2018 and published in the Official Gazette on 16/12/2018. The Regulation included the following:

- Changing the announcement procedures through prioritizing announcements that apply modern technologies in line with Dubai Courts' smart transformation drive, in addition to (speedy litigation + paperless courts) and expanding the geographic reach of implementation to include all Emirates without a need for deputation to other courts. This has contributed to the shortening and acceleration of procedures.
- Accepting the attendance of authorized

delegates for special legal person without requiring the attendance of the corporate's attorney or manager, in order to expedite procedures and reduce costs.

- Introducing one-hearing courts for commercial, civil and legal litigations of up to AED 100 thousand and wage claims and their equivalents of up to AED 200 thousand.
- Delegating the powers and authorities of the execution order judge to decide on financial claims evidenced in writing or electronically with no value limit of the amount.
- Changing the methodology for writing partial verdicts of up to AED 1 million from prolonged to short verdicts in reasoning.
- Transforming the litigation methodology for performance orders and execution of commercial contracts for financial claims from traditional litigation to fast litigation, which shortened the litigation time by 70% from the registration date.
- Raising the maximum limit for first instance

courts to AED 50,000.

- Raising the maximum limit for the Appeals Court to AED 500,000.
- Introducing the Consultation Room system at first instance courts and the Appeals Court, expediting the issuance of verdicts and the litigation process in general.
- Restructuring execution conflicts and objections thereto in order to expedite execution procedures.
- Expanding the geographic jurisdiction of the execution judge to include all Emirates directly, in order to shorten and expedite procedures.
- Introducing a new system for implementing execution orders and decisions related to personal status matters, considering their private nature, and in order to expedite procedures. On a related note, Dubai Courts team took part in the Dubai City Builders initiative to develop a number of services during 2018 in collaboration with some relevant parties. These services are:

- Inmate rehabilitation service.
- Family consultation service.
- Introducing the special notary public.
- Social welfare.
- Execution of court orders service.
- Dubai Courts services (attorneys and experts service bounced cheques reporting service).

The expatriates and juveniles services were developed by introducing the remote litigation services, in order to facilitate litigation and shorten the litigation cycle through the use of modern visual technologies. This service includes a number of various initiatives to promote the use of visual programs, such as: The remote hearing initiative as well as Thura initiative. These initiatives represent a paradigm shift in litigation methods all over the world through the adoption of visual technologies in the judicial field. They are meant to innovate effective solutions that make people happy and enhance social wellbeing.



Electronic & Smart Services

439,325

Total smart Applications submitted

9,459

Total users Smart applications

Decision made through

Smart applications

Personal Status Court	26,542
Commercial Court	72,271
Execution Court	204,362
Real Estate Court	12,705
Labor Court	38,865
Civil Court	25,773
Total	380,518







104 137
was calculated from May ۲۰۱۷ The realized for

Notary public movement service

Dubai Courts customers will be able to receive notary public services wherever they reside in the Emirate of Dubai, in order to facilitate procedures and provide excellent services to them

825 Transfer for special cases

3895 Transfer for non-special cases

Thura

1028 From the General Department of Criminal Investigation

1695 From the General Department of Penal and Correctional Institutions

Judicial Deputations System

4736

No. of incoming and outgoing deputations

Bank transfer 2017 2018 Total no. of documents 23,877 27,539 Cheques 9,881 6,679 Bank transfer documents 13,996 20,860 Percentage of cheques 41.38% 24.25%

Previous

The remote registration service aims at undertaking transactions through Dubai Courts' website. The custome enters the case information, parties and documents. After the transaction is reviewed and approved by the competent unit at the Courts, the customer pays the fees online and the case is then registered and assigned to a judicial circuit, and the first hearing date shall be set.

Percentage of bank transfers 58.62% 75.75%

otal electronic cases	62,04

Total counter cases 14,878



Percentage of total online registration

Dubai Courts customers will be able to receive notary public services wherever they reside in the Emirate of Dubai through the movement service, in order to facilitate procedures and provide excellent services to them.

No. of beneficiaries





2018

80.65%



No. of smart auctions 3180

No. of smart bookings 2230

Sales revenue (AED) 1042976111

40





Infrastructure and business continuity

Once again, Dubai Courts' infrastructure proved high efficiency in all indicators measured, and some even exceeded targets by up to 25%. This infrastructure proved to be completely impenetrable against any

type of online threats, as the electronic systems of the court have never been hacked at all. The results of infrastructure indicators for 2018 are shown in the enclosed table.

Indicator	Target (As per Rasid system)	Realized (results Q4)
Availability of smart online services (Percentage and efficiency of technology use)	99.8%	99.79%
Availability of intranet for branches.	75%	99.99%
Percentage of information security threats resolved.	90%	100%
No. of successful online penetrations.	0	0
Percentage of infrastructure upgrades to recommended issuances (technology updates)	90%	97.8%
Percentage of system upgrades to recommenced issuances	75%	91.66%
Percentage of completion of periodic testing of the disaster recovery plan	2	2



Wojhati.. To expedite the completion of transactions

Wojhati is a service counter at the Central Service Lounge which aims to answer all inquiries made by the customers in an easy way through providing them with clear and detailed information, in order to facilitate access to the right channels, procedures

Item	2017	2018
No. of procedures and services brochures issued	8	8

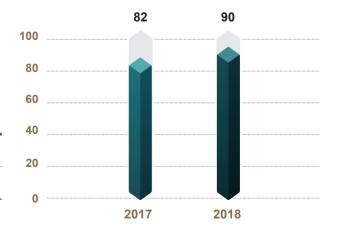
Shoor: Free legal consultations

Item	2017	2018
No. of offices	82	90
No. of beneficiaries	1,360	1,514

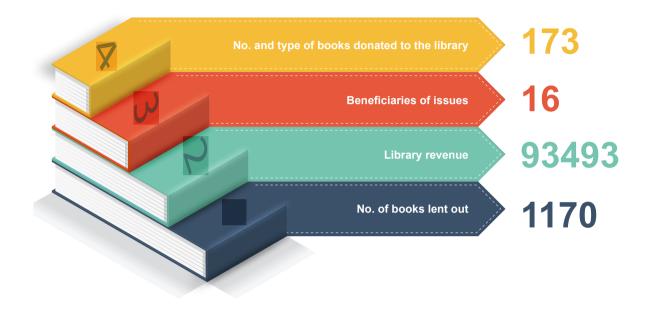
followed and documents needed for service. It provides the following services:

- -1 Answering the inquiries of litigators.
- -2 Shoor service for free legal consultations.
- -3 Subscription to Dubai Courts' online and smart services.
- -4 Real estate query services.

Under this service, customer can receive Dubai Courts' procedural maps in the following three languages: Arabic, English and Urdu.







Legal Library

Dubai Courts' Legal Library continued to play its cultural, informative and academic role as a beacon for legal thought, not only for the UAE but also at the regional level. During the past year, the Library carried out a number of notable events and participations, attracting a remarkable influx of visitors and helping in the advancement of this field of knowledge. The Library took part in the following three main events in the UAE:

- 28th Abu Dhabi International Book Fair.

- 37th Sharjah International Book Fair.
- Legal Book Fair (organized annually by the Public Prosecution).

In terms of publications, Dubai Courts issued 17 publications of thousands of issues and titles in various relevant fields. The Library's participation in fairs yielded high satisfaction rates similar to the past years, whereas customer satisfaction with Dubai Courts' wing at the Sharjah International Book Fair reached 100% in 2017, and the customer satisfaction with the Legal Library

reached 99% in the same year.

Towards more knowledge enrichment and cultural giving

The Library proceeded with the Knowledge Enrichment Initiative (gift exchange), whereby

11 entities received gifts from the Library and the Library also received gifts from 11 entities. The total number of gifted books was 173 including 137 in the legal domain and 36 books on general affairs. The satisfaction rate among the beneficiaries of the initiatives was 100%.

S.N	Gifts were received from the following entities	Entities that receive gifts
1	Dubai Police Academy	Dubai Police Academy
2	Public Prosecution	Public Prosecution
3	Dubai Judicial Institute	Dubai Judicial Institute
4	Police Science Academy	Police Science Academy
5	Hamdan bin Mohammed Heritage Center	Road and Transport Authority
6	Books and Documentation Center	General Department of Traffic
7	Zain Legal Publications	Judicial Inspection
8	Judge Dr. Mohammed Hanafy	Military Justice Directorate
9	The Cultural and Scientific Association	Hamdan bin Mohammed Heritage Center
10	Future Foresight Center- Dubai Police	Books and Documentation Center
11	Judicial Department- Abu Dhabi	High Committee for Medical Liability

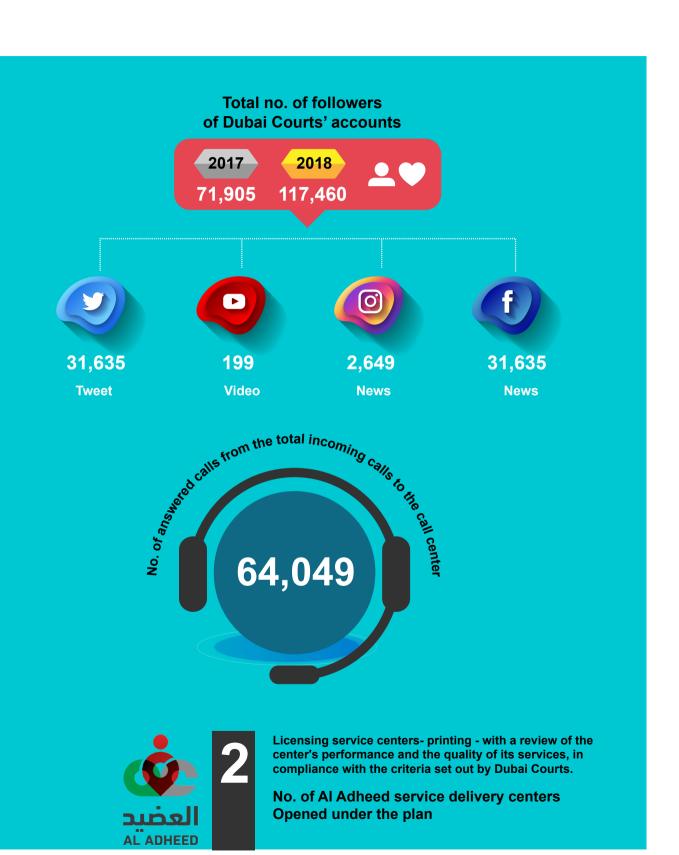




Communication channels with relevant parties

with the relevant segments of society, especially customers, witnessed demonstrated by the large increase

Mass communication and interaction newspapers, which reflects the Courts' vibrancy and the expansion of its scope and initiatives. The same trend was noted in social media as the followers of the Courts' accounts increased by 63% compared with







Year of Zayed.. Events for the occasion

Dubai Courts witnessed a remarkable response to the Year of Zayed's events throughout the year, contributed by the various departments, organizational units and work teams of the Courts. About 15 different initiatives were organized and launched in various fields; humanitarian,

religious, educational, sports and others, which embodied the noble values promoted by the late founding father His Highness Sheikh Zayed bin Sultan Al Nahyan in the hearts of subsequent generations. These are shown in the enclosed table.



Inauguration of "Year of Zayed Library" during the Reading Month

The initiative kicked off with the inauguration of "Year of Zayed Library" in conjunction with the Reading Month, in continuation of the series of initiatives launched by Dubai Courts and organized by the

Communication and Organizational Marketing in the Reading Month, in order to cement the culture of science and knowledge and support the series of cultural, intellectual and cognitive projects.



Organizing the 12th edition of the internal football tournament under the slogan "Year of Zayed"

Dubai Courts' Sports Committee organized the 12th edition of the "Internal Football Tournament" under the slogan "Year of Zayed" in order to promote the

physical fitness culture and to make Dubai one of the world's most active and sports-practicing cities. The tournament included 6 competitor teams.





© Collecting staff contributions to enable 20 orphans to perform Umra

Dubai Courts' Staff Happiness Team collected staff contributions for the Umra for Orphans initiative in collaboration with Beit Al Khair Society in celebration of the Year of Zayed. The amount of AED 45,000 was raised to send 20 orphans to perform Umra. This is one of the social initiatives and activities organized by the team for staff to promote the family spirit.



Distributing the book "With United Strength- His Highness Sheikh Zayed bin Sultan Al Nahyan: The Leader and the Nation" to customers

The book "With United Strength" by His Highness Sheikh Zayed bin Sultan Al Nahyan: The Leader and the Nation" was distributed to customers in conjunction with the Year of Zayed, with the aim of raising awareness on the pivotal role of the leader,

his inspired thinking and his strong will and vision to build the United Arab Emirates alongside his brothers, the rulers of Emirates. This was part of the Reading Month initiative implemented by the Customer Happiness Department.



Organizing Zayed Fair at the Personal Status Building

The Innovators Club at Dubai Courts organized the Zayed Fair in appreciation of the efforts of His Highness the late Sheikh Zayed bin Sultan Al Nahyan in achieving and establishing justice among all segments of the society. The fair was held in conjunction with the National Day celebrations.



Signing an MoU with Dubai Islamic Bank to promote the spirit of social solidarity

Dubai Courts and Dubai Islamic Bank signed a cooperation agreement to support and implement the concept of corporate responsibility, and develop the partnership framework between the public sector and the private sector, through providing monetary support for the "Courts of Giving" committee at Dubai Courts.





Participating in the 7th edition of the Ramadan Aman campaign

Al-Jawhara women's council at Dubai Courts, along with the volunteer team of the department's women employees, took part in 7th edition of the Ramadan Aman campaign under the theme "Do

not make fasting an excuse for traffic violations" organized by Al Ihsan Charity Association, in order to enhance social contribution and undertake charity work.



Dispatching 25 office-boys and low-income employees of the Courts to perform Umra

The Happiness Hormone team at Dubai Courts' Litigation Services Departments collected AED 25 thousand in contributions to dispatch 25 office-boys and low-income employees of the Courts to perform Umra. This is one of the social

initiatives and activities carried out by the team to promote the family spirit amongst Dubai Courts staff, and to highlight the importance of providing an atmosphere of giving for employees.



Memorandum of Understanding signed with Emirates Islamic Bank to achieve community initiatives

Dubai Courts and Emirates Islamic Bank have signed a cooperation agreement in order to achieve community initiatives on the sidelines of participation in Dubai International Government Achievements Exhibition

2018. This is to enhance the joint cooperation between the two parties in a manner that is consistent with its strategic aspirations to reach the vision of the Department «World»s Leading & Excellent Courts».



2000 beneficiaries of the Knowledge Initiatives during the Year of Zayed

The Knowledge Management section of Dubai Courts organized its voluntary knowledge initiative, which included 21 knowledge events, including lectures and workshops attended by more than 2000 employees working at various local and federal government departments and institutions.





Celebrating Zayed Day for Humanitarian Action

Dubai Courts has paid special attention to celebrating Zayed Day for Humanitarian Action, which falls on the 19th day of Ramadan each year, which coincided this time with the Year of Zayed, through various charity and humanitarian

initiatives. Dubai Courts has always considered this occasion an opportunity for Emiratis, UAE residents and peoples of the world to express their love for one of the most humanitarian personalities in history.



Organizing "Zayed and Tolerance" seminar

A seminar tilted "Zayed and Tolerance" was organized as part of Dubai Court's events in the Tolerance National Festival, with the aim of supporting the tolerance culture in the UAE

community. The seminar addressed the role played by His Highness the late Sheikh Zayed bin Sultan Al Nahyan in the tolerance and solidarity of the Emirati society.



Celebrating Emirati Women's Day under the theme "Women on the Course of Zayed"

Dubai Courts celebrated the Emirati Women's Day under the theme "Women on the Course of Zayed", showcasing the national achievements and accomplishments made by Emirati women and Dubai Courts' contribution to women's

empowerment. There are 465 women, including 5 judges, in Dubai Courts' staff. The role of the Women's Council of Dubai Courts was hailed for organizing a number of outstanding initiatives and programs at the level of Dubai Government.



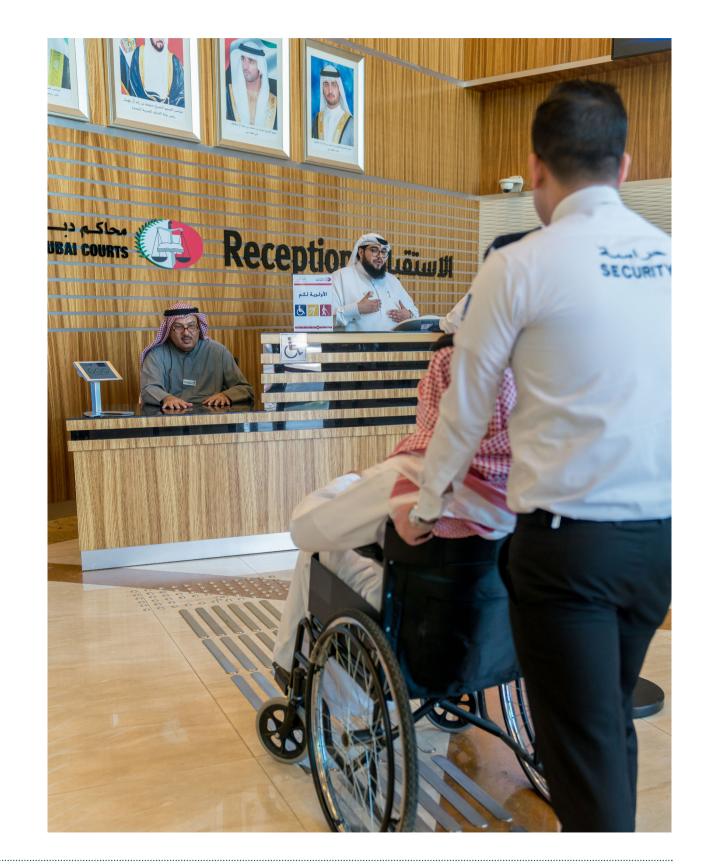


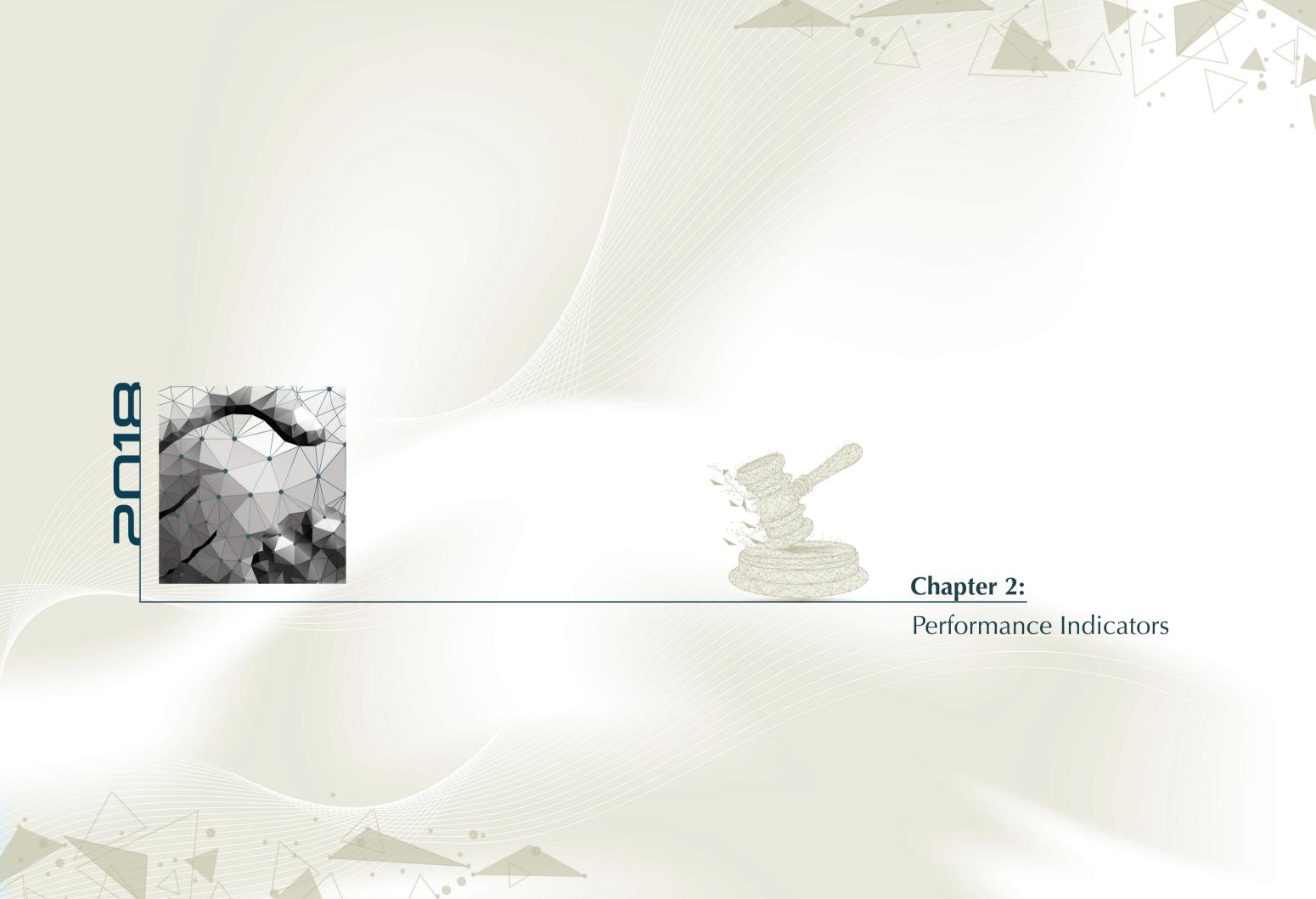


A visit to Al-Aqsa School and Sarah School on the Emirati Children's Day

Director General of Dubai Courts, His Excellency Taresh Eid Mohammad Al Mansouri, paid a visit to Al-Aqsa Primary Education School for Boys and Sarah Primary Education School for Girls in Dubai Education District. During the visit, awareness lectures were organized and events were launched to raise students' awareness of their rights and duties on the Emirati Children's Day, in response by the District to the need for awareness and preventive programs for society.















No. of cases registered with specialized first instance courts in 2018

Description	2018
Civil Court	4,133
Commercial Court	7,775
Real Estate Court	1,059
Labor Court	14,519
Personal Status Court	2,500
No. of cases registered with first instance courts	29,987

In the following pages of this report, we first instance, appeal and cassation, taking will present the performance indicators of into consideration the definitions of the Dubai Courts' three grades of litigation: following terminology:

Description	Definition	
Deputation rate at first instance courts	Average no. of days from registration to first hearing.	
Cases circulating for over one year	Litigations registered over a year ago and still circulating.	
Age of circulating cases (rate of cases over two years)	Litigations registered over two years ago and still circulating.	
Rate of verdict term from first hearing	Duration of case circulation from first hearing date to verdict issuance.	
General adjudging rate	Average no. of verdicts issued during the year.	
Minor verdict accuracy rate	Average no. of verdicts (minor) upheld of appealed verdicts.	
Major verdict accuracy rate	Average no. of verdicts (major) upheld of appealed verdicts.	
Rate and age of circulating cases, personal status- Muslims	No. of personal status cases (Muslims) circulated for over six months.	
Rate and age of circulating cases, personal status- non-Muslims	No. of personal status cases (non-Muslims) circulated for over six months.	
Judicial productivity	No. of verdicts issued annually per judge.	
Average decision-making time on deputation applications from approval	Average duration for verdict issuance from assignment to the judge until verdict issuance.	
Execution verdict and decision accuracy rate- accuracy of upholding decisions	Rate of execution verdicts and decisions upheld of those appealed.	
Rare of cases whereby execution judges issue verdicts	No. of verdicts issued annually per execution judge.	



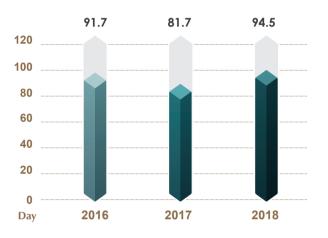


First Instance Court

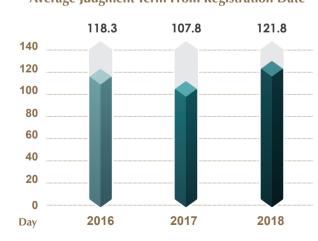
It is the first degree of litigation in Dubai Courts, and consists of the following specialized courts: Civil Court, Personal Status Court, Commercial Court, Criminal Court, Labor Court, Real Estate Court and Execution Court which was established in late 2016. In the next pages of the report, we will overview the results of performance indicators at these courts, which received 29,987 cases in 2018 and witnessed notable progress across the majority of indicators compared with 2017, as shown in the tables and charts below.



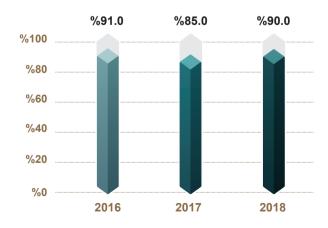
Average Judgment Term From First Hearing





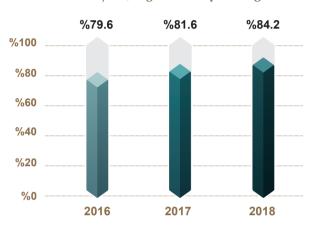


Resolution Average (General)

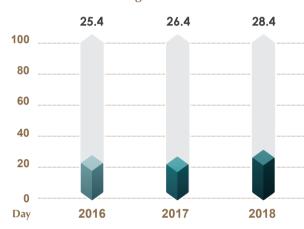




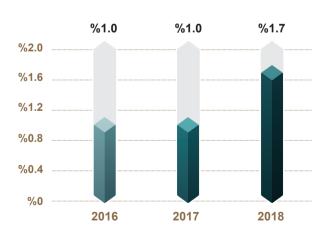
Accuracy of Judgments - Upholding



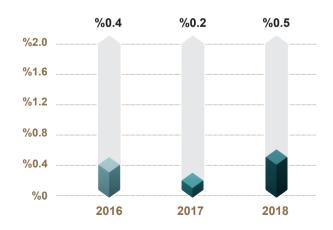
Assignment rate

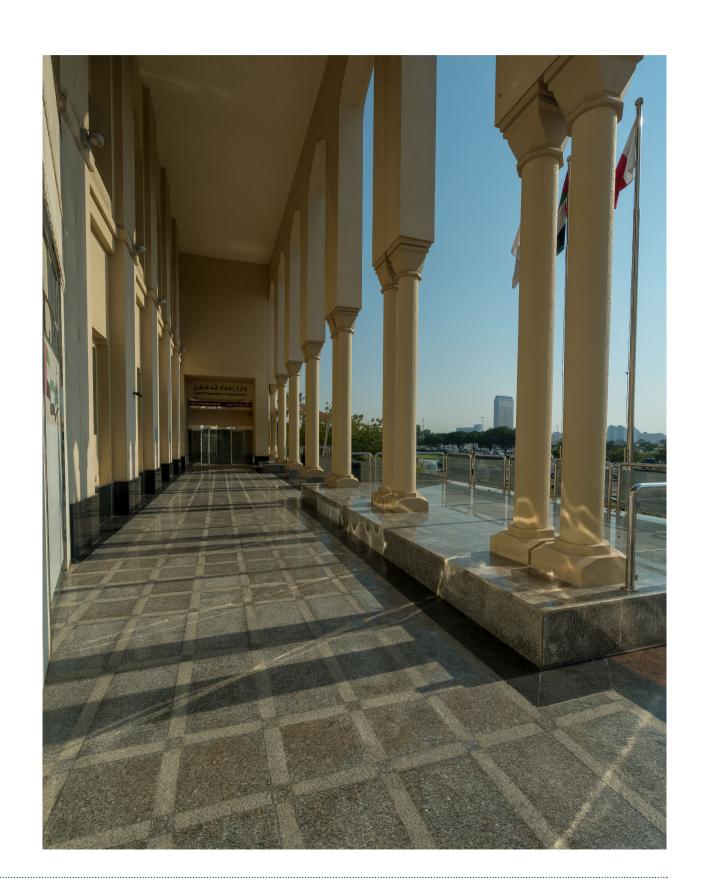


Cases in circulation for more than one year



Age of cases in circulation (percentage of cases in circulation for more than two years)









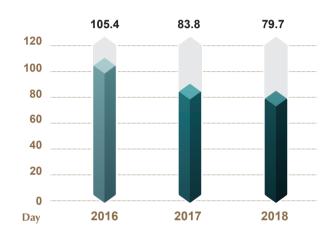
J/Ahmad Ibrahim Saif
Chief Justice, Civil Court

Civil Court

One of the specialized courts at the courts of first instance. It hears major and minor civil cases. This court is chaired by a court head who reports to the Head of the Courts of First Instance. The total number of cases registered with this court amounted to 4,133 in 2018, with improvement in most indicators, especially the "rate of verdict term from first hearing" indicator whereby the court managed to reduce the rate of verdict term from the target rate, as well as the indicators for major and minor verdict accuracy rate in comparison with the respective results of 2017.

As for the initiatives undertaken in 2018, the Civil Court adopted the Smart File initiative (a mutual initiative for a number of first instance courts) with the aim of achieving customer happiness and facilitating the litigation process, in response to the country-wide government approach to promote the automation of services, and expand smart services and applications in order to enhance the country's leading positions and raise the levels of efficiency, quality and community happiness.

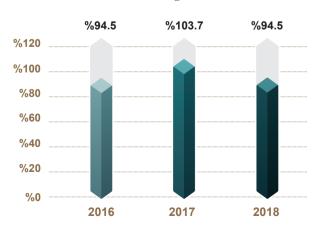
Average Judgment Term From First Hearing



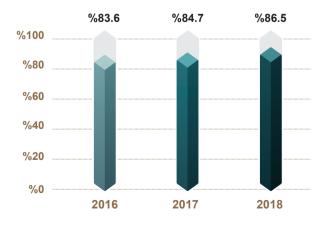
Overall accuracy rate of judgments



Resolution Average (General)



Partial accuracy rate of judgments







J/Mohamed Mubark Al Suboosi Chief Justice, Commercial Court

Commercial Court

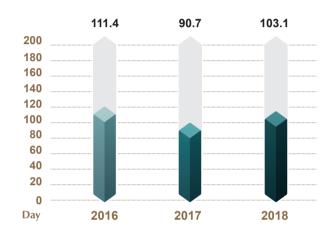
One of the specialized courts of first instance. It represents the UAE in the Enforcement of Contracts category in the World's Bank's Doing Business report, which ranked Dubai in the 9th place internationally in 2019 and the 1st place regionally for the fourth consecutive year. The Commercial Court has jurisdiction over commercial cases wherein the plaintiffs aim to protect legal centers financial or corporate rights arising from business or commercial transactions, by virtue of

their nature, or by virtue of profession, or arising from commercial disposals and transactions.

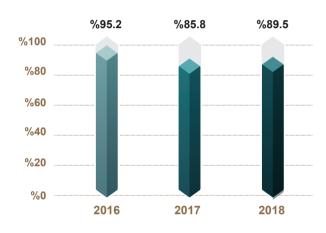
The past year saw the registration of 7,775 cases with this court, alongside notable progress across all indicators compared with 2017.

As for the most important achievements of the Court last year, it worked with the Accelerators Team to prepare and submit the «Regulations for the Civil Procedure Code» for the re-engineering of the judicial procedures endorsed by the Council of Ministers on 9/12/2019. Its key component is changing the litigation approach in the enforcement of commercial contracts from conventional litigation to swift litigation, in line with the principles set out by His Highness Sheikh Mohammed bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai, especially the second principle (no one above the law) which states that «the delay in justice is unjust», so the updated judicial proceedings included a number of aspects that would make use of modern technology in judicial work, and the identification of controls that would contribute to speeding up the work without compromising the quality of the judgments, as discussed in detail in Chapter One of this report on the Government Accelerators Team initiative.

Average Judgment Term From First Hearing



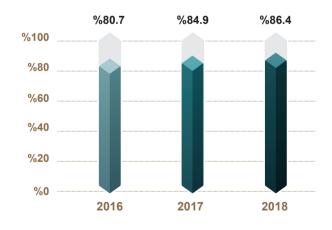
Resolution Average (General)



Partial accuracy rate of judgments



Overall accuracy rate of judgments







J/Ahmed Ali Al Dhanhani Chief Justice, Real Estate Court

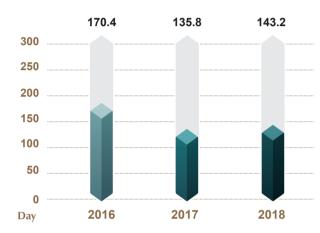
Real Estate Court

A specialized court under the courts of first instance, with jurisdiction over major and minor real estate litigations. This court is chaired by a court chief who reports to the Head of the Courts of First Instance. The court has jurisdiction over disputes and suits resulting from the transactions and contracts relating to property rights and the rights of any kind or subsidiaries, and the rental disputes of less than ten years are excluded from this. Its performance is based on a strategic plan and objectives that correspond with the aspirations of the Government and Dubai Courts.

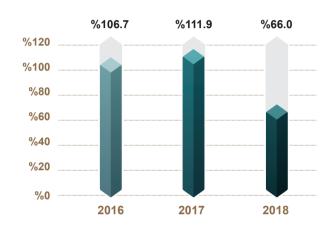
This court registered 1,059 cases in 2018, and made remarkable progress in the indicators of major and minor verdict accuracy rates compared with their 2017 results.

As for the initiatives undertaken in 2018, the Civil Court adopted the Smart File initiative (a mutual initiative for a number of first instance courts) with the aim of achieving customer happiness and facilitating the litigation process, in response to the country-wide government approach to promote the automation of services, and expand smart services and applications in order to enhance the country's leading positions and raise the levels of efficiency, quality and community happiness.

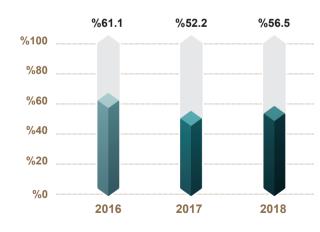
Average Judgment Term From First Hearing



Resolution Average (General)



Partial accuracy rate of judgments



Overall accuracy rate of judgments







J/Jamal Salem Aljabri
Chief Justice, Labour Court

Labor Court

One of the specialized courts at the Courts of First Instance, with jurisdiction over major and minor labor suits regulated by Federal Law no. 8 of 1980, as amended and Federal Law no. 15 of 2017 on Domestic Workers. This court is chaired by a court chief who reports to the Head of the Courts of First Instance.

The Labor Court received 14,519 cases in 2018, which makes it the biggest recipient of cases among the courts of first instance. It also witnessed notable progress in the indicators of major and minor verdict accuracy rates compared with their 2017 results.

The Labor Court implemented a number of important initiatives in 2018, mostly related to automation and the provision of smart services in line with the government's approach and technology developments, including:

- Sanad initiative for free pleading in labor cases, which was launched in late 2017 and implemented in 2018. Under this initiative, Dubai Courts cooperated with a number of attorneys to plead on behalf of the plaintiff (i.e. the worker) for free in special

cases mostly related to group cases and sometimes individual cases. More than 200 workers have benefited from the initiative, which resulted in the reduction of litigation duration, the happiness of litigation parties, decrease of customer numbers, reduction of administrative burden, etc.

- Remote litigation initiative: This initiative was launched at GITEX 2018 in collaboration with the Ministry of Human Resources, becoming the first court to implement remote litigation based on modern visual technologies, the first of its kind in the UAE. The initiative aims to complete the trial in one day (one-day trial), and it will be renamed to the Department of Tolerance as it aims to implement the principles of tolerance and end up in reconciliation between the litigators. This initiative includes a number of sub-initiatives such as remote hearings i.e. remote criminal trials, pleading preparation, i.e. communication between the pleading preparation team and attorneys to complete all necessary procedures without visiting the court, Thura, i.e. live broadcast of civil execution hearings, Qareeb, i.e. the documentation of testimonies using smart devices, and amicable settlement of conflicts through video calls.

- We Announce for You initiative: This initiative was launched in 2017 and is still ongoing. About 3,000 free announcement

were published under this initiative in cooperation with a newspaper.

- Oun initiative: This was initiated in cooperation with the experts section at the Courts, whereby experts are assigned against no charge for some labor cases.
- Enforceable Rulings initiative In cases where the claim is lower than AED 20,000, execution takes place once the ruling is issues. Such cases may not be appealed with some exceptions. The litigation term was cut to 31 days.
- Model Pleading initiative: This initiative was launched in 2017 and continued in 2018. It is a model pleading for labor cases which was adopted throughout the UAE courts in cooperation with the Ministry of Human Resources and Emiratization, thus reducing costs for workers.
- Labor Litigation Fess Handbook: This was prepared in collaboration with the Labor Section and distributed in three languages: Arabic, English and Urdu.

It is noteworthy that the Labor Court was first court to outsource the registration of labor cases to service centers, thus facilitating the litigation procedures to litigants and reducing the number of visitors to the court, which actively seeks to utilize more technology and automate its services completely in the near future, especially with the relocation planned for 2019.

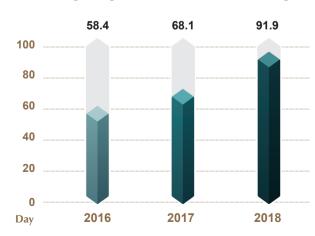
Chapter 2: Performance Indicators

Resolution Average (General) %85.5 %76.2 %91.5 %100 %80 %60 %40 %20 2016 2017 2018

%100 %80 %60 %40 %20 %0 2016 2017 2018

J/Khalid Yahya Al Hosani Chief Justice, Personal Status Court

Average Judgment Term From First Hearing



Partial accuracy rate of judgments



Personal Status Court

Personal Status Court has jurisdiction over authentication of Personal Affairs matters such as marriage and divorce as well as cases and matters besides personal status and money matters of Muslims and Non-Muslim. It has territorial and spatial jurisdiction. It also supervises the performance of marriage officials and authenticates the documents issued by the Family Counseling Section, as well as exit and settlement agreements issued by the Settlements Section. This court is presided by a chief judge who reports to the Head of the Courts of First Instance.

This court received 2,500 cases in 2018 and saw progress in its indicators compared with 2017, especially the average verdict term from first hearing.

The main achievements of the Personal Status Court in 2018 include the opening and activation of service centers in terms of certificate issuance, which also provide remote/ visual communication services for issuing some certificates. This is now available at Hatta, Wafi and AlBarsha centers in order to facilitate procedures for customers and save their time and efforts, and also reduce the burden on the court.





In addition, some mutual projects with the Personal Status Department were launched such as the Mawadda wa Rahma team, which enriched the awareness roles of the Personal Status Court through coordination with some schools and school districts to raise awareness among students. The courts also signed a memorandum of understanding with the UAE Football Association to raise family awareness among children, and to resolve domestic issues that may arise between players and their families through periodic lectures.

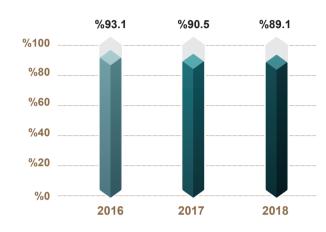
The two projects "testimonial regulation"

and "arbitrators regulation" are to be submitted to the Supreme Committee for Legislation, pending issuance.

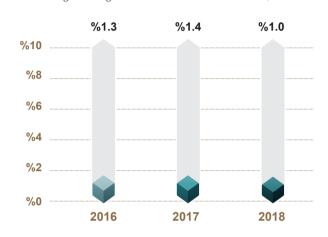
Average Judgment Term From First Hearing



Resolution Average (General)



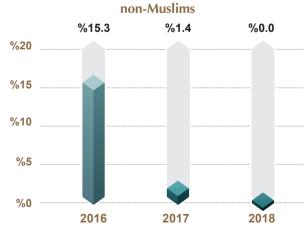
Percentage and age of cases in circulation/ status, Muslims



General assignment rate



Percentage and age of cases in circulation/ status,







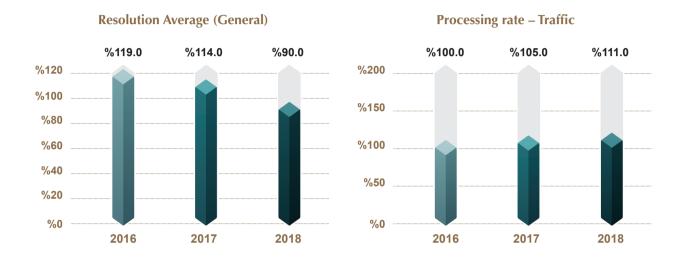
J/Omar Atiq Al Marri
Chief Justice of Criminal Court

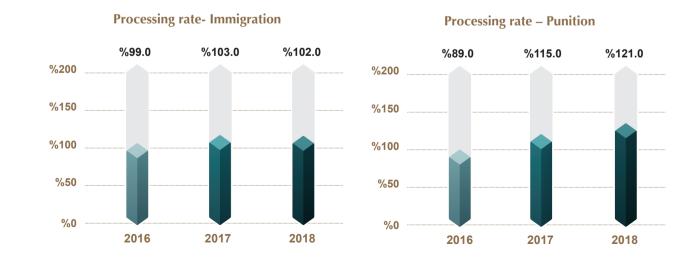
Criminal Court

It is one of the specialized courts at the Courts of First Instances, looking into all the violations, misdemeanors and crimes referred by Public prosecution. It is presided by a chief judge who reports to the Head of the Courts of First Instances.

The Criminal Court continued to implement a number of qualitative initiatives during 2018 with the strategic partners (Dubai Public Prosecution and Dubai Police) including:

- The One-day trial, declared in 2017 and continued in 2018, which yielded remarkable results with the increasing number of litigations covered by the initiative, from the detainees' cases to bailed persons. This has led to the expedition of litigation procedures in cooperation with relevant police stations.
- Remote trials, held in cooperation with the Public Prosecution, exclusively for the Airport Police Station cases. There is a plan to expand the reach of this initiative to reach the rest of the police stations.









J/Abdullah Ahmad Ali Al Kaitoob

Chief Justice of Execution Court

Execution Court

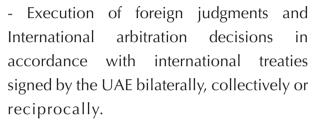
The Execution Court was established at the end of 2016. It has a qualitative jurisdiction, consisting of a bench of competent judges who are exclusively assigned by the legislator to execute the execution writ. It is also one of the specialized courts at the Court of First Instances. The number of closed cases reach 262,222 in 2018. The Execution Court

consists of group of circuits, each circuit is presided by a specialized judge:

- To examine all types of execution cases (civil, commercial, real estate, labor and personal status).
- Execution Judge to pass orders and decisions in execution files.
- On duty routine matters judge: To take decision in applications for urgent matters of all sorts of cases (civil, commercial, real estate, labor, personal status).
- On duty urgent matters judge: To examine urgent matters and take decision in application for urgent and precautionary procedures of all sorts of cases (civil, commercial, real estate, labor, personal status).
- Injunction Judge: To examine and adjudicate injunctions against execution of orders issued in temporary and subjective matters of all sorts of cases (civil, commercial, real estate, labor, personal status) except excluded by law otherwise.

Execution of judgments issued by judicial authorities outside the Dubai Court jurisdiction.

- Judicial deputation from other courts of the UAE.



- Responding to judicial aid applications at the request of foreign courts on a reciprocal basis.

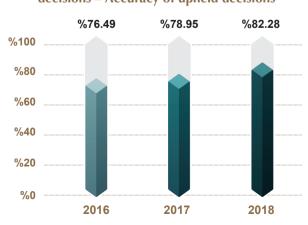
The Execution Court is an important milestone in the judicial development journey, especially that it lay the cornerstone for advancing the UAE's rank in the annual Competitiveness Report issued by the World Bank. Such advancement is demonstrated by the reduction of execution time in execution

Average decision-making time on requests from assignment to approval



cases, in implementation of the ambitious vision to achieve excellence in courts at a world-class level.

Accuracy rate of execution judgments and decisions – Accuracy of upheld decisions



Processing rate for execution cases







Appeal Court

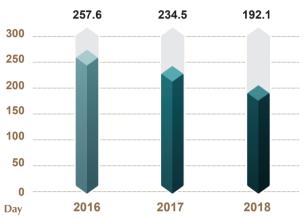
The Court of Appeal is the second degree of litigation in the Emirate of Dubai. It is competent in looking into contests to verdicts and judgments of First Instance Courts, which are dissatisfied by convicted peoples whether these verdicts are Criminal or Civil. The verdicts issued

by this Court may be challenged at the Cassation Court according to the provisions of the Law.

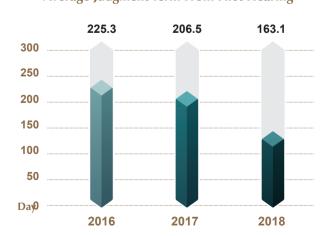
The Court of Appeal received 10,519 cases in 2018 and saw progress in most of its indicators, especially the average verdict term from first hearing and average verdict term from registration date.



Average Judgment Term From Registration Date



Average Judgment Term From First Hearing



Average Waiting Time To First Hearing





Accuracy of Judgments - Upholding



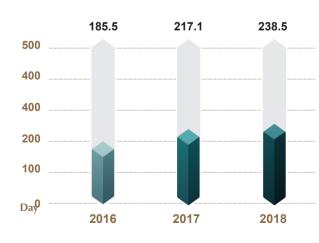
Processing rate



Cases in circulation for more than one year



Judicial Productivity







Court of Cassation

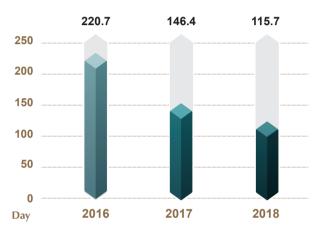


The Cassation Court is the third and superior degree of litigation in the Judicial System in Emirate of Dubai. It looks into all civil and criminal cases submitted thereto after the appeal phase, through a different judicial panel than the appeal phase. Its verdicts are final as stipulated by the Law.

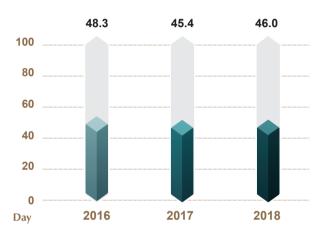
The Cassation Court received 2,946 cases in 2018, and saw progress in the "average verdict term from registration date" indicator.

Chapter 2: Performance Indicators

Average Judgment Term From Registration Date



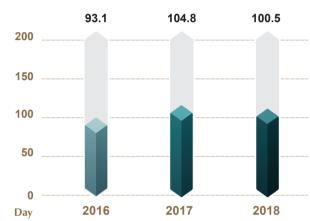
Average Judgment Term From First Hearing



Processing rate



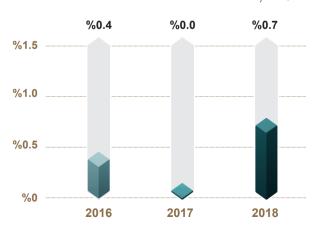
Judicial Productivity

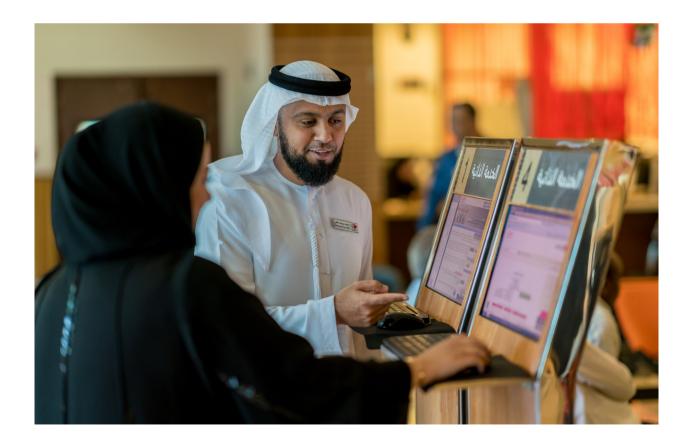


Average Waiting Time To First Hearing



Percentage and age of cases in circulation (percentage of cases in circulation for more than two years)







Tolerance And Amicable Settlements

The year 2018 witnessed growth in Dubai Courts' focus on tolerance values and urging conflicting parties to apply amicable settlements in the spirit of the Year of Tolerance. Dubai Courts achieves a number of goals through tolerance, including: Speedy decision-making and satisfaction of both parties, reducing requests and visits, reducing reliance on attorneys, increasing resource efficiency, facilitating smart upgrades, cutting fees, speedy execution, education and consultation, reducing the length of litigation, reducing the burden on judges, reducing the proportion of cases, and increasing the

proportion of reconciliation and settlements, which benefits all parties and stakeholders.

The following segments are usually targeted to embody tolerance: Families and heirs, individuals and workers, non-Muslims, corporates, individuals of other cultures of all nationalities.

The types of settlements and tolerance as per the tolerance and settlements system at Dubai Courts are classified into the following stages: Before litigation, during litigation and at execution, under certain procedures that guarantee the satisfaction of both parties.

Objectives of tolerance and amicable settlements at Dubai Courts

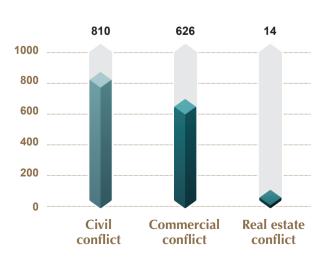
- Offering an alternative and easy judicial pathway to activate alternate methods (amicable justice).
- Facilitating the settlement of conflicts through alternative methods prior to referral to litigation, at a lower cost and with quality work.
- Providing a quick mechanism to document settlements and assigning them the power of an immediate execution writ.
- Reducing the burden on courts in hearing and settling simple conflicts.
- Preparing conflicts prior to referral to

- courts, and shortening procedures in terms of steps and settlements phases.
- Saving time, effort and costs for the litigants through seeking reconciliation and fair settlement between parties.
- Reducing the number of visitors to settlement centers.
- Deciding quickly in conflicts heard by the center to safeguard the rights of people.
- Increasing customer satisfaction rates, and raising results and indicators to international levels in line with the Courts' strategic plans.

Dubai Courts' Tolerance and Settlements System

Types of settlements and tolerance	Competent sections	Target group	Service delivery methods	Outcomes
Before litigation	 Reconciliation Section Settlements Section Civil Section Labor Section 	 Family members Heirs Individuals Workers 	Dubai Courts websiteSmart applicationsTaaheed officeMinistry of Labor	Raising commu- nity awareness on Dubai Courts' role in tolerance
During litigation	Lawsuit Management Section	Individuals and corporates	During the hearing	Increasing community satisfaction with Dubai Courts and boosting confidence in the judicial system
Execution	Lawsuit Management Section	All parties Individuals or corporates	Execution procedures phase and submission of application	* Cutting costs * Facilitation and simplification of procedures

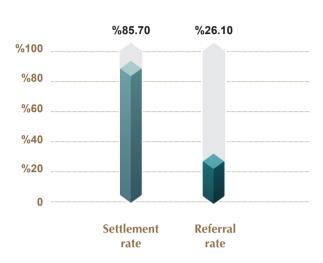
Type of conflict	Number Of Settlements 2018	Total Claim Value For Determined Disputes (Agreement)/Dirham	
Civil conflict	810	35,918,857.29	
Commercial conflict	626	1,401,561,606.1	
Real estate conflict	14 10,395,231.16		
Execution Court	731	296,528,848.7	
Total	1,450	1,744,404,543.3	



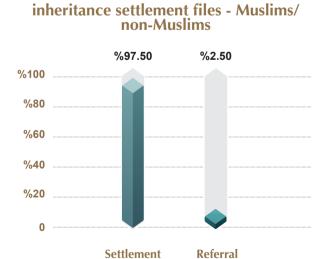


Settlement of family litigations files	Percentage
Settlement rate	85.70%
Referral rate	26.10%
Target 2018	80.00%
No. of files with settlements	525
No. of referral files	72
Total no. of settlement files	433
Total amount of family litigations settlement	75,461,273 (AED Billion)

Settlement of family litigations



no. of inheritance settlement files **Percentage** - Muslims/ non-Muslims Settlement rate 97.50% Referral rate 2.50% Target 2018 95.00% No. of files with settlements 270 No. of referral files 7 Total no. of settlement files 277 Total no. of inheritance settlement 5,209,897,937 files - Muslims/ non-Muslims (AFD Billion)



rate

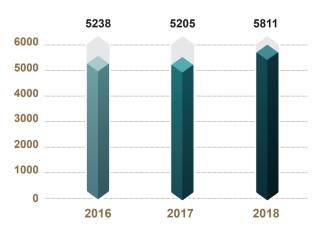
rate

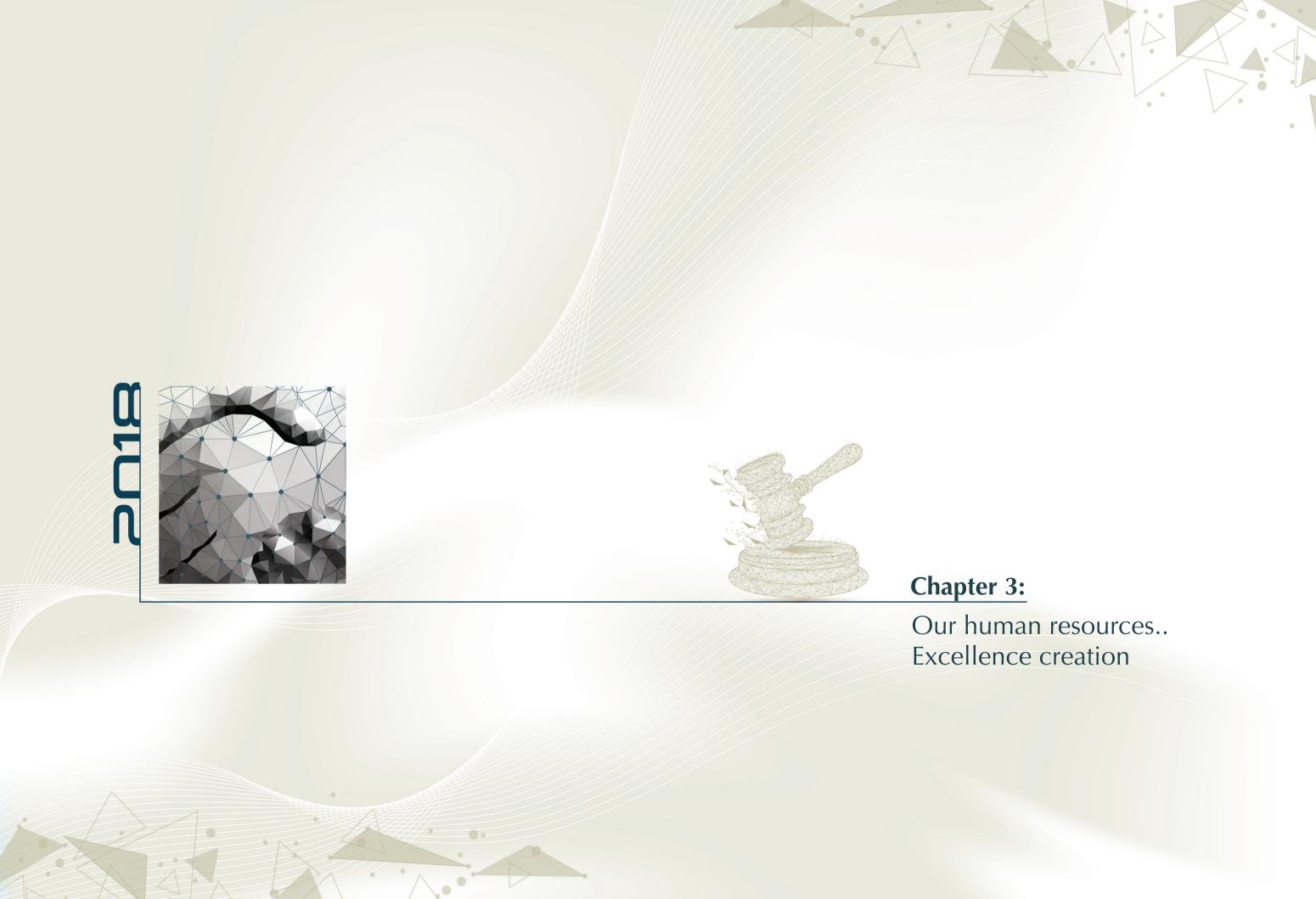
Information and statistics on the Family Guidance and Reconciliation Center

- 1. Meetings were held in 2016 and 2017 to discuss a mechanism for family guidance and looking into the number of files reviewed daily. It was agreed that each family counselor shall look into 8 files per day.
- 2. The receipt of exceptional cases was assigned to the head of the session management unit, provided that each counselor shall receive no more than 2 exceptional files, resulting in lower mental stress for counselors. The outcome was clearly more reconciliations and less referrals to courts.
- 3. The number of files treated at the Family Reconciliation Center in 2016 was 6,549. The settlement rate was 72.5% and referrals were 27.5%.
- 4. The number of files treated at the Family Reconciliation Center in 2017 was 6,954. The settlement rate was 76.2% and referrals were 23.8%.
- 5. The number of files treated at the Family Reconciliation Center in 2018 was 7,744. The settlement rate was 76.1% and referrals were 24.1%.
- 6. The Family Reconciliation Section is competent to look into marital cases (Muslims, non-Muslims) and family cases (Muslims and non-Muslims).
- 7. The total settlements was 5,238 in 5,205,2016 in 2017 and 5,811 and 2018.
- 8. It was agreed that no absentia divorce testimony shall be issued without the attendance of both parties of the conflict, resulting in personal attendance and increased reconciliation between parties.

- 9. It was agreed that the standard in the files before the family counselor to be deliberated for a month, and on exceptional cases, the counselor can refer the situation to the judiciary with a statement of reasons so that the Section can identify these reasons with a vision and a mechanism to overcome these obstacles, leading to increased reconciliation and family stability.
- 10. The electronic file management system has been activated by 100%, as well as the conclusion of family agreements by 100% and communication with the Translators Division directly under the title of video and audio interpretation. This has led to a reduction in the waiting period, better management of sessions, more time for each case and the utilization of all technologies towards reconciliation.
- 11. The Fiqh of Priorities was put in force by the Family Reconciliation Center, prioritizing the foundations of life necessary for each case, leading to higher reconciliation rates.s

Total settlements







Human resources is one of the drivers of Dubai Courts' excellence and pioneering positions. The Courts' supreme leadership has a deep understanding of this point, reflected in the remarkable efforts exerted by the four sections of the Human Resources Department in terms of HR planning, attraction, mobilization, motivation, rehabilitation at the highest levels and continuous development, including the performance of all administrative tasks to achieve their goals.



	No. of males	No. of females	Total (both genders)
No. of judiciary staff	210	5	215
No. of administrative staff	446	476	922
No. of leadership staff	28	1	29
No. of supervisory staff	114	58	172
No. of youth staff (18-35)	243	281	524
No. of people of determination staff	8	10	18

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Initiatives to promote excellence

To achieve its goals, the Human Resources Department at Dubai Courts continued to work on a number of initiatives, in addition to the launch of new ones in 2018 including:

My job is my excellence

This initiative was launched in 2016 with the aim of using creative methods to showcase functional tasks in order to enhance employees' passion for their jobs and their working environment, and to demonstrate the

significance of their roles. The objective of the initiative is to raise employees' awareness of the importance of job descriptions and how they are developed, promote the core and support roles at Dubai Courts, encourage employees to explore opportunities to advance their careers, and also to inform employees of the main skills and criteria needed for different roles using creative methods such as promotional videos to explain functional tasks by the employee in charge. The initiative is promoted through Youtube videos and the Knowledge Portal. A number of roles at

Dubai Courts were highlighted, such as the announcer and the enforcement officer.

Innovate with HR

This is one of the Human Resources Department's initiatives, included in the HR Department Operational Plan for 2018. The initiative organizes a competition with the aim of promoting creativity, rewarding talents and encouraging them to draw the outlines of the future Dubai Courts, achieving leadership through innovation in the various areas of human resources, and attracting talents with competencies and academic qualifications. The competition targets the degree holders among Dubai Courts staff in addition to sitting undergraduates.

E-Recruitment initiative

Dubai Courts adopted one of the innovative methods developed by Smart Dubai Government Establishment (Dubai Careers system), a governmental platform for showcasing vacancies, in a step to enhance the government's contribution to make Dubai the world's smartest and happiest city. The system can be easily accessed and used through various smart devices. It provides an integrated system of the recruitment cycle through the automation of all recruitment stages at Dubai Courts, enhancing recruitment efficiency, reducing recruitment costs and

saving time and energy, in support of the paperless court initiative.

Participation in Careers UAE

Dubai Courts was one of the government entities that took part in Careers UAE 2018 under the Dubai Government Platform at Dubai World Trade Center. The Courts' booth saw a large inflow of job seekers of various specializations, receiving about 1,400 applications for the Courts' available vacancies. Dubai Courts' participation in Careers UAE 2018 corresponds with its policy and commitment to active participation in the Emiratization drive, in a series of efforts to achieve the Courts' strategic objectives related to the development of qualified human capital. Furthermore, Dubai Courts was the first government entity to apply instant recruitment at the Dubai Government Platform at Careers UAE 2018.

Specialty programs and professional diplomas:

The Courts' is keen on implementing specialty programs for its judicial and administrative staff, with the aim of upgrading their knowledge and efficiency to maximize their qualification and empowerment through enrolling them in specialized professional diplomas to help them perform their duties with utmost quality. A total of 6 professional





diplomas and 64 specialized training courses were held during 2018.

Training of university and college students:

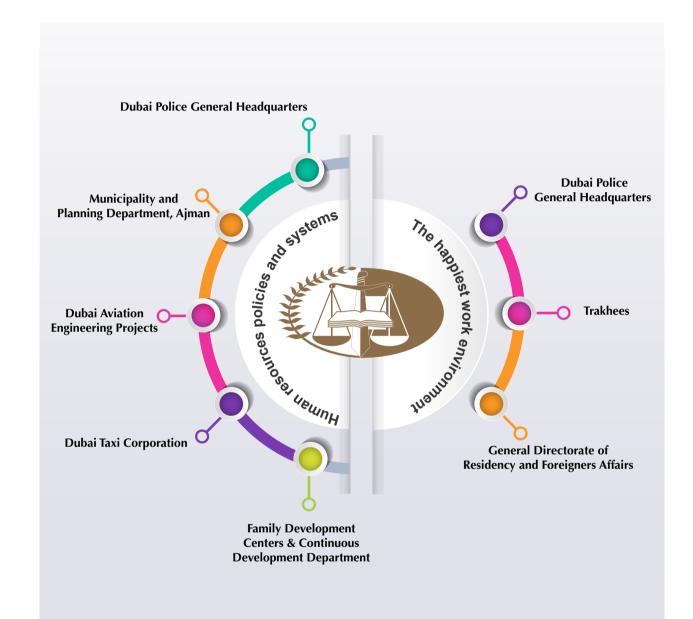
In contribution to community service, the Department is annually keen on training university and college students under the practical training requirement for graduation, in order to enable students to apply what they learned during their academic journey. The training term helps students enhance their sense of responsibility and self-reliance, in preparation for professional life and work environment in the future. In this context,

137 university and college students received training at Dubai Courts during 2018.

Stars of Excellence

It is a program that aims to encourage and stimulate staff to be creative and to excel in performance as per the criteria for customer happiness:

- Productivity
- Attendance
- Superior's feedback
- Personal accomplishments
- Creative ideas
- Happiness indicator



Benchmarking visits

The Human Resources Department received 8 government entities during 2018 to showcase the best applicable

practices, exchange knowledge and expertise in the fields of the happiest work place, human resources policies and regulations.

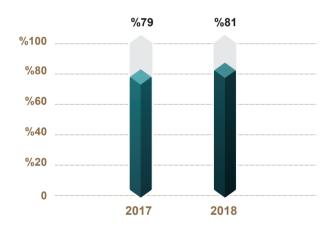


Key performance indicator results for 2018

In 2018, Dubai Courts witnesses an increase in Emiratization indicators at all levels compared with 2017. Its efforts in motivating staff led to higher employee satisfaction and

organizational loyalty rates, thus decreasing staff turnover. It also intensified its efforts in the areas of training and qualification as shown in the tables.

Localization	Results	
	2017	2018
General localization rate	79%	81%
localization rate (leading category)	96%	100%
localization rate (Judicial body)	35%	37%
localization rate (Supervisory category)	96%	97%
localization rate (Executive category)	88%	89%
Average service years, nationals	9	10



Job Rotation	Results	
	2017	2018
Job rotation rate	4.10%	3.80%
Job rotation rate for nationals	3.90%	2.90%
Job rotation rate for non- nationals	0.20%	0.90%





Training And Development Indicators	2017	2018
Number of training hours (leading category)	34	39
Number of training hours (Supervisory category)	35	39
Number of training hours ((Executive category))	21	21
Number of training hours (Judicial body)	20	21
Rate of trainees (leading category)	100%	100%
Rate of trainees (Supervisory category)	99%	90%
Rate of trainees ((Executive category))	79%	99%
Rate of trainees (Judicial body)	59%	52%
Rate of trainee employees in innovation area	27%	37%
Number of awareness and training courses in looking ahead area	8	12



Creativity and innovation Our key asset

In 2018, the Afkari platform was endorsed as a comprehensive system and an integrated platform for managing ideas through various communication channels, starting from Dubai Courts' human capital, customers, society, suppliers and all relevant parties, in order to stimulate and organize the receipt and flow of ideas, maximize the benefit thereof and optimize their use after classifying them in continuous development channels, and adopting proper ideas up to the honoring of participants in the system. This would enhance judicial and administrative work and overcome all issues and challenges.

The efforts of the Afkari system are

concentrated in three themes: leadership under and competitiveness, intelligence and "Litigat sustainability, and innovation and future Custom outlooks. The system brings together various platforms, tools and methods for idea generation such as the Unified Suggestions Portal, Mohammed bin Rashid Smart Majlis, Ladies Council, Innovators Club, Youth Council, Brainstorming Sessions. Instantaneous

Youth Council, Brainstorming
Sessions, Instantaneous
Customer Happiness Indicator,
Instantaneous Employee Happiness
Indicator, Communication Center, Social
Media Tools, Nibras System, direct contact



numbers with directors, committees and action teams, and collective suggestions. In 2018, three innovation labs were held under the titles "Delay of Expert Reports", "Litigation Announcements" and "Achieving Customer Happiness".

Safwa Program

for Job Excellence at Dubai Courts in its first edition 2018/2019 to identify the best employees with pioneering achievements, innovative projects and active contributions internally and externally. The award was designed to enhance the participation of employees

in the race of excellence in order to gain

knowledge that enhances the performance and adopt the tools of stimulating human resources, which in turn enhances excellence and individual and institutional leadership. 198 employees took part in the awards. Assessment committees were formed in order to sort and evaluate applications and interviews to review the achievements, initiatives and results of candidates from the functional categories, using the evaluation criteria.

Happiness, stimulation and positivity

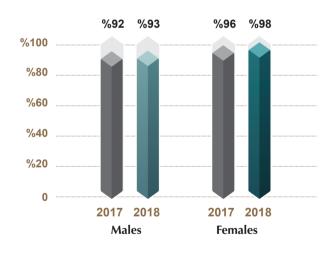
In the area of happiness and positivity within its internal environment, Dubai Courts adopted several initiatives and programs in 2018, including:

- 1. "Happiness Flashes" program, whereby happiness and positivity are spread across the employees' work environment through:
- Your health is our happiness.
- Excerpts about happiness.
- Sayings about happiness.
- Express your happiness.
- Showcasing human resources initiatives, procedures and operations.
- 2. Launching a questionnaire to identify the basic needs of employees using Maslow method, in order to study all the dimensions that could impact employees' happiness at Dubai Courts.
- 3. Launching the Happiness Forum with the

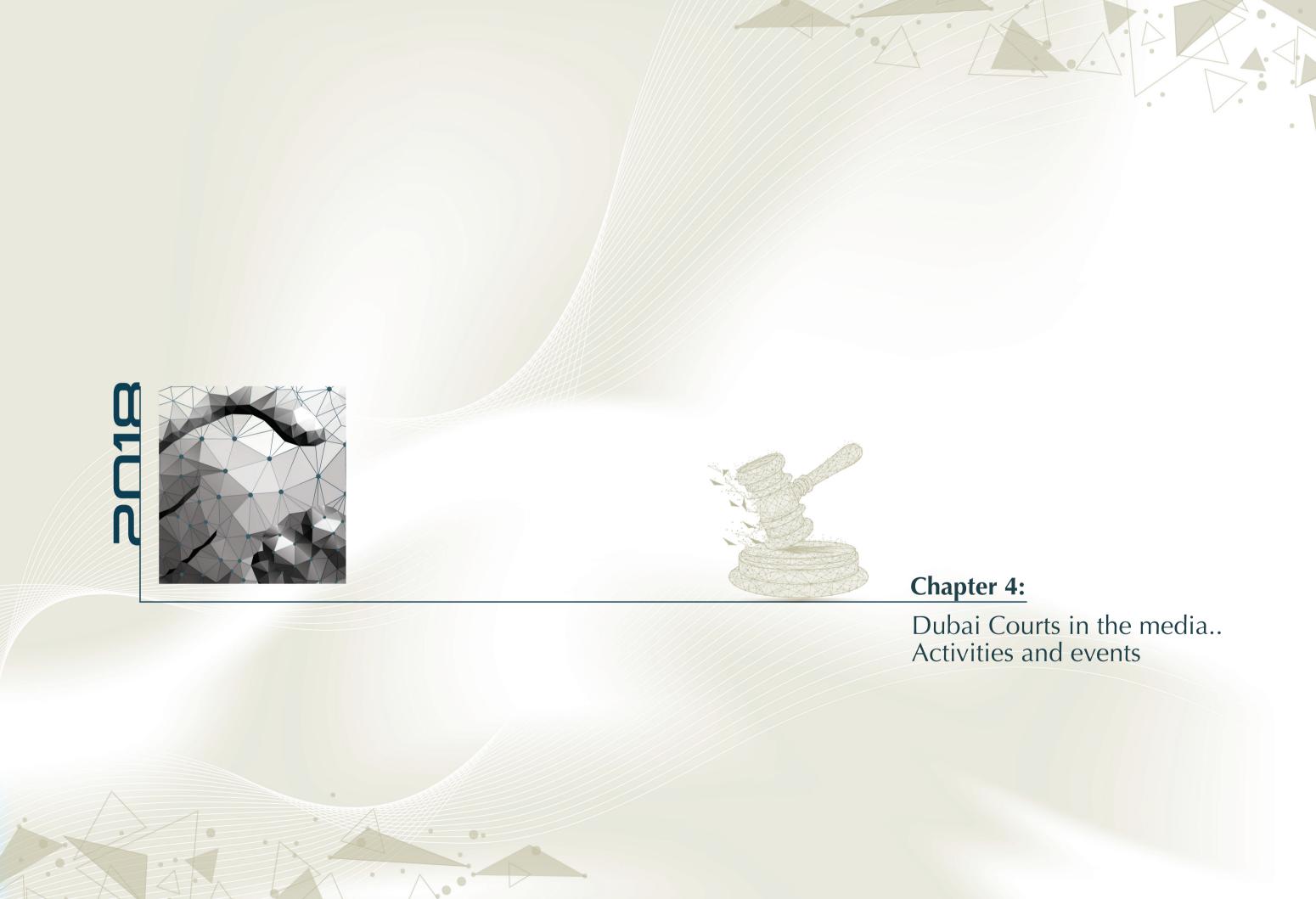
aim of enhancing active communication with Human Resources, raising awareness on HR procedures, laws, regulations and policies, in addition to increasing the happiness rate among Dubai Courts' employees. The first happiness forum was held under the title "Happiness Law" in 2018.

These collective efforts yielded an increase of two percentage points in the happiness indicator compared with 2017 as shown in the table below.

Instantaneous happiness indicator



indicator	Results	
	2017	2018
Happiness indicator- males	92%	93%
Happiness indicator- females	96%	98%
Happiness indicator- overall	94%	96%







Dubai Courts launches 80 smart services at the Center for Amicable Settlement of Disputes

Dubai Courts launches the first batch of smart services for customers at the Center for Amicable

Settlement of Disputes, which allows subscribers to receive 80 smart judicial services 24 hours a day.



Dubai Courts General Director launches C3 Court platform at UAE Innovation Week 2018

Dubai Courts Director General, His Excellency Taresh Eid Mohammed Al Mansouri, launches C3 Court platform at UAE Innovation Week 2018 attended by Dubai Courts Deputy Director General HE Judge Abdelqader Musa, chiefs of courts, sector heads and X10 team members.



Dubai Courts receives international accreditation in Business Continuity Management

Dubai Courts receives international accreditation in Business Continuity Management (ISO22301:2012) from the British Standards

Institution, becoming a world leader in the judicial sector, in recognition of its integrated services.



Smart marriage formalized through robot

The groom, Abdullah Ahmad Tahlak, wed to the daughter of Ali Ahmad Ahli through the Mabrook Ma Dabart (congratulations on your marriage) service.

The proceedings were conducted through a video conference between the bride and groom and their families and witnesses with a Dubai Court judge.





Electronic connectivity at the UAE level allows direct and immediate execution by judges

The sub-team for the Quality and Integrity of Judicial Work and Judicial Independence, under the Executive Team for Law Enforcement, discusses in its meeting, chaired by the Director of the Judicial

Inspection Department at the Ministry of Justice Consultant Jassim Saif Buassiba, the project for direct online execution of judicial judgments, decisions and deputations.



Dubai Courts announces Dubai will host International Union for Judicial Officers conference in 2021

Dubai Courts announced that Dubai will host the 24th International Union for Judicial Officers, the first in the region, in 2021. The announcement was

made during Dubai Courts' participation in the 23rd International Union for Judicial Officers conference held in Bangkok, Thailand.



Hamdan bin Mohammed: Translating the vision of Mohammed bin Rashid into a judicial system that promotes Dubai internationally

His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Dubai Crown Prince and Chairman of the Executive Council underlines the importance of continuous development of the judicial system to translate the vision of His Highness Sheikh Mohammed bin Rashid Al Maktoum, UAEVice President,

Prime Minister and Ruler of Dubai, during his visit to the Court of Personl Status building accompanied by HH Sheikh Maktoum bin Mohammed bin Rashid Al Maktoum, Chairman of Dubai Judicial Council and Abdullah Al Basti, General Secretary of the Executie Council, Emirate of Dubai.



Dubai Courts General Director inaugurates first Adheed center in Ras Al- Khawr

Dubai Courts Director General HE Taresh Al Mansouri inaugurates the first Adheed center in Ras Al-Khawr as part of the Courts' efforts to reduce the number of visitors by 80% in 2018.

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Dubai Courts lifts burdens on defaulters in civil execution cases in collaboration with Emirates Islamic Bank

Dubai Courts, under the Tafreej Korba initiative in cooperation with Emirates Islamic Bank, starts to lift the burden on defaulters who are unable to pay their dues in civil execution cases, by looking into 34 files

and settling 17 thereof at a total of approximately AED 1.196 million. This initiative falls in line with UAE President Sheikh Khalifa bin Zayed Al Nahyan's announcement that 2018 will be the Year of Zayed.



Dubai Courts delegation participates in annual meeting of International Association for Court Administration in Brazil under the theme "Sovereignty of Law in a Culturally Diversified World"

A Dubai Courts delegation, led by Deputy Director General HE Judge Abdelqadir Musa, participates in annual meeting of International Association for Court Administration in Brazil under the theme "Sovereignty of Law in a Culturally Diversified World".



Nahyan Mubarak Al Nahyan: UAE introduces "justice, respect and equality" concept through "tolerance"

HE Sheikh Nahyan Mubarak Al Nahyan, Cabinet Member and Minister of Tolerance, inaugurates the «Dubai Courts Charter for Tolerance" and "Tolerance and Settlements Center" during His Excellency's visit to Dubai Courts at the Personal Status building. He was received by Dubai Courts Director General HE Taresh Al Mansouri and Deputy General Director HE Judge Abdeqader Musa, as well the heads of courts and sections at the Department.



IdeasUK honors Dubai Courts, the first court in the world to receive accreditation for Afkari system

Dubai Courts received the platinum accreditation of IdeasUK for Afkari system. The department was represented by Mr. Mohammed Ahmad Al Obaidali, Executive Director of the Litigation Administration

Sector. The ceremony was also attended by Mr. Ahmad Abdelrahman Mohammed, head of the Strategy and Future Outlooks department and Mr. Abdullah Ahmad Al-Rayes, head of the Customer Happiness Department.





Maktoum bin Mohammed views Dubai Courts' "Al-based training" at Dubai Smart Government platform at GITEX

His Highness Sheikh Maktoum bin Mohammed bin Rashid Al Maktoum, Deputy Dubai Ruler, pays a visit to Dubai Courts' boothe at Dubai Smart Government's platform at GITEX 2018 at Dubai

World Trade Center. He was received by the Director of the Human Resources Department at Dubai Courts Abdelwahid Kaldari and a number of officials at the Courts.



Dubai Courts participates in Tolerance Summit and recommends to combat extremist thought

Dubai Courts takes part in the World Tolerance Summit organized by the International Institute for Tolerance affiliated with Mohammed bin Rashid Al Maktoum Global Initiatives, at the auspices of His Highness Sheikh Mohammed bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai under the theme "Prospering from Pluralism: Embracing Diversity Through Innovation and Collaboration".



Dubai Courts signs MoU with UAE Football Association to raise community awareness on family affairs

Dubai Courts and UAE Football Association sign cooperation agreement to raise community awareness on family affairs and safeguard the young generation by presenting a new approach that corresponds with the vision of the UAE leadership of solidarity and family cohesion, for the development of the community.



Dubai Courts General Director honors outstanding performers at Stars of Excellence initiative for first half of 2018

Dubai Courts General Director HE Taresh Eid Al Mansouri honors the Stars of Excellence for the first half of 2018, following on Dubai Courts' strategy to honor creative and innovative staff in government

work, in order to promote creativity and excellence in the Courts' environment and achieve justice with accuracy and speed, and provide facilitated judicial service that is accessible by all.

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Dubai Courts Celebrates Emirati Women's Day under the theme "Women on the Course of Zayed"

Dubai Courts Director General HE Taresh Eid Al Mansouri states that "women in the UAE are the happiest women on Earth. They learn passionately,

work efficiently, and excel creatively" in Dubai Courts' celebration of Emirati Women's Day under the theme "Women on the Course of Zayed".



Ministry of Human Resources and Emirtization, Dubai Courts launch Labor Court initiative through remote litigation technology

The Ministry of Human Resources and Emirtization and Dubai Courts launch Labor Court initiative through remote litigation technology to decide on

labor cases online, during Dubai Courts' participation in Dubai Smart Government's platform at GITEX 2018.



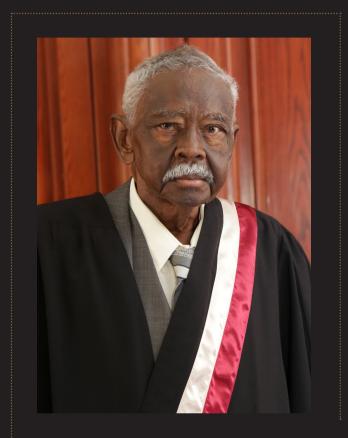
Dubai Courts honors 172 judges for their valuable contributions in cementing trust in the judiciary system nationally and regionally

Dubai Courts holds a special ceremony to honor 172 judges of the Court of Cassation, Court of Appeal, Court of First Instances, Fee Postponement and Exemption Committee, and the Experts and Arbitrators Committee, in addition to special honors to Dr. Consultant Aref

Al-Sheikh, Head of the Family Hearing Management Unit Ahmad Abdelkarim, and Head of the Strategy and Future Outlooks Mohammed Abdelrahman. The judicial staff were honored in light of the results of the Pioneers of Judicial Excellence program.







Ali Ibrahim Al-Imam
After a remarkable journey

Judge Dr. Ali Al-Imam, chief of the Court of Cassation, has passed away after a life of achievements and outstanding work. He was an example of the "fair judge" who worked hard to service his country and his community.

