

ANNUAL REPORT

2007



His Highness Sheikh Mohammed bin Rashid Al Maktoum

UAE Vice President, Prime Minister and Ruler of Dubai



H.H. Sheikh Hamdan Bin Mohammed Bin Rashid Al Maktoum

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

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Introduction

In the Name of God the Merciful, the Compassionate

This is the second issue of the annual report of Dubai Courts. It documents the Court's work and its march of progress in various judicial, administrative and others units. It shows the scope of progress of the continued development and dynamism in the courts, success levels of application and implementation of initiatives and projects included in the operational plan during 2007. This report also aims to highlight some objectives of knowledge management. It provides a fund of rich knowledge about the various categories of concerned parties, while mainly aiming to disseminate facts and statistics that establish Dubai Courts' performance excellence, as a premier developed institution with ways of thinking and performing that match the regional and global standards.

With 300 strategic initiatives and projects being launched in 2007, we continued the building process on the foundations laid down in 2006 and took them as a pivotal point and a platform for more expansions and renovations inspired by the visions of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai.

We, at Dubai Courts, are keen to communicate our message to society's various segments in a clear and sophisticated manner. Thus, this report will be available for the first time in English. It will also be posted through Dubai Courts' e-portal as a complement to the printed annual book. Additionally, it will be distributed and published in various media. We will also seek the views, opinions and suggestions of readers on the report, via Dubai Courts' website, to use them to assess its form and contents.

This report by itself is considered an effective institutional vehicle reflecting our strategic trends and through which we can be at par with the development witnessed by the UAE in general and Dubai in particular.



**Dr. Ahmed Saeed bin Hezeem
Al Suwaidi**
Dubai Courts Director General

The second annual report in 2007 is deemed a newborn one among Dubai Courts' other initiatives that aim to disseminate knowledge about its various internationally recognised aims and objectives. They all serve the goal of spreading knowledge and providing accurate scientific material for the various work groups in the courts. This material provides an opportunity for concerned parties to analyse and assess the work statistics and performance indicators of the entire judicial apparatus and the supporting administrative units of Dubai Courts. This newborn project reflects the impact of the enormous efforts and sincere hard work made by all during the last year.

This annual report for the year 2007 is a new circle among the success chain aspired by all in Dubai Courts. It includes mention of several achievements in 2007 as well as the many changes the courts witnessed, such as activating and strengthening the role of strategic leadership in the form of Dubai Judicial Council, Courts Leadership Team and Strategic Transformation Team in the judicial sector in Dubai Courts. These leadership centers have played pivotal roles in bringing about the needed changes in Dubai Courts in line with the strategic plan for the sectors of justice, security and safety in Dubai Emirate, and the strategic plan of Dubai Courts.

This report includes the results of all projects and works, from the 1st of January till 31st December 2007. All data, information and statistics have been classified in a clear and accurate way. The report also deals with statistics and performance results of the three judicial apparatuses: the First Instance court, the Court of Appeals and the Supreme Court.

We are all proud of the statistical figures and results of performance indicators of Dubai Courts in 2007, at the level of judicial and supporting administrative operations. These results have been possible only because of the hard work of all employees in Dubai Courts. My thanks and appreciation to the team, for their outstanding efforts in preparing the annual report in record time, namely:

- 1 - Dr. Yusuf Ali Hamid Al Suweidi - Chairman
- 2 - Mr. Khalifa Mohammed Al Mhrizi - Deputy
- 3 - Mr. Abdullah Mohammed Salim Abdul Fattah - Member
- 4 - Mr. Ahmed Essa Al Kandari - Member
- 5 - Ms. Mariam Abdullah Matar bin Lahej - Member
- 6 - Ms. Fatima Salim bin Kunaid - Member
- 7 - Ms. Mariam Abdullah Al Suweidi - Member
- 8 - Ms. Suhailah Thani Mohammed Al Muhairi - Member

Hoping that the annual report achieves its set goals

Dr. Ahmed Saeed Bin Hezeem Al Suweidi
Dubai Courts - Director General

SECTION 1

Institutional organisation in Dubai Courts

1:The Judicial and Administrative Organisational Structure in Dubai Courts

2:Strategic Planning in Dubai Courts

3:Applications and Electronic Systems in Dubai Courts

4:Dubai Court Excellence Awards



I: Institutional 1: The Judicial and Administrative Organisational Structure in Dubai Courts

The administrative organisational structure of Dubai Courts in 2007 remained almost unchanged from what it was in 2006, whether in the justice sector or the administrative sector. In the organisational hierarchy of Dubai Courts the Chairman occupies the top position, followed by the Judicial Council which is entrusted with the responsibility of supervising and following-up the activities of judicial sector, represented by the three levels of courts (First Instance, Appeal and Supreme). The General Director of the Courts comes at the same level. He supervises and follows-up the works of employees in the supporting administrative apparatuses.

It is noteworthy to mention that the First Instance level includes three specialised types of courts. They are the Civil Court of First Instance (jurisdiction in civil, commercial and criminal cases), the Shariah Court (jurisdiction in personal status cases), and the Labour Court (jurisdiction in cases of workers and employers). It should also be noted here that in Dubai Courts' judicial organisation, there is the Registration Section (which follows the technical administration in Dubai Courts). This section is responsible for registering all cases, materials and proceedings of the three courts except for criminal cases which are referred to the criminal cases registry that also deals with criminal cases' affairs (which come under the purview of Dubai General Prosecution).

In the supporting administrative apparatuses within Dubai Courts' organisational structure, there are different administrative units that deal with various administrative and technical operations. This sector can be developed within the ambit of policies and processes of change that meet the aspirations of this strategic sector, in order to achieve greater efficiency and effectiveness through optimal use of all resources. Dubai Courts' administrative system consists of ten (10) departments, including five (5) technical departments and five (5) supporting departments. These departments contain forty one (41) sections, which have seventy one (71) branches.

The leadership team in Dubai Courts deals with the courts' strategic

and operational management tasks, including reviewing, developing and approving Dubai Courts' strategic plans, identifying future directions, following-up the transformation initiatives of the e-Government and applying the e-TQM concepts in general. This leadership team includes the Director General of Dubai Courts as the Chairman and his Deputy as Vice-chairman. The members' list includes the heads of the three courts (First Instance, Appeals and Supreme), in addition to all directors of departments and major organisational units in Dubai Courts.

2: Strategic Planning in Dubai Courts

Dubai Government is considered a unique model in the distinguished government administration field all across its sectors and institutions. In line with the policy of government excellence in Dubai Emirate, Dubai Courts, through its judicial and administrative organs, have continued their march to match the international judicial apparatuses, through the wise vision of the various departments' decision-makers. Dubai Courts have prepared its Strategic Plan from June 2006 to the end of 2008. The plan includes three axes with fourteen (14) strategic objectives. Each of these goals has its own initiatives and objectives that are linked to measurement indicators and timetables, and identifies the responsible implementation and support parties. Apart from this, the general operational plans and sub-plans have been prepared for all judicial apparatuses and departments.

In Dubai Courts the strategic and institutional performance administration supervises the processes of preparing, reviewing and implementing the strategic plan, the operational plans and the systems of performance indicators. This administration has achieved noticeable results in spreading awareness among all concerned parties about the Strategic Plan, mainly among human resources and partners, suppliers and dealers. The strategic and institutional performance administration plays a supportive role to all judicial and administrative units by managing the operational plans, in order to overcome obstacles faced during implementation or evaluation process.

The aim of implementing these initiatives and projects is to translate the different elements within the Strategic Plan, represented by the vision, message and values. Additionally, the aim is to achieve the fourteen strategic goals that are distributed across the plan's three axes. These elements, axes and objectives are as follows:

Vision

“PIONEERING IN COURTS WORK”

Mission

To deliver justice in the society, through precision and promptness in adjudicating lawsuits, execution of judgments, decisions, judicial orders, contracts and documents’ authentication, by relying on qualified national cadres and regulations, procedures and new, developed technology.

Values

In our march towards realising our strategic vision and mission at all levels, we should embrace our common values which will always remain our first and fundamental point of reference, namely: justice, equality, ingenuity and excellence, teamwork and independence.

Axes and Strategic Goals

The plan includes strategic objectives spread among the following three axes:

First: strategic objectives of dealers’ axis (society - government - dealers - partners):

1. Strengthening the community’s confidence in the judicial system
2. Clarifying and developing judicial legislation
3. Providing distinguished services for clients
4. Supporting and developing relations with the judiciary assistants (lawyers, experts ... etc.
5. Strengthening judicial cooperation, at local, federal, regional and international levels

Second: the strategic objectives of internal processes axis:

1. Promoting reliance on modern technologies to develop the department’s services
2. Boosting excellence of services provided to match the needs and expectations of clients
3. Improving and re-engineering the main and providing support in Dubai Courts in line with strategy implementation to achieve its objectives

4. Developing and applying administrative and financial strategies to help achieve Dubai Courts' message
5. Creating, developing and implementing performance standards for judicial work

Third: the strategic objectives of human resources axis:

1. Attracting and developing talented, highly efficient human resources who can contribute to achieving objectives of the message
2. Creating work environment to support highly qualified human resources who are able to deliver excellent institutional performance
3. Developing and applying a plan to emiratise the judicial and administrative cadres
4. Nurturing and qualifying a generation of leaders capable of dealing with contemporary developments and future needs

3: Applications and Electronic Systems in Dubai Courts

We, in Dubai Courts, recognise the importance of keeping pace with modern technology, to maintain leading position in judicial, legal and research e-services. So, we shoulder the responsibility of excellence in service and technologies by introducing new services and upgrading programmes and systems in all categories of Dubai Courts' dealers. Electronic systems that are in place in Dubai Courts are the most sophisticated of their kind in the world. In this context, all Arab and foreign delegations have on their agenda a visit to Dubai Courts to have a glimpse of its various systems that were designed to suit internal and external dealers. In addition, Dubai Courts are deemed as one of the local governmental departments to have achieved bright results in the field of electronic services, owing to keen interest in keeping pace with modern technologies and employing them for the society's benefit.

A) 300 electronic services provided by Dubai Courts via the Internet:

The Department pays great attention to automation projects, through the large amount of services provided by Dubai Courts for all its clientele. The number of these services reaches up to 437. They are subject to extensive study so that they can be transformed into electronic services as per the Department's established plan. The ratio of converted services reached 73%, equivalent to 319 services till the end in 2007. This is also in line with Dubai e-Government strategy to convert all services provided by the Department to online services, taking into account their legal nature.

A working group of the two parties is being formed for follow-up and coordination, besides updating data of the electronic transformation programme and ensuring that it is correctly entered in the program. The group will also be responsible for monitoring the use of Ask Dubai service with Dubai Courts' work team in order to unify contact points for all government departments, for the Department's dealers. It will also follow-up the action plan of using electronic payment service (ePay) which provides free of charge services to customers, besides being a means of secure payment and providing a unified point of contact for all financial and technical matters, as well as delivering financial reports through a dedicated e-payment website.

B) Approving electronic payment service via the website:

Collecting petitions and deposits relating to suits or cases electronically through the website, in coordination with the e-Government, is considered a realistic interpretation of Dubai Courts' efforts to reach the highest levels of distinguished service. It is noteworthy to mention that hundreds of clients benefit daily from this user-friendly, advanced and secure system. Currently, the clients can pay electronically for the petitions and deposits of more than ten types of cases, such as Shariah cases, inheritance related cases, and cases relating to minors, Wafq deposits, the civil/general civil execution cases and expertise deposits in all cases. The e-Pay system provides simplified payment solutions to serve clients and reviewers. And we are keen to ensure the provision of this service to the highest quality standards on a permanent basis. This service comes within the framework of many electronic services provided by Dubai Courts to clients. And it was adopted after studying many ideas about electronic services designed to facilitate clients' transactions relating to cases anywhere and at any time.

C) Applying the electronic borrowing system:

Under the development frame of service performance relating to book borrowing, the Dubai Courts Library has activated and developed an electronic service to follow-up the borrowed books through introduction of electronic reminder notices. This system is characterised by accurate follow-up of the borrowing process to ensure return of books in the due time to cope up with the steady increase in the number of judges and staff which led to a corresponding increase in the number of books being borrowed from the library. The number of electronic borrowing files in library system rose to 352 files. The system works automatically on a daily basis, while monitoring the cases of delay with respect to return of books on the due times. Then, it sends notices electronically by using an email solution which has been specially developed for this purpose.

D) Submitting e-job applications:

Dubai Courts launched a new e-service through its dedicated website for submitting e-job applications. This procedure will help the department to establish a documented database of applications that facilitates quick extraction of needed reports. The service by itself indicates

that Dubai Courts is extremely careful to ensure that the practices and steps for applying for jobs are consistent with the Dubai Government policy, including its commitment towards e-services. As a result, Dubai Courts have become an example for providing well-developed e-services to all categories of clients and strategic partners. These services aim to save efforts and time of all people who wish to deal with the department. Job applicants can now apply from anywhere, by filling in data in the required fields. When completing this procedure and sending the application, the applicant receives an email message indicating that his or her application has been submitted to the department's human resources management section. If the applicant fails to provide his e-mail ID, he receives a message stating the need to fill in his e-mail correctly. The new system also communicates swiftly with applicants by answering their inquiries in several ways, through name, address, phone number etc.

E) Inaugurating the Inheritance Distribution e-Programme:

Dubai Courts signed an agreement to design an exclusive Inheritance Distribution e-Programme which is based upon calculating inheritance as per the different Islamic sects and special cases. This program, which is exclusive to Dubai Courts and one of its kinds in the Arab region, aims to develop e-services provided to the dealers and promote reliance on technology to modernise operations in the best interests of customers and surfers of Dubai e-Government's portal. This electronic system gathers all simple and complex inheritance matters which depend on identifying the heirs. It also supports the allocation of inheritance with the possibility of printing the results of inheritance cases. The inheritance amounts are then calculated and allocated automatically among the heirs in accordance with the personal status of the UAE Federal laws, thus providing added value service to employees and the clients. In addition, the posted version on Dubai Courts' portal is of great benefit locally and globally where the service will be integrated and linked to an electronic database of courts within a package of electronic services. Furthermore, it will also be one of the sites that attract visitors from all over the world, as each surfer will benefit to a high degree from this program.

F) E-services to subscribers:

Within the framework of providing distinguished services to partners and clients, Dubai Courts have developed several new services for all

customers to achieve its goals and strategies in promoting reliance on modern technologies and development of its services. Such procedures provide useful information for partners and clients through e-mails and other technologies. Perhaps the most prominent ones of these electronic services are those provided to judges, such as making available the rules for managing judicial knowledge, and to lawyers, including lawyers' communication service through e-mail designed to know resolutions of the hearings for their cases held that day and notification services for lawyers and experts' registration expiry for renewal. Additionally, lawyers can get all the necessary information about dates and places of next day's sessions, saving their time. Experts also enjoy a range of new e-services, such as information about their designations for certain missions, besides a notification service reminding them about the renewal date of their registration at Dubai Courts and delivery date of the expert report they were charged with. These services come within Dubai Courts' efforts to harness technology in interactive methods in a positive way with its partners that would strengthen ties with them. The contending parties in cases also have the opportunity to monitor their litigation stages through the Department's website to know about the court's decisions and updates about proceedings. The institutions such as corporations, banks and institutions also have a range of services, so they can follow-up issues, hearings, applications, resolutions, execution, as well as follow-up with lawyers in charge of their cases.

G) Cases Management E-Systems.

Dubai Courts are a model in the judicial, legal and research e-services. They strive to offer all developed programmes and systems for all categories of clients. Despite being a judicial institution, it is one of the local government departments that has made great strides in the field of e-services, owing to its high dedication to keeping pace with modern technologies and employing them for the benefit of citizens by providing an electronic gateway through Dubai e-Government portal that can be accessed by anyone.

Since 1990s, Dubai Courts have been working to manage lawsuits through sophisticated and cohesive electronic systems which cover all steps of suit proceedings, from registration process, litigation, issuance of judgments to following-up of executions, at all three court levels (First Instance, Appeal and Supreme).

4 - Dubai Courts Excellence Awards

Dubai Courts have shown greater attention towards its Excellence Awards in the second year in view of positive results achieved in its second cycle in 2007. These awards have contributed to disseminating the culture of excellence and raising the level of organisational and individual performance. The great success of these awards is the fruit of collective efforts of a working group that exerted every possible effort and time. The initiative was launched by His Excellency the Director of the Dubai Courts from a core vision that is based on fundamental concepts of quality and outstanding performance.

Since the initial launch of the Dubai Government Excellence Awards in 1998, this award is the second experience at the Dubai Government departments' level. To activate the Award during this year, the Director General of the Dubai Courts issues a resolution, calling all heads of departments to participate, so that the benefits would be comprehensive by applying excellence standards in all divisions. He also held meetings with all departments' directors and heads to urge them to participate, affirming the importance of the award criteria. Given the importance of the field officer's category, the winning cash prize was increased to AED20.000 for the first winner, AED15.000 for the second, and AED10.000 for the third.

A) Performance Report of Dubai Courts Excellence Awards 2007:

By the end of the first session of Dubai Courts Excellence Awards and announcement of its results, the management of award strategy sought to assess that cycle, besides looking for new elements to add to the second cycle to increase enthusiasm among participants during this year. A high level of interest besides increased participation has been noted in this session. In 2006, there were 38 nominees (6 judges and 32 employees), while in 2007 the total of nominees reached 100 (90 employees and 10 judges). There were only 16 nominees in the Administrative Excellence category in 2006. In 2007, that figure reached 23. The award cycle was from March to November 2007 and the results were announced each year at the closing ceremony held by the courts.

The management section of Strategy and Institutional Performance has measured the impact of the award on Dubai Courts. A survey among majority of the employees at the end of 2007 showed that the award programme has contributed to spreading the concepts of excellence, innovation and quality. It also resulted in employing the best administrative and professional practices. About 83% of participants who took part in a self-evaluation believe that the award can create a quantum leap in the performance of courts and administrative units.

On the other hand, the award had an effective role in achieving a remarkable development about higher levels of customer satisfaction with the courts, from 74% in 2005 to 81% in 2006, and higher levels of staff satisfaction, from 63% in 2005 to 71% in 2007. This was shown by a study that measured satisfaction of customers and employees in Dubai Government by the end of 2006.

B) Programmes accompanying the award:

Educational seminars for judges: one seminar attended by 30 judges

Educational seminars for the staff: 4 seminars attended by 120 employees

Courses in collaboration with the Dubai Quality Group

3 courses about elements and criteria for evaluating the categories of career excellence, attended by 65 employees

1 course about elements and criteria for evaluating excellent management, attended by 21 employees

Training program for residents (Team Award)

Nominations in categories for career excellence (53)

Administrative Excellence Category (16)

The Distinct Administrative Categories

C) Winning categories of Dubai Courts Excellence Awards:

Distinct Administration: Technical Department

Distinct Work Team: Technical Department

Distinct Administrative Experience: Shariah Cases Department

Distinct Technological/Technical Project: IT Department

Career Excellence Categories

The distinguished employee from the special category - judges' category: Judge D. Jamal Hussein Al Sumeiti (Court of First Instance)

The distinguished employee: Ibrahim Ali Al Hosani (Shariah administration)

The distinguished employee in the administrative field: Mosa Ghanem Al Bloushi (Shariah administration)

The distinguished employee in specialised positions: Khalid Abdul Kareem Haji (financial management)

The distinguished employee in the field: Yaaqoub Mohammed Ahmed (Execution Department)

The distinguished female employee: Mariam Hassan Al Marri (IT Department)

The New Recruits: Fatima Khalifa Al Mena'i (Technical Administration)

D) Launching the Partner Excellence Award for the first time in the Middle East:

Dubai Courts have launched the Award of its “distinguished partner” to establish the concept of excellence covering various sectors and areas. Thus this award goes beyond the limits of Dubai Courts’ employees. In order to leverage the professional level of its partners, the special award was launched in each category in order to promote and stimulate Dubai Courts’ strategic partners towards active positive participation with the aim of developing judicial work for the benefit of public.

The award will focus initially on the Courts’ strategic partners, mainly prosecutors, lawyers and experts. The programme includes honoring the outstanding performance of three main categories: prosecutors in Dubai, lawyers and financial experts, as per the excellence standards of each category.

SECTION 2

General Performance Indicators in Dubai Courts

1. Performance Indicators for Judicial Work
2. Performance Indicators for Administrative Operations
- 3) Future Trends in 2008



1. Performance Indicators for Judicial Work

- 1- The results of general performance indicators for the three courts (First Instance, Appeals and Supreme)
- 2- The results of special performance indicators for the First Instance Courts
- 3- The results of special performance indicators for the Appeals Court
- 4- The results of special performance indicators for the Supreme Court
- 5- The results of special performance indicators for Notary Public transactions
- 6- The results of special performance indicators for personal status transactions

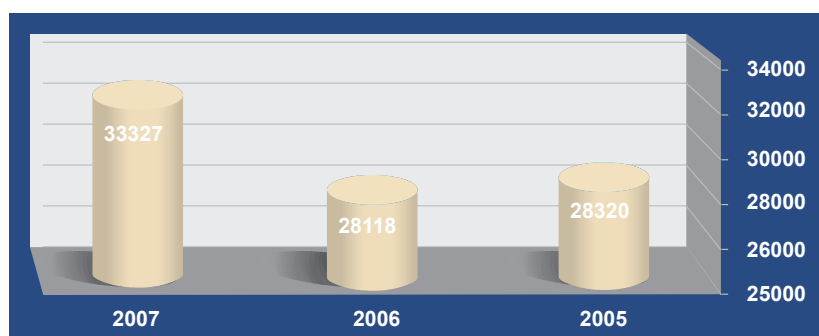
1) General Statistics for the three courts

(First Instance, Appeals and Supreme):

A) The total number of cases/materials/applications registered in the three courts.

General statistics of Dubai Courts indicate a rise in the total number of cases registered in the three courts (First Instance, Appeals and Supreme) in 2007. There was an increase of (18.5%) as compared to 2006. In 2007, 33,327 (issues/materials/applications) were registered, as compared to 28,118 (issues/materials/applications) in 2006. It should be noted that these figures included both cases of dispute and non-dispute nature in all the three cases, except the criminal cases. The following chart shows the increased figures during the 2005 to 2007 period.

(Case Processing time (dispute nature) in the three courts)



Scrutinising the source of the increase and analysing the increased figures in the three courts, it is evident that the ratios are closer in relation to the share of each court, First Instance, Appeal and Supreme of the increase, as follows:

Court of First Instance:

An increase of 17.7% was registered in 2007 in comparison to 2006. This means an increase of 4,306 (cases/materials/application), as 28,557 (cases/materials/applications) were registered in 2007, in comparison to 24,251 cases in 2006.

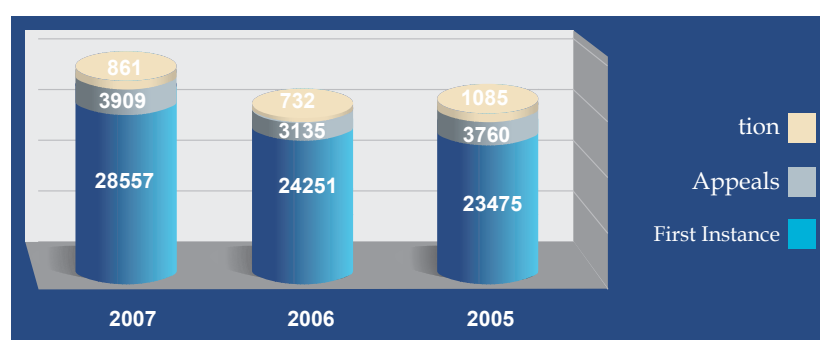
Court of Appeals:

An increase of 24.7% was registered in 2007 in comparison to 2006,

which means 774 more (cases / materials / applications) were registered. 3909 (cases / materials / applications) were registered in 2007, while the total number of cases in 2006 were 3.135.

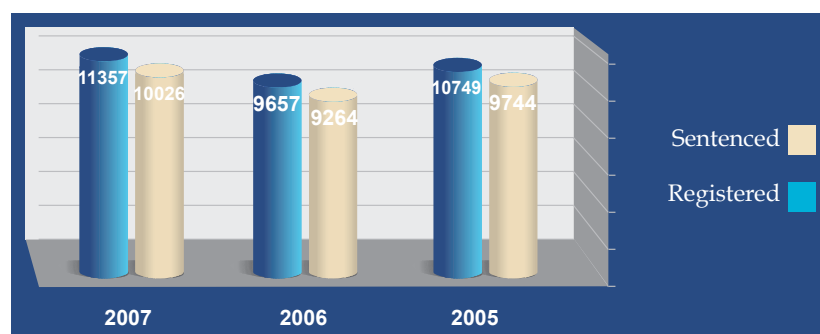
Court of Supreme:

The increase in number of cases in 2007 reached 17.6% in comparison with 2006, which means an increase of 129 cases. In 2007, 861 cases were registered, as compared to 732 in 2006.



B) The total increase of Case Clearance figures in the three courts

Through the following chart, it is evident that there is an increase in the number of adjudicated cases involving issues of dispute nature^{«1»} in 2007, as compared to 2006, by (8%) and a difference of (12%) from the target (100%). The high number of sentences issued in 2007 and penetration the level of 10,000 for the first time, along with the high percentage of sentence Quality in 2007 reflects the Courts' message - - Please see the Quality index below.



1. Cases of dispute nature: civil cases, restricted and full, commercial restricted and full, labour restricted and full, personal status Muslims and non-Muslims

C) The increase of labor cases in the three courts

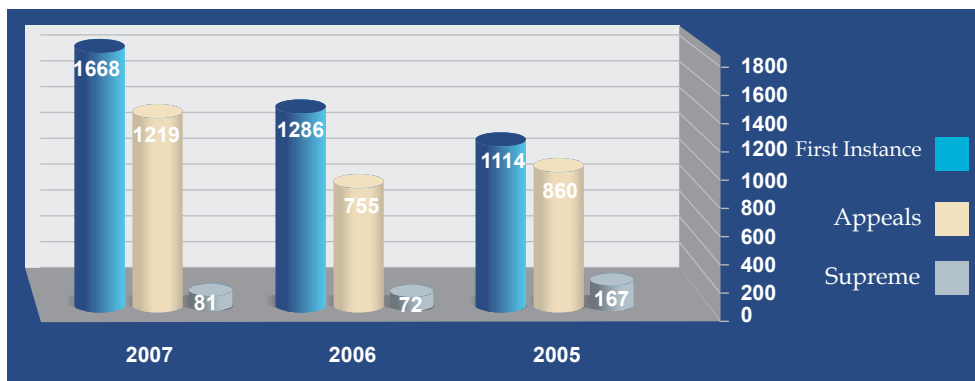
See the graph below:

In the Court of First Instance, there is a continued rise in the number of labor cases registered from 2005 to 2007. The index of 2006 increased by 15.44%, as compared to 2005. The index also recorded a rise in 2007 by 29.7% as compared to 2006.

In the Court of Appeal, the index in 2006 recorded a decline in the registered labour Appeals, which decreased by 13.91% as compared to 2005. Then the index returned and increased in 2007 to 70.99% as compared to 2006.

In the Court of Supreme, the index in 2006 recorded a decrease in the number of appeals by 90% as compared to 2005, then returned in 2007 to rise to 12.5% as compared to 2006.

Increase ratio of labour cases



2) The performance indicators of the First Instance Court:

A. First Instance Court (Civil & Share'i Cases)^{«1»}:

1. Workload^{«2»}:

The total volume of work in the First Instance Court in 2007 reached 9773 cases, including 2706 cases, at the rate of 28% as compared to 2006 and 2005, as they were monitored on Jan 01, 2007, in addition to 7067 new cases, at the rate of 72% recorded during in 2007.

In comparison between 2006 and 2007, a decrease in the number of cases was recorded in 2007 by 8.7%, since 7685 cases were recorded in 2006, while in 2007, 7067 cases had been registered. The reason behind the decline is owing to the activation system (payment order), through which the creditor can file a case against the debtor without the need of filing a substantive issue - according to the terms of payment order system.

By the end of 2007, 5829 cases were adjudicated, at a rate of 59.6% and 3088 cases, 31.6% were postponed to 2008. The volume of the pending cases reached ^{«3»} 856, at the rate of 8.7% of the total volume of work.

2. Case Processing time^{«4»}:

The chart indicates that 61% of cases were adjudicated during a term of 3 months. In addition, 20% of cases were adjudicated during a period ranging from 4 to 6 months, 10% were adjudicated in a period ranging from 7 to 9 months, and only 5% were adjudicated in a period ranging from 10 to 12 months. Lastly, 5% of cases needed more than 12

1. Civil & Shariah Cases: They are civil cases with dispute nature (civil cases, restricted and full, commercial restricted and full, labour restricted and full, personal status Muslims and non-Muslims)

2. workload: Transferred cases from previous years + cases registered in 2007.

3. Pending cases: Cases that are adjudicated (judged, reserved, deleted, stopped, transferred ...etc), but the case conflict or dispute was terminated.

4. Case Processing time: It is a performance indicator to measure time spent from the date of case registration till the definitive judgments in all sentenced cases regardless of the date of registration.

months to be adjudicated.

This is a good performance since 90% of cases were adjudicated approximately within a period not exceeding 9 months, and only 10% were adjudicated within 12 months or more.

3. Case Clearance Ratio ^{«5»}:

The adjudication rate reached 82.5% in 2007, and this overall rate of adjudication in civil and Shariah cases is deemed a good performance. Dubai Courts seek to achieve the targeted adjudication rate in all cases of not less than 100%, while the achieved rate was slightly less, 82.5%.

4. Age of Pending Cases ^{«6»}:

86.8% of the transferred cases to 2008 from the end of 2007 have completed less than 365 days from the date of registration. This means that they were registered in 2007. This is a good ratio as majority of transferred cases were new and they were not delayed. Only 9.7% of the transferred cases dated ^{«7»} back to 2006, while there is a very small percentage of 3.5% dating back to before 2006.

5. Case processing Time from Registered Cases ^{«8»} – First Instance Court

The chart indicates the speed of adjudication of sentenced cases from the registered ones. In 2007, 3800 cases were adjudicated from the total number of registered cases in the same year, which amounted to 7067 cases. 3059 cases were adjudicated, at the rate of 80.5% in a period not exceeding 3 months, while during 6 months 3641 out of 3,800 cases were adjudicated, at the rate of 95.8% (cumulative). The residual (4.2% only) took between 6 months to one year to be adjudicated.

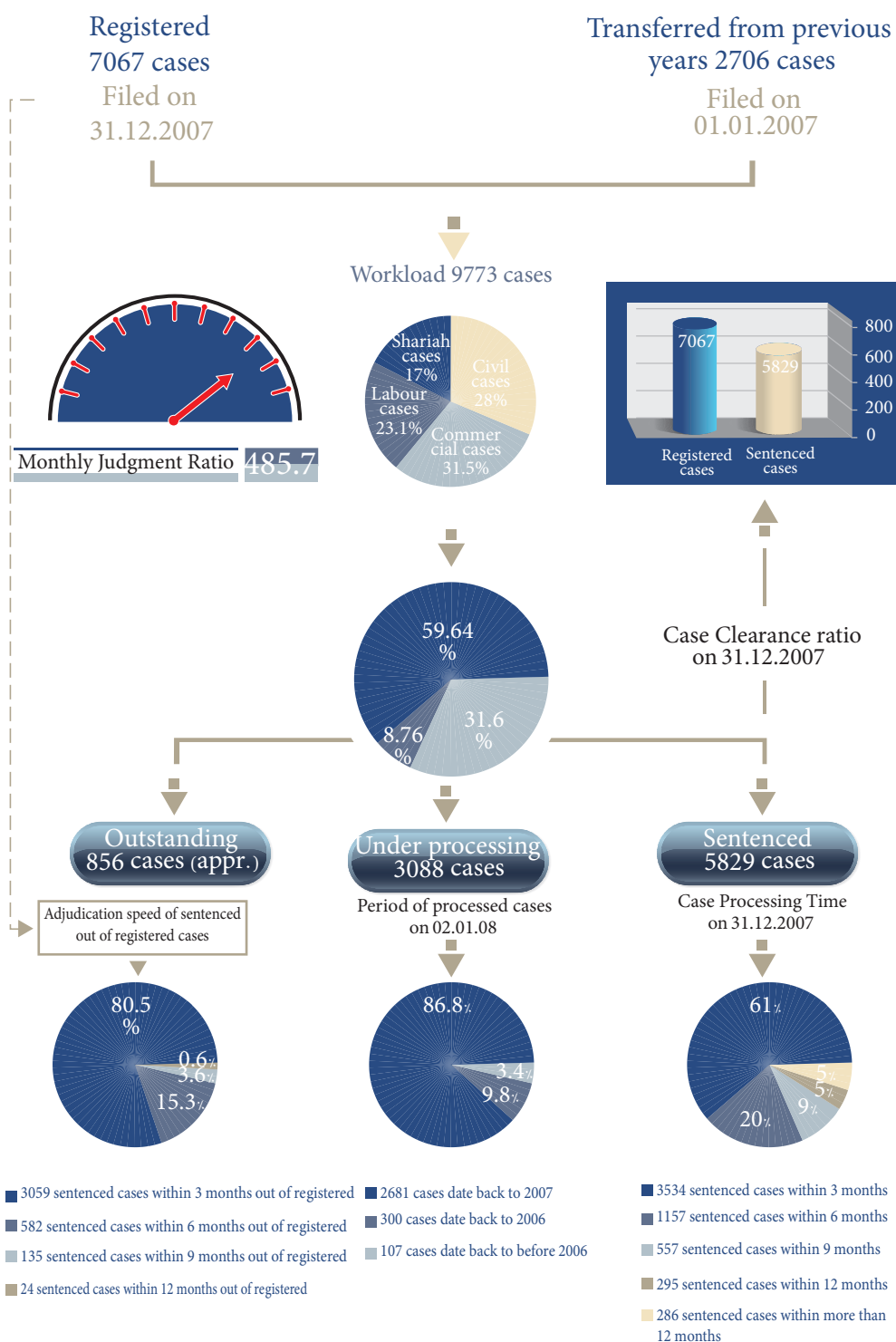
5. Case Clearance Ratio: It is a performance indicator measures the performance of the total cases sentenced in 2007 governed / % of registered cases.

6. Age of pending cases: This is a performance indicator to measure the time period from the date of registration to the date of printing the report of the cases that had not been adjudicated. The indicator is used to determine the time of cases, to make sure there are no registered cases for long periods that had not been adjudicated.

7. Transferred Case: Cases that are being handled and date back to earlier years, but they were not adjudicated.

8. Case processing time from registered cases: It is a performance indicator to measure the time spent on the date of registration of the case to the date of definitive judgement in all adjudicated cases in the same year (2007).

Workload of First Instance Court



B – The First Instance Court (civil cases of restricted jurisdiction)^{«1»}:

1. Workload:

Total workload of civil cases of restricted jurisdiction in 2007 reached 1304 cases, of which 369 were transferred from last year, of which 28% date back to 2006 and before as they were monitored on Jan 1, 2007, in addition to 935 new cases, 72%, registered in 2007.

In the comparison between 2006 and 2007, a slight rise of 3.9% was observed in the number of registered cases in 2007, as 900 cases were registered in 2006, while 935 cases were registered in 2007.

By the end of 2007, 718 cases were adjudicated, a rate of 55.1%, and 375 cases were postponed (heard), a rate of 28.2%, while the volume of pending cases reached 211, a rate 16.2% of the total workload.

2. Case Processing time:

The chart indicates that 47% of cases were adjudicated during a term of 3 months. In addition, 31% of the cases were adjudicated within a period ranging from 4 to 6 months, 11% were adjudicated in a period ranging from 7 to 9 months, and only 6% were adjudicated in a period ranging from 10 to 12 months. Lastly, 5% of cases needed more than 12 months to be adjudicated.

3. Case Clearance Ratio:

The adjudication rate reached 72% in 2007 where 718 cases in comparison with 1.0000 cases were adjudicated. This fell short of the target by 28%, so efforts are being taken to increase the rate of adjudication.

In the comparison between 2006 and 2007, there was a slight rise in the number of adjudicated cases in 2007 with 718 cases as compared to 705 in 2006, corresponding to 13 cases.

4. Age of Pending Cases:

87.2% of the cases transferred by the end of 2007 to 2008 are less than 365 days from the date of registration. This means that they were registered in 2007. This is a good ratio as the majority of transferred cases

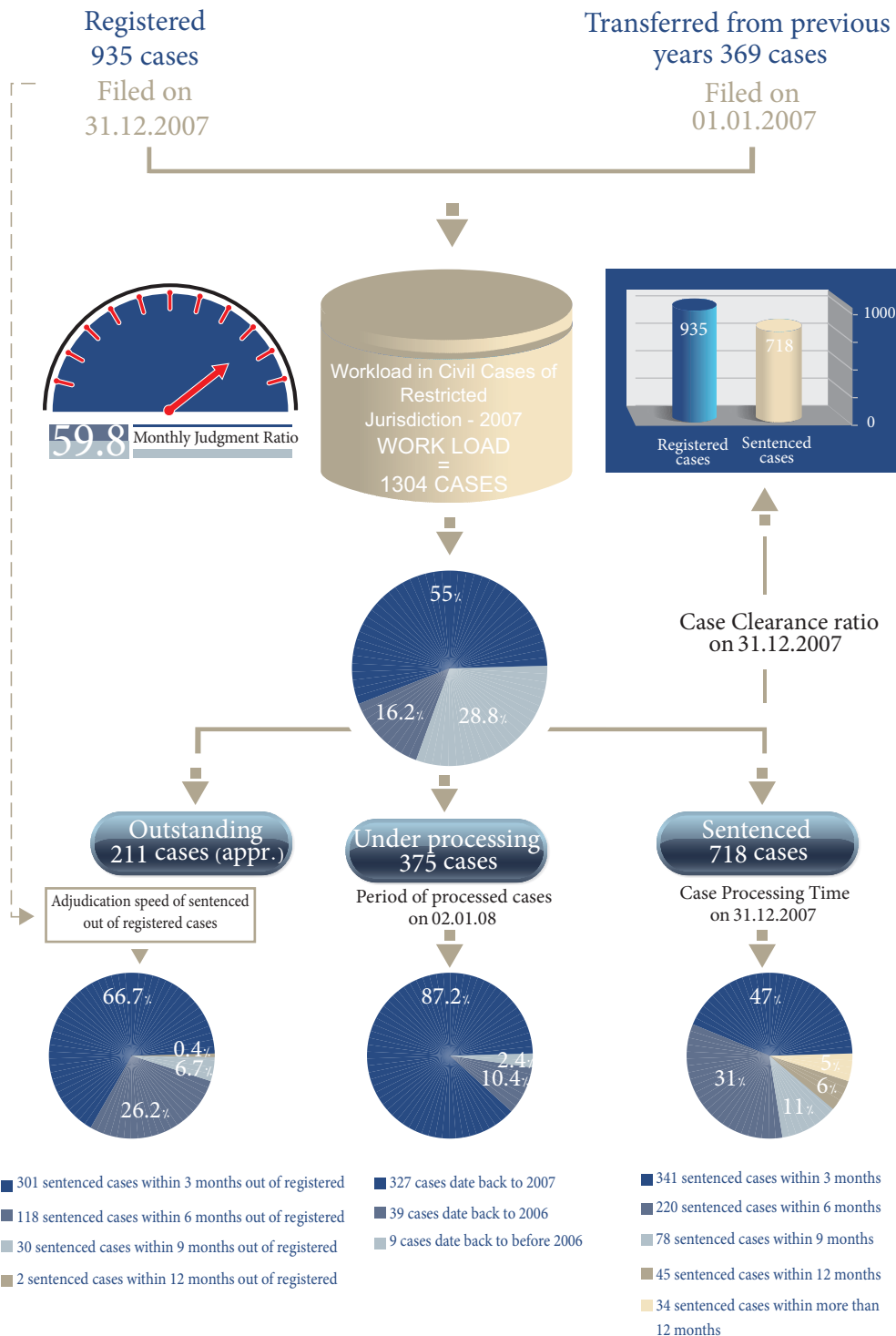
1. Civil Cases of restricted jurisdiction are the cases where demands are equal or less than AED100,000.

were new and they were not delayed. Only 10.4% (39 cases) of the transferred cases dated back to 2006, while there is a very small percentage of 2.4% (only 9 cases) date back to before 2006.

5. Case processing Time from Registered Cases – civil restricted

The chart indicates the speed of adjudication of cases with sentences against the registered civil restricted cases. In 2007, 451 cases were adjudicated from the total number of registered cases in the same year, which amounted to 935 cases. 301 cases were adjudicated, a rate of 66.7% in a period not exceeding 3 months, while during 6 months 419 out of 451 cases were adjudicated, a rate of 92.9% (cumulative). The residual (7.1% only) took between 6 months to one year to be adjudicated.

The Workload of the Civil First Instance Court



C - First Instance Court: civil cases of full jurisdiction ^{«1»}:

1. The Workload:

Total workload of civil cases of full jurisdiction in 2007 reached 1473 cases, out of which there were 410 cases transferred from last year, a rate of 28% date back to 2006 and before, as they were pinpointed on Jan 1, 2007, in addition to 1063 new cases, 72%, registered in 2007.

In the comparison between 2006 and 2007, a clear rise of 35% was observed in the number of registered cases in 2007, as 786 cases were registered in 2006, while in 2007, 1063 cases were registered, marking a rise of 277 cases.

By the end of 2007, 685 cases were adjudicated, a rate of 46.5%, and 732 cases were postponed (heard), a rate of 49.7%, to 2008, while the volume of pending cases reached 56, a rate 3.8%, of the total workload.

2. Case Processing time:

The chart indicates that 50% of cases were adjudicated during a term of 3 months. In addition, 21% of the cases were adjudicated within a period ranging from 4 to 6 months, 11% in a period ranging from 7 to 9 months, and only 6% in a period ranging from 10 to 12 months. Lastly, 12% of cases needed more than 12 months to be adjudicated.

3. Case Clearance Ratio:

The adjudication rate reached 64% in 2007, where 685 cases as against 1,063 were adjudicated. This rate fell short of the target by 36%, so efforts are being done to increase the rate of adjudication.

In the comparison between 2006 and 2007, there was a slight decline in the number of adjudicated cases in 2007. 685 cases as against 726 were adjudicated in 2006, which corresponds to 42 less cases.

4. Age of Pending Cases:

82% of the transferred cases by the end of 2007 to 2008 are less than 365 days from the date of registration. This means that they were registered in 2007. This is a good ratio as the majority of transferred cases were new and they were not delayed. Only 14.1% of the transferred

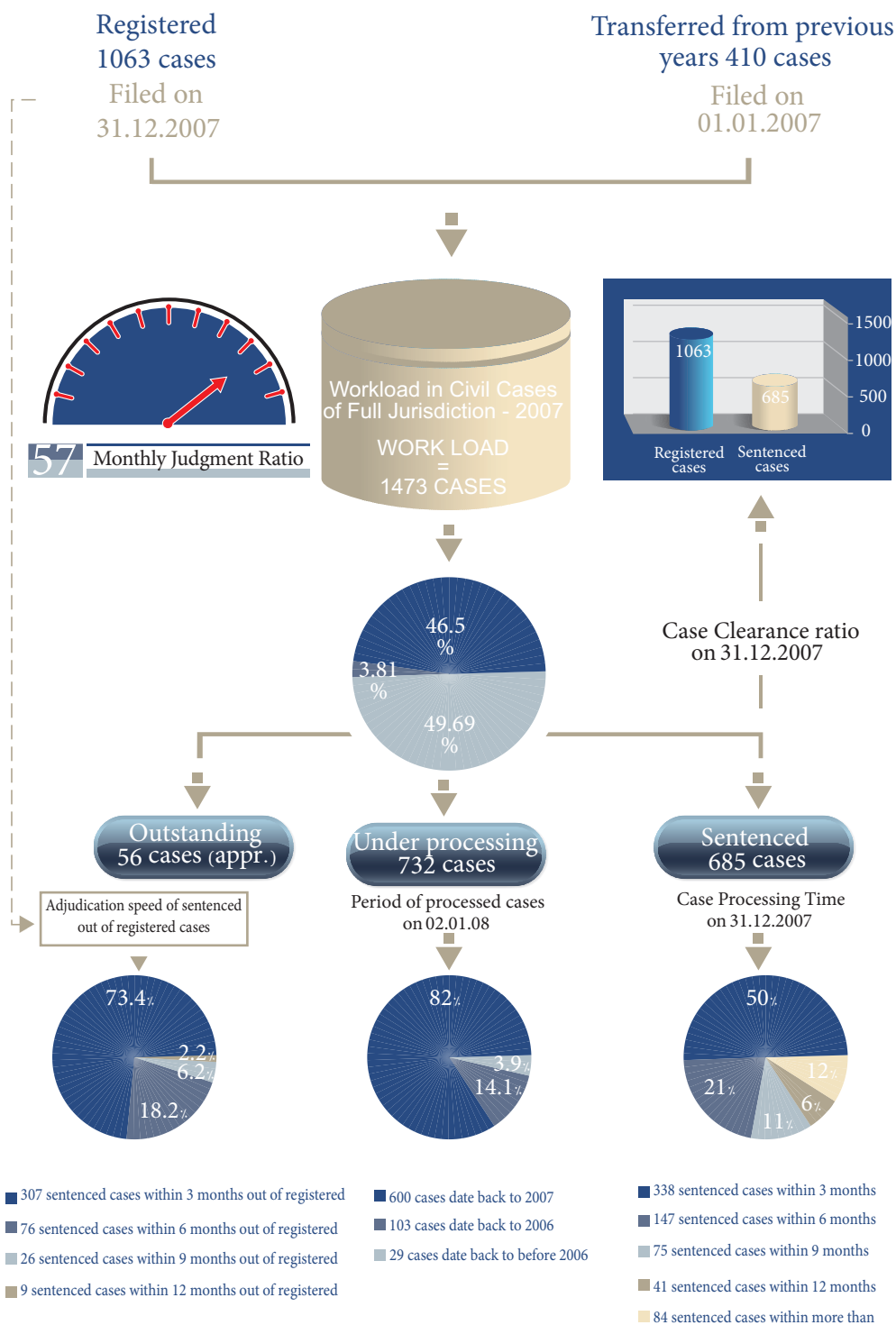
1. Civil Cases of full jurisdiction are the cases where demands are more than AED100,000.

cases date back to 2006, while there is a very small percentage of 4% (only 29 cases) dating back to before 2006.

5. Case processing Time from Registered Cases – civil cases of full jurisdiction

In 2007, 418 cases were adjudicated from the total number of registered cases in the same year, which amounted to 1063 cases. 307 out of 418 cases were adjudicated, a rate of 73.4%, in a period not exceeding 3 months, while during 6 months 383 out of 418 cases were adjudicated, a rate of 91.6% (cumulative). The residual (8.4% only) took between 6 months to one year to be adjudicated.

The Workload of the Civil First Instance Court (Civil cases of full jurisdiction)



D - First Instance Court (commercial cases of restricted jurisdiction):

1. Workload:

Total workload of commercial cases of restricted jurisdiction in 2007 reached 1452 cases, out of which 344 cases were transferred from last year, a rate of 24% dating back to 2006 and before, as they were pinpointed on Jan 1, 2007, in addition to 1108 new cases, 76%, registered in 2007.

In the comparison between 2006 and 2007, a decline of 6.8% was observed in the number of registered cases in 2007, as 1189 cases were registered in 2006, while in 2007, 1108 cases were registered, with an increase of 1108 cases.

By the end of 2007, 926 cases were adjudicated, a rate of 63.7%, and 385 cases were postponed (heard), a rate of 26.5% to 2008, while the volume of pending cases reached 141, a rate 9.7% of the total workload.

2. Case Processing time:

The chart indicates that 71% of cases were adjudicated during a term of 3 months. In addition, 17% of the cases were adjudicated within a period ranging from 4 to 6 months, 7% in a period ranging from 7 to 9 months, and only 3% in a period ranging from 10 to 12 months. Lastly, 2% of cases needed more than 12 months to be adjudicated.

This is considered a very good performance, mainly because 88% of cases were adjudicated during 6 months from the date of registration. There are only few cases, around 42 that were adjudicated in 12 months or more out of 926 cases.

3. Case Clearance Ratio:

The adjudication rate reached 84% in 2007, where 926 cases as against 1106 registered cases were adjudicated. This rate is short of the target by 16%, so efforts are being done to increase the rate of adjudication.

In the comparison between 2006 and 2007, there was a slight decline

1. Commercial Cases of restricted jurisdiction are the cases where demands are equal or less than AED100,000.

in the number of adjudicated cases in 2007. 926 cases as against 1262 were adjudicated in 2006, which corresponds to 336 less cases.

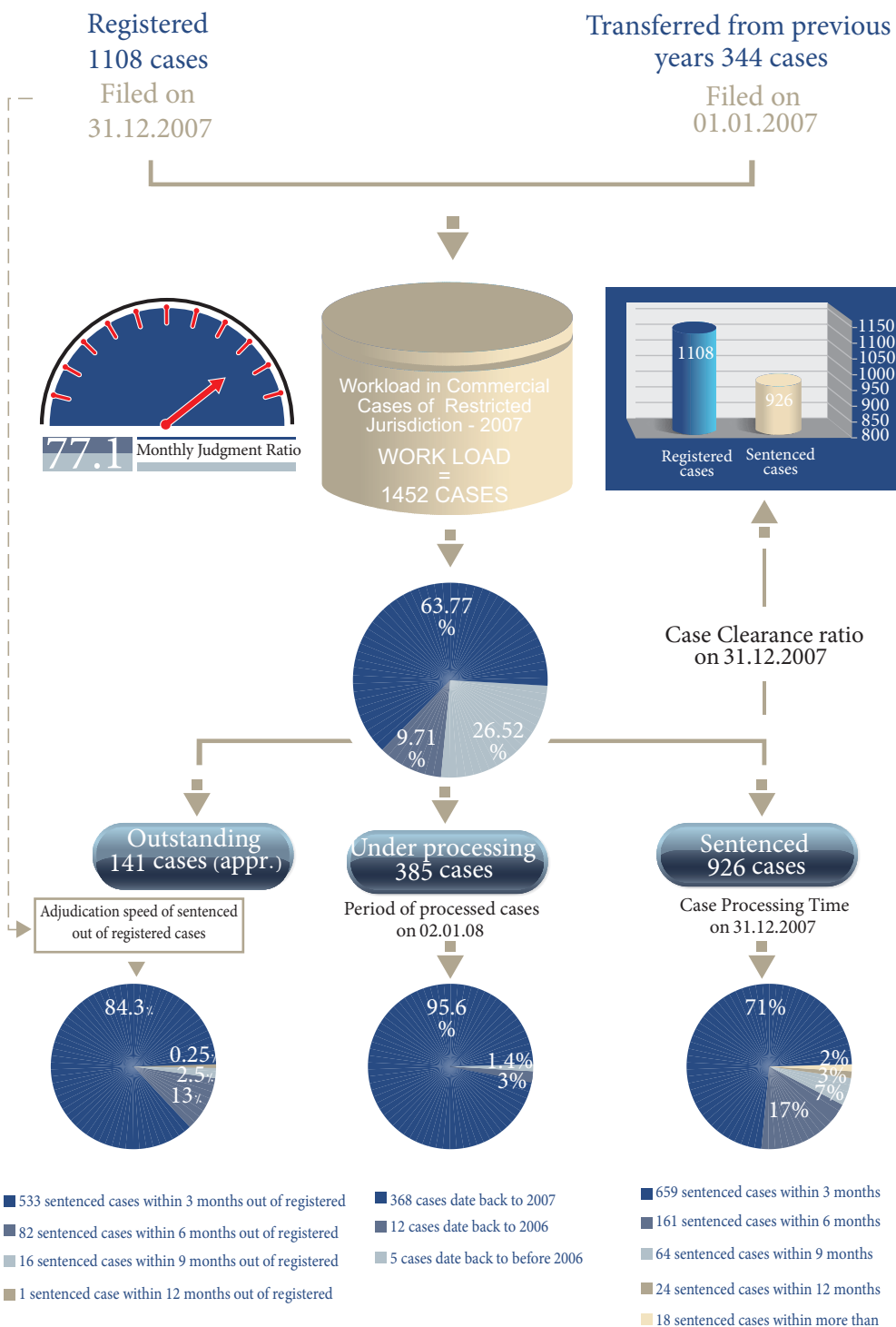
4. Age of Pending Cases:

95% of the transferred cases by the end of 2007 to 2008 are less than 365 days from the date of registration. This means that they were registered in 2007, particularly in the 4th quarter. This is a good ratio as the majority of transferred cases were new and they were not delayed. It is expected that great part of these cases to be sentenced in the 1st quarter of 2008. Only 3.1% of the transferred cases date back to 2006, while there is a very small percentage of 1.3% (only 5 cases) that date back to before 2006.

5. Case processing Time from Registered Cases – civil cases of restricted jurisdiction

On the basis of the relevant chart of these cases, it appears that 632 cases were adjudicated in 2007 from the total number of registered cases in the same year, which amounted to 1108 cases. 533 were adjudicated, a rate of 84.3%, in a period not exceeding 3 months, while during 6 months 615 out of 632 cases were adjudicated, a rate of 97.3% (cumulative). The residual (2.7% only) took between 6 months to one year to be adjudicated.

First Instance Court (commercial cases of restricted jurisdiction)



E. The First Instance Court (Commercial cases of full jurisdiction)^{«1»}:

1. Workload

In 2007, the total volume of work in commercial cases of full jurisdiction reached 1623 cases, of which 675 cases (at a rate of 42%) were transferred from previous years in 2006 and earlier, as they were filed on 1/1/2007, in addition to 948 new cases (rate of 58%) registered in 2007.

In the comparison between 2006 and 2007, a rise was observed in the number of cases registered in 2007, with an estimated rate of 7%, where 886 cases were registered in 2006 whereas 948 cases had been registered in 2007.

By the end of 2007, 714 cases were adjudicated, a rate of 43.99%, and 788 cases were transferred (circulated), a rate of 48.5% in 2008. The total number of outstanding cases reached 121 cases, a rate of 7.4%, out of the total workload.

2. Case Processing time:

The chart indicates that 29% of cases were adjudicated during a term of 3 months. In addition, 28% of cases were adjudicated during a period ranging from 4 to 6 months, 19% in a period ranging from 7 to 9 months, and only 13% in a period ranging from 10 to 12 months. Lastly, 11% of cases needed more than 12 months to be adjudicated.

3. Case Clearance Ratio:

The adjudication rate reached 75% in 2007, where 714 cases were adjudicated as compared to 948 registered cases. This rate is below the target by 25%. So, efforts are being exerted to rectify the ratio of adjudication of these cases.

In the comparison between 2006 and 2007, there was a slight rise in the number of adjudicated cases in 2007. 714 cases as against 694 were adjudicated in 2006, which corresponds to 20 more cases.

4. Age of Pending Cases:

78.9% of the transferred cases to 2008 from the end of 2007 have com-

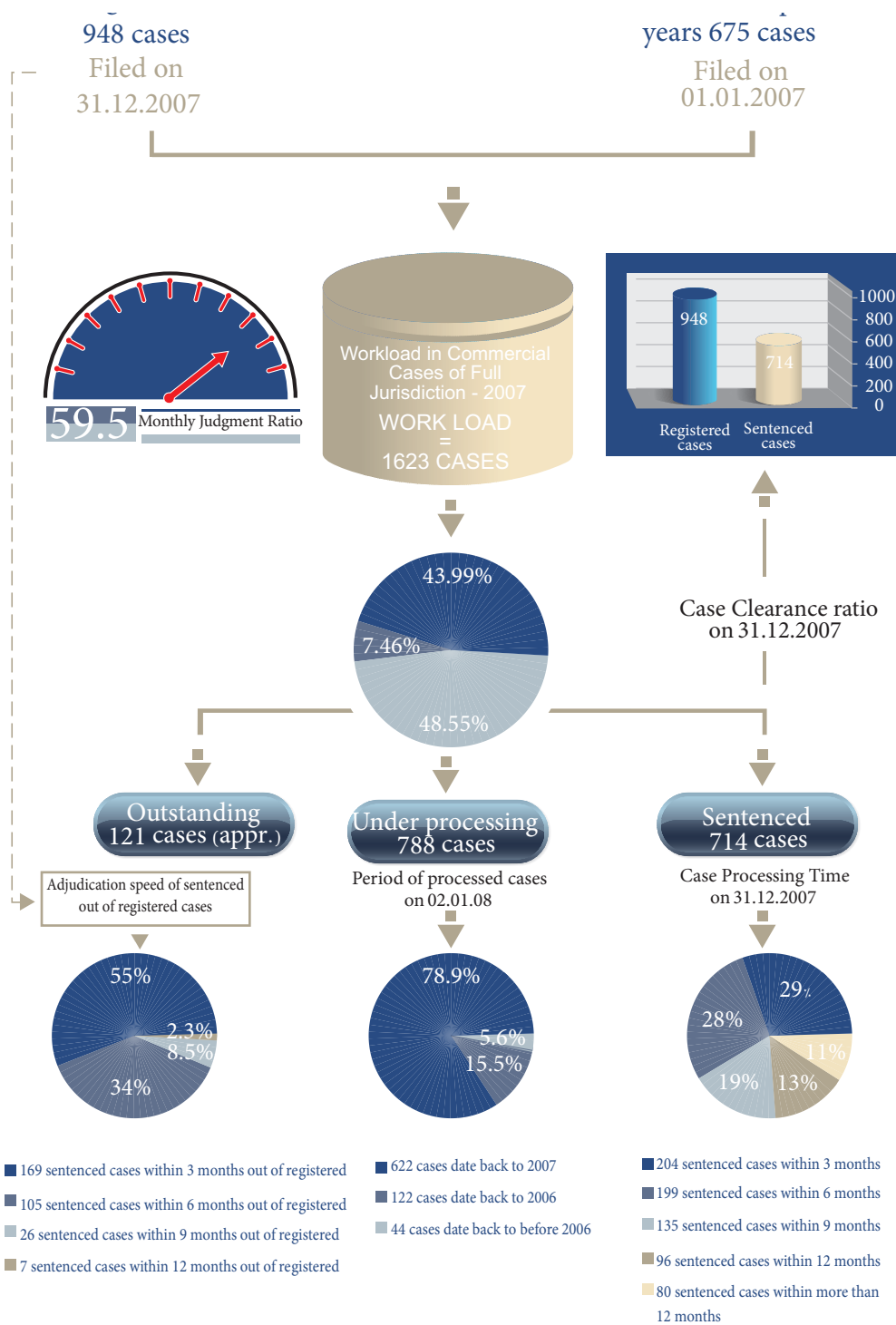
1.Commercial Cases of full jurisdiction are the cases where demands are more than AED100.000.

pleted less than 365 days from the date of registration. This means that they were registered in 2007 and in particular in the second half. This is a good ratio as majority of transferred cases were new and they were not delayed. A great many of these cases are expected to be adjudicated in the first half of 2008. Only 15.5% of the transferred cases dated back to 2006, while there is a very small percentage 5.6% that date back to before 2006.

5. Case processing Time from Registered Cases – Commercial cases of full jurisdiction

The chart indicates the speed of adjudication of cases with sentences cases as against registered commercial cases of full jurisdiction. In 2007, 307 cases were adjudicated from the total number of registered cases in the same year, which amounted to 948 cases. 169 cases out of 307 were adjudicated, a rate of 55%, in a period not exceeding 3 months, while during 6 months 274 out of 307 cases were adjudicated, at the rate of 89.2% (cumulative). The residual (10.8% only) took between 6 months to one year to be adjudicated.

The First Instance Court (Commercial cases of full jurisdiction)^{«1»}:



F. The First Instance Court (Labour cases of restricted jurisdiction)^{«1»}:

1. Workload

In 2007, the total volume of work in commercial cases of restricted jurisdiction reached 1813 cases, of which 455 cases (at a rate of 25%) were transferred from previous years in 2006 and earlier, as they were filed on 1/1/2007, in addition to 1358 new cases (a rate of 75%) were registered in 2007.

In the comparison between 2006 and 2007, a rise was observed in the number of cases registered in 2007 with an estimated rate of 33.1%, where 1020 cases were registered in 2006, while 1358 cases had been registered in 2007.

By the end of 2007, 1395 cases were adjudicated, a rate of 76.94%, and 317 cases were transferred (circulated), a rate of 17.48%, in 2008. The total number of outstanding cases reached 101 cases, a rate of 7.7%, out of the total workload.

2. Case Processing time:

The chart indicates that 75% of cases were adjudicated during a term of 3 months. This reflects the high interest of the officials towards labour rights and the speed of adjudication of their cases.

In addition, 14% of cases were adjudicated during a period ranging from 4 to 6 months, 6% in a period ranging from 7 to 9 months, and only 3% in a period ranging from 10 to 12 months. Lastly, 2% of cases needed more than 12 months to be adjudicated.

3. Case Clearance Ratio:

It is to be noted that the adjudication rate of cases reached 102.7% in 2007, where 1395 cases were adjudicated as against the registered cases. This is considered a distinctive performance to adjudicate the cases as fast as possible to avoid any delay. This is clearly reflected by the indicator which shows the period of circulated cases.

In the comparison between 2006 and 2007, there was a slight rise in the

1.Labour cases of restricted jurisdiction are the cases where demands are equal or less than AED100,000.

number of adjudicated cases in 2007. 1395 cases as against 792 were adjudicated in 2006, which corresponds to a difference of 603 cases.

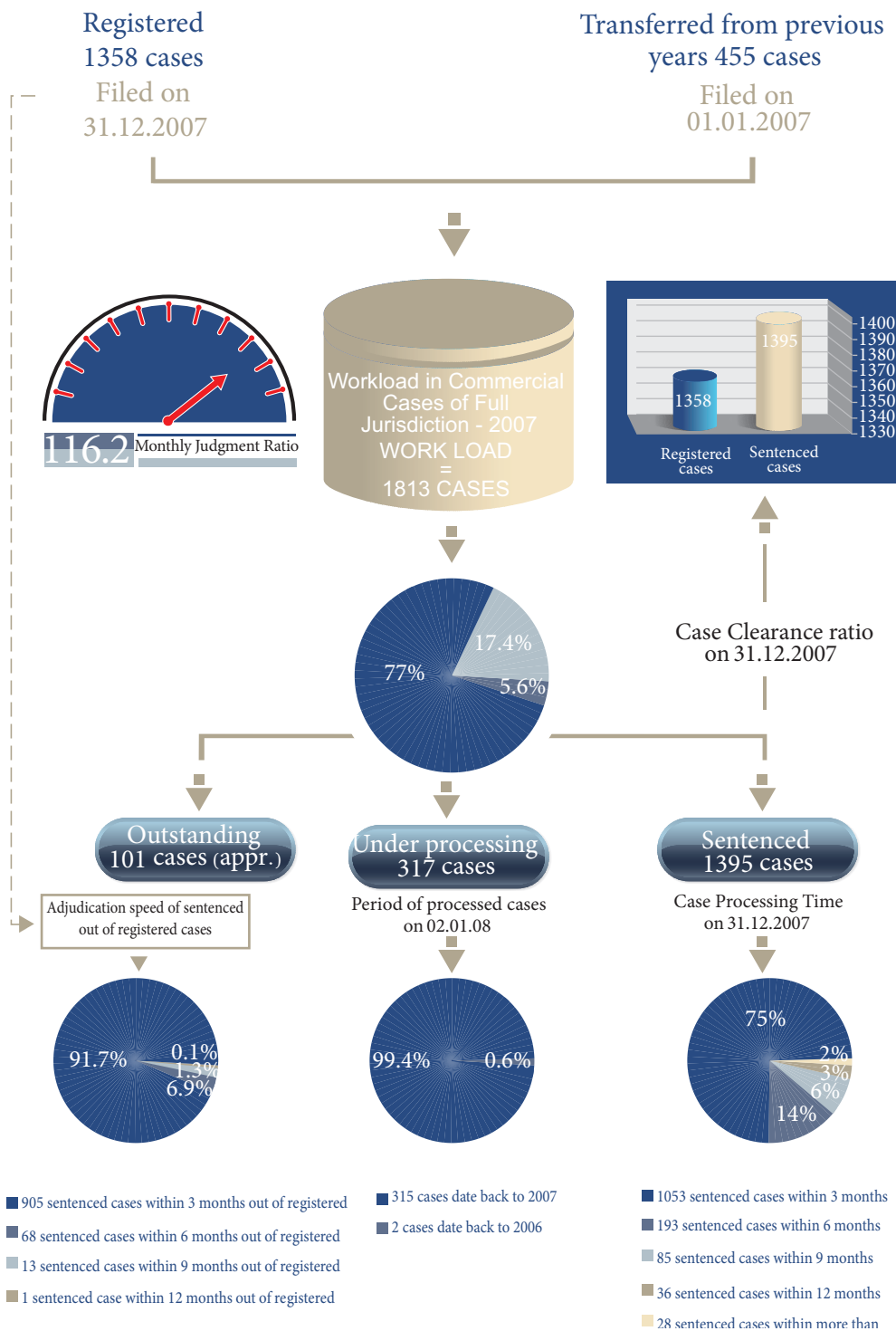
4. Age of Pending Cases:

99.4% of the transferred cases to 2008 from the end of 2007 have completed less than 365 days from the date of registration. This means that they were registered in 2007 and in particular in the fourth quarter of 2007, and they are expected to be adjudicated in the first quarter of 2008. This is a good ratio as majority of transferred cases were new and they were not delayed. Only 0.6% of the transferred cases (not more than 2 cases) dated back to 2006, while there is not a single case that took more than 2 years.

5. Case processing Time from Registered Cases – (labor cases of restricted jurisdiction):

The chart indicates the speed of adjudication of cases with sentences cases as against the registered labor cases of restricted jurisdiction. In 2007, 987 cases were adjudicated from the total number of registered cases in the same year, which amounted to 1358 cases. 905 cases out of 987 cases were adjudicated, a rate of 91.7%, in a period not exceeding 3 months, while during 6 months 973 out of 987 cases were adjudicated, at the rate of 98.6% (cumulative). The residual (1.4% only) took between 6 months to one year to be adjudicated.

The First Instance Court (Labour cases of restricted jurisdiction)



G. The First Instance Court (Labor cases of full jurisdiction)^{«1»}:

1. Workload

In 2007, the total volume of work in labor cases of full jurisdiction reached 445 cases, of which 135 cases (at a rate of 30%) were transferred from previous years in 2006 and earlier, as they were filed on 1/1/2007, in addition to 310 new cases (rate of 70%) were registered in 2007.

In the comparison between 2006 and 2007, a rise was observed in the number of cases registered in 2007 with an estimated rate of 16.5%, where 266 cases were registered in 2006, while 310 labor cases of total jurisdiction had been registered in 2007.

By the end of 2007, 370 cases were adjudicated, a rate of 83.1%, and 73 cases were transferred (circulated), a rate of 16.4% in 2008. The total number of outstanding cases reached 2 cases, a rate of 0.4% out of the total workload.

2. Case Processing time:

The chart indicates that 60% of cases were adjudicated during a term of 3 months. In addition, 17% of cases were adjudicated during a period ranging from 4 to 6 months, 11% in a period ranging from 7 to 9 months, and only 6% in a period ranging from 10 to 12 months. Lastly, 6% of cases needed more than 12 months to be adjudicated.

3. Case Clearance Ratio:

It can be noted that the adjudication rate of labor cases of full jurisdiction reached 119.4% in 2007, where 370 cases were adjudicated as against with 310 registered cases, thus exceeding the targeted rate (100%).

In the comparison between 2006 and 2007, there was a distinguished performance of labor court, as it achieved a rise in the number of adjudicated cases in 2007 at a rate of approximately 90%. 370 cases were adjudicated in 2007, as against 195 cases in 2006, with an increase 175 cases.

1.Labour cases of restricted jurisdiction are the cases where demands are more than AED100.000.

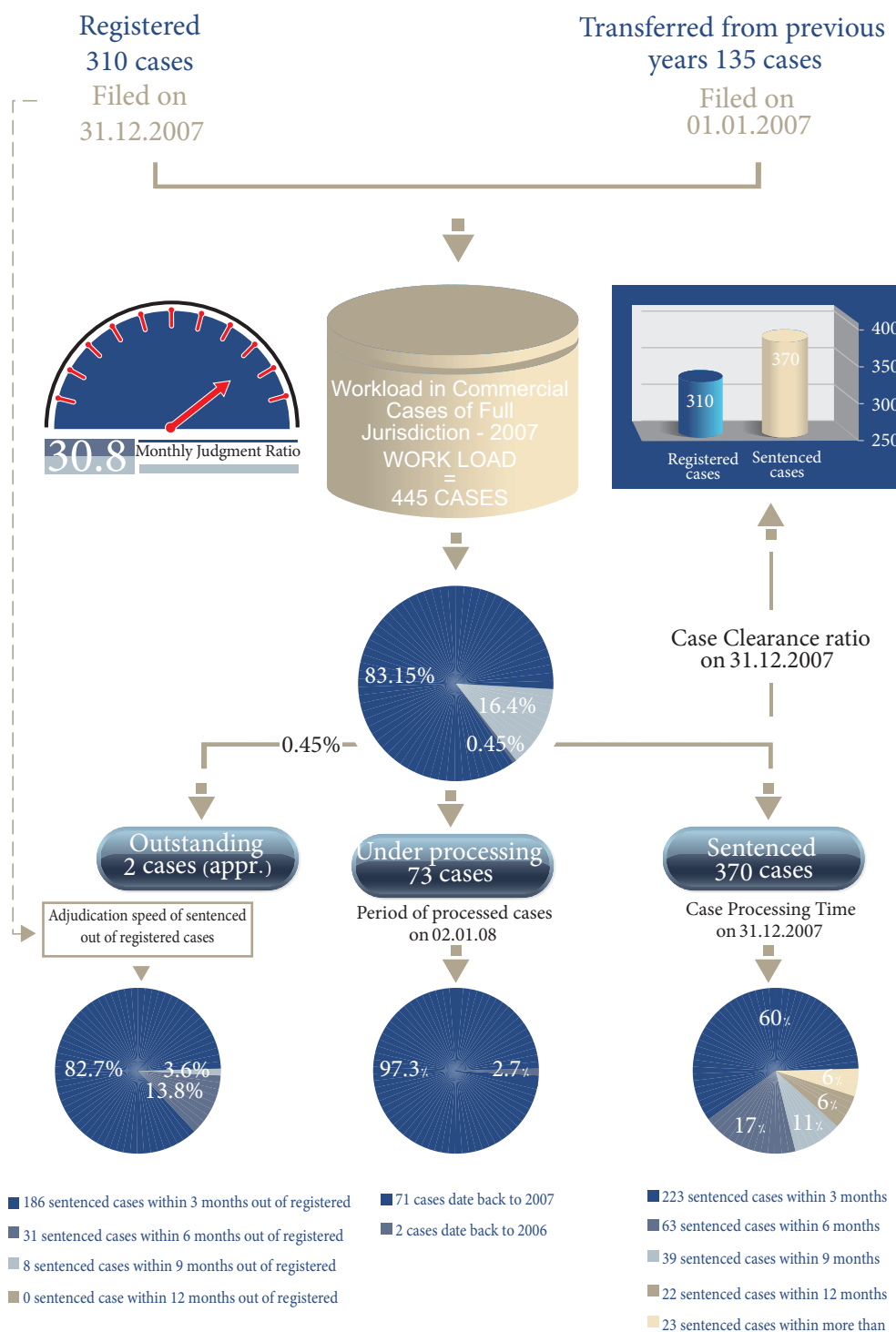
4. Age of Pending Cases:

97.3% of the transferred cases to 2008 from the end of 2007 have completed less than 365 days from the date of registration. This means that they were registered in 2007 and in particular in the fourth quarter of 2007, and they are expected to be adjudicated in the first quarter of 2008. This is a good ratio as the majority of transferred cases were new and they were not delayed. Only 0.6% of the transferred cases (not more than 2 cases) dated back to 2006, while there is not a single case that took more than 2 years.

5. Case processing Time from Registered Cases – (labor cases of full jurisdiction):

The chart indicates the speed of adjudication of cases with sentences as against registered labor cases of full jurisdiction. In 2007, 225 cases were adjudicated from the total number of registered cases in the same year, which amounted to 310 cases. 186 cases out of 225 were adjudicated, a rate of 82.7% in a period not exceeding 3 months, while during 6 months 217 cases were adjudicated, at the rate of 96.4% (cumulative). The residual (3.6% only) took between 6 to 9 months to be adjudicated. It can also be seen that there are no cases that needed more than 9 months to be dispensed.

The First Instance Court (Labor cases of full jurisdiction)



H- The Court of First Instance (Personal status cases of Muslims)^{«1»}:

1. Workload:

The total volume of work in the Personal status cases of Muslims in 2007 reached 1508 cases. This includes 287 cases, at the rate of 19%, that were transferred from previous years in 2006 and earlier, as they were filed on 1/1/2007, in addition to 1221 new cases (rate of 81%) that were registered in 2007.

In the comparison between 2006 and 2007, a rise was observed in the number of cases registered in 2007 with an estimated rate of 12.85%, where 1082 cases were registered in 2006, while 1221 cases had been registered in 2007.

By the end of 2007, 915 cases were adjudicated, a rate of 60.68%, and 384 cases were transferred (circulated), a rate of 25.46%, to 2008. The total number of outstanding cases reached 209 cases, a rate of 13.86% out of the total workload.

2. Case Processing time:

The chart indicates that 71% of cases were adjudicated during a term of 3 months. In addition, 17% of cases were adjudicated during a period ranging from 4 to 6 months, 7% in a period ranging from 7 to 9 months, and only 3% were adjudicated in a period ranging from 10 to 12 months. Lastly, 2% of cases needed more than 12 months to be adjudicated.

3. Case Clearance Ratio:

It is to be noted that the adjudication rate reached 75% in 2007, where 915 cases were adjudicated as against 1221 registered cases. Efforts are being exerted to increase the adjudication rate.

In the comparison between 2006 and 2007, there was a slight rise in cases with sentences in 2007, as 915 cases were adjudicated in 2007, as compared to 895 cases in 2006, with an increase of 20 cases.

4. Age of Pending Cases:

90% of the transferred cases to 2008 from the end of 2007 have completed

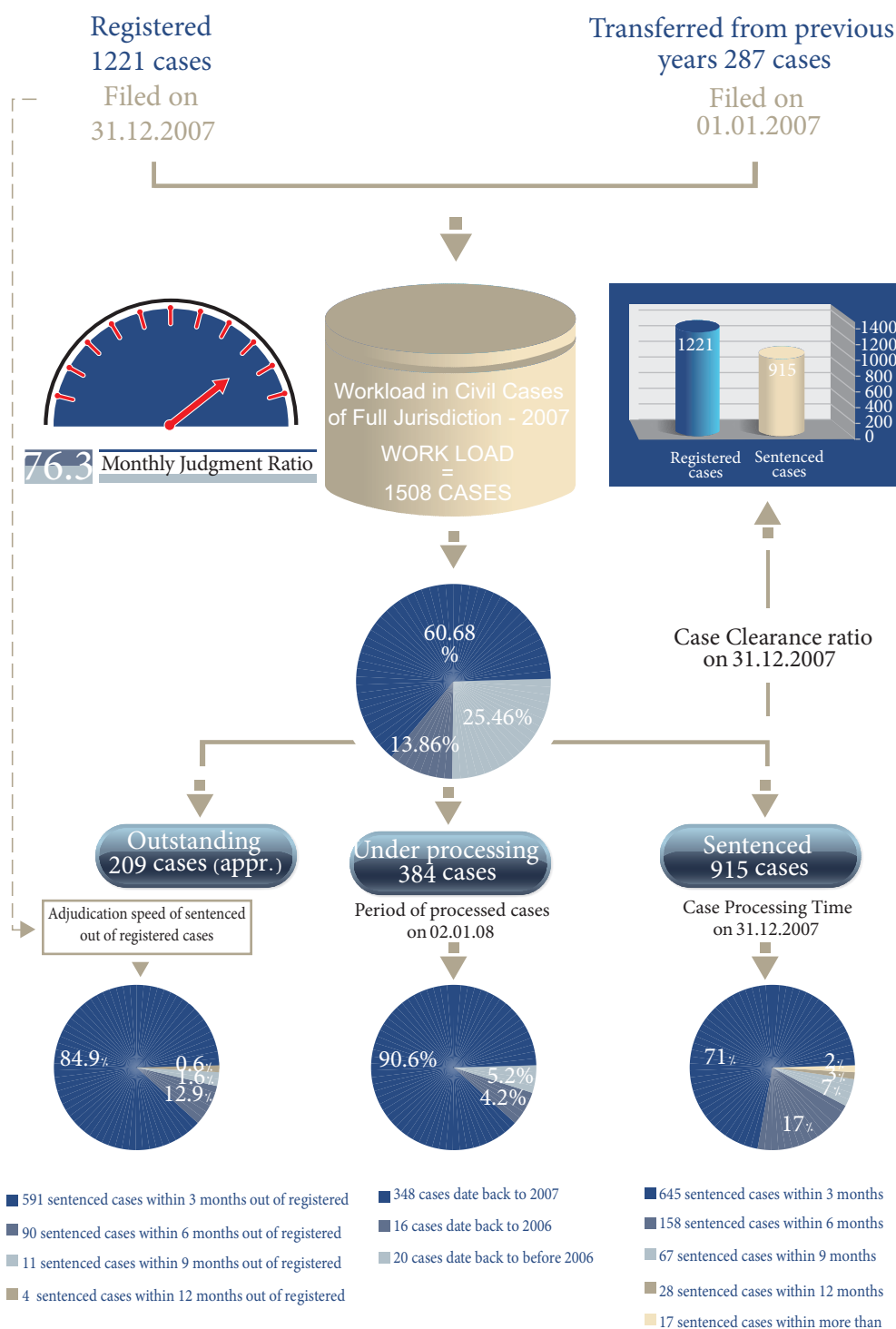
1.Cases of Muslims' Personal Status are Shariah cases that are related to Muslim family matters.

less than 365 days from the date of registration. This means that they were registered in 2007. This is an excellent ratio and indicates that the majority of transferred cases were new and they were not delayed. Only 4.2% of the transferred cases dated back to 2006, while there is a marginal ratio (5.2%) that dated back before 2006.

5. Case processing Time from Registered Cases – (Personal status cases of Muslims):

The chart indicates the speed of adjudication of cases involving sentences as against the registered personal status cases of Muslims. In 2007, 696 cases were adjudicated from the total number of registered cases in the same year, which amounted to 1221 cases. 591 cases out of 696 were adjudicated, a rate of 84.9% in a period not exceeding 3 months, while during 6 months 681 cases out of 696 were adjudicated, at the rate of 97.8% (cumulative). The residual (2.2% only) took between 6 months to one year to be adjudicated.

H- The Court of First Instance (Personal status cases of Muslims)



I - The Court of First Instance (Personal status cases of non-Muslims)^{«1»}:

1. Workload:

The total volume of work in the Personal status cases of non-Muslims in 2007 reached 155 cases. This includes 31 cases, at the rate of 20%, that were transferred from previous years in 2006 and earlier, as they were filed on 1/1/2007, in addition to 124 new cases (rate of 80%) that were registered in 2007.

In the comparison between 2006 and 2007, a rise was observed in the number of cases registered in 2007 with an estimated rate of 19.2%, where 104 cases were registered in 2006, while 124 cases had been registered in 2007.

By the end of 2007, 106 cases were adjudicated, a rate of 68.39%, and 34 cases were transferred (circulated), a rate of 21.94%, to 2008. The total number of outstanding cases reached 15 cases, a rate of 9.68% out of the total workload.

2. Case Processing time:

The chart indicates that 67% of cases were adjudicated during a term of 3 months. In addition, 15% of cases were adjudicated during a period ranging from 4 to 6 months, 13% in a period ranging from 7 to 9 months, and only 3% in a period ranging from 10 to 12 months. Lastly, 2% of cases needed more than 12 months to be adjudicated.

3. Case Clearance Ratio:

It is to be noted that the adjudication rate reached 85% in 2007, where 106 cases were adjudicated as against 124 registered cases. This rate fell short of the target by 15%, so efforts are being exerted to rectify the situation to increase the number of adjudication of cases with sentences.

In the comparison between 2006 and 2007, there was a slight rise in the cases with sentences in 2007, as 106 cases were adjudicated in 2007, as compared to 89 cases in 2006, with an increase of 17 cases.

4. Age of Pending Cases:

88.2% of the transferred cases to 2008 from the end of 2007 have completed

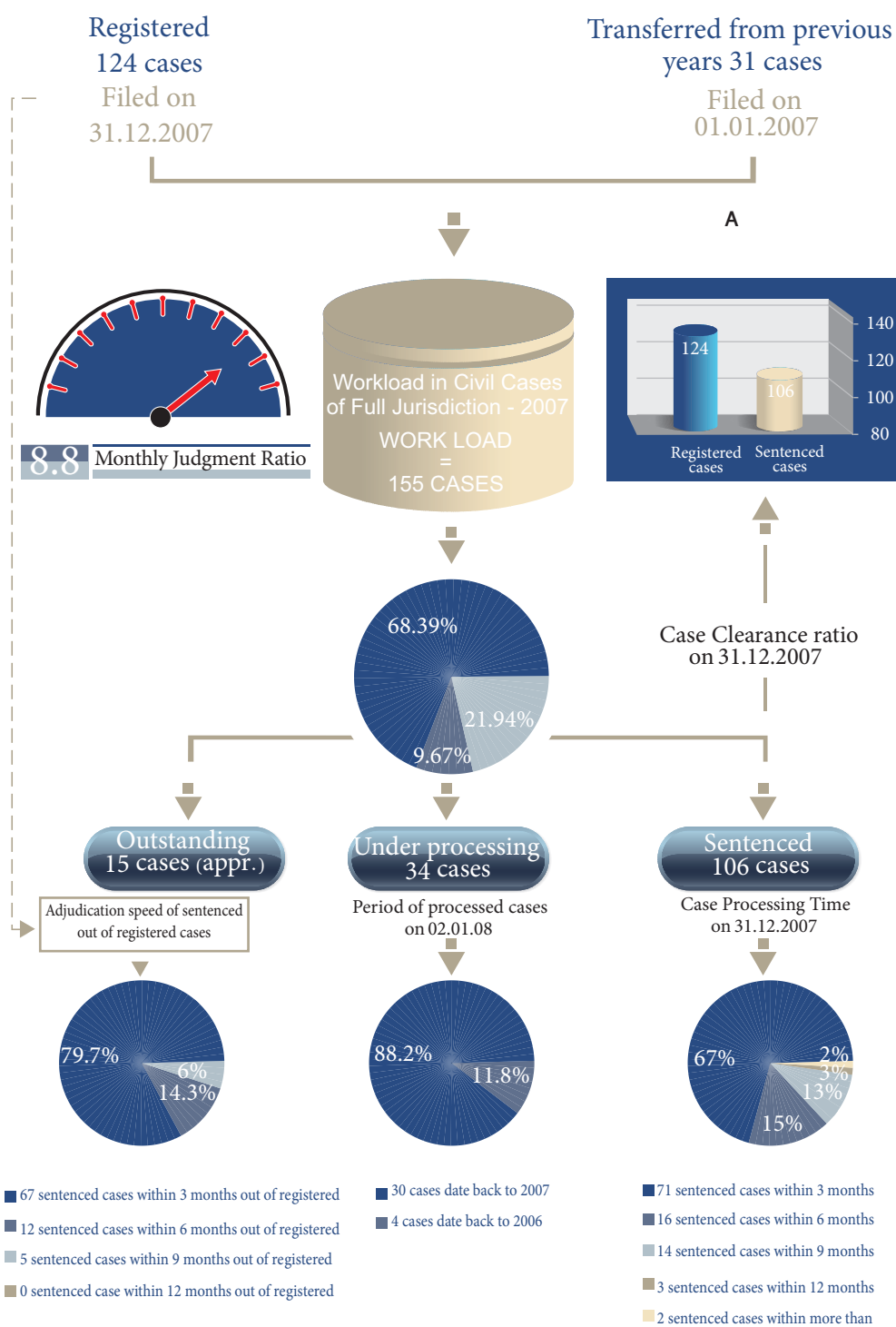
1.Cases of non-Muslims' Personal Status are legal cases that are related to Muslim family

less than 365 days from the date of registration. This means that they were registered in 2007, specifically in the 4th quarter of 2007, and they are expected to be adjudicated in 1st quarter of 2008. This is a good ratio and indicates that the majority of transferred cases were new and were not delayed. Only 11.8% (only 4 cases) of the transferred cases dated back to 2006, while there is not a single case that took more than 2 years.

5. Case processing Time from Registered Cases – (Personal status cases of non-Muslims):

The chart indicates the speed of adjudication of cases involving sentences as against registered personal status cases of non-Muslims. In 2007, 84 cases were adjudicated from the total number of registered cases in the same year, which amounted to 124 cases. 67 cases out of 84 were adjudicated, a rate of 79.7% in a period not exceeding 3 months, while during 6 months 79 cases out of 84 were adjudicated, at the rate of 94% (cumulative). The residual (6% only) took between 6 - 9 months. There is not a single case that took more than 9 months.

The Court of First Instance (Personal status cases of non-Muslims)



J - The Court of First Instance (Quality of judgments):

(1) The Quality of judgments in the civil cases of restricted jurisdiction

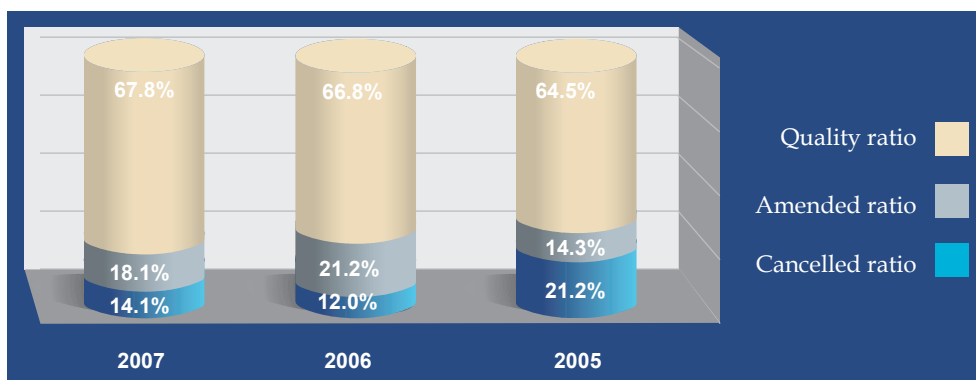
The overall performance in 2007 compared to 2006 about the Quality of judgments in civil cases of restricted jurisdiction was positive, as percentage of Quality was high, while percentage of review and cancellation was low.

It is also to be noted that there was a positive rise in the proportion of restricted jurisdiction judgments from 2005 to 2007, which is a clear indication of the judgments' Quality.

As per the rate of adjustment in 2007, a positive decline is noted in the review rate from 21.2% in 2006 to 18.1% in 2007.

As for the cancellation rate, generally there was low positive decline in the indicator, although a slight negative rise in 2007.

Quality of judgments in the civil cases of restricted jurisdiction



(2) The Quality of judgments in civil cases of full jurisdiction

The overall performance in 2007 compared to 2006 about the Quality of judgments in civil cases of full jurisdiction was positive, as percentage of Quality was high, while the percentage of revision and cancellation was low.

It is also to be noted that there was a positive rise in the proportion of full jurisdiction judgments from 2005 to 2007, which is a clear indication of the judgments' Quality.

A positive rise is noted in the percentage of Quality of full jurisdiction

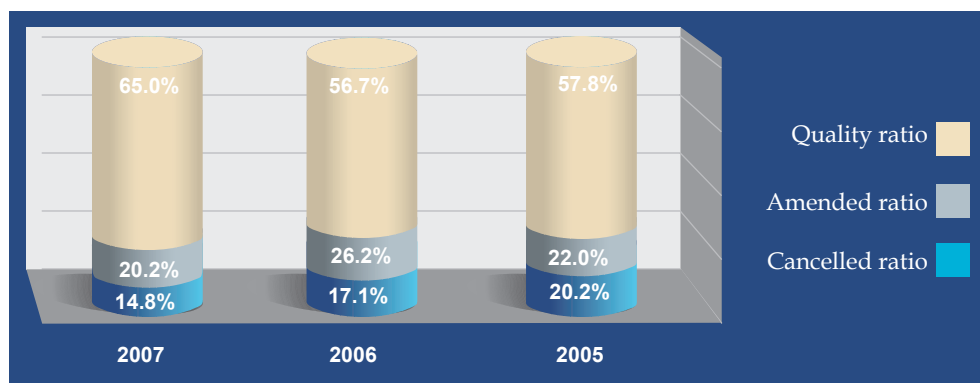
judgments in 2007. The percentage of Quality in 2007 reached 65% as compared to 56.7% in 2006.

As per the rate of adjustment in 2007, a positive decline is noted in the review rate from 26.2% in 2006 to 20.2% in 2007.

The same applies to the cancellation rate, as there was ongoing positive decline in the indicator, from 20.2% in 2005 to 14.8% in 2007.

Conclusion: The civil cases of full jurisdiction judgments in 2007 reflected the Courts' message (Delivering justice through speed and Quality of proceedings).

Quality Ratio - Civil Cases Of Full Jurisdiction



(3) The Quality of judgments in commercial cases of restricted jurisdiction

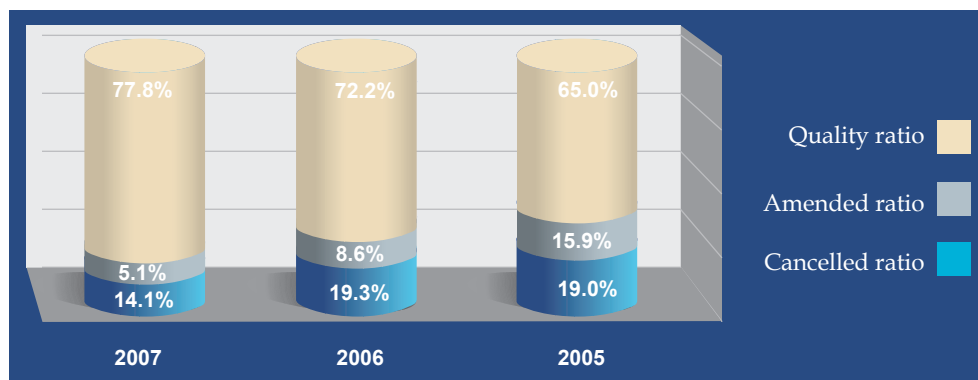
The overall performance in 2007 as compared to 2006 about Quality of judgments in commercial cases of restricted jurisdiction was positive, as percentage of Quality was high, while the percentage of review and cancellation was low.

An ongoing positive rise has been noted in the percentage of accepted judgments in commercial cases of restricted jurisdiction from 2005 to 2007. The percentage of Quality in 2005 reached 65% as compared to 72.2% in 2006 and 77.8% in 2007, which corresponds to a percentage rise of 12.8% as compared with 2005, and 5.6% in 2006.

As per the rate of amendments in 2007, an ongoing positive decline is noted from 2005 to 2007. The review rate in 2005 reached 15.9% and 5.1% in 2007. As per the cancellation rate, there was a positive decline in the indicator with a rate of 19% in 2005 to 14.1% in 2007.

Conclusion: The judgments of commercial cases of restricted jurisdiction issued in 2007 reflected the Courts' message (Delivering justice through speed and Quality of proceedings).

Quality of judgments in commercial cases of restricted jurisdiction



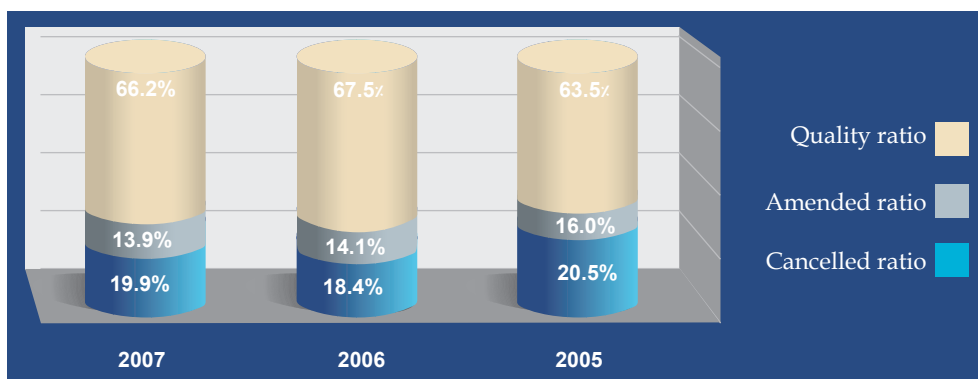
(4) The Quality of judgments in commercial cases of full jurisdiction

The overall performance in 2007 as compared to 2006 about Quality of judgments in commercial cases of full jurisdiction was positive, as percentage of Quality was high, while the percentage of review and cancellation was low.

It is to be also noted from the chart that there was a negative decline in the proportion of Quality of judgments in 2007 by 1.3% in commercial cases of full jurisdiction. As per the rate of adjustment in 2007, an on-going positive decline was noted with a percentage of 13.9%.

With respect to the cancellation rate, it is clear that there was a negative rise by 1.5% in 2007, as the indicator rose from 18.4% in 2006 to 19.9 in 2007.

Quality of judgments in civil cases of full jurisdiction



(5) The Quality of judgments in labour cases (restricted and full)

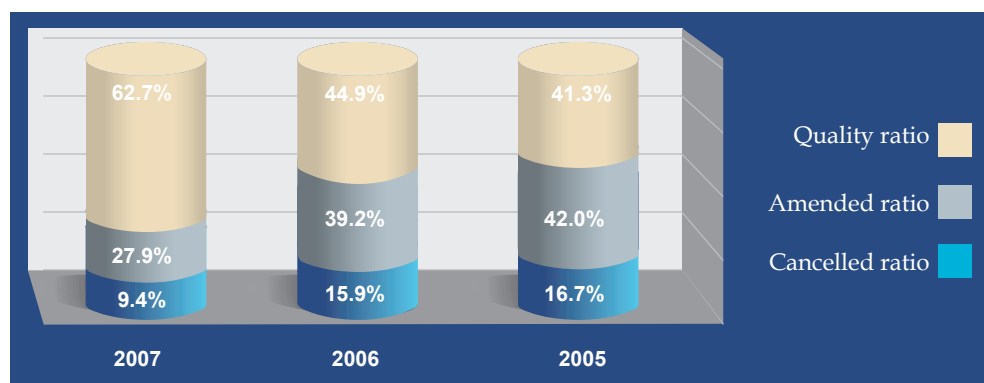
The overall performance in 2007 as compared to 2006 about Quality of judgments in labour cases was positive, as percentage of Quality recorded high, while the percentage of review and cancellation was low.

It is also to be noted from the chart that there was a positive rise in the ratio of Quality of judgments for labour cases (restricted and full) from 2005 to 2007. It jumped from 41.3% to 62.7% in 2007, a rise of 21.4%, which is a clear indication of Quality of labour judgments issued by the Court of First Instance.

As per the rate of adjustments in 2007, an ongoing positive decline was noted. It reached 27.9% with a drop of 11.3% as compared to 2006. With respect to the cancellation rate, there was an ongoing positive decline from 2005 to 2007, reaching 9.4% with a decline of 6.5% as compared to 2006.

Conclusion: Labour judgments issued in 2007 reflected the Courts' message (Delivering justice through speed and Quality of proceedings).

Quality of judgments in labor cases

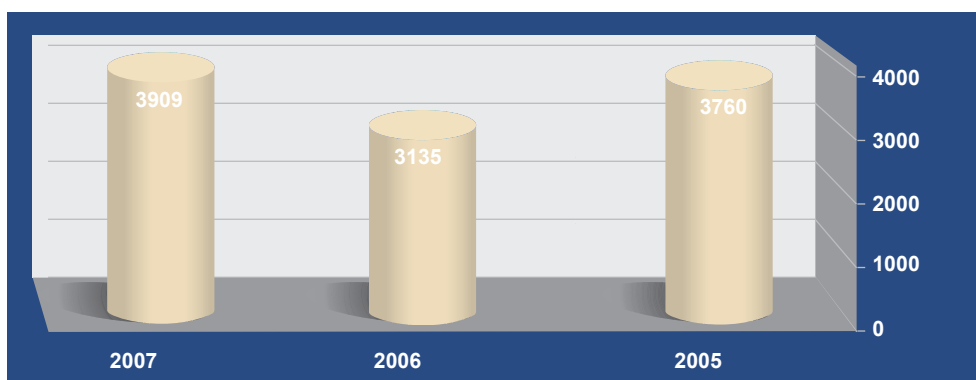


3) Performance Indicators - Court of Appeals

A) Cases/materials/request registered in the Court of Appeals:

As seen from the graph below, there is a rise in the number of cases registered in 2007 at the rate of 24.7%. In 2007, 3909 cases were filed as compared to 3135 in 2006. The increase in number of cases in the Court of Appeals is directly attributable to the increase in judgments of the Court of First Instance. The more judgments issued by the Court of First Instance, the more cases were filed in the Court of Appeals - and vice versa.

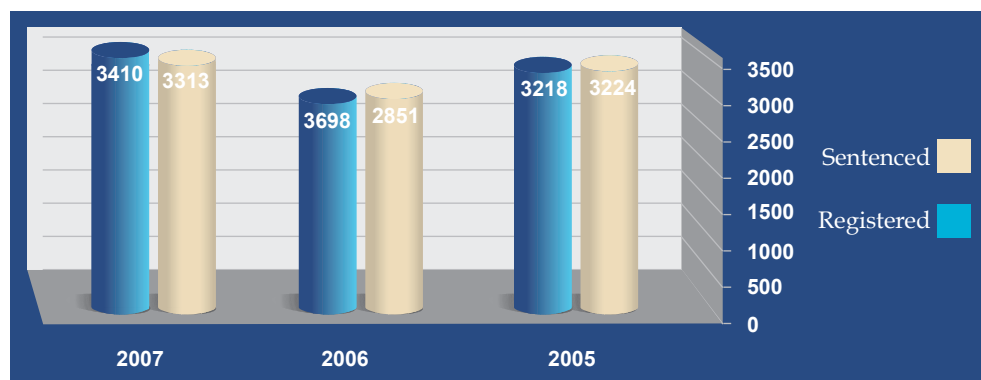
Registered cases - court of appeals



B) Clearance ratio of cases involving dispute in Court of Appeals:

It can be noted from the graph below that there is a rise of 16% in the number of cases adjudicated in 2007 as compared to 2006. In 2007, 3313 cases were adjudicated in the Court of Appeals as compared to 2851 cases in 2006. It is to be noted that the Court of Appeals had achieved a high rate of adjudication in cases where the ratio of adjudication was 97%, which is less by 3% compared to the targeted rate of 2007, which was 100%.

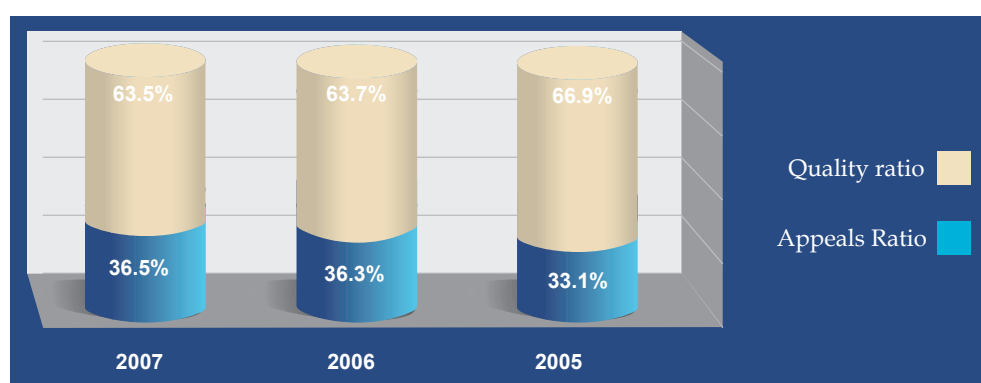
Case Clearance Ratio - Court of appeal



C) The Quality of judgments in the Court of Appeals:

It is evident from the chart below that there is a slight negative decline in the proportion of judgments quality issued by the Court of Appeals, with 66.9% of judgments having been accepted in 2005, while the ratio reached 63.5% in 2007. As per the Supreme Court ratio, a marginal negative rise of 0.2% is seen in 2007 as compared to 2006. In 2005, 33.1% of the appeals judgments delivered were filed in the Supreme Court, while the figure reached 36.5% in 2007. It should be noted that the Institutional Development Team at the Court of Appeals had pinpointed this negative decline and suggested some initiatives, projects and programmes to rectify the situation in 2008.

Quality of judgments - Court of Appeals

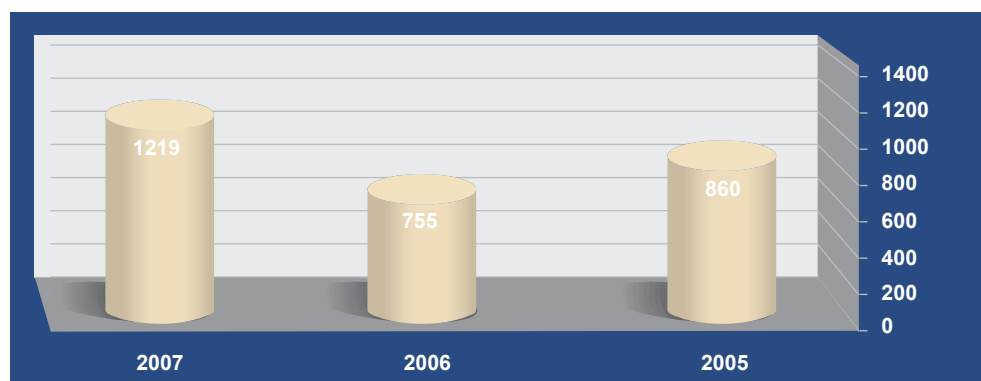


Statistics of registered cases, materials and application – Court of Appeal						
S	S/D	Cases types – Cases & Materials	2005	2006	2007	Difference between last 2 years
1		Urgent Appeal				
	1	Written Application	10	3	9	200.0%
	2	Written Application - Shariah	1	1	2	100.0%
	3	Urgent matters	135	137	127	-7.3%
	4	Grievances	11	0	3	300%
	5	Shariah Grievances	16	20	27	35.0%
2		Subjective Appeal				
	1	Civil	1119	838	873	4.2%
	2	Commercial	818	630	745	18.3%
	3	labour	860	755	1219	61.5%
	4	Review application	11	17	30	76.5%
3		Shariah Appeal				
	1	Personal Status & legacy	288	475	571	20.2%
	2	Review application	1	0	1	100%
4		Discussions of judges and prosecutors				
	1		0	0	1	100%
5		Response of judges, experts or arbitrators				
	1	Response of judges, experts or arbitrators	3	2	2	0%
6		Execution appeal				
	1	Civil	356	210	258	22.9%
	2	Shariah	19	43	41	-4.7%
	3	Referrals	1	0	0	0%
		Total	3649	3131	3909	24.8%

D. Labour cases registered in the Court of Appeals:

The graph shows a rise of 61.5% in the number of labour cases registered in the Court of Appeals in 2007 where 1219 labour cases were registered in 2007 as against 755 in 2006. This is owing to the proportional relation between judgments issued by the labour court of First Instance and labour cases filed in the Appeals Court.

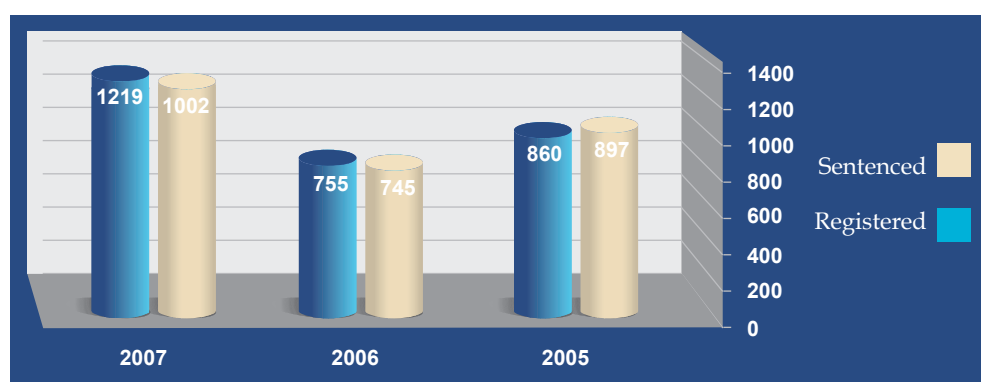
Comparison of registered labour cases - Court of Appeals



E. Case Clearance ratio of labour cases in the Court of Appeals:

Adjudication ratio of labour cases in the Court of Appeals achieved a good percentage, reaching 82%, which was 18% below the targeted ratio in 2007 which was 100%. Despite the lower ratio of adjudication of labour cases in 2007 than the targeted ratio and the real adjudication ratio in 2006 (98%), it is clear that the number of labour judgments issued in 2007 had risen by 34% as compared to 2006, as 1002 cases were adjudicated in 2007 as against 745 in 2006.

Case Clearance Ratio of labour cases - Court of appeal

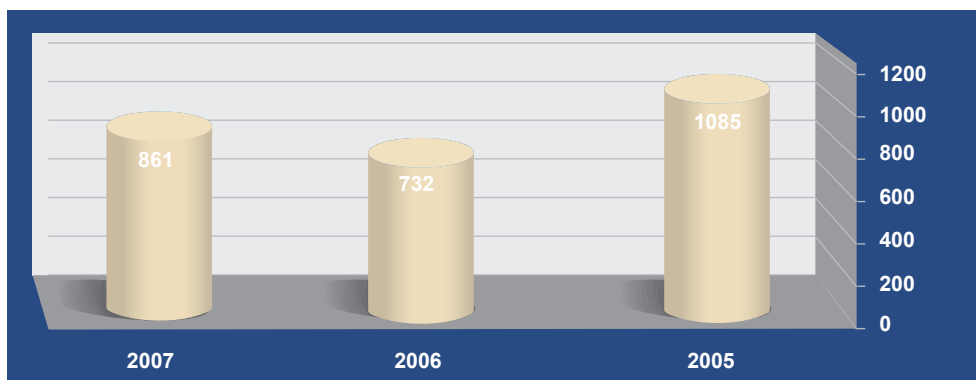


4) Performance Indicators – The Court of Supreme

A) Cases registered in the Court of Supreme:

It is to be noted that the highest percentage of registration in the Court of Supreme was in 2005, while in 2006 the number of cases registered declined by 32% owing to the application of the Federal law No. 30/2005 which amended some provisions of the Federal law 11/1992, Article No. (173 / 1), by which the court fee of appeal cases, involving the amount of AED 10,000, was increased to two hundred thousand dirhams. A rise of 17.6% can be seen as well in 2007 as compared to 2006 where 861 appeals had been registered in 2007 as against 732 in 2006.

Total of registered cases – Court of Supreme

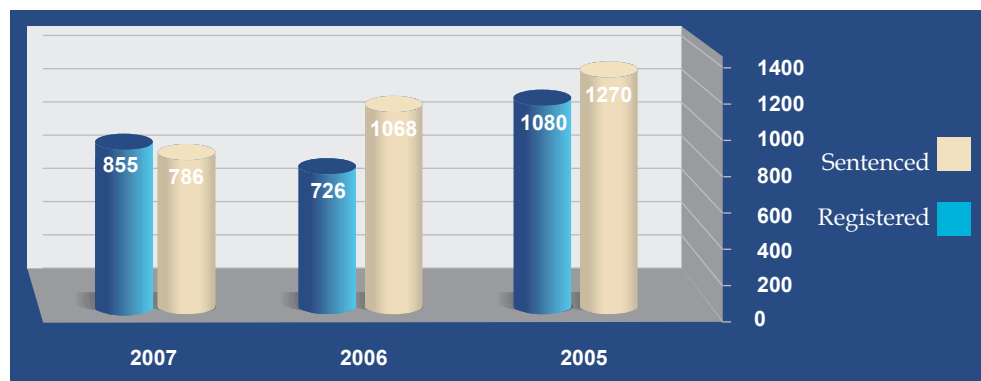


B) Case Clearance Ratio in the Court of Supreme:

As is evident from the chart below, there is a general decline in the number of adjudicated cases by the Court of Supreme. It is also to be noted that the Court of Supreme exceeded the target (100%) in 2005 and 2006 respectively.

The decline in the adjudication ratio of cases in 2007 was positive and was foreseen, as most of the cases date back to 2006, and cases of previous years were adjudicated. This means that cases are not being accumulated, so the targeted ratio for 2007 was a real challenge to the Court. As a result, when the Court reached Case Clearance Ratio of up to 92% in 2007, this was considered a positive and healthy progress,

Case Clearance Ratio in the Court of Supreme



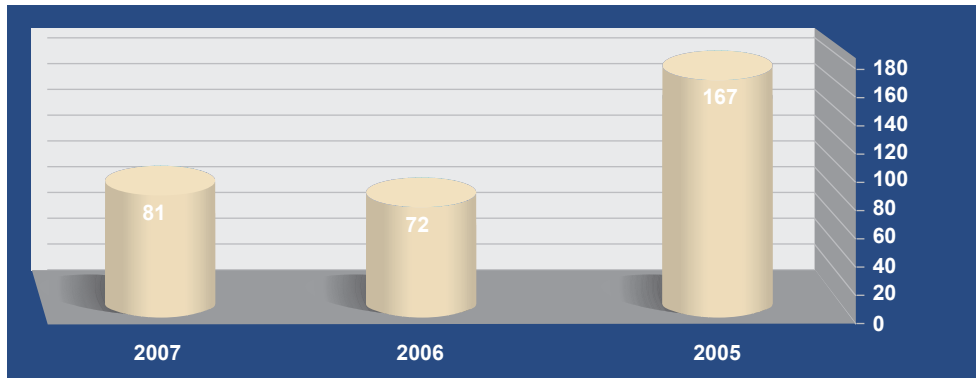
Statistics of registered cases, materials and application – Court of Supreme

S	S/D	Cases types – Cases & Materials	2005	2006	2007	Difference between last 2 years
1		Civil Appeal				
	1	Civil	332	280	273	-2.5%
	2	Commercial	479	278	348	25.2%
	3	labour	167	72	81	12.5%
	4	Review application/ rights	5	5	5	0.0%
2		Shariah Appeal				
	1	Personal Status & legacy	102	96	152	58.3%
	2	Review application/ rights	0	1	2	100.0%
		Total	1085	732	861	17.6%

C) Labour appeals registered in the court of Supreme:

As is seen from the graph below, there is a decline of 56.8% in the number of labour appeals cases registered in the Court of Supreme in 2006 as compared to 2005. Then the index rose again in 2007 by 12.5% as compared to 2006. It should be noted that this decline was owing to the application of the Federal law No. 30/2005 which amended some provisions of the Federal law 11/1992, Article No. (173 / 1), by which the court fee of appeal cases, involving the amount of 10,000, was increased to two hundred thousand dirhams.

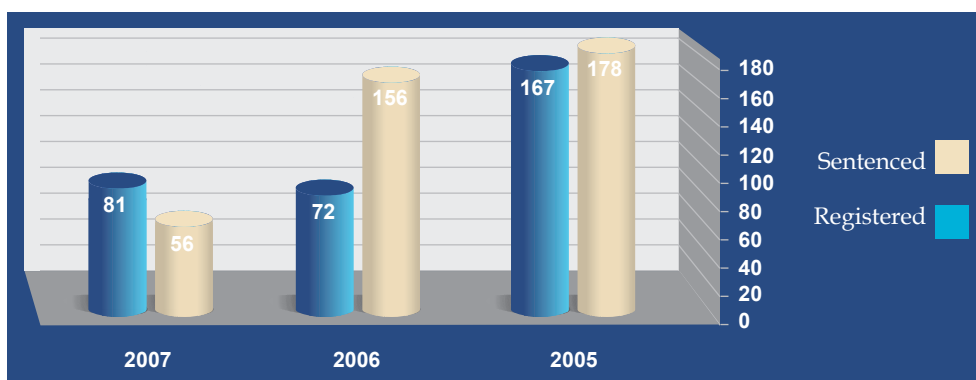
Comparison of labour cases - Court of Supreme



D) Case Clearance Ratio of labour appeals in the Court of Supreme:

The Case Clearance Ratio of labour appeals in the Court of Supreme registered high positive results, as it reached 106.59% in 2005 and increased to 216.67% in 2006, then dropped to 69.14% in 2007, as compared to the targeted ratio of 100% during the three years. The rise of Case Clearance Ratio in 2006 was owing to the introduction of Federal Law No. 11/1992 of mid-2006, which stipulated that the amount value to register an appeal should not be less than two hundred thousand dirhams (AED200.000). This led to a decrease in the numbers of registered appeals, while the Case Clearance Ratio achieved high figures. In 2007, the adjudication ratio was low. In addition, a negative decline of 64% can be seen in the number of issued judgments in 2007 as compared to 2006, as 56 cases were adjudicated in 2007 as compared to 156 in 2006. This was owing to lack of old cases handled before 2007. Most of the adjudicated cases were from the registered ones in the same year (2007).

Case Clearance Ratio of labour appeals in the Court of Supreme



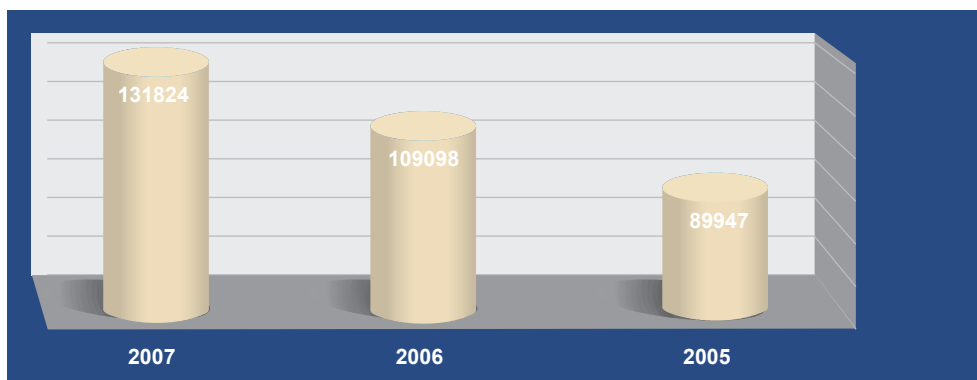
5) The results of performance indicators of Notary public transactions

The department of Notary Public in Dubai Courts has many branches to cover various areas in the Emirate. They are Al Towar branch, Al Barsha Branch and Economic Department branch. In addition, there is a documentation office in the headquarters of Dubai Courts. These branches together play an effective and prominent role to facilitate clients' dealings, by bringing services closer to their domiciles.

1 - 21% increase in Notary public transactions:

Statistics relating to the completed transactions in the Notary public indicate that dealings have increased by 21%, as 89,947 transactions were registered in 2005, as compared to 109,098 in 2006, as well as for 2007, where the percentage of completed transactions rose by 21% as compared to 2006, as shown by the graph below.

Notary public transactions



As noted in the table below, there is a decline, which was expected and measured, in the number of transactions completed in the main branch (the court), because of the overburdened work of the branch, having to deal with the administration, judicial warnings, abolishment of agencies, assignment of cases, transactions, court officials and general prosecution, Rashid Hospital patients, prisoners in police stations and the prisons in Emirate of Dubai, as well as replicating transactions and publication of materials.

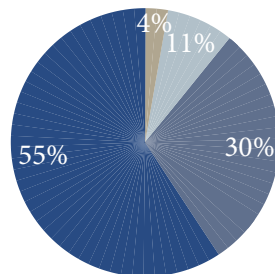
The prevailing situation was examined by the main section, and with the aim of facilitating clients' transactions, the auditors opened Al Bar-

sha and Al Towar branches, to alleviate overcrowding of traffic in the centre of Dubai.

HQ & Branches	2005					2006					2007				
	End't	Date app'l	Publishing materials	Contracts	total	End't	Date app'l	Publishing materials	Contracts	total	End't	Date app'l	Publishing materials	Contracts	total
Main	78043	175	170	520	78908	29645	103	132	257	30137	4867	14	390	67	5338
ED					10969					12039					14015
Barsha	70				70	22372	35	0	157	22564	39912	59	0	309	40280
Towar					0	44124	82	0	152	44358	71745	188	0	258	72191
Total	78113	175	170	520	89947	96141	220	132	566	109098	116524	261	390	634	131824

In this context, it is to be noted that Al Towar branch in 2007 achieved 55% of the total Notary public transactions, because its location is near densely populated areas and commercial centres. The remaining percentage was distributed among tother branches: Al Barsha Branch 30%, Economic Department Branch 11% and the main branch 4%.

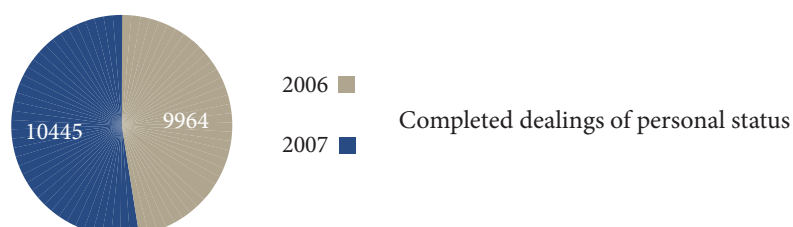
■ Main Branch ■ Economic Dept Branch ■ Barsha Branch ■ Towar Branch



6) The results of performance indicators for Personal Status transactions

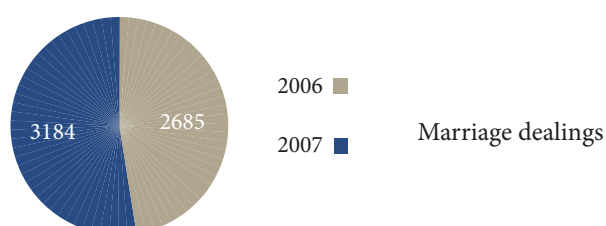
A) The increase in Shariah related cases by 9%:

During the period 1/1/2007 to 31/12/2007, the Shariah Cases Department's Ratification section recorded a relatively higher percentage in the number of cases of various types. These included marriage, divorce and ratifications, which amounted to (10445) cases as compared with the figure (9964) during the same period last year, which was an increase of 9%. In addition, the Section's staff played an active role in responding to clients in an efficient manner which facilitated dealings at a high demand throughout the year. This is a clear evidence of the great efforts made by the staff and the wise guidance of Courts' officials to provide access to the best services. Notably, the time period for completing any dealing after submitting it to the reception staff was less than ten minutes, as a result of applying the total service, according to the electronic system report for the second half of this year.



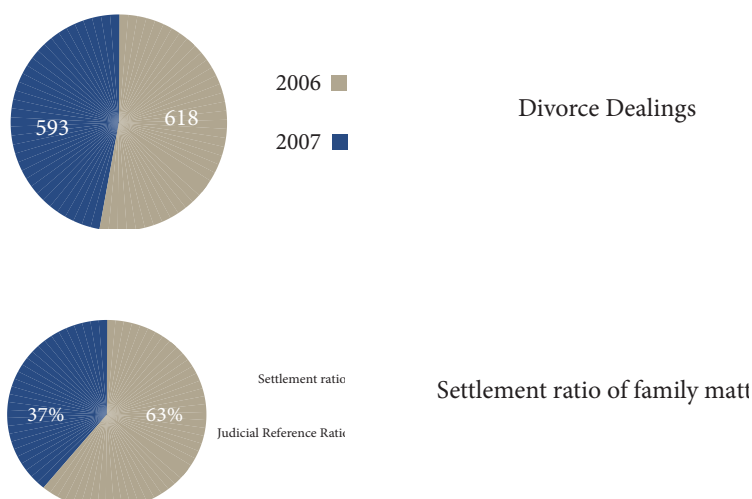
B) Increased ratio of marriage registration cases:

The number of completed dealings during 2007 in the personal status hall reached 3184 procedures, showing an increase of 17% in marriage registration incidences, as compared to 2006 which stood at 2685 in various categories. These included marriage of local male to local female, of local male to non-local female, of non-local male to local female and of expatriate male to an expatriate female. The ratio of marriage registration dealings was accompanied by a decline in the divorce ratio which recorded 618 procedures in 2006, as against 593 in 2007, showing a decrease of 5%.



C) The decline of divorce ratio:

The Family Orientation and Guidance Division has achieved a great degree of success which led to a clear decline in divorce rates in 2007. This was owing to the successful efforts of family advisors who exerted themselves laudably to settle family disputes with direct advice, persuading the two parties, by using psychological and social methods suitable for each party. It should be noted that this division received 2447 cases of family disputes during the year, an increase of 18% over 2006, and succeeded in reaching reconciliation in 63% of cases, and referring 37% to the judiciary. This achievement was a bright spot in Dubai Courts' leadership record as it created and activated alternative solutions to litigation, which greatly contributed to the stability of local and expatriate families in Dubai in particular and the UAE in general.



D) The increase in Shariah notifications by 45%

: The legacy Section in Shariah Cases Department received 1314 files, an increase of 45% from 2006 which received 907 files. It also dealt with 737 cases of legacy distribution, which was up 14% from last year. Of those cases, 90% have been settled amicably, while the rest were dealt by the settlement section. Shariah notification is a legal document that clarifies the heirs of the deceased and the legitimate share of each one of them. The procedures are completed the same day, if documents are complete. Earlier, it used to take two weeks.

On the other hand, the success of legacy settlements contributed to a significant decrease in the number of legacy requests, from 4192 in 2006 to 3096 in 2007, a decrease of 25%. This success is the fruit of strenuous efforts of the officials working in the Settlement Division, who found solutions to many family disagreements or legacies through amicable settlement of disputes, to preserve the unity of families.

Section II: General Performance Indicators in Dubai Courts

2: Performance Indicators for Administrative Operations

3) Future Trends in 2008.

Introduction

In 2007 the institutional approach continued in Dubai Courts in total harmony between the performance of judicial sector and the administrative sector. There was a thrust to promote the culture of linking performance with technological indicators accurately and objectively in order to provide scientific material, especially for the administrative leaders. This way, they could study and research the performance results, even if the indicators revealed identical results or within the range of the target. This is an evidence of skillful planning and ideal achievement, and is also a platform to draw the future map on a wise basis.

We, in Dubai Courts, benefited greatly from applying the concept of indicators in developing our strategic and operational plan and also during the daily activation of this plan. When the performance results reveal gaps, we usually deal with them by analysing their causes and learning the lessons, and working to bridge them.

On the basis of our report in 2007 and the results, the indicators will reveal our strong approach, our clear vision and our future path.

In this chapter that is devoted to administrative indicators' performance and future trends, it is evident that we are committed to the culture of transparency which is the flip side of the transparency and the institutional performance thinking. As we document the administrative performance of this year and its prospects in the future, we at the same time provide the important and necessary knowledge from the perspective of decision-makers, administrative leaders, staff, partners and other concerned parties in various segments of society. In general our report focuses on these objectives. And perhaps what is most important to us is that the reader should have a clear conclusion about the courts' performance, mainly through the indicators in this area.

1) The results of performance indicators for human resources.

A) Emiratisation:

Dubai Courts stresses the government policy to increase the emiratization ratio in the Department. Consequently, it is very keen to attract the best national cadre. If we look at the emiratization ratio in the courts, the extent of interest in Dubai Courts to localise all posts is evident. Localisation in senior positions reached 94% and more than 99% in the managerial positions. This trend indicates that Dubai Courts are eager to attract citizens of both sexes to work in the Department. We particularly provide them with high-level training opportunities to improve their performance. Moreover, Dubai Courts have launched an ambitious plan to provide the greatest opportunities for the people of the United Arab Emirates to be employed in the courts, in keeping with its emiratization policy to achieve its strategic goals.

The job localisation policy aims at providing all possible opportunities to develop the candidates' practical and professional skills, so they can occupy senior positions in their respective work fields within the frame of localisation project, at various career levels as well as in administrative and judicial units.

Dubai Courts constantly seek to attract highly skilled locals. Additionally, it appoints local university graduates and diploma holders from Higher Colleges of Technology, as well as graduates of other colleges and institutions.

Dubai Courts are always proud of their local employees, whose number has increased steadily. The number of local employees rose in 2005 to 507, 62.42%, as compared to 445 employees in 2004, which was 59.24%. In 2007, the percentage of local employees reached 77%, where 542 employees out of 703 were local. This rise can be attributed to the successful implementation of the strategic localisation plan that aims to increase the ratio of local employees among the total number of the Department's employees during the coming years, without affecting the quality of performance.

Emiratization ratio as per categories (Actual Results)

Indicator No. (1-5-4)	Emiratization ratio as per categories											
Calculation method	Equation: (Actual local staff category / localizable posts ratio by the end of the period as per category) * 100 Goals calculation equation: (targeted posts for localization as per the current year plan / localizable posts as per localization plan for the current year) 100X											
Actual Results												
Career categories	Actual local staff category				localizable posts ratio by the end of the period as per category				Actual Ratio			
	1st Q	2nd Q	3rd Q	4th Q	1st Q	2nd Q	3rd Q	4th Q	1st Q	2nd Q	3rd Q	4th Q
Leadership	17	17	17	17	18	18	18	18	94%	94%	94%	94%
executive	136	139	139	138	221	223	216	234	62%	62%	64%	59%
Others	360	364	366	387	429	431	431	451	84%	84%	85%	86%
2007 Objectives												
Career categories	localizable posts as per localization plan for the current year				targeted posts for localization as per the current year plan				Targeted ratio			
Leadership	17				18				94%			
executive	134				227				59%			
Others	399				471				85%			
Remarks												
Statements and statistics that describe the actual results in the last quarter of each year were adopted to calculate the actual results. Goals were calculated on the basis of earlier statements. Judges were divided in 2 categories (leadership and executive) 6 judges were added to the leadership category. 5 officers were transferred to executive and supervisory category. This report has been modified after the adoption of these changes. Senior management positions were considered of leadership category and central management positions as executive and supervisory category. The remaining posts were merged under other categories.												

B) The number of trainees by career categories:

Training has assumed paramount importance in the modern era in which we live in. Technological and scientific progress is so fast that it has become imperative to acquire new skills and knowledge constantly. The success of any firm is intrinsically linked with its successful cadres. Dubai Courts, therefore, have adopted a rigorous programme with well-studied steps to develop and train its human resources. They also measure and analyse the gap between the actual current skills of the employees and the required skills in order to develop the skills and abilities of all workers and help them perform their work-related tasks better and more efficiently.

Dubai Courts have adopted the policy of investing in employees' potential through ongoing training initiated by Human Resources Management which is represented by Human Resources Development Section. This section designs planned programmes and training courses for the targeted staff in the courts, taking into account their needs and including them in the training plan in 2007. Training courses are then provided in coordination with high level institutes of quality and efficiency.

Ratios of Trainees

Indica- tor No. (2-4-1)	Ratios of Trainees as per the various career categories											
Calcula- tion way	Equation: actual results: (the trained employees by the end of the period/ ratio of employees subjective to training at the end of period) x 100. Measuring Objectives: (Targeted employees for training as per the annual training plan/ subjective to training as per the annual training plan) x 100											
Career catego- ries	The trained employees at the end of the period (results measured for each quarter (accumulative))				employees subjective to training				Actual ratio			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Leadership	9	13	14	16	18	18	18	18	50%	72%	78%	89%
executive	95	166	181	186	221	223	216	234	43%	74%	84%	79%
Others	113	243	284	299	429	431	431	451	26%	56%	66%	66%
2007 Objectives												
Career catego- ries	Targeted employees for training as per the annual training plan. (results measured for each quarter (accumulative))				employees subjective to training as per the annual training plan				Targeted ratio			
	Q1	Q2	Q3	Q4	2007				2007			
Leadership	7	13	13	14	18				78%			
executive	92	145	147	152	227				67%			
Others	157	341	366	413	471				88%			
Notes												
Actual results and objectives are measured by avoiding repetitions – employee should be mentioned once in any quarter. Quarter results are measured accumulatively, the results of other quarters are added. If the trainee starts in a quarter and finishes in the next quarter, he should be listed in the second. High technical posts are considered leadership category, middle managerial posts are executive. Others are considered in the last category. Judges are distributed in 2 categories, leadership and executive supervisory												

Analysis of the trainees table:

Dubai Courts recognise the importance of training of human resources as a primary means of career development. The courts also seek to make available training opportunities to all staff as per the requirements of all career categories, besides designing phased and annual plans and approving the budgets to achieve its general objectives.

As per the quarterly report issued by the Department of Human Resources, some amendments can be clearly seen. The Judicial category which was classified as a separate category in the 2006 report has been merged within the leadership and executive category in 2007, to synchronise career categories of government departments.

The table reveals an increase in the number of trainees and training hours. The percentage of local trainees in 2007 from the leadership category reached 89%, as compared to the targeted training percentage for this year, which was 78%. And 1275 hours of training was achieved, as compared to 2006 where the trainees' proportion reached 85%, with 302 training hours.

In 2007, the local trainees in the executive supervisory category were 79%, as compared to the targeted training ratio for this year which stood at 67% with 12,273 training hours. In comparison with 2006, the ratio of trainees was 90% with 1795 training hours. In other categories of posts, the trainees' ratio in 2007 reached 66%, as compared to the targeted training ratio of 88% and 11923 hours of training in comparison to 2006 where the ratio of trainees was 68%, with 5609 training hours.

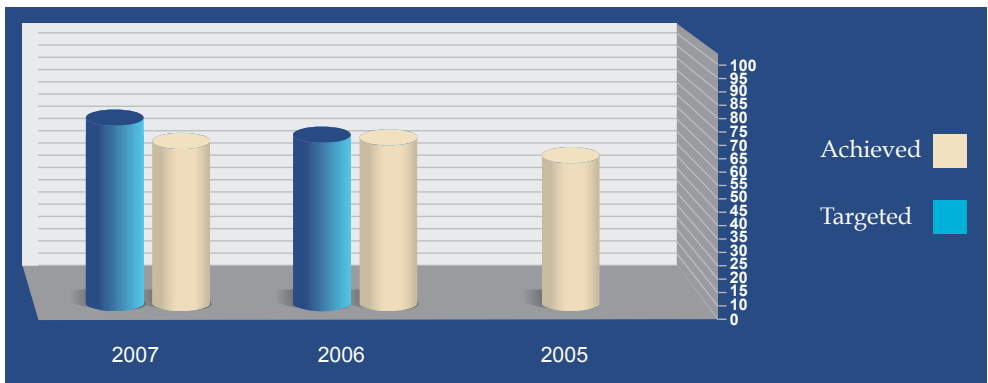
C) Measurement results of staff satisfaction:

Dubai Courts recognise that human resources are fundamental for the success of its strategy. This vision is translated in reality by precise and ongoing plans and projects which are executed by the departments to leverage performance and to create an attractive job atmosphere. So, the courts are grateful for the committed efforts dedicated by all employees during the past period. Dubai Courts have confidence and trust in the abilities of their human resources, without which it would not have been otherwise possible to achieve qualitative steps during the previous period. As a result, the Department was able to attract

attention, through its different units, to the efficient services provided for their clients and partners. Thus, we are on a steady course to achieve our strategic goals that are linked with the strategy of Dubai Government.

Dubai Courts, therefore, aimed to achieve 75% of employees' satisfaction level within the overall targetted level of Dubai Government in 2007. Still, the general satisfaction levels reflect a drop as compared to the high results last year in 2006, which mainly resulted because of the application of the new human resources system.

Satisfaction Average



2) The results of customer satisfaction indicators

Based on the improvement achieved by the Department in the field of client satisfaction in 2005, which was better than the results achieved by Government of Dubai, Dubai Courts identified its objectives for client satisfaction, aligned with the rate of client satisfaction in Dubai. This by itself was a feat because there is no local or global reference for customer satisfaction polls, particularly in the judiciary field, and the fact that the judicial authority is considered independent globally. So, the leadership team agreed that the targets should be based on the actual internal satisfaction levels in Dubai Courts and at the level of Dubai, as per the following table:

2006 - the target (80%), 2007 - the target (83%), 2008 the target - (85%).

	2004		2005		2006	
	Dubai Courts	Dubai Gov.	Dubai Courts	Dubai Gov.	Dubai Courts	Dubai Gov.
CSI	58	70	74	70	81	77
MSI	56	57	65	67	61	62
(From 100) DGSi	57	63	70	69	71	69
(From 1000) DGSi	570	630	700	690	711	692


3) Future Trends in 2008

Judiciary is the basic guarantee for social stability and safety as well as for the economic and political renaissance. The UAE Constitution has been keen to clarify clearly and expressly the independence of judiciary. But this by itself would not be sufficient to achieve the desired independence, unless there are guarantees in place to ensure genuine independence to protect and preserve the judiciary. These guarantees are, in essence, essential and necessary elements for the benefit of the judicial system and to support its entity and establish its power. Consequently, it can have its role in the society by establishing justice, supporting legitimacy, strengthening the rule of law and protecting rights.

The consolidation of these guarantees in itself is the best guarantee to protect rights and freedoms, besides ensuring modernisation and development of judicial work methods in the courts, to be in parallel with the high status of Dubai in particular, the United Arab Emirates in general.

During 2008, Dubai Courts will seek to enhance the confidence of all concerned parties in the judicial system and increase the effectiveness and efficiency of internal performance, while working on the development and stability of their human resources, through enhancing achievement rates in projects and initiatives that have been included in the operational plan of 2008. There were 244 projects to complement the strategic plan 2006/2008. This approach in turn would positively affect the strategic performance indicators, especially with respect to litigation and the speed and Quality of adjudication. It is noteworthy that more than 50% of the initiatives in 2008 were allocated to the axis of internal processes, particularly with respect to promoting reliance on modern technologies to develop the work of Dubai Courts, where 84 initiatives have been carried out.

It is expected that the next year would witness remarkable performance improvement in the speed and Quality of adjudication, through the use of various programs and systems designed to activate management of cases, especially execution and criminal cases, which will have a chapter in the annual statistical report of Dubai Courts in 2008.



Dubai Courts will review and update its strategic plan for the years 2009/2011, by the beginning of 2008. The amended plan will contain many programmes emanating from the justice sector's strategic plan which represents a major part of Dubai Government Strategic Plan.

We, in Dubai Courts, seek to be very thorough, so that the final outcome will result in "Pioneering in Courts Work". This is our vision that we seek to reach, and excellence is the path that ensures to Dubai Courts a balanced performance to satisfy all concerned parties.

Conclusion

At the end of this brief report, we can only convey to all segments of society and groups our commitment to our quest to provide distinctive information service, as we truly believe in offering the most accurate information and data which epitomises the concept of disseminating knowledge and forging the link between Dubai's development and the globe. This will open the door for us, with our responsible role, to look for more success at all levels than we deal with in the courts.

Our objectivity makes us realise and bear in mind that this book may invite some comments or it might have some gaps. But we will look upon them as challenges to be overcome and improved upon. Moreover, we will make use of them in our next issue to achieve the message of this book, which is "Pioneering in producing performance reports."

It was the ardent wish of The Ruler of Dubai to show the strategic plan to partners and clients to demonstrate the concept of transparency and clarity. This approach allows all to put forth their views to confirm our commitment to the wisdom of His Highness Sheikh Mohammed Bin Rashid: "Freedom is the essence of creativity and without freedom, thinking would be as solid as stone."

What we need to do today is to emphasise our readiness to implement the vision of our government, especially in view of the independence of the judiciary in our country. This independence stems from the confidence of our leaders, and we promise that we will strive to achieve the aspirations of Global Emirate, as this is the least we can do, and we will work hand in hand to enhance our confidence in the future and in all that is coming.



We are pleased to receive your views and suggestions at the following addresses:

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