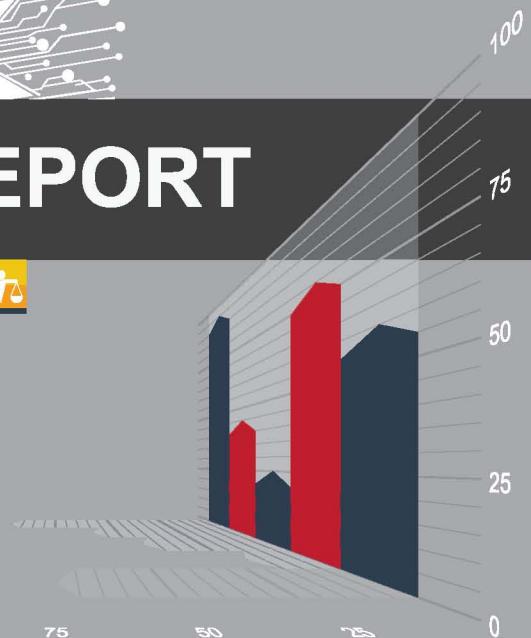


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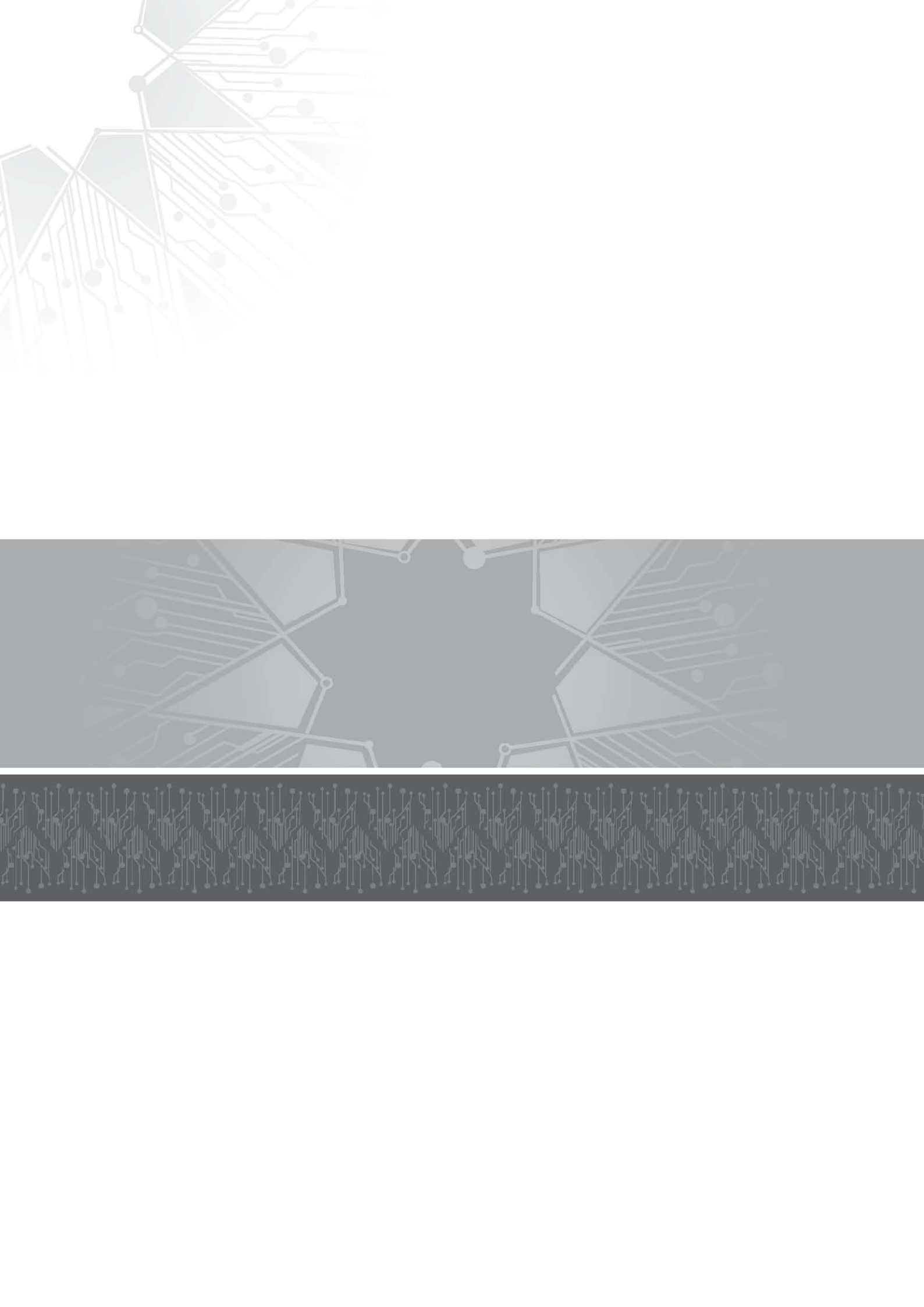
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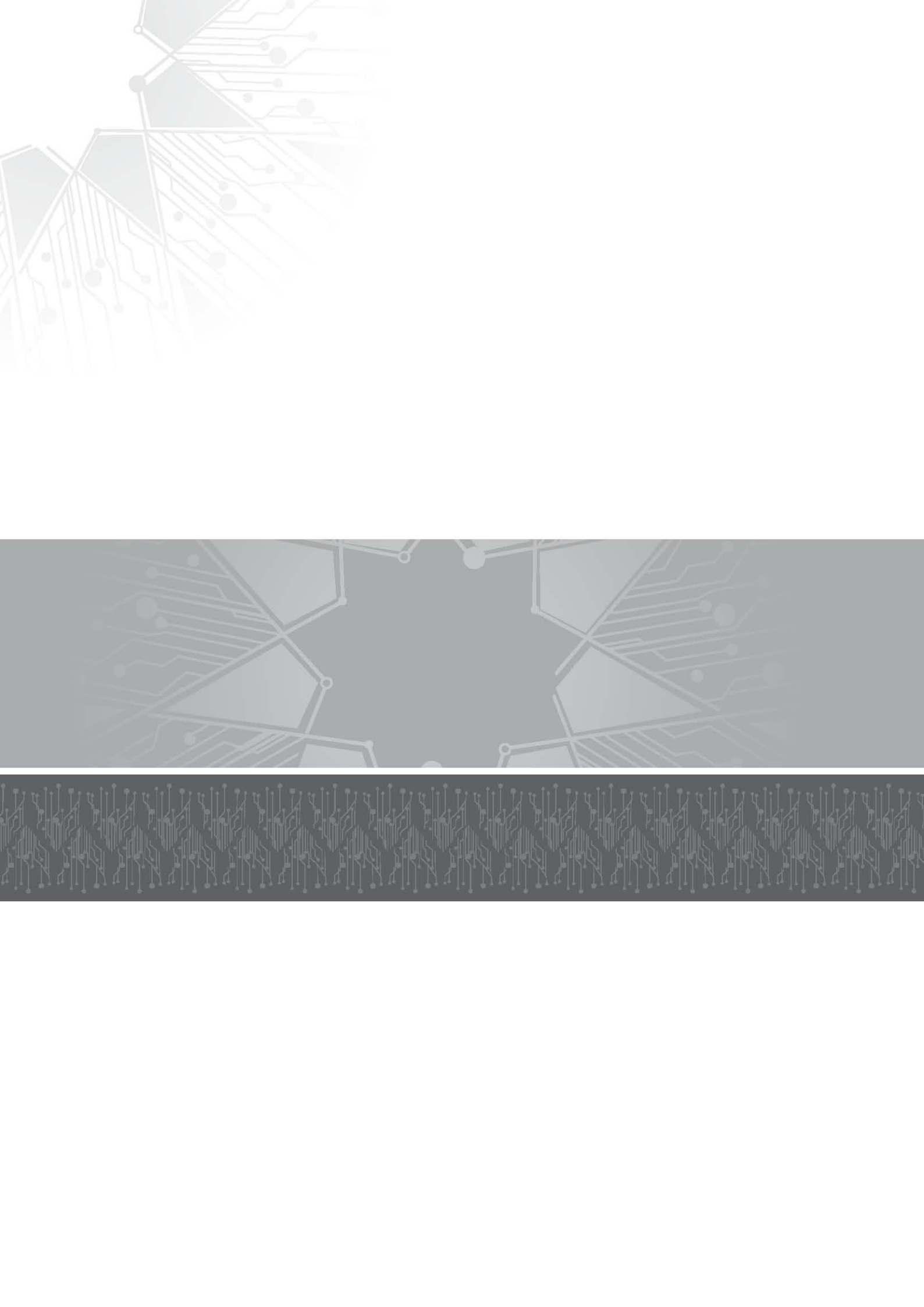




His Highness Sheikh

Khalifa Bin Zayed Al Nahyan

President of the United Arab Emirates

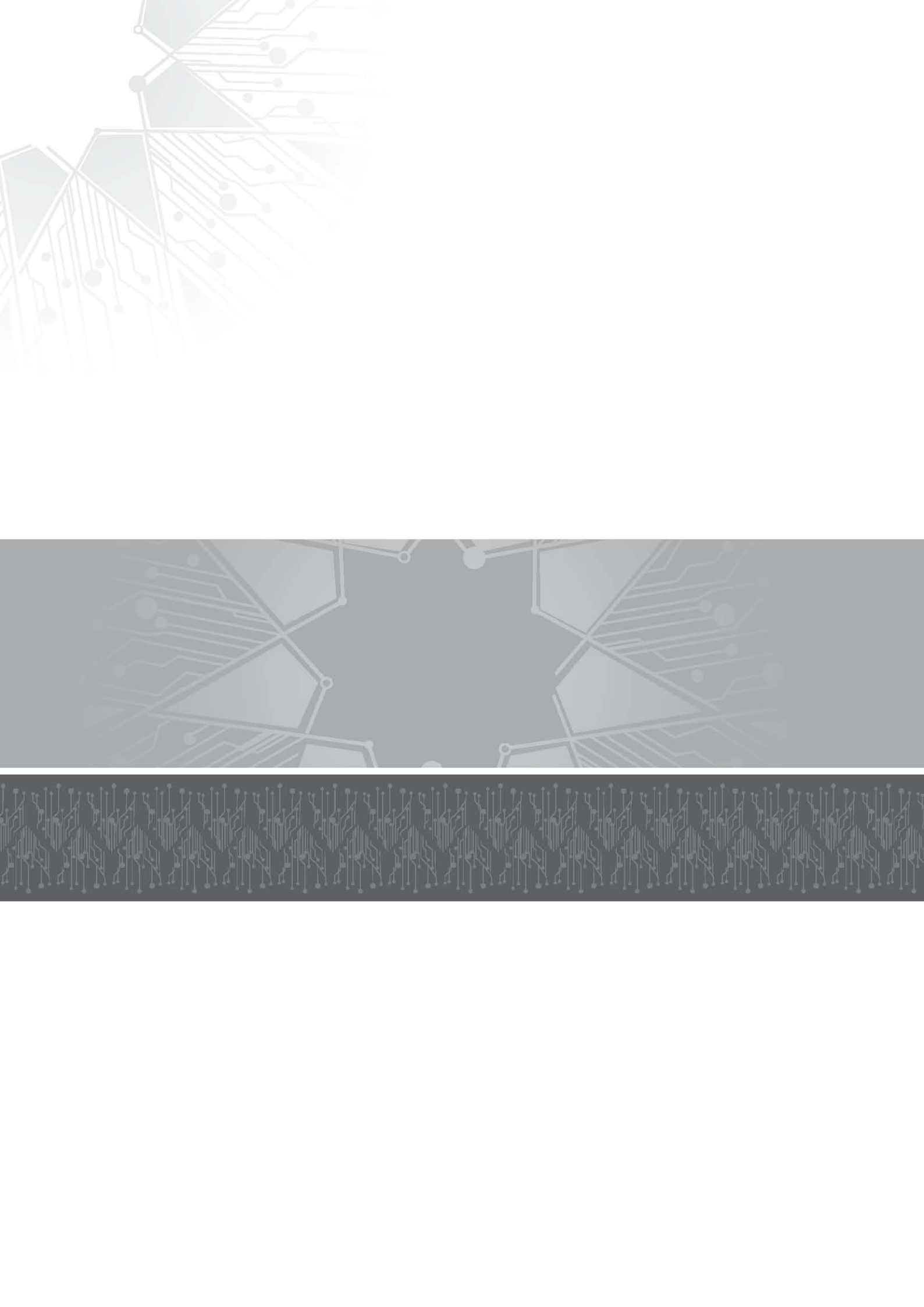




His Highness Sheikh

Mohammed Bin Rashid Al Maktoum

UAE Vice President, Prime Minister and Ruler of Dubai





His Highness Sheikh

Hamdan Bin Mohammed Bin Rashid Al Maktoum

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





His Highness Sheikh

Maktoum Bin Mohammed Bin Rashid Al Maktoum

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

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Introduction

Since the beginning of 2006 and the launch of the first Dubai Courts' annual report, we have been certain that the informative communication in relation to the performance and developments of the judicial system significantly contributes to improving and enhancing the confidence of the local and international society, whilst strengthening the concept of transparency and accuracy of decisions concerning the judicial system in the Emirate of Dubai.

So here we put before you the annual report of 2013 (eighth issue), which lists many of the experiences and successful initiatives carried out during the last 12 months. It is a product of its creativity and hard work. It began with the launch of the Smart Court campaign. Now Dubai Courts is seeking to become a smart court to keep up with the intentions of the Emirate of Dubai and to support the Expo 2020 file by entering the Guinness Book of World Records as the first judicial body to achieve the highest value in property sale through an online auction, lastly by winning the honour to represent the UAE in the GCC e-government Award and gaining two awards.

We - at Dubai Courts - are a vital aspect to the government of Dubai's structure. We continuously and permanently work to double our efforts in order to provide high quality and accurate judicial services that earn the trust and satisfaction of the local community, as well as enhancing the international competitiveness of the Emirate of Dubai in particular, and the United Arab Emirates as a whole.

Verily Allah is the Grantor of Success

Annual Report 2013 Preparation Team

2013

Mr. Mohamed Abdul Rahman Mohamed
Chairman

Mr. Khalid Abdullah Khalid Al Measam
Member

Mr. Hamad Thani Al Dhahiri
Member

Mr. Khalifa Mohamed Al Mahrizi
Member

Mrs. Fatima Salem Knaid
Member

Mrs. Mariam Hassan Al-Marri
Member

Mrs. Asma Omar Al Majid
Member

Mrs. Alia Ahmed Ibrahim
Member

Ms. Fatma Hamad Al-Amri
Member

Ms. Safiya Muhammad Abdul Rahman
Member

Mrs. Hanan Mohamed Almarzooqi
Member

Mrs. Suhaila Thani Al Muhairi
Member and Rapporteur





Judge Yousef Hassan Al Mutawa
General Manager of Dubai Courts

General Manager's message



Dubai Courts moves towards its vision "Pioneering in Courts Works" in accordance with a transparent, accurate and clear framework. This is apparent through its commitment to publish this report on an annual basis. This report informs the society on the progress of its works, the results of its performance, the efficiency indicators of its operations and how far it is in the completion of its plans and initiatives. This report is an important tool that shares knowledge with those interested and the specialists in the judicial work in the emirate of Dubai; both locally and internationally. This is achieved through the display of the statistics and the detailed results of the performance outputs. This report is considered a documented reference for the standardized comparisons for everyone concerned with quality and institutional performance.

Dubai Courts works through its undivided judicial and administrative teamwork to achieve justice, security and stability; as well as to facilitate accomplishing swift litigation, accurate judgment of claims, execution of judgments and decisions and documentation of the edited contracts. All this is accomplished through a range of its electronic services that are in line with the aspirations of the wise leadership towards improving the government's global excellence models, and the transition from the concept of customer satisfaction to the concept of content of the customers and society.

In order to fulfil this objective; Dubai Courts has implemented several programs and projects on the basis of the principles and standards of organizational excellence by understanding the needs and aspirations of the influential parties and those affected by it. Through the analysis of the areas of improvement, according to the requirements of change, long term strategic plans and annual operational plans have been adopted with specific targets and initiatives.

The mechanisms of following-up the performance indicators, and the adoption of a methodology of work that enables the leadership of Dubai Courts to measure the achievement of the objectives and strategic goals, as well as the identification of the available opportunities in order to face the challenges and guide its abilities and utilize them to draw a roadmap with clear milestones to achieve the vision of "Pioneering in Courts Works".

In the end, I can only express my thanks and appreciation for the workers at Dubai Courts for their spirit of teamwork and their sense of positive dedication. I would also like to thank in particular the teamwork that has exerted a great effort to prepare and the produce this report and I asked Allah that this report will achieve its purpose.

Verily Allah is the Grantor of Success



Smart Court المحكمة الذكية

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CANDIDATE CITY

مستضيف

الكام دبي
DUBAI COURT



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المحكمة الذكية
Smart Court



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«We need to achieve real communicate through which we build a better future for the people and the youths of the region. This is the time for our region to retain its historical and cultural role.»

Mohammed Bin Rashid Al Maktoum

Section - 1

Chapter 1

The Judicial and Administrative Organization



1. Judicial and Administrative Organizational Structure (Highlights of the Organizational Structure)
2. The Judicial Council - Emirate of Dubai
3. Dubai Courts' Leadership Team
4. The Strategic Transformation Team in The Judicial Sector at Dubai Courts

Judicial and Administrative System

Highlights of the Organizational Structure

Judicial and Administrative System

The Judicial System

Consists of three main courts: (First Instance Court - Appeal Court – Supreme Court)

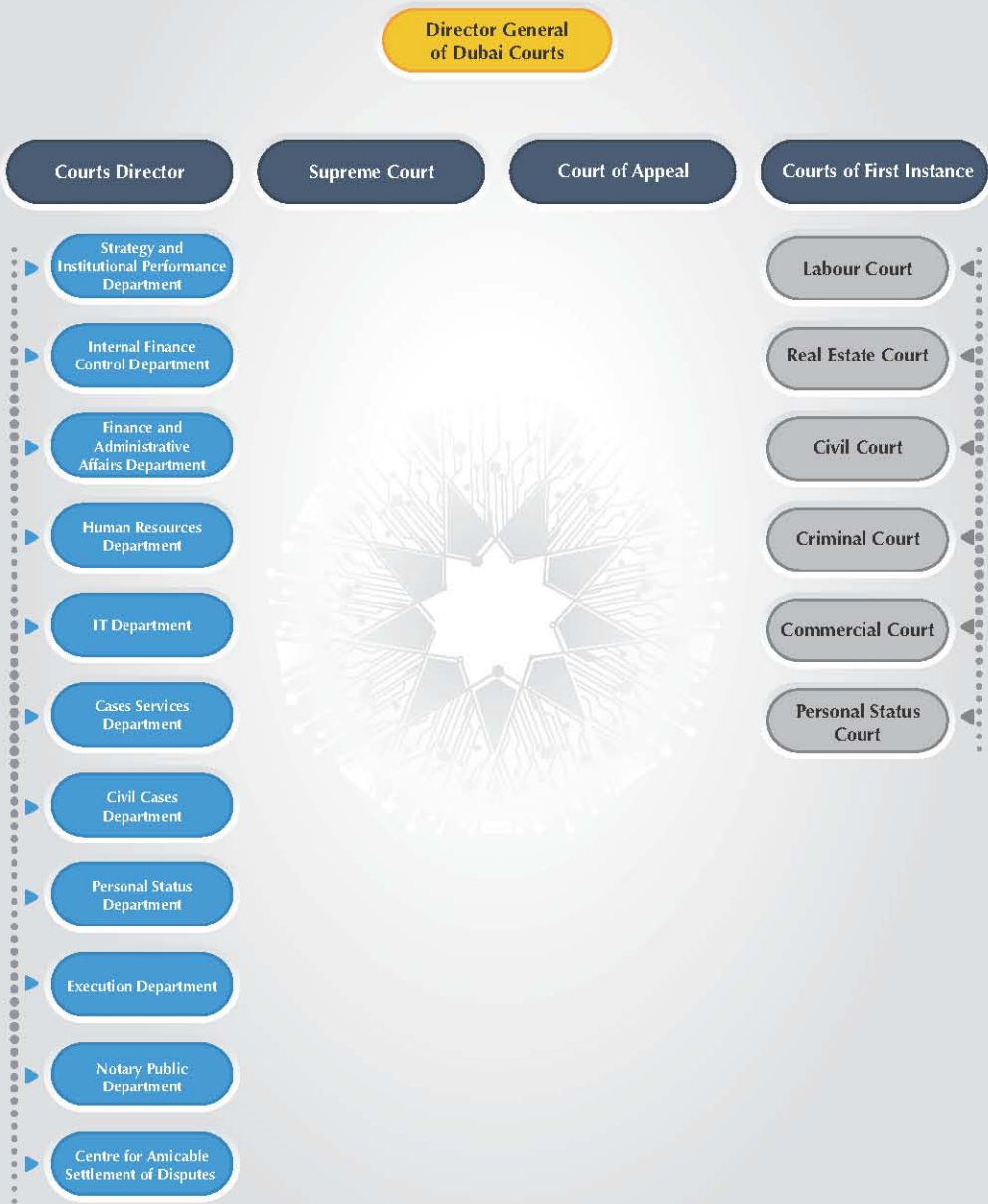
The First Instance Court contains (6) sub- specialized courts, they are: The Civil Court of First Instance, The Commercial Court of First Instance, The Labour Court of First Instance, The Real Estate Court of First Instance, The Personal Status Court of First Instance, and The Criminal Court of First Instance.



Organizational and Administrative Structure:

The Organizational and Administrative Structure is characterized by its high ability to accommodate and enhance future applications to keep up with developments and changes, whether in terms of the scope of transactions, the degree of quality in performance, or the speed of delivery and flexibility in transactions and decision-making. Dubai Courts Administrative Structure consists of (11) departments, with (6) departments of a technical nature, and (5) departments of a supportive nature.

Judicial and Administrative Organizational Structure





**His Highness Sheikh
Maktoum bin Mohammed bin Rashid Al Maktoum,**
Deputy Ruler of Dubai, Chairman of the Judicial Council.



Judicial Council of the Emirate of Dubai

The Judicial Council (The Supreme Judicial Body) was formed to be the judicial authority in the Emirate of Dubai, and is considered to be the main guarantee for the independence of the judiciary. The Judicial Council in Dubai was established under Law (6) of year 1992, with amendments to some provisions of Law (20) of year 2011.

The council has all the legal means available to help the advancement of the judicial system and to protect it from any interference

from the other authorities; through the activation of the self-regulation, the development of capabilities, the appointing standards for judicial posts, and the expression of an opinion on its legislations. The council is also concerned with the development of the judicial system, and to offer the legislative proposals relating to the judiciary, Public Prosecution and litigation procedures to guide the government in preparing laws drafts and different systems.



H.E/Dr. Ahmed Saeed Bin Hezeem,
Director-General of Dubai Courts
Member



Chancellor Essam Eisa Al Humaidan,
Dubai's Attorney-General
Member



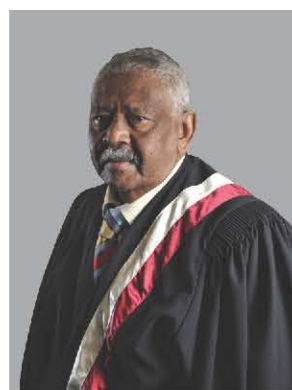
H.E/Mohammed Ibrahim Al Shaibani,
Deputy-Chairman of the Judicial
Council and Director-General of His
Highness Ruler's Court
Member



**Honorable Judge
Jasem Mohammed Baqir,**
Chief Justice
of the Court of First Instance
Member



**Honorable Judge
Issa Mohammed Sharif,**
Chief Justice
of the Court of Appeal
Member



**Honorable Judge
Dr. Ali Ibrahim Al Imam,**
Chief Justice
of Dubai Supreme Court
Member



Legal Counselor Abbas Othman,
Director of the Legal Inspection Department
at His Highness Ruler's Court
Member



H.E/Dr. Louai Balhul,
Director General of the Legal Affairs
Department of the Government of Dubai
Member



Mohd Ahmed Yousif Saleh Al Obaidli,
Director of Cases Service Department

Mohammed Abdulraman Mohd Ibrahim,
Director of Strategy & Organizational Department

Abdulrahim Ahmad Al Mudhareb,
Director of IT Department

Abdulwaheb Abdulla Hassan Galadari,
Director of Human Resources Department



Ibrahim Ali Ahmad Al Housani,
Director of Executions Department

Abdul Rahman Al Jaziri,
Director of Internal Financial Control Department

Abdulrahim Hossain Abdulrahim Ahli,
Director of Financial & Administration Department

Mohammed Amin H. Mubashri,
Director of Mediation Department



Darwish Mohammed Musabbah,
Director of Civil Cases Department

Abdullrazaq Mohd Al Qasim,
Director of Notary Public Department

Mohammed Ali Salmeen,
Director of Personal Status Cases Department

Leadership Team at Dubai Courts

The Leadership team at Dubai Courts relies on the collective and effective participation, and the involvement of all leaders in all decisions making across the courts.

This team seeks to achieve good governance as well as the collective and effective participation, under unique leadership and clear rules to follow up, evaluate and sustain development. This is made clear through the results achieved by Dubai Courts during the last period, not to mention the powerful outputs and impact of the achievements at the different judicial and administrative levels. The leading team consists of the Director General as the president, and its membership includes the Deputy Director and the heads of the three courts (First Instance, Appeal and Supreme), in addition to the heads of departments.

The Leadership team held (15) meetings during the year of 2013, and discussed through them around (115) subjects, resulted in the issuance of executive decisions and assignments totaling to (146) commission projects, all about the leading team's projects. The most important projects and decisions were:

1. Hosting the International Association for Court Administration Court Management Conference
2. Transforming of the "Litigants Guidance Unit" to Litigants Guidance Section
3. Project and contract requirements with ARAMEX to provide the judicial warnings service.
4. The participation in the 19th GCC e-Government and e-Services Conference.
5. The roundtable meeting (The challenges facing DP World "Dubai Ports World" with law enforcement agencies in the Emirate of Dubai)
6. Documentation Policy Project for the institutional development teams / the internal work teams of the organizational units.
7. The official launch of "SALFAH" project.
8. Approval of the services under development according to Dubai's Model (Claims Requests & Certificates of Status)
9. Project: Power of issuance of executive formula
10. Project: Expo 2020 Team
11. Executive Judges' Forum of the UAE
12. Providing E-life Internet Connection or Al Shamil Internet connection for the judges.
13. Project: Judges of Tomorrow.
14. Sponsorship of the 22nd Annual International Scientific Conference
15. Participation in the award and e-government conference and exhibition for the Gulf Cooperation Council (GCC).
16. Charter, rights and duties of the litigants
17. Providing the executions officers with iPad devices.
18. Project: Dubai Courts participations in local and international awards programs.
19. Re-filming of program 365 the Director General's meeting with the institutional development teams.
20. Create sections in the administrative units within the organizational structure of Dubai Courts.
21. Project: Formation of a work group comprising of judges and administrators to discuss the challenges and solutions in order to raise the efficiency of work experience before the courts of Dubai.
22. "The Happiest Institution Initiative" project to strengthen the employee loyalty, raise the efficiency and boost the satisfaction of the human resources at Dubai Courts.



Honorable Judge
Ahmed Ibrahim Saif,
Chief Justice of Civil Court.



Honorable Judge
Omar Younes Saeed,
Chief Justice of Labour Court.



Honorable Judge
Ahmad Abdullah Mohammed,
Chief Justice of Real Estate Court.



The Strategic Transformation Team in the Judicial Sector at Dubai Courts

Dubai Courts seeks to develop the institutional work, which is considered one of the most important future trends, by specifying the strategies related to the judicial work, achieve the maximum efficiency of the internal performance, and provide all requirements that help in improving the judiciary performance in Dubai. So, to guarantee the achievement of those targets and its role in continuing the march towards progress and refining the judicial work; the higher management formed a team of Honorable Judges under the name of (The Strategic Transformation Team in the Judicial Sector), headed by Director General of Dubai Courts and its membership includes the Deputy Director and the heads of the three courts (Supreme - Appeal - First Instance), along with the heads of the sub specialized courts of First Instance. This team has achieved the results that have enhanced the competitive capacity of the courts at the international level.



Honorable Judge
Abdulqader Mossa Mohammed,
Chief Justice of Commercial Court.

Honorable Judge
Omar Atiqu Al Marri,
Chief Justice of Criminal Court.

Honorable Judge
Salem Obaid Othman,
Chief Justice of Personal Status Court.

The team held (15) meetings in 2013, and discussed about (115) subject resulted in the issuance of executive decisions and assignments totaling up to (90) commissions, most important among which were:

1. Organizing the local contracts for the judges, Judges' Deputation Management System.
2. Forming a committee to prepare a draft of the rules and regulations necessary to regulate the profession of experts before the judicial authorities.
3. Forming a committee to prepare the policy and regulations of organizing study leaves of the judges.
4. Creating a projection for the regulation of the rewards of the members of the judicial committees in Dubai.
5. Forming a nationalization and replacement plan of the judicial cadres 2013-2019 for the Court First Instance.
6. Provisions Management System Project.
7. Signing a Memorandum of Understanding with the Association of Accountants and Auditors.
8. Participation in the delegation of judicial authorities to the United States.
9. Forming a special judicial committees to liquidate the canceled real estate projects in Dubai.
10. Re-consideration of the systems of the marriage officials, arbitrators, and the system of changing names in the Emirate of Dubai.
11. Approving of Family Arbitrators' Diploma as a qualification for registered family arbitrators at Dubai Courts.



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حكومة دبي
GOVERNMENT OF DUBAI

محاكم دبي
DUBAI COURTS



المحكمة الذكية Smart Court

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2020
المحكمة
السابقة



«I want the citizen to perform all governmental transactions through the mobile phone.»

Mohammed Bin Rashid Al Maktoum

Section - 1

Chapter 2

Strategic Planning at Dubai Courts



1. The Strategic Plan (2012-2015)
2. The achieved projects and initiatives in order to fulfill the strategic goals
3. The achieved initiatives and schemes for the three objectives:
Strengthen the confidence in the judicial system, locally and internationally.
Enhance the effectiveness and efficiency of internal performance.
Attract invest and develop motivated and highly qualified human resources



Strategic Plan (2012 - 2015)

Dubai Courts believes that the success of any judicial or administrative institution is associated primarily with the strategies adopted and the extent of their application. Dubai Courts has a firm belief that the litigation is an integrated system with all its elements which takes into account the cultural diversity in the Emirate's society, via a judicial system that is not less sophisticated than any of the global judicial systems. This in turn guarantees swift litigation procedures whilst maintaining all set litigation practices in a clear and obvious way that contributes to achieve justice across all judicial and administrative sectors smoothly and effectively.

In order to reach to these trends, Dubai Courts developed a new strategic plan emerging from Dubai Government's plan and its future directions. This enables it to achieve complete success in the light of what it is planned, and create a management system that relies on strategic plans based on clear visions to ensure quality and accuracy in achieving the goals.

Elements of the Strategic Plan (2012 - 2015)

The year 2015 is considered the endstage of Dubai Courts current strategic plan, which strengthens the outstanding institutional work, and confirms the extent of the strength of the basis which it relies on for its march towards excellence.

Our Vision:

Pioneering in Courts Work.

Our mission:

Achieve justice in society through swift and accurate settlement and adjudication of claims and the implementation of judicial decisions, orders, and documentation of contracts and documents by depending on qualified national cadres using modern and sophisticated systems, procedures and techniques.

Our values:

In our journey towards our strategic vision and achieving our mission at all levels; we resort to our common values system that



will always be our first and basic reference:
Justice - Independence - Equality - Creativity
and Excellence - Teamwork Spirit

Strategic goals and objectives

First objective:

To strengthen the confidence in the judicial system, both locally and internationally.

Two goals have been defined to achieve this objective, they are:

- To increase the efficiency of the cases management system.
- To enhance the efficiency in implementing judgments and decisions of the courts and judicial committees.

Second objective:

To enhance the effectiveness and efficiency of internal performance.

Two goals have been defined to achieve this objective, they are:

- The optimal utilization of the resources and all cognitive, technical, financial and material partnerships.
- To enhance the effectiveness of the services provided.

Third objective:

To attract, invest and develop motivated and highly-qualified human resources.

Two goals have been defined to achieve this objective, they are:

- To attract, invest in and develop high efficiency human resources and preserve it.
- To strengthen the internal environment that is incentivized by creativity and excellence.



First Objective

Achieved projects and initiatives in order to fulfill the strategic goals

Dubai Courts has accomplished many initiatives and programs within the framework of its efforts to strengthen the confidence of all those who are involved in the judicial system, enhance the effectiveness and efficiency of the internal performance and the development of its' human resources through the assessment of the strategic performance. These efforts are reflected by the results achieved, as follows in details under later headings within this report, to confirm the success of applying the strategic plan and achieving its' three goals.

Later, within the second section of this annual report; there will be a review of the Operational Plan of 2013 at Dubai Courts.

Dubai Courts and DIFC (Dubai International Financial Centre) Courts Launch their Annual Report of 2012

Dubai Courts annual report was launched with the annual report of the Dubai International Financial Centre (DIFC) Courts during a press conference which was held in the presence of H.E Dr. Ahmad Saeed Bin Hezeem, Director General of Dubai Courts, and Mark Beer, Registrar of the Dubai International Financial Centre (DIFC) Court. Dubai Courts has made continuous efforts since 2006 to annually issue a report comprising of all major developments, challenges and results of its judicial performance.



H.E Dr. Ahmad Bin Hezeem, Dubai Courts Director General, Mr.Mark Beer Registrar at Dubai International Financial Centre (DIFC) during the launch of their annual report 2012.



**Mohammed bin Rashid
meets Director General of Dubai Courts, the judges,
the Attorney General and Public Prosecutors in Dubai**

His Highness Sheikh Mohammed bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai, may Allah protect him, met in the presence of His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai, His Highness Sheikh Maktoum bin Mohammed bin Rashid Al Maktoum, Deputy Ruler of Dubai, the Attorney General in Dubai, the Public Prosecutors, Director General of Dubai Courts and the judges.

His Highness Sheikh Mohammed bin Rashid Al Maktoum emphasized that they are the focus of his attention and his follow-up, and they are a source of pride because they hold such important and advanced positions at Dubai Public Prosecution and Dubai Courts, which are considered a symbol of the rule of law and justice and preservation of their rights, among the people.

His Highness, the Vice President, Prime

Minister and Ruler of Dubai also called for these young people to develop themselves and their capabilities at work, and to continue in learning and gaining experience from those who preceded them, orthrough following up withthe latest techniques that provide them the opportunity to know more about the laws and regulations in force, locally and internationally.They must strive to refine their knowledge and sense of culture in this important aspect in organizing the life of the community and its members in accordance with the applicable laws that we have.

His Highness Sheikh Mohammed bin Rashid Al Maktoum, also ordered to alleviate the suffering of the people at the courts, prosecutors and police stations in Dubai, and to speed up the considerationof the cases of dispute between the litigants, in particular the minor cases that do not bear stretching and postponement.

▲
His Highness Sheikh Mohammed bin Rashid Al Maktoum, UAE Vice President, the Prime Minister and Ruler of Dubai, May Allah protect him, with Dr. Ahmad Bin Hezeem, Dubai Courts Director and the Attorney General in Za'abeel Palace



His Highness Sheikh Majid bin Mohammed Al Maktoum and HE Dr. Ahmad Bin Hezeem with a group of judges and advisors during the opening ceremony of the 4th Legal Book Fair, and Hobbies Fair



His Highness Sheikh Majid bin Mohammed Al Maktoum and HE Dr. Ahmad Bin Hezeem during the 4th Legal Book Fair and Hobbies Fair

Majid Bin Mohammed inaugurates the activities of the fourth cycle of the “Management Knowledge” week at Dubai Courts

HH Sheikh Majid bin Mohammed bin Rashid Al Maktoum, Chairman of the Dubai Culture and Arts Authority inaugurated the activities of the fourth cycle of the “Knowledge Management” week under the slogan of “Pioneering... Through Our Knowledge Management” in order to boost the concept of knowledge management in the organisation’s institutional culture through innovative programs and activities, which will continue for a week.

His Highness Sheikh Majid Bin Mohammed also inaugurated the forth Legal Book Fair and Hobbies Fair, which are being held in order to spread the concept of knowledge management to all those concerned with the judiciary, and to highlight aspects of organizational excellence that contribute to strengthening the community’s confidence in the judicial system. The week contributes to incentivise initiative and creativity on both individual and institutional levels at Dubai Courts, it also displays the talents of Dubai Courts officials and the strategic partners. The opening ceremony included a poem by Dr. Arif Al Shaikh, the Dubai Courts Advisor in family matters.

This initiative aims at building a knowledgeable society, and it is the same goal that Dubai Courts looks forward to through its interest in the concept of knowledge management. A society where knowledge is as significant as the traditional

resources enjoys successful administrative work, that is in form of the human, financial and material resources.

Knowledge is a vital element which determines the performance level and the results across all sectors. Knowledge in the work of the courts must be managed through an organizational culture. A culture that has varied means and tools to adapt to the surrounding organizational conditions. Dubai Courts has confidence and hope that the importance of institutional knowledge is considered an indicator of the level of awareness that characterizes Dubai Courts. This quality will also affect the results in strengthening the competitiveness of the Courts compared to the other judicial systems in other countries.

It is worth mentioning that this event includes the Legal Book Fair and several other activities. The most important of which was the “My Experience” seminar which lasted for three days and included experiences of a number of the leading figures in the UAE society who contributed considerably to the journey of the society. Engineer Mahdi Ali, the United Arab Emirates Football Team Manager, Dr. Najib Abdul Wahab, Assistant Professor at the College of Law - The American University in the Emirates, and HE Qassim Sultan, previous Director General of Dubai Municipality were among the presenters.

“Al-Salfah” the first Remote Case Registration System in the Middle East

Dubai Courts has officially launched an innovative program to remotely register cases, as part of Dubai Courts’ strategic vision of “Pioneering in Courts Work”. The program aims to save clients’ time and effort, to facilitate matters for them, to initiate a strategic partnership between the Dubai Courts and law firms in the Emirate of Dubai, aiming to achieve justice and facilitate the litigants rights.

This program comes from Dubai Courts’ keenness towards constant excellence and leadership and providing what’s innovative, modern, and fulfills the needs of Dubai Courts’ clients. The program takes its name from the terms connected to all the services of the courts with the UAE identity, as this name is known in the heritage of the UAE, which refers to a person who used to act as the judge in the old days.

The highest standards of quality and the ease of use were taken into consideration during the programming of the system. Making sure that standards are met through using up to date technology, including the link with the ID Card Reader issued by the Emirates Identity Authority.

The program offers case registration services through the Internet without the need to be at the Courts. This service is the first of its kind in the Middle East region, which allows law firms and all litigants to register cases electronically and include all its’ details, download the proof documentations, and send them electronically to the Dubai Courts.



HE Dr. Ahmad Saeed Bin Hezeem,
Director General of Dubai Courts, at the
official launching ceremony for Al-Salfah



Judges and Heads of Prosecution sworn before the Vice President

His Highness Sheikh Mohammed bin Rashid Al Maktoum, UAE Vice President and Prime Minister and Ruler of Dubai, may Allah protect him, directed the new judges and the heads of the public prosecutor, who were sworn before him yesterday, to govern the people justly, to perform their mission in all honesty and sincerity, to perform their work truthfully, and to respect the laws of the Emirate of Dubai. HH guided them to respect human rights, first and foremost, whether claimant or accused, because the human is honored by Allah with speech, dignity and good manners, considering that human dignity, rights and respect are the red lines

that should not be crossed or compromised, because Islam, our Arab and human values does not allow us to do so, whether we were officials or non-officials.

Two judges from the Supreme Court, and the six judges from the Court of Appeal, and the fifteen judges from the Court of First Instance at Dubai Courts were sworn before His Highness Vice President and Prime Minister and Ruler of Dubai, in the presence of His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai, and HH Sheikh Maktoum bin Mohammed bin Rashid Al Maktoum, Deputy Ruler of Dubai.

His Highness Sheikh Mohammed bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai, May Allah protect him, during the ceremony where the new judges were sworn in before His Highness



HE Dr. Ahmad Saeed Bin Hezeem, Director General of Dubai Courts, during the launch of the Smart Court campaign



Smart Court المحكمة الذكية

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Dubai Courts launches a campaign titled “Smart Court” under the slogan “Your Suggestions Make the Future”

Dubai Courts has launched a campaign under the title “Smart Court” in order to provide the best idea or suggestion to develop and improve the services and procedures provided through smart phone applications. The “Your Suggestions Make

the Future” campaign is Dubai Courts contribution to support Dubai nomination to host Expo 2020.

This campaign comes to achieve the vision of His Highness Sheikh Mohammed bin Rashid Al Maktoum, UAE Vice President



HE Dr. Ahmad Saeed Bin Hezeem, Director General of Dubai Courts, in a commemorative snapshot with the officials in charge.

and Prime Minister and Ruler of Dubai, to launch a “Smart Government” and the implementation of his vision. His Highness said: “I want the citizen to perform all government transactions via mobile phones”, and his words: “the joy of life is in doing something no one has done, and

no one had expected ... I am expecting new creativity from you”. The “Smart Court” campaign was launched at Dubai Courts in the presence of HE Dr. Ahmad Saeed bin Hezeem, Director General of Dubai Courts, senior officials and a large gathering of staff and media.



HH Dr. Ahmad Saeed Bin Hezeem, Director General of Dubai Courts, in a commemorative snapshot accompanied with the honourees

Maktoum bin Mohammed Al Maktoum Initiatives: The launch of the second cycle of Maktoum Bin Mohammed Al Maktoum of the Moot Court Competition

Under the patronage of His Highness Sheikh Maktoum bin Mohammed bin Rashid Al Maktoum, Deputy Ruler of Dubai, Chairman of the Judicial Council of Dubai, the Supreme Committee for Maktoum Bin Mohammed Al Maktoum Initiatives for Legal Excellence announced the launch of its second cycle which is organized by Dubai Courts, and media partnership with Dubai Media Incorporated, under the theme "Towards an Experienced Legal Generation."

This competition is considered an opportunity for law students in various colleges in the country to develop the practical aspects of legal theoretical knowledge and to engage in realistic legal activities that will boost their ambitions to work in the judicial field. The scientific committee of the competition has identified and prepared a Real Estate case as a question for the second cycle. The stages of the contest include the preparation of written memos based on real or virtual facts of the case followed by multiple rounds of oral pleadings by the participating teams before judicial committees from Dubai Courts.

Maktoum Bin Mohammed Al Maktoum Initiatives for Legal Excellence, which was launched this year, comprises of the Maktoum Bin Mohammed Al Maktoum Moot Court Competition, Maktoum Bin Mohammed Al Maktoum Legal Scientific Research Competition, and Maktoum bin Mohammed Al Maktoum Legal Scholarship Program, Dubai International Financial Centre (DIFC) Courts Academy. The initiatives are considered the first of their kind in the United Arab Emirates targeting different segments of the legal and judicial society. It is also considered a platform to launch many of the initiatives and pilot programs in all aspects of the legal and judicial fields. It affirms the strength of the partnership between the Dubai Courts and many government, judicial and academic agencies in the country, particularly the Human Resources Department of the Government of Dubai, Dubai Media Incorporated, Dubai International Financial Centre (DIFC) Courts and the Faculty of Law at the UAE University.



HH Dr. Ahmed Saeed Bin Hezeem, Director General of Dubai Courts, during the launch of the second cycle of Maktoum Bin Mohammed Al Maktoum of the Moot Court Competition

Honoring the winners of Maktoum Bin Mohammed Al Maktoum Initiatives for Legal Excellence & the announcement of two new initiatives within concerned with studies and judicial research, and the legal and judicial conferences and seminars

Maktoum Bin Mohammed Al Maktoum Initiatives for Legal Excellence's closing ceremony was held under the patronage of His Highness Sheikh Maktoum Bin Mohammed Al Maktoum, Deputy Ruler of Dubai, Chairman of the Judicial Council in the Emirate of Dubai. The initiatives



comprise of the Maktoum Bin Mohammed Al Maktoum Moot Court Competition, Maktoum Bin Mohammed Al Maktoum Legal Scientific Research Competition, and Maktoum bin Mohammed Al Maktoum Legal Scholarship Program, Dubai International Financial Centre (DIFC) Courts Academy.

HE Dr. Ahmad Saeed Bin Hezeem, Director General of Dubai Courts, Chairman of the Supreme Committee of Maktoum Bin Mohammed Al Maktoum Initiatives for Legal Excellence, thanked in his speech HH Sheikh Maktoum bin Mohammed Al Maktoum, Deputy Ruler of Dubai, Chairman of the Judicial Council in the Emirate of Dubai, for sponsoring the event and the his unlimited support to help build a legally well versed generation, developing the capacity of those in the judicial field, and to incentivize pioneering in legal works. Bin Hezeem also announced during his speech the launch of new two initiatives, they are: Maktoum bin Mohammed Al Maktoum Program for Judicial Research, an initiative aimed to encourage and promote scientific studies and research legal in the judicial field in the United Arab Emirates. The program is directed to members of the judiciary in the country, as this initiative includes conducting studies and research

on judicial and legal procedural and substantive cases.

Dr. Ahmad Saeed Bin Hezeem, Director General of Dubai Courts, Chairman of the Supreme Committee for Maktoum Bin Mohammed Al Maktoum Initiatives for Legal Excellence, honored the strategic partners which are Dubai International Financial Centre (DIFC) Courts, the Department of Human Resources of the Government of Dubai, Dubai Judicial Institute, Faculty of Law at the University of the UAE, as well as the media sponsor Dubai Media Incorporated.

And then HE Bin Hezeem honored the Lawyers Offices and participants participating in then Maktoum Bin Mohammed Al Maktoum Initiatives for Legal Excellence for 2013. Bin Hezeem and Michael Huang Chairman of the Dubai International Financial Centre (DIFC) Courts, also honored the graduates of the Dubai International Financial Centre (DIFC) Courts Academy.

The closing ceremony also included honoring the winners of Maktoum bin Mohammed Al Maktoum Moot Court Competition and Sharia Faculty of Imam Malik University. The participating universities in the Maktoum bin Mohammed Al Maktoum Moot Court Competition in 2013 were also honored.







«Years of innovation and excellence may lead us to a thousand years ahead.»

Mohammed Bin Rashid Al Maktoum

Section - 1

Chapter 3

The Developments and Changes at Dubai Courts in 2013

1. Higher Administration (Receptions and agreements)
2. Awards received by Dubai Courts
3. Dubai Excellence Awards 2013
4. Dubai Courts Participations (Conferences and Forums)





HE Dr. Ahmad Saeed Bin Hezeem,
Director General of Dubai Courts
during the agreement signing with
Leader Express Firm

Dubai Courts signs an agreement with a new private office to pro- vide its services

Dubai Courts signed a new agreement with a special private services office to provide its services in a way that complies with Dubai Courts aspirations and its customer service policy. Abdul Rahim Hussein Ahli, Director of Financial and Administrative Affairs, in the presence of Dr. Ahmad Saeed Bin Hezeem, Director General of Dubai Courts Leader Express, signed the agreement with Leader Express Firm to provide its electronic services to clients within the set of requirements and standards defined by the "Taahid" team. The requirements and standards are defined as per a thorough study of the services provided at Dubai Courts, and identify customers' various needs and requests, for the office to join other offices contracted by Dubai Courts. Such offices include "Tasheel" office which belongs to the Ministry of Labour, Takhlees Office, Emirates Business Men Center, and On Time Centre.

The services include printing of judgments, forms, orders, letters, contracts and authorization forms, in addition to the legal translation and electronic services such as claims registration, Notary Public transactions, and Dubai Courts electronic requests. The Taahid team has recently stepped up its communications with Dubai Courts' strategic partners for the purpose of coordinating and unifying the mechanism of directing the clients to come up with the best mechanism to provide the services which will facilitate the work of external offices.

Dubai Courts signs a Memorandum of Understanding with the Accountants & Auditors Association

HE Dr. Ahmad Saeed Bin Hezeem, Director General of Dubai Courts, signed a Memorandum of Understanding with HE Saif Mohammed Bin Abed Al Muhairi, Chairman of the Board of the Accountants & Auditors Association, as part of Dubai Courts framework of strengthening the cooperation between them to achieve justice through swift and accurate settlement and adjudication of claims and the implementation of judicial decisions, orders, and documentation of contracts and documents by depending on qualified national cadres using modern and sophisticated systems, procedures and techniques. Dubai Courts values experts and arbitrators being judges' associates and always seeks to improve the arbitration management system which contributes to strengthening of the cooperation between the Courts and the experts to expedite the litigation process.



HE Dr. Ahmad Saeed Bin Hezeem, Director General of Dubai
Courts, during the signing of a Memorandum of Understanding
with HE Saif Mohammed Bin Abed Al Muhairi, Chairman of the
Board of the Accountants & Auditors Association



Dubai Hosts the First Regional Conference for Courts Management in the Middle East with the Participation of 50 Countries

Under the patronage of Maktoum Bin Mohammed Al Maktoum Initiatives for Legal Excellence, Dubai Courts organized the first regional conference of the IACA "International Association for Court Administration" in the Middle East, which was hosted by Dubai for the first time in the Arab world. The conference was held in the presence of Mr. Jeffrey Apperson, Executive Director of the IACA "International Association for Court Administration", and Mr. Mark Beer, Registrar at Dubai International Financial Centre (DIFC) Courts, and a number of judges, lawyers and officials of institutions and organizations.

The conference was held after signing of a Memorandum of Understanding between Dubai Courts, organizer of Maktoum Bin Mohammed Al Maktoum Initiatives for Legal Excellence, and the International Association for Court Administration, and Dubai International Financial Centre Courts to host the First Regional IACA Conference in the Middle East. This conference aims to strengthen the competitive capabilities of Dubai at the regional and global levels, and to substantiate its reputation as the best center to organize such conferences in the world.

HE Dr. Ahmad Saeed Bin Hezeem, Director General of Dubai Courts during the signing of a Memorandum of Understanding with the International Association for Court Administration, and Dubai International Financial Centre Courts to host the first regional conference of IACA "International Association for Court Administration" in the Middle East.



Dubai Courts sign a Memorandum of Understanding with the Al-Maktoum College of Higher Education to strengthen the cooperation between both parties in the areas of multiculturalism and participation in the college's courses and educational program

Dubai Courts signed a Memorandum of Understanding with the Al-Maktoum College of Higher Education, aiming to strengthen the cooperation between the two sides in the area of multiculturalism, leadership, and participation in the courses and educational programs of the College available for Dubai Courts' staff. The Memorandum of Understanding was signed by HE Dr. Ahmad Saeed Bin Hezeem, Director General of Dubai Courts, HE Mirza Al Sayegh, Chairman of the Board of Trustees of the Al-Maktoum College of Higher Education during a ceremony held for this purpose at Dubai Courts headquarters in the presence of a number of senior officials from both sides. The Memorandum of Understanding entails cooperation between the two sides in the

areas of strengthening their common goals, in particular strengthening the values of mutual understanding and multiculturalism, and the use of education as a tool to strengthen the common goals of the two sides especially through Dubai Courts' staff participation in Al Maktoum College's courses and programs. The Memorandum of Understanding also stated that Al Maktoum College of Higher Education will provide the necessary training for Dubai Courts to help enhance its services through the courses and programs offered by the college. One of the most important courses in the area of multiculturalism are Globalization, Muslim Communities, Development of the Islamic World, Faith and Ethics, and other related programs.

HE Dr. Ahmad Saeed Bin Hezeem, Director General of Dubai Courts, HE Mirza Al Sayegh, Chairman of the Board of Trustees of the Al Maktoum College of Higher Studies during the signing of the agreement



Partnership between Dubai Judicial Institute and Maktoum bin Mohammed Initiatives for Legal Excellence.

Dubai Judicial Institute (DJI) signed a Strategic Memorandum of Understanding with “Maktoum Bin Mohammed Al Maktoum Initiatives for Legal Excellence” to strengthen and enhance the relationship and cooperation in the area of training and qualifying the supportive judicial and administrative cadres according to the best international practices and raise legal awareness on a wide scale amongst the UAE society.

The agreement was signed by Judge Dr. Jamal Sumaiti, Director General of Dubai Judicial Institute and Dr. Ahmad Saeed Bin Hezeem, Director General of Dubai Courts, Chairman of the Supreme Committee for “Maktoum Bin Mohammed Al Maktoum Initiatives for Legal Excellence” in the presence of a number of senior officials and managers from both sides.

HE Dr. Ahmad Saeed Bin Hezeem, Director General of Dubai Courts, during the signing of a Memorandum of Understanding with HE Judge Dr. Jamal Sumaiti, Director General of Dubai Judicial Institute



Cooperation Agreement between the Emirates Lawyers' Association and Maktoum Bin Mohammed Al Maktoum Initiatives for Legal Excellence

The Emirates Lawyers' Association signed an agreement with Maktoum Bin Mohammed Al Maktoum Initiatives for Legal Excellence at the headquarters of the Lawyers Council at Dubai Courts.

The agreement was signed by Dr. Ahmad Saeed Bin Hezeem Al Suwaidi, Director General of Dubai Courts, Chairman of the Supreme Committee for Maktoum Bin Mohammed Al Maktoum Initiatives for Legal Excellence, and lawyer Zayed Al Shamsi, Chairman of the Emirates Lawyers' Association in the presence of a number of officials from both sides.

HE Dr. Ahmad Saeed Bin Hezeem, Director General of Dubai Courts with the lawyer Zayed Al Shamsi, Chairman of the Emirates Lawyers' Association, during signing of the cooperation agreement.

Dubai Courts signs an agreement with two secretarial offices to provide its services

Dubai Courts signed a new agreement with two service offices to provide its services in a way that is compatible with Dubai Courts' policies and aspirations to provide the best services to its customers, through contracts with leading companies specializing in the field of secretarial and typing services. Abdul Rahim Hussein Ahli, Director of Finance and Administrative Affairs signed the agreement in the presence of Ahmad Saeed Bin Hezeem Director General of Dubai Courts with the Bastaki Foundation and Fixit Express Business Services. The agreement entails providing electronic services to clients as part of the requirements and standards developed by the Taheed team based on a thorough study of the services provided at Dubai Courts and define the various types of the customer requirements Among the list of the offices which have signed agreement with Dubai Courts is Tasheel, which is part of the Ministry of Labour, Takhlees Office, Emirates Center for Businessmen, On Time and Leader Express



HE Dr. Ahmad Saeed Bin Hezeem, Director General of Dubai Courts, during the signing of the Tasheel agreement part of the Ministry of Labour and Takhlees office, and Emirates Center for Businessmen, On Time and Leader Express

Central Bank and the UAE Banks Federation sign Memorandum of Understanding with Dubai Courts.

The United Arab Emirates Central Bank and UAE Banks Federation signed a Memorandum of Understanding with Dubai Courts in relation to the appointment criteria for banking experts. This is complementary to the Memorandum of Understanding that was signed with the Ministry of Justice last year, in order to implement the strategy of the federal government to update the economic laws and legislation in line with economic growth and federal law with regards to recent regulation of experts before the judicial authorities, which was the first of its kind in the United Arab Emirates' history for the classification of experts.

It highlights the role of banking experts who are authorized by the judicial authorities to report on the technical aspects of banking disputes referred to the courts in the light of economic challenges witnessed by Dubai in all fields. This requires the banking expert to be highly qualified, prepared, knowledgeable and precise in the banking techniques and all related updates.



HE Dr. Ahmad Saeed Bin Hezeem, Director General of Dubai Courts, during the signing of a Memorandum of Understanding with HE Sultan Bin Nasser Al Suwaidi, Governor of the Central Bank of the United Arab Emirates, HE Abdul Aziz Abdullah Al Ghurair, Chairman of the Board of Directors of the UAE Banks Federation



Cooperation Agreement with the Supreme Court of Azerbaijan Dubai Courts Director General leads an official delegation to the Judicial Council of Azerbaijan

HE Dr Ahmad Saeed Bin Hezeem, Director General of Dubai Courts led the official delegation from Dubai Courts to the Republic of Azerbaijan. The delegation included both Judge Issa Mohammed Sharif, Chief Justice of the Appeal Court and Mohammed Al-Obaidly, Cases Services Director, and Marwan Abdool, Head of the Director General Office Affairs, to visit the Judiciary Council of the Azerbaijan and meet the judicial leaders in order to enhance the cooperation between the two sides.

The meeting included signing an agreement between the Supreme Court of the Republic of Azerbaijan and the Dubai Courts in the United Arab Emirates, on the basis of the development of the joint cooperation between the two parties and the importance of their role in achieving the justice, in addition to the exchange of information and experiences between them according to the legislation.

The signed agreement requires the two sides to expand the cooperation in the fields of completion of legislation, organizing the court's activities, the exchange of documents in the areas of their jurisdiction, especially in the legislative and the texts of the Court's decisions in the individual cases based on the needs of the parties. Mutual visits between the parties are to be organized for the purpose of reviewing the

court system, increase the professional expertise of judges and to achieve the exchange of experience in this field.

At the end of the visit, His Excellency Dr. Ahmad Saeed Bin Hezeem, Director General of Dubai Courts exchanged shields with HE Fikrat Mammadov, Minister of Justice of the Republic of Azerbaijan, HE Ramiz Rzayev, Head of the Supreme Court of the Republic of Azerbaijan, and HE Zakir Garalov, Attorney General of Azerbaijan.

HH Dr. Ahmad Saeed Bin Hezeem, Director General of Dubai Courts, with H.E the Minister of Justice of the Republic of Azerbaijan Fikret Mammadov, during the signing of a cooperation agreement with the Supreme Court of Azerbaijan.





Dubai Media Incorporation sponsors “Maktoum Bin Mohammed Al Maktoum Initiatives for Legal Excellence”

Dubai Media Incorporated announced the signing of a Memorandum of Understanding with Maktoum Bin Mohammed Al Maktoum Initiatives for Legal Excellence, in the context of strengthening the bonds of cooperation and in line with the strategic objectives of strengthening the relationships with the authorities and institutions in the UAE.

The signing of the Memorandum of Understanding was held at the Dubai Media Incorporated in the presence of Sami Dhaen Al-Qamzi, Vice Chairman and Managing Director of Dubai Media Incorporated, and Dr. Ahmad Saeed Bin Hezeem, Chairman of the Supreme Committee for Maktoum Bin Mohammed Al Maktoum Initiatives for Legal Excellence, Director General of Dubai Courts and a number of managers and officials from both sides.

The Memorandum of Understanding states to grant Dubai Media Incorporated of the

media sponsorship rights for Maktoum Bin Mohammed Al Maktoum Initiatives for Legal Excellence in 2013/2014. This is part of the efforts in maintaining fruitful and constructive cooperation, on the basis of their role that aims to spread and boost the practical application of the principles of social accountability, social service, using media as a key tool to raise awareness among members of society.



مبادرات مكتوم بن محمد آل مكتوم للتميز والفكر القانوني
Maktoum Bin Mohammed Al Maktoum Initiatives for Legal Excellence

Media Sponsor الراعي الإعلامي



HE Dr. Ahmad Saeed Bin Hezeem, Director General of Dubai Courts, in a commemorative snapshot with His Excellency Sami Dhaen Al Qamzi, Vice Chairman and Managing Director of Dubai Media Incorporated after the signing of Memorandum of Understanding

Dubai Courts and Dubai Customs sign a Memorandum of Understanding for the exchange of training experiences

Dubai Courts and Dubai Customs signed a Memorandum of Understanding on strengthening the strategic partnership between them effectively and in accordance with the institutional system to enhance the advancement and the constant development of this relationship. It aims to serve all segments of society, and reflect positively on the process of economic and social development in the emirate.

The agreement is based on the strategic plans of both parties, and on the basis of the unique relationship between them, towards integrating efforts, exchanging of experiences, achieving the best performance in the service of the various segments of customers and providing the best service to them.

The agreement was signed by HE Ahmed Butti

Ahmed, Executive Chairman of Ports, Customs and Free Zone, Dubai Customs Director General and HE Dr. Ahmad Saeed Bin Hezeem, Director General of Dubai Courts, in the presence of a number of managers and officials from both sides. The agreement aims to integrate the efforts of the partnership between the parties to achieve Dubai Government's vision of customers satisfaction, joint efforts to improve the performance of operations, simplifying procedures, development of customer services, strengthening of regional and international partnerships, maintaining contact and communication between the two parties to achieve common interests, exchange of knowledge, expertise and institutional experiences at all levels, as well as the exchange of information and studies related to both parties and field work.



HE Dr. Ahmad Saeed Bin Hezeem, Director General of Dubai Courts, during the signing of a Memorandum of Understanding with His Excellency Ahmed Butti Ahmed, Executive Chairman of Ports, Customs and Free Zone Corporation, Director General of Dubai Customs

Ministry of Culture and Dubai Courts sign agreement for the Emirates National Index for Libraries

The Ministry of Culture, Youth and Community Development and Dubai Courts signed a partnership agreement for the Emirates National Index for Libraries at the ministry HQ in Dubai.

The agreement was signed to achieve the integration between libraries, rationalize their budgets and provide services that contribute effectively in supporting the technical work of libraries linked to the service. In addition, it will enable the implementation of the technical measures of categorization, classification and uploading the bibliographic records to the information stacks of the participated libraries in the dedicated database.

The agreement was signed for the Ministry of Culture, Youth and Community Development by Ahmed Al Haddabi, Director of Libraries in the Ministry, General Supervisor of the project, and for the Dubai Courts by Abdul Rahim Al-Mudhareb, Director of Information Technology, in the presence of a number of heads of departments in the ministry and the courts.



Mr Abdul Rahman Al Mudharebb, Head of Information Technology, and Mr Ahmed Al-Haddabi, Head of the Libraries Section, Ministry of Culture, Youth and Community Development, during the signing of the agreement

Maktoum Bin Mohammed Al Maktoum Initiatives for Legal Excellence signs Memorandum of Understanding with The British University in Dubai

Maktoum Bin Mohammed Al Maktoum Initiatives for Legal Excellence signed a Memorandum of Understanding with the British University in Dubai at Dubai Courts. The agreement was signed by Dr. Ahmad Saeed Bin Hezeem, Director General of Dubai Courts Chairman of the Supreme Committee for Maktoum Bin Mohammed Al Maktoum Initiatives for Legal Excellence, and Dr Abdullah Al Shamsi, Vice-President of the British University in Dubai, in the presence of a number of officials from both sides.

The agreement aims at the collaboration in supporting the higher education to the citizens of the United Arab Emirates in the field of law and dispute settlement, through providing five grants or more on a rate of 50% annually for the next three years for the duration of this agreement. The scholarships are based on certain criteria including the applicant being a UAE citizen, and to be enrolled in a Master of Law and Dispute Settlement.



HE Dr. Ahmad Saeed Bin Hezeem, Director General of Dubai Courts, during the signing of a Memorandum of Understanding with Dr. Abdullah Al Shamsi, Vice-President of the British University in Dubai

Dubai Courts signs a cooperation agreement with the UAE Society of Engineers for utilizing the Society's expertise in disputes settlement within the construction sector, and other matters.

Dubai Courts signed a cooperation agreement with the UAE Engineers' Society, which provides opportunities of mutual cooperation between the two sides for the use of the Society's engineering expertise in disputes settlement within the construction sector in the UAE.

The agreement was signed by HE Dr. Ahmad Saeed Bin Hezeem Al Suwaidi, Director General of Dubai Courts, and HE Engineer Essa Al Maidoor, President of the UAE Society of Engineers at Dubai Courts headquarters in the presence of a number of officials from both sides.

The agreement states among many points that the UAE Society of Engineers is to assist in resolving disputes that arise between the consultant, the contractor, and the owner resulting from engineering and contracting works. It will also provide Dubai Courts with technical standards for the selection of engineering expert.

The cooperation agreement also states that the Society is to assess and categorize the engineering experts and arbitrators into three categories (expert A, expert B and Expert C). An online test is to be designed for the experts and arbitrators, which will be constantly developed to examine the applicants registering as engineering experts and arbitrators at Dubai Courts.



Dr. Ahmad Saeed Bin Hezeem Al Suwaidi, Director General of Dubai Courts, during the signing of the agreement with HE Engineer Essa Al Maidoor, President of the UAE Society of Engineers

Dubai Courts receives a legal delegation from Korea

Dubai Courts received a delegation of jurists, lawyers from Korea, who came to see the judicial system in Dubai, as part of the foreign delegations received by the Courts to benefit from the successful experiences in the judicial field.

The 37 Korean lawyers' delegation came to witness the best practices, practical applications, and modern techniques used at Dubai Courts. "Pioneering in Courts Work", a presentation on the History of Dubai Courts and the strategy followed by the courts was presented by Dr. Yousuf Al Suwaidi. The delegation toured Dubai Courts premises including the Department of Central Services and Personal Status Hall to view the work mechanism and the electronic courtrooms.



The Korean delegation briefed on the electronic applications during the tour.



The Libyan delegation briefed on the electronic applications during their tour of Dubai Courts

Dubai Courts receives a delegation of Libyan Government Leaders

A delegation of Libyan government leaders who are participating in the Leadership Development Program organized by the Dubai School of Government, in agreement with the Board of Veterans Affairs in Libya after the revolution, paid a visit to the Dubai Courts and reviewed the litigation process and best practices in the judiciary. The delegation was received by Judge Jassem Baqer, Chief Justice of the Court of First Instance and a number of heads of departments and officials at Dubai Courts. The visit comes as a part of Dubai Courts' role in strengthening the cultural role and knowledge spread of the legal society, both inside and outside the country. The delegation viewed the organizational structure of the Dubai Courts, the departments and sections, in addition to the strategic plan and the KPIs, all presented to them through a lecture by Hamad Thani, Head of the International Excellence Section. The delegation was also presented with the most important services provided by

Dubai Courts starting from the process of registering the case, procedures at the courts, execution of judgments, in addition to the modern technological services offered by Dubai Courts for clients and staff in order to facilitate the litigation process. The delegation also toured the halls of Dubai Courts and looked at the Central Services Halls (Nayef Hall), including innovative electronic devices designed to facilitate the clients' work, such as Nibas and Barzeh. The delegation also visited the Personal Status Hall.



Dubai Courts receives tweeters from Kuwait within the “Tweeter Visit” program

Dubai Courts received a new wave of tweeters from Kuwait within the “Tweeters Visit” program, aiming to open up new channels of communication with different segments of society in the organized way. It provides the opportunity for the individuals to visit the facilities of Dubai Courts, and learn about the judicial system in force at the courts, the procedures and services provided to the litigants.

This program included an introduction to the “Tweeter Visit” program, that targets all tweeters of Dubai Courts; Dubai Courts is keen to communicate with its audience through various -traditional and social- communication methods, in particular through social networks such as “Twitter, Facebook and others, in order to make them aware of its services, receive their suggestions, and learn their feedbacks.

The Kuwaiti delegation met with the HE Dr. Ahmad Saeed Bin Hezeem, Director General of Dubai Courts, who explained the judicial system at Dubai Courts and the strategic goals and objectives that the courts operates within. Discussions were held with the delegation to respond to their inquiries. HE emphasized that Dubai Courts is keen to make all communication tools available to the members of the public to

facilitate access to courts and to all levels of its employees, which strengthens the relationships between the courts and the society, and to introduce them to the judicial system; Dubai Courts plays an important and prominent role in the society, and introducing the members of the society to the judicial role is a must.



Dr. Ahmad Saeed Bin Hezeem, Director General of Dubai Courts during a meeting with the Consul General Pervez Ismail, Consul General of the Republic of Azerbaijan

Dubai Courts receives Consul General of the Republic of Azerbaijan

HE Dr. Ahmad Saeed Bin Hezeem, Director General of Dubai Courts received in his office the Consul General Pervez Ismail of the Republic of Azerbaijan. During the meeting both sides discussed the means of cooperation in the judicial and legal fields. Director General of Dubai Courts explained the vision and mission of the courts, which are based on achieving justice through accuracy and swift settlement and arbitration cases, execution of rulings, and documentation by relying on qualified national cadres and the advanced systems and procedures and modern sophisticated techniques. He also indicated that all Dubai Courts services have become available through Dubai Courts' official website.



HH Dr. Ahmad Saeed Bin Hazim, Director General of Dubai Courts, in a commemorative snapshot with a group of tweeters from the state of Kuwait.



Minister of Social Affairs discusses new facilitation mechanism at Dubai Courts for beneficiaries of social security

HE Mariam Mohammed Khalfan Al Roumi, Minister of Social Affairs visited Dubai Courts and met with His Excellency Dr. Ahmad Saeed Bin Hezeem, Dubai Courts Director General and discussed measures that enable the ministry to get the required certificates and documents from Dubai Courts through an easy method to lift the burden off the beneficiaries of the social security services. The step comes in the framework of the Ministry of Social Affairs' keenness to facilitate the procedures and enhance the ministry services, especially for the elderly, as part of its efforts to get the necessary documents required from Dubai Courts.

A modern mechanism without the need to require social assistance beneficiaries to complete these documents through personal identification at the offices of Social Affairs was suggested. The ministry can verify the documents that through the courts without the need to transfer the beneficiary to the Courts. Network links between the ministry and the Dubai Courts have also been discussed to enable queries about details of the social security beneficiaries.

It is worth mentioning that this will contribute in the delivery of aid to those who deserve and need it, which is about 7227 cases and 13,213 beneficiaries.



HE Dr. Ahmad Bin Hezeem, Director General of
Dubai Courts receives HE Mariam Mohammed
Khalfan Al Roumi, Minister of Social Affairs



Within the Maktoum bin Mohammed Al Maktoum program of the Legal and Judicial Conferences and Seminars, Bin Hezeem receives a British judge to showcase the judicial system in the Emirate of Dubai

HE Dr. Ahmed Saeed Bin Hezeem, Director General of Dubai Courts, received British Judge Marilyn Mornington, the specialized judge of family related matters in the presence of Judge Jassem Mohammed Baqir, Chief of the Court of First Instance and Judge Salem Obaid, Chief of the Personal Status Court. A number of judges and officials at Dubai Courts were also amongst the attendees. The visit was part of the Maktoum bin Mohammed Al Maktoum program of the Legal and Judicial Conferences and Seminars, during which they looked at the judicial system's best practices at Dubai Courts.

The visit began with a site tour, where the delegation visited "Naif" Central Services Hall. Following this, they were briefed with procedures such as the registration of cases, the electronic systems offered at the hall and other services. They were also introduced to the "Nibras" application, the first of its kind in the Middle East, that provides the clients with simple directions and guidance of the courts via a 3D view with detailed information. The delegation also looked at procedures of Personal Status Department and the initiatives that facilitate procedures for clients. Then a round table meeting was held where the General Director of Dubai Courts presented the delegation of the history concerning the judiciary in the Emirate of Dubai, and the overall system at Dubai Courts. Then the General Director went



HE Dr. Ahmad Saeed Bin Hezeem, Director General of Dubai Courts welcomes the British Judge Marilyn Mornington.

through the judicial system at Dubai Courts and its litigation stages and administrative systems that support the judiciary system. He also addressed the delegation with the initiatives and services provided by Dubai Courts, which would speed up and facilitate the process of litigation and the role of the Center for Amicable Settlement of Disputes. The center was established to settle disputes amicably before referral for litigation. The British Judge Marilyn Mornington commended on what Dubai Courts had achieved so far. The automated procedures and services provided were much admired. She also praised the advanced and improved judicial system in the Emirate of Dubai, which is considered an opportunity to achieve justice according to international standards.



Dubai Courts represent the UAE in the GCC e-Government Award and wins two awards

Dubai Courts has qualified to represent the UAE in the GCC e-Government Awards for two categories: the best online service for individuals and businesses, through "Al-Salfa" remote case registration service, and e-government participation "Dubai Courts e-Communication" initiative.

Dubai Courts participated upon the invitation of the TRA "Telecommunication Regulatory Authority" in the UAE that was sent to all agencies and government departments, on both local and federal levels, to participate in the award of the e-government at the level of the Cooperation Council for the Arab Gulf States. All applications are assessed and the best applications are chosen to represent the country.

Dr Ahmad Saeed Bin Hezeem, Director General of Dubai Courts emphasized that the Courts' representation of the United Arab Emirates is merely proof of the unique e-services offered by the Dubai Courts to its customers. It is Dubai Courts' keenness to implement the instructions of His Highness Sheikh Mohammed bin Rashid Al Maktoum, UAE Vice President, Prime Minister and

Ruler of Dubai, May God protect him, to provide all government transactions on smart devices and to make it electronically available at any time and place for the client, to accomplish "Pioneering in Courts Work".

Dubai Courts formed a working team to fulfill the participation requirements in accordance with the standards set by the General Secretariat of the award, which in turn collected all the evidences and documents proving the "Al-Salfa" remote case registration service mechanisms and that of the "Dubai Courts e-Communication".





HE Dr. Ahmad Bin Hezeem, Dubai Courts Director General in a commemorative picture while receiving the certificate of registration from the Guinness Book of World Records Official.

Dubai Courts, first court enters the Guinness Book of World Records for the most expensive property sold through smart applications

Dubai Courts entered the Guinness Book of World Records for selling the most expensive real estate property through an e-auction using smart applications. This sale was part the framework of the strategic partnership between the Dubai Courts and Emirates Auction. The value of the property exceeded AED 94 million, making Dubai Courts the first court in the world to enter the Guinness Book of Records.

HE Dr. Ahmed Saeed Bin Hezeem, Director General of Dubai Courts received the certificate of registration from the Guinness Records management during his meeting with the delegation of the encyclopaedia headed by Judge Fortuna Burke, in the presence of a number of officials and Mr. Abdullah Matar Al-Mannaie, Executive Director of Emirates Auctions. The sale of the property was completed through an e-auction in an integrated way using smart applications available for bidding in cooperation between the Execution Department at Dubai Courts and the Emirates Auction. The Execution Department at Dubai Courts offers the piece of land in Dubai in partnership with Emirates Auction for the auction electronically through smart applications. It has had a great impact in attracting large numbers of bidders, where a UAE group of investors won the auction for more than AED 94 million.



HH Sheikh Mansour Bin Mohammed during the Community Development Authority Official Sponsors' honouring ceremony

Community Development Authority honours Dubai Courts for its efficient role in the facilitation for elderly clients

His Highness Sheikh Mansour bin Mohammed bin Rashid Al Maktoum honoured during a ceremony held by the Community Development Authority in Dubai, the official partners who initiated without hesitation to engage with the organization in the "Musin" card. Organizations honoured included the Dubai Courts, Dubai Police, Dubai Municipality, the General Directorate of Residency and Foreigners Affairs, Department of Economic Development, Roads and Transport Authority, Civil Defence, Civil Aviation Authority and Dubai Customs. Dubai Courts made it easier for the elderly dealers who own "Musin" card, this came during a ceremony held for the International Day for the Elderly, which is being celebrated by the United Nations organizations and the countries of the world, on first of October of every year. The efforts come from Dubai Courts' keenness to continue to play an effective role in building a cohesive society whose members enjoy prosperity and well-being. It is all part of its belief in the great role played by the ancestors during the development process witnessed and experienced by the country as a whole.



Dubai Court Excellence Awards - 8th Cycle - 2013

Dubai Courts launches the 8th cycle of the Dubai Courts Excellence Awards 2013 and launches Dubai Courts Excellence Award Personality "Fawaz"

Dr. Ahmad Saeed Bin Hezeem, Director General of Dubai Courts inaugurated the 8th cycle of the Dubai Courts Excellence Award 2013's new look in the presence of the court chief justices, directors of departments, officials of the organizational units of the department and a number of court staff. The Director General of Dubai Courts announced the "Fawaz" personality that represents the Dubai Courts Excellence Award, and also launched a new logo for the Award. Bin Hezeem indicated that the "Fawaz" personality for Dubai Courts Excellence Awards is a new initiative of its kind hosting a number of events that will be part of the awards program for this year. The Director General of Dubai Courts emphasized that the 8th cycle will witness a unique competition at the judicial and administrative levels in order to send a single message, which is the vision of Dubai Courts "Pioneering in Courts Work". Dubai Courts continues to achieve pioneering in the courts work, not only at the local level but on the international level too.

The 8th cycle of the Awards Program in 2013 witnessed updates to the policies. Departments were exempted for participating for the excellence category 2013. The judges were to be honored for the e-Judge category in case the evaluation results exceed 80%. One session secretary will be honored for each of the following departments: Civil Cases Department, Execution Department, and Personal Status Department, so as to restrict

the winning secretaries for the next three years. Four new categories were introduced to the Dubai Court Excellence Awards 2013, for the Administrative Excellence category. The Outstanding Judicial Circuit, where the competition in this category will include all judicial circuits of the Court of Appeal and Full Jurisdiction Circuits at the Courts of First Instance. A Creative Idea category will be introduced which will be awarded for the owners of new development ideas that are measurable, offer an added value and improve the performance.

One of the other introduced categories is the Creative Director category, open to any head of department who works on providing an appropriate environment for creativity, and takes the lead for a change towards the best. In addition, the Distinguished Employee categories include authenticators, registrations administrators and customer service coordinators, who meet the criteria for the category.

The Head of the Quality Department indicated that one of "Fawaz" activities this year are the "Fawaz Workshops" and "Fawaz Seminars" for the competitors in the Dubai Court Excellence Awards. There will also be the "Fawaz Highlights" which will be published and distributed among all Dubai Courts employees about innovation and excellence. Dubai Court Excellence Awards 2013 team will pay visits, called "Fawaz Visits" to other government agencies.

Dr. Ahmad Saeed Bin Hezeem, Director General of Dubai Courts during the inaugurated the 8th cycle of the Dubai Courts Excellence Award 2013 and announcing of "Fawaz"





HE Dr. Ahmad Bin Hezeem, Director of Dubai Courts during the participation in the e-Government Conference along with a number of dignitaries

Dubai Courts sponsors and participates in the 19th GCC e-Government and e-Services Conference

The participants of the 19th GCC e-Government and e-Services Conference held in Dubai called for the importance of facing the competitiveness challenges in the field of e-Government services in the Gulf, with the concentration on the latest developments and strategic dimensions of government's projects and electronic transactions. The discussion of the new global initiatives and trends in this regard, the ways to benefit from the regional and international experiences in order to build the e-government in 2020, and to create its communities and institutions to reach to the highest rates of outstanding electronic performance were among other concerns. The first conference session started with an opening speech by Dr. Ahmad Saeed Bin Hezeem, Director General of Dubai Courts, in which he emphasized that the conference audiences are evidence of the achievements the UAE and the GCC are witnessing. It is an indicator to the progress and achievements of 2012 in the electronic readiness of the UAE under the current leaderships. Bin Hezeem confirmed the completion of the Electronic Transformation efforts in Dubai, and the level of excellence reached at all sectors. The growth in the government services sectors of all government departments and institutions in the GCC countries and the adoption of the

latest electronic technology has become the prime engine of growth in the region. This makes it the central core and an interactive platform for research and development in the coming years, especially that these major events work towards making GCC societies to become more advanced in the areas of ICT (Information and Communication Technology), particularly in light of the international competitive spirit and the information revolution that dominate the world.



HE Dr. Ahmad bin Hezeem, Director of Dubai Courts during the participating of Dubai Courts in the e-Government Conference



**Within Maktoum bin Mohammed Al Maktoum Program
for Legal and Judicial Conferences and Seminars:**

**Maktoum Bin Mohammed Al Maktoum Initiatives for Legal Excellence holds a
forum on “The Concept of Civil Justice and Facilitating the Litigation according
to the themes of Security and Justice”**

Dubai Judicial Institute held a specialized seminar titled “The Concept of Civil Justice and Facilitating the Litigation according to the themes of Security and Justice”. During the seminar HE Dr. Ahmad Saeed Bin Hezeem, Chairman of the Supreme Committee for Maktoum Bin Mohammed Al Maktoum for Excellence”, Director General of Dubai Courts, presented a detailed overview about the facilitation of litigation within Dubai’s Strategic Plan 2015 framework.

The framework aimed at keeping up with the fields of security, justice, and safety for the economic and social growth, which in turn contribute to the efforts to reach the target of being the safest cities in the world. The forum, which was held in coordination with the Maktoum bin Mohammed Al Maktoum Program for Legal and Judicial Conferences and Seminars, attracted a wide audience comprising of senior government figures and decision-makers concerned with the legal and judicial system in the emirate.

▲
Dr. Ahmad Saeed Bin Hezeem, Director General of Dubai Courts during “The Concept of Civil Justice and Facilitating the Litigation according to the themes of Security and Justice” Seminar



مؤتمر التميز في إدارة المحاكم في ظل التطورات
التكنولوجية والاقتصادية العالمية
COURT EXCELLENCE IN A CHANGING WORLD

**Within Maktoum bin Mohammed Al Maktoum Program
for Legal and Judicial Conferences and Seminars:
Dubai Courts Launches the official Court Excellence website**

HE Dr. Ahmad Saeed Bin Hezeem, Chairman of the Supreme Committee of Maktoum bin Mohammed Al Maktoum Program for Legal and Judicial Conferences and Seminars, Director General of Dubai Courts, inaugurated the official "Court Excellence in a Changing World" conference website. The website (<http://www.courtexcellenceuae.com/>) contains the conference agenda, the speakers, papers/ presentations, registration and booking

information, and time and place of the event. The conference's was held in Dubai after the signing of a Memorandum of Understanding between Maktoum Bin Mohammed Al Maktoum Initiatives for Legal Excellence organized by Dubai Courts, the International Association for Courts Administration (IACA), and Dubai International Financial Centre (DIFC) Courts for the First Regional Conference of IACA in the Middle East to be hosted in Dubai.

Dr. Ahmad Saeed Bin Hezeem,
Director General of Dubai Courts
and DIFC officials during the press
conference



**Maktoum Bin Mohammed Al Maktoum
Program for Legal and Judicial Conferences and Seminars held a
seminar to strengthen Dubai's competitiveness**

Maktoum bin Mohammed Al Maktoum Program for Legal and Judicial Conferences and Seminars held its first seminar titled "Enhancing Dubai's Competitiveness through the Integrated Legal and Judicial Procedures of Vessel Attachment at Ports." The seminar was attended by HE Dr. Ahmad Saeed Bin Hezeem, Director General of Dubai Courts, HE Mohammed Al Muallem, Senior Vice President and DP World Managing Director - UAE Region, HE Major General Mohammed Ahmed Al Marri, Director General Directorate of Residency and Foreigners Affairs in Dubai. A number of judges and officials on both sides, along with a selected group of decision-makers, specialists and legal experts also attended the seminar. At the seminar organized by the Dubai Courts and Dubai Ports World, recommendations were made to sell the ship or cargo in the event of damage or loss of value and strengthening the means of providing insurance for the civil debit. In addition, the formation of a joint team from both the authorities was recommended to implement the execution mechanism and follow-up procedures related to for the seizure of ships and cargo, both civil and criminal, through the signing of

agreements of understanding in this regard. Other recommendations included collecting and presenting the legislative amendments to the authorities in charge and the allocating a suitable place for the seizure of ships and cargo. The formation of standing committees to look into the seizure of affected ships and goods and agreement on a common format to ensure the estimation of damages were also suggested.





Under the patronage of Maktoum bin Mohammed ... Inauguration of “Court Excellence in Changing World” conference

Under the patronage of His Highness Sheikh Maktoum bin Mohammed bin Rashid Al Maktoum, Deputy Ruler of Dubai, Chairman of the Judicial Council in the Emirate of Dubai, the “Court Excellence In Changing World” conference was held within the Maktoum Bin Mohammed Al Maktoum Initiatives for Legal Excellence. The conference was organized by Dubai Courts, in a joint collaboration with Dubai International Financial Centre (DIFC) Courts and the International Association for Courts Administration (IACA).

The conference sessions lasted for two days in the presence of both Richard Foster, President of the International Association for Courts Administration (IACA), HE Michael Hwang, Chief Justice of the Dubai International Financial Centre (DIFC) Courts, and a number of judges and officials of the Ministries of Justice and the managers of the higher courts. In addition, a number of lawyers, consultants, academics and representatives of the judicial systems of more than 50 countries from around the world were present, which emphasizes the importance of achieving excellence in the management of the courts in the light of



technical development and the challenges of the global economic. The conference highlighted the competitive capabilities that characterize the Emirate of Dubai and its leading role on the regional and global levels of the legal fields.

In his opening speech, HE Dr. Ahmad Saeed Bin Hezeem, Director General of Dubai Courts, thanked His Highness Sheikh Maktoum bin Mohammed bin Rashid Al Maktoum, Deputy Ruler of Dubai, and Chairman of the Judicial Council in the Emirate of Dubai, for his continued sponsorship of various events and activities held by Maktoum Bin Mohammed

Dr. Ahmad Bin Hezeem, Dubai Courts General Director along with dignitaries during the Court Excellence Conference



Al Maktoum Initiatives for Legal Excellence. It is evidence of His Highness' keenness in applying the modern and best practices in the management of the courts, the exchange of experiences and successful practices within the areas of the legal field.

Bin Hezeem added that Dubai Courts is proud for being selected by the International Association for Courts Administration (IACA) to be the strategic partner in this first conference of the organization in the Middle East. Dubai was chosen after overweighing its strong infrastructure to organize such events in particular and the UAE in general. Dubai Courts is considered one of the advanced judicial and administrative judicial institutions.

It is a model in the region, which was evident following the visits of foreign delegations to Dubai Courts, and their admiration of its e-Government system and services it offers. He added that the conference is initiated from the vision of the future aiming at the development and strengthening of legal thought in the United Arab Emirates and the region. It can be accomplished through the development of judicial and legal cadres that are scientifically and practically unique and characterized by professionalism and efficiency, to boost the judiciary excellence. Not to mention the spread legal awareness in society through best practices the world in the areas of judicial and legal work.







«The joy of life is when you do something that nobody has done before.. and others did not expect it either»

Mohammed Bin Rashid Al Maktoum

Section - 2

Chapter 1



The KPIs related to the judicial works

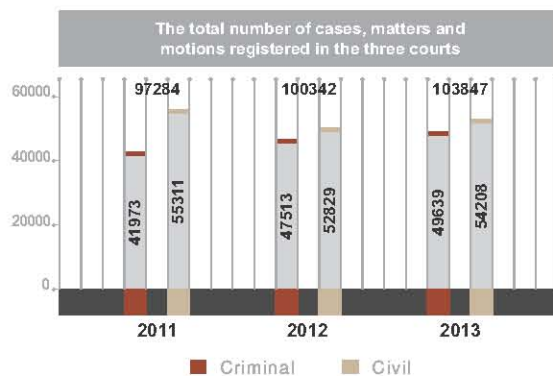
1. The general KPI results of the three courts: The First Instance Court, the Appeal Court and the Supreme Court.
2. KPI results of the Court of First Instance
3. KPI results of the Court of Appeal
4. KPI results of the Supreme Court
5. KPI results of the Civil Cases Execution
6. KPI results of the Criminal Cases
7. KPI results of the Notary Public
8. KPI results of the Personal Status Matters
9. KPI results of the Centre for Amicable Settlement of Disputes

The General Performance Indicators' results of the three courts

1- The general KPI results of the three courts (The First Instance Court, the Appeal Court, the Supreme Court)

A- Total number of cases, matters and motions registered in the three courts:

The general statistics of Dubai Courts indicate an increase of 4% in the total registered cases across the three Courts (First Instance, Appeal, and Supreme) in 2013 in comparison to the previous year, 2012. The total number of cases, matters and motions registered during 2013 was 103,847 cases compared to 100,342 cases in 2012. The civil cases registered in 2013 increased by 3%, and the total registered criminal cases at Dubai Courts also increased by 5%. The following chart shows a comparison of the total number of cases, matters and motions registered throughout the previous three years - 2011, 2012 and 2013:



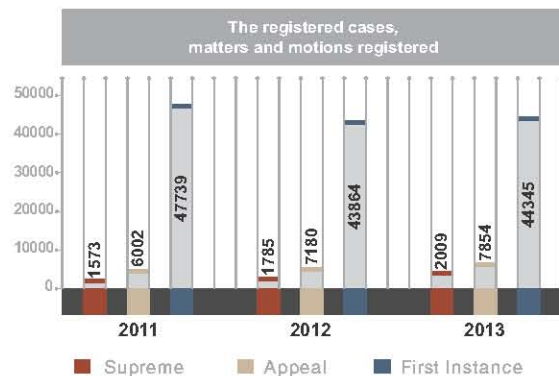
Analysing the details of the statistics and comparing them at the level of litigation indicates a clear rise in the number of cases in the three Courts: the Court of First Instance, the Court of Appeal and the Supreme Court are as follows:

1. Civil Cases:

• **The First Instance Courts:** An increase rate of 1% was recorded in 2013 in comparison to 2012, where the total number of cases, matters and motions registered in 2013 was 44,345 cases compared to 43,864 cases in 2012. That is 481 cases more.

• **Court of Appeal:** An increase rate of 9% was recorded in 2013 in comparison to 2012, where the total number of cases, matters and motions registered in 2013 was 7854 cases compared to 7180 cases in 2012. That is 674 cases more.

• **Supreme Court:** An increase rate of 13% was recorded in 2013 in comparison to 2012, where the total number of cases, matters and motions registered in 2013 was 2009 cases compared to 1785 cases in 2012. That is 224 cases more.

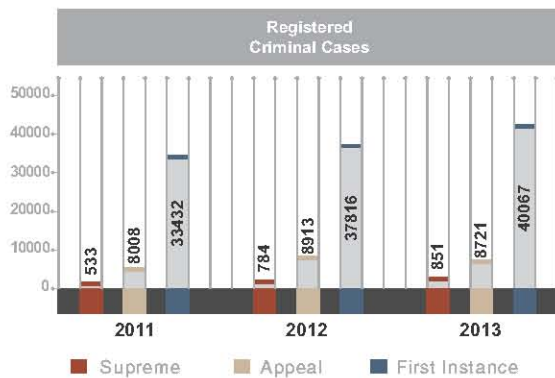


2. Criminal Cases:

• **The First Instance Court:** An increase rate of 6% was recorded in 2013 comparing to 2012, where the total number of cases, matters and motions registered in 2013 was 40,067 cases comparing to 37,816 cases in 2012, that's 2251 cases more.

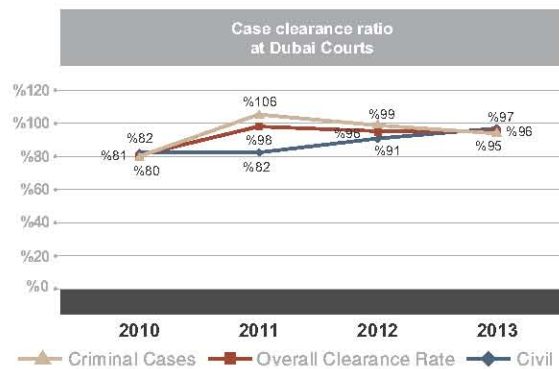
• **Court of Appeal:** A decrease rate of 2% was recorded in 2013 comparing to 2012, where the total number of cases, matters and motions registered in 2013 was 8721 cases comparing to 8913 cases in 2012, that's 192 cases less.

• **Supreme Court:** An increase rate of 9% was recorded in 2013 comparing to 2012, where the total number of cases, matters and motions registered in 2013 was 851 cases comparing to 784 in 2012, that's 67 case more.



B- Total clearance rate at the three courts:

There is stability in the general clearance rate At Dubai Courts at 96%. Looking into the figures in detail, we find a 6% increase in the Civil Cases clearance rate and a 4% decrease in the Criminal Cases clearance rate. It is worth mentioning that the stability of the clearance rate during 2013 is associated with a 5% increase in registered cases. The number of registered cases during 2013 was 77907 cases, while the number of registered cases during 2012 was 73999 cases. As well as a 5% increase in the number of judgements during 2013 compared to 2012, the number of cleared cases in 2013 was 74524 cases, in comparison to 71220 cases cleared cases in 2012 was achieved. That is an increase of 3304 cases.



Performance Indicators' results of the Courts of First Instance

2- Performance Indicators of the Court of First Instance

A- The Court of First Instance (Civil Cases + Sharia Cases) ⁽¹⁾:

1. Workload ⁽²⁾:

The diagram on page (71) indicates that the total workload at the Court of First Instance amounted to 26,736 cases in 2013, out of which 7,678 cases, 29% of the total workload were Active-Pending cases carried forward from 2012 and prior years, and were numerated and recorded on 1 January 2013. Additionally, 19,058 new cases, representing 71% of the workload were registered in 2013. Between 2012 and 2013, an increase of 5% was recorded in the number of registered cases. 19,058 cases were registered in 2013 while 18,216 were registered in 2012.

By the end of 2013, a total of 18,753 cases were cleared, i.e. 70% of the workload, and a total of 7,077 Active-Pending cases were carried forward to 2014, which is 27% of the workload. The number of Inactive-Pending cases amounted to 906, which is 3% of the total workload.

There is an increase of 13% in the average number of judgments issued per month, where the average number of judgments issued per month reached 1,563 in 2013, compared to 1,382 judgments per month in 2012. In addition, the total number of adjudicated cases increased by 13% in 2013 in comparison to 18,216 cases in 2012.

2. The case processing time for all cleared cases ⁽³⁾:

There is a decrease in the percentage of the adjudicated cases which were cleared within a period not exceeding 3 months. In 2013, 57% of the judgments were cleared within 3 months compared to 58% in 2012). The number of cases cleared within 3 months increased from 9,550 cases in 2012 to 10,723 cases in 2013 at an increase rate of 12%. Notably, 18% of cases were cleared within a period ranging from 4 to 6 months. 8% were cleared within a period ranging from 7 to 9 months and only 6% were cleared within a period ranging from 10 to 12 months. Lastly, 11% of cases needed more than 12 months to be cleared.

(1) The Civil and Sharia Cases: cases where there is a dispute regarding a certain right, which is regulated by the Civil Law, not related, by nature, to commercial transactions or commercial transactions of which the two parties thereto are merchants; nor is it related to Labourers' relations, Personal Status Matters, inheritance or endowment, except in the case where law states otherwise, such as the resolution of common property actions pertinent to inheritance cases or public servants' cases against the Government. They are Civil Cases involving a dispute which are Partial Jurisdiction Civil, Full Jurisdiction Civil, Partial Jurisdiction Commercial, Full Jurisdiction Commercial, Partial Jurisdiction Labour, Full Jurisdiction Labour, Partial Jurisdiction Real-Estate, Full Jurisdiction Real-Estate, Muslim Personal Status and non-muslim Personal Status Cases.

(2) Workload: The cases carried forward from previous years + the cases registered in 2011

(3) Overall Adjudication Speed: A performance indicator to measure time spent from the date of case registration until the passing of final judgment in all the adjudicated cases regardless of their date of registration.



3. Case Clearance Rate ⁽⁴⁾:

In 2013, the average Clearance Rate amounted to 98%, compared to 91% in 2012.

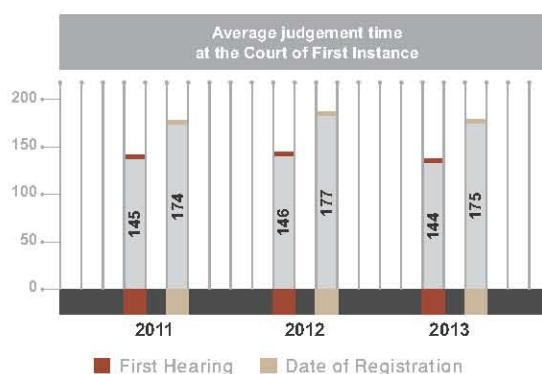
4. Age of Active-Pending cases ⁽⁵⁾:

The number of cases carried forward ⁽⁶⁾ from the end of 2012 to 2013 was 7077. The age of 76% of the cases is less than 365 days, i.e. they were registered in 2013. This is a good rate indicating that the majority of the carried-forward cases are recent without any accumulation. Only 8% of the carried forward cases were registered in 2012, whilst a percentage of 16% were registered before 2012, totalling 1133 cases.

5. Average judgement time ⁽⁷⁾:

Average judgement time from the date of registration: In 2013, the Courts of First Instance achieved an average which amounted to 175 days compared to 177 days in 2012.

Average judgement time from the date of first hearing: In 2013, the Courts of First Instance achieved a low average which amounted to 144 days from the date of the first session compared to 146 days from the date of the first session in 2012.



(4) Case Clearance Rate: A performance indicator evaluating the total adjudicated cases in 2012/ registered cases %.

(5) Age of Pending cases: This is a performance indicator to measure the time from the date of registration to the date of printing the report of the cases that have not been adjudicated yet. This indicator is used to determine the duration of cases, to ensure that no cases remain registered for long periods without being adjudicated.

(6) The carried forward cases: Active un-adjudicated cases registered in the previous years.

(7) This indicator represents the average ruling time in days, with respect of the cases finally adjudicated during the year in question. (Total time periods from date of registration to the date of the final ruling in cases finally adjudicated during the year in question / total finally adjudicated cases during that same year).

1.6 Average waiting time for the first hearing ⁽⁸⁾:

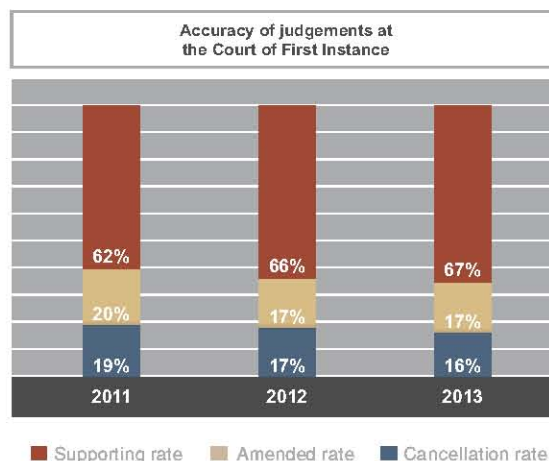
The average waiting time decreased in 2013 to 25 days compared to 30 days in 2012, with a 5% positive increase of the number of assigned cases in 2013 compared to 2012.

Court of First Instance

Years	Number of Assigned Cases	Targeted	Achieved
2011	15661	20	33
2012	18166	29	30
2013	19029	25	25

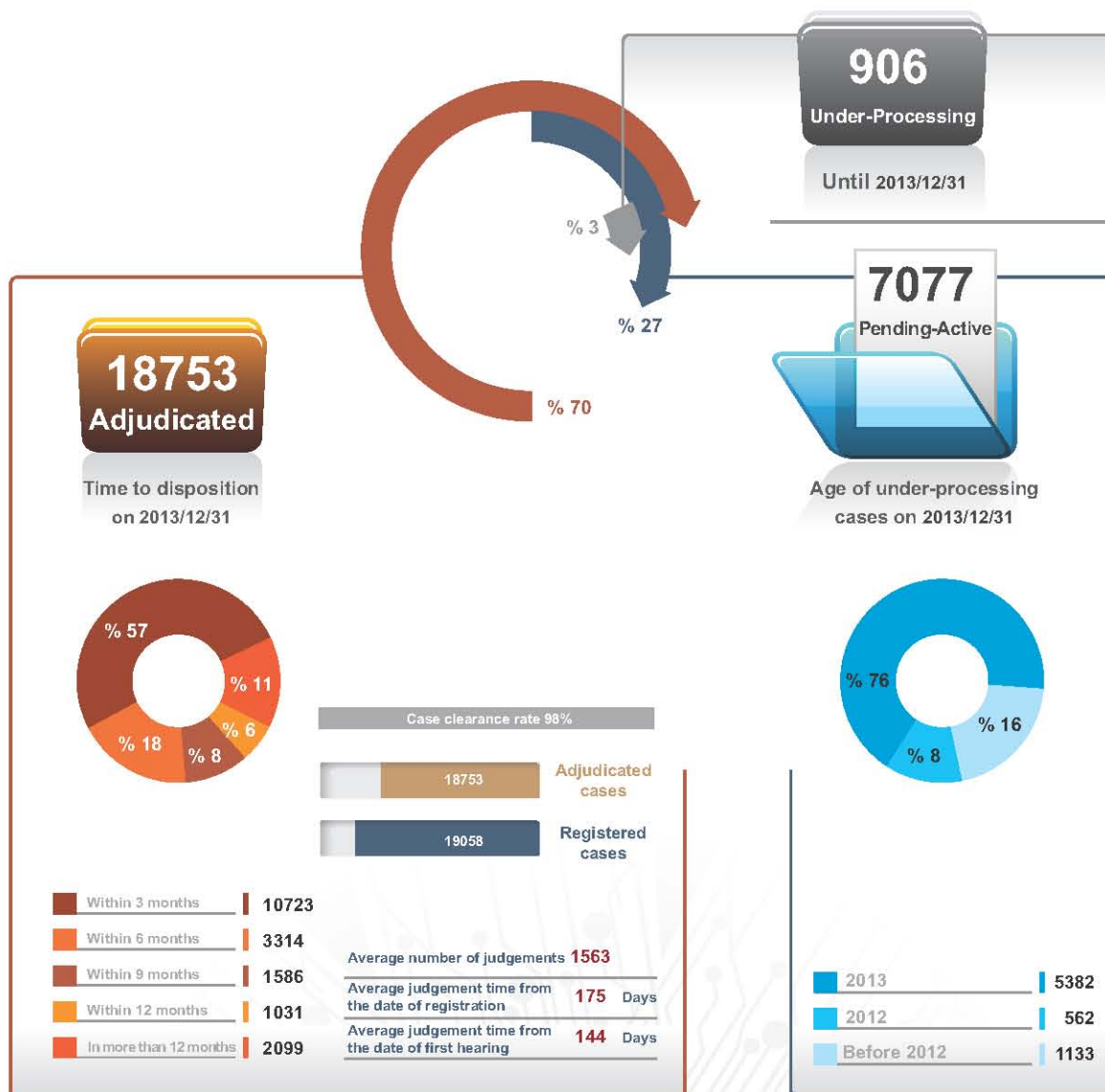
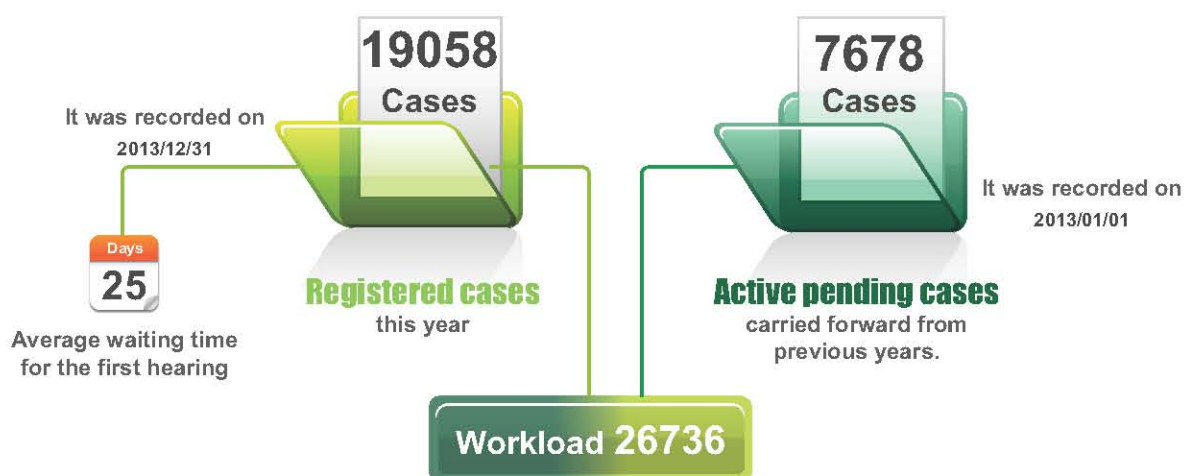
1.7 Accuracy of judgements at the Court of First Instance:

The overall performance during 2013 achieved a positive increase of 1% of the supporting rate, compared to the previous year. As for the amended judgments in 2013, there was a steady percentage in the amendment compared to 2012, and there was a positive decrease of 1% in the cancellation percentage compared to 2012.



(8) Average waiting time calculated from the case registration date to the date of the first hearing (the total number of periods for the assigned cases registered during a given year, calculated from the case registration date to the date of the first hearing, divided by the number of assigned cases).

Annual Workload at the First Instance Courts



B- The Civil Court of First Instance

1- The Partial Civil Cases ⁽⁹⁾:

1.1 Workload:

The diagram on page (74) indicates that the total workload in the Partial Jurisdiction Civil Cases amounted to 1,720 cases in 2013, out of which 681 cases, that is 40% were Active-Pending cases carried forward from 2012 and prior years. The cases were numerated and recorded on 1 January 2013. Additionally, 1,039 new cases (60%) were registered in 2013.

In comparison between 2012 and 2013, a 19% decrease in the number of registered cases in 2013 was recorded; where 1,278 cases were registered in 2012 whereas 1,039 cases were registered in 2013.

By the end of 2013, 1273 cases were cleared (74%), and 344 Active-Pending cases (20%) were carried forward. The number of Inactive-Pending cases amounted to 103 cases, that is 6%, of the total workload.

1.2 Time to disposition:

63% of the judgments were cleared in a period of 3 months, 29% of the cases were cleared within a period of 4 to 6 months, 5% were cleared within a period of 7 to 9 months, 1% of the cases were cleared within a period of 10 to 12 months, and only 2% of the cases needed more than 12 months to be cleared.

1.3 Case Clearance Rate:

A clearance rate of 123% was achieved, where 1273 cases were cleared against 1039 registered cases. In comparison between 2011 and 2012, an increase of 36% was recorded in the number of cleared cases in 2013. 1273 cases were cleared in 2013 compared to 934 cases in 2012.

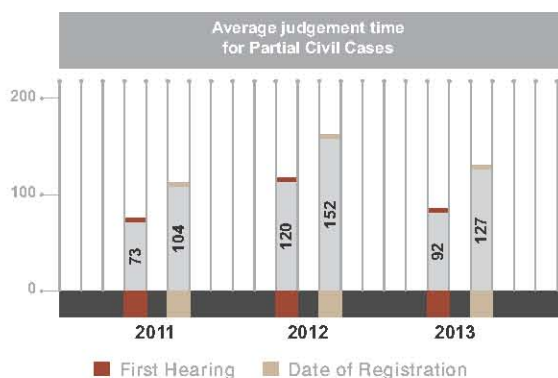
1.4 Age of Active-Pending cases:

The age of 94%, 324 cases, of the Active-Pending cases carried forward from the end of 2013 to 2014 is less than 365 days from the date of their registration, i.e. they were registered in 2013. This is a good rate indicating that the majority of carried-forward cases are recent without any accumulation. Only 2% (8 cases) of the carried forward cases were registered in 2012, while a very small percentage of 4% (12 cases) were registered before 2012.

(9) Partial Jurisdiction Civil Cases: The cases in which the claimed amount does not exceed AED 100,000.

1.5 Average judgement time:

- **Average judgement time from the date of registration:** The Courts of First Instance achieved a positive average of 127 days in 2013, compared to 152 days in 2012.
- **Average judgement time from the date of the first hearing:** The Courts of First Instance achieved a positive average of 92 days from the date of the first hearing in 2013 compared, to 120 days in 2012.



1.6 The average waiting time for the first hearing ⁽¹⁰⁾:

The average waiting time decreased positively in 2013 to 29 days, compared to 34 days in 2012.

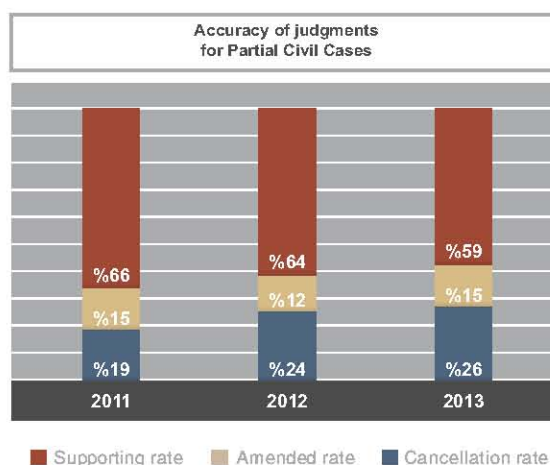
Partial Jurisdiction Civil Court

Years	Number of Assigned Cases	Targeted	Achieved
2011	1524	13	32
2012	1272	30	34
2013	1033	22	29

(10) Average waiting time calculated from the case registration date to the date of the first hearing (the total number of periods for the assigned cases registered during a given year, calculated from the case registration date to the date of the first hearing, divided by the number of assigned cases).

1.7 Accuracy of judgments in Partial Civil Cases:

A 5% negative decrease of the supporting rate was recorded in 2013 at a rate of 59%, compared to 64% in 2012. As far as the amended judgments in 2012 are concerned, there was a negative deviation of 3%, where the percentage raised from 12% in 2012 to 15% in 2013. With regards to the cancellation percentage, there was a negative increase to the indicator in 2013 compared to 2012, where the percentage of cancelled judgments amounted to 26%, compared to 24% in 2012.



Section | 2



2- Full Jurisdiction Civil Cases ⁽¹¹⁾:

2.1 Workload:

The diagram on page (77) indicates that the total workload in the Full Jurisdiction Civil Cases amounted to 1367 cases in 2013, out of which 543 cases, that's 40% of the total workload were Active-Pending cases carried forward from 2012 and prior years, which were numerated and recorded on 1 January 2013. Additionally, 824 new cases, representing 60% of the workload, were registered in 2013.

In comparison between 2012 and 2013, an increase of 8% was recorded in the number of registered cases. 824 cases were registered in 2013 while 893 were registered in 2012. By the end of 2013, a total of 955 cases were cleared, that is 70% of the workload, and a total of 441 Active-Pending cases were carried forward to 2014, which amounts to 30% of the workload.

2.2 Time to disposition:

In 2013, 39% of the adjudicated cases were cleared within a period not exceeding 3 months. Notably, 23% of cases were cleared within a period ranging from 4 to 6 months. 12% were cleared within a period ranging from 7 to 9 months and 8% were cleared within a period ranging from 10 to 12 months. Lastly, 18% of cases needed more than 12 months to be cleared.

2.3 Case Clearance Rate:

A clearance rate of 116% was achieved, where 955 cases were cleared against 824 registered cases comparing to 134% in 2012. In comparison between 2012 and 2013, a decrease of 20% was recorded in the number of cleared cases in 2013. 955 cases were cleared in 2013 compared to 1193 cases in 2012. The average number of judgments per month is decreased by 19%.

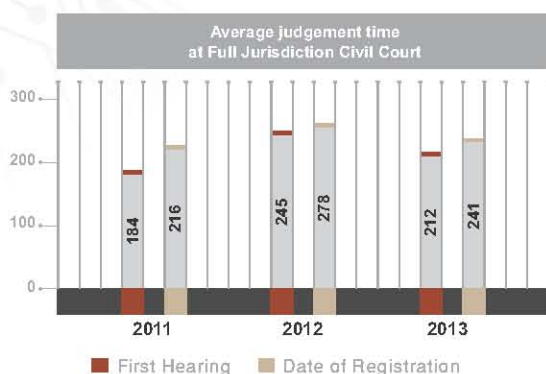
2.4 Age of Active-Pending cases:

The age of 77% (341 cases) of the Active-Pending cases carried forward from the end of 2013 to 2014 is less than 365 days from the date of their registration, i.e. they were registered in 2013. This is a good rate indicating that the majority of carried-forward cases are recent without any accumulation. 9% (40 cases) of the carried forward cases were registered in 2012, while a percentage of 14% (60 cases) were registered before 2012.

(11) Full Jurisdiction Civil Cases are the cases in which the claimed amounts are more than AED 100,000, or Civil Cases without a definite value.

2.5 Average judgement time:

- **Average judgement time from the date of registration:** the Full Jurisdiction Civil Cases achieved a positive average of 241 days in 2013, compared to 278 days in 2012.
- **Average judgement time from the date of the first hearing:** Full Jurisdiction Civil Cases achieved a positive average of 212 days from the date of the first hearing in 2013 compared, to 245 days in 2012.



2.6 Average waiting time for the first hearing⁽¹²⁾:

The average waiting time has positively decreased in 2013 to 26 days, compared to 28 days in 2012

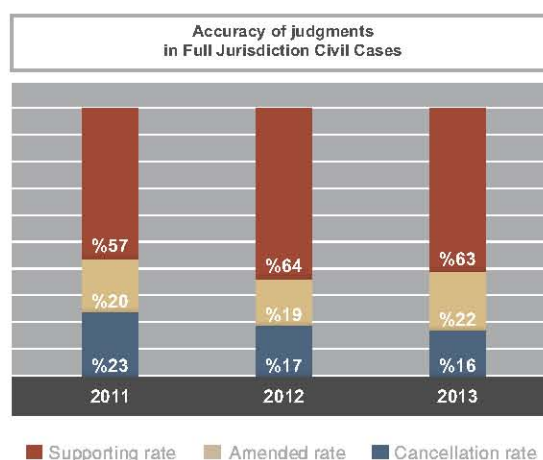
Full Jurisdiction Civil Court

Years	Number of Assigned Cases	Targeted	Achieved
2011	1174	14	36
2012	890	30	28
2013	824	25	26

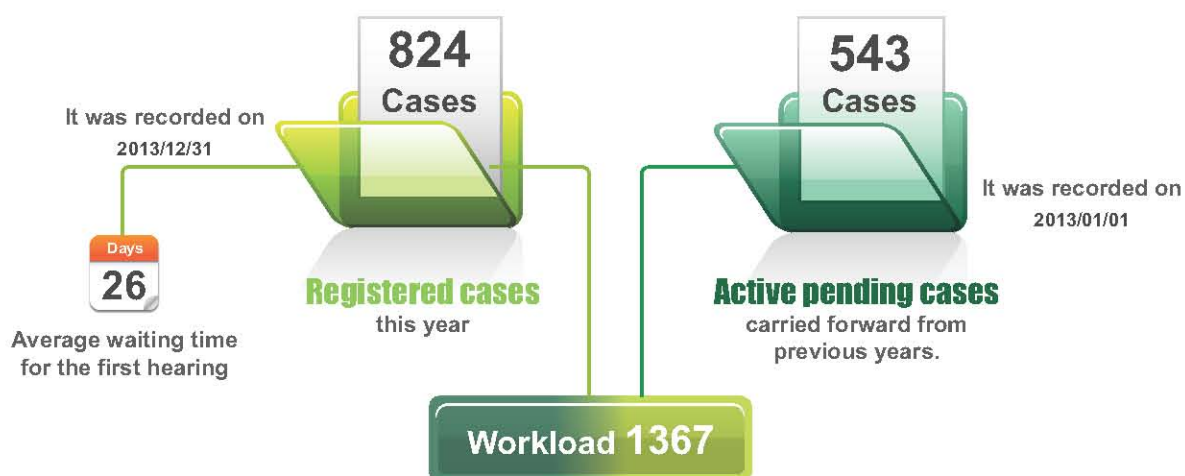
(12) Average waiting time (assignment rate) calculated from the case registration date to the date of the first hearing (the total number of periods for the assigned cases registered during a given year, calculated from the case registration date to the date of the first hearing, divided by the number of assigned cases).

2.7 Accuracy of judgments in the Full Jurisdiction Civil Cases:

A decrease of the supporting rate was recorded in 2013 at 1%, and a negative decrease of 3% of the amended judgments, and a positive decrease of 1% of the cancellation percentage comparing to 2012.



Annual Workload for Full Jurisdiction Civil Cases



C- The Commercial Courts of First Instance

1. The Partial Jurisdiction Commercial Cases ⁽¹³⁾:

1.1 Workload

The diagram on page (80) indicates that the total workload in the overall commercial cases amounted to 1617 cases in 2013, out of which 512 cases, that's 32% of the total workload were Active-Pending cases carried forward from 2012 and prior years. The cases were numerated and recorded on 1 January 2013. Additionally, 1105 new cases representing 68% of the workload were registered in 2013.

In comparison between 2012 and 2013, an increase of 29% was recorded in the number of registered cases. 1105 cases were registered in 2013 while 856 were registered in 2012, (i.e. a difference amounting to 249 cases)

By the end of 2013, a total of 970 cases were cleared, that is 60% of the workload, compared to 60% in 2012. 550 Active-Pending cases were carried forward to 2014, which equals 34% of the workload. The number of the Inactive-Pending cases was 97, i.e. 6% of the total workload.

1.2 Time to disposition:

27% of the adjudicated cases were cleared within a period not exceeding 3 months. Notably, 38% of cases were cleared within a period ranging from 4 to 6 months. 15% were cleared within a period ranging from 7 to 9 months. Only 9% were cleared within a period ranging from 10 to 12 months. Lastly, 11% of cases needed more than 12 months to be cleared.

1.3 Case Clearance Rate:

A clearance rate of 88% was achieved in 2013 compared to 106% in 2012, where 970 cases were cleared as a total of 1105 registered cases. The decrease in this rate is mainly due to the increase by 29% in the number of cleared cases in 2013 compared by 2012.

1.4 Age of Active-Pending cases:

The age of 92% of the Active-Pending cases carried forward from the end of 2013 to 2014 is less than 365 days from the date of their registration, i.e. they were registered in 2013. This is an excellent rate indicating that the majority of carried-forward cases are recent without any accumulation. 3% of the carried forward cases were registered in 2012, while only 27 cases 5% were registered before 2012. In summary, the performance in this factor is positive.

(13) Partial Jurisdiction Commercial Cases are cases in which the claimed amounts are less than AED 100,000.

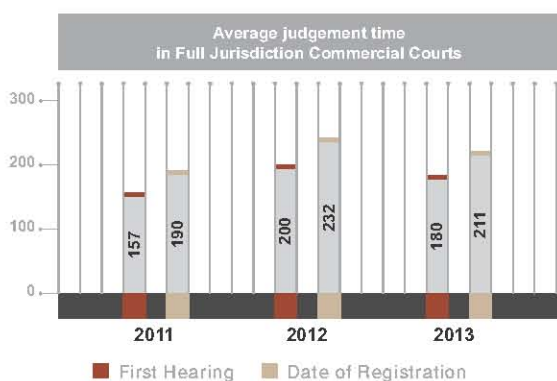


1.5 Average judgement time:

• Average judgement time from the date of registration:

The Partial Jurisdiction Commercial Court achieved a positive average of 211 days in 2013, compared to 232 days in 2012.

• **Average judgement time from the date of the first hearing:** Partial Jurisdiction Commercial Court achieved an average of 180 days from the date of the first hearing in 2013 compared, to 200 days in 2012.



1.6 The average waiting time for the first hearing ⁽¹⁴⁾:

The average waiting time has positively decreased in 2013 to 30 days, compared to 29 days in 2012

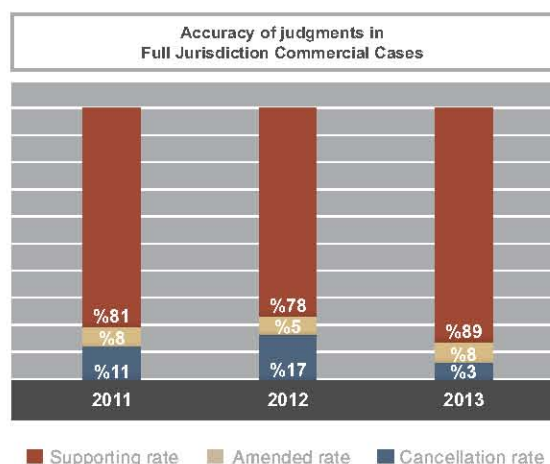
Partial Jurisdiction Commercial Court

Years	Number of Assigned Cases	Targeted	Achieved
2011	1147	14	34
2012	847	31	29
2013	1102	23	30

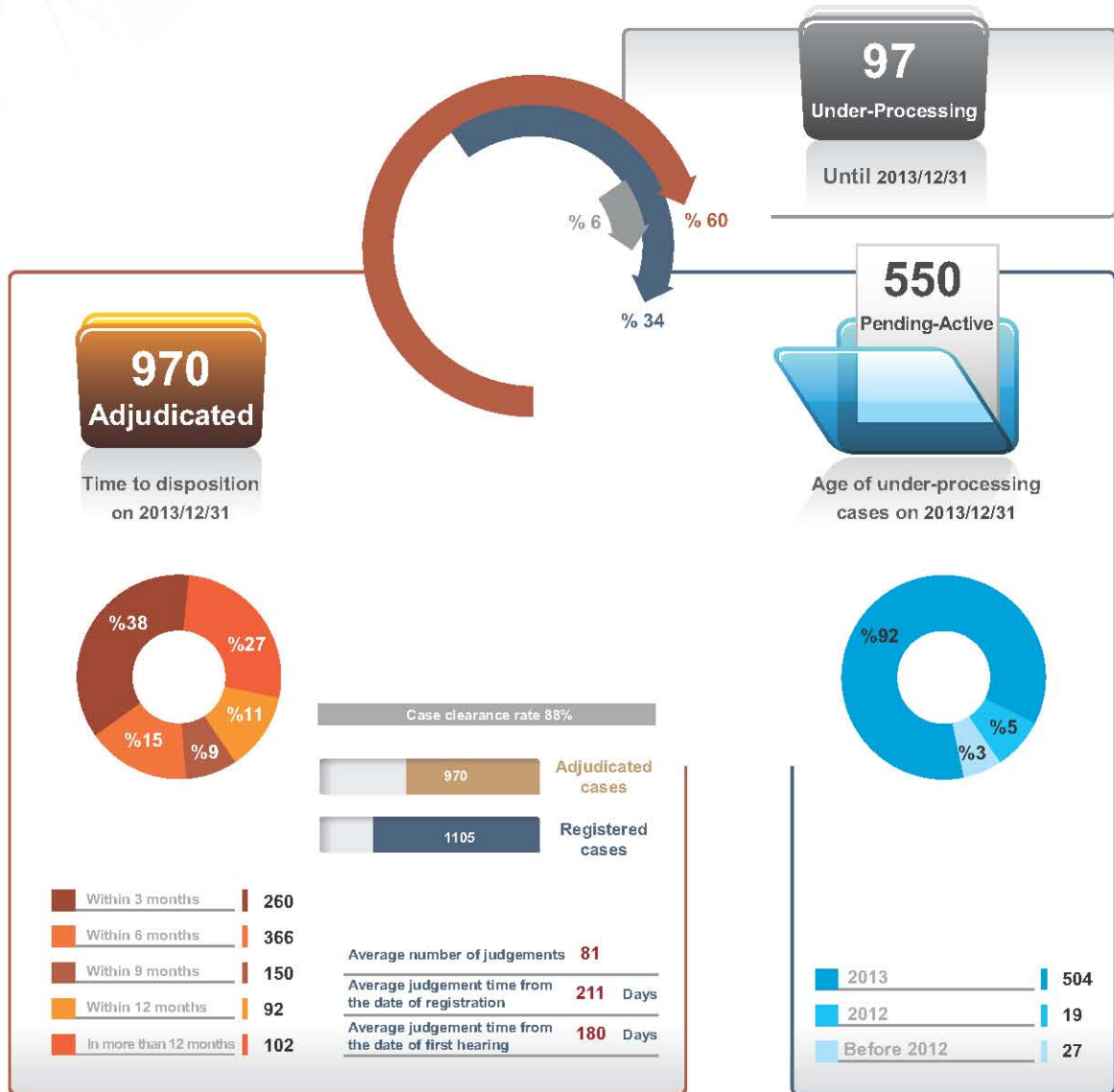
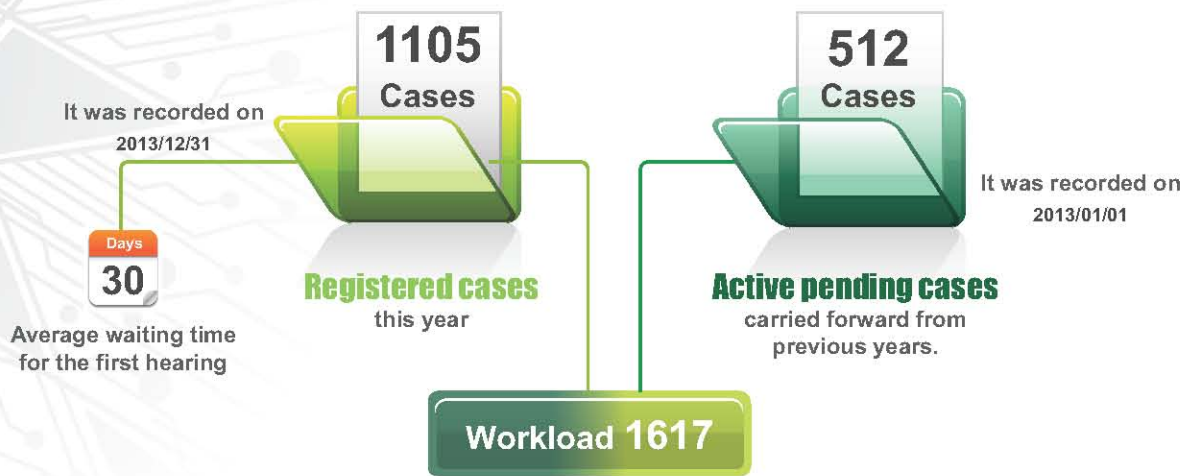
(14) Average waiting time for the first hearing (assignment rate) calculated from the case registration date to the date of the first hearing (the total number of periods for the assigned cases registered during a given year, calculated from the case registration date to the date of the first hearing, divided by the number of assigned cases).

1.7 Accuracy of judgments in the Partial Jurisdiction Commercial cases:

The Partial Jurisdiction Commercial Court recorded a positive increase of the supporting rate in 2013 at 89%, compared to 78% in 2012. As far as the amended judgments in 2012 are concerned, there was a negative increase of 3% in 2013 compared to 2012. With regards to the cancellation percentage, there was a negative increase to the indicator in 2013 compared to 2012, where the percentage of cancelled judgments recorded a positive decrease by 14% compared to the previous year.



Workload for Partial Jurisdiction Commercial Cases



2. Full Jurisdiction Commercial Cases ⁽¹⁵⁾:

2.1 Workload:

The diagram on page (83) indicates that the total workload in the overall Commercial Cases amounted to 4266 cases in 2013, out of which 2042 cases, that's 48% of the total workload were Active-Pending cases carried forward from 2012 and prior years. The cases were numerated and recorded on 1 January 2013. Additionally, 2224 new cases, representing 52% of the workload were registered in 2013.

In comparison between 2012 and 2013, an increase of 13% was recorded in the number of registered cases. 2224 cases were registered in 2013, while 1972 cases were registered in 2012.

By the end of 2013, a total of 2597 cases were cleared, that is 60% of the workload, and a total of 1732 Active-Pending cases were carried forward to 2014, which equals 40% of the workload.

2.2 Time to disposition:

16% of the adjudicated cases were cleared within a period not exceeding 3 months. Notably, 22% of cases were cleared within a period ranging from 4 to 6 months. 16% were cleared within a period ranging from 7 to 9 months and 14% were cleared within a period ranging from 10 to 12 months. Lastly, 32% of cases needed more than 12 months to be cleared.

2.3 Case Clearance Rate:

A clearance rate of 117% was achieved in 2013, compared to 112% in 2012. 2597 cases were cleared against 2210 registered cases. In comparison between 2012 and 2013, an increase of 18% was recorded in the number of cleared cases in 2013. 2597 cases were cleared in 2013 compared to 2210 cases in 2012. The average number of judgments per month is considered positive as it increased from 184 judgments in 2012 to 216 in 2013.

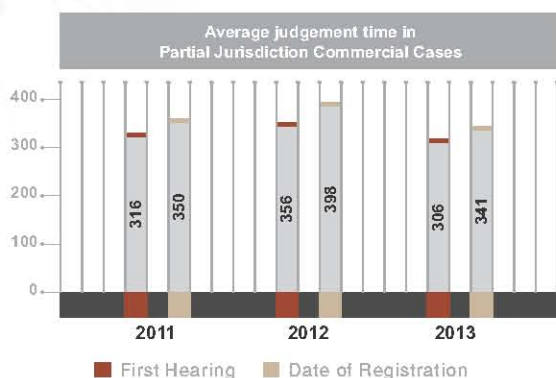
2.4 Age of Active-Pending cases:

The age of 76% of the Active-Pending cases carried forward from the end of 2013 to 2014 is less than 365 days from the date of their registration, i.e. they were registered in 2013. This is a good rate indicating that the majority of carried-forward cases are recent without any accumulation. 9% of the carried forward cases were registered in 2012, while a relatively small percentage of 15% were registered before 2012.

(15) Full Jurisdiction Commercial Cases are Cases where there is a dispute regarding a certain right, which is regulated by the commercial law, and in which both parties are merchants or professionally practicing commercial activity or the cases based on commercial actions and transactions, but not related to Labourer's relations, Personal Status Matters, inheritance or endowment, except in the case where the law states otherwise. Cases in which the claimed amount exceeds the AED 100,000

2.5 Average judgement time:

- **Average judgement time from the date of registration:** The Full Jurisdiction Commercial Court achieved a positive average of 341 days in 2013, compared to 398 days in 2012.
- **Average judgement time from the date of the first hearing:** Full Jurisdiction Commercial Court achieved a positive decrease of 306 days from the date of the first hearing in 2013 compared, to 356 days in 2012.



2.6 Average waiting time for the first hearing ⁽¹⁶⁾:

The average waiting time has positively decreased in 2013 to 27 days, compared to 29 days in 2012

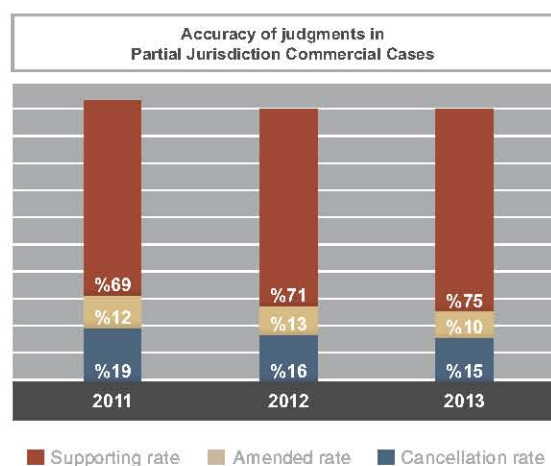
Full Jurisdiction Commercial Court

Years	Number of Assigned Cases	Targeted	Achieved
2011	2242	18	49
2012	1962	47	29
2013	2227	29	27

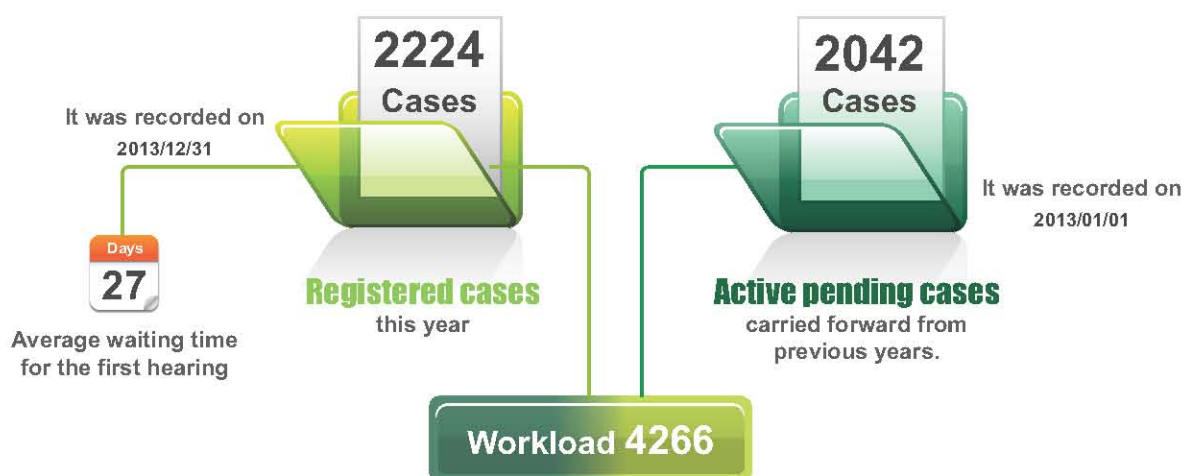
(16) The average waiting time (assignment rate) calculated from the case registration date to the date of the first hearing (the total number of periods for the assigned cases registered during a given year, calculated from the case registration date to the date of the first hearing, divided by the number of assigned cases).

2.7 Accuracy of judgments in Full Jurisdiction Commercial Cases:

A positive increase of the supporting rate was recorded in 2013 at a rate of 4%, and a positive decrease of 3% for the amended judgments. And a positive decrease of 1% of the cancellation percentage was achieved.



Workload for Full Jurisdiction Commercial Cases



D- The Labour Courts of First Instance

1- The Partial Labour Cases ⁽¹⁷⁾:

1.1 Workload:

The diagram on page (86) indicates that the total workload in the overall Partial Jurisdiction Labour Cases amounted to 6133 cases in 2013. 893 cases, that's 15% of the total workload, were Active-Pending cases carried forward from 2012 and prior years, which were numerated and recorded on 1 January 2013. Additionally, (5240) new cases (representing 85% of the workload) were registered in 2013.

In comparison between 2012 and 2013, an increase of 0.3% was recorded in the number of registered cases. 5240 cases were registered in 2013 while 5225 Partial labour cases were registered in 2012.

By the end of 2013, a total of 4588 cases were cleared, comparing to 4957 in 2012, which is 75% of the workload. 481 Active -Pending cases were carried forward to 2014, which is 8% of the workload.

1.2 Time to disposition:

92% of the adjudicated cases were cleared within a period not exceeding 3 months. Notably, 7% of cases were cleared within a period ranging from 4 to 6 months only. 1% was cleared within a period ranging from 7 to 9 months.

1.3 Case Clearance Rate:

A clearance rate of 88% was achieved, where 4588 cases were cleared out of 5240 registered cases. In comparison between 2012 and 2013, a decrease of 7% was recorded in the number of cleared cases in 2013. 4588 cases were cleared in 2013 compared to 4957 cases in 2012, that is a decrease of 369 case.

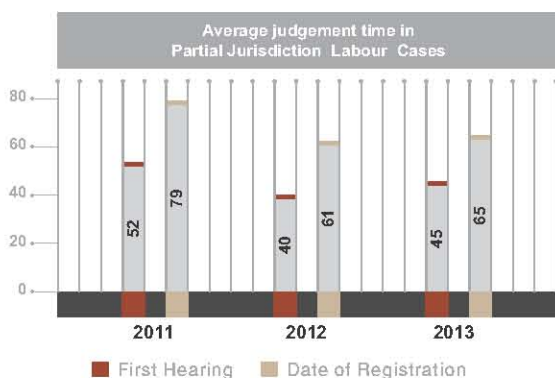
1.4 Age of Active-Pending cases:

The age of the all 1061 of the Active-Pending cases carried forward from the end of 2013 to 2014 is less than 365 days from the date of their registration (they were registered in 2013). This means that the majority of carried-forward cases are recent. There is only one case registered in 2012, and two cases were registered before 2012.

(17) Partial Jurisdiction Labour Cases are the cases filed by the labourers against the employers in the private sector to protect the rights resulting from the Workers' Association by virtue of employment agreements governed by the concerned ministry. These are cases in which the claimed amounts do not exceed AED 100,000.

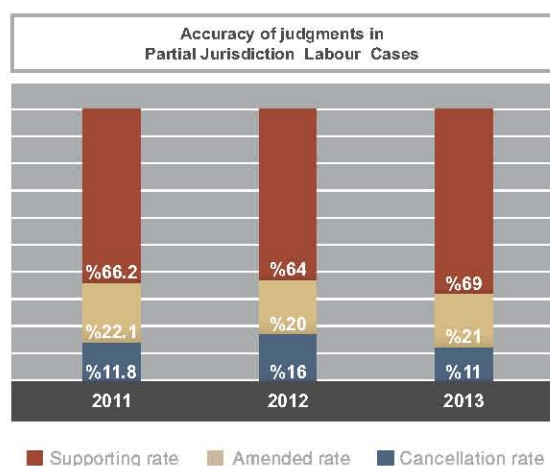
1.5 Average judgement time:

- **Average judgement time from the date of registration:** The Partial Jurisdiction Labour Cases achieved an average of 65 days in 2013, compared to 61 days in 2012.
- **Average judgement time from the date of the first hearing:** Partial Jurisdiction Labour Cases achieved a positive decrease of 45 days from the date of the first hearing in 2013 compared, to 40 days in 2012.



7.1 Accuracy of judgments in Partial Jurisdiction Labour Cases:

A positive increase of the supporting rate was recorded in 2013 at 5%, and a slight positive increase of 1% of the amended judgments, and a positive decrease of 5% of the cancellation rate.



1.6 Average waiting time for the first hearing⁽¹⁸⁾:

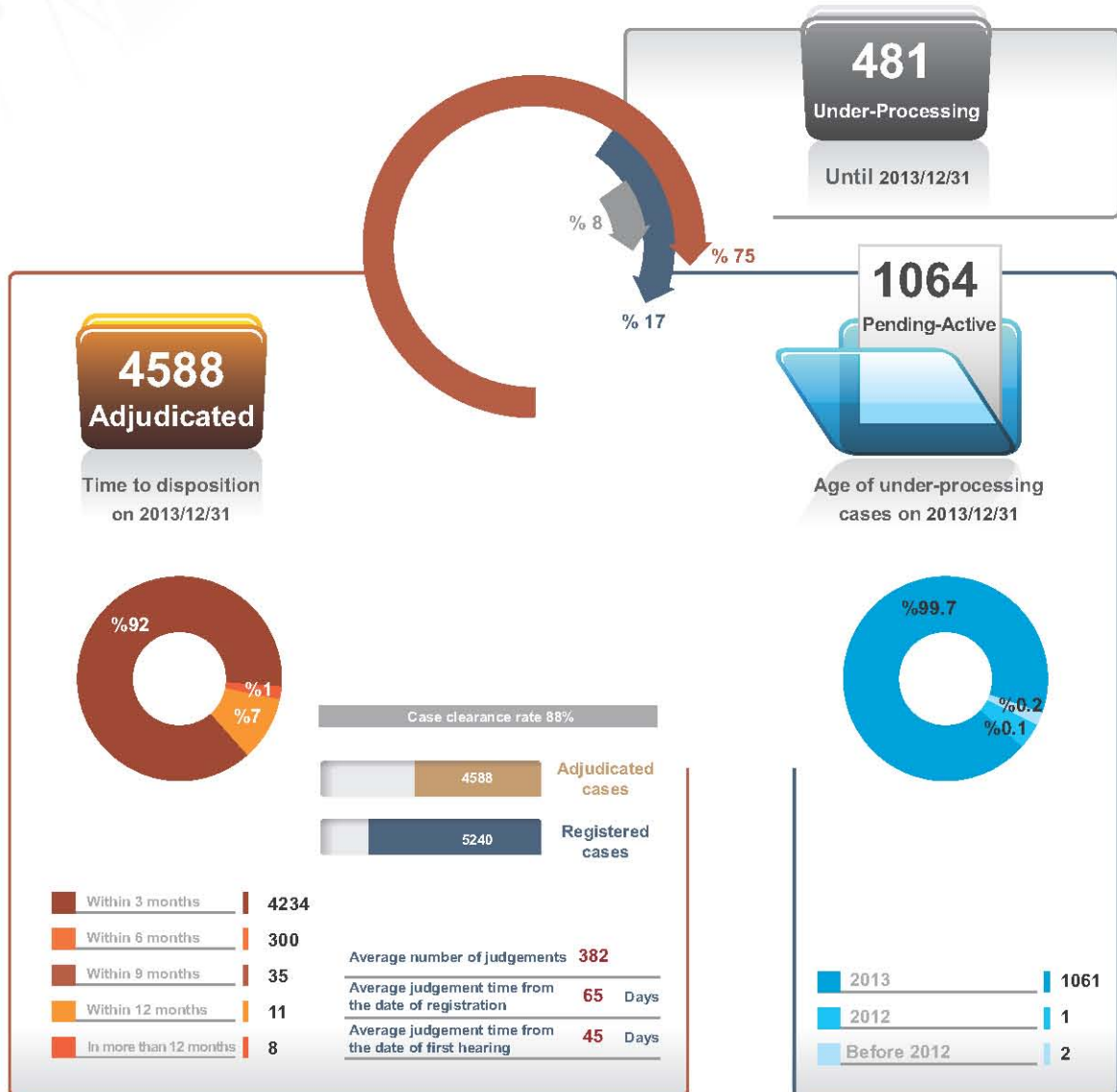
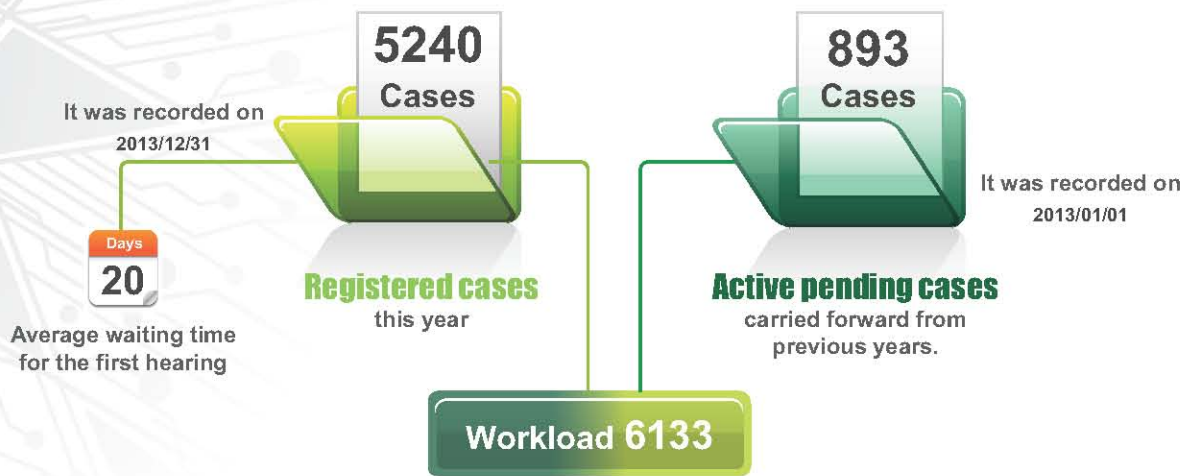
The average waiting time in 2013 was 20 days, compared to 2012

Partial Jurisdiction Labour Court

Years	Number of Assigned Cases	Targeted	Achieved
2011	5425	8	27
2012	5219	22	20
2013	5241	18	20

(18) The average waiting time (assignment rate) is calculated from the case registration date to the date of the first hearing (the total number of periods for the assigned cases registered during a given year, calculated from the case registration date to the date of the first hearing, divided by the number of assigned cases).

Workload for Partial Jurisdiction Labour Cases



2-Full Jurisdiction Labour Cases ⁽¹⁹⁾:

2.1 Workload:

The diagram on page (89) indicates that the total workload in the Full Jurisdiction Labour Court amounted to 1496 cases in 2013, out of which 336 cases, that's 23% of the total workload, were Active-Pending cases carried forward from 2012 and prior years. The Cases were numerated and recorded on 1 January 2013. Additionally, 1160 new cases, representing 77% of the workload, were registered in 2013.

In comparison between 2012 and 2013, a decrease of 4% was recorded in the number of registered cases. 1160 cases were registered in 2013, while 1204 cases full jurisdiction were registered in 2012. By the end of 2013, a total of 1170 cases were cleared, compared to 1173 in 2012, that is 79% of the workload, and a total of 245 Active-Pending cases were carried forward to 2014, which is 16% of the workload. The number of the Inactive-Pending cases was 81, i.e. 5% of the total workload.

2.2 Time to disposition:

70% of the judgments were cleared within a period not exceeding 3 months. Notably, 16% of cases were cleared within a period ranging from 4 to 6 months. 8% were cleared within a period ranging from 7 to 9 months, 3% were cleared within a period ranging from 10 to 12 months, and only 3% of cases needed more than 12 months to be cleared.

2.3 Case Clearance Rate:

A clearance rate of 101% was achieved, in comparison to 97% in 2012, where 1170 cases were cleared in 2013 out of 1160 registered cases.

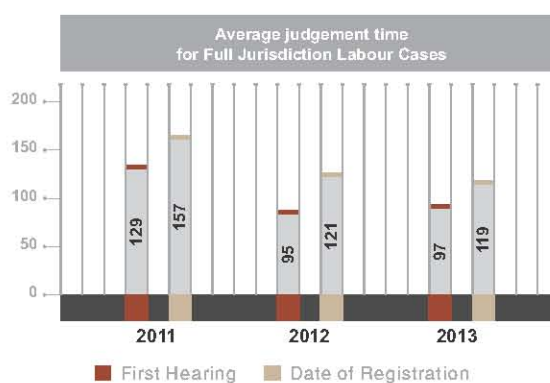
2.4 Age of Active-Pending cases:

The age of 96% of the Active-Pending cases carried forward from the end of 2013 to 2014 is less than 365 days from the date of their registration, i.e. they were registered in 2013. This is an excellent rate indicating that the majority of carried-forward cases are recent without any accumulation. There is 2% (4 cases) of the carried forward cases were registered in 2012, while 4 cases were registered before 2012.

2.5 Average judgement time:

• **Average judgement time from the date of registration:** The Full Jurisdiction Labour Court achieved an average of 119 days in 2013, compared to 121 days in 2012.

• **Average judgement time from the date of the first hearing:** Full Jurisdiction Labour Court achieved a positive decrease of 97 days from the date of the first hearing in 2013 compared, to 95 days in 2012.



(19) Full Jurisdiction Labour Cases are cases in which the claimed amounts are less than AED 100,000. Court session, divided by the number of assigned cases).

6.2 Average waiting time for the first hearing ⁽²⁰⁾:

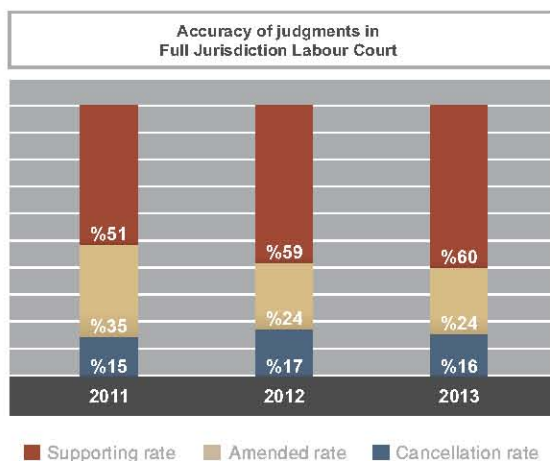
The average waiting time has positively decreased in 2013 to 21 days (12%), compared to 33 days in 2012

Partial Jurisdiction Labour Court

Years	Number of Assigned Cases	Targeted	Achieved
2011	1022	8	33
2012	1204	30	33
2013	1161	18	21

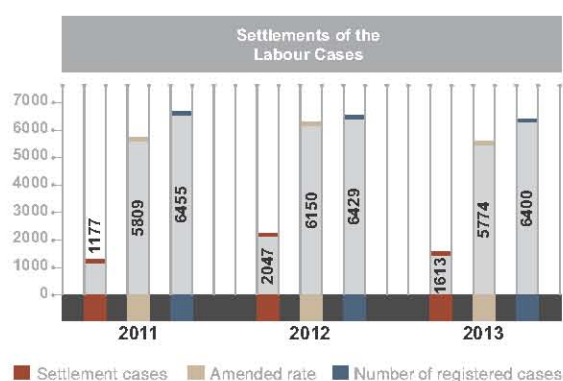
7.2 Accuracy of judgments in the Partial Jurisdiction Labour Cases:

A positive increase of the supporting rate IN full jurisdiction labour cases was recorded in 2013 at a rate of 1%. There has been a stability of 1% of the amended judgments and a positive decrease of 1% in the cancellation rate.



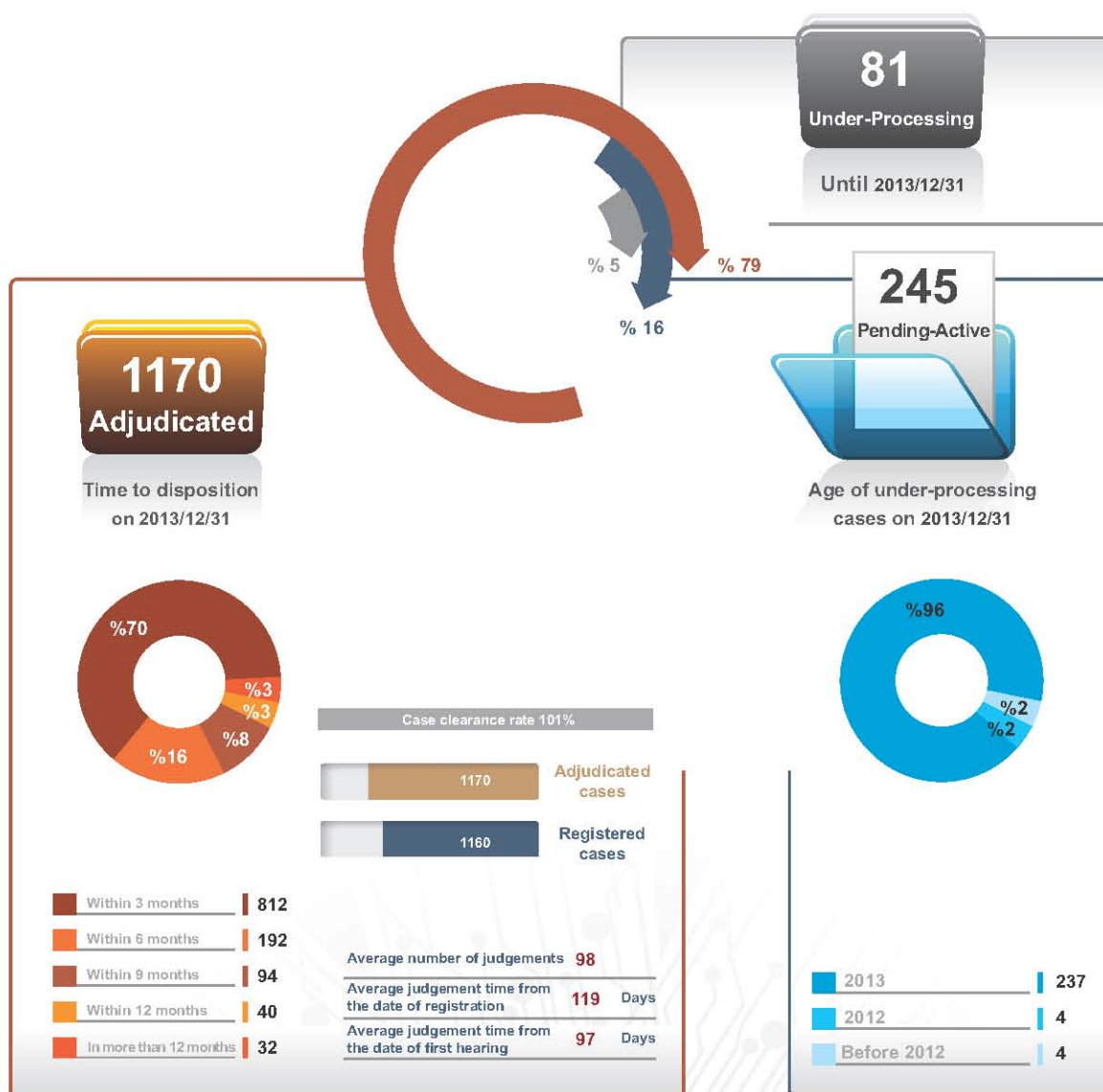
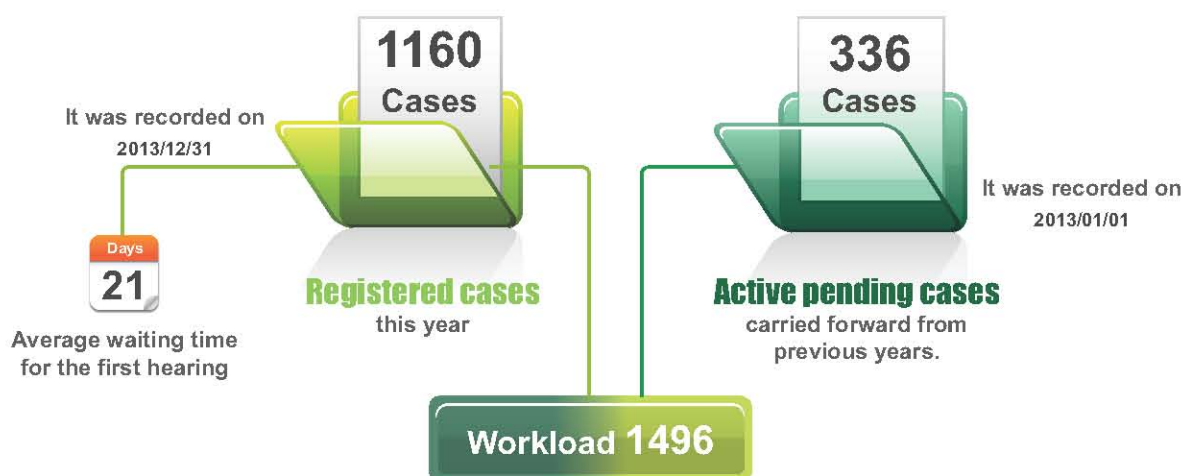
8.2 Settlements and Reconciliation in labour cases:

The following diagram indicates that the Judge Preparation application experiment has achieved the following in its fifth year: 1613 case (28%) out of the total judged cases in comparison to 2012, where 2047 cases were cleared in 2013 compared to only 1613 in 2012



(20) The average waiting time (assignment rate) calculated from the case registration date to the date of the first hearing (the total number of periods for the assigned cases registered during a given year, calculated from the case registration date to the date of the first hearing, divided by the number of assigned cases).

Workload for Full Jurisdiction Labour Cases



E) The Real Estate Courts of First Instance

1- The Partial Real Estate Cases ⁽²¹⁾:

1.1 Workload:

The diagram on page (92) indicates that the total workload in the Partial Jurisdiction Real Estate Cases amounted to 49 cases in 2013. In comparison between 2012 and 2013, an increase of 17% in the number of registered cases were registered in 2013, where 27 cases were registered in 2013 and 23 were registered in 2012. At the end of 2013, 33 cases were cleared, that's 65%, and a total of 19 Active-Pending cases were carried forward to 2014, which is 35%.

1.2 Time to disposition:

24% of the judgments were cleared within a period not exceeding 3 months, where 8 cases were cleared out of 33 cases. Also, 12 cases (37%) were cleared within a period ranging from 4 to 6 months. 4 cases (12%) were cleared within a period ranging from 7 to 9 months, and 12% were cleared within a period ranging from 10 to 12 months. Lastly, 5 cases (15%) needed more than 12 months to be cleared.

The total of adjudicated cases is the total number of cases that were issued with a minimum of one definite judgement.

1.3 Case Clearance Rate:

An increase in the clearance rate of 122% was achieved in comparison to 57% in 2012, where a number of 33 cases were cleared in 2013 out of 27 registered cases.

1.4 Age of Active-Pending cases:

The age of 47% of the Active-Pending cases carried forward from the end of 2013 to 2014 is less than 365 days from the date of their registration, i.e. they were registered in 2013. This is a good rate indicating that the majority of carried-forward cases are recent without any accumulation. There is 21% (4 cases) of the carried forward cases were registered in 2012, while 6 (32%) cases were registered before 2012.

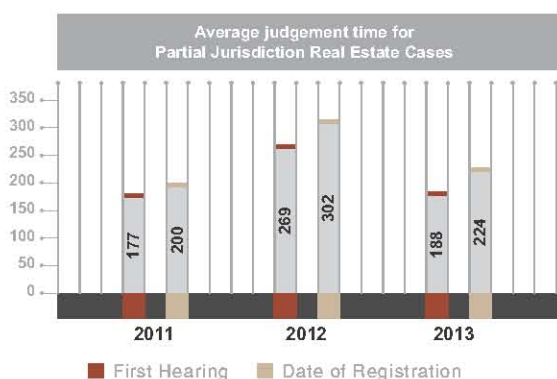
(21) Partial Jurisdiction Real Estate Cases: The cases related to the disputes arising out of or in connection with transactions and contracts regarding property rights and any in-kind or accessory rights related to real estate, excluding leases. Cases in which the claims do not exceed AED 100,000.



1.5 Average judgement time:

• **Average judgement time from the date of registration:** The Partial Jurisdiction Real Estate Court achieved a positive average of 224 days in 2013, compared to 302 days in 2012.

• **Average judgement time from the date of the first hearing:** The Partial Jurisdiction Real Estate Court achieved a positive average of 188 days from the date of the first hearing in 2013 compared, to 269 days in 2012.



1.6 Average waiting time for the first hearing ⁽²²⁾:

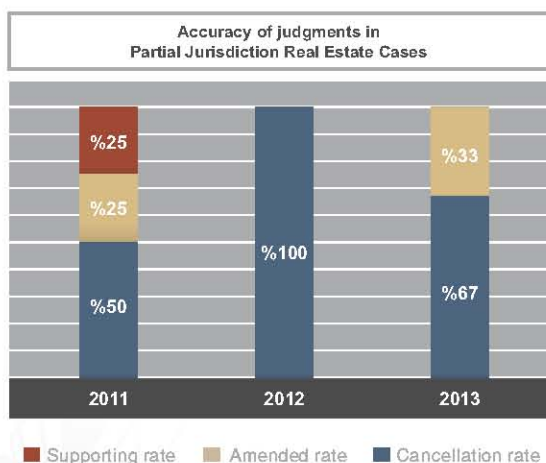
The average waiting time has increased in 2013 to 38 days, in comparison to 32 days in 2012, due to the increasing number of assigned cases.

Partial Jurisdiction Real Estate Court

Years	Number of Assigned Cases	Targeted	Achieved
2011	16	13	33
2012	22	30	32
2013	26	18	38

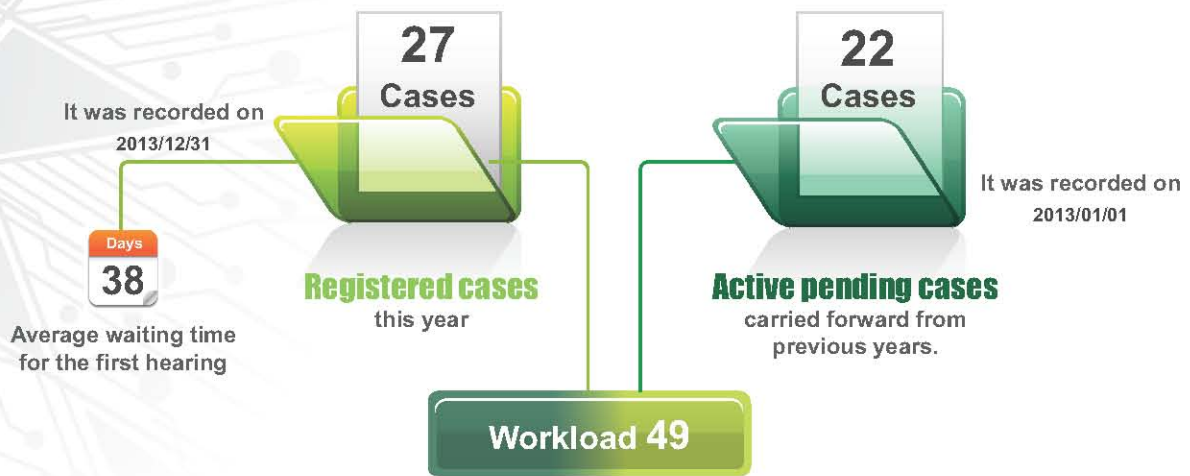
1.7 Accuracy of judgments in the Partial Jurisdiction Real Estate Cases:

A positive increase of the supporting rate in Real Estate cases at the Court of First Instance was recorded in 2013 at a rate of 33%. There was also a positive decrease of 67% of the cancellation rate.



(22) Average waiting time calculated from the case registration date to the date of the first hearing (the total number of periods for the assigned cases registered during a given year, calculated from the case registration date to the date of the first hearing, divided by the number of assigned cases).

Workload for Partial Jurisdiction Real Estate Cases



2- Full Jurisdiction Real Estate Cases ⁽²³⁾:

2.1 Workload:

The diagram on page (95) indicates that the total workload in the Full Jurisdiction Real Estate Court amounted to 2623 cases in 2013. In comparison between 2012 and 2013, an increase of 3% was recorded in the number of registered cases, where 1143 cases were registered in 2013, while 1105 cases were registered in 2012.

By the end of 2013, 1604 cases were cleared, that is 61% of the workload, and 1,166 Active-Pending cases, that is 44%, were carried forward to 2013.

2.2 Time to disposition:

9% of the adjudicated cases were cleared within a period not exceeding 3 months. Also, 21% of cases were cleared within a period ranging from 4 to 6 months, and only 12% were cleared within a period ranging from 7 to 9 months, and 11% were cleared within a period ranging from 10 to 12 months. Lastly, 48% needed more than 12 months to be cleared.

The total of adjudicated cases is the total number of cases that were issued with a minimum of one definite judgement.

2.3 Case Clearance Rate:

An increase in the clearance rate of 140% was achieved, in comparison to 108% in 2012, where 1604 cases were cleared in 2013 out of 1192 registered cases.

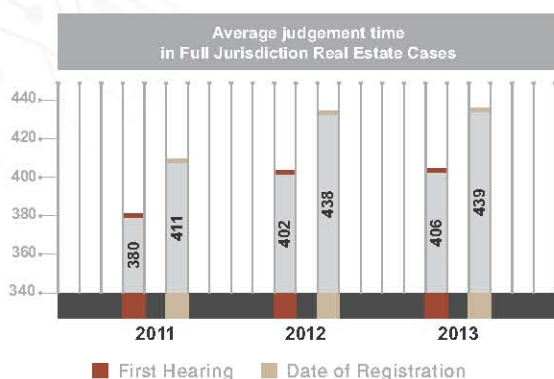
2.4 Age of Active-Pending cases:

The age of 60% of the Active-Pending cases carried forward from the end of 2013 to 2014 is less than 365 days from the date of their registration, i.e. they were registered in 2013. 16% (186 cases) of the carried forward cases were registered in 2012, while 282 (24%) cases were registered before 2012.

(23) Real Estate Cases of full Jurisdiction: They are cases in which the claims exceed AED 100,000 or cases whose value are unspecified.

2.5 Average judgement time:

- **Average judgement time from the date of registration:** The Full Jurisdiction Real Estate Court achieved an average of 439 days in 2013, compared to 438 days in 2012.
- **Average judgement time from the date of the first hearing:** The Full Jurisdiction Real Estate Court achieved an average of 406 days from the date of the first hearing in 2013 compared to 402 days in 2012.



2.6 Average waiting time for the first hearing⁽²⁴⁾:

The average waiting time has positively decreases in 2013 to 27 days, in comparison to 32 days in 2012.

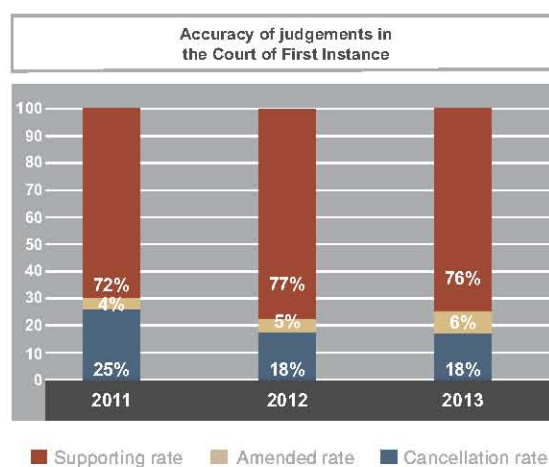
Full Jurisdiction Real Estate Court

Years	Number of Assigned Cases	Targeted	Achieved
2011	1293	15	38
2012	1099	32	32
2013	1143	31	27

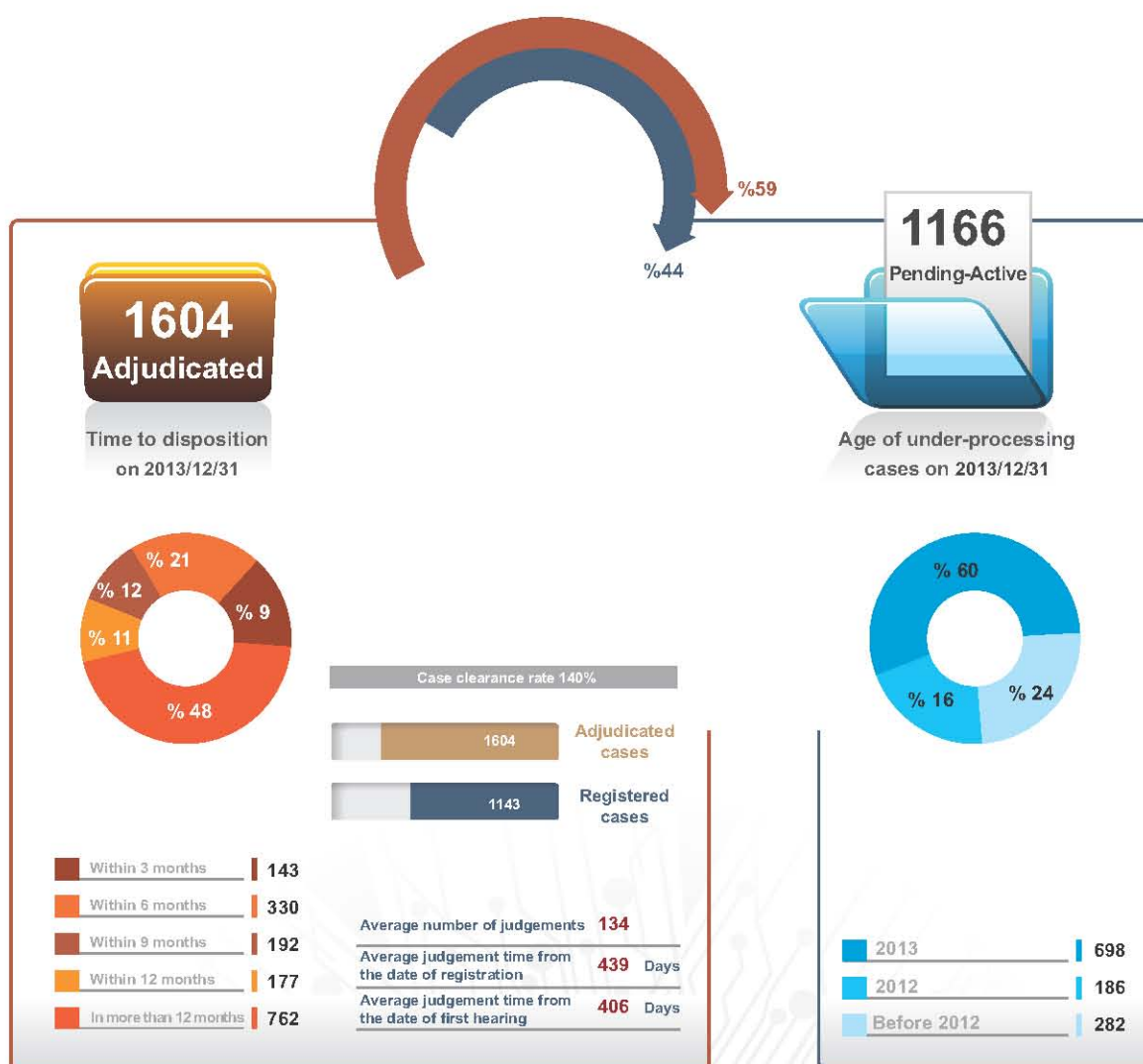
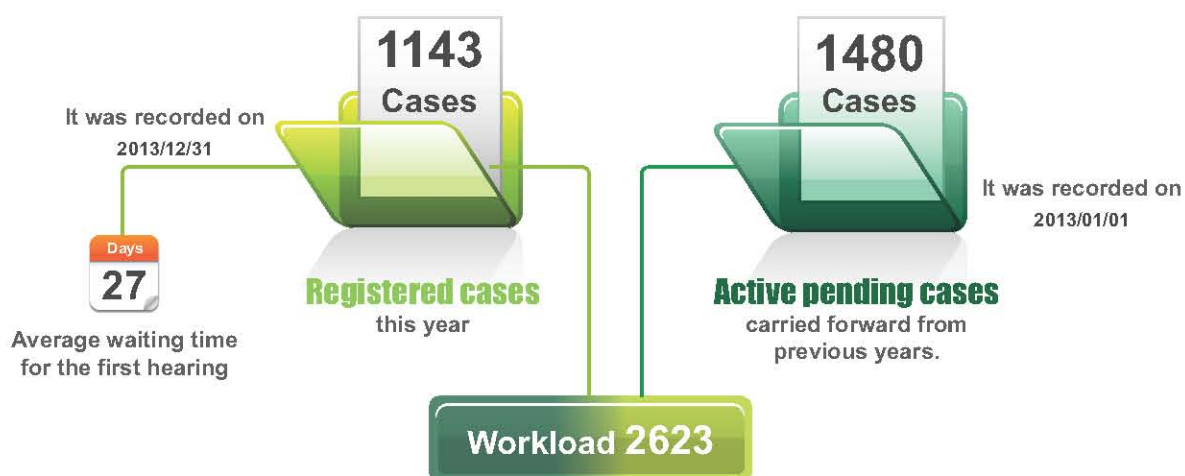
(24)The average waiting time calculated from the case registration date to the date of the first court session (the total number of periods for the assigned cases registered during a given year, calculated from the case registration date to the date of the first court session, divided by the number of assigned cases).

2.7 Accuracy of judgments in Full Jurisdiction Real Estate Cases:

A slight decrease of the supporting rate at 1%, a steady rate at 1% of the amended judgments, and a steady rate at 18% of the reversal rate in 2013 was achieved in comparison with 2012.



Workload for Full Jurisdiction Real Estate Cases



4- Court of Personal Status

1- The Personal Status Court Cases of Personal Status of Muslims ⁽²⁵⁾:

1.1 Workload:

The diagram on page (98) indicates that the total workload in the overall Cases of Personal Status of Muslims amounted to 2753 cases in 2013, out of which 1057 cases, 38% of the total workload were Active-Pending cases carried forward from 2012 and prior years. The cases were numerated and recorded on 1 January 2013. Additionally, 1696 new cases representing 62% of the workload were registered in 2013.

In comparison between 2012 and 2013, a slight increase was recorded in the number of registered cases. 1696 cases were registered in 2013, while 1650 were registered in 2012. By the end of 2013, a total of 1087 cases were cleared, that is 39% of the workload, and a total of 1368 Active-Pending cases were carried forward to 2014, which is 50% of the workload. The number of the Inactive-Pending cases was 298, i.e. 11% of the total workload.

1.2 Time to disposition:

46% of the adjudicated cases were cleared within a period not exceeding 3 months. Also, 22% of cases were cleared within a period ranging from 4 to 6 months, and only 14% were cleared within a period ranging from 7 to 9 months, and 9% were cleared within a period ranging from 10 to 12 months. Lastly, 9% needed more than 12 months to be cleared.

1.3 Case Clearance Rate:

A decreased in the clearance rate of 64% was achieved, in comparison to 71% in 2012, where 1087 cases were cleared in 2013 out of 1166 registered cases.

In comparison between 2013 and 2012, a decrease in the number of the adjudicated cases was recorded, where the number of cleared cases was 1087 compared to 1166 in 2012

1.4 Age of Active-Pending cases:

The age of 59% of the Active-Pending cases carried forward from the end of 2013 to 2014 is less than 365 days from the date of their registration, i.e. they were registered in 2013. 9% of the carried forward cases were registered in 2012, while 32% cases were registered before 2012.

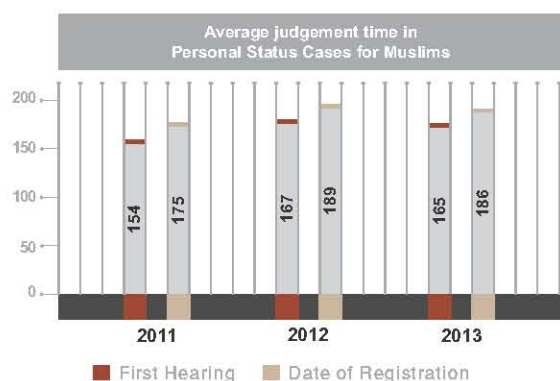
1.5 Average judgement time:

• **Average judgement time from the date of registration:** The Personal Status Court achieved an average of 186 days in 2013, compared to 189 days in 2012 in Personal Status Cases of Muslims.

• **Average judgement time from the date of the first hearing:** The Personal Status Court achieved an average of 165 days from the date of the first hearing in 2013 compared, to 167 days in 2012.

(25) Personal Status Cases of Muslims: Personal Status Cases aim at the protection of the legal centers regarding the family such as the engagement, marriage, rights of spouses, divorce and rights and consequences resulting from there, as well as legitimization and denial of affiliation. Personal Status cases that are related to Muslim family matters.





1.6 Average waiting time for the first hearing ⁽²⁶⁾:

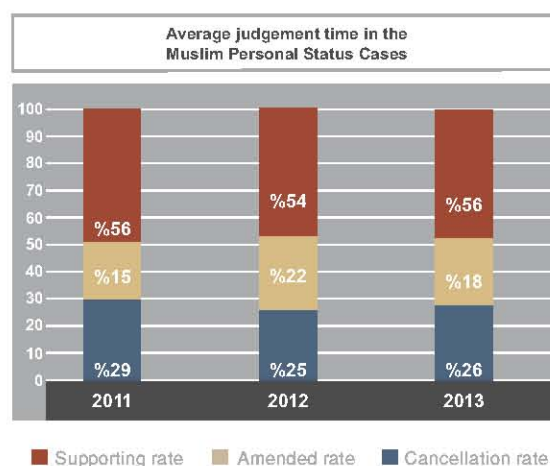
The average waiting achieved in 2013 was 21 days, in comparison to 20 days in 2012.

Muslims Personal Status Court

Achieved	Targeted	Number of Assigned Cases	Years
24	-	1642	2011
20	22	1648	2012
21	16	1695	2013

1.7 Accuracy of judgments in Cases of Personal Status of Muslims:

An increase of the supporting rate at 2% was recorded in comparison with 2012, a positive decrease of 4% of the amended judgments, and a slight increase of 1% of the reversal rate in 2013.



(26) The average waiting time calculated from the case registration date to the date of the first court session (the total number of periods for the assigned cases registered during a given year, calculated from the case registration date to the date of the first court session, divided by the number of assigned cases).

Workload for Personal Status Cases of Muslims

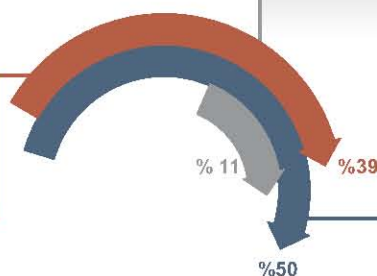
Days
21

1696
Cases

1057
Cases

Active pending cases
carried forward from
previous years.

Section 2



298

Until 2013/12/31

1368

Age of under-processing
cases on 2013/12/31

1087
Adjudicated

Frequency	Percentage
Very often	46%
Often	22%
Sometimes	9%
Rarely	9%
Never	14%

Within 3 months	489
Within 6 months	238
Within 9 months	157
Within 12 months	103
In more than 12 months	100

Case clearance rate 64%

1087

Adjudicated cases

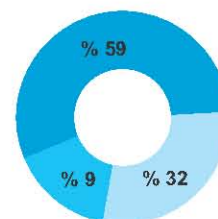
1696

Registered cases

Average number of judgements 91

Average judgement time from the date of registration **186** Days

Average judgement time from the date of first hearing **165** Days



2013	803
2012	125
Before 2012	440

2- Cases of Personal Status of Non-Muslims ⁽²⁷⁾:

2.1 Workload:

The diagram on page (101) indicates that the total workload in the overall Personal Status Cases for non- Muslims amounted to 281 cases in 2013, out of which 112 cases, 40% of the total workload, were Active-Pending cases carried forward from 2012 and prior years. The cases were numerated and recorded on 1 January 2013. Additionally, (169) new cases, representing 60% of the workload, were registered in 2013. In comparison between 2012 and 2013, a slight increase was recorded in the number of the registered cases at a rate of 8% in 2013, as 169 cases were registered while 157 cases were registered in 2012. By the end of 2013, a total of 137 cases were cleared, that is 49% of the workload, and a total of 144 Active-Pending cases were carried, which amounts to 51% of the workload.

2.2 Time to disposition:

44% of the adjudicated cases were cleared within a period not exceeding 3 months. Also, 14% of cases were cleared within a period ranging from 4 to 6 months, and only 12% were cleared within a period ranging from 7 to 9 months. 9% of the cases were cleared within a period ranging from 10 to 12 months. Lastly, only 21% needed more than 12 months to be cleared.

2.3 Case Clearance Rate:

81% clearance rate was achieved, where 137 cases were cleared in 2013 out of 169 registered cases, and in comparison to the adjudicated cases, 137 cases were cleared in 2013, whereas 149 cases were cleared in 2012.

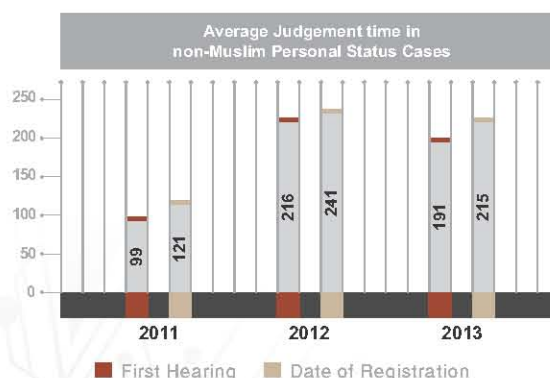
2.4 Age of Active-Pending cases:

The age of 63% of the Active-Pending cases carried forward from the end of 2013 to 2014 is less than 365 days from the date of their registration, i.e. they were registered in 2013. 14%, 17 cases, of the carried forward cases were registered in 2012, while 49 cases (23%) were registered from more than two years ago.

2.5 Average judgement time:

• **Average judgement time from the date of registration:** The Personal Status Court for non-Muslims achieved an average of 215 days in 2013, compared to 241 days in 2012 in the Muslim Personal Status Cases.

• **Average judgement time from the date of the first hearing:** The Personal Status Court of non-Muslims achieved an average of 191 days from the date of the first hearing in 2013 compared, to 216 days in 2012.



(27) Personal Status cases of Non-Muslims: Personal Status cases that are related to Non-Muslim family matters.

2.6 Average waiting time for the first hearing ⁽²⁸⁾:

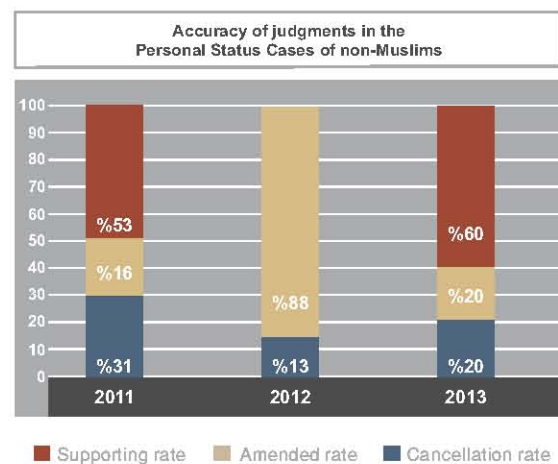
A steady waiting time was achieved in 2013 of 21 days in comparison to 2012

Non-Muslims Personal Status Court

Years	Number of Assigned Cases	Targeted	Achieved
2011	176	-	23
2012	157	20	21
2013	163	21	21

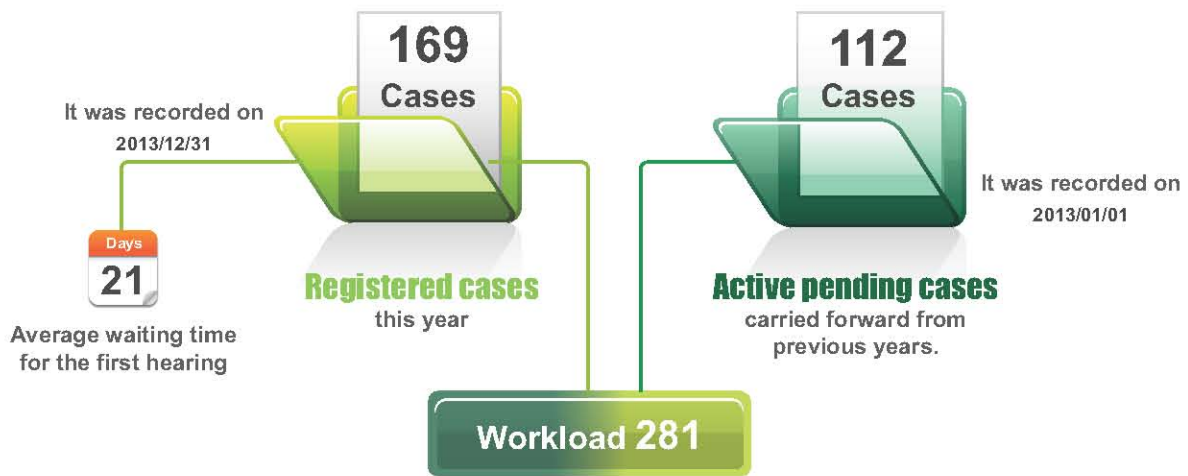
2.7 Accuracy of judgments in the Personal Status Cases of non-Muslims:

As per the following chart, a decrease of 28% of the supporting rate in the Personal Status Cases of non-Muslims at the court of First Instance was recorded in comparison with 2012. The amended judgments reached 20% and a negative increase of 7% was recorded of the reversal rate in 2013.



(28) The average waiting time calculated from the case registration date to the date of the first court session (the total number of periods for the assigned cases registered during a given year, calculated from the case registration date to the date of the first court session, divided by the number of assigned cases).

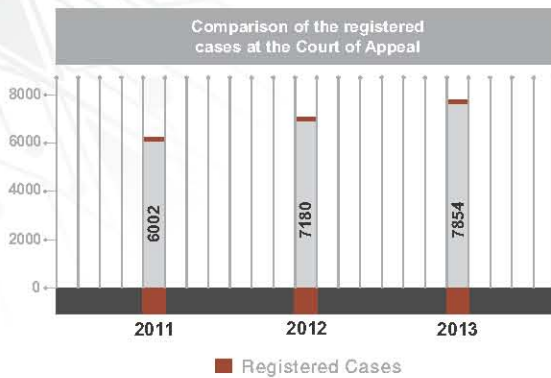
Workload for Personal Status Cases of non-Muslims



Performance Indicators of the Court of Appeal

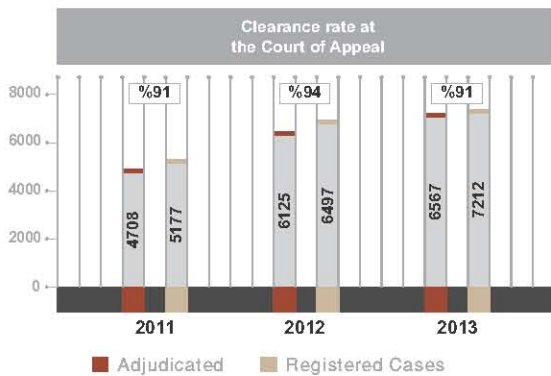
A) The total number of cases, matters and motions registered at the Court of Appeal:

There was an increase of 9% in the number of cases registered in 2013 compared to 2012.



B) Case clearance ratio at the Court of Appeal:

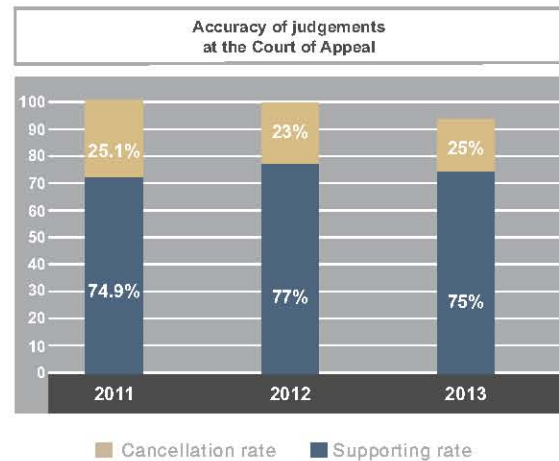
There was an increase of 7% in the number of cleared cases in 2013 compared to 2012, where 6,567 cases were cleared at the Court of Appeal in 2013 in comparison to 6,125 cases in 2012.



C) Accuracy of Judgments in the Court of Appeal:

There was a negative decrease of 2% in the supporting rate at the Court of Appeal judgments, where it amounted to 75% in 2013 compared to 77% in 2012.

As for the reversal rate concerned, a negative increase of 25% was recorded in 2013 in comparison to 23% in 2012.



D) The Average waiting time for the first court session at the Court of Appeal:

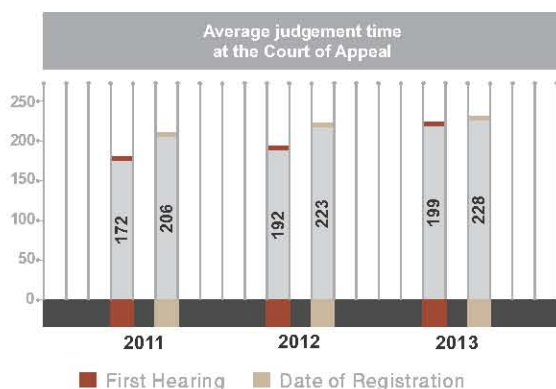
The average waiting time for the first hearing at the Court of Appeal has achieved a rate of 30 days in 2013 compared to 26 days in 2012.

Court of Appeal

Years	Number of Assigned Cases	Targeted	Achieved
2011	5172	25	34
2012	6480	35	26
2013	7207	23	30

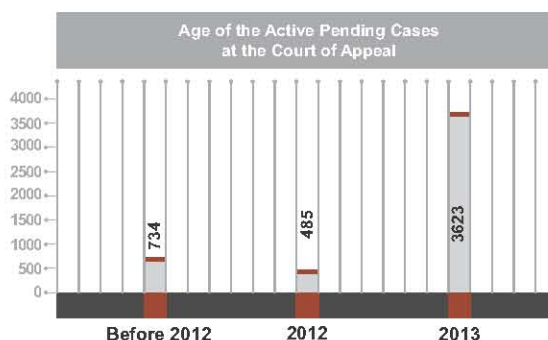
E) Average judgment time:

A negative increase of 7 days was recorded in the average judgement time from the date of the first hearing in 2013 in comparison to 2012. Also, there was a negative increase of 5 days in the average judgement time from the registration date in 2013 in comparison to 2012.



F) Age and rate of the Active Pending cases at the Court of Appeal:

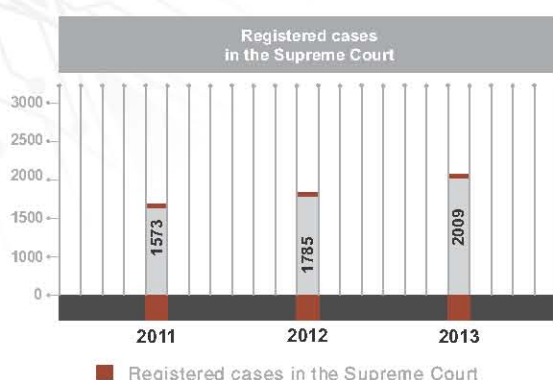
The age of 75% of the carried-forward cases from the end of 2013 to 2014, a total of 4,842 cases recorded on 02/01/2014, are less than 365 days from the date of their registration, i.e. they were registered in 2013. This is an excellent rate which indicates that the majority of the carried-forward cases are recent without any accumulation. 10% of the carried-forward cases were registered in 2012, and only 15% were aged more than two years old.



Performance Indicators of the Supreme Court

A) Registered cases at the Supreme Court:

An increase of 13% was recorded in the registered cases in 2013 in comparison with 2012, where 2009 appeals were registered in 2013 in comparison to 1785 appeals in 2012.



c) Average waiting time for the first hearing session at the Supreme Court

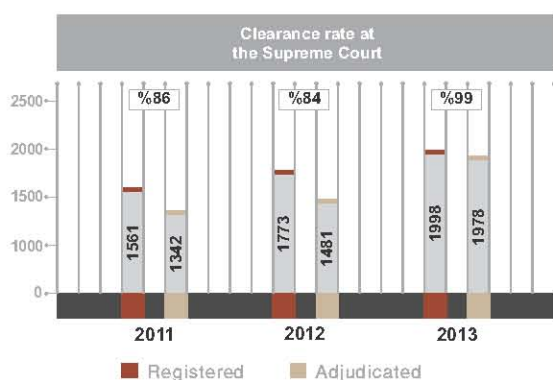
The average waiting time for the first session at the Supreme Court achieved a rate of 118 days, with a total number of 1,031 cases and a positive decrease of 22 days in comparison to 2012.

Supreme Court

Years	Number of Assigned Cases	Targeted	Achieved
2011	840	75	99
2012	744	60	140
2013	1031	108	118

B) Case clearance rate at the Supreme Court:

The Supreme Court achieved a clearance rate of 99% in 2013, with an increase of 34% in the number of cleared cases at the Supreme Court in 2013 in comparison with 2012.



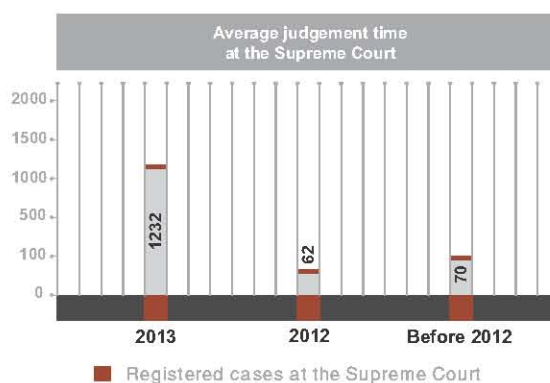
D) Average judgment time:

A positive decrease of 13 days was recorded in the average judgement time from the date of the first court session in 2013 in comparison to 2012. Also, there was a positive decrease of 6 days in the average judgment time from the registration date in 2013 in comparison to 2012.



C) Age and rate of the Pending Cases at the Court of Appeal:

The age of 90% of the carried-forward cases from the end of 2013 to 2014 is less than 365 days from the date of their registration, i.e. they were registered in 2013. This is an excellent rate indicating that the majority of the carried-forward cases are recent without any accumulation. 5% (62 cases) of the carried-forward cases were registered in 2012, and 5% are more than two years of age.



Performance Indicators' Results of Civil Cases Execution

The Execution Department enforces the Civil Cases judgments issued by the various Courts of all degrees, as well as enforcing the judicial orders and judgments issued by the different internal and external statutory and Sharia Courts through deputation letters issued by these Courts.

This report shows the results of two performance indicators. The results will be presented as follows:

1. The Execution Rate Indicator.
2. The Average Execution Period Indicator.

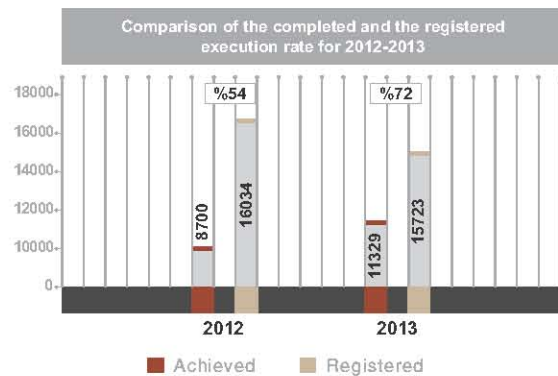
1. The Execution Clearance Ratio

This indicator is calculated by measuring the rate of cleared cases during a year, divided by the amount of registered cases. This indicator is used to measure the rate of workload in the court. The indicator achieved an Execution rate of 72% this year, this is 18% more than the achieved rate in 2012.

The year 2013 witnessed an increase of 30% in case completion, where the number of completed cases amounted to 11,329 in 2013 in comparison to 8,700 in 2012. This is due to a number of procedures and initiatives implemented in order to achieve such results and positive performance. Among them include:

- Vessels Attachment with DP World
- The First Administrative Execution Seminar
- Results of implementing the initiatives' indicators 98.75%
- Funds collection through ports
- The execution of 160 settlements of the labour execution cases, with a value of more than 50 Million AED.

- E-Inventory of Fees and Fines at 114%
- The rate of presenting the cases to the judges with no files: 100%
- The increase of the completed files of 22% in comparison with 2012
- The execution of 290,627 transaction by 76 official
- The supply of deposits of 3,406,625,570 AED
- Administrative issuance of 30224 decisions to activate authorizations.



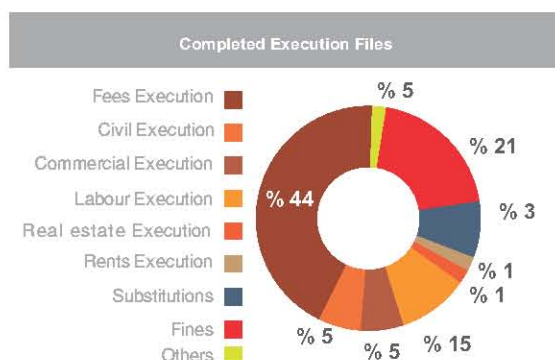
Considering the completed cases – illustrated in the following chart – we clearly find that:

- 4,924 execution fees files were completed; representing 44% out of the total completed execution files.
- 608 Civil execution files were completed; representing 5% out of the total completed execution files.
- 607 Commercial execution files were completed, representing 5% of the total completed execution files.
- 1708 Labour execution files were completed, representing 15% of the total completed execution files.
- 94 Real Estate execution files were



completed, representing 1% of the total completed execution files

- 163 Rental execution files were completed, representing 1% of the total completed execution files.
- 362 deputation execution files of the other courts were completed, representing 3% of the total completed execution files.
- 2,340 Fines execution files were completed, representing 21% of the total completed execution files
- 523 execution files were completed (other types of execution files)



2. Execution Clearance Ratio

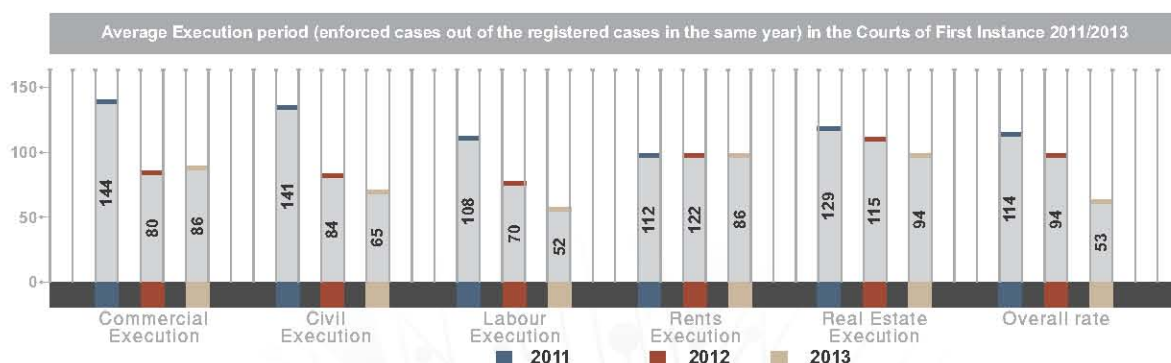
The Execution Clearance Ratio measures the period needed (in days) to complete the main execution cases that are registered in 2013, with in the same year. It is noticed from the following chart that the Execution Clearance Ratio at the Courts of First Instance positively amounted to 53 days, which is lower than the average rate achieved in 2012 by 41 days.

It is noticed from the above chart that the lowest Execution Clearance Ratio was achieved in the Labour Execution at a positive rate of 52 days, which dropped by 26%.

In second place, we find that the Civil Execution dropped by 23% achieving a rate of 65 days and attaining a positive deviation of 19 days compared to 2012.

In third place, we find that both the Rental and the Commercial Execution achieved a rate of 86 days, attaining a positive deviation in the Rental Execution which has fallen by 30%, whereas the Commercial Enforcement attained a negative deviation of 8%.

In the fourth place, we find that the Real Estate Execution achieved during 2013 a rate of 94 days in comparison to 115 in 2012. That is an increase by 21 days.



Performance Indicators results of Criminal Cases

1- The indicators of Criminal Cases at the Court of First Instance:

1. Allocated Criminal Cases

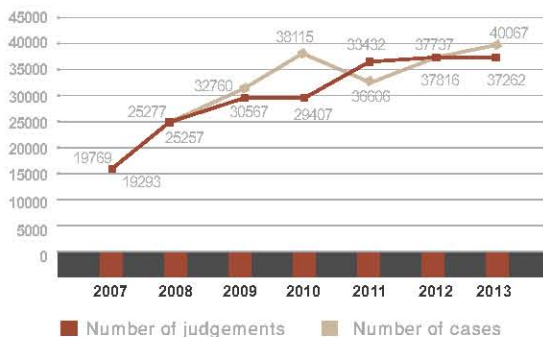
The indicator recorded an increase of 6% in 2013 in comparison to 2011. The number of allocated cases in 2012 reached 37,816 cases compared to 40,067 cases in 2013.

2. Issued Judgments:

The number of judgments witnessed a decrease in 2013 at a rate of 1% compared to 2012. The Criminal Court issued 37,262 judgments in 2013 compared to 37,737 judgments in 2012.

By analysing the case clearance rate we find that rate in 2011 was 109%; where 36606 judgements were issued in comparison to 33,432 allocated cases. In 2012, the case clearance rate indicator decreased by 100%; where 37,737 cases were cleared in comparison to 37,816 registered cases. The decrease of this rate is mainly due to the 12% increase of allocated cases in comparison with 2011. Also, in 2013 the case clearance rate reached 93%; where 37,262 cases were cleared in comparison to 40,067 registered cases.

Number of registered cases and issued judgements at the Partial Case of First Instance



2-The Indicators of Criminal Cases registered at the Court of Appeal:

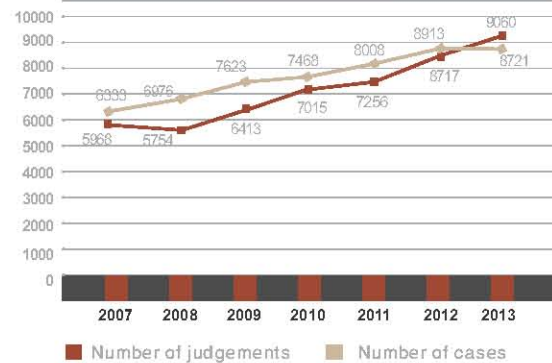
1. The Registered Criminal Cases

In 2013, the indicator recorded a decrease of 2% in the number of registered appealed cases in comparison to 2012, where 8913 cases were registered in 2012 against 8,721 cases in 2013.

2. Issued Judgements

There was an increase of 4% in the number of judgments of the Court of Appeal in 2013, where 9,060 judgements were issued against 8,717 in 2012; the case clearance rate was 104% in 2013.

Number of registered cases and issued judgements at the Partial Case of Appeal



[1] The allocated criminal cases are the criminal cases referred by the Public Prosecution for consideration before Dubai Courts.

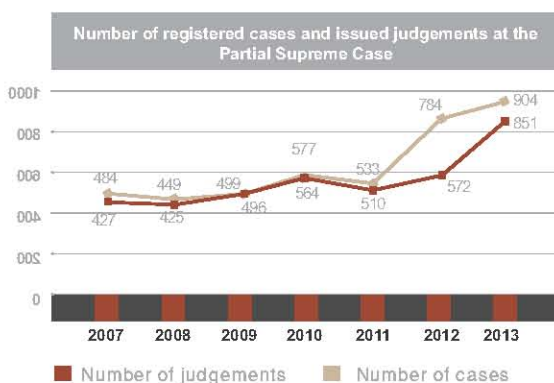
3- The Indicators of the Criminal Cases at the Supreme Court:

Registered Criminal Cases:

There was an increase of 8% in the number of criminal cases registered at the Supreme Court in 2013 compared to 2012, where 851 cases were registered in 2013 compared to 784 cases in 2012.

Issued Judgements at the Supreme Court:

There was an increase of 49% in the number of judgments issued by the Supreme Court in 2013, where 904 judgments were issued against 572 cases in 2012. The case clearance rate was 106%.

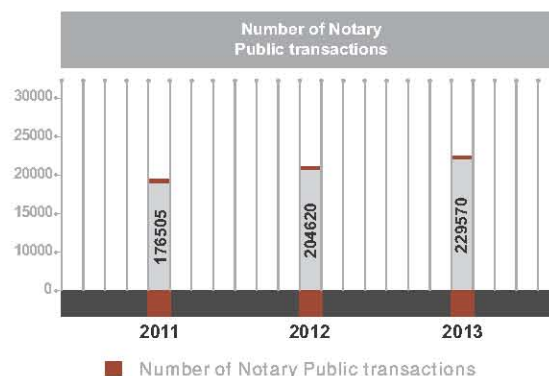


The Performance Indicators' Results at the Notary Public

The Notary Public Department at Dubai Courts has various branches covering different locations in Dubai. They are: Al-Tawar branch, Al-Barsha branch, the Department of Economic Development branch, as well as the main branch in the Courts' building. These branches play a vital and effective role to facilitate the customers' dealings by offering their services at nearby locations to them.

1- An Increase of 12% in the Notary Public transactions:

The statistics relating to the completed Notary Public works transactions in 2013 indicate an increase of 12%, where 229,570 transactions were recorded compared to 204,620 in 2012. The increase was recorded in the number of Commercial transactions.



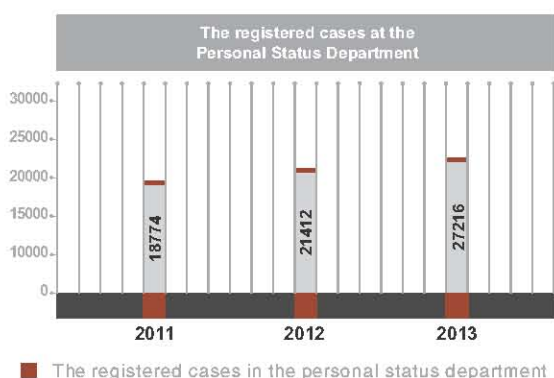
It is also noted that the Al-Tawar branch achieved 49% of the total Notary Public transactions in 2011, while it achieved 47% in 2012 and 45% in 2013. This is because it is located close to densely populated areas, shops and commercial centres. The remaining percentage in 2013 was divided among Al-Barsha branch at 36%; the Department of Economic Development at a rate of 14% and the main branch at a rate of 5%. It is clear that the notarizations amounted to 99% of the number of Notary Public transactions in 2013.

2013					2012					2011					Headquarter and branches
Total	Churches	Publications of notice	Proof of Date	Documentation	Total	Churches	Publications of notice	Proof of Date	Documentation	Total	Churches	Publications of notice	Proof of Date	Documentation	
11069	3	1437	0	9629	9949	1	1539	--	8409	10111	3	1753	--	8355	Main branch
32624	1	0	0	32623	24526	--	--	--	24526	19493	--	--	--	19493	DED
82428	552	569	0	81307	74445	499	220	--	73726	60495	397	2	--	60096	Al Barsha Branch
103449	234	540	1	102674	95700	229	275	--	95196	86406	288	31	--	86087	Al Twar Branch
229570	790	2546	1	226233	204620	729	2034	0	201857	176505	688	1786	0	174031	Total

Performance Indicators' Results of Personal Status Cases

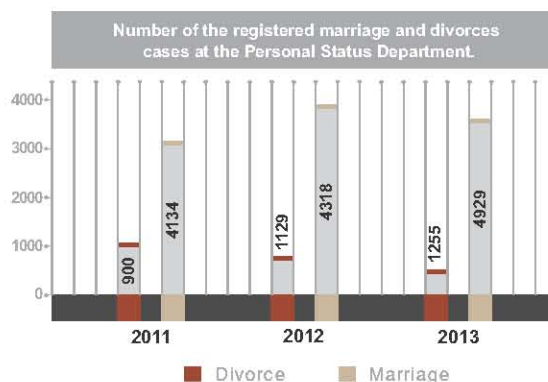
A) Increase in Personal Status Cases rate by 27%

The Department of Personal Status in the Personal Status Department recorded a relative increase in the Sharia transactions of various types during 2013. These included marriage, divorce, attestations, and authentications which amounted to 27,216 in 2013 compared to 21,412 in 2012, with an increase of 27%. It is due to the active role being played by the section staffs in responding effectively to the customers, which facilitates the process of the registration of these cases throughout the year. This is a sign of the great efforts made by the staff, and which comes in light of the wise guidance by the Courts' officials, as they always strive to provide the best services. It worth mentioning that the time needed for completing the applications after being received by the front desk was less than 10 minutes as a result of a comprehensive service.



B) Increase in rates of Marriage registration

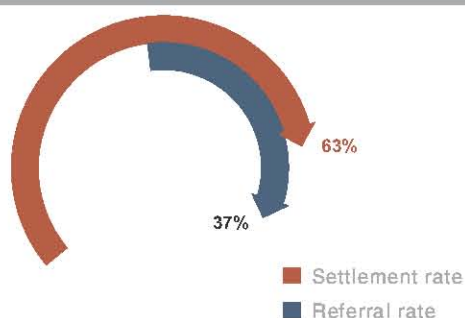
The number of cases relating to marriage and divorce in 2013 at the Personal Status Hall amounted to 6184, with an increase of 14% compared to 2012. In the detail, the marriage registrations amounted to 14%, as 4,929 cases were registered in 2013 compared to 4,318 in 2012. The numbers came in different categories. This included male citizens marrying female citizens, male citizens marrying foreign females, foreign males marrying female citizens and foreign males marrying foreign females. It was associated with an increase in the number of divorces at a rate of 11%, as 1,255 were recorded in 2013, while 1,129 were recorded in 2012. It is worth mentioning that the divorce rate in 2013 amounted to 20% of all marriages.



C) Settlement in Family Cases

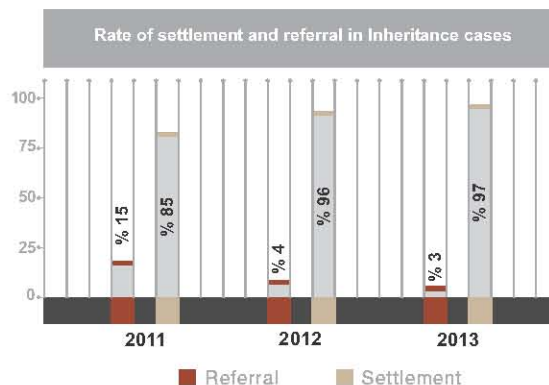
The Family Reconciliation Section achieved remarkable success in 2013 compared to the number of family disputes registered. The success was due to the efforts made by the family advisors, who exert great efforts in reconciling both parties and attempting to solve disputes by advising and persuading the two parties through the use of psychological and social methods suitable for each party. It is worth mentioning that the Family Reconciliation Section received 4,639 family disputes this year, with an increase of 10% compared to 2012. They succeeded in resolving 63% of cases, while 37% of the cases were referred to the court. This is a great achievement as the performance was stable despite the great number of cases. That emphasizes Dubai Courts' leading role towards finding and activating all other possible channels that eventually and remarkably contributed to the stability of national families residing in Dubai specifically, and in the UAE generally.

Settlements and referral rate in Family Affairs 2013



D) Increase in the settlement rate in the Inheritance Disputes to 97%

The Inheritance Section of the Personal Status Department received 1,047 legitimate notified files in 2013. In addition, 256 inheritance distribution files were registered and 97% of these files were completed and resolved amicably among relevant parties. Settlements were completed in the presence of inheritance consultants at the Inheritance Section

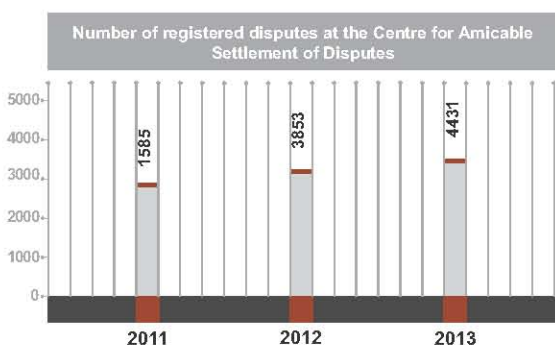


Performance Indicators' Results for the Centre for Amicable Settlement of Disputes

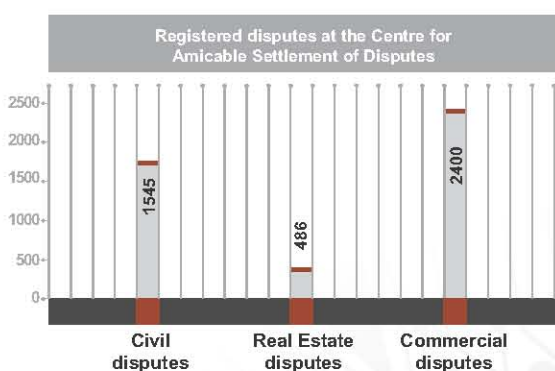
1- Centre for Amicable Settlement of Disputes

The Total Number of Cases Registered at the Centre for Amicable

Settlement of Disputes The statistics indicate to an increase of 15% in the number of dispute cases registered in 2013 in comparison to 2012; where 4431 dispute cases were registered in 2013 in comparison to 3853 dispute cases in 2012.



Referring to the following chart, we notice that the dispute cases (4431) were distributed in 2013 as follows: 1,545 cases in Civil disputes, 486 cases in Real Estate disputes and 2,400 cases in Commercial disputes.



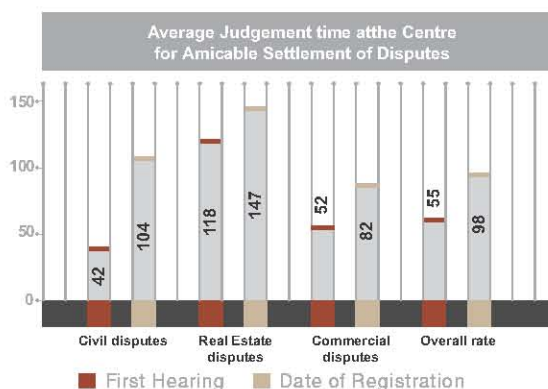
Average Judgement Time

• Average judgement time from the Date of Registration:

The Centre for Amicable Settlement of Disputes achieved a general average rate of 98 days in 2013; where the number of clearance cases was 4,334. More specifically, 104 days was achieved in Civil disputes, 147 days in Real Estate disputes and 82 days in Commercial disputes.

• Average judgement time from the date of first session:

The Centre for Amicable Settlement of Disputes achieved a general average rate of 55 days in 2013. More specifically, 42 days were achieved in Civil disputes, 118 days in Real Estate dispute and 52 days in Commercial disputes.



Average waiting time for the first hearing:

A positive decrease of 39% was recorded in the average waiting time for the first hearing; where it decreased from 47 days in 2012 to 29 days in 2013. More specifically, the average in 2013 was 33 days in the Civil disputes, 27 days in the Real Estate disputes, and 27 days in the Commercial disputes.

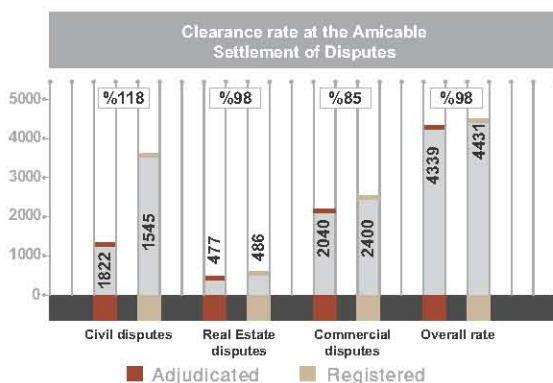
Centre for Amicable Settlement of Disputes

Years	Number of Assigned Cases	Targeted	Achieved
2012	3846	33	47
2013	4414	35	29

Case Clearance Rate:

It is noticed that the general average clearance rate amounted to 98%; where 4339 cases were cleared out of 4,431 cases registered in 2013.

The Civil disputes clearance rate reached 118%, as 1822 cases were cleared out of 1545 registered cases. For the Real Estate disputes, the clearance rate reached 98% as 477 cases were cleared out of 486 registered cases. The Commercial disputes clearance ratio reached 85%, as 2,040 cases were cleared out of 2,400 registered cases.



Rate of Amicable Settlement and Referral cases:

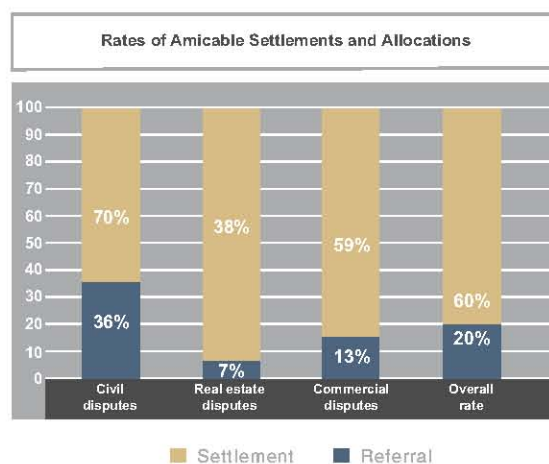
The Centre for Amicable Settlement of Disputes achieved a general rate of 20% of settlement and referred 60% of the registered disputed cases (4,431 cases) to court, where the number of disputed cases was 898 disputes, and 2,673 referred cases.

The percentage of settlements in the Civil dispute reached 36% and 70% were referred to the court. The number of settlement cases was 561 disputes and 1,079 referred cases. The percentage of settlement in the Real Estate disputes reached 7% and 38% were referred.

The number of settlement cases were 34 disputes and 186 referred cases.

The percentage of settlements in the Commercial disputes reached 13% and 59% were referred to the court. The number of settlement cases was 303 disputes and 1,408 referred cases.

Figures in the following chart include the disputes registered in 2013 and before.









«The impossible is a point of view .. and excellence has no limitation in the race for leadership»

Mohammed Bin Rashid Al Maktoum

Section - 2

Chapter 2

The KPIs Related to the Administrative and Financial Works

1. Customer Perceptions Performance Indicators Results -2013
2. Human Resources Performance Indicators Results -2013
3. Results of Financial Performance Indicators– 2013
4. Excellence and Quality in Services (Personal Status, Cases Services, Notary Public)
5. Future Trends



The KPIs Related To the Administrative and Financial Works

1- Customer Perceptions Performance Indicators Results -2012:

The Strategy and Corporate Performance Department undertakes the task of planning to manage the surveys in the organization, by preparing and implementing surveys for customers, human resources and society satisfaction. This is all done in accordance with the standards set within the Dubai Government Excellence Program. It also determines its frequency and provides related recommendations.

Customer Perception Results 2013:

The results of the Customer Perception Survey through the Government of Dubai: In 2012, a 3% increase rate was achieved in the Mystery Shopper Indicator (MSI) by attaining 72% compared to 70% for 2011. According to the study concerning the Government of Dubai for the year 2012, the customer satisfaction reached was 84%. The results of the year 2013 will be announced during the current year.

Due to the importance of customers' perceptions in raising the level of services provided, in 2013 a customer satisfaction survey measuring their satisfaction was conducted in the Arabic and English. The survey covers all segments of the beneficiaries receiving the services of the Courts at all levels of the organizational units and branches. The final results of the surveys are analysed in April of every year in line with the results of the Dubai Government Excellence Program. The initial sample for January 2014, included approximately 310 clients of all nationalities who benefited from the organizational services based on the initiatives that have been implemented to enhance the quality of services provided during the year 2013. Dubai Courts managed to achieve a proportion of general satisfaction of 83%. The results of the survey regarding customer satisfaction for the following criteria are as follows:

		CSI	MSI	DGSI (from 100)	DGSI (from 1000)
2006	Dubai Courts	81%	61%	71%	711
	Dubai Government	77%	62%	69%	692
2007	Dubai Courts	58%	78%	67%	679
	Dubai Government	69%	80%	74%	741
2008	Dubai Courts	69%	85%	77%	772
	Dubai Government	77%	84%	80%	803
2009	Dubai Courts	77%	86%	81%	813
	Dubai Government	81%	85%	82.9%	829
2010	Dubai Courts	69%	89%	79%	786
	Dubai Government	77%	89%	83%	830
2011	Dubai Courts	70%	92%	81%	813
	Dubai Government	76%	91%	84%	841
2012	Dubai Courts	72%	96%	84%	840
	Dubai Government	79%	93%	87%	867

Criteria	Satisfaction %
General Impression	83%
Services	83%
Service Provision	82%
Transparency	85%
Overall Satisfaction	83%



Performance Results of Customer Complaints System 2013:

Dubai Courts achieved an excellent level of performance in the implementation of Dubai Government's Unified Customer Complaint System. Dubai Courts achieved 96% in 2013 for resolving complaints within 7 working days, in comparison with the 75% target set by Dubai Government. The percentage of grievances filed regarding complaints against Dubai Courts reached 7%, in comparison with the Government's target of 10%.

The following table shows the organization's performance results in relation to the Dubai Government's Unified Customer Complaint System, compared to Dubai Government targets for the period 2008-2013 respectively.

Dubai Courts Indicators		Resolved Complaints within 7 Working Days	Complaints against Grievances
Government Target		75%	10%
Achieved	2008	80%	5%
	2009	88%	1%
	2010	85%	0%
	2011	93%	3%
	2012	95%	3%
	2013	96%	7%

2- Human Resources Performance Indicators Results -2012:

1- The percentage of nationalization by categories:

A rise in the number of national employees was achieved this year 2013; the number reached (728) citizen employees with an increase of (3%) compared to (705) in 2012. The percentage of nationalization in the category of leadership reached (95%) in 2013, which is equal to the result of previous the year. The percentage of nationalization in the executive and supervisory category in 2013 amounted to (60%), which is also equal to the result of the previous year. The percentage of nationalization in the other categories reached (91%) in 2013 which is equal to the result of 2012. The percentage of nationalization in the category of judicial jobs increased by (1%) too, reaching a rate of (34%) in 2013 compared to 2012, where the rate was (33%).

The rate of general nationalization increased by (1%). Therefore, (80%) was realized in 2013 compared to (79%) from the previous year. This shows the interest of the organization and its focus on raising the percentage of nationalization in all job categories.

2- The rate of job turnover by nationality:

The results for (2013) showed a significant decrease in the rate of job rotation for the (citizens – expatriate category). This was clearly observed at Dubai Court compared to previous years. This indicates job stability, the attainment of all employment rights, privileges, equality in the system of promotions and distribution of bonuses, with the exception of a slight decline in the career turnover rate for citizens in 2013 at a rate of (2.5%). In 2013 the total turnover rate reached 8.5%, compared to 6% in the year 2012. Whereas the career turnover rate for non-citizens achieved positive results at a rate of (1.1%), reaching a rate of (0.5%) in (2013) compared to (1.6%) in the year (2012).

3- The percentage of trainees according to employment categories:

The percentage of trained personnel for the year 2013 in the leadership category reached (95%) in comparison with the (94%) training target for this year. Also, there was a total of (671) training hours. In comparison to 2012, the percentage of trainees was (95%) at a rate of (639) hours of training.

With regards to the percentage of trained staff in the supervisory category for 2013, the percentage amounted to (50%) compared with the training target (50%). Also, there was a total of (3,800) training hours compared to 2012, where the percentage of training was (52 %) with a total of (3736) training hours. For the categories of other roles for the year 2013, the percentage of trainees was (87%) compared with the training target (71%). Also, there was a total of (12608) hours of training. In comparison to 2012, the percentage of training was at (75%) along with a total of 13557 hours of training.

4- Average hours of training per employee:

The number of training hours carried out by Dubai Courts in 2013 was (17079) with a budget of AED 300,000. In comparison, (17932) hours of training were carried out during the year 2012 along with a budget of (AED 240,000).

The Head of Training Department at Dubai Courts is keen to measure the training impact on national cadres through a satisfaction survey about the training programs and the coaches. The surveys are to be completed at the end of the workshops and training courses.

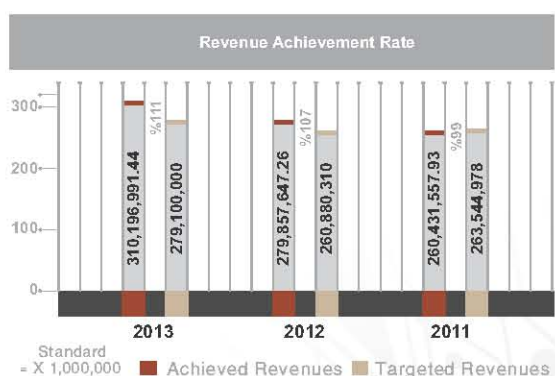
Training programs achieved a satisfaction rate reached 90% in 2013. Also, the total number of training courses in 2013 increased by (27%) in comparison to 2012. (278) training courses took place in 2013, compared to 219 in year 2012.

Results of Financial Performance Indicators – 2013:

1- Revenues:

Revenue from Dubai Courts in 2013 reached a lump sum of 310,169,991.44 AED, compared to the annual target of AED 279.1 million. Thus, the proportion of the revenue achieved in 2013 is equal to (111 %). That is an increase of (11%) from last year and the annual target. This increase is due to a rise in the number of positive cases, which led to an increase of the revenue generated from all types of issues, as well as an increase in the revenue generated by renting owned spaces such as: renting a car wash service and renting Dnata Travel Agent in 2013 etc. There was also an increase of a million dirhams with regards to the revenue of the Notary Public fees (branches: Al-Twar - Al Barsha and the Department of Economic Development). The revenues in 2013 increased by 11% from 2012.

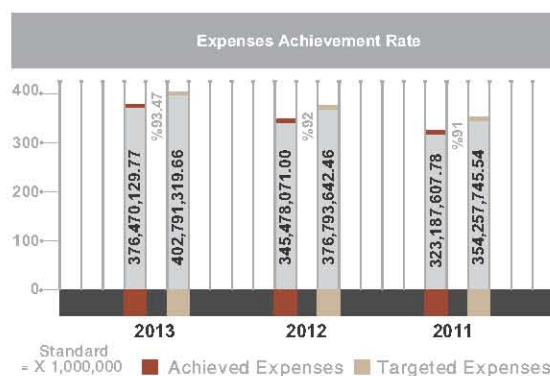
Statement	Targeted Revenues	Achieved Revenues	Revenue Achievement Rate
2013	279,100,000	310,169,991.44	111%
2012	260,880,310	279,857,647.26	107%
2011	263,544,978	260,431,557.93	99%



2- Expenses:

Dubai Courts expenses in the same period reached an amount of AED 376,470,129.77. That is 93% of AED 402,791,319.66 annual target. This addition is due to the commitment towards the required 5% according to the financial rollout of the Department of Finance, and the organization's efforts to increase financial savings for the year 2013. By comparing the results of 2013 with results of the year 2012, we notice a 9% increase in expenses between 2012 and 2013.

State-ment	Targeted Expenses	Achieved Expenses	Expenses Achievement Rate
2013	402,791,319.66	376,470,129.77	93%
2012	376,793,642.46	345,478,071.00	92%
2011	354,257,745.54	323,187,607.78	91%



4- Excellence and Quality in the provision of services: (Personal Status – Case Services – Notary Public)

“Excellence” may refer to certain distinctions that could be unique to each individual, but the concept of “Excellence in Services” refers to the provision of the service that exceeds customer expectations. Hence, the Courts’ administration was keen to a great extent to reach Excellence in Customer Services, and it relies on unexpectedly and positively impressing the clients, in a way that guarantees the speed and accuracy of in achieving the transactions with the professionalism of its staff qualification . Dubai Courts also relies on different aspects in providing the quality of customer services, such as the type of the service, the nature of the applicant, the nature of the service provider, and the strategic link that shows the awareness and commitment of the courts to develop the quality of the government services and keeping pace with the changes. Dubai Courts relies on the client too by providing a database in order to provide better services, as well as through presenting the services via a variety of channels of service delivery, and improving all services linked to customers. It then measures the impact of the provided services through a Customer Service Survey. All for the development, modernization and the desire to improve the services provided to the client and to overcome the problems. This is illustrated in the table below, which measures the average time of completion of the service and the percentage of errors

discovered, that is in the Personal Status Department, Cases Services Department, and Notary Public Department.

- By tracking the results of the year 2013, we find that it is clear to us that the Personal Status Department achieved positive results. It managed to reduce the service completion time to reach (7) minutes, compared to the annual target of (6) minutes. Also the percentage of errors detected was (0.30%) compared to the annual target of (0.40%). The (Proof of ID initiative) had a positive impact on the results.

- In the Cases Services Department, the positive results exceeded the annual target, bringing the average time of completion of the service to 34 minutes compared to the annual target of 37 minutes. Regarding the errors, the rate has dropped by (0.1%) compared to the annual target. Al-Salfa project has positively contributed to the enhancement of the quality of services.

- Finally, the Notary Public Department was able to achieve positive results where the average time of completion of the service reached (49), i.e. (2) minutes less than the annual target, but there was a slight increase of the annual errors rate that reached (2 %), i.e.(1%) above the annual target. The E-Notary Public experiment contributes positively to the improvement of the quality of services.



Illustration Table: The Excellence and the Quality in the Provision of Customer Services at Dubai Courts:

Department	Indicator	2011		2012		2013	
		Achieved	Target	Achieved	Target	Achieved	Target
Personal Status	Average Time of Personal Status Services Completion	10 Mins.	9 Mins.	7 Mins.	7 Mins.	7.25 Mins.	6 Mins.
	Detected Error Rate in the Personal Status Services	0.50%	0.50%	0.50%	0.50%	0.30%	0.40%
Service Management	Average Time of Service Completion	42 Mins.	New	37.2 Mins.	40 Mins.	34.25 Mins.	37 Mins.
	Errors Rate in Registration of Cases	0.26%	0.5%	0.19%	0.30%	0.29%	0.30%
Notary Public	Average Time in Transaction Completion (per minute)	35.2 Mins.	26 Mins.	54 Mins.	26 Mins.	49 Mins.	51 Mins.
	Detected Errors Rate per 100 Transaction	3%	1%	1%	1%	2%	1%

Future Trends:

We - at Dubai Courts – realize that our journey towards fulfilling our vision “Pioneering in Courts Work” requires us to spend extraordinary efforts in the development and continuous improvement of our processes. Our services and even improving our Organizational Structure and all its components. However, we believe that the efforts of developments of any kind must have the framework of creativity and innovation. This is to keep up with the aspirations of our ambitious leadership that aims to transform Dubai into a city of finance and smart businesses. The city where the governmental institutions provide services in a smart and continuous way twenty four hours a day, seven days a week.

“I want the citizen to perform all governmental transactions through the mobile phone”. His Highness Sheikh Mohammed bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai, May Allah protect him.

Therefore, Dubai Courts was keen during the development and the annual update of its strategic plan - to ensure that the plan's elements to include the necessary projects and future initiatives. We also aimed to fulfil the aspirations and enhance the role of Dubai Courts as an active governmental organization that contributes to achieving of the vision of leadership.

Dubai Courts aims, during the year 2014, to carry out (108) initiatives, programs and projects, all are distributed on three goals:

The first goal: To strengthen confidence in the judicial system both locally and internationally, and included (31) initiatives

The second goal: To enhance the effectiveness and efficiency of internal performance, and included (48) initiatives

The third: To attract, invest and highly – motivated and qualified human resources, and included (29) initiatives.

During 2014, it is also expected, that the Personal Status Services to be offered on much higher degree of privacy at the “Family Court” building in Al-Garhoud, and that the Notary Public Services to be offered through law firms and legal office in the Emirate of Dubai. This year will witness laying down the foundation for a new separate building for the Labour Court that meets the requirements of competitiveness criteria in disposing Labour cases. Additionally, a range of smart services for clients at Dubai Courts will be launched including the planned developments of “Al-Salfa” project, the winner of the best electronic project at the level of the Gulf Cooperation Council. All in effort to strengthen the role of Dubai Courts as an effective shareholder in achieving Dubai's Strategic Plan.

