

CONSTRUCTION & TRANSFORMATION
PART : 2



DUBAI
from small Village
to Global City

THE YEARS OF CONSTRUCTION & TRANSFORMATION

Qassim Sultan

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DUBAI: From Small Village to Global City

By: Qassim Sultan

PART: 2

CHAPTER: 7 – 10

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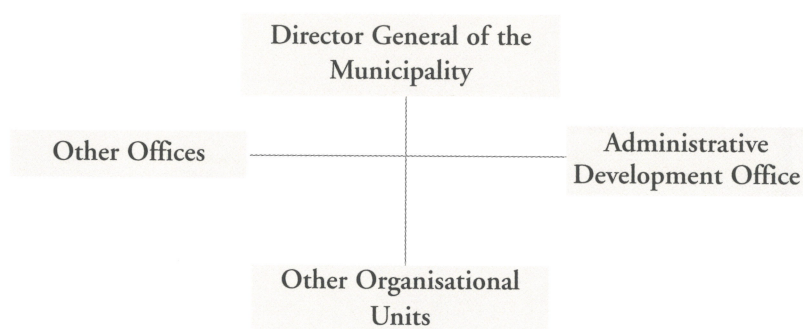
**Establishment and
Development of the
Administrative
Development and
Quality Department**

The Administrative Development Office was established in 1988, as a result of a project carried out by the United Nations Development Programme, UNDP. Initially it had only one employee, rising to a total of 18 in 1993, as shown in Chart No. 1.

The Administrative Development Office was created to fulfil the functions originally carried out by the UNDP project, and was divided into three parts

- The Technical Sector
- The Health and Environment Sector
- The Administrative and Financial Sector.

Chart No 1. Organisation Chart for the Administrative Development Office in 1988



This Office grew gradually from its beginnings as a work team to become the Administrative Development and Quality Department. It began as the Administrative Development Office, directly linked to the Director General of the Municipality, with the task of keeping abreast of international and local developments as well as of monitoring the required changes at all administrative and service levels. In subsequent years, a comprehensive strategy was drawn up which included the following main objectives:

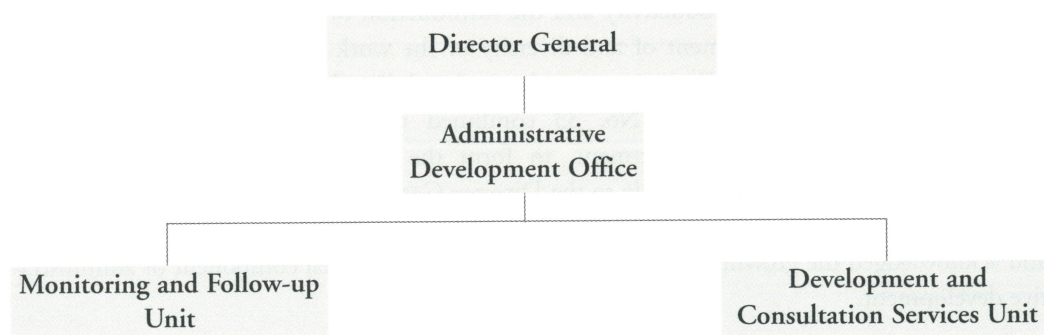
- To make suggestions relating to the organisational units within the organisation and on the updating of structures and duties, in addition to their continuous revision, so as to enhance performance.
- To prepare short, medium and long-term strategic plans for each office and its various organisational units, such plans to have clear objectives that can be measured and tested.
- To ensure compliance with international standards through a simplification of procedures and a clarification of lines of communication to ensure the easy and smooth flow of work.
- To study and revise reports on a regular basis, including a review of the current situation and examination of positive aspects, as well as a subjective comparison with inputs, outputs and indicators for previous years, and then to present recommendations, including suggestions on the required amendments and improvements, to the Director General.
- To stimulate moves towards providing satisfaction to internal and external customers in terms of services

- To undertake a monitoring programme to ensure that available resources are used in the best manner, to improve performance and productivity and to implement the principle of effective cost in order to make use of the best international practices, through such means as decentralisation and the privatisation of some services.
- To achieve a distinctive quality of administration in the fields of organisation and administration.
- To lay down policies for Personnel affairs.
- To focus on self-reliance and on improving the efficiency of national manpower through training of the national workforce, so that it can play an effective role in the process of construction and development.
- To provide the necessary administrative support through consultation and objective studies, this being done either through the Administration itself, or by directly contracting consultants to undertake this work, as illustrated in Table No.1 and Attachment No. 1, or through the United Nations Development Programme, as illustrated in Table No. 2 and Graph No. 1, details of this work being listed in Attachment No. 2.

The Office also has the responsibility of monitoring and evaluating studies and recommendations intended to improve productivity and to achieve an efficient overall administrative structure. For this purpose, a policy was adopted of always appointing a UAE national to perform the role of an understudy, to help them gain experience and to develop their self-reliance, as part of a structured programme.

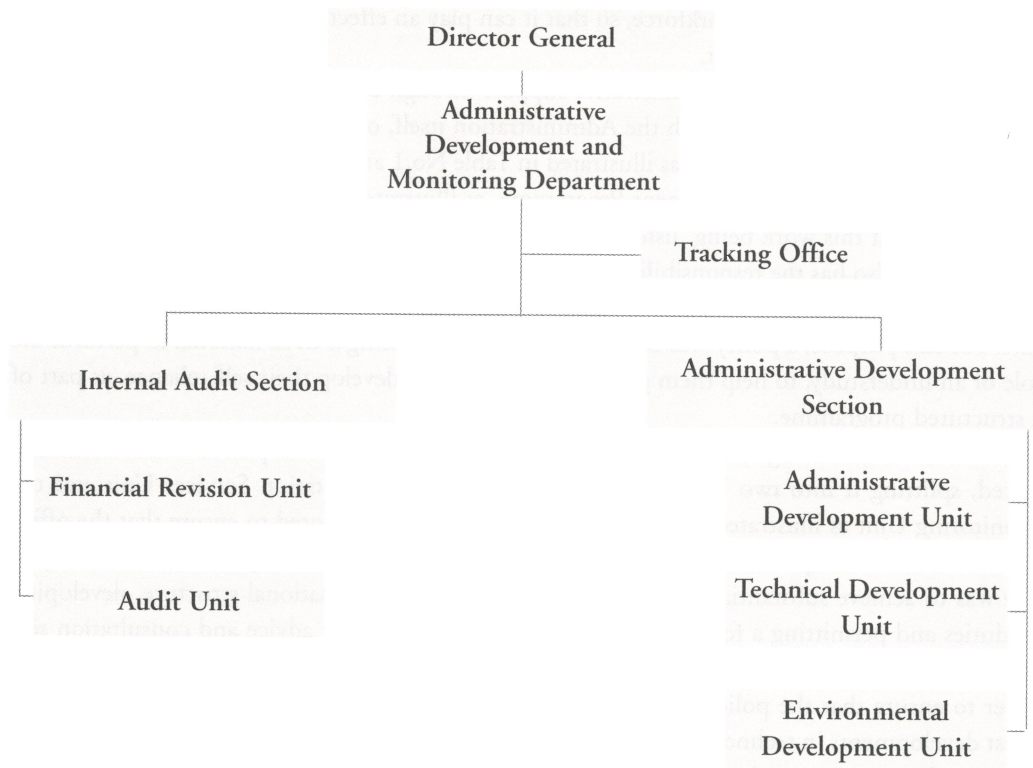
In 1995, a major change in the structure of the Administrative Development Office was introduced, splitting it into two Units, the Development and Consultation Services Unit and the Monitoring Unit as illustrated in Chart No. 2. This was implemented to ensure that the office adhered to the latest practices in terms of modern administrative development. Another objective was to achieve substantial and positive changes in the organisational structure, developing its duties and permitting a focus to be placed on the provision of advice and consultation services to other organisational units in terms of administrative development. This was devised in order to ensure that the policy of continual improvement and the need to keep abreast of the latest developments in technology were met, as well as meeting the need to increase revenues and to rationalise expenses, reduce bureaucracy and avoid the duplication of work.

Chart No. 2. Organisation Chart for the Administrative Development Office in February 1995



The work of the Office continued on the lines laid down in the strategy mentioned above, in accordance with the general policies of the Government of Dubai, until 1998. In that year, the Office was raised to the status of a Department, with the formation of the Administrative Development and Monitoring Department, as illustrated in Chart No. 3.

Chart No. 3. Organisation Chart for the Administrative Development and Monitoring Department

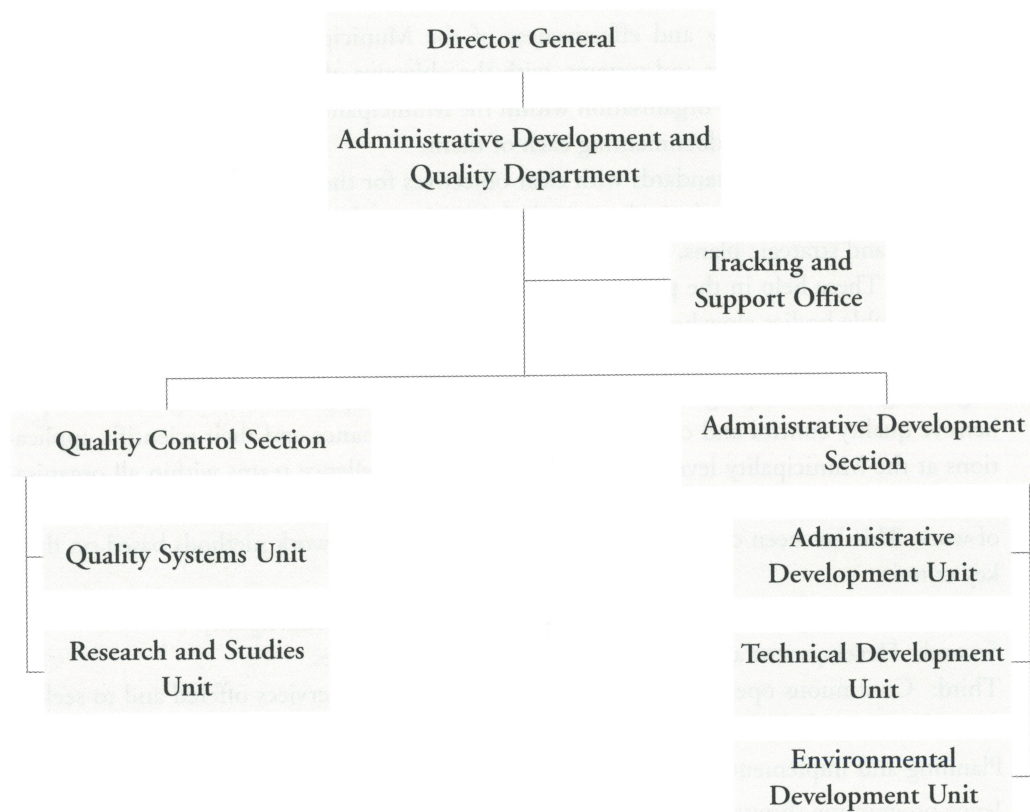


Currently, the Department has a number of highly qualified male and female employees who have been trained by experts working on the UNDP project or through training courses abroad, thus gaining the relevant expertise. The Department has also provided assistance to a number of other local and Arab organisations.

Because of the growth of productivity and the introduction of a greater degree of due diligence, as well as the development of and diversity of the work involved, the Internal Audit Section was removed from the Department, and was placed directly under the Director General.

In 2000, Administrative Order No. 33 combined the Quality Department and the Administrative Development Department, to form the Administrative Development and Quality Department, reporting directly to the Director General, as shown in Chart No. 4. This step was taken so that quality and administrative development at the Municipality were linked, and acknowledged the growing recognition of quality as an essential component of administrative development.

Chart No. 4. Organisation Chart for Administrative Development and Quality Department



The Quality Control Section was originally established in accordance with Administrative Order No. 800 in 1997 as part of the Dubai Central Laboratory Department.

As the need for the implementation of a comprehensive quality programme throughout the Municipality became apparent, Decree No. 19 for 1999, issued on 23rd January 1999, provided for the independence of the Quality Control Department, to facilitate its task of spreading recognition of a culture of quality and its applications. This was also in line with the Government's 'Dubai Programme for Government Excellence' and with its application within the Municipality and its various administrative units in terms of the practices followed to implement the approved systems for complaints, suggestions for development and tracking results. The new Department was directly linked to the Director General's Office.

The pursuit of quality is, of course, something that has for many years been an essential component of the Municipality, which perceives it as a key part of the drive to improve productivity, and, thus, to achieve more. There has long been a determination to seek ways to implement uniform international standards throughout the various organisational units.

The Department set out to launch a well-planned and scientific programme of providing the Municipality with a well-defined approach to quality that would enable it to stand out for its achievements in this field. Among the most important contributions made by the programme have been:

- Improving the efficiency and effectiveness of the Municipality's Departments through studying working practices and systems, with the objective of developing systems and procedures related to general organisation within the Municipality and its organisational units, as well as describing and documenting each of them.
- Approving performance standards with clear objectives for the Municipality and its organisational units, these being devised as an administrative tool to track the implementation of objectives and strategic plans, as well as carrying out periodic reviews of the type of services provided. These help in the preparation of reports in addition to tracking and comparing with reputable bodies elsewhere in the world in the same field as well as in the studying of ideas for improvement, so as to achieve the stated objectives.
- Organising and developing of the Municipality's rules and policies with regard to comprehensive quality control and criteria for distinctive performance and their scientific applications at the Municipality level. Creating quality and excellence teams within all organisational units in order to achieve continued development and improvement in various areas of work. This has been done through the implementation of work methods based on three key criteria:

First: Considering quality to be a strategic objective for the Municipality

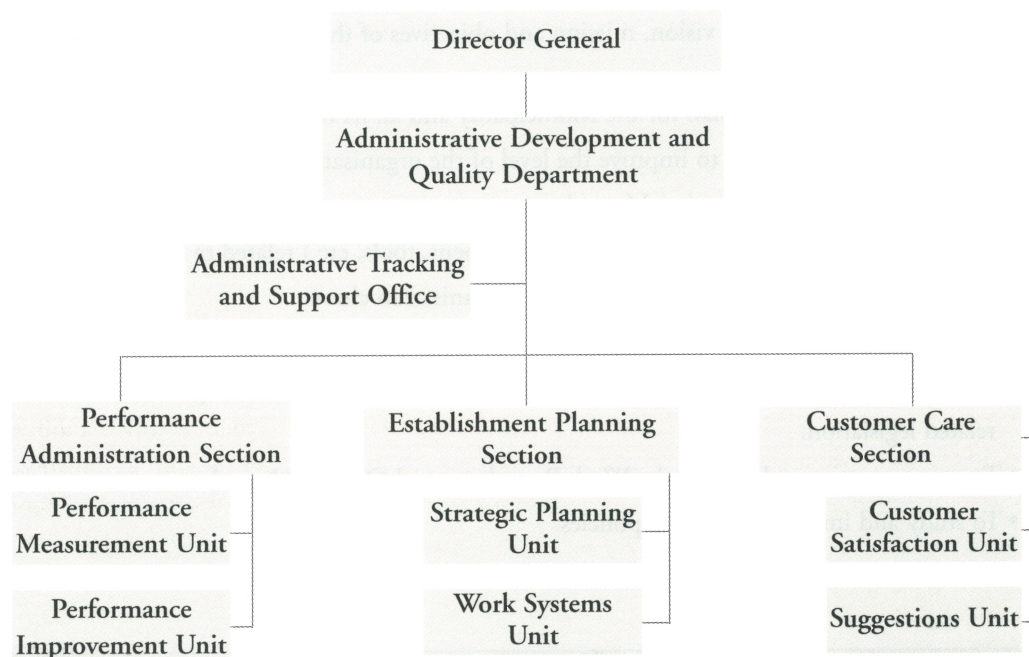
Second: Development and improvement of Human Resources

Third: Continuous operations to improve the projects and services offered and to seek to involve external clients in the improvement and development process.

- Planning and implementation of the standards and requirements of the quality and excellence programme throughout the Municipality as an ongoing process, to ensure that these standards and requirements are met, and preparing the necessary documentation.
- Operating effective systems throughout the Municipality in order to receive complaints and to adopt ideas and suggestions made, in addition to stimulating participation from all client categories, both inside and outside the Municipality and preparing and subsequent publishing of comprehensive studies and reports on activities and the results achieved. In order to protect the importance of these systems and to ensure that work continues in accordance with objectives and maintaining the trends towards a higher level of performance, a special committee was formed to study any helpful suggestions made in detail, to benefit from them and to reward those who made the suggestions.
- Developing work through the introduction of modern technology, improving the types of services offered to the public, preparing and continually updating quality indicators and related work procedures in the Municipality, in accordance with international specifications.

In 2001, Administrative Order No. 205 was issued on the amalgamation of existing sections and the creation of new ones, in accordance with the needs of current work and future expectations, as illustrated in Chart No. 5.

Chart No. 5. Organisation Chart for Administrative Development and Quality Department in 2001



The main duties and responsibilities of the Administrative Development and Quality Department and its affiliated sections:

To prepare the comprehensive strategic plan for all organisational units within the Municipality, to assess their organisational requirements and to guarantee improvement in the level of services offered.

Customer Care Section

Tasks of this Section include the following:

- Preparation of special questionnaires, in co-ordination with the relevant organisational units.
- To work to improve the level of services offered, in co-ordination with the various Municipality organisational units.
- To specify the requirements of the organisational units in respect of simplifying procedures, improving the quality of service and reducing cost.
- To prepare, update and operate the complaints systems (automated system).
- To operate and update the suggestions system (automated system).
- To create and maintain special databases for the complaints and suggestions systems.
- To prepare periodic reports on the complaints and suggestions systems and the results of various questionnaires.
- To create a general plan for the policy on studies related to services offered to customers.

Establishment Planning Section

Tasks of this Section include the following:

- To revise and develop the vision, mission and objectives of the Municipality and its organisational units.
- To develop the strategic plan for the Municipality and all its organisational units.
- To identify opportunities to improve the level of the organisation's performance.
- To prepare a Strategic Planning Manual.
- To study the use of resources (manpower, equipment, tools, etc.) related to the organisation.
- To review periodically job specifications and organisation charts.
- To revise the delegation of authority.
- To revise specific procedures in order to simplify them as well as revising forms, laws, and related legislation.
- To prepare, revise and update the Work Procedures and Quality Manual.
- To study and implement quality policies.



Reviewing the Work Procedures and Quality Manual

Performance Administration Section

Tasks of this Section include the following:

- Auditing the allocation of authority and decentralisation of approved services.
- Revising and analysing performance standards for organisational units and preparing reports supported by recommendations.
- Analysing annual reports on organisational units.
- Improving the performance and efficiency of services offered by the organisation.
- Evaluating the offices of both Directors General Assistant.
- Planning the implementation of auditing and observing locations for quality systems and indicators in addition to work procedures, legislation, rules and forms.
- Tracking and evaluating the implementation of the decisions and recommendations made by the Director General, such as:
 - Administrative and financial organisation for consultancy services.
 - Decrees, studies, circulars, research and quality administration programmes.
 - Administrative systems
 - Procedures and forms
 - Duties and activities of permanent and temporary committees and their decisions.

Table No. 1. Consultancy work carried out through direct contracts between the Municipality and Consultants between 1995 – 2001

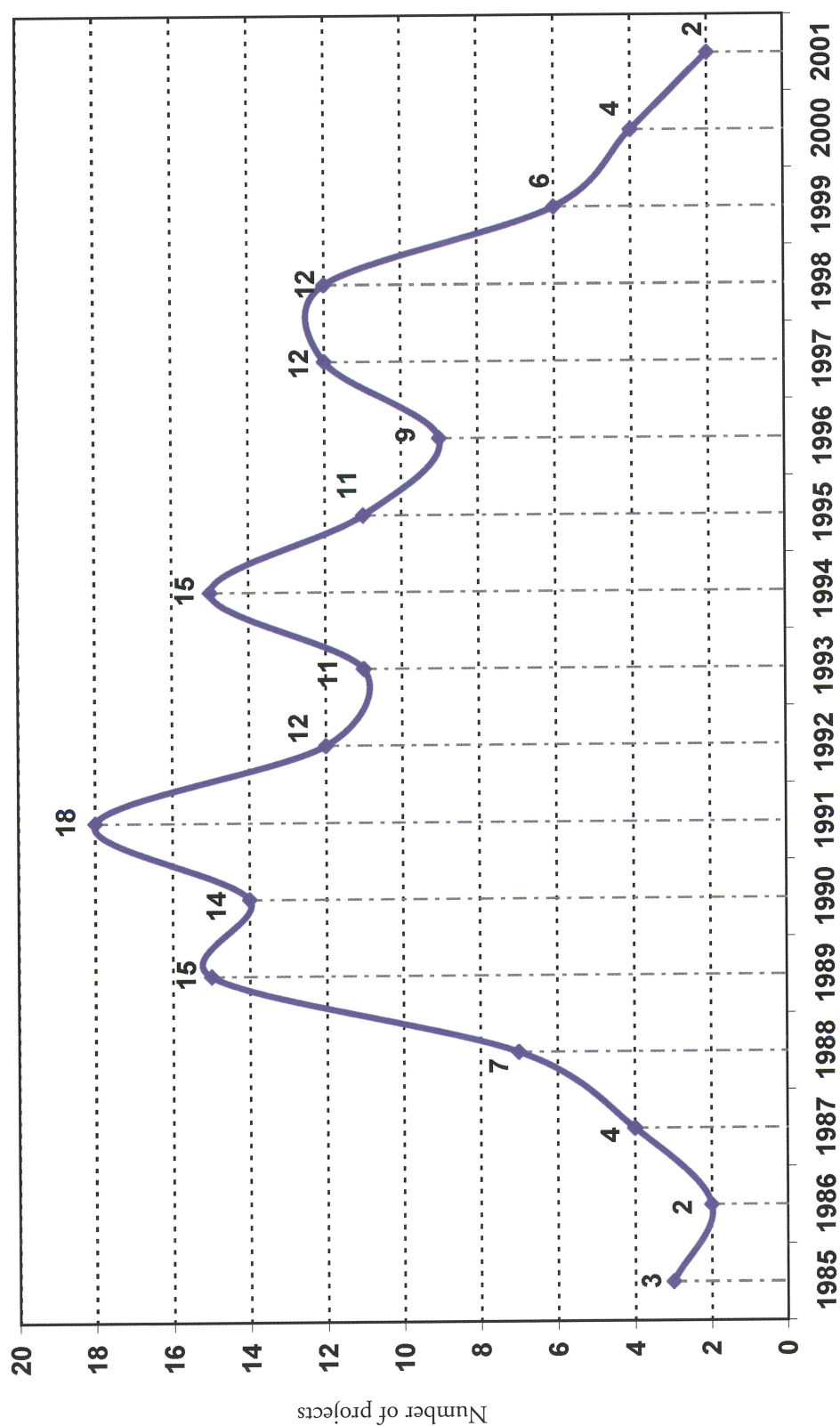
Department	1995	1996	1997	1998	1999	2000	2001
Administrative Develop. and Quality	-	1	-	1	-	2	1
Planning and Surveying	-	-	1	-	-	-	1
Building and Housing	-	-	1	-	1	-	-
Roads	1	-	1	-	-	-	-
General Projects	2	-	-	1	-	-	-
Personnel	-	-	-	-	1	-	-
Markets and Abattoirs	-	-	-	-	-	1	-
Contracts & Purchasing	1	-	-	-	-	-	-
Garage & Public Transport	-	-	-	-	-	1	-
Dubai Central Laboratory	2	1	1	1	1	2	2
Information Technology	1	-	2	-	-	-	-
Drainage and Irrigation	1	-	-	-	-	-	-
Total	8	2	6	3	3	6	4

Table No. 2. Consultancy projects carried out by the United Nations Development Programme between 1985 and 2001

Department	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
Administrative Develop.	-	-	-	-	-	-	1	-	2	1	-	1	-	1	-	-	-
Public Relations	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-
Planning and Surveying	1	-	-	-	6	9	10	6	7	7	6	6	8	6	5	4	2
Building and Housing	-	-	-	-	-	-	1	-	2	-	-	-	-	-	-	-	-
Roads	-	-	-	-	-	2	1	-	-	1	-	-	-	1	-	-	-
General Projects	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-
Public Health	-	-	-	1	4	1	-	4	-	1	2	-	-	-	-	-	-
Public Parks & Horticulture	-	-	-	1	1	1	3	-	-	-	-	-	-	-	-	-	-
Finance	-	-	2	-	-	-	-	-	-	3	-	-	-	-	-	-	-
Contracts & Purchasing	-	-	2	1	-	1	-	-	-	1	1	1	1	1	-	-	-
Administrative Affairs	-	1	-	3	3	-	-	2	-	1	1	-	-	-	-	-	-
Garage & Transport Depart.	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-
Dubai Central Laboratory	-	1	-	1	1	-	-	-	-	-	1	-	-	-	-	-	-
Information Technology	2	-	-	-	-	-	-	-	-	-	-	-	2	-	-	-	-
Drainage & Irrigation	-	-	-	-	-	-	-	-	-	-	-	-	1	3	1	-	-
TOTAL	3	2	4	7	15	14	18	12	11	15	11	9	12	12	6	4	2

Note: The United Nations Development Programme worked from 1985 – 2000 in various fields according to the Municipality's needs for administrative, technical and information technology support.

Graph No. 1. Consultancy projects carried out by the United Nations Development Programme between 1985 and 2001



Attachment No. 1. Technical and Administrative consultancy projects to develop work in various departments in the Municipality between 1995 and 2001

- Tracking implementation of the organisation and description of approved duties.

1995 – 8 projects

- Information Technology Department (Information Technology)
- Contracts and Purchasing Department (Purchasing, Contracts & Tenders systems)
- Roads Department (Marine Engineering to develop Al-Mamzar beach)
- General Projects Department (Coastline Engineering for Jumeirah beaches and maintenance of buildings)
- Drainage Department (Drainage and Irrigation)
- Construction Studies and Quality Control Section (Approval and appraisal of laboratories and service credibility system)

1996 – 2 projects

- Administrative Development Office (Comprehensive Quality Administration)
- Construction studies and Quality Control (credibility of services)

1997 – 5 projects

- Roads Department (Engineering Design)
- Garage and Public Transport Department (Transportation Services)
- Dubai Central Laboratory Department (Precious Gems and Precious Minerals)
- General Projects Department (Restoration of historic buildings)

1998 – 3 projects

- Dubai Central Laboratory Department (Preparation of examination and research hall/theatre)
- General Projects Department (Work procedures in General Projects Section)
- Administrative Development Office (Performance Administration Forum)

1999 – 3 projects

- Roads Department (Engineering Design)
- Personnel Department (Development of Human Resources)
- Central Laboratory Department (System for conformity of domestic electrical goods and their safety)

2000 – 6 projects

- Garage and Public Transport Department (Storage and coding of spare parts)
- Market and Abattoirs Department (Development of Fertiliser Factory)
- Administrative Development and Quality Department (Engineering value seminar and e-government seminar)
- Central Laboratory Department (Establishing a laboratory for children's toys & a System to test pipes used in consulting work).

2001 – 4 projects

- Central Laboratory Department (Establishing a makeup laboratory and Accreditation of Conforming Assessment Bodies).
- Administrative Development and Quality Department (Best Value Seminar)
- Planning and Surveying Department (Town Planning Consultant: Dr. Maher Stino)

Attachment No. 2. Technical and Administrative consultancy projects carried out by the United Nations Development Programme to develop work in the Municipality

Consultancy projects carried out for Dubai Municipality by the United Nations Development Programme have included the following:

Planning and Survey Department:

- 12 projects on Town Planning
- 70 projects for the Surveys Section
- 1 project on Advertising

Roads Department: 5 projects on pavements and highways

Building and Housing Department: 3 projects on building regulations, housing policy and the demolition of buildings

Garage and Transport Department: 1 project on planning of bus services

Projects and General Maintenance Department: 1 project on historic buildings

Public Relations Section: 1 project

Geographic Information Systems Department: 2 projects, on planning to benefit from GIS systems and on the development of planning information systems

Drainage and Irrigation Department: 5 projects on work methods

Administrative Development and Quality Department: 6 projects, including 1 on comprehensive quality, 1 on the eradication of commercial fraud, a seminar on GIS, a seminar on organisational education and 2 projects on the classification of hotels.

Public Parks and Horticulture Department: 6 projects on horticulture

Finance Administration: 5 projects on cost calculation, budgeting and financial systems

Public Health Administration: 13 projects on veterinary services, food control, pests, environment, coastlines, clinics and medical services.

Administrative Affairs: 11 projects on statistics, documentation, archiving and libraries.

Contracts and Purchasing: 9 projects on contracts, tenders, insurance, eradication of forgery and awarding contracts in addition to ownership of patents.

Dubai Central Laboratory: 6 projects on licencing and approving of laboratories.

**The Historic
Development
of the Public Health
Department**

Historical Summary

When the Municipality was established in 1954, its task was restricted to that of ensuring that the city of Dubai was kept clean. As the population grew, however, it was gradually assigned additional functions. In 1959, for example, it was given the responsibility for issuing building licences, this being followed by an enlargement of the section devoted to public cleanliness, through the creation of a small group of inspectors, to become the Public Health Section.

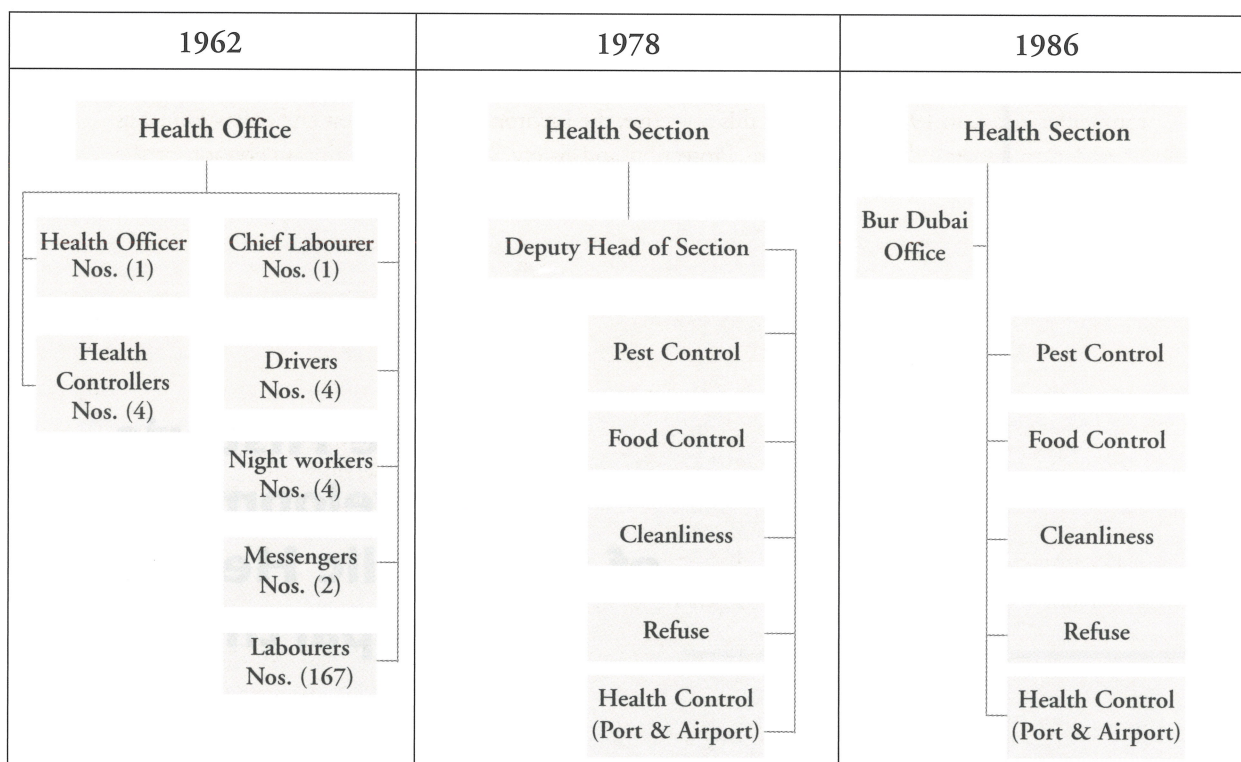
The Government of Dubai took on the task of organising and creating various Units as part of this Section in accordance with its plan to develop the services then being offered to residents of the city. This was done by allocating specific duties to each Unit, as illustrated in the following Charts, Nos. 1, 2 and 3.

The Units created were as follows:

- 1) Cleanliness Unit
- 2) Markets and Restaurants Control Unit
- 3) Food Control Unit
- 4) Pest Control Unit
- 5) Laboratory
- 6) Veterinary
- 7) Waste Disposal Unit

In 1985, a committee was formed to monitor cleanliness and public health within the Municipality. This committee was given the task of preparing statistics and special reports on how to improve public facilities available in the Emirate, of taking the necessary steps to preserve preventative health and

Chart Nos. 1, 2 & 3
The Stages of Development of the Public Health Section between 1962 – 1986



environment health standards and of monitoring the implementation of local orders relating to health and public cleanliness. In 1986 the Health Section was upgraded to become a Department, its separate Units being upgraded, in turn, to become Sections.

In 1987, another Unit, the Protection of the Environment and Safety Unit, was established in the Health Department to be responsible for public health and protecting the environment. This was given the responsibility of monitoring the levels of environment pollution in the Emirate of Dubai as well as of controlling and limiting adverse impacts on the main components of the environment, in particular water, air and soils.

The Unit began its work by laying down and then implementing guidelines and criteria for industrial waste, these being designed to focus on the dangers it presented to public health and the environment. The waste was classified according to its content of hazardous substances. Criteria were also laid down for indoor environments, including safety procedures in factories, these being designed to protect employees from pollution and from injuries in the workplace.

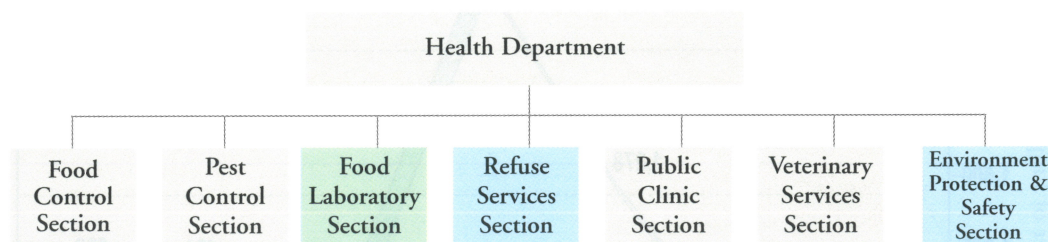
In accordance with the belief of the Government of Dubai that a sound basis for development must include a taking into account of environmental issues at all stages and levels, the Municipality embarked on a series of scientific studies to ensure that environmental issues were taken into account as part of plans for sustainable development.

In 1988 the Municipality carried out consultations to identify industrial issues, to revise existing administrative and legal methods of protection and to evaluate issues relating to environmental pollution in the Emirate.

At the beginning of the 1990s, the Municipality sought the assistance of a group of technical and administrative consultants from the United Nations Development Programme to provide help to both the Department of Public Health and the Department of Environment in terms of technical and administrative consultancy, so as to enhance the level of services provided by both. Other technical consultants were also recruited on a temporary basis until such time as UAE citizens could be trained to fill the relevant posts.

This was followed by training of employees to undertake monitoring and administration of environmental issues. In 1991, to support this objective, the Environment Protection and Safety Unit was upgraded to become the Environment Protection and Safety Section, under the supervision of the Health Department, as illustrated in Chart No. 4.

Chart No. 4. Organisation Chart for Health Department in 1995



- Became part of the Dubai Central Laboratory in 1998
- Became part of the Environment Department in 1998

The duties of the new Section encompassed those of the Environment Protection Unit and the Marine Environment Unit, as well as the carrying out of studies and research on air pollution, the industrial environment, public safety, the marine environment and the treatment of hazardous waste.

In 1998, the Health Department was re-structured, and was re-named the Public Health Department. Its tasks were also revised, following the removal from it of the Environment Protection and Safety Section and Refuse Services Section, these being merged into a new Environment Department*. After these changes, the Public Health Department comprised the following sections, as illustrated in Chart No. 5:

- 1) Food Control Section
- 2) Veterinary Services Section
- 3) The Clinic and Medical Services Section
- 4) Pest Control Section

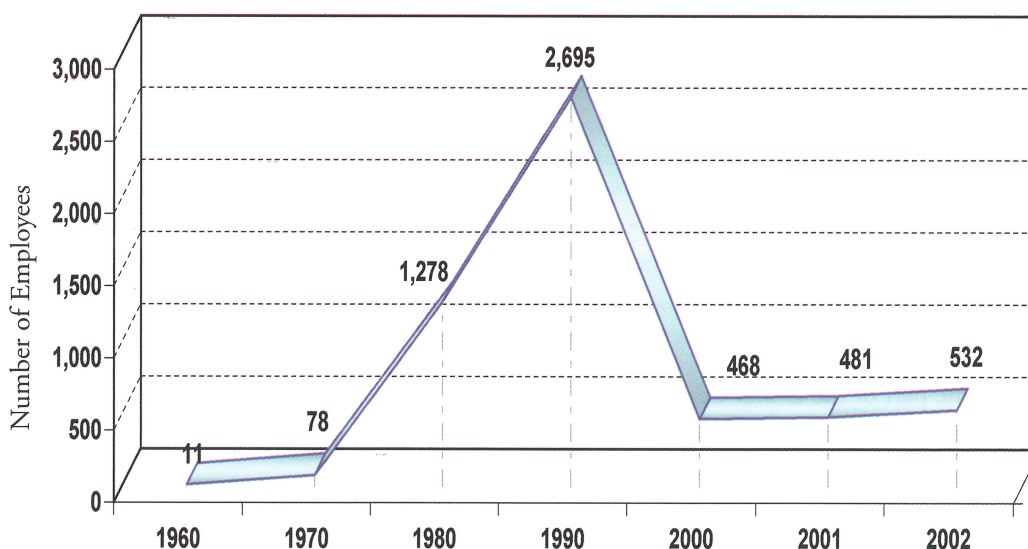
Numbers of employees in the Public Health Department

In 1960, the forerunner of the Health Department had only 11 employees. By 1990, as a result of the increasing range of services being provided, this had risen to 2,695. In 1998, however, following the formation of the Environment Department and the transfer to it of the Refuse Services Section, which had most of the employees, and the Environment Protection and Safety Section, the numbers fell dramatically. The Food Control Laboratory was also removed the same year from the Public Health Department, being placed under the umbrella of the Dubai Central Laboratory**.

Table No. 1. Numbers of employees in the Public Health Department 1960-2002

Year	1960	1970	1980	1990	2000	2001	2002
Number of Employees	11	78	1,278	2,695	468	481	532

Numbers of employees at the Public Health Department 1960 - 2002



* See details on the Environment Department on page 583

** See details on the Laboratory Department on page 691

The following table shows the job classifications in the Public Health Department and the number of employees in each post at the end of 2001.

Table No. 2. Posts in the Public Health Department in 2002

No.	Post	No. Employees	No.	Post	No. Employees
1	Department Director	1	12	Assistant Pharmacist	2
2	Assistant Depart. Director	1	13	Laboratory/ X-Ray Technician	21
3	Head of Section	4	14	Specialist	1
4	Head of Unit	9	15	Assistant Administrative Support Officer	2
5	Medical Doctor	4	16	Administrative Support	17
6	Veterinary Surgeon	18	17	Assistant Administrative Support	1
7	Health Officer	18	18	Controller	28
8	Administrative Support Officer	3	19	Driver	18
9	Secretary	5	20	Labourer	206
10	Inspector	115	21	Other Posts	53
11	Male Nurse	5			
Total Number of Employees: 532					

Emiratisation of Jobs

During the early years of the Public Health Section, the number of Emirati (UAE citizen) employees was less than 1% of the total. The expansion of the duties and the consequent revision of the Municipality's Organisation Chart to form the Public Health Department, mentioned above, was followed by a dedicated effort to 'Emiratisé' the posts within the Department, in accordance with the Municipality's Human Resources policy.

In recent years, the Department has addressed this objective of 'Emiratisation' at all management, supervisory, administrative and technical levels, through a variety of means, including quality in-house training programmes in various fields, through sending employees to study abroad to upgrade their qualifications and through efforts to attract Emirati graduates in disciplines required within the Department.

By the end of 2002, Emiratis accounted for around 25.5 per cent of all Department employees, and filled 100 per cent of supervisory posts.

This achievement was partly the result of a programme agreed in 1996 with the Higher Colleges of Technology on the training of Emirati students in technical skills. Under this programme, the HCT devised a programme for an Environmental Health Diploma, to train UAE citizens in the field of Public Health and the Environment. By the end of 2001, 17 graduates from the programme had joined the Municipality, eleven in the Public Health Department and the other six in the Environment Department.

Table No. 3. Total number of posts, 1960 – 2002

Year	1960	1970	1980	1990	1995	2001***	2002
Total Number of employees	6	40	317	724	728	275	343
Number of UAE citizens	1	6	10	42	68	70	76
Percentage of UAE citizens	16.7%	15%	3.2%	5.8%	9.3%	25.5%	22.2%
Number of labourers and workers*	5	38	961	1,971	1,871	206	189
Total workforce **	11	78	1,278	2,695	468	481	532

Note:

* There are no UAE citizens in this category

** Total number in Department = Total number of employees + number of labourers and workers

*** The Environment Department was formed in 1998 and a large number of employees were moved to this department from the Health Department.

Expenditure and Revenues for the Public Health Department, 1988 – 2002, in UAE dirhams

Year	Salaries	Current Expenditure	Capital Expenditure	Total Expenditure	Total Revenue
1988	11,986,627.00	1,587,054.00	974,095.00	14,547,776.00	1,361,420.00
1989	13,076,418.00	3,486,920.00	986,018.00	17,549,356.00	2,135,363.00
1990	16,307,230.00	4,105,011.00	2,308,176.00	22,720,417.00	2,664,345.00
1991	18,378,369.00	5,872,789.00	1,961,996.00	26,213,154.00	6,207,609.00
1992	19,436,801.00	6,636,235.00	550,878.00	26,623,914.00	7,805,414.00
1993	20,439,719.00	7,631,144.00	559,618.00	28,630,481.00	8,388,006.00
1994	20,602,902.00	6,526,847.00	316,227.00	27,445,976.00	9,242,298.00
1995	20,774,214.00	5,848,044.00	1,344,273.00	27,966,531.00	13,881,381.00
1996	21,060,037.00	8,616,406.00	4,209,133.00	33,885,576.00	24,688,519.00
1997	20,590,500.00	7,104,963.00	977,586.00	28,673,049.00	34,215,449.00
1998	21,475,381.36	6,795,343.82	1,394,030.13	29,664,755.31	30,532,544.86
1999	22,603,184.78	6,136,129.90	514,090.48	29,253,405.16	37,945,081.30
2000	23,574,297.99	7,701,275.47	1,557,772.69	32,833,346.15	41,109,898.50
2001	26,837,696.19	9,533,842.37	2,457,965.80	38,829,504.36	38,464,744.00
2002	28,241,913.00	10,189,779.00	2,320,828.00	40,752,120.00	49,802,031.00
Total	305,384,890.32	97,771,783.56	22,432,687.10	425,589,360.98	308,444,103.66

Expenditure and Revenues for the Public Health Department,
1988 – 2002, in UAE dirhams

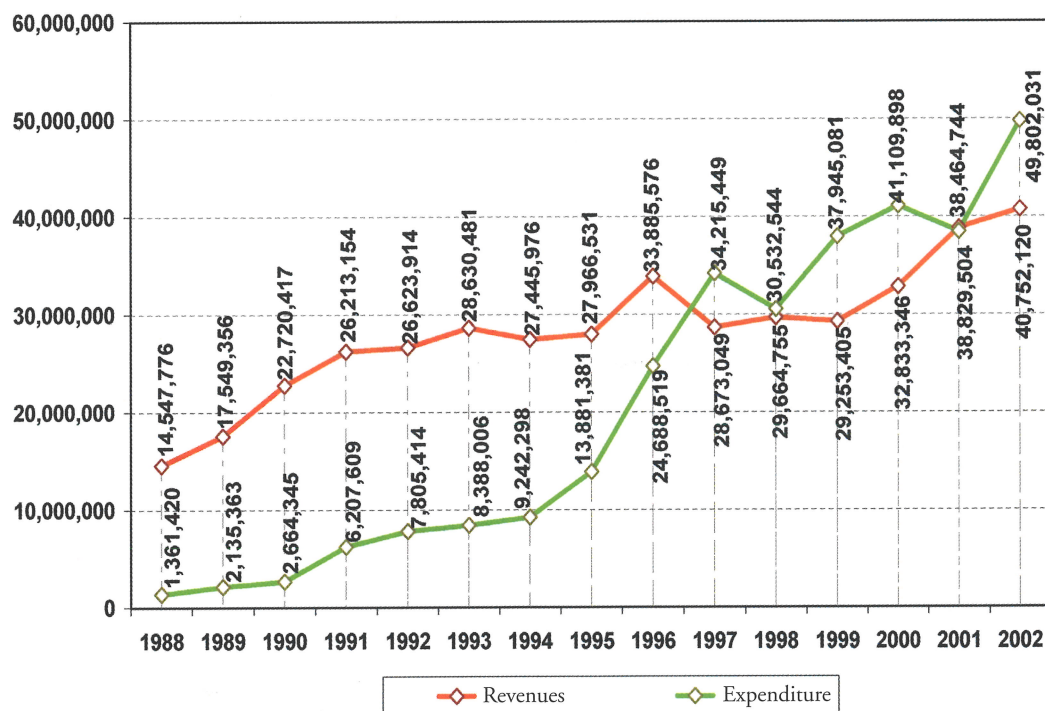
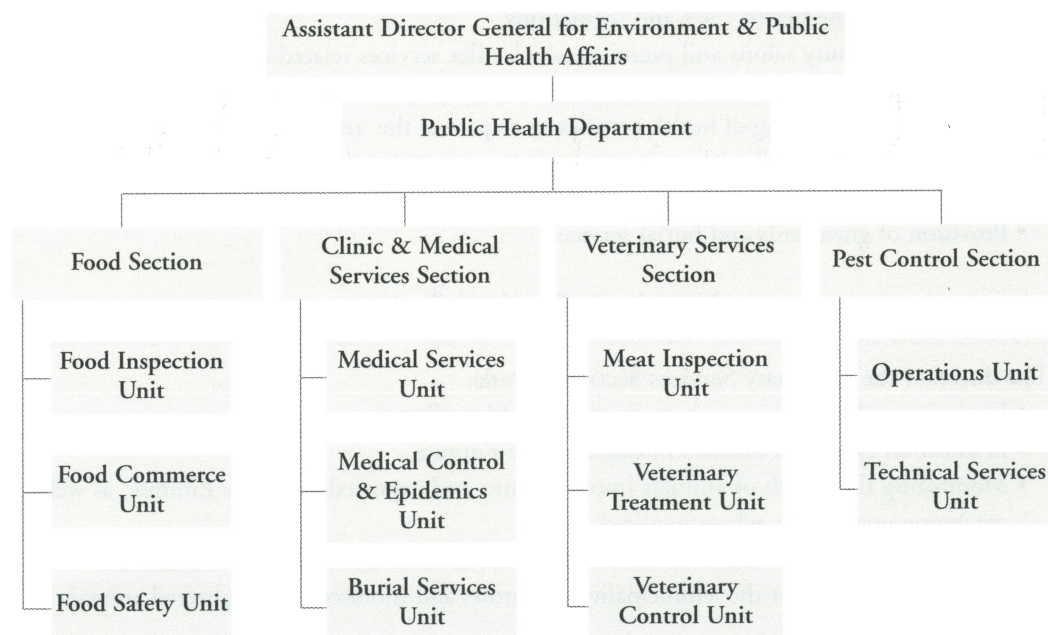


Chart No. 5. Organisation Chart for the Public Health Department in 2002



Main duties and responsibilities of the Public Health Department and its affiliated Sections

The Public Health Department is responsible for safeguarding public health through programmes to eradicate harmful insects and rodents and to ensure animal health, as well as through ensuring food safety, as well as through implementing programmes to control epidemics and other diseases.

Food Control Section

The duties of the Food Control Section include:

- Inspection of food shipments imported into and exported from the Emirate.
- Regular inspection of premises selling, displaying or storing foodstuffs, including restaurants, hotels, cafés and markets.
- Issuing of certificates of validity for the export of foodstuffs.
- Education of the public and workers in the food manufacturing and food export industries.

Clinic and Medical Services Section

The duties of the Clinic and Medical Services Section include:

- Provision of basic medical care to Municipality employees.
- Co-operation with the Pharmacology and Pharmaceutical Control Section of the Ministry of Health and the Dubai Department of Health and Medical Services on the inspection of clinics and private pharmacies and on checking the validity of drugs.
- Co-operation with the Ministry of Education and the Ministry of Labour and Social Affairs in the carrying out of regular inspections of schools, nurseries and kindergartens to ensure they abide by the health rules and regulations,
- Monitoring beauty salons and premises which offer services related to public health.
- Provision of health certificates for private sector employees in the food industry and related services and the issuing of health certificates as part of the requirements for residence visas.
- Performing of health checks on accommodation camps for the labour force.
- Provision of efficient services for monitoring and controlling contagious diseases.
- Provision of graveyards and burial services.

Veterinary Services Section

The duties of the Veterinary Services Section include:

- Increasing public awareness in terms of animal breeding.
- Eradication of animal diseases throughout the Emirate.
- Monitoring the health of animals imported into and exported from the Emirate, as well as arranging quarantine, where required.
- Provision of effective veterinary services for both commercial and domestic animals.
- Examining all meat at the Municipality's abattoirs and monitoring slaughtered animals and

their entrails to ensure they are free of disease and suitable for human consumption.

Pest Control Section

The duties of the Pest Control section include:

- Eradication of pests which pose a danger to public health, such as mosquitoes, flies and rodents.
- Provision of insect eradication services to the public, upon request.
- Monitoring of private pest control companies, to ensure that they maintain the highest level of professionalism and service.
- Monitoring of retail sales of insect repellents.
- Spreading of public awareness on the dangers to health and the adverse economic impact of insects, rodents and insect repellents as well as on methods of control.

Food Control Section

The Food Control Section was established in 1978 as an independent monitoring authority, separate from the rest of the Public Health Section. This Section is responsible for supervising and inspecting food-related premises in the Emirate (factories, premises for the preparation and sale of foodstuffs, grocery shops, supermarkets, cafés, restaurants, abattoirs and markets in general) as well as school canteens. Its duties also include the inspection of containers with foodstuffs imported through Port Rashid and Port Jebel Ali, as well as food shipments imported through Dubai Airport.

Due to the very large increase in the number of establishments related to foodstuffs, it became necessary to re-structure the Organisation Chart for this section, as well as to rename its various units, so as to meet the future requirements in the sector, in accordance with developments in international trade and within the framework of growing globalisation.

Since this Section was created, it has shown its concern for the maintaining of public health through the continual development of its monitoring systems, including the direct monitoring of all imported foods as well as of locally-manufactured items, so as to prevent pollution and food poisoning. It has also implemented a range of health regulations at food-related establishments and has evaluated hazards to foodstuffs at factories, seeking to prevent foodstuffs becoming polluted during manufacture, preparation, transport, distribution and storage. The section has adopted two objectives as part of its control mechanisms.

First Objective

The first objective has been to strengthen the monitoring programme for all imported foodstuffs, as well as locally-manufactured items destined for local consumption, through the provision of specific suggestions and the implementation thereof, once they have been approved, in terms of the relevant policies, legislation and standards and the appropriate specifications.

A number of local orders have been issued to implement the laws and legislation pertaining to food health and safety. These include:

- Local Order No. 23 for 1983, on labelling food.
- Local Order No. 38 for 1989, on the health and technical requirements for storing food prepared for human consumption.
- Local Order No. 51 for 1990, on food control and the regulation of food handling.
- Local Order No 55 for 1990, on the specifications and requirements for the content of baby and infant food and formulae prepared for distribution in the Emirate of Dubai.
- Local Order No. 20 for 1992, on the issue of a manual for the manufacture, preparation, cooking, storage, packaging, transport and selling of foodstuffs for human consumption.
- Local Order No. 72 for 1992, on the approval of validity periods for certain foodstuffs.
- Local Order No. 46 for 1994, on the formation of a committee to oversee the destruction of foodstuffs not suitable for human consumption.

A particularly noteworthy achievement by the Department was its lengthy round of negotiations with the European Commission in 1998 to secure approval from the Commission for the export to the European Union of fish and fish products from relevant establishments in the Emirate. The success of the negotiations was an important indication of the recognition by the EU of the commercial and economic status of Dubai.

The negotiations culminated in the drafting and approval of Local Order No. 5 for 1999, on the approval of fish production establishments exporting to the European Union. ¹ This was followed by Local Order No. 52 for 2000, on the export of fish products to the European Union.

Second Objective

The second objective is to simplify the food inspection process through the use of modern systems and methods which not only ensure an effective monitoring programme to ensure food safety and the suitability of foodstuffs for human consumption, but also reduce the time and effort spent by both the inspectors and by the merchants and owners of food establishments. The importance of the duties carried out by the Department made it essential that it should establish a well co-ordinated relationship, through the establishment of the appropriate committees, with Ministries and local departments, as well as with UAE-based, Gulf and international organisations. It has also taken part in the National Committee for Food Safety, part of the General Secretariat of the UAE Municipalities, the Food Safety Committee for the Gulf Co-Operation Council countries, part of the Gulf States Specifications Authority, and in the Food Constitution Committees, part of the World Health Organisation.

Food Trade

In 1994, the Department began planning for the installation of a computer system that could programme and register all the data needed for the logging of food shipments and their distribution, as well as of the details of commercial companies and registered logos for foodstuffs. The system was also designed to record the details of samples that had been analysed, and to provide

a link to the food and environment laboratory at the Central Laboratory Department. This system was implemented at the beginning of 1997. One immediate result was the achievement of improved performance and efficiency, as well as the elimination of duplication and repetitive work at the ports, through the elimination of the old manual methods of recording data.

Linked to all of the ports in the Emirate, it helped to speed up the decision-making process and the implementation of the necessary procedures, and also made it possible to increase the speed with which food samples were documented. Again, this prevented the duplication of work. Another benefit was that of improved and quicker methods for gathering detailed statistical data on imported foodstuffs.

In 1998, as the Food Control Section continued to develop, the Food Commerce Unit introduced a new method of monitoring illegal imports of food which are in contravention of the laws and regulations implemented in the Emirate of Dubai. By the end of 1999, a monitoring screen was designed and added to the food monitoring system.

In order to support Dubai's position as an important centre of commerce, the Municipality offers top-quality services to customers, providing them with all necessary information and statistics related to the import and export of foodstuffs through Dubai. To this end, the Merchant Services Unit was established in 1999 to simplify transactions and safeguard the commercial interests of the merchants.

Since Dubai is also an important centre for re-export, the Unit issues Health Certificates for foodstuffs re-exported through organised procedures. Of these, the most important are the Export Health Certificate, the Export to GCC countries Certificate, the Radiation Certificate and the Destruction Certificate.

Food Safety

The Food Safety Unit was established in 1998 to ensure that the rules on evaluating hazards in local food manufacture were implemented, to ensure that manufacturers abide by health regulations, to provide a selfregulating system for the manufacturing process and to take samples from manufacturers for laboratory testing, so that health certificates may be issued for production batches. This latter work is undertaken in co-ordination with the Dubai Central Laboratory Department.

The aim was to implement quality control specifications for food factories, so that quality certificates and certification of validity and conformity with approved standards and specifications may be issued and undertaken. An additional function was to specify requirements and health specifications for foodstuffs in general, according to the relevant requirements.

The Section has also introduced international systems of food monitoring as part of its work. These include:

- 1- " Safe Distribution of Foodstuffs System ASC" in first and second class hotels, introduced in 1997. Dubai was the first to implement this system in the Arab World.
- 2- " Hazard Analysis Critical Control Point System HACCP" in food factories, introduced in 2000.

The Unit also undertakes field surveys on foodstuffs, in accordance with the latest methods, and supervises the carrying out of daily routine checks and inspections in the markets, to ensure that the goods on sale are safe for human consumption.. Among these are the Deira fish market and the food and vegetables markets, which are the largest of their type in the Gulf region.

Taking samples of foodstuffs so that they can be examined to provide indicators of their suitability for human consumption is a key task. To facilitate this part of its work, a manual was prepared on methods of taking samples, based on the classification of individual foodstuffs in terms of the degree of potential hazard.

The Section's regular inspections of premises which prepare, transport, store, distribute and sell food stuffs are designed to ensure that they comply with health regulations and specifications. These must be in place, in accordance with the relevant local rules and orders.

In 1986 and 1987, a re-organisation of the Emirate into geographical sectors was undertaken for the purpose of inspection, as follows:

1	2	3	4	5	6	7	8
The Market /Deira	Hor al- Anz and Hamriyya	Al- Qusais	Al- Rashidiya	Bur Dubai (Markets, Al- Shindagha, Al- Ghabiba, Fareej Al- Bastakiya)	Al- Satwa	Nad al- Sheba	Jumeirah Al-Quoz Al-Safa

The introduction of computerisation into food establishments began in 1987, with the creation of the Information Technology Centre, in co-ordination with the Economic Development Office. In 1996 the Section introduced a hand-held computer system, the first of its kind in the region.

While in 2001, the Section's "Inspection Project using hand-held computers" won the Dubai Government Excellence Award.

In 1999, a complaints unit was set up, to receive any complaints relating to food establishments, with an automated distribution of the complaints received.

The Section also lays down the standards and regulations required when licensing establishments and food-related activities, this being done in association with other local bodies with whom a number of health requirements specific to food establishments have been prepared.

The Section has also specified standards and regulations for various food-related activities that have been approved by the General Secretariat of the UAE Municipalities, and have been circulated throughout the Emirates. These include:

- Health Regulations for drinking water bottling factories, in 1999.
- Health Regulations for vehicles used for transporting bread and pastries, in 1999.
- Health Regulations for vehicles used to transport bottled drinking water, in 1999.



Hand held computer used during inspection

Continuous Development

In 2000, the Section established its Monitoring and Technical Support Unit in order to monitor changes and to provide the most up-to-date information to the employees responsible for monitoring, in addition to following up on the Section's performance. This has helped to ensure the correct implementation of approved procedures through the preparation and provision of studies and the structuring of a plan for training, rehabilitation and development.

The Unit is responsible for supervising and performing detailed investigations into cases related to food, such as food poisoning, fraud and food storage, these being carried out in co-operation with the General Directorate of Dubai Police and the Health and Medical Services Authority. It is also charged with ensuring that immediate and effective investigations are carried out in response to any complaints and with taking the necessary measures to ensure that there is no repetition of the complaint.

In order to oversee this work, the "Food Poisoning Committee" was formed in 2000, with members from the Municipality, the Health and Medical Services Authority, the Ministry of Health and the General Directorate of Dubai Police.

Nutrition Education

The Health Education Unit was established in 1999 in order to prepare and implement an edu-

cational programme on nutrition. Among the activities of this unit have been:

- Undertaking of a food survey in 2000 among Emirati families to examine the standards of hygiene in areas used to prepare food in homes and to measure the nutrition awareness of housewives and domestic servants. The study targeted a random sample of 60 homes in the Tawar area, this allowing the health requirements for food preparation areas to be explained as well as disseminating knowledge about the healthy practices that people should adopt when dealing with foodstuffs. A booklet about food handlers and instruction leaflets were also distributed.
- Implementing a nutrition educational programme in 2000 for employees in restaurants and cafeterias, to improve the health standards and improve the food awareness of food handlers. This was done through lectures given in Arabic, English and Urdu.
- Giving educational lectures and arranging field trips for schools and women organisations to clarify the importance of food safety.
- Issuing of fourteen separate educational aids (publications, stickers and instruction booklets) during 2001.

Clinic and Medical Services Section

As part of the duties of the General Health Section, the provision of simple healthcare services was introduced in 1968. These included:

- Dental Clinic: For Municipality employees, with treatment at nominal cost.
- General Health Nursing: This included free inoculation against smallpox and cholera for school pupils, done by inspectors from the Health Section and nurses, using serums provided by the Municipality. Inoculations were also provided at the Arrivals section of the Airport.

These activities, and the staff related to them, were transferred to Al-Maktoum Hospital in 1976-1977.

Laboratory Services

This includes both the food laboratory and biological laboratory. Until 1975, all laboratory analysis was undertaken in a single room, with the two separate laboratories then being established. The food laboratory work included testing of water samples and some simple food tests, there then being far fewer establishments dealing with food than there are today. Further details can be found in the chapter on the Central Laboratory.

Health Monitoring at Ports and Airports

Health monitoring by the Section at the ports and airport was carried out until 1987,

firstly through an examination of the documents of persons arriving in the Emirate, in particular of their medical certificates, and secondly through providing of inoculations, where necessary, or the placing of persons in quarantine, with respect to cases or potential cases of epidemic diseases such as cholera, smallpox and tuberculosis. This latter work was undertaken in association with the hospital and in collaboration with the police, who had a permanent presence in the Municipality building.

The Section's workload continued to grow with the introduction of equipment to test for Acquired Immuno-Deficiency Syndrome, AIDS, and hepatitis, as well as the acquisition of biochemistry equipment.

In 1985, the medical stamp was added to entry/ visit visas.

Due to the increased number of visitors and the shortage of space in the old building in Al-Muraggabat, the Municipality built a new building in Al Ittihad Square, to which the Clinic and Medical Services Section were moved in 1995.

In 2001, the Municipality bought a mobile clinic equipped with a digital X-ray machine in order to provide quality service to large companies at their places of work within the Emirate. This allowed medical examinations of workers and the issuing of medical certificates to be carried out on site, thus saving time and effort, and improving services to customers.

Veterinary Section

Between 1963 and 1967, a single veterinary surgeon was employed within the Health Section of the Municipality. The Veterinary Services Unit was then established as a separate unit, with four qualified veterinary personnel, two for treatment and two with the task of examining animals before slaughter in the abattoir, as well as two more employed as inspectors of meat. This level of staffing continued from 1967 to 1976.

This unit was given the responsibility for eradicating ticks in sheep, cows and camels, spraying imported animals, providing treatment upon request, visiting homes to provide and health education services, rounding up stray livestock (sheep and cows) and catching stray dogs and co-ordinating with and co-operating with private veterinary clinics, as well as supervising and inspecting abattoirs.

- In 1977, the Veterinary Services Unit was established, with the Veterinary Clinic in Al Rashidiya being established in 1984.
- In 1986, an Organisation Chart for the Unit was introduced, with job descriptions being revised in accordance with the changes that had occurred.
- In the same year, new modern abattoirs were opened in Al Qusais, at which the Abattoirs Unit, operating in Bur Dubai and Deira, was able to utilise modern methods of testing meat. The new abattoirs also made it possible to ensure that there was no contamination of slaughtered carcasses, through the introduction of proper supervi-

sion by inspectors and doctors.

- In 1990, the Veterinary Services Unit was upgraded to become the Veterinary Services Section, with two Units. Under the terms of this re-organisation:
 - The Meat Inspection Unit became the Meat Inspection Section while the Clinic and Monitoring Unit became the Clinic.
 - Monitoring Unit, in charge of relevant inspections, and with a special team of employees being appointed.
- In 1995, a further amendment to the Organisation Chart occurred, with the establishment of a third Unit, the Animal Rearing and Veterinary Monitoring Unit. As a result of the creation of this Unit, the establishment of a complete system of veterinary health care was completed, including areas for quarantining animals, markets and for breeding, as well as the mechanics for inspection and monitoring and for the catching of stray animals.
- In 1996, two new veterinary clinics were opened in the new cattle market, equipped with the latest facilities while.
- In 1997, a special area for quarantine purposes was opened at Al Hamriyya port. Other developments included the opening in 1998, of a clinic and an abattoir in the mountain town of Hatta and the opening of a modern veterinary services complex in the Mushrif area of Dubai.



Examining and inoculating animals against disease.

Veterinary Education

Up until 1991, veterinarians working with the Section provided advice themselves to breeders and other owners of livestock. In that year, however, two Emirati Health Officers specialising in animal reproduction were appointed to undertake this task as part of their work. There was also a marked improvement in the quality of educational aids, particularly after the relevant personnel had been recruited and trained, from 1995 onwards. Among the activities carried out by the Section have been the following:

- Continued direct education of animal breeders by Section employees.
- The issuing of five publications dealing with various aspects of the Section's activities, including the eradication of parasites and the controlling of stray dogs and other animals.
- Dispensing of advice during 1994 on the rearing of cattle and of hygienic methods of milk production.
- Issuing since 1995 of four leaflets for animal breeders, providing advice on how to protect livestock and their owners from disease.
- Publishing articles and conducting press interviews since 1995, in both English and Arabic, on a variety of subjects of interest to breeders and on subjects related to the health of consumers and general public health.
- Participating in numerous interviews and debates on radio and television since 1995, particularly during Ramadan or at the time of the Eid al-Adha feast, as well as at times when new diseases appeared, or were in danger of appearing, in Dubai, such as bovine spongiform encephaly ('mad cow disease'), Rift Valley fever and others.
- In 1995, a programme of inoculation against foot and mouth disease was introduced. At the time, the disease was widespread, but following obligatory inoculation of cattle throughout the Emirate, the disease has been brought under control, and it is no longer spreading.

Number of cattle inoculated against Foot and Mouth disease, 1995 – 2002

Year	1995	1996	1997	1998	1999	2000	2001*	2002
Number	9,571	19,470	28,008	51,481	62,772	45,833	50,400	177,732

* In 2001, a carefully-prepared plan was introduced to disseminate information about the activities of the Section and the role it plays in Public Health generally. This plan included the issuing of leaflets and other publications, the making of films and school visits.

- Since 1995, the Section has also contributed to the preparation of technical material for health education and guidance campaigns, in association with other relevant Departments and Sections.

- The Section also provides advice on preventative measures designed to protect livestock and to protect the public at large from diseases that can affect both livestock and human beings. Campaigns in the media on this aspect have also been undertaken.

Services Offered by the Veterinary Services Section, 2000-2002

No.	Type of Service	2000	2001	2002
1	Number of carcasses inspected	30,000	30,000	250,183
2	Number of livestock (cows, goats, sheep) examined	1,097,376	1,150,000	1,338,810
3	Number of inspection visits by veterinary establishments	4,500	6,966	6,613
4	Number of samples tested for Maltese Fever	2,500	2,500	17,705
5	Number of animals examined & inoculated against diseases.	1,070,000	1,165,486	1,600,705
6	Number of stray dogs caught	2,000	1,394	721

Pest Control Section

The Pest Control Unit was established in 1967, initially with only three employees. This Unit was given responsibility for the eradication of rodents and cockroaches entering the country through imports of commercial goods through the ports and airport, and was also charged with the eradication of mosquitoes, flies and white ants. The ants were first detected in Dubai around 1973-1974, arriving with contaminated timber shipments from India.

During 1973 – 1974 the number of employees working on the eradication of insect pests rose



Eradication of insects

to between 20 and 30, in response to the rise in the population of Dubai and the pace of commercial development, and the Pest Control Section of the Municipality was created. In 1989, the Section was re-organised, with the creation of two separate Units, the Operations Unit and Technical Services Unit.

Services offered by the Pest Control Section

One of the Section's key tasks is that of eradicating rodent pests through campaigns carried out in the city and in rural areas of the Emirate. As a result of its work, there has been a significant reduction in the number of notifications of rodent infestation received, as illustrated in the following table:

Number of notifications relating to rodents, 1999 – 2002

Year	1999	2000	2001	2002
Number of Notifications	3,925	2,669	1,793	3,260

The Section also issues Rodent-free Certificates for ships and boats, after carrying out the necessary procedures with regard to inspection and eradication, in accordance with international standards.



Pest Control Services

Number of boats inspected compared to the total number of boats entering Dubai ports in 1990, 1995, 2001 and 2002

Year	1990	1995	2001	2002
Total number of boats	4,154	9,103	6,403	17,229
Number of inspected boats	3,573	8,498	5,924	9,300
Percentage of boats inspected	86%	93.3%	92.4%	54%

New inspection and control programmes have been developed for key locations such as the Airport and Dubai's horse-racing tracks. These have involved the introduction of a greater number of surveys, as well as the introduction of a new system for the carrying out of surveys and for analysing data, using new equipment.

Two orders were issued in 1991 related to the work of the Section. Local Order No. 57 regulated the sale of insecticides to the public by general retail shops while Local Order No. 58 regulated the monitoring of work related to pest, animal and vegetation control within the Emirate of Dubai.

Documentation of Work Procedures

The Section has issued numerous publications dealing with the technical documentation of its work and with safety procedures. Among these have been:

- 136 technical and informative publications
- 20 publications on health and safety
- 33 publications on surveys and other investigations
- 15 publications explaining the use of certain items
- 11 publication on systematic operations procedures
- Numerous internal monthly reports detailing the results of activities as well as of research undertaken by the Pest Control Laboratory

Complaints and Notifications

This Section deals with notifications of insect infestation submitted by the public to teams working in various parts of the city and rural areas of the Emirate of Dubai.

Number of notifications relating to insect infestations, 1995 – 2002

Year	1995	1996	1997	1998	1999	2000	2001	2002
Number of Notifications	12,954	13,126	14,151	15,933	13,702	11,715	14,737	13,548

Educational Campaigns to Eradicate Pests

As part of the Section's efforts to improve the level of health awareness at all levels of society with regard to eradicating pests which endanger public health, work began in October 2000 on a special educational programme. The first part of the programme targeted school-children and involved school trips to the Section's headquarters in the Al Quoz area. 18 schools took part and a total of 590 students, both male and female were involved.

The second stage of the programme covered a further twelve schools, which were visited by a mobile exhibition organised by the section whereby 1,900 students, both male and female, were involved.

**Establishment and
Development of
Administrative Affairs
Department**

The nucleus of the administrative department of the Municipality was created in 1961, in response to the rapidly-expanding responsibilities of the new organisation. Called the “Administrative Office”, it was initially given duties that included the organisation of the markets, the offering of educational services and the licencing and supervision of craftsmen.

During the 1970s, as the Municipality’s responsibilities grew, a number of new departments and sections were created, including the Administrative Section. This was charged with responsibility for the following:

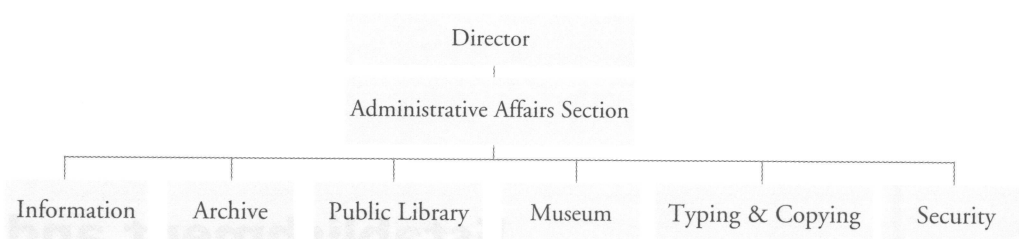
- Monitoring the decrees issued by the Municipality Council and its various committees.
- Monitoring the Administrative Orders issued by the Municipality Director and handling outgoing and incoming correspondence.
- Specifying prices and monitoring weights.
- Monitoring the prices charged by hotels, restaurants, cafés and night clubs.
- Supervising the Dubai Museum and the Public Library.
- Monitoring social clubs and being responsible for public conduct.

After 1980, when the Dubai Municipality moved to its new building, the number of its employees grew rapidly. This was caused by the need for the establishment of new sections and offices within the Municipality, to handle the rapid development then under way in the Emirate.

In 1986, a programme of modernisation and development was set in motion throughout the Municipality, and the first Organisation Chart was issued under the terms of Administrative Decree No 57, issued on 27th February 1986.

As illustrated in Chart No. 1, and covering the period from 1986 to 1994, the assistance of a group of experts was sought for the purpose of organising archives and libraries as well as for the carrying out of censuses and the management of museums. These experts were given the tasks of introducing the latest methods for management of Administrative Affairs and of improving service and performance. A group of Emirati understudies were assigned to work with the external experts and to complete their work, a process that was still continuing, with the support of the external experts, in 2002.

Chart No. 1. Organisation Chart for Administrative Affairs Section, issued in 1986



The functions of the Administrative Affairs Section were specified as follows:

- Provision of General Services, preparation and handling of correspondence and memoranda issued and received.
- Methodical follow-up of the Municipality’s projects under construction as well as of Administrative Orders and of decisions taken by the Municipality Council and its committees.
- Filing and archiving Administrative Orders.
- Provision of educational services, such as books for lending and periodicals in the Public

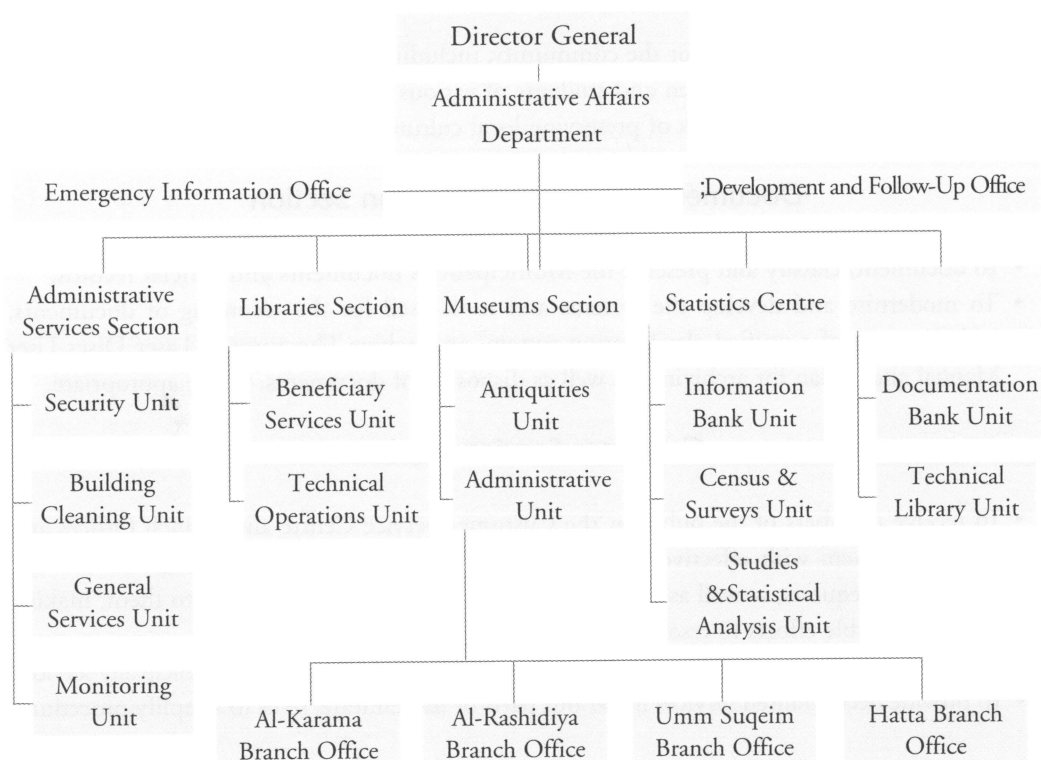
- Library as well as supplying the library with new books and periodicals.
- Supervising the museum as well as historical buildings and archaeological sites.
- Provision of secretarial, typing, translating, scanning and copying services.
- Provision of security services to protect buildings and housing complexes associated with the Municipality.
- Provision of field monitoring of social activities, recreation activities, shows and cultural lectures.

With the increase in the duties carried out by the Administrative Affairs Section, Administrative Order No. 157 was issued on 27th July 1987, establishing a Documentation and Information Unit directly linked to the Head of Administrative Affairs. This replaced the previous Archive Unit, and was charged with organising the filing of all Municipality correspondence, both sent and received. On 28th April 1988, Administrative Order No. 104 established a Monitoring Unit directly linked to the Head of Administrative Affairs.

At the beginning of the 1990s, further development of the Municipality and its work necessitated a revision to the previously-existing Organisation Chart. On 5th August 1990, Administrative Order No 203 was issued to add the Municipality's Branch Offices (Al-Rashidiya, Al-Karama, Umm Suqeim and Hatta) to Administrative Affairs, this being followed by another Administrative Order in October 1990 to add the Census Centre.

On 3rd June 1991, Administrative Order No 163 revised the status of Administrative Affairs in the Municipality's Organisation Chart, raising it to the level of a Department, under the direct supervision of the Municipality's Director, as shown in Chart 2, below.

Chart No. 2. Organisation Chart for the Administrative Affairs Department in 1991



The main functions and duties carried out by the Administrative Affairs Department and its affiliated Sections are as follows:

- To provide administrative services for public libraries, documentation services, and to carry out active monitoring of social and cultural activities in addition to co-ordinating activities in the Customer Service Centre and the Municipality's Branch Offices.

Administrative Services Section

- To provide security services and monitoring of all the Municipality's properties, including buildings, other establishments and public utilities.
- To provide office services to the Municipality, including typing, scanning, copying, binding of documents, translation, provision of stationery and supplies, communication services and maintenance of equipment.
- To ensure the use of the best technology in the field of land and wireless communications, including telephone systems, radio-communications equipment, pagers etc.
- To provide cleaning services for all the Municipality's buildings and complexes.
- To provide a service to society through the eradication of begging.
- To issue the necessary licences for social clubs and other establishments and associations and to monitor cultural and social activities.

Public Libraries Section

- To provide Library services for the community, including pro-active library services.
- To provide services to children and students of various ages in order to contribute to their education, within a framework of preserving local culture and traditions.

Documentation and Information Section

- To document, classify and preserve the Municipality's documents and official records.
- To modernise and develop the systems and tools used for the recording of documents, including use of a unified classification system, an Archive Thesaurus, a Laser Discs User Manual and a plan for archiving, as well as disposing of documents, where appropriate.

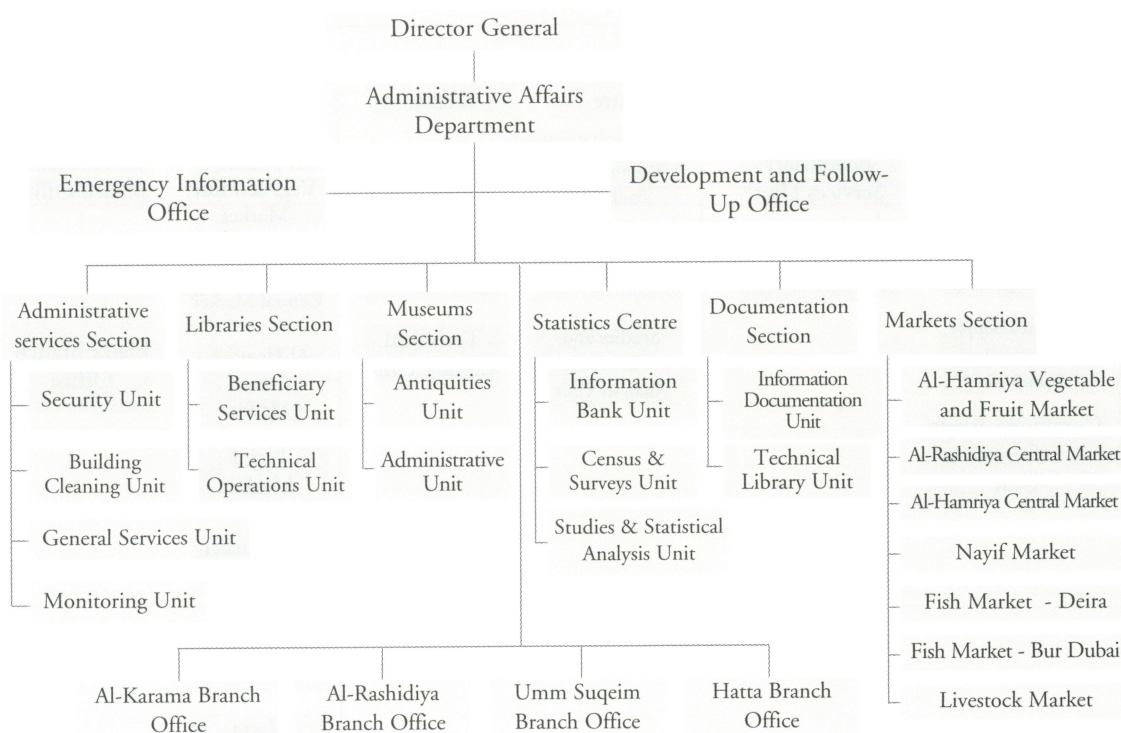
Customer Service Section

- To receive members of the public at the Customer Service Centre and Branch Offices and to provide them with effective high quality services and an immediate response to their queries and requests, as well as receiving their complaints and responding to them, making the best possible efforts to resolve them.
- To carry out polls to measure consumer satisfaction and to engender trust in Municipality services.
- To provide decentralised services in various parts of the Emirate, so as to simplify procedures

for those making use of Municipality services, including the provision of advice on completion of applications.

As the tasks of the Administrative Affairs Department continued to increase, so further expansion took place. Thus, on 16th June 1993, Administrative Order No 206 for 1993 provided for the Markets Section to be moved from the Commercial Licencing Department to the Administrative Affairs Department, as illustrated in Chart No. 3.

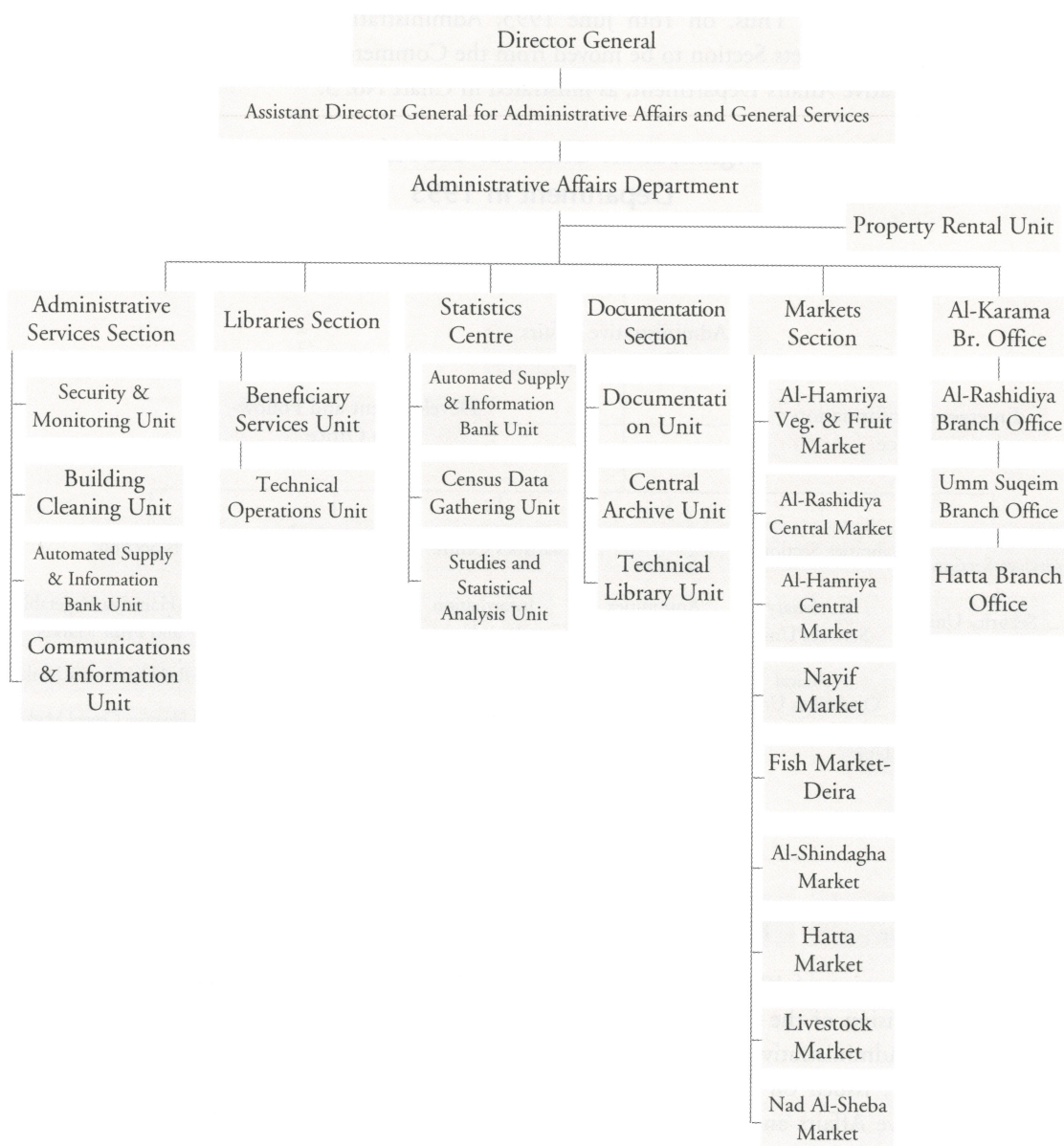
Chart No. 3. Organisation Chart for the Administrative Affairs Department in 1993



At the beginning of 1995 the Administrative Affairs Department was transferred from the direct supervision of the Director General to the direct supervision of the Assistant Director General of Administrative Affairs and General Services, in accordance with Administrative Order No. 1, issued on 7th January 1995, which created the post of Director General of Administrative Affairs and General Services. This decision was made so as Assistant to keep abreast of the need for continuing development in the Municipality's administration, so that high quality services could continue to be provided.

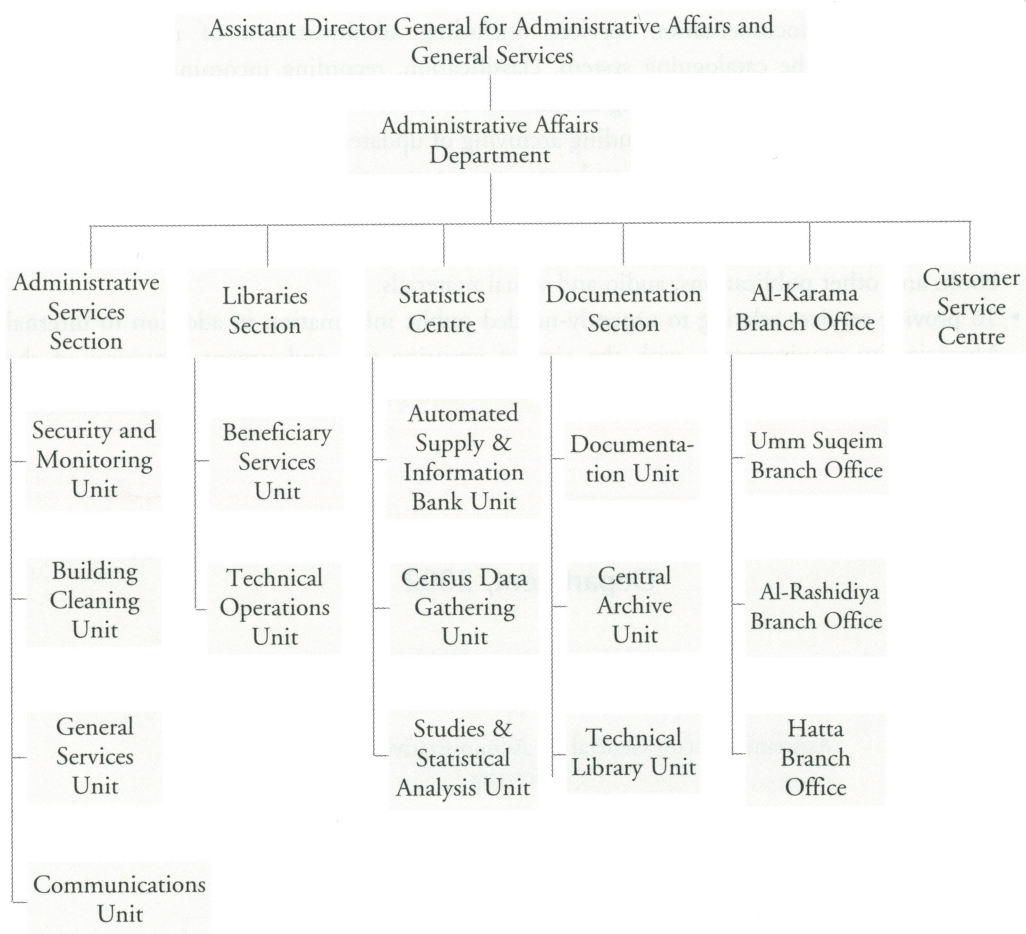
The Museums Section remained part of the Administrative Affairs Department until 1st January 1998, when an Administrative Order was issued to transfer it from the Municipality to the Dubai Department of Tourism and Commerce Marketing. This necessitated an amendment of the Organisation Chart for Administrative Affairs, which was issued, as Administrative Order No. 22, on 15th February 1998. The resulting Organisation Chart is shown in Chart No. 4.

Chart No. 4. Organisation Chart for the Administrative Affairs Department in 1998



The Markets Section remained part of the Administrative Affairs Department until Administrative Decree No. 291 was issued on 28th October 1998. This moved the Markets, as well as the Municipality's Rental Unit, from the Administrative Affairs Department to the Markets and Abattoirs Department. The Markets Section is discussed in detail in the Establishment and Development of the Markets and Abattoirs Department. Following this Chapter on the change, the Organisation Chart was once again amended, as shown in Chart No. 5.

**Chart No. 5. Amended Organisation Chart for Administrative Affairs
Department in 2000**

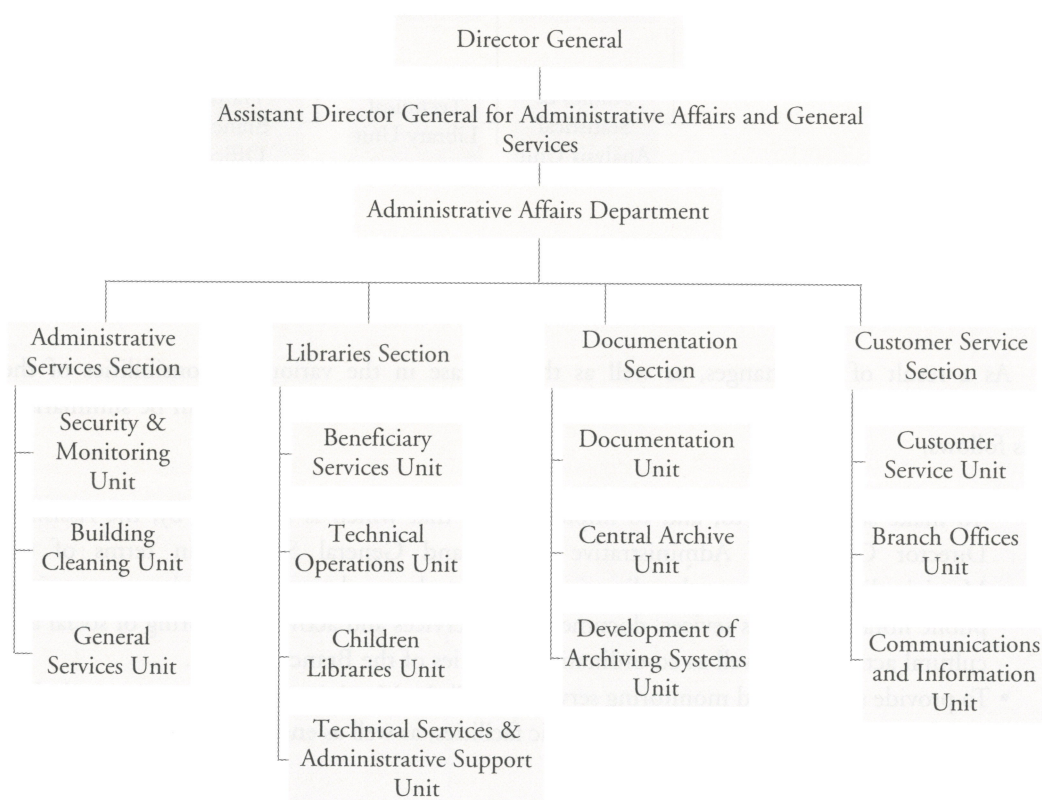


As a result of the changes, as well as the increase in the various responsibilities of the Administrative Affairs Department, the duties of the Department in 2000 can be summarised as follows:

- To make suggestions to, and to implement all that which is approved by, the Assistant Director General of Administrative Affairs and General Services in terms of the Municipality's policies, rules, directives and procedures relating to administrative services, public libraries, census services, documentation services and active monitoring of social and cultural activities, as well as co-ordinating activities of the Branch Offices.
- To provide security and monitoring services for all the Municipality's properties, including buildings, other establishments and public facilities, as well as ensuring their cleanliness and appropriate appearance.

- To provide services relating to communications and office supplies such as photocopiers, furniture, calculators, stationery, translation, typing, photography and supply materials.
- To monitor actively various cultural, social and charity activities, ensuring that they are carried out in accordance with the rules and regulations in place.
- To carry out documentation services, including administration of records, central documentation, the cataloguing system, classification, recording incoming and outgoing letters, postal services and archiving documents on CDs.
- To provide statistical services, including archiving of updated statistical data, preparation of statistical books and publications and carrying out statistical, social, economic, industrial and demographic surveys, as required.
- To provide public library and technical library services as well as providing enough suitable books and other publications, audio and visual materials.
- To provide services relating to urgently-needed public information in addition to internal Municipality requirements, with the aim of ensuring fast and urgent provision of the Municipality's services or to facilitate communications between the Municipality's employees.

Chart No. 6. Amended Organisation Chart for the Administrative Affairs Department, 2002

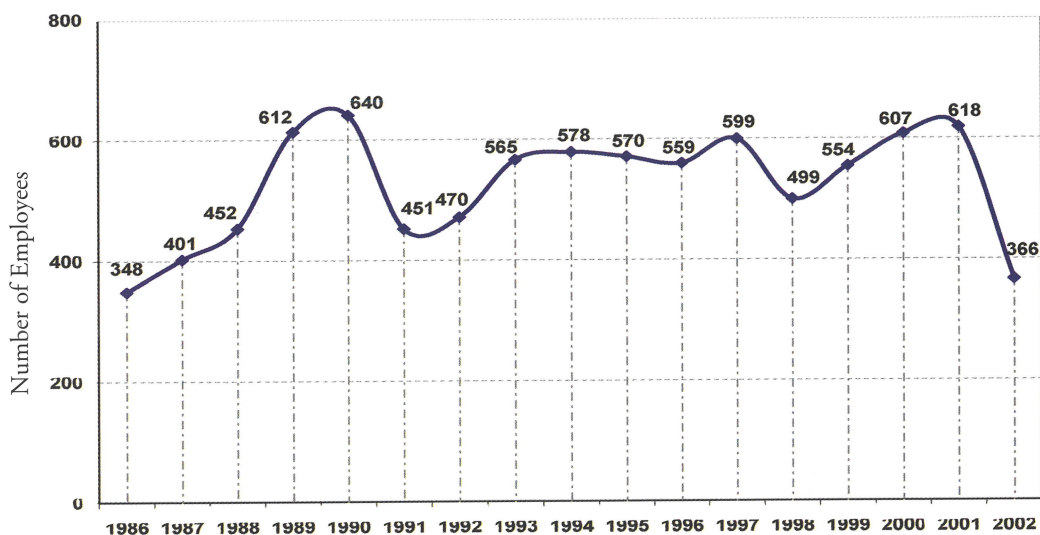


The following table shows the increase in employee numbers in the Administrative Affairs Department, 1986 – 2002

Year	Emiratis	Expatriates	Total
1986	30	318	348
1987	38	363	401
1988	49	403	452
1989	76	536	612
1990	100	540	640
1991	86	365	451
1992	83	387	470
1993	128	437	565
1994	136	442	578
1995	147	423	570
1996	150	409	559
1997	170	429	599
1998	134	365	499
1999	155	399	554
2000	163	444	607
2001	161	457	618
2002	156	210*	366

* The decline in expatriate employees in 2002 was due to the privatisation of both the Building Cleaning and the Security and Monitoring Units.

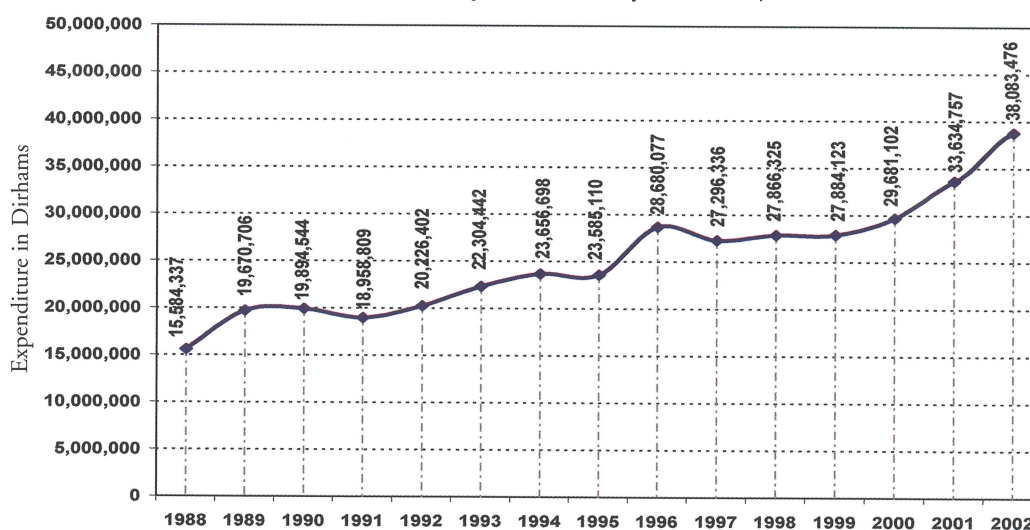
Increase in employee numbers in the Administrative Affairs Department, 1986-2002



Administrative Affairs Department expenditure, 1988 – 2002, in UAE Dhs.

Year	Salaries	Expenditure	Capital Expenditure	Total Expenditure
1988	10,291,597	4,022,626	1,270,114	15,584,337
1989	12,612,027	4,984,327	2,074,352	19,670,706
1990	13,976,401	4,987,907	930,236	19,894,544
1991	14,557,282	3,896,697	504,830	18,958,809
1992	15,484,805	3,727,655	1,013,942	20,226,402
1993	18,481,769	2,908,917	913,756	22,304,442
1994	20,070,046	2,842,907	743,745	23,656,698
1995	19,353,744	3,603,584	627,782	23,585,110
1996	20,112,983	6,524,740	2,042,354	28,680,077
1997	20,078,110	5,464,394	1,753,832	27,296,336
1998	19,019,924	5,823,184	3,023,217	27,866,325
1999	19,277,888	4,698,154	3,908,081	27,884,123
2000	21,615,769	5,752,234	2,313,098	29,681,102
2001	22,839,886	8,042,358	2,752,514	33,634,757
2002	27,428,633	8,826,834	1,828,009	38,083,476
Total	275,200,865	76,106,517	25,699,862	377,007,244

Administrative Affairs Department expenditure, 1988 – 2002



The latest Organisation Chart for the Administrative Affairs Department in 2002 is as follows:
The following are the Sections of the Administrative Affairs Department:

1. Administrative Services Section

During the 1970s and 1980s, this section was responsible for duties related to administrative services, with its units reporting directly to the Head of the Administrative Affairs Section. The duties included the provision of security services, archiving, information services, typing, photocopying, systematic follow-up of the Municipality's projects under construction and follow-up of administrative orders and decrees issued by the Municipality Council and its committees.

Administrative Order No. 163 was issued on 3rd June 1991 to raise the Section to the level of a Department within the Municipality's administrative organisation chart, with the following four Units:

- Security Unit
- Building Cleaning Unit
- General Services Unit
- Monitoring Unit

The most important duties included:

- The provision of correspondence and secretarial services, typing, communications and translation in addition to the provision of office equipment, photocopying machines for all the departments and sections within the Municipality.
- The maintaining of the cleanliness of all the Municipality buildings.
- The provision of security services in all the Municipality buildings and complexes.
- Monitoring of public social activities and entertainment activities.
- The monitoring of porters in markets and work on the eradication of begging.

The Administrative Services Section on 2000 included the follows:

- Security and Monitoring Unit
- Cleanliness Unit
- General Services Unit

• Communications and Information Unit
Outgoing and Incoming Correspondence Services

- The Documentation Unit was responsible, until 1994, for the preparation of correspondence and memoranda and for documenting Administrative Orders and Decrees issued by the Municipality's Director General. It was added to the Documentation and Information Section in 1995.

Administrative Orders and Decrees issued, 1990 – 1994

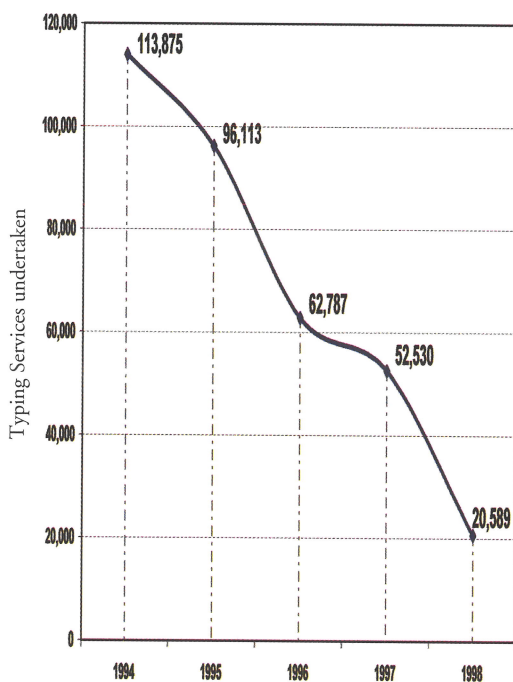
Item	1990	1991	1992	1993	1994
Orders Issued	339	342	322	611	634

Typing and Translation services

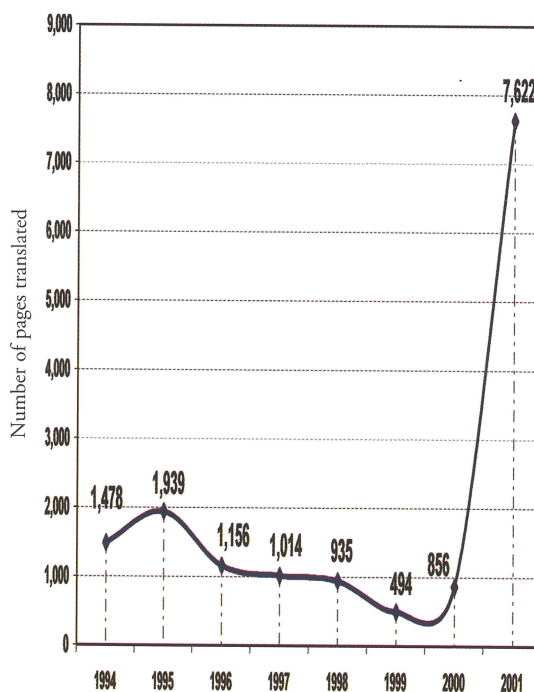
Typing undertaken and pages translated between 1994 – 2001

Item	1994	1995	1996	1997	1998	1999	2000	2001
Typing services undertaken	113,875	96,113	62,787	52,530	20,589	-	-	-
Pages Translated	1,478	1,939	1,156	1,014	935	494	856	7,622

Typing Services undertaken



Translation services



Copying Unit Services

Services undertaken by the Copying Unit, 1994 – 2001

Item	1994	1995	1996	1997	1998	1999	2000	2001
Photocopying	980,770	1,241,800	954,686	758,311	867,419	783,030	902,556	1,160,286
Stencil								
Binding	916,950	941,890	830,330	773,520	723,520	726,820	639,550	629,823
Colour	3,715	7,650	5,687	5,720	8,097	11,086	9,593	10,074
photocopying	-	-	9,296	38,758	35,254	51,547	71,849	83,284

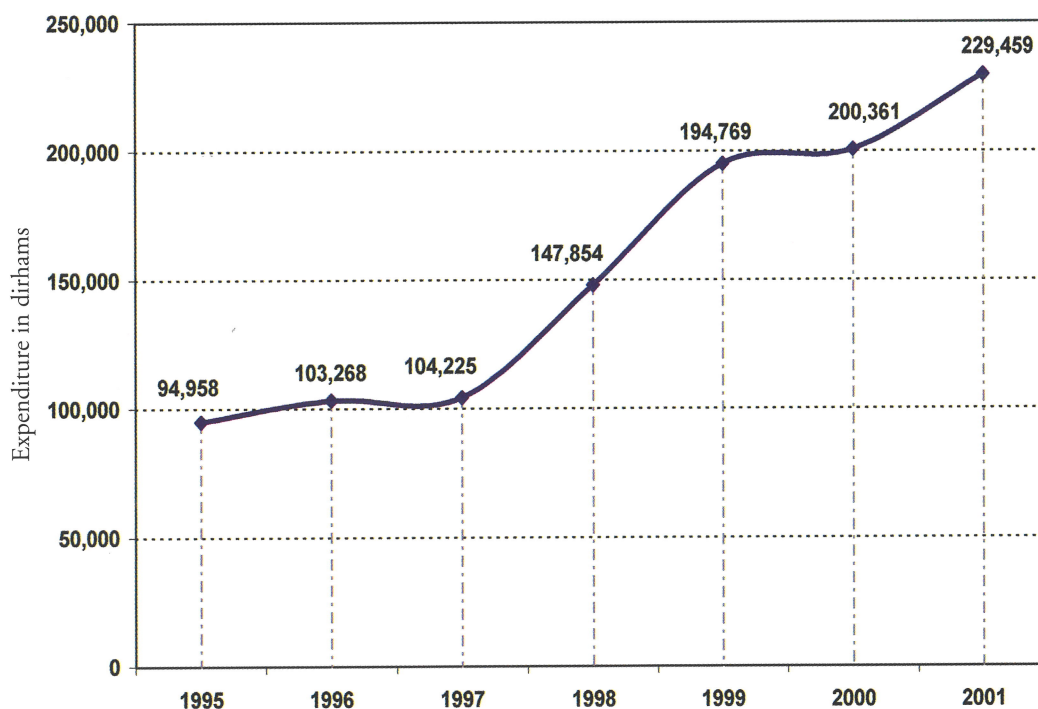
Hospitality Services

Expenditure on hospitality services by Municipality Departments, 1995 - 2001

(in UAE dirhams)

Item	1995	1996	1997	1998	1999	2000	2001
Hospitality expenditure	94,958	103,268	104,225	147,854	194,769	200,361	229,459

Hospitality expenditure, 1995 – 2001



Stationery Services

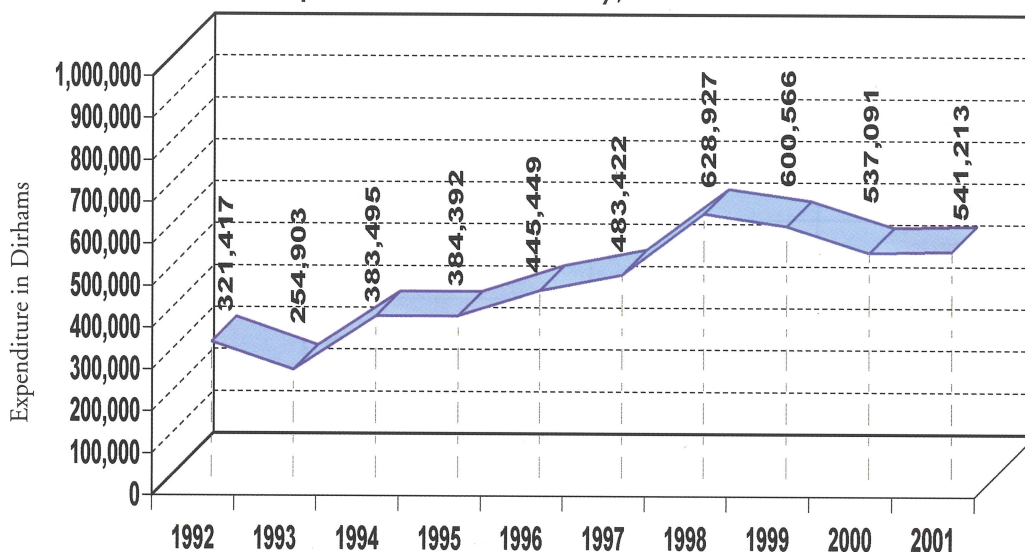
The work of the Stationery Section increased significantly during the 1990s, as a result of the expansion of the Municipality's work and the creation of new Departments and Sections within the organisation. This resulted in a major increase in expenditure on items of stationery, as shown in the following table:

Expenditure on stationery for the Municipality's Departments and Sections, 1992-2001

(in UAE Dhs)

Item	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
Stationery Services Expenditure	321,417	254,903	383,495	384,392	445,449	483,422	628,927	600,566	537,091	541,213

Expenditure on stationery, 1992 - 2001



Communications and Information Services

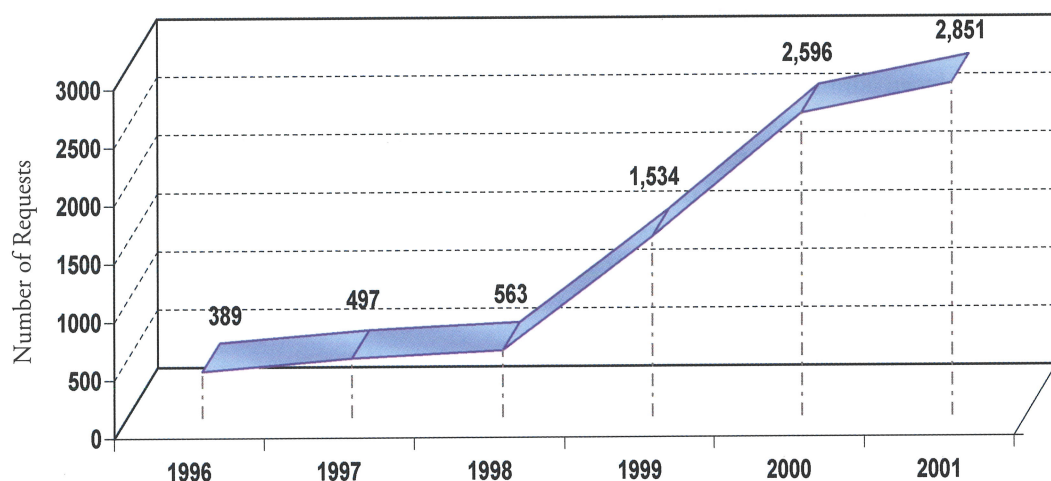
The expansion of work by the Municipality, as well as the introduction of modern technology, engendered a parallel expansion in fixed forms of communications and in radio-communications, particularly within the Municipality's own buildings. Among the developments introduced were the introduction of automated routing of calls between the telephone operators, so as to provide free call services to the Car Parks Section, the Transport Department and the Emergency Office.

Mobile telephones were also provided to certain categories of Municipality employees while a twenty-four hour information system, working through the Emergency Office, was created to respond to calls from the public. This system was designed to facilitate response to public enquiries as well as to make it possible for contact to be made at all times with senior personnel in the Municipality and other services, to help in reviewing any problems associated with the provision of services to the public.

Requests from Departments for communications services, 1996 – 2001

Item	1996	1997	1998	1999	2000	2001
Incoming Requests	389	497	563	1,534	2,596	2,851

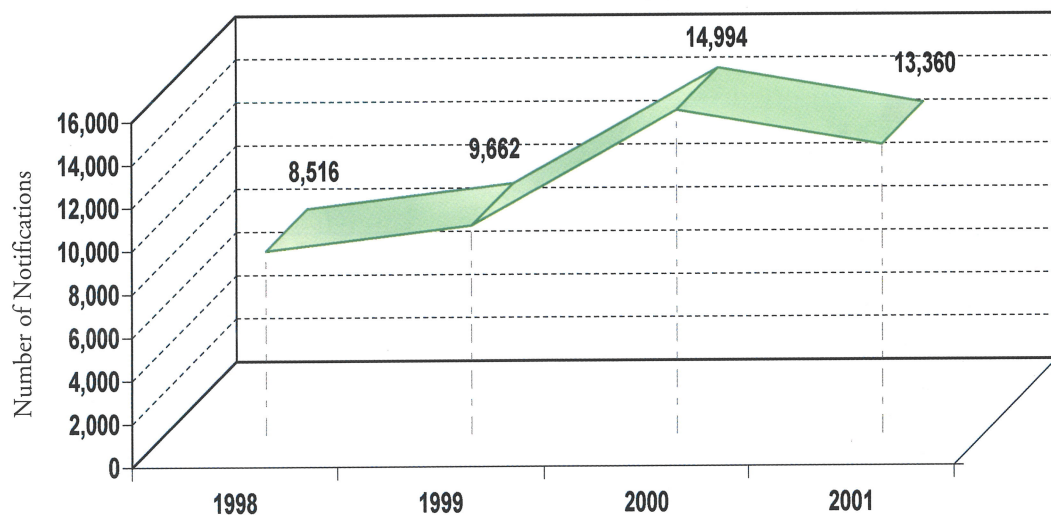
Requests from departments for communications services, 1996 – 2001



Incoming notifications of emergencies, 1998 – 2001

Item	1998	1999	2000	2001
Incoming Notifications	8,516	9,662	14,994	13,360

Incoming notifications of emergencies, 1998 – 2001



Security and Monitoring

The Security and Monitoring Unit provides security and monitoring services for all properties belonging to the Municipality as well as other functions related to the Municipality, including its buildings and other establishments and facilities open to the public, as well as the supervision and monitoring of all social activities, entertainment activities, shows and cultural lectures.

2: Documentation and Information Section

The Documentation and Information Section was established in 1994, through the issuing of Administrative Decree No. 52. Duties related to documentation and information were initially carried out by an administrative unit at the level of a Unit, this later being upgraded to become a separate Section, charged with the responsibility for handling all of the Municipality's incoming and outgoing correspondence. The Section was also given responsibility for photocopying and the receipt of personal mail along with the development and updating of office equipment dealing with functions such as the following-up of records, copying of files and distribution of telefax messages by e-mail, as well as supervising planning for the archiving or disposal of documents, as appropriate. The section has three separate Units, as follows:

- Documentation Unit
- Central Archive Unit
- Technical Library Unit



Use of a Scanner Archiving System to safeguard documents

The following outlines the work undertaken by the Documentation and Information Section:

Documentation

The task of handling documentation within the Municipality has grown substantially since 1995, with a consequent increase in the duties and responsibilities related to the documenting and archiving procedures. The key functions of the Section include the following:

- Co-ordinating with the Information Technology Department with relation to the linking of the Administrative Follow-Up Programme with the outgoing and incoming document database and the using of e-mail for internal mail between and among departments and sections.
- Printing the services manual for the Documentation and Information Section, in co-ordination with the Public Relations Section.
- Co-ordinating with Personnel Affairs to carry out a training course on the unified classification system.
- Issuing of a services manual for the public, as well as an updated version of the unified classification system.
- Scanning of files relating to land ownership.
- Training of employees on methods of documentation.
- Approving the archiving and destruction of the documents of the Contracts and Purchasing Department.
- Distribution of telefax messages by e-mail.
- Scanning outgoing telefaxes and monitoring outgoing and incoming correspondence.
- Putting in place of a framework of rules and regulations for all departments and sections of the Municipality.
- Preparing of a manual on the use of CDs and a manual on plans for an automated system for archiving and disposing of documents.
- Preparing of a bibliographic database of minutes of the meetings held in and the committees of the Municipality, as well as of their members.
- Making an average of between four and six field visits a year to companies with highly-developed documentation systems, so as to learn from their experience in this field.
- Studying of the distribution of incoming correspondence through e- mail.

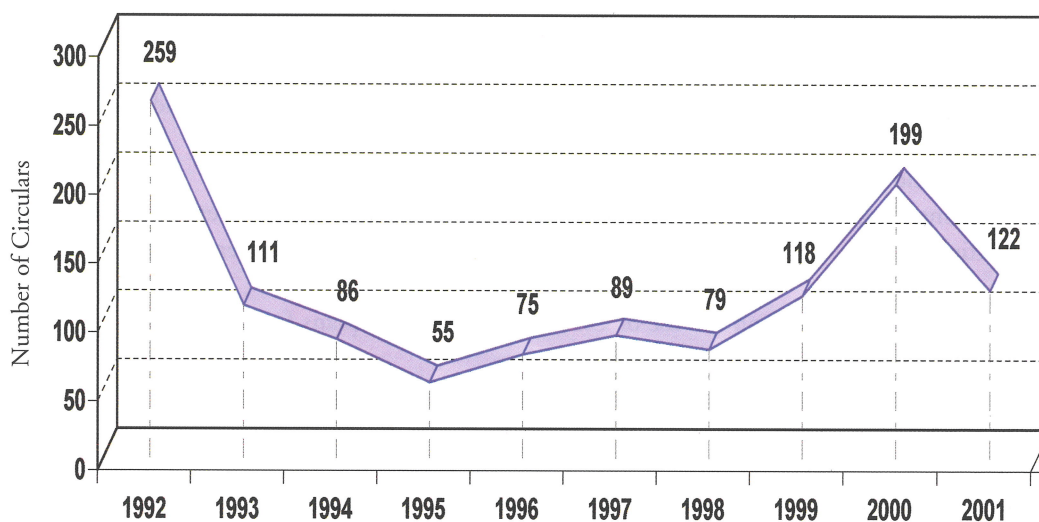
The processing and archiving of documentation, 1996 – 2001

Item	1996	1997	1998	1999	2000	2001
Archiving Documents	-	-	110,600	83,650	6,124	3,988
Photocopying Documents	1,221	162,591	118,571	864	26,170	6,069
Destroying Documents	7,910	24,317	5,483	1,656	7,647	4,758
Archiving Telefaxes	-	-	23,513	3,240	6,219	2,115
Archiving Telexes	-	-	240	2	45	51

Number of documents recorded by computer during 1992 – 2001

Item	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
Outgoing	14,667	14,890	21,158	20,402	20,571	17,518	12,266	14,249	20,954	28,058
Incoming	24,112	21,931	23,208	23,810	1,302	1,519	2,091	2,523	3,690	6,633
Administrative Decrees	400	870	661	1,095	1,026	1,629	376	293	295	353
Administrative Circulars	259	111	86	55	75	89	79	118	199	122
Organisational Decisions	-	-	-	-	15	5	20	1	6	22
Local Orders	-	-	-	-	8	10	6	1	-	1

The number of Administrative Circulars, 1992 – 2001

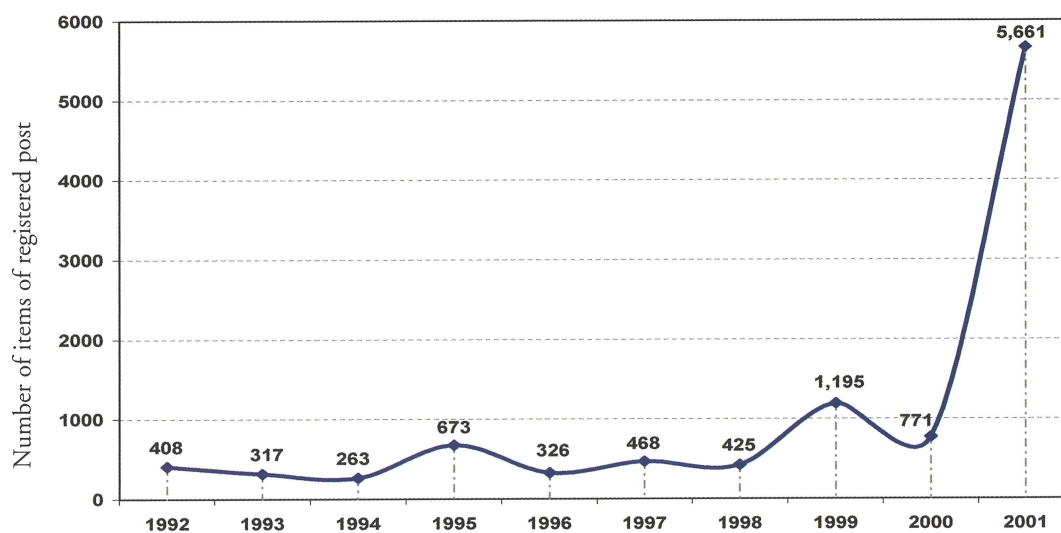


Outgoing items of post, 1992 – 2001

Item	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001*
Express Post	83	111	251	263	123	135	286	116	318	126
Registered Post	408	317	263	673	326	468	425	1,195	771	5,661
Normal Post	31,579	10,886	5,156	5,842	6,895	5,216	5,615	3,286	9,700	8,197
Courier	4,032	2,693	3,865	3,471	4,337	4,129	4,088	3,407	3,687	4,137
First Class Post	31	18	15	4	-	-	-	-	-	-

* The increase in registered post in 2001 is due to correspondence sent to countries who participated in the INTA conference on communication and information methods.

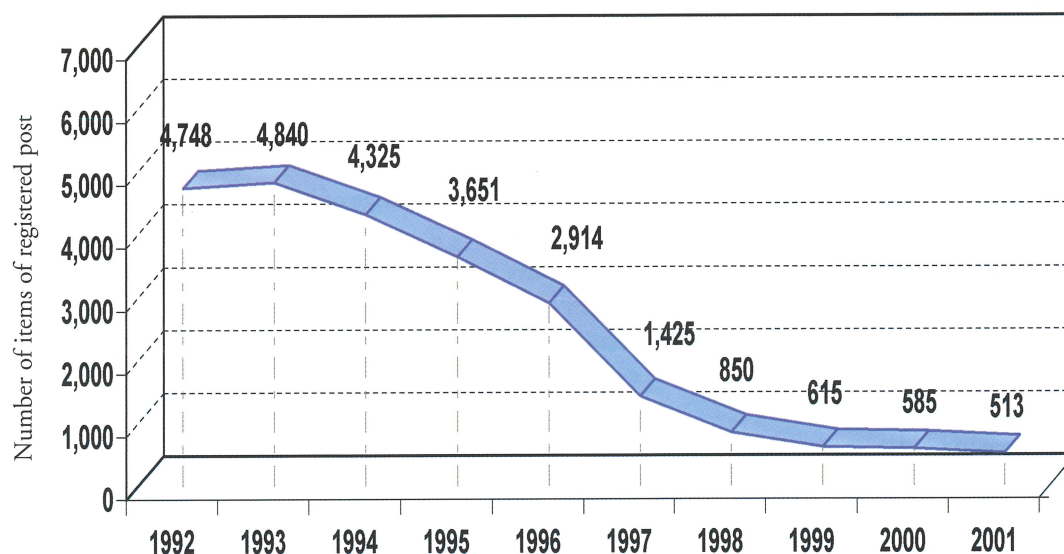
Increase in registered post, 1992 – 2001



Incoming post, 1992 – 2001

Item	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
Express Post	-	-	-	-	551	580	759	906	1,064	1,182
Registered Post	4,748	4,840	4,325	3,651	2,914	1,425	850	615	585	513
Normal Post	90,358	97,318	34,075	140,428	54,167	65,903	114,329	140,785	132,622	115,372
First Class Post	210	289	493	382	358	333	534	494	331	-

Incoming registered post, 1992 – 2001



Central Archive

The duties of the Central Archive increased as a result of the changes in the Municipality's Organisation Chart, reflecting the growth of the organisation, this requiring the introduction of an efficient archiving system. This has included, amongst other aspects, the following:

- Laying down of special procedures for the system of borrowing files and documents.
- Preparation of lists of files available in the archiving rooms.
- Distribution, revision and photocopying of Administrative Affairs files and Municipality Council's files.
- Computer data entry of all relevant information.
- Receipt of files from various Municipality Departments for archiving or disposal.
- Revision of building plans and related computer data entry.
- Implementation of electronic archiving of plans for the Buildings Department.
- Organisation, distribution, audit, revision and photocopying of files for the Personnel Affairs Department.
- Establishment of a database for files kept in the archive.
- Preparation of an Automation Manual to be linked to other departments relating to archiving and disposal of documents.
- Establishment of an archive database for future use.
- Preparation of a manual of productivity criteria for employees.

Technical Library

The Technical Library Unit performs the following duties:

- Participation in specialised courses.
- Supplying to the Technical Library of books and other scientific reference material related to the work of Municipality employees.
- Distributing information to the Municipality's employees by e-mail.
- Transferring of paper files, such as reports, the results of training courses and so on, to an electronic format by scanning them.
- Obtaining useful information through the Internet and circulating it via computer to employees.
- Obtaining loans of information through the Internet and maintaining a relationship with local and international organisations and bodies for the exchange of information, for mutual benefit.
- Preparation of a questionnaire for all Municipality employees to find out their interests and to distribute information of interest to them by e-mail.
- Co-operation with the Information Technology Department on the issuing of an Internet User Manual.

3: Libraries

In accordance with the orders of H.H. the late Sheikh Rashid bin Saeed Al Maktoum, the first Public Library was established in Dubai in 1963 in the Al-Ra's area of Deira. The libraries

service of the Municipality was expanded rapidly during the 1980s, with the introduction of special sections for Arabic and English books, reference books, periodicals and audio and visual material, all of this resulting in an increase in the number of books and periodicals available and, in turn, to an increase in the number of visitors. The objective of the libraries is to provide various forms of learning materials and sources of information to the public such as books, periodicals, reference books, audio and visual materials, thereby helping to raise the level of scientific and cultural knowledge in the public at large, and to encourage the younger generation to become accustomed to reading.

In 1989, four new libraries were opened in residential areas of the city, costing a total of 15 million dirhams. Located in the Hor al-Anz, Al-Rashidiya, Al-Safa and Umm Suqeim areas, each had special rooms for women, children and men, as well as other multi-purpose rooms equipped with the latest audio and visual equipment.

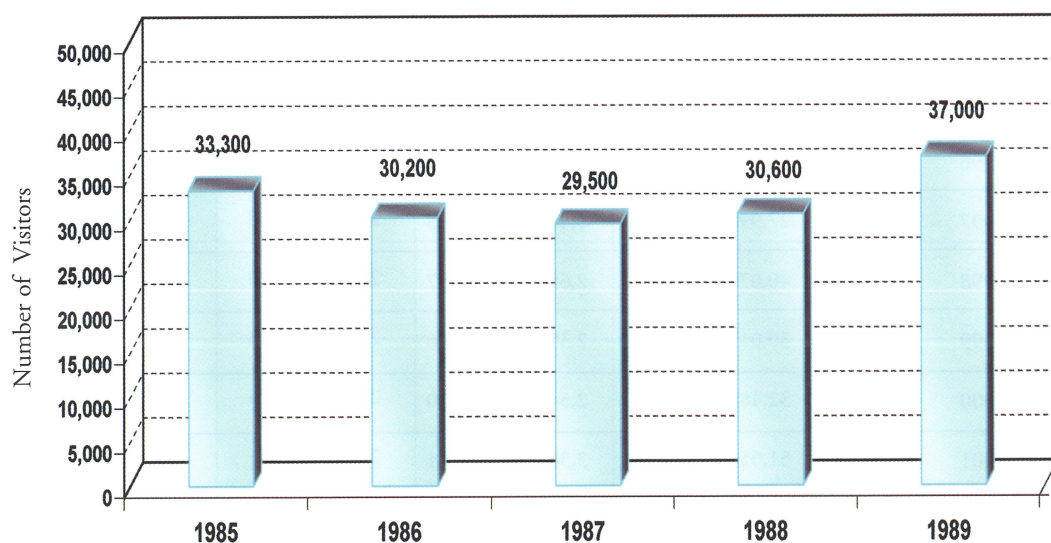
Books and periodicals available in the Public Library, 1985 - 1989

Item	1985	1986	1987	1988	1989
Arabic Language Unit	12,103	12,244	15,240	17,144	48,325
English Language Unit	7,176	7,776	7,790	7,790	11,051
Childrens' Unit	3,385	3,439	3,473	3,723	15,403
Total	22,664	23,459	26,503	28,657	74,647

Visitors to the Public Library, 1985-1989

Item	1985	1986	1987	1988	1989
Number of Visitors	33,300	30,200	29,500	30,600	37,000

Visitors to the Public Library, 1985-1989



At the beginning of 1997, a service of borrowing audio and video tapes was introduced for registered members of the Libraries, this being regulated in accordance with Administrative Decree No 306 for 1998, issued on 4th November 1998, which specified deposits and fees payable for certain services. A membership fee of 50 dirhams was also introduced, with effect from 9th November 1998.

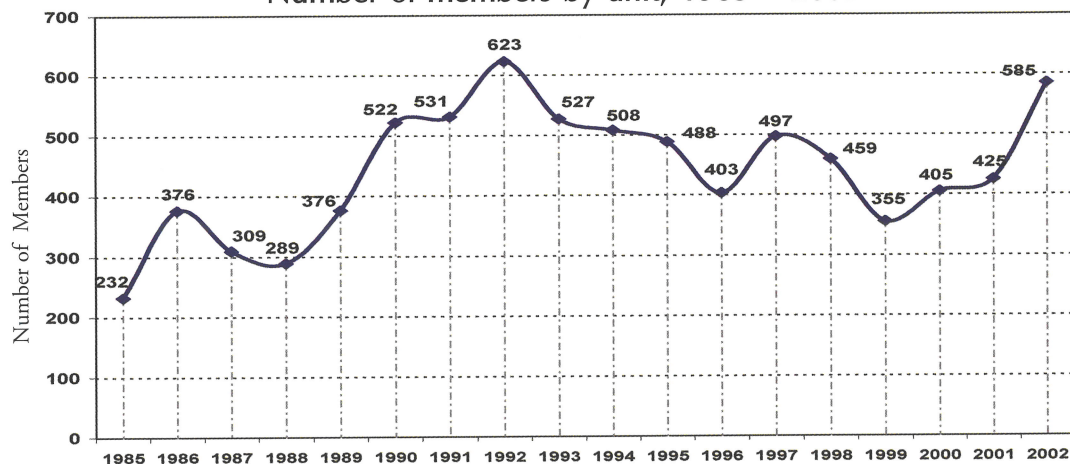
A public internet access service was introduced from 16th October 1999.

In 1998, another library was opened in Hatta, to ensure that the library service covered residents throughout the Emirate.

Visitors and registered members of Libraries, 1985 – 2002

Year	Visitors					Members			
	Men	Women	Children	Students	Total	Arabic Unit	English Unit	Childrens' Unit	Total
1985	14,000	11,000	8,200	-	33,300	155	72	4	232
1986	16,000	9,000	5,200	-	30,200	262	78	36	376
1987	17,100	7,350	5,050	-	29,500	207	75	27	309
1988	16,400	8,400	5,800	-	30,600	189	70	30	289
1989	20,800	9,700	6,500	-	37,000	255	91	30	376
1990	47,269	14,533	41,693	-	103,495	261	171	90	522
1991	64,587	13,656	34,878	-	113,121	315	158	58	531
1992	75,990	13,355	45,183	-	134,528	313	240	70	623
1993	68,960	14,313	46,841	-	130,114	279	201	47	527
1994	71,670	16,383	45,753	-	133,806	272	192	44	508
1995	74,543	18,745	41,655	-	134,943	257	196	35	488
1996	74,027	18,754	36,918	-	129,699	212	177	14	403
1997	75,431	27,990	40,737	1,460	145,618	263	218	16	497
1998	102,992	40,070	49,077	2,658	194,797	226	220	13	459
1999	89,793	30,010	33,436	2,351	155,590	236	113	6	355
2000	96,880	32,485	23,799	2,546	155,710	206	175	24	405
2001	137,741	51,051	62,184	3,365	254,341	231	141	53	425
2002	113,447	48,563	65,653	88,353	316,016	254	255	76	585

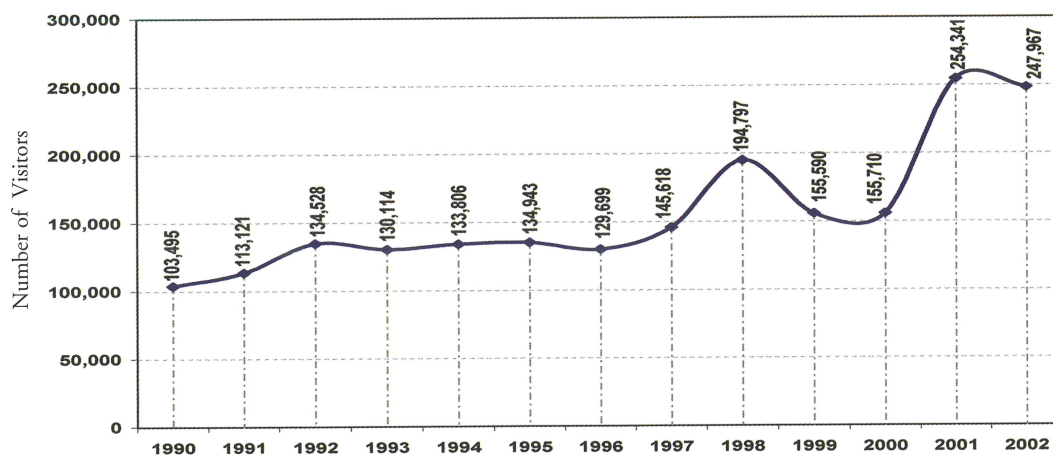
Number of members by unit, 1985 – 2002



Number of visitors to the Central Library and branch libraries, 1990 – 2002

Libraries	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002
Central Library	43,329	49,222	57,087	46,591	46,332	39,223	45,861	40,724	54,280	51,357	59,854	59,419	54,408
Hor Al-Anz Library	26,318	18,806	27,207	28,143	27,230	30,141	11,801	23,335	45,733	50,875	47,605	56,655	49,824
Rashidiya Library	16,962	22,221	23,246	21,043	26,087	27,480	27,555	30,271	38,409	10,619	-	40,476	41,324
Al-Safa Library	9,800	11,451	13,780	19,644	22,028	25,470	29,760	34,047	37,372	8,952	-	43,339	47,683
Umm Suqeim Library	7,086	11,421	13,208	14,693	12,129	12,629	14,722	17,241	18,383	19,299	29,199	32,486	26,646
Hatta Library	-	-	-	-	-	-	-	-	620	14,488	19,052	21,966	28,082
Total	103,495	113,121	134,528	130,114	133,806	134,943	129,699	145,618	194,797	155,590	155,710	254,341	247,967

Number of visitors to the Central Library and branch libraries, 1990 – 2002



Books and Periodicals to the Central Library and branch libraries, 1990 – 2002

Year	Books				Periodicals			
	Arabic Lang. Unit	English Lang. Unit	Childrens' Unit	Total	Arabic Periodicals	Foreign Periodicals	Childrens' Periodicals	Total
1990	48,773	11,051	15,403	75,227	254	60	9	323
1991	56,404	11,909	20,140	88,453	279	91	12	382
1992	64,842	11,386	21,865	98,093	308	80	4	392
1993	70,297	10,977	22,247	103,521	225	39	4	268
1994	61,272	12,451	19,820	93,543	375	53	10	438
1995	64,464	17,981	19,956	102,401	507	105	10	622
1996	78,704	15,755	21,608	116,067	275	163	29	467
1997	89,426	20,053	15,494	124,973	442	181	27	650
1998	80,495	20,836	15,292	116,623	765	263	24	1,052
1999*	-	-	-	-	864	337	24	1,225
2000	126,034	18,526	28,965	173,525	1,068	412	29	1,509
2001	136,139	21,822	30,470	188,431	1,191	322	23	1,536
2002	146,067	23,751	33,565	205,969	1,309	364	54	1,727

Distribution of books and periodicals according to type, 1990 – 2002

Years	Arabic Lang. Unit	English Lang. Unit	Children's Unit	Total
1990	5,918	2,509	808	9,235
1991	6,973	4,568	2,305	13,846
1992	8,385	6,159	1,676	16,220
1993	9,034	6,795	1,682	17,511
1994	8,939	6,550	1,720	17,109
1995	9,088	7,928	2,197	19,210
1996	9,144	9,029	1,740	20,045
1997	10,462	9,893	1,522	21,877
1998	9,566	9,363	1,556	20,485
1999	8,579	8,350	1,217	18,146
2000	20,027	10,702	9,834	40,563
2001	59,491	15,899	17,347	92,737
2002	71,607	26,444	14,470	117,160

* Data on books unavailable due to the change over to a new system in the library.

Museums Section

Museums Section

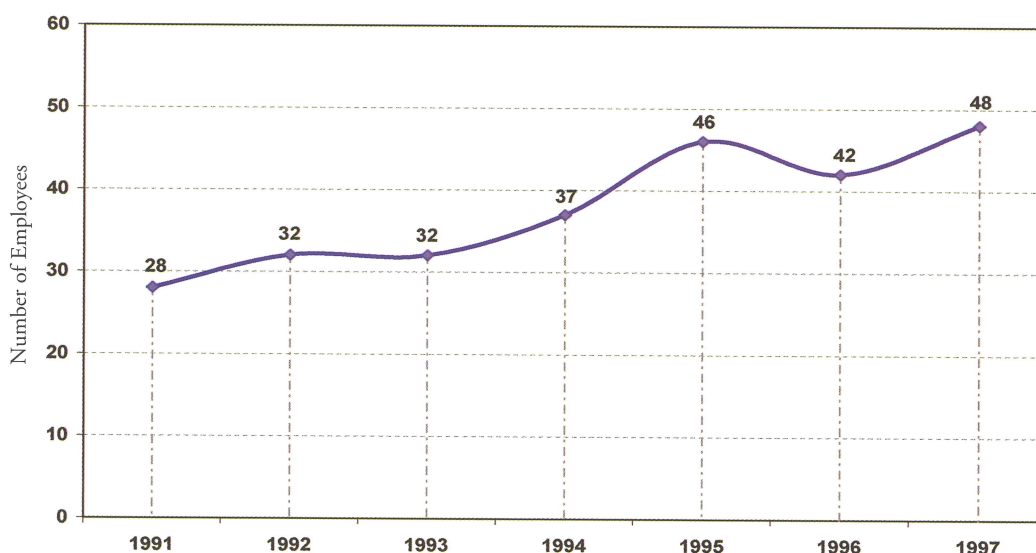
Dubai Museum was created on the instructions of the late H.H. Sheikh Rashid bin Saeed Al Maktoum in a decree issued on 12th May 1971. This provided for the Al Fahidi Fort in Bur Dubai to be converted into a Museum and also ordered that the Museum should be affiliated to Dubai Municipality in terms of its supervision, organisation and administration. As the Municipality itself developed, so too did the Museum, which was also given responsibility for protecting historic buildings and archaeological sites throughout the Emirate.

The Museums Section, which was transferred from the Municipality to the Department of Tourism and Commerce Promotion at the beginning of 1998, had two Units, the Archaeological Unit and the Administrative Unit.

Museums Section employees, 1991-1997

Year	1997	1996	1995	1994	1993	1992	1991
Number of Employees	48	42	46	37	32	32	28

Growth in Museums Section employees, 1991-1997



During the 1990s, up until 1997, the Museums Section grew considerably in terms of its size and activities. In these years, the Museum itself was expanded and restored, while the Section was also responsible for maintaining archaeological sites and historic buildings.

The work on the Museum was undertaken within the framework of a policy designed to preserve essential features of Dubai's old urban heritage, and involved maintenance and restoration of the walls of Al Fahidi Fort, as well as the installation of a ground level air-conditioning network and advanced alarm systems. In order to provide space for the display of archaeological finds from sites in Dubai, an underground extension to the Museum was also constructed, thus preserving the visual and architectural components of the fort itself. Following the carrying out of detailed studies and

planning, as well as of a review of appropriate internal fixtures, and then completion of the necessary construction and restoration work, the Museum was re-opened to the public in mid-1995.

The planned route through the Museum for visitors begins with displays of old weapons and military uniforms, together with examples of small boats and traditional 'arish houses. It then proceeds to displays of the history of the city of Dubai and its famous creek, this then leading to an audio-visual display about changes in lifestyle and architecture in modern Dubai. This display includes a tour through one of the traditional markets, showing various commercial activities, as well as sections showing the diverse daily lifestyles of Dubai's citizens, including visits to the market and the mosque and scenes at home, as well as the lifestyle of the Bedouin, including clothing, jewellery, bedding and the drinking of coffee. Since activities related to the sea are an essential component of traditional life in Dubai, much of the Museum is given over to displays related to the sea, ship-building, fishing, diving and the pearl trade.

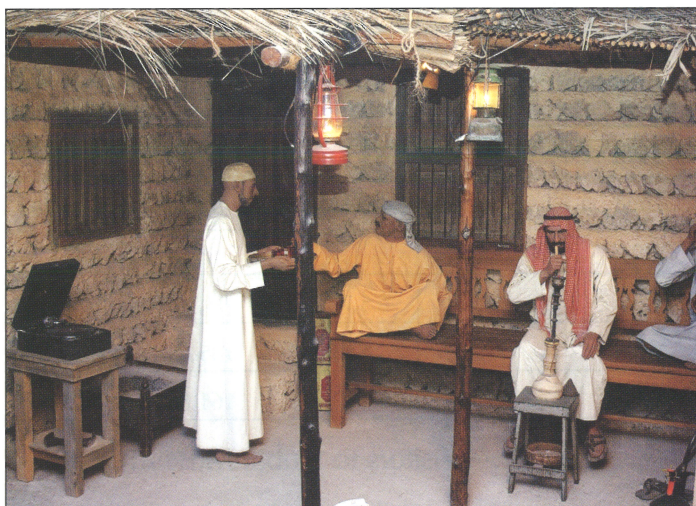
Another section shows artefacts from archaeological excavations and provides an introduction to archaeological methods and to the various teams of archaeologists who have worked in Dubai.

The Museums Section was responsible for carrying out surveys for and excavations of archaeological sites, and also for participating in local and foreign exhibitions and conferences, as well as for providing information to tourists and to school parties about archaeological sites in the Emirate of Dubai.

The Museums Section was also responsible for supervising the restoration of the Sheikh Saeed Al Maktoum house in the Al Shindagha area. This was carried out in such a way as to ensure the preservation of its original architecture and to highlight its original structure and the elements used in its construction. The project required the carrying out of engineering work to reinforce the building and its walls as well as the installation of the necessary electrical, air-conditioning and alarm networks, taking care to preserve traditional features. The lower floors were paved with natural stone. When the project was completed, the original architecture of the building had been satisfactorily preserved in its entirety. The restoration was completed in 1986 and the building was then opened to the public.

The Museums Section was affiliated to the Administrative Affairs Department of the Municipality until a Government order was issued on 1st January 1998 for it to be transferred to the Dubai Department of Tourism and Commerce Marketing.

During the period from 1985-1997, as shown below, the Museum attracted a steadily growing number of visitors, who included tourist groups and school and university students.

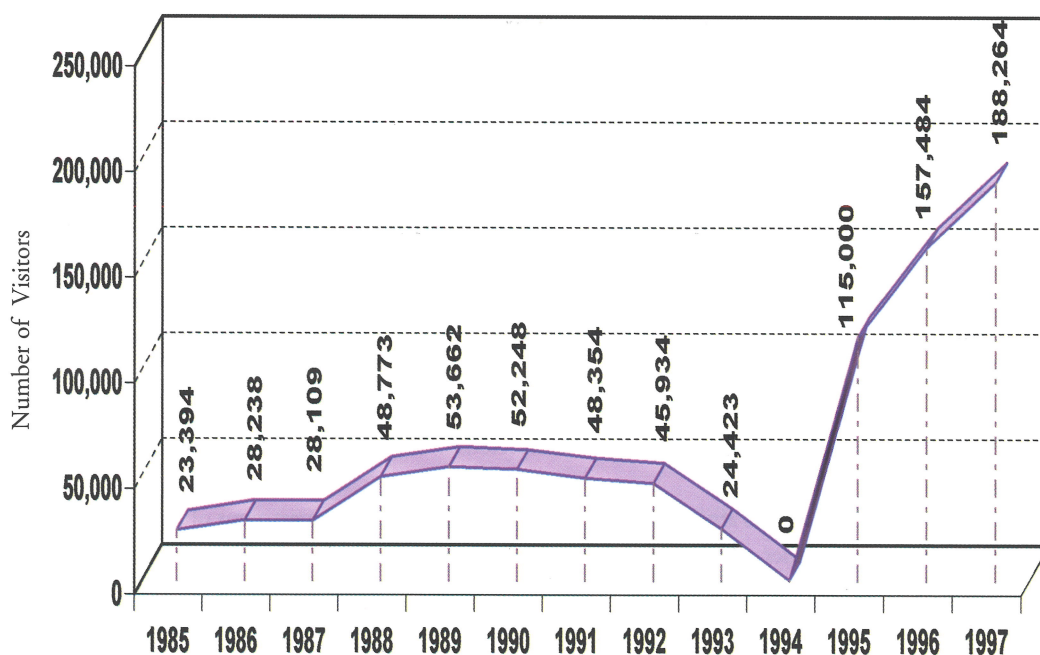


A view of the Museum display

Visitors to Dubai Museum, 1985 – 1997

Year	Tourist Groups	Students	Other Visitors			Total Visitors
			Adults	Children	Total	
1985	113	9,193	10,609	3,479	14,088	23,394
1986	740	10,108	14,767	2,623	17,390	28,238
1987	655	8,531	16,265	2,658	18,923	28,109
1988	512	8,968	34,681	4,612	39,293	48,773
1989	219	10,079	36,889	6,475	43,364	53,662
1990	233	10,763	34,619	6,633	41,252	52,248
1991	225	10,063	31,954	6,112	38,066	48,354
1992	122	5,148	35,321	5,343	40,664	45,934
1993	21	1,161	20,051	3,190	23,241	24,423
1994*
1995	364	5,709	94,783	14,144	108,927	115,000
1996	1,015	6,479	135,698	14,726	150,424	157,484
1997	443	4,534	161,802	21,485	183,287	188,264

Visitors to Dubai Museum, 1985 – 1997



* In 1994 the Museum was closed for maintenance.

Municipality Branch Offices

Municipality Branch Offices

The first branch office of the Municipality was opened in 1976 in Al Rashidiya, followed by one in the mountain town of Hatta in 1977 and two more, in 1988, in the Al Karama and Umm Suqeim areas of Dubai City. The purpose of establishing these branch offices was to de-centralise and to simplify the provision of services by the Municipality to customers and consumers.

These branch offices have the following functions:

- To offer general Municipality services as well as specialised services such as refuse collection, pest control, environmental protection and safety, food control, control of buildings and collection of revenues.
- To provide locations where members of the public can come to pose queries and to make requests, in accordance with Municipality rules and regulations.
- To facilitate effective co-ordination with representatives of other bodies, such as the police and civil defence, so as to ensure the provision of services of high quality, as well as to monitor the activities of social and cultural bodies in the area covered by each office.
- To co-operate with the Public Relations Section in carrying out surveys of residents in the area concerned.

During the second half of 1989, the work carried out by the Branch Offices grew considerably, with functions relating to the provision of a number of services being moved to them, with the objectives both of decentralising the Municipalities work and of making matters easier for the public.

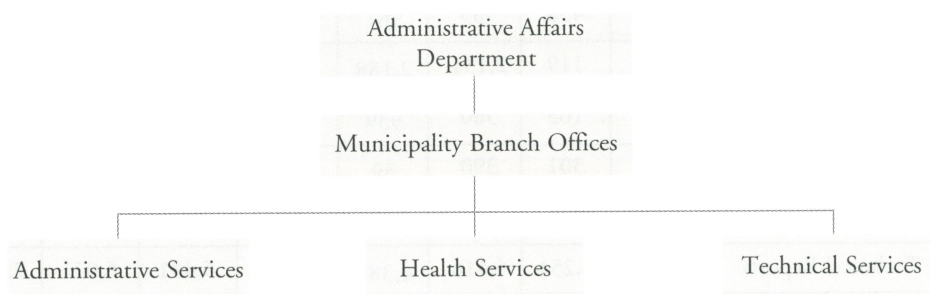
A pilot project was undertaken at the Al Rashidiya Branch Office, this then being extended to the other Offices. This made it possible for each Office to offer to the public a complete documentation service for their various needs and requirements.



Al Karama Centre, one of the Municipality Branch Offices in Dubai

In 1990, Administrative Order No 203 was issued, bringing all Branch Offices within the same management structure and to place them directly under the Administrative Affairs Department of the Municipality, as shown in this chart:

Organisation Chart for the Municipality Branch Offices



Number of employees at the Municipality Branch Offices, 1998 – 2002

Years	Number of Employees				
	Al-Rashidiya Office	Al-Karama Office	Umm Suqeim Office	Hatta Office	TOTAL
1998	4	6	5	10	25
1999	5	6	5	10	26
2000	4	7	5	13	29
2001	4	7	5	18	34
2002	3	7	3	11	25



The Dubai Municipality Branch Office in Umm Suqeim

Main achievements of the Municipality Branch Offices, 1998-2001

1- Building Control

Activities	Al-Rashdiya Office				Al-Karama Office			
	1998	1999	2000	2001	1998	1999	2000	2001
Technical Reports	720	438	985	961	1,717	2,173	3,200	4,025
Construction Control	1,523	119	2,151	2,188	1,189	1,415	1,967	2,682
Warnings	998	163	580	939	973	1,401	674	949
Fines	204	301	390	39	59	127	55	67
Other Reports	206	230	310	261	112	315	175	122
Total Technical Reports	3,651	1,251	4,416	4,388	4,050	5,431	6,071	7,845
Additions & Amendments	105	312	251	191	94	64	185	307
Decoration	12	-	-	45	61	86	219	212
Demolition	19	-	-	12	45	27	184	41
Insurances	306	-	-	502	232	235	515	590
Other Reports	29	18	145	-	2	2	18	445
Total Transactions relating to the Public	471	330	296	750	434	414	1,121	1,595

Activities	Umm Suqeim Office				Hatta Office			
	1998	1999	2000	2001	1998	1999	2000	2001
Technical Reports	7,613	6,112	8,561	9,996	5	6	-	3
Construction Control	2,031	2,006	3,658	3,647	53	3	7	13
Warnings	1,801	1,665	2,190	1,790	102	161	114	121
Fines	211	222	161	118	-	-	-	1
Other Reports	440	243	430	482	46	153	45	46
Total Technical Reports	12,096	10,248	15,000	16,033	206	323	166	184
Additions & Amendments	142	108	103	191	29	7	25	20
Decoration	9	29	12	42	11	-	16	17
Demolition	13	32	36	48	2	8	6	66
Insurances	326	428	419	519	1	21	8	28
Other Reports	-	-	-	-	66	71	56	123
Total Transactions relating to the Public	490	597	570	800	109	107	111	254

Main achievements of the Municipality Branch Offices, 1998-2001

2- Refuse Services

Activities	Al-Rashidiya Office				Al-Karama Office			
	1998	1999	2000	2001	1998	1998	2000	2001
Refuse Transported by load (in tons)	3,275	3,395	3,356	10,590	4,792	4,792	3,450	4,839
Distribution of Refuse Sacks	826,350	900,000	900,000	1000,000	-	-	648,760	649,760
Warnings for violation of Health Rules	1126	18	29	-	208	208	499	455
Number of violations	200	7	32	146	-	-	-	-
Fines (Dhs.)	62,600	3,500	6,252	-	-	-	27,300	41,643

Activities	Umm Suqeim Office				Hatta Office			
	1998	1999	2000	2001	1998	1999	2000	2001
Refuse Transported by load (in tons)	32,175	39,590	51,611	59,631	4,792	2,136	10,965	9,700
Distribution of Refuse Sacks	642,544	782,605	958,301	1,039,262	-	204,000	409,000	252,000
Warnings for violation of Health Rules	447	827	478	708	208	33	28	32
Number of violations	236	603	293	229	-	143	168	179
Fines (Dhs.)	206,800	335,800	245,900	215,300	-	41,500	62,700	37,600

Main achievements of the Municipality Branch Offices, 1998-2001

3- Food Control

Activities	Al-Rashidiya Office				Al-Karama Office			
	1998	1999	2000	2001	1998	1999	2000	2001
Shops Inspected	-	561	411	412	-	-	1,438	2,222
Number of Warnings	-	60	55	70	-	-	889	849
Number of Violations	-	55	40	37	-	-	549	595
Fines (Dhs.)	-	-	-	-	-	-	294,850	203,600

Activities	Umm Suqeim Office				Hatta Office			
	1998	1999	2000	2001	1998	1999	2000	2001
Shops Inspected	979	1,051	1,267	971	354	227	264	498
Number of Warnings	294	494	838	1,320	781	1,019	904	538
Number of Violations	81	505	778	505	20	35	130	147
Fines (Dhs.)	91,700	223,800	237,050	204,250	7,750	8,600	57,200	25,100

Main achievements of the Municipality Branch Offices, 1998-2001

4- Pest Control

Activities	Al-Rashidiya Office				Al-Karama Office			
	1998	1999	2000	2001	1998	1999	2000	2001
Treating mosquito infested areas	54	1	16	153	208	131	101	101
Warnings	7	-	12	14	42	29	56	107
Animal Eradication	55	-	30	-	371	142	299	-

Activities	Umm Suqeim Office				Hatta Office			
	1998	1999	2000	2001	1998	1999	2000	2001
Treating mosquito infested areas	795	830	694	598	737	747	663	762
Warnings	65	51	60	225	-	-	-	-
Animal Eradication	195	2	-	-	71	192	176	141



Dubai Municipality Branch Office in Hatta

The Municipality Branch Offices form the link between the Municipality and the public and help to provide all of the activities and services necessary to help the public and provide the relevant services within the area for which they are responsible. Services provided include refuse collection, distributing refuse sacks, drainage services, pest control, food control, shop inspections and monitoring the validity of food items as well as services related to the control of buildings.

Customer Service Centre

When the Dubai Municipality moved to its present premises in February 1980, it established a centre on its first floor where transactions relating to the public and involving documents were handled. This centre dealt with documentation for a number of the Municipality's departments and sections.

In recent years, however, thanks to the rapid economic development in the Emirate and the booming construction industry, there has been a significant increase in the numbers of customers seeking to follow up their documents at the Municipality. In line with the Municipality's continued efforts to streamline its services and to offer high-quality service to the public, it was decided that a single centre should be established which would deal with all administrative matters relating to documentation required by the public.

The Customer Service Centre was opened in the Municipality's new building, adjacent to the old one, on 17th June 2000. It is equipped with computer links to the various administrative departments and sections, as well as their key personnel, and is also linked to other Government offices, such as the Economic Department, the Civil Defence Administration and others.

The Customer Service Section was established to manage the Centre. Its key duties include:

- Implementation of directives, policies and laws relating to the Centre, so that it may provide the best possible services to the public.
- Provision of quality service to the public, provision of responses to queries and meeting their requirements.
- Directing the public to the various services provided by the Municipality and providing advice on the related procedures, including the documents required and the fees payable.
- Conducting regular public surveys to ensure that the Municipality's organisational units are providing high quality services and to test customer satisfaction.
- Preparing questionnaires to measure employee satisfaction at the Centre and to suggest corrective measures as well as evaluating the internal and external training requirements for employees.
- Ensuring the best use of the office space allocated for each organisational unit within the Centre as well as arranging for redistribution, as required
- Receiving complaints and comments from clients and employees regarding the services offered by the Centre, investigating these complaints and referring them to the relevant parties to take necessary action.
- Preparing and issuing booklets and leaflets explaining the procedures, conditions and documentation required for various services, in order to help its customers. clients.
- Reviewing regular reports on the organisational units concerned with providing services to



The Customer Service Centre

The Centre has 80 counters, divided among 12 separate Administrative units of the Municipality and the Services Co-ordination Office as illustrated in the following chart.



the public. These include data and statistics resulting from requisitions received and completed within the Centre, data analysis in order to assist in improving work in respect of the percentage of work completed and the average flow of documentation within the centre, as well as evaluation of performance.

There is also a counter for external bodies, including:

- The Emirates Telecommunications Corporation, ETISALAT
- The Civil Service Department.

In order to develop the procedures and simplify them for external clients, those in charge of the various units are regularly present at the Customer Service Centre, where there are a number of support offices.

Facilities for the public include comfortable waiting areas, while employees at the Centre are also given special training courses in how to deal with customers.

The Customer Service Centre has played a major part in simplifying work procedures in the Municipality, and has also been active in promoting the Comprehensive Employee Project amongst its departments, this being designed to ensure that all employees are fully aware of all the services offered by their department.

The Centre has also participated in the e-Government project, putting a comprehensive information manual of customer services on the internet, including details of services, procedures, requirements, fees, forms and so on.



The Customer Service Centre in the Municipality's Main Building

**Statistics
Centre**

Statistics Centre

The Statistics Centre has been responsible for carrying out all statistics-related work at the Municipality since the beginning of the nineteen seventies, when it was known as the Statistics Section and was directly linked to the office of the Municipality Director. It then had the following responsibilities:

- Preparing studies and statistical surveys.
- Preparing statistical reports about the work of the Municipality's various Sections.
- Monitoring bakeries and weights.
- Monitoring scales.
- Licencing porter carriage inside the markets.
- Licencing stores to market packaging.

The increased tasks of the Municipality, and a consequent increase in the amount of work related to the collection of statistics, as well as the introduction of a comprehensive Organisation Chart for the Municipality, then led to a number of changes. In 1991, the section was upgraded to become a Centre, and was then added to the responsibilities of the Administrative Affairs Department.

Its responsibilities were then enlarged, to include the following:

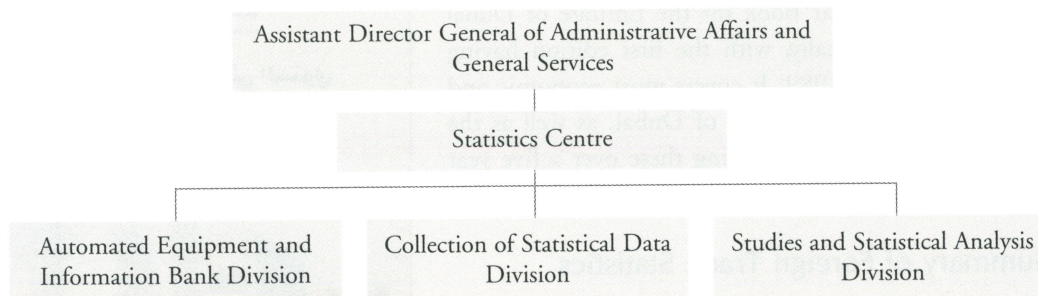
- 1- Catering for the requirements of the various departments and sections of the Municipality with regard to studies, field surveys and statistical data, in accordance with requests submitted by them.
- 2- Providing statistical data on the activities of the Municipality's departments and sections.
- 3- Providing general statistical data on the activities of Ministries, other federal establishments and local Departments within the Emirate of Dubai.
- 4- Co-ordinating statistical activities with the Municipality's departments and sections and providing expertise on statistical matters.
- 5- Issuing books and various statistical publications, such as the Annual Statistical Book for the Emirate of Dubai and other annual publications on foreign trade and on the achievements of the Municipality.
- 6- Making recommendations for and carrying out economic and social studies at the level of the Emirate of Dubai, so as to contribute to its development.
- 7- Implementing the census and other comprehensive surveys for the Emirate of Dubai.

During the nineteen nineties, the Statistics Centre became responsible for all statistics-related work within the Emirate of Dubai in addition to its role in serving the Municipality's departments and sections. It carried out this task by publishing books and other statistical publications about the Emirate and by carrying out studies and comprehensive statistical surveys, such as the Comprehensive Statistical Survey for the Emirate of Dubai, the Economic Survey of Establishments, the Family Income and Expenditure Survey and the Land Use Survey.

In November 2001, H.H. Sheikh Maktoum bin Rashid Al-Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai, issued Law No. 7 for 2001 regarding the Census Centre in Dubai Municipality. This established the Centre as the only official source of statistics in the Emirate.

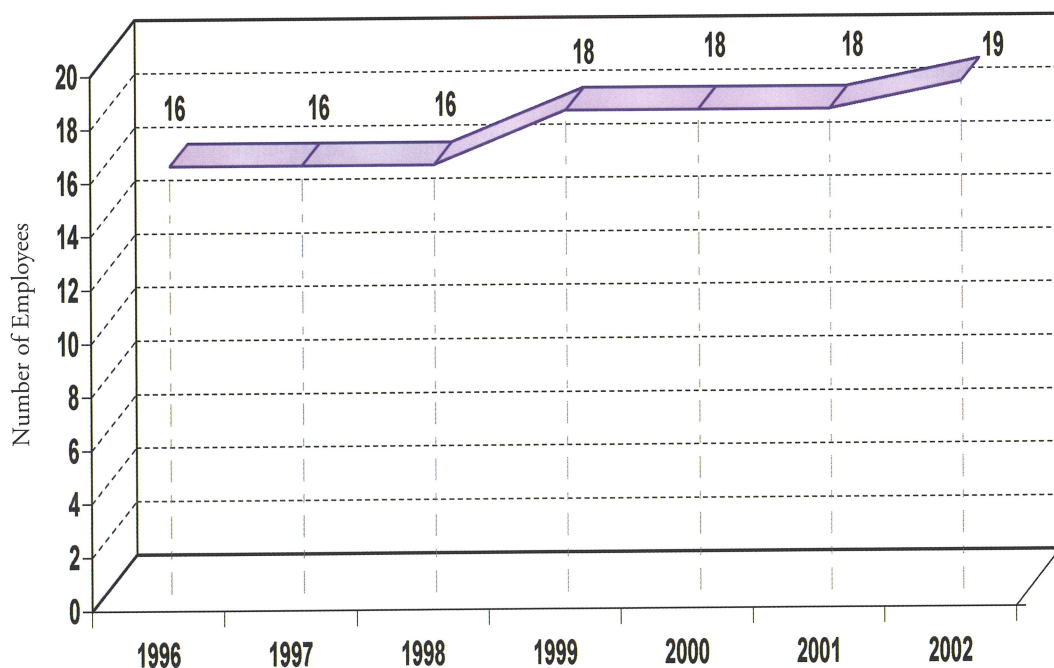
In December 2001, the Administrative Decree No. 334 for 2001 was issued, linking the Centre directly to the Municipality's Assistant Director General Administrative Affairs and General Services. The Organisation Chart relating to this decree is as follows:

Organisation Chart for the Statistics Centre



Number of employees at the Statistics Centre, 1996 - 2003

Year	1996	1997	1998	1999	2000	2001	2002
Number of Employees	16	16	16	18	18	18	19



During the years from 1990 to 2002, the work of the Census Centre was displayed through its various publications and surveys, as follows:

Books and statistical publications

The Statistical Year Book for the Emirate of Dubai This is issued annually, with the first edition having been published in 1989. It covers most economic and social activity in the Emirate of Dubai, as well as the number of residents, comparing these over a five year period. The thirteenth edition was issued in 2001.

Summary of Foreign Trade Statistics

- A summary of foreign trade statistics for the Emirate of Dubai is issued annually, with the first such summary having been issued in 1989. It provides an overview of foreign trade and the trends in its development. The twelfth edition covered the years 2000 and 2001.

Book on Dubai Municipality's Activities

The first edition was issued in 1996, covering the years 1985-1994, providing a detailed illustrated report, with statistical data, on the Municipality's activities.

Statistical Summary

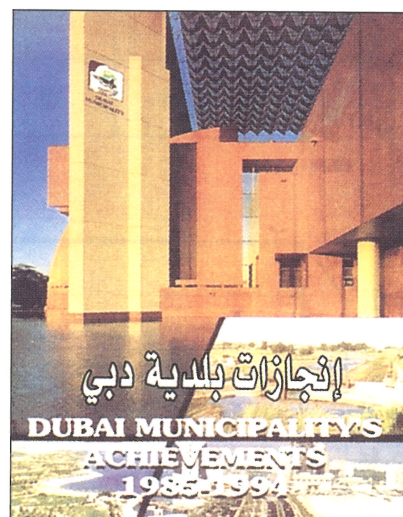
The first edition was issued in 1997, covering the activities of the various Departments and Sections of the Municipality. The sixth edition was issued in 2001.

Studies and Statistical Surveys

Many studies and statistical surveys have been carried out by the Centre. A summary, by year, follows.

- 1990

- A detailed planning study for Hatta.
- A study to prepare a unified method of classifying



buildings, according to type.

- A study on the Fishing Net factories in Al-Hamriya Area.
- A study of population estimates in the Emirate of Dubai.

• 1991

- Survey of the Fishing Net factories in the Garhoud and Jumairah No. 4 Areas.
- An opinion poll among residents in the Al-Muragabat area about the process of numbering buildings.
- A survey of open land and car parks in the Riqqa and Muragabat areas.
- Comprehensive listing of all Fishing Net Factories.
- A study of the methods of registering births and deaths.
- An opinion poll among residents in Al-Rashidiya area about the process of numbering buildings.
- An opinion poll about the use of public transport.
- A study of the issue of the concentration of expatriate women in residential areas..
- A study of the movement of water taxis (abras) in Dubai Creek..
- A study of the geographical divisions used in the Emirate of Dubai.

• 1992

- A comprehensive survey of the Al-Satwa and Al-Beda areas.
- A comprehensive survey of the Al-Baraha area.
- A monthly survey of the boats moored in Dubai Creek.
- A census of fishermen's homes in the Jumairah area.
- A comprehensive survey of Planning Area 124 for the GIS project.
- A study of the water taxi (abra) movement in Dubai Creek.
- A study of the movement of taxis between Dubai and other Emirates.

• 1993

- A sample land use survey for 21 planning areas.
- A sample (5%) economic and social survey
- A comprehensive statistical survey of the Emirate of Dubai (1993-1994)
- A census of fishermen's homes in Al-Hamriya Port.
- A feasibility study for a transport link between Dubai and Hatta, for the Masfut area.

- A study of the water taxis (abras) using oars.

- **1994**

- An opinion poll of residents in Al-Rashidiya about the road projects carried out in the area.
- A statistical survey for the Al-Quoz area
- A study of the prices of foodstuffs.

- **1995**

- A comprehensive survey of land use in the city of Dubai.
- A comprehensive survey of the Al-Mahaisina area.
- A study of how to choose samples for pest eradication
- A public opinion poll about library services.
- A survey of fishermen resident in the Hamriya area.
- A study about the effects of the decree to regulate the fishing profession.
- A study of the movement of water taxis (abras) in Dubai Creek
- The monthly survey of vessels moored in Dubai Creek.

- **1996**

- An economic survey of private sector establishments.
- A count of the farms in the Al-Aweer and Al-Khawanej areas.
- A planning survey of the Zabeel area
- An opinion poll on public squares.
- The monthly survey of vessels moored in Dubai Creek.

- **1997**

- A planning survey for Hatta.
- A study on the prices of foodstuffs.
- The monthly survey of vessels moored in Dubai Creek.
- A survey of family income and expenditure.
- A count of the buildings and dwellings in the Al-Satwa area.
- A census of the fishermen in Jumairah areas 2 & 3
- A study of passenger and goods movement in Hatta.

- **1998**

- A survey about employees in the government sector (Federal/Local) within the Emirate of Dubai.
- An opinion poll of users of paid car-parking.
- A comprehensive survey of land use, a count of farms and establishments and a general economic and social survey of rural areas.

- **1999**

- Implementing the first stage of a comprehensive statistical survey (numbering and quantifying buildings)
- An opinion poll about commuters' views on public transport buses as well as on the level of service offered by public transport.
- A questionnaire to evaluate the services offered by the Building Maintenance Section to Municipal employees living in Municipality Housing.
- A special study to measure the satisfaction level of Municipality employees.

- **2000**

- A comprehensive survey for the Emirate of Dubai 2000.
- A study of transport movement to and from Dubai International Airport.
- Regular survey of vessels moored in Dubai Creek.
- A study of the companies carrying passengers within the Emirate of Dubai.

- **2001**

- A Public Services Survey for the Emirate of Dubai.
- A public opinion poll about the services offered at the Customer Services Centre.
- An opinion poll among Municipal Employees about the services offered by the Administrative Affairs Department.
- A Planning Survey for the Al-Jadaf area.
- A study to measure participants' satisfaction with the comprehensive quality project.
- Regular survey of vessels moored in Dubai Creek.
- Co-operation with Emirates University in carrying out a study on mental health and

development problems relating to children and the elderly within the Emirate of Dubai.

- **2002**

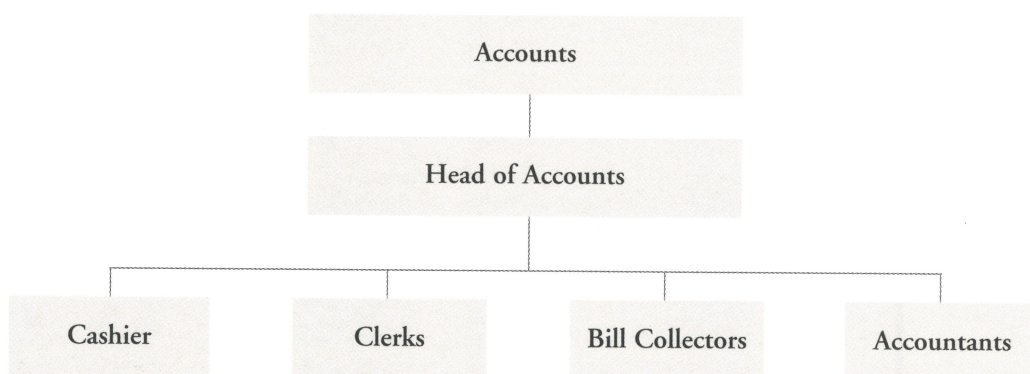
- A Land use survey for Dubai City.
- A study about developing the services offered by the Abattoir Section.
- A study of the establishments operating in the Fish Market (Deira)
- A study of the services required by workers in industrial areas.
- A survey of pavement usage in central business areas.
- An opinion poll among Municipal employees on the establishment of a children's nursery.
- An analytical study of the changing demographic, social and economic indicators for the community within the Emirate of Dubai during the period between the two censuses of 1996 and 2000.

**Finance
Department**

The origins of the financial system in the Municipality can be traced back to its earliest days, in 1954, when there was only a single cashier and a small number of debt collectors. Since that time, it has grown in line with the development throughout the Municipality as a whole, both in terms of its functions and staff, and in terms of the introduction and implementation of the appropriate rules and regulations.

The Accounts Department was created in 1957, and consisted of the Head of Accounts, assisted by two Accountants, two clerks to supervise the Revenues and Fees Section and 13 debt collectors, as illustrated in Chart No. 1.

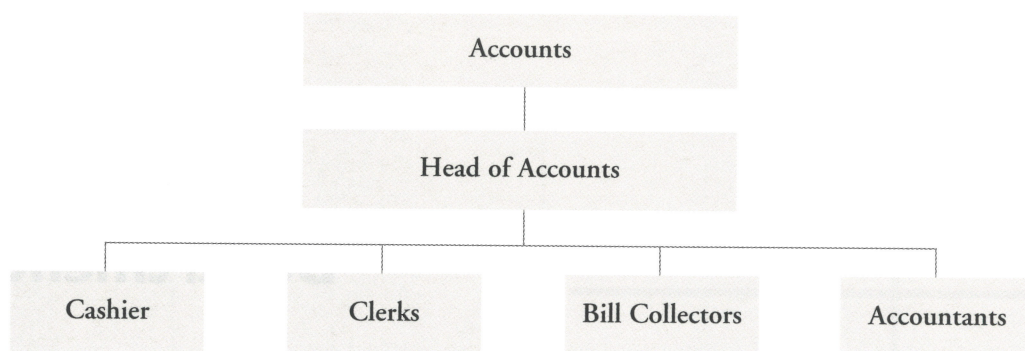
Chart No. 1. Functional Chart for 1957



In early 1960, a financial committee was formed as one of the committees of the Municipal Council. It was allocated the responsibility of supervising the financial affairs of the Council, presenting recommendations, reviewing reports presented by the Municipality Director on revenues and expenditure and ensuring that revenues and expenditures were within the limits of the approved budget.

By 1962, the total workforce had reached fifteen, including the Head of Accounts, a cashier, two accountants, two clerks and nine debt collectors as illustrated in Chart No. 2.

Chart No. 2. Functional Chart for 1962

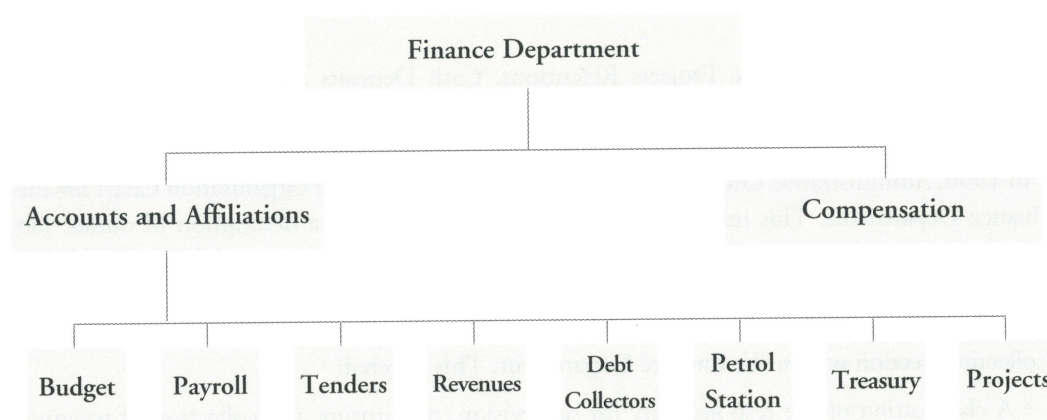


In the same year, as the Municipality continued to develop, the duties and services relating to finance increased, and by the end of the year, the total number of employees dealing with financial affairs had risen to 43. These were the Head of Accounts, with two assistants, for accounts and for compensation payable, a cashier and an assistant cashier, eleven clerks, nine for accounts and two for compensation payable, a reviser/checker, a typist, dealing with compensation payable, and twenty five debt collectors.

In 1971, the Municipality for the first time brought in a consultant to make a detailed study of the financial and accounting system and to make appropriate recommendations for bringing it up to date.

In 1984, the Organisation Chart of what had become the Finance Department was amended to include functions related to accounts and affiliated topics and compensation payable, covering the topics of budget, payroll, tenders, revenues, treasury, projects, debt collectors and the petrol stations. This is illustrated in Chart No. 3.

Chart No. 3. Organisation Chart for 1984



This Chart continued to be operational until the end of 1986, when a new electronic financial system with terminals was introduced. A database and computers were provided to allow employees to use modern means of carrying out their work. This required, of course, the introduction of special training for the employees, who, by this time, had increased to a total of 108.

At the start of 1987, the Municipality sought the assistance of experts in the field of accounts and financial systems from the United Nations Human Settlements Programme, headed by Dr. Bahjat Sandouqa. This group of consultants then prepared the financial and accounting system for the Finance Department. The assistance of similar experts continued to be sought from time to time, as required.

The period of transition to automated programmes, 1987 - 1992

- During this period there was a change over to automated programmes for the General Ledger, Budget, Projects and Payroll systems. An accounting manual was also compiled to

incorporate the changes which had taken place in the Municipality. This included the inputting of detailed items for expenditure and revenues while payment continued to be produced manually, through written cheques and production of receipts which were then posted to the General Ledger. The objective was to bring to an end the use of manual books and ledgers and to replace them by a computer system.

The use of the manual books and ledgers continued alongside the computer within the Finance Section for four months in order to ensure that both methods corresponded and to oversee the daily financial situation and make the appropriate decisions to increase auditing, monitoring and analysis of financial data. The use of the following manually-maintained books ceased at the close of the 1987 financial year:

- General Journal
- Expenditure
- General Ledger
- Projects
- Revenue Journals

The Bank Account Books, Projects Retentions, Cash Deposits Account Book and Salary Ledger continued, however, to be maintained manually, as well as on computer. All outstanding budget data was completed and entered into the computerised system.

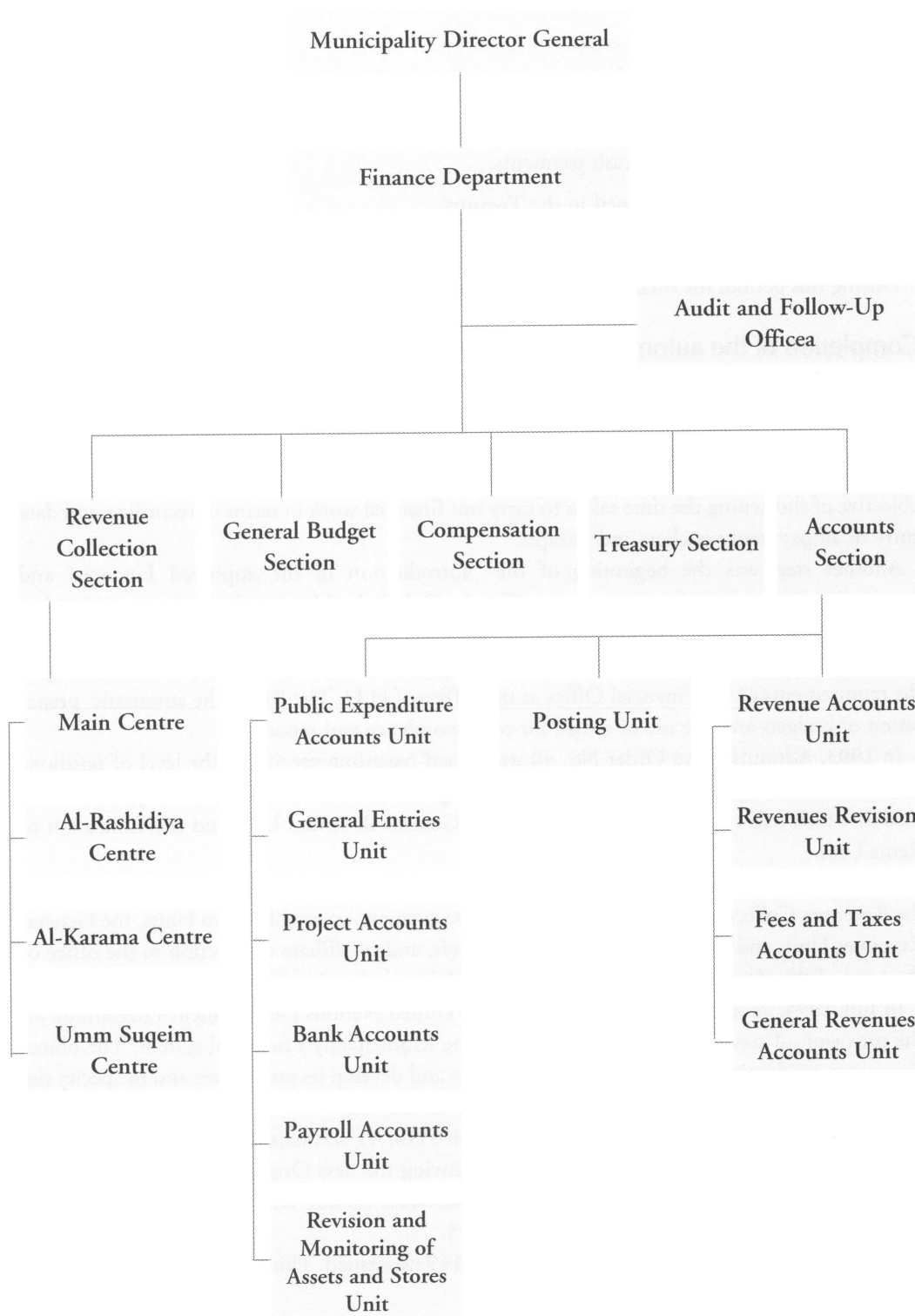
In 1990, Administrative Order No. 23 was issued in respect of the Organisation Chart for the Finance Department. This included an amendment of the chart, a description of duties, job descriptions and allocation of new job-related authorities, responsibilities and duties in addition to the responsibilities of the Finance Department as illustrated in Chart No. 4.

In 1992, Administrative Order No. 196 was issued on working procedures in the Revenues Collection Section within the Finance Department. This covered:

- A clarification of the responsibility for supervision, monitoring and collection of revenues and Municipality fees.
- Specification of the centres in-charge and monitoring of sectors and areas for the purpose of revenue collection.
- A definition of some terms, viz. Debt Collector – Cashier - Payment Permit – Supply Permit - Temporary Receipt Voucher – General Receipt Voucher.
- Specification of the procedure for receipt of revenues and Municipality fees.
- Procedures for collection of external revenues/ fees for internal economic activities/ receipt of fees from organisational units/ Municipality services fees and fees from games/ fun fairs/ parks.

In the same year the “Treasury Work Procedures Manual” was issued, under the terms of Administrative Directive No. 223 for 1992. This included:

Chart No. 4 Organisation Chart for 1990



- Treasury Section duties.
- General requirements which must be available in the Treasury as well as the duties of the Treasurer.
- General requirements and duties carried out by the Treasury.
- General policies for cash payments and revenues.
- General preconditions for cash payments.
- Level of cash to be maintained in the Treasury.
- Approval of the forms currently in use in the Finance Department.

During this period, the total workforce dealing with financial matters reached 110 employees.

Completion of the automated systems and computer programmes, 1993-1997

Between 1993 and 1997, the automated financial programmes relating to issuing cheques and cash authorisations were completed and a process for the automatic issuing of receipts was introduced, thus simplifying and speeding up revenue collection. Progress was also made towards the objective of shortening the time taken to carry out financial work in terms of recording and data entry of all payment vouchers and receipts.

Another step was the beginning of the introduction of the approved Financial and Accounting System Law for government offices in Dubai, the Municipality being considered to be the most qualified to implement the system due to the comprehensive financial systems then in use. This led, amongst other things, to the preparation of the closing accounts according to the requirements of the Financial Office at the Office of H.H. The Ruler, the automatic preparation of budgets and the use of e-mail for correspondence and reports.

In 1993, Administrative Order No. 40 was issued regarding specifying the level of positions in the Revenues Collection Section as well as laying down the duties and job descriptions of this section which had two Units, the Collection of General Revenues Unit and the Collection of Rents Unit.

Administrative Directive No 373, also issued in 1993, amended the administrative chart for the Revenues Collection Section of the Finance Department, to establish two Units, the General Revenues Unit, and the new Car Parking Fees Unit, and to affiliate the Section to the office of the head of the Audit and Monitoring Services Unit.

In July 1994, an agreement was made with the United Nations Development Programme on the provision of consultancy services related to the Municipality's financial system. The objective was to modernise the existing system, to revise and develop its procedures and to specify the duties and responsibilities of the department, and its sections.

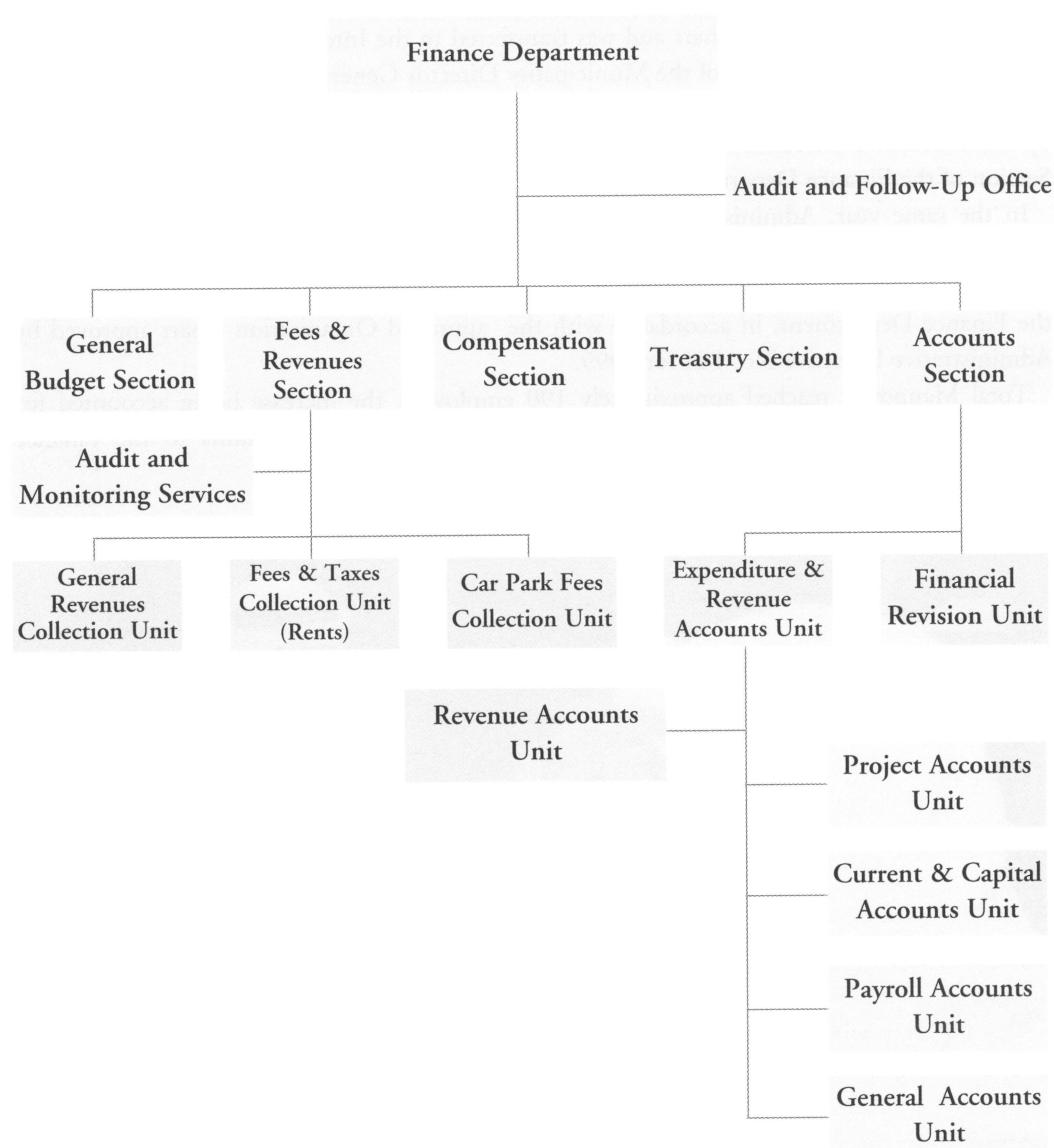
In connection with this, Administrative Directive No. 41 was issued in 1994, amending the title of the Revenues Collection Section and approving the new Organisation Chart, as well as describing the amended duties for the Fees & Revenues Section and Accounts Section of the Finance Department, as illustrated in Chart No. 5.

In the same year, Administrative Directive No. 149 was issued. This approved the Fixed Assets

Inventory Procedures Manual and the formation of an inventory committee within the office, to be headed by the Director of Contracts and Purchasing with its members including the Head of Accounts Section, the Head of the Internal Audit Office, the Head of Administrative Services and the Head of Stores Section.

This committee was given the responsibility for supervising the revision of the inventory, quantifying all assets, including fixed assets, owned by the Municipality, giving approval for these assets and estimating their useful life expectancy.

Chart No. 5. Organisation Chart for 1994



At the end of this period, manpower had risen to 151 employees. The number of accountants, cashiers and debt collectors were increased and the position of Assistant Head of Fees and Revenues Section was created as well as the creation of new positions for the new Car Park Fees Collection Unit, such as clerks, debt collectors, supervisors and a Head of Unit.

Under the terms of Administrative Directive No. 28 for 1998, a new administrative unit was established, the Car Parks Section, which was added to the organisation chart for the Roads Department. It included the Car Parks Monitoring Unit and a Unit for Car Park Equipment Maintenance. The Car Park Fees Collection Unit was also removed from the organisation chart for Fees and Revenue Section within the Finance Department and transferred to the new section.

In 1998, Administrative Directive No. 66 removed the Financial Audit Unit from the Finance Department's administrative chart and was transferred to the Internal Audit Section, which is directly affiliated to the office of the Municipality Director General.

In 1999, Administrative Directive No. 137 was issued to amend some of the rules laid down by Administrative Directive No. 223 for 1992, covering the Work Manual of the Treasury Section of the Finance Department.

In the same year, Administrative Directive No. 144 was issued to approve the amended Organisation Chart for the Finance Department as illustrated in Chart No. 6.

In 2000, Administrative Directive No. 95 was issued to approve the description of duties for the Finance Department, in accordance with the approved Organisation Chart approved by Administrative Directive No. 144 for 1999.

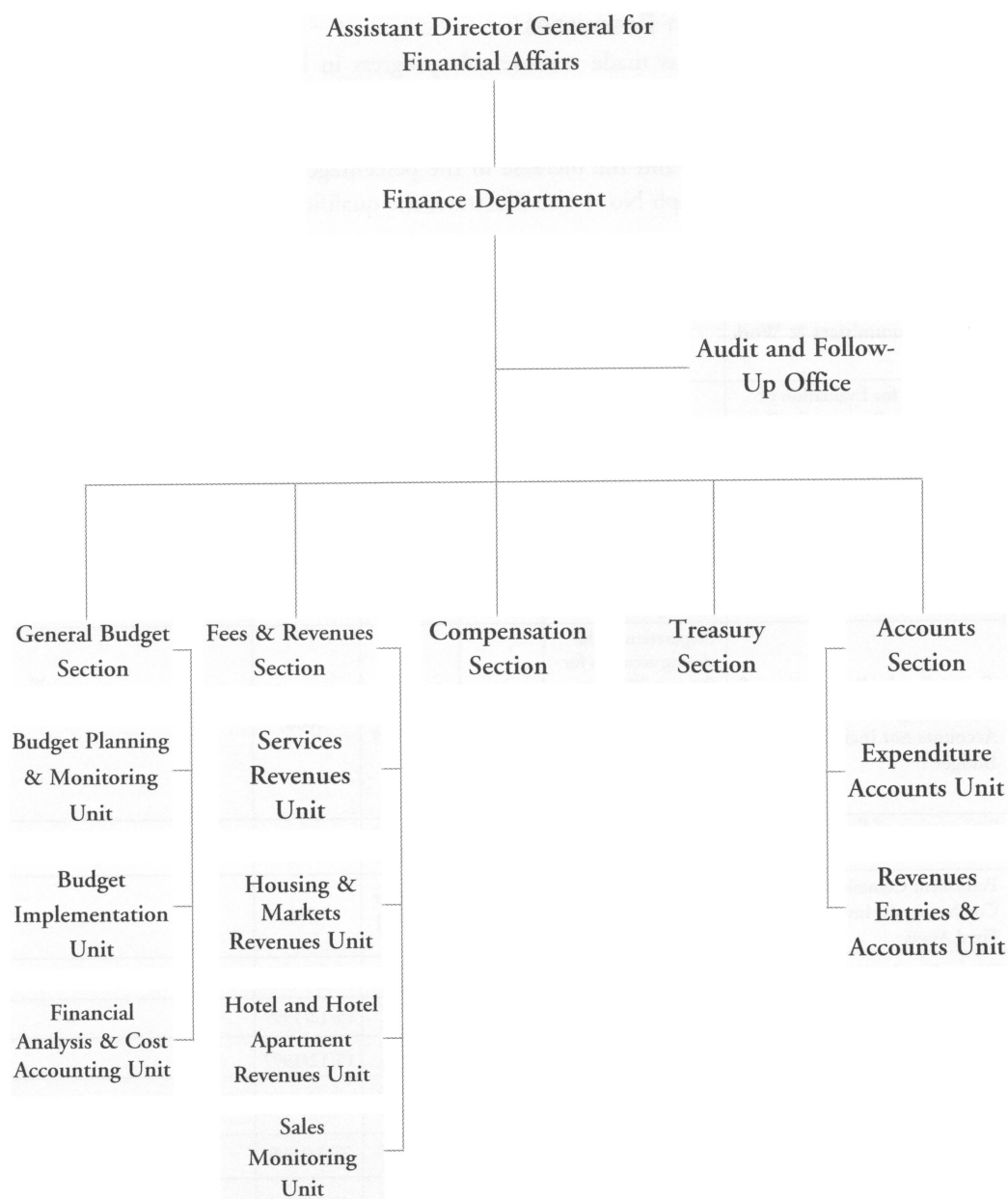
Total Manpower reached approximately 190 employees, the increase being accounted for mainly by the transfer of debt collectors from other organisational units to the Finance Department.



The Treasury Section

During this period, the Finance Department also prepared a strategic plan for the department in line with the vision and mission both of the department and, more generally, of Government,

Chart No. 6. Organisation Chart for 1999



in the five year plan for 1999-2004. This plan was based on four strategic axes, the Department itself, Human Resources, Financial Resources and Client Satisfaction.

Permanent committees and work teams in the Finance Department

Several permanent committees in the Finance Department have been formed to carry out specific jobs and responsibilities. By 2001, there were fourteen such committees. Table No. 1 illustrates the increase in the number of committees from 1994 to 2001.

Emiratisation and Human Resources

The Finance Department has made considerable progress in its efforts to implement the Municipality's objective of self-sufficiency and to prepare qualified personnel in response to the need to enhance the process of Emiratisation. Table No. 2 illustrates the development of personnel within the department and the increase in the percentage of UAE citizens during the period from 1986 – 2001. Graph No. 1 also illustrates the qualifications and the percentage of

Table No. 1. Committees and Work Teams in the Finance Department

Titles of Committees & Work Teams	Duties	Nature	Formed by	Date of Formation	Comments
Committee for Evaluation of Municipality Property for Rent	-	Permanent	Director General	1994	
Rationalisation of Expenditure Committee	-	Permanent	Director General	1999	
Preparation of Annual Budgets Work Teams	Preparation of the annual budget for administrative units within the Municipality	Permanent	-	2000	
Teams for the Preparation of the Closing Accounts for Accounts not included in the Budget	Preparation of the closing accounts for the year 2000 for accounts not included in the budget as details required for these accounts not completed	Permanent	Finance Director	2000	
Preparation of final Closing Accounts Work Team	-	Permanent	Director General	1999	
Permanent Committee for Conducting the Inventory of Fixed Assets	-	Permanent	Director General	1994	
Direct Purchasing Committee	-	Permanent	Director General	15/12/1997	
Tenders Committee	-	Permanent	Director General	15/12/1997	
Tender Opening Committee	-	Permanent	Director General	15/12/1997	
Committee for Conducting Direct Purchases	-	Permanent	Director General	15/12/1997	
Personnel Affairs Committee	-	Permanent	Director General	2/11/1998	
Committee for the destruction of financial documents	-	Permanent	Director General	4/11/1998	
Committee for conducting Inventory of the Treasury	-	Permanent	Director General	31/12/1998	
Shopping Festival Committee	-	Permanent	Director General	30/1/2001	

those so qualified. Graph No. 2 illustrates the percentage of Emirati personnel in the department compared to expatriate employees during the years from 1986 – 2001.

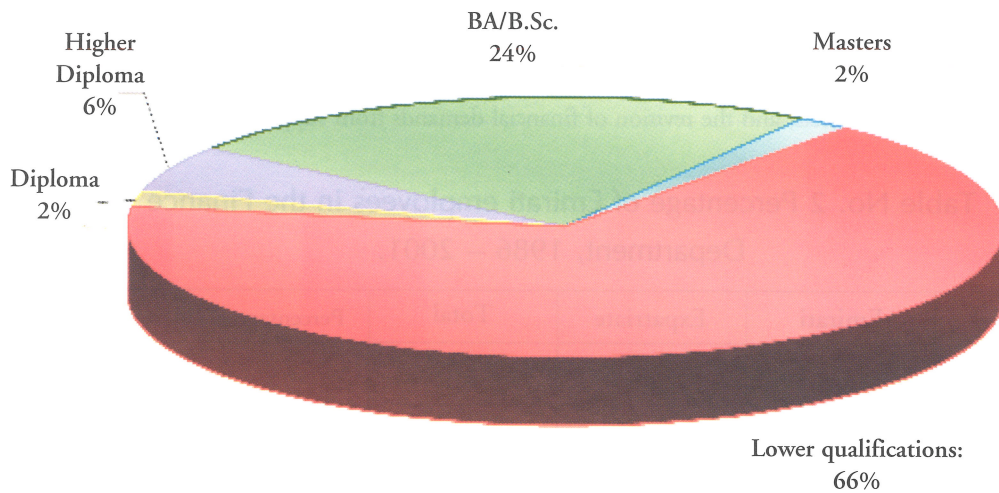
The main duties & responsibilities of the Finance Department & its affiliated Sections

The department is responsible for the preparation of the financial plan and estimated annual budget of the Municipality and follows up their implementation. It is also responsible for the collection of fees and monitoring of income, the estimated compensation and payment of compensation to those affected by general projects, and the revision of financial demands from suppliers and contractors as

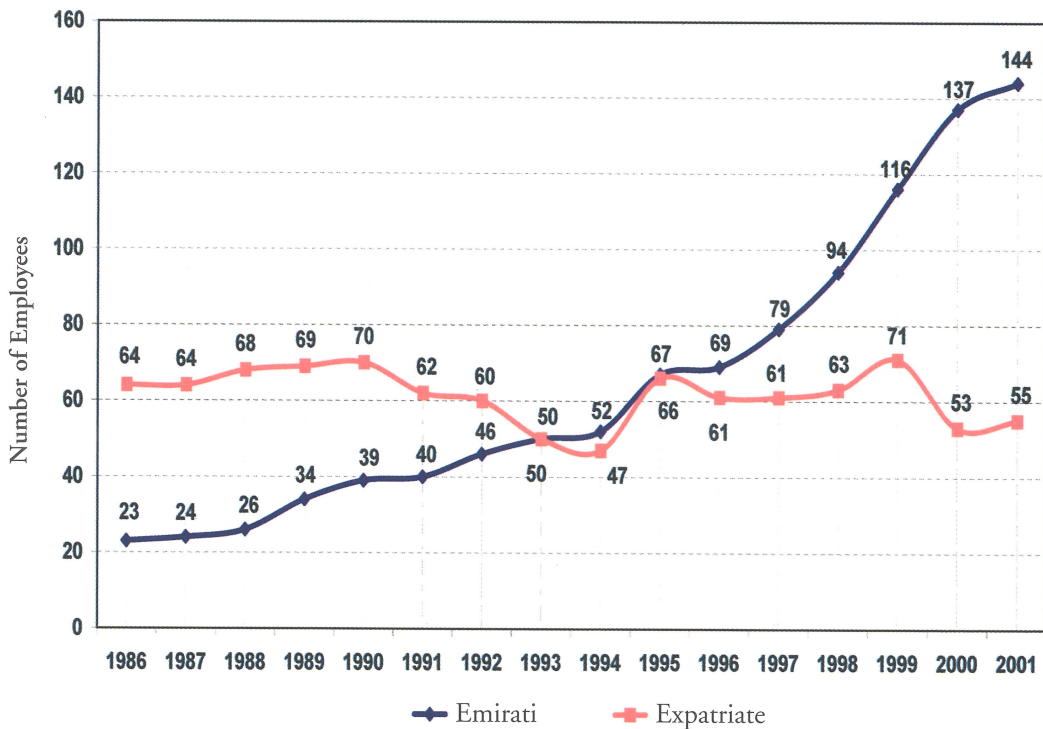
Table No. 2 Percentage of Emirati employees in the Finance Department, 1986 – 2001.

Year	Emirati	Expatriate	Total	Percentage of Emiratisation
1986	23	64	87	26%
1987	24	64	88	27%
1988	26	68	94	28%
1989	34	69	103	33%
1990	39	70	109	36%
1991	40	62	102	39%
1992	46	60	106	43%
1993	50	50	100	50%
1994	52	47	99	53%
1995	67	66	133	50%
1996	69	61	130	53%
1997	79	61	140	56%
1998	94	63	157	60%
1999	116	71	187	62%
2000	137	53	190	72%
2001	144	55	199	72%

Table No. 2 Percentage of Emirati employees in the Finance Department, 1986 – 2001, by qualification.



Graph No. 2 Comparison between numbers of Emiratis and expatriates in the Finance Department, 1986 – 2001



well as the preparation of payments and delivery to beneficiaries. Other duties include the maintaining of ledgers to record all financial transactions and the presenting of regular reports on the conduct of work and the financial status of the Municipality. The Sections affiliated with the Finance Department and their responsibilities are as follows:

General Budget Section

- Presenting of the financial plan for the Municipality's expenditure and revenues and following up of implementation.
- Implementing of an effective monitoring system for all expenditure and revenues.
- Conducting financial analysis of expenditure and revenues in order to identify the negative and positive deviations, in addition to providing the necessary recommendations in this respect.

Fees and Revenues Section

- Collection of all revenues and monitoring of income.
- Study and revising, where appropriate, of the Municipality's fees and the putting forward of suggestions to develop and diversify the sources of income.

Accounts Section

- Application of sound financial accounting procedures and a competent internal audit system for all expenditure and revenue transactions related to the Municipality.
- Preparation and delivery of payments to creditors (contractors, consultants and suppliers) in addition to the payment of salaries to employees.
- Preparation of settlements, closing accounts entries and regular, cumulative and annual financial reports as well as clarifying the Municipality's financial status.

Treasury Section

- Undertaking collection and payment transactions according to the approved rules and procedures.
- Preparation of estimated data for the daily cash balance.

Compensation Section

- Receiving, documenting and evaluating requests for compensation related to property affected by development work carried out by the Municipality.
- Preparation of a list of compensation requests and provision of suggestions to the Compensation Committee for review and implementation.
- Active implementation of compensation systems and procedures, including monitoring procedures.
- Preparation of reports and regular statistical and financial comparisons.

Finance Department Expenditure

Graph No. 3 shows the actual expenditure for the Finance Department for the years 1988 – 2002. The marked increase of the Finance Department's expenditure in 1998 was due to the

beginning of the process of calculating compensation for those affected by the implementation of public utilities projects as part of the Department's expenditure.

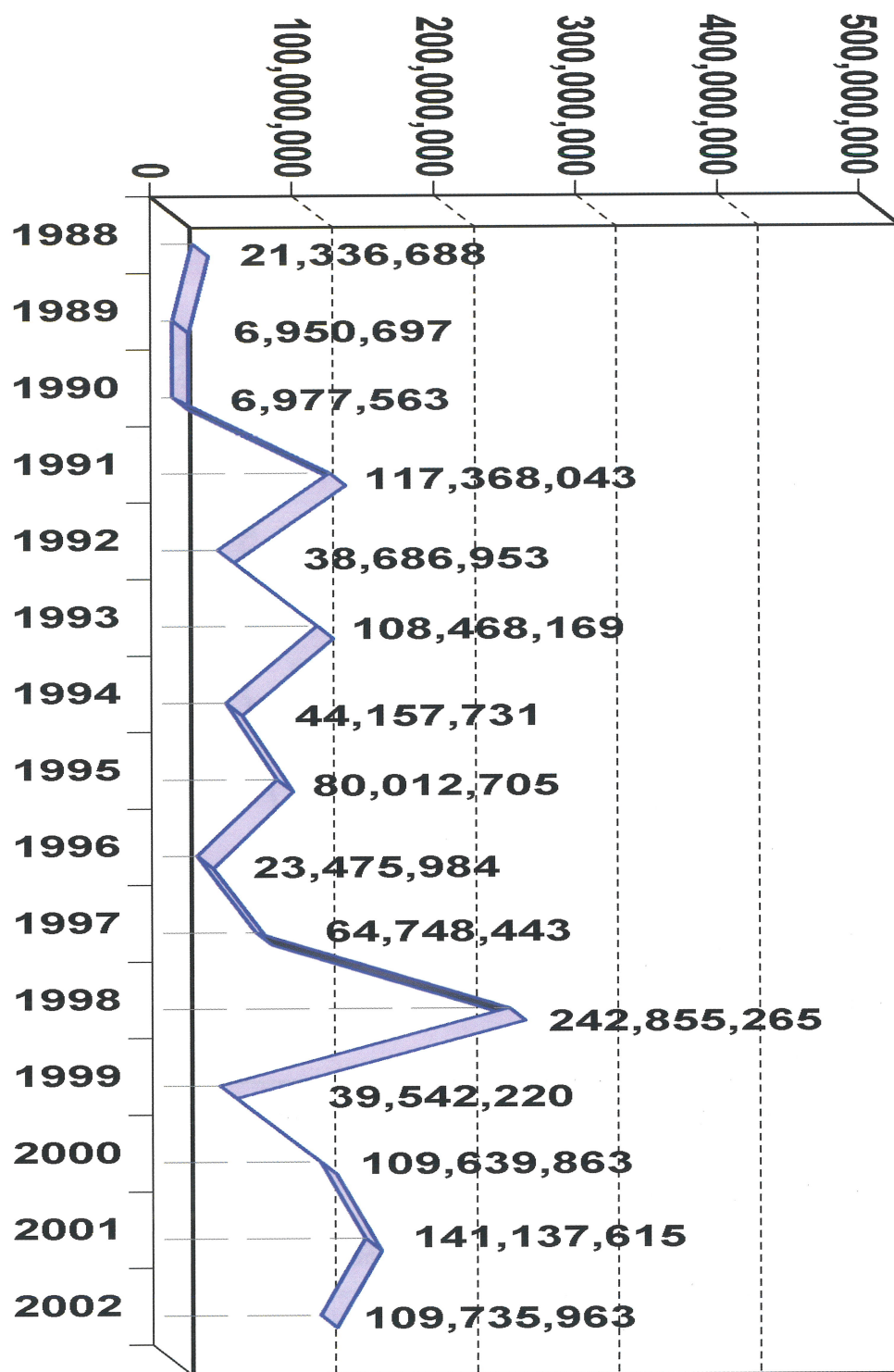
Finance Department's Revenues (Actual)

Graph No. 4 illustrates the revenues of the Finance Department between 1988 – 2002. The

**Table No. 3. Total expenditure and revenues for the Finance Department,
1988 – 2002**

Year	Total Expenditure	Total Revenue
1988	21,336,688	129,553,966
1989	6,950,697	154,660,697
1990	6,977,563	149,250,495
1991	117,368,043	184,009,284
1992	38,686,953	190,904,902
1993	108,468,169	202,742,575
1994	44,157,731	250,114,947
1995	80,012,705	264,138,274
1996	23,475,984	345,492,871
1997	64,748,443	354,590,888
1998	242,855,265	613,360,814
1999	39,542,220	805,996,274
2000	109,639,863	709,784,115
2001	141,137,615	784,025,504
2002	109,735,963	871,047,256
Total	1,155,093,902	6,009,672,863

Expenditure in UAE Dirhams

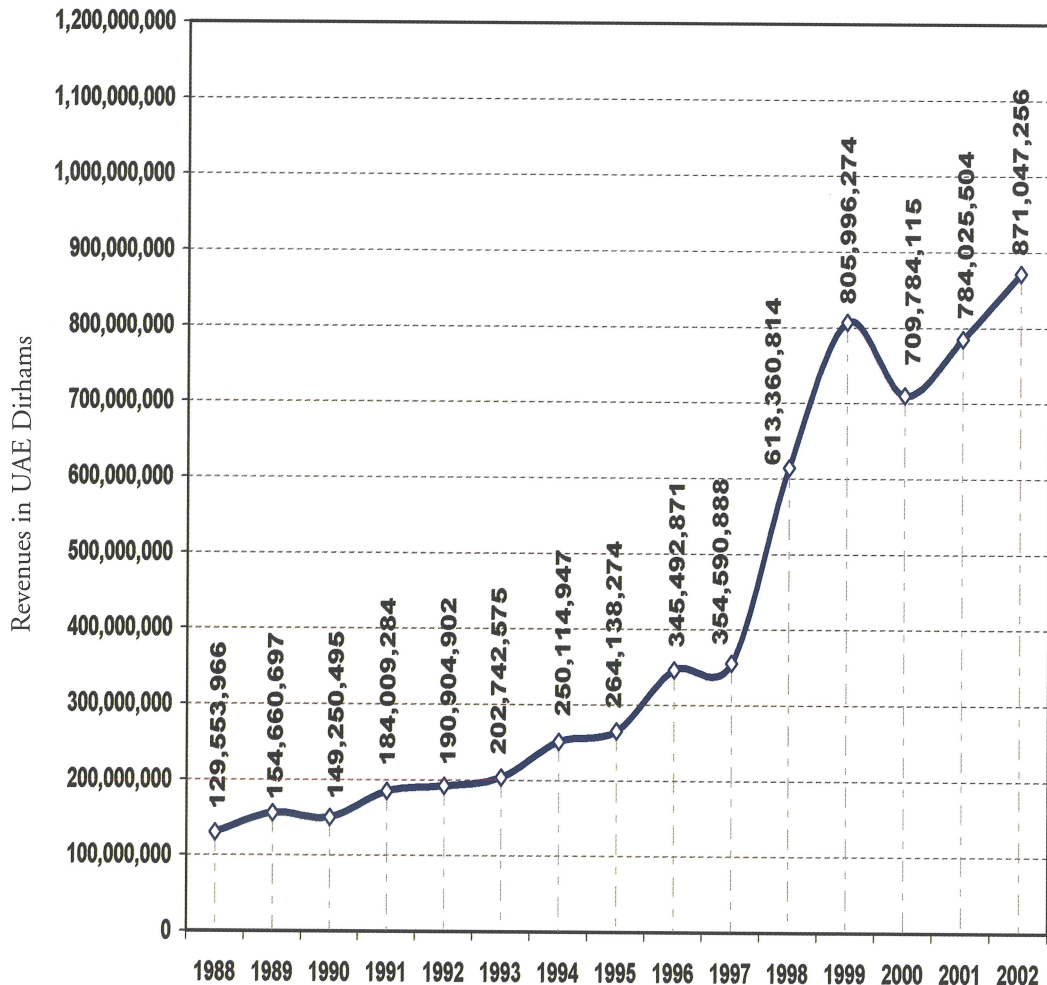


Graph No. 3. The development of expenditure, 1988 – 2002

increase from 1988 onwards can be ascribed to a number of factors, of which the most important are competent administration, discipline, active monitoring, legislation regarding market fees, the sales of hotel and furnished apartments and housing revenues.

Table No. 8 on page (222) illustrates the development of revenues and expenditure between 1988 – 2002, by Section.

Graph No. 4. Total revenues collected for the Finance Department, 1988 – 2002



Revenues and Expenditure (Municipality)

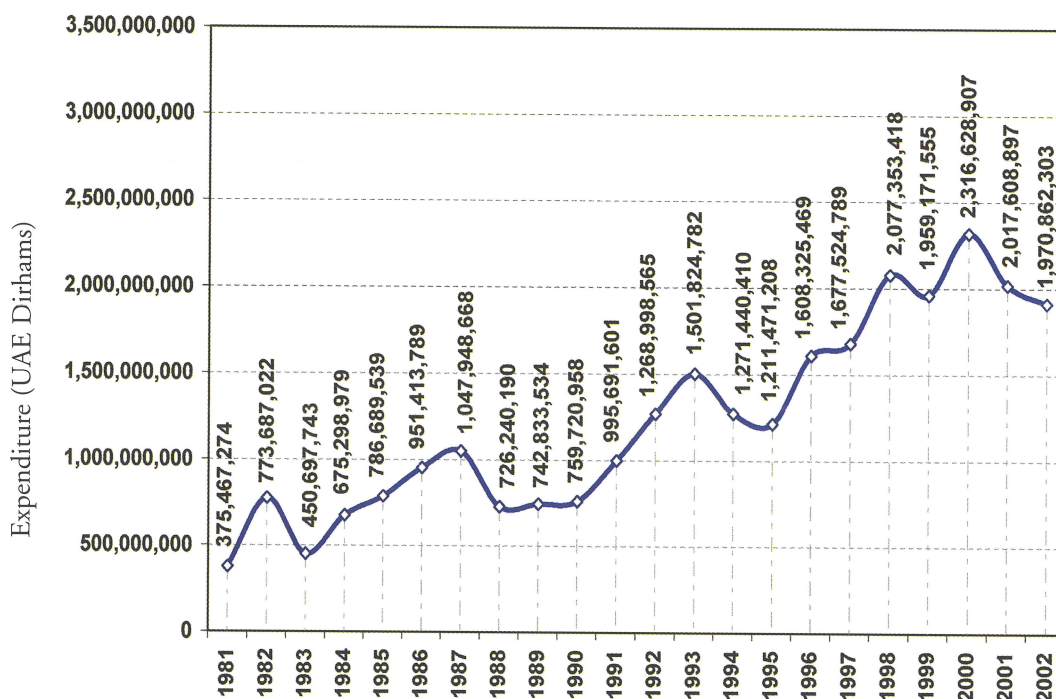
In the financial year of 1960, the total Municipality budget was 352,000 Indian rupees, the currency then in circulation in Dubai. By 1962, this had increased to 1,040,000 rupees, a three-fold increase. Forty years later, in 2002, expenditure had risen to around two billion dirhams, and revenues had risen to 1.5 billion dirhams. Table No. 4 illustrates the averages according to approved budget chapters, showing that the greater percentage of expenditure is on projects.

Table No. 4. Total expenditure, 1981 – 2002

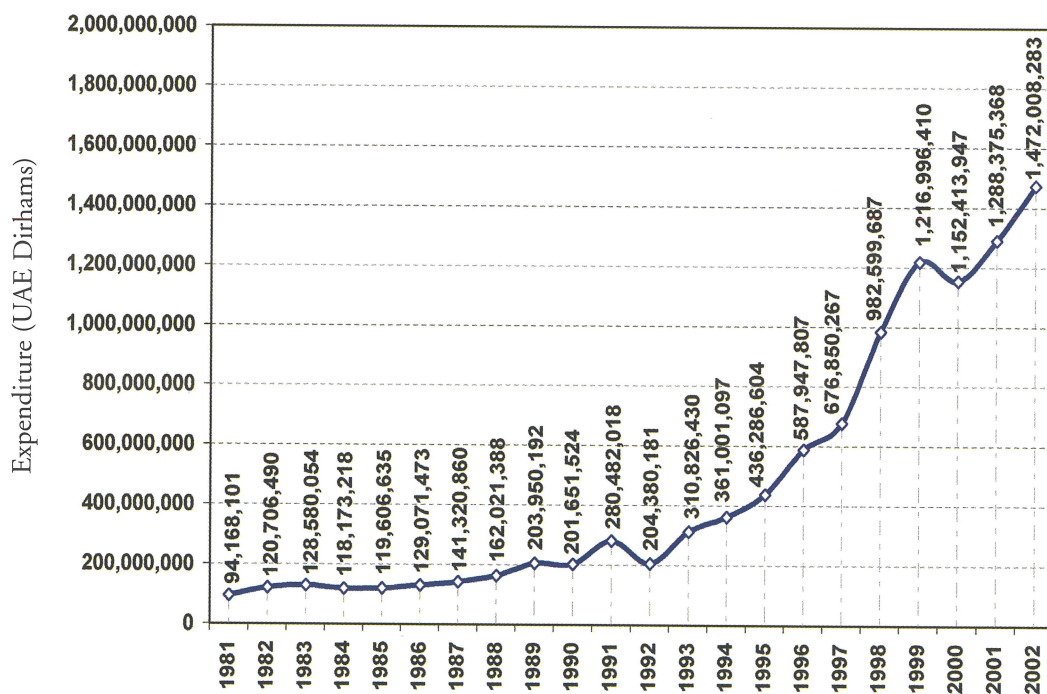
Year	Chapter One Salaries & Supplements	Chapter Two Administrative Expenditure	Chapter Three Capital Expenditure	Total Projects	Total Expenditure	Total Revenues	Percentage of expenditure on payroll	Percentage of expenditure on current expenses	Percentage of expenditure on capital expenses	Percentage of expenditure on Projects	Percentage of Revenues to Expenditure	Percentage of Expenditure compared to foundation year 1981	Percentage of Revenues compared to foundation year 1981
1981*	82,423,533	108,255,634	10,150,414	174,637,693	375,467,274	94,168,101	22%	29%	3%	47%	25%	100%	100%
1982	103,541,820	142,536,414	12,452,269	515,156,519	773,687,022	120,706,490	13%	18%	2%	67%	16%	206%	128%
1983	119,023,880	29,639,633	10,970,199	291,064,030	450,697,743	128,580,054	26%	7%	2%	65%	29%	120%	137%
1984	120,440,617	225,400,306	17,661,106	311,796,950	675,298,979	118,173,218	18%	33%	3%	46%	17%	180%	125%
1985	122,977,242	252,253,640	11,557,932	399,900,725	786,689,539	119,606,635	16%	32%	1%	51%	15%	210%	127%
1986	131,853,034	37,585,386	17,103,057	764,872,312	951,413,789	129,071,473	14%	4%	2%	80%	14%	253%	137%
1987	137,816,776	37,375,832	15,084,547	857,671,513	1,047,948,668	141,320,860	13%	4%	1%	82%	13%	279%	150%
1988	146,795,082	55,547,285	15,657,417	508,240,406	726,240,190	162,021,388	20%	8%	2%	70%	22%	193%	172%
1989	155,411,260	54,273,280	21,360,339	511,788,655	742,833,534	203,950,192	21%	7%	3%	69%	27%	198%	217%
1990	177,976,802	63,484,736	39,955,741	478,303,679	759,720,958	201,651,524	23%	8%	5%	63%	27%	202%	214%
1991	214,335,315	183,399,128	42,653,249	555,303,909	995,691,601	280,482,018	22%	18%	4%	56%	28%	265%	298%
1992	228,236,561	107,243,430	34,114,087	899,404,437	1,268,998,565	204,380,191	18%	8%	3%	71%	24%	338%	323%
1993	249,982,743	178,154,488	43,755,450	1,029,932,101	1,501,824,782	310,826,430	17%	12%	3%	69%	21%	400%	330%
1994	256,669,760	129,955,512	21,021,519	863,793,619	1,271,440,410	361,001,097	20%	10%	2%	68%	28%	339%	383%
1995	272,777,290	163,184,107	32,614,784	742,895,027	1,211,471,208	436,286,604	23%	13%	3%	61%	36%	323%	463%
1996	294,849,672	139,583,819	93,020,194	1,080,871,784	1,608,325,469	587,947,807	18%	9%	6%	67%	37%	428%	624%
1997	305,875,574	191,213,383	81,136,119	1,099,299,713	1,677,524,789	676,850,267	18%	11%	5%	66%	40%	447%	719%
1998	329,782,011	472,263,310	87,478,152	1,187,829,946	2,077,353,418	982,599,687	16%	23%	4%	57%	47%	553%	1,043%
1999	353,875,089	234,125,571	64,056,080	1,307,114,815	1,959,171,555	1,216,996,410	18%	12%	3%	67%	62%	522%	1,292%
2000	399,001,853	366,943,792	74,895,421	1,475,787,841	2,316,628,907	1,152,413,947	17%	16%	3%	64%	50%	617%	1,224%
2001	441,064,676	446,913,186	71,204,405	1,058,426,629	2,017,608,897	1,288,375,368	22%	22%	4%	52%	64%	537%	1,368%
2002	477,063,349	404,366,833	126,736,692	962,695,429	1,970,862,303	1,472,008,283	24%	21%	6%	49%	75%	525%	1,563%
Total	5,121,773,939	4,023,698,695	944,639,173	17,076,787,791	27,166,899,599	10,489,418,044	19%	15%	3%	63%	39%	7220%	11,139%

*No data for previous years is available.

Graph No. 5. Total expenditure, 1981 – 2002



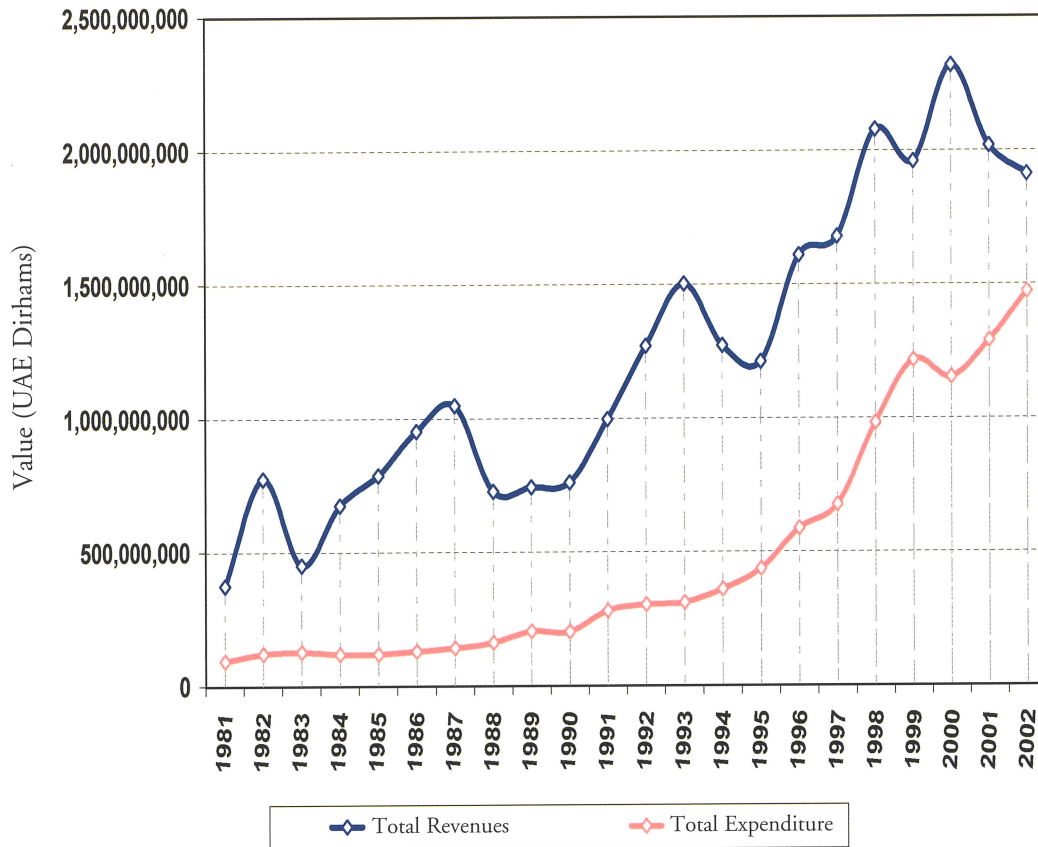
The following graph, No. 6, shows total revenues collected between 1981 – 2002



Comparison between Municipality Expenditure and Revenues

One key aspect of the work of the Finance Department has been a strategy of developing its sources of revenue, so as to contribute in a major way to the funding of the Municipality's expenditure. Considerable success has been achieved in this, as shown in Graph No. 7.

Graph No. 7. Comparison between Municipality Expenditure and Revenue,
1981 – 2002



A summary of main indicators of the preceding graph is as follows:

- 1) Total Revenues as a percentage of Total General Expenditure in 1981: 25%.
- 2) Total Revenues as a percentage of Total General Expenditure in 1986: 14%.
- 3) Total Revenues as a percentage of Total General Expenditure in 1991: 25%.
- 4) Total Revenues as a percentage of Total General Expenditure in 1996: 37%.
- 5) Total Revenues as a percentage of Total General Expenditure in 2000: 50%.
- 6) Total Revenues as a percentage of Total General Expenditure in 2001: 64%.
- 7) Total Revenues as a percentage of Total General Expenditure in 2002: 75%.

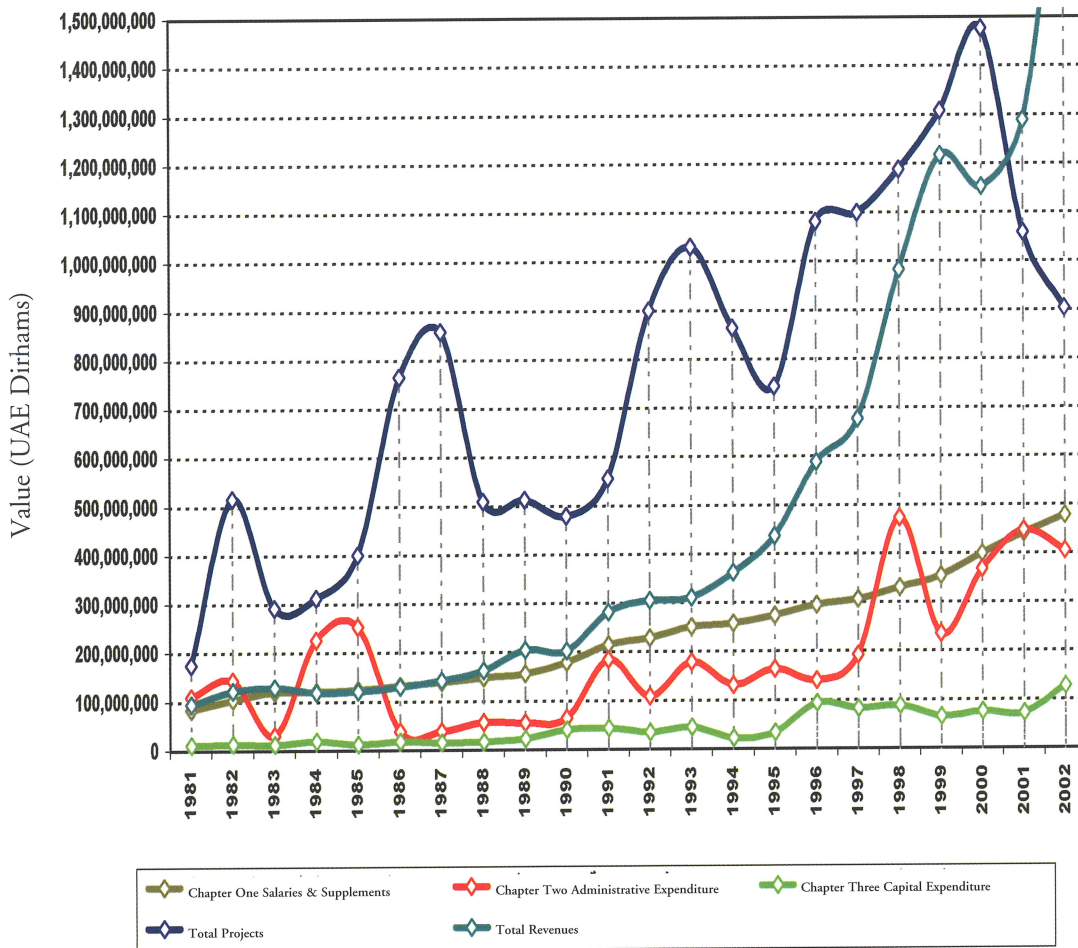
The long term objective is to reach a balance between total revenues and total general expenditure, the development of these being stated in Table 4 and Graph 8, on page (215)

Table No. 5. The Municipality's Expenditure and Revenues, classified according to budget chapters, 1981 – 2002.

Year	Chapter One Salaries & Supplements	Chapter Two Administrative Expenditure	Chapter Three Capital Expenditure	Total Projects	Total Expenditure	Total Revenues
1981	82,423,533	108,255,634	10,150,414	174,637,693	375,467,274	94,168,101
1982	103,541,820	142,536,414	12,452,269	515,156,519	773,687,022	120,706,490
1983	119,023,880	29,639,633	10,970,199	291,064,030	450,697,743	128,580,054
1984	120,440,617	225,400,306	17,661,106	311,796,950	675,298,979	118,173,218
1985	122,977,242	252,253,640	11,557,932	399,900,725	786,689,539	119,606,635
1986	131,853,034	37,585,386	17,103,057	764,872,312	951,413,789	129,071,473
1987	137,816,776	37,375,832	15,084,547	857,671,513	1,047,948,668	141,320,860
1988	146,795,082	55,547,285	15,657,417	508,240,406	726,240,190	162,021,388
1989	155,411,260	54,273,280	21,360,339	511,788,655	742,833,534	203,950,192
1990	177,976,802	63,484,736	39,955,741	478,303,679	759,720,958	201,651,524
1991	214,335,315	183,399,128	42,653,249	555,303,909	995,691,601	280,482,018
1992	228,236,561	107,243,420	34,114,087	899,404,497	1,268,998,565	204,380,191
1993	249,982,743	178,154,488	43,755,450	1,029,932,101	1,501,824,782	310,826,430
1994	256,669,760	129,955,512	21,021,519	863,793,619	1,271,440,410	361,001,097
1995	272,777,290	163,184,107	32,614,784	742,895,027	1,211,471,208	436,286,604
1996	294,849,672	139,583,819	93,020,194	1,080,871,784	1,608,325,469	587,947,807
1997	305,875,574	191,213,383	81,136,119	1,099,299,713	1,677,524,789	676,850,267
1998	329,782,011	472,263,310	87,478,152	1,187,829,946	2,077,353,418	982,599,687
1999	353,875,089	234,125,571	64,056,080	1,307,114,815	1,959,171,555	1,216,996,410
2000	399,001,853	366,943,792	74,895,421	1,475,787,841	2,316,628,907	1,152,413,947
2001	441,064,676	446,913,186	71,204,405	1,058,426,629	2,017,608,897	1,288,375,368
2002	477,063,349	404,366,833	126,736,692	962,695,429	1,970,862,303	1,472,008,283
Total	5,121,773,939	4,023,698,695	944,639,173	17,076,787,791	27,166,899,599	10,489,418,044

Graph No. 8

Development of the Municipality's Revenues and Expenditure,
1981 – 2002



Projects Expenditure

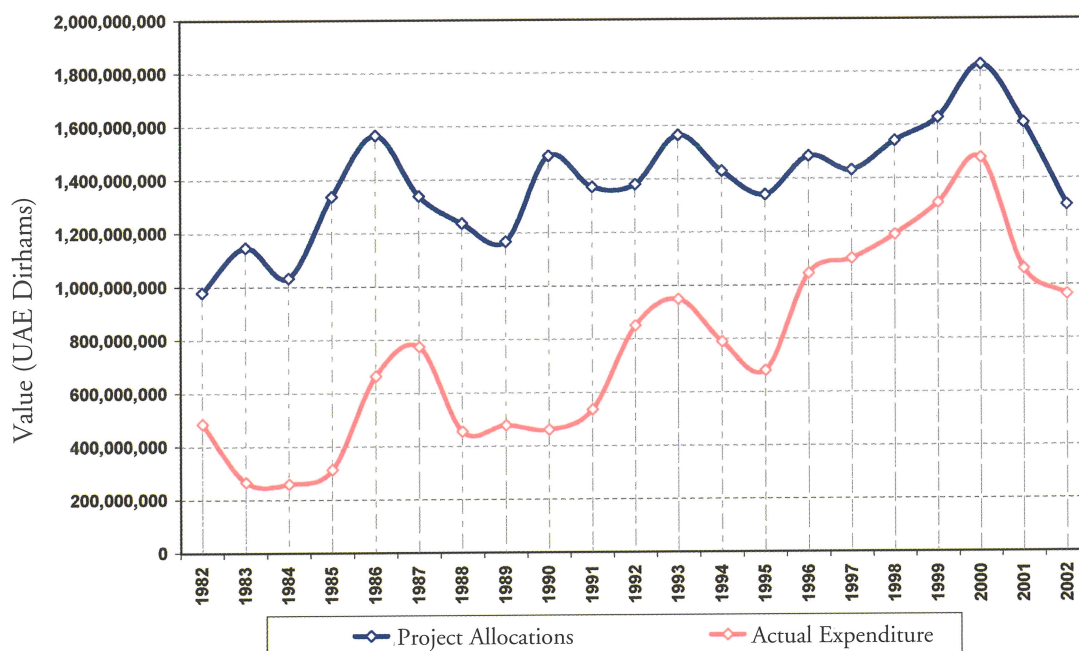
- 1) Percentage of actual expenditure against allocated sum in 1982: 49%
- 2) Percentage of actual expenditure against allocated sum in 1986: 42%.
- 3) Percentage of actual expenditure against allocated sum in 1991: 39%.
- 4) Percentage of actual expenditure against allocated sum in 1996: 70%.
- 5) Percentage of actual expenditure against allocated sum in 2000: 81%.
- 6) Percentage of actual expenditure against allocated sum in 2001: 66%.
- 7) Percentage of actual expenditure against allocated sum in 2002: 74%.

Table No. 6. Municipality Projects Expenditure compared to allocated sums, 1982 – 2002

Year	Approbations for Projects	Actual Expenditure	Percentage of expenditure against allocations
1982	977,802,000	483,270,402	49%
1983	1,146,409,000	264,565,325	23%
1984	1,031,405,000	257,304,388	25%
1985	1,336,816,000	312,310,079	23%
1986	1,566,130,000	662,668,808	42%
1987	1,337,645,000	771,781,837	58%
1988	1,236,312,000	453,485,824	37%
1989	1,166,522,000	477,045,701	41%
1990	1,488,173,000	459,079,849	31%
1991	1,371,030,000	535,185,262	39%
1992	1,380,615,000	849,597,002	62%
1993	1,563,308,000	948,366,277	61%
1994	1,428,270,000	787,578,177	55%
1995	1,339,390,000	679,187,606	51%
1996	1,484,665,000	1,044,384,895	70%
1997	1,432,084,000	1,099,299,713	77%
1998	1,541,422,000	1,187,829,945	77%
1999	1,627,405,000	1,307,114,815	80%
2000	1,826,521,000	1,475,787,840	81%
2001	1,608,731,000	1,058,426,628	66%
2002	1,298,493,000	962,695,429	74%
Total	29,189,148,000	16,076,965,804	55%

Note: The value of expenditure on projects in this table does not include expenditure on Popular Housing/ (Council Housing) between 1981 to 2002. The data provided is from 1982 due to absence of data for 1981.

Graph No. 9. Municipality expenditure on projects compared with the allocated sums, 1982 – 2002.



The transition to modern systems and the e-government system, 1998 – 2001

During this period, there was a transition to more powerful, more comprehensive and flexible automated programmes for accounts and finance, in line with the Municipality's objective of achieving a proper analysis and classification of all expenditure and revenues.

This involved the introduction and implementation of programmes with a high international reputation that had the capacity to make better use of the services offered and also to improve problem solving. In 2000, the "Smart Stream" system was introduced, to improve the quality of services offered to customers, both internally and externally, through the provision of financial audit.

Among the main specifications of the system were that it was easy and flexible to use for amending the structure of financial management, to establish new administrative units and to write different types of reports, both specific and functional. Among other features were the ease of electronic procedures, the way in which it helped to prepare for e-Government, the ability for it to be linked to other systems, its audit system and its capacity to permit simple and easy-to-prepare financial analysis.

Customer Services Systems were also established to help in providing customer satisfaction, one of the Municipality's objectives, through the introduction of a system known as IVR, to facilitate the making of enquiries by telephone about financial transactions.

Another innovation was the establishing of a service to reply to customers' queries by assigning an accountant to look into the requirements and problems related to suppliers.

It also made it possible to use the Internet to establish communication with banks to enquire about financial transactions and to arrange for the electronic transfer of monthly salaries by the

supplying of diskettes with all relevant data, as well as facilitating the sending of budgets and the automatic preparation of cost accounting.

Since 1995, Dubai Municipality has been implementing a cost accounting system laid down by Administrative Directive No 1008 for 1995 on the implementation of the cost accounting system. A cost accounting manual was updated and approved by Administrative Directive No 119 for 1999. The General Budget Section in the Finance Department is in charge of revising and analysing data and preparation of a final report that includes cost accounting data.

Cost Accounting is a financial system which aims to improve work efficiency and productivity at the least cost possible, in addition to specifying the output prices (achievements) through the analysis of cost elements and the comparing of these against the estimated cost and the studying of deviations from this, thus assisting the department to make informed decisions.

The objectives of Cost Accounting

- 1) Specifying the cost of outputs (achievements) and work, to reduce costs as much as possible.
- 2) Knowing the cost of services offered to the public, companies and various establishments, to assist in specifying the fees which must be collected in return for these services.
- 3) To assist the department in making decisions to expand or reduce the services offered, with the aim of providing effective help to those in charge of calculating cost. As part of this process, Administrative Directive No. 119 was issued in 1999 to approve the Cost Accounting Manual for Dubai Municipality. A special booklet on the subject was issued in 2000. Graphs Nos. 10 and 11 illustrate a model of an administration within the Municipality, while Table No. 7 on page 221 illustrates a Municipality cost accounting report.

Financing and implementing the budget and its historical development

The task of Municipality budgeting has grown significantly, in line with the Municipality's

Graph No. 10. Development of Total Cost for Roads Administration

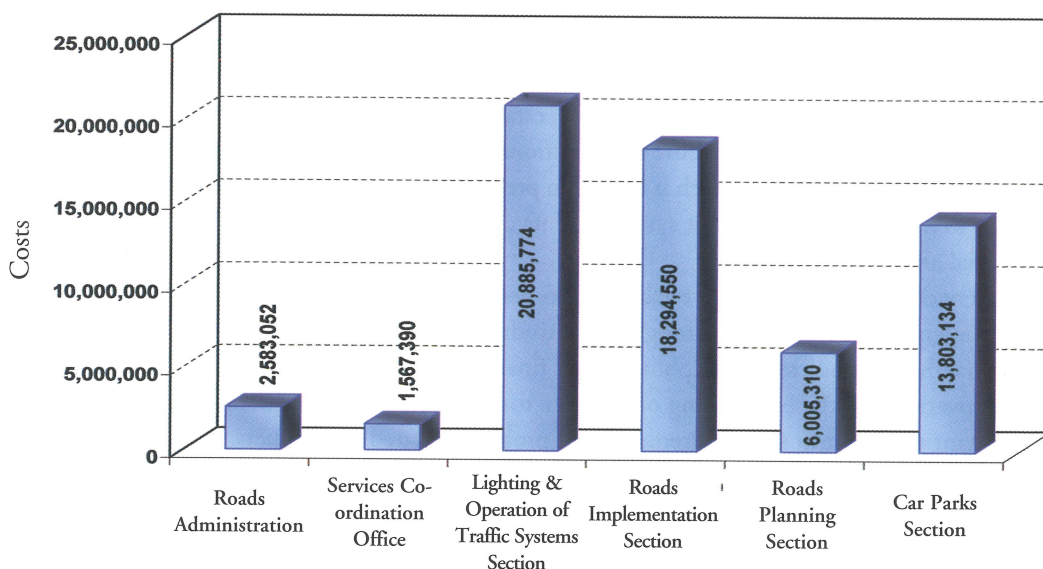
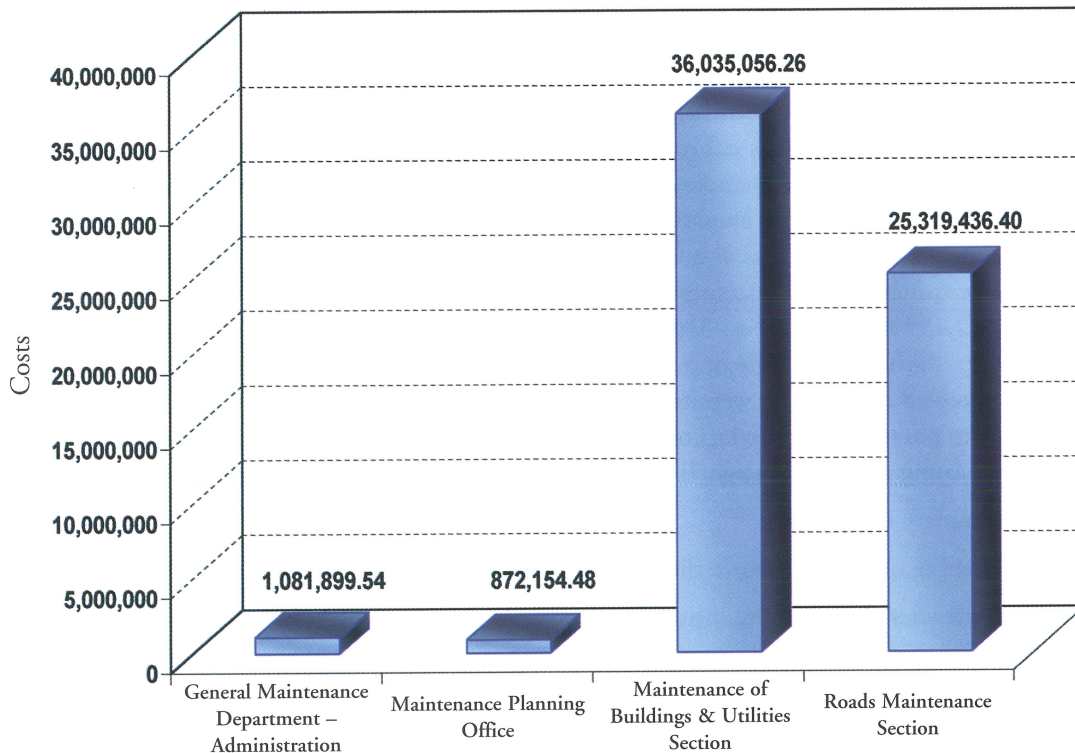


Chart No. 11. Total Costs of General Maintenance Department



development as a whole. This has stemmed from the belief that the best possible use must be made of the available resources so that the budget itself fully reflects reality at all stages, including the introduction of the appropriate amendments to it. Part of this process has been the work undertaken to increase revenues and to reduce costs.

Until 31st July 1998, the Municipality had its own independent bank accounts, into which its own revenues were paid as well as the annual allocation from the Ruler's Office.

From 1st August 1998, all Municipality revenues, and those of other Dubai Government offices and departments, have been paid into a unified government account under the supervision of the Diwan and the Financial Audit Office. The Municipality Finance Department, however, maintains a record of all deposits, so as to keep a record of annual revenues. Since that date, the Ruler's Diwan has made monthly payments to the Municipality, representing one-twelfth of the approved annual budget.

Payments relating to projects and instalments paid to contractors are made in accordance with the agreed procedures and with the contract signed by both parties. This process commences with the submission by the contractor to the supervising consultant of a request for approval of the payment of the first instalment. This, in turn, is passed by the consultant to the department concerned.

It is then passed to the Contracts and Purchasing Department who, in turn, forward it to the Finance Department for payment, following completion of all of these procedures, within a maximum period of sixty days.

With regard to purchase requisitions, the sum is paid to the supplier after official approval by the department concerned or by the Stores Department, in accordance with the approved relevant payment procedures..

Pioneering Initiatives relating to the Internet

As part of the Municipality's efforts to simplify its procedures, the Department has sought to provide a computer for each employee, the number reaching 145 by mid-2001, this representing one for each department employee, excluding labourers and field workers.

The Finance Department has also ensured the provision of a link through the Municipality's internet website for use by customers. The average number of hits on the Finance Department's link was 2,159 from August to 31st December 2000. In 2001, 8,508 people visited the site. Thereafter, the department discontinued its provision of printed periodicals and reference material, and posted them on the website.

In order to provide better services to its customers, the department has implemented a suite of policies relating to Internet usage, these being circulated as part of the department's procedures.

- A summary is as follows:
- Launching of a plan to move the automated enquiry of financial transactions service to the website after the successful introduction of service by telephone (IVR).
- The estimated percentage of transactions and services offered through the Internet was 70% in 2002, with a plan to increase this to 90% by the end of 2003.
- The use of the Internet –based simplified working procedures in the department through the delegation of some authority to Internet users to complete some types of transactions.
- Enquiries about cheques relating to suppliers, consultants and contractors.
- Enquiries about the Municipality's bank accounts.

The Department's initiatives relating to good causes and National occasions (service to the community)

The participation by the Finance Department in certain occasions, celebrations and festivals is primarily related to its authorisation of special offers (sales) during the annual Dubai Shopping Festival, along with its membership of the committee for unification of government resources and its participation in Dubai International Excellence Award. The department also took part actively in the Dubai 2003 Project which was outside the scope of the Municipality's normal work but which was one of the main events in the Emirate of Dubai in 2003. This entailed involvement in the preparations for the joint meetings of the World Bank and the International Monetary Fund, IMF, which included preparations to receive approximately 20,000 international delegates for discussions on financial and economic matters at an international level. Five members from the Finance Department participated in the preparation committees for this event (<http://www.dubai2003.org>).

Table No. 7. Costs for the Roads Sector in 2000

Unit	Previous Years			Total Payroll	Total Current Expenditure	Total Depreciation	Higher Administration Costs	Total Costs for 2000
	1987	1998	1999					
Office of Assistant Director General for Roads & Projects Affairs	1,539,143.00	1,930,498.00	2,091,536.53	1,062,098.98	42,787.56	31,118.26	1,331,545.53	2,467,550.33
Roads Department – Administration	2,098,288.00	2,834,471.00	2,113,313.00	1,406,770.24	88,753.60	29,970.36	1,057,557.40	2,583,051.59
Services Co-ordination Office		0.00	1,221,834.12	1,324,239.02	25,421.27	44,644.20	173,085.14	1,567,389.64
Lighting and Operating Traffic Lighting Systems Section	19,510,094.00	9,947,731.00	12,965,855.95	2,581,593.13	17,295,693.88	671,058.52	337,428.07	20,885,773.60
Road Implementation Section	2,365,295.00	32,681,129.00	22,726,717.52	2,134,039.18	11,048,456.01	4,833,124.03	278,930.37	18,294,549.59
Road Planning Section	3,667,707.00	4,634,879.00	6,008,752.20	4,522,974.46	549,001.25	342,157.71	591,177.03	6,005,310.44
Car Parks Section		2,690,586.00	6,583,445.74	9,199,553.40	465,600.25	2,935,549.06	1,202,430.98	13,803,133.69
Total Cost	25,543,096.00	49,954,325.00	49,506,705.24	19,762,399.19	29,384,172.67	8,826,533.52	2,583,051.59	60,556,156.96
General Projects Department – Administration	1,855,149.00	144,021.00	1,349,628.03	667,252.11	39,628.54	3,145.71	863,947.88	1,573,974.24
Projects Implementation Section	4,774,501.00	8,776,474.00	3,984,206.61	3,340,883.68	1,596,497.58	212,872.71	316,271.48	5,466,524.90
Projects Design Section		1,465,143.00	2,304,774.04	2,359,287.75	29,182.48	6,806.88	223,346.72	2,618,623.84
Historical Buildings Section	7,202,359.00	12,589,585.00	14,053,216.68	10,926,256.28	3,151,109.25	535,025.38	1,034,356.04	15,646,746.95
Total Cost	11,976,860.00	22,831,202.00	20,342,197.32	16,626,427.70	4,776,789.31	754,704.43	1,573,974.24	23,731,895.69
General Maintenance Department – Administration		1,173,804.00	1,126,900.62	489,717.37	18,756.20	27,380.91	546,045.06	1,081,899.54
Maintenance Planning Office		0.00	749,258.71	790,154.43	120.00	0.00	81,880.05	872,154.48
Building and Utilities Maintenance Section	8,595,565.00	32,911,513.00	28,693,407.88	4,721,252.59	28,649,595.03	2,174,967.08	489,241.56	36,035,056.26
Road Maintenance Section	12,142,824.00	11,906,248.00	15,664,277.21	4,929,081.70	16,979,195.28	2,900,381.53	510,777.93	25,319,436.44
Total Cost	20,738,389.00	44,817,761.00	45,106,943.80	10,440,488.72	45,626,910.31	5,075,348.81	1,081,899.54	62,226,647.18
Total Cost for Roads & General Projects Affairs	58,258,345.00	117,603,288.00	114,955,846.66	46,829,315.61	79,789,872.29	14,656,586.56	5,238,925.37	146,514,699.83

Table No. 8. Total expenditure and revenues for the Finance Department, by Section, 1988 – 2002

Year	Finance Dept. Expenditure (Administration)	General Budget Section Expenditure	Regbud Section Revenues	Fees & Revenue Section Expenditure	Fees & Revenue Section	Accounts Section Expenditure	Accounts Section Revenues	Compensations Section Expenditure	Compensations Section Revenues	Treasury Section Expenditure	Treasury Section Revenues	Finance Department Expenditure	Finance Department Revenues
1988	0	0	0	0	117,287,516	5,626,950	12,266,450	15,709,738	0	0	0	21,336,688	129,553,966
1989	0	0	0	0	139,186,242	5,614,339	15,474,455	1,336,358	0	0	0	6,950,697	154,660,697
1990	0	0	0	0	140,313,019	6,304,349	8,937,476	673,214	0	0	0	6,977,563	149,250,495
1991	709,212	533,700	0	2,685,098	146,382,308	3,464,585	37,626,976	109,118,695	0	856,753	0	117,368,043	184,009,284
1992	635,260	427,365	0	2,842,639	166,856,062	3,149,879	24,048,840	30,536,982	0	1,076,828	0	38,686,953	190,904,902
1993	1,001,271	544,909	0	3,248,308	191,576,098	3,498,606	11,166,477	98,999,545	0	1,175,530	0	108,468,169	202,742,575
1994	1,021,095	712,602	0	3,839,452	239,829,189	3,286,037	10,285,758	34,250,578	0	1,047,967	0	44,157,731	250,114,947
1995	819,084	1,186,942	0	5,169,561	241,020,449	2,986,388	23,035,875	68,946,159	81,950	904,571	0	80,012,705	264,138,274
1996	885,271	1,157,699	0	5,634,590	330,158,679	3,210,774	15,317,892	11,526,457	16,300	1,061,193	0	23,475,984	345,492,871
1997	773,002	1,263,532	0	5,830,150	332,646,792	3,675,537	21,177,917	52,539,714	766,179	666,508	0	65,748,443	354,590,888
1998	3,153,099	1,364,326	0	5,882,610	548,695,577	3,097,182	28,650,452	227,759,340	14,786	1,598,708	0	242,855,265	613,360,814
1999	1,150,589	1,482,281	0	5,895,562	769,224,915	3,029,506	33,122,139	25,449,881	3,649,221	2,534,401	0	39,542,220	805,996,274
2000	1,556,995	2,038,386	0	7,464,680	684,229,256	3,430,833	25,548,529	92,238,514	0	2,910,456	6,330	109,639,863	709,784,115
2001	1,529,910	2,845,484	653	9,029,414	771,113,075	4,461,773	6,944,790	120,876,539	5,959,411	2,394,495	7,576	141,137,615	784,025,504
2002	1,847,860	3,021,035	34,992	9,615,024	861,978,473	4,126,393	4,118,401	88,393,746	4,914,330	2,731,904	1,060	109,735,963	871,047,256
Total	15,100,648	16,578,262	35,645	67,137,088	5,716,497,650	58,963,131	277,722,427	978,355,460	15,402,177	18,959,314	14,966	1,155,093,903	6,009,672,863

Chart No. 12. Development of total expenditure for the Finance Department, by Section, 1988 – 2002

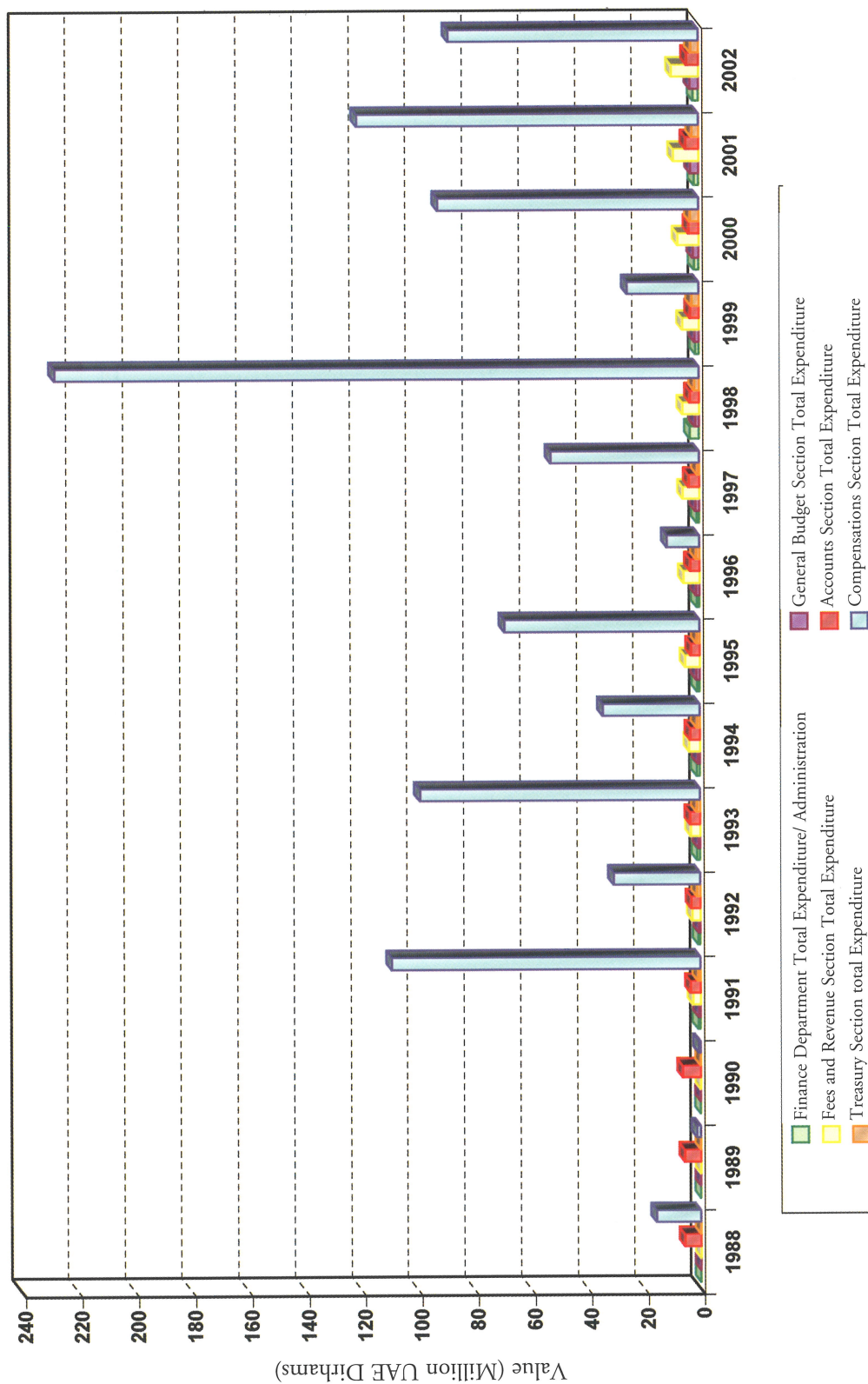
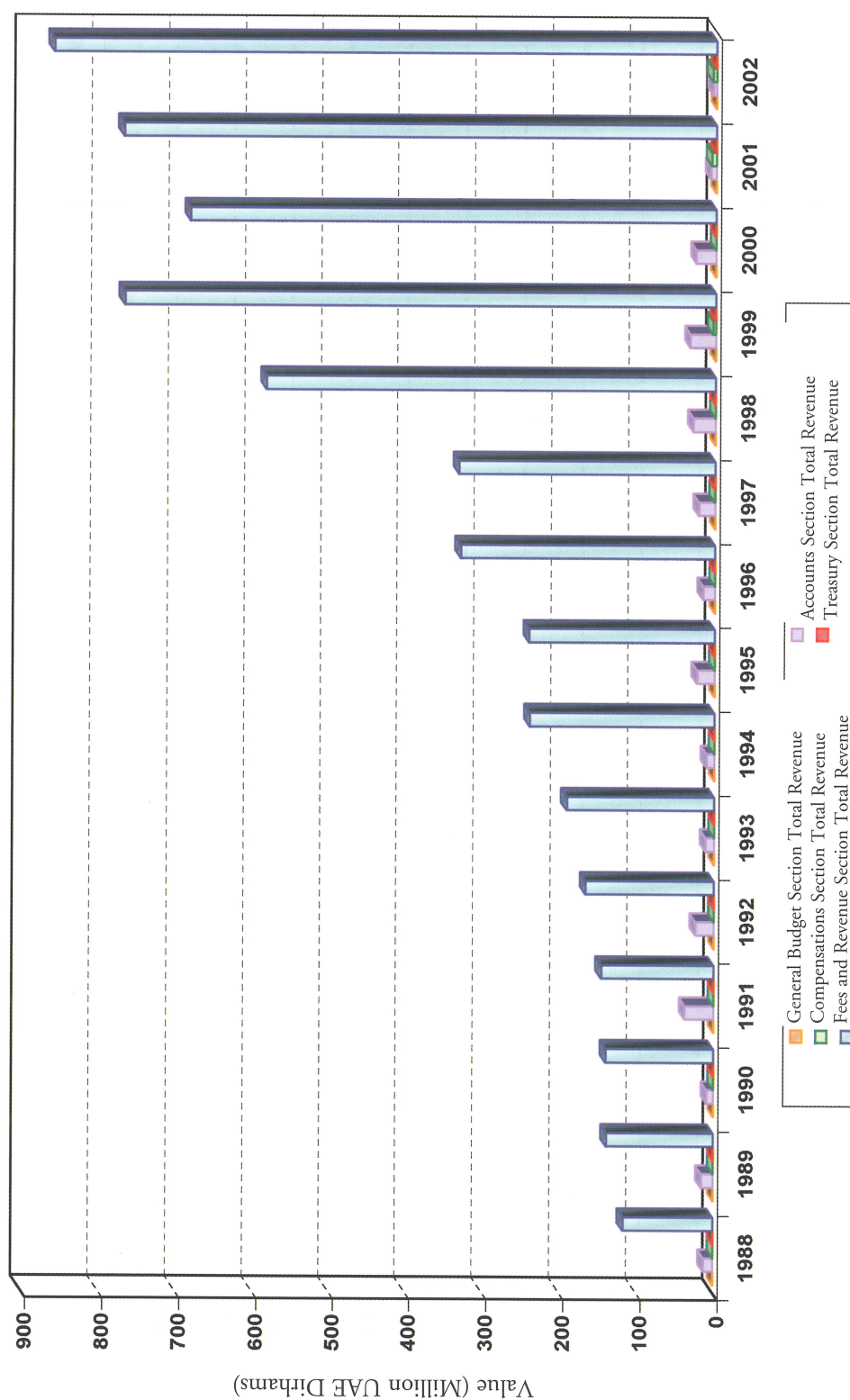


Chart No. 13. Development of total revenues for the Finance Department, by Section, 1988 – 2002



Compensation Section

Compensation Section

Following the completion of the first general planning framework for the city of Dubai in the early 1960s, the Municipality began a programme of widening some of the existing roads. In accordance with the directives of the late H.H. Sheikh Rashid bin Saeed Al Maktoum, compensation was paid to owners of land and of commercial entities affected by this process.

These payments were made by the Compensation and Valuation Committee, which had been set up at the time of the Municipality's creation.

Two types of compensation were given – in land and in cash.

H.H. Sheikh Rashid specified that land in the Al-Baraha and Bur Saeed areas should be allocated as compensation for those whose land was taken in this early period. Thus, in September 1964, it was decided that the heirs of Bakheit Al-Madawi should be given land in Al-Baraha in exchange for their plot No.28 in Al Ra's/Deira.

An early example of compensation in cash was that provided in August 1966 to the children of Hamoud Al-Matawa, who received a total amount of 9,287 Qatar/Dubai riyals, the currency then in use in the Emirate. This sum represented 75 per cent of the value of the property taken. On 27th June 1967, however, an order was issued to provide for compensation in full for any property taken.

The process of road expansion, and of a consequent need for compensation to be paid, got under way in October 1961, with the approval of Decree No. 94 by the Municipality Council for the widening of Al-Khail Road and for the payment of compensation to land owners. Between 1961 and 1964, a number of internal roads in the Deira and Bur Dubai areas were expanded or built. Among the projects carried out during this period were:

- Expansion of a number of roads in Al-Ra's area.
- Expansion of roads in Al-Souq Al-Kabir, Deira
- The old Municipality Road from Bander Talib to Al-Khail Road
- Expansion of a number of roads in Al-Bateen and Sabkha areas in Deira, as well as the Al-Musala Road and others in Al-Dhaghaya, Al-Marar, Ayal Nassir and north of Deira.
- The expansion of Ali bin Abi Talib Street and Al-Banyan Sooq in Bur Dubai.

The Compensation Committee was charged with responsibility for collection of data, including files on land ownership, and for the organisation and supervision of compensation payments, including the appropriate valuation of the plots or businesses concerned. This work included:

- Following up the compensation procedures for those properties affected.
- Ensuring the effective implementation of compensation rules and procedures, including monitoring measures.
- Preparing reports and regular statistical and financial comparisons.

With the expansion of the services carried out by the Municipality in Dubai, H.H. the late Sheikh Rashid bin Saeed Al-Maktoum ordered in April 1969 that all the powers, jurisdiction and authority assigned to the Dubai Municipality Council should be entrusted to H.H. Sheikh Hamdan bin Rashid

Al-Maktoum, in the capacity of Head of Dubai Municipality.

Because of the need for confidentiality with regards to the issue of compensation payments, Administrative Order No. 19 for 1969 was issued. This stated that all documentation relating to compensation was not to be presented to the Compensation and Valuation Committee until after it had been seen by the Municipality's Director General. This was followed by the issue of Administrative Order No. 20 for 1969. This laid down that no procedures relating to compensation for affected properties which have been viewed by the Compensation and Valuation Committee should commence until the properties had been viewed by H.H. Sheikh Hamdan bin Rashid, as. Head of the Municipality.

In 1970, Administrative Order No. 12/1970 was issued, bringing all employees involved with compensation within the Municipality's Financial Administration. The Order also appointed a Head of the Compensation Section, and specified the duties of the Section.

Further regulations relating to the payment of compensation were issued in 1971. Thus Administrative Order No.35/1971 laid down that maps submitted with applications for payment were not to be approved until they had been sent, along with the title deeds, to the Land and Properties Office for written verification of ownership. Only then could payments to property owners be made.

On 8th August 1971, Administrative Order No. 40/1971 ruled that any appeal against decisions by the Compensation and Valuation Committee as well as requests for re-valuation should not be entertained without a written order from H.H. the Ruler or from H.H. the Head of the Municipality.

On 14th November 1971, Administrative Order No. 57/1971 specified that the Deputy Director General of the Municipality was to be responsible, on behalf of the Compensation Section, for the receipt of any requests submitted by property owners affected by planning projects for the review of their cases, this being laid down so as to ensure that the correct compensation was paid to deserving parties. It was also laid down that the Compensation Section should pass on all requests it received to the Deputy Director General.



The Compensations Evaluation Committee

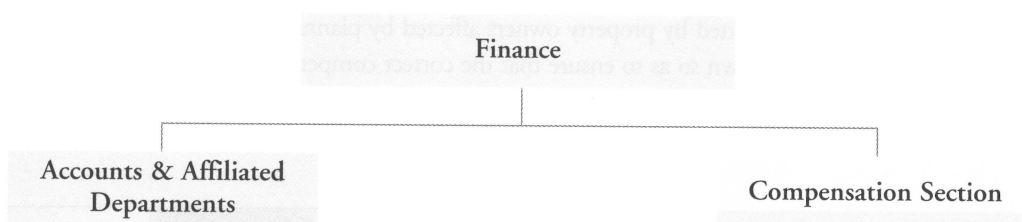
A further Administrative Order, No. 34/1976, was issued in 1976 to ensuring the proper registering of work and to facilitate a fast handling of compensation cases, including payment. This Order authorised the Head of the Compensation Section to sign on behalf of the Municipality's Director General on matters related to applications and property compensation procedures and all other matters relating to the Section, after receipt of prior approval from the Director General or the Deputy Director General.

On 11th January 1976, a special committee was formed to value properties in the Bur Saeed industrial area and the brick factories on the Sharjah road, behind Al-Ittihad Road, with a view to preparing for the development of those areas.

In 1977, Administrative Order 910 approved the introduction of a Manual for Procedures in the Compensation Section. This covered the documentation and clarification of procedures as well as the organisation of the Compensation Section, including clarifying its relationship with those who had dealings with it, whether internally (Municipality Departments and Sections) or externally (compensation applicants).

In 1984 the Organisation Chart for the Financial sector of the Municipality, including the Compensation Section, was as follows:

Chart No. 8: Financial Sector Organisation Chart – 1984



At the beginning of the 1990s, the continued rapid development of Dubai prompted further development of procedures related to compensation. Thus, on 6th July 1991, H.H. the Head of the Municipality issued a special order providing for the establishment of a Land Valuation Committee, to be comprised of six members with experience in the buying and selling of land.

Administrative Order No. 79/1991, issued by the Municipality's Director General, set up the Buildings Valuation Committee, whose members included six Municipal employees with experience in the construction industry. This body also took over the responsibility of the former Representation Committee, comprised of three persons from outside the structure of the Municipality, who had knowledge of the citizens and of different areas, including those people resident within them.

At the end of the 1990s, work was completed in the Compensation Section to include a link with the databases in the various Sections within the Planning and Buildings Department and the Financial Administration as well as with the Municipality's Geographical Information System. This was designed to simplify the implementation of compensation procedures relating to properties affected by various planning projects.

Tables (1) and (2), below, illustrate the actual payment (in cash and land) as cash compensation for properties affected by planning projects for the period 1972-2002 and compensation in land for the years 1965-2002.

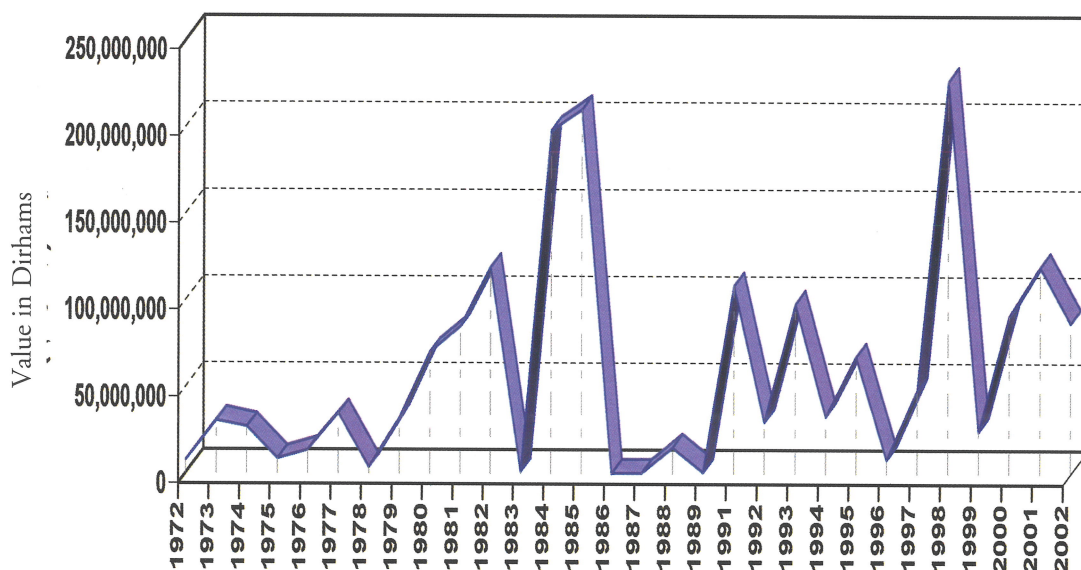
Table No. 1 Compensation in Land

Year	Area Compensated (in Square Feet)
1965	230
1966	2,600
1968	59,923
1969	31,111
1970	38,848
1971	116,885
1972	324,916
1973	696,140
1974	449,824
1975	50,454
1976	315,853
1977	63,957
1978	80,501
1979	162,888
1980	2,620
1981	76,729
1982	100,566
1983	11,900
1984	1,579,461
1985	66,925
1987	576
1989	6,750
1991	4,957
1992	133,408
1993	230,861
1994	408,062
1995	790,156
1996	1,658,368
1997	318,128
1998	1,283,566
1999	1,100,712
2000	1,136,478
2001	1,458,103
2002	2,181,824
TOTAL	14,944,280

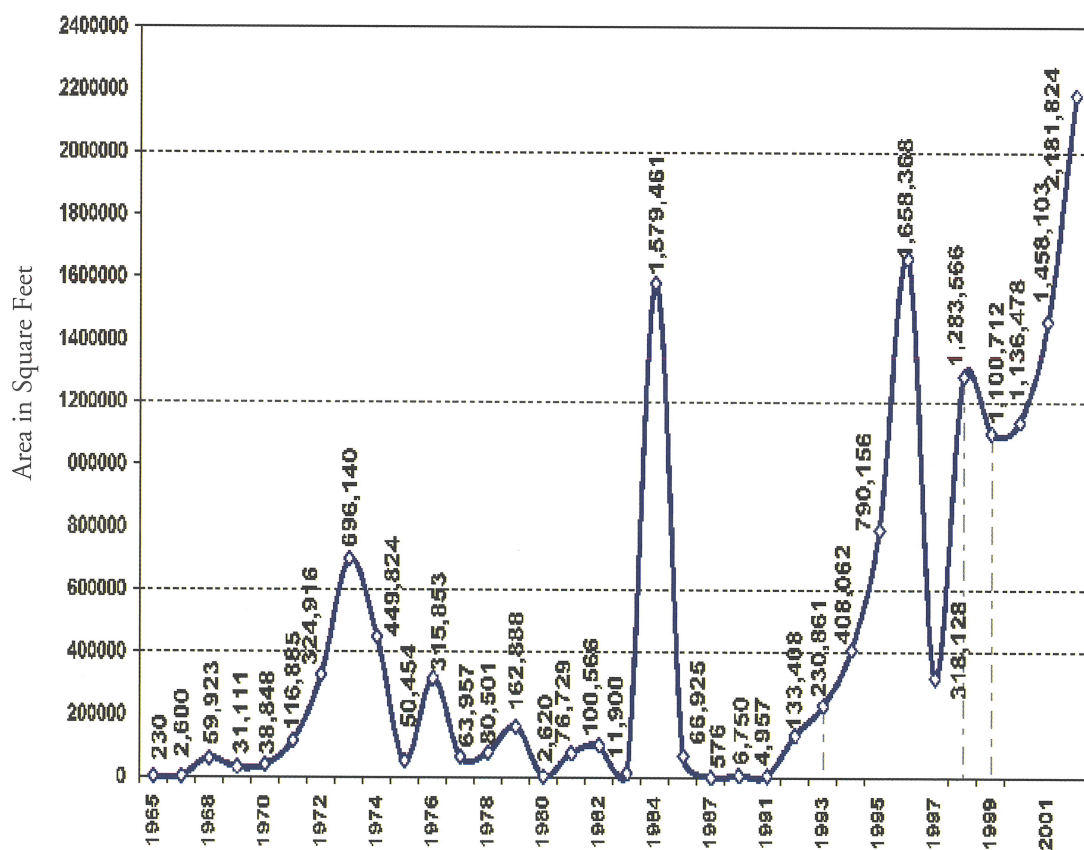
Table No. 2 Cash Compensation

Year	Value of Cash Compensation in Dirhams
1972	7,580,415
1973	30,560,011
1974	26,756,327
1975	8,518,603
1976	13,392,182
1977	34,596,203
1978	3,509,730
1979	31,947,599
1980	70,083,043
1981	84,607,649
1982	119,045,382
1983	1,015,219
1984	197,859,985
1985	209,824,203
1986	55,300
1987	453,500
1988	14,937,610
1989	541,194
1991	108,463,232
1992	29,557,693
1993	97,935,203
1994	32,998,909
1995	67,700,140
1996	7,991,103
1997	48,177,819
1998	226,523,559
1999	24,514,184
2000	91,067,249
2001	119,528,079
2002	87,053,053
TOTAL	1,796,794,378

Graph No. 14: Development of compensation in cash, 1972-2002



Graph No. 15 : Development of compensation in land, 1965 - 2002



TRANSFORMATION IN CONSTRUCTION
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