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## Administration of Justice Support Project

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– Final Report

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*Curriculum Design / Development Program  
Final Report*

Report of the Work Group's Study Tour in the U.S.A.  
October 2002

The purpose of the study tour was to explore ways of developing and updating the structure and programs of the National Center for Judicial Studies, which is the sole Egyptian institute responsible for the orientation and training of judges and prosecutors. It also aims at promoting their abilities in cooperation with the Administration of Justice Support Project.

In 2002 the Center set up a permanent commission to establish, design and develop curricula and training programs aiming at reaching the goals behind these programs and courses, thus contributing to the upholding of justice, the protection of the citizen's freedoms and rights and the reinforcement of confidence in the judicial authority.

The permanent committee includes, among its membership, experts in various fields who work cooperatively with the Center's administration to establish and develop curricula consistent with the annual and future training plans of the Center. In this regard, the Administration of Justice Support Project suggested the organization of a study tour for select members of the permanent committee so as to expose them to the methods of curriculum design and application in the U.S., and to expose them to the various types and levels of expertise available at both the state and federal levels. This study tour was finalized with the assistance of the International Institute of Education (IIE), the USAID and the National Center for State Courts and took place during the period from October 4 to October 19, 2002.

The work group consisted of Counselor Ali El-Sadek Osman, Vice President of the Court of Cassation, Assistant to the Minister of Justice and President of the NCJS; Counselor Ali Shakeeb, Vice President of the Court of Cassation and Secretary-General of the NCJS; Counselor Rimon Faheem Iskander, Vice President of the Court of Cassation; and Dr. Fakhry Salah Osman, Senior Medical Examiner, all of whom are members of the permanent committee on curriculum development and design.

The work group was accompanied by Mr. Jim Grabowski from the Administration of Justice Support Project, Mr. Kent Wagner from the National Center of State Courts in Williamsburg, Virginia. The group met with Ms. Karen Heroy, Director of the International Program at the NCSC, and then visited the Judicial College in Annapolis, Maryland, the Federal Judicial Center in Washington, D.C., the Director of Training Programs at the Virginia Supreme Court, and the Dean Rusk Center for Judicial Education in Athens, Georgia where they attended presentations on different training activities and the methods used in each type of activity.

The emphasis in these presentations was on curriculum design for judicial education programs and ways of assessing them through practical examples using the actual forms, models and reports. These meetings were forums for positive exchange of ideas between members of the work group and various speakers, with emphasis on comparisons between the Egyptian and the American models. The members of the work group were

thus able to gain a clear understanding of judicial training programs and methods of assessing them. These new ideas were put to practice by the work group in laying out, during the last two days of the study tour and with the help of Messrs. Grabowski and Wagner, their updated plan for developing curricula and teaching programs for the NCJS.

The members of the work group would like to extend their thanks and appreciation to the managers of the Administration of Justice Support Program, the Training Development Program, NCSC, the Federal Judicial Center, the judicial institutes in Virginia, Maryland and Georgia. They would also like to commend all the parties in charge on the outstanding level of the judicial programs, curriculum design, and use of modern technology in all the visited institutions. The members also are confident the visit will have a positive effect on the strategic objectives and the long-term goals of the Judicial Center through the implementation of the suggested work plan in a way that will reinforce the judicial system and strengthen its ability. The members of the work group would also like to extend their thanks to the three interpreters, Aziz Lachnani, Aziz Ismail and Akram Elias for their outstanding level of competence and professionalism.

## Work Plan

### For the Evaluation and Development of Training Program Curricula at The National Center for Judicial Studies

The NCJS, established in 1981, assumes the following responsibilities:

- 1- Preparation and orientation of newly appointed judges and public prosecutors in order to perform their duties in the courts and public prosecution, and provide continuing and specialized education programs for experienced judges and prosecutors.
- 2- Raise the level of knowledge and technical skills of those who provide judicial support, such as experts, court reporters, public prosecutors, summons servers, and administrative staff, be they newly appointed or experienced.
- 3- Prepare and train judges and prosecutors in Arab and other friendly countries.

#### Long-Term Objectives:

- 1- Achieve timely justice.
- 2- Increase the citizens' confidence in the judicial branch.

#### Objectives of the Work Plan:

- 1- Develop and improve the skills of the trainees and provide them with the knowledge they need to perform their duties consistent with their particular circumstances, by adjusting to global changes and progress, and increasing the scope of judicial responsibility.
- 2- Provide the instructors with the tools necessary to address the problems associated with the performance of their judicial duties, and find the appropriate means to solve them.
- 3- To develop and update curricula for training programs and courses within the framework of continuing and basic education, taking into consideration universally recognized standards for curriculum development and adult education.

#### Entities Responsible for the Implementation of the Work Plan:

- 1- The permanent committee, as well as its subcommittees, which is responsible for the preparation and development of training program curricula at the NCJS.
- 2- The administration of the NCJS through its technical and administrative divisions.
- 3- Experts whose assistance the center deems valuable.

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- 4- The Judicial Inspection Office at the Ministry of Justice and the Public Prosecution.
- 5- Counselors and presiding trial court judges.
- 6- Correspondent judges at trial courts.

Steps and Phases the Work Plan

Subject	Implementing Entity	Time Limit
1. Study and determine the educational needs of trainees  * Means for studying and determining the needs		3 months
A. Written needs assessment forms  B. Oral survey of the judges during their visits to the center for either basic or continuing education  C. Survey of the Judicial Inspection Office at the Ministry of Justice and the Public Prosecution  D. Survey presiding trial court judges as well as other courts  E. Reports of judges who are trial court correspondents	Specialized unit for the research of needs and evaluation  Members of the technical office  Meeting with directors and members of the two Inspection Offices  Personal interviews  Semi-annual reports	
2. Set up a special unit composed for the purpose of receiving and analyzing educational needs based on the aforementioned sources, as well as the evaluation of the different programs.	Educational needs assessment unit and evaluation	One month
3. Communicate the results of the needs assessment units to the appropriate subcommittee.	One of the members of the technical office at the center	2-3 months
4. Prepare a proposed draft course curriculum and work paper for each curricular subject.	Relevant subcommittee, having the ability to seek specialized expertise	2-3 months

curricular subject.	specialized expertise	
5. Submit the proposed draft curriculum to the permanent committee for review and comment, and then ratification of its final version.	Permanent committee for curriculum development	One month
6. Distribute course program to trial court judges.	Center secretariat	One month
7. Prepare the textbook materials, such as memoranda, court decisions, books, videotapes, and audiotapes.	Certain specialized instructors, center's technical office, and library	2-3 months
8. Set training course schedule	Course supervisor from among the center's technical office	Two weeks
9. Selecting and contacting instructors.	Course supervisor	One week
10. Program budget:  instructor compensation - training allowances for trainees - cost of manuals and other teaching materials - incentives for the highest achievers - accommodation, transportation and living expenses for trainees	Center's administration: student affairs office	One week
11. Training Course Performance	Student affairs division	
12. Course Evaluation:  Evaluation of the program, textbook material and instructors	The Center's needs assessment and evaluation unit	One Month
13. Present the results of the evaluation to the subcommittee periodically for review and comment.	Center's administration	One Month

Standards To Be Taken into Consideration When Preparing and Developing Training Course Curricula:

- 1- Apply state-of-the-art adult education methods and theories, and keep up-to-date with the advancements in this field.
- 2- Take into consideration the level of experience of the trainees and the nature of their professional responsibilities.
- 3- Take into consideration the geographical locations where the trainees work in terms of distances.
- 4- Ensuring that curricula include subjects likely to broaden the trainee's general culture, such as sociology, economics, history, psychology, etc.
- 5- Focus on the application aspects of the training and set times for practical training.