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**ADMINISTRATION OF JUSTICE SUPPORT PROJECT
(AOJS)**

USAID CONTRACT # 263-C-00-95-00134-00

AMIDEAST

RESULTS REPORTING FOR 1998

(January 1, 1999 – December 31, 1999)

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Administration of Justice Support Project Results Report for 1998

Strategic Context and Background of the Project

Programming in the areas of judicial reform and democracy in Egypt is relatively recent. While the USAID has been involved in institutional development and policy work in sectors such as agriculture and public health for a quarter of a century, it is just beginning its institutional partnership with the courts, with the Parliament, and with organizations in civil society.

The Project arose from the findings of the Egyptian Judicial Conference in 1986. The Conference attendees determined that the growing backlog of cases in the national court system was, to a significant degree, the result of inadequate court management and administration. The Conference attendees recommended improved management, improved administration, re-engineering and caseload management automation.

Slow progress on this agenda over the following decade and a growing backlog in the court caseloads, led the Government of Egypt to solicit USAID assistance. This led to the initiation of the Administration of Justice Support Project. The court leadership, working level judges, the Ministry of Justice, the legal community, the general public, the national media, and the national political leadership of Egypt perceived the need for radical improvements in court management.

The Administration of Justice Support Project began in March of 1996 with the special objective to provide an improved civil legal system in Egypt by achieving two principal intermediate results. The first is improved efficiency in two pilot court systems and the second is the improvement of judges' knowledge and application of Egyptian civil law. Mobilization began in September 1996 and the Project's end date is the 30th of December 2000. America-Mideast Educational and Training Services, Inc. (AMIDEAST) has been implementing the project in three different locations: North Cairo Court of First Instance, Ismailia Court of First Instance, and the National Center for Judicial Studies. Policy elements of the project are implemented in consultation with the senior-most levels of the Ministry of Justice.

Summary and Introduction

The Administration of Justice Project submits the results for 1998 with this report. This report includes the findings for the six categories outlined in the Monitoring and Evaluation Plan submitted at the end of 1997. The findings are outlined in the performance data table and further explained with detailed conclusions taken from staff interviews and observations.

There has been noticeable improvement in the lawyer's attitude regarding court operations. A reduction in case processing times has occurred. The Project staff has trained judges and court staff on new systems, both automated and non-automated. The judges and staff of the North Cairo Court have received education on computer applications. However, their access to legal research will begin in the next year. The Project staff has provided extensive coursework to increase judicial knowledge in substantive legal topics. The staff has also provided the National Center for Judicial Studies with enhancements to both curriculum and infrastructure.

Following the findings and conclusions, the Project staff has submitted a list of recommendations that they have gained through lessons they have learned. This will aid in future monitoring and evaluation reports. The report concludes with annexes that will better clarify the report's findings.

PERFORMANCE DATA TABLE

EGYPT Approved November 1997

SPECIAL OBJECTIVE C IMPROVED CIVIL LEGAL SYSTEM

Indicator Documented pilot court system tested and accepted for replication by Ministry of Justice

Unit of Measure	Year	Planned	Actual
MOJ acceptance with minor Modifications	1997(B)	N/A	N/A
Source MOJ record	1998	N/A	N/A
Comments One-time End of Project measurement	1999	N/A	N/A
	2000	N/A	N/A
	2001(T)	YES	

Indicator Measurable improvement in lawyers' perceptions toward court operations

Unit of Measure	Year	Planned	Actual
% increase in lawyer confidence in Pilot Court Efficiency	1997 (B)		44%
Source Annual survey of civil lawyers practicing in Pilot Courts	1998	46%	52%
Comments Baseline determined by Jan 1998 survey Annual surveys to be conducted thereafter	1999	50%	
	2000	55%	
	2001 (T)	60%	

Result No C 1 Improved Efficiency of Two Pilot Court Systems

Indicator Reduction in case processing time

Unit of Measure 1 Average number of months from case Filing to Final Decision for all Civil cases				
Source Independent verification of pilot court records by AOJS staff	1997 (B)		22 4	
Comments Data used is extrapolated from the average times between individual events	1998	21 6	12 8	
	1999	18 3		
	2000	16 6		
	2001(T)	13 3		
	Unit of Measure 2 Average number of days from case Filing to disposition – cases sent to Expert Office	Year	Planned	Actual
	Source Independent verification of pilot court records by AOJS	1997 (B)		1084
Comments Data used is extrapolated from the average times between individual events N B Out of total no of civil cases 30% are to the Experts Office	1998	1050	1113 8	
	1999	900		
	2000	800		
	2001(T)	640		

Unit of Measure 3 Average number of days from case	Year	Planned	Actual
Filing to disposition – cases not sent to Expert Office	1997 (B)		496
Source Independent verification of pilot court records by AOJS	1998	475	255 15
Comments Data used is extrapolated from the average times between individual events	1999	400	
	2000	365	
	2001(T)	290	
Result No C 1 1 Improved Administration of Two Court Systems			
Indicator Reduction in time consumed by various administrative procedures			
Unit of Measure 1 Number of days consumed in filing	Year	Planned	Actual
Process to first hearing	1997 (B)		69
Source Independent verification of pilot court records by AOJS staff	1998	65	45 4
	1999	60	
Comments Data is extrapolated from average time Between individual events	2000	55	
	2001 (T)	50	
Unit of Measure 2 Days consumed in Service process, From filing to acknowledgement of service	Year	Planned	Actual
	1997 (B)		21
Source Independent verification of pilot court records by AOJS staff	1998	20	18 7
	1999	18	
Comments Data is extrapolated from average time Between individual events	2000	16	
	2001 (T)	15	
Unit of Measure 3 Days consumed in Expert process from Expert referral to receipt of final expert opinion	Year	Planned	Actual
	1997 (B)		492
Source Independent verification of pilot court records by AOJS staff	1998	440	660
	1999	350	
Comments Data is extrapolated from average time Between individual events	2000	325	
	2001 (T)	300	
Unit of Measure 4 Days consumed in Opinion process from date Of last hearing to publication of court opinion	Year	Planned	Actual
	1997 (B)		44 5
Source Independent verification of pilot court records by AOJS	1998	40	35
Comments Data is extrapolated from average time Between actual events	1999	30	
	2000	25	
	2001(T)	21	

Indicator Number of court procedures re-engineered and simplified			
Unit of Measure 1 No of procedural steps in filing process	Year	Planned	Actual
	1997(B)	N/A	0
Source Project records	1998	4	6
Comments Zero baseline – New project	1999	3	
	2000	1	
	2001(T)	ALL (8)	
Unit of Measure 2 No of procedural steps in Service process	Year	Planned	Actual
	1997(B)	N/A	0
Source Project records	1998	3	1
Comments Zero baseline – New project	1999	8	
	2000	1	
	2001(T)	ALL (12)	
Unit of Measure 3 Percentage of cases referred to expert office	Year	Planned	Actual
	1997(B)		29.4%
Source Project records	1998	25%	15%
Comments Data from North Cairo only No Baseline Data will be drawn from Ismailia court until beginning of Ismailia implementation (approx PY3)	1999	20%	
	2000	17%	
	2001(T)	15%	
Unit of Measure 4 Number of procedural steps in the Expert Office simplified	Year	Planned	Actual
	1997(B)*		0
Source Project records	1998*	2	1
	1999*	6	
	2000	2	
Comments Relates to internal processes Within the Expert office itself Zero Baseline – New proj	2001(T)	2	
	Year	Planned	Actual
Unit of Measure 5 Number of procedural steps simplified in the Court related to the Expert process	1997(B)*		0
	1998*	2	1
Source Project records	1999*	8	
Comments Relates to internal processes within the court Resulting from Expert process Zero baseline – New proj	2000	2	
	2001(T)	ALL (10)	

*NOTE North Cairo data only during PY 1-3

Unit of Measure 6 Number of procedural steps simplified in the Opinion Process	Year	Planned	Actual
	1997(B)		0
	1998	0	0
Source Project records	1999	4	
Comments Zero baseline – New Project	2000	6	
	2001(T)	ALL (10)	
Unit of measure 7 Number of Court hearings conducted Per case	Year	Planned	Actual
	1997(B)*		10
	1998*	9	7
Source Project records	1999*	8	
Comments Relates to total number of hearings in court During life of the case *NOTE North Cairo data only During PY 1-3	2000	7	
	2001(T)	6	
Unit of measure 8 Average of continuances granted per case	Year	Planned	Actual
	1997(B)*		9 4
	1998*	8	6 1
Source Project records	1999*	7	
Comments Relates to the number of times court activity Postponed by Court *NOTE North Cairo data only During PY 1-3	2000	6	
	2001(T)	5	
Unit of Measure 9 No of administrative duties assigned to judges	Year	Planned	Actual
	1997(B)		16
	1998	16	15
Source Project records	1999	10	
Comments	2000	8	
	2001(T)	4	
Indicator Number of judges and staff trained on new systems			
Unit of measure 1 Number of judges trained on Computer systems	Year	Planned	Actual
	1997(B)		0
	1998	30	80
Source Project records	1999	36	
Comments New project – Zero baseline	2000	18	
	2001 (T)	ALL (84)	

Unit of measure 2 Number of judges trained on			
	Year	Planned	Actual
Non-Computer systems	1997(B)	20	0
	1998	80	0
Source Project records	1999	100	
	2000	80	
Comments New Project – Zero Baseline	2001(T)	ALL (280)	
Unit of measure 3 Number of staff trained on			
	Year	Planned	Actual
Computer systems	1997(B)		0
	1998	60	0
Source Project records	1999	110	
Comments New Project – Zero Baseline	2000	63	
	2001(T)	ALL (233)	
Unit of measure 4 Number of staff trained on			
	Year	Planned	Actual
Non-Computer systems	1997(B)		0
	1998	30	30
Source Project records	1999	50	
Comments New Project – Zero Baseline	2000	50	
	2001(T)	ALL	
Indicator Increase in number of judges home PCs installed			
Unit of Measure 1 PCs distributed to judges homes			
	Year	Planned	Actual
	1997(B)		0
Source Project records	1998	0	0
Comments New Project – Zero baseline	1999	30	
	2000	36	
	2001(T)	18	
Result No C 1 2 Increased Access to Legal Information in Two Pilot Court Systems			
Indicator Increased percentage of Judges and court staff with access to legal system			
Unit of Measure 1 Number of Judges and court staff			
	Year	Planned	Actual
Trained on databases	1997(B)		0
	1998	0	0
Source Project records	1999	66	
Comments New Project – Zero baseline	2000	18	
	2001(T)		

Unit of Measure 2	Year	Planned	Actual
Number of Judges and court staff Provided access to databases	1997(B)		0
Source Project records	1998	30	0
Comments New Project – Zero baseline	1999	36	
	2000	18	
	2001(T)		

Result No C 2 Judges More Knowledgeable of Egyptian Civil Law

Indicator Average percentage increase between pre-and post-course scores

Unit of Measure	Year	Planned	Actual
Annual average differences in pre-and post-test scores			
Source NCJS Records	1998	15%	
Comments NOTE The nature of pre and post testing (participants and programs change yearly) is such that each year is a stand alone zero based item Accordingly the data herein is per annum only Final average of all testing will be shown as the fifth-year result	1999	15%	29 9%
	2000	15%	
	2001(T)	15%	

Result No C 2 1 Enhanced Educational Infrastructure at NCJS

Indicator Increased number of educational mission-related administrative systems

Unit of Measure 1	Year	Planned	Actual
Number of standard forms added	1997(B)		0
Source Project records	1998	8	0
Comments New Project – Zero baseline	1999	10	
	2000	10	
	2001(T)	8	
Unit of Measure 2	Year	Planned	Actual
Number of automated systems added	1997(B)		0
Source Project records	1998	2	2
Comments New Project – Zero baseline	1999	N/a	
	2000	N/a	
	2001(T)	N/a	

Unit of Measure 3 Number of polices/procedures added	Year	Planned	Actual
	1997(B)		0
Source Project records	1998	8	10
Comments New Project – Zero baseline	1999	10	
	2000	10	
	2001(T)	8	
Unit of Measure 4 Number of manuals developed	Year	Planned	Actual
	1997(B)		0
Source Project records	1998	1	4
Comments New Project – Zero baseline	1999	1	
	2000	1	
	2001(T)	1	
Indicator Increased Number of trained faculty members			
Unit of Measure 1 Number of Judges	Year	Planned	Actual
	1997(B)		0
Source Project records	1998	20	57
Comments New Project – Zero baseline	1999	40	
	2000	40	
	2001(T)	40	
Unit of Measure 2 Number of case managers	Year	Planned	Actual
	1997(B)		0
Source Project records	1998	5	0
Comments New Project – Zero baseline	1999	10	
	2000	10	
	2001(T)	10	
Unit of Measure 3 Number of new judge orientation faculty	Year	Planned	Actual
	1997(B)		0
Source Project records	1998	5	36
Comments New Project – Zero baseline	1999	5	
	2000	5	
	2001(T)	5	

Unit of Measure 4 Number of Mentor Judges	Year	Planned	Actual
	1997(B)		0
Source Project records	1998	0	0
Comments New Project – Zero baseline	1999	10	
	2000	10	
	2001(T)	10	
Result No. C.2.2 Enhanced Curriculum at NCJS			
Indicator Increased Number of new courses implemented			
Unit of Measure 1 Number of Civil Law courses	Year	Planned	Actual
	1997(B)		0
Source Project records	1998	2	7
Comments New Project – Zero baseline	1999	4	
	2000	4	
	2001(T)	4	
Unit of Measure 2 Number of Administrative Management Courses	Year	Planned	Actual
	1997(B)		0
Source Project records	1998	4	9
Comments New Project – Zero baseline	1999	5	
	2000	4	
	2001(T)	4	
Unit of Measure 3 Number of Staff Courses	Year	Planned	Actual
	1997(B)		0
Source Project records	1998	2	0
Comments New Project – Zero baseline	1999	4	
	2000	4	
	2001(T)	4	
Unit of Measure 4 Number of Computer Courses	Year	Planned	Actual
	1997(B)		0
Source Project records	1998	5	5
Comments New Project – Zero baseline	1999	7	
	2000	9	
	2001(T)	9	

Indicator Increased Number of Evaluation Instruments			
Unit of Measure 1 Number of Course related Instruments	Year	Planned	Actual
	1997(B)		0
Source Project records	1998	4	5
Comments New Project – Zero baseline	1999	7	
	2000	7	
	2001(T)	10	
Unit of Measure 2 Number of Faculty related Instruments	Year	Planned	Actual
	1997(B)		0
Source Project records	1998	2	4
Comments New Project – Zero baseline	1999	2	
	2000	2	
	2001(T)	2	
Unit of Measure 3 Number of Participant related Instruments	Year	Planned	Actual
	1997(B)		0
Source Project records	1998	2	3
Comments New Project – Zero baseline	1999	2	
	2000	2	
	2001(T)	2	
Unit of Measure 4 Number of Overall Program Instruments	Year	Planned	Actual
	1997(B)		0
Source Project records	1998	2	2
Comments New Project – Zero baseline	1999	3	
	2000	4	
	2001(T)	4	

Findings and Conclusions

Special Objective C Improved Civil Legal System

Indicator Documented pilot court system tested and accepted for replication by the Egyptian Ministry of Justice

Unit of Measure 1 MOJ acceptance with minor modifications

Number planned for 1998 0

Number achieved in 1998 0

Indicator Measurable improvement in lawyer's confidence in pilot court efficiency

Unit of Measure percent increase in lawyer confidence in pilot court efficiency

Number planned for 1998 46%

Number achieved in 1998 52%

Reason for result

The data in the Lawyer's Survey will undergo further analysis to fully explain the improvement in lawyer's confidence. However, the raw data is included with this report and can be compared to the data given in 1997. There was a noticeable increase in the lawyer's approval of the case microfilming process as well as the litigant's acknowledgement of service. There was a very high approval rating of the filing system relocation as well. This could indicate the Project's influence on the Filing and Service Departments.

Result Number C 1 Improved efficiency of two pilot court systems

Indicator Reduction in case processing time

Introduction

The Court Administration Team used Professor Ernie Friesen's statistical analysis as the baseline for case processing time in the North Cairo Court of First Instance. For this year's evaluation, the Court Administration Team used the statistical analysis provided in David Steelman's work. While many of the following units of measure show a positive trend, the Team cautions that the mix of case types in the statistical samples and other factors may not present an accurate picture of the Court's caseload status. It must be understood that the reasons for each unit of measure given are conjecture and, at this time, unverifiable. The nature of measuring the level of success in any caseflow management program improvement is that it takes months and often years for the results of change to be measurable.

After further case sampling and monitoring, the project can more clearly determine the reasons for the numbers. Implementation of a successful caseflow management improvement program will include the disposing of the older, pending cases

(backlog) which will, in turn, result in the anomalous outcome of an increase in the average number of months from case filing to final decision for civil cases. This situation will continue until the older pending cases are disposed of.

Unit of Measure 1 Average number of months from case filing to final decision for all civil cases

Number planned for 1998 21.6 (650 days)
Number achieved for 1998 12.8 (384.29 days)

Reason for result

The difference in the above two figures could relate to a number of factors. One major reason could be that judges are referring fewer cases to the Expert Office. Cases sent to the Expert Office take longer due to the time for report completion and its return to the Court. A more likely explanation is that the latest data sample did not include as many referrals to the Expert Office as the earlier sample.

Unit of Measure 2 Average months taken from case filing to final decision in cases sent to the Expert Office

Number planned for 1998 35 months (1050 days)
Number achieved in 1998 37.13 months (1113.8 days)

Reason for result

The increase in time cases take in the Expert Office relates to a myriad set of factors intrinsic to the Expert Office. The cases that the judges refer to the Expert Office could be more complicated in nature than in the past. Judges could feel more confident in deciding a greater number of cases without an experts opinion than before. The more difficult cases take the experts longer to complete their opinions and thus they remain open longer. Another factor relates to the order that the cases arrive at the Expert Office. Judges are barred from causing cases to be worked on out of turn. Cases are assigned to an expert in the order they are received and are not worked out sequence. This is a complex issue in a servers' caseload may be in front of many less complex cases which now wait until the complex case is completed. This adds delay to the less complex case that could be avoided if they were assigned to other experts.

The project has developed a set of recommendations to improve the efficiency of the Expert Office without having to change Egyptian law. One suggestion is to have a group of experts located at the North Cairo Court. These experts would be able to process the easier cases referred by the judges faster. Another suggestion relates to the transport of cases to and from the Expert Office, which can take months. The expedition of case transport will serve to shorten the total time cases sit at the Expert Office. In the future, the Court Administration Team expects to see this total number decrease as the North Cairo Court administration implements these suggestions and adds its own ideas for change. The project will assist the Court in monitoring activity in this regard to provide a better understanding of what specifically contributes to delay in the experts' process.

Unit of Measure 3 Average number of months from case filing to final decision in cases not sent to the Expert Office

Number planned for 1998 15 83 months (475 days)

Number achieved in 1998 8 5 months (255 15 days)

Reason for result

As state above, the drastic decline in length of time from filing to final decision could relate to several factors The Court has begun to understand the importance of getting cases closed The four judges' panels have worked to clear backlogged cases A major factor could be that judges are deciding more issues in cases on their own without sending them to the Expert Office Another factor could be that the judges are receiving cases that don't need to be sent to the experts Other non-judicial factors such as a time decrease in other aspects of the case process could be influencing the time cases spend at the experts

Result Number C 1 1 Improved Administration of the two court systems

Indicator Reduction in time consumed by various administrative procedures

Unit of Measure 1 Days consumed from beginning of filing process to first hearing

Number planned for 1998 60 days

Number achieved in 1998 45 4 days

Reason for result

Again, this factor saw a drastic decline from expected results The Court Administration Team will need to monitor future data to better understand the reasons behind this decline

Unit of Measure 2 Days consumed in the service process from filing to acknowledgement of service

Number planned for 1998 20 days

Number achieved in 1998 18 7 days

Reason for result

The unexpected results could come from several areas and will need further study to clarify However, there is a general sense that the Service Department is sending out its summons with more efficiency If true, this could be the result of the increasing amount of attention being focused on this element of the caseload process The litigants could be acknowledging their summons more quickly The key issue in the service of process procedure is when the litigant receives the summons It appears that the date recorded for serving the litigant is not the date the litigant actually first sees it Rather, it could be the date the server delivers the summons to the local police station The police, in turn, notify

the litigant, which can be long after the date of service in the case. The Team will be monitoring this situation to determine what is behind the change.

Unit of Measurement 3: Days consumed in expert process from referral to final expert opinion

Number planned for 1998: 440 days

Number achieved in 1998: 660 days

Reason for result

The Expert Office process takes the greatest time to complete of all the case processes. As stated above, more difficult cases remain longer with the experts. The Court Administration Team has a list of suggestions that it will provide to the North Cairo Court administration. These suggestions, if implemented, should contribute to a decrease in the length of time cases spend at the Expert Office. As the project continues, the Team will monitor the result of the suggestions the North Cairo Court implements and the result of suggestions the North Cairo Court recommends to be implemented by the Expert Office.

Unit of Measure 4: Days consumed in the opinion process from first date of last hearing to publication of court opinion

Number planned for 1998: 40 days

Number achieved in 1998: 35 days

Reason for result

The decrease is greater than expected. However, the Project's impact on this decrease was negligible. The impact of the Project's re-engineering of the typing pool will not be felt until 1999. The trend remains positive, but the next report will see if the extent of the decline will be just as marked.

Addendum to the information from North Cairo Court on case processing

The Court Administration Team has done extensive work in the North Cairo Court. During this stage in the Project, the Team was not planning to concentrate any energy on the second pilot court in Ismailia. However, the Ismailia Court administration asked to be included and has actively begun monitoring data and installing procedural improvements. The Ismailia Court judges have also begun to attend the computer training. David Steelman has analyzed the Ismailia Court with the same indicators as he did in the North Cairo Court. While not a formal part of the current study, the Ismailia Court data will be given here as an addendum.

Indicator: Reduction in case processing time at the Ismailia Court

Unit of Measure 1: Average number of months from case filing to final decision for all cases

Number achieved for 1998: 7 months (214 days)

Unit of Measure 2: Average number of months from case filing to final decision for cases sent to the Expert Office

Number achieved in 1998: 25.7 months

Unit of Measure 3: Average number of months from case filing to the final decision in cases not sent to the experts

Result Number C 1.1: Improved Administration of the two court systems

Indicator: Reduction in time consumed by various administrative procedures

Unit of Measure 1: Days consumed from beginning of filing process to first hearing

Number achieved in 1998: 29.6 days

Unit of Measure 2: Days consumed in the service process from filing to acknowledgement of service

Number achieved in 1998: 7 days

Unit of Measure 3: Days consumed in expert process from referral to final expert opinion

Number achieved in 1998: 1284 days

Unit of Measure 4 Days consumed in the opinion process from date of last hearing to publication of court opinion

Number achieved in 1998 56 days

Indicator Increase in number of court procedures re-engineered and simplified

Unit of Measure 1 Number of procedural steps simplified and re-engineered in the filing process

Number planned for 1998 4

Number achieved in 1998 6

Reason for result

The filing process was a chaotic one. A litigant would enter the North Cairo Court and not know where to go. Once he began the filing process, he would be shuttled from floor to floor and from building to building in order to complete the process. Normally, this process would take a litigant at least two hours to complete and comprised ten steps. The Court Administration Team went to work to re-engineer this process and make the Court more accessible to litigants.

One of the first steps the Team engineered was to install information signs in the lobbies of the Court buildings. There are two main buildings, the Main building for criminal cases and the Annex for civil cases. These signs direct the litigants as to where they need to go in order to file a case and where the Court sessions are being held. The signs impressed the Court of Appeals administration so much that they installed their own.

The Court Administration Team then worked to have all the civil case filing procedures brought down to the first floor of the Annex and the document stamp process was brought from the Main building to the new building. The microfilming administrative process came down to the ground floor from the second. What appear to be two small steps in the case initiation process are quite large ones. On a normal day, three hundred litigants would be making their way up to the second floor to pay to have their documents microfilmed and then continue the filing process downstairs and out of the building. Now these litigants remain on the ground floor and away from other unrelated activities on upper floors.

Another step that was re-engineered was the separation of the cashier function for civil cases from criminal cases. This has reduced further congestion in the filing area. The Court administration has also developed a unified, simple list of case assessment fees.

The Court Administration Team has also reassessed office location in the building in order to achieve a more coherent and logical workflow. The recommended changes have been implemented. Along with the payment process, most other procedures in civil and criminal cases are kept apart thus, decreasing confusion. At each step, the Team has worked actively with the North Cairo Court administration to re-engineer and simplify the filing process and have smoothed the process considerably.

Unit of Measure 2 Number of procedural steps simplified and re-engineered in the service process

Number planned for 1998 3

Number achieved in 1998 1

Reason for result

An outside consulting company, Mustafa Shawki and Company, provided a management survey of the North Cairo Court's Service Department. The consultant's activity may have provided the management of the Service Department with a sense that the Court is expecting a better, more efficient service of process. Discussions with the judges' experimental panels almost always include the issue of more timely serving of summons. This focus coupled with the activities below should bring about needed change in the Service Department.

The North Cairo Court has already appointed a "follow-up" judge to oversee the activities of the Service Department. This appointment is the first management step re-engineered by the Court Administration Team. This judge will not only monitor, but help in implementing any changes that the North Cairo Court administration agrees to put in place.

The company has suggested several other re-engineering procedures that the Court can implement without having to change the law. These short-term modifications, if the North Cairo Court implements them, will re-activate existing structures and make the Service Department more effective in its job. The Team will be meeting with the North Cairo Court administration to urge implementations of viable suggestions.

Following are some suggestions that the North Cairo Court could implement. Currently, each Partial Court within the North Cairo Court district have servers assigned who are responsible for serving summons for the North Cairo Court when the litigants reside in the Partial Court district. The Partial Court judges are in a better position to, and can monitor the servers' activity at the directive of the chief justice of North Cairo Court of the First Instance.

Another one is the use of the incentive system to reward good work. Supervisors should play a vital role in defining work objectives and publicly rewarding servers whom efficiently and effectively complete their duties. Another suggestion is for management to use central lists of the status of all service requests. Still another suggestion is to provide bus and taxi passes to the servers for their official travel. The present travel reimbursement is not fair or objective. At least one other ministry uses this method quite successfully.

Other more long-term changes such as improving the employee promotion systems will take more planning. The Team will work with the Court administration to plan these future changes. However, things are well on their way in re-engineering the Service Department.

Unit of Measure 3 Percent of cases referred to the Expert Office

Number planned for 1998 25%

Number achieved in 1998 15%

Reason for result

The Court Administration Team is pleased with this result. However, for reasons stated at the beginning of this document, more time is necessary for the Project's efforts in this regard to be truly evaluated.

Unit of Measure 4 Number of procedural steps simplified in the Expert Office

Number planned for 1998 2

Number achieved in 1998 1

Reason for result

The Court Administration Team has many suggestions to help improve the work of the Expert Office. One such improvement was the addition of a follow-up judge for the Expert Office who will provide guidance and put pressure on the Expert Office to be more efficient. He will follow up to make sure that referrals are being sent to the Expert Office in a timely manner and that their reports are completed and returned within a reasonable time period. As time progresses, the administration will implement the suggestions that will work within its milieu. The Team has worked diligently to provide suggestions that can use existing structures more effectively.

Another suggestion that will erase a silent step in the Expert Office process will be the implementation of a regular courier between the Expert Office and the North Cairo Court. Cases sit for long periods of time at both locations waiting for delivery. This adds unnecessary delay to a case. By implementing a frequent courier schedule, cases will travel quickly from point to point and experts can begin work on them and return them to the Court as soon as possible.

The Team has suggested a number of management improvements be made including ones such as performance incentives. The hope is that better management and work incentives will bring about a more responsive Expert Staff. Future evaluations will show whether these alterations were implemented and the results.

Unit of Measure 5 Number of procedural steps simplified in the Court related to the expert process

Number planned for 1998 2

Number achieved in 1998 1

Reason for result

As indicated above, the Team has been busy working with the North Cairo Court administration on implementing change in its relationship to the Expert Office. They have made several suggestions and look forward to their implementation in the future.

The main suggestion is to have an in-house expert panel to work on less complex case issues that need expert opinions, but do not need a lot of effort by an expert. The Team hopes to see this implemented perhaps on a trial basis with an experimental panel. Once the Team evaluates how this works, it can expand its use. This will add a procedure, but decrease case time.

Another procedural change relates to the area of incentives. Incentives can do a lot to affect change in a system. Judges' performance is monitored by the Inspector's Office. If inspectors begin to focus on the appropriateness of referrals by a judge to the Expert Office, so will the judge. Which, in turn, provides the information considered for promotion purposes. If the appropriateness of referrals is a factor considered for promotions, judges may not be so inclined to send inappropriate cases to the Expert Office. This will re-engineer the procedure of sending cases to the Expert Office.

Unit of Measure 6 Number of procedural steps simplified in the opinion process

Number planned for 1998 0

Number achieved in 1998 0

Reason for result

The opinion process is being re-engineered and at the end of the project will be completely streamlined. Currently, there are fourteen procedures that make up the opinion process. Six of these are at the typing pool level. The typing pool will be completely automated and relocated into better offices within the first quarter of 1999. Also, these six steps will be streamlined down to five as the typists will have the ability to correct and check their work their own PCs. Gradually, the typing pool will be taken out of the process as more and more judges' use their PCs to produce their own final judgements.

Unit of Measure 7 Number of Court hearings conducted per case

Number planned for 1998 9 0

Number achieved in 1998 7 0

Reason for result

The number of court hearings held per case are actual events that take place. Each case has a first hearing and following hearings are scheduled as the case warrants. In the past, judges have allowed the litigants control the case's progress. The project is persuading judges to exercise more control in managing cases. The Expert Office and the litigants need to be made aware that the Court is serious about reducing the number of unnecessary hearings due to postponements for late expert reports and other reasons.

Unit of Measure 8 Average number of hearings during the life of the case

Number planned for 1998 8 0

Number achieved for 1998 6 1

Reason for result

This number indicates the number of postponements in a case's life. While this number is a positive one, it is still too high. Judges routinely postpone cases because litigants request it or are not prepared. The Expert Office continually causes postponements of hearing schedules if its report is not ready. The Team hopes to have judges control the caseload to a greater extent and exact more control over the Expert Office and Service Department. Further study will reveal if this has happened.

Unit of Measure 9 Number of administrative duties assigned to judges

Number planned for 1998 16

Number achieved in 1998 15

Reason for result

In the past, judges' panels had to not only decide cases, but also monitor the myriad of administrative duties surrounding the Court's management. Many times this administrative work was neglected. Now, the North Cairo Court has assigned this work to a set of follow-up judges so that the judges' panels can focus all their energies on their casework.

Several of these judges and their work have been mentioned in other places in this report. However, it is necessary to further explain them here. A follow-up judge for the Service Department will work to follow-up on cases with service problems, monitor server activity, and initiate any penalties on errant servers. The follow-up judge for the Expert Office the status of referrals to the Expert Office, follow-up with the Expert Office on the status of unnecessarily long pending referrals, and initiate investigations of experts if complaints arise.

The follow-up judge for the Clerks' Office will monitor standards for the clerks' workflow and initiate corrective procedures as necessary. The judge for the Partial Courts will follow-up on cases sent for appeal to the Court of First Instance and make sure that they return in a timely manner as well as making sure that appeals are registered. The follow-up judge for building support will make better use of the North Cairo Court in such ways as making sure the facility is running smoothly at each level. This judge will make sure that the judges and staff as well as the litigants find the filing facility, typing pool, and courtrooms well equipped and being used effectively. In regards to the courtrooms, this judge will make sure that the double scheduling of the civil courtroom continues smoothly.

The final follow-up judge serves as the liaison for the project at the North Cairo Court. The judges' experimental panels work with the Court Administration Team now and works with follow-up judge as point of contact for minor issues. He also works with the other follow-up judges to assist the panels to provide a better judicial deliverable.

Indicator Increase in number of judges and staff at the North Cairo trained on new systems

Unit of Measure 1 Number of judges trained on computer systems

Number planned for 1998 30

Number achieved in 1998 80

Unit of Measure 2 Number of judges trained on non-computer systems

Number planned for 1998 80

Number achieved in 1998 0

Unit of Measure 3 Number of staff trained on computer systems

Number planned for 1998 60

Number achieved in 1998 0

Unit of Measure 4 Number of staff trained on non-computer systems

Number planned for 1998 30

Number achieved in 1998 30 (at least)

Reason for the above results

The North Cairo Court judges have had and will continue to have extensive computer education. The eighty judges who will receive personal computers will focus their education not only word-processing skills, but on Internet and online legal research. The staff will learn new skills for the typing pool in the upcoming year and there will be a marked increase in the number of staff trained on computer systems.

The North Cairo Court staff has received substantial retraining in non-computer systems such as those associated with the filing process. This will continue as more re-engineering work is done in other systems at the North Cairo Court. The judges received no non-computer systems training, but will begin to as they interact with the various re-engineering projects of the Court.

Indicator Increase in number of judges' home PCs installed

Unit of Measure 1 PCs distributed to judges' homes

Number planned for 1998 0

Number achieved in 1998 0

Reason for result

The project has procured all eighty computers and support equipment in this past year. The project has configured the computers and installed Arabic software. Training

was begun during the last quarter of 1998 and will continue in 1999. During the first quarter of 1999, the judges will be given their computers.

Result Number C 1 2 Increased access to legal information in the two pilot court systems

Indicator Increased percentage of judges and court staff with access to the legal system

Unit of Measure 1 Number of judges and court staff trained on databases

Number planned for 1998 0

Number achieved in 1998 0

Unit of Measure 2 Number of judges and court staff provided access to databases

Number planned for 1998 30

Number achieved in 1998 0

Reason for result

The second unit of measure shows the number of judges and staff that have access to computers. As stated above, eighty judges at the North Cairo Court will receive their personal computers in the first quarter of 1999. The staff will begin to have increased access to computers once the typing pool is installed.

Result Number C 2 Judges more knowledge of Egyptian Civil Law

Indicator Average percentage increase between pre- and post- course scores

Unit of Measure 1 Annual average differences in pre- and post- tests

Number planned for 1998 15%

Number achieved in 1998 29.94%

Reason for result

The Judicial Training Team has provided three groups of judges with a Commercial Law Program. Six stand-alone courses comprise this program. As this program has developed, the Judicial Training Team has evaluated the program each time it was given. The third time was the program in its final stage of development. Therefore, the Judicial Training Team uses the pre- and post- test scores from this program given in Ismailia as the annual average.

The six classes had separate pre- and post- test scores and their averages make up the total percentage. The percentages given show the difference in knowledge in the pre- and post- test scores. The six classes and their percentages are, "Commercial Papers" with 29.12%, "Bankruptcy" with 35.15%, "Commercial Contracts" with 22.22%, "Bank Transaction" with 37.00%, "Trademarks" with 38.00%, and "Maritime Shipment Law" with 18.15%. The average number in the increase in knowledge was 29.94%.

Result Number C 2 1 Enhanced Educational Infrastructure at the National Center for Judicial Studies

Indicator Increase in number of educational mission-related administrative systems

Unit of Measure 1 Number of standard forms added

Number planned for 1998 8

Number achieved in 1998 0

Reason for result

Consultant Anthony Fisser has given the Project a preliminary report on streamlining the work at the National Center. His final report will contain ten new forms to be added to the Center's administration. Although the Judicial Training Team has developed several forms for use in several of its new procedures, they are not general administrative forms and were not included in this unit of measure.

Unit of Measure 2 Number of automated systems added

Number planned for 1998 2

Number achieved in 1998 2

Reason for result

The Project installed a local access network system (LAN) and an office automation system at the Center. The LAN allows judges and staff at the Center to communicate with each other as well as with other members of the legal community. This system will also allow for staff and judges to access legal research tools online.

The office automation system handles the daily word-processing needs for the Center. It permits the judges and staff to compose documents and other materials for such events as presentations. The office automation system has Word, Excel, and Power Point. The judges and staff have received training on these systems and are currently using them in their daily work. I was able to observe the staff at the Center at work on the computers while I visited. The staff seemed at ease with the computers and willing to use them.

Unit of Measure 3 Number of policies/ procedures added to the NCJS

Number planned for 1998 8

Number achieved in 1998 10

Reason for result

The Judicial Training Team has aided the administration and staff at the NCJS with the addition of ten new procedures to help improve the educational infrastructure there. The new procedures are the request for proposal procedure, the bid evaluation procedure, curricula development, and audio-visual procedures. They have also added logistical support procedures, an extensive evaluation procedure, computer implementation, the use of moderators, the use of public relations, and the use of focus

groups. Each procedure plays a critical role in making the Center more effective as a teaching institution.

The Judicial Education Team has worked with the Center's administration to develop an effective and rigorous request for proposal procedure for course providers. The Judicial Training Team aided in the set up a list of course objectives and company requirements. The Team helped to produce the request for proposal from these objectives and requirements. This procedure has worked well in choosing course providers and has been taught to the Center's administration. The Team has transferred this procedure to the Center and it will be used in the future as it chooses other course providers.

Once the proposals are submitted, the administration at the Center needs to evaluate them. Before, personal perceptions played an unduly large role in choosing a provider. There was no set procedure in place that eliminated this. Now, the Judicial Training Team and three members of the NCJS staff work to evaluate the proposals. The AOJS staff has worked with the Center to develop a comprehensive evaluation form that covers course content and costs. The bid evaluation team works to weigh these factors in order of importance. The staff has begun to use this procedure instead of relying on personal perceptions. The Center's staff has found that this procedure greatly helps them to make a well thought out decision on a course provider.

The AOJS staff has spend a lot of time developing the course curricula it provides. The Team works with the instructors and the Center staff to match the Center's needs with the course objectives. Along with curricula development, the Judicial Training Team has developed the extensive use of course, instructor, and participant evaluations. These evaluations are given at different points in a course and are also focused on different groups. The Team has shown the Center administration the benefit these evaluations have on the future delivery of a course. The Center and many of the course providers did not use this procedure and now have adopted it for the future.

Another procedure the Center has implemented is the use of audio-visual equipment. The Training Team purchased this equipment for the Center as a part of the Procurement Plan. The Team put this equipment into the Center to help judges and staff with their presentations and meetings. The Center not only works to have these used in courses that that it provides, but also in its daily life. While I was visiting the Center, I was able to observe several judges making use of an overhead projector and a flip chart as they discussed a subject.

Although it may appear a small procedure to implement, the addition of understanding logistical support has helped the Center provide better training sessions and meetings. Seating arrangements, meeting length, and location all need attention when developing an activity. The Center now includes this procedure as it plans meetings, discussions, and training and teaching activities.

The use of computers has been previously mentioned. The Training Team and the judges at the Center have instituted computer use in office automation beyond word-processing as a major new policy. The trend toward increased automation will continue. Previously, the Center had only two computers for minimal word-processing. The National Center will now have a much wider computing capability in the future and a well-trained staff to use it.

The Training Team has also introduced the use of moderators for various meetings and courses. In the meeting format, judges rarely used moderators to control the

flow of discussion. Now several judges have become adept in this form of communication and use it in the meetings they have. They have seen that it is an aid to better communication and that has helped in the courses they have taken. They plan to use it during future courses and meetings at the Center. The Team has also introduced the use of public relations for the Center. The Center now has a conduit through which to pass information on its activities and other work to the legal community and the public at large.

The Training Team has added one final procedure during the past year. This is the use of focus groups. The three forums held in the Project's first year were just the beginning of this. Now the judges at the Center have used the focus group method for curricula development and judicial debate. Through the use of focus groups, the Center will be able to develop more effective procedures as well as learn what the different views are in the judicial community.

Unit of Measure 4 Number of manuals developed

Number planned for 1998 1

Number achieved in 1998 4

Reason for result

Systems Research Egypt has written and handed over four computer manuals through the Project. The staff and judges at the Center can use these manuals as they work with their computers. The manuals were trainers' manual, trainees' manual, a technical support manual, and a maintenance manual. These manuals will help make the Center more self-sufficient in caring for its computer needs.

Indicator Increase in number of trained faculty members

Unit of Measure 1 Number of judges

Number planned for 1998 20

Number achieved in 1998 57

Unit of Measure 2 Number of case managers

Number planned for 1998 5

Number achieved in 1998 0

Reason for result

This portion of the reporting was eliminated from the Project plan.

Unit of Measure 3 Number of new judge orientation faculty

Number planned for 1998 5

Number achieved in 1998 36

Reason for result

The Training Team trained 57 judges in its "Training of Trainers" program throughout the past year as mentioned in the first unit of measure. Out of these fifty-seven judges, thirty-six are qualified to replicate this course and be trainers for the new judges that will attend the Center in the upcoming year. This has been a major success of the project and shows that the Center is becoming more involved in the replication of the Training Team's efforts.

Unit of Measure 4 Number of mentor judges

Number planned for 1998 0
Number achieved in 1998 0

Result number C 2 2 Enhanced curriculum at the NCJS

Indicator Increase in number of new courses implemented

Unit of Measure 1 Number of Civil Law courses

Number planned for 1998 2
Number achieved in 1998 7

List of courses

The courses provided have been stated above as the Commercial Law Program. The courses are "Commercial Papers", "Bankruptcy", "Maritime Law", "Commercial Contracts", "Trademarks", and "Bank Transactions". They were given three times, once in Cairo, once in Port Said, and once in Ismailia. The Team also gave a course on "Anti-Dumping".

Unit of Measure 2 Number of administrative management courses

Number planned for 1998 4
Number achieved in 1998 9

List of courses

The Training Team has gone beyond the planned number of courses for the year. The Team and the Center gave eight courses. They were, "Leadership", "Time Management", "Managing People", "Team Building", "Group Dynamics", "Problem Identification and Problem Solving", "Decision Making", "Budgeting for Non-Budgeting People", and "Techniques in Ministerial Operations".

Unit of Measure 3 Number of staff courses

Number planned for 1998 2
Number achieved in 1998 0

Reason for result

The Training Team gave two courses to the North Cairo Court staff during this time period. The Team educated one hundred and thirteen people of the North Cairo Supervisory level staff in a series of "Change Agent" courses as well as a preliminary "AOJS Orientation Seminar for the North Cairo Court Supervisory Staff." The design of these two training activities was developed in order to let the participant practice group discussions and exercises. Through these discussions and exercises, the groups provided actual and workable recommendations on how they would see the change process implemented and sustained at the North Cairo Court.

Unit of Measure 4 Number of computer courses given

Number planned for 1998 5

Number achieved in 1998 5

List of courses

The Team implemented ten computer courses at the Center. The courses were Word (beginning and advanced), Windows Typing Skills (beginning and advanced), Access (beginning and advanced), and Power Point. The next year will see an increase in the number of computer courses given.

Indicator Increase in the number of evaluation instruments

Unit of Measure 1 Number of course-related instruments

Number planned for 1998 4

Number achieved in 1998 5

Reason for result

The four course related evaluation methods introduced are setting the course objectives, pre-course meetings during the course evaluations, post-course tests and evaluations and post-course meetings with the course providers. The Judicial Training Team sets the objectives and works with the instructors to make certain that the objectives are solidly defined before the course takes place. During the course, students and instructors evaluate it as it progresses. At the end, the instructors evaluate the participants on the lessons taught. The participants evaluate the instruction. The Judicial Training Team meets with the course providers to go over the course successes and failures. The Judicial Training Team continually monitors the courses and keeps through records of lessons learned and future solutions.

Unit of Measure 2 Number of faculty related instruments

Number planned for 1998 2

Number achieved in 1998 4

Reason for result

The Judicial Training Team has continually evaluated the instructors who teach the courses given at the Center. The Team meets with the instructors before the course is given to evaluate their strengths and weaknesses. The Team works to make sure that the instructors fit the course material and the course audience. During a course, the participants give daily evaluations on the courses. A part of these evaluations relates to the faculty presentation of the material. At the end of the course, another final evaluation is given. This evaluation is dedicated to all aspects of the instructors' work. It covers such areas as presentation, instructor's knowledge, and the use of audio-visuals. The Team meets at the end of a course to evaluate the effectiveness of instructors with both the instructors and the course providers.

Unit of Measure 3 Number of participant related instruments

Number planned for 1998 2

Number achieved in 1998 3

Reason for result

The Judicial Training Team saw the importance of evaluating the participant as a component of a course. The course could be excellent, the instructors could be above par, but if the participants learn nothing, then the course fails. Therefore the Team instituted the extensive use of pre- and post-course tests to monitor participants' increase in knowledge. The Team also asked the instructors to evaluate each participant and give these evaluations to the Team for incorporation in the participants' training plans. The Training Team has also instituted the use of videotaping participants to better understand what works and what does not.

Unit of Measure 4 Number of overall program instruments

Number planned for 1998 2

Number achieved in 1998 2

Reason for result

The Course Program has two overall evaluation tools that monitor its progress. The first is the continual Judicial Training Team involvement in every aspect of the Course Program. The Team never leaves the program to encounter challenges on its own. The Team plays a very active role in making sure that the courses are effective and workable.

The judges at the Center play the partner and second overall program evaluation tool. The Judicial Training Team has a good working relationship with the administration at the Center. With constant interaction at that level, the Center's administration can advise and give on the spot evaluations that can serve to make the program better. The active participation of these two partners allows for a comprehensive and continual evaluation of courses given and courses being developed.

Recommendations Through Lessons Learned

The Project staff has made some recommendations through lessons it has learned to help strengthen future monitoring and evaluation reports

- 1 Clarifying certain terms
For example, what defines a system or a procedure?
- 2 Redefining several of the units of measure
For example, the unit of measure indicating judges and staff access to legal databases is defined as their access to computers. Another example is "Average number of hearings during the life of the case" should read, "Average number of postponements or continuances during the life of the case"
- 3 Eliminating several units of measure to sharpen the focus of various indicators. This includes the measuring of the case managers and mentor judges under the indicator, "Increase in number of trained faculty members"
- 4 Re-calibrating the planned and actual numbers to better reveal how the Project is at work. This would help in units of measure that have outdone the planned outcomes for one year and need the future years to reflect that
- 5 Introducing new units of measure to better explain other areas of the Project not fully covered in the current document. This would include a comprehensive section that better captures the Computer Automation Team's work as a distinct part of the Project. Please refer to the annex entitled, "Indicator Number of case management functions" to see this. These functions total seven and are defined as case information, party information, event information, index information, financial transaction, management information, and typing pool information.
In addition several units of measure could be added to help capture the exact number of judges trained. There were more judges trained than are listed in the report under the current units of measure
- 6 Continuing to integrate the Monitoring and Evaluation report factors in the various reports that Project staff submit

**JUDICIAL REFORM IN EGYPT
REPORT CARD, DECEMBER 1998**

This year's results report adds a new experimental element. This element is, unlike the R4 and M&E reporting, intentionally subjective.

We are providing an entirely subjective report card on the state of Judicial Reform in Egypt this year. The report card looks at the standard elements of a national judicial sector assessment and proposes grades on a 4.0 scale (4.0 being an A). Brief notes are added to give dimension to the subjective judgements.

The inputs are a combination of the views of knowledgeable observers, but they have not been collected in a scientific, objective, or statistically structured manner.

We believe that they are consistent with what might be termed "informed, external, conventional wisdom." This does not make them right, but it provides a basis for further discussion.

It is worth noting that the grades in some areas are relatively high: Judicial Independence, Access to Justice, and Professional Associations. The grades in some areas are distinctly lower: Judicial Administration, Legal and Judicial Education and Procedural Processes.

It is significant that the project has been assigned to work on the weaker areas of the system. This seems appropriate. It is unlikely, however, that changes brought about during the life of the project, will in the short run, significantly alter the assessments in most areas. We anticipate possible impacts at the pilot court level, not the national level, in some areas of Judicial Administration.

**JUDICIAL REFORM IN EGYPT
REPORT CARD, DECEMBER 1998**

Judicial Reform Element	Grade 4 0 Scale	Notes
JUDICIAL INDEPENDENCE	2 6	Judiciary justly proud of and jealous of its independence but history of extra judicial circumvention of the courts
a) appointments and evaluation of judges	3 8	Very independent
b) Disciplinary system for Judges	3 0	Independent but erratic quality
c) Executive resort to extra judicial solutions	1 0	A history of extra judicial intervention in political cases – creation of special courts or use of military courts
JUDICIAL ADMINISTRATION	1 75	
a) Case Administration	1 5	Old procedures once adequate now moribund and poorly implemented Lack of leadership and motivation for those inclined to use the existing system effectively
b) court Administration	1 5	Overstaffing poor quality staff poor quality supervision lack of professional court managers and court administrators No Information Tech skills
c) Court Facilities (Size and quantity)	3 0	More than enough capital plant capacity Numerous and large courts often used only 15 hours per week Better scheduling longer working hours could double the court capacity with no new building
d) Court Facilities (quality and maintenance)	1 0	Most courts are large and expensively conceived but very poorly maintained Small but steady recurring cost investment and modern facilities management would pay large dividends at low cost
PROCEDURAL PROCESSES	2 0	
a) Access to case information	2 0	Information may be viewed in court files but the files are very disorganized
b) Process is transparent	2 0	Surface process is knowable with effort There seems to be a hidden process known to some
c) Process is standardized	2 0	Practices vary among circuits and clerks based on unclear criteria
d) Process is free from inappropriate influence	1 5	Experts and service departments operate on extralegal payments for services
e) Process results in fair judgments	2 5	Judges seem to care about following the law but don't seem able to use the law effectively to reach needed conclusions To the extent that the result reflects the expert or service dept's the results are suspect
f) Judgements believed by the society to be fair	1 5	Society has little respect for the court as a fair and efficient organ of justice
g) Procedural devices aid the truth finding process	2 0	The goal of many procedures is laudable In practice the devotion to detail to the exclusion of overall fairness inhibits truth finding Process deals with easier matters fairly well with more complicated matters without regard for timely disposition
h) Process is efficient	2 0	

ACCESS TO JUSTICE	3 0	
a) Alternative Dispute Mechanisms	1 5	Eight years of American Advice and support but no implementation New approach needed
b) court costs	4 0	Socially Structured and low fee schedule
c) Legal Aid or low cost legal services	3 0	No legal aid but lawyers are plentiful and cheap no evidence that this is a significant problem
d) small courts for small claims	3 5	A multi tiered court system with good access for small claims
e) Gender barriers to access	3 0	Biggest issue is no women judges no large base of documented evidence of systemic bias in case outcomes but needs research
LEGAL & JUDICIAL EDUCATION	1 75	
a) general quality of basic legal preparation	1 5	Low entrance standards for law school making it choice of last resort huge classes little modern pedagogy or curriculum Produces poorly trained and poorly motivated graduates in the main Children of Judges a bright spot in a large sea of poor performers
b) Judges professional education	2 0	Would be adequate if basic legal education were better Needs major improvement in light of actual legal education
JUDICIAL PROFESSIONAL ASSOCIATIONS	2 75	
a) Judges Associations	3 0	Active wide membership professional
b) Lawyers Associations	2 5	Active politicized less professional
c) Over arching Judicial Legal Associations	-	None associational links between judges and lawyers very much needed

List of Annexes

- 1 Results of the 1998 Lawyer's Survey
- 2 Lawyer's Survey Questionnaire
- 3 Data table summary of David Steelman's statistical analysis
- 4 Diagram of normal caseflow
- 5 Diagram of caseflow sent to the Experts
- 6 The list of judges who will be teaching the New Judge Orientation in the upcoming year
- 7 Evaluation Score Sheet for Technical and Cost Proposals
- 8 Evaluation sheet for an instructor to evaluate a participant
- 9 "Training of Trainers" evaluation packet including all evaluations
- 10 "Decision Making" evaluation packet including all evaluations
- 11 Indicator Number of case management functions

Form No	Name included											Admin Avg	RespecOff											Dispo Avg	%JgmtsChngdHCOA											Combined Avg					
	Contact	Years Experience	%Civ/Com2total	%Civ/ComNCC2total	FeeAssmt	FeeReview	FeePrmt	CaseMicro	Dtrmntn	Sched	AcknLitig		CollectOff	RcptOrig	CollectUnit	Avg1	21	22	23	24	25	26	27		28	29	210	211	Avg2	replaced with	OldNCCB	OldNCCB	NewNCCB	NewNCCB	Improvmt Y/N		If Yes then what %	CompAdminNCCB	If Yes then what %	Ground Floor filing	Two Work Shifts
Source	Civ/Com	Cases	11	12	13	14	15	16	17	18	19	110	21	22	23	24	25	26	27	28	29	210	211	Avg2	The Yes or No Questions in this section are replaced with	1=affirmative	0=negative	and													
1	1	1	1	70%	40%	3	3	3	4	3	1	1	3	2	3	26	1	2	2	3	2	3	3	4	3	3	1	25	15%	0	0	1	1	1	60%	B	60%	1	0	253	
2	1	1	3	75%	70%	1	1	3	2	3	3	1	3	1	1	19	3	3	3	2	2	4	3	3	1	3	1	25	0%	0	0	1	0	0	B	50%	1	1	222		
3	1	1	3	50%	70%	3	4	1	2	4	4	2	4	3	2	29	4	4	1	4	4	4	4	4	4	4	3	36	5%	0	0	1	1	0	B	70%	1	1	327		
4	1	1	10	90%	90%	2	2	3	2	3	2	3	2	3	1	23	2	3	2	2	3	3	1	3	3	4	2	25	25%	0	0	1	1	1	50%	B	60%	0	1	242	
5	1	1	3	30%	20%	3	3	3	4	4	2	4	4	2	3	33	1	4	3	3	3	3	2	3	3	3	1	26	0%	0	0	1	0	0	B	10%	1	0	297		
6	1	1	3	80%	90%	1	1	1	3	2	3	1	2	1	1	16	1	3	3	4	2	4	1	4	2	2	2	25	40%	0	0	1	0	1	70%	B	50%	1	1	207	
7	1	1	2	60%	30%	4	4	4	2	4	4	3	2	1	3	31	1	4	2	4	4	3	4	3	2	2	1	27	25%	0	0	1	0	1	50%	B	70%	1	0	291	
8	1	1	6	60%	40%	3	3	3	1	4	4	1	3	4	1	27	3	3	2	3	3	3	2	3	2	3	1	25	10%	0	0	1	0	1	50%	B	60%	1	1	262	
9	1	1	7	80%	80%	5	4	5	5	5	3	4	4	3	4	41	3	5	4	5	4	3	3	5	4	N/A	N/A	40	N/A	0	0	1	1	1	80%	B	75%	1	1	405	
10	1	1	2	90%	50%	4	4	3	4	2	2	3	3	2	2	29	1	3	2	3	1	1	4	3	3	3	1	23	10%	0	1	1	1	0	B	90%	1	1	259		
11	1	1	7	70%	40%	3	3	2	1	3	4	1	1	3	2	23	1	5	2	4	2	2	5	5	2	4	1	30	20%	1	0	1	1	1	50%	B	50%	0	0	265	
12	1	1	20	70%	60%	3	3	3	4	4	3	1	3	3	1	27	1	4	3	4	1	3	2	3	2	4	1	25	15%	1	0	1	1	1	50%	E		1	1	262	
13	1	1	8	80%	75%	3	3	3	2	5	4	1	3	3	2	29	1	2	3	3	4	2	4	3	3	2	1	25	10%	0	0	1	1	1	75%	B	90%	1	1	272	
14	1	1	2	60%	60%	3	3	3	2	4	4	1	3	3	2	28	2	3	3	3	1	2	4	3	3	2	1	25	0%	1	0	1	0	1	70%	B	60%	1	1	263	
15	1	0	18	55%	10%	2	2	2	3	4	3	1	3	3	1	24	2	3	1	3	3	2	4	1	3	3	1	24	3%	0	0	1	1	1	50%	B	60%	1	1	238	
16	1	1	10	60%	20%	3	3	3	1	3	3	1	2	2	1	22	1	2	2	2	3	3	4	3	3	2	1	24	10%	0	0	1	1	1	60%	B	50%	1	1	228	
17	1	1	14	30%	20%	4	4	4	2	4	4	4	4	3	3	36	1	5	4	4	4	4	3	5	3	4	3	36	5%	1	1	0	0	0	E		1	0	362		
18	1	1	22	90%	60%	4	4	4	1	4	4	2	5	3	2	33	4	5	3	3	2	4	4	4	2	4	1	33	80%	1	0	1	0	1	10%	B	50%	1	0	329	
19	0	0	10	60%	50%	4	4	4	1	4	4	2	3	5	3	34	3	4	4	4	3	3	4	4	4	4	1	35	30%	0	0	1	0	1	50%	B	70%	1	0	343	
20	1	1	12	80%	50%	4	4	4	1	4	4	3	2	4	2	32	1	4	2	3	1	2	4	3	1	2	1	22	90%	0	0	1	1	1	80%	B	70%	1	1	269	
21	1	1	8	90%	30%	2	2	3	1	4	4	2	2	4	1	25	1	4	2	4	2	2	4	4	3	3	1	27	5%	1	1	1	1	1	30%	B	30%	1	1	261	
22	1	1	8	80%	75%	3	3	3	2	4	4	1	3	3	1	27	2	3	2	3	2	2	3	4	4	3	1	26	30%	0	0	1	1	1	30%	B	35%	1	0	267	
23	1	1	3	70%	40%	4	4	4	1	4	3	3	2	2	2	29	1	3	2	2	2	3	4	2	1	2	1	21	20%	0	0	1	0	1	50%	B	60%	1	0	250	
24	1	0	3	85%	90%	3	3	3	1	4	4	3	3	4	1	29	2	4	2	3	2	3	5	2	3	5	1	29	0%	1	0	1	0	1	60%	N/A		1	0	290	
25	1	1	15	80%	65%	3	1	2	3	3	3	2	2	3	2	24	1	3	2	2	3	3	3	1	2	2	1	21	10%	1	1	1	1	1	30%	E		1	0	225	
26	1	1	10	55%	50%	3	3	3	2	5	3	3	2	2	1	27	2	3	2	2	2	3	4	4	2	2	1	25	20%	1	0	1	1	1	55%	B	55%	1	1	258	
27	1	0	5	70%	60%	3	3	2	2	4	4	2	2	2	1	25	3	3	3	2	1	4	5	4	2	3	1	28	15%	1	0	1	0	1	45%	B	60%	1	1	266	
28	1	1	18	60%	30%	5	3	2	1	2	3	1	2	2	2	23	2	2	2	2	1	3	3	1	1	3	1	19	0%	0	0	1	1	1	10%	E		1	1	210	
29	1	1	3	75%	40%	3	3	4	2	3	4	2	4	4	2	31	4	4	3	4	2	3	4	3	1	4	1	30	50%	0	0	1	1	1	20%	B	10%	1	0	305	
30	1	1	11	70%	50%	4	4	4	3	4	4	1	3	3	1	31	3	4	2	3	3	3	4	4	1	2	1	27	25%	0	0	1	1	1	50%	B	70%	1	1	291	
31	1	1	14	70%	60%	3	3	3	1	2	3	2	1	4	1	23	1	3	2	2	1	3	2	4	4	3	3	1	23	25%	0	0	0	1	1	15%	E		1	0	229
32	1	1	13	60%	20%	3	3	2	3	2	3	1	4	4	3	28	2	4	1	2	2	2	4	3	2	2	1	23	70%	0	1	1	1	1	60%	B	70%	1	1	254	
33	1	1	3	60%	35%	4	4	4	1	3	3	2	3	4	2	30	1	3	3	4	2	2	3	4	2	2	1	25	20%	0	0	1	1	1	30%	B	25%	1	1	273	
34	1	1	7	60%	80%	4	4	3	2	5	4	3	1	3	1	30	1	2	3	3	2	2	1	2	2	2	1	19	50%	0	0	0	0	1	50%	B	20%	1	0	245	
35	1	1	9	50%	20%	3	3	3	1	3	3	3	2	2	1	24	2	2	2	1	3	3	2	2	3	2	1	21	30%	1	0	1	0	0	E		1	0	225		
36	1	1	15	60%	90%	2	3	3	2	1	4	1	3	1	1	21	1	3	2	4	1	1	4	3	1	3	1	22	0%	1	0	1	1	0	E		1	0	214		
37	1	1	20	70%	90%	3	1	1	1	2	3	2	2	1	2	18	2	1	2	2	2	1	4	2	2	3	1	20	10%	0	0	1	0	1	10%	B	50%	1	1	190	
38	1	1	7	40%	30%	3	3	3	1	3	1	3	3	3	1	24	1	3	1	4	2	1	1	1	1	1	1	15	35%	0	0	1	0	1	50%	E		1	0	197	
39	1	1	8	90%	70%	2	3	4	1	4	4	1	2	1	1	23	1	1	2	2	2	1	4	3	2	2	1	19	85%	0	0	1	1	1	60%	B	75%	1	0	210	

KEYS B=better E=equal L=less N/A=no answer 1=yes 0=no

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Administration of Justice Support Project (AOJS)

**QUESTIONNAIRE OF
LAWYERS PERCEPTIONS OF
PILOT COURTS OPERATIONS
NORTH CAIRO COURT**

December 1998

Lawyer's Name _____

Optional

Experience _____ Years

Address _____

Optional

Phone No _____

Optional

Data Collector's Name _____

Date _____

Start Time _____

End Time _____ *(list hour & minute)*

Please put a check mark in the appropriate box According to the Following Scale

- 1 means Unacceptable*
- 2 means Poor*
- 3 means Acceptable*
- 4 means Good*
- 5 means Very Good*

- 1 Do you believe that bringing all the Civil Case Filing procedures together at the ground floor in the new building helps to make the court more effective? Yes _____ No _____
- 2 Do you believe that bringing the Civil Cases rooms together in the new building and the two shifts system helps to make the court more effective? Yes _____ No _____

First Administrative Procedures						
#	Procedure	1	2	3	4	5
1 1	Fees Assessment					
1 2	Fees Review					
1 3	Fees Payment (Cashier)					
1 4	Copying Summons/Case Microfilming					
1 5	Determination of Circuit and 1 st Session Date					
1 6	Scheduling					
1 7	Acknowledging Litigants (Services Dept)					
1 8	Collection of Official Copies of Documents/ Judgements/ Session Minutes					
1 9	Receipt of Original Documents of Disposed Cases					
1 10	Collection Unit (Paying or Retrieving Case or Lawyers Fees)					

Second Case Disposition Procedures						
#	Procedure	1	2	3	4	5
2 1	Respecting Official Starting Time of Sessions					
2 2	Sessions Attendance System					
2 3	Enough Time for Litigants to Express Themselves					
2 4	Responsiveness to Lawyers Legal Requests					
2 5	Timely Disposition of the Case					
2 6	Acceptable Postponement Span					
2 7	Expediency of Referral to Experts Dept					
2 8	Knowledge of Recent Changes in the Law					
2 9	Reviewing the Case File Prior to Session					
2 10	Session Minutes Accurate and Complete					
2 11	Time Taken by Experts Office to Produce Reports					

Third What Is The Percent Of Civil/ Commercial Cases To Total Number Of Cases You Deal With in General? ----- %

Fourth What Is The Percent Of Civil/ Commercial Cases With North Cairo Court of 1st Instance To Total Number Of Cases? -----%

Fifth What Is The Percentage Of Judgements Passed By North Cairo of First Instance Court That Was Changed By The High Court Of Appeal? -----%

Sixth Is The Work Environment In North Cairo Court, E G Space Ventilation Light Cleanliness And Accessibility Adequate In

Old North Cairo Court Building

* Session Rooms () Yes () No

* The rest of the rooms in the Court () Yes () No

New North Cairo Court Building

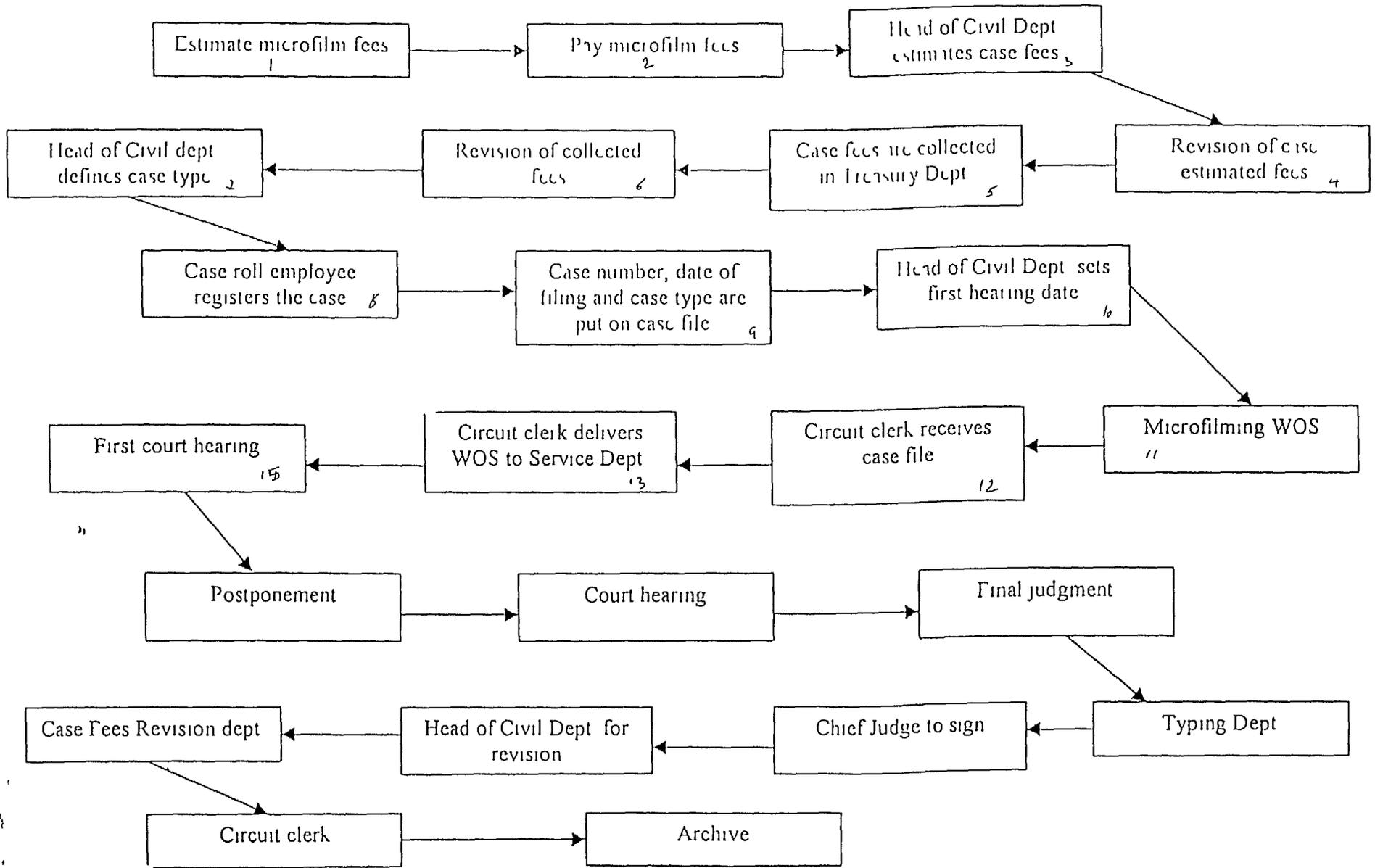
* Session Rooms () Yes () No

* The rest of the rooms in the Court () Yes () No

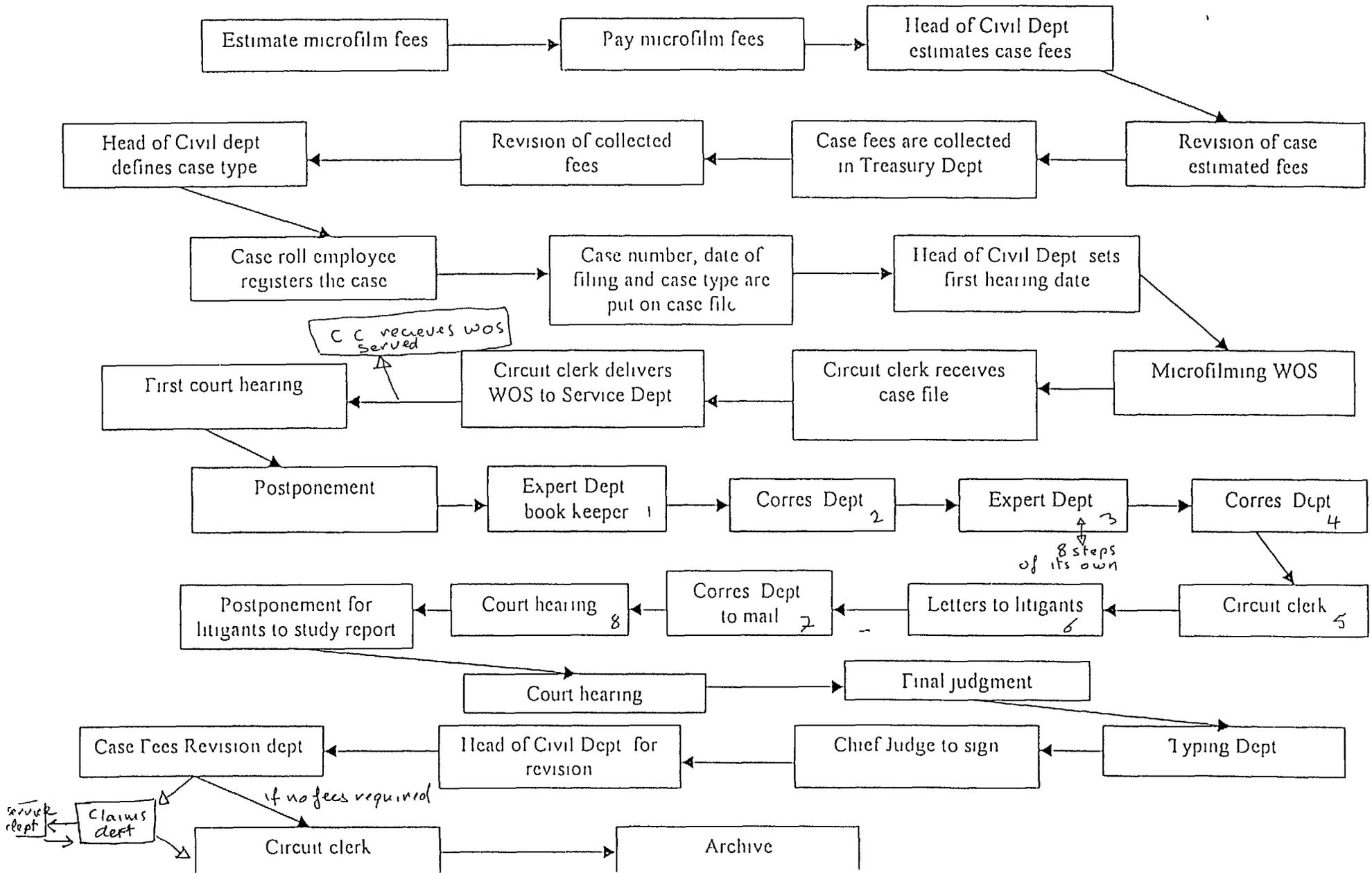
Data Summary of David Steelman's Statistical Analysis

Averages in days in	Service	Filing	Experts	Opinion	Disposition
Cairo R4 data					
	18 7	45 4	660	35	384 29
Cairo data w/o Expert Referral					
	17 3	44 27	N/A	35	255 16
Cairo data w/ an Expert Referral					
	28	52 2	660	32 36	1113 8
Total # of sample cases	393				
Total # of cases sent to an Expert	58				
% of cases w/a Expert Referral	15%				
Ismailia R4 data					
	12 1	29 6	505 3	14 2	214 3
Ismailia data w/o Expert Ref					
	6	27	N/A	42	69
Ismailia data w/an Expert Ref					
	7	29	527 56	20 11	773 22
Total # of sample cases	198				
Total # of cases sent to an Expert	27				
% of cases w/an Expert Referral	14%				

Normal Case Flow



Case Flow if referred to Expert Dept



A List of the names of judges who received trainers courses T O T and are training in the courses of the new judges

1	Cnslr Ali Al Sadek Othman	Deputy Chief Justice of the court of Cassation Assistant of the Minister for NCJS affairs
2	Cnslr Ali Ahmed Shekib	Deputy Chief Justice of the court of Cassation Deputy Head of the center
3	Cnslr Mohammed Ibrahim Khalil	Former Deputy Chief Justice of the court of Cassation
4	Cnslr Mohammed Amin Tamoum	Deputy Chief Justice of the court of Cassation
5	Cnslr Rimon Fahim Iskandar	Deputy Chief Justice of the court of Cassation
6	Cnslr Rifaat Mohammed Abd Al Meguid	Deputy Chief Justice of the court of Cassation
7	Cnslr Seri Mahmoud Siam	Deputy Chief Justice of the court of Cassation
8	Cnslr Mamdouh Ahmed Al Saïd	Deputy Chief Justice of the court of Cassation
9	Cnslr Abd AlMoneim Ahmed Ibrahim	Deputy Chief Justice of the court of Cassation
10	Cnslr Al Beshri Mohammed Al Shorbagi	Deputy Chief Justice of the court of Cassation
11	Cnslr Ilham Naguib Nawar Gerges	Deputy Chief Justice of the court of Cassation
12	Cnslr Abd Al Hamid Abd Al Meguid Al Halafawi	Deputy Chief Justice of the court of Cassation
13	Cnslr Khairi Fakri Ali Mohammed	Deputy Chief Justice of the court of Cassation
14	Cnslr Ahmed Zakı Saleh Goraba	Deputy Chief Justice of the court of Cassation
15	Cnslr Ezzat Abd Al Gawad Omran	Deputy Chief Justice of the court of Cassation
16	Cnslr Ezzat Abd Allah Al Bendari	Deputy Chief Justice of the court of Cassation
17	Cnslr Abd Allah Amin Asa	Deputy Chief Justice of the court of Cassation
18	Cnslr Fthi Mohammed Haldal	Deputy Chief Justice of the court of Cassation
19	Cnslr Mohammed Hussien Labib	Former Deputy Chief Justice of the court of Cassation
20	Cnslr Murad Roshdi Farid	Chief Justice in Cairo Court of Appeal
21	Cnslr Al Anani Al Sayed Ali	Chief Justice in Cairo Court of Appeal
22	Abd Al Rahman Mohammed Abd Al Rahman	Chief Justice in Cairo Court of Appeal

23	Cnslr Kamal Gorgi Danial	Chief Justice of Court of Appeal
24	Cnslr Burhan Mohammed	Chief Justice of Court of Appeal
25	Cnslr Taha Ahmed Abd Al Gawad	Chief Justice of Court of Appeal
26	Cnslr Hatem Mohammed Ahmed	Chief Justice in Cairo Court of Appeal
27	Cnslr Ahmed Ali Abd Al Gelil	Chief Justice of Court of Appeal
28	Cnslr Mahfouz Saber Abd Al Kader	Chief Justice of Court of Appeal
29	Cnslr Malak Mina Gorgi	Chief Justice of Court of Appeal
30	Cnslr Osama Al Shenawi	Chief Justice of Court of Appeal
31	Cnslr Hassan Abd Al Moneim	Counselor in Qena Court of Appeal
32	Cnslr Ahmed Hassan	Deputy Head of the Nation Council
33	Cnslr Adel Ali Al Saïd	General Prosecutor of North Cairo Prosecution
34	Cnslr Mohammed Ahmed Al Sherbini	Chief Justice of Qena Court of First Instance

Evaluation Score Sheet for Technical & Cost Proposals (Form A)

Offering Institution

Evaluation Criteria	Multiplier	Outstanding		Good			Fair		Marginal		Non-Responsive		Mix Score	Rated Score
		10	9	8	7	6	5	4	3	2	1	0		
A TECHNICAL/ CONTENTS														
1 Objectives	3												30	
2 Design														
a) Workshop/ Course Content	4.5												45	
b) Familiarity with Learning Style Inventory LSI' tools	2												20	
3 Methodology Responsiveness, Flexibility	3												30	
4 Instructors	5												50	
TOTAL TECHNICAL SCORE													175	
B COST														
a) Total Cost	5												50	
b) Realism & Correspondence	2.5												25	
TOTAL COST SCORE													75	
GRAND TOTAL SCORE													250	

EVALUATION COMMITTEE

NAME

POSITION

SIGNATURE

DATE

1	-----	-----	-----	--- / --- / 19
2	-----	-----	-----	--- / --- / 19
3	-----	-----	-----	--- / --- / 19
4	-----	-----	-----	--- / --- / 19
5	-----	-----	-----	--- / --- / 19

TOT OFFERS

**Final Evaluation Result (Form B1)
For
Technical & Cost Proposals**

Bidders	Evaluators Total Scores (Forms A & B)						Final Rating
	AS	NS	NT	SS		Resultant	
GETRAC							<input type="checkbox"/>
PMEC							<input type="checkbox"/>
INTEX							<input type="checkbox"/>
CMD							<input type="checkbox"/>
TEAMMISR							<input type="checkbox"/>
AUC							<input type="checkbox"/>
APROMAC							<input type="checkbox"/>
MEGA							<input type="checkbox"/>

Evaluation Committee

Name		Signature	Date
1 Cnslr Ali Shakib	"AS"	_____	_____
2 Judge Nabil El Sayed	"NS"	_____	_____
3 Ms Neffertiti Toson	"NT"	_____	_____
4 Mr Samir Sultan	"SS"	_____	_____

ندوة التعريف بالمشروع
لمستوى الإدارة الاشرافية الوسطى
بمحكمة شمال القاهرة الابتدائية

استبيان المشاركين لتقييم الندوة

بندوة يوم الثلاثاء الموافق ١١/٨/١٩٩٨

المرجو التفصل بوضع دائرة حول الرقم الذي يمثل درجة تقييمك لكل بند مما يلي

ممنار	حيد	متوسط	الى حد ما	صعيف
٥	٤	٣	٢	١
٥	٢	٣	٢	١
٥	٤	٣	٢	١
٥	٤	٣	٢	١
٥	٢	٣	٢	١
٥	٢	٣	٢	١

- ١ اهمية موضوعات اليوم بالنسة لك
- ٢ اهمية تلك الموضوعات بالنسة لعملك
- ٣ درجة كفاية رمن عرض الموضوعات
- ٤ اسلوب عرض الموضوعات ودرجة وصوحها
- ٥ مادة الندوة المطوعة
- ٦ التظيم الاداري للندوة بوجه عام

٧ صع فيما يلي السؤال الذي لم تتمكن من طرحه خلال اليوم وبرع اجابته

٨ المقترحات

 عند وجود اي ملاحظات يرجى طرحها في هذا المربع



اتحاد الخبراء الدولية

INTERNATIONAL EXPERTS ASSOCIATION

وزارة العدل
مقروع دعم العدالة

مرفق (٣)

Pre - Post Test Results
نتائج تحليل مختبر بداية ونهاية الدورة
Post Pre

مقدار التعلم		نهاية الدورة		بداية الدورة		الاسم
السعة النوية	المرق	١٠	٣٠	١٠	٣٠	
١٣	٩	١١٠٥	٣	١٧٥	٢١	١- المستشار / علي الصانق عثمان Ali Sadak
-	-	١٨٥	٣٥٥	١٨٥	٣٥٥	٢- المستشار / علي أحمد شكتف Jubab
١٥	١,٥	٦٥	١٨	١٥٥	١٦,٥	٣- المستشار / د مراد رسدي فريد حورحس Roshdy
١٥	٧,٥	٩٥	٢٧	١٦٥	١٩,٥	٤- المستشار / أحمد صبري يوسف محمود Sabry
١٨	٣	١٩	٢٧	١٨	٢٤	٥- المستشار / العباسي السيد علي العباسي Kenani
١٨	٣	٧٥	٢٢,٥	١٦٥	١٩,٥	٦- المستشار / عبد الرحمن محمد عبد الرحمن Rachman
١٨	٣	٦٥	١٩,٥	١٥٥	١٦,٥	٧- المستشار / محمد ابراهيم خليل Khalil
١٥	٤,٥	٥٥	١٥	١٣٥	١٥	٨- المستشار / محمد امين طموم Tamoune
١٢	٦	١٨	٢٤	١٦	١٨	٩- المستشار / كمال حورحس داسال Kamil G
-	-	٥٥	٣٥٥	٥٥	٣٥,٥	١٠- المستشار / د برهان محمد توحيد امر الله Botaha
١٣٥	١,٥	٩٥	٣٥٥	٥٥	١٥	١١- المستشار / بولس فهمي اسكندر Babs
١٥	١,٥	٥٥	٢٤	١٧٥	٢٢,٥	١٢- المستشار / ريمون فهمم اسكندر Ramon
١٥	١,٥	٥٥	١٦,٥	١٥	١٥	١٣- المستشار / رفعت محمد عبد المحيد Eset
١٢	٦	٥٥	٣٥٥	١٦٥	١٩,٥	١٤- المستشار / سري محمود ميام Sevee
١٥	٧,٥	٧٥	٢٢,٥	١٥	١٥	١٥- المستشار / حاتم محمد أحمد الشريسي Hatem
-	-	١٨	٢٤	١٨	٢٤	١٦- المستشار / طه أحمد عبد الحواد الشريف Taban
١٨	٨,٥	٥٥	٣٥	١٥٥	١٦,٥	١٧- المستشار / ابراهيم محمد ابراهيم الهندي Bhrem (En)
١٥	٤,٥	٧٥	٢٢,٥	١٦	١٨	١٨- المستشار / خليل عمر عبد العزيز حصر Khalil
١٤٣	٤٣	١٧٦,٦	٣٣٣	١٦٣٣	١٩	متوسط مقدار الرياضة

١٤٣

ملاحظات
Total # of Post
العدد الكلي للمتدربين
عدد المشاركين في اداء مختبر بداية ونهاية الدورة
١٩
١٩
متدرب
١٨
١٤
متدرب

متوسط مقدار الرياضة	متوسط مختبر نهاية الدورة	متوسط مختبر بداية الدورة	AV of Pre test
١٤,٣	١٧٦,٦	١٦٣,٣	١٩
٤,٣	٣٣,٣	٧٦,٦	٢٣,٣
٤,٣	١٤,٣	١٤,٣	٤,٣



اتحاد الخبراء الدولية

INTERNATIONAL EXPERTISE ASSOCIATION

وزارة العدل
مشروع دعم العدالة

مرفق (٤)

عدد المتارئين (١٧)

(نتيجة تحليل)

استمارة تقييم يوم تدريبي
دورة " اعداد المدربين "

2nd week

اللكان مركز الدراسات القضائية

التاريخ ١٩٩٨/٣/١

اليوم الاحد

المرجو التوصل بوضع دائرة حول الرقم الذي يمثل درجة تقييمك لكل بند مما يلي باعتبار ان

١ = صيف / غير هام / غير كاف ، ٥ = ممتاز / هام جدا / كاف تماما

٥	٤	٣	٢	١	النسبة
١١	٦	-	-	-	العدد النسبة
٦٤,٧	٣٥,٣	-	-	-	
١	٦	-	١	-	العدد النسبة
٥٨,٨	٣٥,٣	-	٥,٩	-	
٤	٨	٥	-	-	العدد النسبة
٢٣,٥	٤٧,١	٢٩,٤	-	-	
٨	٩	-	-	-	العدد النسبة
٤٧,١	٥٢,٩	-	-	-	
٧	٩	١	-	-	العدد النسبة
٤١,٢	٥٢,٩	٥,٩	-	-	
٩	٥	٣	-	-	العدد النسبة
٥٢,٩	٢٩,٥	١٧,٦	-	-	
١	٥	٢	-	-	العدد النسبة
٥٨,٨	٢٩,٥	١١,٧	-	-	
١٤٩,٦	٤,٤	٩,٢	١,٨	-	المتوسط العام لليوم التدريبي

٩٠٣ ٤٥٤ ٤٩٦

٨ - مع فيما يلي السوال الذي لم تتمكن من طرحه خلال اليوم وترغب احابته

On a regular basis the instructors should refer to Sincere
* التنبيه بصمة نورية الى الموضوعات المطروحة ورقم صفحاتها لامكان المتابعة

* التركيز على النواحي العملية

Stress on practical aspects

* كيفية التعامل مع متدربين في محاضرة عامة ١٥٠ عضو ولا مجال لتعديل هذا النظام

would like to give us some expertise of type of participants 150 people

٩ - المقترحات للتطوير

recommen



وزارة العدل
مقترح دعم العدالة

اتحاد المحررين الدولية

INTERNATIONAL ASSOCIATION OF EXPERTS

(تابع) مرفق (٤)

عدد المتكربين (١٦)

(نتيحة تحليل)

استمارة تقييم يوم تدريبي
دورة " اعداد المدربين "

المكان مركز الدراسات القضاية

التاريخ ١٩٩٨ / ٣ / ٢

اليوم الاثنين

المرجو التوصل بوضع دائرة حول الرقم الذي يمثل درجة تقييمك لكل بند مما يلي باعتبار ان

١ = صعيص / غير هام / غير كاف ، ٥ = ممتاز / هام جدا / كاف تماما

٥	٤	٣	٢	١	بيانات
٨	٦	٢	-	-	١ - اهمية موضوعات اليوم بالنسبة لك
/٥	/٣٧,٥	/١٢,٥	-	-	النسبة
٦	٧	٢	١	-	٢ - اهمية تلك الموضوعات بالنسبة لعملك
/٣٧,٥	/٤٣,٧٥	/١٢,٥	/٦,٢٥	-	النسبة
٧	٥	٤	-	-	٣ - درجة كفاية رص عرض الموضوعات
/٤٣,٧٥	/٣١,٢٥	/٢٥	-	-	النسبة
٨	٤	٤	-	-	٤ - اسلوب عرض الموضوعات ودرجة وضوحها
/٥٠	/٢٥	/٢٥	-	-	(طرق التدريب)
٥	٨	٣	-	-	٥ - مدى تأثير المدرب بوجه عام
/٣١,٢٥	/٥	/١٨,٧٥	-	-	النسبة
٤	٩	٢	١	-	٦ - المادة التدريبية المطبوعة
/٢٥	/٥٦,٢٥	/١٢,٥	/٦,٢٥	-	النسبة
٦	٨	٢	-	-	٧ - التنظيم الاداري بوجه عام
/٣٧,٢٥	/٥٠	/١٢,٥	-	-	النسبة
/٣٩,٢	/٤٢	/١٧	/١,٨	-	التوسط العام لليوم التدريبي

٨ - صغ فيما يلي اسوال الذي لم تتمكن من طرحه خلال اليوم وترغب احابته

Discussion should be well arranged
* تنظيم الحوار والمناقشة على نحو يسمح بحصول فائدة اسي
to guarantee the maximum benefit
* ريادة وصف العرض
Incentives

٩ - المقترحات للتطوير

* يجب ان يحضر أحد من الشركة بعض المحاضرات فضل اعطاء التدريب حتى يتم معرفة طبيعة عملنا

وكفاءة التدريب وكيف يعتمد أيضا على الحوار الشخصي التي تتعارض على ما يسمى بالثباتية للمدرب

Incentives should be benefit



اتحاد البثريات التليفزيونية

٧٢٤٨٨١٧٥ ٤٤ ٤٨٢٢٨٦٤ ٤٥٥٥٢١٧٥٧

وزارة العدل

مقروع دعم العدالة

مرفق (٥)

نتائج الأداء المهاري من خلال عروض الفيديو

٦٥

الاسم	المجال المهاري (٦٠°)	مسل
علي الصادق عثمان	56 ٥٦	1
علي احمد تكييد	52 ٥٢	2
مراد رتدي فريد حرحس	50 ٥٠	3
احمد صبرى يوسف محمود	53 ٥٣	4
العابى السيد على العبابى	48 ٤٨	5
عبد الرحى محمد عبد الرحى	49 ٤٩	6
محمد ابراهيم خليل	36,5 36,5	7
محمد اميس طموم	42 ٤٢	8
كمال حورحى دابىال	52 ٥٢	9
برهان محمد توحيد امر الله	51,5 ٥١,٥	10
بولس فهمى اسكندر	48,5 ٤٨,٥	11
ريمون فهمى اسكندر	48 ٤٨	12
رفعت محمد عبد المحيد	43 ٤٣	13
سرى محمود صيام	51 ٥١	14
حاتم محمد احمد الترييبى	48,5 ٤٨,٥	15
طه احمد عبد الحواد التريف	46,5 ٤٦,٥	16
حسن عبد المعى الدرأوى	48 ٤٨	17
ابراهيم محمد ابراهيم الهيدى	50 ٥٠	18
خليل عمر عبد العريز حمر	48 ٤٨	19



اتحاد الخبراء الدولية

INTERNATIONAL EXPERTS ASSOCIATION

وزارة العدل

مشروع دعم العدالة

(تابع مرفق (٥)

صحيفة تقييم

عرض متدرب

إسم المتدرب

١ درجاة

				ارشاء مجال تدريبي
				الحس التدريبي والحضور الذهني
				الحركات داخل القاعة
				تحفيز المتدربين

إسم المتدرب

١ درجاة

				الدخل التدريبي
				توقيت اعلان الهدف
				صياغة الاهداف
				حطة المدرس

١٥ درجاة

				احصائه لسلوب التدريبي
				استخدام اسلوب الاسئلة
				استقبال الاسئلة
				استخدام السبورة الورقيه
				استخدام OHP
				استخدام الشفافات
				استخدام اللوح

١٥ درجاة

				استخدام الاتصال في اتحاهين
				استخدام الاتصال في اتحاه واحد
				استخدام الاتصالات غير لفظية
				اعطاء والحصول على FB
				استخدام Eye Contact
				توزيع اهتمامه على كل المتدربين
				تنوع نغمات الصوت

١ درجاة

				القيادة والسيطرة على القاعة
				استخدام الوقت
				الربط والمراجعة المرحلية
				المراجعة النهائية
				التقييم

مجموع الدرجات (٦٠) درجة

كس



اتحاد الخبراء الدولية

INTERNATIONAL EXPERTS ASSOCIATION

وزارة العدل

مقروع دعم العدالة

مرفق (٦)

Behaviour Ass-
صحيفة التقدير السلوكي

Mc - time

Design of
Part.

Instructors

relationship
peers
course

norms

الحملة	الانضمام في محور القاعات	فاعلتته في البرامج	العلاقة مع التدريين	العلاقة بالزملاء	الانضمام بمواعد التورده	الاسم	سجل
١	٢	٢	٢	٢	٢	المتشار / على الصالح عمسان	١
١	٢	٢	٢	٢	٢	المتشار / على احمد شكيب	٢
١	٢	٢	٢	٢	٢	المتشار / د مراد رشدي فريد جرحس	٣
١	٢	٢	٢	٢	٢	المتشار / احمد صبرى يوسف محمود	٤
١	٢	٢	٢	٢	٢	المتشار / العناني السيد على العناني	٥
١	٢	٢	٢	٢	٢	المتشار / عبد الرحمن محمد عبد الرحمن	٦
١	٢	٢	٢	٢	٢	المتشار / محمد ابراهيم حليل	٧
١	٢	٢	٢	٢	٢	المتشار / محمد امين طموم	٨
١	٢	٢	٢	٢	٢	المتشار / كمال حورحى داسال	٩
١	٢	٢	٢	٢	٢	المتشار / برهان محمد بوحيد امر الله	١٠
١	٢	٢	٢	٢	٢	المتشار / نوليس فهمى اسكندر	١١
١	٢	٢	٢	٢	٢	المتشار / ريمون فهمى اسكندر	١٢
١	٢	٢	٢	٢	٢	المتشار / رفعت محمد عبد المحمد	١٣
١	٢	٢	٢	٢	٢	المتشار / سري محمود صمام	١٤
١	٢	٢	٢	٢	٢	المتشار / حاتم محمد احمد الشريسي	١٥
١	٢	٢	٢	٢	٢	المتشار / طه احمد عبد الحواد الشريف	١٦
١	٢	٢	٢	٢	٢	المتشار / حسن عبد النعم النمر اوى	١٧
١	٢	٢	٢	٢	٢	المتشار / ابراهيم محمد ابراهيم الهندي	١٨
١	٢	٢	٢	٢	٢	المتشار / حليل عمر عبد العزير حصر	١٩



اتحاد الخبراء الدولية

INTERNATIONAL EXPERTISE ASSOCIATION

وزارة العدل
مشروع دعم العدالة

مرفق (٧)

End of Course Evaluation
Suet تحليل إستطلاع رأي متدرب

في برنامج إعداد المدربين

في الفترة من ٢/٢١ - ١٩٩٨/٣/٤

عضو الدورة التدريبية

السيد الرميل

يسعدنا في نهاية الدورة أن نتشارك بتدوين رأيك وإقتراحاتك - للاستفادة منها في تطوير الدورات المقبلة .

مع علامة (✓) امام الاحابة المحترمة

1-

No	Yes
<input type="checkbox"/>	<input checked="" type="checkbox"/>
لا	نعم
-	١٩
-	/١٠٠

 were your expectations met by the course as a whole
هل تطابقت توقعاتك مع أهداف هذه الدورة
العدد

في حالة الإجابة بلا اذكر الاسباب

2-

No	Yes
<input type="checkbox"/>	<input checked="" type="checkbox"/>
لا	نعم
-	١٩
-	/١٠٠

 Did you need this type of training
هل كنت في حاجة الى هذا التدريب
العدد

3-

low	Med	high
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
قليلة	متوسطة	عالية
-	٢	١٧
-	/١٠,٥	/١٩,٥

 Degree of benefit
درجة الاستفادة من الدورة
العدد

4-

Not enough	Enough	More than enough
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
غير كافية	كافية	اكثر من اللازم
٤	١٣	٢
/٢١	/٦٨,٥	/١٠,٥

 Duration for course
مدة الدورة كانت



وزارة العدل

مشروع دعم العدالة

اتحاد الخبراء الدولية

INTERNATIONAL EXPERTISE ASSOCIATION

غير مناسب	مناسب	معياد وتعميد الدورة
368	1132	5
7	12	العدد
136,8	163,2	النسبة

If not appropriate -

6 - إذا كانت احابتك هي غير مناسبة - فما هو الميعاد المناسب ؟
 * ان يكون التدريب صباحا - ويبدأ العاشرة وليس في فترة بعد الظهر
 * Should be in the morning

* التفرغ هام جدا لإجاح الدورة
 * Devoting all time to course - not work + ...

7 - عند العودة الى عملك بعد انتهاء هذه الدورة فمأى لدرجة سوف تستطيع تطبيق ما تم الاستمادة منه
 * Implement what you have learned

بدرجة اقل من المتوسط	بدرجة متوسطة	بدرجة عالية
100	15.8	84.2
-	3	16
-	110,8	184,2
		النسبة

Most important 5 applications

8 - اذكر اهم خمس تطبيقات سوف تقوم بتطبيقها عند العودة الى العمل ؟

1. Design and Preparation of Training before Delivery
 * الأعداد الحيد للموضوع محل التدريب

2. Identify the Learner's Learning Objectives and prepare the lesson plan
 * بيان الهدف الادائي للموضوع واعداد حطة الدرس

3. Using group discussions
 * استخدام اسلوب المجموعات النقاشية

4. Applying the Ice Breaker introducing myself
 * ازالة الحليد والتعريف بنفسى وحرراتى في بداية اللقاء

5. Importance of feedback
 * اهمية ارجاع الاثر

6. Using Professional Flipchart / Flipboard
 * استخدام الشفافات والسبورة الورقية

7. How to deal 2 different types of Trainers
 * التعامل مع الالماط المختلفة للمتدربين

8. Full understanding of the Training outcome
 * فهم المردود الفعلى للتدريب

What are the subject missing

9 - ما هي الموضوعات التي لم ترد في هذه الدورة وكان من الافضل اضافتها ؟

Stress on the lecturing style

* التركيز على أسلوب المحاضرة كوسيلة للتعليم
 * as a means of learning

* التعامل مع المتدرب في محاضرة عدد الحاصرين 150 وبيان وسائل التدريب في هذه الحالة

How to manage a large group - 170 participants



وزارة العدل

مقروع دعم العدالة

اتحاد المحررات الوالسة

٧٢٤٤١٧٧٠ -٤ ٤٣٢٨٦٢ ٤٣٥٠٤١٧٧٠

- Training room arrangements, etc etc etc*
- * ترتيب قاعات التدريب وتكلفتها ومدى تأثيرها على الدورة التدريبية
 - * استخدام وسائل أخرى في المساعدات التدريبية
 - * التوسع في اساليب الاداء
 - * التقييم والعمل في المجموعات
- More about AU time*
- Expand on Presentable Styles techniques*
- Evaluation and Group Dynamics*

Printed Materials

١- المادة التدريبية المطبوعة والتي ورعت عليك خلال الدورة

غير كافية	كافية	العدد
	١٥٥	١٩
-	-	النسبة
-	-	١١٠

اذا كانت احاسنك هي غير كافية ٠٠ في اى الموضوعات التدريبية ؟

AU Aids used in This Program Resistance

١١- المساعدات التدريبية التي استخدمت في البرنامج ساعدت على فهم الموضوعات واستيعابها

لا	الى حد ما	نعم	العدد
٥	١٥,٨	٥٩٢	١٦
-	-	-	النسبة
-	-	-	١٨٤,٢

Adequate for location

١٢- مكان انعقاد الدورة

غير مناسب	مناسب	العدد
	١٠٠	١٩
-	-	النسبة
-	-	١١٠٠

في حالة الإحاة بغير مناسب أذكر الاسباب

Final

Good

Excellent

Overall Evaluation

١٣- تقديرك العام للدورة

مقبول	جيد	ممتاز	العدد
	٥	٧٣٧	١٤
-	-	-	النسبة
-	-	-	١٢٦,٣
-	-	-	١٧٣,٧



اتحاد المحررين الدولية

INTERNATIONAL EGYPTIAN ASSOCIATION

وزارة العدل

مشروع دعم العدالة

Positive of Course

- 14- أهم ايجابيات الدورة
- * *Impediment happen in the study style* نقل الأسلوب التدريسي الخاص بالتحصن نفسه
 - * *Exposure to new theories of application* فهم نظريات جديدة للتدريب لم تكن واضحة او متاحة من قبل
 - * *Exchange a low to present* التعبير في طريقة عرض المعلومات
 - * *Wider knowledge* للتصوير التليفزيوني لكل عضو تم اعطاء **Feedback**
 - * *Using this methodology as how to develop for* استعمال المساعدات التدريبية وكيفية تقديم المادة التدريبية
 - * *Lecturers did that jobs well highlighting* حسن عرض السادة المدربين للموضوعات وتفاعلهم معنا
 - * *Thrive in the course* دعم روح تقبل التدريب بدون حساسية
 - * *Support to receive train = sensitivity* ان المدربين اتقنوا حذارة في العمل والدليل تعبيرهم البرنامج فحاة بناء على رغبتنا بلا حساسية مطلقا
 - * *Excellent flexibility and freedom of train as they accept sudden change of the program without hesitancy*

Course Negatives

- 15- اهم سلبيات الدورة
- * *Course time and split about work* موعد الدورة وعدم التفرغ الكامل
 - * *Insufficiency of course provide us with necessary of* قصر مدة الدورة وعدم كفاية الوقت المخصص لمناقشة الاعداد للعرض
 - * *Time allocated for presentations* إتساع نطاق الامور النظرية
 - * *Theory was too much* لا يوجد سليات فكل من اشترك فيها بذلك أقصى جهد
 - * *No negatives*

Judicial Examples -

Suggestions/Recommendations

- 16- اقتراحات وإضافات أخرى
- * *Need to know about the Judicial System* الاقتراح أكثر من العمل القضائي ووضع نظام للتدريب يستوعب التقاليد القضائية
 - * *Develop the skills of lecturing* ان تشمل الدورة تنمية مهارات المحاضرة
 - * *3 wks for structure* ان تكون مدة الدورة 3 أسابيع والتفرغ الكامل
 - * *Committee send experts and some judiciary to develop an integrated* تشكيل لجنة من خبراء التدريب وبعض رجال القضاء بالمركز لوضع برنامج تدريسي متكامل لرجال **training course**
 - * *Ask for more practical - films about the* المريد من النواحي العملية وعرض افلام عن حالات تدريب في ذلك المجال
 - * *Intensive course, expand it to accommodate for the* المضي قدما في هذا الاتجاه وتكثيف هذه الدورات بحيث تشمل أكثر عدد من الدرجات القضائية **level of judge**
 - * *المحتملة*



اتحاد المعلمين الدوليين

INTERNATIONAL TEACHERS ASSOCIATION

وزارة العدل

مشروع دعم العدالة

مرفق (٨)

صحيفة تقييم بهائي لتدرب

البرنامج اعداد المدرسين (الدورة الاولى)
الاسم المستشار / على الصادق عثمان
تاريخ التقييم ١٩٩٨/٣/٤ - ١٩٩٨/٢/٢١

المجال المعرفي المجال المهاري المجال السلوكي	المجال المعرفي المجال المهاري المجال السلوكي	المجال المعرفي المجال المهاري المجال السلوكي
١ ١٥	٥٦ ١٦	٣ ٣٥

درحة ٩٦%

احمال عدد الدرجات

النقاط التي تحتاج لتحسين
Stress level on consequences of
* التركيز على عمليات الربط والتلخيص
* التفرقة
* المراجعة النهائية
* Voice tone modulation
* تنوع أكثر من نغمات الصوت

نقاط القوة

- * استخدام الوقت بكفاءة
- * استخدام جيد لحظة الدرس
- * الاتصال في اتحاهين
- * استخدام جيد للوسائل التدريبيه
- * اعداد الموضوع اعدادا جيدا
- * توزيع التمارين التدريبيه
- * تحييل استجابات الدارسين على المسورة
- * اعداد وتصميم بعض من انواع التقييم
- * حركة حيدة داخل القاعة
- * استخدام مهارات Feedback



اتحاد المعلمين الدوليين

INTERNATIONAL ASSOCIATION OF TEACHERS

وزارة العدل

مشروع دعم العدالة

مرفق (٨)

صحيفة تقييم بهائي لتدريب

البرنامج اعداد المدرسين (الدورة الاولى)
الاسم المستتر / على احمد تكيب
تاريخ التنفيذ ١٩٩٨/٢/٢١ - ١٩٩٨/٣/٤

المجال المعرفي	المجال المهاري	المجال السلوكي
٣٠ درجة	٦ درجة	١ درجات
٢٥,٥	٥٢	١٠

٨٧,٥ درجة

احمال عدد الدرجات

- | نقاط القوة | النقاط التي تحتاج لتحسين |
|------------------------------------|--------------------------------------------------------------------|
| * حركة جيدة في القاعة | * الاحتياج الى استخدام السورة الورقية |
| * تنوع نغمات الصوت | * التركيز على الربط والمراجعة المرئية
والنهائية |
| * استخدام الوسائل السمعية والنصرية | * استقبال الاسئلة من المتدربين وكيفية
اعطائهم الفرصة للرد عليهم |
| * الاعداد الجيد للشعافات | |
| * اعداد جيد للموضوع التدريبي | |



اتحاد المحترفين الدولية

INTERNATIONAL EXPERTS ASSOCIATION

وزارة العدل
مشروع دعم العدالة

مرفق (٨)

صحيفة تقييم نهائي لتدريب

البرنامج إعداد المدربين (الدورة الاولى)
الاسم المستشار / د مراد رشدي فريد حرحس
تاريخ التقييم ١٩٩٨/٣/٤ - ١٩٩٨/٢/٢١

المجال المعرفي	المجال المهاري	المجال السلوكي
درجة ٣	درجة ٦	١ درجات
١٨	٥٠	١٠

احتمالي عدد الدرجات ٧٨ درجة

Marad
النقاط التي تحتاج لتحسين

- * الاهتمام باعداد اللوحات التدريبية والشفافات
- * تطبيق اكثر على استخدام الوسائل السمعية والمصرية
- * التقليل من الاتصال في اتجاه واحد
- * الربط والمراجعة المرحلية والنهائية
- * التقييم والافادة المرتدة Feedback

Preparation of transparencies
Increase use of audio & V
Zurup
Linking sequence
Feedback: evaluation

نقاط القوة

- * توزيع الاهتمام على المتدربين
- * استخدام الاتصالات الغير لفظية
- * تنوع في نغمات الصوت
- * حركة جيدة في القاعة
- * استقبال جيد للسئلة الموجهة من المتدربين



اتحاد الخبراء الدولية

INTERNATIONAL EXPERTS ASSOCIATION

وزارة العدل
مشروع دعم العدالة

مرفق (٨)

صحيفة تقييم نهائى لتدريب

البرنامج اعداد المدربين (الدورة الأولى)
الاسم المستشار / أحمد صبرى يوسف محمود
تاريخ التقييم ١٩٩٨/٢/٢١ - ١٩٩٨/٣/٤

المجال المعرفى	المجال المهارى	المجال السلوكى
٣ درجة	٦ درجة	١ درجات
٢٧	٥٣	١٠

٩ درجة

احمال عدد الدرجات

المقاط التى تحتاج لتحسين

- * الاهتمام بالراحة والتلخيص
- * الاهتمام بتابع التقييم عند تقديمه

نقاط القوة

- * حركة جيدة فى القاعة
- * اعداد جيد للوحات التدريبية
- * اعداد جيد للشعافات
- * استخدام الوسائل السمعية والبصرية بكفاءة
- * تقسيم المجموعة الى مجموعات عمل نقاشية
- * امتالات فى اتحاهيب
- * تنوع الاهتمامات وتوجيه الاسئلة
- * Eye Contact



اتحاد الخبراء الدولية

INTERNATIONAL EXPERTS ASSOCIATION

وزارة العدل
مشروع دعم العدالة

مرفق (٨)

صحيفة تقييم نهائي لتدرب

البرنامج اعداد المدريس (الدورة الاولى)
الاسم المستشار / العيسى السيد على العيسى
تاريخ التعميد ١٩٩٨/٣/٤ - ١٩٩٨/٢/٢١

المجال المعرفى	المجال المهارى	المجال السلوكى
٣ درحة	٦٠ درحة	١٠ درحات
٢٧	٤٨	١٠

٨٥ درحة

احمال عند الدرجات

- نقاط التي تحتاج لتحسين
- * الاهتمام باستخدام الوسائل السمعية
والبصرية
 - * الاهتمام بوضع خطة الدرس
 - * الاهتمام بالتحريض

- نقاط القوة
- * يمتاز في ربط الموضوعات ببعضها
 - * تنوع نغمات الصوت
 - * الاتصال في اتحاهين
 - * حركة حينة داخل قاعة التدرب
 - * استخدام الاتصال العير لعظى
 - * استخدام اسلوب ال Feedback

ك



اتحاد الخبراء الدولية
INTERNATIONAL EXPERTS ASSOCIATION

وزارة العدل
مقروع دعم العدالة

مرفق (٨)

صحيفة تقييم بهائي لتدريب

البرنامج اعداد المدربين (الدورة الاولى)
الاسم المستشار / عبد الرحمن محمد عبد الرحمن
تاريخ التقييم ١٩٩٨/٣/٤ - ١٩٩٨/٢/٢١

المجال المعرفي	المجال المهاري	المجال السلوكي
٣٠ درجة	٦ درجة	١ درجات
٢٢,٥	٤٩	١٠

٨١٥ درجة

احمال عدد الدرجات

- | | |
|-------------------------------|-------------------------------------|
| نقاط القسوة | نقاط التي تحتاج لتحسين |
| * تنوع نيمات الصوت | * الاهتمام بصياغة الاهداف |
| * استخدام Eye Contact | * ريانة الاهتمام بوضع خطة الدرس |
| * توزيع اهتمامه على المتدربين | * التقليل من الاتصال في اتجاه واحد |
| * حركة حيدة داخل القاعة | * الاهتمام بمهارة التلخيص والمراجعة |
| * محرم للمتدربين | |



اتحاد الخبراء الدولية
INTERNATIONAL EXPERTISE ASSOCIATION

وزارة العدل
مشروع دعم العدالة

مرفق (٨)

صحيفة تقييم نهائى لتدرب

البرنامج اعداد المدريس (الدورة الأولى)
الاسم المستتر / محمد ابراهيم حليل
تاريخ التنفيذ ١٩٩٨/٣/٤ - ١٩٩٨/٢/٢١

المجال المعرفى	المجال المهارى	المجال السلوكى
٣٠ درجة	٦٠ درجة	١٠ درجات
١٩,٥	٣٦,٥	١٠

٦٦ درجة

احمال عدد الدرجات

- | | |
|-------------------------------|-----------------------------------|
| نقاط القوة | النقاط التى تحتاج لتحسين |
| * التسلسل المنطقى للموضوع | * كتابة وإعلان الهدف الاداسى |
| * ميرات الصوت وطريقة الالتقاء | * استخدام السورة الورقية واللوحات |
| * الثقة بالنفس والوصوح | * التدريبيه |
| | * الحركة محدوبة حدا |
| | * الاتصال معظمه فى اتحاه واحد |
| | * احراء التقييم فى نهاية اللقاء |



اتحاد الصناعات الدولية

INTERNATIONAL ASSOCIATION OF EXPORTERS

وزارة العدل

مشروع دعم العدالة

مرفق (٨)

صحيفة تقييم نهائي لمتدرب

البرنامج اعداد المدربين (الدورة الاولى)
الاسم المستشار / محمد اميس طوم
تاريخ التعيد ١٩٩٨/٣/٤ - ١٩٩٨/٢/٢١

المجال المعرفي	المجال الهاري	المجال السلوكي
٣ درحة	٦ درحة	١ درحات
١٥	٤٢	١٠

٦٧ درحة

احمال عدد الدرجات

- | نقاط القوة | النقاط التي تحتاج لتحسين |
|----------------------------|------------------------------------|
| * التلخيص في نهاية القاعة | * استخدام السورة الورقية |
| * الاستماع الحيد للمتدربين | * الحصول على Feedback من المتدربين |
| * استخدام OHP والشماطات | * عدم وضوح حطة الدرس |
| | * ادارة الوقت |



اتحاد الخبراء الدولية

INTERNATIONAL EXPERTISE ASSOCIATION

وزارة العدل
مشروع دعم العدالة

مرفق (٨)

صحيفة تقييم نهائي لمتدرب

البرنامج اعداد المدربين (الدورة الاولى)
الاسم المستشار / كمال حورحى دايبال
تاريخ التقييم ١٩٩٨/٣/٤ - ١٩٩٨/٢/٢١

المجال السلوكي ١ درجات	المجال المهارى ٢ درجة	المجال العرفى ٣ درجة
١٠	٥٢	٢٤٥

٨٦ درجة

احتمالي عدد الدرجات

نقاط التي تحتاج لتحسين

- * ادارة الوقت
- * الرجوع الى الهدف الادمي في نهاية القاعة
- * استخدام السورة الورقية

نقاط القوة

- * عملية التعارف كمدرب
- * استخدام الاسئلة والحوار
- * الحركة داخل القاعة



اتحاد الصناعات الدولية

INTERNATIONAL YACHT EDUCATION ASSOCIATION

وزارة العدل
مقروع دعم العدالة

مرفق (٨)

صحيفة تقييم نهائي لتدرب

البرنامج إعداد التدريسي (الدورة الأولى)
الاسم المستشار / د برهان محمد توحيد أمر الله
تاريخ التقييم ١٩٩٨/٣/٤ - ١٩٩٨/٢/٢١

المجال المعرفي	المجال المهاري	المجال السلوكي
٣ درجة	٦٠ درجة	١٠ درجات
٢٥,٥	٥١,٥	١٠

٨٧ درجة

احتمالي عدد الدرجات

- | | |
|------------------------------|-------------------------------------------|
| نقاط القوة | العقبات التي تحتاج لتحسين |
| * فعالية في الاداء | * استخدام السورة الورقية |
| * استخدام الاتصال في اتحافين | * احراء عملية التقييم |
| * تنوع سمات الصوت | * ادارة الوقت بالنسبة لكل نقطة في الموضوع |



اتحاد المدرسين الدولية

INTERNATIONAL ASSOCIATION OF TEACHERS

وزارة العدل
مشروع دعم العدالة

مرفق (٨)

صحيفة تقييم نهائي لتدرب

البرنامج اعداد المدرسين (الدورة الأولى)
الاسم المستشار / بولس فهمي اسكندر
تاريخ التقييم ١٩٩٨/٣/٤ - ١٩٩٨/٢/٢١

المجال المعرفي	المجال المهاري	المجال السلوكي
درجة ٣	درجة ٦	١٠ درجات
٢٥,٥	٤٨,٥	١٠

٨٤ درجة

احمال عدد الدرجات

المقاط التي تحتاج لتحسين
* الاهتمام باعداد الشفاهه وكيفية عرضها
* الربط والمراجعة المرحلية
* حطة درس
* الاهتمام بالتقييم

نقاط القوة
* استخدام اسلوب Feedback
* تنوع نغمات الصوت
* حركة حيدة بالقاعة
* استخدام الاسئلة
* استخدام حيد للسورة الورقية
* حضور نهني



اتحاد الخبراء الدولية

INTERNATIONAL EXPERTS ASSOCIATION

وزارة العدل
مشروع دعم العدالة

مرفق (٨)

صحيفة تقييم نهائي لتدريب

البرنامج اعداد المدربين (الدورة الاولى)
الاسم المستشار / ريمون فهميم اسكندر
تاريخ التقييم ١٩٩٨/٣/٤ - ١٩٩٨/٢/٢١

المجال المعرفي	المجال المهاري	المجال السلوكي
٣ درجة	٦٠ درجة	١ درجات
٢٤	٤٨	١٠

٨٢ درجة

احمال عدد الدرجات

المقاط التي تحتاج لتحسين

- * ادارة الوقت
- * استخدام السورة الورقية
- * الحركة داخل القاعة

مقاط القوة

- * اعلان الهدف الاداسي
- * استكمال الاسئلة
- * توفير جو هادي اثناء التدريب
- * ويساعد المتدرب على المهيم



اتحاد الخريبات الدولية

INTERNATIONAL LEPROSY ASSOCIATION

وزارة العدل
مشروع دعم العدالة

مرفق (٨)

صحيفة تقييم بهائي لتدرب

البرنامج اعداد المدربين (الدورة الأولى)
الاسم المستتر / رفعت محمد عبد المحيد
تاريخ التقييم ١٩٩٨/٣/٤ - ١٩٩٨/٢/٢١

المجال المعرفى	المجال المهارى	المجال السلوكى
٣٠ درجة	٦٠ درجة	١ درجات
١٦,٥	٤٣	١٠

٦٩٥ درجة

احمال عدد الدرجات

النقاط التي تحتاج لتحسين

- * القراءة الكثيرة من الورق
- * عدم طرح اى اسئلة
- * استخدام السورة الورقية

نقاط القسوة

- * الربط مع ما سبق من موضوعات
- * استخدام OHP والشفافات
- * الاستماع النشط
- * اعلان الهدف والموضوع



اتحاد الخبرات الدولية

INTERNATIONAL ASSOCIATION OF QURANIC EXEGETES

وزارة العدل
مقروع دعم العدالة

مرفق (٨)

صحيحة تقييم نهائي لتدرب

البرنامج اعداد المدربين (الدورة الأولى)
الاسم المستشار / سرى محمود صيام
تاريخ التنفيذ ١٩٩٨/٢/٢١ - ١٩٩٨/٣/٤

المجال المعرفي	المجال المهاري	المجال السلوكي
٣ درجة	٦ درجة	١٠ درجات
٢٥,٥	٥٦	١٠

٨٦,٥ درجة

احمال عدد الدرجات

نقاط القوة
العقاط التي تحتاج لتحسين
* استخدام السورة الورقية
* اشارة الوقت لكل نقطة في الموضوع
* مريد من الحصول على Feedback

نقاط القوة
* المدخل في الاداء
* استخدام الاتصال في اتحاهين
* سمات الصوت
* استخدام الاسلة
* الاتصالات العير لعطية



اتحاد الخريبات الدولية

INTERNATIONAL ART THERAPISTS ASSOCIATION

وزارة العدل
مشروع دعم العدالة

مرفق (٨)

صحيفة تقييم نهائي لتدرب

البرنامج إعداد المدرسين (الدورة الاولى)
الاسم المستشار / حاتم محمد احمد التريبي
تاريخ التقييم ١٩٩٨/٣/٤ - ١٩٩٨/٢/٢١

المجال السلوكي ١ درجات	المجال المهاري ٦ درجات	المجال المعرفي ٣٠ درجات
١٠	٤٨,٥	٢٢,٥

٨١ درجة

احتمالي عدد الدرجات

المقاط التي تحتاج لتحسين
* استخدام الالوان في عمل الشفافات
* استخدام OHP بكثرة
* الهدف الاداسي

نقاط القوة
* القدرة على اعطاء امثلة حدادة
* المدخل وعرض الموضوع
* الحركة داخل القاعة التدريبية
* تنوع سمات الصوت
* استخدام الاتصال في اتحاهين



اتحاد الخبراء الدولية

INTERNATIONAL ASSOCIATION OF EXPERTS

وزارة العدل
مشروع دعم العدالة

مرفق (٨)

صحيفة تقييم نهائي لتدريب

البرنامج اعداد المدربين (الدورة الأولى)
الاسم المستشار / طه أحمد عبد الحواد التريفي
تاريخ التنفيذ ١٩٩٨/٣/٤ - ١٩٩٨/٢/٢١

المجال المعرفي	المجال المهاري	المجال السلوكي
٣ درجة	٦ درجة	١ درجات
٢٤	٤٦,٥	١٠

٨٠,٥ درجة

احتمال عدد الدرجات

المقاط التي تحتاج لتحسين

- * استخدام الشفافات
- * استخدام السورة الورقية
- * الحركة داخل القاعة
- * الاهداف الادابية

نقاط القوة

- * التشويق وحدث المدربين
- * عرض عناصر الموضوع
- * عمل الالوان في اللوحات



اتحاد الخبّرات الدولية

INTERNATIONAL YACHT TUGBOAT & EXPERTS ASSOCIATION

وزارة العدل

مقروع دعم العدالة

مرفق (٨)

صحيفة تقييم نهائى لتدرب

البرنامج اعداد المدربين (الدورة الاولى)
الاسم / المستار / حسن عبد المعيم السدراوى
تاريخ التنفيذ ١٩٩٨/٣/٤ - ١٩٩٨/٢/٢١

المحال المعرفى	المحال المهارى	المحال الطوكى
٣ درجة	٦ درجة	١٠ درجات
لم نحرر Pre-test ولم نحرر Post-test ويالتالى طنس له درجه للمحال المعرفى	٤٨	١٠

٥٨ درجة

احمالى عدد الدرجات

- نقاط القسوة
- * لديه وفرة فى المعلومات الخاصة بالموضوع
 - * حركة حيدة فى القاعة
 - * ثقة فى الاداء
 - * استخدام الاتصالات العير لعمية
 - * استعمال حيد لاسنة المتدربين
- نقاط التى تحتاج لتحسين
- * التقليل من الاتصال فى اتحاه واحد
 - * التركيز والاهتمام فى استخدام الوسائل السمعية والبصرية
 - * الاهتمام عند اعداد الشفافات واللوحات واتماع شروطها
 - * الاهتمام بمهارة الربط والتلخيص والتقييم
 - * عنصر الوقت



اتحاد الخبراء الدولية

INTERNATIONAL EXPERTS ASSOCIATION

وزارة العدل
مشروع دعم العدالة

مرفق (٨)

صحيفة تقييم بهائي لتدريب

البرنامج إعداد المدرّيس (الدورة الأولى)
الاسم المستأر / ابراهيم محمد ابراهيم الهيدى
تاريخ التنفيد ١٩٩٨/٣/٤ - ١٩٩٨/٢/٢١

المجال المعرفى	المجال المهارى	المجال السلوكى
٣٠ درجة	٦ درجة	١ درجات
٢٥	٥٠	١٠

٨٥ درجة

احمال عدد الدرجات

المقاط التي تحتاج لتحسين
* الاهتمام باعداد الشفافات واللوحات
التدريبية
* التركيز على المراجعة المرئية والتلخيص
والتقييم

نقاط القوة
* مروية الحركة داخل القاعة
* استقبال جيد للاسئلة
* استخدام الاتصال فى اتحاهين
* تحمير التدريين
* ثقة فى النفس وفى الموضوع التدريينى
* تنوع فى نيمات الصوت



اتحاد الخبراء الدولية

INTERNATIONAL EXPERTISE ASSOCIATION

وزارة العدل

مقروع دعم العدالة

مرفق (٨)

صحيفة تقييم نهائى لتدرب

البرنامج اعداد المدريس (الدورة الأولى)
الاسم المستتار / خليل عمر عبد العريير حصر
تاريخ التقييم ١٩٩٨/٣/٤ - ١٩٩٨/٢/٢١

المجال المعرفى	المجال المهارى	المجال الملوكى
٣٠ درجة	٦٠ درجة	١٠ درجات
٢٢,٥	٤٨	١٠

٨٠,٥ درجة

احمال عدد الدرجات

- | نقاط القوة | المقاط التى تحتاح لتحسين |
|--------------------------------|-----------------------------------------------|
| * اثاره الاسله واستقبالها حيدا | * الاهتمام باستخدام السوره الورقيه |
| * حركه حيدة بالقاعه | * تسهيل استجابات الدارسين |
| * تنوع نيمات الصوت | * التقليل من الاتصال فى اتحاه واحد لمدد طويله |
| * توزيع اهتمامه على التدريس | * الاهتمام بالربط والمراعاة والتقييم |
| * تحمير التدريس | |

Att (b)

DICISION MAKING
July 19-21,1998
PRE-POST TEST RESULTS
&
LEARNING STATUS ANALYSIS

Sr #	Pre		No Post		Learning Status		
	20	100	20	100	Increase %	Decrease %	
1	14	70	18	90	20	0	
2	20	100	20	100	-	0	
3	16	80	18	90	10	0	
4	10	50	16	80	30	0	
5	12	60	12	60	-	0	
6	16	80	16	80	-	0	
7	8	40	12	60	20	0	
8	4	20	8	40	20	0	
9	12	60					
10	16	80					
11	4	20					
12	18	90					
13	12	60					
14	12	60					
15	2	10					
16	10	50					
17	0	0					
	110	55	14	75	12.5	0	

Remarks

- ◆ Total Number of Attendees 18
- ◆ Number of Pre-test completed forms received 17
- ◆ Number of Post-test completed forms received 8
- ◆ Number of Pre-Post test/ completed forms Analyzed 25

End of Course "Learning Process Status" [Pre-Post Test] Final Result
INCREASE OF 12.5%

- Person Days attended $18+14+18=50$
- Remark This workshop had the highest percentage of absence since the start of project

80

**DECISION MAKING
PRE- POST-TEST ANALYSIS**

PRE TEST

GRADE <i>out of 100</i>	PARTICIPANTS	
	Number	%
<i>Below 45</i>	5	30
50	2	12
55	-	-
60	4	22
65	-	-
70	1	6
75	-	-
80	3	18
85	-	-
90	1	6
95	-	-
100	1	6
	17	100

POST TEST

GRADE <i>Out of 100</i>	PARTICIPANTS	
	Number	%
<i>Below 45</i>	-	-
50	-	-
55	1	12.5
60	2	25
65	-	-
70	-	-
75	-	-
80	2	25
85	-	-
90	2	25
95	-	-
100	1	12.5
	8	100

ANALYSIS

	No	%
below 50	5	30
Pass (50-64)	6	35
Good (65-79)	1	6
V Good (80-90)	4	23
Excellent (91-100)	1	6
		100

	No	%
-	-	-
3	3	37.5
-	-	-
4	4	50
1	1	12.5
		100

Att. (d)

*DECISION MAKING
DAILY ACTIVITIES MEASURES*

	<i>DAY ONE</i>	<i>DAY TWO</i>	<i>DAY THREE</i>
<i>PERCENTAGE OF RESPONDENTS</i>			
<i>POOR IRRELEVANT</i>	—	—	—
	20	49	12
	121	53	35
	221	374	300
<i>EXCELLENT VERY RELEVANT</i>	368	524	553
<i>AVERAGE GRADING BY RESPONDENTS</i>	91%	85%	90%

**WORKSHOP DECISION MAKING
SUMMARY OF EVALUATION REPORTS
BY PARTICIPANTS**

	<i>Ex</i>		<i>V Good</i>		<i>Good</i>		<i>Average</i>		<i>Poor</i>	
	<i>No</i>	<i>%</i>	<i>No</i>	<i>%</i>	<i>No</i>	<i>%</i>	<i>No</i>	<i>%</i>	<i>No</i>	<i>%</i>
<i>Benefit</i>	10	60	6	34	1	6				
<i>Content</i>	12	72	4	22	1	6				
<i>Handouts</i>	12	72	3	16	2	12				
<i>Instructors</i>	13	78	3	16	1	6				
<i>Style</i>	12	72	3	16	2	12				
<i>Conformity</i>	13	78	2	11	2	11				
<i>AV</i>	10	60	6	34	1	6				
<i>Facilities</i>	12	70	4	22	1	6				
<i>Dynamics</i>	11	64	5	30	1	6				
<i>Schedule</i>	12	70	5	30	-	-				
<i>Tr /Inst Rel</i>	13	78	3	16	1	6				
<i>P R Rel</i>	11	64	5	30	1	6				
<i>Refreshments</i>	14	82	2	12	1	6				

Positives

- *Competent and carefully selected instructors*
- *Very well prepared and relevant training materials*
- *Well selected A/V*
- *Friendly atmosphere*

Negatives

- *Conformity to schedule*
- *Need for more films*

Recommendations ·

At this point in time and, with seven of the nine workshops held with considerable acceptance and enthusiasm on the part of the participants, some sort of "symposium" is recommended. This would probably involve efforts in AOJS project that fall beyond the workshops. "Where to go from here" may be suggested with the ultimate aim being just that AOJS,

Indicator Number of case management functions

	Year	Planned	Actual
Unit of Measure 1			
Functions designed			
	1999	6	
	2000	1	

Unit of Measure 2			
Functions programmed			
	1999	5	
	2000	2	

Unit of Measure 3			
Functions installed			
	1999	2	
	2000	5	

Unit of Measure 4			
Functions successfully adopted			
	1999	2	
	2000	5	