

PN-ACE-866
101234

FIRST ANNUAL PERFORMANCE REPORT

ADMINISTRATION OF JUSTICE SUPPORT PROJECT

(AOJS)

November 25, 1997

1 0 INTRODUCTION

The AOJS project is a joint enterprise between AMIDEAST, USAID and the Ministry of Justice, GOE. It is an effort to provide an improved civil legal system in Egypt by achieving two principal results: first, improved efficiency in two pilot court systems, and second, the improvement of judges' knowledge and application of Egyptian civil law. The results are to be reached through four principal objectives:

- 1 Demonstration of administrative procedures, both manual and automated in pilot courts
- 2 Assistance to the National Center for Judicial Studies in both administration and curriculum
- 3 Demonstration of Judicial access to national databases from in-home computers
- 4 Technical assistance to MOJ regarding regulatory reform to enhance project success

The end result should be both administrative and substantive improvements in the courts themselves and also in the National Center for Judicial Studies, the judicial educational body of the MOJ.

The project is organized around seven specific tasks, which together are designed to achieve the principal goals. These tasks are:

- 1 Establishment of Project Office (Now Completed)
- 2 Constituency Building
- 3 Strengthening NCJS research and Administration
- 4 Training courses for new and experienced judges
- 5 Automation and procedural reform in Pilot Courts
- 6 Home-based personal computers
- 7 Regulatory reform (To be deleted from SOW – per USAID)

This Annual Progress Report describes the activities planned and implemented pursuant to each of the tasks during the first project year, October 1, 1996 through September 30, 1997.

Section 2.0 describes activities conducted during the year, including goals set and accomplishments achieved.

Section 3.0 addresses various difficulties encountered during the year and actions taken to overcome these difficulties and remedy any shortcomings.

Section 4.0 describes current project office resources.

In addition, attached annexes summarize additional project information as follows:

- Annex 1 - Financial Status Report
- Annex 2 - Project Bibliography
- Annex 3 - Technical Assistance Activities
- Annex 4 - Overseas Training

Annex 5 - In-Country Seminars

Annex 6 - Procurement

Annex 7 - Accomplishments to date -vs - Benchmarks & EOPS Objectives

As will be seen the first project year for the AOJS has been largely a planning and survey period. In order to achieve the objectives of the project it is essential that underlying information about existing systems be gathered and analyzed and appropriate action plans developed. The result has been the gathering of large amounts of data on the current operation of the Pilot Court sites, the National Center for Judicial Studies, the Judicial Information Center and various sub-agencies. All of this data then formed the basis of individual action plans for each of the agencies involved. These plans have been submitted to the MOJ for approval throughout the project year. Following approval of these plans implementation activities will commence in project year 2.

In addition to the analysis and planning activities various other work was accomplished involving direct product delivery at the project institutions. These include survey results, administrative reorganization activities, institutional development, etc.

It will also be noted that various difficulties have arisen during the year, some of which involve basic project organization and leadership. Other problems were beyond project control but have been addressed and we believe have been overcome. These will also be commented on herein.

Second year activities already underway are much more implementation oriented. Pilot Court product development has already started. Following the first-year basic administrative reorganization activities at the NCJS, substantial curriculum development is in progress and courses scheduled for presentation. Procurement activities involving computer hardware for Pilot Courts, NCJS and the Home Computer project are in progress. Thus it is expected that year two will see much more visible and substantive changes taking place in the client institutions.

2.0 ACTIVITIES FOR YEAR

TASK 1 Establish Project Office

Activities

The entire scope of project activities in regard to Task 1, Project Office setup, staff recruitment and hiring, equipment acquisition and organization have been concluded during the first project year. This process began initially before actual project implementation with the leasing and refurbishing of office space during the summer of 1996. Professional staff began arriving in-country between July and September and actual project activity commenced October 1, 1996.

During the period before project commencement the following activities occurred:

- Selection, acquisition and preparation of AOJS office space
- Procurement of office equipment, including computer network and associated software
- Hiring and training of support staff
- Logistical support of expatriate staff in transition to Egypt
- Planning and execution of Pre-startup project workshop

Since project start-up on October 1, 1996 the following activities have occurred under Task 1

- Integration and orientation of professional staff
- Establishment of office procedures
- Negotiation and conclusion of sub-contracts with SRE and TCA
- Replacement activities related to Court Administration Expert position
- Coordination of short-term consultants

Performance

All scheduled activities involving Task 1 have been completed. Some delay was occasioned by virtue of equipment procurement delays however all activities were successfully completed within the project year and no project delays resulted from any setup delays encountered. All goals for this activity were met.

Projected Goals and Accomplishments

Projected Project office established equipped and staffed

Accomplished All activities relating to office setup completed

TASK 2 Constituency Building

Activities

The activities under Task 2 have been continuous during the first project year and will continue throughout the life of the project. As this activity is seen as being of very great significance to the success of the project considerable time effort has gone into it. The results have been very satisfactory resulting in a high degree of project visibility and a marked level of enthusiasm for project goals and objectives among the Egyptian judiciary. Activities taking place during the first project year include:

- Hosting of MOJ and USAID personnel at Start-up workshop
- December 1996 Study Tour of MOJ officials to US and follow-up activities
- Appointment and integration into project of MOJ project coordinator
- Three Judicial Forums at various locations around Egypt hosting some 75 judicial officials
- Project meetings within Judicial Districts throughout Egypt
- Integration of MOJ officials into Forum presentations leading to heightened project awareness
- Two September 1997 Study tours to US involving approximately 15 visitors

Performance

The Start up workshop was accomplished on schedule with full participation by all parties MOJ USAID and AOJS. All parties considered it very successful. Three separate US study tours were conducted during the year and all goals for the tours were met. Three Judicial Forums were conducted around the country in which all Chief Justices of the Judicial Districts as well as other judicial officials participated. As the year ends individual

project meetings are being conducted in various Judicial Districts. The project team has also made individual visits to court sites on request of Chief Justices.

Projected Goals and Accomplishments

Projected Workshop conducted in September 1996, Study Tours conducted in December, 1996 and September 1997. Judicial Forums conducted in Spring of 1997.

Accomplished All activities carried out on schedule.

TASK 3 NCJS Administrative Reform

Activities

The National Center for Judicial Studies (NCJS) is one of the major components of the AOJS project. The project design recognizes that improvement of professional educational opportunities is central to the improvement of the judiciary. Likewise, the improvement of the educational "infrastructure" is essential to the accomplishment of the educational mission of NCJS. With this in mind, Task 3 is designed to improve the administrative capabilities and overall operation of NCJS. Activities under this task during year one in connection with this activity have been as follows:

- Functional survey of NCJS staff manual processes
- Computer Literacy survey
- Development of NCJS Strategic Plan
- Hardware procurement specifications for NCJS
- Office automation specifications development
- Development of Administrative Manual
- Procurement plan for NCJS
- NCJS Training Catalog
- Administrative/Management training
- Development of NCJS Mission Statement
- Administrative reorganization
- Creation of organizational chart, job and unit descriptions
- Reorganization of Case Bank
- Development of Judicial Bench Book
- Development of Faculty Database
- Advisory consulting regarding physical plant remodeling

Performance

Much of the activity under this task related to basic administrative reform at the NCJS. Among other things, work was completed on a Mission Statement, Organizational Chart, Strategic Plan, and Job and Unit Descriptions for all departments at the Center. Unfortunately, much of this output from the AOJS team was delayed due to an extremely dilatory decisional process on the part of the NCJS leadership and Board of Directors. Both the Organizational Chart and the Strategic Plan still await final approval at NCJS despite submissions by the project several months ago. This has been an ongoing problem in connection with this as well as other project activities.

Projected Goals and Accomplishments

Projected Survey of existing operations and Administrative Reorganization activities Strategic and Automation Plans NCJS Catalogue, Administrative Manual

Accomplished Administrative Reorganization completed, Survey of activities completed Development of Strategic and Automation Plans completed by project but not yet approved by NCJS NCJS Catalogue and Administrative Manual under development

TASK 4 NCJS Curriculum Reform

Activities

Task 4 focuses on the development of actual output activities of the NCJS This includes not only the development of curriculum models but also the improvement in teaching methodology The development of a professional faculty and services to enhance their work product is every bit as important as the material they teach from Activities within this task therefore have focused on both aspects of NCJS output These activities during year one have been as follows

- Legal training Needs Assessment
- Faculty Skills curriculum development
- Faculty/staff development training
- New Judges curriculum development
- ADR program curriculum development
- Presentation of Administrative Overview course

Performance

Course development is continuing as an ongoing activity of the project During this year courses were conducted by project staff for the leadership and administrative personnel at the center Course development was also accomplished in connection with Commercial Code New Judges and Faculty Skills courses which will be presented early in project year two Unfortunately final development and presentation of both Commercial Code and ADR courses have been delayed due to inaction by the Peoples Assembly in enacting relevant legislation

Projected Goals and Accomplishments

Projected Three new courses developed New Judges Orientation Faculty Skills and ADR Comprehensive Training Plan developed as part of Strategic Planning process

Accomplished New Courses developed for presentation early in year two Training Plan awaiting NCJS approval as part of Strategic Plan development

TASK 5 Pilot Courts

Activities

The centerpiece of the AOJS project is the direct improvement in the administration of justice that will be the result of an improvement in the way cases are processed through the court system. The methodology chosen to accomplish measurable improvement in this process is the creation of two Pilot Court systems, one in the busy urban court environment of North Cairo and the other in the small, middle sized court system of Ismailia, a town on the Suez Canal in Eastern Egypt. Activities taking place within this task during the first project year were as follows:

- Development of Enterprise Model for Pilot Courts
- Development of Pilot Courts Strategic Plan
- Workshop presentation to MOJ officials
- Development of proposals regarding records management and file control
- AOJS assumption of ADR program
- Assistance to MOJ regarding "Civil Prosecutor" program
- Developmental work on court performance and organizational standards
- Reorganization of decision-making activities in regard to project work
- Organization of working groups within Pilot Courts
- In-depth analysis of case management and administrative structure, procedures and policies at Ismailia and North Cairo courts
- Survey and analysis of Expert Office at North Cairo court
- Preliminary design work on automated court systems
- Preparation of Procurement Plan for Pilot Courts

Performance

Strategic Plans developed but rejected by MOJ. This precipitated a five-month discussion (described *infra*) which resulted in a PIL issued by USAID on September 29, 1997 which settled the issues presented by MOJ. Thus, the Strategic Plan is being re-written at year-end to reflect the scope of work contained in the PIL. In addition, the MOJ decided that the priorities for development described in the First Year Workplan should be reversed with the North Cairo court being the first to be developed. Accordingly, planning efforts were shifted from Ismailia to North Cairo. Development of the Court Administration re-engineering component was delayed due to the vacancy on the team in the Court Administration Expert position. Procurement and installation of early phases of automation at the Pilot Courts was delayed due to inability to agree on project scope of work until the PIL of September 29. Procurement plan is now before USAID for approval.

Projected Goals and Accomplishments

Projected	Description of baseline court system and processes, System Analysis at Pilot Courts, Automation and Re-engineering Plans, Procurement, installation and training of early Automation activities.
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Accomplished	Baseline studies conducted as scheduled, Systems Analysis done and reports written, Automation activities delayed due to delay in procurement plan as result of scope of work debate.
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TASK 6 Home Computers

Activities

The effort of the project to increase the knowledge and productivity of the Egyptian judiciary includes the necessity to provide better legal research and productivity tools for the judges. Unfortunately Egyptian judges are required to do most of their creative work in their own homes due to lack of offices within court facilities. Accordingly AOJS has designed a component consistent with the goal of increased and substantively better production of legal opinions by the judges. This is the experimental project under task 6 to place computers in the homes of eighty North Cairo and Ismailia judges for their use in legal research and opinion creation. Activities pursuant to this goal during the first project year are as follows:

- Survey and analysis of Judicial Information Center (JIC)
- Survey of existing Databases
- Work on Alternatives Analysis regarding judicial access to research material
- Strategic Plan development
- Implementation plan for placement of Home Computers
- Development of a mock-up terminal for database access testing

Performance

Although little first-year activity was originally projected under this task due to a shift in priorities in the project several unscheduled activities occurred. Contrary to the original design as reflected in the First Year Workplan, it was decided that the Home Computer project would be phased-in in parallel with the assignment of judges to the experimental panels under the Pilot Courts project. The result was to advance the timetable for preparatory activities necessary prior to implementation. This primarily concerned survey and analysis activities at the JIC and the development of an implementation plan. It also included the beginning of testing and analysis in regard to access to National databases in regard to legal research capabilities under this task.

Projected Goals and Accomplishments

Projected Alternatives Analysis regarding Legal Research plan PC Terminal Emulation study and analysis at JIC

Accomplished PC Terminal Emulation completed JIC survey and analysis completed Alternatives Analysis Report outstanding due to need for more study at JIC

TASK 7 Regulatory Reform

This task was abandoned by USAID due to redundancy. The task focused on the establishment of a Regulatory Reform Task Force and associated National Forums to advise MOJ of pending legal issues in need of legislative reform. After an analysis of this task and discussion with MOJ officials it was determined that the mechanisms

necessary to address such concerns already are in existence and the creation of such a Task Force would be redundant unnecessary and would further stretch already overloaded work responsibilities Accordingly all parties agreed that this task would be deleted from the project

3 0 DIFFICULTIES ENCOUNTERED DURING YEAR – CORRECTIVE ACTIONS

TASK 1

Office setup

No unusual difficulties were encountered in connection with the organization of the project office itself

Sub-contracts

One principal and very disturbing problem encountered in connection with the activities under Task 1, however, revolved around the lack of contract completion for two project sub-contractors SRE and TCA These contracts were scheduled to be negotiated signed and in place in advance of the start-up of project activities Indeed, correspondence between Cairo and DC as early as July, 1996 contemplated conclusion of these discussions before arrival of project staff in Cairo Notwithstanding these intentions upon arrival of staff it was noted that both of these contracts were far from concluded Thereafter a lengthy period of discussion began between the parties regarding contract terms and conditions which consumed considerable time of the project management team and also undermined various relationships within the project This situation continued to play a disruptive role in project progress until finally resolved with the signing of contracts in June 1997 It was only through extraordinary effort that the automation component of the project was kept moving through this period

Court Administration Expert

In addition the loss of the original Court Administration Expert virtually immediately after the project start-up date was an extremely disruptive event Ellis Pettigrew's effective last day of work was October 24, 1996 Al Szal arrived in-country on July 23, 1997 Thus NINE full months elapsed during which the project was without one half of a team which is absolutely key to the project During that period through extraordinary effort on the part of Ms Shamsnour Abdul-Aziz with the help of other members of the AOJS team particularly Mr Wally Kucner who worked directly with Shamsnour to keep the ball moving ahead in the Court Administration area, significant progress was made Additionally the work of two short-term consultants who came in to help fill the gap contributed very substantially to moving this part of the project ahead in anticipation of Mr Szal's arrival Finally since his arrival in July Al has been very dedicated and active in picking up the loose ends and getting that part of the project moving Each of these people deserves tremendous credit for making the absolute best out of a deplorable situation The result is that while we were short a key team member for nine months, probably only about three months of actual accomplishment was lost We believe that even this small loss of productivity will be made up over the life of the project thus resulting in no actual net loss at the end of the day A real tribute to the AOJS team!

TASK 2

There were no significant difficulties encountered in regard to Task 2

TASK 3

There were no significant difficulties encountered in regard to Task 3 with the exception of that aspect of the dispute described *infra* under Task 5 that related to NCJS

TASK 4

There were no significant difficulties encountered in regard to Task 4

TASK 5

Scope of Work

In regard to Task 5 and partially in Task 3 considerable difficulty arose which had a significant negative impact on the project. This was in the form of a debate that arose between MOJ, USAID and AOJS as to the scope of work of the project. This debate resulted from the timely presentation of a draft Pilot Courts Strategic Plan to the MOJ in April 1997. It centered around the feeling of MOJ that the proposed S/P did not reflect the desires of MOJ in regard to automation needs at the Pilot Courts and ultimately at the NCJS. The result of this disagreement was a re-appraisal of the entire project and ongoing discussions as to the SOW throughout the summer. These discussions finally reached their conclusion with the issuance of a PIL letter by USAID on September 29, 1997 defining the project SOW. Thus this debate consumed no less than five months of project activity time during year one of the project. It is also worthy of note that after all is said and done concerning the 'great debate' the PIL ultimately issued by USAID is virtually identical to the automation aspects of the original Strategic Plan presented by AOJS in April. Thus the entire five-month period and all the associated additional effort required of project staff to accommodate the ongoing dispute produced no significant result.

Procurement Activities

During this period in addition to consuming great amounts of project staff time preparing documentation and analyses for presentation to MOJ and USAID on topics relevant to the debate various project activities of necessity came to a standstill. Probably the most clear and serious example of this is the need to finalize the project equipment procurement plan upon which many project activities depend. The natural result of uncertainty as to the scope of work is an inability to determine what equipment is necessary. Not knowing what equipment is needed precludes the development of a procurement plan. The lack of a procurement plan in turn delays the acquisition of equipment which is necessary to complete scheduled project activities and the necessary training in connection with them. In other words there is a domino effect to the lack of agreement on project SOW that effects the schedule of project activities down the line. These shortfalls in project activity occasioned by the SOW debate have caused delays and additional work effort on project staff which have had a detrimental effect on project achievement. It is only through extraordinary effort that significant progress has been maintained throughout this period.

“Program Jurist”

During the period of recruitment/deployment of the new Court Administration Expert the project, and specifically activities pursuant to Task 5 were augmented by the use of outside short-term consultants. During various periods Professor Ernie Friesen a highly-regarded Court Administration Expert from California and Dr. David Steelman a member of the permanent staff of the National Center for State Courts were deployed to assist the project. The principal goal of Prof. Friesen's work in Egypt was to create the general outline of the Strategic Plan for re-engineering and automation activities in the Pilot Courts. After considerable study and discussion with all parties, Professor Friesen concluded that it was vital to project success that a high-ranking member of the Egyptian judiciary be appointed as a direct representative of the project in its dealings with the Chief Justices of the two Pilot Courts. He was very emphatic that he believed that the appointment of such a person whom he termed the “Program Jurist”, was a critical factor. According to Prof. Friesen the non-project related work responsibilities of the Chief Justices would make it extremely difficult for them to assist the project in day to day activities requiring hands-on control by Egyptian judicial authorities. Accordingly, Professor Friesen called attention to the need for a person responsible for making sure that project activities requiring MOJ and Pilot Court action would be carried out in a timely and appropriate manner in order to assure project success. It was in this role he felt that a specially designated judge, carrying equal rank with the Chief Justices would function.

Professor Friesen's report and proposed Strategic Plan for the Pilot Courts were prepared and submitted to MOJ for consideration in early June 1997. Thereafter a period of time went by during which the recommendations were debated. Ultimately at a meeting conducted in late August the MOJ announced that after consideration of Professor Friesen's recommendations it had rejected the concept of the Program Jurist.

In the opinion of the AOJS team this rejection of the Program Jurist concept by the MOJ may have far-reaching consequences to the success of the Pilot Courts project. Without a high-ranking Egyptian judicial officer acting as an advocate and expeditor for project activities during the implementation of the Pilot Courts project the project team is greatly concerned as to the timely completion of activities by MOJ and or the Pilot Courts in mission-critical activities. Only time will tell if this failure to take advantage of Professor Friesen's advice will prove to be a major hurdle in project success in the long run.

TASK 6

There were no significant difficulties encountered in connection with Task 6.

TASK 7

Deleted from project

40 STAFF RESOURCES

STAFF RESOURCES			
Present Staff Resources			
#	Staff Title	Name	Function
1	Chief of Party	Judge Ronald Taylor	Responsible for overall project management and technical operations with USAID and MOJ to achieve the purpose of the project and ensure that project tasks are completed. Oversee coordination between AOJS team members to ensure integration of various project components.
2	Judicial Education Expert	Ms Virginia Leavitt	Responsible for managing all project activities related to judicial education training of judges and strengthening NCJS. Coordinate with other AOJS team members to ensure integration of various project components.
3	Court Administration Expert	Mr Albert Szal	Responsible for directing and overseeing all aspects of process re-engineering and court management improvement. Coordinate with other AOJS team members to ensure integration of various project components.
4	Court Automation Expert	Mr Walter Kuencer	Responsible for managing all technical inputs leading to project automation. This relates to automation and information management within pilot courts and development of access to national database. Coordinate with other AOJS team members to ensure integration of various project components.
5	Legal Expert	Ms Shamsnoor Abdul Aziz	Responsible for providing management support to the Court Administration Expert and Judicial Education Expert in the judicial training and court administration activities and facilitating coordination between the two project components.
6	Training Coordination Expert	Mr Samir Sultan	Responsible for executing all training activities for project participants in coordination with the other team members. Identify training opportunities for short term training inside and outside Egypt. Ensure that in-country training and overseas training are in compliance with USAID rules and regulations.
7	Project Office Manger	Ms Janie Abdul Aziz	Responsible for local project administration and contract compliance including subcontracts with local firms for equipment procurement and technical services. Manage initial project office set up.

8	Assistant to Chief of Party	Mr Amr Abdallah	Responsible for providing the Chief of Party with management support to meet project/contract requirement. Serve as a liaison to the MOJ on behalf of the project COP and an interpreter and advisor at all meetings between project teams and Egypt counterparts.
9	Senior Accountant	Ms Ghada Osman	Responsible for all financial and accounting functions of the AOJS Project including the preparation of monthly financial reports, cash transfers, and all banking business.
10	Translator	Ms Nadai Magdy	Responsible for providing professional English/Arabic translation of documents including all reports and correspondence.
11	Administrative Assistant	Ms Mona Rashwan	Provide administrative and logistical support to contribute to smooth operation of the AOJS Project Office.

50 ANNEXES

1 Financial Status Report

2 Project Bibliography

3 Technical Assistance Activities

4 Overseas training

5 In-Country seminars

6 Procurement

7 Accomplishments to date – vs – Benchmarks & EOPS Objectives

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FINANCIAL STATUS REPORT

TO BE FURNISHED BY AMIDEAST HQ

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ANNEX 5 2

Project Bibliography

Serial #	File Name	Prepared By
AOJS/97/011	Final Implementation Work Plan (Year One)	AOJS
AOJS/97/012	Quarterly Performance Report covering the period March 1 - December 31 96	AOJS
AOJS/97/013	Quarterly Performance Report covering the period January 1- March 31 97	AOJS
AOJS/97/014	Quarterly Performance Report covering the period April 1- June 30 97	AOJS
AOJS/97/040	Quarterly Performance Report covering the period July 1- September 30 97	AOJS
AOJS/97/015	Introductory Workshop (Planning/Acquiring/ Implementing) (January 97)	Walter Kuencer Court Automation Expert AOJS
AOJS/97/016	Post Travel Group Report Results & Recommendations (February 97)	Training Team
AOJS 97/017	NCJS Preliminary Study (January 97)	SRE
AOJS/97/018	NCJS Proposed Mission Statement (Organization Chart & Job Descriptions) (March 97)	Training Team
AOJS 97 019	NCJS Strategic Plan (July 97)	Training Team
AOJS/97/020	Strategic Plan Pilot Courts Project Draft (April 97)	Ernie Freisen Consultant
AOJS 97/021	Pilot Court Assessments (March 97)	David Steelman Consultant
AOJS/97/022	Recommended Administrative Reforms in Records Management and Case Processing at Pilot Courts Draft (May 97)	David Steelman Consultant
AOJS 97/023	Forum I AOJS Project Orientation for Judiciary in Upper Egypt Task 2 'Constituency Building Luxor - March, 97	Training Team

Serial #	File Name	Prepared By
AOJS/97/024	Forum II AOJS Project Orientation for Judiciary in Lower Egypt Task 2 Constituency Building Alexandria - May 97	Training Team
AOJS/97/025	Forum III AOJS Project Orientation for Judiciary in Greater Cairo East Delta & Sinai Task 2 "Constituency Building Cairo -June, 97	Training Team
AOJS/97/034	Pre-Departure Orientation MOJ Judicial Education Study Tour (August 97)	Training Team
AOJS/97/035	Information System Analysis Final Report- Ismailia Court (August 97)	SRE
AOJS/97/036	Pre-Departure Orientation Court Administration Study Tour (September 97)	Administration & Automation team
AOJS 97/037	Legal Terminology Glossary (September 97)	Amr Abdallah & Nadia Magdy
AOJS/97/038	Curriculum Design Proposal for Computer Literacy Laboratory at the National Center for Judicial Studies	SRE
AOJS 97/039	Application of Justice Support Project Office Network User Guide (August 97)	SRE

ANNEX 5 3

Technical Assistance Activities

No	Name	Consultant Field	Dates	Achievements
1	Nadia Haridy	Management Consultant	Aug 18-Sept 20 1996	Designed and conducted AOJS Project Startup workshop
2	Tina Davies	Computerized Accounting Specialist	Oct 7-19, 1996	Assisted Project Accountant in the setup of AOJS Computerized Accounting System, provided orientation to staff in with AMIDEAST financial procedures
3	David Steelman	Court Administration Expert	Feb 10-March 7 1997	Assessed Pilot Courts for the development of a strategic plan
4	Ernest Freisen	Court Administration Expert	March 2-May 18 1997	Develop a strategic plan for the restructure and automation of the Pilot Courts
5	David Steelman	Court Administration Expert	May 20-June 11 1997	Recommended administrative reforms in records management and case processing in Pilot Courts
6	International Development Law Institute (IDLI)	Judicial Training Consultants	June 1 - Aug 15 1997	Assessed the educational needs of Egyptian judges in Civil Law
7	Ugur Usumi	LAN Systems Administrator	August 16 - Sept 2 1997	Review AOJS LAN Setup and Automation Plan for MOJ

ANNEX 5 4
OVERSEAS TRAINING

1 "MOJ Senior Management Study Tour in the U S "

Dates November 30, 1996 to December 15, 1997

Objectives To acquaint MOJ senior managers with judicial education programs and various court operations

Attendees Conslr Mohamed Ezzat El Sayed
Conslr Abdul Hamid El Beheiry
Conslr Salah El Deen Roushday
Conslr Omar Ismail Hafeez
Conslr Hany Hanna Sadra

Person Day Training 75 days

2 "Judicial Education Group to Rome and the U S Study Tour"

Dates August 27, 1997 to September 20, 1997

Objectives To familiarize participants with the Federal Judicial System
To introduce participants to judicial education/training centers philosophy and processes

Attendees Conslr Ali Ahmed Shakib
Conslr Ahmed El Hussein Mohamed Yourssef Mohamed
Conslr Ahmed Sabry Youssef
Conslr Adel Ali Ahmed El Said
Conslr Nabil El Sayed Mahmoud El Sayed

Person Day Training 115 days

3 "Court Automation/Administration Group to the U S "

Dates September 7, 1997 to September 21, 1997

Objectives To introduce participants to new court technology
To introduce participants to practical application of automation systems to court environments
To introduce participants to court management and administrative techniques

Attendees Conslr Mahamed Saleh Ahmed Mohamed Saleh
Judge Ashraf Mohamed Kamal Mohamed Awadallah
Judge Ihab Salah El Din Bakyr
Judge Ahmed Youssef Ahmed Aly
Judge Mohamed Reda Mohamed Rashwan

Person Day Training 80 days

ANNEX 5 5
IN-COUNTRY TRAINING

1 FORUM Luxor

Dates March 16, 1997

Objectives To introduce participants to the AOJS Project
To clarify participants role in the AOJS Project

Attendees USAID 2
AOJS 6
MOJ 25 (from Headquarters, NCJS, and 8 Upper Egypt Courts)

Person Day Training 33 days

2 FORUM Alexandria

Dates May 5 1997 to May 7 1997

Objectives To introduce participants to AOJS Project
To clarify participants role in the AOJS Project

Attendees USAID 2
AOJS 13
MOJ 37 (from Headquarters, NCJS and 6 courts)

Person Day Training 156 days

3 FORUM Cairo

Dates June 9 1997 to June 11 1997

Objectives To introduce participants to AOJS Project
To clarify participants role in the AOJS Project

Attendees USAID 1
AOJS 13
MOJ 37 (from Headquarters, NCJS, 8 mid-Egypt and lower Egypt courts)

Person Day Training 153 days

4 "Administrative Overview of Judicial Education"

Dates June 14 and 15, 1997

Objectives To introduce NCJS leadership to the fundamentals of judicial educational philosophy and practices

Attendees Conslr Ali El Sadek
Conslr Ali Shekib
Conslr Omar Hafeez
Conslr Ahmed El Hussein
Conslr Nabil El Sayed
Conslr Mohammed Shafik
Conslr Hesham Ragab

Person Day Training 14 days

Annex 5 6
AOJS Computer Equipment

(Source/Origin Code 000 with exception of shaded items purchased locally)

Item	Category	Unit Price	Quantity	Qty Cost
EQUIPMENT				
0001	Server	\$12 306 00	1	\$12 306 00
0002	Workstation type I (clerical)	\$2 850 00	12	\$39 576 00
0003	Laptop Computers	\$5 325 00	2	\$10 650 00
Subtotal Computers				\$62 532 00
Printers				
0001	Personal Printer	\$1 000 00	5	\$5 000 00
0002	Network Printer	\$2 000 00	1	\$4 000 00
0003	Portable Printer	\$300 00	2	\$600 00
0004	Desktop Scanner	\$1 800 00	1	\$1 800 00
Subtotal Printers				\$11 400 00
Peripherals				
0001	Second Processor Option Compaq Server	\$1 000 00	1	\$1 000 00
0002	Multi port Modem Card	\$600 00	1	\$600 00
0003	Creative Labs Sound Card AWE 65	\$100 00	2	\$200 00
0004	Cambridge sound works 3 piece Speakers	\$200 00	2	\$400 00
0005	Notebook batteries	\$175 00	2	\$350 00
0006	portable modem connections	\$100 00	2	\$200 00
0007	portable network connections	\$300 00	2	\$600 00
0005	Uninterruptible Power Supply (UPS)	\$1 000 00	2	\$2 000 00
0006	Voltage stabilizers	\$50 00	12	\$600 00
0007	Multi bin mailbox for Network Printer	\$1 250 00	1	\$1 250 00
0008	Router	\$10 000 00	0	\$0 00
0009	PC tool kit + Line Tester	\$4 280 00	1	\$4 280 00
0010	Zip Drive	\$200 00	2	\$400 00
Subtotal Peripherals				\$11 880 00
Total AOJS Hardware			12	\$85 812 00
0001	Internet Antivirus	\$30 00	1	\$30 00
0002	Internet utilities	\$150 00	5	\$750 00
0003	Web Page Offline Reader	\$35 00	5	\$175 00
0004	Internet File Handler (Adobe)	\$175 00	1	\$175 00
0005	MS Internet Mail Connector	\$500 00	1	\$500 00
0006	Serial Asynchronous Port Sharing	\$700 00	1	\$700 00
0007	Email Reader / Organizer (Eudora)	\$50 00	2	\$100 00
0008	Small Publication Designer	\$50 00	1	\$50 00
0009	Netscape Communicator	\$100 00	2	\$200 00
0010	Partition Magic	\$50 00	2	\$100 00
0011	Microsoft Exchange Server V 4 0	\$1 640 00	1	\$1 640 00
0012	Power Chute plus Windows NT version	\$56 00	1	\$56 00
0013	Microsoft Office Pro 97	\$300 00	8	\$2 400 00
0014	Microsoft Project for windows 95 V 4 1	\$358 00	5	\$1 790 00
0015	Suite Wordperfect 7 (CD Rom version)	\$89 00	1	\$89 00
0016	Microsoft Publisher 97 (CD Rom)	\$59 00	1	\$59 00
0017	Microsoft Windows NT Wkstn LicPak	\$99 00	1	\$99 00
0018	Microsoft Windows NT Workstation V 4	\$199 00	1	\$199 00
0019	Microsoft Windows NT Server V 4 (5 lic)	\$419 00	1	\$419 00
0020	Microsoft Open License for NT Server	\$180 00	1	\$180 00
0021	Symantec PC Anywhere	\$129 00	2	\$258 00
0022	Norton AntiVirus v 2 0 (3 5 floppy)	\$60 00	3	\$180 00
0023	Norton AntiVirus v 2 0 w/ 10 pak lic	\$488 00	1	\$488 00
0024	Micrografx ABC Flowcharter V 6	\$280 00	1	\$280 00
0025	Symantec Navigator Norton (3 5 F)	\$100 00	1	\$100 00
0026	Symantec NT Tools V 1 0 (CD Rom)	\$40 00	1	\$40 00
0027	Microsoft Excel for Windows 95 V 7 0	\$300 00	1	\$300 00
0028	Norton Utilities 2 0 Win95	\$80 00	1	\$80 00
0029	Lotus Organizer V 2 1 w/ License Pak for 10	\$350 00	1	\$350 00
0030	OmniPage Pro (Win95)	\$500 00	1	\$500 00
0031	Visio Diagrammaker	\$75 00	1	\$75 00
0032	MS Office Pro (Arabic) full product	\$800 00	1	\$800 00
0033	MS Office 95 (Arabic) full product	\$600 00	1	\$600 00
0034	MS Windows 95 (Arabic) full product	\$300 00	3	\$900 00
0035	MS Windows 95 (Arabic) License	\$200 00	2	\$400 00
0036	MS Office 95 (Arabic) License	\$500 00	3	\$1 500 00
0037	MS BackOffice 2 5	\$2 500 00	1	\$2 500 00
Total Software				\$19 062 00
0001	Rack 4 slot	\$1 400 00	1	\$1 400 00
0002	Hub 24 port	\$2 400 00	1	\$2 400 00
0003	Patch Panel 24 port	\$700 00	1	\$700 00
0004	Cabling	\$1 500 00	1	\$1 500 00
Total Installation				\$6 000 00
Hardware Subtotal				\$85 812 00
Software Subtotal				\$19 062 00
Installation Parts Supplies + Cabling				\$6 000 00
Year 1 Task Total				\$110 874 00

Annex 5 6
AOJS Office Equipment List

(Source/Origin Code 263)

Item No	Description	Serial No / Code	Quantity	Unit Price (L E)	Total Price (L E)	Comments
1	Phone System APBX System- Partner Plus	95144 0872	1	7 410	7 410	
2	Phone System Level 1 set	MLS 6	6	400	2,400	
3	Phone System Level 2 set	MLS-12D	12	531	6 372	
4	Phone System Speakerphone	F-700	2	125	250	
5	Air Condition (white Westinghouse)	424	1	4 850	4,850	
6	Miraco Split Unit A/C (CCR 32)	11195-9847 10556-9848 10549-9840	3	4,752	14 255	
7	Miraco Split Unit A/C (CCR 27)	18860 18657 17068 17980	2	4 200	8 400	
8	Miraco Split Unit A/C (CCR 16)	6845-6290 5705 4420 6844-6998	3	3 188	9 563	
9	Miraco Window Unit A/C (YMR 15)	11063 11061 10983	3	2 086	6 257	
10	Binding Machine	G B C 5000	1	3 100	3 100	
11	Heavy Duty Xerox Machine (Model 5380)	3543546	1	136 100	136 100	
12	Small Xerox Machine (Model 5025)	431996	1	13 900	13 900	
13	Voltage Stabilizers Transformer	Jespe	14	400	5 600	
14	Safe	Ochid 1	1	1 750	1 750	
15	Fax Machine Panasonic (UF 315)	R0196030005	1	6 750	6 750	
Sub Total			52		226,957	

	L E	US \$
Total Value of Equipment	226,957	66,752

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Annex 5.6
AOIS Office Furniture List
(Source/ Origin Code 263)

Item No	Description	Serial No/Code	Quantity	Unit Price (L.E)	Total Price (L.E)	Comments
1	Conference Table (T-shaped) (300cm 200cm & 240cm*90 cm)		1	2 250	2 250	
2	Metal Shelves (200cm*90cm*30cm)		4	295	1 180	
3	Metal Cabinet (3 shelves) (40cm*88cm*180cm)		1	505	505	
4	Metal file Drawers (Rotary solid dark brown color) (137cm height)		8	570	4 560	
5	Wooden cabinet and shelf (134cm height)		2	795	1 590	
6	Round wooden table (oak veneer with black stain) (120cm diameter)		3	665	1 995	
7	Mobile coffee table ABC gray color (60cm*60cm)		10	150	1 501	
8	Visitor Chair		40	140	5 600	
9	Secretary Chair	GE 303	4	890	3 560	
10	Executive Chair (gray)	GE 608	5	890	4 450	
11	Executive Chair (gray)	GE-610	2	980	1,960	
12	Computer Chair (gray)	GE-406	4	650	2,600	
13	Desk (180cm) (Sycamore)	FL180	1	730	730	
14	Connecting table (curved) (Sycamore)	FA80	1	139	139	
15	Computer table (Sycamore)	FVF	1	550	550	
16	Drawer Unit (attached) (Sycamore)	FP14	1	565	565	
17	2-Wide Drawer Unit (87*50*76h) (Sycamore)	F9	1	960	960	
18	Shelves (87*50*153h) (Sycamore color)	F10	1	680	680	
19	Desk (175cm) gray color	AS175	11	638	7 018	
20	Desk (150cm) gray color	AS150	3	558	1 674	
21	Connecting table (triangle) gray color	FD80	8	139	1 112	
22	Side table- gray color	K3	3	295	885	
23	Computer Table-gray color	ASF	10	420	4,200	
24	Drawer Unit (desk/comp Table) gray	A3	11	570	6,270	
25	Drawer Unit (side table) gray	B1	3	540	1,620	
26	Cabinet (100*50*67h) gray	C10	6	570	3,420	
27	Cabinet (100*67h) (w/glass doors) gray	C10	6	545	3,270	
28	Shelves (100*48*67h) gray	C9	3	370	1,110	
29	Shelves (100*48*134h) gray	C17	5	575	2,875	

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Annex 5 6
AOJS Office Furniture List
(Source/ Origin Code 263)

Item No	Description	Serial No / Code	Quantity	Unit Price (L E)	Total Price (L E)	Comments
30	Coffee Table (60*60) (Sycamore color)	T6	1	158	158	
31	Round Table (Sycamore color)	TR1	1	850	850	
32	Reception desk/ frontpiece (gray color)	B175	1	220	220	
33	Cabinet w/doors (100*50*134 h) (gray color)	C18	4	910	3,640	
34	Base (87 4*50 2*4 6h) (Sycamore color)	F26	2	33	66	
35	Bases (100*48*8h) (gray color)	CB2	21	35	735	
SUB TOTAL			189		74,498	

	L E	US \$
Total Value of Furniture	74,498	21,911

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ANNEX 5 7

COMPARISON – PERFORMANCE VS TARGETS

ACCOMPLISHMENTS OF AOJS PROJECT DURING FIRST PROJECT YEAR

<u>WORKPLAN GOAL</u>	<u>ACCOMPLISHMENT</u>	
TASK 1		
Recruiting of Staff	Completed	10/96
Establishment of procedures	Completed	10/96
Equipment Procurement	Completed	6/97
TASK 2		
Activities relating to 12/96 US Study Tour	Completed	12/96
Follow up debriefings	Completed	1/97
Follow up Forums in connection with above	Completed	1/97 – 6/97
Follow up Peer meetings in Court Districts	Ongoing --	on Schedule
TASK 3		
Manual process survey	Completed	12/96
Computer Literacy survey	Completed	3/97
Strategic Plan Development	Completed	9/97*
Hardware Specifications	Completed	9/97*
Commercial Code Course – curriculum development	Completed	9/97
Commercial Code Course presentation	Postponed by NCJS**	
Office Automation specs	Completed	9/97*
Administrative Manual Development	Postponed by NCJS (Reorganization)	
Office LAN	Not Completed to date*	

Staff Computer training	Not Completed to date*
Procurement Plan development	Completed 9/97*
Computer hardware acquisition	Not completed to date*
Training Catalog development	Ongoing – on schedule
Management training design	Completed 7/97
Computer Literacy Lab Judge Training	Not completed to date*

TASK 4

Needs Assessment development	Completed 12/96
Faculty skills curriculum development	Completed 5/97
Faculty/staff development training	Completed 4/97
New Judges Program re-formatting	Completed 6/97
ADR program development	Postponed by NCJS**

TASK 5

Enterprise model work	Completed 12/96
Workshop for MOJ leadership	Completed 1/97
High Level Analysis – Ismailia	Completed 3/97
Market research	Delayed currently underway*#
Short-term consulting (two experts)	Completed 3/97 – 6/97
Strategic Plan development	Completed 10/97*#
System development, procurement and installation	Delayed currently underway*
System training	Delayed until procurement completed

TASK 6

JIC survey	Completed 3/97#
Existing system survey	Completed 2/97
Alternatives analysis	Delayed currently underway*
Mock-up terminal	Completed 6/97
Strategic Plan development	Completed 10/97*

TASK 7

This task was abandoned due to redundancy. The task focused on the establishment of a Regulatory Reform Task Force and associated National Forums to advise MOJ of pending legal issues in need of legislative reform. After an analysis of this task and discussion with MOJ officials it was determined that the mechanisms necessary to address such concerns already are in existence and the creation of such a Task Force would be redundant, unnecessary and would further stretch already overloaded work responsibilities. Accordingly all parties agreed that this task would be deleted from the project.

OBSTACLES IMPEDING PROGRESS DURING YEAR ONE OF PROJECT

As will be noted in looking at the chart above, several items of work, although completed within the project year, were somewhat delayed. We have marked these items to correspond with difficulties that made it impossible to complete these items on time. These are as follows:

ITEMS MARKED *

These items were delayed as a direct result of the debate between the MOJ, USAID and AOJS as to the scope of work of the project. This debate resulted from the timely presentation of a draft Pilot Courts Strategic Plan to the MOJ in April 1997. It centered around the feeling of MOJ that the proposed S/P did not reflect the desires of MOJ in regard to automation needs at the Pilot Courts and ultimately, at the NCJS. The result of this disagreement was a re-appraisal of the entire project and ongoing discussions as to the SOW which finally reached their conclusion with the issuance of a PIL letter by USAID defining the project SOW on September 29, 1997. Thus, this debate consumed no less than five months of project activity time during year one of the project. It is also worthy of note that after all is said and done concerning the great debate, the PIL ultimately issued by USAID is virtually identical to the automation aspects of the original Strategic Plan presented by AOJS in April. Thus, the entire five month period and all the associated additional effort required of project staff to accommodate the ongoing dispute produced little or no significant result.

During this period, in addition to consuming great amounts of project staff time preparing documentation and analyses for presentation to MOJ and USAID on topics relevant to the debate, various project activities of necessity came to a standstill. Probably the most clear and serious example of this is the need to finalize the project equipment Procurement Plan, upon which many project activities depend. The natural result of uncertainty as to the scope of work is an inability to determine what equipment is necessary. Not knowing what equipment is needed precludes the development of a Procurement Plan. The lack of a Procurement Plan in turn delays the acquisition of equipment which is necessary to complete scheduled project activities and the necessary training. In other words, there is a domino effect to the lack of agreement on project SOW that effects the schedule of project activities down the line. Those activities adversely effected in the Year 1 Workplan are marked with*.

ITEMS MARKED **

These items represent activities postponed by MOJ as a result of the failure of the Peoples Assembly to pass relevant legislation. Needless to say, this is completely outside of AOJS control. In both the areas of the new Commercial Code and Alternative Dispute Resolution (as well as in other areas)

legislation necessary as a prerequisite to AOJS activity is still pending as the first project year ends. Project plans in regard to these activities have been completed on schedule and are awaiting completion of legislation. These project activities will be re-scheduled as soon as the legislation is passed.

ITEMS MARKED#

In these, as well as other areas in which activity was completed on time, the lack of an expatriate Court Administration expert was a significant factor. Ellis Pettigrew's effective last day of work was October 24, 1996. Al Szal arrived in country on July 23, 1997. Thus nine full months elapsed during which we were without one-half of a team which is absolutely key to the project. During that period through extraordinary effort on the part of Ms. Shamsnour Abdul-Aziz with the help of other members of the AOJS team, particularly Mr. Wally Kuencer who worked directly with Shamsnour to keep the ball moving ahead in the Court Administration area, significant progress was made. Additionally, the work of our two short-term consultants who came in to help fill the gap, contributed very substantially to moving this part of the project ahead in anticipation of Mr. Szal's arrival. Finally, since his arrival in July, Al has been very dedicated and active in picking up the loose ends and getting that part of the project moving. Each of these people deserves tremendous credit for making the absolute best out of a deplorable situation. The result is that while we were short a key team member for nine months, probably only about three months of actual accomplishment was lost. We believe, however, that even this small loss of productivity will be made up over the life of the project, thus resulting in no actual net loss at the end of the day. A real tribute to the AOJS team! Those items in which delays were attributable to this situation are marked#

OTHER IMPEDIMENTS

There were other serious distractions which occurred which to some extent hindered project progress or in which progress was made in spite of them. Not the least of these was the lengthy contract negotiations that ensued with AOJS two sub-contractors, SRE and TCA. These contracts were supposed to be negotiated, signed and in place in advance of the start-up of project activities. Indeed, correspondence between Cairo and DC as early as July, 1996, was contemplating conclusion of these discussions before arrival of project staff in Cairo. Notwithstanding, upon arrival of staff it was noted that both of these contracts were far from concluded. Thereafter began a lengthy period of discussion between the parties regarding contract terms and conditions which consumed very considerable time of the project management team and also undermined various relationships within the project. As an example, the much-mentioned (and grossly exaggerated) Sheriff/Wally disagreements were due in large measure to Sheriff's perception, rightly or wrongly, that Wally was a player in the contract negotiations. This situation continued to play a very disruptive role in project progress until finally resolved with the signing of contracts in June 1997. It was only through extraordinary effort that the automation component of the project was kept moving.

OTHER ACTIVITIES UNDERTAKEN BEYOND WORKPLAN

Despite the obstacles noted above, the Team was also able to undertake a number of activities that fell outside of the Workplan. These activities were the result of consultation with MOJ in regard to various needs that were identified during the project year in response to requests for additional assistance on behalf of the client. A representative sample of these items follows:

At NCJS -

- Complete reorganization of the manner in which executive decision-making is undertaken
- Organization of the leadership into an 'executive board' and working committees
- Creation of an organizational chart, job descriptions and re-definition of work units
- Development of NCJS Mission Statement

Development and presentation of 'Management/Administrative Overview' training package
Assistance to NCJS in creation, recruitment and training of new administrative positions
Reorganization and improvements to NCJS "Case Bank"
Judicial Bench Book drafting
Development of Faculty Database
Design and advisory work in connection with physical plant remodeling/reorganization

At Pilot Courts –

Merging previous ADR activities into AOJS project design
Assistance to MOJ in connection with development of "Civil Prosecutor" program
Development work on court performance and organizational standards
Development work on court disposition time standards
Completion of records management study
Establishment of Core Committee and working groups for Pilot Courts
File and form design work
Survey and analysis of Expert Office
In-depth analysis of all administrative clerk and judicial procedures forms and policies at Ismailia
In-depth analysis of case processing procedures and policies at North Cairo court