

Mostafa Shawki & Co
Deloitte & Touche



PN-ACL-803

109519

Mostafa Shawki & Co.

AMIDEAST

ADMINISTRATION OF JUSTICE
SUPPORT PROJECT

CONTRACT NO. 263-0243
C-00 – 5134 -- 00

FINAL REPORT

PROPOSED SOLUTIONS AND RECOMENDATIONS
FOR EXPERTS DEPT.
AT NORTH CAIRO COURT

MARCH 2000

Deloitte Touche
Tohmatsu

Mostafa Shawki & Co.

AMIDEAST

ADMINISTRATION OF JUSTICE
SUPPORT PROJECT

CONTRACT NO. 263-0243
C-00 – 5134 – 00

FINAL REPORT

PROPOSED SOLUTIONS AND RECOMENDATIONS
FOR EXPERTS DEPT.
AT NORTH CAIRO COURT

MARCH 2000

TABLE OF CONTENTS

Introduction.....	1
1. Introduction and Executive Summary	
1.1 Problems from the solutions point of view.....	2
1.2 Philosophy of solutions and recommendation.....	14
2. Detailed Solutions and Recommendations for problems at North Cairo Court.....	15
2.1 Organizing the receipt of forwarding requests and wording, issuing and typing Primary judgements.....	15
2.2 Estimating and paying the fees.....	31
2.3 Re-organizing work at the expert's Dept. and recording section and Recording at records.....	32
2.4 Recommended file cycle at the court.....	46
2.5 Recommended training Programs for various parties at the court.....	65
2.6 Other recommendations for the court.....	66
2.7 Court Problems from the timing and decision maker.....	67
3. Detailed Solutions and Recommendations for Problems at Experts Dept.....	74
3.1 Developing work systems and file management at the secretary's Dept.....	75
3.2 Recommendations to improve the experts performance.....	95
3.3 Statistics and Reports	105
3.4 Developing the incentive system and performance Evaluation.....	108
3.5 Recommended training programs for experts.....	114
3.6 Suggestions and other recommendations for experts Dept.....	117
3.7 Solutions for Experts problems in relation to time frame and decision maker.....	121

1. INTRODUCTION
And
EXECUTIVE SUMMARY

introduction

The first report included the field survey and analysis of problems from various aspects at the North Cairo Court and Experts Dept. concentrating on North Cairo Experts.

We concluded the reports with a frame for ideas, solutions and recommendations for these problems in a brief general format, as these were postponed until discussions took place with AmidEast Experts and personnel at the North Cairo Court and Experts Dept.

Our second report will include-detailed solutions and Designing systems and Forms and procedures for implementing these systems after taking discussions and comments of the personnel at the North Cairo Court and Experts Dept into consideration.

We will divide the reports into two parts the first part will include solutions and recommendations related to problems at the North Cairo Court.

The second part will include solutions and recommendations related to problems at the Experts Dept.

The solutions were drafted according of the outputs in the first report and were classified according to the timing i.e. immediate, or short term or long term, as well as the decision maker.

1. INTRODUCTION:

1.1 Problems Classification from the solutions point of view:

• **Basis of Classification:**

Classification is based on three basis as follows:

First: According to Location of the Problem

- Problems at the court
- Problems at the Experts Department

Second: According to the duration of the problem

Problems were divided to

- Temporary or sudden problems
- Long term problems which often occur and need a long time to be solved

Third: According to nature of the solution

These were divided to:

- Problems that need law amendment
- Problems that need law implementation
- Problems that need development of procedures and accuracy in performing duties
- Problems related to work climate & resources

The following tables illustrate the problems related to the court and problems related to Experts Dept.

1.1.1 Problems at the Court:

First: Problems related to wording and typing of initial judgement

<u>Problems</u>	Classification According to Problems		Classification According to Solutions			
	Temporary or Permanent	Short or Long Term	Needs Law Amendment	Needs to Apply the Law	Needs to Develop Work Procedures	Needs Physical Resources
1. Initial judgement differs from case subjects.	X			X		X
2. Expert inability to understand required work.	X					X
3. Initial judgement request items, not requested by disputed parties or case.	X			X		X
4. Initial judgement requires experts to handle legal matters.	X			X		X
5. Forms are not suitable to be used in initial judgements.	X			X		X
6. Typing of judgements takes 1 month due to low performance of typists		X			X	X
7. Error occur in typing	X				X	
8. Judges don't use computers and write their judges manually		X			X	X

Second: Problems related to fee payment

<u>Problems</u>	Classification According to Problems		Classification According to Solutions			
	Temporary or Permanent	Short or Long Term	Needs Law Amendment	Needs to Apply the Law	Needs to Develop Work Procedures	Needs Physical Resources
1. No standards are set to determine the fees.		X		X		
2. Fees aren't adequate to time and effort executed by experts.		X		X	X	
3. Postponement by parties in order to pay the fees delays the case.		X		X	X	
4. Long time taken since initial judgement is issued and forwarding the case.		X		X		

Third: Problems related to file organization and sorting

Problems	Classification According to Problems		Classification According to Solutions			
	Temporary or Permanent	Short or Long Term	Needs Law Amendment	Needs to Apply the Law	Needs to Develop Work Procedures	Needs Physical Resources
1. No proper design for files.		X			X	
2. Poor quality of files.		X				X
3. Poor filing for documents inside the file.		X				X
4. No proper file cabinets available.		X				X
5. Court secretary mistakes in writing the file contents.		X			X	X
6. Contents are not similar to documents in file.		X			X	X
7. Depending of disputed parties description of documents.		X			X	X
8. Section head doesn't check the file accurately.		X		X	X	
9. Sorting responsibility isn't clear.		X			X	
10. Sorting responsibility is not clear		X			X	

fourth: problems related to recording in records

Problems	Classification According to Problems		Classification According to Solutions			
	Temporary or Permanent	Short or Long Term	Needs Law Amendment	Needs to Apply the Law	Needs to Develop Work Procedures	Needs Physical Resources
1. No recording is done at the general record of the Experts Department which causes delay in the special record.	X				X	
2. Records determine only number of cases and aren't used for control and information purposes.		X			X	
3. Duplication of recording in reports.		X			X	
4. Records are not used for the purpose they are designed for.	X					X
5. Designing the special records needs to be developed to meet control and follow up purposes.		X			X	
6. The design of records doesn't fulfill the use of computers.		X			X	
7. The clerk goes back and forward between records and Experts Department.		X			X	

Ann: Problems related to physical resources and work climate:

Problems	Classification according to problems		Classification according to solutions			
	Temporary or permanent	Short or long term	Needs law amendment	Needs to apply the Law	Needs to develop work procedures	Needs physical resources
1. No qualified personnel are available to sort files		X				X
2. Lack of training		X				X
3. Lack of transportation facilities to transport file		X				X
4. No transportation allowance		X				X
5. No handbags available to carry case file		X				X
6. Low salaries and incentive		X				X
7. No filling cabinets and lack of space for filling		X			X	

1.1.2 PROBLEMS at EXPERTS DEPT. FROM SOLUTIONS POINT OF VIEW

First: Problems related to Legal Aspects Governing Experts Work:

Problems	Classification according to problems		Classification according to solutions			
	Temporary or permanent	Short or long term	Needs law amendment	Needs to apply the Law	Needs to develop work procedures	Needs physical resources
1. Law 96 of 1952 is not Suitable to meet present Needs, a new Law needs to be drafted		X	X			
2. Differences in legal basic as per proof law in relation to timing and reality in application specifically articles 135, 152, 138, 140		X	X			
3. Government Organizations do not follow article 148, which allow experts to review documents		X		X		
4. Not applying article 153 and 155 of Poor Law which allows the work to call the Expert and objection of Experts Dept. as article 51, 54 states that documents are to be sent to the Expert.		X		X		
5. Standard performance rates as determined by Minister of Justice Decree No. 6423 for 1998 are not adequate which causes ineffectiveness of incentive system.		X	X			
6. Poor quality of report and high degree of rejection		X	X	X	X	X
7. Experts do not deliver all reports which they finished and keep them for next month in order to achieve the target		X	X		X	
8. 40% of reports are returned these are considered as new cases with respect to targets, and so they are recorded more than once		X	X			

Second: Problems related to Secretarial and Filing

Departments:

Problems	Classification according to problems		Classification according to solutions			
	Temporary or permanent	Short or long term	Needs law amendment	Needs to apply the Law	Needs to develop work procedures	Needs physical resources
1. Non accuracy in checking received files		X			X	X
2. Files are checked the 2 nd & 3 rd day of receipt incomplete titles are returned to courts – it takes from 7 to 15 days to return them		X			X	
3. Recording of file is done using old methods and on forms not suitable		X			X	X
4. Present records are not suitable for EDP usage		X			X	X
5. The recording of files until they are delivered to Experts take one weeks.		X			X	
6. Place used for secretarial Dept. is not suitable and filling cabinets are not available		X				X
7. Case Distribution to Experts takes from 2-7 days		X			X	
8. Notifying disputed parties notices are delivered to them after the date the case is to be reviewed		X			X	X
9. Non availability of stamps which causes delay in the report cycle from one to six months		X			X	X
10. Reports are received during the last week of the month as Experts calculate the rates achieved which caused a heavy load on Secretarial Dept. with respect to recording and checking		X			X	
11. The present work system does not allow the preparation of reports and statistics assessing difficulties in control		X			X	
12. Returned cases are calculated twice in activity reports despite that they are default cases		X			X	

**Third: Problems related to Report Cycle and Experts work relations
with other parties:**

Problems	Classification according to problems		Classification according to solutions			
	Temporary or permanent	Short or long term	Needs law amendment	Needs to apply the Law	Needs to develop work procedures	Needs physical resources
1. The complete files vary from 5% to 20% showing lack of performance at the secretarial Dept.	X				X	X
2. Distribution of cases does not take Experts skills and experience into consideration		X			X	
3. Females do not conduct site visits which causes heavy work load on male experts		X			X	
4. The need to notify disputed parties several times each time takes from one to six months		X	X			
5. Lawyers and disputed parties do not present documents on purpose		X	X	X		
6. Governmental organizations present incomplete files causing delays		X	X	X		
7. Disputed parties require that new evidences to be presented after the process verbal is closed which caused re-notification causing delays	X			X		
8. Unavailability of transportation facilities for experts to conduct site visits affecting the neutrality of Experts		X			X	
9. No support from police is provided to experts		X			X	
10. Lack of technical equipment for Expert Engineers as well as lack of training		X				X
11. Case file could be lost during site visits	X					X
12. Unnecessary site visits cause delays and time wasted as documents are sufficient to prepare the report	X			X		
13. Work location is not suitable to prepare the report		X				X

Characteristics of computers to write reports						
15. Inability of low caliber experts to analyses facts and evidences affecting the report		X				X
16. Some times spaces are left in the report which could cause framed and adding incorrect information	X				X	X
17. First and second check of report is conducted in a quick method		X			X	X
18. Checkers do not discuss experts in their reports. In this case checkers experience is not transferred to experts		X			X	X

FOURTH: PROBLEMS related to Expert Interpersonal Factors:

Problems	Classification according to problems		Classification according to solutions			
	Temporary or permanent	Short or long term	Needs law amendment	Needs to apply the Law	Needs to develop work procedures	Needs physical resources
1. Experts hold University degrees only without having hand on training causing lack of performance		X				X
2. Engineering Experts do not reach top positions because of seniority causing accountants to get most of these positions		X	X			X
3. Job leader according to Law 96 of 1952 is not suitable to the present work needs		X	X			
4. Job titles do not match the nature of each job		X		X		
5. Increase of spare of control which causes lack of control		X			X	
6. No training plan is implemented for various levels present programs are general and not specialized programs		X				X
7. No Engineering training programs are available with respect to technical equipment		X				X
8. Law wages and salaries in comparison in similar jobs		X	X	X	X	
9. Ministry of Justice Experts do not receive similar compensation packages as Medical Experts.		X	X			
10. Law work allowance which varies from 5-8 LE		X	X			
11. Evening allowance is paid to all employees regardless of performance		X		X		
12. Difficulty if achieving targets to get incentives		X	X			
13. In order that the expert gets maximum incentives he has to finish 9 cases (2, 9 days for each cases)		X	X			
14. In order to get other incentives (Evening and various) the expert should achieve 15 cases (1, 6 day/case)		X	X			

present incentive system						
16. Section head gets incentives (as well as other supervisors) if persons under that supervision achieve their targets		X	X			

1.4 The Philosophy of Solutions and Recommendations

The philosophy of prioritising the solutions were based according to the implementation strategy which was determined based by the personnel at the Court and Experts Dept. as well as the AmidEast Experts.

1. Ability to be implemented

We have concentrated on recommendations and solutions, which could be, implemented immediately their short and long term solutions.

2. Authority to take implementations decision for solutions

These were arranged as follows:

- Solutions, which do not need any, decision-making.
- Solutions which need a decision from the court and experts Personnel.
- Solutions which need a ministerial decree.
- Solutions which need law amendment we did not concentrate on solutions that need ministerial decrees or law amendment.

3. The implementations Costs

We concentrated on solutions that do not need additional physical resources and high costs which, need require an additional budget.

4. Effect of Solutions on the reducing of the time span:

We have concentrated on recommendations which have a greater impact on reducing the time span. We will outline the solutions according to the following methodology.

So we have divided on recommendations into 2 groups, first which need developmental and organizational changes and record development. The second is related to the adherence of existing procedures, which do not need any amendments.

2. Solutions and Recommendations for problems at North Cairo Court

2. Solutions and Recommendations for problems at North Cairo Court:

2.1 Organising the forwarding of cases, the wording and typing the primary judgement:

2.1.1 Receiving requests to forward cases and issuing the primary judgement:

The judges are the persons who decide to forward the case to Experts; either request come from the judges or disputed parties. The problem is that the case is postponed which takes 2 months or more in order to requests the Expert to handle the case. In our opinion that judges could reduce this period without amending the law according to the results if the field survey and discussions with personnel at the court which were included in our 1st report.

The following represents recommendations and suggestions from the consulting team:

First: Reducing the number of cases forwarded to Experts this will occur by:

1. Cases to be forwarded to experts should be carefully reviewed.
2. Judges will agree on standards to forward cases to Experts - these will be used as a guide for judges to determine if the case is to be forwarded. it is preferable to form a committee to handle this issue.
3. Calling Experts to go to the court related to refused reports in order that the Expert will answer to all objections – This is in line with the article 153 of the proof law and law 96 for 1952.
4. Conducting training programs for judges who include methods to review forwarding requests and how to apply standards.

Case studies in various cases related to forwarding in various types of cases - this will includes real cases.

Second: Reducing the time and number of times the case is Postponed and being firm for non payment of fees:

Due to the long time lost when the case is postponed until the primary judgement is issued. We recommend to refuse disputed party's excuse for non payment of fees.

Also as judges review a great number of cases, the consulting team recommends that postponement time does not exceed once and does not exceed two weeks, the primary judgement then is placed in the case file. In case the chief of court is convinced; he will issue an order to all head of courts to apply the above.

Third: Wording of the primary judgement:

1. The following should be done in respect to initial judgements.
 - Determining specific technical points that should be investigated.
 - Experts are not requested to handle matters out of their specialisation or legal matters.
 - Determining specific areas for site visits and work to be performed.
 - Not using printed forms, this has been agreed with the judges (for the primary judgements).
 - Setting training programs for newly hired experts to enable them draft primary judgement and increase their skills.

2.1.2 Typing the initial judgement and approving it by judges:

The typing and approval of primary judgements by judges, the typing of the judgement takes nearly one month and approval by judges could take more than one week. We recommend that the court secretaries give more attention to approve judgements, as a specific time would be set for this. As with respect to the

work at the typing section, it has been found that the typing section has adequate resources (35 typists) which are divided into 3 groups one group is under the supervision of the section head, the other groups are under the supervision of the assistants-this excludes the reception unit- the total manpower reaches 44 employees.

The section has 40 IBM computers, as well as 4 printers and photocopy machines, which are all new. The major problem at the typing section is the efficiency of the typists as each typist produces 4.4 pages per hour (A4). the normal rate is 12 pages per hour for each typist (40-50 words per minute) also the work distribution depends on the judicial units regardless of the type or nature of the primary judgement.

The following table illustrates a summary of the proposed solutions divided in accordance with the implementation time and decision-maker and the need of resources.

Summary of the typing section problems

Solutions and Suggestions	Time required for implementation			Decision maker	Resources needed
Reorganisation of typing section and having a special unit to type primary judgement	X			Chief of court	
Developing work method and control	X			Chief of court	
Setting an incentive system		X		Ministry of justice	Budget for incentives
Providing computers to judges			X	Ministry of justice	Needs a budget

The following represents solutions and detailed recommendations for typing problems:

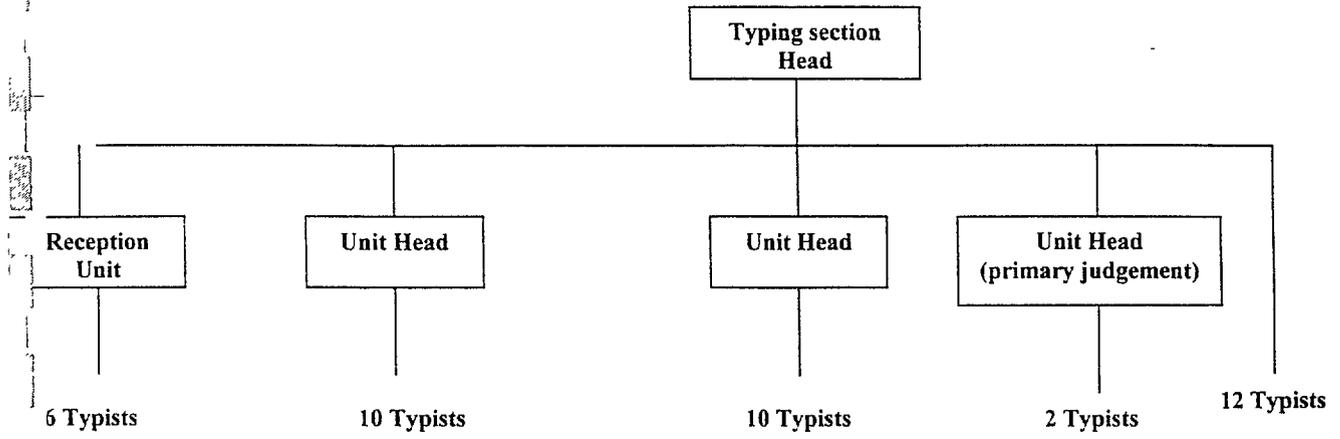
2.1.2.1 Reorganising the typing section:

1. Providing a separate unit to type the primary judgements headed by an assistant Dept. Head.
2. Providing the following to the typing unit, which already exist without any need for additional expenditures.

Typists	—————→	2 typists
Computers	—————→	3 computers
Printers	—————→	1 printer
Photocopy machine	—————→	Using the present available photocopy machines

3. The following chart illustrates the organisation chart after being changed.

The organisation chart will be as follows:



The total Manpower for the Section:

Job title	Number of employees
Section Head	1
Unit Head (assistant section head)	3
Typists	34
Reception employees	6
Total manpower	44

To implement the above a decree needs to be issued by the Chief of court.

2.1.2.2 Developing the work cycles and control on typing section:

The objective of developing the work cycle is to exercise more control on typing activities and reducing the time period, determining the actual work load and follow up the work of typists before presenting the procedures and typing cycle, we require that judges place the judgement at the case file typed when computers are available for judges on the long run, or to be hand written in biro not in pencil, we also recommend that judges check judgements after being typed to ensure control on primary judgements and to avoid any typing mistakes.

The following determines the procedures and recommended work cycle for the Dept.

1. The court secretary receives the judgement signed by the judge, he records the judgements in a form to be delivered to the typing section, and this form is made of:

- Original → Secretary of court after being signed by the reception unit.
- Copy → To reception unit at the typing section
- Copy → Experts Dept.

It is preferable to type from the copy of the draft, while the court secretary keeps the original.

The forms should have a serial number and each judicial unit will have a set of forms to be used in a chronological order the court secretary will acknowledge receipt by signing receipt of these forms the senior clerk will designate an employee to control the above process a copy of the form will be sent to the expert dept. to advise them of the primary judgements.

The following is the form to be used to deliver the primary judgements to the typing section.

2. The work is distributed to the reception unit employees according to judicial units so each person deals with specific units.

3. The person at the reception unit receives the judgements and acknowledges receipt on the form and does the following:

a. The received judgements are recorded at the receiving & delivery record - the section head checks this record daily and checks it with the delivery form and signs that he performed the checking.

b. Filing a copy of the delivery form on a chronological basis (Serial No.) It is noted the following in relation to delivering and receiving.

- This record is needed to control the typing period of time and controlling typists' performance.
- The number of pages and date of receipt are recorded by the court secretary.
- The number of pages being typed is recorded as well as date of delivery to court secretary who acknowledges receipt. This occurs when delivering the typed judgements to court secretaries.
- The number of typed pages are determined according to the type of judgement (primary-final etc.) at the column specified of the judgement is primary as the number of pages are included in the primary column, or if the judgement is final it is included in the final column. The purpose is to exercise control on the volume of work.

The following is a copy of the receiving and delivering of judges.

Typing Section
Typing Unit
(Primary judgements)

Delivery and Receiving initial judgements to typists

Day ___/___/___

Reception employee _____ Code _____ Unit _____ Unit No. _____

Serial	Case No.	Unit		Delivering judgements to typists		Receipt of typed judgements			
		Area	No.	No. of pages	Typists acknowledgement of receipt	No. of typed pages	Checked	Date received	Signature

Signature (Reception)

Checked Section Head

Received the following to be typed:

Name Unit A Unit B Section Head

Signature

4. The reception unit delivers the judgements to be typed to the (3) unit heads and acknowledges receipt in the delivery and receipt record.

5. The section head distributes the work among the typists under his supervision and acknowledges receipt and determines the time frame to be completed.

6. After the work is typed-he checks the work and gives it back to the typists if correction is required. The unit head is responsible wit the typist if any errors occur after the work is delivered.

7. After correction takes places - the section head checks the work to ensure that there are no mistakes and the judgement is printed.

8. The unit head signs on the delivery and receipt record acknowledging receipt of the typed judgement.

9. The delivery receipt record is given to the section head to prepare the statistics related to the work of the section and to prepare the incentives.

The following diagram illustrates the form of delivering and receiving the initial judgement.

Typing Section
Typing Unit
(Primary judgements)

Delivery and Receiving initial judgements to typists

Day ___/___/___

Serial	Case No.	Unit		Delivering judgements to typists		Receipt of typed judgements			
		Area	No.	No. of pages	Typists acknowledgment of receipt	No. of typed pages	Checked	Date received	Signature

Name of Typist

Code No. _____

Room No. _____

10. The department head sends the typed judgements and drafts to the reception unit who in turn delivers them to the court secretary who acknowledges receipt.

11. Follow up typists' work:

Each typist fills the "follow up" form which records the judgements since received until they are checked and delivered to the reception unit.

This "Follow up" form is the basis that incentives are calculated. the unit head checks the form with the receiving and delivery record, which is approved by the section head. The following form illustrates the "Follow up" form:

Follow up Form

Day _____ / _____ / _____

Typing Section

Primary Judgment Typing Unit

Typist Name

Code No.

Serial No.	Case No.	Unit		No. of pages	Date judgement received	Check Signature		Date typed judgement is received	Delivery of typed judgement to reception		
		Area	No			Unit Head	Section Head		Date	Name of employee in reception unit	Signature

No. of pages typed _____

Number of previous pages _____

Number of new pages _____

Total _____

Checked
Unit Head

Approved
Section Head

2.1.2.3 Incentive system for typists:

The consulting team recommends establishing an incentive system for typists to motivate them to increase their work and performance and reduce the typing time as much as possible.

This needs a ministerial decree, so it is considered a long-term solution.

The recommended system includes all the typing staff (section head-reception employees and typists as well as assistants) in accordance with the following rules:

First: Incentives for typists:

The system depends on the volume of work produced by each typist on a monthly basis a minimum number of pages should be typed in order that incentives are due. Then the incentives increase according to achievements and work volume.

The following table illustrates the rates for each output level as recommended.

Levels	Production per hour (pages)	Daily Production (pages)	Monthly production (pages)	Total Production incentive	Incentive per page	Amount of incentive in LE
Minimum level	4	20	500	-	-	-
1 st level	5-6	21-30	501-750	250	20 pts	50
2 nd level	7-10	31-50	751-1250	500	35 pts	175
3 rd level	More than 10	More than 50	More than 1250	More than 500	40 pts	No max.

Rules for Incentives for Typists:

- a. Incentives are calculated on a monthly basis.
- b. The following pages are to be eliminated.

1. Pages with mistakes are not considered.
2. Pages with large spaces are not considered.
3. Increase in the font is not considered.

This is according to the section head's consideration.

Page Description:

Page size A4
No. of lines 30 lines
Font does not increase more than 14
margin 2cm from each side.

- c. The typist gets the additional incentive or the previous one which ever is greater.
- d. No link exists between the salary & the incentive.
- e. No maximum exists for incentives.
- f. Employee is not deprived from other bonuses.

2. Incentives for reception unit personnel:

Incentives for the above are determined similar to incentives granted to court administrators. it is recommended to be a percentage of the salary, as it is not possible to calculate it according to production volume, as the employees do not have a hand in increasing the work volume.

3. Incentives for section head assistants and unit heads.

A. The incentives for the section head and his assistants are determined according to the total volume of work achieved as follows:

Section Head —————> Total production of the section
Assistant (unit head) —> Total production of typists under his supervision

B. The following table illustrates the rates:

Production volume	Rate
Less than minimum	Nothing
Minimum	25% of basic salary
First level	35% of basic salary
2nd level	40% of basic salary
3 rd level	50% basic salary

4. Procedures to pay incentives:

1. The assistant (unit head) prepares the incentive report for typists showing the actual production according to levels for each typist. The report is checked by the section head and is approved by the senior clerk.
2. The section head prepares the incentives for employees at reception unit, as well as section head and assistants incentives and approves them to from the senior clerk.
3. The section head prepares a memo to pay the incentives and approves it from the senior clerk.
4. The following forms are recommended to be applied:
 - Incentives for typists
 - Incentives for reception personnel
 - Incentives for section head and his assistants
 - Memo to pay incentives

Incentives for Reception employees

Month _____

Typing Section

Serial No.	Name	Code	Total number of absent days	Monthly salary		percentage of incentives	Incentive Value	
				LE	Pt		LE	Pt

Personnel Dept.

Section Head

Senior clerk

Incentives Form for Typist

Month _____

Typing Section: _____

Typing Unit _____

Ser.	Name	Code	Judgements typed during the month			Incentive Due										Remarks
						1st level		2nd level		3rd level		Total Incentive				
			No. of judg.	No. of pages	No. of typed pages	From ___ to ___ Rate	From ___ to ___ Rate	From ___ to ___	No. of pages	Value	No. of pages	Value	No. of pages	Value	No. of pages	
			LE	Pt	LE	Pt	LE	Pt	LE	Pt	LE	Pt				
Total																
Total																

Unit Head

Checked

Approved

Senior Clerk

Memo to pay Incentives for Typing Section

Month _____

Date ____ / ____ / ____

To Senior Clecrk - Court

Please approve payment of incentives as follows for the month of _____ :

Position	Amount		Remarks
	LE	Pt	
Department Head			
Assistant Dept Head			
Assistant Dept Head			
Assistant Dept. Head			
Reception Unit			
Typists			
Total due			

Dept. Head

Senior Clerk

Incentives Form for Section Head and Assistants

Month _____

Typing Section:

Ser.	Name	Code	Incentive Due														Remarks	
			1st level				2nd level				3rd level				Total Incentive			
			From		to		From		to		From		to		No. of pages	Value		
			Total production		Value		Total production		Value		Total production		Value					
			No. of judgements	No. of pages	LE	Pt	No. of judgements	No. of pages	LE	Pt	No. of judgements	No. of pages	LE	Pt		LE	Pt	

Section Head

Senior Clerk

Incentives are calculated for employees under section head supervision x production rate for each level

2.2 Determining & Payment of Fees

The consulting term has 3 recommendations to pay the Fees quickly eliminate the time wasted in paying it as follows: -

First: Not allowing the postponement of fees more than once & postponement Period doesn't exceed 2 weeks this needs a decree from the chief of court & firmness from judges when facing postponement requests, which are presented by disputed parties.

Second: Setting standards to determining the fees taking the following facts into consideration.

- Type of case
- Effort required by the expert.
- Special cases which are large in value as investment & tax cases.
- Adding an amount to the fees to cover administrative Expenses.
- Taking experts determination of fees into consideration.

We could set up table determining the fees in various cases this could be handled by the committee we have recommended previously also it could be included in the course contents for judges.

This needs a decree to be issued by the chief of the court.

Third: Having 50% of the total fees to cover the expert's department expenses & improving the work climate and performance similar to the medical experts.

The consulting team recommends considering the expert's department as a service department operating economically as part of the fees will cover the departmental expenses.

This needs to amend the law specifically to reissue a law instead the law no. 96 of 1952.

2.3 Reorganizing the work at the expert department & recording Department

Introduction:

The following are recommendations in respect to the above.

1. Joining the 2 departments under 1 department and providing with the qualified employees to sort the files.
2. Canceling the general record and developing the special record for Case which are forwarded to experts & follow up until these records are computerized.
3. Organizing training programs for employees in recording follow up and sorting the files with the court secretary & experts department.

We recommend to inplement these solutions as follows:

Solutions	Time Spare			Decision maker
	Immediate	Medium	Long term	
Joining the Dept.		X		Chief of Court
Canceling the general record	X			Chief of Court
Computerizing the special record and developing the reporting system			X	Minister of Justice decree as well as chief of court decree
Developing reporting system	X			
Organizing training program		X		

2.3.1 Joining the experts department & records department in one Section

1. Summary of the recommendation:

- Joining the incoming & outgoing cases forwarded to experts Which is handled at present by the records department Including all incoming & outgoing correspondence of the Court with the experts department responsible for recording & Follow up cases forwarded to experts & handling general & Special Records.
- Developing the department responsibilities to be responsible For movement of all files and so it is considered the link between the judicial units through the court secretaries & the Expert Department.

2. Objectives:

- Facilitating the recording & follow up process.
- Controlling the files.
- Saving the last time for the movement of files between the Exports Department and Recording Department.
- Increasing coordination with court secretary which will cause more accuracy and simplification of procedures.

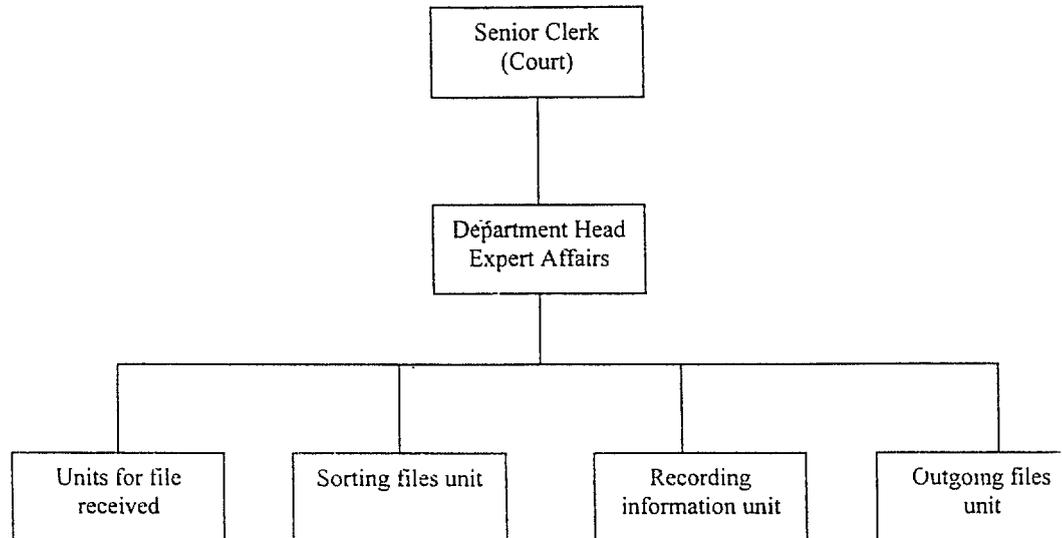
3. The recommended name for the department:

It could be named as the case forwarding department or experts affairs department or follow-up department for experts, we will use the experts affairs department.

4. The organization chart for the department:

The department consists of the following units:

- A. Unit for file received.
- B. Sorting files unit.
- C. Records & information unit
- D. Outgoing files unit.



5. Departmental duties:

The following are duties for the department:

- A. Receiving files to be sent to experts from judicial units.
- B. Technical sorting for files & checking the file content.
- C. Recording & follow – up of file movements & procedures for the case since received from the secretary & until the file is Returned with the experts report form the experts department.
- D. Adjusting the incoming & outgoing movement of files at the Court.
- E. Preparing the statistics related to cases forwarded to experts.

F. Finding methods of control & follow – up for court secretary as follows:

- Completing documents in the file.
- Checking the documents with the file cover/
- Checking documents presented by disputed parties if they are Original or copies of documents.

6. Duties for units reporting to the section head:

A. Unit for file received:

- Receiving incoming files from court secretaries & recording them & delivering them to the sorting unit to be checked.
- Receiving files which have been returned to completed & Taking necessary procedures to complete the files & recording them at the incoming incomplete file record.
- Receiving files form experts department after the report is being completed & recording them at the incoming record of Experts & sending them to the sorting department to be Distributed to the judicial units.

B. Sorting Files Unit:

- Is responsible for sorting files from the technical point of view.
- Following up court secretaries when completing files & answering memos received from expert department.

C. Recording & Information Unit:

- This unit records all cases forwarded to experts & records all information related to it , as well as fee payment & follows-up all procedures until the job is completed.
- Follows-up payment of fees for cases which primary Judgement was issued to be forwarded to experts.
- Preparing statistics & reports about cases forwarded and fees collected & case which the fees were not paid.

D. Outgoing Files Unit:

- Outgoing files sent to experts department.
- Incomplete files sent to experts.
- Outgoing files sent to judicial units handling outgoing records.

7. Departmental needs & authority for joining the department:

A. Authority:

The authority to implement this decision lies with in the chief of court as memo no. 1 for 1988 organizes the recording of records.

It is essential to implement this recommendation to issue a new memo and canceling the previous one also there might be a need to issue a decree form the Minster of Justice in case there will be financial obligations.

B. Manpower & physical needs:

- The department should be equipped with suitable desks And Filing Cabinets.
- The department should include 3 persons experienced in Sorting the files.

Man Power Needed	Number
Department Head	1
Units of file received	3
Sorting files unit	3
Recording & information unit	6
Outgoing files unit	3
Total	16

C. Training:

The personnel will need a training program which will concentrate on the following topics.

- Sorting activities.
- Recording activities.
- File mouement (incoming & outgoing)
- Statistics & reports.

2.3.2 Follow up records for cases forwarded to experts:

1. The present records at the experts department:

- The general record which, includes cases to be forwarded to experts, recording occurs at the next day when the primary judgement is placed in the case file.
- The special record which is to follow-up the case file and records the fee payment until the case is returned and finalised from the experts.

2. The consulting team recommends to cancel the general records and develop the special record to achieve the following:

- Determining the number of cases
- Follow up fee payment
- Follow up file cycle
- Preparing statistics & reports

As previously mentioned the development of the special record will occur by computerising it, this is a long term solution which will require financial resources but as a quick solution to the problem, the consulting team is recommending to develop the special record to achieve the previous mentioned objectives.

3. Work method in the previous mentioned record:

A. We would call it follow-up cases forwarded to experts.
Methods of using the record.

B. Using the record:

- A record will be available for each type of cases.
- Recording will be on a monthly basis.
- Recording the information of the file will be on the same day the judgement is placed or within 24 hours maximum.
- Fee information to be recorded on the same date of payment.
- Recording outgoing information to the expert department.
- Recording all information related to the file movement.

- Recording information related to reports returned to expert department due to objections received in relation to these reports.

4. Designing the records:

The record is divided into two parts left and right. The right one will include the case details, disputed parties and fees paid according to the primary judgement.

The left side will include file information and follow-up of the file between the court & experts department also it will include date of distribution of files to judicial units after the reports is completed.

The following factors would be taken into consideration when designing the record.

1. Partial payment of fees is shown.
2. The fees determined are shown as well as the fees paid to show any differences.
3. The record shows the number of times the file is returned from the expert department to be completed each time, the incoming and outgoing reference is mentioned.
4. Any additional fees as requested by experts are shown.
5. The records shows the possible decision from the judge in relation to the experts reports which are either:
 - Accepting the report
 - Refusing the report and returning it to the experts showing the reason for refusal and date returned to the Experts Department.
6. The record shows the number and date of files received from the experts department.

7. The total fees are added to show the fees paid and fees due within the month, this shows details about the fees which are:

- The amount of fees according to the primary judgement
- Fees paid as well as partial payment of fees
- We could determine the unpaid fees in details for each case.
- The value of additional fees requested by experts within the month could be determined.

The following diagram shows the record with its left and right hand side.

Record Cover

Ministry of Justice
North Cairo Court
Experts Affairs Dept.

Follow up Record of Case forwarded to Experts

Type of Case _____

The right hand side of the follow up:

This part is prepared within 24 hours when the judgement is placed

Serial	Case No.	Judicial unit		Type of case	Name of disputed parties		Date of hearings	Fee details		
		Name	No. of unit		1 st	2 nd		Amount		
								1 st	2 nd	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
Total this Month _____										
Total previous month _____										
Total end of month _____										

HOA

The left hand side of the record:

This part is filled after the file is forwarded until the files are sort to judicial units after report is completed

North Court Experts Office			Returned files								Files returned with a report on memo			cno 34
Ref. No.	Specialization	Expert's Name	Returned first time				Returned Second time				Outgoing ref.	Date	Report	
			Incoming		Outgoing		Incoming		Outgoing					
			No.	Date	No.	Date	No.	Date	No.	Date				
(20)	(21)	(22)	(23)	(24)	(25)	(26)	(27)	(28)	(29)	(30)	(31)	(32)	(33)	

HOC

The left hand side of the record (Continued):

This part is filled after the file is forwarded until the files are sort to judicial units after report is completed

Fees		Acceptance of report or report returned to experts					Files received after answering with report or memo				Date distributed to judicial units	Remarks
Fees determined	Date of judgement	Accepting the report	Report returned to Experts		Sending the file		Outgoing ref.	Outgoing date	With Report	With Memo		
		Date report was accepted	Report returned to Expert		Outgoing ref.	Date						
			Reason	Date								
(34)	(35)	(36)	(37)	(38)	(39)	(40)	(41)	(42)	(43)	(44)	(45)	(46)

2.3.3 Information and Reports for cases forwarded:

The recording unit prepares reports for cases forwarded to Experts highlighting the following:

- Number of cases forwarded to experts
- Status of fee payment
- Status of forwarded cases

These reports are prepared according to the type of cases (compensation, labour, taxes ...) and according to total cases of the court.

When computerising the follow up record for cases forwarded to Experts, this report could be prepared for all judicial units as well.

The following diagram illustrates these reports:

First: Reports prepared according to the type of case:

1. Statistical report for cases forwarded to experts.

The objective of the report to exhibit the number of cases forwarded to experts.

Is prepared by: The employee at the recording unit.

Is checking by: The unit head.

Is approved by: The section head

Copies are forwarded to senior clerk and another copy is filed at the unit.

The report is prepared at a monthly basis with maximum the 15th of the next month.

Statistics for cases forwarded to Experts

Month _____

Type of Case _____

Person responsible _____

Code No. _____

Description	Total until the end of previous month	This month cases	Total until end of the month
No. of cases forwarded to Experts No. of cases where fees were paid No. of cases where fees were not paid No. of files returned to be completed (1st time) No. of files returned more than once Files sent by a report Files received by memo No. of files returned to Experts Total fees due Total fees paid Total extra fees as required by experts			

Person responsible

Unit Head

Section Head

2. Number of cases forwarded to experts which fees have not been paid.

Objective of the report:

To follow up the cases that fees were not paid in order to assist the judges to take a firm stand to avoid postponement of disputed parties.

The report is prepared by: The employee responsible at the recording unit.

Is checked by: The unit head

Is approved by: The section head

Is forwarded to: Senior clerk

Copy filed at the unit

A copy to each judicial unit

It is preferable to prepare this report at the judicial unit level if possible. This will be easy when computerising these records.

The following forms exhibit the cases forwarded according to the types of case and according to the judicial unit.

- cases forwarded which fees were not paid

Period from _____ to _____

Type of Cases _____

Employee responsible _____

Serial No.	Record Serial No.	Case No.	Date of forwarding	Unit		Serial No.	Record Serial No.	Case No.	Date of Forwarding	Unit	
				Unit Name	No.					Unit Name	No.

Person Responsible

Unit Head

Section Head

No. of cases forwarded and fees not paid according to judicial units

Period from _____ to _____

Type of Cases _____ Unit Name _____ No. of judicial unit _____ Person Responsible _____

Serial No.	Record Serial No.	Case No.	Date of forwarding	Unit		Serial No.	Record Serial No.	Case No.	Date of forwarding	Unit	
				Unit Name	No.					Unit Name	No.

Person Responsible

Unit Head

Section Head

Second: Reports prepared at the court level:

1. Statistical report for cases forwarded to experts:

• **The objective of the report:**

To highlight the number of cases forwarded to experts at the court level and status of fee payment according to the type of case.

Is prepared by: The unit head of the records department.

Is checked by: The section head.

Is approved by: The senior clerk.

Is forwarded to: 1. Chief of court
 2. Senior clerk
 3. Copy to department

The report is prepared on a monthly basis.

The following diagram illustrates a copy of this report.

Statistics for total No, of cases forwarded to Experts at Cairo North Court

Month _____

Description	Total previous month	Total this month	Total till the end of this month
<u>No. of cases forwarded to Experts</u>			
Compensation			
Labor			
Tax			
Total			
<u>No. of Cases in which fees are paid</u>			
Compensation			
Labor			
Tax			
Total			
<u>No. of cases that fees not paid</u>			
Compensation			
Labor			
Tax			
Total			

Prepared _____

Unit Head _____

Section Head _____

Senior Clerk _____

43A

2. Total fees due and paid report:

Objective of the report:

Follow up the payment of fees at the court level

Is prepared by: The unit head of the record section

Is checked by: The section head

Is approved by: Senior clerk

Is forwarded to: 1. Chief of court

2. Senior clerk

This report is prepared on a quarterly basis, and could be also be prepared on a monthly basis.

Total Amount of Fees Due and Paid

Period from _____ to _____

Description	Total No. of cases during the previous quarter	Present Quarter	Total till the end of this quarter
<u>Fees Due</u>			
Compensation			
Labor			
Tax			
Total			
<u>Total Fees paid</u>			
Compensation			
Labor			
Tax			
Total			
<u>Total extra fees determined by Experts prepare</u>			
Compensation			
Labor			
Tax			
Total			

Prepared

Unit Head

Section Head

Senior Clerk

44A

3. Status Report of Cases forwarded to Experts:

Objectives of the report:

Outlining the technical and procedural situation of cases forwarded to experts and the court's position in relation to the acceptance or refusal of reports and returning them to Experts, as well as the files returned to be completed.

The information of this report is derived from the statistics prepared according to the type of cases.

This report is prepared by: Section head
Approved by: Senior clerk
Forwarded to: Chief of court
 Senior clerk
 Copy to be filed at the Dept.

This report is prepared monthly.

The following illustrates a copy of this report.

Status report of cases forwarded

Month _____

Description	Total No. of cases during the previous month	Present month	Total till the end of this month
<u>No. of files returned to be completed 1st time</u> compensation Labor Tax Total			
<u>No. of files returned more than once</u> Compensation Labor Tax Total			
<u>No. of files returned by reports</u> Compensation Labor Tax Total			
<u>No. of files returned by memos</u> Compensation Labor Tax Total			
<u>No. of accepted reports</u> Compensation Labor Tax Total			
<u>No. of reports returned to experts</u> Compensation Labor Tax Total			

45A

<u>No. of reprots distributed to judicial units</u> Compensation Labor Tax Total				

Unit Head

Section Head

Senior Clerk

2.4 The recommended file cycle at the court:

The changes in the file cycle are determined according to the previous recommendations in the organisation, forms and records at the typing section and the Experts Affairs Dept.

So the file cycle at the court will be as follows (after implementing the recommendations)

First part: Forwarding request and issuance of primary judgement.

Second part: Typing of initial judgement and fee payment.

Third part: Delivery of file to Experts Dept. for sorting and recording and sending it to Experts Dept.

Fourth part: Receiving returned files from Experts to be completed and sending them back after being completed.

Fifth part: Receiving files after report is completed and distributing them to judicial units.

The previous mentioned work re-organisation at the typing section and Experts Dept will reduce the time by 80% we will illustrate the file cycle and timing.

2.4.1 First part: Forward request and issuance of primary judgement:

This part includes the following work:

1. The need for Expert services either according to the court or disputed parties request and determining a date after two weeks to issue the primary judgement.
2. Reviewing the requests received from disputed parties by following the recommended standards to decide if a need arises for experts.
3. The draft of the primary judgement is put in the file case on the same day it is recorded at the agenda. We recommend 48 hours from

the hearing of the case, which would be written in biro and signed by the judge.

4. The court secretary prepares the form to deliver draft judgements and includes all information at the next day (i.e. within 24 hours). The original form goes to the court secretary. First copy to reception (at typing section) second copy to reception unit at experts affairs.

5. The court secretary delivers the 2nd copy to the reception unit (incoming) at Experts affairs and records it a the follow up record for cases forwarded.

6. The court secretary delivers the copies of primary draft judgements 1st copy to reception unit (typing) also acknowledges request on original which is kept with the court secretary.



2.4.2 Second Phase: Typing the judgement and fee payment:

First: Typing the initial judgement:

1. Typing starts when the reception unit (incoming) at the Experts Affairs, where recording at the receiving and delivery record takes place and draft judgements are delivered to the typists.
The procedures for the typing cycle and checking the judgements which were discussed in the work procedures at the typing section [Part No. 2.1.2.2]
2. The court secretary gives the judgements after being typed to the judge to be approved after being checked. This should not take more than 48 hours it is kept in the file until fees are paid.
3. The court secretary placed the typed judgements after being approved at the case file.

Second: Payment of Fees:

1. In case fees are paid: The person goes to the court secretary and takes the judgement after determining the fees the Department Head checks the fees and requests the person to pay the fees at the court's cashier then goes to the court secretary and gives the judgement with the receipt, the court secretary records the details of the payment at the case file.

2. In case of partial payment of fees:

In cases of partial payments, if one party does not pay his share, a request could be presented to the judge to accept the paid portion, or a request might be presented to give a chance to pay the unpaid fees, the consulting team requests that judges to be firm and not accept postponement more than once, and for a period not to exceed two weeks.

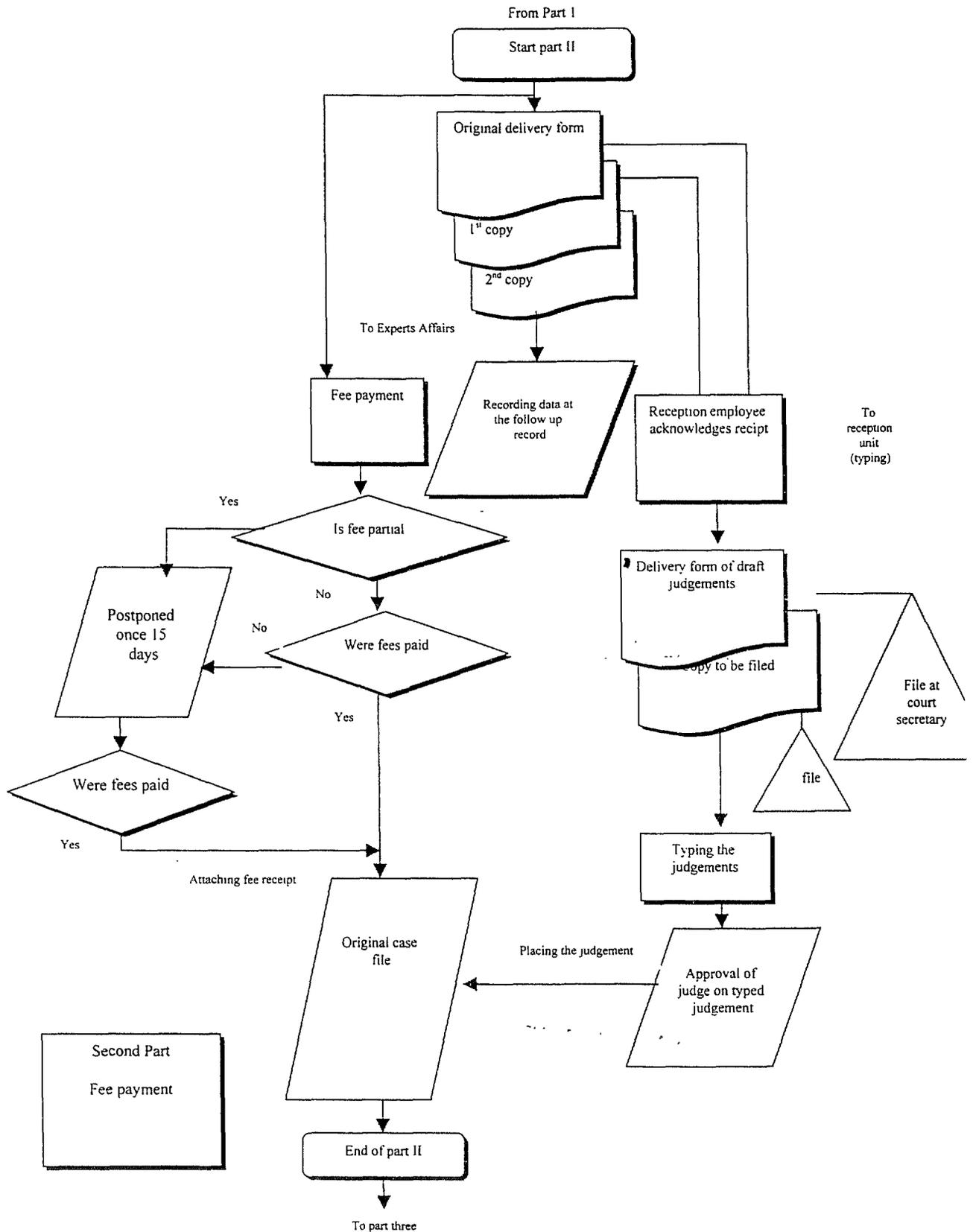
3. In case of non payment of fees:

If the judge discovers that non payment was effected to delay the case this causes that the case will be reviewed without using an Expert as soon as possible.

Third: Having a secondary file:

After fees are paid the court secretary prepares a secondary file, the original file goes to the Dept. Head for checking, after being checked all documents are placed at the secondary file and the court secretary signs as well as the Department Head and it is stamped.

The following flow chart illustrates the work at part II.



Fourth: Recommended Design for file:

Due to the poor quality of files and that documents might be lost we recommend to improve the quality of files used to ensure safety of documents.

The following is explained in detail.

1. File specifications:

- Length 37cm.
- Width 28 cm.
- The file should be made of thick cardboard material and to have a lock.

2. External cover for file (A box in which the file is placed in)

It consists of a plastic box in which the file is placed in and could be closed with a chip , on its outside cover it should have a plastic pocket to include the case details which are :

- Case No# and year .
- Court name , unit name and No# .
- Name of disputed parties .
- Name of Expert office the case is forwarded to.

Size of the cover

- Length 40cm .
- Width 30cm.
- Cubic length (5cm .10 . 15 .20)

3. Distributing information on the four sides of the file

(A) Face No# To be left for basic case information which are :

- Court name .
- Unit and its number .
- Case No# .
- Case subject .
- Information related to disputed parties .
- Hearings (Dates , Decisions) .
- Court Secretaries name .

(B) Face no# 2 to record the numbers and documents filed at the case file which are :

- Serial no#
- Document type .
- Description of document .
- Date of placing the document .

- Date of the document withdrawal .
- Reasons for withdrawal .
- Signature of Court Secretary .

(C) Face no#3 Forwarding information to courts :

This face is divided into six similar parts , to be used for six different situations which will include the following :

- Court forwarded to .
- Reasons for forwarding .
- Name of Court Secretary .
- Name of Checker at the court .
- Outgoing reference and date .
- Incoming reference and date to the court forwarded to .
- Outgoing reference for files returned to court and date .
- Recording information .
- Name of Court Secretary and Checker .
- Signature of Court Secretary .

D- Face no# 4 to be used for recording forwarding information to Experts :

This is divided into three similar parts to cover the possibility of forwarding to be repeated , so each forwarding will have a separate Primary Judgement , and each time the same information is recorded which are :

- Date of Primary Judgement .
- Details of fee payment .
- Serial no# of attachments at file and number of documents .
- Serial no# for attachments put in the sub-file
- Name of checker at court .
- Name of court secretary .
- Recording reference at the follow- up recording form at the court
- Outgoing reference at Experts and date .
-

4. Providing numbers to files :

Incase of the increase of the number of documents and attachments which will not allow the file to take ,another file will be used providing that all the files will bear the case number , and they will be

arranged by 1,2,3

also will apply to boxes if one box will not be enough .Other boxes will be used and numbered as previously mentioned . The box number will be put on the file therefore the file will consists of 3 parts first case, second the file number and third the box number.

The following illustrates the four faces of the case file as well as the label which will be placed in the plastic pocket.

Designing the Label:

Court Name _____	
Unit Name _____	Unit No. _____
File No. (Case No/File No/ Box No.) Year _____	
Name of disputed parties	
1 st _____	2 nd _____

First Face of the File

Basic Case Information

Court Name _____ Unit and No. _____ Case No. _____

Year _____ Name of Court Secretary _____

Case Subject _____

Name of Disputed Parties _____

Disputed Parties:

Original Disputed Parties		Other Disputed Parties		Other Disputed Parties	
1 st	2 nd	1 st	2 nd	1 st	2 nd

Hearings:

Serial	Role No.	Date	Decision of the court	Remarks	Court secretary signature

Attachments and Documents Field

Serial	Document type	Document description	Original or copy	No. of pages	Date placed	Court secretary signature	Document withdrawal		
							Date	Reason	Court

Face No. 3

Forwarding Information to Other Courts

1 st Forwarding			2 nd Forwarding		
Description	Court Secretary	Checkers signature	Description	Court secretary	Checkers signature
Court sent to Reason for forward Court secretary name Checkers name Outgoing ref. court sent to Outgoing date court sent to Incoming ref court sent to Incoming date court sent to Outgoing ref for file returned to court Outgoing date for file returned to court Recording information court sent Recording information court received			- Court sent to - Reason for forward - Court secretary name - Checkers name - Outgoing ref. court sent to - Outgoing date court sent to - Incoming ref court sent to - Incoming date court sent to - Outgoing ref for file returned to court - Outgoing date for file returned to court - Recording information court sent - Recording information court received		
3 rd forwarding			4 th forwarding		
Description	Court Secretary	Checkers signature	Description	Court Secretary	Checkers signature
Court sent to Reason for forward Court secretary name Checkers name Outgoing ref. court sent to Outgoing date court sent to Incoming ref court sent to Incoming date court sent to Outgoing ref for file returned to court Outgoing date for file returned to court Recording information court sent Recording information court received			- Court sent to - Reason for forward - Court secretary name - Checkers name - Outgoing ref. court sent to - Outgoing date court sent to - Incoming ref court sent to - Incoming date court sent to - Outgoing ref for file returned to court - Outgoing date for file returned to court - Recording information court sent - Recording information court received		
5 th forwarding			6 th forwarding		
Description	Court Secretary	Checkers signature	Description	Court Secretary	Checkers signature
Court sent to Reason for forward Court secretary name Checkers name Outgoing ref. court sent to Outgoing date court sent to Incoming ref court sent to Incoming date court sent to Outgoing ref for file			- Court sent to - Reason for forward - Court secretary name - Checkers name - Outgoing ref. court sent to - Outgoing date court sent to - Incoming ref court sent to - Incoming date court sent		

Forwarding information to experts

Forwarding No. 1		
Statement	Court Secretary Signature	signature
<p><u>Court details:</u></p> <p>Date of primary judgement Date of fee payment No. of attachments in the file No. of attachment in sub file</p> <p>Record No. in follow up record Outgoing reference Name of person who send the outgoing letter Signature</p> <p><u>Exp</u></p> <p>Date received Name of Expert Date file received by expert First check Second check Date report delivered Outgoing reference to court Date of outgoing to court</p>		

Forwarding No. (2)

Statement	Court Secretary Signature	signature
<p><u>Court details:</u></p> <p>Date of primary judgement</p> <p>Date of fee payment</p> <p>No. of attachments in the file</p> <p>No. of attachment in sub file</p> <p>Record No. in follow up record</p> <p>Outgoing reference</p> <p>Name of person who send the outgoing letter</p> <p>signature</p> <hr/> <p>Date received</p> <p>Name of Expert</p> <p>Date file received by expert</p> <p>First check</p> <p>Second check</p> <p>Date report delivered</p> <p>Outgoing reference to court</p> <p>Date of outgoing to court</p>		

Forwarding No. (3)

Statement	Court Secretary Signature	signature
<p><u>Court details:</u></p> <p>Date of primary judgement Date of fee payment No. of attachments in the file No. of attachment in sub file</p> <p>Record No. in follow up record Outgoing reference Name of person who send the outgoing letter Signature</p> <hr/> <p>Date received Name of Expert Date file received by expert First check Second check Date report delivered Outgoing reference to court Date of outgoing to court</p>		

2.4.3 Third Part Delivery of File to Experts Affairs to be send to Experts Dept.

1. After fees are paid and the secondary file is opened. The court secretary prepares a notification to North Cairo Experts to send the file which is checked and approved by the Department Head.
2. The court secretary sends the original file to the reception unit as well as the notification, these are recorded at the incoming records of judicial units.
3. The file is delivered to the record & information unit to record the fees details the same day it is paid.
4. The file is sent to the sorting section to be sorted & checked to ensure documents and stamps are complete and all information is accurate according to documents. The sorting employee signs that he sorted & checked the file.
5. The file is sent to the outgoing section in which an outgoing reference is given, the court secretary includes all information on the cover of the secondary file to be identical to the original file before being sent.
6. The outgoing unit prepares outgoing form of files which includes the case No. name of parties, outgoing ref., he includes the number of files sent.

The form is of an original and one copy.

A. Outgoing File Form:

from Original → To be signed by representative Experts
Experts Copy → Delivered to Secretary Dept.

B. Outgoing letter:

Original \longrightarrow Experts Dept.

Copy \longrightarrow To be signed by secretary

delivery 7. For internal delivery between the units the internal form is used.

turn 8. The file and their attachments are delivered to the court representative which acknowledges receipt who in delivers the files to the Experts Dept.
These files should be carried in suitable handbags.

Affairs 9. The court representative delivers a copy of the letter daily signed by him to the outgoing unit of the Experts Dept.

The following forms are illustrated:

- Incoming record (judicial units)
- Internal delivery form
- Outgoing form
- Outgoing record (experts)
- Outgoing letter
- Flow chart for part III

Incoming Record (judicial units)

Incoming Reference	Case No.	Unit		Disputed Parties		Delivery to sorting		Remarks
		Name	No.	1st	2nd	Date	Signature	

Internal Delivery Form

Experts Affairs Unit

Serial	Incoming Ref.	Case No.	Unit		Disputed parties		Received from		Delivered to		
			Unit Name	Unit No.	1st	2nd	Unit received	Date	Name of unit delivered	Date	Signature

Form issued to determine file movement from reception, sorting, incoming and outgoing.

63B

Experts Affairs Dept.
Outgoing unit

Outgoing form for files sent to experts

Day _____

Date __ / __ / __

Total No. of files _____

Serial	Case No.	Unit		Follow up ref. No.	Disputed parties		Serial	Case No.	Unit		Follow up ref. No.	Disputed parties		Incomplete files returned
		Name	No. of unit		1st	2 nd			Name	No.		1st	2nd	

Dept. Head

Unit Head

Outgoing personnel

630

North Cairo Court
Civil Unit / 38

Head of Experts Department

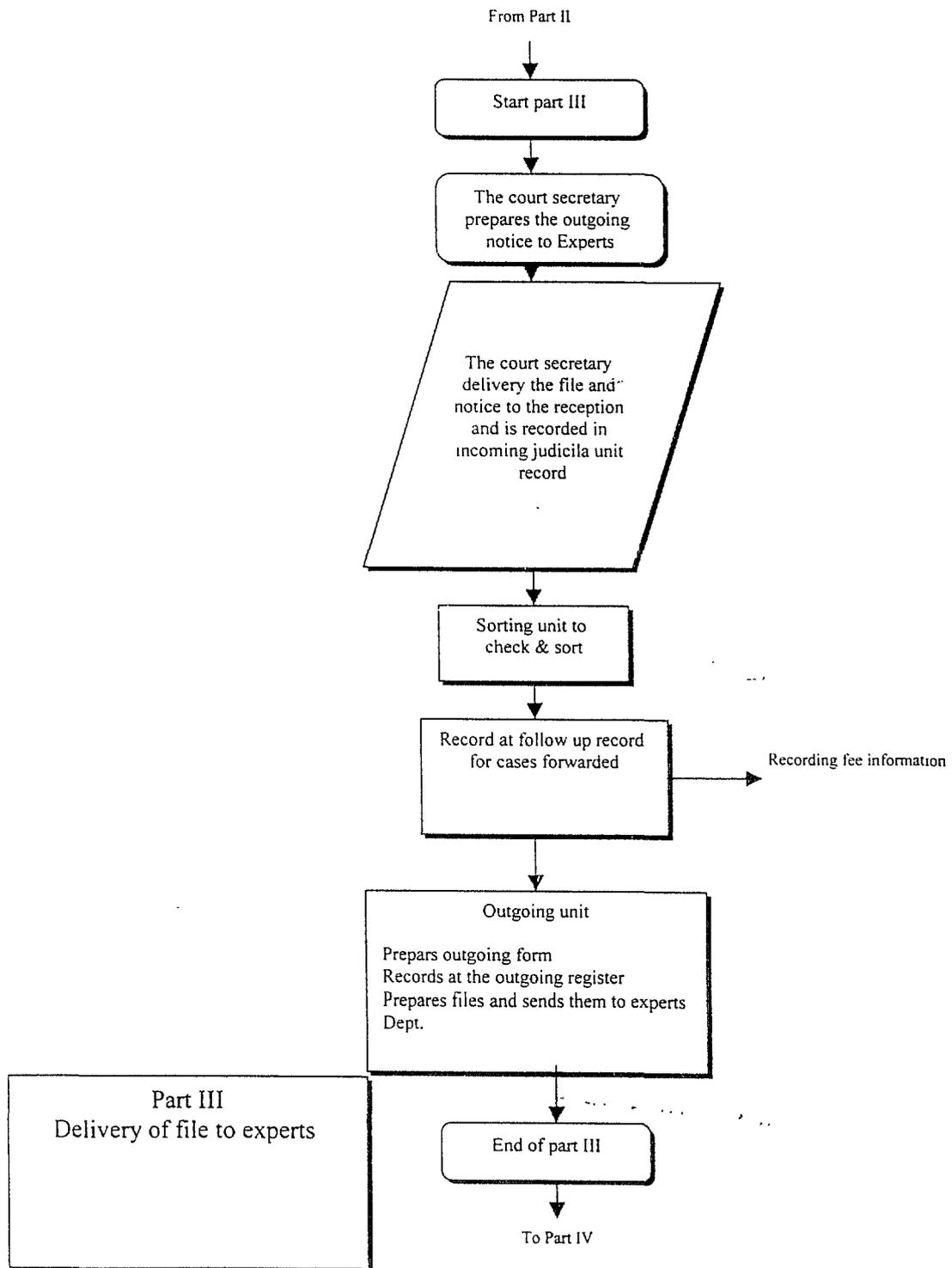
Dear Sir,

Attached please find notice for case No. civil in order to proceed with the work according to the judgement dated fees were paid by receipt No.

Please note the necessary action and be informed that the case is postponed until the expert finishes his report.

Very truly yours,

Senior Clerk



2.4.4 Fourth part receiving incomplete files and returning them after being completed

1. When files are received from experts to be completed the incoming unit who records and received it, then it is delivered to the sorting section to ensure reasons for files being incomplete.
2. The sorting unit advises the court secretary that there are incomplete files and delivers these by the internal form.
3. The incoming unit prepares a daily statement for cases to be completed for the follow up judge.
4. The court secretary takes action to complete the files within 48 hours a notice is prepared and the file is delivered to the sorting unit which checks it to ensure it is complete.
5. The sorting unit delivers the files to the outgoing unit as well as the notice to be sent to the Experts Dept. following the same procedures at the previous stage.

The following form shows the incoming incomplete file record.

Experts Affairs Dept.

Incoming Record (Incomplete files)

Serial	Case No.	Unit		Follow up ref. No.	Disputed parties		Delivery to sorting unit		Remarks
		Name	No. of unit		1st	2nd	Date	Signature	

2.4.5 Fifth part: Receiving files after completing the reports, sorting and distributing them to judicial units:

1. The incoming unit at the experts affairs receives the incoming files from experts department after reports are completed, these are recorded at the incoming record, then they are delivered to the sorting unit to be checked and ensures that files are complete.
2. The sorting unit delivers the files to the outgoing unit by the internal form, then it is distributed to judicial units, the court secretaries acknowledge receipt according to the previous mentioned procedures.

2.5 Recommended training programs for court personnel:

First: Training courses for judges:

The consulting team recommends the following items To be included as follows:

- Methods of evaluating forwarding requests and how to apply recommended standards.
- Case studies in various specialisation showing cases which were not needed to be forwarded and cases that were refused to assign experts but the need showed the importance of the case to be forwarded to Experts.
- Defining the legal and technical assignments mentioned in the primary judgements.
- Determining of Fees.

Second: Training programs for employees at Experts:

- Sorting the files
- File management (incoming and outgoing)
- Recording cases in follow up records
- Statistics and information reports

Third: Training program for employees at typing section:

Objectives: To increase speed and efficiency of typists.

2.6 Other recommendations for the court:

1. Providing facilities these are:

- Handbags to carry files
- Providing transportation facilities
- Reviewing salaries and incentives as well as allowances.
- Providing filing cabinets as well as stationery and printing materials to:

- Court secretaries
- Experts affairs

3. It is important to give more care to file checking, by providing personnel responsible for file checking. This is different than the sorting unit at the Experts Affairs. The checking during the case review is quite important which has an effect on judges when evaluating the documents to ensure a correct judgement in order to reach justice.

2.7 Solutions and Recommendation according to timing and Decision maker:

The following tables will illustrate the solutions which will be divided according to:

- a. Timing – i.e immediate or long term solutions
- b. Decision maker:
 - Internal court or experts department decree
 - Ministry of Justice decree
 - Law amendment
- c. The need for financial resources.

The following tables illustrate these solutions.

Solutions and Recommendation at the Court

First: Organizing the receipt of forwarding requests and issuance of primary judgement:

Solutions and recommendation	Classification according to time		According to Decision taker				Financial requirements
	Immediate	Medium and long term	Does not need a decision	Internal decision	Ministerial decree	Law amendment	
Reducing the number of cases forwarded to Experts and forming a committee to determine standards for cases to be forwarded and train judges		X		X			-Allowances to be paid to committee members - Training costs
Postponment of cases should not exceed one time duration does not exceed two weeks.	X			X			Does not need any financial resources
The wording of duties in relation to primary judgements which should be consistant with case subject and disputed parties requests not include legal aspects not use printed forms be clear	X		X				Does not need any financial resources
Forming a committee to describe legal & technical aspects of assignments and training judges		X			X		- Allowance for committee members - Training costs
Using outside experts as university professors consulting firms in order to activate article 136 of the proof law	X			X			Allowance for committee members who will decide and execute

Solutions and Recommendation at the Court

Second: Typing the primary judgement and re-organizing the typing section:

Solutions and recommendation	Classification according to time		According to Decision taker				Financial requirements
	Immediate	Medium and long term	Does not need a decision	Internal decision	Ministerial decree	Law amendment	
1. Re-organizing the typing section and having a separate unit to type primary judgements reporting to the Dept. Head	X			X			Does not need additional financial resources
2. Developing the work cycle and controlling work	X	X		X			Does not need additional financial resources
3. Setting an incentive system to typing employees		X			X		
4. Providing computers to judges		X			X		Needs an additional budget
5. Organizing a training program for typists to increase their speed and efficiency	X			X			

Solutions and Recommendation at the Court

Third: Estimating and Paying Fees:

Solutions and recommendation	Classification according to time		According to Decision taker				Financial requirements
	Immediate	Medium and long term	Does not need a decision	Internal decision	Ministerial decree	Law amendment	
1. Not allowing postponement of fees more than once postponment period does not exceed 2 weeks	X			X			
2. Setting standards to determine fees taking the type of case into consideration adding an extra fee to develop the files		X		X			
3. Having 50% of fees to improve working conditions and to equalize experts with the allowances provided to medical experts		X				X	

Solutions and Recommendation at the Court

Fourth: Reorganizing Experts Dept. and Recording Dept.:

Solutions and recommendation	Classification according to time		According to Decision taker				Financial requirements
	Immediate	Medium and long term	Does not need a decision	Internal decision	Ministerial decree	Law amendment	
1. Having experts work in one Dept.	X			X			
2. Canceling the General Record and developing the special record and	X			X			
3. Using computers for the special record		X			X		Needs financial resources
4. Organizing training programs after applying development aspects	X				X		Need financial resources
5. Developing reporting system and statistics	X			X			Does not need extra finance

Solutions and Recommendation at the Court

Fifth: Training programs recommended for court personnel:

Solutions and recommendation	Classification according to time		According to Decision taker				Financial requirements
	Immediate	Medium and long term	Does not need a decision	Internal decision	Ministerial decree	Law amendment	
1. Training program for judges: - To develop standards to forward cases - Assigning work duties		X		X			Needs additional finance
2. Training program for employees working at Experts Dept.		X	X				Needs additional finance
3. Training program for typists				X			Needs additional finance

Solutions and Recommendation at the Court

Sixth: Other recommendations:

Solutions and recommendation	Classification according to time		According to Decision taker				Financial requirements
	Immediate	Medium and long term	Does not need a decision	Internal decision	Ministerial decree	Law amendment	
1. Providing physical resources to move and save files		X			X		Needs finance
2. Reviewing salaries and incentives		X			X		Needs finance
3. Providing forms and stationary and filling cabinets		X		X			Needs finance
4. Improving checking procedures before hearings to ensure they are complete before being presented to the judges	X			X			Does not need finance

**3. Solutions and Detailed Recommendations
to Problems at Experts Department**

3. Solutions and recommendations for problems at Experts Dept.:

Cairo) could be divided into three groups from the point of view of recommended solution and the authority for taking the decisions as follows:

- Problems which, need law amendment; these require an additional budget in order to be solved.
- Problems which need decision to be taken by the head of expert department.
- We have already discussed these problems in the first part of this report.

We would like to pay attention to an important problem not related to legal or internal procedures, but is related to how experts are viewed and the nature of their job, which causes experts de-motivation and gives an impression that t

Therefore, it is important to provide an adequate work climate as well as physical resources to enable them perform their job efficiently. As the experts will have an important role in the judicial process specially in the next period where investors will not accept delays in finalising their legal disputes so it is important to provide a positive working climate for experts to enable them improve their performance, or this will result that their role will of limited importance in the judicial process or it would better to reconsider the importance and their existence.

This point of view depends on the feedback received to solve the problems that the expert department faces at present.

In this chapter we will outline the recommended solutions in detail and we will also recommend the forms and the reports as well as the person who has the authority to implement these changes and the need of additional funds if applicable.

Concerning the remaining recommendations they will be outlined in a similar format as presented in our primary report.

3.1 Developing the working system and file management at the secretaries department:

3.1.1 The organisational structure for the secretaries department at the North Cairo Office and the work distribution:

First: Recommended organisation chart:

At present the work is distributed between employees without taking into consideration the various specialisation. the major factor is distributing the work according to the number of records or the volume of work performed by each employee.

In our opinion the department has to be reorganised and divided into sections to provide work co-ordination and facilitate the determination of specialisation in a more specific manner.

The head of experts department has the authority to implement these changes without referring to the central division for organisation and management.

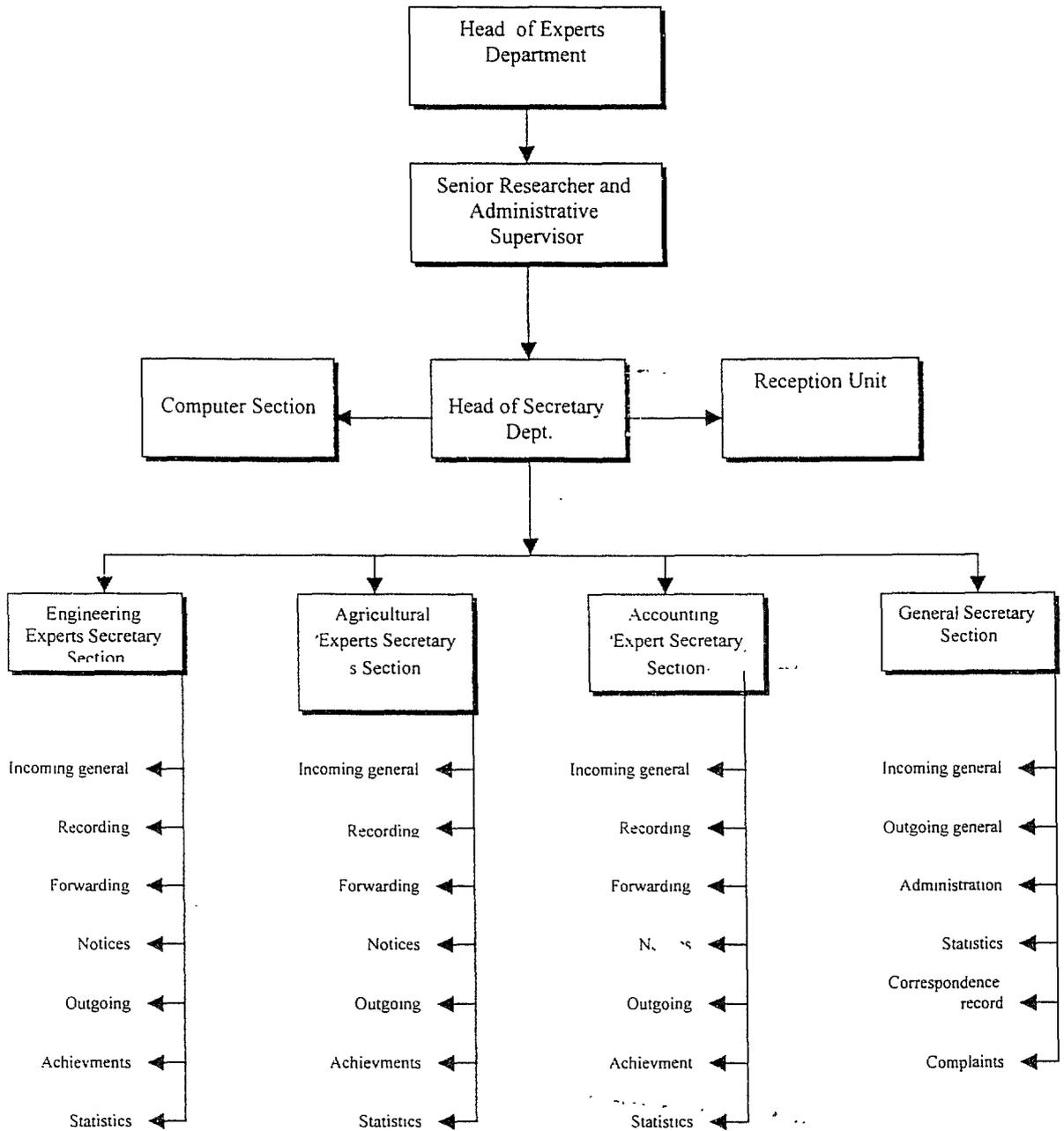
Second: Department Specialisation:

1. Reception Unit:

- A. Responsible for relieving all correspondence from judicial representatives.
- B. Checks the files upon receipt
- C. Records the files at the incoming records
- D. Returns incomplete files to sender
- E. Delivers complete files to the relevant secretary

This unit needs 3 persons as follows:

- Checking the files - 2 persons are needed in addition to the section head, who performs the 2nd check.
- Recording the incoming incomplete files and delivering them to the relevant secretary.



2. Computer Unit:

- A. Collects input forms
- B. Checking the data to ensure it is complete
- C. Entering the data into the computer.
- D. Printing the checked data and comparing it with input forms.
- E. Prints reports.

The work in the department is distributed according to the following alternatives

- A. Three employees are to be assigned, one for checking before entering the data, the second to enter and print the data and the third for checking after data entry.
- B. Or having one person for each specialisation i.e. engineering and agriculture, and another for accounting, the third person will be the section head and responsible for checking.

3

- A. Recording the incoming and outgoing correspondence.
- B. Handling administrative matters as attendance and personnel affairs.
- C. Preparing statistics and reports.
- D. Receive complaints from the public, recording and sending them to the Head of Experts Department.
The department will need five persons including the department head.

1.

(Engineering - Agriculture - Accounting)

These are 3 sections each for every specialisation and performs the same duties as follows:

- a. Incoming
- b. Forwarding record
- c. Notices
- d. Outgoing
- e. Achievement
- f. Statistics

Personnel needed for this department are six persons including the department head to be distributed as follows:

No. of employees	Specialisation
1	Incoming and outgoing
1	Forwarding and data input
1	Achievement
1	Notices
1	Outgoing
1	Statistics

This distribution is proposed according to the volume of work. The department head could perform same duties in addition to his supervisor role.

In our opinion we recommend that he prepares the department statistics and checks the input data sheets.

5. Total Manpower required for the department:

No.	Position
1	Senior researcher & department supervisor
1	Head of secretary department
6	Section heads
2	Reception and checking unit
2	Computer Section
5	Secretarial department for the whole office
5	Secretary for the accounting experts
5	Secretary for the agricultural experts
5	Secretary for the engineering experts
32	Total

These numbers are indicative and depend on the volume of work in each section.

3.1.2 Important factors to be taken in consideration of the Secretaries department:

According to the recommended organisational changes there are certain important factors that should be taken in consideration.

1. When files are received from the judicial unit, the reception section performs the following duties:
 - a. Sorts and checks incoming files to ensure their completeness.
 - b. Record complete files which are to be forwarded to experts in the incoming register as well as recording and signing it at the form received by the judicial representative.
 - c. Preparing the form for incomplete files to be returned to the judicial representative who signs indicating that these are to be returned back.

d. the checking and sorting process to be performed in the presence of the judicial representative and should not be left as at present where checking takes place after three days, causing difficulties to determine responsibilities as both the reception unit and the judicial representative will not be responsible in case of loss of any document from the files.

e. Placing the incoming reference and date of the file.

2. All files are to be sent to the sector manager for the North Court or the senior experts who will direct the files according to the specialisation, then the files are returned to the reception unit who in turn will deliver them to the secretaries according to their specialisation.

3. The secretaries will record the files according to the courts and name of disputed parties who in turn will send them to the assistant senior expert who will forward them to the expert.

4. The person responsible for recording the files will record them before being delivered to the expert, then the file is delivered to the expert by the internal form.

5. Returning incomplete files to courts:

a. If files are to be returned before being received in this case these files are returned to the judicial representative without being recorded.

b. In case files are returned according to the experts request, so an outgoing letter is to be prepared and it should be recorded in the outgoing incomplete files record.

6. Notifying the disputed parties:

It is important to send the notices by special mail (advice of receipt) not registered mail to ensure that they are delivered - these should be sent to the computer to be recorded and should be recorded in the notice records for future reference if a need arises.

3.1.3 Developing forms and records for specialised secretaries:

3.1.3.1 Computerising the recording procedures and records:

The best solution for the problems related to the recording at the specialised secretaries would be to computerise these records. This will speed the recording process, as any data related to files, or statistics could be retrieved and printed upon request, also follow up of the files could take place at any moment.

The Experts Dept. has taken many steps in this respect, as a program was designed for recording using computers and follow up if cases forwarded as well as completed cases.

The information center was established by mid 1995 and started to perform in 1998, but it is not working at present due to problems related to the software programs and difficulties in retrieving data due to the large amount of data entered.

This system was applied at East Experts office but not at the North Expert Office.

The system was applied as follows:

1. Each specialisation prepares its forms and sends it to the computer.
 - Form (1) basic information on cases
 - Form (2) information related to forwarding
 - Form (3) information related to redistribution
 - Form (4) Experts form
 - Form (5) Achievement form

2. The person responsible for operating the computer is In charge of inputting the data in forms, the number of persons working at East Cairo Office is 3.
3. Printing the requested data and sending it to the Research Dept. to be included with other offices for statistical purposes. After the program has been stopped, the Specialised Secretary Dept. prepares the statistics.

The present status of E.D.P:

The present system is being adjusted and it is on a trial basis at the North Giza Office in order to be applied at all offices.

One form has been designed instead of the 5 previous forms which are divided to parts as follows:

1. Checking data
2. Name and address of disputed parties
3. Forwarding data
4. Case details
5. Notice details
6. Achievement details
7. Outgoing information

The form consists of three pages each has a table which includes the case No. and year as well as incoming reference and data.

This form is under development at present and it is not known if it will be applied - we recommend the following in respect to this form.

1. Adding a serial number at the follow up record for cases forwarded to have ties between the court and the experts office and to provide co-ordination.

2. Adding information related to rejection of Experts reports and recording this information on the input form.

3. Adding information related to incomplete files returned, and number of times the file was returned and entering all this information at the computer.

4. Unifying the file references at the court and Experts Dept. to have a network between the court and the Experts Dept.

The following are the input forms prepared by the Experts Dept. without changing them.

INPUT DATA FORM

Case No.....
Case Date
Incoming No.
Incoming Date

Checking information

Governorate	
Judgement	
Area	
Case No.	
Case Type (civil - ...)	
Year of case	
Incoming Ref.	Incoming date
Outgoing ref. Number	Outgoing ref. Date

Remarks if any

Date of primary judgement	Date of court hearing
Type of forwarding (normal – thirdly in one specialization)	
Reason of return	
Reason for completion	
Job required	
Fees details (new – previous fees – exempted – continuation)	
Amount	Receipt No. Date of receipt
Name of person who paid the fees	

Statement of Disputed parties

Name of disputed party	Type of disputed parties	Address of disputed parties

Name of employee who entered the data

Experts Department
Follow up

Case No.....
Case Date
Incoming No.
Incoming Date

Forwarding Information

Specialization	Experts Name	Type of forwarding (internal-court)	Date forwarded	Date received	No. of missions

Hearings Information

Specialization	Experts Name	Type of hearing	Date of hearing	Date of next hearing	Reason of postponment

Notice Information

Date of hearing	Notice No.	Date of notice	Name of disputed parties	Outgoing reference	Outgoing date	Form 6	Form 6

Name of employee who entered the data

Experts Dept.
Follow up

Case No.....
Case Date
Incoming No.
Incoming Date

Achievement information

Specialization	Experts Name

Achievement (Report – Memo)

Number of working dates in the office No. of days out of the office

Date the report was presented Report No. of pages

No. of minutes Minutes No. of pages

Requested Fees

Specialization First checker..... Date of 1st check.....

Specialization Second checker..... Date of 2nd check

Outgoing details

Outgoing ref. No. Outgoing date

Reason of outgoing Type of outgoing

Form 6 Date of form 6

Date Delivered to court Sent to

Name of employee who entered the data

3.1.3.2 Developing forms and records for follow up of cases at the secretaries department:

Number of records at present:

The number of records at present for recording and follow up the cases are approximately 71 records for all specialisation. This excludes the experts records which done by the experts and they are 82 experts at present.

Records	Accounting						Agriculture						Engineering						Other records						Remarks	
	L a b o u r	T a x	C i v i l	P e r s o n a l	A p p e a l	P r o s e c u t i o n	O t h e r	C i v i l	P e r s o n a l	A p p e a l	P r o s e c u t i o n	O t h e r	C i v i l	P e r s o n a l	A p p e a l	P r o s e c u t i o n	O t h e r	T o t a l	P e r s o n a l	P r o s e c u t i o n	A p p e a l	O t h e r	C o u r t s	O t h e r		T o t a l
Forward records experts	1	1	1	1	1	2	-	1	1	1	2	-	1	1	1	2	-	17	To be developed							
Achievement record	1	1	1	1	1	2	-	1	1	1	2	-	1	1	1	2	-	17	To be developed							
Notice records						1/2					1/2						1	2								
Form 36																	1	2								
Fees						1					1						1	3								
Form 6	1	1	1	1	1	2	-	1	1	1	2	-	1	1	1	2	-	17								
Serial form													1	1	1	1		4								
Experts						40					30						12	82								
Incoming																									1	1
Outgoing																									1	1
Outgoing to be completed																										1
Court Deliveries																										1
Correspondence																										
Complaints																										

The basis of developing the manual forms:

1. Facilitating the tying of manual records with the computer.
2. Facilitating the tying between the experts department and the courts.
3. Providing the necessary information to prepare the statistics.
4. Unifying the forwarding and achieving records in one record and designing a new record which will include the previous three mentioned records. In case of not accepting the idea of cancelling the achievement record and having the forwarding record after being developed which will be called follow up record for cases forwarded to experts.
5. Reducing the number of records used by unifying and cancelling some.

The number of records reduced became 36 records as follows:

Achievement records	17
Withdrawal records	2
Total	<u>19</u>

The following are the forms which we developed, these were given numbers as follows:

1. General incoming record for files from the judicial units (form No. 1)

Objectives of the record:

This record is handled by the reception unit and is used to record incoming files from courts and judicial units after checking take place.

The following is a copy of the page of this record.

Incoming record for files received from judicial units

Incoming ref	Information related to sender				No. of attachments	Name of disputed parties		Case details		Receiver		
	Name of sender	Outgoing information		Follow up ref.		1 st	2 nd	No. of case	Date	Receiver Name	Date received	Signature
		No.	Date									

2. Follow up record for cases forwarded to Experts (Form No. 2)

This record is used to record cases forwarded and completed, it is a substitute to the forward and achievement records it was found that these records will be in one record to reduce the number of records and to enable to follow up Experts work until it is completed - this will reduce the number of records by 19 records.

The record will include achievements, this will facilitate the preparation of statistics from the monthly Experts achievement reports which are prepared from the Experts records. If the achievement record is not cancelled - the records will be reduced by 2.

The following is a copy of this record.

Follow up record for cases forwarded

Month _____

North Cairo

Case Types _____
Specialization _____

Case details							
Case and court information						Disputed parties	
Unit		Case No. and date	Follow up No.	Court outgoing		1st	2nd
Name	No.			No.	Date		

85A

Follow up record for cases forwarded (Continued)

Month _____

North Cairo

Case Types _____
Specialization _____

Expert's information								
Duties	Expert			Notice		Fees		
	Expert's Name	Date of receipt of file	Signature	No.	Date	Amount	Receipt No.	Date

85B

Follow up record for cases forwarded (Continued)

Month _____

North Cairo

Case Types _____
Specialization _____

Achievement information											
Received from Expert		Sending the report or memo		Report or memo	No. of pages		No. of working days		Fees expenses		
Report No.	Date recieved	Outgoing	Date		Minutes	Report	Inside the office	Outside the office	Fees	Expenses	Total

85c.

Follow up record for cases forwarded (Continued)

Month _____

North Cairo

Case Types _____
Specialization _____

Achievment Information						Withdrawal		Remarks	
Fees determined			Status report	Report Notice		Ref. No.	Reason for withdrawal	Dte of withdrawal	
Fees	Expenses	Total		No.	Date				

858

3. Achievement Records form No. (3)

This record is used to determine the actual achievements for Experts during the month for each specialisation, we recommended to units. This record with the follow up record for cases to be forwarded, in order that the record will be complete for forwarding, achievements and withdrawal.

But we found that this will cause difficulties to determine the monthly achievements by specialisation, so that the basic element will be the forwarding date not date of achievement record. The follow up record has been designed to include all achievement information so it could be used as a substitute for the forwarding, achievement and withdrawal records.

The following illustrates a copy of the achievement record.

Achievement Record

Serial No.	Forward record No.	Case No.	Information received from sender				Name of disputed parties		Experts name	Date the report was presented	Outgoing ref.	<u>Requested fees</u>	<u>Estimated fees</u>
			Court	Unite name	Unite No.	Follow up ref. (court)	1 st	2 nd					

86A

4. Outgoing record (incomplete files) form No. (4)

This form will be used to record information related to files returned to courts to be completed to correct mistakes.

The following illustrates a page of this record.

Outgoing record (Incomplete files)

Outgoing information		Information related to court sent to					Name of disputed parties		Incoming Experts		Missing data or documents
No.	Date	Court	Unite name	Unite No.	Case No. and year	Follow up ref.	1 st	2 nd	Date	No.	

87A

Notice records Form No. (5)

This is used to record the information related to notices sent to disputed parties to advise them about the date of hearings, these have an annual serial number.

Each specialisation has a separate record (Engineering - Agriculture - Accounting).

The following illustrates a page of this record.

6. Case record according for names of disputed parties Form No. (6)

This record is used to determine cases forwarded to Experts arranged alphabetically according to disputed parties names.

These are four records each employee is responsible for one as follows:

- Personnel cases records.
- Prosecution cases records.
- Appeal cases records.
- Other courts records.

According to each specialisation i.e. there are 12 records.

The following illustrates a copy of this record after developing it to tie it with the follow up record at the court.

Experts Dept. _____

Record of Cases

Serial No.	Case details					Disputed parties		Experts Name
	Case No. and year	Court	Unit		Follow up ref.	1 st	2 nd	
			Unit Name	Unit No.				

7. Experts record Form No. (7)

This record is handled by each expert to determine the cases forward to him and follow up their status.

In case the achievement record is cancelled and the follow up record will be sufficient, so achievement data will be derived from this record for each Expert and will be combined on the department level than on the whole office to prepare the monthly reports.

The following is a copy of this record.

Experts Record:

Expert's Name

Specializaion

Expert's Code No.

Court Information			Disputed parties		Date of initial hearing	Date forward to Experts	Date of hearing			
Court Name	Unit		Follow up ref.	1st			2nd	1	2	3
	Name	No.								

90A

Experts Record (Continued):

Expert's Name

Specializaion

Expert's Code No.

Achievment Information					Estimated fees	Requested fees	Committe members	
Report		Memo	Outgoing		Secretary signature		Experts name	Type
No. of pages	No. of minutes		No.	Date				

90B

8. Court Record Form No. (8)

This record is handled by the secretary's department and uses form 1 courts, it is equivalent to the Experts record.

We recommend to cancel this record as all information is included in the follow up record as well as Experts record.

This will reduce the number of records by 17 records.

The following shows a copy of this record in case it is kept and not cancelled.

Expert Department

Specialization
Case Type

Serial	Record No.	Court information				Disputed parties		Primary judgement date	Incoming information		Experts Name	Achievements				Committee members		Previous forwarding	
		Case No.	Court Name	Unit	Follow up ref	1 st	2 nd		Date	No.		Experts name	Speciali zation	Previous expert's name	Follow up ref.				
				Name	No.														

91A

9. Record to deliver files to courts after completing the Experts report:

This is used to deliver files to courts after the report is completed it consists of 5 books:

- North Cairo Court
- Partial North Cairo Court
- Appeal court
- Prosecution office

At present another record is kept for outgoing (completed files) by using form 36 Experts but by changing the column contents as no forms are available so form 36 is used for court delivery, notices, completing files and the column data is changed, so the only person who could understand it is the record keeper.

We therefore recommended to use a separate form for outgoing (complete) and another one for notices, and a third for files delivered to courts.

We have previously illustrated the outgoing (complete) record as well as the notice record we hereby illustrate the court delivery record.

Experts Dept.

Delivery record to courts (including reports)

Outgoing		Court details					Expert		Report or Memo			Remarks
No.	Date	Case No.	Court Name	Unit		Follow up ref.	Name	Specialization	Report		Memo	
				Name	No.				No. of pages	No. of minutes		

92A

10. Outgoing mail form

The outgoing unit prepares the outgoing mail form for the general outgoing or outgoing notice (disputed parties) or court outgoing each has a separate form, and to be changed to the post office for each post there is an R-- number. This number is recorded in the (R) column in the form.

The stamp is placed on the envelope in which the outgoing reference is mentioned from the outgoing record.

The following illustrates a copy of this form.

11. General outgoing record:

It is used to record the Experts office outgoing correspondence - we recommend to keep it as is, but it should not be used to send files either which are complete or to be completed.

The following is a copy of this record.

**Proposed Solutions and Recommendations for Experts
Department at North Cairo Court – Part II
Mostafa Shawki & Co.
Contract No. 263-C-00-95-00134-00
Administration of Justice Support Project
AMIDEAST/ AOJS Cairo
March 2000**

3.2 Recommendations to improve Experts performance:

3.2.1 Legal Adjustments to the Experts Dept.

The Experts Dept. is regulated by the Law No# 96 for 1952 ,as previously mentioned ,we stated the reasons that this law is not suitable for the present work requirements ,also it lacks an integrated legal basis highlighting the importance of Experts , so there is a strong need to issue anew law to highlight the importance of Experts and to assist the judicial process , as it considered a non profit organization .

This should not have an impact on the Expert's ability to face his living requirements so he will outline the standards which will form the basis of change as follows :

- The new law will organize all legal organizational financial aspects for the Experts Dept. as well as duties for personal taking into consideration that the Experts' Dept. will be a separate
- The Experts Dept. should have a Board of Directors from senior experts , University professors could be included on the Board , the percentage of employees from outside the Experts organization will not be more than 25% . The objective of their presence is to provide advice .
- The chairman will be a senior employee of the Experts Dept. The board will have the necessary authorities to manage the Experts and set up policies after being approved by the Ministry of Justice .
- The law should include the basis to organize various organizational & financial aspects which will include a procedure manual to be issued by the Ministry of Justice .

The law will delegate the Minister of Justice to set up these procedures and amend them when it is necessary to do so .

3/2/2 Report Cycle in the Experts Department

3/2/2/1 Receiving Files and Forwarding them to Experts

The files we received and sorted and forwarded until they reach the expert and here we will set up the standards to be followed. When forwarding the cases to experts as follows:

We will determine performance standards for experts according to the work they perform which include administrative duties, discussing the disputed parties, and sit visits, analysing documents and preparing their reports, taking into consideration the experts experience because setting performance standards is an important factor to achieve a balance between work volume and technical quality of reports.

On the other hand it could be used as an indicator to determine the number of experts needed to be employed in each specialization.

Also the person who distributes the cases could organize the distribution process. These standards will assist him to reach the objective he required.

It should be taken in consideration not assigning new graduates to handle cases on their own. They should be accompanied by an expert with experience for a period for six months to one year in order to enable him to gain the necessary skills and to start having new experts, which have an adequate experience to handle the work.

It should be taken in consideration to distribute the cases according to suitable specialization for distribution of cases should take this into consideration and determine the required specialization.

If there is not expert at the experts department handle the case, the court would assign our external expert according to article 136 until the expert department will have this expertise available and a wording to the type of cases.

If a case needs more than one expert due to its large volume or its complexity, so the person who forwards the case should determine the number of the experts suitable to handle the case, this should be taken into consideration when calculating the achievements for each expert.

3/2/2/2 **Prioritizing the Cases and Advising Disputed Parties**

Arranging Priorities

The expert arranges the files forwarded to him according to the priority to handle each case, these priorities are arranged according to the ministerial decree.

We reward to arrange the case priorities as follows:-

The cases to be divided into groups according the its handling each group will have a certain alphabetical unit example group A for first priority and group B for the second priority and group C for the third priority.

The assistant chief expert determines the specialization according to the priorities and determines the expert who will handle the case and the date of receipt of the case the expert to ensure that the expert follows the priorities.

Notifying disputes parties: -

This does not start until the expert status to handle the case according to its priority, as if there is a need to delay a case for a month or two, since he received the case file, the expert will delay notifying the disputed parties for a similar period (i.e one or tow months).

Also in order that the experts work will not be nullified be has to notify the disputed parties with a regretted letter according to article 146 of the proof Law.

The notifying process faces two major problems the first is the duration time the notice needs to reach disputed parties and second the mail problems, and the uncertainty that the notices were sent.

In order to face these problems we here mentioned that: -

At present the expert has to notify the disputed parties as soon as he receives the case files regardless of priorities, he determines duties for postponed cases, so the disputed parties come to the expert on a regular bases to follow up the case.

All present we could use other methods to advise disputed parties, as Faxes or Telephone calls to be done to disputed parties or their representatives – the Law does not object if it is used as an additional method to the notice.

It is preferable to send notices by advice mail to enable place the advice in the case file and on that the expert ensures that the notice was delivered to the disputed party to avoid his objection.

Having an agenda to read all cases postponed for each expert who will include the case number, information related to disputed parties, notice information date of learning and timing. As well as reasons for postponing and the date of the next hearing, so that the expert will not require notifying the parties expert the notice that will be perform this duties, so that the disputed parties will follow up their case through the agenda, which will be put in the secretary's Department and an employee will be assigned to it, each disputed party will sign upon reviewing the agenda.

In the future when the law is amended the disputed parties will be obliged to get the out going reference from the court to follow up their case, the disputed parties will sign each time they follow up and review their case at the secretary's department so they sign a form which determine the date of each hearing, they acknowledge receipt by signing this form and so we could cancel the notification process completely.

The Expert could use article 147 to avoid the delay of disputed parties to delay the case.

3/2/2/3 The Start of the Work and Writing the Minutes:

At this stage the expert starts this work according to the primary judgement so the expert writes all the data related to the case and advises disputed parties with the date of hearings and records the presence of disputed parties and records all discussions which take place and receives documents and their objections, he also include the site visits.

We recommend the following in this respect:

The expert determines the work to be performed according to the primary judgement, he should not copy the primary judgement as it is.

Training newly hired experts on report, which enables him to analyze the disputed parties discussions in order to reach a final discussion.

The expert should not leave space in the minutes he prepares to avoid manipulation of data in the future experts will be trained to write reports on computers and have disputed parties sign them.

3/2/2/4 Discussing the Disputed Parties and Reviewing Documents and Evidences

One of the major jobs that the expert performs is the discussions with disputed parties in relation to their requests a problem here arises which is that disputed parties to create problems without any valid reasons so we recommend the following:

Training experts, interviewing and discussion technique with disputed parties.

That the expert prepares a set of questions in which he could derive the necessary information in order to finalize the work performed.

In case any of the disputed parties when performing object he should record this objective when performing his job with responding to him if he is convinced that the objective is invalid.

In case that one of the disputed parties objects on the document presented in the case so the expert stops the work and sends the document to the court attaching a copy of the minutes of the meeting without sending the whole file to the court unless other wise is required.

The court reviews the objection and the document and after taking the necessary action it sends it back to the expert to complete the work.

This requires to amend the law in order to set up a penalty for parties which follow this parties for the purpose of delaying the case process, also this will enable us to avoid the problems of sending the file, checking and sorting it.

The expert should not respond to postponement requests more that one.

In case any of the disputed parties will misbehave in order to nag the experts in order to delay.

In this case the expert stops the work and sends a memo to the relevant court in order that the court will determine the necessary punishment to avoid such a punishment.

Decrease of disputes which governmental organization are introduced, the legal government represents do not attend at the court, which causes that the court listens to one party only which causes difficulties to reach the truth, and the government legal represents. Object so it is important to oblige legal government represents to attend to listen to their point of view and finalize the case.

3/2/2/5 Site Visits:

In this part the expert visits the sites as well as governmental and un governmental organization related to the case he reviews documents, books and records.

This is considered a major problem the expert faces and we recorded the following: -

Solving transportation problems in relation to site visits, by providing adequate transportation facilities, or to lute transportation facilities to provide this service, the experts department will pay for expenses in order not to embrace the expert to avoid dispute parties and in order that the expert performs the site visits.

In case the expert would like to review files or record, he requests the judge to issue an order to send all requested books and documents to the expert office.

Expert training course should include the understanding of work methods in government institutions as well as banks to assist the expert to perform his job.

Police department should coordinate to conduct investigations with the expert for places that the expert is unknown to

Police protection should be provided to experts specially drawing site visits. It is recommended to have a judicial police to protect experts when performing their jobs.

The experts should be trained on technical aspects and should be provided with the necessary equipment. In case where the above is not available the use of outside experts is important according to article 136.

In case of refusal to cooperate with the expert, the expert requests to issue an order to enable to perform his job, this could be included in the primary judgement that a need for visiting certain places is required to avoid issuance of an order.

3.2.2.6 Report Writing:

The report writing is considered the last phase in which the Expert completes his work , in his report he outlines incidents and evidences which he collected in relation to the dispute according to the Primary Judgement .

He analyses all facts , evidences and documents to reach the final results , so the Experts report is considered a proof in the judicial process so the report writing process needs to be specific and includes all the previously mentioned factors and differentiating between analyzing and determining technical factors for all evidences as well as legal factors which are based on the previous factors .

The law did not determine a certain format for the report , but objections received on Expert reports set up certain traditions specially the newly hired Experts , without having specific standards .

Due to the importance of the report and its important role , we recommend to adopt a methodology to be agreed upon by , in order that the Experts could be trained on , we recommend the following in this respect .

- Reports have to be written using computers which will facilitate reading these reports .
- Technical and legal references should be made available related to Experts work . The Experts when referring to these textbooks and references will facilitate to all persons reading this report to understand the basis that the report was prepared on.
- It is essential to provide a positive work climate in which the Expert could write his report by establishing a library which will include books and reference available for use on 24 hour basis , in order to avoid having the Expert to write his report at home . This will be done until each Expert will have a separate desk in which he could perform his work .
- It is essential to train Experts on report writing techniques taking legal requirements into consideration according to article # 150 of the Proof Law which states that Experts have to submit a report signed by him submitting results and his opinion and the basis he derived the results in an accurate and precise format .

If the Experts are 3 each is required to submit a report stating his opinion unless they otherwise agree to submit one report which will include the opinion of the three Experts and reasons we recommend the following in respect to the report writing .

1. The Expert starts with an introduction explaining the mission or job he is required to perform , then he states the disputed parties requests and outlines the documents and evidences , he then explains what procedures were taken to start his job , the most important is the notification process .

2. The Expert determines the work he performed which includes discussions with disputed parties , receiving documents , site visits as well as studies and research he conducted .

3. The Expert after that outlines the results he reached and the basis he based his results upon .

Finally he provides his opinion according to the results .

- Experts should be allowed to state their inability to provide an opinion in relation to the case , without any embarrassment on condition that the Expert states the reasons .In this case he raises the matter to his supervisors , in case the Expert lacks the necessary experience to handle the job , so it will be assigned to another Expert who has the necessary skills and qualifications to perform the job .

3-2-2-7 Checking the Report:

After the Expert finalizes the report he submits it to the section head who checks it . This check takes place (Pour la Forme) so it does not reach its objectives so we recommend that :

*Checking to take place before the report is written not after , this allows the continuous checking during performing his job .

- Standards should be set for section heads in relation to the checking procedures to enable the setting of rates .
 - The final checking for the report should be in written form and will be attached with the Experts report . the checker will outline the following points .
 1. If the expert understood the job according to the Primary Judgement and provides his comments if any .
 2. Evaluates if the Expert properly researched the evidences and incidents and provides his comments if any .
 3. The checker evaluates the technical basis the expert relied on in his report and mentions his comments if any .
 4. The checker evaluates the results reached by the Expert and mentions his comments if any .
 5. The checker evaluates the method and report language and mentions his comments .
 6. In view of the validity of the report if it is not valid , reasons should be stated , and the case should be returned to the expert , showing the defaults , to be handled in a proper manner .
- * Checking procedures should not affect the inspectors incentives negatively , but they should be questioned in case of negligence .

3.3 Statistics and Reports:

We previously mentioned the reports and statistics which are prepared according to the specialisation of Experts, as well as the type of cases.

These reports included two types the first is the number of forwarded cases and achievements either by reports or memos, we illustrated in the first part of the report the forms used at present we will include some additional reports, we believe that upon completing the Recording and follow up computer program which is applied at the North Giza Office and will be applied at all offices in the future and will be linked to similar programs at the court.

It will be easy to issue various reports at different levels and at all areas, this will require to input the data once only from terminals which will be protected.

The following are the additional recommended reports.

3.3.1 Monthly Experts report:

Prepared by: The Expert
Checked by: Section Head
Approved by: Assistant Senior Expert

This report is prepared either quarterly or monthly.

Report Contents will include:

- Cases forwarded during the month
- Cases completed by reports or memo's
- Cases which are withdrawn
- Follow up if cases forwarded
- Returned Experts Reports
- Follow up of outgoing cases

The following is a copy of the recommended report.

3.3.2 Monthly Department Report:

Prepared by:	The Secretary's Department
Checked by:	Secretary's Department Head
Second check:	Assistant Chief Expert
Approved by:	Chief Experts
Done:	Quarterly or Monthly
Report title:	Follow up of cases forwarded, achieved, withdrawal and returned reports for all cases.

The following illustrates a copy of the report.

Sixth: Ending Balance

Serial	Expert's name	Specialization	Code	Civil	Tax	Labor	Misdemeanor	Appeal	Personal	Public money	Total

Dept. Head _____

Assistant Senior Expert _____

Senior Expert _____

Fourth: Cases Achieved during Period

Serial	Expert's name	Specialization	Code	Civil		Tax		Labor		Misdemeanor		Appeal		Personal		Public money		Total		
				Report	Memo	Report	Memo	Report	Memo	Report	Memo	Report	Memo	Report	Memo	Report	Memo	Report	Memo	
Total																				

Fifth: Withdrawal cases

Serial	Expert's name	Specialization	Code	Civil	Tax	Labor	Misdemeanor	Appeal	Personal	Public money	Total

Prepared _____

Checked _____

3.3.2 Monthly Department Report:

Prepared by: The Secretary's Department
Checked by: Secretary's Department Head
Second check: Assistant Chief Expert
Approved by: Chief Experts
Done: Quarterly or Monthly
Report title: Follow up of cases forwarded, achieved,
withdrawal and returned reports for all
cases.

The following illustrates a copy of the report.

Withdrawn Cases

Serial	Case No.	Court	Unit		Case type	Forward date	Date of withdrawal	Working days	
			Name	No.				Inside office	Outside office

: Follow up cases

Case type	Beginning balance	Cases forwarded during the month	Total	Achievement	Withdrawal	Total	Ending balance
Civil							
Tax							
Labor							
Appeal							
Personal							
General							
Total							

: Returned reports during the month

Serial	Case No.	Court	Unit		Case Type	Forward Date	Date report was presented	Working days		Reasons for return
			Name	No.				Outside	Inside	

3.3.3 Monthly Report for the Experts Department:

Prepared by:	Secretary Department
First check:	Secretary Department Head
Second check:	Assistant Chief Expert
Approved by:	Chief Expert
Done:	Quarterly or Monthly

3-4 Developing the Incentive System and Performance Evaluation

3-4-1 Developing the Incentive System

The major criticism against the present incentive system, regulated by ministerial decrees nos.6423 ,6423, and 6425 for the year 1998 which has an impact on experts performance and report quality is the difficulty to reach the rates in order to get incentives, as the present system takes the number of cases regardless of quality and the effort needed also, the expert in order to get all incentives, he has to achieve the previous rates so in order to get the additional incentive he has to finish 9 cases, then he has to finish 2 other cases , the objective of the present system is to complete the greatest number of outstanding cases.

These conditions cause that the expert finalizes the cases in a way that he can get the incentives regardless of the quality causing a great deal of cases to be returned , so in order to change the present system to the present ministerial decree it should be changed as well as the instructions of the Head of Experts Department.

The following are some recommendations in this respect as follows:

First: Incentives based on Qualitative Performance(Original, Additional, Evening)

This is the incentive based on the number of cases completed we recommend:

- 1- Keeping the present rates for all experts level jobs without any change, but an amount of 100% of the basic salary is to be paid.
- 2- 25% of basic salary is paid for each case in addition to the original rate (as in item 1) without any maximum.
- 3- Labour cases will be based on each employee to be considered a case with maximum 5 cases.
- 4- Tax cases will be determined by each disputed year as a separate case with a maximum of 5 cases.

5- Evening Incentives:

A- This is to be paid to all employees, also cases and hearings with disputed parties to be divided between the working and evening shifts to reduce the present work load and to insure that experts really are present at work

B- Evening allowance is to be paid according to actual working hours.

C- It is not essential to achieve a number of cases in the evening period.

6- Cancelling the condition to achieve 5 cases against a tax case and a civil case.

Second: Evaluation Incentives:

This is to be paid to cases according to their type and effort exerted it should be based follows:

1- Missions should be divided into items, each item will be given a weight to be considered and to be determined according to the followings:

- Size of the file case, the number of documents which need to be reviewed.
- No of sites visits to be performed according to the primary judgement.
- The value of the case and its nature .

The following table could be used as a guideline to determine the incentive.

Factor	First Level		Second Level		Third Level		Fourth Level	
	Volume	Weight	Volume	Weight	Volume	Weight	Volume	Weight
File Size	Less than 100	10	From 101 to 200	20	From 201 to 300	30	More than 300	40
No. of site visits	Less than 200	5	From 2 to 5	10	From 6 to 8	20	More than 8	30
Value of dispute	Less than 100000	5	From 101000 gm to 200000 gm	10	From 201000 gm to 500000 gm	20	More than 500000 gm	30
Total relative weight		20		40		70		100
Recommended incentive	15% from basic salary		25% from basic salary		30% from basic salary		50% from basic salary	

- 2- Each expert will determine the number of cases completed and calculate the weights, this will be checked by the immediate supervisor and approved by the senior expert this will be done after approving the amendment,
- 3- Payment will be affected according to the approved form as previously discussed.
- 4- We do not see any point of using the previous form to the ministry for approval, it will be approved by the head of experts Department.
- 5- No additional or evaluation incentive is calculated for tax and labour cases as each disputed year in case of taxes is considered a case also each employee is considered a separate case in the labour cases.

Third: Checking and Supervision Incentives:

- 1- Supervision : The present rates for supervision are adequate and we do not recommend changing them.
- 2- Checking: We recommend increasing the checking rates to be L.E 10 for each case for the first check and L.E 6 for the second check, also checkers will receive original incentives as well as checking incentives.

Fourth: Top Management Incentives (original and additional) as well as supervising and technical positions or the central departments as well as the legal department at the experts department: will not change and to be kept as they are at present .

Fifth: Additional Incentives for technical inspectors, we recommend to be increased to 50% of the basic salary instead of 25%.

Sixth: It should be allowed to assign experts from offices at other provinces which do not have a large volume of work , in order to get the previous incentives, as well as to solve the problem of large volume of work at certain offices , as within 2 or 3 years the large volume of cases will not exist and the number of offices with a limited volume of work will increase which will not allow paying incentives.

3.4.2 Performance evaluation for experts:

Basis for evaluation performance:

The recommended performance evaluation system takes into consideration positive and negative factors for employees which could be reassured qualitatively and so the outcome represent the employees efficiency.

1. The performance report includes the number of factors and Information which will be prepared by:
 - a. Personnel Dept.
 - b. Employee
 - c. Dept. head
2. The evaluation is prepared by various levels these include the direct supervisory, department head, and head of experts department.
3. The employees development from one period to another is taken into consideration.
4. Complaints are taken into consideration which have negative impact on the evaluation.
5. Personnel recommendations are taken in consideration which has a positive impact are the employees performance.

Explaining the performance report:

The report shows if the employee is on loan or on a payroll of the department.

Evaluation rates are as follows:

- a. Excellent (90-100)
- b. Very good (80-90)
- c. Good (65-80)
- d. Average (50-65)
- e. Poor (less than 90)

2. The first part of the report includes information to be filled by the Personnel department.

It includes: -

- a. Personnel information for the employee.
- b. Training courses the employee has attended during the evaluation period.
- c. Progressive discipline and complaints received during the evaluation period.

3. The second part includes information that the employee will fill by himself and it will include the following:

- a. Major achievements
- b. Financial recognition received example as bonuses or special allowances.

4. In the third part of this report which is prepared by the direct suspensor by the direct superior as well as the department manager in relation to positive and negative aspects to be taken in consideration as follows:

- a. Volume of work achieved during the performance period.
Comparison is held between volume of work achieved during the performance period and previous volume of work during the previous period according to the following classification.

(1) Undetermined work which includes labor and tax cases.

- Work type A
- Work type B
- Work type C
- Work type D

(2) Evaluation aspects that the experts received during the performance period:

These are considered the positive aspects in favor of the employee.

These include absence from work, penalties and complaints received from the public.

5. Measuring the employee performance.

A. Four group of standards has been set to measure performance as follows:

1. Level of performance.
2. Managerial capabilities.
3. Behavioral aspects.
4. Qualified achievements.

Also relative aspects are considered which decrease the evaluation
Examples are penalties and complaints received:

- B. This report is used to evaluations supervisory and non-supervisory positions difference are in the maximum ratings.
- C. There are 3 levels of maximum rates for positive and negative factors one for top management second for middle management and the third for the direct suppression.
- D. The final evaluation is achievement by adding positive numbers and deducting the negative numbers.
- E. The maximum rates are recommended by us we believe that they could be determined by the top management according to liter view and in case they agree to implement the from.

Evaluation Report

Period From --- / --- / --- to --- / --- / ---

First: Personal Information:

Name

Date of Birth

Dept.

Department

Position

Date employed

Grade

Date in grade

Degree

.....
.....
.....

2. Training works:

.....
.....
.....

4. Penalties:

Reason	Type	Value	Date

Second: To be filled by employee

Major Achievement

- A.
- B.
- C.

Positive Aspects

Recognition letters

Bonuses

Increases

Other

Signature

Supervisors comments

Signature

Third: To be completed by the Department

1. Total achievements change previous this period

Item	This period		Previous period		Change	
	No.	%	No.	%	No.	%
<u>Jobs</u>						
Type (D)						
Type ©						
Type (B)						
Type (A)						
Total						
<u>Checked</u>						
1 st check						
2 nd check						
Total						

3. Returned reports due to lack of performance and complaints:

Description	No.	Maximum rating			Initial report	Final report	
		Top nt	Middle nt	First line supervisor		Direct supervisor	Head of experts
<u>Returned reports:</u>							
Returned reports (D)	*	15	10	8			
Returned reports (C)	*	12	8	7			
Returned reports (B)	*	8	7	5			
Returned reports (A)	*	5	5	5			
Total	**	40	30	25			
<u>Complaints:</u>							
Complaints from judges	5	5	5				
Complaints from disputed parties	5	5	5				
Complaints from Superiors	5	5	5				
Complaints from colleagues	5	5	5				
Penalties	10	10	5				
Total points	70	60	50				

Employee

Direct Supervisor

113d

Bonuses	10	5	5				
Special raises	5	5	5				
	5	5	5				
	250	200	180				
<u>Fifth: Returned reports:</u>							
Returned due to lack of performance	40	30	25				
Complaints	20	20	20				
Penalties	10	10	5				
	70	60	50				
<u>Final Score</u>	250	200	180				

Employee

Direct supervisor

Assistant chief expert

Responsible authority

Performance report

Evaluation Factors	Maximum			Initial report	Final report		Remarks
	Top ent	Middle nt	First line ns		Direct supervisor	le person	
<u>First: Work performance:</u>							
Total work	35	35	40				
Quality	35	35	40				
Timing	20	25	20				
<u>Second: Management Abilities</u>							
Planning	30	15	10				
Directing skills	20	15	10				
Responsibilities	20	15	10				
Initiative	20	15	10				
Third: Behaviour aspects:							
Relation with judges	10	5	5				
Relations with disputed parties	10	10	5				
Relations with superiors	10	5	5				
Relations with colleagues	10	5	5				
Fourth: Recognitive							
Recognition letter	10	5	5				

113F.

Difficulties and problems that face the expert and recommended solutions

1. No. of cases handled by the expert are suitable compared with the rate related to his job compared to his peers at the same job.
2. Cases he handles are within his level of experience and ability.
3. Adequate training is provided to the expert.
4. Physical resources are available to perform his duties.

Inspectors Opinion

To be presented to the Sector Manager for inspection with respect to the previous factors I would like to rate the performance of Mr. _____ for the period from _____ to _____ with grade _____.
Total Score _____.

Signature of Inspector

Date: ___/___/___ .

3.5 Recommended Training Programs for Experts Dept.

First: Expert's Training Programs

It is recommended to design a comprehensive training program for Experts since they start working through their career it should not be limited to the present training which has is for 3 weeks which includes legal aspects and then is divided according to experts specialization and finally an exam is held.

In addition there are training programs for portion which one for 2 weeks.

We recommended the training program to include: -

1. Legal aspects for Experts which will include:

- A. Legal matters for experts.
- B. Technical aspects for experts work from the legal and technical point of view.
- C. The Prof. Law and other legal aspects organizing experts work.
- D. Experts d.v hies in relation to:-
 1. Judges and forwarding par hies.
 2. Disputed par hies.
 3. The experts Dept. and Ministry of Justice.
- E. Procedures and training at experts work specifically about is related to voices and lerarings and preparing the minutes.
- F. Legal matters related to documents presented.

2. Technical procedures for experts which will be a separate training course which will include:-

- Handling meetings and hearings with disputed parties Concentrating on behavioral aspects for the expert and disputed parties.
- Training on low to prepare minutes of hearings.
- Training on site visits and handling unusual cases with practical examples.
- Training on various legal cases.
- Report writing training with case studies.

These should not include any theoretical lectures but should include modern techniques as the "Role Play" as well as work shops.

3. Specialized courses in specialized area's we recommend to have specialized programs in the engineering , Agricultural and Accounting areas for example.

A. For Accounting Experts concentration should be on cost accounting, Managerial accounting as well as tax accounting with its various Branches, as well as the Egyptian and International Accounting as well as other topics related to the changing Economic Environment due to privatization and opening the door for foreign Investment and liberalizing trades the area's which we recommend for example:-

- Capital markets and all matters related to it from cases related to stocks and shares.
- Mutual Funds.
- Dumping cases.
- Stock Brokerage.

B. Engineering and Agricultural Experts.

There was a complaint all levels that Experts are unable to follow up latest techniques in engineering equipment, as there are us lab's at the Experts, which causes that site inspection is ineffective causing the low quality if reports prepared. The expert is not on line with the latest developments in his field.

We recommended that a detailed training needs analysis is to be done to determine training needs for engineering and Agricultural Experts taking into consideration the latest developments in the filed, and laboratories to be established with the latest equipment.

4. Promotion Training for higher levels:

Same at present are held but they concentrate on administrative and supervisory aspects and neglect the technical aspects. In our opinion that the contents of these programs will based on results derived from the training needs analysis.

Second: Training programs for Administrative and Secretarial Personal:

At present the central organization for management organize training programs for srrermanal employees these are handled by administrative and secretarial personnel, but are considered of a general nature.

We recommend to conduct specialized programs for secretarial staff which include office management, filling and retrieval systems as the microfilm, we strongly recommend to implement these as the it will have an impact on increasing their efficiency.

Third: Determining training needs and other suggestions:

1. It is important to conduct training needs analysis for all employees at the Experts dept.

Its objectives is to prepare a comprehensive training plan for all levels which will be comprehensive including legal and technical aspects for various specialization.

2. Establishing a training dept. with a separate budget based on the training needs.

This department will be under the supervision of the head of Experts dept.

3. Establishing training centers with the latest equipment and training AIDS.

4. The training program will also include:

A. Language training programs (English) and any other language according to needs.

B. Computer training programs and their applications as Excel.

5. Sending Experts to universities and research centers in Egypt annually.

6. Sending Experts to training abroad courses to get acquainted with latest techniques.

3.6 Suggestions and other recommendations for the Experts Dept:

We hereby outline the recommendation which do not used amendments:

Solutions & Recommendations related to North Cairo Expert Offices.

Solutions & Recommendations:

First : Solutions & Recommendations related to Legal Aspects

1. A new law should be issued instead of the law 96 of 1952 which is not Suitable
2. To amend the proof law specifically the time limit for finishing reports and set up penalties for experts in cases of delays, notices have to be sent by special advise mail not registered mail.
3. Solving the differences between the experts departments & judicial authorities in relation to the request to call experts by the judges to discuss the reports, this should be taken into consideration when amending law.
4. Reviewing the incentive system to eliminate disadvantages, which affect experts performance & report quality and net affecting the targets and insuring report quality & reducing objections.

Second: Solutions & Recommendations in relation to Secretarial & Filing Department:

1. Reviewing the workflow of the secretaries department to organize checking & receiving the files from courts.
2. Reviewing the recruitment process of experts & work distribution.
3. Reviewing the present records used in order to benefit from these records as much as possible
4. Insuring that notices are sent at the right time and to be sent by advise mail to ensure that they are received.
5. Using the post to pay the fees as well as the stamp machine in Co-ordination with the post authority. The opinion solution is to have a post office at the Experts Dept

Third: Problems & Recommendations related to Report Cycles:

1. Giving more care to file checking by secretaries department to save experts time.
2. Taking the experts technical ability into consideration when distributing work among them.

3. Organizing sending of notices to disputed parties.
4. Providing adequate space for discussion with disputed parties to ensure Privacy and having hearings to be held at the morning and afternoon session.

Fourth: Solutions & Recommendations related to Interpersonal Factors of Experts:

***Academic Qualifications of Experts:-**

- 1- Giving more importance to experts holding Academic Qualifications by:-
 - a. Employing experts having three years of work experience.
 - b. Organizing training programs for fresh graduates.
- 2- Establishing an institution for experts, the duration of the study would be from one to two years.
- 3- Setting up comprehensive training plan for all levels based on training needs.
- 4- Reviewing the grading system at the experts' organization especially at top levels, so we could have a percentage of each specialization to reach top positions.
- 5- Sending Experts to be trained abroad
- 6- Sending Experts to attend postgraduate courses at Egyptian ministries.

***Organizational Chart, Salaries & Incentives:-**

- 1- Reviewing organizational chart in order to :-
 - a- Streamline of the organization
 - b- Span of control does not exceed six
 - c- Adequate job titles.
 - d- Insuring effective control for performance.
- 2- Reviewing the salary structure for all levels
- 3- Equalization between experts of Ministry of Justice & Medical Experts.
- 4- a- Reviewing the incentive system to insure that targets are reasonable & attainable.
 - b- Incentives are to be used to increase production .
 - c- Taking into consideration the type & volume of case.

- 5- It is essential to study the various types of cases & time needed to finalize each cases this would be used as a basis to design the incentive system , where it's impossible that the average time for each case varies from 1.6 to 2.8 days.
- 6- It's important to follow up the job training for subordinates which should be taken into consideration, when evaluating performance & determining incentives.
- 7- Shortage of specialization in relation to the volume of work & number of experts.
- 8- Space problems should be shared by finding new spaces.

*** Physical Resources:**

1- Required resources :-

- Availability of technical laboratories
- Desks
- Filing Cabinets
- Stationary
- Transportation facilities

It is essential to modernize the work locations to meet the work needs.

- 2- The consulting team recommends the use of microfilms to save a copy of the final reports to be able to retrieve them in case of complaints.
- 3- Transportation facilities should be available to experts to conduct site visits.
- 4- Judges & prosecution employees should treat the experts in a better manner & provide protection to them.

Fifth: Evaluating control system and inspection:

1. Improving inspection methods and having available personnel to perform spotchecks and have rest houses available to accommodate them.
2. Inspection should follow up the timing of all work of experts not only complaints
3. Increase judicial supervision should take place on experts by having a judge to supervise Experts work.

3.7 Solutions for Experts problems in relation to the time frame and decision maker

We have set a table illustrating the problems with respect to immediate implementation and the decision maker which could be determined as follows :

First Problems related to Secretary's Dept. Recording and File Management

Second Recommendation to improve the Experts performance

Third Developing Reports and Statistics

Fourth Developing incentive systems and performance evaluation

Fifth Recommended Training Programs

Sixth Other Recommendations

Problems at Experts Dept.

First: Problems related to Secretary's Dept. recording and file management

Serial	Solutions and Recommendations	According to Timing		According to Decision Maker				Physical Resources	
		Immediate	Medium and Long Term	No Need for a Decision	Internal Decree	Ministerial Decree	Law Amendment	No Need	Need
1	Re-organizing the Dept. as well as the Reception Dept. having a separate secretarial dept. for each specialization.		X		X				
2	Taking into consideration some factors at the Secretary's Dept. within the report cycle.	X			X				
3	Computerizing the recording at secretaries and amending the software.		X			X			
4	Developing the manual forms and records which includes unifying forwarding withdrawal and achievement records reducing them by 19 records.	X			X				
5	Establishing a post office at experts.	X				X			

Problems at Experts Dept.

Second: Recommendations to Improve Experts Performance

Serial	Solutions and Recommendations	According to Timing		According to Decision Maker				Physical Resources	
		Immediate	Medium and Long Term	No Need for a Decision	Internal Decree	Ministerial Decree	Law Amendment	No Need	Need
1	<p>Cancelling law 96 for 1952 and issuing a new law which will include:</p> <ul style="list-style-type: none"> - Reorganizing the Experts Dept. - Having a special salary structure. - Providing 50% of fees to improve working conditions. - Compliance with Proof Law. - Changing recruitment procedures for Experts. 		X				X		X
2	Standards have to be set for experts according to the work they perform.	X			X			X	
3	Newly hired experts should not perform work on an individual basis.	X			X			X	
4	Specialization should be taken into consideration.	X			X			X	
5	Determine exact duties to be performed.	X			X			X	
6	Priorities for cases should be determined.	X			X			X	
7	Notices to be sent when files are received not depending on starting priorities.	X			X			X	
8	Using various methods to notify as faxes, phone calls.	X		X				X	

Serial	Solutions and Recommendations	According to Timing		According to Decision Maker			Physical Resources		
		Immediate	Medium and Long Term	No Need for a Decision	Internal Decree	Ministerial Decree	Law Amendment	No Need	Need
9	Having an agenda to record hearing dates for each expert.	X		X				X	
10	Obliging disputed parties to get court outgoing reference.		X					X	
11	Expert determines work as determined in the primary judgement.		X	X				X	
12	In case of objection on a document it is sent back to court with a copy of the minutes.	X		X				X	
13	Not responding to postponement requests.	X		X				X	
14	If a disputed party annoys the expert, the expert advises the court to take the necessary action.	X				X		X	

Problems at Experts Dept.

Third: Developing reports and statistics

Serial	Solutions and Recommendations	According to Timing		According to Decision Maker			Physical Resources		
		Immediate	Medium and Long Term	No Need for a Decision	Internal Decree	Ministerial Decree	Law Amendment	No Need	Need
1	Adding new reports: - Experts monthly report. - Dept. achievements. - Total organization achievement report.	X			X			X	

125

Problems at Experts Dept.

Fourth: Developing incentive and performance evaluation reports

Serial	Solutions and Recommendations	According to Timing		According to Decision Maker			Physical Resources		
		Immediate	Medium and Long Term	No Need for a Decision	Internal Decree	Ministerial Decree	Law Amendment	No Need	Need
1	Amending the present incentive system: - Tying incentives to achievements. - Determining the work according to case type - Cancelling the rates at the evening period. - Increasing first and second checks		X			X			X
2	Evening allowance will be paid to employees who actually attend and meet with disputed parties.		X			X			X
3	Developing the present evaluation system which will consist of positive and negative aspects.	X				X		X	

Problems at Experts Dept.

Fifth: Training programs

Serial	Solutions and Recommendations	According to Timing		According to Decision Maker				Physical Resources	
		Immediate	Medium and Long Term	No Need for a Decision	Internal Decree	Ministerial Decree	Law Amendment	No Need	Need
1	Training experts on legal matters.		X		X				X
2	Training experts on procedures and technical aspects.		X		X				X
3	Specialized courses: engineering, agricultural, accounting.		X		X				X
4	Promotional training.		X		X				X
5	Training program on training needs assessment.		X		X				X
6	Establishing a training dept. reporting to the head of experts.		X		X				X
7	Establishing a training center.		X		X				X
8	English language courses.		X			X			X
9	Computer training programs.		X			X			X
10	Training for new graduate experts.		X			X			X
11	Training for secretaries and filing and micro film.		X			X			X
12	Sending experts to attend training abroad program.		X			X			X

Problems at Experts Dept.

Sixth: Other recommendation

Serial	Solutions and Recommendations	According to Timing		According to Decision Maker				Physical Resources	
		Immediate	Medium and Long Term	No Need for a Decision	Internal Decree	Ministerial Decree	Law Amendment	No Need	Need
1	Forming a committee to resolve differences.		X				X		X
2	Highlighting the importance if academic qualifications of experts.		X				X		X
3	Establishing an institute for experts.		X				X		X
4	Reviewing provisional procedures to ensure fairness.		X			X		X	
5	Re-organizing the experts dept.		X			X			
6	Having a separate salary structure for experts taking the present market rate into consideration.		X				X		X
7	Equalizing experts with medical experts in relation to allowances and having 50% of fees to improve working conditions.		X				X		X
8	Increasing the specializations and not having only 3 as at present.		X				X		X
9	Solving office problems as well as lack of physical resources.		X			X			X
10	Introducing the microfilm to have a copy of penalized cases.		X			X			X
11	Providing transportation facilities for experts and carrying of files.		X			X			X
12	Developing inspections abilities and providing rest houses for them to stay far away from hotels to ensure that sudden checks are performed.		X			X			X