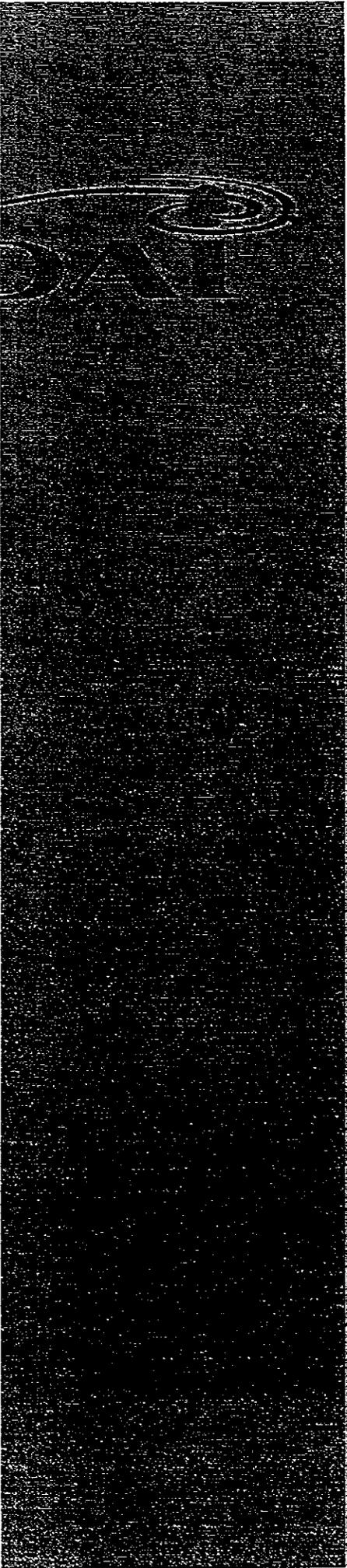


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PN-ACT-132

**Judicial Information Center Assessment
Development Alternatives, Inc.
Contract No. 263-C-00-95-00134-00
Administration of Justice Support Project
AMIDEAST/ AOJS Cairo
March 2001**



USAID/Egypt Administration of Justice Support Project

An Assessment Report

Prepared for AMIDEAST and the Judicial Information
Center, Ministry of Justice

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March 2001

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EXECUTIVE SUMMARY

As part of a USAID/Egypt Administration of Justice Support (AOJS) project, an AMIDEAST team in Egypt has developed and implemented two pilot information technology (IT) systems in courts of first instance in North Cairo Court (NCC) and Ismailia. The systems consist of a Typing Pool, a Case Management Application (CMA), and a Case Initiation and Receipt Network (CIRN). The NCC systems are running. The Ismailia systems are being tested.

AMIDEAST is scheduled to transfer management responsibility for operating, maintaining, and replicating these systems to the Judicial Information Center (JIC) the IT unit of the Ministry of Justice (MOJ) in March for NCC and June for Ismailia. In February 2001, a DAI team consisting of IT specialist, a training specialist, and an organization and management specialist conducted a management assessment to determine the JIC's ability to sustain the existing systems and replicate the systems in selected courts. The findings and recommendations of the assessment follow.

Findings

The JIC is the MOJ agency that has been designated as responsible for implementing and managing IT systems. If the pilot AOJS systems are to be sustained and replicated then the management capacity of the JIC must be strengthened. The team finds that JIC management can be improved in a relatively short time by exercising bureaucratic entrepreneurship, leadership, and carefully nurturing improved management. The most urgent need is for training and technical assistance to enhance the skill levels of JIC managers and staff. As the lead IT unit in the MOJ, the JIC also requires a transparent chain of authority and accountability in the ministry. Specific recommendations on building JIC capacity and increasing staff willingness and ability to assume responsibility for sustaining and replicating IT systems follow.

Recommendations

Discussion of alternatives: The team considered the possibility that JIC manage contracts that would outsource the tasks of sustaining and replicating the first instance court systems. This is an attractive alternative but the team found little evidence of a capacity for contract management in the JIC. Nor did the team have an opportunity to investigate the availability of private contractors that might serve as IT projects managers for the MOJ. Therefore, our final recommendations are the essential, interdependent elements needed for the JIC, as the only MOJ IT agency, to assume responsibility for the AOJS systems in the immediate future. These recommendations include the following:

- Create and train a Project Management Unit within the JIC that is charged with providing integrated management and support for AOJS activities under the direct supervision of the JIC Director. This would make a quick difference in the JIC.
- The JIC Director should focus on a limited set of organizational improvements that will clarify organizational roles and responsibilities. The Director should also, in collaboration with staff, develop a strategic plan to enable the Center to take the initiative in IT implementation within the Ministry.
- The JIC should be reorganized and restructured along the functional lines suggested by the staff in the proposals developed during the assessment workshops.

The JIC staff that is assigned or recruited for the PMU should be trained in management and the technical elements of the AOJS systems. This should include skills such as work planning, time management, project procurement, standards for operations (including response capacity, trouble-shooting, help desk management, etc.) and activity monitoring and assessment. The short-term objective is to initiate an iterative process of reinforcing JIC management to sustain the existing and immediately planned systems. For the longer term, AOJS (or AOJS II) should use the NCC/Ismailia teams as a nucleus to strengthen JIC structure, function, and staff skills. This builds on the February assessment, that is, a comprehensive mission statement, clear objectives, functional definitions, and position descriptions to enhance the ability of JIC to manage IT activities for the Ministry of Justice. This will also strengthen the institutional status of the JIC and the position of the JIC Director. The ultimate goal is to use the JIC to build long-term IT capacity within the Ministry of Justice.

JIC progress in implementing the recommendations of this report should be monitored by the AOJS project team. Follow-up is necessary to improve JIC administrative and management capacity. This will also provide the impetus for continuing the momentum generated during the February assessment.

BACKGROUND

The Administration of Justice Support (AOJS) project has been active for five years. One of the primary objectives of the project is to install replicable pilot information technology (IT) systems in two Egyptian courts of first instance to improve support of the Egyptian judicial system. The project is not directed at judicial or justice reform. The resident contractor (AMIDEAST) has succeeded in setting up a Case Management Application (CMA), a Typing Pool for briefs and judgments, and a Case Initiation and Receipt Network (CIRN) in North Cairo Court (NCC) and is in the process of installing similar systems in the Ismailia court. These are two significant pilot projects that are successful and ripe for replication elsewhere in Egyptian courts. The issue, however, is whether the Justice Information Center (JIC), the IT management unit in the Ministry of Justice is ready to sustain and replicate the existing systems.

Management and technical issues in the JIC have been identified (see references). However, there has been little or no follow up technical assistance to improve JIC management capacity. The 1998 report did recommend private outsourcing for the JIC and included a Request for Proposals (RFP) template that could have been adapted by MOJ to have private contractor (Egyptian, presumed) bring JIC up to IT sustainability and replication standards for the AOJS systems. The team found no sign that any action was ever taken on this matter. A Project Implementation Letter (PIL) #7 (ca. 1997) precluded AMIDEAST "...from providing administrative assistance to the JIC, and from involvement in information technology systems in the courts." (See reference 4) The DAI team, under a sub-contract with AMIDEAST was called in to assess and assist in improving JIC management and technical capacity as the date for JIC assumption of responsibility for the systems approaches. It is planned that the NCC system will be turned over to the JIC in March 2001, and the Ismailia facility in June 2001. The task in this first visit has been diagnostic, and should be followed by work that will prepare JIC for sustaining and replicating systems. This is an iterative capacity building process that should continue during the remaining months of the AMIDEAST contract that is scheduled to end in December 2001.

METHODOLOGY

The Team: 1) O&M Specialist with experience in IT system implementation, 2) training specialist with experience in Egypt and host government institutions, 3) IT management specialist with experience in IT installation in administration.

The Process: Extensive private, individual interviews with AMIDEAST staff, senior JIC officials, and JIC staff members. The team also used problem solving and assessment workshops with team-oriented process techniques, case analysis, and group interaction on issue identification and resolution. Finally, a focus group examination of process and outcome was used as a post-hoc assessment of the workshops and the products produced by the JIC staff.

The Focus: This assessment concentrates on the institutional and technical capacity of the JIC as related to AOJS and the systems installed in North Cairo Court and Ismailia. This is not a review of the technical design and adequacy of the systems, nor does this assessment address the technical requirements of AOJS sustainability and replication.

FINDINGS

JIC is a MOJ sub-unit that has been designated as the IT manager for the Ministry. But the JIC lacks a transparent chain of authority and accountability in the ministry. The team concluded, however, that with an exercise of bureaucratic entrepreneurship, leadership, and a careful nurturing of improved management processes, the JIC can be improved in a relatively short time. Other specific findings on JIC capacity and willingness to assume responsibility for the IT systems in NCC and Ismailia are as follows:

References

(1) DAI and AMIDEAST SOW, 3 Feb 2001, (2) Memo, AMIDEAST, Cairo, clarifying DAI Scope of Work, 14 Feb 2001. (3) AMIDEAST Judicial Information Center Assessment and Recommendations Report with Request for Proposals, September 1998, (4) JIC II – WorkScope for ARD team 26 Feb 2001. (5) Email to AMIDEAST Cairo from USAID/Cairo Project Leader Asr Toson, 29 June 2000. (6) Letter, GOE Minister of Justice to the Minister of Planning and International Cooperation, 10 January 2001.

General

- The most urgent immediate need is for training and technical assistance to expand and upgrade the skill levels of the JIC staff and managers. The will to work toward change is there; the need is for training, advice, and follow-up. AOJS is the logical choice to deliver these services, aided by DAI.
- The JIC is unable right now to assume responsibility for the AOJS systems. The technical teams trained by AOJS could probably keep the systems running for a while but without MOJ (or AOJS Project) institutional, technical, administrative, and logistical support they would eventually come to a halt.
- Staff and senior managers require a vertical and lateral structure and direction, resources, and a functional definition of roles and responsibilities.
- In the interview and assessment workshop process various individuals/personalities were mentioned as particular obstacles to JIC capacity building.

Staff

- At the beginning of this assessment the workshop process identified staff pessimism, cynicism, and suspicion about outside interventions to improve JIC operations.
- The pessimism had modified to cautious optimism by the end of the workshops, but this positive position cannot be sustained without significant leadership and specific steps to improve management in the JIC.
- The staff members were enthusiastic and thoughtful participants. They provided significant information to identify issues and opportunities, develop a mission statement, and outline JIC objectives.
- No matter how persuasive an external agent (DAI, AMIDEAST) is, unless there is progress on improving internal JIC management there is little likelihood of change for the better.

JIC/AOJS Systems

- Most of the JIC staff, including supervisors, sees the AOJS project systems as imposed by agreement between GOE and USAID. They did not request them, nor had they been consulted about system design, support, sustainability, and replication.
- The JIC has been working on its own expert and research system for the courts of first instance. A major technical issue is whether court management systems should be integrated into one national system.

The structure and function of the Center requires more Ministry action and attention. A continuous process of identifying JIC strengths and weaknesses, with follow up efforts to reinforce progress made in this visit is required. In order for the AOJS objective to sustain and replicate the NCC and Ismailia systems to be completed, a number of alternatives are available. These recommendations should be the basis for developing a replication plan once the sustainability issue has been resolved.

Recommendations

Discussion of alternatives: The following alternatives are offered as a means of moving the JIC quickly from the current state to a condition where operation and maintenance of the NCC and Ismailia systems is possible and acceptable

1. Abandon attempts to bring the JIC up to technical and administrative standards and outsource sustaining and replicating the first instance court systems. Using the JIC to manage technical services that are provided by outside contractor is not feasible at this time because this appears, to the team, to be a weak element of JIC activities.

2. Create and fund a Project Management Unit (PMU) within the JIC to carry out AOJS objectives. Having a discrete unit in JIC that is responsible for integrated management and support for AOJS activities would make a quick difference in the JIC. It is essential that this be done in a manner that does not separate the PMU from the daily activities of the JIC and other career staff
3. The JIC Center Director should focus on a limited set of organizational improvement objectives and functions (See Attachment V) that will clarify internal roles and responsibilities. The Center Director should also, in collaboration with staff, develop a strategic plan to enable the Center to take the initiative in IT implementation within the Ministry.
4. Reorganize and restructure the JIC along the functional lines suggested by the staff in the proposals developed during the assessment workshops. (See the attachments)

Option 1 is a possible choice because there are functions within the MOJ that are being transformed by contracted IT applications. But the team found little evidence that contract review and management could be done at this time in the JIC. The contracts that do exist have been negotiated and concluded at a level higher than JIC. Nor did the team have an opportunity to assess the availability of private IT contractors to perform this function for the MOJ. Because the JIC is the formally designated IT manager for the MOJ, the JIC should be a full participant in all IT contract negotiations so that the operation and maintenance of IT systems can be planned by the responsible unit.

A combination of options two, three, and four is most suitable at this time. With MOJ support this is the most likely course for success if the JIC is to sustain and replicate the existing systems. Priority should be given to supporting the Project Management Unit, but the management issues that have been identified in the JIC should be fully addressed. The starting point for further action is an iterative management improvement process is the Mission Statement, functions and objectives, and organization chart that was developed by the JIC staff during the workshops. Because the PMU focus is on sustaining the AOJS systems, the PMU should be housed in a separate office/workroom and should report directly to the JIC Director. This would provide the specialized management and supervision of the project unit without diverting attention with struggles over responsibility for other JIC systems. To build on the assessment team's work, we offer the following observations:

- The JIC staff should be included in planning for the AOJS transfer because they do have the capacity to articulate what they should be doing and how their tasks might best be done within limited resources. The JIC staff can also identify the resources that are required to improve current performance.
- A mission statement, a list of JIC objectives and an official organization chart should be prominently displayed in the JIC corridors and offices. In addition, a memorandum of understanding (MOU) between the minister or deputy minister, procedures manual, position descriptions linked to salary scales would do much to reduce the organizational

uncertainty that confronts all JIC staff in daily work. This action will also help clarify the role of the JIC in the MOJ.

- A functional structure that defines technical, administrative, and logistic tasks is required to fulfill the responsibility of sustaining and replicating the AOJS systems. Team building process exercises that promote functional overlap and necessary redundancy in system support capacity would help to assure task accomplishment and timely problem solving. This process would also build on the successes that are evident in the AMIDEAST-trained teams in NCC and Ismailia
- Extensive follow-up on structure, function, training, logistics design and support, finance management, budgeting, and team work has been lacking in past efforts to collaborate with JIC. This is imperative if any change is to take place.
- JIC staff needs to be encouraged and reinforced in its role as IT managers and IT change agents in the MOJ.
- Another way to gain support for vertical and lateral integration of the AOJS systems in the MOJ is to form a coordinating committee. Possible members would include: the JIC director, a technical adviser, the Attorney General (chief prosecutor), the Director of NJCS, and one or two judges drawn from the twenty-four courts of first instance. Including a USAID representative would insure coordination with other donor organizations. This group would also serve to broadcast JIC accomplishments and act as an institutional buffer for the JIC Director and his staff.
- The JIC Director should have access to a consultant in management processes and systems. This would help the Counselor focus on organizational improvement goals, e.g., developing strategies to enhance linkages in the MOJ, clarifying the role of the JIC in the Ministry, and taking the initiative in advocating the Mission of the Center. The management consultant would be a temporary arrangement to assist the Director in the transition to JIC assumption of full responsibility for the NCC and Ismailia systems.
- In the course of the workshops and consultation with JIC staff and leadership a mission statement has been developed, objectives outlined, and a possible structure to support technical and administrative functions has been identified. These are the products of the staff in generating alternatives and ranking priorities in terms of tasks to accomplish, defining structure suited to those tasks, and identifying functional categories needed to carry out the objectives so identified. The team received support from the JIC leadership in facilitating this process. (See Attachments V, VI, and VII)
- A regular program of staff training and skills improvement is needed to prepare for the transition to assuming full responsibility for the AOJS systems replication and strategic planning. This program should be installed and maintained in collaboration with the AOJS team to expand the staff resource base that is linked to needed skills.

FOLLOW-UP SCHEDULE AND ACTIVITIES

Follow-on technical assistance that focuses on the findings and recommendations of this assessment is absolutely essential. The three elements to trigger the scheduling of such assistance are:

- Demonstrable action on several of the management improvements discussed and agreed upon at the conclusion of the assessment visit;
- A timetable that recognizes the urgency of taking action to assume responsibility for the NCC and Ismailia systems; and
- A practical need to link the technical assistance as closely in time as possible to the assessment, in order not to lose the momentum that has been generated in the past few weeks.

To this end, the following schedule of actions is suggested. It is essential that the staff of the AOJS project collaborate with the JIC management in completing these tasks. Attention to the sequence of these tasks will facilitate their timely and successful completion.

<i>Task</i>	<i>Completion Date</i>
1) Review and finish the statement of key JIC functions, using the drafts completed during the Assessment.	March 15
2) Prepare position descriptions for key functions, using the drafts completed by staff during the Assessment.	March 15
3) Complete and prominently display a JIC function and organization chart that incorporates the functions and positions detailed above.	March 15
4) Make specific assignments of individuals to key organization positions.	March 29

If significant progress is made on these steps by the end of March then the JIC Director and key staff should proceed to outline sustainability and replication plans as the basis for follow up visits. The visits could be scheduled as early as mid April, but not later than May 1.

Follow-up visits would: 1) Review progress in the transition to full responsibility of the JIC for NCC operation and maintenance. 2) Consult on plans for an orderly transition of support for the Court in Ismailia. 3) Reinforce the initial progress made in management improvement in February, as well as other work undertaken by AOJS consultant(s). The assessment team has offered to continue on-line assistance and collaboration to include such things as review of organizational improvement plans, position descriptions, project management team issues, and transition planning issues.

Finally, the assessment team can provide additional virtual and on-site assistance to:

- Facilitate full and successful transition of responsibility for support and maintenance of the AOJS pilot courts.
- Assist in the planning for replication; and
- Support the JIC in achieving its mission within the Ministry of Justice.

In the interim, the JIC-designated members of the PMU should be trained in managing and sustaining the AOJS systems. The training should include an appropriate range of project management skills to include, work planning, time management, project procurement, standards for operations (including response capacity, trouble-shooting, help desk management, etc.) and activity monitoring/assessment. The short-term objective of AOJS should be to reinforce JIC to sustain the existing and immediately planned systems. For the longer term, AOJS (or AOJS II) should use the PMU as a nucleus to strengthen structure, function, and staff skills within the JIC. That means using the process started in this visit, i.e., mission statement, objectives, functional definitions, to extend the ability of JIC to handle future IT activities for the Ministry of Justice. This strengthens the institutional status of JIC and the position of the JIC Director.

ANNEX 1

PROPOSED SCOPE OF WORK FOR FOLLOW-UP TO THE JIC
ASSESSMENT FEBRUARY, 2001

PROPOSED SCOPE OF WORK FOR FOLLOW-UP TO THE JIC ASSESSMENT FEBRUARY, 2001

OVERVIEW

The Judicial Information Center (JIC) requires immediate assistance to rapidly upgrade and improve its capacity to assume responsibility for sustaining and replicating pilot court systems within the Ministry of Justice. This scope focuses on short-term positive change that will position the Center to assume IT sustainability and replication tasks. Work should begin as soon as possible (but not later than 15 April) and extend over a six to eight month period to coincide with transfer of O&M responsibility for pilots IT systems from AOJS to JIC. Training and consultative assistance is iterative and phased over this period to achieve the results described below. The Scope covers three major targets for change:

- Assist the JIC Director in formulating a strategic plan that focuses on organizational improvement goals.
- Define JIC functional priorities and objectives, including position descriptions keyed to their achievement.
- Upgrade the skills of teams and individuals assigned to the Project Management Unit (PMU) that has the specific responsibility for sustaining IT systems in the pilot courts and replicating those systems in other courts throughout Egypt.

Objective # 1—To Assist The Jic Director In Advancing A Set of Organizational Improvement Goals

Follow-up work with the Director will be primarily consultative in nature. It will assist him in:

- Establishing a strategic planning process in the JIC that includes staff contributions.
- Improving internal linkages with the MOJ.
- Clarifying the role of the JIC in the MOJ.
- Advocating the Mission of the Center.
- Establishing lines of responsibility and accountability that focus on results.

Objective # 2—To Define The Functional Priorities And Objectives of The JIC (This Would Include The Position Descriptions That Are Required For Their Achievement)

Follow up work with the staff will focus on functional groups, i.e. programmers, analysts, project managers, and others. The sessions will be carried out as workshops. This proved successful during the assessment phase in February. Results to be achieved include:

- Define functional relationships and interdependencies in the JIC.
- Recommend linkages with the Ministry of Justice, including points of responsibility and accountability.
- Reinforce the internal organization of the JIC. (To include position descriptions and work targets mutually agreed upon between management and center staff.

Objective # 3—To Develop Team And Individual Skills Of The Project Management Unit (Pmu) That Will Have Primary Responsibility for Sustaining The Pilot Courts And Replicating Those Systems Throughout The Court System Of Egypt

The PMU will be made up of several teams, each with the mix of specialized skills required to support replication of AOJS-developed systems. Training provided under this Scope will result in improved organization and management of the teams, with a focus in such areas as: work planning, time management, cross training, project procurement, operational standards and monitoring and evaluation.

TEAM COMPOSITION

One experienced training professional with knowledge of workshop techniques and methods in management improvement for adult learning.

One experienced organization and management professional with knowledge of workshop methods and consulting techniques for managed change.

SCHEDULE

Initial follow-up in mid-April. Succeeding follow-ups to be scheduled depending on outcome of the April sessions.

LEVEL OF EFFORT

Ten person-days each for pre-visit preparation and report writing in home office.

Thirty-six person-days each (six day work week) for on-site consultations and workshops.

MEASURES OF SUSTAINABILITY

- 1 Strategic plan for JIC developed.
- 2 JIC - Client consultation on services provided by PMU and JIC in general.
- 3 Systems functioning in accordance with available operational standards.
- 4 System revisions are designed for replication in other courts.
- 5 JIC is undisputed manager of MOJ IT systems.
- 6 JIC staff training plan developed and operating.

ANNEX 2

**INDIVIDUALS CONTACTED AND INTERVIEWED DURING
THE DAI ASSESSMENT OF THE JUDICIAL
INFORMATION CENTER (JIC)
FEBRUARY 10 - 26, 2001**

**INDIVIDUALS CONTACTED AND INTERVIEWED DURING THE DAI
ASSESSMENT OF THE JUDICIAL INFORMATION CENTER (JIC)
FEBRUARY 10 – 26, 2001**

JIC SENIOR STAFF

- Counselor Mohamed Saleh, JIC Director, Judge
- Engineer Mohamed Safwat, Technical Manager

STAFF PARTICIPANTS IN THE SERIES OF WORKSHOPS ORGANIZED FOR THE JIC

- Mr. Nader Abdu, Operations and Support Manager
- Mr. Magdy Metwally, Site Manager, North Cairo
- Mr. Mansour Sabra, Analyst/Programmer
- Mr. Abdul Majeed Kotob, Analyst/Programmer
- Ms. Amina Morsi, Analyst/Programmer
- Mr. Ahmed Abu Taeil (NCC), NT Administrator
- Ms. Mervat Saweris (NCC), Lotus Administrator
- Ms. Dalia Abdel Badie (NCC), Lotus Administrator
- Ms. Manar Mohamed, Database Administrator
- Ms. Fatma Al Nagar, Chief Programmer
- Mrs. Nawal Fahmy Thabet, O&M
- Mr. Mostafa Hassan Aly, Technical Support – Communications
- Mr. Said El Sayed Wassef, Technical Support - Communications

NOTE: Following each of the six workshop sessions the Center Director was debriefed by the DAI team.

USAID

- Asr Toson, Team Leader

AOJS PROJECT

- John Blackton, Chief of Party
- Walter Kuencer, Information Systems Specialist
- Joseph Bellipanni, Court Management Specialist
- Amr Abdallah, Policy and Implementation Assistant to the Chief of Party
- Bahgat M. A. Tshak, IT Consultant

ANNEX 3

WORK PLAN FOR THE ASSESSMENT

WORK PLAN FOR THE ASSESSMENT

DATE	OBJECTIVE	ACTIVITY
11 Feb. (Su)	Deepen understanding of AOJS and role envisaged for the JIC in sustaining and replicating systems	Briefings by AOJS staff
12 Feb.(Mon)	Clarify role of team with the JIC and reach agreement on assessment objectives and expectations	Introductory meeting with JIC leadership and overview session with staff
13 Feb.(Tue)	Ascertain views of JIC staff on roles and function of the organization	Interviews of Staff
14 Feb.(Wed)	Review Project Operations	Visit to North Cairo Court project site and review of plans with AOJS staff
15 Feb (Th)	Reach agreement on work plan	Materials translated. Schedule activities
16 Feb (Fr)	Begin summary Report (Team)	Team begins draft of findings and recommendations.
18 Feb (Su)	Identify specific issues and opportunities in JIC. Formulate a statement of JIC Mission, Objectives, and Organization (Staff - Review with leaders.).	Brainstorming (guidelines) Strategic Plan Inventory + Nominal Group Technique
19 Feb (Mo)	Identify and assess tasks and activities to be completed as JIC assumes responsibility for sustaining the systems in the pilot courts.	Sustainability Workshop
20 Feb (Tu)	Identify and assess tasks and activities to be completed in order to replicate the pilot court systems in other locations.	Replication Workshop
21 Feb (We)	Generate support for further JIC success. Review adjustments to organization structure and operating guides.	Case analysis in small group workshops.

- | | | |
|-----------------------|--|----------------------------|
| 22-23 Feb
(Th/Fri) | Prepare summary report of the team's activities, findings, and recommendations for follow on activities. | Write, review, and revise. |
| 24 Feb (Sa) | Reexamine and review JIC findings with the JIC staff. Debrief Counselor Saleh. | Focus group |
| 25 Feb (Su) | Present a draft report to AMIDEAST for comment. | |
| 26 Feb (Mo) | Revise, re-present report.
Discuss follow up schedule and activities. | |
| 27 Feb (Tu) | DAI team departs. | |

ANNEX 4

DAILY SCHEDULE OF WORKSHOPS CONDUCTED
BY THE TEAM

DAILY SCHEDULE OF WORKSHOPS CONDUCTED BY THE TEAM

FEBRUARY 12 – INTRODUCTORY WORKSHOP FOR THE JIC

TIME	ACTIVITIES	MATERIALS & NOTES
10:00 – 10:45	Introductory meeting between the leadership of the JIC and project staff from AmidEast and DAI	
10:45 – 12:00	Overview session with designated staff of the JIC to: <ul style="list-style-type: none"> - review draft objectives for work of the DAI team with the Center - elicit expectations - agree on working mode 	
12:25 – 2:00	Initial individual interviews with Center staff focused on role and ways to improve effectiveness.	Schedule individual interviews of all workshop participants and visit to NCC project site over the period Feb. 13 – 15.

FEBRUARY 18 – ORGANIZATIONAL ASSESSMENT WORKSHOP FOR THE JIC

TIME	ACTIVITIES	MATERIALS & NOTES
10:00 – 10:15	Review Workshop Series <ul style="list-style-type: none"> - Objectives - Organizational Assessment - Identification & Assessment of requirements for: <ul style="list-style-type: none"> - sustaining systems in courts - replicating systems in other locations - Generating Support for JIC Success - Review Results/Findings and Plan next steps 	Schedule – Quick Walkthrough <ul style="list-style-type: none"> - Emphasize flow, building on previous work, etc. - Our task is primarily one of assessment, definition of short term steps to be taken and planning for the future Jerry
10:15 – 10:25	Review importance of process tools to efficiency of workshop proceedings, i.e. guidelines, inventories, cases, etc.	Handout: – Brainstorming Guidelines (Post Key Words on Newsprint) Jerry
10:25 – 10:55	Identify specific issues and opportunities in the JIC	English and Arabic recording simultaneously <ul style="list-style-type: none"> - 1st issues, 2nd opportunities

10:55 – 11:15	Formulate draft JIC Mission Statement	Handout: Mission Statement Guidelines <ul style="list-style-type: none"> - Key words to include action, client and focus - Don't worry about consensus at this point as we will need to come back to it later in workshops Jerry/Russell
11:15 – 11:30	Break	
11:30 – 12:45	Formulating Objectives of JIC -	Think broadly for the organization and specifically in terms of results to be achieved. (11:30 – 11:40) <ul style="list-style-type: none"> - Objectives describe a result, are focused on an action, focus on a particular area (rather than multiple needs), define the priorities of the organization - Short and Longer Term Strategic Planning Inventory to define areas (11:40 – 12:10) Small groups to work on formulation of objectives in assigned areas (from results of Inventory) – maximum of 3 objectives for each of 2 groups (12:10 – 12:30) Review in large group (12:30 – 12:45) Russell/Jerry
12:45 – 1:00	Break	
1:00 – 2:00	Defining the Organization's Functional Priorities	The next level of concreteness – the columns that define the organizations priority areas of work, required to achieve its objectives. <ul style="list-style-type: none"> - Small groups: task to define up to five functional areas (1:00 – 2:00) Marek/Russell

FEBRUARY 19, IDENTIFICATION AND ASSESSMENT OF REQUIREMENTS FOR JIC TO SUSTAIN SYSTEMS IN THE PILOT COURTS

TIME	ACTIVITIES	MATERIALS & NOTES
10:00 – 10:15	Review Results of Previous Day	Discussion of homework
10:15 – 10:45	Develop Objective Tree based on key words from Mission Statement	Russell
10:45 – 10:50	Break	
10:50 – 12:10	Decision Tree	Reach agreement on key branches as basis for later work on functional requirements Russell
12:10 – 12:45	Prayer Break	
12:45 – 2:00	Initial Planning of Actions and approach to be taken	Questions: <ul style="list-style-type: none"> - Interface required <ul style="list-style-type: none"> The Ministry AmidEast The Courts - Staff skills required - Internal and External Support required – <ul style="list-style-type: none"> - resources, - additional expertise, - a “Champion” - IT Project Elements Marek/Jerry/Russell

FEBRUARY 20 – IDENTIFICATION AND ASSESSMENT OF REQUIREMENTS FOR JIC TO REPLICATE SYSTEMS PILOTED IN NCC AND THE ISMALIA COURTS

TIME	ACTIVITIES	MATERIALS & NOTES
10:00 – 10:40	Recap – Summarize – Where are we? Where are we going?	
10:40 – 10:50	Break	
10:50 – 11:30	Formal Organization: Organizing around tasks and priorities; tasks – skills – project teams	What are the priority functional tasks in an effective JIC? Brainstorm, Individuals prioritize, conduct weighted voting (Nominal Group Technique), and derive group priorities – check for validity and consensus Jerry
11:30 – 11:40	Break	
11:40 – 12:10	Complete work on functional tasks	

12:10 – 12:40	Break	
12:40 – 2:00	- Homework	

**FEBRUARY 21 – GENERATING SUPPORT FOR FURTHER JIC SUCCESS: CASE ANALYSIS
AND APPLICATION**

TIME	ACTIVITIES	MATERIALS & NOTES
10:00 – 10:40	Recap – summarize – review results of homework	Russell
10:40 – 10:45	Break	
10:45 – 11:25	How to revise structure (procedures) Operating Guidelines	
11:25 – 11:30	Break	
11:30 – 12:10	Group Presentations and Review	2 groups, randomly selected Jerry
12:10 – 12:40	Prayer Break	
12:40 – 2:00	Case Presentation and Analysis Review Homework: Position Descriptions	Poland: Local Government Budget Reporting System – 2 groups, randomly selected Marek

**FEBRUARY 24 – REVIEW OF FINDINGS AND RESULTS AND
PLANNING OF NEXT STEPS**

TIME	ACTIVITIES	MATERIALS & NOTES
10:00 – 10:15	Review Homework	
10:15 – 11:00	Individual sharing of issues in writing Position Descriptions	Jerry
11:00 – 11:10	Break	
11:10 – 12:00	Focus Group of the whole to reach agreement on most important targets for further defining role, structure and training priorities	Russell
12:00 – 12:10	Concluding Statements	
12:45 – 2:00	Review of results with Center Director	

ANNEX 5

SAMPLES OF METHODOLOGICAL TOOLS USED

SAMPLES OF METHODOLOGICAL TOOLS USED

BRAINSTORMING

OBJECTIVE: To engage in creative problem solving and generate options.

Brainstorming is particularly effective during the early stages of problem solving when a group is getting the maximum number of ideas on the table, but is also useful at any stage of task definition. The absence of value judgments is the key distinguishing feature.

GROUND RULES: During the process of brainstorming, the following ground rules should be remembered:

- Contributions must be brief – a few words – no rationale or justification;
- No critical judgment from the group is permitted;
- Wild, free wheeling ideas are welcomed;
- Quantity, not quality, of contributions is the focus; and
- Accept all ideas without critique, analysis, or evaluation of ideas.

PROCESSING: There are several effective ways of processing the results of brainstorming, but these should include a means of combining and improving ideas. Eliminate ideas only after there is general agreement that they are impractical, too costly, etc. Be clear when the brainstorming process is completed and when processing begins.

THE NOMINAL GROUP TECHNIQUE

OBJECTIVE: To obtain multiple inputs from several person on a problem or issue in a structured format.

GUIDELINES: The process minimizes the domination of discussion by a single person, encourages wider participation, and produces a set of solutions or recommendations that can then be assigned a priority. Key points to remember –

- Begin with an open-ended task.
- Have individuals spend a few minutes in SILENCE, INDIVIDUALLY brainstorming ideas and making written notes on each such idea.
- Share ideas as one response per person in rounds with recording of key words on the flipchart. No criticism is allowed, but clarification in response to questions can be helpful.

- Have each person evaluate the ideas and individually (privately) record votes for the ideas (the best gets 5 points, the next best 4 points, etc.).
- Votes are shared within the group and tabulated.

PROCESSING: The list can be pared down by taking the top priorities and, sometimes, combining like items. Check if the final list truly reflects the group's priorities by asking: Has anything been left out? Is there anything on the list that should not be?

THE MISSION STATEMENT

OBJECTIVE: To provide clarity of organizational purpose and commitment to the population(s) that the organization serves.

GUIDELINES:

- A short statement that gives clear direction
- Defines the higher level statement of purpose
- Includes a descriptor (a word or short phrase) that captures the commitment of the total organization
- Provides a base on which organizational objectives are formulated or refined

PROCESSING: Brainstorm, or otherwise, generate among key staff some responses to the guidelines. Sometimes it is then helpful to sort out key words from the list of responses. These key words and ideas can form the skeleton on which the mission statement can be built.

An Example: USAID/Cairo might generate a statement like:

USAID is committed to making a measurable difference in the pace and quality of development in selected key sectors in Egypt.

STRATEGIC PLANNING INVENTORY

- I. From the present through the end of this year.
 - A. Maintenance tasks:
 - 1. Tasks that must be done within existing resources. (Money and people.)
 - a. When?
 - b. By whom?
 - B. Programs:
 - 2. Things that must be done within existing resources.
 - a. When?
 - b. By whom?
- II. Future years beyond the current year.
 - A. Things that must be done within existing resources. (Money and people).
 - 1. When?
 - 2. By whom?
 - B. Source of new resources/donors, funding agencies.
 - 1. When?
 - 2. By whom?
- III. Things we control.
- IV. Things we can influence.
- V. Things that we can neither control nor influence.

ANNEX 6

**MISSION STATEMENT, FUNCTIONS, AND OBJECTIVES OF THE
JIC AS PERCEIVED BY THE STAFF**

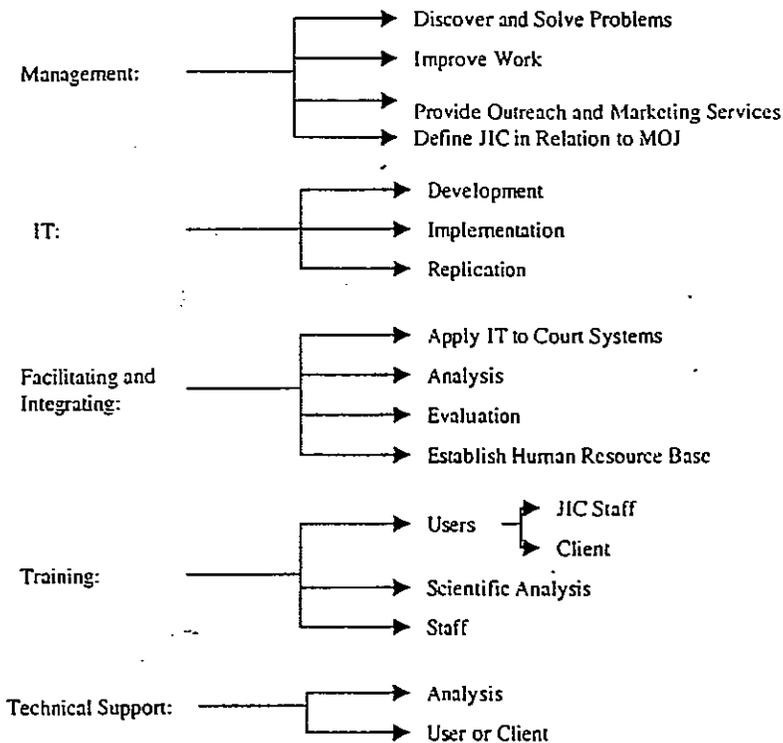
MISSION STATEMENT, FUNCTIONS, AND OBJECTIVES OF THE JIC AS PERCEIVED BY THE STAFF

Mission:

The mission of the JIC is to implement and integrate IT systems and provide IT training and technical support for improvement of legal systems in Egypt and other Arab states.

Functions:

Objectives:

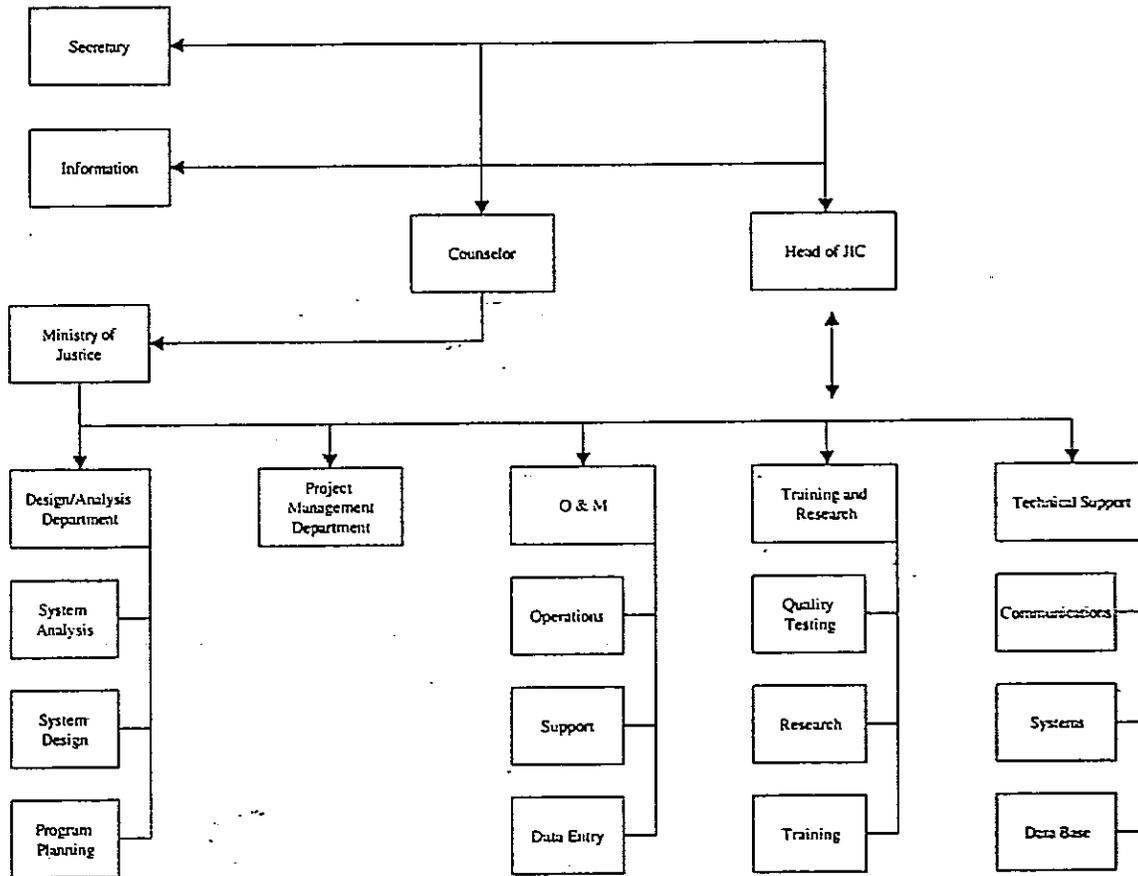


ANNEX 7

ORGANIZATION CHARTS: PERCEPTION AND REALITY

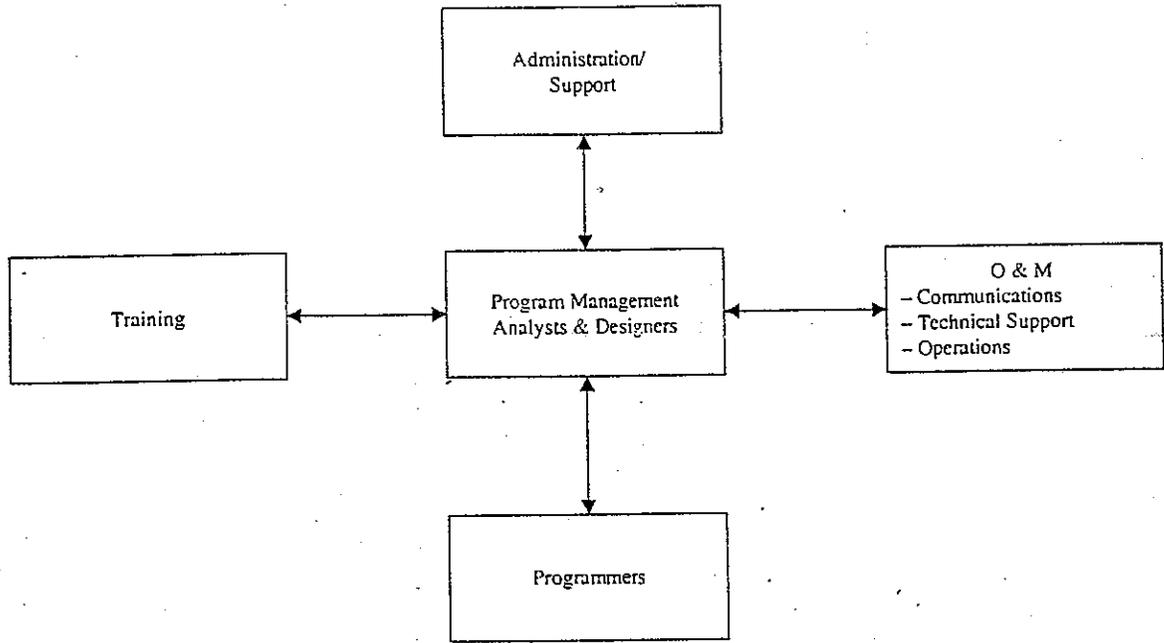
ORGANIZATION CHARTS - PERCEPTIONS AND REALITY

JIC STAFF VIEW OF CURRENT ORGANIZATION

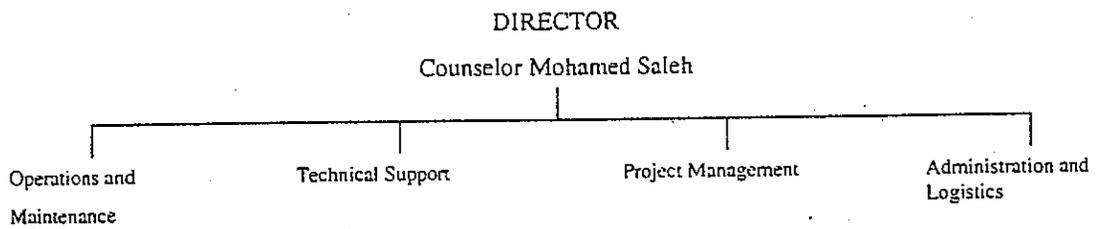


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HUB AND SPOKE FORM OF ORGANIZATION FOCUSED ON THE PROJECT MANAGEMENT TEAM



CLASSIC ORGANIZATIONAL CHART FOR THE JIC



ANNEX 8

**A FOCUS GROUP OF JIC STAFF ON KEY
QUESTIONS FACING THE CENTER**

A FOCUS GROUP OF JIC STAFF ON KEY QUESTIONS FACING THE CENTER

CONDUCTED 25 FEB 2001/JIC CAIRO

Question: Which organizational system is preferred: Classic hierarchy or a variation?

There was a general consensus of the group members that the classic hierarchy was necessary to clarify formal roles and responsibilities. However, because of the need to focus on project management (task management) in an IT environment a variation such as the hub and spoke structure arrangement could come out of and be related to the formal organizational functional groupings and applied as needed according to the task and available resources. THIS RECEIVED THE FULL AGREEMENT OF THE GROUP.

Question: What is the most immediate need in the JIC?

There was a general group consensus that management was the most important and urgent need in the JIC. Technical needs were a close second. THIS RECEIVED THE FULL AGREEMENT OF THE GROUP.

Management

The group defined this as clear organization structures, fair salaries, and better project organization.

Most urgent is the operation and maintenance (O&M) of the existing systems both AOJS and JIC-developed research and expert systems. The second priority is the issue of future project development and replication.

Sustainability means that the JIC must meet client needs in timely way.

Technical

Most urgent is need is training and skills improvement to sustain existing systems. Replication comes later.

Supplies are a top priority, and then comes regular, scheduled maintenance and troubleshooting

JIC needs to convince users and people who come to the courts that the systems are helpful. Remote support and keeping up with the times are essential to maintenance.

Follow-up is essential to reinforce the successes that are achieved.

The above needs, when met, lead to ability to replicate. – Successful systems sell themselves.

Replication is time sensitive – going back to old systems means problems. Must update to say that we are replicating a process with updates included

Developing and testing pilot systems requires more time for implementation, testing and debugging than replication of these systems for the future.

Team Comment

The Focus Group exercise was intended to serve two purposes. First, it serves as a post-hoc assessment of our efforts to elicit problem identification and solving processes from the JIC staff. Second, to summarize for the AOJS Project Team and the JIC Director the most immediate concerns of the JIC technical staff.

The session succeeded in both objectives. The staff did identify concerns that can be resolved, that is, a clear organization chart, functions, objectives, and position descriptions. Second, the group has a clear idea of the tasks that must be completed in order for JIC to assume full responsibility for the AOJS systems that are to be transferred in the near future. Selling the idea of management improvement is not needed, what the JIC staff does need is follow up, follow up, follow up and evaluation.