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# MASAQ Rule of Law Project

**Contractor: DPK Consulting**

**Contract: Improved Rule of Law Program in Jordan  
DFD-I-00-03-00141-00 Anti-Corruption**

## Court Processes & Procedures Executive Summary

**Philadelphia Consulting Group**

February 2006

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This publication was produced for review by the United States Agency for International Development. It was prepared by consultants and/or subcontractors in collaboration with DPK Consulting.

## ***Executive Summary***

In support of the government's comprehensive social and economic reform efforts, the Ministry of Justice (MOJ) launched the Judicial Upgrading Strategy (JUST) initiative for 2004-2006 to further enhance the performance of the judicial sector in Jordan. JUST strategies are formulated to improve the overall performance of the judicial system in Jordan, as well as enhancing its role as an enabler for civic society and national competitiveness while maintaining its independence.

Philadelphia Consulting Group (PCG) was pleased to undertake the mission of assisting the USAID funded project MASAQ to address one of JUST objectives which was identified as key component that contributes to the efficiency and competitiveness of the judicial system in Jordan by providing the following professional services for the MOJ:

- 1) Documentation and flow charting of existing civil and criminal cases, case management and court support services processes and procedures according to ISO standards.
- 2) Define a set of standardized court forms based upon the New Palace of Justice forms.

Documentation and development of court processes, procedures and standardizing forms were an essential step in order to ensure capturing and graphically displaying and presenting the workflow of all core and support processes within each court type and show the existing links and relations between the court and support departments and between court types, which in turn shall improve and streamline the operations in addition to contributing towards enhancing the Judicial System efficiency in Jordan.

The following represents PCG adopted methodology in executing this assignment which entailed two main phases.

### **Phase I: Documentation and flow charting according to ISO standards**

PCG conducted a comprehensive analysis of the current situation at the courts and support functions through conducting diagnostic site visits and meeting with court staff, judges, prosecutors and administrative staff to determine workflow, in addition to reviewing and analyzing existing documents and procedures.

In the process of identifying and documenting the current situation at the POJ, PCG performed the preliminary study through the following steps:

1. Defining the Process: PCG clearly defined the processes to be studied in terms of beginning and ending points, interfaces and dependencies involved.
2. Identifying the Responsibilities: PCG identified and documented the related responsibilities for all steps comprising each defined process.
3. Process Breakdown: each process had been broken into the sub-processes that comprise it. Relationships within the core process were defined and then had been sufficiently broken down into performance elements.

4. ***Process Mapping***: As part of the documentation process that had been conducted by PCG, Process Maps had been established (according to ISO standards) for all of the processes and were represented in the form of process flow charts in order to facilitate understanding of each process. In addition to the process flow charts, processes were thoroughly documented through utilizing special template developed by PCG for the documentation of the procedures which is in accordance with ISO requirements.

Furthermore, PCG verified the prepared process flow charts and detailed procedures with process experts and process owners (Judges, courts staff and committees) to ensure capturing and graphically displaying and presenting the workflow and detailed activities of all documented processes within each court type and to show the existing links and relations between the court and support departments and relationships between court types.

Based on the results of the verification phase, PCG consultants reflected these amendments on the pre-documented flow charts to come up with final flow charts documentation that is consistent with the current AS-IS situation, and capture the actual state.

PCG experts conducted a thorough analysis of the current processes and procedures in order to identify areas for potential improvement through conducting related desk research for possible references such as laws and regulations to ensure their coverage.

Moreover; a Subject Matter Expert (Senior Legal Affairs Consultant) was utilized by PCG in order to review and verify the documented processes and procedures from a legal point of view, as well as providing technical recommendations and suggestions on the possible ways and potential changes to the existing case processing procedures to improve the system's efficiency and effectiveness in compliance with current Jordanian laws and regulations.

The main focus of the recommended process improvement was on process outcomes, workflows, cross functional activities, applicability and adaptability. The recommended improvement aspects are:

- Controlling workflow between activities, especially cross functional
- Rectifying areas of inefficiencies and optimizing operations
- Eliminating bottlenecks, duplicate and redundant activities
- Eliminating time delays, errors and misunderstandings
- Work standardization

### **Deliverables**

In line with the above, PCG submitted the following deliverables related to this phase:

- Two copies in Arabic language (hard and soft copies) of the processes and procedures documentation; the processes had been documented in a way that shall enable users to utilize these documents as a reference manual.
- Two copies in Arabic language (hard and soft copies) of the Flowcharts documentation for all documented processes within each court type defined in table 1 below.
- Two copies (hard and soft copies) of all resources used (existing documents, Laws, Regulations...etc) in Arabic language.
- Executive summary.

## **Part II: Defining a set of Standardized Court Forms**

PCG reviewed, analyzed and studied all forms that are currently used by the different court types for the purpose of providing recommendations on possible ways of improving such forms.

PCG conducted a comprehensive legal research to identify any articles that govern court forms and/or Judicial forms. The scope of work per this particular phase included all forms used at the courts and departments shown on Table 1 below.

PCG reviewed and assessed all of the current Forms used at the courts and support functions based on the concluded results of the legal research, this was conducted through reviewing and analyzing the objectives of these forms, specifying new forms which were needed to be designed and what additional fields and criteria were needed to be covered for these forms.

PCG prepared an assessment report that identify all of the current forms used at the courts and support functions clarified with a list of the new forms which were designed.

The designed forms took into consideration several aspects including:

- Simplicity and easiness of understanding the Form
- Purpose of the Form
- Form Stakeholders (clients and employees)
- Time taken to fill the Form
- Importance of the information that is required to be filled
- Frequency of future amendment on the Form

### **Deliverables**

In line with the above, PCG submitted the following deliverables related to this phase:

- A report in Arabic language (hard and soft copy) on the legal research with all findings and recommendations.
- A report in Arabic language (hard and soft copy) documenting the existing court forms.
- A set of forms for each court type and department defined in table 1 below.
- Executive summary.

Table 1  
Courts names and Support Functions

**Courts:**

1. Conciliation court:
2. First instance courts:
3. Appeals court
4. Cassation court
5. Major felonies court
6. High court of justice
7. Attorney general - public prosecution
8. State lawyer department
9. Administrative attorney
10. Chief attorney – court of cassation

**Support Functions:**

1. Notification system
2. Notary Public department
3. Execution department
4. Criminal records department
5. Technical office