National Center for Judicial Studies

Strategic Plan

2005-2007

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The Strategic Plan of the National Center for Judicial Studies (NCJS) is subject to amendments and update as per the workflow at NCJS and Ministry of Justice directions.

Introduction

The National Center for Judicial Studies (NCJS) was established in 1981 to be responsible for qualifying and training of judges, members of the public prosecution and other members of the judiciary in Egypt and the Arab region; and to start a new phase of judicial education to support judges and members of the public prosecution in order to enhance justice, democracy, the rule of law, and legitimacy as well as protecting human rights and public freedoms. Hence, security and peace would be ensured for all living in Egypt. The sole guarantee for achieving such goals is the preparation of efficient judicial and legal cadres with enhanced professional performance.

Ministerial Decree No. 374 of 1981 concerning establishment of NCJS stipulates that NCJS should provide training for members of the judiciary, enhance their practical skills, and improve the technical and practical capabilities of the entities assisting the judiciary. Moreover, NCJS should collect, disseminate, and archive legal documents, legislation, research, information and rules in order to improve administration of justice.

A Strategic Planning Workshop for NCJS was held on January 16 – 18, 2005 at the Four Seasons Hotel, Giza with the participation of the following NCJS members:

List of Participants Names

1. Counselor Ali Shakeeb	Vice President of the Court of Cassation Assistant to the Minister of Justice for NCJS Affairs

Technical Bureau:

2. Counselor Hassan Anis Ahmed	Counselor at the Court of Appeal Member of the NCJS Technical Bureau
3. Counselor Neffertiti Ahmed Toson	Counselor at Administrative Prosecution Member of the NCJS Technical Bureau
4. Chief Judge Ayman Abdel Azeem	Chief Judge at the Court of First Instance Member of the NCJS Technical Bureau
5. Dr. Mona Gamal Eldin Mohamed	Chief Administrative Prosecutor NCJS Technical Bureau member

Selected Personnel Representing All NCJS Departments:

6. Mr. Galal Abdel Hameed El Gendi
7. Mr. Khaled Abdel Fattah Shehta
8. Mr. Mohamed Khairi Shaarawi
9. Mr. Ali Mounir Ali Shousha
10. Mrs. Wafaa Hassan Abdel Mageed
11. Mrs. Asmaa Abu Bakr Awadallah
12. Mr. Waleed Rushdi Mohamed El Rashidi
13. Mrs. Sherine Mohamed Ahmed Yaseen
14. Mrs. Ola Abdel Mohsen Ali
15. Mrs. Marwa Mohamed Amin
16. Mrs. Saneya Ahmed Hassan

Within the frame of cooperation between NCJS and AOJS II in order to support NCJS institutional capacity to improve judicial training, develop strategic plans, exchange information among NCJS personnel and between NCJS and other entities, and to assist NCJS to expand its activities outside Cairo, the AOJS II approach is summarized in the following:

1. Providing technical assistance in addition to training courses.
2. Involving NCJS personnel in all AOJS II activities.
3. Assisting NCJS in implementing its strategic plan including expanding NCJS activities in Alexandria and any other future locations.
4. Using modern technologies in providing legal education courses.
5. Improving training curricula and methods.
6. Developing and training NCJS human resources.
7. Upgrading the NCJS internet website.
8. Developing NCJS into an electronic a source of electronically available judicial and legal information in cooperation with JERITT.
9. Establishing relational databases to register the data of the NCJS judicial trainees in cooperation with JERITT.
10. Reviewing training courses provided by NCJS and developing and designing three new courses for continuing judicial education during Year One of the AOJS II Project.
11. Assessing the process of selecting judiciary members and training methodologies, in addition to submitting recommendations for development.
12. Holding an advanced Training of Trainers courses for judicial educators during Year One of the AOJS II Project.
13. Identifying training needs for court staff and designing relevant training courses for them.
14. Compiling a benchbook for assisting judges.
15. Assessing NCJS human resources, and providing technical assistance to develop human resources management policies and procedures, in addition to providing training courses for the technical and administrative staff on human resources management according to their training needs.
16. Conducting a study on the utilization of modern technological resources and training NCJS staff on using the available equipment.

During the NCJS Strategic Planning Workshop, the participants were divided into three working groups to develop the NCJS Vision, Mission, Strategic Objectives; perform strength, weaknesses, opportunities and threats Analysis, and to develop the NCJS Strategic Plan for the coming three years.

Vision

A comprehensive specialized judicial academy providing extensive legal and technical training, utilizing state-of-the-art technologies, employing qualified human resources to provide efficient judicial and legal training on the local, regional, and international levels in order to achieve timely justice.

Mission

1. Enhancing judicial performance and increasing the efficiency of the Egyptian Judiciary with its main two branches i.e. courts and the public prosecution, as well as supporting other judicial entities to ensure the right to litigate and to realize timely justice.

2. Training human resources for the courts to contribute to facilitating means of litigation, realizing transparency in procedures, and ensuring timely disposition of conflicts and execution of judgments to increase the citizens' trust in the judicial system.

3. Enhancing NCJS's role as a leading judicial education institution for local, regional, and international beneficiaries.

4. Enforcing the NCJS research function and increasing legal awareness.

Objectives

1. Introducing modern management courses to be part of the the NCJS training courses for judges and assisting entities, as well as integrating some management courses in the mandatory judicial orientation programs and specialized courses.

2. Intensifying cultural seminars discussing various humanitarian issues.

3. Adopting a scientific methodology in preparing the continuing and specialized judicial education programs based on course feedback from the judges and the NCJS faculty of judicial educators and professors to enhance the designing of programs appropriate for each target group of trainees.

4. Adopting a new approach for conducting continuing and specialized training courses for members of the public prosecution and judges by conducting the training courses at their workplaces, thus helping them acquire information and address legal problems. NCJS will try to utilize faculty from the judiciary members resident in the various governorates in order to enhance interaction between the trainer and the trainee. Moreover, both the trainer and the trainee will be spared the need to travel to another governorate. This approach, eventually, will expand the pool of good trainers available to train judges.

5. Enhancing NCJS capabilities and supporting the training activities at the NCJS Alexandria branch location for all the judiciary members resident in Alexandria and preparing a second branch location for NCJS at the Mansoura Court of First Instance.

6. Enhancing the role of the training coordination judge in training employees at the Courts of First Instance and organizing seminars therein.

7. Developing an annual plan for providing scholarships and study tours abroad for the top performers in the Center's courses.

8. Upgrading the NCJS website.

9. Continuing the provision of training courses for citizens from the Arab, African and friendly countries.

10. Starting to find a location for NCJS in Mansoura and at the Assiut Court of First Instance.

11. Equipping and updating the current and future training classrooms, improving training methods and introducing e-learning mechanisms.

12. Creating a comprehensive system for NCJS human resources management and the future Judicial Academy, including strategic human resource planning, job analysis, recruitment and selection, training, performance appraisal, etc.

13. Enhancing the mechanism from training of judicial trainers locally, regionally and internationally and learning from the countries with judicial experience in this respect.

14. Preparing members of the judiciary and equipping them with the relevant leadership and management skills, hence enabling them to apply effective approaches to management.

15. Enforcing the role of the NCJS scientific committees to play its role in approving training materials prior to distribution to trainees and ensuring the coherence of the legal visions of the trainers on the controversial legal issues in coordination with the Judicial Inspection Department.

16. Updating and improving the electronically available legal database and the electronic library linked thereto and the use of e-learning.

17. Linking NCJS and its current and future locations through a network to the Judicial Information Center and the various courts nationwide in order to provide access for the members of the judiciary to legal information.

18. Developing and updating mandatory and continuing judicial education programs to meet the training needs of the trainees.

19. Developing a mechanism for short-term courses in all legal specialties generated through the continuing and specialized courses.

20. Maintaining closer cooperation among the Judicial Inspection Department, the Public Prosecution Inspection Department, and the MOJ to consider basic orientation courses while making promotion decisions.

21. Enforcing the NCJS research function and linking it to the research centers and universities.

22. Developing and updating the Training Needs Assessment and Evaluation Unit.

23. Developing and updating cases used in training and automating the NCJS library.

24. Developing and updating the Judicial Museum.

25. Preparing the NCJS catalogue and other publications reflecting the distinguished legal and judicial services available at NCJS locally, regionally and internationally.

26. Issuing NCJS Judicial Magazine to be distributed locally, regionally and internationally. Until the NCJS Judicial Magazine is issued, it is advisable to publish and include all NCJS training activities in the magazine issued by the Judges Club.

Strategic Priorities:

1. Upgrading and enhancing the NCJS website (e.g. using multimedia, e-learning and an electronic library).

2. Improving the methods for offering training services (the Court of Cassation decisions; an NCJS catalogue; and upgrading the library, Case Bank and the archives).

3. Enhancing the technical capabilities of the NCJS technical and administrative staff, and faculty, as well as the beneficiaries of its services.

4. Establishing central databases for all NCJS departments, branches and training services, e.g., documenting procedures, strengthening the Training Needs Assessment and Evaluation Unit, automating and upgrading the Students' Affairs Department.

5. Enforcing the NCJS research function through linking NCJS to universities and cooperating with the Arab and foreign judicial centers.

6. Modernizing all NCJS departments, resulting in the Center's being a comprehensive judicial academy at the local, regional and international levels.

Recommendations:

1. NCJS does not have an independent budget. However, the Judicial Studies Academy project will have an independent budget to be able to undertake its activities. The financial and administrative independence of the Academy will be stipulated in the law establishing the Academy to be able to properly perform its mission. No obstacles are envisioned hindering the implementation of the provisions of the proposed bill without waiting until the Academy project is completed – which needs a long time.

2. Basic Orientation Program for new prosecutors should precede their actual selection and appointment to the prosecution positions.

3. The results of the basic orientation programs for the judges and members of the prosecution should be taken into consideration when assigning them to their respective work locations.

4. Establishing a separate department at NCJS for training the various assisting entities.

5. Exempting members of the NCJS Technical Bureau from the traditional maximum length of secondment, just like other MOJ departments such as Judicial Inspection and Legislation Departments.

6. Serious participation in and passing the training courses should be included among the evaluation criteria included in the judge's technical efficiency report when the MOJ considers promotions.

7. Providing necessary resources for establishing several branches of NCJS in different geographical locations similar to the Alexandria model.

8. Taking prompt action for establishing the Judicial Studies Academy. It is recommended to enforce the law governing the Judicial Academy activities upon promulgation without waiting for the completion of construction of the Academy buildings.

First: Internal Environment Analysis

Strengths:

1. Flexibility of senior management and its response to the needs of the staff.
2. Efficient and positive human resources.
3. Distinguished pool of faculty members who provide training courses at NCJS.
4. The NCJS internal communications network.
5. Provision of training courses for members of the judiciary and administrative personnel.
6. A library rich with publications in the various legal and human sciences.
7. Case Bank includes numerous cases in various specializations utilized for training purposes.
8. Availability of and accessibility to the original documents for the most prominent cases in the Egyptian legal history for scholars and researchers through the NCJS microfilming unit.

Weaknesses:

1. The Presidential Decree establishing NCJS did not grant its financial independence. However, MOJ budget includes an item for NCJS under Article No. 1 annually.
2. Training is limited, in most cases, to judiciary members at the beginning of their judicial careers and does not include the judiciary members seconded to work in the Court of Cassation Prosecution, and Judicial Inspection at the courts and the public prosecution.
3. Evident lack in the number of the experienced members of the NCJS faculty, due to either retirement or secondment to the Arab countries as they tend to attract the best members. Moreover, some faculty face difficulties in fulfilling their judicial responsibilities and training tasks. Some of the judiciary members do not have time for participating in the training courses.
4. Inability to update the technological means used due to lack of financial resources.
5. The need for a comprehensive database for the trainees regularly updated.
6. Archiving is manual and not automated.

7. NCJS does not issue a magazine specialized in legal and judicial education issues.

8. Need to update job descriptions of different departments.

9. Need to be enhance skills of Executive Secretaries.

10. Maximize utilization of internal communications network.

11. The need to update the training needs assessment form to cope with the requirements for new training.

12. Lack of the following:

    - Space for holding training sessions.
    - Equipment used in the training (PCs, printers, stationery, toner and training audio visuals).
    - Spaces for the Parking of cars.

13. The need for the Multimedia lab.

14. The need to archive training material.

15. NCJS budget is administered by MOJ in addition to the lack of financial resources.

16. Lack of resources hindering the conducting of training courses outside Cairo.

17. The need for an automated system to monitor attendance in training courses.

18. The need for resources for replacement, development and renovation.

19. Insufficiency of the NCJS human resources – not coping with the expanding activities of NCJS.

Second: External Environment Analysis

<u>Opportunities:</u>

1. Possibility of improving the Center's capabilities through the assistance of several other institutions.

2. Positive relations with numerous countries.

3. Acknowledgment of the NCJS leading role through training some of the members of Arab and European judiciaries.

4. On the job training (at the courts).

5. Launching a legal database and the Egyptian Court of Cassation decisions on the Internet to enhance the leading legal and judicial role of Egypt among the Arab countries.

Work impediments at NCJS and how to overcome such:

1. Some of the judges and members of the public prosecution refrain from participating in the various continuing education training courses due to their huge responsibilities. This could be eliminated through: providing short training courses; conducting training courses at the workplace; and collecting feedback from the trainees on the proposed training topics, programs and appropriate time of instruction in order not to conflict with their working hours at the various courts and prosecutions. Hence, participation and interest in NCJS training activities would increase.

2. It is imperative to ensure the seriousness and efficiency of the trainees in all the training activities. This will not be achieved unless through close cooperation among the MOJ, the Judicial Inspection of the Public Prosecution, and NCJS. Serious participation in the training courses should be among the evaluation criteria in the technical efficiency reports of the judiciary members when considering promotion. Completion of the bill regulating the Judicial Studies Academy will definitely ensure effective participation and commitment on the side of the trainees. It is important to stipulate that the pre-recruitment qualifications would greatly affect the judicial career as they will be used in evaluating the potential of the trainees during the training courses. Thus, seriousness and commitment on the part of the trainees would be ensured.

3. NCJS activities have been recently expanded with regard to the number of training courses and the number of trainees. It is currently impossible for NCJS to conduct some of the training courses required, due to lack of space, hence, hindering the best implementation of the training programs. The bill regulating the Judicial Studies Academy, would definitely, provide solutions for such problems.

4. NCJS is currently located in an area crowded with government institutions.

5. One of the main obstacles to enhancing the NCJS activities is the financial cost of the training courses and the lack of time for holding such programs.

AOJS II will provide state-of-the-art technologies to facilitate work at NCJS in order to maintain its leading regional and international role.

Strategic Priorities
2005 – 2007

First Strategic Priority: Upgrading and Enhancing the NCJS Website

Activities	Resources	Execution Requirements	Execution Impediments	Time Required
• Transferring the website from the Vendor server to MOJ (JIC) • Website security	_____	• Enhancing NCJS infrastructure and network	• Incompletion of NCJS infrastructure support • Emergence of some technical obstacles • Incompletion of training the staff necessary for administering the website and the technical support	In coordination with the Project's annual work plan. *Expected completion date September 2005*
• Upgrading the general format of the website • Updating courses outline on the website • Providing e-mail through the website for all departments and personnel	• Web Administrator • Web developer • Data entry • Technical support	• Training courses for the Computer department staff responsible for the website • Financial resources to support the infrastructure and the electricity network • Upgraded PCs		In coordination with the Project's annual work plan. *Expected completion date December 2005*
• Documenting work procedures • Documenting the website structure and programming language used • Activating the NCJS internal network	• Web Administrator • Web developer • Data entry • Technical support	• Server + PC • Backup data • Counter		In coordination with the Project's annual work plan. *Expected completion date March 2006*

Strategic Priorities
2005 – 2007

Activities	Resources	Execution Requirements	Execution Impediments	Time Required
Launching the Court of Cassation Decisions database on the website Linking NCJS website to other MOJ websites Linking NCJS website to the relevant Arab and international websites	Extending the network to all NCJS departments Linking the network to the NCJS offices all over the country through JIC	Network card, connecting media, communication protocol, PC		In coordination with the Project's annual work plan. *Expected completion date September 2005* *Expected completion date March 2006*
Electronic mechanism for correcting exams and analyzing the data	Electronic machines			In coordination with the Project's annual work plan. *Expected completion date June 2006*
Moving PC lab	Electronic devises	Laptops, wireless LAN access point		In coordination with the Project's annual work plan. *Expected completion date March 2006*

Second Strategic Priority: Improving the offering of training services

Activities	Resources	Execution Requirements	Execution Impediments	Time Required
• Online registration for optional courses through the website • Activating e-mail accounts inside and outside NCJS		• Designing the optional courses registration form • Designing the trainees database • Documenting work procedures	• Completion of the infrastructure support • Emergence of some technical obstacles • Completing the training of the cadres necessary for managing the website and technical support	In coordination with the Project's annual work plan. *Expected completion date June 2006* *Expected completion date September 2005*
• Starting the establishment of the multimedia lab	• Providing a room at NCJS for establishing the multimedia lab • Multimedia equipment • Special room for the e-learning presentation	• Training courses for the technical staff and technical support for managing the multimedia lab • Providing the required equipment • Updating the PC labs • Documenting work procedures	• Completion of the infrastructure support • Emergence of some technical obstacles • Completing the training of the cadres necessary for managing the website and technical support	In coordination with the Project's annual work plan. *Expected completion date December 2005*

Strategic Priorities
2005 – 2007

Activities	Resources	Execution Requirements	Execution Impediments	Time Required
		• Training courses for members of the judiciary on how to design e-learning programs • Conducting pilot e-learning programs		
• Starting the production of e-learning programs on CDs • Launching some e-learning programs on the website • Using video conference	• Providing a room for e-learning program presentation • Providing indexed library containing the material on CDs • Providing NCJS rooms and branches with modern training equipment • Preparing a room for electronic printing	• Training courses for the archiving staff and librarians • Documenting work procedures • Large number of the equipment used for electronic printing		In coordination with the Project's annual work plan. *Expected completion date September 2006*

Strategic Priorities
2005 – 2007

Activities	Resources	Execution Requirements	Execution Impediments	Time Required
• Updating and automating NCJS Library and Cases Bank	• Library indexing and classification programs	• Training courses for the archiving staff and librarians • Documenting work procedures • making databases of books		In coordination with the Project's annual work plan. *Expected completion date September 2006*
• Updating Students' Affairs Unit	• Automating Students' Affairs Unit	• Establishing trainees database • Coordinating between Students' Affairs Unit, the Training Needs ·Assessment and evaluation Unit, and Case Bank • Developing statistical data for each trainee • Developing a mechanism for cooperation between the Unit and Judicial		In coordination with the Project's annual work plan. *Expected completion date December 2006*

Strategic Priorities
2005 – 2007

Activities	Resources	Execution Requirements	Execution Impediments	Time Required
		Inspection Department for evaluating the trainees		
• Updating training material	• Developing training material for each course	• Activating the role of curriculum development committees		In coordination with the Project's annual work plan. *Expected completion date December 2006*

Strategic Priorities
2005 – 2007

Third Strategic Priority: Enhancing the technical capabilities of the NCJS technical and administrative staff and faculty, as well as the beneficiaries of the Center's services

Activities	Resources	Execution Requirements	Execution Impediments	Time Required
• Specialized management courses • Automation and update of departments • Enhancing the efforts of the second line employees in all the departments • Documenting internal work procedures for all the departments • Printing out the internal procedures as a code of work for each department	• Using AOJS II experience in documenting internal work procedures	1. Assigning each department to document its own actually applied procedures in a manual 2. NCJS approval of the manual	1. Assigning personnel to attend training courses in addition to their work responsibilities	In coordination with the Project's annual work plan. *Expected completion date December 2006*

Strategic Priorities
2005 – 2007

Fourth Strategic Priority: Establishing central databases for all NCJS departments, branches and its training services

Activities	Resources	Execution Requirements	Execution Impediments	Time Required
• Linking databases to each other • Preparing annual reports for NCJS activities	Software programmers	• Training courses for staff • Developing documented updating mechanism • Drafting a model for annual report illustrating all NCJS achieved activities		In coordination with the Project's annual work plan. *Expected completion date December 2006*
• Providing statistics on each training course conducted • Providing statistics on the performance of trainers and trainees • Providing statistics on the training needs of the following year		• Training courses for staff • Developing documented updating mechanism • Drafting a detailed forms in addition to setting reporting schedule		In coordination with the Project's annual work plan. *Expected completion date March 2007*

Strategic Priorities
2005 – 2007

Fifth Strategic Priority: Enforcing the NCJS research function through linking NCJS to universities and cooperation with the Arab and foreign judicial centers

Activities	Resources	Execution Requirements	Execution Impediments	Time Required
• Establishing connection infrastructure between NCJS and: o Egyptian Universities o Egyptian research centers o Arab judicial centers o Foreign judicial libraries, universities and research centers • Programming training material based on the curriculum development committees • Developing policies encouraging research and study on the part of the trainees (research competitions in certain legal topics – annual competitions with annual award in the innovated legal topics)		1. Updating and expanding NCJS communications network in cooperation with AOJS II 2. Coordinating between NCJS, JIC and MOJ	• The need for a cooperation protocol between the Egyptian universities, the research centers and NCJS	In coordination with the universities and the parties concerned. *Expected completion date December 2007*

Strategic Priorities
2005 – 2007

Sixth Strategic Priority: Modernizing all NCJS departments – rendering it a comprehensive judicial academy at the local, regional and international levels

Activities	Resources	Execution Requirements	Execution Impediments	Time Required
• Establishing Judicial Studies Academy in the 6th of October City with a budget provided by MOJ to this effect • Providing modern equipment and programs • Completion of the documentation of all the internal work procedures and verifying their consistency with the law establishing Judicial Studies Academy		1. Coordination with MOJ 2. Providing the financial resources needed for the establishment of the Academy	• Passing the Law establishing the Academy by the People's Assembly • Preparing the executive regulations implementing the Law regulating the Judicial Studies Academy upon issuing thereof	In coordination with MOJ annual work plan. *Expected completion date December 2007*

AMIDEAST

To: Margaret Groarke, Democracy Officer, USAID
Jasmin Samy, Senior Judiciary Sector Specialist, USAID

From: Amr Abdallah, Policy and Planning Expert, AOJS II

Date: May 12, 2005

Cc: Jim Grabowski, Chief of Party, AOJS II

Re: NCJS Strategic Plan Development Process

Below please find an explanation of the process that was followed to develop the National Center for Judicial Studies (NCJS) Three-Year Strategic Plan. The creation of a Three Year Strategic Plan represents the first step for strengthening NCJS and represents the first time that the Center has had a written Strategic Plan.

Introduction:

The National Center for Judicial Studies (NCJS) is a Central Department of the Ministry of Justice (MOJ). It was created in 1981 to train Judges and Prosecutors and is managed by Counselor Ali Shakeeb, Assistant to the Minister of Justice and the Center's Director.

The Strategic Planning Workshop was a key AOJS II activity scheduled for implementation during the 2nd quarter of project year 1. On January 16 through 18, 2005, the AOJS II Project worked with the National Center for Judicial Studies (NCJS) Leadership to develop a Strategic Plan that incorporates its activities. This Plan is a critical milestone for institutional capacity building of the NCJS.

During the Workshop, there were extensive discussions among the NCJS Senior Management, namely, Counselor Shakeeb; his staff; AOJS II technical teams, namely, Policy and Planning Team and the Judicial Education Team; and the workshop facilitator, Dr. Gazia Zatar, on the format of the expected plan. It was agreed that the Three Year Strategic Plan would outline NCJS Strategic Priorities and anticipated scope of activities through 2007.

Purpose:

The Three-Year Strategic Plan document developed during the NCJS Strategic Planning Workshop under AOJS II is intended to:

1. Respond to Counselor Shakeeb's request to assist NCJS in the development of a Strategic Plan that outlines activities needed for strengthening NCJS.

2. Guide the implementation of the AOJS II activities listed in the AOJS II annual plan specifically designed to strengthen NCJS institutional capacity.

3. Provide baseline information needed for institutional capacity building to strengthen NCJS to maintain, sustain and replicate AOJS II automated systems at selected Courts of First Instance and assist NCJS to realize its vision to become a Judicial Academy.

Plan Format:

The NCJS Three Year Strategic Plan outlines the center's organizational vision, mission, strategic priorities and objectives, and includes an analysis of strengths, weaknesses, opportunities, and work impediments.

The Strategic Plan includes a listing of activities that NCJS intends to implement between 2005 through 2007. The listing of activities is organized around each of the strategic priorities that NCJS identified. Each of the tables provides details about activities, required resources, implementation requirements, anticipated problems and time required. It should be noted that time required for implementation of the activities would be coordinated with AOJS II annual implementation plans.

Activities Related to AOJS II Work:

The Strategic Plan factors in the strategic priorities identified by NCJS Leadership as key priority areas for AOJS II Task 3 "Strengthen the Administrative and Technical Capacities of NCJS". These priorities are as follows:

1. Upgrading and Enhancing the NCJS Website (e.g. Using Multimedia, E-learning and Electronic Library).

2. Improving the Methods for Offering Training Services (Court of Cassation Decisions, NCJS Manual, Updating the Library, Case Bank and Archives).

3. Enhancing the Technical Capabilities of the NCJS Technical and Administrative Staff, Faculty as well as Beneficiaries of its Services.

4. Establishing Central Databases for all NCJS Departments, Branches and its Training Services (e.g. Documenting Procedures, Strengthening Training Needs Assessment and Evaluation unit, Automating and Updating Trainees Affairs unit).

5. Enforcing and Enhancing the NCJS Research Role through Linking NCJS to Universities and Cooperation with Arab and Foreign Judicial Centers.

6. Modernizing all NCJS Departments so that NCJS Becomes a Comprehensive Judicial Academy at the Local, Regional and International Levels.

During the development of the plan, NCJS management listed key activities that would be implemented under each of the strategic priorities between 2005 and 2007. However, NCJS management chose not to list AOJS II detailed activities since the AOJS II/NCJS activities are clearly defined in the AOJS II annual plan that was developed and reviewed in collaboration with NCJS at the beginning of the year. NCJS leadership and staff also incorporated their recommendations for enhancing and strengthening NCJS.

The Three Year Strategic Plan, as it currently exists, represents a living document that NCJS will be reviewing on annual basis to update its activities to be in line with NCJS activities and MOJ priorities. AOJS II will work with NCJS management and staff on the update of the plan on annual basis.

If further explanations are needed regarding the NCJS Three Year Strategic Plan and the development process implemented to produce the plan, please let me know. Thank you.