

- PD-ACA-261 -

AMIDEAST

اميد ايست

Administration of Justice Support Project
Contract No. 263 - C - 00 - 95 - 00134 - 00

ANNUAL IMPLEMENTATION PLAN

YEAR 7

(July 1, 2003 – March 31, 2004)

ADMINISTRATION OF JUSTICE SUPPORT PROJECT

(AOJS)

USAID Contract No. 263-C-00-95-00134-00

(AMIDEAST)

July 31, 2003

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EXECUTIVE PROJECT BACKGROUND SUMMARY

PRELIMINARY INFORMATION

This document presents the implementation plan for July 1, 2003 through March 31, 2004, the final period of judicial reform cooperation between the Governments of the United States and of Egypt under the Administration of Justice Support (AOJS) Project. On March 5, 2003, USAID/Egypt approached Amideast regarding a nine-month funded extension that would take the project through March 31, 2004. On June 16, 2003, Amideast received modification number 11 to the contract with additional funding of US\$ 1,100,000., thereby increasing the total value of the AOJS Project contract to US\$ 18,400,000. As a result of this extension, the project activity completion date (PACD) is now March 31, 2004.

This implementation plan describes key implementation activities for the third and fourth quarter of Year 2003, which represents the final scheduled technical assistance and training period for the Project.

The objectives of the work outlined in this planning document are to allow the AOJS team and its partners at the pilot courts, the Judicial Information Center, and the National Center for Judicial Studies to fully complete the major tasks delineated in the project agreement and the statement of work for the period July 1, 2003 through March 31, 2004. This extension period will focus on ensuring that the Ministry of Justice fully utilizes the achievements of the Project in the areas of court administration, court automation and judicial training systematically to address case delay in the two pilot civil courts and on ensuring the institutional sustainability of the Project's major activities and strategies.

Complex and technologically sophisticated court automation systems have been completed and tested by the AOJS Project and the Judicial Information Center (JIC), and are now fully operational in both pilot courts. A major challenge in the final period of the Project will be to prepare comprehensive system documentation of the pilot court model, incorporating court administration, court automation, and human resource development components. The last two quarters will also be devoted to ensuring that case data is accurate and that judicial leaders and supervisors of the pilot courts make full and effective use of the newly automated elements of the court administrative and case management systems in an effort to reduce case processing time. Also, the Project is planning to an automation system for the NCJS Case Bank department during this extension.

The Project, in accordance with contractual requirements, will also submit a draft of the Final Report and the Close-Out Plan to USAID/Egypt prior to the end of December 2003.

The first quarter of Year 2004 will be allocated to the turnover and transfer of systems, manuals, documentation and equipment to the Courts and to the Ministry of Justice and to the demobilization of the project and its staff.

It is useful to consider this final implementation plan in the context of the history of the project and its antecedent activities at the Egyptian Ministry of Justice.

The AOJS Project had its formal genesis in a request by the GOE Ministry of Justice directed to USAID for assistance in automation aspects within the court process. The final version of the project was the result of lengthy negotiations in response to this initial request and serious studies done in the interim period to assess the judicial environment,

shortcomings and needs. The resulting project design represents the first such project in Egypt and attempts to capitalize on various reform efforts already underway within the GOE and the need for a supportive legal environment expressed by the international business community.

The Administration of Justice Support Project began on March 1996 with the special objective to provide an improved civil legal system in Egypt by achieving two principal Intermediate results: first; improved efficiency in two pilot court systems, and second; the improvement of judges' knowledge and application of Egyptian civil law. Mobilization in Cairo began in September 1996. The scheduled AOJS Project Activity Completion Date (PACD) was 28 December 2002. The period of project operations, at the now scheduled end-date, will have been six years and nine months.

The Project's intellectual roots go back much longer than this period of time, however. One can look back some fourteen years to the conceptual origins of the AOJS Project. The Project did not arise as a donor-generated initiative; its roots lie firmly within the Judiciary of Egypt.

The major elements of the AOJS Project concept arose from the findings of the Egyptian Judicial Conference of 1986. The Conference recommended improved management, improved administration, re-engineering and case flow management automation. Slow progress on this agenda over the coming decade, and growing backlogs in the court caseloads, led the Government of Egypt to solicit USAID assistance, leading to the initiation of the Administration of Justice Support Project. The court leadership, working level judges, the Ministry of Justice, the legal community, the general public, the national media, and the national political leadership of Egypt, shared the perception of the need for significant improvements in court management.

America-Mideast Educational and Training Services has been the lead contractor implementing the Project in several different locations: the North Cairo Court of First Instance, the Ismailia Court of First Instance, the Judicial Information Center, and the National Center for Judicial Studies. Policy elements of the Project are implemented in consultation with the senior-most levels of the Ministry of Justice.

From the initial years of Project implementation through the year 2002, the Government of Egypt has given intermittent, but relatively frequent verbal support for Judicial Reform. The President, the Prime Minister, the Minister of Justice and the Prosecutor-General have all taken public stands on the importance of reducing case delay, ensuring the timeliness and quality of justice, and introducing modern management and appropriate automation into Egypt's courts.

OVERVIEW & STRATEGIC CONTEXT

Programming in the areas of judicial reform and democracy in Egypt is relatively recent. While the USAID has been involved in institutional development and policy work in sectors such as Agriculture and Public Health for a quarter of a century, USAID's institutional partnerships with the Courts, with the Parliament and with the organizations of civil society are still in an incipient period.

From the USAID standpoint, the Project brings the judicial component into the strategic cluster of USAID/Cairo activities directed toward the agency's Mission Strategy sub-goal of creating an enabling environment for sustainable democracy. From the perspective of the MOJ, the Project presents an opportunity to bring judicial reform, both procedural and substantive, to the court system and to substantially upgrade the capacity of the system to deal efficiently and effectively with legal disputes. The improvement of automated systems within the court system, the upgrading of access to legal materials, and the enhancement of judicial education are expected to produce far-reaching improvements in the judicial decision-making process. Thus, the AOJS Project represents a true partnership arrangement, which addresses the long-term objectives of each party.

PROJECT OBJECTIVES

In the broadest sense, the objective of the AOJS Project is to support the MOJ in accomplishing its own objectives for legal/judicial reform. This means helping to build resources within the judicial sector and enhancing Ministry of Justice's capacity to develop, direct, allocate, and use these resources. Specifically, AOJS Project objectives are:

1. Improving court operations and reducing case delay through systems re-engineering (both manual and automated), Judicial sector staff training in administering and operating the new systems and procedures.
2. Reducing civil case delays by enhancing the positive role of Judges in case management and investing in upgrading the skills of the judiciary.
3. Reducing civil case delay through the introduction of new strategic thinking, technologies, and systems and procedures consistent with local norms and sustainable by local institutions.
4. Upgrade the judiciary's knowledge of commercial law and other key areas of civil law critical to Egypt's economic development.
5. Enhancing the timeliness and quality of justice by upgrading the judiciary's access to legal materials through the use of automated databases.
6. Ensuring the sustainability of improved civil court performance by strengthening the Egyptian constituency for judicial reform
7. Supporting case delay reduction by helping to build computer application skills, computer maintenance skills, and computer support skills in the Courts and at the Judicial Information Center in ways which will promote the sustainability of court automation and assist creating the conditions for gradual replication on a national basis.
8. Building sustainable human resources for judicial reform by strengthening the NCJS in terms of its organization, administrative operations, technical competencies, and services.

AOJS PROJECT ACTIVITIES

The AOJS Project seeks to promote reform and improvement in both the operation and performance of the civil court system of Egypt. In that respect, the existing court structure and the surrounding justice environment demonstrates a number of enabling factors that mitigate in favor of the project and upon which the project has built. Among these are: a long history of judicial independence, a high degree of motivation for improvement which exists within the MOJ itself, various initiatives which are already in place leading toward positive change and a growing awareness among the larger body of judges nationwide of the need for significant judicial system reform. It is believed that these factors, among others, lead to a receptive environment for the implementation of project goals and objectives.

Each of these positive factors provides a basis for the undertakings of the AOJS Project. In general, these undertakings are as follows:

1. Case delay reduction through administrative reform in two selected Pilot Courts, including positive action by judges in case management, more active judge's role in case scheduling, improved case processing, calendaring, record retention and improved administrative practices.
2. Development of automated systems and procedures, including automated case initiation and fee collection, pilot court automation assistance in connection with administrative and caseload management reform and the development, installation, training and ongoing support necessary to provide in-home computer capability for more than 70 test judges from the two Pilot Courts. In the seventh and final year of the Project the focus will be on ensuring that the automated systems become part of the daily work routine in the courts and that the supervisors and managers in the courts fully utilize the automated reports as management tools

Each of these objectives is designed to advocate positive change within the judicial system itself and within the surrounding legal environment in the interest of a more informed, enlightened and positive judiciary and an improved legal structure providing a more expeditious, orderly and predictable result. The AOJS project team is organized in a manner, which lends itself to healthy reform within the overall constraints inherent in the system and recognizing the special needs of the Egyptian culture and history.

The overall technical assistance group is organized into functional teams whose work is built upon the concept of open communication between team members and among the functional teams. The teams consist, in every case, of a dynamic partnership of professional Egyptian experts and American expatriate experts in related fields. The teams work closely with counterparts within the Egyptian court system. The Project's technical assistance staff consists of:

- The Chief of Party, a highly experienced project management and judicial education expert. He is assisted by an Egyptian management expert who focuses on issues related to policy and implementation. The Chief of Party provides overall project direction to the three technical teams noted below:

- The Judicial Education Team, composed of a very experienced American training and education expert who has held senior training position in Egypt and elsewhere in the Arab world, teamed with an Egyptian assistant training officer who brings a high degree of experience dealing with GOE related enterprises and with USAID training requirements.
- The Court Administration Team, which is made up of an American expatriate court management expert with long experience administering Federal Courts in the United States, coupled with an Egyptian lawyer who is a member of the national Lawyers' Syndicate and an experienced litigation specialist.
- The Court Automation Team, including an American information systems specialist highly experienced in court-related automation tools in a variety of court settings and two Egyptian automation experts who consult on a variety of special problems in exporting court-related technology to the Egyptian system.

The Project's relationships with the Government of Egypt are complex and multi-faceted. The AOJS technical assistance staff members and its constituent teams work directly with similar teams of Egyptian court experts. The Egyptian counterparts include designated members of the leadership of the Ministry of Justice, the Chief Justices of North Cairo Court and Ismailia Court, the judges of the pilot courts, the administrative staff of the pilot courts, the National Center for Judicial Studies, the Judicial Information Center and other elements of the Egyptian Judiciary.

TASK 2: CONSTITUENCY-BUILDING

The emphasis under Task 2 will continue to focus on Chief Justices of the Courts of First Instance and other Ministry officials to continue the process of transferring information on project goals, initiatives and achievements to all the courts of Egypt. In addition the project team members will continue to meet with pilot court judges in their own judicial districts, assist pilot court Chief Justices to speak about changes created by the Project, and make personal contacts with judges from all over Egypt who come to Cairo for activities at NCJS. The National Center for Judicial Studies will continue to play an important role in this constituency-building effort through its project-directed educational programs for both new and experienced judges and the production of the newsletter.

DESCRIPTION

The second part of the seventh year of the constituency building effort will consist of informal contacts between project staff and the wider Egyptian judiciary. Project activities are directed toward building a wider base of support for the Project's delay reduction goals. It will also continue to include monitoring of the general media; encouragement to government of Egypt officials to emphasize the issues of case delay; and discussions with members of the business, legal, and finance communities. The final edition of the Project newsletter will be published and distributed throughout the Egyptian judiciary to provide summary information about the Project's activities and achievements. The Project will also organize a conference for key stakeholders to review the overall life-of-project results.

OBJECTIVES

1. Target institutional sustainability of systems and strategies that address enhanced administrative and technical capacities of key MOJ partner work units
2. Inform Egyptian judiciary on important aspects of Project work
3. Conduct meetings between Project staff and judges not directly involved in the Project
4. Make ideas developed during the course of the Project available to non-pilot courts
5. Raise awareness of Project goals and achievements in the business and legal communities
6. Establish foundation for future replication efforts

ACTIVITIES DURING PERIOD

July - September, 2003

1. Pilot Court Judicial district meetings
2. Publication of Project newsletter
3. Meetings with interested business and legal groups and individuals
4. Monitor local press for articles about project activities

October - December, 2003

1. Pilot Court Judicial district meetings
2. Publication of Project newsletter
3. Meetings with interested business and legal groups and individuals
4. Monitor local press for articles about Project activities
5. Implement End-of-Project Conference to review results with USAID and the MOJ.

January - March, 2004

1. Transfer project documentation to MOJ

EXPECTED OUTCOMES DURING PERIOD

1. Sustainability of court administration, judicial education, and information technology systems
2. Informed Egyptian judiciary concerning project goals and activities
3. Awareness of Project goals, objectives and progress among a wider audience
4. Strengthening of commitment to Project's outcomes on the part of pilot court judges
5. Availability of ideas generated by Project activities throughout all Courts of First Instance

DELIVERABLES DURING PERIOD

1. Publication of Project newsletter during the first quarter of the year
2. Meetings with interested business and legal groups and individuals
3. Meetings with Egyptian judges of courts not part of the pilot sites
4. End-of-Project Conference

SEVENTH YEAR PRIORITIES

It is of primary importance that information about the Project is disseminated to a wider audience to continue to establish the foundation for future replication efforts. The project will continue its efforts to enhance contacts with judges from both the pilot and non-pilot courts, while the NCJS continues to support and inform the judiciary, the Ministry, and the public about the Project's goals.

TASK 3: STRENGTHENING NCJS RESEARCH RESOURCES AND ADMINISTRATIVE CAPACITY

DESCRIPTION

The revised seventh year of the AOJS Project Task 3 activities will focus on the further enhancement of the National Center for Judicial Studies' administrative capacity in two main areas: the Case Bank department and the Center's website. The Case Bank activity will target the automation of the core work processes of the department so that the Center's technical bureau staff and judicial educators can access case information in a more efficient manner. Through a competitive process, the Project will identify a local vendor that will be responsible to designing an automated system that includes a database, a standard set of procedures, and scanning capacity for the case judgments.

The Center's website will also be one of the main foci of the Project's inputs. The website currently exists in its first generation format, and a number of the features are under construction. The Project will work with the Center's staff responsible for administering and maintaining the website to complete these features and to ensure that a system is in place regarding the maintenance of the site so that the information posted is current.

The Project will also work to finalize a best practices in evaluation methods manual for the Center that will be utilized by administrative and instructional staff members. As a related activity, the Project will procure the SPSS application, a leading data mining technology and analytic application designed for enhanced decision making. The Center will utilize this application in its Assessment and Evaluation Unit. The Project will design a training program on the SPSS application for key staff members from the unit.

The activities will be designed to further strengthen the Center's planning, implementing, and evaluating training programs for new and experienced judges and for key non-judicial Ministry staff involved in the administration of justice throughout the country. This Task will be implemented through a variety of technical assistance activities, management consulting services, and training programs. Institutional sustainability of strategies and approaches will be the major theme of these inputs. Funding for these activities will come from the AOJS Project budget.

OBJECTIVES

1. Enhance the administrative capacity of NCJS by establishing an automation system for the Case Bank department
2. Enhance the administrative capacity of NCJS by finalizing the first generation of the Center's website
3. Enhance the administrative capacity of the Center Assessment and Evaluation Unit with regard to data collection, analysis, and reporting

ACTIVITIES DURING PERIOD

July – September, 2003

1. SPSS Application Training Workshop – DT2/Vendor
 - 1.1 Design training workshop specifications
 - 1.2 Select vendor through market survey
 - 1.3 Design training program with vendor
 - 1.4 Implement workshop for NCJS Assessment and Evaluation Unit staff
 - 1.5 Monitor utilization of SPSS application for evaluation of judicial education programs
2. Case Bank Automation Activity – Facility Assessment
 - 2.1 Prepare statement of work for assessment
 - 2.2 Select vendor through market survey
 - 2.3 Conduct assessment of case bank rooms and computer network infrastructure
 - 2.4 Review report with NCJS management
 - 2.5 Finalize specifications for required upgrading of infrastructure
3. Case Bank Automation Activity – Facility Preparation
 - 3.1 Prepare and release Request for Quotation
 - 3.2 Review quotations and select vendor
 - 3.3 Implement required upgrading of facility
4. Case Bank Automation Activity -- Archives Activity
 - 4.1 Prepare statement of work for activity
 - 4.2 Select vendor through interview process
 - 4.3 Implement statement of work
5. Case Bank Automation Activity – Systems Activity
 - 5.1 Prepare statement of work for activity
 - 5.2 Prepare and release Request for Quotation
 - 5.3 Review quotation and select vendor
 - 5.4 Implement statement of work
6. NCJS Website Activity
 - 6.1 Monitor utilization of website with NCJS and MenaNet, the website developer
 - 6.2 Work with NCJS to develop materials for “under construction” sections of the site
7. Website Administration OJT Course
 - 7.1 Select vendor through market survey

- 7.2 Implement course
- 7.3 Monitor and evaluate results
- 8. Evaluation Methods Manual
 - 8.1 Prepare statement of work for activity
 - 8.2 Select vendor through market survey
 - 8.3 Design and develop manual
 - 8.4 Finalize manual and submit to NCJS

October – December, 2003

- 1. Case Bank Automation Activity – Archives Activity
 - 1.1 Finalize implementation of statement of work
 - 1.2 Hand archives activity over the NCJS
- 2. Case Bank Automation Activity -- Systems Activity
 - 2.1 Finalize design of database
 - 2.2 Install computer/automation equipment
 - 2.3 Test and hand system over the NCJS
- 3. Case Bank Automation Activity -- Data Entry Activity
 - 3.1 Begin data entry and scanning processes with system
 - 3.2 Monitor utilization of system
- 4. NCJS Website Activity
 - 4.1 Finalize first generation of website
 - 4.2 Monitor use of website by NCJS and judges
- 5. Evaluation Methods Manual
 - 5.1 Monitor utilization of manual

January – March, 2004

- 1. Transfer AOJS Project Documentation to MOJ

EXPECTED OUTCOMES DURING THE PERIOD

- 1. Enhanced outreach capacity for NCJS through website
- 2. Enhanced effectiveness of evaluation methods for NCJS programs and courses
- 3. Utilization of Best Practices Manuals for Course Design and Development,
- 4. Evaluation Methods, and Training Program Facilitation Manuals for Judicial Educators and NCJS Staff

DELIVERABLES DURING PERIOD

1. Case Bank Automation System
2. Evaluation Methods Manual Course Outline Reference

SEVENTH YEAR PRIORITIES

The first priority will be the finalization of all content on the first generation of the NCJS website that MenaNet, a local ISP and website developer, has developed. The second priority will be the development of the automation system for the Center's Case Bank. The third priority will be the reorganization of the Case Bank archives room, including indexing and cataloguing all of the archived cases. The fourth priority will be the development of an evaluation methods manual for the Assessment and Evaluation Unit. These activities will further strengthen the Center's Research Resources and Administrative Capacity. The fifth priority will be to monitor the implementation and utilization of key programs, strategies, and approaches that the NCJS and the Project worked to develop over the life of the Project in an effort to ensure institutional sustainability of the programs, strategies, and approaches.

TASK 4: JUDICIAL AND STAFF TRAINING

DESCRIPTION

The judicial and staff training programs presented in the seventh year work plan are designed to continue to develop and to enhance the knowledge, skills, and abilities of the human resources that support the AOJS Project's automation and court administration re-engineering activities, thereby directly contributing to the improved administration of justice throughout the country. These off-the-shelf and tailored training programs will be funded primarily through the AOJS Project budget. Also, one U.S.-based training program will be funded through the AOJS/DT2 training budget.

One of the main Task 4 training activities will feature three Ministry officials' attending the 8th National Court Technology Conference (CTC 8) training program. The conference is a biennial event, which will be held this year at the end of October in Kansas City, Missouri. The Project plans to add a one-week program in Washington, D.C. that focuses on examining how the federal courts in the U.S. utilize court automation and information management systems to address case delay. One Director and one IT expert from JIC, and one Technical Bureau member from NCJS will attend this program.

The Project will also implement a number of other training programs for management and staff members from the pilot courts and JIC that address various aspects of court automation, strategic planning, and management. In addition, the Project plans to organize another Chief Justices Workshop with the National Center for Judicial Studies. This workshop will be held shortly after the beginning of the new judicial year.

OBJECTIVES

1. Enhance the knowledge and skills of selected JIC and pilot court staff members in various management and administrative areas
2. Organize one U.S.-based training program that address court technology with the DT2 Project
3. Organize another Chief Justices Workshop for the Courts of First Instance

ACTIVITIES DURING PERIOD

July – September, 2003

1. 8th National Court Technology Conference – DT2/Vendor
 - 1.1. Write training specifications for program and forward to DT2
 - 1.2. Obtain nomination letter from NCJS, obtain approval from USAID/Egypt, and forward to DT2
 - 1.3. Hold organizational meeting for participants at DT2 Project office

- 1.4. Review and finalize draft program schedule
- 1.5. Complete pre-departure administrative requirements
2. CMA V. 3.0 Data Entry Refresher Training Program – AOJS/Vendor
 - 2.1. Schedule training program with Chief Justice of North Cairo Court and vendor
 - 2.2. Implement 3 iterations of program
 - 2.3. Monitor and evaluate application and impact of training program results at the Court
3. Chief Justices Workshop – AOJS/Vendor
 - 3.1. Design technical framework for workshop with NCJS
 - 3.2. Prepare statement of work for competitive procurement process
 - 3.3. Review proposals from local vendors and select vendor
 - 3.4. Hold organizational meetings with vendor to address technical and administrative issues
 - 3.5. Announce program to Courts of First Instance through NCJS
4. JIC Strategy Planning Workshop – AOJS/Vendor
 - 4.1. Design technical framework for two-phase workshop with JIC
 - 4.2. Prepare statement of work for competitive procurement process
 - 4.3. Review proposals from local vendors and select vendor
 - 4.4. Hold organizational meetings with vendor to address technical and administrative issues
 - 4.5. Implement first part of two-phase workshop
5. Management Training for JIC Director – AOJS/Vendor
 - 5.1. Identify target areas for knowledge, skills, and abilities enhancement
 - 5.2. Conduct market survey to determine off-the-shelf training options
 - 5.3. Select courses and enroll Director
 - 5.4. Implement courses
 - 5.5. Monitor and evaluate results
6. Court Automation Systems Training – AOJS/Vendor
 - 6.1. Identify target areas for knowledge, skills, and abilities enhancement
 - 6.2. Conduct market survey to determine off-the-shelf training options
 - 6.3. Select courses and enroll court staff members
 - 6.4. Implement courses
 - 6.5. Monitor and evaluate results

October – December, 2003

1. 8th Court Technology Conference – DT2/Vendor
 - 1.1 Conduct pre-departure orientation with DT2
 - 1.2 Implement program
 - 1.3 Hold re-entry workshop
 - 1.4 Monitor and evaluate results
2. Chief Justices Workshop – AOJS/Vendor
 - 2.1 Finalize technical program schedule
 - 2.2 Implement workshop
 - 2.3 Monitor and evaluate results
3. JIC Strategy Planning Workshop – AOJS/Vendor
 - 3.1 Implement second part of two-phase workshop
 - 3.2 Monitor and evaluate results
4. Management Training for JIC Director – AOJS/Vendor
 - 4.1 Implement courses
 - 4.2 Monitor and evaluate results
5. Court Automation Systems Training – AOJS/Vendor
 - 5.1 Implement courses
 - 5.2 Monitor and evaluate results

January – March, 2004

1. Transfer AOJS project documentation to MOJ

EXPECTED OUTCOMES DURING PERIOD

1. Key human resources at JIC and NCJS trained and aware of court automation and information management trends and advances
2. Key executive-level management at Courts of First Instance implementing on-going strategies to address case delay reduction
3. Key management, judicial, and non-judicial staff from JIC, NCC, and ISC trained on management concepts and skills

DELIVERABLES DURING PERIOD

1. 8th National Court Technology Conference Training Program
2. Chief Justices Workshop

3. JIC Strategic Planning/Management Program
4. Executive Management Training Courses for JIC Director
5. CMA V.3.0 Refresher Training Course for NCC Staff
6. Court Automation Systems Training Courses for JIC, NCC, and ISC Staff

SEVENTH YEAR PRIORITIES

The first priority for the seventh year will be the enhancement of the knowledge, skills, and abilities of selected JIC, NCC, and ISC staff regarding court automation and information management systems and strategies so that they can administer, maintain, and utilize the court automation systems efficiently and effectively; this priority will be addressed through the implementation of U.S.-based and in-country training programs. The second priority will be the implementation of the Chief Justices Workshop so that all of the veteran and new Chief Justices are aware of the national case delay reduction plan, strategies for implementing the plan, and the Project's main activities and accomplishments over the past seven years. The third priority will be the implementation of a strategy planning workshop for JIC to assist with developing a strategic framework the medium- and long-range planning for the Center's activities.

TASK 5: AUTOMATION AND STREAMLINING OF PROCEDURES AT PILOT COURTS

TASK 5A: STREAMLINE PILOT COURT PROCEDURES

DESCRIPTION

The primary focus during the technical assistance period for the seventh year of the Project will be on the following tasks and activities:

- Monitor and evaluate Project developed administrative processes and procedures
- Increase use of management reports
- Court management
- Case management
- Statistics
- Public information (hearing rolls)
- Validation of the utilization of Project designed and developed processes to reduce case delay
- Reduce (wherever possible) manual work redundancy

Sustainability remains the focal point of Project activities. The final period of the Project includes the following three strategy points for maintaining and strengthening the ability of the pilot courts to continue their efforts at reducing case delay:

Monitoring Activities

- Regular visits to the pilot courts
- Discussions with court management
- Survey of court customers (attorneys)
- Verify posting of public hearing rolls
- Ensure accurate scanning of documents

Evaluation Activities

- Review management report usage
- Discuss case management practices with judicial panels
- Conduct additional 12-month caseload/work analysis
- Seek MOJ approval for elimination of redundant manual processes
- Analyze electronic document usage

Validation Activities

- Review benchmarks for surveys and caseload reports
- Convey and discuss monitoring and evaluation results with chief justices and senior MOJ staff
- Assess accuracy and case related data and information provided by automated case management systems
- Establish and verify data quality control procedures

The Project will meet with court staff, judges, and chief justices to discuss case management and delay reduction strategies. Working with technical staff to ensure the ongoing generation of meaningful management and operational reports, the Project will use the remaining months to improve data integrity and confirm that the ongoing process of case administration is well positioned for continued success.

The court administration team will also continue to focus on the increased use of management reports generated by both the CMA and CIRN. While management reports are currently being generated and used regularly at ISC, the Project will look to expand and institutionalize their use.

Two measurements will be taken during the period. First, the Project will conduct a survey of attorneys to determine the level of satisfaction with project designed and instituted re-engineered work processes. The survey will be identical to previous attorney assessments. Second, the Project will analyze, in detail, the caseload activity in both pilot courts to determine the average age of cases, time intervals of various sub-processes within the lives of cases, and procedural changes implemented during the previous 12-month period.

A complete set of systems documentation will be created and delivered to the MOJ. This documentation set looks at the entire implementation of systems on a holistic basis. In addition to the automated systems, the documentation will detail the re-engineered workflow systems, paper flow process, and planning methods implemented over the course of the project.

At NCC, the specialized group for data entry (docketing clerks) will be expanded to include a number of circuit clerks. Best practices for data entry, information integrity and systems documentation will be discussed and monitored. The project will work with the court managers to define and advance the supervision of the team – a critical component to continued success. The court administration team will schedule regular meetings with the primary case management and statistics supervisors to review ongoing tasks.

OBJECTIVES

The objectives for the period of July 2003 through March 2004 are as follows:

1. Case management and administrative processes and procedures continue to improve and become standard operation procedures
2. Procedures for court led (designed, planned, and implemented) core-business process re-engineering efforts are normalized

3. Enhanced transparency within the pilot courts through increased public access to case information
4. A comprehensive and holistic systems documentation package on project systems produced
5. Case management data integrity increased by using project designed verification procedures and enhance the court data quality assurance process
6. Case management reports used regularly by the Chief Justices, judges, and court staff in the two pilot courts
7. Judges informed on best practices for case management and delay reduction, using panel specific case data
8. Redundancy reduced, to the extent allowable, of manual procedures with automated procedures now in place
9. Electronic imaging process and procedures in place and their operationalized

ACTIVITIES PLANNED FOR THIS PERIOD

July – September 2003

1. Case data verification and report generation
 - 1.1. Meet regularly with docket clerks, circuit clerks and supervisors to review ongoing strategies to update case information.
 - 1.2. Coach staff dedicated to data quality and improvement of data integrity
 - 1.3. Review logs
 - 1.4. Evaluate system reports
 - 1.5. Examine case information and compare with manual indexing books
 - 1.6. Case data verification
2. Document pilot court model systems
3. Conduct Attorney Survey
4. Business process re-engineering best practices
 - 4.1. Meet regularly with the chief justices and senior court managers to discuss ways to incorporate re-engineering procedures into the core-business strategy of the court.
 - 4.2. Monitor project designed and implemented reengineered procedures and workflows
5. Case management and delay reduction
 - 5.1. Meet regularly with the Chief Justices and judicial panels to review case management reports and delay reduction strategies
 - 5.2. Review case age reports
 - 5.3. Set goals for reducing backlog of older cases
 - 5.4. Provide in-depth analysis of case ages and event durations

- 5.5. Provide feedback on data accuracy and integrity issues associated with their respective caseloads
- 5.6. Coach judges on case management strategies and procedures based on CMA case management reports
- 5.7. Identify workload trends along with associated cause/effect relationships
6. Reduce redundancy of manual procedures
 - 6.1. Work with the courts and MOJ to identify potential process and procedures and manual forms or books that can be eliminated or reduced
7. Monitor and assist with scanning and electronic document imaging procedures

October – December 2003

1. Case data verification & report generation
 - 1.1. Meet regularly with docket clerks, circuit clerks and supervisors to review ongoing strategies to update case information.
 - 1.2. Coach staff dedicated to data quality and improvement of data integrity
 - 1.3. Review logs
2. Evaluate system reports
 - 2.1. Examine case information and compare with manual indexing books
3. Business process re-engineering best practices
 - 3.1. Meet regularly with the chief justices and senior court managers to discuss ways to incorporate re-engineering procedures into the core-business strategy of the court.
4. Monitor project designed and implemented reengineered procedures and workflows
5. Case management and delay reduction
 - 5.1. Meet regularly with the chief justice and judicial panels to review case management reports and delay reduction strategies
 - 5.2. Review case age reports
 - 5.3. Set goals for reducing backlog of older cases
 - 5.4. Provide in-depth analysis of case ages and event durations
 - 5.5. Provide feedback on data accuracy and integrity issues associated with their respective caseloads
 - 5.6. Coach judges on case management strategies and procedures based on CMA case management reports
 - 5.7. Identify workload trends along with associated cause/effect relationships
6. Reduce redundancy of manual procedures
 - 6.1. Work with the courts and MOJ to identify potential process and procedures and manual forms or books that can be eliminated or reduced
7. Monitor and assist with scanning and electronic document imaging procedures

8. Collect, analyze and report the caseload information of the pilot courts (results report)

January - March 2004

1. Transfer AOJS Project Documentation to MOJ
2. Provide assistance for project close-out activities

EXPECTED OUTCOMES DURING PERIOD

1. Pilot courts will be able to independently assess case management practices and develop improved procedures
2. Re-engineered court procedures are stable, sustainable and ready for replication
3. A documented model for the replication of the pilot court systems paradigm
4. Judges will focus on ways to reduce case delay through the following:
 - 4.1. Respecting the concept of time having a value
 - 4.2. Reviewing case management reports
 - 4.3. Insistence on accurate and timely data be entered by court staff
5. Manual procedures, duplicated by automation, will be identified and to the extent possible, and in coordination with the MOJ and pilot courts, eliminated
6. Courts will have a database of imaged documents
7. Hearing rolls will be generated by the CMA and posted outside hearing rooms

DELIVERABLES DURING PERIOD

1. Pending case information (limited as to content) input into the CMA at the two pilot courts and data quality procedures developed
2. Court systems (holistic) documentation
3. Attorney Survey
4. Results Report

SEVENTH YEAR PRIORITIES

The final period of the AOJS Project will be dedicated to institutionalizing the case management and court administration systems developed over the past six years. The court administration team will work with senior court managers, judges, and chief justices of the pilot courts to build a sustainable, and replicable, model for court operations that focuses on reducing case delay as well as addressing the backlog of older pending cases.

The Project will monitor and evaluate project developed administrative processes and procedures to ensure the increased use of sound case management procedures by the pilot courts. Public access to information (hearing rolls, public information terminals, etc.) will be improved and standardized. Validation that project designed and developed processes are actively used for reducing case delay will be conducted. To the extent possible, manual and redundant work processes (replaced by automation) will be reduced or eliminated.

TASK 5: AUTOMATION AND STREAMLINING OF PROCEDURES AT PILOT COURTS**TASK 5B: AUTOMATE PILOT COURTS****DESCRIPTION**

The primary focus during the technical assistance period will be on the following tasks and activities:

- Testing and enhancing the court automated case management systems
- Collaboration with the Judicial Information Center to strengthen their institutional capacity to replicate project designed and implemented systems and administer court automation systems
- Monitor stability and robustness of automated systems
- Modify as required reporting capabilities of the information management systems

While the case information management systems in place in the pilot courts are stable and operational, the volume of information calls for additional enhancements to the systems to increase ease of use, swift production of reports, and enhanced performance of data entry and data quality control functions. The Project will develop, in collaboration with the JIC, additional improvements to the CMA V.3.0 performance. The project will also monitor the CIRN V.3.0 and the newly developed management reports.

Project staff will meet with the subcontractors and senior managerial and technical managers from the JIC and pilot courts to monitor any installation or implementation of systems modifications. All changes to the systems will be reviewed to ensure both pilot courts' systems' architecture and interoperability match. The JIC will provide an increasing level of oversight in order to develop the capacity to implement systems in the courts on a national level.

Additional meetings with the JIC and sub-contractors will focus on final enhancements to the CMA system. These changes will include:

- modifications to enhance the speed of the system
- study and modify the automatic data clustering facilities of the servers to eliminate continuous communication traffic within the server model
- reduce the number of data views
- remove closed cases to a new database
- modify report generation process

As part of the ongoing focus to provide a framework for sustainability, the Project will continue to coordinate meetings between JIC staff and the subcontractors. These meetings are designed to facilitate the much-needed enhanced relationship between the developers and systems administrators (JIC).

The project will continue to meet weekly with the directors of the JIC. The focus of discussions will involve the enhancement of information sharing between the pilot courts and the JIC with the goal of institutional sustainability of the court automation systems. The Project and JIC will also implement a strategy planning workshop for JIC to assist with developing a strategic framework the medium- and long-range planning for the Center's activities.

OBJECTIVES

1. Provide a documented model for the replication of systems in other pilot courts
2. Sustain the operationalization of the CMA V.3.0 and the CIRN V.3.0 case management systems
3. Improve technical capabilities within the JIC to maintain and sustain the AOJS developed systems in courts on a national level
4. Monitor JIC's utilization of developing communication and coordination protocols that the project established to help manage subcontractors, facilitate future modifications to the CMA and CIRN applications, and monitor court automation systems and activities
5. Assist the JIC and pilot courts in monitoring the implementation of the Electronic Imaging (EI) systems at the courts
6. Provide computer equipment to the NCC, ISC, and JIC, as necessary, to support the modified systems
7. Assist the JIC in providing support to the pilot courts and planning for sustainability and replication of the Project sponsored systems
8. Monitor pilot court error and problem reporting system
9. Assist JIC with strategic planning and positioning

ACTIVITIES DURING PERIOD

July 2003 – September 2003

1. Meet regularly with the technical support staff of the pilot courts to discuss ways of improving information management systems both from a technical view and operational
 - 1.1. Define parameters for any system modification and develop implementation plans accordingly
 - 1.2. Provide advice to court technical staff on system "fixes" and work-arounds
 2. Meet regularly with JIC management to discuss outstanding technology, sustainability and replication issues
 3. Meet with JIC management to plan for the strategy planning workshop
-

4. Facilitate meetings to define and discuss replication from the point of view of technology, management, training, and roll-out
5. Monitor imaging and electronic document procedures
6. Implement additional CMA modifications to enhance system performance
7. Monitor usage of error reporting forms and associated procedures
8. Monitor consumable supply utilization rates

October 2003 – December 2003

1. Monitor CMA application enhancements for stability and utilization
2. Monitor CIRN application for stability and utilization
3. Meet regularly with JIC management to discuss outstanding technology, sustainability and replication issues
4. Monitor initial implementation of strategy planning activities with JIC management
5. Arrange meetings between JIC and subcontractors to address stability of applications

January-March, 2004

1. Transfer AOJS Project Documentation to MOJ

EXPECTED OUTCOMES DURING PERIOD

1. Enhanced, sustainable and technically sound, high performance CMA and CIRN.
2. Increased ability of JIC to maintain AOJS developed systems and maximize system operational capabilities.
3. Documentation of all systems.
4. Accurate and dependable case data with unproblematic means of access.
5. Strategic plan established for JIC

DELIVERABLES DURING PERIOD

1. System documentation
2. Strategic plan for JIC

SEVENTH YEAR PRIORITIES

This period will see a number of activities designed to finalize and stabilize the automated systems in place. One additional modification to the CMA will result in further increasing the system response time. The addition of more data entry staff (circuit clerks) will present an opportunity to diversify the location and access of case management information resources. The Project will focus on sustainability of a robust and proven information system.

In addition, the Project will look to ensuring the JIC will have effective capabilities to maintain, sustain, and replicate these systems, including a strategic plan.

APPENDIX I
TRAINING PLAN

Administration of Justice Support Project (AOJS)

Project Year 7 Training Plan

July - December, 2003

No.	Task	Description	No. of Participants/ Course (A)	No. of times Course Delivered (B)	No. of Days Per Course (C)	Total Participant Days D=(A*B*C)	Type of Participants	Estimate Dates	Provider	Partner Institutions
Case Management Application (CMA) and Case Initiation Receiving Network (CIRN) Training:										
1	5	CMA V.3.0 Data Entry Refresher Training Program	10	3	3	90	NCC staff	Jul. - Sept.	AOJS/LV	NCC
Computer Maintenance and Administration Training:										
2	5	Court Automation Systems Training	8	3	5	120	NCC technical support staff	Jul. - Dec.	AOJS/LV	NCC
Subtotal:			18	6	8	210				
Civil Law and Related Training:										
1	5	CTC8 Training Program	3	1	14	42	MOJ judges/JIC staff	Oct. - Dec.	DT2/NCSC	NCJS/JIC
2	4	Chief Justices Workshop	22	1	3	66	MOJ judges	Oct. - Dec.	NCJS/AOJS	First Instance courts
Subtotal:			25	2	17	108				
Management Training:										
1	4	JIC Strategic Planning Workshop	15	1	6	90	JIC Top Management and Supervisors	Jul. - Sept.	AOJS/LV	JIC
2	4	Management Training for JIC Director	1	2	10	20	JIC Top Management	Jul. - Sept.	AOJS/LV	JIC
Subtotal:			16	3	16	110				
NCJS Institutionalization										
1	3	SPSS Training Program	10	1	5	50	NCJS staff	Oct. - Dec.	AOJS/LV	NCJS
2	3	Website Database Conversion Module Training	8	1	1	8	NCJS staff	Jul. - Sept.	AOJS/LV	NCJS
Subtotal:			18	2	6	58				
Total Plan			77	13	47	486				

Ministry of Justice	NCSC	National Center for State Courts
Development Training 2 Project	AOJS	Administration of Justice Support Project
Local Vendor	NCJS	National Center for Judicial Studies
Judicial Information Center		

**APPENDIX II
AOJS
PROCUREMENT PLAN UPDATE**

**PROJECT YEAR 7
(July 1, 2003 – March 31, 2004)**

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Annex A: Procurement Plan Schedule

**ADMINISTRATION OF JUSTICE SUPPORT PROJECT
PROCUREMENT PLAN UPDATE
(Project Year 7: July 1, 2003 – March 31, 2004)**

I. INTRODUCTION

A. General Background

The Administration of Justice Support Project (AOJS) is a joint enterprise between the United States Agency for International Development (USAID) and the Egyptian Ministry of Justice (MOJ). The project aims to achieve two principal results: improved efficiency in two pilot court systems, and the improvement of judges' knowledge and application of Egyptian civil law.

On March 1, 1996, USAID awarded Contract No. 263-C-00-95-00134-00 to AMIDEAST for the design and implementation of the AOJS Project. Under the contract, AMIDEAST will procure equipment on behalf of the Ministry of Justice for the implementation of project activities. The contract is a performance-based contract that reports against seven tasks:

- TASK 1: Establish Project Office
- TASK 2: Constituency Building
- TASK 3: Strengthening NCJS Research Resources and Administrative Capacity
- TASK 4: Development of Courses for New and Experienced Judges
- TASK 5: Automation and Streamlining of Procedures at Pilot Courts
- TASK 6: Training for Judges on Home-based Personal Computers
- TASK 7: Support for Regulatory Reform

As of this date, Tasks One and Six are completed, and Task Seven was discontinued, as per mutual agreement by the Ministry of Justice and the Project.

Project implementation commenced October 1, 1996 and continued for two consecutive years, according to the Judicial Year cycle. During Project Year 2, the implementation year was extended by three months, in order to adjust the cycle to a calendar year. Thus, the Project Year 3, and 4 concurred with the January-December calendar years. During Project Year 4, the project was extended for one year at no additional cost, and again, in Year 5 for one year at no additional cost. In Year 6, the Project received a no cost extension for a period of six months through June 30, 2003. On March 5, 2003, USAID/Cairo approached Amideast regarding a nine-month funded extension that would take the project through March 31, 2004. On June 16, 2003, Amideast received modification number 11 to the contract with additional funding of US\$ 1,100,000 increasing the total value of the contract to US\$ 18,400,000. As a result, the project activity completion date (PACD) is now March 31, 2004.

The Life of Project Procurement Plan, submitted in November, 1997, describes procurement of equipment and furniture for the AOJS Project Office in Task 1 ("Establish Project Office"); and procurement of equipment for implementation of project activities within the National Center for Judicial Studies (Task 3), the two Pilot Courts in North Cairo and Ismailia (Task 5); and for the Judges Home PC pilot project (Task 6).

B. Plan Organization

This document reflects the procurement activities anticipated during Project Year 7 for equipment and services valued at approximately USD 88,021 and provides an update to the Procurement Plan, reporting on progress to date. This amount is budgeted for the procurement of computer equipment and services for the Pilot Courts, NCJS and the JIC, funded from the Contract. Section II is a brief update on progress to date, and a description of equipment to be procured in Year 7. Section III describes the Project's technical, training and integration approach towards automation objectives. Sections IV and V provide policies, rules and regulations applied to this procurement plan. Annex A contains a detailed listing of equipment to be purchased according to Tasks in the Contract.

II. DESCRIPTION OF EQUIPMENT TO BE PROCURED

The chart below compares the total Dollar value of the Life of Project Procurement Plan with this Procurement Plan Update, including actual procurement to date plus planned procurement for the balance of Year 7 (July 2003 - March 2004). The sections on the following pages provide a brief description of progress to date, and plans for procurement in Project Year 7.

Table 1: Comparison of LOP Plan and Plan Update (July 2003 - March 2004)

Description	LOP Procurement Plan		Procurement Plan Update		Difference
	# Units	Total Value (USD)	# Units	Total Value (USD)	
A. Project Office Setup (AE Direct Cost)					
1. Computer Equipment:					
Server	1	12,306.00	1	12,306.00	-
Workstations	12	39,576.00	23	55,031.00	(15,455.00)
Printer	6	11,400.00	12	14,310.00	(2,910.00)
Other peripherals	lot	11,880.00	lot	16,471.39	(4,591.39)
Notebook PCs	2	10,650.00	2	10,650.00	-
Software	lot	19,062.00	lot	43,010.13	(23,948.13)
Installation/cabling	lot	17,155.00	lot	17,391.84	(236.84)
Court Automation Development PCs & peripherals			3	16,767.29	(16,767.29)
Subtotal Project Office Computers:		122,029.00		185,937.65	(63,908.65)
2. Office Equipment:					
A/Cs	12	13,000.00	18	13,000.00	-
Fax machine	1	1,260.00	2	1,260.00	-
Telephone system	1	5,250.00	1	7,156.63	(1,906.63)
Office Furniture (desk/chair sets, tables, bookshelves, file cabinets, chairs)	13	18,306.00	23	19,494.69	(1,188.69)
Other equipment (binding machine, flipcharts)		4,515.00		14,515.00	(10,000.00)
Photocopy machines	2	46,472.00	2	46,472.00	-
Subtotal Office Equipment:		88,803.00		101,898.32	(13,095.32)
3. Vehicles					
	2	43,600.00	2	43,600.00	-
TOTAL PROJECT OFFICE SETUP:		254,432.00		331,435.98	(77,003.98)
B. Audio/visual Equipment - NCJS (Task 3)	lot	75,950.00	lot	546,761.00	29,189.00
C. Computer Hardware/Software and Installation:					
NCJS (Task 3)	45	356,455.00	45	340,720.78	15,734.22
Pilot Courts (Task 5)	213	1,885,793.00	202	706,725.67	1,179,067.33
Legal Research (Task 6)	6	210,194.00	0	-	210,194.00
Subtotal Computer Hardware/Software:		2,452,442.00		1,047,446.45	1,404,995.55
TOTAL B + C:		2,528,392.00		1,094,207.45	1,434,184.55
Shipping & Insurance:		221,992.82		136,673.62	85,319.20
TOTAL TASK 3, 5 & 6 PROCUREMENT COSTS:		2,750,384.82		1,230,881.07	1,519,503.75
D. FT-800 FUNDED COMPUTER EQUIPMENT:					
Judge's Home PCs (Task 5) & Pilot Court computer equipment (Task 5)	84	959,177.00	lot	713,109.75	146,067.25
GRAND TOTAL PROCUREMENT PLAN:		\$ 3,863,994		\$ 2,275,427	\$ 1,588,567

* NOTE: This represents estimated Procurement-to-date and Planned for July 03 - March 04

** Costs include HW/SW, Legal Research DBase subscription, installation, and shipping

Note: The amount of \$10,823 available for AOJS in FT-800 account was applied to participant airfares

A. Project Office Equipment

Task 1 of the AOJS contract, set-up of a fully functional Project Office, was completed in Year 1. Two project vehicles were purchased in Project Year 1, in accordance with the Procurement Plan.

Procurement Plan Update:

During Year 4, the Project purchased eleven computer workstations for the AOJS office in Cairo to accommodate expanded staff and consultant needs, and replace defective computers. Six personal printers and a multi-media projector were purchased for training and project support purposes.

Plans by the Project to open a small project office in Ismailia have been cancelled. Implementation of court automation systems at Ismailia Court was found to be considerably less labor-intensive, and project staff have successfully completed installation of the CIRN and CMA systems, and requisite training on those systems, by a combination of day-trips and occasional overnight stays.

B. Audio-Visual Equipment (NCJS)

Procurement of audio-visual and training equipment for the National Center for Judicial Studies, as described in the LOP Procurement Plan, was completed in Year 2.

C. Computer Equipment

The LOP Procurement Plan included equipment, software, installation and supply costs for computer supported automation of the following Project Tasks:

- 1) NATIONAL CENTER FOR JUDICIAL STUDIES (Task 3)
 - a) Personal Computer Literacy Laboratory
 - b) NCJS Administrative Services Office Automation
- 2) PILOT COURTS (Task 5)
 - a) North Cairo and Ismailia Courts of First Instance
 - i) Case Management Applications
 - ii) Case Initiation and Receiving Network
 - iii) Typing Pool Automation
 - iv) Statistics and Reports
- 3) LEGAL RESEARCH (Task 6)
 - a) Judge's Home Based Personal Computers
 - b) Electronic access, search and retrieval to Court of Cassation opinions database

In Year 6, the Project installed Electronic Imaging equipment at the Pilot Courts, in response to a request by the Judicial Information Center, and in keeping with compatibility with existing Case Management systems.

These automation tasks are described below.

C.1. National Center For Judicial Studies (NCJS) (Task 3)

The National Center for Judicial Studies (NCJS), responsible for developing and providing continuing judicial education programs for judges, falls under the direction of the Judicial Education Department of the Ministry of Justice. NCJS administration is comprised of a Director and a Head of the Technical and Administrative Bureaus. These two executives direct a 40-person team staffing eleven departments.

The National Center of Judicial Studies' mission is to educate, train and develop skills of members of the judiciary and of various judicial assisting organizations as well as judiciaries of other Arab and Islamic countries. The ultimate goal is to assist the trainees in achieving the highest standard of job performance that will ensure the high quality of judicial services required by the public.

NCJS Office Automation and Personal Computer Literacy Lab procurement and implementation activities were completed in Project Year Two, as defined in the Year 3 Procurement Plan Update

During Year 5 one color printer was purchased for the NCJS, to assist with printing of training materials. During Year 6, the Project awarded a subcontract to a local Internet service provider/website development vendor, through a competitive procurement process, to develop the NCJS website. This task was completed during the second quarter of Year 7. In Year 7, the project plans to procure 3 PCs, 1 digital Camera and one color printer to support the operations and update of the web-site and the production of the Center's newsletter. Also, 3 PCs, 2 Scanners, 3 UPSs and 2 Printers would be purchased to support the automation activity of the Case Bank. 1 SPSS software package will be provided by the project to support the operations of the newly-created Assessment and Evaluation Unit.

C.2. Pilot Courts (Task 5)

Automation Goals and Objectives

The Project will design, develop and implement computer automated systems in the North Cairo and Ismailia Courts of First Instance. Court administrative, clerk and judge personnel will benefit from the use of computer equipment and applications. As the first pilot court to be reengineered and automated, North Cairo court houses a staff of over 2,700 employees, comprising 23 departments and three units (a commercial unit, a civil unit, and a tax unit). Approximately 160 judges rotate in 50 court panels.

The Ismailia Court of First Instance is significantly smaller having a staff of less than 130 administrative personnel, with 30 judges rotating in 8 court panels. The North Cairo court was the first court to be implemented in project years two through four, followed by Ismailia court in years three and four.

The objective of the pilot courts task is to implement systems which will support the following overall goals of case automation:

To improve and streamline the operations of the court by:

- Providing computer capabilities to record data submitted to the court, collected by the court and generated by the court related to the day-to-day operations of the court and cases.
- Eliminate duplication of effort required to produce reports, enter case actions and track cases.
- Reducing errors through built in editing routines and exception reporting.
- Decreasing the time spent by court personnel in gathering data and researching manual files to complete standard forms.
- Increasing the speed and accuracy of reporting.
- Performing complex statistical and management reporting.
- To use information from the collected data to improve the effectiveness of the courts by:
 - Providing management reports from the operational data to diagnose, plan and evaluate
 - Providing timely access to case related information to judges, court administrators and managers, litigants, counsel, and others with a "need to know" authorization.
 - Providing detailed information about the progress of individual cases to assist the courts in the decision-making process.
 - Providing the necessary information to permit effective management of the court calendar.
 - Monitoring the progress of each case through the caseload process.

Procurement Plan Update:

North Cairo Pilot Court Case Management Application (CMA)

The Case Management Application (CMA) is an integrated computer application running on a local area network of personal computers, printers and servers. The system is used by circuit clerks and docketing clerks to input case, litigant and event data and to output information with which cases

may be managed to reduce delay to disposition. The application is a customized Arabic language application for Egyptian courts of first instance.

In Year 4, the Version 2.1 of the CMA was completed and, through a phased roll-out training and user installation, real-time operations began in the third quarter. By February 2001, approximately 166 court staff and judiciary had completed training and installation. This was accomplished by the execution of a deployment plan which physically moved departments and offices to be more easily accessible to the LAN, and to enable sharing of workstations. The Project procured 87 Dell desktop workstations in 2000 (Year 4), and by the end of the year, all were installed at the court, and in live operation on the CMA.

During Year 5, the project assessed the impact of the current PC-sharing arrangement on CMA utilization at North Cairo Court, and found that two additional PCs were needed. Out of the 15 Dell PCs purchased in Y2001, two were installed at North Cairo Court.

The Project reviewed all maintenance contracts for hardware and software installed at the Pilot Courts. Additional maintenance and support agreements were purchased by the project for the CMA application, and for the Dell PCs, with a view to transferring responsibility for its management to the JIC.

In Year 6, the Project upgraded one of the existing CMA servers from a dual to a quad processor and purchase up to two PC workstations. The three existing, independent LANs were integrated into a single NCC network so that all client and server computers can potentially access applications and data resident on any server. In Year 7, the Project, after consultation with JIC, decided that there is no need for a new data back-up application to the CMA system due to human resources and technical limitations at the courts and instead a simplified back up procedure was developed using existing tools already available at the pilot courts. In Year 7, the project will purchase an additional hard drive for the CMA network to expand capacity and 1 tape drive for the Typing Pool to replace the damaged one.

North Cairo Pilot Court Case Initiation and Receiving Network (CIRN):

Version 2.0 of the Case Initiation Receiving Network (CIRN) was completed during the third quarter of year 2000. Refresher training was provided for 24 front counter clerks, and live implementation began for North Cairo Court on July 25, 2000. In addition, three NCC technical support staff received training on "CIRN Trouble-shooting." The Project procured only one POS machine during Year 4, for use at Ismailia, and upgraded the existing four POS machines that were in operation at North Cairo Court. Plans to purchase additional POS machines were postponed until the project can assess the load on the current configuration at the front counters of both courts. In Year 5, two contracts were executed with FOCUS, S.A.E. to further develop the CIRN. The first, producing CIRN V.2.1, made minor modifications to the CIRN, while the second contract, issued in October 2001, called for changing the application from COBOL to Visual Basic + SQL under Windows environment. Work under this contract was completed in November 2002.

In Year 6, the Project purchased a server, seven desktop PCs, seven receipt printers and seven cash drawers to accommodate the modified CIRN Version 3.0 at North Cairo Court and to establish a model CIRN environment at JIC. In Year 7, based on the request of the NCC Chief Justice, the project developed additional management reports to enhance the capabilities of the system. The project intends to procure 1 data switch, 2 additional PCs, and 2 additional Receipt Printers to enhance the capabilities of the front counter.

NCC Experts Office, Service Department and Archives:

Plans were not implemented to purchase computers in support of re-engineering changes made in these three departments at North Cairo Court. Due to preparations for the CMA, and national elections, both project and court staff were not available to implement automation changes as per report recommendations from surveys of the Service, Experts and the Archives Department conducted in Years 3, 4 and 5.

Plans for the deployment of equipment in Year 6 for Electronic Imaging included a review of recommendations made by the project for the Archives Department.

NCC Electronic Imaging System (EI):

The Electronic Imaging system (EI) at North Cairo Court consists of one server, five desktop workstations, one personal and one network printer, one RAID disk controller system and two scanners. The hardware is supported by appropriate EI software. Specifications for this system were determined early in Year 6, in close collaboration with the JIC and the North Cairo Court staff. As of June 30, 2003, the EI system is functioning at NCC. In Year 7, 2 additional scanners will be procured to enhance the operation of the EI.

NCC Information Desk:

In Year 4, two PCs were set up at the entrance of North Cairo Court to provide an information desk for litigants and lawyers. Read-only information about active cases is available from these PCs.

NCC Management Reporting System:

The Project implemented a new version of the CMA application at the pilot courts in Year 5 that includes enhanced management information views. By utilizing data entered into the CMA, the application provides consolidated reports for judges and senior clerks to identify case delay problems and to better monitor the efficiency of delay reduction efforts. Out of the existing computer workstations, staff designated to utilize management reports were assigned PCs.

Ismailia Pilot Court:

In Year 4, the Ismailia Court was provided with 18 additional desktop PCs, one server, 12 personal printers and one network printer. Twelve workstations were set up and are currently in use by the Court for administrative purposes. During Year 5, the Project contracted with Giza Systems to install a Local Area Network at Ismailia Court. All of the existing PC workstations were connected to a server for implementation of the Case Management Application. The Project purchased 15 Dell computers in Year 5, to be distributed as needed over the two pilot courts. Twelve PCs were installed in a specially set up LAN environment at Ismailia Court for CMA training purposes, and were later reassigned throughout the court to satisfy CMA data entry requirements.

In Year 4, one stand-alone CIRN terminal was installed at Ismailia Court, six court staff were trained on the system, and live operation commenced on Sept. 12th. Additionally, two court staff received training on CIRN Trouble-shooting, enabling them to provide nominal technical support on site. During Year 5, the Project assessed the impact of the current caseload at the front counter and determined that it was unnecessary to purchase additional POS machines for the CIRN. Additionally, the Project purchased two desktop PCs with cash drawers and receipt printers to accommodate the modified CIRN Version 3.0.

The Electronic Imaging system (EI) at Ismailia Court, consists of one server, three desktop workstations, one RAID disk controller system, two scanners, and one network printer. The hardware is supported by appropriate EI software. Specifications for this system were determined early in Year 6, in close collaboration with the JIC and Ismailia Court.

An additional server that is used as the primary back-up processor was purchased in Year 7. An additional hard drive will be purchased to increase the storage capacity of the CMA server and 6 PCs will also be procured to enhance the CMA operations.

C.3. Legal Research And Judges Laptop Computers (Task 6)

The Project objective for legal research included two main tasks.

- 1) Personal computers installed and configured for use by a pilot group of 80 judges in performing legal research in connection with composing and typing case judgments and decisions.

- 2) Access to a database of Egypt's Legislation and Court of Cassation opinions in electronic form for research from the judge's PCs.

Procurement Update:

In Year 2, the Project issued Laptop computers, with personal printers, 17" monitors and keyboards to all 73 judges on the experimental panels at one time. In 1999 (Project Year 3), the Project completed a two-month training course for the judges on use of the PC, Windows Arabic software applications, Internet software, and Legal Research software. Each judge received a subscription through a local provider enabling him to perform legal research via internet access to the Egyptian Court of Cassation rulings and the Egyptian legislation.

During year 3, the Project evaluated the use and effectiveness of the laptop PCs and the Internet legal research option. The project found that low usage was attributed to Judges' dissatisfaction with the on-line service due to difficulties associated with Internet access and an unwieldy legal research tool.

In an effort to provide the MOJ with alternatives for legal research, the project identified a CD-ROM based private sector product, "Egypt's Legislation," that includes all presidential and ministerial decrees, and laws dating from 1952 to the present. Annual updates are provided by the vendor. In Year 4, the Project purchased 75 of these CD-ROM packages for the judges on the experimental panels in Y2000. They were provided training by the vendor before having the CD-ROMs installed on their laptops.

In Year 5, after reviewing the updated IGLC Legislation Database CD-ROM package with a committee of NCC judges and the JIC, it was decided not to continue providing each new panel judge with the CD-ROM package, until it could be determined whether other legal research methodologies would be more cost effective. Therefore, the Project considers that Task 6 activities have been completed as of this time.

Procurement associated with activities in the area of legal research was allocated to Task 3, in support of strengthening legal research resources of the NCJS. The Project coordinated the efforts of the JIC and the NCJS to review existing legal research packages and systems. Additionally, NCC set up a room at the Court for judges to access legal research databases on PC workstations, as well as to allow judges the ability to retrieve CMA case information.

Costs for equipment, training, and software for the above Task 6 activities were all funded by the FT-800 Trust Account, i.e. local currency allocated by the USAID Egypt mission, as will be future costs under Task 3 associated with legal research.

III. AUTOMATION TECHNICAL APPROACH

A. Development Approach And Methodology

Procurement Plan Update:

Court Automated Systems Application Development:

Starting in Year 4, AMIDEAST entered into subcontracts with two IT firms, after competitive solicitation processes, to develop software applications for the Case Initiation and Receipting Network, and the Case Management Application for the two pilot courts. Over the past two years, the Project has sustained further development efforts of both systems with FOCUS Integrated Systems, S.A.E., and Intercom Enterprises. During Year 7, the Project will continue to work with these two firms on fine-tuning the applications. While the systems are fundamentally stable, the Project plans to make final enhancements to improve system performance, institutionalization, and sustainability. The JIC will also benefit by observing and participating in the modification process, as well as having additional technical support and assistance from the vendors.

Case Initiation and Receipting Network (CIRN):

During Year 3, the Project procured technical services from a local firm, FOCUS Integrated Systems, S.A.E., to develop a customized Point-of-Sale application for use in the CIRN system. The system operates in a Windows NT environment, on an IBM Netfinity server, with IBM Point of Sale terminals that connect to the server. The CIRN application is a fully custom-designed module that automatically creates a receipt, and writes a computer record of the transaction to both the local hard disk and/or the network server. The application is able to produce from the transaction records financial and transaction reports. The CIRN performs the following functions:

- All actions where money is collected (these are the "sources" of revenue; for example claim collection; docketing fees; case initiation fee; assessed fees order; grievance fees; acknowledgment fees; etc.); all sources will be programmed to a keyboard key or screen displayed menu option; easily modifiable;
- The amounts of each source of revenue where it is a fixed amount will be defined by a database table entry associated with the revenue code;
- Allow user entry of variable amounts for sources where a fixed amount is not established;
- "Distribution" accounts (these are the lists of accounts where the collected money is divided into for recording and deposits) should record the distribution of each source receipted;
- Allow entry and recording of the customer name and case number for each transaction;
- Identify register by name or ID number;
- Print receipt with the following minimum information: name, case number, sources amounts, amount tendered, change due, total, date, time, register identification, etc.;
- Security features and error correction controls (record and display/print reversing entries; allow no deletions);
- Cash transaction reports;
- Master files maintenance programs to allow the initial data entry, update, inquiry and delete;
- Automatic generation of sequential Case Number by case type enhancement programs;
- Random selection of Judge Circuit for assignment to new cases and ;
- Assignment of 1st hearing date;
- Program for distribution of collected revenue over accounts to be sent to the General Ledger;
- Programs for generating listing reports for entered master files records and EOD (End of Day) distribution accounts report.

The CIRN captures initial case information and is beneficial in tracking the assignment of cases to particular panels. In Year 7, additional fine tuning to the system will be implemented.

CIRN Application Development History:

- | | |
|-------------------|---|
| March 21, 1999 | AMIDEAST entered into a subcontract with FOCUS to create CIRN V.1.0 |
| November 25, 1999 | AMIDEAST issued an Interim Acceptance Statement for CIRN Version 1.0 Over the course of the CIRN development, Amideast and the users at North Cairo Court identified several additional enhancements that were considered essential for efficient CIRN operation at the Front Counter. It was mutually agreed that, rather than install CIRN Version 1.0 and conduct live testing at the Front Counter, it would be more expeditious to perform the additional enhancements, thereby producing Version 2.0, for final completion and installation at the Front Counter. |
| December 30, 1999 | AMIDEAST issued Amendment No. 2 of Subcontract No. 132-SC-10-POS |

April 5, 2001 AMIDEAST completed CIRN V.2.1 testing and issued Acceptance statement

April 5, 2001 Installed CIRN V.2.1 in NCC

April 29, 2001 Installed CIRN V.2.1 in Ismailia

October 2, 2001 AMIDEAST issued Subcontract No. 132-SC-20-POS to create CIRN V.3.0

August 25, 2002 CIRN V.3.0 installed at Ismailia Court

September 29, 2002 CIRN V.3.0 installed at North Cairo Court

March 12, 2003 Additional Management Reports for NCC & ISC Developed

Case Management Application (CMA):

During the first part of year 4, the Project continued to work with the software development firm, Intercom Enterprises, to complete minor modifications identified during beta-testing phase of the CMA application, prior to roll-out training and live implementation of the software at North Cairo Court.

During the 1st quarter of year 2001 the CMA Version 2.1 was further enhanced to accommodate the Management and Reporting functions introduced in Year 5. Version 2.2 includes additional management information views and some improvements to existing views. During Year 5, the newly modified Version 2.2 was introduced and installed in Ismailia Court, along with a modified training course for this version. In Year 6, Version 3.0 of the CMA was installed in both pilot courts. Additional application products designed to simplify the complex data and archiving backup systems was purchased.

In year 7, the Project will continue to enhance the CMA V.3.0 by improving system performance.

CMA Development History:

September 22, 1999 AMIDEAST entered into a subcontract #132-SC-12-CMA with INTERCOM Enterprises to Arabic enabling CMA V.1.0.2 and to implement a CMA V.2.0 software application and Lotus Notes/Domino R5 software on computer equipment at the NCC.

January 28, 2000 AMIDEAST issued Task Assignment #2 for subcontract # 132-SC-12-CMA for INTERCOM to develop a training curriculum for the CMA Implementation Committee on CMA V.2.0. The CMAIC were able to provide feedback on the CMA V.2.0 which lead to the developing of CMA V.2.1.

June 1, 2000 AMIDEAST issued an "Interim" Application Acceptance Certification Statement for CMA V.2.1.

February 25, 2001 AMIDEAST issued subcontract #132-SC-17-CMA to create CMA V. 2.2.

May 16, 2001 AMIDEAST completed testing and issued Acceptance Statement for CMA V.2.2.

Feb. 17, 2002 AMIDEAST issued subcontract #. 132-SC-22-CMA to create CMA V.3.0.

August 17, 2002 CMA V.3.0 installed at Ismailia Court

October 17, 2002 CMA V.3.0 installed at North Cairo Court

March 31, 2003 Streamlining of CMA V.3.0 Views

1) PC Workstations

As of December, 2000, 87 Dell Personal Computer workstations were installed at North Cairo Court to support the Case Management Application. These workstations are connected to two network servers, on which the CMA application is in live operation on a Lotus Domino platform.

2) A High Speed Data Network

The heart of the computer hardware system is a 100 Megabit per second Ethernet network. This high-speed network is structured to connect workstations in the new court building and the old court building at North Cairo to network servers located on the sixth floor of the new building. Work on installation of the network began in Year 3, and was completed in the first quarter of Year 4.

3) Point of Sale Terminals (CIRN)

Four point-of-sale (POS) terminals were installed at the North Cairo Court front counter in 2000. The terminals were connected to a server in the same area on the ground floor. Plans to add more POS terminals in Year 4 were postponed until long-term assessment could be made of workload on the existing configuration at the NCC Front Counter.

One POS terminal was installed at the Ismailia Court; no plans were made to expand the number of POS terminals in Ismailia Court.

4) Network Servers

The workhorses of the system are two Enterprise level network servers located on the sixth floor server room wherein is housed the Typing Pool server. One server has a 500 MHz processor and 1 Gigabyte of RAM, in order to run the 100+ workstations and printers. A second server, on which the Lotus Notes database software for the CMA will operate, is equipped with a 500 MHz processor and 1 Gigabyte of RAM, with addition Pentium Quad processors and two backup tape drives. In Year 4, in order to improve performance of the network backbone, the project decided to extend the fiber-optic cable from the backbone switch to the two CMA servers on the sixth floor, which necessitated the purchase of two Network Interface Cards.

A third server is installed on the ground floor to operate the CIRN application at the front desk.

Five small UPS (Uninterrupted Power Supply) machines were purchased in Year 3 for 1) CIRN POS Machines and printers at the NCC Front Counter. In Year 4, two larger UPSs were purchased for the NCC CIRN server. A Compaq Rack mountable UPS was purchased to support the North Cairo backup CMA server.

In Year 5, a Compaq Server and UPS was purchased to support the Ismailia CMA environment.

Additionally, in Year 5, a replica environment was purchased for the JIC including a Compaq server and UPS.

In Year 6, a total of two servers and two UPS units were purchased to support automation efforts at the pilot courts and JIC. One existing server was also upgraded. In Year 7, additional hard drives will be procured for the CMA network servers for NCC and ISC.

5) Printers

As per the Year 4 plan, the Project purchased one network printer and 12 personal printers for Ismailia Court. Plans to purchase 16 personal printers for North Cairo Court were postponed until a long term assessment could be made on workload distribution, and consumable supply availability. During Year 5 one network printer was purchased for the JIC and one color printer was purchased for the NCJS, to assist with printing of training materials. In Year 6, three network printers - one for

B. User Training

Definition of basic computer skills training requirements and course design were completed in Year 1. Basic computer skills training for NCJS staff, Typing Pool staff, Pilot Court Chief Justices and experimental panel judges commenced in Year 2. Basic computer training included: Introduction to Office LAN, Keyboard skills, Basic Windows 95, Introduction to Internet Skills, Microsoft Word and Spreadsheet applications. These courses were delivered through an agreement with DT2, the USAID Training Contractor, and training was conducted by a local firm, on the NCJS PCLL premises, once it became operational.

With the completion of installation of specialized court automation systems in Year 4, the Project concluded various user training programs on the CIRN and CMA systems in Year 5.

FOCUS Integrated Systems, S.A.E., provided 3-day refresher courses on the modified CIRN to 24 front counter clerks and supervisors in the 3rd quarter of Year 4. Six technical support staff at NCC and Ismailia Court were trained on "CIRN Trouble-Shooting." Training on the Case Management Application began in early 2000 (Year 4), and by the end of February, 2001 approximately 166 court staff and judiciary will have completed training on "Abbreviated Windows/Basic Computer Skills" and a specialized training course on the "CMA Data Entry," developed by Intercom Enterprises, the firm contracted by the project for Arabization of the CMA application.

A TOT course in computer applications skills was delivered in Year 3 to eleven NCJS trainers at the Computer Literacy Lab. This strategy enabled the Center to continue the training of court staff and judges as a sustainable activity during subsequent years. In Year 4, 20 staff from NCC and NCJS attended a specialized course on "On-the-Job TOT", geared towards the CMA and CIRN, enabling them to perform on-site training on automated systems to replacement staff at the courts.

Early in Year 4, in an effort to ensure CMA on-site technical support capabilities, nine NCC staff attended a course in "PC Trouble Shooting." Two more staff from JIC were added to the nine and all were trained on "Lotus Domino Server Maintenance and Administration" technologies. Seven NCC staff attended courses in Lotus Domino Designer Applications and an additional three staff joined to attend a course on "Lotus Notes Help Desk Support."

In Year 4, the Project continued to train staff on the Windows NT application, expanding their technical support capabilities. Six staff from North Cairo Court and JIC attended a course in "Windows NT Transmission Control and Protocol/Internet Protocol." Two staff from North Cairo Court and two staff from Ismailia Court attended a course in "Windows NT Core Technologies."

During Project Year 5, AOJS provided training to a limited number of North Cairo Court and JIC staff in "Computer Maintenance and Administration" (Windows NT 4.0, Lotus Notes/Domino). The project also designed and provided a 3-day course on "Customer Service for User Support" for North Cairo Court technical support staff to enhance the inter-personal skills. A course in Microsoft Word was provided to 20 North Cairo Court clerk/supervisors, as per a request from the Court.

In Year 6, the Project continued to support court automation applications development efforts by providing user training on new versions of the CMA and CIRN. Training was provided by Intercom, through the DT2 Project, on the CMA Version 3.0, and by FOCUS, through AOJS, for the CIRN Version 3.0.

Also in Year 6, the Project designed and developed, with the appropriate vendor, a course for pilot court judges on "CMA Overview for Management and Reporting Functions "

All training course development was conducted in partnership with the Judicial Education component of the Project, with an emphasis on the transfer of skills, knowledge and materials to NCJS so as to institutionalize the automation training capacity within the MOJ.

In Year 7, the Project implemented four off-the-shelf training courses related to the computer networks and systems in the pilot courts for selected JIC, NCC, and ISC systems specialists and technical support staff. The Project also implement one tailored program on the CIRN for JIC, NCC, and ISC staff. Additional Refresher Training for CMA users at NCC will be implemented to improve the quality of data entry/management processes.

C. Integration Plan

In order to ensure the success of the Project, the MOJ must be committed to creating a climate for change in court administration, legislation and policy. Counterparts in the Ministry should be designated and given appropriate authority to effect and direct the transition from old systems to new. Among these counterpart positions is the role that will be played by the project liaison at the Judicial Information Center (JIC).

The JIC is the administrative unit of the Ministry of Justice (MOJ) that is responsible for automation activities in the ministry and the courts. The JIC has the responsibility to develop the capability to replicate and subsequently sustain project systems to other courts in Egypt.

In order to ensure that the MOJ can maintain the automated systems installed in the pilot courts, the Project has, over the past two years, provided a combination technical assistance support and on-the-job training and development of selected JIC staff at each MOJ site where computer systems are installed. The support, provided by two court automation consultants and one network engineer hired by AOJS, began in early 1999, and is scheduled to continue through the first quarter of 2003.

The JIC has nominated two staff persons who are on site at North Cairo Court daily. JIC technical support staff visit Ismailia Court on an "as needed" basis, however, they are in daily telephone communication with Ismailia Court technical support staff, who have received training by the Project (described in Section B above). They perform routine operations tasks for the network, servers, and equipment, in addition to provided help on-demand by users.

During Year 5, the Project provided short-term external institutional development services to the JIC to work with management and technical staff of JIC nominated by the Director, in defining and recommending methods for institutional strengthening of management, organization, staffing, technology, operations, support and replication capabilities within JIC for AOJS Project-developed automated systems.

During Project Year 5, AOJS provided training to JIC technical staff on Lotus/Notes Domino application development, programming and administration. This training was provided through DT2 and consisted of 15 JIC trainees attending 15 courses according to 3 educational tracks:

- Management (Counselor Mohamed Saleh and Engineer Safvat)
- Administration (systems administrators)
- Programming (applications developers).

Late in Year 5 JIC worked with North Cairo and Ismailia Court staff to develop a set of technical support procedures covering three areas of support: 1) hardware, 2) software, 3) supplies. A contact person was designated for each area to act as first line of responsibility for requests received from the courts. Phone numbers were provided and methodology for reporting complaints was agreed to.

In Year 6, the Project provided training, through DT2, to the JIC management and technical staff in the area of management skills. The courses were planned and designed in close collaboration with the JIC to meet their determined general and technical management needs.

In Year 7, based on a request from the MOJ, the Project conducted a study to determine if it was technologically possible to integrate the CMA, the CIRN, and the Typing Pool systems. Based on the results of the study and discussions regarding the business and technological dimensions of the integration with MOJ and JIC, it was agreed that the integration of the systems is not required; it was, thus, recommended to keep the systems separate.

JIC Computer Equipment:

As part of its aim to ensure institutional capacity for replication services, the project purchased in Year 5 computer equipment for the JIC to set up a model hardware/software environment for the automated systems developed under AOJS. This consisted of a server, rack and UPS for the CMA, LOTUS Domino and Windows NT software, four Dell PCs and a network printer, and one Point-of-Sale machine with COBOL developer and Waseet Arabic interface software.

In Year 6, the Project continued with its AOJS replication support activities by providing equipment to the JIC. Equipment includes: one EI scanner, one CIRN PC/cash drawer, and one CIRN receipt printer. In Year 7, the project will provide JIC with 4 PCs, 2 Scanners, 1 Digital Camera to support the replication environment provided in year 6 and ensure the sustainability of the project provided systems.

D. Maintenance and Service

The Project accepted for final delivery the CIRN and CMA application software. In Year 7, the Project will purchase additional maintenance and support agreements, if needed, for both applications with a view to transferring responsibility for its management to the JIC.

IV. CUSTOMS CLEARANCE, DISPOSITION OF AID EQUIPMENT

Customs Clearance:

In accordance with applicable AID rules and regulations, AMIDEAST will ensure that all commodities purchased for the AOJS Project will be exempted from customs duties and sales tax. AOJS will obtain the necessary documents from the Ministry of Justice and USAID to allow project equipment to be cleared through Egyptian Customs free of duties and sales tax.

Custody:

In accordance with AIDAR 752.245-70 and 752.245-71, title to all non-expendable equipment procured by AMIDEAST under the Contract will be in the name of the Administration of Justice Support Project, in care of the Ministry of Justice. Upon receipt of notification that equipment has been shipped to the Project, AMIDEAST will notify the Ministry of the shipment, arrival date, and request the necessary clearance documents. Amideast will maintain copies of all shipping documentation, packing lists and customs clearance documents.

For non-expendable equipment consigned and delivered to the premises of the Ministry of Justice, Amideast will obtain written verification of receipt, acceptance and entry into the GOE inventory of such equipment.

Disposition:

For all non-expendable equipment under the custody of the Amideast Project Office, within 90 days after completion of the Contract, Amideast will submit an inventory schedule covering all items of the non-expendable equipment under its custody, which have not been consumed in the performance of the Contract.

V. APPLICABLE RULES AND REGULATIONS

All AID rules, regulations and contract clauses pertaining to procurement and shipment of commodities will be considered applicable under this Contract. The sources for such rules, regulations and contract clauses are listed below:

Administration of Justice Support Project, Contract No. 263-0243-C-00-5134-00

Section C.6, "Work Statement – Procurement of Required Resources"

Section D, "Packaging and Marking"

Section H, "Authorized Geographic Code"

Clause F.4, "Reports and Deliverable or Outputs"

Project Grant Agreement between the ARE and USA for the AOJS

Article 5, "Special Covenants"

Article 6, "Procurement Source"

AIDAR Subchapter H – Clauses Incorporated by Reference

52.245-70 and 752.245-71 "Government Property"

52.2457 "Preference for U.S. Flag Air Carriers"

752.7004 "Source and Nationality Requirements for Procurement of Goods and Services"

752.7017 "Local Cost Financing with US Dollars"

Headline 1, Section D, "Disposal of Property"

**ANNEX A
PROCUREMENT PLAN SCHEDULE
YEAR 7**

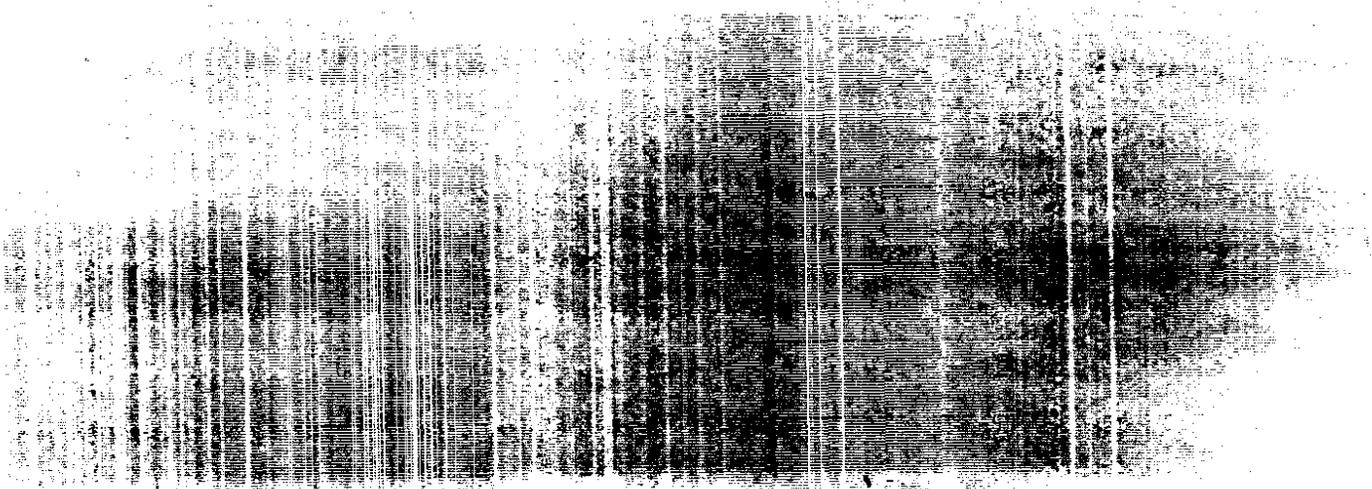
(July 1, 2003 – March 31, 2004)

AOJS
PROCUREMENT PLAN - July 1, 2003-March 31, 2004

Description	Unit Price in Budget	Local / Offshore	Task 5 Costs							Task 3		Total Qty.	TOTAL AMOUNT (USD)	TOTAL AMOUNT NCC CMA	TOTAL AMOUNT ISC CMA	TOTAL AMOUNT NCC EI	TOTAL AMOUNT ISC EI	TOTAL AMOUNT NCC CIRN	TOTAL AMOUNT ISC CIRN	TOTAL AMOUNT JC	TOTAL AMOUNT NCJS	
			North Cairo CMA	North Cairo EI	Ismailla CMA	Ismailla EI	North Cairo CIRN	Ismailla CIRN	JC Repts.	NCJS												
Computer Equipment:																						
Hardware																						
Monitors (Dell Dimension 4600)	\$1,996.00	offshore			6						4	6	16	\$31,936.00								
Dell Optiplex GX270	\$1,154.00	offshore											2	\$2,308.00		11,976.00						
Dot printers (Star Micronic 2520)	\$540.00	offshore											2	\$1,080.00								
Printers (Fujitsu Scan Partner 93GX)	\$2,000.00	offshore		2							2	2	6	\$12,000.00								
Printers 9HP laser Jet 1500 LE	\$2,500.00	offshore											1	\$2,500.00			4,000.00					
Printer (HP laserJet 2300)	\$649.00	offshore											2	\$1,298.00								
Web camera	\$837.00	offshore											3	\$2,511.00								
Scanner	\$600.00	offshore											2	\$1,600.00								
Hard drive (typing pool server backup)	\$1,023.00	offshore	1										1	\$1,023.00	1,023.00							
Modems	\$2,500.00	offshore	1		1								2	\$5,000.00	2,500.00	2,500.00						
Mouse	\$700.00	offshore											1	\$700.00								
Fluorescent light bulbs	\$1,350.00	offshore											1	\$1,350.00								
Hardware Subtotal:			2	2	7	0	8	0	7	16	39		\$63,306.00	3,523.00	14,476.00	4,000.00	0.00	4,000.00	0.00	12,764.00	24,438.00	
Software																						
Technical Product & Service Solutions SW	\$1,500.00	offshore											1	\$1,500.00								
Software Subtotal:			0	0	0	0	0	0	0	1	1		\$1,500.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
TOTAL HARDWARE/SOFTWARE:													\$64,806.00	3,523.00	14,476.00	4,000.00	0.00	4,000.00	0.00	12,764.00	25,438.00	
FRIGHT & INSURANCE:																						
Shipping & Insurance @ 15% total cost	\$9,720.90	offshore											1	\$9,720.90								
Installation:																						
Bank networking	\$1,665.00	Local											3	\$4,995.00								
Supplies:																						
Consumable supplies	\$1,000.00	Local											1	\$1,000.00								
Maintenance & Services:																						
36 months extended warranty CIRN 30	\$4,000.00	Local											1	\$4,000.00								
36 months extended warranty CMA 30	\$4,000.00	Local											1	\$4,000.00								
Professional SW Development:																						
System enhancements	\$7,500.00	Local											1	\$7,500.00								
TOTAL YEAR 7 (July 1, 2003 - March 31, 2004)													\$88,021.90	3,523.00	14,476.00	4,000.00	0.00	4,000.00	0.00	13,004.00	28,838.00	

APPENDIX III

PERFORMANCE DATA TABLE

The bottom portion of the page is dominated by a large, dark, and heavily distorted area. This area appears to be a corrupted or illegible table or figure, with significant vertical banding and horizontal streaking. The text within this region is completely unreadable due to the level of noise and distortion.

Performance Data Table

EGYPT		PERFORMANCE DATA TABLE		Approved: November, 1997	
SPECIAL OBJECTIVE C: IMPROVED CIVIL LEGAL SYSTEM					
Indicator: Documented pilot court system tested and accepted for replication by Ministry of Justice					
Unit of Measure: MOJ acceptance with minor modifications	Year	Planned	Actual		
Source: MOJ record.	1997	--	--		
	1998	--	--		
Comments: One-time End of Project measure	1999	--	--		
	2000	--	--		
	2001	--	--		
	2002	--	--		
	2003	YES			
Indicator: Measurable improvement in lawyers' perceptions toward court operations					
Unit of Measure: % increase in lawyer confidence in court efficiency	Year	Planned	Actual		
Source: Annual survey of civil lawyers practicing in Pilot Courts.	1997 (B)*	N/A	45%		
	1998	46%	52%		
Comments: Baseline determined by Jan. 1998 survey. Annual surveys to be conducted thereafter	1999	50%	61%		
	2000	55%	61%		
	2001	60%	56%		
	2002	60%	59%		
	2003	60%			
* (B) indicates initial baseline study result					
Result No. C.1: Improved Efficiency of Two Pilot Court Systems					
Indicator: Reduction in case processing time					
Unit of Measure 1: Average number of months from case filing to final decision for all civil cases	Year	Planned	Actual		
Source: Independent verification of pilot court records by AOJS staff.	1997 (B)	N/A	22.4		
	1998	21.6	12.8		
Comments: Data used is extrapolated from the average times between individual events	1999	18.3	12.9		
	2000	16.6	11.4		
	2001	13.3	12.7		
	2002	13.3	18.7		
	2003	15.0			

Performance Data Table

Unit of Measure 2: Average number of days from case filing to disposition – cases sent to Experts Office	Year	Planned	Actual
	1997 (B)	N/A	1084
Source: Independent verification of pilot court records by AOJS.	1998	1050	1114
Comments: Data used is extrapolated from the average times between individual events.	1999	900	990
	2000	800	944
	2001	640	1037
	2002	640	1068
	2003	1000	
Unit of Measure 3: Average number of days from case filing to final decision – cases not sent to Experts Office	Year	Planned	Actual
	1997 (B)	N/A	496.0
Source: Independent verification of pilot court records by AOJS.	1998	475	255.2
Comments: Data used is extrapolated from the average times between individual events.	1999	400	222.9
	2000	365	202.2
	2001	290	224.0
	2002	290	343.0
	2003	300	
Result No. C.1.1: Improved Administration of Two Court Systems			
Indicator: Reduction in time consumed by various administrative procedures			
Unit of Measure 1: Days consumed in filing process to first hearing	Year	Planned	Actual
	1997 (B)	N/A	69.0
Source: Independent verification of pilot court records by AOJS staff.	1998	65	45.4
	1999	60	41.5
Comments: Data is extrapolated from average time between individual events	2000	55	40.4
	2001	50	42.3
	2002	45	41.4
	2003	40	

Performance Data Table

Unit of Measure 2: Days consumed in service process, from filing to acknowledgement of service. Source: Independent verification of pilot court records by AOJS staff. Comments: Data is extrapolated from average time between individual events	Year	Planned	Actual
	1997 (B)	N/A	21.0
	1998	20	18.7
	1999	18	17.5
	2000	16	19.5
	2001	15	22.4
	2002	15	27.0
Unit of Measure 3: Days consumed in expert process, from referral to final expert opinion. Source: Independent verification of pilot court records by AOJS staff. Comments: Data is extrapolated from average time between individual events	Year	Planned	Actual
	1997 (B)	N/A	492
	1998	440	660
	1999	350	534
	2000	325	526
	2001	300	456
	2002	300	500
Unit of Measure 4: Days consumed in opinion process from date of last hearing to publication of court opinion. Source: Independent verification of pilot court records by AOJS. Comments: Data is extrapolated from average time between actual events.	Year	Planned	Actual
	1997 (B)	N/A	44.5
	1998	40	35.0
	1999	30	34.1
	2000	25	29.4
	2001	21	28.2
	2002	21	39.7
2003	25		

Performance Data Table

Unit of Measure 4: Number of procedural steps simplified in the Experts Office.	Year	Planned	Actual
	1997(B)*	N/A	0
	1998	2	1
Source: Project records	1999	6	2
Comments: Relates to internal processes within the Experts Office itself. Project activities for this unit of measure completed in 2000.	2000	2	1
	2001	2	0
	2002	2	0
	2003	--	
	Total	14	
Unit of Measure 5: Number of procedural steps simplified in the Court related to the expert process.	Year	Planned	Actual
	1997(B)	N/A	0
Source: Project records	1998	2	1
Comments: Relates to internal processes within the court resulting from Experts process.	1999	8	3
	2000	2	1
	2001	--	3
	2002	--	2
	2003	--	
Total	12		
Unit of Measure 6: Number of procedural steps simplified in the opinion process.	Year	Planned	Actual
	1997(B)	N/A	0
	1998	0	0
Source: Project records.	1999	4	4
Comments: Project activities for this unit of measure completed in 2001.	2000	6	1
	2001	--	0
	2002	--	0
	2003	--	
Total	10		

Performance Data Table

Unit of measure 7: Number of Court hearings conducted per case	Year	Planned	Actual
	1997(B)	N/A	10.0
Source: Project records	1998	9	7.0
Comments: Relates to total number of hearings in court during life of the case.	1999	8	7.0
	2000	7	6.7
	2001	6	6.9
	2002	6	9.1
	2003	7	
Unit of measure 8: Average number of continuances granted per case	Year	Planned	Actual
	1997(B)	N/A	9.4
Source: Project records	1998	8	6.1
	1999	7	6.0
Comments: Relates to the number of times court activity postponed by Court.	2000	6	4.9
	2001	5	5.9
	2002	5	7.1
	2003	6	
Unit of Measure 9: No. of administrative duties assigned to judges	Year	Planned	Actual
	1997(B)	N/A	16
Source: Project records	1998	16	15
Comments: With the goal of reducing those assigned duties.	1999	10	10
	2000	8	6
	2001	4	6
	2002	4	6
	2003	4	

Performance Data Table

Indicator: Increase in use of court automation systems to process new and pending cases			
Unit of measure 1: Number of pending cases entered each year in the CMA system (Pending cases)	Year	Planned	Actual
Source: CMA system statistics	2000	--	3,058
Comments: New unit of measure	2001	--	55,063
	2002	--	89,275
	2003	--	
Unit of measure 2: Number of lawyers listed in CMA database	2000	--	1,718
Source: CMA system statistics	2001	--	16,312
Comments: New unit of measure	2002	--	19,058
	2003	--	
Unit of measure 3: Number of litigant parties listed in CMA database	2000	--	15,130
Source: CMA system statistics	2001	--	294,640
Comments: New unit of measure	2002	--	509,878
	2003	--	
Unit of measure 4: Number of circuits entering case data	2000	--	75
Source: CMA system statistics	2001	--	112
Comments: New unit of measure	2002	--	120
	2003	--	
Unit of measure 5: Number of events entered in CMA database	2000	--	2,539
Source: CMA system statistics	2001	--	129,387
Comments: New unit of measure	2002	--	358,678
	2003	--	
Indicator: Number of judges and staff trained on new systems			
Unit of measure 1: Number of judges trained each year on computer systems	Year	Planned	Actual
Source: Project records	1997(B)	N/A	0
	1998	30	80
Comments:	1999	36	23
	2000	18	103
	2001	36	296
	2002	15	119
	2003	--	
	Total	135	

Performance Data Table

Unit of measure 2: Number of judges trained each year on non-computer systems	Year	Planned	Actual
	1997(B)	20	0
Source: Project records	1998	80	0
Comments:	1999	100	438
	2000	80	578
	2001	80	306
	2002	70	194
	2003	22	
	Total	452	
Unit of measure 3: Number of staff trained each year on computer systems	Year	Planned	Actual
	1997(B)	N/A	0
Source: Project records	1998	60	0
Comments:	1999	110	182
	2000	63	601
	2001	80	882
	2002	80	758
	2003	63	
	Total	456	
Unit of measure 4: Number of staff trained each year on non-computer systems	Year	Planned	Actual
	1997(B)	N/A	0
Source: Project records	1998	30	30
Comments:	1999	50	114
	2000	50	141
	2001	20	20
	2002	25	200
	2003	10	
	Total	185	

Performance Data Table

Indicator: Increase in number of judges' home PCs installed.			
Unit of Measure 1: Increase in number of judges' home PCs installed	Year	Planned	Actual
	1997(B)	N/A	0
Source: Project records	1998	0	0
Comments: Project activities for this unit of measure completed in 1999.	1999	30	75
	2000	36	--
	2001	18	--
	2002	--	--
	2003	--	--
	Total	84	
Result No. C.1.2: Increased Access to Legal Information in Two Pilot Court Systems			
Indicator: Increased percentage of judges and court staff with access to legal system.			
Unit of Measure 1: Number of judges and court staff trained on legal research databases	Year	Planned	Actual
	1997(B)	N/A	0
Source: Project records	1998	0	0
Comments: Project activities for this unit of measure completed in 2000.	1999	66	86
	2000	18	80
	2001	--	--
	2002	--	--
	2003	--	--
	Total	84 (74)	
Unit of Measure 2: Number of judges and court staff provided access to legal research databases	Year	Planned	Actual
	1997(B)	N/A	0
Source: Project records	1998	30	0
Comments: Project activities for this unit of measure completed in 2000.	1999	36	86
	2000	18	86
	2001	--	--
	2002	--	--
	2003	--	--
	Total	84	

Performance Data Table

Result No. C.2: Judges More Knowledgeable of Egyptian Civil Law

Indicator: Average percentage increase between pre-and post-course scores

Unit of Measure 1: Annual average differences in pre-and post-test scores.	Year	Planned	Actual
	1997(B)	N/A	0
Source: NCJS Records	1998	15%	29.9%
Comments: NOTE: The nature of pre and post-testing (participants and programs change yearly) is such that each year is a stand-alone, ZERO- based item. Accordingly, the data herein is per annum only. Overall average of all testing is shown.	1999	15%	19%
	2000	15%	14%
	2001	15%	18.5%
	2002	15%	16%
	2003	--	
Average		15%	

Result No. C.2.1 Enhanced Educational Infrastructure at NCJS

Indicator: Increased number of educational mission-related administrative systems

Unit of Measure 1: Number of standard forms added	Year	Planned	Actual
	1997(B)	N/A	0
Source: Project records	1998	8	0
Comments: Project activities for this unit of measure completed in 2001	1999	10	10
	2000	10	22
	2001	7	7
	2002	--	0
	2003	--	
	Total		35

Unit of Measure 2: Number of automated systems added	Year	Planned	Actual
	1997(B)	N/A	0
Source: Project records	1998	2	2
Comments: Project activities for this unit of measure completed in 1998. In year 7, the Project created a website for the Center including an on-line system of course registration within the site. The Project also plans to automate the NCJS Case Bank in Year 7.	1999	--	--
	2000	--	--
	2001	--	--
	2002	--	--
	2003	2	
Total		4	

Performance Data Table

Unit of Measure 3: Number of polices/procedures added to the NCJS	Year	Planned	Actual
	1997(B)	N/A	0
Source: Project records	1998	8	10
Comments:	1999	10	3
	2000	10	9
	2001	3	3
	2002	4	4
	2003	--	
	Total		35
Unit of Measure 4: Number of manuals developed	Year	Planned	Actual
	1997(B)	N/A	0
Source: Project records	1998	1	4
Comments:	1999	1	10
	2000	1	1
	2001	1	3
	2002	1	3
	2003	1	
	Total		6
Indicator: Increased Number of trained faculty members			
Unit of Measure 1: Number of judges trained	Year	Planned	Actual
	1997(B)	N/A	0
Source: Project records	1998	20	57
Comments: Activity completed in 2002	1999	40	38
	2000	40	23
	2001	40	42
	2002	15	81
	2003	--	
	Total		155

Performance Data Table

Unit of Measure 2: Number of case managers	Year	Planned	Actual
Source: Project records Comments: Indicator eliminated	1997(B)	N/A	0
	1998	5	0
	1999	10	--
	2000	10	--
	2001	10	--
	2002	--	--
	2003	--	--
	Total	35	--
Unit of Measure 3: Number of new judge orientation faculty trained	Year	Planned	Actual
Source: Project records Comments: Project activities for this unit of measure completed in 2001. NCJS has taken over this program component.	1997(B)	N/A	0
	1998	5	36
	1999	5	25
	2000	5	16
	2001	5	25
	2002	--	--
	2003	--	--
	Total	20	--
Unit of Measure 4: Number of Mentor Judges	Year	Planned	Actual
Source: Project records Comments: Indicator Eliminated	1997(B)	N/A	0
	1998	0	0
	1999	10	--
	2000	10	--
	2001	10	--
	2002	--	--
	2003	--	--
	Total	30	--

Performance Data Table

Result No. C.2.2 Enhanced Curriculum at NCJS			
Indicator: Increased number of new courses implemented			
Unit of Measure 1: Number of civil law courses	Year	Planned	Actual
	1997(B)	N/A	0
Source: Project records	1998	2	7
Comments: Activity completed in 2002	1999	4	4
	2000	4	5
	2001	3	3
	2002	1	2
	2003	-	
	Total	14	
	Unit of Measure 2: Number of administrative management courses	Year	Planned
	1997(B)	N/A	0
Source: Project records	1998	4	9
Comments:	1999	5	1
	2000	4	7
	2001	4	3
	2002	2	2
	2003	4	
	Total	23	
Unit of Measure 3: Number of staff courses	Year	Planned	Actual
	1997(B)	N/A	0
Source: Project records	1998	2	0
Comments:	1999	4	4
	2000	4	3
	2001	4	3
	2002	2	2
	2003	2	
	Total	18	

Performance Data Table

Unit of Measure 4: Number of computer courses	Year	Planned	Actual
Source: Project records Comments:	1997(B)	N/A	0
	1998	5	5
	1999	7	10
	2000	9	3
	2001	3	3
	2002	2	2
	2003	2	
	Total	26	
Indicator: Increased Number of Evaluation Instruments			
Unit of Measure 1: Number of course-related instruments	Year	Planned	Actual
Source: Project records Comments: Activity completed in 2002	1997(B)	N/A	0
	1998	4	5
	1999	7	10
	2000	7	14
	2001	5	5
	2002	2	4
	2003	--	
	Total	25	
Unit of Measure 2: Number of faculty-related instruments	Year	Planned	Actual
Source: Project records Comments: Activity completed in 2002	1997(B)	N/A	0
	1998	2	4
	1999	2	1
	2000	2	11
	2001	2	1
	2002	1	2
	2003	--	
	Total	9	

Performance Data Table

Unit of Measure 3: Number of participant-related instruments	Year	Planned	Actual
	1997(B)	N/A	0
Source: Project records	1998	2	3
Comments:	1999	2	2
	2000	2	14
	2001	2	4
	2002	1	4
	2003	--	--
	Total	9	27
Unit of Measure 4: Number of overall program instruments	Year	Planned	Actual
	1997(B)	N/A	0
Source: Project records	1998	2	2
Comments:	1999	3	2
	2000	4	14
	2001	4	6
	2002	2	5
	2003	--	--
	Total	15	29

NOTE: Explanation to Increases in Selected Performance Indicators:

Through 2002, the planned performance indicators reflected a steady decline or leveling off in the processing times associated with civil cases in the pilot courts. For the past two years, the Project focused on addressing the backlog of older cases in addition to the effort to reduce case delay. Because of this attention to the backlog, the case processing times of disposed cases has risen. This change in the previous trend was anticipated and in fact confirms the success of the Project's attempt to reduce the backlog of very old cases.

In estimating the planned results for 2003, the Project included both attention to older cases and the faster processing of new cases. Most indicators dealing with processing time for 2003 will increase. For example, the indicator outcome for Result No. C.1, Improved Efficiency of the Two Pilot Court Systems; Indicator: Reduction in Case Processing Time; Unit of Measure 1, increases from an average of 13.3 months to 15.0 months. This takes into account the improved practices for all cases generally while recognizing the effect of very old case ages on the statistical model. Other indicators, such as (same result and indicator) Unit of Measure 2: reflect the fact that the majority of older cases were sent to the experts; thus, when incorporating those disposition times into the model, they have a greater impact with a correspondingly greater increase in the result.