



**USAID** | ADMINISTRATION OF CRIMINAL  
FROM THE AMERICAN PEOPLE JUSTICE PROJECT

# ADMINISTRATION OF CRIMINAL JUSTICE PROJECT

## YEAR TWO WORK PLAN

FOR THE PERIOD OCTOBER 1, 2007 TO SEPTEMBER 30, 2008



**Submitted August 28, 2007**

This publication was produced for review by the U.S. Agency for International Development. It was prepared by the Administration of Criminal Justice Project.



# ADMINISTRATION OF CRIMINAL JUSTICE PROJECT

**Contract No. 263- I-01-06-00018-00**  
**A task order under IQC No. 263-I-00-06-00018-00**

Cover photo: The Qattameya Justice Complex

The author's views expressed in this publication do not necessarily reflect the views of the U.S. Agency for International Development or the United States Government.



# CONTENTS

Section I – Introduction	1
A. Background	1
B. Program Description	1
C. Organizational Structure	1
D. Results Framework	2
Section II – Work Plan	7
A. Purpose	7
B. Coordination with Counterparts and Other Projects	7
C. Technical Activities	8
Component 1: Automation of the Public Prosecution Office	8
Component 2: Strengthening the Public Defense System	14
Component 3- Development of a Practical Human Rights Curriculum for Prosecutors	18
Section III – Performance Monitoring and Evaluation	23
A. Monitoring and Evaluation	23
B. Indicators	23
Annexes	
Annex A – Life-of-Project Flow Chart	Tab A
Annex B – Year Two Training Plan	Tab B
Annex C – Life-of-Project Procurement Plan	Tab C
Annex D – Life-of-Project Budget Projections	Tab D
Annex E – Indicator Data Sheets	Tab E

## LIST OF ACRONYMS

AOCJ	Administration of Criminal Justice Project
CMMI	Capability Maturity Model Integration
COP	Chief of Party
HW	Hardware
IT	Information Technology
PIC	Prosecution Information Center
M&E	Monitoring and Evaluation
PGO	Prosecutor General's Office
PP/PPO	Public Prosecution Office
RFP	Request for Proposal
SW	Software
UNDP	United Nations Development Program

## SECTION I – INTRODUCTION

### A. Background

Chemonics International is pleased to present this Year Two Work Plan for the Administration of Criminal Justice (AOCJ) project for the period October 1, 2007 through September 30, 2008. This work plan builds on the project's accomplishments achieved from project start on March 23, 2006 through September 30, 2007.

Chemonics is the prime contractor for AOCJ. We will implement the project with the assistance of our consortium partners Chemonics Egypt, Blue Force, Booz Allen Hamilton, East-West Management Institute, and Arabic Software Engineering, Inc.

### B. Program Description

The five-year AOCJ contract runs from March 23, 2006 through March 22, 2011. The project team will work closely with the Prosecutor General's Office (PGO) and targeted Public Prosecution offices to improve the administration of criminal justice through automation, expansion and strengthening of the existing public defense system, and increasing prosecutors' knowledge and application of human rights principles. Specifically, the Chemonics consortium will provide assistance in three main project components:

**Component 1:** automate nine targeted Public Prosecution offices located in Cairo, Qattameya, and Alexandria, and establish the Prosecution Information Center (PIC) to serve as the IT center for the Public Prosecution nationwide.

**Component 2:** strengthen the existing public defense system through technical assistance and training that will enhance coordination and increase access to timely and effective counsel for criminal defendants.

**Component 3:** develop a practical human rights curriculum for prosecutors and conduct direct prosecutorial training to increase prosecutors' knowledge and application of international human rights principles in their daily work.

It is important to note that previous restrictions on direct training of prosecutors have been lifted by USAID and AOCJ may now conduct direct training of prosecutors. This will permit a more comprehensive approach to project implementation, particularly in Components 2 and 3. Specific training activities for prosecutors are discussed under each component.

### C. Organizational Structure

The AOCJ chief of party (COP) is responsible for the overall technical and administrative management of the project. The COP is supported by a team that includes one expatriate staff and numerous Egyptian professionals for program and administrative support. Our staff organizational structure is presented in Figure 1 below.

## **D. Results Framework**

Our approach to work planning and performance monitoring is based on the project results framework show in Figure 2 below. The results framework shows the development hypotheses behind AOCJ's project goals and how these relate to larger USAID development objectives.

The AOCJ project falls under USAID's Operational Plan Goal 2: Governing Justly and Democratically and Program Area 2.1: Rule of Law and Human Rights. More specifically, the project is included under Program Element 2.1.3: Justice System, and the three project components fall under Program Sub-Element 2.1.3.2: Operations of Institutions and Actors, and Program Sub-Element 2.1.3.4: Access to Justice as shown in Figure 2.

**Figure 1. AOCJ Staff Organization Chart**

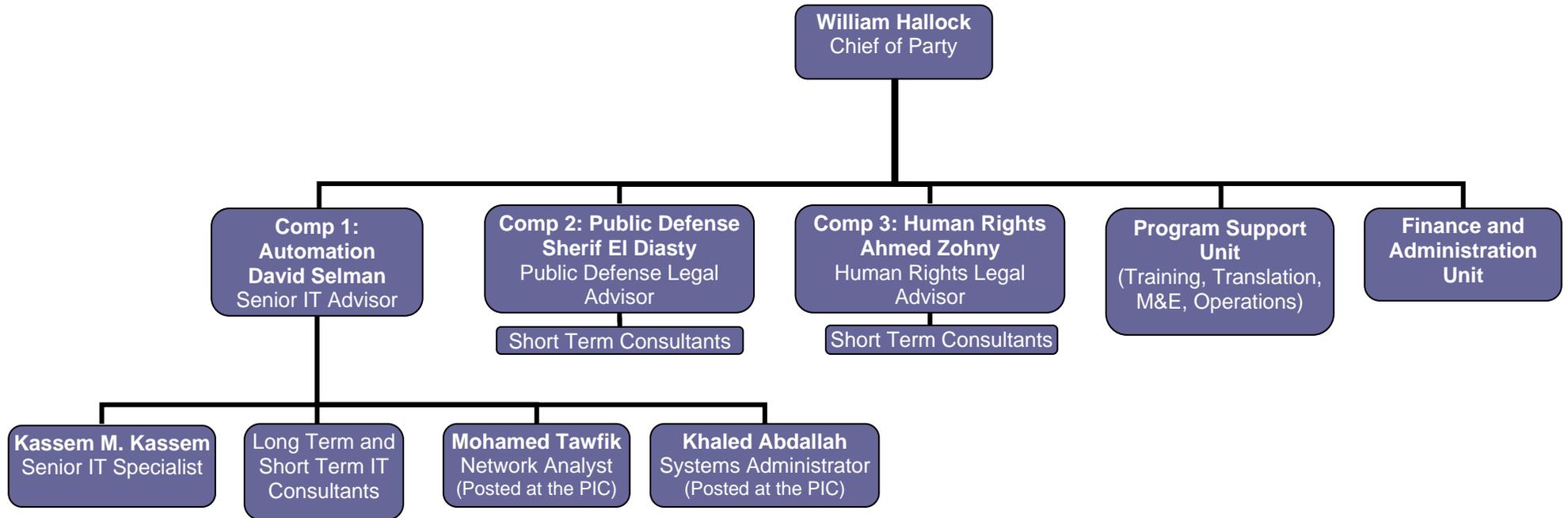
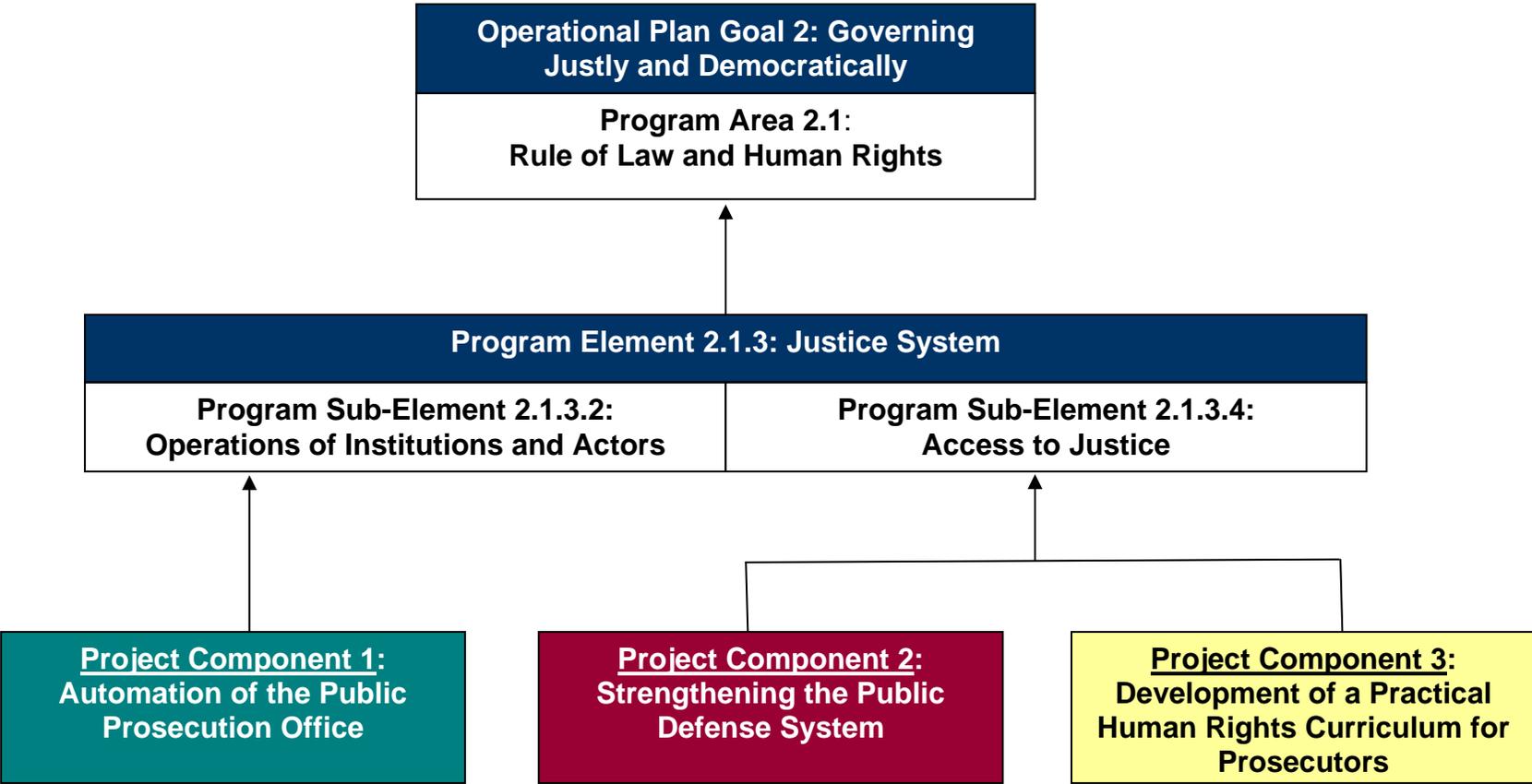




Figure 2. AOCJ Project Results Framework





## **SECTION II – WORK PLAN**

### **A. Purpose**

The AOCJ Year Two Work Plan is designed to guide implementation of project activities during fiscal year 2008. It outlines the activities and expected results for each of the three project components. The work plan will permit USAID and the project team to plan for activities in advance and to monitor progress towards expected results as the year progresses.

At the same time, AOCJ expects to realistically respond to a dynamic and changing work environment based on both USAID and counterpart preferences and priorities. This work plan may therefore be modified, as required and agreed upon, to meet changing needs.

### **B. Coordination with Counterparts and Other Projects**

The planned activities contained in this work plan build on the accomplishments of the project during its first year of operation. Significant advancements and successes were achieved in year one, particularly in Component 1 and Component 3. In all components, the project team has regularly consulted directly with the PGO and PIC regarding the organization and implementation of project activities. We expect even closer cooperation and coordination in year two of the project for two primary reasons.

First, in Component 1 AOCJ has agreed to temporarily provide the PIC with two full-time staff to assist with establishing the PIC and ensuring success of initial PIC operations. Mr. Mohamed Tawfik, Network Analyst, and Mr. Khaled Abdallah, Systems Administrator, will be posted directly at the PIC and their presence will help guarantee both a continuous transfer of technical knowledge and sustained communication between the project office and the PIC.

Second, Component 2 and Component 3 of the project are now led by two legal advisors who have the confidence and trust of the PGO: Mr. Sherif El Diasty, Component 2 Legal Advisor, and Mr. Ahmed Zohny, Component 3 Legal Advisor. Both of these technical experts have substantial experience and, due to their status as seconded prosecutors, have easy access to Counselor Adel Zayed, AOCJ's designated point of contact for both of these components.

AOCJ is confident that the strong working relationship and fluid communication that we have now developed in all three components will ensure that the direction and priorities of the project team are consistent with the needs and interests of the Public Prosecution and, ultimately, USAID.

AOCJ is aware that other USAID projects, such as the Administration of Judicial Support II project, are carrying out activities related to AOCJ work, particularly for Component 1 automation activities. There has been considerable coordination between our two projects during year one and AOCJ fully expects this coordination to continue in year two of the project.

## C. Technical Activities

### C1. Component 1: Automation of the Public Prosecution Office

#### C1.1 Component Introduction

**Component Description.** In Component 1 of the project, AOCJ will provide the technical assistance and training required to automate nine Public Prosecution offices. As a part of this process, USAID and the PGO have agreed that AOCJ will support the PGO to establish the PIC, which will serve as the IT and technical support center for all of the PGO's automation activities.

**Background.** Currently the majority of work within the Public Prosecution is conducted in a labor intensive manner, with manual process and hardcopies of criminal case files. Generally, there is no established means to communicate electronically (i.e. no institutional email) and hardcopy case files are often transported between and within offices so that important decisions can be made by different parties.

Hardcopy case files contain statements, reports, evidence, and other materials that prosecutors often prefer not to share with defense counsel for fear of alteration of the case file contents. Copying the file can be time consuming and cumbersome. Through our automation activities in Component 1, AOCJ will create an automated case file and the physical network required to share case file information electronically. This will allow prosecutors to quickly and easily share information within the Public Prosecution while at the same time sharing important information with defense counsel in a format that does not risk the integrity of the hardcopy case file.

The Public Prosecution locations targeted for automation have been agreed upon by USAID and the PGO and are located in Cairo, Qattameya, and Alexandria (see text box).

#### Component 1 Target Public Prosecution Offices

1. Alexandria Appeals Prosecution Office
2. East Alexandria Attorney General's Office
3. Al Raml District Prosecution Office
4. Office of International Cooperation
5. Technical Office
6. Department of Judicial Inspection for Prosecution Offices
7. Combating Tax Evasion Prosecution Office
8. Financial and Commercial Affairs Prosecution Office
9. Supreme Public Monetary Prosecution Office

**Summary of Major Year One Achievements that the Team will Build on in Year Two.** In the first year of the project, the AOCJ IT team made significant gains. Some of the more noteworthy Component 1 achievements include 1) completion of an extensive IT assessment of 13 Public Prosecution locations; 2) development and agreement with the PGO regarding a network solution architecture (i.e. node decentralized solution); 3) analysis and agreement with the PGO on a phase 1 hardware and software list; 4) drafting and submission of USAID/IRM approval request for the AOCJ proposed IT solution (which was subsequently approved by IRM); 5) phase 1 equipment procurement successfully conducted; 6) development and acceptance of technical recommendations for the establishment of the PIC; 7) planning and execution of the PIC IT planning workshop; 8) completion of significant network infrastructure improvements (i.e. LAN and fiber optic cabling); and 9) drafting and publication of the system integrator RFP.

*Summary of Expected Activities in Year Two.* In year two of the project, the IT team will expand and build on the gains achieved in year one. A system integrator will be contracted early in fiscal year 2008 to begin developing customized software and assisting with the installation of hardware and standard software for the PIC and other Public Prosecution locations. Network infrastructure work will also commence and be completed in Alexandria and the High Court building.

Year two will include extensive training of PIC and Public Prosecution staff. Training activities in Component 1 are designed to strengthen the knowledge, skills, and abilities of PIC and Public Prosecution employees so they are able to fulfill new roles and responsibilities in an automated environment. The establishment of the PIC will require additional IT personnel to manage its operations. The PGO has agreed to hire this staff and AOCJ agreed to train them to manage the IT operations of the PIC and to support the automation of other Public Prosecution offices. A core focus of the training activities in Component 1 will be to provide new PIC staff with the necessary skills to support hardware and software system setup, testing and installation.

***Component Manager:*** David Selman, Senior IT Advisor

***Component 1 Resources:*** AOCJ IT team, AOCJ training team, Chemonics International Procurement Department, Booz Allen and Hamilton.

## **C1.2 Planned Activities and Expected Results**

AOCJ will finalize a subcontract with a local system integrator in the first quarter of fiscal year 2008. The system integrator will be responsible for development of customized software and ensuring the entire IT solution functions together as a unified whole. For example, the system servers must be consistent with the communications switches to allow for the smooth transfer of information between targeted locations and the PIC. Similarly, the equipment of telecommunications service providers must be consistent with the WAN equipment installed at the PIC and Public Prosecution locations.

AOCJ will supervise, manage, and coordinate all activities with the system integrator. This will be done in close coordination with the PGO and PIC to see that the entire system functions smoothly and in an integrated manner. Our expected technical assistance activities and results by quarter are detailed below. Associated training courses are located at the end of each quarter.

### ***Quarter 1: October – December 2007***

- Analyze and evaluate all of the system integrator proposals received in response to the AOCJ request for proposal
- Finalize and award the system integrator subcontract
- Develop a fully consensual and agreed upon implementation strategy for automation of the Public Prosecution and PIC with the new system integrator in collaboration with the PGO and PIC
- Review and approve system integrator Project Plan, the system integrator's plan for the network topology and IT solution architecture for the Public

Prosecution, likely to be in concurrence with the previously proposed node decentralized solution

- Supervise all activities related to refurbishing the IT hub at the High Court building; this will be the location that will house the server linking all High Court locations
- Manage and supervise the receipt, staging, testing and installation of Phase 1 equipment for the PIC
- Continue IT infrastructure readiness and implementation activities at the three Alexandria target locations; this work includes LAN and fiber optic cabling, as well as electrical system upgrades required to support automation
- Oversee IT infrastructure readiness and implementation activities at the PIC
- Conduct introductory Cisco and Microsoft training for PIC staff to provide them with the necessary skills to support system integrator and PIC operations
- Identify possible “subject matter expert” workshops for PIC staff; topics could be on a variety of matters that were preliminarily discussed at the PIC IT planning workshop

#### ***Quarter 1: Anticipated Results and Deliverables***

- ❖ Completed System Installation Plan for Phase 1 hardware and standard software
- ❖ Completed and agreed upon implementation strategy for automation of the Public Prosecution and PIC
- ❖ Detailed system integrator Project Plan detailing their vision of network topology and IT solution architecture
- ❖ PIC infrastructure preparation completed
- ❖ Cisco and Microsoft training completed for PIC staff
- ❖ Future PIC expert workshops agreed-upon with PIC and PGO

#### ***Quarter 2: January – March 2008***

- Continue IT infrastructure preparation at the High Court building IT hub
- Finalize installation and certify as operational the PIC hardware equipment
- Assist initial PIC IT staff and management with capacity building and planning for priority activities including:
  - IT Security Plan
  - Independent Validation and Verification (IV&V) Plans
  - Desktop standardization programs for automation rollout
  - Staff skills matrix and duties differentiation
- Identify and agree with PIC and PGO regarding the key services that will be provided from the PIC to automated Public Prosecution offices
- Review and approve system integrator costs-benefit and gap analysis regarding the proper “buy versus build” distribution for software; this is a request of USAID/IRM to determine the best balance of purchasing off-the-shelf software versus building customized software for the Public Prosecution
- Review and revise Systems Transition Plan; this will outline the proposed means of switching from a manual to an automated environment for Public Prosecution offices
- Prepare USAID/IRM request based on gap analysis and submit for approval
- Develop full specs for Phase 2 hardware and standard software for Public Prosecution networking and communications equipment

- Publish Phase 2 hardware equipment RFP in the U.S.
- Plan inauguration and official opening of the PIC
- Procure Oracle and Microsoft software products for target locations
- Supervise High Court building network cabling and wiring activities
- Oversee gathering of data and functional requirements for software development activities of system integrator
- Provide document management system training to PIC and Public Prosecution staff
- Provide Oracle training to PIC staff

***Quarter 2: Anticipated Results and Deliverables***

- ❖ IT hub at High Court building completed and ready for equipment installation
- ❖ Fully installed and functioning software and hardware solution for the PIC
- ❖ PIC officially opened and inaugurated
- ❖ IT Security Plan completed
- ❖ Desktop standardization programs developed and prepared for rollout
- ❖ LAN network cabling installed at High Court building
- ❖ Data and business functional requirements for automated case management system determined
- ❖ Completed Systems Transition Plan detailing how Public Prosecution offices will make the switch from manual to automated processes
- ❖ Document management system training for PIC staff completed
- ❖ Oracle training for PIC staff completed

***Quarter 3: April – June 2008***

- Provide oversight and supervision of customized software development in coordination with the PIC and PGO
- Assist PIC IT and operational staff with institutional development and capacity building activities such as operational and budget planning
- Facilitate the drafting of a PIC Operations Manual that defines the policies, practices, and procedures to be implemented at the PIC to allow it to reliably provide support services to client Public Prosecution offices
- Supervise and review drafting of Continuity of Operations Plan
- Oversee receipt, staging, testing, and preliminary installation of Phase 2 equipment for initial Public Prosecution offices
- Manage the installation and implementation of Oracle and Microsoft applications at the PIC and target offices
- Supervise the implementation of WAN connectivity activities for first offices to be connected to the PIC
- Present and discuss Capability Maturity Model Integration (CMMI) training program options for the PIC
- Provide helpdesk and network management training to PIC staff
- Provide Microsoft and Cisco customized training courses to PIC staff

**Capability Maturity Model Integration (CMMI)**

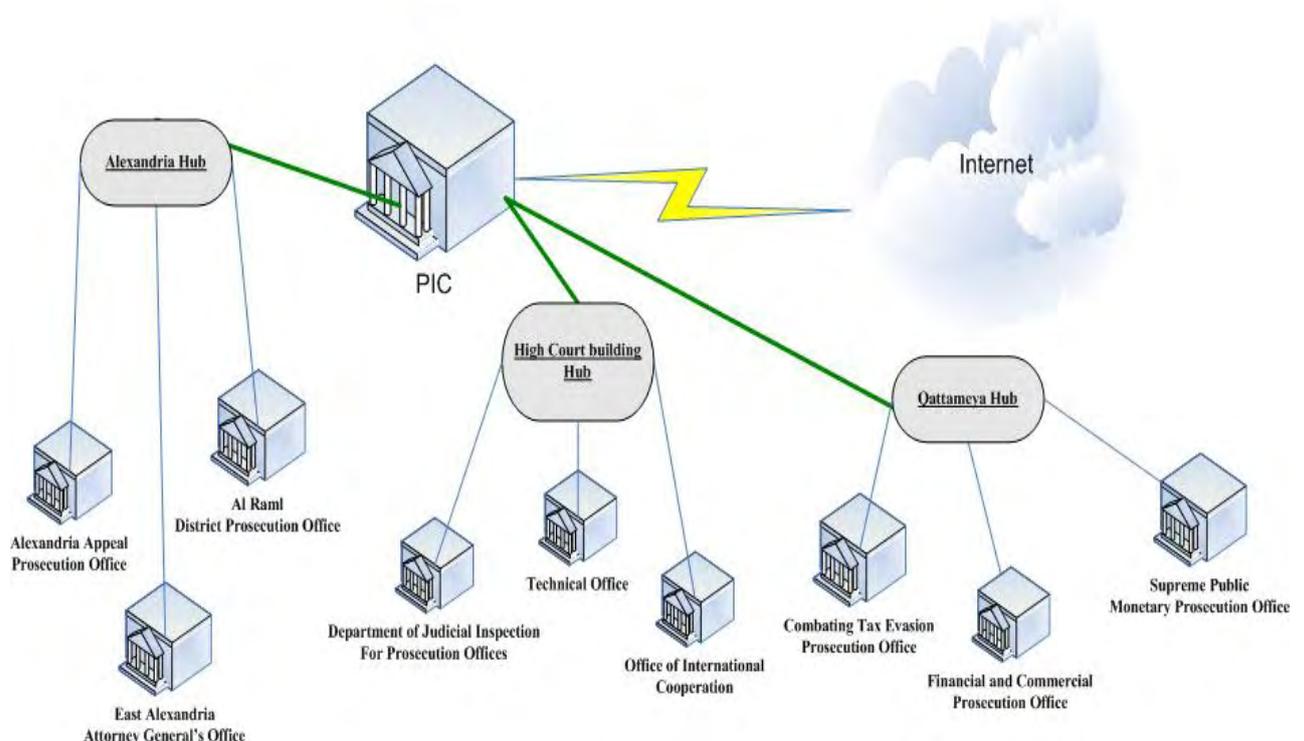
Capability Maturity Model Integration (CMMI) is an approach to process improvement that provides organizations with the essential elements of effective processes. CMMI contains 22 different process areas such as organizational training, project monitoring and control, and risk management. Organizations cannot be CMMI "certified." Instead, an organization is appraised and is awarded a level 1-5 rating depending on its development in each of the 22 areas.

- Implement PIC management and security workshop sessions

**Quarter 3: Anticipated Results and Deliverables**

- ❖ Initial Phase 2 hardware and software successfully tested and installed in first locations
- ❖ Functioning WAN environment set up at first offices
- ❖ Continuity of Operations Plan finalized and approved
- ❖ Completed Phase 2 equipment documentation including an Equipment Staging and Installation Plan and a Data Backup and Recovery Plan
- ❖ Network security architecture and design finalized and approved, including security strategy, management, and policy requirements
- ❖ Helpdesk and network management training for PIC staff completed
- ❖ Microsoft and Cisco customized training of PIC staff completed
- ❖ PIC management and security workshop sessions successfully implemented

**Figure 3. Fully Connected WAN/LAN Public Prosecution Environment**



**Quarter 4: July – September 2008**

- Ongoing installation of Phase 2 networking and communications equipment in Public Prosecution offices
- Install WANs in remaining offices
- Conduct independent verification and validation of all testing activities for the disaster recovery operations at the PIC
- Supervise, review, and approve progress on automated case management software in coordination with the PIC and PGO
- Develop sterile testing environment within the PIC for customized software application testing
- Provide CMMI training for PIC staff

- Provide additional training to PIC staff as required in advance of pilot software solution testing in Alexandria
- Provide preliminary end-user basic IT training to Public Prosecution staff in Alexandria pilot location

***Quarter 4: Anticipated Results and Deliverables***

- ❖ Phase 2 networking and communications equipment fully installed
- ❖ Final WANs installed in remaining offices
- ❖ Disaster recovery system for Public Prosecution functioning properly
- ❖ Beta version of automated case management software developed
- ❖ Customized software testing and acceptance plan drafted and approved
- ❖ CMMI training for PIC staff completed
- ❖ End-use IT training completed for Alexandria Public Prosecution end users

## **C2. Component 2: Strengthening the Public Defense System**

### **C2.1 Component Introduction**

**Component Description.** In Component 2, AOCJ will assist the PGO to strengthen and improve the existing defense system. In 2006, Egypt passed Law 145, which includes numerous amendments to the criminal procedure code, expanding defendants' right to defense counsel, including at the pre-trial phase when dealing with prosecutors. As a result, prosecutors now have additional responsibilities to ensure that criminal defendants receive the defense assistance they are entitled to under the law.

AOCJ will assist the PGO through two major activities. First, AOCJ will conduct training on Law 145 and public defense obligations of prosecutors to ensure their full understanding of the requirements of existing laws and regulations. Second, AOCJ will provide technical assistance to the PGO to identify deficiencies in the existing system and develop concrete, functional improvements. These activities will be carried out in close coordination and consultation with the PGO. AOCJ, USAID, and the PGO have agreed that Alexandria will be a pilot location for eventual testing of improvements to the system.

Three key principles will guide the execution of Component 2 activities in FY 2008. First, AOCJ will not develop a new "public defense system;" rather, we will focus on ways to improve the implementation of existing laws, regulations, and circulars, and to improve coordination between the PGO and the Bar Association, which is legally responsible for providing defense counsel to indigent defendants.

Second, the project will focus on discrete incremental improvements that can be reviewed and approved by the PGO in a step-by-step process as shown in Figure 4 below.

Finally, the Component 2 team will coordinate with the AOCJ IT team so that automation activities being carried out under Component 1 will take into consideration the support required to improve coordination between the PGO and the Bar Association and ultimately make automated case files available to defense attorneys.

**Component Manager:** Sherif El Diasty, Public Defense Legal Advisor

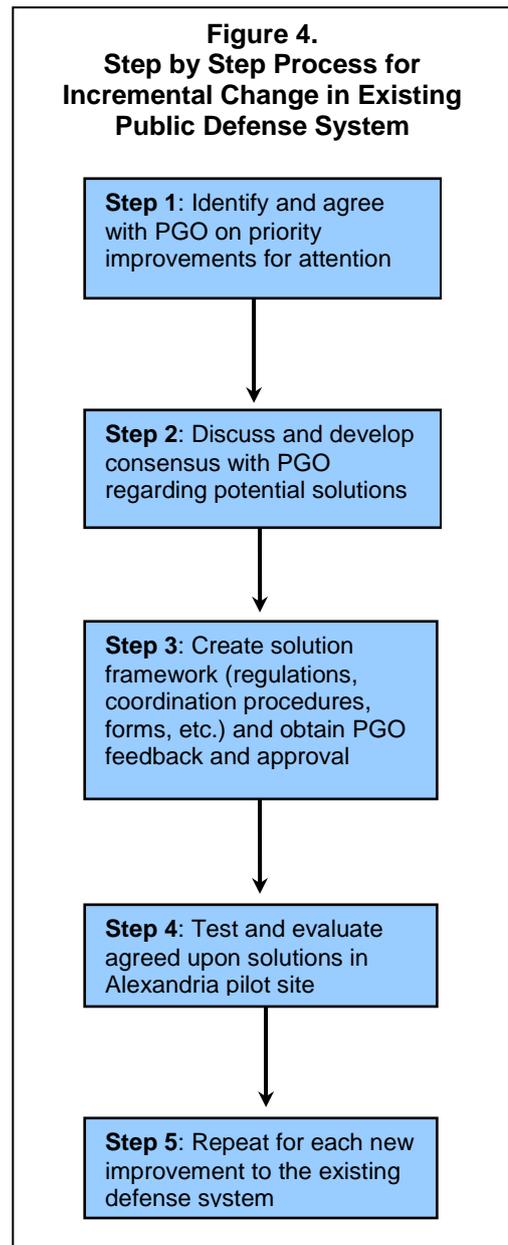
**Component 2 Resources:** AOCJ training team, Egyptian legal experts, East-West Management Institute.

### **C2.2 Planned Activities and Expected Results**

#### **Quarter 1: October – December 2007**

- Review constraints of operation of existing public defense system
- Compile list of key deficiencies and/or issues that need to be addressed to improve the existing public defense system. Examples of issues include:
  - how prosecutors can better coordinate with the Bar Association to identify and contact available defense attorneys when required to do so by law

- how the defense attorney list is compiled, administered, and distributed
- how public defense fees are determined, funded, and paid in practice
- Present and discuss key issues with PGO for approval and buy-in via regular meetings at High Court building
- Prioritize issues in collaboration with the PGO before advancing on development of concrete solutions; problems and issues will be divided into first-tier (i.e. top priority) and second-tier priorities and dealt with in that order
- Once approval is received from PGO on prioritization, begin analysis and development of potential solutions
- Coordinate with Component 1 IT team to ensure development of the automated case file system includes data required for the effective realization of public defense services; for example, data fields should be included in automated case file for defense counsel name and contact information, as well as date of appointment, and other relevant data
- If approved by PGO, develop survey instrument for administration to prosecutors to elicit feedback on improvements to existing defense system; instrument may be given as part of training program; in the alternative, information may be gathered via personal interviews and discussions with prosecutors conducted by the Component 2 legal advisor
- Design Law 145 training program and prepare both theoretical and practical course materials; secure PGO approval of training materials
- Design and conduct a familiarization course for Law 145 training instructors to be chosen by the PGO to carry out training for experienced prosecutors; these are likely to be high level prosecutors at the PGO
- Develop post-training exam for Law 145 course and receive PGO approval
- Initiate and supervise Law 145 training program



***Quarter 1: Anticipated Results and Deliverables***

- ❖ Key deficiencies and issues with existing public defense system identified, prioritized, and presented to PGO in a preliminary report
- ❖ Top priority issues agreed upon by PGO and approved for project analysis and development
- ❖ Law 145 training materials completed and approved by PGO
- ❖ Law 145 instructors familiarization workshop completed

- ❖ Approximately 80 prosecutors trained and tested on Law 145 and public defense issues

***Quarter 2: January – March 2008***

- Begin analysis of first-tier priority public defense deficiencies and issues agreed upon with PGO in prior quarter
- Conduct required meetings with prosecution members, legal professionals, law professors and/or research centers as needed for issue analysis and solution development
- Research and investigate reference materials, both domestic and international (i.e. laws, regulations, policies, and procedures), required to develop practical, concrete solutions for Egyptian public defense deficiencies
- Evaluate feedback on public defense issues received from prosecutors in the Law 145 training and use this information in the development of proposed solutions
- Develop and discuss ideas for potential solutions to first-tier priorities with PGO
- Begin drafting recommendations to PGO on first targeted issues
- Continue Law 145 training program for additional groups of prosecutors
- Review survey results from prior quarter; update and revise survey instrument, if needed, for the collection of information regarding the operation of the existing defense system
- Systematize training evaluation results and adjust Law 145 training program as required

***Quarter 2: Anticipated Results and Deliverables***

- ❖ Agreement reached with PGO on approach for preliminary solutions to top priority public defense issues
- ❖ Approximately 220 prosecutors trained and evaluated on Law 145 and public defense issues

***Quarter 3: April – June 2008***

- Draft recommendations for solutions to first-tier problems based on PGO agreements reached in prior quarter; present written recommendations to PGO
- Continue development of recommendations for remaining top priority issues
- Begin examination of second-tier deficiencies and potential solutions applicable to the Egyptian legal system
- Continue execution and supervision of Law 145 and public defense training program

***Quarter 3: Anticipated Results and Deliverables***

- ❖ Written technical recommendations on first-tier priorities delivered to PGO for review and consideration
- ❖ Approximately 40 prosecutors trained and tested on Law 145 and public defense issues

***Quarter 4: July – September 2008***

- Develop and discuss preliminary recommendations to second-tier problems with PGO

- Incorporate PGO amendments and feedback on first-tier issues into final set of recommendations for PGO
- Time permitting, draft and present recommendations to PGO on potential solutions to second-tier issues
- Consolidate PGO-approved recommendations and develop agreement with PGO on means to pilot approved recommendations in Alexandria pilot site
- Reach an understanding with the PGO on how to practically test proposed solutions before general circulation
- Provide assistance to PGO to apply preliminary test solutions in Alexandria (i.e. test new policies and procedures, develop improved coordination mechanisms, draft new forms, rules, or regulations, etc).
- Draft Law 145 training report with evaluation and test results and all findings, including recommendations for future trainings to enhance public defense system

***Quarter 4: Anticipated Results and Deliverables***

- ❖ Consolidated PGO-approved recommendations completed and delivered to PGO
- ❖ Recommendations to second-tier issues developed and submitted to PGO for approval
- ❖ Agreement obtained from PGO on piloting approved recommendations in Alexandria
- ❖ Recommendations for future trainings developed and delivered as part of comprehensive Law 145 training report

## **C3. Component 3: Development of a Practical Human Rights Curriculum for Prosecutors**

### **C3.1 Component Introduction**

*Component Description.* As a leader in the Middle East, Egypt has signed and ratified most international human rights conventions. Under Component 3, the AOCJ team will provide the Public Prosecution (PP) with Egyptian and international technical expertise, as well as logistical support, to increase prosecutor’s knowledge of international human rights in the criminal justice context. In Component 3, AOCJ will develop practical human rights training curriculum designed for entry level prosecutors as well as experienced prosecutors, and will subsequently deliver human rights training to both groups.

Entry-level curriculum and training will be focused more on the day-to-day procedural aspects of human rights in the criminal justice context for prosecutors who have not yet had substantial on-the-job training. Conversely, human rights materials and training for experienced prosecutors, who have already had significant procedural experience, will include more theory.

Since the prior restriction on direct training of prosecutors was lifted in June 2007, the Prosecutor General has requested a special nationwide continuing legal education (CLE) training on the practical aspects of human rights in the criminal justice context for experienced prosecutors.

All of AOCJ’s training activities under this component will be coordinated directly with the PGO and will be conducted in a way that permits constant feedback and improvement of each future training.

*Component Manager:* Ahmed Zohny, Human Rights Legal Advisor

*Component Resources:* AOCJ legal team, AOCJ training team, BlueLaw LLC

### **C3.2 Planned Activities and Expected Results**

AOCJ expects to rely extensively upon the Human Rights Legal Advisor, Mr. Ahmed Zohny, for the creation of the majority of training materials in Component 3. Mr. Zohny will not only create technical training materials, but will conduct the “familiarization” courses for the senior members of the PGO who will serve as instructors.

#### *Quarter 1: October – December 2007*

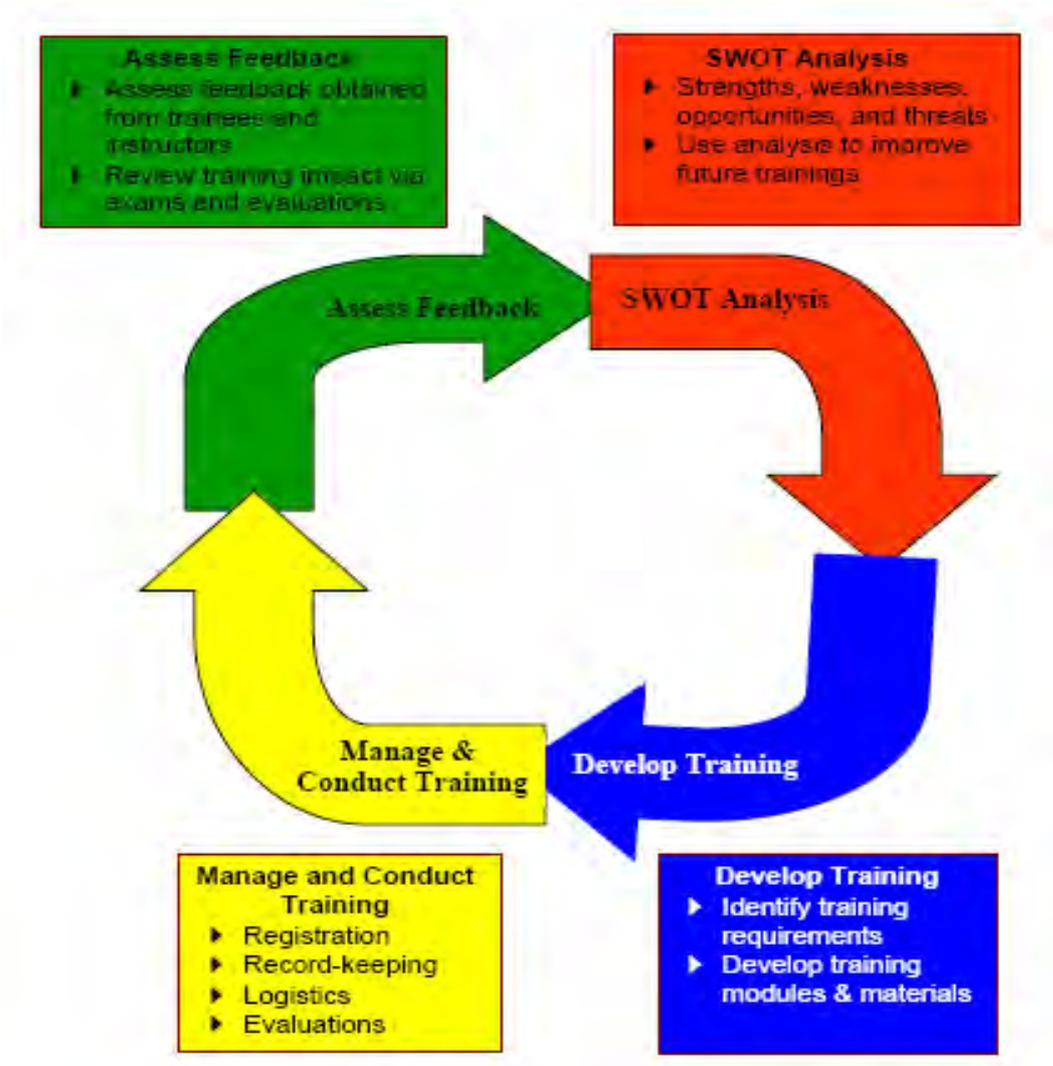
- Develop Part 3 (trial stage) of the Entry Level Training (ELT) human rights curriculum
- Draft materials for nationwide experienced prosecutor course entitled: “Human Rights in Criminal Justice: Practical Training for the Public Prosecution”
  - This training will target over 360 experienced prosecutors from around Egypt

- Courses are expected to be taught by high-level experienced prosecutors designated by the PGO who will receive “familiarization” training from AOCJ prior to giving the courses
- Training will begin in November 2007
- AOCJ will conduct the training using a continuous cycle of feedback to make future improvements in the materials and methods used (see Figure 5 below)
- Coordinate and plan “Human Rights in Criminal Justice” course with the PGO
- Create active-learning instructional tools to be utilized in the nationwide “Human Rights in Criminal Justice” course
- Conduct “familiarization” training for the instructors chosen by the PGO to teach the “Human Rights in Criminal Justice” course
- Commence and supervise “Human Rights in Criminal Justice” training
- Begin development of Part 4 (execution of sentence) of the ELT human rights curriculum

***Quarter 1: Anticipated Results and Deliverables***

- ❖ Part 3 (trial stage) of the ELT human rights curriculum completed and delivered to PGO
- ❖ 12-15 instructors prepared for leading “Human Rights in Criminal Justice” course
- ❖ Training plan and materials for “Human Rights in Criminal Justice” course completed and training commenced
- ❖ Approximately 80 prosecutors trained
- ❖ PGO approval of Part 2 (pre-trial stage) of the ELT curriculum received

**Figure 5: AOCJ Training Development and Implementation Cycle**



***Quarter 2: January – March 2008***

- Amend Part 3 (trial stage) of ELT curriculum based on PGO feedback
- Develop and finalize Part 4 (execution of sentence) of the ELT curriculum
- Analyze participant evaluations and surveys from “Human Rights in Criminal Justice” course, as well as PGO instructor feedback on methodology
- Revise course content and delivery methodology as appropriate to improve delivery
- Supervise the ongoing “Human Rights in Criminal Justice” training for additional prosecutors
- Continue the development of active-learning instructional tools for the entire ELT course

***Quarter 2: Anticipated Results and Deliverables***

- ❖ PGO approval of Part 3 (trial stage) of the ELT curriculum received
- ❖ Part 4 (execution of sentence) of the ELT curriculum completed and delivered to PGO

- ❖ Approximately 220 prosecutors trained and evaluated

#### ***Quarter 3: April – June 2008***

- Amend Part 4 (execution of sentence) of ELT curriculum based on PGO feedback
- Finish the active-learning instructional methodology for the entire ELT course, including production of learning videos, simulations, and other exercises
- Supervise the ongoing “Human Rights in Criminal Justice” training
- Begin adapting entry-level course materials for the continuing legal education (CLE) of experienced prosecutors, amending curriculum as required to emphasize less basic procedural matters and more substance.

#### ***Quarter 3: Anticipated Results and Deliverables***

- ❖ Part 4 of the ELT materials completed
- ❖ PGO approval received on Part 4 of the ELT course
- ❖ Final training completed for “Human Rights in Criminal Justice” course
- ❖ Approximately 60 prosecutors trained and evaluated

#### ***Quarter 4: July – September 2008***

- Analyze all trainee evaluation results and instructor feedback for preparation of full results report on the “Human Rights in Criminal Justice” course for PGO
- Compile and consolidate all parts of ELT curriculum for PGO final approval
- Assuming there is an entry-level class at the NCJS, test the full ELT curriculum
- Conduct participant surveys and evaluations on methodology and substantive content for the ELT curriculum (assuming an ELT course is conducted at NCJS)
- Revise ELT materials, if needed, based on analysis of survey and evaluation results
- Develop and present to PGO the concept of a “Practical Human Rights Implementation Manual for Public Prosecutors” to be distributed among all present and future prosecutors; the step-by-step manual, which will be based largely on already completed research, will include specific instructions and procedural steps and “best practices” for prosecutors to follow when handling human rights issues in the criminal justice context.
- Develop and present to PGO program regarding intensive trainings and practical workshops for experienced prosecutors on the most pressing and difficult human rights issues regularly confronted; one or two days trainings would engage prosecutors on a level not permitted in the regular CLE curriculum; courses could include subjects such as “how to investigate and prosecute torture allegations,” “Investigation & interrogation Techniques”, and/or “Inspection of Detention facilities”.

#### ***Quarter 4: Anticipated Results and Deliverables***

- ❖ Comprehensive results report on “Human Rights in Criminal Justice” course completed and submitted to PGO
- ❖ ELT amendments completed based on ELT participant feedback
- ❖ PGO approval received for entire ELT curriculum and methodology

- ❖ Proposal for “Practical Human Rights Implementation Manual for Public Prosecutors” developed and presented to PGO
- ❖ Program for more in-depth practical trainings in priority areas developed and submitted to PGO for discussion

## SECTION III – PERFORMANCE MONITORING AND EVALUATION

### A. Monitoring and Evaluation

Monitoring progress and evaluating results are key management functions in any performance-based management plan. Working closely with USAID, AOCJ has identified three life-of-project indicators to measure project progress against planned goals. A fourth indicator will be established at a later date to measure Component 2 progress once additional information is available regarding the priority activities that the PGO will agree to for strengthening the existing public defense system.

The purpose of AOCJ's life-of-project indicators is to

- capture and communicate major project impacts
- track implementation progress against targets
- supply information concerning major AOCJ activities
- contribute to USAID's reporting needs

The project M&E specialist is responsible for organizing data collection and ensuring data quality. She will ensure project team members have the necessary tools to collect data and that they collect data consistently and at the appropriate frequency. Annually, she will review the appropriateness of the monitoring and evaluation plan and make necessary additions or adjustments to the existing indicators. The COP will supervise the overall M&E system.

### B. Indicators

The indicators below were selected for AOCJ after extensive discussions with USAID and USAID indicator consultant, Mr. Larry Beyna. The numbering of the indicators below is consistent with USAID/Egypt mission numbering for the AOCJ project. Details regarding each of these indicators is available for review in Annex E, which presents the full data sheet for each indicator.

It is possible that adjustments will be necessary over time as project implementation proceeds. Annually, AOCJ will review the M&E plan in coordination with USAID and modify indicators as necessary.

**1. AOCJ Performance Indicator 2.1.3.B:** Number of points achieved in completing automation of the Public Prosecution office per year and cumulative ratio of points achieved to total points targeted (USAID mission specific indicator).

**2. AOCJ Performance Indicator 2.1.3.b:** Number of justice sector personnel that received USG training (USAID standard indicator).

**3. AOCJ Performance Indicator 2.1.3.f:** Number of legal institutions and associations supported by USG (USAID standard indicator).



## **ANNEX A**

---

### Life of Project Flow Chart











**ANNEX B**

---

Year Two Training Plan



## **ANNEX B. YEAR TWO TRAINING PLAN**

### **A. Introduction**

Year two of the project promises to be an active one for the AOCJ training team. The establishment of the PIC will require extensive training for the new PIC staff that will be hired by the PGO. In addition, installation of both hardware and software solutions within the Public Prosecution mandates extensive training of existing end-user staff. The PGO also specifically requested training on Law 145 issues under Component 2 and on human rights in the criminal justice context under Component 3. Other courses, workshops, and possibly conferences are likely to arise as year two progresses.

The AOCJ training matrix below provides a list of the workshops, courses and other trainings that AOCJ expects to provide under each project component. The final details of training activities, such as the precise dates and number of people, will be finalized in coordination with the PGO and PIC during project implementation.

The AOCJ training team is composed of Abeer Nadi, Senior Training Coordinator, and Abba Abdel Moneim, Training Administrator, who will be jointly responsible for the administrative and logistical organization of all AOCJ training activities.

### **B. Principles Guiding AOCJ Training**

AOCJ training activities will be carried out with certain guiding principles in mind. First, our training is designed to enhance individual and institutional capacity and build long-term sustainability; training will therefore be carried out with counterpart instructors whenever possible. This will be particularly applicable for courses and workshops under Components 2 and 3. In Component 1, however, the technical nature of the training, more often than not, requires outside expertise.

#### **Three Guiding Principles**

1. Enhance capacity and sustainability
2. Evaluate and measure results
3. Based on interactive and participatory adult learning principles

Second, all of AOCJ's training programs will include thorough evaluations to measure the impact and results of the training. Where permitted by the PGO, trainings may even include a written examination for participants.

Third, training programs will be developed using adult learning principles that are based largely on participatory and interactive methodologies. Repeated studies have shown that students learn and retain more when learning in an environment that involves “active learning principles.”

### **C. Utilizing Established USAID Training Systems**

*USAID ADS 252 and 253 and TraiNet.* The AOCJ project will implement all training activities in compliance with the USAID ADS 252 and 253 participant training regulations and USAID/Cairo Mission guidelines. The AOCJ training team will post all necessary information regarding trainees and programs into the TraiNet database.

Chemonics International's home office International Training Department, which has substantial experience in Egypt, will support the project office as needed.

#### **D. Estimated Training Costs**

The estimated training costs for year two of the project are calculated at \$281,437 based on the expected trainings in all three Components. This figure will be adjusted as the details of planned training activities are more fully developed in coordination with the PGO.

**AOCJ Training Matrix**  
**Fiscal Year 2008**  
(October 1, 2007 to September 30, 2008)

**Key:**

**PIC:** Prosecution Information Center  
**PP:** Public Prosecution  
**PGO:** Prosecutor General's Office

Training Description						Participants		
Training Activity Title	Training Type	Planned Date	Location	Approx. Days	Events	Participants	Approx. Number	Total
<b>Component 1: PGO Management and Administrative Efficiency Enhanced:</b>								
Hardware maintenance (HP, Dell, IBM)								
A+	Course	Nov-07 to Jan-08	Cairo	4	1	PIC	5	5
Introduction to System Administration (Microsoft)								
Managing and maintaining Windows 2003 Environment	Course	Nov-07 to Jan-08	Cairo	5	1	PIC	5	5
Introduction to System and Networking Security								
Fundamentals of Network Security	Course	Nov-07 to Jan-08	Cairo	4	1	PIC	5	5
Introduction to Networks								
Introduction to Cisco Networking Technologies	Course	Nov.- 07 to Jan.- 08	Cairo	4	1	PIC	5	5
Introduction to Cisco and IP Networks								
Interconnecting Cisco Network Devices V2.1	Course	Nov-07 to Jan-08	Cairo	5	1	PIC	5	5
Essentials of Helpdesk Support								
Customer Support Specialist	Course	Nov-07 to Jan-08	Cairo	2	1	PIC	5	5
Understanding SLAs (HW/SW)								

ITIL Foundation Level	Course	Nov-07 to Jan-08	Cairo	4	1	PIC	5	5
Introduction to Database Administration (Oracle)								
Oracle Database 10g: SQL: Fundamental I & Fundamental II	Course	Nov-07 to Jan-08	Cairo	5	1	PIC	5	5
Project Management Fundamentals								
Project Management Fundamentals	Course	Nov-07 to Jan-08	Cairo	5	1	PIC	5	5
Additional Component 1 Training Topics								
Oracle Training	Course	Feb-08 to April-08	Cairo	10	3	PIC	5	15
Customized Microsoft & Cisco Training	Practical Training	May-08 to July-08	Cairo	5	1	PIC	5	5
CMMI Training	Course	Aug-08 to Oct-08	Cairo	10	1	PIC	5	5
End-user Basic IT Training	Course	Aug-08 to Oct-08	Alexandria	10	1	PGO end user	25	25
Customized Oracle Training (system integrator)	Practical Training	Aug-08 to Oct-08	Cairo	5	1	PIC	5	5
Customized Application Training (system integrator)	Practical Training	Aug-08 to Oct-08	Cairo	2	2	PIC	5	5

## Component 2: Strengthening the Public Defense System

Component 2: Strengthening the Public Defense System								
Law 145 Training								
Training Description						Participants		
Training Activity Title	Training Type	Planned Date	Location	Approx. Days	Events	Participants	Approx. Number	Total
Familiarization workshop for instructors of Law 145 training	Practical Training	Oct-07 to Nov-07	Cairo	1	1	PGO	12	12
Law 145 Familiarization Training for the Public Prosecution of Cairo	Practical Training	Nov-07 to Dec-07	Cairo	1	2	PP	20	40
Law 145 Familiarization Training for the Public Prosecution of Giza	Practical Training	Nov-07 to Dec-07	Cairo	1	2	PP	20	40
Law 145 Familiarization Training for the Public Prosecution of Alex	Practical Training	Jan-08 to March-08	Cairo	1	2	PP	20	40
Law 145 Familiarization Training for the Public Prosecution of Tanta	Practical Training	Jan-08 to March-08	Cairo	1	2	PP	20	40
Law 145 Familiarization Training for the Public Prosecution of Mansoura	Practical Training	Jan-08 to March-08	Cairo	1	2	PP	20	40
Law 145 Familiarization Training for the Public Prosecution of Esmailia	Practical Training	Jan-08 to March-08	Cairo	1	2	PP	20	40
Law 145 Familiarization Training for the Public Prosecution of Bani Sweif	Practical Training	Jan-08 to March-08	Cairo	1	2	PP	20	40
Law 145 Familiarization Training for the Public Prosecution of Assiut	Practical Training	April-08 to June-08	Luxor	1	2	PP	20	40
Law 145 Familiarization Training for the Public Prosecution of Kena	Practical Training	April-08 to June-08	Luxor	1	2	PP	20	40

### Component 3: Development of Human Rights Curriculum and Training

Component 3: Development of Human Rights Curriculum and Training								
Human Rights in Criminal Justice								
Training Description						Participants		
Training Activity Title	Training Type	Planned Date	Location	Approx. Days	Events	Participants	Approx. Number	Total
Familiarization workshop for instructors of Human Rights training	Practical Training	Oct-07 to Nov-07	Cairo	1	1	PGO	12	12
Human Rights in Criminal Justice: A Practical Training for the Public Prosecution of Cairo	Practical Training	Nov-07 to Dec-07	Cairo	2	2	PP	20	40
Human Rights in Criminal Justice: A Practical Training for the Public Prosecution of Giza	Practical Training	Nov-07 to Dec-07	Cairo	2	2	PP	20	40
Human Rights in Criminal Justice: A Practical Training for the Public Prosecution of Alex	Practical Training	Jan-08 to March-08	Cairo	2	2	PP	20	40
Human Rights in Criminal Justice: A Practical Training for the Public Prosecution of Tanta	Practical Training	Jan-08 to March-08	Cairo	2	2	PP	20	40
Human Rights in Criminal Justice: A Practical Training for the Public Prosecution of Mansoura	Practical Training	Jan-08 to March-08	Cairo	2	2	PP	20	40
Human Rights in Criminal Justice: A Practical Training for the Public Prosecution of Esmailia	Practical Training	Jan-08 to March-08	Cairo	2	2	PP	20	40
Human Rights in Criminal Justice: A Practical Training for the Public Prosecution of Bani Sweif	Practical Training	Jan-08 to March-08	Cairo	2	2	PP	20	40
Human Rights in Criminal Justice: A Practical Training for the Public Prosecution of Assiut	Practical Training	April-08 to June-08	Luxor	2	2	PP	20	40
Human Rights in Criminal Justice: A Practical Training for the Public Prosecution of Kena	Practical Training	April-08 to June-08	Luxor	2	2	PP	20	40



## **ANNEX C**

---

### Life of Project Procurement Plan



# ANNEX C. LIFE-OF-PROJECT PROCUREMENT PLAN

## A. Introduction

The AOCJ project, through prime contractor Chemonics International, will procure IT equipment, software development services, and other basic commodities for the PIC and Public Prosecution target offices during project implementation. This life-of-project procurement plan outlines the AOCJ procurement system and processes, procurement timeline and key milestones, and procurement budget. AOCJ will review and update this procurement plan as part of the annual work planning process.

## B. AOCJ Procurement System and Processes

AOCJ's procurement system is based on adherence to FAR and AIDAR procurement rules, Chemonics corporate policies, and sound business practices.

*Assessment of needs and solution development.* During the baseline IT assessment of PGO offices, senior IT advisor David Selman and the Component 1 IT team gathered information regarding counterparts' existing automation situation and expected future needs. The IT team then completed their technical assessment and began drafting a proposed IT solution architecture for the Public Prosecution, securing agreement from the PGO on the preferred solution.

*IT equipment lists and procurement.* Mr. Selman and the IT team, assisted by Chemonics IT Procurement Specialist Miles Sedgwick, then developed a hardware and standard software list for the targeted offices, coordinating closely with the PGO to ensure that the list was tailored to meet PGO priorities while simultaneously staying within the allotted AOCJ procurement budget. The PGO approved a final equipment list and AOCJ proceeded with procurement in accordance with the timeline noted in section C below.

### Equipment List Specifications

- Available in the market or accessible on short notice
- Compliant with source/origin requirements
- Costs within allocated budget
- Clearly and precisely prepared to speed the procurement process

*Solicitation for system integrator services.* Using agreed-upon equipment lists and the previously completed IT technical assessment of the Public Prosecution office, AOCJ developed scopes of work for the specific tasks to be performed by a system integrator. The draft system integrator request for proposal was translated and shared with the PIC and PGO. Although there were a few sticking points, namely regarding intellectual property rights to customize software, the PGO agreed to the RFP and AOCJ published the request for proposal. AOCJ is now in the solicitation and will soon receive, evaluate, and award the system integrator contract in accordance with applicable USAID rules and regulations using an open and competitive process.

An award will be made to the supplier(s) whose offer provides the best combination of technical services and costs for the proposed solution. The selected supplier will be offered a detailed contract with a carefully negotiated cost structure. AOCJ and Chemonics International will oversee procurement to ensure full compliance with regulatory requirements. AOCJ will seek to limit waivers to the extent possible.

*End-user verification.* Once the IT equipment is installed and the system integrator is conducting training and testing customized software, AOCJ will regularly check to assure that the PIC's and PGO's operational needs are being met. This process will extend to periodic reviews of equipment use, end user checks, and inventory reviews. The project will use this information to update the procurement plan annually.

### **C. Procurement Timeline and Milestones**

The procurement timeline below includes all three major project procurements: 1) Phase 1 hardware and standard software required to establish the PIC; 2) Phase 2 hardware and standard software for Public Prosecution locations; and 3) system integrator services including customized software development for the automated case file.

<b>Phase 1 Equipment Solicitation to Establish PIC (US-based)</b>	
<b>Milestone</b>	<b>Timeline</b>
Phase 1 equipment list prepared and approved by counterpart	Q2-07 <b>completed Q3</b>
IRM equipment list submitted and approved	Q3-07 <b>completed</b>
Solicitation document prepared and published	Q3-07 <b>completed</b>
Offers/bids received and evaluated	Q3-07 <b>completed</b>
Awards made	Q4-07 <b>completed</b>
Equipment delivered	Q1-08
Equipment staging, testing, and installation commenced	Q1-08

<b>Phase 2 Equipment Solicitation for Public Prosecution Locations (US-based)</b>	
<b>Milestone</b>	<b>Timeline</b>
Equipment list reviewed and approved by system integrator	Q2-08
Solicitation document prepared and published in US	Q2-08
Offers/bids received and evaluated	Q2-08
Awards made	Q2-08
Equipment delivered	Q3-08
Equipment staging, testing, and installation commenced	Q4-08
Equipment installation completed and WAN/LAN functioning	Q1-09

<b>System Integrator Solicitation (Egypt-based)</b>	
<b>Milestone</b>	<b>Timeline</b>
SOW prepared	Q2-07 <b>completed</b>
SOW reviewed and approved by PIC and PGO	Q3-07 <b>completed Q4</b>
Solicitation published	Q3-07 <b>completed Q4</b>
Offers/bids received and evaluated	Q1-08
Awards made	Q1-08
Contract negotiated and signed	Q1-08
System integrator performing work at Public Prosecution	Q1-08



## **ANNEX E**

---

### Indicator Data Sheets



**State/F Objective 2: Governing Justly and Democratically**  
 Program Area 2.1: Rule of Law & Human Rights  
 Program Element 2.1.3: Justice System  
 Program Sub-Element 2.1.3.2: Operations of Institutions and Actors

**AOCJ Performance Indicator 2.1.3.B:** Number of points achieved in completing automation of the Public Prosecution office per year (and cumulative ratio of points achieved to total points targeted.) (This is a mission-specific, or "custom," indicator and is a revision of the indicator formerly numbered 21.3.11.)

Results Data	Baseline 2006		2007		2008		2009		2010		2011	
	#	Ratio	#	Ratio	#	Ratio	#	Ratio	#	Ratio	#	Ratio
<b>Targeted</b>			4	8 %	21	50%	17	84%	4	92%	4	100%
<b>Actual</b>	0	0%	11	22%								

**Indicator Description (Definition):** This indicator measures the number of points achieved in the process of automating the Public Prosecution office. Points correspond to specific automation activities that will be carried out by the project in each targeted Public Prosecution office. It also shows a cumulative ratio of the total number of points achieved compared to the total targeted, thus demonstrating progress towards completion of all automation activities on a percentage basis. Points are allocated for the following project activities (1) connection of location to PIC wide area network (WAN); (2) installation of a local area network (i.e., LAN cabling) in each target location; and (3) milestone progress towards the automated case file system. The breakdown of points is as follows:

**High Court building** (10 points total): 5 locations (Tech. Off., Intl. Coop., Jud. Inspect., Galaa Satellite, Hub) each with 1 point for WAN and 1 point for LAN

**Qattameya** (12 points total): 6 locations (Monetary, Tax, Fin. & Comm., PIC, Hub, State Security) each with 1 point for WAN and 1 point for LAN

**Alexandria** (8 points total): 4 locations (Alex. Appeals., East Alex., Al Raml, Hub) each with 1 point for WAN and 1 point for LAN

**Automated Case File System** (20 points total): milestone progress with points indicated in parenthesis for each of the following activities- (a) Completion of the IT assessment (3 points); (b) Preparation and publication of the system integrator RFP (2 points); (c) Analysis and award of the system integrator RFP (2 points); (d) Development and testing of automated case file software (5 points); (e) Implementation of the automated case file software in pilot location (4 points); and (f) Automated case file software accepted by PGO for replication in other sites (4 points)

**Total possible points for completion of all activities is: 50**

**Unit:** Number of points and ratio (expressed as a percentage of total targeted that have been achieved)

**Data Source:** PIC/PGO and project records; site visits conducted by USAID.

**Rationale:** Automation of the Public Prosecution will ultimately improve workflow processes, including the ability of prosecutors to share case file information with defense attorneys so they can carry out a fair and effective defense. Automation will also increase access to information to prosecutors and administrative productivity, thereby improving fair and timely decision-making.

**Critical Assumptions for Indicator:** None

**Schedule/Frequency of Data Collection:** Quarterly

**Method/Approach of Collection/Calculation:** Through a review of project records and records from the Prosecution Information Center (PIC) and the Prosecutor General's Office (PGO), the number of completed automated components will be totaled and added to the previous year's total to create a cumulative number over time. To calculate the cumulative ratio showing progress toward completion of automation activities, the cumulative number of points will be divided by the total points to create a cumulative ratio. The total possible number of points is 50 (15 points for WAN,

**USAID Responsible Officer:** Project Cognizant Technical Officer

	15 points for LAN, and 20 points for automated case file due to the importance of the automated case file).
<b>Data Limitation and Quality Assessments:</b> Quality of data found in project records can be checked through counterparts, direct observation, and site visits by USAID. Data quality assessments will be conducted at regular intervals by USAID.	<b>Data Analysis:</b> Trend over time, showing progress towards completion of all automation activities. <b>Dissemination Plan:</b> In quarterly reports and annual progress reports
	<b>Other Donors in Sector:</b> European Union
<b>Indicator's Relevance to Gender:</b> N/A	
<b>Indicator's Relevance to Poverty:</b> Automation will result in the creation of an automated case file that can be accessed by public defenders earlier in the criminal process. This will allow them to mount a more effective defense for their indigent clients.	
<b>Additional Comments:</b> <b>2007:</b> the 11 points allocated can be divided as follows: 6 points for LAN cabling installation in Qattameya (PIC, Tax, Monetary, Fin. & Comm., State Security, Hub) plus 5 points for first two milestone activities for the automated case file.	

**State/F Objective 2: Governing Justly and Democratically**

Program Area 2.1: Rule of Law & Human Rights

Program Element 2.1.3: Justice System

**AOCJ Performance Indicator 2.1.3.b:** Number of justice sector personnel that received USG training (OP, or “standard” indicator, formerly indicator #21.3.9)

Results Data	2006 Baseline	2007	2008	2009	2010	2011
<b>Targeted:</b> Male:		200	350	300	TBD	TBD
Female*:		0	0	0		
<b>Total:</b>		200	350	300		
<b>Actual:</b> Male:	0	252				
Female*:	0	0				
<b>Total:</b>	0	252				

**Indicator Description (Definition):** According to the general definition for this “standard” indicator: Personnel include judges, magistrates, prosecutors, advocates, inspectors and court staff. Training refers to all training or education events, whether short-term or long-term, in-country or abroad. Each training participant is counted only once in a given year, even if he/she has attended more than one training event. In addition, inclusion in a previous year’s count does not exclude a person from being counted in subsequent years, if he/she has received training in both years. Training conducted by project staff and training conducted by counterparts using AOCJ-prepared training curriculum both qualify as “USG training” here.

**Unit:** Number of personnel trained in a given year

**Data Source:** Attendance sheets completed by training participants at every training event.

**Rationale:** This is a required Operational Plan, or “standard” Indicator. The rationale for this required Operational Plan, or “standard” indicator is that better trained personnel are a prerequisite for an improved legal system.

**Critical Assumptions for Indicator:** The use of this indicator is based on the assumption that the Prosecutor General’s Office (PGO) will continue to approve the training of prosecutors.

**Schedule/Frequency of Data Collection:** Ongoing, as events occur.

**Method/Approach of Collection/Calculation:** Attendance data will be collected via sign-in sheets completed at every AOCJ-sponsored training event. Those data will be entered into an Excel spreadsheet by the Training Administrator and reviewed by the Training Coordinator. Then the M&E Specialist will import this data to the MS Access training database, review it again, and produce queries to avoid duplication of names.

**Responsible Officer:** Project Cognizant Technical Officer

**Data limitation and Quality Assessments:**

Data quality assessments will be periodically conducted by USAID.

**Data Analysis/Dissemination Plan:** Data analysis will allow the calculation of the total, unduplicated number of individuals trained in a given year, and the disaggregation of that total into numbers of males and females. Analysis will also allow the creation of time trends showing the number of personnel trained over time. Data will be reported/disseminated in quarterly M&E updates and annual progress reports to USAID

**Other Donors in Sector:** UNDP for human rights

**Indicator’s Relevance to Gender:** While training data will be disaggregated by sex, there are no female prosecutors, so gender relevance is low.

**Indicator's Relevance to Poverty:** Training of attorneys to serve as public defenders will improve their ability to effectively represent indigent clients, so this indicator does have some relevance to poverty.

**Additional Comments:** \*The majority of trainees for the AOCJ project will be prosecutors and there are no female prosecutors. Accordingly, no women have been targeted or trained. It is possible that in out-years of the project, female administrative staff of the Public Prosecution office will be trained.

2007: The target of 200 was exceeded due to a higher-than-expected number of entry-level prosecutors in a human rights training conducted at the National Center for Judicial Studies (NCJS). The 252 included 241 entry-level prosecutors trained at the NCJS and 11 experienced prosecutors trained in the PIC IT Workshop.

**State/F Objective 2: Governing Justly and Democratically**  
 Program Area 2.1: Rule of Law & Human Rights  
 Program Element 2.1.3: Justice System

**AOCJ Performance Indicator 2.1.3.f:** Number of legal institutions and associations supported by USG (OP or "standard" indicator, formerly indicator #21.3.6)

Results Data	Baseline 2006	2007	2008	2009	2010	2011
Targeted		2	2	3	TBD	TBD
Actual	0	2				

**Indicator Description (Definition):** According to State/F: To be counted here are both governmental and non-governmental institutions and associations that focus on administering and improving the legal system. For the USAID Administration of Criminal Justice project, the targets for support include the Public Prosecution office, the National Center for Judicial Studies (NCJS), and the Bar Association. "Supported by USG" means that the institution or association has received at least some project assistance (training, technical assistance, funding, etc.) at some time during the year in question.

**Unit:** Institution or Association supported by USG

**Data Source:** Project records; site visits conducted by USAID.

**Rationale/Critical Assumptions for Indicator:**

The rationale for this USAID OP, or "standard," indicator is that strengthened and more effective institutions and associations are essential to improved rule of law.

**Schedule/Frequency of Data Collection:** Ongoing during project implementation

**Method/Approach of Collection/Calculation:**

All the necessary data are contained within project records and readily retrievable.

**Responsible Officer:** Project Cognizant Technical Officer

**Data limitation and Quality Assessments:**

Data quality assessments will be periodically conducted by USAID.

**Data Analysis/Dissemination Plan:** Being assembled from project records; the records will be disseminated to USAID via annual and quarterly reports.

**Other Donors in Sector:**

**Indicator's Relevance to Gender:** Not applicable, as the work of all the institutions and associations supported is gender neutral.

**Indicator's Relevance to Poverty:** USG support to the Bar Association to help improve and strengthen the existing public defense system will ultimately lead to better legal representation of indigent criminal defendants.

**Additional Comments:**

2007: The two institutions supported were the Public Prosecution office and the NCJS. In 2008, it is expected that the Bar Association will be added to those institutions and associations receiving assistance.