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Administration of Justice Support Project

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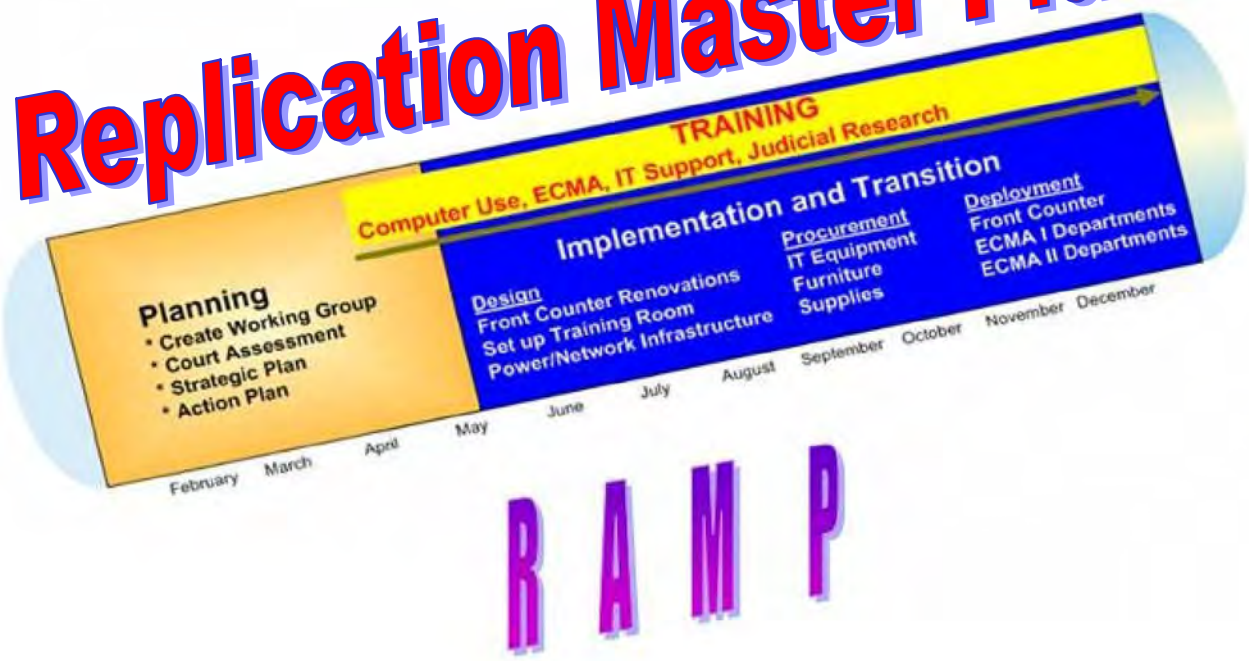
Administration of Justice Support II Project

Replication Master Plan



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Version 1.1
December 14, 2006

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Administration of Justice Support II Project
Replication Master Plan

Version 1.1
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1. OVERVIEW

The Administration of Justice Support II (AOJS II) Project is a joint enterprise between USAID/Egypt and the Egyptian Ministry of Justice (MOJ). The Project is a continuation and expansion of AOJS I (1997-2003), with a focus on enhancing the capacity of the MOJ and implementing court reform, nationwide. Project objectives include:

- Improved transparency of Court processes;
- Increased confidence in the Courts and the judiciary among lawyers and the public;
- Improved case management practices and Court operations;
- Better access to information for Judges and the Public.

The Project's predecessor, AOJS I, developed a model for process re-engineering—built around the creation of an automated case management system and the deployment of a "Front Counter" for centralized case filing and information—in two Courts of First Instance, North Cairo and Ismailia. AOJS II refined this model for implementation—including the development of new software—the Enhanced Case Management Application (ECMA)—in another two Courts, Alexandria and Mansoura.

This Replication Master Plan (RAMP sets out the tasks, policies and procedures required to deploy the model. It is intended as a resource for subsequent operations, whether associated with AOJS II, the MOJ or other contractors. It is divided into two main sections, supplemented by a general overview and guidance on monitoring and evaluation, which details how to sustain operations after implementations. The two sections are:

1. Planning
2. Implementation and Transition

Each section also includes guidance on policy decisions required to move forward, as well as recommended training activities to foster sustainability and transfer needed skills to Judges and Staff. Because it is a key component of all tasks, training activities are included as a subcategory in each section. The body of the document is preceded by an introduction, which lays out the implementation vision from beginning to end, and includes a high-level overview of the recommended order of operations and a rough timetable, which can be used to educate the Court and to develop a more detailed implementation plan. Finally, all reference material, including a high-level checklist for future activities, is attached in appendices. The implementation checklist is attached as Appendix 1.

1.1 Planning

The Planning section contains background information about the governance structure for the Project, including the relationship between Courts and the MOJ. It also includes information about existing court strategic and action plans, which can be employed in future projects or used as templates for future activities. Finally, it lists a number of key decision points that inform the deployment process and set the stage for implementation.

1.2 Implementation and Transition

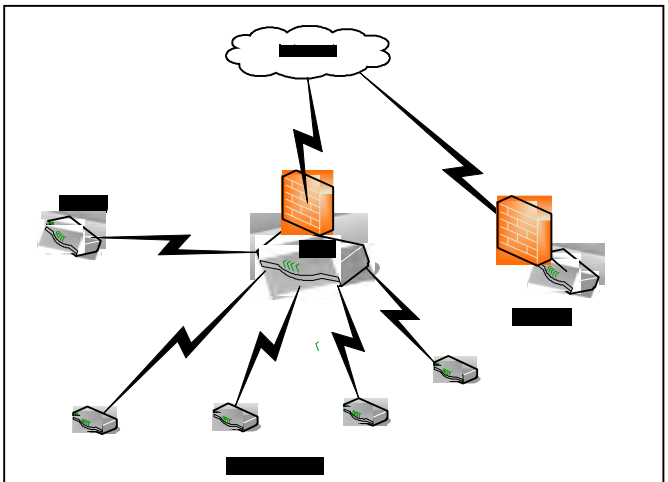
This section includes guidance on activities related to the deployment of new systems and the transition to new business processes. It covers the steps needed to assess the current facilities and to design a new Front Counter. It includes a plan for site renovations—including power

and network installation—as well as for the procurement, inventory and set-up of IT equipment, furniture and accessories.

The overall goals of the RAMP are to capture the methodologies and policies developed over the life of the Project in one place and to provide a resource for subsequent implementations that will facilitate a consistent approach and avoid the need to re-evaluate issues that have already been thoroughly discussed by policy-makers and implemented in a manner that has been validated by success. The Appendices include all the tools used in implementation and deployment, including policies and procedures detailing Courts interaction with the MOJ and implementing partners.

2. INTRODUCTION

Automating a court is sometimes thought of as a simple and straightforward task. Simply purchase computers, buy or design case management software and train Staff to use the equipment. Repeat as required; upgrade as necessary. Countless failed IT projects are testament to the reality that the task can be decidedly more complicated. If one examines the task more closely, and is truly desirous of achieving some level of sustainability, there are a myriad of factors that must be addressed, many of which have little or nothing to do with technology.



SIMPLIFIED NETWORK DESIGN OVERVIEW

In most countries, the judiciary is supported centrally by a Ministry of Justice, an Administrative Office, or something similar. If this governance model is extended to technology, it clearly suggests the development of some variation of a hub-and-spoke network model, in which Courts are connected to each other and supported through the existing central infrastructure. The utility of this approach is evident in AOJS II's work with the MOJ, in the Federal Courts of the United States, and in numerous other projects that aim to build a central administrative capacity for the judiciary. Subsequent deployments to Courts throughout Egypt will connect to and be supported by the central infrastructure at the MOJ's Judicial Information Center (JIC). These should be made easier by the fact that the supporting infrastructure will be in place for future deployments and not developed concurrently with implementation in the field, as was the case at the Project's outset. At the same time that AOJS II was building a network to link Egypt's Courts (See diagram below) and provide IT support, the Project was concurrently re-engineering operations in two Courts, of First Instance, Alexandria and Mansoura. The fact that future efforts will connect to this network reduces the complexity of replication considerably.

2.1 Project Description

AOJS II has worked with the MOJ's Judicial Information Center (JIC) to design and deploy a Front Counter, automate Court Departments and install the Enhanced Case Management Application (ECMA), which automates the data capture for all case events, from filing to disposition. It is anticipated that future deployments will follow the same implementation model.

Many tasks, such as Planning, Procurement and Training can proceed concurrently. In fact, a failure to do so can have negative impact on the schedule. In addition, many of the documents developed in conjunction with the deployment of the IT solution can provide Court Staff—particularly those assigned IT responsibilities—with useful background information. Recommended documents include:

Document	Summary	Appendix
Network Design	Design and requirements (equipment and throughput) for network connectivity	2
Help Desk plan	Details procedures for supporting the network and Court IT operations	3

The basic steps for implementation are set out in the table below. More detail appears in the relevant sections of the RAMP. It is important to note that many of these tasks can proceed concurrently. The total estimated time for implementation is approximately 12 months. Because the success of this timeline depends on a number of factors, many of which, such as customs clearance and the availability of Judges and Ministry Staff for travel and training, are outside the control of the Project, the risk of variations in the original schedule is considerable.

The process is driven by four basic questions:

1. What do we have?
2. What do we want?
3. How do we get there?
4. How do we manage and support the end product?

The first three questions are key elements of the planning phase. Answering them for a given Court depends on collaboration with stakeholders and includes a comprehensive assessment of facilities and operations; developing a list of required equipment, accessories and supporting infrastructure; and conceiving and executing a plan for deployment. In turn, each of these steps must be accompanied by an assessment of the capability of human resources to support the change and the transfer of needed skills through training. More details can be found in the checklist at Appendix 1. A high-level view of the process is set out below:

Task	Elements	Duration
Planning		
Assess Requirements	• Infrastructure • Caseload • Workflow • Human Resources	2 months
Develop implementation plan	• Select site for front counter and servers, training, Judges research and backlog data entry • Design Power/Network connections • Develop procurement list for IT equipment, furniture, supplies • Develop policies/ standard operating procedures/governance structures • Identify Staff for new roles/responsibilities	2-3 months
Implementation and Transition		
Procure equipment	• Procure power/network equipment and supplies • Procure hardware/software from the US	4 months
Site Renovations	• Complete renovations for front counter • Complete wiring for power/network infrastructure	
Install Equipment	Set up rooms for data entry, training, Judges research Set up front counter Set up control room Set up servers Set up Departments	4-6 months
Training		
Train Judges and Court Staff	Basis computer training for Judges, Staff On-the-job training for Staff IT training for support Staff	12 months

3. PLANNING

A system of governance is key to project success. All of the tasks set out above must be conducted under the oversight of an appropriate management group. The MOJ and the Courts should collaborate, where appropriate, on decisions that will affect their daily operations, and for which they will be asked to assume responsibility. In addition to the cross-functional teams below, AOJS II has worked closely with the Assistants to the Minister for the National Center for Judicial Studies and the Judicial Information Center(also the official project liaisons), and the Chief Justices in the Alexandria and Mansoura Courts of First Instance (Alexandria/Mansoura). The strong leadership in these organizations, coupled with a desire to be involved in all details of the Project's activities that touch their operations, helps to foster the conditions for long-term success and to resolve implementation issues, although it can also add to logistical complexities.

3.1 Governance

The governance framework for a Court implementation—some of which is already established and will assist in future activities—involves multiple stakeholders. The most important of these is the demonstrative support of the Minister of Justice and the Project Liaisons at NCJS and JIC. Although the collaborative model proposed by the project—including the involvement of Chief Justices—is a departure from the ordinary course of business in Egypt and has thus been met with some resistance, the fact that this group has not yet been called into existence by the MOJ has made the collaborative development of high level policies more difficult and added risk to the potential for the long-term success of Project activities.

3.2 Implementation Team

In addition to executive support at the MOJ, AOJS II works with an implementation team to manage project tasks at a high level. This team is responsible for overall management of the Project, including the following steps:

- Approval of Draft Policies and Procedures for IT deployment and operations
- Project and contractor oversight
- Approval of Project deliverables and scheduling

The Implementation Team has met more or less monthly, although it has also delegated task oversight directly to specific teams on certain issues, such as approval of supplies for IT infrastructure and the form and content of Court signage. Exemplary minutes of a Team meeting are attached as Appendix 4.

3.3 Stakeholder Working Groups

AOJS II has set up working groups at the Alexandria and Mansoura Courts of First Instance, as well as NCJS and JIC. In addition to working on Strategic and Action plans (See infra) these groups have been responsible for oversight of specific aspects of the project related to their business entity.

The Court Working Groups, which are comprised of 6-8 Judges and Court Staff, are especially critical to successful deployment. The Project must work with these groups to prepare employees, both Judges and Staff, for the dramatic operational and technical changes ahead, as well as to organize training, develop standard operating procedures and to deal with strategic issues that arise in conjunction with implementation. AOJS II tries to schedule meetings quarterly, and to work with the Groups to identify cross-functional teams to facilitate and support various aspects of implementation and transition. Minutes from representative meetings in Alexandria and Mansoura are attached as Appendix 5. The Court Working Groups also assume responsibility for developing strategic and action plans, which help to establish a long-term vision for the Court and to manage the transition to an automated environment and a new business model.

3.4 Strategic Planning

A key component of planning for transition in the Courts is the creation of Strategic and Action Plans to articulate an overall vision for change, of which Project activities are a key element, but which also identify other areas for change. Because the concept of strategic planning was new for Courts, AOJS II began by presenting the function and elements of a

strategic plan, folowed by developing an outline and then working together to produce a final version. The final three-year plan for each Court is attached at Appendix 6. The Alexandria Plan includes the Court's vision of creating a "Model Court administered by qualified and trained human resources implementing state-of-the-art technologies and exceeding the expectations of the public in achieving timely justice, as well as the following strategic objectives:

STRATEGY vs. ACTION

A Strategic Plan should lay out high-level goals for the Court's future.

1. Simplify litigation procedures
2. Automate the Court with state-of-the-art technology
3. Balance distribution of workload among judicial panels
4. Establish a system for Judges to specialize
5. Enhance technical skills of Judges and administrative personnel and increase their numbers
6. Introducing a legal researcher program
7. Strengthening the role of the judicial training coordinators
8. Launch a website for the Court
9. Enhance enforcement of judgments
10. Developing an incentive scheme for distinguished Judges and Staff
11. Provide health and social care for Court Judges and personnel in addition to means of transportation
12. Upgrade the judiciary rest houses

AOJS II anticipates that a similar methodology—introduction to the topic, followed by the collaborative development of a strategic plan—will be a key component of future replication activities. As the Strategic Plan spells out broader objectives over an extended period of time, AOJS II also helped the Working Groups to develop Action Plans, which identify a timetable for specific steps that are envisioned to help realize the goals of the Strategic Plan.

3.5 Action Plans

The methodology for developing action plans with partner institutions was similar to that used for Strategic Plans. Because of the newness of the concept, AOJS II first presented the function and elements of an action plan, followed by developing a final version for each implementation site. The Alexandria Plan—a copy of which is attached as Appendix 7—includes recommended activities for pursuing all of the strategic objectives over a one year period. For example, the Plan for simplifying litigation procedures is as follows:

1. Increase the number of panels and fairly distribute caseload to ensure timely case disposition.
2. Restructure the administrative system through improving and enhancing work methods.
3. Reengineer procedures of case filing and case management.
4. Analyze Court Staff tasks and specializations and the offices in which they are placed.
5. Fairly distribute the workload among the Court Staff.

AOJS II continues to work with the Court on pursuing these objectives, and hopes to build on the lessons learned in the two Courts to create action plans in the future that lay out practical goals, concrete steps, defined schedules and tangible results. Presenting the RAMP to the Working Groups in this context should serve to help subsequent Action Plans lay out a realistic and itemized timetable for replication activities, and to better involve the Courts in the decision-making process.

PLANNING for ACTION

The Action Plan should establish a rough timetable for replication activities and specific steps for achieving those and other goals that support the Strategic Plan.

3.6 Court Assessment

Once an implementation site is identified, and a high-level timetable for replication activities established with the Working Group, a key first step in the Project's deployment strategy to date has been a thorough assessment of operations. AOJS II collected data with help from MOJ and Court Staff and proposed solutions to perceived shortcomings in Court operations. To assist in the Alexandria and Mansoura assessments, AOJS II—in collaboration with the JIC—developed a tool to collect data for subsequent aggregation and analysis. The data collection tool, a copy of which is attached as Appendix 8,[1] seeks information from Courts in the following areas

- Building and Physical Infrastructure
- Human Resources
- Caseload Data
- Workflow

3.61 Building and Physical Infrastructure

The Building and Physical Infrastructure section aggregates basic information about the facilities, such as the overall condition, layout and amenities of the building, including the number and location of Departments, hearing rooms and facilities for lawyers and the public. It also collects information about IT inventory, electrical and telecommunications capabilities. This section answers questions about whether there is space for expansion; whether the electricity can support the introduction of technology; the overall condition of the building; and available space for Judges, Court Staff and the public. In Mansoura and Alexandria, for example, this data was particularly useful in identifying the proposed location for a new "Front Counter."

3.62 Human Resources

The Human Resources section collects information about the organization, location and function of Court departments and Staff, including organizational charts, working hours, supervisors, employees and the training they have received. This information can be used to assess the sufficiency of current resources and to analyze organizational and operational structures. In conjunction with workflow analysis, it can inform plans to re-assign Staff, move the location of specific operations, or re-engineer certain business processes.

[1] The data collection tool is a modified version of the instrument used in the Alexandria and Mansoura assessments. It was developed by AOJS II and JIC for possible use in subsequent implementations.

3.63 Caseload

The caseload data section requests information about the Court's cases by year, month and panel. This information is useful in identifying priority areas (i.e. larger caseloads or a preponderance of certain case types) and in assessing the scope of the implementation effort, including the quantity of pending cases to be entered into the new Case Management System before live operations begin, and the volume of closed cases, which is used by AOJS II as a benchmark to assess improvements to case disposition times precipitated by the reengineering process.

3.64 Workflow

The workflow section attempts to visually depict the means by which the Court and specific Departments within the Court operate. This includes case initiation, notification; hearing procedures; and procedures for obtaining copies. Both the Alexandria and Mansoura assessments provide some striking data about impediments to efficiency, including the number and variety of steps required for case initiation. In Alexandria, for example, the former location of case initiation on the 8th and 9th floors, with the microfilming office on the 1st floor and the copying unit on the 7th floor provides a clear example of a process that could clearly benefit from a redesign. A copy of the workflow for Alexandria is attached at Appendix 9.

3.65 Summary of Planning for Alexandria and Mansoura

In addition to collecting basic data using the methodology set out above, AOJS II also provided expert analysis of the results, including organizational, procedural and technical recommendations for improvements to support the Project goals. In Alexandria and Mansoura (a completed copy of the Report for each Court is attached as Appendix 10 and 11), those recommendations included the following, which were presented to the Implementation team to identify future Project action. These recommendations—along with those from subsequent sites—should also be discussed with the Working Groups in conjunction with the development of Strategic and Action Plans.

Summary of Recommendations From the Alexandria and Mansoura Court Assessments

- Initiate the creation of a central case initiation area, and an associated information desk.
- Move the Copying Unit to a location that is more easily accessible to litigants/attorneys.
- Begin the phased automation of Court operations, starting with the Typing Pool.
- Redesign the file folder to make it more durable and to capture more case information.
- Enhance the skills of Court employees, particularly supervisory and management staff.
- Implement disposition time standards and a differentiated case management system, particularly for signature cases.

- Develop management reports for ECMA.
- Streamline the procedures for case numbering.
- Assess whether Panels could be more appropriately assigned based on case volumes and disposition rates.
- Develop procedures for document imaging and reorganize the Archive Unit.
- Develop standard operating procedures, procedural manuals and opportunities for managerial and staff training.

Based on discussions with the MOJ and implementation efforts in the Alexandria and mansoura Court of First Instance, AOJS II assumes that work in other courts will involve a subset of these initial recommendations, focusing on the depolyment of the Front Counter and the use of technology to automate operations and provide improved management tools. Although the recommendations above should be revisited after the completion of the steps below, AOJS II anticipates—and indeed recommends—that Courts not attempt to engage in other reengineering activities until the primary work is complete. This means that the scope of the initial implementation is limited to the following:

- Creation of a central case filing and information area, including the Copying Unit
- Phased automation of Court operations, starting with the Typing Pool.
- Enhance the skills of Judges and Court employees, including. Basic computer skills
- Develop procedures for document imaging and reorganize the Archive Unit
- Develop standard operating procedures,

3.7 Design

There are a number of issues to address before installing computers at a new location. In addition to the Departments to be automated in conjunction with ECMA deployment, the Implementation Team—in collaboration with the Court—must select a physical site for the front counter, as well as for the Server, Judges Research, Training and Backlog Data Entry Rooms. These are likely to require rewiring for power/network, and many, if not all, will also require new furniture to accommodate the equipment. Decisions should be made at this time as to whether air conditioners are required in these locations, as well as furniture, signs and supplies. Once these decisions are final, the Project can ready the site to receive the new equipment.

Any necessary renovations for the Front Counter are the responsibility of the MOJ. Once the Implementation Team has selected a site, MOJ engineers will inspect the location and—if they accept the decision—commence with design and construction activity. In deployments to date, AOJS II has had scant involvement with this activity, except for a request from the MOJ to complete the necessary electrical wiring for installation of air conditioners in Mansoura.

The Project has, however, been extensively involved with setting up the Judges Research, Training and Backlog Data Entry Rooms. The latter two sites—which provide a venue for

training and facilitate the migration of data to ECMA—should be made ready as soon as possible, so that the tasks for which they are designed can begin. The Training Room should have space for 16 computers (1 instructor, 15 trainees), and the Backlog Data Entry Rooms should be able to temporarily accommodate 20-40 staff, depending on the number of cases to be entered. This number should be available through the Court Assessment discussed in Section 3.6.

3.8 Power/Network

Once decisions on the sites for these activities are set, the Project can begin the design for power/network. This involves a horizontal (each floor) as well as a vertical (connection to the main power source) design to link everything. After AOJS II and JIC determine the required number of infrastructure nodes and calculate the power needs, the design is approved by an electrical consultant and submitted to the MOJ for final approval. Once approved, AOJS II will order the necessary supplies, according to procedures and specifications established by the Implementation Team (See Appendix 12), including power boxes. It is important to note that sophisticated power boxes can take up to two months to order, a lag time that must be factored into the implementation plan. Design documents for the Alexandria front counter are attached as Appendix 13.

Buildings—particularly older ones—may require substantial electrical rewiring in addition to network and data cables. This can be disruptive to the Court and impact the project schedule.

4. IMPLEMENTATION AND TRANSITION

Once initial plans have been discussed with the Working Groups and the Implementation Team, implementation can proceed on a number of fronts. These include the following key items:

- Procurement
- Site Renovations
- Power and Network Infrastructure
- Deployment of IT Equipment
- Training

It is important to note the interdependencies of these elements. IT equipment must be selected, procured, delivered and accepted pursuant to agreed-upon rules; Staff must have access to equipment in order to receive training and must be selected for training based on predetermined criteria. It falls to the governance structure to develop policies to oversee all of these elements, each of which is crucial to successful implementation.

4.1 Policy

It is equally crucial that Project decisions be collected and applied to subsequent deployments or returned to the governance structure at the appropriate level. AOJS II has worked with Project teams to develop a set of policies and procedures related to implementation, which are summarized in this document. A complete set of the material discussed herein is contained in the following appendices:

Policy

14 Court Responsibilities Toward Automation
15 IT Supplies For Courts
16 Local IT Staff Support For Courts
17 PC Security and Acceptable Use
18 Data Entry of Pending Cases
19 Judges Rotation
20 Judges Research Rooms

All of these papers have been developed by AOJS II, approved by the Implementation team and submitted to the MOJ for final acceptance. A summary of the content of each appears below.

4.11 Court Responsibilities For Automation (Appendix 14)
This policy outlines the responsibilities of Courts of First Instance in the development and implementation of technology solutions by MOJ. It includes the following elements, for which Courts are responsible:

- Providing facilities to house and support new procedures
- Identification of responsible personnel for support and operation of new functions
- Providing data to MOJ as requested
- Maintaining an inventory of IT equipment

4.12 IT Supplies For Courts(Appendix 15)
This policy dictates that Courts maintain the needed computer/IT supplies required to keep the system running. AOJS II will procure all needed computer supplies for one year. AOJS II and JIC also developed a format for Courts to request needed supplies from AOJS II through JIC, which is included in Appendix 15.

Courts are currently consuming xx sheets of paper and xx toner cartridges per quarter

4.13 Local IT Staff Support For Courts(Appendix 16)
This policy ensures that Courts have the technical capabilities and staff resources to maintain and provide basic technical support required to maintain the new system after deployment.

For initial start up of the automated systems, JIC and AOJS II will assign staff resources to Courts. After initial start up, the JIC will deploy a staff person(s) when needed to solve technical problems. To develop needed capacity for support in the Courts, AOJS II and JIC established proposed job responsibilities and surveyed existing resources at both Courts to identify staff that can be trained as Local IT Technical Support by JIC. AOJS II is also working to make sure that IT Staff have the skills and training required to keep the Court operating. A list of .training conducted or planned for Court IT staff below:

Training Courses for Court IT Staff (all courses 3 days)

- Network
- Managing a Microsoft Windows Server 2003 Environment
- Maintaining a Microsoft Windows Server 2003 Environment
- Fundamentals of Network Security

- Supporting Users Running Microsoft Windows XP Desktop Operating Systems
- Supporting Users Running Applications on Microsoft Windows XP
- Querying Microsoft SQL Server 2000 with Transact-SQL
- Planning, Implementing & Maintaining a Microsoft Windows Server 2003 Active Directory Infrastructure
- Maintaining a Microsoft SQL 2005 Database
- Microsoft Operations Manager 2005
- Managing Microsoft Management Server 2003

4.14 PC Security and Acceptable Use (Appendix 17)
This policy establishes measures to preserve the security and outline acceptable use of computer equipment provided by AOJS II, including user identification and system monitoring. It covers the assignment of user ids and passwords; the monitoring of network traffic by JIC; the installation of additional softaware; and the appropriate use of e-mail.

4.15 Entry of Data from Pending Cases (Appendix 18)
This policy details the procedures by which data from pending cases (excluding signature cases) will be migrated to the ECMA. The scope of the effort will be determined initially through an inventory of cases provided by panel clerks (see Appendix 30). Using a space designated by the Court for this purpose, AOJS II will provide staff for the task, which should begin as soon as the space is available (see Section 4.6). These employees will enter data collected by clerks using a form created by JIC for uploading into ECMA.

4.16 Judges Rotation (Appendix 19)
The Ministry of Justice issues orders for judicial rotation during August, through which Judges are often transferred to other Courts. In order to ensure the efficiency and continuity of work in Alexandria and Mansoura, AOJS II developed a proposal to raise with the MOJ the possibility of keeping the Judges in the Court, absent other compelling reasons for transfer.

4.17 Judges Research Room (Appendix 20)
This policy sets out the parameters for the establishment and operation of the Judges Research Room (Section 4.53). It covers determining the proper software to be installed, job responsibilities and training for the support Staff to be assigned by the Court.

4.2 Procurement

4.21 Proposal
A key part of the initial efforts for implementation focused on the network design—creating a hub at the JIC through which information could be shared with the MOJ and Courts can connect to a nationwide network for the judiciary. As directed by USAID, this design, as well as estimated equipment required to set up the network and automate operations in the pilot sites, was submitted by AOJS II to the Office of Information Management (OIRM) for Technical Review before initiating the procurement process (Appendix 21). Future efforts funded by USAID must also complete this task—which takes approximately two weeks—and this time should be built into the project schedule. A copy of the requirements for this

process[2] is attached at Appendix 16. It is anticipated that future replication sites would acquire appropriate quantities of similar equipment.

4.22 Equipment Procurement

After OIRM approval of the proposed hardware and software, AOJS II began procurement efforts. Current rules require that the vast majority of equipment be procured in the United States, a process which took approximately 4-6 weeks for the equipment to arrive in Cairo after the final list was approved by the MOJ. AOJS II found it advantageous to divide the list into parts, based on priorities (for instance the Typing Pools, deemed the highest priority, were done first). These lists, an example of which is included at Appendix 22, contain detailed specifications and must be carefully scrutinized and approved by the JIC and the MOJ Project Liaison before an order is placed.

Once the equipment arrived in country, the clearance from Customs took approximately two weeks. This process was initiated by a letter from the MOJ Project Liaison to Customs authorizing the release of the shipment. An example of such a letter is attached as Appendix 23.

Once cleared, AOJS II arranged for delivery of the equipment to its final destination. In some cases, this transport was the responsibility of the shipper and in others, AOJS II.[3] In the case of the Courts, AOJS II escorted the shipment to a predetermined storage point (AOJS II had made a formal request that the Chief Justice designate a facility—see Appendix 24) and began to inventory the shipment, working with JIC and Court Staff to ascertain that it was complete, and obtaining a delivery receipt from the Court confirming that it had taken possession of the equipment. This inventory was later used to record the final location of each piece of equipment, an activity necessary to be ready for future USAID audits. Copies of a delivery receipt and an inventory listing from Alexandria are attached as Appendix 25.

Once the MOJ agrees to a procurement list, delivery of the equipment, including customs clearance, takes 6-8 weeks.

At the request of the MOJ, AOJS II also agreed to buy furniture to accommodate PCs and other equipment. The Implementation Team developed a policy (Appendix 12) by which a sample was procured and presented to the MOJ for inspection and formal approval. Upon approval, AOJS II ordered the necessary quantities. For example, AOJS II ordered 150 PC Desks and Chairs in the first six months of 2006. These took approximately three weeks to construct and deliver.

4.3 Site Renovations

Site renovations and IT equipment are the most visible part of the Project. Court employees can see construction work as the front counter renovations and rewiring work begin, and the arrival of boxes of IT equipment for deployment. Because design and procurement are conducted in concert with this work, the effort must be managed extremely carefully and the MOJ, as well as the implementation sites, must be kept fully aware of all progress.

[2] http://www.usaid.gov/policy/ads/500/548.pdf

[3] This necessitated the procurement of additional insurance to cover the trip from warehouse to delivery location.

Although the Assessments identified desirable sites for the Front Counter, the location was selected collaboratively through a series of site visits with MOJ Staff. Once a site was chosen, a representative of the MOJ's design team assumed responsibility for this task and visited the location. Although this was identified by AOJS II as a major risk (deploying the front counter depends on the completion of site renovations), the MOJ completed the work in Alexandria approximately six months after the initial request was made.

4.4 Power/Network Infrastructure

While MOJ maintained responsibility for site renovations, AOJS II assumed the task of all power and network cabling. Although it is not surprising that the Courts were not wired for network connectivity, the amount of electrical rework required was unexpected and costly. AOJS II ordered 45 new circuit boxes, and installed over 700 data nodes and 1,200 power outlets in Alexandria alone.

Once JIC approved a proposed electrical design, AOJS II engaged the services of an outside consultant to validate the design, which was then submitted to an MOJ electrician for final approval. Moreover, because the MOJ was quite particular about acceptable equipment, the Project developed procedures for inspection and delivery of locally procured IT supplies, such as cables, ties, etc. (Appendix 12). A list of the required specifications for this material is attached at Appendix 26. Once procured and delivered, equipment installation was relatively rapid. For example, all power and network equipment was installed over a period of 2-4 weeks. To minimize interference with Court operations, Project Staff have generally worked in the evenings under the supervision of Court Staff specially dedicated for this purpose.

4.5 Installation

Installation begins with the delivery of equipment to the pre-established storage facility at the Court. AOJS II prepared delivery receipts for each shipment (Appendix 25), copies of which were retained by the Project. Deployment proceeded according to priorities established by the implementation team:

- Training Room
- Typing Pool
- Judges Research Room
- Backlog Data Entry Rooms
- Front Counter
- Departments

AOJS II has purchased the following hardware for the Alexandria Court of First Instance and Marsa Matrouh Satellite Court (including all necessary supplies and peripherals) thus far:

244 PCs
54 Printers
30 Scanners
8 Servers

These priorities should be discussed with the Working Groups and the Implementation Team in conjunction with the development of an Action Plan (Section 3.5).

4.51 Training Room

Because of the volume of training required (see Table, Section 4.7) and the need for skills transfer before the launch of the Front Counter, establishing a Training Room is a key first step in the IT deployment. Because such a facility is generally not present in Courts, the Project must gain approval from the Chief Justice to designate adequate space for this function. The training rooms in Alexandria and Mansoura were equipped with 15 PCs each, as well as a printer. A temporary server was used for network connectivity, as the full network was not scheduled for deployment until some time thereafter (Given the priority of establishing an onsite training facility, this will probably be the case in subsequent deployments as well.). The training room in Alexandria was extremely busy from the month of Typing Pool deployment (December 2005) through the deployment of ECMA 1 (May 2006). Based on this experience, it is key that a schedule be established as early as possible.

4.52 Typing Pool

Due to its high value and the minimal change to business practices, automating the Typing Pools should be a priority. AOJS II trained Typing Pool Staff on basic computer use and word processing, followed by an introduction from JIC to the Typing Pool module of ECMA. The Project then replaced typewriters, desks and chairs with PCs, printers and furniture, and Staff began entering judicial decisions. The productivity gains that should accompany this process, including decreased processing time and fewer mistakes, should be significant, immediate and tangible.

4.53 Judges Research Rooms

As part of its activities, AOJS II set up research rooms for Judges in both Alexandria and Mansoura equipped with 10 PCs and one Printer, as well as a network to provide access to a research database developed by the MOJ. AOJS II also developed a set of proposed responsibilities for the Court Support Staff assigned to support the facility (Appendix 20).

4.54 Front Counter

The Assessment (Section 3.6) provides some background on work that will be required on the physical infrastructure. The key predecessor to this work, however, is the decision on where the Front Counter—the centralized location for case filing and information that is the heart of the AOJS II implementation model—will be located. This is a decision that should be discussed with the Court Working Groups and agreed to by the Implementation Team. Once a location and preliminary layout is created, the MOJ Department responsible for construction takes over. AOJS II has found that accompanying employees from this Department on preliminary visits helps to ensure that everyone has a clear idea of the model proposed and to keep these efforts moving. Because AOJS II has very little influence over this work—a key predecessor of many future tasks—this task carries a great deal of risk and should be carefully monitored.

The proposed design for the front counter in Alexandria that was prepared by AOJS II in collaboration with the JIC is attached as Appendix 13, and a photo appears below . More pictures of the final product are attached as Appendix 27. In addition to the site renovations and furniture, AOJS II also worked with the Court to identify and procure signs to assist the public and stamps to facilitate operations. Copies of the proposed design for signs and stamps for Alexandria are included at Appendix 28 and 29.

AOJS II has purchased the following furniture and accessories for the Alexandria Court of First Instance thus far:
58 PC desks
Xx signs
55 printer and scanner tables
1700 reams of paper
172 toner cartridges
24 staplers
5 boxes pens & pencils

Alexandria Court of First Instance Front Counter and Indexing Department

4.55 Departments

Although the Front Counter is the focus of Project activities, ECMA phases I and II are also slated for deployment in various Court Departments. These rooms should be wired at the same time that similar work is done elsewhere, and needed supplies and furniture should also be procured in conjunction with these tasks for other locations. At this time, ECMA II is not ready for deployment yet, so the tasks associated with these Departments (Claims, Deposits, Court Orders and Judicial Search, End-of-Case Fees Review, Service and Error Tracking)—although similar to those for ECMA I—cannot be articulated with confidence, although it is anticipated that they will follow an implementation model similar to other deployments.

Automation of the Departments covered by ECMA I—Front Counter, Clerks, Indexing, Typing Pool, Experts, Fees Review—followed the same procedures articulated above for the Typing Pool. This consisted of rewiring and deployment of IT equipment and furniture, followed by staff training, which included basic computer skills, as well as on-the-job training.

4.6 Entry of Data from Pending Cases

One of the key elements in transition to a new case management system is data migration. This is particularly challenging when the switch is from manual to automated procedures. Working with the Implementation team, AOJS II developed a plan by which panel clerks provide information about cases (excluding signature cases) to which they have been assigned. This data is then entered by contractors, working under Project supervision in facilities set up for this purpose at each Court. Although the data migration effort may not be completed by the time ECMA is functional in the Court, this policy will minimize the burden

on current staff and expedite the complete changeover to the new system. Copies of the forms used for collecting and entering the data are attached at Appendix 30

4.7 Training

As mentioned in the Introduction, training is a component of all implementation tasks. It is important that training occur shortly before deployment, so that the skills learned are still fresh in the minds of the trainees. A lag time of more than one month between training and deployment will substantially diminish the impact of a program.

To give Judges and staff the skills necessary for optimal use of the new system, the following is a list of required training and target audience. Much of the training in provided on-the-job by JIC through simulations and practice exercises:

Training	**Target Audience**	**Provider**
Change Management	All Judges and some senior staff	Outside vendor
Basic Computer Training	Judges and staff receiving IT equipment	Outside vendor
ECMA Training – Typing Pool	All TP staff	JIC
ECMA I Training – Departments	Department Staff	JIC
ECMA II Training –	Department Staff	JIC
Technical Support Training	Court IT Support staff	Outside vendor
Basic Computer Skills	Judges	Outside vendor
Computerized Legal Research	Judges	TBD
Caseflow Management	Panel clerks, Judges	AOJS II
Front Counter Workflow	Front counter staff	AOJS II

4.8 Operational Transition

Managing the transition to new business processes is key to getting maximum value out of the project. Although the Front Counter design and other renovations point the way to changes ahead, the Project must work with Judges and Court Staff to prepare for these events. This can be accomplished through training for new systems, as well as by involving the Working Group in planning efforts. AOJS II tried to meet with the Alexandria Working Group every week in the two months preceding the launch of the Front Counter. This interaction led to the development and installation of proper signs to alert people to the new services available; to workflow re-engineering to prepare for changes and identify areas of opportunity; and to the agreement of AOJS II to provide office supplies for the Court during a transitional period (one year), as these were not covered by the Court's existing budget. A key lesson for future deployments is that the success of the project is directly proportional to the degree of involvement of Judges and Court Staff.

4.9 Conclusion

To summarize, the implementation process can be divided into three main parts:

Site Renovations & Infrastructure	Renovations for front counter and installation of electrical and network infrastructure to support deployment.
Procurement & Deployment	Acquisition and installation of hardware, software, furniture and supplies.
Training	Transfer of skills needed to Judges and Staff affected by the new systems.

The tables below show a breakdown of implementation in the Alexandria Court of First Instance approximately 16 months into implementation. Shaded cells represent completed tasks, while the others are still to be done. In light of the collaborative environment (MOJ, Courts, USAID, AOJS II) in which this Project operates, the importance of planning, as well as concurrent operations, is clear. A more comprehensive planning checklist for future efforts is attached at Appendix 1.

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Site Renovations & Infrastructure	Procurement& Deployment	Training
Facilities Assessment (June 2005)	OIRM Review (Jun 2005)	Change Management
Typing Pool wiring and setup (Nov 2005)	Order Typing Pool , training room, Judges research room equipment	Basic Computer Training
Judges Research room set up and wiring (Dec 2005)	Order furniture	ECMA Training – Typing Pool
Front Counter Design (?)	Set-up typing pool, Judges research room equipment	ECMA I Training – Depatrtments
Front Counter Construction (Apr. 2006)	Order 2nd Shipment (Front Counter, Departments, servers)	ECMA II Training –
Electrical Rewiring (May 2006)	Set up Front Counter	Technical Support Training
Vertical electrical connections	Typing Pool Live	Basic Computer Skills
Network connectivity	Training room live	Computerized Legal Research
	Judges research room live	Caseflow Management
	Backlog Data Entry Rooms set up July 2006	Front Counter Workflow
	Backlog data entry completed Sept 2006	
	Front Counter soft launch	

	Front Counter Live**	
	ECMA I Departments Soft Launch	
	ECMA I Departments Live	
	ECMA II Departments Soft Launch	
	ECMA II Departments Live	
	Server room live	

** In both Alexandria and Mansoura, the Front Counter was inaugurated by the Minister of Justice and USAID officials in a formal ceremony.

5. MONITORING AND EVALUATION

Because long-term sustainability is the *ne plus ultra* of these projects, the development and implementation of a monitoring and evaluation (M&E) system is a key component of success. One of the fundamental elements of project management is that anything that can be measured should be measured. The ECMA provides a number of case management reports. Examples of these are attached as Appendix 31. Courts should use these reports to set targets for case management efficiency and track progress periodically.

Additionally, as the Project continues to build capacity at the JIC and the MOJ, it will develop matrices for statistical reporting by the Courts to the MOJ. Courts should track these measures internally as a way of monitoring their own progress and to compare data and efficiency measures with other Courts. More will be added to this section as the reporting tools are developed by AOJS II and JIC.

Finally, there are two measures that AOJS II uses for its own reporting purposes. Both of these should also be examined by Courts for possible internal use. The first measure is the median time from filing to disposition. This was calculated by AOJS II in Alexandria and Mansoura in 2005 using a sample of closed cases (See Appendix 32) and is scheduled to be repeated in 2006. It is anticipated that transition to the Front Counter and ECMA will produce efficiency gains to this measure, and Courts can use this and similar data to compare their efficiency with their brethren, to identify areas where improvement is lacking and to track progress in specific Departments, as well as overall.

AOJS II used 2 measurements to evaluate the impact of the Project's work with Courts:

1. **Median time from filing to disposition**
2. **Survey of lawyers' perceptions of Court conditions and procedures**

The other data that AOJS II is collecting related to the attitudes of lawyers—the customers of the Court—toward the institutions' operations. Using a set of questions administered to a sample of lawyers in Alexandria and Mansoura and repeated periodically (See Appendix 33), AOJS II anticipates seeing an upward trend in lawyers' perceptions of Court operations as the improvements afforded by the Front Counter and the ECMA come on line. This data will help to validate the approach selected by AOJS II and the MOJ, as well as to identify areas in operations which would benefit from increased attention or re-engineering.

6. CONCLUSION

This document will be updated as activities conclude in Alexandria and Mansoura and policies are developed and lessons learned in future deployments. The main purpose of the RAMP is to lay out the activities associated with successful deployment of the model for improved Court operations developed by AOJS II and MOJ. It is important to note that, although the process is not complicated, it is multi-factorial—which is to say that a successful implementation is not linear, but requires a concert of operations involving people from various Departments and agencies. And it is in this collaborative process—compounded by the difficulties that accompany the implementation of change into an established business model—that much of the complexity of the project resides. But with a blueprint to follow and a governance structure to champion the effort, future replication activities should be markedly smoother and more efficient. Undoubtedly there are unknown difficulties that will arise in future deployments, but as each of these is confronted and resolved, the RAMP will be commensurately revised, to the benefit of future activity.