



Administration of Justice Support Project



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Abstract: This report presents results of tests and obtains a rating of the overall level of ACOFI efficiency from a sample of practicing lawyers.

Keywords: Survey, Questionnaire, Lawyers, baseline, results

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HASSOUNA & ABOU ALI

CAIRO, EGYPT

THE ADMINISTRATION OF JUSTICE SUPPORT PROJECT II

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

SUBCONTRACT No. AOJSII-09-139

ALEXANDRIA FINAL SURVEY REPORT

**CONDUCTING LAWYERS SURVEY
ALEXANDRIA COURT OF FIRST INSTANCE**

SUBMITTED BY

**HASSOUNA & ABOU ALI
ATTORNEYS AT LAW**

APRIL 10, 2006

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I - Introduction and Executive Summary**A. Introduction**

This Final Report presents the findings of a lawyers' survey which America-Mideast Educational and Training Services, Inc. ("Amideast") asked Hassouna & Abou Ali ("H&A") to conduct for use as the baseline and subsequent comparative data for the Administration of Justice Support II Project ("AOJSII" or "Project").

The purpose of conducting the lawyers' survey is to obtain data from attorneys who regularly practice law in both the Alexandria and the Mansoura Courts of First Instance; and to test and obtain a rating of the overall level of courts' efficiency from a sample of practicing lawyers. The information collected by H&A will also serve as the baseline data for the Project's interventions at the Alexandria Court of First Instance ("ACOFI") and the Mansoura Court of First Instance ("MCOFI").

The terms of reference ("TOR") required H&A prior to conducting the two surveys in ACOFI and MCOFI to carry out a pretest lawyers' survey sample ("Sample Survey") in MCOFI. This pretest was conducted on September 14, 2005 and covered twenty (20) lawyers. A summary report on the pretest survey was delivered to AOJSII on September 18, 2005. According to the Schedule of Deliverables of the TOR, a final report addressing the full lawyers' survey in MCOFI was also submitted on October 20, 2005.

This Final Report addresses the full lawyers' survey in ACOFI. According to the Schedule of Deliverables of the TOR, the ACOFI Report was submitted on March 27, 2006, together with the questionnaire and results. The ACOFI Final Report shall be due on April 10, 2006.

H&A's survey administration team was composed of the following members:

- a. Team Manager: *Ahmed M. Gamal Abou Ali*
- b. Legal Expert Consultant: *Hazem Ahmed Fathi*
- c - Data Collectors: *(i) Bassem Bayoumi Shohda, (ii) Hussein Sayed Shaabaan, and (iii) Adel Abdel Meguid*

- d. Statistician: *Farouk Mahmoud Haridy*
- e. Technical Writer: *Moustafa Tamam El-Din Reda*

B – Executive Summary

1 - The ACOFI Survey was conducted from March 7 to March 9, 2006. In accordance with the TOR, the tool used to assess lawyers' satisfaction level for the ACOFI Survey was a specifically designed survey questionnaire in Arabic provided by the Project to H&A.

2 - The questionnaire focused on litigation procedures within the court. The questionnaire was divided in three sets of questions. The first set described a number of functions performed as part of the litigation process. The second set sought to obtain information on the degree of involvement of the participating lawyers in the court's functions. The third set of questions provided an opportunity for the lawyers surveyed to share their views and ideas as to how to improve the current system. In total participants were asked 18 survey questions.

Methodology and Data Analysis

3 - The Data Collectors met each respondent/lawyer individually. No personal information was collected from the lawyers surveyed. The questionnaires were distributed after explanation of the objectives of the Project and the Survey. H&A responded to inquiries received from the lawyers both before and during the answering period. After completion of the questionnaires by the participating lawyers, the questionnaires were validated by the data collectors who reviewed the answers on all questionnaires in order to make sure that the questions were properly answered.

4 - Quantitative results were processed by standard statistical techniques to provide the results appearing in most of the tables and charts of this Final Report. The Survey Analysis Forms which were utilized to analyze data received enable: (i) the determination of the number of lawyers who chose each answer; and (ii) the percentage of lawyers for every answer to the total number of lawyers participating in the survey.

5 - A separate analysis form was allocated for Section 1 of the questionnaire to analyze the responses of each registration level: cassation, Courts of Appeal and Courts of First Instance. This reflects the effect of the lawyers' experience on the impression and opinions of the participating lawyers.

6 - In order to measure the statistical inference of the trends in the opinions of the surveyed lawyers (125 lawyers) with respect to each question, a relative weight in the form of weight points was given to each answer that is to be chosen from, which varies depending on the answer chosen and whether it is considered a strength or weakness. For example, questions with five choices were given the following points and ratings: excellent was given 5 points, very good was given 4 points, good was given 3 points, fair was given 2 points and poor was given 1 point. Determination of the weighted value for each choice in each question was made by multiplying the number of repeated answers by the weighted value. So, if the number of lawyers allocating a degree of "Excellent" in response to a question is 20, then the weighted value for this response is: 20 lawyers x 5 points = 100 relative points. In order to calculate the general average for each question which represents the general trend, the total number of grades for all selected answers to each question were added and then divided by the total no of lawyers (i.e. 125 lawyers). To calculate the percentage of the general average for each total weighted grade for each question, the average general for each weighted grade is divided by the maximum weighted grade, which is 5 points, and which represents the most positive choice in terms of strengths.

7 - Responses to questions no. 2/2 and 2/3 were divided into five segments in order to facilitate the analysis process. These segments are as follows: less than 25%, from 25% to less than 50%, from 50% to less than 75%, from 75% to less than 85% and from 85% to less than 100%. Responses to questions no. 6/2 and 7/2 were divided into three segments illustrating the degree of improvement in the handling process of cases: less than 50%, from 50% to less than 75% and more than 75%.

Validity of the Sample

8 - One hundred and fifty five (155) questionnaires were distributed and completed, with an increase of 30 questionnaires over the required number

(125 lawyers). Questionnaires, which are not completed according to the instructions, or which include inaccurate or illogical answers, or are completed in an unprofessional manner (lawyers not taking the assignment seriously) were excluded. Data Collectors reviewed and disregarded the non-compliant questionnaires filled out by the lawyers on a daily basis in order to know how many were left to reach the required 125 questionnaires.

9 - All participating lawyers are familiar with, and have practiced in ACOFI. All lawyers had a minimum of two (2) years experience in handling civil and commercial cases. All participating lawyers responded to all the questions.

10 - Legal Consultant reviewed questionnaires received on a daily basis and have advised the Data Collectors of any remarks they had so to take such comments into consideration when progressing with the remaining questionnaires. The tabulation process was subjected a review process by the data entry members and the legal Consultant to ensure that the responses stated in the questionnaires are correctly entered and reflected in the tabulation.

Summary of the Results

11 - **Section 1: Administrative Procedures:** Overall, lawyers' satisfaction rating for Section (1) was negative for all areas of the Alexandria Court's administrative procedures. All of the 11 questions asked in this section scored grade "poor".

Some of these low scores were considerably low. These are fees payment, copying summons/cases microfilming, acknowledging litigants, collection of official copies and collection unit (paying or retrieving case or lawyers' fees), receiving 29.44%, 30.72%, 31.84%, 26.24% and 27.84% respectively.

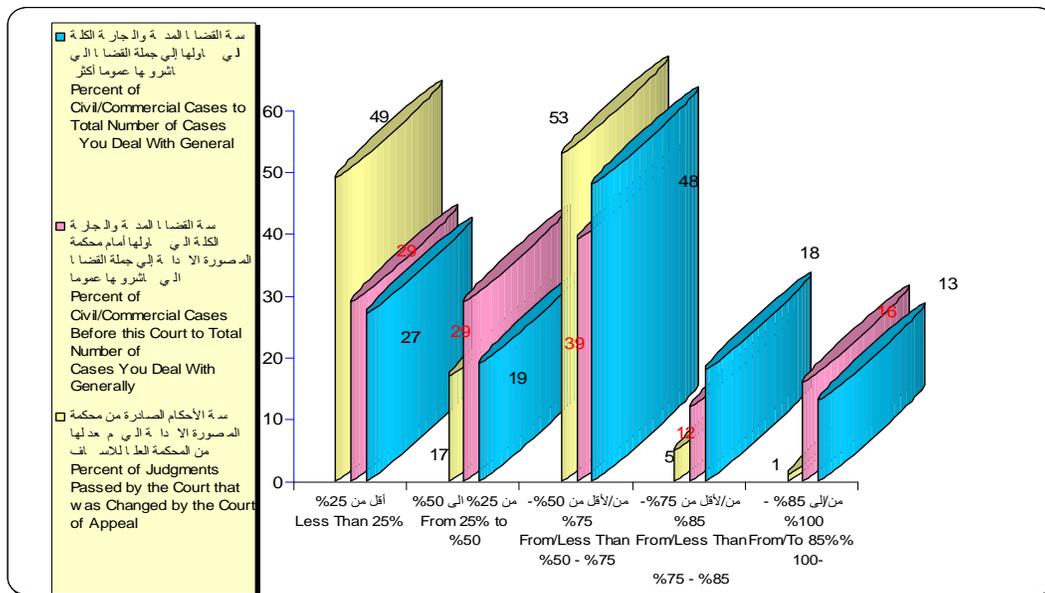
Broken down by level of lawyers' syndicate's registration levels, the overall satisfaction rating for section one remains with respect to each level separately on average as that indicated by the overall rating for all levels combined.

Section 1: Administrative Procedures – Summary Results

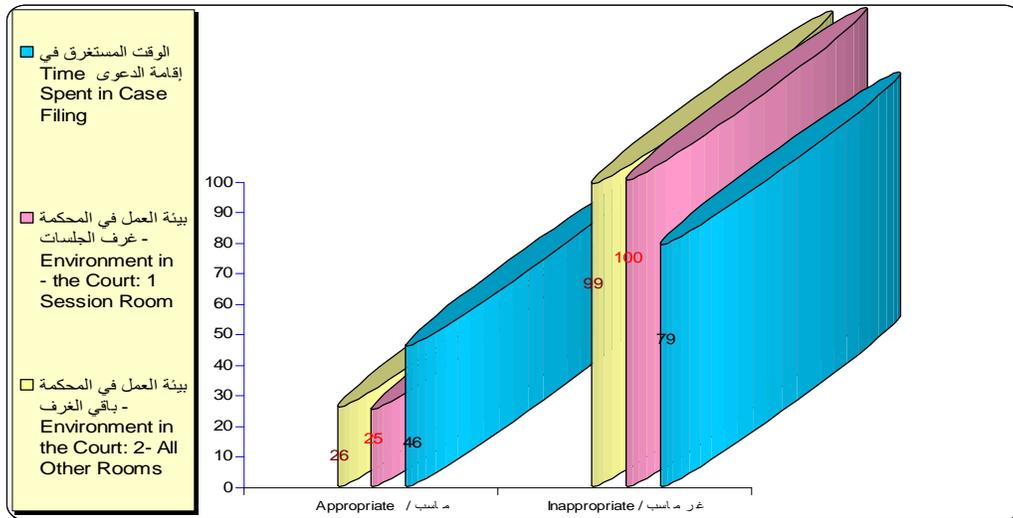
Q #	Question	Weighted Average %	Rating
1-1	Fees Assessment/Estimation	47.72	Poor
1-2	Fees Review	49.12	Poor
1-3	Fees Payment (Cashier)	29.44	Poor
1-4	Copying Summons/Case Microfilming	30.72	Poor
1-5	Determination of Circuit & 1 st Session Date	42.72	Poor
1-6	Scheduling	43.04	Poor
1-7	Acknowledging Litigants (Service Department)	31.84	Poor
1-8	Collection of Official Copies	26.24	Poor
1-9	Receipt of Original Documents of Disposed Cases	32.48	Poor
1-10	Collection Unit (Paying or Retrieving Case or Lawyers' Fees)	27.84	Poor
1-11	Enough guidance about procedures readily available	39.84	Poor

* Poor: Less than 50%, Fair: From 50% to Less Than 60%, Good: From 60% to Less Than 75%, Very Good: From 75% to 90%, Excellent: More than 90%

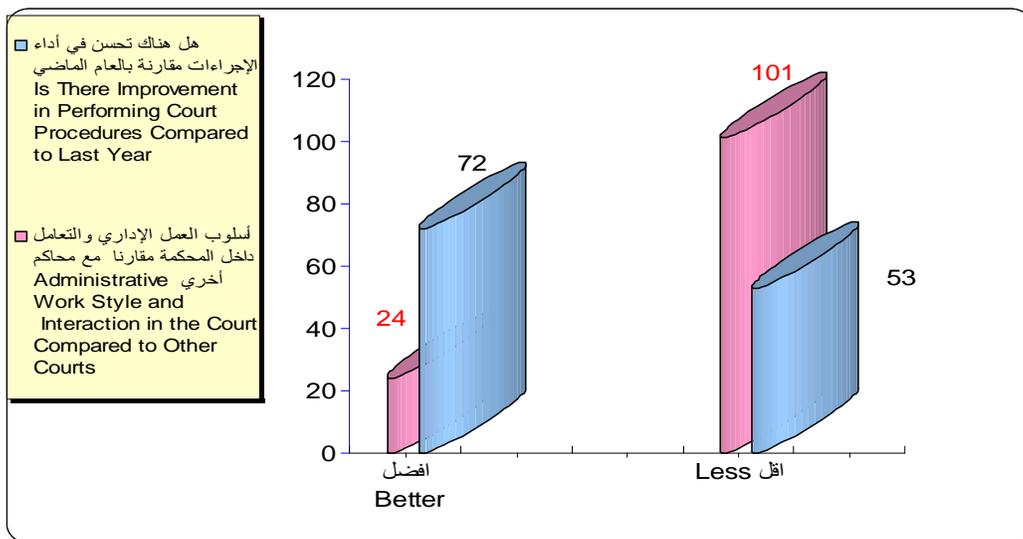
12 - **Section 2: General Questions:** The general questions were multipurpose and designed to measure: (i) the level of experience of the participating lawyers in dealing with civil and commercial cases and in dealing with ACOFI; (ii) the perception of the lawyers as to the time spent in case filing initiation and the overall working environment in ACOFI. The results show that:



- More than 52% indicated that more than 50% of the cases they handle are civil/commercial cases and that more than 53% indicated that more than 50% of the cases they deal with are in ACOFI.
- More than 52% indicated that the percent of judgments passed by ACOFI that was changed by the High Court of Appeal is less than 50%.



- Only 36.8% indicated that the percent of the time spent in case filing initiation is appropriate.
- Only 20% indicated that they are satisfied with the environment of the Court's space, ventilation, light, cleanliness and accessibility.



- More than 57% of the participating lawyers indicated that there is improvement in performing procedures compared to last year.
- Only 19.2% of the participating lawyers indicated that administrative work style and interaction with the Court is better than other courts, with another 40% indicating that it is equal to other courts.

13 - **Section 3: Additional Comments/Suggestions:** Proposals suggested by the surveyed lawyers in Section 3 were examined, analyzed and grouped in a list of 23 proposals. The proposals were then classified into three categories: human resources (receiving 35% of the attention), court procedures (receiving 33% of the attention) and facilities and equipment (receiving 31% of the attention).

Major issues received highest scores raised by lawyers included (i) use of computers and microfilm devices, providing proper maintenance, and canceling or reducing microfilm fees; (ii) grouping activities for estimating and paying fees and filing cases in one place; (iii) Training court employees, ensure that their work is subjected to regular periodic inspection and ensure show of respect to lawyers and litigants; and (iv) judges should observe the working hours, not be absent and not postpone cases more than once.

A number of suggestions related to the improvement of court work circumstances. These include increase of court cashiers and number of areas receiving cash payments, as well as increasing the employees who revise the fees' estimate; better organization of court rooms and providing and increasing number of proper waiting rooms for lawyers; and providing proper maintenance of lifts and lights.

Minor issues receiving lesser scores related to suggestions included the Increase number of photocopying machines, streamlining procedures to file cases and Putting all suitcases and dockets on the internet.

14 - Review of the responses received lead us to recommend that the ranking in second group of questions be reviewed to provide for multiple rankings ranging from exemplary, satisfactory, or needs improvement, or alternatively, very satisfied, neither satisfied or dissatisfied, very dissatisfied. Also, in order to obtain the maximum benefit of the proposals made by the lawyers in the third group of questions, we suggest that the questionnaire ask the lawyers to state the problem and the solution recommended, as almost all responses stated the end result desired.

II - Validity of the Sample Survey

One hundred and sixty (155) questionnaires were distributed and completed, with an increase of 30 questionnaires over the required number. The questionnaires were revised, with the guidance of the Data Collectors, and the following questionnaires were excluded:

- a. Questionnaires not completed according to the instructions.
- b. Questionnaires which include inaccurate or illogical answers
- c. Questionnaires completed in an unprofessional manner (lawyers not taking the assignment seriously)

As a result the number of questionnaires was reduced to 125, maintaining the number required by the TOR.

Computers were used in order to receive the final results and analyze them according to averages in order to avoid the human error.

All participating lawyers are familiar with, and have practiced in ACOFI. All lawyers had a minimum of two (2) years experience in handling civil and commercial cases. All participating lawyers responded to all the questions.

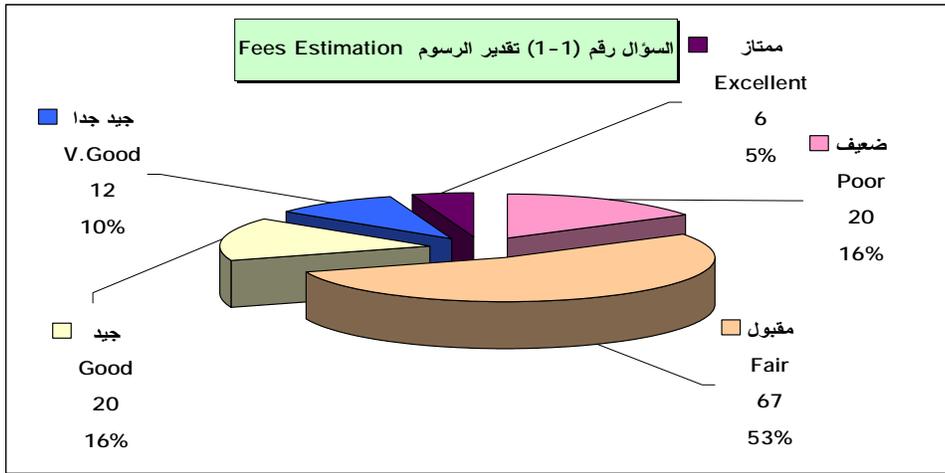
As stated above, the tabulation process was subjected a review process by the data entry members and the Legal Consultant to ensure that the responses stated in the questionnaires are correctly entered and reflected in the tabulation.

III - Summary Results of the Survey

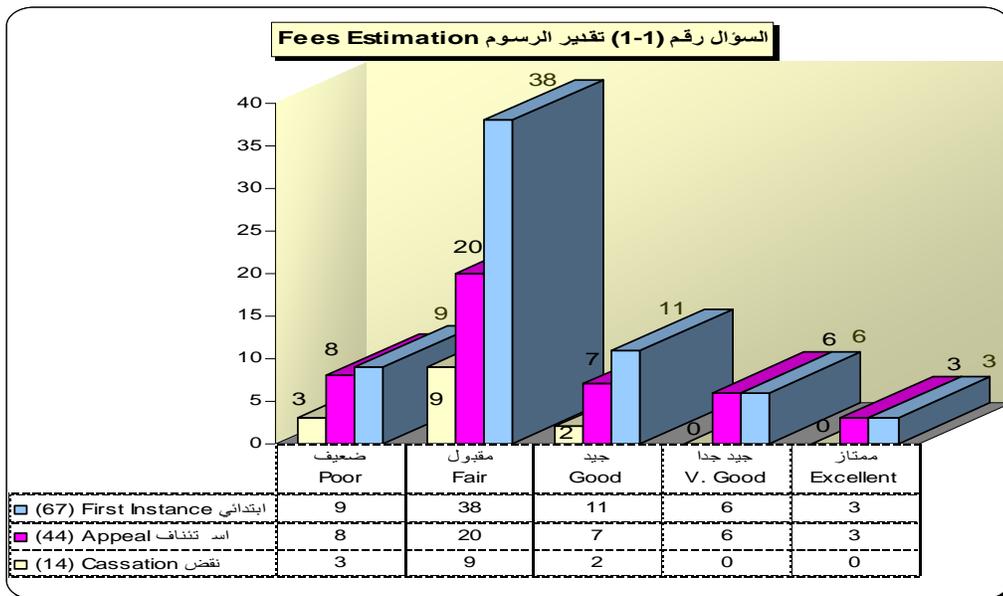
Section 1: Administrative Procedures

1.1 Fees Assessment/Estimation

A. Total Weighted Average: Poor (47.72%)

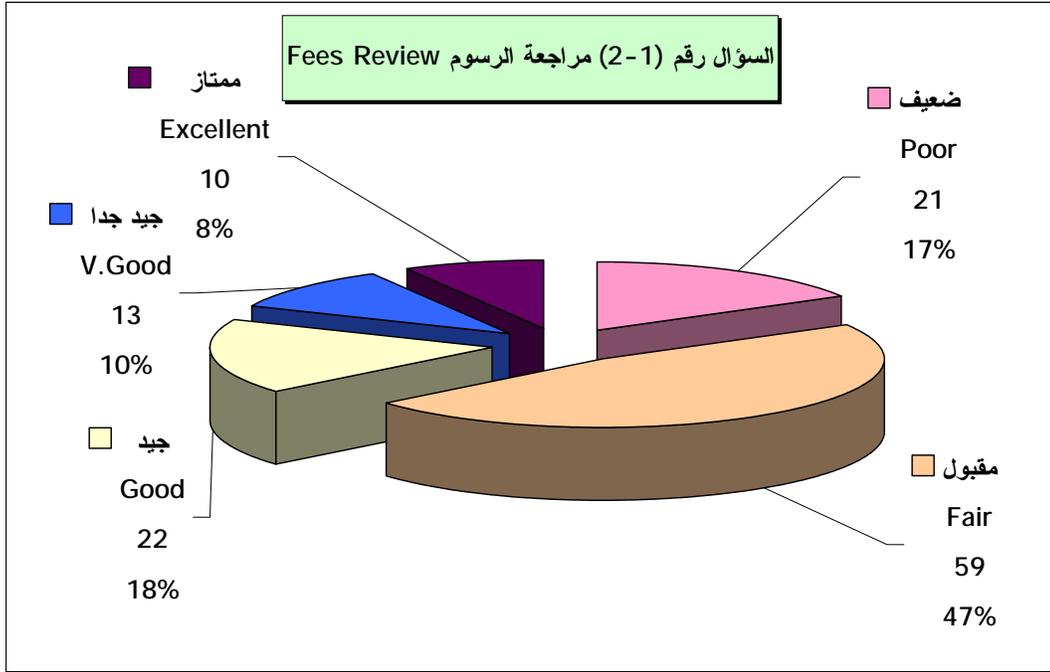


1.1.B. Fees Assessment/Estimation - By Level of Bar Registration

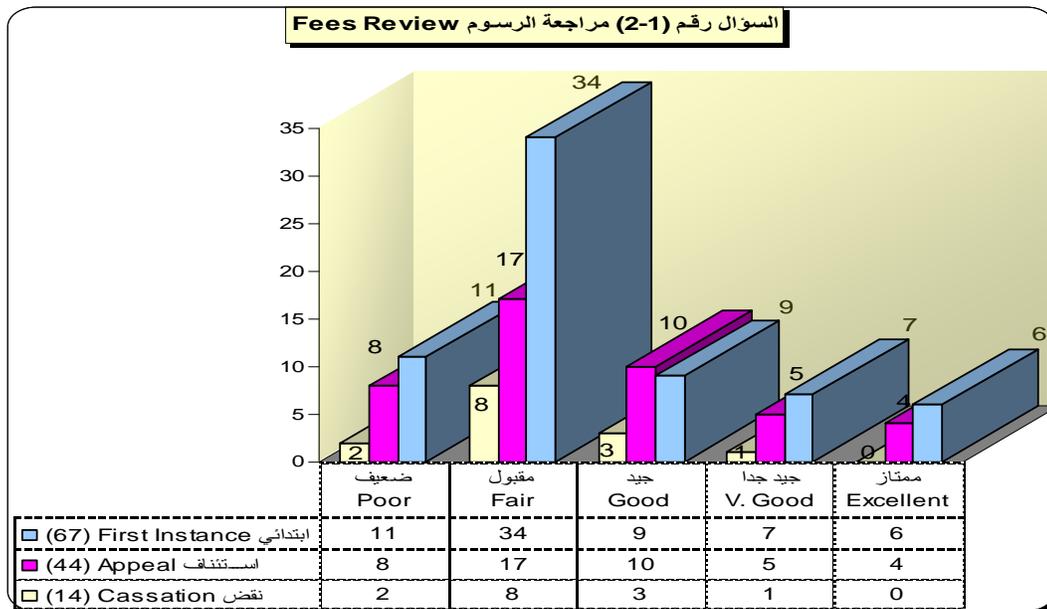


1.2 Fees Review

A. Weighted Average: Poor (49.12%)

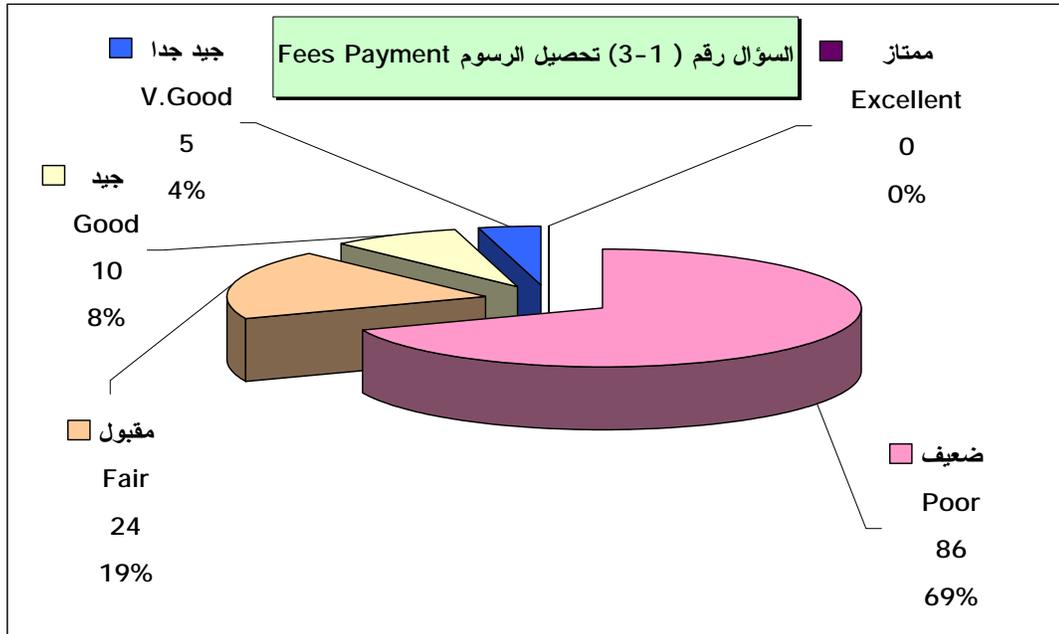


1.2.B. Fees Review - By Level of Bar Registration

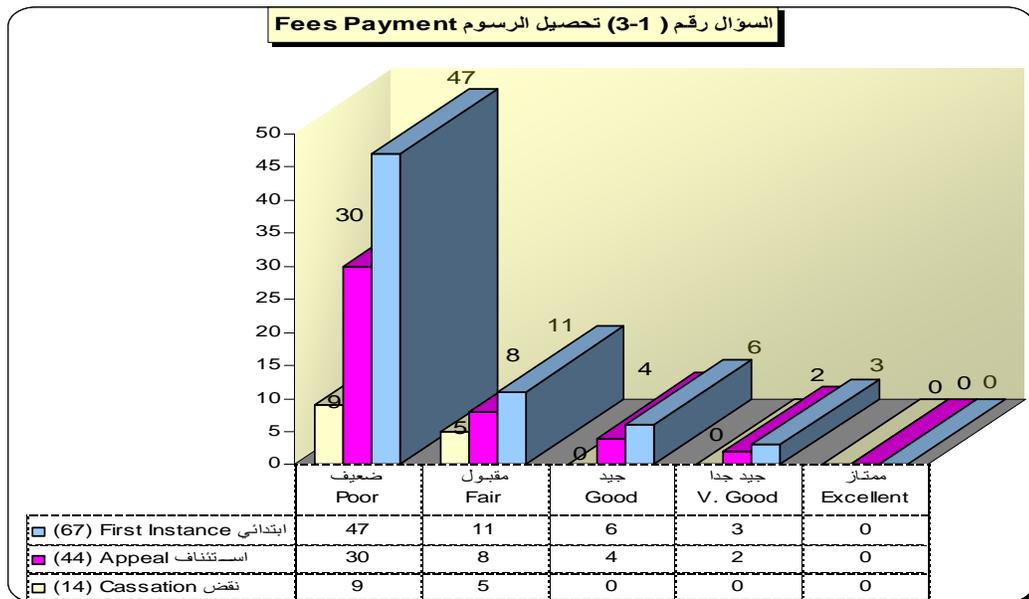


1.3 Fees Payment (Cashier)

A. Weighted Average: Poor (29.44%)

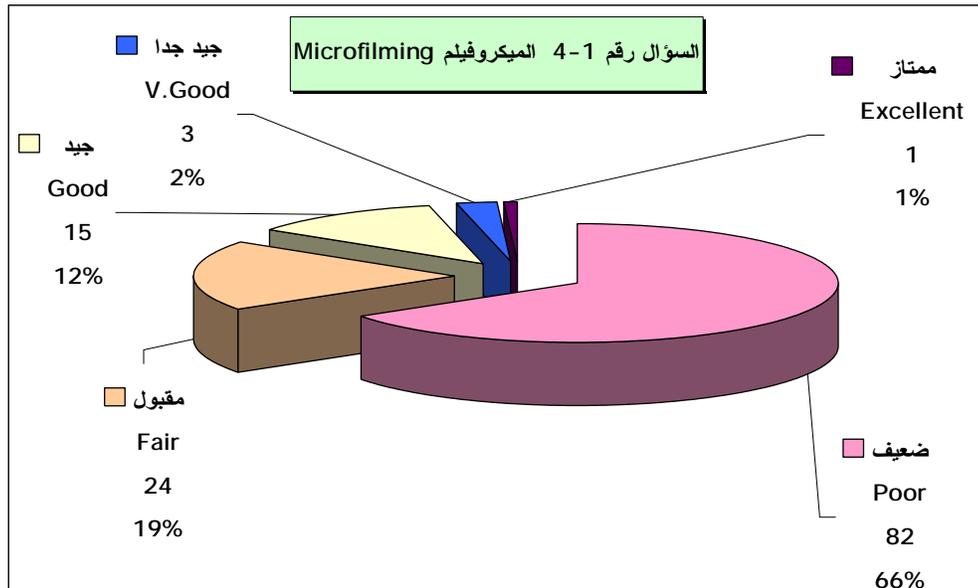


1.3.B. Fees Payment (Cashier) - By Level of Bar Registration

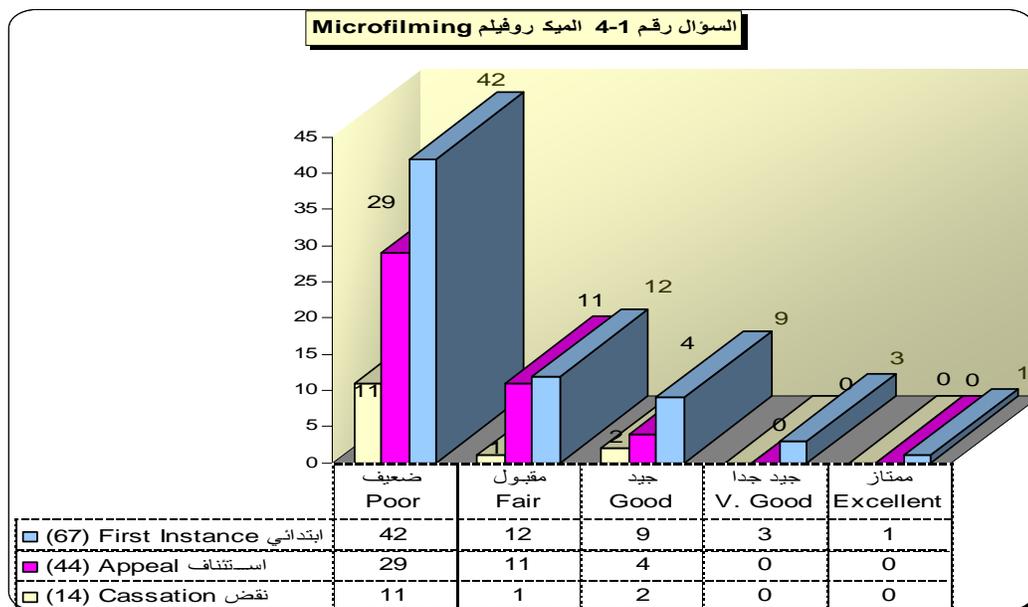


1.4 Copying Summons/Case Microfilming

A. Weighted Average: Poor (30.72%)

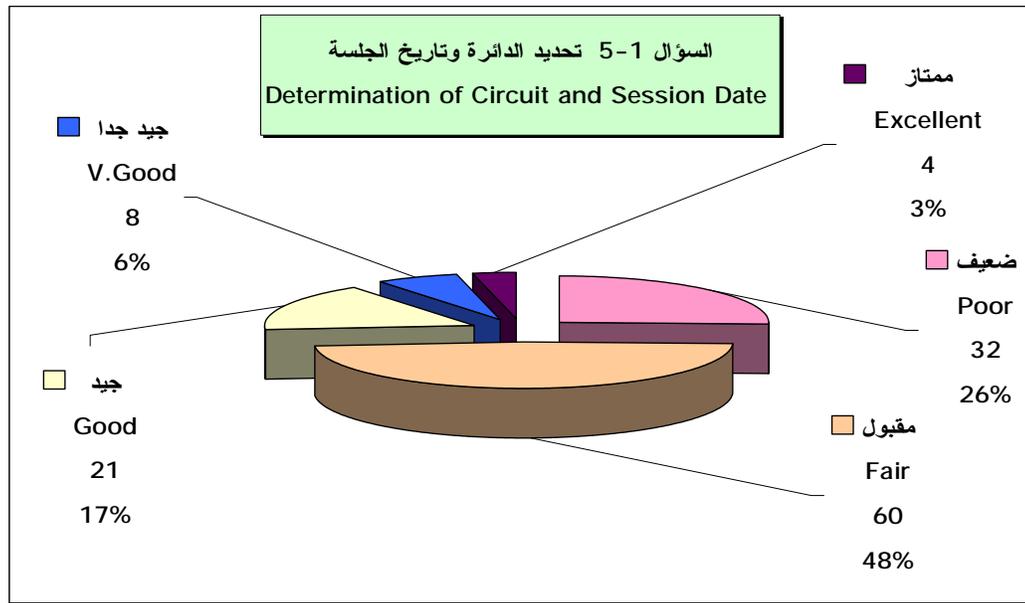


1.4.B. Copying Summons/Case Microfilming - By Level of Bar Registration

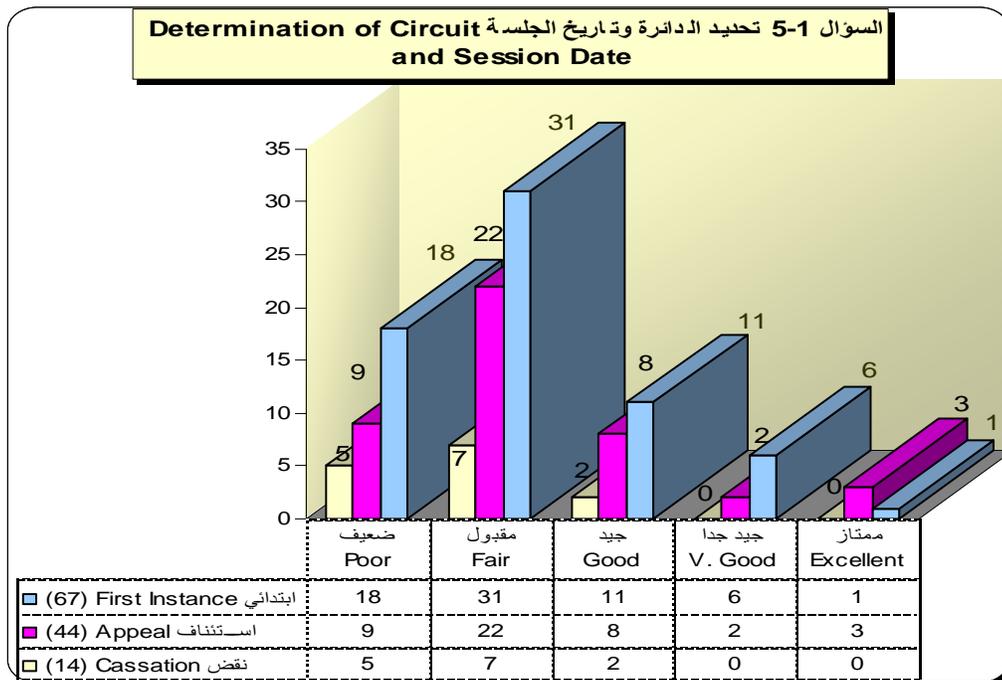


1.5 Determination of Circuit and 1st Session Date

A. Weighted Average: Poor (42.72%)

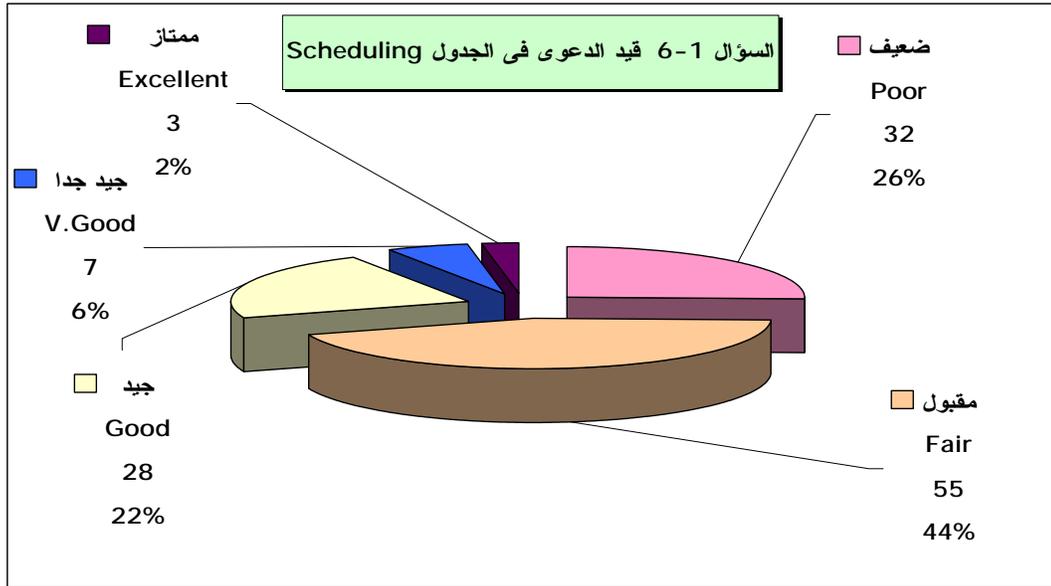


1.5.B. Determination of Circuit/1st Session Date - By Level of Bar Registration

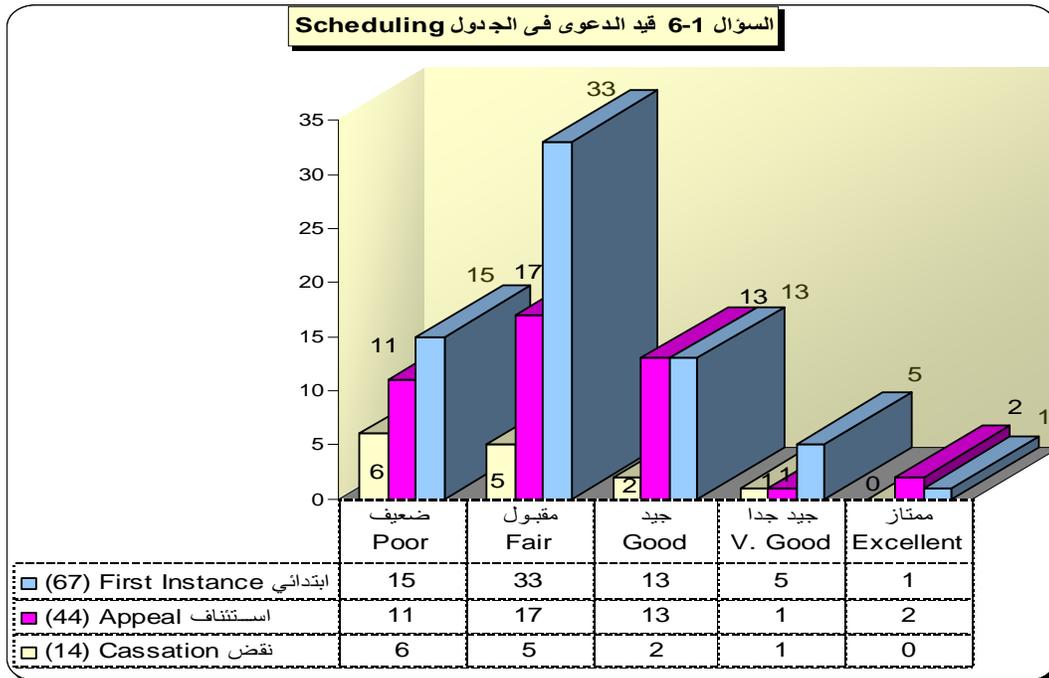


1.6 Scheduling

A. Weighted Average: Poor (43.04%)

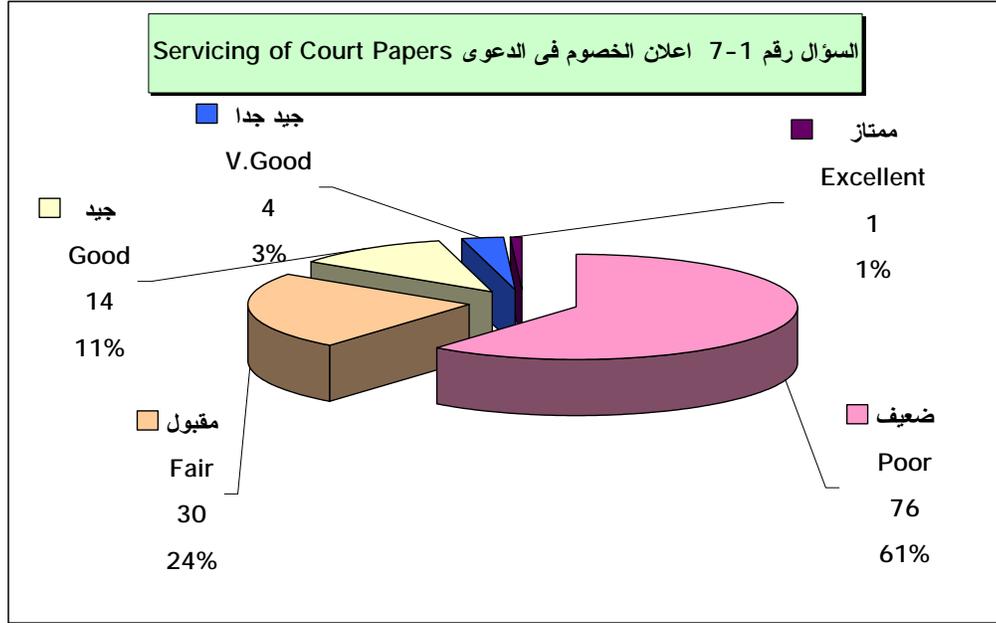


1.6.B. Scheduling - Assessment by Level of Bar Registration

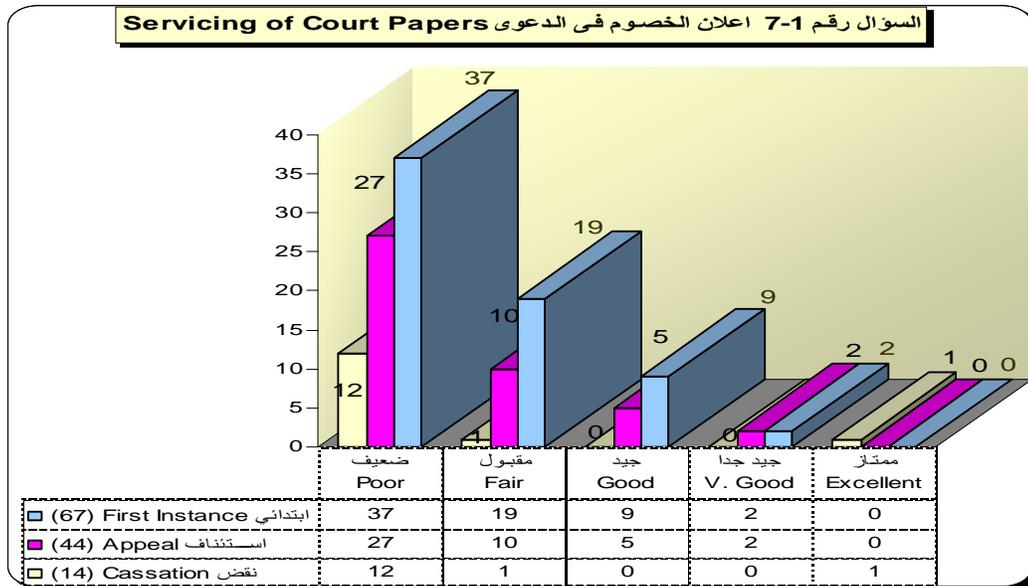


1.7 Acknowledging Litigants (Service Department)

A. Weighted Average: Poor (31.84%)

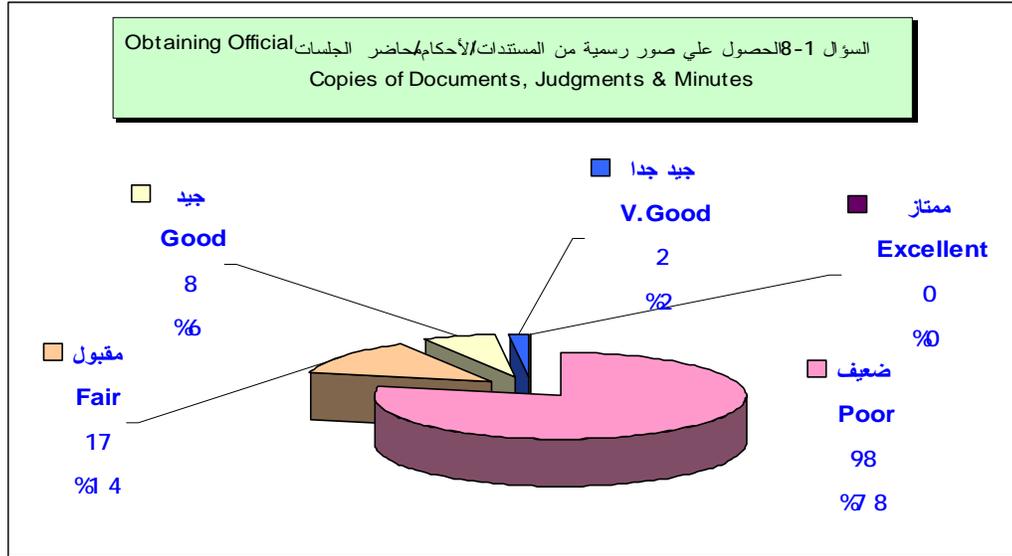


1.7.B. Acknowledging Litigants - By Level of Bar Registration

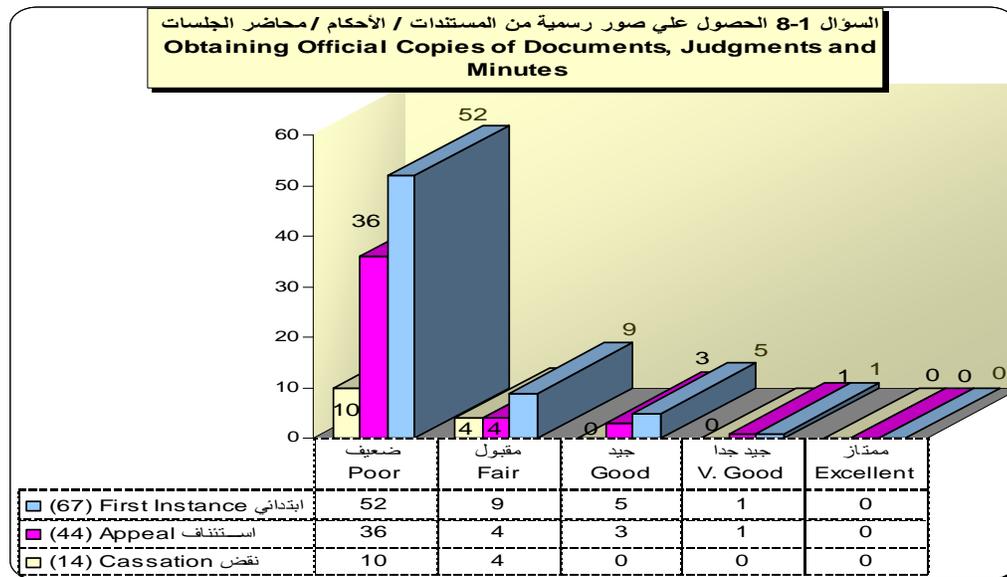


1.8 Collection of Official Copies of Documents/ Judgments/ Session Minutes

A. Weighted Average: Poor (26.24%)

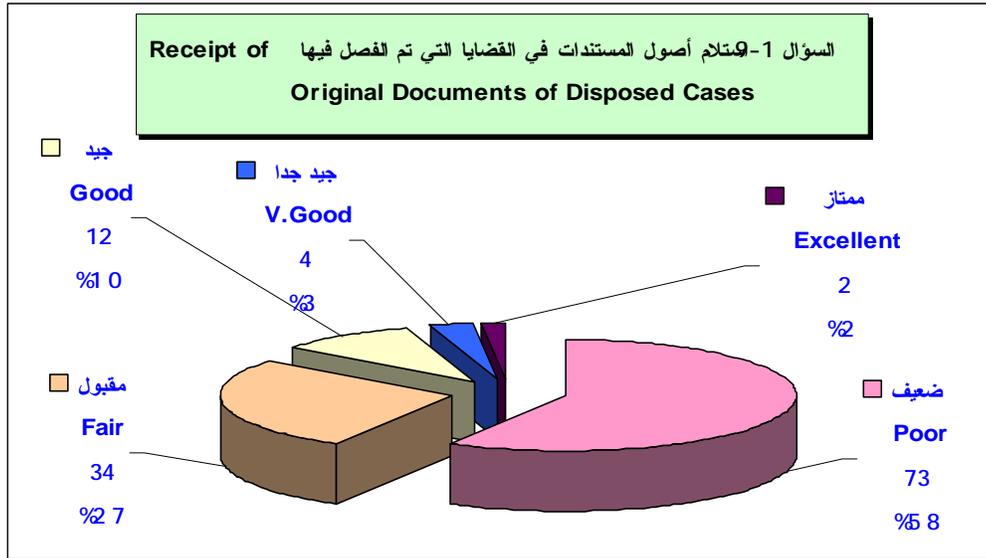


1.8.B. Collection of Official Copies of Documents/ Judgments/ Session Minutes – By Level of Bar Registration

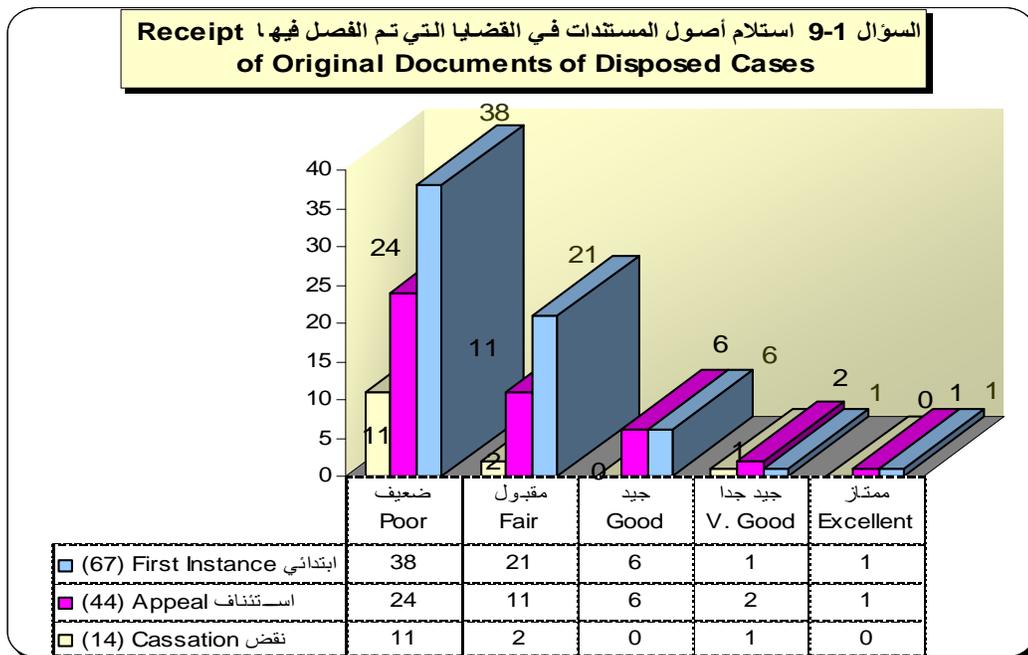


1.9 Receipt of Original Documents of Disposed Cases

A. Weighted Average: Poor (32.48%)

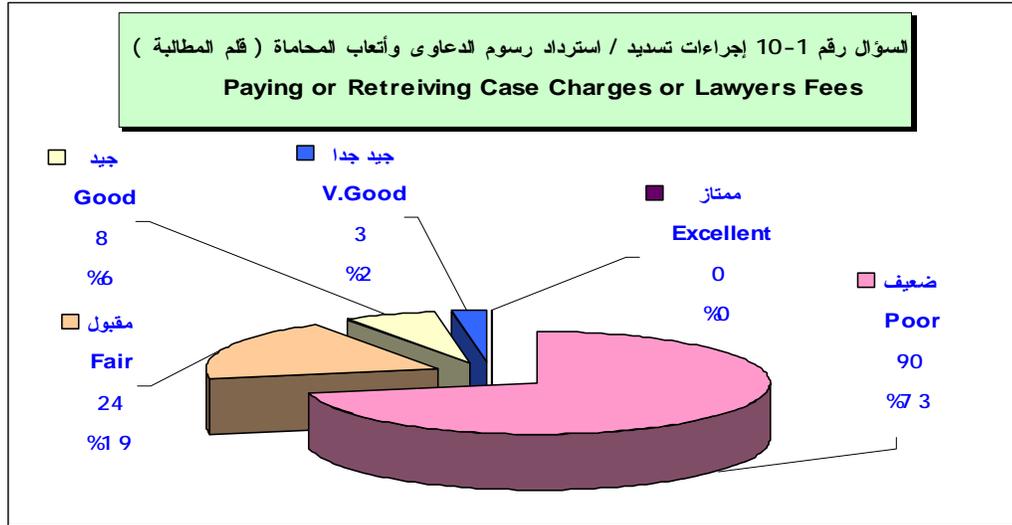


1.9.B. Receipt of Original Documents of Disposed Cases – By Level of Bar Registration

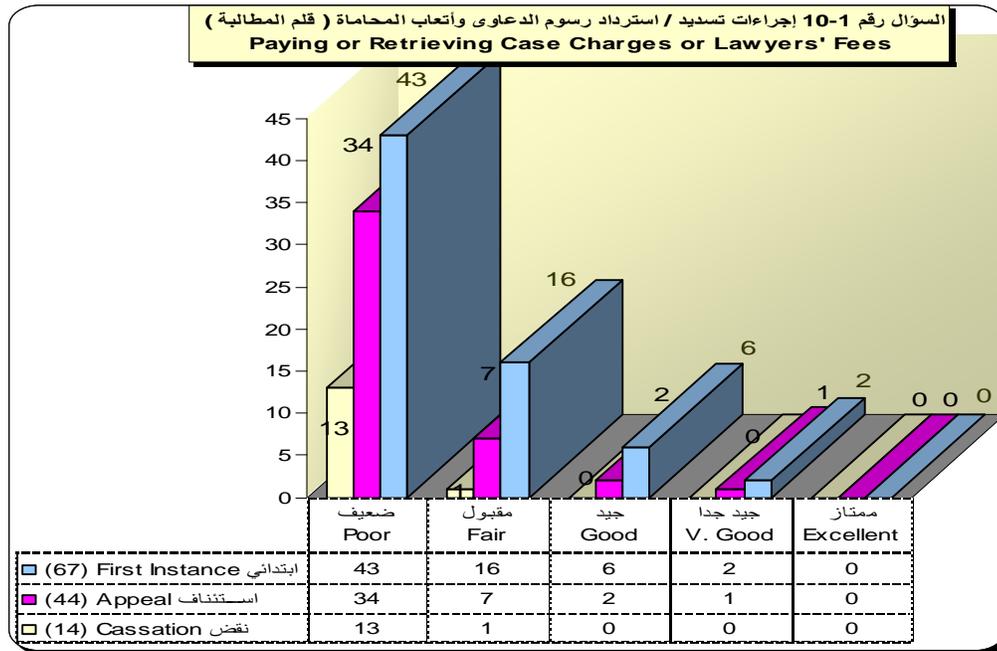


1.10 Collection Unit (Paying/Retrieving Case or Lawyers' Fees)

A. Weighted Average: Poor (27.84%)

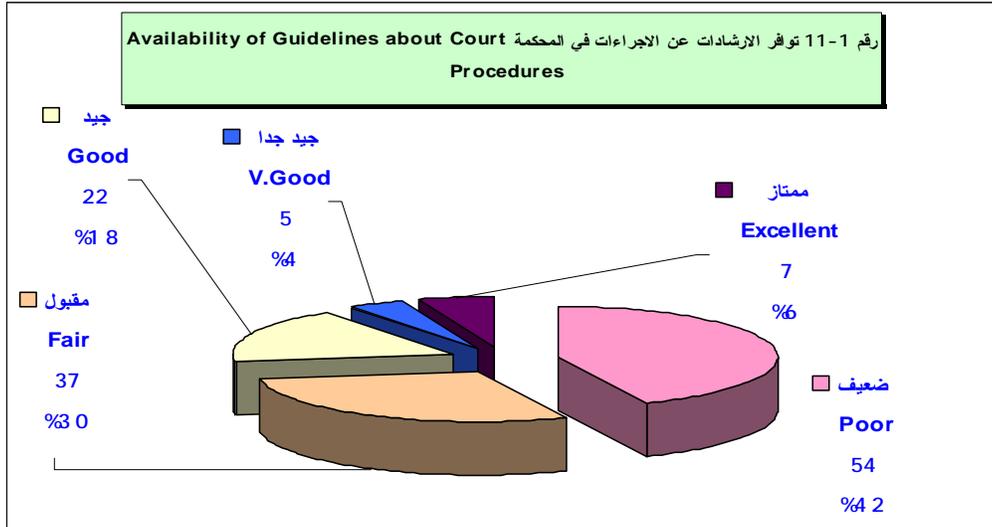


1.10.B. Collection Unit - By Level of Bar Registration

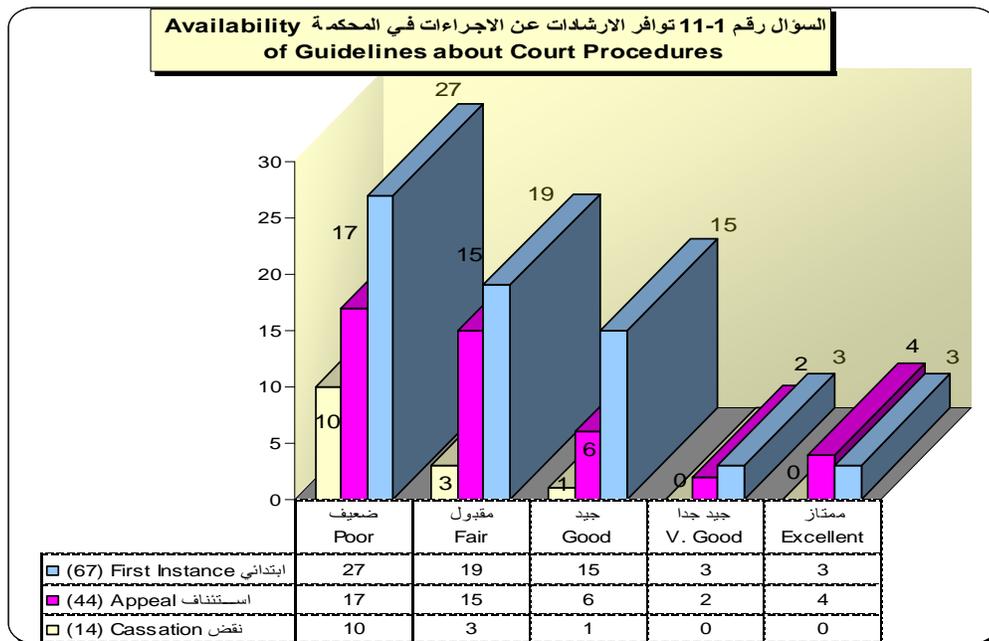


1.11 Availability of Guidance About Court Procedures

A. Weighted Average: Poor (39.84%)

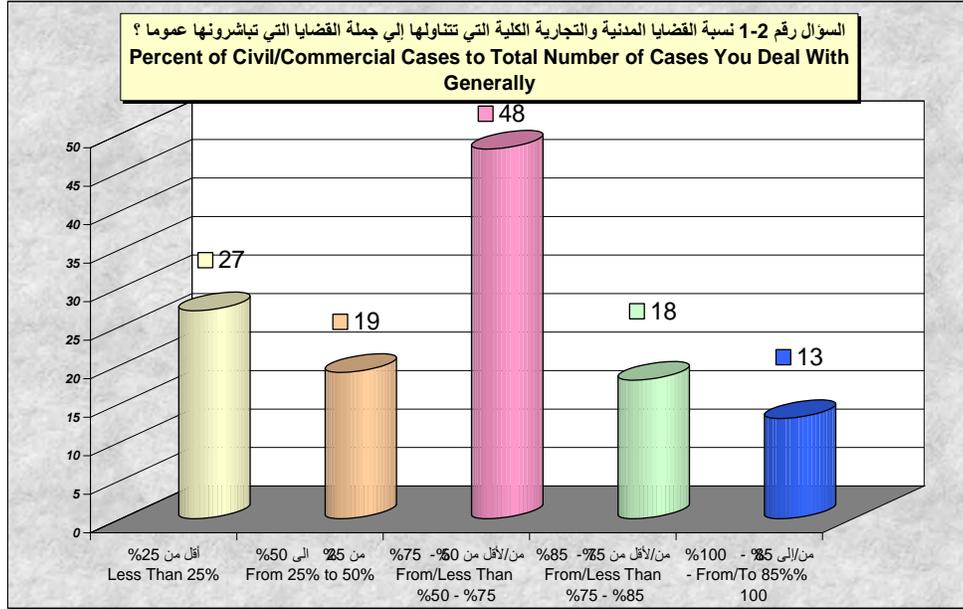


1.11.B. Availability of Guidance About Court Procedures –
By Level of Bar Registration

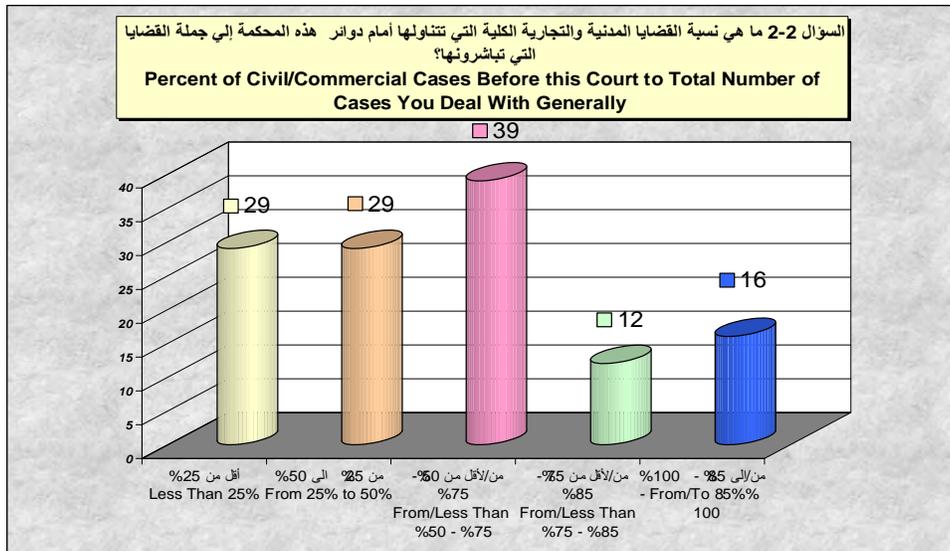


Section 2: General Questions

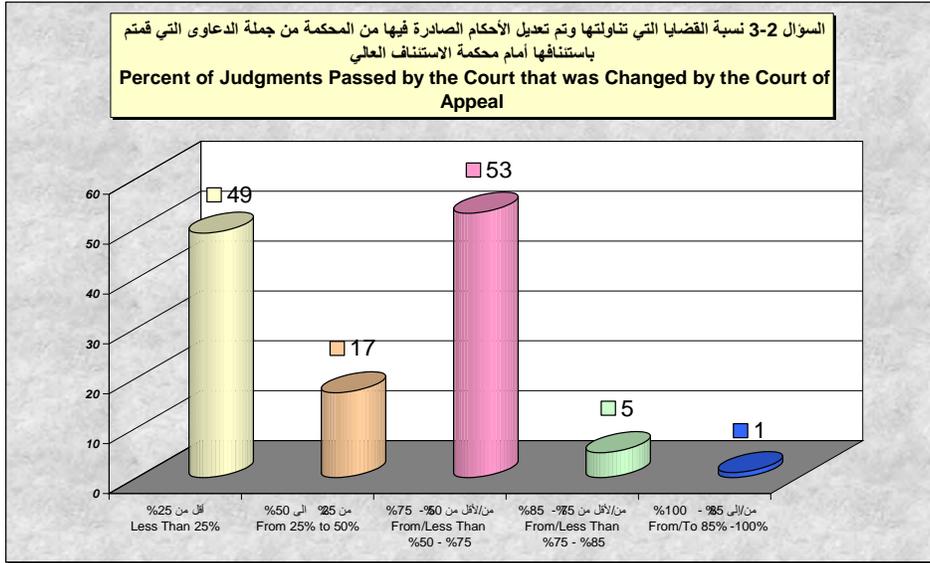
2.1 Percent of civil/commercial cases to total number of cases you deal with in general?



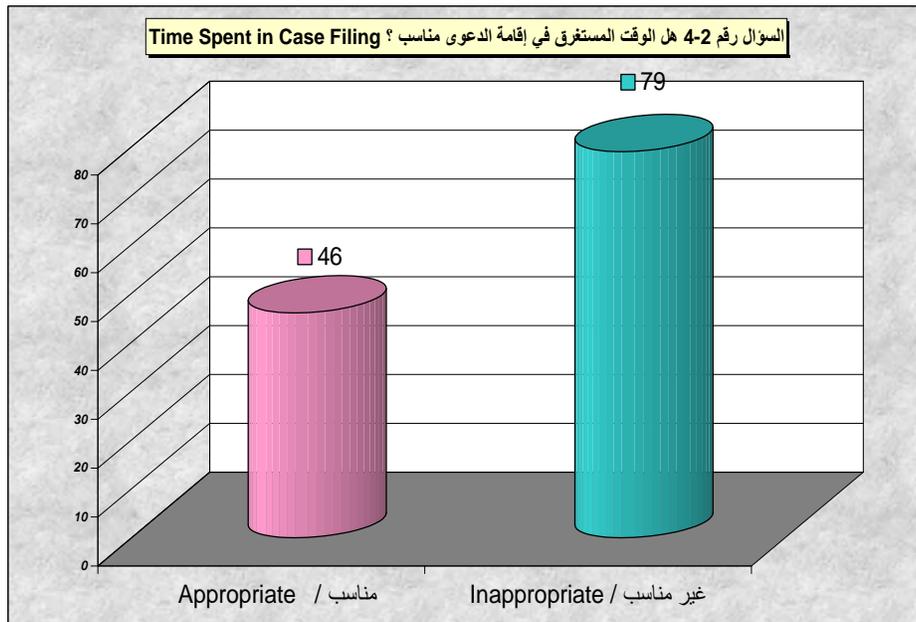
2.2 Percent of civil/commercial cases with this Court to total number of cases you deal with?



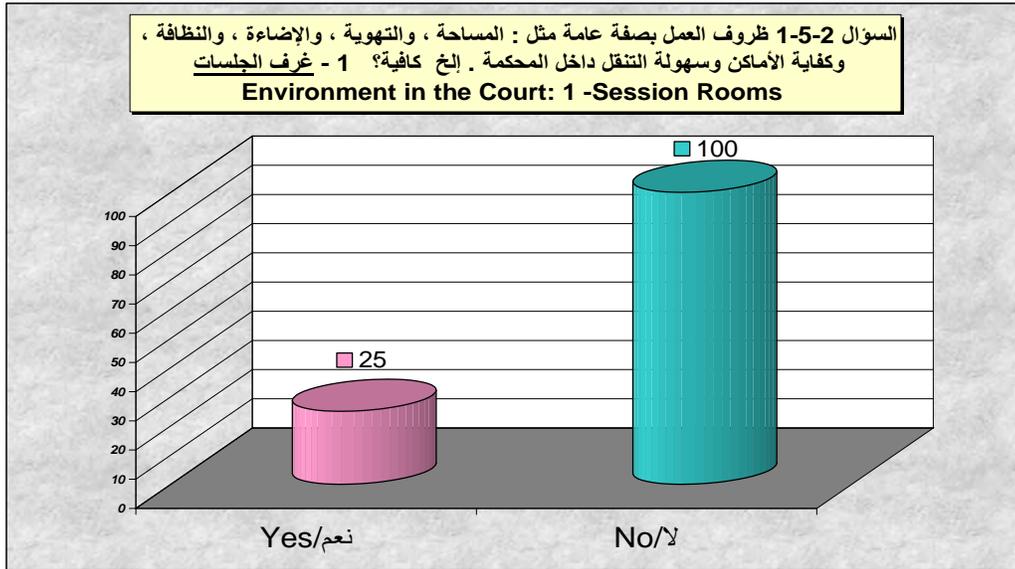
2.3 Percent of judgments passed by the Court that was changed by the High Court of Appeal?



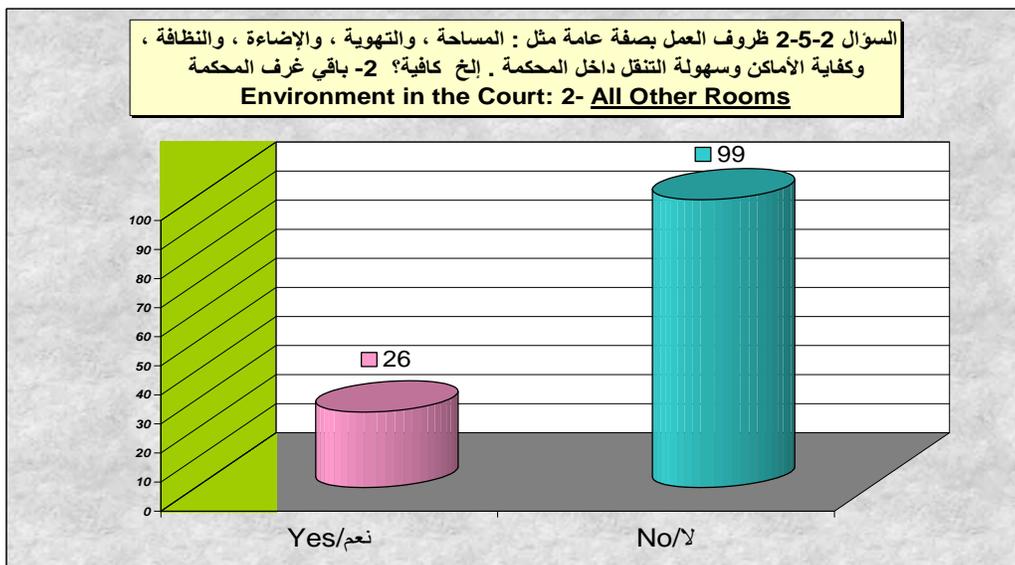
2.4 Is the time spent in case filing initiation appropriate or not?



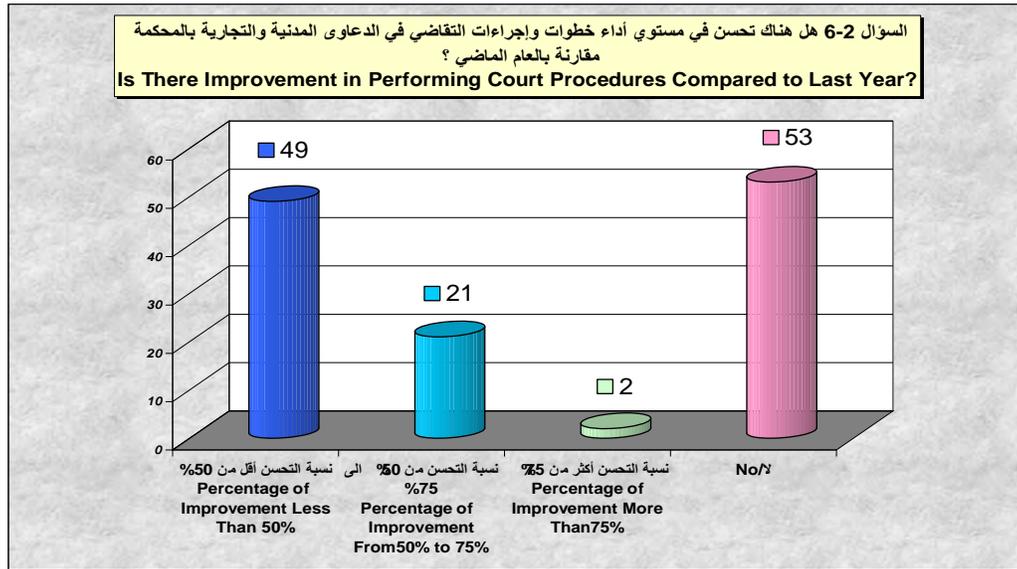
2.5 (1) Is the environment in the Court, such as space, ventilation, light, cleanliness, and accessibility adequate within the Court Sessions?



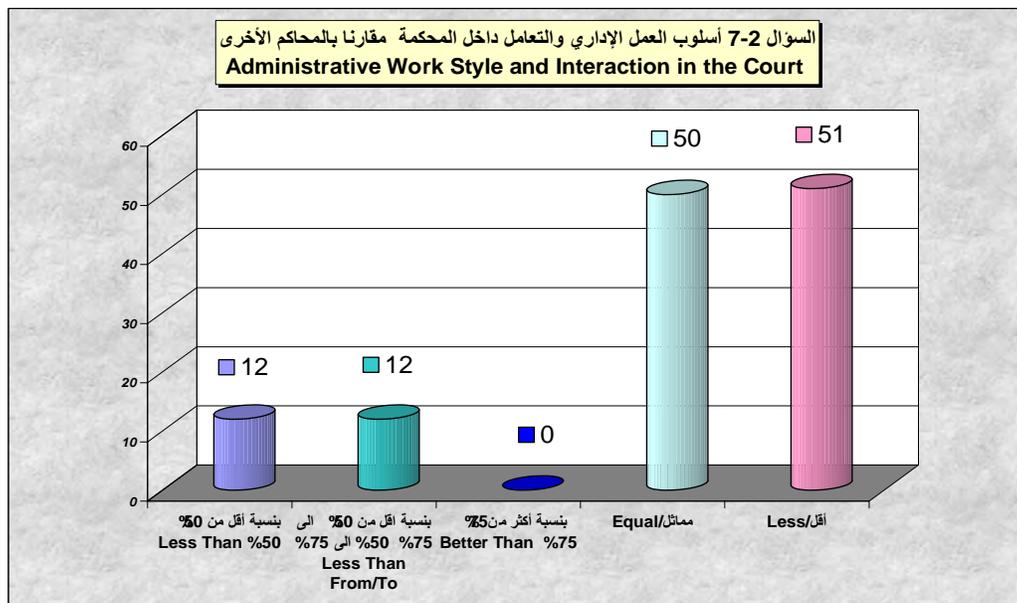
2.5 (2) Is the environment in the Court, such as space, ventilation, light, cleanliness, and accessibility adequate within all other rooms?



2.6 Is there improvement in performing the procedures related to civil/commercial cases in the Court compared to last year?



2.7 Comparing administrative work style and interaction in the Court to other courts you work in, how would you rate the Court?



Section 3: Additional Comments/Suggestions

The participating lawyers were asked in an open-ended question to list any suggestions they may have to improve the performance and decrease the time needed for the disposition of Civil/Commercial Cases in the panels of the Court.

As illustrated in the following table, we have examined and analyzed the responses of all participants and have classified and grouped the responses in the following table, which indicates also the number of votes received for each category and the percentage it received relative to all participants (125 lawyers).

We have excluded some proposals for one of the following reasons:

- 1- The suggestion is not related to the work of the court and raises issues irrelevant to ACOFI.
- 2- The suggestion is not in line with the general rules and legal logic.
- 3- There is no suggestion but rather a complaint about the poor working conditions within the court, which were considered of a general nature and are not applicable.

	No.	Section 3: Lawyers' Proposals	# of Attorneys	%/125
(A) Proposals Re Human Resources				
A	1.	Training court employees, ensure that their work is subjected to regular periodic inspection and ensure show of respect to lawyers and litigants.	40	32%
A	2.	Judges should observe the working hours, not be absent and not postpone cases more than once.	39	31%
A	3.	Proper treatment for lawyers by judges and prosecutors and organizing joint seminars between judges and lawyers.	38	30%
A	4.	Finding a comprehensive solution with respect to servers as they are the real cause for case delays.	18	14%
A	5.	Increase number of Court secretaries to	7	6%

	No.	Section 3: Lawyers' Proposals	# of Attorneys	%/125
		facilitate the process of reviewing and receiving documents.		
A	6.	Adequate training for judges in order to increase their efficiency and effectiveness	5	4%
A	7.	Increase number of experts, provide for proper work place and improve processing of files from court to experts.	5	4%
(B) Proposals Re Court Procedures				
B	8.	Grouping activities for estimating and paying fees and filing cases in one place.	50	40%
B	9.	Increase Court cashiers and number of areas receiving cash payments, as well as increasing the employees who revise the fees' estimate.	35	28%
B	10.	Facilitation of the process of receiving official copies of documents	15	12%
B	11.	Increasing court circuits and offices for public prosecutors and court staff.	11	9%
B	12.	Court decisions to be typed immediately after being decided	10	8%
B	13.	Posting information bulletins to show the place where the sessions will be held, as well as indicate the location of other departments.	9	7%
B	14.	Streamline procedures to file cases.	7	6%
B	15.	Box to receive complaints to be reviewed by the President of the Court	4	3%
B	16.	Court staff to work two shifts	2	2%
B	17.	One place to post all rolls for all circuits	1	1%
(C) Proposals Re Facilities and Equipment				
C	18.	Use of computers and microfilm devices, providing proper maintenance, and canceling or reducing microfilm fees.	65	52%
C	19.	Better organization of court rooms and providing and increasing number of proper	27	22%

	No.	Section 3: Lawyers' Proposals	# of Attorneys	%/125
		waiting rooms for lawyers.		
C	20.	Providing proper maintenance of lifts and lights.	22	18%
C	21.	Putting all suitcases and dockets on the internet.	9	7%
C	22.	Repair of the filing room and review, claiming and docket offices.	9	7%
C	23.	Increase number of photocopying machines.	2	2%

IV - Analysis of the Results

Section 1: Administrative Procedures

Q #	Question	Excellent (5)	V Good (4)	Good (3)	Fair (2)	Poor (1)	Average Weight Value	Weighted Average %	Rating
		No./ Points	No. / Points	No. / Points	No. / Points	No. / Points			
1-1	Fees Assessment/ Estimation	6/30	12/48	20/60	67/134	20/20	2.336	47.72	Poor
1-2	Fees Review	10/50	13/52	22/66	59/118	21/21	2.456	49.12	Poor
1-3	Fees Payment (Cashier)	0/0	5/20	10/30	24/48	86/86	1.472	29.44	Poor
1-4	Copying Summons/ Case Microfilming	1/5	3/12	15/45	24/48	82/82	1.536	30.72	Poor
1-5	Determination of Circuit & 1 st Session Date	4/20	8/32	21/63	60/120	32/32	2.136	42.72	Poor
1-6	Scheduling	3/15	7/28	28/84	55/110	32/32	2.152	43.04	Poor
1-7	Acknowledging Litigants (Service Department)	1/5	4/16	14/42	30/60	76/76	1.592	31.84	Poor
1-8	Collection of Official Copies	0/0	2/8	8/24	17/34	98/98	1.312	26.24	Poor
1-9	Receipt of Original Documents of Disposed Cases	2/10	4/16	12/36	34/68	73/73	1.624	32.48	Poor
1-10	Collection Unit (Paying or Retrieving Case or Lawyers' Fees)	0/0	3/12	8/24	24/48	90/90	1.392	27.84	Poor
1-11	Enough guidance about procedures readily available	7/35	5/20	22/66	37/74	54/54	1.992	39.84	Poor

* Poor: Less than 50%, Fair: From 50% to Less Than 60%, Good: From 60% to Less Than 75%, V Good: From 75% to 90%, Excellent: More than 90%

Overall, lawyers' satisfaction rating for Section (1) was negative for all areas of the Alexandria Court's administrative procedures. All of the 11 questions asked in this section scored grade "poor" (below weighted average percentage of 50%).

Some of these low scores were considerably low. These are fees payment, copying summons/cases microfilming, acknowledging litigants, collection of official copies and collection unit (paying or retrieving case or lawyers' fees), receiving weighted average percentage of 29.44%, 30.72%, 31.84%, 26.24% and 27.84% respectively.

Broken down by level of lawyers' syndicate's registration levels, the overall satisfaction rating for section one remains with respect to each level separately on average as that indicated by the overall rating for all levels combined.

Section 2: General Questions

The general questions were multipurpose and designed to measure: (i) the level of experience of the participating lawyers in dealing with civil and commercial cases and in dealing with ACOFI; (ii) the perception of the lawyers as to the time spent in case filing initiation and the overall working environment in ACOFI. The results show that:

- More than 63% indicated that more than 50% of the cases they handle are civil/commercial cases and that more than 53% indicated that more than 50% of the cases they deal with are in ACOFI.
- 52% indicated that the percent of judgments passed by the ACOFI that was changed by the High Court of Appeal is less than 50%.
- Only 36.8% indicated that the percent of the time spent in case filing initiation is appropriate.
- Only 20% indicated that they are satisfied with the environment of the Court's space, ventilation, light, cleanliness and accessibility.

- More than 57% of the participating lawyers indicated that there is improvement in performing procedures compared to last year.
- Only 19% of the participating lawyers indicated that administrative work style and interaction with the Court is better than other courts, while another 40% indicating that it is equal to other courts.

Section 3: Additional Comments/Suggestions

Proposals suggested by the surveyed lawyers in Section 3 were examined, analyzed and grouped in a list of 23 proposals classified in three categories:

- (A) Proposals Re Human Resources
- (B) Proposals Re Court Procedures
- (C) Proposals Re Facilities and Equipment

After analyzing all suggestions received from lawyers, a number of suggestions were repeated by most lawyers, others were raised by a few and a number of proposals received individual support, as illustrated by the following table, which is listed in descending order of the proposals receiving the most support.

	No.	Section 3: Lawyers' Proposals	# of Attorneys	%/125
C	1.	Use of computers and microfilm devices, providing proper maintenance, and canceling or reducing microfilm fees.	65	52%
B	2.	Grouping activities for estimating and paying fees and filing cases in one place.	50	40%
A	3.	Training court employees, ensure that their work is subjected to regular periodic inspection and ensure show of respect to lawyers and litigants.	40	32%
A	4.	Judges should observe the working hours, not be absent and not postpone cases more than once.	39	31%
A	5.	Proper treatment for lawyers by judges and prosecutors and organizing joint seminars	38	30%

	No.	Section 3: Lawyers' Proposals	# of Attorneys	%/125
		between judges and lawyers.		
B	6.	Increase Court cashiers and number of areas receiving cash payments, as well as increasing the employees who revise the fees' estimate.	35	28%
C	7.	Better organization of court rooms and providing and increasing number of proper waiting rooms for lawyers.	27	22%
C	8.	Providing proper maintenance of lifts and lights.	22	18%
A	9.	Finding a comprehensive solution with respect to servers as they are the real cause for case delays.	18	14%
B	10.	Facilitation of the process of receiving official copies of documents	15	12%
B	11.	Increasing court circuits and offices for public prosecutors and court staff.	11	9%
B	12.	Court decisions to be typed immediately after being decided	10	8%
B	13.	Posting information bulletins to show the place where the sessions will be held, as well as indicate the location of other departments.	9	7%
C	14.	Putting all suitcases and dockets on the internet.	9	7%
C	15.	Repair of the filing room and review, claiming and docket offices.	9	7%
A	16.	Increase number of Court secretaries to facilitate the process of reviewing and receiving documents.	7	6%
B	17.	Streamline procedures to file cases.	7	6%
A	18.	Adequate training for judges in order to increase their efficiency and effectiveness	5	4%
A	19.	Increase number of experts, provide for proper work place and improve processing of files from court to experts.	5	4%
B	20.	Box to receive complaints to be reviewed by	4	3%

	No.	Section 3: Lawyers' Proposals	# of Attorneys	%/125
		the President of the Court		
B	21.	Court staff to work two shifts	2	2%
C	22.	Increase number of photocopying machines.	2	2%
B	23.	One place to post all rolls for all circuits	1	1%

First Group

- 1- Use of computers and microfilm devices, providing proper maintenance and grouping activities for estimating and paying fees and filing cases in one place was considered major issues raised by lawyers, which cause delay in processing case handling both by lawyers and court staff, improvement of which will reduce the time span and save lawyers' efforts.

- 2- Seven main suggestions related to the development of human resources received the support of a good number of surveyed lawyers, including training court employees and proper treatment for lawyers by judges and prosecutors. These were considered major issues raised by lawyers, which cause great inconvenience in performing court services. Suggestions to provide adequate training to court personnel in order to increase their efficiency was forwarded as the low caliber of court personnel is a crucial element in court performance.

- 3- Problems associated with the performance of servers were considered a real cause for case delays prompting suggestions for a comprehensive solution.

Second Group

- 1- A number of suggestions related to the improvement of court work circumstances. These include notice boards, increasing the number of photocopy machines, and providing proper maintenance to court elevators.

- 2- Suggestions related to work procedures, such as the ability to obtain copies and examine case files, receiving copies of documents, dealing with different departments, are in line with what the lawyers mentioned in relation to weaknesses observed in relation to administrative procedures. The suggested solutions were discussed on two parameters the first related to streamlining administrative procedures by reducing bottlenecks, and the second by providing adequate training to court personnel in order to increase their efficiency, as the low caliber of court personnel is a crucial element which has been raised.

- 3- Increase court circuits and court secretaries were a noted common factor in the responses.

Third Group

This group is related to suggestions which received a low rating, such as adequate training for judges in order to increase their efficiency and effectiveness; increase number of experts and providing them with proper work place to speed processing of cases. Finally a suggestion to place a box in order to receive complaints was raised in order to forward these complaints to the President of the Court; this will facilitate the court problem solving.

V - Conclusions

According to the results derived from the proposals and recommendations received from the lawyers the following conclusions were observed:

1- Proposals ranking from No. 1 to No. 7 represented the most important issues that have a negative impact on the Court's efficiency. This was evidenced by the percentages of lawyers who ranged from 52% (Suggestion no 1) to 22% (Suggestion no 7).

These suggestions mainly relate to facilities and equipment, administrative procedures as well as to specific human resources and training aspects, including the punctuality of attendance by Judges, and the need to increase the personnel working within the cashier.

2- The least important issues having a negative impact on the court effectiveness ranged from 9% (Suggestion No. 11) to 1% (Suggestion No. 23). These suggestions mainly relate to working schedules, and procedures related to the streamlining of work and the use of the internet.

3- Issues of medium importance from the point of view of lawyers with respect to court effectiveness ranged between 18% to 12% (suggestion No. 8 to suggestion No. 10). These suggestions relate to the need of increasing the physical resources (lift maintenance, increase of number of photocopy machines, providing transportation for court staff and finally increasing the number of rooms and space available for lawyers to be used during break periods. Also, the issue of training and development programs to be given to court personnel was an important issue.

Our recommendations in relation to the above results are as follows:

1-The first priority would be to concentrate on issues from 1 to 7 as these, from the point of view of the surveyed lawyers, constitute a major drawback having a negative impact on the court efficiency.

2- Other important issues like the launching of an effective training and development program, as well as resolving bottlenecks causing the delay in cases should be given a priority.

3- Finally administrative and physical resources could be considered a third priority as these might require special budgets and are regulated with the constraints of the budget of the Ministry of Justice.

4. Questionnaire Design

a. **Q. 3 (Proposals)**. In order to obtain the maximum benefit of the proposals, we suggest that the questionnaire ask the lawyers to state the problem and the solution recommended, as almost all responses stated the end result desired. For example some would state as a proposal that the procedures should be speedier without identifying what is holding the process and without specifying the recommended solution.

b. **Ranking system used**. The second group of questions may require rethinking of the ranking system. At present the ranking system requires yes or no responses. Review of the responses received lead us to recommend that the ranking in this section be reviewed to provide for multiple rankings ranging from exemplary, satisfactory, or needs improvement, or alternatively, very satisfied, neither satisfied or dissatisfied, very dissatisfied.

ANNEX I - Methodology**A. Introductory Phase:**

Upon receipt of the questionnaire from AOJSII, and prior to conducting the pretest survey, H&A examined the questionnaire and held a meeting with the Project. H&A proposed certain changes to the questionnaire, but AOJSII maintained that H&A should not make changes to the questionnaire as the questionnaire was discussed and approved by the MOJ (Attached is a copy of the sample questionnaire used).

The questionnaire was shared with the data collectors in preparation to the Sample Survey, and the means and manner of dealing with the lawyers being surveyed was explained and discussed. Arabic instruction sheet and note explaining the goals and objectives of the Project and the purpose of the survey was provided by AOJSII and handed over to the data collectors.

H&A further prepared questionnaire analysis forms that were also shared with the Project. These forms were used to tabulate and analyze data received from the ACOFI Survey and followed the same structure of the questionnaire: a- Part one: The Administrative procedures; b- Part two: General Questions; and c- Part three: Proposals of Surveyed Attorneys ("Survey Analysis Forms").

B. Survey Administration Phase:

On the day of conducting the ACOFI Survey, the H&A team accompanied by Ms. Hala Helmy of AMIDEAST met with the President of ACOFI in order to agree on the detailed work plan.

The Data Collectors met each respondent/lawyer individually in order to build the necessary rapport and successfully obtain the data requested.

The questionnaires were distributed after explanation of the objectives of the Project and the Survey. H&A responded to inquiries received from the lawyers before and during the answering period. No personal information was collected from the lawyers, except for syndicate's membership registration number, degree of courts before which the lawyer is licensed, year of registration and years of experience.

After completion of the questionnaires by the participating lawyers, the questionnaires were validated by the data collectors who reviewed the answers on all questionnaires in order to make sure that the questions were properly answered. The Data Collectors ensured that the selected sample meets the pre-set standards by:

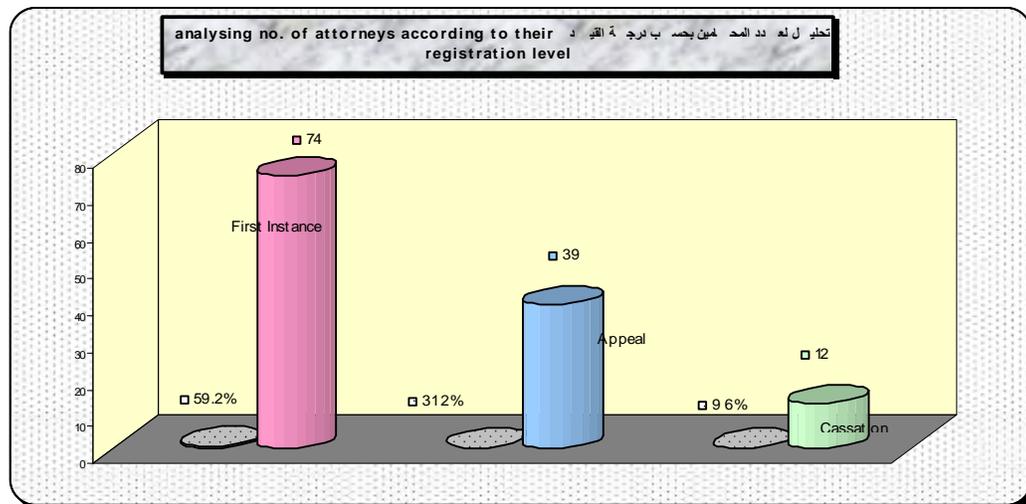
- Answering all inquiries and questions received from lawyers.
- Ensuring that all questions were answered in a proper and complete manner.
- Checking all answers received on an individual basis.

Data Collectors reviewed and disregarded the non-compliant questionnaires filled out by the lawyers on a daily basis in order to know how many were left to reach the required 125 questionnaires.

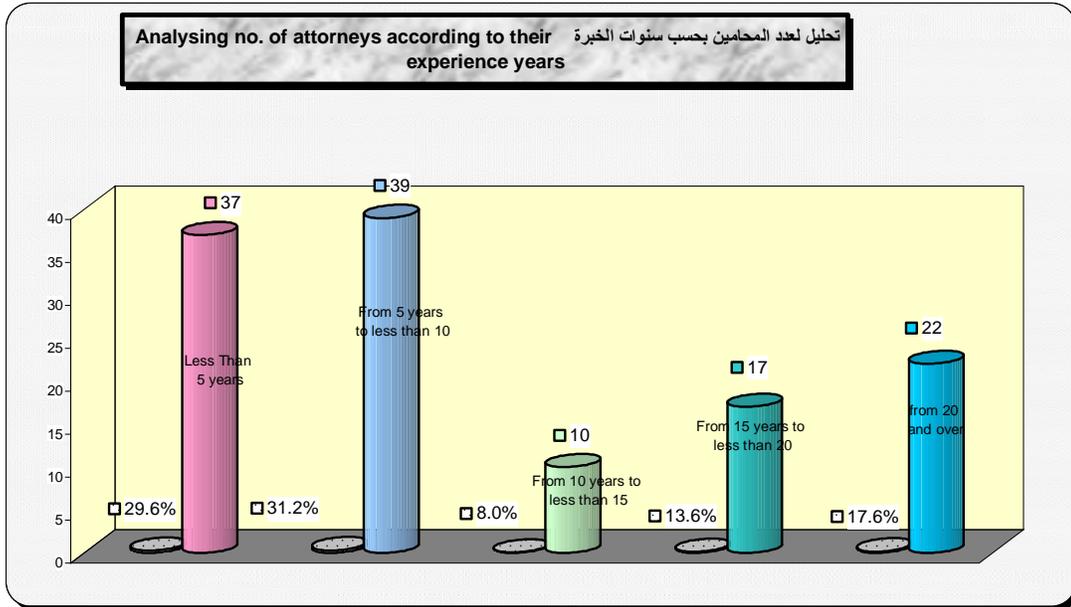
Methodology adopted in selecting the Sample Lawyers

While ensuring that the selected sample meets the pre-set standards for selecting the sample, the sample lawyers, as illustrated by the by the following charts, represented a broad range of experience in:

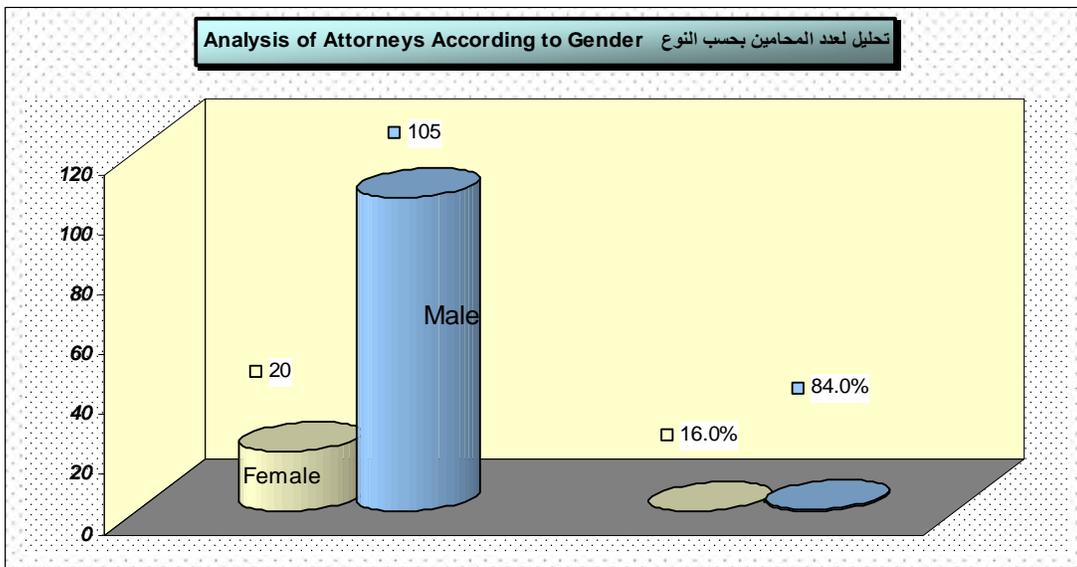
- 1- The level of registration: Cassation, Courts of Appeal and Courts of First Instance (minimum two (2) years experience).



2- According to the level of experience: More than 20 years, from 15 to less than 20 years, from 10 to less than 15 years, from 5 to less than 10 years and less than 5 years.



3- According to gender (Male- female):



Problems Related to the Administration of the Survey

No significant difficulties were met during the administration of the survey, but the following were some problems which encountered the working team:

- The number of lawyers to be surveyed decreased on a daily basis as the same lawyers who were surveyed in the first days were the lawyers who mostly showed up on the following days.
- Lawyers continued to pose extensive enquiries about the nature and objectives of the survey.
- Questions related to the type and number of civil and commercial cases dealt with by the lawyers created suspicions that these questions were related to tax issues.
- Inaccurate answers by some lawyers caused unnecessary delays and were time consuming.
- Some lawyers did not take the project survey in a serious manner and acted in an unprofessional manner.

C. Survey Analysis Phase:

Completed questionnaires were received by H&A's Cairo Office on a daily basis on the second day the questionnaires were conducted. The Legal Consultant reviewed questionnaires received on a daily basis and have advised the Data Collectors of any remarks they had in order to take such comments into consideration when progressing with the remaining questionnaires.

After receiving the questionnaires and completing of the tabulation process, the tabulation process was subjected a review process by the data entry members and the Legal Consultant to ensure that the responses stated in the questionnaires are correctly entered and reflected in the tabulation.

The Team Manager, Legal Consultant and Statistician held several meetings to review and analyze the results and design additional charts to better reflect the data received.

At the same time and over several sessions, the Team Manager, Legal Consultant, together with the Data Collectors analyzed the results and derived the recommendations and conclusions.

Data Analysis: Data was analyzed, taking into consideration:

- a- Responses to questions no. 2/2 and 2/3 were divided into five segments in order to facilitate the analysis process. These segments are as follows: less than 25%, from 25% to less than 50%, from 50% to less than 75%, from 75% to less than 85% and from 85% to less than 100%.
- b- Responses to question no. 6/2 and 7/2 were divided into three segments illustrating the degree of improvement in the handling process of cases: less than 50%, from 50% to less than 75% and more than 75%.
- c- Proposals suggested by the surveyed lawyers in Section 3 were examined, analyzed and grouped in a list of 23 proposals as illustrated in Section III of this Report.

Statistical Method Used in Analyzing Data

Quantitative results were processed by standard statistical techniques to provide the results appearing in most of the tables attached to this Report. The following methodology was adopted:

1 - The Survey Analysis Forms have been designed to reflect the choices specified for each question. Accordingly, the Survey Analysis Forms reflected the nature of the responses required from each question.

2 - The Survey Analysis Forms design also took into consideration that the forms contain two different sections: The first section related to data identifying each lawyer by level of registration at the Lawyers' Syndicate, years of experience, gender and city. The second section related to the grouping of responses so that it is possible to determine the number of lawyers who choose each answer.

3 - The Survey Analysis Forms enable: (i) the determination of the number of lawyers who chose each answer; and (ii) the percentage of

lawyers for every answer to the total number of lawyers participating in the survey.

4 – A separate analysis form was allocated for Section 1 and Section 2 of the questionnaire to analyze the responses of each registration level: cassation, Courts of Appeal and Courts of First Instance. This reflects the effect of the lawyers' experience on the impression and opinions of the participating lawyers.

5 – In order to measure the statistical inference of the trends in the opinions of the sample survey (125 lawyers) with respect to each question, the following was observed:

- a. With respect to each response for each question, the number of lawyers who selected such response was determined (numerousness) and referred by the sign "N".
- b. A relative weight in the form of weight points to each answer that is to be chosen from, which varies depending on the answer chosen and whether it is considered a strength or weakness. For example, questions with five choices were given the following points and ratings: excellent was given 5 points, very good was given 4 points, good was given 3 points, fair was given 2 points and poor was given 1 point.
- c. Determination of the weighted value (V) for each choice in each question, referred by the sign "P" was made by multiplying the number of repeated answers (numerousness "N") by the weighted value (P). So, if the number of lawyers (N) allocating a degree of "Excellent" in response to a question is 20, then the weighted value for this response is:

$V = N \text{ multiplied by the relative weight}$ $\text{i.e.} = 20 \text{ lawyers} \times 5 \text{ points} = 100 \text{ relative points}$

In order to calculate the general average for each question which represents the general trend, we added the total number of grades for all selected answers to each question, to be divided by the total no of lawyers (i.e. 125 lawyers)

General average for the weighted points for each question =
Weighted grade for the first choice + weighted grade for the second
choice + ÷ by 125 lawyers

d- To calculate the percentage of the general average for each total weighted grade for each question, the average general for each weighted grade is divided by the maximum weighted grade, which is 5 points, and which represents the most positive choice in terms of strengths, as follows:

General average for total weighted grade = average general for
total grade x 100 ÷ 5

Advantages of this method are:

- 1- It enables measuring the general trend in an objective manner
- 2- It enables the measurement and analysis of results on various levels as follows:
 - The level of each choice within each question.
 - The average level for answers to the total choices for each question.
 - The level of total questions in each section of the questionnaire.
 - The simplicity in calculating, and using simple mathematical equations.
 - The ability to easily apply this concept by using computers as we designed a comprehensive statistical model.
 - The flexibility in applying the concept as we could add or delete any item without having any effect on the statistical model.