

***ACIS* Consulting**

Advanced Computer & Information Systems Consulting

**124 Merkle Square, Scarborough, Ontario Canada. M1G 2Y8. Tel (416) 439-6579 Fax (416) 439-2019
Addis Ababa Tel 65 02 80, 65 35 44. P.O.Box 13701**

Ministry Of Justice

MIS Requirements Analysis and Automation Strategy

Final Report

Presented by ACIS Consulting
February 21, 1997

BEST AVAILABLE COPY

ACIS Consulting

Advanced Computer & Information Systems Consulting

124 Merkley Square, Scarborough, Ontario Canada. M1G 2Y8. Tel (416) 439-6579 Fax (416) 439-2019
Addis Ababa Tel 65 02 80, 65 35 44. P.O.Box 13701

ACKNOWLEDGMENT

ACIS Consulting and The Rural Justice Center would like to express their appreciation for the opportunity given to participate in this project.

The Consultants would like to acknowledge the support provided by the Minister of Justice H.E. Ato Mahteme Solomon and his team. They were all very helpful and forthcoming in discussing problems faced in their departments and in providing feedback on proposed solutions.

This project was funded by the US AID, we appreciate this contribution and hope that the US AID will continue to support projects that contribute towards the democratization process in Ethiopia.

TABLE OF CONTENTS

TOPIC	PAGE
Executive Summary	1
Introduction	3
Activity Schedule and Interview Results	4
Interviews with 15 Organizational Units within MoJ	6
Minister, H.E. Mahetem Solomon	6
Interviews with other departments	7
Admin & Finance Dept.	7
Attorney Admin. Service	8
Office of Associations	9
Criminal Investigation Dept.	10
Criminal Affairs Dept.	11
Region 14 Branch Office	12
Legal Affairs Dept.	12
Civil Affairs Dept.	13
Legal Education, Training, Dissemination	14
Dept. of Legal Counsel	15
Audit Services Dept.	15
Information Services Dept.	16
Women Affairs Dept.	17
Dept. Attorney General	17
Public Relations Service	18
Meeting with Cheif Justice Ato Kemal Bedri	19
Meeting with Police Representatives	20
General Findings/Observations	21
Recommendations	23
Overall Computerization Strategy	24
Policy changes to support automation	24
Strategy	25
Recommendation #1	27
Recommendation #2	56
Recommendation #3	57
Recommendation #4	59
Recommendation #5	60
Project Implementation Guidelines	61
Appendix : Technical Terms & Concepts	64

Executive Summary

This document presents the results of on-site study and analysis performed at the Ministry of Justice of the Federal Republic of Ethiopia (MoJ) regarding Information Systems Strategy and Automation Requirements for more efficient and effective operations. Although the original scope of this study was set to be Information Systems related; the recommendations presented here suggest nothing short of an institutional transformation, extending beyond the specific issue of Information Systems implementation.

After four years of shaping and reshaping the organization and its scope of activities, the MoJ now seems to be in a posture to introduce dramatic reforms for more efficient and effective operations. The Minister and his team have stated that the MoJ is ready to begin to move from a reactive Ministry controlled by outside events to proactive organization which is able to have more control over its own action agenda.

From Information's Systems perspective, the MoJ is at very initial stages of introducing some computers into its operations. Practically every department head stated that they could greatly increase efficiency and become more productive in their jobs with the help of computers. Indeed, the strategic objective for the next five years must be to provide computer assisted operations to all departments that can significantly improve their efficiency through automation.

However, at this stage in the MoJ's development, it would be unrealistic and impractical to try and introduce computerization to all departments at the same time. The MoJ must gradually build the required "critical mass" of technically skilled people to ensure successful implementation of automation projects. Building of the requisite critical-mass is best achieved through MoJ personnel's direct involvement in implementing a series of selected projects.

At the heart of the recommendations for the MoJ's IS Strategy is the implementation of a series of high impact, high return, automation projects that will help create a solid foundation for starting computerized information processing at the MoJ.

A critical success factor in the implementation of the recommended projects is to ensure that MoJ employees are provided with solid training to enhance their skills. A new high level department must be created to focus on Human Resource Management.

Another key recommendation is to create Project Management Teams (PMT) from available resources at the MoJ to manage the automation projects. This approach is a means of marshaling human resources and allocating them to a task free from traditional organizational rank. It reaches across organizational lines and assigns people to short term specific task based on their interests and abilities rather than their location within the Ministry's hierarchy. It allows an institution's most valuable

resource, human resources, to be used when and where they are needed while preserving a traditional and stable operating organization.

Within the context of this approach ACIS Consulting has made a series of recommendations in five different areas. These are listed below in summary form:

1. Implement the following projects as the “building blocks” to begin the process of creation of a computerized Management Information System (MIS) at the MoJ:
 - 1.1. Computerized Storage and Access of Ethiopian Laws
 - 1.2. Computerized Human Resources and Attorney’s Licenses Management
 - 1.3. Computerized Control and Management of paper documents and case files handled by the Ministry
 - 1.4. Establishment of National Justice Information and Research Center as already initiated by the MoJ
 - 1.5. Computerized management of NGO and Associations licensing information
 - 1.6. Establishment of computerized case management system.
2. Establish a Department of Human Resource Management
3. Expand the capacity and role of the Information Systems Department
4. Initiate a policy of data standardization and uniformity
 - 4.1. Establish and implement a uniform employee records and filing system
 - 4.2. Develop an analytical framework to measure work and monitor performance
 - 4.3. Establish national interagency linkages for basic statistical and other status information exchange between MoJ, the Police and the Court systems.
 - 4.4. Initiate a series of data clean-up, data indexing, data and file classification campaigns
5. Perform Organizational structure study to ensure that the MoJ is organized and its resources are deployed to optimally reflect the ministry’s current mandate.

These recommendations are based on inputs from the Minister and his senior management team and on analysis and consolidation of key problems identified by MoJ departments.

This document is intended to be used as a “blue print” to guide the MoJ through the implementation of the above recommendations . The ACIS team has therefore attempted to present as much background information and detailed “how to implement” guidelines regarding recommendations and topics that were considered technical or complex in nature.

We hope that the MoJ will be able to make use of this study to achieve its objective of being better organized and more effective in its mandate of Administration of Justice.

The ACIS team deeply appreciates the opportunity it was given to assist in this project which, we believe, will ultimately contribute towards the democratization process in Ethiopia.

INTRODUCTION

This document presents the results obtained from a two week study at the MoJ to determine key IS requirements and to recommend a strategy for achieving these identified requirements.

Although two weeks is a short time to conduct a thorough analysis of each and every problem area within the MoJ, the consultants feel it was sufficient for the purposes of this study for two reasons.

First, the leadership at MoJ had already spent the time to identify and articulate some of the key Information Systems related problems they face within their departments.

Second, because the consultants know from their previous experience that in organizations that are starting automation from ground zero every area of operation is a good candidate for computerization. However, it is also impossible to automate all areas at the same time. The interview process was therefore used to quickly identify the top candidates for automation.

The focus of this report is therefore to present detailed information on the identified top priority candidates for automation rather than attempting to cover each and every problem area identified within the Ministry.

Document organization

This document is divided into five main sections:

- The first section presents details of activities performed during the two week of on-site study period. Results of interview sessions with department heads are summarized and key problems discussed are also highlighted.
- The second section presents a list of the consultants' consolidation of findings and observations based on the interview sessions.
- The third section presents a detailed treatment of the key recommendations that were identified in order to address the important/pervasive findings and observations
- The fourth section is a description/guideline on how to create a development plan and what the key contents should be.
It is not possible for the consultants to provide a development plan for the projects because information contained in development plan is based on actual and specific information on resource, implementation schedule and costs associated with the project at the time of implementation.
- The fifth section is the appendix.

Activity Schedule and Interview Results

Methodology

The overall methodology employed was interviewing of key representatives from each MoJ department supported by the consultants' observations and limited physical examination of the primary archives maintained within the MoJ, including Region 14's operations.

While the interviewing technique used was deliberately flexible, to allow and encourage free discussion, all interviews covered the following general subjects:

- Key functions for the office
- Key information needs for policy & operations
- Estimated workloads, document volumes and frequencies
- Key problems relating to information needs
- Staffing levels and organizational arrangements and
- Educational background for key staff members.

The project began with the MoJ staff on the morning of October 22 explaining the project's purpose and approach. Following this meeting the consultants met with selected staff members and prepared a schedule for interviewing key personnel throughout the MoJ offices.

Two outside components were also interviewed. The two organizations outside the MoJ were the Police and the Courts. The purpose of the police interviews was to determine what key information the police needs from the MoJ and what information the MoJ might obtain from the police. The consultants also explained the long range need for information exchange and the importance of data and data processing capability.

The following tables show schedule of activities performed during 1st and 2nd weeks.

Schedule of Activities 1st week (Oct. 21 1996)		
Day	Morning	Afternoon
Monday	Briefing to Minister and Senior management team (Approx. 30 people)	Scheduling of Activities for the coming two weeks
Tuesday	Archives of MoJ Admin. & Finance	Office of Assoc. Attorneys Admin.
Wednesday	Crime Inv. Dept. Crime Aff. Dept.	Region 14 Office
Thursday	Legislation Affairs Dept. Civil Affairs Dept.	Legal Ed & Training Dept. of Legal Counsel
Friday	Audit Services I/S Women's Affairs	Deputy Attorney Public Relations

Schedule of Activities 2nd week (Oct. 28, 1996)		
Day	Morning	Afternoon
Monday	Review / Analysis Data Collected	Review/ Analysis Pilot Projects identification
Tuesday	Refine findings Meet Minister	Brief Minister Analyze Data
Wednesday	Draft Report	Prepare for presentation
Thursday	Report findings to Minister and Senior Management Team	Start outline of Draft Report
Friday	Meet Police	Meet court rep Finalize draft

Interview with 15 Organizational Units within the MoJ

The following sections briefly summarize highlights of interview results with the various departments at the MoJ. Each department head was asked to bring a list of operational problems that they feel can be addressed through automation/computerization. The complete text of input from each department is attached in the appendix.

Key points that were discussed during each of the interview sessions are included below along with the consultants' observations and remarks with regards to Information Systems.

Minister, H.E. Ato Mahteme Solomon

The consultants have had the opportunity to meet with the Minister of Justice H.E. Ato Mahteme Solomon on several occasions. He was very consistent in his articulation of the key problems that are faced by the Ministry, what he feels must be done to improve matters and his opinion that Information Systems would be critical success factors in the anticipated changes.

The Minister has repeatedly stressed the urgency in solving some of the key problems and his preparedness to start acting immediately on high priority items identified by this study.

He also clearly defined many of the basic problems that are faced by the Ministry and how frustrated he is when he reviews what is accomplished by the Ministry versus what is demanded by the current situation in Ethiopia and his own expectation of what must be done by the MoJ.

A brief summary of some of the fundamental problems outlined are listed below:

- Information Management at MoJ is very poor and, in fact, can be considered non-existent. All files and documents are handled manually and the process for doing so is very disorganized. It is almost impossible to obtain consolidated/statistical justice related information. Given that consolidation and dissemination of Justice related information is one of the key mandates of the MoJ, this is an unacceptable situation and must be corrected immediately.
- Lack of "institutional memory" is another major problem. Important decisions rendered and historic cases handled are all filed away to be lost forever, as a result of which knowledge is not institutionalized. There is no process for properly indexing and abstracting document contents before they are filed away. A lot of information that is considered national treasure is therefore lost because of lack of proper document management. Any computerized information management system should address this problem

- Skill level of MoJ personnel has traditionally been very low. Most employees have to be trained from scratch to use computers. Although new hiring policies are now in place to hire better qualified candidates the MoJ is still a long way away from achieving the basic number of skilled employees required for the job at hand. An Information Systems strategy must incorporate human resource skills development as a critical prerequisite and success factor.
- The work processes and procedures that are in use at the MoJ are mostly archaic and out of date. These do not satisfy our current operational requirements. New and more efficient processes and work procedures must be introduced and it is expected that computerized systems will be the important agents to introduce these important process changes.
- The MoJ has a very important role in the administration of democratic justice in Ethiopia. All of the departments of MoJ should be given the necessary tools and information resources in order to carry out this major responsibility in efficient and effective manner. The five year automation plan should incorporate this important objective.

Consultant's Observations and Remarks:

The above guidelines refer to problems in operational process, organizational structure and employee skill development areas. Information Systems will have an impact on operational process and organizational structure. Employee training and skills are critical success factors.

Interviews With Other MoJ Departments

The following sets of interviews provide the details of problems as viewed by the representatives of each of the MoJ departments.

The consultants' objective in conducting these interviews is to determine what kinds of Information System solutions would be appropriate to address the most pressing and most pervasive problems that are currently faced by the MoJ departments.

Admin. & Finance Dept. (Dept. Head Ato Mekonnen Hunegnaw)

Main Sections/Functions

- Archives department
- Personnel Administration
- Budget and Accounts
- Payroll Administration

Key Problems Identified by Interviewees:

- High volume of records in archive department
- Document indexing and tracking is done manually, slow and error prone
- Lost and misplaced records cannot be easily tracked
- Record access or retrieval difficulty

- Lack of adequate storage space
- Personnel records are all maintained manually
- Accounts are managed using manual ledgers
- A single entry accounting system is used because Ministry of Finance uses it
- Difficult to produce budget disbursement statistics and reports (e.g. YTD payroll disbursement)

Consultant's Observations and Remarks:

- Problems relating to Information/Organization:
 - ◆ No priority/classification for record retention resulting in high volume of records that are rarely used.
 - ◆ Personnel records mingle active and inactive, vast majority is inactive.
 - ◆ Queries into inactive files (e.g. for pension information) take a significant amount of MoJ time and resources
 - ◆ There is no system of employee identification number to facilitate locating an employee file; although there are two identifiers (payroll number and pension number)
 - ◆ Volume of transactions relating to accounting is relatively low in computer terms
- Human Resource Problems
 - ◆ Information is extremely important asset at MoJ, yet highly qualified people are not assigned to manage documents and files (e.g. No library science graduates)
 - ◆ Few trained in records management - none trained in I/S
- Other Remarks
 - ◆ Consider conducting a campaign to classify, re-index and sort documents as active, dormant, archive and discarded
 - ◆ For documents that are of historic/precedent importance, consider hiring law students (or library science students etc.) to produce short abstracts of each document for storage in computers.
 - ◆ For inactive employee files, consider extracting the frequently asked information and store that information into a computer. Archive away the rest.
 - ◆ Attorney and non-attorney employee files could be managed together if a computerized Human Resource Management System is used
 - ◆ In-coming document, out-going documents and document circulation within the ministry should be tracked using computers
 - ◆ Consider introducing a simple computerized budget disbursement control system to help manage this function better
 - ◆ Consider merging budget accounts and payroll history information
 - ◆ Human Resources Development should be given much higher focus and emphasis (including budget allocation)

Attorney Admin. Service (Dept. Head Ato Fasil Tadese)

Main Sections/Functions

- Registration/Licensing management of private Attorneys who attend federal courts

Key Problems Identified by Interviewees:

- Manual file management system is slow and cumbersome
- Inability to locate consolidated history information when needed
- Inability to cross reference between files
- Inability to produce statistical reports by incidents, complaints, active files etc.

Consultant's Observations and Remarks:

- Problems relating to Information/Organization:
 - ◆ Manual record keeping system has made this task much larger than it needs to be
- Human Resource Problems
 - ◆ Manpower that can be trained to use computers for data entry and data management
- Other Remarks
 - ◆ Consider registering and managing internal attorneys and other government attorneys similar to external attorneys
 - ◆ Consider using computerized Human Resources Management System to enter and manage information pertaining to licensed attorneys

Office of Associations (Dept. Head Ato Awash Hailemariam)

Main Sections/Functions

- Registration/licensing management of NGOs and Associations

Key Problems Identified by Interviewees:

- High volumes of data - difficult to access
- No ability to cross check between files
- Files lost or misplaced
- Uneven work-flow

Consultant's Observations and Remarks:

- Problems relating to Information/Organization:
 - ◆ This is a new department which is in the process of being setup
 - ◆ A large number of files are being transferred to this department, managing and properly organizing these files is a difficult task
 - ◆ Unable to interchange information with other MoJ offices
- Human Resource Problems

- ◆ Understaffed compared to the significance of mandate of department
- ◆ Lacking in knowledge of MIS
- Other Remarks
 - ◆ This is an important function for the MoJ and for the government because of the high amount of funds controlled/handled by NGOs. Proper/responsive management of licenses will affect NGO cooperation
 - ◆ This is a new office; it can start off with computerized data entry and management before a lot of manual data is accumulated
 - ◆ There is similarity of function with Attorney's administration department, consider taking advantage of this to build synergy in operation between the two departments
 - ◆ New head of office eager to change has vision about what can be done better.

Criminal Investigation Dept. (Acting Dept. Head Ato Taye Mengistu)

Main Sections/Functions

- Conducts criminal investigation of internal government and other external bodies
- Helps to fight corruption within government

Key Problems Identified by Interviewees:

- Lack of trained manpower and necessary equipment
- Need to connect cases on related subjects
- High volumes of cases
- Witness recording is done by hand writing
- No linkage with other investigative organizations

Consultant's Observations and Remarks:

- Problems relating to Information/Organization:
 - ◆ Need to correlate and organize a lot of different kinds of data for each case
- Human Resource Problems
 - ◆ Lack of people in the department who have basic understanding of MIS usage to help in criminal investigation
 - ◆ Overworked with case loads
 - ◆ Lack of trained manpower
- Other Remarks
 - ◆ This department seems to require more training and other equipment to help in criminal investigation than computer equipment
 - ◆ Consider using tape recorders and Word Processing in Amharic to reduce amount of manual transcription and editing workload

- ◆ This shop seems insulated & isolated from other investigative organizations with whom they could share and exchange experience and information

Criminal Affairs Dept. (Dept. Head Ato Demisse Asfaw)**Main Sections/Functions**

- Follows up on criminal cases under the jurisdiction of Federal Courts
- Conducts research and offers expert opinion on criminal matters and criminal cases

Key Problems Identified by Interviewees:

- Poor library and research facilities
- No present ability to locate related or cases with similar issues to check and establish precedents
- Need to restructure organization to match workload distribution to the mandates assigned to the different units in the department
- Need for rapid response to inquiries
- Inability to get adequate data from police or courts below
- Need a division to research crime causes and recommend prevention

Consultant's Observations and Remarks:

- Problems relating to Information/Organization:
 - ◆ Department members feel their mandate should extend beyond research and rendering of legal opinion only.
 - ◆ Overload of work prevents planning for improvements
 - ◆ Lack of index for previous cases causes inefficiency
 - ◆ A large number of cases under review (approx. 40%) have to go back to the police for more evidence/information. This causes churns and delays
- Human Resource Problems
 - ◆ Good potential, dept. members clear on mandate and understand potential for what additional services can be provided by the department
 - ◆ Able to visualize different approach
 - ◆ Special problem for MIS related to unskilled personnel
- Other Remarks
 - Information System designed should take into consideration the requirements of the non-visual members of the department
 - Central research and library resource is a must for this department to function properly
 - There is a need for efficient exchange of documents/information with police

Region 14 Branch office (Dept. Head Ato Mesfin Girma)

Main Sections/Functions

- Prosecutes cases within the jurisdiction of the federal courts ; criminal and civil cases.
- Provides legal advise

Key Problems Identified by Interviewees:

- Huge volumes of cases with high level of activity
- Forced to only focus on criminal cases and abandon any other activities
- Significant case management problems associated with recent restructuring
- Lost records/case files
- No index to locate similar previous cases
- No way to cross-check for other cases with same defendant
- Unable to quantify and classify case volumes and case workloads

Consultant's Observations and Remarks:

- Problems relating to Information/Organization:
 - ◆ Operational pressure drives out planning, continuously responding to crisis situations
 - ◆ Need better linkages with police - via MIS
 - ◆ Could benefit from common/standard document naming and tracking systems with police
 - ◆ Lack of indexing = extreme records management and storage problems
- Human Resource Problems
 - ◆ Shortage of experienced prosecutors to handle workload
 - ◆ High potential for change
 - ◆ Office has good grasp of how MIS could help
 - ◆ Competent leadership, however overwhelmed with case loads
- Other
 - ◆ This department is the key operational arm of MoJ
 - ◆ This office would provide high return on investment of records/case management and indexing applications

Legal Affairs Dept. (Dept. Head Zenebe Burka, Acting W/ Terufat Agegnehu)

Main Sections/Functions

- Preparation of draft laws and regulations
- Codification and consolidation of Laws
- Translate laws, prepare legal index on laws, conduct research

Key Problems Identified by Interviewees:

- Lack of index capacity for Laws severely affects this office's productivity
- Acute shortage of reference materials
- Cannot locate existing laws, etc.

- Need to know which laws are affected by newer laws
- Inflow of requests for drafting is not controlled and sporadic

Consultant's Observations and Remarks:

- Problems relating to Information/Organization:
 - ◆ Inability to access and locate information prevents the office from being proactive - thus always reacting to events
 - ◆ Resource in the department needs to be channeled and focused on most important service that can be provided by department
- Human Resource Problems
 - ◆ Computer usage skills is a problem but many of the attorneys in this office have high potential to be trained in use of computers for Information research and Information distribution
- Other
 - ◆ Potential for providing various services such as provision of Indexed Ethiopian Laws, Consolidated Ethiopian Laws etc.
 - ◆ Good place to begin an indexing project
 - ◆ Recommend this department to become the lead implementor of a pilot project using development guidelines outlined in this document

Civil Affairs Dept. (Dept. Head Ato Getachew Afrasa)**Main Sections/Functions**

- Follows up on the handling of civil suits brought by or against the government
- Intervene, as required, in civil suits where the rights and interests of the public and of the Federal Government are involved
- Inventory control of pending government cases in each ministry

Key Problems Identified by Interviewees:

- Lack of knowledge on use of computers for information processing
- Lack of computerized index for prior and pending government cases
- Forced to only focus on collecting information on pending cases because of workload and shortage of manpower. Office does not take up cases.
- Managed to get some cooperation from Ministries' legal offices on data collection, but needs to be more formalized and more detailed
- Need file and record controls

Consultant's Observations and Remarks:

- Problems relating to Information/Organization:
 - ◆ Perhaps the best organized - has clearest understanding of organizational mission - but need MIS training
 - ◆ Department very proactive in collecting data. Prepared several forms for collecting and consolidating information
- Human Resource Problems
 - ◆ Has excellent potential - would be a good source for project team recruitment

- ◆ Needs training in MIS
- Other
 - ◆ This office has began to establish good linkage and protocol with Ministry legal departments
 - ◆ The work started can be computerized relatively easily
 - ◆ Department should think of mechanism for feeding back consolidated information to its suppliers of information
 - ◆ Well qualified people in the department seem able to handle even more challenging/critical tasks

Legal Education, Training & Dissemination (Dept. Head Ato Yohannes Seifu)

Main Sections/Functions

- Coordinates training, conducts training seminars on legal education
- Provides statistics and other legal information to public and to prosecutors
- Public education via mass media

Key Problems Identified by Interviewees:

- Spends most (80%) of time and resources preparing script for public education
- Have problems in determining training needs
- Unable to consolidate personnel skills profiles on MoJ employees

Consultant's Observations and Remarks:

- Problems relating to Information/Organization:
 - ◆ Lack of information/statistics required to educate the public
 - ◆ Activities and job assignments of department not matched to organizational structure
 - ◆ Office lacking in focus on stated key mandates of department
 - ◆ Human resources development for MoJ employees not handled as a strategic undertaking
- Human Resource Problems
 - ◆ Serious lack of understanding of how to meet organizational mission
 - ◆ Need training at all levels
 - ◆ Need highly skilled personnel who are able to teach others
- Other
 - ◆ Mandate/mission of this department has to be clearly defined and boundaries established
 - ◆ Need for re-focus and re-deployment of people to match the defined mission
 - ◆ Consider taking advantage in potential synergy with public relations department for information dissemination

Dept. of Legal Counsel (Dept. Head Ato Hagos Debessu)**Main Sections/Functions**

- Render legal advice to Council of Ministers and other government bodies
- Ensure that legal opinions prepared by MoJ experts are consistent with government policies and existing laws
- Takes on various research and data collection assignments

Key Problems Identified by Interviewees:

- Lack of up to date reference materials, no library
- Lack of training in use of computers for research and word processing

Consultant's Observations and Remarks:

- Problems relating to Information/Organization:
 - ◆ Given the apparent talent of the department members, this function is probably underutilized; but they seem to use initiative and proactive measures to continue to become productive
 - ◆ Has need to identify which cases in process have potential to set important precedents or affect public policy early enough to address these issues
- Human Resource Problems
 - ◆ Needs more specialized training to understand the use of Information Systems for research and information dissemination
- Other
 - ◆ Team has good potential to lead in the implementation of some of the computerization projects to be undertaken by the MoJ (e.g. the implementation of the National Center for Justice Information and Research)

Audit Services Dept. (Dept. Head Ato Mulugeta Woldemichael)**Main Sections/Functions**

- Auditing and reporting annual budget and finances of the MoJ
- Taking annual inventory

Key Problems Identified by Interviewees:

- Shortage of skilled manpower and lack of computer skills
- Manual accounting system at MoJ results in poor controls
- No computer for auditor
- Reporting is done in Amharic, translation of technical accounting terms is a problem
- Accounting system is single entry, possibly more error prone

Consultant's Observations and Remarks:

- Problems relating to Information/Organization:
 - ◆ From computerization perspective, the volumes of accounting transactions to be audited are very low
 - ◆ Annual auditing takes only about six weeks

- ◆ Need to locate and review personnel files
- ◆ Need to locate procurement files
- Human Resource Problems
 - ◆ Lack of computer training
- Other Remarks
 - ◆ A simple computer program (e.g. based on MS Excel) can be implemented to vastly simplify this team's activities
 - ◆ This office can be expanded to include program audit of various programs/projects undertaken by the MoJ

Information Services Dept. (Dept. Head W/ Emebet Endale)

Main Sections/Functions

- Computerization of various MoJ functions
- Technical support and training in use of computers
- To study and work with consultants to perform requirements analysis for systems such as:
 - Criminal and Civil Justice Information System
 - Legal Database Information System
 - Store, Archive, Personnel and Accounts systems

Key Problems Identified by Interviewees:

- Over extended
- Operational pressure drives out planning

Consultant's Observations and Remarks:

- Problems relating to Information/Organization:
 - ◆ Department size and resource allocated is completely not in line with assigned mandate and future plan of MoJ
 - ◆ PCs have been distributed mostly to be used for word processing by secretaries.
 - ◆ As the number of PCs starts to increase there will be a need to ensure there is adequate technical support
 - ◆ Responsibility of IS department needs to be expanded to deal with implementation and management of Strategic Information Systems for MoJ
 - ◆ Technical training function should be expanded to handle the increased demand for computer skills
- Human Resource Problems
 - ◆ Need more people who are technically experienced
 - ◆ Need to deal with issue of higher pay scale for technical experts than allowed for by CPA for MoJ to be able to attract technically competent people
- Other
 - ◆ IS department must control the types of software programs that are intercede and used at MoJ, for standardization of training, support and to build expertise

- ◆ Computerization projects should include costs of training, maintenance and technical support, spare parts for next two years, consultant service fees etc. as part of the package.
- ◆ IS department must play a key role in all PMTs established to managed computerization projects

Women Affairs Dept. (Dept. Head W/ Kebebush G/Giorgis)**Main Sections/Functions**

- Legal education and Information dissemination to raise women's consciousness in relation to law and women's rights
- Perform research and studies and provide training on legal issues pertaining to women
- Provide legal advice to different Women's organizations

Key Problems Identified by Interviewees:

- New organization, in process of being setup, no resource allocated yet
- Lack of research library
- Need to identify specific training needs related to women's issues
- Need to find and access issues relating to women in other nations
- Need to index law regarding women
- Need to locate cases in country affecting women

Consultant's Observations and Remarks:

- Problems relating to Information/Organization:
 - ◆ One person office with very large responsibility
 - ◆ Organization needs to be expanded to become effective
- Human Resource Problems
 - ◆ Good potential but lacks MIS knowledge
- Other
 - ◆ Important area but no capacity to perform research - Internet and research library would help this office
 - ◆ This department could easily obtain financial support from many International Organizations if specific projects were to be defined and presented

Dep. Attorney General (Head Ato Zeru Meles)**Main Sections/Functions**

- Civil Affairs Department
- Criminal Affairs Department
- Criminal Investigation Department
- Prosecution offices in nine regions

Key Problems Identified by Interviewees:

- Skills and experience levels of employees, especially prosecutors
- Proper handling of new types of sophisticated crimes (e.g. counterfeit money, drugs etc.)
- Shortage of people who are experts in Criminal Investigation, MoJ (government in general) unable to offer attractive/competitive salaries
- Allocation of resources to match workload (e.g. CID)
- Huge volumes of cases, judges are expected to review 80-120 cases a day. Therefore hardly any cases are decided only continuance
- No technology is used in facilitating communications between regions and exchanging documents. Not even faxes are used.

Consultant's Observations and Remarks:

- Problems relating to Information/Organization:
 - ◆ Need for more staff people to facilitate coordination and communications between departments in this large division
 - ◆ Need for systems to assist in human resource and workload planning and management
 - ◆ Other remarks are included in each departments sections
- Human Resource Problems
 - ◆ Staff training in usage of Information Systems
- Other
 - ◆ Organizational structure assessment and workload and resource re-balancing could benefit this division

Public Relations Service (Dept. Head Ato Abate Tefera)**Main Sections/Functions**

- Use mass media to provide information and education about the ministry's activities
- Produce news bulletin to inform internal employees and other external government departments
- Collect feedback from public and respond to questions and comments raised by the press

Key Problems Identified by Interviewees:

- Shortage of skilled manpower to assist in production of news bulletin
- Difficult to collate items from throughout the MoJ for newsletter preparation
- Need word processing for editing

Consultant's Observations and Remarks:

- Problems relating to Information/Organization:

- ◆ This office is not as active as it should be because of lack of resources and budget allocation - perhaps it could be merged with another office involved in public education
- Human Resource Problems
 - ◆ Virtually empty
 - ◆ No MIS understanding - Secretary leaving
- Other
 - ◆ MoJ recognizes public relations and public education as fundamental requirements in the democratization process in Ethiopia, however the resource level allocated does not match this important mandate
 - ◆ This department has not published quarterly newsletter in two years

Meeting With Chief Justice Ato Kemal Bedri

Consistent with the recognition that interagency coordination is essential, the MoJ telephoned the Chief Justice and arranged a meeting between the consultants and the Chief Justice. The purpose of the meeting was to discuss the information interface requirements between the judiciary and the MoJ. The meeting took place at the Chief Justice's office.

The interview took place on November 1 and covered about two hours. During the first hour the Chief Justice, the Court's Registrar, and Ato Yohannes, the Court's statistical information specialist met with the consultants. After the first hour, the Chief Justice and the Registrar left to attend a prior appointment but Ato Yohannes was able to remain and discussed the specific plans for the Court's information system. During all of the discussions the judicial officers were open and candid about their information needs and plans.

Several points emerged from the interview. First, and perhaps most importantly, the courts recognize the need for the courts to participate in information interchange. Such exchange and sharing of information is, of course, contingent on the principles of judicial independence. For example, the Chief Justice specifically acknowledged the value to the courts to receive data from the police and prosecution regarding projected workloads. Such information would aid the courts resources more effectively.

Secondly, it is clear that the courts face information problems nearly identical to the MoJ. (Volumes of unretrievable records, unindexed cases and opinions, no comprehensive statistics, etc.). Furthermore it is apparent that both the judiciary and law enforcement are at a crucial juncture in the development of their own MIS. This is to say, that the courts and the police are beginning to develop data bases and structuring data files. How these are developed and structured will influence the direction and nature of MIS in the Ethiopian justice system for years to come.

Meeting With Police Representatives

In response to a request from the MoJ, the police assigned some people to meet with the consultants. This meeting took place on October 29 and was held in the MoJ conference room.

It is clear that the police understand the value of a criminal case tracking and case management system. They also see the importance of an offender based case tracking and criminal history system. A major concern to the police is that the law enforcement rarely learns of the outcome of a prosecution. When they do learn, it is only by chance and never in a systematic way. They do not know if an accused is convicted or acquitted, not to mention the type or length of any sentence imposed. This is both frustrating and wasteful for the police. Since there is no criminal history available, as an accused, there is no systematic means to connect separate events involving the same accused or suspect.

Consultants' Remarks

It is essential for the MoJ to demonstrate its willingness and ability to set the agenda for the development of a comprehensive standard for exchange of justice information between the courts, police and MoJ systems. The question is not if the systems will be developed. The question is: who will lead and who will follow and how coordinated these different justice information systems will be.

General Findings/Observations

While the consultants made numerous observations specific to an individual office or function within the MoJ, there were several observations that applied throughout the ministry. In many cases these observations are more important and useful than those that we found on an individual office. These general observations are set out below with some brief explanatory comments and remarks.

- 1. There is enormous potential talent within the MoJ;**
However, it is generally not mobilized and underutilized. A major challenge of the MoJ is to awaken this dormant energy within the Ministry.
- 2. Nearly every office had constant problems with lost and misplaced files.**
It is nearly impossible to maintain control over the movement and security of files. This inability to locate files imposes a constant drain on the time and energy of staff attorneys, clerks and managers. The current conditions are caused partly by a lack of uniformity and partly because of the lack of any useful or timely indices.
- 3. There are presently only ad hoc methods of locating prior case opinions and legal memos within the MoJ.**
This limits the ability of various offices to draw on the past work within the MoJ. This, of course, results in both a lack of continuity in terms of policy positions and a great deal of wasted time.
- 4. The lack of institutional memory and institutional history seriously impedes the ability to identify systemic problems.**
As a result of this, officers throughout the MoJ tend to deal with recurring problems as isolated issues rather than problems spawned by common root causes.
- 5. The lack of updated indices for statutes, proclamation, regulation, etc. cause constant problems for policy makers and staff attorneys.**
It is virtually impossible to locate all of the relevant legal documents when researching a subject. This problem exists for the entire legal community in Ethiopia not just the MoJ.
- 6. Most offices are in a reactive rather than active mode when responding to problems.**
Partly because operational pressure drives out planning and partly because of an attitude born from years of reacting defensively toward problem solving, the general posture of the office is one of reacting to discomfort rather than acting toward a vision. The transformation of the MoJ is essentially one from reacting to acting. The MoJ must control the agenda of change and not be controlled by unfolding events.
- 7. There is very little expectation that offices will share and exchange information with other offices.**

There needs to be extensive training to instill a new attitude that sharing information is extremely important in making MoJ employees more empowered to make decisions and act quickly.

8. There is little or no cultural expectation that either something will happen when scheduled or that a person should be accountable for the control of a file or a record.

Both of these attitudes need to be changed. But, they will only be changed by implementing systems that create such expectations.

9. Many of the managers do not seem to appreciate that workloads are a consequence of policy and procedures.

There is often an assumption that workloads are somehow a natural event. This prevents managers from attempting to forecast workload and it inhibits managers from, thinking about policy changes that would effect changes in workload. This, of course, inhibits most systemic reforms. Management training and some experience in being involved in change will help cure this problem.

10. Many managers have difficulty in visualizing the capacity that computers have to index, sort, cross reference, and display data in different formats.

In the past, such formatting and cross referencing was simply impractical and, therefore, unthinkable. It is, therefore, and will continue to be, difficult for managers to imagine the (realistic) benefits of Information Systems. The only way to develop such managerial imagination is to allow managers to experience incremental success in using the enormous capacities of a computer based MIS.

RECOMMENDATIONS

This section provides a set of recommendations for the MoJ to act upon in order to achieve its stated goals of achieving better organizational efficiency through the creation of a Management Information Systems at the MoJ. These sets of recommendations are based on problems discussed in the previous sections and the consultants' observations and conclusions.

The main focus of these recommendations is on the articulation of an overall Information Systems Strategy and a detailed discussion on implementation of a set of computerization projects which are the “**building blocks**” for the realization of the stated strategy.

In addition to these building block projects, it is also recommended that the MoJ act upon four other issues related to building of **Institutional Capacity** at the MoJ. These issues are critical co-requisites for the successful implementation of the MIS Strategy.

The following is a summary of recommendations to be discussed:

1. Implement the following projects as the “building blocks” for the creation of a computerized Management Information System (MIS) at the MoJ:
 - 1.1. Computerized Storage and Access of Ethiopian Laws
 - 1.2. Computerized Human Resources and Attorney’s Licenses Management
 - 1.3. Computerized Control and Management of paper documents and case files handled by the Ministry
 - 1.4. Establishment of National Justice Information and Research Center as already initiated by the MoJ
 - 1.5. Computerized management of NGO and Associations licensing information
 - 1.6. Establishment of computerized case management system.
2. Establish a Department of Human Resource Management
3. Expand the capacity and role of the Information Systems Department
4. Initiate a policy of data standardization and uniformity
 - 4.1. Establish and implement a uniform employee records and filing system
 - 4.2. Develop an analytical framework to measure work and monitor performance of the MoJ
 - 4.3. Establish national interagency linkages for basic statistical and other status information exchange between MoJ, the Police and the Court systems.
5. Perform Organizational structure study to ensure that the MoJ is organized and its resources are deployed to optimally reflect the ministry’s current mandate.

Overall Computerization Strategy

The overall computerization strategy for MoJ must be directly linked to its very important mandate of **Administration of Justice** for the people of Ethiopia. Computer Information system is an important tool that can be utilized to assist in the achievement of this objective.

The minister himself and several senior management people at the MoJ were asked to articulate why they felt that there was a need for the introduction of a computerized Management Information Systems into the Ministry's operations. Their responses can be summarized as follows:

To Provide Accurate and Timely
Information that is required to
formulate and execute policies for
the administration of JUSTICE

Accurate and **Timely** are two important key words that represent the tangible benefits to be achieved from computerized storage and management of the Ministry's documents and data.

Currently all of the massive numbers documents and data at the MoJ are stored in paper. **Accurate** and **Timely** access of information requires that all of the important new and existing documents and data be organized, indexed and (whenever possible) converted to electronic format as appropriate. Given the amount of information involved, this is a gigantic task that will consume a significant portion of MoJ's resources for years to come.

Using computers for storage and management of information will, by definition, mean that the MoJ's work processes and procedures will change from paper based work flow to computer assisted work flow. This will result in radical changes in organizational structure and departmental mandates within the MoJ.

The current level of computer knowledge and capacity to manage electronic information is very low. MoJ employees at all levels need to spend a lot of time in training to upgrade their computer skills. This is a very slow and resource intensive process that will determine the speed with which the implementation of MIS can take place.

Based on the consultant's evaluation of the current institutional capacity at the MoJ, it is recommended that the implementation process be carried out in small discrete steps defined and formulated as specific projects that gradually increase in depth and complexity. This approach will minimize the risk of failure and will help build the ministry's confidence and capacity to take on more and bigger projects.

The MoJ's Information Systems Strategy over the next few years is therefore:

To implement a series of high impact, low complexity “building block” computerization projects to organize store and manage the ministry’s key information; to conduct the necessary training and skills upgrade to support computerization; and to implement the required policy, procedure and organizational changes dictated by the computerization process.

Policy Changes To Support Automation Strategy

The Ministry of Justice should institute policy changes and introduce directives that would facilitate/enforce the implementation of automation strategy. Although it is understood that the complete realization of some these directives may take several years the first steps must start now. All employees of the Ministry should be made aware of these policies and appropriate resource and budget allocations should be made to support the implementation of these policies and to upgrade employee skills for operation in automated work environment.

Some suggested policy change items and directives in the areas of Access to Information, Document Management and Systems Selection Criteria are listed below to illustrate this point. The Ministry should review these items and expand/modify as appropriate.

- **Access To Information**

- ◆ **All information that is necessary to execute and influence policy must be stored and retrieved using computers.**

This requires careful review and selection of what type of information is important enough to be stored on computers. Standard forms must then be developed and directives issued for these forms to be completely and accurately filled before entering into computer system.

- ◆ **All MoJ personnel will have direct or indirect access to on-line research information on “need to know” basis.**

Almost all of the departments at MoJ, including the Minister, indicated acute shortage of information. Research and Statistics information should be readily available to those who need it to perform their duties. At the same time confidentiality and security should be enforced to ensure that only those who have a need to know can access it and nobody else.

- **Document Tracking & Management**

- ◆ **All documents, letters and case files that are handled by the MoJ must be electronically recorded, managed and indexed to improve overall control**

Efficient and effective management of all documents handled by the MoJ is imperative for proper control of overall operations. Electronic control of document movements within the Ministry and generating of statistics related to document types and overall rate of processing provides useful management information.

- ◆ **All archived files must be indexed and summarized for preservation of historic information and analysis of trends related to criminal justice**
- ◆ **All records pertaining to employees, NGOs, Associations and Attorneys will be managed using computers for better efficiency and control**

- **Computer Systems Selected**

- ◆ **Low technology**, easy to learn, manage and use. Given the current low overall level of computer skills at the MoJ, ease of use and proven reliable technology should be selected for implementation. This reduces the risk associated with technical management of complex and leading edge technologies that require highly skilled IS support personnel and more sophisticated users.
- ◆ **Affordable**, relatively low cost and easy to justify expenditure compared to measurable returns
- ◆ **Evolutionary**, implemented one manageable phase at a time. To reduce risk of implementation and to demonstrate early achievement of results.
- ◆ **Building Blocks**, all technology, hardware and software used must be consistent and compatible. This preserves investment in existing systems and allows building of "critical mass" of technical personnel who are knowledgeable and trained on similar type of technology.
- ◆ **Training, Support, Maintenance**, any computer equipment that is authorized for purchase by the MoJ should include budgets for associated training required on the use of the system purchased, additional IS resource should be allocated to support the new system and additional funds allocated for spare parts and maintenance contracts which are inevitable.

Recommendation #1

Implement a Set Of Building Block Projects

This section provides a detailed description of projects recommended for implementation by the MoJ. These sets of projects were identified and prioritized for implementation based on input collected during interviews with various departments at the MoJ.

Upon successful completion of these projects, it is expected that the MoJ will have significantly improved its ability to handle and manage information. A critical mass of IS and other technically trained personnel will have been developed. The MoJ will also have gained significant experience in implementing and managing automation projects. The overall result being the provision of a solid technical foundation for the MoJ to embark on more advanced projects that will be necessary as we move on to the 21 century.

Consideration for Selecting Projects

As ACIS explained in its original proposal and as reiterated in the MoJ briefings, there were several factors to consider when selecting projects for automation. A brief explanation of those factors is set out here.

First, and perhaps most importantly, is the importance of the need for a visible and reasonably rapid success. This factor cannot be overstated, especially when introducing MIS into an organization for the first time. This means that the initial projects selected should be simple and easily implemented.

The following criteria and key considerations were used to assign project weighting and identify a project for implementation:

1. Addressing a problem that affects several departments within the Ministry. Applications which help create a critical mass of experience within an agency are important. That is to say, select applications with which a large number of employees are involved.
2. High Efficiency Impact or high tangible/financial benefit. Select projects that will offer operating offices a useful gain in productivity and efficiency. This will cause managers to become familiar with basic MIS and comfortable with the benefit of their usage.
3. **Low Overall Risk.** i.e. Low implementation cost, Low technical complexity, Low number of people that need to be trained in order to use/support the system.
4. Projects which can be easily expanded offer the best opportunity for growth. This means projects which can become building blocks and foundations for larger

projects are preferable provided they meet the first three considerations described above

5. Key enabler for performance of important ministry mandate. (e.g. Justice Information dissemination)
6. Low number of users and IS personnel to be trained to implement system. Low organizational impact
7. Elimination of high volume of repetitive task

A project that results in high score based on the above criteria is considered for implementation.

Each of the six projects selected has been divided into four discrete phases for ease of implementation management and budget allocation.

The following sections provide a detailed description of each of the six recommended projects. Each project is subdivided into implementation phases.

Notes and Disclaimers

The description of these projects also include a broad range of estimation of hardware and software costs that could be involved in implementing such projects. The consultants were very reluctant to include such information in this document because such information can be very misleading if taken out of context and outside the basic assumptions used to arrive at an estimate.

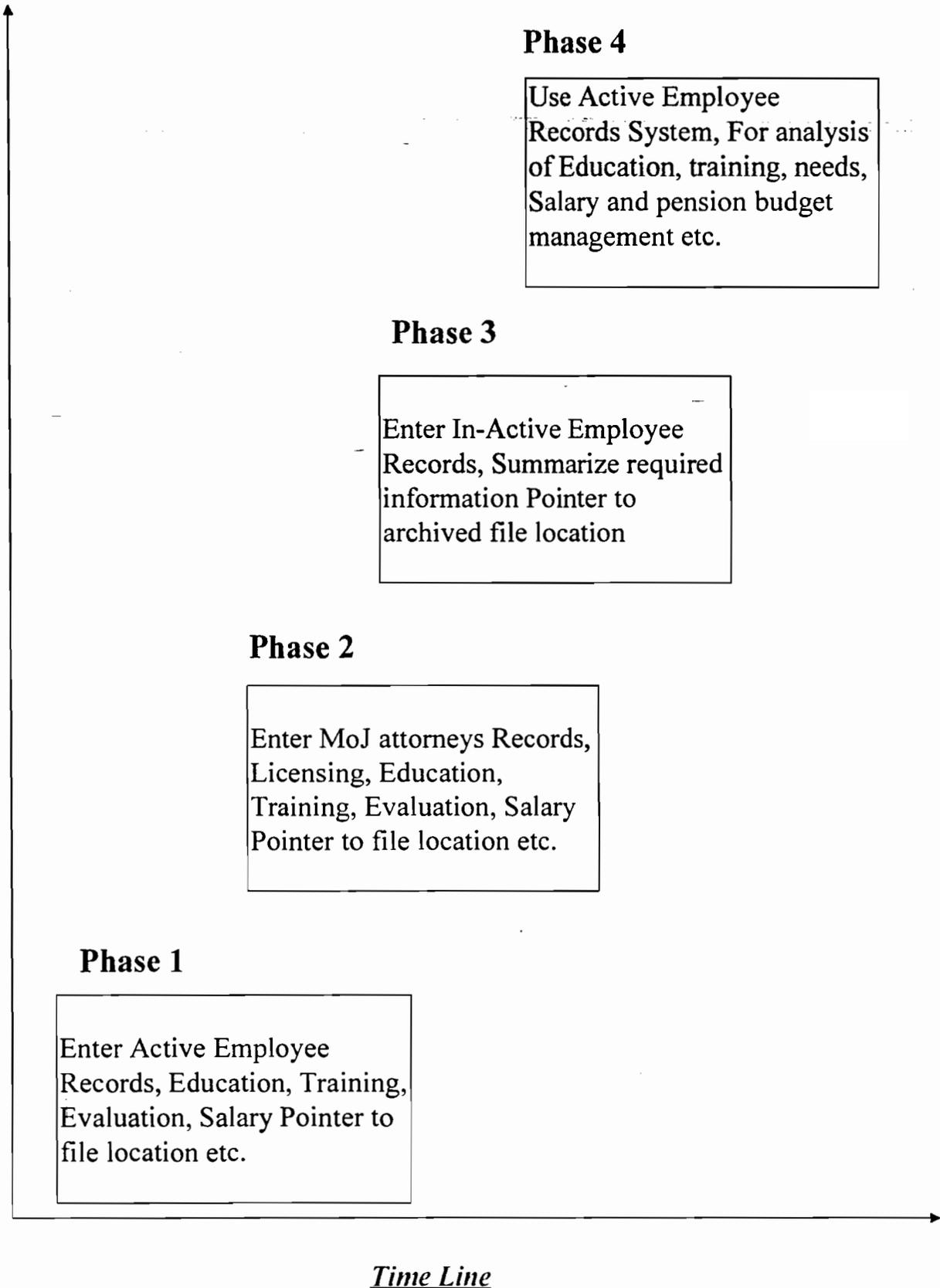
This information was included because the consultants were repeatedly asked to provide "even a rough guideline" to help the MoJ get a feel for the amount of investment required.

The figures provided below are estimates for hardware and some specific software requirements. The estimates do not include major additional costs required for :

- Consulting and programming services
- Technical support and on-going maintenance
- Cost of training
- Cost of cabling, computer equipment and other office equipment required
- Cost of various stationary and computer supplies
- Cost of travel and other overhead expenses

For budgeting purposes, the MoJ can use the hardware costs indicated plus the above items to arrive at an estimate. Obviously, each project needs to be reviewed in detail by the Steering Committee and the PMTs to arrive at a more accurate figure to determine the actual cost and benefits of implementing each project.

Computerized Personnel Management System



Computerized Personnel Management System

Objective:

The purpose of this project is to address a major problem that is currently faced by the MoJ in proper management of personnel records and employee files. The records and archives office is kept continuously busy by requests for information pertaining to ex-employees and retirees. The objective of this project is to implement a computerized employee records management system to efficiently handle both active and inactive employee records.

Key Problems Noted:

- Unable to quickly and accurately locate old employee files
- too much time spent entertaining requests for basic references by ex-employees
- inactive employee files take up a big portion of filing space in records office
- unable to easily produce consolidated reports and statistics on active employees
- attorneys and non-attorneys records managed separately causing duplication of basic activities

Proposed Solution

Implement a computerized Human Resources Management System (HRM) to manage employee records efficiently. The system can be used to enter detailed records of employees including name, address, birth dates, nationality, training history, education history, any specialties, special skills, work history at MoJ, work evaluation history, pension information, health information, family and dependents, list of heirs upon death, payroll information, salary deductions, pay distributions, loaned or assigned company property etc.

If all of the above is stored on a computer, there is very little additional information that is needed to be kept on paper files. It therefore becomes a lot easier to:

- quickly and accurately locate employee files
- provide basic reference information on ex-employees
- retain most important data on ex-employees and archive away the rest of their files
- produce consolidated reports and statistics on active employees
- manage attorneys and non-attorneys records separately, but on the same system, reducing duplication of basic activities

Implementation Phases

This project should be implemented in four phases. Each phase should be planned for in detail to ensure there is complete understanding of exactly what needs to be done;

what kinds of personnel resource will be required; how much it will cost; how long it will take to implement and what specific benefits can be concretely achieved.

Completion of each phase is used to add more details and refinements to the plans of subsequent phases based on experience and feedback obtained.

Phase I

The first phase should be to install and setup a basic HRM System to manage the records of active, non-attorney employees of the MoJ. This is a simple exercise that requires organizing and entry of less than 300 employee records.

This project can be started almost immediately using the HRM System that is developed by ACIS Consulting, which works in English and Amharic.

Resource Requirements & Cost Estimate		
ITEM	QTY	Cost Estimate (US\$)
Pentium 200 (or better) PCs connected in work-group	3 (1 server 2 clients)	7,500-9,000
Printer	1	500-3,000
ACIS HRM Software	1	3,000-10,000
Total		11,000-22,000
(Note: estimates are given only to provide a rough idea for budgeting purposes. Actual price can be very different from indicated range)		
MoJ Resource Required	Number	Remarks
Specialist from HRM department	1	Team leader, supervisor
Data entry personnel	2	existing personnel can do this if trained
System support from IS	1	IS person required full time only during install and training. Support is on going

Phase II

Phase II is simply an extension of the same system to manage attorney’s records on the same system. It requires definition of any additional functions that may be required to handle attorneys and to implement these into the HRM system. The same hardware and data entry personnel as in phase I are sufficient.

Resource Requirements & Cost Estimate		
ITEM	QTY	Cost Estimate (US\$)
ACIS HRM Software, extensions for Attorneys	1	1,000-5,000
Total		1,000-5,000
(Note: estimates are given only to provide a rough idea for budgeting purposes. Actual price can be very different from indicated range)		
MoJ Resource Required	Number	Remarks
Specialist from HRM department	1	Team leader, supervisor
Data entry personnel	2	existing personnel can do this if trained
System support from IS	1	IS person required full time only during install and training. Support is on going

Phase III

Phase III can be used to summarize, consolidate and load information about ex-employees into the HRM system. This exercise is required in order to allow disposing-off of a lot of old files that are occupying a lot of shelf space and also are in the process of deterioration. Some of the more important ex-employees' records are also important from historic perspective.

This activity will not require any additional hardware or software expenses, it is mainly an activity in reviewing all of the hundreds of old files and entering the relevant summary information into a form that will then be entered into the HRM System.

Resource Requirements & Cost Estimate		
ITEM	QTY	Cost Estimate (US\$)
MoJ Resource Required	Number	Remarks
Specialist from HRM department	1	Team leader, supervisor
Personnel to review files and summarize data	4	existing personnel can do this if trained
Data entry personnel	2	existing personnel can do this if trained
System support from IS	1	System support

Phase IV

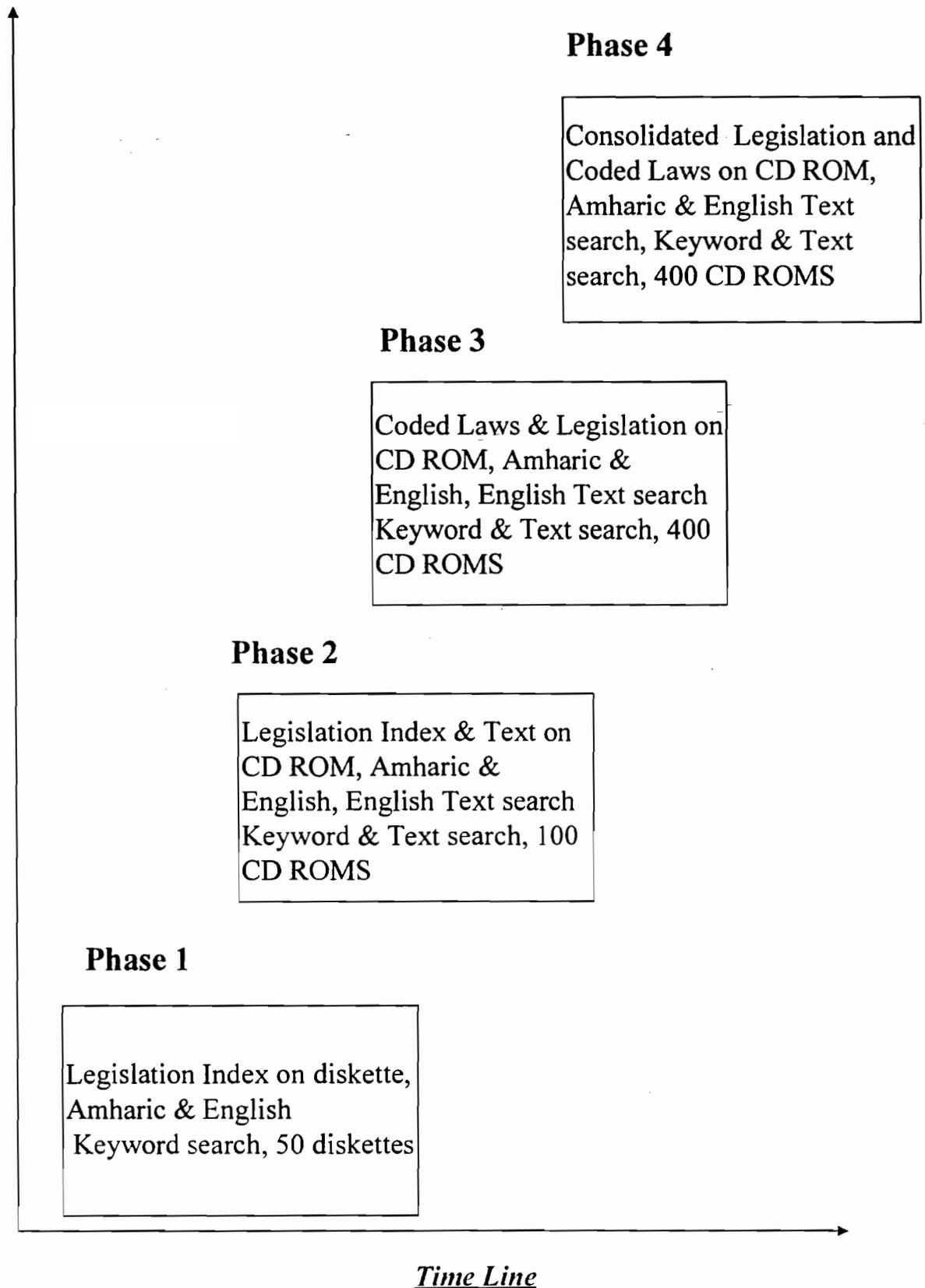
Phase IV is an advanced stage for using the HRM System to perform skills development planning, career planning, payroll budget planning, hiring planning, resource balancing planning etc. that are facilities available in the HRM System.

This stage requires that MoJ personnel at HRM department are very proficient in using the system and can request/produce specific reports and statistics that would help them make planning decisions.

No additional hardware or software is required. IS personnel should have the necessary skills at this stage to be able to provide assistance in the design of various reports that provide management information.

Resource Requirements & Cost Estimate		
ITEM	QTY	Cost Estimate (US\$)
MoJ Resource Required	Number	Remarks
Specialist from HRM department	1	Team leader, supervisor
Information specialists at HRM department	2	existing personnel can do this if trained
Data entry personnel	1	existing personnel can do this if trained
System support from IS	2	Report design support

Computerized Access to Ethiopian Laws



Computerized Access to Ethiopian Laws

Objective:

The purpose of this project is to address a major problem that is currently faced by the MoJ in proper indexing, consolidating and accessing Ethiopian laws and proclamations. The objective is to index, consolidate and convert all Ethiopian laws into electronic format on CD ROMs and to mass distribute it to various departments and agencies who need quick access for reference purposes.

Key Problems Noted:

- Unable to quickly and accurately locate specific statutes and proclamations
- Unable to accurately and quickly determine which laws are active and in effect
- Unable to easily and quickly find existing proclamations that refer to specific issues or have specific keywords in them
- Current Ethiopian laws not consolidated since early '70s
- Published books on Ethiopian laws very bulky and very expensive, only limited distribution possible

Proposed Solution

Design a software package that allows indexing, classifying and consolidating of all published laws. Convert all English and Amharic text for storage in electronic format. Publish all this information on CD ROM and initiate a program to distribute to subscribers. The software designed can also provide detailed reports that will help in the process of consolidating Ethiopian Laws since 1972.

The information stored on the CD ROM can then be easily searched and results displayed or printed. This means the MoJ will have developed a package that can be easily distributed and used by Ministers, Members of Legislative Council, Embassies etc. to:

- quickly and accurately locate specific statutes and proclamations
- accurately and quickly determine which laws are active and in effect
- easily and quickly find existing proclamations that refer to specific issues or have specific keywords in them
- easily refer to consolidated Ethiopian laws

Implementation Phases

This project should be implemented in four phases. Each phase should be planned for in detail to ensure there is complete understanding of exactly what needs to be done; what kinds of personnel resource will be required; how much it will cost; how long it will take to implement and what specific benefits can be concretely achieved.

Completion of each phase is used to add more details and refinements to the plans of subsequent phases based on experience and feedback obtained.

Phase I

The objective of the first phase is to create an extended index (or table of contents) of all laws and proclamations published on all issues of Negarit Gazette. All of the Negarit Gazettas have been republished and bound into eleven thick volumes. These are very bulky and very expensive to produce. They also become incomplete as soon as a new issue of Negarit Gazette comes out. The index program will be used to quickly search a specific law by proclamation number, title, subject keyword etc. The search result then points to a specific volume and page number of Negarit Gazette where the required proclamation will be found. (Note: during this phase only the table of contents is stored electronically in English and in Amharic. The actual text is dealt with during Phase II)

Only about fifty diskettes should be produced during this phase for distribution to those who need this information the most.

Resource Requirements & Cost Estimate		
ITEM	QTY	Cost Estimate (US\$)
Pentium 200 (or better) PCs connected in work-group	3	7,500-9,000
Printer	1	500-3,000
Law Indexing Software	1	3,000-10,000
Total (Note: estimates are given only to provide a rough idea for budgeting purposes. Actual price can be very different from indicated range)		11,000-22,000
MoJ Resource Required	Number	Remarks
Specialist from legal department	1	Team leader, supervisor also coordinates distribution & training of users
Attorneys from legal department to produce index	3	existing personnel can do this if trained
Data entry personnel	3	existing personnel can do this if trained
System support from IS	1	IS person required full time only during install and training. Support is on going

Phase II

In addition to the index created during phase I. In phase II all of the Amharic and English Text is scanned in to be stored in electronic format on CD ROM. In addition to this, the English version is further converted into text format, using OCR, that can

be edited by the computer. For advanced implementation, a hypertext link of important legal keywords can be inserted in the text.

The additional benefit of this version is that there is no need to have the expensive eleven volume books of Negarit Gazetta to be able to refer to the text of the law. It is now also possible to search for any word that appears in the text of the law.

This information can be published in CD ROM and distributed to various subscribers. It is suggested that the first batch should publish 100 copies for distribution.

Resource Requirements & Cost Estimate		
ITEM	QTY	Cost Estimate (US\$)
Pentium 200 (or better) PCs connected in client server network	2(1 server, 1 client + 3 existing clients)	5,000 -6,000
Scanner	1	3,000-10,000
CD ROM Mastering System	1	1,000-3000
Printer	1	1,000-3000
Search Engine Software	1	1,000-15,000
Total (Note: estimates are given only to provide a rough idea for budgeting purposes. Actual price can be very different from indicated range. PC and Software purchased for previous phases can be re-used to reduce this budget)		11,000-37,000
MoJ Resource Required	Number	Remarks
Specialist from legal department	1	Team leader, supervisor also coordinates distribution, support, & training of users
Attorneys from legal department to produce hypertext links of legal keywords	3	existing personnel can do this if trained
Data entry personnel	3	existing personnel can do this if trained
System support from IS	1	IS person required full time only during install and training. Support is on going

Phase III

Phase III is a continuation of activities in Phase II plus the electronic storage of Ethiopian coded laws, Criminal and Civil. The electronic storage of the coded laws also involves the creation of various levels of indices and tables of contents that would make it easy to search and locate specific penal code or civil code using subject mater keyword search.

The same people and hardware resources utilized for Phase II can be re-applied to do the Phase III work. There should be minimal additional requirement.

Resource Requirements & Cost Estimate		
ITEM	QTY	Cost Estimate (US\$)
Same as phase II	same as phase II	re-use from phase II

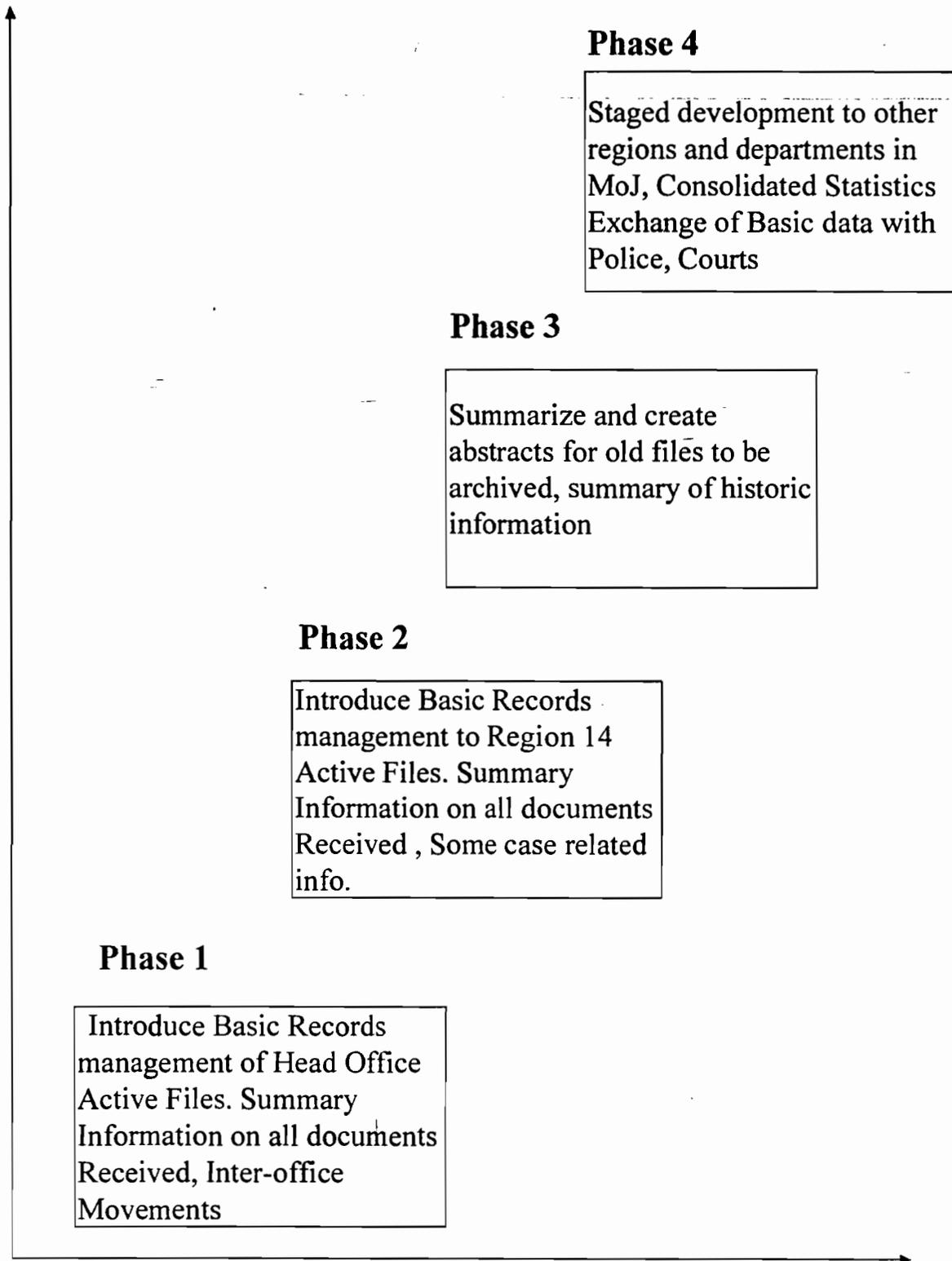
Phase IV

Phase IV is for the creation of consolidated Ethiopian laws since 1972. A significant amount of the consolidation work is eliminated because it is possible to produce a list of current laws that have not been altered or modified by any subsequent laws using the indexing system developed in Phase I. Several other types of reports can also be produced to provide the basic information required to expedite the consolidation process. A team of attorneys from the legal department are then required to complete the process of consolidation.

Again, a minimal set of additional resource is required to complete this project.

Resource Requirements & Cost Estimate		
ITEM	QTY	Cost Estimate (US\$)
Same as phase II	same as phase II	re-use from phase II

Records Information Management System



Time Line

Records Information Management System

Objective:

The purpose of this project is to address a major problem that is currently faced by the MoJ in proper handling and management of the large quantities of case files, paper documents, letters, memos etc. that are processed on a daily basis.

Key Problems Noted:

- Unable to quickly and accurately locate documents in the system
- Unable to track, control and manage prosecution case files because of sheer volume of transactions
- Unable to track flow of documents through the organization and determine bottle necks in the process
- Unable to summarize and consolidate statistics for workload planning and resource management purposes
- Unable to keep abstracts and key parameters of dead and dormant files that should be archived away instead of cluttering the filing shelves of the active files

Proposed Solution

Setup a Records Information Management System (RIMS) that works in English and Amharic. This system is used to track, control, and manage any document from the moment it enters the system until its final archiving/disposal.

The RIMS can be thought of as a computerized version of the file index card that is currently in use at the MoJ records departments. Any document that comes into the records department is registered in the RIMS and a document number is assigned to it. Every time the document is moved from the records office to any of the MoJ departments, an entry is made to the RIMS to indicate that the document has been "checked out". The document is "checked in" into RIMS upon its return and any status change is also indicated. Subsequent moves through the various departments is continuously recorded through check-in and check-outs until the document reaches its final closed status or is transferred/exits the MoJ system to be sent to other outside agencies. The system produces a "control code signature" which is a special number generated by the computer every time a movement is recorded. A document that does not have this control code signature number is not known by the system.

The RIMS can be implemented relatively easily without major disruptions to the current operations procedures in record and document handling at the MoJ. Because document registration and document movement information is stored electronically it would be possible to:

- quickly and accurately locate documents in the system
- track, control and manage large volumes of transactions involving prosecution case files
- track flow of documents through the organization and determine bottle necks in the process, where there are longest delays; document loses etc.

- summarize and consolidate statistics on documents handled for workload planning and resource management purposes. Information on volume patterns, types of cases, average processing time, average number handled per specific department etc. can be produced **quickly and accurately**.
- abstracts and key parameters of dead and dormant files can be entered into the system to allow archiving away of the original documents.

Implementation Phases

This project should be implemented in four phases. Each phase should be planned for in detail to ensure there is complete understanding of exactly what needs to be done; what kinds of personnel resource will be required; how much it will cost; how long it will take to implement and what specific benefits can be concretely achieved.

Completion of each phase is used to add more details and refinements to the plans of subsequent phases based on experience and feedback obtained.

Phase I

Introduce RIMS into head office records department. Use it to register and track all incoming documents and documents and document movement between the different departments at the head office. If a document is transferred to other departments outside the head office building, they are marked “transferred out” in the RIMS.

Resource Requirements & Cost Estimate		
ITEM	QTY	Cost Estimate (US\$)
Pentium 200 (or better) PCs connected in work-group	3	4,500-9,000
Printer	1	500-3,000
RIMS Software	1	3,000-20,000
Total (Note: estimates are given only to provide a rough idea for budgeting purposes. Actual price can be very different from indicated range)		8,000-32,000
MoJ Resource Required	Number	Remarks
Records management specialist or Library science graduate	1	Team leader, supervisor also produces statistical reports
RIMS data entry person	3	existing personnel can do this if trained
RIMS system support from IS	1	IS person required full time only during install and training. Support is on going

Phase II

Introduce RIMS into region 14 records department. Use it to register and track all incoming documents and documents and document movement between the different

departments at region 14 office. If a document is transferred to other departments outside region 14 office building, they are marked "transferred out" in the RIMS.

The RIMS in this case can be used to also include some basic case management related information such as names of defendants, name of prosecutor, date of trial etc.

Resource Requirements & Cost Estimate		
ITEM	QTY	Cost Estimate (US\$)
Pentium 200 (or better) PCs connected in client server network	6 (1 server, 5 clients)	15,000 -18,000
Printer	2	2,000-7,000
RIMS Software	1	5,000-25,000
Total (Note: estimates are given only to provide a rough idea for budgeting purposes. Actual price can be very different from indicated range)		22,000-50,000
MoJ Resource Required	Number	Remarks
Records management specialist or Library science graduate	2	Team leader + supervisor, supervisor also produces statistical reports
RIMS data entry person	10	existing personnel can do this if trained . Two shifts of five people required to do data entry of existing records.
RIMS system support from IS	2	IS person required full time only during install and training. Support is on going

Phase III

Setup a separate team of people to review and abstract important archived documents that the MoJ would like to preserve for historic and statistical reasons. A pool of data entry personnel would also be required to enter all abstract and parameter data into RIMS.

Resource Requirements & Cost Estimate		
ITEM	QTY	Cost Estimate (US\$)
Pentium 200 (or better) PCs connected in client server network	6 (1 server, 5 clients)	15,000 -18,000
Printer	2	2,000-7,000
RIMS Software	1	5,000-25,000
Total (Note: estimates are given only to provide a rough idea for budgeting purposes. Actual price can be very different from indicated range)		22,000-50,000

MoJ Resource Required	Number	Remarks
Specialists to review documents and write abstracts	5	Team leader + 4 specialists
RIMS data entry person	10	existing personnel can do this if trained . Two shifts of five people required to do data entry of existing records.
RIMS system support from IS	2	IS person required full time only during install and training. Support is on going

Phase IV

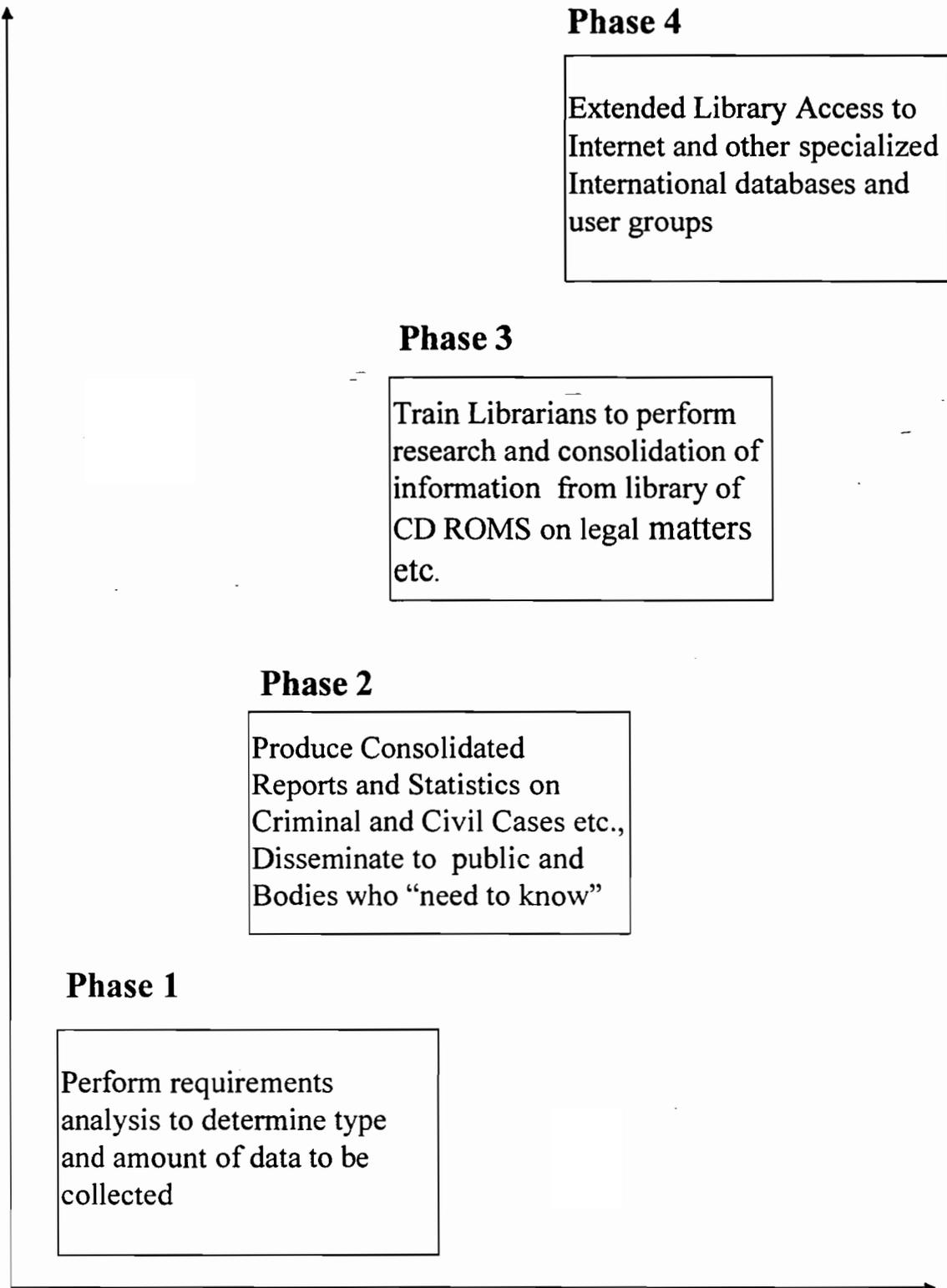
At this phase the MoJ should be ready to start deploying the RIMS system to all other departments and region offices. Specific details of resource requirements are best developed based on experience gained from the head office and region 14 projects.

If a secretary work station is connected to the central records office system, then a document can be moved from one department to the next without having to go to the central records office.

Phase IV is also the stage where MoJ records office employees are able to produce a lot of relevant statistics reports and status information to better plan and manage document flows through the organization.

Region 14 offices should be ready to start installing a more advanced case management system.

National Justice Information and Research Center



Time Line

National Justice Information and Research Center

Objective:

The MoJ is currently evaluating proposals for the setup of a National Justice Information and Research Center (NJIRC) department that will consolidate and disseminate Justice related statistical information. The department will also have Justice related library and research facilities. Practically every department that was interviewed indicated almost a desperate need for such a service in order to perform their work effectively.

The NJIRC can play an extremely important role in helping the MoJ fulfill one of its key mandates of “collecting and disseminating Justice related information and statistics to help justice administrators make informed decisions”.

It is recommended that the MoJ proceed immediately with the setup of this department. Such an office should have a minimum of the following objectives:

- Act as a depository and source of official information for all statistical information relating to the administration of justice.
- Ensure optimum information interchange among MoJ departments producing information for the NJIRC and those requesting information from the NJIRC.
- Advance information interchange between law enforcement, correction and judicial agencies while ensuring confidentiality and accommodating judicial independence concerns.
- Act as coordinator for collecting available statistical information from MoJ region offices, government offices, and international agencies that produce justice related statistics and information.
- Act as coordinator for providing available statistical information to government offices, the press and international agencies that require justice related statistics and information.
- Provide library and other electronic research facilities

Key Problems Noted:

- Unable to get quick and accurate statistics on Justice related information
- Unable to quickly respond to requests by international organizations, the press etc. for statistical data
- No single official source for such information which is sensitive in nature
- Unable to get research data and other information that can be used as a basis/example for recommending policies and legal statutes

Proposed Solution

Create a department that is solely dedicated to the collection, research, analysis and dissemination of **official justice related information**. This department can also provide additional information and benchmark statistics to compare Ethiopian statistics with those of other countries around the world.

The NJIRC department will have a system that is capable of collating and consolidating (mostly) statistical data. The system can also be linked to the Internet and a library of specialized CD ROMs that consolidate Justice Related Information.

The Civil Affairs department has started collecting data related to government civil cases. They have also created several data collection forms. This is a good start; and with proper organizational structuring to clarify its mandate and the necessary resource support, can be extended to cover areas in the criminal justice, police, court systems and prison systems.

A properly operating NJIRC can:

- Provide quick and accurate official MoJ statistics on Justice related information
- Quickly respond to requests by international organizations, the press etc. for statistical data
- Become single official source for such information which is sensitive in nature
- Provide research data and other information that can be used as a basis/example for recommending policies and legal statutes
- Become the MoJ research center

Implementation Phases

This project should be implemented in four phases. Each phase should be planned for in detail to ensure there is complete understanding of exactly what needs to be done; what kinds of personnel resource will be required; how much it will cost; how long it will take to implement and what specific benefits can be concretely achieved.

Completion of each phase is used to add more details and refinements to the plans of subsequent phases based on experience and feedback obtained.

Phase I

Perform requirements analysis study to determine what kind of data can be collected, how it is collected, what organizational structure is required and what is the appropriate database and information dissemination system to be setup. The terms of reference for this study could also be extended to include liaison with police and court systems to standardize the data to be collected

Resource Requirements & Cost Estimate		
ITEM	QTY	Cost Estimate (US\$)
Pentium 200 (or better) PCs connected in work-group	2	5,000-6,000
Printer	1	500-3,000
Consultant services		5,000-20,000
Total (Note: estimates are given only to provide a rough idea for budgeting purposes. Actual price can be very different from indicated range)		10,500-29,000
MoJ Resource Required	Number	Remarks
Senior Attorney	1	Team leader, supervisor
Research Assistants representing various areas	4	existing personnel can do this
Data entry person	1	To enter gathered sample data

Phase II

Implement first phase of system to collect Civil Justice and Criminal Justice related information and start dissemination of various statistical reports to limited list of subscribers.

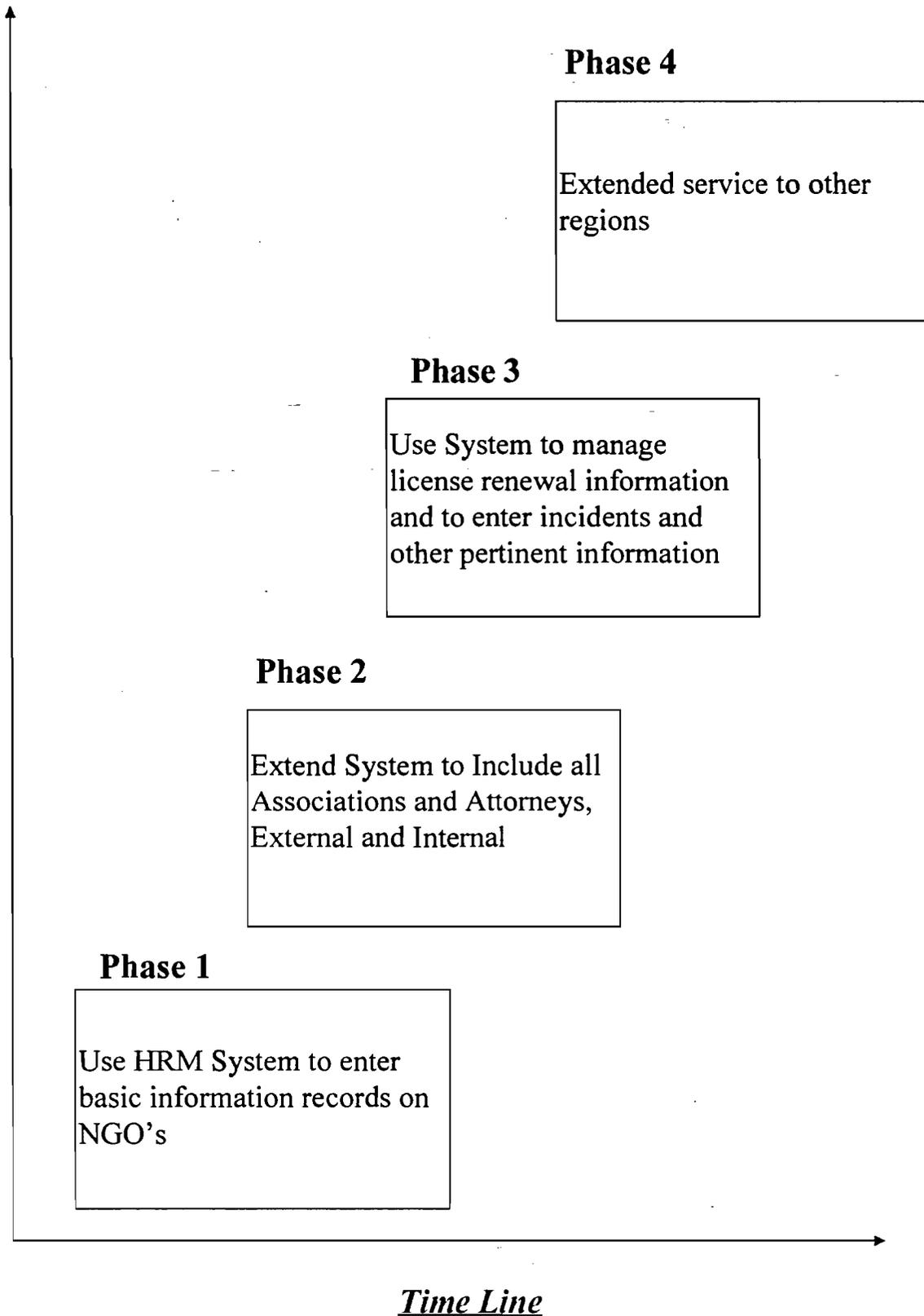
Note: Smooth and efficient operation of the NJIRC will require the establishment of satellite statistical coordination offices in each of the MoJ regional offices. These offices would have, as a collateral duty, the responsibility to collect and transmit such statistical information to the central office and the NJIRC as the MoJ may direct.

Resource Requirements & Cost Estimate		
ITEM	QTY	Cost Estimate (US\$)
Pentium 200 (or better) PCs connected in network	3	7,500-9,000
Internet Access	1	500-3,000
Statistical Database		500-5,000
Total (Note: estimates are given only to provide a rough idea for budgeting purposes. Actual price can be very different from indicated range)		8,500-17,000
MoJ Resource Required	Number	Remarks
Senior Attorney	1	Team leader, supervisor
Researchers, librarians	4	existing personnel can do this
Data collection center personnel	1 per center	this can gradually increase
Data entry persons	2	To enter gathered statistical data

Phase III & Phase IV

The next phases are to be gradual and planned expansion of activities in phase II based on success of this phase and response from users of information. If the work of NJIRC becomes successful as envisaged then all departments of MoJ, all government departments and all International Organizations should be getting their statistical and other Justice related information from this department on regular basis. The MoJ will also have information that can be used for planning, resource allocation and other management decisions.

Management of Licensed NGO's Assocs. and Attorneys



Management of Licensed NGO's Assocs. and Attorneys

Project Objective:

The Office of Associations is a new important department that has started its operations of license administration of NGO's and other Associations. This department requires a system to organize and manage the hundreds of records that are related to each association. Given the importance of NGO's in Ethiopian affairs, a system that helps to increase the efficiency of license management would be very useful.

Key Problems Noted:

- Difficult to track licensing status of each organization
- Unable to easily identify those associations whose license renewal is due
- Almost impossible to cross reference officers of one association to check for membership in other associations as well
- Unable to produce history reports for individual associations or groups of associations
- Unable to easily keep a history record of incidents and observations related to a specific association

Proposed Solution

Introduce a system that will keep detailed records of NGOs and associations. The system will also have automatic reminder mechanism for licenses that are due for renewal and licenses that are due for cancellation for non-conformance to regulations. For each association, there will be a track record showing its activity during past several years.

Implementation Phases

This project should be implemented in four phases. Each phase should be planned for in detail to ensure there is complete understanding of exactly what needs to be done; what kinds of personnel resource will be required; how much it will cost; how long it will take to implement and what specific benefits can be concretely achieved.

Completion of each phase is used to add more details and refinements to the plans of subsequent phases based on experience and feedback obtained.

Phase I

Setup a simple system to create an electronic database of NGO's and Associations' records that lists key licensing related information such as date of formation, license

expiry date, payment status, names of board members, telephone and mailing addresses, an key groupings and categories classifications and document numbers and location of original paper documents/files etc.

The department should then be able to produce various types of reports that will help it in planning organizing and managing its work effectively and quickly. The major work effort is in organizing the files, extracting the necessary information and entering it into a computer.

This is a very small and inexpensive project that can be started immediately. Its benefits are immediate and very obvious.

Resource Requirements & Cost Estimate		
ITEM	QTY	Cost Estimate (US\$)
Pentium 200 (or better) PCs connected in work-group	2	5,000-6,000
Printer	1	500-3,000
Simple license management system that works in English only	1	500-3,000
Total (Note: estimates are given only to provide a rough idea for budgeting purposes. Actual price can be very different from indicated range)		6,000-12,000
MoJ Resource Required	Number	Remarks
Senior Attorney	1	Team leader, supervisor
Research Assistants representing various areas	1	To organize files and design basic information content to be entered into computer
Data entry persons	4	To enter gathered sample data

Phase II

As a basic recommendation, the consultants also feel that the same system designed above can also be used to enter and manage information records on attorneys licenses. In fact this can also be extended to include information records on internal MoJ attorneys and other government attorneys.

No additional hardware resource expenditure would be required to do this the system that is setup in Phase I can be used to also contain this extended attorneys information

Resource Requirements & Cost Estimate		
ITEM	QTY	Cost Estimate (US\$)
MoJ Resource Required	Number	Remarks
Same as in Phase I	As in Phase I	As in Phase I

Phase III

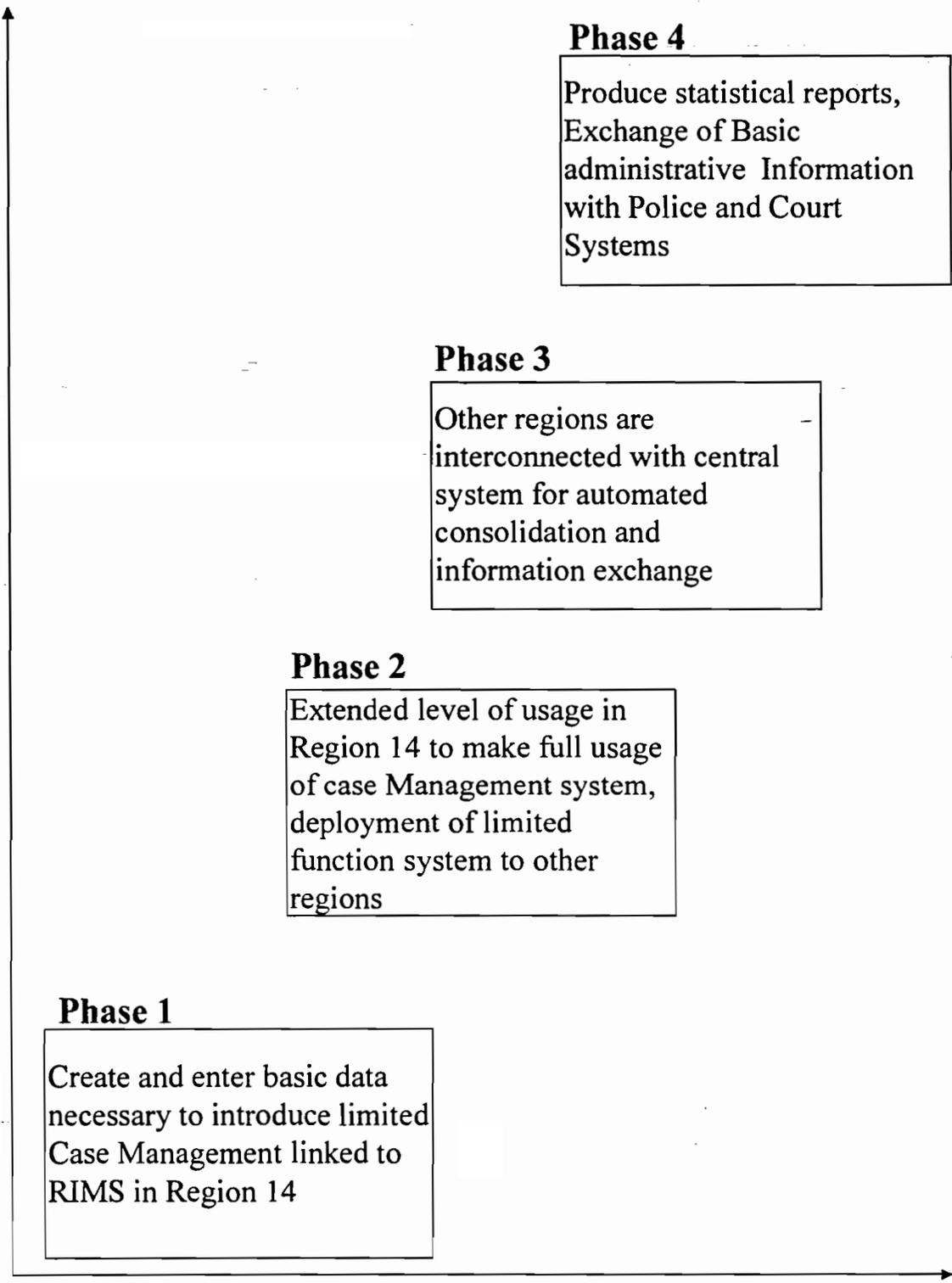
Phase III can be used to extend the basic records database to include more sophisticated functions like generating automatic license expiry notices to associations, automatic notification of pending cancellation actions, more sophisticated reports and provision for entering detailed notes and memos into individual associations files. The system can also be extended into a network for information to be accessed by managers in the department.

Resource Requirements & Cost Estimate		
ITEM	QTY	Cost Estimate (US\$)
Pentium 200 (or better) PCs connected in network	3 (One server and two additional clients)	7,500-9,000
Printer	1	500-3,000
Advanced Licensing management software, operates in Amharic & English	1	3,000-10,000
Total (Note: estimates are given only to provide a rough idea for budgeting purposes. Actual price can be very different from indicated range)		11,000-22,000
MoJ Resource Required	Number	Remarks
Senior Attorney	1	Team leader, supervisor
Research Assistants representing various areas	1	To design new computerized processes for alerts and notifications
Data entry persons	2	To enter gathered sample data

Phase IV

Phase IV is the stage for setting up of additional systems in the various regional offices of MoJ. The cost of each system and the deployment schedule and other details are best worked out based on experience gathered from the setup in Addis Ababa.

Computerized Case Management System



Time Line

Computerized Case Management System

Project Objective:

Computerized Case Management is the ultimate strategic objective for all of the prosecution offices in Addis Ababa and all of the MoJ regions. A system that is properly implemented and correctly used can come a long way in helping the MoJ achieve its key objective of smoothly and efficiently executing the due process of justice from the prosecution component.

However, utilizing this system requires that all of the prosecutors and their office personnel become familiar with computerized case file management. This takes time, the pre-requisite familiarization can be developed through a gradual process of continuous computer usage and skills development that will be achieved during the implementation of above listed projects.

This project is best started during Phase III or Phase IV of the RIMS project implementation.

Key Problems Noted:

- Case files handling and management is inefficient
- Unable to quickly find the status and file location of a given case
- Difficult to do workload balancing and case assignments to attorneys
- Unable to determine bottle necks in the prosecution process
- Difficult to manage the logistics associated with presenting a case to court
- Massive reshuffling of schedules and court appointment dates nearly impossible to handle, system is almost paralyzed
- Very difficult to find aggregate statistics on case loads and work loads
- Difficult to communicate case status with police and the courts
- Unable to find precedents and previous pronouncements on similar cases in the past
- A large number of continuances caused due to lack of adequate preparation

Proposed Solution

Introduce a computerized case management system. This system is a logical extension of the RIMS system. In addition to maintaining information on status of each case and the location of the physical paper file, the case management system will also have the capability to :

- Enter and manage court dates and schedules
- Manage prosecution attorney schedules and assignment to cases
- Manage whereabouts of witnesses and other evidence that must be present at a trial

- Contains all attorney's input in electronic format
- Manages re-assignment of cases to different courts and to different attorneys
- Produces extensive numbers of reports for consumption of different sets of users

A properly implemented and properly used Case Management system can help solve many of the management related problems discussed above. Prosecution offices in various MoJ regions should be able to:

- Efficiently manage the large quantities of case files handled everyday
- quickly find the status and file location of a given case
- do workload balancing and case assignments to attorneys
- determine bottle necks in the prosecution process and take corrective actions
- Better manage the logistics associated with presenting a case to court
- Efficiently handle the massive reshuffling of schedules and court appointment dates
- easily to find aggregate statistics on case loads and work loads
- easily communicate case status with police and the courts
- able to locate precedents and previous pronouncements on similar cases in the past
- reduce the number of continuances caused due to lack of adequate preparation

Implementation Phases

This project should be implemented in four phases. Each phase should be planned for in detail to ensure there is complete understanding of exactly what needs to be done; what kinds of personnel resource will be required; how much it will cost; how long it will take to implement and what specific benefits can be concretely achieved.

Completion of each phase is used to add more details and refinements to the plans of subsequent phases based on experience and feedback obtained.

Phase I

This project is best started as a logical extension to the RIMS document management project. Case management is essentially a more extended document management.

Phase I should start in the Region 14 office which manages a large percentage of all cases handled. The functions of the Case Management System **should be gradually introduced** in tandem with an extensive program of training of the users who will be directly involved.

Resource Requirements & Cost Estimate		
ITEM	QTY	Cost Estimate (US\$)
Pentium 200 (or better) PCs connected in work-group	6	15,000-18,000
Printer	2	1,000-6,000
Case Management Software	1	20,000-50,000
Total (Note: estimates are given only to provide a rough idea for budgeting purposes. Actual price can be very different from indicated range)		36,000-74,000
MoJ Resource Required	Number	Remarks
Senior Attorney	1	Team leader, supervisor
Prosecution Attorney to be trained as users	10-20	To become the first set of users who will be trained
Data entry persons	4	To enter data, full time
IS System Support	4	Initially full time,

Phase II

Full deployment of case management functions at Region 14 and deployment of partial functions to other top priority regions. The number of people to be trained and computers required is to be determined based on experience obtained in implementing Phase I.

Resource Requirements & Cost Estimate		
ITEM	QTY	Cost Estimate (US\$)
MoJ Resource Required	Number	Remarks
Same as in Phase I per region	As in Phase I, per region	As in Phase I

Phase III

This would constitute the highest level of computerization at MoJ. All of the case management systems at all regions are to be interconnected for information exchange and consolidation in one database.

Phase IV

The Case management System Network is used as a source of statistical data that feeds the NJIRC statistical database.

Information exchange can also take place with the Police systems and Court Systems.

At completion of this Phase, the MoJ can clearly declare that a certain stage of computerization has been achieved and a critical mass of technical ability established.

Recommendation #2

Create A Human Resource Management Department

An office of Human Resource Management should be established within the Ministry of Justice. Employee Administration is currently on part of the Finance and Administration department. Given the gap between current skill levels and the skill level requirements to effectively implement the IS strategy, it is imperative that Human Resource Management be given a special, very high level attention.

This office should report directly to the MoJ, and should be headed by a person with knowledge of and interest in public administration and organizational development. The office should have responsibilities, throughout the MoJ, for the planing and execution of programs to develop of human resource skills consistent with the Information Systems Strategic skills development objectives of the MoJ, specifically the office of the HRM should :

- Have direct responsibility for all MoJ personnel career Management. The HRM Department should primarily focus on designing and implementing management training, legal training, attorney's development and computer skills upgrade programs.
- The HRM Department's mandate should also include, recruitment, selection, evaluation and career planning of new personnel and the development of specific programs to accomplish those tasks.
- Initiate and develop such short or long term management training plans to enhance the MoJ institutional capabilities to carry out its mission.
- To carry out this responsibility the office of HRM should develop and maintain information relating to each employee's education skills and interests relevant to subjects or tasks assigned to PMT's.
- Use computerized management facilities to perform skills gap analysis and create a plan to reduce this gap between what is currently available and what is required to perform a given mandate at the MoJ.

This new heightened emphasis on Human Resources Development will also pay a dividend in the overall objective on institutional capacity building because any initiative to be undertaken would be linked with the knowledge, at the highest levels of management, of inherent employee capacity to be able to perform the task at hand.

Recommendation #3

Expand Capacity and Role of IS Department

The current IS department setup at MoJ is effectively a one person department. This must change immediately before the MoJ can proceed with the implementation of any of the projects indicated above.

The function of IS department, specifically in the MoJ context (as in most of Ethiopian organizations, must be a much more comprehensive task of providing a complete computerization solution. IS task in North American context may be focused on technical support, software development and experimenting with new technologies that may be useful for introduction into their environment.

In Ethiopia, however, the IS department has to take on a much more comprehensive responsibility including:

1. **Training of new IS personnel** who join the IS department. Many of the candidates who apply, and the MoJ can afford to pay, are bound to be inexperienced. The IS department has to build the capacity to train its own people. This requires the development of a formal curriculum to provide in house and on the job training of technical professionals.
2. **Training of operators and users** of new computer systems to be installed at MoJ. This requires that the IS department has qualified set of people who will become familiar enough with the workings of each system to be able to provide training to other system operators and system users. For example, if the MoJ is planning to introduce a computerized HRM System, IS team has to assign one or two people to become "super users" of the system so they can teach all MoJ users. The IS department is also responsible for setting up, configuring and trouble shooting when the system fails for various reasons.
3. **Training of management and executives** is another most important requirement that falls under the jurisdiction of IS. New computerized systems are installed to provide Information to help managers make decisions. IS should work with the HRM department to ensure that proper training is delivered to management and to ensure management clearly understands what kinds of management information can be obtained using their systems.
4. **Report Design**; provision of management information takes a form of reports that are produced by the computer. IS should take full responsibility of understanding management requirements and designing appropriate reports to be delivered to each manager according to their specific needs. One measure of success of any computerization project can be the quality of reports provided and how well these reports are utilized to make operational and policy decisions. Report design requires IS people who are capable of programming.
5. **Translating MoJ requirements to technical specifications** is another area of responsibility that falls under IS. This requires experience and knowledge of what is technically feasible and what is not. IS will have to be involved at highest levels to discuss operational problems and recommend technical solutions whenever

appropriate. Obviously, this implies that the head of IS has to have the management knowledge to participate at these levels of discussions that involve policy decisions.

6. **Working with external vendors and Consultants** is another responsibility that involves an IS department. Any computer system installed by external vendors needs to be clearly specified and its implementation supervised. IS department personnel have to have the ability and qualifications to be able to do this effectively.
7. **Technical Support of MoJ Systems** is the most visible of IS responsibilities. This involves coordinated and comprehensive operations to ensure that all computerized systems are operational at all times. Computer systems have, in general, three major components that need to be repaired and enhanced on regular basis. These are:
 - Computer communications networks
 - Computer databases, and
 - Computer applications that serve specific purpose

IS department must have the necessary team of qualified personnel to with expertise in the above areas to manage and maintain MoJ systems.

The MoJ IS strategy must therefore take into consideration the setup of an IS department that is capable of meeting the above stated requirements. The MoJ has to consider hiring about five people to start this process. The initial assignment for the new employees would be to train themselves and to participate in the implementation of the computerization projects so they become familiar right from the outset.

Recommendation #4

Initiate a policy of data standardization

Data standardization is an important component of the data clean-up process that must take place before entering the MoJ's data into computer systems. This task is, by definition, a pre-requisite for the implementation of each of the projects specified above.

The MoJ currently has huge amounts of information that is stored in paper files and documents. Entering summarized index and abstracts requires that a standard input format is defined for each types of record to be entered into the computer.

One of the members of each PMT that is setup to manage a project must therefore be assigned to lead the activity of designing a standard form for summarizing important data. One form is then filled to represent each record. The data in the forms is then transferred into the computer.

The form designed will then become the standard input format that is filled in for future data entry. This standardization should therefore extend to all areas of the MoJ including:

- Employee registration forms
- Document numbering standards and conventions. (e.g. define a document number consisting of fourteen digit document number and six digit control code generated by the computer. The fourteen digit can be in the format of DDMMYYYYOOTTXX where DD = day, MM=month, YYYY=year, OO=origin code, TT=type of document, and XX=internal code for department. The six digit computer code can be used to indicate origin, destination, duration and status indicators that the computer automatically generates to control the document)
- Case file minimum information/fields content standard. A case file coming into the MoJ must completely fill in the minimum or the document is not accepted. This standard should be defined in a way that is appropriate and convenient for exchanging information with other agencies such as the police and courts

Another important activity in the definition of standards is the development of analytical framework for the definition of **systems norms**. This is a rather complex task of establishing the accepted level of processing rates for case files and other services that the MoJ performs. These norms are then monitored by management to control performance of the MoJ as an organization and to take corrective measures if necessary.

Additional discussion on systems norms is attached in the appendix.

Recommendation #5

Perform Organizational Structure Analysis

This recommendation is a result of specific requests from various department heads and also the Consultants' own observations. As the Minister himself indicated, the MoJ has been undergoing several iterations of mandate and organizational structure definitions. It seems the current definition of its mandate is stabilizing and beginning to take shape. However, the organizational structure/departmental mandate in some of the MoJ departments seem to have been defined earlier.

Almost every department head stated "shortage of manpower" as a major constraint in its activities. This shortage is stated in relation to the stated mandate of a department. The consultants also observed that some departments have decided to only focus on a specific aspect of their stated mandate and decided to ignore other activities because it would be impossible and counterproductive to attempt to do so with the limited number of people and resources in the department.

Although this may be outside the scope of this study, the consultants felt that the MoJ can effectively address some of these problems by re-examining its current structure and adjusting its resource deployment and departmental mandates and priorities to match current MoJ priorities and mandate.

Project Implementation Guidelines

This section provides an overall guideline for implementation of each of the recommended computerization projects. This guideline should be used by the PMTs to create a detailed project implementation plan for each phase of the project.

1. Define Project Objectives

This section is used to clearly articulate the key objectives for this particular phase of the project. Identify what benefits will be gained from completion of the project. Also specify what is NOT included as part of the project.

The MoJ steering committee should clearly identify the list of items/resources that will be in place in order to officially start the project (called Entry Criteria).

Tangible measurable targets should be defined in this section to be used for determining successful completion and authorization to start the next phase of the project (called Exit Criteria).

This basically forms the work assignment (or Terms of Reference) to be handed to the PMT that is formed to implement a particular projects. The project objectives make up the initial chapter in the development plan to be created by the PMT.

2. Establish Project Management Team

A Project Management Team (PMT) should be created for each project. If the total number of people involved in implementing the project is small (3-6 people) then the whole team could be part of the PMT. If a larger number of people are involved then team leaders from each group of people forms the project management team. The head of the PMT is appointed by the MoJ Steering Committee and assigned responsibility as the project manager. The PMT leader reports project status to the Steering Committee on periodically scheduled basis.

Each PMT that is established should:

- Have specific charges with specific tasks and deadlines.
- Be established as the need arises and automatically abolished on a specific date or when the assigned task is completed.
- Be staffed, with recommendations from HRM, by persons selected because of their expertise in a subject matter or in a skill and the staffing structure should not necessarily be constrained by the PMT's members permanent rank or station.

PMT's should avoid being involved in operational programs or projects and once a program is developed and operational, it should be placed in the proper operational component.

2.1. Produce a Project Development Plan

The Project Development Plan is a document that is created and owned by the PMT Leader with inputs from the PMT. This document should contain all pertinent details related to the project.

A real life project is dynamic and always developing and changing from original plans. The project development plan should also be continuously updated to reflect these changes in status, assumptions, dependencies and completion dates.

The Development Plan should include the following sections and information:

List of Activities to be performed

A detailed chart of activities to be performed should be created. The chart should list main tasks, sub-tasks, name of person to perform each task and the planned beginning and end dates for each task to be performed.

This chart is then used to track progress at specific task level and to understand "who is doing what when".

1.1. Identify list of computer equipment and other supplies required

All PC equipment that is required for the performance and testing of this system should be identified. Additional equipment such as printer, fax, paper etc. should be listed for budgetary purposes.

1.2. Project Cost Estimation

All purchases specific to this project should be identified their costs determined. Any PC and other similar equipment purchased should include the costs of installation, any special training, technical support and maintenance for two years.

If the implementation of the project requires consultant support, that cost should also be included in this estimate.

1.3. List of Milestones

Milestones are dates during the project when important deliverables will be expected or when important decisions will be made. (e.g. Data entry start, test completion etc.)

These dates should be included in the activity chart for tracking and control purposes. Review with the Steering committee can then focus on achievement of these milestones.

1.4.- Identify list of Deliverables

Planned dates for specific deliverables should also be identified in the chart. These deliverables include items such as user guide documents, delivery diskettes, production start etc.

1.5.- Identify Dependencies and Assumptions

The development plan should also identify items that the PMT expects to be delivered by other teams for the project to continue. It is called a **dependency** because the project will depend on these deliverables from other departments or from outside the Ministry for successful implementation.

An assumption is a statement of a condition assumed in making a decision or estimation. If the assumption condition is changed then the associated decision is also changed. (e.g. Will complete a task within one week assuming three people are available to work full time. If only one person is actually made available then the work may take three weeks to complete.)

1.6. Define data preparation and data entry procedure

All data to be entered in the system should be identified before hand. The data in the source documents should be reviewed and corrected and any incomplete information added to complete the source information.

1.7. Define process for testing system and data quality

Once the information is entered into the system, a procedure should be defined to do testing to ensure that the data entered is complete and accurate before making it available to the users.

1.8. Create resource re-assignment plan

People who are assigned to the project will have to pass on their current responsibilities to other colleagues. These re-shuffling of duties should be carefully and realistically planned.

1.9. Define IS support requirements

IS support is crucial for implementation of overall project and should be classified as support required during implementation and on-going production support

1.9.1. - **During implementation**

1.9.2. - **On going production support**

1.10. Define Other Support Requirements Related to Production

APPENDIX A: Technical Terms & Concepts

The following information is added as a supplement to provide some additional technical information for those who may be interested. Some of these concepts were discussed at the consultants' sessions and some people had indicated some interest in more details.

A few basic concepts relating to Management Information

As the MoJ, and its various offices and employees began, this journey into the unfamiliar waters of computer based management information they will be learning new concepts, new words and new ways of thinking. There are six such concepts that are worthy of introduction in this document. Understanding these ideas will be helpful toward how and why management information systems are built and used.

The six concepts are:

- Database creation and updating
- Data storage and access
- Data arrangement and display
- MIS for operations + policy
- System rates + norms
- Workloads Vs Caseloads

The first three topics relate generally to "data" and the last three to "information". Accordingly the first three are more connected to, and influenced by, technical concepts of the system while the second three are more associated with the way management thinks about the system as a whole and views the system as a tool of management.

Database Creation and Updating:

Regardless of the information system being built and used, it is essential to create and update a database. This is true for an inventory or supply system in a manufacturing company, a banking business, an airline, a hotel operation or the Ministry of Justice. The only difference is in what data elements are involved. In a hotel business one might record the names and room numbers of guests, whereas the MoJ would record the names of criminals accused and various items regarding the nature and status of their cases. In any event these data items become basic ingredients, the basic building blocks from which all information is generated and from which all reports will flow. The quality of the entire system, or part of it, will be no more accurate or timely than the weakest piece of this database.

Data Storage and Access:

All information systems involve the storage and accessing of data. This is true of the oldest recorded store carving to the newest electronic system. Books and libraries store data. When people read a book or get a book from the library they are merely accessing stored information. A table of contents or an index will help the reader locate and access particular desired information. In the MoJ, the manner in which the data is stored will determine how it can be accessed. The power of computers comes primarily from the capacity and speed by which the system can store, arrange, access and display data in a way that transforms that data into information.

Data Arrangement and Display:

The computer can arrange and display data in a nearly infinite number of variations and it can do with mind boggling speed. Yet none of these will be of any value unless the system users define the arrangement which are useful to their needs and unless the users describe the display formats that are meaningful to their needs. As a rule, if someone can precisely describe the desired display the computer can present it. Once a database is established the computer can arrange and display the database with incredible speeds, accuracy and variation. For example suppose we have 5,000 criminal cases pending before 20 different judges involving 40 different lawyers or prosecutors, with 4000 different accused and 30 different types of charges. The computer can easily sequence, arrange and display this database by the desired format within a few minutes, where such an effort would take months to do so manually. This power opens new ways of thinking about what managers can ask for toward achieving the organizational mission.

Operations Vs Policy Development

In most institutions there is information needed for policy development and information needed for operations. In general operational information is detailed and is needed in a very short time frame. Policy development information conversely is usually needed with less urgency in terms of time and needed in summary or aggregate fashion. For example a prosecutor preparing for trial needs to know the identity and status of each witness and needs to know it in time to make trial preparations, whereas a budget planner only needs to know how many witnesses are expected next year and what budget implications flow from that number. Prison officials need to know who is in prison and how many meals need to be ready for lunch today, whereas policy planners considering prison construction need only overall trends and can wait days for the answer. The difference between operation and has implications for systems and requirements designs.

System Rates, Norms Indicators, Diagnosing Problems and Measuring Performance

A major responsibility of management is in monitoring performance in a way that allows management to identify and correct problems. To do this in any system it is necessary to establish norms and indicators. Norms and indicators can only be

established once system rates are known. System rates refers to what kinds of things happen, how many things happen and at what pace they occur. Let's assume a medical analogy to understand this point. Doctors know in a given patient the normal pulse rate, blood pressure, body temperature, etc. By measuring these data items, and determining how they deviate from predetermined norms, the doctor can monitor the health of the patient. A closer examination can reveal what is causing a problem and how to treat the patient. Accordingly once a "normal" trial rate and pace of case movement is determined manager could ask (or the system could automatically reveal) which cases are out of the "norm" or out of the predetermined tolerance for a given act or condition. Once this "problem" is recognized the system can refine the diagnosis and suggest corrective action. As an example suppose the "normal" criminal case should, as a matter of policy, go to trial within 90 days from commencement and should involve no more than six pretrial events. Suppose the tolerance "gates" are set to flag for management's attention any case that is more than 120 days old and/or has had more than twelve pretrial events. The manager could then ask for case by case information for explanations. Suppose further that the system reveals that of the cases that exceed the tolerance levels in pretrial events that 80 % involved drug offense cases with over ten postponements each because the prosecution's evidence was unavailable. Such management information would arm the MoJ with knowledge of where problem existed and some clues as to the cause. Corrective action could then be taken to avoid such delay in the future.

Caseloads Vs Workloads

In many commercial and governmental functions the total amount of work will be revealed by simply counting the gross number of events or items processed, e.g. number of tickets sold, number of gallons pumped or number of miles driven. Taken as an aggregate, such item generally reflect "workload" during a given time period. Such items are said to be "fungible". But generally cases at law are not fungible. One complex commercial law case may require five hundred times more legal or judicial effort than a simple theft case. Thus if "workloads" (or the amount of work done or waiting to be done) are to be measured in a meaningful way, there must be some means of "weighing" the cases. Weighted caseloads will more accurately portray work than simply counting pending or processed cases. It is of course, essential that the development of a weighted case measurement system be done by personnel who understand the substance of the work involved. In a sense all weighted cases are relative. Thus a common case such as a theft or collection case is selected as the base of unit of measurement and all other cases are referential from that. Thus a typical drug case is valued as 20 theft cases or a specific performance contract case is valued as 10 collection cases, etc. These weighted cases become very useful in terms of setting norms and diagnosing delay etc. "Backlog" while often used to merely represent pending case is more precisely that amount of work that exceeds the courts ability to complete the work pending within the time available.

Various Systems Terminology

It may be useful at this point to briefly explain the difference between the following: a criminal statistical system, a criminal case management system, an offender based

tracking system, and a criminal history system. While in an ideal, comprehensive system these are all sub systems of an overall system and in any system there should be information interchange among these systems it is useful to understand how the terms are generally used.

A statistical system: deals with the aggregate number of cases pending at a given time and disposed of during a given time period. In and of itself it cannot be used for operational purposes such as scheduling. It can be used for planning, resource allocation, budgeting, legislation, crime prevention and public education purposes.

Criminal case tracking system: are systems that are generally similar to a records management system. It will enable operational personnel to determine the status of a case (awaiting further investigation, pending trial, in trial, etc.). It can also show the location of the paper file in the case; that is, the file is with a specific prosecutor, police etc.

A case management system: has the ability to determine the status of a case and to schedule future events as well as identify if the case is out of tolerance as to its movement through the process and able to indicate why the case is out of tolerance.

An offender based system: is one that is able to connect a specific offender to a specific case and reveals the custodial status of the defendant. In most ways it does all that a case tracking system does plus it allows manager to determine the status and location of the accused person.

A criminal history system: collects and retains all information from the beginning to the end of a case and ultimately will contain all cases relating to each accused in the system. It is extremely useful to both enforcement and correctional operations personnel. If tied to a criminal case tracking system, this system could contain all the basic data to serve both operational and policy information needs.

Systems Development Life Cycle

The Systems Development Life Cycle (SDLC) is a term that describes the process of building, installing and operating computerized information systems. It is a life cycle because every system and every project has a beginning and an end. It is cyclical because the beginning and ending points are joined - as work stops on one system, it begins on its follow-on phase or its replacement. It is evolutionary because it must gradually grow from the implementation of smaller and narrow focus projects to bigger and more encompassing undertakings. Each project should be broken down into well defined phases that have clear objectives and deliverables. As more and more projects are successfully implemented and the associated training and discipline in working with computers starts to permeate the whole organization then the Ministry will be ready to start the next level in the evolutionary cycle.

Too many managers view the systems development process as a construction project; that is once the building is complete, little needs to be done (except for occasional remodeling) for the next 50 years. In reality, the initial development process is only the beginning of an ongoing cycle.

Top level management in the MoJ seem to be fully aware that information systems computerization is a long term and irreversible process that will have deep impact of transforming the organization itself.

Project Management and Leadership

A **critical success factor** in the process of implementation of the identified sets of automation projects is the development of **Project Management** skills which must be consciously and systematically developed by the MoJ through planned education and on the job training. Serious consideration must be given to develop, at least, the following seven areas: leadership, planning, decision making, project management, people management, change management, and expectation management.

A detailed review of each follows:

1. Leadership :

Information Systems development, by its very nature, is a long-term project. It takes a commitment of time, money and people who must be able to work diligently and patiently to achieve the successful implementation of the technology. It is definitely not for the short-winded.

All large projects require many players in several different leadership roles identified as sponsor, champion, integrator, and manager. The sponsor is a policy-level person who is skillful in shaping the politics of the organization to ensure that the required money, staff, and other resources are available to the project. The champion carries the message of the benefits of the project, marketing them to the various organizational constituencies. The integrator resolves the conflicts of competing organizational priorities and builds consensus through communication. The manager orchestrates the administration of the project according to the project plan.

A person may fill more than one role, or a role may be shared by more than one person. In automation projects, the success of the project depends upon the degree to which the champion or sponsor of the project has the organizational power to marshal and allocate the necessary resources. While the champion, sponsor and integrator have important roles to play, the project manager will be involved most actively in the day-to-day tasks associated with system implementation.

2. Planning:

Data processing is an architectural science. The construction of buildings does not begin until designs are on paper. Similarly, planning for MoJ automation is the process of developing blueprints. It is deciding what to do in advance, when it should be done, who will do it, and how much to spend.

Project planning should be linked to other planning efforts of the MoJ. If the MoJ develops strategic plans, annual plans, or master plans for technology, it should work

within the framework of those previous efforts in any specific projects undertaken. In this way, short-term accomplishments are used as “building blocks” to move the MoJ in the direction of its long-term goals.

Formal development plan documents should precede each major step in the systems development life cycle. The MoJ Steering Committee overseeing the project should approve these plans.

The plan should begin with a statement of the project goals and objectives. Each objective should then be broken down into its component parts, until each task is so specific that its duration and cost will be easy to estimate.

The relationship of the tasks to one another also must be determined. If Task B cannot be performed until Task A is complete, then scheduling and personnel assignments should be arranged accordingly. The next step is to determine the resources necessary for each task: time required, skill levels required, equipment needed, etc.

By scheduling project activities and resources the PMT leader can begin to estimate when a project will be completed and how much it will cost. The PMT leader also can assign specific staff to specific tasks. After resolving conflicts (such as assigning a staff member more work than he or she is able to do in a given period) and leveling resources (changing personnel assignments to shorten the time necessary to complete individual tasks or to eliminate slack time), the project manager can find the **critical path**. The critical path is the longest sequence of tasks and determines when the project can be completed.

Once the project manager makes schedules and staff assignments, a budget and spending plan can be created. The budget shows expected expenditure for each task based on the cost of personnel, equipment, supplies, and other resources. The spending plan outlines expenditure by week or month.

It is important to specify major action and decision points in the planning process. These points are called **milestones**. The results of various tasks, called **deliverables**, also should be defined in the plan. Deliverables should be reviewed, modified, and accepted or rejected by the Steering Committee.

It is impossible to anticipate everything that can happen in a project, and estimating exact resource needs is equally impossible. By creating the expectation that changes in the plan are inevitable, much frustration will be alleviated. Flexibility and good expectation management will help maintain high morale in the MoJ and the project team.

The plan also should define a process for monitoring progress. Two approaches should be used: scheduling reviews and exception management. As part of the planning process, periodic meetings to review project progress should be scheduled by the Steering Committee and the project teams. Careful monitoring of the project will reveal when activities are falling behind schedule or when budget allocations are overspent. These exceptions need to be handled quickly to ensure that they do not

affect other critical elements of the plan. They can be resolved by shifting resources or adjusting schedules to accommodate delays.

Sound planning is essential to attaining project goals. It reduces uncertainty, lessens stress, and promotes good relations between MoJ staff and the project team, all of which are part of the blueprint for success.

3. Decision Making

Why is decision making important? Poor decisions at critical points can be catastrophic and lead to complete failure. At other points, poor decisions can waste time and money and result in lower quality systems.

Besides personal or operational impacts, poor decision making can affect the credibility of the MoJ with funding bodies and constituents. Major mistakes in an automation project can hurt MoJ funding for many years.

While there is no magic formula for making good decisions, project managers can take steps to increase the probability of success. If a structure and process for decision making are established in advance, a project can be better organized, can run more smoothly, and can produce better results.

A decision-making structure supports the MoJ in many ways. It institutionalizes the delegation of authority by the MoJ to project teams, thereby clarifying roles of individuals and groups, assigning responsibility, creating leadership, and ensuring MoJ ownership of the project. It provides a forum for resolving disagreements over objectives, priorities, within the MoJ.

A well-designed decision-making structure and process will help the project run more smoothly and produce better results. MoJ staff will not waste time and effort arguing about the ground rules. Consequently, it helps keep the project on schedule.

What kinds of decisions must be made in an automation project? MoJ Steering Committee must agree on the nature of the problem faced, which solution will be used to address it, the priority of tasks and projects, the acquisition and allocation of resources to address problems and accomplish MoJ goals, and the resolution of conflicting objectives, project plans, budgets, and staffing.

In addition, decisions must be made by the PMT about what data elements to include in a system, how to place them on screens, what edits to apply to ensure invalid data are not accepted into a database, what information processing will be performed, and so forth.

A two-tiered structure consisting of a Steering Committee and Project Management Team is recommended for decision making in automation projects.

4. Managing Projects

Project management is built upon sound planning. In planning the project manager decides what needs to happen; in project management, the project leader makes sure it gets done as planned. Completing tasks, staying on schedule and within budget, and solving the problems that invariably occur are all parts of this process.

Land mines exist in almost every project. That which was perceived to be simple during the planning stage explodes in cost and duration when the task is unexpectedly more complex. Turnover key personnel, diversion of staff to emergencies in other areas (without corresponding changes in deadlines), and addition of new, unplanned tasks to the project should be expected. If everyone prepares for these circumstances, they will cause little disruption or concern. If adequate flexibility has not been built into the process, the MoJ may lose faith in the project team and technical staff.

Monitoring mechanisms also should be established. If work assignments and schedules are not carefully watched, disaster can result, particularly if outside consultants or contractors are involved. Scheduled reviews (where progress is monitored in great detail) and exception management (where events or expenses that were not projected are tracked) are tools that project manager can use.

Changes in the original plan should be approved by the policy committee and communicated to all MoJ personnel. MoJ staff will then understand why things are happening as they are.

Ad hoc committees, user groups, or the policy committee should review all plans, designs, and draft final products. Appropriate sign-off procedures, acceptance testing, and quality reviews should be established. If the review becomes a rubber-stamp approval, the MoJ will deserve the final product it gets, which may be less than it wanted.

More tools are available to help in project management. Personal-computer-based project management packages are inexpensive and sometimes helpful. In the coming years, low-cost, easy-to-use project management systems should be available for almost any hard platform.

5. Managing People

Knowledge is power; information is the fabric of knowledge;
the controller of information wields power.

Building and maintaining an effective and productive team is another critical element in successful automation projects. Whether the MoJ hires its own staff, uses contractors or consultants or purchases software from a vendor, the quality of people involved is significant to staying on-schedule and producing a high-quality product.

Technical training for MoJ staff is essential. Initial training in the use of applications is not sufficient; in-service training, cross-training, and retraining by a dedicated training staff are required.

6. Managing Change

Changing the way courts do business has always been a challenge, and nowhere are these duties of greater importance than in a court automation project.

Technology changes rapidly, but people do not, despite strong pressure to do so. Yet the human factor is often the key to implementing change in the courts.

In managing the human side of change, three issues are important: the steps to be taken, or the process; the identification, analysis, and management of resistance to change; and the measurement of how well an organization integrates technology.

The first step is to recognize the need for the change. Many MoJ staff may accept the need on an intellectual level, but may not adjust emotionally. The second step is to formulate and share the vision of how the MoJ will work after the change, including a view of the change the process (the projects to be implemented). The third step is to institutionalize the change. Willingness to confront the issues and individuals that stand in the way, a realignment of resources to support the changed organization, and a measurement of the results of the process.

Resistance exists for many reasons. One reason is the feeling of uncertainty because technology is often viewed as threat to job security. Because they can only speculate about the real benefits of the change versus the negative effects, people often tend to prefer a known system of lesser quality to an unknown system with promised higher quality. People are often attached to things as they are, whether good or bad. They may see a potential loss of status, control, power, or comfort. Change can threaten their competence, create new rules and regulations, and alter relationships in the organization.

Resistance is best overcome by involving users in decision making, by building rewards into the process, by confronting problems, and by building organizational consensus. Education and socialization play important roles.

Communication at all levels must occur. A few people can make a project fail; a few cannot make it succeed. While it may not be possible to convince everyone, most of the staff must accept the change for it to be successfully implemented.

Once the change is put in place, it is important to monitor how staff are adapting. By reviewing processes and procedures periodically, managers can ensure that the change is institutionalized by the organization.

7. Managing Expectations

Unrealistic expectations can convince anyone that a successful project has failed or discourage MoJ staff to the point that the project may never be completed. Overselling an innovation is an invitation to failure. Proper management of expectations is another important issue that should be addressed by MoJ project leadership.

Unrealistic expectations occur for many reasons. Sometimes they are present because courts are unclear about how technology can help them. Often, technologists are unclear about how their products can help the court. Whatever the source, unrealistic expectations must be eliminated if the project is to be considered a success and project leaders are to retain their credibility.

Project goals must be articulate and communicated within the MoJ organization. If these goals are clearly understood from the beginning, there is little likelihood of misunderstanding. An effective planning process also helps MoJ staff understand exactly what is and is not being done and the reasons why.

Finally, MoJ project leaders must market the system at all levels of heir organization. Marketing includes not only building the system users need, but convincing them to use and support it by helping them understand how it works and what it does.

APPENDIX

JOB DESCRIPTION

HEAD ADMINISTRATION AND FINANCE SERVICE

NATURE OF THE WORK

This is administrative and professional personnel work planning, directing and coordinating the activities of the Administration and Finance Service of the Ministry.

Under administrative direction of the Vice Minister this employee is responsible for exercising comprehensive management activities that include developing, coordinating and analyzing government and organizational policies and analyzing government and organizational policies and procedures so as to establish a strong, goal-oriented personnel, fiscal and general service administration systems in the Ministry. In formulating and executing budget, he is also expected to conduct studies to result in increased economics or increase in effectiveness and efficiency. The employee exercise supervision and control over a substantial number of professional and technical employees, except attorneys and legal experts, responsible in their area of assignments.

TYPICAL DUTIES

Plans, organizes and directs the activities of sections under his immediate supervision and control plans, directs and coordinates the personnel management activities within the frame work of the Government, Federal Civil Service Commission and the Ministry's policies and regulations, directs a continuous review of position classification, structure and utilization of all positions in the Ministry. Provides for the establishment, development and maintenance of sound personnel management policies and programs. Plans, directs and coordinates the financial management activities: Coordinates other department staffs to collaborate in the formulation of the Ministry's annual recurrent and capital budget: Plans directs and coordinates the activities of general services supervises the maintenance of adequate and proper office facilities and supplies in the Head Quarter and Regional Representative Offices.

Job Description

Head: Attorneys Administration Division

Nature of the Work

This is administrative and supervision personnel work directing and coordinating the activities of the Attorneys Administration Division of the Ministry of Justice.

Under the administrative direction of the Head: Administration and Finance Service, the employee is responsible for recruitment, selection, placement promotion and retirement of Attorneys and all legal experts. Work also includes directing and supervision the maintenance of personnel records and other current and relevant personal data in accordance to the regulations governing the administration of attorneys.

Typical Duties

Plans and directs the recruitment, selection, placement promotion, transfer and retirement activities of attorneys working in the Ministry of Justice. In accordance with the rules and regulations of the administration of attorneys and other relevant laws.

Consults with Departments, Regional offices and divisions to determine the short and long-term manpower needs.

Receives employment applications, review qualifications of candidates, prepares and coordinates examinations and prepares letter of appointment.

Maintains personal files and personal cards designed to give the fullest possible information about the Attorneys including, mainly, their personal and service history, personal data, education training, special skills, description of official functions and their assets and properties.

JOB DESCRIPTION

Head, Budgeting & Accounting Division

Nature of Work

This is supervisory and professional accounting and budgeting work directing the activities of the Budgeting & Accounting section.

Under the general Supervision of the Administration and Finance Services Head, the employee is responsible for directions the technical formulation and administration of the Ministry's recurrent and capital budget; maintenance of the Ministry's Official accounting records in conifer regulations.

Typical Duties

Plans, organizes, coordinates and assigns the works of the Budgeting & Accounting sections.

Develops budget preparation forms and instructions determines the time schedules requirements to permit adequate evaluation and compilation of Branch office's budget proposals.

Supervises and participates in the preparation and assembly of supporting documents and data for use in budget hearing; attends budget hearing.

Supervises the maintenance of the Ministry's official accounting records; supervises the preparation of financial statements.

Supervises the collection, deposit and disbursement of the Ministry's funds: the preparation and distribution of all payment checks and the monthly bank reconciliation.

Supervises the preparation of all monthly, quarterly and annual statements needed to show the cash flows and financial operations of the Ministry.

Remarks: - Report is kept

Simple letter format but
need to look at budget also for presentation
* Two budget lists to be made by date
to be made

JOB DESCRIPTION

Head: Personnel and Records Division

Nature of the Work

This is administrative and supervisory personnel work directing and coordinating the activities of the Personnel and Archives Division of the Ministry of Justice.

Under the general supervision of Head; Administration and Finance Services. This employee is responsible for directing and supervising the activities of the personnel and the Archives Sections. Work includes directing and coordinating personnel management program mainly recruitment, selection and placement, classification and pay, testing and personnel records of the support staff and also providing records management, maintaining central files and mail.

Typical Duties

Plans and directs the recruitment, selection, and placement activities of support staff of the Ministry of Justice in conformance with the rules and regulations of the Federal Civil Service Commission, Consults with division and regional representative office heads to determine the short and long-range manpower needs.

Receives employee applications, reviews qualification of candidates, prepares examinations and announcements, supervises and participates in the preparation of examinations, rates examinations, determines correct

answers; prepares key answer sheets, recommends examination weights and passing points.

Supervises and participates in the maintenance of personnel records, performance evaluation forms and other personal data.

Directing and Coordinating modern records management systems, maintaining central files.

Head, General Services Division

Nature of the work

This is administrative work directing and coordinating the activities of the General Services Division of the Ministry.

Under administrative direction of the Head, Administration and Finance Services, the Division Head is responsible for providing efficient building maintenance and custodial activities, directing, coordinating and controlling of the ministry's purchasing operations.

Typical Duties

Plans, organizes, directs and coordinates the activities of the assistants engaged in purchasing and store keeping .

Directs & coordinates all central service activities including transportation and office facilities, messengers, janitorial and custodial services for the headquarters office complex as well as Branch offices.

Supervises the preparation of specification; prepares or directs the preparation of bids for supplies and equipment purchases.

Serves as chairman in the bid award committee; verifies commodity and service quality.

Interviews vendors' of their represeuatives regarding price changes, trade and cash discounts.

Ensures the proper handling and supervises the maintenance of inventory control of the records of the Ministry's properties including office furnintures and machines, vehicles and supplies.

Organizes a timely and efficient service, repair and maintenance of vehicles.



ውስጣዊ ግስታወሻ

INTERNAL MEMORANDUM

To Minister of Justice

Date October 17, 1996

From Attorney's Administration Services

for address

Subject Short Reports on Services Rendered, Man Power and education, structure and Current Problems encountered in the Attorney's Administration Services.

I. Services Rendered in the Attorney's Administration Services (Short notes).

By and large, the main duties of the Attorney's Administrative Services are to administer Attorneys, provide licences, Renew licenses, administer complaint cases on Attorneys and where necessary withdraw licences from attorneys.

Details

No	References	Year	Total	Remarks
1	Attorneys Personal Files	-	900	-
2	Attorneys Personal Files pending decisions	-	718	-
3	Renewed licenses	1996/97	566	-
4	Licenses not renewed	1996/97	115	-
5	Licenses not collected	1993/94	5	-
		1994/95	1	-
		1995/96	3	-
6	Rejected license requests	1993/94	1	-
7	Complaints pending decisions on Attorneys	1993/94	6	-
		1994/95	4	-
		1995/96	9	-
		1996/97	1	-

II. Man Power and Education

1. Ato Fasil Tadese; A/ head, Attorney's Administration Services, Bachelor of Laws Addis Ababa University, 1986
2. w/o Amsale Yohannes; Secretary of the Committee for Attorney's cases.
Diploma in Laws, Addis Ababa University
3. w/o Aster Kebede; Secretary typist.
Diploma on Secretarial Science.
Entoto Academic Technical and Vocational School.

III. Problems Encountered in the Attorney's Administration Services.

1. Shortage of Man Power

We need to have at least two archive clerks.

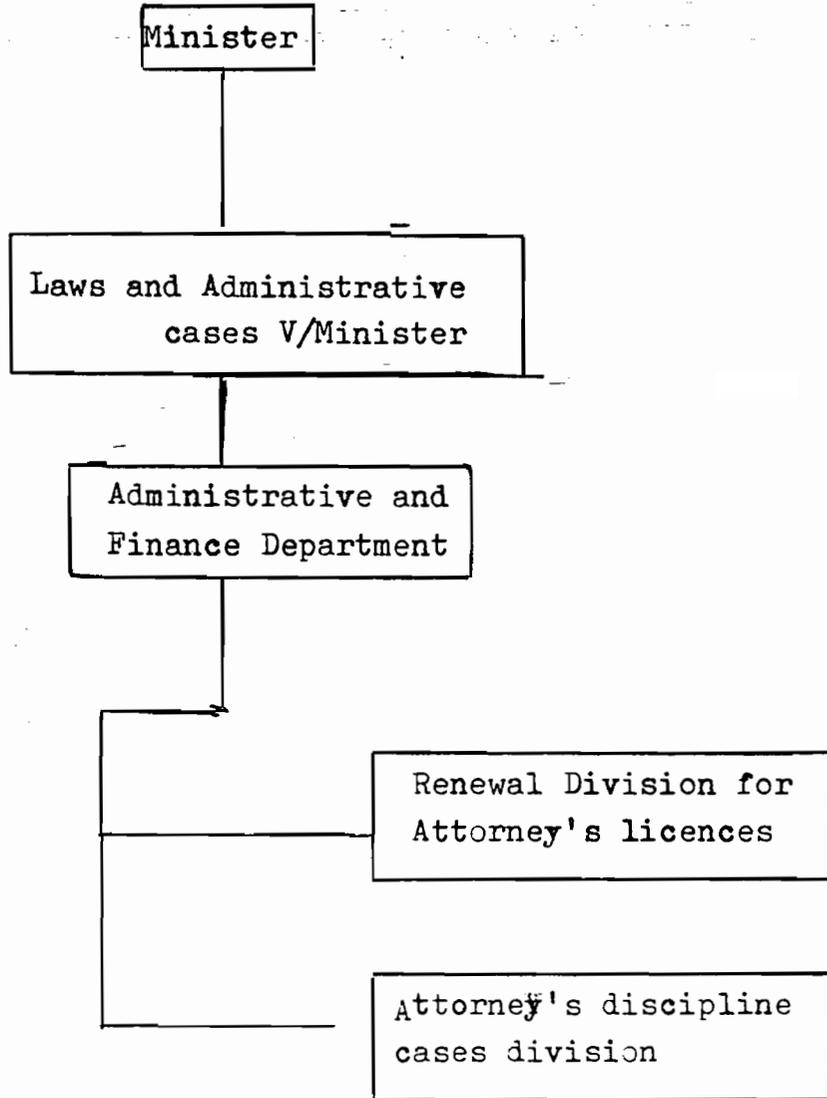
2. Shortages of File Cabinets

We need to have at least four more file Cabinets.

IV .

Flow of Structural Chart

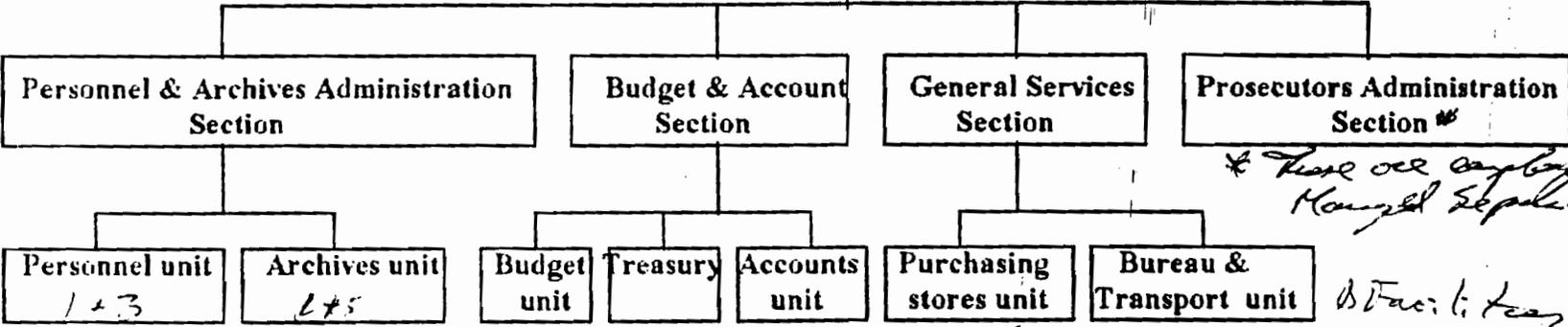
Attorney's Administration Services



MINISTER

Legal & Administrative Vice Minister

Administration & Finance Service



Personnel Admin is done separately for

** These are employees managed separately*

B Facility

*Execution
Members supplies
- Office furniture*

Personnel Management

Looking at these ranges

Personnel unit

Training should be supervised in the organization. (Needs Assessment)

CRIMINAL INVESTIGATION DEPARTMENT
MINISTRY OF JUSTICE

Legislation and functions

According to proclamation No.4 of 1995 The Ministry of Justice ~~have~~ the following powers and duties.

1. Ensure that the department has carried out its duties according to the law;
2. Cause an investigation of a case presented to him by the division of the department, if he is convinced that a crime has been committed;
3. Cause the necessary legal protection to witnesses;
4. Undertake studies to modernize the method in which crime investigation is to be carried out, and upon approval ensure its implementation,
5. Provide legal advice to the divisions of the department and discuss with them the way in which their works can be legal;
6. Submit quarterly activity report, which is supported by evidences, of the department's divisions;
7. Perform other duties assigned to him by the Minister

ORGANISATIONAL STRUCTURE

The Department is under the charge of the Minister of Justice and accountable to him.

The department has three divisions

- Central and Foreign States Crime Investigation Division.
- Human Rights, Public Interest and Social Life Crime Investigation Division
- Investigation Organs Follow-up Division

Structurally we need 16 officers,

Out of this 14 are investigators, 2 officers are secretaries

At this time, the Department has 6 investigators and 6 non-investigating staff secretaries and messenger

2 Officers with LLM degree and other 4 with LLB Degree in Law (See Annexe on organisational structure)

Basically, the problem of the department is trained manpower and other materials.

*Chargers, Investigators
Detention, Medical, Legal*

CRIME INVESTIGATION PROCEDURE

The prosecutors in the crime investigation department, like any investigation police officers, conduct their investigation according to the criminal procedure code.

When accusations come to the department the head, will assign the cases to the prosecutors so that they commence their investigation.

The prosecutors first gather relevant evidences in different ways and summon witnesses to the case and take down their testimonies according to art 30 of the criminal procedure code. The testimony is written down on a form prepared for this purpose. The witness has to state his/her name, age, sex, education, marital status, religion, nationality, ethnic group, occupation, address before giving his/her testimony.

Then the accused or suspect is summoned according to art 25 of the procedure code and he will be interrogated. But before hand he will be told his right to remain silent if he wishes to do so. If he wants to answer questions however, his statement will be taken and he will sign it after he has read it.

Like the testimony of a witness, the statements made by the accused will be written down on a form prepared for this purpose. The accused will be made to state his name, age, sex, education, marital status, religion, nationality, ethnic group, occupation, address and his short life history.

The prosecutors after having questioned all the necessary witnesses and accused and gathered relevant evidences and added his opinion will send the file to the concerned prosecution office.

This is the summary of the procedure of investigation work of the department.

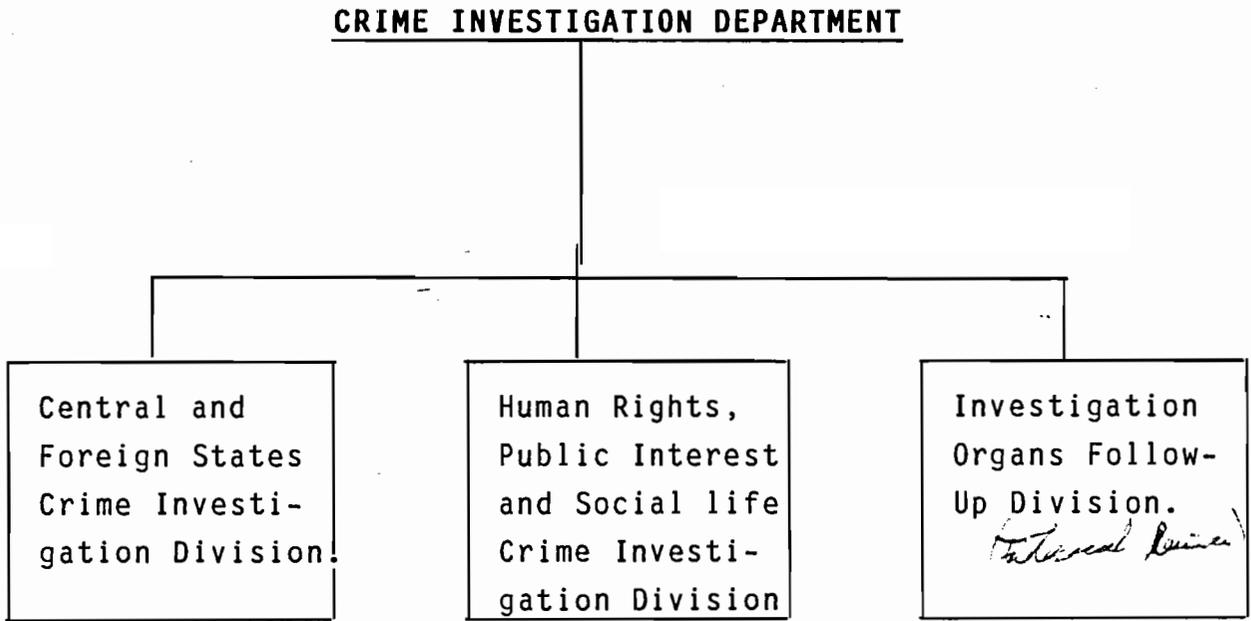
PROBLEMS OF INVESTIGATION PROCEDURE

One of the problems in the investigation is the procedure of taking down testimony and statement. The prosecuto has to write everything and if there is a ~~cor~~ correction to be made, the whole or part of what has been written has to be written again. It is very time consuming and tedious, besides it causes unnecessary wastage of stationery.

The other thing is that one has to look into the whole of bulky files to get some information. Moreover, most of the ~~files are so bulky that it is hard to handle them conveniently.~~

Thus computerizing the system evidently minimize or allivate these problems and many others that are not metioned here.

ORGANISATION CHART OF THE
CRIME INVESTIGATION DEPARTMENT



** issue to come problem with
to say the structure*

** issue as a separation of
of problem and as speciality*

(2/2)

MAN POWER AND ACADAMICAL BACK GROUND OF THE CRIME

INVESTIGATION DEPARTMENT

<u>NAME</u>	<u>TITLES</u>	<u>EDUCATION</u>
1. Taye Mengistu	Deputy Assistant Attorney General	LLB
2. Nunu Amare	Prosecutor	M.A.
3. Hiruth Melesse	Prosecutor	LLB
4. Worku Gemech	Prosecurot	LLB
5. Getachew Gonfa	Prosecutor	LLM
6. Harka Haroye	Prosecutor	LLB
1. Feregenet Bekele	Secretary II	Diploma
2. Meseret Tadesse	Secretary Typest	12
3. Etanesh Mulugeta	Messengers	12+2
4. Zerefa Tebebu	Secretary Typest	12
5. Wyneshet Ashagra	Secretary II	11

Ministry of Justice
Department of Criminal
Affairs

1. Brief Description of its duties and responsibilities.

- 1.1 The department follows up criminal cases falling under the jurisdiction of the Federal Courts as well as other criminal cases relating to the federal state.
- 1.2 Looks into petitions against the decisions of regional branch offices of the ministry and presents to the Vice minister its opinions regarding the petitions or proposes remedies to the grievances in question.
- 1.3 Checks on decisions given in accordance with articles 39 and 42 of the criminal procedure code by regional branch offices of the ministry after examining copies made to the federal attorney office and present its opinion on the matter to the Vice minister where it disagrees with the decisions given.
- 1.4 where branch offices of the ministry raise questions on criminal matters or ask for instructions the department studies such questions or request and presents its opinions or the necessary instructions to the vice minister.
- 1.5 Conducts research or studies on the causes and method of prevention of crimes with the view of minimizing the occurrence of crime commission in the country and presents the results of its research or study to the competent superior authority.
- 1.6 If follows up the proper implementation of foreign courts decision or decrees.

.../

- 1.7 It checks and supervises the activities of the divisions under it.
- 1.8 It coordinates the activities on criminal matters of branch offices and sees to it that statistical reports are submitted in due time and ensures that statistical data are compiled and kept properly.
- 1.9 It submits reports about its activities to the vice minister on quarterly bases.
- 1.10 It carries out other activities assigned to it by the vice minister.

2. Problems

2.1 Structural Problem.

- 2.1.1 The department has two divisions. The one dealing with crimes relating to the federal and foreign states and the other with crimes relating to human rights, public interest and social life. However in certain cases matters relating to state and public interest seem to coincide or overlap and as such it is hard to distinguish between the duties of the divisions. In practice no distinction is made between the two divisions i.e. cases are distributed without taking into consideration the type and nature of the crimes this may be due to the fact that the department is still in the process of development.
- 2.1.1 The department has been unable to carry out its responsibilities as regards activities concerning research and study as envisaged by the organizational structure (see No 7 of the document on the organizational structure) for the reason that a separate division has not been established.

2.2 The question of Responsibility.

The organizaional structure has made the department handicapped as it has made it a non decision making body, cases dare refered to its disposal by the deputy attorney general and inreturn it submits opinions, recommendations as the case may be to the deputy asttorney general (see No 2 and 3 of document on the organizational structure.) In this regard the department acts as an experties office.

This appears to give rise to the following problems.

- a) It imposes unnecessary work load on the deputy general's office.
- b) It deprives a sufficient room for appeal on the part of the petitioners.
- c) It leaves the department on the position not to be able to assume responsibilities inuependantly. consequently we think that this would seriously frustrate the systematization of the ministry in general and hence we cale for the restructuring of the department.

2.3 Shortage of man power.

Presently the department has 9 staff members of these 6 are lawyers 2 are secretary typist and the remaining one is a reader. These staff members are not in a postion to handle the duties and responsibilites assigned to the department partucuylarly in view of the increasing volume of work following the incorporation of Addis Ababa and dire dawa tothe Federal state structure.

In the previous fiscal year 9 junior legal experts were transferred to other departments consequently two research projects began at the outset of the year could not be continued. There have been instances where decisions on cases or responses to petitions might have been delayed due to the shortage of legal experts.

The two secretary typist are unlikely to cope with the volume of work in the department in particular when one of them is absent on it as is the case at present the amount of work gets too much for the remaining one. If research and study work is to continue the situation will certainly be worse.

As the department has no office boy or girl the other staff members have to carry out the duties of an office boy or girl in addition to their regular activities.

Since there are three nonvisual lawyers two more readers are required.

2.4 Shortage or lack of the relevant legislations. The department has complete sets of proclamations and regulations of only few years and a certain number of proclamations of other years.

Moreover the library at the federal Attorney's office besides lacking of some important earlier legislations it has not been furnished with the recent proclamations regulations and directives since 1994. It is difficult to use what is available in the library because of lack of systematic arrangements, indexing and catalogueing. This makes it difficult to apply the relevant laws. The problem is believed to be worse in the regional branch offices of the ministry. There have been instances where branch offices have sent cases to the head office for decision citing the lack of the relevant legislations as ground for sending the cases. There has also been an occasion where the department had to dictate a number

of provisions over the telephone to a regional federal prosecutor. What is more it is very hard to find out the legislations that are issued every time as there is no any mechanism for this purpose. Hence there may be occasions where repealed laws may have been applied.

In addition often times prosecutors may find it very tedious and cumbersome to cite specific and relevant provisions to a specific case. Because there are numerous legislations promulgated and repealed. The enormity of legislations has definitely brought about serious problems as to citation and as the result mistakes have been occurring. We reckon that if categorization of legislations could be effected it would solve the problem to a great extent.

The non visual members of the ministry could do a better job if they had the necessary legislations in Braille.

Presently a few proclamations and the draft of the federal constitution have been made available and some more are in the process of being transcribed into Braille but still more is required. The introduction of modern facilities and new technics will of course lead to more successful accomplishment.

2.5 Although the department is supposed to coordinate the activities on criminal matters of the regional branch offices. There had been little activity in this regard. Only a few statistical reports have been submitted to it. Hence there is little to say about the compilation and keeping of statistical data by the regional branch offices never the less since the education training & dissemination department has been assigned the same responsibility it would be advisable to leave this task to the said department in order to avoid duplication.

2.6 There have been a number of jurisdictional problems in the past. However most of them appear to have been settled following the enactment of the federal courts proclamation No 25/1996. But still a few problems remain. The department receives Numerous petitions from all regions against Decisions or acts of regional authorities. Petitioners find it very hard when they are informed that the federal ministry of Justice or attorney's office has no jurisdiction over the matters in question. There have been cases also where crimes falling under jurisdiction of the Federal or Central courts have been entertained by regional prosecution offices or courts.

2.7 Little had been done in the study of crime causation and the method of prevention due to the shortage of legal experts and research materials.

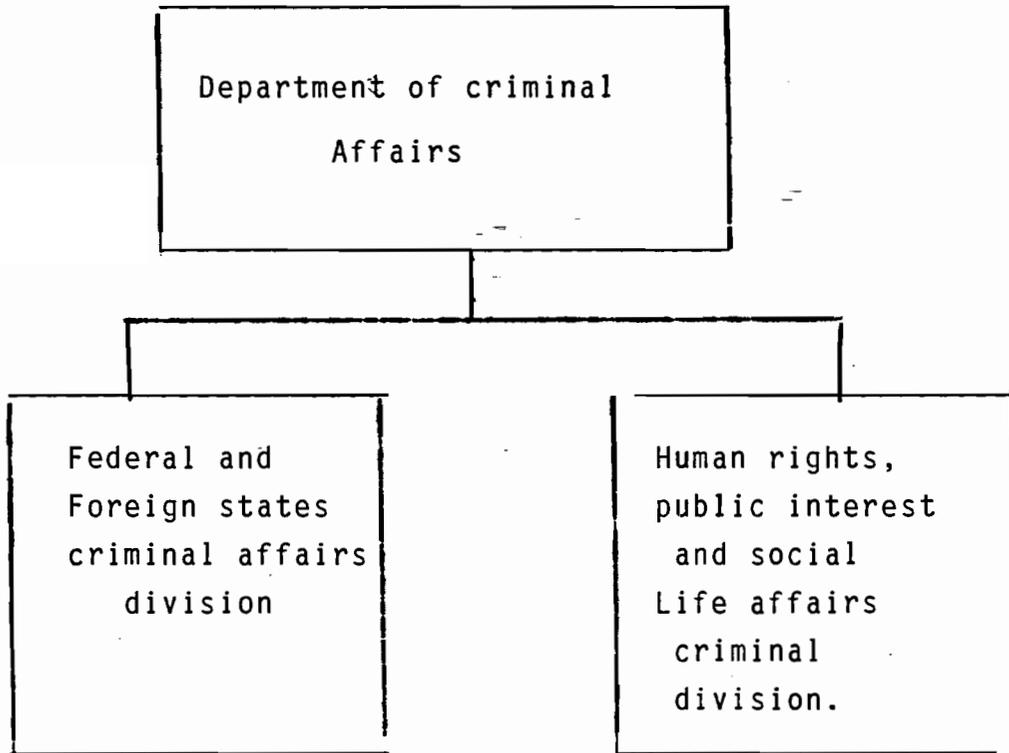
3. Personnel and Level of Education.

As has been mentioned above there are 6 staff members in the department of the 6 lawyers one has LLM, 4 have LLB and the remaining one has diploma in law.

One of the secretaries has diploma in secretarial science and the other has diploma in accounting and Book keeping.

The 9th member the reader is a law diploma student in his final year.

4. Organizational structure.



The office of the representative of the ministry of Justice for Addis Abeba is one of the regional offices within the ministry.

THE ORGANIZATIONAL STATUS OF THE OFFICE

According to the organizational structure of the ministry, this office is headed by an Assistant Attorney General & has three main departments. These are:-

1. The criminal cases department.
2. The civil cases department.
3. The legal advise department.

Due to the specific nature of our office & its presence here we donot practically act on the basis of organisational structure.

The main reasons for this are:-

1. The volume of criminal cases to be handled by the office are too much. So in most instances we specially concentrate on the criminal cases. This is mainly because of the pressure flow of criminal cases is very high so we are giving priority for criminal cases, the above mentioned two departments are hardly functional. Most of the above two functions are practical within the ministry.

2. Due to the recent restructuring of courts, we are obliged to handle all cases falling within the jurisdiction

.../

of the federal courts. Therefore on temporary basis we were obliged to restructure the representative office in order to cope with court system & try to minimize the flow of cases to us.

As known federal courts are established in three leveles. These are:-

1. The federal first instance courts.
2. The federal high court.
3. The federal supprime court.

In order to achive our goal or to ful fil our responsibilities we have to establish different offices following the level of courts.

At city level these three courts are functional now. So, we at the same time modified our structure and formed our offices following the level of courts.

Due to the provisional restructure now,

1. At city levele we have four offices formed in order to handle cases at first instance level. These offices are formed indifferent places within the city. Each office has its own head with the status of a public proscutor. In all these branch offices there are 22 public proscutors.

.../

2. The next office is formed in order to handle cases falling within the jurisdiction of the federal High court. This office is headed by vice Assistant Attorney General responsible for the day to day activity of the prosecution of cases in the federal high court. At this level we have around 22 public prosecutors.

3. The third, which is recently formed department is the office of the public complain receiving & handling of cases department. A senior public prosecutor is leading this department. Here we have three public prosecutors.

This office is responsible mainly for handing & deciding of cases. Which are brought to it by the government offices, public organisations, individual or group complains. This work involves all aspects of the duties & responsibilities of the ministry of justices.

The last area of work refers to the cases falling within the Jurisdiction of the supreme court. This office is directly accountable to the assistant Attorney General and responsible for handling cases falling within the jurisdiction of the supreme court. As known the supreme court sees cases as:-

1. In some condition as a first instance court.
2. As appellate court.
3. In some specific conditions acts as a court of cassation.

so, in all its jurisdiction at national level it is the duty of this office to appear & handle cases. The cases come from different parts of the country. For this duty we assigned two senior public prosecutors.

The organizational structure of our office can be mentioned as above. We have tried to briefly state about the organization. Next, we want to brief you about the man-power.

PERSONAL (MAN-POWER)

In our office we have two kinds of personnel. These are:-

1. The professional lawyers who are public prosecutors at different levels.
2. The support staff.

As regards the public prosecutors, they are 59 working at different levels. At the supreme & High court level among the 37 most of them hold first degree (LLB) few of them hold (LLM) & diploma in law.

At the first instance level there are around 22 public prosecutors. Most of them hold diploma except the heads with Bachelor of laws.

.../

The support staff is around 93. Most of whom are in poor academic standard. The staff can be divided as administrative & file handling.

The administrative staff is very few they are three. This staff is mainly responsible for personnel matters, general service & administering petty cash which we bring from the head office.

The other group of personnel is responsible for handling of files which we try to briefly mention.

One of the chronic problems of this office is the proper administration of files.

In our office, we receive so many files from around 32 criminal investigation offices. These are:-

1. The 28 woreda police stations
2. The regional police commission
3. The central criminal investigation department of the federal police commission (referring federal offices)
4. The federal excise & custom administration police.
5. The rail way police.
6. The criminal investigation department of the ministry of justice.

.../

As laid in the criminal procedure code of Ethiopia & Duties & responsibilities of the ministry of justice our main responsibilities are:-

1. Give order to the police when ever criminal investigation is necessary.

2. whenever there is sufficient evidence to institute criminal charge & prosecute the suspect(offender).

3. when necessary to order further investigation

4. when there is no sufficient evidence refuse to institute proceedings.

Therefore our duty is diverse which force us to create a big file room & assign a large number of man power.

The flow of files & the number of files which should be kept are so many.

So, in an average the office:-

1. receives 3000 files per-week

2. Holds around 15,000 files which are active.

3. keeps a huge amount of files in its archive.

The bulk of files & flow & movement of files is based on the traditional system & as a result of which it is always difficult to bring files to the court session & find files with a short period of time.

All statistical needs and quick reports are always hindered by the above mentioned problems.

Legal Affairs Department

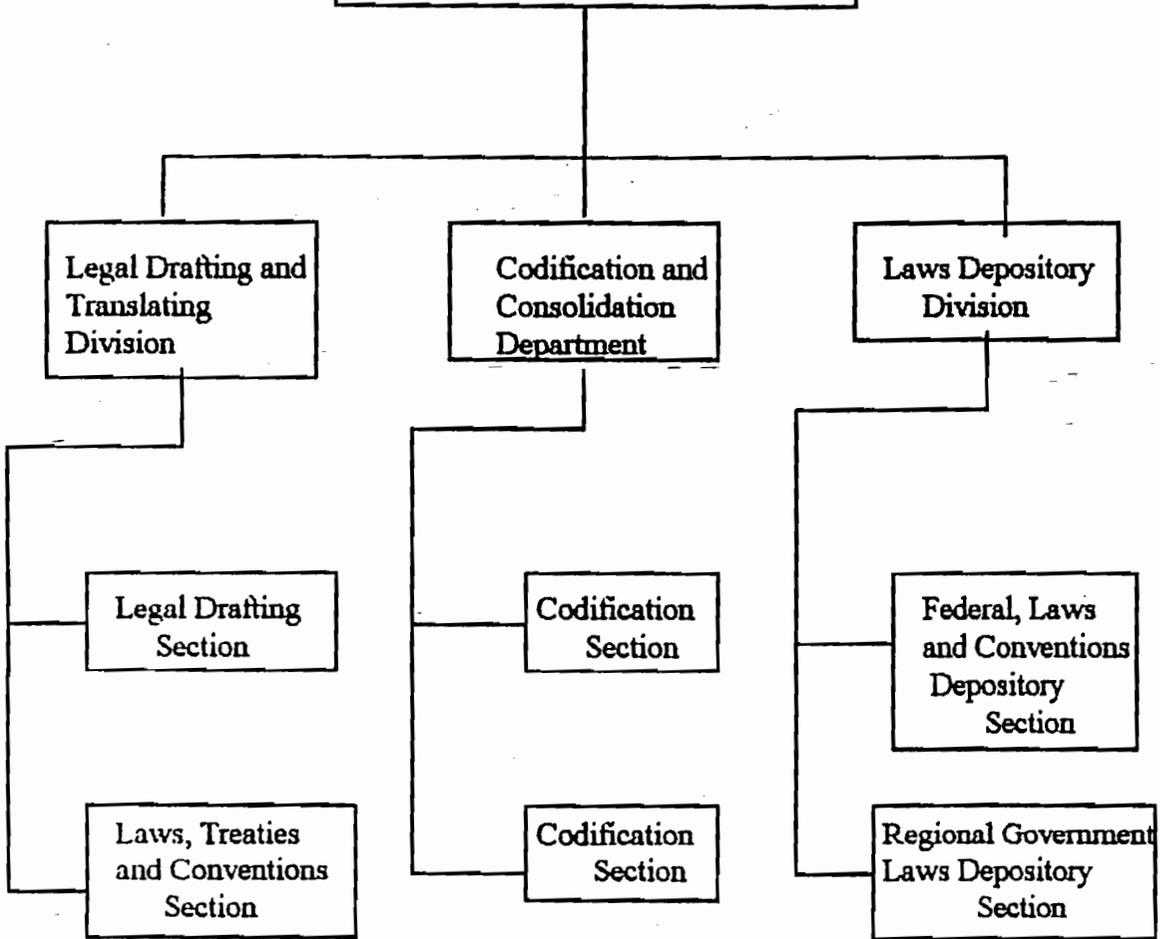
The Legal Affairs Department shall be accountable to the Vice-Minister and discharge the following functions:

↑ For Legal & Admin Affair

1. based on policy directives issued on draft preparation, *this is done by the parliament* codification, consolidation and depository of laws it shall draft internal regulation and submit same to the vice minister and upon approval ensure its implementation;
2. assist the Council of Ministers, Ministries, Commissions and other authorities in draft preparation; upon request, assist Regional administrations in draft preparation, prepare draft laws necessary to its Ministry;
3. submit draft laws of the Central government to the legal committee of the Council of Ministers and prepare final drafts based on deliberations and decisions of the Committee;
4. translate laws of the Central Government, laws of Regional Administrations and International Agreements and ensure that translations are qualified as legal documents;
5. conduct research facilitating the codification work; Coordinate and Supervise the Codification work;
6. prepare a legal index on laws presently in force by following up amendments, if any; accomplish consolidation tasks when necessary;
7. in Cooperation with the Concerned Organ, prepare corresponding drafts when international agreements ratified by Ethiopia are to be transformed to national laws;

8. ensure that draft laws are in agreement with basic laws of the Country and international agreements ratified by the Country;
9. ~~act as depository of the laws of the Central Government; collect laws of regional administration and upon request provide same to the concerned body;~~
10. ensure that draft laws are prepared by following uniform procedures and in languages which the public to whom they are addressed understands;
11. ensure that government policies, laws, directives and judicial decisions are organized in a way facilitating the service of the department;
12. ~~devise new(up to date) strategies so as to effectively handle the preparation of draft laws;~~
13. ensure that divisions of the department handle their work in coordinated manner;
14. devise mechanism which contribute for the improvement of the work of the department by conducting studies on problems encountered in the course of the preparation of draft laws, codification, consolidation and as regards depository of laws and implement same, upon approval;
15. submit reports to the vice minister as regards performance, encountered problems and future plans;
16. ~~participate as a member in committees organized in connection with its functions and make contributions expected of it;~~
17. ~~perform other duties assigned to it by the Minister and Vice-Minister;~~
18. Prepare a detailed job description so as to identify the duties of the personnel of the department.

Legal Affairs Department



MAN POWER

<u>Legal Affairs Department</u>	<u>Name</u>	<u>Level Educational Achievement</u>
Department Head	Zenebe Burka	LL.B.
Legal Drafting & Translation Division Head		
Legal Drafting Section	G/Michael Getaneh	LL.B.
Laws, Treaties & Conventions	Sara T/Mariam	LL.B.
Translation Section	Aster Omar	LL.B.
Codification & Consolidation Division Head		
Codification Section	Adamu Gashu	LL.B.
Consolidation Section	Anemut Lakew	LL.B.
Depository of Laws Division Head	Terufat Agegnehu	LL.M
Federal Laws & Conventions Depository Section	Negest Shimeles	LL.B.
Regional Government Laws Depository	Alemayehu Mahari	
Secretary	Tsehay Lemma	

THE NEED FOR COMPUTERIZATION OF THE CIVIL CASES DEPARTMENT

I. INTRODUCTION

1.1 Establishment

The Ministry of Justice is given wide powers and responsibilities, as per proclamation No. 4/1995 Art.23 the amendment Proclamation which lays down the powers and responsibilities of the various Central and Regional executive Organs of Transitional Government of Ethiopia. The Civil cases department accordingly, is a novel division, set up in line with the said Proclamation.

1.2 The Responsibilities of the Department of Civil Cases

The Division is intrusted with functions and responsibilities provided in Article four and five of the Proclamation which reads as follows:

Article 8 Institute, cause to be instituted or intervene in proceedings before Central and Regional Courts, any judicial body or arbitration tribunal and appear as a defendant, as the case may be, where the rights and interests of the public and of the Federal Government so require.

Article 10 Follow-up as necessary, the handling of civil suits and claims brought by or against government organs, cause report to be submitted to it on same, where it finds it necessary, and insure that competent manpower is assigned for the purpose.

II. organizational structure and Brief Description of Functions of the Division and Sections under the Civil Cases Department.

2.1 Organizational Structure

In order to effectively address to the aforementioned duties and responsibilities, the department is organized into two divisions. Each division has sections under it. They are listed hereunder:

I. Division for the Protection of rights and interests of peoples, nations, nationalities and individuals.

1. Consumers rights protection section.
2. Environmental protection section.
3. Affairs of nations and nationalities section.
4. Cultural and Historical property protection section.

II. Division for the protection of government rights and interests

1. Natural resources protection section.
2. Public Enterprises affairs section.
3. Social and Service rendering enterprises affairs section.
4. Administrative office affairs section.

III. Affairs of government cases, advocates, and Legal Advisors

1. Section for Research on legal cases of Government offices and enterprises.
2. Section for the follow-up of the competency of government advocates and legal advisors in government offices and enterprises.

2.2 Brief Description of the Powers and Duties of Departments and Sections in the Civil Cases Department

1. Division for the Protection of Government Rights and Interests

This Division leads and co-ordinates the functions of the five sections under it;

A. Consumers rights Protection section

This section is responsible for investigating situations where products are below standard and/or pose hazard to human life and health. In collaboration with the concerned body, it seeks solutions to any such problems. Seeking order from the court to ban the product from market and/or seeking redress to those victimized by using defective products are among the measures to be taken by the section. Other than this, it conducts research on consumers law; and keeps record of all its activities.

B. Environmental Protection Section

This section is responsible to look into matters that happen to pollute either earth, air or water. It seeks court order to ban activities that imperil the environment, seeks redress for those harmed by environmental destruction. In addition, it studies laws concerning environmental issues; and keeps records of its activities.

C. Affairs of Nations and Nationalities Section

This section is responsible for investigating matters that hamper the full enjoyment of rights of nations, nationalities and individuals. It would endeavor to take majors so that any impositions against these rights would cease. Moreover, it would take legal measures to redress those whose rights had been tampered with. When found necessary, it would intervene in civil proceeding concerning the rights of nations and nationalities other than this, it studies laws concerning the rights of nations, nationalities and individuals; and keeps records of its activities.

D. **Cultural and Historical Property Protection Section**

This section is responsible for investigating matters that are harmful to historical and cultural properties (Heritages). It picks court order to ban activities that imperial such properties; seeks to redness damages on or loss of such properties. It conducts studies on laws that deal with protection and utilization of such properties, and keeps records of its activities.

2. **Division for the Protection of Government Rights and Interests**

This Department leads and Co-ordinates the functions of the five division under it.

A. **Natural Resources Protection Section**

This section is responsible for investigating matters that have caused damage or are likely to cause damage on minerals, Forests or wild animals. It seeks court order to ban the activities which are precious to these resources; seeks compensation for any damage or loss on same. It studies laws relating to natural resources; and keeps records of its activities.

B. **Public Enterprises Affairs Section**

This section is responsible to prepare pleadings and institute civil actions in cases concerning corruption, loss of money and property in public enterprises when ordered by its superior. When it finds out situations relating to public enterprises that is harmful to government rights and interests, it submits report to its superiors. Whenever necessary, it also intervenes in civil proceedings of the same nature. It conducts studies on public enterprise pertaining to matters that relate to its duties, and keeps records of its activities.

C. Social and Service Rendering Enterprises Affairs Section

This section is responsible for preparing pleadings and instituting civil actions cases concerning corruption, loan of money and property, when ordered by its superior. It also intervenes in cases of similar nature, when found necessary. When it finds out a matter relating to social and service rendering enterprises that is harmful to government rights and interests, it submits a report to its superior. It conducts research on these enterprise son issues relating to its own; and keeps records of its activities.

D. Administrative Offices Affairs Section

This section has the responsibility of preparing pleadings of instituting civil action in cases concerning corruption, loss of money and property in administrative offices when ordered by its superiors moreover when ordered by its superiors, it intervenes in civil litigations concerning such issues. When it finds out that a situation contrary to government rights and interest exists in such offices, it submits reports to its superiors. It studies matters relating to its duties that pertain to these offices; and keeps records of its offices.

E. Government Revenue and Tax Affairs Section

This section, upon order by its superiors, is responsible for preparing pleadings and instituting civil actions in case due to embezzlement or some other cause, the government suffers a lose in its various revenues like tax, lease, rentals etc. When contrivances to evade paying such government revenues comes to its attention, it submits a report to its superiors. It conducts research on government revenues, and keeps record of its activities.

3. Section for Affairs of Government case, Advocate and Legal Advisors

This Section leads and co-ordinates the following functions.

This section is responsible to gather information on types of cases, ~~the amount of money involved from governmental offices and enterprises; and keep record thereof.~~ Based on this, it calculates the total amount of money the government spends over the cases and keeps record thereof. Moreover, it conducts a research on the cases and reports the outcome to its superiors. It also keeps record of its activities.

This section is responsible to gather information on government Advocates and Legal Advisors, by means of forms prepared by the department and keeps proper record thereof. Based on these information it studies whether competent legal personnel is allocated in a given area and whether the law professionals are duly carrying out their duties.

III Plan of Action in the Departments Concerning Government Rights and Interests.

In order to facilitate these departments, the division has prepared three information collecting forms.

3.1 Government Civil Cases follow up Forms

This form is to be sent to all administrative government offices and governmental enterprises. Information on each civil suit instituted by or against the government, information on each civil suit where the government is a party to an appeal; and information on each civil suite to which the government is a judgment creditor or debtor, will be filled out and sent to the division every month. These forms which permanently flow to the division will be documented in a systematic manner. Analysis and research would be done on the documented information with the goal of;

- a) Finding out the total number of cases to which the government is a party and total amount of money involved.
- b) Contriving a way of minimizing government cases.
- c) Deciding on how and when the division intervenes in civil proceedings.

3.2 Forms for the Collection of Information on Government Advocates and Legal Advisors.

In these form: Name, Employment status, age Education level, experience in Legal work, number of cases and total amount of money in the cases of each government attorney and legal advisor would be filled out and sent to the division. Information on any new government employee in the legal field would be automatically sent to the division. These information will be documented in a systematic manner to enhance the analysis and research process. Research will be done to evaluate the competency of attorneys vis-a-vis the number and types of cases they handle.

3.3 Forms of the Collection of Government Business Contracts

Information on two types of business contracts will be filled out and sent to the division. The first is business contract between a government body and other domestic body. The other is between a government body and a foreign body. After proper documentation, these contracts would be analyzed and studied with the aim of perfecting them or producing a new draft.

Justification for the use of Computers

The brief description of the functions of the departments and sections underscores the need for systematic documentation. The entire activity is highly connected with data collection, documentation, analysis and research. Such a task, undoubtedly, necessitates the use of Computers.

To elaborate this need, one only needs to consider the government civil cases follow up forms. As aforementioned, information on each civil suit to which the government is; a plaintiff, a defendant, and appellant, a respondent, a judgment creditor and a judgment debtor, will be filled out in the prepared forms and sent to the division. These forms, with packed information, permanently flow to the division. Each month they come in

from 36 ministerial offices, commissions and 200 Government Enterprises.
If, on the average, we estimate each ministerial office and government enterprise to have 20 cases at a time, it would mean that information on 4600 cases would come in every three months to the division. To systematically document these information, left out the cases that need close follow up and to calculate the total amount of money involved in them are tasks that require immediate attention. Attempting to carry out these duties manually would seriously hamper the activities of the division and this is taking only one form into consideration. further more, the other two forms and all the rest of the activities of the division should be considered. It is evident that computers are crucially necessary for its works.

Finally, the division has to follow each case, and has to have updated information on every government case pending in courts. Therefore, all the information on every case should be adjusted every now and then. To follow every case's history manually would cost high labour, time and writing materials. One thing to be known is that, at this time reports on government cases are flowing to the division like flood, and we have the problem of handling and arranging them systematically, so, we need eminent solution and kind cooperation.

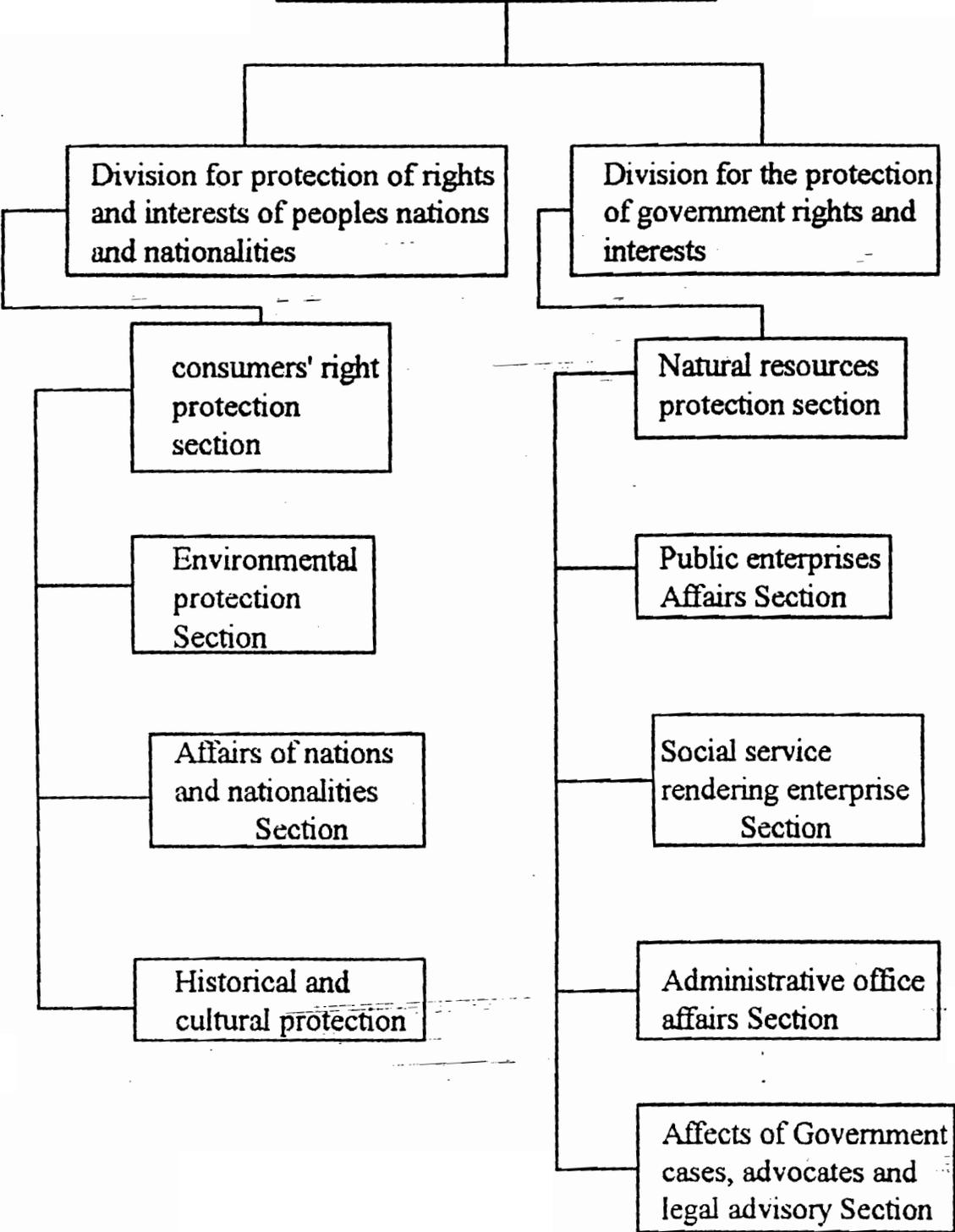
**Educational Level of Staff Members of the
Department**

1.	Ato Getachew Afrassa	LL.B
2.	Ato Amsale Tsehay	LL.M
3.	Wro. Meaza Fantaye	LL.B
4.	Wro. Koñjit Worku	Law Diploma
5.	Ato Gezahegne Kerie	LL.B
6.	Ato Mammush Ejigu	LL.B
7.	Ato Zelalem Getahun	LL.B
8.	Ato Alemu Gibebo	LL.B
9.	Ato Shimeles H/Wolde	LL.B

Secretarial Staff

1.	Azeb Hagos	Secretarial Science and office Management College Diploma.
2.	Tayu Mekonnen	12th Complete
3.	Tigist Worku	Critical of secretarial Science
4.	Mulu Tesema	12th Complete
5.	Yetimwork Getachew	10th Complete

Department of Civil Cases



Legal Education Training and Dissemination

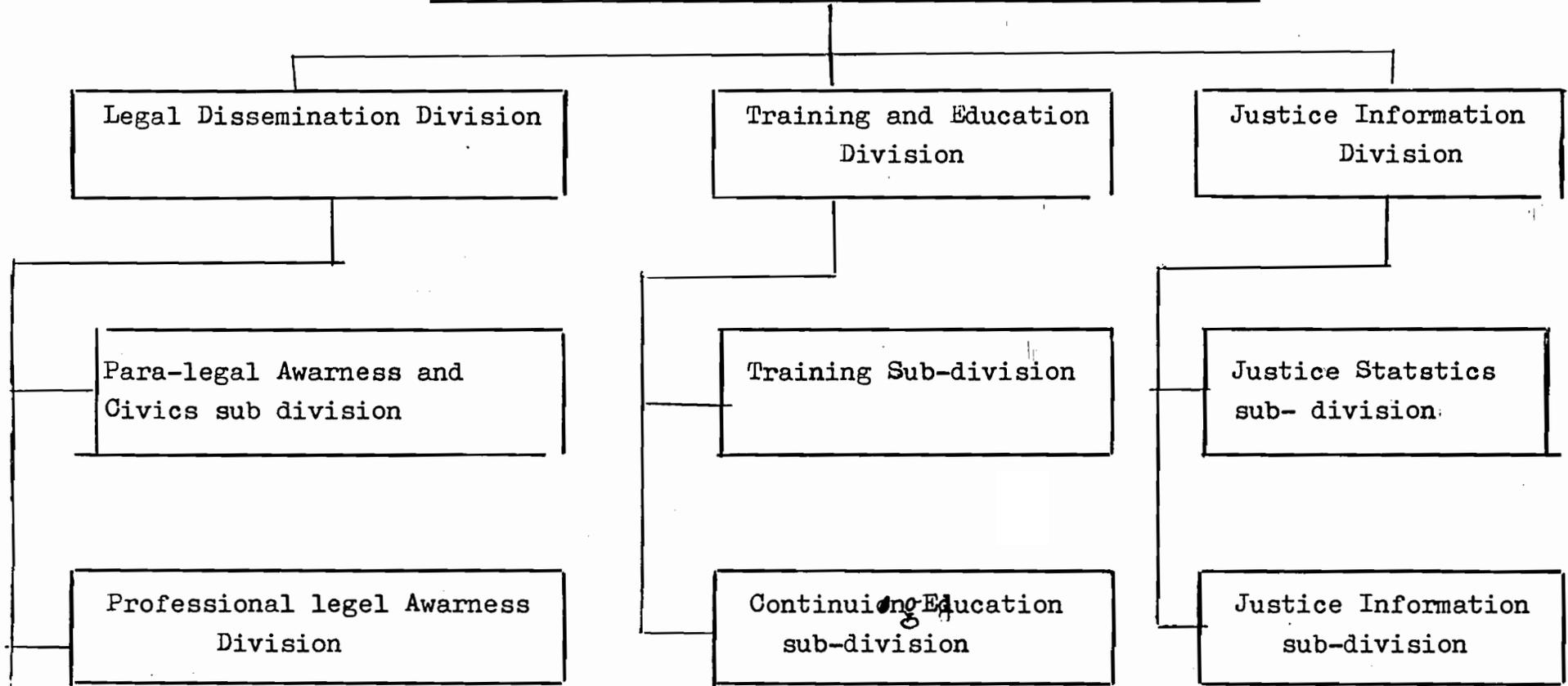
Department

The Legal Education, Training and Dissemination Department, accountable to the Vice Minister of Justice, shall have the following duties and responsibilities:-

1. The Department shall direct, supervise and coordinate the activities of Divisions and sub-Divisions under it.
2. The Department shall set a clear division of labour and improved working systems for the Divisions and Sub-Divisions.
3. It shall allocate the necessary manpower and make working materials available.
4. To improve the professional capability of prosecutors and the Support staff of the Ministry, it shall facilitate trainings or seminars within the country or abroad.
5. Having evaluated the results of the training and the performance of legal education dissemination and Justice information, it shall, for a better performance, issue and give directives.
6. The Department shall accomplish its duties regarding the legal training and dissemination in collaboration with the faculty of Law and other related institutions.
7. The Department shall supervise and follow-up the standard of legal educations forwarded by Various means to enhance the legal awareness of the public.
8. It shall ensure the proper distribution of proclamations, regulations and selected works of the prosecution to the prosecutors as well as the public.

- ~~9.~~ It shall cause the preparation of the Ministry's Bulletin and encourage the public to participate in same.
10. It shall cause that certificates be awarded to the employees who participate in a training programme organized by the Ministry.
11. When it finds out in its follow-up that there is an apparent shortage of man power in the Ministry it shall cause the offering of on-the-job-training.
- ~~12.~~ It shall organize seminars, workshops and conferences as circumstances so justify and may invite expatriate legal experts to take part in same.
13. It shall follow-up the collection of justice information and the conduct of appropriate statistical studies and give directives concerning same.
14. It shall conduct research on the justice system and administration that will help strengthen the ties between the judiciary and other institutions that form the justice system.
15. It shall encourage the participation of government officials, administrative bodies, Institution and Massorgaizations in the prevention of crime.
16. It shall submit ^a quarterly Reports regarding the performance of the Department, the problems encountered and its recommendations.
- ~~17.~~ In addition, it shall perform any assignment given by the Minister or the Vice Minister.

Legal Education Training and Dissemination Department



BEST AVAILABLE COPY

III

The Legal Education, Training and Dissemination Department
man power

- Total No of Employees13
- Out of these 8 are LLB holders
- 2 are Diploma holders and the rest
- 3 are 12 Grade Complete.

I. ORGANIZATION OF THE DEPARTMENT

1. The Department of Legal Counsel reports to the Vice Minister, Legal and Administrative Affairs.
2. As indicated in the organizational Structure of the Department, currently the Department of Legal Counsel is sub-divided into three (3) Divisions and eight (8) Sections.
3. The Department has one computer (PC) at its disposal.

II. MANPOWER OF THE DEPARTMENT

1. On the date of this Notes, save the estimate based on the organizational structure, there has not been done a proper study in to the human resource requirements of the Department.
2. The current number and qualification of the attorneys in the Department are as follows:

- . Head of the Department...an LL.B. holder;
- . Head, Government & Governmental Agencies Legal Consul Division.....an LL.M. holder;
- . States Legal Study & Advice Division ...holds an LL.B. and postgraduate diploma;
- . Experts (three).....LL.B. graduates;

In addition to the above list, the Department has three (3) secretaries, two of which are doing word processing.

III. DUTIES AND RESPONSIBILITIES OF THE DEPARTMENT OF LEGAL COUNSEL

The Department of Legal Counsel shall be accountable to the Vice Minister and carry out the following:

1. Based on policy directives, prepare and present to the Vice Minister guidelines for the carrying out of duties and responsibilities of the department and, upon approval, implement them;
2. Render legal advice to the Council of Ministers, the Ministries, commissions and other governmental agencies;
3. Upon request, give legal opinions to Regional Governments;
4. Advise the various departments of the Ministry;
5. Ensure that the legal opinions prepared by the experts are consistent with government policies and applicable laws, and well organized;
6. When necessary to enrich or support the legal opinion being rendered, to refer and appraise relevant laws and experience (s) of other countries and researches conducted in a given area of law;
7. When in the process of a research or in the rendition of a legal opinion, it is believed there is a need for improving, updating or adopting a piece of legislation or there appears a contradiction between a Federal and a State law, make suggestion for the necessary and appropriate measure;
8. Ensure that Government policies, laws, and directives necessary for the carrying out of its duties and responsibilities are collected and arranged properly;
9. In cooperation with the concerned department, devise ways and means of improving/upgrading the professional capacity of experts of the department;
10. In light of its duties and responsibilities and in cooperation with the concerned department, devise means of educating the employees of the Ministry and the public;

~~11.~~ Carry out other duties assigned to it by the Minister or the Vice Minister.

IV. PROBLEMS ENCOUNTERED BY THE DEPARTMENT

Some of the problems encountered by the Department include:

. Lack or insufficiency of reference materials;

. Shortage of computers;

. Lack of training in the use of computers.

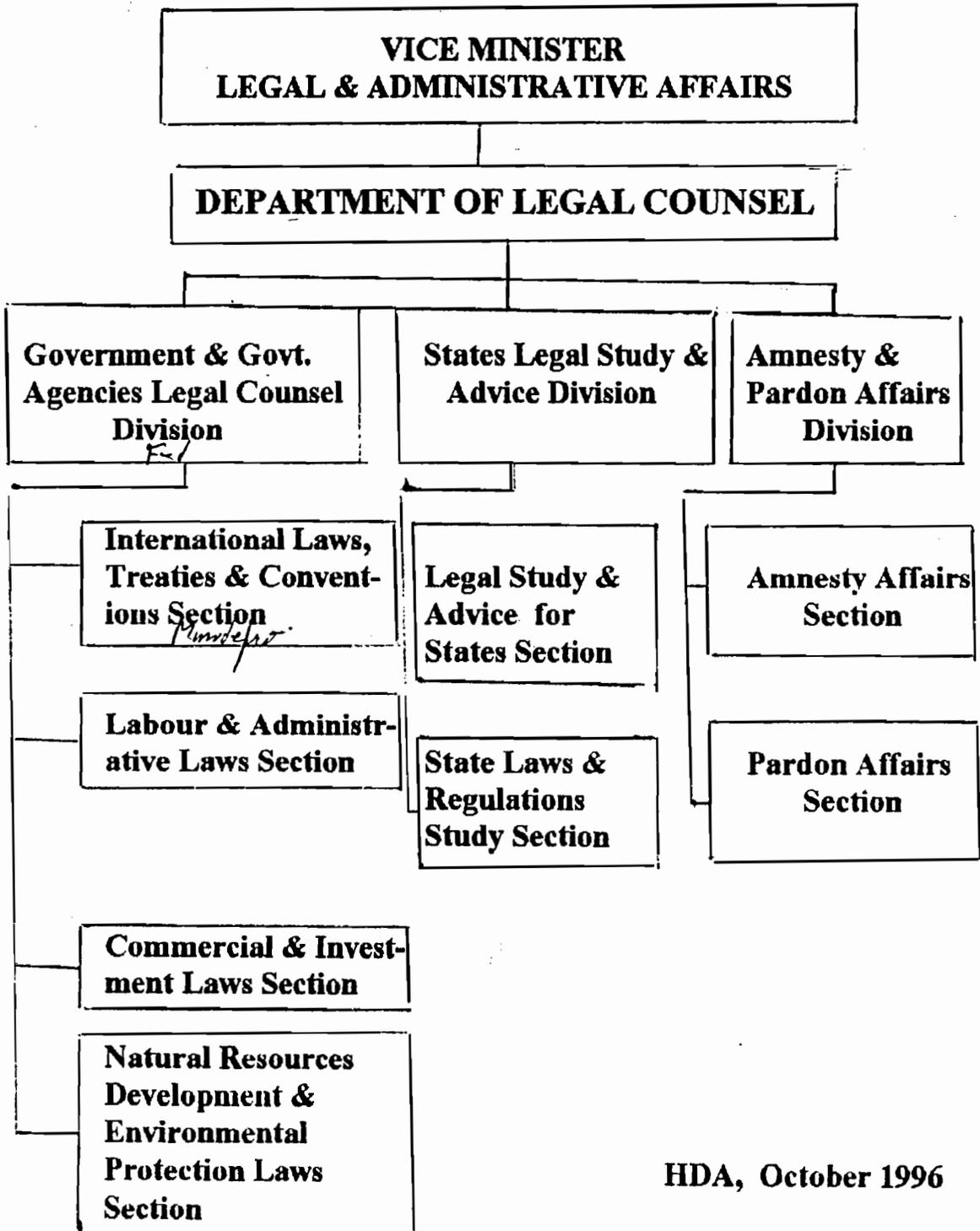
V. OUR VIEW ON THE FUTURE FUNCTIONS, STRUCTURE & MANPOWER OF THE DEPARTMENT

1. The organizational structure of the Ministry reflects our views that existed in late 1993 and early 1994. Since those days, much change has taken place and our views have also changed to some extent. Due to such circumstances, we (those in the Department of Legal Counsel) believe there is a need for revising the organizational structure of the Ministry.
2. Regarding our Department, the change in structure, in my opinion, may affect the Amnesty & Pardon Affairs Division only- such division could be de-emphasized to form a part of the current Government & Governmental Agencies Legal Counsel Division.
- ~~3.~~ Further to the above, the nomenclature "Division" could be replaced by the term "Team" and the term "Division Head" by "Team Leader" without making any substantial change in the duties and responsibilities of the Division;

4. As far as workloads permit, we intend to undertake studies, in accordance with a pre-set priority, into areas of law which would respond to the needs of the Federal and State Governments, and would help create a body of uniform laws for adoption by the State Governments, and, in the process, contribute to the creation/ strengthening of a well-developed community of the Federation;
5. To fulfill the goals stated above, the Department shall be supported by more computer facilities requisite for the task and the attorneys be trained properly to utilize computers effectively.

**MINISTRY OF JUSTICE, FDRE
DEPARTMENT OF LEGAL COUNSEL**

I. ORGANIZATION



HDA, October 1996

MINISTRY OF JUSTICE
AUDIT SERVICE

Summary of duties and responsibilities of Audit Service:

- Auditing and reporting annual budget and finance of the Ministry, to the Minister.
- Taking the annual inventory of the Ministry.
- Pre auditing every disbursement of the Ministry.
- Taking a surprise cash count of the Ministry.
- Verifying ^{bids purchases} ~~actions~~ of the Ministry.
- Taking a diary, the day to day activities taken place in staff and administrating area, to report to the Minister.

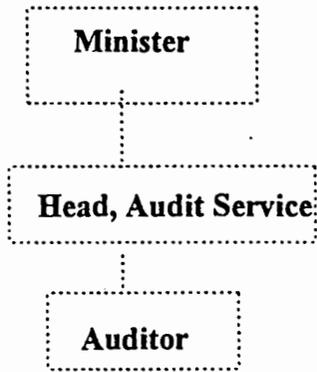
Problems in the Audit Service

- Problems to control the Accounts in the accounts section due to poor accounting system.
- Shortage of man power in the service.
- Unability to control the store and archive system due to the shortage of skilled manpower in the area.
- Computer illiterates of the staff.

Manpower

- | | | |
|---------------------------|---|--|
| 1. Mulugeta Wolde Michael | - | Audit Service head
B.A in accounting (A.A.U) |
| 2. Daka Megerssa | - | Auditor
Diploma Accounting(A.A.U) |
| 3. Amsale Letyebelu | - | Secretary
10th Complete |
| 4. Workeye Cherinet | - | Messenger
8th Complete
<u>Ministry of Justice</u> |

MINISTRY OF JUSTICE



Women's Affairs Department

To implement the Women's Affairs Policy in the Ministry of Justice, the Women's Affairs Department planned to work in the following areas:-

1. **In order to raise Women's consciousness in relation to law: make studies and researches in different areas and:-**
 - a) **take all the necessary steps with appropriate bodies to amend the existing discriminatory laws against women;**
 - b) **distribute to all Women's Affairs Departments in each Ministry and Public Organization as well;**
 - c) **distribute to all Regional Women's Affairs Sectors; and**
 - d) **use the mass media's to teach Women in particular and the public at large.**
2. **In co-operation with the administration, prepare training and educational programs to women personnel within the Ministry.**
3. **To give legal advise to different Women's Organizations or Associations which are already established and on their ways to be established. (upon request by the same.)**
4. **In cooperation with the different departments within the Ministry study the kind of offences committed against women and the preventive measures.**
5. **To assure that men and women are equally treated within the Ministry.**

The department is not yet organized and nothing can be stated about manpower.

The problems in the department

1. The basic task in the department lies on legal research to make woman aware of her legal status, her rights and duties ... etc before law, and also make researches on :-

- Women criminals
- " prisoners
- Juvenile delinquency (concerning the girl)
- The kind of offence committed against women.

Now the question is to achieve the proper goal how would we get sufficient information.

2. Propering training and educational programme^m for female staff is the other task.

How would we identify the woman who needs which training or education?

3. The department has the duty to give legal assistance to those women who are victims of crimes and suffer from bodily injuries to get civil damage.

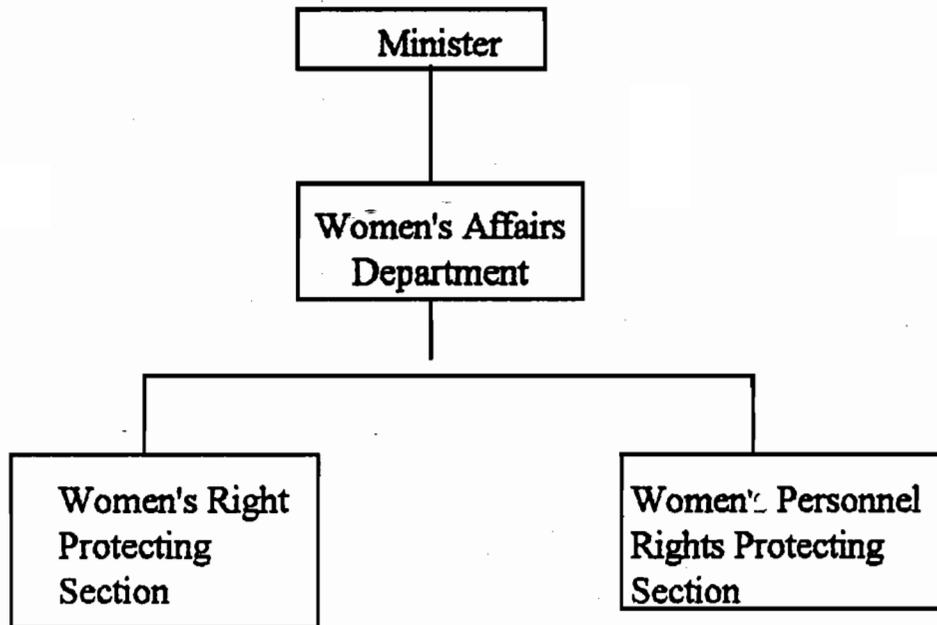
How would we identify those women?

4. How would we get all the necessary information about female lawyers in countrywide and female staff within the Ministry.

5. The department wishes to share experiences with different countries in the world concerning women's affairs.

How would we manage to get sufficient information.

The Structure of Women's Affairs Department



1. Problems of Public Relations Services in the Ministry

- Shortage of man power. We don't have the necessary man power.
- Lack of offices. We don't have condusive and enough offices.
- Lack of trained Manpower in Computer typing. We prepare or publish bulletin. For this purpose; we need a person trained in Computer typing.
- We don't have a Computer for our section.

2. Job Description

1. Prepare and presents public relations' policy guidelines which should be carried out by the Ministry and its branch offices. After its authorization, checks its implementation.
2. Transmits the authorized policy guidelines to the public through news paper, radio, television etc. prepares legal explanations and transmits them to the public with the cooperation of communication media experts.
3. Prepares bulletin and other written materials which reflect the Ministry's activities. Inform employees and legal experts to for-ward written materials that are helpful for the preparation of bulletin. Sees to it that the bulletin's are distributed to the concerned Departments and organizations.
4. Inform the immediate supervisor about people's criticism or blessings to the Ministry. Give educative answers to the questions raised through the radio, television and news paper.

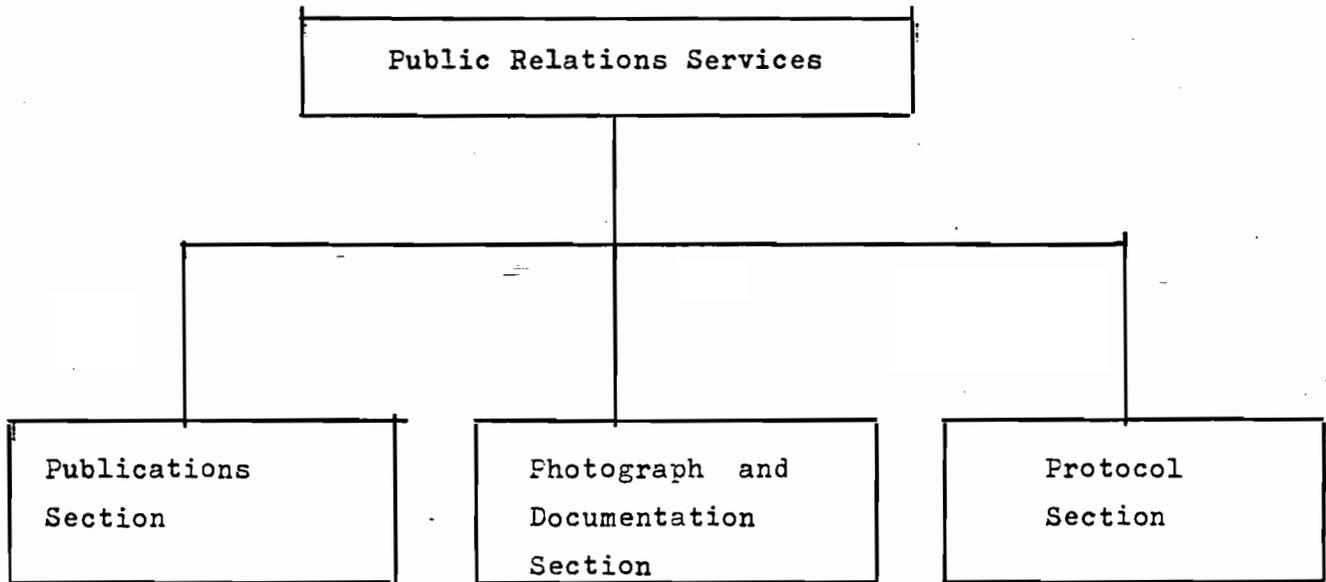
5. Enable visiting guests to meet the Ministry's officials on time.
6. Help Journalists meet the officials in the Ministry.
7. ~~With the cooperation of concerned departments. Prepares The~~ Ministry's notices which should be notified through news paper or broad casted through the radio or television.
8. With the cooperation of International organizations in Ethiopia, Embassies and Government organizations enables employees to see films that are useful for the improvement of their duties; create healthy relationships with such embassies' and international organization's for the ~~smooth~~ functioning of the organization.
9. Invites Journalists and television workers to take photographs and report the Ministry members meetings, seminars, courses, taken and other ceremonies. Follow up if such reports are transmitted to the public. Make notes of the Minister and Vice Minister suggestions on spechs delivered on the meetings, seminars etc.
10. Performs other related duties assigned by the Minister.

3. Man-power

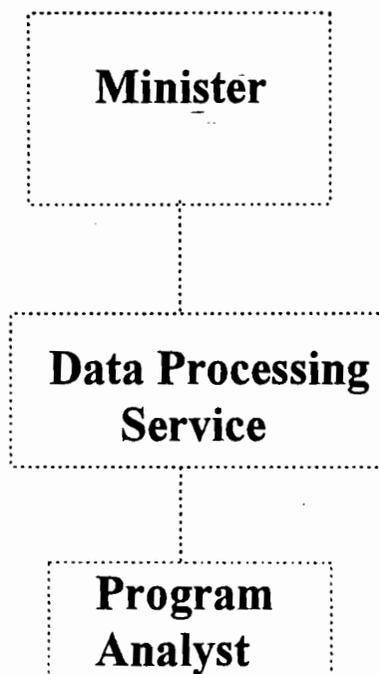
The man power we have at present

		Qualification
1	Head of Public Relations Services	<ul style="list-style-type: none">- B.A. in Public Administration- Diploma in Journalism- Certificate in Public Relations- Diploma in teaching Professions
2	Secretary	Resigned

Organizational Chart of Public Relations Services



DATA PROCESSING SERVICE



1) Background

Data Processing Service is one of the service giving divisions in the Ministry of Justice.

Data Processing Service was established in 1995 reporting directly to the Minister.

2) Objective and Purpose

- Considers computerization of the Ministry's various information system by reviewing existing information requirement;
- The development of a database as opposed to the traditional maintenance of file handling in an attempt to integrate and centrally control and administer the Ministry's information.
- More specifically, to study and design
 - Criminal Justice Information System (to organise a system for the analysis of crime trends and related issues with a view to facilitating crime prevention and policy decisions in the criminal law area);
 - Civil Justice Information System;
 - Legal Database Information System;
 - Archieve System;
 - Store System;
 - Personnel System; and
 - Accounts System

3) Resource

External consultancy Services will be required to study, Design and Develop the above mentioned systems

4) Responsibilities

- To optimize the use of hardware, software and manpower resources to produce timely and accurate information;
- To follow up, review and acquaint concerned staff of the Ministry on latest development of Information Technology;
- To provide support and training to users on all computing matters;

- To initiate and actively participate in information and computing projects.

5) Technical Infrastructure

The following Hardware and Software resources are available in DPS and user Departments.

I) Hardware Resources;

4 IBM/PS2 386 Personal Computers with

- 4MB Memory
- 40MB Hard Disk
- 20MHz speed

1 Legal Affairs
3 IIS

13 UNISYS 486 Personal Computers with

- 8MB Memory
- 350MB Hard Disk
- 66MHz speed

1 Minister Office Sec. Affair

1 Vice Minister Sec.
1 Legal Affairs Dept. Sec.
1 Civil Affairs Dept.
1 Legal Council Sec.
1 Admin. Dept. Sec.

2 UNISYS 486 Multimedia Personal Computers with

- 8MB Memory
- 350MB Hard Disk
- 66MHz speed
- 2 built in CD-ROMs
- 2 built in FAX-DATA MODEMS

1 IIS
1 Training Room

1 Minister
1 IIS

2 Laptop Computers

- 8MB Memory
- 340MB Hard Disk

1 Minister
1 IIS

Printers

- 2 Laserjet 4+ printer
- 2 Deskjet 660c printer

4 IBM 2391 Lexmark printer

Scanner

2 ScanJet 3c scanners

II) Software resource

General purpose PC packages used by Ministry of Justice are:

- DOS 6.22
- MS- windows 3.11 and MS-windows 95
- Wordperfect, MS Word
- LOTUS 123 , MS Excel
- dBASE IV, MS Access

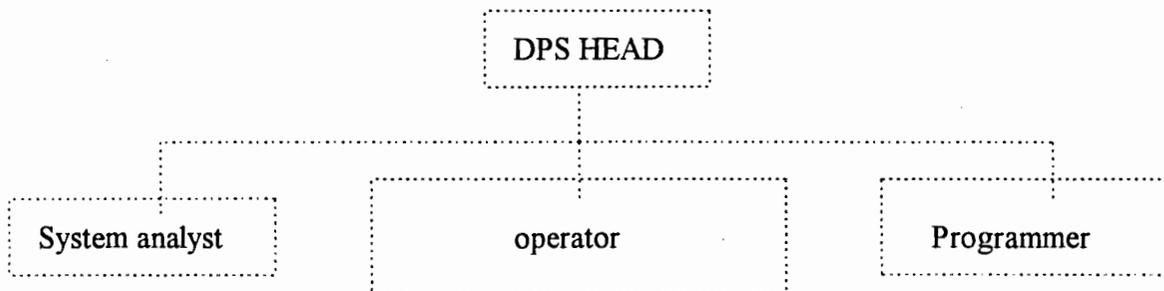
6) Organisation and Manpower

The current establishment of the Data Processing Service consists of:

- One Head of the Service, and
- One System Analyst

Currently, there is one person who has B.Sc in Mathematics and working experiance of seven years with no speciality in computer and information related fields.

The recommended DPS setup is outlined hereunder:



የውሳኔዎች መከታተያ ቅጽ

የፍ.መ.ፍ.ቁ. 04

ቅጽ የተሞላበት ቀን _____

የመ/ቤቱ ስም _____

አድራሻ _____

ስልክ ቁጥር _____

ተራ ቁ.	ከግሽ ወይም ደግሳጃ ዓይ /ተለይቶ ይገለጻ/	ተከግሽ ወይም መልስ ሰጭ /ተለይቶ ይገለጻ/	የመዘገብ ቁጥር	ውሳኔ የሰጠው ፍ/ቤት ስም እና አድራሻ	ውሳኔ የተሰጠበት ቀን	ለመ/ቤቱ እንዲከፈል የተወሰነ የገንዘብ መጠን		መ/ቤቱ እንዲከፍል የተወሰነበት የገንዘብ መጠን		የተሰጠው ውሳኔ ከገንዘብ ክፍያ ውጭ መብትን ወይም ግድታን የሚመለከት ከሆነ፤ ወይም የገንዘብ ክፍያንና ሌላ መብትን ወይም ግድታን በአንድነት ያጣመረ ከሆነ የውሳኔው ይዘት በአጭሩ ይገለጻ።
						ጥና ገንዘብ	ወለድ ወጪና ኪግራ	ጥና ገንዘብ	ወለድ ወጪና ኪግራ	

- ጭላካ ሲያገኙ:-
- ይህ ቅጽ ተሞልቶ የሚላከው በወሩ ውስጥ መ/ቤቱን የሚመለከት ውሳኔ ሲሰጥ ብቻ ነው።
 - በወሩ ውስጥ ውሳኔ ከተሰጠ ቅጽ ተሞልቶ ወሩ ባለቀ በሶስት ቀናት ውስጥ ለመ/ቤታችን ይድረስ።
 - ይህ ቅጽ የሚሞላው በሕግ አገልግሎት ኃላፊ ወይም ተመሳሳይ ደረጃ ባለው ሰው ሆኖ ተፈርሞ ማሳተም ይደረግበት።

Judgment follow up form

C.C.F.No. 04

Date _____

Name of the Office/Enterprise _____ Address _____ Tel _____

No	Plaintiff appellant /State separately/	defendant respondant	File No.	Name address of the Court which passed the judgment	Date of judgment	Rights and decree in terms of money		Liability and decree in terms of money		Where the judgment is not in regards of payment of money only, state briefly the content of the judgment
						Principal money	Interest, cost & expenses	Principal money	Interest, cost & expenses	

Notice - Fill this form when judgment is given within the month, concerning the Office/Enterprise

- If judgment is given within the month, this form shall be filled and sent within the first three days of the following month.
- This form shall be filled by the head of the legal department or any other person on similar status

የመንግሥት መ/ቤቶች ወይም ድርጅቶች
ስለሚያደርጉት ውል መከታተያ ቅጽ

የመ/ቤቱ ወይም የድርጅቱ ስም _____ አድራሻ _____

የሰልክ ቁጥር _____ የተቋቋመበት አዋጅ ደንብ _____

ከአገር ውስጥ ድርጅቶች ወይም መ/ቤቶች ወይም ሰዎች
ጋር ስለሚደረግ ውል

1.1. ድርጅቱ ወይም መ/ቤቱ በአገር ውስጥ ከሚገኙ ድርጅቶች ወይም መሥሪያ ቤቶች ወይም ሰዎች ጋር ውል /ከቅጥር እና ኮንስትራክሽን ውል በስተቀር -

ያደርጋል

አያደርግም

1.2. ድርጅቱ ወይም መ/ቤቱ ውል የሚዋዋል ከሆነ ምን ምን ዓይነት ውሎች እንደሚያደርግ ይገለጻ።

1.3. ውሎ የሚደረገው እንደጉዳዩ አመጣጥ በየጊዜው ነው ወይም ስታንዳርድ ውል አለ?

1.4. ስታንዳርድ ውል ወይም ውሎች ካሉ ኮፒው ይላክልን፤ ስታንዳርድ ውሎ ላይ ለውጥ ሲኖር ወይም ሲቀየር ኮፒ ይላክልን፤

1.5. ስታንዳርድ ውል ከሌለ ለምን እንደሌለ በአጭሩ ይግለጽ፤

1.6. ውሎች ከመደረጋቸው በፊት ተዋዋዩ የሚመረጥበት ሥርዓት ይግለጽ፤

1.7. መ/ቤቱ ወይም ድርጅቱ ውል ሲዋዋሉ የሚወከሉት ሰዎች የሥራ ኃላፊነትና ሞያቸው ይግለጽ፤

ክፍል ሁለት

መ/ቤቱ ወይም ድርጅቱ ከውጭ አገር ድርጅቶች ጋር ስለሚያደርጉት የግዥ ውል

2.1. መ/ቤቱ ወይም ድርጅቱ ከውጭ አገር ድርጅት ወይም መ/ቤት የግዥ ውል

ይዋዋላል

አይዋዋልም

2.2. የሚዋዋል ከሆነ አሁን በሥራ ላይ ያለ ውል ካለ የውሉ ኮፒ ይላክልን፤

2.3. መ/ቤቱ ወይም ድርጅቱ ከውጭ አገር ድርጅት ወይም መ/ቤት የሚዋዋል ከሆነ ድርድሩን የሚያካሂድ ጋላፊዎች ጋላፊነታቸውና ሞያቸው ይገለጽ፤

2.4. ቅጹ ከተሞላ በኋላ ከውጭ አገር ድርጅት ወይም መ/ቤት ጋር የሚደረግ የግዥ ውል አንድ ኮፒ ለመ/ቤታችን ይላክ።

ቅጹን የሞላው የመ/ቤቱ ወይም የድርጅቱ የበላይ ጋላፊ

ስም እና ፊርማ _____

ቀን _____

የመ/ቤቱ/የድርጅቱ ማኅተም _____

ማሳሰቢያ፤

1. ቅጹ የሚሞላው በድርጅቱ ወይም በመ/ቤቱ የበላይ ጋላፊ ነው።
2. ቅጹ በደረሰዎ በሁለት ሳምንት ጊዜ ውስጥ ተሞልቶ ከአስፈላጊ ሰነዶች ጋር ይላኩልን
3. ለሚሰጡት መግለጫ የተመደበው ቦታ ካልበቃ በፎርም ጀርባ ይጠቀሙ።

FOLLOW UP FORMS OF CONTRACTS
WHERE GOVERNMENT OFFICE OR ENTERPRISE
IS A PARTY

Name of the Office or Enterprise _____ Address _____

Tel. _____ Establishment proclamation _____

PART I

Contracts _____ with local organizations or persons

1.1. whether the Office or Enterprise conclude contracts with organizations or persons residing in Ethiopia/except contract of employment & constructions /

Yes

No

1.2. If the office or enterprise concludes contracts: identify the type of contract.

1.3. State whether there is: standard contract, draft contract or prepared as the need arises.

1.4. If there is a standard contract, send a copy/copies thereof . If there is any variation or alteration in the standard contract send the same.

1.5. If there is no standard contract, state the reason briefly.

1.6. State the procedures of selecting contracting parties.

1.7. State the qualification and responsibility of the persons who represent the office or Enterprise on contractual negotiations.

PART II

Contract of purchase with foreign organization

2.1 State whether the office or enterprise conclude contract of purchase with foreign organizations.

Yes

No

2.2. Send a copy, If there is a purchase contract currently effective.

2.3. If the office or Enterprise enters in to a contract with foreign organizations, state the qualification and responsibility of the persons in charge.

2.4. After filling the form, send a copy of purchase contract with foreign organizations.

Name & Title of the person who filled the form. _____

Date _____

Seal _____

Notice:

1. This form shall be filled by the head of the Office or Enterprise
2. The form shall be filled and accompanied by the necessary documents and send to the Ministry within two weeks as of the receipt of the form.

የፍርድ አፈጻጸም መከታተያ ቅጽ

የፍ.መ.ፍ.ቁ. 05
 ቅጽ የተሞላበት ቀን _____

የመ/ቤቱ ስም _____ አድራሻ _____ ስልክ ቁጥር _____

ተራ ቁ.	የፍርድ ባለ መብት	የፍርድ ባለ ዕዳ	የአፈጻጸም መዘገብ ቁጥር	ውሳኔ የሰጠው ፍ/ቤት ስም እና አድራሻ	ውሳኔ የተሰጠበት ቀን	ለመ/ቤቱ እንዲከፈል የተወሰነ የገንዘብ መጠን		መ/ቤቱ እንዲከፍል የተወሰነበት የገንዘብ መጠን		በተሰጠው ውሳኔ መሠረት የተከፈለ ገንዘብ ወይም የተፈፀመው ውግኔ ከገንዘብ ክፍያ ውጭ መብትን ወይም ግዴታን የሚመለከት ከሆነ ወይም የገንዘብ ክፍያ ለሌላ መብትን ወይም ግዴታን በአንድነት ያዋጠረ ከሆነ የአፈጻጸሙ ደዘት በአጭሩ ይገለጽ።
						ጥና ገንዘብ	ወለድ ወጪና ኪግራ	ጥና ገንዘብ	ወለድ ወጪና ኪግራ	

- ይህ ቅጽ ተሞልቶ የሚላከው መ/ቤቱን በሚመለከት በተሰጠ ውሳኔ መሠረት በወሩ ውስጥ የተፈፀመ ሲኖር ብቻ ነው።
- በወሩ ውስጥ የተፈፀመ ጉዳይ ሲኖር ቅጹ ተሞልቶ ወሩ ባለቀ በሶስት ቀናት ውስጥ ለመ/ቤታችን ይድረስ።
- ይህ ቅጽ የሚሞላው በሕግ አገልግሎት ጋራ ወይም ተመሳሳይ ደረጃ ባለው ሰው ሆኖ ተፈጥሮ የመ/ቤቱ ግንባታ ይደረግበት።

Judgment execution follow up forms.

C.C.F.N. 5

Date _____

Name of the Office/Enterprise _____ Address _____ Tel _____

No.	Decree holder	Judgment debtor	execution file No.	Name & Address of the court which passed the judgment	Date of Judgment	Under decree in terms of money		Liability under decree		State the amount of money paid according to the judgment or state the rights & duties executed
						Principal money	Interest, cost & expenses	Principal money	Interest, cost & expenses	

Notice:

- Fill this form where the judgment is executed*concerning the office or enterprise within the month.
- If there is execution within the month, fill the form & send within the first three days of the following month.
- This form shall be filled by the Head of the Legal department or any person on

የመንግስት የፍትህ ስራ ጉዳይ ማጠናቀቅ ትዕ

የፍ.መ.ፍ.ቁ. 06
የፋይል ቁጥር

የመሥሪያ ቤቱ ስም _____

. የተከሰሰበት _____

. የክሰሰበት _____

ተራ ቁ.		የጉዳይ ዓይነት	ብዛት በቁጥር	የገንዘብ መጠን
1	የሥራ ክርክር ጠቅላላ	ሀ. ሥራ መመለስ ውዝፍ ደሞዝና የተጠራቀመ የዓመት ዕረፍት ክፍያ		
		ለ. የሰንብት ክፍያ፤ የአገልግሎት ካሣ እና የአበል ጥያቄዎች እና የጉዳት ካሣ		
		ሐ. የዕድገትና የደሞዝ ጥያቄ		
2	ውል ነክ ክርክር			
3	ከውል ውጪ ክርክር ጠቅላላ	ሀ. የንብረት ጉዳት		
		ለ. የሕይወትና የአካል ጉዳት		
4	አለአግባብ መበልፀግ ጠቅላላ	ሀ. ንብረት ማጉደል		
		ለ. የገንዘብ ጉድለት		
5	የንብረት ባለቤትነት ክርክር			
6	የጡረታ መብት ጥያቄ ጠቅላላ	ሀ. የውዝፍ ጡረታ አበል		
		ለ. የጡረታ አበል		
		ሐ. ስለ ጡረታ መዋጮ ተመላሽነት		
		መ. የልደት ዘመን ጥያቄ		
7	የግብርና ቀረጥ ነክ ክርክር			
8	የአፈጻጸም ክርክር			
9	ሌሎች			
	ድምር			

Government Civil Cases Aggregation Form

C.C.I.F. C

File No. _____

Name of the Office/Enterprise _____

When the office/Enterprise is defendant _____

When the office/Enterprise is plaintiff _____

No.		Type of the case	Amount in number	The amount of money involved
1	Labour Cases	1/ Reinstatement, accumulated salary, payment for annual leave.		
	Total	2/ severance pay, compensation suits		
		3/ Promotion and salary increment		
2	Contractual Cases	-		
3	Extra-contractual case	1/ Damage to property		
	Total	2/ Injury to person		
4	Unlawful enrichment cases	1/ Misuse of property		
	Total	2/ Embezzlement		
5	Ownership cases			
6	Pension right cases	1/ Accumulated pension pay		
	Total	2/ Pension pay		
		3/ Birth date dispute		
7	Tax & customs excise cases			
8	Execution			
9	Others			
	Total			

2. መሥሪያ ቤቱ ያቀረባቸው ክሶች መግለጫ

የፍ.መ.ፍ.ቁ. 05

የፋይል ቁጥር _____

የመሥሪያ ቤቱ ስም _____

ተራ ቁ.	የክሱ ዓይነት	የገንዘብ መጠን	በፍርድ የተወሰነለት		በፍርድ መሠረት የተከረለ ወጭ	በክርክሩ ምክንያት የወጣ ወጭ	በፍርድ መሠረት የተከረለ እና የወጣ ወጭ ድምር	ክሱ ውጭ ከሆነ የተወሰነለት ኪሣራና ወጭ	ገቢ የተደረገ የኪሣራና ወጭ ገንዘብ መጠን
			ዋና ገንዘብ	ኪሣራና ወጭ					

የክሱ ዓይነት ተመሳሳይ የሆኑትን ያጠቃልላል።

1. በመሥሪያ ቤቱ ላይ የቀረበበት ክስ መግለጫ

የፍ.መ.ፍ.ቁ. 04

የፋይል ቁጥር _____

የመሥሪያ ቤቱ ስም _____

ተራ ቁ.	የክሱ ዓይነት	የገንዘብ መጠን	በፍርድ የተወሰነበት		በፍርድ መሠረት የተከረለ ወጭ	በክርክሩ ምክንያት የወጣ ወጭ	በፍርድ መሠረት የተከረለ እና የወጣ ወጭ ድምር	ክሱ ውጭ ከሆነ የተወሰነበት ኪሣራና ወጭ	ገቢ የተደረገ የኪሣራና ወጭ ገንዘብ መጠን
			ዋና ገንዘብ	ኪሣራና ወጭ					

የክሱ ዓይነት ተመሳሳይ የሆኑትን ያጠቃልላል።

የመንግሥት ጉዳዮች መከታተያ ፎርም የፍ.መ.ፍ.ቁ. 01

የድርጅቱ ወይም የመ/ቤቱ ስም _____ አድራሻ _____ ፓ.ሣ.ቁ. _____ ስልክ ቁጥር _____

ድርጅቱ ወይም መ/ቤቱ የተቋቋመበት አዋጅ ወይም ደንብ _____

ተራ ቁ.	ከሣሽ ደግሞ ባለሙሉ ስም	ተከሣሽ መልስ ስጭ ባለዕዳ	የጉዳዩ ዓይነት	ከሁኔታ ደግሞ ወይም አረጸጸም የተመሰረተበት ጊዜ	የሌሎች አጭር መግለጫ	ጉዳዩ ያለበት ፍ/ቤት ስምና አድራሻ	የፍ/ቤቱ መዝገብ ቁ.	ጉዳዩ የያዘው ገንዘብ መጠን	ክርክሩ ያስከተለው ወጪ	ጉዳዩ ያለበት ደረጃ	ነገሩን የሚከታተል ወ-ባለሙያ ስም	የወደፊት ተጠር ለምን እንደተጠረ

ፎርሙን የሞላው ሰው ሙሉ ስም/የኃላፊነት ደረጃ/ ፊርማ _____ ቀን _____
 የመ/ቤቱ ወይም የድርጅቱ ባለሥልጣን ስምና ፊርማ _____
 የመ/ቤቱ /የድርጅቱ/ ማሳተፊያ _____
 ድርጅቱ ወይም መ/ቤቱ ከፍትህ ሚኒስቴር ጋር የሚያገናኝ ሰው ስም _____ አድራሻ _____ ስ.ቁ. _____

ማሳሰቢያ፤ ፎርሙ ተሞልቶ ከተላከ በኋላ በመ/ቤቱ ወይም ባለሙያው ላይ ከሰ ሲቀርብ ወይም መ/ቤቱ ከሰ ሲያቀርብ ደግሞ ሲል ወይም መልስ ሰጭ ሲሆን ወይም አረጸጸም ፋይል ሲከፍት ይፎርሙ ላይ የተገለጹት መረጃዎች ለመ/ቤቱ ይላኩ።

GOVERNMENT CASES FOLLOW UP FORM

C.C.F.No. 01

Name of the Enterprise/Office _____ Address _____ P.O.Box _____ Tel. _____

Establishment Proclamation/regulation _____

No.	Plaintiff, appellant or decree holder	Plaintiff, respondent or judgment debtor	Nature of the case	The date of the suit, or appeal or execution instituted	Brief description of the case	The name & address of the court where the case is pending	Court file No.	The amount of money involved in the case	Litigation Cost	Existing Status of the case	The name of the lawyer handling the case	Next adjournment and the reason

Name/Title/Signature of the person who filled the form _____ Date _____

Name & Signature of the General Manager /Commissioner or Minister _____

Seal _____

Name of the person with whom the Ministry of Justice shall contact _____ Address _____ Tel _____

Notice: Report any newly instituted cases, appeal or execution.

የሕግ ባለሙያዎች መከታተያ ቅጽ

የፍ.መ.ፍ.ቁ. 02

የድርጅቱ ወይም የመ/ቤቱ ስም _____

አድራሻ _____ ፖ.ሣ.ቁ. _____ ልዩ ልዩ ቁጥር _____

ተራ ቁ.	የሕግ ባለሙያው ስም	የአቀጣጠር ሁኔታ			ዕድሜ	የትምህርት ደረጃ	የትምህርት ማሰሪያ	የሕግ ባለሙያ በሕግ ሥራ ያለው ልምድ	የሥራ ድርሻ ወይም መደብ	የያዘው ጉዳዮች ብዛት	የያዘው ጉዳዮች የሚይዙዋቸው የገንዘብ መጠን
		ጽሕፈት	ጊዜያዊ	የገልጠና ጠበቃ							

ፎርም የሞላው ሰው ስም፤ የሥራ ኃላፊነትና ፊርማ _____

የመ/ቤቱ ወይም የድርጅቱ ማሳተፊያ _____

ማሳሰቢያ፤

1. መ/ቤቱ ወይም ድርጅቱ አዲስ የሕግ ባለሙያ ሲቀጥር ይህንኑ ፎርም ሞልቶ ይልካል።
2. መ/ቤቱ ወይም ድርጅቱ የሕግ ባለሙያ ሲጸናቸው መሰናበቱን እንደናውቀው ይደረግ።

LAWYERS FOLLOW UP FORMS

C.C.F.No. 02

No.	Name of the Lawyer	Employment Status			Age	Educational level	Credentials	Work Experience	Job responsibility & title	Number of Cases he/she handles	The amount of money involved in the cases
		Permanent	Contractual Basis	retention							

Name /Title/Signature of the person who filled the form _____

Seal of the office or Enterprise _____

- Notice:**
1. Report when a lawyer is employed .
 2. Report when a lawyer's contract of employment is terminated.

III. ^R ACTIVES

1. Total number of files in custody

<u>Type</u>	<u>Active</u>	<u>Inactive</u>	<u>Total</u>
1.1 Personal Files	375	14594	14969
1.2 Budget & Accounts Property & estates files	84	881	965
1.3 General Personnel matters files	144	1380	1524
1.4 Legal files	500	30	530
1.5 Civil cases	48	52704	52752
1.6 Criminal cases	<u>793</u>	<u>17561</u>	<u>18354</u>
Total	<u>1944</u>	<u>87150</u>	<u>89094</u>

(2) Activities involved in three sample months (July-September)

Personal Files

Others

	Active						Inactive						Active						Total	
	July		August		Septa		July		August		September		July		August		Sept			
	I	C	I	C	I	C	I	C	I	C	I	C	I	C	I	C	I	C	Intake	Circulation
1	4		2		8		1	1	3	5	-	-	18	27	15	21	-	-	51	54
2	7		2		2		1	4	-	1	2	2	17	20	9	6	10	11	50	44
3	2		3		2		3	5	-	-	-	-	36	40	11	8	14	12	71	65
4	4		-		-		2	7	-	-	-	-	9	4	-	-	-	-	15	11
5	4		-		-		2	3	-	-	-	-	28	33	-	-	-	-	34	36
6	-		6		8		-	-	1	2	-	-	-	-	14	23	87	30	116	55
7	-		7		1		-	-	2	-	-	-	-	-	14	25	9	12	33	37
8	2		2		2		4	5	1	5	1	1	23	14	19	17	9	20	63	62
9	2		3		-		1	-	1	-	2	1	14	19	22	23	2	11	47	54
10	2		1		5		2	4	4	4	-	-	20	19	2	5	-	-	36	32
11	5		-		-		-	-	-	-	1	-	90	20	-	-	-	-	96	20
12	1		-		-		6	7	-	-	-	-	7	19	-	-	-	-	14	26
13	-		1		-		-	-	-	1	-	-	-	-	24	8	17	24	42	33
14	-		-		10		-	-	1	1	2	-	-	-	9	7	21	25	43	33
15	2		1		3		1	1	1	2	-	6	20	23	6	22	12	10	46	64
16	8		5		-		-	-	1	3	-	-	15	19	13	23	8	8	50	53
17	1		9		-		3	2	2	3	-	-	32	35	22	10	-	-	69	50
18	-		-		-		2	5	-	-	-	-	17	21	-	-	-	-	19	26
19	4		-		-		2	5	-	-	-	-	9	13	-	-	-	-	15	18
20	-		7		3		-	-	6	-	-	-	-	-	33	26	16	11	65	37

BEST AVAILABLE COPY

	Active						Inactive						Active						Total	
	July		August		September		July		August		September		July		August		September			
	I	C	I	C	I	C	I	C	I	C	I	C	I	C	I	C	I	C		
21	-		3		3		-	-	-	5	3	4	-	-	9	8	7	7	25	24
22	1		5		7		5	4	3	2	-	-	5	8	19	15	14	14	59	43
23	4		4		8		4	4	-	5	-	-	35	33	13	15	7	5	75	62
24	1		1		1		1	5	1	1	2	5	17	19	32	32	9	10	65	72
25	4		-		-		1	2	-	-	1	-	3	8	-	-	-	-	9	10
26	2		-		-		2	1	-	-	-	-	14	15	-	-	-	-	18	16
27	-		-		9		-	-	2	7	1	5	-	-	6	8	33	26	51	46
28	-		-		18		-	-	4	-	1	2	-	-	10	10	9	6	42	18
29	5		6		-		4	7	3	3	1	2	13	14	11	3	5	5	48	34
30	3		2		7		3	3	-	-	-	6	17	24	19	24	12	10	63	67
	<u>68</u>		<u>77</u>		<u>97</u>		<u>50</u>	<u>75</u>	<u>36</u>	<u>50</u>	<u>17</u>	<u>34</u>	<u>459</u>	<u>447</u>	<u>332</u>	<u>339</u>	<u>301</u>	<u>257</u>	<u>1430</u>	<u>1202</u>