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**ANNUAL PROGRESS REPORT  
YEAR 2**

**(October 1, 1997 – December 31, 1998)**

**ADMINISTRATION OF JUSTICE SUPPORT PROJECT**

**(AOJS)**

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

**(AMIDEAST)**

**January 4, 1998**

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## ANNUAL PROGRESS REPORT

### EXECUTIVE SUMMARY

This has been a period of very substantial accomplishments for the Ministry of Justice the Pilot Courts, the National Center for Judicial Studies and for the Administration of Justice Support Project

#### North Cairo Court Transformed By Substantial Changes

The North Cairo Court implemented several fundamental changes which were recommended by the AOJS project during this period With the encouragement and assistance of the AOJS court administration experts, the Chief Justice reorganized the sessions of court so that court is now held two times during the day – at 9 00 a m and 12 00 noon That change highlighted a shift in the Court's attitude toward efficient use of court facilities and concern for the convenience of the public which marked the progress made during this period In order to serve the public better and to create a more effective workflow, the Court undertook and substantially completed the separation of civil and criminal proceedings into two separate buildings

In the Civil building, the Court introduced a "front counter" where the processes for the beginning of a civil case are consolidated in one location, thereby eliminating the need for litigants and lawyers to travel between several floors and two court buildings to initiate a civil action The front counter is located on the ground floor in order to facilitate the movement of people and processes in the most efficient manner

In a major departure from the prior disinterest in the difficulties faced by litigants and lawyers seeking information, the Court placed signs in appropriate locations directing the flow of work and providing notification of the place where each kind of case is held, the time court will begin, and the function of each office and station In addition, all the preparations have been completed for the creation of a computerized state-of-the-art word processing unit to facilitate the documentation of judgments

On January 1 the court will begin using an organized and durable file folder designed so that all case documents will be organized and all case activity will be noted in chronological order That folder will replace the current system in which documents are haphazardly stuffed into a paper folder and records of hearings are sporadically noted on scraps of paper Finally, Court staff enthusiastically received the first comprehensive training course in an Egyptian court designed to elicit their ideas and recommendations for court improvement

The judges of the experimental panels were also presented with challenging goals to reduce case delay and to better manage the cases Case management ideas were presented to all 72 experimental panel judges Those ideas included the fundamental need for judges to accept responsibility for the management of the delay in civil cases and acceptance of techniques to achieve efficient management The judges were introduced to the concept of time standards and accepted the very ambitious goal of a 25% reduction in case backlog for this year To that end AOJS court administration experts have been meeting with each panel of judges monthly to review the progress made and to offer suggestion for improvement The project has also presented comprehensive recommendations to the courts and to the MOJ for the improvement of the Service and Experts departments, the management of which currently accounts for a substantial portion of case delay

Despite the dislocation which the institution of fundamental change necessarily requires, and the dissatisfaction which is inevitable when the court exercises its authority to deny lawyers' requests for

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delay, a survey of lawyers who practice in North Cairo revealed a surprising 9% increase in the level of satisfaction with respect to all aspects of court performance. That result was the hallmark of this truly remarkable period of development in the Court.

### **Foundations Laid for an Automated, Computerized Egyptian Judiciary**

During this year, the NCJS was extensively automated. World class office automation and a state of the art Computer Teaching Laboratory were installed by the AOJS project. Installation was completed for the LAN cable, telecommunications and computer hardware for the NCJS office automation network and the Personal Computer Literacy Lab network.

A total of 45 personal computers and 3 servers are installed and fully operational. In the office automation network, NCJS judges and administrators have electronic mail and extensive office productivity software tools which will enable them to communicate effectively with each other, create and maintain current course schedules, and develop course content.

The Literacy Lab is setup as 3 self-contained classrooms of 9 or 10 workstations each. The labs are fully functional and ready to host training sessions for administrators, judges and court staff. The project is also providing 4 months of full-time systems administrations and operational support.

On-the-job-training for systems administration and operations is also being provided to NCJS and JIC technical staff. Judges, trainers and administrators took in-depth computer training from IBM training centers arranged by the project.

Another network consisting of 40 computers will be installed to create a fully functioning automated typing pool in the North Cairo court. Extensive facilities renovations were designed through the efforts of the project and were implemented by the NCC. The project installed LAN cabling and communications equipment to create an integrated computerized work environment for the production of court decisions and judgments. This system will be fully implemented early in 1999 when the user training is completed.

In an attempt to address the need for Egyptian judges to have ready access to legal research tools and a method to produce judgments more quickly, 80Laptop computers, enhanced with state of the art communications devices, were procured and delivered. Contracts were let with top Internet providers in Egypt and with a top legal database corporation to provide Egyptian Judges with direct online access to Egyptian Law and Court decisions. The word processing software provided will enable each judge to produce judgments quickly and to make revisions easily.

First a conceptual design and later, more detailed functional specifications for a fully integrated case management application (CMA) were created and presented to the MOJ. The CMA proposal has received approval from the MOJ to proceed to development. The CMA will be an integrated computer application program that will provide excellent case, party and event data recording and management functions. CMA reports will provide management information on case events so that proactive case management techniques can be practiced by the follow-up judges, panel judges, or circuit clerks. The design is based upon state of the art technology and principals of data and information management.

Finally, critical work has been completed to prepare the JIC to accept its role as systems administrator for operations, support and replication of automated systems developed by the project. A JIC Strategic Plan was prepared by the project consisting of an Assessment and Restructuring Recommendations report and a Request for Proposals for the Purchase of a Judicial Information Center Organization Plan and Implementation Services.

The assessment report defines in general terms and descriptions what are the attributes of a well organized and successful information systems development and support organization. RFP

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specifications and evaluation criteria were delivered so that the MOJ can procure consulting services that will result in the development and implementation of a comprehensive organization, personnel, and technical plan for the JIC

### **Modern Administrative and Legal Training Provided to Egyptian Judges**

During Year 2, the AOJS project successfully delivered seven administrative and management courses to 22 chief justices and NCJS leadership, thus completing the nine-course program begun in Year 1. The series of courses, delivered by the highly respected company, GETRAC finished in November culminating in a three day long program whereby chief justices shared actual techniques and processes they implemented as result of the courses. In addition to pragmatic and practical ramifications from the courses, many chief justices are now meeting amongst themselves discussing issues related to personnel, budgeting, decision-making and problem solving.

NCJS continues to develop its ability and capability to deliver sound and professionally executed judicial education programs. NCJS faculty benefited from a "Training of Trainers" course delivered this year by the professional training firm, INTEX. Earlier in the Project's life, an extensive Civil Law Needs Assessment was designed, conducted, and analyzed by The International Development Legal Institute (IDLI) based in Rome, Italy. The document highlighted civil law issues to be addressed and as well as suggestions for improving the delivering of educational services. NCJS met and reviewed the document. After several sessions of intense discussion, recommendations by the leadership were made and are now under active implementation.

NCJS, not waiting for the results of the Needs Assessment, proceeded earlier on in the project and developed six courses in Commercial Law. Several features made this program outstanding and unique. First, the courses were developed using an established program development process. This includes identifying learning objectives, pre/post test, outline of the content and overhead transparencies and handouts and activities. All of the materials are located in a single unit and will need to be only updated when presented again. The series of courses was offered three times during the course of the project with the last course held in October. The process for developing the courses established a prototype that the Centre is currently using to develop other courses. Both the process and the courses were heralded as successful.

As a companion to the Commercial Law series, two international commercial law programs were delivered successfully with co-sponsorship by NCJS/AOJS. The Minister of Justice, along with the US Ambassador, addressed large audiences at an "Antidumping" conference and then again later at an "Intellectual Property Rights" program. Both of these highly celebrated programs augmented the NCJS domestic commercial cases program and set a very solid foundation for follow-up courses to be sponsored by other US AID projects.

NCJS moved forward by developing a cadre of professional judicial trainers. Over 50 counselors and judges progressed through a 8 day training on how to develop course materials, use innovative training techniques, and new ways to delivery training. The participants represent the highest level of judicial faculty within the Judiciary and are all instrumental in delivery both foundation courses to new judges and cutting edge programs to more seasoned judicial members.

## **1 ANNUAL PROGRESS REPORT**

### **1.1 Historical Background**

The AOJS project had its genesis in a request by the GOE Ministry of Justice directed to USAID for assistance in automation aspects within the court process. The final version of the project was the result of lengthy negotiations in response to this initial request and serious studies done in the interim period to assess the judicial environment, shortcomings and needs. The resulting project design represents the first such project in Egypt and attempts to capitalize on various reform efforts already underway within the GOE and the need for a supportive legal environment expressed by the international business community.

From the USAID standpoint, the project brings the judicial component into the activities directed toward the agency's Mission Strategy subgoal of creating an enabling environment for sustainable democracy. From the perspective of the MOJ, the project presents an opportunity to bring judicial reform, both procedural and substantive, to the court system and to substantially upgrade the capacity of the system to deal efficiently and effectively with legal disputes. The improvement of automated systems within the court system and the upgrading of access to legal materials through redesign of existing databases are expected to produce far-reaching improvements in the judicial decision-making process. Thus the AOJS project represents a true partnership arrangement, which fits the long-term needs of each side.

As has been amply demonstrated through the earlier studies, various constraints to the improvement of justice appear within the existing system. Among these are weak court administration, an inadequately informed judiciary, a poorly formulated body of substantive and procedural law, which inhibits reform and a lack of ongoing judicial education. The AOJS project has been designed to address each of these shortcomings, as will be seen in the detailed project design and the Workplan itself. In addition to these and other difficult constraints within the system itself, there appear a number of environmental factors which work to the detriment of the existing system. These include, entrenched attitudes and beliefs which are inimical to change, a general loss of popular faith in the judicial system, various barriers to cooperation between the participants in the court process and the legacy of prior governmental administrations which remain as barriers to change.

Against this background, the AOJS project was created.

### **1.2 PROJECT OBJECTIVES**

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

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

- \* The strengthening of the National Center for Judicial Studies in a number of ways, including administrative reform, systems automation, course design and curriculum development, training

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of faculty, production of educational materials, ongoing education of experienced judges and improved access to legal resources

- \* Administrative reform in two selected Pilot Courts, including delay reduction, alternative dispute resolution, case processing, calendaring, record retention and personnel development
- \* Development of automated systems and procedures, including NCJS administration, legal access and training technologies, Pilot court automation assistance in connection with administrative and caseload management reform and the development, installation, training and ongoing support necessary to provide in-home computer capability for 80 test judges from the two Pilot Courts

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

The team is organized around the concept of open communication between team members consisting of both American expatriate and Egyptian experts in related fields and their counterparts within the Egyptian court system. The project team staff consists of

The Judicial Education Team, composed of a very experienced American judicial education expert, teamed with an Egyptian with a high degree of experience dealing with GOE related enterprises and USAID requirements

The Court Administration Team, which is made up of a highly qualified and experienced court management expert American expatriate, coupled with an Egyptian lawyer, member of the lawyers syndicate and experienced litigation specialist

The Court Automation Team, including an American management information specialist highly experienced in court-related automation projects in a variety of court settings and an Egyptian automation expert who will be consulting on a variety of special problems in exporting court-related technology to the Egyptian system

Finally, the team is under the overall direction of the Chief of Party, who is an experienced former USAID mission director as well as a Senior Judicial Specialist who is a former judge with extensive case management and court automating experience

This team works directly with similar teams of Egyptian court experts including designated members of the MOJ, the Pilot Courts, the NCJS and the judiciary itself. It is believed that the combination of various expert fields of endeavor and the concentration on a cross-cultural approach will provide an environment in which suggested improvement can flourish and continue on a sustainable basis.

### 1.3 PROJECT DESCRIPTION

The AOJS project is designed around a series of tasks which are designed to provide the structure to advance the courts in the process of the achievement of the Mission Goal and sub-goals associated with the improvement of ROL initiatives in Egypt. The Mission Goal involves the Enhancement of Egypt's role as a model of stability, democracy, free markets and prosperity in the region. The Sub-Goal is the creation of an enabling environment for sustainable democracy. The efforts of the AOJS project relate specifically to the Strategic Objective of the creation of an improved Civil legal system.

and the expected project outcome of the delivery of judicial services in a more timely fashion and the appropriate application of the Rule of Law

In order to advance these goals and objectives, the project addresses a number of related activities, as follows

- 1 The improvement of administrative capabilities in two Pilot Courts through both Manual and automated re-engineering
- 2 The improvement of the decision-making process in the two Pilot Courts
- 3 The improvement of access to legal source materials on the part of the Judiciary
- 4 The improvement of the administration of the National Center for Judicial Studies
- 5 The improvement of the educational environment, technology and methodology

## **2 0 REVIEW OF PROGRESS – YEAR TWO**

The following activities occurred during the second Project Year consistent with the second Annual Workplan

### **TASK 1 ESTABLISHMENT OF THE PROJECT OFFICE**

None-Task completed

### **TASK 2 CONSTITUENCY-BUILDING**

#### **ACTIVITIES PLANNED FOR PROJECT YEAR TWO**

##### **October – December, 1997**

- First issue of project newsletter to Judges, MOJ officials, USAID and other interested parties
- Judicial District meetings

##### **January – March, 1998**

- Publication of first article in The Judges Journal
- Ongoing production and distribution of project newsletters
- Ongoing Judicial District meetings

##### **April – June, 1998**

- Ongoing update columns
- Ongoing project newsletters
- Ongoing Judicial District meetings
- Review of project work product to date for possible product distribution
- Recommendations to MOJ for product distribution
- Review of activities to date for development of project workshops/Forums at NCJS

##### **July – September, 1998**

- Ongoing columns, newsletters and District meetings
- Development of product distribution plan and materials

##### **October-December, 1998**

- Ongoing explanation to the Egyptian judiciary on all aspects of project business through the periodic publication of project information

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- Meetings of project staff with members of the Egyptian judiciary to inform them on project activities
- Establishment of additional project-related activities at NCJS

### **BENCHMARKS OCCURRING DURING PROJECT YEAR TWO**

Publication of initial article in Judges Journal	January 1998
Production/distribution of Project Newsletters	Monthly – Beginning December 1997
Meetings of Judges in Judicial Districts	November, 1997 – September 1998
Columns in Judges Journal	March, June, September, 1998
Report and recommendations to MOJ regarding product distribution	June 1998
Production of delivery materials and timetable	August 1998

### **DELIVERABLES DURING PROJECT YEAR TWO**

Article on AOJS project history, design and progress in Judges Journal  
 Series of Project Newsletters  
 Series of columns on project progress in Judges Journal  
 Report regarding project work product distribution  
 Materials for delivery of project work product to other Egyptian courts

### **RESULTS ACHIEVED BY QUARTER**

#### **October-December, 1997**

Little activity took place in Task 2 during this quarter. With all post-Judicial Forum activity now completed, the emphasis under this task shifts to local constituencies of judges in the various Judicial Districts. Ongoing meetings have been taking place in each of the districts under the supervision of the Chief Justices. These meetings were for the purpose of informing the judiciary as to project goals, objectives, and progress.

In addition, members of the project staff have continued to meet with various non-governmental constituency groups to continue the informational process regarding project activities in the private sector.

#### **January-March 1998**

Meetings continued to take place in the various judicial districts. A constituency-building meeting was held in Suez attended by district judges from Suez and South Sinai during January 1998. It was attended by the Court Administration Team, Mr. Ron Taylor, and Virginia Leavitt.

Publication of the first article in the Judges' Journal and ongoing production and distribution of the project newsletter did not take place.

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**April-June, 1998**

During the current quarter, the Court Administration Team made two visits per month to Ismailia Court, where they meet with judges from the district to discuss project goals, share information about court administration procedures, problems, and systems

During May 1998, Judges from Zagazig, Benha and Menoufia districts worked with consultant David Steelman in developing the design for a caseload management information gathering experiment

**July-September, 1998**

During this quarter, the task to publish articles in the Judges' Journal was modified. It was revised to include articles written by judges participating in the project. Actual publication is pending the receipt of articles

No activities related to the publication of a project newsletter have begun. However, during the current quarter, the Court Administration Team made several visits to Ismailia Court and North Cairo Court, where they met with judges from the districts to discuss project goals, share information about court administration procedures, problems, and systems. Project team members also met with Chief Justices and other judges from other Egyptian districts and informed them about the goals of AOJS.

**October-December, 1998**

Project staff met with Chief Justices from non-pilot districts throughout Egypt, business leaders in Cairo, and Egyptian law firm members, to explain the AOJS Project and its goals.

Articles about AOJS project goals and achievements appeared in Al Ahram, Egypt's most respected daily newspaper.

Project staff consulted with the Chief Justice of North Cairo Court concerning a presentation of the project's objectives to leading Egyptian government officials.

The Egyptian Minister of Justice spoke to an AOJS-sponsored Intellectual Property conference about the AOJS Project, and those remarks were carried on Egyptian television and in Egyptian newspapers.

The Chief of Party presented the project's key elements to the Cairo Business Roundtable, a select club of top businessmen and bankers, who showed a keen interest in judicial reform and the AOJS agenda.

Arabic translations of Court Administration material were published and distributed to key MOJ leadership.

### **TASK 3      STRENGTHEN    NCJS    RESEARCH    AND    ADMINISTRATIVE CAPACITY**

#### **ACTIVITIES PLANNED FOR PROJECT YEAR TWO**

##### **October – December, 1997**

- Select short-term consultant services to design new training management processes and procedures
- Begin Case Bank organization
- Draft NCJS Catalogue content
- Update the NCJS Strategic Plan (on-going throughout the year)

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- Introduce a variety of new training evaluation tools and methods that will be used in new courses
- Produce Hardware specifications for automation at NCJS
- Begin procurement activities for PCLL and OA equipment and software
- Begin procurement activities for LAN installation services
- Continue work on Civil Benchbook

**January – March, 1998**

- Design new training management processes and procedures (i.e. Faculty evaluation system and curriculum development process) based on consultant recommendations
- Design new training management manual and automated tools (i.e. forms, checklists, etc.) for OA software application based on consultant recommendations
- Continue Case Bank organization
- Continue NCJS Catalogue development
- Testing new training evaluation tools and methods used in new courses
- Install LAN cable
- Configure and Install OA equipment
- Configure and Install PCLL equipment
- Update Computer Literacy survey
- Complete procurement of training and audio/visual equipment

**April – June, 1998**

- Continue configure and Install OA equipment
- Continue configure and Install PCLL equipment
- Continue design and implementation of new training management processes and new Training management tools for OA software applications
- Continue Case Bank organization
- Train NCJS leadership and staff on new training management processes and use of new organizational tools
- Continue NCJS Catalogue development
- Produce first draft of the Civil Benchbook
- MOJ workshop on NCJS program (Based on Workplan Workshop suggestion)
- Procure short-term consultant services to draft NCJS Policy and Procedures manual (Based on re-engineered processes, procedures and training management tools)

**July – September, 1998**

- Continue implementation and evaluation of new training management tools (based on OA software applications)
- Continue training of NCJS leadership and staff on new training management processes and use of new training management tools
- Produce first NCJS Catalogue
- Continue Case Bank organization
- Update Strategic Plan
- Continue work on the Civil Benchbook
- Complete work on drafting the Administrative and Policy Procedure Manual
- Continue work on testing training evaluation methods

**October-December 1998**

- Continue training of NCJS leadership and staff on new training management processes and use of new training management tools

- Continue NCJS Catalogue development
- Continue Case Bank organization
- Update Strategic Plan
- Guide MOJ in establishing their staff committee to prepare and approve the Civil Benchbook & Commercial Benchbook
- Continue work on testing training evaluation tools and methods

#### **BENCHMARKS OCCURRING DURING PERIOD**

LAN cable installed	March 1998
Training and audio/visual equipment procured	March 1988
Training management tools developed	April 1998
CLL implemented	Apr 1998
Training on new processes and tools	April/May 1998
OA implemented	May 1998
Training management tools implemented	June 1998
First edition of catalogue	July 1998
Administrative Policy and Procedure Manual first draft	July 1998
Case Bank organized	August 1998
Training evaluation methods implemented	August 1998
World Wide Web installed	Sept 1998
MOJ Workshop	June 1998

#### **DELIVERABLES DURING PERIOD**

Administrative Policy and Procedure Manual draft

Training management tools such as forms, checklist, rosters etc based on application software provided by the Office Automation environment

NCJS Catalogue

Civil Benchbook formatted

Case Bank organized

Local area network of personal computers for office automation

Local area network of personal computers for computer literacy laboratory (LAN/CLL)

World Wide Web site developed and installed on NCJS server

Documented training evaluation methods, forms and results

Training and audio/visual equipment delivered

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## RESULTS ACHIEVED BY QUARTER

### October-December, 1997

Course catalog proceeded on schedule. The date for the first draft outline was set at February 15, 1998.

Procurement activities for audio/visual aids were completed.

The Scope of Work was released for the Short Term Consultant to design the computer curriculum.

### January-March, 1998

Hardware specifications for computer automation at the National Center for Judicial Studies were completed. They were delivered to TCA on December 25, 1997 to be used for a request for prices and availability prior to a formal request for bids. The specs were revised January 25, 1998. They were revised a third and final time on March 3, 1998 just prior to TCA release of its request for bids.

Procurement activities for the Personal Computer Literacy Lab and the Office Automation equipment and software began during this quarter. AMIDEAST hired a short-term commodities procurement specialist who is overseeing the purchase of Year Two-computer equipment from the GSA Federal Supply Schedule. Delivery in Cairo was expected by May 30, 1998.

Procurement activities for the local access network (LAN) began during this quarter. AOJS issued a request for proposals on February 23, 1998. Responses were received by March 15, 1998. AOJS, SRE and AMIDEAST HQ are reviewing the proposals. Contract award anticipated by the end of April of 1998 with installation no more than sixty days later.

Configuring and installing the Office Automation and Personal Computer Literacy Lab awaited the installation of the LAN. It was originally anticipated that this activity would be completed during the 2<sup>nd</sup> year work plan, however, while installation will begin during the 4<sup>th</sup> quarter it may not be completed until the 1<sup>st</sup> quarter of Year Three. This is due to the continuing procurement activities for the LAN as well as continuing equipment procurement and facilities preparation by NCJS. NCJS experienced construction delays due to a change of contractors after contractor selection but prior to beginning the construction work.

Short Term Consultant Anthony Fisser confirmed his arrival in the next quarter to survey current NCJS management processes and deliver workable recommendations. Mr. Fisser will also assist in the development of a new training management manual and automated tools. NCJS/AOJS designed and circulated a Faculty Data Collection form and a Faculty Needs Assessment form. These forms will eventually be entered into a database.

There was continued Case Bank organization during this quarter. Draft recommendations were circulated to Counselor Omar and Counselor Shafik. Counselor Shafik provided some additional clarifications to incorporate in the final recommendations. The final recommendations will be given at the beginning of next quarter.

NCJS catalog development continued on schedule, as did the testing of new evaluation tools and methods used in new courses. Various new training evaluation tools and methods have been introduced through the INTEX, GETRAC and Commercial Code courses. Discussion with the NCJS on the various tools will take place next quarter. The update for the computer literacy survey has not begun, however.

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Procurement of the audio-visual equipment was completed during this quarter. All of the equipment was delivered to NCJS except for the translation equipment, language lab, and video camera, speaker system, and lighting sets. These will be available next quarter.

**April-June, 1998**

Design and implementation of new training management processes and new training management tools for OA software applications continued during this quarter. This work was based on the work of consultant Mr. Fisser. He did submit his first draft of the workflow re-engineering. After the draft is approved by NCJS, he will be able to make recommendations and refinements to the current process.

Case Bank organization continued during this quarter. NCJS is working on the data to be collected for a database program. Meetings were held and agreement on the next steps was made.

Assignment of the work is given to Counselor Mohammed Shafik and Prosecutor Nefertiti Toson. Emphasis was placed on collecting cases in the area of commercial law. Arrangements have been made by NCJS for a new case bank location on the newly renovated 5<sup>th</sup> floor.

NCJS Catalogue Development continued during this quarter. Drafting of catalogue content proceeds as scheduled. Conslr. Ali Sadek is instrumental in reviewing the drafts. Next to be accomplished with Conslr. Ali Sadek's input is the final Index for the Catalogue. This piece should be completed by the end of July.

Production of the first draft of the Civil Benchbook in collaboration with the AOJS team awaited the establishment of a working committee. The request was made to NCJS, and the basic format and discussion regarding the overall approach took place with Counselor Omar Hafeez. Other AID projects with specific expertise in the areas of trademarks, patents, and Trade Remedies have been contacted. They are willing to assist on the content of those sections in the benchbook. The Commercial Cases basic course content has been refined and will be the backbone to the content of the benchbook. NCJS judges have shown some reluctance to move from the conceptual stage to the hard work of actual drafting.

MOJ workshop on NCJS programs was not conducted during this quarter. Due to change in AOJS leadership and waiting the arrival of additional judicial expertise from the states, nothing has been accomplished on this issue.

Drafting of a NCJS Policy and Procedures Manual continued, pending the results of the re-engineering document by Mr. Fisser.

Configuration and Installation of OA and PCLL equipment at NCJS continued. Installation of LAN cabling and hardware by NCR-Egypt began on May 31. The LAN cable installation completion and certification deadline was revised to September 30, 1998. This is due to delays in completion of the civil engineering construction and renovation of the NCJS provided building spaces and unanticipated delays in equipment availability and procurement by NCR. However, the delayed tasks are in progress at this time and CLL and OA implementation is anticipated to be completed by September 30. AOJS procured computer equipment for the NCJS. CLL and OA was delivered in June 1998. Computer equipment configuration and testing was ongoing during this quarter, unaffected for the most part by the other delays.

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**July-September, 1998**

Work continued in the area of designing and implementing new training management processes and new training management tools for the Office Automation software applications. The NCJS approved the Workflow Process diagram submitted by Mr. Fisser. During this quarter, Mr. Fisser developed the re-engineered workflow process. The new management tools will be based on this process.

Publication of the completed NCJS Catalogue was suspended, awaiting Director Ali Sadek's approval. The judge assigned to this project by NCJS has been transferred and a new appointment had not been made at this time.

The NCJS Benchbook committee was established during this quarter. Meetings were to be scheduled for continuing work on a comprehensive benchbook, beginning with the course material developed in the Commercial Law Programs.

NCJS's Policy and Procedure Manual will be developed by NCJS staff when the management procedures are changed pursuant to the work of Mr. Fisser. The Update of the Strategic Plan is also pending.

Configuration and installation of the Office Automation and Personal Computer Literacy equipment at the NCJS continued during this quarter. Installation of the LAN cabling and hardware by NCR-Egypt began on May 31, 1998. The LAN cable installation completion and certification deadline was revised to October 30, 1998. Setup, configuration, and preliminary testing of the computer servers and desktop devices continued during this quarter. The delivery of a fully installed and operational OA and PCLL systems are scheduled for mid-November of the fifth quarter. Also accomplished during this quarter was the system and training documentation. User and training manuals for the OA and the PCLL were created, training sessions developed, and user training scheduled for November 1998.

**October-December 1998**

Training of NCJS leadership and staff on new training management processes and use of new training management tools was completed, as was the NCJS Catalogue development. All AOJS recommendations and efforts have been forwarded to NCJS for consideration and implementation. Continued work on testing training evaluation tools and methods was completed as well.

The Case Bank organization is partially completed. AOJS recommendations have been forwarded to NCJS for consideration and implementation. NCJS staff are being trained in Microsoft Access database applications to enable them to build the Case Bank database.

Updating of the Plan did not take place this year. The Strategic Plan and the process for developing a plan was discussed with NCJS, and it was decided to discontinue this activity.

Guiding the MOJ in establishing their staff committee to prepare and approve the Civil Benchbook & Commercial Benchbook was cancelled as well. The emphasis for the project's training team will be to work on Task 5 activities thus this NCJS activity is eliminated. NCJS judges had shown little willingness to devote time and effort to the drafting process, indicating the relatively low priority they attach to this task.

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## **TASK 4 DEVELOP TRAINING COURSES FOR NEW AND EXPERIENCED JUDGES**

### **ACTIVITIES PLANNED FOR PROJECT YEAR TWO**

#### **October – December, 1997**

- Develop Training for Trainers first course
- Receive all outstanding civil law needs assessments
- Develop Court Administration Training program (Task 5) that will support court administration reengineering
- Conduct “Leadership Skills” course for NCJS Leadership and other identified key individuals This course is part of the Administrative and Management Training series
- Conduct “Time Management” course (see above)

#### **January – March, 1998**

- Recommend courses to be developed based on the civil law needs assessment conducted by IDLI
- Analyze civil law needs assessment
- Conduct first Commercial Code course-offered in Alexandria
- Conduct Computer Literacy course for North Cairo selected typing pool participants (to be conducted at North Cairo court – Task 5)
- Continue to develop Court Administration Training program (Task 5)
- Conduct course for key North Cairo Court “Change Agents” on their duties and responsibilities (Location to be announced – Task 5)
- Conduct Training of Trainers first course for NCJS leadership and faculty
- Conduct “Managing The People Piece” course for NCJS Leadership and key individuals This course is part of the Administrative and Management Training series
- Conduct “Team Building” course for NCJS Leadership and key individuals This course is part of the Administrative and Management Training series

#### **April – June, 1998**

- Draft curriculum designed based on civil law needs assessment
- Conduct second Commercial Code course (location to be determined)
- Conduct course for selected North Cairo personnel for specific job related issues (Task 5)
- Conduct Computer Application Course for North Cairo Typing Pool conducted at North Cairo (Task 5 - SRE)
- Conduct Computer Literacy Course for NCJS, North Cairo Pilot Panel Judges, staff using indexing/hearing transaction Conducted at NCJS
- Conduct Computer Application Training for Office Automation for NCJS leadership, selected staff, N C pilot panel judges Conducted at NCJS
- Conduct Computer Literacy Laboratory Operations training (SRE) Conducted at NCJS
- Continue to develop and implement Court Administration Training program (Task 5)
- Develop New Judge Orientation program content and processes based on analysis of existing program
- Conduct computer training for judges with home computers (Task 6)
- Workshop for MOJ on NCJS program
- Conduct Training of Trainers second course
- Conduct three Administrative and Management courses (GETRAC – one per month)

#### **July – September, 1998**

- Conduct Training for Trainers third course

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- Continue development of New Judge Orientation
- Conduct Training for Trainers for computer courses
- Conduct computer application for indexing/hearing module (Task 5)
- Conduct computer application for Home Computers (Task 6)
- Conduct two Administrative and Management courses (GETRAC – July/Aug)

#### **October-December, 1998**

- Prioritize courses for development based on civil law needs assessment
- Conduct Computer Application Course for North Cairo Typing Pool conducted at North Cairo (Task 5/SRE)
- Conduct Computer Application Training for Office Automation for NCJS leadership, selected staff, N C pilot panel judges Conducted at NCJS
- Continue to develop and implement Court Administration Training program (Task 5)
- Conduct computer training for judges with home computers (Task 6)
- Conduct Administrative and Management course in Ministerial Techniques
- Conduct Budgeting Courses
- Conduct Training for Trainers course
- Continue development of New Judge Orientation

#### **BENCHMARKS OCCURRING DURING PERIOD**

Court Administration Training Program developed	April 1998
MOJ Workshop Offered	June 1998
Computer training offered	September 1998
Two Civil law courses offered including Commercial Code	September 1998
Five Administrative and Management Courses offered	September 1998

#### **DELIVERABLES DURING PERIOD**

Computer courses and materials  
 Administrative and Management courses and materials  
 Civil law courses and materials (i.e. Commercial Code course, Needs Assessment courses, etc )  
 New Judge Orientation course and materials  
 Court Administration courses and material  
 TOT course and materials  
 Training Evaluation forms and results

#### **RESULTS ACHIEVED BY QUARTER**

##### **October-December, 1997**

The Civil Law Needs Assessment was due to be completed by the end of this quarter. However, the judges' responses were very slow. Numerous efforts were made by AOJS, NCJS, and MOJ to facilitate the return of the surveys. These efforts included follow-up letters, telephone calls, personal contacts and reminders during other meetings. Eventually, enough surveys were returned to warrant an adequate statistical sample. The sample does include the two pilot courts plus some further

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geographical representation IDLI began analysis of the survey, which will be used by the project to develop courses based on results of the analysis This piece of the training program is currently five months off schedule

Computer training development continued during this quarter An RFP will be let for training only the basic computer courses required starting with the typing pool at North Cairo Court followed by training the faculty at the NCJS In addition, a short-term consultant will be hired to develop the training materials including an instructor's guide and participant manuals for institutionalization at the NCJS This delay in finalizing computer training will not impact other activities since the training is not scheduled until after delivery of the computer hardware, now scheduled for the next quarter

The "Time Management" and "Leadership Skills" courses were held Pre- and post- test scores were collected and tabulated Informal evaluation of the contractor, GETRAC is underway A lengthy meeting with INTEX, the contractor for the Training for Trainers courses, was held The first date for the course is set as is the participant list and faculty

### **January-March, 1998**

Progress was suspended on recommending courses to be developed based on the civil law needs assessment conducted by the International Development Law Institute The progress will continue once AOJS receives the results from IDLI Correspondence from IDLI indicates they will have the results in May 1998 Analysis of the civil law needs assessment is also suspended awaiting IDLI's recommendations

Computer literacy courses for the North Cairo Court typing pool could not be held during this quarter Development of the Court Administration Training program was also suspended pending the approval of the Conceptual Design A significant portion, but not all of the training required will be based on the Conceptual Design Training of general nature such as supervisory training is under development

Four courses were given during this quarter The first Commercial Law Program was held in Alexandria and thirty-two judges attended The first "Training of Trainers" course was held in February as was "Managing the People Piece" "Team Building" was held in March The "Change Agent" course scheduled for this quarter was not given due to the need for further clarification on roles and responsibilities

### **April-June, 1998**

Drafting of Curriculum Design based on Civil Law Needs Assessment proceeded The IDLI Needs Assessment was received mid June, and translation was begun

A Second Commercial Cases Course was conducted during the quarter It was held in Port Said in May 1998 with 35 judges attending

Conduct of a "Computer Application Course for North Cairo Typing Pool", "Computer Application Training", and "Computer Literacy Laboratory Training" were pending the delivery and installation of the computers Training was tentatively scheduled now for late September or early October

The Court Administration Training Program continued during this quarter Meetings were established with North Cairo Court Chief Judge regarding needs assessment

The training course for North Cairo Personnel was not started during this quarter Training to be focused on specific job related tasks These tasks under re-engineering were not yet identified Development of the New Judge Orientation Program Content And Processes was not begun either NCJS management and AOJS experts will meet to discuss alternatives The Workshop For MOJ On NCJS Program was not conducted It is pending the direction of new AOJS leadership

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The Second Training Of Trainers Course was completed Twenty-one judges participated in TOT course held at NCJS from May 17th – 27th INTEX submitted its quarterly report with evaluation of participants, pre and posttest scores

Two of the three management/administrative courses were given during this quarter These were "Group Dynamics" and "Problem Solving " Due to heavy workload, NCJS requested the third course, "Decision Making" be postponed until July

#### **ADDITIONAL TRAINING ACTIVITIES**

Several meetings and discussions took place this quarter coordinating training efforts via AOJS with other AID projects and US Department of Commerce (CLDP) program

- a CLDP program with AOJS/NCJS and DEBRA on Trade Remedies in September 98
- b AOJS/NCJS and CLDP program on WTO/GATT with an introduction to intellectual property in December
- c AOJS/NCJS along with SIPRE conducted three follow up courses focusing on the implementation of Intellectual Property Rights issues

In addition AOJS/NCJS made arrangements with DT2 to send Counselor Mohammed Shafik, NCJS to work with Dr Richard Reeves at the University of Georgia's Continuing Judicial Education program for 3 days Afterwards, Counselor Shafik will meet with Mr Tony Fisser regarding the reengineering process at NCJS

Collaboration was under way with JIC (Judicial Information Center) to assist in the computer training for judges and staff and computer trainers

#### **July-September, 1998**

Several issues carried over from last quarter were completed in this quarter During this quarter the IDLI report on Civil Law Needs Assessment was translated and distributed to the NCJS A brief introductory meeting was held during the transmittal phase of the document Two other meetings are scheduled for late October One will be to discuss the civil law content course priorities and the other meeting will be to discuss the overall document

The North Cairo Court "Change Agent" course was given Four three-day programs were conducted with a total of one hundred and thirteen mid-level managers and staff attending Counselor Sabry requested that a similar course be given to the judges Two one-day "AOJS Orientation" programs were held for the North Cairo Court personnel as well A total of one hundred and three mid-level managers attended

Conduct of the "Computer Application for the North Cairo Typing Pool" course was rescheduled to begin in early February of 1999 The delay is due to facilities re-engineering and the delay in computer installation This has also led to a delay in conducting the "Computer Literacy Laboratory Operations" course

During this quarter, the third "Training of Trainers" course was offered It was delivered in September and seventeen judges attended This has led to the continued development of the New Judge Orientation Program Suggestions and recommendations were made to NCJS regarding curriculum Several of the faculty members of the New Judge Orientation are now trained and in

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teaching and presentation methods. The Commercial Cases Course development is also now available for inclusion into the New Judge Orientation Program.

Training of Trainers for the computer courses was delayed pending the trainers completion of their computer courses. The Training of Trainers will begin in the third year of the project.

Three administrative and management courses were given in the quarter. They were "Problem Solving", "Decision Making", "Budgeting" with twenty-three attendees for each course. The second "Commercial Code Program" was held in Port Said and an "Anti-Dumping" course was held in Alexandria. Seventy judges attended the "Anti-Dumping" course.

Computer application training for the judges' home PCs is in progress with a legal research vendor having been selected and training slated for November. Training for the computer indexing/hearing module has been delayed awaiting the application's availability.

#### **October-December, 1998**

Course prioritization for Civil Law needs assessment was partially completed. AOJS held meetings to discuss the needs assessment and priorities with NCJS. Currently, NCJS is discussing what they deem as priorities and then they will proceed to develop new courses. Additional topics included in the needs assessment were also discussed including various ways in which to deliver training. A co-sponsored "Intellectual Property" course was designed and delivered in December, 1998.

Completion and delivery of the Computer Application Course for the North Cairo Typing Pool was postponed. This activity will be conducted when the Typing Pool opens in the first quarter of 1999.

Computer Application Training for NCJS Office Automation, and N Cairo pilot panel judges was conducted for NCJS Leadership and selected staff.

Several courses and conferences were held during this period including, "Change Agent" and "AOJS Orientation". Approximately 113 participants attended each course.

As of the end of this quarter, all pilot court panel judges have received Windows 95 training and are scheduled to continue legal research/internet training, followed by MS Word 97 productivity applications training in January.

NCJS Management attended an Administrative and Management course in "Ministerial Techniques" and "Budgeting" during this quarter.

The final "Training for Trainers" course was cancelled. As of the end of this year, fifty-seven judges were trained in Training for Trainers, which exceeds the targeted result for the AOJS Monitoring and Evaluation report.

Development continued in the New Judges Orientation curriculum.

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## **TASK 5      AUTOMATION AND STREAMLINING OF PILOT COURT PROCEDURES**

### **ACTIVITIES PLANNED FOR PROJECT YEAR TWO**

#### **October - December, 1997**

- Complete initial market research for application development software
- Select and Implement application development Hardware and Software tools
- Develop Conceptual Design Specifications
- Develop re-engineered procedures for automated Typing Pool
- Implement re-engineered procedures for File Folders
- Develop/Implement re-engineered case management procedures for pilot panels
- Assist with court's Backlog Reduction Plan
- Begin procurement process of computer equipment
- Develop Typing Pool computer programs
- Develop re-engineered procedures for automated Indexing module
- Develop re-engineered procedures for automated Hearing Transaction module
- Facility assessment to determine optimum work flow
- Investigate MOJ interest in Court Administrator Position
- Produce North Cairo court survey
- Conduct preliminary analysis in Ismailia Court of Appeals

#### **January - March, 1998**

- Re-format Pilot courts Strategic Plan – Re-submit to MOJ for approval
- Implement re-engineered automated Typing Pool
- Procure computer equipment (continued)
- Develop Typing Pool computer programs (continued)
- Develop re-engineered procedures for automated Indexing module (continued)
- Develop re-engineered procedures for automated Hearing Transaction module (continued)
- Facility assessment to determine optimum work flow (continued)
- Implement re-engineered procedures for Records Archive
- Develop CMA Indexing module
- Develop CMA Hearing Transaction module
- Develop CMA Detailed Design
- Deploy short-term consultant regarding project implementation activities
- MOJ Workshop on Pilot Courts program
- Conceptual Design presentation and MOJ authorization
- Implement re-engineered procedures for Front Counter

#### **April - June, 1998**

- Implement re-engineered automated Typing Pool (continued)
- Develop re-engineered procedures for automated Indexing module (continued)
- Develop re-engineered procedures for automated Hearing Transaction module (continued)
- Develop CMA Indexing module (continued)
- Develop CMA Hearing Transaction module (continued)
- Develop CMA Detailed Design (continued)
- Implement Court Administrator Plan subject to concept approval
- Review project deliverables to date for possible implementation in Ismailia

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- Deploy short-term consultant regarding project implementation activities

**July - September, 1998**

- Implement re-engineered/automated procedures for Indexing module
- Implement re-engineered/automated procedures for Hearing Transaction module
- Develop CMA Detailed Design (continued)
- CMA Detailed Design presentation and MOJ authorization
- Implement non-automated deliverables in Ismailia court

**October-December, 1998**

- Develop CMA Detailed Design (continued)
- CMA Detailed Design presentation by NCSC and MOJ authorization
- Install, configure and test computer hardware, software and network management equipment in automated Typing Pool in North Cairo Court
- Develop re-engineered procedures for automated Typing Pool
- Implement re-engineered procedures for File Folders
- Develop/Implement re-engineered case management procedures for pilot panels
- Assist with court's Backlog Reduction Plan
- Implement re-engineered Typing Pool computer programs and procedures
- Present final NCSC expert recommendations to determine optimum work flow
- Move to a final MOJ decision regarding creation of Court Administrator Position

**BENCHMARKS OCCURRING DURING PERIOD**

- Facility prepared for Typing Pool room (MOJ) Jan 1998  
**Completed December 1998**
- New file folders and writ of summons implemented Jan 1998  
**File Folders approved and ordered by the MOJ December 1998**  
**Writ of Summons designed but yet to be approved**
- MOJ authorization of Conceptual Design (MOJ) Jan 1998  
**Completed**
- MOJ decision regarding Court Administrator Position (MOJ) Jan 1998  
**In progress**
- Facilities prepared for Records Archive room (MOJ) Jan 1998  
**In progress Basement area restored and plans of current layout finalized**  
**Development plan completed**
- Automated typing pool installed Feb 1998  
**LAN and Equipment installation almost completed**
- Ismailia Court of Appeals report Feb 1998  
**Completed**

- Revised Pilot Courts Strategic Plan presented to MOJ Mar 1998  
**In progress**
- MOJ Workshop on Pilot Court program Mar 1998  
**Two meetings held with MOJ One for court administration and re-engineering and one for automation**
- Front counter reengineered Apr 1998  
**Completed and accepted by the MOJ**
- Facilities prepared for Front Counter room (MOJ) May 1998  
**Ongoing Counter rearranged and customer signage added in public areas**
- MOJ authorization of CMA Functional Design (MOJ) Sep 1998  
**Completed**
- Indexing/Hearing Transactions automation implemented Sep 1998  
**Eliminated from the workplan**

#### **DELIVERABLES DURING PERIOD**

- Time Standards Report  
**Delivered by Case Management Consultant**
- Conceptual Design Specifications  
**Delivered**
- Automated typing pool North Cairo Court  
**Almost complete**
- Caseflow management system for North Cairo court special panels  
**Implementation underway and ongoing**
- Reengineered court procedures (i.e. front counter, typing pool, archives, etc )  
**Front counter and typing pool completed, archives underway**
- Court Standards Report  
**In progress**
- Ismailia Court of Appeals report  
**Delivered**
- Revised Pilot Court Strategic Plan  
**Being implemented progressively**
- North Cairo survey report  
**Delivered**

## **RESULTS ACHIEVED BY QUARTER**

**October, 1997 -March, 1998**

### Activities in progress during these quarters are

- Selection and Implementation of the application development hardware and software tools
- Development of the Conceptual Design Specifications
- Development and Implementation of re-engineered case management procedures for the Pilot Court panels
- Assistance with Court's Backlog Reduction Plan
- Procurement of computer equipment
- Developing Typing Pool computer programs
- Investigation of MOJ interest in Court Administrator Position
- Implementation of the re-engineered automated Typing Pool
- Implementation of the re-engineered procedures for the Records Archive
- Development of the CMA Indexing module
- Development of the CMA Hearing Module
- Development of a detailed CMA design
- Deployment of a Short Term Consultant regarding project implementation activities
- Conceptual design presentation and MOJ authorization

### Activities completed during these quarters were

- Completed Initial Market Survey for application development software
- The North Cairo Court Survey
- Preliminary Survey of the Ismailia Court
- MOJ Workshops on Pilot Courts Program

### Activities suspended during these quarters were

- Implementation of re-engineered file folders
- Reformatting Pilot Courts Strategic Plan
- Implementation of re-engineered procedures for the Front Counter

### Activities not begun during these quarters were

- Development of the re-engineered procedures for automated Hearing Transaction Module
- Development of the re-engineered procedures for automated Indexing Module
- Facility Assessment to determine optimum work flow

### April-June, 1998

#### Activities in progress during this quarter were

- Implement re-engineered automated Typing Pool (continued)  
AOJS prepared final recommendations to MOJ for site selection, facility layout and installation of the typing pool on the sixth floor of the new court building. Recommendations were based on a study made by a Civil Engineer (Presented to MOJ July 9, 1998)
- Develop CMA Detailed Design (continued)  
The development of a strategy and design for the CMA is proceeding well and on schedule. A presentation on the results of this activity will be scheduled for September 1998. Due to MOJ input during the Conceptual Design activities earlier this year the following activities originally defined in the Year Two Workplan have been postponed to be rescheduled after the CMA design is completed. The MOJ is very insistent upon a fully integrated CMA design that describes all points of interface between one functional module and another. Therefore, the development of the individual automated modules for Indexing and Hearing Transaction (and supporting re-engineering procedures) have been postponed until the CMA design is defined and approved. This delay will not materially affect the Project life deliverables. Additionally the current implementation of the court typing pool and judicial case management procedures are fully occupying the resources of the MOJ and AOJS for court changes.
- Review project deliverables to date for possible implementation in Ismailia  
After trial period in North Cairo the typing pool model will be implemented in the Ismailia court of First Instance
- Caseflow management activities  
The Court Administration Team spent May and June making preparations for the caseflow management workshops and related activities surrounding the visit of Mr. Steelman
- Expansion space for archives department  
Worked with MOJ on justification for additional space in basement of Main Building-anticipate decision no later than end of July 1998

#### Activities completed during this quarter were

- Procurement of computer equipment  
Computer equipment for the North Cairo Typing Pool was delivered in June, 1998. Judges' PCs were ordered.
- Deploy short-term consultant regarding project implementation activities (completed)  
Consultant David Steelman worked with AOJS from May 3-18, 1998 to assist in the preliminary design of a Civil Caseflow Management Improvement Program in the North Cairo and Ismailia Pilot Courts.
- Develop/Implement re-engineered case management procedures for pilot panels

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Worked with experimental panels in both North Cairo and Ismailia courts to identify and collect certain specific case related information to be used as the basis for the experimental caseflow management improvement program

- Facility Assessment to determine optimum work flow

Activities suspended during this quarter were

- Development of re-engineered procedures for automated Indexing module
- Development of re-engineered procedures for automated Hearing Transaction module
- Development of the CMA Indexing module
- Development of the CMA Hearing Transaction module
- Implementation of the Court Administrator Plan

**July-September, 1998**

Activities in progress during this quarter were

- Implementation of re-engineered automated Typing Pool  
Installation begins in October The North Cairo Court workmen completed the modification work by the end of September sufficient for LAN installation to begin on schedule
- Development and implementation of the re-engineered case management procedures for pilot panels  
Continued to work with experimental panels in both North Cairo and Ismailia Courts Information collected was provided to caseflow management consultants David Steelman and Jeffrey Arnold for their September visit to Cairo
- Application of facility assessment to determine optimum work flow  
Assessment was made and all civil and commercial case activities were moved from the old building to the new building Transfer of offices and activities affected by the consolidation plan was in process at quarter's end
- Development of a CMA Detailed Design  
The alternative analysis, recommendation and report development activities were completed in September A presentation on the results of this activity was made to the MOJ at the end of September Immediately following this presentation, preliminary activities to implement the recommendation began
- Review of project deliverables to date for possible implementation in Ismailia  
After trial period, the typing pool model will be implemented in the Ismailia Court Caseflow management related deliverables have been shared with Ismailia
- Expansion space for the Archives Department  
Additional expansion space in the basement of the Main Building was acquired by the MOJ
- Service Department Survey

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A survey of the Service Department that supports the North Cairo Court was conducted. Recommendations based on that survey were made to the MOJ.

Activities completed during this quarter are

- Re-engineering recommendations for archives, case initiation, caseflow management, organization and human resources
- New file folders and writ of summons forms recommended

Activities suspended or postponed during this quarter are

- Automated Typing Pool installation suspended until February of 1999
- Facility prepared for typing pool-LAN installation delayed until December 1998
- Archives room preparation delayed until January of 1999

**October-December, 1998**

Activities in progress during this quarter

- CMA detailed design

The alternatives analysis, recommendation and report development activities were completed in September. A presentation on the results of this activity was made to the MOJ in September. Immediately following the recommendation presentation design meeting activities were begun. Requests to obtain the recommended application source code were made concurrent with interviewing potential subcontractors for design services. A design and implementation work plan has been created.

**Note** Due to MOJ input (an insistence upon a fully integrated CMA design that describes all points of interface between one functional module and another) during the Conceptual Design activities earlier this year, the specific activities originally identified as **design, development and implementation of automated “Indexing” and “Hearing Transaction” modules have been eliminated from the workplan**. The functions for indexing and hearing support will be included in the detailed design and ultimately in the final application product.

- Installation, configuration and testing of computer hardware, software and network management equipment in automated Typing pool in North Cairo Court
- Development and implementation of the re-engineered case management procedures for the Pilot Courts

Two judges workshops were conducted. Meeting with each of North Cairo’s and Ismailia’s experimental panels on a scheduled basis to assist in implementing the caseflow management improvement plan and to review their progress.

- Assistance with the Court’s Backlog Reduction Plan
- Implementation of the re-engineered Typing Pool computer programs and procedures  
Design and renovation of offices completed, equipment purchased, LAN installed
- Movement toward a final MOJ decision regarding the creation of a Court Administrator Position

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Six follow up judges (administrative judges) appointed by the North Cairo chief justice to assist him in fulfilling his administrative responsibilities. The Chief Justice of the Ismailia Court appointed a court administrator for financial matters.

Activities completed during this quarter

- CMA Functional Design presentation
- Development of re-engineered procedures for the automated Typing Pool
- Presentation of final NCSC expert recommendations to determine optimum work flow  
All recommendations implemented by the MOJ in both buildings, Includes separation of civil and criminal court activities, double shifting of court hearings, movement of offices and staff to provide better workflow
- Implementation of re-engineered procedures for file folders  
MOJ approved file folder design in December and ordered the new folders to be delivered in January 1999

## **TASK 6 HOME-BASED PERSONAL COMPUTERS FOR JUDGES**

### **ACTIVITIES PLANNED FOR PROJECT YEAR TWO**

#### **September – December, 1997**

- Prepare an Alternative Analysis Report of the analysis findings and a recommendation for a proposed solution for legal research from the judges PCs to the COC database
- Complete and deliver JIC survey report

#### **January – March, 1998**

- Procure judge's home PCs
- Present legal research solution recommendation and negotiate MOJ authorization

#### **April -- June, 1998**

- Training for Judges receiving home PCs
- Perform research, prototype development and testing on the recommended legal research solution

#### **July – September, 1998**

- Perform research, prototype development and testing on the recommended legal research solution (continued)
- Installation of judge's home personal computers and training
- MOJ Workshop on JIC/automation program

### **BENCHMARKS OCCURRING DURING PERIOD**

Alternative Analysis Report of the analysis findings and a recommendation for a proposed solution for legal research from the judge's PCs to the COC database Jan 1998

MOJ authorization to proceed on R&D of legal research recommended solution	Feb 1998
Installation of judge's home personal computers and training	July, 1998
Research, prototype development and testing report on the recommended legal research solution	Sept 1998
MOJ workshop on JIC/automation	Sept 1998

### **DELIVERABLES DURING PERIOD**

An Alternative Analysis Report of the analysis findings and a recommendation for a proposed solution for legal research from the judges PCs to the COC database

JIC Strategic Plan

Judge's home personal computers installed and training completed

Research, prototype development and testing report on the recommended legal research solution

### **RESULTS ACHIEVED BY QUARTER**

#### **October-December 1997**

- PC Terminal Emulation completed
- JIC Survey and analysis completed
- Alternatives analysis report is awaiting more study by the JIC

#### **January-March 1998**

##### Activities in progress during this quarter were

- Alternative analysis report of the analysis findings and a recommendation for a proposed solution for legal research from the judges PCs to the COC database
- Procurement of the judges' PCs
- Present legal research solution recommendation and negotiate MOJ authorization

##### Activities completed during this quarter were

- None

#### **April – June, 1998**

##### Activities in progress during this quarter were

- Training for Judges receiving home PCs

The development of training programs for judges who will be receiving home PCs is in progress. The judges will receive computer basics and application specific training. Training classes will not begin until 1<sup>st</sup> quarter of project year 3. This postponement was the result of the need to wait until judicial reassignments were made by the MOJ (usually in Sept – Oct) to enable the MOJ to be able to name recipients who will be associated with the project for at least the 3<sup>rd</sup> project year. Configuration of equipment and application software, and distribution of PCs to the judges will be completed by the beginning of the 3<sup>rd</sup> project year and final training arrangements made with training contractors.

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- Perform research, prototype development and testing on the recommended legal research solution

Activities completed during this quarter were

- None

**July-September 1998**

Activities in progress during this quarter were

- Continued research, prototype development and testing on the recommended legal research solution

Activities completed during this quarter were

- Judges' PCs procured
- Present legal research solution recommendation and negotiate MOJ authorization

An internet based COC and Laws legal research software was identified in the private sector. This product was procured for the judges' home PCs and its use will be in the judges' training course.

**October-December 1998**

Activities in progress during the quarter

- Installation and training on the judges' home PCs

Activities completed during the quarter

- Configuration of judges home PCs

### 3 0 PROBLEMS ENCOUNTERED DURING PROJECT YEAR TWO AND RECOMMENDATIONS

As with any project AOJS encountered myriad smaller operational problems. The process of clearing project equipment through Customs is needlessly tedious. Communications with the key counterpart organizations are highly dependent upon the presence of the senior-most official. In the absence of the top person, letters and faxes tend to go unanswered and tasks are not delegated. There are also the generic problems of institutional weakness: administrative and clerical supervision is very weak, administrative accountability is almost non-existent, and judicial productivity is strikingly low. These, however, are manageable issues. They reduce the pace of implementation, but they are not fatal.

**One problem** in AOJS implementation during 1998 stood out as potentially more serious. This problem is not yet resolved and poses challenges in 1999.

This long-running problem in the project has to do with how best to approach the design, testing and launch of an automated Case Management Application. The AOJS project staff and the Project's partner in Court Automation, The National Center for State Courts, have favored an approach in which the CMA is developed in stages. Under this approach, the first functions to be automated would be case initiation and case registry. When these functions are tested, downstream functions would then be automated. The Ministry of Justice and its technical advisors in the Cabinet Information Center favor a comprehensive, all-at-once design process in which every function is fully developed in a design document and then fully designed in the initial release of the CMA. The

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difference in perspectives reflects the fact that the NCSC and the AOJS Court Automation Expert have actually designed CMAs and are familiar with the design pitfalls in the CMAs designed by others. The MOJ and its advisors lack this practical experience, and have a customer's natural desire to want every possible feature in their program from the start.

The consequence of this long-running disagreement has been persistent delay in the automation task. AOJS has produced multiple volumes of expensive design documentation for review by MOJ and their technical advisors. Continuing questions and requests for more information have prevented the movement from conceptual design work to actual, platform based, program design and development. Only 24 months remain to develop, design, program, Beta test, reprogram, install, test and launch the CMA. This is a dangerously narrow time window. American experience suggests that four years is the normal timeframe for this process.

**Proposed Solution** AOJS will seek to have a relatively complete CMA mockup, with Arabic screens ready by April or May of 1999 which will exhibit the functionality of the final design. By keeping the Cabinet Information Center staff aware of the progress in this process, we hope to have agreement by the summer of 1999 on the final design. At some point, success will depend upon the MOJ's willingness to trust the project's judgement about the design process.

**ANNEX 1**  
**RESULTS REPORT FOR 1998**

## Administration of Justice Support Project Results Report for 1998

### Strategic Context and Background of the Project

Programming in the areas of judicial reform and democracy in Egypt is relatively recent. While the USAID has been involved in institutional development and policy work in sectors such as agriculture and public health for a quarter of a century, it is just beginning its institutional partnership with the courts, with the Parliament, and with organizations in civil society.

The Project arose from the findings of the Egyptian Judicial Conference in 1986. The Conference attendees determined that the growing backlog of cases in the national court system was, to a significant degree, the result of inadequate court management and administration. The Conference attendees recommended improved management, improved administration, re-engineering and caseload management automation.

Slow progress on this agenda over the following decade and a growing backlog in the court caseloads, led the Government of Egypt to solicit USAID assistance. This led to the initiation of the Administration of Justice Support Project. The court leadership, working level judges, the Ministry of Justice, the legal community, the general public, the national media, and the national political leadership of Egypt perceived the need for radical improvements in court management.

The Administration of Justice Support Project began in March of 1996 with the special objective to provide an improved civil legal system in Egypt by achieving two principal intermediate results. The first is improved efficiency in two pilot court systems and the second is the improvement of judges' knowledge and application of Egyptian civil law. Mobilization began in September 1996 and the Project's end date is the 30<sup>th</sup> of December 2000. America-Mideast Educational and Training Services, Inc (AMIDEAST) has been implementing the project in three different locations: North Cairo Court of First Instance, Ismailia Court of First Instance, and the National Center for Judicial Studies. Policy elements of the project are implemented in consultation with the senior-most levels of the Ministry of Justice.

## Summary and Introduction

The Administration of Justice Project submits the results for 1998 with this report. This report includes the findings for the six categories outlined in the Monitoring and Evaluation Plan submitted at the end of 1997. The findings are outlined in the performance data table and further explained with detailed conclusions taken from staff interviews and observations.

There has been noticeable improvement in the lawyer's attitude regarding court operations. A reduction in case processing times has occurred. The Project staff has trained judges and court staff on new systems, both automated and non-automated. The judges and staff of the North Cairo Court have received education on computer applications. However, their access to legal research will begin in the next year. The Project staff has provided extensive coursework to increase judicial knowledge in substantive legal topics. The staff has also provided the National Center for Judicial Studies with enhancements to both curriculum and infrastructure.

Following the findings and conclusions, the Project staff has submitted a list of recommendations that they have gained through lessons they have learned. This will aid in future monitoring and evaluation reports. The report concludes with annexes that will better clarify the report's findings.

## PERFORMANCE DATA TABLE

EGYPT		Approved November, 1997		
<b>SPECIAL OBJECTIVE C IMPROVED CIVIL LEGAL SYSTEM</b>				
<b>Indicator Documented pilot court system tested and accepted for replication by Ministry of Justice</b>				
<b>Unit of Measure</b> MOJ acceptance with minor Modifications	<b>Year</b>	<b>Planned</b>	<b>Actual</b>	
	1997(B)	N/A	N/A	
<b>Source</b> MOJ record	1998	N/A	N/A	
<b>Comments</b> One-time End of Project measurement	1999	N/A	N/A	
	2000	N/A	N/A	
	2001(T)	YES		
<b>Indicator Measurable improvement in lawyers' perceptions toward court operations</b>				
<b>Unit of Measure</b> % increase in lawyer confidence in Pilot Court Efficiency	<b>Year</b>	<b>Planned</b>	<b>Actual</b>	
<b>Source</b> Annual survey of civil lawyers practicing in Pilot Courts	1997 (B)		44%	
	1998	46%	52%	
<b>Comments</b> Baseline determined by Jan 1998 survey Annual surveys to be conducted thereafter	1999	50%		
	2000	55%		
	2001 (T)	60%		
<b>Result No C 1 Improved Efficiency of Two Pilot Court Systems</b>				
<b>Indicator Reduction in case processing time</b>				
<b>Unit of Measure 1</b> Average number of months from case Filing to Final Decision for all <b>Civil cases</b>				
<b>Source</b> Independent verification of pilot court records by AOJS staff	1997 (B)		22 4	
	1998	21 6	12 8	
<b>Comments</b> Data used is extrapolated from the average times between individual events	1999	18 3		
	2000	16 6		
	2001(T)	13 3		
<b>Unit of Measure 2</b> Average number of days from case Filing to disposition – cases <b>sent</b> to Expert Office	<b>Year</b>	<b>Planned</b>	<b>Actual</b>	
<b>Source</b> Independent verification of pilot court records by AOJS	1997 (B)		1084	
	1998	1050	1113 8	
<b>Comments</b> Data used is extrapolated from the average times between individual events N B Out of total no of civil cases 30% are sent to the Experts Office	1999	900		
	2000	800		
	2001(T)	640		

<b>Unit of Measure 3</b> Average number of days from case	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
Filing to disposition – cases <b>not sent</b> to Expert Office	1997 (B)		496
<b>Source</b> Independent verification of pilot court records by AOJS	1998	475	255 15
<b>Comments</b> Data used is extrapolated from the average times between individual events	1999	400	
	2000	365	
	2001(T)	290	
<b>Result No C 1 1 Improved Administration of Two Court Systems</b>			
<b>Indicator</b> Reduction in time consumed by various administrative procedures			
<b>Unit of Measure 1</b> Number of days consumed in filing	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
Process to first hearing	1997 (B)		69
<b>Source</b> Independent verification of pilot court records by AOJS staff	1998	65	45 4
	1999	60	
<b>Comments</b> Data is extrapolated from average time Between individual events	2000	55	
	2001 (T)	50	
<b>Unit of Measure 2</b> Days consumed in Service process, From filing to acknowledgement of service	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
	1997 (B)		21
<b>Source</b> Independent verification of pilot court records by AOJS staff	1998	20	18 7
	1999	18	
<b>Comments</b> Data is extrapolated from average time Between individual events	2000	16	
	2001 (T)	15	
<b>Unit of Measure 3</b> Days consumed in Expert process from Expert referral to receipt of final expert opinion	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
	1997 (B)		492
<b>Source</b> Independent verification of pilot court records by AOJS staff	1998	440	660
	1999	350	
<b>Comments</b> Data is extrapolated from average time Between individual events	2000	325	
	2001 (T)	300	
<b>Unit of Measure 4</b> Days consumed in Opinion process from date Of last hearing to publication of court opinion	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
	1997 (B)		44 5
<b>Source</b> Independent verification of pilot court records by AOJS	1998	40	35
<b>Comments</b> Data is extrapolated from average time Between actual events	1999	30	
	2000	25	
	2001(T)	21	

<b>Indicator Number of court procedures re-engineered and simplified</b>			
<b>Unit of Measure 1</b> No of procedural steps in filing process	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
	1997(B)	N/A	0
<b>Source</b> Project records	1998	4	6
<b>Comments</b> Zero baseline – New project	1999	3	
	2000	1	
	2001(T)	ALL (8)	
<b>Unit of Measure 2</b> No of procedural steps in Service process	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
	1997(B)	N/A	0
<b>Source</b> Project records	1998	3	1
<b>Comments</b> Zero baseline – New project	1999	8	
	2000	1	
	2001(T)	ALL (12)	
<b>Unit of Measure 3</b> Percentage of cases referred to expert office	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
	1997(B)		29.4%
<b>Source</b> Project records	1998	25%	15%
<b>Comments</b> Data from North Cairo only No Baseline Data will be drawn from Ismailia court until beginning of Ismailia implementation (approx PY3)	1999	20%	
	2000	17%	
	2001(T)	15%	
<b>Unit of Measure 4</b> Number of procedural steps in the Expert Office simplified	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
	1997(B)*		0
<b>Source</b> Project records	1998*	2	1
	1999*	6	
	2000	2	
<b>Comments</b> Relates to internal processes Within the Expert office itself Zero Baseline – New proj	2001(T)	2	
	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Unit of Measure 5</b> Number of procedural steps simplified in the Court related to the Expert process	1997(B)*		0
	1998*	2	1
<b>Source</b> Project records	1999*	8	
<b>Comments</b> Relates to internal processes within the court Resulting from Expert process Zero baseline – New proj	2000	2	
	2001(T)	ALL (10)	
*NOTE North Cairo data only during PY 1-3			

<b>Unit of Measure 6</b> Number of procedural steps simplified in the Opinion Process	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
	1997(B)		0
	1998	0	0
<b>Source</b> Project records	1999	4	
<b>Comments</b> Zero baseline – New Project	2000	6	
	2001(T)	ALL (10)	
<b>Unit of measure 7</b> Number of Court hearings conducted Per case	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
	1997(B)*		10
<b>Source</b> Project records	1998*	9	7
<b>Comments</b> Relates to total number of hearings in court During life of the case *NOTE North Cairo data only  During PY 1-3	1999*	8	
	2000	7	
	2001(T)	6	
<b>Unit of measure 8</b> Average of continuances granted per case	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
	1997(B)*		9 4
	1998*	8	6 1
<b>Source</b> Project records	1999*	7	
<b>Comments</b> Relates to the number of times court activity Postponed by Court *NOTE North Cairo data only During PY 1-3	2000	6	
	2001(T)	5	
<b>Unit of Measure 9</b> No of administrative duties assigned to judges	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
	1997(B)		16
<b>Source</b> Project records	1998	16	15
<b>Comments</b>	1999	10	
	2000	8	
	2001(T)	4	
<b>Indicator Number of judges and staff trained on new systems</b>			
<b>Unit of measure 1</b> Number of judges trained on Computer systems	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
	1997(B)		0
<b>Source</b> Project records	1998	30	80
<b>Comments</b> New project – Zero baseline	1999	36	
	2000	18	
	2001 (T)	ALL (84)	

<b>Unit of measure 2</b> Number of judges trained on	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
Non-Computer systems	1997(B)	20	0
	1998	80	0
<b>Source</b> Project records	1999	100	
<b>Comments</b> New Project – Zero Baseline	2000	80	
	2001(T)	ALL (280)	
<b>Unit of measure 3</b> Number of staff trained on	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
Computer systems	1997(B)		0
	1998	60	0
<b>Source</b> Project records	1999	110	
<b>Comments</b> New Project – Zero Baseline	2000	63	
	2001(T)	ALL (233)	
<b>Unit of measure 4</b> Number of staff trained on	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
Non-Computer systems	1997(B)		0
	1998	30	30
<b>Source</b> Project records	1999	50	
<b>Comments</b> New Project – Zero Baseline	2000	50	
	2001(T)	ALL (130)	
<b>Indicator Increase in number of judges' home PCs installed</b>			
<b>Unit of Measure 1</b> PCs distributed to judges homes	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
	1997(B)		0
	1998	0	0
<b>Source</b> Project records	1999	30	
<b>Comments</b> New Project – Zero baseline	2000	36	
	2001(T)	18	
<b>Result No C 1 2 Increased Access to Legal Information in Two Pilot Court Systems</b>			
<b>Indicator Increased percentage of Judges and court staff with access to legal system</b>			
<b>Unit of Measure 1</b> Number of Judges and court staff	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
Trained on databases	1997(B)		0
	1998	0	0
<b>Source</b> Project records	1999	66	
<b>Comments</b> New Project – Zero baseline	2000	18	
	2001(T)		

Unit of Measure 2	Year	Planned	Actual
Number of Judges and court staff Provided access to databases	1997(B)		0
Source Project records	1998	30	0
Comments New Project – Zero baseline	1999	36	
	2000	18	
	2001(T)		

**Result No C 2 Judges More Knowledgeable of Egyptian Civil Law****Indicator Average percentage increase between pre-and post-course scores**

Unit of Measure	Year	Planned	Actual
Annual average differences in pre-and post-test scores			
Source NCJS Records	1998	15%	
Comments NOTE The nature of pre and post-testing (participants and programs change yearly) is such that each year is a stand-alone zero-based item Accordingly the data herein is per annum only Final average of all testing will be shown as the fifth-year result	1999	15%	29.9%
	2000	15%	
	2001(T)	15%	

**Result No C 2 1 Enhanced Educational Infrastructure at NCJS****Indicator Increased number of educational mission-related administrative systems**

Unit of Measure 1	Year	Planned	Actual
Number of standard forms added	1997(B)		0
Source Project records	1998	8	0
Comments New Project – Zero baseline	1999	10	
	2000	10	
	2001(T)	8	
Unit of Measure 2	Year	Planned	Actual
Number of automated systems added	1997(B)		0
Source Project records	1998	2	2
Comments New Project – Zero baseline	1999	N/a	
	2000	N/a	
	2001(T)	N/a	

<b>Unit of Measure 3</b> Number of polices/procedures added	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
	1997(B)		0
<b>Source</b> Project records	1998	8	10
<b>Comments</b> New Project – Zero baseline	1999	10	
	2000	10	
	2001(T)	8	
<b>Unit of Measure 4</b> Number of manuals developed	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
	1997(B)		0
<b>Source</b> Project records	1998	1	4
<b>Comments</b> New Project – Zero baseline	1999	1	
	2000	1	
	2001(T)	1	
<b>Indicator Increased Number of trained faculty members</b>			
<b>Unit of Measure 1</b> Number of Judges	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
	1997(B)		0
<b>Source</b> Project records	1998	20	57
<b>Comments</b> New Project – Zero baseline	1999	40	
	2000	40	
	2001(T)	40	
<b>Unit of Measure 2</b> Number of case managers	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
	1997(B)		0
<b>Source</b> Project records	1998	5	0
<b>Comments</b> New Project – Zero baseline	1999	10	
	2000	10	
	2001(T)	10	
<b>Unit of Measure 3</b> Number of new judge orientation faculty	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
	1997(B)		0
<b>Source</b> Project records	1998	5	36
<b>Comments</b> New Project – Zero baseline	1999	5	
	2000	5	
	2001(T)	5	

Unit of Measure 4 Number of Mentor Judges	Year	Planned	Actual
	1997(B)		0
Source Project records	1998	0	0
Comments	1999	10	
New Project – Zero baseline	2000	10	
	2001(T)	10	
<b>Result No C 2 2 Enhanced Curriculum at NCJS</b>			
<b>Indicator Increased Number of new courses implemented</b>			
Unit of Measure 1 Number of Civil Law courses	Year	Planned	Actual
	1997(B)		0
Source Project records	1998	2	7
Comments	1999	4	
New Project – Zero baseline	2000	4	
	2001(T)	4	
Unit of Measure 2 Number of Administrative Management Courses	Year	Planned	Actual
	1997(B)		0
Source Project records	1998	4	9
Comments	1999	5	
New Project – Zero baseline	2000	4	
	2001(T)	4	
Unit of Measure 3 Number of Staff Courses	Year	Planned	Actual
	1997(B)		0
Source Project records	1998	2	0
Comments	1999	4	
New Project – Zero baseline	2000	4	
	2001(T)	4	
Unit of Measure 4 Number of Computer Courses	Year	Planned	Actual
	1997(B)		0
Source Project records	1998	5	5
Comments	1999	7	
New Project – Zero baseline	2000	9	
	2001(T)	9	

<b>Indicator Increased Number of Evaluation Instruments</b>			
<b>Unit of Measure 1</b> Number of Course-related Instruments	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
	1997(B)		0
<b>Source</b> Project records	1998	4	5
<b>Comments</b> New Project – Zero baseline	1999	7	
	2000	7	
	2001(T)	10	
<b>Unit of Measure 2</b> Number of Faculty-related Instruments	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
	1997(B)		0
<b>Source</b> Project records	1998	2	4
<b>Comments</b> New Project – Zero baseline	1999	2	
	2000	2	
	2001(T)	2	
<b>Unit of Measure 3</b> Number of Participant-related Instruments	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
	1997(B)		0
<b>Source</b> Project records	1998	2	3
<b>Comments</b> New Project – Zero baseline	1999	2	
	2000	2	
	2001(T)	2	
<b>Unit of Measure 4</b> Number of Overall Program Instruments	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
	1997(B)		0
<b>Source</b> Project records	1998	2	2
<b>Comments</b> New Project – Zero baseline	1999	3	
	2000	4	
	2001(T)	4	

## Findings and Conclusions

### Special Objective C Improved Civil Legal System

Indicator Documented pilot court system tested and accepted for replication by the Egyptian Ministry of Justice

Unit of Measure 1 MOJ acceptance with minor modifications

Number planned for 1998 0

Number achieved in 1998 0

Indicator Measurable improvement in lawyer's confidence in pilot court efficiency

Unit of Measure percent increase in lawyer confidence in pilot court efficiency

Number planned for 1998 46%

Number achieved in 1998 52%

Reason for result

The data in the Lawyer's Survey will undergo further analysis to fully explain the improvement in lawyer's confidence. However, the raw data is included with this report and can be compared to the data given in 1997. There was a noticeable increase in the lawyer's approval of the case microfilming process as well as the litigant's acknowledgement of service. There was a very high approval rating of the case filing relocation as well. This could indicate the Project's influence on the Filing and Service Departments.

### Result Number C 1 Improved efficiency of two pilot court systems

Indicator Reduction in case processing time

#### Introduction

The Court Administration Team used Professor Ernie Friesen's statistical analysis as the baseline for case processing time in the North Cairo Court of First Instance. For this year's evaluation, the Court Administration Team used the statistical analysis provided in David Steelman's work. While many of the following units of measure show a positive trend, the AOJS team cautions that the mix of case types in the statistical samples and other factors may not present an accurate picture of the Court's caseload status. It must be understood that the reasons for each unit of measure given are conjecture and, at this time,

unverifiable The nature of measuring the level of success in any caseload management program improvement is that it takes months and often years for the results of change to be measurable

After further case sampling and monitoring, the project can more clearly determine the reasons for the numbers Implementation of a successful caseload management improvement program will include the disposing of the older, pending cases (backlog) which will, in turn, result in the anomalous outcome of an increase in the average number of months from case filing to final decision for civil cases This situation will continue until the older pending cases are disposed of

Unit of Measure 1 Average number of months from case filing to final decision for all civil cases

Number planned for 1998 21 6 (650 days)

Number achieved for 1998 12 8 (384 29 days)

Reason for result

The difference in the above two figures could relate to a number of factors One major reason could be that judges are referring fewer cases to the Expert Office Cases sent to the Expert Office take longer due to the time for report completion and its return to the Court A more likely explanation is that the latest data sample did not include as many referrals to the Expert Office as the earlier sample

Unit of Measure 2 Average months taken from case filing to final decision in cases sent to the Expert Office

Number planned for 1998 35 months (1050 days)

Number achieved in 1998 37 13 months (1113 8 days)

Reason for result

The increase in time cases take in the Expert Office relates to a myriad set of factors intrinsic to the Expert Office The cases that the judges refer to the Expert Office could be more complicated in nature than in the past Judges could feel more confident in deciding a greater number of cases without an experts opinion than before The more difficult cases take the experts longer to complete their opinions and thus they remain open longer Another factor relates to the order that the cases arrive at the Expert Office Judges are barred from causing cases to be worked on out of turn Cases are assigned to an expert in the order they are received and are not worked out sequence This is a complex issue in a servers' caseload

may be in front of many less complex cases which now wait until the complex case is completed. This adds delay to the less complex case that could be avoided if they were assigned to other experts.

The project has developed a set of recommendations to improve the efficiency of the Expert Office without having to change Egyptian law. One suggestion is to have a group of experts located at the North Cairo Court. These experts would be able to process the easier cases referred by the judges faster. Another suggestion relates to the transport of cases to and from the Expert Office, which can take months. The expedition of case transport will serve to shorten the total time cases sit at the Expert Office. In the future, the Court Administration Team expects to see this total number decrease as the North Cairo Court administration implements these suggestions and adds its own ideas for change. The project will assist the Court in monitoring activity in this regard to provide a better understanding of what specifically contributes to delay in the experts' process.

Unit of Measure 3 Average number of months from case filing to final decision in cases not sent to the Expert Office

Number planned for 1998 15 83 months (475 days)

Number achieved in 1998 8 5 months (255 15 days)

Reason for result

As state above, the drastic decline in length of time from filing to final decision could relate to several factors. The Court has begun to understand the importance of getting cases closed. The four judges' panels have worked to clear backlogged cases. A major factor could be that judges are deciding more issues in cases on their own without sending them to the Expert Office. Another factor could be that the judges are receiving cases that don't need to be sent to the experts. Other non-judicial factors such as a time decrease in other aspects of the case process could be influencing the time cases spend at the experts.

Result Number C 1 1 Improved Administration of the two court systems

Indicator Reduction in time consumed by various administrative procedures

Unit of Measure 1 Days consumed from beginning of filing process to first hearing

Number planned for 1998 60 days

Number achieved in 1998 45 4 days

## Reason for result

Again, this factor saw a drastic decline from expected results. The Court Administration Team will need to monitor future data to better understand the reasons behind this decline.

Unit of Measure 2 Days consumed in the service process from filing to acknowledgement of service

Number planned for 1998 20 days

Number achieved in 1998 18 7 days

## Reason for result

The unexpected results could come from several areas and will need further study to clarify. However, there is a general sense that the Service Department is sending out its summons with more efficiency. If true, this could be the result of the increasing amount of attention being focused on this element of the caseload process. The litigants could be acknowledging their summons more quickly. The key issue in the service of process procedure is when the litigant receives the summons. It appears that the date recorded for serving the litigant is not the date the litigant actually first sees it. Rather, it could be the date the server delivers the summons to the local police station. The police, in turn, notify the litigant, which can be long after the date of service in the case. The Team will be monitoring this situation to determine what is behind the change.

Unit of Measurement 3 Days consumed in expert process from referral to final expert opinion

Number planned for 1998 440 days

Number achieved in 1998 660 days

## Reason for result

The Expert Office process takes the greatest time to complete of all the case processes. As stated above, more difficult cases remain longer with the experts. The Court Administration Team has a list of suggestions that it will provide to the North Cairo Court administration. These suggestions, if implemented, should contribute to a decrease in the length of time cases spend at the Expert Office. As the project continues, the Team will monitor the result of the suggestions the North Cairo Court implements and the result of suggestions the North Cairo Court recommends to be implemented by the Expert Office.

Unit of Measure 4 Days consumed in the opinion process from first date of last hearing to publication of court opinion

Number planned for 1998 40 days

Number achieved in 1998 35 days

#### Reason for result

The decrease is greater than expected. However, the Project's impact on this decrease was negligible. The impact of the Project's re-engineering of the typing pool will not be felt until 1999. The trend remains positive, but the next report will see if the extent of the decline will be just as marked.

#### Addendum to the information from North Cairo Court on case processing

The Court Administration Team has done extensive work in the North Cairo Court. During this stage in the Project, the Team was not planning to concentrate any energy on the second pilot court in Ismailia. However, the Ismailia Court administration asked to be included and has actively begun monitoring data and installing procedural improvements. The Ismailia Court judges have also begun to attend the computer training. David Steelman has analyzed the Ismailia Court with the same indicators as he did in the North Cairo Court. While not a formal part of the current study, the Ismailia Court data will be given here as an addendum.

Indicator Reduction in case processing time at the Ismailia Court

Unit of Measure 1 Average number of months from case filing to final decision for all cases

Number achieved for 1998 7 months (214 days)

Unit of Measure 2 Average number of months from case filing to final decision for cases sent to the Expert Office

Number achieved in 1998 25.7 months

Unit of Measure 3 Average number of months from case filing to the final decision in cases not sent to the experts

Result Number C 1.1 Improved Administration of the two court systems

Indicator Reduction in time consumed by various administrative procedures

Unit of Measure 1 Days consumed from beginning of filing process to first hearing

Number achieved in 1998 29 6 days

Unit of Measure 2 Days consumed in the service process from filing to acknowledgement of service

Number achieved in 1998 7 days

Unit of Measure 3 Days consumed in expert process from referral to final expert opinion

Number achieved in 1998 1284 days

Unit of Measure 4 Days consumed in the opinion process from date of last hearing to publication of court opinion

Number achieved in 1998 56 days

Indicator Increase in number of court procedures re-engineered and simplified

Unit of Measure 1 Number of procedural steps simplified and re-engineered in the filing process

Number planned for 1998 4

Number achieved in 1998 6

Reason for result

The filing process was a chaotic one. A litigant would enter the North Cairo Court and not know where to go. Once he began the filing process, he would be shuttled from floor to floor and from building to building in order to complete the process. Normally, this process would take a litigant at least two hours to complete and comprised ten steps. The Court Administration Team went to work to re-engineer this process and make the Court more accessible to litigants.

One of the first steps the Team engineered was to install information signs in the lobbies of the Court buildings. There are two main buildings, the Main building for criminal cases and the Annex for civil cases. These signs direct the litigants as to where they need to go in order to file a case and where the Court sessions are being held. The signs impressed the Court of Appeals administration so much that they installed their own.

The Court Administration Team then worked to have all the civil case filing procedures brought down to the first floor of the Annex and the document stamp process was brought from the Main building to the new building. The microfilming administrative process came down to the ground floor from the second. What appear to be two small steps in the case initiation process are quite large ones. On a normal day, three hundred litigants would be making their way up to the second floor to pay to have their documents microfilmed and then continue the filing process downstairs and out of the building. Now these litigants remain on the ground floor and away from other un-related activities on upper floors.

Another step that was re-engineered was the separation of the cashier function for civil cases from criminal cases. This has reduced further congestion in the filing area. The Court administration has also developed a unified, simple list of case assessment fees.

The Court Administration Team has also reassessed office location in the building in order to achieve a more coherent and logical workflow. The recommended changes have been implemented. Along with the payment process, most other procedures in civil and criminal cases are kept apart thus, decreasing confusion. At each step, the Team has worked actively with the North Cairo Court administration to re-engineer and simplify the filing process and have smoothed the process considerably.

Unit of Measure 2 Number of procedural steps simplified and re-engineered in the service process

### **Number planned for 1998 3**

Number achieved in 1998 1

#### Reason for result

An outside consulting company, Mustafa Shawki and Company, provided a management survey of the North Cairo Court's Service Department. The consultant's activity may have provided the management of the Service Department with a sense that the Court is expecting a better, more efficient service of process. Discussions with the judges' experimental panels almost always include the issue of more timely serving of summons. This focus coupled with the activities below should bring about needed change in the Service Department.

The North Cairo Court has already appointed a "follow-up" judge to oversee the activities of the Service Department. This appointment is the first management step re-engineered by the Court Administration Team. This judge will not only monitor, but help in implementing any changes that the North Cairo Court administration agrees to put in place.

The company has suggested several other re-engineering procedures that the Court can implement without having to change the law. These short-term modifications, if the North Cairo Court implements them, will re-activate existing structures and make the Service Department more effective in its job. The Team will be meeting with the North Cairo Court administration to urge implementations of viable suggestions.

Following are some suggestions that the North Cairo Court could implement. Currently, each Partial Court within the North Cairo Court district have servers assigned who are responsible for serving summons for the North Cairo Court when the litigants reside in the Partial Court district. The Partial Court judges are in a better position to, and can monitor the servers' activity at the directive of the chief justice of North Cairo Court of the First Instance.

Another one is the use of the incentive system to reward good work. Supervisors should play a vital role in defining work objectives and publicly rewarding servers whom efficiently and effectively complete their duties. Another suggestion is for management to use central lists of the status of all service requests. Still another suggestion is to provide bus and taxi passes to the servers for their official travel. The present travel reimbursement is not fair or objective. At least one other ministry uses this method quite successfully.

Other more long-term changes such as improving the employee promotion systems will take more planning. The Team will work with the Court administration to plan these future changes. However, things are well on their way in re-engineering the Service Department.

Unit of Measure 3 Percent of cases referred to the Expert Office

Number planned for 1998 25%

Number achieved in 1998 15%

Reason for result

The Court Administration Team is pleased with this result. However, for reasons stated at the beginning of this document, more time is necessary for the Project's efforts in this regard to be truly evaluated.

Unit of Measure 4 Number of procedural steps simplified in the Expert Office

Number planned for 1998 2

Number achieved in 1998 1

## Reason for result

The Court Administration Team has many suggestions to help improve the work of the Expert Office. One such improvement was the addition of a follow-up judge for the Expert Office who will provide guidance and put pressure on the Expert Office to be more efficient. He will follow up to make sure that referrals are being sent to the Expert Office in a timely manner and that their reports are completed and returned within a reasonable time period. As time progresses, the administration will implement the suggestions that will work within its milieu. The Team has worked diligently to provide suggestions that can use existing structures more effectively.

Another suggestion that will erase a silent step in the Expert Office process will be the implementation of a regular courier between the Expert Office and the North Cairo Court. Cases sit for long periods of time at both locations waiting for delivery. This adds unnecessary delay to a case. By implementing a frequent courier schedule, cases will travel quickly from point to point and experts can begin work on them and return them to the Court as soon as possible.

The Team has suggested a number of management improvements be made including ones such as performance incentives. The hope is that better management and work incentives will bring about a more responsive Expert Staff. Future evaluations will show whether these alterations were implemented and the results.

Unit of Measure 5: Number of procedural steps simplified in the Court related to the expert process

Number planned for 1998: 2

Number achieved in 1998: 1

## Reason for result

As indicated above, the Team has been busy working with the North Cairo Court administration on implementing change in its relationship to the Expert Office. They have made several suggestions and look forward to their implementation in the future. The main suggestion is to have an in-house expert panel to work on less complex case issues that need expert opinions, but do not need a lot of effort by an expert. The Team hopes to see this implemented perhaps on a trial basis with an experimental panel. Once the Team evaluates how this works, it can expand its use. This will add a procedure, but decrease case time.

Another procedural change relates to the area of incentives. Incentives can do a lot to affect change in a system. Judges' performance is monitored by the Inspector's Office. If inspectors begin to focus on the appropriateness of referrals by a judge to the Expert Office, so will the judge. Which, in turn, provides the information considered for promotion purposes. If the appropriateness of referrals is a factor considered for promotions, judges may not be so inclined to send inappropriate cases to the Expert Office. This will re-engineer the procedure of sending cases to the Expert Office.

## Unit of Measure 6 Number of procedural steps simplified in the opinion process

Number planned for 1998 0

Number achieved in 1998 0

## Reason for result

The opinion process is being re-engineered and at the end of the project will be completely streamlined. Currently, there are fourteen procedures that make up the opinion process. Six of these are at the typing pool level. The typing pool will be completely automated and relocated into better offices within the first quarter of 1999. Also, these six steps will be streamlined down to five as the typists will have the ability to correct and check their work their own PCs. Gradually, the typing pool will be taken out of the process as more and more judges' use their PCs to produce their own final judgements.

## Unit of Measure 7 Number of Court hearings conducted per case

Number planned for 1998 9 0

Number achieved in 1998 7 0

## Reason for result

The number of court hearings held per case are actual events that take place. Each case has a first hearing and following hearings are scheduled as the case warrants. In the past, judges have allowed the litigants control the case's progress. The project is persuading judges to exercise more control in managing cases. The Expert Office and the litigants need to be made aware that the Court is serious about reducing the number of unnecessary hearings due to postponements for late expert reports and other reasons.

## Unit of Measure 8 Average number of hearings during the life of the case

Number planned for 1998 8 0

Number achieved for 1998 6 1

## Reason for result

This number indicates the number of postponements in a case's life. While this number is a positive one, it is still too high. Judges routinely postpone cases because litigants request it or are not prepared. The Expert Office continually causes postponements of hearing schedules if its report is not ready. The Team hopes to have judges control the caseload to a greater extent and exact more control over the Expert Office and Service Department. Further study will reveal if this has happened.

## Unit of Measure 9 Number of administrative duties assigned to judges

Number planned for 1998 16

Number achieved in 1998 15

## Reason for result

In the past, judges' panels had to not only decide cases, but also monitor the myriad of administrative duties surrounding the Court's management. Many times this administrative work was neglected. Now, the North Cairo Court has assigned this work to a set of follow-up judges so that the judges' panels can focus all their energies on their casework.

Several of these judges and their work have been mentioned in other places in this report. However, it is necessary to further explain them here. A follow-up judge for the Service Department will work to follow-up on cases with service problems, monitor server activity, and initiate any penalties on errant servers. The follow-up judge for the Expert Office the status of referrals to the Expert Office, follow-up with the Expert Office on the status of unnecessarily long pending referrals, and initiate investigations of experts if complaints arise.

The follow-up judge for the Clerks' Office will monitor standards for the clerks' workflow and initiate corrective procedures as necessary. The judge for the Partial Courts will follow-up on cases sent for appeal to the Court of First Instance and make sure that they return in a timely manner as well as making sure that appeals are registered. The follow-up judge for building support will make better use of the North Cairo Court in such ways as making sure the facility is running smoothly at each level. This judge will make sure that the judges and staff as well as the litigants find the filing facility, typing pool, and courtrooms well equipped and being used effectively. In regards to the courtrooms, this judge will make sure that the double scheduling of the civil courtroom continues smoothly.

The final follow-up judge serves as the liaison for the project at the North Cairo Court. The judges' experimental panels work with the Court Administration Team now and works with follow-up judge as point of contact for minor issues. He also works with the other follow-up judges to assist the panels to provide a better judicial deliverable.

Indicator: Increase in number of judges and staff at the North Cairo trained on new systems

## Unit of Measure 1 Number of judges trained on computer systems

Number planned for 1998 30

Number achieved in 1998 80

## Unit of Measure 2 Number of judges trained on non-computer systems

Number planned for 1998 80

Number achieved in 1998 0

Unit of Measure 3 Number of staff trained on computer systems

Number planned for 1998 60

Number achieved in 1998 0

#### **Unit of Measure 4 Number of staff trained on non-computer systems**

Number planned for 1998 30

Number achieved in 1998 30 (at least)

Reason for the above results

The North Cairo Court judges have had and will continue to have extensive computer education. The eighty judges who will receive personal computers will focus their education not only word-processing skills, but on Internet and online legal research. The staff will learn new skills for the typing pool in the upcoming year and there will be a marked increase in the number of staff trained on computer systems.

The North Cairo Court staff has received substantial retraining in non-computer systems such as those associated with the filing process. This will continue as more re-engineering work is done in other systems at the North Cairo Court. The judges received no non-computer systems training, but will begin to as they interact with the various re-engineering projects of the Court.

#### **Indicator Increase in number of judges' home PCs installed**

Unit of Measure 1 PCs distributed to judges' homes

Number planned for 1998 0

Number achieved in 1998 0

Reason for result

The project has procured all eighty computers and support equipment in this past year. The project has configured the computers and installed Arabic software. Training was begun during the last quarter of 1998 and will continue in 1999. During the first quarter of 1999, the judges will be given their computers.

Result Number C 1 2 Increased access to legal information in the two pilot court systems

Indicator Increased percentage of judges and court staff with access to the legal system

Unit of Measure 1 Number of judges and court staff trained on databases

Number planned for 1998 0

Number achieved in 1998 0

Unit of Measure 2 Number of judges and court staff provided access to databases

Number planned for 1998 30

Number achieved in 1998 0

Reason for result

The second unit of measure shows the number of judges and staff that have access to computers. As stated above, eighty judges at the North Cairo Court will receive their personal computers in the first quarter of 1999. The staff will begin to have increased access to computers once the typing pool is installed.

Result Number C 2 Judges more knowledge of Egyptian Civil Law

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

Unit of Measure 1 Annual average differences in pre- and post- tests

Number planned for 1998 15%

Number achieved in 1998 29.94%

Reason for result

The Judicial Training Team has provided three groups of judges with a Commercial Law Program. Six stand-alone courses comprise this program. As this program has developed, the Judicial Training Team has evaluated the program each time it was given. The third time was the program in its final stage of development. Therefore, the Judicial Training Team uses the pre- and post- test scores from this program given in Ismailia as the annual average.

The six classes had separate pre- and post- test scores and their averages make up the total percentage. The percentages given show the difference in knowledge in the pre- and post- test scores. The six classes and their percentages are, 'Commercial Papers' with 29.12%, 'Bankruptcy' with 35.15%, "Commercial Contracts" with 22.22%, "Bank Transaction" with 37.00%, "Trademarks" with 38.00%, and "Maritime Shipment Law" with 18.15%. The average number in the increase in knowledge was 29.94%.

#### Result Number C 2.1 Enhanced Educational Infrastructure at the National Center for Judicial Studies

Indicator: Increase in number of educational mission-related administrative systems

Unit of Measure 1: Number of standard forms added

Number planned for 1998: 8

Number achieved in 1998: 0

Reason for result

Consultant Anthony Fisser has given the Project a preliminary report on streamlining the work at the National Center. His final report will contain ten new forms to be added to the Center's administration. Although the Judicial Training Team has developed several forms for use in several of its new procedures, they are not general administrative forms and were not included in this unit of measure.

Unit of Measure 2: Number of automated systems added

Number planned for 1998: 2

Number achieved in 1998: 2

Reason for result

The Project installed a local access network system (LAN) and an office automation system at the Center. The LAN allows judges and staff at the Center to communicate with each other as well as with other members of the legal community. This system will also allow for staff and judges to access legal research tools online.

The office automation system handles the daily word-processing needs for the Center. It permits the judges and staff to compose documents and other materials for such events as presentations. The office automation system has Word, Excel, and Power Point. The judges and staff have received training on these systems and are currently using them in their daily work. I was able to observe the staff at the Center at work on the computers while I visited. The staff seemed at ease with the computers and willing to use them.

## Unit of Measure 3 Number of policies/ procedures added to the NCJS

Number planned for 1998 8

Number achieved in 1998 10

## Reason for result

The Judicial Training Team has aided the administration and staff at the NCJS with the addition of ten new procedures to help improve the educational infrastructure there. The new procedures are the request for proposal procedure, the bid evaluation procedure, curricula development, and audio-visual procedures. They have also added logistical support procedures, an extensive evaluation procedure, computer implementation, the use of moderators, the use of public relations, and the use of focus groups. Each procedure plays a critical role in making the Center more effective as a teaching institution.

The Judicial Education Team has worked with the Center's administration to develop an effective and rigorous request for proposal procedure for course providers. The Judicial Training Team aided in the set up a list of course objectives and company requirements. The Team helped to produce the request for proposal from these objectives and requirements. This procedure has worked well in choosing course providers and has been taught to the Center's administration. The Team has transferred this procedure to the Center and it will be used in the future as it chooses other course providers.

Once the proposals are submitted, the administration at the Center needs to evaluate them. Before, personal perceptions played an unduly large role in choosing a provider. There was no set procedure in place that eliminated this. Now, the Judicial Training Team and three members of the NCJS staff work to evaluate the proposals. The AOJS staff has worked with the Center to develop a comprehensive evaluation form that covers course content and costs. The bid evaluation team works to weigh these factors in order of importance. The staff has begun to use this procedure instead of relying on personal perceptions. The Center's staff has found that this procedure greatly helps them to make a well thought out decision on a course provider.

The AOJS staff has spend a lot of time developing the course curricula it provides. The Team works with the instructors and the Center staff to match the Center's needs with the course objectives. Along with curricula development, the Judicial Training Team has developed the extensive use of course, instructor, and participant evaluations. These evaluations are given at different points in a course and are also focused on different groups. The Team has shown the Center administration the benefit these evaluations have on the future delivery of a course. The Center and many of the course providers did not use this procedure and now have adopted it for the future. Another procedure the Center has implemented is the use of audio-visual equipment. The Training Team purchased this equipment for the Center as a part of the Procurement Plan. The Team put this equipment into the Center to help judges and staff with their presentations and meetings. The Center not only works to have these used in courses that that it provides, but also in its daily life. While I was visiting the Center, I was able to observe several judges making use of an overhead projector and a flip chart as they discussed a subject.

Although it may appear a small procedure to implement, the addition of understanding logistical support has helped the Center provide better training sessions and meetings. Seating arrangements, meeting length, and location all need attention when developing an activity. The Center now includes this procedure as it plans meetings, discussions, and training and teaching activities.

The use of computers has been previously mentioned. The Training Team and the judges at the Center have instituted computer use in office automation beyond word-processing as a major new policy. The trend toward increased automation will continue. Previously, the Center had only two computers for minimal word-processing. The National Center will now have a much wider computing capability in the future and a well-trained staff to use it.

The Training Team has also introduced the use of moderators for various meetings and courses. In the meeting format, judges rarely used moderators to control the flow of discussion. Now, several judges have become adept in this form of communication and use it in the meetings they have. They have seen that it is an aid to better communication and that has helped in the courses they have taken. They plan to use it during future courses and meetings at the Center. The Team has also introduced the use of public relations for the Center. The Center now has a conduit through which to pass information on its activities and other work to the legal community and the public at large.

The Training Team has added one final procedure during the past year. This is the use of focus groups. The three forums held in the Project's first year were just the beginning of this. Now, the judges at the Center have used the focus group method for curricula development and judicial debate. Through the use of focus groups, the Center will be able to develop more effective procedures as well as learn what the different views are in the judicial community.

Unit of Measure 4 Number of manuals developed

Number planned for 1998 1

Number achieved in 1998 4

Reason for result

Systems Research Egypt has written and handed over four computer manuals through the Project. The staff and judges at the Center can use these manuals as they work with their computers. The manuals were trainers' manual, trainees' manual, a technical support manual, and a maintenance manual. These manuals will help make the Center more self sufficient in caring for its computer needs.

Indicator Increase in number of trained faculty members

Unit of Measure 1 Number of judges

Number planned for 1998 20

Number achieved in 1998 57

Unit of Measure 2 Number of case managers

Number planned for 1998 5

Number achieved in 1998 0

Reason for result

This portion of the reporting was eliminated from the Project plan

Unit of Measure 3 Number of new judge orientation faculty

Number planned for 1998 5

Number achieved in 1998 36

Reason for result

The Training Team trained 57 judges in its "Training of Trainers" program throughout the past year as mentioned in the first unit of measure. Out of these fifty-seven judges thirty-six are qualified to replicate this course and be trainers for the new judges that will attend the Center in the upcoming year. This has been a major success of the project and shows that the Center is becoming more involved in the replication of the Training Team's efforts.

Unit of Measure 4 Number of mentor judges

**Number planned for 1998 0**

**Number achieved in 1998 0**

Result number C 2 2 Enhanced curriculum at the NCJS

Indicator Increase in number of new courses implemented

Unit of Measure 1 Number of Civil Law courses

Number planned for 1998 2

Number achieved in 1998 7

#### List of courses

The courses provided have been stated above as the Commercial Law Program. The courses are "Commercial Papers", "Bankruptcy", "Maritime Law", "Commercial Contracts", "Trademarks", and "Bank Transactions". They were given three times, once in Cairo, once in Port Said, and once in Ismailia. The Team also gave a course on "Anti-Dumping".

#### Unit of Measure 2 Number of administrative management courses

Number planned for 1998 4

Number achieved in 1998 9

#### List of courses

The Training Team has gone beyond the planned number of courses for the year. The Team and the Center gave eight courses. They were, "Leadership", "Time Management", "Managing People", "Team Building", "Group Dynamics", "Problem Identification and Problem Solving", "Decision Making", "Budgeting for Non-Budgeting People", and "Techniques in Ministerial Operations".

#### Unit of Measure 3 Number of staff courses

Number planned for 1998 2

Number achieved in 1998 0

#### Reason for result

The Training Team gave two courses to the North Cairo Court staff during this time period. The Team educated one hundred and thirteen people of the North Cairo Supervisory level staff in a series of "Change Agent" courses as well as a preliminary "AOJS Orientation Seminar for the North Cairo Court Supervisory Staff". The design of these two training activities was developed in order to let the participant practice group discussions and exercises. Through these discussions and exercises, the groups provided actual and workable recommendations on how they would see the change process implemented and sustained at the North Cairo Court.

#### Unit of Measure 4 Number of computer courses given

Number planned for 1998 5

Number achieved in 1998 5

#### List of courses

The Team implemented ten computer courses at the Center. The courses were Word (beginning and advanced), Windows, Typing Skills (beginning and advanced), Access (beginning and advanced), and Power Point. The next year will see an increase in the number of computer courses given.

Indicator: Increase in the number of evaluation instruments

### **Unit of Measure 1: Number of course-related instruments**

Number planned for 1998 4

Number achieved in 1998 5

#### Reason for result

The four course-related evaluation methods introduced are setting the course objectives, pre-course meetings, during the course evaluations, post-course tests and evaluations, and post-course meetings with the course providers. The Judicial Training Team sets the objectives and works with the instructors to make certain that the objectives are solidly defined before the course takes place. During the course, students and instructors evaluate it as it progresses. At the end, the instructors evaluate the participants on the lessons taught. The participants evaluate the instruction. The Judicial Training Team meets with the course providers to go over the course successes and failures. The Judicial Training Team continually monitors the courses and keeps through records of lessons learned and future solutions.

### **Unit of Measure 2: Number of faculty-related instruments**

Number planned for 1998 2

Number achieved in 1998 4

#### Reason for result

The Judicial Training Team has continually evaluated the instructors who teach the courses given at the Center. The Team meets with the instructors before the course is given to evaluate their strengths and weaknesses. The Team works to make sure that the

instructors fit the course material and the course audience. During a course, the participants give daily evaluations on the courses. A part of these evaluations relates to the faculty presentation of the material. At the end of the course, another final evaluation is given. This evaluation is dedicated to all aspects of the instructors' work. It covers such areas as presentation, instructor's knowledge, and the use of audio-visuals. The Team meets at the end of a course to evaluate the effectiveness of instructors with both the instructors and the course providers.

#### Unit of Measure 3 Number of participant related instruments

Number planned for 1998 2

Number achieved in 1998 3

#### Reason for result

The Judicial Training Team saw the importance of evaluating the participant as a component of a course. The course could be excellent, the instructors could be above par, but if the participants learn nothing, then the course fails. Therefore, the Team instituted the extensive use of pre- and post-course tests to monitor participants' increase in knowledge. The Team also asked the instructors to evaluate each participant and give these evaluations to the Team for incorporation in the participants' training plans. The Training Team has also instituted the use of videotaping participants to better understand what works and what does not.

#### Unit of Measure 4 Number of overall program instruments

Number planned for 1998 2

Number achieved in 1998 2

#### Reason for result

The Course Program has two overall evaluation tools that monitor its progress. The first is the continual Judicial Training Team involvement in every aspect of the Course Program. The Team never leaves the program to encounter challenges on its own. The Team plays a very active role in making sure that the courses are effective and workable.

The judges at the Center play the partner and second overall program evaluation tool. The Judicial Training Team has a good working relationship with the administration at the Center. With constant interaction at that level, the Center's administration can advise and give on the spot evaluations that can serve to make the program better. The active participation of these two partners allows for a comprehensive and continual evaluation of courses given and courses being developed.

## Recommendations Through Lessons Learned

The Project staff has made some recommendations through lessons it has learned to help strengthen future monitoring and evaluation reports

1 Clarifying certain terms

For example, what defines a system or a procedure?

2 Redefining several of the units of measure

For example, the unit of measure indicating judges and staff access to legal databases is defined as their access to computers. Another example is "Average number of hearings during the life of the case" should read, "Average number of postponements or continuances during the life of the case"

3 Eliminating several units of measure to sharpen the focus of various indicators. This includes the measuring of the case managers and mentor judges under the indicator, 'Increase in number of trained faculty members'

4 Re-calibrating the planned and actual numbers to better reveal how the Project is at work. This would help in units of measure that have outdone the planned outcomes for one year and need the future years to reflect that

5 Introducing new units of measure to better explain other areas of the Project not fully covered in the current document. This would include a comprehensive section that better captures the Computer Automation Team's work as a distinct part of the Project. Please refer to the annex entitled, "Indicator Number of case management functions" to see this. These functions total seven and are defined as case information, party information, event information, index information, financial transaction, management information, and typing pool information

In addition, several units of measure could be added to help capture the exact number of judges trained. There were more judges trained than are listed in the report under the current units of measure

6 Continuing to integrate the Monitoring and Evaluation report factors in the various reports that Project staff submit

**ANNEX 2**  
**PROCUREMENT STATUS UPDATE**

Description	Procurement Plan Qty	PO #	Status	C I Ref #	Carrier Name	Equipment Value (US\$)	Actual Qty	Procurement Plan Estimate	Difference
1 Training equipment for NCJS Year Two									
Photocopier	1	544	Delivered	n/a	n/a	\$28 094	1	\$30 000	
Video camera	1	533	Delivered	n/a	n/a	\$1 411	1	\$800	
Overhead projector	5	527	Delivered	n/a	n/a	\$1 794	5	\$2 500	
Opaque projector	1	527	Delivered	n/a	n/a	\$1 351	1	\$500	
Tripod projection screen	5	526	Delivered	n/a	n/a	\$878	5	\$750	
Corner mounted screen	5	526	Delivered	n/a	n/a	\$1 139	5	\$1 500	
Flip chart easel	10	525	Delivered	n/a	n/a	\$2 941	10	\$3 000	
Electric laminating machine	2	524	Delivered	n/a	n/a	\$584	2	\$400	
Stapler	2	524	Delivered	n/a	n/a	\$178	2	\$100	
Binding machine	2	523	Delivered	n/a	n/a	\$1 914	2	\$1 000	
Translation equipment	1		Ordered			\$5 377	1	\$5 000	
Spotlight set	1	1446	Arrived in Customs	402045118		\$502	1	\$300	
Speaker system	1	1508	Arrived in Customs	402045118		\$598	1	\$350	
Language Lab	1		Cancelled			\$0		\$35 000	
<b>Subtotal Training A/V Equipment</b>						<b>\$46,761</b>		<b>\$81,200</b>	<b>(\$34,439)</b>
2 Computer Equipment for NCJS and N Cairo Typing Pool Year 2									
Multimedia workstations	35	98 8161	Delivered	401720048	NW/KLM	\$80 155	35	\$133 000	
Administrative workstations	50	98 8161	Delivered	401720048	NW/KLM	\$91 850	50	\$190 000	
Servers	5	98 8161	Delivered	401720048	NW/KLM	\$44 700	5	\$62 500	
Server racks (incl UPS tapeBkup harness)	3	98 8161	Delivered	401939098/401825078	AA	\$21 584	3	\$35 000	
Software (Backoffice Exchange Anti virus)	lot	98 8161	Delivered	401720048	NW/KLM	\$37 225	lot	\$50 000	
Multimedia projector	2	98 8161	Delivered	401720048	NW/KLM	\$11 000	2	\$0	
Laser Printers (HP 4000 + HP 5si)	11	98 8161	Delivered	401749058	TWA	\$29 715	11	\$50 000	
Dot matrix printer	1	98 8161	Delivered	401948098	AA	\$285	1	\$300	
Scanner	1	98 8161	Delivered	401749058	TWA	\$840	1	\$1 000	
Video conferencing kit	2	98 8161	Delivered	401720048	NW/KLM	\$340	2	\$1 500	
Digital camera	1	98 8161	Delivered	401720048	NW/KLM	\$625	1	\$0	
Video/TV tuner card	2	98 8161	Delivered	401720048	NW/KLM	\$150	1	\$1 500	
Power strips adapter plugs & power cords	lot	564	Delivered	Local Purchase	n/a	\$1 387	lot	\$0	
Arabic software for NCJS/Typing Pool	lot	555	Delivered	Local Purchase	n/a	\$47 892	lot	\$42 715	
Printers	9	554	Delivered	Local Purchase	n/a	\$6 975	9	\$4 500	
<b>Subtotal Computer Equipment YR2</b>						<b>\$374,723</b>		<b>\$572,015</b>	<b>(\$197,292)</b>
3 FT 800 Funded Orders Year Two (see Note below)									
Judge s Toshiba Laptops + Monitors	84	8172	Delivered	401825078	TWA	\$254 582	80	\$420 000	
Software	84	563/4	Delivered	n/a	Local	\$41 718	80	\$42 000	
Peripherals (zip drives etc)	84	8172 B	Delivered	401939098	AA	\$12 640	80	\$29 400	
Peripherals (printers etc)	84	8172 B	Delivered	401948098	AA	\$53 643	80	\$0	
Installation Legal Research Database & Training	84		In progress	n/a	Local	\$29 499	80	\$222 516	
Freight & Insurance (FT800 funded)						\$24 696		\$78 531	
<b>Subtotal FT-800 Equipment</b>						<b>\$416,779</b>		<b>\$792,447</b>	<b>(\$375,668)</b>
4 Network Cabling & HW Installation	3		Delivered	NCJS & N C Typing Pool		\$83 025		\$194 400	(\$111 375)
5 Computer Equipment for N Cairo CMA (Task 5)	10		Postponed to Year 3			\$0		\$187 390	(\$187 390)
6 Computer Equipment for Legal Research	6		Discontinued			\$0		\$222 194	(\$222 194)
7 Computer HW/SW for CMA (AOJS Office)	3		Delivered	5th Quarter 1594	TWA	\$16 767		\$0	\$16 767
<b>Subtotal 4-7</b>						<b>\$99,792</b>		<b>\$603,984</b>	<b>(\$504,192)</b>
<b>Freight &amp; Insurance (Contract funded)</b>						<b>\$41,101</b>		<b>\$90,745</b>	<b>(\$49,644)</b>
<b>TOTAL PROCUREMENT YR 2</b>						<b>\$1 020,257</b>		<b>\$2,231,136</b>	<b>(\$1,210,879)</b>

NOIL Project purch used all 80 Judge s I Cs in Year 2 rather than over Years 2-3 as stated in

LOI Procurement Plan

Preparation costs in Plan offset actual shipping costs for FT 800 equipment

**ANNEX 3**  
**TRAINING REPORT**

**AOJS In-Country Training  
STATUS PROGRESS REPORT**

Year	QTR	Mon	Training Activity	Task #	Dates		Type & No of Attendees		Duration (Day)	Person/Day Training
					From	To	Judges	Non-Judges		
1997	1	Oct								
		Nov	<u>Management Training</u> *Leadership Skills Development Workshop	3	11/09	11/11	22	0	3	66
		Dec	<u>Management Training</u> *Time Management Workshop	3	12/07	12/09	22	0	3	66
		This Quarter					44	0	6	132
		Previous Quarter					0	0	0	0
		Total Quarters					44	0	6	132
	1998	2	Jan							
Feb			<u>Training Of Trainers</u> *TOT (NCJS Faculty Group 1)	3	02/21	03/04	19	0	10	190
Mar			<u>Civil Law Training</u> *Commercial Cases Program (Alexandria)	4	03/21	03/26	26	0	6	156
		This Quarter					45	0	16	346
		Previous Quarter					44	0	6	132
		Total Quarters					89	0	22	478

Year	QTR	Mon	Training Activity	Task #	Dates		Type & No of Attendees		Duration (Day)	Person/Day Training
					From	To	Judges	Non-Judges		
1 9 9 8	3	Apr	<u>Management Training</u> *Group Dynamics Workshop	3	04/12	04/14	22	0	3	66
		May	<u>Training Of Trainers</u> *TOT (NCJS Faculty Group 2)	3	05/17	05/27	21	0	9	189
		Jun	<u>Civil Law Training</u> *Commercial Cases Program (Port Said)	4	06/13	06/18	35	0	6	210
	<u>Management Training</u> *Problem Identification & Solving Workshop		3	06/15	06/17	22	0	3	66	
	This Quarter						100	0	21	631
	Previous Quarter						89	0	22	478
	Total Quarters						189	0	43	1,109
	4	Jul	<u>Management Training</u> *Decision Making Workshop	3	07/19	07/21	22	0	3	66
			Aug	<u>Court Administration Training</u> *AOJS Orientation Seminar for NCC Admin Supervisory level	5	08/11	08/11	0	49	1
		*AOJS Orientation Seminar for NCC Admin Supervisory Level		5	08/12	08/12	0	54	1	54
*Change Agent Skills Course for NCC Admin Supervisory staff		5		08/22	08/25	0	26	4	104	
*Change Agent Skills Course for NCC Admin Supervisory Staff		5		08/29	09/01	0	29	4	116	

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Year	QTR	Mon	Training Activity	Task #	Dates		Type & No of Attendees		Duration (Day)	Person/Day Training	
					From	To	Judges	Non-Judges			
1998	4	Sept	<u>Computer Training</u>								
			*Windows 95 level 1 for NCJS group A	3	09/01	09/21	5	11	12	192	
			*Windows 95 level 2 for NCJS group A	3	09/22	10/11	5	14	10	190	
			<u>Court Administration Training</u>								
			*Change Agent Skills Course for NCC Admin Supervisory Staff	5	09/05	09/08	0	29	4	116	
			*Change Agent Skills Course for NCC Admin Supervisory Staff	5	09/12	09/15	0	29	4	116	
			<u>Training Of Trainers</u>								
			*TOT(NCJS Faculty Group 3)	3	09/19	09/24	17	0	6	102	
			<u>Civil Law Training</u>								
			*Seminar On Implementation Of The WTO Anti-Dumping & Subsidies Agreement CAIRO	4	09/21	09/21	45	0	1	45	
* Seminar On Implementation of The WTO Anti-Dumping & Subsidies Agreement ALEXANDRIA	4	09/23	09/23	25	0	1	25				
This Quarter						119	241	51	1,175		
Previous Quarter						189	0	43	1,109		
Total Quarters						308	241	94	2,284		
"5"	Oct	<u>Management Training</u>									
		*Budgeting for Non-Budget Staff Workshop	3	10/12	10/14	22	0	3	66		
		*Typing Skills for NCJS group A	3	10/12	10/19	5	19	5	120		
		*MS Word level 1 for NCJS group A	3	10/20	11/04	5	14	10	190		
		<u>Civil Law Training</u>									
*Commercial Cases Program-ISMAILIA	4	10/31	11/05	27	0	6	162				

Year	QTR	Mon	Training Activity	Task #	Dates		Type & No of Attendees		Duration (Day)	Person/Day Training
					From	To	Judges	Non-Judges		
1998	"5"	Nov	<u>Computer Training</u> *Windows95 for Pilot Courts Home PC Judges	6	11/07	11/30	74	0	12	888
			*Windows 95 for NCJS group B	3	11/22	12/09	5	10	12	180
			*Excel level 1 for NCJS group A	3	11/24	12/09	5	12	10	170
		<u>Management Training</u> *Techniques for Ministerial Operations Workshop	3	11/08	11/10	23	0	3	69	
		Dec	<u>Civil Law Training</u> *Intellectual Property Rights Conference(CLDP/NCJS/AOJS)	4	12/14	12/16	124	0	3	372
			<u>Computer Training</u> *Typing skills for NCJS group B	3	12/13	12/20	5	20	5	125
	*MS Word level1 for NCJS group B		3	12/21	01/05	5	12	10	170	
	This Quarter						300	87	79	2,512
	Previous Quarters						308	241	94	2,284
	<b>Total Year 2</b>						<b>608</b>	<b>328</b>	<b>173</b>	<b>4,796</b>

**ANNEX 4**  
**STAFF RESOURCES**

## 4.0 Staff Resources

<i>STAFF RESOURCES – 1998</i>			
1	Chief of Party	Professor John Stuart Blackton	Responsible for overall project management and technical operations with USAID and MOJ to achieve the purpose of the project and ensure that project tasks are completed
2	Senior Judicial Specialist	Judge Joseph Bellipanni	Oversee coordination between AOJS team members to ensure integration of various project components
3	Judicial Education Expert	Ms Virginia Leavitt	Responsible for managing all project activities related to judicial education, training of judges, and strengthening NCJS Coordinate with other AOJS team members to ensure integration of various project components
4	Court Administration Expert	Mr Albert Szal	Responsible for directing and overseeing all aspects process re-engineering and court management improvement Coordinate with other AOJS team members to ensure integration of various project components
5	Court Automation Expert	Mr Walter Kuencer	Responsible for managing all technical inputs leading to project automation This relates to automation and information management within pilot courts and development of access to national database Coordinate with other AOJS team members to ensure integration of various project components
6	Legal Expert	Ms Shamsnour Abdel Aziz	Responsible for providing management support to the Court Administration Expert and Judicial Education Expert in the Judicial training and court administration activities, and facilitating coordination between the two project components

7	Training Coordination Expert	Mr Samir Sultan	Responsible for executing all training activities for project participants in coordination with the other team members Identify training opportunities for short term training inside and outside Egypt Ensure that in- Country Training and overseas training are in compliance with USAID rules and regulations
8	Project Office Manager	Ms Jame Abdul Aziz	Responsible for local project administration, including staffing, procurement, and subcontracts with local firms for equipment procurement and technical services Managed initial project office set up
9	Senior Accountant	Ms Ghada Osman A Rahman	Responsible for all financial and accounting functions of the AOJS Project including the preparation of monthly financial reports, cash transfers, and all banking business
10	Book-Keeper/Assistant to Senior Accountant	Ms Ghada El Batouty	Provides book-keeping and financial records support to Senior Accountant
11	Senior Translator	Ms Nadia Magdy	Responsible for providing professional English/Arabic translation of documents including all reports and correspondence
12	Translator	Ms Radwa El Shafei	Responsible for providing professional English/Arabic translation of documents including all reports and correspondence
13	Senior Administrative Assistant	Ms Mona Rashwan	Provide administrative and logistical support to contribute to smooth operation of the AOJS Project Office

**ANNEX 5**  
**TECHNICAL ASSISTANCE ACTIVITIES**

**Technical Assistance Activities – Year 2**  
**Administration of Justice Support Project**

No	Name	Consultant Field	Dates	Achievements
1	Leroy Jennings	Training	November 9 – 20 1998	Conduct AOJS Teambuilding Workshop
2	Lawrence Webster	Court Automation Technology	March 7 – 18 1998	Assist in Functional Design of CMA Prepare Recommendations for Organizational Development of JIC
3	Anthony Fisser	Judicial Training Management	April 18 – May 15 1998	Develop recommendations for new workflow procedures at NCJS
4	James McMillan	Court Automation	September 10 24 1998	Prepare and present recommendations to MOJ for Pilot Courts CMA
5	David Steelman	Court Administration	August 27 – Sept 19 1998	Prepare a 2 year caseload management improvement plan for Pilot Court experimental panel judges
6	Jeffrey Arnold	Court Administration	August 27 – Sept 19 1998	Support delay-reduction efforts particularly from the standard forms development aspect in the 2-year program development
7	Jerry Kuban	Court Administration	August 27 – Sept 19 1998	Support customer service clerk staff responsibilities and delay-reduction efforts in the 2 year program development
8	Nial Reaan	Records Specialist	August 27 – Sept 19 1998	Support the reengineering of the paper-flow and archives department efforts in the 2-year program development
9	Jacqueline Haralson	AMIDEAST HQ Contracts Administrator	May 11-22 1998	Review contract management issues and develop AOJS Contract Modification No 4
10	Ugur Usumi	IT Manager	November 27 – December 18 1998	Upgrade AOJS Project Office LAN Install new computer hardware
11	Rebecca Woodcock	AOJS Program Manager (HQ)	November 27 – December 16	Prepare 1998 Results Report for AOJS

**ANNEX 6**  
**PROJECT BIBLIOGRAPHY**

## 60 Project Bibliography

Serial No	File Name	Prepared by	Submission Date	Comments	Electronic Copy
<b>I Plans &amp; Quarterly Reports</b>					
<b>II Annual Plans</b>					
<b>Year 1 From Oct 96 To Sept 97</b>					
11	First Draft of Annual Workplan (Eng )	AOJS	Oct 96-Sept 97		
12	Second Draft of Annual Workplan (Eng & Arabic)	AOJS	Oct 96-Sept 97		
13	Final Implementation Workplan (Eng & Arabic)	AOJS	Oct 96-Sept 97	Extra Eng & 2Arabic copies/ Original Eng	<i>S Reports &amp; Deliverables/Plans &amp; Qrt Rpt/Annual Plans/ Implementation Plan Y1- Arabic-Eng</i>
<b>Year 2 From Oct 97 To Dec 98</b>					
14	First Draft (Eng & Arabic)	AOJS	Oct 97- Sept 98		
15	Final Implementation Plan (Eng & Arabic)	AOJS	Oct 97-Sept 98	Extra Eng & Arabic copies	<i>S Reports &amp; Deliverables/Plans &amp; Qrt Rpt/Annual Plan/ Implementation Plan Y2 Arabic Eng</i>
<b>Year 3 From Jan 99 To Dec 99</b>					
16	Final Implementation Plan (Eng )	AOJS	Jan 99 Dec 99		

Serial No	File Name	Prepared by	Submission Date	Comments	Electronic Copy
<b>III Quarterly Reports</b>					
2 1	Pre- Startup Performance Report covering the period Mar 1-Dec 31 96	AOJS	Jan 97	(Eng /Arabic)	<i>S Reports &amp; Deliverables/Plans &amp; Qrt Rpt/Qrt Reports/ Quarterly Reports- Arabic/Qrt Rpt startup Rpt Mar Dec 96</i>
2 2	Performance Report covering the period Jan 1 Mar 31, 97	AOJS	April 97	(Engl /Arabic) Extra 2 Eng copies	<i>S Reports &amp; Deliverables/Plans &amp; Qrt Rpt /Qrt Reports/ Quarterly Reports- Eng /Qrt Rpt ended Mar 97</i>
2 3	Performance Report covering the period April 1-June30, 97	AOJS	July 97	(Eng & Arabic)	
2 4	Performance Report covering the period July 1- Sept 30 97	AOJS	Oct 97	(Eng & Arabic) Extra Eng copy	<i>S Reports &amp; Deliverables/Plans &amp; Qrt Rpt /Qrt Reports/ Quarterly Reports-Arabic &amp; Eng /Qrt Rpt ended Sept 97</i>
2 5	Performance Report covering the period Oct 1-Dec 31 97	AOJS	Jan 98	Original Eng /Arabic & Eng copies	<i>S Reports &amp; Deliverable/Plans &amp; Qrt Rpt/Qrt Reports/ Quarterly Reports- Arabic/Qrt Rpt ended Dec 97</i>
2 6	First Annual Performance Report Year One (Eng )	AOJS	Nov 97		
2 7	Performance Report covering the period Jan 1 Mar 31 98	AOJS	May 98	Eng & Arabic	<i>S Reports &amp; Deliverables/Plans &amp; Qrt Rpt /Qrt Reports/ Quarterly Reports-Eng / Qrt Rpt ended Mar 98</i>

Serial No	File Name	Prepared by	Submission Date	Comments	Electronic Copy
28	Performance Report covering the period April 1 June 30 98	AOJS	Aug 98	Original Eng	<i>S Reports &amp; Deliverables/Plans &amp; Qtr Rpt /Qtr Reports/ Quarterly Reports-Eng / Qtr Rpt ended June 98</i>
29	Performance Report covering the period June 1-September 30 98	AOJS	Nov 98	Original Eng	<i>S Reports &amp; Deliverables/Plans &amp; Qtr Rpt /Qtr Reports/ Quarterly Reports-Eng / Qtr Rpt ended Sept 98</i>
<b>III Other Plans</b>					
31	Strategic Plan (Mission of the Pilot Courts Project) (Eng & Arabic)	Ernie Fresien	April 97	Extra Arabic copy	<i>S Reports &amp; Deliverables/Plans &amp; Qtr Rpt/Other Plans/ Pilot Courts Strategic Plan-Arabic</i>
32	NCJS Strategic Plan (Eng )	TRG	July 97		<i>S Reports &amp; Deliverables/Plans &amp; Qtr Rpt/Other Plans/ NCJS Strategic Plan - Eng (Draft &amp; final)</i>
33	Draft Life of Project Procurement Plan (Eng )	AOJS	Sept 97		
34	Life of Project-Procurement Plan (Eng )	AOJS	Nov 97	Extra Eng copy	<i>S Reports &amp; Deliverables/Plans &amp; Qtr Rpt/Other Plans/ Procurement Plan Eng</i>
35	Typing Pool Re Engineering Plan (Eng & Arabic)	Court Admin	July 98		
<b>IV Monitoring &amp; Evaluation</b>					

Serial No	File Name	Prepared by	Submission Date	Comments	Electronic Copy
4 1	Data Collection Sheets (Ismailia & North Cairo Court)	Court Admin Task 5	Mar 97		<i>S Reports &amp; Deliverables/Plans &amp; Qrt Rpt/ Monitoring &amp; Evaluation/Data collection Ismailia-NCC/ Project Year1 R4Data</i>
4 2	Report of Lawyers Survey of Perceptions toward Pilot Courts Operations (North Cairo Court) (English/Arabic)	Said El Deeb & Court Admin Task 5	Jan 98		
4 3	Evaluation Methods (Forms)	TRG Task 3 4 5	Mar 98		
4 4	Evaluation Results (Analyses Scores & Reports)	TRG Task 3 4,5	Mar 98		
4 5	Data Collection Sheets (Ismailia/ North Cairo Court)	Court Admin Task 5	June 98		<i>S Reports &amp; Deliverables/Plans &amp; Qrt Rpt / Monitoring &amp; Evaluation/Data collection Ismailia-NCC/ Project Year2 R4Data New/Old</i>
4 6	Luxor & Alex Forums Evaluation Result (Eng )	TRG	Mar & May 97		<i>S Reports &amp; Deliverables/Plans &amp; Qrt Rpt / Monitoring &amp; Evaluation/Luxor &amp; Alex Evaluations-Eng</i>
4 7	Cairo Forum Proceeding & Evaluation Results (Arabic/Eng )	TRG	June 97		<i>S Reports &amp; Deliverables/Plans &amp; Qrt Rpt / Monitoring &amp; Evaluation/Cairo Evaluation-Eng</i>
4 8	End of Commercial Code at Port Said Evaluation Results (Eng )	TRG	May 98		
4 9	TOT End of Course 1 Evaluation Results (Arabic)	TRG /INTEX	QTR Jan - Mar 98	Task 3	
4 10	TOT End of Course 2 Evaluation Results (Arabic)	TRG /INTEX	QTR Apr-June 98	Task 3	

Serial No	File Name	Prepared by	Submission Date	Comments	Electronic Copy
4 11	TOT End of Course 3 Evaluation Results (Arabic)	TRG /INTEX	QTR July-Sept 98	Task 3	
4 12	Change Agent Four Courses for the Middle Management at the NCC (Arabic)	TRG /INTEX	Aug -Sept 98	Task 5	
<b>II Technical Team Products</b>					
<i>1 Automation Department</i>					
1 1 Pilot Court(s)					
1 1 1	Introductory Workshop-Planning Acquiring & Implementation [Court Automation & Re-engineering] (Eng )	Wally	Jan 97		
1 1 2	List of Ismailia Court for First Instance Functions (Arabic &Eng )	AOJS	June 97	2 Extra copies	<i>S Reports &amp; Deliverables/Court Automation Reports &amp; Deliverables/Pilot Courts/ Ismailia Court Functions Arabic &amp; Eng</i>
1 1 3	Information System Analysis for Ismailia Court for First (Final Report) (Arabic & Eng )	SRE	Aug 97	Two parts/ Eng translation for part one/ Extra Arabic copy	<i>S Reports &amp; Deliverables/Court Automation Reports &amp; Deliverables/Pilot Courts/Ismailia Survey Arabic &amp; Eng</i>
1 1 4	North Cairo Court for First Instance Survey (Final Report) (Arabic) North Cairo Court Survey - Executive Summary (Eng )	SRE/ (Translated by AOJS)	Nov 97 Mar 98	Four parts (1 extra Arabic copy) (Copy 2 & 4 missing)	<i>S Reports &amp; Deliverables/Court Automation Reports &amp; Deliverables/Pilot Courts/North Cairo Court Survey Eng</i>
1 1 5	Analytical Review of the Expert Department (Arabic)	SRE	Jan 98		
1 1 6	Survey Report for Ismailia Appellate Court (Arabic)	SRE	Feb 98	Extra Arabic copy	
1 1 7	Pilot Courts Presentation (Arabic)	SRE	Mar 98		

Serial No	File Name	Prepared by	Submission Date	Comments	Electronic Copy
118	Draft-Process Overview Workshop Report (Arabic & Eng )	Automation	Feb 97		<i>S Reports &amp; Deliverables/Court Automation Reports &amp; Deliverables/Pilot Courts/ Process Overview Workshop Rpt Arabic</i>
119	MOJ Comments on Wally s Report (Arabic & Eng )	MOJ	Mar 97		<i>S Reports &amp; Deliverables/Court Automation Reports &amp; Deliverables/Pilot Courts/ MOJ Comments on Process Overview Workshop Rpt Eng</i>
1110	Proposed Case Management System User Perspective (Eng )	SRE	Mar 97		
1111	Alternative Analysis & Recommendation for Case Management Application (Eng & Arabic) Alternative Analysis Report & Recommendation for a CMA- Executive Summary (Arabic & Eng )	Jim McMillion/ Automation	Sept 98		<i>S Reports &amp; Deliverables/Court Automation Reports &amp; Deliverables/Pilot Courts/ CMA Alternative Analysis &amp; Recommend Rpt- Eng /Arabic</i>
<b>12 NCJS</b>					
121	NCJS Preliminary Study (Arabic)	SRE	Jan 97		
122	Course Material Development & Training of Trainers at NCJS (Eng )	SRE	April 98		
123	Trainer Catalog for Computer Use	SRE	Aug 98		
124	User Catalog for Computer Use	SRE	Aug 98		
125	Office Automation Overall System-Acceptance Report (Eng )	SRE	Nov 98	Two Parts	
126	Personal Computer Literacy Lab (PCLL) Overall System- Acc Rpt (Eng )	SRE	Nov 98	Two Parts	
127	NCJS LAN Certification (Eng )	SRE	Nov 98		

Serial No	File Name	Prepared by	Submission Date	Comments	Electronic Copy
<b>1 3 JIC</b>					
1 3 1	A Survey of the JIC (Arabic/Eng )	SRE	Mar 98		<i>S Reports &amp; Deliverables/Court Automation Reports &amp; Deliverables/JIC/JIC Survey- Eng</i>
1 3 2	JIC Assessment & Restructure Recommendations (Eng )	Lawerence Webster	Sept 98		<i>S Reports &amp; Deliverables/Court Automation Reports &amp; Deliverables/JIC/Larry Webster Rpt- Eng</i>
1 3 3	JIC Assessment & Recommendation Report with RFP (Eng ) JIC Strategic Plan-Executive Summary (Arabic & Eng )	Jim McMillion Court Automation	Sept 98	Extra Eng copy	<i>S Reports &amp; Deliverables/Court Automation Reports &amp; Deliverables/JIC/JIC Strategic Plan Executive Summary-Arabic</i>
1 3 4	Court Of Cass ition-Typing Pool (Arabic & Eng )	SRE	Nov 96		<i>S Reports &amp; Deliverables/Court Automation Reports &amp; Deliverables/JIC/Court of Cassation Typing Pool for JIC-Eng</i>
<b>1 4 Others</b>					
1 4 1	AOJS Project Office Network User Guide (Eng )	SRE	Aug 97		<i>S Reports &amp; Deliverables/Court Automation Reports &amp; Deliverables/Others/ IOJ S Network layout</i>

Serial No	File Name	Prepared by	Submission Date	Comments	Electronic Copy
142	CTC5-Pre Departure Orientation (Arabic/Eng)	Court Automation Amideast Egypt	Sept 97		<i>S Reports &amp; Deliverables/Court Automation Reports &amp; Deliverables/Others/CTC 5 Pre Departure Orientation-Eng</i>
<b>2 Court Administration Department</b>					
2.1 Pilot Court(s)					
211	Automation & Streamlining of Procedures of Pilot Courts [Pilot Court Assessment] (Eng)	David Steelman	March 97		
212	Automation & Streamlining of Procedures [Management & Case Processing of Pilot Courts] (Eng)	David Steelman	May 97		<i>S Reports &amp; Deliverables/Court Admin Rpt &amp; Deliv /Pilot Courts/Annex of Mngmnt &amp; Case Processing at Pilot Courts-Eng</i>
213	Conceptual Design (Draft) (Eng /Arabic)	Admin / Automation	March 98		
214	Conceptual Design Presentation (Final) (Eng /Arabic)	Admin / Automation	April 98	Two Parts	<i>S Reports &amp; Deliverables/Court Admin Rpt &amp; Deliv /Pilot Courts/Conceptual Design Presentation Arabic &amp; Eng</i>
215	Conceptual Design Recommendations to MOJ Board	Admin/Automation	May 98	Draft	<i>S Reports &amp; Deliverables/Court Admin Rpt &amp; Deliv /Pilot Courts/Conceptual Design Recomm to MOJ Arabic &amp; Eng</i>

Serial No	File Name	Prepared by	Submission Date	Comments	Electronic Copy
216	Reengineering Civil Caseflow Management in Egyptian Courts of First Instance (Arabic & Eng )	David Steelman	May 98		<i>S Reports &amp; Deliverables/Court Admin Rpt &amp; Deliv /Pilot Courts/Reengineer Civil Caseflow Mngmnt in Egyptian Courts- Arabic &amp; Eng &amp; Presentation</i>
217	Issues in Caseflow Management for Civil Cases before Egyptian Courts of First Instance (Eng & Arabic)	David Steelman	May 98	Extra English /Arabic	<i>S Reports &amp; Deliverables/Court Admin Rpt &amp; Deliv /Pilot Courts/Issues in Caseflow Mngmnt- Arabic &amp; Eng</i>
218	Civil Engineering Report (Eng )	Osama El Nahas	July 98	include designs	<i>S Reports &amp; Deliverables/Court Admin Rpt &amp; Deliv /Pilot Courts/Electricity Spec at Civil Engineer in NCC- Arabic</i>
219	Initial Report for Performance Development of Servers Dept (Eng )	Mostafa Shawki & Co	Aug 98		
2110	Experimental Civil Caseflow/ Management Improvement Plan for North Cairo Court & Ismailia Court (Eng /Arabic)	David Steelman/ Jeffrey Arnold/ Nial Raiten/ Gerald Kuban	Sept 98	All in one folder	<i>S Reports &amp; Deliverables/Court Admin Rpt &amp; Deliv /Pilot Courts/Consultant Rpts -Eng /Arabic</i>
2111	Typing Pool Design Out Line (Arabic & Eng )	Court Admin	July 98		<i>S Reports &amp; Deliverables/Court Admin Rpt &amp; Deliv /Pilot Courts/Typing Pool Design- Arabic &amp; Eng</i>
2112	Introduction Objectives of the Study & Terms of Reference Eng	Mostafa Shawki & Co	Aug 98	Part 1/ Extra Eng copy	

Serial No	File Name	Prepared by	Submission Date	Comments	Electronic Copy
2 1 13	Mustafa Shawki Report for Implementing Service Department at North Cairo Court (Eng /Arabic)	Mostafa Shawki & Co	Oct 98	Extra Arabic copy	<i>S Reports &amp; Deliverables/Court Admin Rpt &amp; Deliv /Pilot Courts/M Shawki study for implementing Service Dpt at NCC-Eng</i>
<b>3 Judicial Education Department</b>					
3 2 NCJS					
3 2 1	NCJS Proposed Mission Statement (Organization Charts & Job Description) (Eng & Arabic)	TRG	March 97		
3 2 2	Curriculum Design for Computer Literacy Courses at NCJS (Eng )	SRE	-----	Draft	
3 2 3	NCJS Audio Visual Aids Procured	TRG / HQ		Include specifications & user Manuals	
<b>3 4 U S Travel</b>					
3 4 1	MOJ Senior Officials Study Tour to U S A (Eng /Arabic)	TRG	Dec 96		<i>S Reports &amp; Deliverables/Judicial Education Rpt &amp; Deliv /US Travel/US Study Tour on 96-Eng</i>
3 4 2	Pre-Departure Orientation MOJ Judicial Education Study To Italy & U S A (Eng /Arabic)	TRG	Sept 97		
3 4 3	Pre Departure Orientation- U S Study Tour for Training Judges	Amideast-Egypt	Aug 97		
3 4 4	Preface of Report of Egyptian Judges on Constituency Building Visit Post Travel Group Results & Recommendations (Eng & Arabic)	TRG	Feb 97		
3 4 5	Egyptian Judicial Delegation Visit to San Francisco Report Case Management in the American Legal System (Arabic)	MOJ	June 97		

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Serial No	File Name	Prepared by	Submission Date	Comments	Electronic Copy
<b>3 5 Training Courses</b>					
3 5 1	Time Management (Arabic)	GETRAC-Task 4	Dec 97		
3 5 2	Managing People (Arabic)	GETRAC-Task 4	Feb 98		
3 5 3	Training of Trainers (Arabic)	INTEX-Task 3	Feb -Mar 98		
3 5 4	Team Building (Arabic)	GETRAC-Task 4	Mar 98		
3 5 5	Commercial Code Program (Alexandria) (Arabic)	TRG -Task 4	March 98		
3 5 6	Group Dynamic (Part I) (Arabic)	GETRAC-Task 4	April 98		
3 5 7	Group Dynamic (Part II) (Arabic)	GETRAC-Task 4	April 98		
3 5 8	Commercial Cases Program (Port Said) (Arabic)	TRG -Task 4	May 98		
3 5 9	Problem Identification & Problem Solving (Arabic)	GETRAC-Task 4	June 98		
3 5 10	Decision Making (Arabic)	GETRAC-Task 4	July 98		
3 5 11	Training For Trainers Report (Arabic)	INTEX-Task 3	June 98		
3 5 12	Change Agent -Course #1 (Arabic)	INTEX-Task 5	Aug 98		
3 5 13	Administrative Orientation to Judicial Education	TRG Task 3	June 97		
3 5 14	Change Agent -Course #2 (Arabic)	INTEX-Task 5	Sept 98		
3 5 15	Change Agent -Course #3 (Arabic)	INTEX-Task 5	Sept 98		
3 5 16	Change Agent-Course #4 (Arabic)	INTEX-Task 5	Sept 98		
3 5 17	Training for Trainers (Arabic)	INTEX Task 3	Sept 98		
<b>3 6 Others</b>					
3 6 1	Training Needs Assessment of Civil Law Judges in Egypt (Eng & Arabic)	IDLI	May 98	Extra Arabic copy	
3 6 2	NCJS Seminar on Mediation & Case Management (Arabic/Eng)	NCJS	Oct 97		

Serial No	File Name	Prepared by	Submission Date	Comments	Electronic Copy
<b>III Workshops &amp; Forums</b>					
1	AOJS Project Orientation for Judiciary in Upper Egypt (Luxor)	TRG	March 97	Seminar 1 & 2	<i>S Reports &amp; Deliverables/Workshops &amp; Forums/AOJS Orientation Forums/Luxor</i>
2	AOJS Project Orientation for Judiciary in Lower Egypt (Alexandria)	TRG	May 97		<i>S Reports &amp; Deliverables/Workshops &amp; Forums/AOJS Orientation Forums/Alex</i>
3	AOJS Project Orientation for Judiciary in Greater Cairo East Delta & West Sinai (Cairo)	TRG	June 97		<i>S Reports &amp; Deliverables/Workshops &amp; Forums/AOJS Orientation Forums/Cairo</i>
4	AOJS Cairo Forum Proceedings (Arabic/Eng )	TRG	June 97		
5	AOJS Project Orientation for Middle Management/ Supervisory level staff of the North Cairo Court (Arabic)	TRG	Aug 98		<i>S Reports &amp; Deliverables/Workshops &amp; Forums/Workshop/NC C Orientation for Middle Management</i>
6	AOJS Team Review Retreat	HQ	Nov 97		
<b>IV Miscellaneous</b>					
2	Legal Terminology Glossary (Arabic/Eng )	Nadia Magdy & Amr Abdallah			<i>S Reports &amp; Deliverables/Miscellaneous/ Legal Terminology Glossary -1 ng /&amp; Arabic</i>

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