

DPK Consulting

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Navigating Change in the Public Sector

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IN THIS ISSUE

New Awards

- Macedonia 2

Project Reports

- Pakistan 1
- Bulgaria 2
- West Bank and Gaza 2
- El Salvador 3
- Bolivia 3
- Honduras 4

DPK News

- San Francisco 4

DPK EMPLOYMENT AND CONSULTING OPPORTUNITIES

DPK continues to recruit potential short-term and long-term personnel for our projects. We are particularly interested in rule of law, including commercial law, anti-corruption, decentralization, and local government specialists with experience working in developing countries, or have a strong interest in doing so. Please forward your candidate application (see opportunities page on the website) and resume to:

resume@dpkconsulting.com

For a list of current opportunities, visit

www.dpkconsulting.com

To Our Readers

DPK Consulting continues to expand its business into new countries, as the announcement of the new rule of law project in Macedonia demonstrates. While we establish program offices internationally, we also recognize the need for a presence in Washington D.C. Our longtime colleague, James Michel, has joined the DPK team representing the firm there. His work includes expanding DPK's range of contacts and supporting our work with USAID, multilateral development organizations, and collaborators. Jim brings years of experience in the advancement of rule of law, including serving in various senior positions in USAID, the State Department, and as the United States Ambassador to Guatemala.

We encourage you to visit dpkconsulting.com to find out more about our work and perhaps find work products that will be helpful to you. We also want to draw your attention to the project pages for Bulgaria, El Salvador, and Kosovo, three of our major projects. They each have their own website that includes specific up-to-date project activities and accomplishments.

We would like to note the successful close out of our project in Pakistan and want to recognize the outstanding work of Livingston Armytage, our dedicated Chief of Party.

We look forward to hearing from you.

William E. Davis and Robert W. Page Jr.

Pakistan:

A Reflection on the Judicial Reform Experience

DPK recently completed its work on the two year project that commenced Pakistan's ground-breaking "Access to Justice Reform" program. Our project focused on improving the operational efficiency of the court system, which had been degraded over the past 30 years by reduced funding.

Chief of Party, Livingston Armytage, in describing the project stated, "The strategy of the reform process was to use several targeted pilot projects to develop institutional capacity and reform momentum. The project team started delay reduction activities with a pilot group of eight judges, whom we trained in quarterly workshops and took on a study tour to the courts of Singapore. We were delighted to observe over the course of the project, other judges opting, voluntarily, to be trained in delay reduction activities until more than 100 courts were participating. Judges were encouraged to experiment in techniques to regain control of proceedings. The results were dramatic, and in just nine months, some courts were able to reduce their chronic backlog by more than 30 percent, and in others, disposals were increased (without migrating the problem to the appeal courts) by almost 250 percent. Some judges started to re-impose the rules against adjournment. In the Karachi courts, the number of adjournments was halved from an average of 108 to 50 adjournments per day. The changes have resulted in the acceleration in disposals, and the effort has now been expanded to every district in the country." ■



In Kaghan Valley, Livingston Armytage sitting among two local herdsmen.

Macedonia:

Launch of Court Modernization Project

DPK launched its \$8 million USAID-funded rule of law project in January. The project team will work to improve the legal framework and implement regulations for the justice sector, introduce case management systems through improved automation, create an Administrative Office of the Courts, strengthen judicial training at the Macedonia Center for Continuing Education, and upgrade court facilities and operations. DPK has organized an exceptional project team led by Bill Hallock as the Chief of Party. Bill worked on DPK's USAID-funded Criminal Justice Reform Project in El Salvador. The court administration specialist is Richard Callanan, former trial court administrator of the Burlington County Superior Court in New Jersey. Judge Ernest Borunda, the legal training advisor, is a former California Superior Court Judge and Dean of the National Judicial College in Reno, Nevada. The local professional team is strong and an excellent compliment to our international team. Nevenka Ivanovska is the legal coordinator and was advisor to the Macedonian judiciary and government as national legal advisor for ABA/CEELI. Petar Curciov, the information technology specialist, worked within the justice system on automation issues. Nikola Lazarov, the training and legislative drafting coordinator, was project director for the Chicago-Kent College of Law. We will be reporting on specific project activities as work develops. ■



DPK's staff (left back row) Antonio Gligorovski, Bill Hallock, Richard Callanan, Aleksandar Pavlovski, Petar Curciov, (left front row) Nikola Lazarov, Nevenka Ivanovska, Judge Ernest Borunda.

Bulgaria:

Work Underway for Technical Assistance and Training with the State Audit Agencies

The DPK Open Government Initiative (OGI) Internal Controls and Audit Team initiated meetings with counterparts in the National Audit Office (NAO) and Public Internal Financial Control Agency (PIFCA), as well as with the corresponding European Union pre-accession advisers to determine how the OGI project can support these institutions. Investigations were also made to determine the best ministries or agencies for the pilot internal control units.

The first year of activity with the NAO will focus on training auditors to better detect corruption in governmental processes.

West Bank and Gaza:

AI Meezen and Court Automation

The critical focus of DPK's Modernization of the Administration of Justice project in the last few months has been in court automation processes. Before the AI Meezen (Scales of Justice) automated information system was developed, there was lack of accurate statistics, reliable records, and institutional procedures.



DPK staff member, Ibrahim Shamallah, is conducting training for the Gaza City court employees including the Chief Clerk of the First Instance Court, and judges from both the First Instance Court and the Conciliation Court, on the use of the project-developed automated case processing system (AI Meezen).

The software solution was developed and installed in four courts, two in Gaza City, one in Jenin, and one in Ramallah. In each court, judges and other personnel have been trained on the system that, when fully implemented, will result in clean and transparent records and statistics updated throughout the day. The next phase includes introducing the second generation of the software that will have case events, a menu driven database reporting program, and a notary public program that will also include a report-writing function.

The AI Meezen system has the built-in capacity to modernize the filing, tracking, and processing of cases that are pending. The first phase has successfully been tested. The staff is ready for the next phase, which involves expanding the system to other courts that will include a second court in Ramallah, two courts in Bethlehem and Jerrico, and one court in Deir Albalah and Jebaliah. ■

We will work to improve the functioning of the State Public Register, which retains the financial declarations of senior state officials, and also establish two pilot projects focusing on the detection of corruption through the audit process.

Project activities with PIFCA will center on training for 900 auditors working in Sofia and the regional offices. The OGI office will also provide basic texts related to getting auditors certified by the Institute of Internal Auditors. The goal is to have a core group of auditors certified so they can become trainers of other auditors. ■

El Salvador:

Casas de Justicia Reducing Work Load

In the last year-and-a-half, DPK/El Salvador has opened three Casas de Justicia (Houses of Justice) and a mediation center, where results have been very positive. Judge Jeaneth Xiomara Diaz of Candelaria commented that “since the Casa de Justicia opened here almost eight months ago, it has reduced my workload so I can focus on administrating justice in my other cases more rapidly.”



Two neighbors, Gladys Pacheco (left) and, Milton Duran (right) sit down for a mediation with Gabriella Samour at a Casa de Justicia.

In a country where the law requires that every criminal complaint filed be prosecuted, the resolution of cases outside of the formal justice system frees judges, prosecutors, and public defenders to focus their energies on the most significant cases. Casas de Justicia play a pivotal role in delivering justice to local communities and allowing the state to focus on more complex cases.

DPK/El Salvador will open two more mediation centers this year, bringing the total number of casas and centers to six. With the financial backing of municipal governments and the public defender's office, both the casas and the centers are assured of sustainability. ■

DPK Projects on the Web

We encourage you to visit the following websites to obtain detailed information about some of DPK's major projects:

- **Bulgaria:** ogi-bg.org
- **El Salvador:** proyectopas.com
- **Kosovo:** courtheadkosovo.com

For up to date DPK news and opportunities, please check our main web site, at dpkconsulting.com. We welcome your comments and feedback via email at dpk@dpkconsulting.com.

Kosovo:

Project Turns to Implementation Phase



Henryk Montygierd (left), Chief of Party, Jakup Krasniqi (center), Minister of Public Services, and Xhelal Pajaziti (right), Political Advisor in the Ministry of Public Services, meet in Pristina.

Recent activity in the Kosovo Court Administration project has focused on institutionalizing the administrative systems developed and on related training, including methods for case purging. USAID has extended the project through March 2003.

Bolivia:

Changes in the Judicial Branch

The Reform Project for the Judicial Branch of Bolivia is coming to the end of the first phase. In January, Carlos González, Chief of Party, and Paola Barragán, Senior Consultant, made a presentation to judicial branch leaders summarizing the DPK proposal and plan of action in the Supreme Court in Sucre.

Speaking to the press regarding the project, the President of the Supreme Court and the Consejo Nacional de la Judicatura, Armando Villafuerte, stated that “The results of the consultancy developed by DPK Consulting are positive, and they will be of much help in the path of the reform and modernization of the Judicial Branch. The results of the study conducted by DPK diagnosed the Judicial Branch and made recommendations of actions to improve court administration, especially the administrative, automation, financial and internal audit areas, and developed a new organizational structure.”

Robert W. Page Jr., DPK technical coordinator for the project and infrastructure specialist, traveled to Sucre accompanied by Leonardo Hernández, expert in automation, and Patricia Valdivieso, DPK Latin America Administrator, to attend working meetings with the staff of the Consejo Nacional de la Judicatura. They also held meetings with Jorge Cortes Rodríguez, Secretary of Institutional Development at the Vice Presidency of the Republic of Bolivia, and with Oscar Navarro, coordinator of PRI, on the next stages of the project. ■

Honduras:

Public Presentation of the Honduran Criminal Procedures Code Manual

In November of 2002, the DPK team delivered the Honduran Criminal Procedures Code Manual at a ceremony held at the Universidad Nacional Autónoma de Honduras (UNAH), during the completion of the second class of the post graduate course in Criminal Code and Criminal Procedures Code, a program supported by the DPK project. The event was attended by the highest authorities of the Judicial Branch and the Faculty of Law.



Distinguished national and international justice, legislative, and executive branch leaders at the ceremony marking the first anniversary of the Criminal Procedures Code held at the UNAH.

The manual, which has been in development over the last two-years, is a cooperative effort between the Supreme Court and the UNAH with technical and financial support by DPK. The goal of the manual is to generate a national doctrine related to the new criminal procedures code and facilitate its interpretation by judges and practicing lawyers. The manual will be used as a teaching document in the law schools as well as distributed throughout the judiciary.

In another landmark event, the Honduran Judicial branch celebrated the one-year anniversary of the implementation of the new criminal procedures code. DPK has provided the technical support for the process leading to the adoption of the code and its first year of existence. The anniversary event was attended by distinguished judicial leaders from neighboring countries, including Amanda Ramírez de Arias, Magistrate of the Guatemala Supreme Court, Agustín García Calderón, President of the El Salvador Supreme Court, Marvin Aguilar García, Magistrate of the Nicaragua Supreme Court, and Alfonso Chávez Ramírez, President of the Criminal Sala of the Costa Rica Supreme Court. Accompanying the foreign visitors were the heads of the three powers of Honduras, Ricardo Maduro, President of the Republic, Vilma Cecilia Morales, President of the Supreme Court, and Porfirio Lobo, President of the National Congress. ■

San Francisco:

DPK Hosts Study Tours for Judicial Delegates from Bangladesh and Pakistan

In September and November of 2002, DPK San Francisco hosted two study tours for high-level judicial delegations from Bangladesh and Pakistan. The Bangladesh delegation, accompanied by Phyllis Cox, DPK Chief of Party, included justices from the Appellate Division and High Court Division of the Supreme Court and the Ministry of Law, Justice, and Parliamentary Affairs. DPK Consulting accompanied the delegates as they visited Bay Area judicial branch institutions to introduce them to modern case management and court administration practices that could help their modernization efforts at home. As part of a subcontract with The Asia Foundation, DPK also co-hosted a high-level Pakistan judicial delegation for a two-week study tour that included visits to courts in Oakland, San Francisco, and Napa County and a highly-praised placement program in which Pakistan delegates worked alongside their American counterparts for three days. ■

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