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ADMINISTRATION OF JUSTICE SUPPORT PROJECT

(USAID/ EGYPT- Contract: 263-C-00-95-00134-00)

AMIDEAST

Results Report for Year 2001

(January 1, 2001- December 31, 2001)

December 31, 2001

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Executive Summary

The Administration of Justice Project submits the results for 2001 with this report. This report includes the findings that are outlined in the performance data table and further explained with detailed conclusions taken from staff interviews and observations.

The project falls under USAID Special Objective C: Improved Civil Legal System. Specific activities are focused on 1) Improved efficiency in two pilot courts leading to a reduction in case processing time and 2) Improving judges' knowledge of Egyptian civil law through enhanced infrastructure and curriculum at the National Center for Judicial Studies (NCJS).

Improved Efficiency at North Cairo Court - case processing time and administrative reengineering

The results for 2001 show North Cairo Court is well within the targets set for case processing time for this year; however there was some increase from last year in virtually all reported areas. An extensive judicial hiatus during the Fall 2000 and Spring 2001 for oversight of the People's Assembly and Shura Council elections interrupted judicial work. The project continued its focus on reengineering processes to ease and speed administrative procedures. In preparation for generating accurate and useable case management and judicial workload reports, the project worked closely with court management to improve data entry accuracy and timeliness. For example, the court created a data entry team dedicated to updating civil case information. The workload reports generated from this information will be used next year as a key tool for judges addressing case delay in their panels.

National Center for Judicial Studies - sustainable capacity building

The project's focus at the National Center for Judicial Studies remained on sustainable capacity-building. Approximately three hundred judges and four hundred court staff (clerks, court statisticians and others) underwent computer training at the Personnel Computer Literacy Lab (PCLL). This accomplishment was due, in large part, to the publication of the PCLL Operational Procedures and Administration Manual, which provides comprehensive management forms and tools for planning, implementing and evaluating course offerings at the PCLL. NCJS staff began utilizing this manual for planning, implementing and evaluating courses at the PCLL, and increased and re-organized its staffing pattern, which resulted in increased capacity to administer computer training courses. The Judicial Education team also substantially revised a program for newly appointed Chief Judges in partnership with the NCJS faculty; the 5-day course was implemented three times during the year and will be offered as one of the core judicial education courses at NCJS on an annual basis in the future. In addition, the training team conducted a Master's Training of Trainers (TOT) program during which the participants produced a Basic TOT program. This Basic TOT program will give NCJS the ability to train and develop new faculty members; having this course in place is another example of NCJS' enhanced training capacity.

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 case flow management automation.

Slow progress on this agenda over the following decade and a growing backlogs 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 current end date is the 28th of December 2002. The performance reporting plan will be modified for the period of the extension. America-Mideast Educational and Training Services, Inc. (AMIDEAST) has been implementing the project in four different locations: North Cairo Court of First Instance, Ismailia Court of First Instance, the National Center for Judicial Studies and the Judicial Information Center. Policy elements of the project are implemented in consultation with the senior-most levels of the Ministry of Justice.

SPECIAL OBJECTIVE C: IMPROVED CIVIL LEGAL SYSTEM**Indicator: Documented pilot court system tested and accepted for replication by Ministry of Justice**

Unit of Measure: MOJ acceptance with minor Modifications	Year	Planned	Actual
	1997(B)	N/A	N/A
Source: MOJ record.	1998	N/A	N/A
Comments: One-time End of Project measurement	1999	N/A	N/A
	2000	N/A	N/A
	2001	N/A	N/A
	2002 (T)	YES	

Indicator: Measurable improvement in lawyers' perceptions toward court operations

Unit of Measure: % increase in lawyer confidence in Pilot Court Efficiency	Year	Planned	Actual
Source: Annual survey of civil lawyers practicing in Pilot Courts.	1997 (B)		44%
	1998	46%	52%
Comments: Baseline determined by Jan. 1998 survey. Annual surveys to be conducted thereafter	1999	50%	61%
	2000	55%	64%
	2001	60%	56%
	2002 (T)	60%	

Result No. C.1: Improved Efficiency of Two Pilot Court Systems**Indicator: Reduction in case processing time**

Unit of Measure 1: Average number of months from case Filing to Final Decision for all Civil cases	Year	Planned	Actual
Source: Independent verification of pilot court records by AOJS staff.	1997 (B)		22.4
	1998	21.6	12.8
Comments: Data used is extrapolated from the average times between individual events	1999	18.3	12.9
	2000	16.6	11.4
	2001	13.3	12.7
	2002 (T)	13.3	

Unit of Measure 2: Average number of days from case	Year	Planned	Actual
Filing to disposition cases sent to Expert Office	1997 (B)		1084
Source: Independent verification of pilot court records by AOJS.	1998	1050	1113.8
Comments: 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	990
	2000	800	944
	2001	640	1037
	2002 (T)	640	
Unit of Measure 3: Average number of days from case	Year	Planned	Actual
Filing to final decision cases not sent to Expert Office	1997 (B)		496
Source: Independent verification of pilot court records by AOJS.	1998	475	255.15
Comments: Data used is extrapolated from the average times between individual events.	1999	400	222.9
	2000	365	202.2
	2001	290	224
	2002 (T)	250	
Result No. C.1.1: Improved Administration of Two Court Systems			
Indicator: Reduction in time consumed by various administrative procedures			
Unit of Measure 1: Days consumed in filing	Year	Planned	Actual
Process to first hearing.	1997 (B)		69
Source: Independent verification of pilot court records by AOJS staff.	1998	65	45.4
	1999	60	41.5
Comments: Data is extrapolated from average time Between individual events	2000	55	40.4
	2001	50	42.3
	2002 (T)	45	
Unit of Measure 2: Days consumed in Service process,	Year	Planned	Actual
From filing to acknowledgement of service.	1997 (B)		21
Source: Independent verification of pilot court records by AOJS staff.	1998	20	18.7
	1999	18	17.5
Comments: Data is extrapolated from average time Between individual events	2000	16	19.5
	2001	15	22.4
	2002 (T)	15	

Unit of Measure 3: Days consumed in Expert process, from . referral to final expert opinion.	Year	Planned	Actual
	1997 (B)		492
Source: Independent verification of pilot court records by AOJS staff.	1998	440	660
	1999	350	534
Comments: Data is extrapolated from average time Between individual events	2000	325	526
	2001	300	456
	2002 (T)	300	
Unit of Measure 4: Days consumed in Opinion process from first Date Of last hearing to publication of court opinion.	Year	Planned	Actual
	1997 (B)		44.5
Source: Independent verification of pilot court records by AOJS.	1998	40	35
Comments: Data is extrapolated from average time Between actual events.	1999	30	34.1
	2000	25	29.4
	2001	21	28.2
	2002 (T)	21	
Indicator: Number of court procedures re-engineered and simplified			
Unit of Measure 1: No. of procedural steps simplified and Re-engineered In filing process	Year	Planned	Actual
	1997(B)	N/A	0
Source: Project records.	1998	4	6
Comments:	1999	3	4
	2000	1	4
	2001(T)	ALL (8)	4
	2002	ALL (8)	
Unit of Measure 2: No. of procedural steps simplified and Re-engineered in Service process	Year	Planned	Actual
	1997(B)	N/A	0
Source: Project records.	1998	3	1
Comments:	1999	8	3
	2000	1	2
	2001	ALL (12)	6 (Total)
	2002 (T)	ALL (12)	

Unit of Measure 3: Percentage of cases referred to expert office	Year	Planned	Actual
	1997(B)		29.4%
Source: Project records	1998	25%	15%
Comments: Data from North Cairo only.	1999	20%	21.8%
	2000	17%	18.8%
	2001	15%	19.7%
	2002	15%	
Unit of Measure 4: Number of procedural steps simplified in the Expert Office.	Year	Planned	Actual
	1997(B)*		0
	1998*	2	1
Source: Project records	1999*	6	2
Comments: Relates to internal processes within the Expert office itself.	2000	2	1
	2001	2	0
	2002 (T)	2	
Unit of Measure 5: Number of procedural steps simplified in the Court related to the Expert process.	Year	Planned	Actual
	1997(B)*		0
Source: Project records	1998*	2	1
Comments: Relates to internal processes within the court	1999*	8	3
Resulting from Expert process. *NOTE: North Cairo data only	2000	2	1
	2001	ALL (12)	3
	2002	ALL (12)	
Unit of Measure 6: Number of procedural steps simplified in the Opinion Process.	Year	Planned	Actual
	1997(B)		0
	1998	0	0
Source: Project records.	1999	4	4
Comments:	2000	6	1
	2001	ALL (10)	5 (Total)
	2002	ALL (10)	

Unit of measure 7: Number of Court hearings conducted	Year	Planned	Actual
Per case	1997(B)*		10
Source: Project records	1998*	9	7
Comments: Relates to total number of hearings in court	1999*	8	7
During life of the case. *NOTE: North Cairo data only	2000	7	6.7
	2001	6	6.9
	2002	6	
Unit of measure 8 : Average number of continuances	Year	Planned	Actual
Granted per Case	1997(B)*		9.4
Source: Project records	1998*	8	6.1
	1999*	7	6
Comments: Relates to the number of times court activity	2000	6	4.9
Postponed by Court. *NOTE: North Cairo data only	2001	5	5.9
	2002		
Unit of Measure 9 : No.of administrative.duties assigned to judges.	Year	Planned	Actual
	1997(B)		16
Source: Project records	1998	16	15
Comments:	1999	10	10
	2000	8	6
	2001	4	6
	2002	4	
Indicator: Increase in use of court automation system to process new and pending cases			
Unit of measure 1: Number of pending cases entered each year in the CMA system	Year	Planned	Actual
	2000(B)	N/a	3,058
Source: CMA system statistics	2001	N/a	55,063
Comments: New unit of measure	2002 (T)	N/a	
Unit of measure 2 : Number of lawyers listed in CMA database	2000(B)	N/a	1,718
Source: CMA system statistics	2001	N/a	16,312
Comments: New unit of measure	2002 (T)	N/a	

Unit of measure 3 : Number of litigant parties listed in CMA database	2000(B)		15,130
	2001 (T)		294,640
Source: CMA system statistics	2002		
Comments: New unit of measure			
Unit of measure 4 : Number of circuits entering case data	2000(B)		75
Source: CMA system statistics	2001		112
Comments: New unit of measure	2002		
Unit of measure 5 : Number of events entered in CMA database	2000(B)		2,539
Source: CMA system statistics	2001 (T)		129,387
Comments: New unit of measure	2002		
Indicator: Number of judges and staff trained on new systems			
Unit of measure 1: Number of judges trained each year on Computer systems	Year	Planned	Actual
	1997(B)		0
Source: Project records	1998	30	80
Comments:	1999	36	23
	2000	18	103
	2001	36	296
	2002 (T)	15	
Unit of measure 2: Number of judges trained each year on Non-Computer systems	Year	Planned	Actual
	1997(B)	20	0
Source: Project records	1998	80	0
	1999	100	438
Comments:	2000	80	578
	2001	80	306
	2002 (T)	70	
Unit of measure 3: Number of staff trained each year on Computer systems	Year	Planned	Actual
	1997(B)		0
Source: Project records	1998	60	0
	1999	110	182
Comments:	2000	63	601
	2001	80	882
	2002 (T)	80	

Unit of measure 4: Number of staff trained each year on Non-Computer systems	Year	Planned	Actual
	1997(B)		0
	1998	30	30
	1999	50	114
Source: Project records	2000	50	141
Comments:	2001	20	20
	2002 (T)	25	
Indicator: Increase in number of judges' home PCs installed.			
Unit of Measure 1: Increase in number of judges home PCs installed	Year	Planned	Actual
	1997(B)		0
	1998	0	0
	1999	30	75
Source: Project records	2000	36	N/a
Comments: Project activities completed 1999	2001(T)	18	N/a
	2002		
Result No. C.1.2: Increased Access to Legal Information in Two Pilot Court Systems			
Indicator: Increased percentage of Judges and court staff with access to legal system.			
Unit of Measure 1: Number of Judges and court staff Trained on legal research databases.	Year	Planned	Actual
	1997(B)		0
	1998	0	0
	1999	66	86
Source: Project records	2000	18	80
Comments: Project activities completed in 2000	2001	N/a	N/a
	2002 (T)	N/a	N/a
Unit of Measure 2: Number of Judges and court staff Provided access to legal research databases.	Year	Planned	Actual
	1997(B)		0
	1998	30	0
	1999	36	86
Source: Project records	2000	18	86
Comments: Project activities completed in 2000	2001	N/a	N/a
	2002 (T)	N/a	N/a

Result No. C.2: Judges More Knowledgeable of Egyptian Civil Law			
Indicator: Average percentage increase between pre-and post-course scores			
Unit of Measure : Annual average differences in pre-and post-test scores	Year	Planned	Actual
Source: NCJS Records	1997(B)		0
	1998	15%	29.9%
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 in the final year.	1999	15%	19%
	2000	15%	14%
	2001	15%	18.5%
	2002 (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: Number of standard forms added	Year	Planned	Actual
Source: Project records	1997(B)		0
	1998	8	0
Comments: This indicator will be eliminated in 2002 as project activities in this area are completed.	1999	10	10
	2000	10	22
	2001	7	7
	2002 (T)	N/a	
Unit of Measure 2: Number of automated systems added	Year	Planned	Actual
Source: Project records	1997(B)		0
	1998	2	2
Comments: Measurement completed in 1998	1999	N/a	N/a
	2000	N/a	N/a
	2001(T)	N/a	N/a
	2002	N/a	N/a
Unit of Measure 3: Number of polices/procedures added To the NCJS	Year	Planned	Actual
Source: Project records	1997(B)		0
	1998	8	10
Comments:	1999	10	3
	2000	10	9
	2001	3	3
	2002 (T)	4	

Unit of Measure 4: Number of manuals developed	Year	Planned	Actual
	1997(B)		0
Source: Project records	1998	1	4
Comments:	1999	1	10
	2000	1	1
	2001	1	3
	2002 (T)	1	
Indicator: Increased Number of trained faculty members			
Unit of Measure 1: Number of Judges trained	Year	Planned	Actual
	1997(B)		0
Source: Project records	1998	20	57
Comments:	1999	40	38
	2000	40	23
	2001	40	42
	2002 (T)	15	
Unit of Measure 2: Number of case managers	Year	Planned	Actual
	1997(B)		0
Source: Project records	1998	5	0
Comments: <i>Indicator eliminated</i>	1999	10	N/a
	2000	10	N/a
	2001(T)	10	N/a
	2002	N/a	N/a
Unit of Measure 3: Number of new judge orientation faculty trained	Year	Planned	Actual
	1997(B)		0
Source: Project records	1998	5	36
Comments: Indicator eliminated for 2002, NCJS has taken over this program component	1999	5	25
	2000	5	16
	2001(T)	5	25
	2002	N/a	N/a

Unit of Measure 4: Number of Mentor Judges	Year	Planned	Actual
	1997(B)		0
Source: Project records	1998	0	0
Comments: <i>Indicator Eliminated</i>	1999	10	N/a
New Project Zero baseline	2000	10	N/a
	2001(T)	10	N/a
	2002	N/a	N/a
Result No. C.2.2 Enhanced Curriculum at NCJS			
Indicator: Increased Number of new courses implemented			
Unit of Measure 1: Number of Civil Law courses	Year	Planned	Actual
	1997(B)		0
Source: Project records	1998	2	7
Comments:	1999	4	4
New Project Zero baseline	2000	4	5
	2001	3	3
	2002 (T)	1	
Unit of Measure 2: Number of Administrative Management Courses	Year	Planned	Actual
	1997(B)		0
Source: Project records	1998	4	9
Comments:	1999	5	1
New Project Zero baseline	2000	4	7
	2001	4	3
	2002 (T)	2	
Unit of Measure 3: Number of Staff Courses	Year	Planned	Actual
	1997(B)		0
Source: Project records	1998	2	0
Comments:	1999	4	4
New Project Zero baseline	2000	4	3
	2001	4	3
	2002 (T)	2	

Unit of Measure 4: Number of Computer Courses	Year	Planned	Actual	
	1997(B)		0	
	Source: Project records	1998	5	5
	Comments: New Project Zero baseline	1999	7	10
		2000	9	3
2001		3	3	
2002 (T)		2		
Indicator: Increased Number of Evaluation Instruments				
Unit of Measure 1: Number of Course-related Instruments	Year	Planned	Actual	
	1997(B)		0	
	Source: Project records	1998	4	5
	Comments: New Project Zero baseline	1999	7	10
		2000	7	14
2001		5	5	
2002 (T)		2		
Unit of Measure 2: Number of Faculty-related Instruments	Year	Planned	Actual	
	1997(B)		0	
	Source: Project records	1998	2	4
	Comments: New Project Zero baseline	1999	2	1
		2000	2	11
2001		2	1	
2002 (T)		1		
Unit of Measure 3: Number of Participant-related Instruments	Year	Planned	Actual	
	1997(B)		0	
	Source: Project records	1998	2	3
	Comments: New Project Zero baseline	1999	2	2
		2000	2	14
2001		2	4	
2002 (T)		1		

Unit of Measure 4: Number of Overall Program Instruments	Year	Planned	Actual
	1997(B)		0
Source: Project records	1998	2	2
Comments: New Project Zero baseline	1999	3	2
	2000	4	14
	2001	4	6
	2002 (T)	2	

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: MOJ acceptance with minor modifications

Number planned for 2001: Not applicable. This is a one-time, end of project measurement.

Indicator:
court efficiency

Methodology: Each November, AOJS conducts an on-site survey of lawyers onsite at the North Cairo Court of First Instance to assess the impact on "end-user's" of project improvements made to administrative and case disposition procedures, and on the work environment in the pilot courts. The survey also elicits lawyers' suggestions to improve the performance of the court system with relation to civil and commercial cases.

The survey is designed to assure that:

- 1) all interviewees have been involved in civil/commercial cases
- 2) they have at least one year of experience in dealing with the pilot courts.

Test questions are inserted to test consistency and reliability of the collected information. The average number of years the lawyers had been in practice for this year's sample was ten.

Data collectors are recruited from among the recent graduates of Cairo University, Faculty of Law, to meet two criteria: firstly, to have a legal background to allow unhindered communication with lawyers, and secondly, to have no previous experience with the court system in Egypt thus avoiding any possible bias.

Unit of Measure: Percent increase in lawyer confidence in pilot court efficiency	
Baseline (actual for 1997): 44%	
Number planned for 2001: 60%	Number achieved in 2001: 56%

Reason for result: This year saw a decrease in lawyer satisfaction which the project believes was due to changes in the court processes and procedures implemented two weeks before the survey occurred. The Chief Justice at the North Cairo Court made significant changes to the operational procedures of the court. He changed the composition of the panels of judges hearing cases, the subjects the panels heard (i.e., rent, compensation, labor, taxes, etc), and the timing and location of court hearings. Civil and criminal cases are now being heard in both court buildings whereas previously the circuit clerks, files and hearing rooms for civil cases were in one building with criminal proceedings in another. From a lawyer's perspective, there is probably little else that would have been more disruptive than to arrive at the court to discover the case he or she had been presenting to the same panel of judges in the same hearing room for close to a year had been moved to a different building and would be heard by a new set of judges with no previous experience with the case or subject matter.

The Chief Justice moved ahead with these changes despite concerns expressed by the project and others in the Ministry of Justice, because he believed a major problem in the system is corruption among the circuit clerks. He hoped that by instituting these changes, he would be able to disrupt linkages between lawyers and the circuit clerks and have a positive impact on corruption, which was his mandate when he was appointed to this position at the North Cairo Court.

Appendix 2, "Court User's Satisfaction Survey (2001)" is a summary comparing the results of the previous years' Lawyers' Surveys, which may be useful while reviewing the following analysis.

Administrative Processes:

Overall, the level of satisfaction with the court administration processes remained the same despite noticeable changes in the following specific areas. A more detailed breakdown of the survey is included in Appendix 2.

- *Acknowledgement (Service)* – the increase in satisfaction improved significantly from last year with the introduction of registered mail notification in addition to use of the process servers. Despite an increase in the amount of time it takes for service, lawyers seemed to feel the service was more assured this way.

- *Receipt of original documents (Archives)* – the improvement here is attributable to renovations undertaken this year to the Archives Dept. Once the renovations are finished next year, this number will hopefully increase further.
- *Fees Assessment, Fees Review and Fees Payment* – these three areas showed a marked decrease in satisfaction. From the comments in the Lawyer's Survey, it appears the consolidation of the taxes department at the front counter with commercial and civil litigants has made the case initiation process more crowded. The project is in the process of reengineering the front counter system to add more cashiers and enlarge the intake area.

Disposition Processes:

The level of satisfaction with the disposition process decreased slightly from last year overall. The following areas showed more significant changes:

- *Respecting court starting time* – The number one complaint in the comments section of the Lawyer's Survey was that hearings do not begin on time.
- *Responsiveness to defense claims* – This number was almost a point lower than last year, but seems to vary from year to year and may be linked to the how full the docket for panels are. When there are a lot of cases on the hearing rolls, judges are less inclined to hear defense claims.
- *Postponement duration* – The decrease here may be attributable to increased judicial involvement in the Shura elections and syndicate elections as well as the People's Assembly elections. The court created delegated panels, which met to hear cases that were not before them, simply in order to postpone them until the regular panels could become available.
- *Review of the case file before hearings* – there was actually substantial improvement in this category, which may be attributable to the addition of three new panels at the court and the addition of a fourth judge on several three-judge panels.

Finally, although there was a slight improvement in the level of satisfaction with the time for experts' reports to be completed the fact that this item is the lowest of all processes in terms of lawyer satisfaction warrants mention.

Court Buildings and Customer Service Processes:

This year saw a significant decline in the court buildings and customer service section, mainly due to the changes mentioned in the introduction.

- *Ground floor filing location* – lawyers continue to be highly satisfied with the changes made to the filing location.

- *Two court hearing shifts* – This indicator showed the sharpest decline out of all the indicators in the lawyers' survey. When the changes were instituted rearranging the composition of the judicial panels, many lawyers were unsure if they needed to attend morning or afternoon panels. Judging from the comments received, dissatisfaction regarding these changes was reflected in this indicator.

Result Number C.1: Improved efficiency of two pilot court systems

Indicator: *Reduction in case processing time*

Introduction:

This is the fourth year the Court Administration Team followed Case Management Consultant David Steelman's method of statistical sampling and analysis that he used in his earlier work with the Project. This year our sample size was 544 cases, higher than last year's sample of 425 cases.

The sampling technique used in this year's report was consistent with the sampling technique employed for the 2000 report. The sampling technique is designed to provide a cross-section of all categories of cases closed during a 12-month period from October 1, 2000 to October 1, 2001. Data samples were obtained by court staff under guidelines set forth by the project, however direct supervision of the data gathering was limited. Review of the data collection forms shows potential inconsistencies in the information gathered. Several questions were eliminated from the data collection form this year as the information was not necessary for the results reporting.

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

Number planned for 2001: 13.3 months (399 days)

Number achieved in 2001: 12.7 months (381 days)

Reason for result: The number achieved in 2001 exceeds the original goal for the end of the project, although it does represent an increase of about a month compared to last year. This most likely reflects the judicial hiatus that occurred in October and November of last year and April of this year due to judicial oversight of elections. Since the court was not really in session for those three months, case processing ground to a virtual halt. For example, out of a sample of 544 cases, only 6 were closed in November, compared to 98 in March or 55 in February.

We also noted last year that our sample had a high percentage of new cases included and suggested next year's results would show a less significant decline or increase. When we look at the ratio of cases over 600 days old (older cases) in our sample this year as compared to last year, we note a 19% increase between the two years in the amount of older cases. With a higher proportion of older cases being closed than newer cases, the average time from filing to disposition will inevitably increase. This may also be attributable to a slightly larger percentage of cases in our sample that have been referred to the Expert Department.

Unit of Measure 2: Average number of days taken from case filing to disposition in cases sent to the Expert Office	
Number planned for 2001: 21.3 months (640 days)	Number achieved in 2001: 31.5 months (1037 days)

Reason for result: There was a significant increase in the amount of time it took to process cases sent to the Experts Office. However, this does not seem to be related to activities inside the Experts Office itself, but to activities within the court as the time cases spent at the Experts Office this year decreased significantly. Again the large amount of time the court did not process cases due the national elections accounts for the increase in disposition time.

Unit of Measure 3: Average number of months from case filing to final decision in cases <u>not</u> sent to the Expert Office	
Number planned for 2001: 9.6 months (290 days)	Number achieved in 2001: 7.4 months (224 days)

Reason for result: The number achieved this year is well within the project's planned goal for year, although it represents a slight increase from last year. However, despite the overall increase in case processing time of about two months, the average time from filing to disposition for these non-Expert cases only increased by 22 days, slightly under a month.

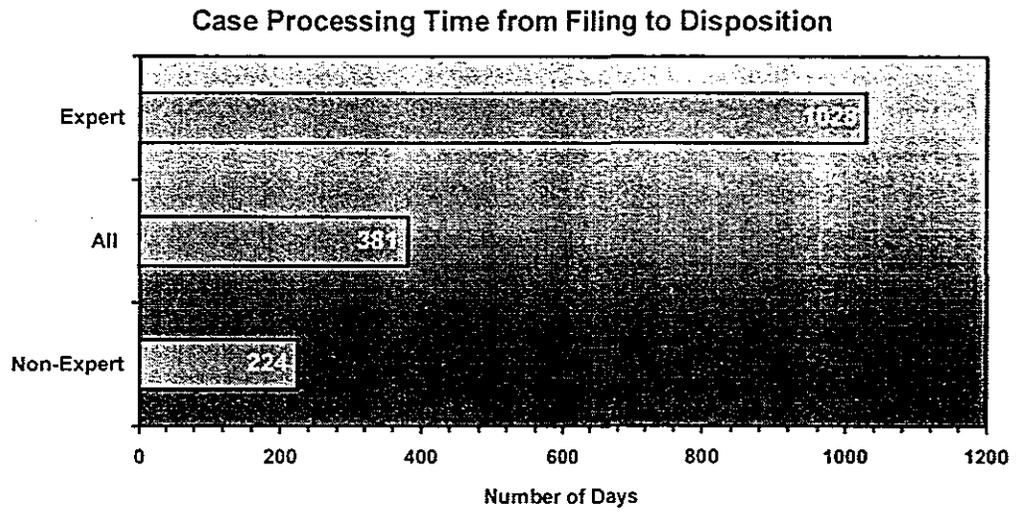


Fig. 1

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 2001: 50 days

Number achieved in 2001: 42.3 days

Reason for result: The days consumed between filing and first hearing increased slightly, but more than exceeded the number planned for the end of the project. This appears to be on target with expectations, as the law requires a first hearing to be held between 15 and 60 days after the case is filed. Therefore, the average number of days between filing and first hearing should be in the range of 40 days. The implementation of the CIRN ensures all first hearings continue to be scheduled within these parameters.

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

Number planned for 2001: 15 days

Number achieved in 2001: 22.4 days

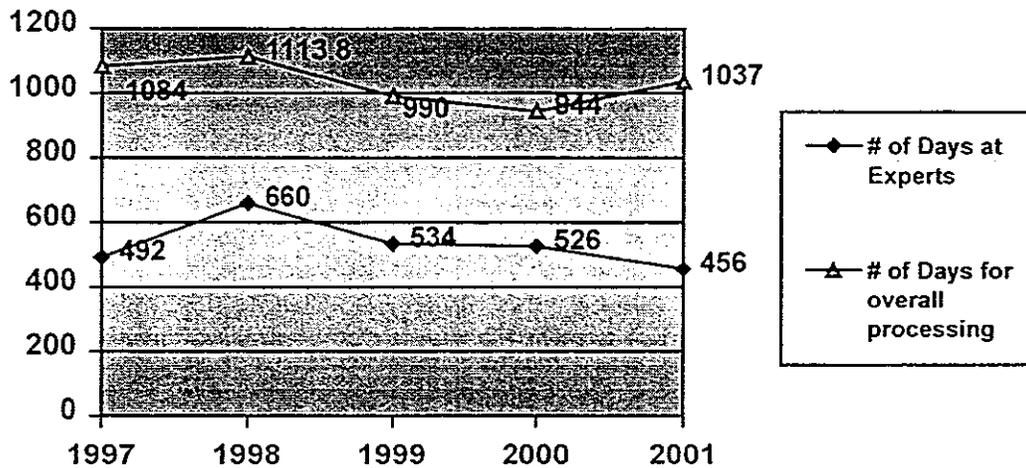
Reason for result: Days consumed in service went up this year by 3 days, the highest level since the project began. The Ministry of Justice had sponsored a law in 1999 in response to the project's recommendation that allows litigants to be served by registered mail. However, the existing law that requires notice to be served by process servers from the court has not yet been repealed. This has led to a duplication of effort and has increased processing time.

Unit of Measure 3: Days consumed in the expert process from referral to final expert opinion	
Number planned for 2001: 300 days	Number achieved in 2001: 456 days

Reason for result: Time consumed in the expert process has shown a decrease despite an overall rise in case processing time for cases referred to this department. However case-processing time may not necessarily be dependent on this variable. In 1998 there was a sharp increase in the time consumed at the Experts Department, but the corresponding increase in case processing time was less dramatic as shown in the graph below.

Fig. 2

Cases at NCC sent to Experts Department



The project has not worked directly with the Experts Department, but has attempted to improve the process by which they receive cases. The project did form a committee that included the expert referrals supervisor for the court office, a follow-up judge and two judges interested in case management. The committee submitted its recommendations to the chief justice as to how to reengineer the paper and people flow.

A unit for reviewing case files once they were received from the Experts Office was added to ensure the files would be returned to the Experts department immediately if the documents were not completed. Also, the case files sent to the Experts department are now being handed directly to the Experts court office rather than to the court mail office and then to the Expert court office. It is hoped that these changes will make the flow of cases between the court and Experts Department more efficient.

Unit of Measure 4: Days consumed in the opinion process from first date of last hearing to publication of court opinion
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Number planned for 2001: 21 days

Number achieved in 2001: 28.2 days

Reason for result: This number remained about the same as last year, with a decrease of only one day. The Chief Justice has discussed setting up a room for judges to have access to legal research CD-ROMs at the court. This might have an effect on opinion times.

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 2001: ALL (8)	Number achieved in 2001: 4

Reason for result: The taxes department was moved downstairs from the sixth floor to the front counter where the CIRN system is located and will be processed with the civil and commercial cases. Four procedures were re-engineered, all related to streamlining case-filing procedures at the front counter on the ground floor. With the new automated system, fees estimation, fees collection, panel assignment and first hearing date selection are all handled by the same clerk, working on the CIRN.

Unit of Measure 2: Number of procedural steps simplified and re-engineered in the service process	
Number planned for 2001: ALL (12)	Number achieved in 2001: 6 – TOTAL

Reason for result: Cumulatively 6 steps were reengineered over the life of the project. Last year, the project had recommended that the court cease to use process servers to notify litigants of court proceedings and instead use the postal service’s registered mail system. Registered mail is being employed, however, process servers are still required to serve litigants in person, which leads to a duplication of effort.

Unit of Measure 3: Percent of cases referred to the Expert Office	
Number planned for 2001: 15%	Number achieved in 2001: 19.7%

Reason for result: The number achieved this year represents an increase of about one percentage point compared to last year. The project has continued to encourage judges to limit referrals to the Experts department as it seems to increase case processing time at least four-fold. The number is still less than what was achieved in 1998. Once events in the CMA system are updated with increasing regularity and accuracy, we will have a better sense of the percentage of pending cases at North Cairo Court that are sent to the Experts to see whether the numbers in our sample are representative.

Unit of Measure 4: Number of procedural steps simplified in the Expert Office	
Number planned for 2001: 2	Number achieved in 2001: 0

Unit of Measure 5: Number of procedural steps simplified in the Court related to the expert process	
Number planned for 2001: ALL (12)	Number achieved in 2001: 3

Reason for result:

The Project formed Experts Committee in the court headed by the followup judge for Experts that recommended internal court staff who supported the Experts department be consolidated into one location. Another recommendation from the committee was that the clerks bring the case files to the Experts office within the court themselves and signed it in and out. This eliminates inter-court mail system, which apparently was a source of delay. It also requires clerks to take responsibility for the files' whereabouts. In addition, all case files are reviewed by a unit officer in the Experts Department at the court prior to going to the Experts Office to make sure that the files are complete.

Unit of Measure 6: Number of procedural steps simplified in the opinion process	
Number planned for 2001: ALL (10)	Number achieved in 2001: Cumulative -- (5)

Reason for result: The project has continued to work with judges to encourage them to submit their opinions to the typing pool on diskette, which saves time in processing. More judges this year than last year are participating in this system, but the number is still less than half.

Unit of Measure 7: Number of court hearings conducted per case	
Number planned for 2001: 7	Number achieved in 2001: 6.9

Reason for result: The average number of court hearings held per case, increased in 2001, as expected, due to the judicial oversight of national elections and other subsequent elections. The court created delegated panels which met to hear cases that were not before them, simply in order to postpone them until the regular panels could become available. The average number of hearings for cases with Experts referrals was 16.6; for cases without Expert referrals the number was 4.6.

The project continues to encourage judges to exercise more control in managing cases by reducing the number of unnecessary hearings and to shorten the length of time between hearings when they feel a postponement is necessary.

Unit of Measure 8: Average number of continuances granted per case	
Number planned for 2001: 6	Number achieved in 2001: 5.9

Reason for result: This measure corresponds roughly to the number of hearings per case, on the average it is one less than the total number of hearings. When the number of hearings decreases, we would expect to see a decrease in the number of continuances as well.

Unit of Measure 9: Number of administrative duties assigned to judges	
Number planned for 2001: 4	Number achieved in 2001: 6

Reason for result: The law requires certain administrative duties assigned to judges to be performed by them. There was a proposed law before the People's Assembly to remove certain duties from the panel judges and give them to the civil attorney, however this law has not been taken up for the past two years. The project continues to encourage judges to delegate administrative tasks to their clerks than can be delegated, however there are judges who prefer to retain control of certain tasks.

<p>Indicator : Increase in use of court automation system to process new and pending cases</p>

Methodology: Although this section was not part of the original evaluation design, last year's report recommended including a section on the Case Management Application indicators that would report on these indicators. The following units of measure are designed to provide an overview of the operational status of the CMA system. It should be noted that the numbers for 2000 reflect usage for a three-month period, beginning when the system went live in September 2000.

Definitions:

To the CMA, an **event** is something that happens in a case, for example, a document having been filed; panel decisions (e.g. request for expert opinions, judgments, service orders, etc.); or something having happened (e.g. a hearing, postponement, etc.). Every event in the case history is either a past event that has happened or a pending event that is expected to happen.

A "circuit" is a subset of a "panel". A "panel" is a set of 3 or 4 judges who meet together as different "circuits". A "circuit" is the same set of 3 or 4 judges when they meet on certain days to hear certain case types.

Unit of Measure 1: Number of cases entered in the CMA system*	
Number achieved in 2000: 3058	Number achieved in 2001: 55,063

Note: This number reflects the number of pending cases in the system. The actual number of cases entered into the CMA system is greater, however we are not including closed cases.

Unit of Measure 2: Number of lawyers listed in the CMA database	
Number achieved in 2000: 1,718	Number achieved in 2001: 16,312

Unit of Measure 3: Number of <u>litigant parties</u> entered in the CMA database	
Number achieved in 2000: 15,130	Number achieved in 2001: 294,640

Unit of Measure 4: Number of <u>circuits</u> entering case data	
Number achieved in 2000: 75	Number achieved in 2001: 112

Note: the 112 circuits represent all relevant circuits.

Unit of Measure 5: Number of <u>events</u> entered in the CMA database	
Number achieved in 2000: 2,539	Number achieved in 2001: 129,387

Result Number C.1: Improved Efficiency of Two Pilot Court Systems (Ismailia)

Indicator: *Reduction in case processing time at the Ismailia Court*

Results from Ismailia Court of First Instance were not originally included in the project monitoring and evaluation report. However, beginning in 1999, the Ismailia court management asked to be included and has actively begun monitoring data and installing procedural training. The project introduced automated systems in Ismailia Court until Fall of 2000.

This year, work in Ismailia intensified with the installation of the CMA system, which began live operation in June. All 3500 pending cases in Ismailia have been entered in the CMA. Both Courts have begun the process of updating case data information to enable the system to produce daily hearing rolls, case information, certificates of case status. Ministry of Justice required statistical reports, final judgment information, case age information, and other aggregate data needed to monitor case delay.

The numbers from Ismailia this year show an increase in case processing time as a result of the previously noted judicial hiatus in the fall of 2000 and the spring of 2001. In addition, a close examination of last year's sample reveals several anomalies. In the 2000 case sample, there were no cases over 600 days old, this year there were 17. Also, of the 40 cases in the sample that were referred to the Experts department in 2000, all but one was a Tax case. This year there is a wider range of case types in the group of 44 cases sent to the Experts (17 Civil cases, 23 Tax cases, 2 Rent cases, 2 Labor cases).

While the data may be correct, the project would not want to make broad generalizations about changes and improvements to court processes based on these data samples. Next year, the project will have statistics from the CMA system that should give us a more accurate picture in regards to case processing and backlog.

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

Number achieved in 1999: 193.7 days
Number achieved in 2000 :103.6 days
Number achieved in 2001: 199.2 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 2000: 512.8 days

Number achieved in 2000: 219.8 days

Number achieved in 2001: 630.8 days

Note: Last year's sample contained 40 cases that had been sent to the Experts Office, the oldest case took 387 days to process. This year's sample contained 44 cases sent to the Experts office, out of those 44 closed cases, 21 were over 387 days old, and 17 were over 600 days old. The oldest case in this year's sample took 2,182 days to process. As mentioned above, the chief justice has focused on reducing the backlog of older cases. The data suggests more older cases are being closed this year than last. Next year, statistics from the CMA should give us a more precise idea as the reduction in pending caseload.

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

Number achieved in 1999: 69.9

Number achieved in 2000: 89.9 days

Number achieved in 2001: 144.9 days

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 1999: 28.3

Number achieved in 2000 :30.5 days

Number achieved in 2001: 40.7 days

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

Number achieved in 1999: 7.8 days

Number achieved 2000: 8.8 days

Number achieved in 2001: 9.25 days

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

Number achieved in 1999: 303.4

Number achieved in 2000: 104.4

Number achieved in 2001: 435.9 days

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

Number achieved in 1999: 31 days

Number achieved 2000: 18.5 days

Number achieved in 2001: 21.1 days

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

Methodology: "System" in this indicator is defined as either a computer application ("computer system") or a manual set of procedures ("non-computer system"). Training data is collected by the Judicial Education Department, through which all AOJS training activities are routed for monitoring and reporting purposes. The number of participants trained that appears is an aggregate number that reflects the total number of participants enrolled in a given number of courses. Based on the project assessment of training needs, many participants may receive more than one course. A detailed breakdown of the courses conducted this year appears in Appendix 1.

Unit of Measure 1: Number of judges trained each year on computer systems

Number planned for 2001: 36

Number achieved in 2001: 296

Reason for result: The large number of judges receiving computer training as opposed to planned numbers is largely attributable to a series of courses conducted at the NCJS's Personal Computer Literacy Laboratory (PCLL) on Windows and other basic computer skills for approximately 145 judges, and a course on Word 97 for 105 judges. The remainder of the computer courses this year are related to CMA training. The results for this unit of measure have varied substantially over the past four years compared to planned number, because when the AOJS Monitoring & Evaluation Plan was written in 1997, it was envisioned that the 80 Judges Home PCs (Task 6) would be distributed incrementally over the first three years of the project (1998 - 2000).

Unit of Measure 2: Number of judges trained each year on non-computer systems

Number planned for 2001: 80

Number achieved in 2001: 306

Reason for result: The newly-revised course for Chief Judges accounts for approximately half of the judges trained on non-computer systems this year. Response to this course was very positive. Participants cited the interaction with each other and with the presenters as one of the main strengths of the program. One said the focus on practical issues in the judges' every day work was very helpful.

Unit of Measure 3: Number of <u>staff</u> trained each year on <u>computer</u> systems	
Number planned for 2001: 80	Number achieved in 2001: 882

Reason for result: AOJS training for staff on computer systems continued to increase dramatically, due to both the introduction of the CMA system to the courts, and the increased number of Windows and Word course iterations conducted at the PCLL. NCJS offered courses at the PCLL to 400 participants from the North Cairo Court, South Cairo Court and Prosecution Department on Windows 98 and Word 97. Another 316 participants received CMA-related training.

Unit of Measure 4: Number of <u>staff</u> trained each year on <u>non-computer</u> systems	
Number planned for 2001: 20	Number achieved in 2001: 20

Reason for result: The focus of this year's training for court staff was on computer related systems, however two non-computer courses were offered, one focusing on Training Administration and the other focusing on Customer Service for Technical Support.

Indicator: Increase in number of Judges' home PC's installed

Unit of Measure 1: Increase in number of judges home PCs installed

Number planned for 2001: n/a

Number achieved in 2001: n/a

Reason for result: The project procured, configured and installed Arabic software on 80 Toshiba laptop computers in 1998. During the first quarter of 1999, 75 judges were selected to receive laptops. The remaining five were delivered to the JIC to be used as replacement stock in the event of laptop malfunction.

Consequently, the targets for this Indicator have been revised to reflect that the total cumulative targets were achieved in 1999, i.e., no targets are set for 2000 - 2001.

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*

Methodology: The judges' home PC activity aimed at providing training and various types of computerized legal research to selected judges panels in the pilot courts. In 1999, 75 judges were provided with laptop computers and trained on the "How to use the Internet," the Databank Co. commercial package, "Egypt's Legislation on the Internet," and a commercial CD-ROM encyclopedia package containing Egypt's Legislation and Court of Cassation rulings.

For the purpose of this indicator, the term "access to the legal system" is defined as "access to the legislations and rulings via computer." The targets set for this indicator were based on assumptions that the Judges Home PC activity would provide judges with access to computers on which they would be trained to conduct legal research.

Unit of Measure 1: Number of judges and court staff trained on legal research databases	
Number planned for 2001: 0	Number achieved in 2001: n/a

Unit of Measure 2: Number of judges and court staff provided access to legal research databases	
Number planned for 2001: 0	Number achieved in 2001: n/a

Reason for result: During Year 3, the project evaluated the use and effectiveness of the laptop PCs and the Internet legal research option. The project found that low usage was attributed to Judges' dissatisfaction with the on-line service due to difficulties associated with Internet access and an unwieldy legal research tool.

In an effort to provide the MOJ with alternatives for legal research, the project identified a CD-ROM based private sector product, "Egypt's Legislation," that includes all presidential and ministerial decrees, and laws dating from 1952 to the present. The vendor provides annual updates. The project purchased 75 CD-ROM packages for the judges on the experimental panels in Y2000. They were provided training by the vendor before having the CD-ROMs installed on their laptops.

In addition to the experimental panel judges The National Center for Judicial Studies was provided several sets of CD-ROM Legal Research Encyclopedias containing Egypt's Legislation and the Court of Cessation Rulings, for use as a training tool.

As a result of the positive reaction from the judges concerning the new technology, the Ministry of Justice has contracted to buy 5000 computers, which they will make available at cost to the judges. The Ministry has made Two thousand computers available so far, and three-quarters (1500) have already been purchased.

Result Number C.2: Judges more knowledgeable 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 2001: 15%

Number achieved in 2001:
18.5%

Reason for result: The Judicial Training Team used the pre- and post- test scores from the following courses as the annual average: three iterations of the New Chief Judges Orientation, and two iterations of the Positive Role of the Judge Program. The number achieved exceeded the target 15% increase in knowledge. As noted in previous years, the 15% target was designed as a stand-alone number from year to year for two main reasons. First, different groups of new and experienced judges attend the judicial education courses at NCJS, with each individual judge having different degrees of professional experience and knowledge of Egyptian civil law. Second, NCJS does not have control groups for any of its training programs. Next year, the training team plans to compile a cumulative number for the for the average difference in pre- and post-testing over the life of the project.

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

<u>Unit of Measure 1</u> : Number of standard forms added	
Number planned for 2001: 7	Number achieved in 2001: 7

Reason for result: Several new forms were added to the PCLL; others were developed for the Training Concepts Workshop, the Basic Training of Trainers program and the New Chief Judges program. With the new forms added this year and the large number of standard forms developed last year for the PCLL manual, this completes the work envisioned under this indicator. Next year, the Training Team will focus on working with NCJS staff to institutionalize use of the current forms, and ensure that they are being utilized properly. This indicator will be eliminated next year.

<u>Unit of Measure 2</u> : Number of automated systems added	
Number planned for 2001: n/a	Number achieved in 2001: n/a

Reason for result: This measurement was completed in 1998, with the implementation of the NCJS Office Automation System (LAN), and the Personal Computer Literacy Lab.

Unit of Measure 3: Number of policies/ procedures added to the NCJS	
Number planned for 2001: 3	Number achieved in 2001: 3

Reason for result: With the assistance of the Judicial Education team, the NCJS developed an annual training calendar for the PCLL with a schedule of courses offered. This new procedure will facilitate course planning and also make it easier for judges and others in the Ministry to enroll in courses as they will be aware of training events well in advance. The team also produced a Pre-/Post-Test Reference guide in conjunction with the New Chief Judges program that explains how such tests should be utilized. The guide was then used to develop the pre- and post-tests for a number of courses offered at the Center. A training needs survey instrument was also developed and utilized to obtain feedback from MOJ staff regarding their areas of interest for computer training courses.

Unit of Measure 4: Number of manuals developed	
Number planned for 2001: 1	Number achieved in 2001: 3

Reason for result: The Judicial Education team developed a Training Process Administration manual, a Trouble-shooting and Basic Maintenance reference manual for PCLL instructors and a manual for the New Chief Judges program. The Training Process Administration manual contains a detailed checklist concerning the logistics for course preparation to assist the course coordinators.

Indicator: *Increase in number of trained faculty members*

Unit of Measure 1: Number of judges trained	
Number planned for 2001: 40	Number achieved in 2001: 42

Note: Unit 2 was eliminated from the Project Plan, and the indicator for Case Management training is now included in the number of judge faculty.

Unit of Measure 3: Number of new judge orientation faculty trained	
Number planned for 2001: 5	Number achieved in 2001: 25

Reason for result: NCJS faculty participated in a Masters Training of Trainers program for faculty, a course on Training Administration and a Regional Training of Trainers program. In addition to these programs, 25 new faculty members were given basic Training of Trainers instruction for the judicial orientation program. In total, 42 faculty members were trained, exceeding the target numbers in Units of Measure 1 & 3. Next year, training for New Judge Orientation faculty will be the sole responsibility of the NCJS and this indicator will be eliminated.

Note: Unit 4 was eliminated from the Project Plan, since the concept of training senior judges to "mentor" new judges was abandoned.

Result number C.2.2: Enhanced curriculum at the National Center for Judicial Studies (NCJS)

Indicator: *Increase in number of new courses implemented*

Unit of Measure 1: Number of Civil Law courses

Number planned for 2001: 3

Number achieved in 2001: 3

List of courses: Although these courses were offered by providers outside AOJS, the project seized the opportunity to collaborate with NCJS and the training provider to ensure that faculty members trained by the project were involved in the development these courses.

The four courses include: New Chief Judges program, Enhancing the Judicial System Workshop, Regional Positive Role of the Judge.

Unit of Measure 2: Number of administrative management courses

Number planned for 2001: 4

Number achieved in 2001: 3

List of courses: In conjunction with the DT2 project, AOJS implemented an off-the-shelf program entitled Concepts of Training Program Administration, focusing on basic strategies and approaches for planning and organizing training programs. In addition, two other programs, a Master Training of Trainers program, and a Pilot Basic Training of Trainers program, developed during the Master TOT program, were implemented.

Unit of Measure 3: Number of staff courses

Number planned for 2001: 4

Number achieved in 2001: 3

Reason for result: Two Pilot Basic Training of Trainers courses were developed for NCJS staff this year. In addition to these courses, the Judicial Education team arranged for several staff members to attend a three-week long study tour in the United States focusing on training center management.

Unit of Measure 4: Number of computer courses	
Number planned for 2001: 3	Number achieved in 2001: 3

Reason for result: Although a record number of staff and judges underwent computer training this year, most of the schedule was taken up with courses on the new CMA system leaving little room for other courses to be added to curriculum. The NCJS developed and implemented a PC Trouble-shooting course for NCJS PCLL instructors. The project also assisted NCJS in the development of new courses in Microsoft Word 97 and Windows 1998.

Indicator: *Increase in the number of evaluation instruments*

Unit of Measure 1: Number of course-related instruments	
Number planned for 2001: 5	Number achieved in 2001: 5

Unit of Measure 2: Number of faculty-related instruments	
Number planned for 2001: 2	Number achieved in 2001: 1

Unit of Measure 3: Number of participant-related instruments	
Number planned for 2001: 2	Number achieved in 2001: 4

Unit of Measure 4: Number of overall program instruments	
Number planned for 2001: 4	Number achieved in 2001: 6

Reason for result: Several new course-related evaluation instruments were developed for the New Chief Judges Program, the Basic TOT program and the Positive Role of the Judge program. The PCLL manual, completed in January of this year, contains a variety of models of evaluation instruments, which can be revised and tailored to meet the course needs.

Recommendations Through Lessons Learned (2001):

Last year's report made several recommendations from lessons learned which were incorporated into this year's report. AOJS staff developed additional targets that were added to the performance data table for the final project year. Staff worked closely with data collectors at North Cairo to improve data reliability and several questions not deemed necessary to the overall report were eliminated from the data collection forms in order to make the process smoother.

The project had hoped to utilize comprehensive case data from the CMA system in order to compare the information gathered from the case sample with reliable, comprehensive statistics. Unfortunately, not all the data entered in the CMA has been updated to reflect past events.

A list of recommendations for next year's report follows below:

1. Next year's results report should combine sampling data with CMA statistics at North Cairo Court and Ismailia as available.
2. The project should attempt to exercise tighter control over the data collection process.

Annex # 1

Judicial Education Training Breakdown

Result No. C.1.1: Improved Administration of Two Court Systems

Indicator: Number of judges and staff trained on new systems

Unit of Measure	Year	# of Participants/ Programs/Documents/Forms	Reference
1. Number of judges trained each year on computer systems	2001	296	5 CMA Data Entry/NCC 3 CMA M and R/NCC 2 PC Troubleshooting 147 Windows/BCS 105 Word 97 1 Lotus Notes/Dom 5 CMA Concepts/Role 28 Overview and Management and Reporting functions Training Program for Chief Judges
2. Number of judges trained each year on Non-Computer systems	2001	306	36 TOT 66 Enhancing the Judicial System (IDLI) 41 Positive Role 133 New Chief Judges 22 Chief Justices 5 Regional Judicial Reform (IDLI) 3 Concepts of Training Program Admin.
3. Number of Staff Trained Each Year On Computer Systems	2001	882	22 CMA Concepts/NCC 52 CMA Data Entry/NCC 169 CMA M and R/NCC 50 CMA Data Entry/ISC 50 CMA M and R/ISC 30 Abb. Windows/BCS 83 Lotus Notes/Domino 8 PC Troubleshooting 24 Windows NT 197 Windows 98 197 Word 97
4. Number of Staff Trained Each Year On Non-Computer Systems	2001	20	12 Training Administration 8 Customer Service for Tech Supp

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Result No. C.1.2: Increased Access to Legal Information in Two Pilot Court Systems			
Indicator: Increased percentage of judges and court staff with access to legal system			
Unit of Measure	Year	# of Participants/ Programs/Documents/Forms	Reference
1. Number of judges and court staff trained on legal research databases	2001	0	N/A

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	# of Participants/ Programs/Documents/Forms	Reference
Annual average differences in pre- and post-test scores	2001	5 Programs (3 Iterations of the New Chief Judges Program and 2 Iterations of the Positive Role of the Judge Program)	18.5 %

Result No. C.2.1 Enhanced Educational Infrastructure at NCJS			
Indicator: Increased number of educational mission-related administrative systems			
Unit of Measure	Year	# of Participants/ Programs/Documents/Forms	Reference
1. Number of standard forms added	2001	7	2 PCLL Forms 2 Training Concepts Forms 1 New Chief Judges Pre-/Post Test Results Table 2 Basic TOT Pre-/Post Test and automated final Evaluation
3. Number of policies/procedures added to the NCJS	2001	3 Procedures	1 New Chief Judges Pre-/Post Test Reference 1 New Chief Judge Pre-/Post Test Participant # Coding 1 PCLL
4. Number of manuals developed	2001	3	1 Training Process Administration Reference 1 Trouble-shooting and Basic Maintenance reference manual for PCLL instructors 1 New Chief Judges

Indicator: Increased number of trained faculty members			
Unit of Measure	Year	# of Participants/ Programs/Documents/Forms	Reference
1. Number of judges trained	2001	17	11 TOT/Masters 3 Training Process Administration 3 Regional Basic TOT
3. Number of new judge orientation faculty trained	2001	25	25 NCJS Pilot Basic TOT (10 + 15)

Result No. C.2.2 Enhanced Curriculum at NCJS			
Indicator: Increased number of new courses implemented			
Unit of Measure	Year	# of Participants/ Programs/Documents/Forms	Reference
1. Number of civil law courses	2001	4	2 IDLI 1 New Chief Judges 1 Regional Positive Role of the Judge
2. Number of admin. management courses	2001	3	1 Training Process Administration 1 TOT/Master 1 Pilot Basic TOT
3. Number of staff courses	2001	2	1 Pilot Basic TOT 1 Basic TOT
4. Number of computer courses	2001	3	1 PC Troubleshooting 2 PCLL courses (Windows 98 and Word 97)

Indicator: Increased number of evaluation instruments			
Unit of Measure	Year	# of Participants/ Programs/Documents/Forms	Reference
1. Number of course-related instruments	2001	5	2 New Chief Judges 2 Positive Role of the Judge 1 Basic TOT
2. Number of faculty-related instruments	2001	1	1 New Chief Judges
3. Number of participant-related instruments	2001	4	2 Basic TOT 2 New Chief Judges
4. Number of overall program instruments	2001	6	2 New Chief Judges 2 Positive Role of the Judge 2 Basic TOT

Annex # 2

Lawyers' Survey Results

On a scale of 1 to 5: 1 = not acceptable, 5 = very good

Court Administration processes (clerks)	1997	1998	1999	2000	2001	Last change	Lawyers' Comments
Fees assessment	2.8	3.1	3.4	3.8	3.2	-0.6	
Fees review	2.8	3.0	3.3	3.9	3.0	-0.9	
Fees payment	2.1	3.0	2.7	3.0	2.7	-0.7	
Case microfilm	1.1	2.2	1.6	1.6	2.0	0.4	
Determining circuit and date	3.2	3.4	3.4	3.7	3.3	-0.4	
Schedule (indexing)	3.3	3.3	3.4	3.7	3.2	-0.5	
Acknowledge (service)	1.4	2.1	2	1.3	2.4	1.1	
Court copies	2.3	2.6	2.7	2.0	2.3	0.3	
Receiving orig. documents	2.8	2.8	2.7	2.1	2.5	0.4	
Collection unit (claims)	1.8	1.8	2.1	1.4	1.9	0.5	
Admin. Avg. 1	2.4	2.7	2.8	2.7	2.7	0.0	

Disposition process (judges)							
Respecting court start time	1.2	1.8	1.5	2.7	1.7	-1	
Session discipline and attendance	1.5	3.2	2.6	3.2	2.9	-0.3	
Time for parties response	1.8	2.0	2	2.0	1.8	-0.2	
Responsive to defence claims	2.4	2.8	2.4	3.0	2.1	-0.9	
Timely disposition	1.6	2.2	1.9	1.9	1.7	-0.2	
Postponement duration	2.3	2.5	2.7	3.2	2.3	-0.9	
Expediency to send to experts	3.0	2.9	2.3	3.1	2.3	-0.8	
Knowledge of law	3.5	3.1	2.8	3.5	2.8	-0.7	
Reviewing of case file	2.3	2.4	2.3	1.5	2.3	0.8	
Session minutes accuracy	2.5	2.7	2.7	1.7	2.3	0.6	
Time for experts reports	1.0	1.2	1.2	1.3	1.5	0.2	
Disposition Avg. 2	2.1	2.4	2.2	2.4	2.2	-0.2	

Improvement in two court buildings							
Ground floor filing location	N/A	4.1	4.9	4.7	4.9	.2	
Two court hearing shifts	N/A	2.3	3.4	3.1	1.9	-1.2	
<i>Court bldg. and customer service Avg. 3</i>		3.2	4.1	3.9	3.4	-.5	
Combined Avg.	2.2	2.8	3.0	3.0	2.8	-0.2	

Percentage of confidence in pilot court efficiency	45%	56%	61%	61%	56%	-5%	
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Court Administration

processes (clerks)	1997	1998	+/-		1999	+/-		2000 +/-		2001	+/-		Cummulative		
Fees assessment	2.8	3.1	0.3	6.0%	3.4	0.3	6%	3.8	0.4	8%	3.2	-0.6	-12%	0.4	8.0%
Fees review	2.8	3	0.2	4.0%	3.3	0.3	6%	3.9	0.6	12%	3	-0.9	-18%	0.2	4.0%
Fees payment	2.1	3	0.9	18.0%	2.7	-0.3	-6%	3	0.3	6%	2.7	-0.3	-6%	0.6	12.0%
Case microfilm	1.1	2.2	1.1	22.0%	1.6	-0.6	-12%	1.6	0	0%	2	0.4	8%	0.9	18.0%
Determining circuit and date	3.2	3.4	0.2	4.0%	3.4	0	0%	3.7	0.3	6%	3.3	-0.4	-8%	0.1	2.0%
Schedule (index)	3.3	3.3	0	0.0%	3.4	0.1	2%	3.7	0.3	6%	3.2	-0.5	-10%	-0.1	-2.0%
Acknowledge (service)	1.4	2.1	0.7	14.0%	2	-0.1	-2%	1.3	-0.7	-14%	2.4	1.1	22%	1	20.0%
Court copies	2.3	2.6	0.3	6.0%	2.7	0.1	2%	2	-0.7	-14%	2.3	0.3	6%	0	0.0%
Receiving orig. docs	2.8	2.8	0	0.0%	2.9	0.1	2%	2.1	-0.8	-16%	2.5	0.4	8%	-0.3	-6.0%
Collection unit (claims)	1.8	1.8	0	0.0%	2.1	0.3	6%	1.4	-0.7	-14%	1.9	0.5	10%	0.1	2.0%
Admin Average	2.4	2.7	0.37	7.4%	2.8	0.02		2.7	-0.10		2.7	0		0.34	6.8%

Disposition process (judges)

	1997	1998	+/-		1999	+/-		2000 +/-		2001	+/-		Cummulative		
Respecting court start time	1.2	1.8	0.6	12.0%	1.5	-0.3	-6%	2.7	1.2	24%	1.7	-1	-20%	0.5	10.0%
Session discipline & attendance	1.5	3.2	1.7	34.0%	2.6	-0.6	-12%	3.2	0.6	12%	2.9	-0.3	-6%	1.4	28.0%
Time for parties response	1.8	2	0.2	4.0%	2	0	0%	2	0	0%	1.8	-0.2	-4%	0	0.0%
Responsive to defense claims	2.4	2.8	0.4	8.0%	2.4	-0.4	-8%	3	0.6	12%	2.1	-0.9	-18%	-0.3	-6.0%
Timely disposition	1.6	2.2	0.6	12.0%	1.9	-0.3	-6%	1.9	0	0%	1.7	-0.2	-4%	0.1	2.0%
Postponement duration	2.3	2.5	0.2	4.0%	2.7	0.2	4%	3.2	0.5	10%	2.3	-0.9	-18%	0	0.0%
Expediency to send to experts	3	2.9	-0.1	-2.0%	2.3	-0.6	-12%	3.1	0.8	16%	2.3	-0.8	-16%	-0.7	-14.0%
Knowledge of law	3.5	3.1	-0.4	-8.0%	2.8	-0.3	-6%	3.5	0.7	14%	2.8	-0.7	-14%	-0.7	-14.0%
Reviewing of case file	2.3	2.4	0.1	2.0%	2.3	-0.1	-2%	1.5	-0.8	-16%	2.3	0.8	16%	0	0.0%
Session minutes accuracy	2.5	2.7	0.2	4.0%	2.7	0	0%	1.7	-1	-20%	2.3	0.6	12%	-0.2	-4.0%
Time for experts reports	1	1.2	0.2	4.0%	1.2	0	0%	1.3	0.1	2%	1.5	0.2	4%	0.5	10.0%
Disposition average	2.1	2.4	0.34	6.7%	2.2	-0.22	-4.4%	2.5	0.25	4.9%	2.2	-0.3	-6%	0.10	2.0%

Court Administration

processes (clerks)	1997	1998			1999	+/-		2000 +/-		2001	+/-		Cummulative		
Ground floor filing location	n/a	4.1			4.95	0.85	17%	4.7	-0.25	-5%	4.9	0.2	4%	0.8	16.0%
Two court hearing shifts	n/a	2.3			3.4	1.1	22%	3.1	-0.3	-6%	1.9	-1.2	-24%	-0.4	-8.0%
Court Building and customer service average		3.2			4.2	0.98	19.5%	3.9	-0.28	-5.5%	3.4	-0.5		0.2	4.0%
Combined Average	2.2	2.8			3.0	0.26		3.0			2.8	-0.27	-0.06	0.21	4.3%

Percentage of confidence

in pilot court efficiency	45%	56%			61%			61%			56%				
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