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AMIDEAST

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Administration of Justice Support Project

Contract No. 263 - C - 00 - 95 - 00134 - 00

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RESULTS REPORT

YEAR 6

(January 1-December 31, 2002)

Administration of Justice Support Project (AOJS)

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

(AMIDEAST)

December 31, 2002

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Executive Summary

The Administration of Justice Support (AOJS) Project submits the results for 2002 with this report. This report includes the findings that are outlined in the performance data table and further explains these findings, with detailed conclusions taken from staff interviews and observations.

The project falls under USAID Special Objective 21: Egyptian Initiatives in Governance and Participation Strengthened, Intermediate Result 21.3: Improvements in Selected Areas of Administration of Justice. 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 the Pilot Courts – Case Processing Time and Administrative Reengineering

The results for 2002 indicate a general increase in case processing time. This increase is attributed to the fact that the pilot courts have started focusing on older cases, bringing those to final decision. The Project's sample for this year included a total of 544 closed cases from the North Cairo Court (NCC), of which 171 were cases that were older than 600 days. This represents 31.4% of all cases in the sample, and an increase of 53.9% over the percentage of older cases in last year's sample. The Project's sample from the Ismailia Court (ISC) included a total of 378 closed cases, of which 57 were cases that were older than 600 days. This represents 15% of all cases in the sample, and an increase of 352% over the percentage of older cases in last year's sample. This trend marks a highly positive phenomenon that the Project has worked to trigger throughout its life. In fact, the Project anticipated this phenomenon in previous annual reports, namely that of the courts addressing and clearing their backlog of older cases. In doing so, judges have also started assuming a more assertive role in retrieving older cases that had previously been at the experts for excessively long periods of time. The courts have also started making use of case data available in the CMA databases, especially electronic case age reports, to track older cases and to establish priorities for clearing the backlog of older cases. This is especially evident in the Ismailia Court of First Instance (ISC). In parallel, the Project continued to work closely with court management to improve data entry accuracy and timeliness. Further, the Project organized a Case Management and Case Delay Reduction Workshop in the U.S., which resulted in the development of the first draft National Plan for Case Delay Reduction by the participants. AOJS is working closely with those participants and their work units, as well as with other stakeholders involved in the process, to implement this plan and to contribute to the sustainable reduction of case delay in the future.

National Center for Judicial Studies –Sustainable Capacity Building

This year saw the establishment of the NCJS Curriculum Development Committee, by Ministerial Decree, in June 2002. The AOJS Project team worked closely with the Assistant to the Minister for NCJS Affairs to establish this Committee as part of its ongoing capacity building initiatives. The 17-member Committee is comprised of selected NCJS management staff members, senior-level judges and judicial educators, a forensics expert for the MOJ, and a legal scholar from the university community. As part of its mandate, the Curriculum Development Committee is charged with the responsibility of developing and revising all curricula for the judicial education programs implemented by NCJS. The Project assisted with the initial organizational meetings of this Committee, and oversaw the design of several reference documents and resources to establish guidelines and best practices that would drive the Committee's work and encourage model curriculum development practices at the Center on a sustainable basis.

The Project also focused on sustainable capacity building with regard to the human resources affiliated with the NCJS, the pilot courts, and the Judicial Information Center (JIC). Approximately 120 judges, over 700 court staff (clerks, court statisticians and others), and information technology specialists and administrative staff from JIC received basic computer training at NCJS's Personnel Computer Literacy Laboratory (PCLL), AOJS-driven CMA and CIRN training for Versions 3.0 of these applications, or technical training on the CIRN and CMA applications and systems. Computer training has been designed throughout to equip different groups of participants with the various technical skills that are necessary for them to manage their court automation tasks. In addition, the Project worked closely with NCJS to offer targeted training to enhance the instructional and training skills of staff and faculty. A few examples of these courses may be seen in the Training Process Administration Workshop, which was attended by program coordinators from the 22 Courts of First Instance, thus creating a network between the target courts and NCJS for improved information flow and training program coordination. Other programs that served to enhance NCJS instructional capacity were the Program Facilitation Workshop, the Evaluation Methods Workshop, and the Basic TOT course which continues to be offered by NCJS. On a parallel track, the Project continued to work closely with NCJS to monitor the implementation of transferred courses, such as the New Judge Orientation, to ensure their effectiveness and sustainability. Feedback from the participants regarding this course indicates model implementation on the part of NCJS. In addition, the Project worked on revising the Chief Judges Workshop and updating the master kit for this program in order to respond to the current training needs of this workshop's target participants. Finally, the Project team worked closely with NCJS to institutionalize the Chief Justices' Workshop, which the Center will offer as one of its core activities on an annual basis in the future.

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 June 30, 2003. 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 (NCC), 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.

EGYPT	PERFORMANCE DATA TABLE	Approved: November, 1997

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	N/A	N/A
	2003 (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)	N/A	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%	59%

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)	N/A	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	18.7

Unit of Measure 2: Average number of days from case filing to disposition cases sent to Expert Office	Year	Planned	Actual
	1997 (B)	N/A	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	1068

Unit of Measure 3: Average number of days from case filing to final decision cases not sent to Expert Office	Year	Planned	Actual
	1997 (B)	N/A	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	343

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 process to first hearing.	Year	Planned	Actual
	1997 (B)	N/A	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	41.4

Unit of Measure 2: Days consumed in service process, from filing to acknowledgement of service.	Year	Planned	Actual
	1997 (B)	N/A	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	27

Unit of Measure 3: Days consumed in expert process, from referral to final expert opinion.	Year	Planned	Actual
	1997 (B)	N/A	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	500

Unit of Measure 4: Days consumed in opinion process from date of last hearing to publication of court opinion.	Year	Planned	Actual
	1997 (B)	N/A	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	39.7

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: Numbers entered for 2001 and 2002 represent the actual number of procedures simplified per year, as opposed to total procedures reengineered over the life of the Project. Total procedures will be entered in the final completion report of the Project.	1999	3	4
	2000	1	4
	2001(T)	ALL (8)	4*
	2002 (T)	ALL (8)	2*
	2003 (T)	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: Work on Service procedures was completed in 2001.	1999	8	3
	2000	1	2
	2001	ALL (12)	6 (Total)
	2002 (T)	ALL (12)	0 N/A

Unit of Measure 3: Percentage of cases referred to the Expert Office	Year	Planned	Actual
	1997(B)	N/A	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%	30.0%

Unit of Measure 4: Number of procedural steps simplified in the Expert Office.	Year	Planned	Actual
	1997(B)*	N/A	0
	1998*	2	1
Source: Project records	1999*	6	2
Comments: Relates to internal processes within the Expert Office itself. Work completed in 2000.	2000	2	1
	2001	2	0
	2002 (T)	2	0 N/A

Unit of Measure 5: Number of procedural steps simplified in the Court related to the expert process.	Year	Planned	Actual
	1997(B)*	N/A	0
Source: Project records	1998*	2	1
Comments: Relates to internal processes within the court resulting from Expert process. *NOTE: North Cairo data only	1999*	8	3
	2000	2	1
	2001	ALL (12)	3
2003.	2002	ALL (12)	2
	2003 (T)	ALL (12)	

Unit of Measure 6: Number of procedural steps simplified in the opinion process.	Year	Planned	Actual
	1997(B)	N/A	0
	1998	0	0
Source: Project records.	1999	4	4
Comments: Work on opinion-related procedures was completed in 2001.	2000	6	1
	2001	ALL (10)	5 (Total)
	2002	ALL (10)	0 N/A

Unit of measure 7: Number of Court hearings conducted per case	Year	Planned	Actual
	1997(B)*	N/A	10
Source: Project records	1998*	9	7
Comments: Relates to total number of hearings in court during life of the case. *NOTE: North Cairo data only	1999*	8	7
	2000	7	6.7
	2001	6	6.9
	2002	6	9.1

Unit of measure 8 : Average number of continuances granted per case	Year	Planned	Actual
	1997(B)*	N/A	9.4
Source: Project records	1998*	8	6.1
	1999*	7	6
Comments: Relates to the number of times court activity postponed by Court. *NOTE: North Cairo data only	2000	6	4.9
	2001	5	5.9
	2002	5	7.1

Unit of Measure 9 : No.of administrative.duties assigned to judges.	Year	Planned	Actual
	1997(B)	N/A	16
Source: Project records	1998	16	15
Comments:	1999	10	10
	2000	8	6
	2001	4	6
	2002	4	6

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	89,275
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	19,058

Unit of measure 3 : Number of litigant parties listed in CMA database	2000(B)	N/A	15,130
	2001 (T)	N/A	294,640
Source: CMA system statistics	2002	N/A	509,878
Comments: New unit of measure			
Unit of measure 4 : Number of circuits entering case data	2000(B)	N/A	75
Source: CMA system statistics	2001	N/A	112
Comments: New unit of measure	2002	N/A	120
Unit of measure 5 : Number of events entered in CMA database	2000(B)	N/A	2,539
Source: CMA system statistics	2001 (T)	N/A	129,387
Comments: New unit of measure	2002	N/A	358,678
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)	N/A	0
Source: Project records	1998	30	80
Comments:	1999	36	23
	2000	18	103
	2001	36	296
	2002 (T)	15	119
Unit of measure 2: Number of judges trained each year on non-computer systems	**Year**	**Planned**	**Actual**
	1997(B)	20	0
	1998	80	0
Source: Project records	1999	100	438
	2000	80	578
Comments:	2001	80	306
	2002 (T)	70	194
Unit of measure 3: Number of staff trained each year on computer systems	**Year**	**Planned**	**Actual**
	1997(B)	N/A	0
	1998	60	0
Source: Project records	1999	110	182
Comments:	2000	63	601
	2001	80	882
	2002 (T)	80	758

Unit of measure 4: Number of staff trained each year on non-computer systems	Year	Planned	Actual
	1997(B)	N/A	0
	1998	30	30
Source: Project records	1999	50	114
Comments:	2000	50	141
	2001	20	20
	2002 (T)	25	200

Indicator: Increase in number of judges' home PCs installed.

Unit of Measure 1: PCs installed	Year	Planned	Actual
	1997(B)	N/A	0
Source: Project records	1998	0	0
Comments: Project activities completed 1999	1999	30	75
	2000	36	N/A
	2001(T)	18	N/A
	2002	N/A	N/A

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)	N/A	0
Source: Project records	1998	0	0
Comments: Project activities completed in 2000	1999	66	86
	2000	18	80
	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)	N/A	0
Source: Project records	1998	30	0
Comments: Project activities completed in 2000	1999	36	86
	2000	18	86
	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)	N/A	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-a lone, 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%	16%

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
	1997(B)	N/A	0
Source: Project records	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	N/A
Unit of Measure 2: Number of automated systems added	Year	Planned	Actual
	1997(B)	N/A	0
Source: Project records	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
	1997(B)	N/A	0
Source: Project records	1998	8	10
Comments:	1999	10	3
	2000	10	9
	2001	3	3
	2002 (T)	4	4

Unit of Measure 4: Number of manuals developed	Year	Planned	Actual
	1997(B)	N/A	0
Source: Project records	1998	1	4
Comments:	1999	1	10
	2000	1	1
	2001	1	3
	2002 (T)	1	3

Indicator: Increased Number of trained faculty members

Unit of Measure 1: Number of judges trained	Year	Planned	Actual
	1997(B)	N/A	0
Source: Project records	1998	20	57
Comments:	1999	40	38
	2000	40	23
	2001	40	42
	2002 (T)	15	81

Unit of Measure 2: Number of case managers	Year	Planned	Actual
	1997(B)	N/A	0
Source: Project records	1998	5	0
Comments: *Indicator eliminated*	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)	N/A	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)	N/A	0
Source: Project records	1998	0	0
Comments: *Indicator Eleminated*	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)	N/A	0
Source: Project records	1998	2	7
Comments:	1999	4	4
New Project Zero baseline	2000	4	5
	2001	3	3
	2002 (T)	1	2

Unit of Measure 2: Number of administrative management courses	Year	Planned	Actual
	1997(B)	N/A	0
Source: Project records	1998	4	9
Comments:	1999	5	1
New Project Zero baseline	2000	4	7
	2001	4	3
	2002 (T)	2	2

Unit of Measure 3: Number of staff courses	Year	Planned	Actual
	1997(B)	N/A	0
Source: Project records	1998	2	0
Comments:	1999	4	4
New Project Zero baseline	2000	4	3
	2001	4	3
	2002 (T)	2	2

Unit of Measure 4: Number of computer courses	Year	Planned	Actual
	1997(B)	N/A	0
Source: Project records	1998	5	5
Comments:	1999	7	10
New Project Zero baseline	2000	9	3
	2001	3	3
	2002 (T)	2	2

Indicator: Increased Number of Evaluation Instruments

Unit of Measure 1: Number of course-related instruments	Year	Planned	Actual
	1997(B)	N/A	0
Source: Project records	1998	4	5
Comments:	1999	7	10
New Project Zero baseline	2000	7	14
	2001	5	5
	2002 (T)	2	4

Unit of Measure 2: Number of faculty-related instruments	Year	Planned	Actual
	1997(B)	N/A	0
Source: Project records	1998	2	4
Comments:	1999	2	1
New Project Zero baseline	2000	2	11
	2001	2	1
	2002 (T)	1	2

Unit of Measure 3: Number of participant-related instruments	Year	Planned	Actual
	1997(B)	N/A	0
Source: Project records	1998	2	3
Comments:	1999	2	2
New Project Zero baseline	2000	2	14
	2001	2	4
	2002 (T)	1	4

Unit of Measure 4: Number of overall program instruments	Year	Planned	Actual
	1997(B)	N/A	0
Source: Project records	1998	2	2
Comments:	1999	3	2
New Project Zero baseline	2000	4	14
	2001	4	6
	2002 (T)	2	5

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 2002: Not applicable. This is a one-time, end of project measurement.

Given the extension of the project to June 30, 2003, all pilot court systems that have been introduced by the project, tested and accepted by the Ministry of Justice (MOJ) will be documented and submitted by the end of the first quarter of 2003. The project has already started compiling all necessary documentation.

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

Methodology: Each November, AOJS conducts an on-site survey of lawyers at the North Cairo Court of First Instance to assess the impact on "end-users" 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 regard to civil and commercial cases.

The survey is designed to assure that:

1) all respondents 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 nine.

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 2002: 60%	**Number achieved in 2002: 59%**

Reason for result: This year saw an increase in lawyer satisfaction in comparison with last year, which the project believes reflects an overall improvement in court processes and procedures. Last year, 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. From a lawyer's perspective, such changes were perceived as being disruptive since lawyers arrived at the court for a hearing to find the hearing room and panel in charge of his/her case changed.

During this year, the Project worked very closely with the NCC to balance these changes by ensuring that key administrative procedures, disposition processes, and physical improvements in the court buildings were conducive to smooth and problem-free court operations. The Project believes that this effort resulted in the overall increase in the percentage of lawyers' satisfaction with and confidence in pilot court efficiency, as is attested to by the Court User's Satisfaction Survey for 2002.

Appendix 1, "Court User's Satisfaction Survey (2002)" provides a summary comparing the results of the previous years' Lawyers' Surveys with those of this year, 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 specific areas addressed by the Project. A detailed breakdown of the survey is included in Appendix 2. The following comments pertain to some items on the survey that saw marked changes in lawyers' satisfaction ratings.

- *Fees assessment, review and payment*: These three administrative aspects saw a significant increase in satisfaction ratings (of 15%, 23% and 18%, respectively, average 18.7%). This increase may be attributed to the addition of new case types, such as company cases and signature cases, to the CIRN system at the Front Counter, which resulted in the elimination of manual procedures and a generally more effective, efficient and accurate process for managing case fees. In addition, three new CIRN stations were added to the NCC Front Counter, bringing the total of computers to six, a fact which made it possible for lawyers' to access automated case fee services more easily. This stands in contrast with the slight decrease in lawyers' satisfaction with Front Counter's manual case registration and indexing services (which decreased by 3.1% in comparison with last year), which may be attributed to the fact that lawyers have to go to a separate section of the Front Counter for this manual process, where space is limited due to the introduction of the new CIRN machines. The Project has recommended to the NCC that the Front Counter's design be reviewed in order to better accommodate the workflow necessary from required automated to manual functions.

- *Acknowledgement (Service)*: A marked decrease in satisfaction may be noted with regard to this service in comparison with last year (from a rating of 2.4 in 2001 to a rating of 1.8 in 2002). Last year's increase in satisfaction was attributed to the introduction of registered mail notification in addition to the use of the process servers. Despite an increase in the amount of time it took for service, lawyers seemed to feel the service was more assured this way. The Project believes that the novelty of registered mail notification wore off this year, and the assuredness of this service is now taken for granted. Lawyers are now expressing their dissatisfaction with the duplication of service seen in the continued utilization of process servers, and the additional time this takes. The Project has repeatedly recommended that process servers be eliminated now that registered mail notification is in place, but the regulatory framework necessary for the elimination of process servers is not yet in place.

- *Receipt of original documents (Archives)*: The decrease in satisfaction rating here is attributable to ongoing renovations and remodeling work at the Archives Department, coupled with moving archived files to new locations, which makes access to documents difficult for the lawyers. The Project anticipates that satisfaction ratings with this aspect of the court's administrative procedures will increase once work on remodeling and archiving systems reengineering is complete.

- *Collection unit (claims)*: This year saw a decrease in satisfaction with this administrative procedure. Lawyers' comments on the survey indicate that this may be due to the difficulty of retrieving down-payments, which the lawyers are required to pay at case initiation, once a case is decided and the actual claims are determined. Lawyers often face considerable difficulty in obtaining their own fees from litigants who have lost cases due to the inefficient coordination of the Court's Collection Unit. The Project, however, is not working directly with this aspect of the Court's administrative procedures. Nevertheless, the low rating that this item received on the satisfaction survey indicates a need for this administrative issue to be addressed.

Disposition Process:

Overall, the level of satisfaction with the disposition process increased slightly from last year. Significant increases were seen in the surveyed lawyers' satisfaction with such aspects of the disposition process as session discipline and attendance, time for parties' response, responsiveness to defense claims, timely disposition, postponement duration, expediency of sending cases to experts and judges' knowledge of law. These increases may be attributed to the impact of the Project's training activities regarding the positive role of the judge and the Chief Judges' Workshops. In addition, increased satisfaction reflects on the enhanced training course portfolio of NCJS in these areas. The following are the only items that showed slight decreases in satisfaction:

- *Respecting court start time*: This continues to be the number one complaint in the comments section of the Lawyer's Survey. This is corroborated by a lower satisfaction rating of 1.5 (as opposed to 1.7 last year). The generally low trend here emphasizes the need for this aspect of the disposition process to be addressed. The Project continues to recommend that hearings start on time for both morning and afternoon shifts.

- *Session minutes accuracy*: The decrease in satisfaction here may be attributed to the fact that cases are reassigned to new circuit clerks under the Chief Justice's efforts to eliminate corruption. Case reassignment to new circuit clerks means that these clerks are not always familiar with the details of the case at hand, which reflects negatively on their ability to take accurate and representative minutes.

- *Time for experts' reports*: The decrease reflects the lengthy time taken by experts in preparing required reports on cases sent to them. Even though the Project does not work directly with the Experts' Office, it continues to recommend that this process be addressed. In addition, the Project continues to highlight the importance of timely follow-up with the Experts' Office in all of its' judicial education courses.

Court Buildings and Customer Service Processes:

This year saw a significant increase in lawyers' satisfaction with both aspects measured, namely the ground floor filing location and the two shifts in court hearings.

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

- *Two court hearing shifts*: A significant increase was seen in the satisfaction ratings pertaining to this item (of approximately 42% in comparison with last year). This may reflect on the lawyers' increased familiarity with the dual-shift framework introduced last year. In principle, lawyers' seem to support the dual-shift framework. Their objections pertain more to the late start of the morning session, which tends to push the afternoon session forward or to cause confusion with lawyers having to be in one morning session and the next afternoon session at the same time. This complaint will gradually disappear if judges become more diligent in observing scheduled starting times for hearings.

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

Indicator: ***Reduction in case processing time***

Introduction:

This is the sixth year that the Project's Court Administration Team followed Case Management Consultant David Steelman's method of statistical sampling and analysis, which he used in his earlier work with the Project. This year our sample size was 544 cases, same as last year's sample. It is worth noting that, of the 544 cases analyzed this year, 171 were cases that were more than 600 days old. This means that this year's sample included 31.4% of closed old cases, which represents an increase of 53.9% over the proportion of older cases in last year's sample.

The sampling technique used in this year's report was consistent with the sampling technique employed for the 2001 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, 2001 to September 30, 2002. Data samples were obtained by court staff under guidelines set forth by the Project; however, direct supervision of the data gathering process was limited.

Unit of Measure 1: Average number of months taken from case filing to final decision for all civil cases	
Number planned for 2002: 13.3 months (399 days)	**Number achieved in 2002:** 18.7 months (561 days)

Reason for result: The number achieved in 2002 marks a significant increase in number of months in comparison with last year's. This is attributable to the fact that the sample used this year included a larger percentage of closed older cases (31.4%, as opposed to 20.4% last year). With a higher proportion of older cases being closed than newer cases, the average time from filing to disposition will inevitably increase, as the Project predicted last year. This result, however, marks an important positive trend with regard to the Project's overall work in encouraging judges to tackle older cases and bring them to closure, thus reducing and gradually eliminating the backlog of older cases at the courts, and allowing for newer cases to become the focus of the courts' work. This trend also reflects the increased utilization of case age reports generated by the CMA to track progress made with older cases. In addition, this trend is consistent with the Minister's statements of deciding older cases as a priority for the MOJ, as seen in the article published in Al-Akhbar newspaper of September 30, 2002.

One point worth mentioning at this stage is that this year's sample includes a number of cases over 5 years old. If the indicator average excluded theses cases, then the average number of days from filing to final disposition would drop two full months, from 561 days to 501 days. This example highlights the impact of extremely old cases on the data sample and illustrates the effect of judges' focusing on older cases on the reported units of measure.

Unit of Measure 2: Average number of days taken from case filing to disposition in cases sent to the Expert Office	
Number planned for 2002: 21.3 months (640 days)	**Number achieved in 2002:** 35.6 months (1068 days)

Reason for result: This year again saw a significant increase in the amount of time it took to process cases sent to the Experts Office. This is again attributed to the larger percentage of older cases in this year's sample. The majority of older cases are also cases that are referred to experts. It is worth noting, however, that judges have started assuming a more assertive role in retrieving cases from the Experts' Office to bring to final decision. When judges ask for those older cases back, experts start preparing the relevant reports, which takes additional time before the experts' reports are sent back to the judges. This explains the increase in processing time seen in this unit of measure.

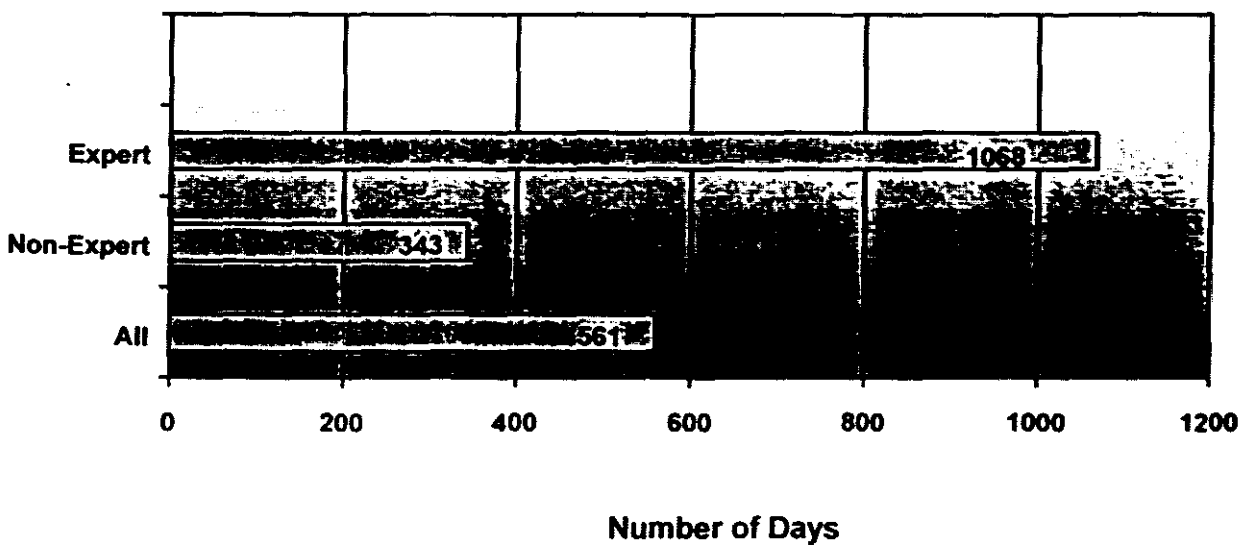
Unit of Measure 3: Average number of months from case filing to final decision in cases not sent to the Expert Office	
Number planned for 2002: 9.66 months (290 days)*	**Number achieved in 2002:** 11.4 months (343 days)

**There was a typographical error regarding this planned number in previous documents. This is the correct number planned for 2002.*

Reason for result: The number achieved this year saw an increase in comparison with last year. This is again due to the fact that judges are finally working on older cases that are inherently more complicated, and therefore require a longer time to analyze and decide even though they do not require an expert's opinion. Bringing these older cases to final decision is a positive phenomenon, even though it naturally increases the average time between filing and disposition.

Fig. 1

Case Processing Time from Filing to Disposition



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 2002: 45 days	**Number achieved in 2002:** 41.4 days

Reason for result: The days consumed between filing and first hearing decreased slightly in comparison with last year, and 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 that all first hearings continue to be scheduled within these parameters. This reflects positively on the impact of automated procedures introduced by the Project on reducing processing time. The Project anticipates that this number will decrease further due to the impact of such automation.

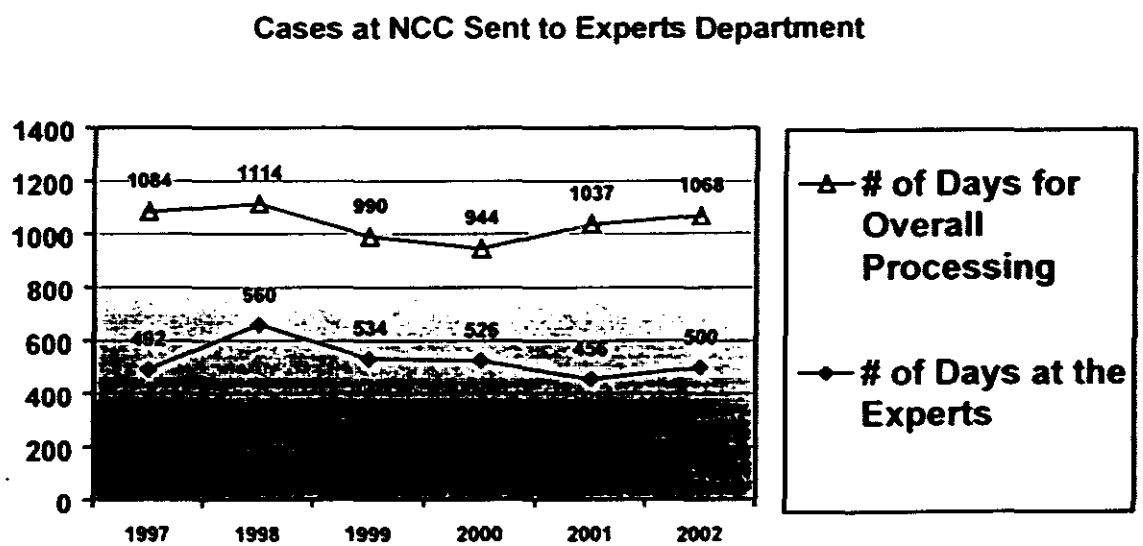
Unit of Measure 2: Days consumed in the service process from filing to acknowledgement of service	
Number planned for 2002: 15 days	**Number achieved in 2002:** 27 days

Reason for result: Days consumed in service went up this year by 4.6 days in comparison with last year (the highest level since the project began). The MOJ issued a decree in 1999, in response to the Project's recommendation, which 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. The increase in processing time seen this year also corroborates the lower satisfaction rating given by lawyers for this service in the Project's annual satisfaction survey.

Unit of Measure 3: Days consumed in expert process from referral to final expert opinion	
Number planned for 2002: 300 days	**Number achieved in 2002: 500 days**

Reason for result: This year saw an increase in time consumed by experts in issuing their reports for cases referred to them by the court. This trend is again attributed to the fact that the sample includes a higher percentage of older cases, the majority of which are also cases that are referred to experts. These are cases that are inherently more complicated, and therefore require more time for the experts to form a final opinion and issue a report. This trend, however, is a very positive phenomenon which the Project has been encouraging and anticipating in order for the courts to clear their backlog of older cases.

Fig. 2



Unit of Measure 4: Days consumed in opinion process from date of last hearing to publication of court opinion	
Number planned for 2002: 21 days	**Number achieved in 2002:** 39.7 days

Reason for result: There was a significant increase in the number of days consumed by panels to formulate opinions and issue their final judgments. This result is again in accordance with the fact that these panels were concentrating on older cases this year, the majority of which were more complicated in nature and therefore took more time for panels to formulate their opinions. This unit of measure, although more time consuming, is another positive step towards reducing the backlog of older cases at the courts. A further factor that may have caused this increase in time from the last hearing in which cases are reserved for final judgment to the publication of court opinion is the fact that cases are constantly reassigned to new panels and judges in an attempt to reduce corruption in the courts. This means that after a case is reserved for judgment, it may be transferred to a new panel that needs to review the case holistically before it can formulate its final opinion and issue its judgment. In such cases, panels resort to a law that allows them to postpone the publication of the court's opinion with regard to the said case until they have had the time to review the case file in detail.

Indicator: *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 2002: ALL (8)	**Number achieved in 2002:** 2*

**This number does not represent the total number of procedures simplified or reengineered over the life of the Project, but rather the number of procedures that were simplified in 2002. The total number of procedures reengineered over the life of the Project will be entered in the final completion report to be submitted in 2003. This comment also applies to all targeted total procedures in the units of measure below.*

Reason for result: During this year, commercial company cases were added to the CIRN system, simplifying fee management and first hearing assignment procedures related to those cases. In addition, moving this type of case to the ground floor of the court building also entailed the simplification of case registration and indexing procedures, since lawyers no longer needed to go to a different floor to have their cases registered.

Unit of Measure 2: Number of procedural steps simplified and re-engineered in the service process	
Number planned for 2002: ALL (12)	**Number achieved in 2002:** 0 – Not applicable

Reason for result: Work on service procedures was completed in 2001, and a total of 6 procedures were simplified of the targeted 12. The Project determined that these were the only procedures that needed simplification and reengineering. The Project worked on these procedures from 1998 to 2001, and successfully simplified all six. Therefore, no further work was required in this area during Year 6.

Unit of Measure 3: Percent of cases referred to the Experts Office	
Number planned for 2002: 15%	**Number achieved in 2002: 30%**

Reason for result: The increase in number of cases referred to experts here reflects the fact that judges and panels have finally turned their attention to the backlog of older cases at the courts, with the majority of these cases being complicated in nature and therefore requiring referral to the Experts Office. Actual referral to experts did not necessarily happen in 2002, but rather occurred at some point during the life of those older cases. Given that the sample analyzed by the Project this year included a higher percentage of closed older cases, this also meant that it included a higher percentage of cases referred to experts over the last few years. This fact increased the percentage of cases referenced above. This, however, indicates a positive trend since judges are now retrieving these older cases from the Experts' Office and bringing them to closure.

Unit of Measure 4: Number of procedural steps simplified in the Experts' Office	
Number planned for 2002: 2	**Number achieved in 2002: 0 -** Not applicable

Reason for result: Work on procedures related to the Experts' Office was completed in 2000, based on the findings of a study conducted by AOJS in 1999. The Project analyzed these findings and submitted recommendations for the previous Chief Justice to implement required changes and reengineering efforts in the Experts' Office. Some of these recommendations were addressed and a number of procedures were simplified by the year 2000. The new Chief Justice focused on a different set of priorities. It is worth noting that the Project does not work directly with the Experts' Office.

Unit of Measure 5: Number of procedural steps simplified in the Court related to the expert process	
Number planned for 2002: ALL (12)	**Number achieved in 2002:** 2

Reason for result:

During this year, the Court's outgoing mail clerk as well as the incoming mail clerk were moved from the Court's central mail office in the old building to the Court's Experts' Office in the new annex. This resulted in the simplification of transferring outgoing as well as incoming case files to and from the experts, since it is no longer necessary for a case file to go through the Court's central mail office. This step has been eliminated, and files can be transferred directly to and from the experts by the Court's Experts' Office in the new annex.

It is also worth noting that all staff at the Court's Experts' Office have received training on CMA Version 3.0. The Project has recommended to the NCC to allocate two computers to this office in order for staff to be able to electronically track outgoing and incoming case files that have gone to or returned from the experts.

Unit of Measure 6: Number of procedural steps simplified in the opinion process	
Number planned for 2002: ALL (10)	**Number achieved in 2002:** 0 – Not applicable

Reason for result: In 2001, the Project completed its work on aspects of the opinion process that required reengineering. A total of 5 procedures had been simplified or reengineered by then. These represented the priority procedures that the Project determined for reengineering early on. No further procedures required reengineering during 2002. However, the Project has continued to work with judges to encourage them to submit their opinions to the typing pool on diskette, which would save 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 2002: 6	**Number achieved in 2002: 9.1**

Reason for result: The average number of court hearings held per case increased in 2002, as anticipated by the Project, due to the increased focus on older cases. Judges have finally started addressing older cases and bringing them to final decision, which has naturally resulted in an increase in the average number of hearings per case. In this case, the increase in number of hearings marks a positive trend since the Court has started working on reducing its backlogged older cased.

The Project, however, continues to encourage judges to exercise more control in managing newer cases by reducing the number of unnecessary hearings and shortening the length of time between hearings when they determine that a postponement is necessary.

Unit of Measure 8: Average number of continuances granted per case	
Number planned for 2002: 5	**Number achieved in 2002: 7.1**

Reason for result: The increase seen in this unit of measure roughly corresponds to the increase seen in the average number of hearings per case in Unit of Measure 7 above. The reason for this increase is again the fact that judges are bringing older cases to closure, which inherently means that there will be a higher number of continuances per case due to case age. When the Court has finally cleared its backlog of older cases, it is expected that the average number of continuances per case, as well as the average number of hearings, will go down.

Unit of Measure 9: Number of administrative duties assigned to judges	
Number planned for 2002: 4	**Number achieved in 2002: 6**

Reason for result: The number achieved this year again represents a minimum set of administrative duties that are required of judges by law, and that cannot be delegated to other court staff. This number has not changed over the last three years, since there has been no change in the minimum required administrative duties. There was a proposed law before the People's Assembly to remove certain duties from panel judges and assign them to civil attorneys; however, this law has not yet been passed. Once this new law is passed, there will be a decrease in this measure. Until then, the Project has successfully worked on eliminating 10 possible administrative duties of a total of 16 duties undertaken previously by judges. The Project continues to encourage judges to delegate administrative tasks that can be delegated to their clerks.

Indicator : *Increase in use of court automation system to process new and pending cases*

Methodology: Although this section was not part of the original evaluation design, the Project recommended in its Year 4 report to include 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 2002 reflect usage of the system since it 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**" includes circuit clerks in charge of given cases, as well as a number of judges forming part of this circuit. A "**panel**' is a set of 3 or 4 judges who meet on certain days to attend hearings and hear certain case types.

Unit of Measure 1: Number of cases entered in the CMA system.	
Number achieved in 2000: 3,058	**Number achieved in 2002**: 89,275 *

*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 2002**: 19,058

Unit of Measure 3: Number of litigant parties entered in the CMA database	
Number achieved in 2000: 15,130	**Number achieved in 2002**: 509,878

Unit of Measure 4: Number of circuits entering case data	
Number achieved in 2000: 75	**Number achieved in 2002**: 120

Unit of Measure 5: Number of events entered in the CMA database	
Number achieved in 2000: 2,539	**Number achieved in 2002**: 358,678

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

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

Results from the 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.

This year, work in Ismailia intensified with the installation of CMA Version 3.0, which began live operation during the third quarter. The Court continues to update case data 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 a significant increase in case processing time. This is attributed to the larger percentage of older cases in this year's sample (57 of 378 cases analyzed, or 15%). Of these, 5 cases in the Ismailia sample were older than 5 years, a fact which increased all average case processing durations. This again indicates a positive trend towards focusing on older cases to bring them to closure, thus clearing the Court's backlogged cases. The court is making use of case age data provided by the CMA to decide on priority older cases that need to be brought to final decision.

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

Number achieved in 1999: 6.5 months (193.7 days)
Number achieved in 2000: 3.5 months (103.6 days)
Number achieved in 2001: 6.6 months (199.2 days)
Number achieved in 2002: 9.3 months (277.9 days)

Note: The sharp increase here is a clear indicator of the Court's current focus on older cases to clear its backlog.

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

Number achieved in 1999: 17.1 months (512.8 days)
Number achieved in 2000: 7.3 months (219.8 days)
Number achieved in 2001: 21.0 months (630.8 days)
Number achieved in 2002: 26.0 months (781.4 days)

Note: This year's increase may again be attributed to the larger percentage of older cases in the sample, of which the majority are referred to experts. However, a comparison between this number and the decrease in time consumed by the expert process from referral to final expert opinion (see Unit of Measure 3 under the next indicator) possibly throws light on a need for the Court to play a more assertive role in tracking cases sent to the experts to retrieve them as soon as the experts' reports are issued.

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

Number achieved in 1999: 2.3 months (69.9 days)
Number achieved in 2000: 3.0 months (89.9 days)
Number achieved in 2001: 4.8 months (144.9 days)
Number achieved in 2002: 5.0 months (149.1 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
Number achieved in 2002: 32.1 days

Note: The decrease seen this year again attests to the positive impact of automated systems seen in the CIRN, especially the enhanced CIRN Version 3.0.

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
Number achieved in 2002: 9.9 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
Number achieved in 2002: 403.6 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
Number achieved in 2002: 23.7 days

Indicator: ***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 2.

Unit of Measure 1: Number of judges trained each year on computer systems	
Number planned for 2002: 15	**Number achieved in 2002**: 119

Reason for result: This year, a much higher number of judges again received computer training than the number planned (approximately 8 times the number planned). This is partly attributable to a series of courses conducted at the NCJS's Personal Computer Literacy Laboratory (PCLL) on basic computer skills, including MS Windows and Word, as well as Desktop Publishing training, for a total of 72 participants. The remainder of the computer courses this year were related to CMA Version 3.0 training, which was offered to a total of 47 judges.

Unit of Measure 2: Number of judges trained each year on non-computer systems	
Number planned for 2002: 70	**Number achieved in 2002**: 194

Reason for result: Again, the actual number of judges receiving training on non-computer systems this year far exceeded the number planned. Of the 194 judges that have received training under this unit of measure, 70 attended the New Chief Judges Workshop, representing 36% of the total number trained. This workshop continues to elicit a highly positive response from target judges. Participants continue to cite

interaction with each other and with the presenters, as well as the focus on practical aspects of a Chief Judge's daily work, among the main strengths of the program. In addition, 60 of the 194 judges trained (30%) attended the Regional Workshop on Enhancing the Judicial System, implemented by the International Development Law Institute (IDLI).

Unit of Measure 3: Number of staff trained each year on computer systems	
Number planned for 2002: 80	**Number achieved in 2002: 758**

Reason for result: The total number of staff trained by AOJS on computer systems (758 participants) decreased slightly in comparison with the total number of staff trained under the same measure last year (882 staff members). The number achieved this year, however, continues to be significantly higher than the number planned (approximately 9.5 times the number planned). This is due to the extensive training conducted by the Project on both the CMA and the CIRN systems, with particular reference to Versions 3.0 of these applications. This training accounted for a total of 239 staff of the 758 trained (approximately 32%). In addition, a total of 477 staff members (62% of the total number of staff trained) received training on basic computer systems (MS Windows and Word) through NCJS's PCLL courses. The remaining 6% of those trained attended highly specialized computer training courses, including MS SQL, Domino and Content Manager Common Store for Lotus Domino, in order to be better equipped with the technical skills necessary for administering the Court's databases and systems.

Unit of Measure 4: Number of staff trained each year on non-computer systems	
Number planned for 2002: 25	**Number achieved in 2002: 200**

Reason for result: This year saw a sharp increase in the number of staff trained on non-computer systems in comparison with last year. The total number trained this year under this unit of measure is 8 times the number originally planned. Training focused on two key programs, namely the ISC/NCC General Management Program (which accounted for 140 of the 200 participants trained, or 70% of total staff trained), and the JIC Organizational Development Program (which was attended by 60 of the 200 staff members trained, or 30% of the total trained).

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

Unit of Measure 1: Increase in number of judges' home PCs installed	
Number planned for 2002: N/A	**Number achieved in 2002**: 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. No new targets were set for the Project from 2000 to 2002.

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 resources to selected judges and panels in the pilot courts. In 1999, 75 judges were provided with laptop computers and trained on "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 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 2002: N/A	**Number achieved in 2002:** N/A

Reason for result: Project activities in this area werecompleted in Y2000.

Unit of Measure 2: Number of judges and court staff provided access to legal research databases	
Number planned for 2002: N/A	**Number achieved in 2002:** 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, NCJS was provided with several sets of CD-ROM Legal Research Encyclopedias containing Egypt's Legislation and the Court of Cessation Rulings, for use as a training tool.

The MOJ reacted positively to the electronic research resources provided by the Project, and contracted to purchase 5000 computers to make available to judges and staff for legal research purposes. The Project thus completed its activities in this respect in Y2000, and no further targets were set for the 2001 or 2002 timeframes.

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 2002: 15%	**Number achieved in 2002: 16%**

Reason for result: The Judicial Training Team used the pre- and post- test scores from the following courses to calculate the above annual average: two iterations of the New Chief Judges Workshop, and two iterations of the Regional Workshop on Enhancing the Judicial System. The number achieved exceeded the targeted 15% increase in knowledge by 1%. 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. The Project plans to compile a cumulative number for the average difference in pre- and post-testing over the life of the Project, to be submitted in its final completion report.

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

Indicator: *Increased number of educational mission-related administrative systems*

Unit of Measure 1: Number of standard forms added	
Number planned for 2002: N/A	**Number achieved in 2002:** N/A

Reason for result: The Project's work regarding this unit of measure was completed in 2001, with a total of 39 forms being introduced over the life of the Project (as opposed to 35 forms planned). No further targets were added for Y2002.

Unit of Measure 2: Number of automated systems added	
Number planned for 2002: N/A	**Number achieved in 2002:** N/A

Reason for result: Work under this unit of measure was completed in 1998, with the implementation of the NCJS Office Automation System, and the Personal Computer Literacy Laboratory. No further targets were added for the period from 1999 to 2002.

Unit of Measure 3: Number of policies/procedures added to the NCJS	
Number planned for 2002: 4	**Number achieved in 2002:** 4

Reason for result: This year saw the development and institutionalization of Level 1 evaluation policies and procedures to measure the satisfaction of participants in relation to all NCJS courses. In addition, the Project assisted NCJS with establishing a network of Judicial Education Coordinators at all 22 Courts of First Instance. These coordinators will be in charge of serving as liaisons between NCJS and their respective Courts with regard to information dissemination and training coordination and management activities for all courses offered by NCJS. Further, this year saw the establishment of NCJS's 17-member Curriculum Development Committee by Ministerial Decree in June

2002. This Committee has been charged with all course review and development work for the NCJS, in addition to advising on instructor selection and other aspects of judicial education. The AOJS team made plans to assist with the initial organizational meetings of this Committee, offered assistance with the formalization of procedures and practices for the Committee's work in order for it to fulfill its mandate, and organized a U.S. based orientation and study tour designed to expose Committee members to U.S.based models and best practices in judicial curriculum design and course development. Finally, the AOJS oversaw the institutionalization of the Chief Justices' Workshops at NCJS.

Unit of Measure 4: Number of manuals developed	
Number planned for 2002: 1	**Number achieved in 2002:** 3

Reason for result: The AOJS assisted with the development of some key manuals and reference documents incorporating guidelines and best practices to facilitate NCJS's work. The following is a list of these documents:

A course outline reference designed to define and standardize the components of a course outline document for any of NCJS's course, thus providing a useful resource for NCJS's Curriculum Development Committee;

Standard guidelines and best practices for course design and development, which are again intended to inform the work of NCJS's Curriculum Development Committee in reviewing and developing the Center's judicial education curriculum; and

Standard guidelines and best practices for training program facilitation, namely a set of guidelines designed to standardize course facilitation methods for all courses offered under the auspices of NCJS.

Indicator: *Increased number of trained faculty members*

Unit of Measure 1: Number of judges trained	
Number planned for 2002: 15	**Number achieved in 2002:** 81

Note: Unit of measure # 2 (# of case managers trained) was eliminated from the Project Plan, and the indicator for case management training is now included in the number of judges/faculty trained.

Reason for result: This year the actual number of judges trained far exceeded the number planned. Of the 81 judges trained in total, 30 received training in evaluation methods (37%). This training was designed to introduce sound evaluation methods and practices that can be used for all courses offered at NCJS, It also triggered a decision on the part of NCJS management to establish an Assessment and Evaluation Unit within the organizational structure of the NCJS. In addition, 24 of the 81 judges trained this year (29%) attended the program on Training Process Management. These judges now form part of an important training coordination network that links NCJS and the 22 Courts of First Instance, thus facilitating information flow and training management for NCJS courses targeting participants from these courts. The remaining 27 judges (34%) trained this year received TOT and program facilitation training. The training programs this year were carefully planned to equip the target judges with integrated skills regarding the various aspects of their work as faculty on NCJS courses, thus enhancing the institutional capacity of the Center for providing effective instruction.

Unit of Measure 3: Number of new judge orientation faculty trained	
Number planned for 2002: N/A	**Number achieved in 2002:** N/A

Reason for result: This unit of measure was eliminated from the Project's Plan for 2002 since NCJS has fully taken over this program component. This stands as a clear example of the Project's transfer of interventions and skills to the partner institution, especially under its Task 3 activities.

Note: Unit of measure # 4 (# of mentor judges trained) 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: *Increased number of new courses implemented*

Unit of Measure 1: Number of civil law courses	
Number planned for 2002: 1	**Number achieved in 2002:** 2

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 and implementation of these courses.

The two courses implemented this year are: the New Chief Judges Workshop, and the Regional Workshop on Enhancing the Judicial System. In the latter program, NCJS and IDLI used two participants from the training on program facilitation as facilitators. Their performance indicated positive transfer of skills, and established them as expert facilitators.

Unit of Measure 2: Number of administrative management courses	
Number planned for 2002: 2	**Number achieved in 2002:** 2

List of courses: The Project also fully met its targets regarding this unit of measure. The two programs implemented this year were the Program Facilitation Workshop and the Training Process Administration Workshop.

Unit of Measure 3: Number of staff courses	
Number planned for 2002: 2	**Number achieved in 2002:** 2

List of courses: Two programs were implemented under this unit of measure, as planned. These two programs were the Program Facilitation Workshop and the Office Management and Communication Skills Workshop.

Unit of Measure 4: Number of computer courses	
Number planned for 2002: 2	**Number achieved in 2002:** 2

List of courses: The two programs implemented this year were the Desktop Publishing Program and the PC Troubleshooting Workshop.

Indicator: *Increased number of evaluation instruments*

Unit of Measure 1: Number of course-related instruments	
Number planned for 2002: 2	**Number achieved in 2002:** 4

Unit of Measure 2: Number of faculty-related instruments	
Number planned for 2002: 1	**Number achieved in 2002:** 1

Unit of Measure 3: Number of participant-related instruments	
Number planned for 2002: 1	**Number achieved in 2002:** 4

Unit of Measure 4: Number of overall program instruments	
Number planned for 2002: 2	**Number achieved in 2002:** 5

Reason for above results: During this year, the number of evaluation instruments developed exceeded the number planned for three of the four units of measure under this indicator. Although the Project planned to oversee the development of a total of 6 evaluation instruments, 14 were actually developed this year. Of particular importance were Level 1 instruments for evaluating satisfaction, pertaining to the following programs: Evaluation Methods, New Chief Judges' Workshop, Training Process Administration, as well as Program Facilitation. In addition, pre-/posttests were also developed for the Evaluation Methods Workshop in order to measure Level 2 (participants' learning). The focus on developing and administering sound evaluation instruments this year clearly indicates an increased awareness of the importance of effective program evaluation on the part of NCJS, and an increased adherence to sound evaluation models and practices.

Recommendations Through Lessons Learned (2002):

This year, AOJS implemented the recommendations made in its Year 5 report across the Project's tasks and activities. Staff developed additional targets that were added to the Performance Data Table for the current project year. Staff continued to work closely with data collectors at NCC and ISC to improve data reliability. However, direct supervision of the data collection was limited. The project was also able to utilize case data entered in the CMA.

Recommendations:

1. The Project should continue to encourage the pilot courts to utilize the CMA to systematically identify the oldest pending cases and to assign these cases to panels for final disposition within specified time frames.

2. The Statistics Departments in the pilot courts and at the Ministry of Justice should start to utilize the CIRN and the CMA as information management tools to prepare reports for the senior-level court management and Ministry officials.

3. The Project should work with NCJS management to ensure that the Curriculum Development Committee, judicial educators, and staff are utilizing the course outline reference and the guidelines for course design and development document to enhance the judicial education programs and courses offered at the Center.

ANNEX 1A

Lawyers' Survey Results

Court User's Satisfaction Survey (Lawyer's Survey) 2001-2002

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

Court Administration processes (clerks)	1997	1998	1999	2000	2001	2002	Chg from previous yr
Fees assessment	2.8	3.1	3.4	3.8	3.2	3.7	0.5
Fees review	2.8	3.0	3.3	3.9	3.0	3.7	0.7
Fees payment	2.1	3.0	2.7	3.0	2.7	3.2	0.5
Case microfilm	1.1	2.2	1.6	1.6	2.0	2.0	0.0
Determining circuit and dt	3.2	3.4	3.4	3.7	3.3	3.3	0.0
Schedule (indexing)	3.3	3.3	3.4	3.7	3.2	3.1	-0.1
Acknowledge (service)	1.4	2.1	2.0	1.3	2.4	1.8	-0.6
Court copies	2.3	2.6	2.7	2.0	2.3	2.1	-0.2
Receiving orig. documents	2.8	2.8	2.7	2.1	2.5	2.0	-0.5
Collection unit (claims)	1.8	1.8	2.1	1.4	1.9	1.6	-0.3
Admin. Avg 1	***2.4***	***2.7***	***2.8***	***2.7***	***2.7***	***2.7***	***0.0***
Disposition process (judges)							
Respecting court start time	1.2	1.8	1.5	2.7	1.7	1.5	-0.2
Session discipline and attendance	1.5	3.2	2.6	3.2	2.9	3.2	0.3
Time for parties response	1.8	2.0	2.0	2.0	1.8	2.1	0.3
Responsive to defence claims	2.4	2.8	2.4	3.0	2.1	2.5	0.4
Timely disposition	1.6	2.2	1.9	1.9	1.7	1.9	0.2
Postponement duration	2.3	2.5	2.7	3.2	2.3	2.4	0.1
Expediency to send to experts	3.0	2.9	2.3	3.1	2.3	3.0	0.7
Knowledge of law	3.5	3.1	2.8	3.5	2.8	3.2	0.4
Reviewing of case file	2.3	2.4	2.3	1.5	2.3	2.3	0.0
Session minutes accurace	2.5	2.7	2.7	1.7	2.3	1.9	-0.4
Time for experts reports	1.0	1.2	1.2	1.3	1.5	1.2	-0.3
Disposition Avg 2	***2.1***	***2.4***	***2.2***	***2.4***	***2.2***	***2.3***	***0.1***
Improvements in two buildings							
Ground floor filing location	N/A	4.1	4.9	4.7	4.9	5.0	0.1
Two court hearing shifts	N/A	2.3	3.4	3.1	1.9	2.7	0.8
Court bldg & customer srvc Avg 3		***3.2***	***4.1***	***3.9***	***3.4***	***3.9***	***0.5***
Combined Avg	***2.2***	***2.8***	***3.0***	***3.0***	***2.8***	***2.93***	***0.1***
Pct of Confidence in Pilot Court efficiency	***45 %***	***56 %***	***61 %***	***61 %***	***56 %***	***59 %***	***3 %***

Court Administration processes (clerks)	1997	1998			1999	+/-		2000	+/-		2001	+/-		2002	+/-		Chg 2002 v 1997	
Fees assessment	2.8	3.1	0.3	6.0%	3.4	0.3	6.0%	3.8	0.4	8.0%	3.2	-0.6	-12.0%	3.7	0.5	15.6%	0.9	32.1%
Fees review	2.8	3.0	0.2	4.0%	3.3	0.3	6.0%	3.9	0.6	12.0%	3.0	-0.9	-18.0%	3.7	0.7	23.3%	0.9	32.1%
Fees payment	2.1	3.0	0.9	18.0%	2.7	-0.3	-6.0%	3.0	0.3	6.0%	2.7	-0.3	-6.0%	3.2	0.5	18.5%	1.1	52.4%
Case microfilm	1.1	2.2	1.1	22.0%	1.6	-0.6	-12.0%	1.6	0.0	0.0%	2.0	0.4	8.0%	2.0	0.0	0.0%	0.9	81.8%
Determining circuit and date	3.2	3.4	0.2	4.0%	3.4	0.0	0.0%	3.7	0.3	6.0%	3.3	-0.4	-8.0%	3.3	0.0	0.0%	0.1	3.1%
Schedule (index)	3.3	3.3	0.0	0.0%	3.4	0.1	2.0%	3.7	0.3	6.0%	3.2	-0.5	-10.0%	3.1	-0.1	-3.1%	-0.2	-6.1%
Acknowledge (service)	1.4	2.1	0.7	14.0%	2.0	-0.1	-2.0%	1.3	-0.7	-14.0%	2.4	1.1	22.0%	1.8	0.6	25.0%	0.4	28.6%
Court copies	2.3	2.6	0.3	6.0%	2.7	0.1	2.0%	2.0	-0.7	-14.0%	2.3	0.3	6.0%	2.1	-0.2	-8.7%	-0.2	-8.7%
Receiving orig. docs	2.8	2.8	0.0	0.0%	2.9	0.1	2.0%	2.1	-0.8	-16.0%	2.5	0.4	8.0%	2.0	-0.5	-20.0%	-0.8	-28.6%
Collection unit (claims)	1.8	1.8	0.0	0.0%	2.1	0.3	6.0%	1.4	-0.7	-14.0%	1.9	0.5	10.0%	1.6	-0.3	-16.8%	-0.2	-11.1%
Admin Average	2.4	2.7	0.4	7.4%	2.8	0.0		2.7	-0.1		2.7	0.0		2.7	0.0	0.0%	0.3	12.3%

Disposition process (judges)	1997	1998			1999	+/-		2000	+/-		2001	+/-		2002	+/-		Chg 2002 v 1997	
Respecting court start time	1.2	1.8	0.6	12.0%	1.5	-0.3	-6.0%	2.7	1.2	24.0%	1.7	-1.0	-20.0%	1.5	-0.2	11.8%	0.3	25.0%
Session discipline & attendance	1.5	3.2	1.7	34.0%	2.6	-0.6	-12.0%	3.2	0.6	12.0%	2.9	-0.3	-6.0%	3.2	0.3	10.3%	1.7	113.3%
Time for parties response	1.8	2.0	0.2	4.0%	2.0	0.0	0.0%	2.0	0.0	0.0%	1.8	-0.2	-4.0%	2.1	0.3	16.7%	0.3	16.7%
Responsive to defense claims	2.4	2.8	0.4	8.0%	2.4	-0.4	-8.0%	3.0	0.6	12.0%	2.1	-0.9	-18.0%	2.5	0.4	19.0%	0.1	4.2%
Timely disposition	1.6	2.2	0.6	12.0%	1.9	-0.3	-6.0%	1.9	0.0	0.0%	1.7	-0.2	-4.0%	1.9	0.2	11.8%	0.3	18.8%
Postponement duration	2.3	2.5	0.2	4.0%	2.7	0.2	4.0%	3.2	0.5	10.0%	2.3	-0.9	-18.0%	2.4	0.1	4.3%	0.1	4.3%
Expediency to send to experts	3.0	2.9	-0.1	-2.0%	2.3	-0.6	-12.0%	3.1	0.8	16.0%	2.3	-0.8	-16.0%	3.0	0.7	30.4%	0.0	0.0%
Knowledge of law	3.5	3.1	-0.4	-8.0%	2.8	-0.3	-6.0%	3.5	0.7	14.0%	2.8	-0.7	-14.0%	3.2	0.4	14.3%	-0.3	-8.6%
Reviewing of case file	2.3	2.4	0.1	2.0%	2.3	-0.1	-2.0%	1.5	-0.8	-16.0%	2.3	0.8	16.0%	2.3	0.0	0.0%	0.0	0.0%
Session minutes accuracy	2.5	2.7	0.2	4.0%	2.7	0.0	0.0%	1.7	-1.0	-20.0%	2.3	0.6	12.0%	1.9	-0.4	-17.4%	-0.6	-24.0%
Time for experts reports	1.0	1.2	0.2	4.0%	1.2	0.0	0.0%	1.3	0.1	2.0%	1.5	0.2	4.0%	1.2	-0.3	-20.0%	0.2	20.0%
Disposition average	2.1	2.4	0.3	6.7%	2.2	-0.2	-4.4%	2.5	0.2	4.9%	2.2	-0.3	-6.0%	2.3	0.1	4.5%	0.2	9.1%

Court Administration processes (clerks)	1997	1998			1999	+/-		2000	+/-		2001	+/-		2002	+/-		Chg 2002 v 1998	
Ground floor filing location	n/a	4.1			5.0	0.9	17.0%	4.7	-0.3	-6.0%	4.9	0.2	4.0%	5.0	0.1	2.0%	0.9	22.0%
Two court hearing shifts	n/a	2.3			3.4	1.1	22.0%	3.1	-0.3	-6.0%	1.9	-1.2	-24.0%	2.7	0.8	21.1%	0.4	17.4%
Court Building and customer service average		3.2			4.2	1.0	19.5%	3.9	-0.3	-6.5%	3.4	-0.5	-12.8%	3.9	0.5	11.6%	0.7	20.3%

Combined Average	2.4	2.8	0.4	7.1%	3.0	0.3	6.3%	3.0	0.0	0.0%	2.8	-0.3	-6.4%	2.7	-0.1	-2.7%

	1997	1998	1999	2000	2001	2002
Percentage of confidence in pilot court efficiency	45%	56%	61%	61%	56%	59%

ANNEX 1B

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
Number of judges trained each year on computer systems	2002	119	2 Desktop Publishing 39 MS Windows 31 MS Word 47 CMA V.3.0
Number of judges trained each year on Non-Computer systems	2002	194	44 Chief Justices 60 Regional Enhancing the Judicial System – IDLI 70 New Chief Judges Workshop 20 General Management Program (Time Management)
Number of Staff Trained Each Year On Computer Systems	2002	758	242 MS Windows 235 MS Word 8 MS SQL 192 CMA V.3.0 2 Implementing a Domino Infrastructure 2 Deploying Domino Applications 2 Help Desk Support 3 PC Troubleshooting 47 CIRN V.3.0 12 Content Manager Implementation and Administration 13 Content Manager Common Store for Lotus Domino
Number of Staff Trained Each Year On Non-Computer Systems	2002	200	140 ISC/NCC General Management Program 60 JIC Organizational Development

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**
Number of judges and court staff trained on legal research databases	2002	None	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	2002	4 (2 Iterations of the New Chief Judges Program and 2 Iterations of the Regional Enhancing the Judicial System)	16 %

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**
Number of policies/procedures added to the NCJS	2002	4	- All courses – Level 1 Evaluation - NCJS Judicial Coordinator in all Court of First Instance - Curriculum Design/ Development Committee - Chief Justices Workshops Institutionalized
Number of manuals developed	2002	3	1 Program Facilitation 1 Course outline 1 Best Practices for Course Design Development
Indicator: Increased number of trained faculty members			
Unit of Measure	**Year**	**# of Participants/ Programs/Documents/Forms**	**Reference**
Number of judges trained	2002	81	9 Program Facilitation Workshop 30 Evaluation Methods Workshop 18 Basic TOT Course 24 Concepts of Training Process Administration
Number of new judge orientation faculty trained	2002	48	30 Evaluation Methods Workshop 18 Basic TOT Course

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**
Number of civil law courses	2002	2	1 Regional Enhancing the Judicial System – IDLI 1 New Chief Judges Program
Number of admin. management courses	2002	2	1 Program Facilitation Program 1 Training Process Administration
Number of staff courses	2002	2	1 Program Facilitation 1 Office Management and Communication Skills
Number of computer courses	2002	2	1 Desktop Publishing 1 PC Troubleshooting

Indicator: Increased number of evaluation instruments			
Unit of Measure	**Year**	**# of Participants/ Programs/Documents/Forms**	**Reference**
Number of course-related instruments	2002	4	1 Level 1 Evaluation Methods 1 Level 1 New Chief Judges 1 Level 1 Training Process Administration 1 Level 1 Program Facilitation
Number of faculty-related instruments	2002	1	1 Pre/Post Evaluation Methods
Number of participant-related instruments	2002	4	1 Level 1 Evaluation Methods 1 Level 1 New Chief Judges 1 Level 1 Training Process Administration 1 Level 1 Program Facilitation
Number of overall program instruments	2002	5	1 Level 1 Evaluation Methods 1 Level 1 New Chief Judges 1 Level 1 Training Process Administration 1 Level 1 Program Facilitation 1 Pre/Post Evaluation Methods

S3