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Results Report for Year 2000

(January 1, 2000 – December 31, 2000)

ADMINISTRATION OF JUSTICE SUPPORT PROJECT

(AOJS)

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

(AMIDEAST)

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Administration of Justice Support Project

Results Report for 2000

Summary and Introduction:

The Administration of Justice Project submits the results for 2000 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.

Case processing time has continued to decrease compared to previous years (11.6% compared to last year), and the percentage of cases referred to the Experts Department seems to have decreased slightly as well. New procedures and policies have been developed at the North Cairo Court (NCC) in response to the introduction of automated systems.

The Project staff focused heavily on training this year in preparation for the rollout of the Case Management Application (CMA) program, with staff at NCC and Ismailia Court receiving extensive training on computer applications. Non-computer training through the National Center for Judicial Studies (NCJS) rose as well as the impact of previous years' faculty training began to be realized. The New Judge Orientation program, which the project developed in partnership with the NCJS, was presented to over 300 new judges this year, and will be offered annually in the coming years.

A new section that includes indicators for the automated systems has been added. 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 and start reporting on these indicators. The 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 this year reflect usage over the past three months, and not all court circuits have begun to enter data into the system. Still the data should be useful as a baseline for comparison with next year's data.

Following the findings and conclusions, the Project staff has submitted recommendations that are based on lessons learned. The report concludes with a list of annexes.

Strategic Context and Background of the Project:

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

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

Slow progress on this agenda over the following decade and a growing 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 30th of December 2001. 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 three different locations: North Cairo Court of First Instance, Ismailia Court of First Instance, and the National Center for Judicial Studies. Policy elements of the project are implemented in consultation with the senior-most levels of the Ministry of Justice.

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		
	1998	N/A	N/A		
	1999	N/A	N/A		
Source: MOJ record.	1998	N/A	N/A		
	1999	N/A	N/A		
	2000	N/A	N/A		
Comments: One-time End of Project measurement	2001(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	
1997 (B)			44%		
1998		46%	52%		
1999		50%	61%		
Source: Annual survey of civil lawyers practicing in Pilot Courts.	2000	55%	N/a		
	2001 (T)	60%			
	Comments: Baseline determined by Jan. 1998 survey. Annual surveys to be conducted thereafter				
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		
	1997 (B)		22.4		
	1998	21.6	12.8		
	1999	18.3	12.9		
Source: Independent verification of pilot court records by AOJS staff.	2000	16.6	11.4		
	2001(T)	13.3			
	Comments: Data used is extrapolated from the average times between individual events				
Unit of Measure 2: Average number of days from case Filing to disposition – cases sent to Expert Office	Year	Planned	Actual		
	1997 (B)		1084		
	1998	1050	1113.8		
	1999	900	990		
Source: Independent verification of pilot court records by AOJS.	2000	800	944		
	2001(T)	640			
	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.				

EGYPT		PERFORMANCE DATA TABLE		Approved: November, 1997	
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(T)	290		
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 (T)	50		
Unit of Measure 2: Days consumed in Service process, From filing to acknowledgement of service.		Year	Planned	Actual	
		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 (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 (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(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
Source: Project records.	1997(B)	N/A	0
Comments: Zero baseline – New project	1998	4	6
	1999	3	4
	2000	1	4
	2001(T)	ALL (8)	
Unit of Measure 2: No. of procedural steps simplified and Re-engineered in Service process	Year	Planned	Actual
Source: Project records.	1997(B)	N/A	0
Comments: Zero baseline – New project	1998	3	1
	1999	8	3
	2000	1	2
	2001(T)	ALL (12)	
Unit of Measure 3: Percentage of cases referred to expert office	Year	Planned	Actual
Source: Project records	1997(B)		29.4%
Comments: Data from North Cairo only. No Baseline Data will be drawn from Ismailia court until beginning of Ismailia implementation (approx. PY3)	1998	25%	15%
	1999	20%	21.8%
	2000	17%	18.8%
	2001(T)	15%	
Unit of Measure 4: Number of procedural steps simplified in the Expert Office.	Year	Planned	Actual
Source: Project records	1997(B)*		0
Comments: Relates to internal processes Within the Expert office itself. Zero Baseline – New proj.	1998*	2	1
	1999*	6	2
	2000	2	1
	2001(T)	2	
Unit of Measure 5: Number of procedural steps simplified in the Court related to the Expert process.	Year	Planned	Actual
Source: Project records	1997(B)*		0
Comments: Relates to internal processes within the court Resulting from Expert process. Zero baseline – New proj.	1998*	2	1
	1999*	8	3
	2000	2	1
	2001(T)	ALL (12)	
*NOTE: North Cairo data only during PY 1-3			

EGYPT		PERFORMANCE DATA TABLE		Approved: November, 1997	
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: Zero baseline – New Project	2000	6	1		
	2001(T)	ALL (10)			
Unit of measure 7: Number of Court hearings conducted Per case	Year	Planned	Actual		
	1997(B)*		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 During PY 1-3	1999*	8	7		
	2000	7	6.7		
	2001(T)	6			
Unit of measure 8 : Average number of continuances Granted per Case	Year	Planned	Actual		
	1997(B)*		9.4		
Source: Project records	1998*	8	6.1		
	1999*	7	6		
	2000	6	4.9		
Comments: Relates to the number of times court activity Postponed by Court. *NOTE: North Cairo data only During PY 1-3	2001(T)	5			
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(T)	4			
Indicator: Increase in use of court automation system to process new and pending cases					
Unit of measure 1: Number of cases entered each year in the CMA system	Year	Planned	Actual		
	2000(B)		3,058		
Source: CMA system statistics	2001 (T)				
Comments: New unit of measure					

EGYPT		PERFORMANCE DATA TABLE		Approved: November, 1997	
Unit of measure 2 : Number of lawyers listed in CMA database		2000(B)		1,718	
Source: CMA system statistics		2001 (T)			
Comments: New unit of measure					
Unit of measure 3 : Number of litigant parties listed in CMA database		2000(B)		15,130	
		2001 (T)			
Source: CMA system statistics					
Comments: New unit of measure					
Unit of measure 4 : Number of circuits entering case data		2000(B)		75	
Source: CMA system statistics					
Comments: New unit of measure					
Unit of measure 5 : Number of events entered in CMA database		2000(B)		2,539	
Source: CMA system statistics		2001 (T)			
Comments: New unit of measure					
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: New project - Zero baseline		1999	36	23	
		2000	18	103	
		2001 (T)	ALL (84)		
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: New Project - Zero Baseline		2001(T)	ALL (280)		
Unit of measure 3: Number of staff trained each year on Computer systems		Year	Planned	Actual	
		1997(B)		0	
		1998	60	0	
Source: Project records		1999	110	182	
Comments: New Project - Zero Baseline		2000	63	601	
		2001(T)	ALL (233)		

Unit of measure 4: Number of staff trained each year on Non-Computer systems	Year	Planned	Actual
	1997(B)		0
	1998	30	30
Source: Project records	1999	50	114
Comments: New Project – Zero Baseline	2000	50	141
	2001(T)	ALL (130)	
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
Source: Project records	1998	0	0
Comments: New Project – Zero baseline	1999	30	75
	2000	36	N/a
	2001(T)	18	
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
Source: Project records	1998	0	0
Comments: New Project – Zero baseline	1999	66	86
	2000	18	80
	2001(T)		
Unit of Measure 2: Number of Judges and court staff Provided access to legal research databases.	Year	Planned	Actual
	1997(B)		0
Source: Project records	1998	30	0
Comments: New Project – Zero baseline	1999	36	86
	2000	18	86
	2001(T)		

Result No. C.2: Judges More Knowledgeable of Egyptian Civil Law

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

Unit of Measure : 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 as the fifth-year result	1999	15%	19%
	2000	15%	14%
	2001(T)	15%	

Result No. C.2.1 Enhanced Educational Infrastructure at NCJS

Indicator: Increased number of educational mission-related administrative systems

Unit of Measure 1: Number of standard forms added	Year	Planned	Actual
Source: Project records	1997(B)		0
	1998	8	0
Comments: New Project – Zero baseline	1999	10	10
	2000	10	22
	2001(T)	8	
Unit of Measure 2: Number of automated systems added	Year	Planned	Actual
Source: Project records	1997(B)		0
	1998	2	2
Comments: <i>Measurement completed in 1998</i> New Project – Zero baseline	1999	N/a	N/a
	2000	N/a	N/a
	2001(T)	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: New Project – Zero baseline	1999	10	3
	2000	10	9
	2001(T)	8	

EGYPT		PERFORMANCE DATA TABLE		Approved: November, 1997	
Unit of Measure 4: Number of manuals developed		Year	Planned	Actual	
		1997(B)		0	
Source: Project records		1998	1	4	
Comments:		1999	1	10	
New Project – Zero baseline		2000	1	1	
		2001(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	
New Project – Zero baseline		2000	40	23	
		2001(T)	40		
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	
New Project – Zero baseline		2000	10	N/a	
		2001(T)	10		
Unit of Measure 3: Number of new judge orientation faculty trained		Year	Planned	Actual	
		1997(B)		0	
Source: Project records		1998	5	36	
Comments:		1999	5	25	
New Project – Zero baseline		2000	5	16	
		2001(T)	5		
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		

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: New Project – Zero baseline	1999	4	4
	2000	4	5
	2001(T)	4	
Unit of Measure 2: Number of Administrative Management Courses	Year	Planned	Actual
	1997(B)		0
Source: Project records	1998	4	9
Comments: New Project – Zero baseline	1999	5	1
	2000	4	7
	2001(T)	4	
Unit of Measure 3: Number of Staff Courses	Year	Planned	Actual
	1997(B)		0
Source: Project records	1998	2	0
Comments: New Project – Zero baseline	1999	4	4
	2000	4	3
	2001(T)	4	
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(T)	9	

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(T)	10	
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(T)	2	
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(T)	2	
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(T)	4	

Findings and Conclusions:**Special Objective C: Improved Civil Legal System**

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

Unit of Measure: MOJ acceptance with minor modifications

Number planned for 2000: Not applicable. This is a one-time, end of project measurement.

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

AOJS, in consultation with USAID Egypt, has chosen to postpone the Lawyer's Survey until February 2001. A combination of factors – from the judges' extensive involvement in monitoring parliamentary elections on the heels of the long summer judicial holiday to the beginning of Ramadan soon after the elections – has meant the court has been on hiatus for much of the second half of this year. Oral survey methodology suggests that asking participants about experiences that occurred months earlier might result in answers based on a skewed perception of the court's operations. The survey in February should still allow us 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 for CY 2000.

Result Number C.1: Improved efficiency of two pilot court systems***Indicator: Reduction in case processing time*****Introduction:**

This is the third 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 425 cases, slightly higher than the original sample of 400 cases, but down from last year's sample of 450 cases.

The sampling technique used in this year's report was consistent with the sampling technique employed for the 1999 report. The sampling technique is designed to provide a cross-section of all categories of cases closed during a 12-month period. Due to the court's hiatus in October and November while the judges were overseeing the national election process, the project shifted the sampling dates back so that this year's case sampling includes cases closed from October of 1999 to September 2000. 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. The project plans to do a thorough review and audit of the data collection formats and any adjustments will be reflected in the 2001 Results Report.

A successful caseflow management improvement program will include disposing of older pending cases (backlog) which will, in turn, decrease the total number of cases open and pending before the court. Detailed review of our case data along with summary reviews of pending cases within the court indicate that most of the cases closed included in this year's report are relatively new cases. This suggests that priority is not being given to disposing of pending cases. Further evidence of this is the lack of an expected statistical anomaly of an increase in the average time from filing to disposition, that would continue until the pending cases are disposed of and deleted from the case inventory. Once pending cases are input into the CMA (which is scheduled for this year) we should have a more accurate picture of case load activity at the North Cairo Court.

Unit of Measure 1: Average number of months taken from case filing to final decision for all civil cases	
Number planned for 2000: 16.6 months (498 days)	Number achieved in 2000: 11.4 months (342 days)

Reason for result: A marked decrease of 11.6% occurred over last year's average case disposition time, from 388 days to 342 days. The project's emphasis on increasing the number of cases closed, ie. addressing the backlog of pending cases, appears to have mixed results. Cases are being closed more quickly, however when reviewing the sample data, there is a 15% decrease in the number of cases over 600 days old this year as opposed to last year. With a higher proportion of newer cases being closed than older cases, the average time from filing to disposition will inevitably decrease. Furthermore, a brief survey of the pending case load of several circuit clerks suggests the actual case backlog is higher than represented in this sample (sample % over 2 years old: 12%; survey % over 2 years old: 23%). Additionally, the percentage of cases in which referrals were made to the Experts Department decreased from 21.8% of all cases last year to 18.8% this year. It would not be surprising to the team if next year's results showed a less significant decline or even increase, given these factors.

Unit of Measure 2: Average number of days taken from case filing to disposition in cases sent to the Expert Office	
Number planned for 2000: 30 months (800 days)	Number achieved in 2000: 31.5 months (944 days)

Reason for result: This represents a decrease of 46 days or 4.6% from last year's results. The project had expected to work more directly with the Experts Department reviewing and implementing recommended changes from a management consultant report that was completed in March of 2000. This activity has been postponed until next year, however the Court Admin team has been successful in arranging a series of meetings between the director of the Expert Department and the judges at NCC to discuss ways to improve case processing time. Several changes were implemented this year to make the paper flow between the court and the department smoother.

As noted in earlier reports, the Experts' Department policy for processing referrals from the court states that referrals are assigned to an expert in the order they are received and that the referrals are not worked out of this sequence. Over the past year, it has become clear that this policy is not followed to the letter, as less complex referrals are sometimes processed before more complex ones. This allows the experts to process a higher number of referrals which can make them eligible for work production bonuses. This could be another reason for the decrease in the time for completion of the reports.

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 2000: 13.3 months (365 days)	Number achieved in 2000: 7.4 months (202.2 days)

Reason for result: For a third consecutive year, the average time it took to dispose of cases not sent to the Experts Department decreased. Specifically, the figures showed a 9.3% decrease (20.7 days) over last year. Again, the project has emphasized the positive role of the judge, and this decrease in average length of cases not sent to the Experts could reflect their attempts to implement the tools and lessons that the project has presented during extensive training. The Court Admin team and the Senior Judicial Advisor also met individually with judge on the experimental panels during the first three quarters of the project to present them with statistics concerning the progress made to decide cases. The meetings provided an opportunity for project staff to engage judges on the problem of case delay and work to change and shape attitudes about the importance of addressing this issue.

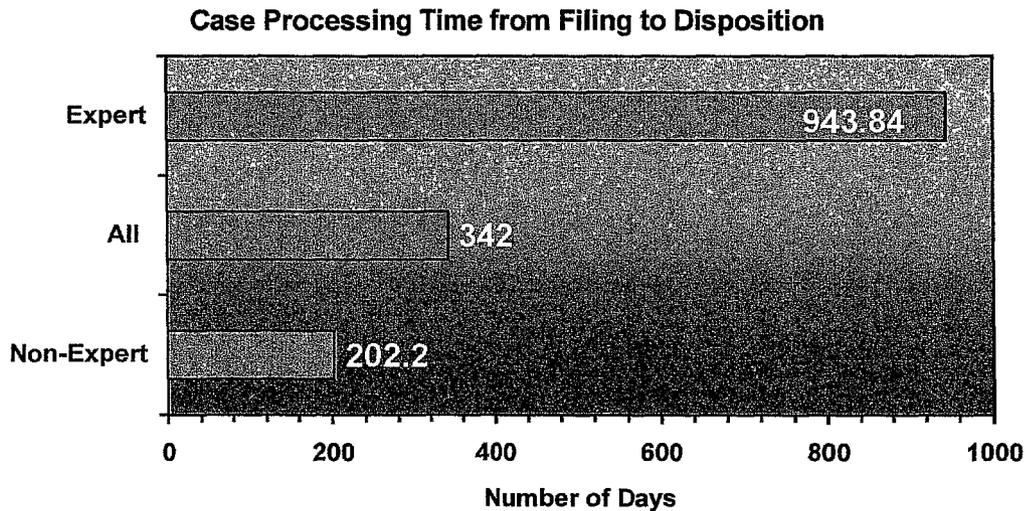


Fig.1

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 2000: 55 days

Number achieved in 2000: 40.4 days

Reason for result: This process continued to decrease although at a rate slower than previous years, from 41.5 to 40.4 days, a decrease of 1.1 days (2.7 %). This appears to be on target with expectations, as the law requires a first hearing to be held between 21 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. Future variances in this number will be small and should not exceed four or five days in either direction. The implementation of the CIRN will also help ensure 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 2000: 16 days

Number achieved in 2000: 19.5 days

Reason for result: Days consumed in service went up this year by 2 days (from 17.5 to 19.4). This represents an increase of 11% over last year, but only a 4.3% increase when compared with the 1998 data. The Ministry of Justice did sponsor a new law last year 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 serve from the court has not yet been repealed. This has led to a duplication of effort and may increase processing time.

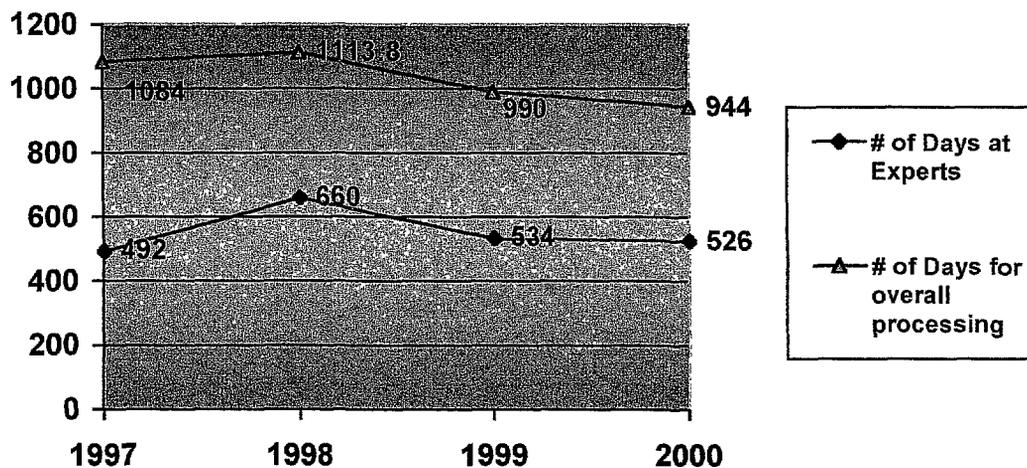
In addition, the introduction of automated systems (Case Initiation & Receipting Network in July and Case Management Application system in September) may have contributed to this increase. For the first few years of the project, the Court Admin team focused on streamlining manual procedures. This year, court staff underwent extensive training in preparation for the implementation of automated systems, which required time away from work. Also, during the transition period, both manual and automated systems are running in parallel, until the manual procedures can be smoothly phased out. We expect to see some indications of this process in next year's data as well.

Unit of Measure 3: Days consumed in the expert process from referral to final expert opinion	
Number planned for 2000: 325 days	Number achieved in 2000: 526 days

Reason for result: Time consumed in Experts process has shown a modest decrease of 1.5 % over last year, from an average of 534 days in 1999 to 526 days in 2000. This corresponds roughly to the overall decrease of 4.6% in case processing time for cases sent to the Experts department, as shown on the chart below.

Fig. 2

Cases at NCC sent to Experts Department



The project has not had an opportunity to work with the Experts Department as closely as originally planned this year. The Court Admin team did arrange a meeting between the director of the Expert Department and judges at the NCC about different ways to reduce time consumed in the Expert process. One significant problem remains the language the judges use in their request for an expert opinion. Sometimes the Experts are not certain what information the judge is requesting and they will send the case back for clarification. The judge will then have to draft another request and submit the case again. In this meeting the judges and director discussed ways to make the judges' requests clear and concise.

Plans to review and implement management consultant recommendations for streamlining the Experts process were postponed this year due to judicial oversight of the national elections. However, the 2001 workplan calls for increased activities in this area that will hopefully lead to a reduction in the average cycle time for expert's reports. An implementation committee has been formed and the project is in the process of working with the Chief Justice to identify appropriate committee members.

It is also obvious from the figures that the project's planned results based on the 1997 baseline are not realistic, given the past three year's actual numbers. Perhaps a more reasonable target should be set for the end of 2001.

Unit of Measure 4: Days consumed in the opinion process from first date of last hearing to publication of court opinion	
Number planned for 2000: 25 days	Number achieved in 2000: 29.4 days

Reason for result: The reengineered and automated typing pool processes completed in 1999 continued to help reduce the time it takes for opinions to be published, as shown by the 13.5% decrease from last year (4.6 days). As typing pool staff become more proficient in their keyboarding skills we anticipate further reductions.

Addendum to the information from Ismailia Court on case processing:

The Court Administration team has done extensive work in the NCC during this stage in the project. The team was not planning to concentrate any energy on the second pilot court in Ismailia. However the Ismailia court management asked to be included and has actively begun monitoring data and installing procedural training. The Court Administration team visited Ismailia court three times and met with the judges and the clerks to encourage implementing the changes of case management and using computers to write judgments. The team exchanged ideas of decreasing the time consumed in cases referred to the Experts Office with the chief justice and the chief judges of the experimental panels. Circuit clerk and other court functions are automated using stand alone PCs until the CMA is installed next year. The Ismailia court numbers of this study shows progress in filing disposition duration in cases referred to the experts. Those cases which are not referred to the Experts' Office were backlog. There is no more two years old backlog in Ismailia court for next year.

<p>Result Number C.1: Improved Efficiency of Two Pilot Court Systems (Ismailia)</p>
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<p>Indicator: <i>Reduction in case processing time at the Ismailia Court</i></p>

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

There is about 47% reduction in time compared to 1999. The chief justice of the court meets every day with the judges and the chief clerks to discuss matters of the court. implementing the change committee headed by an active court manager is taking over.

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

Number achieved 1999: 512.8 days Number achieved in 2000: 219.8 days

There is about 57% reduction in time compared to 1999. The chief justice visits the experts office and solves problems on the spot. Court manager follow up on delayed cases.

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

Number achieved 1999: 69.9 days

Number achieved in 2000: 89.9 days

There is about 28% increase in time compared to 1999 due to the fact that Judges concentrated more on old cases and got rid of the backlog.

Result Number C.1.1: Improved Administration of Two Pilot Court Systems (Ismailia)

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 1999 :28.3 days

Number achieved in 2000: 30.5 days

There is about 8% increase in time compared to 1999 as the CIRN is installed. The system is adjusted to 21/60 days; the new version will be changing limits by case type.

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

Number achieved 1999: 7.8 days

Number achieved in 2000: 8.8 days

There is about 13% increase in time compared to 1999. An amendment to the law requires service department to send registered mail to the parties and serve them in person. This delayed the process a bit and increased expenses but insured acknowledgement.

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

Number achieved 1999: 303.4

Number achieved in 2000: 104.4 days

There is about 66% reduction in time compared to 1999. Direct contact between the chief justice and the expert department director helps timely flow of files. Also meetings with the judges decreased the number of cases referred to the experts.

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

Number achieved 1999: 31 days

Number achieved in 2000: 18.5 days

This is about 40% improvement over 1999 since the typing pool is fully automated and 10% of the judges are typing their own judgment.

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 2000: 3

Number achieved in 2000: 4

Reason for result: As the CIRN system moved into the implementation phase, 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 2000: 1

Number achieved in 2000: 2

Reason for result: The incentive program within the service department has been reengineered based on project recommendations. Previously, the service department was given bonuses based on cumulative results of the department and the bonuses were divided among all employees. In June 2000, a new system was introduced that will distribute incentives to servers on an individual basis based on their productivity. It is hoped that this new arrangement will improve service time by making the benefit of completing work in a timely fashion more explicit.

In addition, the project worked with the service department to establish an in-house training program for servers using their supervisors and inspectors from the Ministry of Justice as instructors. The training is provided to new servers and current employees on the occasion of their promotion to a higher level. The Service Department plans to offer the training on at least an annual basis.

Unit of Measure 3: Percent of cases referred to the Expert Office	
Number planned for 2000: 17%	Number achieved in 2000: 18.8%

Reason for result: This number decreased by 13.8% over last year's figure. As noted last year, if the results of 1998 are discounted, the trend in this category continues, with an average yearly decrease of about 14%. The project has consistently worked to raise awareness among judges of the need to scrutinize requests for referrals to the Experts' Department more closely and to disallow those which have no merit, as a referral typically increases case processing time substantially.

Unit of Measure 4: Number of procedural steps simplified in the Expert Office	
Number planned for 2000: 2	Number achieved in 2000: 1

Unit of Measure 5: Number of procedural steps simplified in the Court related to the expert process	
Number planned for 2000: 2	Number achieved in 2000: 1

Reason for result: In late 1999, the Project hired a local management consultant firm to coordinate with the Follow Up Judge to survey work processes between the court and the Experts' Department and within the department. The Court has now formed an implementation committee which will begin the process of reviewing and implementing the consultants' recommendations.

While the consultants' assessment was in progress, the project encouraged the Court to revisit staffing within the Expert Office. The main responsibility of this office is to facilitate the transfer of case files between the court and the Experts Department. In addition to physically distributing them to the appropriate persons, a clerk must review the file before it is sent to the Experts Department to make sure the file is complete and all the appropriate documentation is included. Once the file is returned from the Experts Department, the clerk must then review the file to discover whether the expert has issued an opinion or not.

Depending the reason listed for recusal, the clerk must decide whether to send it back to the Experts Department or ask the judge to rephrase or clarify the question. The Court Admin team discovered the current staff at the Experts Office had limited training in this area and cases became backed up as they struggled to review the files and make sense of the Experts opinions. A new staffing arrangement was developed so that three experienced circuit clerks act as supervisors and are responsible for the technical review of cases entering and leaving the office. This new step will hopefully reduce the bottleneck at the level of the Experts Office.

Unit of Measure 6: Number of procedural steps simplified in the opinion process	
Number planned for 2000: 6	Number achieved in 2000: 1

Reason for result: At the project's urging, the Ministry of Justice has approved two standard templates for use with signature cases (cases that require court approval for uncontested issues or claims). The reasoning or language used when issuing an opinion in signature cases is fairly standard, varying slightly depending on whether both parties to the case appear before the judge, or if the plaintiff appears alone. When the judges use this template, the typing pool can simply insert the names and addresses of the plaintiff and the defendant into whichever template is appropriate and process the judgment, without typing a detailed individual case history.

The project has also continued to work with judges at NCC to encourage them to submit their opinions to the typing pool on floppy disk instead of in long hand or on a typed page, allowing the typists to reformat and process the judgment more quickly. Another change advocated and planned by the project was to have "short" judgments typed in full by the judge and not forwarded to the typing pool. If this were done as planned, another five steps would have been simplified. Since only ten of eighty judges are beginning to implement this process, we do not consider this change fully implemented this year.

Unit of Measure 7: Number of court hearings conducted per case	
Number planned for 2000: 7	Number achieved in 2000: 6.7

Reason for result: This is the average number of court hearings held per case, regardless of whether it has referral to the Experts' Department. The total number of cases sent to the Experts' Department averaged 16.4 hearings per case. Cases not sent to the Experts averaged 4.5 hearings per case.

While the reduction in the number of hearings per case is down just slightly, 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 continuences granted per case	
Number planned for 2000: 6	Number achieved in 2000: 4.9

Reason for result: This measure shows a significant improvement over the past two years when the average number of continuences granted per case hovered around 6. This factor will definitely contribute to a reduction in case processing time and may be part of the reason overall case processing time appears to headed downward.

Unit of Measure 9: Number of administrative duties assigned to judges	
Number planned for 2000: 8	Number achieved in 2000: 6

Reason for result: The Court Admin team has worked to encourage judges to rely on their circuit clerks to complete administrative duties. One of the major impediments was that judges were concerned their clerks were not adequately prepared to complete these administrative tasks. The project has provided extensive training for these clerks to improve their skills and encouraged judges to meet regularly with their clerks. As a result, judges delegate more tasks to their clerks, such as reviewing the circuit clerk agenda, sending service letters to litigants, overseeing the hearing roll and processing expert opinion receipts.

<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 and start reporting 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 this year reflect usage over the past three months, and not all court circuits have begun to enter data into the system. Still the data should be useful as a baseline for comparison with next year's data.

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.

<p><u>Unit of Measure 1:</u> Number of <u>cases</u> entered in the CMA system</p>

<p>Number planned for 2000: n/a</p>

<p>Number achieved in 2000: 3058</p>

<p><u>Unit of Measure 2:</u> Number of <u>lawyers</u> listed in the CMA database</p>
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<p>Number planned for 2000: n/a</p>

<p>Number achieved in 2000: 1718</p>

Unit of Measure 3: Number of <u>litigant parties</u> entered in the CMA database	
Number planned for 2000: n/a	Number achieved in 2000: 15130

Unit of Measure 4: Number of <u>circuits</u> entering <u>case data</u>	
Number planned for 2000: n/a	Number achieved in 2000: 75

Note: the 75 circuits represent 43 active panels.

Unit of Measure 5: Number of <u>events</u> entered in the CMA database	
Number planned for 2000: n/a	Number achieved in 2000: 2539

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

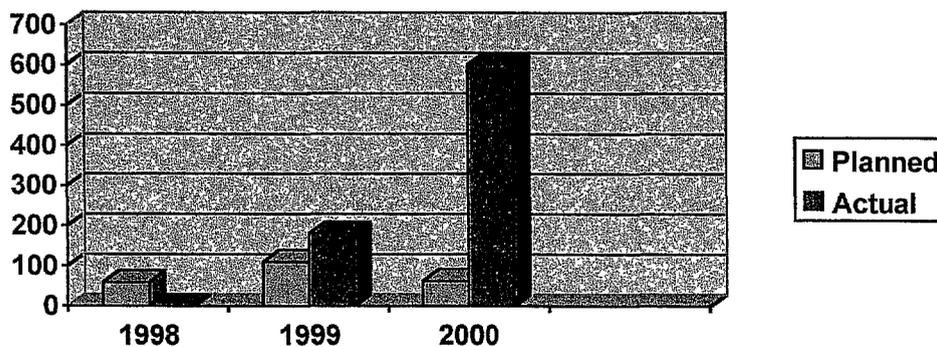
Unit of Measure 1: Number of <u>judges</u> trained each year on <u>computer</u> systems	
Number planned for 2000: 18	Number achieved in 2000: 103

Reason for result: The substantial increase in actual training as opposed to planned numbers is largely attributable to a legal research training course conducted for 80 judges in March of 2000. 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). Instead, 80 PCs were procured in late 1997, and computer training for judges spiked in 1998. The number for last year is low, mainly because training sessions at the NCJS PCLL for 86 judges on Legal Research using a CD-Rom package were included solely in an indicator for Result C.1.12 Access to Legal Information in the Pilot Court System. A more detailed breakdown of the courses conducted this year appears in Appendix 1.

Unit of Measure 2: Number of <u>judges</u> trained each year on <u>non-computer</u> systems	
Number planned for 2000: 80	Number achieved in 2000: 578

Fig. 3

Judicial Training on Non-Computer Systems



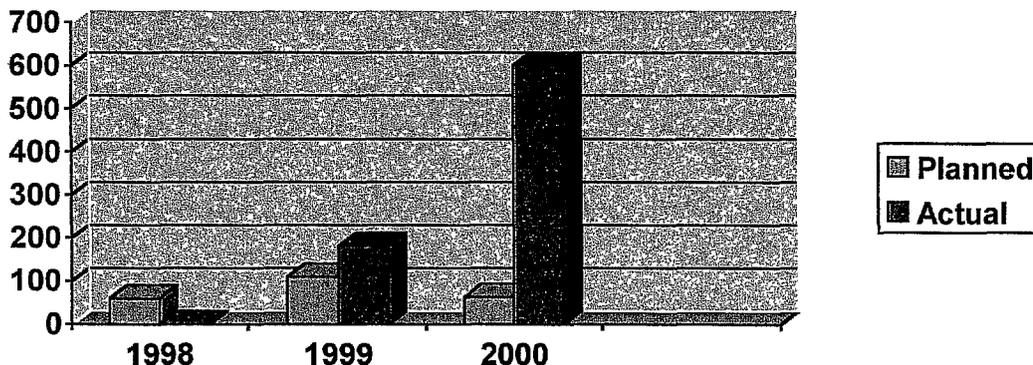
The increased training capacity of the NCJS is dramatically apparent from these numbers. The New Judge Orientation program accounts for about half of the 578 participants trained. A more detailed breakdown of the courses offered appears in Appendix 1.

Unit of Measure 3: Number of <u>staff</u> trained each year on <u>computer systems</u>	
Number planned for 2000: 63	Number achieved in 2000: 601

Reason for result: AOJS training for staff on computer systems increased dramatically this year in response to the rollout of the CMA system at the NCC, which occurred in July of this year. Staff at NCC went through initial basic computer skills training in order to have the necessary skills to advance to the CMA Data Entry training program. At the end of CY 2000, all the indexers and about 75% of the approximately 130 circuit clerks who will be working on the CMA, will be finished with their training for this system. . A more detailed breakdown of the courses offered appears in Appendix 1.

Fig. 4.

**Staff Training on Computer Systems
Planned v. Actual**



Unit of Measure 4: Number of <u>staff</u> trained each year on <u>non-computer</u> systems	
Number planned for 2000: 50	Number achieved in 2000: 141

Reason for result: The project provided Court Customer Service training through the NCJS to 121 court staff based on the feedback from middle managers who had undergone similar training the year before. They had suggested that clerks working on the frontline should benefit from the training as well. . A more detailed breakdown of the courses offered appears in Appendix 1.

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

Unit of Measure 1: Increase in number of judges home PCs installed	
Number planned for 2000: n/a	Number achieved in 2000: 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.

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.

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 2000: 15%

Number achieved in 2000: 14%

Reason for result: The Judicial Training Team used the pre- and post- test scores from the following courses as the annual average: New Chief Judges Orientation, Positive Role of the Judge Program, and IDLI's Enhancing the Judicial System Workshop.

The average is roughly on target with the Training team's expectations. As the project enters its fourth year, there is beginning to be less of a knowledge gap among the judges' pre- and post- test scores as the groups involved in the training become more experienced with civil law ruling applications. During the first half of the project in 1998, when the judges were exposed to new course material on Bank Transactions, Trademarks and Bankruptcy, the average difference pre- and post-test was about 30%.

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 2000: 18

Number achieved in 2000: 80

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

Number planned for 2000: 18

Number achieved in 2000: 86

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.

<p>Result Number C.2.1 Enhanced Educational Infrastructure at the National Center for Judicial Studies</p>

<p>Indicator: <i>Increase in number of educational mission-related administrative systems</i></p>
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<p>Unit of Measure 1: Number of standard forms added</p>

<p>Number planned for 2000: 10</p>

<p>Number achieved in 2000: 22</p>

Reason for result: In 2000, AOJS worked with a subcontractor, Middle East Advisory Group to conduct an organizational survey of the NCJS Personal Computer Literacy Lab to develop a manual for administrative operations and procedures. The manual contains numerous prototype forms used in all phases of the training cycle, such as training needs assessments, yearly training plans, course evaluation instruments, .

<p>Unit of Measure 2: Number of automated systems added</p>
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<p>Number planned for 2000: n/a</p>

<p>Number achieved in 2000: n/a</p>

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 2000: 10	Number achieved in 2000: 9

Reason for result: The Judicial Education team continued to work with the NCJS to develop new policies and procedures. For the first time, the Executive Management Training program for Chief Justices included an application process, asking potential participants to list reasons why they are interested in receiving training. It is hoped that an application process will encourage self-selection among motivated judges, and may be implemented institution-wide in the coming years. In addition, formative and summative evaluation procedures were created for the New Judges Orientation program so that participants are evaluated periodically throughout the course and faculty members are more involved in the process.

Unit of Measure 4: Number of manuals developed	
Number planned for 2000: 1	Number achieved in 2000: 1

Reason for result: As mentioned previously, a new manual was introduced this year detailing administrative and operational procedures for the NCJS PCLL. As NCJS begins to assume more responsibilities for administering training program, this manual should act as a guide to best practices and assist in maintaining the high standards established by the project.

Indicator: *Increase in number of trained faculty members*

Unit of Measure 1: Number of judges trained	
Number planned for 2000: 40	Number achieved in 2000: 23

Reason for result: The Judicial Training team was prepared to exceed the target number of 40 judges, by offering two formal TOT programs. However the judges' involvement in monitoring the national elections meant that the Master Trainers program had to be postponed until CY 2001.

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 2000: 5	Number achieved in 2000: 16

Reason for result: The number of trained judge-faculty at the NCJS continues to grow, although not as rapidly as in previous years due to the training postponed for national elections. However, the number of faculty trained for the orientation program exceeds earlier expectations and NCJS seems poised to keep up with demand. This year they conducted training for approximately 300 new judges. The program has been institutionalized at NCJS and will be offered each year.

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 NCJS

Indicator: *Increase in number of new courses implemented*

Unit of Measure 1: Number of Civil Law courses	
Number planned for 2000: 4	Number achieved in 2000: 5

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 selected to attend these courses, in order that they might incorporate knowledge gained from the course material into their own NCJS training materials.

The four courses include: New Judges Orientation Part Two, Enhancing the Judicial System Workshop, New Chief Judges training, Positive Role of the Judge, Legal Research Training.

Unit of Measure 2: Number of administrative management courses	
Number planned for 2000: 4	Number achieved in 2000: 7

List of courses: AOJS implemented an Executive Management program for two groups of follow-up judges and chief judges over the last two quarters of the year. The training consisted of a series of seven courses on a variety of topics, including leadership styles, management skills and planning techniques.

Unit of Measure 3: Number of staff courses	
Number planned for 2000: 4	Number achieved in 2000: 3

Reason for result: The Judicial Education Team presented three new courses this year, including a unique TOT/OJT course for staff at NCJS and NCC on techniques, methods and skills for training employees on the job. For many participants this was their first exposure to the idea that new employees or employees given new tasks should be given training in an organized manner. AOJS also implemented a three-day training program on "Court Customer Service" for over 120 line staff from the NCC and IC and provided training to staff from the NCJS and NCC on how Microsoft Outlook could be used to improve internal collaboration and communication.

Unit of Measure 4: Number of computer courses	
Number planned for 2000: 9	Number achieved in 2000: 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. In response to a demonstrated need among court staff, the NCJS developed and implemented an abbreviated Windows course that provided an introduction to the Windows environment. The project also assisted NCJS in the development of new courses in Microsoft Word and Outlook.

Indicator: <i>Increase in the number of evaluation instruments</i>

Unit of Measure 1: Number of course-related instruments
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Number planned for 2000: 7

Number achieved in 2000: 14

Unit of Measure 2: Number of faculty-related instruments

Number planned for 2000: 2

Number achieved in 2000: 11

Unit of Measure 3: Number of participant-related instruments

Number planned for 2000: 2

Number achieved in 2000: 14

Unit of Measure 4: Number of overall program instruments

Number planned for 2000: 4

Number achieved in 2000: 14

Reason for result: This year, the Judicial Education team has required all subcontractors who collaborate with the project to develop course material to also include evaluation instruments tailored to the course. The goal was to expose NCJS faculty and administrators to a different evaluation models as the institution moves towards developing courses and evaluation instruments of its own.

Recommendations Through Lessons Learned (2000):

Last year's report made several recommendations from lessons learned that were incorporated into this year's report. This year we added a section on Case Management Application Indicators (Recommendation 1.1) to the Performance Data Table. Recommendation 1.2 suggesting the elimination of targets for 2001 was not implemented due to the project's extension.

Each year brings with it new lessons. Further recommendations to improve the results reporting and therefore strengthen future monitoring and evaluation reports follow.

1. In the year 2001 the project will, for the first time, have the benefit of comprehensive case data from NCC if all pending cases are input into the CMA system as planned for in the 3rd quarter. It is recommended that next year's results reporting should combine sampling data with some statistics drawn from the new CMA.
2. It is recommended that the Court Admin Team should consider ways, during the coming year, to give the administrative staff at the courts a greater sense of stake in the annual data collection process. Some time should be devoted to this during Q1-Q3 of 2001 prior to actual sampling and data collection in Q4. This could enhance the collegial and cooperative efforts of the project staff and the court staff in data collection and data preparation.
3. It is recommended that the data collection forms be improved in two specific areas:
 - Next year's forms should ensure adequate space for the numbers requested.
 - Next year's forms should include a small narrative section in which the technical terms on the form are clearly defined.

These two improvements in the form will improve "inter-coder reliability" by minimizing confusion between data collectors as to what information is being requested.

4. It is recommended that, in the Results Report for 2001, the analysis of data from Ismailia Court should be expanded.
5. In the event that the project be extended until 2002, it is recommended that the AOJS staff set aside time in Q2 or Q3 of 2001 to consider additional targets that could be added to the performance data table for 2002 with particular respect to factors bearing upon long term sustainability of the project. Data collection procedures for these new targets could be identified in 2001 and implemented in 2002.

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	2000	103	3 Abbreviated Windows/BCS 4 Excel 1 – Ism 4 Excel 2 – Ism 2 CMAIC 80 CD-Rom/IGLC 4 CMA Data Entry 6 Outlook
2. Number of judges trained each year on Non-Computer Systems	2000	578	19 TOT 60 IDLI 40 Positive Role of the Judge 67 New Judge Orient/Comm. 60 New Judge Orient/Rent 93 New Judge Family Law 31 Strategic Planning 31 Change Management 31 Highly Effective Managers 29 Leadership Skills 29 Transformational Leadership 29 Time, Stress, and Self Management 29 Continuous Process Improvement 30 New Chief Judges
3. Number of Staff Trained Each Year On Computer Systems	2000	601	6 TCP/IP 111 CMA Concepts 101 CMA Data Entry 35 CIRN 4 Windows NT 150 Abbreviated Windows 9 Comp. Trouble-Shoot. 22 CMAIC 22 Excel I 22 Excel II 21 CMAIC Update V 2.1 8 Access 4 Outlook 11 Intro. Notes Client 11 Working in Dom. Data. 11 Maintain. Dom. Server 11 Maintain. Domino Users 11 Extending Notes Client 7 Implem. Domino Infra. 10 Help Desk Supp. for R5 7 Domino Designer 7 Using JavaScript w/Dom.

Unit of Measure	Year	# of Participants/Programs/Documents/Forms	Reference
4. Number of Staff Trained Each Year On Non-Computer Systems	2000	141	20 TOT/OJT 121 Court Customer Service
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	2000	80	80 CD-Rom Legal Database Training
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	2000	3 Programs (IDLI, New Chief Judges, and Positive Role of the Judge)	14%
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	2000	22	22 PCLL Manual and New Chief Judges
3. Number of policies/procedures added to the NCJS	2000	9	2 PCLL 1 Exec. Mgmt. Program 3 New Judges School 1 Automation 1 TOT/Masters 1 New Chief Judges/Video
4. Number of manuals developed	2000	1	1 PCLL
Indicator: Increased number of trained faculty members			
Unit of Measure	Year	# of Participants/Programs/Documents/Forms	Reference
1. Number of judges trained	2000	23	19 TOT/Advanced 4 OJT at NCJS
3. Number of new judge orientation faculty trained	2000	16	16 trained, then teaching in New Judges Orientation
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	2000	5	1 New Judges Orient. Part 2 1 IDLI 1 New Chief Judge 1 Positive Role of the Judge 1 CD-ROM for Legal Res.
2. Number of admin. management courses	2000	7	7 Exec. Management Prog.

Unit of Measure	Year	# of Participants/ Programs/Documents/Forms	Reference
3. Number of staff courses	2000	3	1 TOT/OJT 1 Court Customer Service 1 Outlook
4. Number of computer courses	2000	3	1 Abbreviated Windows 1 Word 1 Outlook
Indicator: Increased number of evaluation instruments			
Unit of Measure	Year	# of Participants/ Programs/Documents/Forms	Reference
1. Number of course-related instruments	2000	14	1 TOT/OJT 1 TOT/Advanced 1 IDLI 1 Positive Role of the Judge 7 Exec. Mgmt. Program 1 New Chief Judges 1 Court Customer Service 1 PCLL
2. Number of faculty-related instruments	2000	11	1 TOT/OJT 1 TOT/Advanced 1 IDLI 7 Exec. Mgmt. Program 1 PCLL
3. Number of participant-related instruments	2000	14	1 TOT/OJT 1 TOT/Advanced 1 IDLI 1 Positive Role of the Judge 7 Exec. Mgmt. Program 1 New Chief Judges 1 Court Customer Service 1 PCLL
4. Number of overall program instruments	2000	14	1 TOT/OJT 1 TOT/Advanced 1 IDLI 1 Positive Role of the Judge 7 Exec. Mgmt. Program 1 New Chief Judges 1 Court Customer Service 1 PCLL