

**Rapid Assessment of Training Effectiveness and
Infrastructure Development
Legal and Judicial Reforms Project (LJRP)**

Rapid Assessment of Training Effectiveness and Infrastructure Development Legal and Judicial Reforms Project (LJRP)¹

1. Introduction and Methodology

The Legal and Judicial Reforms Project (LJRP) commenced in 2000 and was the first comprehensive donor funded development project for this sector in Sri Lanka. The enhancement of the capacity of this sector nor the modernization were priorities of the government and the donor reform agenda till then. By 2003, the LJRP was rated a “problem project”. One reason being the lack of client ownership and the disconnect between the client and the donor expectations. However, with the renewed collaboration by both the Government and the World Bank, the project was turned around and the disbursement rate increased from 35% in 2004 to 85% in 2006. This was mainly due to fast tracking of the implementation activities by the Government as well as close supervision by the World Bank. Unexpectedly, the Quality Assurance Group (QAG) of the World Bank had rated the project supervision as low as 5 in a scale 1-6 indicating that the Bank and the Government had not provided measurable indicators to assess the impact and on the premise that “what’s not measurable is not done”. In addition, there is less evidence that better infrastructure and better equipment lead to efficiency and better productivity. Since the Government has requested for a follow-on project which is expected to be presented to the World Bank Board by June 2007, the World Bank team was requested to conduct a rapid assessment of the impact of training and infrastructure through a beneficiary survey.

The purpose of this report is to carry out a rapid assessment of training and infrastructure support components of Sri Lanka Legal and Judicial Reforms Project (LJRP). The training component of the project covers both short-term and long-term training. The latter includes post-graduate study programmes offered by local and foreign institutions leading to Diplomas, LLMs, MPhills and PhDs. The foreign training institutions which offered short term programmes include the City University of Hong Kong, University of Malaya, Malaysia, International Development Law

¹ Report was prepared by Dr. Sunil Chandrasiri, Senior Lecturer, Department of Economics and Mr. A. Sarveswaran, Senior Lecturer, Faculty of Law, University of Colombo. Sri Lanka.

Organization, Rome and the University of Wales. UK. The short-term training includes both local and foreign training opportunities including tailor made training for the Judiciary, Attorney General’s Department, and Legal Draftsman’s Department (LD). The long-term training was provided by legal training institutions in UK, Australia and in USA. More specific details relating to LJRP training component and the sample drawn for the rapid assessment are given in Table 1 and 2. Considering the time constraint, the sample size for the training component was fixed at 50 (about 17% of total training recipients) and greater weightage was placed on long-term training with a view to assess potential long-term benefits of the LJRP. The assessment of infrastructure component includes a total of 25 court complexes/houses refurbished under in three phases (Table 3). The sample covers 20 court complexes representing 80 percent of the institutions refurbished under the LJRP.

The assessment was based on two structured questionnaires administered among project beneficiaries in December, 2006. In addition, to project specific details, both questionnaires were designed to include questions on efficiency, effectiveness and overall satisfaction of project components and the respondents were asked to rate each aspect using a progressive scale of 1 (minimum) to 5 (maximum). The efficiency related questions dealt with efficient use of time, human resources, office resources, and changes in behaviour and approach to work (Annexure 1 and 2).

Table 1 : Sample Frame

Institution ²	Short term Training programmes (Foreign) + Foreign & Local	Long term		
		Foreign LLMs	Local LLMs	Foreign MPhil/PhDs
AG Dept	120	18		
LD Dept	22			
Judiciary	175	12		1

² AG – Attorney General, LD- Legal Draftsman, MOJ – Ministry of Justice, BASL - Bar Association of Sri Lanka.

Law Schools		18		9
BASL		4		
MOJ	2			
Others	22		40	
Total (443)	341	52	40	10

Table 2 : Sample Distribution

Institution	Short term Training programs	Long term		
		Foreign LLMS	Local LLMs	Foreign MPhil/PhDs
AG Dept	7	4		
LD Dept	2			
Judiciary	9	3		1
Law Schools	0	6		5
BASL	0	1		
Ministry of Justice	1			
Others	1		10	
Total (443)	20	14	10	6
% of the total population	6%	27%	25%	60%

Table 3 : Refurbishment of Courts

Phase	No of court complexes/ houses	Cost US \$
Phase I	10 court complexes/houses	US 1.32 million
Phase II	6 court complexes/houses	US 0.37 million
Phase III	9 court complexes/houses	US 2.01 million

2.1 Analysis of Survey Results – Training component

Respondent Profile: Of the 50 respondents covered by the training component, 74 percent were males and about 54 percent were in the age group of 36 to 45 years. Another 18 percent were in the age group of 25 to 35 years. In terms of work experience, about 33 percent of respondents accounted for 15 to 20 years experience while another 22 percent accounted for work experience of 10 to 15 years. Of the total sample, majority are from the judiciary and more than 85 have received foreign training. About 16 percent of them have received training both from local and foreign sources. By type of training, about 44 percent have received Masters’ level training while another 8 percent reported training at doctoral level (Figure 1). By type of institutions, the Judiciary (40%) and the AG’s Department (28%) accounted for 68 percent of the sample (Table 4).

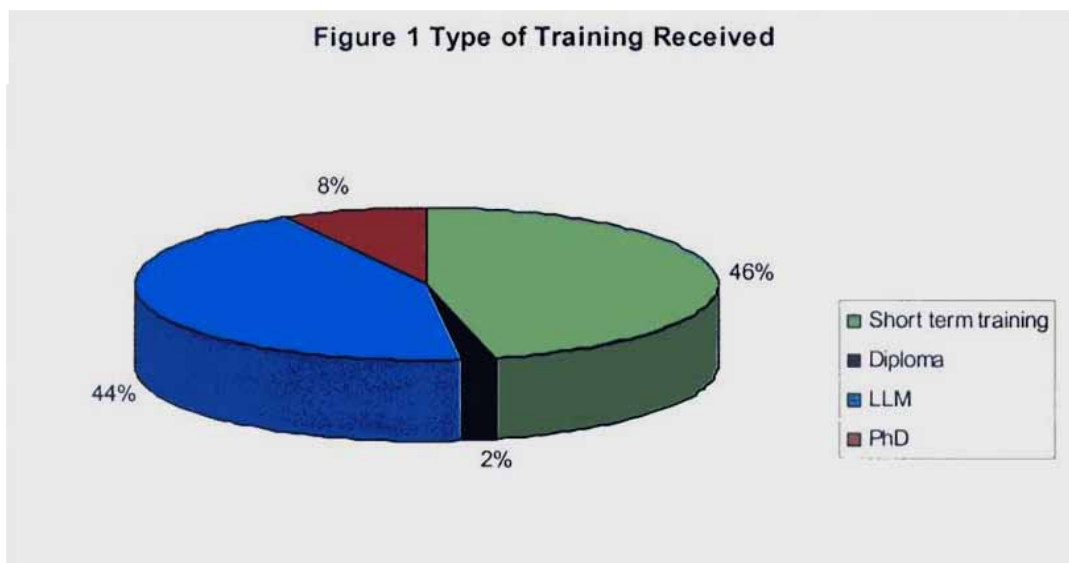


Table 4 : Training Received by Type of Institutions (%)

Institution	%
1. Judiciary	38
2. Attorney General's Department,	30
3. Legal Draftsman's Department	8
4. Law Schools	16
5. Bar Association	8
Total	100

Quality and Relevance of Training Received: The quality of training offered under the LJRP was assessed using five different criteria: a) acquisition of technical skills and knowledge, b) new ideas and exposure to improve work, c) communication skills, d) team work skills, and e) computer skills (e.g. use of e-mails, visiting web sites, retrieval of documents etc.). Of these five criteria, the first two (e.g. acquisition of technical skills and knowledge and new ideas and knowledge) have been rated at maximum level by more than 70 percent of respondents as against a small percentage rating at the minimum end (Table 5). More than 68 percent of respondents have also rated quality of training at the maximum level in terms of imparting team work skills and computer skills. The quality assessment of training in terms of computer skills on the maximum end however is relatively low (62%) and this may be partly due to small number of respondents covered in the sample under the short-term training.

Table 5 : Contribution to Skills Development and Knowledge (1-5 scale %)

Criteria	Minimum (% of 1 and 2)	Maximum (% of 4 and 5)
1. Acquisition of technical skills and knowledge	4	80
2. Acquisition of new ideas and exposure to improve work environment	2	72
3. Acquisition of team work skills	14	64
4. Acquisition of communication skills	10	68
5. Acquisition of computer skills	14	62

Table 6 : Relevance of training received (1-5 scale %)

Criteria	Minimum (% of 1 and 2)	Maximum (% of 4 and 5)
1. Improving competency in the delivery of work	0	94
2. Usefulness for career development	0	92
3. Relevance to present job / functions	2	78
4. Relevance for your own coaching and mentoring of your junior staff	16	60
5. Relevance to establish network and contacts of professionals in the field	14	52

The assessment on relevance of training is based on five criteria: a) relevance to present job / functions, b) relevance to establish network and contacts with professionals in the field, c) improving competency in the delivery of work , d) relevance for own coaching and mentoring of junior staff, and e) usefulness for career development. As evident from Table 6, more than 93 percent of respondents have rated the relevance of training at the maximum end with no responses at minimum level. Similarly, relevance to present job/functions has also been rated at the maximum end (78%) with only 2 percent reporting at the minimum end. However, the ratings on relevance of training in terms of own coaching and mentoring of junior staff and establishing network and contacts with professionals have been relatively low at the maximum end (Table 6). Perhaps it may be too early to assess the impact of training component in terms of own coaching and networking.

Changes in Behaviour and Approach to Work: This aspect has been examined using five different criteria towards: a) improvements in analytical ability and judgement, b) effective and timely decisions, c) better planning and organization of work, d) operational efficiency of one’s own organization, and e) work better in a team. The evidence point to maximum benefits realized through improved analytical ability and judgement, effective and timely decision making, planning and organizing of own work, and concern about the operational efficiency of the organization (Table 7). The rating for improved team work skills is also on the high side but, relatively low as against the family of other criteria covered under changes in behaviour and approach to work.

Table 7 : Changes in Behaviour and Approach to Work (1-5 scale %)

Criteria	Minimum (% of 1 and 2)	Maximum (% of 4 and 5)
1. Helped to improve analytical ability and judgement	2	82
2. Enabled me to make effective and timely decisions	6	73
3. Helped to plan and organize my work better	4	72

4. Helped to think about operational efficiency of my organization	8	72
5. Enabled me to work better in a team	11	64

Efficiency and Effectiveness: The impact of training examined in terms of efficiency and effectiveness and the findings indicate positive changes with respect to efficient use of physical and human resources, time management, and promoting continued learning within the organization (Figure 2). In fact, this confirms the findings on quality and relevance, and changes in behaviour and approach to work. Undoubtedly, these changes will have a long-term positive impact on overall performance of the judiciary and legal community especially in the commercial law.

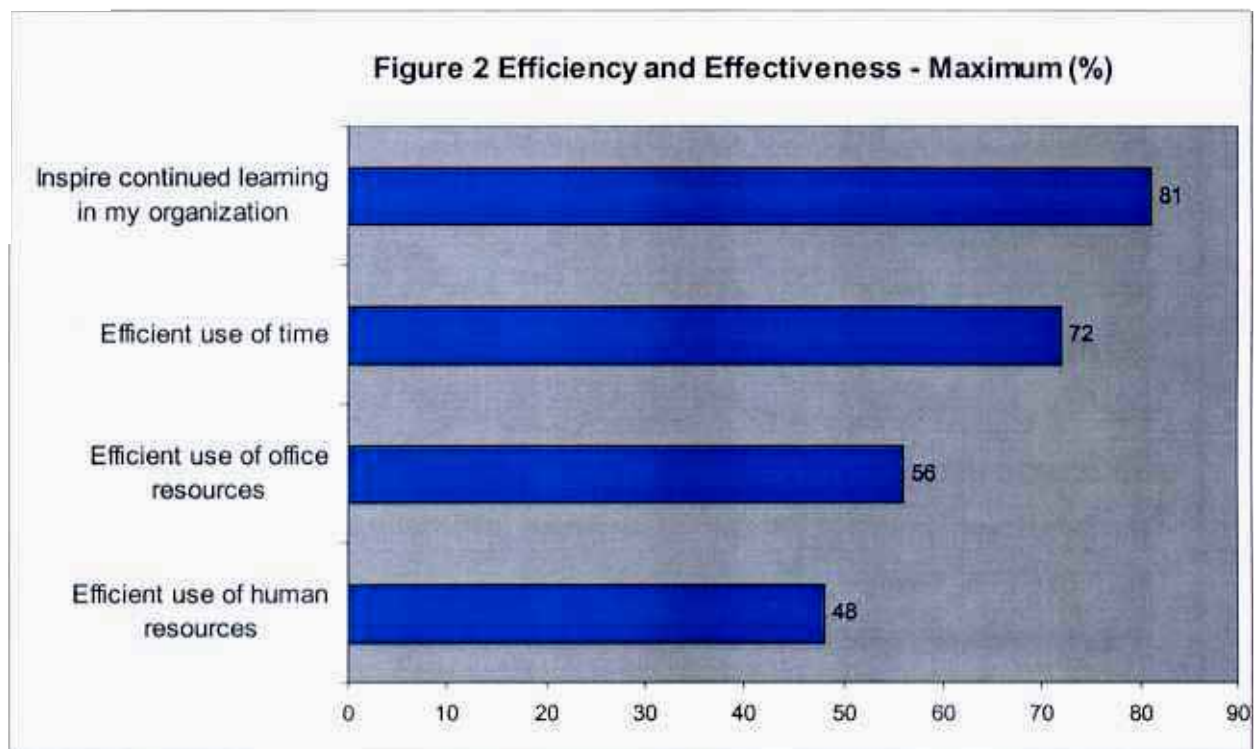
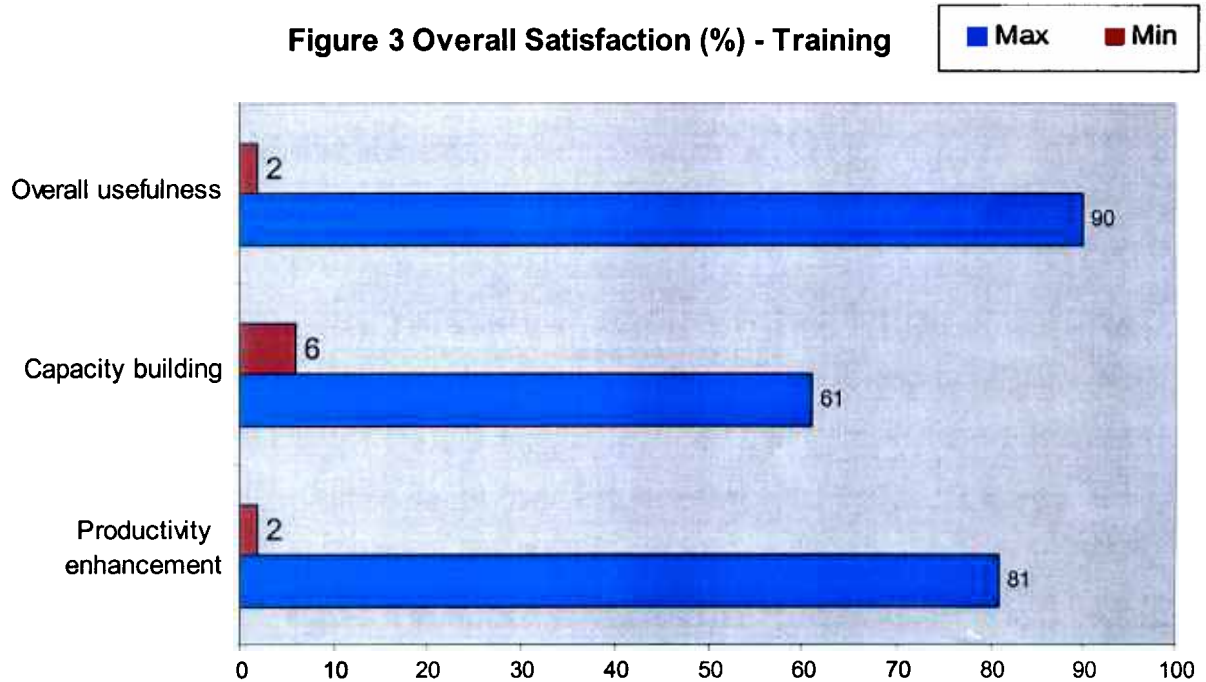
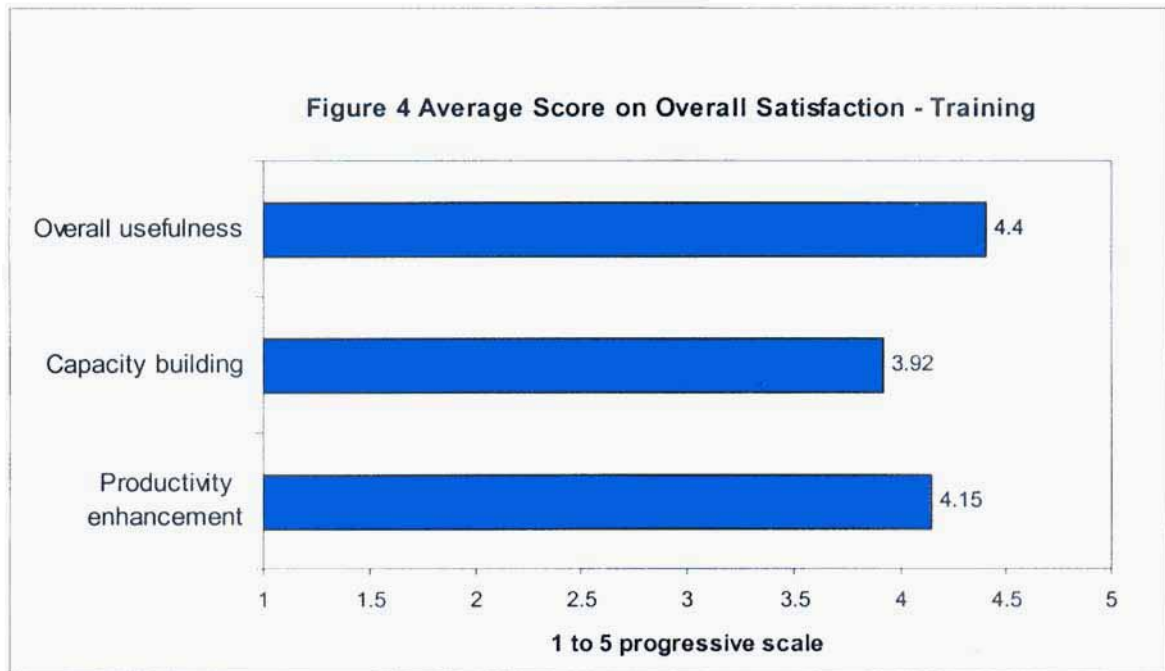


Figure 3 Overall Satisfaction (%) - Training



Overall satisfaction: The respondents' overall satisfaction was examined and the findings indicate that more than 90 percent of respondents have rated overall usefulness of training at the maximum end with only 2 percent reporting at the minimum end. Similarly about 81 percent have rated productivity enhancement at the maximum end with 2 percent rating at the minimum end. In terms of capacity building (e.g. development of human resources, availability of computers and information technology, physical resources etc.) however, the overall rating was 61 and 6 percent at the maximum end and minimum end respectively. As an alternative measure, the average scoresⁱ were also computed for the three criteria and the evidence is given in Figure 4. It clearly indicates the positive impact of the capacity building programmes funded by LJRP in terms of productivity, capacity building and overall usefulness. The average score of 3.92 for capacity building however, should be viewed as an indication for further need for interventions in Legal and Judicial sector.

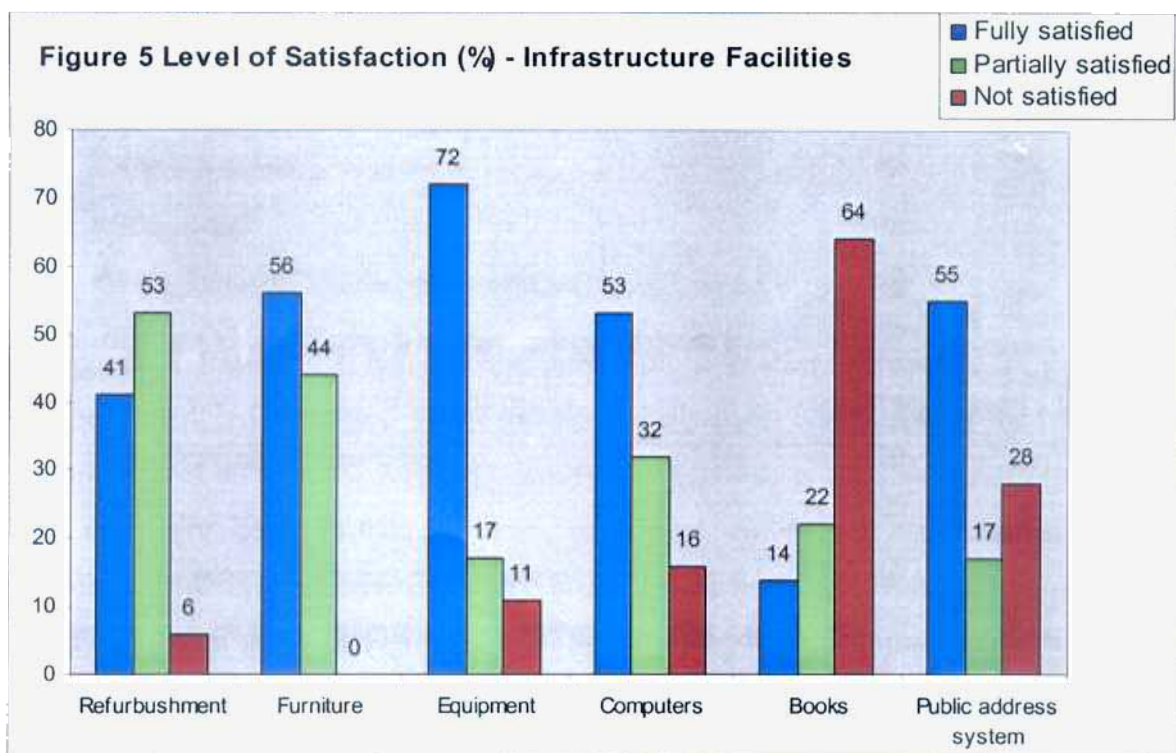


2.2 Analysis of Survey Results – Infrastructure and Equipment

Respondent Profile: As stated at the outset, the assessment represents 80 percent of project beneficiaries covered by the infrastructure support component of the LJRP. The distribution of infrastructure facilities among the respondents are summarized in Table 8 and the major items include furniture, equipment, computers, and refurbishment of buildings. The level of satisfaction with respect to each of these items was assessed and the findings are given in Figure 5. It shows that 72 percent of respondents were fully satisfied with equipment support as against 17 percent reporting as not satisfied. In the case of furniture, 56 percent were fully satisfied while the rest was partially satisfied. Similarly, the supply of computers, were rated at fully satisfied and partially satisfied by 53 and 32 percent respondents respectively. The level of satisfaction with respect to refurbishment of buildings stood at 41 percent fully satisfied and 53 percent partially satisfied. In contrast, supply of books was rated by 64 and 22 percent of respondents as not satisfied and partially satisfied respectively. The responses on public address system also indicate relatively a high proportion of negative responses (28%).

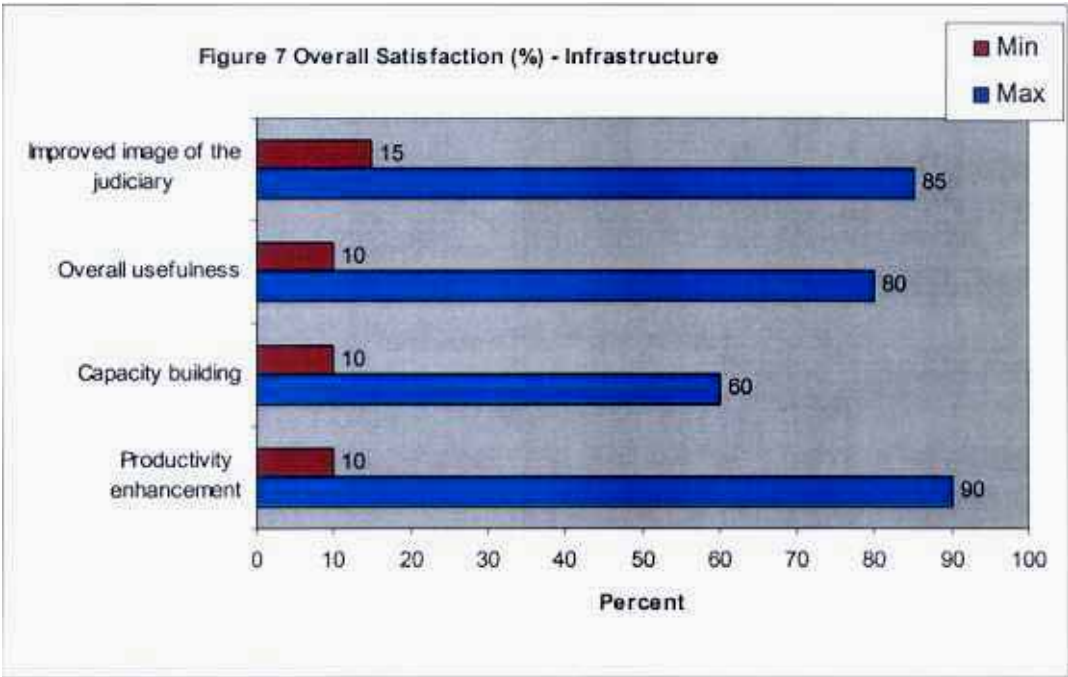
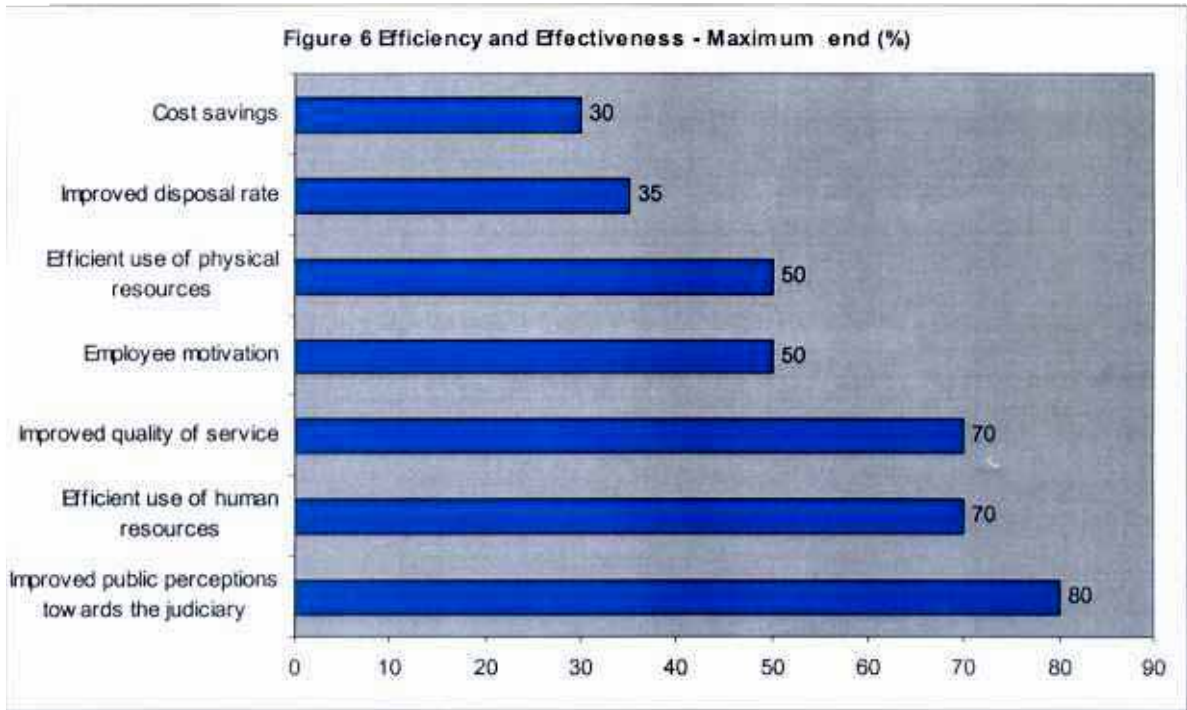
Table 8 : Type of Facilities Received (%)

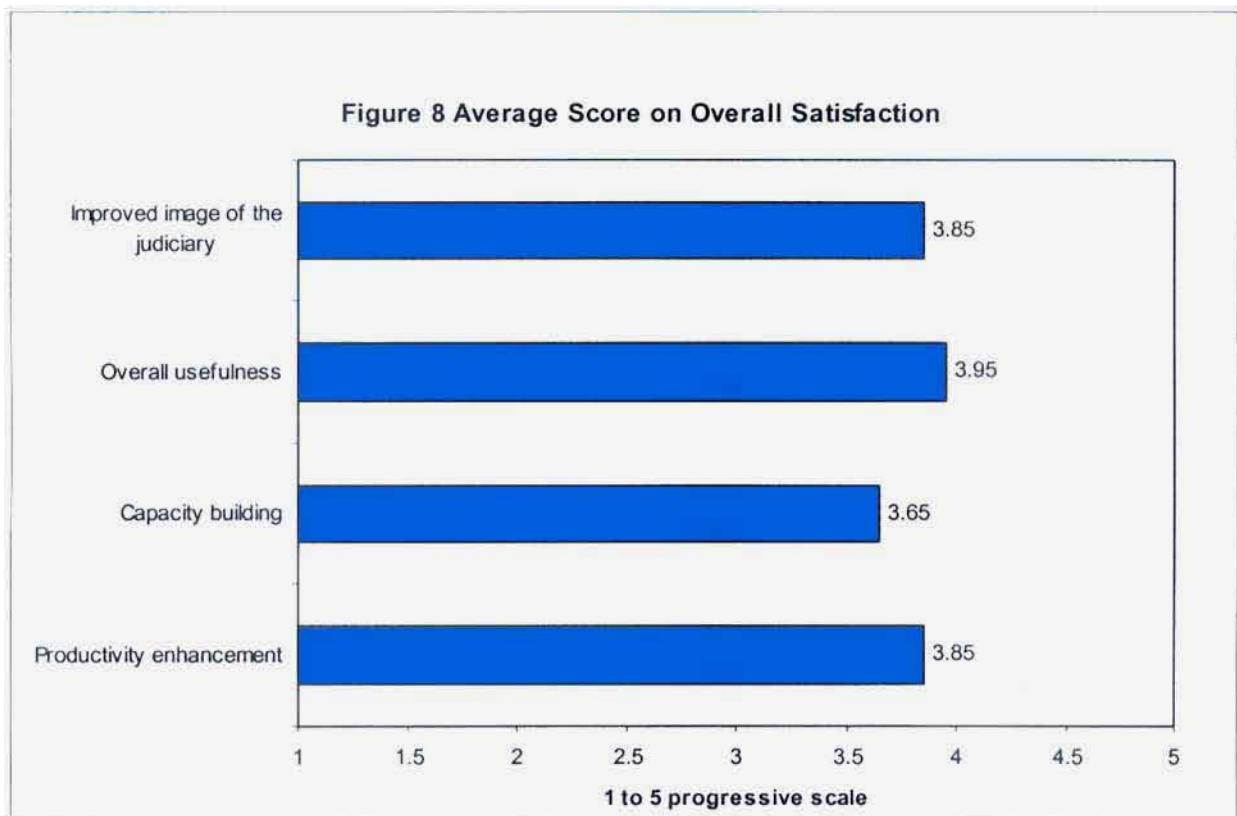
Type of facilities	% of total respondents
1 Refurbishment of buildings	70
2 Furniture	90
3 Equipment (printers, photocopiers etc.)	85
4 Computers	85
5 Books	45
6 Public address system	60



The impact of infrastructure support component of the LJRP was further analysed using several criteria relating to efficiency and effectiveness. The evidence reveals that more than 70 percent of respondents have rated improved quality of service, efficient use of human resources, and improved public perceptions towards the judiciary at the maximum level (Figure 6). The assessments were at moderate level with respect to improved employee motivation and efficient use of physical resources. Moreover, the ratings on cost savings and improved disposal rate were rather low at the maximum end. This is to

be expected as improved disposal rate is a function of several factors including infrastructure support. Similarly, cost savings depends on several factors such as administrative efficiency, planning and coordination and institutional support systems.





The respondents' overall satisfaction on infrastructure facilities was examined in terms of contribution to enhance productivity of the organization, capacity building, image building, and overall usefulness of the project (Figure 7). The empirical evidence reveal that more than 80 percent of the respondents have rated infrastructure facilities at the maximum end with only a small percent of respondents staying at the minimum end in terms of productivity enhancement, image building and overall usefulness of infrastructure facilities. As an alternative measure, the average scores were also computed for the four criteria and the evidence is given in Figure 8. The positioning of average scores closer to the maximum end indicate the positive impact of infrastructure component of the project. Interestingly, similar to the responses of the training component, only 60 percent of respondents have rated capacity building at the maximum end indicating the need for further support by the LRJP.

3. Summary and conclusions

The survey evidence given above clearly indicate that interventions funded under the LJRP through training and infrastructure support have made a positive contribution to improve overall performance of Legal and Judicial Sector in Sri Lanka. It should be noted that with regard to both components, further follow up will be needed as not enough time has passed for the project to realize expected total benefits. With respect to training, the fact that 54 percent of project beneficiaries are in the age group of 36-45 years and the high rating for career development indicates long-term potential benefits associated with the LJRP. The positive survey results also indicate potential benefits associated with the LJRP in terms of promoting long-term socio-economic development of the country.