



Center for Human Rights

The Contributions of the Comprehensive Justice System Reform Program in Improving Access to Justice: The Case of the Federal Courts in Addis Ababa

Addis Ababa University Public Administration and Development Management Department

By: Demissew Tefera

Advisor: Dr. Bikila Hurisa (BA, MA)

A Thesis Submitted to the Department of Public Administration and Development Management of Addis Ababa University in Partial Fulfillment of the Requirements for the Masters of Public Administration and Development Management (MA) in Development Management Stream

November, 2018

Addis Ababa, Ethiopia

Approval Sheet by the Board of Examiners

The Contributions of the Comprehensive Justice System Reform Program in Improving Access to Justice: The Case of the Federal Courts of Addis Ababa

Approved by Board of Examiners

_____ Advisor	_____ Signature	_____ Date	_____
------------------	--------------------	---------------	-------

_____ Examiner	_____ Signature	_____ Date	_____
-------------------	--------------------	---------------	-------

_____ Examiner Signature	_____ Date	_____
-----------------------------	---------------	-------

DECLARATION

I, AtoDemissewTefera, hereby declare that this research paper is original and has never been presented in any other institution. To the best of my knowledge and belief, I also declare that any information used has been duly acknowledged.

Name: AtoDemissewTefera

Signature: _____

This dissertation has been submitted for examination with my approval as
AAU PADM advisor:

Advisor: Dr. Bikila Hurisa (BA, MA)

Signature: _____

Acknowledgment

First and for most, I like to praise the Almighty God because I could have accomplished nothing without His fatherly protection and support. His light has always illuminated my every walks. I also like to thank Virgin Mary, Mother of the Almighty God; Saint Gabriel, Saint Michael, All Other Saints and All Our Holy Fathers and Mothers, Whose protection and exemplary living always bestowed on me peace and strength in times of hardship. Special thanks also go to Yeka Saint Michael Sunday School members, Bole Medhanealem Sunday School and some Ethiopian Orthodox Christian believers who encouraged my endeavors with high brotherly spiritual zeal. I also like to extend special thanks to my work mates and my family, who relentlessly encouraged me to achieve my goals. I also like to thank my advisor- Dr. Bikila , AAU library staffs, all who participated in the interview and questionnaire, Federal court staffs and all who supported me in some way or another.

CONTENTS

	<u>Page</u>
<u>Contents</u>	
Approval Sheet by the Board of Examiners.....	i
Declaration.....	ii
Acknowledgments	iii
Contents.....	iv
List of Acronyms and Abbreviations.....	viii
List of Tables.....	x
Chapter One.Introduction.....	1
1.1.Abstract.....	1
1.2.Background of the Study.....	1
1.3.Statement of the Problem	3
1.4. Research Questions.....	3
1.5. Objectives of the Study.....	4
1.6. Significance of the Study.....	4
1.7. Scope of the Study.....	4
1.8. Limitations of the Study.....	5
1.9.Organizationof the Research.....	6
1.10.Operational Definitions.....	7
Chapter Two.Literature Review.....	8
2.1. Theoretical Review.....	8
2.1.1. Civil Justice and its Processes.....	8
2.1.2. Access to Justice.....	9
2.1.2.1. Meaning of Access to Justice.....	9
2.1.2.2. Basic Components of Access to Justice.....	9
2.1.2.3. Technologies that Facilitate Access to Justice.....	10
2.1.2.4. Barriersto Access to Justice.....	11

2.1.2.5. The International Standards of Access to Justice.....	11
2.1.2.6. Stakeholders of Access to Justice.....	15
2.1.3. The Relationship between Access to Justice and Sustainable Development.....	15
2.1.4. Reform Programs in General.....	16
2.1.5. The Ethiopian Scenario in Relation with Access to Justice.....	17
2.1.5.1. Access to Justice in Ethiopia in General.....	17
2.1.5.2. Barriers to Access to Justice in Ethiopia	17
2.1.5.3. Stakeholders of Access to Justice in Ethiopia.....	18
2.1.5.4. The International Standards Related to Ethiopia.....	19
2.1.5.5. The Federal Courts in Addis Ababa.....	20
2.1.5.6. Civil Justice and its Processes in Ethiopia.....	24
2.1.5.7. The CSRP of Ethiopia.....	25
2.1.5.8. The Justice Reform Programs of Ethiopia.....	26
2.2. Empirical Review.....	32
2.2.1. Previous Global Studies	32
2.2.2. Previous Studies on Africa	36
2.2.3. Previous Studies on Ethiopia.....	36
Chapter Three .Research Methodology.....	41
3.1. Research Approach.....	41
3.2. Research Design.....	41
3.2.1. Study Area and Population of the Study.....	41
3.2.2. Sample size.....	42
3.2.3. Sampling Technique.....	42
3.3. Data Types and Sources.....	42
3.3.1. Primary Data.....	42
3.3.2. Secondary Data.....	43
3.4. Data Collection Instruments and Collection Technique.....	43
3.4.1. Questionnaire.....	43
3.4.2. Interview.....	43

3.5. Data Analysis and Interpretation Methods.....	44
3.5.1. Quantitative Data Analysis Method.....	44
3.5.2. Qualitative Data Analysis Method.....	44
3.5.3. Triangulation of Data/Mixed Method.....	44
3.6. Validity and Reliability of the Research.....	45
3.7. Ethical Considerations.....	45
Chapter Four. Data Analysis and Interpretation.....	47
4.1. Background and Profile of the Respondents in the Questionnaire and Interview.....	47
4.2. Summary of the Data Obtained from the Annual Performance Reports of the FSC, the Data Base of the Sample Courts and Other Secondary Sources.....	48
4.3. Summary of the Responses of the Participants in the Questionnaire and Interview	49
4.3.1. Summary of the Responses of the Respondents in the Questionnaire.....	49
4.3.1.1. Summary of the Responses of the Respondents Who See an Improvement in the Access to Justice of the Sample Courts.....	51
4.3.2. Summary of the Responses of the Participants in the Interview.....	57
4.4. The Contributions of the CJSRP in Improving the Access to Justice of the Federal Courts in Addis Ababa City Administration.....	58
4.4.1. The General Contributions of the CJSRP in Improving the Access to Justice.....	58
4.4.2. The Specific Contributions of the CJSRP in Improving the Access to Justice.....	59
A. The Human Resource Developments of the Sample Courts.....	60
B. The Improvements in the Working Procedures of the Sample Courts.....	62
C. The ICT Developments in the Sample Courts.....	69
D. The Improvements in the Judicial Independence, Transparency and Accountability of the Sample Courts.....	74
E. The Improvements in the Access to Legal Information of the Sample Courts.....	77
F. The Improvements in the Court Infrastructure of the Sample Courts.....	81
G. The Improvements in the Communication Works of the Sample Courts.....	84
H. The Less Number of Times of an Adjournment in the Sample Courts.....	85

I.The Short Period or Decrease in the Average Length of Adjournments in the Sample Courts.....	86
J.The Short Period or Decrease in the Duration of Cases in the Sample Courts.....	87
K.The High Clearance rate of the Sample Courts.....	90
L.The LowCongestion Rate of the Sample Courts.....	91
M.The Increase in the Budget and Budget Performanceof the Sample Courts.....	92
N.The Improvementsin the Free Legal Aid in the Sample Courts.....	93
O.The Improvement in the Active Engagement of the Judges and Litigants during Litigation in the Sample Courts.....	96
P.The Improvement in the Participation of the Public and Other Stakeholders in the Works of the Sample Courts.....	97
Q.TheImprovement in the Effectiveness and Efficiency of the Judges and Other Court Workers of the Sample Courts.....	98
R.TheImprovement in the Ethics of the Workers of the Sample Courts.....	99
S.The Improvement in the Proximity of the Sample Courts.....	100
4.2. The Contribution of the Improvement in the Access to Justice of the Federal Courts towards the Sustainable Development of Addis Ababa City Administration.....	100
Chapter Five. Conclusions and Recommendations.....	103
5.1.Conclusions.....	103
5.2.Recommendations.....	105
List of References.....	108
Appendices.....	113
Annex 1- Targets in GTP I that Relate with Access to Justice.....	113
Annex 2 - Projects under GTP I that Relate with Access to Justice.....	116
Annex 3- Questionnaires.....	119
Annex 4 - Key Interview Questions.....	123

List of Acronyms and Abbreviations

ACHPR	African Charter on Human and Peoples' Rights
ACRWC	African Charter on the Rights and Welfare of the Child
ADR	Alternate Dispute Resolution
APAP	Action Professionals' Association for the People
BPR	Business Process Re-engineering
BSC	Balanced Score Card
CAT	Convention against Torture and Other Cruel Inhuman or Degrading Treatment or Punishment
CCTV	Closed Circuit Tele Vision
CCMS	Court Case Management System
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CILC	Center for International Legal Cooperation
CJSRP	Comprehensive Justice System Reform Program
CRC	Convention on the Rights of the Child
CRPD	Convention on the Rights of Persons with Disabilities
CSC	Civil Service Commission
CSOs	Civil Society Organizations
CSRP	Civil Service Reform Program
E.C.	Ethiopian Calendar
ECPHRFF	European Convention for the Protection of Human Right and Fundamental Freedom
ELA	Ethiopian Lawyers Association
ELJRI	Ethiopia Legal and Justice Research Institute
Eu.C.	European Calendar
EWLA	Ethiopian Women Lawyers Association
FAG	Federal Attorney General
FDRE	Federal Democratic Republic of Ethiopia

FFICs	Federal First Instance Courts
FHCs	Federal High Courts
FJTI	Federal Justice Training Institute
FSC	Federal Supreme Court
FSCCB	Federal Supreme Court Cassation Bench
FTCs	Fast Track Commercial Courts
GTP	Growth and Transformation Plan
HPR	House of Peoples’ Representatives
HRC GC	Human Right Conventions General Comment
ICCPR	International Covenant on Civil and Political Rights
ICERD	International Convention on the Elimination of All Forms of Racial Discrimination
ICESCR	International Convention on Economic, Social and Cultural Right
IVR	Interactive Voice Recognition
JAC	Judicial Administration Commission
JOPTC	Justice Organs Personnel Training Center
JSRP	Justice System Reform Program
JSRPO	Justice System Reform Program Office
MCB	Ministry of Capacity Building
MOF	Ministry of Finance
MOJ	Ministry of Justice
NGO	Non Governmental Organization
NPM	New Public Management
TOR	Terms of Reference
UNDP	United Nations Development Program
UNDHR	Universal Declaration of Human Rights

List of Tables

Tables	Page
Table 1.The Average Number of Times of an Adjournment (in Number of Times) of the Sample Courts.....	85
Table 2.The Average Length of Adjournments (in Days) of the Sample Courts.....	86
Table 3.The Average Duration of Cases (in Months) in the Sample Courts.....	87
Table 4.The Clearance Rate of the Sample Courts.....	90
Table 5.The Congestion Rate of the Sample Courts.....	91
Table 6.The Budget Allocated for the Year and Budget Allocation Rate in the Sample Courts...	92
Table 7.The Number of Federal Court Litigants who Received Free Legal Aid in the Sample Courts.....	93
Table 8.Category of targets: Human resource capacity development.....	113
Table 9.Category of targets: Improving the transparency and accountability of the justice system.....	113
Table 10.Category of targets: Independence, transparency and accountability of the judiciary.	113
Table 11.Category of targets: Enhance service accessibility.....	114
Table 12.Category of targets: Increase public participation	114
Table 13.Category of targets: Improve sector communication.....	114
Table 14.Category of targets: Enhance the use of ICT in the reform process.....	114
Table 15.Category of targets: Ensure the mainstreaming of cross cutting issues in the justice sector.....	115
Table 16.Projects under the Sub-Program for the Reform of Courts (የፍርድቤተሰማኝነትን ያስተረጋግጣል).....	116
Table 17.Projects under the Sub-Program for Law Enforcement (የሕግ አስከባሪ አካላትን ማሻሻያን ያስተረጋግጣል).....	116
Table 18.Projects under the Sub-Program for Enhancing Training and Research (የሕግ ምርጫ፣ ሥልጠናና ምርምር ማዘጋጀትን ያስተረጋግጣል).....	117

Chapter One

Introduction

1.1.Abstract

Access to justice is one of the fundamental rights of citizens. It enables citizens to enforce their rights in cases of infringement of rights by going to a court of law and seeking remedy. However, different barriers to access to justice impede citizens from going to courts and enforcing their rights. The denial of the basic right of access to justice of citizens forces citizens to take the law in to their hands. This leads to rise of conflict and instability in a country(Pietro et al, 2014, p.15). Therefore, states should work to eliminate or reduce the barriers to access to justice through justice reforms. The government in Ethiopia also initiated the JSRP (later called CJSRP)to eliminate or reduce the barriers to access to justice and improve access to justice in Ethiopia. And this research tries to identify the contributions of the CJSRP in eliminating or reducing the barriers to access to justice and improving the access to justice of the Federal Courts in Addis Ababa City Administration.

1.2.Background of the Study

Today we have a vast body of international and regional treaties as well as national laws that have recognized a vast majority of rights. For example, the FDRE Constitution has enumerated the basic human rights and freedoms of the peoples of Ethiopia; and has made international conventions part of the local law(Pietro et al, 2014, p.10). However, recognizing or legislating rights can not be an end by itself and it does not mean that the subjects whom rights are conferred upon are enjoying the rights accorded by these legislations. For the full enjoyment of the rights conferred by the different legislations, a society needs among other things an improved access to justice(Pietro et al, 2014, p.13). The existence of an improved access to justice enables people to bring their cases easily to the justice system and obtain an appropriate remedy (Mwila, 2013, p.9).And the task of administration of justice is chiefly done by justice organs likecourts. Courts interpret legislations, decide on disputes with decision of some sort and execute their

decisions in the act of enforcing the rights of citizens. As a result, we can see that courts should be easily accessible ones in order that citizens can bring their claims relating to infringement of their rights before courts and obtain an appropriate remedy (“Access to Justice – Concept Note,” 53rd Session, p.1).

In Ethiopia too, courts administer justice and redress the infringement of rights in the community. One among the court system of Ethiopia is the Federal court system. And this research is concerned with the civil justice administration of the Federal courts located in Addis Ababa City Administration. And one study was conducted to assess the status of the performance of the justice sector of Ethiopia in the name of the Ethiopian Justice Sector Baseline Study. And this study was the pioneer work that was accomplished in the process of formulation and implementation of the JSRP/CJSRP. And the study was conducted by an international legal professional organization called CILC beginning from 1994 E.C. up to 1997 E.C. The Ethiopian Justice Sector Baseline Study (1997) revealed that the justice sector in Ethiopia including the Federal judiciary was inaccessible and its services were not user friendly. This study and other studies identified further the existence of many problems that hampered access to justice of people in Ethiopia. It was to address these problems associated with the justice sector of Ethiopia and improve the access to justice of the Ethiopian citizens among other things that the government of Ethiopia initiated the JSRP (later called the CJSRP). Different projects and targets were formulated under the CJSRP to address the problems associated with the access to justice in Ethiopia including the Federal courts. These include human resource capacity development, court effectiveness enhancement, strengthening JAC, enhancing and strengthening ADR, project for premises and other facilities, improving the transparency and accountability of the justice system, enhancing service accessibility, increasing public participation, enhancing the use of ICT, improving justice sector communication, and ensuring the mainstreaming of cross-cutting issues in the justice sector. And this research tries to analyze the positive impacts of the CJSRP on the access to justice of the Federal courts in Addis Ababa City Administration. Accordingly, this research tries to identify the contributions of the CJSRP in - tackling the problems which prevailed in the Federal courts and improving the access to justice of the Federal courts located in Addis Ababa City Administration.

1.3. Statement of the Problem

We have mentioned herein above that the Justice Sector Baseline Study identified that the justice sector in Ethiopia including the Federal courts were inaccessible and its services were not user friendly. It was also asserted that corruption, much delayed provision of justice, questionable independence of the judiciary, heavy case backlogs, poor case management, poor working environment, staff shortage, very low salary, poor evaluation and promotion system, and inefficient employees characterize the justice sector in Ethiopia including the Federal judiciary (World Bank, 2004, pp. 13 & 61). It was also expressed that the performance evaluation was poor; there was lack of training of judges; there was weak court administration and case management; the case load of judges was high; access to information was limited; the libraries were poorly equipped or non-existent; and the delivery of *negarit gazetta* to courts was delayed in the justice sector in Ethiopia including the Federal judiciary (World Bank, 2004, pp. 13 & 61). Countries try to improve access to justice through addressing the barriers to access to justice or the inherent and systematic obstacles in the formal justice system using, for instance, integrated justice systems (Mwila, 2013, pp. 3, 11 & 14). Accordingly, the CJSRP was formulated and implemented to solve the problems associated with the justice system in Ethiopia; and to make the justice sector in Ethiopia including the Federal courts more accessible and user friendly. And the focus of this research will be to show how much success was achieved by the implementation of the CJSRP in tackling those problems that rendered the Federal courts inaccessible and unfriendly to their customers. Accordingly, the research aims to clarify the positive relationship that exists between the CJSRP and access to justice of the Federal Courts located in Addis Ababa City Administration. The research tries to point out specifically the contributions of the CJSRP in improving the access to justice of the Federal courts located in Addis Ababa City Administration. And the research also tries to raise the impact of the improvements in the access to justice of the Federal courts in Addis Ababa City Administration if any to the sustainable economic development of Addis Ababa City Administration.

1.4. Research Questions

This research tries to answer specifically two major questions. These are:

1. 'What were the contributions of the CJSRP in improving the access to justice of the Federal courts in Addis Ababa City Administration?' and
2. 'How much did the improvement in the access to justice of the Federal courts contributed towards the sustainable development of Addis Ababa City Administration?'

1.5. Objectives of the Study

The objectives of this research are to identify the improvements in the access to justice of the Federal courts brought about by the implementation of CJSRP and the net effect of the improvements in the access to justice of the Federal courts to the sustainable development of Addis Ababa City Administration.

1.6. Significance of the Study

The facts raised in this research may add something to the existing body of knowledge relating to access to justice especially as to what access to justice looks like under Ethiopia's context. Students can use the research as a reference material and get some information relevant to their education. Researchers may also use the facts that have been raised by this research as a hint for further research in the area of access to justice. Policy makers of the country may also use the findings of the research as an input to formulate the country's policy in the area of access to justice. Moreover, the government, International donors and Civic organizations can use the information raised in the research to decide the area where they are likely to do best in improving the access to justice of the Federal courts in Addis Ababa any further in the future.

1.7. Scope of the Study

The JSRP has been implemented in Ethiopia since 2001 E.C. (World Bank, 2004, p.6). And the JSRP's name was changed and has been implemented as the CJSRP since 1997 E.C. This research, however, does not analyze the whole 16 years when the JSRP/CJSRP has been implemented in Ethiopia. The research tries to analyze only the contributions of the CJSRP for

the period lasting from 2003 E.C. to 2007 E.C. due to lack of time and for the sake of convenience. The CJSRP was one of the five major Sub-programs of the third phase of the civil service program (Chanie, p.99). Accordingly, the third phase of the civil service reform program of Ethiopia (i.e. 2002 -2007 E.C.) is dealt by this research. The CJSRP has many components and Sub - programs under it. However, this research is concerned only with the second core component of the CJSRP (stated under 'b' in the program document as the 'judiciary'); and the sixth-crosscutting component and crosscutting enabler of the CJSRP (stated as 'access to justice' and 'good governance' respectively in the program document). And the Court Reform Sub program is the only concern of this research among the Sub - programs of the CJSRP. The Court Reform Sub - program in turn has many projects under it and those projects that are related only to the Federal courts are discussed in this research. This research studies only the civil justice system in the Federal courts located in Addis Ababa City Administration. As a result, the Federal criminal justice system is out of the scope of this research. This research considers also the ADR that is attached only to the Federal court system (court annexed ADR). The Federal civil cases that are seen by the Regional courts are also not the concern of this research. The research does not deal with religious courts like the Federal Sharia courts too. It is worth noting that cassation cases come to the FSCCB not only from the Federal courts that exist in Addis Ababa City Administration but also from regional or Dire Dawa, and municipal courts in Ethiopia. Nevertheless, this research deals with cassation cases coming only from the Federal courts that exist in Addis Ababa City Administration. This research is also concerned only with private legal rights.

1.8. Limitations of the Research

The researcher has tried to gather cross –sectional data that relate with access to justice prior to 2003 E.C. and after 2007 E.C. in order to decide the improvements in the access to justice of the Federal courts from 2003 to 2007 E.C. However, the researcher cannot get data that relate with access to justice of the Federal courts prior to 2003 E.C. The data of the Federal courts that relate with access to justice after 2007 E.C. are connected with the plans set in GTP II. As a result, it is premature to make conclusion based on these data before the elapse of the GTP II period. Therefore, the researcher cannot conduct a cross-sectional study to decide the

improvements in the access to justice of the Federal courts from 2003 to 2007 E.C. Consequently, the researcher is forced to decide the improvements in the access to justice of the Federal courts from 2003 to 2007 E.C. based on the data he has obtained from 2003 to 2007 E.C. Accordingly, the improvements or developments in the Federal courts from 2003 to 2007 E.C. that solved the problems associated with the access to justice that existed in the Federal courts before the implementation of the CJSRP and that achieved the targets set by the CJSRP are considered to show an improvement in the access to justice of the Federal courts from 2003 to 2007 E.C. The researcher wants to admit that he has even faced hard time to obtain some data that relate with access to justice of the Federal courts from 2003 to 2007 E.C. from the FAG and AAU because of the reluctance of some of the workers of the FAG and AAU to give him information. The researcher has also faced hard time to obtain budgetary information of the Federal courts from 2003 to 2007 E.C. because of the existence of one budget pool system in the Federal courts and the reluctance of some of the workers of the Federal courts to give information to the researcher.

1.9. Organization of the Research

This research is divided into 5 Chapters. The first Chapter is devoted to the introductory part of the research. In this Chapter, the researcher tries to put forward his brief introductory views on the background, statement of the problem, research questions and objectives of the research. The significance, scope, limitations, organization of the research and operational definitions are also discussed in separate Sub-sections under this Chapter. The literature review will be presented in the next Chapter i.e. Chapter 2. A broad empirical review and theoretical discussion of the concepts related to access to justice will be conducted under this Chapter. Accordingly, different theories, concepts, principles, models as well as previous studies at global, Africa, Ethiopia and Addis Ababa level will be discussed broadly. And these discussions include specifically the general discussion of concepts such as civil justice and its processes; access to justice, relationship between access to justice and sustainable development, reform programs and access to justice in the Federal Courts located in Addis Ababa City Administration. The third Chapter puts forward the research methodology that has been employed by the researcher in conducting this research. Accordingly, this Chapter points out specifically the research approach, the research design, types and sources of data, the data collection instruments and the data collection

technique; and the data analysis and interpretation methods. The validity and reliability of the research; and the ethical considerations of the research are also the other concerns of this Chapter. Analysis and interpretation of the data collected by the researcher will be conducted under Chapter 4. The conclusions and recommendations of the researcher are put under Chapter 5. The list of references and appendices are attached at the end of the research following immediately the conclusion of the discussion under Chapter 5.

1.10. Operational Definitions

CJSRP refers to the reform program introduced to reform the justice system in Ethiopia including the Federal courts. Access to justice refers to the ability of people to get redress from courts for a wrong done on them. The principle of equality of arms means that each party must be afforded a reasonable opportunity to present his case, including his evidence, to courts under conditions that do not place him at a substantial disadvantage vis-à-vis his opponent. Development means a process for expanding real freedoms enjoyed by individuals.

Chapter Two

Literature Review

2.1. Theoretical Review

2.1.1. Civil Justice and its Processes

The civil justice system involves primarily enforcement of private legal rights and obligations (Murray & Sturmer, 2004, pp.4&5). The issue of civil justice arises usually when there is a civil claim. A civil claim is a claim that is connected with the monetary value of an injury or a loss sustained by a person. And the injury or loss sustained by a person may usually result from a violation of a country's civil or criminal law or international human rights standards ("Access to Justice Practice Note," p.6).

A civil claim can be entertained, decided and executed by courts (formal civil justice system) or traditional means (the informal civil justice system) ("Abyssinia Law", 2017). However, courts (the formal civil justice system) have many advantages than the traditional (the informal civil justice system). The advantages of the formal system include its less arbitrariness, more sensitiveness to the rights of women and children, less discriminatory for reasons of age or social status, and greater respect for human rights than the informal one ("Access to Justice and the Rule of Law," p.9). Because of these advantages, it is advised that citizens should be provided with an improved access to the formal court system so that they can access and enjoy the advantages of the formal civil justice system.

The accessibility of the civil justice rendered by courts (the formal civil justice system) depends on the resources, facilities and infrastructures that courts are equipped with. Hence, courts need to be equipped with basic resources, facilities and infrastructure to provide accessible civil justice.

2.1.2. Access to Justice

2.1.2.1. Meaning of Access to Justice

Access to justice for the purpose of this research means the ability of people to seek and obtain a remedy through formal institutions of justice for civil injury or loss sustained by them (The United Nations Development Programme, 2013,p.5). Access to justice can also be defined as the system by which people enforce their rights and/or resolve their disputes under the supervision of the state (Cappelletti & Garth (ed.), 1978, p.6).Access to justice also embraces the nature, mechanism and efficiency of a justice system obtainable in a society (Legesse,2016, p.1).Access to justice also guarantees every person access to an independent and impartial court; and the opportunity to receive fair and just trial when that individual's right and/or liberty is at stake (Legesse,2016, p.1).In addition, access to justice is not only a right but an enabler to make other rights fruitful and an important element in the rule of law("Handbook on European Law,"pp.5& 16).Access to justice also involves ensuring that judicial outcomes are just and equitable ("Access to Justice Practice Note," p.6).

We should note that access to justice is more than improving an individual's access to courts or guaranteeing legal representation. There are many things beyond this that need to be fulfilled in order that we can say an individual has access to justice. Thus, there is no access to justice where citizens fear the system and see it as alien; where citizens do not have information or knowledge of rights; or where there is a weak justice system (The United Nations Development Programme, 2013, p.5).

2.1.2.2. Basic Components of Access to Justice

Access to justice includes the right to - a fair trial; effective and efficient delivery of justice; and an effective remedy as its major components ("Handbook on European Law,"pp.16-17& 26).Access to justice also requires the existence of a public hearing and a tribunal established by law ("Handbook on European Law," p.26).

Additionally, access to justice includes the right to get a trial within a reasonable period of time as its other major component ("Handbook on European Law," p.135).This presupposes that legal

proceedings be driven and given solution expeditiously. We consider the whole legal process beginning from the institution of a suit up to its final determination, appellate proceedings and execution in calculating the reasonable period of time a trial has taken (“Handbook on European Law,” pp.136 & 137). There should, however, be stricken a balance between expedition and the proper administration of justice (Handbook on European Law, p.140).

Access to justice also involves the right to a reasoned decision (“Handbook on Access to Justice,” p. 44). The right to a reasoned decision means that a case has been heard properly resulting in a decision from which the parties can present an appropriate and effective appeal.

Access to justice further includes access to legal information. Access to justice is a vast concept and includes many other issues too. Accordingly, the physical closeness of courts is one component of access to justice (Access to Justice and the Rule of Law, p.75). Access to justice includes features such as the affordability of the formal justice institutions and satisfaction of the public in the formal justice institutions (Cappelletti in “Allafrica”, 2017). It is also said that access to justice includes the integrity, independence and impartiality of the judiciary as its components (The United Nations Development Programme, 2013, p.5). Access to justice is concerned with the quality of the court system too (“Handbook on European Law,” p. 16). Access to justice also requires establishing the necessary facilities in courts. For example, state parties to the CRPD are required to take appropriate measures to enable a person with a disability to access courts. These include providing sign language; documents in accessible formats, braille or easy read; free legal representation and proper building designs (“Handbook on European Law,” pp.153 & 154).

2.1.2.3. Technologies that Facilitate Access to Justice

Technology can increase the efficiency and transparency of courts; and facilitate access to justice for individuals (“Handbook on European Law,” p.178). Nowadays courts have even taken advantage of technology to provide e-justice. E-justice covers a broad range of initiatives including the provision of online information (including case law), the online tracking of

registration and case progress; and the capacity of judges or other decision makers to access information electronically (“Handbook on European Law,” p.178).

2.1.2.4. Barriers to Access to Justice

Edgardo Buscaglia says that citizens face many barriers to access justice and these barriers need to be addressed in order to make the justice system accessible for those who are in need of resolving their disputes by courts. According to him, these barriers can be cultural, socio-economic, geographic and political on the one hand; and on the other hand the barriers can be substantive and procedural mechanisms of the judiciary (2001, p.2). There are also institutional capacity and knowledge gaps which serve as barriers in judicial institutions to address the needs of specific segment of population such as women, minorities, persons with disabilities etc (The United Nations Development Programme, 2013, p.3). Barriers to access to justice may also include long delays; and lack of available and affordable legal representation, that is reliable and has integrity. It is also asserted that lack of adequate legal aid systems; limited public participation in reform programmes; and avoidance of the legal system due to fear or a sense of futility of purpose can serve as a barrier to access to justice (“Access to Justice Practice Note,” p.4). Exclusion to access to justice can also be caused by discrimination, poverty, low institutional trust or confidence in the judicial process, or weak access to information or living in remote areas with a lack of judicial facilities (The United Nations Development Programme, 2013, p.9).

2.1.2.5. The International Standards of Access to Justice

The HRC GC 32, paragraph 9 and 11 provide that an improved access to courts require that the physical and non-physical barriers to courts should be removed, or at least be kept at a minimum. The ECPHRFF also asserts that access to justice is justice that is rendered within a “reasonable time” (The European Convention for the Protection of Human Right, Article 6(1) as cited in “Access to Justice and the Rule of Law,” p.14). Article 2 (3) of the ICCPR; Article 8 of the UDHR and Article 14(1) of the CAT also provide that that everyone has the right to an effective remedy against violations of fundamental rights (“Basic Principles and Guideline on the Right to

a Remedy and Reparation,” 2005). And an effective remedy is commensurate with the harm suffered as a result of the violation of human rights or other legal rights (“Basic Principles and Guideline on the Right to a Remedy and Reparation,” 2005). States have also the obligation to respect, protect and promote human rights including the right to access to justice under the HRC GC and ICCPR (Human Right Conventions General Comment, No. 31, 2004, Par. 8; ICCPR, Article 2 and Human Rights Conventions General Comment 32, Par. 9 & 11 as cited in Abate et al., Vol. 11, 2017, pp. 6-7). International standards also oblige states to allocate adequate budget for courts so that courts can function without hardship and be competent (*የኢትዮጵያ ፌዴራላዊ ዲሞክራሲያዊ ሪፐብሊክ አስተዳደር ትራንስፕራንሲንሲ አካል ቃላት* የፍትህ ሥርዓት ማሻሻያ ፕሮግራም *ጥናት ሪፖርት*, p.189).

Access to justice shares an important link with ‘freedom and equality before the law’ and ‘fair trial’ (“Abyssinian law”, 2017). Accordingly, it is promulgated clearly under Article 1 of the UDHR that all human beings are born free; and equal in dignity and rights (Alemu, Birmeta & Tadesse, 2013, p.4). Article 2 of the UDHR and Article 2(1) of the ICCPR also enshrine that “everyone is entitled to all the rights and freedoms, without distinction of any kind, such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status” (The French Ministry of Foreign Affairs, pp. 2&10). Article 10 of the UDHR and Article 14(1) of the ICCPR also enshrine the right to a fair and public hearing by a competent, independent and impartial tribunal established by law (The French Ministry of Foreign Affairs, pp. 3&16). Articles 25 (2) of the UDHR also obliges states to provide a special care and assistance for children and mothers (The French Ministry of Foreign Affairs, p.7). Articles 23 (1) of the CRC also obliges states to provide an improved access to justice of disabled child among others (The French Ministry of Foreign Affairs, p.57). Article 15 of the CEDAW also embodies among others the principle of equality before the law of women and men (CEDAW, Article 15 as cited in “Access to Justice – Concept Note,” 53rd Session, p.3). State parties to the CEDAW among others are also required to give gender sensitive trainings of judicial officers (“Access to Justice – Concept Note,” 53rd Session, p.4).

A number of other international norms also establish additional principles and minimum rules for the proper administration of justice so that an improved access to justice will be guaranteed. Accordingly, states that are parties to the international human right conventions bear

the duty of teaching their citizens in order to guarantee that their citizens have high consciousness of human rights (Alemu et al., 2013, p.10).The Bangalore Principle of Judicial Conduct also states the independence, impartiality, integrity, propriety, equality, competence and diligence of the judiciary(Peter &Kijo-Bisimba, 2007, p.20).The Basic Principles on the Independence of the Judiciary requires that the independence of the judiciary be guaranteed by national law; and prohibit the inappropriate and unwarranted interference with the judicial process.Furthermore, it obligates states to provide adequate resources to enable the judiciaryto perform its functionsproperly.The Basic Principles on the Independence of the Judiciarystates that the basis of selection for judicial office should be the integrity and ability;training and qualifications in law(The French Ministry of Foreign Affairs, p. 137).The same principle also states that there should be no discrimination on the basis of race,colour,sex,religion,political or other opinion,national or social origin,property,birthor social status in the selection of judges(The French Ministry of Foreign Affairs, p.137).The judiciary is also required to ensure the equal treatment of all citizens before it by the Basic Principles on the Independence of the Judiciary (The United Nations Development Programme, 2013, p.5).The HRC GC 32 paragraphs 18-20 also stipulate that court personnel should be disciplined and trained; and be independent and impartial in the exercise of their function. The above provision also envisages that the recruitment, promotion and removal of judges should be made by a neutral body and the tenure of judges should be normally for life (until retirement).The Basic Principles on the Independence of the Judiciary also states that a judge has the right to a fair hearing for disciplinary case brought against him and he shall be subject to “suspension or removal only for reasons of incapacity or mis-behaviour that renders him unfit to discharge his duties” (The French Ministry of Foreign Affairs, p. 138).The Basic Principles on the Role of Lawyersenvisages that “all persons are entitled to call upon the assistance of a lawyer of their choice to protect and establish their rights”(The French Ministry of Foreign Affairs, p. 143).The Basic Principles on the Role of Lawyersalso requires governments to ensure that efficient procedures and responsive mechanismsfor equal access to lawyers are provided, including the provision of sufficient funding and other resources for legal services to the poor and other disadvantaged persons(“Access to Justice Practice Note,” p.5). In addition, the same principle obliges states to “inform the public about the important role of lawyers in protecting fundamental freedoms (The French Ministry of Foreign Affairs, p. 143).Lawyers are also required “to have appropriate

education and training; and be made aware of the ideals and ethical duties of the lawyer; and of human rights and freedoms (The French Ministry of Foreign Affairs, p. 144). The same principle entitles lawyers to form and join self-governing professional association, while at the same time such professional associations are required to cooperate with governments in the provision of legal services (“Access to Justice Practice Note,” p.5). The duties of a lawyer are also enlisted by this same principle. Accordingly, the duties of a lawyer include maintaining the honour and dignity of their profession; advising and assisting his client properly; uphold human rights and fundamental freedoms; act freely and diligently; loyally respect the interest of his client (The French Ministry of Foreign Affairs, p. 145).

The regional conventions comprise among others the ACHPR and ACRWC. The ACHPR provides for the ‘‘the right to have one’s cause heard’’ and ‘‘the right to an appeal to competent courts for acts violating one’s fundamental rights’’ under Articles 7(1) and 7(1) (a) (Alemayehu et al., Vol. 11, 2017, p.4). The ACHPR also provides for the equality of persons and abolition of any form of discrimination between persons of whatever kind under Articles 2, 3 and 19 (The French Ministry of Foreign Affairs, pp. 212, 213 & 215). Moreover, Article 18 of the ACHPR also requires parties to the Convention to ensure the protection of the rights of women and the child as stipulated under international agreements (The French Ministry of Foreign Affairs, p. 215). Article 18(4) of the ACHPR also stipulates that ‘‘the aged and disabled shall have the right to special measures of protection in keeping with their physical or moral needs’’ (The French Ministry of Foreign Affairs, p. 215). The ACHPR also obliges member states to respect and prevent violations; and fulfill and promote human rights (Tadesse et al., 2013, p.32). The ACHPR also obliges member states to guarantee the independence of the judiciary under Article 26 (The French Ministry of Foreign Affairs, p. 218). The ACRWC also provides for the non-discrimination of a child; consideration of the best interest of the child and the right to be heard of the child by the judiciary; the provision of special measures of protection for disabled children under Articles 3, 4 and 13 respectively (The French Ministry of Foreign Affairs, pp. 221 & 225).

2.1.2.6. Stakeholders of Access to Justice

The effective implementation of legislations presupposes the awareness of the contents of these legislations by the citizens and those persons working in the justice sector. It is stated that many people, even educated ones, lack awareness as to their legal rights and how to enforce their rights (“Access to Justice and the Rule of Law,” pp.16&17). And the governmental and non-governmental organizations play a significant role in raising the legal awareness of citizens and those persons working in the justice sector (Berhane, 2015, pp.9, 12 & 13). The media also plays a crucial role in raising the awareness of citizens about their rights (Teweldebirhan, 2011, pp.1-4). Therefore, the judiciary is expected to do in tandem with these organizations to improve the legal awareness of the citizens of a nation and those persons working in the justice sector.

2.1.3. The Relationship between Access to Justice and Sustainable Development

A justice system that is accessible helps citizens to enforce their rights which will further enhance their ability to have control over factors that affect their life such as security, livelihood, access to essential resources, and participation in public decision making process (Pietro et al, 2014, p.15). Especially an improvement in people’s access to justice results in more opportunities which are both inclusive and equitable (Mwila, 2013, pp.iv & 12). The improvements in the access to justice have also a positive effect of reinforcing the confidence of citizens in the rule of law, facilitating investment and production of wealth, enabling better distributive justice, promoting basic human rights, enhancing accountability and democratic governance. And these later developments cumulatively facilitate the achievement of sustainable development in a country (Government of India as cited in Stebek, 2016, p.2). The improvements in the access to justice also result in broader public access towards - the economic activity, political participation and justice services; and improved rights generally to citizens. And this paves the way for a sustainable economic development (“Access to Justice and the Rule of Law,” p.8). And the strong link between access to justice and sustainable development is summarized in one book. It is said that:

Access to justice is related closely to poverty eradication and human development. There are strong links between establishing democratic governance, reducing poverty and securing access to justice. Democratic governance is undermined where access to justice for all citizens (irrespective

of gender, race, religion, age, class or creed) is absent. Lack of access to justice limits the effectiveness of poverty reduction and democratic governance programmes by limiting participation, transparency and accountability. Access to justice is an indispensable means to combat poverty, prevent and resolve conflicts. Access to justice is vital to reduce poverty and strengthen democratic governance (“Access to Justice Practice Note,” p.3).

Thus, we can see that judicial institutions play a transformative role in a society by supporting an achievement of sustainable development (Mwila, 2013, pp. iv & 12). And this can be done by implementing successful justice reform measures that improve the access to justice of citizens (Mwila, 2013, pp. x & 3).

2.1.4. Reform Programs in General

The public sector is shifting from the inefficient, incompetent, costly, rigid, corrupt traditional public administration to NPM in a reform movement to deliver an improved service. NPM espouses to provide an improved services through capacitating public organizations with human resource, finance, physical asset as well as technology and performance based evaluation (Miruts & Asfaw as cited in “Developing Country Studies,” Vol.4, 2014, pp. 93 & 96).

The justice or court reforms try to deal with the problems of courts so that courts can be more accessible; and play its role in the facilitation of trade and investment. The problems of a court can be shortage of judges, poorly trained support staff; poor and inadequate working tools; and inadequate funding of the judiciary. Congestion of cases also contributes greatly towards the ineffectiveness and inefficiency of courts (የኢትዮጵያ ፌዴራላዊ ዲሞክራሲያዊ ሪፐብሊክ አስተዳደር ሚኒስቴር ጥናትና ምርምር ቢሮ፣ 1997, ገጽ 63). The increase in the cost and duration of litigation also indicate the inefficiency of courts (Murray & Sturmer, 2004, p.17). Court reform programs also try to establish more user friendly court environment (Peter & Kijo-Bisimba, 2007, p.12).

2.1.5. The Ethiopian Scenario in Relation with Access to Justice

2.1.5.1. Access to Justice in Ethiopia in General

In Ethiopia, the right to access to justice is recognized under the FDRE Constitution as one of the fundamental democratic rights. Article 37(1) of the FDRE Constitution expressly guarantees that “everyone has the right to bring a justiciable matter to and obtain a decision or judgment by, a court of law”. Article 25 of the FDRE Constitution also stipulates that “all persons are equal before the law and are entitled without any discrimination to the equal protection of the law”. And Article 25 of the FDRE Constitution further stipulates that “the law shall guarantee to all persons equal and effective protection without discrimination on grounds of race, nation, nationality or other social origin, colour, sex, language, political or other opinion, property, birth or other status”. The equality of men and women are also recognized under the FDRE Constitution (FDRE Constitution No.1/1995, Articles 35 & 36). And Article 36(2) of the FDRE Constitution states further that the primary consideration shall be the best interests of the child in all disputes concerning children.

The FSC is under duty to publish and distribute binding decisions of the FSCCB to all courts in Ethiopia (Federal Courts in our case) (Federal Courts Proclamation No. 454/97, Article 2(1)). This can improve access to justice in Ethiopia. There are also encouraging electronic (technological) movements that try to improve access to justice in Ethiopia (<http://chilot.me>).

2.1.5.2. Barriers to Access to Justice in Ethiopia

There are numerous barriers to access to justice in Ethiopia. And disability is one among the barriers to access to justice in Ethiopia and the disabled, for example, need a suitable building designs etc to be part of the legal proceeding (Legesse, 2016, p.5). The other barriers to access to justice in Ethiopia include corruption, much delayed provision of justice, questionable independence of the judiciary, heavy case backlogs, poor case management, poor working environment, under staffing (less number of employees), very low salary, poor evaluation and promotion system, less client friendly working system, inefficient employees, the process of selection and promotion of judges based on insufficiently transparent mechanism and a

mechanism that lacks input from other legal professionals (የኢትዮጵያ ፌዴራላዊ ዲሞክራሲያዊ ሪፐብሊክ አስተዳደር ህግ ምክር ቤት ህግ አፈጻጸም ሪፖርት, 1997, pp. 13 & 61). The presence of poor performance evaluation, the lack of training of judges, the weak court administration and case management, the increased case load of judges, the limited access to information, the poorly equipped libraries or non-existent ones, the delayed delivery of *negarit gazettato* courts and the act of not publishing most court decisions were also mentioned as the other barriers to access to justice in the courts that existed in Ethiopia (የኢትዮጵያ ፌዴራላዊ ዲሞክራሲያዊ ሪፐብሊክ አስተዳደር ህግ ምክር ቤት ህግ አፈጻጸም ሪፖርት, 1997, pp. 13 & 61). The public was also unaware of the civil procedures in Ethiopia (የኢትዮጵያ ፌዴራላዊ ዲሞክራሲያዊ ሪፐብሊክ አስተዳደር ህግ ምክር ቤት ህግ አፈጻጸም ሪፖርት, 1997, pp. 13 & 61). The low budget of the courts, the lack of training plan of judges and the low motivation of court workers were also among the barriers to access to justice in Ethiopia (የኢትዮጵያ ፌዴራላዊ ዲሞክራሲያዊ ሪፐብሊክ አስተዳደር ህግ ምክር ቤት ህግ አፈጻጸም ሪፖርት, 1997, pp. 13 & 61). It is also said that elements of discrimination and challenges remain in many instances when women seek justice within the judicial system in Ethiopia (Legesse, 2016, p.1).

2.1.5.3. Stakeholders of Access to Justice in Ethiopia

The FAG, universities; quasi-judicial bodies (human rights, anti-corruption and electoral commissions), local government bodies, non-governmental institutions (e.g. NGOs, lawyers' associations) and labor unions participate in providing legal aid in Ethiopia ("Access to Justice – Concept Note,"^{53rd} Session, p. 28). And to name the few among these organisations, the ELA, EWLA, APAP and AAU through its Legal Aid Clinic participate in the provision of legal aid services in Ethiopia. The ELA and EWLA are lawyers' voluntary membership organizations existing in Ethiopia (World Bank, 2004, p.24). APAP is an NGO working in Ethiopia ("Abyssinian law", 2017). There are two legal aid clinics just taking root in Addis Ababa. The ELA runs one of the centers; the Alumni Association of the Faculty of Law of Addis Ababa

University runs the other. Both legal aid centers were funded by an NGO known as APAP (“Abysinialaw”, 2017). There was also a mandatory legal aid service system in Ethiopia which obliges the Federal lawyers to give 50 hour free legal service or service upon minimum payment yearly for those who cannot afford to hire a lawyer (Federal Court Advocates Code of Conduct No 57/91, Article 49 (1)).

The FAG, universities; quasi-judicial bodies (human rights, anti-corruption and electoral commissions), local government bodies, non-governmental institutions (e.g. NGOs, lawyers’ associations) and labor unions also participate in creating legal awareness and providing other supports to access to justice in Ethiopia. For example, the Alumni Association of Addis Ababa University Legal Aid Center focuses on educating people about their respective rights and duties (raising legal awareness) in addition to the provision of legal aid (FDRE CJSRP, p. 8; World Bank, 2004, p. 7; “Ethiopian Lawyers’ Association”, 2017).

2.1.5.4. The International Standards Related to Ethiopia

Ethiopia ratified the CRC in 1991 (White & Case LLP, 2013, p.1). Ethiopia is also a state party to international human right conventions like the ICERD, ICCPR, CEDAW, CAT, CRC and CRPD (Universal Conventions); and ACHPR and ACRWC (African/Regional Conventions). These international conventions set out the universal and regional human rights standards (Tadesse et al., 2013, p.28). And Article 9(4) of the FDRE Constitution has made these international conventions ratified by Ethiopia part and parcel of the laws of the country (FDRE Constitution No.1/1995, Article 9(4)). Hence, Ethiopia has a duty to respect the human right standards set out under these universal and regional human rights conventions. Article 13 of the FDRE Constitution also obliges among others the judiciary to respect and protect the human right provisions in the FDRE Constitution and interpret same in conformity with the international conventions adopted by Ethiopia.

2.1.5.5. The Federal Courts in Addis Ababa

The FDRE Constitution declares unequivocally the independence of the judiciary (FDRE Constitution No.1/95, Articles 78 & 79). Articles 78 and 79 of the FDRE Constitution also stipulate clearly that judges should work independently only according to the letter of the law's dictation and that the judiciary shall be free from any influence from the executive or any other body. Furthermore, the constitutional Articles we have mentioned above stipulate that the budget of the judiciary shall be presented directly and approved by the HPR. And the judiciary administers the budget upon approval by the HPR. The judiciary is accountable to the public for any misconduct in the performance of the duty bestowed upon it (FDRE Constitution No.1/95, Article 12(2)).

As per Article 80 of the FDRE Constitution, the judiciary in Ethiopia has a dual court system each with a three-tiered court system both at the Federal and State level. The court system at the federal level comprises the FFIC, FHC and FSC (FDRE Constitution No.1/1995, Article 78; Federal Courts Proclamation No. 25/88, Article 2(4)). And the FFIC, FHC and FSC have original and appellate jurisdiction. The original and appellate civil jurisdiction of the FFIC, FHC and FSC relate with civil cases where the Federal government organ is a party, cases taking between persons permanently residing in different regions of Ethiopia, suits in which foreign nationals are involved; and suits involving nationality, Federal business organizations, negotiable instruments, patent, copyright, insurance policy and habeas corpus (Federal Courts Proclamation No. 25/88, Article 5).

The FSC is the supreme Federal judiciary; and has the highest and final judicial power over federal matters (FDRE Constitution No.1/1995, Article 78(2) & 80(1)). The FSC has two divisions of courts: the FSC (regular division) and the FSCCB (cassation division). The FSCCB has the power to review and overturn any final decisions of the FSC decisions containing basic error of law and the FHC decisions rendered in its appellate jurisdiction containing basic error of law (FDRE Constitution No.1/1995, Article 80(3)a; Federal Courts Proclamation No. 25/88, Article 8(1) & (2), & 10(1) & (2)). And an interpretation of law rendered by not less than 5 judges of the FSCCB shall be binding on all the Federal courts (Federal Courts Proclamation No. 454/97, Article 2(1)). The FSC sees only the application of change of venue from one FHC to another or to itself in its first instance civil jurisdiction (Federal Courts Proclamation No. 25/88,

Article 8(3)).The FSC has appellate jurisdiction over civil cases decided by the FHC in its first instance jurisdiction and FHC decisions rendered in its appellate jurisdiction in variation of the decision of the FFIC (Federal Courts Proclamation No. 25/88, Article 9).The FHC has first instance jurisdiction over federal civil cases worth more than 500,000 Birr; and cases involving private international law, nationality, enforcement of foreign judgments and application of change of venue from one FFIC to another or to itself (Federal Courts Proclamation No. 25/88, Article 11).The FHC has appellate jurisdiction over civil decisions of the FFIC (Federal Courts Proclamation No. 25/88, Article 13).The FFIC has jurisdiction over federal civil cases other than those that have been mentioned above and non - monetary federal civil cases (Federal Courts Proclamation No. 25/88, Article 14).Each Federal court has a civil and labor division with judges specializing accordingly (World Bank,p.xvii; Federal Courts Proclamation No. 25/88, Article 23(1)).There are also enforcement benches and judges specializing accordingly in the Federal courtslocated in Addis Ababa (World Bank, p.xxiv).A single judge shall sit over each division ofthe civil bench of the FFIC and FHC (Federal Courts Proclamation No. 454/97, Article 2(3)).However,the FederalJAC is empowered to issue a directive to hear civil cases by apanel of threejudges in each division ofthe FFIC and FHC (Federal Courts Proclamation No. 454/97, Article 2(3)).In the FSC, three judges preside over a civil bench (Federal Courts Proclamation No. 25/88, Article 20(2)). And in the FSCCB, the merit of applications is first seen by three judges and if an application is found meritorious, it is seen by a panel of five judges (Federal Courts Proclamation No. 454/97, Article 2(2); Federal Courts Proclamation No. 25/88, Article 22(1)).

The Federal courts apply federal laws, international treaties; relevant state laws unless they are in conflict with federal or international laws; and the Civil Procedure Code provisions consistent with the Federal Courts Proclamation in resolving the Federal disputes (Federal Courts Proclamation No. 25/88, Article 6(1) & (2); & Article 7).

The HPR shall appoint the president and vice-president of the FSC from the nominees presented to it by the Prime Minister of the Federal Government (FDRE Constitution No.1/1995, Article 81(1)).The president of the FSC administers all the Federal courts (Federal Courts Proclamation No. 25/88, Article 16(1)).The Vice President of the FSC discharges duties assigned to him by the

President and serve in the President's stead in the President's absence (Federal Courts Proclamation No. 25/88, Article 17). The presidents of the FHC and FFIC represent; and administer the operation and personnel of the FHC and FFIC respectively (Federal Courts Amendment Proclamation No. 130/90, Article 18). The Vice-Presidents of the FFIC and FHC serve in their respective Presidents' stead in the absence of the Presidents of the FFIC and FHC (Federal Courts Amendment Proclamation No. 254/93, Article 2(1) B & C). Here it is wise to mention the fact that the Presidents and Vice-Presidents of all the Federal courts are considered as Federal judges too (Amended Federal JAC Establishment Proclamation No. 684/2002, Article 2(2)).

The Federal JAC has legal personality, its own secretariat, budget, staff; and extensive powers and duties (Amended Federal JAC Proclamation No. 684/2002, Article 4, 6 & 8). The budget of the Federal JAC is approved by the HPR upon the request of the Chairperson of the Federal JAC (Amended Federal JAC Proclamation No. 684/2002, Article 4 & 8). The Federal JAC is entrusted with many tasks. For example, the Federal JAC publicizes the vacancy for judges and nominates the candidates to fill judicial positions including Presidents and Vice-Presidents of the FHC and FFIC. In addition, the Federal JAC involves in appointing the head of the secretariat of the Federal JAC, the registrars of the Federal courts, the assistant judges and the other court officials; and decides on the salaries, benefits and conditions of removal of those court workers which are out of the civil service law mandate. Issuing and enforcing the disciplinary and ethical standards; investigating the disciplinary complaints of the Federal judges; deciding issues concerning the transfer, salary, allowance, promotion, suspension, termination, medical benefits and placement of the Federal judges; issuing the work directives of the secretariat of the Federal JAC and conducting periodic evaluation of the judicial activities of the Federal courts and the Federal judges are among the other powers and duties of the Federal JAC (FDRE Constitution No. 1/1995, Article 81 (2) ; Amended Federal JAC Proclamation No. 684/2002, Article 6). The Federal JAC comprises the president and vice president of the FSC as the chairman and member respectively, 3 HPR members, the Minister of the FAJ, one most senior judge among the FSC judges, the presidents of the FHC and FFIC, a judge selected by all the Federal judges, a lawyer selected by the Federal JAC from the Federal lawyers, law academic selected by the Federal JAC from a recognized higher education institution and a distinguished citizen selected by the Federal

JAC. The president, in his absence the vice president of the FSC chairs the Commission (Amended Federal JAC Proclamation No. 684/2002, Article 5).The Federal JAC shall hold a regular meeting once in a month (Amended Federal JAC Proclamation No. 684/2002, Article 7(1)).

Any Ethiopian who is not less than 25 years for the FFIC or not under 30 years for the FHC and FSC; and who respects the FDRE Constitution and confirms in writing this fact and has at least a first degree in law with good results from a recognized higher education institution can be appointed as a Federal court judge. In addition to this, the candidate Federal judge should be known for his diligence and just decision; and be respected for his good character upon test of the Federal JAC, complete a pre-candidacy training for a period and place determined by the Federal JAC and score above average points, confirm that he has never been punished with rigorous imprisonment and is willing to work as a Federal judge (Amended Federal JAC Proclamation No. 684/2002, Article 11(1)). The Federal judges other than the president and vice-presidents of the FSC are appointed by the HPR from the nominees submitted to it by the Prime Minister of the Federal Government from a list of candidates selected by the Federal JAC (FDRE Constitution No. 1/1995, Article 81 (2)). And anyone who is serving as the HPR member or the Federal executive or member of any political party cannot be appointed as a Federal judge (Amended Federal JAC Proclamation No. 684/2002, Article 11(2)). The FDRE Constitution prohibits the removal of the Federal judges before the retirement age except for resignation, violation of disciplinary rules; and gross incompetence or inefficiency or illness that prevents the Federal judge from carrying out his responsibilities. The conduct of the Federal judges is regulated by the Federal Courts Judges Code of Conduct (Amended Federal JAC Proclamation No. 684/2002, Article 2(3)). The Federal courts are staffed with a number of other justice functionaries other than the Federal judges. And these include the Federal registrars, assistant judges and court clerks (who manage court files and records; and assist the Federal judges) (Amended Federal JAC Proclamation No. 684/2002, Article 6(1) d). Most of these workers that have been mentioned later are administered by the Federal CSC (World Bank, 2004, p.21). The FJTT gives pre and post-judgeship trainings for the Federal judges and other judicial functionaries (*የኢትዮጵያ ፌዴራላዊ ዲሞክራሲያዊ ሪፐብሊክ አጠቃላይ የፍትህ ሥርዓት ማሻሻያ ፕሮግራም ጥናት ሪፖርት*, 1997, ገጽ 95).

2.1.5.6. Civil Justice and its Processes in Ethiopia

The civil justice administration starts to run with the lodging of a civil pleading to a Federal court (Civil Procedure Code No. 52/58, Article 213(1)). A civil pleading can be a direct suit, an appeal or execution (Civil Procedure Code No. 52/58, Article 80(1)).

The court fees of the Federal courts are prescribed by Regulation Number 177/1945. And the court fees are to be calculated on the basis of the amount claimed in the suit. For example, the court fee ranges on a gradual increasing schedule from as low as 0.50 cents for an amount of claim worth 10.00 birr to as high as 3,350.00 birr for an amount of claim worth 100,000.00 birr in case of direct suits. On execution, the court fee ranges from 1 birr to 10.00 birr for cases of an amount of less than or equal to 10,000.00 birr; and 25 birr for cases of an amount of more than 10,000.00 birr (Regulation No. 177/45, Article 2(e)). And all of the above court fees apply to cases with a monetary value. The court fee for cases with non-monetary value is 10 birr in FFIC; 90 birr in FHC and 25 birr in FSC (Regulation No. 177/45, Article 5). On appeal relating to non-preliminary matters, the court fee is half the amount of the court fee paid in the lower court where the suit began (Regulation No. 177/45, Article 2). And the court fee is 30 birr in the FSC and 20 birr in the FHC for an appeal presented on preliminary matters (Regulation No. 177/45, Article 8). And a person who is financially weak to cover his court fees can institute a case on pauper (free of any court fee) if he can prove to the satisfaction of the court that he has no means to cover his court fees (Civil Procedure Code No. 52/58, Article 467).

The MOJ (now the FAG) has also a stake in the Federal civil justice system. The FAG issues and oversees the licenses of the lawyers or advocates practicing before the Federal courts (World Bank, 2004, p.7). There are three types of Federal lawyers' licenses. These are the FFIC advocacy license, Federal Courts advocacy license and a Federal court special advocacy license (Federal Courts Advocates' Licensing Proclamation No. 199/92, Article 7). And the first two licenses are the concern of this research. Law school graduates are required to have good code of conduct, not convicted for improper conduct, should enter a professional indemnity insurance policy, pass a bar examination to become licensed and practice as a lawyer before the Federal courts.

Additionally, the Federal lawyers are required to have a diploma from a recognized educational institution and five years relevant experience; or a degree from a recognized educational institution and a minimum of two years relevant experience; and should know the basic laws of Ethiopia to get the FFIC advocacy license (Federal Courts Advocates' Licensing Proclamation No. 199/92, Article 8). The Federal lawyers are also required to have a degree in law from a recognized educational institution and a minimum of five years relevant experience; and should know the basic laws of Ethiopia to get the Federal Court advocacy license (Federal Courts Advocates' Licensing Proclamation No. 199/92, Article 9). A candidate Federal lawyer is not required to pass a bar examination if he has served five years in the public service, in such positions as - at least an assistant professor in law in Ethiopian Higher education; a judge or public prosecutor in the FHC or above; a legal consultant and an attorney in known government organs and public enterprises (Federal Courts Advocates' Licensing Proclamation No. 199/92, Article 11(2)). The Federal lawyers with the FFIC license can appear only before the FFIC. However, a Federal lawyer with the Federal Court license can appear before any Federal court (Federal Courts Advocates' Licensing Proclamation No. 199/92, Article 8 & 9). The Federal Court Advocates' Code of Conduct regulates the conduct of the Federal lawyers. And any Federal advocate shall have among others the responsibility to assist in the administration of justice, promote respect for the law and the attainment of justice. He is also expected to discharge his professional duty to his client, other lawyers and opposing party; the court, his profession and the society honestly, faithfully and truthfully (Federal Court Advocates' Code of Conduct No. 57/91, Article 3). The Federal lawyers' fees are determined by negotiation with their clients (Federal Court Advocates' Code of Conduct No. 57/91, Article 6). However, the FSCCB has decided the maximum cap that a Federal lawyer's fee can not exceed, i.e. 10% of the amount in litigation (Araya v. Wedajo, 1997, pp. 98-103).

2.1.5.7. The CSRP of Ethiopia

The FDRE government came up with 14 National Capacity Building Programs subsequent to the downfall of the Dergue regime in 1991 E.C. to alleviate poverty and attain good governance in Ethiopia. One among the National Capacity Building Programs was the JSRP (from 1992-1996 E.C.). And the JSRP was put on an equal status with the CSRP at the initial stage of the

implementation of the 14 National Capacity Building Programs (Ministry of Civil Service, p.8). Nevertheless, the JSRP was put subsequently as one of the five major sub programs of the CSRP in the second and third phase of the CSRP (running from 1996 E.C. -now) (Chanie, pp.90-91). The concern of this research is the third phase of the CSRP and we will focus on this phase.

It is believed that the third phase (also known as the quality service delivery program) of the CSRP in Ethiopia was influenced by NPM principles. Consequently, the major targets of the third phase of the CSRP in Ethiopia were to build a public administration which is accountable, customer friendly, effective, efficient, ethical, participative, responsive and transparent in service provision (Miruts & Asfaw as cited in “Developing Country Studies, Vol.4” 2014, pp.93 & 96). The third phase of the CSRP also aimed to strengthen the working systems, improve the organizational effectiveness and rapidly develop the human resource of the civil service (Miruts & Asfaw as cited in “Developing Country Studies, Vol.4” 2014, pp.93 & 96). It was also said that this reform phase aimed at introducing new and improved working systems to improve the ethical behavior in the performance and service delivery of the civil service. This was planned to be done by tackling the problems and enhancing the capacity of the civil service. This phase of the reform aimed ultimately to promote the contribution of the civil service for the sustained economic development of the country (Ministry of Civil Service, p.7).

2.1.5.8. The Justice Reform Programs of Ethiopia

The JSRP was conducted under the authority of the MoCB in order to assess the performance of the various institutions of the justice sector in Ethiopia and propose appropriate reforms (Stebek (PhD), 2016, p.5). The MoCB was established in 2001 E.C. for the purpose of supervising, coordinating, guiding and monitoring the implementation of the national capacity building programs and initiatives in Ethiopia. Accordingly, it has assumed the leading role in the planning and coordination of the JSRP (World Bank, 2004, p.6). Nevertheless, the JSRP has been implemented in Ethiopia beginning from 1994 E.C. under the supervision of the MOJ. And the JSRP has been implemented in Ethiopia in the name of the ‘CJSRP’ particularly since 1997 E.C. (Stebek (PhD), 2016, p.5).

The JSRP was initiated and formulated based on the recommendations of the CILC (*FDRE CJSRP Baseline Study*, 2005, p.11). The CILC was an international organization which was contracted by the JSPRO after winning the international bid to conduct the baseline study and identify the problems in the justice sector of Ethiopia (*FDRE CJSRP Baseline Study*, 2005, p.11).

One among the recommendations of the CILC was the entrenchment of an organized system of selection, promotion, appraisal and training of judges in Ethiopia (in our case the Federal judges) so that the courts in Ethiopia (in our case the Federal courts) can have competent judges (*የኢትዮጵያ ፌዴራላዊ ዲሞክራሲያዊ ሪፐብሊክ አጠቃላይ የፍትህ ሥርዓት ማሻሻያ ፕሮግራም ጥናት ሪፖርት*, 1997, ገጽ 172). The other recommendation of the CILC stated that there should be popular; professional and civil associations' participation in the selection of judges in Ethiopia (*የኢትዮጵያ ፌዴራላዊ ዲሞክራሲያዊ ሪፐብሊክ አጠቃላይ የፍትህ ሥርዓት ማሻሻያ ፕሮግራም ጥናት ሪፖርት*, 1997, ገጽ 173). The implementation of well administered training of judges is also recommended to increase the efficiency of the judges in Ethiopia (*የኢትዮጵያ ፌዴራላዊ ዲሞክራሲያዊ ሪፐብሊክ አጠቃላይ የፍትህ ሥርዓት ማሻሻያ ፕሮግራም ጥናት ሪፖርት*, 1997, ገጽ 176). Making the JAC strong, making its working procedure clear, participating stake-holders and making the JAC work on permanent basis not on adhoc meeting basis was said to strengthen the independence of the judiciary in Ethiopia (*የኢትዮጵያ ፌዴራላዊ ዲሞክራሲያዊ ሪፐብሊክ አጠቃላይ የፍትህ ሥርዓት ማሻሻያ ፕሮግራም ጥናት ሪፖርት*, 1997, ገጽ 58). It was also suggested that the independence of the judiciary in Ethiopia should be strengthened by recruiting competent personnel; and giving proper training and education (*የኢትዮጵያ ፌዴራላዊ ዲሞክራሲያዊ ሪፐብሊክ አጠቃላይ የፍትህ ሥርዓት ማሻሻያ ፕሮግራም ጥናት ሪፖርት*, 1997, ገጽ 58). It was also suggested to leave court administration to the JAC than court presidents so that the independence of the judiciary is guaranteed in Ethiopia (*የኢትዮጵያ ፌዴራላዊ ዲሞክራሲያዊ ሪፐብሊክ አጠቃላይ የፍትህ ሥርዓት ማሻሻያ ፕሮግራም ጥናት ሪፖርት*, 1997, ገጽ 172). The JSRP came into view to implement all of these recommendations of the CILC and make the judicial system in Ethiopia including the Federal judiciary more accessible.

The CJSRP as one of the sub - programs of the third phase of the CSRP, Paulos Chanie argues, is in line with the NPM principle that emphasizes public management than traditional public administration. Thus, the CJSRP purports to bring an improvement in the model of organization and delivery of judicial services (in our case Federal court) from one based on the principles of bureaucratic hierarchy, planning, centralization and direct control to a market based judicial service management (Chanie, p.99). The CJSRP also aimed at allowing Ethiopian citizens to seek and obtain an affirmation of their rights by courts as embodied in and guaranteed by the FDRE Constitution. The CJSRP aimed further to improve the judicial system (in our case the Federal court system) to the demands of the changing world economy (FDRE CJSRP Baseline Study, 2005, p.11). The CJSRP has four core components and a fifth crosscutting component. The core components are law making and revision; the judiciary; law enforcement (prosecution, the police and the penitentiary system); and legal education and research. The fifth and the cross cutting component is information flow within and outside the justice system (Stebek (PhD), 2016, p.5). The CJSRP includes further access to justice as a crosscutting component and good governance as a crosscutting enabler (Stebek (PhD), 2016, p.6). The GTP I also included the CJSRP as one of its programs under its Section 7.3 (Stebek (PhD), 2016, p.5). As stated in the scope of the research, this research is concerned only with the second core component of the CJSRP (stated as the judiciary); and the crosscutting component and crosscutting enabler of the CJSRP (stated above as access to justice and good governance respectively) and Section 7.3 of GTP I. Now it is time to see the four areas of the CJSRP that are the concern of this research turn by turn.

The second core component of the CJSRP is the judiciary. An improved access to judicial system is inevitable to render the economic, social and governance fabrics of a country functional. And the CILC identified the major problems that hindered existence of an improved access to the justice system in Ethiopia including the Federal judiciary.

The crosscutting component of the CJSRP i.e. access to justice is the second concern of this research among the components of the CJSRP. Accordingly, the CJSRP intends to improve access

to justice of the justice system in Ethiopia with all its definitions and tenets as has been discussed broadly in sub section 2.1.2. herein above. Thus, there is no need to discuss this issue again here.

The crosscutting enabler of the CJSRP i.e. good governance is the third concern of this research among the components of the CJSRP. And good governance is an enabler to all of the five components of the CJSRP. Good governance tries to instill good practices within the justice sector (in our case the Federal courts) and improve their service delivery. And among the good practices that were recommended to be instilled in the justice sector in Ethiopia including the Federal judiciary were the need for merit-based job placements and promotions at every unit. Good practices were also recommended to be extended to managing the resources (financial, physical, technological, and informational), processes, organization and leadership of the justice sector in Ethiopia. Moreover, 'good governance' called for grassroots empowerment in decision making, resource management; and effective harmonization among organs and institutions of the justice sector in Ethiopia. It was also envisaged that good governance issue emphasized the broad-based participation including the enhanced involvement of civil society organizations in the justice sector in Ethiopia (FDRE CJSRP Baseline Study in Stebek (PhD), 2016, p.4).

Generally, the goals of the CJSRP were to attain an improved justice service delivery and improve the access to justice of citizens to the justice system in Ethiopia including the Federal courts (Jemberre & Wolde melak, 2011, p. 216). Many Sub - programs were formulated under the CJSRP to meet these goals of the CJSRP. However, the Court Reform Sub-Program is the only concern of this research among the Sub - programs formulated under the CJSRP. The Court Reform Sub-Program consisted of 10 projects. Out of these 10 projects, 9 projects are the concern of this research. These are:

1. Judicial independence, transparency and accountability project;
2. Judicial effectiveness, efficiency and accessibility project;
3. ICT enhancement and strengthening project;
4. Court public relation enhancement project;
5. Gender based court development and enhancement project;
6. JOPTC enhancement project;
7. ICT development and enhancement project;

8. Justice sector stakeholders enhancement project and
9. Legal education and training enhancement project (ፌዴራል ጠቅላይ ፍ/ቤት, ያልታተመ, ገጽ 5).

We have stated shortly here in above that the MOJ was entrusted with the overall tasks of supervision, coordination, guiding and monitoring of the CJSRP beginning from 1994 E.C. It was later decided, however, that the supervision, coordination, guiding and monitoring of the national capacity building programs including the CJSRP should be shifted to its respective sector for better achievement. Hence, the CJSRP's sub - program – court reform sub – program – was shifted from the MOJ to the FSC (ፌዴራል ጠቅላይ ፍ/ቤት, ያልታተመ, ገጽ 40). Accordingly, the tasks of supervision, coordination, guiding and monitoring of the CJSRP were done by the FSC. However, the management of the Court reform sub – program was transferred from the MOJ to ELJRI (ፌዴራል ጠቅላይ ፍ/ቤት, ያልታተመ, ገጽ 40). It was still decided later that the Court Reform projects under the supervision, coordination, guiding and monitoring of the FSC should be moved to the executive. Hence, the Ministry of Public Service and Human Resource Development was made to supervise, coordinate, guide and monitor the Court Reform Projects. However, it was described that the support movements started by the FSC to Court Reform Projects went on declining after this time (ፌዴራል ጠቅላይ ፍ/ቤት, ያልታተመ, ገጽ 7). The Court Reform projects were reformulated to include 16 projects by the Ministry of Public Service and Human Resource Development in 2006 E.C. And out of these 16 projects of the Public Service and Human Resource Development, 14 projects were concerned with the Federal Courts. These projects were:

1. Human Resource Development Project;
2. Court Efficiency Enhancement Project ;
3. Court Execution Enhancement Project ;
4. A Project to Ensure the Constitutionality of Court Judgments and Preliminary Decisions;
5. Judicial Independence, Transparency and Accountability Enhancement Project ;
6. JAC Enhancement Project;
7. Public Appraisal of Courts Enhancement Project;
8. Court Accessibility Enhancement Project ;
9. ADR Development and Enhancement Project ;

10. Building and Other Facilities Fulfillment Project ;
11. Public Participation Enhancement Project;
12. ICT Based Court Services Delivery Enhancement Project;
13. Long Awaiting Court Files and Documents Keeping and Disposal Project and
14. Multi Dimensional Issues Development and Enhancement Project
(ፌዴራልጠቅላይ/ቤት, ያልታተመ, ፲፩ 7).

Now let us see Section 7.3 of the GTP I. Section 7.3 of the GTP I stated the overall strategic direction of the justice sector in Ethiopia including the Federal courts. Accordingly, the justice sector in Ethiopia including the Federal courts was expected to contribute to establishing a stable, democratic and developmental state in Ethiopia. Furthermore, the justice sector in Ethiopia was expected to establish a system in which citizens have improved access to judicial information and ensure that the justice system in Ethiopia is more accessible. It was also stated under the same section of the GTP I that the independence, transparency and accountability of the justice system in Ethiopia would be assured too. It was also envisioned that the justice enforcement organs in Ethiopia would be improved by strengthening their human resource skills and through provision of adequate equipment (Stebek (PhD), 2016, p.12). During the plan period of the GTP I, the objectives of Ethiopia's justice sector were also put as improving the constitutional system (Ethiopia, FSC, 2005). The objectives of the GTP I included further improving the process of creating a democratic, stable and strong federal system that ensures peace and security of citizens. Bringing institutional improvement through capacity building; giving accessible judicial service; executing decisions in an effective and efficient way; improving the rule of law to achieve good governance and economic growth were also among the performance strategies of the GTP I that the Federal courts were expected to follow (Ethiopia, Federal Supreme Court, 2005). The projects of the GTP I that are the concern of this research are presented at the end of the research as appendices.

2.2. Empirical Review

2.2.1. Previous Global Studies

One study mentioned that the parties, lawyers and judges involve themselves in an active oral dialogue of facts and law in civil claims in Germany to improve access to justice. And this resulted in decision which parties understand and most frequently accept without an appeal (“Access to Justice and the Rule of Law,” p.57).

It is expressed that 1/3rd of cases in local courts were presented without representation by litigants in Germany since there were active and engaged judge; and simplified procedural rules (Murray et al., 2004, p. 627).

German judiciary is also characterized by an adequately compensated, numerous and well educated judges; and independent judiciary from political, economic and other extraneous pressures or influences (Murray et al., 2004, p.7). Promotion of judges is also based on the objective criteria of seniority and demonstrated meritorious service in Germany (Murray et al., 2004, p.8). A research on the legal practice of lawyers in Germany revealed that a lawyer is admitted to a bar upon his successful completion of university education, 2 years practical training and respective state wide examination. And a lawyer with a license of first instance or high court can appear before first instance court or High court only. However, if a lawyer has a special license, he can stand before all federal courts in Germany. The lawyers practice as a solo practitioner; or in large or small firms. And the bars regulate the lawyers’ discipline. Lawyers are contracted by their clients according to a structured schedule of fees which take into account the amount in controversy and the stage to which the litigation progressed (Murray et al., 2004, p.10). Thus, we can see the existence of an independent judiciary and prosperous lawyers in Germany.

It is also said that Western countries have different free legal aid systems. Accordingly, the legal aid system in Western countries is either *judicare* (where eligible litigants’ lawyers’ fee is covered), *employed public attorneys* (where salaried public attorney help poor litigants) or *legal insurance scheme* (where insurance covers costs of litigation of a litigant when one is won in litigation) (“Access to Justice Practice Note,” pp.28 &33). These countries are also found to give compensation for lawyers who provide free legal aid (“Access to Justice Practice Note,” p.22).

These countries are reported to have even reached at a situation where free legal aid is provided for all litigants who are eligible (“Access to Justice Practice Note,” p.22). For example, Germany has been described to be able to provide legal aid at all levels of its court systems for indigent litigants; and its legal aid has included court costs and lawyers’ fees (Murray & Sturmer, 2004, p. 11). As a result, it is reported that Germany’s system of legal aid insured that no meritorious case will fail prosecution or defense for lack of covering court or lawyers costs (Murray & Sturmer, 2004, p. 85). And USA has also been reported to have expended annually 600 million for free legal aid services (Murray & Sturmer, 2004, p. 625). The UK, other European jurisdictions and China are also focusing increasingly on early intervention legal aid services to improve access to justice such as public legal education, online legal information data bases; and telephone and online legal advice platforms (“Access to Justice and the Rule of Law,” p.7). China was also told to have established legal aid centers at both municipal and district levels of administration. Accordingly, there were legal aid offices operating in over 3,000 counties for the poor in China in the mid-1990s. In addition, more than 50,000 legal aid working stations had been established down to street and village level in China (“Access to Justice and the Rule of Law,” p.7).

The courts in some countries have been told to have come up with different forms of arbitration and mediation to resolve a dispute. For example, Los Angeles uses retired superior court judges as arbitrators and it experiences two modes of arbitration. Los Angeles’ modes of arbitration is expressed to include corporate mini-trial where the parties present their abbreviated cases to experts who negotiate an agreement and summary jury trial where the parties present their evidence to a jury who decide on the case before going to regular trial (Abandisky, 2003, pp. 372-373). Germany has also been mentioned to be successful by making its judges under a statutory duty to facilitate and promote settlement by the parties (Murray & Sturmer, 2004, p. 14). Croatia, Estonia and Germany have also established centers for mediation where professionals like social workers and child specialist or counsel help in resolving disputes (“Hand book on European Law,” 2016, p. 51).

It is also researched that, in Europe, four criteria (i.e. the complexity of the case, the complainant’s conduct, the conduct of the relevant authorities and what is at stake for the

complainant) are taken and seen together to gauge the reasonableness of the length of proceedings (“Hand book of European Law,”2016,pp.135-140). Generally, 10 years or more are reported as an unreasonable length of proceedings in Europe(“Hand book of European Law,” 2016,pp.139-140). Especially civil status, capacity, road traffic accidents and employment disputes are asserted to require special diligence and quick decision in Europe (“Hand book of European Law,” 2016,pp.146-147).

This being the case, it is still claimed that there are barriers to access to justice in Europe in one study. And the obstacles to accessing justice in Europe are identified as an unnecessarily strict time limits on bringing claims, restrictive rules on who can make a claim, excessive legal costs and the complexity of legal procedures (“Access to Justice in Europe,” 2010, p.3).

USA is told to have envisioned a court environment where a potential litigant can easily find legal information about his/her rights, apply for legal aid electronically, talk to a legal aid attorney over his/her tablet computer, find and complete the forms he/she needs to file in court, check on the progress of her case and communicate over the Internet with a lawyer in a larger city if his/her case becomes complicated(Cabral et al., Vol. 26, p.247).Courts in USA are reported to use a variety of creative solutions to provide information such as court and legal aid websites with videos, podcasts and interactive quizzes, mobile apps to deliver information to smart phones and other mobile devices(Cabral et al., Vol. 26,p.248). There has also been implemented an online system for eligible low-income people to submit questions that are then answered by volunteer attorneys in Northern Michigan and Tennessee (Cabral et al., Vol. 26, pp.249-250). Smart forms which are interactive— such as those providing data validation, calculations and checks for completeness; integrated with court systems are used in USA to help self-litigating parties to file their claims(Cabral et al., Vol. 26, pp.252&263).Wikiforce (website) is also reported to provide free advice and support of various forms such as a discussion forum, free guides to divorce, mediation, finances, child contact and residence, free expert advice via a telephone helpline that is open seven days a week and chat rooms for instant support for a vast majority of people in the United Kingdom (“Handbook on European Law,” p. 75).

It is declared that improving the quality of court service is a priority in the UK and other European jurisdictions reform programs (“Access to Justice and the Rule of Law,” p.7). Reform movements of courts like concentration of proceedings; immediate contact between judges, parties and witnesses; and active judges who seek the truth and equalize the parties were reported to have been used in Europe to guarantee effective access to justice. And it was asserted that these reform movements made civil proceedings simple, inexpensive, quick and accessible to the poor in Europe (“Access to Justice and the Rule of Law,” p.55). The use of active judges also resulted in a fair decision and not a mere reflection of inequalities between parties in Europe. Even in a reform movement to make courts more accessible, all court costs were eliminated in Europe (“Access to Justice and the Rule of Law,” p.56). A direct case was averagely disposed within a short period of 3 months and an appeal was disposed averagely within 5.3 months duration in Germany. A case also brought about a cost of only 7.5% of the amount in controversy in Germany. In most USA states, however, a suit was reported to have resulted in a cost of 67% of the amount in controversy for each party (Murray & Sturmer, 2004, p.626). Thus, we can observe the higher quality of court services of Germany compared to USA. And the American civil justice system is told to have considered making itself more “user friendly” by reconfiguring its system by taking court reform measures (Murray & Sturmer, 2004, p.626). Of course, specialized courts are used presently that apply different therapeutic techniques to heal the underlying social and emotional problems in court cases as a reform measure in America (Abandisky, 2003, p.375). Sweden also reduced successfully the length of proceedings through obtaining and acting on a feed back obtained from judges, court staff, defendants, witnesses and lawyers (“Handbook on European Law,” p.145). The Russian Court Reform Project introduced electronic training and administration to the courts, implemented the first e-mail system for disseminating commercial court decisions in Russia, and assisted in the creation of a website. The court reform in Russia also emphasized on building judicial capacity through training of judicial personnel (Tadesse, 2010, p.52).

2.2.2. Previous Studies on Africa

Nigeria introduced court reforms in the name of FTCs to reduce the length and cost of litigation. For example, it took an average of 511 days (and about 36.3 per cent of the value of a claim) to resolve a commercial dispute through the courts in Nigeria before court reform. And it was planned to reduce this by introducing the FTCs. The FTCs are High Courts designated to specialize in commercial and financial disputes; and charged to complete cases within specific time limits (“Access to Justice and the Rule of Law,” p.6). It was recommended that judges should be provided with a qualified legal assistant and a personal secretary at the time of judicial appointment in a reform measure to improve the performance of the Courts of Appeal of Tanzania. The establishment of an official website of the judiciary was recommended too as a reform measure in Tanzania. This reform is believed to make the judgments rendered by the courts in Tanzania accessible ones immediately after delivery and approval by the judges. It was recommended further that judges and other officials of the court should take computer training; computer training should be compulsory course in judicial training centers; properly equipped and modern law library should be available for the judges; and there should be an establishment of other modern activities in courts to reform Tanzania’s courts (Peter & Kijo-Bisimba, 2007, p.22). Tanzania’s reform measures also included the individual calendar system in the management of cases, the introduction of ADR mechanisms and the establishment of specialized courts like commercial and land courts. These reform measures are thought to build an effective, speedy and fair system of litigation in Tanzania (Peter & Kijo-Bisimba, 2007, p.38).

2.2.3. Previous Studies on Ethiopia

Ethiopia has a long history of legal frameworks, the most famous of which is the “Book of Kings”-- the Fetha negast. And it is claimed that religious and customary laws remain prevalent throughout the country. The late fifties codes of the country were arguably of an extremely high standard, but they were not matched with an adequate capacity building or training at the local level. The procedural provisions of Ethiopia were imported wholesale from England, India and the US. Thus, the civil procedures reflect in whole common law practices (World Bank, 2004, pp.1 & 4). Many civil substantive laws of Ethiopia, however, stem from the French civil codes and they reflect accordingly civil law practices (World Bank, 2004, p.1).

The baseline study to the JSRP (1997) identified specifically many problems that underlay the administration of justice in Ethiopia. It was described that the courts in Ethiopia were inaccessible and citizens were denied their basic right of access to justice. Moreover, it was said that corruption, much delayed provision of justice, questionable independence of the judiciary, heavy case backlogs, poor case management, poor working environment, staff shortage, very low salary, poor evaluation and promotion system, less client friendly working system and inefficient employees characterize the courts in Ethiopia. The study also identified that court president's double role as a judge and court presidents compromised judicial independence. The study identified further that the process of selection and promotion of judges was insufficiently transparent and lacks inputs from other legal professionals; the performance evaluation was poor; there was lack of training of judges; there was weak court administration and case management; the case load of judges was high; access to information was limited; the libraries were poorly equipped or non-existent; and the delivery of *negarit gazetta* to courts was delayed in Ethiopia. Moreover, it was asserted in the above study that most court decisions remain unpublished; the public was unaware of the civil procedures; the working condition of judges was poor and there was corruption in courts in Ethiopia. It was also said that the courts in Ethiopia suffer from low budget allocation. The courts in Ethiopia were also said to lack training plan of judges. A low motivation of court workers was also identified as the other problem of the judiciary in Ethiopia. It was also asserted that the unsuitable working condition of judges transgressed their independence, reduced their efficiency and opened door for corruption (pp.13&61). It was also identified by the Baseline Study of the CILC that congestion of cases of the courts was caused by shortage of human resource and court facilities; and the low performance of court workers in Ethiopia (1997, 7&63). Aberra Jembere and Woldemelak (2011) also cite this study to describe the inefficiency and incapacity of the judiciary in Ethiopia prior to the implementation of the CJSRP (pp.214-215). It was also claimed that of the three branches of government, the judicial branch has the least history and experience of independence in Ethiopia; and requires significant strengthening to obtain true independence, equality and self-sufficiency (World Bank, 2004, p.5).

The judicial system in Ethiopia was reported to be hampered by several problems before the implementation of the CJSRP by the World Bank too. Accordingly, the judicial system in

Ethiopia was reported to be hampered severely by inadequately trained and inexperienced judges. Furthermore, the less than optimal work conditions made it hard to retain those legal professions with more training and experience in the judiciary in Ethiopia. There was also said to exist- lack of clear and consistent standards and procedures used to make judicial appointments and employment decisions, lack of transparency and openness in the proceedings of the JAC in judicial selection and terms of employment; arbitrariness, lack of quality and predictability in decision-making; and lack of professionalism in courts (2004, pp.15-16). The presence of the executive in the JAC was argued to have a negative effect on its ability to act independently (2004,p.21). There were no published criteria or clear rules describing the standards and procedures applied, or how disciplinary measures were taken by the JAC and no room for appeal exists. Judicial vacancies were not advertised, and it was unclear how the pool of candidates were selected and evaluated. No examinations or substantive performance evaluations were conducted and judges informed that they do not know how or on what basis promotion decisions were made and therefore, they were unable to challenge these decisions. Similarly, no procedures were in place for the JAC to hear and decide disciplinary complaints under the ethical code of conduct and participation by the judges under investigation had reportedly been discouraged. Many judges and lawyers objected strongly to the lack of process and openness of the JAC; and complained that it encouraged political favoritism and discouraged the retention of good judges on the bench (2004, pp.17 & 18). The executive had substantial influence on certain aspects of judicial independence which inhibited the chance to build strong and independent judiciary in Ethiopia. For example, the MOF administered the budget of the federal judiciary. Court fees were not also applied to the operation of the courts and go directly to the Treasury (2004,p.21 & 22). In addition, the judiciary did not administer its own support staff or determine their qualifications, function and recruitment; and these functions were controlled by the CSC (2004,p.21). Judges did not have court clerks or equivalent administrative personnel or facilities to expedite the drafting or preparation of decisions and other records; and judges spent significant time in open court writing out case decisions by hand (2004, p.23). The World Bank also stated that the declaration of independence by the FDRE Constitution does not equate to the creation of an independent judiciary if the institutions and systems of the country are unable or unwilling to shoulder the burden and share the power (2004, p.18).

The World Bank, however, praised the judiciary in Ethiopia alleging that the judiciary has reduced the usual barriers to access to justice experienced in other countries i.e. 'the need to legal representation' (p.xxiv). Thus, litigants are not required to appear necessarily before court being represented by a lawyer in Ethiopia.

Lawyers practice only as solo practitioners and the institution called bar is unknown to Ethiopia ("Ethiopia's Legal Firms", 2017).

It was claimed by one study that the progress in the economic and social development of Ethiopia; and the reduction of poverty required a complete reform of the justice system in Ethiopia (*FDRE CJSRP Baseline Study*, 2005, p.11).

It was also described that 38.9 per cent of the population in Ethiopia lives below the national poverty lines and the vast majority of these population cannot afford the services of a lawyer. Thus, the study concluded that the scarcity of lawyers added on top of poverty in Ethiopia puts legal advice well beyond the reach of most Ethiopians. It was also said that Ethiopia, with a population of some 81 million, had also only one lawyer for every 20,250 people in 2004 E.C ("Ethiopian Journal of Human Rights," Vol. I, 2013, p.217). Ethiopia had also 4 judges per 100,000 inhabitants for the period 2005-2009 E.C (World Bank, p. xvi). The perception of the independence of the courts was low and there was lack of access to legal information is another challenge in Ethiopia (Pietro et al, p.10). There was also few number of practicing lawyer in Federal courts in 2006 E.C. (Performance Report of Ministry of Justice as cited in Pietro et al, p.10). The Ministry of Justice's scheme to provide legal assistance on civil matters for indigent and vulnerable section of the society is little utilized due, in part, to limited public awareness of the service in 2006 E.C. (Performance Report of Ministry of Justice as cited in Pietro et al, p.11).

It is asserted that elements of discrimination and challenges remain in many instances when women seek justice within the Federal judicial system in Addis Ababa by one study (Legesse, 2016, p.1).

And this research tries to show the contributions of the CJSRP in solving the inefficiencies, irregularities and incapacities as has been depicted in previous studies mentioned above; and improving the access to justice of the Federal courts.

Chapter Three

Research Methodology

3.1. Research Approach

This research employs a deductive research approach to show the contribution of the CJSRP in - solving the problems associated with access to justice and improving the access to justice of the Federal courts in Addis Ababa City Administration. Accordingly, quantitative and qualitative data will be collected and analyzed using descriptive statistical method.

3.2. Research Design

This research employed a mix of quantitative and qualitative methods of data collection. Accordingly, the research design has included surveys (structured questionnaires and semi-structured interviews), reports and other secondary sources.

3.2.1. Study Area and Population of the Study

Addis Ababa was established in 1886 by Emperor Menelik and Empress Taitu as the capital city of the country (“Addis Ababa City”, 2017). And, it is serving as the capital city of the country since then. Entoto Hills in the North, Mounts Wechecha and Furi in the West and South West; and Yerer Mountain in the East and South encircle Addis Ababa (“Addis Ababa”, 2017). The population of Addis Ababa was 2,112,737 according to the census of 1994 E.C. and the population was 3,384,569 according to the census of 2007 E.C. (“Addis Ababa Demography”, 2017). The total area of the City covers 527 Square Kilometers. The City is divided into 10 Sub cities or Kifle Ketemas. And these are namely Bole (122.08 km²; 328,900 population), Yeka (85.46 km²; 337,575 population), Gullele (30.18 km²; 284,865 population), Arada (9.91 km²; 225,999 population), Kirkos (14.62 km²; 235,441 population), Akaki Kality (118.08 km²; 195,273 population), Nifas Silk Lafto (68.30 km²; 335,740 population), Kolfe Keraniyo (61.25 km²; 546,219 population), Addis Ketema (7.41 km²; 271,644 population) and Lideta (9.18 km²; 214,769 population) (“Addis Ababa Demography”, 2017). There were 10 FFICs, 3 FHCs and one FSC in Addis Ababa from 2003 to 2007 E.C. The ten FFICs were scattered evenly and were located in each of the 10 Sub – cities of Addis Ababa. The 3 FHCs were located in Lideta, Arada and Bole Sub – cities. The FSC was located in Arada Sub – city. And this constitutes

the boundary and area of the study; and the number and characteristics of the population of this research.

3.2.2. Sample size

The FFIC of Lideta, Yeka and Arada bench are taken as samples from the 10 FFICs present in Addis Ababa. The FHC of Lideta bench is taken as sample from the 3 FHC present in Addis Ababa. The FSC is a sole court in Addis Ababa and thus it is taken as sample. Therefore, the samples in this research constitute generally 54 % of the total population of the Federal courts that existed in Addis Ababa from 2003 to 2007 E.C.

3.2.3. Sampling Technique

The FFIC of Lideta, Yeka and Arada bench are taken as samples from the 10 FFICs using probability (simple random) sampling technique. The FHC of Lideta Bench is chosen using non-probability (purposive) sampling technique because it used to entertain most of the Federal cases of high court jurisdiction during the research period. The FSC is a sole court in Addis Ababa and it is taken as sample representing the total population.

3.3. Data Types and Sources

3.3.1. Primary Data

Questionnaires and interviews are used to get primary data. The questionnaires and interviews seek to elicit the opinions, perceptions and experiences of the participants in the questionnaires and interviews on the improvements in the sample courts that solved the problems associated with access to justice of the sample Federal courts.

3.3.2. Secondary Data

Secondary data are obtained from books, journals, laws, previous studies, court data bases, report of organizations, court case files, court annual performance reports and websites.

3.4. Data Collection Instruments and Collection Procedure

3.4.1. Questionnaire

The choices or questions in the questionnaires are prepared based on the problems identified to hinder the access to justice of the sample courts by the CILC and other previous studies. The respondents are expected to put a “✓” mark in the boxes that describe or correspond with their choices or opinions. And a blank space is provided if the respondents have additional opinions than explained in the questionnaire. And the researcher has distributed totally 100 questionnaires equally in each sample court. Accordingly, 20 questionnaires are distributed in each sample court. The respondents in each sample court are taken in equal numbers from five groups of people who are either workers or customers of the sample courts. These groups are court administrators, judges, support staffs, lawyers and court clients. Accordingly, each group of court administrators, judges, support staffs, lawyers and court clients in a sample court has been made to fill 4 questionnaires out of the 20 questionnaires apportioned for each sample court. And the respondents of the questionnaire are selected randomly from each group of court administrators, judges, support staffs, lawyers and court clients of the sample courts. And five separate questionnaires are prepared for each group of respondents taking into account their daily tasks.

3.4.2. Interview

The researcher has conducted an in-depth interview with five key informants. The interviewees are selected from 4 different groups of people who are either workers or clients of the sample courts. These groups are court administrators, lawyers, researchers and court support staffs. Accordingly, two of the interviewees are court administrators and the others are a lawyer, researcher and court support staff. The interviewees are selected purposely taking into account their huge experience in court activities and/or higher job position in court administration.

3.5. Data Analysis and Interpretation Methods

This research has employed quantitative, qualitative and mixed data analysis and interpretation methods. And we will see each method of analysis and interpretation separately below.

3.5.1. Quantitative Data Analysis Method

Quantitative data analysis method has been used in this research for analyzing quantitative data. For instance, statistical data analysis method has been employed to analyse the numerical data of the sample courts. Accordingly, the mean score of the numerical data of the sample courts are taken as representative score of the quantitative or numerical data.

3.5.2. Qualitative Data Analysis Method

The researcher has used qualitative data analysis method to interpret qualitative data. Accordingly, text interpretation has been used in the process of analyzing the responses of the respondents in the questionnaires and interviews.

3.5.3. Triangulation of Data (Mixed Method)

The researcher has proved the existence of some of the improvements or developments that solved the problems associated with the access to justice of the sample courts by the quantitative data by triangulating it with the responses of the respondents in the questionnaires and/or interviews.

3.6. Validity and Reliability of the Research

The researcher has tried his best to increase the validity as well as reliability of this research by employing different strategies. One of the strategies is the employment of mixed method of data collection by the researcher. This research has employed both quantitative and qualitative data collection instruments to collect data. As a result, the research will not be affected by the weaknesses of either quantitative or qualitative methods. On top of this, this research will reap all the benefits of using mixed data collection method. The researcher also triangulated quantitative data with questionnaires and/or interviews to check the validity of the quantitative data. In addition, the researcher has limited the data that are obtained through his personal observation to primary data that are related only to the Federal court procedures. And this will avoid the inclusion of any bias of the researcher in the research. The researcher has also consulted all the annual reports of the sample Federal courts from 2003 to 2007 E.C. Different secondary data are also collected from the data base of the sample courts, websites, written reports, laws and previous studies. The participants in the questionnaire and interview are also drawn from different sections of the society. Most of the participants in the questionnaire and interview have a work experience of more than ten or twenty years respectively. And most of the participants in the questionnaire and interview are first or second degree holders. All of the above facts increase very much the reliability and validity of this research. Moreover, the sample courts represent 54 % of the total population. This shows the representativeness of the sample that has been drawn by the researcher. Generally, all of the strategies we have mentioned above and that have been employed by the researcher are believed to increase very much the validity and reliability of this research.

3.7. Ethical Considerations

The researcher has ensured that this research is undertaken taking into consideration all the necessary ethical considerations of conducting a research. Accordingly, the researcher has made sure that all the participants in the questionnaire and interview are informed well that all the information they impart are used solely for academic purpose of fulfilling Master Degree. Moreover, the participants in the questionnaire are not required to fill their name. And the name of the participants in the interview is also left anonymous in this final report of the research. And the researcher has promised to the participants in the research that if he breaks any of his obligations of confidentiality, he is to be held responsible legally. Additionally, the full

consent of the participants in the questionnaire and interview is also obtained at first before they give their response. And the researcher has imparted information on his part to participants in the questionnaire and interview to clarify only ambiguity on the part of the participants. The researcher has also refrained from using any means of coercion or persuasion in conducting the research.

Chapter Four

Data Analysis and Interpretation

From now onwards, the researcher tries to address the two major questions of this research through an analysis of the data that has been obtained from the annual performance reports of the sample courts and other secondary sources; and the responses of the participants in the questionnaire and interview.

4.1. Background and Profile of the Respondents in the Questionnaire and Interview

82 participants have responded to the researcher out of the 100 persons who have participated in the questionnaire. When we see the profile of the 82 respondents in the questionnaire, 20(24%) are lawyers/attorneys, 11(13 %) are judges, 20 (24%) are court clients, 17 (21 %) are court supporting staffs and 14 (17%) are court administrators. And 7 of them have work experience of < 5 years, 29 have work experience of 5-10 years, 22 have work experience of 11-20 years, 17 have work experience of 21-30 years, 4 have work experience of > 30 years and 3 respondents have not mentioned their work experience. 21 (26%) are women while 61 (74%) are men. When we look at the educational background of the respondents in the questionnaire, 1 is a PHD candidate, 5 are second degree holders, 31 are first degree holders, 15 are diploma holders, 13 are 12 or 12 plus grades, 3 are <12 grade and 14 have not filled their educational background. The participants in the interview are totally 5 persons. When we see the profile of the interviewees, one of them is a part time researcher and lawyer with a second degree and an experience of 9 years; the others are a court support staff with a first degree and an experience of 27 years, an attorney with LLB and a work experience of 21 years, a court administrator with second degree and a work experience of 24 years; and a court administrator with LLB degree and a work experience of 35 years.

4.2. Summary of the Data Obtained from the Annual Performance Reports of the FSC, the Data Base of the Sample Courts and Other Secondary Sources

The researcher has conducted a thorough review of the annual performance reports of the FSC from 2003 to 2007 E.C. and the data base of the sample courts to obtain data that show the

resolution of the problems associated with the access to justice of the sample courts as a result of the implementation of the CJSRP in the sample courts from 2003 to 2007 E.C. And the resolution of any of the problems associated with the access to justice of the sample courts show an improvement in the access to justice of the sample Federal courts. Consequently, the researcher has understood the existence of data that show the resolution of various specific problems associated with the access to justice of the sample courts. Thus, these data show the specific improvements in the access to justice of the sample courts from 2003 to 2007 E.C. And these specific improvements include the improvements in - the human resource; working system; ICT; judicial independence, transparency and accountability; access to legal information; court infrastructure; communication works; number of times of an adjournment; length of adjournments; duration of cases; clearance rate; congestion rate, budget and free legal aid of the sample courts from 2003 to 2007 E.C. The researcher has also obtained a written report from the ELA that describes specifically the number of indigent litigants who received free legal aid from the legal aid center of the ELA at the FFIC Lideta Bench from 2003 to 2007 E.C. The researcher has also consulted other secondary sources such as websites; and has obtained data that show the resolution of various general problems associated with the access to justice of the sample courts. And these data show the general improvements in the access to justice of the sample courts from 2003 to 2007 E.C. These improvements include the existence of - a CD of the laws of Ethiopia; the FAG website with access to consolidated laws of Ethiopia; decisions of the FSCCB, training materials and law journals; and private websites that contain the laws of Ethiopia, decisions of the FSCCB and legal articles. The researcher also wants to reveal that he has obtained data that show the general improvement in the access to justice of the sample courts from 2003 to 2007 E.C. from previous studies such as the non-existence of an obligation of legal representation in Ethiopia; and the existence of a reduced court fee rate in Ethiopia.

4.3. Summary of the Responses of the Participants in the Questionnaire and Interview

The participants in the questionnaire are provided in the beginning with three choices to determine whether there was resolution of the problems associated with access to justice and an improvement in the access to justice of the sample courts as a result of the implementation of the

CJSRP in the sample courts from 2003 to 2007 E.C. or not. Accordingly, the participants can choose either “there was an improvement in the access to justice of the sample Federal courts from 2003 to 2007 E.C.” or “there was no improvement in the access to justice of the sample Federal courts from 2003 to 2007 E.C.” or “they had observed no change in the access to justice of the sample Federal courts from 2003 to 2007 E.C.”. For further information on the format of the questionnaire, one can see the questionnaires attached as appendices at the end of this research. The summary of the responses of the participants in the questionnaire to the three choices that has been presented to them are presented below.

4.3.1. Summary of the Responses of the Respondents in the Questionnaire

One respondent who is a phd candidate; 5 who have second degree; 29 who have first degree; 11 who have diploma; 11 who are 12 grade complete; one who is a 10th grade; one who is an 8th grade; and 6 respondents who have not filled their educational status have responded that they observed an improvement in the access to justice of the sample Federal courts from 2003 to 2007 E.C. And when we see the work experience of these respondents, 5 have <5 years; 24 have 5-10 years; 17 have 11-20 years; 13 have 21-30 years; 4 have >30 years work experience; and 2 have not mentioned their work experience. Meanwhile, one respondent who has second degree; 9 who have first degree; 4 who have diploma; 2 who are 12 grade complete; one who is an 8th grade; and one who has not filled his educational status have responded that they observed no improvement or change in the access to justice of the sample Federal courts from 2003 to 2007 E.C. Among these respondents, 2 have <5 years; 5 have 5-10 years; 5 have 11-20 years; 4 have 21-30 years work experience; and one has not mentioned his work experience.

The participants in the questionnaire who have replied as there existed an improvement in the access to justice of the sample courts from 2003 to 2007 E.C. are required further to identify the area where resolution of the problems associated with access to justice and an improvement in the access to justice of the sample courts occurred as a result of the implementation of the CJSRP in the sample courts from 2003 to 2007 E.C. And various choices of improvements in the access to justice of the sample courts from 2003 to 2007 E.C. that touch different areas have been enlisted by the researcher for the participants in the questionnaire for their choice. And the

participants in the questionnaire are expected to put “✓” mark in the box that corresponds with the area of improvement of the sample courts of their choice from the list. This is done to help the participants in the questionnaire identify easily the area of improvements in the access to justice of the sample courts from 2003 to 2007 E.C. For further information on the choices of the improvements in the access to justice of the sample courts from 2003 to 2007 E.C. that have been enlisted by the researcher and from which the participants can choose from in the questionnaire, one can see the questionnaires attached as appendices at the end of this research. The choices of the improvements in the access to justice of the sample Federal courts from 2003 to 2007 E.C. that have been presented to the participants in the questionnaire differ a little bit from one group of respondents to the other. And the difference takes into account the difference in the area of specialization of each group of respondents. Accordingly, the choices that are believed by the researcher to be most recognizable by the participants owing to their area of specialization are selected and presented to each group of participants. Additionally, these participants are provided with a free space to express their additional opinions related to the improvements in the access to justice of the sample Federal courts from 2003 to 2007 E.C. For further information on the format of the questionnaire, one can see the questionnaires attached as appendices at the end of this research. The summary of the responses of the respondents in the questionnaire to the choice of improvements in the access to justice of the sample Federal courts from 2003 to 2007 E.C. and their additional opinions are presented below.

4.3.1.1. Summary of the Responses of the Respondents Who See an Improvement in the Access to Justice of the Sample Courts

One respondent who is a PhD candidate; 3 who have second degree; 19 who have first degree; 5 who have diploma; 5 who are 12 grade complete; one who is a 10th grade; and 3 who have not filled their educational status have answered they saw an improvement in the active engagement of judges and litigants during litigation in the sample courts from 2003 to 2007 E.C. Among these respondents, one has <5 years; 17 have 5-10 years; 10 have 11-20 years; 8 have 21-30

years work experience; and 2 have >30 years work experience. Meanwhile, one respondent who has second degree; 8 who have first degree; 2 who have diploma; 3 who are 12 grade complete; and 3 respondents who have not filled their educational status have answered they saw no improvement in the active engagement of judges and litigants during litigation in the sample courts from 2003 to 2007 E.C. And among these respondents, 3 have <5 years; 4 have 5-10 years; 4 have 11-20 years; 2 have 21-30 years; 2 have >30 years work experience; and one has not mentioned his work experience. One respondent who is a PhD candidate; 4 who have second degree; 14 who have first degree; 5 who have diploma; 5 who are 12 grade complete; one who is a 10th grade; and 2 respondents who have not filled their educational status have also answered they saw improvements in the participation of the public and other stakeholders in the works of the sample courts from 2003 to 2007 E.C. Among these respondents, 2 have <5 years; 10 have 5-10 years; 7 have 11-20 years; 7 have 21-30 years; 4 have >30 years work experience; and one has not mentioned his work experience. Meanwhile, 2 respondents who have second degree; 10 who have first degree; 3 who have diploma; 3 who are 12 grade complete; and 4 who have not filled their educational status have answered they did not see improvements in the participation of the public and other stakeholders in the works of the sample courts from 2003 to 2007 E.C. Among these respondents, 3 have <5 years; 10 have 5-10 years; 7 have 11-20 years; and 3 have 21-30 years work experience. One respondent who is a PhD candidate; 2 who have second degree; 10 who have first degree; and 4 who have diploma have also answered they saw an increase in the legal awareness creating forums in the sample courts from 2003 to 2007 E.C. Among these respondents, one has <5 years; 9 have 5-10 years; 4 have 11-20 years; 2 have 21-30 years; and 2 have >30 years work experience. Meanwhile, 3 respondents who have second degree; 19 who have first degree; 8 who have diploma; 10 who are 12 grade complete; one who is a 10th grade; one who is an 8th grade; and 6 respondents who have not filled their educational status have answered they did not see an increase in the legal awareness creating forums in the sample courts from 2003 to 2007 E.C. Among these respondents, 4 have <5 years; 16 have 5-10 years; 13 have 11-20 years; 11 have 21-30 years; 2 have >30 years work experience; and 2 have not mentioned their work experience. One respondent who is a PhD candidate; 2 who have second degree; 9 who have first degree; 5 who have diploma; 2 who are 12 grade complete have also answered they saw improvements in the independence of the judiciary in the sample courts from 2003 to 2007 E.C. Among these respondents, 4 have 5-10 years; 6 have 11-20 years; 6 have 21-30 years; 2

have >30 years work experience; and one has not mentioned his work experience. Meanwhile, 3 respondents who have second degree; 16 who have first degree; 3 who have diploma; 6 who are 12 grade complete; one who is a 10th grade; and 6 respondents who have not filled their educational status have answered they did not see improvements in the independence of the judiciary in the sample courts from 2003 to 2007 E.C. Among these respondents, 4 have <5 years; 17 have 5-10 years; 8 have 11-20 years; 4 have 21-30 years; and 2 have >30 years work experience. One respondent who is a PhD candidate; 3 who have second degree; 23 who have first degree; 7 who have diploma; 6 who are 12 grade complete; one who is a 10th grade; and 3 respondents who have not filled their educational status have also answered they saw improvements in the effectiveness and efficiency of the judges and other court workers of the sample courts from 2003 to 2007 E.C. Among these respondents, 4 have <5 years; 16 have 5-10 years; 12 have 11-20 years; 7 have 21-30 years; 3 have >30 years work experience; and 2 have not mentioned their work experience. Meanwhile, 2 respondents who have second degree; 6 who have first degree; 4 who have diploma; 5 who are 12 grade complete; one who is an 8th grade; and 3 who have not filled their educational status have answered they did not see improvements in the effectiveness and efficiency of the judges and other court workers of the sample courts from 2003 to 2007 E.C. Among these respondents, 2 have <5 years; 6 have 5-10 years; 6 have 11-20 years; 6 have 21-30 years and one has >30 years work experience. One respondent who has second degree; 9 who have first degree; 4 who have diploma; 5 who are 12 grade complete; one who is a 10th grade; and one who has not filled his educational status have answered they saw improvements in the ethics of the workers of the sample courts from 2003 to 2007 E.C. Among these respondents, one has <5 years; 9 have 5-10 years; 5 have 11-20 years; 3 have 21-30 years; 2 have > 30 years work experience; and one has not mentioned his work experience. Meanwhile, one respondent who has second degree; 2 who have first degree; 2 who have diploma; and 2 respondents who are 12th grade complete have answered they did not see improvements in the ethics of the workers of the sample courts from 2003 to 2007 E.C. Among these respondents, one has <5 years; another has 5-10 years; still another has 11-20 years; 2 have 21-30 years; and 2 have >30 years work experience. One who is a PhD candidate; one who has a second degree; 5 who have first degree; 3 who have diploma; one who is a 12 grade complete; and one who has not filled his educational status have also answered they saw a decrease in the costs of litigation in the sample courts from 2003 to 2007 E.C. Among these respondents, one

has <5 years; 4 have 5-10 years; 3 have 11-20 years; and 4 have 21-30 years work experience. Meanwhile, 2 respondents who have second degree; 13 who have first degree; 2 who have diploma; 3 who are 12 grade complete; one who is an 8th grade; and 4 who have not filled their educational status have answered they did not see a decrease in the costs of litigation in the sample courts from 2003 to 2007 E.C. Among these respondents, 3 have <5 years; 9 have 5-10 years; 8 have 11-20 years; 4 have 21-30 years work experience; and one has not mentioned his work experience. One respondent who is a PhD candidate; 3 holding second degree; 18 holding first degree; 11 holding diploma; seven 12 grade complete; one 10th grade; and 6 respondents who have not filled their educational status have also answered there were simplifications of the work procedures in the sample courts from 2003 to 2007 E.C. Out of these respondents, 4 have <5 years; 18 have 5-10 years; 10 have 11-20 years; 11 have 21-30 years; 3 have >30 years work experience; and one has not mentioned his work experience. However, 2 respondents holding second degree; 11 holding first degree; four 12 grade complete; one 8th grade have answered there were not simplifications of the work procedures in the sample courts from 2003 to 2007 E.C. Out of these respondents, 2 have <5 years; 5 have 5-10 years; 7 have 11-20 years; 2 have 21-30 years; one has >30 years work experience; and one has not mentioned his work experience. One respondent who is a PhD candidate; 4 holding second degree; 17 holding first degree; 8 holding diploma; seven 12 grade complete; one 8th grade; and 4 respondents who have not filled their educational status have also answered there was a decrease in the duration of court files of the sample courts from 2003 to 2007 E.C. Out of these respondents, 3 have <5 years; 13 have 5-10 years; 12 have 11-20 years; 10 have 21-30 years; 3 have > 30 years work experience; and one has not mentioned his work experience. However, one respondent holding a second degree; 12 holding first degree; 3 holding diploma; four 12 grade complete; one 10th grade complete; and 2 respondents who have not filled their educational status have answered there was not a decrease in the duration of court files of the sample courts from 2003 to 2007 E.C. Out of these respondents, 2 have <5 years; 10 have 5-10 years; 6 have 11-20 years; 3 have 21-30 years; one has > 30 years work experience; and one has not mentioned his work experience. 2 respondents holding second degree; 8 holding first degree; One holding a diploma; two 12 grade complete; and one 10th grade respondent have also answered there were improvements in the provision of work equipments in the sample courts from 2003 to 2007 E.C. Out of these respondents, one has <5 years; 5 have 5-10 years; 2 have 11-20 years; 4 have 21-30

years; and 2 have >30 years work experience. However, 2 respondents holding first degree; 5 holding diploma; five 12 grade complete; and one respondent who has not filled his educational status have answered there were not improvements in the provision of work equipments in the sample courts from 2003 to 2007 E.C. Out of these respondents, one has <5 years; 5 have 5-10 years; 3 have 11-20 years; one has 21-30 years; 2 have >30 years work experience; and one has not mentioned his work experience. One respondent who is a PhD candidate; 2 holding second degree; 18 holding first degree; 5 holding diploma; four 12 grade complete; and 5 respondents who have not filled their educational status have also answered there were improvements in the proximity of the sample courts to its clients from 2003 to 2007 E.C. Out of these respondents, 3 have <5 years; 12 have 5-10 years; 12 have 11-20 years; 7 have 21-30 years work experience; and one has not mentioned his work experience. However, one respondent holding a second degree; and another 8th grade have answered there were not improvements in the proximity of the sample courts to its clients from 2003 to 2007 E.C. These respondents have <5 years and 21-30 years work experience. One respondent holding a second degree; 6 holding first degree; 2 holding diploma; and one 12 grade complete have also answered there were improvements in the accessibility and quality of the service of lawyers in the sample courts from 2003 to 2007 E.C. Out of these respondents, one has <5 years; 3 have 5-10 years; 3 have 11-20 years; 2 have 21-30 years; and one has >30 years work experience. However, One respondent holding a second degree; 5 holding first degree; 4 holding diploma; six 12 grade complete; one 10th grade; and one who has not filled his educational status have answered there were not improvements in the accessibility and quality of the service of lawyers in the sample courts from 2003 to 2007 E.C. Out of these respondents, one has <5 years; 7 have 5-10 years; 3 have 11-20 years; 3 have 21-30 years; 3 have >30 years work experience; and one has not mentioned his work experience. One respondent holding a first degree and a work experience of 5 years has also answered there was a decrease in lawyers' fee in the sample courts from 2003 to 2007 E.C. However, one respondent who is a PhD candidate; 3 holding second degree; 13 holding first degree; 2 holding diploma; one 12 grade complete; and 5 respondents who have not filled their educational status have answered there was not a decrease in lawyers' fee in the sample courts from 2003 to 2007 E.C. Out of these respondents, 3 have <5 years; 8 have 5-10 years; 9 have 11-20 years; and 5 have 21-30 years work experience. 3 respondents holding second degree; 13 holding first degree; 6 holding diploma; four 12 grade complete; and one who has not filled his educational status have

also answered there was an improvement in the provision of free legal aid in the sample courts from 2003 to 2007 E.C. Out of these, 3 have <5 years; 6 have 5-10 years; 6 have 11-20 years; 9 have 21-30 years; one has > 30 years work experience; and 2 have not mentioned their work experience. However, one respondent who is a PhD candidate; 2 holding second degree; 15 holding first degree; 5 holding diploma; seven 12 grade complete; one 10th grade; one 8th grade; and 5 respondents who have not filled their educational status have answered there was not an improvement in the provision of free legal aid in the sample courts from 2003 to 2007 E.C. Out of these respondents, 3 have <5 years; 16 have 5-10 years; 11 have 11-20 years; 4 have 21-30 years; and 3 have > 30 years work experience.

Additionally, some of the respondents have expressed their own additional opinion on the improvements in the access to justice of the sample Federal courts from 2003 to 2007 E.C. in the blank space provided in the questionnaire. Accordingly, 3 respondents with second degree, 5 with a first degree, 2 with diploma, a 12 grade complete and one who has not expressed his educational status have expressed their own opinion in the blank space provided in the questionnaire by saying that they observed an enhancement in the ICT development of the sample courts from 2003 to 2007 E.C. When we see the work experience of these respondents-1 has 3 years; 1 has 5 years; 4 have 11-20 years; 3 have 21-30 years; 1 has > 30 years experience and 1 has not mentioned his experience. Among the respondents in the questionnaire - 2 with first degree; and 13 and 22 years experience; and 3 with diploma and 8, 11 and 36 years experience have also expressed their own opinion in the blank space provided in the questionnaire by stating that they observed the construction of new court buildings suitable for customers in the sample courts from 2003 to 2007 E.C. Other respondents have also expressed their own additional opinions on the improvements in the access to justice of the sample Federal courts from 2003 to 2007 E.C. in the blank space provided in the questionnaire. Accordingly, 4 respondents with first degree and 5, >10, 20 and 22 years experience; 2 with diploma and 11 and 36 years experience; and a 12 grade complete with an experience of 23 years have expressed that they saw an improvement in the access to court information in the sample courts from 2003 to 2007 E.C. Other respondents-1 with a second degree and an experience of 12 years; 4 with first degree and experience of 5, 5, 20 and 30 years; 1 with a diploma and 30 years experience; and 1 with 7 years experience but who has

not expressed his educational status have also expressed that they saw an opening up of special benches in the sample courts from 2003 to 2007 E.C. Other respondents-5 with first degree and experience of 3, 11, 20, 22 and 27 years; and 2 with diploma and 8 and 14 years experience have also expressed that they observed an increase in the human resource of the sample courts from 2003 to 2007 E.C. One respondent with first degree and an experience of >10 years; 2 with diploma and experience of 8 and 15 years; a 12 grade complete with 23 years experience and one with 7 years experience but who has not filled his educational status have also expressed that they observed an existence of fair trial in the sample courts from 2003 to 2007 E.C. One with a second degree and 12 years experience; and 4 others with first degree and experience of 5, 9, 11 and 20 years have also expressed that they observed an opening up of additional benches in the sample courts from 2003 to 2007 E.C. Two respondents with a diploma and experience of 11 years; and a first degree and 30 years experience have also expressed that they observed an establishment of complaint handling system in the sample courts from 2003 to 2007 E.C. One respondent with 22 years experience but who has not mentioned his educational status has also expressed that he saw an entrenchment of queue management system by giving numbers to court customers in the sample courts from 2003 to 2007 E.C. One with 6 years experience but who has not filled his educational status has also expressed that he observed an improvement in the uniformity of the decisions of the sample courts from 2003 to 2007 E.C. Another respondent with a first degree and an experience of 11 years have also expressed that he observed an improvement in the ADR in the sample courts from 2003 to 2007 E.C. Another respondent with a first degree and an experience of 22 years has also expressed that he observed an entrenchment of merit based promotion in the sample courts from 2003 to 2007 E.C. in the blank space provided in the questionnaire.

4.3.2. Summary of the Responses of the Participants in the Interview

The researcher has conducted semi-structured interview with five key informants. Accordingly, the researcher has prepared the key questions for the interview in writing and has given the interviewees this written note in advance before interviewing them. The researcher has taken this measure in order to help the interviewees prepare themselves in advance for the interview; and give their informed and well considered responses to the researcher in the interview. Of course, the researcher wants to admit that he has raised many questions in flexible manner that are not given in writing to the interviewees in the middle of the interview. And the questions presented to

the interviewees differ some how from one interview to another taking in to account the area of specialization or job position or expertise of the interviewee. Accordingly, questions that are most related with the area of specialization or job position or expertise of the interviewee are presented to each interviewee. As a result of this endeavor, the researcher has been able to elicit the interviewees' opinions that are related with their area of specialization or job position or expertise. For further information on the contents of the written key questions of the interview, one can see the key interview questions attached as appendices at the end of this research. Accordingly, all of the participants in the interview are asked to express their opinion on the contributions of the CJSRP in resolving the problems associated with access to justice of the sample courts and improving the access to justice of the sample Federal courts from 2003 to 2007 E.C. if any. And the interviewees have expressed their opinion that there were various specific improvements in the access to justice of the sample Federal courts that were brought as a result of the implementation of the CJSRP in the sample courts from 2003 to 2007 E.C. The interviewees have specifically identified around eleven areas where the problems related to the access to justice of the sample Federal courts were resolved as a result of the implementation of the CJSRP in the sample courts from 2003 to 2007 E.C. And these include the improvements in the human resource developments; the improvements in the working procedures; the improvements in the ICT developments; the improvements in the judicial independence, transparency and accountability; the improvements in the access to legal information; the improvements in the court infrastructure; the improvements in the communication works; the decrease in the average length of adjournments; the decrease in the average duration of cases; the improvements in the free legal aid service; and the improvements in the quality of the service provided by the Federal lawyers and the increase in the number of the Federal lawyers of the sample courts from 2003 to 2007 E.C.

4.4. The Contributions of the CJSRP in Improving the Access to Justice of the Federal Courts of Addis Ababa City Administration

We have discussed in our introductory part of this research (Sub-section 1.3) that one of the questions this research tries to answer is to identify and discuss the various contributions of the CJSRP in improving the access to justice of the Federal courts in Addis Ababa City

Administration from 2003 to 2007 E.C. Accordingly, the implementation of the CJSRP brought about many general and specific improvements in the access to justice of the Federal courts in Addis Ababa City Administration from 2003 to 2007 E.C. Let us first see the general contributions of the CJSRP in improving the access to justice of the Federal courts in Addis Ababa City Administration from 2003 to 2007 E.C.

4.4.1. The General Contributions of the CJSRP in Improving the Access to Justice of the Federal Courts

The researcher has understood from the secondary data source that he has reviewed that there was a CD of the laws of Ethiopia that were promulgated from Proclamation No.1/1995 onwards in Addis Ababa City Administration from 2003 to 2007 E.C. (“Ethiopian laws”, 2018). The FAG website also provides access to consolidated laws of Ethiopia proclaimed from 1934-2017 E.C.; decisions of the FSCCB, training materials and law journals in Addis Ababa City Administration from 2003 to 2007 E.C. (“Ethiopia laws”, 2017). There are also private websites such as ‘abyssinia law’ that contain the laws of Ethiopia, decisions of the FSCCB and legal articles in Addis Ababa City Administration from 2003 to 2007 E.C. (“Access to legal information”, 2017). And all of these endeavors are considered by the researcher to solve the acute lack of legal information on civil rights of the clients of the sample courts that was said to exist in the sample courts before the implementation of CJSRP. There was also a reduced court fee rate and the non-existence of an obligation of legal representation in the sample courts (World Bank, 2004, p.xxiv; Regulation No. 177/45). And these result in a decrease in the cost of litigation of the clients of the sample courts. Generally, we can see that the general improvements in the access to justice of the sample courts from 2003 to 2007 E.C. we have seen above solved the acute lack of legal information and inaccessibility that existed in the sample courts before the implementation of the CJSRP. This shows the existence of an improvement in the access to justice of the sample courts from 2003 to 2007 E.C.

4.4.2. The Specific Contributions of the CJSRP in Improving the Access to Justice of the Federal Courts

The researcher has reviewed the annual performance reports of the sample courts from 2003 to 2007 E.C. and the data base of the sample courts; and conducted a survey (questionnaire and interview) and obtained data that resolved the specific problems associated with the access to justice of the sample courts that existed in the sample courts before the implementation of CJSRP. And these data show the existence of an improvement in the access to justice of the sample Federal courts located in Addis Ababa from 2003 to 2007 E.C. And the researcher has grouped these specific contributions of the CJSRP in improving the access to justice of the sample Federal courts located in Addis Ababa from 2003 to 2007 E.C. broadly into twenty groups. These are the developments and/or improvements in the - human resource; working system; ICT; judicial independence, transparency and accountability; access to legal information; court infrastructure; communication works; number of times of an adjournment; length of adjournments; duration of cases; clearance rate; congestion rate; budget; free legal aid; active engagement of judges and litigants during litigation; participation of the public and other stakeholders in court works; effectiveness and efficiency of the judges and other court workers; ethics of the workers; proximity to clients; and quality of the service provided by the Federal lawyers and their number - of/in the sample courts. We will discuss separately these developments and/ or improvements in the access to justice of the sample courts brought as a result of the implementation of the CJSRP in the sample Federal courts located in Addis Ababa from 2003 to 2007 E.C. in the next sub-sections separately.

A. The Human Resource Developments in the Sample Courts

In the course of reviewing the annual performance reports of the FSC from 2003 to 2007 E.C., the researcher has understood that continuous trainings were given to the Federal judges and other court workers of all the sample courts from 2003 to 2007 E.C. The researcher has also identified that these trainings were given to a very large number of workers of the sample courts on different issues. The annual performance report of the FSC has also revealed that gender sensitive training, education and different supports were given for the concerned workers of the sample Federal courts in 2006 E.C. The women workers of the sample Federal courts were also supported financially to attend their education in the same year (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2006). And these trainings and supports aimed to bring attitudinal change; knowledge

and skill development of the judges and other workers of the sample courts (ኢትዮጵያ ዴሞክራሲያዊ ጠቅላይ ፍ/ቤቶች, 2003-2007). Two of the interviewees have also supported the provision of training to the Federal judges working in the sample courts from 2003 to 2007 E.C. in an interview held with them. Accordingly, one of these interviewees, a court administrator with a second degree and an experience of 24 years, has asserted that he has observed the provision of need-based training to the Federal judges in the sample courts from 2003 to 2007 E.C. after training need-assessment of the Federal judges was conducted (Interview, February 1, 2018). The other interviewee, a court administrator with a first degree and an experience of 35 years, has also told the researcher that trainings were given to the Federal judges in the sample courts on the way how to handle court customers properly from 2003 to 2007 E.C. (Interview, February 2, 2018).

One of the interviewee, a court administrator with a second degree and an experience of 24 years, has also asserted a fascinating point in relation with the effort of the sample courts to fill the human resource need of the sample Federal courts from 2003 to 2007 E.C. This interviewee has pointed that efforts were made to attract and fill the human resource need of the sample Federal courts by employing new recruits with the highest job grade available in each job placement so that new recruits could be attracted by the high salary. And he has added that this was done in full cognizance that it was not legally allowed to undertake such kind of employment according to the existing laws. And this was done even though the new recruit did not fulfil the criteria of the highest job grade available in that job placement (Interview, February 1, 2018). This was done majorily with a view to lure capable human resource to the sample courts; and solve the very high shortage of human resource in the sample courts and prevent the huge exodus of workers from the sample courts from 2003 to 2007 E.C. in his opinion. We also remember that 7 respondents in the questionnaire- 5 with first degree and experience of 3, 11, 20, 22 and 27 years; and 2 with diploma and 8 and 14 years experience have also expressed that they observed an increase in the human resource of the sample courts from 2003 to 2007 E.C. in the blank space that has been provided in the questionnaire.

We can see that the annual performance reports of the FSC from 2003 to 2007 E.C. has revealed 3 tangible and major developments in the human resource of the sample courts from 2003 to 2007

E.C. i.e. the provision of sustained trainings, education and different supports for the workers of the sample courts. We can also see that the interviewees have also expressed the provision of trainings and the huge effort made to fill the human resource need of the sample courts from 2003 to 2007 E.C. And the interviewees who have expressed the human resource developments in the sample courts from 2003 to 2007 E.C. are also very much experienced and educated persons. Hence, their opinions can be given high credibility. The respondents in the questionnaire we have mentioned above have also expressed that they observed an increase in the human resource of the sample courts from 2003 to 2007 E.C. And these respondents are also educated as well as experienced ones. Thus, the researcher expects that they can easily identify the improvements in the sample courts. Hence, their opinions can be given much credibility. Therefore, the researcher asserts that there were improvements in the human resource of the sample courts from 2003 to 2007 E.C. that solved the problems related with the human resource of the sample courts which existed in the sample courts before the implementation of the CJSRP (the lack of training, inefficiency of court workers and shortage of human resource). And this shows the existence of an improvement in the access to justice of the sample courts from 2003 to 2007 E.C.

B. The Improvements in the Working Procedures of the Sample Courts

The 2003 E.C. annual performance report of the FSC has revealed that any pleading forms that had been used previously to be prepared by paralegals and lawyers with payment were prepared and made available for court users for free in the sample courts in 2003 E.C. One of our interviewee, a lawyer with a first degree and an experience of 21 years, has also corroborated this fact in an interview held with him although he has limited this practice to have been often practiced only in one sample court. This interviewee has specifically asserted that forms were prepared by the sample Federal courts that could be used by indigents for free from 2003 to 2007 E.C. And he has mentioned that this was practiced often in the FSC; and this is a good practice

from which the other sample Federal courts should learn and act accordingly (Interview, February 1, 2018).

The annual performance reports of the FSC from 2003 to 2007 E.C. has also identified the preparation of a format to present disciplinary pleading by the Federal JAC in 2003 E.C. (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች,2003). And disciplinary files had been given numbers by the Federal JAC in 2003 E.C. (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች,2003). All the sample FFIC family benches were made to be supported by social councilors beginning from 2003 E.C. (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች,2003). Accordingly, the social science section had worked on 525 case files in each of the FFIC Lideta and Arada Bench in 2004 E.C. (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች,2004). The study of the BPR of civil cases of all the sample Federal courts was conducted in 2003 E.C and went operational in the same year (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች,2003,2004 &2006). The first draft study of the BPR of the supporting work processes of the sample courts was presented to the Main Committee and was commented in 2003 E.C. (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2003). The performance appraisal of judges was also executed in the sample courts beginning from 2003 E.C. And the execution of the performance appraisal of the judges of the sample courts had continued in 2004 E.C. though there was lack of permanent workers that collect information regarding the judges' performance (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2003 & 2004). And all the information that was necessary to enforce the appraisal system in all the sample courts was collected later in 2005 E.C. (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2005). Dead files were filed separately from pending files in the sample courts in 2003 E.C. (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2003). An investigation and collection of practices was conducted to prepare the draft of the Structural and Organizational Change that was believed to make the service provision of the JAC more accessible and effective in 2003 E.C. (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች,2003). The TOR to hire a professional who prepares a directive for the system of the proper keeping, storing and clearing of the dead files of the sample courts was prepared in 2004 E.C. (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች,2004). A detailed need assessment of the problems related with the service provision of the FSCCB was also conducted in 2004 E.C. (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች,2004). And the study of the BSC of all the sample courts was also finished partially in 2004 E.C. and its

ratification took place later in 2005 E.C. The preparation of the Directive of the BSC of the sample courts was started in 2005 E.C. (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2005). The study, cascading and preparation of the Directive of the BSC; and the preparation of the Draft Service Charter was completed in 2006 E.C. (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2006). Annual plans of the sample courts were prepared through BSC cascading in 2007 E.C. (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2007). Accordingly, all the concerned workers of the sample courts participated in the process of preparing the annual plans. The necessary annual plan execution, follow up, support and evaluation was also conducted in 2007 E.C. (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2007). The supporting staff of all the sample courts were also encouraged to prepare and work based on a weekly plan in the same year. The supporting staffs of all the sample courts were also required to work out a monthly evaluation reports in 2007 E.C. (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2007). The Institutional Justice Change Army worked out based on the change instruments was also prepared and implemented in the sample courts in the same year (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2007). The Institutional Structure of all the sample courts was completed in 2005 E.C. And this institutional structure consisted of the study of the human resource need and detailed job description of each job classification of the sample courts (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2005). The Directives of all the working processes of the sample courts were also ratified and implemented in 2005 E.C. The human resource need of the JAC was almost filled in the same year too (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2005). The assignment and recruitment of workers as per the 2005 E.C. ratified Structural Adjustment was done in the sample courts in 2006 E.C. (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2006). The TOR of the Modern Human Resource Database Management System was prepared and an auction was floated to hire an advisor in the same year (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2006). The Directive of the Training of the Judges of the sample courts was ratified in 2006 E.C. (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2006). The TOR of the study of the Document Management System of the sample courts was completed and ratified in 2006 E.C. (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2006). The disciplinary cases of the sample courts were identified in its type so that its area of emphasis could be identified and it could be used as an input to improve the disciplinary case disposal performance in 2005 E.C. (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2005). The performance budget system was entrenched in the JAC in 2006

E.C.(ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች,2006).The Directive of the Strategic Plan and Performance Evaluation of all the sample Federal courts wasprepared in the same year too(ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች,2006).The service provision standard of the judges of the sample courts was prepared, ratified and implemented in 2007 E.C(ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች,2007).And the disabled and aged were given priority in service provision in the sample courts (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች,2007).The training plan of the year; and the Directive of the Training and Education Execution of all the workersof the sample courtswas prepared in 2007 E.C.(ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች,2007).Public opinion boxes and books were prepared that enabled to gather public opinions; and correct and follow up the implementation of the good governance and ethical principles in the sample courtsin 2007 E.C. (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች,2007).The problems of the different working systems of the sample courts were identified through inspection of all the sample courts. And a survey was conducted that enabled the collection of stakeholders opinion on the court service of all the sample courts and a draft study was prepared in the same year (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች,2007).Control, evaluation and supports were also undertaken for the implementation of good governance and gender mainstreaming issues; and to improve the quality of the service of the sample courts in the same year(ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች,2007).The salary and benefits of allworkers of the sample courts wereincreased in 2007 E.C. too(ኢትዮጵያ,የፌዴራልጠቅላይፍ/ቤቶች,2007).Allof the workers of the sample Federal courts were made to participate in the evaluation of the annual performance report as well asthe administrative affairs of the sample Federal courts at many levels of discussion in 2006 and 2007 E.C.(ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች,2006 & 2007).A special commercial bench was opened in FHC Lideta Bench in 2005 E.C.(ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች,2005). And additional civil benches were opened in the entire sample FFICin the same year.A special bench that was supposed to clear the case backlog was also established in the FFIC Lideta Bench and consequently 610 case files were decidedin the same year (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2005).The Child Legal Protection Center was established in the sample courts in order to give the necessary support to children in addition to the support that was given by the social science professionals in 2005 E.C. (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2005). Accordingly, legal support was given by the sample courts for victim children and women; and children and

women were encouraged to resolve their cases through conciliation in 2007 E.C.(ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2007).A study was also conducted on improving the child legal support and the child justice in the sample courts in 2007 E.C (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2007).New benches and Conciliation Offices were opened in all the sample FFIC and FHC Lideta bench in 2007 E.C. (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች,2007).The National Free Legal Aid Unity was also established in the same year (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2007). The sample FFIC were also made to work outside the working hours on family matters (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2005).This enabled workers who had case files in the sample courts to attend their cases conveniently outside their work time in 2005 E.C.A special emphasis was given to gender issue in the sample courts in 2006 E.C. (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2006).Hence, trainings were given on gender issue in 2006 E.C.A checklist and indicators were also prepared which enabled the inclusion of gender issue; and its implementation in policies, programs and working processes of the appropriate sections of all the sample courts in the same year (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2006). Gender related information of the sample courts was also collected in 2006 E.C. (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2006).The Gender Disaggregated Data concerning especially the educational status of women workers of all the sample courts was also collected and made ready for further use in the same year (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች,2006).Gender sensitive forums and writings were prepared in the sample courts in 2007 E.C.(ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች,2007).

We remember that the respondents in the questionnaire- a phd candidate; 3 with second degree; 18 with first degree; 11 with diploma; 7 who are 12 grade complete; one who is a 10th grade; 6 who have not filled their educational status have also mentioned that there were improvements in the the working procedures of the sample courts from 2003 to 2007 E.C. And 4 of these respondents have a work experience of <5 years; 18 have an experience of 5-10 years; 10 have an experience of 11-20 years; 11 have an experience of 21-30 years; 3 have an experience of >30 years; and one respondent has not mentioned his experience. Meanwhile, 2 respondents in the questionnaire who have second degree; 11 who have first degree; 4 who are 12 grade complete; one who is an 8th grade have mentioned that there were not improvements in the working

procedures of the sample courts from 2003 to 2007 E.C. When we see the profile of these respondents, 2 have <5 years; 5 have 5-10 years; 7 have 11-20 years; 2 have 21-30 years; 1 has >30 years work experience; and 1 has not mentioned his work experience.

We also remember that among the respondents in the questionnaire who have expressed their additional opinion in the blank space that has been provided in the questionnaire - one with a second degree and an experience of 12 years; 4 with first degree and experience of 5, 5, 20 and 30 years; 1 with a diploma and 30 years experience; and one with 7 years experience but who has not expressed his educational status - have expressed that they saw an opening up of special benches in the sample courts from 2003 to 2007 E.C. One respondent in the questionnaire with a second degree and 12 years experience; and 4 others with first degree and experience of 5, 9, 11 and 20 years have also expressed that they observed an opening up of additional benches in the sample courts from 2003 to 2007 E.C. in the blank space that has been provided in the questionnaire. Two respondents in the questionnaire - with a diploma and experience of 11 years; and a first degree and 30 years experience - have also expressed that they observed an establishment of complaint handling system in the sample courts from 2003 to 2007 E.C. in the blank space that has been provided in the questionnaire. One respondent in the questionnaire with 22 years experience but who has not mentioned his educational status has also expressed that he saw an entrenchment of queue management system by giving numbers to court customers in the sample courts from 2003 to 2007 E.C. in the blank space that has been provided in the questionnaire. One respondent in the questionnaire with 6 years experience but who has not filled his educational status has also expressed that he observed an improvement in the uniformity of the decisions of the sample courts from 2003 to 2007 E.C. Another respondent in the questionnaire with a first degree and an experience of 11 years have also expressed that he observed an improvement in the ADR in the sample courts from 2003 to 2007 E.C. in the blank space that has been provided in the questionnaire. Another respondent in the questionnaire with a first degree and an experience of 22 years has also expressed that he observed an entrenchment of merit based promotion in the sample courts from 2003 to 2007 E.C. in the blank space provided in the questionnaire.

The interviewees have also supported some of the data relating to the improvement in the working procedures of the sample courts that were identified by the annual performance reports of the FSC from 2003 to 2007 E.C. we have discussed above. Accordingly, one of the interviewees, a court administrator with a first degree and an experience of 35 years, has mentioned the entrenchment of the color coding system of court files in the sample Federal courts from 2003 to 2007 E.C. that enabled the easy identification of court files in the sample courts (Interview, February 2, 2018). Three other interviewees have also agreed that there was an implementation of change instruments such as BPR and BSC in the sample Federal courts from 2003 to 2007 E.C. One of these interviewees, a court support staff with a first degree and an experience of 27 years, has explained that a great effort was made to implement BPR and BSC in the sample Federal courts from 2003 to 2007 E.C. and the zeal exerted by the court administrators of the sample courts to implement BPR and BSC were great especially in the beginning years of the GTP I. This same interviewee has mentioned further that the implementation of BSC and 1 to 5 organizations in the sample Federal courts enabled the respective court administrators to supervise the works of each personnel and implement easily the performance appraisal system in the sample Federal courts from 2003 to 2007 E.C. The same interviewee has even added that there was a reform induced movement of one-stop-shop service provision in the sample courts from 2003 to 2007 E.C. which aimed to raise the satisfaction of the customers of the sample courts. And the same interviewee has added that the elderly, sick, disabled and pregnant women were given priority in service delivery in the sample courts from 2003 to 2007 E.C. (Interview, January 31, 2017). The other two interviewees have also mentioned that there was an effort to implement different change instruments such as BPR and BSC in the sample Federal courts from 2003 to 2007 E.C. Both interviewees, court administrators with a first and second degree and an experience of 35 and 24 years respectively, have emphasized on the provision of court services as per the Service Charter in the sample courts from 2003 to 2007 E.C. These interviewees have asserted that the Service Charter had specifically put time frame within which court service should be delivered and the quantity of the work that should be done by each court worker within a specific period of time. And the sample court workers were obliged to deliver court services according to the terms of the service charter according to these interviewees. And this movement, according to these interviewees, ensured the quality of the service provided by the sample courts and increased the effectiveness of the Federal judges of the sample courts from 2003 to 2007 E.C.

(Interview, February 1, 2017; Interview, February 2, 2017). One of these interviewees, a court administrator with a first degree and an experience of 35 years, has identified specifically one service standard that was put in place in the sample Federal courts from 2003 to 2007 E.C. as an example. And this is the Federal judges working in the FSCCB were expected to decide 19 case files per month (Interview, February 2, 2017). And the same interviewee has asserted that most of the judges of the sample courts managed to deliver services on more satisfactory level than agreed on the Service Charter (Interview, February 2, 2017). The same interviewee has also mentioned that a department that manages the training of the sample courts was established pursuant to the implementation of the CJSRP in the sample courts though this department was later disbanded (Interview, February 2, 2017). These later interviewees, court administrators with a second and first degree and an experience of 24 and 35 years respectively, have also raised the fact that there were reform movements in the sample courts to establish special benches from 2003 to 2007 E.C. The same interviewees have also added that there were court annexed ADR mechanisms and free legal aid support system for children in the sample courts from 2003 to 2007 E.C. (Interview, February 1, 2017; Interview, February 2, 2017). A court administrator with a second degree and an experience of 24 years has also expressed that additional Federal court benches were established in the sample courts from 2003 to 2007 E.C. (Interview, February 1, 2017). And one of the court administrators with a first degree and an experience of 35 years has mentioned additionally the huge effort made to implement the Human Right Action Plan of Ethiopia in the sample courts especially those Action Plans that relate with the rights of children (Interview, February 2, 2018).

We can see that the annual performance report of the FSC from 2003 to 2007 E.C. reveal that there were many improvements in the working procedures of the sample courts from 2003 to 2007 E.C. We can also see that the respondents in the questionnaire who have mentioned there were improvements in the the working procedures of the sample courts from 2003 to 2007 E.C. are more educated and experienced than those who have asserted there were not improvements in the the working procedures of the sample courts from 2003 to 2007 E.C. Hence, we should give more credibility to the opinions of those respondents in the questionnaire who have mentioned there were improvements in the the working procedures of the sample courts from 2003 to 2007 E.C. The respondents in the questionnaire who have expressed their additional

opinion in the blank space that has been provided in the questionnaire have also mentioned there were many improvements in the the working procedures of the sample courts from 2003 to 2007 E.C. And these respondents have either second degree or first degree or diploma; and have an experience of 5 to 30 years. Thus, we can see that they are educated as well as experienced respondents who can easily identify the improvements in the sample courts. Accordingly, we are forced to give much credibility to their responses. The interviewees have also expressed that there were many improvements in the working procedures of the sample courts from 2003 to 2007 E.C. And the profiles of these interviewees reveal that they are educated persons holding a second or first degree and a huge work experience. Hence, we are obliged to give high credibility to their opinions. In the end, the researcher concludes that all of the data we have mentioned above support the existence of an improvement in the the working procedures of the sample courts from 2003 to 2007 E.C. that solved the less client friendly working system, poor case management and inefficiency of the sample courts that existed in the sample courts before the implementation of the CJSRP. And this shows an improvement in the access to justice of the sample courts from 2003 to 2007 E.C.

C. The ICT Developments in the Sample Courts

The annual reports of the FSC from 2003 to 2007 E.C. reveal that there was

- Local Area Network stretching in the FSC (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2003)
- preparation of an enhanced website for all the sample courts with oromic and Tigrigna languages option and usability (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2003)
- preparation of website manuals for the sample courts (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2003). And the above two endeavors together enabled the provision of web based service in the sample courts.
- service provision through the IVR technology fully in the FSC; and with limited line service in the sample FFIC and FHC (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2003)
- an introduction of the Judgment Execution Files Tracking System of the sample courts (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2003)
- an introduction of the Touch Screen service where any litigant could get information in all the sample courts (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2003)

- networking of the data bases of all the sample Federal courts (**ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች**, 2003). This enabled every court client to access information about his court case file in a better manner.
- installment of a software on the data base of the sample courts which was enhanced and that could give broad services for the computers of the sample courts (**ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች**, 2003). Consequently, all data of the sample courts were stored by using this software on the data base of the sample courts.
- an updating of the CCMS of the sample courts from time to time in collaboration with the company that installed the system (**ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች**, 2003).
- a study and ratification of the salary scheme of the workers in the ICT department of all the sample courts was studied and ratified (**ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች**, 2003). And this salary scheme was believed to motivate the human resource in the ICT department of the sample courts.
- an installment and operation of software which serves for receiving pleading and giving decision for the Judicial Work Investigation and JAC (**ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች**, 2003).
- FSC network line stretching and the hand over (**ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች**, 2003).
- an identification of 26 points and a conclusion of an agreement to correct the problems of the Database of the CCMS by conducting a joint consultation with the Ciber Soft Company (**ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች**, 2003).
- a conduct of a discussion with the Ciber Soft Company on the problems identified and related with the CCMS and its solutions (**ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች**, 2005). This was done to increase the quality of the services provided by the sample courts.
- a recording and transcribing of the testimony of witnesses, preliminary decisions and final judgments by Voice Recording System and by transcribers; and its attachment to case files in the FHC Lideta Bench (**ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች**, 2003).
- a scanning and storing of the disciplinary case files of the sample courts using modern technology (**ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች**, 2003).

- an establishment of a system to store valuable informations of the disciplinary files (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2003). Accordingly, all informations related to the disciplinary files of the sample courts were data based.
- registration, scanning and storing of the dead files decided prior to the re - establishment of the Federal JAC in easily manageable manner (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2003).
- timely maintenance, formatting and loading of anti-virus of the electronic devices of the sample courts (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2003).
- designing of a network to connect all the sample courts through Wide Area Network (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2004).
- scanning, editing, changing to PDF format and storing of 75% or 3,661 case files of the FSC on server (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2004).
- display of 90% of the case files of the FSC on plasma using the aid of computer (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2004).
- storing of 842 case files on the database of the sample courts in 2004 E.C. (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2004).
- an installment of a search tool to search the decisions of the FSCCB on the website of the FSC (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2005).
- a trial of a system that enabled the posting of the decisions of the FSCCB upon its being decided instantly (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2005).
- a development of a software that enabled the application of Modern Human Resource Management System in the FSC (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2005).
- an establishment of a Computer Training Center (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2005).
- a development of software for Inspection Work of the sample courts was completed (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2005).
- a correction and networking of the database of all the sample courts (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2005).
- an establishment of a call center where information could be provided for court customers in all the sample Federal courts (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2006).

- an installment of an improved CCMS on computers of all the sample courts (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2006).
- done the collection of the 2005 and 2006 decisions of the FSCCB in soft copy (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2006).
- purchase of instruments for transcribing and voice recording for the FHC Lideta bench (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2007).
- configuration of the servers in the entire sample FFIC (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2007).
- an establishment of the 992 free call center service in the sample courts (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2007). And many court customers of the sample courts were enabled to use the service.
- an installment of a software of the modern Human Resource System in all the sample courts and loading of the information relating to the workers of the sample courts by using this software (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2007).

We remember that among the respondents in the questionnaire who have expressed their additional opinion in the blank space that has been provided in the questionnaire, 3 respondents with second degree, 5 with a first degree; 2 with diploma; a 12 grade complete and one who has not expressed his educational status have also expressed that they observed an enhancement in the ICT development of the sample courts from 2003 to 2007 E.C. And among these respondents, one has 3 years; one has 5 years; 4 have 11-20 years; 3 have 21-30 years; one has > 30 years work experience and one has not mentioned his work experience.

Four of our interviewees have also supported the existence of some of the ICT developments we have discussed above in the sample courts from 2003 to 2007 E.C. Accordingly, one of these interviewees- an attorney with first degree and 21 years experience - has mentioned that the recording and transcribing of the testimony of witnesses was one of the ICT related improvements he saw in the sample courts from 2003 to 2007 E.C. And this interviewee has alleged that this development enabled the judges, court clients and witnesses in the sample courts to save their time and indulge in other tasks in the spared time. But he has mentioned that there

was a delay in transcribing the testimony of witnesses in the sample courts and this should be improved (Interview, February 1, 2018). The other interviewee - a court administrator with a second degree and 24 years experience - has also asserted elaboratively that he has observed the introduction of the sound recording and transcribing system in the sample courts from 2003 to 2007 E.C. And this ICT development reduced greatly the work load of the judges of the sample courts according to him. This interviewee has mentioned further the establishment of a free call center that enabled 400 calls to be made per day by the customers of the sample courts. This interviewee has also mentioned the entrenchment of a system of digitalization of court files in the sample courts from 2003 to 2007 E.C. And this later measure, according to him, enabled the sample courts to establish a secured information backup of all the informations relating to court case files. This same interviewee has asserted additionally that the sample courts stored daily all of the datas of the court on the data base of the courts from 2003 to 2007 E.C. (Interview, February 1, 2018). Still another interviewee - a court support staff with a first degree and an experience of 27 years - has expressed that the implementation of the CJSRP helped the sample courts to substitute all the manual works that were previously done by computers from 2003 to 2007 E.C. And this enabled the sample courts to store all of the datas relating to case files of the sample court on computers according to her. The fourth interviewee - a court administrator with a first degree and 35 years experience - has also explained that the sample courts were able to database all of the datas of its case files from 2003 to 2007 E.C. (Interview, February 2, 2018).

We can see that the annual performance report of the FSC from 2003 to 2007 E.C. reveal that there were many improvements in the ICT of the sample courts from 2003 to 2007 E.C. The respondents in the questionnaire who have expressed their additional opinions in the blank space that has been provided in the questionnaire have also expressed that there were many improvements in the ICT of the sample courts from 2003 to 2007 E.C. And these respondents have either second degree or first degree or diploma except one of them; and have an experience of 11 to 30 years except two of them. Thus, we can see that they are educated as well as experienced respondents who can easily identify the improvements in the sample courts. Accordingly, we are forced to give much credibility to their responses. The interviewees have also expressed that there were many improvements in the ICT of the sample courts from 2003 to 2007 E.C. And the profiles of these interviewees reveal that they are educated persons

with a second or first degree and a huge work experience. Hence, we should give high credibility to their opinions. Therefore, we can see that all of the data we have mentioned above support the existence of an improvement in the ICT of the sample courts from 2003 to 2007 E.C. And the improvement in the ICT of the sample courts is expected to solve the poor case management, the shortage of court facilities, the low performance of court workers, the huge case backlog and the inefficiency of the sample courts that existed in the sample courts before the implementation of the CJSRP. And this shows the existence of an improvement in the access to justice of the sample courts from 2003 to 2007 E.C.

D. The Improvements in the Judicial Independence, Transparency and Accountability of the Sample Courts

The annual reports of the FSC from 2003 to 2007 E.C. reveal that questionnaires were prepared where court clients, public observers, legal professionals and judges give their opinion in order to execute the performance appraisal of the judges in the sample courts in 2003 E.C. (ኢትዮጵያ, የፌዴራል ጠቅላይ ፍ/ቤቶች, 2003). The Draft of the - Federal Judges Code of Conduct Regulation Amendment, Federal Judges Disciplinary Case Procedure Regulation, Federal JAC Meeting Regulation Amendment, Federal Candidate Judges Recruitment and Training Execution Manual, Federal Courts Judges Judicial Work Performance Appraisal Execution Manual, and Judicial Work Investigation Working Manual were prepared in the same year (ኢትዮጵያ, የፌዴራል ጠቅላይ ፍ/ቤቶች, 2003). The secretariat of the Federal JAC was also reestablished by law; and an effort was undertaken to fulfill the necessary staff and working materials to enable the Federal JAC operate at its full capacity in the same year (ኢትዮጵያ, የፌዴራል ጠቅላይ ፍ/ቤቶች, 2003). The appraisal system of the judges of the sample courts had been established and implemented partially in the sample courts in 2003 E.C. (ኢትዮጵያ, የፌዴራል ጠቅላይ ፍ/ቤቶች, 2003). And the system of appraisal of judges was entrenched fully in the sample courts later in 2004 E.C. (ኢትዮጵያ, የፌዴራል ጠቅላይ ፍ/ቤቶች, 2004). The Draft Proposal of the Structural Reform on Judgment Investigation of the sample courts was also prepared and presented to higher officials in the same year (ኢትዮጵያ, የፌዴራል ጠቅላይ ፍ/ቤቶች, 2004). A Judgment Investigation Manual which coincides with the Structural Reform Proposal of the

sample courts was also prepared in the same year (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2004). There were also other works accomplished in the sample courts in 2004 E.C. For example, a contract was concluded with the Ethiopia Insurance Enterprise to cover the health cost of all the judges of the sample courts and their families (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2004). The study of the salary and benefits of the judges of the sample courts was completed. And a forum of High Level Officials was established to solve the housing problem of the judges of the sample courts through construction of new buildings (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2004). Some houses were also given to the judges of the sample courts until the construction of the new building would be accomplished (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2004). And an effort was being underway to get additional houses from the Federal Housing Agency to solve the housing problem of the judges of the sample courts. A study of the benefits of appointees of the Federal JAC was completed and was presented to the Federal JAC (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2004). A study of the structure of the Federal JAC was accomplished and ratified by the Ministry of the Civil Service (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2004). The Federal Judges Recruitment Procedure Execution Directive was ratified and it was being executed (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2004). A call was made to appoint candidate judges for the sample courts through Addis Zemene Gazette and Television (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2004). A paper and the First Draft of an Inspection Manual were prepared on the Federal judicial independence, accountability and transparency in 2005 E.C. (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2005). The Draft Manual of Disciplinary Appeal Inspection, Draft Manual of Inspection Information Collection and Analysis; and more than 3 information collection forms were also prepared in the same fiscal year (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2005). Other additional works were also done in the sample courts in 2005 E.C. Accordingly, the Federal Courts Judge Ethics and Disciplinary Pleadings Proceeding Procedure were improved to enable the provision of fast, efficient, effective, just and quality decisions to disciplinary cases of the sample courts (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2005). The working Procedure of the Federal JAC was amended (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2005). Other reform works induced by the introduction of the CJSRP in the sample courts continued in 2006 E.C. too. Accordingly, the judges' recruitment and appraisal forms of the sample courts were uploaded on the FSC

website(ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች,2006).The Court Inspection Work Feedback Manual; and different standards and measurements of the sample courts were prepared too (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች,2006).Two Newsletters that gave explanations on the independence of the judiciary were also prepared(ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች,2006).The public was notifiedthrough different mass media to forward their comment on the candidate judges of the sample courts (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች,2006).

We remember that among the respondents in the questionnaire, one who is a phd candidate; 2 who have second degree; 9 who have first degree; 5 who have diploma; 2 who are 12 grade complete havealso answered there were improvements in theindependence of the judiciary in the sample courts from 2003 to 2007 E.C.And when we see the profile of these respondents,4 have 5-10 years; 6 have 11-20 years; 6 have 21-30 years; 2 have >31 years work experience; and one has not mentionedhis work experience. Meanwhile, 3 respondents who have second degree;16 who have first degree; 3 who have diploma; 6 who are 12 grade complete;one who is a 10th grade; and 6 who have not filled their educational status haveanswered there were not improvements in theindependence of the judiciary in the sample courts from 2003 to 2007 E.C.And among these respondents, 4 have <5 years; 17 have 5-10 years; 8 have 11-20 years;4 have 21-30 years; and 2 have >30 years work experiences.Thus, we can see that the respondentswho haveanswered there were improvements in theindependence of the judiciary in the sample courts from 2003 to 2007 E.C. are less educated but more experienced than those who haveanswered there were not improvements in theindependence of the judiciaryin the sample courts from 2003 to 2007 E.C.Accordingly,the responses of the respondentswho haveanswered there were improvements in theindependence of the judiciary in the sample courts from 2003 to 2007 E.C. hold an equal credibility with the responses ofthose who haveanswered there were not improvements in theindependence of the judiciaryin the sample courts from 2003 to 2007 E.C.

Two of our interviewees have also agreed with the existence of some of the improvements in the judicial independence, transparency and accountability of the sample courts we have mentioned above in the sample courtsfrom 2003 to 2007 E.C.Accordingly, one of our interviewee - an attorney with first degree and 21 years experience - has praised the strict implementation of disciplinary measures on the judges of the sample courts who were found to be corrupted from

2003 to 2007 E.C. (Interview, February 1, 2018). And this measure, according to our interviewee, increased the transparency and accountability in the sample courts. Another interviewee- a court administrator with a second degree and 24 years experience - has also mentioned the increase in the salary and benefits of the judges of the sample courts from 2003 to 2007 E.C. And this interviewee has expressed that the increase in the salary and benefits of the judges of the sample courts had a positive impact on the independence of the Federal judiciary that existed in Addis Ababa City Administration (Interview, February 2, 2018).

We can see that the annual reports of the FSC from 2003 to 2007 E.C. and two of our interviewees, who are educated as well as very much experienced have identified the existence of many improvements in the independence of the judiciary in the sample courts from 2003 to 2007 E.C. And the improvements in the independence of the judiciary in the sample courts from 2003 to 2007 E.C. could solve the questionable independence of the judiciary that existed in the sample courts before the implementation of the CJSRP. Therefore, this shows the existence of an improvement in the access to justice of the sample courts from 2003 to 2007 E.C.

E. The Improvements in the Access to Legal Information of the Sample Courts

The researcher has got through inspection of the 2003 E.C. FSC annual performance report that the customers of the sample courts were enabled to get any court information and copies of case files from information desk in 2003 E.C. One of our interviewee - an attorney with first degree and 21 years experience - has also explained that the clients of the sample courts could get appointment information relating to their case files through touch screen beginning from 2003 E.C. up to 2007 E.C. This interviewee has also informed the researcher that the clients of the sample courts could get information relating to their case files by dialing to the free call center from 2003 to 2007 E.C. And these measures had reduced the effort the clients of the sample courts used to exert in the past times to get the same information according to him (Interview, February 1, 2018). Another interviewee- a court support staff with a first degree and an experience of 27 years - has told the researcher in the same manner about the improvements relating to the provision of information of case files in the sample courts. She has replied that the sample courts were providing information of case files to their customers effectively with the aid

of computers from 2003 to 2007 E.C. And this improvement occurred as a result of the implementation of the CJSRP in the sample courts from 2003 to 2007 E.C. according to him (Interview, January 31, 2018). Another interviewee -a court administrator with a first degree and 35 years experience -has explained further to the researcher that all important information that were related to the sample courts were made accessible on websites from 2003 to 2007 E.C. She has added that the sample courts used Short Message Service (SMS) to inform their clients about information relating to the appointment dates of their case files from 2003 to 2007 E.C. (Interview, February 2, 2018).

The annual performance reports of the FSC from 2003 to 2007 E.C. also reveal that laws and regulations from 1990 – 2001 E.C were consolidated and distributed to the judges of the sample courts in 2003 E.C. (ኢትዮጵያ, የፌዴራል ጠቅላይ ፍ/ቤቶች, 2003). Selected decisions of the year of the sample courts were published in Volumes 11 and 12 in 2004 E.C. (ኢትዮጵያ, የፌዴራል ጠቅላይ ፍ/ቤቶች, 2004). Decisions given prior to 2003 E.C by the FSCCB and that were not published were identified, edited and made ready for publication in 2004 E.C. (ኢትዮጵያ, የፌዴራል ጠቅላይ ፍ/ቤቶች, 2004). The main issues of 480 decisions of the year 2004 E.C. of the sample courts were also identified in the same year (ኢትዮጵያ, የፌዴራል ጠቅላይ ፍ/ቤቶች, 2004). The FSC also collected different legal researches in hard and soft copy in the same year (ኢትዮጵያ, የፌዴራል ጠቅላይ ፍ/ቤቶች, 2004). A manual for the distribution of the different Volumes of the decisions of the FSCCB was also prepared in 2004 E.C. (ኢትዮጵያ, የፌዴራል ጠቅላይ ፍ/ቤቶች, 2004). As a result, the sale and distribution of the different Volumes of the decisions of the FSCCB were conducted in a fair manner in 2004 and 2005 E.C. (ኢትዮጵያ, የፌዴራል ጠቅላይ ፍ/ቤቶች, 2004 & 2005). Magazines and brochures in Amharic and English languages were published and distributed to notify the public of the works of the Federal Court Reform Office in 2004 E.C. (ኢትዮጵያ, የፌዴራል ጠቅላይ ፍ/ቤቶች, 2004). Additionally, 2 educational pamphlets that were related with Judgment Investigation of the sample courts were prepared though not published and distributed due to lack of budget in 2004 E.C. (ኢትዮጵያ, የፌዴራል ጠቅላይ ፍ/ቤቶች, 2004). Different laws, decisions of the FSCCB from Volume 1-12 and valuable information of the sample courts that need to be made accessible to the public were uploaded on the FSC website in the same year (ኢትዮጵያ, የፌዴራል ጠቅላይ

ፍ/ቤቶች, 2004). Meanwhile, it was recognized that more than 38,000 people accessed this website in 2004 E.C. (ኢትዮጵያ, የፌዴራል ጠቅላይ ፍ/ቤቶች, 2004). Additionally, different informations were collected and organized from different work groups of the sample courts and were made accessible on this website in 2004 E.C. (ኢትዮጵያ, የፌዴራል ጠቅላይ ፍ/ቤቶች, 2004). An explanation was given on plasma display concerning the Judges Disciplinary and Performance Appraisal Form at the place where court customers get always court service on working days in the sample courts in 2004 E.C. (ኢትዮጵያ, የፌዴራል ጠቅላይ ፍ/ቤቶች, 2004). An elaboration was made through radio and newsletter on the activities of the Federal JAC and its Secretariat in the same year (ኢትዮጵያ, የፌዴራል ጠቅላይ ፍ/ቤቶች, 2004). An effort was also made to publicize the points that the customers of the Federal JAC need to fulfill using pamphlets and the FSC website in the same year (ኢትዮጵያ, የፌዴራል ጠቅላይ ፍ/ቤቶች, 2004). Decisions of the FSCCB that were given in 2004 E.C. were published in Volume -13 by the FSC and were made accessible on the FSC website in 2005 E.C. (ኢትዮጵያ, የፌዴራል ጠቅላይ ፍ/ቤቶች, 2005). Other additional works were also done in the same year. For example, the decisions of the FSCCB from Volume 1-14 were uploaded on the FSC website with an improved catalogue (ኢትዮጵያ, የፌዴራል ጠቅላይ ፍ/ቤቶች, 2005). Hard copies of these volumes were also deposited in the library of the sample courts (ኢትዮጵያ, የፌዴራል ጠቅላይ ፍ/ቤቶች, 2005). 1,022 decisions of the FSCCB that were given in 2005 E.C. were collected in soft copies by the FSC in 2005 E.C. (ኢትዮጵያ, የፌዴራል ጠቅላይ ፍ/ቤቶች, 2005). The decisions of the FSCCB that were not published on Volumes 1-12 were also made accessible to the public by the FSC in the same year (ኢትዮጵያ, የፌዴራል ጠቅላይ ፍ/ቤቶች, 2005). The News bulletin of the sample courts was also published and distributed in the same year (ኢትዮጵያ, የፌዴራል ጠቅላይ ፍ/ቤቶች, 2005). The public was notified of the outside working hour court service of the sample courts in 2004 E.C. (ኢትዮጵያ, የፌዴራል ጠቅላይ ፍ/ቤቶች, 2004). We also saw many other works in 2006 E.C. Volume 14 that contained the 2005 decisions of the FSCCB was published and distributed (ኢትዮጵያ, የፌዴራል ጠቅላይ ፍ/ቤቶች, 2006). The soft copy of Volume 14 of the decisions of the FSCCB was uploaded on the FSC website (ኢትዮጵያ, የፌዴራል ጠቅላይ ፍ/ቤቶች, 2006). The decisions of the FSCCB published in Volume 1-14 and 15 were provided with an amended content list and were uploaded on the FSC website (ኢትዮጵያ, የፌዴራል ጠቅላይ ፍ/ቤቶች, 2006). And the hard copies of these Volumes were deposited in the library of the

sample courts(ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2006). Volume 8,9 and 10 of the decisions of the FSCCB were re-published and distributed to avoid the shortage of supply faced in the sample courts (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2006).Volume 14,15 and 16 of the decisions of the FSCCB were printed and distributed while Volume 17 of the decisions of the FSCCB was uploaded on the FSC website in 2007 E.C.(ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2007).Federal and regional laws were also distributed to judges of the sample courts in 2007 E.C.(ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2007).Books were also bought for the libraries of the sample courts and were made available for use in 2007 E.C. (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2007).One of our interviewee- a court administrator with a second degree and 24 years experience - has also asserted that the decisions of the FSCCB were distributed to the sample courts from 2003 to 2007 E.C.(Interview, February 1,2018). And according to him, the act of distributing the decisions of the FSCCB to the sample courts was expected to bring uniformity in the decisions of the sample courts (Interview, February 1,2018).

We also remember that 4 respondents with first degree and 5, >10,20 and 22 years work experience; 2 with diploma and 11 and 36 years work experience; and a 12 grade complete with a work experience of 23 years have expressed that they saw an improvement in the access to court information in the sample courts from 2003 to 2007 E.C. in the blank space provided in the questionnaire.

We can see that the annual reports of the FSC from 2003 to 2007 E.C. and three of our interviewees, who are educated as well as very much experienced, have identified the existence of many improvements in the access to legal information of the sample courts from 2003 to 2007 E.C. The respondents in the questionnaire have also expressed that there was an improvement in the access to court information in the sample courts from 2003 to 2007 E.C. in the blank space provided in the questionnaire. When we look at the profile of these respondents, we can understand that they are educated as well as experienced ones except two of them. Hence, we can see that they are in a better condition to identify the improvements in the sample courts. Hence, we can conclude that there were improvements in the access to legal information of the sample courts from 2003 to 2007 E.C. And the improvement in the access to legal information of the sample courts could solve the acute lack of legal information that existed in the sample courts

before the implementation of the CJSRP. This shows the existence of an improvement in the access to justice of the sample courts from 2003 to 2007 E.C.

F. The Improvements in the Court Infrastructure of the Sample Courts

The annual performance reports of the FSC from 2003 to 2007 E.C. enlist that there were preparations for the purchase of equipments necessary for entrenching modern Local Area Network in the sample FFIC and FHC in 2003 E.C. (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2003). A specification was prepared for the purchase of modern recording and transcribing equipments in the same year (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2003). A storage server, an application server, 10 UTP Cables, 11 Laptops, 46 Desktops, 10 External Hardwares, a KUM Switch, a Multilayer Switch, 5 Printers, a Video Camera and an Anti Virus that can serve 250 Computers were purchased for the sample courts in 2003 E.C. (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2003). A minor maintenance was performed to court building at Lideta Bench in 2004 E.C. (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2004). Purchase of the necessary office equipments was done for some of the sample FFIC to enable them render ADR service in the same year (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2004). The equipments necessary to connect all the sample courts through Wide Area Network and to run the Decision Execution Tracking System were also purchased in the same year (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2004). Different ICT equipments like computers, laptops and printers were also purchased and distributed to all the sample courts to enhance ICT aided service provision by the courts in 2004 E.C. (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2004). The purchase of modern recording and transcribing equipments were also done to make court service modern and efficient; and also to store daily copies of case files of the sample courts in 2004 and 2005 E.C. (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2004 & 2005). New court buildings were built taking into account the special need of the disabled and aged persons in the sample courts in 2007 E.C. (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2007). Equipments that help in digitalizing old files of the sample courts were also purchased in the same year (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2007).

We can also see that among the respondents in the questionnaire, 2 with second degree; 8 with first degree; 1 with diploma; two 12 grade complete; and one 10th grade have also indicated that there was an improvement in the provision of work equipments in the sample courts from 2003 to 2007 E.C. Among these respondents, 1 has <5 years; 5 have 5-10 years; 2 have 11-20 years; 4 have 21-30 years; and 2 have >30 years work experience. Meanwhile, 2 respondents with first degree; 5 with diploma; five 12 grade complete; and one who has not filled his educational status have indicated that there was not an improvement in the provision of work equipments in the sample courts from 2003 to 2007 E.C. And one has <5 years; 5 have 5-10 years; 3 have 11-20 years; one has 21-30 years; 2 have >30 years work experience; and one has not mentioned his work experience among these respondents.

There respondents in the questionnaire - 2 with first degree; and 13 and 22 years experience; and 3 with diploma and 8, 11 and 36 years experience have also expressed their own opinion in the blank space provided in the questionnaire by stating that they observed the construction of new court buildings suitable for customers in the sample courts from 2003 to 2007 E.C.

Two of our interviewees have also supported the existence of some of the improvements we have discussed above that relate to the court infrastructure of the sample courts from 2003 to 2007 E.C. Accordingly, one of our interviewee - a court support staff with a first degree and an experience of 27 years - has praised the reform initiative of building conducive waiting rooms for the customers of the sample courts from 2003 to 2007 E.C. (Interview, January 31, 2018). The other interviewee - a part time researcher and advisor in law with a second degree and 9 years experience - has also mentioned the construction of new court buildings as one of the improvements he had seen in the sample courts from 2003 to 2007 E.C. (Interview, February 1, 2018).

We can see that the annual performance report of the FSC from 2003 to 2007 E.C. reveal that there were many improvements in the court infrastructure of the sample courts from 2003 to 2007 E.C. We can also see that the respondents in the questionnaire who have mentioned there were improvements in the provision of work equipments in the sample courts from 2003 to 2007 E.C. are more educated and experienced than those who have asserted there were not

improvement in the provision of work equipments in the sample courts from 2003 to 2007 E.C. Hence, we should give more credibility to the opinions of those respondents in the questionnaire who have mentioned there were improvements in the provision of work equipments in the sample courts from 2003 to 2007 E.C. The respondents in the questionnaire who have expressed their response in the blank space that has been provided in the questionnaire have also mentioned there were improvements in the court infrastructure of the sample courts from 2003 to 2007 E.C. And these respondents have either first degree or diploma; and a work experience of 8, 11, 13, 22 and 36 years. Thus, we can see that they are educated as well as experienced respondents who can easily identify the improvements in the sample courts. Accordingly, we are forced to give credibility to their responses. The interviewees have also expressed that there were improvements in the court infrastructure of the sample courts from 2003 to 2007 E.C. And the profiles of these interviewees reveal that they are educated persons with a second or first degree and a huge work experience. Hence, we should give high credibility to their opinions. Generally, all of the facts we have mentioned above force us to conclude that there were improvements in the court infrastructure of the sample courts from 2003 to 2007 E.C. And the improvement in the court infrastructure of the sample courts could solve the debilitating shortage of court facilities that existed before the implementation CJSRP and could consequently result in an improvement in the access to justice of the sample courts from 2003 to 2007 E.C.

G. The Improvements in the Communication Works of the Sample Courts

The annual reports of the FSC from 2003 to 2007 E.C. reveal that different explanations on the way of presenting disciplinary pleading were notified in suitable places located in the FSC in 2003 E.C. (**ኢትዮጵያ ዲሞክራሲ ጠቅላይ ፍ/ቤቶች**, 2003). Practice exchange was done and co-operation was also started with the Oromia Supreme Court Inspection Bureau, ELA, Attorney General of the Federal Revenue and Customs Authority; and Ministry of Justice by the Federal JAC in 2003 E.C. (**ኢትዮጵያ ዲሞክራሲ ጠቅላይ ፍ/ቤቶች**, 2003). A Nation Wide Meeting which participated the sample courts was held in 2004 E.C. (**ኢትዮጵያ ዲሞክራሲ ጠቅላይ ፍ/ቤቶች**, 2004). This Meeting discussed on a MOU and a research entitled “The

Direction of Nation Wide Courts Progress: from where to where?” And consequently, aMOU was ratified,an Executive Committee to serve the Meeting for five year was elected and the strategic plan of the Nation Wide Court Reform Project Office was prepared at the end of the meeting. A two day discussion and an evaluation were held on the 2003 E.C plan performanceof the sample courts in 2004 E.C.(ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2004).There was also participation ona Nation Wide Agenda on the suspensionof the PSCAP Project and its solution prepared by the World Bank and Ministry of the Civil Service by the sample courts in the same year (ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2004).The administrators of the sample courts had conducted different interviews and given explanations to the mass media in 2005 E.C.(ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2005).Different brochures that explain the reform works in the sample courts were prepared and disseminated to the public in the same year(ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2005).A communication work was done by giving 14 official communications and 6 hour broadcasting about the sample courts through Sheger FM in the year 2006 E.C.(ኢትዮጵያ,የፌዴራል ጠቅላይ ፍ/ቤቶች, 2006).Different accomplishments of the sample courts was also broadcasted through Fana Broadcasting Corporate,Zami FM,Ethiopia Radio, Walta Information Center, Addis Zemen and Ethiopia Herald Gazette in the same year (ኢትዮጵያ,የፌዴራልጠቅላይፍ/ቤቶች, 2006). An exhibition was also prepared to displayto the public the different works of the sample courts in the same year (ኢትዮጵያ,የፌዴራልጠቅላይፍ/ቤቶች, 2006).Newsletter No.2 and different brochures that contained different informations about the sample courts were published and distributed while 50% of the work of Newsletter No.3 was finished in 2006 E.C. (ኢትዮጵያ,የፌዴራልጠቅላይፍ/ቤቶች, 2006).Communication works that built the good will and created public awareness about the reform works of the sample courts were also broadcasted repeatedly using different electronic and printing medias in 2007 E.C(ኢትዮጵያ,የፌዴራልጠቅላይፍ/ቤቶች, 2007). One of our interviewee – a court administrator with a second degree and a work experience of 24 years - has also mentioned that the sample courts were broadcasting the reform works undertaken in their respective courts through Fana Broadcasting Corporate and Sheger FM (Interview, February 1, 2018).

We can see that the annual performance reports of the FSC from 2003 to 2007 E.C. and one of our interviewees, who is educated as well as very much experienced, have supported the existence of improvements in the communication works of the sample courts from 2003 to 2007 E.C. Thus, we can conclude that there were improvements in the communication works of the sample courts from 2003 to 2007 E.C. And the improvement in the communication works of the sample courts could solve the bad public image of the sample courts before the implementation of the CJSRP and consequently improve the access to justice of the sample courts from 2003 to 2007 E.C.

H. The Less Number of Times of an Adjournment in the Sample Courts

Table 1

The Average Number of Times of an Adjournment (in Number of Times) in the Sample Courts

No	Sample court	Average number of times of an adjournment(in number of times)				
		2003	2004	2005	2006	2007
1	FFIC Lideta Bench	5.3	5.6	5.16	5.46	5.42
2	FFIC Yeka Bench	5.79	5.33	4.79	4.99	4.75
3	FFIC Arada Bench	3.83	3.99	3.8	4.15	3.72
4	FHC Lideta Bench	3.84	8.34	10.3	7.5	5.8
5	FSC	2.14	2.31	2.5	2.99	2.86

Source: The data base of the sample courts

We can see that the mean number of times or frequency of an adjournment of the sample courts comes to be 4.8 number of times from 2003 to 2007 E.C. And this means that an adjournment had been repeated 4.8 number of times on average in the sample courts from 2003 to 2007 E.C. Hence, the researcher has taken the repetition 4.8 number of times of an adjournment to show the existence of a less number of frequencies of an adjournment of the sample courts from 2003 to 2007 E.C. The less number of frequencies of an adjournment of the sample courts from 2003 to 2007 E.C. could solve the huge case backlog and the inefficiency that existed in the sample courts before the implementation of the CJSRP. This shows the existence of an improvement in the access to justice of the sample courts from 2003 to 2007 E.C.

I. The Decrease in the Length of Adjournments in the Sample Courts

Table 2

The Average length of adjournments (in days) in the Sample Courts

No	Sample court	Average length of adjournments (in days)				
		2003	2004	2005	2006	2007
1	FFIC Lideta Bench	49	47	45	42	42
2	FFIC Yeka Bench	31.5	49	37.5	34	33.5
3	FFIC Arada Bench	57	54	53	46	46
4	FHC Lideta Bench	36.5	45.7	49	54	55.7
5	FSC	34.5	35	21.5	26.5	43.5

Source : The data base of the sample courts

We can see that the mean length of an adjournment of the sample Federal courts comes to be 42.7 days for the period from 2003 to 2007 E.C. That means an adjournment had a length of a little more than 1 month and 12 days on average in the sample courts from 2003 to 2007 E.C. And a mean length of an adjournment of 42.7 days signifies a short period of time. Two of our interviewees has also corroborated in an interview held with them the fact we have mentioned above. Accordingly, one of these interviewees – a court administrator with a second degree and an experience of 24 years - has explained that the implementation of the CJSRP in the sample courts had effectively decreased the length of court adjournments from 2003 to 2007 E.C. (Interview, February 1, 2018). And this in effect reduced the costs of the litigants of the sample courts according to the view of this interviewee (Interview, February 1, 2018). The other interviewee – a part time researcher and an advisor in law with a second degree and an experience of 9 years - has also asserted that the length of adjournments was shortened (Interview, February 1, 2018). Therefore, we can see that the numerical data as well as two of our interviewees, who are educated as well as experienced persons, support the existence of a short period or the decrease in the length of an adjournment of the sample courts from 2003 to 2007 E.C. The existence of a short period

or the decrease in the length of an adjournment of the sample courts from 2003 to 2007 E.C. could solve the huge case backlog and the inefficiency that existed in the sample courts before the implementation of the CJSRP. This shows the existence of an improvement in the access to justice of the sample courts from 2003 to 2007 E.C.

J.TheDecrease in the Duration of Cases in the Sample Courts

Table 3
The Average Duration of Cases (in Months) in the Sample Courts

No	Sample court	Average duration of cases (in months)				
		2003	2004	2005	2006	2007
1	FFIC Lideta Bench	1.8	2	2.2	2.1	2.1
2	FFIC Yeka Bench	>72	54	54	54	24
3	FFIC Arada Bench	>72	64	54	54	27
4	FHC Lideta Bench	>72	9	7	10	24
5	FSC	8	8	11	10	9

Source: The data base of the sample courts

We can understand from the above table that the mean duration of cases of the sample courts stands to be 28.3 months (2 year 4 months and few days)for the period from 2003 to 2007 E.C.This means that a case would wait for 28.3 months (2 year 4 months and few days)on average to be decided in the sample courts from 2003 to 2007 E.C.And this is a short period time.

Weremember that among the respondents in the questionnaire, onewho is a phd candidate; 4with second degree; 17with first degree; 8 with diploma; seven 12 grade complete; one 8th grade; and 4 who have not filled their educational statushave answered that there was a decrease in the duration of court files of the sample courts from 2003 to 2007 E.C.And 3 have <5 years; 13 have 5-10 years; 12 have11-20years;10 have21-30years;3 have > 30years work experience; and one

has not mentioned his experience among these respondents. From these respondents, two of them has specifically put their additional opinion on the decrease in the duration of cases in the sample courts from 2003 to 2007 E.C. in the blank space that has been provided in the questionnaire. One of these respondents - having a diploma and a work experience of 11 years has expressed that the duration of cases was decreased to less than one year in the sample courts from 2003 to 2007 E.C. This respondent has even expressed that the duration of cases involving paternity and inheritance was decreased to 1 to 3 months in the sample courts from 2003 to 2007 E.C. The other respondent - having a diploma and an experience of 27 years - has mentioned that there was a decrease in the duration of cases to 1 to 2 year in the sample courts from 2003 to 2007 E.C. Whereas, one respondent with second degree; 12 with first degree; 3 with diploma; four 12 grade complete; one 10th grade; and 2 who have not filled their educational status have answered that there was not a decrease in the duration of court files of the sample courts from 2003 to 2007 E.C. Among these respondents, 2 have <5 years; 10 have 5-10 years; 6 have 11-20 years; 3 have 21-30 years; one has > 30 years work experience; and one has not mentioned his work experience.

Three of the interviewees have also expressed that there was a decrease in the duration of cases in the sample courts from 2003 to 2007 E.C. (Interview, January 31, 2018; February 1, 2018; February 2, 2018). Two of these interviewees - a court administrator with a second degree and an experience of 24 years; and a court supporting staff with a first degree and an experience of 27 years - have mentioned specifically that the duration of cases in the sample courts decreased from the 10 or more years duration that used to exist prior to the implementation of the CJSRP to 2 or less year from 2003 to 2007 E.C. (Interview, January 31, 2018; February 1, 2018). The other interviewee - a court administrator with a first degree and an experience of 35 years - has explained further that there was a decrease in the duration of cases in the sample courts and the decrease was brought because the judges of the sample courts were made to work on long awaiting files on their free time from 2003 to 2007 E.C. (Interview, February 2, 2018).

We can see that the mean duration of cases in the sample courts from 2003 to 2007 E.C. shows the existence of a short duration of cases in the sample courts from 2003 to 2007 E.C. The respondents in the questionnaire who have mentioned that there was a decrease in the duration of cases in the sample courts from 2003 to 2007 E.C. are also more educated and experienced than those who have asserted that there was not a decrease in the duration of cases in the sample courts from 2003 to 2007 E.C. Hence, we should give more credibility to the opinions of those respondents in the questionnaire who have mentioned there was a decrease in the duration of cases in the sample courts from 2003 to 2007 E.C. Two of these respondents – who are moderately educated but with high work experience – have even asserted the existence of a great decrease (a decrease to less than a year or to 2 months) in the duration of cases in the sample courts from 2003 to 2007 E.C. The interviewees have also expressed that there was a decrease in the duration of cases in the sample courts from 2003 to 2007 E.C. And the profiles of these interviewees reveal that they are educated persons with a second or first degree and a huge work experience. Hence, we should give high credibility to their opinions. And two of the interviewees have even expressed specifically that there was a great decrease (a decrease from 10 years to 2 or less years) in the duration of cases in the sample courts from 2003 to 2007 E.C. The existence of a short period or the decrease in the duration of cases in the sample courts from 2003 to 2007 E.C. could solve the huge case backlog and the inefficiency that existed in the sample courts before the implementation of the CJSRP. This shows the existence of an improvement in the access to justice of the sample courts from 2003 to 2007 E.C.

K. The High Clearance Rate of the Sample Courts

Table 4
The Clearance Rate of the Sample Courts

No	Sample court	Clearance rate= $\frac{\text{Disposed cases in the year}}{[(\text{New cases of the year}) + (\text{Cases reopened in the year})]} \times 100$				
		2003	2004	2005	2006	2007

1	FFIC Lideta Bench	100%	103%	112%	106%	104%
2	FFIC Yeka Bench	95%	80%	112%	99%	94%
3	FFIC Arada Bench	102%	99%	100%	100%	95%
4	FHC Lideta Bench	109%	96%	81%	86%	101%
5	FSC	106%	98%	104%	92%	92%

Source: The data base of the sample courts

N.B. Disposed cases involve those cases where a decision of some sort is given.

From the above table, we can see that the mean clearance rate of the sample courts was 99 % from 2003 to 2007 E.C. This means that the sample courts managed to decide 99 % of the total number of new and reopened cases in the courts on average from 2003 to 2007 E.C. This shows the existence of a high clearance rate in the sample courts from 2003 to 2007 E.C. The existence of a high clearance rate in the sample courts from 2003 to 2007 E.C. could solve the huge case backlog and the inefficiency that existed in the sample courts before the implementation of the CJSRP. This shows the existence of an improvement in the access to justice of the sample courts from 2003 to 2007 E.C.

L. The Low Congestion Rate of the Sample Courts

Table 5
The Congestion Rate of the Sample Courts

N	Court	Case congestion rate= $\frac{[(\text{Cases from the previous year}) + (\text{New cases of the year}) + (\text{Cases re-opened in the year})]}{\text{Total cases}}$
---	-------	--

o.		[(Disposed cases in the year)]				
		2003	2004	2005	2006	2007
1	FFIC Lideta Bench	1.3	1.3	1.2	1.2	1.3
2	FFIC Yeka Bench	1.2	1.6	1.3	1.3	1.2
3	FFIC Arada Bench	1.2	1.2	1.2	1.2	1.2
4	FHC Lideta Bench	1.3	1.4	1.6	1.7	1.6
5	FSC	1.2	1.2	1.2	1.2	1.2

Source: The data base of the sample courts

The mean congestion rate of the sample courts was 1.3 for the period from 2003 to 2007 E.C. as we can see from the above table. This means that cases from the previous year, new cases of the year and cases re-opened in the year were a little greater than cases decided in the same year in the sample courts from 2003 to 2007 E.C. The existence of a low congestion rate in the sample courts from 2003 to 2007 E.C. could solve the huge case backlog and the inefficiency that existed in the sample courts before the implementation of the CJSRP. This shows the existence of an improvement in the access to justice of the sample courts from 2003 to 2007 E.C.

M. The Increase in the Budget and Budget Performance of the Sample Courts

Table 6

N o	Sample Court	Budget allocated for the year; and budget allocation rate[(used budget/total budget) X 100] respectively
--------	-----------------	---

		2003	2004	2005	2006	2007
1	FFIC Lideta Bench	8,243,800;	2,943,934; 73%	3,849,922; 99%	4,377,769; 70%	5,969,878;96 %
2	FFIC Yeka Bench	8,243,800;	2,943,934; 73%	3,849,922; 99%	4,377,769; 70%	5,969,878;96 %
3	FFIC Arada Bench	8,243,800;	2,943,934; 73%	3,849,922; 99%	4,377,769; 70%	5,969,878;96 %
4	FHC Lideta Bench	5,438,333; 98%	5,087,777; 87%	8,065,546; 97%	10,161,457; 92%	8,862,399;114 %
5	FSC	12,667,400;	36,933,407; 94%	22,146,082;9 3%	29,231,135; 86%	44,521,617; 99%

The Budget Allocated for the Year and the Budget Allocation Rate of the Sample Courts

Source: The Annual Performance Report of the sample courts

N.B.All the sample FFIC courts used their budget from one pool of budget from 2003 to 2007 E.C. By the same token, all the FHCused their budget from one pool of budget from 2003 to 2007 E.C. The datas relating to the budget of thesample FFICand FHC are also kept at the FFICand FHC head office.And these datas refer only to the datas relating to the gross budget (the one budget pool) not tothe budget allocated for each sample FFIC and FHC; and the budget performance of each sample FFIC and FHC.However, the researcher has understood that each sample FFIC and FHC share and use differently from this one budget pool and their budget performance is also differentfrom 2003 to 2007 E.C. And the researcherhasfailed to obtainthe budget allocated for each sample FFIC and FHC; and the budget performance of eachsample FFIC and FHC separately.The researcher hasmanaged to get only the gross budget allocated for the entiresample FFIC and FHC courts; and the gross budget performance ofthe entiresample FFIC and FHC courts.Hence, the researcherhasassumed that each sample FFIC and FHC share and use equally from this one budget pool allocated for them;and their budget performance is also equal for the sake of convinience. Theresearcherwasalso not able to get the gross budget performance of the sample FFIC and FSC for the year 2003 E.C.Therefore, the reader should take this in to account in reading this part of the research.

From the above table, we can see that the mean budget performance of the sample courts was 89.2 % from 2003 to 2007 E.C. This means that the sample courts were using 89.2 % of the budget allocated for them on average from 2003 to 2007 E.C. This shows the existence of a high budget performance of the sample courts from 2003 to 2007 E.C. From the above table, we can also see that there was an increasing trend in the budget of the sample courts from 2003 to 2007 E.C. And the high budget performance and increasing trend in the budget of the sample courts from 2003 to 2007 E.C. could solve the shortage of budget and inefficiency of the sample courts before the implementation of CJSRP. This shows an improvement in the access to justice of the sample courts from 2003 to 2007 E.C.

N. The Improvements in the Free Legal Aid Service in the Sample Courts

Table 7

The Number of the Sample Court Litigants who Received Free Legal Aid in the Sample Courts

Legal aid center	Number of the sample court litigants who received free legal aid				
	2003	2004	2005	2006	2007
ELA Legal aid center at FFIC Lideta bench & FHCLideta bench	968	1,360	938	1,111	959

Source: The Written Report of ELA

From the above table, we can see that 1,068 indigents on average received free legal aid from the ELA yearly from 2003 to 2007 E.C.

It was reported that 51,690 new civil cases were opened in all the sample courts on average yearly from 2003 to 2006 E.C (ኢትዮጵያ የፌዴራል ጠቅላይ ፍ/ቤቶች, 2003; 2004; 2005; 2006). And out of these, 38.9 % i.e. 20,107 were assumed to be poor or indigent civil customers of

the sample courts who need free legal aid yearly if we apply Ethiopia's poverty line statistical figure directly to the clients of the sample courts. Thus, we can see that the 1,068 indigents who received free legal aid from the ELA yearly from 2003 to 2007 E.C. constituted only 5 % of the total indigent civil customers of the sample courts who need free legal aid yearly. And this is obviously a small proportion and implies the very low coverage of the free legal aid provision of ELA in the sample courts from 2003 to 2007 E.C.

The researcher has tried his best but has failed to obtain the exact number of indigents served by AAU Legal Aid Center located in the sample FFIC Arada and Lideta benches.

We have mentioned in Sub –section 2.1.5.3. that the Federal lawyers are required to give 50 hour free legal service or service upon minimum payment yearly for those who cannot afford to hire a lawyer. However, the researcher has failed to obtain the exact number of indigents served by the Federal lawyers as per the mandatory 50 hour free legal service.

Among the respondents in the questionnaire, 3 respondents having second degree; 13 having first degree; 6 having diploma; four 12 grade complete; and one who has not filled his educational status have answered there was an improvement in the provision of free legal aid in the sample courts from 2003 to 2007 E.C. 3 of these respondents have <5 years; 6 have 5-10 years; 6 have 11-20 years; 9 have 21-30 years; one has > 30 years work experience; and 2 have not mentioned their work experience. Meanwhile, one respondent who is a phd candidate; 2 who have second degree; 15 who have first degree; 5 who have diploma; 7 who are 12 grade complete; one who is a 10th grade; one who is an 8th grade; and 5 who have not filled their educational status have answered there was not an improvement in the provision of free legal aid in the sample courts from 2003 to 2007 E.C. And the profile of these respondents reveal that 3 have <5 years; 16 have 5-10 years; 11 have 11-20 years; 4 have 21-30 years; and 3 have > 30 years work experience.

The researcher wants to admit that one of the interviewee – a part time researcher and an advisor in law with a second degree and an experience of 9 years -has expressed that Addis Ababa University was also rendering free legal aid in the sample courts from 2003 to 2007

E.C.(Interview, February 1, 2018). However, this interviewee was dissatisfied with the free legal aid service provided by Addis Ababa University. He has complained that the workers who provided free legal aid at Addis Ababa University Legal Aid Center located in the sample FFIC Arada and Lideta benches were very much inexperienced and they were not able to handle the cases of indigents properly.

We can see that the limited secondary data that has been obtained by the researcher reveal that there was low coverage and quality of free legal aid in the sample courts from 2003 to 2007 E.C. The respondents in the questionnaire who have mentioned that there was not an improvement in the provision of free legal aid in the sample courts from 2003 to 2007 E.C. are also more educated and experienced than those who have asserted that there was an improvement in the provision of free legal aid in the sample courts from 2003 to 2007 E.C. Hence, we should give more credibility to the opinions of those respondents in the questionnaire who have mentioned that there was not an improvement in the provision of free legal aid in the sample courts from 2003 to 2007 E.C. Although one interviewee has expressed the provision of free legal aid in the sample courts from 2003 to 2007 E.C., he has doubted the quality of free legal aid in the sample courts. This reveals that there was not an improvement in the provision of free legal aid in the sample courts from 2003 to 2007 E.C. This being the case, the provision of free legal aid service by the ELA, AAU Legal Aid Center and Federal lawyers in the sample courts from 2003 to 2007 E.C. is seen as a good start to solve the problem of inaccessibility to the poor litigants that existed in the sample courts before the implementation of the CJSRP.

Additional specific improvements in the access to justice of the sample courts from 2003 to 2007 E.C. that solved the problems related with the access to justice of the sample courts that existed in the sample courts before the implementation of the CJSRP have also been identified by the respondents in the questionnaire. And we will list them below.

O. The Improvements in the Active Engagement of the Judges and Litigants during Litigation in the Sample Courts

Out of the respondents in the questionnaire, one who is a phd candidate; 3 with second degree; 19 with first degree; 5 with diploma; 5 who are 12 grade complete; one who is a 10th grade; and 3 who have not filled their educational status have responded that there was an improvement in the active engagement of judges and litigants during litigation in the sample courts from 2003 to 2007 E.C. Among these respondents, one has <5 years; 17 have 5-10 years; 10 have 11-20 years; 8 have 21-30 years; and 2 have >30 years work experience. Meanwhile, one respondent with a second degree; 8 with first degree; 2 with diploma; three 12 grade complete; and 3 who have not filled their educational status have responded that there was not an improvement in the active engagement of judges and litigants during litigation in the sample courts from 2003 to 2007 E.C. 3 have <5 years; 4 have 5-10 years; 4 have 11-20 years; 2 have 21-30 years; 2 have >30 years work experience; and one has not mentioned his work experience among these respondents.

We can see that the respondents in the questionnaire who have mentioned that there was an improvement in the active engagement of judges and litigants during litigation in the sample courts from 2003 to 2007 E.C. are more educated and experienced than those who have asserted that there was not an improvement in the active engagement of judges and litigants during litigation in the sample courts from 2003 to 2007 E.C. Hence, we should give more credibility to the opinions of those respondents in the questionnaire who have mentioned there was an improvement in the active engagement of judges and litigants during litigation in the sample courts from 2003 to 2007 E.C. And the improvement in the active engagement of judges and litigants during litigation in the sample courts would solve the much delayed provision of justice that existed in the sample courts before the implementation of the CJSRP. And this shows an improvement in the access to justice of the sample courts from 2003 to 2007 E.C.

P. The Improvements in the Participation of the Public and Other Stakeholders in the Works of the Sample Courts

Out of the respondents in the questionnaire, one who is a phd candidate; 4 with second degree; 14 with first degree; 5 with diploma; five 12 grade complete; one 10th grade; and 2 who have not filled their educational status have responded that there were improvements in the participation of the public and other stakeholders in the works of the sample courts from 2003 to 2007 E.C. Among these respondents, 2 have <5 years; 10 have 5-10 years; 7 have 11-20 years; 7 have 21-30 years; 4 have >30 years work experience; and one has not mentioned his work experience. 2 respondents with second degree; 10 with first degree; 3 with diploma; three 12 grade complete; and 4 who have not filled their educational status have, however, responded that there were not improvements in the participation of the public and other stakeholders in the works of the sample courts from 2003 to 2007 E.C. And among these respondents, 3 have <5 years; 10 have 5-10 years; 7 have 11-20 years; and 3 have 21-30 years work experience.

We can see that the respondents in the questionnaire who have mentioned that there was an improvement in the participation of the public and other stakeholders in the works of the sample courts from 2003 to 2007 E.C. are more educated and experienced than those who have asserted that there was not an improvement in the participation of the public and other stakeholders in the works of the sample courts from 2003 to 2007 E.C. Hence, we should give more credibility to the opinions of those respondents in the questionnaire who have mentioned there was an improvement in the participation of the public and other stakeholders in the works of the sample courts from 2003 to 2007 E.C. And the improvement in the participation of the public and other stakeholders in the works of the sample courts from 2003 to 2007 E.C. would solve the weak court administration that existed in the sample courts before the implementation of the CJSRP. This shows an improvement in the access to justice of the sample courts from 2003 to 2007 E.C.

Q. The Improvements in the Effectiveness and Efficiency of Judges and Other Court Workers of the Sample Courts

Out of the respondents in the questionnaire, one who is a phd candidate; 3 who have second degree; 23 who have first degree; 7 who have diploma; six 12 grade complete; one 10th grade; and 3 have not filled their educational status have also replied that there were improvements in the effectiveness and efficiency of the judges and other court workers of the sample courts from 2003 to 2007 E.C. Among these respondents, 4 have <5 years; 16 have 5-10 years; 12 have 11-20 years; 7 have 21-30 years; 3 have >30 years work experience; and 2 have not mentioned their work experience. 2 respondents having second degree; 6 having first degree; 4 having diploma; five 12 grade complete; one 8th grade; and 3 who have not filled their educational status have, however, replied that there were not improvements in the effectiveness and efficiency of the judges and other court workers of the sample courts from 2003 to 2007 E.C. And 2 respondents have <5 years; 6 have 5-10 years; 6 have 11-20 years; 6 have 21-30 years; and one has >30 years work experience among these respondents.

We can see that the respondents in the questionnaire who have mentioned that there was an improvement in the effectiveness and efficiency of the judges and other court workers of the sample courts from 2003 to 2007 E.C. are more educated than those who have asserted that there was not an improvement in the effectiveness and efficiency of the judges and other court workers of the sample courts from 2003 to 2007 E.C. Hence, we should give more credibility to the opinions of those respondents in the questionnaire who have mentioned there was an improvement in the effectiveness and efficiency of the judges and other court workers of the sample courts from 2003 to 2007 E.C. And the improvement in the effectiveness and efficiency of the judges and other court workers of the sample courts could solve the inefficiency of workers, the heavy case backlogs and congestion of cases that existed in the sample courts before the implementation of the CJSRP. This shows an improvement in the access to justice of the sample courts from 2003 to 2007 E.C.

R. The Improvements in the Ethics of the Workers of the Sample Courts

Out of the respondents in the questionnaire, one with second degree; 9 with first degree; 4 with diploma; five 12 grade complete; one 10th grade; and one who has not filled his educational

status have also identified that there was an improvement in the ethics of the workers of the sample courts from 2003 to 2007 E.C. The profile of these respondents reveal that one has <5 years; 9 have 5-10 years; 5 have 11-20 years; 3 have 21-30 years; 2 have > 30 years work experience; and one has not mentioned his work experience. One respondent with second degree; 2 with first degree; 2 with diploma; and two 12 grade complete have, however, identified that there was not an improvement in the ethics of the workers of the sample courts from 2003 to 2007 E.C. Among these respondents, one has <5 years; another has 5-10 years; another has 11-20 years; 2 have 21-30 years; and 2 have >30 years work experience.

We can see that the respondents in the questionnaire have mentioned that there was an improvement in the ethics of the workers of the sample courts from 2003 to 2007 E.C. And these respondents are more educated than those who have asserted that there was not an improvement in the ethics of the workers of the sample courts from 2003 to 2007 E.C. Hence, we should give more credibility to the opinions of those respondents in the questionnaire who have mentioned there was an improvement in the ethics of the workers of the sample courts from 2003 to 2007 E.C. And the improvement in the ethics of the workers of the sample courts could solve the problem of inefficiency and corruption of workers which existed in the sample courts before the implementation of the CJSRP. This shows an improvement in the access to justice of the sample courts from 2003 to 2007 E.C.

S. The Improvements in the Proximity of the Sample Courts

Out of the respondents in the questionnaire, one who is a phd candidate; 2 who have second degree; 18 who have first degree; 5 who have diploma; four 12 grade complete; and 5 who have not filled their educational status have also indicated that there was an improvement in the proximity of the sample courts to its clients from 2003 to 2007 E.C. And among these respondents, 3 have <5 years; 12 have 5-10 years; 12 have 11-20 years; 7 have 21-30 years work experience; and one has not mentioned his work experience. One respondent with a second degree and another 8th grade

have, however, indicated that there was not an improvement in the proximity of the sample courts to its clients from 2003 to 2007 E.C. And these respondents have <5 years and 21-30 years work experience.

We can see that the respondents in the questionnaire have mentioned that there was an improvement in the proximity of the sample courts from 2003 to 2007 E.C. are more educated and experienced than those who have asserted that there was not an improvement in the proximity of the sample courts from 2003 to 2007 E.C. Hence, we should give more credibility to the opinions of those respondents in the questionnaire who have mentioned there was an improvement in the proximity of the sample courts from 2003 to 2007 E.C. And the improvement in the proximity of the sample courts could solve the problem of inaccessibility which existed in the sample courts before the implementation of the CJSRP. This shows an improvement in the access to justice of the sample courts from 2003 to 2007 E.C.

4.2. The Contribution of the Improvement in the Access to Justice of the Federal Courts towards the Sustainable Development of Addis Ababa City Administration

We have seen that the justice sector can play a transformative role within a society and support the achievement of sustainable development. And this is usually done by undertaking successful justice reforms that eliminate or reduce the barriers to access to justice and result in an improvement in the access to justice of citizens. And an improvement in the access to justice enables citizens to enforce their rights and enhance their ability to have control over factors that affect their life. An improvement in the access to justice also results in more opportunities which are both inclusive and equitable. An improvement in the access to justice of citizens has also a positive effect of reinforcing the confidence of citizens in the rule of law, facilitating investment and production of wealth, enabling better distributive justice, promoting basic human rights, enhancing accountability and democratic governance. And the boost in the confidence of citizens in the rule of law, the facilitation of investment and production of wealth, the better distributive justice, the promotion of basic human rights, the enhancement of accountability and democratic governance cumulatively facilitate the effectiveness, efficiency and equity of the economy; and an achievement of sustainable development in a country. The improvement in the access to

justice of a justice system also results in broader public access towards - the economic activity, political participation and justice services; and improved rights generally. And the broader public access towards - the economic activity, political participation and justice services; and improved rights paves the way for a better and fairer future; builds a more inclusive, open and prosperous nation; and an achievement of sustainable development in a country. The prime aim of the CJSRP is also to contribute towards the sustainable development of Ethiopia by resolving the problems associated with the justice sector in Ethiopia; and improving the access to justice of Ethiopian citizens. And the implementation of the CJSRP was successful in resolving many of the problems associated with the access to justice of the sample courts and resulted in an improvement in the access to justice of the sample courts from 2003 to 2007 E.C. Therefore, we can see that the improvement in the access to justice of the sample courts from 2003 to 2007 E.C. would have enabled Addis citizens to enforce their rights and enhance their ability to have control over factors that affect their life. The improvements in the access to justice of the sample courts from 2003 to 2007 E.C. could also reinforce the confidence of Addis citizens in the rule of law, facilitate investment and production of wealth, enable better distributive justice, promote basic human rights, enhance accountability and democratic governance in Addis Ababa City Administration from 2003 to 2007 E.C. And these developments could in turn facilitate cumulatively the effectiveness, efficiency and equity of the economy; and an achievement of sustainable development in Addis Ababa City Administration from 2003 to 2007 E.C. The improvement in the access to justice of the sample courts could also result in broader public access towards - the economic activity, political participation and justice services (in our case the Federal court services); and improved rights generally in Addis Ababa City Administration from 2003 to 2007 E.C. And the broader public access towards - the economic activity, political participation and justice services (in our case the Federal court services); and improved rights in Addis Ababa City Administration could have in turn paved the way for a better and fairer future; built a more inclusive, open and prosperous nation; and an achievement of sustainable development in Addis Ababa City Administration from 2003 to 2007 E.C.

The improvements in the access to justice of the sample courts would have also raised the capacity of the sample courts in enforcing the constitution and the constitutional system from 2003 to 2007 E.C. The improvements in the access to justice of the sample courts would have

also aided very much the search for truth and execution of procedurally fair proceedings in the sample courts from 2003 to 2007 E.C. This would support very much the attainment of sustainable economic development in Addis Ababa City Administration from 2003 to 2007 E.C.

We have also discussed that the population of Addis Ababa stood to be 2,748,653 if we take the average number of the 1994 and 2007 E.C. census. And we have expressed that 38.9 % of the population in Ethiopia are poor. Accordingly, 38.9 % i.e 1,069,226 of Addis citizens were assumed to be poor if we apply Ethiopia's poverty line statistical ratio directly to Addis Ababa population. Therefore, we can see that the improvement in the access to justice of the sample courts from 2003 to 2007 E.C. could have made possible the inclusion of 38.9 % i.e 1,069,226 of Addis Ababa population in the Federal judicial system that would have otherwise been excluded from bringing their civil cases to the Federal courts because of their poverty. This would contribute very much for the attainment of sustainable economic development in Addis Ababa City Administration from 2003 to 2007 E.C.

Chapter Five

5.1. Conclusions

There were many problems that hampered the access to justice of the sample courts before the implementation of the CJSRP in the sample courts. These included the problems of inaccessibility, customer unfriendly services, inefficiency, corruption, low budget, delayed judicial service provision, shortage of facilities, acute lack of legal information, case backlog and

congestion, shortage of manpower, shortage of lawyers, lack of legal aid and lack of training. Different projects and targets were formulated under the CJSRP to solve these problems. And the implementation of the CJSRP in the sample courts from 2003 to 2007 E.C. solved many of the problems associated with the access to justice of the sample courts. Accordingly, the general developments in the sample courts solved the acute lack of legal information and inaccessibility that existed before the implementation of the CJSRP in the sample courts. The different ICT developments and enhancements solved the acute shortage of facility and the problem of inaccessibility of the sample courts. The sustained trainings in the sample courts also solved the lack of training in the sample courts. And this had also increased the quality of the services provided by the sample courts and made the services customer friendly. The free legal support to children and women also solved the lack of legal aid faced by children and women in litigation. The free legal support to children and women also enabled children and women to enjoy successfully from their right to a fair trial and get an effective remedy. The opening up of new special benches in the sample FFIC and FHC, the opening up of new courts that were more accessible and the social counseling service in family matters solved the inaccessibility and lack of legal aid of the sample courts. The improvements in good governance and ethical principles; and the building of new courts suitable for the customers also solved the problem of corruption, the acute shortage of facilities and customer unfriendly court environment of the sample courts. The developments in the sample courts such as one-stop-shop service start ups, the queue management system by giving numbers and the color coding of files enabled Addis citizens to obtain a high quality judicial services addressing the problem of customer unfriendly court services of the sample courts. The independence of the judiciary, participation of the public and other stakeholders in the sample courts, the provision of work equipments in the sample courts; and the effectiveness and efficiency of the workers of the sample courts solved the acute shortage of facilities and inefficiency of the sample courts. The decrease in the duration of files in the sample courts from the 10 or more years that used to exist in the past times almost to 2 years also solved greatly the delay in the provision of justice services. The enactment of new proclamation and different working manuals; and the improvement in the structure of the Federal JAC contributed very much towards the effective correction of the lack of criteria, transparency and accountability in the conduct of the Federal JAC. The improvement in the budget performance and amount of budget of the sample from 2003 to 2007 E.C. also solved the shortage

of budget faced by the sample courts. The encouraging start to provide free legal aid to the poor in the sample courts from 2003 to 2007 E.C. also solved the lack of legal aid that existed in the sample courts before the implementation of the CJSRP. Therefore, we can see that the implementation of the CJSRP from 2003 to 2007 E.C. resulted in the elimination or decrease of many of the problems associated with the access to justice that existed in the sample courts before the implementation of CJSRP. And this shows the existence of an improvement in the access to justice of the Federal courts from 2003 to 2007 E.C.brought as a result of the implementation of CJSRP.

And the improvement in the access to justice of the Federal courts would have enabled Addis citizens to enforce their rights and enhance their ability to have control over factors that affect their life. This could have also contributed much towards the development of rule of law and peaceful relations within the society that lived in Addis Ababa City Administration from 2003 to 2007 E.C. And the improvement in the access to justice of the Federal courts could also have supported very much the creation of an inclusive, equitable and sustainable economic development of the city as well.

5.2. Recommendations

The researcher wants to earmark some of the institutions and systems or tools that were introduced by the CJSRP in the sample courts and which played a great role for the achievement of an improvement in the access to justice of the sample courts from 2003 to 2007 E.C. And these institutions and working systems or tools include the Service Charter, 1 to 5 structure, Human Right Action Plan, court annexed ADR, customer satisfaction surveys, increase in the salary and benefits of the workers of the sample courts; and Justice Change Army. Accordingly, the

researcher recommends that these institutions and systems or tools should be made to continue for many years through the search for a means that can strengthen and sustain these institutions and working systems or tools. This may be done, for example, through building a culture of institutional continuity or memory in the bureaucracy and the public at large. This enables the Federal courts to avoid the learned trend we used to practice in our country i.e. unlearning past trends totally and always building from the scratch. The researcher also recommends the further development and strengthening of the synergy between courts and court stakeholders so that the community in Addis Ababa - can be served with a high quality court service; and benefits from an improved access to justice to the Federal courts. The researcher also advises for the designing of a system where renowned family arbitrators in the community participate in the court annexed ADR in family cases. And the researcher also recommends trade union arbitrators' participation in court annexed ADR in commercial disputes among others.

The researcher wants to pin point at the end those corrective measures that should be taken in order to alleviate the problems that can potentially compromise the improvements in the access to justice of the Federal courts brought by the implementation of the CJSRP. First and foremost, the political affiliation of the Chairman of the Federal JAC was affecting negatively the judicial integrity of the Federal courts. The act of administering most of the supporting staffs of the Federal courts by the executive i.e. the Ministry of Human Resource and Development, the inclusion of the HOP members and Minister of FAJ in the Federal JAC; and the MOFED involvement in the budgetary matters of the Federal courts were also eroding the independence of the Federal judiciary. And the researcher recommends that the necessary corrective measures that rectify these mal-practices and at the same times that do not compromise the accountability of the Federal judiciary should be taken quickly. The frequent changes in the body that supervises and coordinates the CJSRP should also be avoided in the future times. There should also be an effort to establish strong bars and legal firms; support those bars and legal firms that has been operating in Addis Ababa to reap the benefit of having prosperous lawyers with good ethical practices. The institutions providing free legal aid in the Federal courts should also be supported strongly by the government. And an effort should be made to expand the existing free legal aid system and ensure the quality of the free legal aid service so that the poor can enjoy an improved access to the Federal courts. And this may be done through hiring experienced legal

professionals who can guide practicing students in the free legal aid centers. The existing mandatory 50 hour free legal services of lawyers should be supported with a mechanism that can effectively supervise and control its practical implementation so that the poor in Addis Ababa can avail themselves of an improved free legal aid service of professional lawyers. Last but not least, the high shortage of benches in the FSC, the huge case load of the Federal judges as a result of the existence of few Federal judges (1 judge to 25,000 Addis citizens) and the shortage of manpower in the Federal courts generally require a huge attention and an immediate solution by the administrators of the FSC. The manual, time taking and tiresome work of the Federal judges in writing witnesses testimony should also be replaced by the electronic recording and transcribing system in the Federal civil justice system in the same high vigor as that was used to be practiced in the Federal criminal justice system at all levels of the Federal courts.

We have seen that significant respondents in the questionnaire and interview have expressed their dissatisfaction with the level of improvement in the access to justice of the Federal courts in some way or another. And the researcher has somehow understood their source of grievance though this requires a further inquiry through an independent research. Accordingly, the researcher has seen majorly the lack of the necessary court and/or legal information on the part of the respondents of the Federal courts as one source of their grievance. The bad public image of the Federal courts that used to exist in the past has also affected greatly the commitment of the respondents of the Federal courts to attend their cases effectively up to execution with full confidence that they can get just decision too. To mitigate this dissatisfaction, the researcher proposes a great effort to be made to make court and/or legal information accessible to concerned bodies. The researcher also proposes the organization of different public forums that can create an aware citizenry who know how to lodge an effective claim and attend their claim up to execution with informed actions in cases of infringement of their legal rights. The researcher also proposes other mechanisms such as an effective customer complaint handling system to be created in the Federal courts so that the Federal courts can provide customer friendly service. The Federal courts should also work hard to satisfy the needs of their customers by conducting a regular customer satisfaction surveys. On top of this, the Federal courts are expected by the researcher to improve further their public image through mass media programs and other necessary endeavors such as attending or organizing public meetings and hearings; and

collecting the public feed back on the court service and using the public opinions as an input and take the necessary service reform measures accordingly. The Federal courts should also usedifferent public forums to disseminate various valuable informations that relate with the court reform endeavors and itsrelated benefits to customers.

List of References

Abandisky,H.(2003). Law and Justice: An introduction to the American legalsystem(5th ed.): Prentice Hall.

Abate,M., Birhanu,A.& Alemayehu M.(2017).Advancing access to justice for the poor andvulnerable through legal clinics in Ethiopia: Constraintsandopportunities.

Mizan Law Review, Vol. 11 (No.1).

Access to justice and the rule of law: the British Council approach.(n.d.).

Access to justice in Ethiopia (2015).In Google Retrieved October 19, 2017,from <http://www.abyssinialaw.com/Access-to-justice-in-Ethiopia>

Access to justice (n.d.). In Google Retrieved October 16, 2017, from <http://www.allafrica.com/stories/Access-to-justice>

Access to justice practice note 9/3/2004. (n.d.).

Addis Ababa Demographics.In Google Retrieved October 24, 2017,from <https://www.en.m.wikipedia.org/Addis-Ababa-Demographics>

Addis Ababa.In Google Retrieved October 21, 2017,from<http://www.books.openedition.org/Addis-Ababa>

African conventions (n.d.).In Google Retrieved October 16, 2017, from <http://www.achpr.org/Africa-conventions>

Alemu,G., Birmeta,Y. &Tadesse,W. (2013).Ethiopian human rights handbook.

Amended Federal JAC Establishment Proclamation No. 684/2002.

Berhane,D.(2015).Assessment of the role of CSOs on human rights education inEthiopian justice system.Addis Ababa, A Thesis Submitted to the Center for Human Rightsof Addis Ababa University in Partial Fulfillment of the Requirements for the Degree of Masters of Art in Human Rights: Addis Ababa University Center for Human Rights.

Buscaglia,E.(2001). Investigating the links between access to justice and governancefactors: An objective indicators' approach.Vienna.

Cabral, E.J., ChavanA., Clarke, M.T., Greacen,J., Hough,R.B., Rexer,L., Ribadeneyra,J.& Zorza,R. (2012).Using technology to enhance access to justice.Harvard Journal of Law & Technology, Volume26 (Number 1).

Capitalist economy(n.d.).In Google Retrieved February 20, 2018,from<http://www.google.com/>
Capitalist-economy

Cappelletti, M. & Garth, B. (Eds.). (1978).Access to justice: A world survey (Vol. I: Book 1).
Sijthoff & Noordhoff.

Chanie,P. (n.d.). The Challenges of the civil service reform in Ethiopia: Initial observations.
Developing country studies (2014).Vol.4. (No. 7).

Ethiopia, Federal Supreme Court (2003). Performance Report of 2003Budget Year(Final
Document). Addis Ababa.

Ethiopia, Federal Supreme Court (2004). Performance Report of 2004Budget Year (Final
Document). Addis Ababa.

Ethiopia, Federal Supreme Court (2005). Performance Report of 2005 Budget Year(Final
Document). Addis Ababa.

Ethiopia, Federal Supreme Court (2006). Performance Report of 2006Budget Year (Final
Document). Addis Ababa.

Ethiopia, Federal Supreme Court (2007). Performance Report of 2007Budget Year(Final
Document). Addis Ababa.

Ethiopian journal of human rights (Peer-reviewed)(2013)Vol. I.

European Union Agency for Fundamental Rights. (2010).Access to justice in Europe:An
overview of challenges and opportunities.

Federal Court Advocates Code of Conduct Council of Minister Regulation No.57/91.

Federal Courts Advocates' Licensing and Registration Proclamation No. 199/92.

Federal Courts Amendment Proclamation No. 130/90.

Federal Courts (Amendment) Proclamation No. 254/93.

Federal Courts Proclamation No. 25/88.

Federal Courts Proclamation Reamendment Proclamation No. 454/97.

Federal laws.In Google Retrieved October 25, 2017,from <http://www.chilot.me/federal-laws>

French Ministry of Foreign Affairs.Major human rights instruments: A selected collection.

FSCCB of Ethiopia: Araya v. Wodajo, 1997, 17191.

ፌዴራል ጠቅላይ ፍ/ቤት የዳኝነት አገልግሎት አሰጣጥን ለማጠናከር የፍርድ ቤቶችማሻሻያ ሥራዎች የሚገኙበት ደረጃ በሚል የተዘጋጀ ያልታተመ ዕቃ።

Fix – Fierro,H.(2003). Courts, justice and efficiency: A socio legal study of economic rationality in adjudication :Hart Publishing.

Jemberre,A.& Wolde melak,W. (2011).An introduction to the legal history of Ethiopia 1974-2009.

Legal aid.In Google Retrieved October 19, 2017,from [http://www.ethiopianlawyers' association.com/legal-aid](http://www.ethiopianlawyers'association.com/legal-aid)

Legesse,Y.(2016).Access to justice in Ethiopia: Language barrier in criminal proceedingsat the federal level. Addis Ababa, A thesis submitted to the Center for Human Rights: College of Law and Governance Studies of Addis Ababa University in partial fulfillment of the requirements for the Degree of Master of Arts in Human Rights.

Mekuria,M. (2014).International principles on the independence and accountabilityofjudges, lawyers and prosecutors: A practitioners' guide in indigent's access toeffective representation in criminal matters: Case study in Adama.Addis Ababa,A Thesis Submitted to Addis Ababa University, School of Graduate StudiesinPartial Fulfillment of the Requirement of the Degree of Masters in Human Rights.

Ministry of Civil Service (n.d.). The civil service reform program in Ethiopia in brief.

Mizan Law Review (2015) Vol. 9(No.2).

MoCB, JSRPO.(2005). FDRE CJSRP Baseline Study Report.

Murray, L.P. & Sturmer, R. (2004).German civil justice: Carolina Academic Press.

Mwila, A. (Ed.). (2013). Rule of Law and Access to Justice in Eastern and Southern Africa:

Showcasing Innovations and Good Practices. Fleet Street Communications.

Peter M.C.& Kijo-Bisimba,H.(Eds.). (2007).Law and justice in Tanzania: Quarter of a century of the court of appeal.

Pietro, S. (Prof.),Thomas, F. (Prof.) & Wolde, K. (Eds.) (2014). Access to Justice in Ethiopia:

Towards an Inventory of Issues: Addis Ababa UniversityCenter for

Human Rights.

Regulation number 177/45.

Sanders,J. & Hamilton L.V. (Eds.).(2001). Handbook of justice research in law.New York:

Kluwer Academic/ plenum publishers.

Stebek,N. E.(n.d.).Legal sector reform pursuits in Ethiopia: Gaps in grassroots empowerment.

Stebek, N.E. (PhD).(2016).Assessment of Ethiopia's justice sector reform components inGTP Iand GTP II,Addis Ababa.

Tadesse, H. (2010). Judicial Reform in Ethiopia: A Critical analysis on the Case of Addis

Ababa City. Addis Ababa, A Thesis Submitted in Partialfulfillment of the

Requirements for the Degree of Masters of Public Administration and

Development Management, Faculty of BusinessandEconomics.

Teweldebirhan,S.(2011).The role of media in the promotion of human rights in Ethiopia.Addis

Ababa, A Thesis Submitted in the Partial Fulfillment of the Requirement for theDegreeof

Masters of Laws in Human Rights Law, Faculty of Law.

The Civil Procedure Code Decree No. 52/58.

The Committee on the Elimination of Discrimination against Women. Access to justice: Concept note for half day general discussion. 53rd Session.

The Constitution of the FDRE Proclamation No.1/1995.

The JOPTC Establishment Proclamation No.364/95.

The United Nations Development Programme (2013). Strengthening judicial integrity through enhanced access to justice: Analysis of the national studies on the capacities of the judicial institutions to address the needs/demands of persons with disabilities, minorities and women.

The World Bank, Legal Vice Presidency. (2004). Ethiopia legal and judicial sector assessment.

Walks, R. (2014). Philosophy of law: A very short introduction: Oxford University Press.

The World Bank (n.d.). Uses and users of justice in Africa: The case of Ethiopia's federal courts.

Walsh, A. & Hemmens, C. (2014). Law, justice and society: A sociolegal introduction (3rd ed.). New York: Oxford University Press.

የአቅም ግንባታ ሚኒስቴር፣ የፍትህ ሥርዓት ማሻሻያ ፕሮግራም ጽ/ቤት (1997) የኢትዮጵያ ፌዴራላዊ ዲሞክራሲያዊ ሪፐብሊክ አስተዳደር የፍትህ ሥርዓት ማሻሻያ ፕሮግራም ጥናት ሪፖርት.

Appendices

Annex 1- Targets in GTP I that Relate with Access to Justice

Table 8- *Category of targets*: Human resource capacity development

3. Pre-service training for new judges
4. Short-term training at least once a year for judges serving at all levels
5. Enhance the capacity of other professionals;
6. Equip training institutes at federal levels;

7.Encourage ‘research works that help build the capacity of professionals working in the justice sector’;
8 .Set and enforce ethical standards for practicing lawyers and attorneys

Table 9- *Category of targets*: Improving the transparency and accountability of the justice system

9.Fully establish a system that enhances transparency and accountability
10.Establish a mechanism to evaluate the effectiveness of the professionals
11.Make ethical principles known and so that they can be fully implemented by the professionals involved
12.Strengthen complaint handling offices
13.Establish and implement effective and cost saving resource management system
14.Establish strong monitoring, evaluation and support systems
15.Hearing process in fully open courts

Table 10- *Category of targets*:Independence, transparency and accountability of the judiciary

16.Establish a system to ensure accountability, while guaranteeing the judiciary’s independence
17. Appointment of judges based on competence and ensure fair regional and gender representation
18.Expand the performance evaluation system for judges, ensuring the continuity of the evaluationsystem and improving the screening process
19.Establish a system ‘for the speedy resolution of disciplinary matters that are brought before the Judicial Administration Council’
20.Improvements ‘based on consultations with and contributions from service users and stakeholders
21.Timely availability of cassation decisions and laws to judges

Table 11- *Category of targets*:Enhance service accessibility

22.Provide ‘standardized accommodation in which courts can work in an integrated manner and which are more accessible’,
23.Expand the ‘initiatives to provide the services of the courts throughout the year’ to all courts, and the provision of court ‘services 24 hours-a-day’
24.Full implementation of ‘efforts that have been started to make the courts more accessible to women and children’ and expanding same ‘to all courts in the country’
25.Expand and implement the ‘initiatives that have been started to make the court environment friendlier for users’
26.Provide ‘adequate legal counsel, aid and translation services’ to indigent litigants

27. Increase the number of judges to ensure that it ‘corresponds to the size of the population they serve

Table 12- *Category of targets*: Increase public participation

42. Strengthen <i>internal participation</i> of the justice system staff in the preparation and evaluation of plans as well as other necessary issues
43. Enhance <i>external public participation</i> by taking measures ‘to improve and enhance the participation of stakeholders in issues related to justice’

Table 13- *Category of targets*: Improve sector communication

44. Carry out ‘public relation activities to sufficiently raise the awareness of government agencies and of the public about the performance of the justice sector
45. Sustain the ‘preparation and publication of professional magazines within the justice organs’

Table 14- *Category of targets*: Enhance the use of ICT in the reform process

46. Establish and put in use a national integrated justice information system (NIJIS)
47. Take actions ‘to support the court system with information communication technology which will be extended to all courts’
49. Modernize all work processes and offices ‘by developing appropriate software and a database for file and record keeping’
51. Maximum utilization of ICT in all the training centers

Table 15- *Category of targets*: Ensure the mainstreaming of cross cutting issues in the justice sector

52. Devise and implement a mechanism whereby the rights of women and children as well as persons living with HIV/AIDS, as recognized by the Constitution and international agreements, are fully respected
53. Ensure the equal participation of women and children as well as persons living with HIV/AIDS in the society, and avail the opportunities and benefits’ thereof

Annex 2

Annex 2 - Projects under GTP I Period that Relate with Access to Justice
Projects under JSRP during GTP I that Relate with Access to Justice

Table 16

Projects under the Sub-Program for the Reform of Courts (የፍርድቤቶችማሻሻያንዑስፕሮግራም)

1.Human resource development project(የሰውኃይልልማትፕሮጀክት)		
---	--	--

2.Court effectiveness enhancement project(የፍርድቤቶችውጤታማነትማጠናከሪያፕሮጀክት)		
3.Judgement Execution Enhancement Project (የፍርድአፈፃፀምሂደትንማጠናከሪያፕሮጀክት)		
4.Project to ensure the constitutionality of judgements and decrees (ፍርዶችናብይኖችበሕገመንግሥቱመሰጠታቸውንመሠረትየማረጋገጥፕሮጀክት)		
5.Project to enhance the system that ensures the independence, transparency and accountability of judges(የዳኞችነፃነት፣ ግልጽነትናተጠያቂነትሥርዓትንማጠናከሪያፕሮጀክት)		
6.Project to strengthen JAC(የዳኞችአስተዳደርጉባዔማጠናከሪያፕሮጀክት)		
7.Project to formulate procedures for public assessment on courts (ኅብረተሰቡፍርድቤቶችንየሚመዘንበትአሠራርመዘርጊያፕሮጀክት)		
8.Project to enhance accessibility of courts (የፍርድቤቶችተደራሽነትማጠናከሪያፕሮጀክት)		
9.Project to enhance and strengthen ADR (አማራጭየመግታትመፍቻማስፋፊያናማጠናከሪያፕሮጀክት)		
10.Project for premises and other facilities (የሕንፃናሌሎችፋሲሊቲዎችማሟያፕሮጀክት)		
13.Project to enhance public participation in Courts (በፍርድቤቶችየኅብረተሰብተሳትፎማሳደጊያፕሮጀክት)		
14.Project to enhance ICT in the operations of Courts (የፍርድቤቶችአሠራርበኢንፎርሜሽንቴክኖሎጂማጠናከሪያፕሮጀክት)		
15.Project for the archiving and disposal of dead Files(ለረጅምጊዜየተጠራቀሙሠነዶችናመዛግብቶችንመጠባበቂያናማስወገጃፕሮጀክት)		
16.Project to enhance and strengthen performance in cross-cutting issues (ባለብዙዘርፍጉዳዮችንትግበራማስፋፊያናማጠናከሪያፕሮጀክት)		

Table 17

Projects under the Sub-Program for Law Enforcement(የሕግአስከባሪአካላትንማሻሻያ ንዑስፕሮግራም)

1.Human resource development project(የሰውኃይልልማትፕሮጀክት)		
7.civil justice reform project (የፍትሕብሔርፍትሕአስተዳደርማሻሻያፕሮጀክት)		
8.Project for registration of vital events (መሠረታዊከፋፋዮችምዝገባሥርዓትመዘርጊያፕሮጀክት)		

Table 18

Projects under the Sub-Program for Enhancing Training and Research (የሕግ ትምህርት፣ ሥልጠናናምርምርማጠናከሪያንዑስፕሮግራም)

1.Human resource development project (የሰውኃይልልማትፕሮጀክት)		
3.Project to strengthen training and research institutes of federal justice sector institutions (የፌዴራልየፍትሕአካላትባለሙያዎችየሥልጠናናየምርምርተቋማትአቅምመገንቢያፕሮጀክት)		

4.Project to establish a system to evaluate the effectiveness of training institutions (የሥልጠናተቋማትውጤታማነትየሚመዘንበትአሠራርመዘርጊያፕሮጀክት)		
5. Legal aid services improvement project (ነፃየሕግአገልግሎትአሰጣጥማሻሻያፕሮጀክት)		
6. Project for premises and other facilities (የሕንፃናሌሎችፋሲሊቲዎችማሟያፕሮጀክት)		
7. Information technology enhancement project (በኢንፎርሜሽንቴክኖሎጂማጠናከሪያፕሮጀክት)		
8. Project to enhance and strengthen performance in cross-cutting issues (ባለብዙዘርፍጉዳዮችንትግበራማስፋፊያናማጠናከሪያፕሮጀክት)		
9. Forensic investigation and laboratory establishment and enhancement project (የፎረንሲክምርመራላቦራቶሪማቋቋምናማጠናከሪያፕሮጀክት)		
13. Project to establish a system for public evaluation of justice organs (ኅብረተሰቡየፍትሕአካላትንየሚመዘንበትአሠራርመዘርጊያፕሮጀክት)		
14. Project to enhance the awareness of the public on law (የኅብረተሰብንቃተሕግማሳደጊያፕሮጀክት)		
15. Project for premises and other facilities (የሕንፃናሌሎችፋሲሊቲዎችማሟያፕሮጀክት)		
16. Project for the enforcement and enhancement of Alternative Dispute Settlement schemes (አማራጭየሙግትመፍቻናግጭትማስወገጃሥርዓትማስፈጸሚያማጠናከሪያፕሮጀክት)		
17. Legal aid services improvement project (ነፃሕግምክርአገልግሎትአሰጣጥማሻሻያፕሮጀክት)		
22. Project to enhance public participation in the justice system (በፍትሕሥርዓቱየኅብረተሰብተሳትፎማሳደጊያፕሮጀክት)		
23. Project to strengthen lawyers associations (የሕግሙያተኛማኅበራትንማጠናከሪያፕሮጀክት)		
24. Project for follow up and support system of charities and civic societies (የበጎአድራጎትድርጅቶችናሲቪክማኅበራትናየመከታተልናየመደገፍሥርዓትመዘርጊያፕሮጀክት)		
25. Justice sector organs coordination project (የፍትሕአካላትቅንጅታዊአሠራርማጠናከሪያፕሮጀክት)		
26. Project to enhance the operations of law enforcement organs by ICT (የአስፈጻሚአካሉንአሠራርበኢንፎርሜሽንቴክኖሎጂማጠናከሪያፕሮጀክት)		
27. National Integrated Justice Information System (NIJIS) project (ብሔራዊየተቀናጀየፍትሕተቋማትመረጃሥርዓትመዘርጊያፕሮጀክት)		
28. Justice Organs Integrated Information Center establishment project(የፍትሕተቋማትየተቀናጀየመረጃማዕከልማቋቋሚያፕሮጀክት)		
29. Project to dispose of dead files (ለረጅምጊዜየተጠራቀሙሠነዶችናመዝገቦችማስወገጃፕሮጀክት)		
30. Project to enhance and strengthen performance in cross-cutting issues(ባለብዙዘርፍጉዳዮችንትግበራማስፋፊያናማጠናከሪያፕሮጀክት)		



Annex 3

Questionnaires

ለፍ/ቤትባለጉዳዮች (ተከራካሪዎች) የሚቀርብ መጠይቅ

ዕድሜ

ፆታ

የትምህርት ደረጃ _____

ሥራ _____

ከዚህ በታች ላሉት መጠይቆች “✓”

ምልክት በሳጥን ውስጥ በማስቀመጥ ምርጫዎን እንዲያመለክቱ በማክበር እጠይቃለሁ።

በተጨማሪም ተጨማሪ ማብራሪያ የሚሰጡ ከሆኑ ተጨማሪ ማብራሪያ በሚለው ስር ሀሳብዎን እንዲያሰፍሩ አስቀድሜ እጠይቃለሁ።

የፌዴራል ፍርድ ቤቱ በፍትሐ ብሔር ጉዳዮች የሚሰጣቸው የዳኝነት አገልግሎቶች (ለምሳሌ ማከራከር፣ ውሳኔ አሰጣጥ እና ማስፈጸም የመሳሰሉት) (ከ2003 እስከ 2007 ባለው ጊዜ) በእርስዎ እይታ

ተሻሻሏል

አልተሻሻለም

ለውጥ አላየሁ በትም

ከዚህ በላይ ላለው ጥያቄ መልስዎ ተሻሻሏል ከሆነ መሻሻሉ በምን ይገለጻል?

- የዳኞች የስራ ቀልጣፋነት ማደግ

- የሌሎች የፍ/ቤት ሰራተኞች የስራ ቀልጣፋነት ማደግ

- የፍ/ቤቱአሰራሮችቀልጣፋመሆን
- የክርክሮችበአጭርጊዜመቋጩት ☐
- ክርክሮችየሚያስከትሉትወጪእየቀነሰመምጣት ☐
- የፍ/ቤቱበአቅራቢያመገኘት ☐
- የህግግንዛቤየሚሰጡመድረኮችመበራከት ☐
- ነፃየህግምክርድጋፍመስፋፋት ☐

ለላበፍ/ቤቱአገልግሎትአሰጣጥያዩትመሻሻልካለቢገልፁልኝ _____

ለአመራሮች፣ ለጠበቆችናየሕግባለሙያዎችየሚቀርብመጠይቅ

የአገልግሎትዘመን _____ ያታ _____

የስራድርሻ _____

የትምህርትደረጃ/የጥብቅናፈቃድደረጃ _____

በሳጥኖቹውስጥየ“✓”

ምልክትበማስቀመጥእንዲሁምተጨማሪማብራሪያካለዎትተጨማሪማብራሪያበሚለውስርሀሳብዎንበማስፈርእንዲተባበሩኝአስቀድሜበማክበርእጠይቃለሁ፡፡

ከ _____ 1994 _____ ዓ.ም.

ጀምሮእየተተገበረባለውየፍትሕስርዓትመሻሻያፕሮግራምምክንያትየፌደራልፍ/ቤቱየፍትሀብሔርፍትሀአሰጣጥለባለጉዳዮችያለውተደራሽነትበእርስዎእይታ (ከ 2003 – 2007 ዓ.ም. ባለውጊዜ)

ተሻሻሏል ☐ አልተሻሻለም ☐ አላየሁበትም ☐

ከዚህበላይለቀረበውጥያቄመልስዎተሻሻሏልከሆነመሻሻሉንበምንይገልፁታል

- የባለጉዳዮችናዳኞችየክርክርወቅትንቁተሳትፎማደግ ☐
- በፍ/ቤትአሰራርየባለድርሻአካላትናየህብረተሰቡተሳትፎማደግ ☐
- የህግግንዛቤማስጨበጫመድረኮችመብዛት ☐

በሳጥኖቹውስጥ“✓”

ምልክትበማስቀመጥእንዲሁምተጨማሪማብራሪያካለዎትተጨማሪማብራሪያበሚለውስርሀሳብዎንበማስፈርእንዲተባበሩኝአስቀድሜበማክበርእጠይቃለሁ፡፡

ከ

1994

ዓ.ም.

ጀምሮእየተተገበረባለውየፍትሕስርዓትማሻሻያፕሮግራምምክንያትየፌዴራልፍ/ቤቴየፍትሀብሔርፍትሀስጣጥለባለጉዳዮችያለውተደራሽነትበእርስዎእይታ (ከ 2003 - 2007 ዓ.ም. ባለውጊዜ)

ተሻሻሏል ☐ አልተሻሻለም ☐ ጥአላየሁበትም ☐

ከዚህበላይለቀረበውጥያቂመልስዎተሻሻሏልከሆነመሻሻሉንበምንይገልፁታል

- የባለጉዳዮችናዳኞችየክርክርወቅትንቁተሳትፎማደግ ☐
- በፍ/ቤትአሰራርየባለድርሻአካላትናየህብረተሰቡተሳትፎማደግ ☐
- የህግግንዛቤማስጨበጫመድረኮችመብዛት ☐
- የፍ/ቤቴነፃነትመጠናከር ☐
- የዳኞችናሌሎችሰራተኞችየስራውጤታማነትናቀልጣፋነትማደግ ☐
- የፍ/ቤቴየአሰራርሂደቶችማጠርናመቀላጠፍ ☐
- የፍ/ቤቴሰራተኞችስነምግባርመሻሻል ☐
- የክርክሮችዕድሜማጠር ☐
- የጥብቅናአገልግሎትጥራትናአቅርቦትመጨመር ☐
- የፍ/ቤቴየስራቁሳቁሶችአቅርቦትማደግ ☐
- ነፃየህግምክርመበራከት ☐
- ሌላበፍ/ቤቴየፍትሀብሔርአገልግሎትአሰጣጥተደራሽነትላይያዩትመሻሻልካለበገልጹልኝ_____

Annex 4

Key Interview Questions

ለፍ/ቤትአመራሮችየሚቀርብቃለመጠይቅ

የፍትህማሻሻያፕሮግራምከ 1994 ዓ.ም.ጀምሮላለፉት 16 ዓመታትበፌዴራልፍ/ቤቶችበመተግበርላይይገኛል።ይህጥናትግንክ 2003 እስከ 2007 ዓ.ም. ድረስያለውንየፍትህማሻሻያፕሮግራሙትግበራእናያስከተላቸውንበጎለውጦችብቻይመለከታል። በተጨማሪምየፍትህማሻሻያውትግበራብዙበጎለውጦችያስገኘሊሆንዩዚህጥናትማጠንጠኛግንየፍትህማሻሻያትግበራውበፌዴራልፍ/ቤቶችየፍትህተደራሽነትላይያመጣውንበጎለውጦችብቻየሚመለከትይሆናል። በተለይደግሞየፍትህማሻሻያውትግበራድህእናአቅምላነሳቸውወገኖችየፌዴራልፍ/ቤቶችንየፍትህተደራሽነትምንያህልክሻላቸውየሚለውጉዳይየዚህጥናትትኩረትነው። ሌላውጥናቱየፍትህብሄርጉዳዮችንብቻየሚመለከትነው። ስለዚህለቃለመጠይቁምላሸበሚሰጡበትወቅትእነዚህንየጥናቱንአውዶችግምትውስጥእንዲያስገቡአስቀድሜበማክበርእጠይቃለሁ።

ለዝግጅትእንዲረዳዎትምላሽየሚሰጡባቸውንጥያቄዎችከዚህበታችዘርዘራዎቻቸዋለሁ።

1. የፍትህማሻሻያፕሮግራሙትግበራእርስዎሚሰሩበትንፍ/ቤትተደራሽነትከማሻሻልአንፃርያበረከታቸውአስተዋፅኦዎችምንድንናቸው ? (

አስተዋፅኦዎቹን ከሚሰሩበት ፍ/ቤት ተቋማዊ አደረጃጀት እና የአሰራሮች መሻሻል፤
 የሰው ኃይል መጨመር፤ የስራ ቁሳቁሶች፤ ማስቻያ ስፍራ እና ቢሮዎች አቅርቦት ማደግ፤
 ከአገልግሎት አሰጣጥ ጥራት፤ ቅልጥፍና እና ውጤታማነት ማደግ፤
 የሰራተኞች የስራ ተነሳሽነት እና ስነምግባር መሻሻል፤ የመልካም አስተዳደር ችግሮች መቀረፍ፤
 የዳኝነት ነፃነት መጠናከር፤ አማራጭ መግቢያ መፍቻዎች ማደግ፤ የባለድርሻ አካላት ተሳትፎ ማደግ፤
 የፍ/ቤት ባለጉዳዮች እርካታ ማደግ፤
 ለድህረ ምረቃ ፖሊሲ ሽራ ስራ ማድረግ፤ የሚሰጠው ነፃ የህግ ማማከርና ሌሎች ድጋፎች መጠናከር እና ከመሳሰሉት
 አንፃር ሊያዩ አቸው ይችላሉ)

ለጠበቆች የሚቀርብ ቃለመጠይቅ

የፍትህ ማሻሻያ ፕሮግራም ከ 1994 ዓ.ም. ጀምሮ ላለፉት 16 ዓመታት በፌዴራል ፍ/ቤቶች በመተግበር ላይ ይገኛል፡፡ ይህ ጥናት ግንኙነት ከ 2003 እስከ 2007 ዓ.ም. ድረስ ያለውን የፍትህ ማሻሻያ ፕሮግራም ትግበራ እና ያስከተላቸውን በጎ ለውጦች ብቻ ይመለከታል፡፡ በተጨማሪም የፍትህ ማሻሻያው ትግበራ በዘመናዊ ስልጣን ሆኖ የሚሰጥ ህግና ትግጥ ጠንቅቆ የፍትህ ማሻሻያው ትግበራ በፌዴራል ፍ/ቤቶች የፍትህ ተደራሽነት ላይ ያመጣውን በጎ ለውጦች ብቻ የሚመለከት ይሆናል፡፡ በተለይ ደግሞ የፍትህ ማሻሻያው ትግበራ ድህረ ምረቃ ምላሳቸው ወገኖች የፌዴራል ፍ/ቤቶችን የፍትህ ተደራሽነት ምን ያህል አሻሽላቸው የሚለው ጉዳይ የዚህ ጥናት ትኩረት ነው፡፡ ሌላው ጥናቱ የፍትህ ሀብት ምርጫዊነትን ብቻ የሚመለከት ሲሆን ከአስረኛ የፌዴራል መጀመሪያ ደረጃ ፍ/ቤቶች መካከል የፌዴራል መጀመሪያ ደረጃ ደረጃ፤ አራዳ እና የካምፑስ ስልጣን ሰጥተው ስራ ላይ ያደረጉትን፤ ከሶስቱ የፌዴራል ክፍተኛ ፍ/ቤቶች መካከል የፌዴራል ክፍተኛ ፍ/ቤት ደረጃ ታም ድብቅ ሎትን እንዲሁም የፌዴራል ጠቅላይ ፍ/ቤትን ብቻ እንደናውና መርጦ የሚያጠናክረው፡፡ ስለዚህ ሀላፊነት ላይ የሚገኙ ሰጠው ቅሬታ እንዲሆን የጥናቱን አውድ ችግሮች ውስጥ እንዲያስገቡ አስቀድሞ ማስቀመጥ አስፈላጊ ይሆናል፡፡ የሚሰጡት ምላሽ ለጥናቱ ጽሑፍ ብቻ የሚውል መሆኑና ማንነቱ በጥናቱ የማይገለፅ በሚሰጥ ምረቃ ሆኖ ይህ ባይከበር ግን ጥናት አድራጊው የህግ ተጠያቂነት እንዳለበት እንልሳለሁ፡፡

ለዝግጅት እንዲረዳዎት ምላሽ የሚሰጡባቸውን ጥያቄዎች ከዚህ በታች ዘርዝራለን፡፡

1. የፍትህ ማሻሻያ ፕሮግራም ትግበራ በእርስዎ እይታ የፌዴራል ፍ/ቤቶች ለባለጉዳዮች በተለይ ድህላሆችና አቅም ላላቸው ወገኖች ያላቸውን ተደራሽነት ከማሻሻል አንፃር ያበረከታቸው አስተዋፅኦዎች ምን ያህል ናቸው ይላሉ፡፡ ? (አስተዋፅኦዎቹን ከጥብቅና መያዝ አገልግሎት ጥራት መሻሻል፤ የጠበቆች ቁጥር ማደግ፤ የጠበቆች እና ዳኞች ተናቦ መስራት ማደግ፤ የጠበቆች ስነምግባር መሻሻል፤ ከፍ/ቤቶች አሰራር መሻሻል፤ ከፍ/ቤቶች አገልግሎት አሰጣጥ ጥራት፤ ቅልጥፍና እና ውጤታማነት ማደግ፤ የዳኝነት ነፃነት መጠናከር፤ የውሳኔዎች ጥራት ማደግ፤ የዳኞችና ደጋፊ ሰራተኞች የስራ ተነሳሽነት፤ ብቃት እና ስነምግባር ማደግ፤ የፍ/ቤት ባለጉዳዮች እርካታ እና ለፍ/ቤቱ ያላቸው እምነት ማደግ፤ ለድህረ ምረቃ ፖሊሲ ሽራ ስራ ማድረግ፤ የሚሰጠው ነፃ የህግ ማማከርና ሌሎች ድጋፎች መጠናከር እና ከመሳሰሉት አንፃር ሊያዩ አቸው ይችላሉ)

ለፍርድቤትደጋፊሰራተኞችየሚቀርብቃለመጠይቅ

የፍትህማሻሻያፕሮግራምከ 1994 ዓ.ም. ጀምሮለባለፉት 16 ዓመታትበፌደራልፍ/ቤቶችበመተግበርላይይገኛል።ይህጥናትግንከ 2003 እስከ 2007 ዓ.ም. ድረስያለውንየፍትህማሻሻያፕሮግራሙትግበራእናያስከተላቸውንበጎለውጦችብቻይመለከታል። በተጨማሪምየፍትህማሻሻያውትግበራብዙበጎለውጦችያስገኘሊሆንዩዚህጥናትማጠንጠኛግንየፍትህማሻሻያውትግበራበፌደራልፍ/ቤቶችየፍትህተደራሽነትላይያመጣውንበጎለውጦችብቻየሚመለከትይሆናል። በተለይደግሞየፍትህማሻሻያውትግበራድህእናአቅምላነሳቸውወገኖችየፌደራልፍ/ቤቶችንየፍትህተደራሽነትምንያህልክሻሻለላቸውየሚለውጉዳይዩዚህጥናትትኩረትነው። ሌላውጥናቱየፍትህብሄርጉዳዮችንብቻየሚመለከትነው። ስለዚህለቃለመጠይቁምላሽበሚሰጡበትወቅትእነዚህንየጥናቱንወሰኖችግምትወስኖእንዲያስገቡአስቀድሜ በማክበርእጠይቃለሁ። የሚሰጡትምላሽለጥናቱፍጆታብቻየሚውልመሆኑናማንነቶበጥናቱየማይገለፅበሚስጥርየሚያዝሊሆን ይህባይከበርግንጥናትአድራጊውየህግተጠያቂነትእንዳለበትእገልጻለሁ።

ለዝግጅትእንዲረዳዎትምላሽየሚሰጡባቸውንጥያቄዎችከዚህበታችዘርዘራዎችዋለሁ።

1. የፍትህማሻሻያፕሮግራሙትግበራእርስዎየሚሰሩበትንፍ/ቤትበተለይድህለሆኑናአቅምላነሳቸውወገኖችያለውንተደራሽነትከማሻሻልአንፃርያበረከታቸውአስተዋፅኦዎችምንድንናቸው ? (አስተዋፅኦዎቹንከሚሰሩበትፍ/ቤትተቋማዊአደረጃጀትእናየአሰራሮችመሻሻል፤ ከአገልግሎትአሰጣጥጥራት፤ ቅልጥፍናእናውጤታማነትማደግ፤ የሰራተኞችየሰራተኛሽነትእናስነምግባርመሻሻል፤ የደመወዝማደግ፤ የመስሪያቁሳቁሶችእናቢሮዎችአቅርቦትማደግ፤ የመልካምአስተዳደርችግሮችመቀረፍ፤ ከዳኛጋርበስራየመደጋገፍሁኔታማደግ፤ የፍ/ቤትባለጉዳዮችእርካታማደግ፤ ለድህረደጋፍለሚሹዜጎችየሚሰጠውነፃየህግማማከርናሌሎችድጋፎችመጠናከርእናከመሳሰሉት አንፃርሊያዩአቸውይችላሉ)

ለተመራማሪዎችየሚቀርብቃለመጠይቅ

የፍትህማሻሻያፕሮግራምከ 1994 ዓ.ም. ጀምሮለባለፉት 16 ዓመታትበፌደራልፍ/ቤቶችበመተግበርላይይገኛል።ይህጥናትግንከ 2003 እስከ 2007 ዓ.ም. ድረስያለውንየፍትህማሻሻያፕሮግራሙትግበራእናያስከተላቸውንበጎለውጦችብቻይመለከታል። በተጨማሪምየፍትህማሻሻያውትግበራብዙበጎለውጦችያስገኘሊሆንዩዚህጥናትማጠንጠኛግንየፍትህማሻሻያውትግበራበፌደራልፍ/ቤቶችየፍትህተደራሽነትላይያመጣውንበጎለውጦችብቻየሚመለከትይሆናል። በተለይደግሞየፍትህማሻሻያውትግበራድህእናአቅምላነሳቸውወገኖችየፌደራልፍ/ቤቶችንየፍትህተደራሽነትምንያህልክሻሻለላቸውየሚለውጉዳይዩዚህጥናትትኩረትነው።

ሌላው ጥናቱ የፍትህ ብሄር ጉዳዮችን ብቻ የሚመለከት ሲሆን ከአስሩ የፌዴራል መጀመሪያ ደረጃ ፍ/ቤቶች መካከል የፌዴራል መጀመሪያ ደረጃ ልዩነት፣ አራዳኝና የካምፎብች ሎቶችን፤

ከሶስቱ የፌዴራል ከፍተኛ ፍ/ቤቶች መካከል የፌዴራል ከፍተኛ ፍ/ቤት ልዩነትም ድብች ሎትን እንዲሁም የፌዴራል ጠቅላይ ፍ/ቤትን ብቻ እንደናሙና መርጠው የሚያጠናነው፡፡

ስለዚህ ለቃለ መጠይቁም ላሽን በሚሰጡበት ወቅት እነዚህን የጥናቱን አውዶች ግምት ውስጥ እንዲያስገቡ አስቀድሜ በማክበር እጠይቃለሁ፡፡

የሚሰጡትም ላሽ ለጥናቱ ጆታ ብቻ የሚውል መሆኑና ማንነቱ በጥናቱ የማይገለፅና በሚስጥር የሚያዝሊሆን ይህ ባይከበር ግን ጥናት አድራጊው የህግ ተጠያቂነት እንዳለበት እገልጻለሁ፡፡

ለዝግጅት እንዲረዳዎትም ላሽ የሚሰጡባቸውን ጥያቄዎች ከዚህ በታች ዘርዝራለሁ፡፡

1. በእርስዎ እይታ የፍትህ ማሻሻያ ፕሮግራሙት ግበራ የፌዴራል ፍ/ቤቶች ለባለ ጉዳዮች በተለይ ድህላሆኑና አቅም ላላቸው ወገኖች ያላቸውን ተደራሽነት ከማሻሻል አንፃር ያበረከታቸው አስተዋፅኦዎች ምን ድንገቶች ይላሉ? (

አስተዋፅኦዎቹን በሰብአዊ መብት ስታንዳርዶች መመዘኛዎች አንፃር ካላቸው የተደራሽነት ማደግ፤

ከዳኝነት ነፃነት መጠናከር፤ ከፍ/ቤት ባለ ጉዳዮች እርካታ እና ለፍ/ቤቱ ያላቸው እምነት ማደግ፤

ለድህረ ምረቃ ለሚሹዜ ጎች የሚሰጠው የህግና ሌሎች ድጋፎች መጠናከር፤

የነፃ የህግ ማማከር እና ድጋፍ መስፋፋት እና ከመሳሰሉት አንፃር ሊያዩ አቸው ይችላሉ)

