

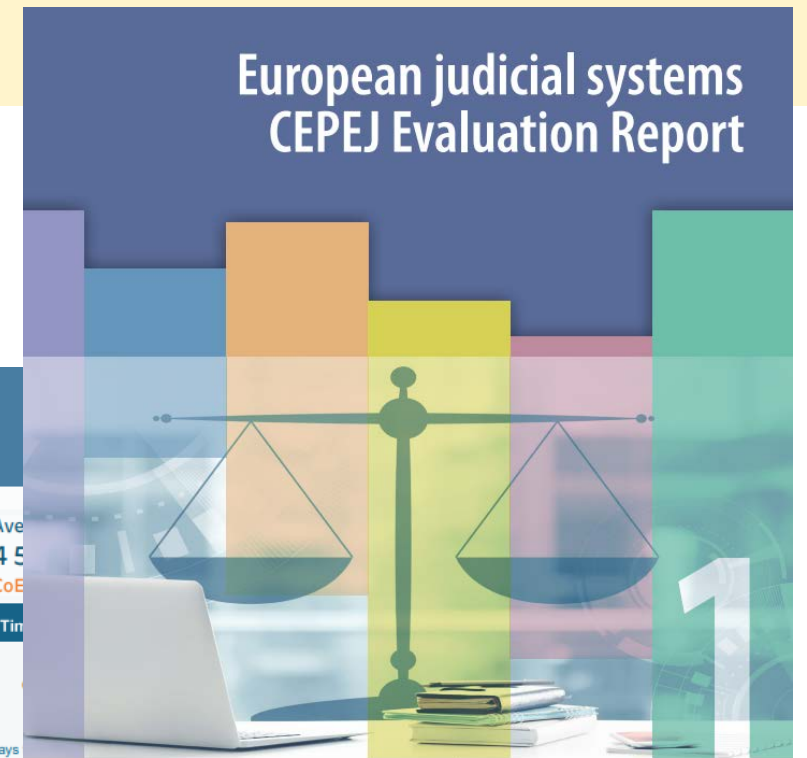
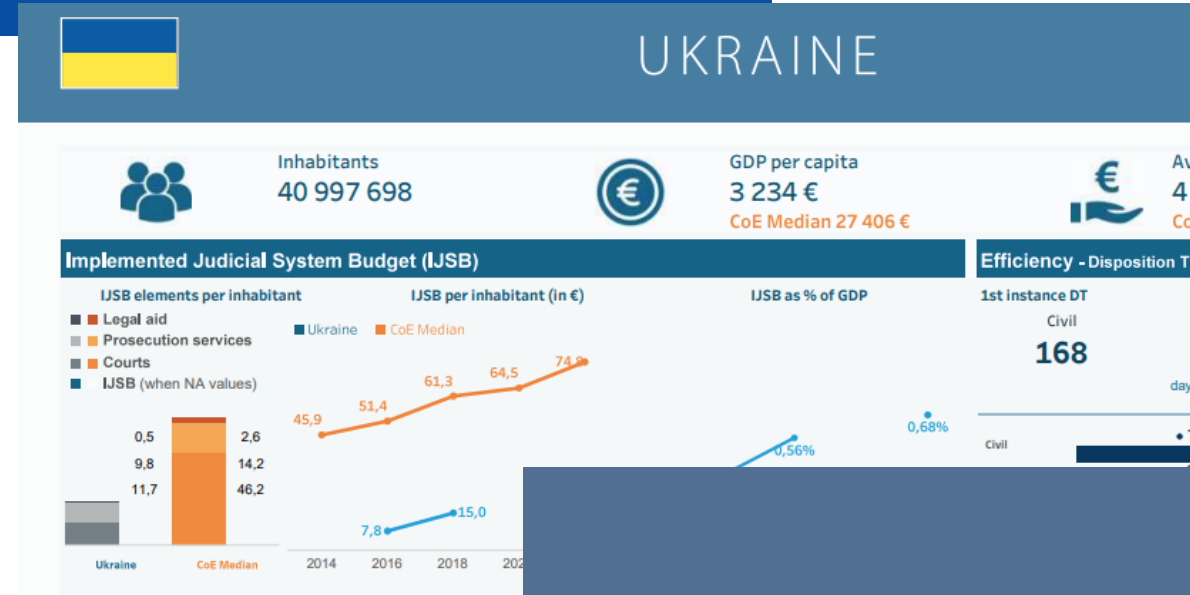
# MEASURING THE SPEED AND QUALITY OF CASE HANDLING

**Vaida Petravičienė**  
International Expert

# INSTRUMENTS


- **CEPEJ**

- **NATIONAL STANDARDS**



**LITHUANIAN COURTS  
PERFORMANCE RESULTS  
» 2024**

A reliable, wise, efficient,  
and authoritative court is  
the guarantee of a strong  
rule of law.



# PRECONDITIONS



**Clear Legal/Data Entry Frameworks**



**Centralized Digital Case Management System**



**Standardized Data Collection**



**Knowledge and Commitment/Obligation**

# APPROACH TO MEASURING CASE HANDLING

## Focus Areas:

- **Speed – Ensuring Cases are Resolved in Reasonable Time**
- **Quality – Ensuring Fairness, Consistency and Transparency in Decision-Making**



		Clearance Rate		Disposition Time (in days)	
Civil	1st Instance	99%	100%	116	239
	2nd Instance	102%	99%	72	200
	Highest Instance	105%	105%	451	152
Criminal	1st Instance	101%	99%	73	133
	2nd Instance	102%	99%	59	110
	Highest Instance	93%	100%	220	101
Administrative	1st Instance	98%	98%	79	292
	2nd Instance	110%	103%	170	215
	Highest Instance	NAP	102%	NAP	234

# SPEED

## Main Indicators

- **Disposition Time**
- **Clearance Rate**
- **Case Turnover Ratio**
- **Backlog Ratio**



# SPEED: LITHUANIAN PRACTICE

**Cepej: Disposition Time = (Pending Cases at the End of Reporting Period / Resolved Cases at the End of Reporting Period)\*365**

**LT Practice for Annual Report: Cases Processing Duration = Time from Cases Initiation in Court till the Final Procedural Decision (In days)**



**Identify Where Procedural Delays Occur**



**Causes of Delay**



# CAUSES OF DELAY



**Request of a Party for Adjournment of a Hearing**



**Involving Other Persons in the Proceedings**



**Revised or Amended Claim Filed; Qualification of the Offence Changed**



**Suspension of Proceedings due to the Expert Examination**



**Parties to the Proceedings Failed to Attend a Court Hearing**



**Creation of Opportunities for Reconciliation**



**Change of A Judge/Panel Hearing the Case**

# CAUSES OF DELAY: EVALUATION

**Courts Indicate the Causes in Particular Cases**



**Evaluation of Most Frequent Causes Ratio the Prolonged Cases**



**Frequency of Recurrence**

- **Clear Evidence Base** how to **Accelerate Procedures**
- **Lead to Targeted Legislative Initiatives**
- **Strengthen Public Communication and Trust**



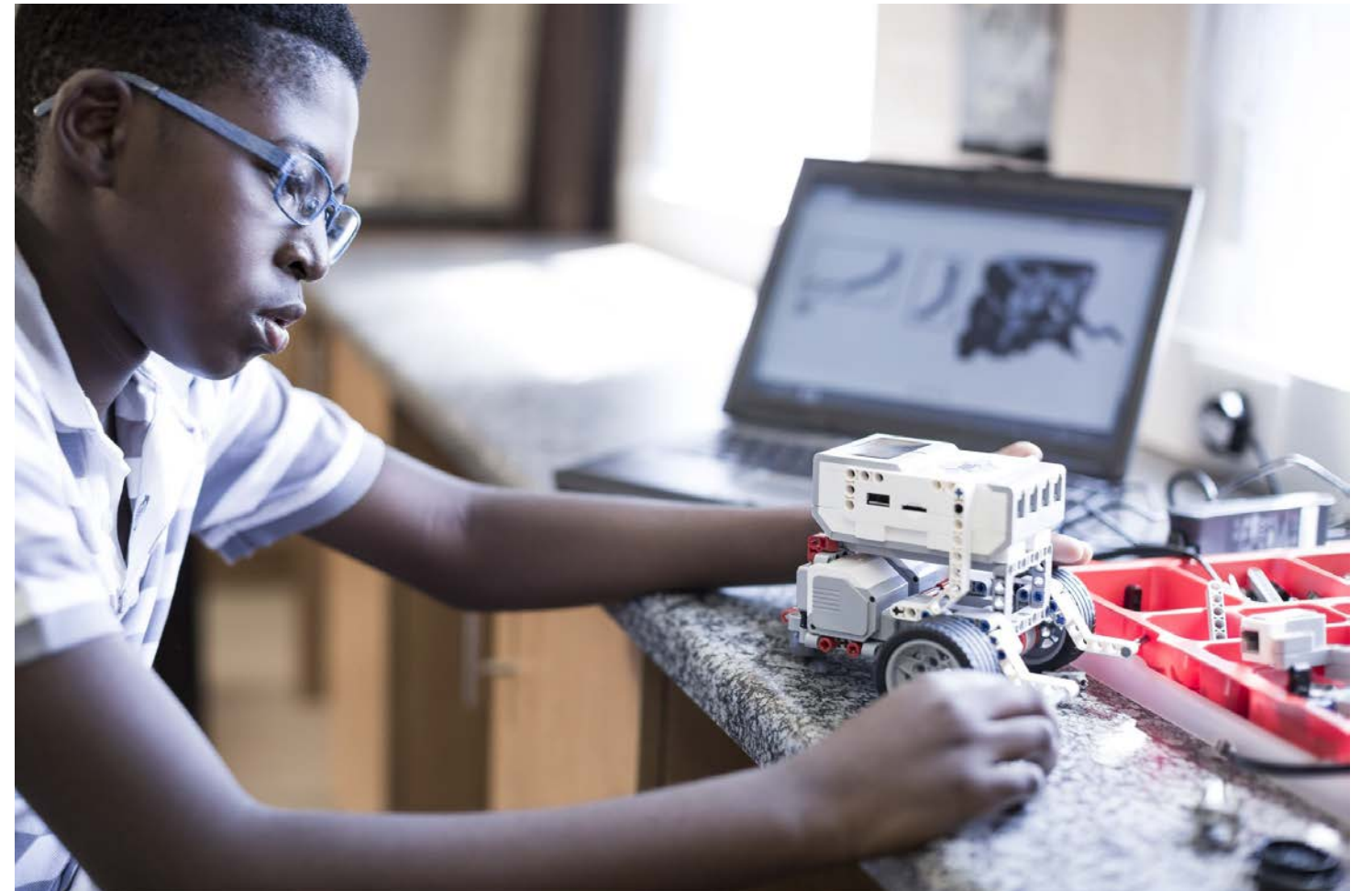
# COMPLEXITY ANALYSIS

**Complexity of Cases is Important**

**Standardized for a Group of Courts**

**Explicit and Clear for People Registering Data**

**Restrictions: organizational, legal, IT**



# QUALITY

- **Judicial Independence – Appointment of Judicial Corps, Budgeting, Sufficient Other Resources, Institutional and Legislative Frameworks for Efficient Operation**
- **Use of Digital Systems is of High Importance**

**ICT Deployment Index** – Measures availability of digital tools.

**ICT Usage Index** – Measures how actively these tools are used.

**New AI-driven tools** are beginning to appear.

Map 6.5 ICT Deployment Index



# QUALITY

- **Public Trust and Access to Justice:**

**Accessibility of Legal Information**

**Digital Accessibility of Court Services**

**User Satisfaction Surveys**

**Legal Aid Accessibility**

**Protection of Vulnerable Groups**

- **Consistency in Decisions**

On average, in 2024,  
appellate complaints were  
filed and reviewed for

**4,4 %**

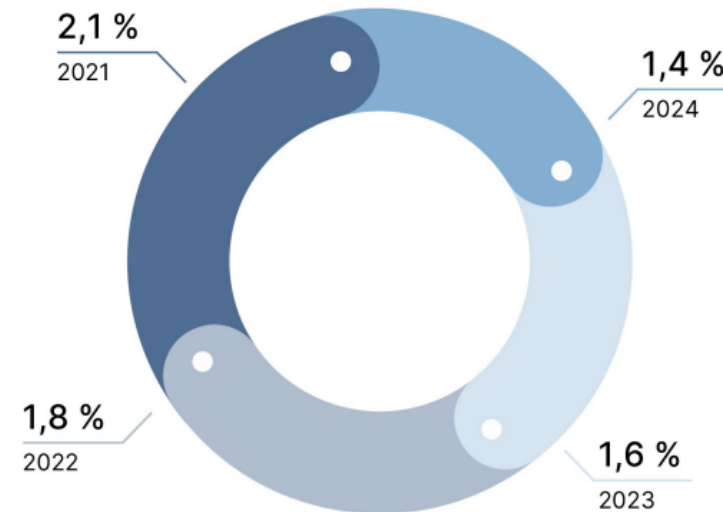
of all decisions made  
by Lithuanian courts

Only

**1,4 %**

of court decisions were  
modified or annulled

The number of court decisions that are modified or annulled has decreased every year:



More details:

[OPEN COURTS](#)

# TURNING DATA IN ACTIONS

## Caseflow Management Reforms:

- **To Prioritize Urgent Cases**
- **To Adopt Decisions to Decriminalize Some Activities**
- **To Pass Laws for Procedural Changes**
- **To Implement Measures for Advanced Case Scheduling and Monitoring**
- **To Strengthen Digitalization Procedures**
- **To Use AI-powered Tools**



# TURNING DATA IN ACTIONS (2)

## Caseflow Management Reforms:

- **To Strengthen Alternative Dispute Resolution**
- **To Deploy Additional Human Resources: Judges, other Personnel**
- **To Strengthen Capacity Building Activities**
- **To Make Additional Workload Analysis for Distribution of Cases**



# ROLE OF DIGITAL TOOLS AND SOFTWARE IN CASE MANAGEMENT

**Vaida Petravičienė**  
International Expert

# BENEFITS OF DIGITALIZATION

**Faster Case Processing**

**Improved Transparency and Public Trust**

**Enhanced Access to Justice**

**Better Judicial Resource Allocation**

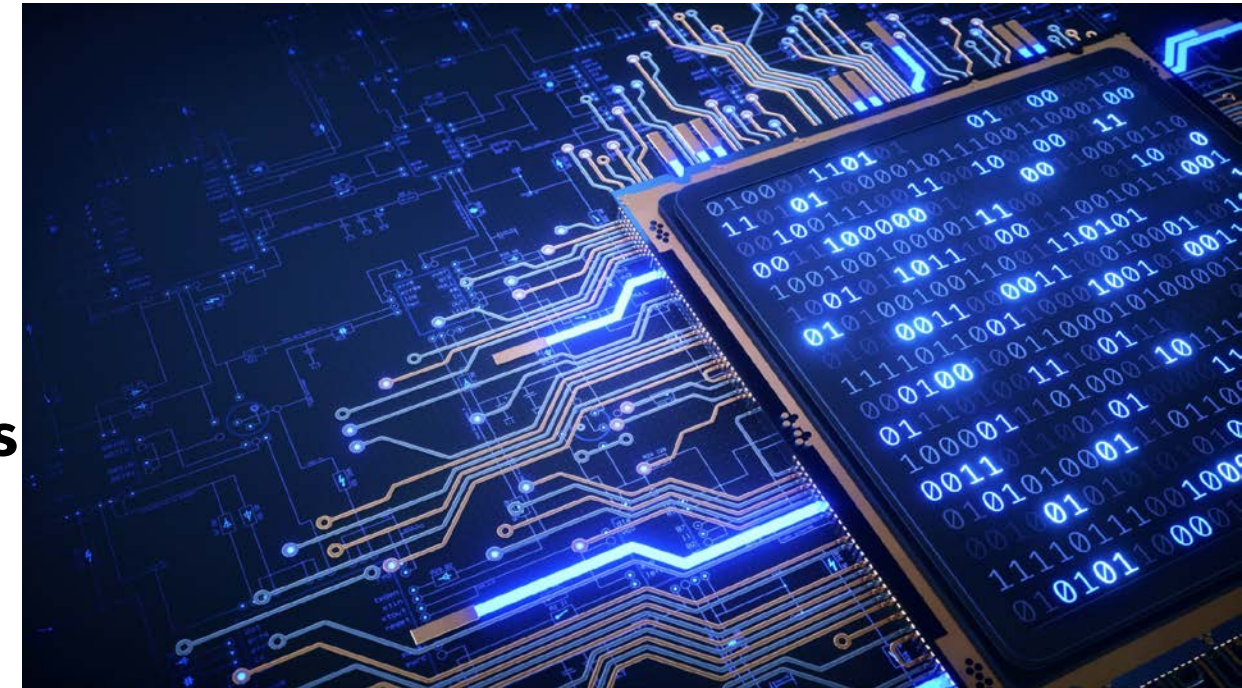
**Stronger Security and Data Protection**

**Judiciary**

**Court Clients**

**Governing Authorities**

**Society in General**



# ICT REQUIREMENTS

**Up to Date (CMS, don't forget AI impact)**

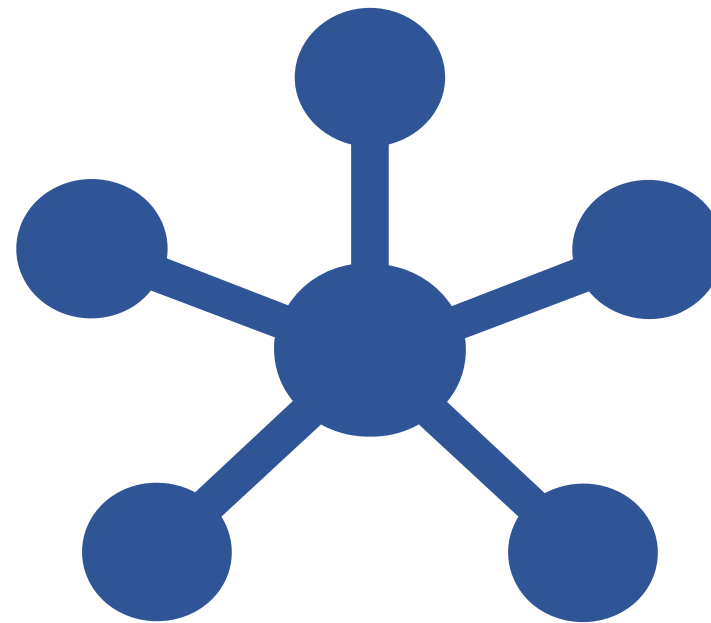
**More expanded  
Centralization of  
ICT is a priority.**

**Secure  
Reliable**

**User Friendly for Courts and Clients**

**Structured Data Use**

**Commitment/Obligation to Work  
All Level Support**





# IS USE CASES



**Registration and Storing Data of Case Examination**



**Resource Planning**



**Automatic Algorithm for Allocation of Cases**



**Publication of Courts Data**



**Evaluation of Courts/Judges Performance**



**Exchange of Data With Other IS**

# REGISTRATION AND STORING DATA OF CASE EXAMINATION

**Accurate and Structured Recording of Initial and Ongoing Data**



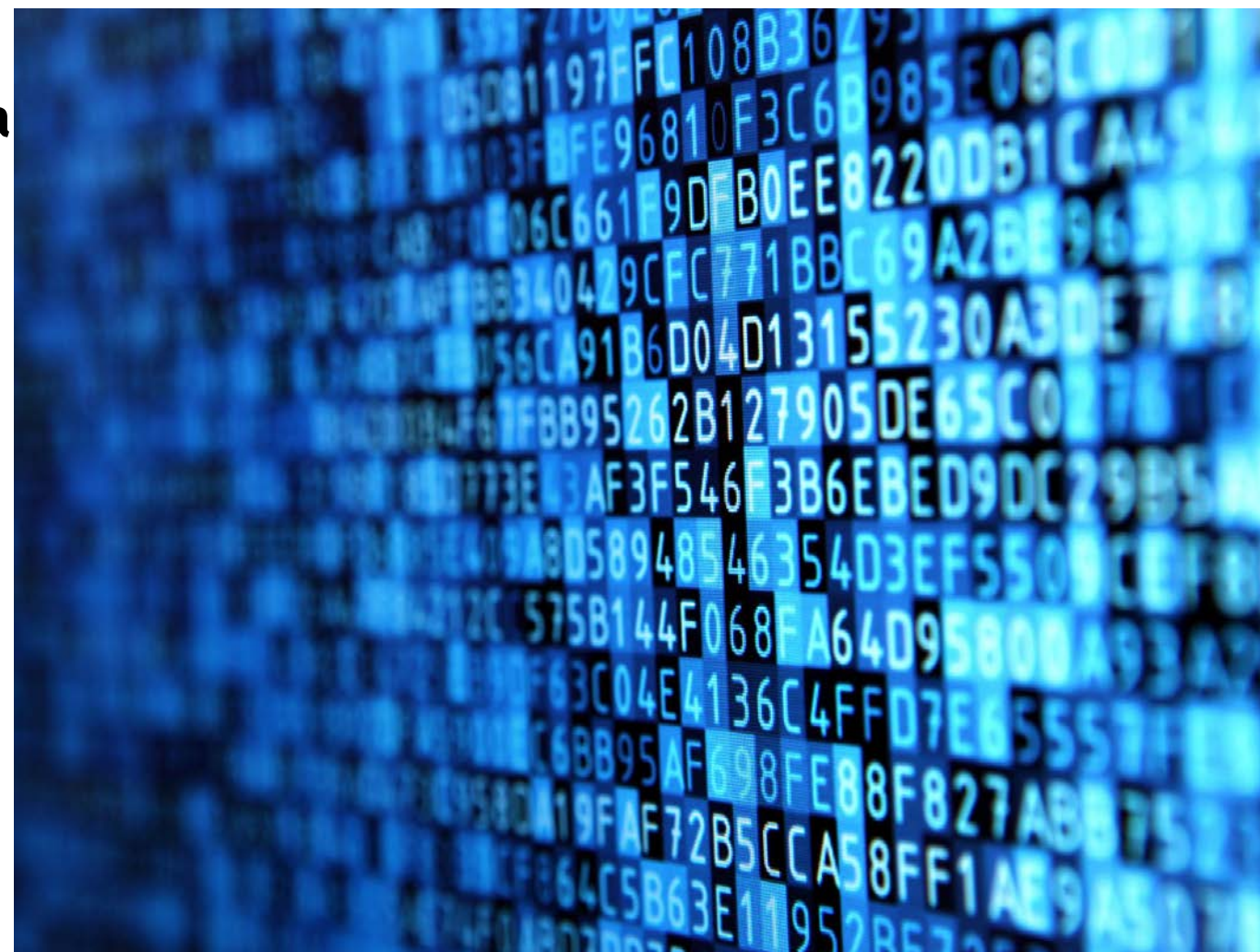
**Allow to Follow Examination**



**Reuse Data for Further Steps**



**Ensure High Quality of Data**



# AUTOMATIC ALLOCATION OF CASES

## 1. Automatically Evaluated Data:

**Case Data: Type, Category, Legal Requirements**

**Case Group with its Complexity/Weight Score**

**Information about Judges (Specialization, Judges Leave, Secondment, Holidays, Declaration of Interest)**

**Allocation History During Reporting Period**

## 2. Automatic Algorithm Forms the List of Judges: Random Score Plays A Role

**3. Once the Suggested Judge is Confirmed, the Protocol is Published**

**4. The Change of a Judge must be done in the Same Way**

## Teisėjų sąrašas:

Teisėjas	Pareigos	Bylų viso:	Bylų svoris viso:	Bylų teisėjo:	Svoris teisėjo:	TM teisėjo:	Svoris teisėjo:	TM svoris teisėjo:	Past. užimt. proc.:	Past. užimt.:	Išlyg. krūvis:	Užimt. (U)	Pareigos (P)	Skyrius (Sk)	Spec. (Sp)	Atsit. (A)	Rūš. koef.	Privalo nagrinėti	Atmetimo priežastis
Lubauskienė Laima 939	Teisėjas(a)	43	387	6	54	0	54	0	0%	0	0	333	0	0	1	32	1003362		
Liubinienė Inga 878	Teisėjas(a)	43	387	6	54, IT:1	0	54	0	0%	0	5	327	0	0	1	67	1003337		
Radzevičienė Loreta 805	Teisėjas(a)	43	387	2	18	0	18	0	0%	0	51	318	0	0	1	82	1003262		
Jakučiūnienė Asta 448	Teisėjas(a)	43	387	7	63, IT:1	0	63	0	0%	0	8	315	0	0	1	86	1003236		
Janavičienė Živilė 800	Teismo pirmininko pavaduotojas(a)	43	387	7	63	0	63	0	20%	11	0	313	0	0	1	63	1003193		
Kličinskienė Irmutė 543	Teisėjas(a)	43	387	7	63, IT:3	0	63	0	0%	0	8	313	0	0	1	30	1003160		
Bulakė Agneta 1208	Teisėjas(a)	43	387	8	72	0	72	0	0%	0	8	307	0	0	1	0	1003070		
Dapkevičienė Vilma 791	Teisėjas(a)	43	387	0	0	0	0	0	10%	5	8	374	0	-700000	1	42	303782		
Juknevičienė Snaigė 470	Teisėjas(a)	43	387	0	0	0	0	0	0%	0	0	387	0	-700000	0	83	-696047		

# EVALUATION OF COURTS/JUDGES PERFORMANCE

2022-04-08 Nr.

## 1. Reports of Evaluation of a Judge Performance (CEPEJ)

**Number of Resolved Cases**

**Ratio Between Received and Resolved Cases**

**Duration of Proceedings**

**Complexity of Cases must be reflected in these Evaluations**



**Uniform Classification System is Essential**

	2019-2021 metai	2021 metai	2020 metai	2019 metai
<b>Išnagrinėta bylų ir procesinių dokumentų per mėnesį (darbo krūvis):</b>				
Teisėjo	52.33	51.05	58.91	47.04
Apylinkės teisme	39.92	38.89	40.44	40.42
Apylinkių teismuose	35.06	34.25	34.24	36.70
<b>Išnagrinėta baudžiamųjų bylų</b>				
Iš viso	0	0	0	0
Iš jų priimant nuosprendį	0	0	0	0
<b>Vidutinė bylos nagrinėjimo trukmė (dienos)*</b>				
Teisėjo	0	0	0	0
Apylinkės teisme	122	146	126	102
Apylinkių teismuose	113	134	117	94
Apskūsta nuosprendžių	0	0	0	0
Apskūstų nuosprendžių procentas	0	0	0	0
Pakeista nuosprendžių	0	0	0	0
Panaikinta nuosprendžių	0	0	0	0
<b>Priimtų nuosprendžių stabilumas:</b>				
Teisėjo				

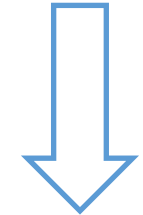
# EVALUATION OF COURTS/JUDGES PERFORMANCE (2)

## 2. Reports on Evaluation of Courts Performance

Disposition Time

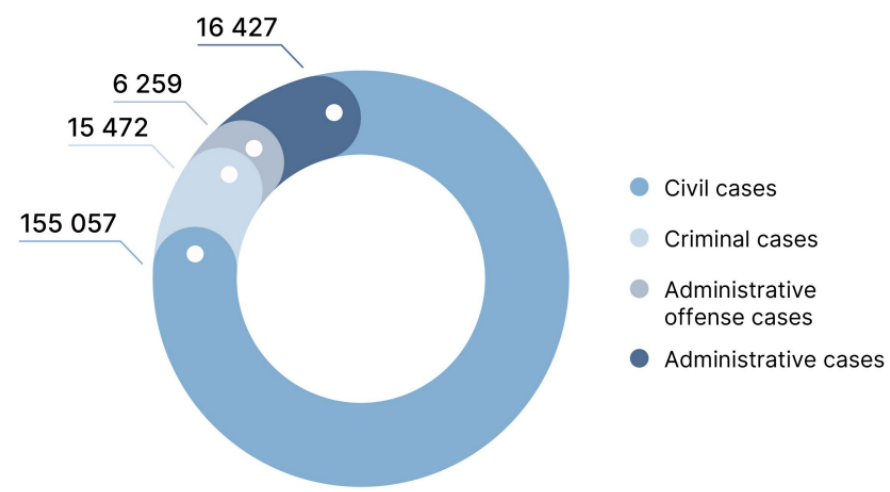
Clearance Rate

Workload Calculation

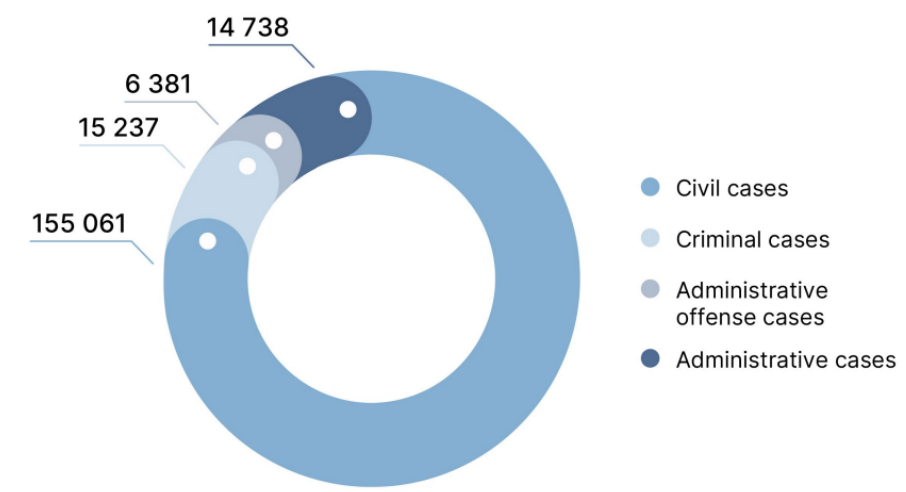


Evaluates the Complexity of Cases

In 2024, a total of 193 215 cases were received:

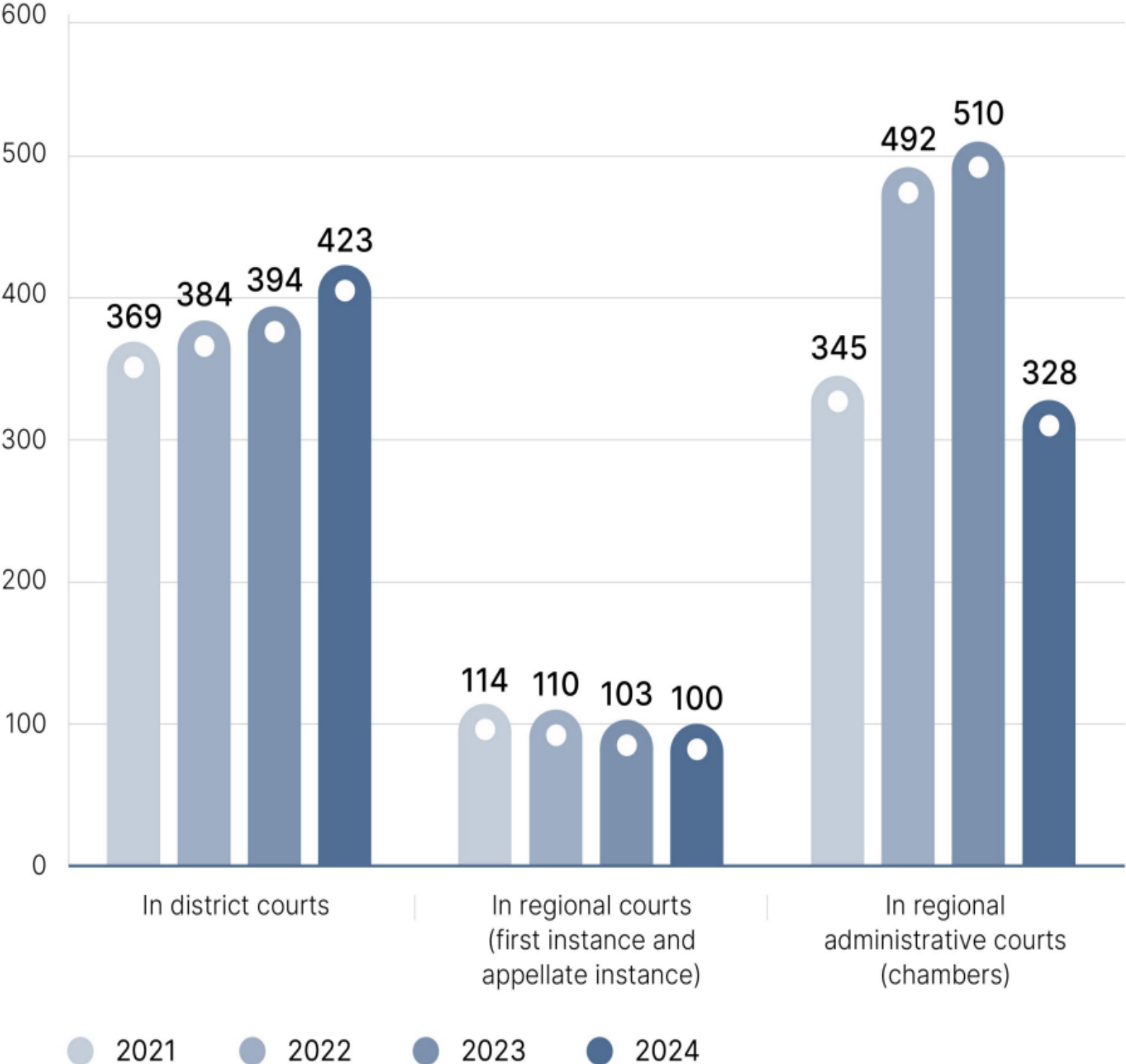


In 2024, a total of 191 417 cases were reviewed:



Compared to 2023, the number of civil cases resolved increased by	<b>5 %</b> ▲	Compared to 2023, the number of criminal cases resolved decreased by	<b>1 %</b> ▼	Compared to 2023, the number of administrative offense cases resolved in district courts increased by	<b>20 %</b> ▲
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**In 2024, on average, a single judge handled the following number of cases per year:**



**Changes in average workload indicators in 2024:**

The workload in district courts increased by **3,2%** ▲

One of the reasons for these changes is unfilled judicial positions in district courts.

The workload in regional courts (first and appellate instances) has decreased **3%** ▼

The workload in administrative courts increased by **3%** ▲

Several reasons for the increase in workload include unfilled judicial positions and the administrative court reform that took effect on January 1, 2024.



## Case Processing Duration in 2024



### The processing time has decreased:

18 ▾

days – administrative offense cases in district courts (first instance);

16 ▾

days – civil cases in the Lithuanian Court of Appeal;

20 ▾

days – civil cases in the Supreme Court of Lithuania;

30 ▾

days – criminal cases in the Supreme Court of Lithuania;

31 ▾

days – administrative offense cases in the Supreme Court of Lithuania;

38 ▾

days – administrative cases in the Supreme Administrative Court of Lithuania (appellate instance).



### The processing time has increased:

25 ▲

days – administrative cases in the Supreme Administrative Court of Lithuania (appellate instance for rulings);

39 ▲

days – criminal cases in regional courts (first instance);

40 ▲

days – administrative cases in the Regional Administrative Court;

43 ▲

days – criminal cases in the Lithuanian Court of Appeal.

More details:  
[OPEN COURTS](#)





**The purpose of judicial mediation** is to help the parties in civil and administrative cases resolve their disputes peacefully, with the assistance of one or more mediators (intermediaries).

A total of **819** judicial mediation processes were completed, with **48 %** of them resulting in the signing of settlement agreements.



Mediation processes initiated:

in civil cases	<b>945</b>
in administrative cases	<b>24</b>



Mediation proceedings completed:

in civil cases	<b>805</b>
in administrative cases	<b>14</b>



Conciliation agreements concluded in mediation proceedings:

in civil cases	<b>385</b>
in administrative cases	<b>7</b>

The majority of cases referred for judicial mediation were related to family law matters –

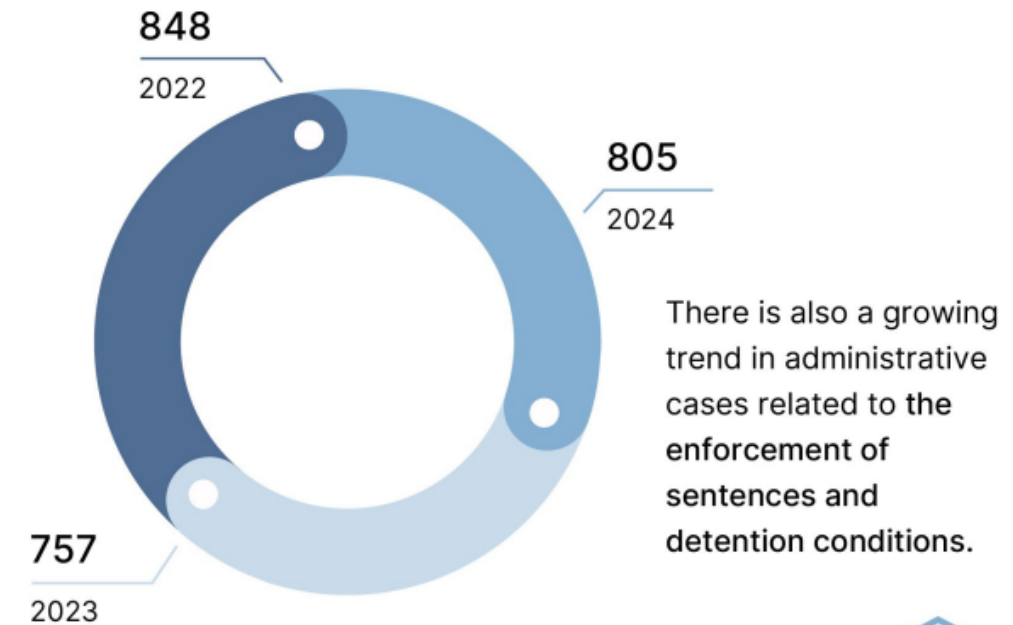
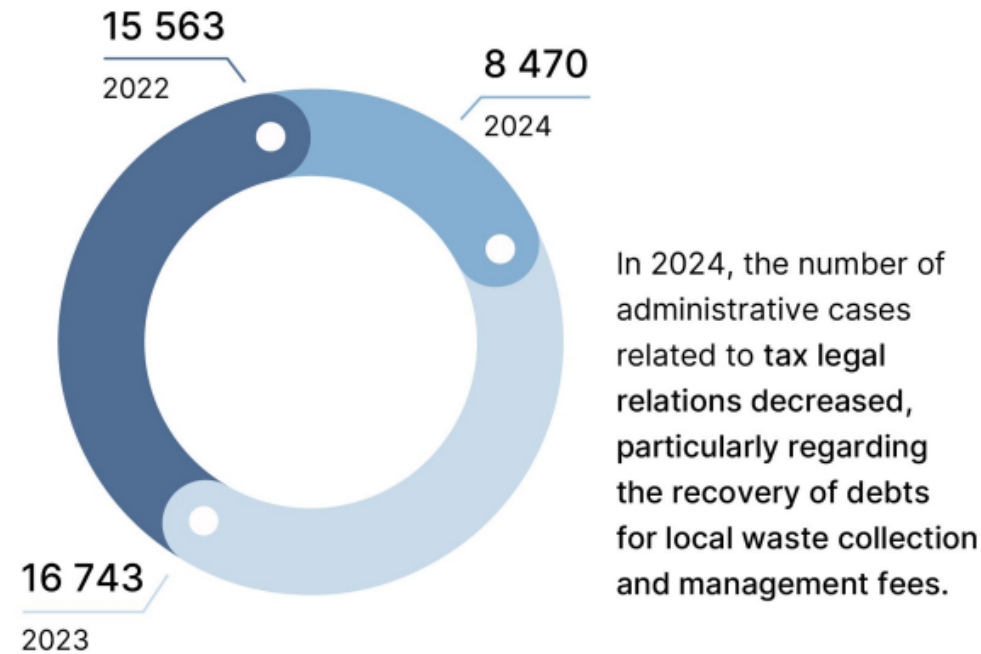
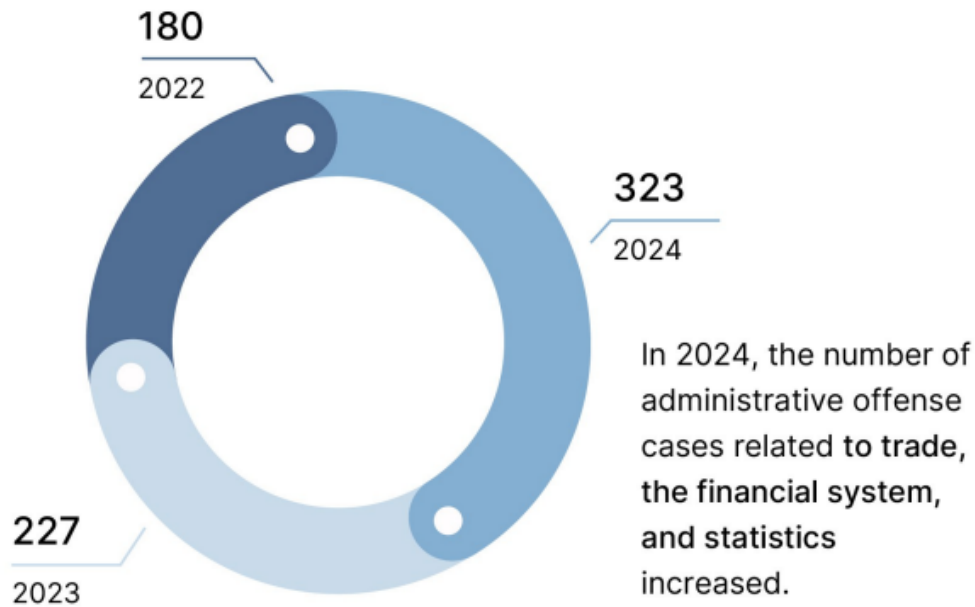
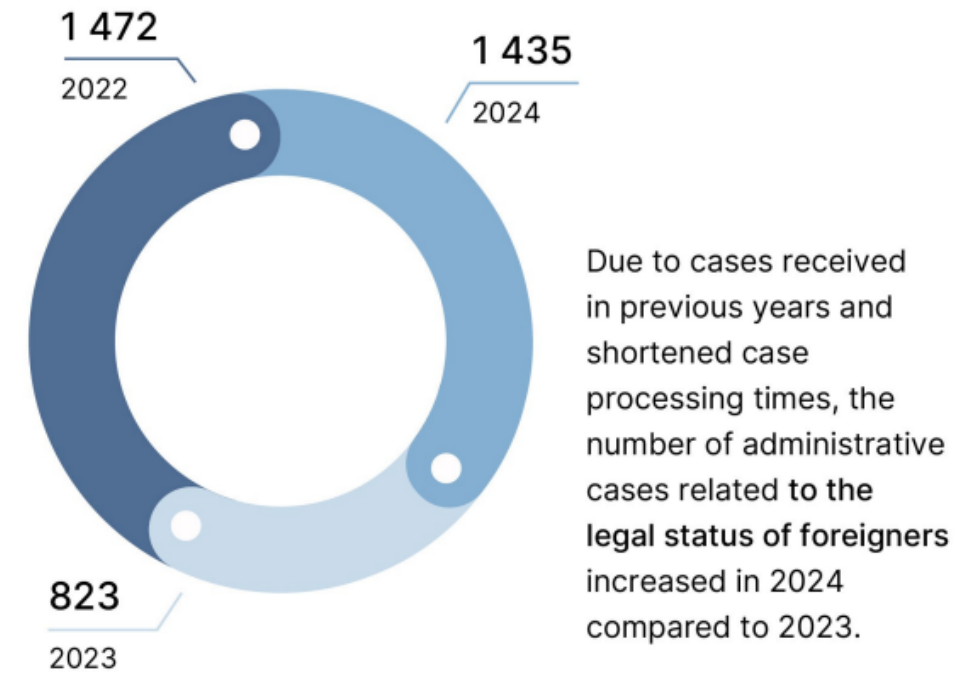
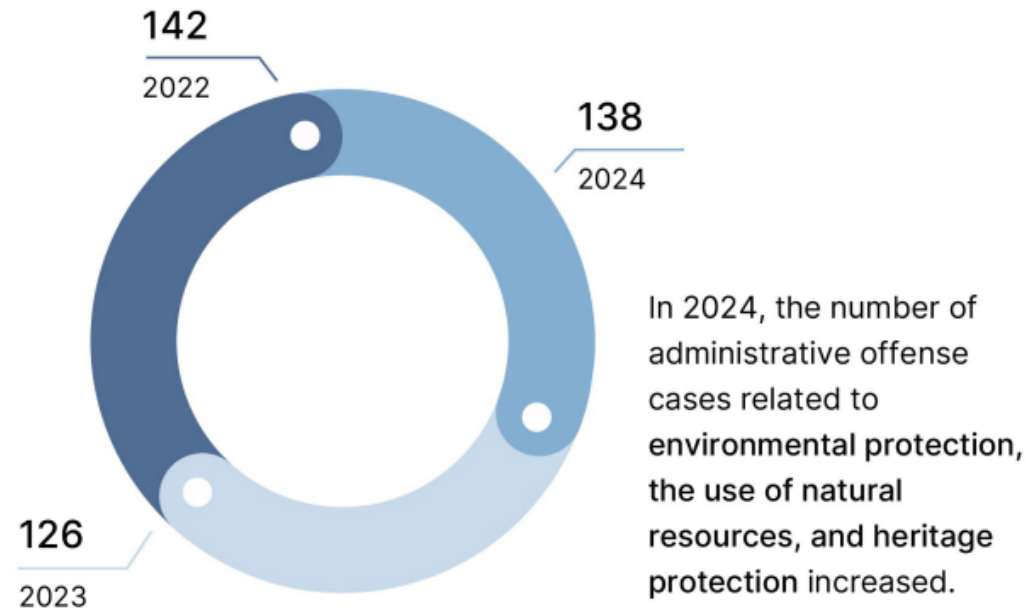
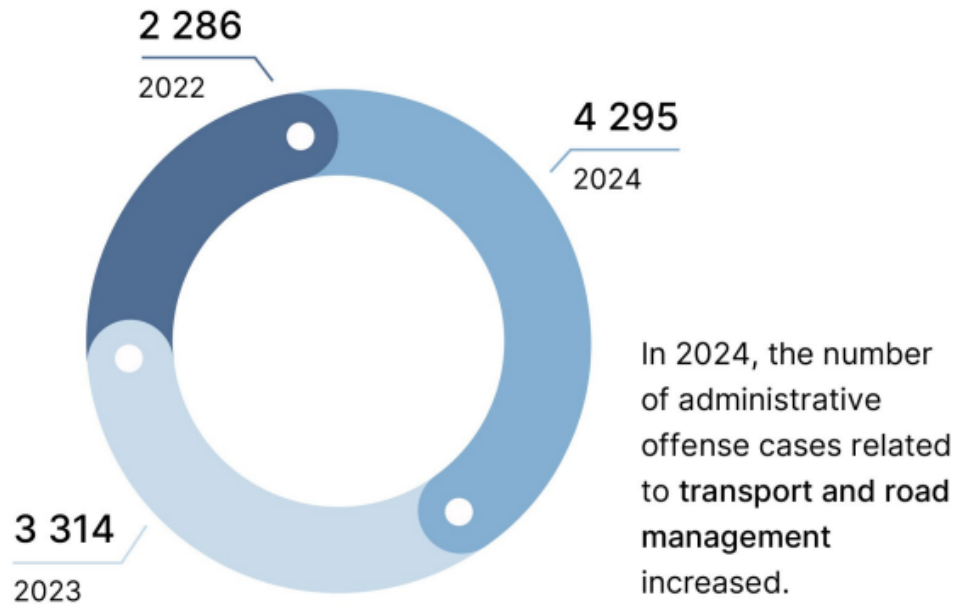
**414** cases.

At the end of the year,

**134**

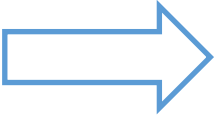
judges held the status of court mediator.





# RESOURCE PLANNING

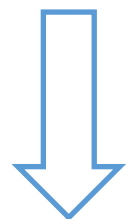
Case Weighting System  
based on Courts Data



# PUBLICATION OF COURTS DATA

Open Data Policy

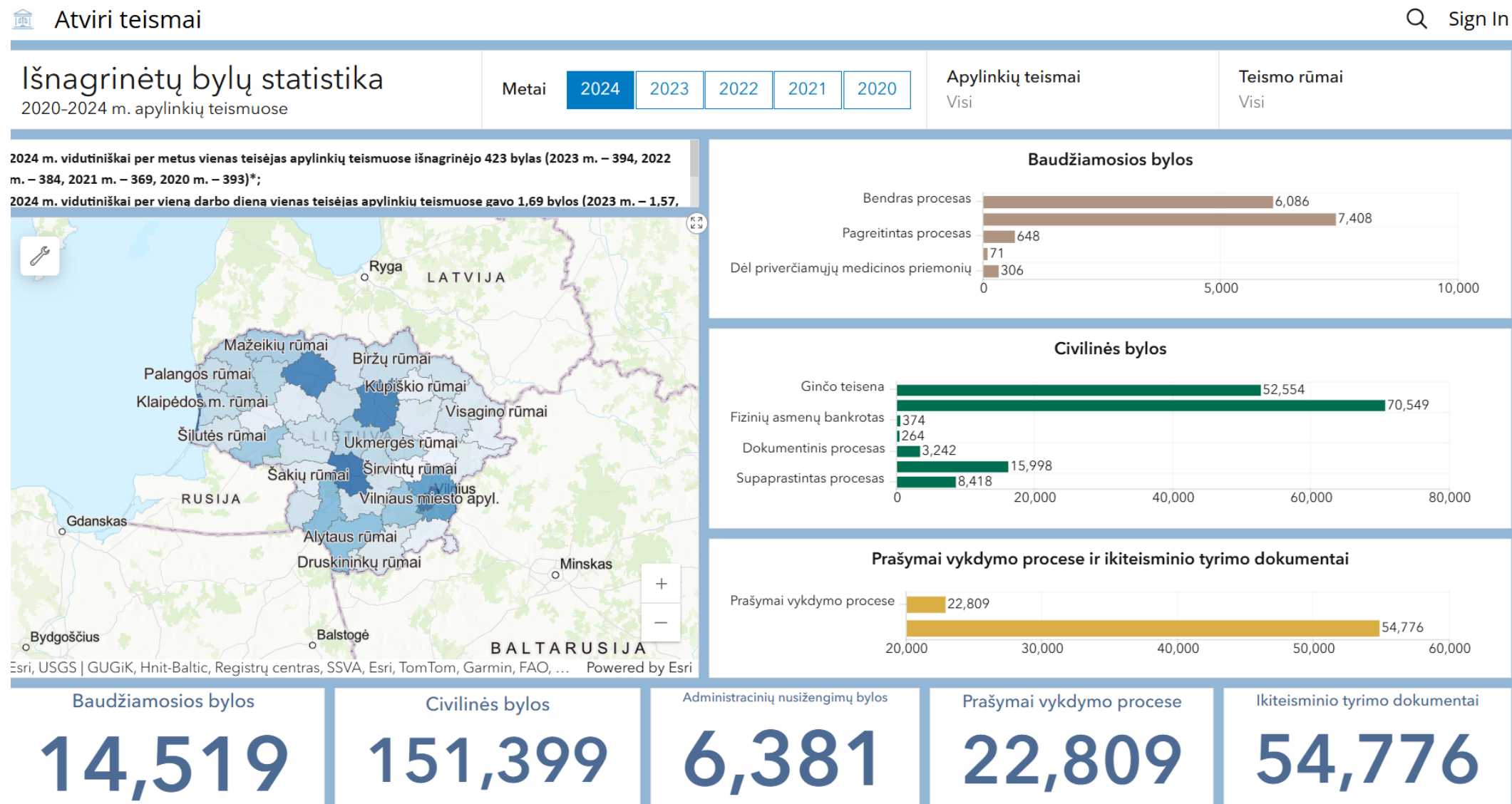
National and International Dashboards for Various Data



Comprehensive Analysis

Transparency

Accountability





Select

Year: 2022 ▾

Case Matter: Civil and commercial litigious ... ▾

Instance: 1st instance ▾

Efficiency categories


- Very High DT
- Very High CR
- Warning
- Reducing Backlog
- Creating Backlog
- Standard
- NA

Clearance Rate (CR)


- all
- CR > 200%
- CR < 100%
- CR = 100%

Disposition Time (DT)


- DT ≥ 4xMedian
- all
- 4xMedian > DT > 2xMedian
- 4xMedian > DT > 2xMedian



Disposition Time  
**239 days**



Clearance Rate  
**99%**

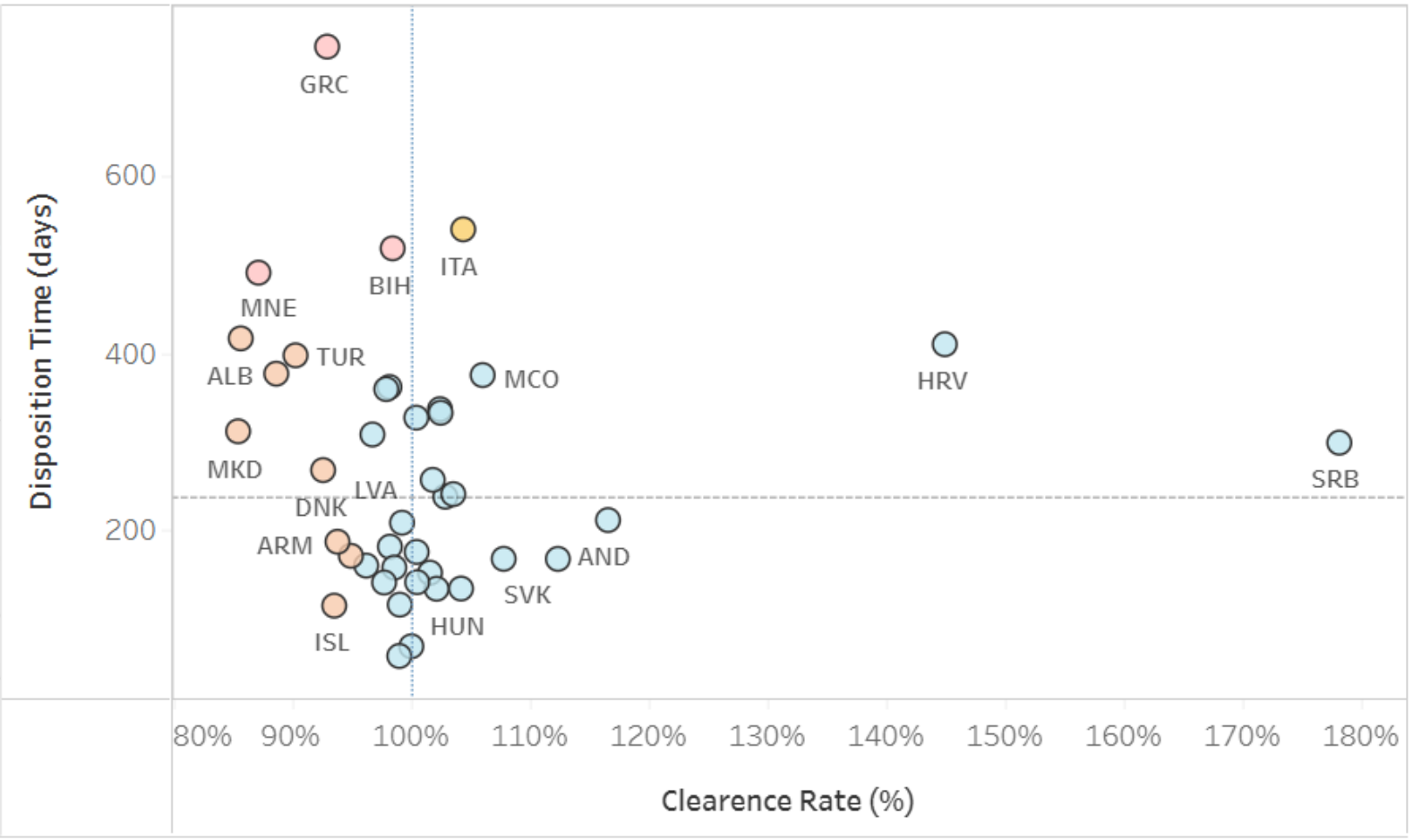
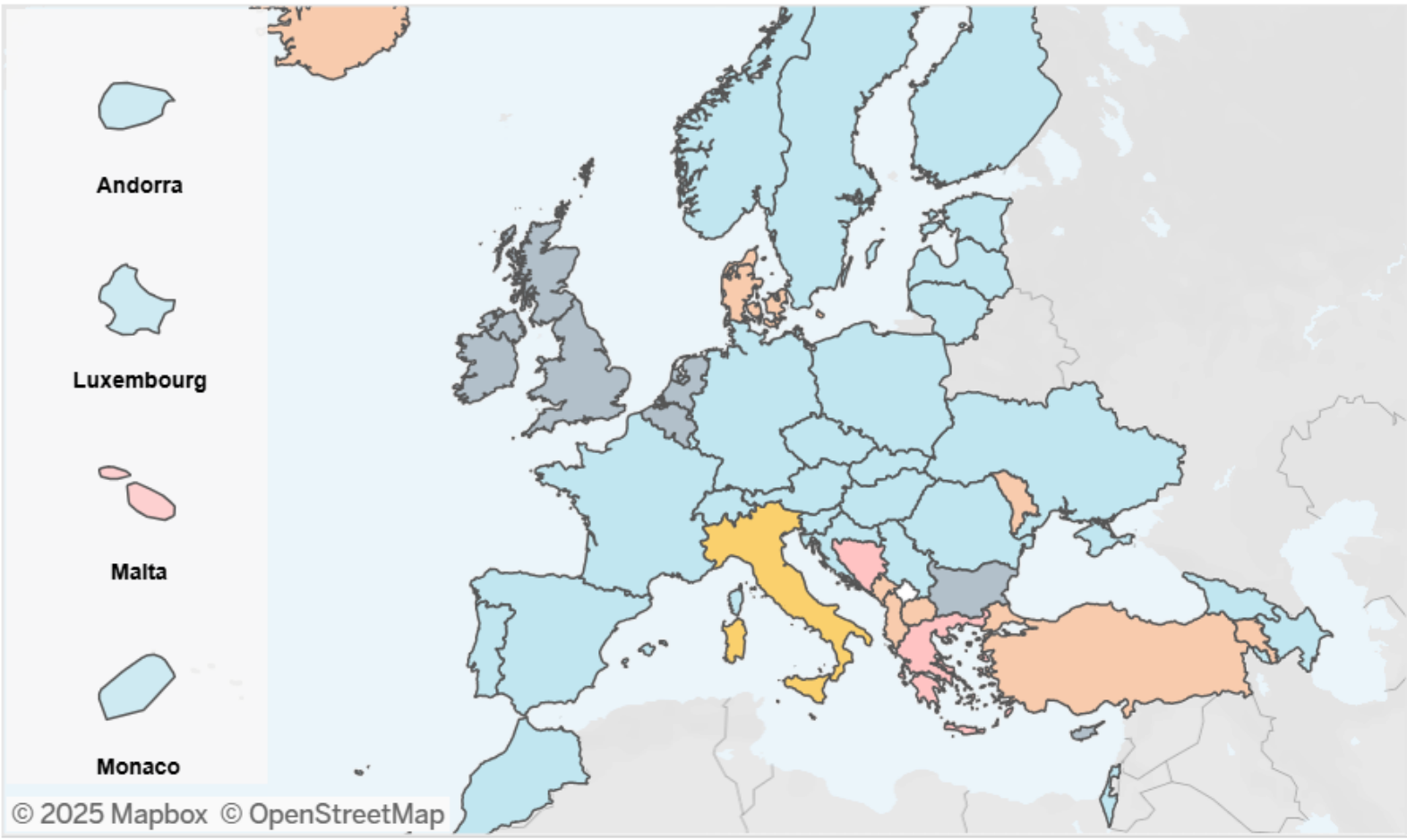


Pending Cases per 100 Inh.  
**1.50**

Disclaimer:  
Clearance Rate and Disposition Time defined by CEPEJ are only one aspect of the efficiency in judiciary.  
Combination of these two indicators is presented in 7 efficiency categories described on the right.

Disposition Time: **4xMedian > DT > 2xMedian**  
 Efficiency categories: **Warning**  
 Language: **EN**  
 MAX(0.05): **0.05000**

Efficiency categories by state / entity



Detailed Table

# EXCHANGE OF DATA WITH OTHER IS

**Structured Data**

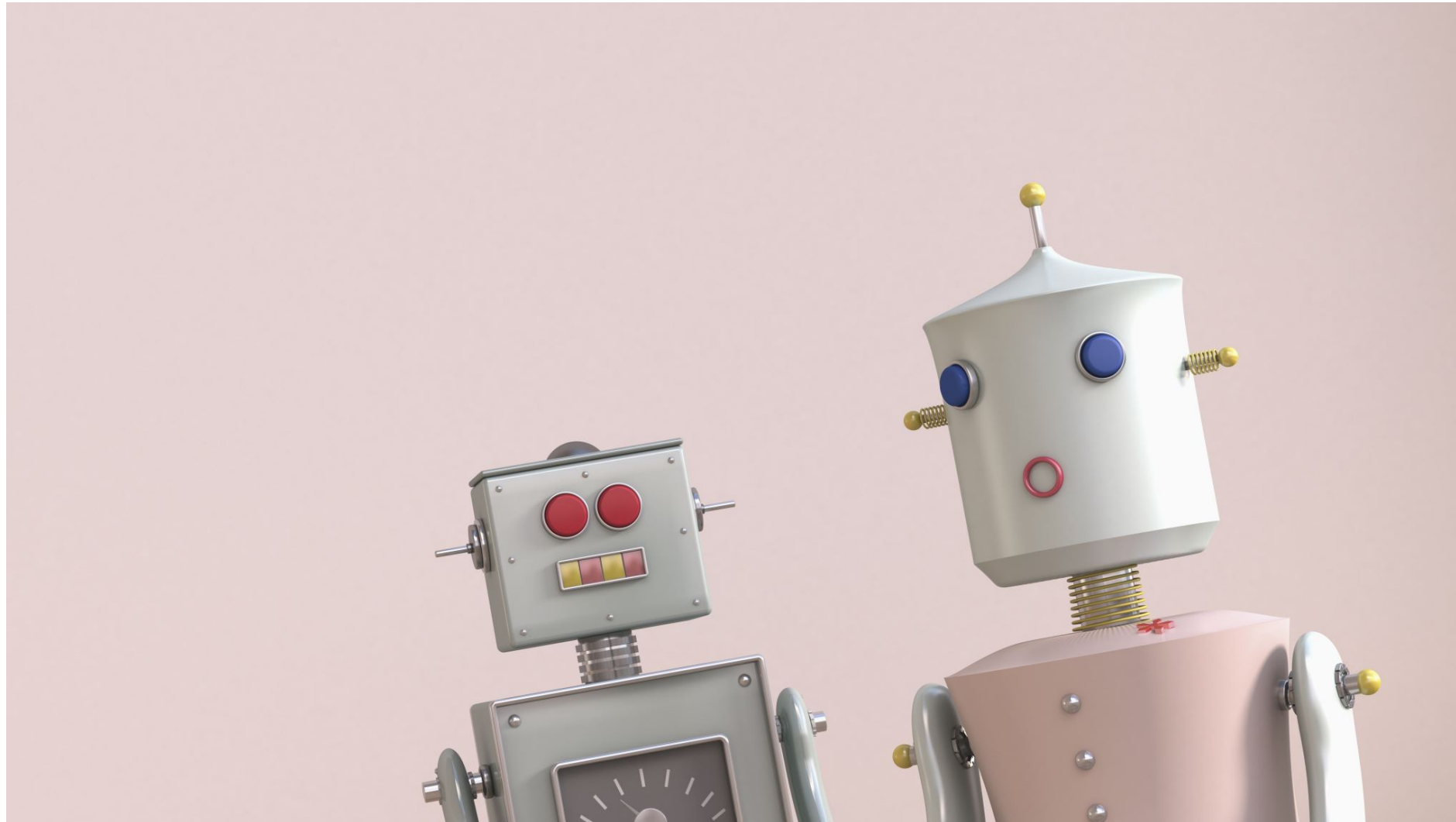
**Real Time Exchange**

**Smooth Operation of Other Institutions**

**A Two-Way Exchange**



# EMPLOY IT FOR EFFECTIVE OPERATION OF JUDICIARY



# Thank you!