



USAID | **WEST BANK/GAZA**
FROM THE AMERICAN PEOPLE

ANNUAL REPORT

Oct. 2013– Sept. 2014

Enhanced Palestinian Justice Program
Contract # 294-C-13-00006-00

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ENHANCED PALESTINIAN JUSTICE PROGRAM

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Acronyms

BPA	Business Process Analysis
CJ	Chief Justice
COE	Center of Excellence
COP	Chief of Party
COR	Contracting Officer's Representative
CSO	Civil Society Organization
DCOP	Deputy Chief of Party
DMAS	Document Management and Archiving System
DQA	Data Quality Assessment
EGP	Effective Governance Program
EPJP	Enhanced Palestinian Justice Program
FC	Family Courts
FCHC	Family Courts High Council
FCU	Family Counseling Unit
FY	Fiscal Year
GBV	Gender-based violence
HJC	High Judicial Council
ICC	International Chamber of Commerce
ICT	Information & Communication Technology
ILF	International Legal Foundation
INL	International Narcotics and Law Enforcement
IT	Information Technology
JSAP	Justice Sector Assistance Project
M&E	Monitoring and Evaluation
MOJ	Ministry of Justice
PA	Palestinian Authority
PJEP	Palestinian Justice Enhancement Program
PJI	Palestinian Judicial Institute
PMP	Performance Management Plan
PMEP	Performance Monitoring & Evaluation Plan
RFA	Request for Application
RFP	Request for Proposal
RFQ	Request for Quotation
SAACB	State Audit & Administrative Control Bureau
SOP	Standard Operating Procedures
SOW	Scope of Work
UNDP	United Nations Development Program
USAID	United States Agency for International Development
YDRC	Youth Development Resource Centers

Executive Summary

The Enhanced Palestinian Justice Program (EPJP) is working to develop more effective and competent justice sector institutions that are accountable to the public and respond to the needs of citizens. Project interventions are designed to achieve short-term gains in the efficiency, fairness, and responsiveness of Palestinian legal institutions while promoting sustainable and long-term change in the quality of services. Through EPJP's four components, the project focuses on improving service delivery, strengthening institutional capacities, enhancing the legal education experience for students, and increasing citizen engagement with and respect for the rule of law.

During this first year of the project, EPJP has experienced success and challenges. EPJP had a unique situation overlapping with the previous project for 6 months and completing both a start-up and close out at the same time. The size of the staff almost doubled, requiring an extensive recruiting campaign and new office premises. In June the formation of a new unity government impacted the implementation of activities. The unity government resulted in the appointment of a new Minister of Justice, who is located in Gaza; the former Minister of Justice became the Chief Justice (CJ) at the High Judicial Council (HJC); and the former CJ at the Family Courts (FCs) became the Minister of Awqaf, exchanging places with the previous minister who became the CJ of the Family Court High Council (FCHC). These changes required meeting new counterparts, re-starting the process of developing relationships, and learning about their vision for their respective institutions. EPJP has not been able to meet the new Minister of Justice as he is not allowed to travel to the West Bank and project staff are not allowed to go to Gaza. A tense security environment along with political issues slowed progress of planned activities. Later in the year when a new obligation was not forthcoming, EPJP had to re-evaluate and curtail planned activities to stretch funding until early 2015. If new funds are not received before the end of 2014, EPJP will have to close in January.

The Justice Sector Strengthening Component (component one) is providing assistance to strengthen institutional capacities of justice sector institutions, improve service delivery, and make minor rehabilitations to judicial facilities. Building on the success of the previous project (PJEP), the intern program continued to digitize documents, processing more than 350,000, for a total of more than 1.35 million since inception of the program. EPJP completed renovations at the Ramallah Cashier Court and the Cassation archives to improve workflow, enhance efficiency, and provide better service to the public. Renovations for the Bethlehem court which will provide a new civil and traffic registry were almost complete in September. EPJP provided capacity building with a two-day time management training for 20 MOJ staff, training for 12 Urgent Judiciary judges, and on-the-job mentoring for development of the HJC annual report. EPJP is implementing the Centers of Excellence (COE) at the HJC, based on the benchmarks of the International Framework for Court Excellence (IFCE). The process was well underway with the team formed, trained, and conducting assessment.

The Family Courts Component (component two) supported the FCs to enhance family counseling units, improve personnel performance for better service delivery, and improve public spaces and court facilities. EPJP conducted a workshop with FC judges, counselors, and administrators to build trust and learn more about the needs of this new counterpart. USAID and EPJP staff made site visits and assessed the condition of FC premises and agreed on 4 locations for renovations. EPJP designed the renovations to include sufficient waiting space for the public, private counseling offices, visitation rooms for families, and efficient work flow. Due to funding constraints EPJP was only able to begin renovations at the Ramallah court, which is expected to be completed in November. EPJP invested significant time determining the IT needs of FCs, and other counterparts, to obtain USAID approval of

the necessary equipment. EPJP also worked closely with the FCs to develop a proposal for an automated case management system. The scope of work was approved by USAID but due to lack of funding this activity was put on hold. However, EPJP made significant progress conducting an extensive business process analysis (BPA) of all cases and transactions at the FC, developing recommendations for re-engineering those to be more effective and save time. To enhance the work of the family counseling units (FCU), EPJP has developed a Standard Operating Procedures (SOP) manual and Code of Ethics in close collaboration with FC counselors and administration. This manual and code will professionalize the work of the FCUs and ensure consistency and quality of service. EPJP is also supporting the FCUs in four courts with social work interns who assist with counseling sessions and administrative support. EPJP data entry interns in three courts have also conducted an assessment of the manual filing system and developed procedures that can easily transfer to an electronic case management system.

The Legal Education Component (component three) is working to improve the experience of law students by enhancing curricula and teaching methodologies to provide experiential learning opportunities. EPJP organized an advisory council from the four partner law schools to provide input into planned activities and spearhead reforms. EPJP completed training for legal clinic students at An-Najah and Hebron Law School on supporting family court clients and victims of gender-based violence. EPJP conducted an assessment of the law school curricula and teaching methodologies to provide a comprehensive review of the law school experience. The recommendations from this report will inform activities for FY15. EPJP renovated space at the Al Quds law school to develop a moot courtroom where students can utilize their practical skills. Building on previous PJEP support to Ahlyia Law School, EPJP upgraded space to develop a legal clinic that will serve the community with free legal services while providing a practical learning opportunity for students.

The Citizen Outreach and Grants Component (component four) is enhancing citizen engagement in the rule of law by increasing awareness of citizens through grants programs for civil society organizations (CSO) and building the media capacity of justice sector counterparts. EPJP received 37 concept papers in response to a Request for Assistance (RFA) from 33 different organizations. After review and scoring, 15 applications were selected. The EPJP grants team visited all 15 organizations, working with them to tailor their proposals and assessing their capabilities to implement the grants, both technically and financially. Due to funding limitations, EPJP awarded only two grants with a limited duration of 5 months. Both grantees, El-Lid and the Institute for Modern Media (IMM), are focusing on rule of law awareness with youth. They are utilizing quiz shows, dramas, and social media to educate communities and build trust of the justice sector.

EPJP completed a workshop with counterparts from the HJC, FC, and the MOJ and developed media strategies to target messages and media outlets for maximum efficiency. EPJP continues to provide on-the-job mentoring for the media department at the FCs to enhance their skills. With EPJP support the FC recently established a Facebook page and is upgrading their website with relevant information and regular updates about the work of the courts. EPJP provided a new camera and related accessories so that the FCs can develop high quality photos and short videography for their website, Facebook page, and media releases. This type of practical support has already seen significant improvement in the capacity of media department staff and is increasing citizen awareness of rights and services.

Administrative Activities

After signing the EPJP contract in late September, Chemonics was instructed to delay mobilization until the period of protest expired. After this time and upon approval of the COR, Chemonics developed and submitted for approval a mobilization plan. EPJP overlapped with the previous project, the Palestinian Justice Enhancement Project (PJEP), from September through the close of PJEP in March 2014. Most activities were conducted under PJEP until it ended in March. EPJP became fully staffed in early May and has been implementing the FY14 work plan. EPJP is building on the success of PJEP by focusing on core public functions within the justice sector institutions, providing a flexible mix of technical assistance, training, equipment, and other assistance in the West Bank (WB). One of the most significant changes under EPJP is the addition of the Family Courts (FC) as a counterpart.

Since EPJP would have a significantly larger staff, a new space was located and the move was completed over the Thanksgiving weekend, including painting, minor repairs, and transfer of phone service and internet. In November, the COP, Operations Director, and Compliance Officer attended a mandatory USAID start-up training on vetting, MO21, and other compliance issues. Additionally, a home office Finance and Accounting Compliance Specialist completed a 6-day short-term assignment to facilitate PJEP close-out and EPJP start-up. EPJP completed a post-award meeting organized by USAID during January.

During the second quarter of the EPJP project, 11 new staff members were recruited and began work, with 3 more hired early during the third quarter to complete the 27 person team. (13 women and 14 men). On March 30, 2014, EPJP conducted a team building and program management workshop for staff. A variety of interactive activities provided staff with an

opportunity to focus on the goals of the project, their roles and responsibilities, integration of gender into all components, and program implementation. The EPJP staff developed their own mission statement: *EPJP will strengthen public confidence and trust in rule of law through awareness raising and capacity development of the Palestinian justice sector by promoting institutional transparency, efficiency, and gender sensitivity resulting in increased use of formal justice mechanisms that are equitable and responsive to all.*



EPJP staff work together in team building exercise

During the second quarter, EPJP revised the previously submitted work plan based on input from USAID, which was subsequently approved. A performance monitoring plan was developed and submitted with the support of a home office consultancy. The performance monitoring plan was finalized during the third quarter. The M&E manager completed training sessions at USAID on DQA and GeoMIS. The M&E manager then conducted an in-house training on DQA requirements for all EPJP staff. USAID completed their DQA with EPJP on June 23rd. The M&E manager also developed templates (i.e. events, activities and sign-in sheet) to be used by components and technical staff for M&E GeoMIS reporting. EPJP contracted a local research firm to conduct the baseline, midline, and end of project surveys for project indicators. EPJP also finalized a strategy to guide project communications. This strategy provides a road map for the use of communications tools and methods to engage key

stakeholders, highlight project success and share lessons learned throughout the project lifecycle.

EPJP received an initial obligation at project award which was expected to be sufficient through August 2014. However, no further obligations have been made. In August, EPJP evaluated remaining funds and planned activities, determining that the current obligation was not sufficient to complete activities identified in the FY14 work plan. Therefore, EPJP has reduced and revised activities that would allow the current funding to extend until January 2015.

Program Activities

A. Component 1: Enhance service delivery and efficiency of justice sector institutions

Component 1 is providing a series of interventions designed to build institutional capacities of justice sector counterparts resulting in improved efficiency and better service to the public. Through collaboration with our partners at the High Judicial Council (HJC), Ministry of Justice (MOJ), and the Palestinian Justice Institute (PJI), EPJP is providing technical and material assistance tailored to meet their needs and to further the Palestinian Justice Sector Strategy. By providing facilities renovations, upgraded equipment, training, and media support, EPJP is helping to build a more effective and competent justice sector that is responsive and accountable to the public need. The Palestinian National Development Plan anticipates the delivery of “justice and the rule of law for all citizens;” EPJP is working to make that goal a practical reality.

Key Results Area 1.1 Institutional Capacity Strengthened

Activity 1.1.1 Business Process Analysis

Each civil court has a court cashier’s office where all fines, fees, and financial guarantees are deposited and recorded. Depending on the type of case, financial deposits either go directly to the Palestinian Authority (PA) Treasury or are deposited with the court’s Civil Judgment Department. The value of these deposits is significant; for example, in April 2014 the Ramallah court deposited almost 1,000,000 NIS in the PA Treasury. Currently, the financial system applied in cashier offices is not consistent throughout the West Bank. There is no system that unifies the cashier offices’ transactions and holdings. Existing practices depend on paperwork and carbon copies, which more easily allows for a breakdown in transparent processes versus an electronic system with built-in checks and balances. A revised, electronic system consistently applied between all cashier offices is needed to oversee and monitor the large amount of daily deposits made at the civil court cashier offices.

EPJP hired a financial management consultant to work with the 12 court cashier offices to document the existing mechanisms, methodology of implementation, and tools (such as summary and database sheets) currently in use for



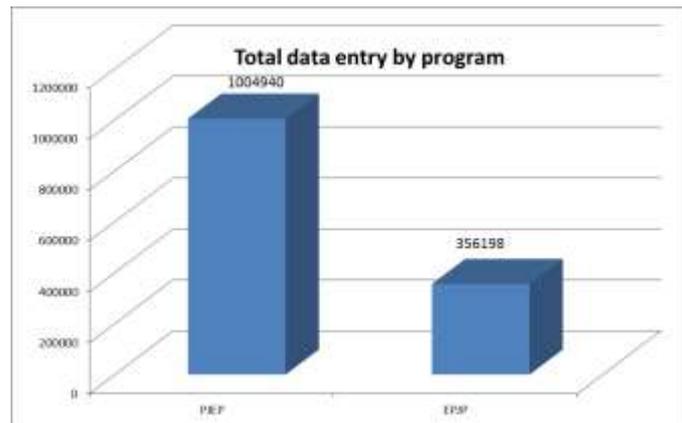
CJ Ali Muhanna meets with EPJP financial consultant

financial management. Based on this assessment the consultant developed financial best

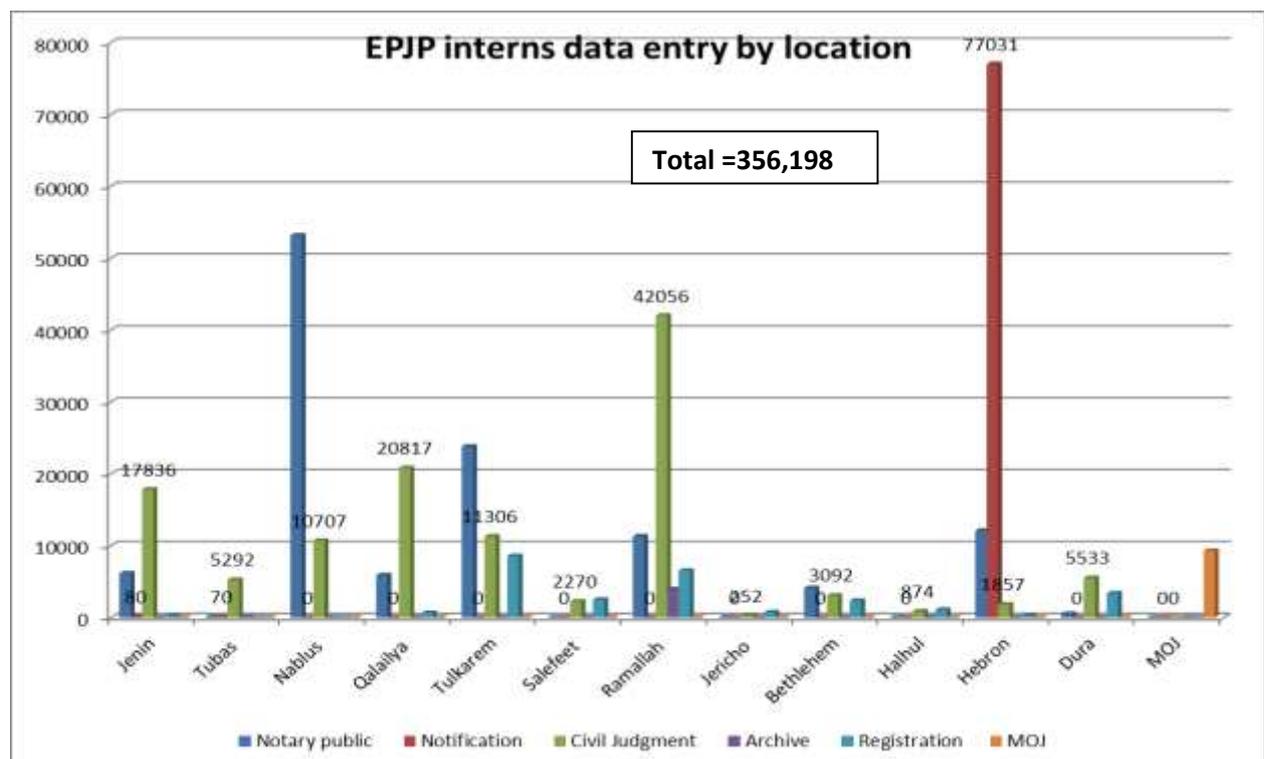
practices and provided on-the-job training and mentorship to staff in all cashier offices on the revised system. This system included proper organization and classification of finance files in accordance with auditing standards. The consultant performed random audits of newly entered data, to evaluate the understanding and accuracy of newly trained staff about the new procedures. He also created a chart of accounts suited to the needs of the courts. This technical assistance was also supported by upgrades at the cashier office at the Ramallah court to improve efficiency and combat corruption. EPJP installed new counters, glass partitions, furniture and equipment to better organize the space for proper supervision and better client service. *See 1.3.1 for more details of upgrades.*

Activity 1.1.2 Reduce backlogged documentation

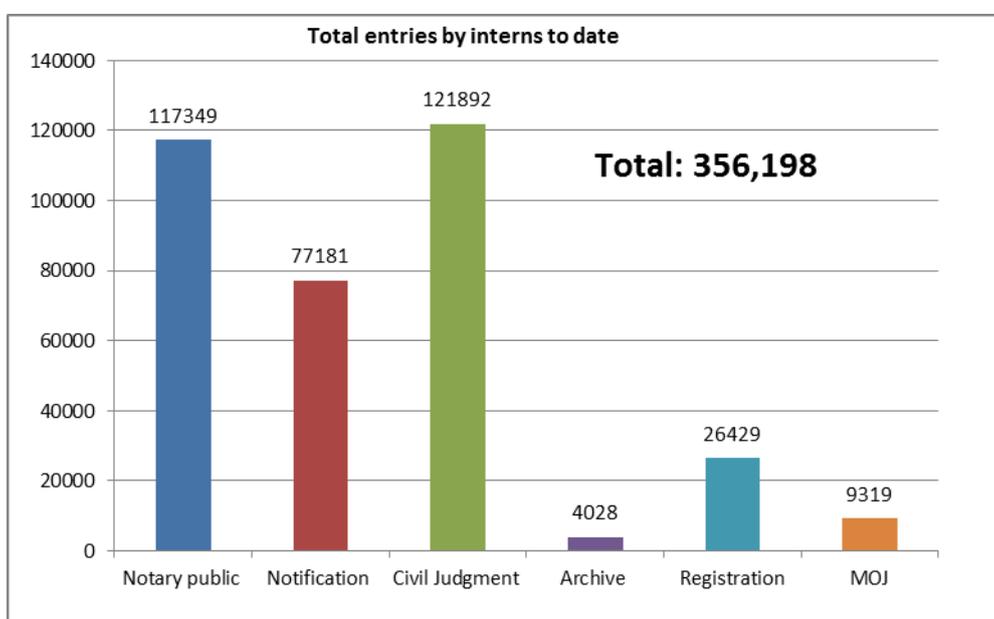
PJEP interns processed more than 1 million documents and EPJP interns processed more than 350,000 through the end of August 2014 (*see chart*). This program began in May 2012 at the request of the HJC. This assistance preserved the integrity of the documents, making them readily available to the public, improving efficiency and customer service. This work has saved time, increased professionalism, and resulted in better customer satisfaction. However, due



to funding limitations EPJP had to discontinue the work of the interns at the end of August 2014. EPJP is planning to conduct a human resources analysis of court personnel to determine the specific needs of each court and re-visit the need for interns should funding permit at a later time. The charts below illustrate the work conducted by the interns, including disaggregation by court and department.



PJEP conducted an intern development workshop on March 19 to reflect on the work, the challenges, and the way forward for EPJP. Almost all of the 85 interns who participated in the program, several Chief Diwans from courts which hosted the interns, the head of Court Administration, a representative from the MOJ, and the Chief Justice attended the workshop. The workshop included a brainstorming session to identify lessons learned and to develop recommendations for continuing the program under EPJP. During this event, 73 interns signed agreements to work at the HJC, MOJ and FCs; 63 interns will provide data entry at the HJC and MOJ, 7 will provide logistics support in 6 courts, and 3 interns are working with the FCs. The charts below highlight the total number of documents processed by EPJP interns, with disaggregation by department.



Activity 1.1.3 Develop and Implement Centers of Excellence

Develop and Implement Centers of Excellence (COE): EPJP is implementing the Centers of Excellence (COE) Program which is designed to promote institutional change from within. EPJP is piloting the COE methodology with the HJC during 2014 and has begun preparations for implementation with the FCs in FY15. The COE specialist developed relevant materials and presentations, conducted discussions and networking with counterpart representatives, and planned the first cycle of the program.

Changes in personnel at the HJC slowed the process of organizing the COE team. EPJP initially conducted a meeting with the head of the HJC planning department to introduce the methodology and begin organizing an informational session with leaders who should be involved in the process. After the head of the planning department was appointed as the PJI director, EPJP held another meeting with the head of Court Administration for the HJC (who was appointed as the supervisor of the planning department) to discuss the COE methodology in detail and schedule a workshop to begin the process. The HJC agreed to hold the initial session at their premises on April 8th which included participants from the Financial

Department, Administrative Department, Quality Control, Planning and Project Management Unit, Chiefs of Diwan, Notary Public Offices, and Civil Judge Department Offices, with all 12 courts represented. This session introduced the participants to the benefits of this program, highlighting the fact that it is designed for institutions to self-assess their strengths and weaknesses and develop their own solutions to improve their work.

Following this session, EPJP requested that the HJC provide a list of proposed names for team members. To support this process and ensure both geographic and departmental coverage, the COE specialist developed selection criteria for team members. The criteria included education level, performance at current position, communication capabilities, and team work skills. Judge Emad Maswade, previous head of court administration, appointed a committee to recommend team members. EPJP conducted a meeting with the committee highlighting the criteria and emphasizing the need for gender balance within the team. The committee discussed the selection criteria for team members and agreed to have at least one team member from each department and to ensure geographical coverage and gender equity. The committee provided a list of recommended names to Judge Maswade who approved the team members.



Presenting COE Methodology to HJC Departments

After EPJP received the list of team members, the former Minister of Justice, Ali Muhanna, was appointed as the Chief Justice (CJ) of the HJC in June after the formation of the unity government. EPJP met with the new CJ on June 17th to learn more about his vision and plans for activities at the courts. Implementation of the COE was raised with the CJ and he requested a concept paper explaining how the process will work. EPJP prepared the concept paper explaining the benefits of the methodology and the various stages in the process. The concept paper also focused on how EPJP will tailor the COE process to the courts by utilizing the International Framework for Court Excellence (IFCE) as a tool to measure progress. EPJP presented the concept paper to the CJ on June 25th and answered his questions about the methodology. The CJ requested two separate teams for judges and court personnel, stating that judges would not be willing to work as part of a team with their staff. In August the CJ appointed 7 team members (3 women, 4 men) for the court personnel team but still has not appointed the judicial team.



EPJP trains COE team members on self-assessment

On August 18th, EPJP conducted a workshop for the seven COE team members about the self-assessment phase. The workshop provided team members with an understanding of the process, their role, and instruction on how to gather the self-assessment data. The team members were active participants in the workshop, asking

many questions and exhibiting interest in improving their efficiency. Sara Youis, a team member, said “This is the

first time I heard about the program, and I think we are going to benefit from it as individuals and as a HJC.” Approximately a week after this training, the CJ decided to add more personnel to the team and increased the number to 13 (7 men, 6 women).

The team is now completing field visits to 12 courts in the West Bank, with support from the EPJP COE specialist, to ensure consistency in the collection methodology. The CJ provided a letter, addressed to the Chief Judges, to facilitate the field assessment process. The team



COE team conducting assessment at Qalqilya court

completed the surveys in Tulkarem, Jericho, Jenin, Nablus, Salfit, Tubas, and Qalqilya. The COE team met with the Head of the Jenin Court, Judge Jaber, explaining the COE program and the purpose of the assessment. The COE team also met with the Chief Judge of the Tulkarem Court, Judge Amjad, who said that he “is looking forward to seeing the results of these assessments and to work with the team on solving the

issues.” The field assessments are expected to be completed by late October. After finishing the self-assessment process the COE team will analyze the data and draft the self-assessment report.

Activity 1.1.4 Update case management systems for increased efficiency

The IT Court Administration Specialist updated a previous IT assessment conducted by PJEP for the HJC and MOJ to identify current hardware and software needs. This assessment informed the development of the bill of quantities and narrative responses for the submission of the ADS 548 approval to USAID. An extensive narrative and excel spreadsheet was developed to identify the equipment needed for each entity and to address all of the elements required for USAID approval. EPJP received approval for the ADS548 submission in late May and began the procurement process for purchase of the equipment. Given the significant amount of time necessary for import and customs clearance, EPJP developed a staggered approach to the procurement, matching the equipment to proposed dates for completion of renovations at various locations. However, due to funding limitations during the fourth quarter most of the procurement was put on hold.

The IT specialist held a series of meetings with the members of the HJC and MOJ IT departments to discuss their systems needs and developed an initial action plan for both the HJC and MOJ. For the HJC, this plan focuses on specialized communication systems, including VPN, improvements to the Notification Management Systems (NMS), Notary Public and other applications within Mizan – the HJC’s document management system. For the MOJ, the plan focuses on equipment, software, and systems development, with a particular focus on upgrading the document managing and archiving system (DMAS).

Activity 1.1.5 Support Capacity Building of Palestinian Judicial Institute (PJI)

The PJI had not been operating for several years, with training programs for judges and staff being conducted through the HJC. The former head of the PJI, Judge Mubarak, was transferred to the HJC as head of the training department. However, in April, Judge Thuraya Wazir, formerly head of planning at the HJC, was appointed as director of the PJI. EPJP met with her shortly after her appointment to discuss her vision for training and future collaboration. The PJI will now be the main institution to handle all training programs for judges and court personnel. The previous diploma program, which has not been offered for more than two years, will be revised and adapted to a more practical focus with on-the-job

mentoring. Training programs will be held at the PJI premises, unless the group is larger than can be accommodated at their facility (i.e. approximately 25). The PJI requested that EPJP provide on the job mentoring and training for their staff to develop their capacity to organize, deliver, and evaluate training programs. They also requested assistance to develop a database and archiving system to maintain training records, including evaluations of both trainers and trainees.

After the appointment of the new CJ in June, the training department at the HJC was closed and the training manager, Naela Younis, was assigned to work with the PJI. The HJC will maintain a training committee to provide input on the training needs of judges and staff and monitor participation in training programs and provide any training beyond what the PJI can offer. The EPJP training specialist met with Judge Wazir and Ms. Younis in July to discuss the 2014 training plan for the HJC/ PJI. The HJC agreed to provide EPJP with the database of all training provided for judicial personnel for the past several years to aid in selecting participants and give priority for those who were not in previous programs.

EPJP obtained the new terms of reference for PJI staff, including two legal researchers, a legal consultant, an administrative assistant and a coordinator. The training specialist and M&E Specialist developed a training needs assessment tool for the PJI staff. The tool was designed to identify their strengths and needs, and was used by EPJP to develop an on-the-job mentoring program to enhance the capacity of the PJI. The EPJP training specialist is now working with the PJI staff to conduct regular mentoring and build their capacity to operate the center including assessing training needs, developing plans, and evaluating programs.

Key Results Area 1.2 Processes enhanced and service delivery to Palestinians improved

Activity 1.2.1 Improve service at Justice Sector Offices

With the formation of the new unity government in June, a new Minister of Justice was appointed. However, the minister resides in Gaza and was not allowed to travel to the West Bank to be sworn in. EPJP was unable to meet the new minister since we are not allowed to travel to Gaza and especially in light of the conflict that began in July.

Training changes behavior at MOJ

Amin Allan, head of cabinet affairs at the MOJ, expressed how using the priorities matrix he learned from the Time Management Training had an immediate impact on his daily work. One of his main tasks is to prepare the quarterly progress report and submit it within a specified time to the cabinet. Prior to the training, Allan had to chase down department staff to provide their input, and wasted a lot of time compiling this input. Now, he defines what is important and what is not using the matrix. He has already begun preparing for the next quarterly report and is contacting departments according to his priorities. "I have peace of mind now with this simple rule of prioritizing," Allan noted as he described how he used to take work home because everything was left until the last minute.

EPJP is supporting the MOJ to improve staff's efficiency and ability to provide better service for the public. On May 21-22, EPJP conducted a two-day time management training for MOJ staff. The training targeted 20 participants (9 women and 11 men) of mid-management level, representing the minister's bureau, forensic medicine center, general administration for legal and professional issues, information center, human rights unit, gender unit, international cooperation unit, judicial affairs unit, PJI, and the public relations department. Pre- and post-assessment scores of trainees revealed a 26%



increase in knowledge, reflecting enhanced judgment about the proper techniques for managing their time. After participating in the training, Rama Abdurrahman said, “I managed to finish my job by the end of day without pressure.”

This training was designed to improve efficiency and customer service and should result in better work flow at the ministry offices that serve the public. The program allowed each individual to identify their work style, learn to prioritize their tasks, and avoid wasting time. The training also developed skills for setting goals, planning schedules, and effective delegation. The program developed participants’ skills utilizing concepts such as SMART goals, Pareto law, priorities matrices, SMARTER delegation parameters, and use of a daily log. The MOJ provided premises for the training and the EPJP training specialist served as the trainer, making this activity very cost efficient.

EPJP began discussions with the USAID-funded Effective Governance Program (EGP) to connect the property tax office with the notary public offices. EGP designed this intervention to prevent multiple sales of the same property. EPJP provided background on the Mizan system and the possibilities for interface between entities. EPJP also coordinated meetings with Notary Public staff to discuss the practicalities and legal options and will continue to collaborate with EGP to ensure interfacing of these systems.

A consultancy to optimize network performance and backbone server systems at the MOJ was approved by USAID. A SOW was developed and a request for proposals (RFP) issued to select the vendor to complete the work; however no bids were received, apparently because most firms do not have the expertise to complete both pieces of work. EPJP separated the tasks into two SOWs and planned to reissue the RFP but was unable to move forward with this activity due to funding limitations and changes in leadership at the MOJ. *See also 1.3.2 for discussion on opening branch MOJ office in Biddo.*

Activity 1.2.2 Develop and expand model courts

EPJP, in collaboration with the HJC, has identified targeted courts for expansion of the model court system. Once renovations are underway, EPJP will work with these courts to review current processes and revise them accordingly to enhance work flow and customer service.

Building Court Administration Capacity

EPJP is working to build on lessons learned from PJEP activities, organizing the third court administration workshop in Jericho, which was attended by 250 Participants. The Prime Minister opened the event noting the importance of an effective judicial system to increase foreign investment as well as the need for transparency and accountability in the system. The theme of the workshop was *Working together to modernize and develop Court Administration*. This event served as an opportunity for court administrators to discuss their success and gaps as they plan for the future. Participants discussed expansion of the model court system and identified needed modifications to the Mizan II case management software. This activity supported the goals of both PJEP and EPJP to enhance the capacity of justice sector professionals. EPJP distributed the results and recommendations from the workshop to the local media and posted on the High Judicial Council website.



Component one developed a concept paper to ensure the implementation of the model court plan that was previously developed under PJEP. PJEP provided three courts in Ramallah, Bethlehem, and Jenin with equipment and interns in order to develop the model court and improve service to the public. This model was based on a consultancy from an international expert in court administration who developed an implementation plan that was approved by a committee from the HJC. However, the HJC developed a modified plan which was tested in the Ramallah court. The plan focused on creating different departments and stations designed to provide speedy services to the public, minimizing the time spent by citizens and lawyers in court, and creating a healthy work environment for the employees.

Activities to achieve a model court will include improving case management systems, updating facilities, and enhancing services. Given the limited funding, EPJP moved ahead with renovations in the Bethlehem court. The component one lead made numerous visits to the Bethlehem court to discuss the expansion of the model court, as well as to meet with the HJC head of Court Administration. The group reached an agreement to relocate the civil registry to provide better work flow and access for the public. *See 1.3.1 for discussion of renovations at Bethlehem court.*

Activity 1.2.3 Conduct capacity building and training for HJC and MOJ offices

The training specialist began work in mid-March and immediately conducted meetings with the HJC training department personnel. The specialist reviewed the training plan developed by the HJC to determine which activities EPJP can support. EPJP provided a short-term consultant for the training department at the HJC to develop the capacity of their staff to analyze data and prepare their annual report. Rather than provide a one-time training and leave the staff to apply what they learned, EPJP took a sustainable approach, combining an initial workshop with on-the-job mentoring. On March 31st, EPJP launched this capacity building activity with a report writing workshop. The workshop targeted 19 participants, including the heads of 14 departments and additional technical staff.

Capacity building saves time and money for courts

“We really didn’t write reports in the past. 70% of department heads would send an official letter to the head of court administration as their progress reports. We did not have the necessary background to write a report in the correct format. This training saved us effort because our staff had the practical support of the expert and could get answers immediately instead of wasting effort trying to figure out what to include. And most importantly, the on-the-job-training saved us money when we were able to produce the report in-house in a short time. This training is surely sustainable,” said Naela Younis, HJC training manager.

Judge Emad Maswade, former Head of Court Administration at the HJC, noted that this is the first time the various departments have collaborated in this manner. Based on the effectiveness of this program he issued a decision assigning the responsibility for writing future Annual Reports to a committee from the trainees. “This new approach to training at HJC saved us time, effort and money. In a record time of only two weeks, we were able to produce the 2013 Annual Report.”

Following the workshop, EPJP provided two weeks of on-the-job mentoring to provide participants with the practical experience to complete the reports on an annual basis. The training expert assigned the participating staff members a portion of the annual report for 2013, reflecting the work of their department. The drafts were reviewed and revised jointly by the expert and the participant. As a result of this methodology participants successfully produced progress reports for their departments, and simultaneously finalized the HJC Annual Report. This achievement provided the means to overcome a skills shortage at the HJC, by equipping staff with the information and ability to produce a comprehensive report that will have a positive impact on the HJC’s visibility and credibility. By comparison, the 2012 Annual Report took until November of 2013 and required writing by an external consultant.

EPJP, in collaboration with the PJI, conducted training on September 21st and 23rd for



Report writing workshop at HJC

judges who handle urgent, or emergency, cases. These urgent cases include right to movement, electricity services, financial seizures, construction, and insurance matters. Twelve judges from the West Bank completed this interactive program which utilized hypotheticals and active discussion to develop consistent mechanisms for solving these emergency issues. Chief Justice (CJ) Ali Muhanna opened the workshop stating that “It’s crucial for judges to keep up with the contemporary issues and urgent judiciary is an area that is rapidly developing.” The CJ

also noted that “urgent judiciary is a critical topic of law that touches people’s lives in a specific way.”

Judge Hazem Idkeidek, an Appeal Judge in Ramallah, led the program, facilitating involvement by the participants and providing crucial feedback to bring consensus to the urgent judiciary process. EPJP is working to ensure a cadre of qualified judges who can provide quality judgments that are in compliance with the law. As a result of the training, the



EPJP and CJ Muhanna open Urgent Judiciary Training at PJI

judges agreed on consistent procedures to be followed in all courts and learned how to better weigh evidence presented during the case. For example, the judges agreed on the proper legal procedure to address “protective attachment” rather than relying on several different laws as they have in the past. They also agreed that, in their role as urgent judiciary judges, they cannot overrule a civil judgment without substantial justification. These changes will ensure consistency among the courts and provide better protection for citizens’ rights.

Key Results Area 1.3 Minor rehabilitation and renovations to justice facilities completed

Activity 1.3.1 Renovations and upgrades at courts

Bethlehem court. To further support development of the model court system, the Bethlehem Court was selected for upgrading registries to provide better public service and more efficient work flow. The HJC specifically requested these improvements after the prosecution department moved to a separate building and left this space available for the court. The Bethlehem First Instance court serves a population of approximately 200,000. EPJP, working in collaboration with the HJC engineer, developed plans for renovations to make maximum use of the space without the need for major construction. The upgrades include new counters for the civil registry and traffic department for the conciliation court, as well as upgrading the archiving department. Renovations include:

- ✓ removing one wall,
- ✓ building a divider wall to make a new archive department,
- ✓ painting the offices,
- ✓ new customer service counters,
- ✓ providing queuing systems, shelving, and air conditioning.

IT upgrades will also improve efficiency and record keeping for the courts with the provision of:

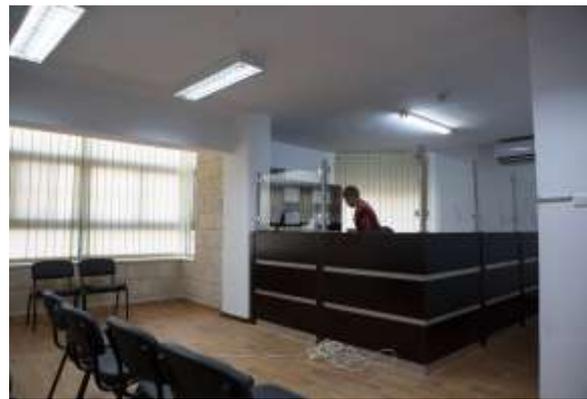
- ✓ 1 multi-functional printer/copier
- ✓ 3 printers, and
- ✓ 5 personal computers.

These new customer service windows will relieve congestion in the court and provide a better flow for customers to receive timely service. This will also improve service at the other registries which were previously accommodating the civil and traffic cases. EPJP completed procurement for a contractor to complete the construction work which began in late August. EPJP also completed the necessary environmental forms and received clearance from USAID before beginning the work. Significant progress was made at the court during September with demolition and renovation work, installation of wooden service counters, and delivery of IT equipment. EPJP is coordinating with the HJC IT department to install the new computers and printers.



Progress with renovations at Bethlehem Court

Ramallah Cashier Office. The cashier office is critical to the operations of the courts, serving the first instance court, conciliation court, and the civil judgment department. They collect more than NIS 80,000 every day, which is remitted to the PA treasury. The office serves approximately 8000 people per month (average of 400 per day x 20 days per month). The cashier office at the Ramallah first instance court was poorly organized and did not have sufficient customer waiting areas. EPJP completed renovations and upgrades to provide better customer service and to minimize opportunities for corruption. EPJP provided wooden counters and glass partitions and reorganized the layout to accommodate a supervisor to oversee the work of the cashiers. This upgrade included employee chairs, desks, wooden filing cabinets, an automatic money counter, an air conditioner, and double waiting seats for the public. These upgrades allowed the cashier office to accommodate two more service areas, including the notary public cashier and an additional employee work space to lessen the work load. This improved work space allows for better supervision and provides faster and more efficient service to the public.



Ramallah Cashier Office – Before and After

These upgrades are based on the Model Court principles and builds on renovations and reforms already implemented in other departments. The Model Court principle was also supported with training and technical support to ensure efficiency and increased customer service. Under PJEP, a financial consultancy and training was conducted for the HJC. Some of the recommendations from that consultancy included developing unified procedures in the financial departments in each court, working with commercial banks to have offices within the court, and hiring additional staff with proper supervision to ensure efficiency and avoid corrupt practices. In addition to renovating the cashier office, EPJP is providing technical assistance and training to standardize working procedures. This consultancy is addressing workflow and supervision, customer service, managing funds, financial reporting and developed recommendations for improvements. The consultancy will create a financial model to be replicated in all 12 courts, unifying procedures and developing proper oversight.

On Wednesday, September 24th, CJ Ali Muhanna and USAID Acting Mission Director



USAID and HJC cut ribbon at renovated Cashier Office

Jonathan Kamin conducted a ribbon cutting ceremony to inaugurate the new cashier office at the Ramallah court. Kamin praised the partnership with the HJC and the improved services for Palestinian citizens. The CJ said that the Palestinian Authority and the American Government are partners to achieve justice. They also toured the Cassation Court archives, which were recently upgraded by EPJP (*see below*). The court staff discussed the filing system and the need to preserve these important documents.

Cassation Court Archives. The cassation court archive is located in the Ramallah court registry. It was located in a small space that was poorly organized due to lack of sufficient shelves. Many files were stacked on top of one another, on top of old file cabinets, and on the floor (*see pictures below*). Staff could not easily access these files given the state of disorganization and could spend hours looking for a single file. Furthermore, these important files were not secure and were exposed to potential damage and loss. The CJ requested that EPJP provide proper shelving so that the archives could be properly stored. EPJP measured the room and developed a plan for installing metal shelving in the space to accommodate all current files, with remaining space for the future. This system includes file dividers for proper organization and can easily be moved if the court relocates at a later date.



Before and After – Cassation Court Archives

Activity 1.3.2. Renovation and upgrades at MOJ Records Office and Authentication Department

EPJP collaborated with the USAID-funded Effective Governance Program (EGP) to obtain an agreement from the MOJ to co-locate a branch records office in a one-stop service center being developed in Biddo. EGP is completing the renovations for this location where several ministries will be represented. EPJP will provide a counter, furniture, and IT equipment with the MOJ providing an employee to serve a community of approximately 60,000 people. Co-locating the offices with other ministries will provide better service and easier access to the public. Opening these branch offices will also relieve congestion at MOJ headquarters in Ramallah and provide considerable savings in time and expense for the public to obtain critical documents. The location is expected to be completed on October 31st.

Impact from improvements and enhanced services is expected to translate into increased revenues for justice sector institutions. Renovations and capacity building should result in a more reliable, efficient and transparent justice system making the public more likely to utilize

the formal justice system rather than resorting to tribal law or informal dispute mechanisms. Also, enhanced procedures and increased efficiency of justice sector personnel will allow institutions to serve more customers and thereby collect more revenues.

EPJP has calculated savings of more than \$3.5 million over the past five years which was generated as a result of increased efficiency at the Ministry of Justice Records Office (JRO) and the opening of district offices (*see chart below*). This saving is based on the impact of citizens being able to obtain Non-Conviction Certificates (NCC) without the need to travel to Ramallah and a decrease in time required for a visit to the JRO. This savings has been calculated for the past five years as USAID-funded reforms were implemented to improve service to the public. The calculation takes into account the following 3 factors:

- (1) annual wage savings based on eliminating one trip to apply for a NCC
- (2) annual transportation cost savings from eliminating one trip, and
- (3) total wage savings for all NCC applicants based on the opening of four district offices.

Year	Total monetized benefits (USD)	Annual customers wage savings from eliminating one trip to apply for NCC (USD)	Annual transportation cost savings from eliminating one trip (USD)	Total wage savings for all NCC applicants from opening of four district offices (USD)
2009	441,117.95	207,568.44	176,939.94	56,609.57
2010	407,909.35	189,881.18	166,242.40	51,785.78
2011	606,012.70	297,665.23	227,166.05	81,181.43
2012	978,035.08	516,357.52	320,852.77	140,824.78
2013	1,100,126.45	563,294.97	383,205.58	153,626.00
Total 2009-2013	3,533,201.52	1,774,767.33	1,274,406.74	484,207.45

This savings also translates into better efficiency for employers, and thus the overall economy, as citizens are spending more productive time at work rather than waiting at justice sector institutions to conduct transactions or pursue cases.

B. Component 2: Improved service delivery through enhanced capacity of Family Courts

Family courts have jurisdiction over personal status matters including marriage, divorce, maintenance, custody, inheritance, and other cases. Almost every citizen will utilize the services of this court at some point in their lifetime. Despite the extensive interaction with the public, the court buildings are unsuitable to handle this volume of clientele, lacking appropriate space for women, children and families, and good customer service. The goal of Component 2 is to enable targeted FCs to be more responsive to the public and increase public satisfaction and trust in the legal process. To achieve this goal, EPJP is building technical capacities and physical infrastructure by completing renovations, furniture and equipment upgrades, and conducting training designed to streamline processes and improve service delivery. Based on a series of visits, assessments, and discussions with the FCHC and USAID, EPJP identified four initial locations as target courts including Ramallah, Qalqilya, Hebron, and Nablus. The sites were chosen based on location, population, case loads, conditions of premises, and priority for the FCHC.

During the first quarter EPJP began building the relationship with the FC leaders, learning more about their needs and introducing them to plans for EPJP. The COP and DCOP conducted several meetings with Sheikh Yousef Ed'ees, Chief Justice of the Family Court, and Judge Somoud Damiri, Head of the Planning Department, to discuss project activities and work planning. In addition, the EPJP team conducted several field visits to FCs in Ramallah, Bethlehem, Yatta, Hebron, Nablus, Hiwara, and Qalqilya. During the visits, EPJP staff met with the Chief Judges and Chief Clerks to discuss potential support for renovations and upgrades. EPJP staff inspected court facilities, physical structures, and available space, to develop and prioritize activities. EPJP also conducted an analysis of both the alimony fund and the family court fund and provided a written report to USAID.

On March 31, EPJP completed an orientation workshop for the FCs as a kick-off for reforms and an opportunity to build relationships with one of the newest USAID counterparts. The Chief Justice, all the FC judges, senior staff, and the FC counselors participated in this workshop. The workshop highlighted the proposed interventions including renovations, automation, training, and media support. The workshop served as a forum for gathering expectations from the FC judges and personnel, sharing previous experiences in civil courts, and building consensus on key issues for FCs for successful implementation of activities. Three training needs assessment tools were distributed and completed by participants during the workshop. During the event, the Chief Justice highlighted the importance of the USAID assistance for FCs; he also stressed the FCHC's full support of EPJP and its activities. Participants asked questions and expressed their needs, as well as their thanks for the U.S. assistance.

EPJP Conducts Family Court Workshop

The dire situation of family court facilities was vividly illustrated when a judge described seeing a bride sitting in the lap of another woman in the marriage department due to lack of a proper waiting area. This comment was just one of the examples offered during the first Family Court workshop convened by EPJP on March 31st in Ramallah. EPJP brought together 40 family court judges, 40 court administration staff, and 10 family counselors to discuss the current situation at the family courts, explain the proposed interventions, and build consensus for successful implementation of activities. This workshop served as a kick-off for reforms and an opportunity to build relationships with one of the newest USAID counterparts.



On May 21st
Deputy

Family Court Workshop

the USAID
Mission

Director Mr. Jonathan Kamin, along with the USAID Democracy and Governance team leader Brad Bessire and EPJP COR Ma’ali Shawish met with Sheikh Yousef Ed’ees to discuss the support planned for family courts. The Chief Justice escorted the delegation to the Ramallah family court to observe the condition of the premises and the situation families are facing. USAID also visited the EPJP office and met with project staff. The EPJP team presented the work of the project and answered questions about plans for implementation and measuring impact.

With the formation of the unity government in June, Sheikh Ed’ess became the Minister of Awqaf and Dr. Mahmoud al-Habbash was appointed as CJ of the FCs. This change in leadership required additional meetings to introduce project activities, EPJP staff, and to learn more about the vision of the new CJ.

In early August EPJP held a meeting with the FC CJ to introduce the COE methodology, which is planned for implementation in FY15. EPJP plans to train a team of employees from various levels of FCs to assess their strengths and gaps. The CJ agreed to form a nomination committee to develop the team. The COE team will design action plans for performance solutions, oversee implementation of the action plans, and measure the solutions’ effectiveness as they respond to new conditions and challenges. EPJP will provide tools, training, and coaching for each step, leaving in place a sustainable set of tools tailored for the organization, trained and experienced personnel, and most importantly, a change management process which the staff has made their own and will continue to implement.



USAID Deputy Mission Director visits EPJP

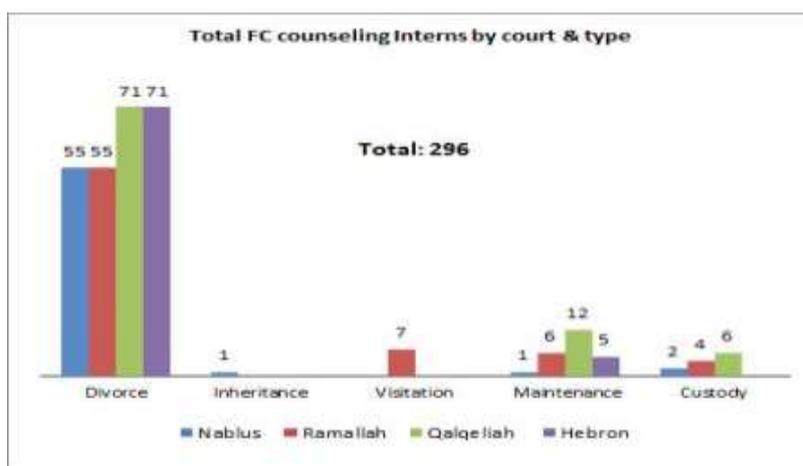
EPJP conducted the first meeting for the COE committee nominated appointed by CJ Mahmoud Habbash in September. This committee will now select the team members to begin work in FY15. During the committee meeting the COE specialist presented the steps and objectives of the program and the selection criteria for team members. The criteria include level of education and years of experience, among others.

Key Results Area 2.1 Family Counseling Units Activated

Activity 2.1.1 Assess and develop family counseling units

The family courts have ten family counseling units (FCUs); however, most counselors lack social work qualifications and have not received training appropriate to the needs of this position. In most courts there is no space to maintain privacy and counsel clients in a professional manner. The EPJP team conducted a needs assessment of the FCUs by interviewing personnel, lawyers, and clients about the services of the FCUs and gathering recommendations for enhancing their work.

Given the lack of qualified personnel at the FCUs and the court's inability to hire additional staff at that time, EPJP agreed to provide social work interns to work directly with the current counselors in Ramallah, Nablus, Hebron and Qalqilya. EPJP compiled resumes and conducted interviews in collaboration with leadership from the FCs, hiring four social work interns who are supporting the FCUs with counseling, archiving, and reporting assistance. EPJP prepared a scope of work (SOW) which was approved by the FC to ensure that the work of the interns would properly support the needs of the FCUs. The SOW identified the administrative and technical duties and the relationship between the FCU counselors and the interns. The Family Court specialist developed a reporting form for the work of the interns. During this year the interns have conducted the following support:



To build capacity of the counselors, EPJP hired an expert consultant to draft a Standard Operating Procedures (SOP) manual and a Code of Ethics, and to provide training on the use of these new documents. The expert developed a work plan, conducted a literature review, developed questionnaires, and held interviews with FC personnel. EPJP completed a workshop for 12 FC participants on June 25th to discuss the procedures at different units, identifying the disparities and developing proposed best practices guidelines. This information formed the background for drafting the SOP manual. EPJP also utilized this event to discuss the referral procedure for victims of violence with the counselors.



Family counselors participate in workshop opened by CJ Habbash

On August 31st, EPJP conducted a workshop for family court personnel (judges and counselors) to discuss the contents of the SOP manual. The manual provides procedures and guidance for the work of the counselors and was developed by working in collaboration with EPJP Annual Report FY14

FC personnel and taking into account international best practices in this field. The manual identifies quality assurance/quality control procedures utilizing a concise, step-by-step, methodology. The manual also provides personnel qualifications. During the workshop, EPJP presented the contents and obtained feedback from the participants. The participants stressed the importance of professionalizing the counselors, noting the heavy workload and the need for administrative support. Even though EPJP had provided the manual in advance to the FC, they did not distribute it to the participants in advance. Therefore, this workshop session did not allow enough time to complete the review.

EPJP conducted a follow-up workshop on the standard operating procedures (SOP) manual for the judges and counselors to finalize the manual and code of ethics. The SOP manual was submitted to the CJs office for review and any final changes. Once the FC gives their approval, EPJP will print the manual and conduct training on the new procedures and code.

Given the need for multiple interventions to improve the capacity of the staff at the FCUs, the component two lead and training specialist developed a comprehensive strategic plan for support including training in counseling and mediation. In preparation for the training session, SOWs were completed and the search began for expert trainers in these fields. The training specialist prepared a SOW for the Basic Counseling training that will include 19 FCU employees and interns. The training will increase participants' skills in counseling techniques and principles resulting in better service to FCU clients.



Standard Operating Procedures Manual Workshop

Even though a national referral mechanism is in place for victims of violence, the family courts are not utilizing it, nor do they have internal procedures to feed into the system. The component two team and the gender specialist met with Judge Damiri and Judge Jabari, FCHC Secretary General, to discuss development of a referral system by the FCUs for victims of violence. EPJP provided counselors with copies of the national referral system that was adopted by the cabinet, and discussed how the FC can work within this system. The

EPJP is building the capacity of Family Counseling Units

EPJP supported the development of standard operating procedures and codes of ethics to professionalize the counseling units at the Family Courts. Many of the counselors lack professional qualifications or even a basic understanding of important topics such as mediation techniques, client confidentiality, and dealing with victims of gender based violence. EPJP provided an expert consultant to assess the process and work with counselors to develop the SOP manual and code of conduct. The manual and code are awaiting final approval from the FC. After approval, EPJP will conduct training and distribute the manual to ensure compliance.

EPJP gender specialist met with personnel at the courts to determine how they handle these cases and found that gender-based violence (GBV) is often treated as a minor issue and is not seen as being within the jurisdiction of the counselors. It was noted that the response to accusations of violence depends on the sex of the counselor and the severity of the violence described. The gender specialist met with two judges in early July to discuss the necessary cooperation between judges and the FCUs to address GBV cases. The gender specialist prepared a concept note for a referral system which included the specific procedures to ensure that the FCUs respond appropriately to GBV victims. These mechanisms were included in the SOP manual and will be the focus of training activities in FY15 to ensure compliance.

Key Results Area 2.2 Family court personnel performance improved

Activity 2.2.1 Update Business Process Analysis (BPA) and Re-engineer Court Processes

BPA is a management tool used by experts to analyze internal business procedures of an organization. The analysis is used to identify flaws in existing processes by reviewing the routes that each process takes to produce the required results, the number of actors and their roles, and the information produced. The results provide a basis for re-engineering business processes in a more effective way.

At the FCs, there are two major processes: case management, which relates to the proceedings from the point of filing a complaint to the final judgment; and document management, which focuses on the issuance of various official family certificates such as marriage and inheritance certificates. EPJP provided the FC with a BPA expert who collected information from registrars, clerks, FCUs, the documentation unit, and the notifications department about their processes. The FCs have a complicated case management process during which the BPA consultant identified 8 major case types (including almost 50 sub-types) and 16 major document types (with almost 60 sub-types). The BPA consultant used three techniques to capture data and obtain a clear picture of the current situation including direct meetings with stakeholders; workshops that included brainstorming about current processes; and reviewing the relevant family law articles. The consultant then mapped the case management processes necessary to complete business transactions and related records production. The consultant met with judges to evaluate the processes for each of the case types identified to date. Judge Adeli from the Ramallah FC provided feedback to ensure that the necessary legal procedures are taken into account in the workflow. The BPA consultant followed a similar process to assess case management processes for appeal cases. Family court personnel were responsive to this analysis, providing significant details about their work and recognizing the need for change to improve their efficiency. This information will inform the analysis necessary for developing a case management solution and the re-engineering of processes.

Lesson Learned

Not only did the BPA map the flow of work and lead to re-engineering in the Family Courts, but including personnel in the process helped them better understand how their own system functions. Personnel learned that different offices were handling the same procedures in different ways. Conducting workshops with various levels of staff led to a better understanding of inconsistencies and the need for reforms. Based on input from the staff and the BPA expert, processes are now being re-engineered for efficiency and time savings. Ultimately this results in better service to the public and financial savings for the courts.

The BPA consultant conducted a workshop in July with personnel from the FC to validate the information he gathered about the case management processes. During the workshop the group discussed the five main processes: notifications, judgments (three types), family counseling, appeals, and objections to rulings. Organizational structures were also clarified. The participants provided important feedback and raised legal questions that will be considered by the FCHC to ensure that the automated system is fully compatible with the law.

EPJP conducted a one-day workshop on the BPA and re-engineering for FC personnel (judges and staff) on September 3rd. During the workshop, all workflows related to one specific type of case (as a model) were discussed and adjusted accordingly. Some delays and unnecessary loops and steps were found in the case workflows and EPJP was able to reach an initial agreement with the FC personnel to delete these since they are not based on the law and consume unnecessary time and costs. These changes will support future automation and reduce the work load, saving time and costs.



FC Judges discuss workflows in BPA session

The EPJP IT specialist and BPA consultant met with the FC supply department in late September to obtain copies of all family-related forms for cases and documentations. These will be attached to the workflow diagrams so that each step (or process) is linked to the relevant form. This will also facilitate the automation process to be implemented once funding permits.

EPJP also conducted a workshop to streamline the recommended re-engineering of processes with the SOP manual. Decisions on two minor issues were delayed so that the head of the FCU can reconcile this with the FC administration. EPJP provided a list of proposed processes for re-engineering to the FC CJ for review and to ensure their support for the new procedures.

Activity 2.2.2 Develop and deliver training programs for family court judges and personnel

Component two staff, the Gender Specialist, and the Training Specialist developed and finalized three assessment tools for use in determining the specific training needs of FC judges, court staff, and FCU staff. The tools included a questionnaire that utilized interviews with the senior officers at the FCs, litigants, and advocates to gauge their perceptions of FC personnel. This assessment took into account the training needs for personnel in four areas: legal, social, information technology and administrative. The needs assessment questionnaires were distributed and completed during the orientation workshop on March 31st.

The Training Specialist analyzed the results and developed recommendations for training programs. Findings for judges revealed that 35.8% of judges did not receive any pre-service training, although most of them were court staff before becoming judges. For the 64% who received pre-service training, most topics were on non-related judicial court issues including communication skills, gender, and human rights. The FCs are not under the supervision of the HJC and have not benefited from training offered to other judges and court personnel. The assessment also found that 41% of FC judges do not receive any professional support or guidance. An analysis of the data reveals that the FCs lack a strategic approach to training and the topics are mainly driven by the agenda and priorities of implementers. As a sustainability measure EPJP plans to provide training of trainers (ToT) to build the FC's internal training capacities. A SOW was developed and a trainer identified to conduct ToT programs for family courts and law school professors.

Governorate	Type of work	# of cases completed in 2012	# of cases completed in 2013	# Of Sites (villages served)	# of people In 2014	# of Judges	# of employees
Hebron	Cases & Transactions	339 cases of family counseling and guidance 2494 Marriage transactions 40 cases of prosecution department	2536 cases of marriage transactions 170 cases by appeal court 166 inheritance cases by appeal court 18 alimony cases by appeal court	10	259,900	2	1, Social worker 5, Writers 2, Notification employees 1, Accountant 1, Prosecution employee 10, Marriage officers 1 the Registrar of the Court
Ramallah & Al Beira	Cases & Transactions	1777 Marriage transactions 56 cases of prosecution department 817 cases of family counseling and guidance	1582 Marriage transactions 59 cases of prosecution department 795 cases of family counseling and guidance	78	676,763	4	1, Social worker 13, Writers 3, Notification employees 1, Accountant 1, Prosecution employee 14, Marriage officers 2, Registrars of the Court
Qalqilya	Cases & Transactions	1011 Marriage transaction 195 counseling cases	1065 Marriage transaction 213 counseling cases	33	108,049	1	2, Social workers 4, Writers 1, Notification employees 1, Accountant 9, Marriage officers
Nablus (East and West)	Cases & Transactions	2504 marriage transactions 1102 counseling cases	2535 Marriage transactions 352 cases by appeal court 361 inheritance 76 alimony cases	61	320,830	2	1, Social workers 5, Writers 1, Accountant 3, notifications archiving 1, Orphans officer 2, Prosecution 1, Registrar of the Court

The ToT will be held November 1-2, 2014, at the PJI for 15 family court judges.

Key Results Area 2.3 Service delivery and working environment including public spaces improved

Activity 2.3.1 Upgrades and improvements to Family Courts

All FCs except for Qalqilya are located in rented facilities, with most in spaces that are too small, lack privacy, and are in poor condition. In particular most courts lack the space for family visitation which is required to take place at the courts. The selection of the four initial target courts was based on location, population, caseload, current condition of premises, and priorities for the FCHC. (*See the table below that provides a synopsis of the four locations*). However, due to funding limitations the renovations for all FC locations, except Ramallah, were placed on hold during the fourth quarter.

EPJP developed a standard process for all rehabilitation and renovation projects with support from a home office procurement specialist. This process incorporates design work, construction, environmental assessment, and compliance with both Chemonics and USAID regulations. A separate home office consultancy also developed an environmental compliance manual. During the third quarter two sets of architects and engineers were hired and began work. The architects and engineers conducted field visits to Qalqilya, Hebron and Ramallah FCs to assess their situations and inform development of the designs for renovations. The architects developed drawings of the three locations which were reviewed by EPJP and the family court and revised accordingly. Engineers began developing the bill of quantities needed to release the RFPs to pre-qualified construction firms. EPJP obtained all legal documents related to ownership or lease of the buildings proposed for renovation and provided those to USAID along with the request for approval of these sites.

With the support of the home office consultant, a pre-qualification procurement process was completed to provide a pool of contractors ready to undertake planned renovations. EPJP received 14 proposals in response to the pre-solicitation for contractors to complete the renovations. A technical evaluation committee was formed and 8 companies were selected



Qalqilya Family Court

and submitted to USAID for vetting purposes. The home office consultant worked closely with the component leads and procurement department to formalize the necessary procedures and compliance measures to implement the renovations. Spreadsheets were developed for all locations including timelines and approvals, which will help to monitor the process.

After a site visit from EPJP and USAID, the

FCHC made an agreement with the municipality in Hebron to lease a location owned by the municipality which can be renovated for appropriate use as a FC. This space has approximately 700 meters on 3 floors, and is centrally located for easy public access. EPJP obtained a copy of the long-term lease for this location before proceeding. EPJP is also working with the family courts to find a more suitable location in Nablus which can be renovated, including coordinating with the EGP project to identify appropriate space. At Qalqilya, only one floor of the building has been completed so EPJP plans to finish the second floor and make minor renovations to the first floor, in addition to providing upgraded furniture and equipment.



Customers at Ramallah Family Court

EPJP discussed possible contributions or in-kind support that the FCs can provide to the renovation process. The FC suggested coordination with the Ministry of External Affairs and the Ministry of Justice to provide a space in the regular courts for authentication of FC documents. This will facilitate services for citizens and reduce costs to the public by avoiding trips to different ministries to obtain and authenticate documents. The FC also suggested adding space at the regular courts for the alimony fund, so that families can obtain assistance and financial support in their local communities rather than traveling to the office in Ramallah.

At the request of the FC, EPJP inspected a room at the FC headquarters for use as a media center. The space contained seating and audio equipment but needed an elevated stage and podium, as well as minor renovations to serve as a space for press conferences and meetings with the media. The space could also be available for small group trainings. EPJP developed a request for approval of the renovations which was granted by USAID. However, when a new CJ was appointed after the formation of the unity government, the FC made plans to move the headquarters to another location and requested that this work be put on hold. If a new building is found, EPJP will work with the FCHC to develop a media center at that location.

Given the current funding situation, EPJP was only able to move forward with the first floor of the family court in Ramallah. EPJP released an RFP, selected a construction firm, and entered into a contract in September for the work, which is expected for completion in November. The engineer, contractor and EPJP team met with the FC Chief Justice to discuss the renovation process, duration, and expectations for completing the work, which began on



Ongoing renovation at Ramallah FC

September 25th. Improvements will include better space for the public, new service counters, bathrooms, sufficient waiting space, a counseling office, and visitation room. New equipment and furniture will be provided. EPJP provided a financial consultant to assess the work at the family courts and provide recommendations for better practices. The consultant conducted field visits, reviewed procedures, and discussed processes with relevant personnel. The consultant provided a draft report, which was revised, after feedback

from EPJP. The final draft was submitted to the FC for their review in late September. Once finalized EPJP will work with the financial departments at the court to revise procedures and implement better controls.

Activity 2.3.2 Reduce backlogged documentation

EPJP hired three interns who are conducting manual archiving at Ramallah, Nablus, and Hebron FCs in anticipation of future automation to ensure a smooth transition. Currently, files in most FCs are poorly organized, not in proper storage, and in some cases are scattered on the floor. The component team and the IT specialist worked together to develop mechanisms for manual filing that will be easily transferable to an automated system. Each file should include a serial number indexing system that will later become part of an electronic system which can track physical locations (box file number, shelf number, cabinet partition number, etc.). This system will enable easy access to documents based upon the serial number that will be generated automatically by the automation software. Effectively organizing the manual system will ensure that records are in good order to speed the process of automation once an electronic system is operational.



Family Court Archives

The three data entry interns supported the FCs with notifications, filings, meeting minutes, archiving, and indexing. They have processed 643 documents: 480 in Ramallah, 59 in Nablus, and 104 in Hebron. They also completed counting of 601,766 cases and transactions in 25 FCs to plan for archiving and automation.

Based on several meetings between the Court Administration Specialist for IT and the FC IT Manager, HJC IT specialist and Judge Damiri, the EPJP IT specialist conducted research on options for automation for case and document management. The IT specialist developed a SWOT analysis to analyze the options for case and document management and inform a decision by USAID as to the best system. Based on that research EPJP developed a one-year

action plan for the family courts as well as a list of equipment and specifications for procurements of the necessary IT hardware and software.

EPJP conducted several meetings with HJC IT staff, FC personnel, and United Nations Development Program (UNDP) personnel to discuss collaboration and avoid overlap in the process of developing an automated case and document management system. After reviewing the options, the FC requested EPJP to develop a system specialized to the needs of the FC. The Chief Justice provided a letter formalizing that request. EPJP worked with leadership and judges at the FCs to identify the work flow of cases and documents. This was an important step in the development of the scope of work for the automation system, which identified the number of cases and documents processed in the family court, the routes, forms, necessary attachments for each case/document, the average process duration, and the processes linked to each process.

The IT Specialist developed a technical scope of work, which was reviewed and cleared by the USAID IT specialist, to be included in the RFP for the development of the case/document management system. The SOW for the automation of the FCs was also submitted to the FCHC IT department for their review and comment. The SOW includes system scope, software specifications, integrated solutions requirements and interfaces with other systems' data, system expandability, vendor requirements (including vendor experience in similar projects, vendor team capabilities and so on), maintenance and training requirements and costs, in addition to a preliminary project plan. The IT Specialist also worked extensively with the Chemonics home office to finalize the specifications and narrative submission to USAID for the ADS548 approval of IT equipment and systems that will be needed to support the new case management system. However, due to the current funding scenario, the automation of the FCs has been put on hold.

C. Component 3: Improve the educational experience provided to students in partner law schools

Law students currently receive mostly theoretical education, with lectures as a primary source of education offering few opportunities for practical learning. Most of the West Bank law schools now offer moot court and clinical programs, but these need to be expanded along with improvements in general teaching methodology to offer a more experiential and practical experience for students. Practical application of legal training will provide students with better skills, increase their effectiveness, and empower them to be better advocates for their clients. Better qualified lawyers will enhance the credibility of and public confidence in the justice sector. Under component 3, EPJP is working to improve the educational experience provided to students in partner law schools by focusing on enhancing curricula and teaching methods, institutionalizing moot court competitions, and developing legal clinics.

The component 3 lead began work in February and immediately met with deans from the four target institutions, including An-Najah National University in Nablus, Ahlyia College in Bethlehem, Al-Quds University in Abu Dis, and Hebron University. These initial meetings and site visits were utilized as an opportunity to identify material and technical needs of the law schools and to build relationships with the deans and professors.

Key Results Area 3.1 Curricula and teaching methods updated

Activity 3.1.1 Conduct comprehensive assessment of curricula and teaching methodologies

During the first quarter of EPJP, the COP and DCOP hosted a roundtable discussion on plans for transitioning support for the national moot court and Jessup International Moot Court Competition from International Narcotics and Law Enforcement Affairs (INL) to EPJP. INL is supporting the competitions this year and EPJP will continue support next year, with the goal of having universities take the lead in managing the process thereafter. Participants were Brad Bessiere, Ma'ali Shawish, INL representative John Dawson, the INL-funded Justice Sector Assistance Project's (JSAP) Chief of Team John McKay, and the JSAP moot court coordinator Nejmah Awad. The roundtable also covered other possible avenues of cooperation between EPJP and JSAP.

To build consensus and develop the implementation process for activities, EPJP held a roundtable workshop on March 31, 2014 at the EPJP premises for the deans and other personnel of the four partner law schools. The roundtable discussion focused on the general framework for cooperation, the development of an advisory committee, curricula development and modernization, and interactive teaching methodologies. The group also discussed the current moot court and clinical programs they offer, as well as connections with foreign universities. The EPJP gender specialist participated to highlight the importance of gender integration into legal education. It was obvious during the roundtable workshop that there is a lack of understanding about gender as addressing the different needs of women and men. Most participants perceived gender as a focusing only on women's rights. The gender specialist is continuing to work with the law school deans and professors to overcome this perception and ensure that gender issues, for both men and women, are integrated into activities.



Law School Roundtable

EPJP developed an advisory committee to support an assessment of the curricula and teaching methodologies, provide technical expertise to activities, develop partnerships with foreign law schools, and develop joint activities such as a legal education conference. EPJP developed a SOW for the Advisory Committee to detail their specific tasks which will include, among others, guiding technical assignments, implementation of activities, and supporting curricula and teaching reforms. The gender specialist also provided comments on the SOW to ensure proper integration of gender into the legal education activities. The SOW was shared with the law schools for their input and revisions before finalizing. The law schools provided their nominations for members of the advisory committee. Each of the four law schools will have two representatives (6 men and 2 women). It is anticipated that this committee will drive reforms and ensure implementation of activities, including recommendations from the curricula and teaching methodology assessment.

EPJP developed a SOW and hired a consultant to conduct an assessment of curricula and teaching methods of the partner law schools. The assessment process included interviews with professors, advisory committee members, students, and legal professionals to provide a comprehensive review of the law school experience. A focus group session was scheduled in June, but due to the political instability and travel-related issues the event was cancelled. Instead, the consultant met with several students at each university separately to avoid any security/travel issues. EPJP is now finalizing the report after several revisions and the addition of substantive material and annexes to provide a complete picture of the curriculum and situation at each of the schools. The final draft of the assessment report will be discussed with the advisory committee in October with plans developed to implement the recommendations.

EPJP will conduct a ToT program for professors on October 29-30, 2014. EPJP requested the nomination of 4 participants from each of the 4 partner law schools. This ToT program will be specially tailored to fit the needs of professors and will encourage better use of interactive techniques.

The EPJP gender specialist completed a gender analysis for legal clinics at Hebron University, An-Najah National University and Aliyah College, identifying recommendations for future activities. The gender specialist also collected, reviewed, and analyzed data related to moot courts, curricula, and teaching methodologies to ensure that gender is properly addressed in these activities.

EPJP met with the AMIDEAST Palestinian Faculty Development Program (PFDP) to learn more about their program which utilizes centers of teaching excellence. The partner universities in this program include An-Najah National University, Bethlehem University, Palestine Polytechnic University in Hebron, and Palestine Technical University in Kadoorie. EPJP will continue to coordinate as appropriate to ensure there is no overlap of support. EPJP met with the International Chamber of Commerce (ICC) to discuss areas of cooperation in the field of arbitration and mediation. EPJP also provided the connection between the ICC and the law schools to further discussion about ICC scholarship opportunities and arbitration courses/training.

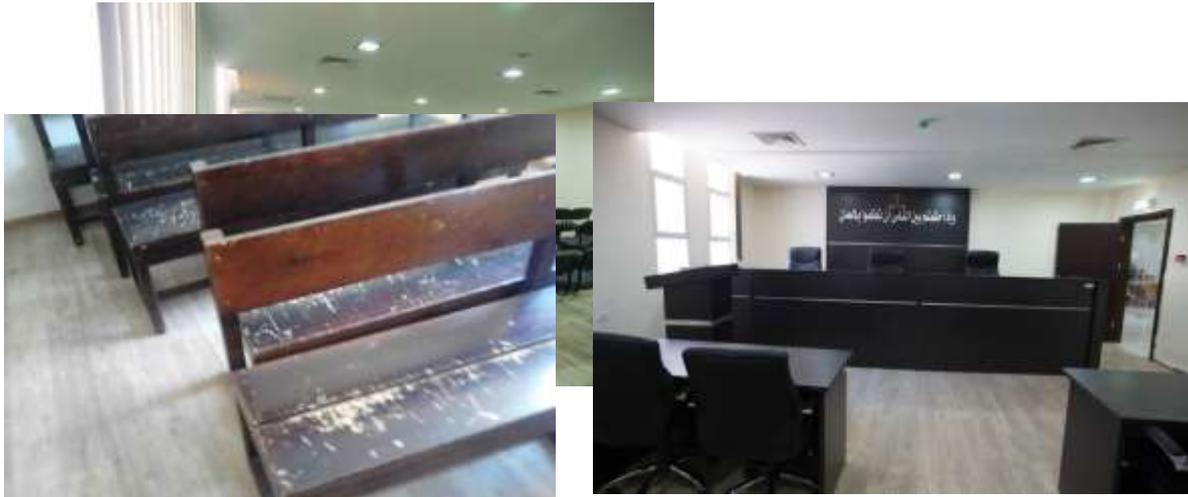
Activity 3.1.2 Institutionalize Moot Court Competition

PJEP organized the first Palestinian national moot court competition and supported the program for its first two years. Due to the transition from PJEP to EPJP over the past several months, the International Narcotics and Law Enforcement Affairs (INL)-funded Justice Sector Assistance Project (JSAP) organized the national competition and funded participation in the Jessup International Moot Court competition this year. The winning team from Birzeit Law School participated in the International Jessup Competition in Washington DC, finishing first among the Arab countries and placing 44th out of 114 teams. The second place team from the West Bank, An-Najah law school, participated in an exhibition round at the Jessup competition.

To begin planning for next year, EPJP met with the JSAP national administrator for the competition to discuss lessons learned. JSAP provided their final report which will inform plans for the next competition. EPJP will build on this work to ensure continuation of Palestinian participation in the international competition, with the end goal of institutionalizing moot court at local universities beyond the life of the project. EPJP developed a strategic plan to institutionalize the moot court competition within the law schools as well as developing a plan, with timelines, to implement all steps of the national and Jessup competition. The compromis for the 2015 Jessup competition was released in September; however, due to funding limitations EPJP will not be able to support the competition and USAID is searching for other possible donors who can provide assistance.

EPJP developed a plan for upgrading the moot courtroom at Al Quds University's law school, which was approved by USAID. This law school offers moot court as a practical training program for students. The course is offered as an elective and during each semester approximately 18 students participate. The space was in poor condition, needing additional furniture, equipment, and painting. EPJP painted the space, provided the necessary furniture including a bench, backdrop, lawyer's table, chairs, and new window blinds. EPJP also provided a camera and projector as training tools for students to video tape and review their presentations. This space now simulates a functional courtroom and allows professors to apply practical teaching methodology in a "real-life" setting. This room will be used, not only for the moot court course, but for the competition process to determine who will compete in the national and international moot court competition.





Before and After Pictures: Al Quds Moot Courtroom

EPJP conducted an assessment of possible locations to develop a moot courtroom at Hebron University Law School. Two potential spaces were identified and a request for approval detailing the plans were submitted to USAID and approved. Establishing a moot courtroom will serve the 500 law students that are enrolled annually, allowing a space to practice advocacy skills. Moot court exercises and mock trials were already being used in some courses including criminal law, family law, labor law, tort law, human rights, administrative law, business law, and international law, but they need the courtroom space to add the practical experiences. The moot courtroom will result in a better quality of education for students, allowing them an opportunity to argue cases, review their work on video, and receive support from law professors. After initial approval from USAID to renovate the space, this activity was put on hold due to the current funding situation.

Activity 3.1.3 Develop family law legal clinics

EPJP provided furniture and equipment to fully furnish the space provided by Ahlyia on the law school premises. The space was divided into four cubicles to ensure privacy for clients and for teacher-professor meetings. EPJP provided desks, chairs, cabinets, and tables to outfit the space similar to a law office. Now the space has a reception and waiting area and four offices for consultations. Computers and a multi-function machine were also provided. *See before and after pictures below.*



Before and After: Legal Clinic at Ahlyia Law School

The clinic will focus on family law issues and gender-based violence. This will be the only

legal clinic serving a community of approximately 130,000 and three nearby refugee camps. Students participating in the programs will enhance their practical legal skills by interviewing clients, completing basic documents, and referring cases that need court representation to lawyers in the community. The clinic, as well, is planning to engage local lawyers in handle those cases that require court representation. EPJP anticipated that the clinic would open in September; however, the law school did not have a director for the program and has delayed the start until early 2015.



An-Najah students participate in legal clinic

EPJP will also provide specialized training for students in the clinical program, similar to training programs already conducted at An-Najah (Nablus) and Hebron legal clinics. This program focuses on practical skills including client interviewing, dealing with gender-based violence, and specialized family law topics. The clinic will provide a space for them to practice their craft in a controlled environment supported by law professors, while learning the importance of pro bono service to the public.

On June 1, 2014, EPJP completed training for legal clinic students at An-Najah University Law School in Nablus entitled “Supporting Family Court clients and victims of gender-based violence.” (See textbox for details.) The one-day training was organized and led by EPJP technical staff, including family law and gender specialists, and held at the university, making the program very cost efficient. Safa Bal’awi, legal clinic coordinator, was very satisfied with

EPJP provides specialized training for law students

“Supporting family court clients and victims of gender-based violence” was the title for the one-day training EPJP delivered for senior law students participating in the legal clinic course at An-Najah University in Nablus and at Hebron University. Students in the clinic provide free advice to the public, prepare basic legal documents, and refer cases to practicing lawyers who can provide court representation when needed. The one-day training defined gender concepts, detailed women’s rights and protection from violence under international law, and discussed effective methods for supporting victims of gender-based violence. It also focused on practical issues of family law, ethics, and skills of a legal advisor, and provided case studies on family law issues such as divorce, inheritance, guardianship, alimony, and child support.

this specialized training for her students. It provided students with practical skills necessary to serve clients effectively and increase confidence in the legal system. Students currently participate in the program without university credit; however, starting next year the students will receive three hours of course credit. Reflecting her view of the training, Ms. Bal’awi noted that the An-Najah legal clinic will make gender issues a component of any future training for clinical students.

The same training program was also conducted at Hebron University Law School. It was originally planned for June 16th; however, due to the security situation, the university cancelled all activities and the EPJP team was not able to travel to Hebron to complete the program. EPJP completed the training on August 27, 2014, for 25 students (18 females and 7 males), again utilizing EPJP technical staff as trainers. The first session defined gender concepts, detailed women’s rights and protection from violence under international law, and discussed effective methods for supporting victims of gender-based violence. A second session focused on practical issues of family law, ethics and skills of a legal advisor, and provided case studies on family law issues such as divorce, inheritance, guardianship,

alimony, and child support. In a thank you e-mail to EPJP, Dr. Mutaz Qafisheh, dean of the Hebron law school, said, “The students were impressed with the dedication and professionalism of the trainers.”

EPJP began work on a procedural manual for the legal clinics this week. The clinical manual will address client meeting procedures, case management, legal ethics, family law and gender-based violence, advising clients and managing case files. EPJP is developing this manual in collaboration with the partner law schools, including utilizing the manual recently developed by An-Najah University. However, their manual is mostly theoretical. EPJP anticipates producing a practical manual, with forms and tools that focus on procedures, ethics, and supporting clients. A first draft is expected by the end of October.



Hebron law students work together in Family Law/Gender-based Violence Training

Al Quds Law School expressed interest in developing a mediation clinical program in addition to their current clinic, for which they developed a concept paper for EPJP’s review. The proposed clinic would serve as a means of providing dispute resolution for vulnerable groups while giving law students an opportunity to build skills. As noted in the proposal, the clinic would represent “a link between legal theory and professional life.” EPJP developed the proposal into a request for approval by USAID but has not yet submitted given the current funding situation and inability to move forward with the program at this time.

The COP and component lead also met with a law professor from Washington and Lee University and a representative from the International Legal Foundation (ILF) to discuss possible avenues of cooperation through their clinical legal program. ILF is working with Hebron Law School on their criminal law clinical program but have also provided training on experiential learning. EPJP discussed possible areas for collaboration including a visiting scholars program offered by Washington and Lee to offer US research and teaching experience.

EPJP met with the two UNDP staff members including Mr. Jihad Shomali (Access to Justice Analyst) and Mr. Mamoun Attili (Civil Society Coordinator) to discuss their support of legal clinics. UNDP works with 4 universities: An-Najah National University (Nablus), AL-Istiqlal University (Jericho), Al-Quds University (Abu-Dis) and Hebron University. UNDP mainly provides funding for workshops and trainings and support to the legal clinic at Al Quds that supports detainees and human rights issues in Jerusalem.

Key Results Area 3.2 Management and administration related to students education strengthened

Activity 3.2.1 Review management and administrative structures

EPJP will review management and administrative structures at partner law schools to determine how these positively or negatively affect the educational experience of students. This activity is sensitive and requires building significant relationships before broaching this topic. Once developed, EPJP will utilize the advisory committee to address these issues and formalize an MOU to conduct a business process analysis (BPA) that can inform the need for change. EPJP expects to begin discussions on these issues after finalizing the assessment report and considering further with the advisory committee during the first quarter of FY 15.

D. Component 4: Improving citizens' knowledge of their rights and available services

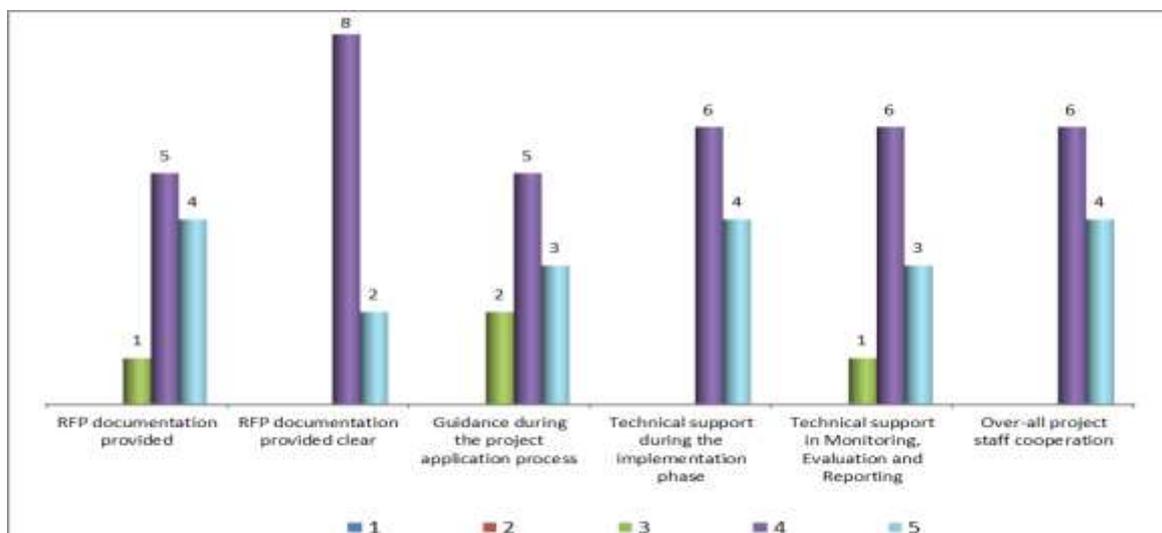
EPJP is enhancing citizen engagement and respect for rule of law by supporting media departments in targeted justice sector institutions and providing small-to-medium size grants for civil society organizations (CSOs). These grants are being competitively awarded to CSOs and institutions utilizing innovative methods to broaden public awareness of the justice sector and legal rights. Project outreach campaigns will encourage citizens to make choices that respect the rule of law and to increase their knowledge of their legal rights, especially for vulnerable groups such as women and youth. EPJP is also supporting media departments in targeted justice sector institutions to improve their skills and conduct outreach to the community.

To gather the lessons learned from the PJEP grant programs, grantees completed a final evaluation form and EPJP staff analyzed the results to inform the grants program. Results included the observation that working with children and youth, as well as in a

participatory manner with the public was successful. The analysis also revealed the importance of incorporating cultural norms and sensitivity into project design and development. Suggestions included:

1. Increasing grant amounts and duration
2. Adopting a participatory process with beneficiaries
3. Focusing more on youth and students
4. Being more creative but also sensitive to local context

Grantees rated the support provided by the project on a scale from 1 to 5, with 5 being the most helpful and 1 the least beneficial. The ratings were generally high with the project receiving mostly 4s and 5s as illustrated in the figure below.



Building on Lessons Learned from the PJEP grant program

EPJP conducted a final evaluation of PJEP grantees utilizing 10 questions designed to inform future grant activities. Grantees rated the assistance they received from the project team highly, especially during implementation. One of the needs that respondents identified was for M&E technical assistance. Given the focus on results, EPJP included a session on M&E fundamentals during the grantee orientation conducted on March 17. This session, in addition to highlighting the scope of work for new grants, also introduced the development of results framework, indicators, and monitoring methodologies. After award of grants, an intensive review session was held between grantees and the M&E Specialist, to finalize performance monitoring plans.

Key Results Area 4.1 Citizen Engagement in rule of law and justice related issues increased

Activity 4.1.1 Provide grants for Palestinian CSOs to raise awareness of rule of law issues including women’s rights

During the first quarter, EPJP drafted a Grants Manual that serves to consolidate relevant USAID and Chemonics regulations regarding grants in one place and provide the specific procedures and forms for EPJP to implement the grants program. During the second quarter, EPJP developed and released the first Request for Applications (RFA) with concept papers due on April 1st. The scope of work for this cycle of grants focuses on supporting justice sector stakeholders’ outreach activities in communities, to improve the relationships between the justice sector and the public, to increase the public’s understanding and perception of the justice sector, and to enhance the justice sector’s performance.

The grants are designed to support efforts that increase citizen satisfaction with justice sector services, ensure that the justice system responds to the demands of the public, increase coordination among justice institutions, strengthen the capacity of targeted groups to advocate for their legal rights, and enhance judicial independence and accountability. The grants team circulated the RFA to more than 80 organizations.

Following the release of the RFA, EPJP completed an orientation session on March 17, 2014. More than 60 participants representing 35 local partners attended the workshop, along with EPJP counterparts including the FCs, MOJ, and the HJC. Counterparts highlighted their successful experience with the PJEP grant programs, discussed their services, and expressed their desire to work closely with CSOs. The program included presentations about the EPJP program, the RFA scope of work, monitoring and evaluation, and USAID regulations. The event also served as an excellent networking opportunity for counterparts and CSOs to learn more about each other’s work and to build relationships.

EPJP conducts Grantee Orientation Workshop

Following the release of a Request for Assistance, EPJP completed an orientation session on March 17, 2014, for 35 organizations to ensure that applicants meet the requirements and tailor their applications to project results. The session clarified details of the RFA and stressed that applicants must focus on impact. It was specifically noted that grant activities should build bridges between CSOs and the justice sector for sustainable relationships. EPJP encouraged participants to develop innovative and creative concepts that achieve project results.

EPJP Grants Support Improved Rule of Law

EPJP grantees are working to ensure that:

- ✓ The public has a better understanding of justice sector institutions, their roles, and procedures
- ✓ The public is more engaged in observing and promoting the rule of law
- ✓ The public has increased confidence in and respect for justice sector institutions
- ✓ Youth understand and respect the rule of law
- ✓ Women understand and access their legal rights
- ✓ The public better understands gender roles in society
- ✓ Awareness is increased about gender based violence, the cause of such violence, and methods of prevention
- ✓ Access to justice for women, youth, and marginalized citizens is increased
- ✓ The public is able to access justice sector services in a timely manner
- ✓ Citizens know how to recognize, report, and address corruption

EPJP received 37 concept papers in response to the RFA from 33 different organizations. A technical evaluation committee (TEC) was organized and reviewed the concept papers, selecting 15 for submission of full grant proposals. The EPJP grants team visited all of the final 15 organizations, working with them to tailor their proposals and assessing their capabilities to

implement the grants, both technically and financially. Fourteen of the organizations submitted full proposals that were evaluated by the TEC and scored on past performance, feasibility of project design, M&E and implementation plan, technical activities, gender considerations, impact on beneficiaries and targeted groups, sustainability of results, and budget realism. Eleven projects were recommended for grant awards. The grants team developed a 1-2 page synopsis of those selected for submission to and consideration by USAID.



Grantee orientation session

The grants team finalized the necessary procedures and compliance requirements for the potential grantees including:

- Submitting potential grantees for vetting
- Conducting reference checks
- Completing pre-award responsibility determination
- Preparing branding strategies and marking plans
- Completing Environmental Screening Checklists and Mitigation Plans
- Developing memorandums of negotiation

During the process, EPJP facilitated contact between CSOs and justice sector institutions. This approach served to mainstream the process and ensure quality projects that support EPJP objectives and provide maximum benefit to counterparts and the public.

Due to delayed funding and the current political situation, USAID requested that the grants be prioritized with four submitted for approval. Three were initially approved with a request to make revisions to the fourth application. Based on the availability of funding only through January, with reduced activities, EPJP chose two grantees that could have the maximum impact in that time frame. On August 19th, EPJP signed grants with the Institute of Modern Media (IMM) from Al-Quds University in Ramallah and El-Lid Charitable Society in Nablus.

The IMM project utilizes interactive drama and a variety of media tools to target women, youth, and marginalized people, informing them of their rights and how to access services to protect their interests. There is a special focus on Palestinian youth to encourage them to seek peaceful means for resolving conflict. The project will promote youth engagement by training



Signing a Cycle 1 EPJP grant with IMM

40 youth, utilizing interactive drama, to foster discussion on the rule of law. IMM will also produce television spots and outreach materials to highlight the importance of the justice sector and improve the perception of the courts. They will also focus on raising awareness about gender-based violence. IMM is targeting students at Al-Quds University-Jerusalem, Al Najah University-Nablus, and Hebron University as well the villages of Birzeit and Kufr Na'meh.

IMM issued a press release highlighting the grant signing event which was featured on several websites:

http://www.honaalquds.net/ar/article/3130/#.U_SelPI_tqU

<http://www.alquds.edu/ar/%D8%A7%D9%84%D8%A3%D8%AE%D8%A8%D8%A7%D8%B1/18598-.html>

<http://www.raya.ps/ar/news/870067.html>

<http://www.kolalnastv.com/national-news/77126.html>

The El-Lid project is promoting the rule of law and building trust in the Palestinian judicial system through quiz shows and media productions. These fun and interactive techniques will encourage participation and lead to increased understanding of legal rights, judicial procedures, and ways to access services. Ultimately El-Lid expects to increase public confidence in the justice system and increase citizen engagement in the rule of law. El-Lid is working with four universities, 3 youth development centers, and 7 community based organizations in Tubas, Salfit, Qalqilya, Tulkarem, Jenin and Nablus to broaden the reach of their message. El-Lid issued a press release highlighting the grant signing event which was featured on several websites:



Signing a Cycle 1 EPJP grant with El-Lid

<http://www.alwatanvoice.com/arabic/news/2014/08/25/582809.html>

<https://newhub.shafaqna.com/AR/PS/1851467>

<http://www.maannnews.net/arb/ViewDetails.aspx?ID=723197>

<http://www.ellidpal.org/ar/?page=details&newsID=364&cat=60>

EPJP conducted an orientation for the two grantees on August 27, 2014, to ensure compliance with USG and Chemonics procedures and regulations. Nine staff from IMM and El-Lid participated in the workshop which was held at the EPJP offices. Topics included grants financial management, USG compliance, MO 21, procurement, branding & marking, M&E and DQA requirements, reporting and success stories, gender integration and considerations, and tips and advice for effective project management and implementation. The team put a particular focus on results, working with the grantees on M&E planning and ensuring data quality. Grantees were coached and supported to develop M&E plans for their projects in the first month of startup. The M&E plan is a requirement for each grantee that will help in articulating how grantees will utilize proper tools to monitor implementation and to measure progress and performance.

IMM began implementation with a planning session and assignments of staff responsibilities. IMM developed an application form and posted it on their website and social media forums to recruit 40 youth (aged 18-29) for training on rule of



IMM website: <http://honaalquds.net/ar/>

law, media, and drama. IMM posted an electronic banner on their main website “<http://honaalquds.net/ar/>” to promote the project and to attract youth to apply by clicking on the banner and accessing the application.



IMM electronic banner announcing EPJP grant-funded project

Links for the announcement and application form include:

<http://honaalquds.net/ar/article/3687>

<https://www.facebook.com/shobedak>

<https://www.facebook.com/honaalquds.net>

<https://www.facebook.com/AlqudsTV>

<https://www.facebook.com/Alquds.edu>



Sheikh discusses family court procedures with youth

IMM completed the selection of 46 youth (aged 18-29) to participate in project activities. They also selected trainers for rule of law, scriptwriting, and dramatic acting. IMM conducted 4 days of training in September. Three days focused on rule of law issues for youth, and one day on script writing and drama. The program raised awareness about the judicial system and court procedures. Participants improved their drama and scriptwriting skills, to support their development of awareness messages at a later stage in the project. Representatives from the HJC and FCs participated in the training, providing discussion on the work of their respective institutions. This was the first time most of the participants had any interaction with court personnel and it was an excellent opportunity that built relations between youth and the court system.

IMM published a press release and short video about the training (<http://www.honaalquds.net/ar/article/4215/#.VBIUkcJxnct> and http://youtu.be/pQBuTUI_xFQ).

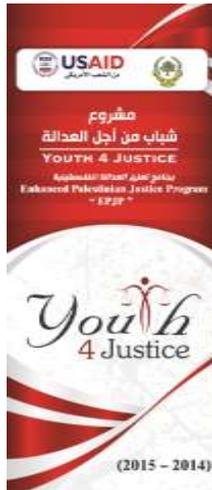
IMM created a Facebook group for the youth participants (<https://www.facebook.com/groups/731459100259074>)

El-Lid developed promotional materials and submitted to EPJP for review. El-Lid initiated communication with its counterparts and began signing MOUs to host the quiz show and attract youth participants in 20 locations. These counterparts include several universities, youth development resource centers (YDRCs), and community based organizations. El-Lid



Youth participate in IMM rule of law trainings

has scheduled quiz shows during the period from Oct. 26 through Dec. 23. They have signed MOUs with An-Najah University and Hisham Hijjawi College of Technology in Nablus to host the quiz shows. El-Lid hired a legal consultant who is drafting questions for quiz shows and producing educational materials about the role of judicial institutions. El-Lid also hired a comedy acting team to perform sketches during the quiz shows. The scripts for the sketches are currently being developed and reviewed.



Promotional pamphlet from El-Lid

EPJP conducted an assessment of the **Palestinian Arbitration Association (PAA)** to identify their strengths and weaknesses. This organization is certified by the Ministry of Justice with a mission to promote and adopt arbitration as an efficient alternative resolution method for commercial disputes. The PAA intends to work with the justice sector to build the capacity of prequalified arbitrators in the West Bank and to utilize them to handle disputes before they rise to the level of a lawsuit. A report was prepared and presented to the PAA to support their capacity building efforts. Recommendations in the report will help them learn more about how to manage grants and develop proper systems to implement projects.

Key Results Area 4.2 Capacity of media departments of

justice sector institutions strengthened

Activity 4.2.1 Build the capacity of media departments within targeted justice sector institutions



Counterpart media personnel interact at media strategy workshop

The EPJP media specialist joined the project in late February and immediately conducted assessments of counterpart media departments including the FCHC, HJC, and MOJ. The preliminary findings revealed that the media and PR departments at both the MOJ and the FC do not have media strategies/work plans and their activities are limited to ad-hoc press releases and annual reports. While the HJC has a basic work plan it needs revisions and updates.

To respond to the need for more strategic communications, EPJP conducted a workshop on April 1st with counterparts from the HJC, FC, and the MOJ to develop media strategies. The workshop raised awareness of counterparts about the importance of strategic planning and the importance of developing communications strategies for more effective awareness campaigns, service delivery, and outreach activities. The EPJP media specialist led the workshop which included a focus on the difference between action plans and strategic plans, elements of strategic communication, and the steps for building a communications strategy. The EPJP gender specialist presented tools for incorporating gender into communications, while the IT specialist delivered a presentation and a sample outline for social media strategies.

Following the workshop, EPJP worked with media staff to develop their strategies. The EPJP

Lesson Learned

EPJP continues to provide on-the-job mentoring for the media department staff to improve their utilization of social media, to develop organizational outreach strategies, and to produce quality informational sources about court resources and procedures. As part of the media strategies, EPJP helped the FC to design a 3 month plan for community outreach and awareness activities as well as methods to strengthen relations with media outlets and civil society organizations. With EPJP support the FC recently established a Facebook page and is upgrading their website with relevant information and regular updates about the work of the courts. EPJP provided a new camera and related accessories so that the FCs can develop high quality photos and short videography for their website, Facebook page, and media releases. This type of practical support has already seen significant improvement in the capacity of media department staff and is increasing citizen awareness of rights and services. These new media tools and increased transparency are also improving public perception of the family courts.

media specialist conducted several meetings with HJC, MOJ and FC to identify the personnel responsible for developing the strategies and provided on the job mentoring to support their efforts. The strategies focused on designing awareness campaigns on rule of law, including television and radio spots, informing the public about their services, using effective communication tools to reach citizens, building partnerships with CSOs, conducting community events, and building capacities of media staff. The strategies included a vision, the media unit's background, a SWOT analysis, strategic objectives, communication tools, target audiences, and an M&E framework. Issues outlined in the strategies included awareness of legal rights, services provided, legislation changed/reviewed, coordination with CSOs and building relations with media. The types of communications tools included in the strategies are a combination of both traditional mass media and social media.

The media specialist developed a work plan for weekly mentoring sessions for the media/public relations (PR) department at FCs. An

official letter was sent to the FC to approve the activities and timeline and ensure their full cooperation. These sessions began on June 23 and focused on improving the skills of media/PR staff in the following areas:

- Tools to effectively engage media
- Reporting media activities
- Developing content for the media
- Events management
- Using social media
- Photography and filming skills



EPJP providing on-the-job mentoring for FC media unit

During the mentoring sessions, EPJP provided support to the FC media to prepare a fact sheet about family laws, visitation, divorce, separation, etc. The media specialist also worked with the FC to develop an activity report template to be utilized in reporting activities on a daily and monthly basis to the CJ. This will allow the department to track implementation of activities and compare achievements with expectations they developed in their work plan.

The EPJP communication specialist provided an on-the-job mentoring session for the FC media unit on photography skills. This session focused on how to use the camera and understanding the basics of DSLR photography. The specialist provided guidance on the essential elements of photography, how cameras work and concept of light, lenses, which lens to use for portraits or landscapes, shutter speed, how to shoot in manual mode, as well as semi-automatic modes like shutter priority mode. The specialist installed the camera software on the media staff computers so they can edit and refine photos before publishing. EPJP also conducted a session on videography techniques.



EPJP providing photography expertise

EPJP staff is working with the FC media department staff to improve usage of social media, to produce quality information sources, and implement their outreach strategies. (See text box). With EPJP support the FC recently established a Facebook page and is upgrading their website. EPJP received approval to support the design and development of a new FC website which will provide a significant outreach tool and resources for the public. The new website will include publications and news about FC services and events. The new design will enhance the content and the function of the website with new sections being added to provide more information to public. E-services will be part of the design plan so that, at a later stage, the public can access documents directly from the FCs. EPJP conducted a procurement and selected a vendor who is now working on the website and will provide three possible options on October 2, 2014. EPJP also worked with the media unit to design messages on women's rights of inheritance using graphic design platforms for posting on their Facebook page. EPJP provided a new camera and related accessories and the EPJP communications specialist provided a mentoring session on photography and videography techniques so the unit can effectively utilize the new equipment.

The EPJP media specialist worked with the FC media department to organize their first public meeting with Al Ram Municipality in October. The staff met with the Al Ram mayor to agree on the time and discuss signing an MOU to conduct monthly town hall meetings. The media staff is also working with CSOs to organize town hall meetings in other West Bank locations. The EPJP gender specialist met with the media unit to discuss integrating gender issue into these events.

The gender specialist and media specialist also conducted an on-the-job mentoring session for media/PR unit at the FCHC. The session was designed to better target the specific needs of women, men and children with appropriate messages and communication tools. The gender specialist reviewed the FC website, Facebook page and press releases and offered guidance on integrating gender into their materials. During the next week the FC media staff will work on defining their audience, messages, and tools.



FC Facebook page

EPJP is working with the FC media unit to develop messages to highlight their work and services including brochures and an animation series. EPJP researched animation services available in the local market, including assessing presentations by four firms. The services provided by these firms did not meet the specifications initially requested, so EPJP revised the SOW to attract companies capable of providing the quality of services needed. However, due to funding limitations this activity has been placed on hold.

HJC is organizing a judicial conference for October 2014 and the media department requested on-the-job training to build public relations skills, press office roles and responsibilities, and events management to improve their capacity to support this conference and future events. The media specialist conducted an assessment of the capacity of the HJC media staff on event management and public relations skills. This information will be utilized to develop the mentoring sessions and materials. The mentoring sessions began on September 28th and will continue through mid-October.

EPJP printed 2,100 copies of the 10th edition of the Qada'una newsletter with 1,000 copies distributed with the Al-Ayyam newspaper in the Ramallah district, and 1,070 copies were delivered to the media department at the HJC to be distributed to employees, lawyers, journalists and others in the council. The newsletter highlighted the work of the HJC detailing topics such as reducing case disposition time, the notification process, the implementation of the model court process, and included an annex that summarized all cases handled by the anti-corruption court since its inception. The issuance of the newsletter was widely publicized in local media and one website.

As part of the PJEP grants cycle, Wattan TV developed an 8-part series entitled “Before Justice.” The HJC and PJEP identified a need to increase citizen awareness about the justice sector and worked with Wattan TV to develop this legal drama series to increase transparency and build public trust in the legal system. The HJC worked closely with the Wattan drama team to identify court cases for the series, either because of their frequency or because of the nature of the offense. Topics included theft, property vandalism, sexual harassment, and honor killings. After airing during PJEP on the Wattan TV channel, the HJC broadcast the series on Al Falastiniyah, a local satellite television in Ramallah. This channel has a broader audience which provided expanded coverage in the community on these important legal topics. Airing began on March 22 and continued for three weeks. The HJC planned to re-broadcast the series again during Ramadan but decided not to do so given the ongoing situation in Gaza.



Advertisement for Before Justice Series

EPJP met with IREX and discussed collaboration among grantee organizations, specifically how YDRCs can disseminate media products to raise youth awareness about the justice system. EPJP and IREX agreed to utilize the Before Justice series at YDRCs. EPJP staff are now developing a discussion guide to accompany the series that will highlight the specific

legal issues of each episode and provide the relevant background for discussion. This activity will reach a significant group of youth and communities throughout the West Bank to raise awareness and promote trust in the justice sector.

ANNEXES

Annex A: Summary of Completed Activities during FY14

Component 1 – Justice Sector

- ✓ Reduced document backlog at courts and Ministry of Justice by utilizing data entry interns to digitize almost 1.4 million documents (combined PJEP/EPJP total)
- ✓ Conducted training and on-the-job mentoring activity for HJC annual report including roundtable to review success and ensure sustainability
- ✓ Conducting financial consultancy to assess current financial practices at courts, identifying gaps and providing recommendations for improvements that are consistent with standard accounting and financial procedures
- ✓ Conducted Centers of Excellence orientation workshop at HJC; HJC formed selection committee and nominated team members; conducted initial COE training for team to conduct self-assessment; completed self-assessments in 6 courts
- ✓ Renovating Bethlehem court to reorganize civil registry, traffic, and archiving departments for better work flow and customer service
- ✓ Obtained agreement of MOJ to co-locate MOJ Justice records and authentication services at one stop center in Biddo (in collaboration with USAID/EGP)
- ✓ Renovated Ramallah cashier office to accommodate two more service stations, allow more supervision, and provide service to the public more quickly
- ✓ Completed ribbon cutting/inauguration for Ramallah Court cashier office renovations
- ✓ Renovated Cassation Court archives in Ramallah
- ✓ Conducted time management training for MOJ staff
- ✓ Conducted training needs assessment for PJI staff and now providing on-the-job mentoring to develop a strategic approach to training of judges and court personnel
- ✓ Developed training plan with PJI
- ✓ Conducted Urgent Judiciary training
- ✓ Conducted IT needs assessment at MOJ, PJI, HJC, and family courts
- ✓ Fielded a home office construction procurement specialist who developed a standard operating procedure for all renovations, including consideration of environmental and disability-inclusion regulations
- ✓ Developed environmental compliance manual for construction

Component 2 – Family Courts

- ✓ Designed renovations for Ramallah, and Qalqilya, and Hebron courts
- ✓ Completed pre-selection procurement for construction firms to begin renovation and rehabilitation work
- ✓ Began renovations at Ramallah Family Court
- ✓ Placed first-ever interns in family courts who are working on manual archiving in anticipation of automated system
- ✓ Providing social work interns in four pilot courts to develop work of family counseling units
- ✓ Conducted Family Court orientation workshop to engage judges and staff to understand role of project and how renovations and upgrades will proceed
- ✓ Conducting business process analysis in family courts to re-engineer processes and improve work flow, as well as to inform the development of a case and document management system

- ✓ Conducted training needs assessment of family courts to inform training program for various levels of staff
- ✓ Conducted assessment of family counseling units resulting in assessment report with recommendations for staffing and training and a multi-year training plan to build capacity of counselors
- ✓ Supporting family courts to obtain more qualified staff for family counseling units, including coordination with General Personnel Council to re-locate personnel from other ministries
- ✓ Developing standard operating procedures manual and code of conduct for family court counseling units

Component 3 – Legal Education

- ✓ Completed roundtable for law school deans to develop plans for advisory board and to garner support for legal education reforms
- ✓ Organized the advisory board which will support implementation of project activities and build sustainable reforms
- ✓ Coordinating with INL-funded JSAP II program for handover and implementation of national moot court competition
- ✓ Conducted training for students participating in legal clinics about family law, gender based violence, and client interviewing at An-Najah and Hebron Law Schools
- ✓ Conducting assessment of curricula and teaching methodology at four universities to provide recommendations and action plan for reform
- ✓ Provided furniture and equipment to open first legal clinic at Ahlyia Law School in Bethlehem
- ✓ Renovated space for a new moot court room at Al Quds Law School

Component 4 – Public Outreach and Awareness

- ✓ Issued RFA and received 37 concept papers; 15 selected for full proposal
- ✓ Conducted assessment visits to 15 CSOs to determine technical and financial capacity for managing grants
- ✓ Reviewed, scored, and selected finalists, three of which have been approved by USAID
- ✓ Two grants signed and being implemented
- ✓ Developed grants manual encompassing USAID and Chemonics grants-related regulations and standard practices
- ✓ Conducted grantee orientation workshop
- ✓ Conducted assessment of public relations/media offices at counterparts
- ✓ Printed and distributed 2100 copies of the HJC newsletter (Qada'una)
- ✓ Developed plans for an animation series to support work of family courts
- ✓ Conducted media strategy workshop for counterpart media/public relations departments
- ✓ Providing on-the-job mentoring for media staff at counterpart organizations to develop media strategies and public outreach activities
- ✓ Provided camera equipment and accessories as well as on the job mentoring to develop staff photography/videography skills
- ✓ Developed outreach program and plan to build media relations with Family Court media department

- ✓ Conducted an assessment of the Palestinian Arbitration Association (PAA) and provided recommendations to build their capacity for financial and programmatic operations
- ✓ Prepared orientation session for grantees to ensure understanding of and compliance with USAID and Chemonics regulations
- ✓ Conducted coordination meetings with counterparts and other donors focusing on rule of law and access to justice to ensure cooperation and avoid duplication of efforts

Annex B: Summary of Planned and Ongoing Activities for Oct. 2014 – Jan 2015 (time frame based on current funding obligation and revised activities)

Component 1: Enhance service delivery and efficiency of justice sector institutions

- ✓ Implement Centers of Excellence (COE) including conducting the self-assessment, writing the self-assessment report and developing transformation plans
- ✓ Finish upgrade at Bethlehem Court for civil and traffic registry and conduct ribbon cutting/opening event
- ✓ Complete financial consultancy, including staff training on proposed changes
- ✓ Provide two interns to support Chief Justice office and two interns for courts
- ✓ Finalize one-stop-shop MOJ Justice Records Office window for Biddo (in collaboration with EGP)
- ✓ Conduct human resources analysis of staffing at courts
- ✓ Provide minor upgrades (cabling) for PJI computer lab and reconfigure furniture setting for better training conditions (anticipate training FC staff on basic computer skills)
- ✓ Conduct training for judges and court personnel (anticipated topics include land law and civil procedure)
- ✓ Provide on-the-job mentoring for PJI staff to build their capacity to operate a training center

Component 2: Improve service delivery through enhanced capacity of Family Courts

- ✓ Design and print SOP manual and code of ethics for FCUs
- ✓ Provide training on SOP Manual and ethics code
- ✓ Provide mentoring and follow-up with staff to ensure implementation of new SOP and code of conduct for FCUs
- ✓ Conduct a two-day Training of Trainers (ToT) for FC Judges
- ✓ Provide training on referral mechanisms for victims of violence with judges and/or court personnel
- ✓ Provide 2-days of training on gender and gender based violence for judges and/or court personnel
- ✓ Provide 4 days of training on basic computer skills such as Internet access and office applications for FC personnel (4 days each for groups of 15 – 2 or 3 groups anticipated)
- ✓ Implement recommendations from financial consultancy with training and on-the-job mentoring for court staff
- ✓ Monitor training programs and evaluate results, focusing on specific behavior and process changes as a result
- ✓ Provide social worker interns to assist the family counselors in their work
- ✓ Support FC process to hire new and qualified family counselors; coordination with General Personnel Council
- ✓ Re-engineer processes including testing samples, manual implementation of the final version of new processes, and measure results of changes before and after re-engineered processes
- ✓ Implement Centers of Excellence (COE) including conducting the self-assessment, writing the self-assessment report and developing transformation plans

Component 3: Improve the educational experience provided in partner law schools

- ✓ Conduct regular meetings of advisory committee
- ✓ Conduct ToT program for professors to encourage better use of practical methodologies
- ✓ Coordinate with law schools and advocate for change to curricula based on assessment report
- ✓ Implement national moot court competition including training for students and coaches, initial rounds at schools, and final competition among universities
- ✓ Provide renovations and upgrades for Hebron University to establish a moot courtroom including ribbon cutting/opening ceremony
- ✓ Work with law schools to develop sustainable methods for ensuring the continuation of the moot court competition
- ✓ Conduct training courses for clinical students on practical skills
- ✓ Coordinate with law schools to develop a procedural manual for operations at the law school clinics

Component 4: Improve citizens' knowledge of their rights and available services

- ✓ Implement grants activities including public service announcements and awareness campaigns
- ✓ Monitor grants activities and conduct capacity building for CSOs as needed
- ✓ Coordinate CSO grantees and media department activities to increase citizens' knowledge of and access to justice sector services
- ✓ Conduct monitoring and evaluation to determine outcomes and capture results of grants programs
- ✓ Conduct brainstorming session for CSOs and stakeholders to assess context and identify sector priorities to be considered when developing the APS
- ✓ Work with grantees to better consider and integrate gender in activities
- ✓ Develop Annual Program Statement (APS)
- ✓ Develop usage of social media based on communications strategies with partner media departments
- ✓ Conduct capacity building by supporting partners to develop press releases, fact sheets, and media messages
- ✓ Provide on-the-job mentoring to plan and implement media campaigns
- ✓ Support gender integration into media campaigns and citizen outreach efforts
- ✓ Provide on-the-job mentoring focused on public relations skills, press office roles and responsibilities, and event management
- ✓ Support FCHC to design and develop promotional materials
- ✓ Provide assistance to update the FC website
- ✓ Review, edit, and print HJC quarterly newsletter (Qada'una) to inform citizens of progress at the courts

Annex C: Monitoring and Evaluation Report

EPJP initially submitted a performance monitoring plan in December to USAID for consideration and comment. The M&E Manager began work in late February and focused on revising the PMP to fully capture the activities from the approved work plan. A home office specialist conducted a field assignment in February, working extensively with the M&E Manager to refine the PMP and develop a learning plan, which was submitted to USAID in March. Based on USAID comments, the plan was revised and finalized in April 2014.

During the year, the M&E Manager attended DQA and GeoMIS training at USAID. EPJP developed and tested several reporting tools, which are now providing data for GeoMIS reporting. These tools include activity reporting forms, event forms, training sign-in sheets, and pre and post-test of training activities. EPJP updates the USAID GeoMIS on a monthly basis based on reports from component leads and project specialists. Events which EPJP will conduct in the future are also uploaded to the GeoMIS as early as possible in the planning phase.

In this year, EPJP has focused on measuring baselines, developing internal M&E reporting tools, and designing internal systems to manage data from project activities. EPJP developed a management information system (MIS) specifically for the project which is tailored to track and monitor activities, including a database of trainees. The MIS and training database is regularly updated with completed activities.

EPJP conducted procurement for a research and evaluation company to conduct baseline measurements for key impact and outcome indicators of the project. Following a competitive procurement, AWRAD was selected and is working to collect the necessary baseline data. AWRAD prepared the inception report and after comments from EPJP is revising the methods/questions. Fieldworker training is anticipated during the 2nd week of October with field work expected to commence by mid-October.

As part of this contract, AWRAD will collect three rounds of data including baseline, midline and end of project to measure progress against the project's outcome and impact indicators below:

1. Change in public trust in justice sector institutions
2. Change in customer/user satisfaction with services provided by justice sector institutions supported by USG
3. Level of improvement in job performance of judges and judicial personnel trained with USG assistance
4. Change in the percentage of justice institutions' users who report receiving gender sensitive services

During the current round of data collection, AWRAD will set the baseline of the project's outcome and impact indicators listed above. This will guide the project in terms of revising and setting its indicator targets for upcoming years in addition to informing management decisions on modifying and further developing the work plan.

Data will be collected for these indicators from four key stakeholder groups:

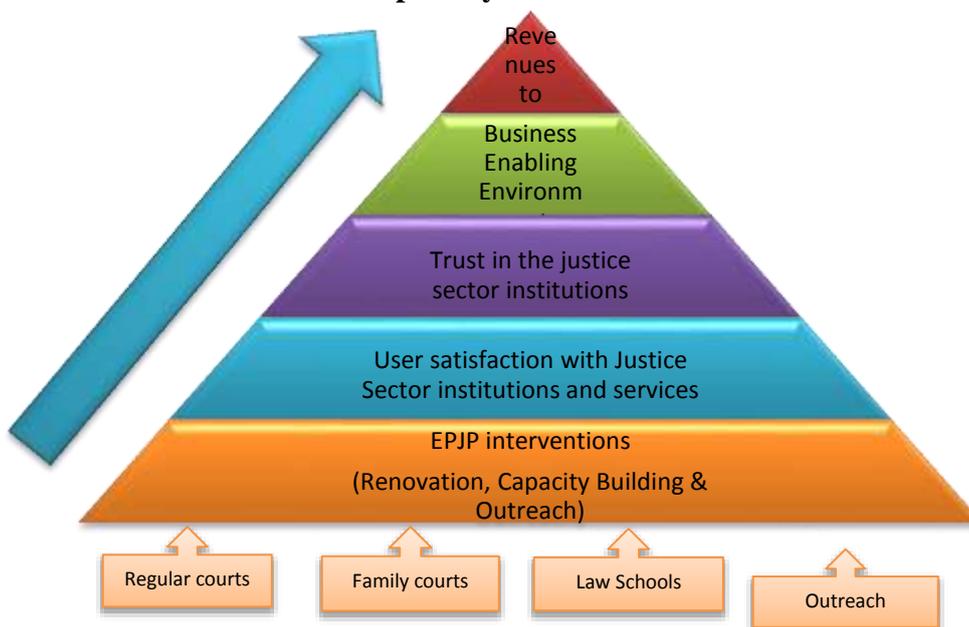
- Service users: those who have been involved with relevant justice sector institutions in the recent past such as clients, witnesses, defendants, etc.
- The general public: a general sample of Palestinians who may or may not have been involved with the justice sector
- Justice sector personnel: limited to judges and other personnel who have received training from the project
- Non-state actors: composed of organizations and individuals familiar with EPJP interventions and rule of law issues. These may include NGOs, unions, universities, notable lawyers and others.

EPJP is taking a comprehensive approach to performance management with indicators that measure inputs, outcomes, and impact. The main indicators for the project are supported by project interventions from all four components and include:

- Change in revenues collected (impact)
- Change in public trust (outcome)
- Change in user satisfaction with services provided by justice sector institutions (outcome)

The diagram below illustrates how EPJP activities have a national level impact:

EPJP National Level Impact Pyramid



EPJP activities complement one another as part of a comprehensive package of support that serves to increase user satisfaction and increase trust. Building a fair, accessible and efficient justice system will create positive relations among citizens and between citizens and justice sector institutions. Public trust and confidence that assistance is fair and accountable will

naturally be enhanced by an effective and efficient justice sector. Confidence within the business community and in business investment will likewise be heightened. A sound justice system enables positive economic growth and healthy social development.¹ With this enhanced level of trust, the public is more likely to use formal justice systems – as opposed to tribal law – generating more income to the Palestinian Authority.

The current PMP was developed to reflect overall performance by including four outcome indicators and PIR-specific indicators to track performance at the intermediate results level. These indicators were reviewed and revised with technical staff and USAID before being finalized. Depending on the development of unity government or the political situation, the indicators may need revision for FY15.

While much was achieved during this first year, not all targets were met. EPJP activities were not in full swing until April, after PJEP ended in late March, leaving only six months for implementation. For the project level impact indicators, AWRAD is currently establishing baselines, for these indicators. Reporting on those indicators is bi-annual and therefore not reported in 2014.

With the FCs as a new counterpart, much effort went into building relationships, conducting assessments, and developing plans. Extensive time was invested in assessing existing court spaces and developing designs for FC renovations. Just as renovations were set to begin, the new unity government was formed and the CJ changed, prompting debate within the FCs over location decisions. By the time these issues were resolved, funding was insufficient to move forward with all of the planned FC renovations. Therefore, only the Ramallah FC is currently undergoing renovation.

Additional renovations were completed for the regular courts at the Ramallah Cashier's Office, Cassation Court Archive, and the Bethlehem Court (completion date in mid-October). EPJP also provided minor renovations for a new moot courtroom at Al Quds University and a legal clinic at Ahlyia Law School in Bethlehem. These renovations provide better opportunities for students to participate in experiential learning. EPJP has included a sub-indicator to reflect the work completed at partner law schools.

EPJP supported improvement of case management systems by conducting an extensive business process analysis of the FCs, which resulted in the re-engineering of 45 processes. EPJP also made improvements to the case management systems of the regular courts with upgraded facilities and systems at the Ramallah Cashier's Office and the Cassation Court Archive. EPJP interns also contributed to improving case management systems by reducing backlogs and uploading documents into the Mizan system in 12 courts. In the FCs, EPJP provided 3 interns to support in reducing the backlog of cases in three family courts (Ramallah, Hebron and Nablus). This work has improved case management systems and has laid the groundwork for the automation.

Training activities included a time management program for the MOJ, a report-writing workshop and on-the-job mentoring at the HJC, and training for Urgent Judiciary judges. During FY14, EPJP trained 51 judges and judicial personnel including 19 females.

¹ The International Framework for Court Excellence, 2nd Edition, March 2013, p.3.

EPJP conducted practical training for two partner schools. These programs targeted students from the legal clinic and provided them with practical skills and knowledge to handle family law cases and gender based violence matters. Training included 12 law students (11 female, 1 male) at An Najah University and 25 law students (18 female, 7 male) at Hebron University. The students noted that these programs were critical to building the necessary skills to counsel clients in the clinic.

Below is the EPJP results framework:



The table below illustrates progress against targets for FY14, with explanations where appropriate:

PMP Indicators update for FY14

Ref	Indicator	Type of Indicator	Data Source	Frequency	Baseline	FY14 Target	FY14 Actual
Project Objective: Targeted PA justice institutions are more competent, accountable to the public and responsive to citizens' needs.							
1	Change in revenues collected by targeted justice institutions	Outcome, MGT	Annual Financial Reports of Justice Institutions (MOJ, HJC and FCs)	Annual	44 Million USD	45 Million USD	TBD end of 2014
2a	Change in public trust in justice sector institutions - Regular Courts	Impact-MGT	AWRAD baseline survey	Bi-Annual	TBD by end of Nov 2014	N/A	N/A ²
2b	Change in public trust in justice sector institutions- Family Courts	Impact-MGT	AWRAD baseline survey	Bi-Annual	TBD by end of Nov 2014	N/A	N/A
3a	Change in customer/user satisfaction with services provided by justice sector institutions supported by USG- Regular Courts	Impact-MGT	AWRAD baseline survey	Bi-annual	TBD by end of Nov 2014	N/A	N/A
3b	Change in customer/user satisfaction with services provided by justice sector institutions supported by USG- Family Courts	Impact-MGT	AWRAD baseline survey	Bi-annual	TBD by end of Nov 2014	N/A	N/A
4	Change in the percentage of Justice Institutions users who report receiving gender sensitive services.	Outcome, MGT	AWRAD baseline survey	Bi-Annual	TBD by end of Nov 2014	N/A	N/A
PIR 1: Service delivery and efficiency of targeted Justice Sector Institutions enhanced							

² Progress is measured bi-annually: first target is FY15.

Ref	Indicator	Type of Indicator	Data Source	Frequency	Baseline	FY14 Target	FY14 Actual
5	Number of judges and judicial personnel trained with USG assistance (F 2.1.2-6)	Output , OP-STD	Project records (training sign-in sheets)	Quarterly	0	70	51 ³
5a	Number of judges and judicial personnel trained with USG assistance (F 2.1.2-6)-Male	Output-OP-STD	Project records (training sign-in sheets)	Quarterly	0	40	32
5b	Number of judges and judicial personnel trained with USG assistance (F 2.1.2-6)-Female	Output-OP-STD	Project records (training sign-in sheets)	Quarterly	0	30	19
6a	Level of improvement in job performance of judges and judicial personnel trained with USG assistance- Regular Courts	Outcome-MGT	AWRAD baseline survey	Annual	TBD by end of Nov 2014	FY15: 20%	N/A ⁴
6b	Level of improvement in job performance of judges and judicial personnel trained with USG assistance- Family Courts	Outcome-MGT	AWRAD baseline survey	Annual	TBD by end of Nov 2014	FY15: 25%	N/A ⁵
7	Number of USG-assisted courts with improved case management systems (F 2.1.3-13)	Output-OP-STD	Project records	Quarterly	4	12	15
7a	Number of USG-assisted courts with improved case management systems- Regular Courts	Output - MGT	Project records	Quarterly	4	10	12 ⁶
7b	Number of USG-assisted courts with improved case management systems- Family Courts	Output - - MGT	Project records	Quarterly	0	2	3 ⁷

³ 73% of this indicator was met. An additional training scheduled for September was postponed by the PJI due to new judicial appointments not being finalized.

⁴ Progress is measured bi-annually: first target is FY15

⁵ Progress is measured bi-annually: first target is FY15

⁶ EPJP originally targeted 10 courts with interns to digitize document and improve case management systems. However, based on the HJC's needs and request interns were assigned to 12 courts reducing the backlog of documents and uploading them into the Mizan system.

⁷ Based on the FC request a third court was provided with an intern for an actual total of 3. EPJP provided interns to reduce the backlog of cases in the family courts of Ramallah, Hebron and Nablus.

Ref	Indicator	Type of Indicator	Data Source	Frequency	Baseline	FY14 Target	FY14 Actual
8	No. entities renovated and/or refurbished where citizen services are provided - Regular Courts	Output-MGT	Project records	Quarterly	10	3	3 ⁸
9	No. entities renovated and/or refurbished where citizen services are provided - Family Courts	Output-MGT	Project records	Quarterly	0	2	1 ⁹
10	No. entities renovated and/or refurbished where citizen services are provided - Law Schools	Output-MGT	Project records	Quarterly	0	2	2
PIR 2: Educational experience of students in partner law schools improved							
11	Increase in number of law students in partner schools participating in experiential learning	Output-MGT	School and project records	Semi-Annually	0	30	37
12	Number of professors participating in training programs on experiential learning	Output-MGT	Training records	Semi-Annually	0	10	0 ¹⁰
PIR 3: Citizens' knowledge of rights and available services improved							
13	Number of USG-assisted campaigns and programs to enhance public understanding, NGO support and media coverage of judicial independence and accountability (F 2.1.3-17)	Output-OP-STD	Project records, staff interviews	Quarterly	0	3	3 ¹¹

⁸ Renovations included Ramallah cashier office, Cassation Court archives, and Bethlehem court.

⁹ Renovation began in Ramallah FC with expected completion in November; the other location plans were put on hold due to funding situation.

¹⁰ Train the Trainers is scheduled for professors in October.

Ref	Indicator	Type of Indicator	Data Source	Frequency	Baseline	FY14 Target	FY14 Actual
14	Percentage of beneficiaries targeted by USG interventions who report increased awareness in Rule of Law concepts and Services	Outcome-MGT	Level of Awareness	Semi-annually	0	N/A	N/A