



USAID
FROM THE AMERICAN PEOPLE



West Bank and Gaza

Netham Project

Rule of Law Program

Justice and Enforcement

DFD-I-01-04-00173-00

Implemented by DPK Consulting

**Final Report on Phase II Capacity Building and Training
Plan for Courts Administrators in The west bank**

7 March-August 20, 2009

**Al-Whaidi Building, 1st Floor
Ramallah
Tel: 02-2974516/7
Fax: 02-2972230**

7 March-August 20, 2009

I. INTRODUCTION

As part of our efforts to upgrade the skills of Supreme Judicial Council (SJC) Court Administrators, and assist in improving the performance of these administrators, Netham, worked closely with the SJC and developed an ambitious Phase II Training Plan for these staff members. This plan aimed at building the capacity of Court Administrators, Court Clerks, and Civil Judgment, Notification, and Notary Public staff. The training focused on providing these SJC employees with skills and training that will enable them to offer better and more efficient services to the public. Training topics were selected based on the need of the employees as determined by the SJC with Netham's assistance. Judges and specialists worked with Netham to prepare and present the training material. Six hundred eighty seven trainees participated in the training.

The Phase II Training Plan, included in the Appendix, addressed topics related to building the capacity of West Bank Court Administrators to improve case management, including:

1. Enhancing computer skills and knowledge relating to the Al-Mizan case management system.
2. New Notification Management System to assist in the upgrading of all SJC Notification Departments.
3. New Uniform civil and criminal case flow procedures in all West Bank First Instance and Conciliation Courts.
4. New Uniform Filing System in all courts and departments in the West Bank.
5. Communication and customer relations skills in order to better serve the public.
6. New financial system procedures in Civil Judgment Departments.
7. New Uniform Procedures in all West Bank Civil Judgment Departments.
8. New Uniform Procedures for all West Bank Notary Public Departments.
9. New Uniform Fees Law (providing a uniform fees schedule in all courts in the West bank).
10. Notification laws and the implementation of new software developed for Notification Departments.

Training was held at the Palestinian Judicial Institute PJI, in different courts all over the West Bank and in other venues depending on training size and location of trainees. The first training of the Phase II training program began on March, 7, 2009 and training concluded on August 20, 2009.

The planning and implementation of the Phase II Training Plan for court employee administrators was a cooperative effort at all levels between Netham, the SJC Chief Justice, the SJC Court Administration Department (CAD), judges and employees. As part of the training, Netham assisted in the training of trainers at SJC so that SJC staff conducted many of the trainings such as "Uniform Filing System", "Communication Skills and Customer Relations", "Uniform Fees Law" and "Notification Law." A tremendous amount of cooperative work also went into training program logistics. Thirty-three separate training sessions were held in six different locations, sometimes in three different locations in the same day.

II. TRAINING TOPICS COVERED

1. Training on upgrading AlMizan computer case management skills

Training to upgrade AlMizan computer case management skills was conducted for all West Bank SJC Chief and Deputy Chief Clerks and staff in the West Bank. The training included three topics:

- The first topic focused on enhancing the effective utilization of the AI- Mizan automation system, with an emphasis on the current status of Mizan utilization by courts, along with some preventive actions to ensure continuous data feeding into the system.
- The second topic was directed towards providing practical training for the trainees on methods for generating, reading, and analyzing reports that can be retrieved and produced by the Mizan system
- The third topic focused on updating files, data safety and retrieving files and data.

2. Training on the New Notification Management System

Training was conducted for all SJC Chief and Deputy clerks and staff in all courts in the West Bank on the New Notification Management System (NMS). The NMS will help automate Notification Departments to assist in the overall development and improvement of the judicial Notification Departments. The NMS included:

- Introduction of the NMS and its uses
- Utilization of AI –Mizan and its relation to the effectiveness and management of Notification NMS
- Data safety, retrieval of files and keeping the data updated
-

In parallel with conducting the training, the Netham team continued working with SJC staff in the NMS Pilot Courts of Ramallah, Nablus and Jenin . The NMS software has been installed in the Notification Departments of these three courts and Netham is aiding court staff in fully implementing the system.

2. Training on the New Uniform Civil and Criminal Case Flow Procedures for First Instance and Conciliation Courts.

Training targeted all Conciliation and First Instance Court staff and focused on training the employees on how to implement the new Uniform Civil and Criminal Case Flow Procedures and mechanisms developed by the CAD team from the SJC and the Netham team. These procedures and the training focused on court process from case registration to disposition for criminal and civil First Instance and Conciliation Courts.

The Uniform Case Flow Procedures Manual was prepared as a result of many meetings between the CAD Team at the SJC and Netham team. This manual was used in the training and will be used in the future as a guideline for all court employees and newly appointed personnel. Netham supported the publishing of a pocket-sized Manual for on-site court staff use.

3. Training on the new Uniform Filing System for all courts and departments in the West bank.

Staff in all West Bank courts and departments were trained on how to implement the New Uniform Archiving and Filing system. The training included practical training for the participants in which they prepared numbers for files and organized them according to the new system and learned how and where to fix the new labels. The new filing system will be implemented in all West Bank courts and departments in the next few months with the assistance of Netham-supported Interns in several courts. The new system was developed by the SJC CAD team with Netham's assistance.

4. Training on Communication and Customer Relations Skills in order to better serve the public.

All court staff received training on improving communication and customer relations techniques. The training aims to help increase the abilities of staff to communicate with both internal and external customers and enhance the courts' service to the public. The training included:

- Fundamental customer relations skills (how to be courteous, responsive and respectful)
- Internal customer relations and personality type interaction
- External customer service – role playing , giving advice, difficult situations

5. Training on New Uniform Financial System Procedures in Civil judgment Departments.

The Netham team provided training for Civil Judgment Officers on the implementation of the newly developed Uniform Financial Procedures for all Civil Judgment Departments in the West Bank. The training focused on Civil Judgment Department financial processes and procedures from case registration to disposition.

The Uniform Civil Judgment Financial Procedures Manual was developed by the SJC CAD Team and Netham. This manual was used in the training and will be used in the future as a guideline for all Civil Judgment Department employees and newly appointed personnel.

6. Training on Civil Judgment Department Uniform Caseflow Procedures

All West Bank Civil Judgment Department staff were trained on how to implement the new Uniform Case Management Procedures developed by Netham and the SJC CAD Team.

The training included three major topics:

- Case Filing and Management Procedures
- Financial Procedures and
- Good record keeping

The training focused on Civil Judgment Department processes and procedures from case registration to disposition.

The Uniform Civil Judgment Case Flow Procedures Manual was developed by the SJC CAD Team and Netham. This manual was used in the training and will be used in the future as a guideline for all Civil Judgment Department employees and newly appointed personnel.

7. Training on New Uniform of Caseflow Procedures for Notary Public Departments.

Netham conducted training for Notary Public officers on how to implement the New Uniform Caseflow Procedures for Notary Public Departments. This training included practical IT training as well as theoretical training and covered all Notary Public Department processes.

The Uniform Notary Public Procedures Manual was developed by the SJC CAD Team and Netham. This manual was used in the training and will be used in the future as a guideline for all Notary Public Department employees and newly appointed personnel.

8. Training on Unifying Fees across courts in the West bank.

Netham held a training for First Instance and Conciliation Chief Clerks and Deputy Chief Clerks, Civil Judgment Officers and Notary Public Officers on unifying fees in all courts throughout the West bank.

The aim of the training was for participants to assist in determining uniform fees for cases in courts all over the West Bank as well as gaining knowledge about fees laws in the West Bank.

9. Training for court processors on notification software and procedures

Training on software and procedures was held for all West Bank notification processors. The Training included:

- Practical training on using the new notification software and
- Legal issues pertaining to notification and
- Updated Notification Department procedures

III. TRAINING IMPACT AND EVALAUATION

The training schedule was implemented as planned in several locations in Ramallah, Nablus, Jenin, Bethlehem, Hebron, and Tulkarim. At the end of each training session, the Netham team distributed an evaluation sheet to be filled out by the trainees. After the collection process, the Netham team analyzed the evaluation of the training sessions to measure the impact of the training.

As Table 1. shows, the overall satisfaction with the training with trainees stated they were “Satisfied” or “Very Satisfied” with training was 97%. By types of training, the Notary Public Officer Training was rated highest at 100% “Satisfied” or “Very Satisfied” with training while the Court Uniform Fees Schedule Training was rated lowest at 77.42% “Satisfied” or “Very Satisfied” with training. The analysis of the evaluation clearly illustrates that trainees were generally satisfied with the training. Table 2. gives details on the evaluation results for each training by type of training and date of the training.

Table 1: Trainee Satisfaction by Type of Training

TYPE OF TRAINING	# TRAINED	OVERALL SATISFACTION WITH TRAINING % SATISFIED OR VERY SATISFIED
Al- Mizan Updates and New Notification Management System Software	166	97.90%
Uniform Filing System; Communication and Customer Relations Skills	157	97.95%
First Instance and Conciliation Court Uniform Procedures	159	98.61%
Civil Judgment Officer Training: Al- Mizan, NMS, Customer Relations, Uniform Procedures	56	84.45%
Notary Public Officer Training: Al- Mizan, NMS, Customer Relations, Uniform Procedures	21	100.00%
Court Uniform Fees Schedule Training	45	77.42%
Notifications Laws and Procedures	83	98.34%
ALL TRAINING	687	97.57%

Table1 : Trainee Satisfaction by Type of Training, Date and Location

Date	Topic	Target group	Site	Total # Trained	# Trainees Completing Eval	Overall Satisfaction with Training % Satisfied or Very Satisfied
7-Mar-09	AI- Mizan Updates and New Notification Management System Software	Chief Clerks and Deputy Chief Clerks, FI & CC Courts	PJI	34	30	100%
21-Mar-09	Uniform Filing System; Communication and Customer Relations Skills	Chief Clerks and Deputy Chief Clerks, FI & CC Courts	PJI	31	31	100%
28-Mar-09	AI- Mizan Updates & New Notification Management System Software	First Instance & Conciliation Court Clerks	PJI	58	16	93.75%
			Nabls		17	94.12%
			Beth.		22	95.45%
4-Apr-09	AI- Mizan Updates and New Notification Management System Software	First Instance & Conciliation Court Clerks	Nabls	20	18	100%
11-Apr-09	AI- Mizan Updates and New Notification Management System Software	First Instance & Conciliation Court Clerks	PJI	54	11	100%
			Nabls		9	100%
			Hebrn		20	100%
25-Apr-09	New Uniform Filing System & Communication and Customer Relations Skills	First Instance & Conciliation Court Clerks	PJI	56	11	100%
			Jenin		19	94.74%
			Beth.		21	95.24%
9-May-09	New Uniform Filing System & Communication and Customer Relations Skills	First Instance & Conciliation Court Clerks	Nabls	20	20	100%
16-May-09	New Uniform Filing System & Communication and Customer Relations Skills	First Instance & Conciliation Court Clerks	PJI	50	13	100%
			Nabls		12	100%
			Hebrn		19	94.74%

23-May-09	First Instance and Conciliation Court Uniform Procedures	Chief Clerks and Deputy Chief Clerks, FI & CC Courts	PJI	26	24	100%
30-May-09	First Instance and Conciliation Court Uniform Procedures	First Instance & Conciliation Court Clerks	PJI	74	25	100%
			Hebrn		28	96.43%
			Nablus		18	100%
6-Jun-09	First Instance and Conciliation Court Uniform Procedures	First Instance & Conciliation Court Clerks	Tlkrn	17	17	100%
11-Jun-09	First Instance and Conciliation Court Uniform Procedures	First Instance & Conciliation Court Clerks	Beth.	16	11	100%
20-Jun-09	First Instance and Conciliation Court Uniform Procedures	First Instance & Conciliation Court Clerks	Jenin	26	21	95.24%
20-Jun-09	Courts Fees Laws	Chief Clerks and Deputy Chief Clerks,	Ramal.	45	31	77.42%
27-Jun-09	Al- Mizan Updates and New Notification Management System Software; Communication and Customer Relations Skills	Civil Judgment officers	Ramal.	28	21	90.48%
18-Jul-09	Al- Mizan Updates and New Notification Management System Software; Communication and Customer Relations Skills; Notary Public Dept. Uniform Procedures	Notary Public Officers	PJI	21	15	100%
25-Jul-09	Civil Judgment Uniform Financial Procedures and Case Flow Procedures	Civil Judgment Officers	PJI	28	24	79.17%
19-Aug-09	Notifications Law and Procedures	Notification Processors	Ramal.	42	31	96.68%
20-Aug-09	Notifications Laws and Procedures	Notification Processors	Ramal.	41	31	100%

APPENDIX: Phase II Capacity Building and Training Plan for Upgrading Courts' Administrators

Targeted group	Activity	Brief on the activity	Planned Maximum # of Trainees	Activity date	Activity Coordinator	Activity Trainer	# of Sessions	Activity duration	Location of activity
Courts Chief Clerks and their Deputies	Upgrading Al-Mizan skills, New Notification Management Software	<p>Effective utilization of the Al-Mizan automation system,</p> <ul style="list-style-type: none"> • current status of Mizan utilization by courts, • Generating, reading, and analyzing reports that can be retrieved and produced by the Mizan system. <p>New Notification Management System</p> <ul style="list-style-type: none"> • Utilization of Mizan and its relation to the effectiveness of NMS • Data safety, easy retrieval of files and data, data updating 	34	March 7, 2009	Ahmad Shehadeh + Muhamad Alawneh (CAD team members)	SJC IT Dept	2	One day/ meeting	PJI
	Court Registry Uniform Filing System	<p>Uniform Filing Training</p> <ul style="list-style-type: none"> • Introduction to new Uniform Filing Procedures regulating case registry and case flow in all West Bank courts. 	30	March 21, 2008	Ahmad Shehadeh + Muhamad Alawneh (CAD team members)	Amjad Daoud	2	One day/ meeting	PJI

Targeted group	Activity	Brief on the activity	Planned Maximum # of Trainees	Activity date	Activity Coordinator	Activity Trainer	# of Sessions	Activity duration	Location of activity
	Communication and customer relations skills	<p>Communication and Customer Relations Skills</p> <ul style="list-style-type: none"> Fundamental customer relations skills (courteous, responsive, respectful) Internal customer relations (personality type interactions) External Customer service –role playing, giving advice, difficult situations 				Bassam Yasin, Netham Project			
Courts' Clerks at registries	New Notification Management Software (NMS) and Al-Mizan	<p>A new Notification Management System will be installed in courts to assist in the development of the Judicial Notification Department. Needed training for FI and CC staff will include:</p> <ul style="list-style-type: none"> Utilization of Mizan and its relation to the effectiveness of NMS The importance of Mizan in regards to data safety and easy retrieval of files and data, in addition to its importance in keeping data updated 	190	<p>March 14, 09 cancelled</p> <p>March 28</p> <p>April 4 (Nablus only)</p> <p>April 11</p>	Ahmad Shehadeh + Muhamad Alawneh (CAD team members)	SJC IT Dept, and Netham team	9 for each training topic, divided over three training days	One day for each training date	<ol style="list-style-type: none"> PJI Bethlehem Nablus
	Unification of Civil and Criminal caseflow procedures in both First Instance and Conciliation	<p>Training will be conducted for all CC and FIC staff on the new Uniform civil and criminal caseflow procedures developed by the CAD Team with Netham's assistance. The Uniform Caseflow Procedures Manual will be used in the training and in the future as a guideline for all</p>	190	<p>May 30 Was April 25</p> <p>June 6 Tulkarm only</p>	Ahmad Shehadeh + Muhamad Alawneh (CAD team members)	Amjad Daoud-Nablus Chief Clerk, and Netham team	9 for each training topic, divided over three training	One day for each training date	<ol style="list-style-type: none"> PJI Bethlehem Jenin

Targeted group	Activity	Brief on the activity	Planned Maximum # of Trainees	Activity date	Activity Coordinator	Activity Trainer	# of Sessions	Activity duration	Location of activity
	Courts	court employees and future newly-appointed personnel. This training will include an overview of new information and hands-on IT training		June 20 Was May 9 Jenin only June,11 Bethlehem only			days		
	Communication and & customer relations skills	This training will include: <ul style="list-style-type: none"> • Fundamental customer relations skills (courteous, responsive, respectful) • Internal customer relations (personality type interactions) • External Customer service –role playing, giving advice, difficult situations 	190	April 25 From May 23	Ahmad Shehadeh + Muhamad Alawneh (CAD team members)	Bassam Yasin, Netham Project	9 for each training topic, divided over three training days	One day for each training date	1. PJI 2. Bethlehem 3. Nablus
	Court Registry Uniform Filing System	Training will be conducted for all CC and FI staff on the new Uniform filing system procedures developed by the CAD Team with Netham's assistance. This training will include information dissemination and hands-on IT training.		May 9 (Nablus only) Was May 30 May 16		Amjad Daoud-Nablus Chief Clerk and Netham team			

Targeted group	Activity	Brief on the activity	Planned Maximum # of Trainees	Activity date	Activity Coordinator	Activity Trainer	# of Sessions	Activity duration	Location of activity
Civil Judgment Officers	New Notification Management Software (NMS) and Al-Mizan	<p>A new Notification Management System will be installed in courts to assist in the development of the Judicial Notification Department. Needed training for Civil Judgment Officers will include:</p> <ul style="list-style-type: none"> • Utilization of Mizan and its relation to the effectiveness of NMS • Data safety, retrieval of files and in keeping data updated 	16	June 27,09	Ahmad Shehadeh + Muhamad Alawneh (CAD team members)	SJC IT Dept and Netham team	1	One day	PJI

Targeted group	Activity	Brief on the activity	Planned Maximum # of Trainees	Activity date	Activity Coordinator	Activity Trainer	# of Sessions	Activity duration	Location of activity
	Communication and & customer relations skills	<p>This training will include:</p> <ul style="list-style-type: none"> • Fundamental customer relations skills (courteous, responsive, respectful) • Internal customer relations (personality type interactions) • External Customer service –role playing, giving advice, difficult situations 				Bassam Yasin, Netham Project			
	New financial system procedures, after pilot—all CJD Judges and clerks	<ul style="list-style-type: none"> ○ Providing needed training for CJ Judges and Officers on the implementation of the newly-developed financial procedures at the CJD 	16	July25, 09	Ahmad Shehadeh + Muhamad Alawneh (CAD team members)	Bassam Yasin and Netham's financial consultant	1	One day	PJI
	Unification of case registration procedures and case flow at Civil Judgment Departments (CJD)	<ul style="list-style-type: none"> ○ Explaining and clarifying the caseflow procedures adopted by the departments and unify those procedures. this training will include IT training since any modifications on manual procedures should be reflected on the automation software and vice versa 				- Muhanad Samour (Nablus Civil Judgment Officer)			

Targeted group	Activity	Brief on the activity	Planned Maximum # of Trainees	Activity date	Activity Coordinator	Activity Trainer	# of Sessions	Activity duration	Location of activity
						- One Civil Judgment Judge			
Notary Public Officers	New Notification Management Software (NMS) and Al-Mizan)	<p>A new Notification Management System will be installed in courts to assist in the development of the Judicial Notification Department. Needed training for Notary Public Officers will include:</p> <ul style="list-style-type: none"> • Utilization of Mizan and its relation to the effectiveness of NMS • Data safety, retrieval of files and keeping data updated 	23	July 18 Was June 20,09	Ahmad Shehadeh + Muhamad Alawneh (CAD team members)	SJC IT Dept	1	One day	PJI

Targeted group	Activity	Brief on the activity	Planned Maximum # of Trainees	Activity date	Activity Coordinator	Activity Trainer	# of Sessions	Activity duration	Location of activity
	Unification of case registration procedures and case flow at Notary Public Departments (NPD)	Explaining and clarifying the case flow procedures adopted by the departments and unify those procedures. This training will include IT training since any modifications on manual procedures should be reflected on the automation software and vice versa				Mahfouz Zitawi, Former Notary Public Officer and currently assistance to Chief Clerk of High Court			
	Communication and & customer relations skills	<p>This training will include:</p> <ul style="list-style-type: none"> • Fundamental customer relations skills (courteous, responsive, respectful) • Internal customer relations (personality type interactions) • External Customer service –role playing, giving advice, difficult situations 				Bassam Yasin, Netham Project			

Targeted group	Activity	Brief on the activity	Planned Maximum# of participants	Activity date	Activity coordinator	Activity trainer	# of meetings	Activity duration	Location of activity
Chief clerks , Notary public Officers , Civil Judgment Officers	Current fees law	The aim of the training is to determine a Uniform fees for cases in courts all over the West Bank, and understanding the fees law by clerks	50	June, 20	Training Dept, SJC	Judge Fawaz Attiah	1	One day	Grand Park Hotel
Notification Processors	Notification Software and procedures	Practical training on the new software for courts processors. Provide them with a Uniform procedure in all departments all over the West Bank	90	August,19-20	CAD		1	One day	Grand Park Hotel