



West Bank and Gaza

NETHAM

Rule of Law Program

Justice and Enforcement

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TABLE OF CONTENTS

| | PAGE |
|--|------|
| EXECUTIVE SUMMARY | 3 |
| COMPONENT 1 ACTIVITIES | 7 |
| COMPONENT 2 ACTIVITIES | 21 |
| PROJECT ADMINISTRATION | 30 |
| SUMMARY OF PLANNED ACTIVITIES | 30 |
| QUARTERLY MONITORING AND EVALUATION REPORT | 32 |

EXECUTIVE SUMMARY

Summarizing key achievements this quarter, Netham continued to play a key role in strengthening the Supreme Judicial Council (SJC), the Ministry of Justice (MOJ), court administrators and other bodies by implementing a number of targeted activities. In addition to implementing activities for the Civic Education Program, the Al Quds Legal Education Program as well as kicking off the implementation of Netham Phase II Grants Program.

Netham's support to the Supreme Judicial Council began this quarter by sponsoring a delegation of SJC judges and staff to Istanbul, Turkey where they participated in the Fourth Annual International Association for Court Administration (IACA) Conference which was held November 2-4, 2009. The conference hosted over 240 participants from 48 countries. The Palestinian delegation consisted of four judges and one court administrator including the Chief Judge of the Appeals Court and an SJC member, an SJC High Court judge, the new Chief Judge of the Ramallah Court, a Conciliation Court Judge, the Director of the Office of the Chief Justice, and the SJC Director of Administration and Financial Services, in addition to Netham and USAID participation.



The Palestinian delegation participated on two panels and made conference presentations on the challenges of administering justice in Palestine and on modernizing court administration in Palestine. The panel discussion included “The Challenge of Administering Justice in Societies Torn by War, Civil Strife and Organized Crime” and “Modernizing Court Administration in the Palestinian Courts” as part of a panel of “Innovative Activities/Projects” selected by the IACA Regional Vice Presidents.

Netham also sponsored the travel and program of eleven newly appointed Palestinian judges to Amman, Jordan in order to receive extensive training before taking the bench. The Palestinian judges participated in field visits and attended a number of court sessions which provided them with knowledge of how the court system works in Jordan. The judges also met many of the Jordanian judges of the Conciliation and First Instance Courts and the Major Crimes Court. The program provided the Palestinian judges with an opportunity to engage in discussions with experienced Jordanian judges and to observe their counterparts in leading live court sessions. This experience will enable the Judges to take the knowledge and training received in Jordan and apply it to their work in Palestine.



Also this quarter, the SJC Judicial Calendar was printed and distributed to judges and court staff. In addition Netham completed the renovation work for the Ramallah Central Archiving Room, the SJC Public Information Department press conference room, the Bethlehem Court Archiving Room and the SJC Training Room. The renovation work falls under Netham's work plan activities to improve the capacity of the SJC.



Another significant project achievement was the launching of the Phase III Training Plan for Court Administrators. The first training was conducted on December 12, 2009 at the Grand Park Hotel in Ramallah. A total of 78 Notification Department staff took part in the communication and customer relation skills training. During the training the newly appointed Chief Justice, Farid Jallad, stressed the importance of processing cases in front of the courts and decreasing litigation time which will lead to an increase in public confidence of the Palestinian Judiciary. The Chief Justice also thanked

USAID and Netham for its continued support to the SJC and the courts which is strengthening rule of law in Palestine. This event was also covered in the Palestinian press. The Phase III Training Plan will target over 300 trainees throughout the West Bank and aims at increasing the capacity of staff in the First Instance and Conciliation Courts, and Notary Public, Civil Judgment, and Notification Departments.

On December 1, 2009 a new Chief Justice was named to serve as the head of the Judicial Authority. The day following his appointment, an introductory meeting was held with Netham, USAID, and Chief Justice Farid Jallad, who replaced Issa Abu Sharar. Chief Justice Jallad served as an advisor to the President and is a past Minister of Justice.

Netham also continued this quarter to strength the capacity of Ministry of Justice by conducting a number of training activities with MOJ key staff. Netham assisted in a four-day Legislative Policy Training held for 17 MOJ lawyers on October 4-7, 2009 at the Grand Park Hotel in Ramallah as well as a five-day Strategic Planning Training for 10 MOJ key staff beginning October 18, 2009. In addition, Netham assisted in conducting a two-day Change Management Training for 11 MOJ key staff on November 8-10 2009.

As follow-up to the Justice Sector Plan 2008-2010 which Netham worked with judicial counterparts on accomplishing, the project was requested by Judiciary to assist in the development of a 2011-2013 Justice Sector Strategic Plan. The strategic plan will be overseen by a national committee consisting of representatives from the Ministry of Justice, the Attorney General's Office, Palestinian Non-Governmental Organizations, the Supreme Judicial Council, the Ministry of Planning, the Institute of Law at the Birzeit University as well as the International Center for Human Rights. The plan will include justice sector policies and strategic goals for 2011-2013 and is expected to be completed early next quarter.

Netham supported interns continued to provide support to the General Directorate of the National Justice Records Office in facilitating and accelerating the data compilation process. Netham supported interns continued confirming data and archiving the applications for the non-conviction certificates for both Ramallah and Nablus's Ministry of Justice.

In grants news, Netham selected nine civil society organizations (CSOs) from the West Bank and Gaza who began implementing the Phase II Grants Program activities this quarter. The selected CSOs in the West Bank are: AMIN Internews, Human Rights and Democratic Participation Centre “SHAMS”, Young Artist Forum Ramallah (YAF), Arab Thought Form Jerusalem (ATF), and Al-Hares Association for Democracy & Media Bethlehem. In Gaza, the CSOs include Palestinian Commission for Human Development (CHD), Center for Women’s Legal Research and Consulting (CWLRC), the Palestinian Commission for Refugees (PCR), and National Society for Democracy and Law (NSDL).

As a commencement of Phase II of the Netham Grants Program, Netham conducted a four-hour financial orientation for West Bank and Gaza Civil Society Organizations to introduce grantees to USAID financial regulations and by the end of the quarter dozens of activities were held through the West Bank and Gaza to mark project implementation.

In Civic Education highlights, Netham this quarter held a roundtable discussion to address the comprehensive review and evaluation report of the civic education curricula. The meeting was held on November 4, 2009 at Netham's office for the Ministry of Education (MOE) and Higher Education, the MOE review and evaluation working group and civic education school supervisors and teachers. The purpose of the roundtable meeting was to present and discuss findings and recommendations of the comprehensive review and evaluation report of the civic education curricula for grades 1 – 9 that Netham has been working on extensively for the past year with MOE counterparts. This report is expected to be printed and distributed next quarter.



This quarter also marked the completion of three training workshops for 75 civic education teachers on the newly developed civic education reference manual that was produced with project support. The training was conducted in November and December 2009. The purpose of the workshop was to train teachers on the civic education reference manual as well as to solicit feedback in order to develop a final draft manual which will aid teachers in teaching this subject to students. The training was held in Ramallah, Nablus and Hebron. It is worth noting that half of those

trained were women. The training in each area was conducted by six trainers who took part in the Netham sponsored Training for Trainers session.

In Netham’s Legal Education component, a major highlight this quarter was a ceremony held at the Al Quds University (AQU), School of Law on December 8, 2009 to inaugurate the newly renovated law school library and computer lab as well as to celebrate the achievements at the law school throughout the past year that were carried out with project support. The ceremony was attended by the University President, USAID Mission Director, the Law School Dean and 80



guests including law faculty, students, and public officials.

During the opening ceremony, AQU Law School Dean, Dr. Mohammad Shalalkeh, and the Vice Dean for the Academic Affairs, Said Zaidani, expressed their gratitude for USAID assistance in supporting the development and enhancement of legal education at the university. In his opening remarks, USAID Mission Director, Howard Sumka, thanked the law school for their determination in enhancing legal education at AQU and noted the significance of these achievements that will lead to better qualified lawyers and judges serving on the bench. Also during the ceremony, Dean Shalalkeh provided a presentation of all the assistance



the law school received from Netham including the development of the Legal Education Program that included launching four new law school courses, various training programs for students and faculty, renovating the faculty library, computer lab, moot court room and four classrooms as well as sponsoring a U.S. study tour to learn modern teaching methodologies.

Also this quarter, Netham sponsored a US study tour for 5 Al Quds University faculty members to the Lewis and Clark School of Law in Portland, Oregon in addition to a week-long program arranged by the State Department in New York and Washington, D.C. The aim of the tour was to assist in building the capacity of the AQU Law School faculty and improving course curriculum and teaching methodology.

In project staffing issues, this quarter, Susan Coleman the Senior Technical Advisor resigned from her position to accept a USAID position in Afghanistan. The position was filled internally by Bassam Yasin, Netham's Institutional Development Manager.

COMPONENT 1: PROFESSIONALIZE THE FORMAL JUSTICE SECTOR THROUGH TARGETED ASSISTANCE TO JUSTICE SECTOR INSTITUTIONS AND OTHER BODIES

MILESTONE ACHIEVEMENTS

- Began process of development of the 2011-2013 Justice Sector Strategic Plan
- Implemented Phase III Training Plan for Court Administrators and staff
- Conducted Management Training for Ministry of Justice staff
- Conducted Capacity Building Training for newly appointed Supreme Judicial Council judges
- Upgraded the Notification Management System

ACTIVITIES AND RESULTS

This section provides updates, progress, and challenges of the key project activities set forth in Netham's work plan.

SUPPORTING JUSTICE SECTOR STRATEGIC PLANNING 2011-2013

This quarter, Netham was requested by the judiciary to assist in development of the 2011-2013 Justice Sector Strategic Plan which is a follow-up to the 2008-2010 Strategic Plan which was carried out with Netham assistance. The strategic plan will be overseen by a national committee consisting of representatives from the Ministry of Justice, the Attorney General's Office, Palestinian Non-Governmental Organizations, the Supreme Judicial Council, the Ministry of Planning, and the Institute of Law at the Birzeit University as well as the International Center for Human Rights. Netham hired a strategic planning consultant to work with this committee in formulating the strategy which should be finalized by January 10, 2010. To date several meetings have been conducted with the national committee and the following goals were approved for use in the plan:

- Guaranteeing respect for human rights, basic freedoms and Rule of Law
- Securing just and fair trials
- Strengthening justice sector institutions
- Stabilizing the legal system by reviewing and upgrading the current legislation.

It is worth noting the guidelines being used to develop the plan were provided by the Ministry of Planning and will include justice sector policies and strategic goals.

Netham's consultant met with the Head of the SJC Planning Unit and proposed ideas for designing the Strategic Plan for 2011-2013. Netham has suggested conducting intensive workshops to introduce the Heads of the SJC Departments to effective strategic plan development techniques. The workshops will assist in developing the three year plan. In addition, Netham assisted the SJC Planning Unit by developing forms to use for collecting the required data on goals and objectives that will be used to update the SJC Strategic Plan which will serve as a section of the overall strategic plan.

SUPPORTING DEVELOPMENT OF THE PALESTINIAN JUDICIAL INSTITUTE (PJI)

Developing the PJI's Financial and Administrative Capacities

In continued support to the PJI, Netham this quarter received approval of the administrative and financial manuals developed by Netham for the PJI. The approval was provided by the PJI Board of Directors. The manuals lay out guidelines and procedures for the PJI's administrative and financial operation. Key PJI staff is currently working on planning the implementation of the manuals with Netham assistance, expected to begin early next quarter.

During the quarter, Netham continued to provide assistance to the PJI where two project consultants are placed to provide administrative and financial support to the Institute. The consultants assisted in preparing the draft 2010 PJI budget that was submitted to the Ministry of Finance for review. The consultants also worked under the supervision of the PJI management to provide overall administrative and logistical support to run the day-to-day operations of the PJI.

In addition, Netham received official approval from the PJI General Director on the draft of the PJI's vision, mission, and objectives document. Netham worked closely with the PJI Director on developing the vision/mission statement which will serve as a mechanism to guide PJI strategic planning and operations and promote public awareness of the PJI's work. The approved vision/mission statement focuses on "creating a legal and judicial generation that consolidates the culture of law and citizenship in the Palestinian Community." Furthermore, Netham assisted the PJI in developing an insert that will include the PJI Organizational Structure, the Functional Description of the PJI Departments, the Vision and Mission, and a "PJI in Brief." The insert will be placed in the PJI catalog which was developed by the SEYADA project.

Implement Automated Training Tools for PJI

In order to assist the PJI in monitoring and tracking training programs, Netham last quarter developed and installed a software application which will track registration and continuing education for applicants and students taking PJI courses. Project consultants worked with PJI staff to conduct testing and data entry for the new application. The automated registration software system has been tested and modified for use next quarter. Currently the system is being used by the PJI staff to track trainings that are conducted at the premises.

ENGAGE AND BUILD CAPACITY OF THE MINISTRY OF JUSTICE

Strengthen Technical Capacity at MOJ

Despite some of the challenges faced last quarter including the lack of commitment to training by the MOJ, Netham was able to conduct a number of training programs this quarter. Last quarter, Netham along with the Ministry of Justice developed a training plan that addresses training needs and strengthens the capacities and skills of the MOJ staff. The following is a brief overview of the training that took place this quarter.

Legislative Policy Training: Four-day Legislative Policy Training was held for 17 MOJ lawyers from October 4-7, 2009 at the Grand Park Hotel in Ramallah. The training focused on policy development coordinated by Netham and the Ministry of Justice and included theoretical and practical approaches to the legislative process. The training was carried out by a U.S. consultant who is an expert in legislative process training and included a general introduction on the basics of developing legislative policy and methods to use in describing and identifying problematic behaviors that need legislative intervention. In addition, training on problem analysis and solution identification was provided. Practical training was also provided and trainees were divided into four groups and assigned various tasks to complete. Overall the training was viewed positively with the trainees noting that the material presented was useful in building their skills in developing policies. The MOJ trainees also described the training as essential for revising and commenting on legislative drafts.

Strategic Planning Training: Netham conducted a five-day Strategic Planning Training for 10 MOJ key staff on October 18, 2009. The main goal of the training was to introduce MOJ staff to the basics and theoretical approaches of strategic thinking and to provide skills to create strategic plans. The training was divided into two phases; the first phase lasted three days and included a theoretical approach and the second phase lasted two days and focused on practical applications. The theoretical training included an introduction to strategic thinking, the methods used in planning, and an analysis of internal and external factors affecting institutional planning. The practical approach included applied exercises on developing a work plan for the MOJ. Each participant was tasked to draft a plan for each of their departments which included a list of goals, objectives, activities and tasks. As a follow-up to the training, the trainer and Netham assisted the trainees in finalizing the work plans.

Change Management Training: Two-day Change Management Training was conducted for 11 MOJ key staff on November 8-10 2009. The training focused on theoretical aspects of affecting change within an organization, which will be followed by two-day practical exercises. The training began with an introduction to principles of change within organizations, methods used in planning for change, and analysis of internal and external factors, stakeholders, barriers and ability to adapt. The trainees analyzed the functions of departments within an institution, strategies for carrying out functions, change, solutions and alternatives. Several issues involved in change were addressed, including structuring a department, resistance, hiring and developing messages. The participants were given several exercises to perform in their departments as part of the practical training exercises.

MOJ Working Group Workshops on Alternative Dispute Resolution: Netham along with 7 MOJ key staff members including lawyers took part in four-session working group workshops. The aim of the workshops is to develop a legislative policy for a Palestinian Mediation Law. During the workshop, discussions addressed whether Palestine needs a Mediation Law, whether judges should be allowed to mediate and the use of compulsory mediation. It is intended that the group will develop a national policy as a training exercise and develop a Mediation Law for the MOJ strategic plan. More training exercises for working group members will be conducted next quarter.

Netham held a number of meetings and activities to further strengthen the capacity of the Ministry of Justice in relation to alternative dispute resolution (ADR). Netham assisted the MOJ's ADR Director by preparing background materials for the ADR and Mediation Conference sponsored by Tawoon, an NGO, and the Canadian International Development Agency. Netham met with the head of the ADR Directorate at the MOJ to discuss how to best develop a policy on mediation and to coordinate the work. Netham was invited to participate in the working group being formed by Tawoon, consisting of representatives from the Attorney General's Office, the judiciary, the President's Office and the MOJ.

Netham attended the ADR and Mediation Conference and facilitated one of the panels in which the head of the ADR Directorate at the MOJ was a presenter. The conference addressed the importance of mediation as a method for resolving disputes, its development in Palestine, its role in the formal and informal justice sectors, its utility in relation to other forms of ADR and the importance of conducting public awareness and developing a legal framework. The written materials distributed to attendees will be useful as background information for the MOJ team that plans to develop a policy and a law on mediation procedures.

In addition Netham along with donors providing support to the MOJ met with the Minister to discuss the status and specifics of each donor's activities. EUPOLCOPPS presented a chart which identified areas of work and activities of each donor with comments on each activity to allow donors to see whether there were opportunities for collaboration or potential duplication of effort. The document is intended to be used as a living document to be adjusted and updated on a regular basis. Each donor gave a brief description of their project activities.

ENHANCE MOJ PUBLIC SERVICES

Assist in Developing the National Justice Records System (NJRS) at the MOJ

Netham assisted with developing the NJRS which is a central database system that stores information regarding individuals with court judgment records and is used by the Palestinian Authority to issue certificates of non-conviction to individuals. This certificate is often a requirement for citizens when applying for civil service jobs, visas, and other transactions. In this regard, Netham continued to assist the General Directorate of the National Justice Records Office in facilitating and accelerating the data compilation process. Netham-supported interns placed at the NJRS continued confirming data and archiving the applications for the non-conviction certificates. A total of 3,953 non-conviction certificates were granted this quarter from Ramallah and Nablus. In addition Netham interns checked and archived 3,953 applications. Also a total of 456 judgment briefs were reviewed out of which 120 were identified as traffic cases only.

Out of 456 cases a remaining of 336 judgment briefs were eligible for data entry and prepared and entered into the system this quarter. The interns assisted the department in entering civil data files regarding citizens to the citizens' file on the system. Interns also continued to follow-up on details regarding the persons who have been convicted before the military courts, and those released following a general exoneration order by the President to be used for verification purposes once an application is processed.

Also this quarter Netham-supported interns worked on developing a comprehensive statistical study of the National Justice Record reports. A request from the NJRD Director was made to Netham to indicate the level and type of crimes committed in the West Bank for the past ten years using the NJRS to develop the report. The interns also developed statistical reports using the NJRS facilities about the different categories of committed crimes by geographic unit in the West Bank from 1985-2009. This tool is an institutionalized tool used for crime data reporting in the NJRS. In addition, interns this quarter provided logistical support to the NJRD including typing and drafting official correspondence and archiving support.

On the IT level, last quarter Netham contracted the Asal IT firm to conduct an NJRS upgrade which included creating new forms and reports, intergrading expunging periods and calculations into the NJRS, and upgrading the database structure to connect to the prison information database. This upgrading will allow for better accuracy and consistency when seeking a certificate of non-conviction. In this regard Asal began implementing the new upgrades to the system. The testing process of the application modules such as forms, database tables and queries, code, and reports have been completed. The system is currently being tested which will last into next quarter. During the testing period, any necessary adjustments or changes will be made. In addition testing of the data migration from the initial system database to the final system database will be carried out.

Develop a Comprehensive Document Management System (DMS) at the MOJ

Last quarter Netham completed the design and analysis phase of the DMS and contracted Media iTech Solutions (MIT) to begin implementing the application at the Ministry of Justice. The DMS is a system that will be used to automate workflow between the various MOJ departments including complaints, endorsements, translation licensing, and arbitration licensing. It will also be used for internal administration, including correspondence and assignment orders of the Minister of Justice. This system will reduce, and eventually eliminate, unnecessary personnel practices for storing, retrieving, and circulating information within the Ministry, leading to more efficient internal information systems.

During this quarter MIT completed the installation of the DMS and testing of the application has been conducted. MIT also designed electronic forms and workflows for the Minister's office which were tested by selected Minister's staff, as part of a pilot run of the DMS application. Feedback from the Minister's office has been received on the Consultation Request process installed earlier and the vendor has carried out all the necessary updates and changes. Also, Netham's consultant working at the MOJ helped carry out all the necessary re-engineering of the process for the five MOJ Departments including complaints, endorsements, translation licensing, and arbitration licensing departments. Moreover the consultant designed new forms which will be used in the DMS which will make the entry of information more accurate and efficient.

Netham also contracted a Data Retention and Archiving Consultant who will review the data retention policies and procedures, including technical methodologies and standards that are needed to implement the automated Document Management System (DMS) at the MOJ. This quarter the consultant conducted several visits to three of the five selected departments to review the data retention policies. The consultant also drafted a report describing the current situation of the data retention and archiving practices and suggested initial solutions.

ENGAGE AND BUILD CAPACITY OF THE SUPREME JUDICIAL COUNCIL AND COURTS

Post Survey to the Perception of the Palestinian Judiciary Survey

Early this year Netham contracted the Arab World for Research & Development (AWRAD) to carry out a perceptions survey on the Palestinian judiciary that would include five key target groups including judges, lawyers, court staff, court users, and the public. The report included the results, findings and recommendations, in addition to highlighting perceived weaknesses and performance of SJC, as well as offering statistics and analysis to assist in improving the SJC. AWRAD surveyed over 2,250 national, court users, judges, lawyers, and court staff in order to assess the performance of the Judicial Authority and to gauge public satisfaction. This quarter in its continued effort to improve the performance of the SJC Netham has begun preparation to conduct a post perception survey for judges, court staff, court users and the public. Currently Netham is in the process of preparing an RFP to outsource the survey. It is expected that the survey will be conducted next quarter.

The post-survey will assist in identifying accurate and objective results targeting the following areas:

- **Public Trust and Confidence in the Court System** determined by knowledge and understanding of the courts. Do people have knowledge about the court system and court procedures and is that information accurate? Access to courts, fairness and accountability.

- **Satisfaction with Court Services** which will measure results of SJC court service improvement efforts as expressed by staff, judges, lawyers and court user perceptions
- **Job Satisfaction of Court Staff and Judges** which will indicate results that SJC efforts have had on improving the judicial working environment.
- **Improvements in Knowledge of Court System** which will indicate positive results of SJC Public Information Department improvement efforts.

Assisting the SJC in Preparing Judicial Calendar

In order to assist the SJC in reducing the case backlog and preventing unnecessary court hearing postponements this quarter Netham worked intensively with the SJC to design and produce the 2010 Judicial Calendar. Netham staff assisted the SJC Public Information Department (PID) in gathering information for the calendar including all the national and religious holidays, important addresses and phone numbers, and laws that judges commonly refer to. After the gathering of information, Netham and PID staff designed the calendar and submitted the draft to the SJC for approval. Netham supported the printing of 400 copies. The calendar was distributed to all SJC judges as well as key SJC staff.

SJC IT Training

The two SJC IT staff who took part in the Advanced Programming and Database Management training last quarter completed the training this quarter. The training will enhance the capabilities of the SJC IT staff to support existing software applications being used at the SJC including Al Mizan software and the Notification Management System which was developed with Netham support.

Preparations for International Association for Court Administration (IACA) Conference

Last quarter the Chief Justice requested Netham's support in sponsoring key SJC court administration judges and staff to attend the Fourth Annual International Association for Court Administration (IACA) Conference in Istanbul. This quarter Netham assisted two judges with preparations for their presentations at the Conference and accompanied the Palestinian Supreme Judicial Council delegation to the Fourth Annual International Association for Court Administration Conference held in Istanbul, Turkey November 2-4, 2009. The Palestinian delegation consisted of four judges and one court administrator including the Chief Judge of the Appeal's Court and an SJC member, a High Court Judge, the new Chief Judge of Ramallah Court, a Conciliation Court Judge and Director of the Office of the Chief Justice, and the SJC's Director of Administration and Financial Services. The conference hosted over 240 participants from 48 countries.

Many sessions and workshops were featured at the conference including presentations on Turkey's innovative court technology system, building better courthouses, achieving transparency in justice and court systems, the impact of the global financial crisis on justice systems, the consequences of overcrowded prisons, and pandemic emergency planning in the courts, among other topics. The Palestinian delegation participated on two panels during the conference and made presentations on the challenges of administering justice in Palestine and on modernizing court administration in Palestine.

Judge Adnan Shuaibi, the Chief Judge of the Palestinian Authority Appeals Court, thanked the Turkish Ministry of Justice and the judiciary on behalf of the Palestinian Supreme Judicial Council for hosting the conference and presented them with a token of his appreciation at the conference gala dinner.

Judge Shuaibi was one of three presenters on the panel addressing “The Challenge of Administering Justice in Societies Torn by War, Civil Strife, and Organized Crime.” Judge Shuaibi presented the challenges of administering justice under occupation and the achievements made by the SJC in spite of occupation. Judge Shaibi’s passionate speech accompanied by a graphic presentation of the challenges of the lack of sovereignty, lack of physical access, lack of resources and political instability was enthusiastically received by the conference attendees.

Other presenters on the panel included a Justice of the Supreme Court of Afghanistan speaking on the challenges of administering justice in a country faced with an ongoing war, strong tribal factions, and drug trafficking; and the Attorney General from Baja California Norte, Mexico speaking on the challenges they face administering justice in an area with much organized crime, and the achievements they have made in transforming the legal system to combat this challenge.

Judge Hani Natour, an SJC High Court Judge, presented “Modernizing Court Administration in the Palestinian Courts” as part of a panel of “Innovative Activities/Projects” selected by the IACA Regional Vice Presidents. Judge Natour’s presentation stressed the SJC’s major accomplishments in modernizing court administration in Palestine including the development of the SJC’s three year Strategic Plan for the Judiciary, the establishment and staffing of a modern administrative structure, the development of a Court Administration Action Plan, the strengthening of accountability and oversight systems, and the upgrading of court technology. Judge Natour’s speech and graphic presentation was also well received by the conference attendees.

Overall the conference was a success and the Palestinian Delegation left the conference with new information that will be used in their courts. Plans are under way to have the delegates share their experiences with other judges and court administrators by presenting their thoughts and perceptions of the conference at the next judicial court administration meeting.

ASSIST THE SJC IN ESTABLISHING A PUBLIC INFORMATION DEPARTMENT (PID)

As part of efforts to raise public awareness and improve the image of the judiciary to increase public confidence, Netham assisted the SJC's PID by upgrading and renovating the press conference room. This quarter all preparations for the renovation have been completed. Netham’s consultant engineer supplied the project with the final sketches and the renovation cost estimation for the press conference room. Netham's renovation work included painting the conference, adding plaster boards, carpentry work, and electricity work as well as providing glass partitions. Netham also provided furniture that includes sofas, 20 lecture chairs and a satellite dish. All renovation work for the PID was completed this quarter. The press conference room will allow the SJC to invite the media to cover SJC news and help increase public access to information about the courts.

ASSIST IN INITIATING THE COURT ADMINISTRATION DEPARTMENT (CAD)

Strengthen CAD Capacity

In order to assist the SJC’s Court Administration Department, a Netham-supported intern continued to provide technical assistance to the CAD through capacity-building efforts. The intern focused on arranging and preparing the court processors motorcycle driving training which will help facilitate transportation when notifying plaintiffs and defendants. Netham’s intern is also continuing to organize and archive the Notary Public and Civil Judgment Department reports

that are prepared and submitted by these departments to the CAD. The main purpose of this activity is to strengthen the capacity of the CAD to monitor and evaluate the performance of the courts. In addition the intern arranged and prepared all CAD administration activities during the absence of the Head of CAD.

Also this quarter, Netham conducted a meeting with the CAD team at the SJC. The meeting discussed the importance of performing monitoring and auditing in all courts and departments in the West Bank courts as well as the importance of performing periodic and unanticipated visits to the different court departments to continuously monitor and audit the work. In this regard Netham and the CAD team are currently working together to design a checklist form and to develop evaluation reports that will assist the SJC in monitoring the SJC department's performance. The check list and the evaluation report will be drafted and completed by next quarter. In addition there was a discussion addressing a request by the CAD team to Netham to assist in preparing a citizen's guideline which includes instructions on how to fill out forms and applications for those who need to file case in the courts.

Furthermore, following a request from the CAD, Netham will assist the SJC in compiling a list of activities that have been conducted through Netham's assistance during the year 2009 in order to include it in the SJC Fifth Annual Report.

Support Development of SJC Financial Systems

This quarter Netham completed implementing the financial system procedures developed with project support for the SJC. In addition Netham submitted the modified Financial System Procedures Manual to the Head of the CAD who gave his approval. The manual will be used as a guide to assist the CAD with financial procedures and forms. The financial system procedures will help the SJC's Court Administration Department to become more transparent and efficient, and improve the level of services that are provided to the public.

Assisting the CAD in preparing for the SJC's Fifth Annual Report

The CAD Director requested Netham this quarter to assist in preparing the SJC's Fifth Annual Report. Netham is currently working on gathering all the information on the SJC activities that have been conducted in coordination with Netham's assistance throughout 2009. In addition the report will highlight the SJC achievements and accomplishments for the year 2009. This report is an annual publication that the SJC issues to the public that highlights the developments of the Judiciary and the SJC's achievements. Netham has already assisted in publishing the 2007 and 2008 SJC Annual Reports.

Court Processors Motorcycle Training

This quarter the SJC will purchase motorcycles for the Notification Department which will assist in facilitating the notification delivery process in all the West Bank. The motorcycles will assist in the speedy delivery of court notifications. With the purchase of the motorcycles the SJC requested Netham's assistance in providing the appropriate training for the Notification officers. In this regard Netham signed a contract with Samara Driving School in order to provide motorcycle training for court processors from the Notification Department. The training will include how to use and ride a motorcycle as well as prepare the processors for obtaining a motorcycle license. It was decided that 38 court processors from Jenin, Salfeet, Ramallah, Qalqilia, Nablus, Jericho Bethlehem and Hebron will take part in the training that began this quarter and will continue into the next quarter. This activity falls under the work plan of improving the Notifications Department and training for court processors.

SUPPORT IMPROVED CASE MANAGEMENT IN THE COURTS

Unified SJC Court Fee Schedule

Last quarter Netham began assisting the Court Administration Department in the development of a unified fees schedule for all West Bank Courts. The unified schedule would address the inconsistent application of court fees that has been a longstanding problem in the Palestinian judiciary. The unified fee schedule will enable SJC staff working at the courts to identify the cost of each case filed, creating consistency and accuracy in regards to the cost of filing a case. The final draft that was submitted to the Chief Justice has yet to receive approval because plans are under way to amend the fees laws that already exist. With the laws changing regarding the court fees Netham has postponed this activity until further notice.

Qalqilia Court Renovation

Last quarter preparations were made to renovate the Qalqilia Courthouse which houses the Notary Public, Civil Judgment, Notification Departments and Archiving Room, as part of Project efforts to continue renovating and upgrading most court sites in the West Bank. This quarter the renovation process began. A vendor was chosen to conduct the work and Netham's engineering consultant submitted the final sketches which were approved by the SJC. Work this quarter includes wall demolition and waste material removal as well as starting the electrical work at the courthouse. Netham is expected to have all upgrades and renovation work completed next quarter. The Qalqilia court renovation will include renovation of the Notary Public, Civil Judgment and Notification Departments as well as the Central Archiving area.

Ramallah Central Archiving Renovation

In order to support and improve case management at the SJC Netham this quarter completed the renovation work at the Ramallah Central Archiving room. The room will allow more space for archiving documents, make the archiving process more efficient and assist with smooth retrieval of files. All wall demolitions and waste material removal as well as the electrical work for the archiving room have been completed. The Ramallah central court archiving facility will serve the Ramallah First Instance Court, Conciliation Court, and the Appeals Court.

SJC Training Room Upgrade

Netham was informed this quarter by the SJC that a site has been chosen for the new SJC training rooms which will be renovated. Netham assisted by supplying lecture chairs and white boards for the training room. The SJC training rooms will provide classrooms for SJC training programs.

Upgrading the SJC Building

This quarter the SJC requested Netham's assistance in installing an umbrella shade at the entrance of the SJC court building. The shading will protect the citizens from the rain while being inspected by the security prior to entrance into the building. Netham approved the SJC request and began the preparation to install the umbrella shades.

Assistance to the Chief Justice

This quarter Netham analyzed offers submitted for the purchase of a camera security system for the Chief Justice's Office. The security system will help monitor the security of the Chief Justice's Offices.

Improving the Filing System in Courts

This quarter Netham-supported interns continued to assist in improving the case filing systems and upgrading case files in the Qalqilia and Ramallah Conciliation Court. In Qalqilia interns completed the changing of external covers and labeling of 3,187 files and registered 144 new

cases into Al Mizan software. In Ramallah interns completed the changing of external covers and labeling of 610 files and registered 561 new cases into Al Mizan software. These activities are part of establishing the new filing system in all West Bank Courts and updating all cases in the computer system in order to increase the efficiency of the courts and provide better justice services to the public.

Bethlehem Court Archiving

This quarter Netham completed the upgrades at the Bethlehem Court Archiving room. Netham supplied the Bethlehem court with new shelving in order to assist the courts in reorganizing disposed files. This will help employees to more easily retrieve files when needed. Netham-supported interns working in the courts assisted in organizing and filing all case documents. This project activity aims to assist in improving case management in the courts.

Planning for Phase 3 Court Staff Training Underway

This quarter Netham received final approval from the SJC Training Committee for implementation of the Phase III Training Plan for Court Administrators. Netham has already implemented the Phase I and Phase II training plans. The Training Plan was developed by Netham and the SJC Court Administration Department Team. The Phase III Training Plan includes training on Uniform Notification Procedures, Monitoring and Evaluation Skills, Communication and Customer Relations Skills, Personnel Management, and Unified Procedures for SJC court staff. The training targets over 300 trainees throughout the West Bank and aims at increasing the capacity of staff in the First Instance and Conciliation Courts, and Notary Public, Civil Judgment, and Notification Departments.

Netham and the Chief Justice launched the first session of the Phase III Training Plan for Court Administrators. The training was conducted in the Grand Park Hotel in Ramallah and addressed communication and customer relation skills for Notification Department staff. In his opening speech the Chief Justice reiterated the importance of processing cases in front of the courts in order to decrease litigation time which will lead to an increase in public confidence of the Palestinian Judiciary. The Chief Justice also thanked USAID and Netham for its continued support to the SJC and its institutions which is strengthening rule of law in Palestine.

The first session which took place on December 12, 2009 targeted 45 notification processors and aimed to increase the processors' ability to communicate with the courts' internal and external customers, thus enhancing its services to the public. The second training session was conducted on December 19, 2009 and targeted 44 Notifications processors. Netham will continue to implement the Phase III Training Plan next quarter.

The overall aims of the training are to strengthen the processors' skills in communicating with the public and build their capacity in processing the notifications in a timely manner, necessary for the efficient management of court cases and processes.

SUPPORT SPECIALIZED TRAINING FOR JUDGES

Support Development of Judicial Continuing Legal Education

This quarter Netham and SJC Training Department Staff continued developing the first Continuing Education Curriculum for Palestinian judges. The Continuing Education Curriculum for Palestinian judges includes design of course plans and syllabi and gathering training materials for the SJC Continuing Education Training Plan in both criminal and civil subjects. The SJC

Continuing Education Training will target all judges serving in the Palestinian Conciliation, First Instance, and Appellate Courts.

SJC Judicial Training

Last quarter the SJC requested Netham's support to send eleven newly appointed judges to Jordan in order to receive practical judicial training at the Jordanian Judicial Institute. This quarter Netham approved the request to send the eleven newly appointed Conciliation Court judges for two-week practical training at the Judicial Institute of Jordan beginning October 16, 2009. Netham worked with the SJC for several weeks to complete administrative and logistics preparations for sending the Judges to Jordan. The two week training consisted of intensive training on applicable laws and litigation skills in addition to site tours to Jordanian judicial premises such as courthouses, forensic labs, and criminal investigation departments. Practical training for the judges with Jordanian counterparts was also conducted, which included adjudicating a variety of civil, criminal, land, tenancy, and labor cases. Before receiving the practical training in Jordan, the judges completed seven weeks of new-judge theoretical training at the USAID-supported Palestinian Judicial Institute.

During the first week of training the Palestinian judges visited the National Center for Forensic Medicine in Amman, attended a private lecture that discussed the importance of forensics in the judiciary and the major effect it has on cases and verdicts, visited the new Palace of Justice in Amman and attended conciliation case hearings. In the hearings, the Palestinian Judges were trained on a number of topics such as how to manage case hearings, how to postpone case hearings when necessary in a manner that minimizes delay, and how to deal with different cases. The group also attended court hearings and met with Jordanian judges to look at practical approaches to case management such as delivery of verdicts and when and why judges should allow postponement of hearings. After the case hearings were completed, the Palestinian judges participated in an open discussion with the presiding Jordanian judges under the supervision of Dr. Ali Abu Hijla, who is a judge in the Jordanian Court of Cassation and has previously trained Palestinian judges in Ramallah.

At the end of the week, judges attended First Instance Court training by observing case hearings that concentrated on the study of misdemeanor penalties, and the legal methods used to find the truth. Likewise, they took part in Conciliation Court training and observed hearings headed by Jordanian Judge-Bilal Al-Bakheet. After observing the hearings, the Palestinian judges participated in a meeting with the Head of the First Instance Court in Amman, Judge Ahmad Jamalia, where they discussed the laws behind the removal of commonality and the proof of proprietorship.

The second week of training included continued participation in Conciliation Court sessions in Amman, Jordan. Judges attended a hearing led by Judge Tareq Al-Shakhabna, a Conciliation Judge in Jordan, and participated in a discussion about Civil Procedures, how to manage sessions, the phrasing of the judge's decision, legal texts, and the importance of law enforcement. The training took place under the supervision of Judge Jamal Haroun, a lecturer at the Jordanian Judicial Institute. The Palestinian judges visited crime laboratories for forensic medicine where they met the Dean of the laboratory center who provided an explanation of how the laboratory works. The judges then watched a documentary film that explains in detail the history of the laboratories in Amman, how crime laboratory work is done, and the importance of this work in finding legal facts. In addition a lecture on the importance of using crime laboratories and the importance of the report of the laboratory findings was given. After the lecture, the Judges were taken on a tour of the laboratory.

The Palestinian judges also visited the Jordanian Palace of Justice and participated in daily sessions led by Jordanian First Instance Judge Zuhair Al-Omari. The group reviewed claims processes and engaged in a discussion about the importance of evidence in cases as a means of increasing the pace of sessions and leading to a just verdict. This training was held under the supervision of Jordanian Appeals Court Judge Hani Qaqish who made the discussion very valuable to the Palestinian Judges and helped them gain practical experience. Judges also attended more sessions with Judge Jalal Al Zoubi in the second week. These sessions concentrated on property claims and the law of owners. After the sessions, Judge Al Zoubi led a discussion on property claims and the legal rights of owners.

Overall, the Palestinian judges participated in many field visits and attended numerous court sessions which provided the Palestinian Judges with much practical experience. They also gained from the open, learning atmosphere and the exposure to the different styles, personalities, and skills of the Jordanian Judges. The Palestinian Judges are expected to take what they learned during the extensive two training and apply the skills gained in their new courtrooms.

Supporting Civil Case Management Training

This quarter Netham continued coordinating with the Training Department at the SJC to plan the upcoming Civil Case Management training for judges. Preparations are underway to hold four three-day workshops on civil case management principles for judges in the First Instance and Conciliation Courts beginning in January 2010. Netham is continuing to work closely with the Judicial Education Department at the SJC to finalize arrangements for the training. The first of four workshops will be held early next quarter in Ramallah and will be conducted by two Jordanian Judges, pending their ability to obtain visas. The workshops aim to provide Conciliation and First Instance Judges with the skills needed to proceed with cases in a more effective and efficient manner. These skills and techniques will mainly focus on the efficient utilization of a variety of applicable laws and procedures governing civil case proceedings in the Palestinian courts. A substantial portion of the proposed workshops will be allocated for presenting and discussing sample cases and sharing the experience and knowledge among the targeted group.

The workshop will provide necessary training that will enable the judges to improve efficiency, increase capacity, reduce case backlog and reduce case adjudication time in an effort to render quality justice in a timely manner without delays for litigants. These workshops are being held at the request of the SJC and will be based on the method used in the very successful workshops on Criminal Case Management for judges held last year with Netham's support.

Settlement Case Management Training for Judges

This quarter Netham and the SJC Training Department Director discussed the idea of sending a group of Palestinian judges to Jordan next quarter to participate in regional mediation training. This training will assist in building the judges' capacities to serve as settlement judges in pilot courts.

IMPROVE JUDICIAL NOTIFICATIONS

Support Implementation of Automated Notification Management System (NMS)

The Notification Management System (NMS) application was developed with Netham's support to distribute and track the status of each notification delivered by court processors to those who need to attend a court hearing. With USAID approval last quarter for the purchase of 20 Personal Digital Assistants (PDAs) which are needed to register the notifications on the NMS application,

Netham began to test and program the devices. The PDAs were tested in Jenin and a few selected court processors were trained on the use of the devices. In addition at the Ramallah Notification Department a select few court processors were trained on the PDAs. Netham is expecting to conduct the same training in Nablus next quarter.

Also this quarter a final upgraded version of the NMS application was installed in three courts in Ramallah, Nablus and Jenin. Netham conducted training for the Notification Department's key staff as well as Netham-supported interns on the new version of the NMS. The training included an overview of the NMS and an introduction to the new business processes and procedures to be used at the department when using the NMS.

Developing a Notification Department Uniform Procedures Manual

In an effort to improve case management at the Notification Department, Netham worked together with the Court Administration Department to develop the Notification Unified Procedural Manual. The manual will include unified procedures for distributing notifications to the public as well as unifying the procedure of filing the delivered notices. This will enable better tracking of those receiving a notice from the Notification Department.

During the quarter several meetings took place and it was agreed Notification staff should review the manual in order to receive any comments or feedback before submitting a final copy to the SJC. Netham also held a meeting during the communication skills training on December 12, 2009. At this meeting Netham and the CAD introduced the manual to the Notification staff at which time Netham received comments and feedback. The comments will be incorporated into the final manual. It is expected that a final copy of the manual will be submitted to the SJC for review and approval next quarter. Once approval is given Netham will print the manual and distribute copies to all Notification Department staff throughout the West Bank.

Notification Department Unified Uniform

In order to provide identification tools for Notification Department staff, Netham worked this quarter with the SJC to provide uniforms to all West Bank Notification Department employees and processors. Netham contracted a vendor to supply 80 uniforms for Notification Department staff. The uniforms will have the SJC logo stitched on include a jacket, shirt and trousers. Supplying Notification officers with uniforms will contribute to an image of professionalism, improve citizen cooperation, and ensure safety and protection for the officers when delivering notifications to citizens. The uniforms are expected to be delivered to the SJC early next quarter.

Support Development of Pilot Notification Departments

This quarter Netham continued to work with the SJC to implement a more efficient and effective notification system using a new notification software program and improved procedures developed with the assistance of Netham. The project chose Ramallah, Jenin, and Nablus Notification Departments to take part in a pilot project. The overall pilot program's goal is to improve the processing, timely delivery, and accuracy of notifications. The pilot project began early this year by providing Netham supported interns to assist in upgrading and improving the processing of the notifications. To this end, interns completed the Notification Pilot program in Jenin and Nablus. The result of the pilot program in the Notification Department has included a more timely notifications processes and improved judicial case management. With the overall success of this pilot program Netham has begun replicating this model in Bethlehem. It is expected that the installation will be completed next quarter and training will be given to appreciate notification staff.

In Ramallah, interns entered 2,675 returned notices into the Notification Management System (NMS) and distributed 5,290 notifications by NMS to notification officers while in Nablus interns entered 441 returned notices and distributed 16,780 notifications. In the Jenin Notification Department, interns entered 3,287 returned notices and distributed 8,100 notifications to the notification officers.

Netham is in the process of training notifications processors on driving motorcycles in order to assist in delivering the notifications to citizens. This activity will help guarantee timely and proper delivery of notices.

SUPPORT AND BUILD CAPACITY OF THE NOTARY PUBLIC

Improve File Archiving

Assisting in Notary Public Department filing and archiving is a capacity building activity that aims to improve processes and procedures in Notary Public Departments to increase access and services for the public. In this regard Netham-supported interns continued to provide data entry and filing assistance to Notary Public Departments. Interns entered 6,580 documents in Hebron, 4,060 in Ramallah, 6,136 in Jenin, 9,445 documents in Bethlehem, and 585 documents in Nablus into the Al-Mizan software. Also this quarter Netham began this activity in Qalqilia and Tubas. In Qalqilia 5,302 documents and in Tubas 4,983 documents were entered into the Al-Mizan software. These documents are primarily from 2000 to 2009. Entering the notarization documents in Al-Mizan will allow for improved efficiency and increased capacity as well as reduce case backlog.

Developing a Notary Public Procedures Manual

Last quarter Netham along with the Court Administration Department worked together to develop the Unified Notary Public Procedural Manual. These procedures focus on unifying the documents issued by the Notary Public. The development of the manual is part of the efforts to improve the SJC's court administration, case management, and services provided to the public. Netham completed the manual this quarter and submitted it to the Chief Justice for approval. Once approval was given Netham printed 1,000 copies and distributed the manual to all court clerks throughout the West Bank. All court clerks received training on the new unified procedures last quarter.

STRENGTHEN THE CIVIL JUDGMENT DEPARTMENT

The Anti-Corruption Mechanism at the Civil Judgment Units

The activity of identifying the accumulated financial deposits that would transfer surpluses of the accumulated deposits to revenues at the Civil Judgment Departments began as a pilot project in Ramallah. The intent of this pilot project is to bring transparency and improve efficiency at the Civil Judgment Departments in managing of funds from collected fines and other sources. Prior to the assistance provided by Netham, civil fines paid by litigants were deposited into bank accounts administered by the Civil Judgment Departments. The Civil Judgment Departments, however, lacked proper tools to monitor and administer the deposits, which reduced transparency and caused delays in processing. To help solve the problem, Netham worked with the Ramallah Civil Judgment Department to identify the accumulated financial deposits by auditing files, reports, and documents which resulted in finding approximately one and a half million US dollars in financial deposits. Due to the overwhelming success of this activity in Ramallah, Netham was tasked to implement the same task at the Civil Judgment Departments in Jenin and Nablus last quarter. The results found in Nablus a surplus of

accumulated financial deposits of approximately 526,000 NIS and, in Jenin, 210,000 NIS. Since this activity has been so successful Netham has extended its work to Bethlehem and Hebron.

Netham-supported interns reviewed financial deposits in all existing files and recorded the financial amounts identified on a summary sheet for facilitating the financial transactions. All related information was then entered into an Excel spreadsheet specifically designed for this activity and installed on department computers. Netham reviewed the procedures to be adopted for identifying the accumulated financial deposits in the courts. These are the same procedures implemented during the same activity that was completed in the Ramallah, Nablus and Jenin courts. The identified cut off date for both Bethlehem and Hebron was November 15, 2009, which will be the reference for comparing the bank accounts balances with the amounts of the existing financial deposits available in the case files. It is expected that this activity will be completed next quarter. Netham will draft a report documenting the procedures and results at which time the report will be submitted to the Chief Justice for review and feedback.

Printing the Civil Judgment Uniform Procedures Manual

This quarter the SJC approved the newly developed Civil Judgment Uniform Procedures Manual. One thousand copies of the manual will be printed and distributed to all court clerks throughout the West Bank. Uniform Procedures for SJC Civil Judgment Departments were developed through a cooperative effort between the SJC CAD Team, Civil Judgment Chief Clerks, and Netham. These procedures focus on unifying the Civil Judgment case procedures from case registration to disposition for all Civil Judgment Departments. These efforts support the project's activities that aim at improving court administration, case management and judgment enforcement systems, and services provided to the public by the courts.

Improve File Archiving at Civil Judgment Departments

This quarter in Ramallah, Netham interns labeled files in the Civil Judgment Department using the new filing system. In Bethlehem's Civil Judgment Department, Netham interns labeled 228 files using the new filing system, and registered 562 cases into Al-Mizan software. In addition Netham interns at the Jericho Civil Judgment Department completed the closing of 1,900 cases and registered 167 cases into Al Mizan software. In the Bethlehem Civil Judgment Department interns reviewed 643 financial deposits files and labeled 30 new files, and in the Hebron Civil Judgment Department interns reviewed 999 financial deposit files. These activities are part of establishing the new filing system in all West Bank Civil Judgment Departments and updating all cases in the computer system in order to strengthen the efficiency of the Civil Judgment Departments and provide better justice services to the public.

COMPONENT 2: SUPPORT PUBLIC OUTREACH, NETWORKING, AND CITIZEN ENGAGEMENT ON RULE OF LAW ISSUES

SUPPORT GRANTS PROGRAM

Grants Phase II (West Bank & Gaza)

This quarter Netham began implementing the Phase II of the grants program. The purpose of the \$450,000 simplified grants program is to promote activities addressing rule of law and judicial awareness/education, as well as encouraging public oversight of the judiciary in both the West Bank and Gaza.

The following West Bank Civil Society Organizations (CSOs) signed grant agreements and began implementing project activities this quarter: AMIN Internews, Human Rights and

Democratic Participation Centre "SHAMS", Young Artist Forum Ramallah (YAF), Arab Thought Forum Jerusalem (ATF), and Al-Hares Association for Democracy & Media Bethlehem.

In Gaza, the following CSOs have begun implementing project activities: Palestinian Commission for Human Development (CHD), Center for Women's Legal Research and Consulting (CWLRC), the Palestinian Commission for Refugees (PCR), and National Society for Democracy and Law (NSDL).

The following is a brief summary on grants activities this quarter:

Young Artist Forum (YAF)

The grant to YAF "*Conveying Law through Art*" is an eight-month (October 2009-May 2010) project, valued at \$52,184, that aims to enhance concepts of the rule of law and public oversight and focus on the right to a fair trial, equality and accountability before the law. The grant targets children ages 12-15 in four areas in Ramallah including Al-Jalazoun Refugee Camp, Abu Shkheidem, Jaffana and Qarawa Bani Zeid villages.

This quarter YAF completed a Training of Trainers (ToT) program for artists. The training was held at the office of YAF for four consecutive days. Nine artists were trained on using art as a means of addressing rule of law and children's rights issues. The topics covered included human rights, children's rights, rule of law and justice, and peaceful conflict resolution. An evaluation form was distributed after the training and the trainees expressed satisfaction in the topics presented and articulated their ability to relay the information they obtained to the targeted groups in future activities. Of the nine who participated in training five were selected to conduct drama and art workshops for young students age 12-15. The students were selected from four areas in Ramallah including Al-Jalazoun Refugee Camp, Abu Shkheidem, Jaffana and Qarawa Bani Zeid villages.

The trainers began conducting 80 hours of drama workshops and 104 hours of art workshops this quarter to the 80 selected students. The workshops included brainstorming concept ideas for writing a play and also provided the children with means to express their thoughts through drawing. The purpose of the training is to broaden children's thinking so as to reflect these issues on the drama performance and art sketches. It is expected that a play will be written using the concepts of the children next quarter.

Human Rights and Democratic Participation Centre "SHAMS"

Shams's "*Youth for the Rule of Law*" is a four-month (October 2009-February 2010) project, valued at \$33,910, which aims at opening a dialogue between youth and decision makers in Qalqilia. The project will train college students in order to get them better acquainted with the court system through conducting field visits and engaging them in debates with decision makers.

During the quarter SHAMS successfully conducted a three-day training course for 20 selected youth aged 18-24 from Qalqilia. The training topics included Judicial Authority Law, facilitation skills, civil legislation history (courts in Palestine, areas of specialization), tribal justice and the political systems and the separation of powers. After completion of the training sessions, SHAMS arranged for field visits to the courts in cooperation with the Supreme Judicial Council. SHAMS' participants visited different courts in the West Bank. Each participant spent a total of 10 hours in the courts of Ramallah, Nablus, Jenin and Qalqilia. At the end of the courts visits, participant's compiled comments, observations and notes based on the findings to use for the various panel discussions that were conducted this quarter. The aim of the panel discussions is to convey the

experiences and observations gained by the 20 youth through the training session and through the visits to the various courthouses.

SHAMS carried out 15 panel discussions that included 294 participants. The panel discussions focused on topics including crimes, disputes on land property and land laws. The participants noted that such panel discussions were very informative and will help in the upcoming workshops and opening meetings that will be conducted with decision maker next quarter. Currently the group is preparing to conduct four workshops with the decision makers. The workshops will be aired on local TV.

A major highlight during the quarter was a field visit to Qalqilia Courthouse to attend the “Handicapped Law” panel discussion presented by SHAMS. The facilitators started with an introduction about the courts in Qalqilia and then talked about the percentage of handicapped persons in Palestine. The panel then introduced the youth with physical, mental, sight and hearing disabilities. The attendees then discussed the Handicapped Law in Palestine.

Al Hares Association for Democracy and Media

Al Hares’s “Improve the culture of the law among school students in two villages in the Bethlehem Governorate” is a 5.5 month (October 2009-March 2010) project, valued at \$43,975 that will target 80 school students in the villages of Husan and Nahaleen located in the Bethlehem area so as to improve the culture of respect for rule of the law among school students. The project includes training school students on concepts of rule of law, conducting field visits to judicial institutions and launching four initiatives by the school students. The students will design, plan and implement these initiatives next quarter. In addition a conference will be held at the end of the grant to present lessons learned.

This quarter Al Hares completed 16 workshops with 80 school students aged 14-15 in the Bethlehem area on rule of law awareness. The training workshops covered many subjects including law and ethics, student rights, and methods of conflict resolution. It is worth noting the workshops were also attended by school administrations and members of school parents' council as well as parents of the students.

In addition Al Hares organized four field visits to the Bethlehem Courthouse for the 80 school students. The aim of the visits was to have youth explore the court facilities and its work. This will familiarize the youth on how the court system works and operates.

Amin Internews

Amin’s “Judiciary System in Palestinian Media: Towards Specialized Palestinian Law & Court Reporting” is a six-month (October 2009-March 2010) project, valued at \$75,000, and builds on a grant implemented during phase I of the Netham Grant Program. The project aims at assisting in the creation of better cooperation between local media and judicial institutions and creating a group of reports who are specialized in covering the judiciary. The project also aims to increase public awareness of rule of law and the judicial system in Palestine.

This quarter Amin received 52 applications in response to a newspaper advertisement seeking new graduates in the field of journalism that can serve as reporters to work as interns on this activity. Applicants were initially selected, contacted, and took part in a screening test—of those 11 journalists were selected and received USAID vetting approval.

During the quarter the journalists took part in 8 workshop trainings which aims to bring rule of law awareness through the media. The trainings included media and the law, introduction to the

law, international law, human rights law, shari'a law, trading law as well as conducting a field visit to the Nablus and Hebron Courthouses. The 11 reporters were also trained and are now able to use "ALMUQTAFI" a database program which is a resource to obtain legal court rulings information. Each reporter was given his/her own free password to access the database. The trainers include Birzeit Law professors and people working in the media arena.

Also this quarter Amin conducted a specialized six-day training workshop which is one of twelve planned workshops for 11 radio, TV, and print reporters. The training focused on the use of software such as Adobe Audition, the use of portable recorders, and studio mixing skills.

Finally, Amin is preparing for *Al-share' Bihki* or the "street talks" program to be recorded and broadcast on Wattan TV. The program will cover critical issues and topics faced by Palestinian citizens. Broadcasting of the street talks program will take place next quarter.

Arab Thought Forum (ATF)

ATF's "*Principle of Separation of Powers and the Structure of State in Palestine*" is a seven-month (November 2009-June 2010) project, valued at \$73,350 that aims at organizing a conference to promote the concept of "Separation of Authorities" and factors that influence the independence of the executive, legislative, and judicial branches of government. In addition, the grant aims to protect the integrity of these institutions and secure the confidence of the public in upholding the rule of law in Palestine.

This quarter ATF selected 4 steering committee members to assist in developing the concept paper that will be used during a planned conference. The conference will promote the concept of "Separation of Authorities" and is expected to take place in April 2010. To date the steering committee has drafted a concept paper which is currently being reviewed by Netham. Once approval is given on the concept paper ATF will begin preparation for holding the conference.

National Society for Democracy and Law (NSDL)

NSDL's "*Educating school students on rule of law through non formal activities grant*" is a 6-month (October 2009-March 2010) project, valued at \$54,890 that aims to educate 160 male and female school students ages 9-12 on the culture of rule of law through conducting non-formal activities and contributing in spreading the culture and concepts of rule of law among school students.

This quarter NSDL conducted a five-day- training course for 16 young activists. The training tackled the issues of children rights, rule of law concepts, tools for educating children and techniques of transferring legal concepts to children using creative methods.

Eight out of 16 trainees were selected to be coordinators for the daily corners and two were selected to be coordinators for both areas Rafah and Khan Younis. The selected facilitators along with NSDL worked together to successfully launch the daily activities corners in two areas Rafah and Khan Younis. The corners are targeting 160 children in both areas and run three times per week. In each location NSDL facilitators are running three hour's activities in four corners titled: promoting tolerance, family dialogue, recreation (conveying law through art) and supporting education. The four corners will assist in giving the children a place to express feelings and thoughts regarding rule of law and family issues.

Also during the quarter NSDL conducted a workshop that aimed at orienting local community members of the project's goals and activities in addition to monitoring and follow-up of the

children behavior at the daily corners by the activists and at homes by parents as well. The workshop was attended by 20 parents and monitored by the project coordinator and project manager.

Palestinian Commission for Human Development (CHD)

CHD's *“Enhance Rule of Law among Youth”* is a six-month (October 2009-March 2010) project, valued at \$29,808 that aims to play a role in enhancing the culture of rule of law among university students in Gaza and contribute to promoting a better understanding of the importance of rule of law.

During the quarter CHD contracted trainers and selected 25 youth activists based on selection criteria set in the grant application to take part in five workshops in Gaza and the Northern Gaza Strip. The workshops discussed the following topics: attitudes towards Rule of Law, violence against women, quota and political participation, family law and inheritance. The workshops were conducted by five trainers and included 25-35 participants in each training. CHD is currently preparing to implement three more workshops on rule of law awareness next quarter.

In addition, CHD has begun printing the 2010 calendar. The purpose of the calendar is to bring rule of law awareness and will include law pertaining to international human rights laws. It is expected that 1,000 copies will be printed and distributed next quarter to university students, fresh graduates as well as Civil Society Organizations.

The Palestinian Commission for Refugees (PCR)

PCR's *“Enhancing Behavioral Change and Attitudes of the Public towards the Rule of Law and Enforcement”* is a seven-month (October 2009- April 2010) project, valued at \$37,054 that aims at using a multi-approach modality in enhancing behavioral change and attitudes of the public towards the rule of law and its enforcement, and particularly in relation to women's issues.

During the quarter PCR conducted a number of workshops and began developing a documentary that will focus on changing the attitude of the public towards rule of law issues and enforcement. To this end PCR conducted a 5-day training course for 15 lawyers on custody issues. The training topics included custody and family law, skills for training, communication tools and legal advocacy skills. The training will enable the lawyers to answer question to the public in regard to legal issue that are related to women's rights and rule of law. The documentary that PCR is producing will focus on guardianship and custody issues.

Center for Women's Legal Research and Consulting - Gaza (CWLRC)

CWLRC's *“Legal Protection of Vulnerable Women in the Gaza Strip”* is an eight-month project, valued at \$46,985 that aims to contribute to the legal protection of vulnerable women in the Gaza Strip through promoting community education and awareness on family law.

CWLR completed workshops on Legal Protections of Vulnerable Women in the Gaza Strip. The workshops targeted 150 male and female law students and were conducted by 10 law students who took part in a 60-hour Training of Trainers session conducted by CWLR. The participants of the training will be involved in 50 awareness workshops in different areas of Gaza Strip that aim at raising community awareness on rule of law and women's issues.

In addition, this quarter CWLRC held 5 community forums in the five Governorates of Gaza and were attended by 145 women and youth organization. The community forums included familiarizing the community with the project and its objective, to identify the main problems and concerns of the target groups in the region, and to pave the way for the lawyers to conduct field

training and workshops for vulnerable groups including women and men. In addition CWLRC conducted educational sessions on rule of law issues for 155 law students and newly graduating law students.

CWLRC has also completed the preparation of 5 research papers that will be developed next quarter. The research topics include divorce, early marriage, legal education and women, women labor rights and gender roles. The purpose of the research papers is to assist in conducting discussions with the target groups and to help improve the knowledge of these topics for the target groups. The research work will be a basic tool in raising the awareness of the community during these sessions. Consequently, the results of the five researches will be presented and discussed collectively during the final conference at the end of the project.

Raise Awareness of Rule of Law Issues with Ministry of Education Programs

Netham continued implementation of the civic education initiative to support improving civic education and rule of law awareness of Palestinian students in grades 1 to 9. Netham this quarter continued to work on two activities: 1. Review and evaluation of the civic education program content for grades 1 to 9, including teaching methodologies and methods of evaluation; and 2. Training and specifically building capacity of teachers through creating a pool of civic education experts.

The following is a status report on the main civic education activities:

To provide recommendations for enhancing the Civic Education programs in West Bank schools, Netham finalized this quarter the Comprehensive Review and Evaluation Report of the civic education curricula for grades 1 – 9, after compiling feedback received from the Ministry of Education. The report includes findings and recommendations as well as results of a surveys carried out among principals, teachers and students in sample schools.

Below are some of the general findings and recommendations in the report:

General Findings:

- There is a gap between the general outline of the curricula, the curricula objectives and the textbooks, and this was obvious through the lack of consistency between the curricula documents and the existing textbooks.
- Lack of common understanding of civic values among teachers, where they practice traditional teaching methodologies based on memorization and not interactive activities.
- Civic education curriculum is viewed as "not important" among principals, teachers, students, and parents.
- There is a big gap between the civic values taught to students and reality (actions of teachers, principals, students, parents and the local community)
- There is a weak linkage among students between civic education values and concepts. For example most students surveyed were not aware of the linkage between democracy, justice, rule of law, and equality.

Recommendations:

- The integration of civic education values in other curricula such as Arabic language, religion, art and sport, etc.
- Preparation of a reference manual that presents unified concepts as well as provides different teaching methodologies and methods of evaluation.

- Building the capacity of teachers to enable them to present the linkages of the civic education values to their students in the right manner.

Also this quarter Netham and the Ministry of Education and Higher Education held roundtable meetings at Netham's office in Ramallah. The purpose of roundtable meetings was to present and discuss the findings and recommendations of the comprehensive review and evaluation report of the civic education curricula. In addition a discussion on development of an action plan that will be based on the report's findings. The presentation was followed by discussions and questions from participants who agreed on findings. It was agreed that all participants will review carefully the report and provide the Ministry with any comments and feedback.

A second roundtable discussion was also held this quarter which focused on the regional and international expertise on civic education, and was presented by Netham's Civic Education Consultant. The presentation pointed out the status of civic education in the education system, evolution of civic education definition, status of civic education in other countries, and a case study on civic education in Tunisia. At the end of the presentation, discussion followed and it was noted that some of the participants were in favor of incorporating civic education experiences from other countries while others noted that such experiences must be adapted to the Palestinian status and needs.

In addition Netham and the Ministry of Education drafted and finalized an outline of the civic education development action plan. The draft outline points to the necessity of comprehensively reforming the civic education curriculum including the general outline, the teachers' guide as well as building the capacity of all civic education teachers to enable them to professionally and interactively teach civic education. The action plan also includes steps for developing the evaluation methods to be more interactive as well as preparing the school environment for a better civic education teaching and learning process through raising awareness in schools of the importance of civic education. The draft outline will be finalized by the Ministry and Netham early next quarter.

An initial design of the *Comprehensive Review and Evaluation Report* was received this quarter and is being reviewed. Once the design is finalized and the report is complete, 1,000 copies will be printed in a book form and distributed to all schools in the West Bank through the MOE. An English summary of the report which contains the most significant findings and recommendations will be also printed as part of the above mentioned book.

In addition Netham is preparing to hold a closeout event of the civic education program next quarter. The event will be jointly implemented with the Ministry of Education. The event will include a presentation that summarizes the program's activities, highlighting the major achievements and including pictures that reflect the process of implementation.

Training

This quarter, Netham conducted three training workshop for 75 civic education teachers on the newly developed civic education reference manual. The training was conducted on November 18-19, November 21-22 and December 5-6, 2009 in Ramallah, Nablus and Hebron. All the training materials and accommodations including transportation and logistics were provided by Netham. The training in each area was conducted by 6 trainers who took part in the Netham sponsored Training for Trainers session last quarter. A total of 44 trainers took part in the ToT.

The purpose of the workshop was to train teachers on the draft civic education reference manual as well as solicit feedback in order to develop a final draft of the manual. The draft manual was

developed with Netham's support and will assist in teaching civic education in the West Bank in a more interactive and efficient way.

The workshops covered all topics in the reference manual including the importance and objectives of a civic education reference manual, civic education concepts, citizenship and the constitution. The workshop also included interactive exercises in addition to a description on how to implement those exercises in classrooms. The workshop addressed the concept of good governance and its relation to transparency, rule of law, participation, civil society, development, and citizenship.

The teachers also provided their observations of the reference manual, and each trainer prepared a report about these observations in order to be included in the final draft manual. Currently the manual is being modified and will be finalized early next quarter. 5,000 copies will be printed and submitted to the Ministry of Education. The manuals will be distributed to all schools in the West Banks as well as to civic education teachers.

Provide Needed Assistance to Law Schools

A major highlight this quarter was a ceremony that was held at the Al Quds University (AQU), School of Law on December 8, 2009 to inaugurate the newly renovated law school library, moot court room, classrooms, and computer lab as well as to celebrate the achievements at the law school throughout the past year that were carried out with project support. The ceremony was attended by the University President, USAID Mission Director, the Law School Dean and 80 guests including law faculty, students, and public officials.

During the opening ceremony, AQU Law School Dean, Dr. Mohammad Shalaldeh, and the Vice Dean for the Academic Affairs, Said Zaidani, expressed their gratitude for USAID assistance in supporting the development and enhancement of legal education at the university. In his opening remarks, USAID Mission Director, Howard Sumka, thanked the law school for their determination in enhancing legal education at AQU and noted the significance of these achievements that will lead to better qualified lawyers and judges serving on the bench. Also during the ceremony, Dean Shalaldeh provided a presentation of all the assistance the law school received from Netham including the development of the Legal Education Program that included launching four new law school courses, various training programs for students and faculty as well as renovating the faculty library, computer lab, moot court room and four classrooms as well as sponsoring a U.S. study tour to learn modern teaching methodologies.

Following the ceremony, the guests took part in a tour of the newly renovated computer lab, library, and classrooms. The renovated facilities will provide a better learning environment for student and faculty.

Renovations

In order to assist the law school and provide a better learning environment for students, Netham completed the renovation work that included the Al Quds University library, four class rooms, and moot court room. The renovation work for the classrooms included painting and equipping new boards as well as building completely new infrastructure. The Al Quds University library was expanded to double its size and was equipped with new shelves, air conditioning, and a librarian counter. The moot court room was expanded, furniture was refurbished, and the room was equipped with a new air conditioning system as well as a wireless network and a HVAC system.

US Study Tour

This quarter Netham sponsored a study tour to the United States for five Al Quds University faculty members in order to assist in developing teaching skills and materials for the new legal ethics and legal writing course added to the curriculum through Netham's support. The aim of the tour was to assist in building the capacity of the AQU Law School faculty and improving course curriculum and teaching methodology.

The Al Quds University faculty members visited Lewis and Clark School of Law in Portland, Oregon and attended a week-long program arranged by the State Department in New York and Washington, D.C.

The Dean of the AQU Law School first accompanied 4 professors to the city of Portland to begin the study tour. The group met with the Dean of the Law School of Lewis and Clark and discussed faculty needs in developing curriculum. In addition, the group observed two legal writing classes, a legal ethics class and met with the professors who teach the classes. This was an opportunity to ask questions on teaching methodologies and material preparation. Also the group participated in discussions with law students at the law school in which they addressed the complications facing the legal system in Palestine and the challenges the law school faces. It was an enthusiastic hour of presentation and discussion. Also the study tour group met with the president and members of the disciplinary commission at the Oregon State Bar and received input on handling legal ethics complaints filed against lawyers. In addition the group observed a moot court class, legal clinic class, and visited both Federal and State Courthouses in Portland.

The Al Quds University delegation then travelled to Washington, DC to continue their program with the State Department. A meeting was held with Mr. David Cohen who is the head of the Voluntary Visitors Program, before heading off to attend a two hour briefing about federalism in the United States. The group travelled to Williamsburg and met with professor Christie Warren and the Dean of William and Marry Law School and discussed future relationships between the two law schools. Then the group traveled to New York and visited Benjamin and Cardozo Law School and Fordham Law School to discuss future relations between the two law schools as well as discussing the development of an exchange program.

Overall the groups found the study tour very practical and the teaching methodology used in the United States useful. The group is looking forward to implementing the techniques learned in their classrooms at Al Quds University.

Enhancing Law School Curriculum

Last quarter Netham supported the development of three new courses at Al Quds University which include Legal Information Technology, Legal Ethics and Legal Writing. The aims of these courses are to enhance and increase the skills and knowledge of the law students and to introduce new courses in order to give students more options and opportunities in choosing legal education courses. Netham continued to assist Al Quds University to improve the curriculum development by implementing the following activities this quarter:

- **Legal Writing Course**

This quarter Netham contracted a consultant to co-teach this course. Currently the Legal Writing classes continue to be taught at AQU. An AQU professor is teaching the class jointly with a Netham consultant applying the methodologies learned during the study tour to the US. Approximately 40 students are enrolled in the course.

- **Legal Information Technology Course**

This quarter Netham contracted a consultant to teach this course. Currently Netham's consultant is continuing to teach the Legal Information Technology class along with an AQU professor who will teach methodologies. Currently there are about 80 students registered for the class. The course aims to assist the students in improving computer skills, accessing legal electronic databases, and conducting research via the internet.

It is worth mentioning that a request was made by the Dean of the Law School to Netham to continue assisting in teaching and co-teaching the legal writing and legal technology classes for the spring semester. The students are enjoying the western methodology of teaching and benefiting from these new classes that have been included in the law school curriculum. Netham will review the request made by the Dean and will seek ways to continue assisting the school.

Development of Law School Strategic Plan

Netham continued its work from last quarter to develop a strategic plan for Al Quds University. Netham has begun printing the strategic plan for the school in both Arabic and English languages. The five years strategic plan was drafted with the assistance of Netham's consultants. This strategic plan aims to assist the university in promoting the legal education at AQU until it meets higher standards and enhances the rule of law among the law students. The plan includes the law school objectives, goals, and work plan for the coming five years. The strategic plan publication is expected to be completed early next quarter and will be used by Al Quds University to promote the law school.

Netham Newsletter

This quarter Netham began compiling stories for the fifth edition of Netham's newsletter. The newsletter will highlight achievements and successes for the quarter. Currently the newsletter is under production and is expected to be completed early next quarter. Once the newsletter is finalized Netham will print the newsletter in both Arabic and English. The newsletters will be distributed to project counterparts and their institutions including the SJC, MOJ, PJI, Al Quds University Office, USAID, and donor agencies, and will be available at project-supported events in the coming months.

PROJECT ADMINISTRATION: QUARTERLY PROJECT ADMINISTRATION

NETHAM STAFFING

This quarter Susan Coleman resigned from the post of Senior Technical Advisor. Susan was replaced by Bassam Yasin who received USAID approval.

PLANNED ACTIVITIES: SUMMARY OF ACTIVITIES PLANNED FOR THE NEXT QUARTER

COMPONENT 1

Engage and Build Capacity of the Ministry of Justice

- Conduct on the job training on the implementation of the MOJ Administrative System
- Support justice sector institutions to finalize the Justice Sector Strategy for 2011-2013

- Track training taking place at the Palestinian Judicial Institute using the newly developed tracking software
- Finalize the National Justice Record System upgrade effort
- Finalize the Document Management System implementation
- Conduct data entry into the Document Management System
- Launch the training on Financial Impact Analysis of Draft Legislation for MOJ staff
- Conduct training in Communications and Human Resource for MOJ staff
- Training in Organizational Development for MOJ staff
- Training in Consultations on Draft Legislation for MOJ staff
- Conduct training in Nomotechnics of Draft Legislation for MOJ staff

Engage and Build Capacity of the Supreme Judicial Council and Courts

- Provide technical assistance in developing the 2011-2013 Justice Sector Strategic Plan
- Conduct Notary Public Satisfaction Survey in Qalqilia court
- Assist in developing the SJC Planning Unit 2010 Action Plan
- Provide technical support to the Public Information Department's Directors office
- Support the production of the Quarterly SJC Newsletter
- Assist the Court Administration Department to develop its 2010 Action Plan
- Assist the CAD in holding a case management workshop for Chief Clerks and Interns
- Support the SJC in implementing the recommendations from the Baseline Survey on the Perceptions of the Judicial Authority
- Implement the Phase III Capacity Building Training Plan for SJC Court Administrators
- Conduct Mediation and Settlement Case Management training in Amman, Jordan
- Conduct training for newly appointed SJC judges in Amman, Jordan
- Conduct Civil Case Management workshops for SJC judges
- Assist in developing the Notification Department organizational structure in Bethlehem
- Install the Notification Management System at the Bethlehem Courthouse
- Conduct training on the use of the Notification Management System
- Oversee the installation of Information Communication Technology at the Qalqilia Courthouse, the SJC Media Department, the Ramallah Archiving Room and the Chief Justice Office
- Conduct customer service satisfaction survey at three selected Notification Departments
- Upgrade the Ramallah Courthouse
- Renovate the Court Administration Department
- Develop booklets of SJC regulations
- Renovate the Notary Public registers in the courts

COMPONENT 2

Support Public Outreach, Networking, and Citizen Engagement on Rule of Law Issues

- Continue implementation of nine grants agreements with Civil Society Organizations in the West Bank and Gaza
- Design and print 1,000 copies of the comprehensive review and evaluation report
- Finalize and print 5,000 copies of the civic education reference manual
- Conduct a ceremony highlighting the achievements of the Civic Education Program
- Assist in developing a moot court competition for Al Quds University students
- Print Law School Strategic Plan

QUARTERLY MONITORING AND EVALUATION REPORT

Introduction

Netham completed an updated revision of the project's Performance Monitoring & Evaluation Plan (PMEP) in the 4th Quarter of Fiscal Year 2009. The revised PMEP includes 18 results and 18 performance monitoring indicators designed to measure how well the project is achieving Netham's two major objectives including Component One: *Professionalize the formal justice sector through targeted assistance to justice sector institutions and other bodies* and Component Two: *Support public outreach, networking, and citizen engagement on rule of law issues.*

The Monitoring & Evaluation Report for this quarter provides details of the five performance indicators that the project reports on quarterly according to the PMEP. The reporting period for the current report is for Fiscal Year 2010 Quarter 1, which covers the period of October 1, 2009 – December 31, 2009.

Netham's Monitoring & Evaluation quarterly report for FY 2010 Q1 includes a status report on Netham's target and actual indicators met for this quarter. The information gathered for this report was completed by collecting data from weekly and monthly project reporting forms and justice sector reports as well Netham data entered in the USAID GEO-MIS database system collected from activity reporting forms.

Netham Performance Summary

The tables below summarize Netham's performance in Fiscal Year 2010 Quarter 1 according to the actual value of indicators whether "Below Target," "On Target" or "Exceeded Target."

Table: Component Objective 1, Professionalize the formal justice sector by increasing efficiency and effectiveness through targeted assistance to justice sector institutions and other court bodies

| Result | Indicator | FY2010 Q1 | | Performance Rating |
|--|--|-----------|--------|----------------------------|
| | | Target | Actual | |
| 1. Increased capacity of the Palestinian Judicial Institute to train judiciary officials | No. of judicial officials trained through PJI programs | 100 | 38 | *Below target ¹ |
| 2. Improved staff capacities of the MOJ | No. of MOJ employees trained | 70 | 70 | On target |
| 3. Improved SJC capacity | No. of SJC staff trained | 70 | 114 | Exceeded target |
| | No. of SJC Judges trained | 40 | 15 | *Below target ² |

¹ This number is below the target number because two-day training for 78 Notification Department staff originally planned to take place at the PJI was moved to a new location. After consultation with the PJI and the SJC it was agreed that training would take place at the Grand Park Hotel because the PJI premises could not accommodate the high volume of trainees.

² Netham is below the target because a planned Civil Case Management Workshop for SJC judges was postponed due to a delay in issuing visas for the Jordanian judges who were to conduct the training. Another contributing factor was the appointment of a new Chief Justice and a transition period which made it difficult to work according to the scheduled plan.

Table: Component Objective 2: Increase public knowledge and citizen engagement of rule of law issues by supporting public outreach and networking

| Result | Indicator | FY2010 Q1 | | Performance Rating |
|---|--|-----------|--------|--------------------|
| | | Target | Actual | |
| 4. Increased awareness of the rule of law among school students | No. of primary and secondary teachers receiving training on ROL for students | 100 | 75 | Below target |
| 5. Increased awareness of rule of law among university students | No. of faculty receiving training | 10 | 10 | On target |

Performance Details

The following sections provide more detail about each of the 3 results and 4 indicators measured under Component Objective #1 and the 2 results and 2 indicators measured under Component Objective #2. Included are the indicator definitions, FY2010 Quarter 1 targets, and actual achievements disaggregated by relevant categories followed by a narrative description of activities and results.

Component Objective 1: Professionalize the formal justice sector by increasing efficiency and effectiveness through targeted assistance to justice sector institutions and other bodies

Result #1: Increased capacity of the Palestinian Judicial Institute to train judicial officials

Indicator: No. of judiciary officials trained through PJI programs

Definition: Judicial officials from all courts trained in workshops, formal training, or continuing education sessions at PJI or by PJI staff, disaggregated by gender and location

Table: Increased capacity of the Palestinian Judicial Institute to train judiciary officials/No. of judiciary officials trained through PJI programs

| TOTAL NUMBER OF TRAININGS THROUGH THE PJI | | | | |
|---|------|--------|-------------------|-------------------|
| Location | Male | Female | FY 2010 Q1 TARGET | FY 2010 Q1 ACTUAL |
| Ramallah | 19 | 19 | 100 | 38 |

During FY 2008 Netham renovated and upgraded space to house the PJI in an effort to provide up-to-date and continuing justice sector education. The space contains offices, a lecture hall, classrooms, computer lab, reception area, restrooms, kitchen, and store room. Netham also assisted in providing furniture, computers, and audio-visual training equipment. In addition, Netham has developed and installed a software application which tracks registration and

continuing education for applicants and students taking PJI courses. The software is an automated registration system currently being used at the PJI.

As a result of Netham's assistance to the PJI, the institute has opened its doors for a number of training events for SJC judges, Ministry of Justice staff, and other justice sector staff. During the FY 2010 Q1 a total of 38 judicial officials were trained at the PJI. This number is below the target number of 100. Netham was unable to meet the target because planned two-day training for 78 Notification Department staff originally planned to take place at the PJI was moved to a new location. After consultation with the PJI and the SJC it was agreed that training would take place at the Grand Park Hotel because the PJI premises could not accommodate the high volume of trainees. The PJI assisted in moving the training to the Grand Park. In addition, due to the apparent weakness of the PJI, other donor-funded training programs scheduled to take place at the PJI did not take place during this quarter. It should be noted here that this indicator measures training programs taking place through the PJI—regardless if they are project supported or not.

Netham has faced many challenges in working with the PJI including a reluctant management, incapability for scheduling regular meetings resulting in weak decision making on the part of the Board of Directors as well as a weak programming schedule resulting in the absence of training activity development. There is also a weak coordination process between the Supreme Judicial Council and the PJI which contributes to the lack of implementation of PJI training programs. Steps are currently being taken to address these challenges such as facilitating enhanced coordination between the PJI and SJC.

Result #2: Improved staff capacities of the MOJ

Indicator: No. of MOJ employees trained

Definition: MOJ staff trained in workshops, formal training, or continuing education sessions with Netham assistance, disaggregated by gender, type of workshop, and location.

Table: Improved staff capacities of the MOJ/No. of MOJ employees trained

| MINISTRY OF JUSTICE STAFF TRAINED FY2010 Q1 | | | | | | |
|---|-----------|-----------------|----------------|----------|----------------|----------------|
| TOPIC | # TRAINED | #FEMALE TRAINED | # MALE TRAINED | LOCATION | 2010 Q1 TARGET | 2010 Q1 ACTUAL |
| Legislative Policy | 17 | 10 | 7 | Ramallah | 70 | 70 |
| Strategic Planning | 10 | 5 | 5 | Ramallah | | |
| Change Management | 11 | 6 | 5 | Ramallah | | |
| MOJ Working Group Workshop | 28 | 13 | 15 | Ramallah | | |
| National Justice Record Training | 4 | 1 | 3 | Ramallah | | |
| Total | 70 | 35 | 35 | | | |

The table above shows the number of Ministry of Justice (MOJ) staff trained in FY 2010 Q1 by topic, gender, and location.

During FY 2010 Q1 Netham conducted legislative training for 17 MOJ lawyers. The four day training focused on policy development and included a general introduction on the basics of

developing legislative policy and methods to use in describing and identifying problematic behaviors that need legislative intervention. In addition, Change Management Training was conducted for 11MOJ key staff. Training focused on theoretical aspects of effecting change and included an introduction to principles of change within organizations, methods used in planning for change, and analysis of internal and external factors, stakeholders, barriers, ability to adapt, etc. Also Strategic Planning training was conducted for 10 MOJ key staff. The training included an introduction to the basics and theoretical approaches of strategic thinking, analysis of internal and external factors affecting institutional planning as well as providing staff with skills to create strategic plans. Two MOJ staff received on the job training on the programming and development of the National Justice Record System software application. The National Justice Record Manager and Deputy received on the job training on the use of the NJRS software application.

Finally, 28 MOJ key staff took part in a working group workshop. The aim of the working group workshop was to develop a legislative policy for a Mediation Law. A total of 70 MOJ staff were trained this quarter meeting the target number of 70.

Result #3: Improved SJC capacity

Indicator 3.1: No. of SJC staff trained

Definition: Number of SJC staff trained in workshops, formal training, or continuing education sessions with Netham assistance. Disaggregated by gender, type of workshop, and location

Table: Improved SJC Capacity/No. of SJC Staff trained

| # of SJC STAFF TRAINED | | | | | | | | | | | | | |
|--|-----------------|---------------|------------------|---------------|--------------|--------------|----------------|----------------|-----------------|-----------------|----------|----------|--------------|
| Type of Training and Date | Ramallah | Nablus | Bethlehem | Hebron | Jenin | Tubas | Jericho | Salfeet | Qalqilia | Tulkarem | F | M | Total |
| Turkey-International Association for Court Administration November 2-4, 2009 | 1 | | | | | | | | | | | 1 | 1 |
| Notification Staff training-Communication and Customer Relation skills December 12, 2009 | 18 | 13 | | | 9 | | 2 | 5 | | | 6 | 41 | 47 |
| Notification Staff training-Communication and Customer Relation skills December 19, 2009 | | | 6 | 19 | | | | | 5 | 6 | | 36 | 36 |
| Notification Management System | 12 | 10 | | | 8 | | | | | | | 30 | 30 |

| # of SJC STAFF TRAINED | | | | | | | | | | | | | |
|---------------------------|----------|--------|-----------|--------|-------|-------|---------|---------|----------|----------|---|-----|-------|
| Type of Training and Date | Ramallah | Nablus | Bethlehem | Hebron | Jenin | Tubas | Jericho | Salfeet | Qalqilia | Tulkarem | F | M | Total |
| Training | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| Total | 31 | 23 | 6 | 19 | 17 | | 2 | 5 | 5 | 6 | 6 | 108 | 114 |

During FY 2010 Q1, training for Supreme Judicial Council court administrative staff was conducted for 114 staff members exceeding Netham target of 70 SJC staff trained in Q1. The training conducted this quarter were the first of a series of trainings which falls under the Phase III Capacity Building Training for court staff during FY 2010.

SJC staff took part in the Phase III Capacity Building Training Plan for Court Administrators and Staff. The first set of training targeted Notification Department staff and focused on communication and customer relation skills. 83 court processors participated in the training which will increase their ability to communicate with the courts' internal and external customers, and thus enhancing the court's public services. Also this quarter, Netham conducted training for 30 notification officials from the Notification Department. The training included an overview of the newly developed Notification Management System, an introduction to the new business processes and procedures to be used at the department as well as training on the PDA software configuration and support. In addition an SJC court administrator received training at the International Association for Court Administration which was held in Istanbul, Turkey. The Conference included numerous panels on modern court administration topics.

Indicator 3.2: No. of SJC Judges trained

Definition: Number of SJC judges trained in workshops, formal training, or continuing education sessions with Netham assistance. Disaggregated by gender, type of workshop, and location

Table: Improved SJC Capacity: No. of SJC Judges trained

| # of SJC JUDGES TRAINED | | | | | | | | | | | | |
|--|----------|--------|-----------|--------|-------|---------|---------|----------|----------|---|----|-------|
| Type of Training and Date | Ramallah | Nablus | Bethlehem | Hebron | Jenin | Jericho | Salfeet | Qalqilia | Tulkarem | F | M | Total |
| Turkey-International Association for Court Administration November 2, 2009 | 4 | | | | | | | | | 1 | 3 | 4 |
| Newly appointed Judges Training in Amman, | 2 | 1 | | 1 | 2 | | 2 | 1 | 2 | | 11 | 11 |

| # of SJC JUDGES TRAINED | | | | | | | | | | | | |
|---------------------------|----------|--------|-----------|--------|-------|---------|---------|----------|----------|---|----|-------|
| Type of Training and Date | Ramallah | Nablus | Bethlehem | Hebron | Jenin | Jericho | Salfeet | Qalqilia | Tulkarem | F | M | Total |
| Jordan Oct 16, 2009 | | | | | | | | | | | | |
| Total | 6 | 1 | | 1 | 2 | | 2 | 1 | 2 | 1 | 14 | 15 |

During FY 2010 Q1 training for Supreme Judicial Council judges was conducted for 15 judges which is below the target number of 40 judges trained for Q1. Netham had planned to conduct a Civil Case Management Workshop for SJC judges for this quarter but there were a number of issues that arose leading to a delay including visa complications for the Jordanian judges who were to conduct the training. Another contributing factor was the appointment of a new Chief Justice and a transition period which made it difficult to work according to the scheduled plan. Meetings were held with the new Chief Justice including an orientation on the Netham work plan. As a result, more training for judges is expected to take place next quarter. Netham expects to meet its target goal next quarter.

In FY 2010 Q1, 11 newly appointed SJC judges attended training in Jordan in order to receive practical judicial training at the Jordanian Judicial Institute. The two-week training consisted of intensive training on applicable laws and litigation skills in addition to site tours to Jordanian judicial premises such as courthouses, forensic labs, and criminal investigation departments. Practical training for the judges with Jordanian counterparts was also conducted, which included adjudicating a variety of civil, criminal, land, tenancy, and labor cases. In addition four SJC judges took part in the International Association for Court Administration in Istanbul, Turkey. The judges were part of two panels "The Challenge of Administering Justice in Societies Torn by War, Civil Strife, and Organized Crime" and "Modernizing Court Administration in the Palestinian Courts" and all the judges attended numerous other panel sessions on modern court administration topics. Netham trained and prepared the judges for the conference presentation.

Component Objective 2: Increase public knowledge and citizen engagement of rule of law issues by supporting public outreach and networking

Result #4: Increased awareness of the rule of law among school students

Indicator: No. of primary and secondary teachers receiving training on ROL awareness for students

Definition: Number of 1-9 grade teachers receiving training in workshops, formal training, and continuing education sessions on ROL awareness with Netham assistance. Disaggregated by gender, type of workshop, type of staff and location

| NUMBER OF TEACHERS TRAINED FY2010 Q1 | | | | | | |
|--------------------------------------|-----------|----------|--------|------|-------------|-------------|
| TOPIC | # Trained | Location | Female | Male | Target 2010 | Actual 2010 |
| Civic Education Training | 25 | Ramallah | 13 | 12 | 100 | 75 |

| | | | | | | |
|--------------------------|----|--------|----|----|--|--|
| Civic Education Training | 25 | Nablus | 13 | 12 | | |
| Civic Education Training | 25 | Hebron | 12 | 13 | | |
| Total | 75 | | 38 | 37 | | |

During FY 2010 Q1 Netham trained 75 civic education teachers from Nablus, Ramallah and Hebron. The two-day training for 75 teachers aimed to improve the teaching methodology in civic education for teachers in the West Bank. The training workshop was conducted by two trainers who took part in Netham's Training of Trainer sessions last quarter. Training addressed the Civic Education Reference Manual that was developed with Netham support which will assist West Bank teachers in teaching civic education in a more interactive and effective manner.

Netham did not meet its target of 100 teachers trained due to the changes made to the original training plan by the Ministry of Education. When Netham submitted its Monitoring Plan for FY 2010 it was determined that 100 teachers would receive the civic education training, however, this was later changed. The Ministry of Education determined that it was more effective to hold two-day instead of one-day training for 75 as opposed to 100 teachers.

Result #12: Increased awareness of the rule of law among university students

Indicator 12.1: Number of faculty receiving training

Definition: Number of university faculty receiving training in ROL awareness with Netham assistance. Disaggregated by gender and location

Table: Increased awareness of the rule of law among university students/No. of faculty receiving training

| NUMBER OF UNIVERSITY FACULTY TRAINED FY2010 Q1 | | | | | | |
|--|-----------|-----------------|----------------|---------------|-------------|-------------|
| TOPIC | # Trained | #FEMALE TRAINED | # MALE TRAINED | LOCATION | Target 2010 | Actual 2010 |
| Legal Writing Training | 1 | | 1 | Abu Dias | 10 | 10 |
| Legal Technology Training | 1 | | 1 | Abu Dias | | |
| US Study Tour Training | 5 | 1 | 5 | United States | | |
| Moot Court Training | 3 | | 3 | Abu Dias | | |
| Total | 10 | 1 | 9 | | 10 | 10 |

During FY 2010 Q1 Netham conducted training for a number of Al Quds University (AQU) faculty members. As shown in the above table Netham met its training target number of 10 university faculty members by training 10 faculty members. Training addressed the courses of

legal writing, legal technology and moot court. The training for the legal writing and legal technology was conducted for AQU faculty who in turn will teach the newly developed courses at AQU.

In addition Netham supported the travel and training of five AQU faculty members including the Dean of AQU Law School. The five Al Quds University faculty members participated in a U.S. study tour to the Lewis and Clark School of Law in Portland, Oregon in addition to a week-long program arranged by the State Department in New York and Washington, DC. The aim of the tour was to assist in building the capacity of the AQU Law School faculty and improving course curriculum and teaching methodology.