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<b>USAID award number</b> (contract, cooperative agreement, grant, etc.): <b>DFD-I-01-04-00173-00</b>	
<b>Strategic Objective (SO) title:</b> Promote Democratic Reform	<b>SO number:</b> 11
<b>Project title:</b> <b>NETHAM Rule of Law Program / Justice and Enforcement</b>	<b>Project number:</b>
<b>Document title/translated title:</b>  Final Report on the Capacity Building and Training Plan for Courts Administrators June 28- August 23, 2008	
<b>Author(s):</b>  Netham Project	
<b>Contractor or grantee name(s):</b>  DPK Consulting / a Division of ARD Inc.	
<b>Sponsoring USAID operating unit(s):</b>  USAID West Bank / Gaza – Democracy and Governance	
<b>Language:</b> English	<b>Publication date:</b> August 23, 2008
<b>Abstract</b> <i>(summary of most significant information, 250 word limit; optional):</i>  	
<b>Keywords</b> <i>(suggested terms to describe content of document; optional):</i>  	

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AID 590-7 (09/05)



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**NETHAM** نظام  
Rule of Law Program - Justice and Enforcement

# **West Bank and Gaza**

## **Netham Project**

### **Rule of Law Program**

### **Justice and Enforcement**

**DFD-I-01-04-00173-00**

**Implemented by DPK Consulting**

**Final Report on the Capacity Building and Training  
Plan for Courts Administrators**

**June 28- August 23, 2008**

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REPORT ON THE COMPLETION OF THE CAPACITY BUILDING  
And TRAINING PLAN For  
WEST BANK COURTS ADMINISTRATORS

June 28- August 23, 2008

I. INTRODUCTION

As part of efforts to upgrade the skills of Court Administrators, and assist in improving the performance of these administrators, Netham, working with the Supreme Judicial Council (SJC) developed an ambitious training plan for these staff members. This plan aimed at building the capacity of Court Administrators, Court Clerks, in addition to Enforcement, Notification, and Notary Public staff in order to provide the staff with skills and training that will allow them to provide better and more efficient services to the public.

The training plan addressed various topics related to West Bank Courts Administrators, namely:

1. Electronic Stenography for the Electronic Stenographers serving in the courts and training them on mechanisms to record the minutes of the hearing sessions.
2. Training on the utilization of the current automation system applicable at the Civil Judgment Departments, and methods of maximizing the utilization of this software in the department's financial work. This training was provided to the Civil Judgment Officers.
3. Unification of procedures adopted for the enforcement of judicial decisions among the various West Bank Civil Judgment Departments.
4. The Notary Public Departments' work processes the unification of Notary Public Departments applicable processes and Procedures.
5. Rules and regulations of judicial notifications for the West Bank Judicial Notification Court Processors.
6. Enhancement of administrative capacities for the West Bank courts' Chief Clerks and Deputy Chief Clerks

Training was implemented on the premises of the Netham- supported Palestinian Judicial Institute PJI. The first training program began on June 28, 2008 and concluded on August 23, 2008. It is worth noting that the training plan included two training sessions related to the judicial case management and the roles of Chief Judges and Chief Clerks in improving judicial case management and litigation services. However, these two training sessions were postponed and will be carried out along with the implementation of improving judicial case management activities that are included within the project's work plan.

## II. COVERED TRAINING TOPICS

### 1. TRAINING OF TRAINERS PROGRAM

Part of the capacity- building and training plan included carrying out a regional training program to benefit from the Jordanian judicial experience. Prior to this regional training, Netham's Chief of Party and USAID CTO conducted a visit to Jordan to finalize preparation for seven SJC staff members who participated in a training there in order to see first hand how the Palestinian Judiciary can benefit from the Jordanian judicial achievements. Meetings were organized and facilitated through the USAID Jordan Mission and the DPK-Rule of Law Project in Jordan, Masaq. During the visit, a meeting was also held with the Director of the Jordanian Judicial Training Institute in which he expressed full support to cooperate with the Palestinian Judicial Institute.

Subsequent to the preparatory visit to Jordan, Netham assisted in sending seven of the SJC staff to participate in a two-week training program that was held on the premises of the Jordanian Judicial Institute and began on June 14, 2008. The training was successfully concluded with a graduation ceremony. Specific training topics included communication skills, court case management, code of conduct, quality assurance, Notary Public, Notification, and Enforcement Department tasks and responsibilities, as well as practical training for the Notary Public, Civil Judgment, and Notification Department staff.

### 2. ELECTRONIC STENOGRAPHY

The electronic stenography aimed at enhancing the IT skills of the courts' stenographers in order to enable them to better use the computers and the automation system used in the courts during trial hearing session. This training was provided by five SJC IT Department staff.

Electronic stenography-training sessions were divided into two training sessions, the first sessions focused on the use and application of Microsoft Word, which is currently connected to Al- Mizan automation system to document the minutes of the hearing session and allows the stenographers to make use of the many shortcuts updated to the system, which also assist the stenographers in saving the minutes of trials particularly during a power outage (Microsoft Word files can be auto recovered and attached to the database of each case hearing trial) during a hearing session. The first sessions addressed unifying the fonts and editing procedures, noting that the IT personnel of the SJC have already developed certain forms, shortcuts, and templates for the final judgments along with other frequently used forms.

The second part of the electronic stenography sessions focused on the provision of needed practical training, where each trainee was situated in front of a laptop and was asked to write the minutes of a hearing session provided to them. Electronic stenography training sessions were held from June 28- August 16, 2008 over eight training sessions (exact dates of the training sessions are listed below).

### 3. UTILIZATION AND MODIFICATION OF CIVIL JUDGMENT AUTOMATION SYSTEM

#### A. APPLICABLE AUTOMATION SOFTWARE AT THE CIVIL JUDGMENT DEPARTMENTS

The first training was held for the Judgment Officers serving in the Civil Judgment Departments within the regular courts dated July 12, 2008. It aimed at discussing the automation software applied in the Judgment Departments and discussing potential upgrades to the system with a special emphasis on the financial element of the system that deals with the financial deposits at these departments. The training included 4 female and 14 male court employees.

The first part of the session focused on the adopted procedures and mechanisms of dealing with the financial deposits and was presented by an Enforcement Judge who provided a legal overview of the required procedure in compliance with the applicable laws and regulations.

The second part of the session was presented by the SJC Financial Director who provided an overview of the financial requirements and procedures that should be taken into consideration while carrying out the financial work at the Judgment Department. Brainstorming of the most efficient practice to ensure the balance and adherence to financial procedures was discussed. In addition, it is worth noting that the newly developed financial procedures regarding the deposits, which was developed by the project's financial consultant was again distributed to the officers, and discussed in detail with the SJC Financial Director.

The last part of the session focused on discussing the needed IT developments and upgrades to assist in developing methods of reflecting financial transactions and deposits into the system.

#### B. UNIFICATION OF MECHANISMS FOR ENFORCING CIVIL COURT JUDGMENTS

This training session was held on August 9, 2008 for 24 Civil Judgment Officers at the Palestinian Judicial Institute and focused on two sessions. The first training session addressed legal principles and framework governing the performance of the Civil Judgment Departments with a special emphasis on the role of the Enforcement Judge and Judgment Officers in implementing court judgments. There was also a focus on identifying the different administrative and legal procedures taking place in each of Civil Judgment Departments, such as the number of cases that each lawyer is allowed to inquire per day from the department, the extent of confidentiality being adhered to by the department's staff, and other administrative issues that affect the daily work of the department personnel. The ultimate purpose of this session was to develop a set of unified regulations and procedures that should be adopted by the various West Bank Civil Judgment Departments.

The second session included a review of case studies to identify the challenges facing the Judgment Officers. A discussion took place regarding the legal and administrative procedures that should be applied when obstacles and challenges arise.

#### 4. UNIFICATION OF NOTARY PUBLIC DEPARTMENTS APPLICABLE PROCESSES AND PROCEDURES

This training session was held for Notary Public Officers, and aimed at unifying the processes and procedures among the various West Bank Notary Public Departments. The session was led by a Conciliation Judge in addition to a Notary Public Officer who took part in the Training of Trainers program that was held at the Jordanian Judicial Institute. The first sessions of this training focused on the procedures applied in each Notary Public Department and addressed re-engineering workflow processes, while the second session focused on practical training of authenticating and documentation procedures adopted by each Notary Public Department. This training session took place on July 26, 2008, and targeted 24 West Bank Notary Public Officers.

#### 5. LAWS, RULES, REGULATIONS, AND PROCEDURES GOVERNING THE JUDICIAL NOTIFICATIONS

This training topic was provided for the West Bank Court Processors over two training sessions dated August 2<sup>nd</sup> and 16<sup>th</sup>, 2008 where the whole targeted group was divided into two groups, given the large number of courts processor required to participate in this training.

The first training session took place on August 2, 2008 and was conducted for 29 court processors, while the second training session took place on August 16, 2008 and was provided for 32 Court Processor. Both training sessions focused on the laws, rules, and procedures governing judicial notifications. The second part of the training focused on the legal procedures, the code of conduct and behavior governing public sector personnel, emphasizing the legal responsibilities of court processors. It also addressed the importance of notification delivery and implications to case processing, litigant's rights and public trust in the judicial system.

A Ramallah First Instance Judge and the Nablus First Instance Chief Clerk who participated in the Training of Trainers program that took place at the Judicial Institute of Jordan through Netham support provided the training.

## 6. ENHANCEMENT OF ADMINISTRATIVE SKILLS AND CAPACITIES FOR WEST BANK COURT CHIEF CLERKS AND DEPUTY CHIEF CLERKS

This training session was provided for 36 West Bank court Chief Clerks and Deputy Chief Clerks and took place on August 23, 2008. It aimed at upgrading and enhancing their administrative skills and capacities.

The first session focused on the development of administrative skills, including the performance process and procedures, planning, continuous improvement processes among other areas. It also focused on the needed methods and procedures for developing the administrative and management skills.

The second session focused on the required skills for managing human resources in terms of working hours, appointment of staff, evaluation of personnel and its relation to promotions per applicable laws, along with other human resources management- related topics. Another part of the session focused on planning and development of human cadre, in addition to the needed archiving and correspondences mechanisms and tools with a special emphasis on controlling documents and correspondences, records management, follow-up on correspondence, methods of indexing and classification, needed methods for archiving correspondences and communication tools.

The third session focused on effective communication, and skills needed for delivering the message to the recipients in an understood and clear manner, along with the advantages and benefits of effective communication between the speaker and the recipients in terms of enhancing the professionalism, saving time, unifying objectives, and establishing encouraging communication environment among involved persons.

## 7. STRENGTHENING THE ADMINISTRATIVE AND FINANCIAL CAPACITIES OF THE SJC

Towards improving the financial and administrative systems of the Supreme Judicial Council and in coordination with the SJC, Netham contracted two short-term consultants to assist the project team in developing the financial and administrative systems of the Supreme Judicial Council.

Subsequent to the development of the SJC administrative and financial systems by the project's contracted short – term consultants, Netham held two training sessions. The first session took place on July 21, 2008 and included 19 participants, while the second training session was implemented on July 24 and targeted 8 participants and the project – hired administrative and financial consultants provided the two training sessions.

The training sessions focused on training Court Administrators on implementation of the newly- developed administrative and financial systems. The administrative consultant gave a presentation on the new administrative procedures including records control, archiving

control, internal reporting, communication with the management, management of meetings, correspondence management, internal administrative control, hiring procedures, attendance system control, employee file control, performance appraisal forms, training management and the employee satisfaction measurement.

The financial consultant addressed training on procedures including accounting systems, revenues, payments and expenditures, cash management, fixed assets, budgeting, purchasing, deposits, and internal financial auditing. The financial consultant also addressed creating financial processes for transfer of funds from temporary deposit accounts to revenues and other financial issues.

The second training session focused on internal auditing mechanisms. It aimed at training and qualifying selected numbers of employees from SJC to conduct internal auditing on the implementation of the developed administrative and financial systems. A number of topics were covered including the audit process, benefits of internal auditing, characteristics of the auditors, rules of the audit process, auditing phases, in addition to case studies and practices. The participants took part in an exam at the end of the training.

### III. TRAINING BENEFICIARIES

The total number of beneficiaries from the capacity- building and training plan reached up to 306 Court Administrator, including 75 women. Below is a detailed list of each training sessions with an emphasis on the topic provided during the session, and the number of male and female trainees participated in each of the implemented training sessions.

	TOPIC	DATE OF SESSION	TARGET GROUP	# OF FEMALE BENEFICIARIES	# OF MALE BENEFICIARIES	TRAINERS
1.	Training of Trainers Program	June 14-26,2008	Seven SJC staff members including Chief Clerks, Civil Judgment and Notary Public Officers		7	Judges from the Judicial Institute of Jordan - JIJ
2.	Electronic Stenography	June 28,2008	Hebron, Dura and Hahloul First Instance and Conciliation Courts' stenographers	7	12	SJC IT staff
3.	Electronic Stenography	July 5,2008	Bethlehem First Instance and Conciliation Courts' Stenographers	8	5	SJC IT staff
4.	Electronic Stenography	July 12, 2008	Jericho First Instance and Conciliation Courts' Stenographers	5	3	SJC IT staff
5.	A. Procedures and mechanisms for dealing with the financial deposits at the Civil Judgment Department  B. Discussion of needed IT developments and upgrades for the departments' automation systems	July 12,2008	All West Bank Civil Judgment Officers	4	14	1. Ramallah Civil Judgment Judge  2. SJC Financial Director  3. The Bethlehem Civil Judgment Officers who received the Training of Trainers program at the Judicial Institute of Jordan – JIJ

	TOPIC	DATE OF SESSION	TARGET GROUP	# OF FEMALE BENEFICIARIES	# OF MALE BENEFICIARIES	TRAINERS
6.	Electronic Stenography	July 19,2008	Ramallah First Instance, Conciliation, Appellate, and High Courts' Stenographers	14	13	SJC IT staff
7.	Awareness Workshop on the newly-developed financial and administrative systems of the SJC	July 21,2008	West Bank Chief Clerks	0	19	1. Amjad Ghanem, Netham's contracted Administrative Consultant 2. Ghassan Rabaia, Netham's contracted Financial Consultant
8.	Internal auditing mechanisms	July 24,2008	Selected numbers of employees from SJC	0	8	Amjad Ghanem, Netham's contracted Administrative Consultant
9.	Electronic Stenography	July 26,2008	Nablus and Tubas First Instance and Conciliation Courts	11	4	SJC IT staff
10	Notary Public work from a legal and practical point of view	July26,2008	West Bank Notary Public Officers	5	19	1. A Ramallah Conciliation Judge, Judge Saleh Jaffal  2. The Nablus Notary Public Officer (Rami Hashash) who received the TOT program at the JIJ
11	Laws, rules, and procedures governing the judicial notifications	August 2,2008	Part of the West Bank Courts Processors	0	29	1. A Ramallah First Instance Judge (Judge kamal Jaber)  2. The Nablus

	TOPIC	DATE OF SESSION	TARGET GROUP	# OF FEMALE BENEFICIARIES	# OF MALE BENEFICIARIES	TRAINERS
						First Instance Chief Clerk who received the TOT program at the JIJ
12	Electronic Stenography	August 2,2008	Qalqilia and Salfeet Stenographers	2	6	SJC IT staff
13	Unified mechanisms for implementing civil courts judgments	August 9,2008	West Bank Civil Judgment Officers	5	19	1. the Ramallah Civil Judgment Judge (Judge Yousef Suleibi)  2. The Bethlehem Civil Judgment Officer who participated in the TOT at the JIJ
14	Electronic Stenography	August 9,2008	Tulkarem First Instance and Conciliation Stenographers	8	3	SJC IT staff
15	Electronic Stenography	August 16,2008	Jenin First Instance and Conciliation Court Stenographers	3	12	SJC IT staff
16	Laws, rules, and procedures governing the judicial notifications	August 16,2008	Another part of the West Bank Courts Processors	0	32	1. A Ramallah First Instance Judge (Judge Kamal Jaber)  2. The Ramallah First Instance Chief Clerk who participated in the TOT program at the JIJ
17	Upgrading and enhancing the administrative skills and capacities of the courts Chief	August 23,2008	West Bank Chief Clerks and Deputy Chief Clerks	3	33	Bassam Yassin, Netham Institutional Development Manager

	TOPIC	DATE OF SESSION	TARGET GROUP	# OF FEMALE BENEFICIARIES	# OF MALE BENEFICIARIES	TRAINERS
	Clerks and Deputy Chief Clerks					
TOTAL NUMBER OF FEMALE BENEFICIARIES : 75						
TOTAL NUMBER OF MALE BENEFICIARIES : 231						
GRAND TOTAL OF TRAINING BENEFICIARIES: 306						

#### IV. TRAINING IMPACT AND EVALAUATION

At the end of each training session and in cooperation with the PJI staff, Netham distributed an evaluation sheet to be filled by the trainees. After the collection process, the project analyzed the evaluation of the training sessions to measure the impact of the training.

The analysis of the evaluation shows that 96% of the trainees recommended holding similar training sessions for their colleagues who were not capable to participate. As for benefiting from such training sessions during the practical work of the trainees, 74.20% of the electronic stenographers clearly stated in their evaluation that the training was excellent, while 85% of the Judicial Notification Processors agreed on the benefit and excellence of the training sessions targeted for them. 56.4% of the Civil Judgment Officers stated that the training sessions were useful for them during their practical daily works, while 43.60% believed the Civil Judgment training was good and useful. However, 67.60% of the Notary Public Officers who participated in the training session focused on the Notary Public work from a legal and practical point of view indicated that this training was excellent for them while practicing their duties. Finally, it is worth noting that 26.50% of the trainees who participated in the training session directed towards improving the administrative skills of courts Chief Clerks and Deputy Chief Clerks mentioned that the training sessions was good, while the percentage 71.30% indicated it was excellent.