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ANNUAL REPORT

Oct. 2014 – Sept. 2015

Enhanced Palestinian Justice Program
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Implemented by:

Chemonics International
1717 H Street
Washington, DC 20006
Tel: 202-955-3300

Project Office

Al Fare Building, 4th Floor
Ramallah, West Bank
+970-(0)2-242-4071/2/3/4

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ENHANCED PALESTINIAN JUSTICE PROGRAM

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Acronyms

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

Executive Summary

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

During this reporting year available obligated funds were less than half of what would normally have been expected. Due to these funding limitations, program activities were reduced and two expatriate positions and five local staff positions were vacated and an additional five local staff were reduced to 80% time. In collaboration with USAID, EPJP prioritized activities and revised the work plan continuously to maintain operability with limited priority activities initially through June 2015 and later revised again through December 2015.

Political developments contributed to the current funding turmoil. The formation of the Palestinian unity government in June 2014 and the Palestinian application to join the International Criminal Court (ICC) in December 2014 and its' acceptance in April 2015 as the 123rd member of the ICC contributed to funding disruption to the West Bank / Gaza mission by the US Congress. An ongoing tense security environment also contributed at times this year to some delays in the implementation of planned activities.

The Justice Sector Strengthening Component (component one) is providing assistance to strengthen institutional capacities of justice sector institutions, improve service delivery, and make minor rehabilitations to judicial facilities. The Center of Excellence (COE) program was introduced at the High Judicial Council (HJC) employing the tools of the International Framework of Court Excellence (IFCE). Self-assessments were completed at 12 courts during October which was then analyzed resulted in COE self-assessment reports which identified gaps and recommendations to be addressed in transformation plans. Twelve recommendations were prioritized with the HJC and to date five transformation action plans have been developed and are being implemented. Overall objectives include enhancing customer services and increasing accountability and transparency of financial management through improved processes, rehabilitated cashier offices and provision of Yatta, Tubas, and Dura courts. Building on the success of the previous project (PJEP), EPJP had envisioned continuation of the intern program to digitize and process court documents, however, due to budget limitations; the program had to be significantly curtailed to four interns providing managerial support at the Chief Justice's office and supporting the Ramallah Notary Public Office and the Jenin Civil Judgment Department.

The Family Courts Component (component two) supported the FCs to enhance family counseling units, improve personnel performance for better service delivery, and improve public spaces and court facilities. During the year, EPJP finalized the standard operating procedures (SOP) manual and code of conduct in collaboration with the Family Court and their

counselors and trained FC counselors on its implementation. This manual and the training will serve to professionalize the work of the counselors and build public trust to utilize these valuable services. To improve Family Court Personnel Performance, during the year, EPJP provided a number of trainings addressing multiple topics targeting 155 FC staff providing them with the necessary skills to improve their performance. EPJP provided four gender based violence (GBV) trainings for judges and court personnel. The trainings delivered by EPJP staff focused on the essential role of the Family Courts as one of the first responders to cases of gender based violence (GBV). EPJP also conducted two TOT trainings for Judges to build internal capacity to implement training programs more efficiently thus reducing their dependence on external resources. EPJP also provided basic computer skills targeting 32 court administrative staff from Hebron, Ramallah and Bethlehem and advanced Excel for 12 staff from the Hebron and Ramallah courts, including accountants and registry officers.

The Centers of Excellence (COE) program was introduced this year in FCs utilizing the IFCE self-assessment tools. Self-assessments were completed at 14 family courts during November and December 2014, which resulted in COE self-assessment reports which included thirty seven recommendations from which 11 were prioritized and to date four transformation action plans have been developed and implementation begun. During the year EPJP also completed major renovations to family courts. EPJP renovated two floors at the Ramallah FC, the new Hebron FC, and upgrades to the Media Center housed at the Supreme Judge Department. EPJP also completed the first phase of the Document Management and Workflow Archiving System (DMWAS) and provided the necessary training to the FC IT department to build their capacity to manage and support the system.

The Legal Education Component (component three) which focused on improving the experience of law students by enhancing curricula and teaching methodologies to provide experiential learning opportunities was suspended in November 2014 due funding limitations, expect for two activities. EPJP finalized the legal clinic manual, printed and distributed 10 copies each to the four partner law schools in early March. The manual includes critical forms that will ensure effective performance by the students. Additionally, EPJP completed a training of trainers program for nine law professors from EPJP targeted universities. The training was designed to educate professors on how to utilize modern, interactive teaching methods that will better engage students.

The Citizen Outreach and Grants Component (component four) is enhancing citizen engagement in the rule of law by increasing awareness of citizens through grant programs for civil society organizations (CSO) and building the media capacity of justice sector counterparts. During the year, EPJP awarded eight new awareness strengthening grants to five different organizations. The grants increased public awareness of the Rule of Law sector and the services and rights available to marginalized groups. EPJP grantees employed conventional media tools such as TV drama series and radio shows and more innovative methods such as interactive court monitoring to reach citizens.

EPJP also continued throughout the year to support and provide mentoring to media and public relations staff in justice sector institutions within the HJC, SJD and PJI. Mentoring sessions focused on planning and managing media campaigns, integrating gender into media and social media. EPJP also supported the development of the SJD website, provided technical guidance on improving the PJI website and supported the development and printing of the Qadauna newsletter. EPJP contributed to the administrative strengthening and streamlining of its counterpart media and public relations departments by developing new job descriptions and work plans.

Administrative Activities

During the fourth quarter FY2015 and throughout the entire fiscal year EPJP continued to operate with a reduced funding obligation. The initial obligation issued upon task order initiation was expected to be sufficient through August 2014. However, in August, 2014 the EPJP COR informed the program that a subsequent obligation would be delayed and requested that EPJP reduce expenditures and activities as necessary to enable the remaining funds to ensure operational viability until January, 2015. A revised work plan for October, 2014 – January, 2015 was developed, submitted to and approved by the COR. In late October, EPJP received an additional, though reduced, obligation to fund the program through June, 2015. EPJP analyzed the funding situation and in collaboration with USAID, agreed to reduce staff and activities. Given the limited obligated funding, one expatriate and 5 local staff positions were terminated and an additional 5 local staff were reduced to 80% time. EPJP revised the work plan accordingly to include activities through June, 2015. Activities for law school support under Component 3 were suspended in November, 2014.

EPJP continued to implement according to the reduced funding obligation work plan developed at the end of 2014. In May 2015, EPJP received incremental funding expected to be sufficient through December, though still on a reduced staffing and activities basis. EPJP revised, submitted and received USAID approval for a work plan for activities to be completed from July – Dec. 2015. The Chief of Party, Teresa Cannady, resigned in June and the DCOP, Abed Abu Shamsiyeh, with USAID approval was named acting-COP. The departure of the expatriate COP reduces operating costs, thus provides additional funds for programmatic activities and may extend the number of months EPJP can remain operational until another obligation is received.

During the year AWRAD, under a subcontract with EPJP, conducted qualitative and quantitative surveys that informed project activities and served as the baseline for monitoring project success and achievement of targets. Data was collected from four stakeholder groups including the general public, court users, justice sector personnel, and lawyers. The data collection and report were based on the indicators included in the EPJP Performance Monitoring Plan (PMP) and provided relevant data analysis and conclusions.

On June 9th, EPJP completed a program management workshop with all staff. The theme of the workshop was “seeing the big picture.” Staff reviewed their initial mission statement developed during the first workshop in 2014, highlighted achievements and challenges, and planned activities for the next six months. Additional training activities helped to improve problem solving skills, enhance communication, and build team spirit.



EPJP staff present their view of the project and the “big picture”

Program Activities

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

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

Activity 1.1: Develop and Implement Centers of Excellence

Develop and Implement Centers of Excellence (COE): following the establishment and training of the COE team at the High Judicial Council (HJC), the team conducted the field assessment, gathered the necessary data to analyze and prepare a self-assessment report. The EPJP COE specialist developed a schedule for the visits in coordination with the team and obtained an introduction letter from the Chief Justice (CJ) to ensure cooperation from judges and personnel at the various courts. The interviewees were cooperative and provided useful information that identified gaps informing solutions to increase the efficiency and effectiveness of services and procedures. Adopting the International Framework for Court Excellence (IFCE), the courts were measured against seven categories:

- Court Leadership and Management
- Court Planning and Policies
- Court Resources (Human, Material, and Financial)
- Court Proceedings and Processes
- Client Needs and Satisfaction
- Affordable and accessible Court Services
- Public Trust and Confidence

In October, 2014, the COE team completed their field visits as originally scheduled, evidencing their commitment and enthusiasm for this process. The COE team analyzed the data and developed the report identifying the strengths, weakness and recommendations at court level informing the development of the transformation plans.

The analysis revealed that while all courts scored below the mid-point of the scale (400-599 indicating good performance levels), several were near our expected target. Most, however scored in the 200-399 range evidencing performance near benchmarks in some areas with improvements needed in others. Some courts clearly have more strengths than others but this analysis has identified the gaps and the transformation plan will address the specific needs. This assessment and numerical scoring served as the baseline to measure future improvements.

Following the completion of the analysis the COE team finalized the self-assessment report and submitted the draft to the HJC in early February, 2015. On February 18th, EPJP met with Chief Justice (CJ) Ali Muhana to discuss the report. EPJP explained the highlights and recommendations to the CJ. On March 22nd the CJ issued an official letter approving 12

recommendations from the COE report. Once approval was received the team moved to the third stage of the cycle which is developing the transformation action plans.

The COE specialist continued to provide technical support to the COE core team throughout the development of transformation action plans process. Four plans were developed based on the approved and prioritized recommendations. The plans provided practical application of the recommendations developed from an analysis of the field assessment.

To ensure full and smooth cooperation, EPJP met with the Chief Justice in early May to discuss implementation mechanisms and HJC COE focal points to be involved in the process. Later in May, EPJP received written confirmation from the CJs office nominating a team to be involved in the implementation of the plans.

As the transformation plans were cross cutting among EPJP's technical areas, synergies had to be maintained among the EPJP team. The COE specialist met with EPJP's technical staff to coordinate the implementation of these four plans. During the meeting, the COE specialist briefed the team on the plans, their status, and explored areas of coordination and support.

Each of the four transformation plans focused on a specific technical area as highlighted in the self-assessment report. The first transformation plan focuses on utilizing the HJC strategic action plans and increasing awareness around it, while the second plan is focused on improving IT systems. The third transformation plan will improve archiving systems. HJC online services will be improved under transformation plan number four.



EPJP and HJC media staff coordinating implementation of transformation plans

As the plans progressed, the EPJP COE Specialist developed and began implementing a fifth transformation plan focusing on building the capacity of HJC staff in utilizing social media.

Activity 1.2: Improve Financial Capacity of Cashier Offices at Courts

Each civil court has a cashier office where all fines, fees, and financial guarantees are deposited and recorded. Depending on the type of case, financial deposits either go directly to the Palestinian Authority (PA) Treasury or are deposited with the court's Civil Judgment Department. Deposits include money from litigants, settlement of cases, filing fees, alimony, and child support payments. Some funds are remitted to the Ministry of Finance while others are paid directly to the recipient. The value of these deposits is significant; for example they average 1 million NIS per month in Ramallah.

Currently, the financial system applied in the cashier offices is not consistent throughout the West Bank. Existing practices depend on paper records and carbon copies, with insufficient

checks and balances. The courts need a standardized system that is consistently applied to ensure collection and oversight for the significant value of financial transactions at the courts.

To improve the cashier office operations, EPJP provided a financial management consultant who reviewed the work of all 12 court cashier offices documenting the existing mechanisms, methodology of implementation, and tools (such as summary and database sheets) currently used for financial management. The consultant also met with the heads of the finance and IT departments at the HJC to discuss plans for automating the financial system. The consultant reviewed the manual procedures and observed that the courts have three types of payments: case fees, deposits, and seized funds.



Consultant conducting assessment of financial systems at Bethlehem court

The consultant provided an assessment report in November, 2014 which detailed recommendations for financial best practices and consistent procedures, including utilizing the PA's financial software system, BISAN. In December, the consultant met with the CJ to present and discuss the findings and recommendations. The CJ agreed with the recommendations and instructed his office to immediately form an internal committee with representatives from key departments to implement the recommendations. The CJ also directed his office manager to request two copies of the BISAN financial software from the Ministry of Finance to be installed in the Ramallah cashier office and at the Ramallah civil judgment department as a pilot project with the intention to implement this in all court cashier offices. The consultant would work with court personnel providing on-the-job mentoring to implement the revised procedures. EPJP is working with the HJC to determine the location of two additional cashier offices for renovations and upgrades.

EPJP met with the Director of the CJs office in early January, 2015 to discuss the status of financial reforms as recommended by our assessment. The HJC requested the BISAN software from the Ministry of Finance (MOF) but has not yet received a response. As soon as the software is received and installed, the financial consultant will conduct on the job training sessions to enable staff to utilize the system and new procedures efficiently.

After discussing with the HJC, two court locations were selected for cashier office upgrades to further enhance the business process improvements anticipated from the use of BISAN system. EPJP conducted site visits to Yatta, Tubas, and Dura courts in January to determine their needs and made a final agreement with the HJC to provide upgrades at the three courts. EPJP provided personal computers, network printers, and furniture to the Tubas and Yatta Conciliation Court to upgrade the cashier's office. At the Dura Court, EPJP also provided a surveillance system with cameras and a safe. This assistance is part of a planned effort to improve the overall financial management of courts throughout the West Bank. The upgrades will enhance customer services and will provide better accountability and diminish opportunities for corruption.

EPJP continues to work with the HJC to improve financial systems within the courts. Recent upgrades at the cashier offices have reduced wait times from 45 minutes to 10-15 minutes. EPJP is also continuing to encourage the HJC to obtain the BISAN software system from the Ministry of Finance (MOF) to standardize their electronic financial systems both within the courts and with the MOF.



Before and After at the Tubas court cashier office

Activity 1.3: Support HJC to enhance staff capacity and improve customer service

High Judicial Council. EPJP is providing two interns to support capacity development in the office of the CJ. These interns support the internal management, assist in scheduling, correspondence, and documentation for meetings. EPJP also continues to provide two interns for the courts; one presently works in the Ramallah court archives and as needed in the Notary Public Office, and the second intern works in the Civil Judgment Department at the Jenin court. The interns provide significant support to the court including reviewing conciliation and first instances court cases, issuing notifications through the Mizan System, and organizing and filing cases in the archive department.

Following agreement with the HJC, EPJP conducted an analysis of human resources to determine the appropriate staffing levels in various departments of the courts, especially in light of the reduction of the intern program. The analysis reviewed the number of personnel in various departments in relation to the number of cases and populations served. EPJP prepared the analysis focusing on the number of judges per location in comparison with population and caseloads, as well as the number of employees. EPJP provided the analysis to the HJC in mid-February, 2015 for their review, however have not receive any feedback from the HJC in this regard despite constant follow up.

Palestinian Justice Institute. During the beginning of the year, the training specialist conducted on-the-job mentoring for four PJI employees. The mentoring topics were based on the results of the training needs assessment conducted of the PJI staff in July/August, 2014. Mentoring sessions included a focus on developing and writing concept papers/proposals, monitoring and evaluation, preparing training plans, report writing, coordination and event management, and budgeting.

The first session was designed to build the capacity of PJI personnel to write concept papers and proposals, to increase their efficiency, and enable them to fundraise for the institute. During the mentoring activity participants prepared two short concept papers; one for a funding opportunity, and the other for a training activity. The second session was conducted for three

staff members and focused on understanding basic M&E concepts and terminology, developing the results framework for projects, and developing M&E plans for projects. The session emphasized the important role of staff in developing and maintaining effective M&E systems. The sessions were discontinued at the end of November when activities were revised based on funding constraints and the Training Manager position was eliminated.

The training specialist also worked with the PJI to develop the training needs assessment (TNA) for justice sector personnel. The assessment identified the training needs of targeted stakeholders and will inform the development of the PJI training plan for 2015-2016. The TNA is a competency based model that focuses on the roles and responsibilities for the target groups. Six questionnaires were developed for judges including the First Instance Court, Appeal Court, Conciliation Court, High Court of Justice, Corruption Crimes Court, and Court of Cassation. At the request of the PJI Director, the training specialist and M&E manager participated in a meeting with the Head of Judicial Inspection, Judge Mohammad Dweik, to discuss utilizing their reports and recommendations to develop and measure training success. Judge Dweik expressed his willingness to cooperate noting that improved judicial skills will enhance public service. He agreed to cooperate with the PJI in their training needs assessment.

The EPJP COP and DCOP met with the PJI Director, Judge Thuraya Wazir, on January 20, 2015. The meeting was held to discuss training plans for HJC judges and staff. The PJI has finalized their needs assessment and submitted it to the HJC training committee for approval. Judge Wazir indicated that the PJI has already scheduled all of the training that can be completed through June, 2015, given the time available for judges to attend. EPJP also used the PJI training facilities to conduct training activities with the FC judges (*see discussion in Component 2*). EPJP also initiated on-the-job mentoring and training activities for PJI staff who handle media and public relations (*see Component 4 for further discussion*).



USAID and the HJC inaugurate renovations at Bethlehem Court

EPJP supported several FC training activities in collaboration with the PJI during the year. (*see discussion in Component 2*). EPJP also provided on-the-job mentoring and training activities for PJI staff who are responsible for media and public relations (*see Component 4 for further discussion*).

Bethlehem Court Renovations: Early this year, EPJP finalized the renovations at the Bethlehem court and on November 19, 2014 held an inauguration event. Previously, the court registry was co-located with the conciliation court in an area that was too small for both staff and the public. EPJP renovated new spaces within the court to accommodate the civil registry, a traffic registry and archiving for the court. The renovations provide new service windows, waiting areas, and a queuing system to improve the flow of customer service. The upgrades also provided new equipment that allows staff to access the MIZAN case management system.

Renovations included removing one wall, building a divider wall to make a new archive department, painting the offices, new counters, shelving, and air conditioning. IT upgrades included new computers, printers, and a queuing system. These upgrades also reduced the volume of clients at the other registries, which previously accommodated all cases, thereby providing quicker service at those registries as well.



New service counters and computers at Bethlehem Court

Chief Justice Ali Muhanna, USAID Deputy Mission Director (DMD) Jonathan Kamin, Chief Judge of the Bethlehem Court Judge Raed Asfoor, and other judges from the Bethlehem court participated in the opening ceremony on November 19th. DMD Kamin noted that, “The achievements being celebrated today were made possible because of the PA’s commitment and dedication to developing more effective and competent justice sector institutions that are accountable to the public.” The CJ said, “The upgrades contributed to

Renovations save time and provide better service to the public

Sameeh Shaheen, court employee in Bethlehem, says that the newly organized facility allows employees to perform their job in a timely manner and provide better service for the public. “The registry previously had twelve employees in a small cubical and the work was very slow due to lack of enough service windows; going from three windows to seven reduced crowding and provided better and faster service to citizens,” said Shaheen. Customer waiting times have been reduced on average from one hour to 5-10 minutes as a result of the renovations.

Before and After Pictures at Bethlehem Court



providing the best and fastest service for Palestinian citizens and reflects a positive image for the courts and the Palestinian judiciary.” These renovations and upgrades at the court contribute to a more effective and competent judicial system that is accountable to the public and responds to the needs of citizens.

Activity 1.4: Support MOJ to improve customer service

During the reporting year, EPJP provided equipment to establish a Justice Records Office at the newly renovated one-stop service center in Biddo which serves a community of 60,000. The USAID-funded Effective Governance Program (EGP) completed the renovations service center in Biddo . The MOJ signed a letter of agreement to work with the other ministries to open an office at this location. EPJP provided a computer, printer, and VOIP phone to the MOJ for this location. Opening this branch reduces the volume of clients at the MOJ headquarters

in Ramallah and provides considerable savings in time and expense for the public to obtain critical documents.

On December 14, 2014, the EPJP COP and DCOP met with the Deputy Minister of Justice to discuss current activities including the recent provision of equipment to support the opening of the Biddo branch office. EPJP discussed the plans for upgrading the Justice Records Office software system to improve data sharing between the HJC and MOJ. The Deputy MOJ noted that he would send a letter specifying their request for support of the JRO upgrade so that we can move forward with an RFP to select a vendor. However, the Deputy MOJ was subsequently appointed as the head of SAACB and EPJP is still awaiting official confirmation to move forward with this activity. A deputy minister has not yet been appointed for the MOJ thus, there is no person with authority to serve as EPJP's point of contact in the West Bank for this matter. Despite repeated attempts to discuss proposed activities with staff in the MOJ there has been no response. EPJP had planned to support the MOJ with upgrades to the Justice Records system but this upgrade needs a minimum of 6-7 months to complete. Additionally, given the early 2015 funding shortfall and uncertainty of time sufficient to ensure completion of long term activities this activity was not initiated.

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

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

Activity 2.1: Improve Family Court Personnel Performance

EPJP finalized the standard operating procedures (SOP) manual and code of conduct in collaboration with the Family Court and their counselors. Following completion of the manual, EPJP conducted three days of training during the first week of November 2014, for the family counselors to enhance practical skills such as client interviewing, confidentiality, and supporting victims of violence. Interactive techniques such as role plays and group work were utilized to enhance the counselors' practical skills. Nineteen participants from the Family Counseling Units (FCUs) completed the interactive training. This training is the first of its kind targeting FCU counselors, and serves as an important step for implementing the SOP manual. EPJP will follow up on the implementation of the manual and plan to provide on-the-job mentoring to ensure full implementation of the new procedures and the code of ethics.



Family Counselors participate in training on Standard Operating Procedures

This intervention comes as part of the assessment that EPJP conducted that revealed that most counselors lack previous education and training in social work. The assessment also highlighted that 53% of the FCU staff had not received any training related to their work. This manual and the training will serve to professionalize the work of the counselors and build public trust to utilize these valuable services.

Following training on the manual, additional feedback was provided from the SJD and final approval was given for printing of these documents in mid-February, 2015. The Supreme Judge (SJ) also issued an order approving the procedures and dictating their implementation. EPJP designed, printed and delivered 50 copies of the manual to each of the FC in early March.

Victims of violence will now see improved service after the implementation of the SOPs, training on this topic, and a special focus on gender based violence (GBV). The courts became part of the National Referral System in 2013 but judges and personnel lacked training in how to support victims and make referrals. During the course of the year EPJP conducted four

EPJP Develops Standards Operating Procedures for Family Counseling Units

EPJP developed a standard operating procedures and code of ethics to professionalize the counseling units at the Family Courts. The manual was finalized as part of an inclusive process with the family courts and their counselors. The process included assessing the needs, conducting an initial workshop, various roundtables, and training on the final draft. Many of the counselors lack professional qualifications or even a basic understanding of important topics such as mediation techniques, client confidentiality, and dealing with victims of gender based violence.

Fida'a Daraghmeh, a counselor at the Tubas FCU, described the manual as an inclusive manual with all procedures and an important step forward in family counseling. "In fact, while we were implementing some of procedures, this manual includes all procedures in a clear sequence." She further noted that, "When we start implementing the procedures based on the manual it will improve the performance of the staff and we will be able to provide better counseling services to families." During training on the SOP manual (see picture below) staff participated in interactive role plays to learn proper techniques for counseling clients.



training sessions for 9 family courts judges and 27 staff thought courts in the West Banks to ensure effective participation in the system and provide appropriate support for victims.

EPJP staff delivered the training focusing on the essential role of the FCs as one of the first

EPJP provides Gender Based Violence Training for Judges and Court Personnel

During 2015, EPJP conducted trainings for 9 family court judges and 27 staff to ensure effective participation in the system and provide appropriate support for victims. The training was delivered by experts from EPJP's staff and focused on the essential role of the Family Courts as one of the first responders to cases of gender based violence (GBV). Kholoud Faqeeh, Family Court judge said, "This is an important training for us to complete. While I knew general details about the referral system, this program enhanced my knowledge about the details of how it operates. I also learned about the importance of networking and cooperation between the family court and civil society organizations with respect to domestic violence and the role of judges when intervening in cases of violence."



responders to cases of gender based violence (GBV). Given the critical proximity to victims in this process, it is essential that the judges and personnel know how to adequately respond to their needs. The trainers presented the concepts of gender and GBV, identified the ethical responsibilities of service providers, the role of the family protection units at the police, shelter services, and psycho-social support. This program was interactive, encouraging participants to develop solutions and learn more effective mechanisms to support victims. The training revealed that participants had limited knowledge of the national referral mechanism and the importance of its application by the FCs. The courts are an

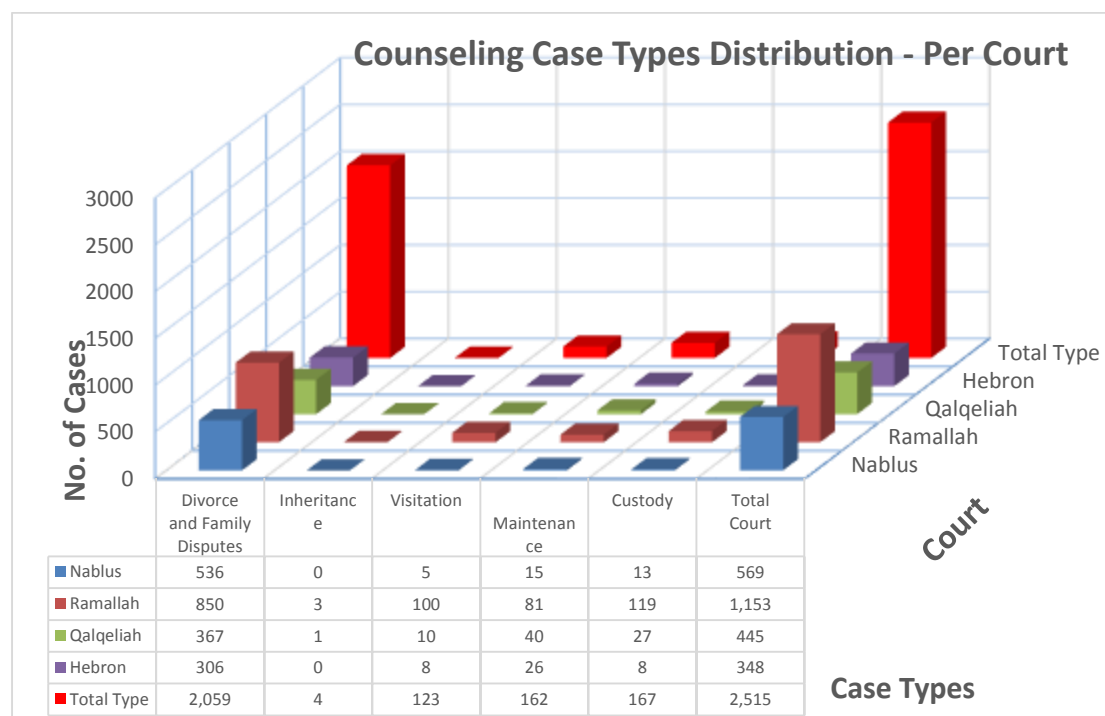
important link in the process as a legal and social service provider. Family counselors at the courts were previously trained on gender violence and the referral system and are now implementing procedures to support and protect victims as part of the SOPs.

During February, EPJP held a meeting with the SJD to discuss the importance of developing a legal framework for the Family Counseling Units (FCU). The framework will be developed by a technical committee of judges and counselors. The SJD considers this a priority activity. Judge Damiri informed EPJP that the SJD is planning to visit to Jordan to observe the Jordanian experience and consider procedures to be utilized by the Palestinian FCs. Once conducted, the trip will include a review of their counseling and judicial enforcement units. This trip will inform the work of the committee to develop the legal framework for the FCUs.

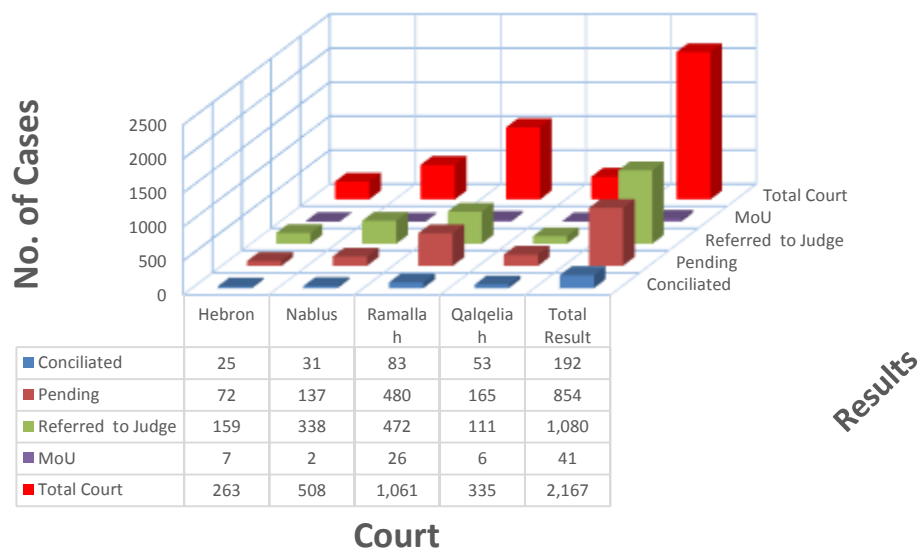


FC Personnel develop solutions to support victims of violence

EPJP continues to support the FCUs by providing four social work interns who support the counselors to resolve cases, document files, and complete administrative tasks. During the year the interns supported 2,219 cases, bringing the total to date to 2,515. The charts below illustrate the type of cases per court and the resolution of those cases.



Counseling Case Results Distribution - Per Court



To institutionalize the capacity development and building aspect in FCs in a sustainable manner, EPJP has developed a TOT program to be implemented in FCs ensuring the creation of a well-established team to conduct training programs for FC judges and staff. During the year, EPJP completed a train the trainers (TOT) program for FC judges that lays the ground work for ensuring sustainability of technical assistance. Two trainings were held during the course of the year; a basis introductory session, later on during the year a follow up advanced session was also conducted, and a third is planned for October-November 2015. Once the team is trained, the FC will have internal capacity to implement its training programs at a much lower cost than if relying on external resources.



EPJP provided Training of Trainers for Family Court Judges

During the first week of November 2014, EPJP conducted the basic level TOT for twenty family court judges (18 males, 2 females) from the first instance and appeal courts. The participants learned about their role and tasks as trainers, the basic requirements for a successful trainer, and interactive training methods. The training provided judges with knowledge on how to develop training needs assessment, techniques for developing course content and action plans, adult learning principles, and training evaluation and follow up.

Judge Sumoud Damari, the director of the Chief Justice Bureau, and one of the participants noted that “the training

provided a crucial key for institutionalizing juridical trainings at the Family Court over the next five years.” She specifically added that she “feels more capable” as a trainer and can “apply what she learned during this course.” PJI director, Justice Thuraya Wazir, noted that the PJI looks forward to conducting more programs together in the future.

In April 2015, and as a follow up to the basic Training of Trainers (TOT) for family court judges EPJP completed a three day advanced TOT designed to build a cadre of judges who can develop and deliver training for their judicial colleagues and personnel. This training program is part of a larger strategy to ensure sustainability of reforms that will ultimately lead to more efficient and better service for the public. Ten judges (three female and seven male) completed the advanced TOT, which was held at the Palestinian Judicial Institute (PJI). The participants learned how to assess training needs, develop training programs from the planning through implementation stages, develop appropriate training curriculum, and utilize the best tools and methods to deliver effective training.

A highly skilled local trainer led both the basic and advanced TOT. During the advanced program, judges worked in small groups to develop and implement Training Needs Assessment (TNA) tools and present their work in the plenary session. During this process one group developed a questionnaire for judges to identify training and non-training needs, as well as specific questionnaires for newly graduated lawyers and their mentors. This approach ensures that all relevant parties contribute to the development of training, focusing on skills that are important to the work of the court.

Family Court Judges remark on the value of Advanced Training of Trainers program



Judge Mahmoud Aboushi from Tulkram noted that “the training provided new skills and information that will assist us in planning and developing our work; it will enable us to train staff so they can perform better and provide better services for the public.”

Judge Whiedi remarked on the importance of these modern teaching techniques; “I learned how to assess and analyze training needs for the employees, and it was an opportunity for me and my colleagues to address and tailor the training to the needs of our staff.”

The skills learned in the TOT program will enable judges to train their colleagues utilizing interactive adult teaching methodologies. This training program was the first one USAID completed with family court judges and the first time there was collaboration between the Family Court and the PJI. Based on EPJP’s prior relationship and ongoing support for the PJI, we facilitated the agreement to conduct this and future trainings as part of the regular continuing education programs conducted at the PJI. This collaboration also opened the discussion for the family court to become members of the PJI board and to develop a diploma program for family court judges.

Forty Judges from the first instance court, court of appeal, and high court participated in a strategic planning meeting in Ramallah on October 16th. The Chief Justice led the meeting to discuss challenges in the work of the family courts and identify human resource needs and

development expenditures. The meeting played an important role in narrowing the gap between the decision making level and the judges at the family courts. The participants reviewed challenges, both in terms of human and financial resources, discussed the formation of the judicial council and the judicial commissions in the court of appeal and the high court and the process for developing a three-year strategic plan. The meeting also highlighted the role of the FC media/PR unit to serve the needs of judges and liaise with the media and the community.



FCHC conducts strategic planning session

During November 2014, EPJP completed basic computer skills training for a total of 32 FC staff from Hebron (11 participants: 3 females, 8 males), Ramallah (12 participants: 6 males, 6 females), and Bethlehem (9 participants: 7 males, 2 females). EPJP staff, including the Court Administration IT specialist and IT Specialist, conducted the training. Participants requested further training on Microsoft Excel since it is more widely used by the court employees for different aspects of their work such as inheritance calculations.



EPJP providing computer training for family court personnel

On November 26th, EPJP completed training for 15 FC judges on gender based violence. The training was held at the PJI and was led by the EPJP Gender Specialist. This one-day training was designed to raise awareness, influence behavior change, and secure high level commitment to end gender violence. An important aspect of the training was to overcome stereotypes and prejudices about victimization and to ensure that appropriate services are provided for victims. This event coincided with the international campaign of Sixteen Days of Activism against Gender Violence which began on November 25th.

EPJP finalized the financial assessment and provided the SJD with the analysis. The SJD reviewed the report and requested a concept paper on the implementation of a computerized financial system at the FCs including a recommended work plan to pilot the system in one court. The FC has requested procurement of four copies of the BISAN financial software program, four computers, and training for their employees on the software. The concept paper was submitted to the SJD and approved by USAID. In this regard, EPJP is also planning to conduct a financial management training during October/November 2015. This intensive 9 day

training is targeted towards accountants and aims at activating the Internal Control Unit at the SJD. Once active, the unit will develop the financial procedures. This training is part of the findings and recommendations of the diagnostic report and the needs assessment, which was conducted for the FC's financial process.



FC judges participate in gender training

Judge Damiri also informed EPJP that the FC technical committee finished drafting two proposed laws on the formation of the family courts and the family judiciary. These two drafts will be submitted to the PA President to issue decrees designed to overcome constitutional issues between the SJD and the FC court public prosecution.

EPJP completed a three day training course from May 25-27th on advanced Excel for 12 Family Court (FC) staff from the Hebron and Ramallah courts, including accountants and registry officers. The training focused on standard excel referencing systems; navigation, selection, editing, and formatting; managing formula and functions; excel lists and charts; filing and security; data validation; filters and pivots; financial functions; and reference functions. As

EPJP completes Advanced Excel training to improve court processes and efficiency



EPJP completed a 3-day training for 12 Family Court staff which focused on advanced Excel features for managing large data lists, utilizing statistical tools, and other time saving techniques. As a result of the training participants can now provide accurate data to calculate eligibility for marriages (i.e. age) and more accurate case data summaries.

a result of the training, EPJP helped FC staff develop a solution to calculate a key indicator that determines the exact age of marriage for females. Previously staff had been manually calculating the age, which resulted in frequent errors. During the training, participants learned a new method to calculate it precisely. EPJP also introduced the staff to a new method of calculating, summarizing, and representing large data lists that include case related information, such as judgment types, cases status, and number of cases per case type, etc. This training builds on the session completed last November and is developing the

capacity of staff who utilize Excel in their daily duties to be more efficient and provide a higher level of service for the public.

Following up on previous discussions regarding the development of a legal framework for the Family Counseling Units (FCU), EPJP conducted a workshop on July 15th with Judges and family counselors to discuss the development of a legal framework to support the role of counseling in the courts. The group of 32 participants (12 female and 20 male) discussed the main mission, vision and, objectives for the counseling unit as well as addressing challenges and obstacles they are facing. They also discussed the importance of developing the legal framework to strengthen the role of the FCUs and provide legally binding force for their decisions. These changes are necessary to increase user satisfaction and confidence in the work of the counseling units.



EPJP conducts legal framework workshop with
FC Judges and Counselors

Activity 2.2: Re-engineer Court Processes based on Business Process analysis (BPA)

EPJP completed the Business Process Analysis (BPA) after collecting information from registrars, clerks, FCUs, the documentation unit, and the notifications department about their processes to support development of a case management solution. During the process, the BPA consultant conducted several workshops and roundtable discussions with judges and personnel from the FC to validate the information and develop recommendations for re-engineering. During the discussion the types of transaction and cases, as well as organizational structures and procedures were clarified. The participants provided important feedback and raised legal questions that will be considered by the SJD to ensure that the automated system is fully compatible with the law. The consultant mapped the case management processes necessary to complete business transactions and related records production and included all of this information in an extensive final report. The report was provided to the FC and also to the vendor for the development of the Document Management, Workflow, and Archiving System (DMWAS). (*See Section 2.4.2 for further details.*)

To ensure efficient utilization, EPJP translated the BPA report and provided copies to the FC IT department for their use. EPJP also delivered thirty copies for judges to better understand the re-engineered processes.

EPJP developed and printed two brochures based on the re-engineered processes for cases and transactions. These brochures target the public and provide simplified instructions for procedures at the family court. These brochures are also posted on the website and other locations to help citizens better understand the process, regulations, and forms required to navigate procedures at the FC. In April 2015, EPJP delivered 600 copies of the cases and

transactions' brochures for family courts to be distributed to all family courts in throughout the West Bank. The informative brochures will enable citizens to understand the process, regulations, and forms required for FC procedures.

Activity 2.3: Implement Centers of Excellence



COE training for Family Court COE team

day training on October 28th, for the 14 FC COE team members. The training focused on how to conduct self-assessments and provided the team members with an understanding of the process, their role, and practical instructions on gathering data. The COE team showed great enthusiasm during the training, especially when presented with the questionnaires which utilize the International Framework for Court Excellence (IFCE) methodology, noting that the FCs need to make a lot of changes to ensure better working conditions for employees and enhanced service to the public. Following approval of the SJ on the exercise, EPJP COE specialist developed a schedule and together with the team conducted field assessments at 14 courts during November and December 2014.

During the field work and data collection process, the interviewees were cooperative and provided useful information that identified gaps informing solutions to increase the efficiency and effectiveness of services and procedures. Adopting the International Framework for Court Excellence (IFCE), the courts were measured against seven categories:

- Court Leadership and Management
- Court Planning and Policies
- Court Resources (Human, Material, and Financial)
- Court Proceedings and Processes
- Client Needs and Satisfaction
- Affordable and accessible Court Services
- Public Trust and Confidence

As cooperation with the FC was the first of its kind with USAID projects, so was the COE concept. In order to guarantee smooth and efficient implementing of the process, the concept had to be clarified to the FC SJ who welcomed the idea and emphasized that improvements from within are the most sustainable in any organization. Following the buy in of the SJ, EPJP worked with his office to identify the necessary staff combination to establish an FC COE team. Following the establishment of the COE team, EPJP's COE specialist conducted a one



Conducting COE fieldwork in Tubas



COE Self-assessment report review with FC Judge

The analysis revealed that all courts had similar challenges and required significant improvements. All courts, besides Jenin, were in the 2nd band scoring between 1-199 which reflects that the courts have approaches but they are reactive and not systemic. Jenin scored in a lower percentile of the 3rd band between 200-399, which reflects that the court has set the direction for planned, prevention based approaches, and that there is evidence of approaches being implemented in a few areas. This assessment and quantitative scoring served as the baseline to measure future improvements.

In January following the finalization of the data analysis of the self-assessment, the EPJP COE specialist guided the team in initiating the COE self-assessment report process. Throughout the process the EPJP COE specialist provided the team with technical support and guidance to develop recommendations that will guide the third phase of the COE cycle, developing transformation action plans. The report also included findings based on the scoring of the seven areas of the IFCE, mentioned above, and highlighted 64 recommendations for improvements. The recommendations were approved by the SJ following an extensive review process. The FC identified 37 recommendations requiring immediate interventions. EPJP and FC prioritized 11 recommendations for which four transformation plans were developed in close cooperation with the COE team. Implementation of the four fast tracked transformation plans will begin this October. The implementation mechanism adopted with the HJC will be reiterated with the FC.

Activity 2.4: Provide upgrades and renovations for Family Courts

Activity 2.4.1 Complete renovations and upgrades to family courts

During the year EPJP provided major renovation works to the FC. The project renovated two floors at the Ramallah FC, the new Hebron FC in addition to upgrades to the Media center housed at the SJD.

On December 2nd, Chief Justice Mahmoud Al Habbash, USAID Deputy Mission Director Jonathan Kamin, high profile guests and family court judges inaugurated the newly renovated Ramallah Family Court in a ribbon cutting ceremony. More than 100 guests attended the opening which was broadcast live on local television and covered extensively in print and television media. Both CJ Habbash and DMD Kamin provided remarks during the event and then toured the upgraded facility.



Inauguration of newly renovated Family Court in Ramallah



BEFORE Previously, the court lacked proper counter space, waiting and reception areas, and private visitation areas for children and families.



AFTER The court was redesigned to include multiple customer service counters, waiting areas, a queuing system, judicial offices, and archiving department.

During the year, EPJP completed renovations on the first floor which includes the appeal court. The Ramallah FC, which serves a community of 338,000, is housed in an apartment building which lacked proper design for a court. The newly renovated court now provides appropriate customer service areas, judicial offices, and an archiving department. EPJP also provided new furniture, computers, printers, and air conditioners. The renovations provided a productive work environment for court personnel to deliver efficient service to the public. The court is also now accessible to the disabled with the inclusion of a wheelchair ramp and handicapped restroom. With the updated IT equipment personnel can quickly provide documents for customers and maintain records in a safe and secure manner. The archiving department ensures that customers are better served, with records more easily accessible and protected from potential loss.

EPJP completed the renovations at the Hebron Family Court during June 2015. This renovation will provide more efficient and user friendly services for approximately 260,000 people residing in Hebron and 10 surrounding villages. The current court facilities were not suitable for renovation and EPJP worked with the FC to secure another space that could be upgraded. The Hebron municipality agreed to provide a space downtown with approximately 700 sq. meters, rent free for 5 years based on the promise of renovations.

EPJP engineers and architects developed a design for the space which was approved by the FC to provide suitable public spaces, counseling rooms, children's visitation room, archiving space, and private judicial offices. EPJP began work in mid-march and completed the renovation work in mid-June, with the team conducting regular site visits to monitor progress and ensure a successful on-time completion. Furniture and equipment were delivered during the last two weeks of June with the court slated for opening in early July.



Hebron FC before and after

USAID and EPJP inaugurated the newly renovated Hebron Family Court complex on August 5th, the ribbon cutting ceremony was attended by SJ Mahmoud Al Habbash, USAID Mission Director David Harden, high profile guests and family court. This renovation is providing improved and more efficient services for the public in a family friendly environment. The court was re-designed to include multiple customer counters, judicial offices, an archiving department, waiting areas, and public restrooms. The 3 floors renovated court now provides private space for family counseling and for the first time, dedicated space for children's visitation and maternity room. As well as new furniture and equipment to the court this will improve work flow and customer service.

On June 10th EPJP released a request for proposal to complete renovations at the Qalqilya family court, which is a two floor building owned by the family courts. On June 15th, five potential bidders attended a walk through event in preparation for proposal development. Renovations will include public waiting areas, customer service counters, visitation room, private counseling space, and an extensive central archiving system. Four proposals were received in late June and are being evaluated by the technical committee. The contract is underway with the winning vendor whom is expected to resume renovation works during October. The Qalqilya court serves a community of almost 110,000 and handles more than 1,000 cases annually. The counseling department also handles more than 200 cases annually providing much needed support to families in crisis. With the newly renovated facilities, family counseling can occur in private space while children are accommodated in a separate visitation room. The upgrades will enhance the workflow of the court and ensure that the public receives more timely service, reducing wait times and court visits providing significant savings to the public.

Family Friendly Court Meets the Public Need

When families need a space for visitation at the court, they will now find a specially designed children's room at their service. EPJP renovated the Ramallah family court to include a dedicated space for children with special toys, books, and furniture. The room is adjacent to the family counseling room which provides private space for counselors to work with parents to resolve their disputes, while feeling comfortable that the children are playing next door.



Following the move of the SJD headquarters in April to a new location, EPJP completed minor upgrades to establish a media center. These upgrades enhance outreach opportunities and provide a forum for the FC to communicate effectively with the media. This upgrade included a backdrop, furniture for holding press conferences and events, as well as equipment and curtains. The FC is utilizing the center for press conferences and training programs.

EPJP develops new Media Center at Family Court Headquarters



EPJP provided upgrades and furniture to develop a new media center for the Family Courts that will allow them to hold press conferences, events, and conduct training programs.

Activity 2.4.2 Develop Family Court Case and Document Automation System

The first phase of the Document Management Workflow and Archiving Solutions (DMWAS) was completed during August 2015. The system being piloted at the Ramallah court enables easy access to information and increased transparency and accountability while lowering costs. Automation will provide a significant tool to solve the problems of backlog and delays of the pending cases.

The RFP released by EPJP in November 2014 in local newspapers to develop the DMWAS systems received 5 proposals in December, which were reviewed, evaluated resulting in a contract being awarded.

Initial interface of DMWAS is now operational



EPJP provided on-the-job training for interns on the interface for the family court document management system (DMWAS) on February 15th. Following the training, interns began entering data to enable the family courts to process cases in a more timely and efficient manner.

The first deliverable of the assignment was the initial software interface which enabled the interns to initiate the electronic archiving process. EPJP procured computers, scanners, IT equipment and archiving boxes to support the implementation of the initial phase of the

DMWAS system and interns began entering data with the interface in mid-February, after on-the-job training. Approximately 2,293 cases (36,352 pages) of data were entered into the system during this year.

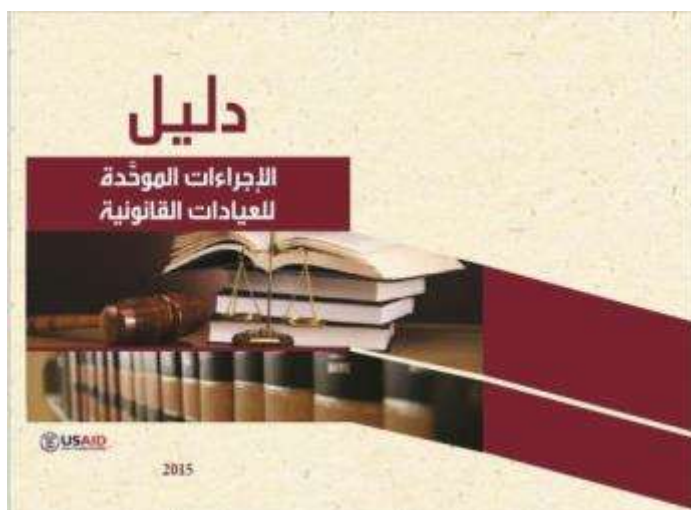
Throughout the year, EPJP provided technical support to the vendor ensuring full consultation and cooperation with the FC IT department. EPJP, through the DMWAS vendor, provided the SJD IT Manager 42 hours of advanced IT training to enable the IT department to operate and support the DMWAS system. EPJP also conducted an orientation session for 25 family court personnel on the new system.

EPJP supports Family Courts to unify procedures and better serve the public



On June 8th, EPJP completed a workshop with 29 FC Judges and staff from the Family Courts (FC) to build on the previous business process analysis (BPA) to unify their procedures and systems. The FC Chief Justice, Mahmoud Al Habbash opened the event emphasizing the importance of electronic case management systems that can streamline the work of the courts. This event also focused on development of the DMWAS system and the implementation of automated case management at the courts. The CJ emphasized the need for all judges to have proper computer skills and to utilize social media outlets to raise awareness about court procedures and rights.

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



Law students currently receive mostly theoretical education, with lectures as a primary source of education offering few opportunities for practical learning. Most of the West Bank law schools now offer moot court and clinical programs, but these need to be expanded along with improvements in general teaching methodology to offer a more experiential and practical experience for students. Practical application of legal training will provide students with better skills, increase their

effectiveness, and empower them to be better advocates for their clients. Better qualified lawyers will enhance the credibility and public confidence in the justice sector. Due to lack of sufficient funding activities for this component were suspended in November 2014.

However, EPJP finalized the legal clinical manual, printed, and distributed 10 copies each to the four partner law schools in early March. This manual focuses on the practical aspects of operating a clinic and included critical forms that will ensure effective performance by the students. The manual includes discussions and practical skills on interviewing clients, legal ethics, how to deal with courts and government institutions, and various forms. The manual is a basic one that can be utilized by various universities and tailored to their specific needs.

Activity 3.1 Update curricula and teaching methodologies

During the year, EPJP made final updates to the legal education assessment report. This report contains valuable data about the curriculum at four law schools, degree requirements, student statistics, and teaching methodologies.

During October, EPJP conducted a training of trainers (TOT) program for nine law professors (8 male, 1 female) from Ahlyia, Hebron, and Al-Quds University Law Schools. The program was designed to teach professors how to utilize modern, interactive teaching methods that will better engage students. The training provided the professors with new methodologies that are based on participatory and adult learning approaches to improve the experiential learning experience for students.

Interactive Training Enhances Skills of Law Professors

Professor Mohamad Kamil from Ahlyia University in Bethlehem described the training of trainers as “perfect” and noted that it created new ideas for him. “I can apply the new methodologies I’ve learned in the classroom; the training showed me how to develop teaching methods that will keep students engaged and focused on the subject,” said Prof. Kamil.



Professors are now equipped with new skills and techniques that can improve the quality of legal education for students. The TOT program included principles of adult learning, training needs assessment, training methods, developing training objectives and training content. Dr. Ehab Amro, Law professor at Hebron University believes that these methods are important for the professors. *“I believe that if we applied the methods we have gained during this training to courses we teach, it will reflect positively on me individually, the law department and on the students as a whole.”* said Dr. Amro.

This technical support is designed to increase public satisfaction and trust in the legal system. Training is a critical element of this technical support and EPJP is supporting counterparts, not only to improve their technical skills, but to provide a sustainable mechanism to ensure that training programs continue beyond the life of the project. This TOT program provides a sustainable way to build the skills of law professors, benefitting the large number of law students in the West bank to develop more professional skills.

EPJP developed a Clinical Legal Education Manual to support the work of students and professors

The manual includes sections on:

1. Legal clinics (what is legal a clinic, the goals of the legal clinic, establishing a legal clinic, the registration of students in the legal clinic, the necessary operational expenses)
2. Legal skills (oral communication, written communication, analytical skills, legal research, relevant laws and procedures, technology, time management, organization, and team work).
3. Interviewing client (how to meet their needs, interview steps, effective listening, questions, advising clients, and next steps)
4. How to ask the right questions of clients
5. Legal ethics (confidentiality, conflict of interest, client funds, etc.)

Activity 3.2 Develop Legal Clinical Program

EPJP completed a clinical legal education manual that focuses on the practical aspects of operating a clinic. The manual includes critical forms that will ensure effective performance by the students. The manual includes discussions and practical skills on interviewing clients, legal ethics, how to deal with courts and government institutions, and various forms. The manual can be utilized by various universities and tailored to their specific needs. As mentioned earlier the manual was printed and distributed to the four partner law schools in early March 2015.

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

EPJP is enhancing citizen engagement and respect for rule of law by supporting media departments in targeted justice sector institutions and providing small-to-medium size grants for civil society organizations (CSOs). These grants are competitively awarded to CSOs and institutions utilizing innovative methods to broaden public awareness of the justice sector and legal rights. Project outreach campaigns are encouraging citizens to make choices that respect the rule of law and to increase their knowledge of their legal rights, especially for vulnerable groups such as women and youth. EPJP is also supporting media departments in targeted justice sector institutions to improve their skills and conduct outreach to the community. During the year, EPJP awarded eight new awareness raising grants to five different organizations and continued throughout the year to support and provide mentoring to justice sector institutions media and PR staff. Cumulatively, since August 2014, EPJP has awarded 10 grants for 7 NGOs, which results are highlighted in table below.

Accomplishment	Targeted Beneficiaries	No. of Beneficiaries
Awarded 10 grants for 7 NGOs	Civil Society, Media Orgs, Public, and Justice Institutions	
8 media/awareness campaigns	Public and marginalized areas & people	2 million
9 drama TV episodes highlighting FCs issues produced and disseminated widely	Citizens	1.65 million
20 radio shows on FCs issues and services produced and broadcast widely	Citizens, mainly Women	135,000
A comprehensive monitoring report for 1 st instance courts	HJC, Citizens, Civil Society	
Strengthen outreach and networking capacities for the Justice Institutions	Court users, Public	11 events (350 citizens)

Activity 4.1.Improve citizen knowledge of rights and services

During the first quarter of this year, EPJP continued to manage the two grants awarded in August 2014 to the Institute of Modern Media (IMM) from Al-Quds University in Ramallah and El-Lid Charitable Society in Nablus. The grantees completed significant activities to raise awareness on RoL and critical legal issues including gender-based violence (GBV).

In December 2014 an additional three grants were awarded to go through until June 2015. During the implementation period, EPJP continued to monitor and support the activities of three current grantees. The activities conducted include:



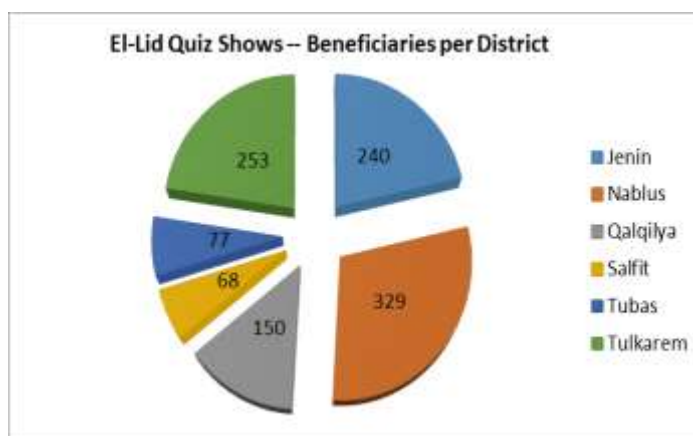
Grantees complete orientation session

On December 16th, 2015 following the signing of the grants, EPJP conducted a workshop for staff of the new grantees to ensure compliance with all USAID and Chemonics regulations and procedures. The session also focused on effective project implementation, communication and marketing, and monitoring and evaluation to ensure results are achieved and highlighted. Eight staff members attended the session (4 from Wattan TV, 2 from Nisaa

FM and 2 from Al-Marsad). The post-assessment evaluation by participants was very positive acknowledging the breadth and practicality of information. The grants team also worked with the three new grantees to accelerate the startup phase by coordinating meetings with the relevant justice sector counterparts.

Below is a summary of the grants provided and their major achievements.

El-Lid Society. Conducted 20 quiz shows throughout their grant to raise legal awareness among students and local communities, the quiz shows were held at various universities, local Youth clubs, and other community based organizations (CBOs) in Nablus, Jenin, Tulkarem, Qalqilya, Tubas, and Salfit. The quiz shows resulted in the participation of 1,117 youth (529 males, 588 females), exceeding their target by 12%. The shows also provided opportunities for the disabled (*see text box*).



During the quiz shows, El-Lid also disseminated informative educational materials through interactive methods, broadcast three animated spots, and two comedy sketches. The sketches utilized youth actors and focused on gender-based violence, the role of FCUs at the FCs, and court procedures related to insufficient checks or promissory notes. The events also included interactive discussions led by the legal consultant who served as a facilitator for the events. The legal consultant also prepared 40 questions/answers for the quiz shows, produced training materials, and prepared pre and post questionnaires to measure increase in knowledge.



The grant closing ceremony was held on January 19th and highlighted the project's results and achievements. The event was conducted in Nablus with the participation of universities, CBOs, YDRCs, courts, and project beneficiaries. During the event, El-Lid aired the three animation videos and presented the drama sketch on family violence and the role of the FC counseling units to deal with these cases. A power point presentation was presented highlighting the project activities and results. The pre and post tests revealed that participants knowledge about rule of law concepts, justice services, and legal procedures increased by 64%. It's also worth mentioning that the three animated spots produced were disseminated on Wattan TV, Wattan TV website, Facebook, and YouTube. The animated spots raise awareness on inheritance, alimony, and case notifications.

Equal participation for equal rights

While many barriers exist for the hearing impaired, the awareness raising activities conducted by EPJP are not one of them. EPJP awarded a grant to El-Lid Charitable Society to conduct quiz shows with youth to enhance knowledge of legal rights and procedures. The quiz show held in Jenin included hearing impaired youth who participated actively in the program through the use of a sign language interpreter. Safaa Masri, an 18 year old woman was excited to be part of this activity. She has been deaf since birth and attends a special school, where she learned to read and write, as well as how to use sign language. After the quiz show Safaa said, "I'm so glad that I participated in the quiz show, this is my first time at an event like this and I learned new things about courts today." A 2011 study published by the Palestinian Central Bureau of Statistics shows that .4% of the population suffer from hearing impairments. Of that group, 51 percent do not participate in social and community events.



The spots can be viewed at the Wattan website: <http://www.wattan.tv/> and on YouTube at: https://www.youtube.com/watch?v=3hqL_Wi6kZ4&feature=youtu.be&list=PLUr3q0Yb5IAuQqJmouatYGwAacWUzLfn7
<https://www.youtube.com/watch?v=SHFKQKKESPg&index=2&list=PLUr3q0Yb5IAuQqJmouatYGwAacWUzLfn7>
<https://www.youtube.com/watch?v=YyZP5WDB-jM&index=3&list=PLUr3q0Yb5IAuQqJmouatYGwAacWUzLfn7>

IMM-AI Quds. In August 2014, EPJP signed a 5 month grant with IMM to encourage citizens' engagement in the rule of law sector by increasing their understanding and trust in the justice

sector's instruments through utilizing interactive drama and employing media tools to spread different messages to citizens and public audience. More specifically, the grant aimed at educating the public, namely women, youth, and marginalized on their rights and entry points to available services to protect and defend citizens' rights, increase access to justice and foster engagement with the Rule of Law in Palestinian youth.

IMM completed their grant in January 2015. Their activities included production of four TV episodes that addressed inheritance, alimony, custody, and divorce. Jusoor TV Network also disseminated the four episodes and a videotape of the drama play among its network for re-broadcast. The episodes were also made available on the Ma'an satellite channel, which has a viewership of more than 1.5 million. IMM launched an online public polling and discussion for viewers to select a resolution method for the types of cases covered in the four episodes and the drama play on YouTube, Hona Al Quds Network, and on Jusoor TV's websites. The online polling reached more than 5,000 viewers. More than 90% of the viewers selected the preferred solution, which was to seek redress from the formal justice system. Approximately 74% of the viewers indicated that their trust and confidence in the judicial system increased after watching the episodes.

IMM utilized a creative method for raising awareness about gender based violence (GBV) in the West Bank. Though an interactive drama technique known as "Forum Theatre", audience members participated to provide solutions for handling gender based violence situations. This methodology promotes an active dialogue and solicits commitment for change within the society. The audience interacts on stage to develop and address



IMM conducts drama on gender-based violence

Comments on Gender-Based Violence Forum Theatre

Actress Hanady Al Barghouthi said that "As a woman, I am glad to be able to present what we are facing in real life. I believe it is important to combat GBV through all the means and tools we have and I have learned how to support victims. This role helped me educate family and friends about equal rights and how to defend those rights."

One participant, Jawdat Al Saih, said "This is a really important play and the first time I heard about the Family Counseling Units. It is important to raise awareness about the issue and how to deal with it."

appropriate responses, transforming a usually passive audience into proactive participants. During the program, the theatre group does not make their own suggestion for solutions but rather seeks to increase awareness about appropriate responses and to highlight services offered by justice sector institutions.

GBV is a topic of special importance from both a legal and a rights-based perspective. Studies indicate that the level of violence in the West Bank is high and that cases have been on the rise. A number of legal, social, and cultural factors contributed to the increase, prompting EPJP to make this a part of the IMM grant. The grant program has succeeded in raising awareness about the social and legal implications of GBV and increasing understanding about how to combat and prevent it.

IMM provided five performances at the “Forum Theatre” in Hebron University, Al-Quds University, Nablus Municipality, Qalqilya Municipality, and in Ramallah, reaching approximately 339 citizens (50% females). During each performance, a professional advisor facilitated the debate regarding GBV to engage the audience and motivate them to express their opinions. Audience members were allowed to play alternative roles in the drama, expressing their understanding of how best to deal with GBV. Before watching the drama, many people thought that GBV was only about physical violence, but from this program they learned about other types, including psychological and verbal violence. At the end of the discussions, the advisor proposed to the audience the best alternative solutions including seeking justice through the formal court systems. The advisor emphasized the roles and services provided by the family courts, particularly the family counseling units. Based on the program evaluation, 74% of the audience reported an increase in awareness about GBV. The drama play and the four TV episodes can be seen at:



IMM performance on GBV at Hebron

<https://www.youtube.com/watch?v=KJrKdvBavc0>
<https://www.youtube.com/watch?v=PoSe6xeqJTg&feature=youtu.be>
https://www.youtube.com/watch?v=1Y6y_Y8L3j8&feature=youtu.be
https://www.youtube.com/watch?v=X_NK9z1zF1o&feature=youtu.be
https://www.youtube.com/watch?v=I71HI8_OVEc&feature=youtu.be

R ef	Partnering Entity	Location	Date	No. of Participants/ Beneficiaries	M	F
1	Hebron University	Hebron	15/12/2014	78	32	46
2	Al-Quds University	Abu-Dees/Jerusalem	20/12/2014	75	42	33
3	Qalqilya Municipality	Qalqilya	24/12/2014	49	36	13
4	Child Cultural Center – Nablus Municipality	Nablus	29/12/2014	69	29	40
5	Kufer Ni'emeh Palestinian Child Club	Kufur Ni'emeh Village-Ramallah	29/01/2015	68	31	37
Total Participants/Beneficiaries				339	170	169

During the grant period and with EPJP technical support, IMM completed production of four TV episodes that addressed inheritance, alimony, custody, and divorce. To evaluate the impact of these episodes, IMM contracted a website consultant to administer online polling after the four episodes are broadcast. Jusoor TV Network has also disseminated the four episodes and the videotape of the drama play. IMM youth performed these interactive dramas at several locations throughout the West Bank. Details are provided in table below.

Youth attending these events showed a high level of interaction through roleplaying and proposing alternative solutions. IMM received extensive media coverage about this event (see links below for press releases from one episode :)

<http://www.honaalquds.net/ar/article/7884/#.VJFRGiuUebh>
<http://zamnpress.com/news/65261>
<http://www.wattan.tv/ar/news/116932.html>
<http://www.rb2000.ps/ar/news/126524.html>

New round of grants. On December 9th, EPJP signed grants agreements with Wattan TV, Radio NISAA, and Arab World Democracy and Electoral Monitor (Al Marsad). During the signing ceremony each of the CSOs shared their planned activities and discussed mutual cooperation. The Wattan grant developed television episodes of a legal drama that is based on actual cases from the family and regular courts to highlight specific issues and increase public understanding about the legal process. The Nisaa program included radio programs about women's rights and issues at the family courts. Al Marsad will conduct monitoring of the judicial system and develop a report to highlight the findings. Wattan highlighted the grants signing event at their online site: <http://www.wattan.tv/ar/news/116196.html>



EPJP signs grant agreement with Wattan TV

Nisaa FM. On December 21st, Nisaa FM completed the stakeholders brainstorming session to identify key areas to be addressed in the radio shows. Twelve participants from the FCs, CSOs, Nisaa FM, and EPJP completed the session and determined the topics for the first 10 radio episodes of *Miftah Al Qada*. In late December Nisaa FM aired two episodes. The first one featured Judge Somoud Al Damiri from the FC discussing services provided to women and families by FCs. The episode can be found at: <https://soundcloud.com/nisaa96fm/22-12-2014a>. The second addressed alimony and the guest speaker was Mrs. Fatima Muaqat, the Director of the Alimony Fund at the FCs. The show also hosted a woman offering her personal experience when she did not receive alimony due to her as a second wife. The episode can be heard at: <https://soundcloud.com/nisaa96fm/29a-3> or <http://on.fb.me/1vDU2SH>. Additionally, Nisaa FM created a Facebook public page to encourage further discussions on rule of law issues. This page can be found at: <https://www.facebook.com/pages/328944683958444>



Nisaa FM conducting brainstorming session



Nisaa FM conducts radio interviews

Nisaa FM is broadcasting the *Miftah Al Qada* radio show to increase public awareness and advocacy for legal rights. To date, the radio program has reached more than 150,000 listeners across the West Bank and approximately 43,000 fans on the Nisaa FM Facebook page. On December 21st, Nisaa FM completed a stakeholders brainstorming session to identify key areas to be addressed in the radio shows. Twelve participants from the FCs, CSOs, Nisaa FM, and EPJP completed the session and determined the topics for the first 10 radio episodes of *Miftah Al Qada*. In late December Nisaa FM aired the first two episodes and continued airing the episodes totaling up to 14 to date.

On March 5th, Nisaa FM held a mid-term focus group discussion with experienced lawyers and civil society representatives to discuss impact and determine relevant topics for the remaining episodes. Nine participants from the FCs, CSOs, Nisaa FM, and EPJP completed the session and determined the priority topics for the episodes. They identified topics based on FC priorities which address legal rights for women and children as determined by cases most often encountered in the courts.

Nisaa FM. Nisaa FM completed their grant in mid-May 2015 with the airing of the 20th episode of the *Miftah Al Qada* radio show and a final focus group discussion. The radio program reached more than 150,000 listeners across the West Bank and approximately 43,000 fans on the Nisaa FM Facebook page.



Nisaa FM conducts focus group

The 15th episode of the *Miftah Al Qada* radio show addressed gender based violence (GBV), featuring Ms. Khitam Zahran, a social work expert from the Palestinian Working Woman Society for Development. The 16th episode highlighted the role of the family counseling units (FCUs) within the FCs and featured FC Judge Nasser Al Karm. Judge Nasser presented statistics about cases resolved by the FCUs and the protections offered to families, especially women and children. He also explained the roles and qualifications of counselors and discussed the new standard operating procedures, recently developed in cooperation with EPJP and now being implemented. In the 17th episode Lawyer Basem Diab discussed housing rights and explained how private accommodations are a legal right for the wife.



Nisaa FM conducts final *Miftah Al Qada*

The 18th episode focused on inheritance and women rights according to law and Sharia'a. The episode featured Judge Naser Al-Karim who explained the various legal and social aspects and how the FCs guarantees fair distribution and protection of rights according to rules of inheritance. In the 19th episode, Nisaa focused on Palestinian Personal Status Law and the Convention on the Elimination of all forms of Discrimination against Women (CEDAW). This episode featured Judge Saleh Abu Zaid from the Supreme Reconciliation Court in Ramallah who explained how these laws protect women's rights.

The 20th episode featured lawyer Ahlam Daraghmeh who explained the various types of services provided by FCs and the procedures necessary to guarantee fair treatment and fair trials.

On May 10th, Nisaa FM concluded the *Muftah Al Qada* project with a final focus group and evaluation session. The session highlighted the 20 radio programs, the results of the polling, and discussed recommendations to support the FCs. The meeting also focused on coordinating



and improving messages by media outlets and stakeholders, with participants from the FCs, HJC media staff, lawyers, women and rights-based organizations, and the media. Telephone polling about the program revealed that 68% of the audience increased their knowledge of legal rights and services provided by the FCs. This polling also revealed that 100% of listeners found the program useful for women. Forty nine percent said it raised their awareness of family court services and 35% said they had more confidence in the rule of law. There was a 75% satisfaction level with guest speakers and 62% said they would recommend the program to others. Forty-nine percent also noted that they discussed what they learned with family and friends. The program helped women understand the court process, the services offered, and encouraged them to advocate for their legal rights. In some cases, lawyers on the program accepted cases on behalf of those who called in for advice. The radio program expanded public knowledge about key laws and access to justice, while building trust and confidence in the legal system.

A list of all the radio programs is detailed below:

Nisaa FM radio programs			
Date	Topic	Guest Speaker	Link to episode
12/22/2014	Family Court Services	Judge Somoud Al Damiri, Family Courts	https://soundcloud.com/nisaa96fm/22-12-2014a
12/29/2014	Alimony	Mrs. Fatima Muaqat, Director of Alimony Fund	https://soundcloud.com/nisaa96fm/29a-3

Nisaa FM radio programs			
Date	Topic	Guest Speaker	Link to episode
1/05/2015	Dowry and its legal implications	Ali Shqairat, Family Lawyer	https://soundcloud.com/nisaa96fm/3a-6
1/12/2015	family disputes and conflicts	Bassam Diab, Lawyer	https://soundcloud.com/nisaa96fm/12-1a
1/19/2015	Early marriage	Ms. Maysa Abu-Rayyan, lawyer and social worker	https://soundcloud.com/nisaa96fm/bzgetc4pshza
1/26/2015	Polygamy	Majed Saqer, Ministry of Awqaf	https://soundcloud.com/nisaa96fm/m7wfepe4gvqt
2/02/2015	Visitation of children	Mr. Ali Shqairat, Family lawyer	https://soundcloud.com/nisaa96fm/m7wfepe4gvqt
2/09/2015	Divorce by husband without cause	Mr. Emad Al Agha	https://soundcloud.com/nisaa96fm/ohh33xdftuq5
2/16/2015	Legal incompetency and guardianship	Mr. Amal Al-Esawi	https://soundcloud.com/nisaa96fm/attqk6vvmhh0
2/23/2015	Divorce: legal and social implications	Ms. Khitam Zahran, social work expert	https://soundcloud.com/nisaa96fm/23-2a
3/02/2015	Separation (Khula)	Lawyers Basem Thyab and Ahlam Daraghma	https://soundcloud.com/nisaa96fm/2-3-2015a
3/09/2015	Women and children's rights in divorce and separation cases	Lawyer Reema Shamasneh	https://soundcloud.com/nisaa96fm/moftah-al-qada-march-9
3/16/2015	Child custody in divorce cases	Lawyers Basem Thyab	https://soundcloud.com/nisaa96fm/mon-120547-to-125449
3/23/2015	Marriage Contracts	FC Judge Mazen Jabreiny	https://soundcloud.com/nisaa96fm/mftahalkda2332015
3/30/2015	Domestic Violence	Ms. Khitam Zahran	https://soundcloud.com/radionisaa96fm/3032015a-2
4/06/2015	Family Counseling Units role in Gender based Violence support	Judge Nasser Al Karm	https://soundcloud.com/radionisaa96fm/6-4-2015a-4
4/13/2015	Housing Issues	Lawyer Basem Diab	https://soundcloud.com/radionisaa96fm/13-4-2015a
4/20/2015	Inheritance issues for women	Judge Naser Al-Karim	https://soundcloud.com/radionisaa96fm/20-4-2015a-1
4/27/2015	Palestinian Personal Status Law and CEDAW	Judge Saleh Abu Zaid	https://soundcloud.com/radionisaa96fm/2742015a-4
5/04/2015	Litigation process and access to services of family courts	Lawyer Ahlam Daraghma	https://soundcloud.com/radionisaa96fm/452015a-4

Wattan TV. During the year, EPJP signed two successive grants with Wattan TV to increase awareness on rights, specifically women, and services provided by family courts. The first grant signed in December 2014, focused on the production of a sequel to the *Before Justice* series previously developed and aired by PJEP. Wattan worked in close collaboration with the FC throughout the grant implementation period. The cooperation involved script review and logistical arrangement for filming and producing the episodes. The five episodes produced were broadcasted starting June 25th on Wattan TV, website and Facebook page in addition to Wattan media partner TVs and webpages such as Al Fajer Al Jadeed TV, Bethlehem 2000, Jusoor network TVs and others.

Episode No.	Episode Title	Messages conveyed
1	Separation for cases after engagement and before marriage (Al-Khulu')	<ul style="list-style-type: none"> • An awareness message given to engaged girls about Al Kholo' right • The definition of Al Kholo' • Proof on the legitimacy of Al Kholo in Islamic History • Awareness of Al Kholo' law and how it is applied only on non-married girls. • Awareness on official case written statements • Emphasizing on court procedures • Emphasizing on the role of the figures assigned by the court to report on the case to the judges. • Awareness of the Al Kholo' Law #59 Year 2012 • Based on articles #67 and #57 of Shar'iaa Laws and emphasizing on the rule of justice in social disputes.
2	Alimony	<ul style="list-style-type: none"> • An awareness message given to women to demand their rights in alimony through court • Cases that earn the right of alimony • The definition and the details of the required alimony from the husband • Papers that are usually needed for raising a case • Awareness towards the idea behind assigning two experts to predict the required amount of the alimony • Awareness on how the alimony decision is being applied on the case • Sending a message saying that justice is above violence
3	Custody	<ul style="list-style-type: none"> • An awareness message given about the important role of justice and courts • Emphasizing on the right of custody for the grandmother when the mother gets married to another man after getting divorced from her ex-husband • The procedures of the court • Clarifying the needed verifications for earning custody rights • The consequence of Family Courts procedures when notifying the concerned parties of the case. • The court does not accept fake claims by the people or the lawyers without proper verifications or proof • The court decision and procedure taken in case of the constant absence of the concerned parties in the case • Awareness on the custody decision that is ruled based on 67 and 75, 154, 156 articles of the Palestinian law.
4	Visitation & Hosting	<ul style="list-style-type: none"> • The role of the committee of trusted men assigned by the court to judge the situation and conflict between the couple and to act upon it to solve it cordially • The procedures taken when the committee fails in the mission • How the script of the case should be properly written to be sent to the court • The procedures of the court • Sending a message against fake testifying in court • The only way of justice is found through applying the law. • The right of visitation and hosting is a right for children. • The right for children to have both parents in their life despite the divorce between both sides. • Awareness of articles #79, #1817 and #163 that supports the right of visitation and hosting children in case of divorce.

Episode No.	Episode Title	Messages conveyed
5	Divorce	<ul style="list-style-type: none"> • The real definition in Islam of “الرجال قوامون على النساء” • Quotation from Omar Ibn Al Khattab as a model for men against abusing women. • Respecting women rights through respecting all women in the society including mothers, wives, daughters or relatives. • Emphasizing on the role of Family Courts • A message to all abused women in order not to keep silent on domestic violence. • Awareness of the definition, role and procedures of family counseling in Family Courts as an important step to solve violence. • Emphasizing on the role of Family Counseling department in Family Courts. • Stressing on the seriousness of the oath in Islam • The role of the committee assigned to evaluate and judge the situation between both sides and the standards of the selection. • Women should fight for their legal rights

Wattan TV also published five electronic banners on their website and Facebook page. The banners highlight the significant role of the FCs in mediation and counseling and include two rotating slides which users can click on for more detailed information. Wattan also continues to include the banners in their daily newsletter which is distributed by email to approximately 200,000 people.

Banner No.	Main topic
1	The Role of the Family Courts and Services provided
2	Types of separation according to FCs
3	Divorce and its legal implications
4	Women Legal rights in the FC system
5	Family Counseling Units at FCs and its mediation Role

The successive grant was signed with Wattan TV in June to produce an additional five episode and 6 banners. Immediately following the signing Wattan TV began cooperation with the FCs to identify topics for the sequel *Before Justice* series and issues and messages for the electronic banners. Wattan received files of real cases from the FCs and is now developing the scripts for the 5 drama TV episodes and has already produced and published 5 e-banners.

Wattan TV developed five draft scripts for the *Before Justice* episodes for review and feedback by EPJP. Based on feedback that the scripts needed to be more professional and have carefully tailored messages, Wattan contracted a new scriptwriter who is building on the work of the original scripts. This is not expected to delay implementation of the *Before Justice* series. Wattan created a new section on their website to feature the second *Before Justice* series. The first two scripts were finalized and shared with the director and production team; the actors were selected and prepared to start filming.

EPJP worked with the FC to develop messages about systems and procedures that were featured on electronic-web banners at the Wattan website. Wattan developed a series of four banners which were broadcast throughout the quarter. The Wattan website typically has 4 million visitors per month, reaching a broad audience. Users can access further details on the topic by simply clicking on the banner. Wattan also included the electronic banner in their daily

newsletter distributed by email to around 200,000 people, which can be viewed at: <http://www.wattan.tv/ar/wattan-tv/80801.html?q=pdf>
Below is a screen shot of one of the banners:



Wattan TV. Wattan TV immediately began cooperation with the FCs to identify topics for the *Before Justice* series and issues and messages for the electronic banners. Wattan received files of real cases from the FCs and is now developing the scripts for the 5 drama TV episodes. Wattan has developed the list of potential production team and actors for the five episodes and provided it to EPJP to discuss and finalize.

Wattan TV. During the quarter Wattan TV finished development of the scripts for the *Before Justice* episodes which were reviewed and revised with EPJP input. Wattan worked in close collaboration with the FC in preparation for filming to ensure realistic reproductions of court scenes and to obtain attire for actors posing as judges and lawyers. After receiving final approval of the scripts from EPJP, Wattan began filming in late April. Wattan provided the final versions of the episodes in late May for EPJP and FC review before airing. Wattan also developed a promotional trailer to garner attention and advertise the airing of this second series



Wattan filming episodes of *Before Justice*

of *Before Justice*. The promo was published on YouTube, Wattan Facebook and the *Before Justice* Facebook pages, the Wattan TV website, partner websites and news pages. The promo can be viewed on YouTube at:

<https://www.youtube.com/watch?v=CHqbrbKJIHQ&feature=youtu.be>.

Wattan also designed and posted this promotional banner for the series:



Wattan began broadcasting the series on June 25th on Wattan TV, website and Facebook page in addition to Wattan media partner TVs and webpages such as Al Fajer Al Jadeed TV, Bethlehem 2000, Jusoor network TVs and others. Each episode premiered and was then repeated two times the next day according to the following schedule:

Broadcasting Schedule			Broadcasting Time
1 st Episode	25 June 2015	Re-broadcast the next day	09:30 PM
2 nd Episode	26 June 2015	Re-broadcast the next day	
3 rd Episode	27 June 2015	Re-broadcast the next day	11:00 AM
4 th Episode	28 June 2015	Re-broadcast the next day	
5 th Episode	29 June 2015	Re-broadcast the next day	02:00 AM

Wattan TV also published five electronic banner on their website and Facebook page. The banners highlight the significant role of the FCs in mediation and counseling and include two rotating slides which users can click on for more detailed information. Wattan also continues to include the banners in their daily newsletter which is distributed by email to approximately 200,000 people. These can be viewed at: <http://www.wattan.tv>. Also for more details please visit this link: <http://www.wattan.tv/data/uploads/e8c82dd6806446f2bfc9c417c9cffb87.pdf>

Below is a screen shot of one of the banners:



Al-Marsad. Al-Marsad took steps to form the expert committee that will supervise the judicial monitoring process. They completed the recruitment process for legal experts in three locations (Nablus, Ramallah and Hebron). Al-Marsad will conduct a two-day training and orientation session for the 15 legal experts on January 3-4, 2015.



Al-Marsad conducts training for legal monitors

Al-Marsad formed an expert committee that will supervise the judicial monitoring process and completed the recruitment of legal experts in three locations (Nablus, Ramallah and Hebron). Al-Marsad conducted a two-day training in Ramallah for 15 young lawyers from Ramallah, Nablus, and Hebron during the first week of January to build capacity to collect data and document findings from the first instance courts. The results will be utilized by the expert committee and the HJC to determine improvements that will better serve the

public and ensure effective judicial systems.

EPJP met with the Chief Justice (CJ) to discuss the implementation of this grant. During the meeting, the CJ asked for additional information and expressed his concerns over the sensitivity of the project and possible overlap with a program being implemented by UNDP and the PCBS. EPJP explained the goals and activities of the project, the benefits to the HJC, and the protection of any sensitive information. EPJP also explained that there is no overlap with the UNDP/PCBS activities, which are more focused on national indicators. After wards, the HJC provided Al-Marsad with a written agreement to implement the project activities.

Al-Marsad worked closely with the HJC to develop the action plan and the coordination mechanism. In February, they finalized the standard questionnaire to be utilized by the court monitors and shared it with the HJC for their review. Al-Marsad provided an orientation for the legal monitors in February and began work in March. Al-Marsad formed a project oversight committee that includes representatives from the HJC to monitor project progress. The first meeting for the committee was on March 3rd and provided an opportunity to identify member responsibilities and roles and to agree on implementation procedures. To facilitate and coordinate monitoring work in the courts, the CJ provided a letter to the courts explaining the process and requesting their cooperation with Al-Marsad. The project coordinator and the three monitors conducted pilot field visits to courts in Hebron, Ramallah and Nablus in early March. Findings from the pilot visits were incorporated into the project tools after agreement with the steering committee and the HJC. Al-Marsad monitors began their field work in the three targeted first instance courts in mid-March. The monitors conducted meetings with the head of each court, agreed on procedures, identified sample cases, and addressed procedures for reviewing case files. In late March, the steering committee met with the monitors and the project team to review progress, reflect on lessons learned, and discuss the process for reviewing and analyzing the findings. They also agreed on the methodology to share and discuss the findings and final report with the HJC.

The EPJP M&E Manager and Component 4 Lead worked with Al-Marsad to finalize their M&E plan and ensure project impact is captured. EPJP continued to support Al-Marsad throughout the quarter to develop measuring tools and ensure appropriate monitoring of project results.

Al-Marsad. Al-Marsad monitors continued their work reviewing court files and attending hearings. This grant activity utilizes lawyers to review files and processes to evaluate

compliance with laws and determine levels of customer service. The monitoring process also provided feedback and recommendations for enhancing the capacity of the courts. Al-Marsad conducted weekly meetings with the monitors to discuss progress, analyze data, and mainstream the questionnaire process. Based on the information gathered, Al-Marsad conducted three roundtable discussions in Ramallah, Hebron, and Nablus. The roundtables provided a platform to discuss findings and develop recommendations for improvement in the courts. Al-Marsad worked closely with the HJC to coordinate the roundtables.



Al Marsad conducts court monitoring

Al-Marsad conducted the first roundtable discussion workshop in Hebron with 21 participants representing the HJC, lawyers and rights organizations. Al Marsad provided participants with a briefing on the project, its objectives and key activities, in addition to the main findings to date. Al-Marsad conducted the second roundtable in Nablus city with 17 participants from the HJC, Nablus court, prosecutor office, civil police, legal clinic of An- Najah University, law firms, rights-based organizations and civil society. Al-Marsad conducted the third roundtable in Ramallah with seven participants from the courts, lawyers, and CSOs. Participants discussed the findings which included a lack of specialized judges to deal with juvenile issues, delays by the prosecution, crowded spaces, lack of an effective notification process, and insufficient court security.

Al-Marsad completed their final roundtable on May 27th with 41 representatives from HJC, lawyers, prosecution office, police, civil society and rights-based organizations. Al-Marsad presented the goals, methodology, and findings from their monitoring activity. Some of the main findings and issues discussed included the lack of a sufficient notification process, trial postponement, lack of security in the courts, need for judges trained in gender and gender based violence issues, failure of lawyers to show up for hearings or not being adequately prepared, lack of proper court facilities and buildings, lack of disability access, lack of public space, and privacy issues. The group discussed these findings and provided input for the final report to be submitted to the HJC.



Al Marsad conducts roundtables about court monitoring

Al-Marsad submitted the final draft report to HJC on June 14 for review and feedback. On June 21st Al-Marsad met with the HJC Secretary-General, Nassar Mansour, and discussed the findings. The initial feedback from the HJC was very positive and they confirmed that they will consider the recommendations in their strategies and action plans. Based on a request from the CJ, Al-Marsad provided a summary report on June 30th which included explanations for the charts and statistical information. Al-Marsad is waiting for the HJC to provide final feedback and adopt the recommendations. The report identified areas of improvement for better services and fair trials, recommendations for improved service, and suggestions to enhance the capacity of the courts. These improvements should enhance confidence, increase user satisfaction, and build trust in the judicial process.

Another Round of New Grants. On June 30th, EPJP signed five new grants with Juhoud, Sharek, Nisaa FM, Al-Marsad, and Wattan TV to broaden public understanding of the justice sector and increase awareness of legal rights and services provided by justice sector institutions. The five grantees initiated their startup activities for the grants that will continue until mid-December 2015.

Youth Awareness Activities. In cooperation with the IREX youth project (PWY), EPJP conducted the second awareness raising session at the Qalqilya YDRC on Tuesday, March 10th. The session included airing two episodes of the *Before Justice* series, followed by legal discussions and exit interviews. These sessions are designed to help youth better understand justice sector institutions and promote the use of rule of law systems. Forty-six youth participated in the session (41% females). Based on the exit questionnaire, 97% of respondents reported an increase in knowledge and understanding of the judicial system. EPJP plans to continue these sessions in collaboration with IREX at other YDRC locations during the next few months. The next event is scheduled for the Jenin YDRC in early April.

Youth Awareness Activities. In cooperation with the IREX youth project (PWY), EPJP conducted three awareness raising sessions at Jericho, Qalqilya, and Jenin YDRCs. The sessions included airing two episodes of the *Before Justice* series, followed by legal discussions and exit interviews. These sessions are designed to help youth better understand justice sector institutions and promote the use of rule of law systems.



Youth participating in awareness raising event at YDRC in Qalqilya

Activity 4.2 Build the capacity of media departments within targeted justice sector institutions

EPJP utilized the Key Informant Interviews (KII) tool to assess HJC knowledge about event management and public relations. The results indicated that only 25% of staff could identify the concept of planning and managing events and only 50% were able to define the concept of managing public relations during events. The media specialist and M&E manager analyzed the responses to the assessment to inform mentoring sessions for counterpart media staff.

On Dec.22nd, EPJP conducted a mentoring session on events management for HJC media and PR staff. The mentoring session was designed to build capacity of HJC staff on event planning

and management, focusing on setting objectives of events, roles and responsibilities, budget and feasibility, and choosing the right communications tools. During the session EPJP supported the HJC media staff to prepare a draft event plan and checklist for an event. Another mentoring session was conducted on Dec. 29th and focused on planning and implementing media campaigns. During the session, EPJP provided the HJC staff with guidelines for carrying



FC media personnel complete website training

out campaigns and preparing fact sheets about the new e-services the HJC plans to offer. The session focused on identifying roles and responsibilities of media staff involved in the campaigns. EPJP also helped media staff to develop campaign messages to be posted on web banners on the HJC website and Facebook page. In early January, EPJP will conduct a third mentoring session with the HJC media staff building on the previous two to ensure effective implementation. Additionally, the media department is drafting a six month action plan based on

the HJC revised operational plan, which will be implemented once approved by the CJ.

With EPJP support the SJD signed an MOU with the Al-Ram municipality to organize monthly town hall meetings. The meetings are designed to provide the public with general information about the FC work and services, in addition to legal information on gender issues, early marriage, and women's rights. EPJP will provide support to ensure that activities are directed to the right audience and reach the maximum number of citizens. The FC conducted a press conference on Nov. 5th to highlight the signing of this MOU. The press conference was effectively organized by the staff at the Media/PR unit, evidencing the skills they have gained through the mentoring sessions. More than 20 media outlets participated in the press conference which was broadcast live on the Aljazeera Channel. The town hall meeting scheduled for Dec.16th was postponed due to the security situation.

In early October, EPJP supported the FC media staff to develop a 2015 work plan based on their media strategy for submission to the CJ for his approval. The team also met with Judge Damiri and the media unit to review results and achievements from the mentoring sessions, finalize the FC brochure, prepare materials for posting on the new website, and prepare for outreach activities.

After final approval from the FC, the new FC website is live. The website is now connected with the comprehensive Content Management System to allow the FC departments to make updates as needed. InterTech provided an Arabic and English version of the "Website Content Management System Manual" on how to edit/add/delete any article or menu link and conducted comprehensive training for the FC media team to ensure their ability to manage the website content. InterTech provided a training summary and synopsis of



Focus group event with HJC departments

the participants' feedback, suggesting a follow up training to review progress of staff WCMS skills to ensure proper data entry and updates to the website. The FCs are preparing the final content for the site to launch it to the public in early February.

The Media Specialist and Component 4 lead participated in a focus group discussion conducted by the HJC on Nov. 24, 2014. The focus group included staff from the Notary public, execution, and media/PR departments to obtain feedback on the media strategy. This information will



Media personnel complete social media training

form the basis for future media messages and campaigns. A follow up meeting to analyze the findings and draft a six month action-plan for outreach activities will be conducted in January.

On Dec.15th, EPJP conducted a workshop for HJC and FC media and IT staff on using social media and incorporating new media approaches as part of their media strategies. The workshop focused on how to build the organization's online Digital Marketing Strategic Plan using the SOSTAC Concept (Situation analysis, Objectives,

Strategy, Tactics, Action, and Control). The workshop illustrated the importance of social media tools and how social media outlets such as Facebook, YouTube, Twitter and LinkedIn can be optimized to reach a broader audience and results in increased online search results. This will provide more visibility for the courts, enhancing citizen's knowledge about their services. The workshop also included details on social media tools and free Google services that the media departments can easily utilize to reach a wider audience.



FC conducts Al Ram town hall meeting

As a result of EPJP mentoring activities, the FC signed a MoU with the Trust of Programs for Early Childhood, Family and Community Education to conduct awareness workshops and lectures for the public in the villages of Bedo and Qattanna. This mentoring focused on conducting community outreach and awareness activities that enhance the public understanding of legal rights and services at the FC. Utilizing the skills learned from this mentoring, the FCs conducted a town hall meeting in Al Jeeb village of Jerusalem on

Feb. 10th which focused on family disputes and their effect on children. FC Judge Tawfiq Abu Hashem led this event which was attended by 25 citizens.

On March 12th, the FC conducted another town hall meeting in Al Jadeera village of Jerusalem. Forty-five citizens participated in the meeting to learn more about relationships between parents and teenage children. Judge Nasser Al Karm led this event. The FC also conducted a town hall meeting in cooperation with Al-Ram municipality at the Al Ram Social and Cultural

Center on Feb. 24th. Approximately 30 people attended the meeting and learned about common-law marriage from Judge Nasser Al Karm.

EPJP received the final version of the article for the Qada'una newsletter. After editing, EPJP submitted the newsletter for USAID approval. After receiving approval from USAID, the HJC requested the addition of further information. This information will be added in early April and 1,500 copies will be printed for distribution to the public and justice sector personnel. This newsletter provides critical information for the public on HJC activities, events, and news. This 11th issue of the newsletter includes HJC policies to improve customer services and decentralize court operations. It also highlights the new electronic services provided for citizens which will reduce court congestion. The newsletter includes useful information for the public such as commonly used legal terms and a list of legal amendments.



FC conducts Al Jadeera town hall meeting

EPJP met with Judge Thuraya Wazir and agreed to provide mentoring for the PJI staff assigned to handle media tasks. The EPJP media specialist made an initial assessment of staff capacity and developed a mentoring plan to build their capacity to highlight the work of the PJI. Mentoring sessions began in early March and focused on four main topics; (1) press office roles and responsibilities, (2) tools for effectively engaging the media (3) developing media relations and how to provide the content they need (i.e. press releases, news stories, website and social media content), and (4) effectively utilizing social media. The sessions are providing staff with the necessary skills to write news releases about PJI activities and expanding their ability to utilize social media. The sessions are developing their networking skills and will strengthen their relations with media outlets. The EPJP specialist will closely observe performance of the PJI staff and provide an evaluation at the end of the mentoring sessions. The results of the evaluation will provide PJI leadership with information to consider when assigning personnel to handle media activities in the future.



EPJP providing on-the-job mentoring for PJI

EPJP provided the first on-the-job mentoring session for three PJI staff on March 1st. The session focused on writing press releases. During the session staff reviewed previously published news to find ways for improving future communications. EPJP provided the second on-the-job mentoring session for three PJI staff on March 9th, which focused on developing media content and monitoring media coverage. During the session staff reviewed and edited previously published Facebook materials. EPJP highlighted the importance of coordinating with the different departments at the PJI to ensure the development of high quality media materials.

In celebration of International Women's Day and Mother's Day during the month of March 2015, EPJP developed small notebooks with important contact information and statements about women's legal rights. These were provided to the FC for distribution to customers. EPJP also developed a board that was posted in the FC for women to write their hopes and aspirations for women.

After giving approval for the Qada'una newsletter, the HJC again requested to add additional information/statistics. The materials were updated and the newsletter was finalized and printed during the last week of April. This newsletter provides critical information for the public on HJC activities, events, and news. This 11th issue of the newsletter includes HJC policies to improve customer services and decentralize court operations. It also highlights the new electronic services provided for citizens which will reduce court congestion. The newsletter includes useful information for the public such as commonly used legal terms and a list of legal amendments. EPJP printed 1500 copies with one thousand copies distributed throughout the West Bank as an annex to the Al Quds newspaper, while the other 500 copies were delivered to the HJC for distribution to their offices and courts. The distribution list includes Ministries, municipalities, local CSOs, rights based organizations, International NGOs representative offices, companies and law firms.

As a result of EPJP mentoring activities, the FC signed a MoU with the Trust of Programs for Early Childhood, Family and Community Education to conduct awareness workshops and lectures for the public. This mentoring focused on conducting community outreach and awareness activities that enhance the public understanding of legal rights and services at the FC. Utilizing the skills learned from this mentoring, the FCs has conducted a series of town hall meetings.

On April 9th the FC conducted their ninth town hall meeting at the City Inn in Al Bireh. Thirty citizens participated in the meeting to learn more about protecting family relations and use of social media. This event included speakers from the FC, Ministry of Social Affairs, and a researcher in media and social studies. FC Judge Tawfiq Abu Hashem led this event. In cooperation with Al-Ram municipality and the Center of Women Committee for Legal and Social Aid, the FC conducted their tenth town hall event at the Al-Ram municipality cultural center. Thirty citizens participated in the meeting to learn more about women rights to inheritance. FC Judge Nasser Al Karim led the event.



EPJP published the Qua'dana newsletter

On Thursday April 23, the FC conducted an awareness workshop about the negative effects social media can have on families and their relationships with each other. Representatives from various ministries, who work in mental health and counseling, participated in the workshop to discuss the crucial role of parental supervision over children's use of different social media

platforms. This workshop is part of the FC community outreach program to raise awareness of citizens about healthy family relationships. The event was held in Ramallah with 40 participants.

The FC media unit continued posting awareness messages on the FC Facebook page. The new messages included information about topics including alimony and divorce, women's inheritance rights, FC procedures. They can be viewed at:

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

On Wednesday April 22, EPJP conducted a mentoring session for PJI staff on *Press office roles and responsibilities*. The session provided the participants with information on writing press releases, news, articles and media materials in addition to liaising with the media, and creating a media related databases. The session also addressed managing and developing the contents of the PJI's website and Facebook page. On Thursday April 28th, the EPJP media specialist conducted a follow up mentoring session to highlight tools for press monitoring and documentation. EPJP also provided job descriptions for media personnel to help the PJI plan their new organizational structure.



FC conducts Al Ram town hall meeting



PJI staff edit news release during mentoring

On Sunday, May 10, the EPJP media specialist conducted another mentoring session focused on website content development. The session included a review of current content to edit for a more reader friendly version. The PJI staff are now reviewing all content and collecting additional information about the PJI mission, vision, and goals. On Sunday, May 24th EPJP conducted a mentoring session for the PJI on editing and developing website content. EPJP is also working with the PJI to build the lay out of their website in a reader friendly way. After mentoring sessions provided by EPJP, the PJI staff developed a news

release to highlight a recent Money Laundering training for Judges and prosecutors. The PJI staff developed the news release in cooperation with the training department which provided content. Previously, the judicial information center at the Ministry of Justice was responsible for reporting on PJI events; however, with the mentoring provided by EPJP, they are now able to effectively highlight their own activities.

On June 15h, EPJP conducted a social media workshop for counterpart media staff from the FC, HJC, PJI, SAACB and MOJ. The workshop highlighted the latest social media tools and

best practices. Participants received a practical session on utilizing social media tools such as Facebook, Twitter, LinkedIn and Instagram in their work. The workshop focused on the concept of marketing to help counterparts maximize their visibility. The workshop also introduced participants to social media tools and free services that will increase their public exposure and broaden the reach of their messages. Participants requested additional training and/or mentoring on these topics since it was the first time some of them were exposed to these topics and they felt they were important to their awareness raising activities.

EPJP media specialist developed a 3 month work plan of FC media unit; the plan included providing mentoring sessions to FCs to develop their media and PR capacities to support their outreach strategy. The plan also included activities such as conducting the first FC Media workshop, developing the periodic e-newsletter highlighting their news and activities, Public Awareness Campaign which aims at raising public awareness on the FC services; promote legal rights for vulnerable groups like youth and women, and to clarify to the public the FCs procedures.

EPJP media specialist finalized new job descriptions for the Media and PR staff, in addition to the development of the objectives of the Media and PR unit at the FC. The specialist also developed a five - month work plan for the FC media department. The work plan and job descriptions were shared with the FC planning unit for their review and feedback. Once adopted, the new job descriptions and the work plan will result in more work efficiency and will define the roles and responsibilities of all media staff at the Media department. This intervention comes as part of the media department needs assessment recommendations and will enhance the performance and the role of media staff improving their outreach, awareness activities and efficiency

In August EPJP conducted a social media workshop targeting State Audit and Administrative Control Bureau (SAACB) staff. The workshop presented the staff with the latest social media tools and best practices. Nine participants received practical session on how to use social media tools such as; Facebook, Twitter, LinkedIn and Instagram in performing their duties. The workshop provided SAACB with the know-how to increase the visibility, and enhance citizen's knowledge about their services.



Social media workshop for SAACB staff

EPJP media specialist started conducting weekly mentoring sessions for the HJC media staff, media department to develop their media and outreach skills. The sessions will focus on topics such as; utilizing social media, planning and implementing gender sensitive media campaigns, and developing periodic e-newsletter highlighting their news and activities. The media specialist will meet with the FC on Monday to set the date for the sessions.

A session was provided this week for F C staff on events management and included information on the concept of event management, event planning process, developing an event check list, and event PR and promotion.

ANNEXES

Annex A: Summary of Completed Activities during FY15

Component 1 – Justice Sector

- ✓ Reduced document backlog at courts and Ministry of Justice by utilizing data entry interns to digitize almost 1.4 million documents (combined PJEP/EPJP total)
- ✓ Conducted training and on-the-job mentoring activity for HJC annual report including roundtable to review success and ensure sustainability
- ✓ Conducting financial consultancy to assess current financial practices at courts, identifying gaps and providing recommendations for improvements that are consistent with standard accounting and financial procedures
- ✓ Conducted Centers of Excellence (COE) orientation workshop at HJC; HJC formed selection committee and nominated team members; conducted initial COE training for team to conduct self-assessment; completed self-assessments in 12 courts
- ✓ Developed COE self-assessment report
- ✓ Developed and implementing five COE Transformation Action Plans (TAPs)
- ✓ Renovating Bethlehem court to reorganize civil registry, traffic, and archiving departments for better work flow and customer service
- ✓ Obtained agreement of MOJ to co-locate MOJ Justice records and authentication services at one stop center in Biddo (in collaboration with USAID/EGP)
- ✓ Renovated Ramallah, Yatta, Tubas and Dura cashier offices, reducing wait times from 45 minutes to 10-15 minutes; renovated Cassation Court archives in Ramallah provide efficient service and better access to documents for the public
- ✓ Completed ribbon cutting/inauguration for Ramallah Court cashier office renovations
- ✓ Renovated Cassation Court archives in Ramallah
- ✓ Conducted time management training for MOJ staff
- ✓ Conducted training needs assessment for PJI staff and now providing on-the-job mentoring to develop a strategic approach to training of judges and court personnel
- ✓ Developed training plan with PJI
- ✓ Conducted Urgent Judiciary training
- ✓ Conducted IT needs assessment at MOJ, PJI, HJC, and family courts
- ✓ Fielded a home office construction procurement specialist who developed a standard operating procedure for all renovations, including consideration of environmental and disability-inclusion regulations
- ✓ Developed environmental compliance manual for construction

Component 2 – Family Courts

- ✓ Completed renovations on both the ground and first floor of Ramallah family court, providing private space for counseling and visitation and a family friendly atmosphere, along with better public spaces and enhanced efficiency
- ✓ Completed renovations of a 3-floor building to house the Hebron family court to be more responsive to the public, women, children, and people with disabilities.
- ✓ Conducted both basic and advanced training of trainers (ToT) for family court judges in collaboration with PJI; conducted gender-based violence training for family court judges

- ✓ Developed phase 1 of DMWAS (automated case and document management) for family courts with piloting in Ramallah family court including the provision of computers, scanners and printers to implement the new system
- ✓ Trained FC IT department on management and maintenance of DMWAS.
- ✓ Completed COE assessment and analysis, initial report for submission to FC management.
- ✓ Developed four Transformation Action Plans (TAPs) for implementation
- ✓ Providing social work interns in four pilot courts to develop work of family counseling units (FCU) and data entry interns to support manual archiving in anticipation of automated case management; to date, FCU interns have supported more than 2,600 case, mostly divorce and family disputes
- ✓ Conducted business process analysis in family courts to re-engineer processes and improve work flow and to inform the development of DMWAS; translated report into Arabic and distributed to relevant family court IT staff
- ✓ Completed a series of workshops on gender based violence and national referral mechanisms for 9 judges and 35 employees
- ✓ Developed and distributed the Standard Operating Procedures (SOP) and Code of Conduct for family counselors
- ✓ Completed training for FC FCU staff on Standard Operating Procedures (SOP) and Code of Conduct
- ✓ Provided basic and advanced Excel training for FC employees who use it in their daily work at the Family Courts, such as the accountant, the registry officers and staff.
- ✓ Conducted a workshop about the BPA and new process for the Family Courts.
- ✓ Signed contract to develop phase 2 of DMWAS

Component 3 – Legal Education

- ✓ Provided furniture and equipment to open first legal clinic at Ahlyia Law School in Bethlehem; renovated space for a new moot court room at Al Quds Law School
- ✓ Completed roundtable for law school deans to develop plans for advisory board and to garner support for legal education reforms
- ✓ Conducted training of trainers for law school professors to increase use of experiential learning opportunities
- ✓ Conducted training for students participating in legal clinics about family law, gender based violence, and client interviewing at An-Najah and Hebron Law Schools
- ✓ Conducted assessment of curricula and teaching methodology at four universities to provide recommendations and action plan for reform
- ✓ Completed a clinical legal education manual to serve as a model for law schools to enhance experiential learning opportunities

Component 4 – Public Outreach and Awareness

- Developed grants manual encompassing USAID and Chemonics grants-related regulations and standard practices
- Issued RFA and received 37 concept papers; 15 selected and assessed for grants management capacity and submitted full proposal with 10 grants awarded.
- Conducted assessment visits to 15 CSOs to determine technical and financial capacity for managing grants
- Signed 10 grants with 7 NGOs to conduct awareness raising activities and promoting the Rule of Law
- Conducted 20 quiz shows for 1,117 youth (47% female) to enhance their legal knowledge and encourage better engagement & access to justice.
- Produced and disseminated 3 animated TV spots covering 3 priority cases within the courts to raise public awareness.
- Conducted a two-day training in Ramallah for 15 young lawyers from Ramallah, Nablus, and Hebron to build their capacity to conduct courts' monitoring – conducted monitoring activities and held three roundtables to discuss results and develop recommendations to further improve the 1st instance courts system
- Producing a comprehensive monitoring report for 1st instance courts' introduced to HJC to further improve the courts' systems and performance
- Developed discussion guide and broadcast the Before Justice TV drama series at three Youth Development Resource Center (YDRCs) in collaboration with IREX.
- Conducted two grantee orientation workshops to ensure understanding of requirements and compliance with USAID and Chemonics regulations
- Conducted coordination meetings with counterparts and other donors focusing on rule of law and access to justice to ensure cooperation and avoid duplication of efforts
- Conducted an assessment of the Palestinian Arbitration Association (PAA) and provided recommendations to build their capacity for financial and programmatic operations
- Conducted assessment of public relations/media offices at counterparts; held media strategy workshop and developed media strategies with each department to guide their work.
- Upgrading and developing the media center at the FC
- Providing on-the-job mentoring for media staff at justice counterparts to improve public relations skills and strengthen their outreach
- Provided camera equipment and technical assistance to FC media department to develop staff photography/videography skills
- Developed outreach program for Family Courts which resulted in executing MOUs with municipalities and CSOs and implemented series of awareness raising and outreach activities delivered to the public and citizens.
- Printed and distributed more than 3500 copies of two editions of the HJC newsletter (Qada'una) to highlight the work of the courts
- Completed the "Play Your Part" project, implemented by grantee IMM-Al Quds which included broadcasting four television episodes and one drama play which were seen by more than 2,000 viewers. Approximately 74% of viewers reported increased trust and confidence in the judicial system after watching the episodes.

- Grantee NISAA FM broadcast 20 episodes of the Miftah Al Qada radio show, focusing on different family courts topics and targeting women to empower them to advocate for their rights
- Conducted mentoring sessions to build the capacity of PJI media and public relations staff
- Conducted Social media trainings to Justice Sector institutions partners.
- Produced and disseminated 9 TV drama episodes highlighting issues of family courts

Annex B: Summary of Planned and Ongoing Activities for Oct. 2015 – Jan 2016 (time frame based on current funding obligation and revised activities)

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

- ✓ Implement Centers of Excellence (COE) including implementation of 5 transformation action plans (TAPs).
- ✓ Develop and implement additional TAPs
- ✓ Renovate and upgrade at the CJD and Halhul Cashier Office
- ✓ Conduct training for judges and court personnel on customer service, management and leadership, and specific legal topics Provide two interns to support Chief Justice office and two interns for courts
- ✓ Conduct training for judges and court personnel (anticipated topics include land law and civil procedure)
- ✓ Provide on-the-job mentoring for PJI staff to build their capacity to operate a training center

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

- Renovate and upgrade facilities at Qalqilya Family Court
- Renovate and upgrade facilities at Jenin Family Court
- Implement four COE Transformation Action Plans (TAP)
- Develop phase 2 of DMWAS system including case management systems, transaction management, and certifications process
- Procure necessary hardware, maintenance services and licenses to support DMWAS system in Ramallah, Jenin (TBD), Qalqilya and Hebron
- Provide interns for FCUs, data entry and IT to support the FCs
- Provide short-term expert to support development of FC strategic and re-organization of office structure
- Provide mentoring, follow up and trainings for FC staff on Standard Operating Procedures and code of conduct for FCUs, judges on TOT, and basic computer skills training for FC employees of Qalqilya and Jenin courts

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

Component frozen due to budget limitations

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

- ✓ Implement grants activities including public service announcements and awareness campaigns
- ✓ Monitor grants activities and conduct capacity building for CSOs as needed
- ✓ Coordinate CSO grantees and media department activities to increase citizens' knowledge of and access to justice sector services
- ✓ Establishing 5 remote counseling centers providing guidance and information to women and refer them to the family counseling units at FCs
- ✓ Produce and disseminate 5 drama TV episodes and 6 e-banners raising awareness on FCs Justice system
- ✓ Broadcasting another 20 radio shows on FCs issues and services
- ✓ Conducting 25 awareness raising workshops on FCs to marginalized communities

- targeting 1,000 citizens
- ✓ Conducting Situational Analysis for 3 targeted Bedouin communities in the eastern slope of WB focusing on engagement and access to FC justice system
 - ✓ Producing a monitoring/observation report for FCs environment and cases processes to further improve the system
 - ✓ Conduct 4 debate forums in 4 targeted universities northern of WB to discuss FCs issues and topics of priorities
 - ✓ Conduct monitoring and evaluation to determine outcomes and capture results of grants programs
 - ✓ Conduct brainstorming session for CSOs and stakeholders to assess context and identify sector priorities to be considered when developing the RFA/APS
 - ✓ Work with grantees to better consider and integrate gender in activities
 - ✓ Release a new RFA seeking for innovative proposals promoting for RoL and supporting the justice sector outreach
 - ✓ Develop usage of social media based on communications strategies with partner media departments
 - ✓ Conduct capacity building by supporting partners to develop press releases, fact sheets, and media messages
 - ✓ Provide on-the-job mentoring to plan and implement media campaigns
 - ✓ Support gender integration into media campaigns and citizen outreach efforts
 - ✓ Provide on-the-job mentoring focused on public relations skills, press office roles and responsibilities, and event management
 - ✓ Implementing a wide media-awareness campaign to promote for family courts system and service provided, and support their outreach
 - ✓ Conduct media conference/workshop for FC with Media outlets and press and civil society to increase their outreach, streamline the relation with the media, and increase their networking capacities.
 - ✓ Support SJD to design and develop promotional materials
 - ✓ Provide assistance to update and technically support the FC website

Annex C: Monitoring and Evaluation Report

EPJP revised its performance monitoring plan in several times this year to reflect the technical implementation plans designed by the technical team based on the obligations received. Targets were revised initially up end of December 2014, then June 2015 and finally up to December 2015.

During the year, the M&E Manager continued to provide technical support to the team and resumed reporting responsibility following the departure of the communication specialist in October 2014 due to the budget cuts. EPJP continued adopting the previously developed monitoring tools that providing data for GeoMIS reporting. These tools include activity reporting forms, site visit reports, event forms, training sign-in sheets, and pre and post-test of training activities. EPJP updates the USAID GeoMIS on a monthly basis based on reports from component leads and project specialists. Events which EPJP will conduct in the future are also uploaded to the GeoMIS as early as possible in the planning phase.

As part of the previous contract, AWRAD collected data to measure progress against one project outcome indicators below:

- Level of improvement in job performance of judges and judicial personnel trained with USG assistance

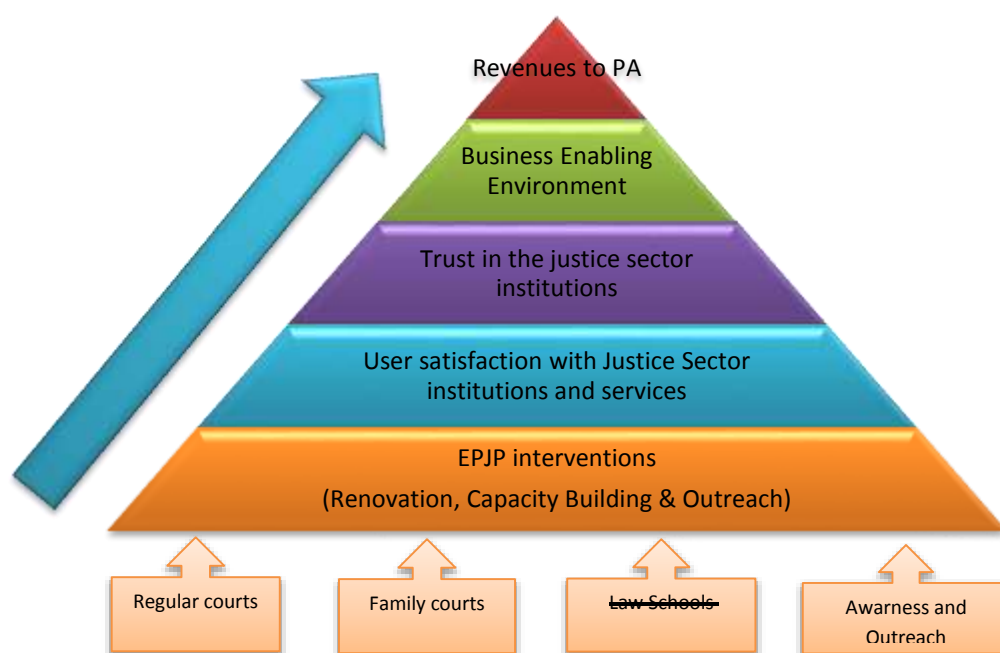
Data will be collected for these indicators from four key stakeholder groups:

- Justice sector personnel: limited to judges and other personnel who have received training from the project

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

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

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



EPJP activities complement one another as part of a comprehensive package of support that serves to increase user satisfaction and increase trust. Building a fair, accessible and efficient justice system will create positive relations among citizens and between citizens and justice sector institutions. Public trust and confidence that assistance is fair and accountable will naturally be enhanced by an effective and efficient justice sector. Confidence within the business community and in business investment will likewise be heightened. A sound justice system enables positive economic growth and healthy social development.¹ With this enhanced level of trust, the public is more likely to use formal justice systems – as opposed to tribal law – generating more income to the Palestinian Authority.

The current PMP was updated to reflect overall performance by including four outcome indicators and PIR-specific indicators to track performance at the intermediate results level. These indicators were reviewed and revised with technical staff and USAID before being finalized.

While much was achieved during this year, not all targets were fully met. EPJP activities were not in full swing throughout the year due to the limitation in budget. For the project level impact indicators, AWRAD established baselines for during 2014, and since reporting on these indicators are bi-annual they will not be reported in 2015 but 2016.

During the year renovations were completed for the regular courts at the Dura, Yatta and Tubas Cashier's Office. EPJP also provided minor renovations for a new moot courtroom at Al Quds University and a legal clinic at Ahlyia Law School in Bethlehem. These renovations provide better opportunities for students to participate in experiential learning. EPJP has included a sub-indicator to reflect the work completed at partner law schools.

Building on the business process analysis conducted to support improvement of case management systems EPJP finalized the first phase of the document management and archiving workflow system this year and initiated its pilot in the Ramallah FC.

Training activities this year focused on FC judges and staff and included TOT trainings, counseling staff capacity development and computer skills for administrative staff. During FY15, EPJP trained 155 judges and judicial personnel including 52 females.

Below is the EPJP results framework:

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

Developmental Objective: Strengthen democratic practices and performance of selected public sector institutions and non-state actors

Project objective: Targeted PA justice institutions are more competent, accountable to the public and responsive to citizens' needs.

PIR 1: Service delivery and efficiency of targeted Justice sector institutions enhanced

PIR 2: Educational capacity of partner law schools improved

PIR 3: Citizens' knowledge of right and available services improved

KRA 1.1: Institutional Capacity of targeted Justice Institutions strengthened

KRA 1.2: Working environment and public spaces in targeted Judicial Institutions improved

KRA 2.1: Curricula and teaching methods updated

KRA 2.2: Management and administration related to student education strengthened

KRA 3.1: Media and PR Capacity of Media departments of justice sector institutions strengthened

KRA 3.2: Citizen's engagement and awareness in rule of law and justice related issues increased

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

PMP Indicators update for FY14

Ref	Indicator	Type of Indicator	Data Source	Frequency	Baseline	FY15 Target	FY15 Actual
Project Objective: Targeted PA justice institutions are more competent, accountable to the public and responsive to citizens' needs.							
1	Change in revenues collected by targeted justice institutions	Outcome, MGT	Annual Financial Reports of Justice Institutions (MOJ, HJC and FCs)	Annual	44 Million USD	45 Million USD	TBD end of 2015
2a	Change in public trust in justice sector institutions - Regular Courts	Impact-MGT	AWRAD baseline survey	Bi-Annual	26%	N/A	N/A ²
2b	Change in public trust in justice sector institutions- Family Courts	Impact-MGT	AWRAD baseline survey	Bi-Annual	51%	N/A	N/A
3a	Change in customer/user satisfaction with services provided by justice sector institutions supported by USG- Regular Courts	Impact-MGT	AWRAD baseline survey	Bi-annual	29%	N/A	N/A ³
3b	Change in customer/user satisfaction with services provided by justice sector institutions supported by USG- Family Courts	Impact-MGT	AWRAD baseline survey	Bi-annual	40%	N/A	N/A
4	Change in the percentage of Justice Institutions users who report receiving gender sensitive services.	Outcome, MGT	AWRAD baseline survey	Bi-Annual	43%	N/A	N/A
PIR 1: Service delivery and efficiency of targeted Justice Sector Institutions enhanced							

² Progress is measured bi-annually; indicator will be measured during FY16.

³ Progress is measured bi-annually; indicator will be measured during FY16

Ref	Indicator	Type of Indicator	Data Source	Frequency	Baseline	FY15 Target	FY15 Actual
5	Number of judges and judicial personnel trained with USG assistance (F 2.1.2-6)	Output , OP-STD	Project records (training sign-in sheets)	Quarterly	51	200	155
5a	Number of judges and judicial personnel trained with USG assistance (F 2.1.2-6)-Male	Output- OP-STD	Project records (training sign-in sheets)	Quarterly	32	140	103
5b	Number of judges and judicial personnel trained with USG assistance (F 2.1.2-6)-Female	Output- OP-STD	Project records (training sign-in sheets)	Quarterly	19	60	52
6a	Level of improvement in job performance of judges and judicial personnel trained with USG assistance- Regular Courts	Outcome- MGT	AWRAD baseline survey	Annual	59%	30%	N/A ⁴
6b	Level of improvement in job performance of judges and judicial personnel trained with USG assistance- Family Courts	Outcome- MGT	AWRAD baseline survey	Annual	0	35%	62.5%
7	Number of USG-assisted courts with improved case management systems (F 2.1.3-13)	Output- OP-STD	Project records	Quarterly	19	10	9
7a	Number of USG-assisted courts with improved case management systems- Regular Courts	Output - MGT	Project records	Quarterly	4	6	5 ⁵
7b	Number of USG-assisted courts with improved case management systems- Family Courts	Output - MGT	Project records	Quarterly	0	4	4
8	No. entities renovated and/or refurbished where citizen services are provided - Regular Courts	Output- MGT	Project records	Quarterly	13	4	3

⁴ No trainings took place with Regular courts during FY15

⁵ EPJP originally targeted 10 courts with interns to digitize document and improve case management systems. However, based on the HJC's needs and request interns were assigned to 12 courts reducing the backlog of documents and uploading them into the Mizan system.

Ref	Indicator	Type of Indicator	Data Source	Frequency	Baseline	FY15 Target	FY15 Actual
9	No. entities renovated and/or refurbished where citizen services are provided - Family Courts	Output-MGT	Project records	Quarterly	1	4	2
10	No. entities renovated and/or refurbished where citizen services are provided - Law Schools	Output-MGT	Project records	Quarterly	2	N/A	0
PIR 2: Educational experience of students in partner law schools improved							
11	Increase in number of law students in partner schools participating in experiential learning	Output-MGT	School and project records	Semi-Annually	37	N/A	0 ⁶
12	Number of professors participating in training programs on experiential learning	Output-MGT	Training records	Semi-Annually	11	N/A	0 ⁷
PIR 3: Citizens' knowledge of rights and available services improved							
13	Number of USG-assisted campaigns and programs to enhance public understanding, NGO support and media coverage of judicial independence and accountability (F 2.1.3-17)	Output-OP-STD	Project records, staff interviews	Quarterly	3	8	10
14	Percentage of beneficiaries targeted by USG interventions who report increased awareness in Rule of Law concepts and Services	Outcome-MGT	Level of Awareness	Semi-annually	0	30%	69%

⁶ Activities under this component were suspended due to budget limitations

⁷ Train the Trainers is scheduled for professors in October.