



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

ENHANCED PALESTINIAN JUSTICE PROGRAM

FINAL REPORT



September 25, 2018

This publication was produced for review by the United States Agency for International Development. It was prepared by Chemonics International Inc.

ENHANCED PALESTINIAN JUSTICE PROGRAM

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Contract No. 294-C-13-00006-00

Cover photo: Awareness-raising session for Bedouin women on their legal rights, with the participation of a Family Court Judge in Al-Rashaydeh Bedouin Community

DISCLAIMER

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States government.

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ACRONYMS

COE	Center of Excellence
CSO	Civil Society Organization
EPJP	Enhanced Palestinian Justice Program
FCU	Family Counseling Unit
GBV	Gender-Based Violence
HJC	High Judicial Council
IT	Information Technology
NRS	National Referral System
PA	Palestinian Authority
PJI	Palestinian Judicial Institute
SAACB	State Audit and Administrative Control Bureau
SJD	Supreme Judge Department
TOT	Training of Trainers
USAID	United States Agency for International Development
WBG	West Bank and Gaza

EXECUTIVE SUMMARY

USAID's Enhanced Palestinian Justice Program (EPJP), a five-year, \$18.2 million program in the West Bank, improved service delivery in the justice sector by strengthening individual and institutional capacities and increasing citizen engagement with and respect for the rule of law. The theory of change held that more effective and competent justice sector institutions, accountable to the public and responsive to the needs of citizens, would increase citizen satisfaction with Palestinian Authority (PA) governance. EPJP supported the

development of justice sector policies and procedures, built the knowledge and skills of justice sector personnel, renovated and equipped legal institutions, automated processes, and enabled public outreach through institutional media departments and civil society organizations (CSOs) that tailored awareness methods and messages for targeted populations and areas. EPJP also strengthened services to support victims of gender-based violence (GBV) in government institutions and CSOs.

Due to EPJP's efforts, the justice sector today has seen major progress. The program significantly reduced delays in certificate and case processing for civil and family courts by digitizing forms and files, re-engineering and automating business processes, and ensuring uniform, documented procedures for employees. EPJP fully renovated six family courts in major West Bank cities, providing an infrastructure that accommodates their new, modern technology. All persons are now able to physically access these courts easily. Targeted renovations and equipment ensure accessibility and functionality for 20 other courts and Ministry of Justice offices. Both the justice ministry and family courts have software created to meet their needs, with IT staff trained to support and maintain their systems. More than 200 judges and court staff improved their job performance after participating in training designed to address their priority needs, with curricula created and taught by EPJP-trained internal employee trainers, who will continue to develop and deliver needed training. The program increased awareness of judges and court staff about gender issues, particularly GBV. Court finance staff now use standard accounting practices that comply with PA guidelines, increasing government revenues. EPJP increased awareness in the general population and targeted audiences in marginalized areas about their legal rights, justice sector services, and the importance of the rule of law.

EPJP's accomplishments touch nearly all West Bank Palestinians, particularly women, children, the elderly, and those in marginalized areas. The program realized these achievements despite delays, cuts, and uncertainties in funding; political volatility, unrest, and insecure conditions; and partial funding of the contract.

"Without a doubt, I find that the EPJP has made essential changes, reflected by the conduct of the judges and staff. The work environment has tremendously improved which positively affected the performance of everyone, enhancing the public confidence in the performance of the family courts which in turn has contributed to process of implementing justice."

— DR. MAHMOUD AL-HABBASH
SUPREME JUDGE, SUPREME JUDGES
DEPARTMENT

SECTION I

INTRODUCTION

Sama and Mohammad, ages seven and nine, were upset when their father prevented them from living with their mother, Tahani, after their parents' divorce. Tahani wanted to demand custody rights and alimony for her and her sons but faced the barriers of a patriarchal culture. Reasoning that she could not blame the justice system without trying to access it, she decided to break with tradition and approach the family court. The family court recognized Tahani's rights and granted her custody and alimony. At that time, civil courts executed family court decisions, but their procedural and communication hurdles caused delays in enforcement. A year later, the civil court still hadn't enforced her judgment.

The delay left Tahani feeling powerless and confused. One day, she heard a family court judge on a radio talk show and learned about USAID's creation of a new, responsive, and accessible enforcement department in the family court for family court decisions. Within two months, Mohammad and Sama were living with their mom. The brothers visited their father regularly, and their mother supported them with payments she received for custody and alimony. "There was no waiting, the employees are experienced in the family court litigation procedures, and enforcement was smooth," Tahani said. "I was able to obtain execution of my case decision that improved the living conditions for my children and myself."

Tahani is just one of thousands of Palestinian women who benefited from EPJP interventions in West Bank family courts. USAID's program supported justice sector policies and procedures, furthering the knowledge base for justice sector personnel while renovating and equipping legal institutions. EPJP conducted public outreach strategies through justice sector institution media departments and CSOs, tailoring awareness methods and messages for targeted populations and areas.

EPJP's impact has been the promotion of effective, gender-responsive justice services; family court judges and administrative staff who understand and apply the law, rather than custom; more efficient justice sector institutions; and citizens with a better understanding of their legal rights and the rule of law.

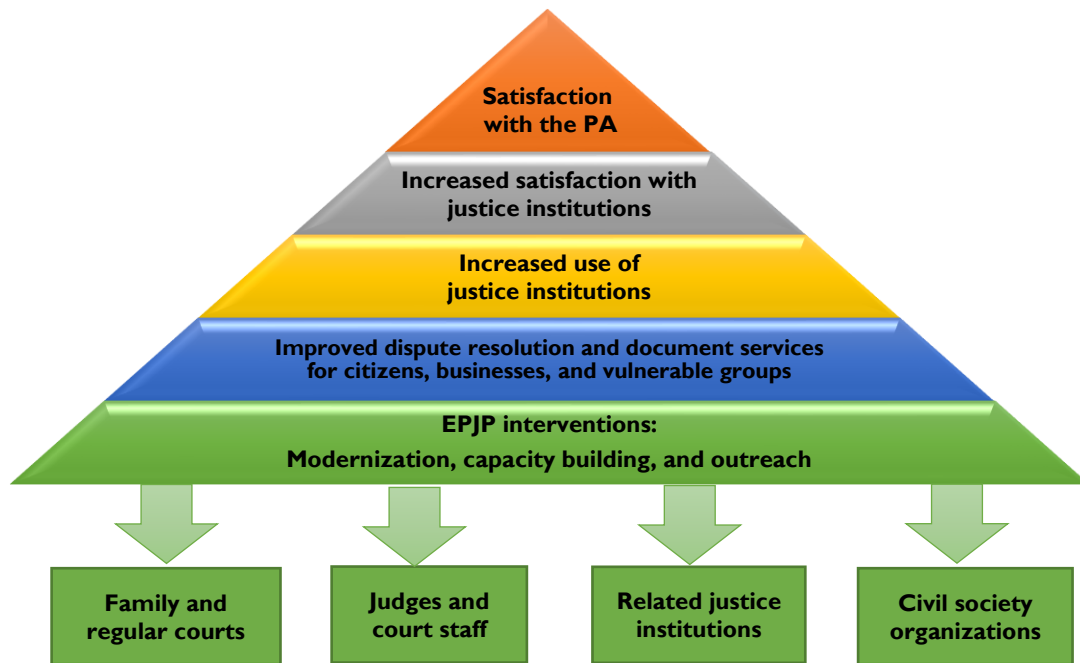
A. CONTRACT OBJECTIVE

When EPJP began in 2013, one of the USAID/WBG mission's strategic objectives was the development of institutions of a future Palestinian state living in peace and security with Israel. The USAID democracy and governance portfolio aimed to strengthen PA capacity to provide strong, sustainable, transparent governance, while focusing efforts on providing and improving essential citizen services. The PA had made public institution reform and development a central objective of its overall mandate; EPJP's contract aligned with PA's 2012 National Development Plan as well as the PA's 2014-2016 Justice and Rule of Law National Strategy.

EPJP's goal was to develop more effective and competent justice sector institutions accountable to the public and responsive to the needs of citizens, increasing citizen satisfaction with PA governance. Interventions were designed to achieve short-term

gains in the efficiency, fairness, and responsiveness of legal institutions with a view toward sustainable and long-term change in service quality. The project focused on improving service delivery, strengthening individual and institutional capacities and increasing citizen engagement with and respect for the rule of law (see Exhibit I). EPJP’s targeted institutions included the High Judicial Council (HJC) and the regular civil courts it governs, the Ministry of Justice, the Supreme Judge Department (SJD) and its family courts, the Ministry of Women Affairs, the Palestinian Justice Institute (PJI), and CSOs. With Women, Peace, and Security funds, EPJP prioritized addressing GBV through the enactment of Palestine’s National Referral Service (NRS), which had previously existed only on paper.

EXHIBIT I. THE EFFECTS OF AN IMPROVED JUSTICE SECTOR



B. COUNTRY, SECTOR, AND POLITICAL CONTEXT

USAID is the principal U.S. government agency that administers the United States’ foreign assistance program in the West Bank and Gaza. The goal of its programs is the achievement of a just and lasting solution to the Israeli-Palestinian conflict while addressing Palestinian aspirations for effective governance, among other needs. USAID seeks to strengthen the accountability of public sector institutions to help build a more democratic, stable, and secure region, benefiting Palestinians, Israelis, and Americans. However, tensions in the security environment arose frequently during the project, and opposition in the United States to aid for Palestinians interfered with consistent funding. Changes in leadership at numerous levels of the Palestinian and American governments and institutions also affected project activities and results, with support for the project fluctuating among different leaders.

In 2013, the justice sector in the West Bank faced numerous challenges. This included significant underfunding and understaffing, which contributed to weak administration and resulted in service issues. The SJD — not the more well-funded Ministry of Justice or HJC — governed family courts. Family court users encountered greater challenges, regularly facing delays in processing certificates and

cases, and in enforcement of judgments. Old and dilapidated buildings lacked access for physically handicapped people and were not able to accommodate technology. Family courts lacked automation, with personnel processing cases and certificates manually. Most judges and court staff had little or no training. Family courts with counseling units staffed them with one assigned clerk with no background or training in counseling. Family courts did not enforce their own judgments, and their judgments were a low priority for civil courts' enforcement departments. Many family court judges had no training or awareness of gender issues, applying custom rather than laws, perpetuating cultural discrimination against women. Processes and procedures differed not just between each family court, but even between judges or departments in the same court. No manuals existed to guide employees. No financial procedures or uniform application of fees existed, and state audit reports had numerous negative findings. While donors had occasionally offered ad-hoc training on topics of the donor's interest to a limited number of personnel, no one had attempted a systemic intervention.

Uneven funding for USAID/West Bank and Gaza provided challenges for the project since its first year. On several occasions, USAID's funds for the West Bank were delayed or cut, and ultimately EPJP did not receive one-third of its contract amount. Because of the delays, cuts, and uncertainties, it proved difficult to devise and execute longer-term planning; work plans had to reflect limited durations, inhibiting activities and results that required longer time frames. Faced with these challenges, Chemonics demonstrated flexibility and adaptability, balancing provision of meaningful assistance to counterparts with reductions in operating costs to prevent premature program closure. Technical interventions were reduced in scale or timing while continuing the quality and impact of preserved activities.

In December 2017, the U.S. government announced that it would move its embassy to Jerusalem, recognizing the city as the capital of Israel. This fostered anti-American sentiment, with individuals and groups threatening to push USAID implementers out of Palestine. Protests, strikes, and unrest were initially widespread, with protestors closing some USAID- and U.S.-funded events. EPJP shifted activities out of high-risk locations such as universities to safer sites, and continued with most planned interventions. While PA counterparts did not overtly refuse to accept all ongoing and planned project assistance, they delayed approval for planned activities and, in 2018, participated in a much more limited manner.

SECTION 2

SUMMARY OF WORK PERFORMED

Although EPJP supported multiple justice sector institutions, the family courts received the most comprehensive interventions. Using a Center of Excellence (COE) method, EPJP guided counterparts in selecting and training their own staff to assess needs to improve services, identify solutions, implement strategies, and measure results.

Program interventions included renovations to modernize courts, training to increase judicial and staff knowledge and skills, and support of interns to reduce document backlogs and assist with particular initiatives, providing the interns with valuable workforce experience. EPJP procured furniture and equipment, created and upgraded software, supported development and documentation of policies and procedures, and assisted institutions in outreach to citizens about the more efficient, effective, and responsive justice system. Through its grants program, EPJP reached both a wide audience and targeted marginalized groups to increase their awareness and understanding of their legal rights and justice sector services.



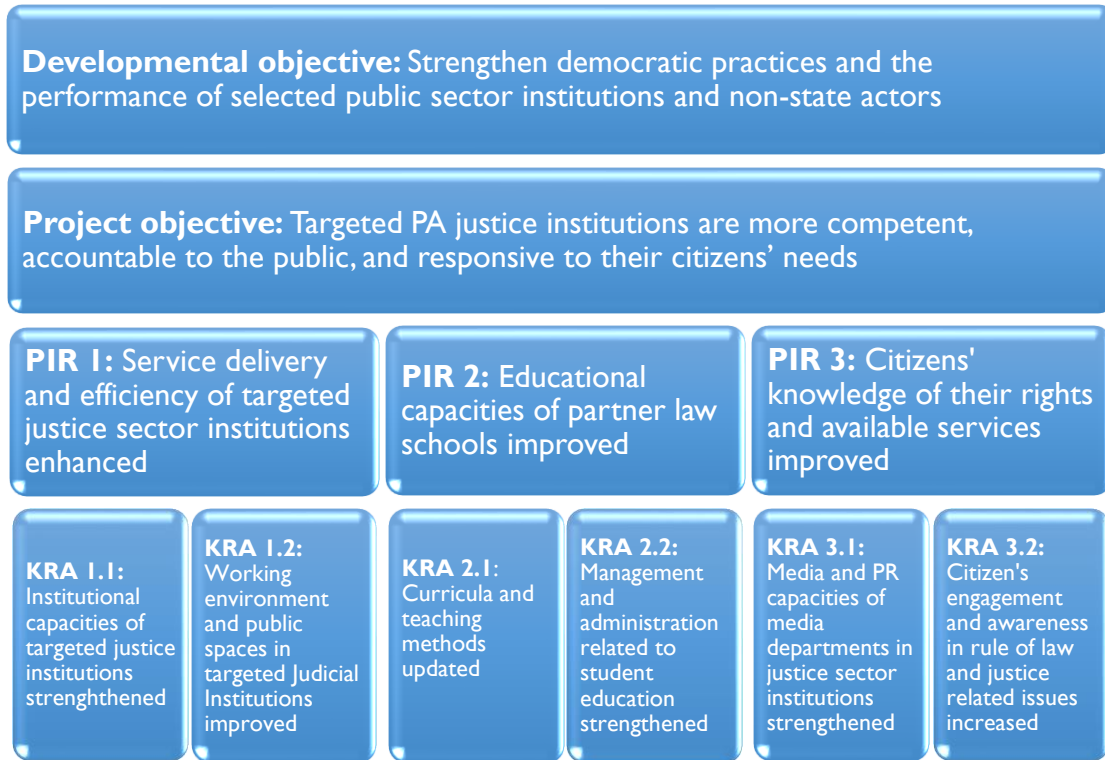
The COE team conducts an assessment at Qalqilya court.

The program continuously applied political economy analysis principles to determine where program efforts could be effective and where indifference or opposition would undermine USAID's efforts. Exhibit 2 represents the program's original results framework, with the results expected from the work performed. While project activities achieved every result to some degree, funding, optimal conditions and local buy-in enabled some results to be significantly greater than others, while funding restrictions, lack of local support, and factors beyond program influence lessened the impact of other planned interventions.

Under the previous USAID rule of law program, the Palestinian Justice Enhancement Program, the civil courts were the primary counterparts, and EPJP's contract contemplated continuing efforts with those courts. However, support for program interventions shifted with changes in local government leadership and priorities. In response, EPJP shifted its focus from the Component 1 institutions without withdrawing from them completely, continuing limited interventions and preserving relationships, leaving the door open to return to more robust interventions as opportunities arose. Component 2 counterparts, the SJD and family courts, welcomed EPJP's support and enabled comprehensive, systemic interventions, with family court customer service reinforced and made sustainable through interventions in the policy and governing units at SJD headquarters. Limited funds and a lack of consensus on interventions resulted in limited support for Component 3 law schools. Component 4 outreach proved effective as a result of well-designed

activities from knowledgeable, committed CSO grantees and enthusiastic media department participation from counterpart institutions.

EXHIBIT 2. EPJP RESULTS FRAMEWORK



A. ENHANCING SERVICE DELIVERY OF JUSTICE SECTOR INSTITUTIONS

Project staff designed Component I to support the regular (civil) court system, building institutional capacities for the HJC, Ministry of Justice, and PJI in areas of human resources, financial management, strategic planning, and case management; improving service delivery to Palestinians; and modernizing judicial facilities.

Strategic planning. Using the COE method, EPJP trained staff of 12 regular courts to conduct self-assessments and identify service gaps, using the International Framework for Court Excellence. The HJC prioritized their recommendations to address these gaps, implementing five transformation action plans to improve strategic planning, IT systems, archiving systems, online services, and social media outreach. EPJP provided the HJC with an analysis of personnel across the courts and departments in relation to the number of cases and populations served, enabling better planning for their human resources needs.

Intern program. Drawing from recent university graduates, EPJP hired interns to digitize over a million documents across the regular and family courts and justice ministry, accelerating service delivery for citizens as needed documents became more readily available. These interns gained work experience and skills as well as knowledge of the court system, proving so valuable that the HJC hired 24 of the 29 interns to support the regular courts' work when the intern program concluded in 2017. Some interns used their fields of education in other departments, including the chief justice's office, notary public office, civil judgment department, and IT services.

Modernization. Renovations completed under this component included the Cassation Court archives; a new civil and traffic registry, and archiving space at the Bethlehem court; the Ramallah civil judgment department; and cashier offices in Ramallah, Halhul, Yatta, Tubas, and Dura. EPJP provided equipment such as copiers, printers, and computers to facilitate work flows.



Before and after renovations, cashier's office, Ramallah court.

EPJP created a workflow and document management system to automate many of the public services that the Ministry of Justice provides to citizens. The ADEL system improved information access and case record security for most departments, including Authentications, Justice Records, Translations, Complaints, Forensic Medicine, Arbitrations, Archiving, Associations, and IT. EPJP supplied the Ministry of Justice with the equipment needed to enable its IT data center to run the system effectively, and trained the staff to operate and maintain the equipment.

Staff skills and knowledge. EPJP worked with the PJI to develop a training needs assessment for justice sector personnel in first instance courts, appeal courts, the Conciliation Court, the High Court of Justice, the Corruption Crimes Court, and the Court of Cassation. Civil judges were trained in numerous topics (see box) and EPJP collaborated with the U.S. State Department's Bureau of International Narcotics and Law Enforcement Affairs' Justice Sector Assistance Project and the EU Coordinating Office for Palestinian Police Support to deliver integrated training across justice sector institutions. During much of EPJP's time frame, the PJI was inoperable, but when it was open, EPJP worked through the PJI.

- MINISTRY OF JUSTICE, HJC, AND CIVIL COURTS TRAINING TOPICS**
- COE principles
 - Time management
 - Procedures for urgent cases
 - Report writing skills
 - Civil law enforcement
 - Anti-corruption and money laundering
 - Public financial management
 - Banking and commercial law
 - Mediation

Financial management. Following assessment of financial processes and an audit by the Palestinian State Audit and Administrative Control Bureau (SAACB), EPJP conducted a number of interventions to institute sound public financial management practices in line with general accepted standard accounting practices. EPJP supported an update of the HJC's public financial management manual, then printed and distributed the manual, as well as training financial staff on the manual. To measure training

effectiveness on the newly introduced practices, EPJP created a supervision checklist and identified areas for further strengthening. EPJP's 2017 training needs assessment identified HJC priority items, including program budgeting, public procurement, internal financial audits, financial reports, and the government financial system. EPJP provided the HJC with a business plan analysis for automating financial procedures at the HJC and in regular courts.

B. STRENGTHENING FAMILY COURTS

This component built the capacity of the Palestinian family courts, which have jurisdiction of personal status matters such as marriage, divorce, maintenance, custody, and inheritance. Family courts both handle disputes and issue certificates on matters under their jurisdiction. Almost every citizen will use the services of these courts in their lifetime. Because of their lack of previous experience with donors, EPJP began with an introductory workshop (photo, right) to build trust and learn about family court needs, followed by an assessment of West Bank family courts.



Strategic planning. EPJP used the International Framework for Court Excellence in family court COE processes. Fourteen courts completed self-assessments, producing 37 recommendations for improving service and prioritizing II, resulting in 4 transformation action plans that were implemented. Through an embedded expert, the SJD reviewed its organizational structure and developed a results framework with measurable indicators and tools to monitor its progress. Forty judges participated in a strategic planning meeting in 2016 that helped narrow the gap between front-line judges and decision-makers at the SJD. The SJD's comprehensive training plan for 2017 was the first ever devised for family courts.

Intern program. Interns provided archiving and filing services, manually at first, later digitizing over 33,000 documents with a filing system EPJP developed that uses bar codes for ease of document identification and retrieval. Interns with strategic skills served in family counseling units, enforcement units, and the SJD IT department.



Modernization. Major renovations were completed for family courts in Jenin, Nablus, Tulkarm, Hebron, Qalqilya, and Ramallah. Other sites received targeted renovations, including family courts in Huwwara, Tubas, Qabatia, Beddya, Halhul, and Salfit. EPJP built a training and media center at the SJD, as well as an IT lab equipped with computers for training on the ADALA software.



Final inspection of the newly renovated Nablus family court before handover.



The completed Nablus family court serves more than 300,000 citizens.

Before beginning automation efforts, EPJP conducted an IT needs assessment and an extensive business process analysis, adopting recommendations that improved process efficiency and effectiveness. EPJP developed and printed brochures about the re-engineered processes to help the public to understand the process, forms, and regulations in family courts. After considerable stakeholder consultation, the SJD requested a software system specialized for family court needs.

Through a local software vendor, EPJP developed a document management and workflow archiving system named ADALA, training both the SJD IT department as well as individual courts on the software. After seven courts used the initial ADALA software system on a daily basis, EPJP upgraded the software twice to include other family court services and introduced it in seven more courts. The third version improves software performance and includes the family courts' prosecution department, the High Court, and the appeals courts, as well as SJD administration.

Family Counseling Units (FCUs). Aysha, a young woman in the West Bank, had nowhere to turn in a moment of crisis. Her marriage was disintegrating, and what began as normal relationship issues had escalated toward violence. Desperate to salvage her marriage and protect herself, she sought counsel from loved ones around her. But her primary advisors, her brothers and 80-year-old father, couldn't fully understand her situation, insisting that the only solution was to divorce her husband. Aysha yearned to confide in someone else, a trained professional who could advise her about other options. She finally found guidance from an EPJP-trained intern social worker. The social worker arranged several counseling sessions for Aysha and her husband and prepared a memo of understanding for the couple to sign, which outlined rules for their relationship moving forward.

“As a woman with four brothers and old parents, when I spoke to the social worker in the court, I felt like I was talking to the sister which I wish I had, as we both are women and can understand each other,” Aysha said. “I was feeling so comfortable when talking to her, I found a person who can listen to my story and give me acceptable suggestions instead of having a brother or a father who keeps saying that my husband doesn't deserve me because he is of a poor family.”

— AYSHA, FAMILY COURT COUNSELING BENEFICIARY

Family Friendly Court Meets the Public Need

Family visitations that must take place at the court will now find a specially designed children's room at their service. EPJP renovated the Ramallah and Nablus family courts to include dedicated space for children with special toys, books, and furniture. The room is adjacent to a counseling room which provides private space for counselors to work with parents to resolve disputes, while parents and children feel comfortable as they are visible to each other.



The FCUs welcomed EPJP training to orient staff to the standard operating procedures manual and code of ethics EPJP developed, as both tools gave their work greater clarity and promoted consistency and service quality. EPJP placed 14 social work graduates in FCUs to provide quality counseling services and support the existing court clerks who served as counselors. Intern counselors heard more than 11,500 cases, resolving approximately one-third of those and saving judicial time in hearing cases, and — more importantly — preserving family relationships.

Financial management. Before EPJP began work, cashiers' offices in 24 family courts had no systems in place to receive and handle fees, fines, and financial guarantees. EPJP documented existing practices, methods, and tools, then developed best practices that incorporated auditing standards for public financial management. EPJP created a manual of procedures, tools and templates, and training curricula; delivered training and provided mentoring to finance staff; and, with supervisors, developed key performance indicators and data collection tools to measure compliance with the manual.



EPJP held a three-day training for family court staff focused on advanced Excel features like managing large data lists, using statistical tools, and other time-saving techniques. Participants can now calculate marriage eligibility and develop case data summaries more accurately.

Renovations facilitated new work flows. A training needs assessment and training plan conducted for the SJD's financial officers reflects EPJP's evaluations of the public financial management interventions completed in 2017.

SJD FAMILY COURTS TRAINING TOPICS

- Working with USAID
- COE principles
- Strategic planning
- Procedures for emergency cases
- Family counseling procedures, ethics, counseling skills
- Case management processes
- Training of trainers
- Responding to GBV cases
- Basic computer skills
- Financial management
- Inheritance laws and calculations
- Public relations and media strategies and tools
- Enforcing judgments
- Communications and protocols
- Rights of women, youth, elderly
- IT operations

Staff skills and knowledge. EPJP conducted a comprehensive training needs assessment among a range of family court stakeholders, assessing judicial and staff needs for skills and knowledge in legal, social, IT, and administrative areas. After analyzing the data, EPJP and the SJD developed a comprehensive training plan, including an initial training-of-trainers (TOT) course for 15 SJD employee trainers that qualified the SJD to develop and deliver their curricula to meet staff needs. EPJP renovated space in the SJD to create a training center, procuring computers and other equipment to ensure its full functionality. After training, EPJP surveyed training

participants and their supervisors to determine whether the training improved participants' job performances, and found that over 70 percent showed an increase in performance levels. In 2017, with EPJP support, the SJD implemented its first comprehensive training plan, involving two groups of 34 judges and staff who received training on priority items from the needs assessment. EPJP's 2018 evaluation of the training for the two groups showed an average increase of 57 percent in knowledge, an increase in job performance, and improved relationships between judges.

Enforcement Departments. In late 2016, PA President Mahmoud Abbas approved a decree that transferred authority from the regular courts to the family courts to enforce their own judgments, a significant step to support family court litigants' realization of the judgments they obtained. EPJP stood up these enforcement departments, renovating space in courts, developing policies and procedures, including financial procedures, and training staff. Now established, enforcement departments in 10 family courts reduce the enforcement caseloads of regular court enforcement services for citizens as well.

“I have been working as a family judge at the SJD for more than 12 years, but never attended a training like the one which addresses and focuses on our work essentials. Usually there is no clear approved procedures, each one of us has his own interpretation of the law, that negatively influences people's rights.”

— MALEK DAWOOD, HEAD OF SALFEET FAMILY COURT

C. IMPROVING STUDENTS' EDUCATIONAL EXPERIENCES

Under Component 3, EPJP supported law schools to align the law student experience with the demands of the legal sector. Working with law professors and deans, the program aimed to update curricula and ensure it reflected women's rights; train professors in adult learning methodologies to move from rote memorization to experiential learning; provide resources; and as needed, enhance law school management and administration to support these changes.

Four law schools participated in project activities. Students in legal clinics at An-Najah and Hebron universities received EPJP training to support family court clients and GBV victims. EPJP provided Al-Quds University with a moot courtroom for students to exercise practical skills, while Palestine Ahlyia University College's law school received furniture and equipment to develop a legal

EPJP'S CLINICAL LEGAL EDUCATION MANUAL

The manual supports the work of students and professors, and includes sections on the following:

- Legal clinics (e.g., definition, goals, establishment, registering students, operational expenses)
- Student skills (e.g., oral and written communication, analytical skills, legal research, relevant laws and procedures, technology, time management, organization, and team work).
- Interviewing clients (e.g., interview steps, effective listening, asking the right questions, advising clients, and follow up)
- Legal ethics (e.g., confidentiality, conflict of interest, client funds)
- How to work with legal bodies (e.g., communicating with police officers, public prosecutor, judges and court personnel)
- Dealing with clients experiencing GBV

clinic, providing students with a learning opportunity and the community of 130,000 with free legal services. EPJP developed, printed, and distributed a manual for creating and managing legal clinics (see box above).

EPJP conducted an assessment of partner law school curricula and teaching methods to share with an advisory committee of school representatives, then trained nine law school professors as trainers for their peers on modern, interactive teaching methods to better engage students.

Other law schools had decided on interventions that EPJP could not support financially, such as sending professors abroad to obtain advanced degrees or provide annual stipends to non-teaching professors to allow for textbook development. When program funding was cut, this component was suspended with USAID’s consent pending receipt of full contract obligation, which did not occur. Thus, this component was unable to fully realize its potential results.

D. INCREASING CITIZENS’ KNOWLEDGE OF LEGAL RIGHTS AND JUSTICE SERVICES

Project staff designed this component to increase citizen engagement and respect for the rule of law through two subcomponents, with one focused on capacity building for media departments in targeted justice sector institutions, and the other on grants for CSOs to increase citizen understanding of and engagement with the rule of law.

Grants. EPJP’s grants program provided 10 CSOs with 16 grants (see box). Grantees exhibited creativity, conducting outreach through various methods including interactive drama, new media tools, social media contests, animations, theater, television spots, outreach materials, radio shows, quiz shows, vox pops, comedy sketches, educational materials, public awareness sessions, and a rented bus for mobile legal services in outlying areas. Some activities involved family court judges who

EPJP GRANTS TO IMPROVE THE RULE OF LAW

EPJP grantees worked to ensure:

- The public better understands justice sector institutions, their roles, and procedures; feels more engaged in observing and promoting the rule of law; and has more confidence in and respect for courts and justice institutions
- The public better understands gender roles in society, and is more aware of GBV and its causes and methods of prevention
- The public can access justice sector services in a timely manner
- Youth understand and respect the rule of law
- Women understand and can access their legal rights
- Women, youth, and marginalized citizens can access justice
- Citizens know how to recognize, report, and address corruption

participated to demystify the procedures and welcome the community on behalf of the courts. Grantees focused on women, youth, and marginalized persons, reaching out to universities, community centers, youth development resource centers,



EPJP awarded a grant to conduct quiz shows with youth to enhance their knowledge of legal rights and procedures. Hearing-impaired youth participated in the program through a sign language interpreter.

women’s centers, small villages, and Bedouin communities. Grantees conducted court monitoring, compiling data in a report to the courts to provide feedback and recommendations to improve court services. The report generated a lively discussion between representatives from the SJD, family courts, lawyers, and CSOs. The SJD used the findings and recommendations in their strategic and action plans to improve their systems and better serve citizens.

Safaa Masri is an 18-year-old woman who was excited to be part of the activities. 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 51 percent of those suffering from hearing impairments do not participate in social and community events.

EPJP’s predecessor project had made a grant to a local television company, al-Watan, which had produced a drama series about the civil courts. Given the popularity of the series, EPJP extended a grant to al-Watan which developed a 10-episode series on the family courts titled “Before Justice.” Al-Watan broadcast the series on television and made the shows available on its social media sites, generating over a million views.

EXHIBIT 3. EPJP GRANTEES AND THEIR PROGRAMS

NO.	CSO	GRANT TITLE	ACHIEVEMENTS
1	Institute of Modern Media (IMM), Al-Quds University	Play Your Part	Engaged youth and women in promoting and understanding the role of family courts
2	El-Lid Charitable Society	Youth for Justice	Promoted trust in the justice system and institutions through quiz shows at universities and youth centers
3	Nisaa Broadcasting Radio Co.	Muftah Alqada	Broadened public awareness — especially for women — on key laws that regulate their lives
4	Arab World Democracy and Electoral Monitor (Al Marsad)	Judicial Monitor	Established judicial monitors, documented the environment in family courts, and recommended legislative amendments for more democratic processes in the judicial system
5	Safad Advertising Co./Al-Watan TV	A Step Forward	Promoted the judiciary and family court system through dramas featuring real cases
6	Sharek Youth Forum	The Bedouin Community and the Palestinian Justice System (“Badawi”)	Improved understanding and perception of the justice sector in targeted Bedouin communities
7	Nisaa Broadcasting Radio Company	Muftah Alqada 2	Broadened public awareness, particularly for women, on key laws that regulate women’s lives
8	Safad Advertising Co./Al-Watan TV	A Step Forward 2	Promoted the judiciary and family court system through dramas featuring real cases
9	Al Marsad	Judicial Monitor 2	Established judicial monitors, documented the environment in family courts, and recommended legislative amendments for more democratic processes in the judicial system
10	Juhoud for Community and Rural Development	Strong Justice — Strong Family Courts	Engaged youth and women in promoting and understanding the role of family courts

NO.	CSO	GRANT TITLE	ACHIEVEMENTS
11	Institute of Modern Media (IMM), Al- Quds University	Mobile Legal Clinic	Provided marginalized communities with free consultation, counseling, guidance, and information concerning their legal rights to reduce family conflicts through a mobile legal clinic
12	Community Development and Continuing Education Institute (CDCE-I)	Rights LIVE	Raised the awareness of Palestinian citizens on four subjects — family law, tribal law, women and gender rights, and labor law — all of concern in the southern West Bank, particularly for women
13	Safad Advertising Co./Al-Watan TV	Utilizing the Power of Media to Promote Access to Justice	Increased citizen awareness of available justice services by producing and broadcasting interactive talk-show TV programs involving university and NGO live audiences
14	Community Development and Continuing Education Institute (CDCE-I)	Knowledge Protects	Supported the judicial system to build bridges with citizens in Bethlehem and Hebron to raise awareness about the family court system, services and legal rights it protects
15	Roles for Social Change Association (ADWAR)	Protect Women’s Legal Rights	Encouraged citizens to increase engagement with the justice sector by increasing their knowledge of and confidence in family court services
16	The Palestinian Center for Development and Conflict Resolution (PCDCR)	Women’s Right to Access Justice	Promoted women’s justice sector access in northern governorates, increasing women and men’s awareness about legal rights, GBV, and family court services

Media departments. EPJP’s initial assessment of the HJC, SJD, and PJI media and public relations departments revealed opportunities that EPJP supported throughout the program’s duration. These included developing media strategies and work plans; creating gender strategies to reach men and women equally; improving websites; holding public town hall meetings; and developing job descriptions for media and public relations staff positions. Project staff provided on-the-job mentoring during work plan implementation around tasks like use of new photography equipment, which EPJP provided to develop high-quality photos and social media sites. The program ran animation spots to educate the public about services, event management, and public relations skills, while facilitating training in media departments of the SJD, justice and women’s affairs ministries, SAACB, and Alimony Fund Organization.



IMM provided five performances at the Forum Theatre in Hebron University, Al-Quds University, Nablus Municipality, Qalqilya Municipality, and Ramallah, reaching approximately 320 citizens, more than half of them female. During each performance, a professional advisor facilitated the debate about GBV to engage the audience and motivate attendees to express their opinions.

E. IMPROVING RESPONSES TO GENDER-BASED VIOLENCE

In 2015, EPJP received \$500,000 from the Women, Peace, and Security funding mechanism to address GBV issues through prevention and prosecution. The PA had created a NRS mechanism in 2013 that outlined roles and interactions between different government institutions and relevant CSOs to support GBV victims

wherever they first presented, but this existed only on paper. EPJP collaborated with a local CSO and the Ministry of Women's Affairs to conduct a comprehensive analysis of GBV and identify steps needed to implement the NRS. EPJP supported development of a 2017-2020 activation strategy, along with TOT for 71 trainers from the participating organizations; these trainers then trained over 260 other personnel from their respective institutions on the NRS.



In 2015, EPJP trained nine family court judges and 27 staff on the NRS, a network of government organizations and CSOs established to address GBV cases.

In 2016 and 2017, four CSOs implemented EPJP grants that increased citizen awareness of and engagement with the NRS. These grants focused on improving public awareness of the NRS services and promoting GBV prevention. Exhibit 4 presents a summary of each of the completed grants.

EXHIBIT 4. GRANTS ADDRESSING GBV

CSO	GRANT TITLE	ACHIEVEMENTS
Juzoor for Health and Social Development	Increase Women's Access to Protection in Palestine	Increased awareness of and access to the health, protection, and social services provided to women victims of violence in seven marginalized communities
Nisaa FM	Sawa Deed 'Unf Al Nisaa ("Together Against GBV")	Stimulated social dialogue about GBV, made information available to the public concerning resources for health, protection, legal, and social services for GBV victims
Sawa Organization	Hand in Hand Men Combating Sexual and Gender-Based Violence	Provided sexual and gender-based violence victims with psycho-social counseling through a toll-free helpline
Sharek Youth Forum	Combat Gender-Based Violence Through Mobile Theatre	Deployed a mobile theater to combat GBV and raise awareness of the NRS

Section 3

FINAL STATUS OF OBJECTIVES

EPJP's significant achievements impact nearly all West Bank Palestinians, particularly women, children, the elderly, and those in marginalized areas. Justice sector institutions today reflect these accomplishments, along with staff at these entities, and outreach efforts. As noted, the program's achievements are in spite of delays, cuts, and uncertainties in funding; political volatility, unrest, and insecure conditions; and partial funding of the contract.

Because of EPJP's support, the sector today demonstrates significant progress, compared with its status in 2013, described in this report's Introduction. The program greatly reduced certificate and case processing time by digitizing documents, enabling automation, re-engineering business processes, training employees on uniform procedures that are documented and available in manuals, and tracking cases with a bar code scanning system, reducing lost files. Six family courts in major West Bank cities are fully renovated and provide access for all persons, with infrastructure that enables the modern technology they now have. Twenty other courts and justice ministry offices are more functional due to targeted renovations and new equipment. Both the justice ministry and SJD have software that meets their needs, with IT staff trained to continue rolling out and maintaining these systems. Over 200 judges and court staff have improved job performance due to training that addressed their priority needs, with curricula created and taught by internal trainers who can continue to develop and deliver training, with increased awareness about gender issues in general and GBV in particular. Financial staff implement procedure manuals that reflect standard accounting practices and comply with SAACB guidelines.

A. REFLECTIONS FROM COUNTERPARTS

In its final months, EPJP conducted focus groups and surveys to collect data from family court counterparts and beneficiaries, gathering evidence about what worked and what did not, and what respondents perceived as the most significant change in the family courts. EPJP staff also gathered data from family courts where the project did not work, comparing and contrasting situations for users and staff perspectives.

Interestingly, although the judges and staff state that the ADALA automation system needs further development to make it fully functional, both groups agreed that this system is an important step forward, saving time for employees and court users. They acknowledged the resistance to new processes, a lack of familiarity with technology, and insufficient human resources to support the system and its users. Some still feel it is easier for them to process documents manually; however, they request additional training and support to ensure ADALA's full use, and the addition of a financial module.

There is a significant amount of positive feedback about courts' modernization, with judges and staff citing it as the most significant intervention. Employees say they are better able to provide efficient, high-quality services and that the new environments make them feel their services are valued. They appreciate essential elements like

adequate ventilation and lighting, as well as the ability for judges and counselors to work with the public in private as needed.

A third aspect that counterparts identified was the training provided; for most, the first they had ever received in their employment. Because not all employees received all trainings, they requested a continuation of the trainings offered to educate all judges and staff on important topics and procedures.

A suggested area of improvement centers on sustainability. Both judges and staff recognized the human resource gaps that EPJP’s interns filled, particularly in areas such as family counseling, IT, and document archiving. Without these interns continuing, some of the work ceased, hampering the continuation of improved service delivery for citizens.

B. INDICATORS AND TARGETS

Established in the first few months of operation, EPJP’s targets reflected assumptions that were not borne out over the life of the project. Some examples of these assumptions include full funding, and that the regular courts would participate fully throughout the project. Exhibit 5 provides notes that explain why some life-of-project targets were not met. For example, due to EPJP’s focus on family courts instead of civil courts, the number of judges and judicial personnel set in initial targets could not be reached, as the family court system is much smaller, with 207 regular court judges compared to a total of 54 family court judges.

EXHIBIT 5. EPJP INDICATORS, BASELINES, TARGETS, AND END-LINE MEASURES

INDICATOR	BASELINE	LIFE-OF-PROJECT TARGET	ENDLINE MEASURE	NOTES
1. Change in revenues collected by targeted justice institutions (HJC, SJD, and the justice ministry)	\$12 million	\$16.7 million	\$16.2 million (HJC and SJD as of 2017)	LOP measure does not include 2018 amounts; those figures will be released mid-2019
2. Change in public trust in justice sector institutions:	26%	35%	At midline: 22% ¹	Due to funding limits, no end-line measure is available
<ul style="list-style-type: none"> • Regular courts • Family courts 	51%	65%	48%	
3. Change in user satisfaction with timely services of U.S. government-supported justice sector institutions:	29%	40%	At midline: 23%	Due to funding limits, no end-line measure is available
<ul style="list-style-type: none"> • Regular courts • Family courts 	40%	55%	30%	
4. Change in percent of justice institution users who report receiving gender-sensitive services	43%	65%	At midline: 50%	Due to funding limits, no end line measure is available

¹ A recent article comparing four major indicators of the rule of law found that measures of the rule of law in general and trust in the judiciary in particular are highly correlated with citizen perception of government leadership corruption. See *Measuring the Rule of Law: A Comparison of Indicators*, Versteeg and Ginsburg, 2016. “The rule of law [in Palestine] is weak both because ... ‘the judiciary and the prosecution in the West Bank and Gaza continue to lack independence.’” The Council on Foreign Relations, [Corruption in the Palestinian Authority](#), quoting the *Tenth Annual Report, Integrity and Combatting Corruption, Palestine 2017*, Coalition for Accountability and Integrity-AMAN. Citizen perception of PA corruption is high. *Ibid.*

INDICATOR	BASELINE	LIFE-OF-PROJECT TARGET	ENDLINE MEASURE	NOTES
5. Number of judges and judicial personnel trained with U.S. government assistance <ul style="list-style-type: none"> • Male • Female 	0	600 390 210	204 145 59	Training was reduced due to funding limits; unanticipated focus reduced total number of employees (e.g., 207 regular court judges, 54 family court judges)
6. Level of improvement in job performance of judges and judicial personnel trained with U.S. government assistance: <ul style="list-style-type: none"> • Regular courts • Family courts 	0	60% 50% 60%	66% 50% 82%	Indicator as initially conceived not measurable; instead, percent of U.S. government-trained judges and judicial personnel with improved job performance measured
7. Number of U.S. government-assisted courts with improved case management systems: <ul style="list-style-type: none"> • Regular courts • Family courts 	0	38 13 25	28 14 14	Initial targets assumed full funding and continued work in regular courts
8. Number of entities renovated or refurbished where citizen services are provided: Regular courts	0	12	12	
9. Number of entities renovated or refurbished where citizen services are provided: Family courts	0	25	14	Work limited due to funding limits
10. Number of entities renovated or refurbished: Law schools	0	3	2	Component work closed in Year 2 due to funding limits
11. Increase in number of law students in partner schools participating in experiential learning	0	435	37	Component work closed in Year 2 due to funding limits
12. Number of professors participating in training programs on experiential learning	0	20	11	Component work closed in Year 2 due to funding limits
13. Number of U.S. government-assisted campaigns and programs to enhance public understanding, NGO support, and media coverage of judicial independence and accountability	0	18	22	
14. Percent of beneficiaries targeted by U.S. government interventions who report increased awareness in rule-of-law concepts and services	0	65%	75%	
15. Number of people reached by a U.S. government-funded intervention providing GBV services	0	175	327	
16. Number of U.S. government-assisted campaigns and programs to enhance public understanding of GBV or NRS	0	9	9	

Section 4

LESSONS LEARNED

Like nearly all USAID mission locations, the West Bank is a fluid environment subject to challenging economic and political factors, and reflects changing U.S. policies that affect program funds and direction. Like some USAID programs, EPJP functioned in an insecure environment that affected the ability of staff to carry out planned interventions. More so than with other sectors, because the rule of law involves identifying, applying, and enforcing the power of the state, work in justice institutions can represent as much a threat as it does support for political leaders who balance their power with democratic ideals of openness, tolerance, and separation of powers. Activities that promote government transparency, accountability, and checks on power through judicial independence are not always welcome or supported, and thus a continuous political economy analysis is vital to ensure rule of law program funds target productive opportunities.

A. RESOLVING IDENTIFIED CONSTRAINTS

Counterpart resources. Program interventions are sustainable when they match the resources of the entity where they are implemented. For example, government justice entities did not have staff to support implementing ADALA in family courts, so EPJP provided interns to assist. But then, the SJD lacked the budget to hire all the interns who provided support in various areas and institutions. EPJP used a multi-prong approach to sustain interns' efforts; the program worked with governing bodies to identify priority areas for institutional resource expansion; provided institutions with budget justifications; used interns to conduct finite rather than ongoing tasks, such as digitizing backlogs of documents; and ensured that regular staff understood interns' tasks and had the skills to take over work once interns left.

Resistance to change. Overcoming resistance to change is a common challenge for development programs. EPJP handled resistance within institutions by using the commitments of leaders to push recalcitrant staff; coordinating and following up frequently with mid-level managers to ensure work continued and new habits took root; evaluating when resistance could not be overcome and shifting activities; and ensuring that headquarter departments exist to support work in front-line entities (e.g., activating an IT department in the SJD to support family courts' IT activities).

Mitigating risks. In anticipation of shifts in the West Bank's political, economic, and security landscapes, EPJP tasked grantees with presenting a risk mitigation plan in their proposal submissions. This effectively aided responses to known and unknown issues that could prevent activities from achieving full results or from even occurring. To mitigate frequent staff turnovers in local CSOs, a known risk, grantees identified backup personnel and kept them familiar with the grant so that activities and documentation could continue seamlessly if the primary program manager left the CSO. Other risks included the unavailability of family court judges for participation in outreach events, mitigated by having legal consultants on staff to step in and facilitate discussions about legal rights and court processes. Grantees identified a "Plan B" for sites with that tended to be volatile, creating multiple scripts for messages tailored to specific areas and populations.

B. PERCEIVED WEAKNESSES AND OPPORTUNITIES FOR REFINEMENT

Matching program activities to local resources. Originally, EPJP contemplated automating all 24 family courts in the West Bank. A successful IT intervention requires ongoing support and maintenance availability for IT users. EPJP activated the SJD's IT department and trained qualified staff to provide support for the ADALA software system. However, ongoing support for 24 courts requires more IT positions than the SJD had the resources to support; the SJD had stretched its budget to activate the IT unit with the staff available. Programs must assess counterparts' resources realistically and engage in a way that supports sustainable interventions.

Confirming collaboration. Memoranda of understanding signed by both the program and counterpart can outline main responsibilities, tasks, timelines, and resources for both parties in each intervention. A memorandum would confirm counterpart interest and commitment to interventions and results, and clarify planning needed to ensure sustainable results. It also would aid internal coordination within the program for activities that cut across components.

Supporting grantees with new technologies. Grantees are comfortable with the familiar forms of messaging they use, including drama and theater productions. However, with 1.7 million Facebook users in Palestine, social media continues to remain popular, and grantees need to invest more in learning how to use this medium. Future programs can encourage grantees to use evidence-based analysis to evaluate the reach of their methods and equip themselves with new ones, particularly with respect to new technologies.

Building grantee internal capacities. EPJP funded grants to achieve particular results without a mandate to build grantees' capacities. Project staff delivered on-the-job mentoring in management and administrative processes naturally, closely monitoring grantees and providing the support necessary to carry out activities. Even so, grantees would benefit from equipment and technical assistance designed to strengthen their organizations and promote sustainability beyond just the initial realization of desired interventions.

Lack of specific expertise. The program's funding issues prohibited international technical assistance for most of its duration. EPJP relied on available local and regional expertise; still, at times, only an international expert could meet the requirements needed to ensure optimal assistance.

Modeling transparency. When expected funds were initially unavailable, EPJP staff did not share this information with counterparts. However, counterparts learned about the funding issues from other sources, and the lack of transparency became more of an issue than lack of funding. While it has been the case that counterparts are more interested and engaged with implementers that possess adequate funding, transparency promotes program credibility.

C. OPPORTUNITIES FOR USAID'S STRATEGIC OBJECTIVES

USAID's strategic objective in the West Bank and Gaza is the achievement of a just and lasting solution to the Israeli-Palestinian conflict, while addressing the aspirations of Palestinians for economic opportunity, effective governance, youth development, and humanitarian needs. USAID activities strengthen the accountability of public sector institutions, helping build a more democratic, stable, and secure region that benefits Palestinians, Israelis, and Americans.

EPJP promoted coordination and collaboration among justice sector institutions, between justice and other sector institutions, and between Palestinian and regional justice entities, modeling collaboration by partnering with U.S. government and other donors that work on strategic interventions in the justice sector. EPJP's work brought together the PJI, SJD, and HJC around training for justice sector personnel. The NRS interventions connected the SJD with the women's affairs ministry, prosecutors, police, CSOs, and health workers. Outreach activities paired CSOs with family court judges to build bridges to communities. Financial management interventions required consultation with the Ministry of Finance and SAACB. Palestinian judges were connected with Jordanian judges and the Judicial Institute of Jordan on criminal law topics. EPJP partnered with a CSO funded directly by USAID to assess GBV. Partnering with the U.S. State Department's Bureau of International Narcotics and Law Enforcement Affairs and the EU Coordinating Office for Palestinian Police Support, USAID trained judges with other justice sector actors to address important topics like money laundering and cybercrime.

Continuing assistance to the justice sector in Palestine is critical. Economic opportunity requires a credible and trusted method to resolve business disputes and enforce contracts and laws. International investors are particularly leery of environments where they believe they cannot have a dispute resolved fairly and rapidly. As one-third of a democratic government, the justice sector plays an enormously significant role in enforcing government's social contract with its citizens. Effective governance means that institutions with authority, legitimacy, and capacity will provide necessary resilience for citizens, and that citizens will place more trust and confidence in their government institutions in the delivery of basic services they need in their everyday lives.

Rule of law work is seldom, if ever, linear. As different leaders and administrations come into power with varying philosophies and agendas, citizens must exercise vigilance to ensure that officials honor the rule of law. Donors must recognize the risks that judges in particular encounter in checking government action and standing up to powerful criminal actors and private sector organizations. Because opportunities will open and close without foreknowledge, donors must continually assess where windows lie that will provide traction for advancing the rule of law. Flexibility in the design and management of these programs provides the optimal conditions needed to support interventions that promote the rule of law.

ANNEX A. INDEX OF REPORTS AND INFORMATIONAL PRODUCTS

REPORT NO.	NAME OF REPORT	DESCRIPTION
REGULAR PROGRAM REPORTS		
1	Quarterly performance report	Reflects progress and activities of the preceding quarter
2	Annual performance report	Covers all items included in the quarterly reports, with a focus on project results over the entire contract year
3	M&E report	Reports baseline, midterm, and final data collection and analysis
TECHNICAL REPORTS		
4	Legal Education Assessment Report	Identifies opportunities for Palestinian law schools to improve and enhance their practical skills education, teaching methodology, syllabus and curriculum
5	Final Report: Cashiers' Offices Procedures in Courts	Diagnoses and analyzes the current status of the financial procedures at the courts and recommends new financial work procedures, and accounting software
6	Comprehensive Analysis for Gender-Based Violence and the Status of the National Referral System in West Bank	Provides a holistic analysis of the NRS in the West Bank to complete work on the preparation and implementation of this system
7	TOT Judges – Level II (Thuqan Khalil Saleh Qishawi)	Offers detailed information about the educational component of the TOT workshop
8	Planning Consultancy	Strategic planning to build the Family Court High Council's capacity to become more responsive to the public and increase the public's satisfaction with the efficiency of court processes and services
9	Cases and Transactions' Brochures	Unified cases and transactions' procedures, with needed information and requirements for different types of cases and transactions
10	COE Final Report	Implementation of the COE model, a performance strengthening mechanism to promote institutional change
11	ADALA Automation System	Automation system for the SJD and FCs document and management work flows
12	Enforcement Manual	Procedures for the SJD and HJC in family court enforcement departments
13	Strengthening Public Financial Processes Manual	Outlines public financial processes and procedures for family courts
14	Code of Conduct Manual	Outlines ethical behavior for counselors in FCUs
15	Communication and Protocol Training	Build communication skills of the family court staff
16	TOT for SJD	Established a team of trainers in the SJD to offer SJD staff training
17	Training Needs Assessment, Family Court	Assess the training needs for the family court staff
18	Women's Day SJD	A tool to provide information on women rights within the family status law
19	Legal Papers	Information on the social security law

REPORT NO.	NAME OF REPORT	DESCRIPTION
20	Inspection Unit	How to build the inspection unit
21	Legal Training	Build understanding of laws for judges and staff
22	2017-2019 National Plan to Activate the NRS	Support NRS activation by building the capacity of women's affairs ministry and other relevant sectors
Grantees' Information Products		
	Grantee	Link to Product
23	IMM, Al-Quds University Grant title: Play Your Part	<p>"What is the Solution?" theatre play Link: https://youtu.be/KJrKdvBavc0</p> <p>- Reporting about workshops: Link: https://youtu.be/XRBVYejBH0w</p> <p>- "What Is the Solution?" drama series: 1. Inheritance: https://youtu.be/PoSe6xeqjTg 2. Divorce: https://youtu.be/IY6y_Y8L3j8 3. Alimony: https://youtu.be/X_NK9zIzFIo 4. Custody: https://youtu.be/DRAghPwUViA</p>
24	El Lid Charitable Society Grant title: Youth for Justice	<p>Animation spots: 1. Informing: https://youtu.be/SHFKQKKESPg 2. Alimony: https://youtu.be/3hqL_Wi6kZ4 3. Rule of law versus tribal style: https://youtu.be/YyZP5WDB-jM</p>
25	Safad Advertising Co./Al-Watan TV Grant title: Step Forward	<p>"Before Justice 2" – drama series 1. Promo: https://youtu.be/CHqrbKJIHQ 2. Separation: https://youtu.be/auojI ZuAHC0 3. Alimony: https://youtu.be/3cku_AbMZnY 4. Custody: https://youtu.be/mz0LD9dq4Y8 5. Visitation and Hosting: https://youtu.be/u2XYWEj6pQI Separation for Conflict and Dispute: https://youtu.be/MIU03u8i2AE</p>
26	Sharek Youth Forum Grant title: The Bedouin Community and the Palestinian Justice System (Badawi)	<ul style="list-style-type: none"> Documentary film about justice and Bedouin communities: https://youtu.be/4iUbMRBxp4w Justice bus: https://youtu.be/TISm4K-ynmQ Reporting: https://youtu.be/eLMJe4rjmDQ
27	Nisaa Broadcasting Radio Co. Grant title: Muftah Alqada 2	<p>Muftah Alqada Radio Talk Show: 1. Episode 1: https://soundcloud.com/radionisaa96fm/2-872015a 2. Episode 2: https://soundcloud.com/radionisaa96fm/2-1572015a 3. Episode 3: https://soundcloud.com/radionisaa96fm/2a-8 4. Episode 4: https://soundcloud.com/radionisaa96fm/2a-3</p>
28	Safad Advertising Co./Al-Watan TV Grant title: Step Forward	<p>"Before Justice 3" – drama series 1. Promo: https://youtu.be/HrxOZY9DFwM 2. Parents alimony: https://youtu.be/sSIRUbsnVkl 3. Arbitrary Divorce: https://youtu.be/DkoeFnOgTE4 4. Differed Dowry: https://youtu.be/XpwOalArAic 5. Separation for Absence and Damage: https://youtu.be/mdWsWTHI-kE 6. Proving Divorce: https://youtu.be/U-HA8_EPIMU Multimedia Stories: 1. Family Court Transformation (Qalqilia): https://youtu.be/l2KvoVw9HX8 2. Family Court Transformation (Hebron): https://youtu.be/qRWeM5s-CUI 3. Cooperation with Civil Society: https://youtu.be/xEmXrpwpO8M</p>

REPORT NO.	NAME OF REPORT	DESCRIPTION
29	IMM, Al-Quds University Grant title: Mobile Legal Clinic	Online awareness episodes: 1. Proof of Divorce: https://youtu.be/BeGEmohKRM1 2. Separation for Abuse and Conflict: https://youtu.be/VvymdXZtyFk 3. Inheritance: https://youtu.be/yaAcAu0cvMM 4. Custody: https://youtu.be/qXeGeEKgcA4 5. Alimony: https://youtu.be/5UI-IDMDHNg 6. Dowry: https://youtu.be/6kMQJ98ipqQ 7. Separation for Absence and Damage: https://youtu.be/bfi6g4D6Oo4
30	CDCE-I Grant title: Rights LIVE	Animation spots: 1. Labor Law: https://www.youtube.com/watch?v=3D5ob0LT7MQ 2. Alimony: https://www.youtube.com/watch?v=LE9XYpb_2tc 3. Inheritance: https://www.youtube.com/watch?v=0DZbz-Pon0l 4. Tribal Solution: https://www.youtube.com/watch?v=PRrFr2qPWxg
31	Safad Advertising Co./Al-Watan TV Grant title: Utilizing the Power of Media to Promote Access to Justice (ADEL)	ADEL program: 1. Promo: https://youtu.be/JijJyDU9aPs 2. Episode 1: https://youtu.be/VKTGPxp7Mvc 3. Episode 2: https://youtu.be/SyppKRy7_uA 4. Episode 3: https://youtu.be/UjlsxGQHZBI 5. Episode 4: https://youtu.be/l tt_ ueEWICA 6. Episode 5: https://youtu.be/-FfUm2wfvfk 7. Episode 6: https://youtu.be/6nPrnBB8FLw 8. Episode 7: https://youtu.be/LTgJlmqdo-l 9. Episode 8: https://youtu.be/_Hyc-ma-9DU Multimedia stories: 1. https://youtu.be/LD6-FzbWAHU 2. https://youtu.be/SH_-7o_QSnI 3. https://youtu.be/ZxsG0dYpPLk 4. https://youtu.be/CdVSSQ_iSck Infographics: 1. https://youtu.be/XqyT9tqbjDk 2. https://youtu.be/3m0iKk7JEd
32	CDCE-I Grant title: Knowledge Protects	Stop motion spots: 1. https://www.facebook.com/288555701200577/videos/1710036015719198/ 2. https://www.facebook.com/288555701200577/videos/171003129053020/ 3. https://www.facebook.com/288555701200577/posts/1870972086292256/ 4. https://www.facebook.com/288555701200577/videos/1870973542958777/
33	ADWAR Grant title: Protect Women's Legal Rights	Radio spot (rap): https://youtu.be/ozYMshCRIjc Informational TV Spot: https://www.facebook.com/RolesForSocialChangeAssociation/videos/2522275401131323/ Radio Talk Show: 1. Promo: https://youtu.be/BKU4rQLq76Q 2. Episode 1: https://youtu.be/bFWtnK7scQg 3. Episode 2: https://youtu.be/fivsq8JDffc 4. Episode 3: https://youtu.be/holhaj7NaI8 5. Episode 4: https://youtu.be/ZWeF84LddyQ 6. Episode 5: https://youtu.be/_LmA4zsAHGE Social media contest: 1. https://www.facebook.com/RolesForSocialChangeAssociation/videos/2542824795743050/

REPORT NO.	NAME OF REPORT	DESCRIPTION
		<p>2.https://www.facebook.com/RolesForSocialChangeAssociation/videos/2544338915591638/</p> <p>3.https://www.facebook.com/RolesForSocialChangeAssociation/videos/2545831535442376/</p> <p>4.https://www.facebook.com/RolesForSocialChangeAssociation/videos/2547340785291451/</p> <p>5.https://www.facebook.com/RolesForSocialChangeAssociation/videos/2548777465147783/</p> <p>6.https://www.facebook.com/RolesForSocialChangeAssociation/videos/2550470314978498/</p> <p>7.https://www.facebook.com/RolesForSocialChangeAssociation/videos/2551699954855534/</p> <p>8.https://www.facebook.com/RolesForSocialChangeAssociation/videos/2553168738041989/</p> <p>9.https://www.facebook.com/RolesForSocialChangeAssociation/videos/2554959397862923/</p> <p>10.https://www.facebook.com/RolesForSocialChangeAssociation/videos/2555997657759097/</p> <p>11.https://www.facebook.com/RolesForSocialChangeAssociation/videos/2557781267580736/</p> <p>12.https://www.facebook.com/RolesForSocialChangeAssociation/videos/2559295057429357/</p> <p>13.https://www.facebook.com/RolesForSocialChangeAssociation/videos/2560876580604538/</p> <p>14.https://www.facebook.com/RolesForSocialChangeAssociation/videos/2562241633801366/</p> <p>15.https://www.facebook.com/RolesForSocialChangeAssociation/videos/2563994410292755/</p> <p>16.https://www.facebook.com/RolesForSocialChangeAssociation/videos/2565539720138224/</p> <p>17.https://www.facebook.com/RolesForSocialChangeAssociation/videos/2567247646634098/</p> <p>18.https://www.facebook.com/RolesForSocialChangeAssociation/videos/2568840789808117/</p> <p>19.https://www.facebook.com/RolesForSocialChangeAssociation/videos/2570551539637042/</p> <p>20.https://www.facebook.com/RolesForSocialChangeAssociation/videos/2572174826141380/</p> <p>21.https://www.facebook.com/RolesForSocialChangeAssociation/videos/2573793552646174/</p> <p>22.https://www.facebook.com/RolesForSocialChangeAssociation/videos/2575049195853943/</p> <p>23.https://www.facebook.com/RolesForSocialChangeAssociation/videos/2576834005675462/</p> <p>24.https://www.facebook.com/RolesForSocialChangeAssociation/videos/2578446102180919/</p> <p>25.https://www.facebook.com/RolesForSocialChangeAssociation/videos/2579861702039359/</p> <p>26.https://www.facebook.com/RolesForSocialChangeAssociation/videos/2583079655050897/</p> <p>27.https://www.facebook.com/RolesForSocialChangeAssociation/videos/2583079655050897/</p> <p>28.https://www.facebook.com/RolesForSocialChangeAssociation/videos/2585003844858478/</p> <p>29.https://www.facebook.com/RolesForSocialChangeAssociation/videos/2587236514635211/</p> <p>30.https://www.facebook.com/RolesForSocialChangeAssociation/videos/2589348941090635/</p>

REPORT NO.	NAME OF REPORT	DESCRIPTION
34	PCDCR Grant title: Women's Right to Access Justice	<p>Radio spot: https://youtu.be/_r05nlZx6TA</p> <p>Online opinion poll survey: https://www.facebook.com/PCDCR.Palestine/posts/1221163081348393</p> <p>TV talk show: 1. https://www.facebook.com/PCDCR.Palestine/videos/1227708734027161/ 2. https://www.facebook.com/PCDCR.Palestine/videos/1228785410586160/ 3. https://www.facebook.com/PCDCR.Palestine/videos/1228828053915229/ 4. https://www.facebook.com/PCDCR.Palestine/videos/1235512123246822/</p> <p>Vox pops video reports: 1. https://www.facebook.com/PCDCR.Palestine/videos/1249786478486053/ 2. https://www.facebook.com/PCDCR.Palestine/videos/1252805778184123/</p> <p>Social media contest (Facebook): 1. https://www.facebook.com/PCDCR.Palestine/videos/1221197381344963/ 2. https://www.facebook.com/PCDCR.Palestine/videos/1221610321303669/ 3. https://www.facebook.com/PCDCR.Palestine/videos/1221621201302581/ 4. https://www.facebook.com/PCDCR.Palestine/videos/1221626221302079/ 5. https://www.facebook.com/PCDCR.Palestine/videos/1223193231145378/ 6. https://www.facebook.com/PCDCR.Palestine/videos/1223193484478686/ 7. https://www.facebook.com/PCDCR.Palestine/videos/1224851637646204/ 8. https://www.facebook.com/PCDCR.Palestine/videos/1224870270977674/ 9. https://www.facebook.com/PCDCR.Palestine/videos/1224870500977651/ 10. https://www.facebook.com/PCDCR.Palestine/videos/1225380470926654/ 11. https://www.facebook.com/PCDCR.Palestine/videos/1225383310926370/ 12. https://www.facebook.com/PCDCR.Palestine/videos/1225385184259516/ 13. https://www.facebook.com/PCDCR.Palestine/videos/1227052357426132/ 14. https://www.facebook.com/PCDCR.Palestine/videos/1228841290580572/ 15. https://www.facebook.com/PCDCR.Palestine/videos/1227054234092611/ 16. https://www.facebook.com/PCDCR.Palestine/videos/1227054794092555/ 17. https://www.facebook.com/PCDCR.Palestine/videos/1230261087105259/ 18. https://www.facebook.com/PCDCR.Palestine/videos/1231118797019488/ 19. https://www.facebook.com/PCDCR.Palestine/videos/1231120603685974/ 20. https://www.facebook.com/PCDCR.Palestine/videos/1232325593565475/</p>

REPORT NO.	NAME OF REPORT	DESCRIPTION
		21. https://www.facebook.com/PCDCR.Palestine/videos/1232326160232085/ 22. https://www.facebook.com/PCDCR.Palestine/videos/1233489606782407/ 23. https://www.facebook.com/PCDCR.Palestine/videos/1233490030115698/ 24. https://www.facebook.com/PCDCR.Palestine/videos/1233490676782300/ 25. https://www.facebook.com/PCDCR.Palestine/videos/1233492926782075/ 26. https://www.facebook.com/PCDCR.Palestine/videos/1233494163448618/ 27. https://www.facebook.com/PCDCR.Palestine/videos/1233495286781839/ 28. https://www.facebook.com/PCDCR.Palestine/videos/1233496330115068/ 29. https://www.facebook.com/PCDCR.Palestine/videos/1233497186781649/ 30. https://www.facebook.com/PCDCR.Palestine/videos/1233498306781537/

ANNEX B. FISCAL YEAR 2018 ACCOMPLISHMENTS

Activity	Impact
Began and completed full renovations at Tulkarm and Nablus Family Courts with facilities for ten court divisions; both courts provided with furniture and equipment	Provide improved, efficient FC services in two major urban areas in the West Bank, each expecting to process at least 12,000 annual transactions (cases and certifications) serving a public of over 50,000 persons
Continued PFM training for HJC and SJD courts, reaching more than 60 court financial staff; supported development and implementation of performance measures related to training	All financial staff in FCs are applying the EPJP-developed finance manual (which meets state audit standards); supervisors measure employees' compliance with the manual; less risk for corruption
Trained 15 FC court registrars and judges on communication skills and protocols in dealing with the public	Improved public service by those interacting with the public in courts
Complete FC staff training on enforcement	Court staff able to enforce the FC judgments effectively, increasing citizen satisfaction and decreased civil court workload
Provided interns to establish the FC enforcement divisions in ten courts	Established ten family court enforcement divisions, now operational
Finalized the third version of ADALA for the family courts and rolled out the new version to the Tulkarm court; provided interns who processed over 15,000 court documents; completed a business process analysis needed to automate financial processes	Improved functionality of ADALA resulting in faster case and certificate processing time, and ready to scale to remaining FCs; documents necessary for accurate case and certificate documentation now in a database for rapid and efficient access; financial processes ready for automation
Provided equipment and technical assistance to the MOJ in improving network security, and an intern to support resolution of staff IT requests	MOJ has improved security policies and procedures and the equipment needed to secure their programs. The IT intern resolved over 300 staff IT requests.
Provided interns to provide counseling services in ten courts	More than 1,500 family disputes were heard with one-third settled by mediation, saving judicial resources
Support SJD training of judges and court staff; conducted an evaluation of all 2017 training conducted by measuring trainee performance	Two groups of personnel trained in procedures and key concepts, with judge and staff performances increased and improving services and quality of judicial decisions

Working through the PJI, provided training to civil court judges in money laundering (in conjunction with EUPOLCOPPS and INL's JSAP program), mediation, banking and commercial law	Civil court judges have increased knowledge and skills that can expedite accurate disposition of cases
Facilitated the training of media departments in justice sector institutions in new social media outreach methods such as mobile journalism and digital marketing	Justice sector media departments increased outreach of institutions through modern methods, reaching youth in particular
Conduct three quiz show events in youth centers in Bethlehem including debates with debate club at CDCE-I	Increase awareness in youth and women club communities in Bethlehem about the Family Court system, services provided to citizens and the legal rights it protects
Produce two new stop motion animation videos about the cases of visitation and deferred dowry	Promote public awareness of and positive attitude toward Family Court system and services
Three mobile legal visits to four Bedouin communities in southern Hebron; provide consultation on women's rights through attorneys	Support vulnerable women to break the barriers accessing Family Courts
Transform the theater play that ADWAR performed in eight communities and published on social media (five main Facebook pages)	Raise awareness about family court services and procedures
Production of three vox pops videos street reports, surveying the citizens opinion about women legal rights	Increase awareness of women's legal rights
Conduct social media contest and asking the citizens questions about women legal rights.	Increase awareness of women's legal rights
Over 75 workshops and seminars with FC judges and legal representatives educated marginalized populations about their rights	Citizens in hard-to-reach areas in general and vulnerable populations in particular are more aware of their legal rights
Coordinate with disabilities UNION, and conduct awareness session for women	Increasing PWDs and public understanding for their legal rights included in Personal Status Law

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