

United Nations Development Programme
Programme of Assistance to the Palestinian People
برنامج الأمم المتحدة الإنمائي / برنامج مساعدة الشعب الفلسطيني



Ref: UNDP/PAL 10/ 77024

Date: 30 September 2024

Subject: Hebron Courthouse Project – Project Final Report

Dear Ms. Sourisseau,

Reference is made to the contribution agreement between Global Affairs Canada and UNDP's Programme of Assistance to the Palestinian People for the Construction and Equipping of the Hebron Courthouse Facilities Project (GAC Reference Project no. P-000469 (ex Z-020917) Arrangement #500 7056285).

I am pleased to submit herewith the final narrative and uncertified financial project report for the Hebron Courthouse Construction project.

The report summarizes the project as of 31 March 2024, and provides an overview of the achievements, challenges, lessons learned, and final financial status.

I thank the Government of Canada for its contributions to UNDP and look forward to strengthening our partnership in support of the Palestinian people.



Sincerely yours,

DocuSigned by:

Sarah Poole

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Sarah Poole

Special Representative
of the Administrator
UNDP/PAPP

Ms. Madeleine Sourisseau
Second Secretary
Global Affairs Canada
Ramallah

Attached: Project Final Report



Construction and Equipping of the Hebron Courthouse Facilities Project

Final Report



Administration Agreement End Date:	31 March 2024
Project Budget:	CDN \$30,066,434 – USD \$26,098,631
Project Total Disbursements:	USD \$ 25,863,754.46
Partners:	<p>Donor: Global Affairs Canada (GAC) – formerly the Canadian Department for Foreign Affairs, Trade and Development (DFATD) – and referred to upon signature of Administrative Arrangement (AA) as the Canadian International Development Agency (CIDA)</p> <p>Implementing Partner: High Judicial Council (HJC)</p>
Project Number:	<p>UNDP Reference: UNDP-PAL– 00077024 GAC Reference: P-000469 (ex Z-020917), Arrangement #500 7056285</p>

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Project Manager

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Abbreviations

AA	Administrative Arrangement
AAU	AAU Anastas Office (Project Designer)
BoQ	Bills of Quantities
BMS	Building Management System
CIDA	Canadian International Development Agency
CBA	Cost Benefit Analysis
CDG	(Community Development Group), UNDP Architectural Consultant
DFATD	Canadian Department of Foreign Affairs, Trade and Development
DNP	Defects Notification Period
EMP	Environmental Management Plan
EQA	Environment Quality Authority (State of Palestine)
FF&E	Furniture, Fixtures and Equipment
GAC	Global Affairs Canada
HJC	High Judicial Council
MoPWH	Ministry of Public Works and Housing
NSF	Palestinian National Security Forces
JSC	Hebron Municipality Joint Service Council
RFP	Request for Proposals
PSC	Project Steering Committee
PIU	UNDP Project Implementation Unit
PCBS	Palestinian Central Bureau of Statistics
CTC	Project Construction Technical Committee
TOR	Terms of Reference
UNDP/PAPP	United Nations Development Programme / Programme of Assistance to the Palestinian People
UNOPS	United Nations Office for Project Services
ILO	The International Labour Organization - United Nations Agency
LED	Light-Emitting Diode, a type of lighting fixtures.
VRF	Variable Refrigerated Flow - Air conditioning system used in the project depends on the VRF



Executive Summary

This report presents the final project achievements, challenges and lessons learned of the Hebron Courthouse project.

The project including all its activities were completed successfully as of 31 March 2024. This included the external project evaluation and the recent purchase of spare and maintenance items for the use of the Court team with a total cost of USD 139,703.

UNDP and GAC signed the fourth Administrative Arrangement (AA) amendment on 21 December 2023 which extended the duration of the project up to the end of March 2024, with no additional financial contribution. The AA was extended to cover the period needed to purchase spare and maintenance parts for the courthouse based on the HJC request which was approved earlier by GAC.

During the years of 2022 and 2023, the Courthouse and the Prosecution were fully operational, and the feedback received from the operational teams for both the Court and the Prosecution was positive.

On 31 March 2024, UNDP as well as the HJC and the Contractor signed a final hand over certificate marking the completion of the Defects Notification Period (DNP) which states that UNDP and the contractor are no longer responsible for any work in the courthouse.

The court commenced its operations to serve the public officially on 16 January 2022, and the official inauguration of the court took place successfully with the participation of about 150 stakeholders on 25 March 2022.

The project challenges previously faced were all successfully resolved accordingly:

A. Closing the contractor's final claim. The contractor was paid a total amount of USD 479,995 to settle all claims against the project. A settlement agreement cleared by UNDP legal office was signed with the contractor on 24 March 2023 to close this issue.

B. Connecting the rooftop photovoltaic solar panels system to the municipal grid. The rooftop photovoltaic solar panels system was connected to the grid by Hebron Municipality on 21 March 2023. The system is fully operational at the current moment.

C. Closing the Contractor Defects Notification Period. On 31 March 2024 the extended defects notification period which was requested by HJC was completed. Based on the contractor's request, a new final completion certificate was signed by HJC and UNDP and given to the contractor. Starting 31 March 2024 UNDP and the contractor are no longer responsible for any works in the Court.

The project represents a remarkable success story for the justice sector in the West Bank. The building itself stands as a significant landmark in Hebron City. Notably, the project has substantially enhanced the services offered by the court to the 715,000 citizens of Hebron Governorate. This positive impact was explicitly highlighted in the final evaluation report conducted by the third-party evaluation team.



Background

An Administrative Arrangement (AA) was signed between the Canadian International Development Agency (CIDA) - official name changed later to Canadian Department of Foreign Affairs, Trade and Development – DFATD- “Donor” and UNDP, on 03 March 2011, for a total value of (US\$27,024,281). Under this AA, UNDP acts as the executing/implementing agency, while the project owner is the High Judicial Council (HJC). The AA aimed to provide improved service delivery to the Palestinian people through the construction of the Ramallah Courthouse Complex (Palace of Justice), to symbolize and support the Palestinian state building, where the administration of justice would be strengthened and modernized.

On 25 June 2014, the project was re-scoped. Due to the re-scoping, responsibility for the design and construction of the Hebron Courthouse was transferred to UNDP from the Palestinian Economic Council for Development and Reconstruction (PECDAR), as it was decided not to proceed with the design and construction of the Ramallah Courts Complex. The project re-scoping included the following:

- UNDP was tasked with the design and construction of the Hebron Courthouse.
- Canada would no longer fund the design and construction of the Ramallah Courthouse Complex.
- Procurement of the furniture, fixtures, and equipment (FF&E) for the Hebron Courthouse facilities.
- DFATD increased its contribution to the project to a total value of CAD \$32,793,367 Canadian Dollars.

The new Hebron Courthouse facility houses the First Instance, Magistrate and Appeal courts, as well as a facility for the Public Prosecution and the Judicial Police with a gross floor area of approximately 16,170 square meters.

On 08 September 2017, amendment No. 2 of the administrative arrangement between UNDP and DFATD was signed covering:

- The project timeline was extended from 31 December 2018 to 31 July 2022.
- The construction budget was reduced from US\$16,250,000 to US\$16,137,645.33.
- The FF&E budget was reduced from US\$2,887,500 to read US\$1,750,000.
- The management and quality assurance budget lines were increased to accommodate for the time extension.

Overall, the project goal remains the same, which is to enhance the ability of the Palestinian government to dispense the rule of law in an efficient and effective manner based on the following outcome and output:

- **Outcome:** The Rule of law and access to justice enhanced.



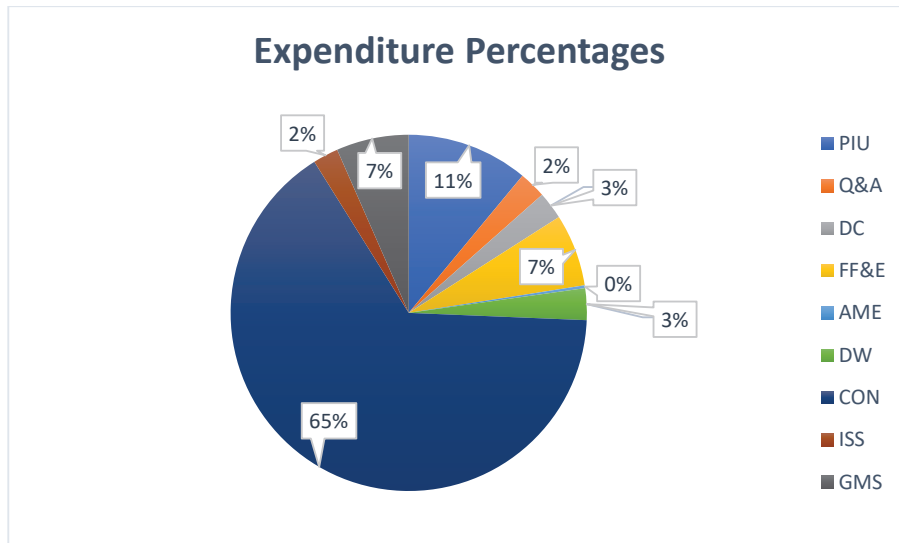
- **Output:** Hebron Courthouse facility built and equipped to meet international courthouse architectural design best practices.

On 23 December 2021, the new Hebron Courthouse and Prosecution Building were officially handed over to the HJC and the Prosecution, fully furnished and operational. On 25 March 2022, the Courthouse was officially inaugurated in a ceremony that was attended by all stakeholders and Hebron public figures. The Defects Notification Period (DNP) for this project was extended up to 01 February 2023.

It should be noted that UNDP and the GAC signed a fourth amendment for the Administrative Arrangement on 21 December 2023 which extended the duration of the project seventeen months up to the end of March 2024. The amendment did not increase the financial contribution of the Arrangement.

Resources and Financial Status

The project final financial status is shown on page 10 of this report (Financial Rundown). The project total cumulative expenditure is US\$ 25,863,755.65. The total amount expended represents nearly 98.67% of the project’s total allocated budget. The project has a remaining balance of US\$ 234,875.08 from the total received amounts to UNDP which is US\$ 26,098,630.73.



UNDP will refund back the remaining amounts to CAG based on their request.



Defects Notification Period

The defects notification period (DNP) began on 24 December 2021, and initially ran until 01 February 2023. Due to lingering rainwater leaks, the contractor agreed to an extension requested by the HJC, extending the warranty and DNP to 31 March 2024. All leaks were repaired by the conclusion of this extended period.

Following the original DNP's completion, a final inspection on 12 April 2023 revealed a number of remaining issues that required the contractors follow up, in particular a leakage in the water tank and some spots of rainwater leaks. To address these specifically, the HJC requested a further DNP extension. During 2023, the contractor repaired the water tank, and in the first quarter of 2024, they completed repairs for all rainwater leaks. Subsequently, a new final handover certificate was issued.

After 31 March 2024, UNDP and the contractor are considered no longer responsible for any works associated with the project.

Project Monitoring and Evaluation

The project final Evaluation has been completed in accordance with the previously agreed project Monitoring and Evaluation plan, logical model, and performance measurement framework.

The final evaluation was carried out between December 2022 and June 2023 by an external evaluation team composed of experts in evaluation, social research, construction/engineering/architecture, gender, and rule of law. The evaluation team, designed a non-experimental, theory-based approach to evaluation, drawing on data collected from a final evaluation survey with court users, focus group discussions (FGDs) and key informant interviews (KIIs) with project implementers, stakeholders and court users including citizens, judges, maintenance staff, project staff, civil society, and representatives from HJC and the Public Prosecution. The methodology also relied on data collected from programme documents, progress reports, meeting minutes. Lastly, data sources also included external sources including data from PCBS and other literature.

The main findings of the evaluation were as follow:

- The project was found to be well-aligned with national priorities, as articulated in a range of previous and current strategies and policy documents, as well as contemporary needs. Project documents explicitly cite PA strategies for national development and the Performance Management Framework (PMF), the chief reference for identifying objectives of the project and means of measurement, includes reference to these materials and aligned benchmarks. The project was also situated within the broader context of international frameworks and stakeholder goals.
- The project exhibited a strong working relationship with key actors in the justice sector, governance, and beyond. In the majority of instances, the project and stakeholders operated from a common vision, enabling responsive and constructive relationships that facilitated progress towards key project activities and amicable resolution of disagreements.

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- The project proved success in increasing the availability of a safe courthouse in Palestine by completing the construction and equipping of the Hebron Courthouse. According to survey results 70 percent of court users reported placing greater trust in the court as a result of their visit and the character of the Courthouse, a measure of pride and satisfaction echoed by key informants.
- Users and key informants report high levels of satisfaction with the new courthouse facility in Hebron. Overall, 92 percent of court users reported being either satisfied or very satisfied with the new courthouse. Users are highly satisfied with design features including, signage (85%), temperature inside the building (82%), safety and security (81%), and waiting areas (81%).
- The number of cases dealt with in Hebron Courthouse increased from 48,125 in 2021 to 49,473 in 2022. This is short of the project's goal of increasing the number of cases dealt with by 10 percent. Nevertheless, data from users (62 percent) and key informants suggest that services provided through the courthouse are more reliable and less time consuming because of the availability of new features. Courthouse is largely accessible to the public. While the project's exclusive focus on mobility-related disabilities when considering the needs of persons with disabilities means that those with visual and hearing-related disabilities continue to face access barriers.
- The project proved successful in completing all activities according to the allocated budget.
- From the design phase, the project worked to incorporate environmental considerations, soliciting the input of a range of experts, while also conducting studies, such as a Cost Benefit Analysis and Life Cycle Cost Analysis, to help inform decision-making. Reflecting these early activities, the project incorporated a range of environmental elements and practices, including the installation of the PV solar system, the installation of a water harvesting system on the roof, KNX systems and others to reduce energy consumption, and tree planting and greening of the Courthouse grounds. In the course of construction, the project was also conscious of the environmental effect activities might have and worked with the local community, including a nearby school, to ensure these risks and consequences were mitigated or responded to. The development of a Waste Management Plan and Environmental Management Plan, along with visits by Palestinian and Canadian environmental experts, were good practices that helped promote an environmentally responsible character.

The evaluation team were unable to present their findings at the close off the evaluation meeting due to the violence that erupted in the West Bank and Gaza during the fourth quarter of 2023.

The Evaluation brief is attached to this report as Annex 1.

For achievements against Annex A: Project Logic Model and Performance Management Framework please refer to the final project evaluation report.

Project Closure

UNDP has begun following up its internal procedure to close the project operationally and financially starting from 01 April 2024. A final financial report will be prepared and submitted to GAC within a six-month period. It should be noted that the project staff was dismantled as of the end of April 2023.



Lessons Learned

The main lesson learned documented by the final evaluation are summarized as follows:

- A degree of consultation during the design phase with judges, staff, lawyers syndicate, and CSO's in the gender and the disability fields could have facilitated better outcomes in alignment with court processes. It would have also facilitated more efficient and effective delivery.
- Maintaining a degree of flexibility and adequate margin for changes between the stages of design and construction is crucial for risk mitigation and to enable the incorporation of any changes that may arise during the construction phase. This is paramount in construction projects, particularly, as it can be challenging for project owners to fully envision how designs will materialize.
- Ensuring that technical counterparts in the government are making technical decisions is particularly important to ensuring a robust and relevant outcome, in addition to the sustainability of the building.
- Putting emphasis and weight on the decisions being made during the design phase is critical to ensuring a relevant and robust outcome. This also limits changes and minimizes risk.
- UNDP's corporate policies, such as those relating to procurement ensured higher degrees of accountability and transparency. They also ensured that gender and inclusion issues are properly acknowledged.
- Innovation in infrastructure projects and employing cutting edge technologies is essential for projects to stay relevant when delivery. This is especially important given that infrastructure projects can be lengthy and time consuming.
- In an area like Hebron for future projects more attention should be given to water proofing for such footprint buildings.

Report Attachments

- Project Final Handover Certificate.
- Project Final Evaluation Brief.



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Project Final Financial Rundown Overview

Project Final Financial Status

Budget Categories as per the AA	ATLAS Activity	Total Allocation as per Amendment #3	Received Tranches	Disbursements				Remaining Current Resource Balance as of March 31, 2024	Overall Resource Balance as of March 31, 2024
				2011 - 2022	2023	2024	Totals as of 31 March 2024		
Project Implementation Unit (PIU)	Activity1	\$ 2,855,785.32	\$26,098,630.73	\$ 2,809,473.02	\$ 40,933.57	\$ -	\$ 2,850,406.59	\$ 5,378.73	
Quality Assurance Team (Q&A)	1	\$ 701,363.43		\$ 615,077.26	\$ 16,656.92	\$ -	\$ 631,734.18	\$ 69,629.25	
Direct Costs (DC)	6	\$ 748,180.54		\$ 645,890.29	\$ 93.21	\$ -	\$ 645,983.50	\$ 102,197.04	
Fixtures, Furniture and Equipment's (FF&E)	4	\$ 1,631,626.00		\$ 1,557,937.93	\$ -	\$ 139,703.00	\$ 1,697,640.93	\$ (66,014.93)	
Auditing, Monitoring and Evaluation (AME)	5	\$ 100,000.00		\$ 28,599.24	\$ 38,490.00	\$ -	\$ 67,089.24	\$ 32,910.76	
Design Works (DW)	8	\$ 768,558.54		\$ 743,377.54	\$ -	\$ -	\$ 743,377.54	\$ 25,181.00	
Construction (CON)	3	\$ 16,928,448.38		\$ 16,086,945.85	\$ 845,329.61	\$ -	\$ 16,932,275.46	\$ (3,827.08)	
Implementation Support Services – (ISS)	7	\$ 596,974.52		\$ 596,974.52	\$ -	\$ -	\$ 596,974.52	\$ -	
General Management Services – (GMS) 7%		\$ 1,881,695.50		\$ 1,615,516.84	\$ 75,320.28	\$ 7,435.38	\$ 1,698,272.50	\$ 183,423.00	
Contingencies		\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	
Currency Risk Contingency		\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	
Sub total		\$ 26,212,632.23			\$ 24,699,792.49	\$ 1,016,823.59	\$ 147,138.38	\$ 25,863,754.46	\$ 348,877.77



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Total Interest Amounts Accumulated

Fiscal Year	2011 - 2021	2022	2023	Grand Total US\$
Interest accumulated amount (US\$)	1,202,258.33	71,254.87	130,456.34	1,403,969.54

Received Tranches

Unit	Date	Payor	Payment Currency	Payment Amount CAD\$	US\$ Equivalent
UNDP1	05/04/2011	GLOBAL AFFAIRS CANADA	CAD	10,000,000.00	10,358,400.71
UNDP1	27/10/2017	GLOBAL AFFAIRS CANADA	CAD	10,000,000.00	8,019,246.19
UNDP1	06/02/2020	GLOBAL AFFAIRS CANADA	CAD	7,000,000.00	5,295,007.56
UNDP1	22/04/2021	GLOBAL AFFAIRS CANADA	CAD	3,066,434.00	2,425,976.27
UNDP1	13/04/2022	GLOBAL AFFAIRS CANADA	USD		2,000 (not recorded as income)
Totals				30,066,434.00	26,098,630.73*

**Not including the 2,000 US\$.*



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Amount To Be Reconciled to GAC

Total Received Tranches (USD) =	26,098,630.73
Other Revenues, sales of assets and exchange rate (USD)	781.21
Total Project Expenditure (USD) =	25,863,754.46
Remaining Amount (USD) =	234,657.48
Total Interest Accumulated (USD)=	1,403,969.54
Total Amount to Be Reconciled (USD)=	1,639,627.02

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Construction and Equipping of the Hebron Courthouse Facilities

Overall Goal: To increase the availability of safe, efficient, and well-managed courthouses in the occupied Palestinian territory.

Duration: 2023-2011.

Location: Hebron Governorate, State of Palestine.

Approximately: 800,000 + citizens.

Implementing Agency: United Nations Development Programme / Programme of Assistance to the Palestinian People (UNDP/PAPP).

Evaluation by:

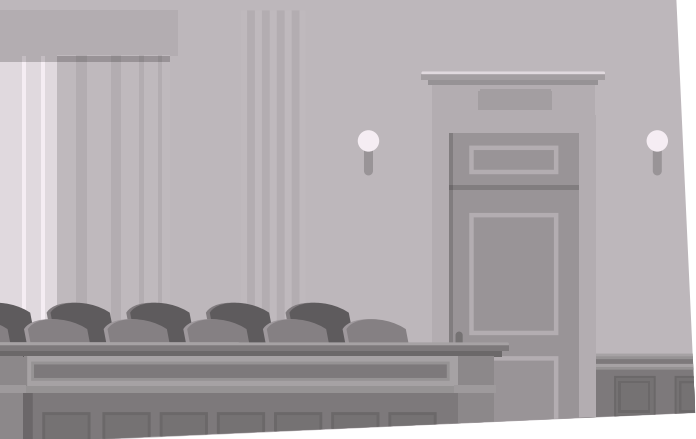


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SNAPSHOT OF ACHIEVEMENTS

From the evaluator's perspective, the baseline for the project was Sub-standard rented office and residential buildings that are:

- Non-conductive to dispense the rule of law.
- Not equipped for litigation and service delivery overcrowded.
- Unsafe.
- Not accessible by disabled.
- Not comfortable for women.
- Not designed with respect to the human rights of witnesses, case seekers, defendants, or juveniles.
- Not safe.



The final output of the project is a symbolic courthouse that signals the strength of the state, warrants respect for the rule of law, and most importantly a space that is safe and conducive to dispensing the rule of law.

- The project was successful in providing essential infrastructure that enables the dispensing of justice in an appropriate and well-equipped environment, thus serving to strengthen the rule of law.
- Unlike the previous building the new courthouse can accommodate current and anticipated needs for space and rising caseload.
- The new courthouse and additional space can accommodate an increased number of judges which will increase efficiency and decrease processing times.
- Symbolize support for Palestinian state building. "A physical manifestation of the state."
- Administration of justice strengthened, and modern infrastructure was provided.
- Support of National Priority #7. Major contributions were made to increase access for those with mobile disabilities and women.

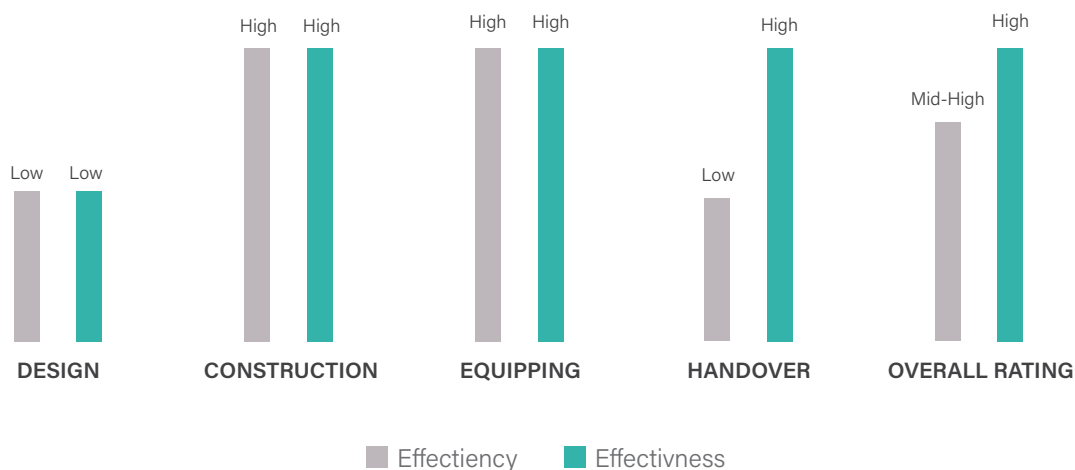


In terms of process performance, the project managed to complete the:

1. Design (*low efficiency and low effectiveness*);
2. Construction (*high efficiency and high effectiveness*);
3. Equipping (*high efficiency and high effectiveness*);
4. Handover (*low efficiency, high effectiveness*).
5. Overall rating: *Mid-high efficiency and high effectiveness in delivery.*



PROCESS PERFORMANCE OF DIFFERENT PHASES



Positive Unintended Consequences:

- Adding to the relevance of formal judicial mechanisms.
- Building a culture and a commitment to safety guidelines and procedures in constructions.
- Building a culture of knowledge-based decision making, decisions that are based on sound analysis.
- Positive contribution to incorporate environmental considerations in government infrastructure, the addition of the PV solar system as an example.
- Increased the capacity and experience of HJC to manage and implement construction projects
- Increased know-how of maintenance staff of advanced building management.

Negative Unintended Consequences

- Despite UNDP's effort to go beyond the project scope and develop parking solutions increased traffic was the major negative consequence reported.



TESTIMONIES

Court owners, court users, and experts across the board reported positive gains:

Policy Makers

The courthouse will support strengthening the justice system and is in line with high need in Herbon.

The matter of the Hebron courthouse facility has been a national priority since 2002.

Providing an environment that enables adjudication is a national priority, this project is fully aligned with this priority.

Judges and Lawyers

Gains in morale, spirit, confidence, safety, and security reported

Court Staff

Gains in efficiency and processing times reported

Private Sector

Reported positive perceptions and increased willingness to engage with the courts.

Citizen Users

92% reported being satisfied with the new facility, including design features including signage (**85%**), temperature inside the building (**82%**), safety and security (**81%**), and waiting areas (**81%**).

Gendered Perspective

Women report gains in privacy, personal and social safety, and security. Experts report that the new space provides important improvements for gender-related cases such as gender violence and the ability of women to prosecute family cases.

Disability Perspective

Increased access especially for those with mobile disability.

Human Rights Perspective

Respect for juveniles and female prisoners increased and respect for inmates increased through the provision of separate cells, dignified holding cells, and facilities.

Adding to the relevance of formal judicial mechanisms.

Building a culture and a commitment to safety guidelines and procedures in construction.

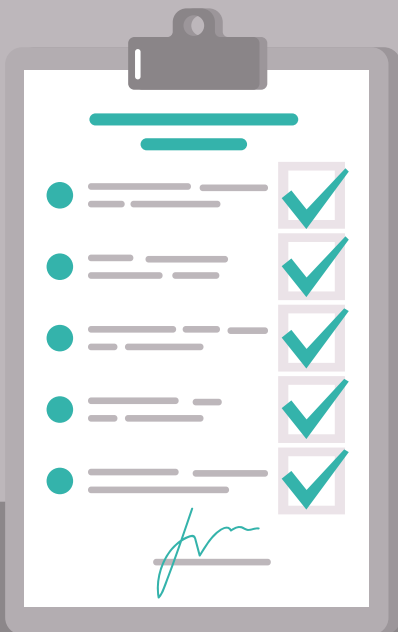
Unintended Consequences

Building a culture of knowledge-based decision-making, decisions that are based on sound analysis.

Positive contribution to incorporate environmental considerations in government infrastructure, the addition of the PV solar system as an example.

Increased the capacity and experience of HJC to manage and implement construction projects

Increased know-how of maintenance staff of advanced building management



OECD-DAC CRITERIA

Coherence

The project was compatible with strategic interventions in the country that are aimed at state building, indeed all the evidence illustrated that this was a highly strategic intervention that fits within ongoing efforts for governance, rule of law, justice sector, and for the Governorate of Hebron.

Relevance

The project is fully aligned with national policies, sector policies, and strategic plans of the Higher Judicial Council. With time the relevance of the Hebron Courthouse only increased, following multiple security incidents at the old court the need for a safe and conducive court became more pressing, and the re-scoping and focus on Hebron contributed positively to its appropriateness.

The scale of need is really high and can be indicated through multiple factors:

- 1. Population:** Hebron is composed of 800,000 citizens making it the largest governorate in Palestine.
- 2. Caseload:** about 50,000 cases a year.
- 3. Backlog:** 10,376 cases as of 2023.

Effectiveness and Likely Impact

The project proved successful in increasing the availability of a safe courthouse in Palestine by completing the construction and equipping of the Hebron Courthouse. The courthouse has a gross floor area of approximately 16,170 m².

When assessing the constituent elements of overall success (as defined by Intermediate Outcomes and Outputs), the project exhibited positive results. Positive trends are observed in the project's progress towards its four intended outputs: services, facilities, inclusiveness, and sustainability. The evaluation concluded that the character of services has improved as intended, evidenced by the presence of separate and secure circulations to separate different categories of individuals, the provision of ramps and elevators, and an increased number of service counters and windows.

Satisfaction of court users with the court and its features dissagregated by gender



The new courthouse was effective in minimizing certain gender-based barriers to accessing courts. Civil society partners as well as female citizens, lawyers, and judges reported that the new courthouse and open spaces within it are more comfortable for women which may in turn incentivize women to access the formal justice system. Moreover, additional privacy and added safety features within the courthouse decrease the worry around stigma and fear for personal security which may also incentivize women to seek resolution of family issues through the formal justice system.

Evidence shows that the courthouse was appreciated for being accessible, comfortable, safe, and stately. Court users reported that their trust in the justice sector as a whole didn't change because of the courthouse, but their confidence in the Hebron Judiciary has increased.

The rise of informal justice mechanisms is threatening Palestinian institutions, governance, rule of law, and social justice, especially for women and on family-related issues. Against these pressures, the courthouse represents a challenge to these alternate mechanisms and is a strong symbol of institution building, rule of law, and justice. The construction of a courthouse represents a challenge to the rise in informal justice mechanisms.

Efficiency

The success of the project in adhering to the budget reflects the strength and depth of experience of the project management unit and that of UNDP/PAPP in dealing with multi-layered and complex problems.

The complexity and risk involved in construction projects are high for implementing agencies and donors. They also often hold unrealistic timelines and underestimate costs.

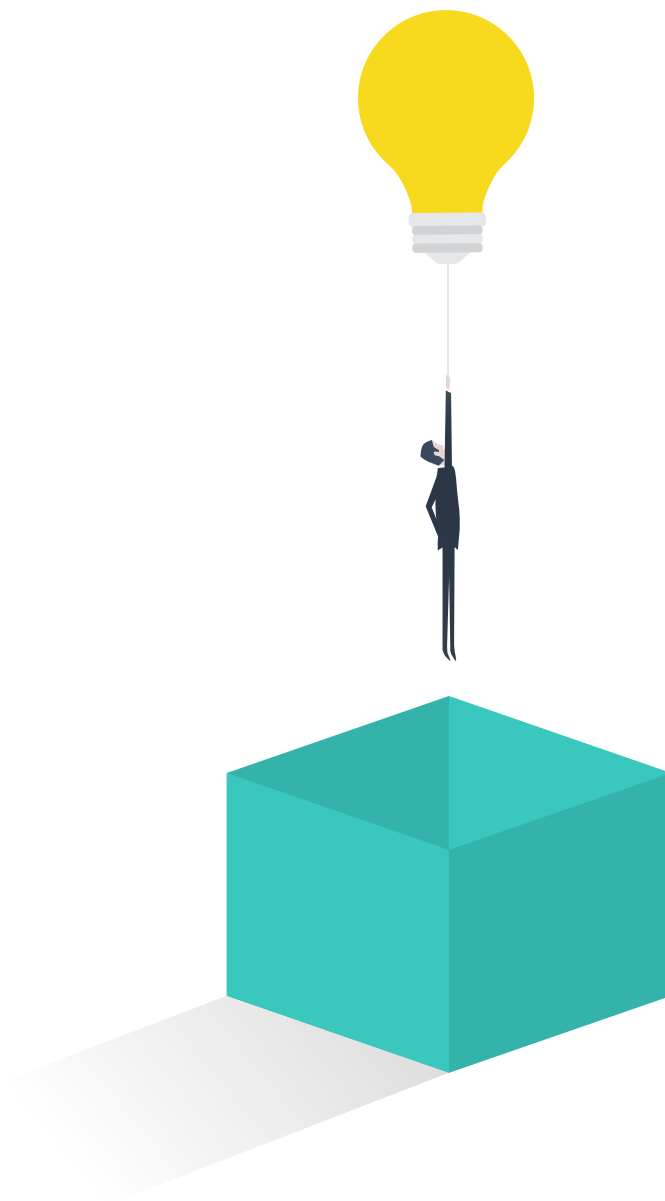
The project incorporated a series of strategies and practices that added value, such as the establishment of the CTC, the positive working relationship with local government actors, and the high capacity for adaptation and learning.

The project strategies were especially successful during the national emergency response to COVID-19, as UNDP managed to continue its operation and the site works with support from local partners including the Hebron Governor.

Sustainability

The project worked to incorporate environmental considerations, soliciting the input of a range of experts, while also relying on studies, such as a Cost Benefit Analysis and Life Cycle Cost Analysis, to help inform decision-making.

The project incorporated a range of environmental elements and practices, including the installation of the PV solar system, the installation of a water harvesting system on the roof, KNX systems, and others to reduce energy consumption, and tree planting and greening of the Courthouse grounds.



KEY LEARNINGS AND RECOMMENDATIONS

Key Learnings

Specialized project management units are essential and boosting them with institutional, operational, and corporate resources is key to success.

Adopt a more expansive perspective on disability and gender.

Obtain commitment from the government that all agreed and installed systems will be used and maintained.

Quality control planning, management, and implementation should span both the design phase and the construction phase.

Recommendation

When considering the sustainability of the courthouse, additional attention must be devoted to the fact that influential actors will attempt to challenge its legitimacy and capitalize on its faults and deficiencies. Thus, efforts focused on promoting the sustainability of the courthouse should also consider how to shore up and defend the legitimacy of the Courthouse as an institution for seeking justice.

Where possible linkages should be explored with projects that focus on policy-level and system-level reform. This combination of infrastructure and soft components related to service delivery can lead to catalytic results. This cake and carrot method provides important incentives and can provide a good ground for reform.



Unless additional space translates to the provision of additional judges and public servants, then the positive impacts of the courthouse may be reduced to its symbolic values.

Without increased efficiency and decreased cost barriers to seeking resolution, formal courts will continue to be challenged by less just but more efficient systems, such as the informal tribal system.

Stakeholders confirmed the positive effect of the project on indicators associated with the facility, however, they emphasized the scale of improvement would remain limited if not combined with significant reform and increased budget provisions, resources, staff, and judges.

At present, UNDP is implementing projects focused on the welfare of Palestinians in Area C and has further historical experience in promoting the resilience of these communities. Reflecting the "Leave No One Behind" commitment, as well as the intensity of needs in Area C, it is pertinent to explore whether future programs should direct more greatly focus on the justice needs of these Palestinians.





Ref: ITB-2017-61-HCF

Date: 12-Apr-2023

FINAL COMPLETION CERTIFICATE

Project	Construction of the Hebron Courthouse Facility (Civil, Finishing & Electro-Mechanical Works)
Donor	Global Affairs Canada (GAC)
Beneficiary	High Judicial Council and Public Prosecution
Implementer	United Nations Development Programme / Programme of Assistance to the Palestinian People (UNDP/PAPP)
Contractor	Joint Venture of Al-Mosleh Company for Contracting and Construction and Atlantic Company for Electro-mechanical Contracting.

With reference to the above project, the works were inspected by the official Project Handover Committee formed according to the decision of the Chancellor Issa Abu Sharar – Chief of Supreme Court / Cassation Court Chief Justice, Ref. 153/15 dated 12/01/2023 and held on 12/04/2023.

The Handover Committee was composed as follows:

Eng.Ahmad Shehdah	Chair
Jamal Mohammad Abdallah Abu Eid / Head of the Engineering and Maintenance	Member
Kawthar Tayseer Ahmad Kittaneh / Civil Engineer	Member
Mu'taz Lutfi Nimer Sabha / Computer Engineer	Member
Mohammad Yaseen Mohammad Abu Gharbeyeh / Electro-Mechanical Engineer	Member



United Nations Development Programme

Programme of Assistance to the Palestinian People

برنامج الأمم المتحدة الإنمائي / برنامج مساعدة الشعب الفلسطيني



Nihad Husni Abdel-Rahman Rashed / Electrical Engineer	Member
Hasan Tawfiq Mahmoud Hamdan / Computer Engineer	Member
Issa Al -Dora / Chief of Diwan	Member
Ahmad Al-Taradeh / Hebron Prosecution	Member
Colonel- Yaser Kamel Abdel-Rahman Ighrayyeb / Gaurds Police	Member

Further to the inspection done by the committee, it was acknowledged that the Works are Finally Completed and ready to be finally handed over to the High Judicial Council and Public Prosecution as of 12/April/2023.

From this date, UNDP and the Contractor will not be responsible for any works in the Courthouse except for repairing the northern part of the water tank, fixing the rainwater leakage, and and the balance notes from the initial completion certificate as per Annex 1.

The Contractor submitted an additional guarantee to UNDP, the High Judicial Council, and the Public Prosecution upon their request to repair the water tank in the Courthouse and any water leakage resulting from rain and damages caused by rainwater leakage as documented in Annex 1 attached to this certificate.

This Final Completion Certificate does not relieve the Contractor from any of its unperformed or continuing warranties, obligations, or liabilities under or in connection with the Contract or at law.

Signatures of the Project Handover Committee acknowledging the above

Eng.Ahmad Shehdah Chair

Signature

Jamal Mohammad Abdallah Abu Eid / Head of the Engineering and Maintenance Member

Signature

Kawthar Tayseer Ahmad Kittaneh / Civil Engineer Member

Signature

Mu'taz Lutfi Nimer Sabha / Computer Engineer Member

Signature

Nihad Husni Abdel-Rahman Rashed / Electrical Engineer Member

Signature

Muhammad Abu Gharbiedh

United Nations Development Programme

Programme of Assistance to the Palestinian People

برنامج الأمم المتحدة الإنمائي / برنامج مساعدة الشعب الفلسطيني



Hasan Tawfiq
Mahmoud Hamdan / Member
Computer Engineer
Issa Al-Dora / Chief
of Diwan
Ahmad Al-Taradeh / Member
Hebron Prosecution

Signature

Signature

Signature

Colonel- Yaser
Kamel Abdel-
Rahman Ighrayyeb /
Gaurds Police

Signature

Joint Venture of Al-Mosleh Company for Contracting and Construction and Atlantic Company for Electro-mechanical Contracting.

Stamp and Signature



12/4/2023

United Nations Development Programme / Programme of Assistance to the Palestinian People (UNDP/PAPP)
Stamp and Signature

Jiries N. Awad - project Manager L.O
12.4.2023

United Nations Development Programme

Programme of Assistance to the Palestinian People

برنامج الأمم المتحدة الإنمائي / برنامج مساعدة الشعب الفلسطيني



Annex 1:

Regarding the repair of the northern side of the water tank and some locations where water leaks due to rainwater:

- 1- The Contractor acknowledges the existence of water leaks on the northern side of the main water tank in the Hebron Court, and the presence of rainwater leaks in some surfaces and near some windows. The Contractor undertakes to carry out the necessary repairs to fully fix them through a specialized company, with the necessary repairs to be completed within a maximum period of two months from the date of signing this certificate and under the supervision of the UNDP.
- 2- The Contractor undertakes to repair any damage resulting from rainwater leaks after carrying out the required repairs, with a maximum deadline until the end of January 2024.
- 3- The UNDP shall reserve a sum of fifty thousand US dollars from the Contractor final payment of the project until the contractor carries out the necessary repairs for the water tank and rainwater leaks and get the approval of the High Judicial Council on these repairs done.
- 4- After the Contractor completes the required repairs within two months and obtains the approval of the UNDP and the High Judicial Council in writing, UNDP pays the above-mentioned withheld amount to the Contractor, provided that the Contractor submits an unconditional bank guarantee of the same value - fifty thousand US dollars - valid until February 1, 2024.
- 5- The above-mentioned bank guarantee covers only the works of the northern part of the water tank and the repair of any damages resulting from rainwater leaks exclusively.
- 6- In case the Contractor fails to fully comply with the required works, UNDP will carry out the necessary repairs and deduct the cost of the repairs from the above-mentioned withheld amount, and the Contractor has no right to object to this or resort to litigation, arbitration, or otherwise.
- 7- The Contractor undertakes that either Hajawi or GMT companies conducts an inspection of the water tank and provides a report that explains how the repairs shall be done. The Contractor will carry out the repairs according to the company's recommendation and in accordance with the standards through a specialized company.
- 8- The Contractor undertakes to carry out the necessary work to empty the tank and provide a temporary water source during the tank repair period.
- 9- The Contractor undertakes to carry out the necessary work to repair the rainwater leak through a specialized company, under the supervision of UNDP Engineers.
- 10- The Contractor undertakes to finalize the below balance notes from the initial completion inspection: -
 - Operate the call stations in their locations and labeling them according to the final plans by coordination with the owner.
 - Update the Fireworks program for the fire alarm system and examining the panel after power outages.
 - Programme the intercom devices.
- 11- The Contractor undertakes to finalize the below balance notes from the 13 Mar 2023 meeting notes: -
 - Provide Samsung VRF guarantees to the beneficiary (High judicial council) according to the agreed guarantee starting from 23-Dec-2023.
 - Provide an airflow-checking device to check the flow in the hoods and the ventilation system (AHU) and repair the defects.



- Supply an electric spring machine suitable for cleaning sewage lines with a spring of 20 meters in length as agreed.

12- The Contractor and UNDP shall not be responsible for any other works in the Court except as stated in this certificate after it has been signed by all parties.

Joint Venture of Al-Mosleh Company for Contracting and Construction and Atlantic Company for Electro-mechanical Contracting.

Stamp and Signature



[Handwritten Signature]
12/4/2023

United Nations Development Programme / Programme of Assistance to the Palestinian People (UNDP/PAPP)
Stamp and Signature

James N. Award 12.4.2023 project Manager *[Signature]*

Chairman of the Project Handover Committee (High Judicial Council)

E. Ahmad Shehadeh

[Handwritten Signature]



رقم العطاء: ITB-2017-61-HCF
التاريخ: 12 نيسان 2023

شهادة استلام النهائي

المشروع انشاء مبنى محكمة الخليل (الأعمال المدنية والتشطيبات والكهروميكانيكية)

الممول الشؤون العالمية كندا (GAC)

المستفيد مجلس القضاء الأعلى والنيابة العامة

الجهة المنفذة برنامج الأمم المتحدة الإنمائي / برنامج مساعدة الشعب الفلسطيني (UNDP / PAPP)

المقاول ائتلاف شركة المصلح للمقاولات والإنشاءات وشركة أتلانتيك للمقاولات الكهروميكانيكية.

بالإشارة إلى المشروع أعلاه ، فقد تم فحص وتفقد الأعمال من قبل لجنة تسليم المشروع الرسمية المشكلة بموجب قرار المستشار عيسى أبو شرار- رئيس المحكمة العليا / محكمة النقض - رئيس مجلس القضاء الأعلى ، مرجع رقم 153/15 الصادر بتاريخ 2023/01/12 و المنعقدة بتاريخ 12 104 2023.

تم تشكيل لجنة التسليم على النحو التالي:

1. المهندس احمد شحادة
2. جمال محمد عبدالله ابو عيد - مدير دائرة الهندسة والصيانة
3. كوثر تيسير احمد كتانة - مهندس مدني
4. معتز لطفي نمر صبحا - مهندس كمبيوتر
5. محمد ياسين محمد أبو غربية - مهندس اليكتروميكانيك
6. نهاد حسني عبدالرحمن راشد - مهندس كهرباء
7. حسن توفيق محمود حمدان - مهندس كمبيوتر
8. عيسى الشيخ درة - رئيس ديوان الموظفين
9. احمد الطردة - نيابة الخليل
10. العقيد ياسر كامل عبدالرحمن اغريب - شرطة الحراسات

لاحقا الى الفحص والتفقد النهائي التي قامت به اللجنة من خلال عدة زيارات الى تاريخ 2023/03/14، تم الإقرار بأن الأعمال قد اكتملت بشكل كامل وتم تسليمها إلى مجلس القضاء الأعلى والنيابة العامة اعتبارًا من 12 نيسان 2023.

اعتبارًا من هذا التاريخ، لن يكون برنامج الأمم المتحدة الإنمائي والمقاول مسؤولين عن اي أعمال ما عدا اصلاح الجهة الشمالية من خزان المياه وتسريب مياه الامطار في بعض المناطق الموثقة في الملحق والملاحظات المتبقية من الاستلام الابتدائي كما هو موضح في الملحق.

منح المقاول برنامج الأمم المتحدة الإنمائي ومجلس القضاء الأعلى والنيابة العامة ضماناً إضافياً حسب طلبهما لإصلاح خزان المياه بالمحكمة وأي تسرب للمياه بسبب الأمطار والاضرار الناتجة عن تسريب المياه.

لا تعفي هذه شهادة الإنجاز النهائي [المقاول] من أي من الضمانات أو الالتزامات أو المسؤوليات غير المنفذة أو المستمرة بموجب العقد أو القانون.

توقيعات لجنة تسليم المشروع مع الإقرار بما ورد أعلاه

التوقيع

الاسم والمسعى الوظيفي

رئيساً

1. المهندس احمد شحادة

عضواً

2. جمال محمد عبدالله ابو عيد - مدير دائرة الهندسة والصيانة

عضواً

3. كوثر تيسير احمد كتانة - مهندس مدني

عضواً

4. معتز لطفي نمر صبحا - مهندس كمبيوتر

عضواً

5. محمد ياسين محمد أبو غربية - مهندس اليكتروميكانيك

عضواً

6. نهاد حسني عبدالرحمن راشد - مهندس كهرباء

عضواً

7. حسن توفيق محمود حمدان - مهندس كمبيوتر

عضواً

8. عيسى الشيخ درة - رئيس ديوان الموظفين

عضواً

9. احمد الطردة - نيابة الخليل

عضواً

10. العقيد ياسر كامل عبدالرحمن اغريب - شرطة الحراسات

اتتلاف شركة المصلح للمقاولات والإنشاءات وشركة أتلانتيك للمقاولات الكهروميكانيكية
التوقيع والختم



برنامج الأمم المتحدة الإنمائي / برنامج مساعدة الشعب الفلسطيني (UNDP / PAPP)
التوقيع والختم

جريس مجيب عوض مدير المشروع

ملحق بخصوص اصلاح الجهة الشمالية من خزان المياه وأماكن تسيل المياه بسبب مياه الامطار:

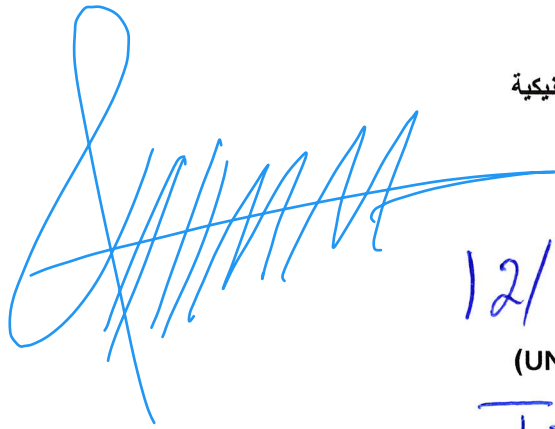
- 1- يقر المقاول بوجود تسريب مياه في الجهة الشمالية من خزان المياه الرئيسي بمحكمة الخليل، وبوجود تسريب لمياه الامطار في بعض المناطق وعند بعض الشبائيك، ويتعهد المقاول بإجراء الاصلاحات الازمة لها تصليحا كاملا من خلال شركة مختصة، على ان يقوم بعمل الإصلاحات الازمة خلال حد اقصى مدته شهرين من توقيع هذه الشهادة وبإشراف برنامج الأمم المتحدة الإنمائي.
- 2- يتعهد المقاول بإصلاح أي ضرر يحدث نتيجة تسرب مياه الامطار بعد قيامه بالإصلاحات المطلوبة وبعد اقصى حتى نهاية شهر كانون الثاني 2024.
- 3- يقوم برنامج الأمم المتحدة الإنمائي بحجز مبلغ خمسين ألف دولار امريكي من دفعة المقاول النهائية للمشروع لحد قيام المقاول بعمل الإصلاحات الضرورية لخزان المياه وتسريب مياه الامطار وموافقة مجلس القضاء الأعلى عليها.
- 4- بعد قيام المقاول بعمل الإصلاحات المطلوبة خلال شهرين وموافقة برنامج الأمم المتحدة الإنمائي ومجلس القضاء الأعلى عليها خطيا، يقوم برنامج الأمم المتحدة الإنمائي بدفع المبلغ المحتجز المذكور أعلاه للمقاول، على ان يقوم المقاول بتقديم كفالة بنكية غير مشروطة بنفس قيمة المبلغ -خمسين ألف دولار امريكي- صالحة لغاية الأول من شباط لعام 2024.
- 5- الكفالة البنكية المذكورة أعلاه تغطي فقط اعمال خزان المياه الجزء الشمالي واصلاح أي اضرار ناتجة عن تسريب مياه الامطار حصرا.
- 6- في حال عدم التزام المقاول بالأعمال المطلوبة كاملة وحسب الأصول، يقوم برنامج الأمم المتحدة الإنمائي بعمل الإصلاحات المطلوبة وخصم تكلفة الإصلاحات من المبلغ المحتجز والمذكور اعلاه، ولا يحق للمقاول الممانعة على ذلك او الطلب باللجوء الى التقاضي او التحكيم او غيره.
- 7- يتعهد المقاول بان تقوم شركة حجاوي او GMT بعمل الفحص للبنر و تقديم تقرير يوضح طريقة اصلاح البنر على ان يقوم المقاول بعمل الإصلاحات حسب توصية الشركة و حسب الأصول ومن خلال شركة مختصة.
- 8- يتعهد المقاول بالقيام بالأعمال المطلوبة من اجل افراغ الخزان وتوفير مصدر مياه مؤقت خلال فترة اصلاح الخزان.
- 9- يتعهد المقاول بالقيام بالأعمال المطلوبة من اجل اصلاح تسريب مياه الامطار من خلال شركة مختصة وبإشراف برنامج الأمم المتحدة الإنمائي.
- 10- يتعهد المقاول بانهاء الملاحظات المدونه ادناه المتبقية من الاستلام الاولي :
 - تشغيل الـ call stations في مواقعها وترقيمها حسب المخططات النهائية وبالتنسيق مع المالك.-عدم القدرة على التحكم بالصوت , تسليم البرنامج والتدريب.
 - تحديث برنامج الـ Fire works الخاص بنظام إنذار الحريق وفحص اللوحة بعد انقطاع التيار الكهربائي عنها.
 - برمجة اجهزة الانترنت.

11- يتعهد المقاول بانهاء الملاحظات المدونة ادناه المتبقية من محضر الاجتماع الذي عقد بتاريخ 13 اذار 2023.

- تغيير كفالة شركة سامسونج باسم مجلس القضاء الاعلى حسب الكفالة المتفق عليها من تاريخ 2021-12-23.
- توفير جهاز فحص تدفق الهواء لغرض فحص التدفق في الشفاطات ونظام التهوية (AHU) واصلاح الخلل ان وجد.
- توريد ماكينة زنبرك كهرباء مناسبة لتنظيف خطوط الصرف الصحي مع زنبرك بطول 20 متر، حيث انه تم الاتفاق في ذلك الاجتماع على استبدال الملاحظة المتعلقة بالفير دامبر بماكينة تنظيف خطوط الصرف الصحي .

12- يعتبر المقاول وبرنامج الأمم المتحدة الإنمائي غير مسؤولين عن أي اعمال أخرى في المحكمة ما عدا ما جاء في هذه الشهادة بعد توقيعها من قبل كل الأطراف.

اتتلاف شركة المصلح للمقاولات والإنشاءات وشركة أتلانتيك للمقاولات الكهروميكانيكية
التوقيع والختم



12/4/2023



برنامج الأمم المتحدة الإنمائي / برنامج مساعدة الشعب الفلسطيني (UNDP / PAPP)

جريس حبيب عوضة - مدير المشروع

12.4.2023

رئيس لجنة الاستلام النهائي من مجلس القضاء الاعلى

د. أحمد شاه / رئيس اللجنة



رقم العطاء: ITB-2017-61-HCF
التاريخ: 31 آذار 2024

شهادة استلام النهائي

المشروع: انشاء مبنى محكمة الخليل (الأعمال المدنية والتشطيبات والكهروميكانيكية)
الممول: الشؤون العالمية كندا (GAC)
المستفيد: مجلس القضاء الأعلى والنيابة العامة
الجهة المنفذة: برنامج الأمم المتحدة الإنمائي / برنامج مساعدة الشعب الفلسطيني (UNDP / PAPP)
المقاول: ائتلاف شركة المصلح للمقاولات والإنشاءات وشركة أتلانتيك للمقاولات الكهروميكانيكية.

بالإشارة إلى المشروع أعلاه، فقد تم فحص وتفقد الأعمال المتبقية (أعمال اصلاح تسريب خزان المياه، اعمال العزل المائي لاماكن تسريب المياه وأعمال الصيانة للأضرار الناتجة من تسريب المياه) من قبل المهندس جمال أبو عيد مدير صيانة مرافق محاكم الجنوب والمهندس محمد اجبور- مهندس المشروع - برنامج الأمم المتحدة الإنمائي / برنامج مساعدة الشعب الفلسطيني (UNDP / PAPP).

لقد تم إنجاز اعمال العزل لاماكن التسريب عن طريق شركة زيدان -عالم البناء الحديث وقد قمت الشركة لمجلس القضاء الاعلى كفالة لمدة سنتين للاماكن التي قامت بعزلها كما هو مبين بالكفالة المرفقة.

لاحقا الى الفحص والتفقد النهائي التي قامت به اللجنة من خلال عدة زيارات الى تاريخ 2024/03/31، تم الإقرار بأن جميع الأعمال المتبقية قد اكتملت بشكل كامل وتم تسليمها إلى مجلس القضاء الأعلى اعتباراً من 31 آذار 2024.

اعتباراً من هذا التاريخ، لن يكون برنامج الأمم المتحدة الإنمائي والمقاول (ائتلاف شركة المصلح للمقاولات والإنشاءات وشركة أتلانتيك للمقاولات الكهروميكانيكية) مسؤولين عن اي أعمال.

لا تعفي هذه شهادة الإجتاز النهائي [المقاول] من أي من الضمانات، أو الالتزامات، أو المستمرة بموجب العقد أو القانون.

توقعات لجنة استلام الاعمال المتبقية من المشروع مع الإقرار بما ورد أعلاه

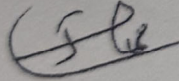
الاسم والمسمى الوظيفي

1. م. جمال محمد ابو عيد - مدير صيانة مرافق محاكم الجنوب- مجلس القضاء الأعلى

2. م. محمد اجبور-مهندس المشروع- برنامج الأمم المتحدة الإنمائي / برنامج مساعدة الشعب الفلسطيني (UNDP / PAPP)

ائتلاف شركة المصلح للمقاولات والإنشاءات وشركة أتلانتيك للمقاولات الكهروميكانيكية
التوقيع

التوقيع



DocuSigned by:

Mohammed Sig...

F7FD132537EA4B4...



كفالة عدلية

ان الموقع ادناه ايداد جمال جورج زيدان حامل هوية رقم 907240055 وانا بكامل الصفات القانونية اكفل كافة اعمال العزل التي قمت بها في محكمة بداية الخليل لمدة سنتين من تاريخ 2024/03/31 والتي تشمل ما يلي



1. الواجهة الغربية للمحكمة والتي تطل على الشارع الرئيسي
2. عزل 30 شبك
3. عزل المدخل الرئيسي على الطابق الارضي
4. عزل فوق منطقة الاستقبال الممر الواصل بين النيابة والمحكمة
5. عزل الطابق الرابع عند المصعد رقم 1
6. عزل ال سكاى دوم
7. عزل قاعة الجنايات
8. عزل مدخل الطابق الرابع من جهة الماكنات
9. عزل مدخل الموظفين الطابق الارضي عند مصعد رقم 4
10. انتهاء اعمال الدهان واصلاح ما تم تضرر بسبب مياه الامطار التي تسربت والتصليح حسب الاصول الى حين ان تجف وذلك خلال العطلة القضائية في شهر اب

حيث تشمل كفالتي اي عطل او اي ضرر او اي خلل يحصل لاعمال الصيانة والعزل التي قمت بها ، واکون ملزما قانونيا ويحق للجهات الرسمية مطالبتني خلال مدة السنتين بتصليح وصيانة اي خلل يكون سببه تسريب المياه في الاماكن التي قمت بعزلها

تحريرا في 2024/03/31



الكفيل

إيداد جمال جورج زيدان

