

6

Civil Society Empowerment Training and Skills Development

The PASSIA project ***Civil Society Empowerment Through Training and Skills Development*** was developed in 1997. The impetus for the project was the fact that Palestine presents a unique challenge for institution building and the establishment of an effective civil society, as a wide range of NGOs seek to achieve long-term and lasting objectives in an uncertain and dynamic environment. However, many of the key personnel in civil society organizations (CSOs) receive no formal training and there is an immense need to develop proper skills and capacities that will promote efficient and dynamic activity.

The Program

PASSIA's Civil Society Empowerment project is thus designed to assist in the human resource and institutional development of nascent Palestinian infrastructures. It is primarily geared towards Palestinian civil society practitioners, but also addresses government personnel with specific responsibility for policy formulation and project implementation, as well as other professionals keen to enhance their analytical, planning and managerial skills.

Each seminar comprises of the following interrelated activities:

- (a) *Application and Selection of Participants.* The training program is advertised in the local press with a three-week period for applications. Normally, the applicant holds a BA degree or its equivalent. Non-graduates with a relevant experience are also welcome to apply, as are new graduates with no working experience but with a genuine interest in enhancing their skills. Applicants must be able to commit themselves full-time throughout the required period and to undertake preparatory reading and written work. A good knowledge of written and spoken English is essential. Applicants are then invited for interviews, on the basis of which the selection is made. In accordance with PASSIA's policy, the interviews and selection are conducted by an external interviewer.
- (b) *Research and Preparation.* Upon selection, participants are provided with a preparatory reading package containing materials that help them to become familiar with the basic issues in advance of the seminar. Furthermore, each participant is given a paper assignment to prepare for presentation during the training program.

- (c) *Training.* A six-day intensive training course with lectures on conceptual frameworks and functional skills given by local and international experts. Since the programs' primary aim is to impart practical skills, the seminars include activities that call on participants to actively employ the information they learn in their places of employment. At the close of the course, participants receive a second assignment requiring them to employ what they have learned on a particular case or issue and to be completed within a month.
- (d) *Conclusion.* Participants who fulfill all requirements will receive a certificate for the course taken. PASSIA prepares the proceedings of the training program and publishes them in the form of a handbook.

In 2003, PASSIA held two training programs, one on *Strategic Planning* and one on *Communication Skills* (details are described below).

■ Training Program on Strategic Planning

The *Training Program on Strategic Planning* was designed to meet the needs of employees (team/staff members) in civil society or other institutions whose responsibilities include - or will include - project planning, management and implementation.

The training program aimed at imparting key issues and practical skills in planning and management, so that by the close of the program the participants had an increased understanding of how to improve the performance of organizations and how an appropriate strategic approach will contribute to their efficiency in handling current and future tasks.

Upon selection, each participant received a reading package containing assorted background articles that would enable him/her to become familiar with the concepts of the seminar beforehand. The preparatory reading period included a short paper assignment, with the following instructions:

(1) Please indicate the following for your own organization:

- Describe the societal vision that led to the establishment of your organization.
- Describe your organization.
- Articulate the strategy your organization currently follows to achieve its mission.
- Articulate 3-4 strategic questions that presently face your organization.

and

(2) Please identify your perceived strengths & weaknesses of your organization:
(To be refined by participants as the course proceeds).

1. 2. 3.	Strengths	How Critical is it to your Organization's Mission?
1. 2. 3..	Weaknesses	How Critical is it to your Organization's Mission?

The training program took place from **17-22 May 2003** at PASSIA's premises in Ramallah. Since the Israeli army invaded Ramallah on 18 May, there was no training on the second day of the course and the original program had to be rearranged slightly.

The Lecture Program

Saturday, 17 May 2003

- 9.30-10.00 Welcoming Address / Opening Remarks
Dr. Mahdi Abdul Hadi, *Head of PASSIA, Jerusalem*
- 10.00-11.15 Concepts of Strategic Planning & Management
Rafiq Hussein, *Deputy Director General and Director of Operations, Welfare Association, Jerusalem*
- 11.15-11.30 Break
- 11.30-12.30 Concepts of Strategic Planning & Management, contd.
Rafiq Hussein
- 12.30-13.30 Lunch



- 13.30-15:00 Needs Assessment - Concepts and Methodologies
Dr. Varsen Aghabekian, Associate Professor, Al-Quds University, Jerusalem
- 15.00-15.15 Break
- 15:15-16.30 Exercise: 1. But Why Technique / 2. Nominal Group Technique
Dr. Varsen Aghabekian

Sunday, 18 May 2003 - *Israeli invasion of Ramallah*

Monday, 19 May 2003

- 9.15-10.45 Human Resource Planning
Dr. Varsen Aghabekian
- 10.45-11.00 Break
- 11.00-12.30 Human Resource Planning and the Management Cycle
Dr. Varsen Aghabekian
- 12.30-13.30 Lunch
- 13.30-14.45 Specific Development Issues in Human Resource Management
Dr. Varsen Aghabekian
- 14.45-15.00 Break
- 15.00-16.30 Exercises - Writing Job Descriptions & Specifications, Developing an Orientation Plan
Dr. Varsen Aghabekian



Varsen Aghabekian

Tuesday, 20 May 2003

- 9.15-10.45 Visioning and Vision Statements
Dr. Rafiq Husseini
- 10.45-11.00 Break
- 11.00-12.30 Mission Statement and Writing Organizational Goals
Dr. Rafiq Husseini
- 12.30-13.30 Lunch
- 13.30-15.00 Writing Vision/Mission Statements and Organizational Goals
Dr. Rafiq Husseini



Rafiq Husseini

- 15.00-15.15 Break
- 15.15-16.30 SWOT Analyses Exercises
Dr. Rafiq Husseini

Wednesday, 21 May 2003

- 9.15-10.45 Managing Change
Dr. Hussam Sharqawi
- 10.45-11.00 Break
- 11.00-12.30 Managing Conflict
Dr. Hussam Sharqawi
- 12.30-13.30 Lunch
- 13.30-15.00 Managing Crises
Dr. Hussam Sharqawi
- 15.00-15.15 Break
- 15.15-16.30 Exercises on Managing Change-Conflict-Crises
Dr. Hussam Sharqawi



Hussam Sharqawi

Thursday, 22 May 2003

- 9.30-10.45 Elements of Strategic Management: Strategic Analysis - Choice and Implementation - Tasks in Implementing the Strategy
Dr. Hussam Sharqawi
- 10.45-11.00 Break
- 11.00-12.15 Operations Management
Dr. Hussam Sharqawi
- 12.15-13.30 Lunch
- 13.30-15.00 Final Discussion & Wrap-up
with **Dr. Mahdi Abdul Hadi**

The **follow-up writing assignment** dealt with operation management and the participants were requested to describe an organizational aspect/procedure of their working place and illustrate how it can be improved, using the tool of logical flow charts.

The Participants

ABU AWWAD, Maysa - Birzeit
External Affairs Officer, PECDAR, Jerusalem

AFFOUNEH, Saida - Ramallah
Director of Planning Department, Al-Quds Open University, Ramallah

DWAIKAT, Nidal - Nablus
Institution Building Coordinator, Land O'lakes Inc. Nablus

HIJJAWI, Shafer - Ramallah
Project Manager, Ministry
of Education and Higher
Education, Ramallah

KAFRI, Eman - Ramallah
Information System &
Projects Manager, Palestinian
Poultry Board, Ramallah

KAID, Nisreen - Ramallah
Accounting and
Administration, Palestinian
Poultry Board, Ramallah

KAKANY, Ghazi - Nablus
Agricultural Engineer,
Ministry of Agriculture,
Nablus

KHAYYAT, Nameer - Ramallah
Director of Aftercare Program, Palestinian Investment Promotion Agency,
Ramallah

KLEIBO, Mahdi - Jerusalem
Public Relations Manager, Union of the Charitable Societies, Jerusalem

MADHOUN, Tahani - Hebron
Health-Environmental Health Program Coordinator, Save the Children Federation,
Hebron

MANASRHA, Islam - Hebron
Manager, Bani Naim Charitable Society, Hebron



RABBA, Fadel - Ramallah

Acting Manager, Department of Development, Ministry of Supplies, Ramallah

EL-SHARIF, Ra'ed - Ramallah

Training Programs Manager, Information Technology Unit, Birzeit University, Ramallah

SHARQAWI, Ramadan - Ramallah

Manager of Public Relations Department, Palestinian Civil Police, Ramallah

TAMIMI, Atef - Ramallah

Project Coordinator, The Central National Committee for Rehabilitation, Jerusalem

AL-WAHIDI, Haytham - Ramallah

Director of Investment Support Unit, Palestinian Investment Promotion Agency, PIPA, Ramallah

ZEIDAN, Hadeel - Ramallah

Program Manager, Cooperation for Development (CD), Jerusalem

■ Training Program on Communication Skills

The *Training Program on Strategic Management* was designed to meet the needs of employees (team/staff members) in civil society or other institutions who have - or will have - a public/media relations component to their work requirements.

The training program aimed at imparting key issues and practical skills related to communication, so that by the close of the program the participants had improved capacities to give presentations, to communicate with others, to utilize media venues, and to plan and implement public/promotional activities.

Upon selection, each participant received a reading package containing assorted background articles that would enable him/her to become familiar with the concepts of the seminar beforehand. The preparatory reading period included a short paper assignment, with the following instructions:

Please describe a communication-/media-related activity/situation you or your organization have/has been in involved with and assess whether or not it was successful and if not, why not.

The training program took place from **11-16 September 2003** at PASSIA's premises in Ramallah.

The Lecture Program

Thursday, 11 September 2003

- 9.30-10.00 Welcoming Address / Opening Remarks
Dr. Mahdi Abdul Hadi, *Head of PASSIA, Jerusalem*
- 10.00-11.15 Perception and Communication
- Psychological Aspects
Dr. Khaleel Isa, *Psychologist, UNDP
Tokten Program*
- 11.15-11.30 Break
- 11.30-12.30 Perception and Communication
- Psychological Aspects, contd.
Dr. Khaleel Isa
- 12.30-13.30 Lunch
- 13.30-15:00 Participants (on preparatory assignments)
- 15.00-15.15 Break
- 15:15-16.30 Participants' assignments



Khaleel Isa

Friday, 12 September 2003

- 9.15-10.45 Introduction to Media and Communications
Rami Khouri, *Executive Editor, The Daily Star, Beirut*
- 10.45-11.00 Break
- 11.00-12.30 Communication Strategies and
Techniques for Effective Action (1):
Knowing target audiences/Defining
publicity & communication goals
Rami Khouri
- 12.30-13.30 Lunch
- 13.30-15.00 Communication Strategies and
Techniques for Effective Action (2):
Selecting the Right Media-Outlets,
Target Groups and Individuals
Rami Khouri
- 15.00-15.15 Break
- 15.15-16.30 Developing Communications Skills (interpersonal communication,
speech-making, public speaking, conflict resolution and interviews)
Rami Khouri



Rami Khouri

Saturday, 13 September 2003

- 9.15-10.45 Effective Presentations and Communications (1): The Right Message to the Right Audience: Clarifying Audiences, Themes, and Messages
Rami Khouri
- 10.45-11.00 Break
- 11.00-12.30 Effective Presentations and Communications (2): Fundamentals of Effective Writing
Rami Khouri
- 12.30-13.30 Lunch
- 13.30-15.00 Exercises
With Rami Khouri
- 15.00-15.15 Break
- 15.15-16.30 Communication Skills - A Diplomat's Perspective
Afif Safieh, *PLO Delegate to the UK and the Vatican*



Afif Safieh

Sunday, 14 September 2003

- 9.15-10.45 Developing Communications Skills (contd.; see 12 Sept.)
Rami Khouri
- 10.45-11.00 Break
- 11.00-12.00 Communication Strategies – Case Study from a Palestinian NGO
Allam Jarrar, *Executive Board Member, Union of Palestinian Medical Relief Committees, and Steering Committee Member, PNGO Network*
- 12.00-13.00 Lunch
- 13.00-16.30 Visit to **Al-Ayyam Newspaper** (Tour of the printing process and Question & Answer Session with editors/ journalists)



Allam Jarrar

Monday, 15 September 2003

9.30-12.30 Visit to **Al-Jawwal** (PR & Media Strategies)

Hakam Kanafani,
Chief Executive Officer, Jawwal



Hakam Kanafani

12.30-14.00 Lunch

14.00-15.15 Public and Media Relations: Getting Attention, Preparing Materials

Rami Khouri

15.15-15.30 Break

15.30-16.30 Public and Media Relations, contd.

Rami Khouri

Tuesday, 16 September 2003

9.15-10.45 Presentation Skills – Case Study
Michael Tarazi, Lawyer, Negotiations Support Unit



Michael Tarazi

10.45-11.00 Break

11.00-12.15 Communication Skills - A Donor's Perspective (How to Communicate Interests and Present an Organization/ Project)

John Viste, Deputy Director, Care West Bank and Gaza



John Viste

12.15-13.30 Lunch

13.30-15.00 Final Discussion and Wrap-up with **Dr. Mahdi Abdul Hadi**

After the six-day training program, participants received the following **second writing assignment**:

*Drawing on what you have learned in the training program, please draft an **outline** for a **communications campaign** that would last for three months and be designed to increase either*

- your number of customers (if you are from the private sector),
- the beneficiaries of your services (if you are a governmental body/agency)
- or
- the membership of your organization / the number of people using your services (if you are an NGO).

Please use three different communication channels, describe how you would reach the right audience etc., and include measurement techniques (i.e., criteria how to assess the success – or not – of your campaign.



The Participants

ABU BAKR, Sana - Jenin/Ramallah

Youth & Community Activities Coordinator, Welfare Association, Jerusalem

ABU LATEFAH, Rabie - Ramallah

Member, Youth Media Department, Ta'awon – Palestinian Conflict Resolution Institute, Ramallah

ABU SHAMI, Kameel - Nablus/Ramallah

Head of information Department, Ministry of Agriculture, Ramallah

AMRO, Taher - Ramallah

Director, Public Relation, Ministry of Waqf and Religious Affairs, Al-Izzariyya, Jerusalem

AWAD, Raed - Nablus

Media & PR coordinator, Palestine Telecommunications Company (Paltel), Nablus

FREITEKH, Suheir - Nablus

International Affairs Director, Nablus Governorate, Nablus

HIJAZI, Mohammad - Anabta, Tulkarem

Public Relations Officer and Section Head for Company & Listing Affairs, Palestine Securities Exchange, Nablus

HUSARY, Rana - Ramallah

Economic Researcher, DFIF-UK project with the Ministry of National Economy, Ramallah

JAOUNI, Suheir - Jerusalem
External Affairs Officer, PECDAR, Jerusalem

KHOURY, Malvina - Ramallah
Lawyer, Jerusalem Legal Aid & Human Rights Center (JLAC), Ramallah



NUSSIEBAH, Liana - Ramallah
Child Media Center Coordinator, The Secretariat of the National Plan of Action for Palestinian Children, Ramallah

RAYYES, Ikhlas - Jerusalem
Head, External Relations Office, Al-Quds Open University, Jerusalem

SALAH, Amani - Bethlehem
Administrative Coordinator/Accountant, America's Development Foundation, Jerusalem

WAHDAN, Reem - Ramallah
Head, Youth Media Department, Ta'awon Institute for Conflict Resolution, Ramallah

AL-WEHADI, Abeer - Ramallah
Responsible for Ministerial Affairs, Cabinet Office, Ramallah

