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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 five-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 2004, PASSIA held two training programs on *Management Skills* (details are described below), and concluded the program after seven years.

Training Program on Management Skills

The *Training Program on Management Skills* was designed to meet the needs of employees (team/staff members) in civil society or other institutions who had a management component to their work requirements and wished to enhance their skills.

The training program aimed at imparting key skills in planning and management, so that by the close of the program the participants had an enhanced capacity to manage projects, people and organizations by employing the effective methods, skills and tools.

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 identify and describe areas of difficulty encountered in your job or within your wider working environment, which, in your opinion, have to do with insufficient management skills.

Due to the huge demand (as suggested by the vast number of applications received) PASSIA decided to hold the training program twice. The first one took place from **21-26 February 2004** at PASSIA's premises in Ramallah.

The Lecture Program**Training Programs I & 2 – 21-26 February and 3-8 April 2004**

DAY ONE: 21 February 2005

- 9.30-10.00 Welcoming Address / Opening Remarks
Dr. Mahdi Abdul Hadi, *Head of PASSIA, Jerusalem*
- 10.00-11.15 Psychological Aspects of Managing People (Leaderships Skills, Teamwork, Dealing with Conflicts)
Michael Sansur, *Lecturer, Bethlehem University*
- 11.15-11.30 Break
- 11.30-12.30 Psychological Aspects of Managing People, contd.
Michael Sansur
- 12.30-13.30 Lunch
- 13.30-15:30 Participants' Assignment Presentation & Discussion

*Michael Sansur*

DAY ONE: 21 February 2005

- 9.15-10.45 Management of Organizations (1): Mission, Structures, Goals
Hakam Kanafani, *Chief Executive Officer, Jawwal*
- 10.45-11.00 Break
- 11.00-12.30 Management of Organizations (2): Strategic Orientation, Needs
Hakam Kanafani
- 12.30-13.30 Lunch
- 13.30-15.00 Management of Organizations (3): Long-term Vision, Goal-setting, Planning, Development Priorities
Hakam Kanafani

*Hakam Kanafani*



DAY THREE: 23 February 2005

- 9.15-10.45 Human Resource Planning
Dr. Varsen Aghabekian, *Head, Research & Planning Department, Welfare Association, Dahiet Al-Barid*
- 10.45-11.00 Break
- 11.00-12.30 Human Resource Planning and the Management Cycle
Dr. Varsen Aghabekian
- 12.30-13.30 Lunch
- 13.30-15.30 Specific Development Issues in Human Resource Management
Dr. Varsen Aghabekian

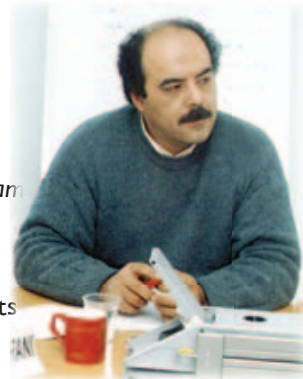


Varsen Aghabekian



DAY FOUR: 24 February 2005

- 9.15-10.45 Time Management
Dr. Varsen Aghabekian
- 10.45-11.00 Break
- 11.00-12.30 Project Management: An Introduction
Khaled Nabris, *Consultant, Jerusalem/Ram*
- 12.30-13.30 Lunch
- 13.30-15.30 Defining, Organizing and Planning Projects
Khaled Nabris



Khaled Nabris



DAY FIVE: 25 February 2005

- 9.15-10.45 Managing Change
Khaled Nabris
- 10.45-11.00 Break

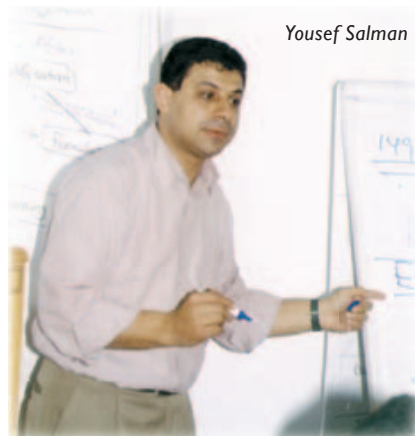


- 11.00-12.30 **Managing Conflict and Crises**
Khaled Nabris
- 12.30-13.30 **Lunch**
- 13.30-15.30 **Exercises on Managing Change-Conflict-Crises**
Khaled Nabris



DAY SIX: 26 February 2005

- 9.30-10.45 **Financial Management:**
Budgeting
Yousef Salman, CPA
- 10.45-11.00 **Break**
- 11.00-12.15 **Financial Management:**
Accounting
Yousef Salman
- 12.15-13.30 **Lunch**
- 13.30-15.00 **Final Discussion and Wrap-up**



Yousef Salman

In the follow-up writing assignment participants were asked to explain - drawing on what they have learned in the training program and employing the newly gained management skills and tools - how they would now deal with the problems/difficulties encountered in their job or within the wider working environment, which they had described in the pre-course assignment.





The Participants

Training Program I (21-26 February 2004)

AL-A'RAJ, Eyad - Jerusalem

Area Development Program Manager, World Vision, Jerusalem

'ATTA, Rana – Al-Bireh

Administrative Manager & PR officer, Ina'sh El-Usra Society, Al-Bireh

AL-BAKRI, Baha'eddin - Ramallah

Chief of Electoral Affairs & PR Departments, Central Elections Commission, Ramallah

HIDMI, Muna - Jerusalem

Office Manager, MARAM Project, Al-Bireh - Ramallah

HIJAWI, Ali - Ramallah

Quality Manager, National Beverage Company, Ramallah

HIJAWI, Jihad - Nablus

Executive Secretary, Palestinian Hydrology Group (PHG), Nablus

HINDAILEH, Mohana - Ramallah

Program Assistant for Field Operations, Tamkeen Project, Ramallah

HOURANI, Maisa - Ramallah
BA, Science of Biology, Hebron University

HUSARI, Nelly - Ramallah
Head of Therapy Services, Four Homes of
Mercy, Bethany, Jerusalem

JIRYIS, Mousa - Ramallah
Junior Associate, Business Development
Officer, Massar Associates, Ramallah

KARBORANI, Rose - Jerusalem
Engineer, Project Coordinator, Pontifical
Mission for Palestine, Jerusalem

KHATEEB, Rula - Ramallah
Project Coordinator, Hurriyyat, Ramallah

KHOURY, Jameel - Jerusalem
Project Manager, Caritas Jerusalem,
Jerusalem

MAHARMA, Mohammad - Nablus
Credit Head Department, Jordan Gulf
Bank, Nablus

SHAHROURI, Waheed - Ramallah
Project Manager, Palestinian Central Bureau
of Statistics (PCBS)

TAHBUB, Hazam - Hebron
Administrative Assistant, UNDP, Hebron

TOUMA, Fida - Ramallah
Architect & Executive Assistant, Riwaq
Center for Architectural Conservation,
Ramallah

ZAGHAL, Nadin - Ramallah
Financial & Administrative Manager, The
Palestinian Independent Commission for
Citizens' Rights – PICCR, Ramallah



Training Program 2 (3-8 April 2004)

AQEL, Muntaha - Ramallah

Partnership & Capacity Building Coordinator, Save the Children, Jerusalem

GHRAYEB, Issa - Jerusalem

Loan Administrator, Caritas, Jerusalem

HANANIA, Majeda - Ramallah

Secretary, Al-Quds Open University, Ramallah

HIDMI, Yasser - Jerusalem

Chief Accountant, Masrouji Co. Ltd., Ramallah

MAHAJNEH, Dima - Jenin

Field Officer, International Committee of the Red Cross (ICRC), Jenin

OTHMAN, Sahar - Ramallah

Executive Secretary, Secretariat of the National Plan of Action for Palestinian Children, Ramallah

RABADI, Issa - Jerusalem

Peace Education Department Co-Director, Israel/Palestine Center for Research & Information (IPCRI), Jerusalem

RISHEH, Maher - Nablus

Director of Sheikh Khaleefa Vocational Center, Nablus

SABBAH, Refa'at - Ramallah

General Director, Teacher Creativity Center, Ramallah

SALAMEH, Reem - Ramallah

Accountant, Jawwal (Palestine Cellular Co.), Ramallah

SHAHWAN, Raed - Ramallah

Employee Affairs, Administration Department; Palestinian Investment Promotion Agency (PIPA), Ramallah

SHARAF, Rawan

- Jerusalem

Marketing & Advertising
Coordinator, Yabous
Productions, Jerusalem

AL-SHARI, Wijdan

- Hebron

Junior Civil Engineer,
Mercy Corps, Hebron

