

# 6

# Human Capacity Development

## Background

In 2005, PASSIA embarked on a project entitled *Human Capacity Development*, which drew upon PASSIA's previous experience in conducting training seminars and aimed at developing Palestinian human capacity by providing hands-on training in fields where an urgent need for knowledge and skills enhancement has been identified. The target audience was professionals working in the governmental, private and NGO sectors who would benefit from an opportunity to develop their planning, managerial and analytical skills.

At the outset of the project, PASSIA firmly believed that human resource development has never been more necessary within Palestinian society than at this stage in history, not least with an eye on longer-term developmental requirements. The huge feedback we received upon advertising the various training programs throughout the year has just confirmed the enormous demand for training and skills enhancement prevailing in the Palestinian territories.

## Project Outline

Drawing on local specialists and experts from abroad, PASSIA organized a series of training seminars, each of which incorporated theoretical approaches to the given topic, while the focus was on practical training in relevant procedures and skills (exercises, case studies, and real-world applications).

The training seminars were designed as follows:

(a) *Application and Selection of Participants.* Six to eight weeks before the actual training seminar took place, it was advertised in the local press. Application forms were available at PASSIA and candidates had two or three weeks to apply. A shortlist of applicants was then invited for interviews, which were – in line with PASSIA's policy - conducted by an external examiner. Based on the results of these interviews, the selection of candidates – approximately 20 per course - was made.

(b) *Preparatory Reading Period and Writing Assignment.* Upon selection, participants were required to state their and their employee's acceptance of the placement in writing. Then each participant was provided with preparatory reading material gathered by the PASSIA Team in coordination with trainers and lecturers, in order to familiarize him/herself with the basic course subjects. Each participant was assigned a topic on which to prepare a paper for presentation during the seminar.

(c) *Intensive Training Seminar.* Trainees then attended a five-day training course in which they learned functional skills imparted by local and/or international experts. Where available or needed, they were given additional study material and examine relevant case studies. Since the emphasis was on practical results, exercises provided practical experimentation and feedback.

(d) *Conclusion.* The seminar concluded with a second assignment for each participant, the goal of which was to incorporate what they have learned and their practical experiences into a coherent project. Certificates were awarded to participants who successfully completed the program.

## Training Programs

During 2005, the PASSIA team organized and implemented the following five training programs:

### ■ Training Program on Monitoring and Evaluation

The Training Program on *Monitoring and Evaluation* was designed to meet the needs of employees (team/staff members) whose responsibilities include project planning, implementation and appraisal and who wished to enhance their skills in these fields.

The training program thus aimed at improving the participants' capacities and skills to apply concepts and tools of monitoring and evaluation in order to improve the overall efficiency of project planning, management and implementation.

The preparatory reading period included the completion of the following assignment:

*The monitoring and evaluation training aims at building the skills of trainees in designing and implementing their own monitoring and evaluation tasks. Therefore, the theoretical training will be complemented with practical application. In preparation of the course, you are asked to carry out the following:*


1. *Select one of the projects you are managing or will be managing in the near future.*
2. *Complete the attached form with the help of the enclosed reading materials<sup>1</sup>.*

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<sup>1</sup> The form included questions regarding project background, output, objectives, strategies, activities, timeframe, etc. This task formed part of the course's goal to have each participant design a monitoring and evaluation plan for a project he/she selected.

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## The Lecture Program

| <b>DAY ONE:</b> |   | <b>Sunday, 8 May 2005</b>   |
|-----------------|---|---|
| 9.00-9.30       | Welcoming Address / Opening Remarks<br><b>Dr. Mahdi Abdul Hadi</b> , <i>Head of PASSIA, Jerusalem</i>   |   |
| 9.30-10.15      | Introduction (Ice-breaking exercises, overview)<br><b>Khalid Nabris</b> , <i>Community Development Consultant, Jerusalem</i>  |   |
| 10:15-11:15     | Monitoring and Evaluation (M&E) as an integral component of project planning & implementation process (Review of the logical framework planning, Indicators and Measures) - Session 1<br><b>Khalid Nabris</b> |   |
| 11.15-11.30     | Break   |   |
| 11.30-12.30     | Monitoring and Evaluation (M&E) as an integral component of project planning & implementation process (Review of the logical framework planning, Indicators and Measures) - Session 2<br><b>Khalid Nabris</b> |  |
| 12.30-13.30     | Lunch   |   |
| 13.30-15:00     | Evaluation types (process evaluation, impact evaluation, etc.) and evaluation models (pre and post evaluation, case control etc.)<br><b>Khalid Nabris</b>   | <i>Khalid Nabris</i>  |
| 15:00-15:15     | Assignment  |   |
| 15:15-15.30     | Evaluation of the day   |   |
| <b>DAY TWO:</b> |   | <b>Monday, 9 May 2005</b>   |
| 9.00 -10.45     | Monitoring and Evaluation Planning<br><b>Khalid Nabris</b>  |   |
| 10.45-11.00     | Break   |   |
| 11.00-12.30     | Monitoring approaches, tools, methods and procedures - Session 1<br><b>Khalid Nabris</b>  |   |
| 12.30-13.30     | Lunch   |   |
| 13.30-15.00     | Monitoring approaches, tools, methods and procedures - Session 2<br><b>Khalid Nabris</b>  |   |
| 15:00-15:15     | Assignment  |   |
| 15:15-15.30     | Evaluation of the day   |   |

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**DAY THREE: Tuesday, 10 May 2005**

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|-------------|---|
| 9:00-9:15   | Assignment  |
| 9.15-10.15  | Qualitative methods (design, process, tools, data collection) - Session 1<br><b>Khalid Nabris</b>   |
| 10.15-10.30 | Break   |
| 10.30-12.00 | Quantitative Methods (design, process, tools, data collection) - Session 2<br><b>Khalid Nabris</b>  |
| 12.00-13.00 | Lunch   |
| 13.00-14.30 | Statistical Basics & Baseline Data Surveys (data collection, analysis and use, questionnaire construction) - Session 1<br><b>Dr. Faisal Awartani</b> , <i>Professor of Statistics, Birzeit University</i> |
| 14.30-14.45 | Break   |
| 14.45-15.45 | Statistical Basics - Baseline Data Survey - Session 2<br><b>Dr. Faisal Awartani</b>   |



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**DAY FOUR: Wednesday, 11 May 2005**

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| 9:00-9:15   | Assignment  |
| 9.15-10.45  | Data analysis and interpretation/report writing - Session 1<br><b>Khalid Nabris</b> |
| 10.45-11.00 | Break   |
| 11.00-12.30 | Data analysis and interpretation/report writing - Session 2<br><b>Khalid Nabris</b> |
| 12.30-13.30 | Lunch   |



13.30-15.30 Using data for program/policy development  
**Dr. Khalil Nakhleh**, *Independent Thinker,  
 Researcher and Writer*



*Khalil Nakhleh*

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**DAY FIVE: Thursday, 12 May 2005**

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9.15-10.45 Participants will work on finalizing their own evaluation plans

10.45-11.00 Break

11.00-12.30 Participants will work on designing their own evaluation plans

12.30-13.30 Lunch

13.30-15.0 Final Discussion and Wrap-up

### **The Participants**

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**Abdeen, Arij** (Jerusalem)

- Administrative Manager, German Technical Cooperation (GTZ), Al-Bireh

**Abu Farha, Ahmad** (Ramallah)

- Training & Project Coordinator, National Institute for Information Technology (NIIT), Ramallah

**Abu Moghli, Mai** (Ramallah)

- Research Assistant, Palestine Economic Policy Research Institute, MAS, Ramallah

**Abu Al-Soud, Amin** (Ramallah)

- National Deputy Project Manager, UN Food and Agriculture Organization, Jerusalem

**Akkawi, Faten** (Nablus)

- Project Coordinator, Palestinian Medical Relief Society, Nablus

**Alawi, Lamis** (Jerusalem)

- Senior Staff Nurse, Al-Makassed Hospital, Jerusalem

**Barakat, Ihab** (Jerusalem)

- Director, Young Entrepreneurs- Palestine (YEP), Ramallah

**Batrawi, Benaz** (Ramallah)

- Director, MediaNet Office for Media Consultations and Training, Ramallah

**Dughman, Rula** (Bethlehem)

- Program Coordinator, Sabreen Association for Artistic Development, Bethlehem

**Dweikat, Yaser** (Nablus)

- Senior Project Coordinator for Emergency Employment Generation Program, Save the Children Federation (US), Nablus

**Ghanim, Sawsan** (Ramallah)

- Assistant Project Manager; ID Management Consultants, Ramallah

**Hajal, Nadia** (Ramallah)

- Trainer, researcher/translator

**Khalil, Ahmad** (Jerusalem)

- Projects Engineer, United Arab Emirates Friends Society, Jerusalem

**Majaj, Rima** (Ramallah)

- Local Program Officer, Danish Representative Office, Ramallah

**Al-Natsheh, Husni** (Jerusalem)

- Project Officer, Imar Al-Quds - Palestinian Housing Council, Jerusalem

**Samad, Uraib** (Ramallah)

- Youth Project Officer, American Friends Service Committee, Quakers, Ramallah

**Zuhaika, Mais El-Reem** (Jerusalem)

- Projects Officer, Faisal Hussein Foundation, Jerusalem

## ■ Training Program on Communication Skills

The Training Program on *Communication Skills* was designed to meet the needs of employees (team/staff members) who 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 an increased capacity to give presentations, to communicate with others, to utilize media venues, and to plan and implement public/promotional activities.

The preparatory reading period included the completion of the following assignment:

*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 Lecture Program**

#### **DAY ONE:**

**Sunday, 22 May 2005**

9.15-10.00 Welcoming Address / Opening Remarks  
**Dr. Mahdi Abdul Hadi**, Head of PASSIA, Jerusalem

10.00-11.15 Perception and Communication - Psychological Aspects  
**Michael Sansur**, Lecturer, Bethlehem University

11.15-11.30 Break

11.30-12.30 Perception and Communication - Psychological Aspects, contd.  
**Michael Sansur**

12.30-13.30 Lunch

13.30-15:30 Participants (on preparatory assignments)



Michael Sansur

#### **DAY TWO:**

**Monday, 23 May 2005**

9.15-10.45 Presentation Skills: Public Speaking (Body language, the voice, interacting with the audience, etc.)  
**George Sahhar**, Public Relations/Development Officer, Bethlehem University

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|-------------|---|
| 10.45-11.00 | Break   |
| 11.00-12.30 | Presentation Skills: Public Speaking<br>(contd.)<br><b>George Sahhar</b>  |
| 12.30-13.30 | Lunch   |
| 13.30-15.30 | Introduction to Media and Communications<br><b>Rami Khouri</b> , <i>Editor-at-Large, The Daily Star, Beirut</i> |




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**DAY THREE: Tuesday, 24 May 2005**


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|-------------|---|
| 9.15-10.45  | Communication Strategies and Techniques for Effective Action (1):<br>Knowing Target Audiences and Defining Publicity and Communication<br>Goals<br><b>Rami Khouri</b> |
| 10.45-11.00 | Break   |
| 11.00-12.30 | Communication Strategies and Techniques for<br>Effective Action (2): Selecting the Right Media-<br>Outlets, Target Groups and Individuals<br><b>Rami Khouri</b>       |
| 12.30-13.30 | Lunch   |
| 13.30-15.30 | Effective Presentations & Communications<br>(1): The Right Message to the Right Audience:<br>Clarifying Audiences, Themes, and Messages<br><b>Rami Khouri</b>         |




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**DAY FOUR: Wednesday, 25 May 2005**


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| 9.15-10.45  | Effective Presentations and Communications (2): Fundamentals of Effective<br>Writing<br><b>Rami Khouri</b>   |
| 10.45-11.00 | Break  |
| 11.00-12.30 | Developing Communications Skills (interpersonal communication, speech-<br>making and public speaking, conflict resolution, and interviews)<br><b>Rami Khouri</b> |
| 12.30-13.30 | Lunch  |
| 13.30-15.00 | Exercises<br><i>With Rami Khouri</i>   |



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**DAY FIVE:**

**Thursday, 26 May 2005**

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9.15-10.45  
exercises)      Creating/influencing public opinion (with

**Omar Barghouti**, *Independent Political and Cultural Analyst, Ramallah*



10.45-11.00      Break

11.00-12.30      Creating/influencing public opinion, contd.

**Omar Barghouti**

12.30-13.30      Lunch

13.30-15.00      Final Discussion and Wrap-up

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**The Participants**

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**Abdul Massih, Ramez** (Jerusalem)

- Staff Supervisor, Al-Tarik Al-Saheel Society, Jerusalem

**Abu Haneya, Halima** (Jerusalem)

- Reporter / Editor & Chief Translator, *The Jerusalem Times*

**Abu Hummos, Rania** (Ramallah)

- Director of Training/Diplomatic Training Department, Ministry of Foreign Affairs, Ramallah

**Abu Tarboush, Saed** (Ramallah)

- Environmental Educator, Environment Quality Authority (EQA), Ramallah





**Amro, Iyad** (Ramallah)

- Marketing Manager, Palestinian commercial Services, Ramallah

**Assali, Joan** (Jerusalem)

- Communication Assistant, UNICEF-OPT, Jerusalem

**Assali, Waseem** (Jerusalem)

- Warehouse Manager, International Committee of the Red Cross (ICRC), Jerusalem

**Badran, Amjad** (Jerusalem)

- Lawyer, Hussein & Hussein Law firm, Ramallah

**Al-Dweik Firas** (Hebron)

- Medical Representative, Medical Supplies & Services (MSS), Ramallah

**Hannoon Omar** (Ramallah)

- Deputy General & Technical Manager, Palestinian Housing Council, Jerusalem

**Joulani, Adel** (Jerusalem)

- Recent Graduate, BA, Software Engineering, Applied Science University, Jordan

**Jubran, Reyad** (Jerusalem)

- General Director / Jerusalem Labor Office, Palestinian Labor Ministry, Ar-Ram, Jerusalem

**Al-Khayyat, Rula** (Nablus)

- Pharmacist / General Directorate of Pharmacy, Ministry of Health, Nablus

**Lahham, Huda** (Nablus)

- Head of Pharmacist License Sector, General Directorate of Pharmacist, Ministry of Health, Nablus

**Razzouk, Wadi** (Jerusalem)

- Communications Officer, World Vision, Jerusalem

**Shaheen, Murad** (Hebron)

- Representative of MOA at Palestinian Investment Promotion Agency (PIPA)

**Zahran, Waheed** (Ramallah)

- Manager, IT Department, Palestinian Hydrology Group, Ramallah



## ■ 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 will have 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.

The preparatory reading period included the completion of the following assignment:

*Describe your organization's goal and articulate 3-4 strategic questions that presently face you organization.*

### **The Lecture Program**

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#### **DAY ONE:**

**Sunday, 22 May 2005**

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|-------------|---|
| 9.30-10.00  | Welcoming Address / Opening Remarks<br><b>Dr. Mahdi Abdul Hadi</b> , <i>Head of PASSIA, Jerusalem</i>                           |
| 10.00-11.15 | Psychological Aspects of Managing People<br><b>Dr. Mohammed Baidoun</b> , <i>Psychologist and Clinical Supervisor, Ramallah</i> |
| 11.15-11.30 | Break   |
| 11.30-12.30 | Psychological Aspects of Managing People, contd.<br><b>Dr. Mohammed Baidoun</b>   |



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| 12.30-13.30 | Lunch   |
| 13.30-15:30 | Participants' Assignment<br>Presentation & Discussion |

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**DAY TWO: Monday, 23 May 2005**


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| 9.15-10.45  | Introduction: What and Why Strategic Planning<br><b>Luna Shamieh</b> , <i>Consultant, Applied Information Management (AIM), Ramallah</i> |
| 10.45-11.00 | Break  |
| 11.00-12.30 | Strategic Planning Cycle<br><b>Luna Shamieh</b>  |
| 12.30-13.30 | Lunch  |
| 13.30-15.30 | Case Study of a Problematic Organization<br><b>Luna Shamieh</b>  |




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**DAY THREE: Tuesday, 24 May 2005**


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|-------------|--|
| 9.15-10.45  | Setting a Strategic Plan<br><b>Luna Shamieh</b>                  |
| 10.45-11.00 | Break  |
| 11.00-12.30 | Setting Action Plans<br><b>Luna Shamieh</b>                      |
| 12.30-13.30 | Lunch  |
| 13.30-15.30 | Implementation, Monitoring and Evaluation<br><b>Luna Shamieh</b> |



**DAY FOUR:**

**Wednesday, 25 May 2005**

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**Visit to Al-Jawwal**

- 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
- 13.30-15.30 Management of Organizations (3): Long-term Vision, Goal-setting, Planning, Development Priorities  
**Hakam Kanafani**

**DAY FIVE:**

**Thursday, 26 May 2005**

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- 9.15-10.45 Managing Change  
**Rania Jaber**, *Lecturer, Faculty of Commerce and Economics, Birzeit University*
- 10.45-11.00 Break
- 11.00-12.00 Managing Change  
**Rania Jaber**
- 12.00-13.00 Lunch
- 13.30-15.00 Final Discussion and Wrap-up





## The Participants

### Alawneh, Majeda (Ramallah)

- Water Quality Lab Director, Palestinian Water Authority, Ramallah

### Alayyan, Mahmoud (Jerusalem)

- Administrative Director, Red Crescent Society Hospital, Jerusalem

### Aloul, Hind (Nablus)

- BA, Accounting, Birzeit University; CPA Dover, Delaware Board of Accountancy

### Al-Ayasa, Nasser (Ramallah)

- Chief of Development, TVET Division, Ministry of Education and Higher Education, Ramallah

### Hawari, Saida (Jerusalem)

- Project Officer, Quaker Palestine Youth Program, Ramallah

### Husseini, Nihad (Ramallah)

- Manager for West Bank Branch, Municipal Fund/Ministry of Local Government, MOLG, Ramallah

### Ikhlaiel, Siham (Bethlehem)

- Executive Director, Union of Social Workers and psychologists, Bethlehem Branch

### Jadallah, Mageda (Beit Sahour)

- Volunteer, Development Department, Maher Center for Children, Beit Jala

### Kusa, Sahira (Nablus)

- Awareness Activities, The Palestinian Hydrology Group, Nablus

### Qourah, Omar (Ramallah)

- Project Coordinator, Ministry of Planning, Ramallah

### Rimawi, Najwa (Ramallah)

- Administrative Assistant of the CTO, Palestine Cellular Co. JAWWAL, Ramallah

### Roman, Areen (Jerusalem)

- Program Manager, Jerusalem Consortium for Research and Development, Jerusalem

### Saed, Haleema (Ramallah)

- Director, Agriculture Statistic Department, Palestinian Central Bureau of Statistics (PCBS), Ramallah

### Al-Shawa, Deema (Ramallah)

- Diploma, Hospitality Management, Cambridge International Examination, UK

### Shtayeh, Abdul Rahman (Ramallah)

- Office Director/West Bank, Palestinian Industrial Estate & Free Zone Authority (PIEFZA), Al-Bireh/Ramallah

### Shuqair, Amal (Ramallah)

- Industrial Modernization Manager, Industrial Modernization Center, Ramallah

### Tartir, Aida (Ramallah)

- Head of Structural & Management Department, First Option Project Construction Management Co., Ramallah

### Zaben, Abdul Karim (Ramallah)

- Manager for Arab Bank PLC Jericho Branch, Jericho



## ■ Training Program on Conflict Resolution and Negotiations in Organizations

The Training Program on *Conflict Resolution and Negotiations in Organizations* aimed at imparting theoretical and practical key skills that are necessary tools to assist improving strategies for managing personnel, working with supervisors and colleagues, influencing people, making decisions, and achieving one's goal.

The preparatory reading period included the completion of the following assignment:

*Describe a conflict you or your organization have been involved with and discuss why it ended well or why not*

### The Lecture Program

| <b>DAY ONE:</b> | <b>Saturday, 20 August 2005</b>  |
|-----------------|--|
| 9.15-10.00      | Welcoming Address / Opening Remarks<br><b>Dr. Mahdi Abdul Hadi</b> , Head of PASSIA, Jerusalem |
| 10.00-11.15     | Introduction<br><b>Riad Tibi</b> , Organizational Consultant, Taibeh                           |
| 11.15-11.30     | Break  |
| 11.30-12.30     | Interpersonal Skills<br><b>Riad Tibi</b>   |
| 12.30-13.30     | Lunch  |
| 13.30-15:30     | Barriers in Effective Communication<br><b>Riad Tibi</b>  |
| <b>DAY TWO:</b> | <b>Sunday, 21 August 2005</b>  |
| 9.15-10.45      | Clarification and Definition of Conflict, Problems, Tension & Crisis<br><b>Riad Tibi</b>       |
| 10.45-11.00     | Break  |
| 11.00-12.30     | Coping with Disagreement<br><b>Riad Tibi</b>   |
| 12.30-13.30     | Lunch  |
| 13.30-15.30     | Problem-Solving Skills<br><b>Riad Tibi</b>   |



Riad Tibi

**DAY THREE: Monday, 22 August 2005**

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|-------------|--|
| 9.15-10.45  | Potentials of Conflict - interpersonal, organizational & social<br><b>Riad Tibi</b>        |
| 10.45-11.00 | Break  |
| 11.00-12.30 | Methods of Conflict Resolution<br><b>Riad Tibi</b>   |
| 12.30-13.30 | Lunch  |
| 13.30-15.30 | Managing Interpersonal Conflict According to the Theory of Constraints<br><b>Riad Tibi</b> |

**DAY FOUR: Tuesday, 23 August 2005**

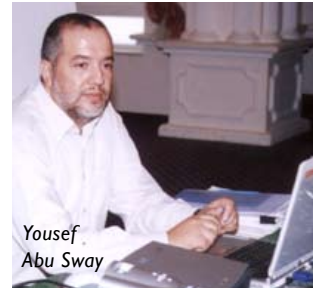
|             |  |
|-------------|--|
| 9.15-10.45  | Negotiation Skills I<br><b>Michael Tarazi</b> , <i>Legal Advisor to the PA Ministry of Jerusalem Affairs</i> |
| 10.45-11.00 | Break  |
| 11.00-12.30 | Negotiation Skills II<br><b>Michael Tarazi</b>   |
| 12.30-13.30 | Lunch  |
| 13.30-15.00 | Negotiation Skills III<br><b>Michael Tarazi</b>  |

*Michael Tarazi*



**DAY FIVE: Wednesday, 24 August 2005**

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|-------------|--|
| 9.15-10.45  | Business Negotiations – Case Studies<br><b>Dr. Zahi Khouri</b> , Chairman of the Board of Directors, National Beverage Company Coca-Cola       |
| 10.45-11.00 | Break  |
| 11.00-12.30 | Alternative Dispute Resolution: Arbitration & Mediation Case Studies<br><b>Yousef Abu Sway</b> , El Concorde (Hamed Jabr & Partners), Ramallah |
| 12.30-13.30 | Lunch  |
| 13.30-15.00 | Final Discussion and Wrap-up   |



**The Participants**

**Abu Shams, Sameer** (Tulkarem)

- Coordinator of Tulkarem, Amnesty International, Tulkarem

**Dakkak, Ihab** (Jerusalem)

- Instructor (A) & Community Service Coordinator, Faculty of Education, Bethlehem University, Bethlehem

**Darwish, Hiba** (Birzeit)

- Media Coordinator – Public Relations office, Birzeit University

**Elayyan, Tahseen** (Ramallah)

- Media Coordinator, Al-Haq, Ramallah

**Jaber, Maha** (Ramallah)

- Medical Assistant / Nurse Technician, Palestinian Medical Relief Society, Ramallah

**Kalbouneh, Samer** (Nablus)

- Director, Projects Coordination Department, Environment Quality Authority (EQA), Nablus

**Mansour, Khaled** (Biddu)

- BA, Business Administration, Birzeit University, Ramallah

**Mashal, Saed** (Jerusalem)

- Teacher, Rahat Municipality, Rahat

**Saieh, Wissam** (Nablus)

- Psychologist / Programs Trainer, Family Defense Society, Nablus

**Saria, Georgina** (Jerusalem)

- Client Intake Coordinator, Hamoked - Center of the Defense of the Individual, Jerusalem

**Sawayfeh Abdallah** (Hebron)

- Trainer and Coordinator of training programs, Middle East Nonviolence Center, Hebron

**Sharaf, Faten** (Ramallah)

- Director of Multilateral International Relations, Ministry of National Economy, Ramallah

**Siaj, Mahmoud** (Jerusalem)

- Owner and General Manager, Wahat Al-Technologia for Computers

**Yassin, Mahmoud** (Ramallah)

- Assistant Chief of Protocol, PNA President's Office, Ramallah

## ■ Training Program on Fundraising and Financial Management Basics


The Training Program on *Fundraising & Financial Management Basics* was designed to meet the needs of employees (team/staff members) whose responsibilities include fundraising, proposal writing, and basic budgeting/accounting tasks and who wish to enhance their skills in these fields.

The training program aimed at imparting key issues and practical skills related to fundraising, so that by the close of the program the participants will have an enhanced capacity and effectiveness to develop and write fundraising proposals and be equipped with an overall sense for the recurring financial activities they face.

The preparatory reading period included the completion of the following assignment:

- Describe a project you would like to conduct
- Explain why you think such a project is important
- List what information must be gathered for the project's successful planning & implementation?

### **The Lecture Program**

| <b>DAY ONE:</b>  | <b>Sunday, 4 December 2005</b>  |
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| 9.30-10.00   | Welcoming Address / Opening Remarks<br><b>Dr. Mahdi Abdul Hadi</b> , Head of PASSIA, Jerusalem  |
| 10.00-11.45  | Psychological Aspects (Persuasion, how to sell oneself, perceptions, etc.)<br><b>Mahmoud Baidoun</b> , Psychologist and Clinical Supervisor, Ramallah |
|  |   |
| 11.45-12.00  | Break   |
| 12.00-13.00  | An introduction to Proposal Writing<br><b>Luna Shamieh</b> , Consultant, Applied Information Management (AIM), Ramallah                               |
| 13.00-14.00  | Lunch   |
| 14.00-15:30  | Participants' Assignment<br>Presentation & Discussion   |




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**DAY TWO: Monday, 5 December 2005**

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- 9.15-10.45 Strategic planning: An overview  
**Luna Shamieh**
- 10.45-11.00 Break
- 11.00-12.30 Crafting a successful proposal: A step-by-step approach –  
(1) Planning tools  
**Luna Shamieh**
- 12.30-13.30 Lunch
- 13.30-15.30 Crafting a successful proposal: A step-by-step approach –  
(2) Logical framework  
**Luna Shamieh**

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**DAY THREE: Tuesday, 6 December 2005**

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- 9.15-10.45 Crafting a successful proposal: A step-by-step approach – (3) Elements of a proposal  
**Luna Shamieh**
- 10.45-11.00 Break
- 11.00-12.30 Fundraising and budgeting – (1) The secret of money: All sources of money have one thing in common  
**Luna Shamieh**
- 12.30-13.30 Lunch
- 13.30-15.30 Fundraising and budgeting – (2) Marketing your proposal  
**Luna Shamieh**



**DAY FOUR: Wednesday, 7 December 2005**

- 9.15-10.30 Fundraising and budgeting – (3) How to approach donors  
**Luna Shamieh**
- 10.30-10.45 Break
- 10.45-12.00 Fundraising and budgeting – (4) 10 rules for funding success  
**Luna Shamieh**
- 12.00-13.00 Lunch
- 13.00-15.30 Financial Reporting & Statements  
**Ziad Zaghrouf, Instructor, Birzeit University**

**DAY FIVE: Thursday, 8 December 2005**

- 9.00-10.45 Budgeting  
**Ziad Zaghrouf**
- 10.45-11.00 Break
- 11.00-12.00 Cash Management  
**Ziad Zaghrouf**
- 12.00-13.00 Lunch
- 13.00-14.30 Case Studies – Q & A  
Session  
**Jamal Aref,**  
*Deputy Middle East  
Representative, ANERA*
- 14.30-15.30 Final Discussion and Wrap-up



Ziad Zaghrouf



## **The Participants**

**Abdul 'Al, Fayza** (Jerusalem)

- Public Relations, Yabous Medical Center, Silwan, Jerusalem

**Abu Ali, Ali** (Jerusalem)

- General Manager, General Union of Charitable Societies, Ar-Ram, Jerusalem

**Abu Oun, Samah** (Ramallah)

- Lead Advisor, Project Coordinator, Ministry of Local Government, Ramallah

**Bawab, Shireen** (Jerusalem)

- Development Officer, College Des Frères, Jerusalem

**Diab, Mayada** (Ramallah)

- Sponsorship Program Coordinator, World Vision, Ramallah

**Hersh, Mahmud** (Ramallah)

- Public Relations Officer, Teacher Creativity Center, Ramallah

**Al-Husseini, Feda** (Jenin)

- Project Assistant, CARE International, Jenin

**Ibrahim, Mahmoud** (Ramallah)

- Procurement Manager, World Bank Projects, Management Unit, Palestinian Water Authority, Ramallah

**Al-Jabari Omar** (Jerusalem)

- Project Coordinator, IMATHIA S.L., Al-Bireh

**Kattan, Diana** (Jerusalem)

- Director, Martin Luther Community Development Center, Jerusalem

**Khoury, Sari** (Jerusalem)

- Architect, Bassem Khoury Engineering Bureau, Bethlehem

**Kirry, Yousef** (Jerusalem)

- Resources Development & Media Manager, Palestinian Family Planning & Protection Association (PFPPA), Jerusalem

**Lulu, Ashjan Ajour** (Ramallah)

- Project Coordinator, Health Development Information & Policy Institute (HDIP), Ramallah

**Al-Sharif, Rana** (Ramallah)

- Futurekids Director, Welfare Association, Ramallah

**Talahma, Ismail** (Hebron)

- Head of Development and Planning Department, Al-Arroub College, Hebron

**Yakhlef, Haitham** (Ramallah)

- Public Relations Director, Ministry of Telecommunication & IT Ramallah

**Zaghmout, Eilda** (Beit Jala)

- Project Coordinator, Holy Land Trust, Bethlehem

