

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

In 2005, the PASSIA team organized and implemented the first five training programs, dealing with management, planning and communication issues.

During 2006/2007, the PASSIA team organized and implemented the following six training programs:

■ Training Program on *Public Relations & Public Speaking*

The Training Program on *Public Relations & Public Speaking* 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 thus aimed at imparting key issues and practical skills related to PR, communication and public appearances, so that by the close of the program the participants will have improved their capacities to give presentations, to communicate, 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 PR/media-related activity/situation you or your organization have/has been in involved with and assess whether or not and it was successful.

The Lecture Program

DAY ONE: Saturday, 4 March 2006

9.15-10.00	Welcoming Address / Opening Remarks Dr. Mahdi Abdul Hadi , <i>Head of PASSIA, Jerusalem</i>
10.00-11.30	Psychology of Different Personalities Dr. Mahmoud Baidoun , <i>Psychologist and Clinical Supervisor, Ramallah</i>
11.30-11.45	Break
11.45-13.30	Psychology of Different Personalities, contd. Dr. Mahmoud Baidoun
13.30-14.30	Lunch
14.30-16:00	Participants (on preparatory assignments)



Dr. Mahmoud Baidoun

DAY TWO: Sunday, 5 March 2006

9.15-10.45	Public Relations: Introduction and Getting Attention Rami Khouri , <i>Editor-at-Large, The Daily Star, Beirut</i>
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10.45-11.00	Break
11.00-12.30	Communication Strategies and Techniques for Effective Action (1): Knowing Target Audiences and Defining Publicity and Communication Goals Rami Khouri
12.30-13.30	Lunch
13.30-15.30	Communication Strategies and Techniques for Effective Action (2): Selecting the Right Media-Outlets, Target Groups and Individuals Rami Khouri



Rami Khouri

DAY THREE: Monday, 6 March 2006

9.15-10.45	Effective Presentations and Communications (2): Fundamentals of Effective Writing Rami Khouri
10.45-11.00	Break
11.00-12.30	Public Relations: Promotional Activities (Preparing Materials, Events & Campaigns) Rami Khouri
12.30-13.30	Lunch
13.30-15.30	Exercises <i>With Rami Khouri</i>

DAY FOUR: Tuesday, 7 March 2006

9.15-10.45	Public Speaking Diana Buttu , <i>Consultant</i>
10.45-11.00	Break
11.00-12.30	Public Speaking Diana Buttu
12.30-13.30	Lunch
13.30-15.00	Public Speaking Diana Buttu



Diana Buttu

DAY FIVE: Wednesday, 8 March 2006

9.30-10.00	Second Assignment
10.00-11.30	Case Study/ies: Public Speaking Dr. Samih Shbeib , <i>Lecturer, Birzeit University</i>
11.30-11.45	Break
11.45-13.15	Case Study/ies: Public Relations Ghassan Andoni , <i>Director of PR, Birzeit University</i>
13.15-14.00	Lunch
14.00-15.00	Final Discussion and Wrap-up



Dr. Samih Shbeib



Ghassan Andoni

The Participants

Al-Aklouk, Mohannad – Gaza
Director, Office of the Secretary General,
Presidency Office, Gaza

Awad, Mutasem – Jerusalem
Information & Dissemination Officer, Palestine
Red Crescent Society, Al-Bireh

Abu Dheer, Ala – Nablus
Coordinator/Youth Exchange Program, Public
Relations Department, An-Najah National
University, Nablus

Darwish, Yasser – Ramallah
Delegations & Events Coordinator, Public
Relations Office, Birzeit University, Ramallah

Doudine, Mohammad – Ramallah
Computer Operator, Housing Bank for Trade
and Finance, Ramallah

Al-Fuqaha, Erab – Ramallah
Acting Head of Public Relations, Palestine Red
Crescent Society, Ramallah

Ghannam, Muna – Ramallah
Technical Coordinator, German Technical
Cooperation (GTZ), Ramallah

Halawani, Sanabel – Jerusalem
Administrative & PR Officer, Palestinian
Refugee & Diaspora Center-Shaml, Ramallah

Hamdan, Bothaina – Ramallah
PR, Ministry of Telecom. & Information
Technology, Ramallah

Jamous, Yusra – Nablus
Public Relations Officer, Palestinian Red
Crescent Society, Nablus

Jaradat, Mohammad – Ramallah
Director, Live Media Center, Ramallah

Karawi, Hana – Jerusalem
Account Executive, SKY/Asdaa, Ramallah

Khoury, Fadi – Jerusalem
Administrative Assistant, Latin Patriarchate of
Jerusalem, Jerusalem

Musmar, Rafa – Ramallah
Media & Public Relations Coordinator, Council
of Ministries, Ramallah

Nabulsi, Mira – Nablus
Public Relations Officer & GTZ Coordinator,
Hisham Hijawi College of Technology, An-
Najah National University, Nablus

Qawasmi, Shadi – Jerusalem
Senior Account Executive, Sky Advertising
Company, Ramallah

Qourah, Fadwa – Ramallah
Public Relations & Protocol Office, Central
Elections Commission, Ramallah

Shihadeh, Maha – Ramallah
Public Relations Officer, Ashtar for Theatre &
Production, Ramallah

Shyoukhi, Lubna – Ramallah
Administrative and Communications Officer,
Civil Society and Democracy Strengthening
Project-Tamkeen, Ramallah

Tahboub, Tahani – Jerusalem
Country Operations Assistant, UNDP/UNV,
Jerusalem



■ 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:

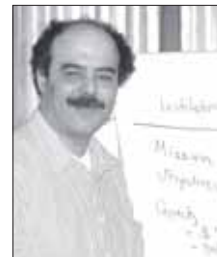
The monitoring and evaluation training aims at building the skills of trainees in designing and implementing their own monitoring and evaluation tasks. Therefore, the theoretical training will be complemented with practical application. In preparation of the course, you are asked to carry out the following:

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 materials¹.*

The Lecture Program

DAY ONE: Saturday, 25 March 2006

9.00-9.30	Welcoming Address / Opening Remarks Dr. Mahdi Abdul Hadi , <i>Head of PASSIA, Jerusalem</i>
9.30-10.15	Introduction (Ice-breaking exercises, overview) Khalid Nabris , <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 Khalid Nabris
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 Khalid Nabris
12.30-13.30	Lunch



Khalid Nabris

¹ 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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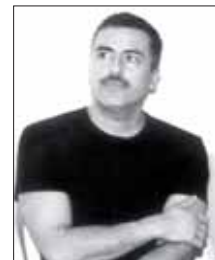
13.30-15:00	Evaluation types (process evaluation, impact evaluation, etc.) and evaluation models (pre and post evaluation, case control etc.) Khalid Nabris
15:00-15:15	Assignment
15:15-15.30	Evaluation of the day

DAY TWO: Sunday, 26 March 2006

9.00 -10.45	Monitoring and Evaluation Planning Khalid Nabris
10.45-11.00	Break
11.00-12.30	Monitoring approaches, tools, methods and procedures - Session 1 Khalid Nabris
12.30-13.30	Lunch
13.30-15.00	Monitoring approaches, tools, methods and procedures - Session 2 Khalid Nabris
15:00-15:15	Assignment
15:15-15.30	Evaluation of the day

DAY THREE: Monday, 27 March 2006

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



Dr. Faisal Awartani,

DAY FOUR: Tuesday, 28 March 2006

9:00-9:15	Assignment
9.15-10.45	Data analysis and interpretation/report writing - Session 1 Khalid Nabris
10.45-11.00	Break
11.00-12.30	Data analysis and interpretation/report writing - Session 2 Khalid Nabris
12.30-13.30	Lunch
13.30-15.30	Using M & E data for program/policy development Khalil Nijem , <i>Director General of Spatial Planning, Ministry of Planning, Ramallah</i>

DAY FIVE: Wednesday, 29 March 2006

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

Abbas, Othman – Jenin
Head, Community Team Leader, Care International, Jenin

Abdallah, Lina – Al-Bireh
Consultant, World Bank, Dahiet Al-Barid, Jerusalem

Abu Afash, Samir – Gaza
Assistant Head, Projects and Programs Budget Section, Finance Department, UNRWA, Gaza

Abu Haniya, Mahmoud – Anata/Jerusalem
Development, Monitoring and Evaluation Specialist, Care International, Ramallah

Akkila, Ruba – Gaza
Project Coordinator, Save the Children, Gaza

Awaad, Samar – Ramallah
Head of Aid Management Unit, Ministry of Social Affairs, Ramallah

Hajjah, Maysun – Ramallah
Technical Director, National Committee for Summer Camps, Ramallah

Harb, Sulieman – Hebron
Mayor, Sier Municipality, Hebron

Ismail, Yousef – Ramallah
Director General of Planning, Development & Statistical Coordination, Palestinian Central Bureau of Statistics, Ramallah

Khader, Diana – Jerusalem
Youth and Family Development Officer, Palestinian Family Planning & Protection Association, Beit Hanina

Khalil, Mohammad – Bethlehem
Project Coordinator, Palestinian Family
Planning & Protection Association, Bethlehem

Muallam, Sulafa – Jericho
Research Associate, The Applied Research
Institute (ARIJ), Bethlehem

Samamreh, Sami – Hebron
Micro Credit Community Support Program,
UNRWA, Jerusalem

Sansour, Michael – Beit Jala, Bethlehem
Project Officer, British Consulate, Jerusalem

Al-Tamimi, Tareq – Hebron
Director for the Planning & Development Unit,
The Center for Agricultural Services, Hebron

Yacoub, Ra'ed – Ramallah
Coordinator, Ramallah Intel Computer
Clubhouse, Welfare Association, Ramallah

■ Training Program on *Project Design & Proposal Writing*

The Training Program on *Project Design & Proposal Writing* was designed to meet the needs of employees (team/staff members) who work in project identification, design and management and who wish to enhance their skills.

The training program thus aimed at improving the participants' capacity to apply the concepts, tools and methods required for sound project design and management and the creation of successful projects.

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

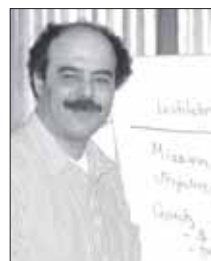
*Please select a project you are/have been
involved in and describe the following:*

1. *Background (analysis of the problem and target areas and beneficiaries)*
2. *Project objectives (a) overall objectives; b) specific objectives)*
3. *Project outputs*
4. *Project strategies*
5. *Main activities and time frame*
6. *Logical framework (table to be filled in)*

The Lecture Program

DAY ONE: Saturday, 27 May 2006

- 9.00-9.15 Welcoming Address / Opening Remarks
Dr. Mahdi Abdul Hadi, *Head of PASSIA, Jerusalem*
- 9.15-10.00 Introduction (Warm-up exercises, overview)
Khalid Nabris, *Community Development Consultant, Jerusalem*
- 10.00-11.00 **Session 1: Introduction to Project Planning**
Khalid Nabris
- 11.00-11.15 Break
- 11.15-13.00 **Session 2: Project Identification / Situation Analysis**
Khalid Nabris
- 13.00-14.00 Lunch
- 14.00-16.00 **Session 3: Situation Analysis - Research Methods**
Khalid Nabris



Khalid Nabris

DAY TWO: Sunday, 28 May 2006

- 9.00 -11.00 **Session 4: Introduction to the Log Frame: Log Frame Problem Tree**
Khalid Nabris
- 11.00-11.15 Break
- 11.15-13.00 **Session 5: Log Frame: Setting Objectives/ Assumptions**
Khalid Nabris
- 13.00-14.00 Lunch
- 14.00-16.00 **Session 5: Log Frame: Setting Objectives/ Assumptions**
Khalid Nabris

DAY THREE: Monday, 29 May 2006

- 9.00 -11.00 **Session 7: Log Frame: Indicators and Evidence**
Khalid Nabris
- 11.00-11.15 Break
- 11.15-13.00 **Session 8: Log Frame: Indicators and Evidence**
Khalid Nabris
- 13.00-14.00 Lunch

14.00-16.00 **Session 9: Log Frame: Final Check of the Log Frame**
Khalid Nabris

DAY FOUR: Tuesday, 30 May 2006

9.00 -11.00 **Session 10: Action Planning**
Khalid Nabris

11.00-11.15 Break

11.15-13.00 **Session 11: Project Implementation**
Khalid Nabris

13.00-14.00 Lunch

14.00-16.00 **Session 12: Monitoring and Evaluation**
Khalid Nabris

DAY FIVE: Wednesday, 31 May 2006

9.00 -11.00 **Session 13: Proposal Writing**
Luna Shamieh *Lecturer in Public Administration at Birzeit University*

11.00-11.15 Break

11.15-13.00 **Session 14: Proposal Writing**
Luna Shamieh

13.00-14.00 Lunch

14.00-16.00 **Session 15: Proposal Writing**
Luna Shamieh



Luna Shamieh

DAY SIX: Thursday, 1 June 2006

9.00 -11.00 **Session 16: Donors' Perspectives**
Jamal Aref, *Deputy Middle East Representative, ANERA*

11.00-11.15 Break

11.15-12.30 **Session 17: Practical Exercises**
with **Khalid Nabris**

12.30-13.30 Lunch

13.30-15.00 **Session 18: Practical Exercises**
with **Khalid Nabris**

15.00-15.30 Wrap-up

The Participants

Abdel Karim, Amani – Ramallah
Administrative Employee, Directorate General for Supervision & Qualification, Ministry of Education & Higher Education, Ramallah

Al-Adham, Majd – Nablus
Deputy Medical Manager & Head of Pharmacy & Purchasing Departments, Nablus Specialty Hospital, Nablus

Azazian, Simon – Jerusalem
Director of Information and Public Relations, Palestinian Bible Society, Jerusalem

Baker, Rasha – Ramallah
Legal Assistant, Legal Department, Ministry of Labor, Ramallah

Baroud, Fadwa – Ramallah
Public Relations Officer-Fundraising Unit, Educational Network Center, Ramallah

Dajani, Rawan – Jerusalem
Public Relations, Union of the Charitable Societies, Jerusalem

Ghabin, May – Ramallah
External Relations Assistant, The Democracy and Worker's Rights Center, Ramallah

Ghosheh, Rawan – Ramallah
Solid Waste Management Specialist, Near East Foundation, Jerusalem

Haj Ali, Iman – Ramallah
Administrative Assistant in Project, Palestinian Fund for Employment & Social Protection (PFESP), Ministry of Labor, Ramallah

Hamad, Fadi – Ramallah
General Directorate of International Relations & Projects Coordinator, Ministry of Finance, Ramallah

Hamayel, Maher – Ramallah
Community Outreach Coordinator, Riwaq Center for Architectural Conversation, Ramallah

Jaraysah, Anton – Beit Jala
Director of the Youth & Sports Center, The East Jerusalem YMCA, Beit Sahour

Mahmoud, Nancy – Ramallah
Public Relations, Teacher Creativity Center, Ramallah

Nakhleh, Wisam – Ramallah
Head of Studies & Planning Division – Projects Department, Ministry of Education & Higher Education, Ramallah

Romi, Bassem – Jerusalem
Radio Project Manager, AMIN Media Network, Ramallah

Sulaiman, Alaa – Nablus
Manager of Salfet Information and Communication Center, Salfet Municipality, Nablus

Yaseen, Hazem – Nablus
Deputy Director of Land Reclamation, Ministry of Agriculture, Ramallah



■ Training Program on *Detecting & Fighting Fraud*

The Training Program on *Detecting & Fighting Fraud* was designed to meet the needs of employees (team/staff members) who have an accounting or control component to their work requirements (compliance officers, accounts staff, contracts managers, procurement managers, purchasing managers, etc.), as well as senior managers, directors and businesspeople responsible for protecting the interests of their organization.

The training program aimed at developing an understanding of how organizations are vulnerable to fraud and how to confront fraud, so that by the close of the program the participants will have a solid foundation in the basic areas of fraud examination and enhanced anti-fraud knowledge and skills.

The Lecture Program

DAY ONE: Saturday, 18 November 2006

- 9.15-10.00 Welcoming Address / Opening Remarks
Dr. Salam Fayyad, former Minister of Finance
Dr. Mahdi Abdul Hadi, Head of PASSIA,
Jerusalem
- 10.00-11.30 Psychology: Personality and Collecting Data ...
Dr. Nadia Najjab, Assistant Professor,
Department of Education & Psychology /Birzeit University
- 11.30-11.45 Break
- 11.45-13.30 Report to the Nation
Yousef Salman, MBA, CFE, CPA
- 13.30-14.30 Lunch
- 14.30-16:00 Report to the Nation, contd.
Yousef Salman



Dr. Salam Fayyad



Dr. Nadia Najjab

DAY TWO: Sunday, 19 November 2006

- 9.15-10.45 Prevention of Fraud in Organizations and Corporate Ethics
Mr. Hanna Quffa, CFE, CPA
- 10.45-11.00 Break
- 11.00-12.30 Prevention of Fraud in Organizations and Corporate Ethics, contd.
Mr. Hanna Quffa
- 12.30-13.30 Lunch
- 13.30-15.00 Fraud Investigation and Law (I)
Mr. Ahmad Damhoura, Lawyer



Mr. Hanna Quffa

DAY THREE: Monday, 20 November 2006

9.30-11.01 Psychology - Self Awareness and Social Recognition
Dr. Nadia Najjab

10.45-11.00 Break

11.00-12.30 Money Laundering and Banking Transactions
Yousef Salman

12.30-13.30 Lunch

13.30-15.00 Fraud Investigation and Law (II)
Mr. Ahmed Damhoura



Mr. Ahmed Damhoura

DAY FOUR: Tuesday, 21 November 2006

9.15-10.45 Financial Transactions - How to Detect and Analyze Financial Statement Fraud
Mr. Hanna Quffa

10.45-11.00 Break

11.00-12.30 Financial Transactions, contd.
Mr. Hanna Quffa

12.30-13.30 Lunch

13.30-15.00 Asset Misappropriation - Cash Receipts
Yousef Salman



Yousef Salman

DAY FIVE: Wednesday, 22 November 2006

9.15-10.45 Fraud – A Palestinian Perspective
Mr. Jihad Harb, Researcher, AMAN Center

10.45-11.00 Break

11.00-12.30 Obedience & Compliance
Dr. Nadia Najjab

12.30-13.30 Lunch

13.30-15.00 Asset Misappropriation – Disbursement
Yousef Salman

15.00-15.30 Final Discussion and Wrap-up



Mr. Jihad Harb

The Participants

Abdalla, Thaa'r – Ramallah

Accountant, A M Qattan Foundation, Ramallah

Alloush, Iman – Nablus

Complaints Administrator, Palestinian
Telecommunication Company, PALTEL, Nablus

Ashhab, Rushdi – Jerusalem

Financial Director, Maqassed Hospital,
Jerusalem

Bahbah, Michel – Jerusalem

Director of Patient's Services, Augusta Victoria
Hospital, Jerusalem

Ghazawneh, Ahmad – Al-Ram

Customer Service Administrator, Palestinian
Telecommunication Company PAL TEL, Al-
Bireh

Halaiqa, Hijazi – Hebron

Director, Al-Shyoukh Medical Center, Hebron

Issa, Saeed – Ramallah

Quality Manager, Palestinian Forensic
Laboratory, Palestinian Police, Ramallah

Jaradat, Nazih – Jenin

Police, Palestinian Police, Ramallah

Jarrar, Firas – Nablus

Manager, Ihsan Organization for Human Right,
Nablus

Nashashibi, Fahmi – Jerusalem

General Manager, Golden Walls Hotel,
Jerusalem

Samara, Najeh – Nablus

Police, Palestinian Police, Ramallah

Al-Shobaki, Lubna – Ramallah

Accountant, Central Elections Commission,
Ramallah

Shyoukhi, Lubna – Ramallah

Administration and Communication Officer,
Tamkeen USAID Funded Project, Ramallah

Tarter, Ala' – Ramallah

Accountant, Institute of Law, Birzeit University,
Ramallah

Zaid Al-Kilani, Mohammed – Ramallah

Switches Administrator, Palestine
Telecommunication Company, 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:

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

2. Describe your life vision and mission.

The Lecture Program

DAY ONE: Thursday, 11 January 2007

9.30-10.00	Welcoming Address / Opening Remarks Dr. Mahdi Abdul Hadi , <i>Head of PASSIA, Jerusalem</i>
10.00-11.15	Psychological Aspects of Managing People Dr. Mohammed Baidoun , <i>Psychologist and Clinical Supervisor, Ramallah</i>
11.15-11.30	Break
11.30-12.30	Psychological Aspects of Managing People, contd. Dr. Mohammed Baidoun
12.30-13.30	Lunch
13.30-15:30	Participants' Assignment Presentation & Discussion



Dr. Mohammed Baidoun

DAY TWO: Friday, 12 January 2007

9.15-10.45	Introduction: What and Why Strategic Planning? Luna Shamieh , <i>Lecturer, Faculty of Law and Public Administration, Birzeit University</i>
10.45-11.00	Break
11.00-12.30	Strategic Planning Cycle Luna Shamieh

12.30-13.30	Lunch
13.30-15.30	Case Study of a Problematic Organization Luna Shamieh

DAY THREE: Saturday, 13 January 2007

9.15-10.15	Assignment / Exercise Luna Shamieh
10.15-10.30	Break
10.30-12.30	Setting a Strategic Plan Luna Shamieh
12.30-13.30	Lunch
13.30-15.30	Setting Action Plans Luna Shamieh



Luna Shamieh

DAY FOUR: Sunday, 14 January 2007

Visit to Al-Jawwal

9.15-10.45	Management of Organizations (1): Mission, Structures, Goals, Strategic Orientation Ammar Ikir , <i>Chief Executive Officer, Jawwal</i>
10.45-11.00	Break
11.00-12.30	Management of Organizations (2): Needs, Long-term Vision, Goal-setting, Planning, Development Priorities Ammar Ikir

Return to PASSIA's office

13.00-13.30	Lunch
13.30-15.30	Implementation, Monitoring and Evaluation Luna Shamieh

DAY FIVE: Monday, 15 January 2007

9.00-10.45	Managing Change Rania Jaber , <i>Lecturer, Faculty of Commerce and Economics, Birzeit University</i>
10.45-11.00	Break

- 11.00-12.30 Managing Change
Rania Jaber
- 12.30-13.30 Lunch
- 13.30-15.00 Final Discussion and Wrap-up



Rania Jaber

The Participants

Abu Arqoub, Ahmad – Al-Ram
Billing Developer, Jawwal, Ramallah

Abu Safa, Einas – Tulkarem
Project Manager for Midwifery Project, Haja
Andaleeb College for Nursing and Midwifery,
Nablu

Abu Shawish, Abdallah – Ramallah
Head, Economic Department, Ministry of
Foreign Affairs, Ramallah

Abu Srouf, Amal – Bethlehem
Resource Development Officer, MA'AN
Development Center, Ramallah

Al-Ahmad, Hussein – Ramallah
Business Development Consultant, Trust
International Insurance Co., Ramallah

De'bas, Nisreen – Ramallah
Senior Accountant, Palestinian Independent
Commission for Citizens' Rights (PICCR),
Ramallah

Direya, Ibrahim – Bethlehem
Assistance Coordinator, Central Elections
Commission, Bethlehem

Dweikat, Sameer – Nablu
Electoral Affairs Department Officer,
Palestinian Central Elections Commission,
Ramallah

Habash, Rami – Ramallah
District Manager, Palestinian Medical Society,
Ramallah

Al-Jallad, Ra'fat – Ramallah
Manager, Investment Department, PALTEL
Group, Ramallah

Mustafa, Mohammed – Azzoun, Qalqilya
Director, Assessment and Evaluation
Department, Ministry of Education and
Higher Education, Ramallah

Nazzal, Riyad – Jenin
Team of Administration for Planning, Ministry
of Interior, Ramallah

Al-Rujub, Rasheed – Hebron
Supervisor of General Services and Building
Management, Augusta Victoria Hospital,
Jerusalem

Salah, Nour Al-Adeen – Gaza
Project Coordinator of Safe Play Area Project,
Save the Children Federation, Gaza

Shehadeh, Ismail – Jerusalem
School Supervisor-Computer Science,
UNRWA, Jerusalem

Sommad, Ismail – Gaza
International Secretary, Fateh Youth
Organization, Gaza

Zatari, Dirar – Hebron
Anesthesia Specialist, Al-Ahli Hospital,
Hebron

Zeid, Omar – Ramallah
Operations Manager, Exalt-Technologies Ltd.,
Ramallah



■ Training Program on *Detecting & Fighting Fraud (2)*

A second training program on *Detecting & Fighting Fraud* - aimed at developing an understanding of how organizations are vulnerable to fraud and how to confront fraud was organized in March 2007 as follows:

The Lecture Program

DAY ONE: Saturday, 3 March 2007

9.15-10.00	Welcoming Address / Opening Remarks Dr. Mahdi Abdul Hadi , <i>Head of PASSIA, Jerusalem</i>
10.00-11.30	Report to the Nation Yousef Salman , <i>MBA, CFE, CPA</i>
11.30-11.45	Break
11.45-12.30	Report to the Nation contd. Yousef Salman
12.30-13.30	Lunch
13.30-15.00	Psychology: Personality and Collecting Data ... Dr. Nadia Najjab , <i>Assistant Professor, Department of Education & Psychology /Birzeit University</i>



Dr. Nadia Najjab

DAY TWO: Sunday, 4 March 2007

9.15-10.45	Money Laundering and Banking Transactions Yousef Salman
10.45-11.00	Break
11.00-12.31	Dissonance, Social Cognition, Conformity. Dr. Nadia Najjab
12.30-13.31	Lunch
13.30-15.00	Fraud Law Mr. Haitham Zughbi , <i>Lawyer</i>



Mr. Haitham Zughbi

DAY THREE: Monday, 5 March 2007

- 9.30-11.02 Prevention of Fraud in Organizations and Corporate Ethics
Mr. Hanna Quffa, *CFE, CPA*
- 10.45-11.00 Break
- 11.00-12.31 Prevention of Fraud in Organizations and Corporate Ethics, contd.
Mr. Hanna Quffa
- 12.30-13.30 Lunch
- 13.30-15.00 Fraud Investigation and Legal Issues (I)
Mr. Hassan Jabarein, *Vice-President, Investigation Department, Hebron*

DAY FOUR: Tuesday, 6 March 2007

- 9.15-10.45 Asset Misappropriation (I)
Yousef Salman
- 10.45-11.00 Break
- 11.00-12.31 Obedience & Compliance
Dr. Nadia Najjab
- 12.30-13.30 Lunch
- 13.30-15.00 Fraud Investigation and Legal Issues (II)
Mr. Hassan Jabarein



Mr. Hassan Jabarein

DAY FIVE: Wednesday, 7 March 2007

- 9.15-10.45 Financial Transactions - How to Detect and Analyze Financial Statement Fraud
Mr. Hanna Quffa
- 10.45-11.00 Break
- 11.00-12.32 Financial Transactions - How to Detect and Analyze Financial Statement Fraud
Mr. Hanna Quffa
- 12.30-13.31 Lunch
- 13.30-15.00 Asset Misappropriation (II)
Yousef Salman
- 15.00-15.30 Final Discussion and Wrap-up



Yousef Salman

The Participants

- Abdallah, Awatif** – Ramallah
Economic Advisor, Customs and Excise,
Ministry of Finance, Ramallah
- Abu Al-Rub, Habes** – Nablus
Training and Development Supervisor,
Palestine Telecommunications Co., PAL TEL,
Nablus
- Abu Shama, Suha** – Ramallah
Head of Collection Department, Customs
and Excise Department, Ministry of Finance,
Ramallah
- Al-Ahmad, Sakher** – Jenin
Customs Security Units Officer/North Units,
Ministry of Finance, Nablus
- Bages, Husam** – USA
Secretary, Brazilian Palestinian National
Internet Committee, US
- Bshara, Ameen** – Ramallah
Accountant, CHF – International, Ramallah
- Hanania, Raida** – Bethlehem
Director, Quality Management and Data
System Department, Bethlehem Municipality
- Idkeidek, Basel** – Jerusalem
Finance Assistant, United Nations World
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- Khayo, Ala'** – Jerusalem
Accountant, Caritas, Jerusalem
- Masoud, Nader** – Nablus
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- Masri, Hani** – Nablus
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- Musleh, Abeer** – Ramallah
Project Research for Anti-Corruption Univer-
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- Najjar, Maha** – Ramallah
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- Othman, Mahmoud** – Nablus
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- Salah, Abdul Fattah** – Ramallah
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- Shabib, Moammar** – Ramallah
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- Shelbayeh, Husam** – Nablus
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- Shobaki, Imad** – Ramallah
Audit Manager, Deloitte, Ramallah
- Sirhed, Fadi** – Nablus
Synchronization Network Supervisor, Palestin-
ian Telecommunication Co. PALTEL, Nablus
- Tahboub, Huda** – Ramallah
Financial and Administrative Manager, Palestin-
ian Council for Development Dialogue and
Democracy, Ramallah
- Yasin, Omar** – Ramallah
Senior Accountant, Sharek Youth Forum, Ra-
mallah
- Zalloum, Suha** – Ramallah
Senior Auditor, El-Wafa and Co. Accountants
and Consultants, Ramallah

