

## **7. TRAINING YOUNG LEADERS – PARTY DEVELOPMENT**

The PASSIA project *Training Young Leaders* was developed to empower mid-career Palestinian professionals to deal more effectively with the tasks and specific problems ahead. The overall goal is to prepare future leaders to promote public needs rather than political favors, understand the breadth of perspective on issues, assume responsibility and exercise sound decision-making.

In 2007 PASSIA drew upon its previous experience in conducting training seminars, its record of facilitating the exchange of ideas and promoting dialogue among the various sectors of society, and its extensive research activity on a wide range of issues, and in cooperation with its long-standing partner Friedrich-Ebert Foundation launched a project designed to offer independent assistance in policy and platform development for members of parties, factions and related civic groups.

As part of this program, PASSIA organized and implemented three intensive five-day training programs on *Party Development* in 2008. They intended to establish a general introduction in the field of parties and party systems and to enhance participants' knowledge of party practices in order to foster the institutional development and capacity building of political parties in Palestine. The courses focused on practical training and hands-on exercises in relevant fields and concepts, with an emphasis on the institutional and organizational requirements of parties.

PASSIA believes that such hands-on training in the field of party formation can play an important role in shaping the political debate and in the formation of more programmatically based parties in Palestine, which in turn can act as tools for promoting reform and political development.

The project's overall objectives are thus to develop the internal capacities of parties, to enhance people's participation in the political decision-making process, and to empower of future party leaders.

### **Course Outline**

Prior to each training program PASSIA consulted with colleagues and experts in order to plan and implement the training program. The seminar was advertised in the local press and notification was also given to political movements and parties.

A shortlist of applicants was then invited for interviews. In line with PASSIA's policy not to interfere in the selection process, Dr. Varsen Aghabekian from the *Prime Minister's Office, Ramallah* was invited to conduct the interviews and select the participants for the training program.

From 3-7 April 2008, Experts in the field of party development and politics gave a series of presentations, lectures, and case studies. The participants were

encouraged to relate what they learned to their work in their own movements/factions. At the close of the seminar, participants received an assignment, the completion of which formed an integral part of the overall course.

At the close of the program, participants who performed all required tasks were handed a certificate affirming their successful participation in the training program.

From among the participants who performed all required tasks the most outstanding were selected to undergo a further program, including a field visit to Europe.

### **Training Programs on Party Development**

In 2008, three training programs on Party Development were organized and implemented (a fourth had already taken place in 2007). They all established a general introduction in the field of parties and party systems and focused on the knowledge of party practices needed to foster the institutional development and capacity-building of political parties in Palestine. In addition, each of the training programs emphasized a special aspect of Party Development: the April seminar with a focus on *Strategic Planning*, the July seminar with a focus on *Effective Campaigning*, and the October seminar with a focus on *Party Communications, Images and Media Relations*.

#### Training Program I: Focus on Strategic Planning

The first program took place from 3-7 April 2008 at the Intercontinental Hotel in Jericho. Its program was as follows:

#### Lecture Program

<b>DAY ONE: Thursday, 3 April 2008</b>
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9.30-10.00 Welcoming Address / Opening Remarks  
**Dr. Mahdi Abdul Hadi**, *Head of PASSIA, Jerusalem*

10.00-11.30 Introduction

- Definition of 'party' and 'party system'
- Formation of parties: what purposes/functions do they serve?
- Parties vs. other political actors (e.g., social movements/interest groups, etc.).
- Role of parties and their differences in democratic and non-democratic systems.
- The role of political parties in emerging democracies.

- Party systems and their origins (historical legacies, social cleavages, etc.)
- Formation and establishment of opposition parties within the party system
- Party System in Palestine - Historical Overview
- Why do new parties form?

**Dr. George Giacaman**, *Director of Muwatin, Ramallah*

11.30-11.45	Break
11.45-13.15	Introduction, contd. <b>Dr. George Giacaman</b>
13.15-14.15	Lunch
14.15-16:00	Legal and Constitutional Frameworks for Party Formation: Provisions and Rules Governing the Creation, Registration, Operation, Financing and Dissolution of Political Parties. <b>Baha Al-Bakri</b> , <i>former Senior Official at the Central Election Commission; Lecturer of Law, Birzeit University</i>
16.00-16.30	Break
16.30-18.00	Leadership Styles (leadership types, various personalities, convincing others, leaving an impression, understanding what makes a leader, motivating others, leadership in cultural and situational contexts, political leadership, leadership ethics) <b>Dr. Mahmoud Baidoun</b> , <i>Psychologist and Clinical Supervisor, Ramallah</i>

<b>DAY TWO: Friday, 4 April 2008</b>
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9.15-10.45	Leadership Styles, contd. <b>Dr. Mahmoud Baidoun</b>
10.45-11.00	Break
11.00-12.30	Leadership Styles, contd. <b>Dr. Mahmoud Baidoun</b>
13.30-15.00	Lunch
15.00-16.15	Legal Basis and Constitutional Framework for Parties

**Christian Lange, MP (SPD), Chairman of the SPD in the Federal State Baden Württemberg**

16.15-16.30 Break

16.30-18.00 Party in Parliament  
Discussion with German Members of Parliament:  
**Siegmund Ehrmann, MP (SPD), Deputy Spokesperson of the Enquete-Commission "Culture in Germany"**  
**Kerstin Griese, MP (SPD), Member of the Board of the SPD**  
**Christian Lange, MP (SPD), Chairman of the SPD in the Federal State Baden Württemberg**  
**Carola Reimann, MP (SPD), Member of the Health Committee**  
**Andreas Weigel, MP (SPD), Member of the Disarmament, Control of Armament and Non-Proliferation Committee**

<b>DAY THREE: Saturday, 5 April 2008</b>
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9.15-10.15 Introduction  
• Strategic planning and strategic thinking  
• Importance and effectiveness of strategic planning  
• Stakeholders  
**Dr. Varsen Aghabekian, Director of Development and Projects, President's Office, Ramallah**

10.15-11.15 Environmental scanning  
• Components  
• Tools-SWOT and 7 S analysis  
• Data collection methods  
**Dr. Varsen Aghabekian**

11.15-11.30 Break

11.30-13.00 Environmental scanning (continued)  
**Dr. Varsen Aghabekian**

13.00-14.00 Lunch

14.00-15.30 Environmental scanning (continued)  
**Dr. Varsen Aghabekian**

15.30-15.45 Break

15.45-17.15 Visions and missions

**Dr. Varsen Aghabekian**

- 17.15-17.30 Break
- 17.30-18.30 Strategy planning and implementation  
**Dr. Varsen Aghabekian**

<b>DAY FOUR: Sunday, 6 April 2008</b>
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- 9.15-10.45 Party Formation: History of Palestinian Political Parties  
**Dr. Mahdi Abdul Hadi**, *Chairman of PASSIA*
- 10.45-11.00 Break
- 11.00-12.30 Concept of Leadership  
(Why political leadership is important; what makes a leader; leadership and vision; Challenges and Opportunities for the Next Generation of Leaders)  
**Dr. Mahdi Abdul Hadi**, *Chairman of PASSIA*
- 12.30-14.30 Lunch
- 14.30-16.00 Political Parties and the Citizenry  
(Why political parties are an important element in a democracy; how parties gain or lose credibility; how political parties can respond more effectively to the citizens concerns)  
**Dr. Azmi Shuaibi**, *General Coordinator for the Coalition for Accountability and Integration, Ramallah*
- 16.00-16.30 Break
- 16.30-18.00 Political Parties and the Citizenry, contd.  
**Dr. Azmi Shuaibi**

<b>DAY FIVE: Monday, 7 April 2008</b>
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- 9.15-10.45 Creating/influencing public opinion (with exercises)  
**Omar Barghouthi**, *Independent Political and Cultural Analyst*
- 10.45-11.00 Break
- 11.00-12.15 Creating/influencing public opinion (contd.)  
**Omar Barghouthi**

- 12.15-12.30 Break
- 12.30-13.00 Wrap up and final discussion
- 13.15-14.15 Working Lunch “American Parties and the Presidential Elections”  
with **Dr. Ziad Al-Asali**, *President of the American Task Force for Palestine, Washington, DC*

#### Palestinian Participants

**Abdel Samad, Yousef** (Ramallah)

Legal Researcher and Project Coordinator, Palestinian Center for the Independence of the Judiciary and the Legal Profession – MUSAWA, Ramallah

**Abu Kishek, Saied** (Nablus)

Coordinator, Training Unit, Hiwar for Children Center, Nablus

**Abu Al-Rub, Bader Al-Din** (Ramallah)

Director, Rehabilitation and Training Department, Ministry of Youth and Sport, Ramallah

**Amer, Maher** (Ramallah)

Director of the Branches, The National Office for the Defense of Land and Confront Settlement, Nablus

**Assaf, Rania** (Ramallah)

Lawyer, Private Law Office, Ramallah

**Badarin, Hashem** (Hebron)

Volunteer, Wasel Center for Youth Development, Hebron

**Bushnaq, Asmahan** (Jenin)

Project Coordinator, Palestinian Center for Peace and Democracy Issues, Jenin

**Ghanayem, Alaa** (Bethlehem)

Lawyer, Bethlehem

**Hanani, Fouad** (Nablus)

Director of Public Relations, Sustainable Development Institute Al-Quds University

**Herzallah, Tawfiq** (Ramallah)

Legal Assistant, Ministry of Justice, Ramallah

**Jalaytah, Salem** (Jericho)

Freelancer in Agriculture & Trade, Jericho

**Al-Natsheh, Rawan** (Jerusalem)  
Project Coordinator, UNESCO, Ramallah

**Sabbah, Jihad** (Jenin)  
Legal Assistant, Attorney General, Jenin

**Salman, Ahmad** (Jerusalem)  
Director, Information and Communication of Political Parties, International Center for Culture and Public Relations, Jerusalem

**Shadid, Sufian** (Tulkarem)  
Legal Advisor, Charities and Organizations Department, Ministry of Interior, Tulkarem

**Shahin, Fahmi** (Hebron)  
Director, Field Research and Documentation Department, Bethlehem and Hebron, Palestinian Center for Human Rights, Ramallah

**Al-Sharif, Ola** (Nablus)  
Lawyer, Legal Advisory Office, Nablus

**Al-Shellah, Amjad** (Ramallah)  
Lawyer, Andraws Office, Ramallah

**Al-Shomali, Dalilah** (Nablus)  
Lawyer and Director of the Office, Legal Advisory Office (Private Office), Nablus

**Srou, Abdel Qaher** (Ramallah)  
Head of the President's Office, Palestinian Legislative Council, Ramallah

**Thaher, Ahmad** (Jenin)  
Lawyer, Jenin

**Yassin, Ghalib** (Ramallah)  
Lawyer, Palestinian Bar Association, Ramallah

**Al-Zain, Sa'ed** (Ramallah)  
Development Cooperation Program Officer, Irish Representative Office, Ramallah

**Zedat, Amjad** (Ramallah)  
Legal Adviser to Review the Legislation and Laws, Ministry of Women's Affairs, Ramallah

Training Program II: Focus on Effective Campaigning

The second program took place from 24-28 July 2008 at the Intercontinental Hotel in Jericho. Its program was as follows:

Lecture Program

**DAY ONE: Thursday, 24 July 2008**

- 9.30-10.00 Welcoming Address / Opening Remarks  
**Dr. Mahdi Abdul Hadi**, *Head of PASSIA, Jerusalem*
- 10.00-11.30 Introduction  
(Definition of 'party'/'party system'; why do new parties form? parties vs. other political actors; role of parties in democratic vs. non-democratic systems and in emerging democracies; party systems and their origins; establishment of opposition parties; party system in Palestine.)  
**Dr. Taleb Awad**, *Lecturer, Birzeit University.*
- 11.30-11.45 Break
- 11.45-13.15 Introduction, contd.  
**Dr. Taleb Awad**
- 13.15-14.15 Lunch
- 14.15-16:00 Party Legislation, Election System and Election Process in Palestine  
**Baha Al-Bakri**, *former Official at the Central Election Commission; Lecturer of Law, Birzeit University*
- 16.00-16.30 Break
- 16.30-18.00 The Concept of Leadership  
(Why political leadership is important; what makes a leader; leadership and vision; Challenges and Opportunities for the Next Generation of Leaders)  
**Dr. Saeb Erekat**, *Head, PLO Negotiations Affairs Department*

**DAY TWO: Friday, 25 July 2008**

- 9.15-10.30 Creating/influencing public opinion (with exercises)  
**Omar Barghouthi**, *Independent Political and Cultural Analyst*



- 10.30-10.45 Break
- 10.45-12.15 Creating/influencing public opinion, contd.  
**Omar Barghouthi**
- 13.30-15.00 Lunch
- 15.00-16.15 Effective Campaigning
- Putting together a campaign management team and allocating responsibility
  - Motivating / mobilizing members
  - Message development
  - Candidate recruitment and selection
  - Media relations
  - Communication with the electorate and voter outreach
  - Campaign funding and budgeting
- Christian Kröning**, *Executive Director of the Social Democratic Party of Germany (SPD) in the state of Schleswig-Holstein*  
**Sven Zylla**, *Chief of Staff of the State Minister for Education and Women Affairs in Schleswig-Holstein*
- 16.15-16.30 Break
- 16.30-18.00 Effective Campaigning (contd.)  
**Christian Kröning** and **Sven Zylla**

<b>DAY THREE: Saturday, 26 July 2008</b>
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### Developing an Effective Campaign - Strategic Planning

- 9.15-10.15 Introduction
- Strategic planning and strategic thinking
  - Importance and effectiveness of strategic planning
  - Stakeholders
- Dr. Varsen Aghabekian**, *Director of Development and Projects, President's Office, Ramallah*
- 10.15-11.15 Environmental scanning
- Components
  - Tools-SWOT and 7 S analysis
  - Data collection methods
- Dr. Varsen Aghabekian**

- 11.15-11.30 Break
- 11.30-13.00 Environmental scanning (continued)  
**Dr. Varsen Aghabekian**
- 13.00-14.00 Lunch
- 14.00-15.30 Environmental scanning (continued)  
**Dr. Varsen Aghabekian**
- 15.30-15.45 Break
- 15.45-17.15 Visions and missions  
**Dr. Varsen Aghabekian**
- 17.15-17.30 Break
- 17.30-18.30 Strategy planning and implementation  
**Dr. Varsen Aghabekian**

<b>DAY FOUR: Sunday, 27 July 2008</b>
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- 9.15-10.45 Party Formation: History of Palestinian Political Parties  
**Dr. Mahdi Abdul Hadi**, *Chairman of PASSIA*
- 10.45-11.00 Break
- 11.00-12.30 Leadership Styles  
(leadership types, various personalities, convincing others, leaving an impression, understanding what makes a leader, motivating others, leadership in cultural and situational contexts, political leadership, leadership ethics)  
**Dr. Mahmoud Baidoun**, *Psychologist and Clinical Supervisor, Ramallah*
- 12.30-14.30 Lunch
- 14.30-16.00 Leadership Styles, contd.  
**Dr. Mahmoud Baidoun**
- 16.00-16.30 Break
- 16.30-18.00 Leadership Styles, contd.  
**Dr. Mahmoud Baidoun**

<b>DAY FIVE: Monday, 28 July 2008</b>
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9.15-10.45	Elections, Public Opinion, Parties and Voting Behavior <b>Jihad Harb</b> , <i>Academic Researcher, Ramallah</i>
10.45-11.00	Break
11.00-12.15	Poll-Watching, Poll Results and Policy-/Decision-Making <b>Loay Shabaneh</b> , <i>Director, Palestinian Central Bureau of Statistics and Member of Fateh</i>
12.15-12.30	Break
12.30-13.00	Wrap up and final discussion – FES - PASSIA
13.15-14.15	Lunch

Palestinian Participants

**Aslan, Lama** (Nablus)

Teacher, Martyr Yasser Arafat School, Nablus

**Asmar, Mohammad** (Ramallah)

Teacher, Betunia Secondary School for Boys, Ramallah

**Awad, Rashid** (Hebron)

General Director, Ministry of Local Government, Bethlehem

**Al-Barghouthi, Thaer** (Ramallah)

Teacher, Al-Mustaqbal Schools, Ramallah

**Faris, Ra'ed** (Ramallah)

Director, Heritage Department, Ministry of Culture, Ramallah

**Hamdan, Hussam** (Nablus)

Administrative Assistant, Palestinian Medical Relief Society, Nablus

**Hijazi, Samir** (Tulkarem)

Cash Assistant, Tulkarem & Qalqilya Area, UNRWA, Tulkarem

**Hnaihini, Suna** (Hebron)

Social Worker, Palestinian Family Planning and Protection Association Socialist, Hebron

**Al-Iker, Abed Afou** (Nablus)  
Coordinator, International Relations, Nablus Municipality

**Jalghoum, Mufid** (Jenin)  
Teacher, Jenin Secondary School, Jenin

**Jamhour, Nehro** (Ramallah)  
Director, Jerusalem Department, Ministry of Finance, Ramallah

**Al-Ku'a, Mu'en** (Ramallah)  
Director, Palestinian Branch, International Arab Social Betterment Association, IASBA, Ramallah

**Na'na', Mohammad** (Nablus)  
BA, Accounting, Al-Quds Open University

**Odeh, Mohammad** (Nablus)  
Teacher, Masqat School, Assirah Al-Shamalieh, Nablus

**Al-Sayed, Mu'ataz** (Nablus)  
Lecturer, Mathematics, Al-Quds Open University, Nablus

**Salah, Yasser** (Bethlehem)  
Employee, Central Election Commission, Ramallah

**Al-Shawawreh, Nadi** (Halhoul, Hebron)  
Legal Assistant, Ministry of Social Affairs, Ramallah

**Thaljeh Lucy** (Bethlehem)  
Project Coordinator, Palestinian Conflict Resolution Center (WIAM), Bethlehem

**Zatari, Dirar** (Hebron)  
Anesthesia and Reanimation, Al-Ahli Hospital, Hebron

Training Program III: Focus on Party Communications, Images and Media Relations

The third program took place from 20-24 October 2008 at the Intercontinental Hotel in Jericho. Its program was as follows:

Lecture Program

**DAY ONE: Monday, 20 October 2008**

- 9.30-10.00 Welcoming Address / Opening Remarks  
**Dr. Mahdi Abdul Hadi**, *Head of PASSIA, Jerusalem*
- 10.00-11.30 Introduction
  - Definition of 'party' and 'party system'
  - Formation of parties: what purposes do they serve?
  - Parties vs. other political actors (e.g., social movements/interest groups, etc.).
  - Role of parties and their differences in democratic and non-democratic systems.
  - The role of political parties in emerging democracies.
  - Party systems and their origins (historical legacies, social cleavages, etc.)
  - Formation and establishment of opposition parties within the party system
  - Party System in Palestine - Historical Overview**Dr. Mohammed Dajani**, *Lecturer, Al-Quds University*
- 11.30-11.45 Break
- 11.45-13.15 Introduction, contd.  
**Dr. Mohammed Dajani**
- 13.15-14.15 Lunch
- 14.15-16:00 The Concept of Leadership (Why political leadership is important; what makes a leader; leadership & vision; challenges and opportunities for the next generation of leaders)  
**Dr. Mahdi Abdul Hadi**, *Chairman of PASSIA*
- 16.00-16.30 Break
- 16.30-18.00 History of Palestinian Political Parties  
**Dr. Mahdi Abdul Hadi**, *Chairman of PASSIA*

<b>DAY TWO: Tuesday, 21 October 2008</b>
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- 9.15-10.45 Communication Skills  
**Luna Shamieh**, *Lecturer, Birzeit University*
- 10.45-11.00 Break
- 11.00-12.30 Communication Skills, contd.  
**Luna Shamieh**

12.30-13.30	Lunch
13.30-15.00	Communication Skills, contd. <b>Luna Shamieh</b>
16.15-16.30	Break
16.30-18.00	Communication Skills, contd. <b>Luna Shamieh</b>

<b>DAY THREE: Wednesday, 22 October 2008</b>
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**Developing / Improving a Party Image - Strategic Planning**

9.15-10.15	Introduction <ul style="list-style-type: none"> <li>• Strategic planning and strategic thinking</li> <li>• Importance and effectiveness of strategic planning</li> <li>• Stakeholders</li> </ul> <b>Dr. Varsen Aghabekian</b> , <i>Director of Development and Projects, President's Office, Ramallah</i>
10.15-11.15	Environmental scanning <ul style="list-style-type: none"> <li>• Components</li> <li>• Tools-SWOT and 7 S analysis</li> <li>• Data collection methods</li> </ul> <b>Dr. Varsen Aghabekian</b>
11.15-11.30	Break
11.30-13.00	Environmental scanning (continued) <b>Dr. Varsen Aghabekian</b>
13.00-14.00	Lunch
14.00-15.30	Environmental scanning (continued) <b>Dr. Varsen Aghabekian</b>
15.30-15.45	Break
15.45-17.15	Visions and missions <b>Dr. Varsen Aghabekian</b>
17.15-17.30	Break

17.30-18.30 Strategy planning and implementation  
**Dr. Varsen Aghabekian**

<b>DAY FOUR: Thursday, 23 October 2008</b>
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9.15-10.45 Leadership Styles  
(leadership types, various personalities, convincing others, leaving an impression, understanding what makes a leader, motivating others, leadership in cultural and situational contexts, political leadership, leadership ethics)  
**Dr. Mahmoud Baidoun**, *Psychologist and Clinical Supervisor, Ramallah*

10.45-11.00 Break

11.00-12.30 Leadership Styles, contd.  
**Dr. Mahmoud Baidoun**

12.30-14.00 Lunch

14.00-15.30 Leadership Styles, contd.  
**Dr. Mahmoud Baidoun**

15.30-16.00 Break

16.00-18.00 The election before the election: gain the support of the delegates in the primaries/to the nominating convention, build a campaign organization (hiring staff, creating strategies, preparing a platform, raising funds), "sell oneself"  
**Knut Dethlefsen**, *Resident Representative of the Friedrich Ebert Foundation (FES), Jerusalem*

<b>DAY FIVE: Friday, 24 October 2008</b>
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9.00-10.30 Media Relations (Dealing with/using TV and Radio)  
**Omar Nazzal**, *Director, Clackate for Media and Communications, Al-Bireh*

10.30-11.30 Media Relations. Contd.  
**Omar Nazzal**

11.30-12.30 Break

12.30-13.00      Wrap up and final discussion – FES - PASSIA

13.15-14.15      Lunch

Palestinian Participants

**Abdallah, Nisreen** (Ramallah)

Director, Young Leadership & Development Program, One Voice, Ramallah

**Abu Zuhara, Issa** (Ramallah)

Chairman of Political Science, Al-Quds University

**Hanani, Firas** (Nablus)

Project Coordinator for Nablus Area, Democracy & Workers' Rights Center, Ramallah

**Hantash, Yousef** (Hebron)

Inspector, Financial and Administrative Control Bureau, Ramallah

**Jaradat, Issa** (Hebron)

Researcher & Coordinator for South Palestine, UNDP/UNOPS, Hebron

**Khatib, Mohammad** (Ramallah)

Director, Information Center, Ministry of Information, Ramallah

**Manasrah, Sulaiman** (Hebron)

Dentist, Palestinian Red Crescent, Hebron

**Mansour, Sultan** (Biddu, Ramallah)

Executive Director, Muntada Nawafeth for Youth, Biddu, Ramallah

**Qut, Wail** (Nablus)

Lawyer, Nablus

**Refai, Hamzeh** (Anata, Jerusalem)

Project Coordinator, Anata Youth Club, Jerusalem

**Sa'bi, Ghada** (Ramallah)

Accountant, President's Office, Ramallah

**Salamin, Rami** (Ramallah)

Social Researcher, UNRWA, Ramallah

**Sheikh Ibrahim, Ghassan** (Jenin)



Coordinator for North Project, Democratic Center and Development Society,  
Jenin

**Shoman, Ameena** (Ramallah)

Head, Definition Evaluation and Degrees of Employees, Ministry of Education &  
Higher Education, Ramallah

**Sweidan, Anis** (Nablus)

General Director for Journalism & Media, PLO Arab and International Department,  
Ramallah