

## Training Young Leaders

### Background

The PASSIA project *Training Young Leaders* aims to provide training seminars for Palestinian mid-career professionals and practitioners from a range of NGOs or government and private sector organizations that help them 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.

For each leadership seminar implemented under this project PASSIA is advertised in the local press and an external examiner interviews a short-list of candidates and selects 15-25 participants. During the subsequent reading period the selected participants familiarize themselves with basic course materials provided by PASSIA and prepare a short paper related to the subject matter.

The actual seminars last 4-5 days, during which lecturers are given by local and foreign experts and a background on the concepts methods, styles and applications of leadership are established, incl. enhancing the participants' communication, team-building, and problem-solving skills. Each of the courses then focuses on a certain sub-issue, as outlined below.

PASSIA's training programs are designed for adult learners and are interactive, utilize real(istic) case studies, exercises, and up-to-date readings and materials. Individual preparatory and follow-up assignments provide opportunities for reinforcement of learning.

Each leadership seminar implemented under this project comprised the following interrelated activities:

- **Preparation** – launching the application procedure, drafting the lecture program, recruiting speakers, placing seminar advertisements.
- **Selection of Participants** – interviewing a short-list of candidates, selecting participants.
- **Reading Period** - distributing preparatory reading packages with assorted background materials to the participants, possibly along with a writing assignment related to the subject matter.
- **Lecture Program** – holding the seminar (presentations and lecturers by local and foreign experts), whereby participants are encouraged to relate what they learn to their own task environment and think of ways how to use the new knowledge and skills to improve the performance of their organizations.

During 2006, PASSIA implemented one seminar under this series, focusing on *Party Development*, and in 2007, three seminars, including another one on *Party Development*, one dealing with *Security & the Rule of Law*, and one on *Democratization & Reform*.

## Training Programs

### ■ PARTY DEVELOPMENT (I)

This course focused on issues such as the role and formation of political parties, institutional and socio-political frameworks in which they function, membership, recruitment, party organization and strategy, ideologies, institutionalization of new parties, and financing.

The seminar took place from 8-12 June and 27-28 June 2006 at the Best Eastern Hotel in Ramallah.

#### Lecture Program

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#### DAY ONE: Thursday, 8 June 2006

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9.30-10.00 Welcoming Address / Opening Remarks  
**Dr. Mahdi Abdul Hadi**, *Head of PASSIA, Jerusalem*

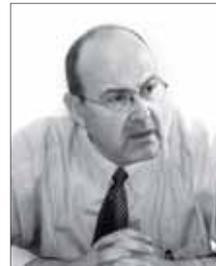


Dr. Mahdi Abdul Hadi

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

**Dr. Ali Jirbawi**, *Professor of Political Science, Birzeit University.*



Dr. Ali Jirbawi

11.30-11.45 Break

11.45-13.15 Introduction, contd.  
**Dr. Ali Jirbawi**

13.15-14.15 Lunch

14.15-15:45 Party System in Palestine – A Historical Overview  
**Dr. George Giacaman**, *Director of Muwatin, Ramallah*



Dr. George Giacaman

**DAY TWO: Friday, 9 June 2006**

- 9.15-10.45 Party Formation (I)
- Social cleavages and their transformation into political cleavages/programs.
  - Why do new parties form?
  - Impact of the institutional and political environment on the formation of parties

**Prof. Dr. Peter Loesche**, *Professor of Political Science at Göttingen University.*



Prof. Dr. Peter Loesche

- 10.45-11.00 Break

- 11.00-12.00 Party Formation (II): Legal and constitutional frameworks
- Provisions and rules governing the creation, registration, operation, financing and dissolution of political parties.

**Ammar Dwaik**, *Chief Electoral Officer, Central Elections Commission*



Ammar Dwaik

- 12.00-14.30 Lunch

- 14.30-16.00 Party Formation (III): History of Palestinian political parties

**Dr. Mahdi Abdul Hadi**, *Chairman of PASSIA*

**DAY THREE: Saturday, 10 June 2006**

- 9.15-10.45 Institutional and Organizational Requirements of Parties (I)
- Party leadership
  - Membership recruitment (broadening the party base)
  - Creating an effective headquarters operation
  - Organization of party congress or events
  - Building and nurturing relationships with interest groups

**Prof. Dr. Peter Loesche and Carsten Stender.**

- 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, leadership ethics)
- Dr. Mahmoud Baidoun**, *Psychologist and Clinical Supervisor, Ramallah*



Dr. Mahmoud Baidoun

- 12.30-13.30 Lunch

- 13.30-15.30 Leadership Styles, contd.  
**Dr. Mahmoud Baidoun**

**DAY FOUR:**

**Sunday, 11 June 2006**

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9.15-10.45 Institutional and Organizational Requirements of Parties (II)

- Developing persuasive (and unique) messages
- Effectively communicating the party's vision
- Communicating the party policy and strategies to accomplish the message
- Communications - internally and with the electorate
- Relations with the media

**Carsten Stender**, *Chief of Staff of the Secretary General of the SPD*



**Carsten Stender**

10.45-11.00 Break

11.00-12.30 Communication and Media Skills  
(Communication strategies and techniques; presentation skills; public speaking; selecting media-outlets and target audiences; interpersonal communication)

**Diana Buttu**, *Consultant, Ramallah*



**Diana Buttu**

12.30-13.30 Lunch

13.30-15.30 Communication and Media Skills, contd.

**Diana Buttu**

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**DAY FIVE:**

**Monday, 12 June 2006**

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9.15-10.30 Intra-Party Politics

- Issue and policy research
- Development of party policies and strategies
- Dealing with intra-party conflicts
- Recruit candidates

**Ghassan Khatib**, *Lecturer at Birzeit University and co-editor of Bitterlemons*

10.30-10.45 Break

10.45-12.00 Intra-Party Politics, contd.

- Party financing / Fundraising / Financial Reporting
- Iyad Masrouji**, *Vice-President, Jerusalem Pharmaceutical Company, Ramallah*

12.00-13.30 Lunch / Evaluation

13.30-15.00 Discussion with local party practitioners with **Qais Abdul Karim** (Badil - Alternative), **Bassam Salhi** (PPP) and **Hatem Abdul Qader** (Fateh)

15.00-15.30 Evaluation of Part One of the Training Program

**FOLLOW-UP WORKSHOP: POLITICAL PARTIES IN PARLIAMENT**

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**DAY SIX: Tuesday, 27 June 2006**

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- 9.30-11.00      **How Parliament Works**
- The role of parties in opposition and government
  - The rights and responsibilities of government and opposition
  - The structure of a parliamentary group or caucus
  - The decision making process within a caucus
  - Effective use of parliamentary debating time
  - Party discipline and the role of a whip
  - Inter-party relations and coalition-building
  - Constituent relations
  - Building relationships with interest groups and civil society.
- Ali Jirbawi**, *Professor of Political Science, Birzeit University*
- 11.00-11.15      Break
- 11.15-12.45      **Palestinian Party Politics and the PNC**  
**Adel Samara**, *PNC member*
- 12.45-13.45      Lunch
- 13.45-15.00      Parameters of Political Debate**
- Issues being debated in the political arena.
  - Motives for positions (e.g., vote maximization, constituent representation, personal ideologies, values of party leaders, etc).
- Abdul Jawad Saleh**, *Member of the PNC, former PLC member*

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**DAY SEVEN: Wednesday, 28 June 2006**

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- 9.30-11.00      **The Palestinian Legislative Council**
- Structure, Mandate and Basic Law
  - Standing Orders
  - Committees
  - Resolutions/decisions and decision-making processes
- Firas Milhem**, *Lecturer in Law at Birzeit University*
- 11.00-11.15      Break
- 11.15-12.30      **Being Opposition – Rights, Roles and Constraints**  
**Azmi Shua'ibi**, *General Coordinator for Transparency Palestine*
- 12.30-13.30      Lunch

## *Participants*

**Al-Aghbar, Baker** – Nablus

Manager, Ataj for Art & Advertising Product, Nablus

**Ajaj, Ihab** – Ramallah

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

**Al-Aklouk, Mohannad** – Gaza

Director, Office of the Secretary General, Presidency Office, Gaza

**Darawi, Daoud** – Ramallah

Legal Consultant, Defense for Children International, Ramallah

**Ghanim, Ahed** – Tulkarem

Pharmacist, Khalid Pharmacy, Deir Al-Ghusoun, Tulkarem

**Ghazaleh, Arar** – Ramallah

Teacher, General Union of Palestinian Teachers, Ramallah

**Al-Hamouri, Amjad** – Hebron

Dental Surgeon, Private Clinic, Hebron

**Karajah, Khalid** – Ramallah

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

**Khawaja, Salah** – Ramallah

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

**Qabajeh, Loay** – Hebron

Computer Center Coordinator, Palestine Technical Colleges, Arroub, Hebron

**Ramahi, Maysoon** – Ramallah

Head, Al-Khansa' Women's Association, Ramallah

**Salah, Wisam** – Ramallah

Accountant, Defense for Children, Ramallah

**Salameh, Naeem** – Ramallah

Chief of Electoral Affairs Department, Central Elections Commission, Ramallah

**Tmaizi, Yousef** – Hebron

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

**Wahdan, Abdel Minim** – Ramallah

Deputy Director, General of Youth Affairs, Ministry of Youth & Sport, Ramallah



## ■ PARTY DEVELOPMENT (II)

This training program intended to establish a general introduction in the field of parties and party systems and enhance participants' knowledge of party practices in order to foster the institutional development and capacity building of political parties in Palestine. The course focused on practical training and hands-on exercises in relevant fields and concepts, with a focus on the institutional and organizational requirements of parties.

The seminar took place from 26-30 May 2007 at the Best Eastern Hotel in Ramallah.

### Lecture Program

#### **DAY ONE: Saturday, 26 May 2007**

9.30-10.00 Welcoming Address / Opening Remarks  
**Dr. Mahdi Abdul Hadi**, *Head of PASSIA, Jerusalem*

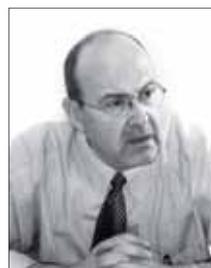


**Dr. Mahdi Abdul Hadi**

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

**Dr. Ali Jirbawi**, *Professor of Political Science, Birzeit University.*



**Dr. Ali Jirbawi**

11.30-11.45 Break

11.45-13.15 Introduction, contd.  
**Dr. Ali Jirbawi**

13.15-14.15 Lunch

14.15-15:45 Party Formation (I)

- Social cleavages and their transformation into political cleavages/programs.
- Why do new parties form?
- Impact of the institutional and political environment on the formation of parties

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



**Dr. George Giacaman**

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**DAY TWO: Sunday, 27 May 2007**

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- 9.15-10.45 Party Formation (II): Legal and constitutional frameworks
- Provisions and rules governing the creation, registration, operation, financing and dissolution of political parties.
- Baha Al-Bakri**, *former Senior Official at the Central Election Commission; Lecturer of Law, Birzeit University*
- 10.45-11.00 Break
- 11.00-13.00 Leadership Styles  
(leadership types, various personalities, convincing others, leaving an impression, understanding what makes a leader. Motivating others, leadership in cultural and situational contexts, leadership ethics)
- Dr. Mahmoud Baidoun**, *Psychologist and Clinical Supervisor, Ramallah*
- 13.00-14.00 Lunch
- 14.00-15.30 Party Formation (III): History of Palestinian Political Parties
- Dr. Mahdi Abdul Hadi**, *Chairman of PASSIA*



Dr. Mahmoud Baidoun

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**DAY THREE: Monday, 28 May 2007**

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- 9.15-11.00 Institutional and Organizational Requirements of Parties (I)
- Developing persuasive (and unique) messages
  - Effectively communicating the party's vision
  - Communicating the party policy and strategies to accomplish the message
  - Relations with the media
- Andrea Nahles**, *Member of the German Bundestag and of the SPD Executive Committee*, and **Inge Wettig-Danielmeier**, *Member of the SPD Executive Committee and SPD Treasurer*
- 11.00-11.15 Break
- 11.15-12.30 Institutional and Organizational Requirements of Parties (II)
- Party leadership
  - Membership recruitment (broadening the party base)
  - Creating an effective headquarters operation
  - Organization of party congress or events
  - Building & nurturing relationships with interest groups
- Dr. Andreas Helle**, *Political Advisor, Party of European Socialists*
- 12.30-13.30 Lunch
- 13.30-15.30 Leadership Styles, contd.
- Dr. Mahmoud Baidoun**

**DAY FOUR: Tuesday, 29 May 2007**

- 9.15-10.45 Political Parties and Elections
- Building a campaign management team and allocating responsibility
  - Message/Platform development
  - Motivating & mobilizing the party membership
  - Candidate identification, recruitment & selection
  - Poll-watching

**Dr. Andreas Helle****Dr. Andreas Helle**

- 10.45-11.00 Break

- 11.00-12.30 Political Parties and Elections
- Developing an effective campaign
  - Monitor the election process
  - Communication with the electorate & voter outreach
  - Media relations
  - Campaign funding and budgeting
  - Getting out the vote

**Dr. Andreas Helle****Dr. Mohammed Dajani**

- 12.30-13.30 Lunch

- 13.30-15.30 Intra-Party Politics
- Issue and policy research
  - Development of party policies and strategies
  - Dealing with intra-party conflicts
  - Recruit candidates

**Dr. Mohammed Dajani** *Lecturer, Al-Quds University***DAY FIVE: Wednesday, 30 May 2007**

- 9.30-10.30 Case Study: Forming a New Party in Palestine  
**Dr. Nazmi Joubeh**, *Co-Director of Al-Riwaq, Ramallah, and member of the 'Third Way'*

- 10.30-10.45 Break

- 10.45-12.00 Case Study: Forming a New Party in Palestine
- Party financing / Fundraising / Financial Reporting
- Dr. Nazmi Joubeh**

- 12.00-13.30 Lunch

- 13.30-15.00 Discussion with local party practitioners  
with **Qais Abdul Karim** (Badil - Alternative), **Bassam Salhi** (PA Minister of Culture), **Hatem Abdul Qader** (Fateh), and **Saleh Rafat** (FIDA)

- 15.00-15.30 Wrap up and final discussion – FES - PASSIA

***Participants***

**Al Badarin, Hamad** – Hebron  
Lawyer, Wael Shuokhy Office, Hebron

**Mousa, Waleed** – Qalqilya  
Lecturer, Al-Quds Open University, Qalqilya

**Barghouthi, Abdel Jabbar** – Ramallah  
Director Affan Intellectual and Studies, Ramallah

**Natsheh, Shedah** – Hebron  
Public Relations, Palestine Childs Home Club, Hebron

**Durzi, Marwan** – Ramallah  
Project Manager, Democracy and Workers Rights Center, Ramallah

**Qawasmi, Firas** – Hebron  
Dentist, Hebron

**Hakawati, Saleh** – Ramallah  
Department Coordinator, Fateh Foreign Relation Commission, Ramallah

**Samman, Ghada** – Jerusalem  
Accountant, Financial Department, Ministry of Finance, Ramallah

**Hilal, Ruba** – Bethlehem

**Suliman, Omar** – Salfit, Nablus  
Coordinator, Trainer for Fateh Members, Fateh Movement, Ramallah

**Kharise, Mohammed** – Ramallah  
Public Relation, Wasil Center, Ramallah

**Tanbour, Ayoub** – Nablus  
Trainer, Fateh Training Committee, Fateh Movement, Ramallah

**Dweikat, Sameer** – Nablus  
Electoral Affairs Department Officer, Palestinian Center Elections Commission, Ramallah

**Yakhlef, Haitham** – Ramallah  
Public Relations Officer, Palestine Capital Market Authority, Ramallah



## ■ SECURITY & THE RULE OF LAW

The training program intended to enhance the participants' knowledge of the concepts of security and the rule of law in order to foster democratic transition, good governance and the citizens' confidence in the security services in Palestine. The course focused on practical training and hands-on exercises in relevant fields and concepts, with a focus on the institutional and organizational requirements of security services and other rule of law enforcing bodies.

The seminar took place from 20-24 October at the Best Eastern Hotel in Ramallah.

### Lecture Program

DAY ONE:	Saturday, 20 October 2007
9.30-10.00	Welcoming Address / Opening Remarks <b>Dr. Mahdi Abdul Hadi</b> , <i>Head of PASSIA, Jerusalem</i>
10.00-11.30	Palestinian Security Sector: Overview - Structures, agencies, actors, legal framework, control, oversight & accountability <b>Firas Milhem</b> , <i>Faculty of Law and Public Administration, Birzeit University</i>
11.30-11.45	Break
11.45-13.15	Palestinian Security Sector: Needs, principles, challenges and mechanisms for effective reform <b>Firas Milhem</b>
13.15-14.15	Lunch
14.30-16.00	The Rule of Law: Exploring the Concept (various aspects of rule of law promotion: constitutional development, code reform, legal drafting, judicial reform) <b>Dr. Herta Däubler-Gmelin</b> , <i>Member of the German Parliament (SPD) and Head of its Committee for Human Rights and Humanitarian Aid</i>



Dr. Mahdi Abdul Hadi



Firas Milhem



Dr. Herta Däubler-Gmelin

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**DAY TWO: Sunday, 21 October 2007**

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9.15-10.45 Transitional Justice: Interaction between Democracy, Human Rights and the Rule of Law (accountability for past abuses, fighting corruption, democratic policing, use of local customary practice)

**Dr. Herta Däubler-Gmelin**

10.45-11.00 Break

11.00-12.15 Leadership Styles  
(leadership types, various personalities, convincing others, leaving an impression, understanding what makes a leader, motivating others, leadership in cultural and situational contexts, leadership ethics)

**Dr. Mahmoud Baidoun**, *Senior Trainer and Clinical Supervisor, Birzeit University*



Dr. Mahmoud Baidoun

12.15-13.30 Lunch

13.30-15.30 Leadership Styles, contd.

**Dr. Mahmoud Baidoun**

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**DAY THREE: Monday, 22 October 2007**

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9.15-10.45 Palestinian Security Sector: Specific and generic threats (incl. internal, transnational, social and economic threats)

**Ziad Hab Ar-Rieh**, *Head of Preventive Security in West Bank and Gaza*

10.45-11.00 Break

11.00-12.30 Methodologies in the Promotion of the Rule of Law: Lessons from Reform Projects in New or Restored Democracies (Case Studies)

**Claudia Fenz**, *EUPOL COPPS*

12.30-13.30 Lunch

13.30-15.30 Problem Areas and Needs Relating to the Rule of Law in Palestine and Reform Efforts to Date (Accountability/Fighting Impunity and Corruption)

**Ghassan Faramand**, *Institute of Law, Birzeit University*



Ziad Hab Ar-Rieh



Claudia Fenz

**DAY FOUR: Tuesday, 23 October 2007**

- 9.15-10.45 Rule of Law and Local Informal Practices in Palestine (alternative methods of crisis management / conflict resolution)  
**Jihad Harb**, *Researcher, Palestinian Center for Policy and Survey Research (PCPSR), Ramallah*
- 10.45-11.00 Break
- 11.00-12.30 Formulation and elements of a security policy and strategy (institutions, roles and responsibilities; role of the security sector in politics; White Paper in progress)  
**Firas Milhem**
- 12.30-13.30 Lunch
- 13.30-15.30 Establishment and institutionalization of transparent and accountable security organizations  
**Jihad Harb**



Jihad Harb

**DAY FIVE: Wednesday, 24 October 2007**

- 9.15-10.30 Principles and Practice of Democratic Civil Governance of the Security Sector  
**Dr. George Giacaman**, *Director of Muwatin, Ramallah*
- 10.30-10.45 Break
- 10.45-12.00 Society-Security Relations  
**Dr. Ali Jirbawi**, *Professor of Political Science, Birzeit University*
- 12.00-13.30 Lunch
- 13.30-14.00 Evaluation
- 14.00-15.00 Wrap up and final discussion



Dr. George Giacaman

## **Participants**

**Abu Al-Rub, Sawzan** – Ramallah  
Director of Political & Spiritual Instructions in  
the West Bank, Civic Police, Ramallah

**Abu Subh, Amal** – Ramallah  
Legal Assistant, Judicial Affairs Unit, Ministry  
of Justice, Ramallah

**Badra, Bassem** – Bethlehem  
General Director, Public Relations Department,  
Preventive Security, Ramallah

**Bsharat, Ahmad** – Ramallah  
Legal Advisor, Preventive Security, Ramallah

**Dwaikat, Suna** – Ramallah  
Legal Assistant, Ministry of Justice, Ramallah

**Fraihat, Maen** – Ramallah  
General Director, Interior Control, Prime Min-  
ister's Office, Ramallah

**Herzallah, Tawfiq** – Ramallah  
Legal Assistant, Ministry of Justice, Ramallah

**Kamal, Rasem** – Ramallah  
Managing Partner/Rule of Law Consultant, Ka-  
mal & Associates, Attorneys and Counselors at  
law, Ramallah

**Nazzal, Raed** – Qalqilya  
Deputy Director, Judicial Police Administra-  
tion, Civic Police, Ramallah

**Yameen, Mohammad** – Qalqilya  
Director, Military Intelligence Department,  
Ramallah

**Zahrn, Suhad** – Ramallah  
Director, Border Crossing Department, Min-  
istry of Interior, Ramallah

**Zedani, Mohammad** – Ramallah  
Director Strategic Planning Department, Pre-  
ventive Security, Ramallah



## ■ DEMOCRATIZATION & REFORM

The training program on **Democratization & Reform** intended to examine the reform and democratization process in Palestine up till today, identify its failures and achievements, and impart knowledge and skills that could help improve the current situation. A central purpose of the course was to think comparatively about the problems, opportunities, conditions, and constraints for democratic development and reform.

The seminar took place from 8-11 December 2007 at the Intercontinental Hotel in Jericho.

### Lecture Program

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#### **DAY ONE: Saturday, 8 December 2007**

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9.30-10.00	Welcoming Address / Opening Remarks <b>Dr. Mahdi Abdul Hadi</b> , <i>Head of PASSIA, Jerusalem</i>
10.00-11.30	The Palestinian Political System after Oslo: Failures and Achievements in State Formation and Governance <b>Dr. Jamil Hilal</b> , <i>Sociologist and Senior Researcher at Muwatin, Ramallah</i>
11.30-11.45	Break
11.45-13.15	History and Theories of Democracy (definition, conceptions of democracy in Western political thought, normative and ideological issues in the study and practice of democracy, how contemporary democracies work). <b>Dr. Nasif Mu'alleem</b> , <i>Director, Palestinian Center for Peace and Development (PCPD), Ramallah</i>
13.15-14.15	Lunch
14.15-16:00	Democratic values and norms / Institutional features of democratic political systems / Democratic rights and practices. <b>Dr. Nasif Mu'alleem</b>
16.00-18.00	Break
18.00-19.30	Democracy, Reform and the Issues of Nation, Identity and State <b>Dr. Mahdi Abdul Hadi</b>
20.00	Dinner



**Dr. Mahdi Abdul Hadi**



**Dr. Jamil Hilal**



**Dr. Nasif Mu'alleem**

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**DAY TWO: Sunday, 9 December 2007**

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9.15-10.45 Democratization in an Islamic Environment  
**Dr. Mustafa Abu Sway**, *Al-Quds University*

10.45-11.00 Break

11.00-12.30 Institutional Reform in Palestine – A Foreign/Donors' Perspective  
**Gerhard Pulfer**, *Governance Strategy Group Coordinator, UNDP*  
**Ingo Buettner**, *Local Aid Coordination Secretariat, Governance*

12.30-14.30 Lunch

14.30-16.00 The State of Democracy in Palestine- Failures and Achievements in the Democratization Process to Date  
**Dr. Khalil Nakhleh**, *Independent Development & Academic Consultant, Ramallah*

16.00-16.45 Break

16.45-19.45 Leadership Styles  
(leadership types, various personalities, convincing others, leaving an impression, understanding what makes a leader, motivating others, leadership in cultural and situational contexts, leadership ethics)  
**Dr. Mahmoud Baidoun**, *Senior Trainer and Clinical Supervisor, Birzeit University*

20.00 Dinner



**Dr. Mustafa Abu Sway**



**Dr. Khalil Nakhleh**

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**DAY THREE: Monday, 10 December 2007**

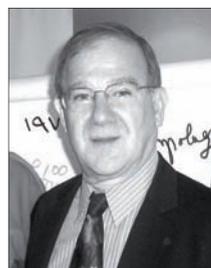
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9.15-10.45 Connection between Constitution & Democracy (Processes of Constitution Building up to the Post Enactment Stage)  
**Dr. Gregory Mahler**, *Academic Dean and Vice President for Academic Affairs, Earlham College, Richmond, US*

10.45-11.00 Break

11.00-12.30 Democratic Governance (government transparency, government responsiveness to citizenry, representation. legislative and executive structures and processes, fighting corruption).  
**Dr. Gregory Mahler**

12.30-14.30 Lunch



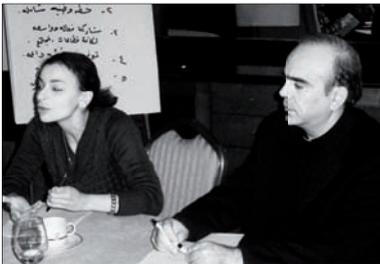
**Dr. Gregory Mahler**

14.30-16.00	Reforms, Development and Foreign Involvement (interaction between economics and politics; reform programs and their implications for social change and democracy; influence of international aid, foreign interests, etc.). <b>Dr. Khalil Nakhleh</b>
16.00-18.00	Break
18.00-19.30	Fostering democratic political change in the Middle East (regional experiences of democratic transition and democratization; lessons and pitfalls to learn from past international democracy and reform promotion activity; obstacles to democratization) <b>Dr. Gregory Mahler</b>
20.00	Dinner

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**DAY FOUR: Tuesday, 11 December 2007**

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9.15-10.45	Policies, practices and role of specific actors in the process of democratization (e.g., voting, campaigning, participation, army / police, NGOs, private sector, political parties, etc.) <b>Dr. Gregory Mahler</b>	
10.45-11.00	Break	
11.00-12.30	Requirements and Needs of Public Sector Reform <b>Usama Al-Bast</b> , <i>General Director, Reform File, President's Office, Ramallah</i>	
12.30-14.30	Lunch	
14.30-16.00	Reform Advocacy: The Role of Civil Society Organizations and the Media <b>Dr. Azmi Shuaibi</b> , <i>General Coordinator for the Coalition for Accountability and Integration, Ramallah</i>	
16.00-18.00	Break	
18.00-19.30	Democratization and Minorities: The Case of Christians in Palestine <b>Father Jamal Khader</b> , <i>Latin Patriarchate, Beit Jala</i>	
19.30-20.00	Arab Women's Conception of Democracy <b>Amira Silmi</b> , <i>Birzeit University, Institute of Women Studies</i>	
20.00	Wrap up and final discussion	
20.00	Dinner	

**Father Jamal Khader and Amira Silmi**

## **Participants**

**Abu Arrah, Shadi** – Al-Izzariya  
Coordinator, Youth Department, Hiwar for  
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