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EUROPEAN COMMISSION FOR DEMOCRACY THROUGH LAW
(VENICE COMMISSION)

in cooperation with

THE GENERAL PERSONNEL COUNCIL OF PALESTINE*

Under the auspices of H.E. the Prime Minister
Dr Mohammad SHTAYEH

Regional seminar for high level civil servants

15th UniDem Med

"PUBLIC SERVICE POLICIES: PARADIGMS FOR CHANGE"

Hybrid format: online and in Palestine*

17-18 May 2022

**NEW MODELS OF PUBLIC SERVICE POLICIES FOCUSED ON
STRENGTHENING HUMAN CAPITAL AND IMPROVING THE QUALITY OF
WORKING LIFE**

by

Mr Wajdi ZEIAD

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The Unidem Med project is implemented in the framework of the European Union/Council of Europe joint programme "Regional Support to Reinforce Human Rights, Rule of Law and Democracy in the Southern Mediterranean" (South Programme IV)

* This designation shall not be construed as recognition of a State of Palestine and is without prejudice to the individual positions of Council of Europe and European Union member States on this issue.

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State of Palestine

Palestinian National School of Administration

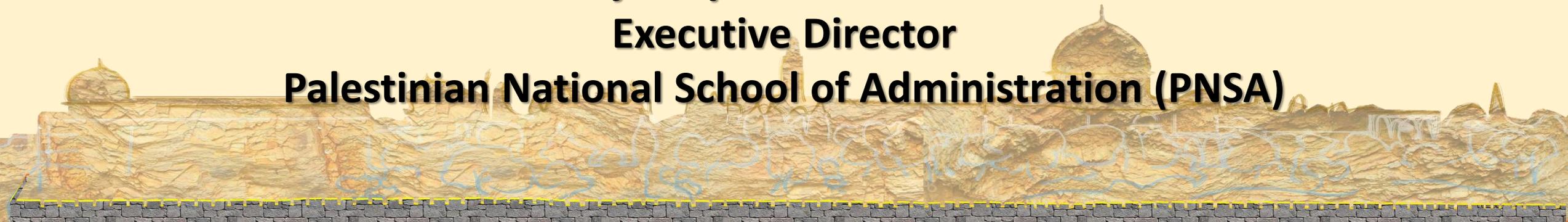
European Commission for Democracy Through Law
(Venice Commission)

The 15th Undem Med seminar for High Level Civil Servants second session

“Innovation and effective civil service training policies and national training strategies development focusing on investing in human capital”

Wajdi Ziyad Abdul Halim
Executive Director

Palestinian National School of Administration (PNSA)





"I believe in the necessity of investing in our real wealth, which is the Palestinian human resources. It is the basis for building and strengthening our institutions, to provide the best distinguished services and achieve sustainable development for the State of Palestine."

Wajdi Ziyad Abdul Halim
Executive Director Palestinian National School of Administration

He occupied several positions in General Personnel Council from 1995-2018:

- Deputy Director General of General directorate of Appointments Director General
- Head of Cabinet Unit 2010/2018
- He participated in a number of committees set up by Council of Ministers
- He holds an MBA with honor
- He participated in a training program held by Harvard University in leadership for future foresight.

He has participated in many international conferences on public administration, civil service and human resources development in Japan, China, Saudi Arabia, the Hashemite Kingdom of Jordan, Morocco, France, Belgium, and other countries.

- **The main objectives of the public administration and civil service bodies:**

1. Providing qualified services that the citizen looks for and is satisfied with them as health/education/social care/etc.
2. Stimulating the national economy, bringing in new investments and achieving acceptable growth rates in order to achieve sustainable development.

- **Features of the Fourth Industrial Revolution**

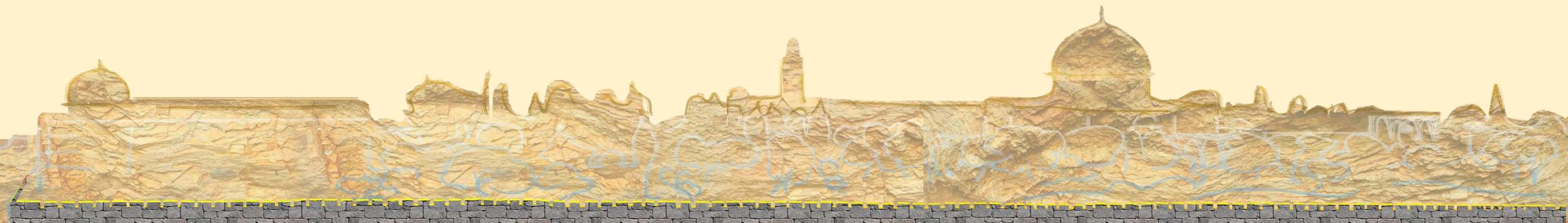
- **big data**
- **Digitization**
- **Artificial intelligence**
- **robots**
- **3D printers**
- **Internet of things**



Establishment of General Personnel Council:

General Personnel Council was established with the establishment of the Palestinian National Authority in 1994. It is a central and pivotal body that was established by the amended Palestinian Basic Law for 2003. It leads administrative development efforts in the State of Palestine and seeks to improve the public administration. It seeks to:

- 1. Human Resources Management (HRM).**
- 2. Human Resources Development (HRD).**



The first (basic) national strategic plan for training for the civil service sector

- An umbrella for training in the civil service sector
- One of the main measures that raise the efficiency of civil servants, and consequently, this is reflected positively on individual or institutional performance and the quality of provided services to the Palestinian citizen.
- Prepared in cooperation with ministries, non-ministerial governmental departments and specialized government training institutes, focusing on the Ministry of Education (Educational Institute) / Ministry of Health (Ibn Sine Institute) / Ministry of Public Works and Housing / Ministry of Agriculture.

Vision: Advanced, efficient, and high-qualified provided civil services by civil servants to citizens and other beneficiaries.

Mission: Existence of a strategy and programs (training plan) as well as a training system that works to develop high-quality skills in the civil service track in Palestine and to provide a distinguished qualified service based on the principles of good governance and effective management.

Strategic objectives:

1. An efficient and distinct organizational framework for planning, managing and implementing training programs.
2. Governmental institutions capable of implementing the national training strategy and training plans.
3. Ensuring the development of human resources in the civil service sector by developing local, regional and international partnerships.

Areas of Training – The First (Basic) National Strategic Plan for Training for the Civil Service Sector

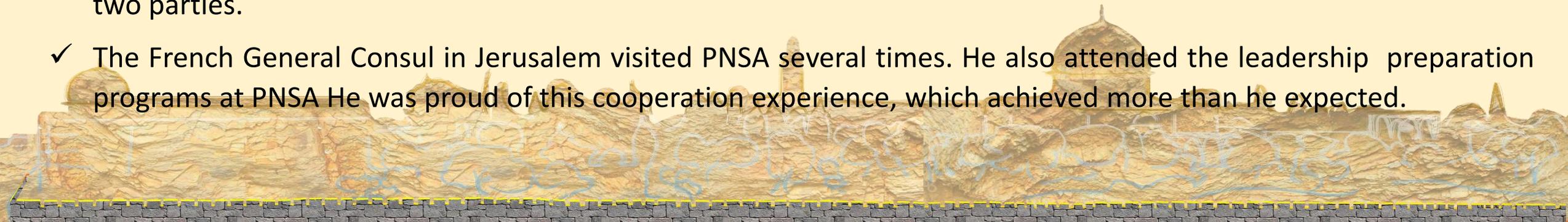
1. **Administrative track (field)**: It includes training programs in public administration, civil service and leadership topics.
2. **Specialized areas**: they include training programs in specialized topics related to the essential and main work of specialized ministries such as Ministry of Health (medicine with all kinds / nursing / midwifery...) / Ministry of Education (Learner Development / Educational Supervisor / School Principals...), which is implemented by the National Educational Institute for the Ministry of Education.
 - We need to invest more in specialized training and the presence of specialized training centers and institutes.
 - Practically, trainers have been prepared from highly experienced and distinguished employees in the specialized field for several ministries, including Ministry of public works and Ministry of health, and even from the military and security sectors.
3. **Common (non-specialized) areas**: These are needed training programs by all ministries and non-ministerial governmental institutions, and they share the need for them. It is within the structures of most ministries and non-ministerial government institutions.
 - ✓ Policy development, planning and research. Human Resources Management
 - ✓ Finance
 - ✓ Legal Affairs
 - ✓ Information Technology
 - ✓ public services
 - ✓ Project management
 - ✓ Training
 - ✓ Public Relations
 - ✓ Audit
 - ✓ Supportive Services



Palestinian National School of Administration (PNSA)

The idea - cooperation with prestigious countries and institutions - and the idea embodiment and making it real which is PNSA achievement).

- ✓ According to the Civil Service Law No. 4 of 1998 and its amendments for 2005, there is a major and basic task that GPC undertakes, Article 7, item 12, which is establishment of a training center and its branches affiliated to GPC
- ✓ The idea of establishing PNSA started at the beginning of 2012 and embodiment of what Civil Service Law referred to. the fruitful efforts led by His Excellency Musa Abu Zaid, Chairman of GPC and head of PNSA's Board of Management who came up with the idea since he realizes the importance of having such a center - PNSA to achieve administrative development efforts and upgrade public administration In the State of Palestine and its institutions.
- ✓ Initially, this work was done with (3) reputable countries in the field of human resources management and development in the world, namely France (mainly the French government which is distinguished, and the French in School within an agreement that includes the development of training materials for the leadership preparation program, the development of acceptance mechanisms and the exchange of experiences and experts between the two parties.
- ✓ The French General Consul in Jerusalem visited PNSA several times. He also attended the leadership preparation programs at PNSA He was proud of this cooperation experience, which achieved more than he expected.

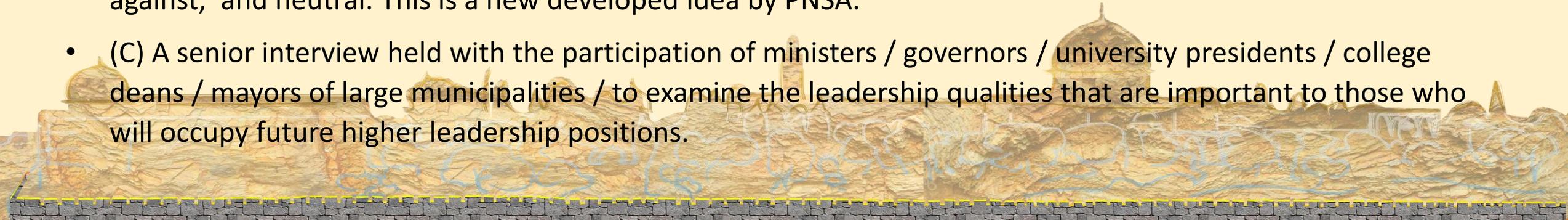


- ✓ Also with Korea and its Institute for Development (Policies and Strategies) (KDS), the Institute for the Development of Localities (at the local level) (Loggodi) and through a signed agreement by the State of Palestine represented by His Excellency Chairman of GPC, His Excellency Minister of Finance and His Excellency the Korean Minister of Foreign Affairs and under the auspices of the former Prime Minister in 2013 in The Palestinian Prime Minister's Office.
- ✓ There was also cooperation with Singapore in a joint program to train two groups of Palestinian civil servants in governmental institutions. later, the idea was develop to prepare trainers in topics of interest to training / executive management, heads of departments and people, and supports its implementation of its role in advancing the work of our governmental institutions.
- ✓ Several success stories have emerged in our cooperation with the aforementioned countries, other countries and institutions with which we cooperate, such as the European Union / UNDP / and Sawasya Program for Supporting Justice Sector / UN Women / and Arab countries.

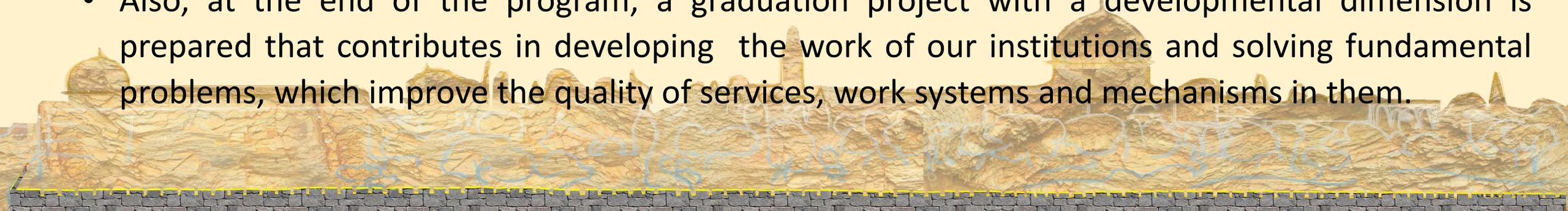


There have been stations for fruitful cooperation and success stories with these countries, namely:

First: In our cooperation with France in completion of leadership preparation program, which is the most important program in PNSA and it is important for framing preparing future administrative leaders process in our governmental institutions, mainly with cooperation and integration with institutions from the private and civil sectors, including universities.

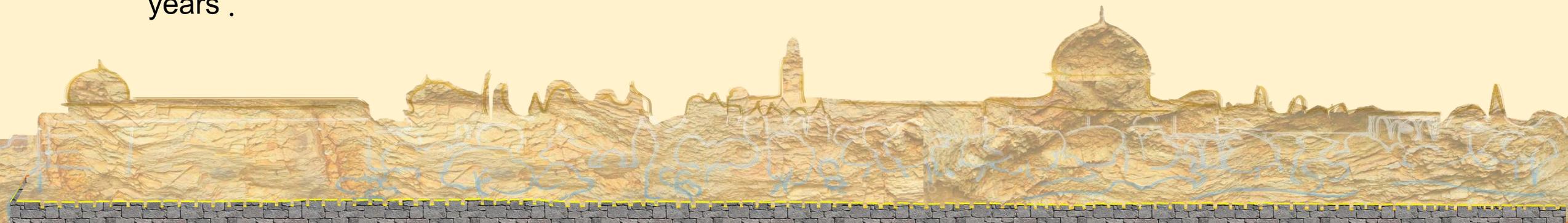
1. An advanced acceptance mechanism has been prepared that helps selecting the most capable and qualified employees of the first category to occupy senior leadership positions in state institutions, including the preparation and development of an electronic exam in several administrative and leadership topics.
 - (A) The candidates for the program are informed that they need to read these topics in order to be well-prepared for the electronic exam. the candidates who passed the electronic exam are selected efficiently (the highest mark in the exam) or any criteria determined by PNSA
 - (b) They are interviewed by a technical committee of specialized experts from senior officials, experts, academics and other sectors where the ability to dialogue, the ability to think strategically, the ability to persuade and other abilities are examined by dividing them into groups. each group there is someone with, against, and neutral. This is a new developed idea by PNSA.
 - (C) A senior interview held with the participation of ministers / governors / university presidents / college deans / mayors of large municipalities / to examine the leadership qualities that are important to those who will occupy future higher leadership positions.
- 

- This is an additional idea that we developed and its criteria do not exist in the French experience (Aina). The French praised this idea as a development process for the acceptance mechanism in this important program to select the best of those with leadership qualities to occupy senior positions in the Palestinian state.
- In this program, we combined the idea of adding new knowledge (the first theoretical semester and the idea of experiences, study cases and applied activities) the second applied semester to combine experience and knowledge. With the decision-makers from the first official or his representative in the target institution to put them in a real situation to improve their leadership capabilities by working with the ministers, governors, heads of security services, bank managers, managers of large companies, / university presidents, and informing them closely about many. The core issues of policy-making, decision-making, strategic thinking, problem-solving mechanism, development and creativity.
- Also, at the end of the program, a graduation project with a developmental dimension is prepared that contributes in developing the work of our institutions and solving fundamental problems, which improve the quality of services, work systems and mechanisms in them.



Second: the Continuous Training Program with Koreans:

1. when we started Cooperation Idea the dialog with them was training program or a study visit for Korea (40) civil servants from the governmental institutions in the state of Palestine
2. His excellency Musa Abu Zaid asked to change the cooperation with them to strategic cooperation with a sustainable effect on developing our institutions and employees through achieving a cooperative cooperation with a tangible and long effect on the State of Palestine and its institutions.
3. Intensive meetings for a week to look for cooperative horizons between the two countries Palestine and Korea senior officials participated in these excellent meetings in GPC (specialized in offered cooperation areas) This also the case for Korea based on the meeting and the report which was presented by the Korean experts for Korean Ministry of Foreign Affairs consulting with KDS and LOGGODI Then we agreed on cooperation through signing an agreement continued for almost 3 years .



- **The project was accepted, and His Excellency the Korean Minister of Foreign Affairs personally attended to sign the cooperation agreement with General Personnel Council which covered (3) main areas:**

- 1) A modern, headquarters equipped with the latest technology and modern furniture, according to international standards, to enhance our current and future training capabilities.
- 2) Training (15) trainers from Palestine from distinguished governmental employees (first category) in Korea and Palestine over a period of (3) years and using the latest training methodologies, including prepare (3) new TOT trainers. update and develop the capabilities of existing trainers.
- 3) An electronic training platform, the latest technology and the latest programs, whether synchronous or asynchronous training, as well as to create integrated programs that include face-to-face training with electronic training.

- Head of Korean team or the senior expert professor Bark praised the project in our last meeting that he worked with)40 (countries around the world in enhancing these states capabilities. These countries and this cooperation project between the State of Palestine and Korea is considered a successful one during his period for)40 (years especially in consultation mechanisms and achievement In a good manner with un proceeded cooperation)fast response and mediate cooperation with high level .(They will consider cooperation and consultations mechanisms in this project as a model to be built on by their parts in the future. .

- The Koreans, in the conclusion ceremony and the last meeting with them before their departure, when Corona pandemic started spreading in the world, indicated that they wanted to continue cooperation with General Personnel Council and the Palestinian National School of Administration. they are keen to continue cooperation even after the end of the project and considered cooperation with us a unique and distinct experience for them. they feel proud And in this cooperation, and this achievement that has already been implemented.

Summary of the main training programs at PNSA.

Leadership Preparation Program

It is a program to build capacities, qualify and prepare future leaders for the public and other sectors in the State of Palestine within inter-sector integration, framework through modern and distinguished training programs and methods based on an interactive approach, to enhance the leadership and administrative skills of the trainees.

Targeted group:

The Leadership Preparation Program targets the following categories:

- The first category employees are mainly in the Palestinian government sector.
- The category of officers holding the rank of captain or above in the Palestinian security and military services.
- Who occupies or is a candidate for senior positions in other Palestinian sectors (private sector and national sector)

Training Semesters

The semester	First semester	Second semester	Third Semester	Fourth Semester
	Theoretical Training semester	Application training in PNSA	Training in worksites	Graduation Project
Duration	3 months	3 months	2 months	4 months

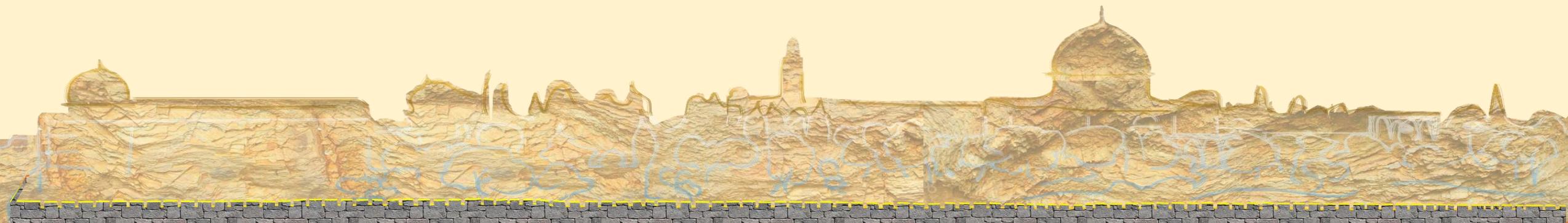
Training Subjects

- **Theoretical:**

- ✓ Team building
- ✓ management and leadership
- ✓ Public administration in Palestine
- ✓ International Relations and Globalization
- ✓ Basic Laws
- ✓ Public Finance
- ✓ Scientific Research
- ✓ English Language
- ✓ Hebrew language

- **Practical:**

- ✓ Administrative reports
- ✓ management of change
- ✓ Diplomacy and International Cooperation
- ✓ public policy and strategic planning
- ✓ Economic indicators
- ✓ French language



Continuous training program

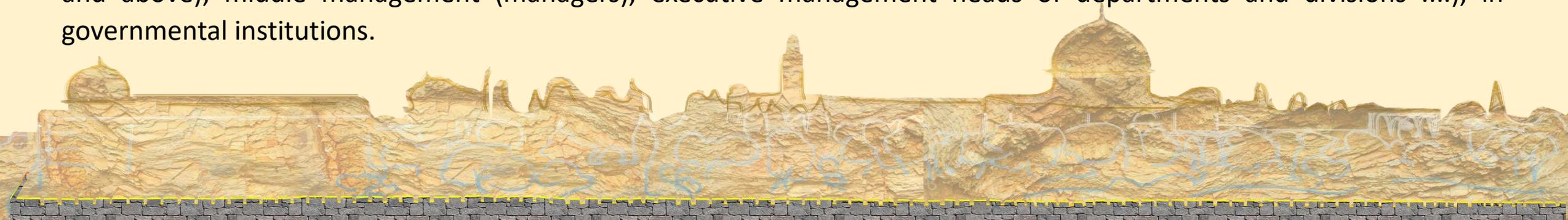
It is one of the main training programs for civil servants which PNSA offers for the supervisory categories in the civil service. It aims to maintain the continuous development of their capabilities in the public service. to keep abreast of developments in various practical fields. to match public institutions needs and to develop their ability to provide the best services to the Palestinian citizen .

The program's General goal

The program aims for Palestinian public job continuous development by upgrading workers knowledge, skills and attitudes in middle management and supervisory positions (higher, middle, and executive management). creating an appropriate culture for the public job to match the needs of public institutions and develop their capabilities to provide the best services to the Palestinian citizen.

Targeted group:

The program targets supervisory employees working in the three departments, senior management (general managers and above), middle management (managers), executive management heads of departments and divisions), in governmental institutions.



Program content and duration:

A group of important administrative topics needed by workers in middle management and supervisory positions in the fields of public administration, civil service and leadership. The training programs are divided according to the targeted group and their needs, the time period is allocated according to the training need, at a rate of at least one training day for each of the training topics.

The main subjects of the program consist of:

Strategic planning: includes strategic planning, implementation of strategic planning, evaluation and follow-up of strategic plans

Communication includes communication preparing reports and presentations, managing meetings.

General governmental values: These include organizational structures, good governance, and the code of conduct

Teamwork Leadership It includes team management, effective leadership, human resources issues in teamwork's.

Training of trainers, including human resources development and adult education, designing training curricula, and effective training methods.

Preparation program

A training program that provides knowledge to the newly appointed employees in addition to guiding the new employees in their workplace, which stimulates their future job performances and helps them to integrate faster in the work environment.

The performances program's General goal

- Supporting the creation and formation of a unified culture for the public service.
- Helping the new employee integrate as quickly as possible into the work environment, making it easier for the employee to understand his/her job duties and responsibilities
- Developing a positive work environment and successful working relationships and reduce costs represented in the rapid integration of the new employee into the work environment
- Improve performance at various levels.

Target group:

New employees newly appointed in government institutions and departments (normal appointments + contracts).



Program content and duration:

New employees are trained in their organizations in a training week in (9) basic topics of interest to the new employee, namely:

1. Code of conduct for civil servants.
2. Basics of legislation related to civil service law.
3. Basics of legislation related to retirement law.
4. Fundamentals of Public Finance.
5. social gender.
6. Using GPC's electronic portal for public employees
7. Administrative and structural system.
8. Citizenship
9. cyber security



Special Training Programs

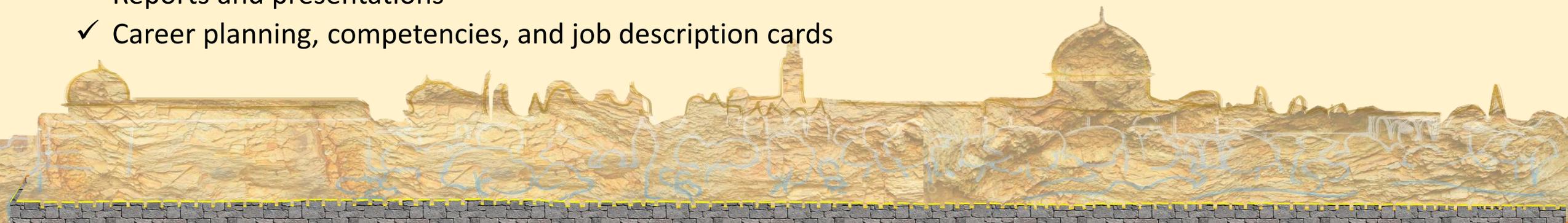
These are programs held by PNSA based on ministries, governmental institutions, the private and civil sectors, and universities needs in one or more topics that they need to develop their and their institutions work in the field of management and leadership. in addition to the regional and international programs that were held at PNSA in the context of strengthening regional and international cooperation, exchange of experiences and strengthening of the bilateral relationship horizontally and vertically.



African Training Program in 2018

PNSA within the framework of bilateral relations between the State of Palestine and the African Union, hosted a training program considered a unique one for participants from the top management and diplomats from 7 countries of the African Union (Zambia, Ethiopia, Rwanda, Tanzania, Mozambique, Ivory Coast, Botswana).) in the State of Palestine from 12/8/2018 to 16/8/2018. the training included the following topics:

- ✓ Team Management
- ✓ Implementation of the strategic plan
- ✓ Evaluation and monitoring the implementation of the strategy
- ✓ Good governance
- ✓ Structural organization of government and its institutions
- ✓ Technology and its role in providing better services to citizens
- ✓ Strategic planning in the public sector
- ✓ Active leadership
- ✓ Reports and presentations
- ✓ Career planning, competencies, and job description cards



Arab Training Program in 2019

This program was within the framework of the State of Palestine's presidency, under the leadership of His Excellency President Mahmoud Abbas, of G77 and China, which is the largest international group within the framework of the United Nations. due to the importance of PNSA's role as a leading Palestinian institution at the local and regional levels, a group of senior officials from the middle and upper categories were trained And diplomats from nine Arab countries from (Jordan, Sultanate of Oman, Djibouti, Bahrain, Morocco, Iraq, Somalia, Tunisia, and Mauritania) during the period (3-7/03/2019). It aimed to share exchanging and exporting experience. Their training through highly qualified and skilled Palestinian trainers who were prepared and empowered through PNSA during the past two years in cooperation with South Korea, which is considered the first training program with great importance and impact in the Arab region. where the program attracted the attention of the participating countries, their institutions and their ministers. The training covered the following topics:

- ✓ Strategic planning in the public sector
 - ✓ Implementation of strategic planning
 - ✓ Good Governance
 - ✓ Works Teams
 - ✓ Preparing reports and presentations
- evaluation and follow-up of strategic plans
 - Structure of Government
 - Effective Leadership
 - Ethics for the governmental job



Trainees Preparation Summary according to PNSA's programs

Program	Number of trainees	Number of institutions	Female Percentage
Leaders Preparation Program – 2 groups 1 + 2	60	34	27%
Continuous training program For middle management, managers A, B, C / for general managers / heads of departments and divisions	1493	75	48%
Preparation training program Normal appointments + contracts	2401	76	49%
Special Programs For the public/private/National/universities sectors	973	112	46%
International, Regional and Arab Programs	40	---	53%
Management and leadership programs(Public sector – general managers / lieutenants, captains and higher of the military and security apparatus)	51	28	10%
Strategic Meetings – deputy assistance	13	8	23%

General policies for training that we will talk about:

1. Gradual localization policy
2. strengthening relations and networking policy with local institutions, our counterparts, countries in the region and the world, and concerned groups in public administration.
3. The policy of linking the career path to the training path (gradually) at the state of Palestine's level and its public (governmental) institutions
4. The policy of expanding e-training and digitizing e-training and evaluation



Training Localization Policy

First: Cooperation with the Republic of Korea and loopoids institutions to implement a cooperative project to achieve (3) core issues (tools to achieve these policies):

1. Achieving a modern infrastructure within international specifications and standards for the (new) permanent headquarters of PNSA with high current and future training capabilities and modern technology.
2. Preparing (15) trainees from Palestine from distinguished employees, most of them from the public sector as well as from the security apparatus. they were distributed on (5) main topics, each topic includes (3) sub-topics over a period of (3) years, in order to train middle management as A+B+ managers C or even higher categories for those who excel in them.
3. Preparing an electronic training platform and preparing a studio for photography and montage, using the Camtasia program, to prepare electronic training materials for electronic training or hypered training.

Second: In cooperation with Singapore, a number of trainers from distinguished governmental employees were prepared and within a joint cooperation program with Singapore with the Civil Service College + Tamasic Foundation, in order to prepare training for the executive management (heads of departments and divisions).

Third: Building and strengthening a network of trainers for PNSA. we have a reasonable and growing network of internal trainers, the majority of them are from the civil service sector, who have been prepared in a high-level scientific and practical manner in cooperation with Korea, Singapore and others. Their knowledge and skills are updated and their capabilities are enhanced through training them for different groups, from different institutions, from different countries and institutions as a result of implementing many programmed, cooperation and exchange of experiences with these authorities and countries.

Fourth: Linking training to the reality and the Palestinian situation, while not neglecting the region, the world, strengthening bilateral and multiple relations,, increasingly focusing on practical and applied training aspects from case studies, exercises and various practical activities. The Palestinian is also a state under occupation, which is a unique global case and to move away from the fact that general training without linking it to reality for our institutions and circumstances, which is special and unique.

Fifth: Enhancing confidence in governmental services in the field of training and reducing what some countries call career tourism. Employees were convinced of the importance of training in Palestinian government training institutions and institutes. Confidence increased in their capabilities and capabilities of their trainers and the ability to practically embody what had been acquired of new knowledge, new skills and new positive trends, which Positively reflected on individual and institutional performance.

Sixth: Hosting senior guests or distinguished experts from several prestigious countries such as France/Singapore/Korea and others in the fields of public administration, civil service, leadership, and orientation to hold joint programs with other countries. This enriches our Palestinian experience and keeps us abreast of the latest knowledge, experiences and skills that these countries have or possess in order to keep pace with regional and international developments.

All of the above contributed and the civil service to gradually localize training in specific areas, including public administration, leadership, public finance, taxes, technology, judicial training, learning, and educational and supervisory professions. But there are areas in the field of specialized training in medicine, engineering, and like wise We still need institutions that provide these training services in These areas are currently being replaced by cooperation with countries and institutions of the State that have strong relations with the State of Palestine.

Training Localization

Modern Premises
equipped with the
latest technology
and high-level
capabilities
according to
international
standards

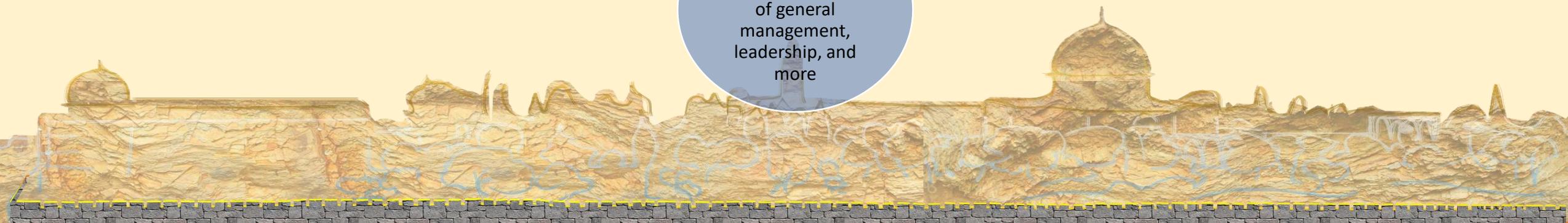
E-Training
Platform

Network of
Internal Trainers

Strengthening
cooperation and
partnerships with
peer institutes and
conglomerates
concerned with
public administration
in the region and the
world

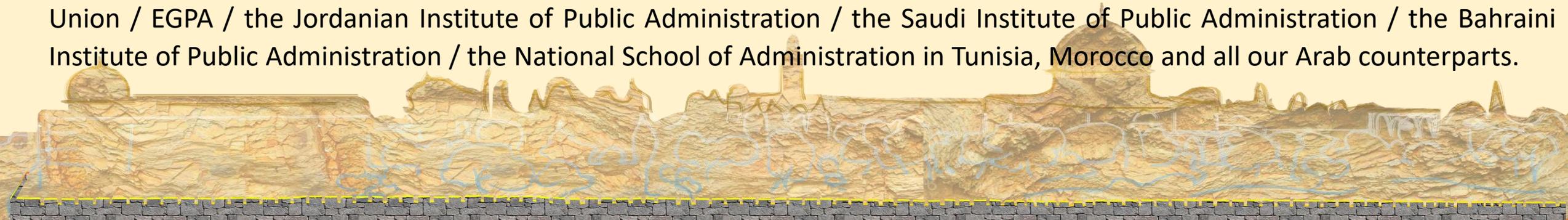
Connect Training
with The
Palestinian
Situation

Hosting coaches,
senior guests, and
experts in the fields
of general
management,
leadership, and
more



strengthening relations and networking policy with local institutions, counterparts, regional and international countries, and groups concerned with public administration

- PNSA works in partnership with all public and governmental institutions, and at the same time did not neglect the constructive partnership with the private sector and Palestinian civil institutions, to mobilize national efforts towards urging administrative development in Palestine to reach the desired goals. PNSA also seeks to network and cooperate with many Arab, regional and international counterpart institutions.
- Today, PNSA is ready and strong in local community and all sectors. Institutions are showing an increasing desire to cooperate with PNSA and exchange experience with it. it is an address for management and leadership development in all sectors.
- PNSA also signed many agreements and memoranda of understanding with international parties, most notably with the Republic of Korea, which included funding the construction of the permanent headquarters of PNSA in addition to a training program for middle management trainers (managers). An agreement was also signed with the French Republic and the French School of Administration ENA, which included funding the leadership preparation program in its first and second groups in addition to other technical expertise. And other agreements with the Republic of Singapore, which included a study of the Singaporean case and a training program for trainers for middle management (heads of departments and divisions).
- We also have relations with the United Nations Development Program (UNDP), the Sawasiya Project / UN Women / European Union / EGPA / the Jordanian Institute of Public Administration / the Saudi Institute of Public Administration / the Bahraini Institute of Public Administration / the National School of Administration in Tunisia, Morocco and all our Arab counterparts.



In addition to partnerships and cooperation with Arab and international management institutes and the leadership of their boards of directors, the most important of which are:

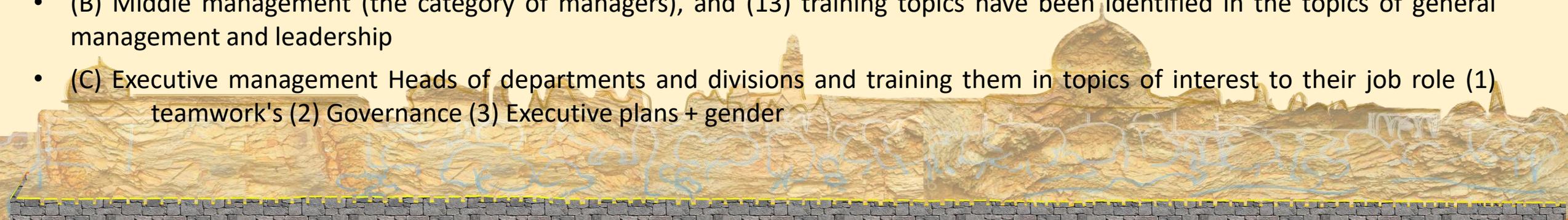
- ✓ The International Association of Schools and Institutes of Administration around the world (IASIA), headquartered in Brussels, which includes more than (80) prestigious countries in the region and the world, whose institutions are represented therein. MENA).
- ✓ The International Institute for Administrative Sciences (IIAS), which is the largest and most prestigious international organization in administrative sciences globally and has been based in Belgium since 1930, where we have strong relations with the International Institute and a joint international conference was organized with the International Institute for Administrative Sciences. in addition to the permanent active participation in international conferences that It is organized by the institute.
- ✓ The Middle East and North Africa Network for Public Administration Research (MENAPAR), a regional network for research in public administration that aims to promote a culture of scientific research and supportive research capacity building in public sectors in the region. In which.
- ✓ The State of Palestine represented by General Personnel Council and PNSA have a strong and effective presence and have commendable contributions to these institutions.
- ✓ The Latin American Group for Public Administration (LAGPA), where we have relations of cooperation and agreement with the group aimed at exchanging Palestinian and Latin American experiences in the fields of public administration and strengthening relations between Palestine and Latin American countries.

- ✓ The African Association of Administration and Public Administration (AAPAM), with which we have solid cooperative relations and a Memorandum of Understanding for the exchange and sharing of experience and knowledge.
- ✓ The Arab Organization for Administrative Development / the League of Arab States and the institutes of public administration in Arab countries and many others, with which we have many relations of joint cooperation.
- **The strong network of internal local relations with all public / civil / private sectors and through implementation of training programs including these sectors & the distinguished relations of the regional countries and their administrative institutes, international institutions, administrative groups in the world helps in achieving a number of important things:**
 1. exchange of experiences and experts and the enrichment of the Palestinian experience, and that Palestine has become a transmitter of experience, not only a recipient
 2. We believe in the idea of starting from where the others ended, and we need to make additional leaps in the field of public administration development and to continuously modernize the administration.
 3. Cooperation and strong relationships contribute to the sustainability of PNSA's work and its continuous development by enriching it with the experiences of others and interacting with them. in addition to technical and financial support.
 4. The regional and international dimension, except for the local, and in light of globalization and that the world has become a small village, is very important to reach the ranks of developed countries in the field of public administration, which is really distinct in the State of Palestine.
 5. All of the above enhance the sustainability and development of the PNSA's work



linking career path with training path policy (gradually) at the Palestinian State level and its public institutions

- Our vision in PNSA is that the leadership and supervisory positions have the most impact on the institution and its employees at their different levels within the administrative divisions. that the presence of leaders and supervisory functions at the three levels (high/middle/executive management) is also efficient and has the capabilities of knowledge, experiences and positive attitudes that are capable To make a difference in governmental institutions to improve both individual and institutional performance and for the public administration as a whole. Accordingly, training programs are implemented in PNSA to achieve this vision. (in addition to the Preparation program at the beginning of the employee's career and its integration at the beginning of their career for a better start at work and an increase in productivity and motivation for work and achievement).
1. The Preparation program: To achieve the integration speed of employees in the public job and the institution in which he/she will work. This program holds the appointed employees with a regular appointment or on the contract system in the first year of their appointments at the beginning of their careers to ensure their understanding of the legal, organizational, value, financial and technological system, to strengthen their citizenship and belonging to the institution and to the state.
 2. Continuous training program which includes training (compulsory programs)
 - (A) Senior management (or senior category) a general manager or higher on issues of interest to the role of this important category in the institutions of the State of Palestine, such as strategic planning/leadership/change management/public finance and others
 - (B) Middle management (the category of managers), and (13) training topics have been identified in the topics of general management and leadership
 - (C) Executive management Heads of departments and divisions and training them in topics of interest to their job role (1) teamwork's (2) Governance (3) Executive plans + gender

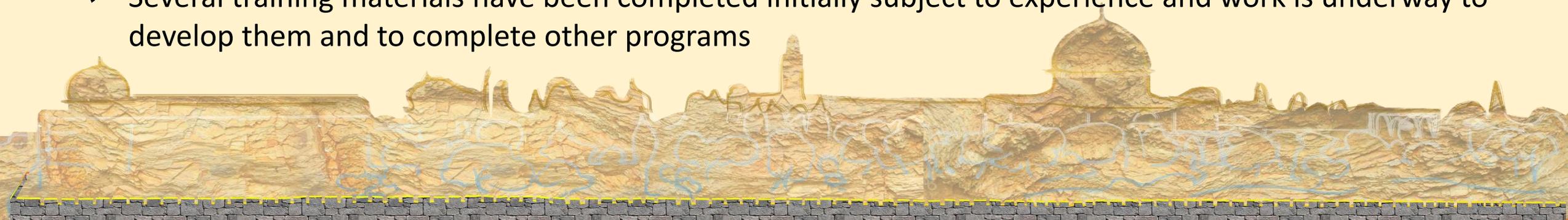


3. Holding a strategic meeting for the deputies assistants aimed at conducting two (at least) brainstorming and dialogue sessions on a main and essential topic that concerns the development of the civil service, public administration and leadership aspects of governmental institutions in the State of Palestine. public policies, public finance, and others.
 - The training period is two days a week to provide them an opportunity to communicate with their work in their institutions and accomplish them, as they play important and key roles in their ministries and institutions.
 - Training needs and training priorities were determined for them based on interviews with their subordinates and superiors, questionnaires and brainstorming for first and upper-class employees compared to their job description card and the main required tasks.



expanding e-training and digitizing e-training and evaluation policy

- ✓ In light of Corona pandemic in the past two years, regional and international interest in training and distance education has increased. although e-training is present in varying proportions in all countries of the region and the world, including Palestine.
- ✓ The State of Palestine and its institutions, including PNSA were aware of the importance of technology and digitization in the world of training. Several years ago, the cooperation project with Korea was the creation of an electronic training platform. This was done by relying on Moodle and the Camtasia program for design and montage for electronic training, as well as a studio and modern equipment were prepared to complete training programs remotely. we also completed the first manual for synchronous and asynchronous electronic training using several technological tools Moodle /zoom/ /WhatsApp/email together or a combination of some of them and others.
- ✓ Several training materials have been completed initially subject to experience and work is underway to develop them and to complete other programs

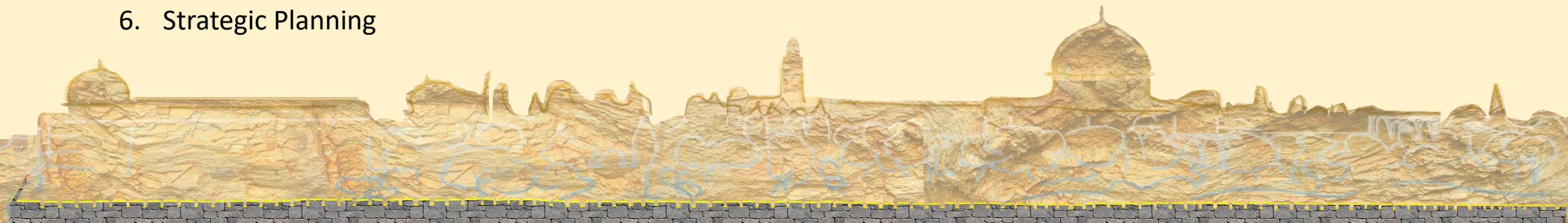


Several training materials have been initially completed experimental namely:

1. Monitoring and evaluation plans
2. Communication
3. management reports
4. team management
5. Governance
6. governmental structures
7. Theories and trends of human resources development
8. Implementation of strategic planning - operational plans

Other work is in progress:

1. value system
2. Meeting Management
3. HR issues in teamwork's
4. effective training
5. Curriculum design
6. Strategic Planning



Expanding and digitizing and evaluation e-training policy

- This helps us to run training programs remotely in case of crises and occupation barriers and obstacles - as well as helping us to create integrated programs (face to face with remotely). In cooperation with countries (remote programs
- Our ambition is to have in the next three years a large number of remote training programs covering many topics in public administration, leadership and others.
- Remote training expands the base of trainees and reduces the cost of training, as well as some training topics that are better and more efficient to be electronic.
- Also, the evaluation has become electronic and is done through smart communication devices and tablets. there is no human intervention in the evaluation process from the trainees to the trainers, the training material, the training environment and others. This is a positive development that helped us complete the evaluation process more quickly, efficiently and objectively

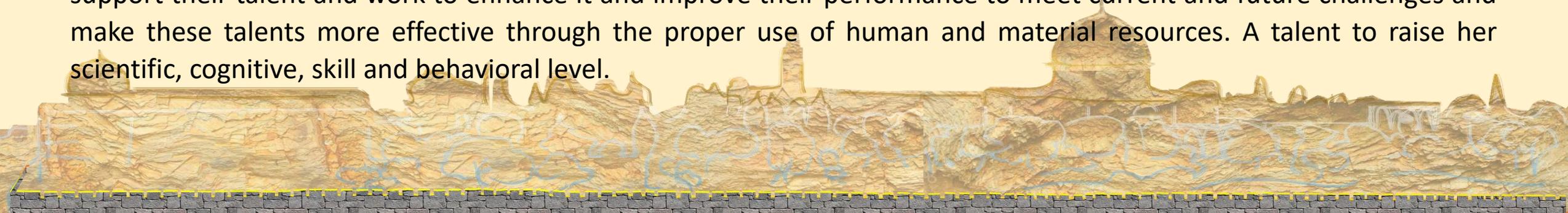
new policies:

- ✓ Complete sector training
- ✓ Train multiple sectors together

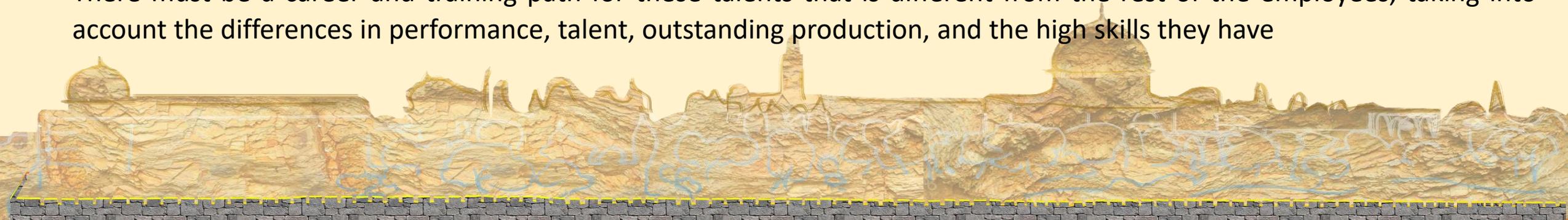


Talents Management

- Talent management is a dynamic integrated process that enables organizations to identify, attract and develop the talent they need to achieve their strategic goals. The importance of talent management lies in selecting talented leaders at all organizational levels and developing the quality of human resources to achieve high achievements and increase the productivity of the organization.
- The importance of talent planning to obtain the best human competencies from the labor market or from the internal skill stock of the organization to use them in the best possible way. To develop their talent. they can also be recruited from internal or external sources or electronic recruitment.
- After attracting talent to work in the organization, the role of talent selection comes, which is the process of selecting the best talent for the position and choosing the right talented person for the right place through which he can use his/her talent in a way that advances the institution and achieves the best accomplishments
- **These talents are in constant need of development and training, which is the nerve on which the talents are based,** and without these talents atrophying, they disappear and become unable to achieve any progress or achievement. Developing and training talents is the process of acquiring talents with knowledge, skills and types of behavior that support their talent and work to enhance it and improve their performance to meet current and future challenges and make these talents more effective through the proper use of human and material resources. A talent to raise her scientific, cognitive, skill and behavioral level.



- We in General Personnel Council and PNSA are aware of the importance of cultivating and preparing talents in the civil service sector. We have a strong belief in the need to exploit and employ the available talents to the Palestinian human civil service in serving the institutions of our homeland Palestine. in order to achieve qualitative leaps in development and sustainable development; To overcome the obstacles imposed by the Israeli occupation on the institutions and human resources of the State of Palestine, and prevented this from being achieved.
- The need to develop laws to accommodate these talents and help to attract, select, develop and retain these talents; So we are looking to develop organizational structures that are able to accommodate the development, training and retention of talent.
- The need to find procedural legal mechanisms that allow the smooth and advanced flow of talents between the three sectors of the State of Palestine. We also need to find a system that motivates this category of talented people in the civil service sector, including both material incentives and moral incentives.
- The need to find a performance appraisal mechanism to enhance the development and training of talents, and to take into account the exceptional and distinguished performance of talents in career development to preserve them, in comparison with their talented counterparts in the private and national sectors.
- There must be a career and training path for these talents that is different from the rest of the employees, taking into account the differences in performance, talent, outstanding production, and the high skills they have



Our most important directions and future aspirations, which we have started working on:

- 1) Adopting qualified systems in training ISO 9001.
- 2) Accreditation Academic or professional accreditation.
- 3) Achieving professionalism for trainers to become regional, international and professional.
- 4) Increasing the horizontal and vertical expansion in the training horizontal - new topics / vertical - more deep and advanced programs.
- 5) To become the house of expert in the field of public administration, civil service and leadership.
- 6) Strengthening the network of internal trainers (mainly from the civil service sector).
- 7) Talent tool (planning / attracting / developing / retaining).
- 8) Training programs that are a condition for promotion for all or most jobs (you need a legislative framework)
- 9) Training programs that are a condition for hiring for all or most jobs (you need a legislative framework)
- 10) Permanent evaluation development as well as electronic evaluation
- 11) Expansion of private and national sector training
- 12) Develop consultations, studies and research that support the public administration and the institutions of the State of Palestine that help in developing their systems and mechanisms of work and solving the problems they face.

