بسم الله الرحمن الرحيم

السلطة الوطنية الفلسطينية

وزارة التربية والتعليم العالي

National Institute for Educational Training
المعهد الوطني للتدريب التربوي

خطة العمل 2012

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1. Introduction

The National Institute for Educational Training seeks to achieve its goals that it was established for according to the Ministry of Education and Higher Education trends in terms of improving educational staff capacities at all levels. In reference to this theme -and according to the trends of the five year plan– including its branches that have to deal with the management and quality, the NIET's plan for the year 2011 reflects the comprehensiveness of its role especially because the new responsibilities dealing with qualifying teachers according to the strategy of qualifying teachers. A strategy for training administrative employees has been developed according to special study that linked the training needs to the job description under joint efforts from all related directories in the Ministry.

Some significant experiences have been achieved to NIET during the past years in terms of training principals and administrative staff. Plan of year 2011 is not only based on what has been achieved but also to create long-term training programs through specialized professional diploma which includes different fields of work pillars in the education system. Thus, the interest in raising the administrative performance has been integrated with the interest in improving employees' capacities in specialized technical fields which have never been taken in consideration by the programs' designers.

By looking to all axes in the plan, we can easily recognize its reality and comprehensiveness as well as its interest in partnership and integration with the general directories in the Ministry. Moreover, we can benefit from the experiences in NIET for the benefit of networking with many associations locally and internationally.

We hope that such a plan will be considered as one of the outstanding qualitative efforts that the Ministry has done to develop the educational status and improve the educational process. Also, we hope that the plan reflects the real needs of the working staff in the directories since the plan focuses specialization in the field of training. All of this came as a result of: the Ministry's strategic plan, meeting the Ministry's staff needs, the special strategic activities of the five year plan since the improvement of the performance quality depends on improvement of education and learning.

What we care about is not just focusing on training in the plan since taking care of: studies, activation of resources, networking and developing NIET's facilities are important pillars in work during year 2011 side by side with activation of MIS training system that is considered special mark in documenting training data to complete the work with Administrative Affairs System and other MIS Systems.

Dr. Shahenaz Al-Far

Director General of National Institute for Educational Training

2. Background and Priorities

According to the Ministry's strategic plan as well as meeting the needs of its staffs and due to the strategic activities that resulted from the five year plan, NIET conducts training programs continuously which aim at: developing the educational system in Palestine, supporting capacities building through improving the Ministry's staff skills, improving employee's performance level and improving the quality of teaching and learning. These programs target all workers categories in the Ministry including: heads of divisions, heads of directories, heads of Departments in the Ministry and directories, schools' principals and teachers, librarians, secretaries and the administrative employees whether they are working in the ministry or in the Directories.

> **Building and upgrading capacities of administrative staff:**
  - Workshops according to the training needs and job description for all the working staff at the Ministry according to their subject:
    - Computer skills (basic computer skills, advanced computer skills and ICT skills.
    - Leadership and administrative skills (writing reports, performance assessment, empowerment, strategic planning, communication and networking).
    - Specialized subjects (English language, producing educational means, and adult education means).
  - Specialized professional diploma program: it's offered to specific categories that practice the profession
    - Especial education diploma
    - School leadership diploma
    - Library diploma
    - Qualifying teachers' diploma (classes from 1 to 4).
    - Educational supervision diploma
    - Evaluation and assessment diploma

> **Produce training materials in terms of training teachers and administrative employees as well as designing training materials guidebooks in different fields.**

> **Interest in studies and researches through:**
  - Conducting at least two studies annually to supply decision makers in the Ministry with data that supports the development of educational polices in the Ministry.
  - Conducting which studies deal with NIET's work.
  - Issue manuals that are related to the Palestinian Active School.
  - Develop educational standards for the education system.
  - Issue guidebook related to the Palestinian effective school.
  - Issue educational booklets in field of building capacities on NIET's website.

> **Develop assessment forms for workshops and trainers in cooperation with related training institutes.**

> **Activate resources center (library) through:**
  - Find communication mechanism between trainers and trainees as well as offer e-research and manual services that indicate their needs of books and references.

- Establish database related to studies and paper abstracts that deal with the educational field and publish them on the NIET's website.

➢ **Develop job descriptions, work procedures and performance assessment forms in cooperation with related directories in the Ministry.**

➢ **Increase the number of beneficiaries from the blended training by training one group every three months.**

➢ **Develop mechanism to establish cooperation agreements with international and local associations and institutes.**

➢ **Improve the used financial systems.**

➢ **Renew some facilities in NIET and improve their readiness to perform workshops.**

➢ **Establish cooperative relation with training centers in the ministry and NGOs.**

3. The Work Strategy at NIET for the year 2011

The main goal is: Improving human resources in the Ministry in the light of technical, administrative and informational developments that affect the administrative performance and education quality.

No.	Strategic Goal	Strategic Activity	The Indicators by the End of year 2011	Funding Resource
1.	**Improving work quality and productivity for all administrative staff at all levels in the Ministry.**	**Training the human resources in the high and middle executive directories in fields of administrative skills, leadership and specialized skills that fit the nature of the job.**	1. 80% of the administrative participants who took part at the training activities have prepared administrative plan to develop work at their sections and they have passed the requirements of the training program. 2. 50% of the administrative participants who took part in the training increased their professional and personal initiatives which reflect a recognized improvement in keeping in touch with others based on the measurements that have been arranged before every training. 3. 70% of the technical employees have passed successfully specialized tests required for training, and they have produced a product that fit the field they have been working in (computerized program, financial plan, technical report, etc). 4. 100% of the training materials have been agreed upon, printed and used in the workshops and then archived in the NIET's library.	J. F
2.	**Enrich the Ministry's staff in some specific specialized fields with profession license (libraries, school management, special education, educational supervision, children kindergartens, teachers)**	**Develop the specialized professional diploma in many fields, such as: libraries, school management, special education, educational supervision, CIT, qualifying trainers).**	5. 60 employees in the Ministry have passed successfully the specialized professional diploma requirements in different majors, such as: (libraries, school management, special education, educational supervision, CIT, qualifying trainers). 6. 60 employees who have passed the diploma prepared developing plans for their profession and started the implementation.	J. F

3.	Improve the performance of the teachers in the primary level in all aspects (class one to four).	Develop the class teachers' abilities (from 1 to 4).	7. All courses of the diploma have been prepared (1 to 4). 8. 30 employees are now working based on work plans and programs that were prepared already.	W.B
4.	Improve the performance and abilities of the employees in NIET (the work method and productivity) by using training during work and training through feedback process.	Develop the human resources capacities as well as the administrative and financial systems in NIET.	9. 10 employees of NIET are now able to lead training workshops and diploma programs. They also can easily hold the responsibility of such tasks from the designing stage till finding the impact. 10. 5 employees of NIET are now able to design and conduct research studies such as: (educational studies, evaluative studies for the effects of training workshops…etc). 11. Raising the rate of occupying NIET's facilities by other external association to 5%. 12. Systems and data were developed to facilitate implementing joint programs. 13. New list of prices for renting the NIET's facilities is refreshed. 14. Procedures guidebook related to the financial and administrative process are prepared. 15. The website page for NIET has been developed as well as improving the download and research process. 16. 90 % of NIET's news is now available.	J.F
5.	Improve the quality of the educational planning in all fields at the Ministry.	Support polices at the Ministry by offering helpful data and important indicators.	17. The manual of Effective School standards is available in English and Arabic language with a percent of 100%. 18. The performance assessment for the administrative employees has improved by percentage of 10%. 19. Performance assessment form has been designed, developed and adopted based on transparency and partnership. 20. A conference and two meetings have been held to present and discuss the results and recommendations of the conducted studies side by side with other studies	J.F

			related to other specialized educational authorities.	
			21. 50% of the policies' committee decisions have been based on the results of researches and studies.	
			22. At least one educational study has been published in masterful magazines.	
6.	**Improve the quality of educational planning in all fields at the ministry as well as activate the cooperation agreements with other partners, such as: Alqasmi and Queen Rania Academy.**	**Keeping in touch and hold partnership with local, regional and international associations.**	23. NIET has signed three cooperation agreements with local, regional and international associations. 24. 50 schools' principals have passed the requirements of the administrative leadership program in cooperation with EDECOD institute in Finland. 25. 15 educational joint activities were conducted (academic session, conference, joint training….etc) between the Ministry and other local, regional and international associations. 26. Three cooperation agreements with local, regional and international associations have been signed. 27. NIET staff has visited 5 field visits to other local, regional and international associations to exchange experiences and training. 28. Joining training program with Alqasmi Academy. 29. Six training materials have been developed by NIET. 30. The training activities which fall under the frame of "Palestine is my School" have been implemented by NIET.	J.F
7.	**Employing computerized technology for the advantage of building educational system based on IT.**	**The past sixth strategic activities.**	31. The extent of employing information technology and communication in all strategic activities. 32. Increase the rate of using E-Training and ICT in developing training materials.	Belgian Project

4. The special goals and outputs of training programs for year 2011

First: Educational leadership program for principals.

Goal: Develop administrative and technical skills and abilities of school principals.

Output 1: 120 principals are now able to organize the work in their schools effectively.

Output 2: 120 principals are now able to control the work in their schools effectively.

Output 3: 50 principals are now able to control team management in work in their schools.

Output 4: 50 principals now believe in empowerment and they practice it.

Output 5: 50 principals are now able to deal with daily problems positively.

Output 6: 50 principals are now able to control their meetings effectively.

Output 7: 250 principals are now able to put operational and developing plans to their schools.

Output 8: 50 principals are now able to evaluate their employees' performance based on clear standards.

Output 9: 50 principals are now able to conduct action researches.

Output 10: 25 principals are now having training skills.

Second: Educational leadership training program for higher administration

Goal: Develop administrative and technical skills as well as the abilities for the directors general, heads of directories and their vices, and heads of divisions.

Output 1: 22 directors general and their representatives participate in setting polices in the Ministry.

Output 2: 22 directors general and their representatives are now able to manage teamwork in their directories effectively.

Output 3: 22 directors general and their representatives are having now communication and networking skills.

Output 4: 22 directors general and their representatives are now able to control human resources in their directories effectively.

Output 5: 25 directors general and their representatives are now able to control projects in their directories effectively.

Output 6: 25 directors general and their representatives are having now speaking skills in English language.

Output 7: 25 directors general and their representatives are now able to control financial resources in their directories effectively.

Output 8: 25 heads of directories are now able to evaluate their employees' performance based on clear standards.

Output 9: 50 heads of divisions are now able to control teamwork in their departments effectively.

Output 10: 50 heads of divisions are now able to evaluate their employees' performance based on clear standards.

Output 11: 50 heads of divisions are now able to set development plans for their departments.

Output 12: 50 heads of divisions are now able to set budget based on scientific pillars.

Output 13: 75 heads of divisions and head of directories can now manage their departments effectively.

Output 14: 18 heads of divisions are now possessing speaking skills in the English Language.

Third: Educational leadership training program for middle administration
Goal: Develop administrative and technical skills and abilities for the head sections.
Output 1: 125 heads of departments are now able to build and manage teams at work. **Output 2:** 225 heads of departments are now able to build action researches for their departments. **Output 3:** 125 heads of departments are now able to conduct, follow up and evaluate projects. **Output 4:** 75 heads of departments are now able to manage data effectively. **Output 5:** 300 heads of departments are now able to evaluate their employees' performance based on clear standards. **Output 6:** 25 heads of departments are now having training skills. **Output 7:** 25 heads of departments are now able to set budget based on scientific pillars. **Output 8:** 25 heads of departments are now having creative abilities and skills in media and public relations.

Fourth: The program of continuing professional development/ administrative assistants
First goal: Develop administrative and technical skills as well as the abilities for the administrative employees and secretaries in the ministry.
Output 1: 100 administrative employees are now having skills in public relations and protocol. **Output 2:** 150 administrative employees are now able to fulfill the formal correspondences clearly. **Output 3:** 300 administrative employees are now able to document their folders and archive correctly. **Output 4:** 75 administrative employees are now having skills of communication and networking.
Second goal: Improve the abilities and skills of the internal supervision in NIET.
Output 1: 25 employees in the internal supervision are now having control skills and internal following up. **Output 2:** 20 employees in NIET are having high technical and administrative skills.
Third goal: Improve the abilities of 60 employees in the Ministry in ICDL that was carried out for 70 training hours in year 2011.
Output 1: 60employees in the Ministry are able to use computer easily.
Fourth goal: Improve skills for 20 programmer form the Ministry and directories about how to use graphic designing, programming, and data base during the year 2011.
Output 1: 40 programmers have trained on graphic designing programs for 60 training hours. **Output 2:** 40 programmers have trained on data base programs for 30 training hours.
Fifth goal: Improve abilities of 100 employees at the ministry in field of using information technology in administrative work for 120 training hours during the year 2011.
Output 1: 20 administrative employees in the Ministry are now able to analyze financial data and computerizing them. **Output 2:** 20 administrative employees in the Ministry are now able to analyze statistic data and providing them to decision makers. **Output 3:** 20 administrative employees in the Ministry are now able to document the folders electronically. **Output 4:** 20 administrative employees in the Ministry are now able to write report based on

computer programs' results.

Output 5: 20 administrative employees in the Ministry are now able to run and use windows 7 and other related programs.

Sixth goal: Improve abilities of 100 employees at the Ministry in the field of blended learning for 90 training hours during the year 2011.

Output 1: 20 employees in special education are now able to use moodle environment in blended education.

Output 2: 25 school principals are now able to use moodle environment in blended learning.

Output 3: 25 librarians at schools are able no to use moodle environment in blended learning.

Output 4: 60 employees from local and international institutions are able to use moodle environment in blended learning.

Fifth: The program of continuous professional development/ teachers

First goal: Improve the abilities of the teachers and supervisors from the Ministry and its related directories concerning the networks and computers' maintenance as well as designing internet pages during year 2011.

Output 1: 80 supervisors and teachers have been trained on networks and computers' maintenance for 30 training hours.

Output 2: 40 supervisors and computer technician have been trained on designing internet pages for 30 training hours.

Second goal: Improve the abilities of 10 schools in the field of using computer and internet during the year 2011.

Output 1: 10 schools have internet access.

Output 2: 40 teachers and supervisors from their directories are now able to use technology in schools' classes.

Output 3: 5 following up visits were conducted to the participant schools.

Third goal: Promote the level of qualifications for public education teachers.

Output 1: 50 teachers from illiteracy centers are now having high communication and networking skills.

Output 2: 50 teachers from illiteracy centers are now able to produce education aids.

Output 3: 50 teachers from illiteracy centers are now having skills of the methodologies of teaching adults.

Sixth: Qualifying teachers program (classes 1-4)

Goal: Qualify teachers of level (1-4) by a project form the Ministry of finance: (Finland, Norwegian, and Germany finance).

Output 1: 5 accredited qualifying programs are ready to be implemented by the participated universities in the project.

Output 2: 4 workshops for discussing the suggested programs were conducted.

Output 3: 12 field visits to the universities and schools which the training will be holding in have conducted.

Output 4: There are 300 qualified teachers for the classes from (1 - 4).

Output 5: The final report for the first phase from the project is ready.

Seventh: Program of specialized professional diploma in special education

Goal: achieve professional development for the supervisors of public education.

Output 1: There are 21 training units are ready.

Output 2: 20 trainers from the supervisors of public education have finished the practical and theoretical training.

Output 3: 18 field visits have been conducted.

Output 4: 6 assessment sessions were conducted during the implementation period of the program.

Output 5: There are 6 folders including the diploma students' researches and reports.

Eighth: The professional diploma for librarians.

First goal: Develop library diploma program according to quality standards and notes of Accreditation and Quality Assurance Commission (AQAC)

Output 1: There is a plan for the specialized professional diploma in school libraries and accredited by (AQAC).

Output 2: There are 12 training guidebooks prepared for the diploma courses based on accreditation standards and they are ready to be used in the training field.

Output 3: There are 20 books and references available at NIET's library which are required resources in diploma program.

Second goal: Make coordination for accreditation the strategy of developing capacities.

Output 1: 25 of new librarians in public schools have passed training about activation the school library in the educational process.

Output 2: 50 of new librarians in public schools have passed training about ICDL.

Output 3: 30% of new librarians in public schools are engaged in the professional diploma program concerning the libraries.

Ninth: The school improvement program based on effective Palestinian standards.

First goal: Achieve effective school based on self improvement due to effective school standards.

Output 1: The teachers' staffs for 12 schools are trained to diagnose the school status according to the standards.

Output 2: There is diagnostic study for the participants' school in the project.

Output 3: The participant schools are supported with the required sources.

Output 4: The evaluation report is ready.

Second goal: Prepare and develop training materials in different areas.

Output 1: 20 reference materials are ready.

Output 2: 20 reference guidebooks are ready.

Tenth: Support polices and decisions' makers

Goal: Supply the decision makers with data that helps in developing educational polices through conducting studies side by side with training in average of two studies yearly.

33. **Output 1:** The manual of Effective School's standards is available in English and Arabic language with a percent of 100%.

Output 2: NIET performed a study about (the impact of e-learning on students' achievement in ten schools in teachers' and principals' perspective).

Output 3: NIET performed a study about (diagnose the schools' status that is participating in school improvement process which is based on the Palestinian effective school's standards).

Output 4: There was educational meeting in which the latest educational developments were discussed concerning educational studies and researches.

Eleventh: The MIS program in computerizing data.

Goal: Use the computer techniques for the benefit of building computerizing data system (MIS).

Output 1: Authorized the MIS system that enables auditing and classifying data.

Output 2: the NIET's systems are integrated with the Ministry's systems.

Twelfth: The library computerized system

Goal: Classify the sources and references that are available in the library at the Ministry after moving them to NIET's library.

Output 1: There are 7500 books, references and magazines are classified and sealed by NIET seal in its library.

Output 2: There are 7500 books, references and magazines classified by NIET computerized system with barcode so that they can be easily borrowed.

Output 3: The data packages are classified and computerized according to the new library system.

Second goal: Enrich the sources and resources center with the new publications that can serve the training process at NIET.

Output 1: There are copies for studies, researches and specialized magazines are available at the library.

Output 2: There are new publications in the sources and resources center that are specialized in training and diploma programs.

Output 3: There are some websites for international libraries on the computerized system of the library.

Third goal: Activate the library of NIET for the Ministry, training, trainers and researchers.

Output 1: There is a work plan to activate NIET's library at the end of the second week from January.

Output 2: Identification booklets for the library services are spread to the general directories in the Ministry by the end of January, 2011.

Output 3: There are new services in terms of library services for NIET staff, ministry, trainers, trainee and researchers.

Fourth goal: Following up, issuing, designing and producing training materials, publication and studies.

Output 1: There are training materials that are issued and audited.

Output 2: There are training materials which are designed and produced based on quality standards.

Output 3: There are training materials that are prepared by NIET staff and documented electronically and in paper at NIET's library.

5- Summary of Training Courses 2011

No.	Session Title	Goal	Target Groups	Trainers	No. Hours	No. of Groups	No. of Participants	Date of Expected Implementation
1	Qualifying trainers	Continuous development	Heads of departments and principals	External/ from NIET	30	3	84	17- 27 Jan 9- 19 Oct 1-16 Nov
2	E- Blended Learning	Continuous development	Heads of departments, principals and teachers (9)	External/ from NIET	30	10	250	19- 31 Jan 4- 13 Apr 12- 21 Jun 18- 27 Jul 16- 23 Aug 1-18 Sep 5- 26 Oct 1-30 Nov 13- 28 Dec
3	Time Management	The specialized professional diploma program in School management	Schools' principals	NIET	15	2	50	25- 27 Jan 10- 24 Nov
4	The school self evaluation	Continuous development	Schools' principals	NIET	20	2	48	1-30 Jan
5	Correspondences	Continuous development	Administrative employees and secretaries	NIET	15	6	150	24- 27 Jan 13- 17 Feb 17- 19 May 29- 31 Aug 4- 6 Oct 25- 27 Dec
6	ICDL	Continuous development	Administrative employees, secretaries and librarians	NIET	30	7	175	15- 30 Jan 1-28 Feb 20- 29 Mar 18- 27 Apr 17- 26 May 13- 22 Jun 10- 25 Jul
7	Project	Continuous	Heads of:	NIET	35	8	193	10- 28 Feb

	Management	development	divisions, directories and departments.					15- 28 Feb 1-14 Mar 11- 26 Apr 6- 22 Jun 1-16 Aug 1-30 Nov 6- 21 Dec
8	Action Research	Continuous development	Heads of: divisions and principals	External/ from NIET	25	2	50	1-15 Feb 17- 25 Aug
9	Individual Management	Continuing development	Heads of divisions	External/ from NIET	20	1	25	20- 28 Feb
10	Team work	Continuous development	Head of: departments, principals and heads of divisions	NIET	20	3	75	6- 15 Feb 21- 29 Mar 4- 12 Jul
11	Action Planning	Continuous development	Heads of departments	The Ministry/ NIET	15	7	175	1-17 Feb 3- 5 May 14- 16 Jun 3- 11 Jul 5- 24 Sep 4- 12 Oct 8- 22 Nov
12	Electronic Archiving	Continuous development	Heads of: departments, administrative employees and secretaries	External	30	8	200	15- 28 Feb 7- 28 Feb 6- 15 Mar 3- 12 May 1-16 Jul 7- 16 Aug 3- 23 Oct 6- 21 Nov
13	Strategic planning	Continuous development	Heads of: departments and principals	NIET	30	3	75	15- 28 Feb 7- 15 Mar 3- 12 Apr
14	SPSS	Continuous	Technology	External	30	1	25	1-25 Feb

		development	from directories					
15	Data Management	Continuous development	Heads of departments	External	15	2	50	15- 17 Mar 11- 13 Sep
16	Meetings Management	Special diploma in school management	Principals	NIET	20	1	25	1-14 Mar
17	Communication and networking	Continuous development	Administrative employees and secretaries	NIET	20	3	75	23- 31 Mar 20- 28 Jul 23- 31 Nov
18	Financial analysis by using Excel	Continuous development	Accountant from the Ministry and directories	External	30	1	25	15- 24 Mar
19	Flash	Continuous development	Technology teachers	External	30	1	25	1-10 Mar
20	Photoshop	Continuous development	Technology teachers	External	30	1	25	1-10 Mar
21	Set polices	Continuous development	Director general	External	6	1	22	4- 5 Apr 4-8 Aug
22	Performance assessment	Continuous development	Heads of departments and divisions	External/ from NIET	20	9	218	14- 16 Apr 20-28 Apr 6- 14 Apr 9- 17 May 20- 28 Jul 3- 11 Jul 3- 11 Aug 14- 22 Sep 4- 12 Oct
23	Team building	Continuous development	Heads of departments	NIET	20	1	25	13- 21 Apr
24	Problem solving and decision making	Special diploma in school management	Schools' principals	External/ from NIET	25	1	25	18- 27 Apr
25	Administrative leadership skills	Continuous development	Heads of divisions	External	20	2	25	2- 10 May 2- 10 Nov
26	Public relations	Continuous	Administrative	External	20	4	50	18- 26 May

	& protocol	development	employees and secretaries					19- 27 Dec
27	Continue the training in libraries program	Special Diploma in libraries	Librarians at schools	External	30	8	200	16- 25 May 21- 31 Jun 3- 31 Jul 8- 18 Aug 4- 19 Sep 3- 31 Oct 3- 24 Nov 11- 26 Dec
28	English Language	Continuous development	Head of divisions	External/ from NIET	35	4	18	1-16 Jun 1-30 Aug 1-29 Aug 3-19 Jul
29	Windows 7	Continuous development	Administrative employees and secretaries	External/ from NIET	30	1	25	5- 14 Jun
30	Computer maintenance A+	Continuous development	Technology teachers	External	30	1	25	19- 28 Jun
31	Dream Weaver	Continuous development	Teachers	External	30	1	25	15- 30 Jun
32	Continue training in special education program	Specialized Professional Diploma Program	Supervisors form public education	External	30	6	150	5- 27 Jul 25- 31 Aug 8- 17 Sep 4- 25 Oct 15- 24 Nov 20- 29 Dec
33	Introduction to school management	Special Diploma in school management	Teachers nominated as principals	NIET/ external/ Ministry	35	4	110	8- 16 Aug
34	Management of Human Resources	Continuous development	Directors general	External/ from NIET	20	1	22	1-30 Sep
35	Set budgets	Continuous development	Heads of departments	External	30	1	25	6- 21 Sep
36	Internal monitoring	Continuous development	Heads of departments	External	20	1	25	14- 19 Sep

			from the ministry and directories					
37	Microsoft Desktop Support Technician	Continuous development	Computer teachers	External	30	1	25	19- 31 Sep
38	Financial Management	Continuous development	Heads of divisions	External	15	1	18	13- 15 Oct
39	Steering the new principal	Specialized Professional Diploma in school management	Principals	NIET/ external/ Ministry	30	4	110	5- 20 Oct
40	Web Programming Vsing ASP	Continuous development	Programmers and computer engineers from the Ministry and directories	External	30	1	25	16- 27 Oct
41	Financial Management and set budgets	Continuous development	Heads of divisions	External	30	1	25	4- 19 Dec
42	Media	Continuous development	Heads of public relations departments	External	20	1	20	19- 27 Dec
Total					1046	127	3013	