



USAID | WEST BANK/GAZA

Year One Annual Work Plan

West Bank and Gaza Compete Project

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Table of Contents

SECTION I – INTRODUCTION TO USAID COMPETE PROJECT.....3

A. Introduction	3
B. Contract Background	3
C. Program Description	4
D. Project Objectives/Results Framework	4
E. Organizational Structure	6

SECTION II – WORK PLAN.....6

A. Work Planning Process	6
B. CIBER Assessments	7
C. Technical Activities	8
C1. Component A: Assistance to Palestinian Enterprises to Compete in Global Markets	8
C2. Component B: Assistance in the Development of Palestinian Business Support Organizations	
-Cross Cutting activities	8
C1a. Transformation of Agribusiness Sector to Compete in Global Markets	11
B1b. Transformation of Tourism Sector to Compete in Global Markets	27
C1c. Transformation of Stone and Marble Sector to Compete in Global Markets.....	39
C1d. Transformation of ICT Sector to Compete in Global Markets	43
Annex A: Results Framework	53
ANNEX B: Year One Activity Timeline	54
Annex C: Budget.....	57

SECTION I – INTRODUCTION TO USAID COMPETE PROJECT

A. Introduction

The Palestinian private sector faces a major window of opportunity. Significant reductions in Israeli security and trade barriers, a more stable political and security situation, and a clear commitment by the Palestinian Authority to undertake critical trade reforms have created an improved business environment where the private sector can assume its place as the primary driver for growth. Empowered business leaders have a newfound ability to influence the future of individual enterprises, industries, and the overall economy; and the conditions they need to contribute to and participate in a significant economic expansion.

While the preconditions have now emerged to rapidly accelerate economic expansion in critical sectors of the economy, a wider circle of the economy must be mobilized for inclusive economic growth to be realized. Lacking appropriate technology, information, and access to lucrative international markets, many Palestinian firms currently focus on selling to a small domestic market and on providing raw materials or products with limited value added to Israeli buyers. While the Palestinian private sector faces a tremendous opportunity for rapid growth, enterprises must become active participants in the development of their industries for Palestinians to achieve global competitiveness leading to sustainable, broad-based economic growth. The U.S. Agency for International Development (USAID) has recognized that by investing in key industries, the Palestinian private sector will have great potential to meet expanding demand in both domestic and export markets. The Compete Project will play a catalytic role in making this happen.

B. Contract Background

Previous USAID projects built infrastructure, institutions, associations, and business services—in essence the platform for competitive growth. Enterprises—particularly small and medium enterprises (SMEs)—need to link into and benefit from this platform to deepen and broaden their participation in national, regional, and global value chains; and accelerate the development of a prosperous Palestinian economy.

The Compete Project is designed to build on the strengths of these previous USAID enterprise development projects. A three-year project, Compete will provide a combination of market information, innovative solutions to unique constraints on Palestinian businesses, technical assistance, and training to Palestinian enterprises and business associations. The primary objective is to address sectorial gaps that will enable Palestinian enterprises to identify and exploit significant economic opportunities, primarily in the international market. Compete will target Palestinian firms with good potential for growth that can expand the country's export revenues and increase employment.

C. Program Description

To strengthen the competitiveness and export potential of key sectors in the Palestinian economy, the Compete Project will work sector-wide to upgrade the individual and collective performance of enterprises in targeted sectors. Working beyond anchor firms, Compete will maximize local value addition and help to calibrate needed changes throughout key value chains to accelerate growth. Compete will systematically provide to its stakeholders the key tools for performance—business linkages, networks, and information systems; coach sector participants on how to use them; and ensure their broad-based, commercially sustainable availability. We will strengthen vertical linkages and inter-firm cooperation by forging connections between microenterprises and SMEs and larger firms, which have direct and more efficient access to markets and a better understanding of market requirements. This sector-wide approach will leverage USAID’s current and previous investments and expand the radius of benefits and growth to accelerate the development of a prosperous Palestinian economy.

D. Project Objectives/Results Framework

A results framework is a planning, communications, and management tool. It conveys the development hypothesis implicit in project goal and objectives as well as the cause-effect relationships between key result areas (KRA), project intermediate results (PIR), and project objectives. Therefore, the RF provides a foundation for work planning and performance monitoring. To ensure a sound foundation, Compete work planning began with a critical review of the RF by Compete technical staff. During their review, technical issues were considered, potential activities and solutions discussed and key results debated. This resulted in a consensus Compete Results Framework that is presented in Annex A.

Project Goal: To strengthen the competitiveness and export potential of key sectors essential to the future prosperity of the Palestinian economy

Component B: Assist in the Development of Palestinian Business Support Organizations and Service Providers

Component A: Assist Palestinian Enterprises to Compete in Global Markets

Agribusiness Sector
Transformed to Compete in Global Markets

Tourism Sector
Transformed to Compete in Global Markets

Stone and Marble Sector
Transformed to Compete in Global Markets

ICT Sector
Transformed to Compete in Global Markets

Project Intermediate Result 1
Exports and Investment Increased

Project Intermediate Result 2
Innovation of products & Services Increased

Project Intermediate Result 3
Employment Increased & Job Skills Expanded

- Key Result Areas:**
1. Increased revenues for Palestinian firms
 2. Increased added value by Palestinian firms for products exported to Israel and beyond
 3. Improved Image of Palestinian products and services in local marketplace
 4. Increased number, reliability, and dependability of relationships between Palestinian firms and Israeli and international buyers
 5. Increased number of international markets for Palestinian products & services
 6. Increased market share of Palestinian products and services in WBG

- Key Result Areas:**
1. Increase in both new and improved Palestinian products and services
 2. Increase in quality of Palestinian products
 3. Increased added value by Palestinian firms for products exported to Israel and beyond
 4. Improved image of Palestinian products and services in the local and global market place
 5. Demonstration effects being replicated at equal or higher levels without further project support

- Key Result Areas:**
1. Increased employment of youth (under 30 years old)
 2. Increased employment in firms targeted by the Compete Project
 3. Increased employment of youth (under 30 years old)
 4. Increase in quality of Palestinian products

Project Intermediate Result 1.1
Linking Local Value Chain to International Value Chain

Project Intermediate Result 2.1
of Palestinian Products & Services Meeting International Standards or Specifications

Project Intermediate Result 3.1
Categories for Skilled Workforce to increase Demand

- Activity 1:** Forward Contracting
Activity 2: Price Stabilization Management Study
Activity 3: Saline Water Demonstration
Activity 4: Olive and Olive Oil Demo Roll-out
Activity 5: Adopt International Standard (GC, BRC, ETI, etc. certifications)
Activity 6: Organize Fresh Herbs Sector
Activity 7: Trade Show Participation
Activity 8: Fam Trips

- Activity 9:** Traceability Software
Activity 10: Packaging and Labeling
Activity 11: Upgrading of Meat and Dairy Facilities
Activity 12: Upgrading of Nurseries Facilities
Activity 13: Upgrading accredited Laboratory for fresh produce analysis
Activity 14: Usage of treated Waste Water
Activity 15: Aquaculture Assessment
Activity 16: Upgrading fresh herb facilities
Activity 17: Call Center Agriculture Information

- Activity 18:** Capacity Building for MoA Veterinary Services Staff
Activity 19: Capacity Building for Date Farm Staff and Date Farmers
Activity 20: Capacity Building for MoA Plant Protection Services Staff and Fresh Herbs Agronomists
Activity 21: Capacity Building for Canan Fair Trade
Activity 22: Introduce New Crops to the Palestinian Agriculture Sector

- Activity 2:** Market Profiles Implementation – Phase 1
Activity 3: Destination Brand Development Project Phase 1
Activity 11: Web Clinics
Activity 13: Tourism Image Bank

- Activity 5:** Under take Hotel Classification Model Review
Activity 6: Site Renovation Analysis and Prioritization

- Activity 9:** Finalize Hospitality School Plan
Activity 8: Know Your Market to Grow Your Market Seminar

- Activity 1:** Market Analysis – Digital Marketing Capacity
Activity 7: Digital Marketing Seminar/Conference and Workshop
Activity 12: Digital Tourism Demo for Social Media Conversion

- Activity 4:** Support Bethlehem Master Plan Implementation – 2 Projects Supported (Signage, Event, Cultural Experience)
Activity 10: MENA Digital Tourism Summit
Activity 14: Facebook Application for Tourism Conversion

- Activity 1:** PDF project with Progineer
Activity 4: Multinational development program with Intel, Liveperson, EMC

- Activity 8:** Oracle Training Center
Activity 9: I-Connect Training Program

- Activity 2:** Microsoft Research Center
Activity 3: H+W Salesforce cloud computing
Activity 5: Palestinian Business Innovation Center
Activity 6: Diaspora Linkage
Activity 7: Apple iOS Mobile Development Center of Excellence

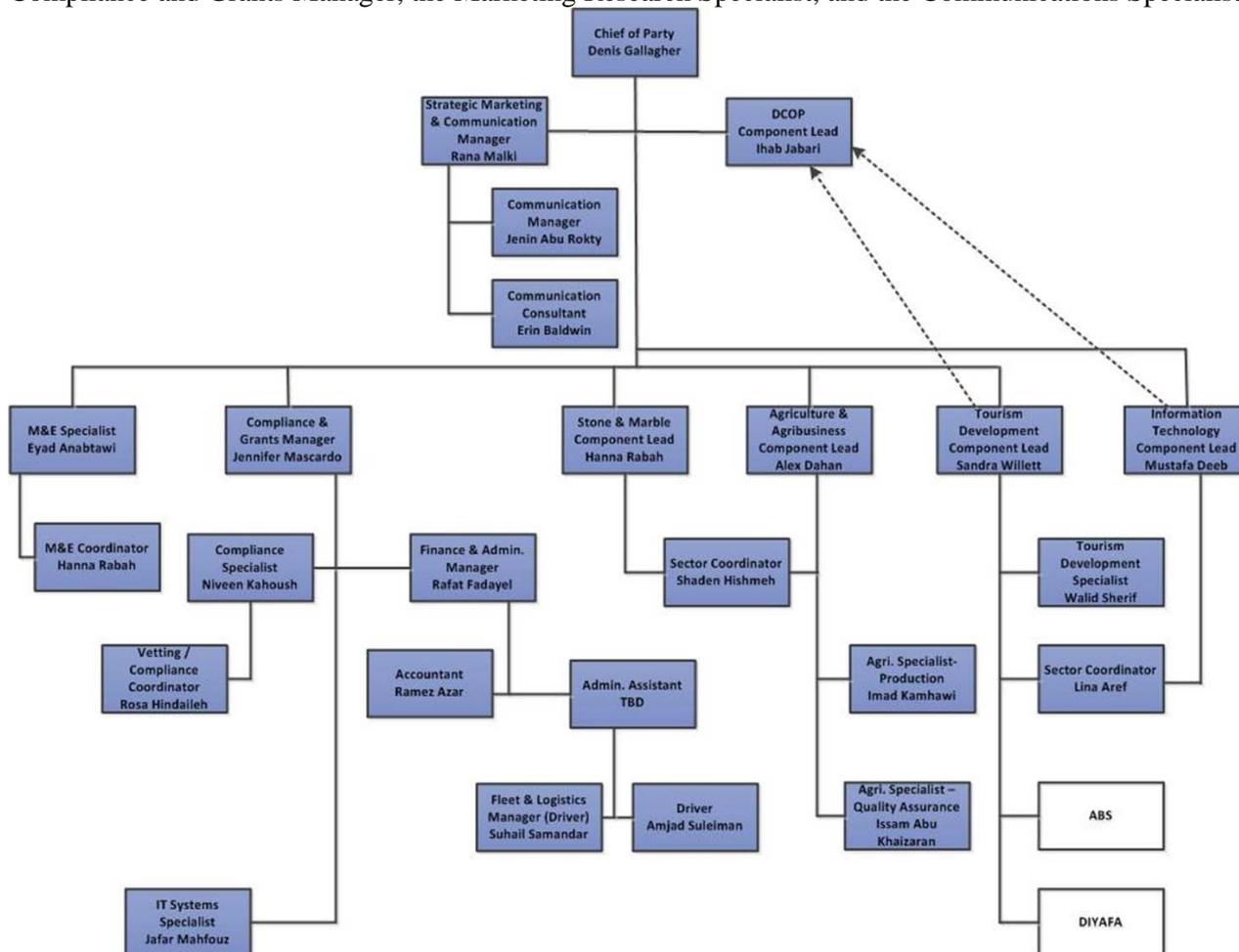
- Activity 1:** Attend Trade Shows/FAM Trips
Activity 2: Form Partnership with Specialized Marketing Firms

- Activity 4:** Filter Press Evaluation and Maintenance

- Activity 3:** Collaborate with Polytechnic University for Workforce and Product Development

E. Organizational Structure

The Compete organizational structure is shown below. The Compete team is organized into four sectors—Agriculture and Agribusiness, Tourism Development, Information Technology, and Stone and Marble. Each sector has a Component Leader. The Chief of Party oversees all four sector teams, works directly with a Monitoring and Evaluation Specialist to implement the Performance Monitoring Plan, and supervises the Compliance and Grants Manager, the Marketing Research Specialist, and the Communications Specialist.



SECTION II – WORK PLAN

A. Work Planning Process

In developing our work plan, we recognized the need to build on previous and existing efforts to strengthen the Palestinian economy. Our goal is to minimize duplication of effort and maximize return on investment for USAID. Therefore, we have planned a number of activities designed to scale up or build upon successful interventions of previous USAID efforts—specifically the Enterprise Development and Investment Promotion (EDIP) project. Furthermore, we will continue to closely collaborate with ongoing USAID initiatives such as the Investment Climate Improvement (ICI) Project to identify potential areas to collaboration.

This work plan was developed based on a series of counterpart meetings and meetings with USAID. As stakeholder input is critical for the success of this project, the Compete Project will continue close collaboration with key stakeholders during the implementation of work plan activities and in planning for future initiatives. This stakeholder input will be critical during the upcoming Competitiveness Impacts of Business Environment Reforms (CIBER) assessments (described below) which will drive the development of activities for project years 2 and 3.

B. CIBER Assessments

Increasingly, programs for enterprise development and growth facilitation are adopting a value chain framework, tracing elements of competitiveness for all institutions and actors involved in the production of a particular good or service, from raw materials to final consumption. Practitioners recognize that the impacts of the legal, regulatory, administrative and judicial framework on competitiveness vary across value chains. Competitiveness in this context means simply the ability to produce a quality product or service at an acceptable price, and to get it to markets at home or abroad. In some form or another, any meaningful value chain analysis therefore always includes some appraisal of the impacts of the business environment on competitive performance. Efforts to advocate changes in that environment form part of any competitiveness strategy targeting a particular value chain.

By focusing on key constraints, the value chain perspective enables analysts and stakeholders to predict whether reforms in the business environment to lift or alleviate these constraints translate into benefits in terms of competitiveness and economic growth. The value chain perspective complements top-down approaches to regulatory reform where it is always difficult to predict economic consequences. To strengthen this approach to business environment reform, USAID sponsored the development of an approach to deepen the analysis of business environment constraints and link it to an organized advocacy campaign that targets priority constraints for reforms.

This initiative gave birth to the CIBER process. CIBER combines intensive stakeholder-driven advocacy with rigorous economic analysis to advance key reforms in the business environment for a particular value chain. The approach relies on value chain stakeholders to identify what elements of the business environment the most harm, and what should be done to tackle these constraints. The scope of CIBER is broader, since it also can examine not just laws and regulations, but also administrative practices. Rigorous economic analysis of the ways in which unnecessary regulations or excessive administrative requirements undermine competitiveness enables stakeholders to focus on priority constraints, and to put a price tag on the harm done. In the application of CIBER in the field, the question has been raised whether this approach could be generalized to the analysis of any binding constraint on the competitiveness of value chains. The basic structure is “constraint-neutral,” that is, it could be applied to constraints other than business environment factors, primarily regulatory and administrative. However, CIBER is not limited to analysis. Rather, it should be seen as a process stressing the development of a comprehensive strategy for addressing these constraints, and engineer changes that directly improve the competitive performance of the value chain in either domestic or export markets (or both). By starting out with identification of issues and solutions by private sector stakeholders, CIBER can look to them as champions of reform.

The Compete Project will conduct CIBER assessments for three of the targeted sectors and/or subsectors of the Compete Project. Assessments will take place June-August, 2012 and will be conducted by a team of professionals trained and experienced in DAI’s CIBER assessment methodology. The outcome of these assessments will drive the design of activities for years 2 and 3 of project implementation.

C. Technical Activities

C1. Component A: Assistance to Palestinian Enterprises to Compete in Global Markets

The Compete Project will work to transform the agribusiness, tourism, information and communication technology, and stone and marble sectors to compete in the global market. In doing so, the project will forge solid connections between small and medium enterprises and larger producers and exporters that have direct and more efficient access to markets. Working beyond anchor firms, Compete will implement an industry-wide approach that leverages USAID's past investments and helps smaller businesses link into, actively participate in, and benefit from sector-wide economic growth and development activities. The project will build managerial, marketing, and production skills to help these firms meet quantity and quality standards and become active participants in the global market place. By increasing the flow of information, products, and technology throughout key sectors, the Compete Project will empower Palestinian enterprises to perceive and take hold of the opportunities around them—transforming sectors into competitive industries that can compete on the global stage. Below we provide our strategy for achieving results in each targeted sector, and the activities planned through the end of September 2012.

C2. Component B: Assistance in the Development of Palestinian Business Support Organizations -Cross Cutting activities

Palestinian business environment has strong presence of business, industry and professional associations that not only work as lobbyist with the government to protect the interest of their members but also as platforms on which to organize market access initiatives for their members. Compete project will work with dynamic and representative BSOs to enhance their current direct market opening activities in the four priority sectors of IT, Agribusiness, Tourism and Marble and Stone.

Compete has identified local BSOs with whom to work with based on their ability to build linkages to encourage investments and identify and penetrate export markets. Business associations that can address specific constraints to global competitiveness and provide commercially viable methods to deliver those services will be encouraged to submit grant proposals for developing and strengthening member services that advance sector strategies as agreed with Compete technical teams.

Compete also supports the diffusion of ICT through relevant business associations to support the competitiveness of the project's target as well as other economic sectors; and to support greater the efficiency of government services to enhance competitiveness. These range from major e-government and modernization programs for administration of taxes, construction permits and import/export transactions to the private provision of ICT enabling services such as payment and booking gateways in the tourism and hospitality industries.

Associations:

Compete identified several strong associations such as the Palestinian IT Association of Companies "PITA", Palestinian Food Industries Association "PFIA", Hebron Chamber of Commerce and Industry "HCCI", the Bethlehem Chamber of Commerce and Industry (BCCI) and Pal trade. (More specific details will be found in this detailed under each activity especially those marked "Component B").

Each designed activity aims at removing or ameliorating a specific hindrance to the development of the Compete target sectors that the association or trade organization represents. The overall approach is to strengthen the organizations ability to communicate with their members and provide market information by twinning relationships with overseas counterpart associations and CRM solutions from local IT firms.

IT sector:

Compete will work with PITA to develop linkages between the local markets and international markets with the goal of encouraging new investments and high end mentorships to new startups and Palestinian young entrepreneurs. This a promising opportunity for PITA to forge partnerships with educational institutions and companies to deliver specialized certifications and skills training needed for sector/member growth and success in meeting market requirements. J-1 exchange students – in all majors – would be introduced through this project to help expedite gaining needed experiences and skills.

In reaching out to other segments of the ICT sector, Compete has designed a specialized event - “High Tech Connect in Ramallah”- that will combine all the organizations that work with entrepreneurs who wish to create new products and solutions utilizing IT. This series of events unites all the Palestinian organizations such as PITA, PICTI, Peeks, and Leaders under one umbrella and one goal to deliver services to young entrepreneurs. The ultimate outcome is to create a business innovation dynamic or virtual that acts as a service provider to enable entrepreneurs innovate new technologies and products.

Agribusiness Sector:

Compete will help The Palestinian Food Industries Association “PFIA” design a labeling and tracking system for food industries addressing a major gap preventing exports to specific markets. This initiative will be delivered through a local service provider that will help develop and deliver the marketable services to Palestinian food processors and manufacturers.

Compete is also working with Hebron Chamber of Commerce and Industry “HCCI”, major economic player in the southern West Bank, to build its internal capacity through the use of IT solutions to provide expedited and tailored services for its huge base (XXX?) of members. This is a clear example how IT diffusion is working through Compete.

The Palestinian Trade Center (Pal trade) is a specialized public / private trade organization that provides tailored services in: preparing the participation of companies in the trade shows and B2B meetings; and addressing the lack of marketing capacities especially in the agricultural sector. Pal trade has been engage by Compete help arrange for two exhibitions specialized in the Agribusiness: Fruit Logistica in Germany and Gulf Food in Dubai, UAE with the goal to give participating companies and PFIA insights into the market, industry and technology trends. The anticipated successful outcome of this engagement could trigger further match-making support for Pal trade to its BSO counterparts in the Palestinian private sector.

Compete is creating a new association for the Fresh Herbs producers as the best model that involves public-private partnerships to facilitate local development and investment. This new syndicate will help address the fresh herbs producers’ needs from regulatory framework for enhanced competition, access and services.

Tourism Sector:

In tourism, Compete will work with the active associations representing different elements of the industry including Arab Hotel Association, Holy Land Incoming Tour Operators Association and the Arab Tour Guides Union to introduce e-solutions and digital marketing plans. Ultimately, compete will encourage the private sector representative through private-public dialogue to support national initiatives such as the

Palestinian Hotel classification system, the Palestinian Hospitality School service and possibly the establishment of the National Tourism Board. Through targeted grants to the above associations and trade representatives, these associations will raise their capacity and capabilities to provide valued services which will enable them to obtain sustainable income and create greater synergy in their respective economic sectors.

Business Service Providers:

As for the business service providers “BSPs”, Compete technical teams have identified major constraints inhibiting their growth in the Palestinian Territories. Palestinian firms are reluctant to pay for professional services such as consulting, training or ICT services unless they are clearly linked to very tangible results such as new sales deals, new distribution agreements or measureable reduction costs. Taking this approach into consideration, Compete has developed a strategy to build viable cross cutting services to encourage the involvement of specialized services companies that focuses on specific niches in the market and provide tailored services including market linkage events (trade fairs, B2B), workforce development, quality standards, marketing and brand development.

Marble and Stone:

In the Marble and Stone sector, Compete will work with two service providers that will focus on selling marble and stone products in the regional and international markets. These companies will represent 2nd tier manufacturers of marble and stone companies and will focus their services on marketing and branding in the form of “group marketing” with the initial support of Compete. These unique service providers will obtain direct market the know-how giving 2nd tier participating firms confidence that they will get the quality of marketing and sales service require for growth. Ultimately, these group marketing BSPs will become self-sustaining able to independently organize and lead future Palestinian marble and stone export development initiatives.

Compete together with the Union of Stone an Marble and the Hebron Chamber of Commerce and Industry has identified the treatment of the residual sludge in the marble and stone cutting processes as a major constraint in the development of the sector. The project will continue to work with the USM and the HCCI in liaison with the Hebron Polytechnic University to focus on providing economic business solutions to what has been seen solely as an environmental constraint

Tourism:

In the tourism sector, Compete will help specialized service companies provide detailed services to build a new strategy for the tourism sector. Acting as integrated partners within Compete, the Diyafa Company is helping to develop services standards to the hotel and hospitality sector and providing insights and design of new training and certification services utilizing a rare experience to create trained resources and raise service standards. The Diyafa example is now being replicated through Competes local sub-contractor – ABS – who are leading the implementation of the Palestinian hotel classification initiative as well as the Bethlehem route signage initiative. The success Diyafa and ABS as examples of Compete fostering could be easily replicated and more companies would be created as a result of the need for the higher services required by the tourism and related industries.

ICT and Agribusiness:

In the ICT and Agribusiness sectors, Compete will encourage service providers, possibly as an outgrowth of dynamic and representative BSOs, to establish specialized marketing and distribution companies to sell Palestinian products in targeted markets. These companies or commercial marketing associations would to builds supply channels of distribution and the mounting of group marketing campaigns tailored to specific niches of the regional and international markets.

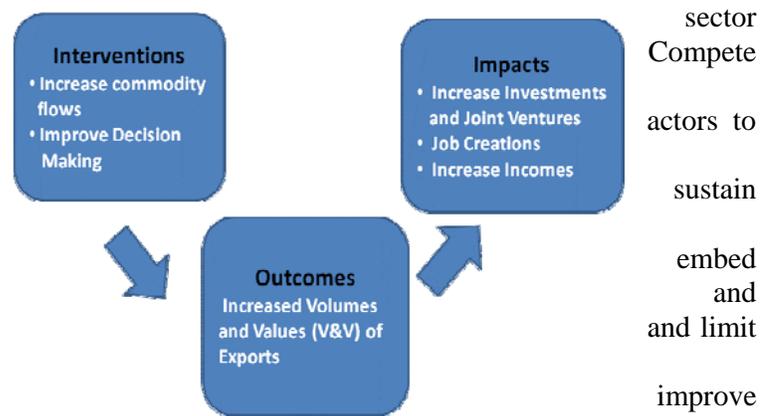
To further support such initiatives, Compete will design an “Export Manager for Hire” program to enhance the competitiveness of Palestinian companies to target regional and international markets. This program would enable Palestinian companies to tap in experts pool located in targeted markets to obtain sales contracts or build distribution channels.

C1a. Transformation of Agribusiness Sector to Compete in Global Markets

Agriculture remains a dominant sector of the Palestinian economy. It represents a major component of the economy’s GDP (9.9%, Source PCBS 2011)and employs a large percentage of the population. Furthermore, the agricultural sector is a major earner of foreign exchange and supplies the basic needs of the majority of the local population. In times of difficulty, the agricultural sector has acted as a buffer that absorbs large scores of unemployed people who lost their jobs in Israel or other local sectors of the economy.

The Compete Project will conduct deep analyses (CIBER Assessments) of the existing constraints refraining and handicapping key sectors of the fresh agriculture and processed food industries. During these assessments, we will identify the most serious constraints to increasing sales in local and international markets. Going forward, these assessments will inform our implementation plans for the remaining project years and help us to develop targeted interventions designed to remove the most serious impediments to expanding sales.

To transform the Palestinian agribusiness into a globally competitive industry, the Project will work sector-wide with stakeholders, local authorities, and key help them access and maximize the use of resources and technologies to increase and competitiveness. Compete and its stakeholder partners will work intensively to modern technologies—such as new grafting seedling techniques to increase production infestation in fresh herbs and fresh vegetables; innovative technologies to irrigation and increase the quality and of productivity in arid areas such as the Jordan Valley; production practices based on internationally recognized standards to gain recognition as a reliable and safe source within global markets; and increased product diversification and added value to expand domestic and international market penetration.



Compete will replicate the Cannan model in the olive oil subsector to other agribusiness subsectors such as fresh herbs, dates, fresh produce and frozen vegetable. Cannan currently works with more than 1500 olive oil farmers and Cannan manages the marketing, quality control, technology transfer etc. for all his farmers. Compete will partner with key aggregators in each of the subsectors, through the activities below, to develop, organize and maximize use of the resources.

The Compete project will link local and international buyers to the commercial agribusiness industry in the Palestinian Territory and assist enterprises to win and retain consumer loyalty by providing quality food products. Below we describe the activities planned for the agribusiness sector through September 30, 2012.

Project Intermediate Result 1: Export Sales and Investment Increased

Activity 1: Forward Contracting (Component A)

Activity Description: Access to new international markets and major key retailers is greatly enhanced through increased capacity to negotiate and write “forward contracts”. When possible, use of forward contracts can substitute indirect sales to increase competitiveness, increase export performance and improve country image (brand and origin) penetration to end consumers. Selected producers of fresh herbs (3) dates (1) and vegetables (2) complying with international standards will be sampled and introduced to key buyers in the retail industry in Europe during the forecast of new season production and projected export demand. This will promote contract growing to avoid major price fluctuation and help sustain consistency of supply flow in response to the market’s needs. A workshop will highlight the strategic supply network of the retail industry in Europe and its ramifications and control of MENA and Asia markets.

Resources: Service Providers, (PFIA),(MoA), Retailers.(UNIDO), Freight Forwarders

Partnerships: Fresh Herbs firms, Fresh Produce and Processing Companies, Date Packers

Importance and Cost vs. Expected Benefit:

Importance: Increase export and market exposure to the retail industry and manage price fluctuations



Expected Benefit: Contract negotiation and closure of new business deals

Milestones:

- Samples or company presentation to 4 major retailers in Europe from each industry.
- 1 Workshop (The retail industry in Europe) 40/50 attendees from the industry in WB and public institutions
- 2 contract drafts for supply to the retail industry.
- 2 key buyers from the retail industry to visit the industry.

Activity 2: Price Stabilization Management Study (also contributes to PIR 2) (Component A)

Activity Description: The Compete project intends to strengthen the Palestinian fruit and vegetable supply chain by working with growers, packers and shippers to increase produce volumes. This activity will focus on increasing farm output directed toward export market channels, as well as improving raw product quality to meet international standards. The major export impediment identified by stakeholders at the USAID initiated “Jericho Conference” in November 2011 was selling price volatility for the main export crops; mainly bell peppers and cherry tomatoes.

Phase I of the proposed price stability fund will be the recruitment of an experienced agriculture marketing and pricing expert to perform a feasibility study for the creation and sustainability of a prototype price stability fund customized for the Palestinian business environment. If feasible, a full design of the fund will be implemented in coordination with sector stakeholders.

Resources: STTA

Partnerships: MoA, Farmers, Packers, Exporters

Importance and Cost vs. Expected Benefit:

Importance: Raise farmers diminishing confidence in the export markets and manage price fluctuations

Expected Benefit: The study will determine the feasibility of the fund

Milestones:

- Feasibility study of creating a stability fund.
- Design of the stability fund.
- 1 workshop presenting the fund to the sector.

Activity 3: Saline Water Demonstration (Component A)

Activity Description: The major impediment to the success of the agriculture sector is the lack of water in terms of quantity and quality. The salinity of the artesian water wells in the Jordan Valley is continuously increasing. This adversely affects the productivity and quality, reducing competitiveness of Palestinian produce in international markets. Compete will conduct several pilots tests that use a Swiss technology (magnetically treated water) to enable the use of saline water for irrigation. The total number of demos will be up to 5 pilots test spread over Jordan Valley and the crops targeted are fresh produce, fresh herbs seedless grapes and dates. The farmers will be trained on applying these technologies resulting in increased incomes and job creation. Project activities will be carried out in conjunction with the Ministry of Agriculture (MoA), and the private sector stakeholders to support local sustainability and widespread dissemination of results.

Resources: Ministry of Agriculture (MoA), Cooperative, Service Providers and STTA

Partnerships: farmers, MoA, Cooperatives

Importance and Cost vs. Expected Benefit:

Importance: Increase productivity and export volumes.

Expected Benefit:

- Increase yield, Quality and competitiveness of the Palestinian produce.
- Additional net profit of approximately \$700/dunum.

Milestones:

- 4demo plots
- 100 farmers trained

- Attendance of 2 workshops
- 1 training film (extrapolated from Demo activities)

Activity 4: Olive and Olive Oil Demo Roll-out (Component A)

Activity Description: Building on recent USAID support, Compete will roll-out additional demonstration pilots on techniques to expand olive production across the West Bank. The objective of this activity is to show additional effect of specific agriculture transactions (supplementary irrigation, tree maintenance, harvesting and post-harvest activities) on the olive production in both quantity and quality. The total number of demos will be up to 50 pilots, spread over the governorates in the West Bank with individual farm plots ranging from 2-10 dunums. The farmers will be trained on applying these production enhancing practices resulting in increased incomes and job creation. Project activities will be carried out in coordination and cooperation with the Ministry of Agriculture (MoA) and private sector stakeholders to support local sustainability and widespread dissemination of results.

Resources: Palestine Center for Agriculture Researches & Development (PCARD), Ministry of Agriculture (MoA), Kanaan Fair Trade, Oil pressers, olive oil Cooperatives

Partnerships: Olive oil farmers, PCARD, MoA, Kanaan Fair trade

Importance: Increase yields per tree and raise competitiveness of the Palestinian olive oil through scaling up successes of past USAID pilots activities.

Expected Benefit:

- Increased yield, quality and competitiveness of Palestinian olive oil
- Additional net profit of approximately \$300/dunum

Milestones:

- 40 demo plots
- 500 farmers trained
- Attendance of 20 workshops
- Distribution of 5000 insect traps, 50 stainless tanks, 50 Motor saws, 3000 Plastic boxes, 60 liters of humic acid, 6000 cm of water, 2000 barrels(200 liter capacity).
- 1 training film (extrapolated from Demo activities)

Activity 5: Adopt International Standards (GC, BRC, ETI, etc. certifications) (also contributes to PIR 3) (Component B)

Activity Description: In order to create long term sustainability and open new markets links, several quality systems will be implemented for the fresh and process industry. The quality standards systems targeted would be: GLOBALGAP (Global Good Agriculture Practices), BRC (British Retail Consortium), HACCP (Hazard Analysis and Critical Control Point), ETI system (Ethical Trading Initiative), SA 8000 (Social

Accountability), ISO22000 (Food Safety), and Organic Systems. Companies representing a cross section of the food industry will take part in this vital process. Companies will be selected upon a selection criteria such as export readiness. Compete will assist firms to achieve international standards by delivering specific training modules and document systems adapted by firms to achieve each individual company's needs.

Resources: Service Providers, Mack-International Co., Ministry of Agriculture (MoA), Date cooperative, Palestinian Food Industries Association (PFIA), Cost Share, STTA.

Partnerships: Fresh Herbs firms, Fresh Produce firms, Date firms, Processing and Nurseries

Importance and Cost vs. Expected Benefit:

Importance: Address international market demands by adopting international quality standards



Expected Benefit: Palestinian Produce with high quality and compliance international markets.

Milestones:

- Systems adopted in several sub-sector firms.
- 500 farmers and employees trained on Quality systems.
- Attendance of 2 workshops.

Activity 6: Organize Fresh Herbs Sector (Component B)

Activity Description: The current status of the fresh herb sector is disparate. The objective of this activity is to create a fresh herbs organization or association that will adapt a Best Practices Protocol in order to satisfy international market standards and requirements such as: pesticide usage, residue limit respected in respective markets and address sanitary and phyto issues. Through a unified voice, the organization will also acquire strong bargaining powers to address daily input costs and facilitate trade movement in and out of the country.

The first task for this activity will be to map the Fresh herbs stakeholders. The stakeholders will be approached on a one-on-one base in order to promote the concept. This will be followed by a stakeholder's workshop to create base-line consensus to establish the Palestinian Fresh Herbs Union.

Resources: Ministry of Agriculture (MoA), Ministry of Labor (MoL), Ministry of Trade, Service Provider and STTA

Partnerships: Fresh Herbs producers, (MoA), MoL

Importance and Cost vs. Expected Benefit:

Importance: The organization of the sector will lead to regulating and enforcing quality standards that are needed to avoid being excluded from international market entry due to poor sanitary or photo-sanitary compliance.



Expected Benefit:

- Palestinian Produce with high quality and compliance with USDA-APHIS requirements.
- Sustain the main herb market (US) which amounts to 1000 tons at \$20 million.

Milestones:

- Fresh Herbs Union internal system established
- Organization Protocol completed
- Attendance of 1 workshop

Activity 7: Trade Show Participation (also contributes to PIR 2 and PIR 3) (Component B)

Activity Description: Compete will assist up to 5 Palestinian food processors to exhibit their products at the 58th Summer Fancy Food Show (FFS) in Washington, DC, in order to attract product buyers, enter into negotiations and create orders for the export of Palestinian products. Furthermore, two people, representing companies that have not exhibited at FFS previously, will be walking the show and will cost share their travel, accommodations, meals, incidentals and visa fees. The FFS runs from Jun 17, 2012- Jun 19, 2012. Compete will provide financial assistance to the exhibitors for booth design, preparation and rental as well as the transport of Palestinian products to FFS. The Palestinian firms exhibiting will be responsible for all of their own travel, accommodations, meals, incidentals and visa fees. The organizer of the FFS, The National Association for the Specialty Food Trade (NASFT) is a US, not-for-profit business trade association established to foster trade, commerce and interest in the specialty food industry.

The expected beneficiaries exhibiting are Canaan Fair Trade Company, West Bank Salt Works Company, Al Hathnawi General Trade Company, Nakheel Palestine, B&S Company for Agricultural Investment, Palestinian Food Industries Association (PFIA), Emirates Delight Marketing Co.

The expected beneficiaries walking the show are FatehallahFaridAbdElrahmanKamhia (Company KamhiaTahina Factory, Product: Tahina) and Adeeb Rayeq Adeeb Abu Kharma (Company Abu KharmaTahina Factory, Product: Tahina)

Resources: Palestinian Food Industries Association (PFIA), cost share

Partnerships: up to 5 Palestinian food processors, Service Providers, Show Walkers

Importance and Cost vs. Expected Benefit:

Importance Open and maintain market linkages, market information and support current distributors of Palestinian specialty foods.



Expected Benefit: Will help to capture new market leads and buyers, create direct sales, and expand market penetration

Milestones:

- Attendance of FFS

- Two walkers ready to exhibit at the next FFS
- 5 deals closed
- Follow up on 5 deals

Activity 8: FAM Trips (also contributes to PIR 3) (Component A)

Activity Description: In order to familiarize Palestinian exporters with international market demands and competition within key markets, the Compete Project will organize a number of Familiarization Study Tours (“FAM trips”) targeted to each specific industry. FAM trips will focus on wholesale markets serving industry and retailers in the EU and the UK. The objective is to promote Palestinian produce as a reliable source of supply to these industries. Palestinian exporters will meet buyers from retail establishments in these specific markets. Exporters will also visit packing or repacking facilities and logistic terminals. Compete will select, in addition to PFIA, 5 companies from the Fresh Herbs, Vegetables and Dates Packers to attend this first trip.

Resources: Logistic Companies, Retailers, Compete staff

Partnerships: Herbs, Vegetable & Dates Exporters

Importance and Cost vs. Expected Benefit:

Importance: Provide visual familiarization and understanding of the international market demands and providing market information and access.

Expected Benefit: New business linkages and contract drafting

Milestones:

- 1 trip organized to EU/UK with 5 participants
- 5 business link opened for early negotiation
- Distribution of brochures and samples

Project Intermediate Result. 2: Innovation of Products & Services Increased

Activity 9: Traceability Software (also contributes to PIR 1 and PIR 3) (Component B)

Activity Description: The Compete Project will support the design and implementation of an operational traceability system for the fresh export produce sector following international best practices. The system will include a grower registration system that allows registered products to be traced back to the farm of origin or packing house and to track forward to the direct customers.

The farmers will be trained on applying this system resulting in increased transparency and trust among stakeholders along the value chain. Project activities will be carried out with coordination and cooperation with the Ministry of Agriculture (MoA) to ensure achieving the objectives and to approve this system in their procedures. Dissemination of the software will be facilitated through partnerships with the Fresh Herbs, Fresh Vegetables Producers, and Date packers groups.

Resources: Service Providers, Mack-International Co., Ministry of Agriculture (MoA), Date cooperative, STTA

Partnerships: Fresh Herbs, Fresh Vegetables Producers, Date Packers

Importance and Cost vs. Expected Benefit:

Importance: Increase products standards, provide strong brand and good perceptions. It is Key success factor to the Fresh Herb Industry export sector.

Expected Benefit: Trust building and establishment of the backbone of the regulatory management system to ensure survival and growth of the fresh produce export industry

Milestones:

- Sampling of software available on the market
- 500 farmers and employees trained on the Quality systems.
- Attendance at 5 workshops.

Activity 10: Packaging and Labeling (also contributes to PIR 1) (Component B)

Activity Description: The objective of this activity is to create a qualified team and system within the Palestinian Food Industries Association (PFIA) to assist food processing companies to upgrade and improve their packaging and labeling capabilities for better market access. Currently, few firms comply with the Palestinian food packaging and labeling norms of the (PSI) Palestinian Standardization Institution which may not in any case be sufficient for exports markets. This activity will help increase the competitiveness, compliance and market access of the Palestinian food processing sector by building association-led capacities in export packaging, labeling and market requirements. This activity will be executed through:

1. Conducting a technical assessment on the current status of packaging in the sector (compliance, market access and value addition);
2. Providing training and capacity building interventions to qualified PFIA team and a group of companies to adopt new packaging solutions;
3. Promoting the new packaging solutions that meet norms required at international level.

Resources: Ministry of Agriculture (MoA), domestic and international service providers (tbd), STTA, PFIA, Food Processing Firms

Partnerships: PFIA, Food Processing Firms

Importance and Cost vs. Expected Benefit:

Importance: Improve the global competitiveness of the industry through better packaging, higher production standards and good perceptions.

Expected Benefit: 2nd tier “must do” system to gain international market exposure and compliance to market and food safety norms

Milestones:

- Technical assessment completed
- 50 workers and employees trained on Packaging and Labeling system
- Proposal on Packaging and Labeling system launched
- RFQ’s for Packaging and labeling system released

Activity 11: Upgrading of Meat and Dairy Facilities (also contributes to PIR 1 and PIR 3) (Component A)

Activity Description: A Gap assessment for seven meat and dairy facilities was completed by the previous USAID project EDIP. This assessment identified the infrastructure rehabilitations and costs necessary for the facilities to comply with ISO22000/HACCP. The objective of this activity is to upgrade these facilities to maintain current markets in East Jerusalem and to open new export links; possibly gaining full access to Israeli markets. The Compete Project will share the cost of infrastructure rehabilitation with the participating producers following an updated cost-sensitive feasibility assessment.

Resources: Service providers, STTA, PFIA

Partnerships: PFIA, Meat and Dairy Facilities

Importance and Cost vs. Expected Benefit:

Importance: Maintain and increase the flow of Meat & Dairy produce to East Jerusalem and to expand to other markets.

Expected Benefit:

- Completion of ISO2200/HACCP certifications
- Compliance with local and international markets

Milestones:

- Cost sharing upgrading needs identified
- RFQ’s for Meat and Dairy upgrading technical equipments (Equipment only)
- SOW for the service provider completed

Activity 12: Upgrading of Nurseries Facilities (also contributes to PIR 1, and PIR 3) (Component A)

Activity Description: Currently, most fresh herbs and grafted seedlings are sourced from qualified Israeli nurseries. The objective of this activity is to upgrade and qualify Palestinian nurseries in order to provide high quality grafted and fresh herbs seedlings at reasonable prices.

The Compete Project will conduct a gap analysis benchmarked against the GLOBALGAP and grafting systems. Compete will then upgrade nursery facilities by transferring knowledge of grafting systems and cost sharing the infrastructure modification costs to comply with the GLOBALGAP system.

Resources: Ministry of Agriculture (MoA), Service providers, STTA, Palestinian Nurseries, Israeli Nurseries, JAICA Project, cost share

Partnership: Fresh producers, Palestinian Nurseries

Importance and Cost vs. Expected Benefit:

Importance: Address market needs, and adapting to soil conditions through grafting.

Expected Benefit:

- Establish a Palestinian Certified Nursery
- Additional seedlings sales of \$500,000

Milestones:

- Visit to Modern and certified Nurseries
- 5 workers and Agronomists trained
- Modern planting machine delivered
- GLOBALGAP signs delivered

Activity 13: Upgrading accredited Laboratory for fresh produce analysis (also contributes to PIR 1 and PIR 3) (Component A)

Activity Description: All plant protection product residue tests and most microbial tests carried out on Palestinian products currently can only be undertaken by accredited Israeli laboratories. This is a costly and time consuming service, especially for small and medium size producers with related higher risks to order fulfillment due to possible delays in obtaining tests results.

The objective of this activity is to upgrade and accredit Palestinian private sector laboratories to conduct tests in accordance with international standards (ISO 17025) that comply with customers needs, specific markets requirements, and enable firms to take immediate corrective action when required.

Currently there are 3 laboratories in the West Bank for pesticide residues test. The Compete project will first select a lab with the best short term potential to obtain ISO 17025 certification. Secondly, Compete will technically support and assist the lab by cost sharing equipment upgrades that will allow them to achieve full Certification.

Resources: Ministry of Agriculture (MoA), Service providers, STTA, Palestinian Laboratories, UK Laboratories, Cost share, Palestinian Standards Institute (PSI)

Partnerships: Fresh Producers, Palestinian Laboratories

Importance and Cost vs. Expected Benefit:

Importance: Provide local accredited testing facilities that are required for exporting, comply with new FDA regulations and respond to market needs

Expected Benefit: Compliance with FDA and EU regulations and customer needs, and a reduction in cost and time requirements for testing

Milestones:

- Gap analysis performed
- Visit to Accredited Israeli Laboratory
- RFQ's for lab ISO 17025 accreditation released
- RFQ's for lab machinery equipment

Activity 14: Use of treated Waste Water (also contributes to PIR 1) (Component A)

Activity Description: Access to a reliable and sufficient source of water for the irrigation of crops is a major impediment for agribusinesses in the West Bank. Overcoming this obstacle will require the use of proven innovative technologies. The Compete Project will look at the use of waste water as a way to address the insufficient supply of water for agribusiness. The project will follow up on the feasibility study to be completed in June 2012 by the German Development Program project (KFW) in Nablus to ascertain key elements needed to commercialize through workshops and local media outlets the usage of treated waste water for expanded agriculture production.

In line with the reuse of wastewater for the agriculture sector, Compete will organize study tours with MoA, PAW and farmers to Jordan/Israel to look at existing initiatives using treated waste water in ways that are cognizant of food safety and sustainability issues. In doing so, Compete may collaborate with other USAID program implemented by DAI in the Middle East region. Study tours will focus on the exchange of technical and knowledge and the study of models to be replicated in the Palestinian Territory. . The findings of these tips will be diffused to the farmers and local public through various media channels, workshops and a short film demonstrating the use of treated waste water.

Resources: MoA,, KFW

Partnerships: MoA, Farmers

Importance and Cost vs. Expected Benefit:

Importance: Provide additional sources of irrigation water by making use of the treated water from the Nablus waste water plant expected to be operational in January 2013.

Expected Benefit :Transfer of the know-how of using the treated sewerage water and in the long-term transform the 10,000 dunums of rain fed land into irrigated tree crop farms.

Milestones

- 8 participants throughout the industry and Ministries
- Copy feasibility study from KFW
- 2 trips (Jordan and/or Israel)

Activity 15: Aquaculture Assessment (also contributes to PIR 1 and PIR 3) (Component B)

Activity Description: The aquaculture sector in the West Bank is in a nascent stage, but offers great potential to substitute imports of some varieties of fish, such as Tilapia. The beginning of the revitalization of this sector in the region of Jericho and other governorates has proven to be a positive step forward for both private aquaculture entrepreneurs and for the citizens of the West Bank.

In order to revitalize the Palestinian fish industry to satisfy domestic demands, Compete will conduct an assessment to perceive the future outlook of this industry by analyzing water resources as well as other resources available to support a cultured fish value chain. Compete will assess and leverage initial donor investment from Brazil and Denmark during this activity.

Resources: Service providers, Ministry of Agriculture (MoA), , NGO's, STTA

Partnerships: ADS (Arab Development Society), Cooperatives, private fish farms

Importance and Cost vs. Expected Benefit:

Importance: High importance to map out commercial viability and promising potentials of Aquaculture business in the West Bank

Expected Benefit: Substitute partial imports on some species and water re-use through the Ag Value Chain

Milestones:

- Full Assessment Survey of the Industry
- Workshop 20/25 Fish Farmers and Ministries
- Visit to a Model Aquaculture Farm in Israel

Activity 16: Upgrading fresh herb facilities (also contributes to PIR 1 and PIR 3) (Component A)

Activity Description: The Palestinian Fresh Herbs initiative was initially launched in 2005 by the PAPA Project. The objective was to grow fresh exportable products that do not compete with local production. As a direct result of the initiative, herb production increased to 100 dunums in 2008. Currently, there are more than 550 dunums of green houses and 100 dunums of open fields under cultivation for export. However, there are no controls to implement the basic requirements of Integrated Pest Management (IPM),

GLOBALGAP system, and USDA requirements. This presents a strategic risk that could undermine this important emerging sector.

As a follow up to the previous USAID project (EDIP), Compete will continue upgrading fresh herb facilities to comply with the Integrated Pest Management (IPM) systems and USDA requirements. Compete will first identify the gaps benchmarked against the IPM system and USDA requirements. Compete will cost share IPM inputs required to comply with USDA requirements and market demands.

Resources: Ministry of Agriculture (MoA), Service providers, STTA, Fresh Herbs Union, USDA, UK customers (Moon Valley Co.) , Cost share , GLOBALGAP

Partnerships: Fresh Herbs producers, Fresh Herbs Union

Importance and Cost vs. Expected Benefit:

Importance: Address international market requirements particularly the US markets and control pest infestations.



Expected Benefit:

- Palestinian Produce with high quality and compliance with USDA-APHIS requirements
- Grow the main herb market (US) which amounts to 1000 tons at \$20 million

Milestones:

- Gap analysis completed
- 150 workers and employees trained on IPM
- RFQ's for IPM inputs released

Activity 17: Call Center Agriculture Information (also contribute to PIR 1) (Component B)

Activity Description: One of the most serious challenges experienced by smallholder farmers is the lack of access to reliable price information from Palestinian and regional wholesale and spot markets. A number of new mobile applications are available to provide inexpensive mobile phone-based services. The introduction of these services to Palestinian producers will provide them access to local and international market information, allowing farmers to negotiate better prices and to time their crops accordingly. The Compete Project will research mobile technologies for market information used regionally to understand how to replicate the service in the Palestinian Territory through Local Service Providers (Mobil Network Companies & ICT). Once a service is made available, Compete will promote this concept to at least 500 farmers.

Resources: Service Providers, Market Analyses firms, Wholesale Markets, MoA

Partnerships: Farmers, Mobile Network, sponsors

Importance and Cost vs. Expected Benefit:

Importance: High importance to make daily market information and weather conditions accessible to farmers

Expected Benefit: Improve decision making and market orientation

Milestones:

- Market needs survey (10 farmers per governorate)
- Technical application available on the market (ICT)
- Contact with 2 media support (Radio station and Mobile Network Company)
- Follow up and gather information from system in place elsewhere and implemented with success.

Project Intermediate Result 3: Employment Increased & Job Skills Expanded

Activity 18: Capacity Building for MoA Veterinary Services Staff (Component A)

Activity Description: Disease can spread quickly in a feedlot and sick animals must be quarantined from the rest. This requires veterinarians working directly at the feedlots and checking the animal daily. When blood and other type of samples are taken, there must be fast, reliable analyses by properly equipped and trained laboratory technicians.

Compete will provide technical assistance to Ministry of Agriculture (MoA) Veterinary Services (VS) staff to enhance the knowledge and skills of veterinary services (VS) staff . Assistance will focus on building capacity in testing and analyzing inputs and final products. Compete will train 20 technicians in several governorates on laboratory operations and business methods.

Resources: MoA VS, STTA, Service Providers

Partnerships: MoA VS, Private sector Vets

Importance and Cost vs. Expected Benefit:

Importance: Expand job skills of MoA VS staff and enabling them to provide needed veterinary services needed to maintain and increase the flow of Meat & Dairy produce to East Jerusalem and other markets.

Expected Benefit: Capacity Building of MoA staff and ability to perform the necessary inspections

Milestones:

- 20 MoA VS staff trained
- 1 Visits to a model Slaughter House

Activity 19: Capacity Building for Date Farm Staff and Date Farmers (Component B)

Activity Description: The geographical location of the Palestinian Territories provides a unique climate that enables farmers to produce high value Medjool dates at a competitive cost. To date, Palestinian producers and exporters have been less successful in capitalizing on high value markets (EU, GCC, USA and Russia) than in satisfying local and regional demand; especially for the Ramadan holiday season. The Compete Project will support date farmers and agricultural agronomists through intensive training courses. The courses will include both theoretical and field training along the cultivation cycle from land preparation to post harvest activities. These courses will assist Palestinian farmers to increase export produce to high value export markets, resulting in increased incomes and job creation. Compete will identify Arab/Israeli experts to train 20 date farmers and agronomists and collaborate with Date Cooperatives to determine their training needs. Compete will include young graduated/professors in the trainings to sustain and diffuse the information.

Resources: MoA, Date cooperatives, STTA

Partnerships: Date firms, Date Cooperative, Date Farmers, Agronomists

Importance and Cost vs. Expected Benefit:

Importance: Improve the Palestinian date quality and competitively.

Expected Benefit: Activity is expected to raise the knowledge and competence of the date workforce

Milestones:

- 20 Farmers trained.
- Organic Farming Course completed
- 2 Visits to model farms

Activity 20: Capacity Building for MoA Plant Protection Services Staff and Fresh Herbs Agronomists (Component B)

Activity Description: According to USDA inspectors, during their last internal audit for all Palestinian Fresh Herbs Farms exported to the US market, a clear recommendation was made for the need to improve the PPSQ and to sustain the qualifications of PPIS inspectors. The objective of this activity is to support the provision of technical assistance to enhance the knowledge and skills of Plant Protection Services staff and fresh herbs agronomists at the Ministry of Agriculture. Training topics will focus on several inspection processes such as: pest inspection tools, identifying species of insects and recommending best pest control intervention. Compete will also provide inspection tool kits to four PPIS departments inspectors.

Resources: MoA Plant Protection, STTA, Service Providers, Agronomists

Partnerships: MoA Plant Protection, Private sector Agronomists

Importance and Cost vs. Expected Benefit:

Importance: Expand job skills of MoA plant protection staff and enabling them to provide needed services needed to maintain and increase exports of fresh herbs and comply with USDA-APHIS requirements

██████████
Expected Benefit: Sustain the main herb market (US) which amounts to 1000 tons at \$20 million.

Milestones:

- 20 MoA Plant Protection staff trained
- 1 Visits to a model Packing House
- 1 visit to a model herbs Farm
- 4 inspection tool kits provided

Activity 21: Capacity Building for Cannan Fair Trade (Component A)

Compete will provide technical assistance to Cannan Fair Trade in processing quality control to enhance the shelf life of its products. Two consultants will be hired to work with Canaan staff to systemize the process, provide bio-tech analysis techniques, to improve organic farming and tree maintenance procedures.

The results and findings of the STTA assignment will be presented to Cannan farmers and other processors.

Resources: - STTA

Partnership: Cannan Fair Trade

Milestones:

- Two STTA assigned.
- Two STTA reports.
- One presentation to Cannan's farmers.

Importance and Cost vs. Expected Benefit:

Importance: Increase quality, yield and competitiveness of Palestinian fair trade olive oil.

██████████
Expected Benefit: Transfer of know-how to olive oil farmers and processors.

Activity 22: Introduce New Crops to the Palestinian Agriculture Sector (Component B)

Most of frozen vegetables are sourced from Israel for the Palestinian market. The objective of this activity is to introduce new crops to be produced under contract by Palestinians farmers' for the frozen processing facility managed by the AL-Salam Group based in Hebron. Al-Salam Group currently produces a range of products such as French Fries, Carrot, Peas, Beans, Okra, Corn, and mixed minestrone vegetables. They are looking to introduce new frozen products such as Strawberry, Herbs, Onion, Garlic paste and powder. Al-

Salam Factory are keen to buy Palestinians raw material for their processing plant and hope therefore to increase local market share and open new export opportunities in the Middles East.

Phase 1:- Compete will draft a MOU with Al-Salam Group to cover the required assistance and assist both farmers and Al Salam to introduce “Contract Farming” legal frame to build up business confidence.

Phase 2: Compete will carry out demonstration plots on new crops with potential farmers and will assist Al Salam Group in the purchase of machinery needed to process these specialized new crops and meet market requirements. Assistance will be given to farmers in terms of equipment and know how.

Resources:- Al-Salam Group, Vegetables producers, Hadad Factory, Agriculture inputs providers

Partnership: Al-Salam Group, Vegetables Producers

Milestones:

- Al Salam Group MOU.
- 5 Forward contracts preformed with potential farmers .
- Identify, with potential farmers, 3 new products.
- Identify the results of the first potato demo

Importance and Cost vs. Expected Benefit:

Importance: Lack of Palestinian inputs (vegetables) needed for frozen products.

Benefit:

- Open new demand for 200 tons of new crops in 2012 and an expected to be expanded in 2013
- Create new jobs for farmers, and family farmers.

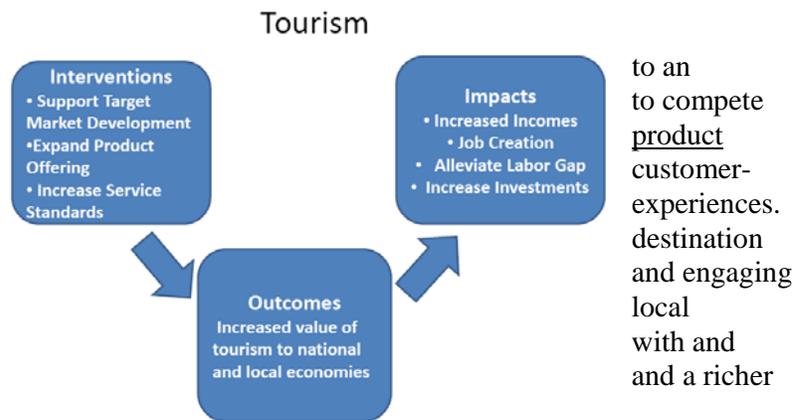
B1b. Transformation of Tourism Sector to Compete in Global Markets

Although contribution of tourism to the Palestinian economy has rebounded in recent years, the opportunity to increase the overall value of tourism in the national economy—and especially in local communities—has not yet been fully realized. As one of the largest industries in the global economy, deeper integration of Palestinian tourism goods and services in the global tourism industry has the potential to make a significant impact on overall job creation and increased investment.

Leveraging work previously undertaken by USAID, the Compete Project plans to implement a series of strategic interventions in three key areas that will develop a strong platform to support growth in Palestinian tourism in the medium- and long-term.

Supporting target market development of the most lucrative target segments in the Palestinian Territory is imperative. This will be achieved by identifying and developing support services to industry stakeholders to service the highest potential market niches and source country markets that provide the best alignment with Palestinian assets, culture and resources.

While the Palestinian Territories is home extraordinary number of tourism assets, internationally, the sector must expand offerings to respond to the demand of centric, customized authentic No longer are holidays chosen by alone, but rather by the range of unique travel experiences available. Offering communities the opportunity to engage benefit from the demand for authenticity more engaging option is critical.



Increasing service standards across the sector through the development and implementation of vital skills upgrading and implementation of quality service standards activities that are in line with international best practice is a priority to support tourism development. Increasing the skills of those already working in the system will result in better services, enhanced professional standards, better salaries and a recognized career pathway that will attract better qualified and competent human into a growing industry.

Supporting tourism stakeholders to develop a unified industry-wide approach targeting market niches that increase destination demand will lead to a globally competitive tourism sector. Facilitating Palestinian engagement to rapidly grow on-line “digital” tourism platforms will be critical to this effort. These platforms will enable Palestinian tourism professionals to benefit from the growing numbers of tourists that rely on digital mediums to not only research and book travel online, but also to share content with their personal networks through social media. Below we discuss planned activities for this fiscal year.

Project Intermediate Result 1: Exports & Investment Increased

Activity 1: Market Analysis – Digital Marketing Capacity (also contributes to PIR 2 and PIR 3) (Component A)

Activity Description: It is recognised that in budgetary terms the Palestinian Territory does not have the resources for “head to head” competition using traditional methods particularly through high cost “advertising” and therefore must concentrate on “smart” lower cost solutions. The vision is that the Palestinian Territory should achieve “effective digital presence and sales capacity”. With a strong and comprehensive commitment, Palestinians could create a strong market level competitive advantage through the more effective universal use of digital media and solutions which is now the major route to market for tourism globally. It is therefore imperative to define how the Palestinian Territory is positioned and resourced to help plan the acceleration and leveraging of sector wide digital performance. The objective of this activity is to undertake an assessment of where the Palestinian Territory currently stands in terms of digital prowess for tourism and using “value chain” techniques to identify current weaknesses and opportunities and to identify the most urgent weaknesses that need correction and support.

The assessment will also support the development of a high level digital framework for tourism that can effectively exploit the digital chain and route to market and in proposing a model or models that can create a marketing competitive advantage.

Resources: LTТА, STТА, Tourism Sector Working Group, PITA, individual tourism sector and ICT sector businesses.

Partnerships: Tourism Sector Working Group, PITA

Importance and Cost vs. Expected Benefit:

Importance: This activity will highlight the most strategic areas for support and identify the most critical areas of need for the tourism sector in terms of tools and capacity requirements.

Expected Benefit: By identifying the most critical needs, this assessment will ensure that project resources are spent in areas that offer the greatest return on investment while also highlighting development opportunities for the ICT sector.

Milestones:

- Review and assessment of the current digital framework as it operates in the Palestinian Territory, setting out the engagement and capability of all of the key stakeholder groups – SME’s, MoTA and major public and private sector tourism players with the digital tourism networks
- Review and assessment of the current capacity of the Palestinian Territory’s ICT and Digital Marketing/Advertising sector to support tourism sector growth through the digital environment
- Examine the policy regime, agreements and protocols that would be necessary between the participating stakeholder partners
- A comprehensive report on the current state, an analysis of the Palestinian Territory’s digital framework and digital capabilities for tourism and all findings, recommendations and developments required to create and operate a best practice “Digital Framework and Strategy” for the Palestinian Territory.

Activity 2: Market Profiles Implementation—Phase One (also contributes to PIR 2, and PIR 3) Component A)

Activity Description: To develop the foundations of demand side market research that aids in strategic decision making and key market access of the most lucrative potential markets, a set of market profiles are required for key source country markets and key niche markets. Each profile should provide in-depth information on each source market, market segments, trends, insights, planning and booking cycles, access and transport, media, images and perceptions of the Palestinian Territory, route to market, prospects and development opportunities. Market profiles for four agreed strategic source markets will be developed.

Resources: LTТА, Industry Working Group

Partnerships: Industry Working Group, HILTOA, AHA, MoTA, Guides Association, Palestine Wilderness Association

Importance and Cost vs. Expected Benefit:

Importance: This activity will provide critical market information to Palestinian firms operating in the tourism sector.

Cost: The direct financial cost of this activity is zero in this work plan year. Support of this phase will be in technical assistance provided by existing LTTA.

Expected Benefit: Specific market intelligence will contribute to increased sales for Palestinian firms.

Milestones:

- Four target markets identified
- LTTA Component Lead under scope to deliver market profiles

This activity will contribute to sales increases of 9% for the Palestinian the tourism sector by Year 3.

Activity 3: Destination Brand Development Project Phase One (Component A)

Activity Description: Effective tourism brand development, maintaining brand integrity and strictly utilizing its messages by the various tourism stakeholders is an essential part of strong country marketing and promotion. This helps build a country's image and, undertaken correctly, will ensure that image is consistent. In the Palestinian Territory where no tourism board has been established, it is even more imperative that the industry as a whole communicate the same messages with the aim of increasing awareness of the destination and its experiences; and shift perception to more accurately represent the true destination brand. The first of four phases of the destination brand development will be finalized in this work plan.

The objectives of this entire four phase activity are threefold:

- To develop a country brand strategy based on research, analysis and market needs;
- To develop country brand messages customized to various markets/segments;
- To develop a set of branding guidelines for the Palestinian Territory and to train tourism sector players on how to use them effectively. (Physical representation such as logos are not part of this activity)

Resources: LTTA, STTA, Industry Stakeholder Working Group

Partnerships: Industry Working Group

Importance and Cost vs. Expected Benefit:

Importance: Delivery of clear and consistent messages on the tourism products and experiences that truly represent the Palestinian Territory will result in a more compelling proposition to the target market.



Expected Benefit: This activity will support an increase in sales of Palestinian firms.

Milestones:

1. A documented review and assessment of the previous work, business plans, marketing plans, research and strategy initiatives, advertising reviews and vision documents
2. The Palestinian Territory brand review, detailing how the country is marketed today across multiple media and how branding can boost this.
3. Country Brand Framework and Hierarchical Decision Model assessment, determining the brand performance across 8 country measures as well as the brand's maturity (e.g., awareness, consideration to advocacy), based on existing research documents, secondary research and available data.
4. Comprehensive Presentation document shared in work session containing:
 - Interviews and Document Review Findings
 - Comparative Audit
 - Palestinian Brand Review
 - Country Brand Framework and Hierarchical Decision Model Performance
 - Initial Areas of Opportunity
5. Presentation on key outcomes to be shared with industry and stakeholders.

Activity 4: Support Bethlehem Master Plan Implementation – 2 Projects Supported (Signage, Event, Cultural Experience) (also contributes to PIR 2 and PIR 3) (Component B)

Activity Description: As an internationally recognized destination of universal value, Bethlehem has the potential to attract a larger tourism market, increase length of stay and increase the value of tourism to the local economy and to local communities. In recognition of this opportunity a Bethlehem Master Plan was developed by an industry working group with the objective of working with stakeholders across the value chain on enhancing the visitor's experience to ensure more time and more money are spent across the governorate. As a result of the Master Plan a number of projects were highlighted for urgent implementation. To support Bethlehem Master Plan Implementation, it has been agreed that two projects highlighted in the Master Plan will be supported.

Resources: LTTA, STTA, Bethlehem Industry Working Group

Partnerships: Bethlehem Industry Working Group, CCHP

Importance and Cost vs. Expected Benefit:

Importance: The Bethlehem Master plan is a critical component of the sector strategy to develop Palestinian tourism.

Expected Benefit: This activity will directly contribute to an increase of Palestinian products and/or services as defined in the Bethlehem Master Plan.

Milestones:

- Implementation plan for (Project 1) Bethlehem signage project finalized
- Bethlehem signage project TOR developed
- Bethlehem signage project underway.
- Target project identified (Project 2) Bethlehem
- Implementation plan for Project 2 developed

Project Intermediate Result 2: Innovation of Products and Services Increased

**Activity 5: Develop Ready to Launch Hotel Classification Plan (also contributes to PIR 3)
(Component B)**

Activity Description: A hotel classification system has been highlighted as a key tool to create clarity regarding the quality and standards of facilities, products and services that are offered to visitors, guests and tourists. Guests and the travel industry locally and internationally, need to know what level of service to expect from a hotel, while hoteliers and hotel entrepreneurs need to know what is expected of them in key areas, how to improve standards and where to direct their investments and operations accordingly.

Resources: LTTA, STTA, Industry Working Group, AHA

Partnerships: AHA, MoTA

Importance and Cost vs. Expected Benefit:

Importance: A classification system accepted by the private sector is a critical component to improving the quality of products and services in the tourism industry.

Expected Benefit: This activity will directly support an increase of Palestinian tourism products and services that offer the highest potential to offer the best return on investment and contribute to an increase in tourism numbers, length of stay and average expenditure per visitor.

Milestones:

- Hotel classification model review undertaken
- Model agreed upon
- Implementation plan finalized

**Activity 6: Site Renovation Analysis and Prioritization (also contributes to PIR 1 and PIR 3)
Component B)**

Activity Description: In year one, focus will fall on the selection of priority sites with high tourism potential to ensure the visitor experiences that these sites can offer in the immediate future reflects the increasingly demanding visitor requirements and trends. Addressing the entire value chain and informing the CIBER assessment of the site renovation program, a wide portfolio of business development factors will be examined, such as engagement of local communities, arrival and reception, site setting and presentation, landscaping and beautification, visit options, visitors' services and amenities, and health and safety issues etc. Three of the priority factors are interpretation, information and visitor engagement.

Resources: LTTA, STTA, Industry Working Group, PWS, Guides Association

Partnerships: DoA, UNDP, Governorates and Municipalities, PWS

Importance and Cost vs. Expected Benefit:

Importance: Palestinian tourism success depends substantially on the quality and presentation of the tourism products it can competitively bring to the international market.

Expected Benefit: A key focus will be a strong emphasis on sustainability through business and economic benefits to stakeholders including local communities and site conservation through enhanced management.

Milestones:

- Finalization of shortlist of potential sites agreed
- Evaluation criteria agreed upon
- Site renovation and analysis undertaken
- Site renovation prioritization report finalized and delivered
- Sites prioritized for support
- RFPs developed and issued for selected projects where further research and/or solutions sourced are not required.

Project Intermediate Result 3: Employment Increased and Job Skills Expanded

Activity 7: Digital Marketing Seminar/Conference and Workshop (also support PIR 1 and PIR 2) (Component B)

Activity Description: In order to leverage opportunity created by the strong growth in tourism online, a robust platform is required to ensure the growth in online marketing capacity across the sector. A conference with key international presenters immersing the audience in the opportunities and tools being utilized worldwide will be followed by several hands-on workshops across the Palestinian Territory for tourism service providers to enable them to better reach their target markets and take advantage of the digital environment to promote their business, increase demand, convert bookings and increase revenue through online mediums.

Resources: LTTA, STTA

Partnerships: HILTOA, PITA, AHA

Importance and Cost vs. Expected Benefit:

Importance: This activity will aid the tourism sector in accessing the \$170 billion online tourism market.



Expected Benefit: This activity will directly contribute to increases in sales and average lengths of stay.

Milestones:

- Conference and workshop brief developed
- Conference delivered
- Workshop delivered
- Post event report delivered
- Post event research undertaken

This activity will contribute to an increase in sales and average length of stay by year three.

**Activity8: Know Your Market to Grow Your Market Seminar (also contributes to PIR 1)
(Component A)**

Activity Description: Building upon market profiles developed by Compete, the “Know Your Market to Grow Your Market Seminar “will aim to increase the capacity and skills of Palestinian tourism professionals to develop and expand markets with the highest potential for the Palestinian Territory. Each seminar will be delivered by a group of international market experts representing many facets of tourism. Sessions will focus on providing first-hand information that will assist in penetrating target markets and market segments with the highest potential. Seminars will present enhanced programs that appeal specifically to these markets and market segments in order to increase sales and tourism arrivals.

Topics to include:

- Market trends and insights
- Market segment opportunities
- Developing market specific programs and engaging trade
- Know Your Market Cyberspace – engaging and closing business online
- Expert advice on responding to current situations to encourage traffic from source markets

Resources: LTTA Component Lead Industry Working Group

Partnerships: Industry Working Group

Importance and Cost vs. Expected Benefit:

Importance: This activity will provide critical market information to Palestinian firms operating in the tourism sector.

[REDACTED]

Expected Benefit: Specific market intelligence will contribute to increased sales for Palestinian firms.

Milestones:

- Research undertaken and one source market identified and agreed by the industry working group
- Date set for seminar

This activity will contribute to sales increases for the Palestinian the tourism sector by Year 3.

Activity 9: Finalize Hospitality School Plan (also contributes to PIR 2) Component B)

Activity Description: To build upon the research previously undertaken and leverage opportunities already highlighted under previous USAID projects, the Compete Project will support a feasibility study of a hospitality school with the objective to undertake a gap assessment on the requirements to increase the volume and availability of service level staff within the labor force, the most critical areas in need of enhancement of the skills and services of the service industry, provision of professional training; and the most appropriate environment that matches industry standards and increase the attractiveness of hospitality careers to Palestinians.

Resources: LTTA, STTA, Industry Working Group

Partnerships: AHA, GIZ, Ministry of Higher Education, Ministry of Labor, MoTA

Importance and Cost vs. Expected Benefit: This activity will directly contribute to increasing employment over the life of the project.

Importance: This activity will ensure that the most strategic solution is implemented to fill the labor gap in the Palestinian tourism sector.

[REDACTED]

Expected Benefit:

Milestones:

- Capacity assessment undertaken
- Feasibility Study undertaken
- Plan Finalized

Activity 10: MENA Digital Tourism Summit (also contributes to PIR 1 and PIR 2) Component B)

Activity Description: Compete will facilitate a first ever regional conference for the Middle East market bringing leading international speakers, presenters, and suppliers to the region to discuss the future of

tourism. This event will present real solutions to improve ways to market, managing and sell products online. Sessions will cover e-business and e-commerce essentials, interactive marketing tools, and instruction and advice for using social media to market. The Summit will provide:

- Immersion in new products, services and successful online projects from around the world
- Understanding of how to better market their business or destination online
- Hands-on experience in the latest reservations and e-commerce solutions
- Opportunities to network and form profitable relationships with other businesses
- Assistance in positioning the Palestinian Territory as a tourism destination
- Insights on the opportunities available for the Palestinian ICT Sector to develop digital tourism solutions for the Palestinian, regional and international tourism sectors.

Resources: LTТА, STТА

Partnerships: HILTOA, АHA, PITA

Importance and Cost vs. Expected Benefit:

Importance: This activity will aid the tourism sector in accessing the \$170 billion online tourism market.

Expected Benefit: This activity will directly contribute to increasing sales and average length of stay over the life of the project. Furthermore, it will support the ICT sector in directing investment to develop products and services that offer the greatest return on investment.

Milestones:

- Secure invitation for participation
- Select criteria for tourism business participation
- Select criteria for ICT business participation
- Summit Participation

Project Intermediate Result 1: Exports & Investment Increased

Activity 11: Tourism Image Bank (Component A)

Activity Description: The availability of quality images that promotes the destinations, products and experiences of the destination is imperative to the success of tourism development. To support the **capacity** of the sector a tourism image bank that can be accessed by the tourism sector, free of charge, will be developed and launched together with a sustainability plan to ensure ongoing use and development of the image bank.

Resources: STТА

Partnerships: MoTA, HLITOA, AHA

Importance and Cost vs. Expected Benefit:

Importance: Imperative to the success of tourism development



Expected Benefit: Availability of quality images will support the sector to compete internationally both online and offline

Milestones:

- Inventory Assessment
- Library Framework
- Populate Library
- Develop Library Website
- Launch to Industry

Activity 12: Digital Tourism Demo for Social Media Conversion (also contributes to PIR 2) (Component B)

Activity Description: To support the development of the digital marketing capacity across the sector, a demo approach is being undertaken locally with two hotels and two tour operators to develop and upgrade their online, social media and booking/conversion ability. In addition a fully functional Facebook Application will be created for the Tour Operator which will aggregate content from across the destination into an itinerary builder.

Resources: STTA

Partnerships: HLITOA, AHA

Importance and Cost vs. Expected Benefit:

Importance: This will support the implementation of tools and required capacity by the tourism sector to grow tourism numbers, while also highlighting development opportunities for the ICT sector.



Expected Benefit: The results will be used as local case studies as the digital tourism conference and supported with easy step guidance delivered through the digital tourism workshops.

Milestones:

- Identify two hotels and two tour operators
- Undertake Assessment
- Undertake Upgrade of Online, Social Media and Booking/Conversion Ability

Activity 13: Web Clinics (also contributes to PIR 2 & PIR 3) (Component B)

Activity Description: Supporting the transformation of the tourism sector's online presence, tourism businesses will be provided with the opportunity for an in-depth website review and analysis, using Web Clinics. Web Clinics will assess and provide feedback on current status of individual tourism business websites and the advice on updates and/or revisions to bring the website to the status of "international best practice". This review will enable the organizations to better utilize the website to achieve their goals and objectives. To ensure maximum impact feedback will be provided through a report and one on one meetings with each participating business.

Resources: STTA

Partnerships: HLITOA, AHA

Importance and Cost vs. Expected Benefit:

Importance: This review will enable the organizations to better utilize the website to achieve their goals and objectives.



Expected Benefit: The financial cost will be invested in supporting the industry in effectively reaching target audiences with minor financial or human capacity contribution and will support conversion of interest to actual bookings and sales.

Milestones:

- Develop List of Interested Tourism Businesses
- Undertake Assessment
- Deliver Report
- Deliver One on One Web Clinic Sessions

Activity 14. Facebook Application for Tourism (also contributes to PIR 2 and PIR 3) (Component B)

Activity Description: An opportunity exists for a fully functional Facebook Application which would aggregate content from across the destination into an itinerary builder and be made available to all tourism stakeholders for use on their own FB pages. The application would include a trip planning tool, ongoing engagement and database building. The FB Application would ideally be managed by a local firm and offered to the tourism sector as a service.

Resources: STTA

Partnerships: HLITOA, AHA, PITA

Importance and Cost vs. Expected Benefit:

Importance: This will deliver a much needed tool to convert tourism bookings for the industry, provide a priority service to the tourism sector.

Expected Benefit: The implementation of this activity will increase engagement between the ICT sector and the tourism sector and open up a new service for a local company to sell locally initially and potentially internationally.

Milestones:

- Develop a Project Brief
- Develop Service Provider Evaluation Criteria
- Support Training of Local Service Provider
- Support Development of Leaderboards and Content
- Launch to Industry

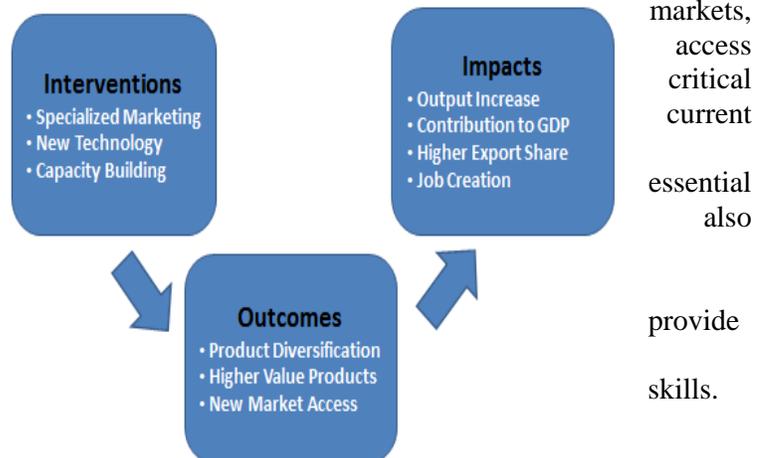
C1c. Transformation of Stone and Marble Sector to Compete in Global Markets

As a leading industrial sector that relies on natural resources, the stone and marble sector remains an important contributor to exports, job creation and contribution to government revenues in the Palestinian economy. The transformation of this sector into a vital growth industry requires unified efforts by all stakeholders and a dynamically genuine engagement—including that of private sector firms, educational institutions, relevant public entities, producer unions and associations.

The Compete Project will implement a vibrant approach in its intervention with the Stone & Marble sector that will address the major sector challenges and create business opportunities that become the driving forces to developing a globally competitive industry. Intervention will take into consideration the environmental concerns that present themselves as both major business challenges, and business opportunities to be addressed with new investment and new technology and recycling techniques. Compete will work with Palestinian stakeholder partners to prioritize new investments opportunities arising from the CIBER methodology described in Section B above.

Palestinian manufacturers embracing changes through technology and specialized marketing is essential for facilitating new market entries. We believe the formation of specialized marketing firms that will assist Palestinian companies to reach global markets, develop promotional materials and gain access to market information and intelligence in critical current markets, also essential for transformational growth. Linking manufacturers with international buyers, investors and equipment manufacturers is provide also essential for transformational growth. Linking manufacturers with international buyers, investors and equipment manufacturers is provide also essential for transformational growth. Linking manufacturers with international buyers, investors and equipment manufacturers is provide also essential for transformational growth. Linking manufacturers with international buyers, investors and equipment manufacturers is provide also essential for transformational growth.

The introduction of new technology will provide the current and future workforce with the opportunity to build their capacities and Through the assistance of a specialized marketing firm and the introduction of new skills.



technologies and training grounded within Palestinian institutions such as the Polytechnic University at Hebron, the sector will be enabled to reach new market access, higher value products, and more highly-skilled jobs.

Project Intermediate Result 1.1: Exports and Investment Increased

Activity 1: Attend Trade Shows/FAM Trips (also contributes to PIR 3) (Component A)

Activity Description: Participation of progressive mid-size Palestinian producers at key stone and marble trade shows is important to gain knowledge on changes and updates in the natural stone industry. Leading exhibitions are excellent venues to learn about new equipment, technology advances, as well as educational seminars for skills development and the business related networking for new business opportunities. From an environmental perspective, addressing major sector challenges by the Palestinian stone industry in partnership with public authorities is essential for future development. The Compete Project support for participation in upcoming trade shows in particular at the leading exhibition in Verona, Italy, will focus on knowledge acquisition of recycling technologies to address sludge formed during manufacturing and begin assessment of new product and investment opportunities. Additionally, this activity will focus supporting a limited number of export ready SME's that will provide direct opportunities for Palestinian manufacturers to meet with major international buyers, project investors and building agencies. Supporting export ready SME's will increase exposure to international market buyers leading to an increase in export and expose them to new equipment and technology which is essential for meeting global market requirements.

Resources: Technical Assistance, Specialized Marketing Firm, and Pal Trade

Partnerships: Specialized marketing Firm, Union of Stone and Marble and Stakeholders

Importance and Cost vs. Expected Benefit:

Importance: Support for participation in upcoming trade shows in particular at the leading exhibition in Verona, Italy will focus on knowledge acquisition of recycling technologies to address sludge formed during manufacturing and begin assessment of new product and investment opportunities.

Expected Benefit: Supporting export ready SME's with new products will increase exposure to international market buyers which will lead to an increase in exports.

Milestones:

- We will include existing stone and marble producers and potential future investors in our upcoming field trips in Italy focusing on recycling technology and how to transfer slurry into products
- Attendance at 1 trade show
- New business leads in direct exports and investment opportunities in residual sludge

Activity 2: Form Partnership with Specialized Marketing Firm (also contributes to PIR 2) (Component B)

Activity Description: Sector enterprises who have invested in new machines and are export ready tend to face difficulties accessing global markets, receiving market intelligence, promoting and branding their finalized products. Linking Palestinian manufacturers with international buyers and investors is essential for

reaching global competitiveness and increasing exports. A stone sector specialized marketing firm will tremendously assist Palestinian companies in reaching global markets, develop promotional materials that meet international standards and provide continuous market intelligence. A key goal of the Compete Project intervention is to facilitate the formation of B2B partnerships with specialized marketing companies to build a bridge and link export-ready SME's to access global market.

Resources: Contract, Specialized Marketing Co, Union of Stone & Marble and Pal Trade

Partnerships: Specialized Marketing Firm

Importance and Cost vs. Expected Benefit:

Importance: The majority of targeted export ready SME's in this industry lack market intelligence, methods and experience to access new markets. Product branding and specific stone marketing materials are essential during marketing campaigns.

Expected Benefit: A partnership with a marketing company specialized in stone and marble will help link global buyers with Palestinian producers. It will also provide firms with access to creative marketing materials that will support export development and help establish new international markets. These activities will contribute to export growth over the next three years along with higher profitability.

Milestones:

- Contract
 - Design an active participation in the Verona Show in Italy to promote Palestinian Stone and Marble sourced from 2nd Tier Palestinian Companies
- Design a complete intervention plan in the Dubai "Big Five" exhibition

Project Intermediate Result 3: Employment Increased and Job Skills Expanded

Activity 3: Collaborate with Polytechnic University for Product and Workforce Development (also contributes to PIR 2) (Component B)

Activity Description: The Palestinian Polytechnic University is a leading technical university in the Palestinian Territory with a successful TVET program. The Polytechnic's stone and marble center is an ideal institution to conduct future activities such as product and workforce development within the stone sector. The sector industry workforce along with TVET students will participate in capacity and skills development proto-type activities as well as providing an opportunity for students/industry trainees to be involved in product development. This will add value to current sector workforce and contribute to developing an entry flow of skilled individuals into the industry's workforce. Supporting the Polytechnic University and introducing advanced machines and technology will also provide an ideal opportunity for sector consortium collaboration to develop products that meet local and international standards.

Resources: Grant, Enterprise Development Investment Promotion (EDIP), Palestinian Polytechnic University, Union of Stone & Marble

Partnerships: Palestinian Polytechnic University, Union of Stone & Marble and Sector Producers.

Importance and Cost vs. Expected Benefit:

Importance: Introducing new technologies for product development is an important area that requires investment with variations depending on the type of equipment and final products requested for production.

Expected Benefit: Expenditures allocated to conduct activities for introducing new technology and product development will contribute to an increase in sales and employment over the next three years.

Milestones:

- Stakeholder meetings held
- Sector workgroup with interested enterprises established
- Future activities and collaboration planned.

Project Intermediate Result 2: Innovation of Products and Services Increased

Activity 4: Filter Press Evaluation and Maintenance (Component B)

Activity Description: The objective of the evaluation is to conduct an assessment of all filter press machines in the stone and marble sector that are damaged or needs maintenance and provide the cost of repairing them in order to be operational and in-use.. Following the evaluation, the implementation of fixing identified filter presses will take place. Conducting maintenance and repairing all identified filter press machines will take place after the assessment is complete, as the second phase.

Resources: Contracts

Partnerships: Lamar Co

Importance and Cost vs. Expected Benefit:

Importance: Filter press machines are important; will increase effectiveness, higher quality products are produced, short the lifecycle of cutting tools, recycle water for the stone producers, comply with environmental regulations and capture all slurry produced during the cutting of stone.

Cost: Maintenance - TBD

Expected Benefits : It is important to conduct such assessment to find out the total cost of repairing the filter press machines. Filter press machines are important; will increase effectiveness, higher quality products are produced, short the lifecycle of cutting tools, recycle water for the stone producers, comply with environmental regulations and capture all slurry produced during the cutting of stone

Milestones:

- Sector manufacturers who have filter presses will comply with environmental regulations
- Higher quality of manufactured products and an increase of cutting tool lifecycle

- Recycling of water during stone and marble manufacturing
- Manufacturers who have filter presses will produce sludge which could be used in manufacturing new product

C1d. Transformation of ICT Sector to Compete in Global Markets

Talented skilled human resources are at the core of the global ICT industry. Palestinians are well known for their significant population of highly educated individuals. The Compete project will work to create sustained growth in the local market by providing better tailored solutions and increasing exports through the expansion of the direct presence of ICT multinational companies in the Palestinian Territories.

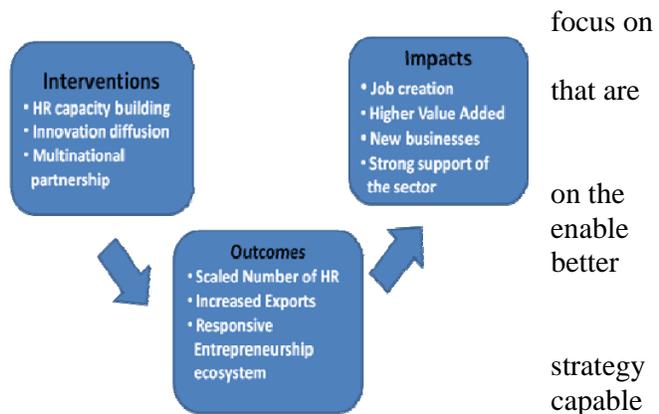
To facilitate faster growth in jobs and investment, talented and experienced human resources are critical. It is imperative for the Compete Project to focus on developing Palestinian human resources not only from the skills perspective but also from the ability to think creatively, to innovate and to deliver world class technologies to the global market.

During the coming three year horizon, the Compete Project will focus on scalable interventions that help create talented pools of young Palestinians capable of providing world class technological solutions. Combing with the active engagement of key international ICT companies such as CISCO, Intel, Google and Microsoft, the Compete Project will deliver highly practical training programs where the trainees –after being carefully selected by local companies –will work in an active live-work environment to gain real life experience. The existence of talented skilled human resources will encourage ICT multinational companies to open research and development centers in the Palestinian Territories.

Another strategic thrust of the Compete Project will on-the-job training to expand work with multinational companies on specific technologies currently in high demand, such as mobile applications or specific R&D projects. The ability of multinational companies to provide live testimony capabilities of Palestinian IT professionals will Palestinian companies to gain greater exposure and positioning in the e-sourcing market.

The third element of the Compete Project’s IT is to enable a healthy and open ICT environment of providing strong motivation and support for entrepreneurship activities, leading to more startup projects and more investment in the sector. It is imperative for the Compete Project to actively engage all ICT stakeholders—particularly the educational institutions, representatives of the private sector, and IT social groups.

Nurturing the growth of Palestinian talent, enhancing private sector capacity to deliver projects with international standards, and providing a healthy open environment for Palestinian professionals will contribute significantly to the creation of a vibrant ICT sector capable of innovating new solutions and providing new services. These elements of change will help to transform the Palestinian ICT sector into a globally competitive player, resulting in significant increases in exports and employment.



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Project Intermediate Result 1: Exports and Investment Increased

Intervention Area 1: Solidify Multinational Partnerships

(Also contributes to PIR 2, and PIR 3)

The Compete Project will build on previous USAID initiatives in solidifying multinational partnerships in the Palestinian IT industry—particularly with companies such as Microsoft, HP, Intel, Salesforce and PDF. This intervention area aims at positioning the Palestinian ICT sector as a reliable partner with strong capabilities to work within the global eSourcing market. In this respect, it is critical to continue and build upon current partnerships with local Palestinian companies identified by these multinational companies as “lead firms” to facilitate greater global market penetration. Enhancing Palestinian companies’ market share of the eSourcing industry for identified niches market segments globally—and specifically within the Middle East Region—will be a key element of Compote’s IT strategy. Ultimately, activities under this intervention area will support the achievement of new contracts, job creation and exports. Below we describe the four activities planned to solidify multinational partnerships.

Activity 1: PDF Project with ProGineer (Component A)

Activity Description: PDF Solutions based in Silicon Valley is planning to expand their R&D work with ProGineer a Palestinian company that is heavily involved in the development of advanced software for the semiconductor industry. This new initiative will generate 6 immediate job openings for highly skilled professionals. In the short term, this activity will assist ProGineer engineers to develop the knowledge and skills required to create additional enhancements to PDF’s software offerings, thus creating additional new jobs in the Palestinian Territory. With more than 30 ProGineer engineers currently working on R&D projects for PDF, Compete will encourage PDF to consider opening a format research center in the Palestinian Territory.

Resources: Cost sharing grant

Partnerships: PDF Inc. and ProGineer

Importance and Cost vs. Expected Benefit:

Importance: This is an opportunity to help PDF move their R&D project to Palestinian Territories.

Expected Benefit: This activity will create 10 new jobs at ProGineer with a potential of creating an additional 30-50 new jobs over the next three years.

Milestones:

- Signed agreement between PDF and ProGineer on new project
- Signed contracts with employees on the project
- PDF status report on the project with ProGineer
- Creation of 60 new jobs over three years.

Activity 2: Microsoft Research Center (also contributes to PIR 2, and PIR 3) (Component A)

Activity Description: Based on the success of the USAID-sponsored Microsoft Research center- Israel incubation Project at PICTI, Microsoft is expanding the project to include more Palestinian employees who

will work out of the ASAL company office in Ramallah. While they would like to add ten Palestinian IT professionals to the team, Microsoft Israel believes that diverting from existing to new suppliers of software services is risky—particularly since the new suppliers are Palestinian firms. To ensure that the project goes forward, Compete will provide a cost-sharing grant to ASAL to off-set risks to Microsoft Israel.

Resources: Cost sharing grant

Partnerships: Microsoft Research Center in Israel, ASAL

Importance and Cost vs. Expected Benefit:

Importance: This activity will help Microsoft open a full-fledged research center with at least 40 positions.

Expected Benefit: 10 new jobs.

Milestones:

- Sign an agreement between Microsoft and ASAL to enlarge the team
- Hiring the new members (contracts)
- Microsoft follow up reports on the status of the project

Activity 3: H+W Sales force cloud computing (also contributes to PIR 2, and PIR 3) (Component A)

Activity Description: H+W Product Force is working with Palestinian partners to create a resource center under the name H+W Product Force. The center will develop and market SaaS applications on the Sales force platform. This activity will build Palestinian capacity to develop IT tools—particularly cloud computing technology services—a leading edge technology that is in high demand globally. Salesforce.com technology will eventually help disseminate IT solutions to non IT enterprises. Building Palestinian skills in this technology will enable local IT firms to take advantage of this rapidly growing market.

Resources: Cost-sharing grant

Partnerships: H+W company, local Palestinian company

Importance and Cost vs. Expected Benefit:

Importance: This activity will provide new technology and services to the Palestinian market that are crucial for the development of a globally competitive IT environment.

Expected Benefit: This activity will directly create 10 new jobs by facilitating the establishment of a company in Ramallah that will receive outsourcing contracts from Europe worth at least \$500,000 in the first year. This project will lead to the creation of at least 30 new jobs not only in providing IT services, but also in creating Sales force applications. It will help to open the European market since H+W is located in Germany—eventually leading to even greater job creation.

Milestones:

- Sign agreements between H+W and a local Palestinian company
- Hire a team to be employed by the Palestinian company
- Trained new employees (locally and at H+W offices in Germany)
- Developed new products and applications sold on Salesforce shop
- Outsourced H+W development work to the Palestinian Territory H+W Mena center

Activity 4: Multinational development program with Intel, Liveperson, and EMC (Component A)

Activity Description: Compete will encourage cooperation with Multinational IT companies: Intel, Liveperson, and EMC by outsourcing “live” projects to Palestinian companies that will hire fresh graduates to deliver per contract. The goal is to enable Palestinian IT companies gain expertise needed to compete in the e-sourcing market, export services and solutions and at the same time help to create needed resources in the market.

Resources: Cost sharing grant

Partnerships: Intel, Liveperson, EMC, local Palestinian companies

Importance and Cost vs. Expected Benefit:

Importance: Building on previous USAID initiatives with Multinational IT companies such as Microsoft, HP, Intel, Salesforce and PDF, this intervention aims to position the Palestinian ICT sector as a reliable partner with strong capabilities to work within the global eSourcing market. It is critical to continue ongoing cooperation with local Palestinian companies identified by these tier-one multinational companies as “lead firms”. This activity will facilitate a greater penetration into the global IT market. Enhancing Palestinian companies market share of the eSourcing industry for identified niche market segments globally—and specifically within the Middle East Region—is a key strategic area for the Compete Project. Ultimately, this activity will lead to new contracts, job creation, and exports.

Expected Benefit: This activity will lead to design activities with Liveperson and EMC and at least two projects with Intel for Palestinian IT firms. The expected direct benefit is 7-10 new jobs.

Milestones:

- Signed agreements between multinational companies such as Intel, Liveperson, EMC with local Palestinian companies
- Designed training program on specific tracks designed by the Multinational companies
- New employees hired
- New products, applications or solutions developed
- 50 new jobs over three years

Intervention Area 2: Innovation Diffusion

Greater Innovation in the Palestinian economy is needed not only to grow the ICT sector size, but also to help other economic sectors grow their businesses and linkages with local and global markets. The Compete Project will build on previous EDIP interventions and focus on specific niches to service other sectors—especially tourism and agribusiness. We will use ICT as a tool to leverage knowledge in the Tourism sector (such as digital content) and to encourage the participation of ICT and tourism companies to promote the tourism sector. Compete will also work to enable the participation of ICT companies in vertical industries, especially those that provide direct services to the market. Entrepreneurship related activities will be another core element to diffuse innovation and help local companies focus on specific niches in the market. ICT diffusion into other economic sectors will enable IT companies to achieve the necessary specialization in a specific niche leveraging their capabilities to compete in the local and international markets. Below we describe the two activities planned to accelerate IT innovation.

Activity 5: Palestinian Business Innovation Center (PBIC) (also contributes to PIR 2, and PIR 3)

(Component B)

Activity Description: The objective of the Palestinian Business Innovation Center is to create sustainable development of the innovation in the Palestinian Territories using the Technology as a tool of development rather being focused only on IT development. The center will create a forum to gather technical experts from all aspects of expertise, new graduates, company representatives, investors, educators, government officials and others who are interested in growing and enhancing the Palestinian innovation utilizing the IT sector expertise. The new center will promote and encourage innovation, entrepreneurship activities and highly specialized training programs for different groups of Palestinian individuals with different age brackets and backgrounds.

The project will seek the help of PICTI and PITA along with the cooperation of other social active groups such as PEEKS to host program of activities to deliver the above objective through creating a steering committee from individuals associated with PITA, PICTI, social groups and educational institutions. PITA/PICTI could be the possible umbrella for this activity to:

1. Create open transformative location “physical location” to enable free holdings of meetings (PITA/PICTI will only provide management of the location).
2. Design activities to attract international speakers, local speakers, mentors and entrepreneurs
3. PITA will help through its “Diaspora” linkage program to create mentorship linkage program
4. Palestinian companies that have joint development programs with international companies such as HP, CISCO, Intel and Oracle will provide speakers and possible training on mobile technologies or other related topics
5. Create entrepreneurship boot camps on specific IT tracks

6. Design Palestinian Tech Days -Ramallah and possibly also Hebron, Jenin, Nablus events to discuss technical issues related to IT development and business decision makings, especially those related to the innovation cycle and Palestinian IT sector
7. Create “startup of the month” section to showcase a Palestinian startup and discuss the challenges the startup faces and learn from their experience
8. Create competitions and celebrations of winners and failures such as joining “Mass Challenge” in the USA
9. Create a “Gaming Task Force” to lead the development of Gaming and animation technologies

Resources: STTA, Grant

Partnerships: Universities’ Excellence Centers, PITA, PICTI, PEEKs, Oasis 500

Importance and Cost vs. Expected Benefit:

Importance: Greater innovation in the Palestinian economy is necessary not only to grow the ICT sector size, but also to help other economic sectors grow their businesses and link into domestic and global markets. Creating new startups and bringing in new investments need highly skilled labor. This component will build on previous EDIP interventions and focus on specific niches not only to enlarge the local IT market but also to service other sectors—especially the Tourism and Agribusiness sectors.

Expected Benefit: Activities under this program will enable hundreds of students, new graduates, and employees to receive mentoring and training on specific technologies, such as the mobile technologies and animation. These activities will transform the Palestinian IT environment to one that focuses on specific niche markets with high expertise in specific tracks of the technology. At the same time, Palestinian IT firms will benefit from greater external linkages and new skills, enabling them to take advantage of new opportunities in international, regional and local markets to grow their businesses.

Milestones:

- MOU with the partners signed to create a Steering Committee
- Create an open space for entrepreneurs to use as a meeting place
- Deliver 3-6 workshops and events, to cover several topics including gaming and animation and software programming
- At least one boot camp to train on several IT and Business related development tracks
- Design Palestinian Tech days with special focus on relevant topics and speakers –at least 3 events with special speakers organized

Activity 6: Diaspora Linkage (also contributes to PIR 2, and PIR 3) (Component B)

Activity Description: One of the major contributors to the development of the Palestinian IT sector is the Palestinian Diaspora and their extensive networks in the U.S. ICT market. This is evident in the major IT companies active in Palestinian Territories such as Exalt, I-connect, 2I, and Infinite Tiers. This activity aims to actively engage the Diaspora to provide support and mentoring to local entrepreneurs, Palestinian companies, and new investments. One of the major venues to leverage participation from the Diaspora is Expotech Exhibition, the only major IT conference in the Palestinian Territories that has a solid brand image to attract Diaspora Palestinians, especially those living the US.

Resources: STTL, cost sharing grant

Partnerships: PITA, Affiliates of US based companies in Palestinian Areas and social groups

Importance and Cost vs. Expected Benefit:

Importance: Greater Innovation in the Palestinian economy is needed to grow the ICT sector. This activity will contribute to greater innovation in the Palestinian economy by enabling the ICT sector to connect with the Diaspora living abroad--particularly in the U.S., motivating them to invest in the Palestinian ICT sector on two levels:

- Directly, through opening new offices for their companies or investing in current companies
- Providing mentorship for local Palestinian IT professionals

Expected Benefit: This activity is expected to attract in at least 10 Palestinian expatriates to invest in the Palestinian Territory.

Milestones:

- Program to reach out to the Diaspora in the US designed
- PR material suitable to the US market prepared
- Mission to the USA to promote Palestinian IT sector completed
- Attendance of a Diaspora delegation in Expotech Conference recorded
- Follow up report on the value of the participation delivered

**Intervention Area 3: Human Resources Capacity Building
(Also contributes to PIR 2)**

Building on successful activities under the EDIP Project, the Compete Project has designed practical training interventions to supply talented human resources to the Palestinian IT market—especially highly skilled individuals at the junior and middle management level. This initiative will raise the capacity of Palestinian firms to compete in global and domestic IT markets. IT firms, start-ups, and ICT professionals operating in the Palestinian Territories need to develop capabilities in specific niche technologies—particularly those in areas that can take advantage of local training capabilities and can increase the global competitiveness of Palestinian firms. Training courses will be delivered by Palestinian IT companies that have specialized expertise in a specific technology and broad experience selling internationally. This training methodology will bring new resources to real projects and ensure that training activities are practical and solidly transfer knowledge and experience. Ultimately, raising human resources capacity will

contribute to the creation of a vibrant ICT sector capable of innovating new solutions and providing new services—especially to the agribusiness and tourism sectors.

Activity 7: Apple iOS Mobile Development Center of Excellence (also contributes to PIR 2 and PIR 3)

(Component A)

Activity Description: The mobile technology space is the hottest trend in IT technology. This intervention will focus on developing skills needed to develop this space not only locally, but also internationally. The Apple iOS Development Center of Excellence, owned by Infinite Tiers will partner with Compete to develop deep knowledge in agile technologies and mobile applications—especially for Android and Apple applications. The Center will initially hire 10 Palestinian software engineering graduates as full time Infinite Tiers employees who will engage in research and development activities using cutting edge technology to create the software applications demanded both internationally and locally.

Resources: Cost sharing arrangement with Infinite Tiers

Partnerships: Infinite Tiers and local universities

Importance and Cost vs. Expected Benefit:

Importance: This activity will enable a local branch of a US based company to develop local resources in mobile applications. These resources will enable staff to deliver mobile applications that meet international standards.

Benefit: This activity will provide employment for at least 10 new graduates. Ultimately, the Center will continue to hire—creating additional jobs and developing new talent for the IT sector.

Milestones:

- 10 new graduates hired
- New application demo developed
- At least one final application developed and ready for the market
- Employment contracts of the 10 hired graduates renewed
- 50 new jobs over three years
- 100 trained professionals over three years

Project Intermediate Result 3: Employment Increased and Job Skills Expanded

Activity 8: Oracle Training Center (Component A)

Activity Description: Developing skilled human resources in key Oracle technologies, and support Palestinian outsourcing service providers to land jobs in the outsourcing industry is the prime focus of this activity. The program will target employed staff of Palestinian ICT firms as well as new graduates from IT universities. Selecting Issue Ltd-provides full services to establishing offshore software development teams

and offshore outsources projects. Issue Ltd specializes in managing project in multi culture domains in collaboration with Israeli and outsourcing companies.

Resources: Cost sharing arrangements with Oracle Israel office, Issue Ltd, local Palestinian companies and Palestinian Universities

Partnerships: Oracle Israel, local Palestinian company and Universities

Importance and Cost vs. Expected Benefit:

Importance: Building on previous activities of the USAID EDIP Project, this activity will supply talented human resources to the market. This highly technical training program will select new graduates with the greatest potential to receive training by Oracle Company on specific technologies and tracks that are in high demand both locally and internationally.

Benefit: Oracle, along with Issue Company will provide graduates with job opportunities in the region and Israel. 20-24 individuals and 1-3 Palestinian companies will directly benefit from this activity (new graduates and current employees at IT companies).

Milestones:

- Rigorous, multi-stage selection process in place to select top notch candidates.
- 15-day Core Oracle training delivered on subjects that will prepare the trainees to deliver off shoring services
- Internship program launched one-week boot camp that challenges the trainees' skills and knowledge
- 50 jobs over three years

Activity 9: I-Connect Training Program (Component A)

Activity Description: Utilizing a strong outsourcing relationship with US-based Medcor, Inc., I-Connect was established in 2008 to create resources in the Palestinian market capable of delivering world standard outsourcing services. I-Connect's top-notch training program consists of the latest innovations in software development and programming languages and provides training in critical thinking and problem solving. These courses provide students with unique skills needed in today's fast paced and high pressure IT environment. This activity will encourage I-Connect to expand its successful training program to create a talented pool of resources that benefits not only I-Connect, but also the entire Palestinian IT sector. Since I-Connect specializes in health solutions, trainees will gain valuable skills in a highly demanded market segment.

Resources: Cost sharing grant

Partnerships: I-Connect, Universities

Importance and Cost vs. Expected Benefit:

Importance: This training is based on I-Connect's successful methodology for developing talent for their outsourcing projects.

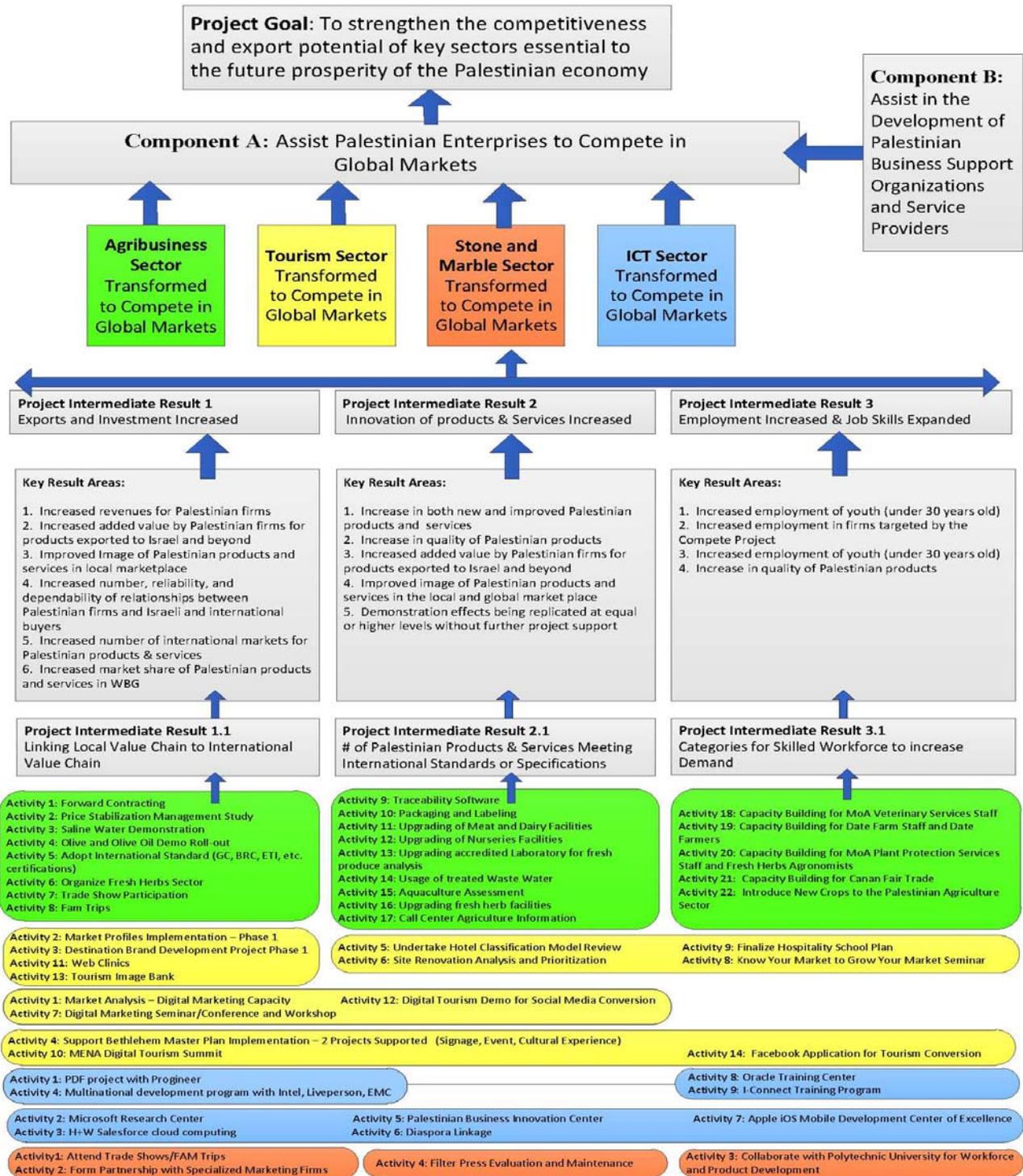


Expected Benefit: It is expected that at least 15 individuals will receive training.

Milestones:

- Select a group of 20 fresh graduates
- Provide training
- Development of new products and applications
- 20 jobs over three years

ANNEX A: COMPETE RESULTS FRAMEWORK



ANNEX B: YEAR ONE ACTIVITY TIMELINE

WEST BANK AND GAZA COMPETE PROJECT FIRST ANNUAL WORKPLAN TIMELINE

Activity	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12
Component A: Assistance to Palestinian Enterprises to Compete in Global Markets									
Cross-cutting Activity: CIBER Assessments									
Transformation of Agribusiness Sector to Compete in Global Markets									
Activity 1: Forward Contracting									
Activity 2: Price Stabilization Management Study									
Activity 3: Saline Water Demonstration									
Activity 4: Olive and Olive Oil Demo Roll-out									
Activity 5: Adopt International Standard S (GC, BRC, ETI, etc. certifications)									
Activity 6: Organize Fresh Herbs Sector									
Activity 7: Trade Show Participation									
Activity 8: Fam Trips									
Activity 9: Traceability Software									
Activity 10: Packaging and Labeling									
Activity 11: Upgrading of Meat and Dairy Facilities									
Activity 12: Upgrading of Nurseries Facilities									
Activity 13: Upgrading accredited Laboratory for fresh produce analysis									
Activity 14: Use of treated Waste Water									
Activity 15: Aquaculture Assessment									
Activity 16: Upgrading fresh									

herb facilities									
Activity 17: Call Center Agriculture Information									
Activity 18: Capacity Building for MoA Veterinary Services Staff									
Activity 19: Capacity Building for Date Farm Staff and Date Farmers									
Activity 20: Capacity Building for MoA Plant Protection Services Staff and Fresh Herbs Agronomists									
Activity 21: Capacity Building for Cannan Fair Trade									
Activity 22: Introduce New Crops to the Palestinian Agriculture Sector									
Transformation of Tourism Sector to Compete in Global Markets									
Activity 1: Market Analysis – Digital Marketing Capacity									
Activity 2: Market Profiles Implementation—Phase One									
Activity 3: Destination Brand Development Project Phase One									
Activity 4: Support Bethlehem Master Plan Implementation – 2 Projects Supported (Signage, Event, Cultural Experience)									
Activity 5: Develop Ready to Launch Hotel Classification Plan									
Activity 6: Site Renovation Analysis and Prioritization									
Activity 7: Digital Marketing Seminar/Conference and Workshop									
Activity 8: Know Your Market to Grow Your Market Seminar									
Activity 9: Finalize Hospitality School Plan									
Activity 10: MENA Digital Tourism Summit									
Activity 11: Tourism Image Bank									
Activity 12: Digital Tourism Demo for Social Media									

